



A FOCUS ON HIGH QUALITY CARE FOR ALL

DaVita Medical Group's
approach to wellness

Case Study

Vitality[®]

Introduction



Since 1992, DaVita Medical Group (DMG) has been a leader in developing innovative models of healthcare delivery that improve the quality of their patients' lives, while containing healthcare costs. Working across multiple states and with hundreds of thousands of patients, DMG physicians strive daily to bring the benefits that come with truly coordinated care to the communities they serve.

Several key drivers lead DMG to invest in a health improvement program. One factor was having moved to a self-insured medical offering and experiencing significant increases in premiums on which they were assuming 100 percent of the risk. Additionally, as a provider organization, they understood the value of well care and prevention, perhaps better than a lot of companies and because of that, senior leadership had mandated that a wellness program be implemented. DMG felt that there was significant cultural alignment with their emphasis on data-driven and evidence-based approaches and Vitality's actuarial, clinical and behaviorally based approach to improving people's health holistically. In 2010, DMG partnered with Vitality to capitalize on their overarching mission of improving the quality of people's lives through improving their health.

The collaboration over the past seven years has driven high rankings or improvements in health risk factors, engagement, workplace culture, health and well-being, and a positive return on investment. Notable strategies that have contributed to the success of the program are:

Social and Communication Strategies

Communication can have a profound impact on people's behaviors and their health, Vitality's 2017 engagement study notes that strong communication strategies can impact the number of activities in which members participate by a factor of 2.5 times. DMG recognizes the impact that communication, along with who is doing the communicating, can have on program success. With DMG it starts with leadership involvement. DMG's leadership has played a significant role in driving awareness and buy-in to the program. This included DMG's executive medical director finding out his Vitality Age was several years above his actual age (an output from a Vitality Health Review, Vitality's version of a Health Risk Assessment), which encourages him to begin journaling his Vitality experience. This was shared with all physicians in the organization, which help generate buy-in. DMG leadership continues to communicate the importance of participating in the Vitality program at company events. One such example was during the launch of Vitality Active Rewards™ with Apple Watch when the chief medical officer challenged teams to achieve 100 percent Vitality Health Review completion rates, which has helped increase member participation in health review completions by two times since the program started.

In addition to leadership support, DMG established multiple communication channels that helped promote the program and the success members were experiencing through it. This includes a quarterly newsletter that highlights program ambassadors, success stories, and organizational initiatives. "Vitality Realities" were created to broadcast member success stories throughout the company. DMG also established additional recognition and awards for extraordinary accomplishments in a wellness context. It included pictures and stories of people's efforts, how they spent their rewards they earned through the program, such as hotel stays, donating books for kids, creating events to benefit the community and more. All of this increased awareness and built enthusiasm for the program throughout the organization.

Lastly, DMG put a focus on recruiting members of the program to act as program ambassadors called Vitality Champs®. DMG has recruiting more than 150 Vitality Champs across their multiple locations. Champs play an important role in tapping into the influence that social networks can have on health behavior. Champs at DMG have a variety of backgrounds from operations to physicians. They are tasked with organizing on-site events that help bring local office initiatives within the company and the community into the Vitality program.



Incentives

Incentives play a significant role in motivating members to participate in the program, and it isn't always through monetary awards that get people active. For example, DMG runs multiple employer-sponsored events through the Vitality program that include events such as "Light The Night" walk to raise money for The Leukemia & Lymphoma Society. Beyond the reward that comes with participating in this great cause, DMG awards Vitality Points™ for participating. These points tap into important behavioral components that provide instant gratification for participating in events like these, and throughout the program that motivate people to engage in the variety of activities in the program.

DMG offers rewards through the Vitality Mall™. Built within the Vitality member portal, the mall is constructed of a broad set of leading consumer brand offerings from fitness devices to gift cards. The Vitality Mall is designed in a way to appeal to the broadest set of members and provides motivating rewards that encourage members to participate in the program. Members earn points for participating in the program which convert to Vitality Bucks®, a form of program currency that members can redeem for items in the mall. Achieving a significant amount of Vitality Bucks requires long-term participation in the program, tapping into principals of new habit-forming behavior.

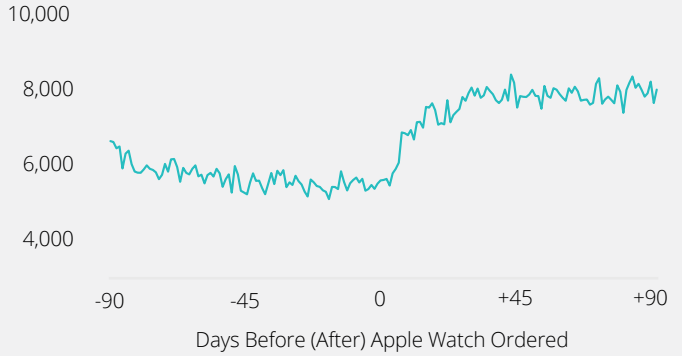
In 2016, DMG implemented Vitality's latest intervention to tackle the global physical inactivity epidemic in Vitality Active Rewards with Apple Watch

program, an intervention that provides DMG members weekly personal physical activity targets that once met, provides members a chance to win Vitality Points or a gift card from leading consumer brands. Additionally those with iOS devices have the opportunity to get the latest Apple Watch. As members continue to increase participation in physical activity, what they pay is solely determined by their engagement in physical activity. This lasts over a 24-months period, leveraging principals of lasting behavior change. The program's early results have been significant.

Strategic initiatives have had a profound impact

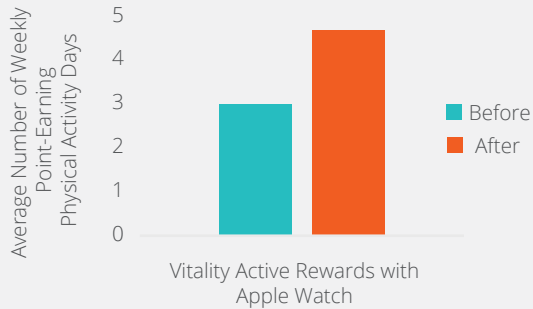
34%

increase in
daily steps



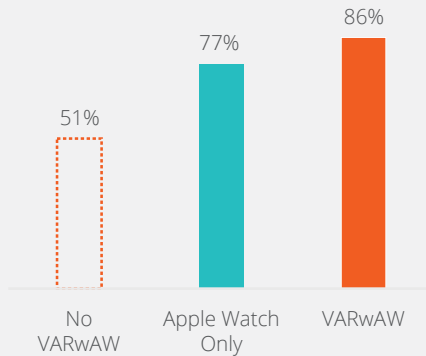
50%

increase in days
physically active



35%

increase in
tracking



Results

The commitment and effort by DMG has led to tremendous results, including reduction in health risks, medical savings, improvements in engagement and workplace culture.

Notable Results

95%

of DMG members say
Vitality improves
workplace culture

98%

of DMG members say
Vitality improved aspects
of their health and well-being

7

risk factors have
been reduced

7%

net improvement in
overall risk groups

9x

increase in
activities per month.

2.25x

return on their investment
in wellness



Vitality®