



TLG and LMC 2016 Case Study Application
Future Ready Communities



DUE: September 4, 2015

Email to: Ryan Spillers at rspillers@transformgov.org

COVER PAGE

1. Case Study Title: FitBitters: A Bit Fit FitBit Challenge
2. Case Study Category (Select only one, selection identified by highlighting your choice):

Planning for Your Future

Creating an Inclusive Community

Reinventing Local Government

Community Networks

Blinders

3. Jurisdiction Name: Adams County Colorado
4. Jurisdiction Population (US Census): 430000
5. Would you like the application to be considered for our Rapid Fire Session? (Rapid Fire presentations are fast-paced, entertaining, interactive presentations. Each jurisdiction will have five minutes to make their presentations using 15 PPT slides set on auto-forward primarily containing photos/graphics. Participants will be seated at round tables to facilitate an energetic idea exchange. A cash bar will be available.)

YES

NO

6. Project Leader (Primary Contact for case study notification):
Name: Julia Ferguson
Title: Sustainability Coordinator
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List additional presenters contact information below:

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1. Presentation title and description of the innovation. *100 word maximum.*

"Utilizing Community Partnerships to Enhance Access to Health Care Services"

FitBitters: A Bit Fit FitBit Challenge

How can wearable fitness trackers make a meaningful difference for employee health, increase productivity, reduce health care costs, and build effective workplace wellness programs? Adams County took an innovative approach to employee wellness through an engaging program that used FitBit activity trackers. Participants in the pilot program were challenged to take ownership over their health, encourage and motivate each other, and meet their fitness goals. By approaching workplace wellness in a creative, challenging, and technologically track-able way the County was able to see immediate results from the Challenge, which continues to reap positive rewards.

2. When and how was the program, policy or initiative originally conceived in your jurisdiction? *100 word maximum.*

County Sustainability staff has a strong interest in creating links between sustainability and wellness at Adams County in order to strength both initiatives. In January of 2015 Sustainability staff approached Wellness about partnering on an innovative fitness program involving wearable trackers. For various reasons the Wellness program did not wish to collaborate at the time, but an intern that worked closely with Wellness assisted with development of the innovation. In-depth research on wellness programs and legal requirements informed the program development, as did an exploration of the types of wellness programs that are effective and engaging nationwide.

3. How exactly is the program or policy innovative? How has your innovation changed previous processes, products or services? *100 word maximum.*

The innovative FitBitters program utilized technology and competition to motivate participants to engage in a way that prior wellness programs have not done. By placing the focus of the program on activity and fitness rather than on a specific health measure, individual participants become personally responsible to themselves and their team for their fitness level. Engaging employees using wearable technology is an innovative approach that provides the employer organization with an opportunity to verify individual participation in fitness programs, and these results can be tied directly to health plan savings and other tangible benefits for employees and the organization.

4. Explain how the program or initiative substantially stretched or improved the boundaries of ordinary governmental operations. *200 word maximum.*

Rising health care costs, decreasing employee morale, and a lack of collaboration and communication between departments has a detrimental effect on many local governments. Run-of-the mill wellness programs and fitness classes that emphasize 'fatness' over 'fitness' often are utilized to combat these issues with mixed results. By substantially stretching the boundaries beyond what has been traditionally comfortable for workplace wellness programs, the FitBitters Challenge allowed the county government to approach workplace wellness from a standpoint of employee responsibility and technology integration. Carefully treading around workplace wellness and HIPAA regulations, the program placed activity and involvement in the hands of the employee participants. Incentives and rewards were tied indirectly to an individual's activities and results by using a lottery-drawing system for prizes. Participant activity was tracked through on-line systems that allowed for accurate data points. This reduced costs and created a sense of urgency within program participants to be actively involved. By providing

employees the opportunity to not only engage with new technology but also to engage with each other through a team-oriented challenge, the program redefined what a successful workplace wellness program could look like, stretched the boundaries of operations by using technology to engage employees, and significantly increased employee morale.

5. What individuals or groups are considered the primary initiators of your program? How does the innovation engage stakeholders or demonstrate high performance teaming? Were strategic partnerships and/or community networks developed as a result of the innovation? *200 word maximum.*

The Adams County Office of Performance, Innovation, and Sustainability is the primary initiator of this program, with assistance from staff in the County's Communications and Wellness offices. Throughout program development, several focus groups were held with the county Wellness Committee and the county's Innovation Academy in order to fully vet and develop the program concept and ensure all stakeholder concerns were addressed. Throughout the program participants were continuously engaged via weekly emails, monthly challenges, and invitations to participate in related events, such as 5ks, volunteer clean-ups, and Bike to Work Day. Participant teams within the Challenge demonstrated a high level of engagement by using both the FitBit.com website to send messages and by planning team fitness events throughout the six-month pilot program. The Office of Performance, Innovation, and Sustainability was also able to utilize this program to further develop its network of stakeholders and partners within the county, which will aid in the development and success of future innovative programs and initiatives.

6. If a private consultant was used please describe their involvement, identify the consultant and/or firm and provide contact information. *100 word maximum.*

LifeHealth, Inc was hired as a third-party vendor to conduct the pre- and post-program health assessments, as required by HIPAA law.

Contact:

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7. To what extent do you believe your program or policy initiative is potentially replicable within other jurisdictions and why? To your knowledge, have any other jurisdictions or organizations established programs or implemented policies modeled specifically on this project? Please provide verification of the replication. *200 word maximum.*

Several jurisdictions and organizations, including City and County of Denver, City of Mankato, City of Eugene, and Tufts University, have reached out to Adams County regarding this program and the potential to replicate it within their own organizations. A final report detailing the program, including concept development, budget, and program management, is being provided to several of these organizations that have requested this information. As of yet Adams County is not aware of an organization replicating this program, but the likelihood of such happening seems very good given the high level of interest in the program and its positive impact on employee morale alone. The FitBitters pilot program is so popular with employees that that

Human Resources department has budgeted for the program to be rolled out to all county employees in the 2016 budget cycle.

8. What were the costs? What were the savings? *100 word maximum.*

Total program cost, including the cost of the FitBit Flex trackers, health assessments, prizes, incentives, and a celebration lunch: \$16,394.

This program came \$3,200 under what was originally planned.

Total savings are TBD. Currently we are evaluating and placing a monetary value on the results of health assessments and post-program surveys.

9. Please describe the most significant obstacle(s) encountered thus far by your program. How have they been dealt with? Which ones remain? *200 word maximum.*

The most significant obstacle to overcome in the development of this pilot program was attaining support from key individuals in the Human Resources, Risk Management, Legal, and Wellness teams. While county leadership was immediately supportive of the pilot program concept, several conversations occurred before Risk Management and the County Attorney's office were comfortable moving forward with the concept. While all legal and statutory regulations were followed, concern regarding liability and privacy abounded until the pilot concept was vetted enough for approval. By taking into consideration the concerns of all parties present and, when possible and necessary, revising the pilot concept to meet the needs of concerned individuals, program staff were able to reach a mutual agreement about the overall program concept and roll-out. As the program is now approved and budgeted for all benefit-eligible county staff in 2016, the next challenge will be transitioning the program from the Office of Performance, Innovation, and Sustainability to the Human Resources Department and Wellness Program for continued implementation. By effectively communicating program concept and materials and lessons learned, challenges in this transition process may be mitigated and the result, ideally, will be an even more effective program with a broader reach.

10. What outcomes did this program or policy have? What baseline data did you collect? How did you measure the change based on the intervention, and why do you believe in the credibility of this assessment? *200 word maximum.*

Collecting and quantifying any impact from the FitBitters: A Bit Fit FitBit Challenge was integral to measuring the success of the pilot. Participants were given the opportunity to take pre-program health assessments, including a survey on personal fitness and measurements of weight, body mass index, body fat percentage, waist circumference, and blood pressure. These metrics were identified as those that offer the greatest ability to gauge 'healthfulness' and predict an individual's cost of health services on an annual basis. At the end of the pilot period participants were again given the opportunity to take a health assessment evaluating the same metrics and a survey, which included questions evaluating the individuals mental state, employee morale, and experience through the program. Pre-assessment health scores are being compared with post-assessment scores to evaluate and place a dollar value to the effectiveness of the program based upon health care cost savings. Initial assessments indicate this program had a positive impact on employee morale, mood, and activity level, although results have not translated into improved biometric scores for all individuals. 91% of participants increased their amount of daily physical fitness, and 80% felt the program improved employee morale for those participating.

11. Has the program received any press or other media coverage to date? If yes, please list the sources and briefly describe relevant coverage. *100 word maximum.*

A local news station, Channel 9 News, covered the innovation and the county's use of wearable trackers to improve employee health. Their coverage focused on the positive impact to employees of the program and the fact that the vast majority of employers do not use tracker devices to verify participation in a wellness program. Additionally, a researcher at Tufts University wrote a compelling blog post regarding the program, and the program coordinator has been in contact with several municipalities regionally and nationally to share information about the program.

12. Please provide web links where the innovation can be seen/tested (in the case of something that is web-based) *100 word maximum.*

N/A.

13. Please provide any key references and their contact information who can be interviewed/called to discuss the innovation and its impact. *100 word maximum.*

Nick Kittle, Manager, Office of Performance, Innovation, and Sustainability; 720-523-6794, nkittle@adcogov.org

Rich Neumann, Communications Manager; 720-523-6112, rneumann@adcogov.org

14. You've been to a lot of conferences. TLG should be a unique experience for everyone. Describe how your case study presentation will be different than other conference presentations. *200 word maximum.*

- How will you make the session creative and unique?
- How do you plan to be both entertaining and educational?
- Include a description of how your session will facilitate group activities and/or interaction.

Conference presentations often are a rather one-sided experience in which audience members have little opportunity to engage the speaker, let alone get up and move. As this presentation focuses on a wellness program in which the desired outcome was to get people moving and improving their health measures in a team-oriented environment, this presentation will divide the audience up into teams and track their efforts towards a goal. The session will begin with a presentation from the speaker including background information on the county's innovation. Following the brief introduction, groups will move around areas of the room as they encounter various obstacles related to developing a similar wellness initiative at their organization, and will work together to sort out issues and concerns that come up related to program development. The presentation itself will switch between the speaker providing background information and sharing the county's experience, to teams accomplishing challenges and sharing with the larger group the results of their discussion. Groups will be given a limited amount of time to complete each challenge related to program development, and participants will be given the opportunity to share their ideas and experiences.

15. Anything else you would like to add? *200 word maximum.*

Thank you for considering this presentation for inclusion in the 2016 TLG Case-Study sessions. As we are currently in the process of evaluating health assessment results with the assistance of a third-party health care vendor and quantifying the value of the program, if selected for a

session the presenter will be able to provide further details at that time regarding the measurements, outcomes, and value (monetary) of the program.