



Vision statement: Strengthening those who lift the weight of emergency medicine in the United States.

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# The Theory of Employee Health Management

According to the Centers for Disease Control, 86% of American's healthcare spend result from chronic conditions<sup>1</sup>. It has been shown that lifestyle habits contribute to or accelerate the progression of a disease state. The goal of the Healthy EMS program is to engage all stakeholders with the task of identifying preventable chronic diseases which impact productivity in the emergency medicine work force (inclusive of non-benefit eligible, part time and volunteer workers).

## Mission Statement

The mission of Healthy EMS is to empower the EMS worker to take an active role in their achievement of their individualized goals related to everyday decisions known to reduce (or contribute to) chronic disease conditions. Empowerment to continually make the best lifestyle decisions starts with education, continues with activity encouragement with incremental rewards, followed by long-term financial incentives and better mental state.

## Executive Summary

Employee wellness programs strive to promote a healthy lifestyle for the workforce. Focus includes maintaining or improved health and wellbeing and prevent or delay the onset of disease and it's progression. At its core, these programs assess the health risks of participants and deliver customized educational and lifestyle coaching designed to lower risks and improve outcomes. Programs typically provide preventive services and use coaching or other incentives to encourage program participation. As programs evolve they incorporate disease management for employees with chronic conditions and may also include employee assistance programs, nurse-based decision support for patients, workplace safety and injury prevention initiatives and efforts to manage employee absences due to illness and disability.

Incorporation of these programs in the United States has increased in recent years, and several of the wellness and prevention provisions included in the Patient Protection and Affordable Care Act increase attention to – and expectations for – worksite wellness programs. A growing body of research indicates that these programs contribute to a positive change in employees' health conscious behavior; improve their biometric risk profile; increase work productivity; reduce use spend on health care services; and achieve a positive return on investment for the employer. While there has been considerable progress in understanding the "best practices" to maximize program effectiveness, more work remains.

**The ideal workplace environment for implementation.** Past research consistently shows that corporate culture is one of the most critical factors controlling program success. A supportive environment should be entwined in all aspects of the organization, from its business goals and strategies to its corporate policies and physical location(s).

A supportive corporate culture not only includes participation and commitment to the wellness program from senior management, but also extends to the mid-level and frontline managers

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<sup>1</sup><https://www.cdc.gov/chronicdisease/>

best positioned for daily examples and lifestyle leadership with the workforce. Thus, it is, important to align healthy management and performance goals with the health and wellbeing of the people who report to them.

The environmental context also includes influences external to the workplace, such as the home setting, friends and social networks and the policies and resources of the local and national community. In summary, the single most objective is to empower employees with confidence and education to make behavioral modifications known to improve their health because they recognize it as the best lifestyle for their longevity.

**Engaging employees is key to program success.** Even state-of-the-art programming will fail if workers do not engage in the program. Depending on the stage of implementation and program objectives, different types of engagement may be relevant, ranging from simple compliance with the health risk assessment to intensive participation in multiple venues to cross cover success for highly problematic lifestyle behaviors (ex, nicotine or alcohol misuse).

**Wellness programs have many stakeholders, who may be interested in differing outcomes.** It is important to understand customer-defined value and goals when customizing programs. Frequent program evaluations also ensure that all stakeholders' goals are measurable.

To follow suit with other highly engaged corporate wellness programs, each stakeholder should understand and subscribe to the business case of workplace wellness. The business case should be economically motivating for all stakeholders.

**Initial 4 main risk factors should be:**

<b>Tobacco Use</b>	<b>Alcohol Over Use</b>
<b>Sedentary Lifestyle</b>	<b>Unhealthy Diet</b>

These main risk factors will be easily identifiable to 100% of the workforce. Whether all 4 risk factors are targets for improvement or only 1, it shall be the fundamental goal of the wellness program to lend clarity to measurable improvements within the 4 main risk factors over a self defined, attainable length of time.

Success, therefore, is not attributable by measuring outside of the stakeholder population. In other words, individual accountability should lend to successes of the entire stakeholder population.

# Who are the Stakeholders?

## A. Employees:

1. It shall be the goal of the employee (worker) to use the tools to identify known strengths and to lend support to fellow workers who want support in accepting the newly discovered challenges identified.
2. Definable goals of the employee (worker) is to identify and embrace known, anticipated or newly found challenges which enhance their qualitative ability and positive longevity on life and it's surroundings. When current patterns are acknowledged to have a negative impact on health, an adopted culture of co-workers encourages everyone to test personal boundaries and make a constant and consistent trek toward success.
3. The worker needs to define and be able to periodically measure rewards, whether financially, emotionally and/or spiritually using their individual goals. That can be as simple as seeing dollars saved on tobacco products not purchased and/or reduction in prescription drugs and the associated cost savings and/or increased workplace productivity due to decreased absenteeism or productivity incentives while at work.

## B. Employer

1. The employer's goal achieves a workplace environment (culture) which supports the vision of the wellness program. Enveloping the wellness culture is known to be the single most important aspect of measurable success AND longevity. Adoption starts at the top and includes enthusiastic support for program purpose, engagement with the technology and presentation of the attainment of corporate goals.
2. A goal of the employer is to achieve a return on investment which is individualized to their organization. The employer has the ability to compare and contrast measurable objective data such as:

Employee participation in program	Employee counts at various status levels
Employee surveys gauging appreciation	Reward usage
Absenteesim	Medical & Rx claims spend
Attrition rates	Workplace incident/accident rates
Job satisfaction	Employee morale

3. The employer can start by modifying Employee Handbooks and operational policies to strengthen the purpose of the wellness program and to demonstrate to the workforce that organizational culture is endorsing the healthy behavior modifications.
4. Program longevity will not only bolster financial motivation, but it will also enhance organizational culture and attract future employees who live a healthy lifestyle but are not currently rewarded for it. Therefore, recognizing and implementing successful rewards work is vital to program longevity. To motivate workers to achieve status within the Vitality system, a diverse reward system should be available. In other words, not all workers are motivated by monetary incentives. Consideration should be made for enhancing a work-life balance for those who may prefer time off or company wide recognition for goal attainment. Modifying or adding workplace polices to include healthy rewards will be additional motivation for potentially ideal employees to apply.

### C. Insurer

1. The goal of the insurer is to empower the employer with information and/or financial incentives as motivation to create a highly engaged workforce, starting at the top.
2. Identify potential unnecessary or high risk claims to warrant personal or customized intervention.

## Healthy EMS Program Ambitions

### A. Participation

1. The primary objective is to engage stakeholder participation in a collaborative effort of health & wellness. It is not the intent of this program to establish concrete standards by which all members need to meet and maintain, but rather a resource to measure and assess composite individual goals to predict participation and attainment independently and collectively.
2. Given the broad and diverse nature of health support programs which include multiple types of programs (condition management, lifestyle/wellness, coaching, case management, decision-support, etc.) and modalities (phone, online, in-person, video, devices, etc.), the initial scope is limited to select condition management and lifestyle/wellness behavioral modifications. The program's ambitions are to positively impact the following lifestyle/modifiable conditions, including, but not limited to: cardiac and respiratory health, mental health and Type 2 diabetes management, including prevention. Additionally, lifestyle/wellness programs such as weight management, smoking cessation, nutrition, and physical activity are also included. There is no limitation placed on the modality.
3. When a participant is identified as meeting certain attributes for participation within a program or programs, achievements are not solely measured on objective factors such as weight reduction and/or vital sign improvements and/or dependence on certain substances, but rather the participants long term engagement/committed activities to generate their individual success. In other words, if a participant with diabetes qualifies for a diabetic program; success and its rewards will be granted by both measurable results and staying the course of an educational program.
4. Each employer will establish at the beginning of the program, its participation goals. Participation goals closely correlate to management participation and support of the program. If executives and middle management participate as Champions of the Healthy EMS program, the employer should expect a greater than 75% participation. Otherwise, participation expected will be at the 50% level.
5. Each employer will need to comply with all federal and state guidelines with regards to non-discrimination among the workforce. Six federal standards must have compliance:
  - a. The Employee Retirement Income Security Act (ERISA) prohibits discrimination based on health status. Said another way, the employer is not permitted to use health status or medical illness as the basis for employee cost sharing schedules. ERISA has exceptions for wellness programs to offer premium or cost sharing discounts based on an individual's health status under certain circumstances.

Specific circumstances should be addressed between the employer and their legal counsel.

- b. Americans with Disabilities Act (ADA) prohibits employer discrimination based on health and generally forbids employers from inquiring about workers' health status. Exceptions for medical inquiries that are conducted as part of voluntary wellness programs are acceptable.
  - c. Genetic Information Nondiscrimination Act (GINA) prohibits employment discrimination based on genetic information and forbids employers from asking about individuals genetic information. However, there are certain exceptions allowed through a voluntary wellness program.
  - d. The Health Insurance Portability and Accountability Act (HIPAA) establishes standards to protect the privacy of personal health information, including information that may be collected by some workplace wellness programs. Solutions including release of information documents or blinding the information through fictitious character names or codes are acceptable solutions to protect PHI while supporting the employee efforts in the program.
  - e. The Affordable Care Act (ACA) allows a wellness program, backed by proper plan document support, to adjust cost sharing based on health status and will not be considered discriminatory if two (2) standards are met. These standards are:
    - i. The amount of incentive/reward can not be more than 30% of the total cost of self only group health plan coverage. If the spouse and/or dependents are eligible to participate in the wellness program, 30% is the maximum allowable increase to family coverage. If TOBACCO-related components are included in the wellness program, no more than 50% of group health plan rewards can be offered.
    - ii. Health contingent wellness programs must be reasonably designed to promote health and/or prevent disease states. "Reasonably designed" is defined as having a reasonable chance of improving the health or preventing disease, not being overly burdensome or a subterfuge for discrimination.
  - f. The Vitality program measures engagement via "Vitality Status". This is defined based on a point system earned throughout a time period. Refer to Amendment A for a sample point schedule.
6. Employers are encouraged to discuss the the organization's culture, including the adoption of the Healthy EMS program with Vitality and assess participation interest of potential employees. By opening this discussion, this will reveal the applicant or new hire's interest with an employer sponsored health and wellness program. It should be the goal of the employer to achieve a 75%+ participation rate among new hires.

## B. Satisfaction

- 1. Outcomes such as satisfaction are measured at the employer level and systemwide by Healthy EMS. In attempt to drive consistency in reporting and measurable responses, Healthy EMS will establish the guidelines for each employer to measure specific goals.
- 2. By having Healthy EMS manage the satisfaction process, it will quickly spotlight potential modifications at the employer level. medTrans will also maintain resources and solutions

that have been implemented to create a common resource for employers as potential options.

# Financial outcomes

## Methodology for measuring financial outcomes:

- A. **Employee:** The primary goal of the employee is to recognize the personal financial impact on households related to preventable diseases. Regardless of the benefit schedule of the health plan, preventable illnesses and subsequent preventative and treatment regimens have a measurable financial impact. One objective of the wellness program is to help the employee understand the long-term financial impact as well as the hidden impact of disease states such as absenteeism, workplace performance and promotional opportunities.

Examples of the financial impact to an employee could include:

1. The borderline type 2 diabetic needing insulin. Insulin has an ingredient cost of ~ \$600/month. This cost is shared between the employee and employer's health benefits plan. If the employee portion is \$50/month, the principals of health care state that the remaining \$550 is spread amongst fellow employees and is reflective within the monthly premiums. Compared this to a \$50/month investment to a local fitness club with ambitions to not live a sedentary lifestyle the employee may be able to reverse diabetes all together.
2. Investing in wearable tracker technology at a cost of +/- \$200 will shed insights to physical and sleep activity, food and water intake which will calculate caloric intake. Investing approximately \$200 for wearable technology should lead to better insight as to food intake habits and the caloric energy those food choices bring.
3. The fast food epidemic within the United States is known to have low cost/high caloric content. For EMS providers, eat properly is often less obvious and easier than eating right. We also recognize that buying healthy foods are more costly and time consuming than foods which do not support healthy eating habits. Therefore, education and food discounts offered through the Nutritional Savings feature of the program are key to understanding what foods to focus efforts on and which to avoid with a financial motivation and points.

- B. **Employer:** Employer gains from a strong wellness culture is two-fold:

1. According to the CDC, health care spend among employees with chronic or lifestyle disease states accounts for ~ 75% of all medical spend source from 5 disease states. Not only does the employer bear the high costs of chronic disease states, but in addition, chronic diseases states also effect the employees rate of productivity, sick time, the over-time cost of replacing the absent worker, higher attrition rates and quite possibly production levels of the worker with a chronic disease as compared to one of equal status without the disease. <sup>2</sup>
2. The CDC identifies health risky behaviors which are unhealthy behaviors you can change. Four of these health risk behaviors—lack of exercise or physical activity, poor

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<sup>2</sup>[https://www.cdc.gov/pcd/issues/2013/12\\_0316.htm](https://www.cdc.gov/pcd/issues/2013/12_0316.htm)

nutrition, tobacco use, and drinking too much alcohol—cause much of the illness, suffering, and early death related to chronic diseases and conditions.

a. The list of chronic disease states which are lifestyle driven are the following:

- I. Heart disease
- II. Cancer
- III. Chronic lower respiratory disease
- IV. Cerebrovascular disease
- V. Diabetes

3. Two factors may increase health care spend during the initial wellness program years:  
 1) Discovery of a disease state(s) which has gone undiagnosed and/or 2) unpredictable risks caused by trauma or sudden illness (which is outside the scope of this program)

4. The employer gains improved work performance generally associated with employees who live healthy lifestyles. Absenteeism provides a measurable cost to employers. The risk of presenteesim also has a risk in EMS. When an employee is not delivering full potential, the partner is at increased risk of injury when physical demands are not equally delivered.

5. On a quarterly basis, the employer will receive performance updates. A quarterly summary sample is shown as Exhibit D.

C. **Insurer:** When both the employee and employer are subscribers to the wellness culture and both individually focus on attaining their goals and objectives, the result will be less cost passed through from the insurer to the employer ultimately directly impacting the employee and the longevity of the company.

## Productivity and Performance

A. **Absenteeism** - The actual cost an employer incurs as the direct result of a casual absence, or short/long-term disability absence, is complex and often difficult to quantify. There are many factors to take into consideration, such as hard or direct costs and soft or indirect costs to the organization, the latter being the most difficult to quantify and measure. Causes of absenteeism could include:

Stress	Workload	Inadequate sleep	Inadequate nutrition
Employee discontent with a collective bargaining process and/ or its result	Personal problems (financial, marital, child care, etc)	Existence of income protection plans (unions or collective agreement)	Provisions which continue income during periods of illness or accident
Inadequate leadership & poor supervision	Transportation challenges	Poor physical fitness	Lack of job satisfaction
Boredom on the job	Poor working conditions	Low Morale	Accidents and/or illness

1. Known factors influencing absenteeism:

- a. As an organization develops it's corporate culture, absenteeism decreases
- b. Single employees are absent more frequently than married employees

- c. Younger employees are absent more frequently than older employees
- d. Women are absent more frequently than men
- e. Unionized organizations have higher absenteeism rates than non-union organizations

2. There's a strong relationship between wellness programs and productivity. Well developed organizational cultures reveal lower, unexpected absences when a structured wellness program is in place. Wellness programs can help employees maintain healthier lifestyles and personal gratification so they don't want to miss work.

- B. Presenteeism** - is a health-related cost that employers commonly experience. Presenteeism represents the cost to the employer when a sickly employee reports for work and is less productive or puts the employer in harms way due to cognitive distractions caused by an underlying illness. Costs are bundled into the following categories:
- 1. work related injuries to employee or fellow employees
  - 2. decreased productivity from employee
  - 3. careless or reckless tasks otherwise achievable by other employees
  - 4. inattentive customer interactions

This is a newer concern for employers. Research has demonstrated that when employees decide to come to work when they have an underlying health problem (Like a cold, allergies, migraines, indigestion, muscle pain, etc.) they are not as productive. The amount of productivity loss can be measured by using specific questions on survey instruments such as HRAs or annual evaluation surveys. This loss of productivity can be reduced by wellness programs.

- C. A well structured wellness program aims to address the following ailments known to be contributors to both absenteeism and presenteeism:

Anxiety	Arthritis	Asthma	Bladder problems
Chronic neck/back pain	Chronic fatigue	COPD	CHF
Constipation	Coronary heart disease	Cough	Depression
Diabetes	Diarrhea	Fever	Fibromyalgia
Hay fever	Heartburn	High blood pressure	Hopelessness
Hypertension	Indigestion	Irritable bowel	Low energy
Migraine headaches	Muscle soreness	Nausea	Nervousness
obesity	Osteoporosis	Other chronic pain	Panic attack
Psoriasis	Reflux disease	Restless	Rheumatism
Runny nose	Seasonal allergies	Sleep disorders	Sore throat
Stomach ulcer	Substance abuse	Tension headaches	Urinary problems
Vertigo	Watery eyes		

- E. Absenteeism is not always caused by employees suffering from an ailment, many employees are care takers of dependents of such illnesses. Sudden absence is to predictable regardless of the family member afflicted. A wellness program should address, or at the very least, recognize supportive care for dependents who have chronic disease states.
- F. Wellness programs can reduce presenteeism loss in several different ways depending on the design of the wellness program:
  - 1. Reducing health risks: The first way is by reducing health risks in individuals and collectively in the population at large which then reduces or eliminates common medical symptoms that may impact productivity loss.
  - 2. Medical self-care training: The second major way is to provide medical self-care training to employees to help them make better decisions about preventing and treating those all-to-common medical problems. This training can be carried out in person or through Learning Management Systems (LMS).
  - 3. Self-care resources: The third major way is to provide online resources at work and possibly onsite resources to help employees minimize the adverse symptoms associate with the various common health problems. For example, some companies provide a “Not Feeling Good?” tab on their Intranet home page site, or when to go to the Emergency Department vs. Urgent Care vs. place a call with your primary care provider. This also may include providing access to specific over-the-counter (OTC) and prescription pharmaceuticals that are designed to minimize the symptoms associated with those specific health problems through an occupational health unit or onsite primary care center.

# Membership, Challenges & Rewards

## Defining Membership “*Engagement*”

- A. There will be two (2) levels of membership within Healthy EMS using the Vitality Program.
  - 1. **Employer sponsored track** - When an employer joins the Healthy EMS program, the employer will engage at Elevate level within Vitality. Those aspects include:
    - a. Fund the participation costs at the designated Per Employee Per Month (PEPM) cost. This fee is set based on 100% of the employee population eligible to participate. Should there only be 75% of eligible employee participation, the employer is still responsible for the fee calculated using 100% of the eligible population.
    - b. Fund defined rewards earned by eligible employees ONLY. Rewards are the financial incentives as set within the Vitality Mall.
  - 2. **Individual Track** - When an individual seeks to join the Healthy EMS program without employer participation, the individual is responsible for the following:
    - a. Fund his/her participation at the designated monthly fee. This can be billed on a month to month basis, quarterly basis or yearly.
    - b. The individual member will only have access to “Systemwide Rewards.”

## Defining Challenges

- A. Challenges and competitions allow the worker and spouse to participate in various events over a period of time. A challenge is geared toward individual rewards and achievement of high status. A competition is a team building opportunity. A team can consist of fellow workers or friends who work at different divisions.
- B. Competitions are established by either Healthy EMS, the sponsoring employer or by a “Champion” within the Healthy EMS system.
- C. There will be 2 silos of competitions.
  - 1. The first silo of competitions will be provided or created by the employer and managed at the employer level. Only the workers of the employer can participate and earn points based on the competition parameters set by the employer.
  - 2. The other silo will be established by and managed by Healthy EMS. All participants of the Individual track of the Healthy EMS program will be eligible to earn points or prizes.
  - 3. From time to time, HealthyEMS sponsors may endorse competitions specifically for employers as a group. For example, the employer’s group average will be used as the basis for a competition progression.

## Defining Rewards

- A. A reward is the incentive to achieve a goal, or challenge or competition. The worker will accumulate points and these points are convertible into value for the member.

B. There will be 2 silos of rewards for all participants.

1. The first level reward will be at the employer level. When a worker of a Healthy EMS employer funds the Vitality Mall, that worker can redeem Vitality Bucks for cash rewards.
2. The second level reward is when sponsors create challenges or goals. Access to these rewards is made available to participants in both the individual and employer track.

# Program oversight

- A. A committee should be created to objectively set overall program goals, measurable results for both the employer and employee & demonstration of program oversight, feasibility and legality. Potential committee/panel areas of expertise:
1. **Vitality rep** - application capabilities and experiences with other employers trends
  2. **Health insurer** - Facts related to costs of episodic health care
  3. **Physician** - clinical expert to validate safety of challenges and viability of goals
  4. **Pharmacist** - clinical expert to validate viability and reasonability of change in prescription usage as a result of improved health
  5. **Nutritionist** - Expert to provide education and to healthy eating habits guides
  6. **Mental health** - Expert to educate, self help strategies and crisis insights
  7. **Diabetes Specialist** - Expert to educate opportunities to positively impact diabetes
  8. **Kinesiologist** - Expert of human body movements and goals based on current function
  9. **HR Lawyer** - Legal resource for program aspects and customization
  10. **Media** - Introduce strategies to get the message out
  11. **Less than 50 EE Employer**
  12. **50 - 500 EE Employer**
  13. **1,000+ EE Employer**
- B. Ideally, the committee members should meet telephonically on a quarterly basis to discuss various facets of the program. They may include participation factors, success stories and applications which can be deployed across the population, challenges and barriers experienced and others.
- C. When possible, the committee should meet in person during any of the various EMS conferences.
- D. See Exhibit D for committee expectations.

# **Measuring success at future dates**

## **Integrating medical claims spend**

- A. When available, employees identified as “At risk” and “High risk” should be placed into managed care. Managed care will collaborate medical professionals and the participant with the intention to help guide the participant into a safe regimen to achieve goals.

## **Reporting to stakeholders**

- A. Each participating employer will have dashboard access to their population. This dashboard has reporting features each employer can use for their own internal measurements.
- B. Healthy EMS will have systemwide dashboard access. On a monthly basis, Healthy EMS will generate a systemwide report for participating employers to measure their benchmarks against others.

## Member Levels & Eligibility

	Group Member	Individual Member
	Vitality Elevate	Vitality Activate
<b>Program Costs</b>		
Monthly fees	Paid by employer	Paid by individual
Monthly cost	\$6.00 - \$9.99 for EE+Sp	Sliding scale: \$9.99
Vitality Mall	Paid by employer	Does not participate
Individual rewards	Paid by employer & funded by corporate sponsors	Funded by corporate sponsors
Tracker cost	Combination of employer & individual	Incurred by individual
Biometric screening	Paid by employer	Incurred by individual
<b>Program Features</b>		
Online access	<a href="http://www.Vitalitygroup.com">www.Vitalitygroup.com</a>	
	Yes	Yes
Learning Center	Included	Included
Health Promotion Campaigns	Generalized and employer specific campaigns	Generalized campaigns
Challenges	Generalized and employer specific challenges	Participation in only Individual challenges
Nutritional Savings	Included	Not Included
Fitness Device Integration	Included	Included
Vitality Contribution Manager	Unlimited	Limited
Vitality Champs	Included	Not included

## Exhibit A

### Letter to Employees:

An Employee Wellness Program is an organized program that assists employees to voluntarily make choices that improve health and productivity. Workplace wellness programs focused on prevention and intervention benefit employees and employers by reducing employees' health risk factors to include:

- Tobacco products
- Obesity
- Poor nutrition
- Sedentary Lifestyle
- Complications from health conditions, such as diabetes, hypertension, and high cholesterol

While unhealthy behavior can greatly affect an individual's health, it can also be expensive for an employer. Indirect costs associated with employees' unhealthy lifestyles include:

- Decreased productivity
- Training of new staff due to the disability of current staff to perform the job duties
- Work related injuries
- Excessive sick leave utilization

According to a study by Harvard University, medical costs fall about \$3.27 for every dollar spent on well programs and absentee costs fall by about \$2.37 for every dollar spent. For this agency some of the costs will be indirect in that our medical costs savings will not always be direct savings to the agency. Also, healthier workers are typically more productive and miss fewer days of work. Other potential benefits to an Employee Wellness Program include reduced stress, better sleep patterns and improved morale.

### Our organizational goals are as follows:

Target		
1 Tobacco	Goal	Decrease dependency on tobacco products by offering programs on smoking cessation at least quarterly.
	Objective	Decrease dependency on tobacco by staff by x% within x months of program implementation.
2 BMI	Goal	Educate employees about the importance of maintaining a proper weight and maintaining a healthy diet through programs and initiatives.
	Objective	To have x employees reduce their BMI by one level within 6 months of program implementation.
3 Exercise	Goal	Educate employees about the importance of exercise and the facilities available to them in close proximity to their residence.
	Objective	To increase the regular use of the exercise facilities by x% over x months.
4 Chronic diseases	Goal	Educate employees about the seriousness of chronic health conditions to include heart disease, diabetes.
	Objective	Sponsor chronic disease workshops quarterly.

## Exhibit B: Committee/panel member expectations

The expert panel of Healthy EMS, whether commissioned by Healthy EMS, initiated in partnership with another panel member, or undertaken in the sole discretion of the Healthy EMS participants, must be established with the explicit purpose to adopt the vision of Healthy EMS and its purpose.

To ensure the independence and efficient management of panelists, Healthy EMS has established an organizational structure involving a decision making protocol. This protocol is to serve as the basis to set goals and ambitions of the Healthy EMS program as well as to modify or strike existing goals or ambitions of Healthy EMS.

Healthy EMS committee/panel members are asked to contribute their expertise to shape the program goals and ambitions.

Because of the important nature of healthy behavior and lifestyle modifications, it's vitally important that employee participation is safe and does not set goals and ambitions at a point where it is unhealthy to anyone.

Advisory committee/panelists will generally serve three-year terms, with one-third of the committee rotating off annually; terms begin and end at the calendar year.

All committee/panel members will be placed based on level of interest to serve in such capacity, whether that is via invite from an existing member or an interest level as someone with an expertise used in favor of the Healthy EMS program. Once interest has been established, the interested parties must complete an application process, which is inclusive of the skills they can lend to the goal.

Meetings will be primarily conducted via teleconference. When meetings involve physical presence, all attempts will be made to conduct these meetings at a location where most members will already be located, such as national conferences/events or national educational venues. When travel is requested of a member, travel expenses may be reimbursed.

Meetings may also be conducted business via listservs, and secure Web sites, all of which are supported by Healthy EMS.

Members are asked to make recommendations to Healthy EMS program management. These recommendations are to make Healthy EMS safe and productive to the participants.

### **Time Dedication:**

It's the goal of Healthy EMS to be as non-disruptive of the members daily life as possible. The topics in which are to be discussed and governance to be developed should be a workload mostly upon Healthy EMS staff and support personnel. It will be largely in part, panel discussions which are a matter of passion and daily expertise. Therefore, little to know research is to be expected of the member.

Exhibit C:

## Showcase Challenges: 2018

### Challenge

#### Healthiest Team in 2018

This is a Healthy EMS Showcase challenge. This challenge involves engaging in health related education, step and physical activity challenges and more. The team which signs up for this challenge is prepared to make an impactful change in their collective lifestyles.

#### Investment Duration

8 months

#### Reward

	\$10,000
Winner	All expense paid trip to EMS World Expo for reward presentation.
Runner up	\$2,500
Fantastic effort	\$1,000

### Challenge

#### Healthiest Individual in 2018

This is a Healthy EMS Showcase challenge. This challenge involves engaging in health related education, step and physical activity challenges and more. The individual which signs up for this challenge is prepared to make an impactful change in their collective lifestyles.

#### Investment Duration

8 months

#### Reward

	\$10,000
Winner	All expense paid trip to EMS World Expo for reward presentation.
Runner up	\$2,500
Fantastic effort	\$1,000

#### Burning Soles!

This challenge is all about keeping the battery charged in your wearable device and putting it to work for you! This is a pure step challenge, a true marathon of sort. The participant is charged with demonstrating they can put their feet to work.

#### Investment Duration

8 months

#### Reward

	\$10,000
Winner	All expense paid trip to EMS World Expo for reward presentation.
Runner up	\$2,500
Fantastic effort	\$1,000

#### Most engaged Champion

This challenge rewards those participants who strive to strengthen the message of the importance of staying engaged in a healthy lifestyle. A Champion is a motivator and should be incentivized as much as those who achieve the challenge tasks.

#### Investment Duration

8 months

#### Reward

	\$10,000
Winner	All expense paid trip to EMS World Expo for reward presentation.
Runner up	\$2,500
Fantastic effort	\$1,000

## Challenges: 2018

### Challenge

#### **Blue V/s White**

This one is simple! Crew verse administration. Healthy EMS will host these challenges, but it's up to the teams as to what the losers will have to give the winners!

### Challenge

#### **Healthy Heart**

This is more of a one on one inner challenge. Participants are hand picked for this challenge.

### Investment Duration

90 Days

### Investment Duration

90 Days

### Reward

Winner	Bragging rights
Almost the winner	Serving the winner

### Reward

Winner	
Almost the winner	

## New Member Challenges

### Challenge

#### **Silver in 60**

The goal of this challenge is for the participant to accumulate enough Vitality points to achieve Silver status within the time investment.

### Challenge

#### **Get GOLD goal in 120**

The goal of this challenge is for the participant to accumulate enough Vitality points to achieve Gold status within the time investment.

### Investment Duration

60 Days

### Investment Duration

120 Days

### Reward

Participation	15 points
Challenge achievement	500 points

### Reward

Participation	25 points
Challenge achievement	750 points

## Member Challenges

### Challenge

#### **Individual Steps Challenge**

This is a Healthy EMS Showcase challenge. This challenge involves engaging in health related education, step and physical activity challenges and more. The team which signs up for this challenge is prepared to make an impactful change in their collective lifestyles.

### Investment Duration

30 Days

### Reward

Participation                      10 points  
Challenge achievement      500 points

### Challenge

#### **5/7 for 30: Gym check in**

This is a Healthy EMS Showcase challenge. This challenge involves engaging in health related education, step and physical activity challenges and more. The individual which signs up for this challenge is prepared to make an impactful change in their collective lifestyles.

### Investment Duration

30 Days

### Reward

Participation                      10 points  
Challenge achievement      1,000 points

## Exhibit D: Vitality Quarterly Review.



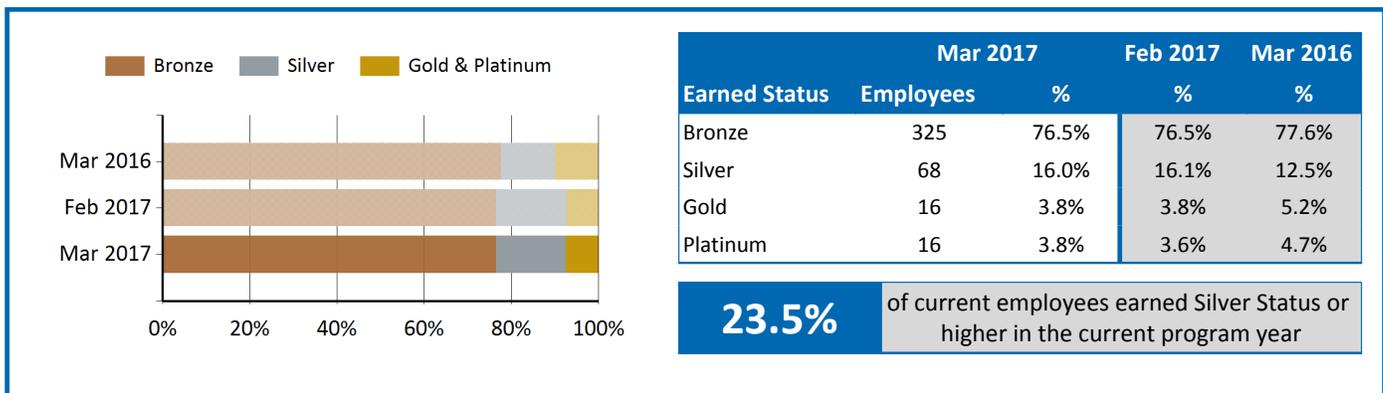
JOHN H. CARTER CO., INC \* March 2017

### OVERALL EMPLOYEE PARTICIPATION (CURRENT PROGRAM YEAR)

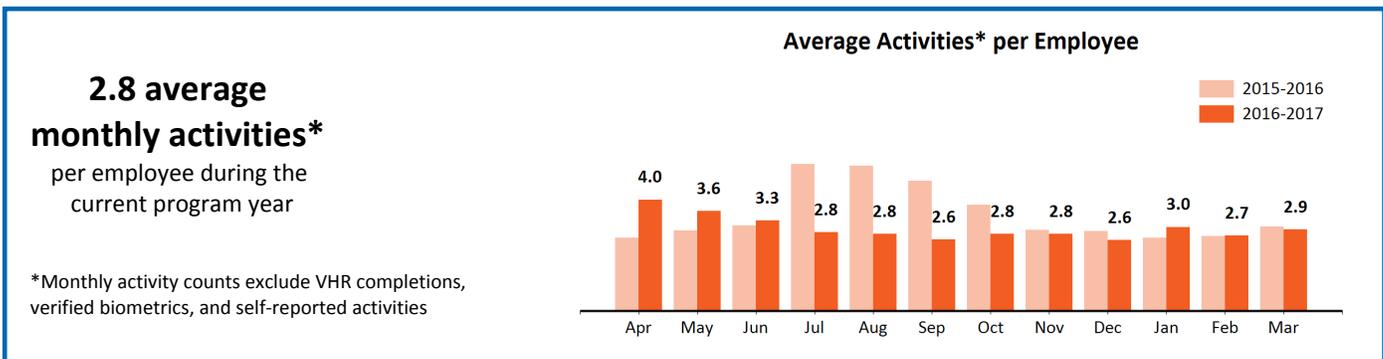


*17.6% of current employees completed a Vitality Health Review and a Biometric Screening*

### VITALITY STATUS EARNED THIS PROGRAM YEAR



### MONTHLY ACTIVITY COUNTS



### MONTHLY EMPLOYEE PARTICIPATION

