**Health and Welfare Objectives and Strategic Goals**

**Plan Year 2021**
- Implement plan changes to enhance employee choice and consumption
- Define key metrics to gauge success of health and wellness strategies
- Educate employees through communication strategy

**Plan Year 2022**
- Update perspective on integration and alignment of total compensation and benefits strategy with objectives
- Contribute to link overall health and well-being to compensation and benefits strategy
- Evaluate measurement program featuring key indicators and dashboards

**Plan Year 2023**
- Evaluate progress toward goals based on baseline data, updated dashboards and stated objectives
- Reassess strategies and tools as needed, based on analytics and future health and wellness goals
- Continue to measure the employee engagement and productivity connection

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**Health and Welfare Roadmap: Supporting Operational Considerations**

**Plan Design, Cost Share, Cost Management, Plan Administration**
- Evaluate moving to an HDHP with HSA and a generic preventive drug list to replace PCA Low plan
- Tobacco surcharges
- Review wellness incentive strategy
- Conduct tier ratio analysis and continue realignment
- Enrich maintenance drug coverage to improve adherence
- Review specialty spend under both medical and pharmacy benefits to identify opportunities for management, including site-of-care redirection
- Evaluate ESI formulary options and plan design to promote generics
- Comprehensive Rx benefit + pricing audit of CY 2019
- Evaluate dental plan designs and contribution development
- Consider new line-of-business

**Plan Year 2022**
- Conduct inclusion and diversity (I&D) analysis
- Re-evaluate FPO and HDHP designs compared to market
- Continue to adjust cost sharing to align with the market, UHC, financial targets and tier ratio improvement
- Consider value-based design features based on UHC, population-specific risks
- Focus on maternal care and managing occurrence of high-risk pregnancy
- Negotiate pass-through of medical rebates as part of bioluminescent plan design evaluation
- EOE/Compensation review
- Consider disability program audit

**Plan Year 2023**
- Continue to adjust cost sharing to align with the market and consider implementing a spousal surcharge
- Eliminate automatic HSA seed money and move to match approach
- Consider implementing a Kidney Dialysis Center of Excellence
- Consider tobacco-free discount

**Plan Design, Cost Share, Cost Management, Plan Administration**
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- Review wellness incentive strategy
- Conduct tier ratio analysis and continue realignment
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- Review specialty spend under both medical and pharmacy benefits to identify opportunities for management, including site-of-care redirection
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**Delivery of Care**
- Evaluate Post-65 retiree medical exchange option
- Conduct Tier-65 retiree medical access to new hires
- Determine requirements for genetic testing and limits, if any, that are cost-effective
- Evaluate EAP and other behavioral health wellbeing options
- Continue education on Emergency Room usage, promotion of telemedicine
- Identify and incent centers of excellence
- Consider procuring for non-medical (drug, denial, vision, life, disability)
- Assess potential procedure-specific Centers of Excellence (COE) approaches
- Consider adding appropriate voluntary benefits

**Health Management and Wellbeing**
- Develop baseline metrics to gauge success of the program
- Enhance disease/care management program
- Identify areas from Wellbeing diagnostic to focus on issues such as emotional and financial
- Revise incentive design based on HDHP with HSA evaluation
- Compare key metrics to baseline and gauge success and realign goals and resources, depending upon progress
- Continue to emphasize connection between physical, emotional and financial wellbeing
- Vendor innovation day to view targeted physical, emotional and financial offerings
- Measure success of COE steerage, and overall delivery system to determine next generation approaches
- Evaluate closing pre-65 retiree medical access to new hires; grandfather all current employees

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**Member Education/Communication**
- Incorporate multiple media options to educate employees on plans, Health Savings Accounts
- Begin to change employee mindset from sick care to health care
- Educate members about medical plan design changes (e.g., value-based design)
- Incorporate life stage messaging to align wellness, retirement and other benefits with the employee value proposition
- Tie pay-for-performance culture, accountability, and partnership themes across EVP, compensation, and benefits messaging as appropriate
- Evaluate the use of mobile apps for communication
- Educate on voluntary benefits offering
- Educate members regarding HSA match program
- Continue life stage messaging to align wellness, retirement and other benefits
- Provide education on outcomes-based incentive approach and available tools to support behavior change
- Communicate public or private exchange approach to retirees
- Tie pay-for-performance culture, accountability, and partnership themes across EVP, compensation, and benefits messaging as appropriate
- Educate on voluntary benefits offering

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**Voluntary Benefits**
- Evaluate Long-term care or group life with long-term care rider
- Short-Term Disability program evaluation
- Consider:
  - Accident insurance
  - Identity theft protection
  - Hospital indemnity (gives the implementation of HDHP)

**Voluntary Benefits**
- Evaluate Long-term care or group life with long-term care rider
- Short-Term Disability program evaluation
- Consider:
  - Critical Illness

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**Implementation**

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