Agenda

• Types of incentives
• Why use incentives?
• Types of motivation
• Creating the conditions for intrinsic motivation
• How to design incentive programs that foster intrinsic motivation

What’s the issue?

• Social science research tells us:
  • Human behavior is purposeful in nature
  • People exhibit particular behavior for a distinct and largely discernable reasons
  • People usually don’t change their behavior without good reasons
  • Incentives provide those ‘good reasons’
What’s the issue?

When we replace these behaviors...

What’s the issue?

With these behaviors...
The results

• Healthier workforce
• Improved quality of life
• Improved morale
• Improved productivity
• Reduced absenteeism
• Reduced health care costs

Tangible Incentives
NWI Webinar Series: Webinar #3 “Designing Wellness Incentive Programs: What’s Intrinsic Motivation Got to Do With It?"

Presented by Mari Ryan 4/16/14
**Tangible rewards – pros and cons**

**Pros**
- Easy, cheap, flexible
- Immediate in nature
- Creating feelings of ‘saving money’

**Cons**
- Motive force reduced once you have the ‘goods’
- Deferred gratification reduces motive force
- Often associated with short duration behaviors

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**Reward inflation**

Paying more for the same results

Intangible Incentives
Intangible rewards – pros and cons

**Pros**
- Low or no cost
- Can establish cultural support and affiliation
- Easy to perform

**Cons**
- May not be valued by all employees
- May not be valued by managers
- Need to be well managed

Why use incentives
Why use incentives?

- Success of wellness programs depends on employee participation
- Participation and engagement are required to achieve behavior change and mitigation of health risks

Driving participation

<table>
<thead>
<tr>
<th>Program</th>
<th>0 - 5%</th>
<th>6-10%</th>
<th>11-20%</th>
<th>21-50%</th>
<th>51-75%</th>
<th>More than 75%</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult health exam</td>
<td>1%</td>
<td>4%</td>
<td>12%</td>
<td>27%</td>
<td>10%</td>
<td>4%</td>
<td>42%</td>
</tr>
<tr>
<td>HRA</td>
<td>19%</td>
<td>6%</td>
<td>7%</td>
<td>20%</td>
<td>19%</td>
<td>13%</td>
<td>16%</td>
</tr>
<tr>
<td>Biometric screening</td>
<td>14%</td>
<td>7%</td>
<td>9%</td>
<td>19%</td>
<td>9%</td>
<td>7%</td>
<td>35%</td>
</tr>
<tr>
<td>Weight mgmt</td>
<td>33%</td>
<td>16%</td>
<td>8%</td>
<td>3%</td>
<td>0%</td>
<td>0%</td>
<td>40%</td>
</tr>
<tr>
<td>Smoking cessation</td>
<td>50%</td>
<td>9%</td>
<td>5%</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
<td>34%</td>
</tr>
<tr>
<td>Disease mgmt</td>
<td>34%</td>
<td>20%</td>
<td>11%</td>
<td>7%</td>
<td>1%</td>
<td>1%</td>
<td>26%</td>
</tr>
<tr>
<td>Health coaching</td>
<td>34%</td>
<td>13%</td>
<td>9%</td>
<td>3%</td>
<td>2%</td>
<td>1%</td>
<td>38%</td>
</tr>
<tr>
<td>Personal health record</td>
<td>27%</td>
<td>5%</td>
<td>2%</td>
<td>2%</td>
<td>1%</td>
<td>2%</td>
<td>61%</td>
</tr>
</tbody>
</table>

Health Assessment = Bad news! 25% report 10% or lower participation rate
Health Assessment = Good news! 32% report 50% or higher participation rate

Increased participation translates to dollars

<table>
<thead>
<tr>
<th>Program</th>
<th>Low participation</th>
<th>High participation</th>
<th>Definition of high participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult health exam</td>
<td>7.0%</td>
<td>6.0%</td>
<td>50%+</td>
</tr>
<tr>
<td>HRA</td>
<td>7.2%</td>
<td>6.0%</td>
<td>50%+</td>
</tr>
<tr>
<td>Biometric screening</td>
<td>7.5%</td>
<td>6.0%</td>
<td>50%+</td>
</tr>
<tr>
<td>Weight mgmt</td>
<td>7.0%</td>
<td>6.8%</td>
<td>11%+</td>
</tr>
<tr>
<td>Smoking cessation</td>
<td>7.0%</td>
<td>6.4%</td>
<td>11%+</td>
</tr>
<tr>
<td>Disease mgmt</td>
<td>7.0%</td>
<td>7.0%</td>
<td>11%+</td>
</tr>
<tr>
<td>Health coaching</td>
<td>8.0%</td>
<td>6.0%</td>
<td>11%+</td>
</tr>
<tr>
<td>Personal health record</td>
<td>6.9%</td>
<td>5.5%</td>
<td>11%+</td>
</tr>
</tbody>
</table>


Incentives - advantages and disadvantages

**Advantages**
- Powerful behavioral effects
- Very flexible and adaptable
- Easy to setup and operate
- Possible to combine rewards

**Disadvantages**
- Not easy to know ‘best’ reward
- May reward wrong behavior
- May produce ‘unintended behavior’
- Possible to outwit
- Possible to create dependency
Changing role of incentives

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Past</th>
<th>Present</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relationship to programming</td>
<td>After-thought</td>
<td>Imbedded in the program planning from the beginning</td>
</tr>
<tr>
<td>Purpose for use</td>
<td>For fun and novelty</td>
<td>To drive participation and achievements</td>
</tr>
<tr>
<td>Visibility</td>
<td>cursory</td>
<td>High</td>
</tr>
<tr>
<td>Communication effort</td>
<td>Very limited</td>
<td>Extensive with the use of sophisticated communication</td>
</tr>
<tr>
<td>Types of behavioral targets</td>
<td>Individual program participation</td>
<td>Actions, activities, and/or achievements</td>
</tr>
<tr>
<td>Length of qualifying period</td>
<td>Very short (&lt;3 weeks)</td>
<td>Moderate (2-6 months)</td>
</tr>
<tr>
<td>Relationship to employee benefits</td>
<td>None</td>
<td>Fully integrated</td>
</tr>
<tr>
<td>Dominant form of reward</td>
<td>Fitness merchandise</td>
<td>Benefit dollars</td>
</tr>
<tr>
<td>Length of planning cycle</td>
<td>Less than one year</td>
<td>Multiple years</td>
</tr>
<tr>
<td>Eligible participants</td>
<td>Employees only</td>
<td>Employees and spouses</td>
</tr>
<tr>
<td>Average reward dollar value</td>
<td>&lt;$25</td>
<td>$300 - $1,800</td>
</tr>
<tr>
<td>Typical required behaviors</td>
<td>Participate in single program</td>
<td>Meet multiple wellness criteria</td>
</tr>
<tr>
<td>Mgmt attitudes about their value</td>
<td>Much skepticism</td>
<td>Considered 'best practice'</td>
</tr>
</tbody>
</table>

Source: “The Changing Role of Incentives in Health Promotion and Wellness”, AJHP 2009
Motivation - definitions

- **Intrinsic motivation**
  Doing an activity for its inherent satisfaction rather than for some separable consequence.

- **Extrinsic motivation**
  A construct that pertains whenever an activity is done in order to attain some separable outcome.

Extrinsic motivation thus contrasts with intrinsic motivation, which refers to doing an activity simply for the enjoyment of the activity itself, rather than its instrumental value.

Ryan, Deci (2000)

Types of motivators

- **“Controlled” Motivation (Extrinsic)**
  - Seduced
  - Coerced
  - Pressured

- **“Autonomous” Motivation (Intrinsic)**
  - Volition and choice
  - Endorsement
  - Interesting
  - Deeply held values and beliefs
Creating autonomous support

- Understand the employee’s perspective
- Offer choice
- Explore
- Self-initiate
- Meaningful rationale

How to foster intrinsic motivation?

“Don’t ask how you can motivate other people. Ask how can you create the conditions in which others will motivate themselves”

Edward Deci
Professor of Psychology
University of Rochester
Co-Creator – Self Determination Theory
TEDx FlourCity YouTube
Drive by Daniel Pink

- Autonomy
- Mastery
- Purpose

Source: www.danpink.com
Opposite Results – YIKES!

- Tangible rewards tend to have a negative impact on intrinsic motivation
- The presence of the reward undermines the individual’s taking responsibility for motivating themselves
- The focus shifts to the reward and away from the activity itself


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So how do we encourage intrinsic motivation?
Programming strategies to enhance intrinsic motivation

• Help identify personal intentions and benefits
• Provide “How To” health knowledge
• Promote self-mastery
• Foster a sense of belonging and recognition
• Harness the power of others
• Identify action steps
• Support the creative process
• Make change ‘fun’

Source: “Enhancing Intrinsic Motivation in Health Promotion and Wellness”, AJHP 2012

Help identify personal intentions and benefits

Program Strategies:

Offer individual health coaching that focuses on personal intentions and goal setting

In incentive communications, highlight personal benefits
**Provide “How To” health knowledge**

**Program Strategies:**

- Provide health information in a practical form that educations for action, providing ‘how-to’ for behavior change
- Use online learning modules on wellness and consumer health topics with quizzes, connect to incentives

**Promote self-mastery**

**Program Strategies:**

- Health coaching goal is prerequisite
- Conduct workshops on techniques for increasing self-control of impulses or self-esteem workshops to emphasize the importance of self-determination in increasing self-control (Couch-to-5K)
Foster a sense of belonging and recognition

Program Strategies:
- Quarterly Wellness Warrior or SuperHero recognition of personal accomplishments/success
- Peer mentors or support
- Teams raising money for a charity

Harness the power of others

Program Strategies:
- Use ‘what-if’ scenarios that will show the effects of a specific behavior change (i.e., quitting smoking lessens CVD and cancer risk)
- Team competitions with incentive reward to reinforce peer support
Identify action steps

Program Strategies:

Include information on action step planning in health coaching sessions, online lifestyle improvement programs.

Reinforce goal setting and action plans in communication

Support the creative process

Program Strategies:

Healthy recipe “cook-off” and ‘taste-off’, clear recognition for winners

Personal blog stories written by employees

Incentive criteria – write your own journey story
Make change ‘fun’

Program Strategies:

Humor workshops or game show contest to test health knowledge

Cartoons in communications, bulletin boards, newsletters
Designing incentive programs

• Gather data – what are the current behaviors and those you want to motivate
• Define program goals and objectives
• Establish ‘Wellness Criteria’ – qualify annually and meet as many as possible. Reward commensurate with number of criteria meet.
• Develop rewards – ideally tied to health plan contribution
• Determine funding – increase employee premiums to cover costs

Wellness criteria examples

• Program Participation - Activities
• Health Behavior
• Wellness Achievements - Accomplishments
• Screenings - Actions
• Health Care Utilization
• Health and Productivity Management
### Program participation – activities

**Examples**

- Participated as a member of Wellness Committee or Ambassador
- Completed a Health Assessment
- Participated in three wellness program activities
- Completed an online health behavior change program
- Attended an onsite workshop
- Attended a 2-hour consumer health training workshop
- Completed 3 months of health coaching
- Created a Personal Health Record

### Health behavior

**Examples**

- Not used tobacco products in the past 12 months
- Logged physical activity with a minimum of 3 sessions per week
- Walked at least one mile or 2,000 steps every day since January
- Consumed eight glasses of water a day
- Consumed 5-a-day of fruit and vegetables
- Used stress management practices on a regular basis
Wellness achievements

Examples

- I have an overall wellness score of 80 or less
- I improved by wellness score by 10 or more points since January 1
- I have lost 10 or more pounds since January 1
- I have completed the Wellness Quiz in the health portal and achieved a minimum of 80%
- I have participated in a 5K, 10K or half marathon

Screenings

Examples

- I have had my blood pressure checked
- I have a fasting total cholesterol of under 200 mg/dl since January 1
- I have had at least a minimum of 10% reduction in my fasting total cholesterol since January 1
- My Body Mass Index is at 25 or below
- I have had a reduction in my Body Mass Index of 3 or more since January 1
- I have had a dental cleaning at least once this year
Health care utilization

Examples

- I currently have a Primary Care Physician
- All prescriptions filled this year are for generic drugs
- I have not used an emergency room since January 1
- I have consulted a medical self-care book or online source
- I am currently up-to-date on my age/gender screenings

Health and productivity management

Examples

- I have had no more than two sick days in the past 12 months
- I have had no more than two unscheduled leave days in the past 12 months
- I have not filed a workers’ compensation claim in the past 12 months
- I have not had a work loss time work injury during the past 12 months
One Small Step – 2014 Incentives

Premier discount increases with points achieved
Total discount available = 40%

<table>
<thead>
<tr>
<th>Level</th>
<th>Points</th>
<th>Discount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>Base Rate 0% Discount</td>
<td></td>
</tr>
<tr>
<td>Level 2</td>
<td>500 points 20% Discount</td>
<td></td>
</tr>
<tr>
<td>Level 3</td>
<td>1,000 points 30% Discount</td>
<td></td>
</tr>
<tr>
<td>Level 4</td>
<td>1,500 points 40% Discount</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Program Element</th>
<th>Points earned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Assessment</td>
<td>200</td>
</tr>
<tr>
<td>Health Coaching</td>
<td>100</td>
</tr>
<tr>
<td>Tobacco Free Affidavit OR Freedom from Smoking (quitting not required for credit)</td>
<td>100</td>
</tr>
<tr>
<td>BMI &lt;27.5 – waist under 35 (women) – under 40 (men) OR take a Fuel for a Healthy Life program (weight loss not required for credit)</td>
<td>100</td>
</tr>
</tbody>
</table>
Your choice

<table>
<thead>
<tr>
<th>Program Element</th>
<th>Points earned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blood test</td>
<td>200</td>
</tr>
<tr>
<td>Dental screening</td>
<td>200</td>
</tr>
<tr>
<td>Behavior Change Program (Physical Activity, Healthy at Home)</td>
<td>100</td>
</tr>
<tr>
<td>Age/Gender Appropriate Screening</td>
<td>100</td>
</tr>
<tr>
<td>Wellness Champion or Committee</td>
<td>200</td>
</tr>
<tr>
<td>Community Fitness Event</td>
<td>100</td>
</tr>
<tr>
<td>Online workshop</td>
<td>100</td>
</tr>
<tr>
<td>In Person Workshop (Sleep, Stress, Cholesterol)</td>
<td>100</td>
</tr>
<tr>
<td>Community health education or behavior change program</td>
<td>100</td>
</tr>
<tr>
<td>Blood Pressure of 120/80 or less, or Love Your Heart campaign</td>
<td>200</td>
</tr>
<tr>
<td>Cholesterol LDL of 200 or less or Fish Have No Legs in-person workshop</td>
<td>200</td>
</tr>
<tr>
<td>Non-diabetic/non-pre-diabetic Fasting Blood Glucose of 70-130 or if elevated, A1C of 6-7% or a Diabetes Education Program in the Community</td>
<td>200</td>
</tr>
</tbody>
</table>

Incentive administration
Incentive communication

How do you make it cool to be healthy?
Contact Info

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