

MaineHealth
Works on Wellness



The Art & Science of Crafting a Nutrition Wellness Program

Motivating Behavior Change at the Grocery Store

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Compiled by:



Introduction

One purpose of a worksite wellness program is to create and sustain a work environment that promotes healthy lifestyles and enhances employees' quality of life. Wellness programs are generally designed to either encourage employees to take preventive measures against the onset of a disease, or to provide employees tools to better manage their existing risks or chronic conditions. All wellness programs, at their core, encourage employees to adopt healthier lifestyles, including improved nutrition. Healthier employees may, in turn, lead to lower healthcare costs and improved productivity.

MaineHealth is a not-for-profit family of leading high-quality providers and other healthcare organizations working together, so their communities are the healthiest in America. Employing over 17,000 employees, MaineHealth is ranked among the nation's top 100 integrated healthcare delivery networks.

Hannaford Supermarkets, based in Scarborough, Maine, operates 186 stores in the Northeast. Stores are located in Maine, New York, Massachusetts, New Hampshire, and Vermont.

NutriSavings, the nation's first nutrition-focused wellness provider, has created a digital eco-system that connects employers, employees and grocery stores. Employees opt-in to the program by registering their grocery loyalty cards on the NutriSavings website or mobile app. Once registered, NutriSavings tracks all supermarket food purchases made by employees and their families. Using this tracking intelligence, NutriSavings provides employees with timely nutritional scoring of all food items, and personalized education and incentives for buying healthier food. All food items score between 1 and 100 on NutriSavings' scale. Healthier products score higher, while less healthy items score lower. NutriSavings can also track changes of shopping trip scores overtime.

Drawing upon research in the fields of behavioral economics, clinical dietary interventions, shopper marketing, and human psychology, this paper discusses the application of research findings in an award-winning nutrition-based worksite wellness program that brought together a health system as an employer (MaineHealth), a local supermarket (Hannaford) as a community partner, and a vendor partner (NutriSavings). This paper also touches upon family engagement.



On A Mission for Nutrition

MaineHealth embarked on worksite wellness initiatives, Works on Wellness (WOW) in 2004, with the mission to maximize the health, quality of life, and well-being of employees and their families. The focus of the WOW program is to provide best practice, evidence-based tools, resources, and programs that address the leading risk factors and health conditions experienced by employees and their families. Efforts center around creating a culture of health through supportive environments, wellness programs, benefit plan design, policy, and behavioral economic strategies.

Importance of Food and Nutrition

Using various population health data, including health assessments, biometric screening data, health plan cost, and utilization data, MaineHealth's team identified that its employees were at risk for poor diet, overweight/obesity, pre-diabetes/diabetes, elevated cholesterol, and high blood pressure – all risk factors and health conditions in which a healthy diet can make a difference. The NutriSavings approach presented an innovative and unique solution tied to an activity that people already do – grocery shopping. MaineHealth integrated NutriSavings into an existing incentive program and branded it as “Cash for Your Cart.”



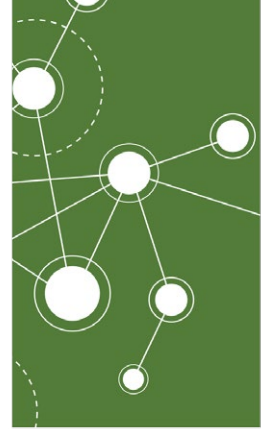
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Our shoppers tell us they are looking to make healthy changes to the way they eat, and stick to a budget...Our partnership with NutriSavings provides a new platform to reach our shoppers with additional savings on [Hannaford] items. This program gives people an extra nudge to add a healthy item to their basket – which supports their health goals and also strengthens our value message.

- **Dennis Hunt**, Marketing Manager
Hannaford Supermarkets

Incentive-Driven Healthy Eating

In the U.S., approximately 30 million people go grocery shopping every day, spending over 40 minutes selecting and buying products¹. Providing education for lifestyle changes and dietary modifications has a notable effect on population health outcomes. However, it is important to note that even modest weight loss, such as 5%-10%, is difficult to maintain over a long period due to the chronic relapse nature of obesity. Therefore, a support system must also be put into place for sustainable success.



In order to create a comprehensive eco-system, it is crucial to view the issue of unhealthy eating habits through multiple lenses. The NutriSavings team collaborated with MaineHealth and Hannaford, a local supermarket chain, to answer the following questions:

- What factors affect shoppers' buying decisions when browsing aisles?
- How do we design a simple and unobtrusive educational and incentive-driven intervention to encourage healthy food purchases?
- What kind of support system can be put in place for ongoing success?

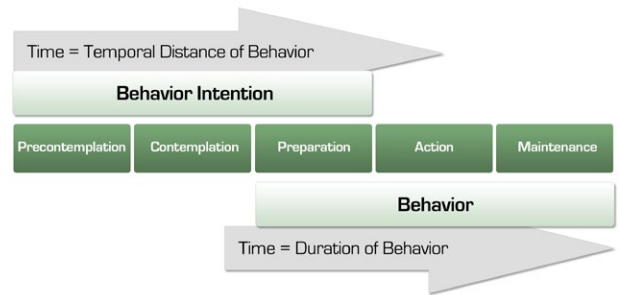
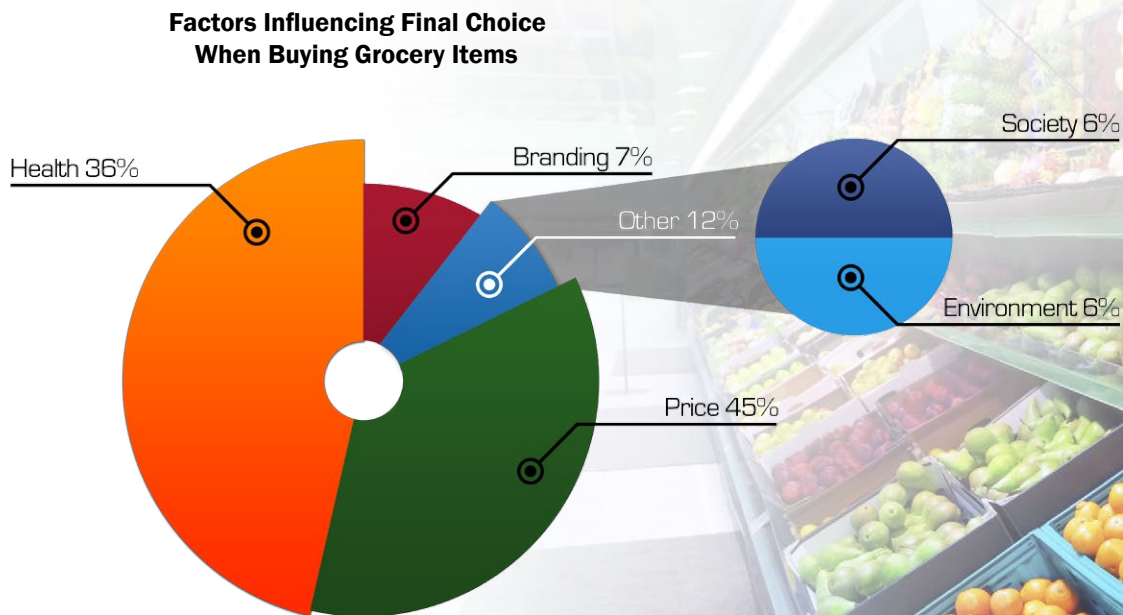


Chart Source:
<http://www.uri.edu/research/cprc/TTM/detailedoverview.htm>

Factors That Affect In-Aisle Buying Decisions

Published research shows that shoppers make rapid grocery buying decisions based on two primary factors: price and nutritional value². Other factors, like branding, environment and society play a much smaller role.



In-aisle shopper decision making (Figure 1)

¹Time Use Institute Grocery Shopping: Who, Where and When (2008). <http://www.timeuseinstitute.org/Grocery%20White%20Paper%202008.pdf>.

²Vaiva Kalnikaite, Jon Bird, Yvonne Rogers (2011) Decision-making in the aisles: information, overwhelming or nudging supermarket shoppers?

Educating the Consumer

There is plenty of evidence that shows shoppers are “overwhelmed and confused,”³ and that they do not understand nutritional labeling. Due to this confusion, coupled with the fact that an average American spends more time in a supermarket than with their healthcare provider, it is clear that relying solely on healthcare providers may not be the most effective approach to changing consumer behavior. Rather, an approach that includes support and simplification of healthy food identification and purchase in the supermarket is of potential value.

Family Inclusion for Ongoing Success

Leading research indicates a strong correlation between family support and positive behavior change. Meals are often consumed with family members. Therefore, family members are more likely to monitor and comment on a person’s dietary intake. Interventional studies show that family inclusion provides a support structure for ongoing success. Family members can help facilitate behavior change by acting as a source of influence and regulation. Research focused on dietary intake among high-risk adults demonstrated that members with family support reported significant reduction in eating foods with saturated fat at the 16-week follow-up⁴. With this in mind, it was important for MaineHealth to engage employees and their family members. When a family member shops and uses the supermarket loyalty card, they are included in the program. Hannaford provided further support by displaying in-store welcome signs and training their cashiers.



MaineHealth Signage at Hannaford



Cash for Your Cart offers nutritious benefits that my whole family can enjoy! With attractive coupon offers and cash-back savings on our everyday food purchases, this is truly a rewarding and effective wellness benefit!

- Director of Human Resources
MaineHealth

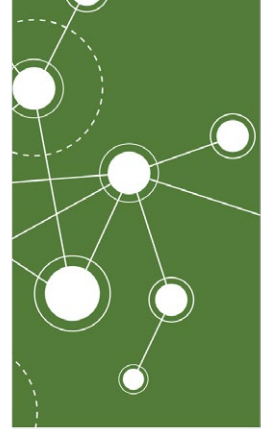
MaineHealth
Welcome MaineHealth Employees!
Remember to scan your MyHannaford
number for Cash for Your Cart.

MaineHealth
WOW! Powered by
NutriSavings™

³ Vaiva Kalnikaite, Jon Bird, Yvonne Rogers (2011) Decision-making in the aisles: information, overwhelming or nudging supermarket shoppers?

⁴ Dara H. Sorkin, Shahrzad Mavandadi, Quyen Ngo-Metzger, Karen S. Rook, Kelly A. Biegler, David Kilgore, and Emily Dow (2014) - Dyadic Collaboration in Shared Health Behavior Change: The Effects of a Randomized Trial to Test a Lifestyle Intervention for High-Risk Latinas

Program Design and Momentum



Leveraging various models for intentional behavior change, it was important to assess population readiness for interventions targeting dietary behavior change⁵. Using MaineHealth's online Health Assessment, employees were segmented into five stages of change.

- Pre-contemplation (unaware, not interested in change)
- Contemplation (thinking about change)
- Preparation or decision (making definite plans to change)
- Action (actively modifying and preventing relapse)
- Maintenance (creating environmental and social support)

2014 MaineHealth data shows that 33% of employees have plans to improve their diet within the next six months, and another 44% have improved their diet within the past 6 months. Marketing, communications and engagement strategies focus on promoting healthy eating with a goal to drive the 33% population from Pre-contemplation/Contemplation stages to Action stage and to maintain the 44% in the Action/Maintenance stage. The program model was made more attractive by offering additional incentives from Hannaford that provided savings on a wide variety of store brand products scoring high nutritional values based on NutriSavings' food scoring system. This program feature was designed to encourage additional healthy purchases and add to the cash back savings that participants can earn. This feature also provided an opportunity for Hannaford to showcase the variety and value of their store brand products while reaching their shoppers through a unique channel of communication.



Cash for Your Cart is a value add program for the employees. I enjoy learning about healthier choices. I also like the extra money.

- Registered Nurse, PHO
MaineHealth

Our initial communication strategies included on-site enrollment, leadership endorsement and push messaging.

Intervention Strategies:

State of Readiness	Key Strategies	Initiatives
Pre-contemplation	Increase information and awareness, including emotional acceptance	<ul style="list-style-type: none"> • On-site enrollment sessions • Engaging WOW council members • Personalized email
Contemplation	Increase one's ability to adopt recommended behaviors	<ul style="list-style-type: none"> • Webinars • Mobile App to reduce in-aisle confusion • Personalized email after every shopping trip
Preparation	Outline specific action steps	<ul style="list-style-type: none"> • How to get a rewards card instructions
Action and Maintenance	Setting up behavioral skill training and social support	<ul style="list-style-type: none"> • Family involvement with shopping • Hannaford encouragement at check-out • In-Store Signage at check-out to encourage participation • Discounts on Hannaford private label foods

⁵Alan R. Kristal, Dr. PH, Karen Glanz PhD, MPH, Susan J. Curry PhD, Ruth E. Patterson PhD, RD (1999) How can stages of Change be best used in dietary interventions?

Making the Difference

In-aisle decision making

Based on research, shoppers using smartphones apply “fast and frugal” techniques⁶. NutriSavings’ mobile app fits the bill with a very simple and easy to understand numeric scoring of most popular food items. Participants scan the product barcode using their smartphone to view the nutritional score. The app also suggests healthier alternatives and money -saving offers on relevant products.



Building Community Support

MaineHealth developed a support system among their existing channel of wellness council representatives. Hannaford helped spread Cash for Your Cart awareness by educating their front end employees on the MaineHealth program. To prepare for consumer questions, Hannaford equipped their customer information hotline with program information, including frequently asked questions and referral numbers.

Eat Healthy for Less

The U.S. Department of Agriculture administers programs that promote fruit and vegetable consumption. However, consumption remains relatively low due to the perceived high cost of produce. Coupons influence consumer behavior in two ways. They create a price-discount effect and an informational/advertising effect. Because of this dual effect, the use of a coupon to increase fruit and vegetable purchases is more effective than a pure price-discount policy or other non-coupon promotion. Assuming a coupon usage rate of 10 percent, and lowering prices through a “10 percent off” coupon would increase average weekly fruit and vegetable quantities purchased by 2 to 11 percent, as compared with a 5- to 6-percent effect for a pure price discount⁸. Keeping this principle in mind, NutriSavings working in partnership with MaineHealth, Hannaford and several other food manufacturers, offered its members triple discounts on healthy foods in the form of e-coupons.

While multiple supermarkets participate simultaneously in the program, each retailer can add to the collection of cash back offers by providing savings opportunities available only at their stores. Hannaford was interested in building customer loyalty among MaineHealth participants, so they put together a collection of savings on store brand products that were instrumental to the national brand offers negotiated by NutriSavings. This approach gives food retailers an opportunity to showcase their healthy food products while driving participant motivation to make nutritious choices.



I am generally a healthy shopper, so signing up for Cash for Your Cart was a simple and easy way for me to save money. Since enrolling, I have been able to track my shopping cart items and select healthier alternatives to maximize my nutritional score and purchasing power.

**- Registered Dietitian
MaineHealth**

⁶Vaiva Kalnikaite, Jon Bird, Yvonne Rogers (2011) Decision-making in the aisles: information, overwhelming or nudging supermarket shoppers?

Measurable Results

MaineHealth rolled out NutriSavings to its employees in June 2014. Given the groundbreaking nature of this program, MaineHealth, along with Hannaford and NutriSavings, devised several indicators to track participant progress.

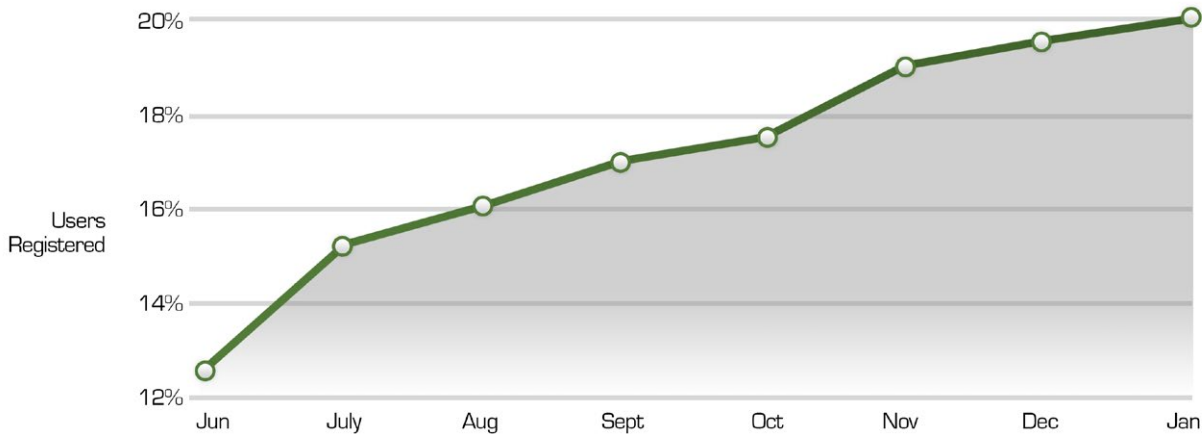
Enrolled Population

Universal necessity of grocery shopping lends itself nicely to tracking enrolled population. The enrolled population indicator also reflects relevance and effectiveness of ongoing employee communications. Within the first month of roll-out, Cash for Your Cart experienced 12% enrollment. Since then, it has grown by 67% and continues to grow weekly due to ongoing digital engagement campaigns.



MaineHealth On-site Enrollment Fair

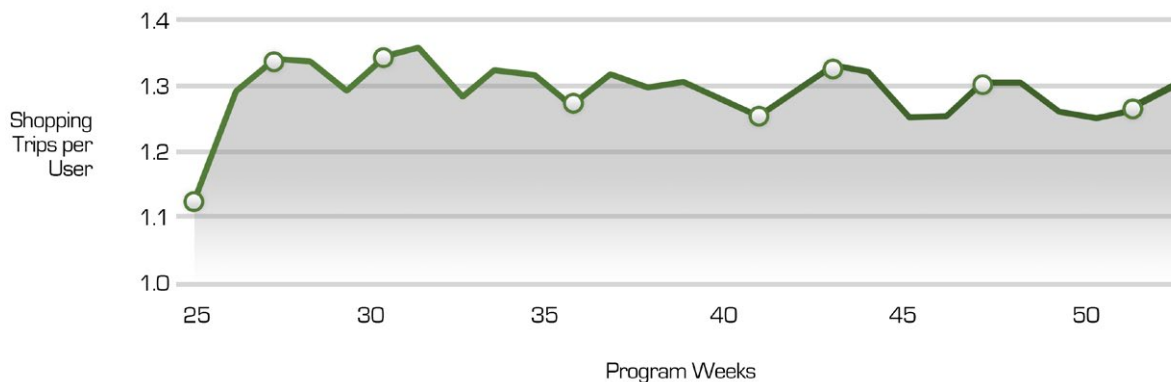
Registered Population



Weekly Trips/Shopper

The Hannaford rewards card program (referred to as myHannaford ID) tracks shopping trips and earned rewards. For employees to earn rewards, they must scan their rewards card at checkout. Since the Cash for Your Cart program requires employees to shop at least twice a month and attain an average cart score of 60, it was important to measure shopping trips per shopper.

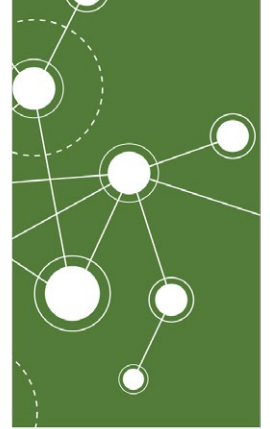
Weekly Shopping Trips per User



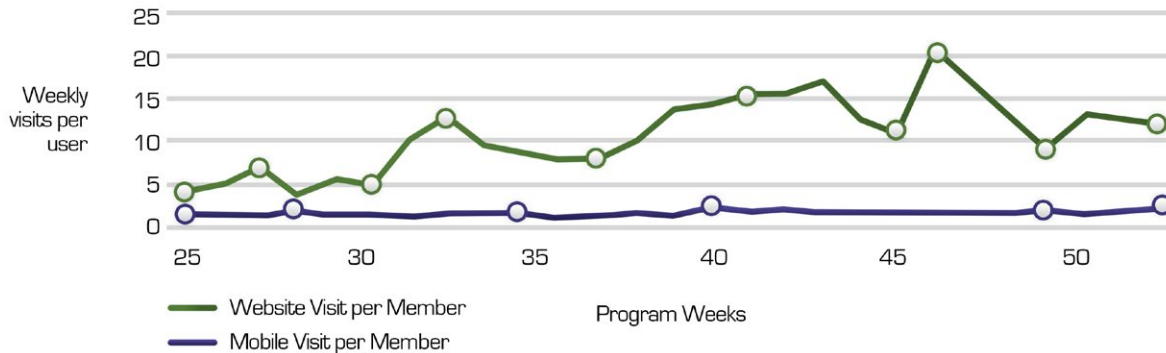
Measurable Results

Employee Engagement

A measurable way to track engagement is by counting the number of times employees login to the site to review their shopping score or search for healthy recipes and articles. Currently, NutriSavings is averaging 4.9 visits per week for enrolled members. The program uses education and incentives to increase employee engagement.



Member Engagement via Website and Mobile App



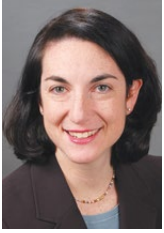
Conclusion

A strategically implemented wellness program can benefit employers and their employees by creating a supportive environment focused on health and productivity. A wellness program's success is measured by its level of engagement and behavioral tracking of participants throughout the course of the program. NutriSavings' collaboration with MaineHealth and Hannaford has led to increased employee engagement with wellness initiatives during the first six months of rollout. As NutriSavings continues its digital campaigns focused on healthy savings and nutrition education, enrollment continues to grow each week. This success has led to an employee culture increasingly focused on wellness in the workplace while bringing together local community partnerships geared towards health initiatives.

Early results in a cohort of approximately 8,000 employees who have completed online health assessments for three years show that those reporting 5+ Fruit/Vegetable servings per day increased by 50%, from 35% in 2012 to 53% in 2014. The Cash for Your Cart program is one of several strategies that MaineHealth has employed to promote healthier eating.

To learn more about NutriSavings and how you can add a wellness program to your company, call 800-344-3593 or visit Nutrisavings.com.

About the Authors



Julie Greene – Manager of Healthy Living, Hannaford

Julie Greene is the Manager of Healthy Living at Hannaford Supermarkets. Since 1994, Julie has focused on making meaningful connections between consumer brands and highly targeted audiences. Consumer brands have included Samuel Adams beers, Unilever & Gillette health and beauty products, Sears, Macy's, and, most recently, Health & Nutrition at Hannaford Supermarkets.



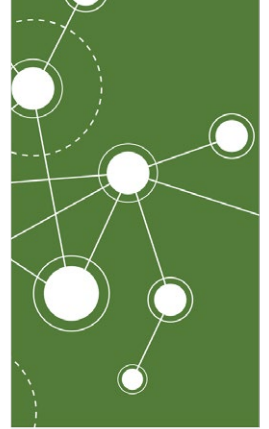
Laurie Jones Mitchell, RDN – Director of Health & Productivity, MaineHealth

Laurie Mitchell, RDN (Registered Dietitian/Nutritionist) is the Director of Health & Productivity for MaineHealth, northern New England's largest integrated healthcare system. She oversees all of the non-retirement benefit plans and population health for over 17,000 employees. Laurie works collaboratively with other organizational community stakeholders and vendor partners to address the leading health risks of the employee population, specifically health risks related to overweight/obesity and tobacco use. Her work also includes initiatives to increase utilization of preventive services and to improve employee engagement in programs to manage chronic illness. Laurie has served on the board of directors of Wayside Food Programs for the past seven years.



Niraj Jetly – SVP, COO/CIO, NutriSavings

Niraj Jetly is an award-winning, nationally recognized business leader and digital strategist with nearly 20 years experience in the technology industry. Niraj has presented and served as a panelist at several industry events, including workplace wellness, New England Business Group on Health. He has been quoted in The Wall Street Journal, IDG, CIO.com, and Boston Business Journal. Niraj's interests include corporate strategy, innovation, client relationships, and technology leadership. His goal is to help clients create worksite wellness programs.





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