

Date: March 7, 2019

To: JLMBC

From: Staff

Subject: **Wellness Services Administrator (Limeade) Implementation Update**

JLMBC MEMBERS

Employee Organizations
David Sanders, Chairperson
Paul Bechely
Chris Hannan
Steve Koffroth
William Violante

Management
Wendy G. Macy, Vice-Chairperson
Neil Guglielmo
Rich Llewellyn
Tony Royster
Matthew Rudnick

RECOMMENDATION

That the JLMBC receive and file the LIVEwell Wellness Services Administrator implementation update for December 2018 to February 2019.

DISCUSSION

At its special meeting on May 3, 2018, the JLMBC recommended the selection of Limeade as the City's first Wellness Services Administrator for the City of Los Angeles LIVEwell Wellness Program (LIVEwell Program). This recommendation was pursuant to a Request for Proposal (RFP) for wellness engagement administration and website/data management services. Since the selection recommendation was made and accepted staff and Limeade have been engaged in the implementation process, which has included the following:

- Strategic planning for the transition of communication and engagement functions
- Customizing the Limeade web portal for the LAwell Program
- Facilitating development of the eligibility file exchange between Limeade and the incoming LAwell Program Third-Party Administrator (TPA), Morneau Shepell
- Defining roles and responsibilities for all project team members
- Developing position descriptions and executing a selection process for the two onsite Limeade staff members
- Developing strategies for coordinating resources between Limeade and the City's other LAwell Program service providers
- Developing and executing the contract

A working implementation timeline has been developed to guide implementation efforts (**Attachment A**).

Following is an update on each of the major elements of onboarding Limeade as a service provider:

- (1) **Engagement and Communication Plan** – Staff and Limeade conduct weekly meetings with Limeade's implementation team (including the Implementation Project Director, Strategic Account Executive, and Sales Director) to coordinate and track the implementation process. To support and memorialize the results of these meetings, Limeade has created a web dashboard to track key milestones, process decisions, action items, and identify the Limeade

or City staff to which they are assigned. The focus in January and February has involved creating an activity calendar and transitioning the LIVEwell Program's 2019 engagement plan (including events, clinics, and educational programs) to Limeade's team. Wellness Executive Advisor Joan Centanno worked with Limeade to define the starting engagement and communication plan as summarized in **Attachment B**.

- (2) **Customizing the Limeade Web Portal** – Staff has provided input to Limeade regarding content and customization options for the Limeade web portal. Staff is working with information technology personnel for the City, Los Angeles World Airports (LAWA), and the Port of Los Angeles to ensure that the Limeade web portal and its associated domains will be accessible across all networks, email servers, and remote locations. Thus far, LAWA and the Port have completed their vetting process; staff is working with the Information Technology Agency (ITA) to complete vetting for the rest of the City's network. All City vetting is scheduled to be completed by March 29, 2019. Concurrently, staff is in the process of purchasing a domain for a custom url that will be used to access the Limeade portal.
- (3) **Eligibility File** – Personnel Department staff, Limeade, and Morneau Shepell have completed the structure of and data category contents for the eligibility file that will include all regular half-time and regular full-time LAwell Program employee members. The eligibility file for LAwell Program members will come from Morneau Shepell to Limeade. Eligibility file testing will begin March 18, 2019.
- (4) **Team Member Roles and Responsibilities** – Staff and Limeade have identified key responsibilities and roles for both the Limeade support team members and City staff. Staff's objective is to ensure that both teams integrate seamlessly and that responsibilities and functions are separated out efficiently and effectively. In delineating responsibilities, staff identified the Wellness program's five major responsibilities of program management, data and resources, communications, activities, and events. Staff then identified how different audiences would be engaged by each responsibility and further specified how City staff, Limeade, and the onsite Limeade representatives would be responsible for each. An outline of responsibilities and respective audiences being engaged is provided as **Attachment C**.
- (5) **Onsite Engagement Specialists** – Staff and Limeade worked together to develop job requirements and expectations of the two onsite Engagement Specialists. The positions were posted on December 21, 2018. Limeade has identified two candidates for each of the positions. They are currently performing the second round of interviews for the positions. Staff will have the opportunity to interview the finalists prior to a job offer being extended.
- (6) **Data Management and Benefit Service Providers** – Limeade has been and will continue to participate in group meetings involving the City's other benefit service providers as part of developing and evolving strategies for coordinated communications and campaigns and the proper exchange of data. Limeade attended the most recent Benefits Service Provider Carrier Summit on February 26, 2019.

(7) **Contract Development** – In consultation with the City Attorney’s office, the contract development work has been effectively completed. Staff is now proceeding to advance the contract through the City’s internal approval process, which requires referral of the proposed contract to the Office of the Mayor and likely review by the City Administrative Office (CAO) before proceeding to gathering final signatures and executing the agreement. Limeade has indicated that an executed agreement is required to be in place before it will accept any identifying City employee information. Limeade indicates that having the executed contract in place ensures that the appropriate contractual protections for confidential member information have been established and codified, providing protection to both the City and Limeade. Staff is making a concerted effort to expedite timely processing of the contract.

Submitted by: _____
Isaias Cantú

Approved by: _____
Steven Montagna

**Limeade LIVEwell Wellness Services Administrator
Implementation Timeline
(May 2018 – May 2019)**

MILESTONE	TARGET COMPLETION PERIOD	STATUS
Kick-off Meeting – Introduction to Transition Team Members	2 nd Quarter 2018	Complete
Develop Eligibility File Work Plan	3 rd Quarter 2018	Complete
Engagement and Communications Plan	3 rd Quarter 2018	Complete
Design, Configure and Build/ Exchange of Eligibility File	1 st Quarter 2019	Complete
Contract Development and Execution	2 nd Quarter 2019	In Process
Develop Requirements/Specifications	2 nd Quarter 2019	In Process
Data Management Integration	2 nd Quarter 2019	In Process
Implementation	2 nd Quarter 2019	In Process

LIVEwell Wellness Hub Launch Communications Plan

Goal: Register employees for the new online program or "hub" to increase participation in the LIVEwell program and foster healthy behaviors.			
Strategies:			
<ul style="list-style-type: none"> - Use a three-phased approach to build excitement for the launch and empower leadership to lead it. - Work with stakeholders (management, partners, department liaisons, etc) to demonstrate and leverage leadership support to promote the program. - Use a variety of vehicles and engagement occasions to reach as many employees as possible. - Create interest and enrollment, using "early registration" inspiration points to get off to a fast start. - Use existing communications, activities, and events to take advantage of ongoing engagement and participation. - Hold LIVEwell Local events at targeted buildings/locations, especially for harder to reach locations. 			
Go Live tentative: May 1, 2019	Vehicle	Target Audience	Message/Goal
PHASE ONE [LEADERSHIP COMMUNICATION]			
Manager email	Managers	<ul style="list-style-type: none"> • An email to managers letting them know about the new LIVEwell Wellness Hub and additional employee engagement plan. Ask for manager support, e.g., to review FAQs with employees in next team meeting (after GM email). FAQs: • Why is the launching the Hub? • What's included (high-level overview)? • How does it work (high-level overview)? • What are the benefits (to the employee) for registering? 	6 weeks prior Go Live
PHASE TWO [CITY-WIDE & MOU COMMUNICATION]			
All-city email from GM/executive sponsor	All eligible employees	<ul style="list-style-type: none"> • GM/executive sponsor email announcing the new LIVEwell Wellness Hub launch. • Explain the why and how it fits into the City's interest in employee healthy and LIVEwell mission. • Cover the "what's in it for me" -- why should employees care? • Provide overview of this fits with the existing LIVEwell program. • Announce the webinar(s) where the Hub is demonstrated. 	4 weeks prior Go Live
Email to MOU & Carrier Partners	All eligible employees	<ul style="list-style-type: none"> • Email about the new launch with a flyer to share with their members. • Explain the why and how it fits into the big picture of the interest in employee health/the LIVEwell mission. • Cover the "what's in it for me" -- why should employees care? • Provide overview of this hub fits with the existing LIVEwell program. • Announce webinar(s) where the Hub is demonstrated. 	3 weeks prior Go Live
Newsletters; Websites	All eligible employees	<ul style="list-style-type: none"> • Promote the new LIVEwell Wellness Hub program in newsletters (Personnel, wellNOW, etc) and City sites. • Offer inspiration Program points for early registration by specific date. 	3 weeks prior Go Live
PHASE THREE [LAUNCH MATERIALS]			
Webinar	All eligible employees	<ul style="list-style-type: none"> • Announce a 30-minute interactive webinar for employees. • Reinforce why the City has the LIVEwell program and why the new Hub. • Cover the specific details of what this program will provide to employees. • Demonstrate the Hub and show all the great resources employees will have access to. • Answer questions. • Record webinar and post video on intranet for employees to reference. • Promote the LIVEwell Wellness Hub via posters and flyers throughout office(s). 	2 weeks prior Go Live
Posters and Flyers	All eligible employees	Promote the LIVEwell Wellness Hub is live!	2 weeks prior Go Live
Employee email (launch)	All eligible employees	Announce that the LIVEwell Wellness Hub is live! Reminder about registration and note early registration points.	1 week prior Go Live
Postcard mailing (launch)	All eligible employees	Announce that the LIVEwell Wellness Hub is live! Reminder about registration and note early registration points.	1 week prior Go Live
Regular LIVEwell Classes, Webinars & Events	All eligible employees	Promote the new Hub via regularly scheduled monthly classes and webinars, as well as special events (LIVEwell Festival in June and Rock & Stroll in October). Set up registration station outside the classrooms.	Pre-launch; Ongoing
Regular LIVEwell Monthly Employee Emails	All eligible employees	Promote the new Hub via regularly monthly LIVEwell email with registration link.	Pre-launch; Ongoing
LIVEwell Local	All eligible employees	Reach out to specific buildings to go on site to promote the new Hub with a registration station.	Pre-launch; Ongoing
Employee email	All eligible employees	Reminder email that the LIVEwell Wellness Hub is live!	Go Live Date
Manager email	Managers	Follow up with managers to gather feedback on program and ask them to support their employees to 1) register for the program and 2) participate in the program. Share registration % based on department/MOU, if applicable, to show results so far.	2weeks post Go Live

Wellness Team Responsibilities and Roles

Updated 2/12/2019

