

Date: April 4, 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 March 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 made 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:

- Designing and customizing a LIVEwell web portal for LAwell Program employee members
- Strategic planning for the transition of communication and engagement functions
- 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 two onsite Limeade positions
- Developing strategies for coordinating resources between Limeade and the City’s other LAwell Program service providers
- Developing and executing the contract

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

- (1) **LIVEwell Website Development** – Limeade and staff have been working on refining various features, components, and content for what Limeade is developing as the LIVEwell Program website. The LIVEwell Program website is best thought of as a highly-functioning wellness “home” or “hub” for employees to:
 - (a) Create individualized wellness goals and engage with a broad array of informational resources, tools, and challenges to support their health and wellness;
 - (b) Access information and updates for ongoing LIVEwell Program events (seminars,

- webinars, classes, clinics, festivals, and LIVEwell Program Local visits);
- (c) Engage in the LIVEwell Program’s ongoing “Inspiration Program” providing employees with rewards and recognition for engaging in activities which support their health and wellness; and
 - (d) Create and participate in “micro” groups of City employees centered around specific topics or activities of interest which support their health and wellness.

Individualizing the Wellness Experience - Upon launch, employees will be invited to establish their accounts on the LIVEwell website. Employees will then immediately be invited to complete a detailed wellness questionnaire. The questionnaire is designed to obtain core information from employees which Limeade’s proprietary system uses to provide (1) feedback to employees regarding their wellness status and (2) several recommended points-earning activities focused on practices that can support improvement in areas specific to the employee’s self-identified needs (for example, an employee who indicates she is regularly receiving less than optimal sleep may receive educational support and a challenge around improving sleep). Although the website presents each employee with only a few recommended activities so as not to be overwhelming, employees are free to explore and engage in a much wider array of activity choices. The website contains a database of approximately 400 activities and resource topics which Limeade is continuously refreshing and refining. The website also “learns” and modifies its feedback to employees as they participate in activities and as their successes, challenges, and goals evolve.

LIVEwell Program Resource Center – Up to this point, the LIVEwell Program has lacked a true centralized resource center where all of the City’s wellness resources can be housed. The LIVEwell Program website will function as that resource center so that employees can access not only Limeade resources but also custom events created by the City including its ongoing events (seminars, webinars, classes, clinics, festivals, and LIVEwell Local visits). The LIVEwell Program website will provide “one-stop shopping” for identifying where events are occurring and signing up for them at their convenience. As it becomes a more convenient resource, it should support increasing engagement and participation.

Inspiration Program – The LIVEwell Program website allows employees to “gamify” their wellness experience through an Inspiration Program which provides them the opportunity to earn points, collectible pins, and wellness rewards for completing activities on the website platform and participating in LIVEwell Program events. The Inspiration Program will have four achievement levels and employees can choose to share their progress with others on a leaderboard (similar to, but much more elaborate and longer than, the LIVEwell Program’s WalkPlus and Feel Like a Million challenges). The first Inspiration Program will launch with the website for the balance of calendar year 2019. Thereafter, the Inspiration Program will refresh and cycle on a January 1 through December 31 schedule each calendar year.

Micro-Communities – Community and peer support is one of the most powerful contributors to sustained behavioral change. The LIVEwell website allows employees to

participate in “micro” groups or communities by sending or accepting invitations to peers to participate in like activities. Groups of employees can participate in a wide array of established Limeade activities or even custom activities that are created by the City and/or as may be requested by employees (for example, special events or competitions, walking groups, nutrition groups, or meditation groups). Points are earned for these activities that accrue to the tally for the Inspiration Program. In addition, a separate website page can be used by employees to post events outside of work (for example, employees could post and invite others to attend events such as a weekend hike, yoga class, cooking class, or similar events).

As the project plan has developed in recent weeks, staff believes that **June 1, 2019** provides an ideal website launch date target. This will allow for a truncated initial 7-month 2019 Inspiration Program; immediately precede the City’s June Wellness Festival; and provide additional time for contract execution which, as reported to the JLMBC at its March 7, 2019 meeting, must be completed before Limeade will begin moving to final testing involving any identifying City employee information.

- (2) **Engagement and Communication Plan** – Staff and Limeade continue to conduct weekly meetings with Limeade’s team (including the Implementation Project Director, Strategic Account Executive, and Sales Director) to coordinate 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 March has been on a broad range of activities including finalizing parameters of the Inspiration Program and incorporating existing LIVEwell Program event planning into the 2019 engagement plan.
- (3) **Customizing the Limeade Web Portal** – Staff and Limeade have largely completed the custom design and content element decisions that are necessary for launching the LIVEwell Program website. In addition, staff has completed the vetting processes with the Los Angeles World Airports [LAWA] (lawa.org), Port of LA (portofla.org), Public Library (lapl.org), and the City (lacity.org) to ensure that the Limeade web portal and its associated domains will be accessible across all networks, email servers, and remote locations. Staff has also completed purchase of a domain for a custom URL that will be used to access the Limeade portal.
- (4) **Eligibility File** – As previously reported, Personnel Department staff, Limeade, and Morneau Shepell have completed the structure of and data category contents for an eligibility file that includes all regular half-time and full-time LAwell Program employee members. The eligibility file will be transmitted from Morneau Shepell to Limeade. Limeade will not complete eligibility file testing using live data until the Limeade contract has been executed.
- (5) **Team Member Roles and Responsibilities** – Staff and Limeade have identified key responsibilities and roles for both the Limeade support team members and City staff. FUSE Fellow and Wellness Executive Advisor Joan Centanno successfully completed her tasks related to Limeade implementation and transitioned her responsibilities to City staff.

- (6) **Onsite Engagement Specialists** – Limeade has completed its internal process to vet candidates for the two onsite engagement positions that will support and leverage the City’s engagement efforts. Staff and Limeade are presently making arrangements for the City to interview the proposed candidates before making final job offers.

- (7) **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.

- (8) **Contract Development** – As previously reported, in consultation with the City Attorney’s office, all contract development work has been completed. The contract is now with the office of the City Administrative Officer (CAO) for final approval. Once that approval is provided, staff will proceed to gather final signatures and execute the agreement.

Submitted by: _____
Leo Reyes

Reviewed by: _____
Isaias Cantú

Approved by: _____
Steven Montagna

**Limeade LIVEwell Wellness Services Administrator
Implementation Timeline
(May 2018 – June 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	1 st Quarter 2019	Completed
Contract Execution	April, 2019	In Process
Complete all LIVEwell Website Requirements/Specifications	May, 2019	In Process
Communicate Program Launch	May, 2019	In Process
Implementation	June 1, 2019	In Process