



# Health Management

## Success Story

### Situation

HORAN has worked with a city not far from Cincinnati to create cost-effective health benefits and a wellness program that has been recognized for leadership by the Center for State and Local Government. When HORAN took over the health benefits administration for this municipality in 2004, the city had successfully developed a culture of employee engagement that was working well with both their union and non-union employees. They had formed a Health Care Benefits Committee (HCBC) that relied on their union and non-union labor and city management to work together to help guide the city's health care policy and program. They were educated on health care issues and open to exploring new ideas.

### Solution

As rising health care costs became more of a concern, HORAN worked with this committee to help the city move along a continuum and develop a program that has changed from 100 percent city-paid coverage to one partly paid by employees. Over a five year period, the city has evolved from a traditional approach with multiple plan designs funded by the city to 100 percent voluntary participation by all city employees in a High-Deductible Health Plan in 2009.

HORAN has served as an advisor throughout this evolutionary process and has participated as a working member of their HCBC team. HORAN has helped them research options and costs, has negotiated with insurance providers to help them maintain cost-effective and comprehensive coverage, and helped them educate employees through communicating with all city departments on potential plans.

The city has experienced one-third of the average premium rate increases in the Cincinnati region. These savings have been utilized to minimize increases to the employees' premiums.

The HCBC's work has created a city staff more educated about the issues of rising health care costs and taught them how to be well informed when choosing medicines and treatments. The HCBC efforts have led to the establishment of a Wellness Program, which has resulted in a drop in medical claims, a decline in sick leave usage and healthier employees. HORAN has facilitated the city's ability to offer competitive benefits in a challenging economic environment and introduce consumerism into its overall health benefits strategy to help hold down costs.

The city is featured as a case study in a publication of The Center for State and Local Government, titled "Employee Leadership in Health Insurance and Wellness Programs".



*An integrated wellness strategy has contributed to increases that are one-third lower than average.*