

**Report to / Rapport au:**

**OTTAWA POLICE SERVICES BOARD  
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

**25 January 2016 / Choisir la date de la reunion.**

**Submitted by / Soumis par:**

**Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa**

**Contact Person / Personne ressource:**

**Debra Frazer, Director General**

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**SUBJECT: Real You Wellness Contract Renewal for 2016-2020**

**OBJET: Version française**

**REPORT RECOMMENDATIONS**

**That the Ottawa Police Services Board approve:**

**The delegation of authority to the Chief of Police to negotiate a five-year contract with the Real You Inc. based on a level of 200 clients per year; a year-one contract amount of \$840,000; and an escalation clause of 2% per year, for years two to five.**

**RECOMMANDATIONS DU RAPPORT**

**Version française**

**BACKGROUND**

Chronic disease is the main cause of death and disability in Canada today. What's more, 50 to 80% of these diseases are preventable. For all Canadians, a strong emphasis needs to be placed on the promotion of health- and disease-prevention, rather than only on treatment.

The Ottawa Police Service (OPS) has been recognized as a leader in promoting healthy living through various programs. As a responsible and innovative employer, the OPS recognizes that individualized wellness programming and health promotion will benefit our members, their families, our organization and our community.

The Real You program is an excellent example of the OPS commitment to health prevention and is a key pillar in the Member Wellness Strategy.

The focus of the Real You is to prevent chronic disease through lifestyle changes and education. It is a holistic, multidisciplinary program comprised of a team of health professionals, including a medical physician, naturopathic physicians, registered physiotherapists, and psychologists. The Real You team's mission is to help people heal from illness, prevent disease, and lead happier and more meaningful lives, while realizing their physical, mental, emotional, spiritual, and social potential through lifestyle change. The achievement of this mission ultimately cascades positive benefits throughout our organization and the community.

The purpose of this request is to gain permission to negotiate a five-year contract with Real You Inc. for the 2016 to 2020 period.

## **DISCUSSION**

### **THE EMPLOYER'S ROLE IN HEALTH PREVENTION**

Doing more to focus on prevention will help improve the quality-of-life for Canadians, reduce the impact that poor health can play in society, and reduce the costs associated with chronic disease. Canada's Ministers of Health and Health Promotion/Healthy Living have identified five principles to help achieve this goal.

- Prevention needs to be a priority. Presently Canada's health-care system is focused on diagnosis, treatment, and care, but we need to achieve a better balance between prevention and treatment;
- Prevention is a hallmark of a quality health system;
- Prevention is the first step in management by improving the health of Canadians currently suffering from chronic disease, as well as reducing the rate at which chronic disease develops;
- Health promotion has many approaches that should be used, including reducing risk factors, providing population health promotion initiatives and ensuring Canadians can access preventive services. It also helps people learn and practice healthy ways of living and building evidence on what creates good health; and

- *Health promotion needs to be practiced by everyone, including government, communities, and society as a whole.*

The data underscores the need for employer's to support health promotion. An estimated 2% lower job productivity is demonstrated by employees who report as having "poor physical health" than employees not reporting poor physical health, and individuals self-reporting poor health "risks" such as stress, physical inactivity, and poor physical health are expected to cost their employer about \$1,200 a year, solely in lost productivity per health risk. [W.N. Burton et al., "The Association of Health Risks With On-the-Job Productivity," *Journal of Occupational and Environmental Medicine* 47,8 (2005):769-777].

The majority of comprehensive wellness programs occur in large organizations, and studies have shown that well-resourced workplace health-promotion programs can achieve significant return on investment (Goetzel et al., 2014). In the article, *Workplace Wellness Programs Can Generate Savings* (K.Baicker, D. Cutler and Z.Song), a critical meta-analysis found that medical costs fall by about \$3.27 for every dollar spent on wellness programs and that absenteeism costs fall by about \$2.73 for every dollar spent.

Mental health plays a big role in employers' costs as well. One in five Canadians will experience a mental health problem or illness every year, with a cost of more than \$50 billion to our economy (Mental Health Commission of Canada). Of this \$50 billion, businesses are directly affected by the more than \$6 billion in lost productivity per year. Not only do mental-health issues impact psychological and emotional functions but they raise the risk for illnesses, accidents and injuries. The World Health Organization (WHO) estimates that by 2020, depression will be the second leading cause of disability worldwide, second only to heart disease. In Canada, mental-health claims are the fastest growing category of disability costs.

## **HISTORY OF THE REAL YOU**

The OPS commitment to innovative health programs is long-standing. In 2007, the OPS began the search for a comprehensive wellness program for employees. The Real You was selected and a 10-week program was initiated that year for 25 employees. The anecdotal feedback received was positive.

In November 2010, the Ottawa Police Service Board (OPSB) approved a Memorandum of Understanding with The Real You Inc. for the delivery of The Real You Ottawa Police Service Wellness Pilot Program. This holistic health and wellness initiative, customized to members' unique needs, was launched in March 2011 with 100 OPS participants. During the 13-month program, participants worked with the program's health team to identify potential health issues and develop and implement appropriate medical treatments and intervention strategies, unique to each participant.

The second phase of the program ran from October 2012 to June 2013 with 100 participants selected. The third phase of the program was approved by the OPSB in March 2013 with another 100 participants selected. This cohort ended in June 2014. The fourth cohort delivered the program to another 100 participants from January 2015 to December 2015. The number of members applying to each phase has remained constant at approximately 300.

## **CONSULTATION**

### **EVALUATION OF THE REAL YOU: PARTICIPANT RESPONSES**

There are 10 modifiable health-risk factors that are often targeted by wellness programs. These risk factors include high stress, tobacco use, obesity, physical inactivity, high blood sugar, high blood pressure, high alcohol consumption, high total cholesterol, depression and poor nutrition or eating habits (Goetzel et al., 2012). These risk factors account for more than 20% of employer-employee health-care spending, both in direct and indirect costs (Goetzel, et al., 2012).

The Real You program has successfully addressed all 10 risk factors in a holistic and individualized manner. The survey data below summarizes the responses of Real You participants to questions on these topics. Seventy-five percent of participants completed the final survey between 2011 and 2014.

1. "How would you rate your health and well-being in the following areas now compared to when you started the Real You Program?"
  - 87% as having much better or better eating habits/nutrition
  - 70% as having much better or better strength of muscles and bones
  - 69% as having much better or better energy levels
  - 68% as having much better or better body fat/weight
  - 56% as having much better or better mood
  - 52% as having much better or better dealing with stress
  - 49% as having much better or better sleep
  - 47% as having much better or better self-esteem/confidence

- 45% as having much better or better pain in joints, muscles and headaches
- 44% as having much better or better blood pressure
- 37% as having much better or better alcohol consumption

2. How would you rate your general state of physical and emotional health now compared to when you started the Real You program?" (0 being poor health, 10 being excellent health)

At start of the program:

- 52% rated 0-6/10
- 48% rated 7-10/10 specifically: 20% rated 7/10, 19% rated 8/10, 5% rated 9/10, 4% rated 10/10)

At end of the program:

- 6% rated 0-6/10
- 94% rated 7-10/10 specifically: 14% 7/10, 38% rated 8/10, 34% rated 9/10, 8% rated 10/10

3. "To what extent do you agree/disagree that the Real You program has helped you?"

- 81% stated strongly agree or agree to positive physical changes
- 76% stated strongly agree or agree to improved your quality of life
- 74% stated strongly agree or agree to an enhanced overall sense of well-being
- 66% stated strongly agree or agree to positive mental changes
- 62% stated strongly agree or agree to improved ability to manage stress
- 52% stated strongly agree or agree to improved personal/family relationships

4. "To what extent do you agree/disagree that changes you have made have also changed the attitudes and behaviors of other people that you know?"

- Of your family: 66% stated strongly agree or agree
- Of your OPS colleagues: 46% stated strongly agree or agree
- Of your friends: 38% stated strongly agree or agree

It is worth noting, that self-reported health questions have been demonstrated to be good predictors of health-care utilization and mortality. [Neil Buckley et al., “The transition from good to poor health: An economic study of the older population,” *Journal of Health Economics* 23, 5 (September 2004): 1013-1034]

In May 2012, the OPSB directed OPS to conduct an evaluation of the Real You program to “determine if the goals of the program have been met, establish the costs and benefits of the investment, and identify areas for program change and improvement.” OPS engaged the services of R.A. Malatest and Associates Ltd. to conduct this evaluation.

The overall recommendation from Malatest is that OPS continue offering the program. The program has achieved its expected short-term outcomes with respect to improving participant’s health and wellness. Due to the relative “newness” of the program, there is not sufficient data to analyze long-term outcomes. While program participants indicated that the program provides value for money, it was not possible to financially demonstrate this claim at the organizational level. However, even if rough estimates demonstrate that only half the money has been recouped, there are enough encouraging signs to continue the program so long as those long-term outcomes can be measured in the future.

Even with the limitations of the data, partially due to the inability to ascertain consent for data review, the evaluator concluded that “The program has helped most participants improve their health and wellness and adopt a healthy lifestyles, at least in the short-term.” Excerpts of some of the key findings are noted:

- Approximately 70% of participants reported that the program’s medical team identified previously undiagnosed health conditions (which ranged in severity from vitamin deficiencies to cancer);
- By the end of the program, participants as a group experienced statistically significant improvements in body composition, including weight loss, body-mass index, percentage of body fat, and waist-hip ratio; and
- Approximately three in five Real You participants reported increased engagement, productivity and reduced absenteeism.

The evaluator also recommends that the program increase its focus towards the participants and establish parameters that would allow for the mining of data to provide a more robust evaluation.

## **PROPOSAL**

The Real You Inc. will increase the number of participants per cohort from 100 to 200 participants. The program will be delivered on an annual calendar year with participants having access to the Real You team after the formal program is complete, adding the new feature of a maintenance program. An additional 25 spots will be funded by the

Real You for past participants of the program to enable them to experience the improved Real You program.

The five year contract is structured around 200 participants per year at a total year one cost of \$850,000 with an escalation clause of 2% per year for years two to five. Since 2010, the cost of the program has remained constant. The service provider has maintained its base fee structure with no incremental increases in the proposed contract. Improvements have been made to the program structure and additional health expertise has been added to the team, which accounts for the change in contract level.

The contract is a sole source arrangement, as permitted in the OPSB's Financial Accountability Procedures (FAP) manual. The provider is an expert in this area of health care, is very knowledgeable about OPS members and the police environment, and has consistently delivered a high-calibre product.

## **LEGAL IMPLICATIONS**

Not applicable

## **RISK MANAGEMENT IMPLICATIONS**

Not applicable

## **FINANCIAL IMPLICATIONS**

The budget provision for this contract has been included in the 2016 Budget. Funds are available in account number 124185 (HSL). The cost element is 502330.

Total Approved Budget	\$939,000
Expenditures to Date	44,100
Balance Available	894,900
This Request	850,000
Remaining Balance	\$44,900

## **SUPPORTING DOCUMENTATION**

Not applicable

## **CONCLUSION**

The continued interest in the Real You program from our members, year after year, has demonstrated the positive impact that the program has created for OPS. The program is unique and has been effective. It has also drawn national attention from police services across the country exploring program that will maintain and enhance the health of their members.

The adoption of the program for the next five years, further emphasizes the commitment that the OPS has to the health and well-being of its members. This commitment also aligns with the 2016-2018 Business Plan, as well as supporting the elements contained within the Wellness Strategy



**Document 1**

Not applicable