

CLIENT SUCCESS STORY

Better every year: whole-person care at Harris Health



About Harris Health

Harris Health is committed to supporting better health—not just for the people it serves, but for its own employees and their spouses too. So when it came to addressing the impact that chronic conditions like diabetes, prediabetes and hypertension have on its staff and their loved ones, the company needed a solution that would deliver outcomes within months—and over the long term.

This strategic investment worked. Harris Health employees and their spouses who joined the Teladoc Health Diabetes Management program began to show improved health management as evidenced by reduced HbA1c measures, increased home monitoring and fewer out-of-range blood glucose readings.¹ Based on the success of this program, Harris Health introduced the Teladoc Health Hypertension Management program to its eligible employees and their spouses. Working together, the easy-to-use programs coordinate support across conditions for individuals who are living with both hypertension and diabetes. Harris Health later extended its programming to include Teladoc Health Prediabetes Management as part of its strategy to reduce the prevalence, risk factors and costs associated with weight and other conditions leading to diabetes across a diverse workforce.

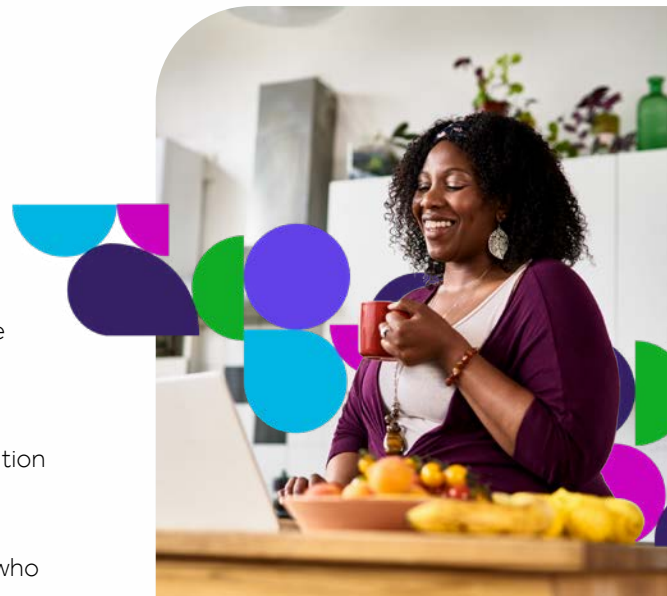
All together, these programs are having a powerful effect on the health and well-being of Harris Health's population while showing clear financial benefits. Encouraged by their progress and happy with the experience, members are forging healthy habits that lead to sustained behavior change. This approach exemplifies and creates healthy workplaces: Harris Health was ranked #3 in the 2023 Healthiest 100 Workplaces in America, a well-respected national awards program, after being inducted into the program's Hall of Fame in 2022.

Industry: **Healthcare**

Residents served: **4.6 million**

Location: **Harris County, Texas**

- Dedicated to improving the health of those most in need through quality care delivery, coordination of care and education
- More than 2,100 employees across 24 Harris Healthcare Group business units, operating in 34 countries and over 7,000 customer sites
- System includes 18 community health centers, five same-day clinics, five school-based clinics, three multi-specialty clinic locations, a dental center and dialysis center, mobile health units and two full-service hospitals



IMPACT

\$1.9M

in annual medical and pharmacy savings²

47%

reduction in the percentage of people with BMI ≥ 40 ³

1.6 HbA1c

reduction for members living with diabetes and starting HbA1c $\geq 7\%$ ³

4.3X ROI

for Diabetes Management program in year 4⁴

3.0X ROI

for Hypertension Management program in year 3⁴

2.1X ROI

for Prediabetes Management program in year 1⁵

+77

overall Net Promoter Score (NPS)³

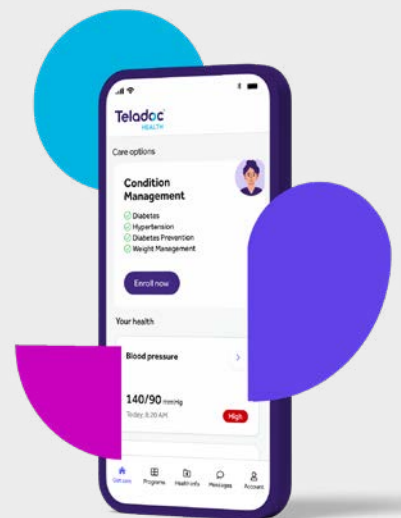


An integrated solution for a forward-thinking organization

When Harris Health initially partnered with Teladoc Health in 2016, diabetes was the organization's top chronic condition in terms of prevalence and cost. Nearly 10% of the organization's employees and their spouses had a diabetes diagnosis, and Harris Health was experiencing a \$4.2 million medication spend related to treating the condition—and trending upward. In all, the costs of managing the health of people with diabetes—including medical care, emergency room visits and pharmacy costs—were 3.9 times greater than medical costs for people without diabetes.⁶

Not surprisingly, hypertension also affected many individuals in this population. Prevalence of hypertension and hyperlipidemia is five and eight times higher, respectively, for people with diabetes versus those without.⁶ With the population's biometric and lifestyle risk profile, trends were expected to continue to increase unless something was done.

Over time, Harris Health also increasingly recognized the importance of preventing the onset of diabetes for people most at risk for the condition. In-house, in-person programs focused on weight loss and building healthy habits were helpful but difficult to roll out to a highly clinical staff working around the clock in multiple locations. To expand its strategy for chronic health condition management and well-being, Harris Health needed a flexible, high-tech yet high-touch diabetes prevention program that would meet the needs of this diverse workforce.



An integrated app experience gives members with multiple chronic conditions access to their health data, personalized educational content, expert health coaches and more—all in a single place.

An adaptive, high-touch approach

In search of a more efficient yet effective approach to population health, Harris Health first implemented the Teladoc Health Diabetes Management program, followed by the Hypertension Management and Prediabetes Management programs. This offered participants—including those dealing with multiple conditions—an integrated solution that fit their unique lifestyles and adapted over time based on their status and behaviors to keep them motivated and engaged in their health.

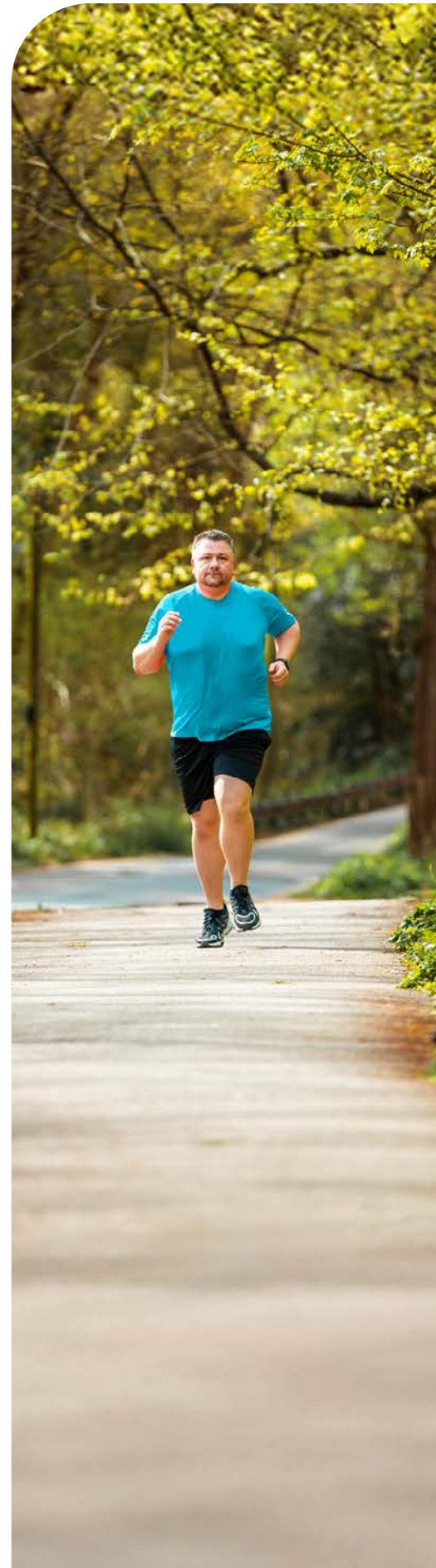
Elements of the program include:

- Smart devices, including blood pressure monitors, blood glucose monitors and scales that connect wirelessly to the Teladoc Health mobile app—a unified member experience offering all virtual care services in one place
- Timely, actionable content across multiple digital environments that supports making healthier lifestyle choices
- Live health coaches who have access to participants' glucose and blood pressure readings as well as medication information
- Certified health coaches interact with members proactively and on-demand via multiple modalities
- Members can share health metrics and trends with their physician
- Behavior-triggered AI with machine learning algorithms segment member populations and deliver tailored experiences

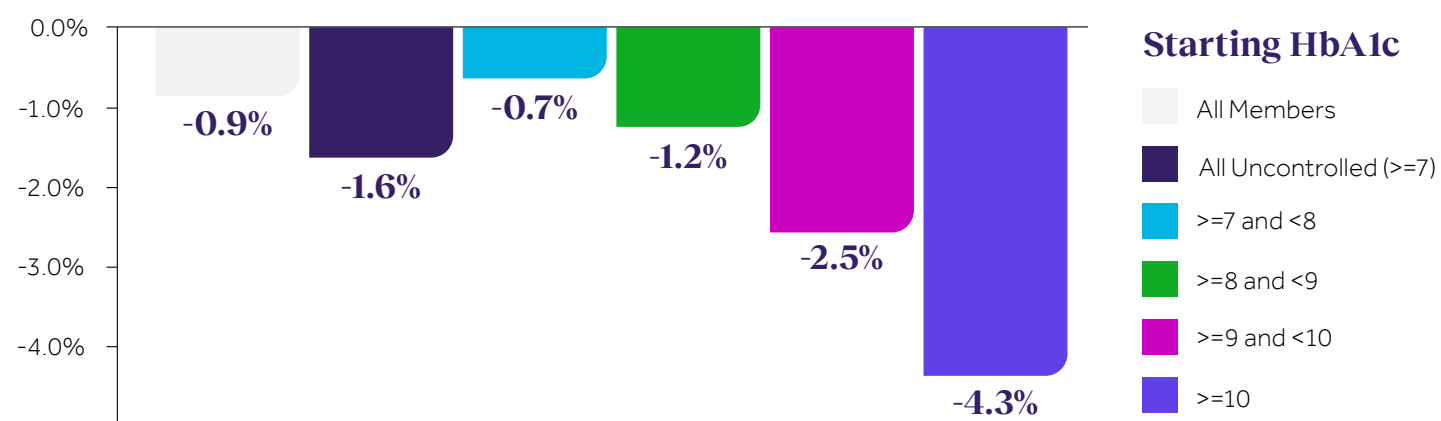
EARLY IMPACT, SUSTAINED OUTCOMES

Years after Harris Health rolled out these programs, employees and their families continue to engage in them and form healthy, lasting habits—leading to reduced long-term costs for the organization. Among employees and their spouses who participated in the programs, analysis shows:

- Greater likelihood of staying in the “safe zone”—Harris Health members living with diabetes were 21% less likely, on average, to have days with hypoglycemic readings after joining the Diabetes Management program compared to their baseline measured in month one.¹
- Members starting uncontrolled (HbA1c $\geq 7\%$) had significant reduction at six months and sustained it over six years on the program. In addition, for members starting in control, there was significant reduction at six months with sustained control of an estimated HbA1c $< 6.5\%$ at six years on the program. For people with diabetes that is controlled, HbA1c can increase by as much as 0.15% annually, meaning members stayed well below an expected HbA1c of as high as 7.2% at six years.^{3,7}
- Members with uncontrolled blood pressure (BP $\geq 130/80$) saw a 6.1 mmHg average reduction in systolic blood pressure and a 4.4 mmHg average reduction in diastolic blood pressure³
- Among those who lost weight with the Prediabetes Management program, more than half (53%) achieved more than 5% weight loss, which is clinically significant and associated with a decreased risk of developing diabetes—and its associated costs.³
- 47% decrease in the number of members with a BMI ≥ 40 kg/m² (the highest-risk group for developing diabetes) after more than six months in the program³

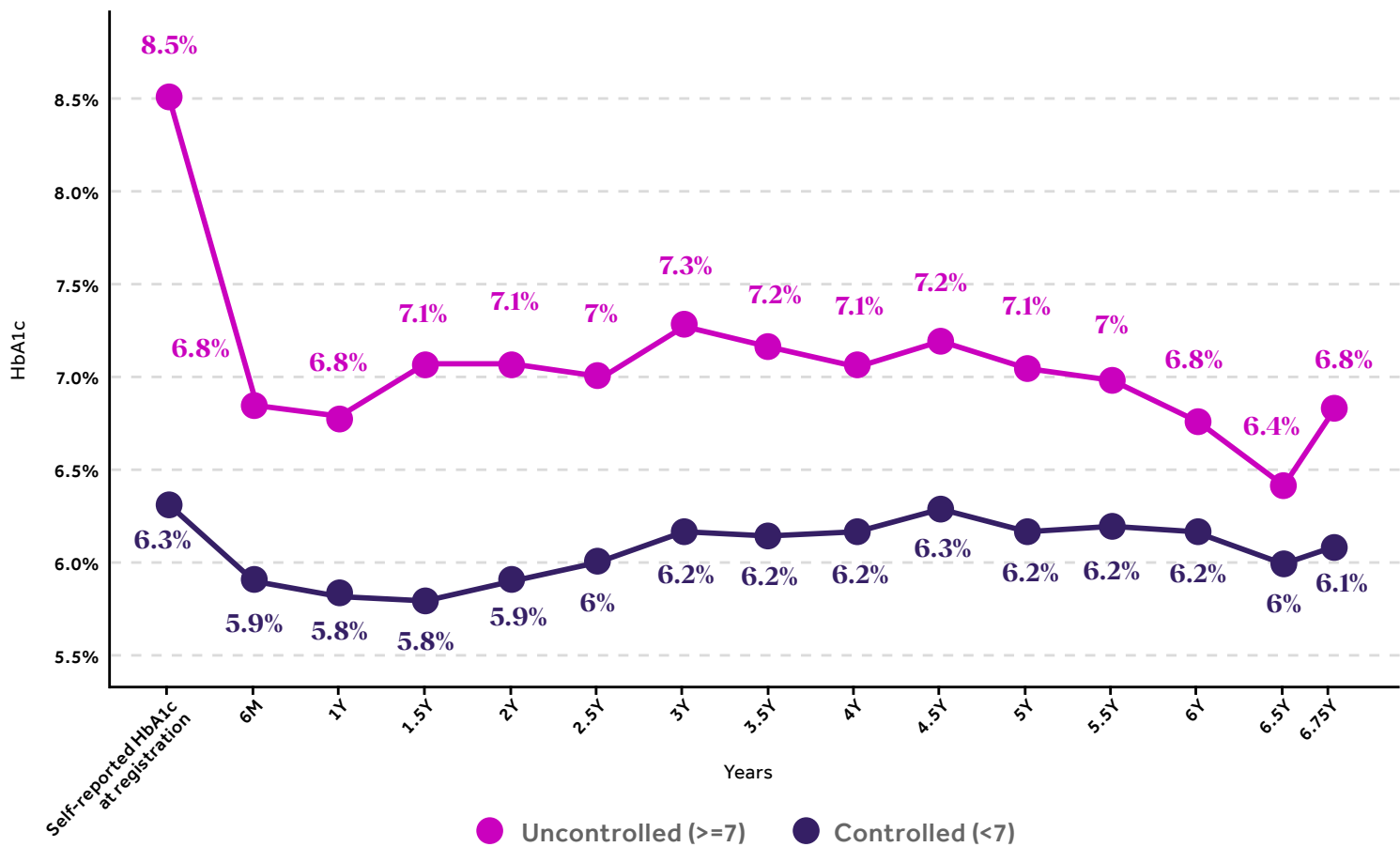


MEMBERS OF ALL ACUITY LEVELS SEE IMPACT



Source: Business Review, March 2024

PEOPLE STAY ENGAGED AND IN BETTER CONTROL OF THEIR DIABETES OVER TIME:
SIX YEARS OF SUSTAINED CLINICAL IMPACT

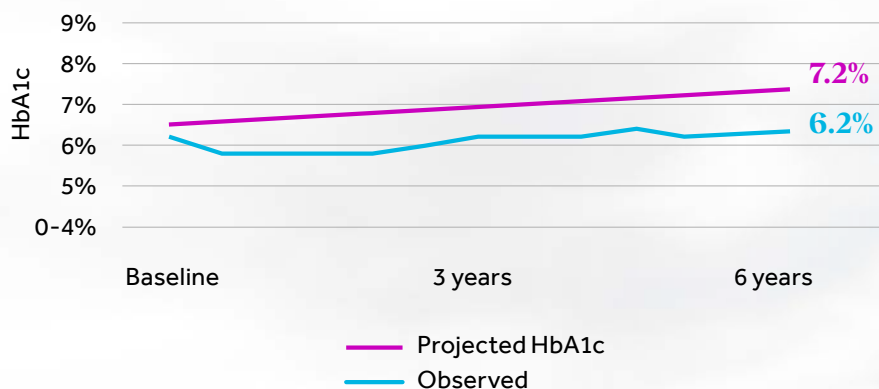


Source: Business Review, March 2024

THE PROJECTED IMPACT ON MEMBERS OF ALL ACUITY LEVELS SUPPORTS POPULATION HEALTH

Clinical projections demonstrating what would have been expected without Harris Health's investment in Teladoc Health Diabetes Management. Actual observed results exceed projected HbA1c trends.^{3,7}

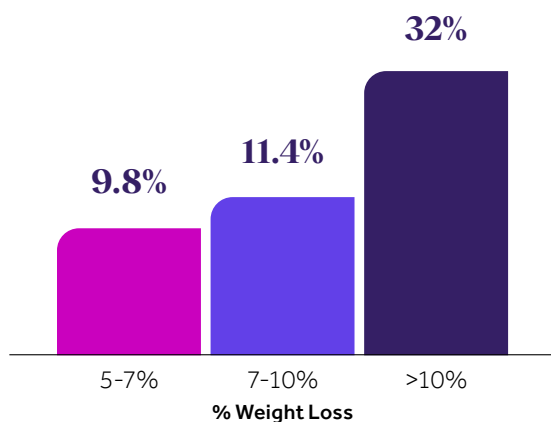
HbA1c Trend for Members Starting Controlled (HbA1c<7.0%)



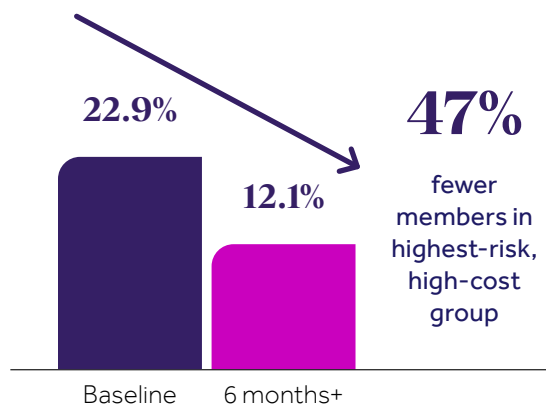
Source: Business Review, March 2024

LOWER BMI MEASURES LEAD TO BETTER HEALTH AND LOWER COSTS

More than half of the participants lost more than 5% of their body weight after six months



Participants with class III obesity moved to lower levels of risk after six months



Source: Business Review, March 2024

Positive ROI—year after year

Of course, better health outcomes lead to a lower medical spend, bending Harris Health's cost curve. Analysis shows that medical costs for members who participate in the Diabetes Management program are 70% lower than for those who haven't joined the program by year four—with just a 1% increase in total pharmacy spending. Meanwhile, nonparticipants' medical and pharmacy costs increased from \$368 PPPM to \$584 PPPM over the same time period.⁴

Harris Health members participating in the Hypertension Management program experienced a 30% reduction in medical costs (compared to matched nonparticipants) by year three. This yielded a 3.0x ROI.⁴

Finally, in a unique partnership with Harris Health, a claims-based medical savings analysis was conducted for members participating in the Prediabetes Management program. This analysis evaluated the year-over-year financial impact of the program. Leveraging Teladoc Health's peer-reviewed difference-in-difference methodology, a 29% reduction in medical spending was observed compared to matched controls, which translated to a 2.1x ROI.⁵

The continued success of these programs leads to a stronger ROI over time.

TOTAL VALUE: 4-YEAR DIABETES ROI⁴

Year	1	2	3	4
Net Medical Costs	↓23%	↓32%	↓33%	↓70%
ROI	1.2x	1.9x	2.1x	4.3x

For example, the Diabetes Management program delivered a higher ROI every year for four years—increasing from 1.2x to 4.3x. It also led to lower net medical costs every year, from a 23% decrease to a 70% decrease. Pharmacy costs varied from year to year, making minimal impact to long-term pharmacy costs.⁴

TOTAL VALUE: 3-YEAR HYPERTENSION ROI⁴

		2	3
ROI	1.3x	2.0x	3.0x

Similarly, the Hypertension Management program delivered a higher ROI every year for three years—from 1.3x to 3.0x. It also led to a 50% reduction in net medical costs over the course of those three years, as members stuck with the program and drove down costs.⁴



By extending the breadth of its health management programs, Harris Health is achieving improved ROI year after year while creating a healthier workforce that will continue to drive down costs well into the future.

An experience people love—and keep using

Harris Health's strong outcomes over time are due in part to Teladoc Health's smart enrollment and engagement strategies. From incentives to annual educational webinars and timely, personalized outreach, Harris Health enjoys very strong enrollment rates of 59% for the Diabetes Management program, 55% for the Prediabetes Management program, and 38% for the Hypertension Management program.³

Members appreciate the easy-to-use, integrated app for managing multiple conditions, with 85% of Harris Health members saying they feel better about their ability to manage their health after using these programs.

That leads to higher satisfaction, with Harris Health participants giving these programs an overall Net Promoter Score (NPS) of +77.³ Compare that to an average NPS of just 12 for health plans, and 68 for the popular consumer product Netflix.

Over 1,700 Harris Health members share their experiences with Teladoc Health programs:

85%

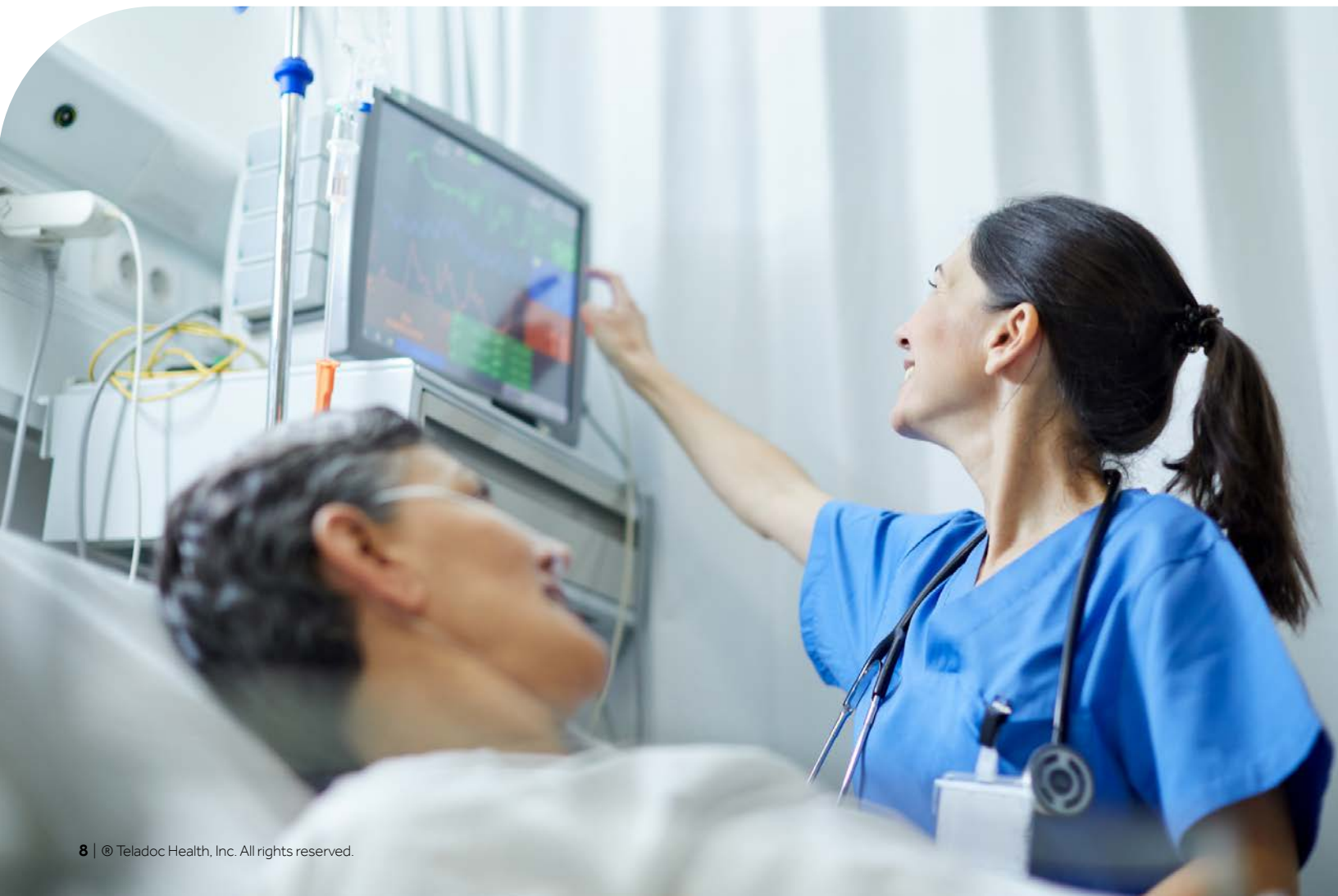
feel better about their ability to manage their health³

75%

report their overall experience has been positive³

78%

are happy with their benefits team for offering the programs³





Endnotes

1. Teladoc Health Business review for Harris Health with member outcome data through August 31, 2019
2. Teladoc Health Business review for Harris Health with claims data for 2022
3. Teladoc Health Business review for Harris Health with member outcome data through March 2024
4. DS-10198
5. Harris Health DPP Analyses DS-13787
6. Data provided by Harris Health
7. Turner, R. C., Cull, C. A., Frighi, V., & Holman, R. R. (1999). Glycemic control with diet, sulfonylurea, metformin, or insulin in patients with type 2 diabetes mellitus: progressive requirement for multiple therapies (UKPDS 49). UK Prospective Diabetes Study (UKPDS) Group. JAMA, 281(21), 2005–2012. <https://doi.org/10.1001/jama.281.21.2005>

The testimonials, statements and opinions presented are applicable to the member. Each members' exact results and experience will be unique and individual to each member. The testimonials are voluntarily provided and are not paid.

Learn more: TeladocHealth.com/engage

Teladoc Health is the global leader in virtual care. The company is delivering and orchestrating care across patients, care providers, platforms and partners—transforming virtual care into a catalyst for how better health happens. Through its relationships with health plans, employers and health systems, Teladoc Health fuels clinical excellence and applies the power of technology to help people live their healthiest lives.