

ELKAY MANUFACTURING



Founded in 1920 on Chicago's north side by Leopold and Louis Katz, Elkay Manufacturing has over 3000 eligible employees in 18 locations throughout the US. They are a complete supplier of kitchen, bath, and water delivery products for residential and commercial installations.

TAKING WELLNESS TO THE NEXT LEVEL

For over 20 years, Elkay has been considered one of the pioneers in providing biometric screening services to its employees. In 2013, at the recommendation of Carol Partington, Corporate Senior Manager of Total Benefits, Elkay made a strategic decision to take their wellness program to the next level. Carol saw a need for a program to better match the company's values, complement the safety initiatives, provide greater member accountability, including moving to an outcomes-based incentive strategy and better utilize outcomes to develop ongoing programming. Elkay chose to partner with Interactive Health to achieve these goals and drive future strategies.

PARTICIPATION AND ENGAGEMENT

REASONS FOR SUCCESS



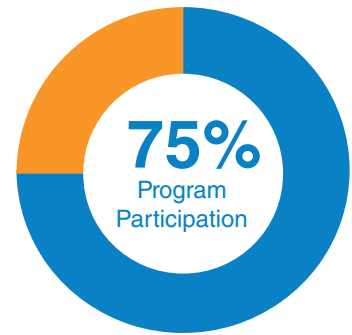
Leadership Support



Champions



Incentives



Through top-down support, an active and passionate wellness leader, and significant incentives, the program was launched to employees to excite them and maximize participation in the program. These factors led to an incredibly successful year-over-year program participation of 75% of their employee benefit-eligible population.

2016 WELLNESS PROGRAM REPORT

Interactive Health compiled risk migration and aggregate trend data from the employee health evaluations that Elkay was able to use to evaluate program success and plan for future program needs. The following positive trends were identified through repeat participant screenings in 2014-2015 and in 2015-2016.

88%

of the healthy participants stayed healthy

38%

of those at moderate risk or high risk improved to a healthier state in year two



Among those with diabetes, **32%** became healthier and **19%** of those whose conditions were considered to be "out of control" improved to a healthier state.

“The Wellness Program adds seasoning to the cultural flavor of the organization.”

Carol Partington

Corporate Senior Manager, Total Benefits

Participants made significant improvements in:



Blood Pressure

89%

of at-risk participants reduced their blood pressure



Triglycerides

68%

of at-risk participants reduced their triglycerides



COST AVOIDANCE

From 2015-2016 cost avoidance analysis of members with diabetes, metabolic syndrome, hypertension and anemia, who moved from "at-risk" to a healthier state, saved ElKay approximately \$1 million in avoidable costs

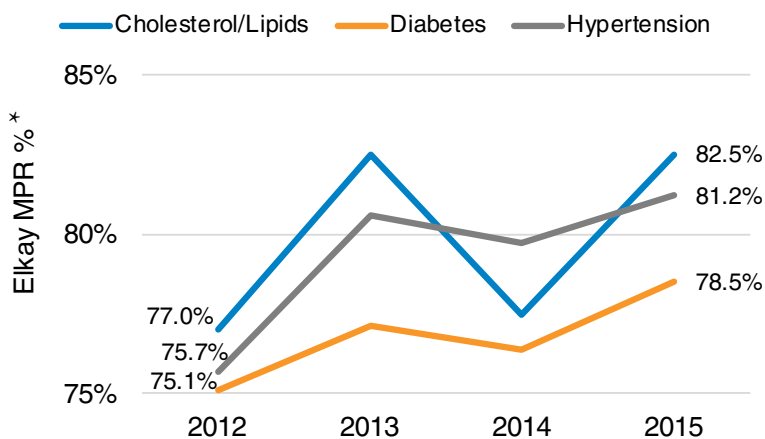
Cost avoidance is net of program fees

MEDICATION ADHERENCE AND MEDICAL TRENDS

Blue Cross and Blue Shield of Illinois and Express Scripts provided additional data to assist ElKay in evaluating wellness program impact on medication adherence and medical trends.

MEDICATION ADHERENCE

Medication adherence in 2015 was at its highest level since 2012 for medications that treat cholesterol, diabetes and hypertension. This illustrates that ElKay members are following treatment for a particular medication therapy.



*Medication Possession Ratio (MPR) represents the average measurement for the current grouping. The calculation for MPR is as follows: Total Day Supply/Total Report Days
For statistical purposes, a patient is considered "adherent" if they take their medication as prescribed 80% of the time.

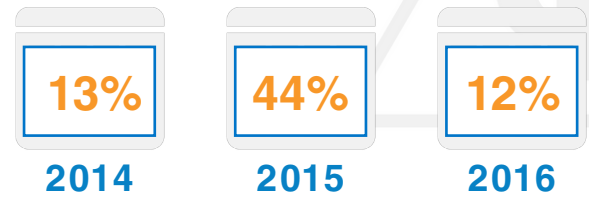
54%

increase in the use of smoking cessation medications between 2012-2015, suggesting that more employees are attempting to stop smoking.

MEDICAL TRENDS

From 2014-2016, medical data for Elkay employees who participated in the wellness program for three years in a row were compared to a second group of employees who did not participate. Employees that participated paid less for inpatient, outpatient and professional claims per month than those that did not participate.

% LESS PAID CLAIMS FOR WELLNESS PROGRAM PARTICIPANTS



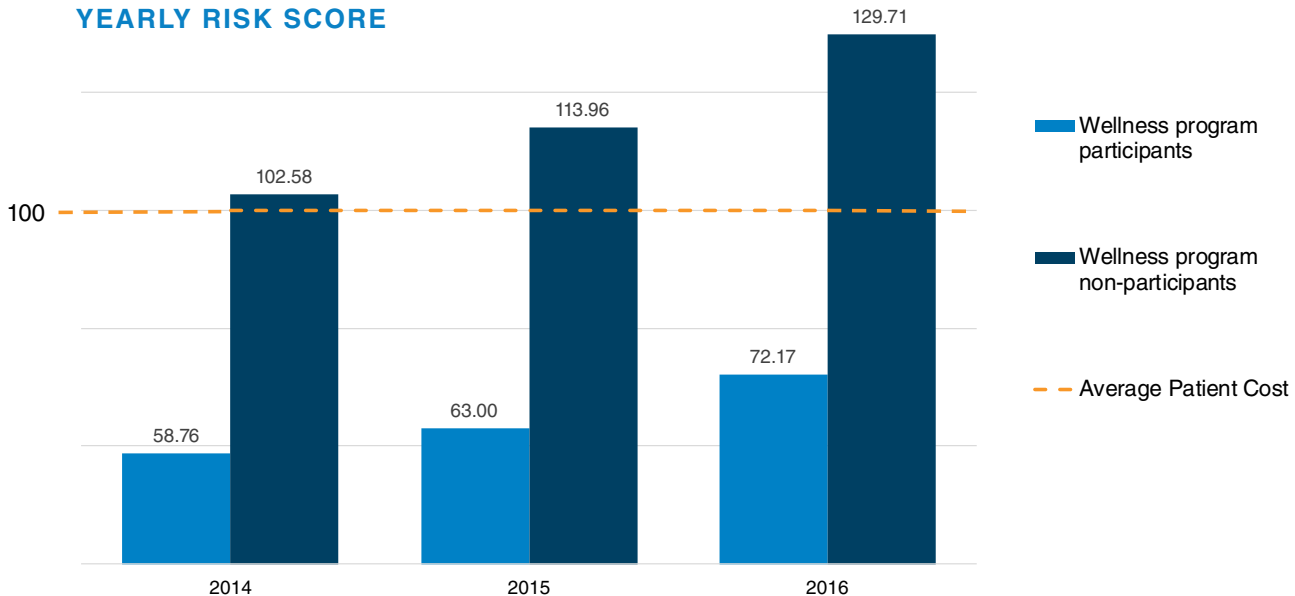
Inpatient admissions were much lower for participants in the wellness program. Non-participants were in the hospital nearly twice as often as wellness program participants.

INPATIENT ADMISSIONS PER 1000	2014	2015	2016	TOTAL
<i>Wellness program participants</i>	28.92	26.23	35.26	90.41
<i>Wellness program non-participants</i>	54.95	65.20	57.91	178.06

EMPLOYEE RISK SCORE

The Blue Cross and Blue Shield of Illinois risk score below describes a person's predicted total medical cost relative to the "average" patient who is scored at 100. For example, a person with a score of 120 is expected to have total costs that are 20% higher than the average person. The employee risk score for those that participated in the wellness program in all three years was much lower in each year compared to those that did not participate.

YEARLY RISK SCORE



Over the period of three years, employees who participated in the wellness program were expected to have 28% to 42% lower total costs than the average person. In comparison, employees who did not participate were expected to have 3% to 30% higher total costs than the average person.

MAINTAINING VALUE

The strategic move in 2013 to take the wellness program to the next level is already paying off. Executives see the value of a corporate culture of wellness and that the wellness program is a key influencer of positive medical, pharmacy and utilization trends. As Elkay looks to the future of its wellness program, the company continues to analyze the data provided by Interactive Health and will develop new strategies to enhance the program's performance in key areas.