



Johnson & Johnson Health&Wellness Program *(formerly known as “LIVE FOR LIFE”)*

Purpose

To optimize medical services, and the health and productivity of J&J employees worldwide and to provide sustainable and effective services to improve the health of J&J employees while helping to control health care costs. Promote and sustain a “global culture of health.”

Target Population

Johnson & Johnson’s 120,000 employees worldwide (46,000 US based)

Goals

- Make Johnson & Johnson employees the healthiest in the world²²
- Provide appropriate intervention services before, during and after major health-related events
- Emphasize awareness among employees, through health education, prevention activities, self-responsibility and self-care
- Maximize employee functioning and optimal return to work
- Optimize health, resulting in a reduction in health care utilization and medical care expenditures²³

Years in Operation

1979 – present (“H&W Program” since 1993)

Results

A long-term study of the impact of Johnson & Johnson’s “LIVE FOR LIFE” program in the US, found a large reduction in medical care expenditures — approximately \$224.66 per employee per year — over the 4-year study period. These savings came from the following areas, most of which were accrued in years 3 and 4 after program initiation:

- \$119.67 reduction – inpatient hospital use
- \$70.69 reduction – mental health visits
- \$45.17 reduction – outpatient service use²⁴
- Overall, Johnson & Johnson’s Health & Wellness Program has saved the company more than \$38 million between 1995 and 1999.²⁵

Funding

The program is funded by Johnson & Johnson.

Key Partners

Johnson & Johnson’s board of directors, executive team, and operating company human resources/environment health & safety contacts

What Works and Why

- Company-provided financial incentives to employees who participate in the program and take advantage of its various offerings in the US (up to \$500 in benefit credits).
- A message of prevention permeated across all major health & benefit programs, increasing each program's success and avoiding duplication of services.
- A concentration on changing individual behavioral and psychosocial risk factors, instead of solely focusing on the treatment of symptoms.
- Planning and programming varies by country, region, and company location, due to different health care systems, diseases, disease states, culturally specific behaviors, and accessibility to services.
- Expansion of services while integrating with the cultural and business needs of the Operating Companies around the world

J&J works to ensure that the program continues to be modified as knowledge increases regarding how to incentivize employees to live healthier and become more productive employees.

Structure and Operations

In 1993, Johnson & Johnson restructured its wellness program into one that focuses on the shared services concept — integrating employee health, wellness, disability management, employee assistance and occupational medicine programs. These integrated services placed an even greater emphasis on health promotion and disease prevention than the previous LIVE FOR LIFE program. Since 2004, there has been a major effort to globalize and deploy the health & wellness programs worldwide.

Barriers to Success

Sustainability of company-provided financial incentives, which were crucial to attaining participation levels above 90 percent. Global expansion of wellness and prevention programs and identification of reliable country and region specific health resources remains a challenge.²⁶

For More Information

Additional information is available online: <http://healthproject.stanford.edu/koop/Johnson%20and%20Johnson/pdf/Longterm%20vImpact%20JandJ.pdf>