ABOUT THIS IMPLEMENTATION GUIDE

The National Diabetes Prevention Program (National DPP) works to make it easier for people with prediabetes to participate in affordable, high-quality lifestyle change programs to reduce their risk of type 2 diabetes and improve their overall health.

This implementation guide will help you learn how to work with employers and insurers to recruit, enroll, and engage people with prediabetes who have health insurance coverage into your organization’s CDC-recognized lifestyle change program to prevent or delay the onset of type 2 diabetes.
WHY THE NATIONAL DIABETES PREVENTION PROGRAM IS IMPORTANT FOR EMPLOYERS AND INSURERS

Prediabetes is a growing issue for the workforce — an estimated 84.1 million Americans have it, and 9 out of 10 of them do not know it. Without intervention, many people with prediabetes could develop type 2 diabetes within 5 years.¹

Many adults with prediabetes are part of the workforce. As such, expanding access to and coverage for the program through employers is a great opportunity. CDC-recognized organizations such as yours are well poised to support this effort.

In the workplace, diabetes ultimately affects an employee’s well-being – and the employer’s bottom line. An estimated 18.9 million Americans age 18 to 64, and an additional 12.0 million age 65 and older, have diagnosed and undiagnosed diabetes.¹

According to the American Diabetes Association’s Economic Costs of Diabetes in the U.S. in 2012:

» The total cost of diagnosed diabetes was $245 billion, up 41 percent from data collected just 5 years earlier.
» This includes $176 billion in direct medical expenses, such as doctor’s visits, hospitalizations, and prescription medications.
» People with diagnosed diabetes incur on average 2.3 times the medical expenses of those without diabetes.

More than 1 in 5 healthcare dollars in the United States is spent directly on the care of people with diabetes.

These statistics provide compelling evidence for why employers will benefit from being a part of type 2 diabetes prevention efforts. The reality is that preventing type 2 diabetes is possible and within the reach of employers throughout the United States. By attaining a healthy weight and engaging in physical activity, people with prediabetes can prevent or delay the onset of type 2 diabetes.

The National DPP lifestyle change program can help employers reduce costs, increase productivity by reducing absenteeism, and promote the health of their employees.

Organizations such as yours are well positioned to engage employers in your community to offer the National DPP lifestyle change program as a covered benefit.
PREVENTING DIABETES THROUGH THE NATIONAL DIABETES PREVENTION PROGRAM

Employers want to know that the National DPP lifestyle change program is effective and different than the wellness or weight-loss programs they may currently offer. They also want to know the cost benefit for them in offering the program. Organizations approaching employers and insurers about the National DPP lifestyle change program can highlight that:

» This program works. The Diabetes Prevention Program clinical trial examining the effects of a structured lifestyle change program showed that weight loss of 5 to 7 percent achieved by reducing calories and increasing physical activity reduced the development of type 2 diabetes by 58 percent in people at high risk for the disease. In individuals over age 60, it was reduced by 71 percent. The impact of the lifestyle intervention was similar regardless of race, ethnicity, or gender. Even 15 years after taking part in the lifestyle change program, participants had a 27 percent lower rate of developing type 2 diabetes.

» Because the National DPP lifestyle change program is focused on people with prediabetes, the program goes beyond typical weight-loss programs in addressing the unique needs of this population and demonstrates targeted reduction in the development of type 2 diabetes among those at greatest risk.

Lifestyle change programs offered by CDC-recognized organizations can help employers and employees manage and reduce healthcare costs. Of the average $13,700 annual medical costs of a person with diabetes, about $7,900 is directly attributable to the disease. In comparison, the average annual cost per person of offering a lifestyle change program that can reduce a person’s risk of type 2 diabetes in half is about $500, depending on factors such as promotion, recruitment, staff, facilities, and logistics costs. Lifestyle change interventions are cost effective and, in some cases, cost saving through reductions in healthcare spending. As a covered benefit, these programs can help employers manage their healthcare costs and help insurers control premium increases, making plans more competitive. Helping employees and plan members live healthier lives can generate goodwill among them, which could help engage and retain staff and attract new talent.

PREDIABETES AND TYPE 2 DIABETES

This guide is intended for CDC-recognized organizations offering lifestyle change programs to prevent or delay type 2 diabetes. You likely already have knowledge about prediabetes and type 2 diabetes; however, if you want to learn more, visit the National DPP website.

PREDIABETES SCREENING AND TESTING

Individuals who believe they may be at risk for prediabetes should be screened. CDC offers an online risk test for this purpose. Those who score high on the risk test should be encouraged to follow up with their healthcare provider for a blood glucose test. Additional information about prediabetes screening and testing in relation to participant eligibility requirements for the National DPP lifestyle change program can be found in the latest version of the CDC Diabetes Prevention Recognition Program (DPRP) Standards and Operating Procedures (DPRP Standards).

See the National DPP’s Resources for Screening and Referral for resources and tools to assist with prediabetes screening and testing and referrals to CDC-recognized lifestyle change programs.
REACHING EMPLOYERS AND INSURERS

Understanding how to recruit participants for your CDC-recognized lifestyle change program is key to your success. This section will help you learn how to recruit and enroll participants through partnerships with employers and insurers.

First, you will need to understand the relationship between employers and insurers and their options for offering the National DPP lifestyle change program as a benefit.

The National DPP has numerous resources to assist CDC-recognized organizations in working with employers.

» The CDC’s Diabetes Prevention Impact Toolkit is a user-friendly, interactive resource for employers, insurers, and states. Employers or insurers considering covering or implementing the National DPP lifestyle change program can use this online toolkit to assess the likely cost effectiveness or cost savings of the program based on the characteristics and risk levels of their employees/members.

» The National DPP Coverage Toolkit provides information for payers interested in covering the National DPP lifestyle change program. Information is segmented by payer type, including commercial plans, Medicare Advantage plans, and Medicaid agencies and Managed Care Organizations (MCOs).

Share information about and from these toolkits when speaking to employers about offering the National DPP lifestyle change program as a benefit for their employees.
ABOUT EMPLOYER-SPONSORED HEALTH INSURANCE

Employers can provide health insurance coverage for their employees through a variety of methods. This guide focuses on fully insured and self-insured employers.

The method employers use to provide health insurance coverage for their employees impacts discussions about the National DPP. Fully Insured employers will need to negotiate with their insurer to offer the National DPP as a covered benefit. They may also choose to offer the program as part of their employee wellness program and fund participation in the program out of wellness funds that are not part of their insurance plan. While both provision of the CDC-recognized lifestyle change program as a covered benefit or as part of the employer’s wellness activities are options, the covered benefit option provides more long term access for employees. CDC-recognized organizations implementing the National DPP may be asked to assist the employer in discussions with the commercial insurance plan.

If an employer is not yet ready to commit to covering the National DPP for their entire workforce, a CDC-recognized organization could suggest that the employer implement a demonstration or pilot the program for a year to see how it could be implemented and how much of the workforce is potentially interested in the benefit.

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<tr>
<th>Fully Insured Employers</th>
<th>Self-Insured Employers</th>
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<td>Pay an insurance company to assume financial risk for their employees; employees’ healthcare claims are paid by the insurance company.</td>
<td>Accept financial risk and administer their own health insurance plan; employees’ healthcare claims are paid by the employer.</td>
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<td>Work with a commercial health insurance plan (with assistance from a broker or benefit consultant) to decide whether to cover the National DPP lifestyle change program for their employees or a subset of their employees.</td>
<td>Decide themselves (with assistance from a broker or benefit consultant) whether to cover the National DPP lifestyle change program for their employees or a subset of their employees.</td>
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Examples of Employers Implementing the National Diabetes Prevention Program Lifestyle Change Program

The Minnesota Health Action Group convenes employers and other stakeholders to improve the value of health and healthcare. It recently shared some of the experiences of its partner employers that have implemented the National DPP lifestyle change program. These experiences highlight important considerations for employers deciding how to implement the program.

» **Employee demand:** If a small employer, are there enough employees to fill an on-site class? Other available options, in addition to on-site classes, include offering an online program, combining with a community class, or partnering with another local employer.

» **Online experience:** Are employees comfortable using technology and able to go online to check in? Can employees access the program at work on company computers during breaks, lunchtime and before and after work hours?

» **Team-learning approach:** Do employees prefer face-to-face learning? Is it likely that a more personalized, group experience will be successful? Is the program available through in-person classes offered by a CDC-recognized organization in the community?

» **Payment options:** Employers may request to have the National DPP lifestyle change program covered by health insurance benefits. If it is not a covered benefit, other options for financing include using discretionary dollars, training budgets, or other means to pay for the program. Some employers may ask the employee to pay a portion of the fee, which can enhance personal accountability and the likelihood of successful program completion.

Delivery of the National Diabetes Prevention Program by Employers

The following information is from the National Diabetes Prevention Program Coverage Toolkit. Various options for program delivery, coverage method, contracting parties, and contract type can be combined to create a program structure that best fits the employer organization and its employees. Many of the options that make up the program framework are included in the following table.

<table>
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<th>Program Elements and Options for Employers</th>
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<td><strong>Delivery Method</strong>*</td>
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<td><strong>Coverage Method</strong></td>
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<td><strong>Contracting Party</strong></td>
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<td><strong>Contract Type</strong></td>
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*Regardless of the delivery method—on site, online, or in the community—the organization must be recognized by the CDC’s Diabetes Prevention Recognition Program (DPRP). For more information about the DPRP, see Implementing a Lifestyle Change Program and Standards for CDC Recognition.
Costco started offering the program as a pilot, rolling it out nationwide after finding that employee engagement and retention rates in the program were high. As of May 2016, about 10,000 Costco employees (8% of all employees) had participated in online delivery of the program. The program is a covered medical benefit for employees and spouses. Costco encouraged initial participation by conducting a regional competition to complete a “One-Minute Challenge,” a computer-based tool meant to identify potentially eligible individuals. At some sites, 50–60 percent of employees participated in this challenge.

You can learn more from the stories of Costco and four other employers offering the National DPP lifestyle change program as a covered health or wellness benefit in the CDC’s Approaches to Employee Coverage of the National Diabetes Prevention Program for Employees at Risk for Type 2 Diabetes.

**State and Local Public Employee Coverage**

State/public employee health plans have also implemented the National DPP lifestyle change program successfully. States that offer the program are able to reach a large number of employees, increasing their options for program delivery.

Washington State began offering the National DPP lifestyle change program to state employees in 2014. It identifies eligible enrollees through worksite screening events where employees can enroll in the program (some sites allow spouses to enroll as well). Classes are held on-site, and in the community when the number of eligible employees is not large enough to host an on-site class. The state is exploring the use of online delivery in future years. Washington has seen positive outcomes with 40 percent of enrollees who completed the course achieving at least a 5 percent weight loss.

The New York City Department of Labor has offered the National DPP lifestyle change program since 2015, when it received funding to establish in-person and online pilots at the worksite. The Department has achieved an 80 percent retention rate, and program participants have reported positive experiences and high levels of engagement. Current demand for the program exceeds supply, and adoption of the program has expanded to other city agencies. The Department of Labor has also leveraged partnerships with employee unions and a university to support data collection and analysis. Although the program is not a covered benefit, it is offered at no cost to employees on a first-come, first-served basis. The department is seeking to secure insurance coverage in the future for program expansion.

The Kentucky Employees’ Health Plan has implemented the National DPP lifestyle change program, and examples of its experience are included in subsections of the Commercial Plans section of the National Diabetes Prevention Program Coverage Toolkit.

You can learn more about states’ approaches to offering the National DPP lifestyle change program as a covered benefit for state/public employees in CDC’s Emerging Practices in Diabetes Prevention and Control: Promoting the National Diabetes Prevention Program as a Covered Benefit for State Employees.

**GAINING EMPLOYER SUPPORT**

Diabetes is a topic that is high on the list of health concerns for both employers and insurers. Diabetes impacts not only the cost of healthcare but also employees’ ability to be present at work and able to focus on their assigned tasks. Diabetes affects productivity as well as cost, and both affect the employer’s bottom line.

Many employers and insurers are not aware of prediabetes and the National DPP lifestyle change program. Therefore, CDC-recognized organizations need to promote awareness of both prediabetes and the lifestyle change program as their first step in engaging employers.
**STEP 1. KNOW WHO YOU NEED TO SPEAK WITH**

Use local chamber of commerce data to learn more about employers in the area where you want to implement or expand your program. Make a list of the companies you want to talk to about your lifestyle change program, and then find out who the chief executive officers, chief operations officers, chief finance officers, and human resources (HR) directors are. Not all companies will have all of these positions, or they may go by different titles. Your goal is to know who the decision makers are in each company.

After you have the list of employers you would like to contact, determine how you will set up a meeting with the key decision makers. Here are some questions to consider:

» Do you have a champion in the business world who can open doors for you to other companies? This could include a Corporate Executive Officer or HR director from a company in the same line of business, even if located in another community, who is already offering the National DPP lifestyle change program.

» Would your champion be willing to make calls on your behalf to set up a meeting with other employers?

» Would your champion—or the chamber of commerce, local hospital, etc.—be willing to hold an information session for local employers about prediabetes, the National DPP, and your CDC-recognized lifestyle change program?

**STEP 2. PREPARE YOUR MEETING MATERIALS**

When you have decided who and how you will contact employers, do your homework and prepare your meeting materials. Resources and information on the following National DPP web pages will assist you in preparing for your meetings with employers:

» Resources for Employers and Insurers: Includes links to resources for employers and insurers.

» Business Case Talking Points for Employers/Insurers: Offers a variety of talking points for CDC-recognized organizations to use in communicating with employers or insurers about the business case for the National DPP. Use these talking points to guide a conversation, or include relevant points in emails, fact sheets, or articles.

» Diabetes Prevention Impact Toolkit: Can help employers, insurers, and states project the potential health and economic effects of the National DPP lifestyle change program on their populations at risk for type 2 diabetes.

» Prediabetes and Type 2 Diabetes Affects Your Workforce: Includes information about prediabetes and type 2 diabetes for employers.

» Help Prevent Type 2 Diabetes: Includes information about offering a CDC-recognized lifestyle change program.

» Manage Costs: Includes information about how employers can manage and reduce the costs associated with type 2 diabetes through prevention.

» Offer Programs as a Covered Benefit: Includes information about why employers and insurers should offer the National DPP lifestyle change program as a covered benefit for their employees/members at risk.

» Join Your Peers. Lead the Way: Provides information about other employers involved in the National DPP.

» Join the Movement, Act Now: Provides information about how employers and insurers can get involved in preventing type 2 diabetes.
STEP 3. THINK LIKE AN EMPLOYER

Treat your appointment or group meeting with employers professionally. Remember to do the following:

» Show up early.
» Know the names of everyone you are meeting with.
» Have packets prepared for all attendees. Keep the packet professional and brief. Include your contact information.
» Allow plenty of time for questions and discussion.
» Do not run over time.
» Listen.
» Follow up with an email thanking the employer for their time and outlining agreed-upon next steps.

Employers are interested in controlling rising diabetes-related costs and improving employee productivity. Focus on employer concerns when discussing the National DPP lifestyle change program with decision makers. Remember to be concise and as specific as possible. Where possible, reference employee demographics and the potential costs and benefits of the program for the organization. Engaging employers requires a long-term commitment and multiple meetings to build a relationship and mutual understanding. Turn to National DPP resources including the National Diabetes Prevention Program Coverage Toolkit and the National DPP Diabetes Prevention Impact Toolkit where helpful.

STEP 4. SEAL THE DEAL

When an employer agrees to participate in the National DPP, talk with their designated representative to work out the specific logistics of their participation. Remember that employers have many options for involvement in the National DPP. Each situation will be unique. Be sure to provide what the employers need to be successful.

The Contracting section of the National Diabetes Prevention Program Coverage Toolkit provides information and resources to help your organization contract with employers who want to be involved with your lifestyle change program.

INCREASING AWARENESS OF PREDIABETES AMONG EMPLOYEES

Assist employers in raising awareness about prediabetes and type 2 diabetes. The CDC National DPP provides a comprehensive array of communication and promotion materials employers can use. Share the Ad Council’s Prediabetes Awareness Toolkit with employers. The toolkit included PSAs, videos, social media messaging and graphics, customizable print material (posters, postcards, newsletters, blog posts), etc. that can be helpful in raising awareness of prediabetes.

IDENTIFYING EMPLOYEES WITH PREDIABETES

Fully insured employers may rely on the insurance plan to identify prospective program participants through medical claims or electronic health records. Self-insured employers will use the systems they have in place to manage employee health data and wellness programs to identify program participants. In either case, employees must meet the National DPP eligibility criteria included in the most recent DPRP Standards.
Screening for abnormal glucose is now a required preventive service with no copay since it received a B rating from the U.S. Preventive Service Task Force (USPSTF). Both fully insured and self-insured employers should be providing this as part of their health benefit plan.

The USPSTF recommends screening for abnormal blood glucose as part of cardiovascular risk assessment in adults aged 40 to 70 years who are overweight or obese. Clinicians should offer or refer patients with abnormal blood glucose to intensive behavioral counseling interventions to promote a healthful diet and physical activity.

In addition, both fully insured and self-insured employers can use the following methods, as appropriate and available, to identify employees for the lifestyle change program and encourage uptake of the benefit. These methods may be done in partnership with either an in-person or virtual CDC-recognized organization.

» Screening and blood tests at the worksite.
» Wellness events at the worksite.

Employers who take an active role in screening, testing, and referring employees with prediabetes or at high risk for type 2 diabetes directly to CDC-recognized lifestyle change programs have much better uptake of the benefit.

Protect Employee Privacy
Remember to safeguard the privacy of employees’ personally identifiable health data when determining who is eligible to participate in the National DPP lifestyle change program. Follow established Health Insurance Portability and Accountability Act (HIPAA), employer, and insurer privacy policies.
RECRUITING AND ENROLLING PARTICIPANTS

Senior leadership is on board and supportive of the National DPP lifestyle change program. You have worked with HR and the broker and/or health benefits manager to be sure that coverage for the lifestyle change program is in place. An employee awareness campaign about prediabetes, type 2 diabetes, and the National DPP is in place. Eligible employees have been identified. Now what?

Contact Eligible Employees

Once eligible employees are identified, the health insurance plan should communicate with them to let them know about their coverage and the program. Include specific information about how, when, and where they can participate in the National DPP lifestyle change program and who to contact for more information. You can reach out to employees through:

» Employee email.
» Letters to employees with information either from the employer or the health plan.
» Calls to employees.
» Wellness events, lunch-and-learn sessions.

If the employer is promoting your CDC-recognized lifestyle change program, they should do a more generalized appeal and have employees determine their own eligibility for the program. This is necessary to protect the confidentiality of the employees’ health data and status.

No matter which entity contacts employees – health plans or employer – be sure to support your recruitment process with information on the employee and/or health plan website; posters, table tents, etc., in employee common areas; and information in employee newsletters. Employers should tap into existing methods for communicating information to employees, and use what is most practical to get the word out. It is also helpful to involve senior leadership in promotion efforts, and ask them to encourage enrollment. Communication efforts should be frequent, engaging and persuasive.

Working with Commercial Health Insurers

Working directly with insurers allows your organization to reach a larger number of people who are eligible to participate in your lifestyle change program. Most commercial health insurers are large corporate entities. Your organization may gain access to decision makers within the company through your work with employers. Presentations and negotiations with large health insurance companies may work best when done by equally large CDC-recognized program providers.

When working with insurers:

» Identify the health plans in the community you want to serve.
» Identify key decision makers in the insurance company.
» Meet with decision makers – take a National DPP champion from the insurance industry or an employer champion with you if you can.
» Reach an agreement about how the health insurer will support your lifestyle change program. Know this agreement may take several meetings and persistence to achieve.
» Follow up with specific logistics to raise member awareness, identify eligible members, and recruit into a specific lifestyle change program.
RETAIING PARTICIPANTS

Take steps to set your program participants up for success from the beginning. Employer/insurer-based activities can support your program by ensuring eligible participants are fully informed about the program and expectations when they enroll. There are a variety of strategies to support retention including:

» One-on-one consultation with interested and eligible participants by the employer’s occupational medicine staff, health coaches employed by the commercial health plan, or your organization’s lifestyle coaches.

» A Session Zero, or introductory pre-class, offered at the workplace or lifestyle change program site. Employers and insurers can be creative in determining how best to offer a Session Zero. In addition to an in-person meeting, consider a webinar or conference call with interested eligible employees/plan members to share basic information about the program.

You can learn more about Session Zero in the recruiting participants segment of the National DPP Lifestyle Coach video series.

ADDRESSING POTENTIAL BARRIERS TO PARTICIPANT SUCCESS

To facilitate participant success, it is helpful to recognize potential barriers and how to address them.

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<tr>
<th>Barrier</th>
<th>Potential Solution</th>
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<tr>
<td>Lack of awareness of prediabetes –90% of those at risk go undetected</td>
<td>Encourage employees who may be at risk to take the CDC Prediabetes Screening Test, and if they score five or higher, they are likely to have prediabetes and are at high risk for type 2 diabetes. Enjoy those with a score of five and higher to consult with their doctor about additional testing. The test can be included in employee newsletters, a link provided on the employee website and hard copies made available in break rooms.</td>
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<tr>
<td>Lack of awareness that type 2 diabetes is preventable</td>
<td>Encourage potential participants to attend a Session Zero to learn more about type 2 diabetes and prediabetes. Use CDC and partner resources designed to raise awareness of prediabetes. Consider offering a “lunch and learn” event to educate employees about prediabetes and diabetes. Lesson plans with PowerPoint presentations and handouts are available from CDC’s Diabetes at Work website.</td>
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<tr>
<td>Lack of awareness that CDC-recognized lifestyle change programs exist</td>
<td>Promote local CDC-recognized lifestyle change programs to employees/plan members. Articles in employee newsletters and websites are strategies that have worked for employers.</td>
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<tr>
<td>Lack of confidence that lifestyle change programs can make a difference</td>
<td>Use local champions in your promotion efforts. Encourage employees/plan members to attend a Session Zero and view testimonials from others who have had success in the lifestyle change program. Make it easy for employees to participate by offering the program at times and locations that are accessible for them.</td>
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<tr>
<td>Perceived lack of time to participate</td>
<td>Perception that behavior change is too hard to accomplish</td>
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EMPLOYER OR INSURER PROVIDERS OF THE NATIONAL DIABETES PREVENTION PROGRAM

Some employers or commercial insurance providers may choose to become CDC-recognized organizations and offer the program directly to their employees or members. This may be a desirable option for large employers, employers with multiple shifts, employers with a decentralized workforce (choosing an online option may be most appropriate), or employers in an area without a local in-person program available. Insurers with storefront locations focused on health and wellness may also prefer this option.

Employers and insurers interested in seeking CDC recognition to offer the National DPP lifestyle change program for their employees or members can find more information on CDC’s National DPP website.
RESOURCES

CDC and its partners provide a wealth of resources and materials to help organizations prepare and apply for CDC recognition and offer a type 2 diabetes prevention lifestyle change program.

UNDERSTANDING YOUR POPULATIONS

» If your local community includes a diverse population with individuals representing different ethnicities, literacy levels, and income levels, you’ll need to understand how to shape your program to ensure cultural sensitivity. Read more about cultural competency.

» Health literacy is important to ensure your participants are able to fully understand and apply information learned to support their lifestyle change efforts.

ENSURING PROGRAM READINESS

» Learn about motivational interviewing. Motivational interviewing involves talking with patients and helping them move from ambivalence and uncertainty to positive action toward their goals.

» Access Lifestyle Coach training resources.

» Collaborate with local healthcare providers and health systems to help ensure your program’s success. Learn about how to engage these networks to secure referrals.
WORKING WITH EMPLOYERS AND INSURERS

Following are additional resources to help you work with employers and insurers.

» Approaches to Employee Coverage of the National Diabetes Prevention Program for Employees at Risk for Type 2 Diabetes.

» Emerging Practices in Diabetes Prevention and Control: Promoting the National Diabetes Prevention Program as a Covered Benefit for State Employees.

» Diabetes Prevention Impact Toolkit.

» National Diabetes Prevention Program Coverage Toolkit.

Resources are available to help you recruit, enroll, and retain participants in your lifestyle change program. New and updated National DPP materials are posted on the CDC website as they become available. Check back often for the latest resources.