

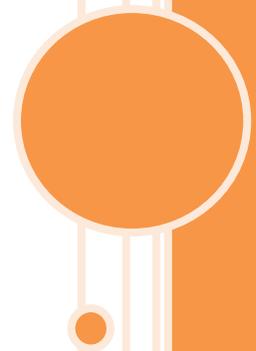
# Role of Employers: Smoking Cessation Case Studies

## Introduction Extracted From:

<http://www.nbch.org/NBCH/files/ccLibraryFiles/Filename/00000000338/Tobacco%20Cessation%20Case%20Studies%20Intro.pdf>

## Case Studies Extracted From:

<http://www.wbgh.org/tobacco/casestudies/index.cfm>



## **Introduction**

The role of employers may include both worksite programs and health benefits support for tobacco cessation, as well as tobacco-free worksite policies and promotion of similar state and community efforts. A large part of the employer's role involves helping to educate employees and their families not only about the health impact of tobacco use but also about the programs and services that are available to aid tobacco cessation.

Employers may consider the following actions:

- Implement an evidence-based benefit design that supports screening, counseling, and over the-counter and prescription medications that aid tobacco cessation
- Implement smoke-free workplace and campus policies
- Educate and communicate with employees about the benefits of tobacco cessation
- Provide information about programs and services to help with tobacco cessation, such as quit lines, CDC resources, other public health sources, or other readily available sources
- Foster a supportive work environment
- Provide support for community-based tobacco cessation initiatives
- Integrate smoking cessation programs with other available programs and services
- Offer multiple resources to reach specialized populations (e.g., resources to employees who smoke and to those who are pregnant or planning to be pregnant)
- Request details from health plans about the benefits and services offered and how these are accessed by plan participants

## Quest Diagnostics Incorporated

*Quest Diagnostics, one of the world's leading clinical labs, runs about 150 million diagnostic tests each year, including cholesterol tests, Pap smears, HIV screenings, and drug screenings. Quest Diagnostics also performs genetic screenings and anatomic pathology testing and works with drug companies to perform clinical trials. The company employs approximately 43,500 people in the U.S. and has more than 2,100 patient service centers where samples are collected, along with about 30 primary labs and 150 rapid response labs throughout the U.S., Mexico and the U.K.*

*For this report, Dori Bontempo-Ziegler, Employee Wellness Program Manager, shared how she was able to execute a tobacco-free policy and support program with a proven record of success.*

### Key Observations

The leadership of Quest Diagnostics made a commitment, as a healthcare company, to "walk the talk" when it comes to the health of its employees. In 2005, the company launched its health and wellness initiative, known as HealthyQuest, which included promoting a new tobacco cessation program and phasing in tobacco-free campuses. The tobacco cessation component of HealthyQuest has been so successful that since the program's inception, the company has seen the initial 16.5 percent of employees who used tobacco decrease by one percent annually, and more than 2,800 employees have joined their tobacco cessation program since it was launched.

One of the distinguishing features of Quest Diagnostics' health and wellness initiative is that it taps employee talent to help promote the program. Each business unit has its own health promotion team with volunteer leaders assigned to address each initiative, one of which is tobacco cessation. The volunteer program is popular with former tobacco users and with those who want an extra incentive to quit by serving as a leader for their colleagues. There are now approximately 400 health promotion team leaders of all specialties throughout the company, all volunteering varying amounts of their time to improving the health of Quest Diagnostics' employees. [Click here](#) to see the HealthyQuest Leader job description Quest Diagnostics shared with potential volunteers.

Employee communications played an integral role in the success of Quest Diagnostics' program implementation. Brochures on tobacco cessation were distributed to employees at each location, and the company provided a wealth of program information through the intranet. A national voicemail went out to all employees, and articles about the program were included in newsletters and the company magazine. Some locations also held "lunch and learns" featuring presentations from organizations like the American Heart Association. The company also began promoting its health risk assessment (HRA), called Blueprint for Wellness™, as a means of getting people involved in their own health management, including understanding the effects of tobacco use. As a result of their promotions and a newly implemented incentive, over 29,000 people took an HRA in 2005 — up from fewer than 11,000 in 2004, the highest participation amount prior to the launch of HealthyQuest.

Through HealthyQuest, employees can access an array of programs designed to help them move to a tobacco-free lifestyle, including services provided through Free & Clear®, the company's tobacco cessation vendor partner. Quest Diagnostics pays for 100 percent of the cost of counseling and nicotine replacement products such as gum and patches to both full-time and part-time employees, their spouses and domestic partners, and their eligible dependents. Employees who prefer to use a prescription cessation medication must discuss this option with their personal physician and have the medications prescribed by their physician. They are then responsible for any applicable copayment or coinsurance amounts. Additionally, employees who call the employee assistance program and express a desire to quit tobacco can be soft-transferred to the tobacco

cessation vendor. Quest Diagnostics' tobacco cessation vendor estimates that employers can expect to pay between \$300-\$400 per enrollment for services including telephone counseling, Web site use, communication materials, and medications.

In addition to adding their tobacco cessation program, Quest Diagnostics took a two-phased approach to implementing tobacco-free policies at its 32 business units. Phase I involved locating any designated smoking areas at least 50 feet away from an entry or walking path. Phase II was the implementation of a 100 percent tobacco-free policy. The goal was for 80 percent of business units to reach Phase I by the end of 2007. Not only was this goal met, but many of the locations chose to implement the Phase II tobacco-free policy instead. After less than two years, 16 of 32 business units are now 100 percent tobacco-free. Phase II is not mandated on a national level, but has been implemented on a site-by-site basis due to word-of-mouth among location leaders and a positive response from employees. The Tobacco Cessation Leaders have been very effective in providing support and leadership on the company's behalf as the tobacco-free policies have been implemented. According to Ms. Bontempo-Ziegler, "If you're updating policies, you have to provide communications and support to employees to help them adapt."

### **Measuring Success**

Aside from seeing a one percent reduction in tobacco users each year since the start of the program, or about 1,000 people, Quest Diagnostics has also experienced positive feedback from program participants. The company has received a number of moving testimonials. One employee wrote:

"I just wanted to send a quick note with a positive outcome from the new smoking policy. I have smoked on and off since I was 19 (I am now 36). I stopped for 2.5 years to get pregnant but started again six years ago. I have wasted thousands of dollars on cigarettes and get sick at least once a year because of my smoking. I always plan on quitting, but never get around to it. There is always some stressful life event coming up and I needed a smoke. The new no smoking policy forced me to make a choice. In late January I handed over my last pack of cigarettes and lighter to our pathologist, and have been smoke-free ever since...THANK YOU! I owe you a huge debt of gratitude."

Testimonials like this one are shared with employees to help reinforce the positive effects of the company's tobacco-cessation program.

Additionally, the tobacco cessation leaders receive a weekly report from their tobacco cessation vendor that tracks the number of people who sign up for the program specific to each business unit. Seeing weekly spikes in registration allows them to flag best practices, such as the announcement of a new tobacco-free policy. By tying the report to Blueprint for Wellness results, they can easily see the number of tobacco users for each site as well as the percentage of users registered for their tobacco cessation program, providing insights on a local and national level regarding how well employees are taking advantage of the services Quest Diagnostics offers.

### **The Next Generation**

Quest Diagnostics leaders are currently discussing how best to move their tobacco cessation initiative forward. Now that the program has been in place for some time, the company is currently researching approaches such as premium penalties for tobacco users, incentives for non-users, and mandated tobacco-free campuses across all business units. (The company has long had in place differential premiums for smokers and non-smokers for optional life insurance, but believes it has had little impact on discouraging the use of tobacco.) The company is also always looking for ways to keep interest alive.

### **Lessons Learned**

Quest Diagnostics has coupled participants educated on their own health risks through the Blueprint for Wellness offering with a well-researched and behaviorally sound tobacco cessation program implemented by

committed, local employee leaders. The tobacco cessation leaders at the business units encourage local support groups and help educate coworkers on the side effects of tobacco use and potential withdrawal symptoms when quitting, as well as the effects of secondhand smoke. These leaders champion and represent the unique value that HealthyQuest brings to the improvement of employee health.

Quest Diagnostics' goal was to roll the program out from the company's leadership, rather than from the benefits or human resources departments. And, says Ms. Bontempo-Ziegler, as a result, people from all departments became highly engaged, volunteered to work on the program implementation, and were extraordinarily passionate about what they were doing.

Quest Diagnostics understands that cultural change and improved health does not happen quickly. It is not easy for people to quit and so they developed company messages that were supportive rather than judgmental.

Employers can make a difference in employee health. The HealthyQuest initiative at Quest Diagnostics has done much more than help employees quit tobacco and prevent coworker, friend and family member exposure to second-hand smoke. It has also helped the company address rising health care costs by targeting specific risk factors associated with cancer, heart disease, and other illnesses. Most important, Quest Diagnostics has helped empower its employees to improve their quality of life.

## **Panasonic Corporation of North America**

*Panasonic Corporation of North America (Panasonic) produces consumer products such as home appliances and media equipment, business imaging products including copiers, fax machines and printers, and industrial electronics products such as computer components, semiconductors, and appliance motors. Panasonic is also a leading manufacturer of plasma televisions. The company's consolidated group sales for fiscal year ending March 31, 2008, was more than \$86 million. Currently, approximately 5,400 U.S. employees participate in benefits programs.*

*For this report, Lisa Grand, Director of Benefits, provided information on Panasonic's tobacco-cessation policy and program implementation and how it aligns with the company's philanthropic philosophy.*

### **Key Observations**

Sixty-eight percent of Panasonic employees who participate in benefits programs took a health risk assessment last year. Of that 68 percent, 36 percent of employees and covered spouses/domestic partners reported using tobacco. A relatively high rate of tobacco use and a company philosophy of social responsibility were the catalysts for Panasonic's implementation of a policy and programs designed to help employees quit.

In July 2007, the company banned smoking on the campus of its North American headquarters in Secaucus, New Jersey. To help employees abide by the new rule, the company implemented a best-in-class tobacco cessation program through Free & Clear® and made changes to employee health plans, including 100 percent coverage for tobacco-cessation medications. Employees and their eligible dependents can access counseling, educational materials, Free & Clear's "Quit Kit," and nicotine replacement therapies, at no cost to the participant. Aetna is Panasonic's employee assistance program vendor, but 22 percent of employees are not enrolled in an Aetna medical plan. Panasonic has a plan design that allows employees to be eligible for Aetna's EAP benefits regardless of their medical plan selection, and EAP counselors understand that employees seeking tobacco-cessation assistance should be transferred to Free & Clear.

Panasonic's senior leadership strongly supported the decision to go tobacco-free and to support employees through the process with redesigned benefits. Because a tobacco-free policy is so well-aligned with the company's policy of social responsibility, company leaders felt it was a natural progression to make this change, although the presentation of a strong business case was also essential. Using numbers from the *New England Journal of Medicine*, the business case showed that smokers experience up to 40 percent more in health care costs and lost productivity than non-smokers. According to Ms. Grand, senior management "has been tremendous in their wholehearted support of the program," and she cites this support as one of the factors that has made Panasonic's program uniquely successful.

Panasonic took a multi-pronged approach to the rollout of its tobacco cessation policy and program. The company's strategy was to announce the tobacco cessation program before the tobacco-free policy launched so employees knew the company was giving them the tools to help them adjust. In April of 2007, e-mails were sent to each employee to deliver information, rather than asking employees to seek it themselves. Information about the new program and the forthcoming policy change were posted on both the home page and the wellness page of the company's intranet. At two large locations with onsite medical clinics, the company posted hard copies of a brochure and worked with nurses to educate employees about their new benefit. At locations where employees had no computer access, supervisors were recruited to help get the message out by posting e-mails and information, and the new tobacco cessation benefit was highlighted during open enrollment meetings.

According to Ms. Grand, however, the most effective component of the communications campaign was the eye-catching posters created by Free & Clear and posted at each location. The posters were based on Free & Clear's research, which showed that the biggest reasons people choose to give up tobacco are health, family and money.

The posters are co-branded with Free & Clear's logo and Panasonic's health and wellness logo, "Panasonic ideas for health," which reflects the company's tagline, "Panasonic ideas for life."

## **Measuring Success**

Although it is too soon to know what kind of financial return on investment Panasonic will see from their efforts, the company solicited employee feedback throughout the implementation process. To date, the company has seen a 96.2 percent satisfaction rating, and many employees have expressed thanks for the program either through e-mails or phone calls to Free & Clear, or in conversations with onsite nurses. One employee said, "My workplace is going smoke-free so that has motivated me to quit smoking." Another stated, "I have remained smoke-free since I started with the Free & Clear program!" These testimonials are powerful indicators of the success of Panasonic's initiative.

As for costs, the company did not pay for financial incentives other than what was provided through Free & Clear, and the number of hours required to sustain the program is minimal — Ms. Grand estimates it takes approximately 20 employee hours per year.

## **The Next Generation**

Going forward, Panasonic plans to continue reaching out to employees with clear, concise communications, and is planning to send mailings to employees' homes to reach spouses and domestic partners. According to Ms. Grand, the key is to reach members when they are at their optimal place on the continuum of behavior change. Finding an employee at just the right moment involves sustained and varied communications. The company is also making connections with the Great American Smokeout as a way to engage members in this national cessation program.

The success of the tobacco cessation policy and program at Panasonic has helped inspire the implementation of other wellness programs, which the company is planning to launch in the future. According to Ms. Grand, the success of the program "has made believers out of skeptics who didn't believe it was possible to effect change."

## **Lessons Learned**

One of the most important factors of the company's success has been a robust and well-planned communications strategy. When asked what would change if she were to launch the program again, Ms. Grand stated she would allow more lead time for benefits staff to plan for the implementation. Although the fast turnaround time made for an efficient implementation, the team only had two weeks to choose the vendor and develop a communications strategy. Allowing for some more time would have made the implementation easier for team members.

## **Novartis Pharmaceuticals Corporation**

*As the U.S. marketing affiliate of Swiss drug giant Novartis AG, Novartis Pharmaceuticals Corporation (Novartis), supports product development sales of its parent company's products in the U.S. A leading producer of innovative prescription drugs, Novartis focuses on three disease areas in the U.S. including oncology, cardiovascular and metabolism, and specialty medicines for respiratory disease, infectious disease, neuroscience, bone and hormone therapy among many others. The company posted over \$7.5 billion in sales in 2007 and employs approximately 14,000 people in the U.S.*

*For this report, Dr. Edward Mauceri, Executive Medical Director, discussed the successful rollout of the company's tobacco-free policy and support programs.*

### **Key Observations**

As is the case with many European-based companies, Novartis traditionally espoused a relatively relaxed attitude about tobacco in the workplace. That changed in 2005 at a senior leadership meeting when Novartis's executive medical director, Dr. Mauceri, presented statistics around health care costs related to tobacco use, including the fact that approximately 20 percent of the company's U.S. employees use tobacco. The company's Basel-based CEO took note, and upon return to Switzerland implemented a tobacco-free policy at their European headquarters. The American executive committee soon followed suit, and the U.S policy went into effect in January 2006. All Novartis locations are now 100 percent tobacco-free.

Employees were notified of the new policy six months before it was launched. During that time, they received information about the tobacco-free policy and smoking cessation programs through the employee newsletter, brochures, the company intranet, staff meetings, and company-wide mailings. Additionally, employees were encouraged to help their colleagues understand the new policy through positive peer pressure. The core of the company's message was support and encouragement: It really is *possible* to stop using tobacco — and Novartis is here to help.

Another important part of Novartis's successful program rollout was the robust, company-paid support programs offered to employees. These services include 100 percent coverage with no copayment for cessation medication or nicotine-replacement products. Additionally, employees can access support programs and counseling through the health risk assessment. Cited as a key element of the program's effectiveness, counseling is required for employees who use the medication or nicotine replacement therapy benefit.

Novartis looks to their vendors for help in implementing a successful program. The company partners with Medco, its pharmacy benefits manager, to support these programs, as well as the Mayo Clinic Quit Line, which helps employees looking for telephone support. Employees in New Jersey were also encouraged to contact the New Jersey Quit Line for help and support.

### **Measuring Success**

Although the program has helped numerous Novartis employees move to a tobacco-free lifestyle, the company's leadership feels that one of its biggest wins has been a change in culture — the focus has changed from health care to health. The goal is to help employees live healthier lifestyles before they need to seek health care for serious conditions. Novartis has achieved a corporate culture that supports employee wellness and tobacco cessation for all employees.

### **The Next Generation**

Novartis is always working to ensure its employees understand their tobacco cessation benefits. The company strives to keep its program current and relevant in order to keep employees engaged and interested. A nurse who works closely with the tobacco-free initiative is slated to attend a certification course designed to help increase the current program's effectiveness, and onsite carbon monoxide Breathalyzers will be available in some locations to further educate, motivate, and encourage participation in the program.

## **Lessons Learned**

Senior leadership endorsement makes it much easier to recruit assistance from various entities within the organization, including human resources, benefits and internal communication. Representatives from many different departments served on the planning committee and were essential to the program's implementation. Novartis has passionate employees at all levels who were willing to come together to ensure a smooth and effective execution.

Novartis found that communication is vital to a program's success. It is only through effective communication that employees can learn what to expect from a new policy and what programs they will be able to rely on for support. "The cornerstone of a successful program is communication," says Dr. Mauceri, who advocates ensuring the message is attractive, understandable and thorough. A strong branding strategy is also crucial to cutting through the general organizational "noise" that so often competes for employees' attention. A well-planned communications strategy can actually save lives by helping employees understand their benefits, thereby helping them take advantage of available services and improve their health through a tobacco-free lifestyle.

Besides a comprehensive communications strategy, decisiveness and a willingness to make decisions quickly are important factors in the success of the Novartis program. The corporate medical director wrote the policy, HR and legal approved it, and communications rolled out the program — all in approximately six months. Dr. Mauceri asserts it is important to find a way to confront the fear of an employee backlash against a tobacco-free policy. When the company's decision-makers have a strong faith in a policy and programs, it makes it easier to convince others that the initiative is worthwhile.

Finally, when making the business case to support policy and program implementation, the key is to argue, in Dr. Mauceri's words, "the tail should not wag the dog. The 20 percent of the population who smokes should not dictate to the 80 percent who do not, what is and is not possible."

## **Johnson & Johnson**

*With more than 250 companies located in 57 countries, Johnson & Johnson is a leader in health care products, pharmaceuticals, medical devices, and diagnostics. Founded in 1886, it has become the world's largest health care company with more than 120,200 employees worldwide. Johnson & Johnson saw \$61 billion in revenue in 2007, making it the number-one pharmaceutical company according to Fortune magazine.*

For this report, Director Global of Wellness and Health Promotion, Jennifer Bruno, discussed her company's multi-national tobacco-free workplace policy implementation.

### **Key Observations**

Johnson & Johnson estimates about five percent of its U.S. employee population uses tobacco. Worldwide, however, that number is believed to be between 25 percent and 49 percent. That's why, in 2007, Johnson & Johnson workplaces implemented an aggressive tobacco-free workplace policy prohibiting the use of tobacco products at all company locations, including property, buildings, leased buildings, company vehicles, and company-sponsored meetings.

The company chose to implement its tobacco-free workplace policy worldwide even though some countries require employers to provide a smoking area for tobacco users. Johnson & Johnson worked with applicable local laws, rules and/or regulations on a case-by-case basis and in doing so successfully implemented an effective, multi-national tobacco-free workplace policy that both tobacco users and non-tobacco users have welcomed.

Johnson & Johnson provided a relatively long lead-time for policy implementation. Managers were notified 18 months in advance; employees were notified 15 months prior to the program's launch. Each business unit was asked to provide a plan for communicating and launching the program in 2006 in preparation for the 2007 policy implementation. Although the company's corporate headquarters issued this policy, each business unit was encouraged to "plan globally, act locally" by creating a strategy that would allow for local laws, company culture, and employee needs.

Individual locations were given the latitude to implement the program to meet the needs of their population as they saw fit. Some business units began by communicating the policy and then removing smoking huts and cigarette machines and posting signs and information about the new policy. At some locations, management held "practice" tobacco-free days, when employees were given the chance to experience a tobacco-free work day prior to the new policy's effective date. These "practice days" helped employees prepare both physically and mentally for the policy change. In Japan, local management took the policy one step further: employees were not allowed to smoke during working hours. They were only allowed to smoke while they were off the clock, such as during their unpaid lunch breaks. This helped curtail extra-long breaks and helped restore productivity levels. In several countries, a countdown to the tobacco-free policy was put in place — complete with banners and celebratory activities surrounding the event.

In most countries, tobacco cessation education was provided for employees and family members to help them make the transition to a tobacco-free workplace. In fact, Johnson & Johnson's tobacco-free policy actually includes an education requirement. Education initiatives varied from location to location but included brown-bag lunches, pamphlets, the company's intranet, and counseling provided through on-site medical clinics, Employee Assistance, and other third party programs. In the U.S., employees have access to 100 percent tobacco cessation medication coverage and nicotine replacement therapy, with a behavior modification/counseling option. Employees who use tobacco are not asked to pay a higher health or life insurance premium. Most cessation program services are provided at no cost to full- and part-time employees,

their spouse/domestic partners, and children (unless plan design requirements in a given country led to a variance in the policy).

Johnson & Johnson implemented a tobacco-free policy as one of the many commitments the company makes toward creating a culture that supports and encourages employee health. In some countries such as Japan, however, the business case included the financial loss due to fires that could be prevented each year, as well as the increased productivity the business unit would enjoy. Management at Japanese locations conducted a study of how long it took an employee to smoke a cigarette, taking into consideration how far the employee had to walk to reach the designated smoking area, and used that information to provide productivity information for the business case.

On the whole, Johnson & Johnson's tobacco-free policy was applauded by tobacco users and non-users. Smokers indicated they needed to do something about their habit and were grateful for this "push" from their employer, while non-smokers were glad to be less susceptible to second-hand smoke and pleased they no longer had to seek out their colleagues who were away from their desks on cigarette breaks.

The company regularly communicates with employees about the policy and supporting programs. Generally, the Global Health department sends out communications to management, who then cascades the messages to the appropriate staff. The Global Health department also provides handouts and customizable PowerPoint presentations to be used at local meetings or "lunch and learn" sessions. In many cases, Johnson & Johnson uses the strong resources from local governments to promote country-specific programs, especially in the UK, India and China, where there are very visible governmental initiatives to help people stop using tobacco. In such cases, the government promotes tobacco-cessation efforts because they absorb more health care costs than do governments of other countries such as the U.S. Johnson & Johnson seeks to leverage these efforts to reach out to their employees about the benefits of tobacco cessation.

### **Measuring Success**

As yet, there is no data available on financial return on investment, but Johnson & Johnson is planning to measure both quit rates and health care cost savings as a result of this program. They will continue to promote the policy and supporting programs to maintain the results already achieved. They will also continue to leverage global initiatives such as the World Health Organization's Framework Convention on Tobacco Control. The company also plans to make use of the resources locally available such as the World No Tobacco Day and the Great American Smokeout.

### **The Next Generation**

Because the policy is still fairly new, the focus thus far has been on informing employees and management about the program and the continued health effects of tobacco use. Going forward, Johnson & Johnson plans to measure productivity and health care cost savings. To gather quit rate information, the company will rely on its health risk assessment (HRA) and medical information obtained when employees seek treatment at on-site medical clinics. While most U.S. employees currently are able to take an HRA, the company is launching an assessment in 2008 in 36 languages with access for all employees worldwide by 2010.

### **Lessons Learned**

When asked what helps make the Johnson & Johnson program work, Ms. Bruno says, "Planning and communication is what makes this successful as well as engaging both employees and management in the goal of the policy. Our practice days were key and went over well, especially in countries where smoking rates are extremely high and culturally acceptable." The full 15 months of prep time given to employees helped minimize resistance and enabled them to prepare for the change and, as far as she is aware, no employees left the

company because of the new policy. Going forward, says Ms. Bruno, the biggest challenge is keeping employees aware of and interested in the program once the initial excitement has worn off. "We've discovered keeping the program visible and communications efforts ever-present is vitally important."