City of Raleigh
Annual Wellness Assessment and Data Management Marketing Results
Executive Summary

May XX04, 2017
Overview
The City of Raleigh has a self-funded health insurance plan administered by BCBS of North Carolina. As part of the strategy for the overall support and management of the City’s health plan, the Human Resources Department offers a robust wellness program. Every year, as part of its wellness program, the City conducts an Annual Wellness Assessment (AWA) for all of its benefits-eligible employees and retirees. Currently, the AWA includes an online health risk assessment, biometric screening process, and a tobacco-attestation. As an incentive, employees have the opportunity to reduce their monthly medical insurance premiums by participating in the program. Beginning with the 2017 AWA process, the City has planned to incorporate spousal participation in order to maintain eligibility for the medical insurance premium discounts.

Periodically, the City conducts a competitive bidding process and evaluates proposals from existing and/or new vendors to ensure that the organization continues to offer the best range of services in the most cost-effective manner. Annual Wellness Assessment, and related data management services, had not been marketed in the last five years.

Background
The Human Resources Department prepared a Request for Proposals and posted in accordance with established guidelines. The posting closed at the end of the day on Friday, February 17, 2017 and review/evaluation began on Monday, February 20, 2017. The following vendors submitted proposals in response to the City’s request for proposals:

1. Accountable Health Solutions, LLC
2. BHS
3. CareATC, Inc.
4. FitLife Solutions, Inc.
5. Gilsbar, LLC
6. HealthCheck 360
7. Maxim Health Systems Healthcare Services, LLC
8. OnLife Health, Inc.
9. Peak Health Solutions, Inc.
10. Preventure, Inc.
11. Provant Health Solutions, LLC
12. Provata Health
13. The StayWell Company, LLC
14. Telligen, Inc.
15. US Wellness, Inc.
16. Virgin-Pulse, Inc.
17. The Vitality Group, Inc.
18. Viverae, Inc.

Each vendor was required to complete a detailed proposal that, at a minimum, covered:

1. Corporate Background and Experience, including 5 references;

2. Ability to provide specific program design elements, including:
   - Biometric Screenings, Physical Activity, Disease Management
• Participation, points or outcomes based structure
• Verified vs. self-reported activities
• Customization and the ability to integrate (file feeds)
• Web-based, smart phone application, tablet and onsite capabilities
• Performance Guarantees

3. Web portal capability, including:
• Customization/flexibility
• Administration access and summary data/dashboards
• Incentive Tracking and Management
• Fitness Tracker/Smartphone application integration
• Personalized wellness goals for program participants
• Webinars
• Online Courses/Literature

4. A well designed communications strategy

5. The ability to collect/manager biometric screenings
• Finger-stick venipuncture capabilities
• Additional Lab Tests
• Blood Pressure
• Height, Weight, BMI, Waist Circumference
• Ability to reward individuals on improving biometric numbers; annually
• PCP, On-site, Lab option

6. The ability to design and administer and web-based Health Risk Assessment

7. Fitness Device/Smartphone Application Integration

8. Robust reporting capabilities including:
• Real-time data reporting and access
• Return on Investment (ROI) and Value of Investment (VOI) reporting
• Integration of wellness participation data and medical benefits-related data
• Year-over-year comparisons for employer and end-users

9. Customer service availability, staffing, and performance levels

10. Experience and certifications/qualifications of staff assigned to project

11. An itemized breakdown of proposed program cost

Following a review of the submitted documents, a finalist group was selected for providing proposals that most effectively responded to the parameters outlined in the RFP, as well as offering the widest array of services within the outlined budget parameters. The finalist group included the following vendors:

1. Accountable Health Solutions, LLC
2. OnLife Health, Inc.
3. Provant Health Solutions, LLC
4. Provata Health
5. The Vitality Group, Inc.

To evaluate the finalist group, a review panel was assembled that included representatives from the Benefits Committee, the Human Resources Department, the Payroll Division, Information Technology, Parks and Recreation and Cultural Resources, and the Raleigh-Wake Emergency Communications Center. Panelists reviewed vendor proposals, sample vendor questions, vendor evaluation scorecard. Finalist vendors were contacted/scheduled to provide formal presentations of their proposals for the panel and were advised to incorporate the following information into their presentations:

- Your organization’s background and experience.
  - Please describe the nature of your consulting work with the clients who are most similar to us with respect to scale and type of organization and scope of work?
- Overall proposed program design options for City’s Wellness program
- Portal capabilities for employees and employer
- Communications strategy elements
- Biometric screening process and options
- Health Risk Assessment design options
- Fitness Device/Smartphone Application Integration
- Reporting Capabilities
  - Real-Time Data reporting and access
  - Demonstrated ROI/VOI
  - Integration of Wellness Participation data and Benefits-related Data
  - Year-over-year comparisons
  - Participant access to current and previous health risk assessment and biometric data results
- Customer service/accessibility for program participants and Wellness/HR Administrators
- Experience and Certifications/Qualifications of specific team assigned to City’s program
- Detailed proposed cost estimates – Emphasis on differentiation of all included services and optional services for additional cost
- Your typical role in your clients’ open enrollment efforts? Has your role included data management services? Have your data management services included integration of wellness program participation data and medical plan elections data?
- Explain whether your proposal is contingent upon your brokering various products/services. If so, please describe how that will work.
- Provide examples of where you have returned significant value to your client through your consulting services. Based on what you know about Raleigh’s current plan design and vendors, where do you see the best opportunities for improvements (either in cost containment, improved health outcomes, or vendor management)?

Formal vendor presentations were conducted the week of April 17, 2017, and vendors were provided the opportunity to present to the selection panel, in accordance with the presentation instructions. Vendor evaluation factors included the following:
Key Evaluation Items

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<td>Size/Scope/Experience</td>
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<td>Staff Experience and Credentials</td>
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<td>Ability to support program goals</td>
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<td>Pricing of Administration Services/Program Management/Biometric Screenings/Portal</td>
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<th>Strategic Support/Approach</th>
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<td>Educate COR Leadership Team</td>
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<td>Setting Short and Long-Term strategies</td>
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<td>Framework and Structure to deliver wellness short and long-term</td>
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<td>Design and support of Wellness Advocate/Champion/Committee</td>
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<td>Communication Strategy recommendations and Support materials</td>
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<td>Incentive capabilities and recommendations</td>
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<td>Account Management structure and Program Delivery</td>
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<th>Web Portal Demo</th>
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<td>Member Experience (Online/App)</td>
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<td>Incentives Tracking - Design and flexibility</td>
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<td>Program Delivery and Integration</td>
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<td>Customization Fees</td>
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<td>Engagement</td>
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<th>Reporting/Data and Vendor Integration</th>
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<td>Access and frequency (on-demand)</td>
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<td>Cohort reporting</td>
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<td>Aggregate Reporting and Data Analysis (biometrics, HRA, etc.)</td>
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<td>Delivery of other reports (frequency)</td>
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<td>Reporting options and flexibility</td>
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<td>Integration of data and reporting from outside vendors (i.e., carrier, etc.)</td>
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<th>Biometric Screening Program</th>
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<td>Education and Promotion</td>
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<td>Onsite Attendance</td>
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<td>Health Coaching - screenings and ongoing</td>
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<td>Screening Options (onsite, physician forms, lab, etc.)</td>
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<td>Performance Guarantee</td>
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<th>Key Attributes/Differentiators</th>
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<td>Unique vendor capabilities</td>
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Following the completion of vendor presentations, the panel evaluated the vendor presentations, proposals and responses to follow up questions. After careful consideration of several compelling proposals/demonstrations, the panel concluded that the most effective was the package presented by Provata Health. Collectively, the panel felt that Provata Health offered the best combination of cost-effective wellness services, performance guarantees, and supporting technologies, including:
• A guarantee to deliver all requested program services within the City's budget parameters ($350K). This guaranteed budget cap included provision of an electronic activity tracker for all program participants.

• The ability to effectively manage and integrate data from active employees (internal), retirees (external) and spouses (external)

• Performance Guarantees placing up to 30% of vendor fees at risk

• A clinically validated platform for the delivery of the wellness services and peer-reviewed methodologies

• Administrative Access for City Program Managers

• Customization to access portal

• Extensive experience working with large-scale governmental entities including the Oregon Department of Corrections, California Public Employees' Retirement System, and the USDHHS National Institute for Occupational Safety and Health, to name a few.

• Advanced platform technologies such as:
  o Integrated electronic medical records tool
  o Single sign on capability (included)
  o Acceptance of COR-coded LabCorp specimen collection forms (savings due to lower COR rate)
  o Q&A sessions with Physician
  o Wellness education videos

• The ability, and the capacity, to effectively meet implementation timeline requirements

• Timely and advanced reporting available to the City covering aggregate, division, department, cohort and customized reporting

• Generation of personalized wellness goals and/or reports for program participants

• HIPPA Compliant program design and administration

• Expanded customer service features including phone-based, live chat, and email

• Tobacco Cessation resources

Recommendation

After reviewing the best and final offers from prospective Wellness Assessment Vendors, the consensus recommendation of the Wellness Assessment and Data Management is to select Provata Health as the new vendor for Wellness Assessment and data management program administration. The Panel concluded that Provata Health provided the best combination of cost-effective wellness program and data management services.

We request the Council approve:

• The recommendation of Provata Health as the provider for the City's annual wellness assessment process and related data management for proposed maximum fees not to exceed $350,000.

• The City Manager to negotiate and execute a contract with Provata Health with the assistance and guidance of the City Attorney’s Office.
CORPORATE BACKGROUND AND EXPERIENCE

Provata Health delivers evidence-based health promotion programs to health plans and employees. Developed by internationally acclaimed physicians, our comprehensive digital health solution is a rigorously tested and clinically validated intervention proven to positively impact health behaviors, improve employee health, and deliver durable outcomes. In June 2016, Provata Health was recognized as the fastest growing tech company\(^1\) and healthcare company\(^2\), ranking as the third fastest growing private company overall\(^3\) in Oregon and Southwest Washington.

Built for Public Employee Populations: Our digital health platform is designed specifically as a scalable workplace wellness solution for public employee populations. Currently, Provata is the premier comprehensive worksite wellness provider for the State of California and the State of Oregon. The platform is offered to over 450,000 public employees and educators and their covered spouses and dependents across over 1000 worksites. Provata clients also include private companies, health plans and hospital systems to deliver programs to diverse member and patient populations.

Platform components include our health risk assessment, tiers of social networking functionality, wearables integration, advanced activity tracking, and real-time analytics on individual, team, and organization-wide performance. We also provide award-winning evidence-based programs and a chronic disease management program harnessing the unique benefits of peer influence and support to trigger and sustain positive behavior change.

Support from Public Agencies & Unions: The health outcomes among participants in our programs have earned the formal support of Oregon’s Governor Kate Brown, championing HTHU to improve the “health and welfare” of public employees nationwide. Because of the programs’ positive health effects among a wide variety of employees (See Attachment A). Our programs have strong support from the CDC’s National Institute for Occupational Safety and Health, the International Association of Fire Fighters, the Service Employees International Union, the American Federation of State, County & Municipal Employees, and the Administrator of the Oregon Public Employees’ Benefit Board and Oregon Educators Benefit Board, among others.

Global Experts in Developing Evidence-Based Health Promotion Interventions: Provata’s evidence-based wellness solution is the culmination of 25 years and $46 million in clinical trials funded by NIH and the CDC across diverse employee populations conducted by our physicians and professors of medicine. Our comprehensive education content and unique, team-based intervention paradigm was developed by our team of internationally awarded physician-scientist faculty leading the field of health promotion and behavior change science. Our lifestyle behavior change and disease management programs leverage a unique, team-based, participant-led intervention paradigm proven

\(^1\) http://www.bizjournals.com/portland/blog/techflash/2016/06/meet-30-of-portland-s-fastest-growing-tech-firms.html#g31
\(^3\) http://www.bizjournals.com/portland/feature/the-2016-pbj-100-no-3-provata-health.html
to generate and sustain health outcomes across diverse employee populations in a series of clinical trials. These worker groups include correctional officers, fire fighters, law enforcement and public university and hospital staff, and state employees. The program’s team-based, participant led intervention paradigm has been tested and disseminated to 45 states with more than 100,000 participants prior to commercialization in 2013.

Focus On Sustainable Results: Engagement in a wellness program is important but engagement itself does not improve health. An effective program focuses on generating health outcomes, not just user engagement, by providing participants the tools and motivation to sustain results. Our wellness approach emphasizes how and why to make healthier choices through social learning to then promote healthy actions related to the health topic. The incorporation of learning objectives distinguishes our intervention from common wellness program relying primarily on promoting activities and challenges, without addressing health knowledge or the impact of health behaviors on outcomes. Mediation analysis conducted by our physician founders indicates that the knowledge gain among participants is an important driver of the program’s effectiveness and durability. Durable outcomes of our lifestyle behavior change program include a significant reduction in the population obesity rate, weight loss, lower blood pressure, and improved health behaviors.

*Frontiers in Public Health (2015) (Study Over Three Years of Healthy Team Healthy U) (ATTACHMENT G)
In August 2015, Provata Health published the results of its three-year clinical trial validating the effectiveness of its lifestyle behavior change program, Healthy Team Healthy U, among thousands of employee participants (Attachment G). With this landmark publication, Provata Health is the first digital health company with peer-reviewed results of a digital health program achieving both physical health and mental health outcomes among participants.

Sources:
*Frontiers in Public Health (2015) (Study Over Three Years of Healthy Team Healthy U) ATTACHMENT G.
** Tobacco and alcohol use findings from clinical study by Provata physicians testing the HTHU model among law enforcement.

An appendix of medical publications authored by Provata physician categorized by health outcomes achieved is attached as Attachment H. References to prior studies published in medical journals conducted by Provata physicians testing the effectiveness of our unique team-based program paradigm is attached as Attachment I.
3. Program Design

Biometric Screenings
We partner with a network of 6,000 medical professionals nationwide to offer comprehensive biometric health screening services, managing the marketing, administration of events, secure data transfer and data integration process, and client reporting. Each screening event has a lead coordinator who has gone through training and has substantial prior experience attending events. In addition to in-person events, we also offer a Lab Option, Primary Care Provider Testing, and a home kit option. Employees may schedule in-person events online with walk-ins accepted. For those selecting the Lab or PCP option, vouchers and forms are available for download on the portal. Additional information regarding our biometric screening is discussed in Section 6: Biometric Screening.

Evidence Based Programs
Based upon the individual’s biometric values and HRA responses, our online platform recommends specific programs: Lifestyle Behavior Change Programs, Chronic Disease Management Program, and/or our Mental Health Program to the individual. Each program is comprised of sessions covering a range of health and nutrition topics. Each session concludes with a goal correlated to the session topic. Specific sessions (i.e. actions) within a Program are recommended to the individual based upon member data and HRA responses. Programs leverage our unique team-based intervention paradigm developed by our team of internationally awarded physician-scientist faculty leading the field of health promotion and behavior change science. Program content is developed, created, tested, and validated in over two decades of research studies conducted by Provata physicians and research scientists. Public employee populations targeted in these studies include, city, county, and state government employees as well as public schools and school districts. The results have been published in leading medical journals, including the Journal of the American Medical Association, the New England Journal of Medicine, Journal of Occupational and Environmental Medicine, Occupational Medicine, and Frontiers in Public Health, among others. (See Attachment I).

Individuals who do not elect to participate in a specific program have access to all platform components, including doctor chat, monthly goals and long-term activity challenges. Members can elect to track certain activities in the mobile app. HRA responses inform personalized recommendations to the member regarding activities to track.

Lifestyle Behavior Change Programs
Our series of evidence-based lifestyle behavior change programs, Healthy Team Healthy U, combines clinically tested behavior change programs with digital resources and interactive tools through a single sign-on platform to optimize participant engagement and health outcomes. Each program includes a proprietary 12-session curriculum focusing on healthy lifestyle behavior changes through a clinically-designed scope and sequence of sessions covering a range of topics including healthy nutrition, physical activity, stress reduction, mood improvement and sleep. Participants receive all materials and instructions to proceed through the program. All sessions have learning objectives and unique goals and challenges related to the session topic.
3. PROGRAM DESIGN

The Level 1 program is our introductory wellness program, covering a range of health behavior from nutrition and dietary practices, strength training and exercise, and mental health issues. In Levels 2-3, available to participants in subsequent years—participants stay motivated with new sessions that build on the foundational knowledge and skills developed in Level 1 for optimal engagement and durable outcomes. Our team-based, peer led intervention paradigm is designed, tested, and proven to keep participants engaged.

- **LEVEL 1**
  - **ENERGIZE**
  - Participants receive a wireless fitness tracker and our comprehensive proprietary 12-session playbook. Level 1 gives participants the foundation of knowledge and skills proven to increase physical activity, improve nutrition, and lower high blood pressure.

- **LEVEL 2**
  - **ENHANCE**
  - Our Level 2 program is clinically proven to boost outcomes with sessions that expand and enhance foundational skills. All participants receive a strength band and a new playbook covering new topics such as nutrition for an active lifestyle, sleep, and understanding stress and depression.

- **LEVEL 3**
  - **EXCEL**
  - In Level 3, sessions kick it into high gear with advanced activities for more experienced users. Sessions include injury prevention, fad diets, interval training, mindfulness meditation, and a multi-week strength-training plan.
Through rigorous clinical trials, Provata physicians created an innovative platform structured around three key components that trigger sustained behavior change.

Following our proprietary Learn, Identify Act™ curriculum, in each session, participants:

**LEARN** how specific behaviors affect each team member’s health personally;

**IDENTIFY** healthy alternatives and solutions as a team; and

**ACT** on what they learned by working toward the session’s goal paired with interactive online activities and advanced activity tracking.

**Session Content**
Topics covered over the HTHU series of 12-session total health programs include the following:

- Physical activity
- Energy balance
- Nutrition from drinks
- Healthy & unhealthy fats
- Strength training techniques
- Fruits & vegetables
- Stress & coping
- Portion management
- Healthy cardiovascular system
- Impacting the health of others
- Nutrition trivia
- SMART goals
- Personality type indicator
- Mindful meditation
- Healthy core & back
- Optimizing sleep
- Strength training design
- Fueling fitness with nutrition
- Aerobic exercise design
- Negative thinking & positive coping
- Healthy Meal Planning
- Worksite action
- 3-month plan development
- Maintaining a healthy heart
- Fueling strength training
- Choose a strength training plan
- Vitamins, minerals, & supplements
- Healthy diets vs fad diets
- Stress management
- Mindful meditation
- Aerobic endurance
- Cross training & injury prevention
- Nutrition for the heart
- Seasonal Health
Chronic Disease Management
Our online chronic disease management program is available to participants who meet eligibility requirements based upon HRA data and biometric values. Each participant is paired with a personal health coach and an online peer group for feedback, support and accountability. Participants proceed through an inspiring and interactive program proven to generate sustained health outcomes among participants. As with our lifestyle behavior change programs, each session includes learning objectives and unique goals and challenges related to the session topic.

Every participant receives a activity tracker, our proprietary curricula, and a digital scale, that connects wirelessly to the user’s account using GSM cellular network for transmission, meaning that no Wi-Fi or Bluetooth connectivity is required. There is no setup required by the participant. The scale arrives preset to the user’s account. Users step on the scale and readings auto-sync to the user’s private Vitals profile, letting participants seamlessly track their progress and weight loss goal as they participate in the program. See Attachment B for an overview of platform components and features available to our chronic disease management participants.

Mental Health
Our mental health program promotes guided meditation and stress reduction strategies through Provata VR, our groundbreaking virtual reality guided meditation app. A video explaining the app is available at: http://provatahealth.com/vr-health. The app was recently selected as one of the coveted “New Apps We Love” by the App Store.

The app is available for download at no cost to our clients, Provata VR is the first true virtual reality guided meditation app available on the app store. Users select from a collection of guided meditations and escape to a variety of exotic locations around the world in beautiful 360 degree 4k video. More information is available at Attachment F.

Users select the guided meditation that meets their meditation goals and objectives. Within the app, users escape to a variety of stunning locations around the world, such as tropical waterfalls, secluded beaches, dazzling Northern Lights, and even underwater coral reefs. The
4. PORTAL CAPABILITIES

Provata VR app is introducing meditation biofeedback using our patent pending system that leverages advances in physiological monitoring in order to enhance the meditation experience. Biofeedback functionality lets members track the effects of meditation on their heart rate. Trends inform the participant about the comparative effects of different meditations. We empower employers to better understand the effects of Provata VR with real-time insights to track engagement, visualize trends, and monitor the health outcomes among your user population.

**Verified vs. Self-Reporting**
Our HRA combines the traditional self-reported approach with the ability to populate responses with biometric values from screening events and the participant’s electronic medical records (upon the individual’s authorization).

**Customization & Data Integration**
Our front end and back end developer team built our software architecture in-house from the outset. Our graphic design team is also in-house, fostering a seamless blend of technical functionality and design. From the client perspective, maintaining these functions in-house maximizes our ability to customize programmatic components (e.g., colors, images, logo, etc.)

**Incentive Design Consulting**
We are subject matter experts in creating strategies proven to generate healthy behavioral changes. Our physicians and professors of medicine are thought leaders in creating, implementing, and validating approaches to improve the health of diverse workforce populations.

We also offer employers own wireless activity tracker and related devices. Provata works directly with manufacturers to offer our clients cost-effective tools correlated to our evidence-based programs. This allows clients to benefit from the most advanced technology without paying the excessive margins driven from popular wearable device companies. Devices are available to individuals enrolling in one of the evidence-based programs.
4. PORTAL CAPABILITIES

Single Sign On Functionality.
SSO integration(s) are a standard component of implementations prior to rollout. Provata is experienced establishing SSO integrations with employers, health plans, and third party vendors. Currently, we support SAML integration for Single Sign-On, which includes deep linking, so that users can email and share links to resources in the Provata application. The browser will be redirected to that resource even after being sent to the SSO login portal. Provata obtains the following to configure a customer’s SAML integration:

Portal Customization
Our front end and back end developer team built our software architecture in-house from the ground up. Our graphic design team is also in-house, fostering a seamless blend of technical functionality and design. From the client perspective, maintaining these functions in-house maximizes our ability to customize digital platform components (e.g., colors, images, logo, etc.) In other words, there is no preset limit to potential branding opportunities. Rather, Provata will collaborate with the City of Raleigh to establish a mutually agreed upon scope of branding and customization elements.

Customization also includes unique Community Walls for each participating worksite, office and/or department. Community affiliations may also be created for spouse and retiree populations. For worksites with personnel administering local wellness offerings or initiatives, we can provide administrative credentials with enhanced platform access to push messaging to their community through the platform and post information about healthy events and initiatives on the Community Calendar.

The Resources section of the platform includes a space for the City of Raleigh to upload relevant resources and information such as employee policies, health plan information, incentive structure, and content related to other health initiatives. The City of Raleigh may designate certain to be available to all covered individuals or may upload worksite-specific information only accessible to individuals within the Community affiliation. Resources may be available to all covered individuals.
Direct Chat With Physicians
Provata offers the first platform that provides participants direct access to a network of over 100,000 U.S. licensed and board-certified physicians. Employees may ask questions and receive feedback from physicians at no cost to the user or health plan. Questions are directed to an appropriate physician specialist. Users may receive a second opinion for additional physicians.
4. PORTAL CAPABILITIES

Incentive Tracking & Management
Provata administers a variety of incentives including charitable donations, gift cards, and activity trackers. Requirements to trigger incentives are customizable to conform to client specifications and we consult with our clients to establish an outcome-effective and cost-effective incentive structure. Information about our incentive design structure and capabilities is discussed below in Section 8. The platform can integrate data from multiple sources to ensure proper tracking and credit. We have significant experience tracking requirements for thousands of participants to determine eligibility to receive medical insurance premium discounts pursuant to client requirements.

Fitness Tracker/Smartphone Application Integration
The platform integrates with all major wearable devices, health trackers, and fitness and nutrition applications. Streamlining the input of data metrics from wearables into the platform simplifies tracking for participants and increases data points, enabling more comprehensive tracking and monitoring functionality. See Section 8 for more information, including a list of device and app integrations.

Generating Personalized Wellness Goals
Participants receive online access to their private Vitals Dashboard page to track and monitor his or her health outcomes. The Vitals Dashboard pulls information from the participant’s HRA responses, biometric screening data, and electronic medical records (if authorized by the user) to generate personalized weight and blood pressure goals based upon the participant’s age, gender, and body mass index. Participants can track and monitor progress over time. In addition to manual entry, the Vitals Dashboard syncs with wearable devices.
Community

Community Walls serve as each affiliation’s personal wellness headquarters, creating a lively community aspect for various programs and challenge. Affiliations are customized during implementation and may be structured by commercial group (employer), worksite, and/or, member population (i.e. Retirees, Spouses, etc..) Posting messages on the community wall is an easy way to scale targeted messaging to all participants across the community.

Employers can link to other resources, upload videos, and show their support for high-performing individuals and teams. All individuals within the community also can post messages on their affiliated Community Wall, which functions as a space for individuals to interact with and support other participants and teams within their community on a larger scale.

Community affiliations will be customized with the approval of City of Raleigh during the implementation phase. During participant registration through the online portal, participants select their affiliation (typically their worksite). The platform then synchronizes the user’s account with the corresponding Community Wall.
The Community Calendar. Designated personnel receive administrative account credentials that allow them access to their affiliations Community Calendar where they can notify participants about upcoming events and activities, such as benefits fairs flu shots, etc.
4. PORTAL CAPABILITIES

Challenges
The platform includes both ongoing challenges and short-term specific goals tied to health topics correlated to program sessions (for individuals participating in a program). The three primary challenges available to participants are: Steps, Strength Training Sessions, and Fruit and Vegetable daily servings (customizable).

Participants track their personal performance in multiple ongoing challenges.

Participants can select another location to compare challenge progress.
Interactive Leaderboards let participants view and compare their real-time team and office rankings different. Participants’ can track their individual and team progress—as well as view and compare their real-time progress across multiple challenges to other offices and locations—sustaining engagement and encouragement from team members and others within their community affiliation.

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Teams can see how they rank in their office leaderboard, motivating themselves and their team members to stay engaged and maximize their points as they proceed through the program.

<table>
<thead>
<tr>
<th>TOP TEAMS IN MY OFFICE</th>
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<tr>
<td>1</td>
<td>Team DOC</td>
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<td>2</td>
<td>Corrections Crew</td>
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<tr>
<td>3</td>
<td>Walking Fools</td>
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<td>4</td>
<td>Team Awesome</td>
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<td>5</td>
<td>Power Rangers</td>
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<tr>
<td>6</td>
<td>Wellness Warriors</td>
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<td>7</td>
<td>Recharge Your Drink</td>
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Individuals can also see how their worksite/community affiliation ranks in comparison to City of Raleigh worksites. We developed our platform specifically for public employee systems to unite worksites in cultivating a culture of health. Employers and wellness ambassadors at top-performing offices can share best practices and strategies to boost engagement with other communities.
Guided Meditation Mobile App

Our newest product available to participants is Provata VR, a virtual reality mindfulness meditation app with proprietary biofeedback integration, letting participants track and visualize the effects of guided meditation on their heart rate. The app was recently selected as one of the coveted “New Apps We Love” by the App Store and is available for download at no cost to our clients.


Provata VR is the first true virtual reality guided meditation app available on the App Store. Users select from a collection of guided meditations and escape to a variety of exotic locations around the world in beautiful 360 degree 4k video.

Users select the guided meditation that meets their meditation goals and objectives. Within the app, users escape to a variety of stunning locations around the world, such as tropical waterfalls, secluded beaches, dazzling Northern Lights, and even underwater coral reefs. The Provata VR app is introducing meditation biofeedback using our patent pending system that leverages advances in physiological monitoring in order to enhance the meditation experience. Biofeedback functionality lets members track the effects of meditation on their heart rate. Trends inform the participant about the comparative effects of different meditations. We empower employers to better understand the effects of Provata VR with real-time insights to track engagement, visualize trends, and monitor the health outcomes among your user population. More information is available at Attachment F.
4. PORTAL CAPABILITIES

**Personal Dashboard**
Personal Dashboard gives members a real-time view of their overall progress over the course of the 12-session program (for those electing to participate in a program). Through our innovative point system, participants earn both individual and team points, encouraging team members to stay on track and support one another. Users track their attendance at team meetings, complete online activities and monitor their progress toward their weekly goal related to the session topic.

For individuals not participating in a lifestyle or disease management program, the dashboard shows the member his/her progress toward unique monthly goals and activity challenges.

**Video Chat.** To maximize opportunities for face-to-face interaction among participants in our collection of behavior change programs, the platform integrates video chat capabilities. Team members can join sessions remotely from any location by logging on at the City of Raleigh web portal. The platform leverages Web RTC technology that lets participants meet virtually through the web browser without downloading or installing any software or applications.
Medical Records Integration
Our platform includes integrations with thousands of hospitals and clinics covering over 175 million lives across the United States, letting employees sync their online account with data from their recent medical records. Available data also includes medical information from popular national pharmacies such as CVS, Walgreens, and Rite Aid.

Upon authorization by the employee, the platform retrieves patient medical record data directly from providers, clinics, pharmacies, etc., processes and normalizes the data, and then display the relevant data to the individual user on his/her private Vitals page. Available data for retrieval includes encounters, vitals, test results, medications, immunizations, and allergies. Relevant records data informs personalized goals generated for the participant. The employee can view their historical information across several metrics as well as the source of prior data points (manual entry, records, device reading, etc.)
Dedicated Team Walls:
Team Walls for each team participating on our lifestyle behavior change or chronic disease management programs encourage team members to collaborate and support each other to achieve personal and team goals. For members participating in one of our lifestyle behavior change programs, the Team Wall feature is particularly advantageous for teams with members participating in different geographic locations.

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Kate G.
I hope you are all enjoying the sunny weather and keeping healthy! Please remember that all of the team members must log their individual points in order to earn team points! We are all counting on each other to complete the sessions!

To find out if you have completed all of your sessions so far, please click “sessions” on the menu toolbar and if you do not see a check mark with the word “complete” at the bottom right of your individual session then you need to click into the session and complete it.

Thanks to all of you who have completed the sessions and participated. Enjoy your day and stay healthy!! Go Slim Mints!!

![Chat interface]

Denise S.
You were a great leader, Kate. Thank you so much!

Robert Kofman
Thanks for the reminder! I just finished the rest of my session!

Kate G.
Thank you all for the very delightful “healthy” lunch. The food and drinks you brought were awesome and yummy delicious. You are a fantastic team! Now that we have completed all 12 sessions, I’d encourage you to continue to stay and keep healthy - do lots of walking, eat and be physically healthy.

Please remember to complete all the sessions so our team will have an awesome grand total. We need to earn 5,000 points in order for a donation to be made to the Oregon Food Bank. Do keep up the good work!! You all did superbly well! Go Slim Mints!
4. PORTAL CAPABILITIES

**Digital Games.** A variety of proprietary interactive digital games correspond to specific sessions to let participants test and reinforce learning objectives of the session. The knowledge gain among participants is key to sustaining healthy behaviors after program completion.

**Exercise, & Cooking Videos:** Digital resources include a series of exercise and strength training videos (for the gym and at home) and cooking videos for healthy recipes.
Healthy Recipes: Participants have access to our expansive collection of healthy recipes. Recipes contain nutritional content and feature over 100 recipes approved by the National Heart, Lung, and Blood Institute (NHLBI) of the National Institutes of Health.
5. COMMUNICATIONS

Communication Strategy
We leverage several communication channels to engage with members, online, in-person, as well as by mailers, posters, and flyers. As the wellness vendor for public employees located at thousands of diverse worksites across statewide benefit systems in both Oregon and California, we understand that an effective communication strategy is imperative. Our in-house graphic designers work alongside our account management team to create customized communications.

Working with the City of Raleigh to create a holistic communication plan will be a primary component of our implementation process. Our online strategy includes, targeted emails, website placement and webinars. Emails will be produced for employers and City administrators to help engage members with turnkey promotional materials. We also host webinars for human resources and interested members detailing the platform and research results. These online techniques have been shown to help quickly integrate the program into a worksites culture. Provata also create posters, flyers, and brochures for client distribution.

We design and create targeted emails subject to client approval. If the plan has feedback, we request three days to provide new mock-ups. Upon approval our internal computer programmers format the emails with HTML code. HTML emails may go through a limited A/B testing campaign of 100 randomly selected users emails from the pre-determined target list to assess which email is most effective. The email that receives the most user engagements will be sent to the previously defined target population. We recommend sending the email the following Tuesday at 10:00am local time, which we have found to be the most popular time for employees to engage with our emails.

Customizable Communications:
Digital communication and marketing materials, including electronic files for printing (brochures, flyers, posters, etc.) are designed and customized for City of Raleigh brand specifications at no additional cost. Sample communication materials from program phases are attached as Attachment C.

• Rollout: Emails regarding incentive requirements, program and scheduling an optional webinar to preview the platform prior to kick-off; Design marketing campaigns for approval (Poster, flyer, brochure, and email);

• Kick-off: Email campaigns to all eligible employees; digital copies of flyers and posters submitted to key stakeholders at participating locations; targeted email blast to employees at worksites with onsite registration events

• Program Duration:
  o Notifications: In the platform, participants receive weekly status updates, reminders, and real-time notifications when team members complete program milestones. Notifications also encourage participants to log into the platform
5. COMMUNICATIONS

- **Automated Reminders**: Customizable email reminders are sent to participants regarding appointment reminders, upcoming events at their worksite, and benefits enrollment deadlines.

- **Targeted Email campaigns**: We design and create targeted emails in collaboration with the client. The development process starts with a specific goal or call to action requested by the client. We then process the request through internal copywriters and graphic artists to provide two versions of an email communication. The average request time for this process is one week. We submit a pdf of both versions of email for client approval. If client provides feedback, we request three days to provide new mocks-up for client approval. Upon approval our internal computer programmers format the emails with HTML code.

**Email Communications via Web Portal**: Target messaging to specific community affiliations is available through Community Wall postings and by the administrator through the Outreach Tab (available only to individuals provided administrator accounts for a specified community affiliation). The Outreach function lets the administrator select the subgroup to receive the communication. Through the platform, the message is sent to the email addresses associated with the target member accounts.

**User Customized Notification Settings**: Members can opt out or change their notification preferences. Email notifications include a link for the member to update messaging preferences, including

- Community Wall Messages (receive an email when a community member posts a new message on the community wall)
- Team Wall Comment (received when a team member posts a new message on your team wall)
- Doctor Answer Created (Notification that the doctor responded to your question)
- Doctor Question Sent (Notification your doctor question was sent)
- Join Request Accepted (For members who invite other members to join his/her online team, confirmation that the request was accepted)
- Join Request Received (Notification to a team captain that a member has requested to join your team)
- Session Reminder (For members participating in a health promotion program sent the morning of their next scheduled program session)
6. BIOMETRIC SCREENINGS

Finger-Stick/Venipuncture Capabilities

Biometric screenings are a series of health tests designed to offer insight into your employees’ overall health. Blood testing is offered in two main ways and is a major part of a biometric screen. These blood tests test for Cholesterol and Glucose with readings on Total Cholesterol (TC), HDL Cholesterol, LDL Cholesterol, TC/HDL Ratio, and Triglycerides.

- **Finger-stick**: This is the preferred method as results are available to the participant at the screening event and there is often a higher participation rate as it is considered less invasive. The timeliness of this test allows for immediate counseling with a highly trained clinician, and high-risk employees can be identified and addressed immediately.

- **Venipuncture venous blood draw** option is also available with our without cotinine.

Other Biometrics Features: On top of the blood test, each biometric screening option includes measurements for blood pressure and body composition - height, weight, BMI and waist circumference.

Onsite Coaching: Along with the test, each individual receives a face-to-face consultation with a professional health educator, a follow up call with a nurse within two weeks of the screening, tips and educational materials, paperless results collection – paper and customization available upon request (See Attachment M), comprehensive aggregate reports, a dedicated account manager, on-site event coordinator and registration specialist.

Privacy: With each test we realize your personal information is extremely sensitive. Every precaution is taken in protecting your privacy and your information. We keep this information secure through reasonable and appropriate administrative, technical and physical safeguards. We go beyond generally accepted standards to protect the personal information submitted to us, both during transmission, and once received.

Promoting Health Screening: Consistent, transparent communication is vital for a successful on-site biometric screening program. It’s the key to having employees understand what the organization is doing for them and the reason behind the screenings. To promote onsite events, we offer communication and marketing support with multiple forms of templates, as well as a sample marketing overview. The most effective way to drive participation is inviting and encouraging employees to sign up or schedule their events immediately.
7. HEALTH RISK ASSESSMENT

Engaging & Efficient: Provata’s Health Risk Assessment (HRA) is a self-reported assessment intended to develop a prevention plan for the patient to improve their health status and delay the onset of disease known to be caused by the reported behavioral risks or the member's current health status. The HRA also serve as a vehicle for directing individuals into one or more of our risk-appropriate interventions.

Members are guided through an easy to follow, question set categorized by topic to produce an evidence-based portrait of their health. Initial questions address physical characteristics including height, weight, blood pressure, etc. Additional questions derive from clinically validated assessments utilized in our physicians' research studies and control trials. Questions address a range of health behaviors and actions, both physical and mental health, such as levels of physical activity, nutrition habits, sleep habits, and mental health-related questions such as stress and depression using a Likert scale. Questions are categorized and presented to the member a highly visual and engaging format with a completion bar so members can track their progress toward HRA completion. See Attachment J for a confidential copy of HRA questions.

Biometric Data Integration: In addition to entering responses manually, users are prompted to sync information from their electronic medical records to populate biometric question fields. The platform is built to access to biometric screening data through our integrations with electronic medical records from over one thousand clinics and healthcare providers, pharmacy data, and biometric screening vendors such as Quest diagnostics. Upon authorization by the member, the member’s screening data can be accessed to auto fill certain HRA questions regarding the member’s health status and physical measurements. Data is used to help calculate the member’s risks and recommendations report upon completion of the HRA.

Direct Integration with Vendors: We work with biometric screening vendors Provata works directly with the biometric screening vendors to set up the secure data transfer and data integration process.

Personal Risks & Recommendations: The HRA is used to calculate the member’s Framingham Risk Score, a gender-specific algorithm used to estimate 10-year cardiovascular risks for the individual. Ultimately, the purpose of the HRA is to help participants improve health outcomes by identifying modifiable health risks and providing follow-up behavior change interventions that are implemented over time. Accordingly, responses provides a risk rating and recommendations across several categories (physical activity, stress, depression, sleep, nutrition, etc.) Responses also inform eligibility requirements/recommendations for participation in our collection of behavior change programs: Healthy Team Healthy U (series of holistic 12-session lifestyle behavior change programs), Chronic Disease Management Program, Medicare Program (lifestyle program for Medicare members), and a mental health program. The personalized report displays the member’s risk level for each category (physical activity, habits, sleep, stress, depression, etc.) with areas of concern and recommendations for each category. An example report is attached as Attachment J.
7. HEALTH RISK ASSESSMENT

**Real Age Calculator:** The HRA can incorporate the Heart Age calculator test to give users an overall idea of the health of their heart and a general indication of how lifestyle related factors may affect their heart health. The test is adapted from the Framingham Study Heart Age Calculator, a project of the National Heart, Lung and Blood Institute and Boston University.

**Pre/Post Surveys:** In addition to an annual HRA, all participants are prompted to respond to a voluntary, confidential, and anonymous post hoc behavior assessment beginning 12 weeks after enrollment. Surveys use a retrospective pretest design comparing behaviors, outcomes and satisfaction before and after utilizing the digital platform. Provata Health physicians used this collection method because of its effectiveness in reducing response-shift bias found in traditional pre-testing completed by participants prior to an intervention and post-test completion after the intervention. Completing an assessment at the conclusion of a behavior-based program (or after at least 3 months of participation) is designed to provide a more accurate assessment of self-reported behaviors because the comparisons are completed by more informed subjects. Members are informed that responses to these surveys are 100% voluntary and anonymous, an approach that has proven effective in generating high response rates from our participants.

**Vitals Dashboard:** The participant’s biometric screening data and personalized report are accessible to user on the user’s private Vitals Dashboard. The platform uses algorithms and smart feedback to create personalized goals for the member based upon their screening data. Members may continue to track their physiological functions over time and view trends. Data from multiple biometric screenings enhances the member’s ability to track trends over time.
8. FITNESS DEVICE & APPLICATION INTEGRATION

Wearables & Mobile Apps: The platform integrates with all major wearable devices, health trackers, and fitness and nutrition applications. Streamlining the input of data metrics from wearables into the platform simplifies tracking for participants and increases data points, enabling more comprehensive tracking and monitoring functionality. Integrations include the following:

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<td>Apple Health</td>
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<td>Fitbit</td>
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<td>Vivosmart Connect Activity Trackers</td>
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<td>Jawbone</td>
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<td>UP 24</td>
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<td>MapMyFitness</td>
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<td>Movable</td>
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<td>MyFitnessPal</td>
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<td>RunKeeper</td>
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<td>Vitadock</td>
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<td>Withings</td>
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List of supported devices and apps is not exhaustive.

Provata Wireless Activity Tracker: Provata also offers its own wireless activity tracker to users, synced to the user’s online account.
Incentives

Provata administers a variety of incentives including charitable donations, gift cards, and activity trackers. Requirements to trigger incentives are customizable to conform to client specifications and we consult with our clients to establish an outcome-effective and cost-effective incentive structure.

Donations: Our baseline incentive consists of making donations to the individual’s state food bank upon program registration with additional donations upon achieving healthy milestones. For individuals participating in one of our health promotion programs, we leverage a unique dual-point structure that includes both individual and team points. Under this approach, teams can achieve additional donations once all team members achieve healthy milestones, leveraging peer-support and accountability to sustain engagement.

Charitable donations (made by Provata on behalf of the individual) have been an effective incentive to boost participation and aligns with our team-based intervention model encouraging participants to support one another to improve health outcomes. Provata covers donation costs and does not invoice clients for donations. Provata is proud to be recognized by the Portland Business Journal as one of the region’s most philanthropic companies for integrating donations into our health promotion paradigm. In 2016, we donated over 73,000 meals to the Oregon Food Bank on behalf of Provata participants across the State of Oregon.

Gift Cards: The platform supports real-time online gift cards to participants upon client/employer request. Individuals have access to rewards catalog serving as an online store with a variety of gift card reward options. Gift cards are delivered in real-time by email.
Incentive Structure Consultation: We work with the employer to implement the requested incentive structure, i.e. participation-based for activity completion, qualifying activity requirements, etc. Incentive triggers are customizable to correlate to participant milestones, i.e., the amount of points needed to earn incentives are adjustable. Gift card incentives are billed at a frequency (monthly or quarterly) pursuant to the client’s invoicing policies and preferences.

Wireless Activity Trackers: As discussed above, Provata also offers a wireless activity tracker to those electing to enroll in one of our evidence-based health promotion programs. Providing an activity tracker to participants is an effective strategy to significantly boost enrollment, sustain engagement, and track participant progress.

Peer Influence: Our health promotion paradigm also leverages a highly effective and no-cost incentive: Peer Influence. All of our team-based health promotion programs harness the positive benefits of peer influence. The utility and effectiveness of our peer-led model in changing behavior norms has been tested and proven through several clinical studies conducted by our physicians over 20 years prior to commercialization. See Attachment I for references to our physicians’ studies and peer-reviewed publications.
9. Experience and Certifications/Qualifications

Provata Health has been awarded multiple National Institutes of Health grants and support from non-profits and other entities to deliver, study and disseminate our research-tested health promotion programs. Our team-based, participant-led intervention paradigm is proven in leading peer-reviewed medical journals to generate and sustain health outcomes. Provata Health physicians and their health promotion programs have received numerous awards for their clinical trials and dissemination projects due to their effectiveness. These include:

- Model Program: U.S. Department of Health and Human Services (U.S. DHHS)
- Exemplary Program: U.S. Department of Education
- International Achievement Award: Mentor Foundation
- National Registry of Evidence-based Programs and Practices: U.S. DHHS
- Research Tested Intervention Program: National Cancer Institute
- Champion Award: Sports Illustrated

Leaders in Creating Effective Health Promotion Programs

Provata Health physicians include Dr. Linn Goldberg who founded the Division of Health Promotion & Sports Medicine at the Oregon Healthy & Sciences University, serving as Division Head for 20 years. He has lead numerous National Institutes of Health (NIH) studies as Principal Investigator and Co-Investigator developing, testing, and validating Provata's team-based health promotion intervention paradigm. Dr. Goldberg's health promotion and behavior change programs for athletes have been disseminated to over 80,000 adolescents. They were signed into federal law in 2004 as model programs in a bill co-sponsored by Senator John McCain and Vice President (then Senator) Joe Biden. He is the recipient of national and international awards for his work developing and implementing health promotion programs focusing on innovative, team-based wellness interventions, including the Lifetime Achievement Award, President's Council on Physical Fitness, Sports and Nutrition.

Ask a Doctor: Answers to questions from participants using our platform's innovative "Ask a Doctor" feature are provided by U.S. licensed physicians spanning over 140 specialties with an average of 21 years in practice.

Biometric Screeners: Our biometric screening partner includes over 6,000 medical professionals nationwide offering comprehensive biometric health screening services. Clients of screening services include Google, Target, Yahoo, PricewaterhouseCoopers, eBay and KPMG. In 2016, our biometric screeners administered thousands of screenings in North Carolina, with 307 staff members located throughout the state. All staff complete our rigorous training program and they have the personality and passion to speak with each individual about what their health numbers mean. Each screening event has a lead coordinator who has gone through training and has substantial prior experience attending events. The lead coordinator ensures the event runs smoothly and efficiently, assisting staff if necessary. For remote employees and those unable to attend onsite events, individuals may visit LabCorp in their lab connection network. LabCorp has approximately 20 locations in the Raleigh area.