

Purdue Open-Enrollment 2018

Survey Results of Purdue Employees conducted by Human Resources

Report Prepared and Compiled By:

Evan K. Perrault, Ph.D.

Assistant Professor of Health Communication
Purdue University – Brian Lamb School of Communication
email: perrault@purdue.edu

Grace M. Hildenbrand, M.A.

Doctoral Student
Purdue University – Brian Lamb School of Communication

April 30, 2018



Table of Contents

	Page Numbers
Executive Summary	3
Purpose / Method	4
Campus Specific Results	
- West Lafayette	5-8
- Fort Wayne	9-11
- Northwest	12-14
- Extension/Other	15-17
All-Campus Results	
- General Health/Benefits	18-20
- Improvements to Benefitfocus Tool	20-21
- Benefits Knowledge	21
- Areas of Benefits Difficult to Understand	22-24
- Ways to Help Employees be Healthier	24-26
- Opinions toward Center for Healthy Living	26-28
Key Recommendations	29-30

Executive Summary

The following report details the results of a large survey of almost 2,700 Purdue employees regarding the knowledge, attitudes, and behaviors toward numerous components of the suite of benefits provided to them as Purdue employees. The findings reveal that there are key knowledge deficits among employees regarding all the benefits that Purdue provides to them. These data also provide perceived and actual barriers that employees encounter when trying to access benefits, which offer very clear key recommendations that the benefits team will want to consider implementing in both the short- and long-term.

These key recommendation based on the data collected, which are detailed further at the end of this report, include:

1. Continuing and expanding the use of Benefits Ambassadors
2. Improving HR's Benefits Website – adding a “Who to Contact?” area
3. Provision of “Bigger Ticket” incentive items to encourage healthy behaviors
4. Re-branding of the Center for Healthy Living

Should you have any questions surrounding the analyses of these data, please feel free to contact us.

Sincerely,



Evan K. Perrault, Ph.D.
perrault@purdue.edu



Grace Hildenbrand, M.A.
ghildenb@purdue.edu

Purpose and Methods

In late 2017, and early 2018, a survey was sent to all benefits-eligible Purdue employees asking them to complete a survey to assess their experiences with the most recent Benefits Open-Enrollment process. In total around 2700 employees completed all or most of the survey which assessed their knowledge of benefits, their attitudes toward HR Benefits Communication, the open-enrollment process, and ways to improve the process in the future. Additionally, employees provided their attitudes toward their own self-reported health, and employees at the West Lafayette campus provided their assessment of the Center for Healthy Living. The data in this report are meant to be used to determine ways Benefits Communication can be improved going forward, as well as providing baseline data from which to compare the efficacy of future improvements in the years ahead.

Participants

The average age of employees surveyed was 46.88 years (SD=12.08). The majority of the surveys completed were from the West Lafayette campus (79.7%), followed by Fort Wayne (7.0%), Northwest (6.4%), Extension (4.7%), and Other (2.1%).

Most participants were administrative/professional (43.6%) followed by clerical/service (22.6%), faculty (16.9%), management/professional (8.5%) and OpTech (8.4%). 70.9% are married, and 66.7% identified as female, with 30.1% male.

Results

For ease of comprehension, most of the results will be reported based on the employment location of the participants. The report will conclude with general results that are not necessarily location-dependent, and key recommendations for Benefits Communication going forward.

West Lafayette Campus

Usefulness of HR Tools to Help People with Benefits Enrollment (*n=2169*)

	<i>Not Useful</i>	<i>Somewhat Useful</i>	<i>Very Useful</i>	<i>Did not use</i>	<i>Not Aware of tool</i>
Mailed Benefit Guide	3.5%	33.9%	46.8%	10.7%	5.1%
Purdue Today Articles	5.8%	46.3%	24.4%	19.6%	3.8%
On Campus Presentations	1.9%	5.2%	8.9%	76.5%	7.4%
Online Presentations	2.8%	10.5%	7.5%	66.3%	12.9%
Emailed hr@purdue.edu	2.9%	12.8%	17.6%	65.0%	1.8%
Telephone Assistance	3.9%	3.2%	7.4%	81.8%	3.6%
One-on-One assistance	2.0%	2.7%	9.8%	81.9%	3.6%
Attended Open computer lab	1.8%	2.1%	7.4%	80.6%	8.0%
Benefits Website	3.4%	36.0%	48.5%	11.6%	0.6%
Benefit Ambassador	2.2%	3.9%	5.0%	72.8%	16.1%

Attitudes Surrounding Benefits Information (*n=2134*)

	<i>M</i>	<i>SD</i>	<i>t</i>	<i>df</i>	<i>p-value</i>
HR Provides me with easy to understand information surrounding benefits offerings	5.19	1.25	44.1	2133	<.001*
I feel knowledgeable about all the benefits Purdue offers	4.93	1.36	31.39	2131	<.001*
I know where to go to find benefits information	5.34	1.34	46.1	2132	<.001*
When I choose my benefits, I feel I know all I need to in order to make the best decision	4.93	1.45	29.56	2130	<.001*
HR could do a better job helping me understand all benefits offerings	4.10	1.50	2.94	2131	<.01*

Note: All attitudes were measured on a 7-point Likert scales where values closer to 7 indicate a stronger level of agreement. An * indicates significance at $p < .01$ from 4, the midpoint of the scale. Additionally, when these data were analyzed by employee units – Faculty have significantly more negative/stronger attitudes than any other employee units

Time Reviewing and Completing 2018 Benefits
(*n*=2235)

	Time Reviewing Benefits	Time Completing Benefits
< 15 minutes	9.3%	13.4%
15-30 minutes	27.3%	37.0%
30-45 minutes	24.0%	26.8%
45-60 minutes	19.2%	13.1%
> 60 minutes	20.1%	9.6%

Benefitfocus Attitudes (*n*=2160)

	Disagree	Neither Agree or Disagree	Agree
Easy to Use	13.0%	29.3%	57.7%
Clear Instructions	14.8%	28.2%	57.0%
Info and Costs Displayed were Clear	9.9%	22.3%	67.8%

Ease of Enrollment Compared to last year (*n*=2173)

- Easier = 27.0%
- Harder = 19.7%
- Same = 44.2%
- No comparison/not here last year = 9.0%

Have you ever contacted HR about your benefits? (*n*=2044)

- Yes = 64.3%
- No = 35.7%

Attitudes Toward Personal Health and Purdue Resources (*n*=2070)

	<i>M</i>	<i>SD</i>	<i>t</i>	<i>df</i>	<i>p-value</i>
Overall I feel as though I'm in good health	5.62	1.08	68.00	2069	<.001*
It is easy for me to be and stay healthy	5.03	1.35	34.76	2068	<.001*
I feel I could make better choices to be healthy	5.24	1.29	43.86	2067	<.001*
Purdue provides me helpful/useful resources to be and stay healthy	4.88	1.26	31.86	2065	<.001*
Purdue should incentivize me to be and stay healthy	5.28	1.48	39.50	2066	<.001*

Note: All attitudes were measured on a 7-point Likert scales where values closer to 7 indicate a stronger level of agreement. An * indicates significance at $p < .01$ from 4, the midpoint of the scale.

I currently have an established Primary Care Provider: (n=2050)

- Yes = 76.8%

- No = 23.2%

Center for Healthy Living Attitudes (n=2069)

	<i>M</i>	<i>SD</i>	<i>t</i>	<i>df</i>	<i>p-value</i>
I am aware of the CHL	6.30	0.80	130.1	2068	<.001*
I know where the CHL is located	6.06	1.32	70.9	2065	<.001*
I know all the services the CHL offers	4.68	1.63	19.1	2065	<.001*
The CHL is a great place to seek medical care	4.41	1.48	12.5	2067	<.001*
It's convenient to seek medical care at the CHL	4.47	1.66	12.7	2065	<.001*
It's easy to make an appointment at the CHL	4.50	1.51	15.0	2063	<.001*
I can get an appointment quickly with a provider at the CHL	4.23	1.49	7.1	2062	<.001*

Note: All attitudes were measured on a 7-point Likert scales where values closer to 7 indicate a stronger level of agreement. An * indicates significance at $p < .01$ from 4, the midpoint of the scale.

Overall Attitude toward CHL (n=2038)

Mean = 4.64

	Percentage	Frequency
Negative (1)	5.2%	106
2	5.8%	118
3	7.3%	148
4	31.6%	644
5	16.2%	331
6	19.3%	393
Positive (7)	14.6%	298

CHL Knowledge and Behaviors (n=2051)

	Yes	No	I don't Know
Can establish a PCP at the CHL	41.6%	3.3%	55.0%
Previously had PCP appt. at CHL	26.6%	64.2%	9.1%
Previously had wellness appt. at CHL	32.6%	57.9%	9.6%

Demographics

Married: (n=2020)

- Yes = 71.1%
- No = 28.9%

Highest Education: (n=2042)

- Never graduated HS = 0.001%
- High School / GED = 18.4%
- 2-year degree = 10.6%
- 4-year degree = 32.3%
- graduate degree = 38.7%

Employee Group: (n=2039)

- Administrative/Professional = 45.0%
- Clerical / Service = 22.4%
- Faculty = 15.0%
- Management/Professional = 8.3%
- OpTech = 9.3%

Gender: (n=2043)

- Male = 31.4%
- Female = 65.3%
- Transgender = 0.1%
- Other = 0.4%
- Prefer Not to Specify = 2.7%

Ethnicity/Race: (n=2038)

- Caucasian = 85.9%
- African American = 1.1%
- Hispanic = 1.3%
- Asian = 3.5%
- Native American = 0.4%
- Pacific Islander = 0.1%
- Other = 1.7%
- Prefer not to answer = 5.9%

Age:

- Mean = 46.77 years
- Range = 21-84

Fort Wayne Campus

Usefulness of HR Tools to Help People with Benefits Enrollment (N=193)

	<i>Not Useful</i>	<i>Somewhat Useful</i>	<i>Very Useful</i>	<i>Did not use</i>	<i>Not Aware of tool</i>
Mailed Benefit Guide	3.6%	32.6%	55.4%	4.7%	3.6%
Purdue Today Articles	14.0%	36.3%	11.4%	31.6%	6.7%
On Campus Presentations	6.3%	7.8%	20.8%	62.0%	3.1%
Online Presentations	5.7%	7.3%	13.0%	62.7%	11.4%
Emailed hr@purdue.edu	2.1%	15.0%	10.4%	63.2%	9.3%
Telephone Assistance	3.1%	3.6%	6.3%	77.6%	9.4%
One-on-One assistance	2.6%	2.6%	10.9%	78.1%	5.7%
Attended Open computer lab	2.1%	2.6%	7.8%	78.8%	8.8%
Benefits Website	3.6%	34.2%	49.7%	10.9%	1.6%
Benefit Ambassador	2.6%	2.1%	4.1%	64.2%	26.9%

Attitudes Surrounding Benefits Information (n=189)

	<i>M</i>	<i>SD</i>	<i>t</i>	<i>df</i>	<i>p-value</i>
HR Provides me with easy to understand information surrounding benefits offerings	5.19	1.38	11.8	188	<.001*
I feel knowledgeable about all the benefits Purdue offers	4.90	1.53	8.05	188	<.001*
I know where to go to find benefits information	5.26	1.47	11.82	188	<.001*
When I choose my benefits, I feel I know all I need to in order to make the best decision	5.01	1.57	8.86	188	<.001*
HR could do a better job helping me understand all benefits offerings	4.04	1.61	0.32	188	.75

Note: All attitudes were measured on a 7-point Likert scales where values closer to 7 indicate a stronger level of agreement. An * indicates significance at $p < .01$ from 4, the midpoint of the scale.

Time Reviewing and Completing 2018 Benefits (n=197)

	Time Reviewing Benefits	Time Completing Benefits
< 15 minutes	11.7%	11.2%
15-30 minutes	23.9%	39.8%
30-45 minutes	21.8%	25.0%
45-60 minutes	19.8%	14.8%
> 60 minutes	22.8%	9.2%

Benefitfocus Attitudes (n=190)

	Disagree	Neither Agree or Disagree	Agree
Easy to Use	11.0%	29.3%	59.7%
Clear Instructions	15.3%	27.4%	57.4%
Info and Costs Displayed were Clear	10.5%	24.1%	65.4%

Ease of Enrollment Compared to last year (n=193)

- Easier = 30.60%
- Harder = 16.1%
- Same = 45.6%
- No comparison/not here last year = 7.8%

Have you ever contact HR about your benefits? (n=181)

- Yes = 72.9%
- No = 27.1%

Attitudes toward Personal Health and Purdue Resources (n=180)

	<i>M</i>	<i>SD</i>	<i>t</i>	<i>df</i>	<i>p-value</i>
Overall I feel as though I'm in good health	5.57	1.11	18.95	179	<.001*
It is easy for me to be and stay healthy	4.96	1.38	9.28	179	<.001*
I feel I could make better choices to be healthy	5.33	4.30	13.82	179	<.001*
Purdue provides me helpful/useful resources to be and stay healthy	4.94	1.39	9.08	179	<.001*
Purdue should incentivize me to be and stay healthy	5.40	1.53	12.31	180	<.001*

Note: All attitudes were measured on a 7-point Likert scales where values closer to 7 indicate a stronger level of agreement. An * indicates significance at $p < .01$ from 4, the midpoint of the scale.

I currently have an established Primary Care Provider: (n=179)

- Yes = 80.4%
- No = 19.6%

Demographics

Married: (n=179)

- Yes = 69.8%
- No = 30.2%

Highest Education: (n=180)

- Never graduated HS = None
- High School / GED = 11.1%
- 2-year degree = 7.8%
- 4-year degree = 30.0%
- graduate degree = 51.1%

Employee Group: (n=181)

- Administrative/Professional = 28.7%
- Clerical / Service = 31.5%
- Faculty = 27.1%
- Management/Professional = 8.8%
- OpTech = 3.9%

Gender: (n=180)

- Male = 30.0%
- Female = 66.7%
- Transgender = 1.1%
- Other = N/A
- Prefer Not to Specify = 2.2%

Ethnicity/Race: (n=180)

- Caucasian = 82.8%
- African American = 3.3%
- Hispanic = 2.2%
- Asian = 2.8%
- Native American = 0.6%
- Pacific Islander = N/A
- Other = 2.27%
- Prefer not to answer = 6.1%

Age:

- Mean = 47.4 years
- Range = 24-68

Northwest Campus

Usefulness of HR Tools to Help People with Benefits Enrollment (N=176)

	<i>Not Useful</i>	<i>Somewhat Useful</i>	<i>Very Useful</i>	<i>Did not use</i>	<i>Not Aware of tool</i>
Mailed Benefit Guide	3.4%	22.7%	58.5%	11.9%	3.4%
Purdue Today Articles	7.5%	41.4%	22.4%	24.1%	4.6%
On Campus Presentations	4.0%	7.5%	24.7%	60.9%	2.9%
Online Presentations	3.4%	8.0%	14.9%	66.1%	7.5%
Emailed hr@purdue.edu	5.2%	14.9%	22.4%	55.7%	1.7%
Telephone Assistance	4.6%	2.9%	16.6%	72.6%	3.4%
One-on-One assistance	2.9%	3.4%	29.7%	61.7%	2.3%
Attended Open computer lab	2.9%	1.1%	20.1%	72.4%	3.4%
Benefits Website	5.1%	24.6%	53.1%	16.6%	0.6%
Benefit Ambassador	3.4%	1.1%	11.5%	67.8%	16.1%

Attitudes Surrounding Benefits Information (n=167)

	<i>M</i>	<i>SD</i>	<i>t</i>	<i>df</i>	<i>p-value</i>
HR Provides me with easy to understand information surrounding benefits offerings	5.62	1.14	18.33	166	<.001*
I feel knowledgeable about all the benefits Purdue offers	5.25	1.25	12.89	166	<.001*
I know where to go to find benefits information	5.68	1.17	18.55	166	<.001*
When I choose my benefits, I feel I know all I need to in order to make the best decision	5.28	1.46	11.38	166	<.001*
HR could do a better job helping me understand all benefits offerings	3.74	1.54	-2.15	166	.033

Note: All attitudes were measured on a 7-point Likert scales where values closer to 7 indicate a stronger level of agreement. An * indicates significance at p<.01 from 4, the midpoint of the scale.

Time Reviewing and Completing 2018 Benefits (n=179)

	Time Reviewing Benefits	Time Completing Benefits
< 15 minutes	8.9%	8.3%
15-30 minutes	19.6%	39.4%
30-45 minutes	31.3%	28.3%
45-60 minutes	21.2%	16.7%
> 60 minutes	19.0%	7.2%

Benefitfocus Attitudes (n=175)

	Disagree	Neither Agree or Disagree	Agree
Easy to Use	10.3%	29.1%	60.6%
Clear Instructions	14.8%	23.9%	61.4%
Info and Costs Displayed were Clear	10.8%	19.9%	69.3%

Ease of Enrollment Compared to last year (n=175)

- Easier = 28.6%
- Harder = 16.6%
- Same = 44.0%
- No comparison/not here last year = 10.9%

Have you ever contact HR about your benefits? (n=158)

- Yes = 76.6%
- No = 23.4%

Attitudes toward Personal Health and Purdue Resources (n=159)

	<i>M</i>	<i>SD</i>	<i>t</i>	<i>df</i>	<i>p-value</i>
Overall I feel as though I'm in good health	5.38	1.26	13.77	158	<.001*
It is easy for me to be and stay healthy	4.74	1.48	6.34	158	<.001*
I feel I could make better choices to be healthy	5.30	1.24	13.11	157	<.001*
Purdue provides me helpful/useful resources to be and stay healthy	5.09	1.36	10.16	158	<.001*
Purdue should incentivize me to be and stay healthy	5.04	1.67	7.83	158	<.001*

Note: All attitudes were measured on a 7-point Likert scales where values closer to 7 indicate a stronger level of agreement. An * indicates significance at $p < .05$ from 4, the midpoint of the scale.

I currently have an established Primary Care Provider: (n=158)

- Yes = 88.0%
- No = 12.0%

Demographics

Married: (n=158)

- Yes = 69.6%
- No = 30.4%

Highest Education: (n=157)

- Never graduated HS = None
- High School / GED = 8.3%
- 2-year degree = 11.5%
- 4-year degree = 29.9%
- graduate degree = 50.3%

Employee Group: (n=156)

- Administrative/Professional = 37.2%
- Clerical / Service = 24.4%
- Faculty = 25.6%
- Management/Professional = 3.2%
- OpTech = 9.6%

Gender: (n=156)

- Male = 22.4%
- Female = 74.4%
- Transgender = N/A
- Other = N/A
- Prefer Not to Specify = 3.2%

Ethnicity/Race: (n=156)

- Caucasian = 73.7%
- African American = 5.8%
- Hispanic = 7.7%
- Asian = 1.9%
- Native American = N/A
- Pacific Islander = N/A
- Other = 1.9%
- Prefer not to answer = 9.0%

Age:

- Mean = 49.34 years
- Range = 23-72

Extension / Other Campuses

Usefulness of HR Tools to Help People with Benefits Enrollment (*N=191*)

	<i>Not Useful</i>	<i>Somewhat Useful</i>	<i>Very Useful</i>	<i>Did not use</i>	<i>Not Aware of tool</i>
Mailed Benefit Guide	4.2%	25.1%	42.9%	13.1%	14.7%
Purdue Today Articles	5.3%	50.0%	17.4%	25.8%	1.6%
On Campus Presentations	10.6%	2.6%	2.6%	65.1%	19.0%
Online Presentations	3.7%	18.8%	8.4%	50.8%	18.3%
Emailed hr@purdue.edu	2.1%	20.4%	20.9%	53.9%	2.6%
Telephone Assistance	4.7%	5.8%	8.4%	76.8%	4.2%
One-on-One assistance	2.1%	4.2%	10.4%	77.6%	5.7%
Attended Open computer lab	4.2%	1.6%	0.5%	77.4%	16.3%
Benefits Website	1.0%	40.6%	52.6%	5.7%	0.0%
Benefit Ambassador	2.1%	4.7%	3.2%	65.3%	24.7%

Attitudes Surrounding Benefits Information (*n=188*)

	<i>M</i>	<i>SD</i>	<i>t</i>	<i>df</i>	<i>p-value</i>
HR Provides me with easy to understand information surrounding benefits offerings	5.34	1.08	16.88	187	<.001*
I feel knowledgeable about all the benefits Purdue offers	4.89	1.37	8.92	187	<.001*
I know where to go to find benefits information	5.35	1.20	15.51	188	<.001*
When I choose my benefits, I feel I know all I need to in order to make the best decision	4.99	1.25	10.93	187	<.001*
HR could do a better job helping me understand all benefits offerings	4.21	1.44	1.67	188	.051

Note: All attitudes were measured on a 7-point Likert scales where values closer to 7 indicate a stronger level of agreement. An * indicates significance at $p < .01$ from 4, the midpoint of the scale.

Time Reviewing and Completing 2018 Benefits (*n*=193)

	Time Reviewing Benefits	Time Completing Benefits
< 15 minutes	4.1%	8.8%
15-30 minutes	28.5%	34.2%
30-45 minutes	25.4%	32.6%
45-60 minutes	20.7%	17.6%
> 60 minutes	21.2%	6.7%

Benefitfocus Attitudes (*n*=190)

	Disagree	Neither Agree or Disagree	Agree
Easy to Use	5.3%	30.0%	63.7%
Clear Instructions	5.3%	32.1%	62.6%
Info and Costs Displayed were Clear	5.3%	20.5%	74.2%

Ease of Enrollment Compared to last year (*n*=191)

- Easier = 36.1%
- Harder = 12.0%
- Same = 42.9%
- No comparison/not here last year = 8.9%

Have you ever contact HR about your benefits? (*n*=185)

- Yes = 60.5%
- No = 39.5%

Attitudes toward Personal Health and Purdue Resources (*n*=186)

	<i>M</i>	<i>SD</i>	<i>t</i>	<i>df</i>	<i>p-value</i>
Overall I feel as though I'm in good health	5.70	1.06	21.88	185	<.001*
It is easy for me to be and stay healthy	5.03	1.36	10.26	184	<.001*
I feel I could make better choices to be healthy	5.36	1.29	14.36	185	<.001*
Purdue provides me helpful/useful resources to be and stay healthy	4.58	1.40	5.63	184	<.001*
Purdue should incentivize me to be and stay healthy	5.42	1.26	15.48	185	<.001*

Note: All attitudes were measured on a 7-point Likert scales where values closer to 7 indicate a stronger level of agreement. An * indicates significance at $p < .05$ from 4, the midpoint of the scale.

I currently have an established Primary Care Provider: (*n*=186)

- Yes = 84.4%
- No = 15.6%

Demographics

Married: (n=186)

- Yes = 71.5%
- No = 28.5%

Highest Education: (n=183)

- Never graduated HS = None
- High School / GED = 7.0%
- 2-year degree = 5.4%
- 4-year degree = 18.8%
- graduate degree = 68.8%

Employee Group: (n=183)

- Administrative/Professional = 48.1%
- Clerical / Service = 14.2%
- Faculty = 21.3%
- Management/Professional = 14.8%
- OpTech = 1.6%

Gender: (n=185)

- Male = 22.7%
- Female = 75.1%
- Transgender = N/A
- Other = 0.5%
- Prefer Not to Specify = 1.6%

Ethnicity/Race: (n=186)

- Caucasian = 90.9%
- African American = 1.6%
- Hispanic = 0.5%
- Asian = 1.6%
- Native American = 0.5%
- Pacific Islander = N/A
- Other = N/A
- Prefer not to answer = 4.8%

Age:

- Mean = 45.45 years
- Range = 23-74

All Campus Results

Knowledge of Benefits Ambassadors (n=2685)

Even though the Benefits Ambassadors program is only in its second year, a large number of employees have heard of the program, but a much smaller number know precisely who their Benefits Ambassador is.

	Yes	No
Know about the BA program	34.3%	65.7%
Know who their BA is	13.6%	86.4%

Knowledge of Common Primary Care Providers

As the number of medical students entering primary care as a specialty declines, the number of Nurse Practitioners and Physician Assistants to take the place of MDs and DOs is increasing. If part of the Healthy Boiler program is to have someone establish a primary care provider, it will be important to understand if employees are aware that NPs and PAs can do many of the same tasks as a doctor (e.g., write prescriptions, diagnose illnesses, order lab tests). If not, these employees may not know that these providers can also be utilized as their established primary care providers.

Responsibility		Provider		
		Physician	Physician Assistant	Nurse Practitioner
Can write prescriptions for medications	True	2550 (99.0%)	1301 (50.8%)	1858 (72.5%)
	False	3 (0.1%)	606 (23.7%)	297 (11.6%)
	Unsure	22 (0.9%)	652 (25.5%)	409 (16.1%)
Can diagnose illnesses	True	2533 (98.5%)	1300 (50.8%)	1803 (70.2%)
	False	6 (0.2%)	604 (23.6%)	325 (12.7%)
	Unsure	33 (1.3%)	653 (25.5%)	439 (17.1%)
Can order laboratory tests	True	2543 (98.9%)	1634 (63.8%)	2009 (78.4%)
	False	2 (0.1%)	325 (12.7%)	140 (5.5%)
	Unsure	26 (0.9%)	604 (23.6%)	415 (16.2%)

Number of Providers Considered

On average, employees are doing their homework to find the best choice of healthcare provider for themselves. Employees indicate that the average number of providers they consider before making their decision is 3.29. About 86% of employees indicated they consider between 2-5 providers before making their decision.

Where are Employees Seeking information about Healthcare Providers?

A question also asked employees where they are seeking information about healthcare providers, to determine where Purdue might be able to devote resources. While it is not surprising that interpersonal referrals were common resources, employees are also going online – a channel that Purdue HR (especially the website of the Center for Healthy Living) could play a role improving.

Where are employees gathering information about healthcare providers? (n=2849)

Source	Percentage (n)
Friends	68.0% (1937)
Acquaintances/colleagues	59.2% (1688)
Online biographies provided by healthcare provider	58.2% (1657)
Family members	51.2% (1460)
Patient comments online	48.3% (1376)
Other providers	44.1% (1256)
Other	7.4% (210)

* Common “other” responses were: Castlight, Anthem, Google

Retirement

One item asked about confidence in saving for retirement. Employees indicated on a scale of 1-7 (1 = strongly disagree; 7 = strongly agree) with a mean value of 4.63.

I am Confident in my ability to successfully save for retirement
(n=2541) Mean = 4.63

	Percentage	Frequency
Strongly Disagree	5.6%	143
Disagree	9.5%	242
Somewhat Disagree	12.0%	304
Neither Agree nor Disagree	8.8%	223
Somewhat Agree	27.7%	705
Agree	26.2%	665
Strongly Agree	10.2%	259

Suggestions for Improving the Benefitfocus Tool (n=1290)

Almost 1,300 employees provided open-ended feedback regarding suggestions they would like to see implemented in the Benefitfocus tool for next year. Recurrent themes present in the responses are discussed below.

Navigation. Many employees mentioned navigation of the tool as a key problem. Based on responses, it appears the tool would keep bringing people to the top of the screen when they navigated away, instead of the spot where they were previously at in their selections.

People also thought there were too many “clicks” that needed to take place in order to see all the relevant information to make an informed decision. For example, one employee stated, “If we can order on Amazon with one click, why not do the same with benefits (have all the information open when selecting the particular benefit).” Employees also wished they could just click on a link stating “I want everything the same as last year” instead of having to go through all of the information.

Confirmation. A number of employees indicated uncertainty or worry after submitting – not knowing if their selections went through. For example, “I would like a confirmation email that my benefits enrollment was completed. I was nervous just clicking a ‘save’ button with no confirmation that it was all submitted correctly.”

Benefit Separation. Many employees also mentioned the overwhelming number of choices they are forced to make (or click on) within the tool. Multiple responses asked whether the major ones (like health) could be their own separate process – and all the “other” benefits that are add-ons be part of a separate process/enrollment.

Side-by-side comparisons. Employees also indicated they wished the tool would show them what they had last year – a comparison tool. “It would also be helpful to see what I chose last year as I select the options for the new year...just like we used to have with the old enrollment tool.” For example, many would like to know what they spent last year, and immediately see how much their premiums would go up-or-down depending on the new selections they were making.

Knowledge of Benefits (n=1838)

Employees were also asked to list as many of the benefits they could recall that Human Resources offers to employees. In total, there are 14 benefits that HR indicates they want employees to be knowledgeable about. Responses were analyzed to determine how many, and which benefits, are the most recalled by employees. The average number of benefits employees were able to recall was 4.39, or about one-third of all benefits offered.

<i>Employee Knowledge of Benefits Offered</i>		
<i>Benefit</i>	<i>Frequency (n)</i>	<i>Percent</i>
Medical/Prescription	1537	83.6%
Dental	1259	68.5%
Insurance-Other	1131	61.5%
Vision	1033	56.2%
Retirement	548	29.8%
Disability	507	27.6%
Voluntary Benefits	488	26.6%
FSA/HSA	371	20.2%
Leaves	286	15.6%
Wellness Incentive Program	155	8.4%
Onsite Wellness Clinic	142	7.7%
Employee Assistance	70	3.8%
Tuition Fee Remission	58	3.2%
Family Friendly	43	2.3%

Note: Percentages are based on the number of participants who provided a response to the question.

Areas of Benefits Hard to Understand (n=1692)

Employees were asked an open-ended question about what aspects of benefits they found difficult to understand. Of all employees who completed the survey, about 59% responded to this question. A few persistent themes from the employee responses are reviewed.

Who to contact. Numerous employees expressed that they had trouble determining whom to contact in the Human Resources office to answer their questions. Most of these responses related to specific types of issues as opposed to general contact information. For instance, employees listed “Who to contact with what question;” “Who to contact with issues;” “Who to contact with specific questions about specific life scenarios;” and, “Who to contact with questions that you can’t find the answer to online.” Examples of other comments included:

- “Who to contact? Too many outside companies that you have to contact instead of working with internal staff here at Purdue.”
- “For instance, I was trying to decide the best plan since I am pregnant but the HR person couldn't really give me much information or help me decide. It would be nice to have people to speak to that can help you decide what's best.”
- “I currently just contact general HR. If that's correct, then that's wonderful! But if there is someone else, then I'm not sure who that is.”
- “Who to contact with issues. I can usually find out but it takes some digging at times. Perhaps a sticker with benefits phone numbers to stick in my office would be helpful.”
- “Who to contact is the biggest issue. I don't have to completely understand everything about premiums, eligibility, etc. as long as I know WHO does understand and can answer my questions.”
- “Who to contact is a big issue. Now that we no longer have a paper phone directory, it is very hard to figure out who to contact. I feel the HR website needs to be easier to navigate. Maybe a who to contact page would be helpful.”

Premiums/Deductibles. Many employees listed specific elements of benefits that they could not understand, and one of the most frequently mentioned elements was premiums and deductibles. Beyond simply stating “premiums and deductibles,” employees listed “total premiums and total out of pocket;” and, “premium and how it works.” Other examples from this theme are as follows:

- “Premiums/co-pays/etc. are always a challenge. The more places these are posted, the better.”
- “Premiums, and what specifically is covered. Yesterday I wanted to look at the in depth information that shows what specifically is covered and at what percentage in my plan. It took me quite a while to find this information, I looked through the benefits section of the Employee portal and then on the benefits site. I was never able to find it on the benefits site. I eventually found it in the employee self service area. It was really frustrating.”

- “Premiums vs benefits am I over-covered for some benefits with gaps in others if my spouse elects to cover me in his family.”
- “Premiums and deductibles. My deductibles are ludicrous. I feel our coverage is awful. I'm paying significant amounts for premiums and still paying incredibly large deductibles. I feel we're getting shafted coming and going.”
- “Premiums and deductibles were difficult to understand for each coverage package provided.”

Retirement. Regarding particular benefits that were difficult for employees to understand, retirement was one of the most commonly mentioned benefits. Employees listed retirement as being complex and wanting more information related to retirement.

- “What's particularly hard to understand are Purdue's retirement benefit plans.”
- “The Retirement / 401K options.”
- “Such as retirement-no clue what & if I have in my retirement account.”
- “Retirement: are there people at HR who can help or do I always have to go directly to the provider. The few times I've sent emails to HR email addresses I haven't EVER received an answer of any kind.”
- “Retirement stuff! I feel grossly inadequate to make decisions regarding this stuff.”
- “Retirement options and contributions/monitoring. I meet with HR and thought I understood that I was enrolled but it turned out I only had the employer contributions for the last 1.5 years since I started and did not realize I had to go in myself to make elections to a separate 403B account that was not matched. Or does it get matched at some point? I'm still not sure.”
- “Retirement is complicated and has many variables, confusing.”
- “Retirement benefits I feel should be addressed more. It would be nice if both the PERF and or Fidelity plans were better explained as well as what Purdue puts into your PERF for the employees. And or have more informative classes throughout the year to help employees better understand what they need to change in their retirement plans.”

Health Savings Accounts (HSAs). Another specific benefit employees claimed to have trouble understanding was Health Savings Accounts (HSAs), and secondarily Flexible Spending Accounts (FSAs). Comments included: “HSAs befuddle me;” “How to file for HSA reimbursements;” and, “HSA maximums and tax liabilities.” Other statements related to lack of understanding regarding HSAs and FSAs were as follows:

- “The HSA card...what is covered over the counter and what is not.”
- “Who qualifies to use HSA and FSA accounts?”
- “Whether or not the HSA contribution limit needs to be reduced if I'm planning to use one of the cash-back incentives (designating a PCP, having a checkup).”
- “Where can I use my HSA credit card and what documentation do I need to submit when I do? Does it work at any doctors office, dentist or pharmacy?”
- “The HSA programs for the different levels of benefits.”
- “The difference between HSA and FSA. I have one but not the other; and I don't think I'd ever need the other; but I could be wrong. Confusing.”
- “I enrolled for a FSA dependent care account. I'm a little unsure of how withdrawing these funds will work. I'm assuming it will go through payflex like my HSA account, but I haven't received any additional documentation on it yet.”

- “HSA contributions from Pu vs employee voluntary contribution. Other health savings plans where to find who is in network vs outside understanding which labs around Lafayette are covered.”
- “How the HSAs are funded, and how they can be used.”
- “Cost benefit analysis of lower deductible plan vs. HSA plan for our family. The price off the top is drastically different, but last year was so hard to pay so much out of pocket with the high deductible plan.”

How can Purdue Help Employees Be Healthier? (n=1542)

The open enrollment survey included an open-ended question asking employees for their suggestions for what Purdue could do to help employees become healthier individuals. A little over half (54%) of employees provided a response to this question. Several themes arose from the data.

Free or discounted gym membership. Many employees mentioned their desire for free or reduced price gym use or membership, both at the CoRec on Purdue’s campus and at other gyms. Sample responses included: “Reimbursement for gym membership;” and, “Use of the Purdue co-rec be FREE to employees.” Examples of other gym related requests included:

- “The co-rec could be cheaper for Purdue Employees.”
- “Stop charging employees for university fitness membership.”
- “See if they can get discounts to Gyms in the Lafayette area such as Snap Fitness or Planet Fitness. The Cordova Rec Center is too expensive for me and my family.”
- “Provide funds to offset costs of gym memberships. I’m a regular gym goer who pays a lot of money to do small group training. That helps me stay healthy and strong but most people can’t afford it.”
- “Provide a health club membership benefit or admittance to the CoRec. Currently, the CoRec rate is around the same or more as most health clubs in town.”
- “Make the rec center more affordable. The rec center also is not a convenient location for everyone, so it would be nice to have some sort of incentive, or discount for joining other gyms in the area.”

Healthy food options on campus. A common complaint provided by employee participants in response to this question was a lack of healthy, affordable food on campus.

- “The meals offered in the cafeteria aren’t the most nutritionally sound. My only option for something not entirely sodium or fat laden is a salad. I’d like to see more options than pizza pockets and chicken fingers.”
- “The food at the dining court is delicious but I wish there was a wider variety of tasty food that was healthier.”
- “Stop providing soft drinks and snack foods in such convenient places. Offer truly healthy choices in dining areas. Organic may be more expensive, but if you’re really wanting people to be healthier, provide organic choices and food with less sugar and salt.”

- “Start with the food that is sold on campus. Stop offering lunch meats, pizzas, and fried foods. Increase healthy options beyond a small salad bar (that's not there all day). Do a lunch cart throughout buildings with healthy lunch options (salads, vegetarian wraps, etc.)...”
- “Provide affordable and healthy food options on campus. The union has one salad place, but even their options are extremely limited and not of good quality. I realize that a lot of the food is geared towards students and maybe that's what they want to eat, but one basically has to leave campus to get something moderately healthy. Also, there are very few vegetarian/vegan options -- it's especially ridiculous that the Sagamore room doesn't offer anything on that front, given that Purdue has a lot of international visitors with complicated dietary requirements.”

Wellness incentives. Though Purdue is offering a new wellness incentive program, many employees listed suggestions for wellness incentives. Employees stated: “Provide incentives to want to be healthier”; and, “Offer incentives for attending classes/exercise sessions.” Some employees seemed to be aware of the incentive program while others did not.

- “Provide rewards for healthy eating as well as exercise--for example it would be great if belonging to a vegetable CSA was supported in some way.”
- “Provide more incentives or challenges (wellness does a lot of fun challenges).”
- “Provide incentives to maintain a healthy weight, blood pressure, etc.”
- “Provide incentives for runs and walks, if body fat is under a certain percentage.”
- “Offer incentives to maintain a healthy lifestyle. I'm not a smoker and I'm not overweight - a lot of the incentives are geared towards those types of individuals. Having incentives to help maintain a healthy lifestyle as far as staying active and eating healthy would be great for those that don't fall in the smoker, or overweight categories.”

Less stressful work environment. Many employees indicated the desire for a less stressful job or better work/life balance in order to be healthy. Examples included: “Take away some of the stress;” “Better work life balance and less stress in the workplace;” and, “Reduce my work load.” Other sample employee responses are as follows:

- “Take a much more proactive approach to work-life balance. Purdue administration seems to have an unwritten policy to extract as much time and effort out of its faculty as they can get--regardless of the negative effects on each person's health. Until wellness permeates administration, all of the efforts HR does to create a healthier faculty only increase the amount of stress in our workplace.”
- “Reduce workplace stress ... There is increasing more to do and less resources. I would prefer not to work 16 hour days.”
- “Reduce stress in the workplace by training supervisors.”
- “Provide a more reasonable workload so I could get out and exercise during the day. Due to keeping tuition flat and other reasons we are understaffed, many of our support functions don't exist as they have in the past. Thus, I spend a few hours each day doing routine tasks and fighting Purdue's dysfunctional accounting processes, before I can get to my real work done of teaching, research, and outreach.”
- “Make this a less stressful place to work. It seems like the campus environment is becoming less friendly and more contentious.”

Standing desks. A common response among employees was to request that Purdue provide them with standing desks in order to avoid sitting for several hours while working.

- “Give people an option to purchase standing desks and not only the special few who work for the Vice Chancellors.”
- “Provide workstations that allow you to stand as well as sit while working.”
- “Provide more support for workplace health - I work primarily at a desk and have back problems. I am a young working professional who has never had these kinds of problems and I worry about the long-term effect sitting a desk for extended periods of time. As a generally healthy person with no pre-existing medical conditions or illness, have musculoskeletal issues at a young age concerns me greatly. So, I stack some boxes up on my desk into a makeshift standing desk so that I can make the best health decisions for myself. The monetary incentive is appealing, particularly if I could use it to purchase a standing desk.”
- “Have meeting spaces with standing desks.”

Opinions toward Center for Healthy Living (n=1389)

One open-ended question was asked to only employees of the West Lafayette campus asking them to explain their opinions toward the Center for Healthy Living. In total, 62% of all employees responded to this question. Recurrent themes present in their responses will be detailed.

Prior Experiences leading to Negative Reactions. Many employees provided personal examples why they do not have the most positive feelings toward the CHL. For example, employees stated having to wait “3 weeks to get seen;” and, “when I needed them most last year I could not get an appointment. I had to book 4-6 weeks out.” Other comments included:

- “Each time I have gone there, whether for blood work only or an actual appointment, the front desk individuals were constantly overheard complaining about other staff members and even patients - loud enough that I did not strain to hear. I repeatedly mentioned this to medical staff and it continued. The final event to my discontinuation of seeking medical care there was when I went in for blood work and signed in and had a seat. I was waiting over 30 minutes and asked the front desk ladies if they could possibly check with the staff on when I might be called back and she rudely said it was after 4 - they don't do blood after 4, even though I signed in 5 minutes prior to that time. Granted, these scenarios were at least 2 years ago and things may have changed, but I will prefer to not take my chances.”
- “I had a very bad experience this summer...a nurse was very rude...and the doctor was not professional either...it was an awful and disappointing experience there and I would never return.”
- “I had a BAD experience there several years ago...I would NEVER go back due to the way I was treated. I also would not recommend this facility to any friends or co-workers.”

Heard through the Grapevine. Many people stated their opinions of the CHL was from second-hand information, and not their own experiences. Statements like these include:

- “I have not heard great things about the facility, so I have not tried to seek advice from there.”
- “I do not know much about the Center and what it offers. Also, I have heard that there are not enough physicians and it takes too long to schedule an appointment. I'm not sure if this is true, but it's what I have heard.”
- “I have heard plenty of my co-workers complain that it's difficult to get an appointment and when they do have an appointment they feel they are a number and not a patient.”
- “I've heard people go to the Center for Healthy Living and the center never sends paperwork to the PCP. What's the real benefit to using the Center for Healthy Living because it just feels like an extra step or something that will confuse issues with how insurance works today?”
- “The reputation isn't that great in the community. Haven't heard very good things about services.”

Wished it operated more like an Urgent Care – And Extended Hours. Numerous employees stated they wished the center operated more like an urgent care facility, and also had extended hours.

- “It's super hard to get an appointment when you need it. They book up so fast! Can we have urgent care times?”
- “It's horrible. I've tried several times to use the center when I would ordinarily have gone to an Urgent Care Center. When I've actually gotten through to a real person, I've found that appointments within a reasonable time are always unavailable. When the center was first discussed, employees were led to believe that a walk-in clinic, like the local Urgent Care centers would exist. Therefore I've found this center to hold no value to me.”
- “It would be better if it operated more like an urgent care facility.”
- “It should be a walk in facility like urgent care since it is close to campus, I would be likely to use it in that case. Once I was sick and went there and couldn't get in and had to drive to Arnett urgent care. I should not have even tried that center.”
- “I think they need to have an "urgent care" function for the employees and their families. It took way too long to try and get an appointment to see a doctor and/or psychologist.”
- “I think the CHL is a great resource. However, more support is needed outside of working hours for 2-career families. For example, many doctor's offices will run early morning hour walk-in clinics or walk-in clinics late in the evenings either every day or several days a week. This really helps when kids pop up sick because you can just take them in--no waiting for an appointment or having to take off work for a simple ear infection or to get a strep test. Staying open until 6 or 6:30 does not really provide enough time because most working parents don't get off work until 5:30 or so and then have to go get their kids. By that time if the center is only open until 6 or 6:30, there's not enough time to take them. It would be nice to have a couple days a week when it's open until about 7:30 or 8pm. I think walk-in and more evening hours would really cut down on the number of times we have to go to Urgent Care vs. the CHL or a regular doctor's office (though notably I've actually had urgent care work out cheaper than a regular doctor's office (but not cheaper than CHL) because of some of the pricing schedules at the offices in town). For people that have now established relationships with outside doctors, I doubt you will get them to switch, but for new people coming in this might help them start using the center before they get established somewhere else, with the hope that over time a shift would occur. I know they have the NurseLine, but I always wonder what they can actually do--I mean they can't perform a strep test over the phone/computer, can they? Can they listen to a child's chest over the phone/computer? By the time I am comfortable that it is not just a virus or cold and am ready to take my child to the doctor, I

need an action that can only really be performed in person--like a strep test or ear exam for ear infection.”

- “A couple of things: 1. We need more same day appointments. Example: my daughter could not be seen till 1PM, which meant either she missed most of her school day, or I had to come to work, back home to get her, return for CHL appt., return her home, and come back to work. So because of that, we ended up going to Arnett Urgent Care, being seen, and she was in school at 8:30 am, and I only missed approx. an hour of work. The other scenario would have consisted in about four hours of missed work (besides the stress of finding another parking spot). 2. CHL needs to be opened on Saturday mornings (something like 8am to 3pm) that would really make me use it more. They need to have extended hours - at least be open till 7pm. I would love to be able to schedule appts for 6pm - allowing me to go home, grab the child, and return to campus. I realize Purdue provides us sick leave - but I'm a "farm girl" and was raised that you are to be at work during the work day.”

Lack of knowledge about what it does / confidentiality. Many employees commented that they questioned the center’s and providers’ legitimacy, did not really know what the CHL could do for them (e.g., whether they could establish primary care there), and also had misconceptions about data sharing practices.

- “That it's not as "medical" as like a real doctor's office ... that it's like a CVS minute-clinic or one step below an urgent care facility ... that they do small wellness stuff (flu shots) but I don't know what other functionality they have. Paying for insurance, I want to get the most out of my benefits -- I don't believe it's any cheaper for me to go there as it is just as convenient to go to a "real" facility that is also pretty close by. Sorry.”
- “I don't really know if it is a real doctor's office or not.”
- “It needs to have real doctors working there.”
- “Recently, I tried to get an appt. for a cold and wasn't able to be seen for a week and that was with an NP or PA, and not a real doctor. Educated people know the difference. I had to go to my GP who got me in. Losing Dr. Cooper was huge!”
- “I didn't know they were real doctors.”
- “I have never used the Center for Healthy Living. I've been using my OBGYN for most medical needs as I have had 2 babies in the last 3 years. I would like to use the Center if I can establish a primary care physician with them.”
- “I have concerns that my private health information may be compromised to upper management at Purdue. I feel that my health needs should be kept separate.”
- “I feel that using the Center for Healthy Living makes my health information too easily accessible to my employer.”

The “Look” or “Location” of the CHL. Many people made comments about the appearance of the facility, and where it is located, factoring negatively into their opinions.

- “Aesthetically, it looks a bit abandoned. However, I have heard that they're improving their timeliness for appointments and becoming more readily available to staff members and family. Personally, I have not scheduled an appointment or made use of their facilities.”
- “Don't like all the center windows got blocked off, you don't know what you will walk into.”
- “The location is inconvenient.”
- “Location is not a convenient spot, being on the perimeter of campus.”
- “It would be better if they had a more central location on campus and we could walk there.”
- “While they are on campus, I generally find it inconvenient to make my way over to their building if I needed to make an appointment. More than anything else, it is just not a convenient location for me.”
- “Good for lab work, but inconvenient location.”

Key Recommendations

Taking into account both the quantitative and qualitative responses provided in this year's survey, some key recommendations emerge, many that can be addressed with short-term communication improvements, and others that will likely take a little more time.

1. Continuing and Expanding Use of Benefits Ambassadors:

While about one-third of employees knew about the BA program, even fewer knew who their BA was. Benefits Ambassadors can potentially be the key drivers of benefits information to employees, especially those whom are hard to reach with HR's traditional methods of communication.

Previous data collected from current BAs indicate that a key struggle they think they will face in performing their functions include a perceived lack of entitlement to address benefits-related information with their peers.

Bestowing a formal certification on BAs, and potentially providing them some sort of compensation, may be effective at increasing their perceived authority among their peers to educate them about all benefits Purdue offers. This should be seen as a priority given that most employees know about medical and health benefits Purdue offers, but less than one-third know about all the other types of benefits Purdue provides to its employees.

2. Improvements to HR's Benefits Website – "Who to Contact?"

Employees repeatedly indicated that a key area of confusion regarding their benefits was simply trying to determine who to contact regarding questions they had about a specific policy or service. Many of the other areas of confusion employees had about benefits (e.g., retirement, premiums, HSAs) could likely be mitigated by helping employees more easily determine who to contact about these specific misunderstandings.

Therefore, it is recommended that a primary link on the Benefits Homepage be provided that can bring people to a newly created page that lists some of the common concerns/questions HR is regularly asked, and then provide the precise phone numbers or contact information for the individuals who can help field those questions. See below for a recommendation on where this new link could be provided on the Benefits Homepage.



3. Provision of “Bigger Ticket” incentive items to encourage healthy behaviors:

Many employees indicated they would like free, or reduced cost, gym memberships to strive to be healthier. While providing this service to all employees is likely to be cost prohibitive, perhaps an arrangement could be made where HR does pay for memberships to campus health centers for faculty and staff (e.g., CoRec, Ismail Center) but only on the condition that employees utilize the center a predetermined number of times per month/year. If attendance activity (e.g., via swiping an ID) indicated that employees who were provided this service were not using it, they would be charged the cost of the membership at the end of the month/year. If or when additional facility improvements to the Center for Healthy Living are made, the addition of a gym facility that is free for employees and families to use may be beneficial.

Another common response was providing “standing desks” to employees. HR might consider offering standing desks to employees as incentives for participating in certain Benefits-sponsored activities.

4. Re-Branding of the Center for Healthy Living:

Based on employee attitudes and comments, the Center for Healthy Living could benefit from a refreshing of its image. This could be as simple as revising the website to prominently state some of the key concerns employees in this survey indicated, but that are now remedied due to a new vendor taking over the center. For example:

- “Forget what you’ve previously heard about the CHL – as of Fall 2017 we’re under new management and are striving every day to make Purdue a healthier community”
- “We *will* see you if you need a same-day appointment: (report actual same day use data).”
- Average wait time to see a provider: (report these data).

One way to bring employees back who might have tried the center before (under the previous vendor), but had a poor experience, could be to incentivize them for coming back by waiving the \$40 fee. For example:

- “If you’ve tried us previously, we encourage you to give us one more shot to be your primary care provider. We’re under new management, and guarantee you’ll like the improved culture of the new CHL. We’ll even waive the \$40 fee for your first appointment. What do you have to lose?”

Many employees also indicated their use of the center would increase if it operated more like an “urgent care” center. The CHL might consider expanding hours to help serve these employees.

Finally, nurse practitioners currently account for 2/3 of the primary care providers at the CHL. However, about one-quarter of employees do not know that nurse practitioners can perform many of the same duties as primary care providers (e.g., prescribe medications, diagnose illnesses, order lab tests). Therefore, one barrier toward seeking care at the CHL is likely due to a lack of knowledge employees have regarding the kind of care they can receive from nurse practitioners in comparison to the more widely understood physician profession. Improvements to CHL’s online provider biographies should be implemented to educate employees about the various care providers. Dr. Perrault is willing to work closely with the CHL staff to implement improvements and evaluate their impact on the patient population.