



CASE STUDY

EnLink Midstream

Using healthcare navigation to successfully transition to a consumer- directed health plan (CDHP)

Headquartered in Dallas, Texas, EnLink Midstream is an integrated oil and gas company in the midstream sector with 1,500 employees. Like many companies in the oil and gas industry, EnLink offers a generous benefits package and has a culture of taking care of its employees. The company has an aging workforce and realized it could not sustain the double-digit increases to the cost of its medical plans.

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Overcoming challenges

EnLink employees are predominantly male and have an opportunity to make better choices regarding their health and their use of healthcare services. Two-thirds of the company's employees work in Field Operations (i.e., pipeline and gas plant operators, mechanics, crude oil truck drivers), while the other third are engineers, accountants and administrative personnel.

A large portion of EnLink's employees live in rural areas and receive most of their medical care at the ER and urgent care clinics. Obesity is also a major issue for employees, who experience high rates of heart disease, as well as hip and knee replacements, resulting in higher costs and disability claims.

In order to make its health plan sustainable, EnLink needed to:

1. Lower health plan costs, while still maintaining a competitive benefits package to attract and retain talent in the highly competitive midstream industry
2. Get its employees to take better care of themselves

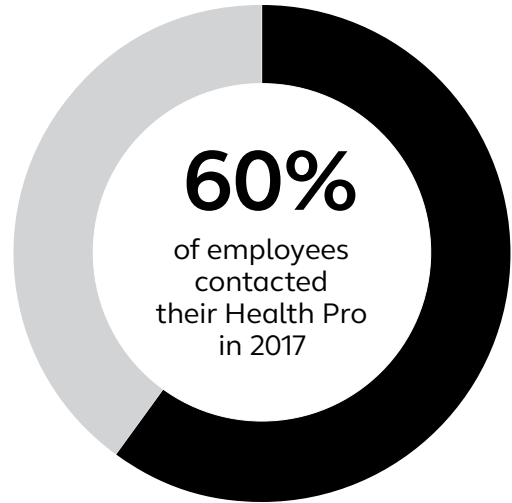
Kelli Sewell, Director of Human Resources at EnLink Midstream, realized she needed to do something to stem costs. She also knew that **convincing the company's executives to move to a CDHP was going to be an uphill battle**, given the need to have a competitive benefits package to both attract and retain talent.

This was compounded by the fact that EnLink was growing rapidly and was on an acquisition spree, and Kelli served as the organization's one and only benefits employee. It was clear—she needed help.

That's when Sewell decided to play chess instead of checkers and brought on a strategic solution that would not only help her with day-to-day plan administration, but would also help her lay the groundwork for moving employees to a CDHP.

Simplifying healthcare with Alight Healthcare Navigation Solutions

In October 2011, EnLink implemented Alight's Healthcare Navigation Solutions to simplify life for both the HR team and EnLink employees. With the Alight solution, employees could contact Melanie, their Health Pro®, to answer health benefit related questions and direct them to highly-rated, cost-effective doctors and care. Last year alone, more than 60 percent of EnLink employees contacted their Health Pro to help them navigate the complex healthcare system and make more informed healthcare decisions.



“If I can get an employee to contact Melanie, there’s a 70 percent chance they’re going to contact her again. It didn’t take long for them to realize how simple it was.”

Kelli Sewell, Director of Human Resources
at EnLink Midstream

Overcoming roadblocks to moving to a CDHP

Sewell began exploring the possibility of moving to a CDHP in 2010, but EnLink's executives and employees didn't understand how a CDHP and Health Savings Account (HSA) worked. So she devised a plan of attack.

She paved the way for success by implementing Alight's Healthcare Navigation Solutions several years before making the move to a CDHP. This early move allowed EnLink employees to build trust in their Health Pro and the healthcare navigation solution's consumer tools and begin to get into the habit of comparing prices and finding highly-rated physicians prior to receiving care.

The next (and biggest) hurdle was getting executive buy-in to move to a consumer-directed plan. In 2015, Sewell seized the opportunity with the downturn in the oil & gas industry to convince executives to move forward with a CDHP strategy. She used industry data to show that CDHPs were a growing trend in their industry and that their more forward-thinking competitors were already making the move. The number of midstream

oil and gas companies offering at least one CDHP offering had grown from approximately 21 percent in 2013 to 36 percent in 2014 to almost 50 percent in 2015. She made the argument that if EnLink did not make this strategic move, long-term the company would be at a strategic disadvantage compared to its peers.

The final piece in the strategic puzzle was finding a compelling way to educate employees about the benefits of this new consumer-driven plan. To do this, she implemented decision support tools during annual enrollment. She also branded the company's benefits plan and used branded ongoing communications to educate employees about the healthcare navigation solution and encourage people to go to their Health Pro (Melanie) when they needed to make a healthcare decision. From 2011 to 2015, employees had built a relationship with Melanie, which helped ease the transition to the CDHP in 2016 since they already had a trusted go-to resource to help with comparing costs and identifying highly-rated physicians.

The dual incentive approach

In 2016, EnLink introduced a high-deductible health plan with an HSA for the first time, in addition to its two self-funded PPO plans. Typical enrollment numbers for the first year of introducing an HSA are less than 10 percent. Sewell and her team developed a strategy to accelerate participation AND meet their goal of 75 percent engagement in the company's wellness program. The key was using a dual incentive approach.

First, EnLink rewarded the 60 percent of employees who complied with its wellness program by reducing their increase in premiums anywhere from \$0 – \$2,000 (depending on whether the coverage was for the employee only, employee and spouse, or employee and family). The company also agreed to fund the HSA anywhere from \$20 – \$58 per pay period, depending on the tier.

In addition, the company structured the deductible and out-of-pocket costs so they mirror one another and set them so that they were below the Internal Revenue Service's HSA contribution limits in order to maximize the tax advantage for employees.

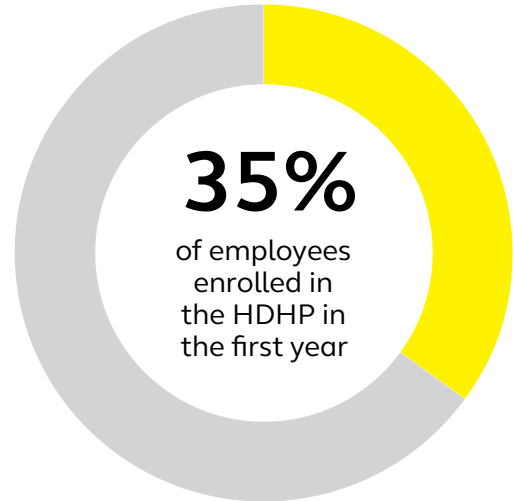
Noncompliant employees in the wellness program saw an annual premium increase of \$700 (or \$30 per paycheck). At the same time, the company increased the deductibles and out-of-pocket expenses for both PPO plans, making them less appealing, but still affordable.

The goal was to give employees “more skin in the game” so that they were better stewards of their healthcare dollars and those of the company. However, one of their PPO plans is extremely rich and that's where the employees with the highest claims are. To activate this population in better healthcare habits, Sewell implemented a strategy that included increasing the premiums in this plan for those employees who were non-compliant with the company's wellness program. The result—43 percent of the non-compliant employees moved to the less rich PPO plan or to the HSA, where they had more incentive to be better healthcare consumers.

Results

As a result of creating a CDHP that was the most “affordable” option for employees, EnLink achieved 35 percent enrollment in the HSA plan the first year—and two-thirds of them work in Field Operations (the group they thought would be hesitant to make the switch).

By simplifying healthcare for employees and providing them with the tools to ease the transition to a CDHP, EnLink was able to lower healthcare costs and help its employees make better healthcare decisions.



“In today’s environment, things can seem complicated. What we’ve tried to do is give tools to help employees navigate what’s going on. Employees can turn to different tools such as healthcare navigation to determine what road they need to take.”

Michael J. Garberding, CEO of EnLink Midstream



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About Alight

Alight Solutions is a leading provider of integrated benefits, payroll and cloud solutions. With more than 15,000 professionals across 29 countries, Alight provides leading-edge benefits administration and ERP technology and services to more than 3,250 clients including 50% of the Fortune 500. Alight's combination of data-driven insights and technology expertise creates unique value for clients. Alight is a six-time member of IAOP's Global Outsourcing 100. Learn how Alight drives better business outcomes and employee wellbeing for organizations of all sizes at alight.com.

Interested in learning more about how we can help your people better navigate their healthcare? Contact us to schedule a meeting or see a demo.

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