

December 5, 2014

Worksite Wellness: Helping Employees Walk the Talk

The New School - Theresa Lang Student Center

55 West 13th Street, 2nd Floor

9:00 am to noon

NYCNEN Meeting Notes

Welcome and remarks

Jacqueline Rodriguez, MPH, AE-C, Rachel Berger, MS, RD, CDB and Kelly Moltzen, MPH, RD

Presentations

Melanie D'Arrigo, MS, CWPC and Carrie Jennis, MEd, RD, CWPC

Worksite Wellness: How to Walk The Talk

Wellness: dynamic process of change and growth into the worksite

Wellness programming helps make healthy and productive employees; it decreases absenteeism and decreases medical costs.

Senior management is often interested in knowing what it cost what's the ROI? However a better way of thinking of it might be to think about the cost of doing nothing.

Here's an example of one chronic condition which may affect about the workforce: diabetes.

In the US 29 million are diagnosed, but 89 million are estimated to be undiagnosed.

Let's assume this company has 10% of employees affected and has 1000 employees, that's 100 employees with diabetes.

- ❑ Assume the average employee makes about \$50,000 per year or hundred \$192 per day.
- ❑ Assume those employees take eight sick days because they are not as well as they could be, that's \$1,536 of lost time from work.
- ❑ Typically a company will make three times in revenue of the current employee salary if they are working, so that's actually \$4608 lost in potential revenue.
- ❑ On top of the cost of lost time, there's often medical cost, which for diabetics can be a significant amount more than non-diabetics, more than 2.3 times squared.
- ❑ For 100 employees in this example, that is almost \$2 million and direct and medical cost for this one chronic condition.

Absenteeism cost employers \$5 billion a year. Reduced productivity cost over \$20 billion dollars a year.

PPACA healthcare reform

- Now preventative care is provided by insurance for most companies at no additional cost.
- Wellness incentives and insurance premium reduction rules were released in June 2013.
- They cover five areas. The focus of most programs are based on participatory statistics, getting employees to do some sort of activity and measuring outcomes. There are specific rules regarding rewards for each and legal counsel is advised.

How to start:

Develop a strategy that's customized and aligned with the workplace culture.

(Note that a 'strategy' is more than just developing a program idea with outcomes measures.)

1. Organizational assessment:

Determine measurable goals, strengths, barriers and the uniqueness of the organization as it currently stands.

2. Research:

Conduct health assessments, biometric screens, interest surveys, medical reporting (available from insurance companies for non-identifiable employee info like top drugs being used), successful prior employee engagement and employee recognition campaigns. Need to understand where the company and its employees are currently.

3. Strategy:

This is where most companies fail with their wellness plan because they don't do it. Strategy should be developed to roll out over a minimum of three year. This creates the groundwork for a thriving wellness culture. Should be flexible enough to experiment and address an organization's needs; should be a customized solution; it should have measurable goals; it serves as the design for the program.

4. Execution:

A small program would be typically rely on the company's lone HR person (<250 employees). Larger companies may have a team.

Should include the program and tools; actionable items, including a calendar; specific events planned to draw interest in participating in the program; challenges that may be encountered, including identifying potential partners (Partners are often key to implementing a successful program).

5. Evaluation

This is also almost always overlooked, yet critical to a successful wellness program. A review should happen after every event; you can be as informal as word-of-mouth feedback up to a formal employee survey/strategy of how to increase participation. It should include: an analysis of the results; a reevaluation of the program needs; and any identification of new goals.

Barriers to the success of these programs include:

Arguments from the employer side-

- Lack of time (One HR person trying to do it all)
- Lack of funding (recall the cost of doing nothing)
- Lack of interest (Believe it's more productive to work- rather than be proactive about health and wellness)
- Lack of purpose (no measurable goals)
- Difficulty scheduling employees to participate in the program
- Interferes with employee production schedule
- Culture doesn't support it

Argument from an employee perspective:

- Insufficient incentives (money isn't necessarily enough)
- Inconvenient location
- Time limit (people are going to work out after work if they have to go get the kids)
- Lack of interest
- Poor communication and marketing
- Employee disinterest or irrelevant topics
- Distress of management motives

How do you build an organic wellness program?

Inspiration may be taken from Larry Bailey, HBR: The six pillars of effective worksite wellness:

1. Multi leader leadership

Need to include multiple levels including the executive suite, middle-management*, a wellness program manager, wellness champions/committees* and be sure to include people in different locations where ever the employees may be.

*key people

2. Alignment

This is a natural extension of business priorities and goals.

Should include: planning, patience, incentives (use carrots not sticks), and complementary business priorities.

3. Scope, relevance and quality

There should be lots of variation to meet people where they are; individualization; signature programs; fun (If it feels like a drag, revamp); and have high standards.

4. Assessability

There should be true on-site integration; online integration; and also Mobile integration.

5. Partnerships

You need partners to make it happen.

Include vendors (perhaps local gyms or caterers) but don't forget internal resources, like the marketing department.

6. Communication

No one will participate if they don't know about the program. Use as many means of communicating the message as possible.

Include emails, videos, posters, fliers, meetings, desk drops, and event marketing.

Case studies

Bolt shipping company had a change in the HR leadership and wanted to implement a wellness program. They had 10 locations across the US. The workforce was divided into two teams: The day-to-day management of production team and the delivery team.

- This was an example of forming a strategy to address the facts that 1. there were two different types of teams (literally created teams) 2. There were multiple locations (wellness committee members present in those locations).

A skilled nursing facility: wanted to improve their food environment and nutrition initiatives.

- They changed their food service provider so that the focus was on nutrition as opposed to just providing a product. They partnered with a farmers market to provide more purchasing opportunities for the farmer when the farmers market was not open. Had someone provide seasonal cooking demonstrations. Gave out healthy recipes on site to help educate the residents. All were eagerly received.

Data analytics company in Midtown Manhattan where the CFO was interested in healthy living wanted to do something about the company's less than a healthy habits.

- Did a complete overhaul of the snacks, including those in the vending machines. Provided fresh fruits and vegetables delivered by fresh direct. CFO now oversees purchasing of snacks.

Financial firm in Manhattan wanted to improve the wellness of employees with small steps as people are very busy.

They were already providing daily lunch and dinner options. Tweak the menu that employees use slightly to highlight the healthier options. Also posted a "featured meal" which resulted an incentive, if selected. Choices have improved.

A Manhattan law firm that provided tea time every afternoon wanted to create a healthier spread and more calorie and protein awareness.

Worked with their chef to create better food choices like fruits, vegetables, healthier salads, seared tuna, etc. Employees are happier.

Erica Lokshim, MS,RD,CDN

Wellness Nutrition at MSK

Worksite wellness in hospitals

Reasons for starting a wellness program:

Altruism + Financial = wellness

When there's only an employee "health" program there's a lot of absenteeism.

More specifically, Financial reasons include decreased healthcare costs, increased productivity, decreased absenteeism, and increased presentism.

Altruistic reasons include: caring for caregivers, being a medical professional is a stressful job, lots of long and very busy hours, and they need help with their work life balance.

Overview (5yrs)

2009 Wellness team created with a dietitian, and the following programs: tobacco cessation, building resiliency and integrative medicine, and weight watchers

2010 Implemented active health which include a family member

2011 Hired an exercise physiologist, began offering Tele health services to regional sites and created an email based challenge

2012 Created food wise which offered healthier food in the cafeteria and a healthy hospital food initiative

2013 Added second nutritionist, nutrition lectures, meatless Mondays, and more cafeteria improvements

2014 Implemented wellness incentive program and received a gold status

Overview of program

- Care board
- Worklife balance
- Integrative medicine
- Building resilience

What we provide to the 13,000 employees at Memorial Sloan-Kettering:

Comprehensive programs to help people with all aspects of wellness. Accessible by email, in person, at lunch, webinars etc. provide wellness discounts and social events like the Mets game, big apple circus events etc.

Role of the wellness nutritionist:

- Half time spent counseling (weight loss, diabetes, pregnancy, send need to gain weight, etcetera)
- Remainder of time spent giving nutrition lecture, developing content for challenges, working on improving the food environment (cafeteria, vending machine), reaching out to people, being the face of wellness, being energetic and Positive.

Marketing

- Use wellness champions -- 1 to 2 people in each department
- Use the intranet and employee wellness website
- Have a communication and marketing plan
- Produce an email blasts and distribution list for things I get your cholesterol checked
- Use word-of-mouth cooking demonstrations, lose weight with nutrition campaigns, etc.

Challenges

- Communication: there are lots of other things going on that demand employees attention so they have limited access to emails
- Workplace priorities versus personal wellness sometimes the personal takes a backseat
- Evaluation response rate
- Outcome measures showing that we are successful needs to be defined by goals and outcomes desired
- BMI?
- Increase fruit and vegetable levels of intake
- Increase physical activity
- Increase participation rate
- Getting good feedback

Keeping track of success

- Measurements are taken at the beginning such as how many fruits and vegetables are being eaten, exercise level etc. and measurements are taken again at the end.
- Data is collected on things like how many people visit the website sales of food, etc.
- The data is there an organized in a way that's easily understandable and either spreadsheet or graphical/chart format.
- We broadcast our success

Program successes

- Improved health environment
- HHFI Goldstar
- Foodwise
- Meatless Mondays
- Expansion of services
- Regional an off-site locations
- Phone and Skype calls

Employee engagement

- presentations
- email based programs including Wellfit and a hydration challenge

Key to growth: go slow and grow!

How to start

- understand needs
- backing from senior, middle management (essential) and having multiple champions.
- understand the culture (what do people want and need)
- biometric screening for stress, diabetes, etc.
- appropriate/aligned with the organization (eliminating soda at Pepsi might not work)
- determine the best method to reach employees
- provide transparency for employees otherwise people might be leery to participate
- start slow and grow
- keep track of data
- advertise it and your success

Britt Forsgren, MBA, RD

**Corporate director, Health and Well-being at New York Presbyterian (NYP) Hospital
Worksite wellness in hospitals**

NYP has 22,000 employees and six locations

2014 - Health and wellbeing became a part of the strategic vision for NYP

Maintain a platform to promote it which includes:

- Myhealthylifestyles.com
- Well-being assessment
- Phone coaching
- Infonet site: includes an event calendar, nutrition content provider from internal and external sites, smoking cessation program, wellness Wednesday tips, walking trails provided by an outside vendor, bike rack locations, stress reduction classes and schedule, and stress management information.

Food and nutrition

- Now have healthy food options provided in the cafeteria and satellite locations. Have located fruit by the register to address impulse buying. Increase a selection of low-calorie beverages available.
- Have created a healthy food choice labeling entitled "NYPBe healthy." These foods/meals are lower in salt, fat and calories. Smart snacks are also less than 200 calories.

Examples of other types of programs:

Steps challenge: got 5650 employees to participate. Although there were prizes, first place - the greenmail gift certificate and also a Nike gift card, clearly people were walking for other reasons. There were walking meetings. Heads of departments recruited people to be on their walking teams. People became popular just because of their jobs involved walking, like couriers. In total over 1.5 billion miles were walked. Created a info graphic with a globe showing the number of times around the circumference of the earth's participants walked. It was a great success.

Stress reduction services

Hold bi-monthly classes; work on increasing the mind-body connection; offered gentle movement classes; offer other classes.

Breast cancer awareness: screening indicated it was needed

Well being assessment (6,800 screened)

- assessment being reopened in January 2015 due to conflict in timing with Ebola concerns during the assessment timing in fall 2014.

Future plans

- Department assessments
- In house coaching
- Another step challenge
- Expand weight watchers
- Offer CSA access
- More healthy vending
- Enhanced cooking demonstrations

Ongoing evaluation

- Participation rate year-over-year and buy program
- Claims data
- Morbidity prevalence and costs

Dr. Deborah Lewison Grant, executive director, Food Fight

Empowering educators: teachers as change agents in the fight against obesity

Cannot view the problem as something that has a typical return on investment; it will increase in productivity for teachers and schools; it's protection of human capital.

Evidence suggests that people with chronic illnesses like diabetes have to work harder to succeed.

Students spend 1,100 hrs. in classrooms - more than with parents - much more than with their doctors. Teachers may be the only adult role model readily available to promote healthy habits.

Long term behavioral and cultural change requires by end of multiple stakeholders students parents and teachers.

Teaching is challenging

Long term attrition rates are greater than 50% in the past 15 years; urban turnover is especially high.

Why is it so bad?

Teachers are not as competitively paid. Stress is the primary driver for leaving.

Food fight

Provides teachers tools to make better choices

Helps teachers learn how to make a difference with eating choices

Vision

"Workplace" like model that fits the education model

Includes a classroom curriculum

Tradition nutrition education doesn't always make the mark

Goals

1. Simple changes you can make with the framework
- ge about food systems be more educated in and empowered consumer
3. Help teachers leave the charge

Teachers food pyramid

Top quarter: Pizza

Second-quarter: The Alcohols

Third-quarter: The Nicotines

Last quarter: The Caffeines

Want to help teacher substitute products for healthier choices instead of the bad crutches that they sometimes use.

Why do we eat what we eat?

Diagram of five interlocking petals:

Center: 'you'

Pedal 1: economic

Petal 2: political

Petal 3: psychological

Pedal 4: environmental

Pedal 5: social

Many things contribute to the problem of unhealthy habits:

- Portion distortion: look at the size of foods sold at Starbucks, bagel places, how Coke bottles have grown, etc.
- Food manufacturing: examples include Smartchoice branding and Danimald yogurt; brands purporting to be healthy, but compared to what?
- Ad campaigns: there aren't any broccoli commercials. However, 98% of ads promote unhealthy foods. Pepsi spends \$3 billion a year on advertisement. It is difficult to coerce with the image of Lebron and Beyoncé as consumers of these products, even if they might not really be. Perhaps if broccoli were wrapped in Sponge Bob packaging.
- Historical evolution of the problem: WWII --> farm subsidies --> excess corn/ wheat/ soy --> used to make processed foods ---> excess weight.

Focus on health supermarket shopping

Teach educators to shop the perimeter; limit shopping and purchasing the more processed items in between the aisles.

Reading food labels

Teach the 5-5-5 rule for better food choices--

< 5 g of sugars

5+ g of fiber

5 ingredients or less

www.foodfight.org to learn more

Panel discussion with presenters

Closure, Announcements and Network