

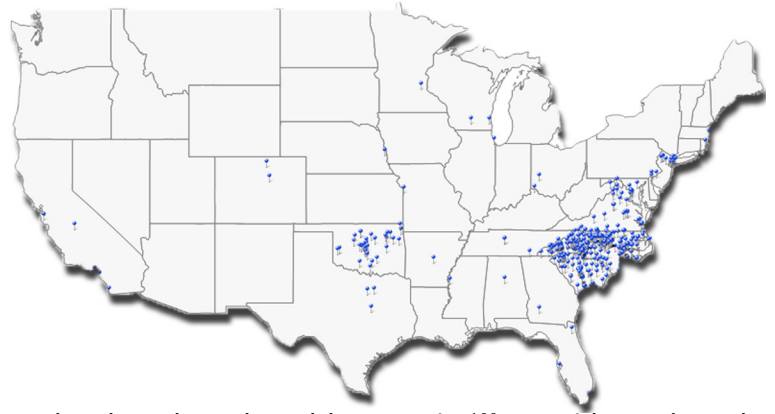


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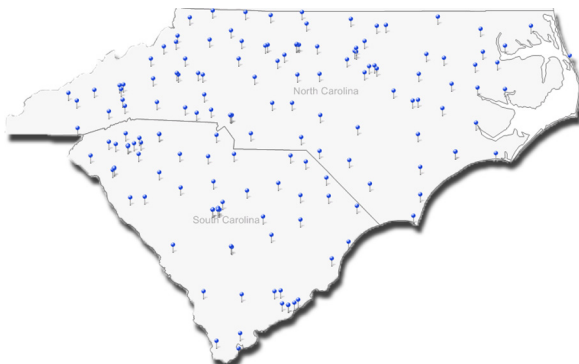
# The Carolinas

LEADING THE NATION IN HOSPITAL WELLNESS

Healthy hospitals are a cornerstone of a healthy community. As one of the largest industries in many communities, hospitals can affect the health behaviors of thousands of employees, in addition to providing healthcare to patients. Hospitals are also moral leaders and can help establish a community commitment to health. Prevention Partners has been working with hospitals as workplaces for nearly a decade to help reduce tobacco use, improve nutrition, and encourage physical activity for employees. From these efforts Prevention Partners developed WorkHealthy America<sup>SM</sup> an evidence-based tool to help organizations assess, benchmark, and improve wellness policies, benefits, and environments around these topics.



Since 2006, Prevention Partners and North Carolina hospitals have worked together to build a culture of wellness to support healthy hospital employee behaviors and create new norms. As a result, North Carolina was the first state in the nation with all of its hospitals to voluntarily implement 100% tobacco-free campus wide policies. In the summer of 2009, the South Carolina Hospital Association (SCHA) and Eat Smart Move More...SC (ESMMSC) partnered to provide the WorkHealthy America assessment to all acute care hospitals in South Carolina. More than 150 hospitals in North and South Carolina are working to create healthier policies, benefits, and environments that impact more than 300,000 employees. Successes throughout North and South Carolina have helped Prevention Partners expand its reach to hospitals and hospital associations across the country.



**156 HOSPITALS IN THE  
CAROLINAS HAVE BEEN  
ENGAGED IN WORKHEALTHY  
AMERICA IMPACTING OVER  
304,000 EMPLOYEES AS  
WELL AS THE MANY  
PATIENTS AND VISITORS  
THEY INFLUENCE.**

In 2011, Prevention Partners published a case study<sup>1</sup> of the core elements needed for a campaign to engage hospitals as employee health leaders. This paper seeks to enhance that summary by providing retrospective data on outcomes relating to policies, benefits, and environments. This report summarizes engagement, improvement, recognition, and progress on the Wellness Quality Scorecard.<sup>2</sup> Improvements have been seen in all topic areas, with some of the largest gains around nutrition and physical activity. Hospitals have done consistently well in tobacco-free environments and are showing progress in establishing comprehensive cessation systems for employee that are ready to quit.

Hospitals in the Carolinas are early organizational wellness leaders, and the lessons learned from the work in these two states is paving the way to guide other initiatives engaged in the national WorkHealthy Hospitals effort.

## WORKHEALTHY AMERICA

WorkHealthy America is one of Prevention Partners' primary tools to help organizations across all sectors to improve their wellness policies, benefits, and environments. WorkHealthy is a proprietary, evidence-based assessment and planning program to be used by organizational leaders. This tool helps organizations build a sustainable support system for employee wellness and meet a high bar of wellness excellence.

The core elements of WorkHealthy America include: online assessments to help organizations evaluate and benchmark their wellness policies, benefits and environments; tailored reports and recommendations; and improvement resources including case studies, implementation guides and access to online training sessions. WorkHealthy America focuses on the areas of Culture of Wellness, Tobacco-Free, Nutrition and Physical Activity. There are more than 120 questions across the four topics that address organizational policies, benefits, and environments. Each question is weighted based on the strength of the scientific evidence, and a letter grade, A through F, is calculated in each topic area. The letter grade helps organizations to quickly benchmark their success and identify areas to improve.

## LEADHEALTHY AMERICA

In July 2014, Prevention Partners will release a new automated resource to help national, state, and local leaders to plan, implement, and evaluate comprehensive efforts to engage organizations in employee, patient, and student health initiatives. Features include: tools to help leaders develop and implement a strategy to engage a large number of organizations across a geographic region or sector; on-demand metrics and reporting for how organizations are doing across the group; and, best practice sharing among leaders.



Staff from Prevention Partners and South Carolina Hospital Association work together to provide WorkHealthy America to hospitals in South Carolina.

## HOSPITALS IN THE CAROLINAS ARE NATIONAL LEADERS

Prevention Partners has worked with hospitals in North Carolina since 2006 and has expanded to working with hospitals in half the nation. In 2009, Prevention Partners first expanded its efforts beyond the state of North Carolina when leaders at SCHA shared the vision that hospitals could be population health leaders if they started with their first patient—their employed patient. Together, the two states have shared resources and lessons learned along the way.

Prevention Partners began its work with hospitals in North Carolina in 2006 through the Healthy NC Hospital Initiative, working first to implement tobacco-free property policies, and then expanding into broader employee and patient health topics. Nearly all of the 130 acute care facilities in the state were engaged at one point over eight years. Hospitals in North Carolina have been engaged in cascading initiatives: first tobacco, then nutrition and finally physical activity and culture change. In 2009, The Duke Endowment provided comprehensive funding for the initiative.

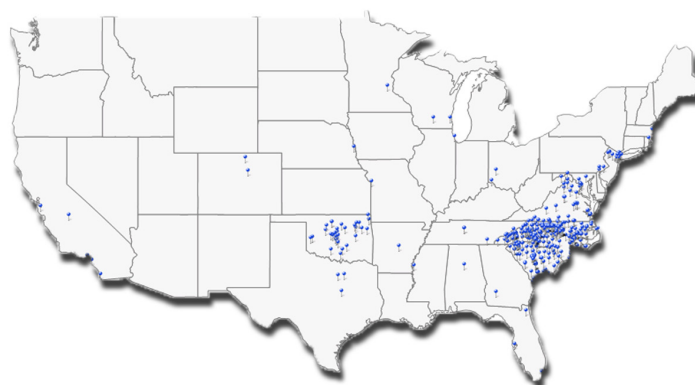
Working Well is the comprehensive worksite wellness initiative to establish cultures of healthy living and improved population health in South Carolina. The initiative addresses tobacco use, poor nutrition and physical inactivity among South Carolina employees by focusing on the policies, environments, and benefits available in workplaces. Working Well was officially launched in 2010, after a planning period to establish a baseline assessment of hospitals' policies, benefits, and environments. Many hospitals have focused on one issue area at a time, while others made policy-wide changes that affected all four areas at once. This work has been funded by The Duke Endowment since 2010 and ESMMS since 2012.

## WORKHEALTHY HOSPITALS

Since 2012, the Centers for Disease Control and Prevention (CDC) and Prevention Partners have convened the WorkHealthy Hospitals' Advisory Body, a national group of leading organizations, to provide input and shape to a national approach to improve employee wellness in hospitals nationwide.

Inspired by hospitals in the Carolinas, the vision is to position hospitals as community health leaders, starting first with their own staff. Critical elements of the national approach include: voluntary standards of excellence, coordinated engagement and promotion, implementation support, meaningful measurement, and public reporting. The Advisory Body agreed that all organizations will work together using WorkHealthy America as a shared platform for benchmarking, improvement, and recognition for excellence.

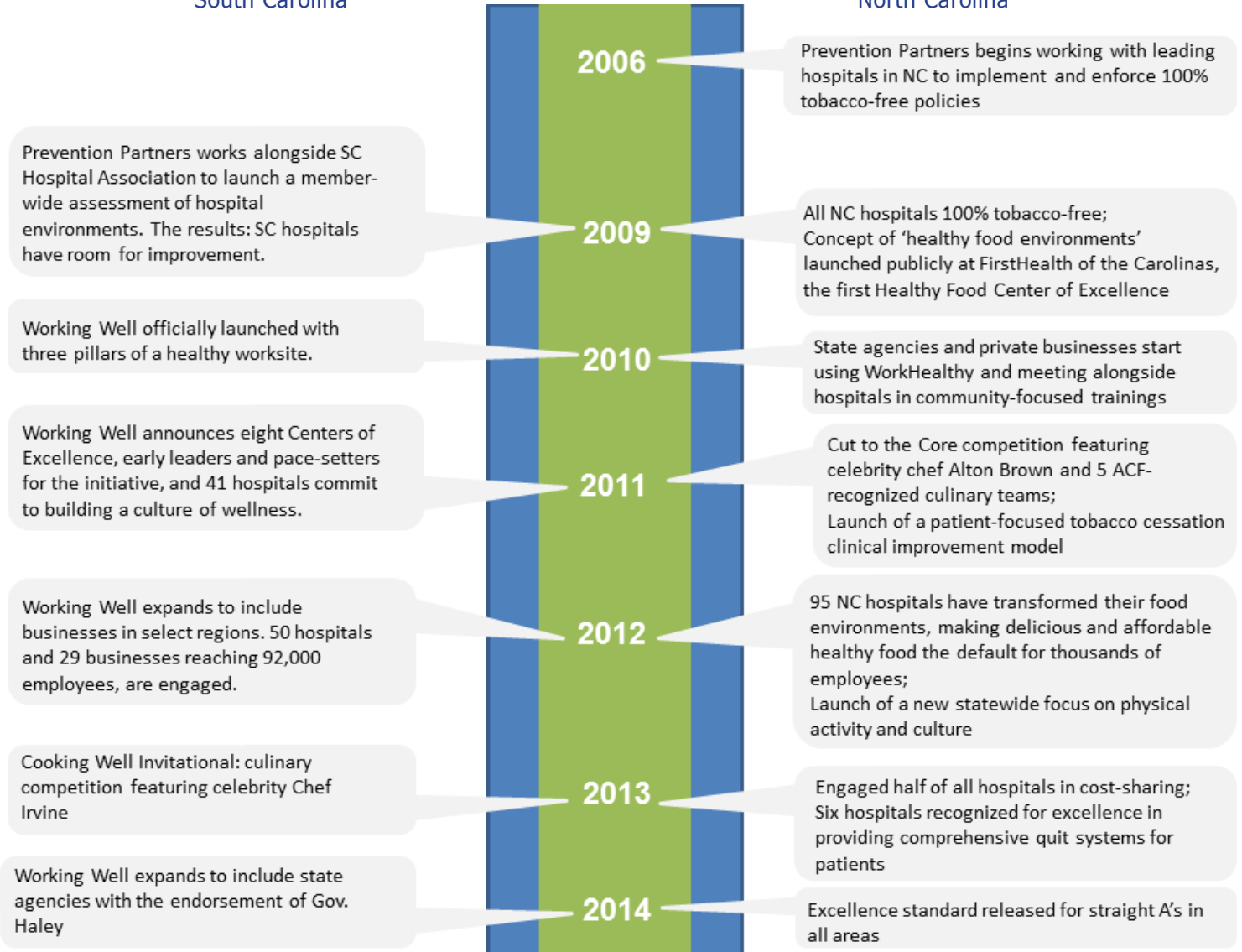
Through partnerships with their state or national hospital associations and health departments, hundreds of hospitals from North Carolina, South Carolina, New York City, Virginia, Oklahoma, and children's hospitals nationally are participating.



## TIMELINE

### South Carolina

### North Carolina



SCHA wins Prevention Partners' Trailblazer Award in 2013 for their exceptional work in hospitals.



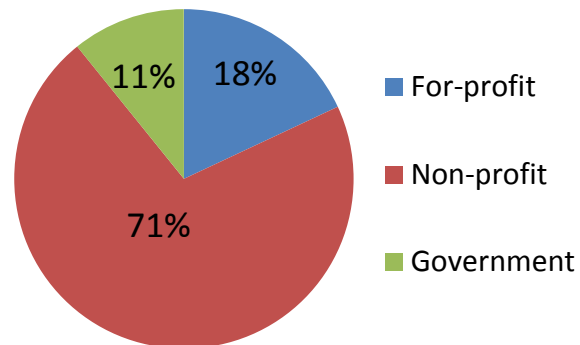
## ENGAGEMENT

The diversity of hospitals within the Carolinas is indicative of WorkHealthy America's versatility and applicability in a broad range of settings.

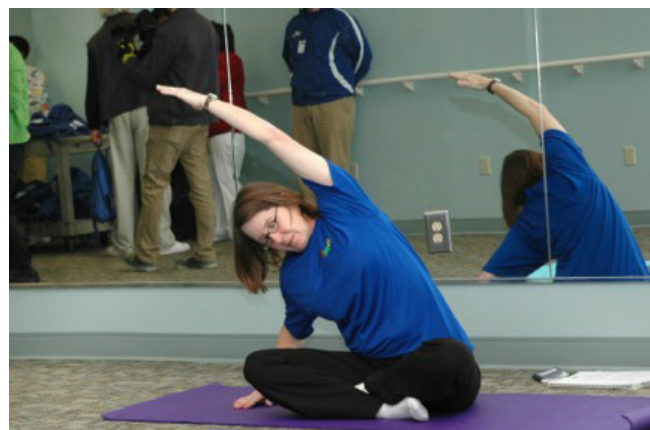
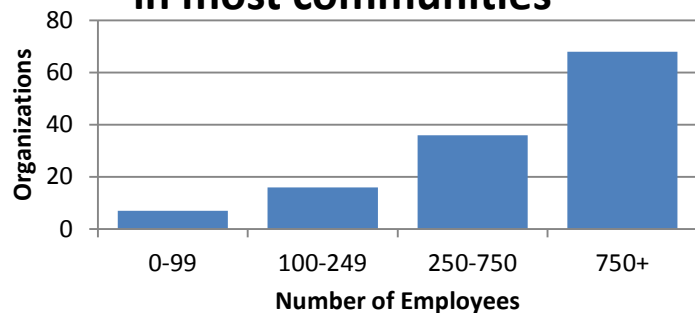
The smallest hospitals using the program have less than 50 employees, while the largest employs more than 30,000. The majority of the hospitals (68 of the 156) are large employers with at least 750 employees, and the mean number of employees per hospital is 1,934.

These hospitals are largely non-profit (71%), with a few that are for-profit (18%) or government run (11%). It should be noted that employer size and structure are self-reported data, and those who selected unknown have been excluded from this count. More than 30 health systems are represented, including AnMed Health System, Bon Secours Health System, Carolinas HealthCare System, Duke University Health System, Greenville Health System, Novant Health, UNC Health Care System, and Vidant Health.

### Hospitals in the Carolinas are largely non-profit



### Hospitals are large employers in most communities



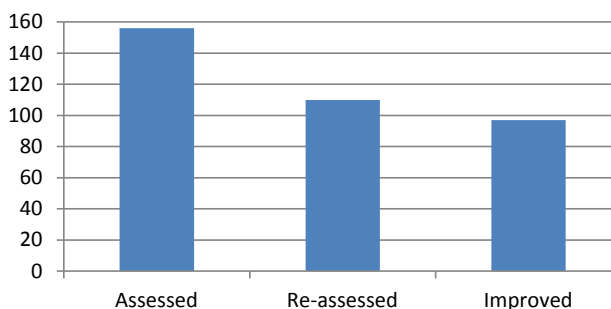
Staff at Palmetto Health enjoy being active at a YMCA Y-Express site on the hospital campus.

Of the 156 hospitals engaged, 110 (71%) have reassessed in at least one topic area, and 97 (62%) have shown grade improvement in at least one area. Of those who have re-assessed, 88% improved one or more letter grades, suggesting that hospitals that use WorkHealthy America over time and re-assess show success in improving grades. Most hospitals (82%) have assessed in nutrition, physical activity, and tobacco-free and over half of all hospitals (52%) assessed in all topics, including culture of wellness.<sup>3</sup>

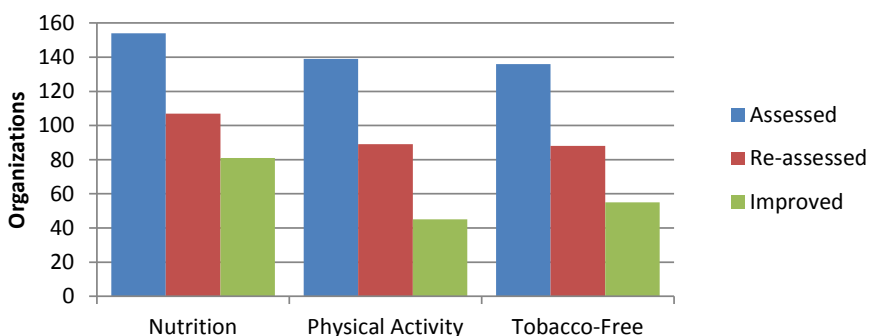
The largest number of hospitals that have assessed, re-assessed, and improved are in the area of nutrition, with 53% of all organizations who have assessed showing improvement. In physical activity the improvement rate is the lowest with only 32% of those who have assessed showing grade improvement. The initial grades in tobacco tend to be very high at baseline, leaving less room for improvement as many hospitals come in with strong policies, benefits, and environments around tobacco cessation.

It is not unusual for hospitals to score a C or lower upon their first assessment in any topic. After positive changes have been made, large grade improvements are seen. There are also positive shifts in the grades for the Culture of Wellness, but that topic area was not graded until late 2013 so many workplaces do not have a baseline grade.<sup>3</sup>

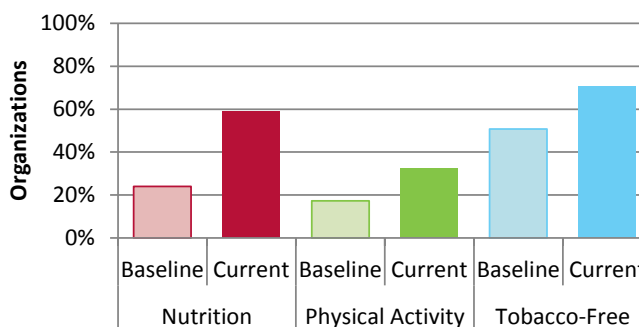
## Hospitals that assess multiple times show improvement



## Improvement by topic area



## Top Performing Hospitals

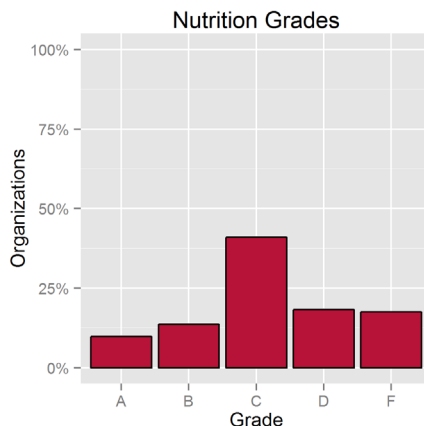


Top performing is defined as hospitals with an A or B grade on their assessment.

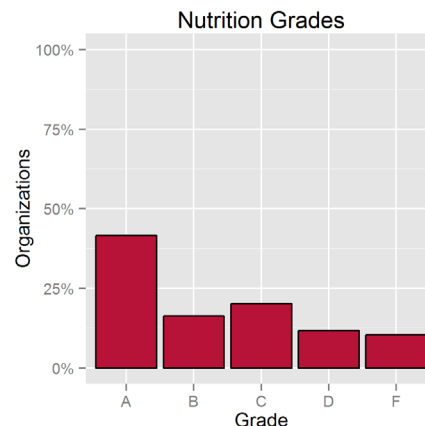
## Nutrition

In the nutrition graphs, a shift is visible where C is the most prominent grade at baseline and A is more prominent on later assessments. In the area of nutrition, 37 workplaces had either an A or B at baseline, whereas 91 have either an A or B on their current assessment.

Baseline



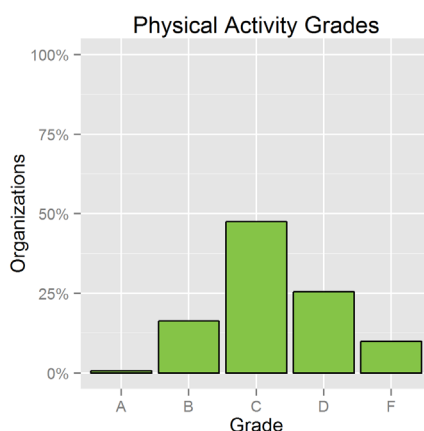
Current Assessment



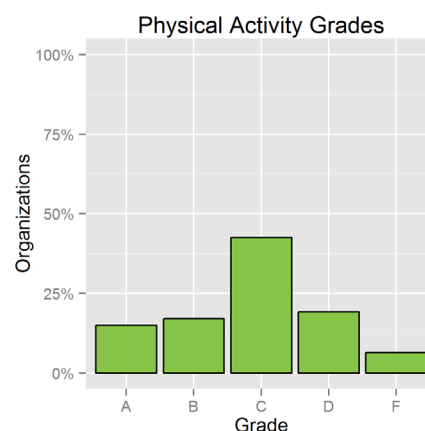
## Physical Activity

In physical activity, most hospitals start at a C or lower and while many improved to an A, more than half remain in the C or lower range. This reflects that many hospitals are doing *some* things to promote physical activity, but they are not always the *most evidence-based* approaches. For example, many organizations have walking competitions but fewer have the comprehensive policies, benefits, and environments in place needed to reach the A level.

Baseline



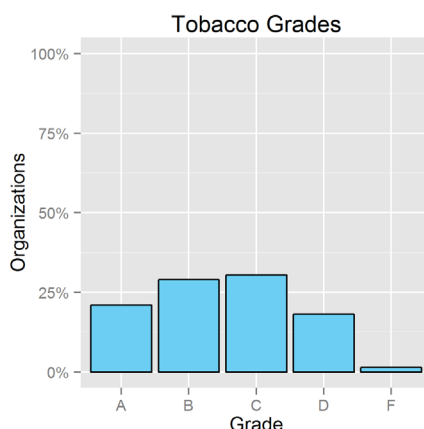
Current Assessment



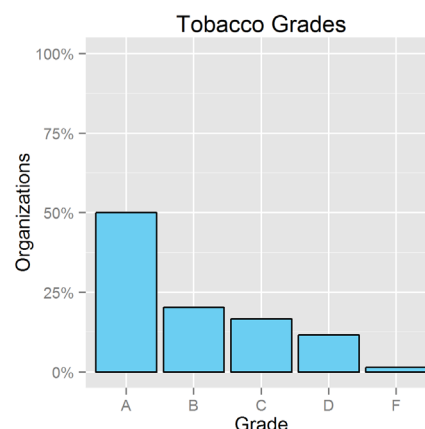
## Tobacco-Free

Baseline grades are often higher in tobacco-free than in either nutrition or physical activity. Many hospitals achieve an A in tobacco and very few have grades at the lower end of the spectrum after re-assessment. In tobacco-free the number of workplaces with an A or B went from 69 at baseline to 96 on their most current assessment.

Baseline

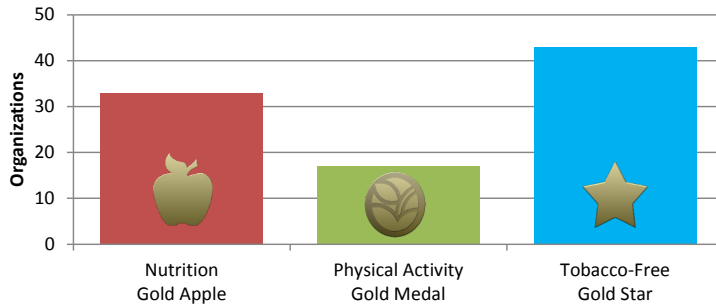


Current Assessment



## RECOGNITION

### Hospitals Are Recognized for Meeting Gold Standard



Fourteen organizations have earned the Excellence Recognition meaning they have straight A's in all four topic areas and have completed a confirmation call. Gold and Excellence recognitions are valid for one year and a hospital's recognition is renewed if the organization maintains the highest standard.

Prevention Partners has found that recognizing organizations that are meeting the highest standards in employee wellness is a critical way to motivate all workplaces within a group to achieve success. The Gold standard is the highest level of recognition awarded by Prevention Partners for each of the topics: Nutrition, Physical Activity, and Tobacco-Free. In the Carolinas 33 hospitals have earned the Gold Award in nutrition, meaning that 73,280 employees work in a place dedicated to good nutrition practices, 17 have earned the Gold Medal providing 39,434 employees with opportunities for physical activity during the workday, 41 have the Gold Star meaning 84,595 employees work in a tobacco-free environment and have access to cessation support.

Prevention Partners awards the Excellence Recognition to organizations for achieving the highest standards across all areas, demonstrated by policies, programs and benefits that support employee health, optimize employee productivity, and integrate wellness into daily operations. Organizations that have received straight A's in all the topics are eligible to receive the Excellence Recognition. There are 14 hospitals in the Carolinas which have earned the Excellence Recognition, meaning that 28,943 employees work in places that have reached the highest bar for nutrition, physical activity, tobacco-free environments, and culture of wellness.

45 HOSPITALS HAVE A GOLD IN ONE OR MORE AREAS, MEANING OVER 93,050 INDIVIDUALS ARE EMPLOYED BY HOSPITALS ACHIEVING THE HIGHEST STANDARD IN ONE OR MORE TOPIC AREA.

14 HOSPITALS HAVE ACHIEVED THE EXCELLENCE RECOGNITION, MEANING 28,943 EMPLOYEES ARE EMPLOYED BY HOSPITALS ACHIEVING THE HIGHEST STANDARD IN ALL TOPIC AREAS.



Vidant Health receives a Hospital Prevention Excellence award at the Prevention Partners 2013 Annual Meeting.



## WELLNESS QUALITY SCORECARD

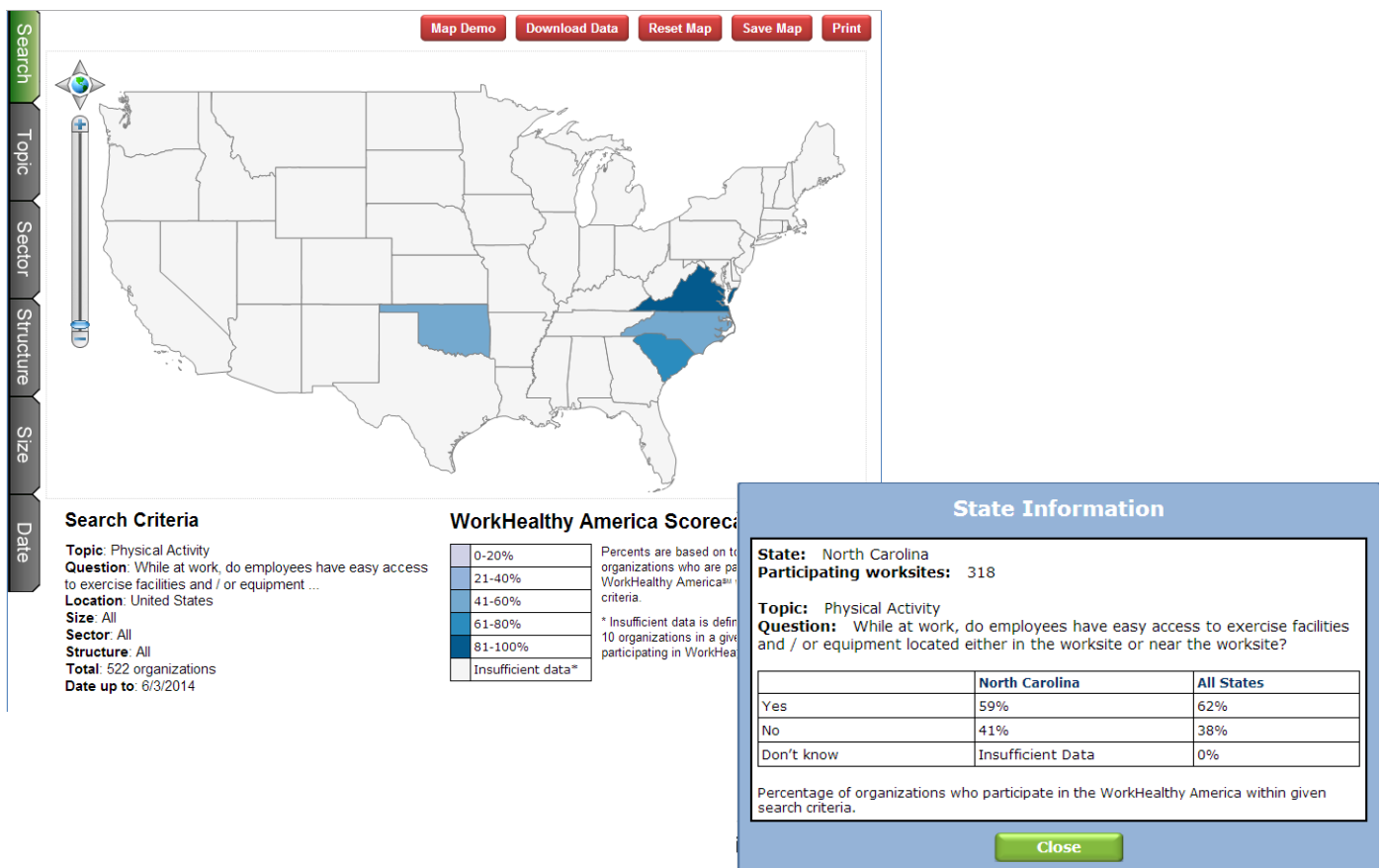
In the fall of 2013, Prevention Partners began publicly reporting on a subset of the overall questions in WorkHealthy America called the Wellness Quality Scorecard (WQS). Prevention Partners identified twenty questions with a total of 54 possible points on the scorecard, with 12 points coming from questions related to nutrition, 12 from physical activity, 14 from tobacco, and 16 from culture of wellness. From the results below, hospitals in NC are doing better than hospitals in SC overall. Hospitals in SC are out performing hospitals in NC in the area of physical activity.

	NC	SC	National	Possible Points
Overall	40.0	32.2	33.8	54
Nutrition	4.7	4.1	4.6	12
Physical Activity	4.7	4.8	4.6	12
Tobacco-Free	11.0	10.2	10.7	14
Culture of Wellness	12.8	10.3	11.3	16

There are 24 other states with participating hospitals.

The states with the most hospitals are in North Carolina, South Carolina, Virginia, Oklahoma, and New York.

More detailed data from the Wellness Quality Scorecard is available at [www.forprevention.org/nationalmap](http://www.forprevention.org/nationalmap). You can view the overall score for a state, or the topic area scores for a state. A state-wide score is only calculated if there are a sufficient number of organizations using WorkHealthy America. In addition to topic scores, data on the particular indicators that make up the WQS are also available. The screenshot below shows the percent of worksites in each state that are meeting the standard for the indicator relating to easy access to exercise facilities on or near the worksite. The blue box shows the level of information that is available if a single state is selected.



## WELLNESS QUALITY SCORECARD INDICATORS

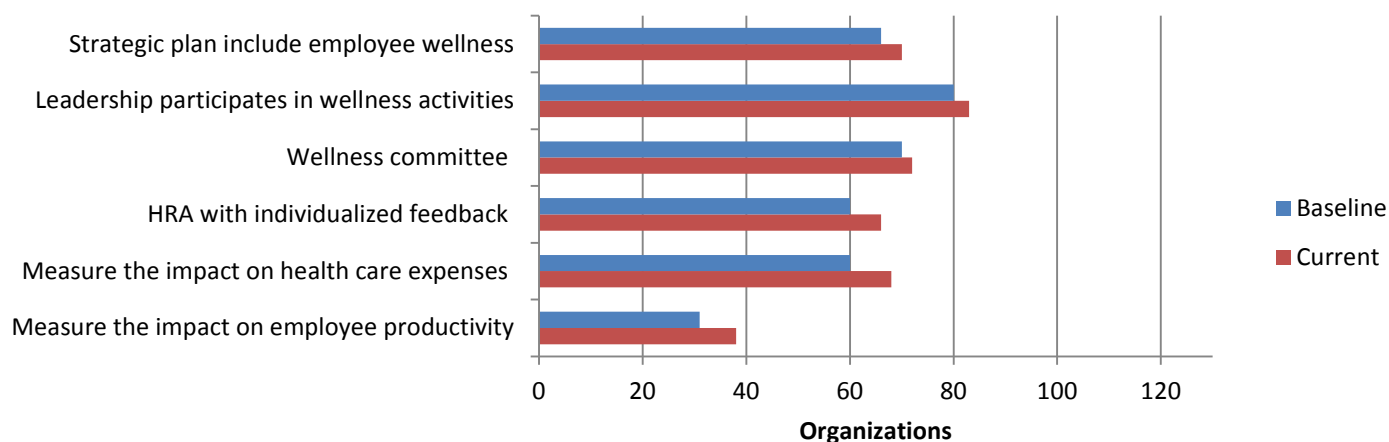
On average hospitals in the Carolinas are doing better than hospitals nationally who have completed the WorkHealthy America assessment. The Carolinas are performing below the national average in providing Health Risk Assessments with employee feedback and providing FDA- approved cessation medications. The breastfeeding and nutrition counseling indicators are newer measures, and many hospitals in the Carolinas assessed before these indicators were in place and therefore caution should be used when comparing to other states.

Culture of Wellness	Carolinas	National	Carolinas are doing...
Strategic plan includes employee wellness	74%	68%	6% Better
Active wellness committee	76%	76%	Same
Leadership participates in wellness activities	87%	85%	2% Better
HRA with individualized feedback	69%	72%	3% Worse
Measure the impact on health care expenses	74%	66%	8% Better
Measure the impact on employee productivity	42%	39%	3% Better
Nutrition			
Nutrition counseling as a health insurance benefit	27%	30%	3% Worse
Reasonable time and space for breastfeeding	19%	23%	4% Worse
Foods are labeled with nutrition information	55%	49%	6 % Better
Pricing incentives	63%	51%	12% Better
Vendors, caterers or suppliers offer healthy options	53%	52%	1% Better
Physical Activity			
Paid time to exercise	18%	14%	4% Better
Flexible work hours for exercise	21%	18%	3% Better
Access to exercise equipment near the workplace	77%	73%	4% Better
Point-of-decision prompts	55%	49%	6% Better
Tobacco-Free			
Tobacco-free property-wide policy	89%	89%	Same
Referral to multiple resources	80%	79%	1% Better
Follow up with identified tobacco users	59%	55%	4% Better
FDA-approved cessation medications on formulary	83%	85%	2% Worse
Incentives for participating in a cessation program	67%	64%	3% Better

## CULTURE OF WELLNESS

There are six questions in the Wellness Quality Scorecard focusing on building an organizational culture of wellness. From baseline to current assessment, hospitals in the Carolinas have made strong improvements in measuring the impact of their wellness initiatives on employee productivity and healthcare expenses as well as providing Health Risk Assessments with feedback to their employees. The majority of hospitals are still not measuring the impact of their wellness initiatives on health care costs or employee productivity. Senior leadership participation in wellness activities scored high at baseline as well as follow-up.

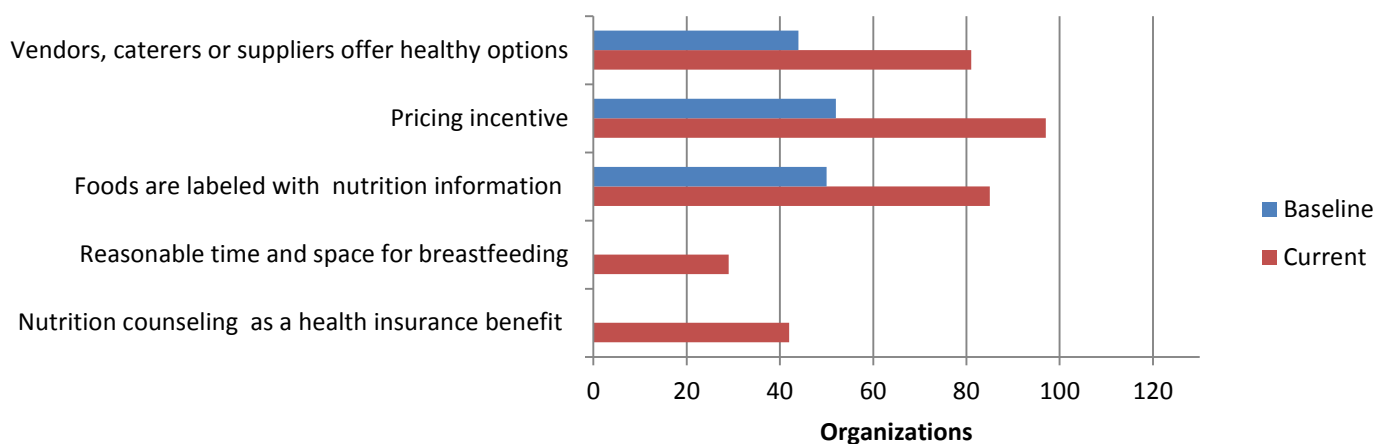
### Culture of Wellness



## NUTRITION

There are five questions in the nutrition area of the Wellness Quality Scorecard. Large gains have been made in the number of hospitals using pricing incentives, labeling food with nutrition criteria, and ensuring that vendors offer healthy options through contracts. Indicators on breastfeeding and nutrition have been added more recently, so baseline and current grades are not available for many of the organizations in the Carolinas. Therefore only the most recent assessment is graphed.

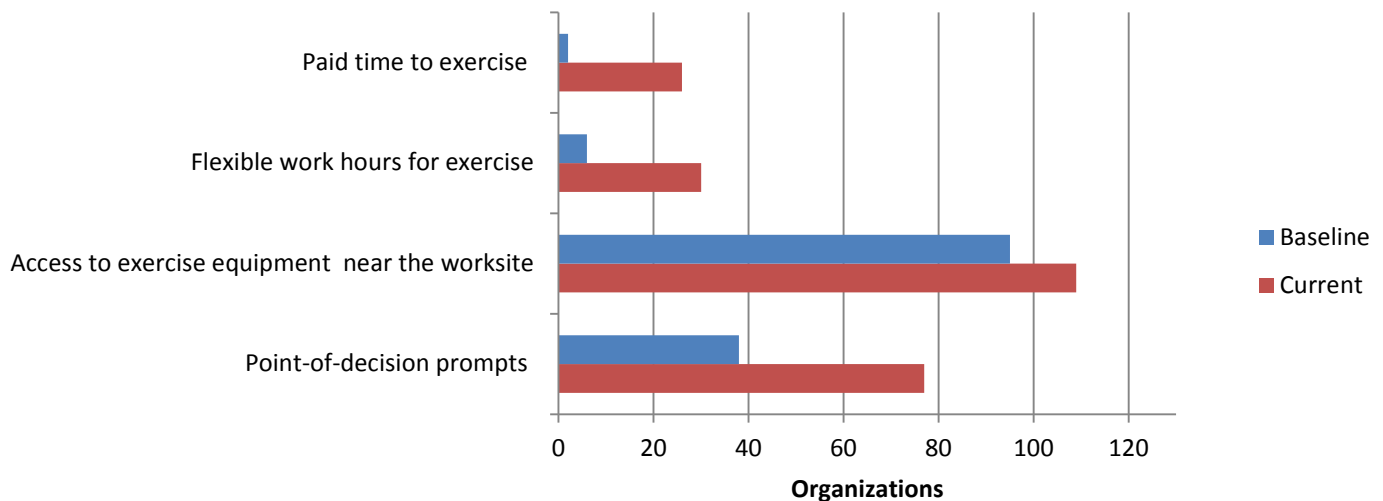
### Nutrition



## PHYSICAL ACTIVITY

There are four questions in the physical activity area of the Wellness Quality Scorecard. A small percentage of organizations are able to provide paid time and/or flexible time for workers to participate in physical activity during the workday, though the improvement is significant with 24 organizations offering such time at follow-up compared to baseline. Large gains have also been made in workplaces using point-of-decision prompts, such as signs encouraging use of stairs. Many workplaces provide easy access to equipment, suggesting that there is room for improvement in enacting policies allowing employees to make use of available equipment.

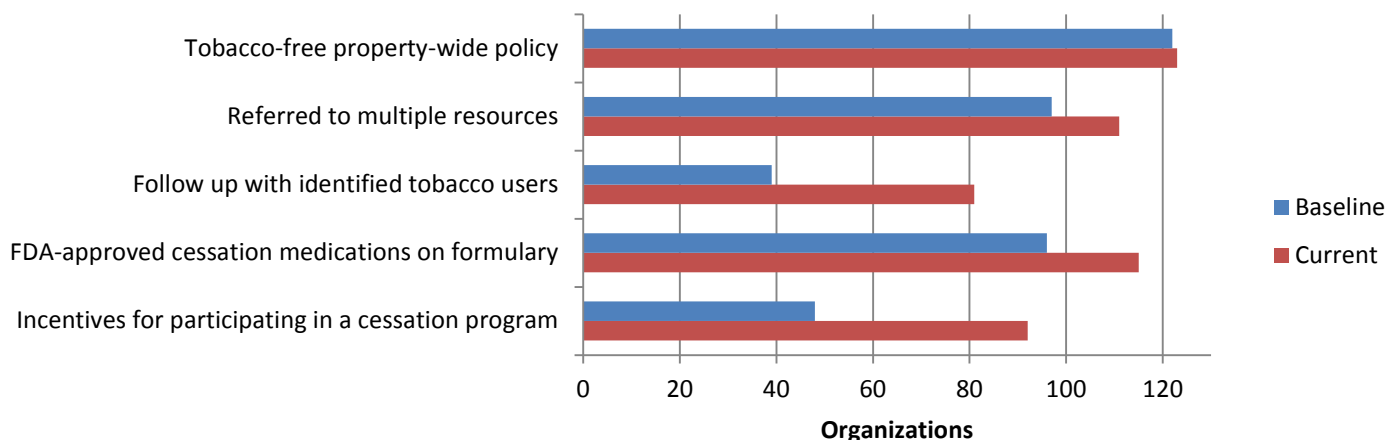
### Physical Activity



## TOBACCO-FREE

There are six questions in the tobacco-free area of the Wellness Quality Scorecard, reflecting the considerable evidence-base for prevention and cessation. Almost 90% of hospitals have a property-wide smoke-free or tobacco-free policy in place. Hospitals are also doing well in providing FDA- approved cessation medications on formulary and referring employees ready to quit to multiple resources such as medications and counseling. Large strides have been made in providing incentives for participating in a cessation program and for following-up with identified tobacco users, with over a 30% change from baseline to follow-up in these practices.

### Tobacco-Free

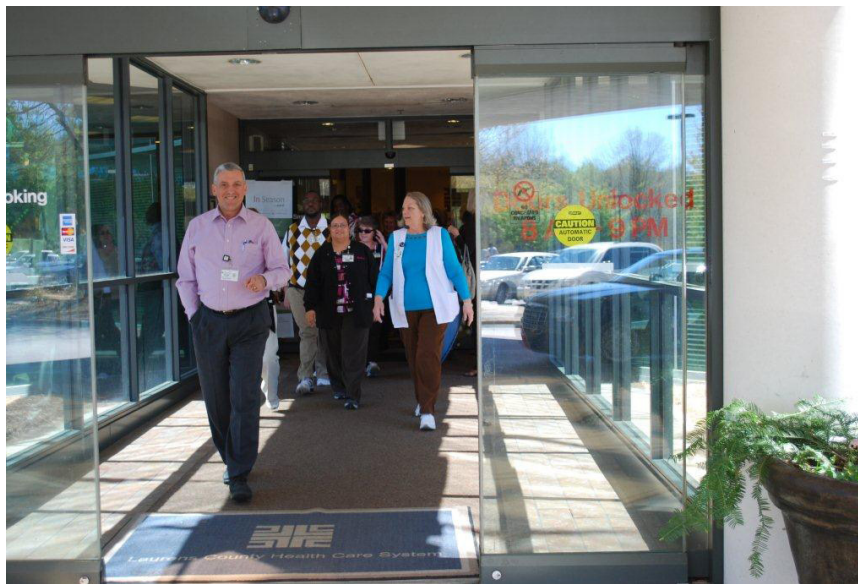


## CONCLUSIONS

- Hospitals in the Carolinas are highly engaged and making strong progress to put in place the most effective policies, benefits and environments that promote employee health.
- Because the initiatives in North Carolina and South Carolina have been sustained over many years, hospitals have had time to become fully engaged, make meaningful changes, and begin to see the outcomes of those changes.
- An unintended result of the length of these initiatives is that some hospitals in the Carolinas have not had access to the newer indicators included in WorkHealthy America.

## NEXT STEPS

- The progress of the hospitals in the Carolinas will continue to set a pace for national engagement of hospitals as population and community health leaders. Successful initiatives have already launched in New York City, Virginia and Oklahoma. The Centers for Disease Control and Prevention continues to support hospital associations, health care systems, and leading hospitals in using WorkHealthy America to complete a baseline assessment of policy, benefit and environments.
- Leaders in the Carolinas will seek additional strategies to sustain their respective initiatives through grant-writing, cost-sharing, and community partnerships to both maintain Excellence as well extend the reach of their efforts.
- There is an opportunity to link the policy, benefits and environment data collected in WorkHealthy America to the individual outcomes metrics collected by participating hospitals. While hospitals are collecting data on claims and health risk assessments, they are lagging in the collection of productivity data. This might make detailed analysis of 'return on investment' challenging.



Laurens County Health Care System President and CEO, leads staff in an annual event to encourage walking.



## ABOUT THIS REPORT

1. NC Case Study: [Healthy Employees Healthy Hospitals](http://www.forprevention.org/HealthyEmployeesHealthyHospitals) (also available at [www.forprevention.org/HealthyEmployeesHealthyHospitals](http://www.forprevention.org/HealthyEmployeesHealthyHospitals)) and SC Case Study: [Healthy Hospitals Across the Carolinas](http://www.forprevention.org/HealthyHospitalsAcrossCarolinas) (also available at [www.forprevention.org/HealthyHospitalsAcrossCarolinas](http://www.forprevention.org/HealthyHospitalsAcrossCarolinas)).
2. View national maps at [www.forprevention.org/nationalmap](http://www.forprevention.org/nationalmap) and click on the “Scorecard Data” tab or click [here](#).
3. The culture of wellness module has been in use since 2010, but only graded since late 2013. For this reason we have data on indicators, but not grades and grade level improvement for many of the organizations in the Carolinas who assessed prior to 2013.

This report was prepared as a deliverable to the Centers for Disease Control and Prevention, in order to examine outcomes of hospital work associated with the WorkHealthy Hospital Initiative.



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The nonprofit Prevention Partners builds healthier communities through a suite of products that guide schools, workplaces, hospitals and clinics to address the leading causes of preventable disease: tobacco use, poor nutrition, physical inactivity and obesity. Prevention Partners continues to seek leaders at state, local, system, and hospital level for participation in the WorkHealthy hospital initiative.

For more information about Prevention Partners or this report, please contact Annie Thornhill at [annie@forprevention.org](mailto:annie@forprevention.org) or (919) 904-7603.