

Key drivers of healthy workplaces & healthy communities: Lessons learned from WorkHealthy Hospitals in 5 states



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June 10, 2016

Albuquerque, New Mexico

Meg Molloy, DrPH, MPH

President and CEO

- To describe successful hospital association healthy workplace initiatives in NC, SC, VA, OK, and NYC
- To share key drivers of successful healthy workplace initiatives within the hospital sector
- To share examples of healthcare leadership for healthy workplaces becoming a catalyst for healthy communities



Who we are

Founded in 1998, the nonprofit Prevention Partners builds healthier communities through a suite of products for workplaces, hospitals, clinics, schools and communities.



Our mission

Engaging leaders, transforming organizations,
building healthier communities.

Our vision

Creating healthy places, changing lives.



What we do

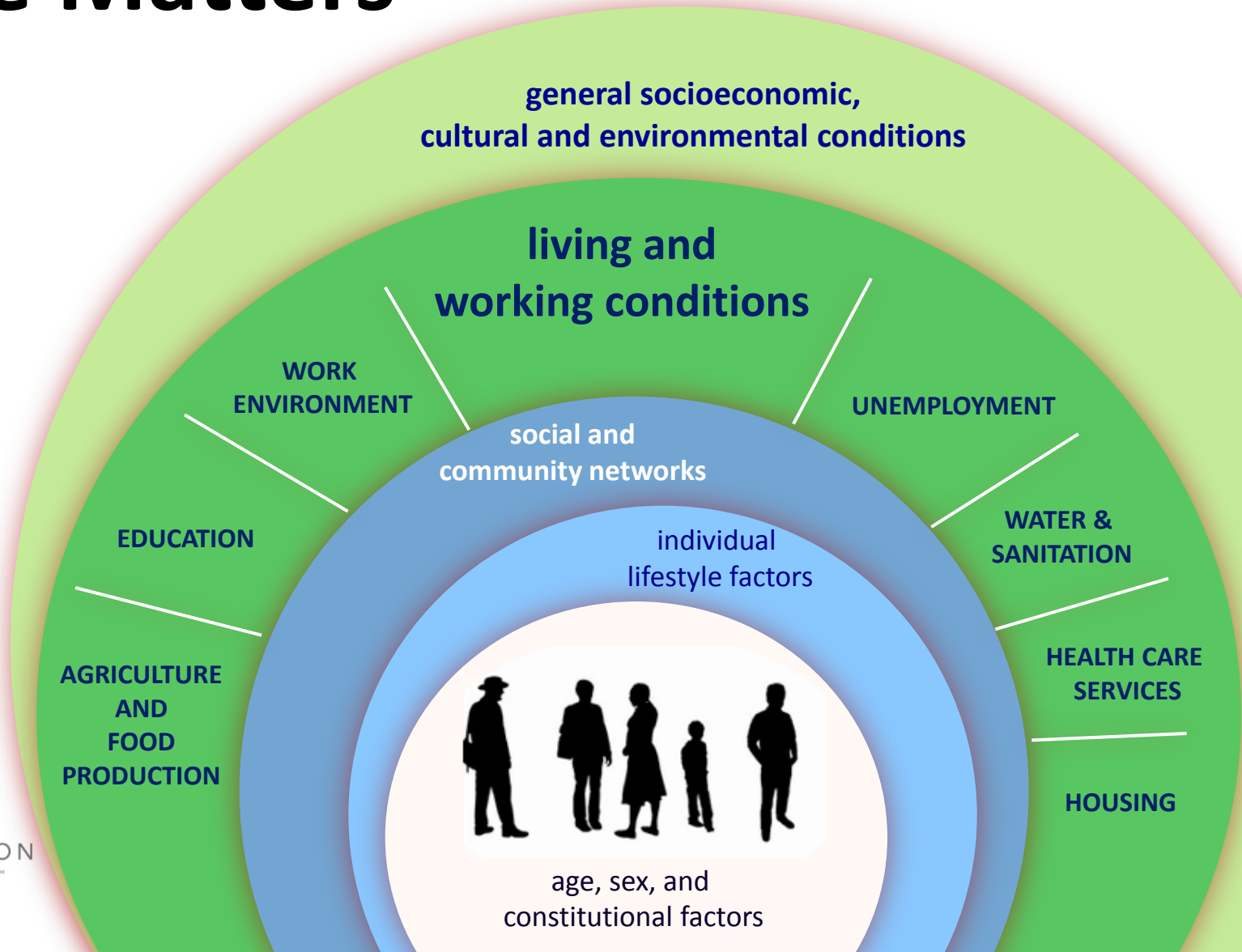
Our online, executive-level products allow us to reach organizations on a large scale, addressing the leading causes of chronic and preventable disease:

- tobacco use
- poor nutrition
- physical inactivity
- obesity

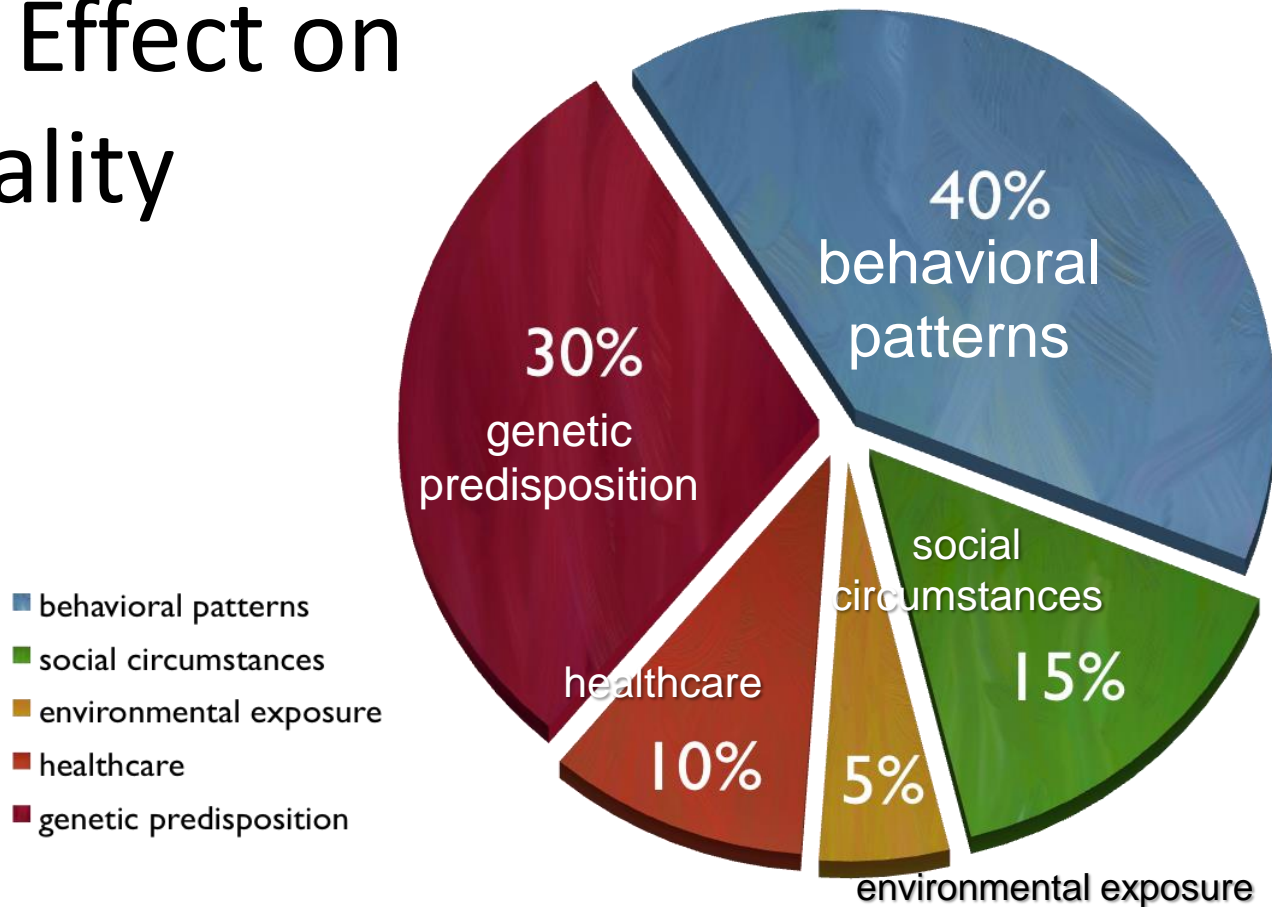
Place Matters

SOURCE:

Whitehead M and Dahlgren C, in "What can be done about inequities and health?", *The Lancet*, 338, 8774, 26 October 1991, 1059-1063

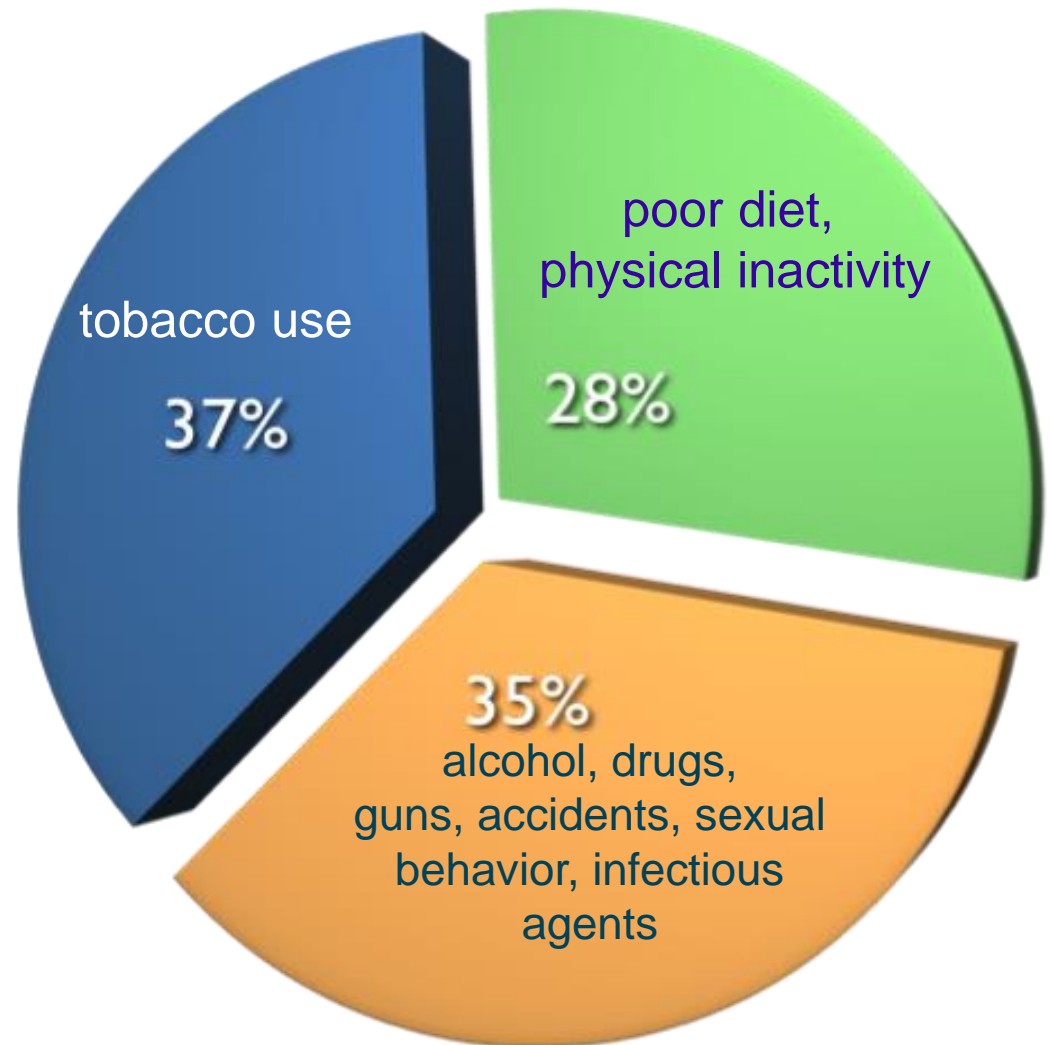


Determinants of Health and Their Effect on Mortality



Actual Causes of Premature Death and Disability

More than 2/3 of preventable early death and disease is due to tobacco use, poor diet, and physical inactivity.



Where we work, who we reach



Healthy places change lives

4
products



reaching

32
states



and

29
global sites



supporting

860
organizations



impacting the lives of
2,426,866
employees, students & patients



Cumulative numbers as of April 1, 2016



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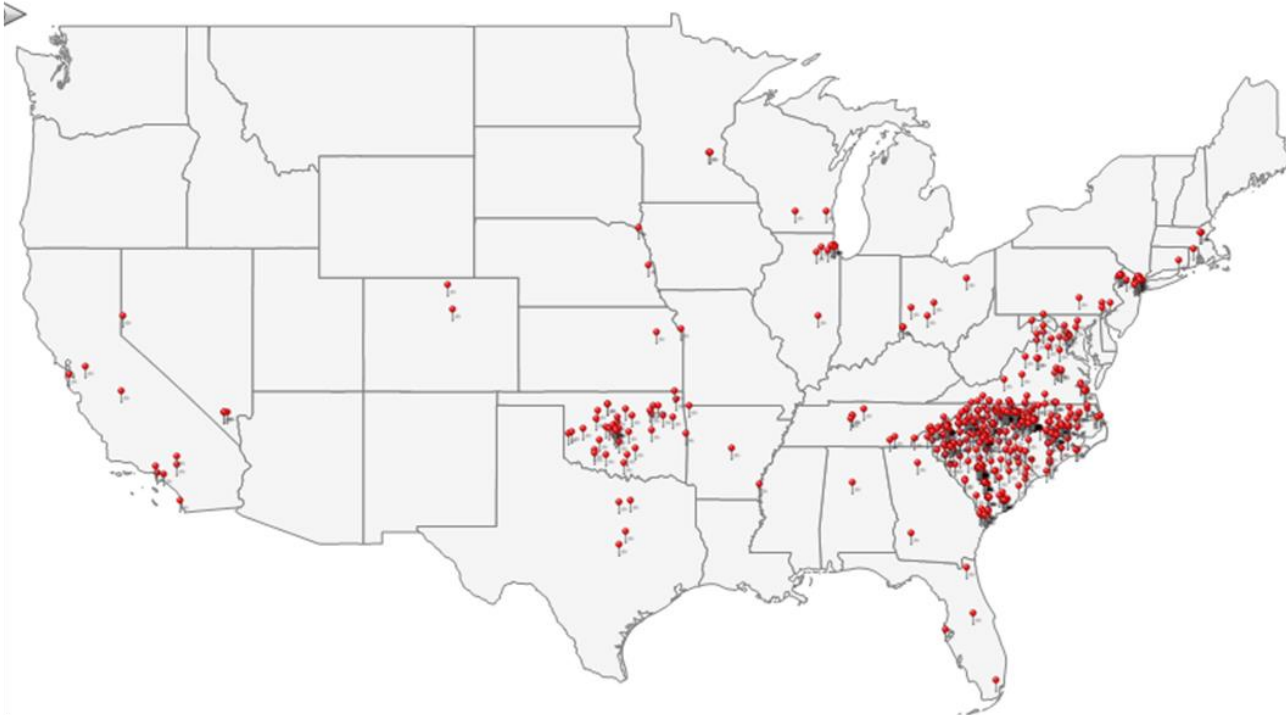
Share experience from five states

- North Carolina
- South Carolina
- Oklahoma
- Virginia
- New York City



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Statewide/Regional Initiatives



National Initiatives

Prevention Partners' Hospital Initiatives



2006
NC Hospital
Efforts
Begin

2010
Working
Well SC

2011
NYC
Tobacco
Free
Hospitals
Campaign

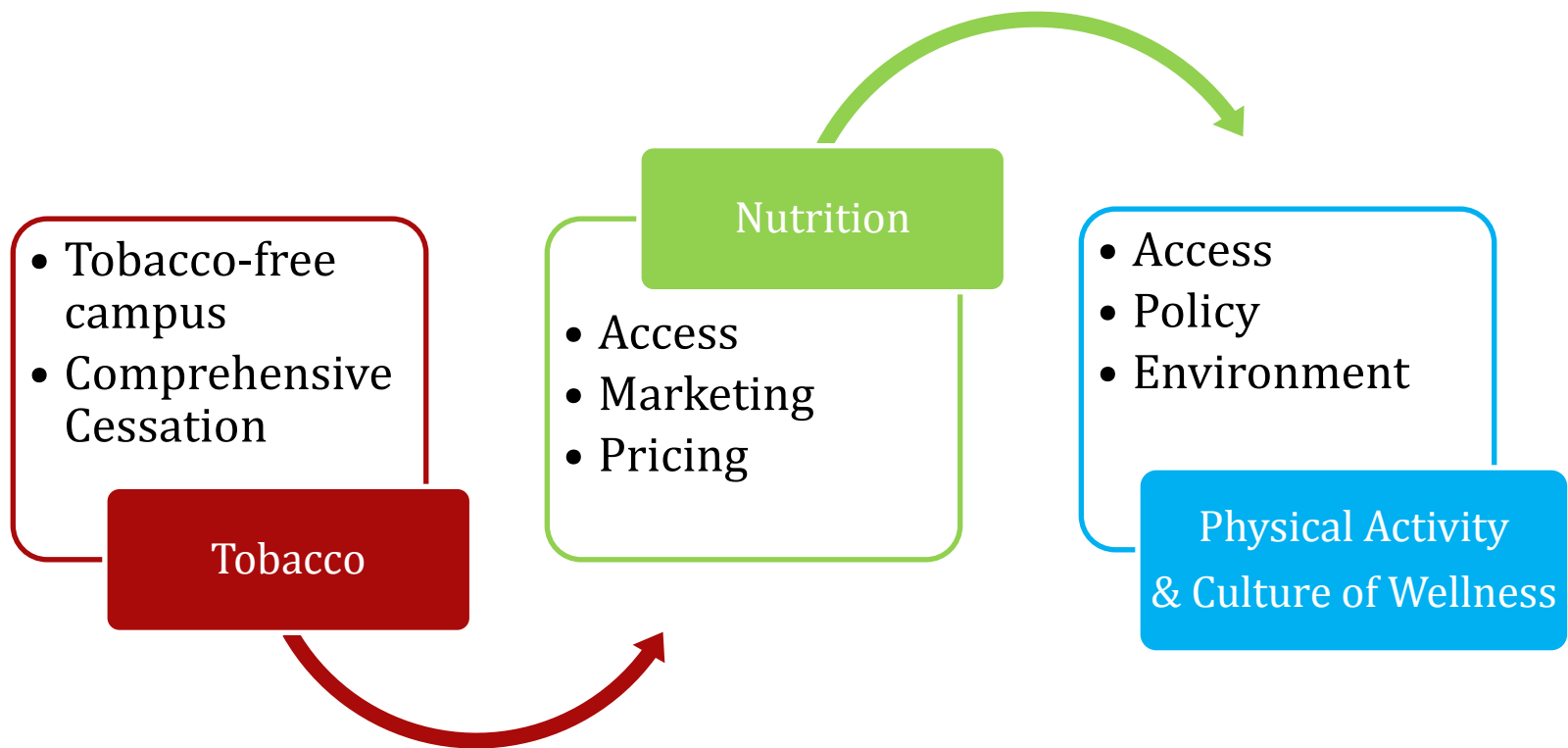
2012
*Children's
Hospital
Association
*WorkHealthy
Virginia
*WorkHealthy
Hospitals OK

2014
Ambassadors
for Health
(DOD)

North Carolina

- Partnered with NC Hospital Association
- Grant support from The Duke Endowment (3 phases, 3 years each)
- Early on, identified small number innovator systems, provided technical assistance to achieve standard, established Centers for Excellence
- In first grant, NCHA board resolution challenge 127 members to achieve this standard by certain date

Healthy NC Hospital Initiative





Gold Star: Tobacco-Free People and Places

100% Tobacco-Free

- Implement and enforce property-wide tobacco-free policy
- Communicate policy to all employees
- Post signs to alert all patients and visitors

System Approach

- Identify tobacco-using employees
- Assess interest and willingness to quit
- Refer to and promote resources, including medications and counseling
- Follow up with those who expressed interest in quitting

Preventive Benefits

- Offer quit tobacco counseling
- Provide and promote over-the-counter nicotine replacement therapies
- Have and promote FDA-approved prescription medications in formulary
- Communicate and promote available benefits

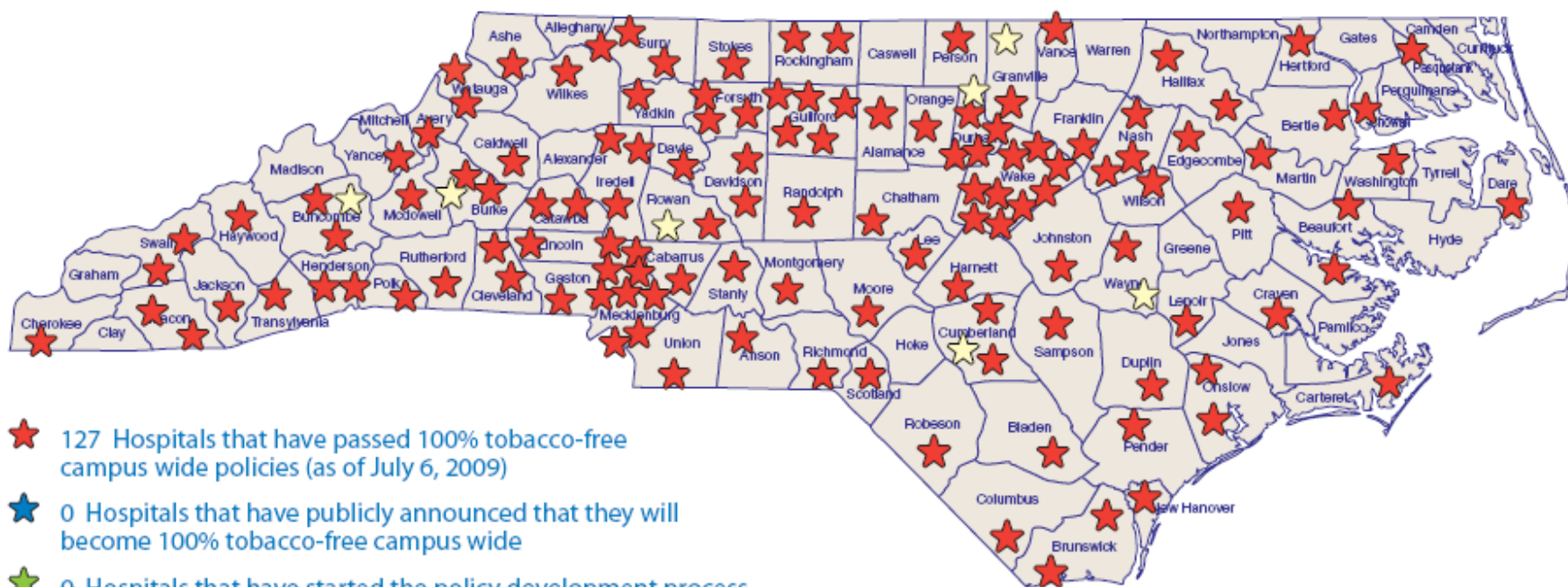
Incentives

- Provide incentives for those who enroll in a Quit Tobacco program
- Provide incentives for employees who are tobacco-free

Evaluation

- Evaluate quit tobacco system

Tobacco-Free Hospitals in NC



- ★ 127 Hospitals that have passed 100% tobacco-free campus wide policies (as of July 6, 2009)
- ★ 0 Hospitals that have publicly announced that they will become 100% tobacco-free campus wide
- ★ 0 Hospitals that have started the policy development process, but not yet announced when they will become 100% tobacco-free campus wide
- ★ 0 Hospitals that NCPP and the NC Hospital Association have contacted to inform them of the policy initiative
- ★ 7 Veterans Affairs and Psychiatric Hospitals



Healthy Food Environment Project





Gold Apple: Healthy Food Environment

Access

- Adopt healthy food nutrition criteria
- Provide healthy options during all hours of operation in all areas you manage (cafeteria, coffeeshop, vending machines, etc.)
- Train food service staff on food preparation and portion control
- Ensure sustainability of providing healthy options through written policies and/or procurement contracts

Pricing

- Use pricing to incentivize customers to purchase healthy options

Marketing

- Provide point-of-decision nutrition information for all food
- Identify foods that meet your healthy food nutrition criteria with a consistent icon
- Position healthy items to be more prominent and accessible

Benefits

- Provide and promote nutrition counseling to all employees as an insurance benefit or equivalent employee benefit
- Use benefits design and wellness incentives to encourage behavior change

Education

- Implement a campaign to promote your Healthy Food Environment with employees and visitors

The real principles, direction to team

- Let food be thy medicine and medicine be thy food. --
Hippocrates, father of medicine, 431 B.C
- You can't make a healthy choice if there isn't one
- People don't eat science, the food has to taste good

Healthy Food Environment Project



Cut to the Core: Culinary Competition



Congratulations
to the Black Hat
Chefs from UNC
and Rex
Hospitals!

WorkHealthy America



120 questions

Grades & Benchmarking

Tailored Reports

Org Coaching

Healthier workplace policies, environments and benefits


- Evidence-based review
 - National standards
 - Peer reviewed literature
 - Input from nat'l experts
- Weighted by strength of evidence
- Tested by real businesses
- Validated and content regularly reviewed and updated



We make change easy

- Custom, Tailored Reports
 - Executive Summary
 - Recommendations
 - Action Plans
- Toolboxes
- Newsletters
- Webinars
- In-person trainings
- One-on-one support



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Nutrition Action Plan
Paper Airplane Co.

Assessment Completed: 5/31/13 Grade: C

Primary Contact: Mary Gallagher Email: sup

Current Status	Short-term Action Steps	Long-term
ACCE SS		
3. Do you have a plan in place to review and clarify the policy?		
Your worksite does not have a plan in place to review and clarify your healthy food policy.	Work through your wellness committee to develop an action plan for implementation, sustainability and compliance. Review your NCCPP Action Plan and recommendations, then adjust them according to the vision of the committee. Evaluate customer count and purchasing behavior one month prior to and one month after the launch of the Healthy Food Environment project. Consider conducting an employee satisfaction survey to determine employee perception of healthy foods offered in worksite eateries.	Continue to update the action plan as we increase employee wellness and best. Continue to evaluate periodically. Work continue to hold re to monitor, adjust to improve the food
BENEFITS		
6. Do you provide employees with clean, comfortable and private areas in which to walk during work hours?		
Your worksite does not provide employees with clean, comfortable and private areas in which breastfeeding mothers can express their milk during work hours.	Implement a policy that ensures that employees have access to a sanitary and private area in which breastfeeding mothers can express their milk. Conduct an environmental assessment to see what space is available in the building) in which you work. Adapt model policies to fit the needs and requirements of your worksite.	Develop a commu provide this impu The best commu include: policy m employees and vol orientation, perfor and direct commu CEO.
8. Does your worksite actively communicate to employees about your health benefits that support good nutrition?		
Your worksite has not achieved this: Develop a communication plan to promote available benefits and participation in healthy food programs. The best communication tools include policy manual, inclusion in new employee and volunteer orientation, performance review, and communications from CEO.	Enhance commu ensuring that you employee and v policy manual, on performance review communication r	

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NUTRITION RECOMMENDATIONS
PAPER AIRPLANE CO.
Submitted Date: May 31, 2013

Below you will find a list of recommendations to improve your grade. These recommendations are prioritized based on the strength of the scientific evidence behind them.

Strongly Recommended Action Steps:

- Use nutrition criteria to define and identify healthy items.

Important Practices:

- Offer programs to support practicing good nutrition and/or a healthy weight (may be on or off-site).
- Require that all vendors provide healthy options.
- Use an icon, symbol, or picture to identify healthy foods and/or beverages.
- Educate your food service staff about healthy food preparation, recipes, and portion control.
- Label food and beverages with nutrition information at the point of selection. When labeling with calories, use and advertise a reference of 2,000 daily calories.
- Regularly evaluate your healthy food policy and its impact.

Promising Practices:

- Work with staff and caterers to ensure that healthy food and beverages are available at all catered meetings and events.
- Communicate to employees about your health insurance benefits.
- Negotiate contracts with all vendors, caterers or suppliers so that they make nutrition information available.

General Recommendations:

- Put a plan in place to regularly review your healthy food policy.
- Provide opportunities for staff to purchase locally-grown food products.

If you have any questions about this report or the assessment, please call Prevention Partners at 919-969-7022.

Submitted By: Mary Gallagher
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Phone: (920) 457-9348

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South Carolina



- Partnership with SC Hospital Association
- Focus on 3 pillars:
 - Tobacco-free people and places
 - Delicious and affordable, healthy food environments
 - Access and opportunity for physical activity during the workday
- Grant support from The Duke Endowment
(2 phases, 3 years each)

Working Well

- The workplace wellness strategy for all SC employers
- SCHA started with themselves
- Then offered bootcamp, annual training summits and on-site consultation for 76 member hospitals



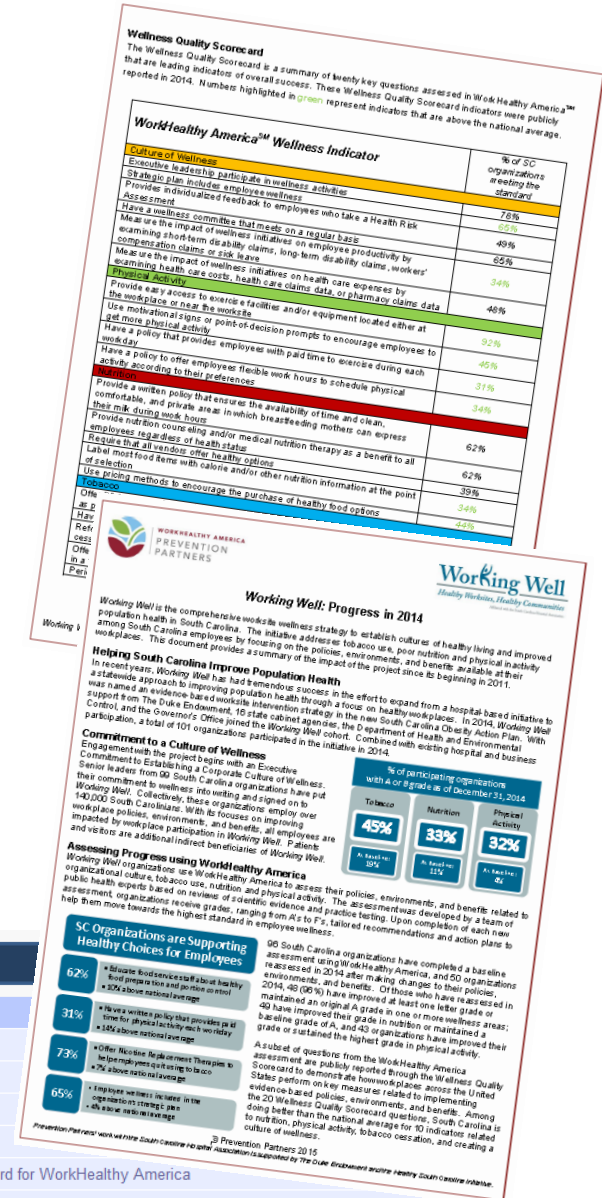
- As first out of state partner, they requested support and access to data and reports so they could reach out and proactively support their own members
- Coached their staff, created automated on-demand reports, consultation for the core team guiding statewide initiative



WorkHealthy America		
	Completed Baseline	Reassessed
Culture of Wellness	55	41
Nutrition	55	44
Physical Activity	55	43
Tobacco-Free	55	43

10 Organizations have earned the Excellence Award for WorkHealthy America

55 Organizations have completed a full baseline for WorkHealthy America



Expanding Working Well across SC

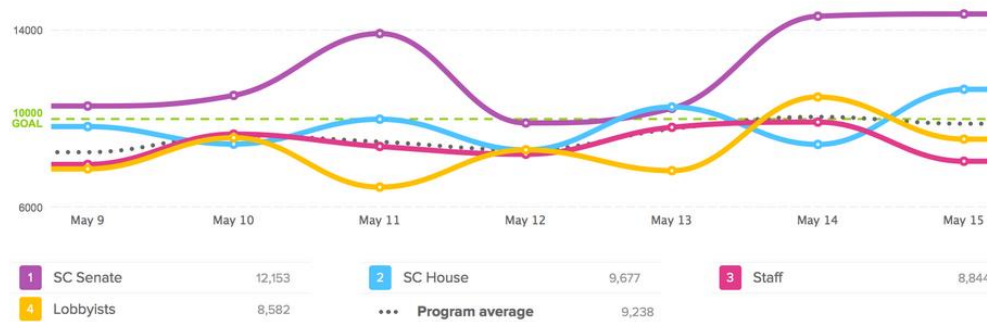
- Expanded with partnership with SC DHEC & Eat Smart Move More SC to support businesses, universities, schools and local government in four communities
- A second grant from The Duke Endowment engaged 17 cabinet agencies and the Governor's Office
- Currently coordinating A Healthier State House



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A Healthier State House

- Partnership between SCHA, the Alliance of YMCAs, DHEC, Dept. of Parks, Recreation and Tourism, Eat Smart Move More SC, and 3 healthcare systems
- Open to state legislators and legislative staffers
- Includes environmental change, on-site education and classes, and evaluation with FitBit Wellness





<http://forprevention.org/p2/story/agents-of-change-susan-johnson-medical-university-of-sc/>

Oklahoma

- Partnered with Oklahoma Hospital Association
- Funding from TSET (Tobacco Settlement Education Trust)
- OHA engaged 48 members
- LeadHealthy coaching and reporting to OHA staff
- Automated feedback, coaching & webinar training for organizations



Oklahoma



- WorkHealthy Hospitals utilized a strong recruitment strategy to ensure hospital commitment and interest
 - Aided in leadership support
 - Gauged readiness to implement employee wellness policies and changes
- Allowed hospitals to utilize an “assessment” license
 - gave them access to the WorkHealthy America assessment and their grades
- Hospitals could contribute to the cost of a Core license and receive support from Prevention Partners , Recommendation Reports, and Action Plans to carry out those recommendations

Oklahoma stories of change

- INTEGRIS included healthy workplace into strategic plan
 - Oklahoma Hospital Association and the WorkHealthy Hospitals Team have continued a vision of success and strong standards with their cohort for the past 3 years:
- Resulted in two organizations under review for Excellence Recognition in 2016
 - 17 current Gold recognitions



Virginia



- Partnered with Virginia Hospital and Healthcare and Association to help them achieve their mission of being the recognized driving force behind making Virginia the healthiest state in the nation
- No funder, but was a leadership driven strategy and initiative
 - Hospitals purchased own licenses
- Communicate opportunity, recognize members



Kelly Cannon, Director of Community Engagement for the Virginia Hospital and Healthcare Association, awards **first Virginia health system Excellence Award to Valley Health.**

Mark Merrill (center), Valley Health System President and Chief Executive Officer accepts the award.

WorkHealthy Virginia – Member Activities

- Site visits
- Trainings
- Communications
- Engaging new hospitals!



Sharing Best Practices

WORKHEALTHY VIRGINIA: BEST PRACTICES FROM VHHA MEMBERS

Wellness Activities for the Night Shift Virginia Hospital Center

In 2014, Virginia Hospital Center held three night shift wellness events. The *Walk at Work* event provided employees with an indoor walking trail, options to climb stairs, and a goodie bag with pedometer and snacks. The *Fitness & Stress Management Fair* featured interactive stations with functional fitness tips, stretches, and breathing exercises. Lastly, the *Night Shift Health Fair* included cholesterol, body fat, and blood pressure screenings, along with a fitness demo booth, prize raffle and healthy snacks. Each event averaged 80 employees in attendance.

To ensure successful events, Health Promotion staff gathered feedback from the hospital's Wellness Committee and the Night Shift Council. They learned that the ideal time for a night shift event is 1-3am. The most effective promotional tactics were posting flyers on each floor where staff clocks in, and creating "delayed delivery" emails to be sent on the eve of an event at 12:30am. Leading up to events, emails were sent to all staff and details were included in hospital newsletters and on the employee portal. To encourage attendance, it was helpful to have a night shift employee act as a Wellness Champion.



Wellness @ Work

A HEALTH AND FITNESS INITIATIVE FOR CHKD HEALTH SYSTEM EMPLOYEES



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New York City



- Partnered with NYC Department of Health and Mental Hygiene, CDC grant
- Tobacco-Free Hospital Campaign
 - Tobacco free campus
 - Employee quit tobacco system
 - Patient quit tobacco system (inpatients & outpatients)

NYC continued

- Health Department recruits hospitals
- Our team and their staff do joint confirmation & coaching calls
- Customized the recognition
 - 3 hospitals have achieved the Gold Star award (Employees, Inpatients, Outpatient systems); more on the way!



NYU Langone Medical Center CEO signs the executive commitment

Key drivers of successful healthy workplace initiatives within hospital sector

- Leadership engagement
 - C-suite leadership, CEO Commitment form, assign team, planning and budget
- Clear Standards, Feedback on Progress
- Tailored messaging
 - Different messages, stories for key stakeholders
- Implementation Support
 - Coaching, tools, templates, case studies, webinars
- Recognition and reward

WorkHealthy Hospitals Reach

- NC: 370 organizations 447,465 individuals
- SC: 130 organizations 195,430 individuals
- OK: 51 organizations 36,831 individuals
- VA: 35 organizations 65,858 individuals
- NYC: 21 organizations 143,172 individuals

Healthcare leadership taking healthy workplaces into community as a catalyst for healthy communities

Leadership Spread to Community



A Case Study of Success:

Rowan County, NC

Rowan Medical Center (RMC)

- Employee wellness
- Physician engagement

Quality Care

- RMC outreach:
 - Lines of business
 - Community benefit & public reporting
- Collaboration with public health dept

Community Health

- Business
- Schools
- Government
- Chamber
- YMCA

Prevention Partners' Healthy Places Suite of Products

**WorkHealthy
America SM**



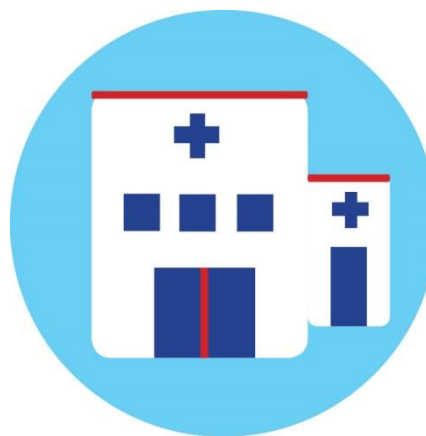
**Healthy
Employees**

**LearnHealthy
America SM**



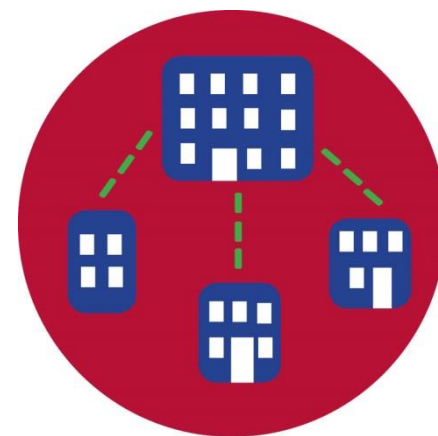
**Healthy
Students**

**Patient Quit
Tobacco System SM**



**Tobacco-Free
Patients**

**LeadHealthy
America SM**

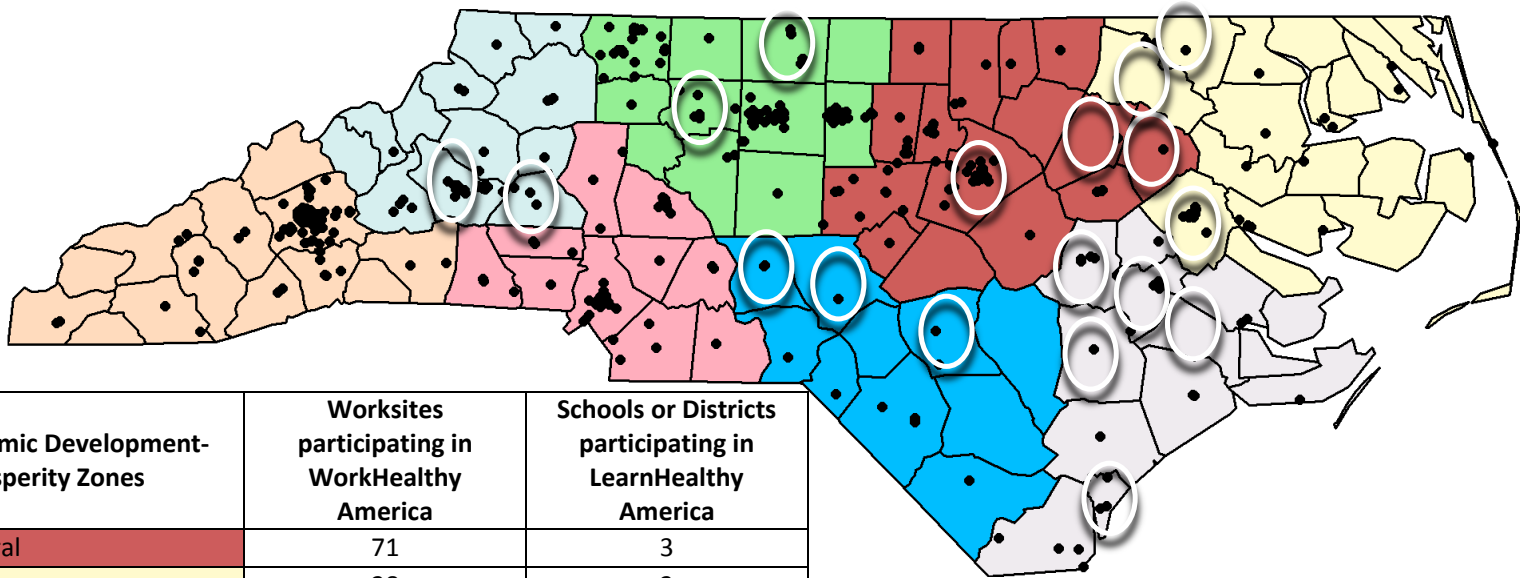


**Healthy
Communities**



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The Power of 10: Creating Healthy Places Across NC



NC Economic Development-Prosperity Zones	Worksites participating in WorkHealthy America	Schools or Districts participating in LearnHealthy America
North Central	71	3
Northeast	28	2
Northwest	27	7
Piedmont-Triad	76	27
Sandhills	10	1
Southeast	34	3
Southwest	54	2
Western	39	55
Total Organizations	340	100
Persons Impacted	661,653	170,878

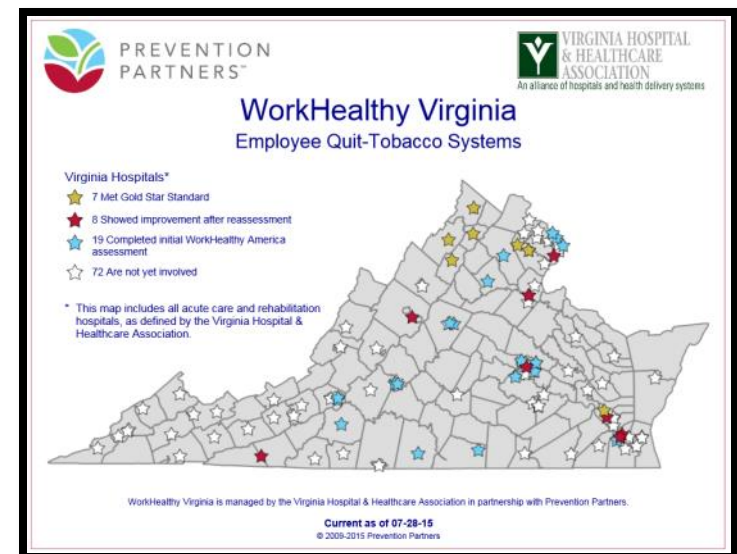
Barriers

- Data
- Affordability
- Sustainability

Overcoming Barriers: Data

Organizational Report Cards:
Confidential and clear feedback that benchmarks
organization's progress for sector, size and
geography

Aggregate Reporting and
Mapping:
Public reporting of statewide
participation and progress



Evaluating Prevention Partners Impact



Inputs

- Prevention Partner staff
- 3-5 year partnership
 - Community or statewide leadership team
 - Participation/commitment of local organizations to create healthy places
 - Funding to support initiative
- Technology platforms (LeadHealthy, WorkHealthy America, WorkHealthy Global, Simple Steps LearnHealthy, Patient-Quit Tobacco System) that automate and tailor highly-evidence based policies & practices

Outputs

Activities: What We Do

- Assess & benchmark organization practices
- Strategic coaching for organizations and leadership teams
- Webinars
- Best practice sharing
- Recognition
- Gather data & provide reports
- Evaluate progress over time

Participation: Who We Reach

- # of organizations participating/ engaged to create a healthy place
- # of individuals in participating organizations
- % of NC counties achieving Power of 10
- % of states achieving Power of 10
- % or average # of orgs attending webinars/ trainings
- % or average # of orgs using action plans
- % or average # of orgs using online tools & resources

Feedback: What Partners Say

- % who would recommend us
 - % loyal promoters
 - % passives
 - % detractors



Power of 10	
North Carolina	National
11 Counties	7 States
11%*	14%**

*Out of 100 counties

**Out of 50 states

Outcomes

Short Term

ORGANIZATION-LEVEL

- # of organizations improving policies & practices (i.e. improved by at least one letter grade)
- % of organizations improving across ALL topics

INDIVIDUAL-LEVEL

- Increase in awareness of health promotion benefits (DOT)
- Increase in engagement in wellness/health promotion activities (Partners in Learning)

COMMUNITY-LEVEL

- % of organizations adopting healthy policies by sector
- Comparative effectiveness of WHA participants versus to community as a whole

Medium Term

ORGANIZATION-LEVEL

- # organizations achieving an A grade
- # of organizations achieving Excellence

INDIVIDUAL-LEVEL

- Increase in purchasing/eating healthy foods (FirstHealth)
- Increase in physical activity
- Decrease tobacco use rates (Mars)

COMMUNITY-LEVEL

- % decrease in smoking rate among WHA participants, compared to community as a whole

Long Term

ORGANIZATION-LEVEL

- Increase productivity among employees
- Decrease employer costs due to preventable health & disability claims (City of Greenville)
- Robust & sustainable culture of health across organization

INDIVIDUAL-LEVEL

- Decrease rates of overweight, obesity (DOT), diabetes, hypertension, heart disease, musculoskeletal issues, etc
- Decrease incidence of smoking-related or lung disease

COMMUNITY-LEVEL

- Economic development
- Population health impact

Overcoming Barriers: Affordability

- Behaviors are the underlying causes of health issues, and are cost drivers not easily addressed in a care model. \$6000 a year per person for excess medical and productivity costs.
- Very cost effective for a strategic priority that reaches every employee.
- Not having to do own R&D.
- Chipping in & repurposing existing budget
 - Sweat Equity Leadership
 - Philanthropy
 - Cost-sharing, some pay own way
 - Revenue Sharing

Overcoming Barriers: Sustainability

- Leadership
 - Association Partnership
 - Organization: CEO Commitment
 - Community: Health System, Health Department, Foundation, Chamber, County Commissioner
- Recognition
 - Centers for Excellence
 - Mapping of participation and progress bar
 - Gold & Excellence Recognitions

Sustainability

- Policies and environments are sustainable
- Changing organizational culture is sustainable
- Taking it to the community is leading by example & therefore is highest sustainer
- Tiered licenses for needs/budget, stage of lifecycle and initiative (Data, Core, Plus, Excellence)
- Financial: Strategic Partners align goals and funds; Revenue Sharing as incentive to start and sustain

Opportunities

- Encourage your health system & community leadership to join the NM Healthy Hospital Initiative. Please speak to Rita, Julia and Courtney
- Invitation to Prevention Partners learning community
 - Healthy Places Council
 - Healthy Places Summit, June 14 in NC
 - Research Council

**For more information on the New Mexico Healthy Hospital Initiative,
please contact:**

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Resources & Questions

www.forprevention.org/nationalmap

<http://forprevention.org/p2/prevention-stories/>

www.forprevention.org/HospitalLeadingWay

Contact: meg@forprevention.org