

KEY POINTS

- **At 212 degrees, water boils and can become steam... Steam can power a train... Think about how 1 extra degree can translate to your workplace and get you results.**
- **Mary Marzec**
 - **People won't stay in a job that is bad for their health. Wellness programs are vital to attraction and retention of employees.**
 - **Look at wellness from a comprehensive perspective, focusing on some of the details of the culture & environment in the workplace.**
 - **Pay attention to the details, and make being healthy easily accessible (i.e. putting water at eye-level and within reach to make it easier to make that healthier choice).**
- **Mary Jo LeFevre**
 - **Wellness programs have evolved since they first popped up in the early 2000s to be more holistic in their approach, including aspects like nutrition, mindful meditation, and more.**
 - **Be sure to align your wellness program with appropriate outcome expectations, make sure employees are aware of the program, and there are downstream rewards rather than a one-time reward.**
 - **Foster a positive and healthy culture with strategies such as recruiting Wellness Champions, leadership support of employee wellness, and understanding employees' own personal cultures so that you can better engage them to participate. Surveys and focus groups can be useful for this.**
- **Mary Kline**
 - **Corporate wellness is not a fad! While it is a new field, it is a journey that involves evolution of what 'corporate wellness' may look like.**
 - **Incentivizing employees may be enough to get people who are "on the fence" to participate.**

Detailed Notes:

Mary Jo - opening

- Rob Dube in January meeting - book is called Do Nothing
 - Centered around mindful meditation for leaders
 - How does that translate in the corporate environment?
 - CEO of Panda Express
 - Immigrates when 9, now oversees one of the largest chain in US
 - Believes that everyone is on their own personal journey
 - Phil that people can't do a good job at work if their lives are a mess
 - Promoted with many wellness seminars, teaching nutrition healthy habits and meditation
 - Encouraged to meditate, give back to comm and seek new opportunities
 - Helping each other live better lives
 - How do we translate this to our own everyday lives?
 - Read the material, pause, reflect, give it thought, deeper thought, embrace it or toss it aside, but you do so after pausing and reflecting on it
 - It is thought that precedes action
 - Pause and reflect, invest thought in a topic
 - 212 degrees
 - Water → boil → steam → can power a train
 - **Think about how 1 extra degree can give you positive/extra results**

Mary Marzec - RedBrick Health

- Stress and how work culture can affect health
- What is your "why" behind wellness?
 - Very different landscape than 5 years ago
 - Cost savings, mitigating health risks, etc... but so much more now when speaking with employers. Safety aspect of employers for their employees
 - **1) Wellness is a key component to attraction and retention**
 - **2) Need to retain current talent and attract new talent - wellness programs are a key component of that**
 - **People won't stay in a job that is not good for their health**
- Growth in corporate wellness in recent years
 - \$1 Billion in 2011 → \$6.8 billion in 2016
 - People are working later in life
 - Increasing obesity and chronic conditions
 - Support employees across age demographics
 - Technology is a game-changer
 - People are really expecting and demanding that support from employers
- What works - 5 points:

- Let people choose, communicate frequently, use reward wisely, make it social (include spouses, etc.), and create and health-friendly culture (her area of focus, and very intentional focus around wellness, look at the right things)
- Measuring culture in a large company
 - Same company, different locations → much variation
 - BMI is consistent with supportive culture (meaning those with a healthy BMI is similar as % of those in support of work culture)
 - Tobacco - correlates with regional norms
- **Don't overlook the obvious** - could move unhealthy choices to less prominent location (Cafeteria layout)
 - My thoughts - cafeterias follow same layout as grocery stores, but is this from monetary means from those food companies to buy that spot by the cashier?
 - Eye level, within easy reach -- put the healthier options in these easy-access locations
- **Look at wellness from a comprehensive perspective**, focus on some of the details of the culture/environment in the workplace

Mary Jo Lefevre

- STRATEGY
- Evolution of wellness programs
 - Early 2000s, wellness programs popped up
 - If you build them, they will come was idea (maybe) back then
 - This idea has changed. Not just physical exercise. Nutrition, mindful meditation → more holistic approach
- What are your reasons for creating a wellness program
 - How will you define success?
- Ineffective wellness programs seem to have misguided expectations
 - Ensure to align intervention with appropriate outcome expectations
 - I.e. tobacco surcharge alone does not necessarily equal a reduction in tobacco use
 - Increase employee awareness is a key feature
 - Rewards can just be temporary, downstream rewards will have more of an effect than just a one-time reward
 - Year round
 - Health Coaching - progress in specific health behaviors; what is the person's state of readiness? Are they in the contemplation phase yet?
 - **Be sure to align your wellness program with appropriate outcome expectations, make sure employees are aware of the program, and there are downstream rewards rather than a one-time reward.**
- CULTURE
 - Significant
 - Strongly impact wellbeing strategy
 - Does leadership understand the culture?

Meeting Notes - "Debunking the 'Corporate Wellness is a Fad' Myth"

Meeting date: 3/21/18

- Culture can help or hinder the program
- Top leadership and manager support are key
- Ask the right questions
 - Do you have wellness champions? Employees with success stories to help engage other employees...
- Overview of strategic approach
 - SPECTRUM of different employees
 - Already healthy
 - How do you create an environment where the ones that are less healthy are going to want to participate?
 - Ex: engineers - numbers oriented
 - Biometric assessments (numbers) may be more interesting to them than coming to a wellness meeting
 - → don't call it a "wellness meeting"
 - Center meetings around something that resonates with your populations
 - Wellness meeting centered around hunting
 - **Gear the messaging toward your audience
- No one strategy that will work for every company
 - Takes strategic and intentional planning
- **Foster a positive and healthy culture with strategies such as recruiting Wellness Champions, leadership support of employee wellness, and understanding employees' own personal cultures so that you can better engage them to participate.**

Mary Klein - OnSite Wellness

- NOT A FAD - really new field
 - IT IS AN EVOLUTION
 - A JOURNEY
 - "Walking is man's best medicine" - Hippocrates
- **Corporate wellness is not a fad! While it is a new field, it is a journey that involves evolution of what 'corporate wellness' may look like.**
- Then and now - many different things from when wellness programs first started
 - THEN
 - Consultant - we knew what they needed
 - Heavy fitness and nutrition
 - Return on Investment (ROI)
 - If all you're measure is cost, may not always end up putting the PERSON first...
 - Program
 - Inform
 - telling
 - Spreadsheet approach

- How many people participated
 - Population approach
- NOW
 - Facilitator - they tell us what it is that they need
 - Still fitness and nutrition, but more dimensions (culture, environment, meditation, more holistic)
 - Value on investment (VOI)
 - Process
 - It's not a one stand alone program that is offered
 - Education
 - Give people the tools (What to do and why they should do it)
 - Behavior approach
 - How many people did quit
 - Personalized approach
 - Not a one-size-fits-all program; catered to the individual
- Wellness vs Well-being
 - Are they the same?
 - Depends on where you started
- STILL
 - Autonomy
 - Relationships - it's all about the people
 - Wellness and Well-being
 - Incentives?
 - We want people to change because they WANT to change, but not because we gave them money to change
 - For those few on the fence, \$ or tshirt may be an effective means of incentivizing participation
 - Incentivizing employees may be enough to get people who are "on the fence" to participate.

DISCUSSION

- Support for culture and resources - Does a company have the resources to support? Or is it constrained? Difference in white collar vs blue collar workers in support of programs?
 - Most support from office workers, less from manufacturing sites
 - Wellness Champions do make a big difference in employee support of programs
 - Money isn't as much of a factor as is THE PEOPLE
 - Sure, salad is more expensive than Doritos, but...
 - Walking is free, some have strong networks of people that do stuff together (basketball, football, etc.)
 - Gratitude - doesn't cost much to create an environment that fosters gratitude
 - It's not all about the money, it's about the attitude

- It is challenging to engage people outside of corporate (traveling workers, satellite locations, etc.)
 - Make sure you have champions at ea location to continue that engagement
- Large vs. Small employers - yes difference in amt of resources, but the people is so much more important; strong wellness programs have leadership that truly care about their people; truly doing it because they care. It's not about the bottom line, but about QoL.
- What is the most common way that people are starting wellness programs? Small reimbursement? Expo to being a couple different companies in? What is the first step for most companies? Is this going to be a commonality across everyone or is this just the time now?
 - The best fit is not the same for each organization. You need to understand your culture. What engages employees? What doesn't work? Talk with your HR managers and get their insights. Ask the right questions. Employee engagement survey. What is stressing employees most? (work-life balance, stress at home? etc.) Build the program from what you learn. It's a process. Build upon what you learn from the previous.
 - Yes, can start small. But have a plan to build upon that. Has to be ongoing participation with employees.
 - Where to start: Sometimes companies jump too fast into what they're going to do (insurance premium differential, different programs, etc.) Take a step back and ask WHY are we doing this...
 - Analogy of planning for retirement
 - Key component is taking an inventory of what people's goals are in terms of their health/wellness for in the future
 - Employees will tell how they perceive their employers and how they value their employees' health (i.e. cleanliness of bathrooms, water fountains, things that you might overlook if you hadn't spoken with an employee)
 - Need a great communication strategy with employees (and spouses if included)
 - Really examine this aspect
- Pendulum from wellness coordinators to HR running everything... Who are the key decision makers to creating cultures of wellness in organizations? Who do you talk to?
 - Can create a program where HR overlooks, but can also have grassroot efforts and get feedback from employees and be the go-to person for employee concerns
 - Social media versus newsletter - what will work best for your population
 - Encourage companies to involve other groups to engage (facilities, hr, Nutrition, etc.)
 - Unfortunate sometimes that the person who cares most leaves, and the program is at risk
 - Can be different between locations (ie. chain, but different stores make different decisions)
- What are the new leading-edge things that some companies are doing that may not be mainstream?
 - Cafeteria with a chef - open it up to other companies in the area so that they can come and get food
 - Chaplin - as a part of the team. Always there for counseling and other things

Meeting Notes - "Debunking the 'Corporate Wellness is a Fad' Myth"

Meeting date: 3/21/18

- A really well-written newsletter that people actually want to read
- Wellness Coordinator - on-site consistently as a resource for employees; presence really resonates with employees
- Think outside the box - High stress (on phone in middle of night with other countries, etc.) - meditation trunk that you can bring to facility that will guide you through relaxation and meditation; not for everyone, but still outside of the box; may involve people who aren't receptive to yoga
- Blender bike - manager gets on the bike, people can create smoothie, manager pedals to run blender to create the smoothie - very engaging
- Yard signs - used to communicate a new initiative → will work for workers who aren't going to be on a computer
- Water bottles - tips of things to do on the road for employees who travel/drive for work
- Mini-activity zones - breakrooms, microwave (waiting minutes for food) - put posters with ideas for mini-activities of what to do while waiting for food
 - People may not want to do these things in a public area
 - Make them visible
 - Bathroom - more private
 - You grab water, other people grab water
- Sedentary jobs, high stress - as she looked around, most of the people were overweight/obese; manager said she could see the weight people gained as they worked there...oh my gosh, we did this to them.
- Donuts brought in by coworkers - someone bought donut boxes but filled them with vegetables
- Opioid crisis/epidemic - proactively providing support or addressing issues that is putting pressure on the labor market. Are employers starting to get a jump on addressing what's going on?
 - Employee assistance program
 - Rely heavily on claims data and analyze data on population
 - Bring findings to leadership after analyzing
 - Sensitive, complicated... working to provide resources/programs for people to participate in (online)
- I wonder - low SES persons, how are we able to affect those individuals through wellness programs? Who may not have those resources at work? Or not have the time? What are some incentives that might work for this population?
- Health advocate/wellness champion
 - Don't have a good strategy for identifying these persons
 - "Communication" Champion
 - How to increase engagement in surveys
 - incentives - \$5, doesn't have to be big
 - Biggest way is by manager support
 - Health Advocates - Millennials are great at advocating for what they believe in
 - Ex: my "You can't buy love, but you can rescue it"

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- Population is interested in animals → make a dog-walking group, dog park group, etc.
- Focus groups vs. surveys, if people are willing to participate
 - Get more dynamic conversation
 - Get naysayers as well as champions to get all perspectives
 - Maybe keep HR/leaders out of the room so that people feel more comfortable speaking up in that meeting
 - Maybe allotting designated time at a meeting for people to fill out the survey → higher compliance/participation
 - Most people have a phone - app to reach people → easier access for people
 - Collect the data, AND communicate findings back to the employees so it is full circle
 - Related to being a process, is a conversation
- How questions are asked in a survey is so important
- Importance of visibility of changes - i.e. tobacco cessation; how to get good visibility
 - Challenge, discomfort → inspiration and change
 - Good storytelling in communications
 - Showcase other's successes, more relatable, inspiring
 - CHALLENGES - hydration challenge, step challenges, eating more fruits and veg a day, etc.
 - Group at lunch that on smoking cessation, maybe a lunch group that you get a lunch voucher for a free lunch
 - Smoking cessation - may need to make new friends, could be good to have a group to support this
 - Social pressure - i.e. birthday cake - so much social pressure to eat foods that others bring
 - Can spin this to be positive - social pressure to walk with a group on lunch. Can be powerful, but could be used in a positive way as well
- Drive culture
 - Start each meeting by asking...
 - What did you do to feel positive today
 - What are you grateful for today?
 - → Enter meeting knowing that participation is a part of each meeting
 - Drive that message of wellness → will start to see change in culture
- Social media
 - Have a forum to posts these to; community of support, visibility of journeys, reminds people that there are lives outside of work
 - Healthy selfie - monthly topic
 - A lot of the challenges center around PA - doesn't have to be about physical activity
 - Work -life - did you spend time as a family today?
 - Nutrition - did you eat fruit every day this week?
- Debunking the corporate wellness is a myth fad

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- It's a process, it's evolving, it's not going away, it's growing and changing, but it's staying
- Leadership buy-in is important, and it is important for employees to communicate TO the leadership
- Sometimes other benefits (besides strictly results) are overlooked and need to be pointed out
- Reducing stress around holidays by doing a "Stash your cash" journey through RedBrick, next Christmas will have money set aside and not have to stress about getting money from bank account to buy gifts for kids or whatever else
- GOALS - need to set goals and take the proper steps along the way
- Wellness as safety
 - Hopefully can be a part of every meeting, everything that is measured, part of the company goals, etc.