

Creating a Structure For Wellness Sustainability: Engaging Committees and Champions to Carry Out Strategy

Janice Arsenault, Director Health and Wellness MaineDOT



### What You Will Learn

- Ways to get leadership support
- Committee building process
- Communication strategies
- Ways to engage a multi-aged population and reaching multiple locations state-wide



# LEADERS NEED TO KNOW THE CULTURE OF THEIR ORGANIZATION!



- Trees have fallen- no documented support from leadership
- Leaves are all over the ground- we have many programs, but no roots, branches or trunk to support the leaves

Leadership: managers and supervisors are not fully engaged- Time to change direction and focus on Benefits!



### THE FULL COST OF EMPLOYEE POOR HEALTH

Personal care costs 25% **Medical Care** Pharmacy **Productivity costs** STD Absenteeism Overtime LTD Turnover Temporary staffing 75% Administrative costs Presenteeism Replacement training Off-site travel for care Customer dissatisfaction Variable quality

Sources: Edington DW, Burton WN. Health and Productivity. In McCunney RJ, Editor. A Practical Approach to Occupational and Environmental Medicine.

3rd edition. Philadelphia, PA. Lippincott, Williams and Wilkens; 2003: 40-152. Loeppke, et.al., JOEM, 2003; 45:349-359 and Brady, et.al., JOEM, 1997; 39:224-231



### MOVING THE PARADIGM FROM

"Cost of healthcare" (Treating disease)

TO

"The Total Value of Healthcare" (Managing Health Status)

TO

"Health is Free"
(Healthcare Costs < Total Benefits)

Dee W. Edington, University of Michigan



# MaineDOT Creating and Sustaining a Healthy Workforce...Why?

### Goals for DOT

- Improve overall health and safety of employees; maintain good health with age
- Increase happiness and engagement
- Improve productivity
- Reduce absenteeism and presenteeism
- Increase retention
- Improve recruitment
- Reduce health plan costs



### DIABETES IS HERE & DOT IS SELF- INSURED!!!

□ 8.3% of Mainers are diagnosed with diabetes (Nationwide 6%)
□ 3.1% have it but don't know it (Nationwide 3%)
□ Total of 11.4% of Mainers, and rising!! (Nationwide 9%)
□ Diabetes cases have tripled in the past 20 years
□ Estimated that by 2050, 33% of Americans will have diabetes
□ Many more have Prediabetes

### <u>Impacts</u>

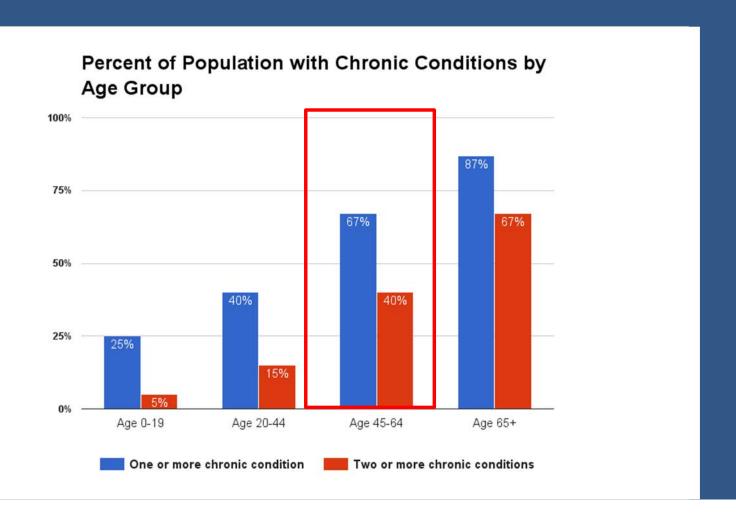
Heart disease, stroke, kidney disease, blindness, amputations, nerve damage

### Costs

- ☐ State of Maine Health Plan Per Person Per Year (PPPY) Costs
  - Pre-Diabetes \$8,328 PP Active; \$24,828 PP Retirees
  - Diabetes \$15,465 PP Active; \$135,420 PP Retirees

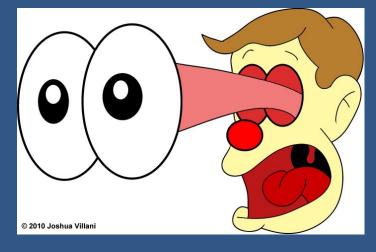


## WE ARE NOT GETTING YOUNGER!





## LEADERSHIP IS INTERESTED ....



### Assess your current culture- survey (75% responded)

Where is your employees and mid-managers?

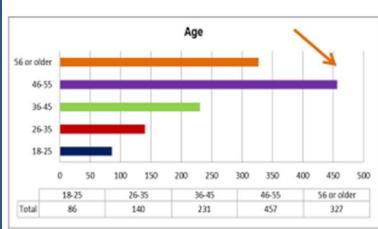
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<b>∟</b> Survey	Goals:

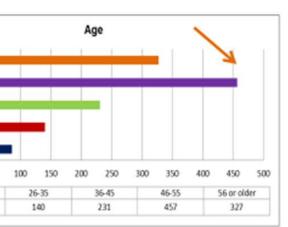
- Increase personal accountability and employee engagement
- $\square$ Improve supervisor/management support
- ☐ Enhance employee and management working together for a cultural
- shift
- □ Identify obstacles to change and areas of interest

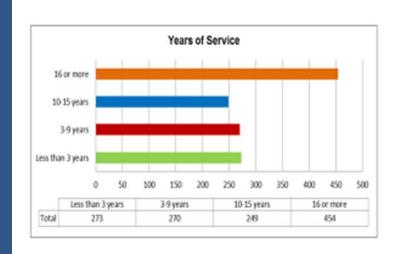


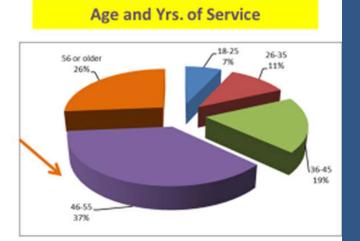
## **SURVEY SECTIONS**

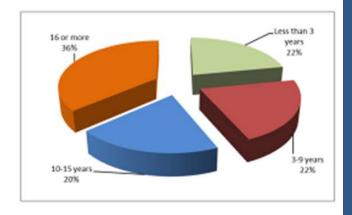
- Demographics
- **Safety Related**
- oEmployee/Manager Relationship
- **Employee Engagement**
- **OLifestyle Changes**
- **OPhysical Activity**
- OHealthy Food Choices
- OMental Health
- Supervisor and Department Support
- for a Healthy Workforce
- **OPreventive Care**





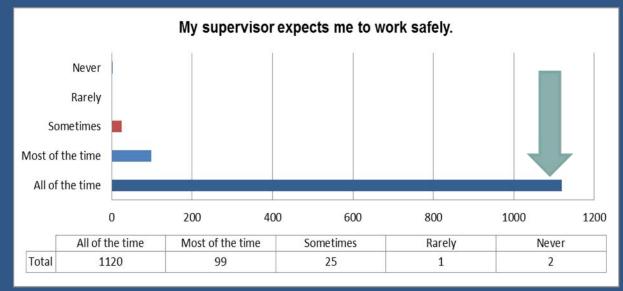










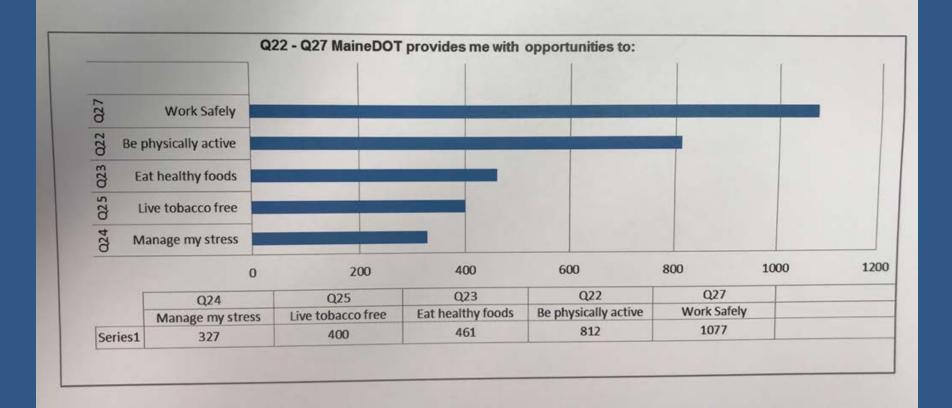


98% of time employees follow good safety practices; again, notice differences in how the employee feels they work safely VS. how they feel their supervisor expects them to work



## **RESULTS**

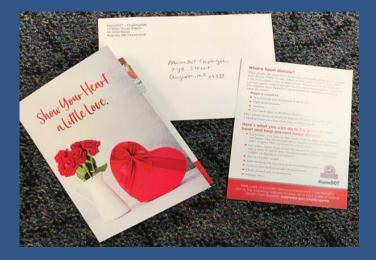
# Summary of the Areas MaineDOT Support the Most





## RESULTS: FOCUS AREAS

- Educating employees on our SOM Health
   Care benefits
- 2. Healthy eating
- 3. Staying physically active
- 4. Tobacco cessation
- 5. Stress management and mental health











# DATA, CULTURAL, COSTS AND RESULTS.....REEL THEM IN!

- Executive Manager Retreat
  - Overview of State of Maine Wellness Plan & with State Wellness Coordinator
  - Results of survey
  - Presentation by MaineGeneral- their results & practices
  - Establish strategies and action items
- Mid-Manager Retreat
  - Presentation by LL Bean- mid-manager and like program



What the H.C.K. İS Employee Engagement

# ROLE OF MANAGERS/SUPERVISORS

- Understand importance of the program
- Realize commitment
- Communicate the message that wellness is now an important part of who we are and what we do at MaineDOT
- Be a part of the wellness culture change
- Find champions in region and form wellness committee





### **CHARTER**

- •Establishes the intent of committees
- •Helps with implementation of programs and activities
- Spells out the responsibilities
- Defines the composition of committees and their responsibility
- Directs requirements of meetings
- •Provides Leadership with a roleengagement and ownership in the initiative

#### Region ChallengeME Committee Charter

#### 1.0 Scop

This procedure establishes the frame work and intent of the Region ChallengeME committees. Through the cooperative effort of labor and management, the ChallengeME committees assist in implementing the statewide ChallengeME programs and activities in their region that support and encourage their employees to lead a healthy lifestyle. To accomplish this purpose the ChallengeME committees should:

- A. Conduct regularly scheduled monthly meetings, with directions from the MaineDOT Wellness Committee, developing, implementing and promoting health and wellness initiatives and distributing health and wellness information to employees.
- B. Develop an annual Wellness Fair in each Region.

#### 2.0 RESPONSIBILITY

- 2.1 Region Managers are responsible for ensuring that their Region develops a successful ChallengeME committee and for ensuring that the committee supports and promotes health and wellness initiatives. Region Managers are responsible for creating a diverse and representative membership, confirming the volunteer ChallengeME members and ensuring that the ChallengeME members are allowed to attend meetings. Once Challenge ME members accept the nomination, they are expected to attend and participate in committee meetings and to support and promote a positive health and wellness culture.
- 2.2 ChallengeME Members are responsible for:
  - Assisting Management in educating, communicating and supporting statewide ChallengeMe initiatives within the Region
  - Considering and making recommendations to support and promote health and wellness, with direction from the MaineDOT Wellness Committee
  - 3. Advising in the development of health and wellness initiatives
  - 4. Assisting in the development and presentation of annual Wellness Fairs.
- 2.3 The MaineDOT Wellness Committee shall oversee the development, implementation, review, and revision of the ChallengeME committees, disseminate relevant information, and provide direction and assistance to Region Managers.
- 2.4 Supervisors shall ensure members are allowed to attend regularly scheduled meetings.
- 2.5 The ChallengeME Chairperson plays an essential role by:
  - 1. Attending quarterly MaineDOT Wellness Committee meeting
  - 2. Following directions from the MaineDOT Wellness Committee.
  - 3. Preparing an agenda
  - 4. Inviting advisory / resource persons as required.
  - 5. Guiding meeting as per agenda.



## START TO DEVELOP THE CULTURE

☐ Shared attitudes, values, goals, and practices that characterizes an institution

☐ Pattern of knowledge, beliefs, and behaviors

tools process behavior values people behavior values

☐ Key is to lead to positive behavior changes





### MAINEDOT WELLNESS STEERING COMMITTEE FORMED

- Established Business Case
- Planning programs
- Priorities
- 3 Year Work Plan
- Budget
- Toolkit
- Develops and feeds the monthly focus areas to region committees for consistence

## YOUR WELLNESS SUPPORT SYSTEM

**Commissioner** 

**HQ Steering Committee (Director/Manager level)** 

**Bureau Directors** 

**Environment** 

HR

**Planning** 

**Finance** 

**Region Manager** 

**Maintenance and Operations Director** 

**Results and Information Office** 



### LINK TO YOUR STRATEGIC PLAN

Your On-the-Job Road Map

### MaineDOT's STRATEGIC PLAN

#### VISION

To be the most trusted organization in Maine by being open, accountable and responsive

#### MISSION

Responsibly provide our customers the safest and most reliable transportation system possible, given available resources

#### **CORE VALUES**

Integrity · Competence · Service

#### GOALS

#### 1. MANAGE THE EXISTING SYSTEM

Effectively manage Maine's existing transportation system for safety and effectiveness within reliable funding levels

#### 2. SUPPORT ECONOMIC OPPORTUNITY

Wisely invest available resources to support economic opportunity for our customers

#### 3. BUILD TRUST

Demonstrate our core values of Integrity, Competence and Service both individually and organizationally

BUILD TRUST
demonstrate our
core values of
integrity,
competence and
service, both
individually and
organizationally

Objective 3.1: Provide for open exchange of key information

Objective 3.2: Develop productive, customer-focused, healthy employees



### NEW OBJECTIVES

Objective 3.2: Develop productive, customer-focused, healthy employees (OLD)

**Objective 3.2: Improve employee health (NEW)** 

**Objective: 3.3: Create a safe working environment for employees** 

Objective 3.4: Develop and Retain Productive, Customer- Focused Employees



# OBJECTIVE 3.2: IMPROVE EMPLOYEE HEALTH

Strategy 3.2.A

Create a sustainable\_healthy workforce culture

Strategy 3.2.B

Reduce employee's health risks



# STRATEGY 3.2.A CREATE A SUSTAINABLE HEALTHY WORKFORCE CULTURE

- Educate employees on health plan benefits, resources, programs, and other information
- <u>Develop a toolkit</u> to help managers and supervisors share and promote wellness
- Develop and implement communication and education plans
- Develop <u>performance measures</u> to help assess progress towards a healthy workforce culture



### STRATEGY 3.2.B REDUCE EMPLOYEE'S HEALTH RISKS

- Develop and implement targeted <u>disease prevention</u> <u>programs</u>
- Develop and implement a tobacco cessation program
- Develop and implement a <u>stress management</u> <u>program</u>
- <u>Educate</u> employees on the benefits of making <u>healthy</u> food choices



### STRATEGY 3.2.B REDUCE EMPLOYEE'S HEALTH RISKS, CONT.

Educate employees on the benefits of physical activity

•<u>Educate</u> employees on the importance of <u>knowing</u> and understanding their biometric health <u>numbers</u>

•Develop <u>performance measures</u> to assess the effectiveness of wellness programs



### REGIONAL WELLNESS COMMITTEES

5 Regions State-wide and 6 Committees: (contract with Workplace Health to oversee and communicate Steering Committee info to regions)

Transportation Crews

Bureau of Project Development

Fleet Services

**Exception Staff** 

Traffic Engineering Division

Ferry Services



### PROGRAM MANAGEMENT



Month	Focus/Topic	Program Content/Description	Target Date Info. to Creative Svcs	Target Date for Program Action	Creative Services Deliverables	Specs & Owner of the Deliverable (F) Fuseideas (M) MaineDOT
Jan	Pledges to Improve Health	Contracts     Challenges     Health Coaches promote with their employees they are coaching     Office Mini Workout     Postcard emphasizing what one can get from Health Coaching	Dec. 10th	Jan. 7th	Contract     Posters     Update Website     Postcard Mailer	8.5x11 document (F) 11x17, 4C (F) Copy/Photos (M) Large postcard (F)
Feb	Heart Health	Follow-up on January communications and encouragement to set goals and get started – ask for help from a Health Care Coach	Jan. 4	Feb. 4	Email     Counter Card     Heart Valentine     Card Mailer-     with "keep"     insert     Website Update     Post-Email	HTML email (F) 9x12, easel back (F) 5x7 Greeting Card with simple insert (F) Info and photos (M) HTML email (F)
Mar	Nutrition	Tic-Tac-Toe Nutrition things to focus on a sheet they mark off when completed to get tic-tac-toe	Feb. 1	Mar. 4	Presentation     Handouts     Website Update     Refrigerator     Magnets	PowerPoint (F) 8.5x11 4C (F) Copy/Photos (M) Size TBD (F)

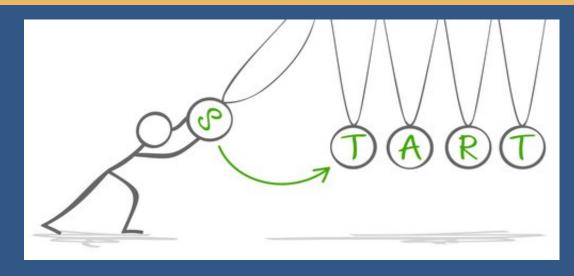
### THE WORKPLAN-MONTHLY FOCUS

- It communicates to all
- Organizes the plan
- •Keeps the committees "in-the-loop"
- •Allows ample time for the work to be done by all
- Professional
- Makes your volunteers on committees have direction and time to develop additional programs



### THE KICK-OFF





- Commissioner's video- fun, light-hearted with branding
- Each floor assigned to a time to come see presentation and hear Commissioner introduce it
- Every region across the state to do the same
- > Flyers produced
- Survey results communicated and a plan was rolled out



COMMUNICATION \*ChallengeME Website **STRATEGIES** 

Placed on every bathroom stall door monthly

Postcards to home

\* Lunch & Learns

\* Videos created

Intro flyer on the initiative NEWIS

Weekly e-mail message
 Posters

Contractors- Marketing & Committee Oversight

Racks in all pantries @ regions \*Safety/Wellness fairs









Health Coaching

Focus Areas

**Monthly Topics** 

Gallery

Videos

#### Welcome to ChallengeME - Your Road To Lasting Wellness!

Walking Challenge - May 2019



Visit the May Topic page to learn more about the Walking Challenge!

#### **Health Coaching**

Focus Areas

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- March 25, 2019: Lunch and Learn Dietician (Adobe Connect)
- January 28, 2019: ChallengeME- Health Coaching Six Month Results | MaineDOT (Adobe Connect)
- December 6, 2018: Add More Happy to your Holidays! | MaineDOT's ChallengeME (Adobe Connect)
- October 15, 2018: Impacts of Tobacco | MaineDOT's ChallengeME (Adobe Connect)
- September 21, 2018: How to Adopt a Healthy New Habit | MaineDOT's ChallengeME
- August 21, 2018: Knowing your Health Benefits (Adobe Connect)
- April 26, 2018: ChallengeME Health Coaches | MaineDOT
- Feb 13th, 2018 How to Self-Measure Blood Pressure
- June 5th, 2017 Staying Safe During Tick Season
- March 28, 2017: Understanding Food Labels
- March 10, 2017 The Million Mile Month Program
- February 24, 2017: How the Initiative Began, Why We need ChallengeME and How it Will Help Us
- February 23, 2017: Choosing the Right Fitness Tracker
- January 27 2017: What is ChallengeMF? Commissioner Dave Bernhardt

Do you want to begin a walking program? Maybe you are already walking and want to ensure that you get 10,000 steps a day as a goal!

### Try the 3 different levels of the "My Fitness Pal 30 Day Walking to 10,000 Steps" program

What makes walking a successful form of exercise? Part of it is simplicity. Putting one foot in front of the other helps you walk off weight, and dramatically reduces your risk of heart disease, high blood pressure, stroke, depression, osteoporosis, diabetes, and high cholesterol, and helps clear artery-clogging plaque. And walking is an everyday function that doesn't require classes, gyms and fitness gadgets.

What you need is a simple routine that you can build on, week by week, to make you stronger and fitter at a pace that you can manage. The 30-Day MyFitnessPal Walking Challenge is an easy to follow plan that has three levels: beginner, intermediate, and advanced.

- How to Walk Properly for Fitness (PDF)
- Proper Footwear (PDF)
- . Why is it Important to Wear Good Walking Shoes (PDF)
- View the Activation Station and find more information on walking and hiking



Health Coaching

Focus Areas

Monthly Topics

Gallery

Videos



#### Resources

- Available Programs (PDF)
- Health Benefits Presentation June 2018 (Power Point)
- MaineDOT Wellness Toolkit (PDF)
- Wellness Resources (PDF)
- Medical See a Doctor 24/7 (Offsite)
- Health Benefits
- G Find a Provider
- Preventive Care Coverage: For Active Employees and Non-Medicare Retirees
- **Wellness Resources**



### ENGAGING MULTI-AGED AND STATE-WIDE



Targeted at decreasing and eliminating overexertion injuries

### **Seasonal Readiness**

Preparing the worker for the physical demands that will be placed upon them in the work environment in order to decrease injuries, prevent overexertion, and to increase the quality of work and health for MaineDOT employees.

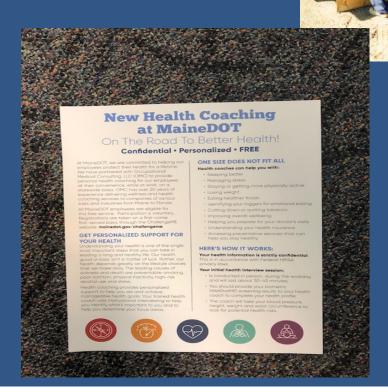




### WHAT'S IN IT FOR ME?

No matter what condition or what age the employee is.....knowing your population's needs are key!

- Musculoskeletal issues- Ergonomics: Office, vehicle, heavy fleet, mechanics
- Age related issues- Computer Safety, Benefits promoted toward prevention
  - ➤ Diabetes programs, Caretaker assistance, Blood Pressure Program, Health Coaching
- Modifications given for all activities
- Challenges get the whole team involved





# PROGRAMS ENGAGE & COMMUNICATE

Crews Get Healthy....Making Healthy Snack Choices

Fun While You Learn





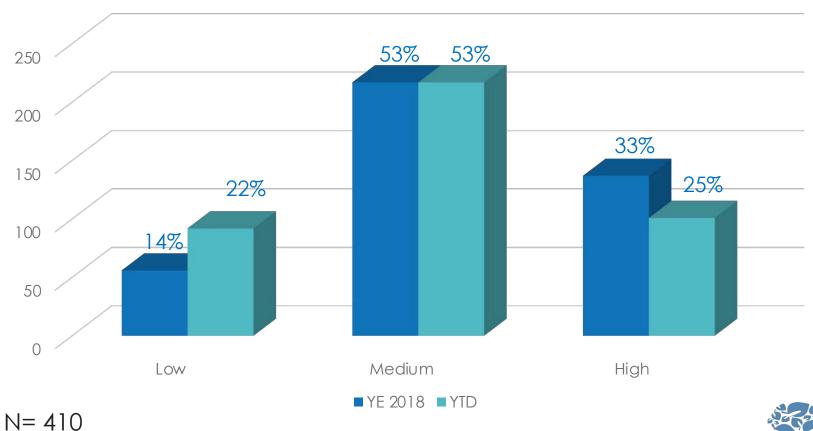


Walking meetings are okay



### What have we been up to?







## Change in Behavior Risks as of 8/31/2019

Cost Risks are in Red

Behavior Risk	#Start	# End	Change
At Risk Nutrition-Processed Foods	234	209	-10.7%
Seriously Overweight	226	218	-3.5%
Existing Medical Condition	220	219	-0.5%
Inactivity	210	180	-14.3%
Diabetes Screening	200	203	1.5%
Partial Activity Credit	167	153	-8.4%
At Risk Nutrition-Fruits and Vegetables	162	136	-16.0%
Poor Sleep Hygiene	151	144	-4.6%
No Annual Flu Shot	150	151	0.7%
At Risk for Sleep Apnea	128	121	-5.5%
At Risk Nutrition- Whole Grains	127	112	-11.8%
Allergies	113	113	0.0%
Low HDL Cholesterol*	110	108	-1.8%
Family History Heart Disease	103	105	1.9%
At Risk Nutrition-Sugary Beverages	102	87	-14.7%
Personal Safety At Risk	100	93	-7.0%
Elevated Risk of Colon Cancer	99	99	0.0%
Arthritis	92	93	1.1%
Negative Health Perception	92	90	-2.2%

\*Missing values For 161 Participants



### Health Coaching Impact on Focus Areas

- 17% reduction in those consuming too much processed foods
- 19% reduction in those not consuming enough fruits and vegetables
- 13% reduction in those not consuming enough whole grains
- 15% reduction in those not meeting the minimum activity requirement
- 21% reduction in those consuming too many sugary beverages
- 8% reduction in **life dissatisfaction and distress**



#### And.....

- 46% reduction in those with **Stage 1 Hypertension**
- 28% reduction in those with **Stage 2 Hypertension**
- 6% reduction in those with Low HDL
- 4% reduction in those with High Total Cholesterol
- 4% reduction in those with BMI >30





What will I get out of coaching?

- "What I like best about the health coaching is that YOU get to decide what you want to talk about and work on, but someone is giving you their undivided attention (who doesn't like that?), is as motivated as you are to help you meet your goals, and is non-judging."
- · DOT participant

www.wellnessworkdays.com

12



#### MaineDOT

\*\*Out of 196 participants, 125 completed 100% of their goal!

\*\*Jean Perron cycled 982 miles and became number 7 overall across
the states

\*\*Maine was 6<sup>th</sup> in top states competing \*\*MaineDOT came in 10<sup>th</sup> in top organizations

\*\*Total miles we all did......23,272!

Family Members Participated!!!!

One Million Miles
One Month
One Community



April 1 - April 30, 2018

**Register Today** 



# HOW DID LEADERSHIP GET INVOLVED AND MAKE IT FUN?

Good afternon MTEx:

It's official....we made it to the Grand Canyon! 2751 miles!

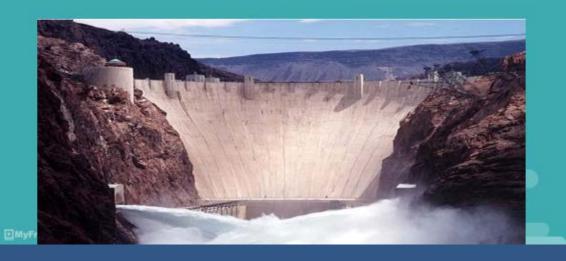




## MADE IT FUN, INTERACTIVE, COMPETETIVE AND USED VISUALS

Our first stop after the Canyon was Hoover Dam (aka Boulder Dam). The chief engineer during construction was Francis Crowe, a UMaine civil engineering graduate.

We had a tough time pulling some of our folks away from all that CONCRETE!







#### VIRGIN PULSE



A Wellbeing Initiative-

A platform that allows all employees the opportunity to become engaged in their personal health, challenges to participate in, health data and information, track, dashboard and sync with many devices

Fun\*\*\*Engaging\*\*\*Attracts Gen Ys\*\*\*Helps Change Behavior



# HOW HAS CHALLENGEME IMPACTED EMPLOYEES?

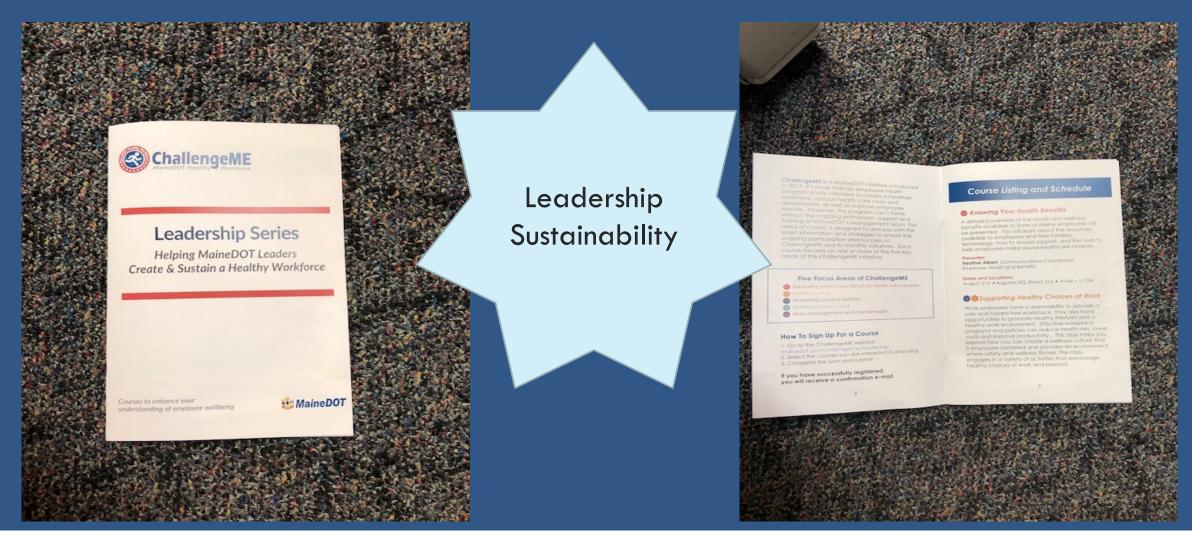
"ChallengeME has inspired me to focus on my health at work and not just at home. I have learned different ways to be healthy and active in the workplace that may have not been obvious to me before."

"When I use my lunch break to go to the gym, I feel less guilty now and supported in my decision to exercise. Exercise has definitely played an important part with keeping my stress to a minimum.



Half dozen quit smoking (One of our GOALS!!)
A dozen using the gym reimbursement
program on a regular basis
Several have become more active
More knowledge on the health benefits
2 smoke free camps (A Focus Area)
More conversations about health and wellness

## THE LEADERSHIP SERIES...... A SERIES OF PRESENTATIONS BY EXPERTS IN THE FIELD







#### **SUMMARY**

- •Where are you now with wellness?
- •What have you done with wellness so far?
- •What's in it for everyone?
- •What will it do for your company?
- •What is leaderships role?
- •Find your champion leader to help get the ball rolling
- •Know your employee make-up and demographics, including current aggregate health data
- Be consistent





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