

Strategic Planning 2011-2016

Healthy “U”

Table of Contents

	Page number(s)
1. Why should Hood College implement a wellness strategy?	2
2. Where does Healthy “U” fit into Hood College’s Strategic Priorities	3
3. Hood College Healthy “U” charge and goals	3
4. Hood College Healthy “U” Definition of Wellness	3-4
5. Hood College Healthy “U” Definitions for the Seven Dimensions of Wellness	4
6. Healthy “U” Committee Members	4
7. Healthy “U” Vision	5
8. Healthy “U” Mission	5
9. Healthy “U” Core Values	5
10. Healthy “U” Website	6
11. Healthy “U” SWOT Analysis	
12. Healthy “U” Strategic Priorities for next 5 years	7
13. Healthy “U” Five Year Tactics and Outcomes for each of the Seven Dimensions to achieve Strategic Priorities	7-8
14. Implementation of the Healthy “U” wellness program	8
15. Final Thoughts	9

1. Why should Hood College implement a wellness strategy?

Global and national statistics are bringing appropriate attention to the multi-faceted problems associated with current health care trends.ⁱ Health care costs are escalating at unprecedented rates with no relief in sight.ⁱⁱ The annual increases in health care premium may mean that employer-based health care plans are unsustainable if costs continue to rise at the current rates. While at the same time as health care utilization and costs are rising, the health of the average American citizen is declining.ⁱⁱⁱ Much of the escalating costs are a direct result of dollars being spent on lifestyle-related disease care.^{iv} However, there is a way to help offset the negative economic impact and debilitating human costs to the workplace. Hood College can forgo the “business as usual approach” and take a more strategic and humane approach which will allow the College to reap both financial health and a high level of employee engagement and enhanced productivity. A well planned implementation of a wellness strategy to create a *culture of health* will have both short and long-term positive effects.

Various research studies provide information as to the many drivers of the escalating health care costs^v. Since Hood College is the sponsor of an employee health care plan, it is imperative that our organization does what it can to mitigate the cost drivers over which the College has some influence. As the College identifies the most challenging health issues facing its employees, it can implement strategies to address the most significant problems to diminish some of the negative effects that these issues create. And as the employees become more aware of the role that personal health plays in driving health care costs, their lifestyle choices can contribute to containing costs while improving their own well-being.

Additional research data supports that healthy employees create and maintain a more productive workplace.^{vi} As an employee becomes more aware of healthy choices and their corresponding rewards, the individual may need to incur less health care costs, may use less sick leave, may have reduced levels of stress, may have fewer on-the-job injuries, and also may enjoy a greater sense of morale. Studies have also shown that a healthy employee also has more stamina and a positive outlook which allows the individual to provide a higher level of service.

Providing a wellness program demonstrates a strong commitment on behalf of the College to its employees. Employees appreciate an organization’s investment in their health and wellness. It is the first step in creating a ***culture of health*** in which all employees are encouraged to engage in healthy lifestyles. That culture will promote the use of ongoing employee feedback to modify benefit plans, update food choices, encourage daily activity, support healthy ergonomic initiatives and other program components to continuously meet the changing health care needs of employees. Another important byproduct of the wellness strategy is that the creation of a healthy culture will help the College to attract and retain the best talent.

Both the organization and the employee benefit from the wellness program. Wellness programs have historically shown a 3:1 return on investment on each dollar invested. However, it can take 3-5 years to see this level of ROI. With so much at stake, now is the time to begin the journey to creating a culture of health at Hood College.

2. Where does Healthy “U” fit into Hood College’s Strategic Priorities?

Hood College has just released its Planning our Future in a World of Possibilities: A Strategic Plan for 2012-2017. The Healthy “U” initiative fits with our Core Value of “Responsible Stewardship: The responsibility to use our talents, capabilities and resources to the best of our abilities to excel in whatever we do.” Healthy employees will be those who can use their talents and capabilities to help achieve the vision and mission of the College. By implementing a *culture of health*, the College can more effectively use the limited resources at its disposal to promote a viable future for all constituents.

And the Healthy “U” initiative is part of the following goals for the **Hood College Strategic Priority V and Finance Divisional Goal**

Allocate the College’s financial, human, physical and technology resources to assure excellence

Attract and retain a diverse and highly qualified faculty and staff, who are committed to the mission of Hood College, through the use of sound, contemporary human resources principles and practices.

Healthy “U” can become an important part of the College’s strategy to become recognized as a premier place to work and grow. Building a *culture of health* is one of the most effective contemporary human resources practices that has a well documented track record for positive impact on both people and organizations.

3. Hood College Healthy “U” Charge and Goals

The Healthy “U” Committee was chartered in January 2011 and began to meet in February of that same year. It is a cross-functional committee that originally had faculty and staff as members. Student leaders have been added to make this a campus-wide initiative.

- a. The purpose of the “Healthy U” Committee is to create a robust culture and a supportive environment that fosters individual health and campus-wide wellness. The Committee will develop a five-year plan to provide activities which will inspire, motivate, educate, and enhance the ability of Hood College’s faculty and staff to better manage and maintain their health, to balance their work and life responsibilities, to build a stronger sense of community, to improve productivity, and to assist in meeting personal wellness goals. The committee will use the Seven Dimensions of Wellness to develop its goals. The goals will focus on encouraging active healthy lifestyles, improving the quality of life for participants, promoting effective personal and work relationships and to reducing the risk for disease and injury by providing programming and educational opportunities.
- b. Goals
 - i. Develop five year plan using Seven Dimensions of Wellness
 - ii. Pursue outside funding
 - iii. Connect to greater Frederick Community

4. Hood College Healthy “U” Definition of Wellness

Wellness cannot be seen as a static goal that one achieves and then he/she is done. Health is an overarching view of all that makes us human and a lifelong investment which requires ongoing assessment. Research has also shown that sometimes health can be improved if one makes appropriate lifestyle changes. Recognizing that not all health related problems are lifestyle related, still there are

aspects of wellness that can provide assistance in dealing with the symptoms of various chronic diseases. To that end, the Healthy “U” committee has recommended the following definition of wellness for Hood College.

Wellness is an active process of becoming aware of choices and making decisions toward a more balanced, fulfilling, and healthful life. Wellness is multidimensional encompassing the Social, Emotional, Spiritual, Environmental, Occupational, Intellectual, and Physical aspects of life.

5. Hood College Healthy “U” Definition for the Seven Dimensions of Wellness

Dimension	Definition
Social	<i>The ability to connect with other people in our world and establish and maintain positive relationships.</i>
Emotional	<i>The ability to understand ourselves and cope with life’s challenges in a manner respectful of ourselves and others.</i>
Spiritual	<i>The ability to find meaning and purpose in life through the congruence of values and actions.</i>
Environmental	<i>The ability to recognize our personal and community responsibilities for making a positive impact on our environment.</i>
Occupational	<i>The ability to get personal fulfillment from our work while maintaining balance in our lives.</i>
Intellectual	<i>The ability to open our minds, integrate new concepts and challenges, and embrace lifelong learning.</i>
Physical	<i>The ability to pursue a healthy quality of life and recognize that our behaviors have a significant impact on our own and others’ wellness.</i>

6. Healthy U Committee members

Co-chairs: Don Feinberg and Sharon K. Smith

Members:

Brent Ayer, April Boulton, Teresa Cevallos, Jeremy Mattoon, Adrienne Mulliken, Beth O’Malley, Carol Snap, Paul Soong, Deb Schenkel, Deb Suddath, Staci Thompson, Hans Wagner, Carol Wuenschel, Hoda Zaki

7. Healthy “U” Vision

Hood College’s Healthy “U” wellness program will help to create and nurture a culture of organizational and personal health to demonstrate that employee wellbeing is a top priority for the College. The College will encourage the wellbeing of its employees by providing a supportive work environment in which 100% of employees participate annually in one or more Healthy “U” activities to promote their own personal wellbeing and productivity while also becoming active partners in managing health care utilization in the College’s sponsored plans. The pursuit of organizational and

personal health will be an important way for Hood College to attract and retain the best global talent to serve the changing needs of our students.

8. Healthy “U” Mission

The Healthy “U” wellness program is to provide ongoing educational, dynamic, and fun opportunities for all employees to create and maintain healthy, balanced and active lifestyles through a commitment to the Seven Dimensions of Wellness model.



9. Healthy “U” Core Values

- a. Campus-wide participation in Healthy “U” is strongly encouraged.
- b. Campus leadership models and nurtures principle of *culture of health*.
- c. Best practices are incorporated into all aspects of Healthy “U” programs.
- d. Campus health climate is everyone’s responsibility.
- e. Investment in health is a lifelong requirement.

10. Healthy “U” Website

Healthy U Information

- [Charge and Goals of the committee](#)
- [Committee Members](#)
- [Definition of Wellness and the Seven Dimensions](#)
- [5 year Strategic Plan \(Under Construction\)](#)
- [HealthyU 1 Compiled Results](#)

Hood 2011 Summer Challenges

- [Swap It Out](#)
- [Hood Summer 2011 200 Mile Challenge](#)
- [200 Mile Challenge Log](#)

Other ways Hood College supports Healthy U:

- [Life Support](#)
- [Mental Health-Friendly Workplace](#)

11. Healthy “U” SWOT Analysis

Key:

So	Social	O	Occupational
Em	Emotional	I	Intellectual
Sp	Spiritual	P	Physical
En	Environmental		

<p style="text-align: center;">Strength</p> <ul style="list-style-type: none"> • Broad based Knowledge and Expertise: Wellness Center, BSN program director, PE Faculty, Chaplain, and Athletics - I • Variety of healthy food choices- P • Beautiful and safe environment - En • Easy to exercise on campus (which will improve with the new building) - En/P • Lots of resources to tap into which are free and/or limited costs - I • Library - I • Tuition remission program for employees to take classes - O/I • Tight knit and supportive campus community- So/O • Walking maps for the campus and surrounding area - En • Health care benefit options – preventative services are paid at 100% (biometric screenings) - O/P • Vibrant academic environment - I • Weekly Chapel and other interfaith support - Sp • Tuition benefit for dependents - O/I • People rally together during difficult times; resilience - So/O • Average age of Hood’s employees is 49 (potential for more stability, maturity, experience, etc.) - P 	<p style="text-align: center;">Weakness</p> <ul style="list-style-type: none"> • Budget constraints for wellness program, wellness incentives and usable facilities - O • Time constraints for participation in and development/administration of wellness program/activities - O • Physical space constraints - O • Enthusiasm over long haul - Em/I • Creating buy-in within the community (individuals and leadership) - Em/O/I <ul style="list-style-type: none"> ○ Do we really believe that wellness is a work-related issue? ○ Culture change comes slowly (glacial speed) • Privacy concerns around individual health issues - Em/O • Expectations have to be in line with reality – wellness won’t change on a dime - Em/O/I • Wellness assessment capability and ability to respond to real challenges - O/?
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Senior staff to demonstrate/model commitment to wellness philosophy - O • Encouraging all employees to get annual biometric screenings and completing a health risk assessment - O • Using data to build appropriate wellness program/activities - O • Partnership for sharing resources with FMH - O (?) • To educate employees in all dimensions of wellness - I/O 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Money, money, money is needed to do the programming and incentives to improve health of employees - O • Average age of Hood’s employees is 49 - P • Bad economy - O/E • Lack of time and work-life balance - O • Reluctance to see wellness as a work issue - O/I • With apathy we may see more claims and higher health care premiums - O • New programs may mean new liability risks (employees are injured, lawsuits, workers’ comp, etc.) - O

12. Healthy “U” Strategic Priorities for the next 5 years

- a. **Using Best Practices to cultivate and maintain a *culture of health* at the College.**
 - i. Research Best Practices to learn how to create a dynamic wellness program that becomes ingrained in all we do at the College.
 - ii. Develop baseline data on employee attitudes, interests, concerns, and needs to build and modify the wellness strategy.
 - iii. Identify community resources as partners to assist the College in achieving this priority for the long-term.
- b. **Promote work-life balance as both a wellness initiative and a strategy to become a premier place to work and learn.**
 - i. Create awareness about the importance of the Seven Dimensions of Wellness and how they contribute to a healthy life.
 - ii. Encourage the leadership team to support employees who participate in Healthy “U” activities and for managers to model healthy work behaviors.
- c. **Reduce lifestyle- related disease complications and related claims through improved fitness and wellness.**
 - i. Work with employees to develop personal health goals and provide activities to help achieve those goals.
 - ii. Assess progress in personal and organizational health goal achievement to influence future planning
- d. **Use technology to augment educational activities and to brand Healthy “U” program.**
 - i. Use facebook, blogs, Twitter, etc., to announce events, to encourage participation, and to highlight participants.
 - ii. Continue to use, modify, and update the HR web page LifeSupport area to provide valuable information to employees for various lifecycle and life balance issues.
 - iii. Capture Healthy “U” data on a dashboard to monitor organizational health.

13. Healthy “U” Seven Dimension Tactics and Outcomes to achieve strategic priorities

Dimension	Tactic	Outcome
Social	Initiate group activities that focus on learning skills in the social dimension as well as encouraging participation in other informal gatherings (such as book clubs, chess clubs, bridge clubs, bible studies, etc.) to build a strong sense of community.	Develop and cultivate appropriate, professional interpersonal relationships and enjoyment of shared special interests while building a healthier community. Measurement: Score on employee survey
Emotional	Partner with the Employee Assistance Program Vendor (Business Health Systems) to provide informational sessions and introduce other services.	Develop a community-wide understanding of the importance of emotional well-being and ways that we can support one another in this dimension. Measurement: Score on employee survey
Spiritual	Initiate weekly meditation sessions and utilize Hood College labyrinth for special class sessions.	Develop special times and places for employees to set aside for personal reflection and solitude. Measurement: Score on employee survey and attendance at sessions/events
Environmental	Support campus- wide green initiatives and provide educational sessions to learn about our carbon footprint and ways we can improve and enjoy the environment.	Increase amount of material that is recycled and reduce inefficient use of resources. Measurement: Reduction of material going to dump and reduction in paper purchases

Occupational	Work with Director of Facilities to conduct an ergonomic assessment to prioritize workstation improvements and to create a general safety education program on office-based physical activity and ways to prevent slips, trips and falls.	Reduce employee stress, fatigue, repetitive motion and other types of injuries. Reduce worker's compensation claims for repetitive injuries, slips, trips, and falls. Measurement: Reduction in worker's compensation and general liability claims.
Intellectual	Use employee survey to identify and prioritize developmental needs for faculty and staff to support ongoing education and skill enhancement	Develop an annual training plan that is updated with the changing needs as identified in data collection efforts. (Meaningful Conversations, Employee Survey, Training Feedback, Employee Relations Data, etc.) Measurement: Production of annual training calendar that meets the team charter requirements and feedback scores.
Physical	Provide annual biometric risk assessments with wellness coach to all FTE faculty and staff using Hood College health care plans. Encourage other employees to use corresponding benefit with their carrier	Develop a Healthy "U" scorecard which will help employees set annual goals to improve overall scores on dashboard items (such as blood pressure, cholesterol, blood sugar, etc.) as needed or to maintain current healthy levels and other 6 dimensions of wellness goals. Measurement: Employee survey feedback and written report trends from health care insurance vendor.

14. Implementation of the Healthy "U" program

Some preliminary work has been done with the initiation of Healthy "U" at Hood College. A two-day kickoff was held in April 2011 with overwhelming positive results from participants. For more information on the success of the kickoff, please click on the following link: <http://www.hood.edu/Campus-Services/Human-Resources/Healthy-U.html> and select Health "U" compiled results. The cross-functional Healthy "U" Committee will utilize data from various sources to continue to develop tactics, encourage formal and informal participation in Healthy "U" activities, offer contemporary education programs and fun activities.

The Health "U" Committee has already formulated plans for the Fall 2011 and Spring 2012 semesters. The results from the summer 2011 Healthy "U" challenges will be available in September will help to further refine current plans and influence future tactics. Data collection and program assessment will play an integral role as we move the campus forward toward a *culture of health*.

Competition for limited resources will continue to be a barrier that Healthy "U" will have to overcome on an annual basis. Campus-wide acceptance of the Healthy "U" strategic plan and achieving positive results will help to mitigate the ongoing budgetary concern. Theoretically, this program will pay for itself beginning in year four with reduced out-of-pocket premium for health care plans. It will take the concerted effort of the campus, both those in the College's sponsored health care plans and those who participate in other plans, to make this happen.

The Healthy "U" Committee believes that the SWOT analysis is a realistic portrayal of the current state of health education and activity support at the College. Continued small and large successes can help drive the work environment toward the *culture of health* in the Healthy "U" vision.

15. Final Thoughts

Although the health and well-being of the average American citizen is eroding, there are things that can be done to reverse that negative trend. Many chronic disease that are attributed to lifestyle choices can be managed for better outcomes when the individual makes lifestyle changes.^{vi} Hood College's Healthy "U" program hopes to prevent the onset of some of these conditions and in cases where there has been commencement of a chronic disease or early warning symptoms, to help people better manage the progression of the illness. In cases where the condition is not related to lifestyle, Healthy "U" hopes to provide support to the individual and/or the family in appropriate ways.

Hood College can become a place where people thrive at work. It can be a place where health is not taken for granted but rather nurtured and cherished. Since our people are the most important asset and competitive advantage that we have, it is incumbent upon all of us to do what we can to maintain a healthy lifestyle now and in the future. Our personal wellbeing and the organization's viability depends on it.

ⁱ PriceWaterhouseCoopers (PwC), Health Research Institute, Behind the Numbers: Medical cost trends for 2012, May 2011. See <http://www.pwc.com/us/en/health-industries/publications/behind-the-numbers-medical-cost-trends-2012.jhtml>. (accessed 8/27/2011). The report states that medical costs for employees are expected to increase from 8% in 2011 to 8.5% in 2012. Employers will continue to redesign benefit plans to address many drivers of healthcare costs minimize the increases.

ⁱⁱ Medco, Medco 2011 DRUGTREND Report, Healthcare 2020, Vol 13. See <http://www.drugtrendreport.com/Medco-2011-Drug-Trend-Report-Executive-Summary.pdf>. (accessed 8/27/2011). The Executive Summary calculates that overall drug inflation rose 5.4% whereas 1.6% for inflation in 2010 in spite of the higher use of generics over brand name drugs.

ⁱⁱⁱ Milken Institute, An Unhealthy America: The Economic Burden of Chronic Disease, Charting a New Course to Save Lives and Increase Productivity and Economic Growth, October 2007. See <http://www.milkeninstitute.org/healthreform/pdf/AnUnhealthyAmericaExecSumm.pdf>. (accessed 8/27/2011).

More than half Americans have one or more chronic disease which costs the economy about \$1 trillion dollars annually.

^{iv} Milken Institute, An Unhealthy America: The Economic Burden of Chronic Disease, Charting a New Course to Save Lives and Increase Productivity and Economic Growth. October 2007. See <http://www.milkeninstitute.org/healthreform/pdf/AnUnhealthyAmericaExecSumm.pdf>. (accessed 8/27/2011). The 7 most common chronic diseases cancer, diabetes, hypertension, stroke, heart disease, pulmonary conditions and mental disorders may be avoided through more effective prevention and treatment.

^v American Hospital Association, Trend Report. The Cost of Caring: Drivers of Spending on Hospital Care. March 2011. See <http://www.aha.org/aha/trendwatch/2011/11mar-tw-costofcaring.pdf> (accessed 8/27/2011). This research provides information on how comorbid chronic diseases are costing seven times as much as one chronic condition and how to modify certain risk factors to reduce the costs. PriceWaterhouseCoopers (PwC), The Factors Fueling Rising Healthcare Costs, Prepared for the American Association of Health Plans. April 2002. See <http://www.ahipresearch.org/pdfs/PwCFinalReport.pdf>. (accessed 8/27/2011). The report provides details on seven categories of factors driving up healthcare costs. Center for Healthcare Research & Transformation (CHRT), Health Care Cost Drivers: Chronic Disease, Comorbidity, and Health Risk Factors in the U.S. and Michigan, Issue Brief, July 2010. See <http://www.chrt.org/assets/price-of-care/CHRT-Issue-Brief-August-2010.pdf>. (accessed 8/27/2011). This report focuses on the top 10 healthcare conditions that account for about one-third of all healthcare costs.

^{vi} BLR, Special Report, Beyond the Hype: Make Wellness Work For Your Workplace. 2007 Business and Legal Reports, Inc. 2010 Edition. See http://hrdailyadvisor.blr.com/Corporate_Wellness.aspx. (accessed 8/27/2011). This report provides information on the costs of poor health habits to businesses and how investments in wellness can have a positive effect on the organization and its healthcare costs.

^{vii} BLR, Special Report, Beyond the Hype: Make Wellness Work For Your Workplace. 2007 Business and Legal Reports, Inc. 2010 Edition. See http://hrdailyadvisor.blr.com/Corporate_Wellness.aspx. (accessed 8/27/2011). The report shows how wellness programs increase employee morale, increase productivity, reduce absenteeism and lower health care costs by promoting healthy behavior changes.