PUBLIC HEALTH POLICY CHANGE

CREATING A CULTURE OF WELLNESS THROUGH WORKSITE POLICY CHANGE

FEBRUARY 21, 2012

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Introductions

Debbie Hornor
Community Obesity Policy Manager,
American Heart Association
Introductions

Sam Thompson
MSW, Worksite Wellness Coordinator, North Carolina Department of Health and Human Services
Introductions

Robert K. McLellan, MD, MPH, Chief, Section of Occupational and Environmental Medicine, Dartmouth-Hitchcock Medical Center
Introductions

Arch Fuston,
Director, Employee
Wellness, ActiveX
Introductions

Mary Marrow
Staff Attorney, Public Health Law Center
CREATING EFFECTIVE WORKSITE WELLNESS POLICIES

Debbie Hornor
American Heart Association
Community Obesity Policy Manager,
National Center
Cost to Society

• By 2030, 40 percent of all adult Americans will have some form of CVD

• By 2030, direct medical costs will triple from $273 billion to $818 billion

• Direct and indirect costs combined total $1.3 trillion in 2030 – nearly as large as the projected federal deficit for 2011
Our 2020 Impact Goal

“By 2020, to improve the cardiovascular health of all Americans by 20% while reducing deaths from cardiovascular diseases and stroke by 20%.”
Most common shared occupational health risk is sedentary behavior.
AHA Policy Statement

Worksite Wellness Programs for Cardiovascular Disease Prevention
A Policy Statement From the American Heart Association

Mercedes Carnethon, PhD, FAHA, Chair; Laurie P. Whitsel, PhD; Barry A. Franklin, PhD, FAHA; Penny Kris-Etherton, PhD, FAHA; Richard Milani, MD, FAHA; Charlotte A. Pratt, PhD; Gregory R. Wagner, MD; on behalf of the American Heart Association Advocacy Coordinating Committee; Council on Epidemiology and Prevention; Council on the Kidney in Cardiovascular Disease; and Council on Nutrition, Physical Activity and Metabolism

✓ Published on-line in September 2009 and in print on October 27, 2009
✓ Initiated by the Advocacy Coordinating Committee and sponsored by multiple scientific councils
✓ Integral part of the AHA Strategic Plan to reach as many Americans as possible to prevent heart disease and stroke

Copyright - AHA
# Comprehensive Program for Improving Employee Health

## Recommended Components

<table>
<thead>
<tr>
<th>CVD Education</th>
<th>Nutrition</th>
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<tr>
<td>Tobacco Cessation/Education</td>
<td>Physical Activity</td>
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<tr>
<td>Screening/Early Detection</td>
<td>Stress Management</td>
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<tr>
<td>Weight Management</td>
<td>Occupational Safety and Health</td>
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<tr>
<td>Environmental Modification</td>
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Carnethon M. *Circulation* 2009; 120: 1725
Summary: Components and Delivery of Wellness Programs

- Wellness programs should be integrated into the company structure.
- To achieve employee “buy-in”, employees should be engaged in developing the programs and deciding what they should be.
- Pre-implementation appraisals and screenings to determine content and delivery of programming.
- A combination of individual and organizational changes are the most effective.
- Maximum effectiveness is achieved with a combination of policy and individual behavior modification strategies.
Return on Investment (ROI)

Financial return on investment: Less money spent on wellness programs than on healthcare costs

✓ ROI from $3-$15 for every $1 invested
✓ Returns realized in 12 -18 months

Anderson DR. *Am J Health Promot* 2001; 15:281

Migration to lower “risk status” saves ~$53/employee.

✓ Savings recur each year employee remains in low-risk tier

Leatherman S. *Health Aff* (Milwood) 2003; 22: 17
What is a Policy?

Any plan or course of action designed to influence and determine decisions.
What is an Effective Policy?

- Written
- Easy to understand and follow
- Able to enforce
- Accomplishes goals
Past Webinar

http://www.publichealthlawcenter.org/webinars/archived

Drafting Effective Public Health Policies
October 5, 2011
THE IMPACT OF WORKSITE WELLNESS POLICY IN NORTH CAROLINA

Sam Thompson
Physical Activity & Nutrition Branch
North Carolina Division of Public Health
Worksite nutrition and physical activity programs are "recommended" interventions BUT only if they include policy and environmental approaches.\(^1, 2\)

The Value of Policy to a Worksite Wellness Program

Organizational policy plays a key role in

✓ Securing multilevel support within an organization

✓ Providing a basic foundation for building worksite wellness programs

• Rationale
• Expectations
• Resources
State-level Worksite Wellness Policy in North Carolina

Department of Health & Human Services (DHHS) Policy

- Contracted with Physical Activity & Nutrition (PAN) Branch in 2004 to develop tools and train agencies.
- Trainings started in 2005

Office of State Personnel (OSP) Policy

- Rolled out a policy similar to the one from DHHS in 2008
- referenced the PAN resources created for the DHHS policy

3. [http://info.dhhs.state.nc.us/olm/manuals/dhs/pol-92/man/WellnessProg.pdf](http://info.dhhs.state.nc.us/olm/manuals/dhs/pol-92/man/WellnessProg.pdf)
State-level Worksite Wellness Policy in North Carolina

Essential Functions of OSP Wellness Policy

✓ Tasks agency leadership
✓ Cites resources
✓ Connects different levels of agency staff
✓ Establishes wellness committees
✓ Dedicates works hours
Tools and Resources

1. Go to the Eat Smart, Move More NC website www.eatsmartmovemorenc.com
2. Select Programs and Tools for Change
3. Select Worksites

Tools and Resources

- Distributed 1200 printed toolkits
- Online toolkits available
- Trained 600+ individuals
- Technical assistance
- Conducted annual survey to identify successes/barriers and technical assistance needs
Policy Effects on Agencies & Organizations

The effects of the OSP Policy have reverberated through agencies and organizations throughout the state.
Policy Effects on Agencies & Organizations

Department of Cultural Resources (DCR)

- Trained by PAN on the toolkit during the initial rollout
- Five worksite wellness committees
- Wellness program reflects DCR’s organizational culture
Policy Effects on Agencies & Organizations

OSP Policy has been critical to the success of the DCR wellness program

- Structure to DCR’s worksite wellness program
- Empowered wellness representatives when working with upper management
- Dedicated work time to spend on their wellness program
- Tools & Resources
Policy Effects on Agencies & Organizations

DCR has used Eat Smart, Move More NC resources to create worksite wellness documents of their own.
Tools and Resources

1. The Guide to community Preventive Services - Obesity Prevention and Control: Worksite Programs,
   http://www.thecommunityguide.org/obesity/workprograms.html

2. The Effectiveness of Worksite Nutrition and Physical Activity Interventions for Controlling Employee Overweight and Obesity: A Systematic Review,

3. DHHS POLICIES AND PROCEDURES, Section XI: Employee Wellness,
   http://info.dhhs.state.nc.us/olm/manuals/dhs/pol-92/man/WellnessProg.pdf

4. STATE PERSONNEL MANUAL - Worksite Wellness,
   http://www.osp.state.nc.us/manuals/8_Workplace%20Environment%20and%20Health/Worksite%20Wellness%20Policy.htm

5. Eat Smart, Move More NC – Programs & Tools, Worksite
   http://www.eatsmartmovemorenc.com/Worksites/Worksites.html
ACHIEVING THE HEALTHIEST WORKFORCE POSSIBLE:
A COMPREHENSIVE, INTEGRATED HEALTH PROTECTION AND HEALTH PROMOTION PROGRAM FOR THE DH FAMILY

Robert K. McLellan, MD, MPH, FACOEM
Medical Director
Robert.K.McLellan@hitchcock.org
Dartmouth-Hitchcock Medical Center

Academic Medical Center

✓ 8500 employees
✓ 10,000 family members
✓ 900 physicians
✓ Multiple sites
Problem

✓ Unsustainable, double digit annual increases in health care costs
✓ Workforce sicker than benchmark organizations
✓ Meager, siloed employee health resources
✓ We are a leading health care organization. Can’t we do better!
Why Invest More in Workforce Health?

- Investing in employee health makes good business sense.
- Robust evidence base that employer health and wellness initiatives can improve employee health.
- Patient safety depends on healthy employees.
My Job

Create a **sustainable** “culture of health” that would support population health improvement over the long haul
Benchmarked Requirements for Success

✓ Comprehensive
  • (a suite of resources)

✓ Integrated
  • (leverage synergy)

✓ Health protection
  • Engaging employees founded on superior occupational health and safety

✓ Health promotion
  • (reduce lifestyle risks, manage chronic disease)

✓ A supportive work environment

✓ Measure and report

✓ Embedded in corporate business plan

http://www.cdc.gov/niosh/TWH/essentials.html
My Strategy

Live well/work well must become integral to Dartmouth-Hitchcock’s corporate culture …

The opportunity …

✓ Embed our vision and work in the DH strategic and operating plan
# D-H Vision and Mission

<table>
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<tr>
<th><strong>Dartmouth-Hitchcock Vision</strong></th>
<th><strong>Dartmouth-Hitchcock Mission</strong></th>
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<tbody>
<tr>
<td>Achieve the <strong>healthiest population possible</strong>, leading the <strong>transformation of health care</strong> in our region and <strong>setting the standard</strong> for our nation.</td>
<td>We <strong>advance health</strong> through research, education, clinical practice and <strong>community partnerships</strong>, providing each person the best care, in the <strong>right place</strong>, at the right time, every time.</td>
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Strategic Initiatives to Achieve D-H Mission and Vision

Mission, Vision, Goals

Strategic Initiatives

- Education and Research Strength
- Leaders in Quality
- Population Health Management
- Tertiary Quaternary Care Leadership
- Southern NH Growth

Operational Imperatives

- Information Technology
- Service & Access
- Finance
- People

5 Concurrent Strategic Planning Task Forces
2. Promote Healthiest Population Possible

- Improve the Health Status of the Workforce
- Launch Initiatives Focused on Employee Education, Promotion, and Early Intervention
- Extend Employee Health Status Improvement Model to Regional Employers & Communities
Live Well/ Work Well …
A Strategic Priority

**Vision:** Achieve the Healthiest D-H Workforce Possible

**Mission:** Create a Culture of Health, Safety, and Well-being

**Scope:** Employees and their families throughout the D-H system
Goals
Which align with those of DHMC

✓ Create an engaging, safe and supportive work environment … a culture of health
✓ Measure the burden of health risk, disease, and associated costs in our population
✓ Optimize personal well-being, reduce burden of health risk, disease and associated costs
✓ Monitor the Impact of Live Well/Work Well
✓ Extend similar programs to other employers
✓ Tie this work to our academic mission
Not a program…

it is the way we do things at Dartmouth-Hitchcock …

at the core of our Institutional vision and mission, aligned with its goals and embedded as a Key Tactic in the DH Operational plan to execute on key strategic priorities
A Healthy Place to Work

Special Populations/Needs

DH Healthy Workforce & Families

Primary Care

Specialty Care

Community Resources

Information Technology

Benefits and Human Resource Policies

Work Environment & Community Environment
An Integrated Suite of Health Promotion and Protection Services

- Occupational medicine
- Safety and Industrial hygiene
- Health coaching
- Behavioral health team
  - Employee assistance
  - Psychologist & psychiatrist
- Work ability program
- Primary care
  - Employee dedicated medical home
  - Support of DH and non DH practices
  - Care coordination and disease management
- Over 30 FTEs and growing
Building A Healthy Work and Community Environment

✓ Benefits and HR policy
✓ Physical environment
✓ Nutritional environment
✓ Social environment
✓ Community environment
What’s ActiveX?

– Employee Participation Program –
– “X” = Whatever is your “active” –
– Grassroots Origin –

Fitness | Nutrition Behavior | Community | Professional Development

– Employee Developed –
– Executive Endorsed –
– Strength in Numbers –
How are we different?

– Incentive is the Opportunity –
– Manifestation of Our Mission –
– Our Culture: ActiveXperience –

+1000 Participants  |  Conjoint Analysis: $10,000 Value  |  80% Main Corporate Benefit

– “Packaging Wellness” –
– Scalability of Opportunities –
– External Influence –
The Opportunity

I love what (ActiveX) has created. - CFO, Active Network

ActiveX’s impact on the company is awesome. Seeing the smile of accomplishment and pride is great. The stuff (ActiveX) is doing is truly changing lives...amazing. - VP Revenue Growth, Active Network
LEGAL CONSIDERATIONS WITH THE IMPLEMENTATION OF WORKSITE WELLNESS POLICIES IN PUBLIC AND PRIVATE ORGANIZATIONS

Mary Marrow, Staff Attorney
Public Health Law Center
Key Legal Issues Impacting Worksite Wellness Policies

✓ Employment Restrictions on the Use of Consumable Products
✓ Americans With Disabilities Act
✓ Genetic Information Nondiscrimination Act (GINA)
✓ Health Insurance Portability and accountability Act of 1996 (HIPAA)
✓ Nursing Mothers and the Workplace
Tobacco-Free Hiring

Source: USA Today / American Lung Association
Tobacco-Free Hiring

A person may not discharge an employee, refuse to hire an applicant for employment or retaliate against an employee because the individual exercises a right to a smoke-free environment required under this act.”


"We're trying to promote a complete culture of wellness," says Marcy Marshall of the Geisinger Health System in Danville, Pa., which begins its nicotine-free hiring next month. "We're not denying smokers their right to tobacco products. We're just choosing not to hire them.“

USA Today, January 6, 2012
Americans with Disabilities Act (ADA)

Employers can’t discriminate on the basis of disability in employment.

✓ “Disability” = a physical or mental impairment that substantially limits one or more major life activities.

✓ Employers must reasonably accommodate disabled employees unless it causes undue hardship.
Genetic Information Nondiscrimination Act (GINA)

What is genetic information?

✔ Data gathered as part of a genetic test on an individual or family member
  • Genetic tests include tests for breast cancer, colon cancer, Huntington’s Disease, etc.
✔ Data regarding the existence of a disease or disorder in a family member

Under GINA, employers cannot:

✔ Adjust group premiums based on genetic information
✔ Request or require an employee or applicant to take a genetic test
✔ Obtain genetic information on employees in connection with enrollment or underwriting
Health Insurance Portability and Accountability Act of 1996 (HIPAA)

Nondiscrimination: Health plans can’t deny health care benefits or charge more because of a health factor.

✓ Health factor = Almost anything in an employee’s medical and insurance records.

Privacy Rule
Nursing Mothers and the Workplace

Section 7(r) of the Fair Labor Standards Act – Break Time for Nursing Mothers Provision

Effective March 23, 2010, the Patient Protection and Affordable Care Act amended the FLSA to require employers to provide a nursing mother reasonable break time to express breast milk after the birth of her child. The amendment also requires that employers provide a place for an employee to express breast milk.

Section 7 of the Fair Labor Standards Act of 1938 (29 U.S.C. 207) is amended by adding at the end the following:

(r)(1) An employer shall provide—

A. a reasonable break time for an employee to express breast milk for her nursing child for 1 year after the child’s birth each time such employee has need to express the milk; and

B. a place, other than a bathroom, that is shielded from view and free from intrusion from coworkers and the public, which may be used by an employee to express breast milk.

(2) An employer shall not be required to compensate an employee receiving reasonable break time under paragraph (1) for any work time spent for such purpose.

(3) An employer that employs less than 50 employees shall not be subject to the requirements of this subsection, if such requirements would impose an undue hardship by causing the employer significant difficulty or expense when considered in relation to the size, structure, and overall financial operations of the employer.
Next Webinar in the Series

Regulating Tobacco in the Retail Environment
Tuesday, March 6, 2012, 12:00 p.m. – 1:30 p.m. CST

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