Advancing Wellbeing for CU-AMC and CSU Faculty and Staff

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Scope of the Problem

• Colorado is the healthiest state in the continental U.S.

• CU-AMC and CSU are major sites of health sciences research in CO

• Despite this, we are **NOT** in the top 100 healthiest places to work
  • US News and World Report 2018

• Wellbeing is critical to a high functioning workplace:
  • Healthy employees = healthy (and productive) company
Wellness vs. Wellbeing

- **Wellness** = focused on physical health

- **Wellbeing** = broader concept
  - Physical health
  - Positive emotions and moods
  - Satisfaction and fulfillment with life
  - Positive functioning
Consequences of Poor Wellbeing

- Decreased work performance
- Inappropriate diet
- Increased cost
- Weight gain
- Secondary medical conditions
- Reduced empathy
- Poor stress management
- Increased social isolation
- Difficulty with staff retention
Consequences of Poor Wellbeing

• More attention is being paid to the issue of burnout in medical centers and universities
  • Example: Increased suicide in physicians and veterinarians (Fink-Miller and Nestler 2018 Curr Opin Psychology)
  • Primary focus of LIteS cohort 2017-2018
Current recognition for wellbeing

Mission

The University of Colorado Denver | Anschutz Medical Campus is a diverse teaching and learning community that creates, discovers and applies knowledge to improve the health and well-being of Colorado and the world.

Health and Care of Mind, Body and Community
The university enriches the well-being and sustainability of communities and our cultural, living and natural environments. We promote healthy lifestyles, prevent, diagnose and treat disease and deliver high-quality and compassionate health care.

Values

• Examples:
  • CU Flourish
  • Anschutz Health and Wellness Center
  • Children’s Hospital Colorado (Governor's award)
  • Wellness committees in depts/centers (e.g. SPH)
Initial Landscape and Needs Assessment

• Interviewed CO stakeholders:
  • School of Medicine
    • Dept of Medicine Wellness Initiative (Marc Moss)
    • Resilience Program (Jenny Reese and Abbie Beacham)
  • Anschutz Health and Wellness Center
  • Health Links
  • Other Colorado campuses: Boulder, UCCS, CSU (CVMBS)
Common Wellbeing Challenges Identified by Stakeholders

1. Efforts occur in silos
2. Programs target specific groups only (students and physicians)
3. Offerings occur on an ad hoc or inconsistent basis
4. Lack of ongoing assessments to identify needs and outcomes
5. Fragmented leadership support
Objective

What lessons can we learn from successful wellbeing programs at other universities and corporations?

How have they engaged staff and faculty across their organization?
How have they fostered community?
Method: Positive Deviant Approach

• Interviewed organizations who are national leaders in wellbeing
  • Organizations identified during initial interviews with CO stakeholders
  • Organizations with national reputation for employee wellness programs
Method: Positive Deviant Approach

• Goal = learn from their success
  • What services do they offer?
  • What has made their programs successful?
  • How have they addressed the common themes we identified?
Data Collection

• Developed a semi-structured interview guide
  • 12 broad questions
  • Current state, challenges, successes, future directions
  • 30-60 minute interviews

• Additional data collected from sources provided by the institutions
Analysis

- Thematic analysis

- Multidisciplinary team review
  - Responses to questions
  - Field notes

- Identified and categorized consistent themes
RESULTS
Leadership Support

• Support is essential to jump start wellbeing
  • Recognize importance and provide some financial support
  • University System, Chancellor/Provost, School Deans, Departments

• Direct initial investment into programs
  • Hire Chief Wellness Officer and staff
  • Encourage investment from university system and medical center
  • Encourage School and Departmental champions

• Create common theme and purpose for all employees
  • “One Institution/Campus” campaigns
  • Wellbeing is central to institutional mission
## Elements of Wellbeing

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<thead>
<tr>
<th>COMMON ELEMENTS</th>
<th>ADDITIONAL ELEMENTS</th>
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<tbody>
<tr>
<td>Physical</td>
<td>Nutritional</td>
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<td>Emotional</td>
<td>Financial</td>
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<td>Social</td>
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<td>Security</td>
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<td>Purpose</td>
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Programs Map to Elements of Wellbeing

• Physical
  • Disease prevention and control programs/incentives
  • Regular athletic activities and special events

• Emotional
  • Mindfulness classes
  • Stress management classes
  • Community-building
Programs Map to Pillars of Wellbeing

• Social
  • Centralized location for gatherings (e.g. University Club)
  • Employee celebration events
  • In-person or virtual clubs/interest groups
  • Organized group-based initiatives or events
  • Team events and challenges

All are regularly scheduled and ongoing
Material Methods to Incentivize Participation

• Reduced insurance premiums

• Point system to earn gift cards, prizes, etc.
  • Target to high risk population

• Discounts to on-campus health facilities and events
Assessments

• Critical
  • Measure impact of investment
  • Adapt to current and changing needs

• Internal and external reviews
  • Partner with faculty to do formal research studies
  • External review companies
Assessments: Data

• Participation data
• Population health metrics
• Climate surveys

• Examples of data collected
  • Healthcare costs
  • Sick days
  • Productivity
  • Engagement in work and collaborative interactions
  • Recruitment and retention
  • Institutional reputation
Outcomes: Strategic Planning

• Adjust current initiatives and investment for improved outcomes

• Adapt to current and changing needs

• Institution-specific

• Feed outcomes back to leadership
Chief Wellness Officer (CWO)

- Coordinator/facilitator for initiatives across campus
- Power position
  - Dean-level appointment with FTE coverage
  - Interacts and receives support from institutional leaders
Wellness Champions and Peer Support

- Train and empower wellness champions
  - Individuals in a school, department, building, or floor
  - Organize events, teams, disseminate information
  - Top down and bottom up

- Peer support program
  - Employees at risk
  - Crisis response groups
Recommendations
Recommendations

1. Strong support by institutional leadership
   • Investment of funds
   • Ongoing commitment informed by outcomes and needs

2. Continual assessments and outcomes-based approach
   • Obtain baseline evaluation of current state
     • Healthlinks
   • Partner with researchers on campus to develop and evaluate programs
   • Engage with peer institutions
     • BHAC = Building Healthy Academic Communities
Recommendations

3. Develop a concise mission statement
   • Unified mission for the campus: “One Institution”
   • Wellbeing and community is a component of this mission

4. Appoint a CWO
   • ‘Power position’
   • Budget and support staff
   • Identify current best practices

5. Provide ongoing events and activities that address physical, emotional, and social elements of wellbeing
   • Inclusive of all staff and faculty
## Acknowledgements

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<tr>
<th>CO stakeholders</th>
<th>Outside experts</th>
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<tbody>
<tr>
<td>Marc Moss</td>
<td>Laura Ishkanian (University of California San Francisco)</td>
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<td>Jenny Reese</td>
<td>Mary Jo Kreitzer (University of Minnesota)</td>
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<td>Abbie Beacham</td>
<td>Megan Amaya (The Ohio State University)</td>
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<td>Bob Shoulders</td>
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<td>Lee Newman</td>
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<td>Lauren Whitt (Google)</td>
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LITES program, instructors and cohorts
Questions?

Wellbeing Dr.

Leadership

Outcomes

Assessments

CWO

Programs