PARTICIPANT HANDOUTS
Distance Learning Event:
Staff Retention through Workplace Wellness

Presented by:
Lisa Hardmeyer Gray, Founder of Intrinsic, LLC
Gary Campbell, Founder and Owner of Impact2Lead, LLC

Live Broadcast Date/Time:
Wednesday, January 17, 2018
12:00–1:30pm Mountain Time / 1:00–2:30pm Central Time

Event Overview:
In the context of high provider and staff burnout in Community Health Centers, this session will focus on creating a culture of wellness as a means to address both retention and recruitment. Topics covered will include the multi-generational landscape of the workplace, current trends on the talent pool and what CHCs need to consider to be an employer-of-choice. The session will also look at best practices around Wellness plans, what works and what doesn’t, what style of leadership is most effective for employee engagement and how to create a culture of wellness that is authentic and effective.

Learning Objectives:
Upon completion of this session, participants should be able to:
1. Learn how community health centers can create an environment that helps their employees avoid burnout, keeps them healthy, and allows them to find joy in their work.
3. Identify best practices to implement a Wellness Program.
4. Understand the impacts of a multi-generational workforce.
5. Identify strategies to make your health center an employer-of-choice.

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Descriptions of CCHN & CHAMPS
Speaker Biography
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CHAMPS ARCHIVES
This event will be archived online. The online version will be available within two weeks of the live event. For information about all CHAMPS archives, please visit http://champsonline.org/events-trainings/distance-learning.

DESCRIPTION OF CCHN
Colorado Community Health Network (CCHN) is a non-profit organization representing the 20 Colorado Community Health Centers (CHCs) that together are the backbone of the primary health care safety-net in Colorado. CCHN is committed to educating policy makers and stakeholders about the unique needs of CHCs and their partners, providing resources to ensure that CHCs are strong organizations, and supporting CHCs in maintaining the highest quality care. For more information about CCHN, please visit www.cchn.org.

DESCRIPTION OF CHAMPS
Community Health Association of Mountain/Plains States (CHAMPS) is a non-profit organization dedicated to supporting all Region VIII (CO, MT, ND, SD, UT, and WY) federally-funded Community, Migrant, and Homeless Health Centers so they can better serve their patients and communities. Currently, CHAMPS programs and services focus on education and training, collaboration and networking, workforce development, and the collection and dissemination of regional data. For more information about CHAMPS, please visit www.CHAMPSonline.org.

SPEAKER BIOGRAPHIES
Lisa Hardmeyer Gray is the Founder of Intrinsic, LLC, a consulting company offering trainings geared toward employee wellness, particularly in the healthcare field. Lisa works with individuals to build stress-management and resiliency skills and consult organizations on overall health and wellness, guiding them to become an employer-of-choice. She is a Certified Instructor of Mindfulness-Based Stress Reduction (MBSR) through the Center for Mindfulness at the University of Massachusetts Medical Center. Lisa Hardmeyer Gray is also a Behavioral Health Provider at HealthPoint, an FQHC in Seattle, WA.

Gary Campbell is the founder and owner of Impact2Lead and the CEO of Johnson Health Center, Gary Campbell has enjoyed a career of increased responsibility in the field of Healthcare leadership, Human Resources, Procurement, Operations and Contingent Workforce Strategies. Having worked in leadership positions for LexisNexis, Ensemble Chimes Global, Bayer and Johnson Health Center, Gary has had the opportunity to continually leverage his passion around people development in a business setting. Gary is currently working on his first book, Fueled by Passion, speaks nationally and consults on workplace and motivational topics.
WORKPLACE WELLNESS

Presented by:
Lisa Hardmeyer Gray, M.A., LMHCA Founder, Intrinsic, LLC
and Gary Campbell, Founder and Owner, Impact2Lead

Wednesday, January 17, 2018, 12:00-1:30 PM Mountain Time

Hosted by: Colorado Community Health Network (CCHN) &
Community Health Association of Mountain/Plains States (CHAMPS)

LEARNING OBJECTIVES

- Understand the various generations in the workplace, their values and the impact on the workplace
- Learn about trends in Employer-of-Choice/Employee Engagement
- Explore changes in leadership styles to increase employee engagement
- Understand the importance of culture and how it affects retention
- Learn best practices in implementing a Wellness Plan
- Explore Resilience
Burnout Prevalence

“Numerous global studies involving nearly every medical and surgical specialty indicate that approximately 1 of every 3 physicians is experiencing burnout at any given time.”

Tait D. Shanafelt, MD

COSTS TO PATIENTS, SOCIETY, INSTITUTIONS

- Early retirement/physician shortage/cost of replacement
- Medical errors/malpractice
- Patient centered care and satisfaction
- Currency of perception

The Antithesis of Burn-out is Engagement
QUESTION
What percent of US employees are disengaged?

- 25%
- 40%
- 55%
- 70%

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THE PROBLEM

The American workplace is plagued with chronically low levels of engagement. Research shows that 7 out of every 10 US workers aren't working to their full potential - and it's affecting American businesses more than they realize.

- 70% of US workers are disengaged at work
- Disengaged workers cost the US between $450 - $550 billion each year in lost productivity
- 46% of new hires fail within 18 months. 89% of these failures are due to poor culture fit
- Turnover costs are often estimated to be 100% - 300% of the base salary of replaced employee
- 80% of people who were dissatisfied with their direct manager are disengaged

State of the American Workplace, a 2013 Gallup Study

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STAFF ENGAGEMENT DRIVES PATIENT SATISFACTION

“We must find ways to engage our nurses, administrative staff, physicians, housekeeping staff, supervisors, switchboard operators, etc. so that they WANT to provide great service to their patients. It’s not that we think patients are not important. But, there is a direct correlation between employee loyalty and customer loyalty. And with more restrictive reimbursements on the horizon, the pressure will continue to rise on patient acquisition and retention.”

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GREATEST ASSET: EMPLOYEES

<table>
<thead>
<tr>
<th>Views on Organizations and Leadership</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A company’s greatest asset is its talent</td>
<td>82%</td>
</tr>
<tr>
<td>A high level of employee engagement has a direct impact on the bottom line</td>
<td>73%</td>
</tr>
<tr>
<td>The key to a sustainable business model is relying on shared value—benefiting society, the environment, customers and shareholders</td>
<td>70%</td>
</tr>
<tr>
<td>Employer of choice perceptions differ by employee</td>
<td>64%</td>
</tr>
<tr>
<td>Good corporate citizenship is good business</td>
<td>59%</td>
</tr>
</tbody>
</table>

But only 23 % of respondents believe their organization is now attracting and retaining best talent

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WHO ARE WE ENGAGING? 4 GENERATIONS

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Ethic</td>
<td>Respect authority, Hard work, Age = seniority, Company first</td>
<td>Workaholics, desiring quality, question authority</td>
<td>Eliminate the task, Self-reliant</td>
<td>What’s next, Multitasking, Tenacity, Entrepreneurial</td>
</tr>
<tr>
<td>Work is…</td>
<td>An obligation</td>
<td>An exciting adventure</td>
<td>A difficult challenge, A contract</td>
<td>A means to an end</td>
</tr>
<tr>
<td>Leadership Style</td>
<td>Directive, Command and control</td>
<td>Quality</td>
<td>Everyone is the same, Challenge others, Ask why</td>
<td>Remains to be seen</td>
</tr>
<tr>
<td>Communication</td>
<td>Formal Memo</td>
<td>In person</td>
<td>Direct, Immediate</td>
<td>Email, Voice mail</td>
</tr>
<tr>
<td>Rewards &amp; Feedback</td>
<td>No news is good news, Satisfaction in a job well done</td>
<td>Money, Title Recognition, Give me something to put on the wall</td>
<td>Sorry to interrupt, but how am I doing? Freedom is the best reward</td>
<td>Whenever I want it, at the push of a button Meaningful work</td>
</tr>
<tr>
<td>Motivated By</td>
<td>Being respected</td>
<td>Being valued and needed</td>
<td>Freedom and removal of rules</td>
<td>Working with other bright people</td>
</tr>
<tr>
<td>Work/Life Balance</td>
<td>Keep them separate</td>
<td>No balance &quot;Live to work”</td>
<td>Balance “Work to live”</td>
<td>Balance — it’s 5pm — I’ve got another gig</td>
</tr>
<tr>
<td>Technology is...</td>
<td>Hoover dam</td>
<td>The microwave</td>
<td>What you can hold in your hand: PDA, cell</td>
<td>Ethereal - intangible</td>
</tr>
</tbody>
</table>

2015 Arthur Maxwell

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MILLENNIALS

- Millennials have surpassed Generation Xers as the largest generation in the US Labor Force (Pew Research Center) Members of this group change jobs at least 4 times in their first decade out of college – they want and need work-based training & development
- Require challenging, meaningful work and constant check-in and feedback
- Value training and mission centric focus over other benefits (Deloitte)
- Equally interested in how the company invests in its’ people as products/services
- Must prepare to accept that retention is NOT the end goal (Julia Stiglitz)
- Over half of the workforce would not recommend their employer to peers

Gary Campbell

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CONSIDERATIONS

- National birthrates are dropping, talent pool is shrinking
- Our work is more knowledge-based—need to attract more educated employees
- Engagement and retention will become even more important than it is today
QUESTION

What is the most important social factor in a job for the younger generation of talent:

- Money
- Time off
- Retirement Benefits
- Creating social value

THE GOOD NEWS:
CHCS HAVE MOST IMPORTANT FACTOR: SOCIAL VALUE

Organizations That Fit the Aspirations of Younger Generation Talent Are Big Social Value Creators
EMPLOYEE ENGAGEMENT – GALLUP Q12

**Growth**
- Do I have an opportunity to learn and grow?
  - *In the last six months, someone at work has talked to me about my progress.
  - *This last year, I have had opportunities at work to learn and grow.

**Belong**
- Do I feel a sense of belonging?
  - *At work, my opinions seem to count.
  - *The mission or purpose of my company makes me feel my job is important.
  - *My associates or fellow employees are committed to doing quality work.
  - *I have a best friend at work.

**Give**
- Is my individual contribution recognized and appreciated?
  - *At work, I have the opportunity to do what I do best every day.
  - *In the last seven days, I have received recognition or praise for doing good work.
  - *My supervisor, or someone at work, seems to care about me as a person.
  - *There is someone at work who encourages my development.

**Get**
- Am I getting what I need from the Health System?
  - *I know what is expected of me at work.
  - *I have the materials and equipment I need to do my work right.

TRENDS IN EMPLOYER-OF-CHOICE

**OLD MODEL**
- Security in exchange for compensation

**NEW MODEL**
- Meaningful work that solves social problems
- Professional Development
- Autonomy
- Flexibility to innovate and have ownership of projects
- Co-create with customers
- Trust and Transparency

Harvard Business Review
LEADERSHIP

A recent study by Accenture

- 31% of employees quit because they don’t like their boss
- 21% leave due to lack of empowerment

Leigh Branham survey of 20,000 employees

- The #1 reason people quit their job: loss of trust and confidence in senior leaders
- #2: Feeling undervalued in recognition, reward and pay

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TRANSFORMATIONAL LEADERSHIP

“If you hire people just because they can do a job, they’ll work for your money, but if they believe what you believe, they’ll work for you with blood and sweat and tears.” -Simon Senek, Leadership Consultant

- Available
- Engaged
- Listen
- Empower

From Spiegleman And Berrett
Mission: Why Are We Here
Vision: Where Are We Going
Values: The Rules We Live By

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LEADERSHIP CHALLENGES TODAY

- Organizations moving to more team-centric focus
- Workplace becoming younger and older at the same time
- Leadership development must occur deeper in the organization
- Difficulty “letting go”
- Limited succession planning in place
- Today’s leaders MUST inspire, be empathetic and unleash potential
  - Leadership directly impacts culture and culture impacts the bottom line
ASK YOURSELF

How do I inspire?

What is my organization’s unfulfilled potential?

Who in my organization is or is going to be a true game changer?

How do we assess current or future leaders?

Have we formalized and communicated leadership competencies, programs and opportunities?

Does our organization tend to promote people who look, think and act like our current leaders?

Is there anything keeping me from achieving my potential?

What happens if I don’t come back tomorrow?

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HOW MANY BAD APPLES DOES IT TAKE....?

Customer Lifetime Value: $250,000

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QUESTION
What factor is more important to the bottom line? Strategy or Culture?

BOTTOM LINE – LEADERSHIP IMPACTS CULTURE

- Culture not only eats strategy for breakfast, it spits it out in front of you.

Focusing on employee engagement and creating a positive workplace culture will be the differentiator in defining good vs. Great.

By driving performance through an engaged culture, you simply enhance your ability to be competitive and financially viable and put yourself in a employer of choice position.

Gary Campbell
WHAT MAKES CULTURE?

- Culture is the self-sustaining pattern of behavior that determines how things are done.
- Made of instinctive, repetitive habits and emotional responses.
- It’s what people actually do more than what they say or believe.
- An organization’s current culture contains several reservoirs of emotional energy and influence.
- When positive culture forces and strategic priorities are in sync, companies can draw energy from the way people feel. This accelerates a company’s movement to gain competitive advantage.
- Culture is about emotional attachment that unleashes potential but why?

* Source: ten principles of organizational culture (reprint # 16105)

ASK YOURSELF

Do we truly know our culture? Is it the culture we want?

Am I responsible for the culture?

How do we measure the culture?

How do we create more high-impact customer and employee experience moments and make them repeatable?

Are we willing to reduce productivity temporarily to build a culture of learning?

Am I fully aware of the “bad news travels fast” climate and am I prepared for the implications?
CREATING CULTURE

- Flowers when employee is sick
- Birthday cards and celebrations
- Laundry Service or Meal delivery for mandatory over-time
- Healthy snacks
- Community gardens
- “Field trips”: connect to mission
- APPRECIATION: from Leadership and Peers

- Culture of Fun
  - Monthly outings
  - Engage Staff: What motivates them?
  - Be careful: Be Authentic

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WELL-BEING: PHYSICAL AND MENTAL HEALTH

Anxiety, Depression, Stress and Burn-out

- One-fourth of employees view their jobs as the number one stressor in their lives.
  
  - Northwestern National Life

- Three-fourths of employees believe the worker has more on-the-job stress than a generation ago.
  
  - Princeton Survey Research Associates

- Problems at work are more strongly associated with health complaints than are any other life stressor-more so than even financial problems or family problems.
  
  - St. Paul Fire and Marine Insurance Co.
BENEFITS OF WELLNESS PROGRAMS

- Lowering health care costs
- Reducing absenteeism
- Achieving higher employee productivity
- Reducing workers’ compensation and disability-related costs
- Reducing injury
- Improving employee morale and loyalty
- Healthier employees are happier and more productive employees
QUESTION
How much is saved to every dollar spent on a Wellness Plan?

- $1.25
- $2.20
- $3.37
- $4.45

WELLNESS PROGRAMS
Cost Savings:

- Average savings: $3.37 for every dollar invested

Johnson and Johnson leaders estimate that wellness programs have cumulatively saved the company $250 million on health care costs over the past decade; from 2002 to 2008, the return was $2.71 for every dollar spent.

Lower Absenteeism - absenteeism costs fall by about $2.73 for every dollar spent.
STEPS TO IMPLEMENT

- Set up with the help of a health insurance broker
- Usually administered through HR department
- Larger companies invest in on-site workout facilities, relaxation rooms, personal trainers, healthy meals, stress-reduction classes
- Smaller companies offer incentives using health club memberships, healthy eating programs, stress-reduction classes
- Penalties and Incentives

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STEPS TO IMPLEMENT (CONT.)

- Health Assessment Screening
- May be encouraged to participate in:
  - Weight Loss Programs
  - Smoking Cessation Programs
  - Nutritional Improvement Programs
  - Stress Reduction classes

Positive Incentives:
- lower health care premiums (subsidized by insurance provider or organization), reimbursements for health club memberships, bicycles, iPod, gift cards
- employees lose trust when forced to act against their wishes

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BEST PRACTICES: IMPLEMENTATION

- Multi-level Leadership- Need buy-in and participation on all levels
- Alignment- Culture shifts take time
- Scope, Relevance and Quality- It’s more than just cholesterol

FEDERAL REGULATION INCENTIVES

- Patient Protection and Affordable Care Act of 2010 (PPACA) permits employers to offer cash incentives to employees for participating in Wellness Programs and reaching certain targets.
- Current law limits the value of Wellness incentives to 30% of the total health care premium spent per worker. The law also allows 50% in programs targeting tobacco use.
CONCERNS

- Concern that health promotion programs are discriminatory — allowing employers to shift medical costs to workers in poor health.

- In October 2014 the EEOC filed a claim against Honeywell claiming its biometric testing program violated the ADA.

PING-PONG: #1 BRAIN SPORT (INEXPENSIVE AND FUN)

ENHANCED:

- motor functions
- strategy function
- long-term memory functions
IN GOOD COMPANY

TEAM BASED CARE: BREAKING THE ISOLATION
MINDFULNESS: FAST-GROWING PROGRAM FOR STRESS REDUCTION AND BURN-OUT PREVENTION

CASE STUDY: AETNA INSURANCE

- Divided employees into quintiles by stress markers such as heart rate
- Found that the most stressed group had average medical costs $2,500 a year higher than the least-stressed group
- After mindfulness and yoga training for 12 weeks the costs drop markedly
- Company pegged the added cost for the most-stressed employees in the study of 458 people at "nearly $2,000"
- That figure even seems a bit low if you consider that obesity could be linked to stress.

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FOR MORE INFORMATION CONTACT:

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THANK YOU FOR JOINING US!

Your opinions are very important to us.

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Each person should fill out their own Evaluation Survey.

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To learn more about trainings offered by CHAMPS and CCHN, please visit:

- www.CHAMPSonline.org/Events/
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