



A Culture of Health Road Map

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Presented by Gillian Pieper
For VLCT Wellness Culture Retreat
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“We can do anything we want as long as we stick to it enough”

-Helen Keller



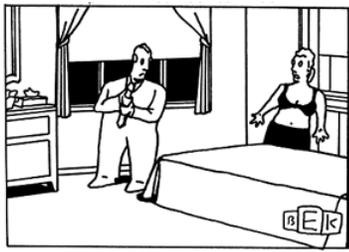
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But stickiness is tough.



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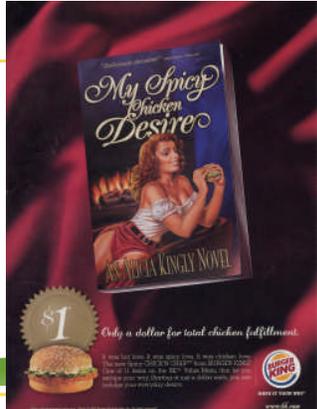
Part of the Problem is Us...



“Does my body make me look fat?”

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Part of the problem is our world...



© 2011 McDonald's



BANNED

© 2011 Banned

YIKES!



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Risks Cluster

Health Measure <small>(among those at high risk)</small>	% in Overall High Risk Category (N=16,879)
Perceived health	68%
Life Satisfaction	52%
Stress	50%
Diastolic blood pressure	48%
Alcohol	45%
Systolic blood pressure	43%
Physical activity	41%
Safety belt	40%
Smoking	38%
Cholesterol	36%
HDL	34%
BMI	30%

Percentages show those at high risk for a particular health measure who also have at least four other health risks.

Population = 16,879
"LifeSteps"
(General Motors)
active screened participants

Slide Adapted from University of Michigan HMRC. Source: Baumstein, Yi, Hirschland, McDonald, Edington. Am. J. Health Behavior 20(6):407-417, 2001.

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Double YIKES!



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The "Do Nothing" Strategy is Not an Option:

"The natural flow of risks and costs is toward high risk, high cost." *(Proven in 175 publications over 25 years of research)*

- Dee Edington, *Health Management Research Center (University of Michigan)*

Meaning, if you do nothing (zero prevention), your population's risks will spiral up and crush your trend.

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Left to our own devices...



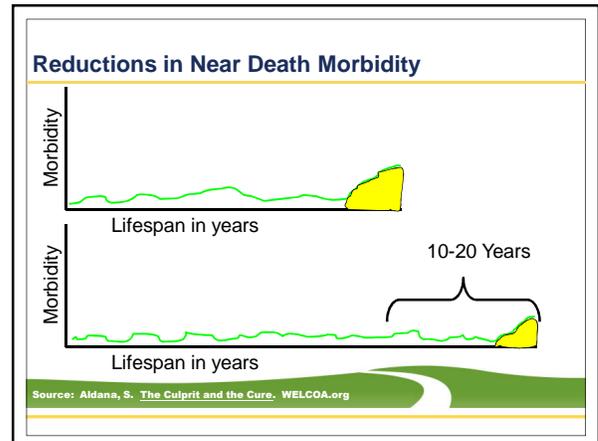
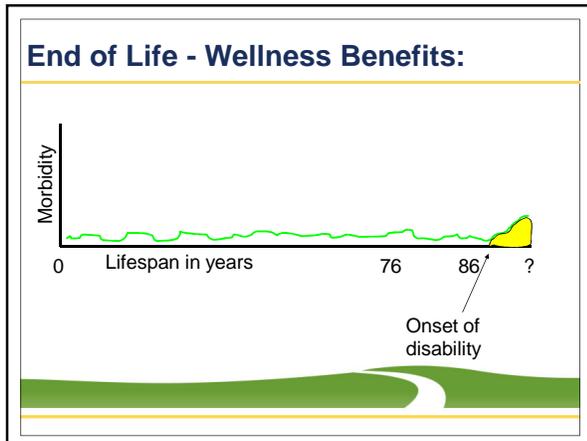
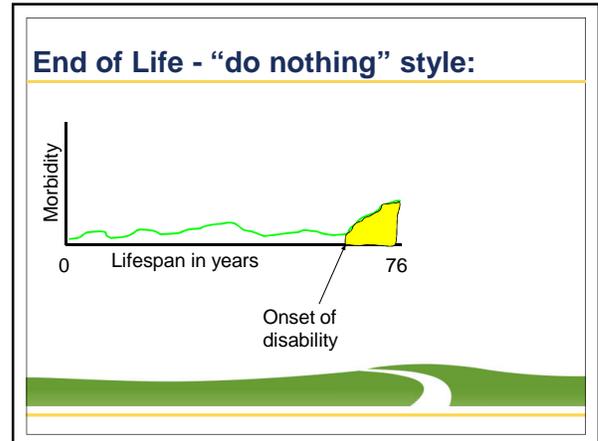
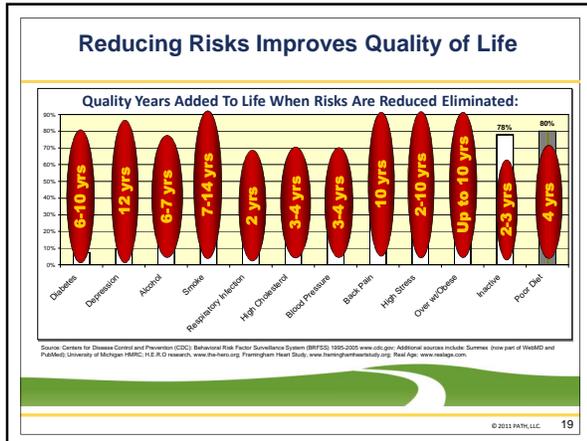
On Life Magazine's Worst Inventions List

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Beyond Disease (risks)

Quality of Life also follows risks, and therefore so does quality of work and full engagement in life.

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Can it Be Done?

Can we REALLY reduce risk, improve quality of life, and, thus, lower costs by doing Wellness?

Picture: Rob Palmsroent

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Do Bears Dance the Watoosie?

Picture: Bobbi's Gargo, Vernon Price

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Have Confidence It Can Be Done...



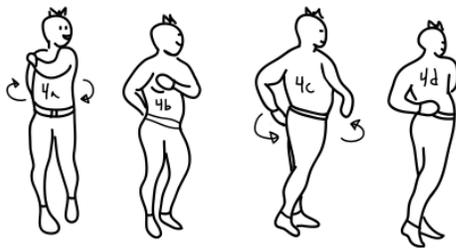
Massive oak trees on main street in Greensburg, Kansas show strong new growth a couple years after being completely snapped by a tornado.

Photo (and story): Marcia Pankratz, Head Coach, Michigan Field Hockey.

Why Culture Matters:

It's About Getting People to Play!
Culture = Automatic Engagement

If you build it, they don't come.
 They're too stressed!



Culture & Engagement Wheel:

culture
Delivery



Culture and Engagement Keys:

- **Identity** – brand, look, feel, and a human face.
- **Program Design** – fun, fresh and relevant.
- **Leadership** – role models and support.
- **Employee Input** – want and willing to do?
- **Communications** – what, where, when?
- **Marketing** – sell it baby!
- **Incentives** – what catches people's attention?



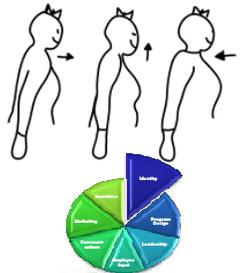
Engagement Wheel:



- **Identity** – look and feel.
- **Program Design** – relevant.
- **Leadership** – support.
- **Employee Input** – wants.
- **Communications** – what?
- **Marketing** – sell it!
- **Incentives** – reinforce it!

Identity

- **Values:** What is the program's philosophy and principles? These must be tied to business values.
- **Vision:** What will the program achieve?
- **Brand your identity:** create a slogan, a tagline or two, a logo, look and feel.
- **Face:** Who will deliver it? How do they establish trust and rapport? Who will take over when the original "who" leaves?



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Identity Values Example

Values: What does the program stand for?

Weigh-ins and BMI Police **OR** Community and Peer Support



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Program Design:



From Walking Programs To Biggest Loser Events? What Works?

"Treasure" A one-year-old poodle likes to walk on his hind legs. [Quincy China News / Rex Features](#)

Adam Nicash, Season 10 contestant, speaking at a workplace wellness conference. See our guest Blog article on this event: <http://thepath.com/blog/2011/09/20/a-biggest-loser-winner-story/>



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Program Design: Best Practice

- Annual Health Assessment
- Screenings
- Employee Assistance Program (EAP)
- Clinical Coaching
- Peer Mentoring
- Healthy Policies
- Wellness Challenges and Goal Tracking
- Newsletters
- Educational Classes



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Program Design With Culture in Mind:

- Reinforce healthy NORMS.
- Help the low-risk stay low-risk.
- Support a wellness committee and wellness champions.
- Offer coaching for all (if they want it, they need it).
- Reward and reinforce positive behavior.
- Incorporate a connection to the medical home.
- Make use of all resources.
- Measure carefully to show trends.
- Promote highly visible role models.



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Leadership:



From "My Favourite Animal Family" by Steve Bloom. Adult programs with class on Puffin Island, Antarctica

- **What do we want?** Visible, vocal, committed leadership.
- **When do we want it?** Now.
- **How do we get it?**
 - Create compelling motivation (emotion).
 - Provide clear business rationale.
 - YOU Shape the PATH.



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Leadership on High




Alan Mitchell shows a passing cyclist how cold the waters of the Serpentine Lake in Hyde Park are, London, UK. Photo: GETTY

Effective Leaders Will:

- Be committed to a healthy *culture*.
- Connect the wellness values to the business mission and be an authentic spokesperson.
- Act as visible Role Models.
- Align Touch Points: e.g. Build policies that support health, remove policies that undermine health.
- Provide adequate resources.
- Delegate to other potential leaders - "Leader" is defined many ways.

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The Wisdom of Great Culture Leaders

"People who feel good about themselves produce good results."

- "To the degree they feel good about themselves, a valuable (and valued) member of the team, and part of something bigger than themselves, that is the degree they will most likely be productive and of greater value to your company."
- "How does what I'm asking them to do align with *their* goals, needs, wants and desires? How does it align with *their* values?"
- "...rocket science isn't nearly as difficult as social science."



Source: Best selling author and business leadership guru, Bob Burg: www.burg.com

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Leadership Comes in Many Forms:



"...No one is an island—our health is partially determined by our social networks and those around us."

-- Richard Suzman, Ph.D., director of the NIA's Division of Behavioral and Social Research.



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"Maybe I should run on the beach."
Shankar

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Leadership Peer Mentors: "Success Tells Two Friends"



If you "get a person to quit smoking and if this person's quitting in turn results in one out of ten of her social contacts quitting, and if that leads to one out of that person's social contacts quitting as well...




...three people have quit for the price of one, tripling the cost-effectiveness of the intervention."

Framingham Heart Study - "Estimating Peer Effects" (http://jflowler.ucsd.edu/estimating_peer_effects.pdf)

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We Need to Leverage NATURAL Support Mechanisms

- Clinical support is time and resource limited.
- Natural support is in your life day to day, it's free and it is perpetual.



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How We Know Peer Mentors Work:

- Familiarity and close proximity of peers helps in that they know the background and realistic, available resources.
- Longer extension of support over time.
- "Satisfaction of achieving goals together... Mutual support raises the spirits and capabilities of those giving and receiving."
- Peers often go along as companions in wellness activities.



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What Peer Mentors Can Do:

- Create safe and caring relationships for *exploring* wellness goals.
- Listen with the spirit of service and ask questions that are useful in helping a peer develop *new thinking* around goals.
- Embrace the learning and growth that comes from someone's extraordinary wellness journey.



Source: Dr. Judd Allen, Human Resources Institute.

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Role Models Unite!

"For most of us, within three degrees we are connected to more than 1,000 people — all of whom we can theoretically help make healthier, fitter and happier just by our contagious example."

"If someone tells you that you can influence 1,000 people it changes your way of seeing the world."

James Fowler, Framingham Heart Study, quoted in the New York Times, Sept. 10, 2009
"Are Your Friends Making You Fat?" By Clive Thompson
(<http://www.nytimes.com/2009/09/13/magazine/13contagion-1.html?page=awared-all>)



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Building New NORMS: "Awe Common, Let's Zumba Together!"



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Get Up!



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Let Your Joy Rise to the Surface...



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It's good to have a buddy...



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Employee Input:




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Employee Input:




- What are they looking for? What do they WANT – truly.
- What do they believe they need?
- What's hot?
- What legacy programs exist that can be leveraged?
- What are they willing to let go of?

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Employee Input Question:



If you could really get inside the minds of people, what do you think they would say about what they want for wellness?

- Pay my gym membership.
- Give me massages.
- Higher salary.
- Appreciate my work.
- Just give me the right tools to get my job done.
- Other.

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Communications:

Yeah, they're hard to reach... And?




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Communications:



Where, what, when, how... Have you given them the low down?

- Tell them what's coming with clear, concise instructions.
- Tell them "it's here!"
- Tell them it's still here and look what they're missing.
- Tell them it's almost over (but there will be more coming).
- Tell them it's over, here's how it went, here's what's next.
- Repeat – same message, different day, fresh look and feel.

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Communication Question:



Where do you think people pay attention the most/best?

- In their paycheck.
- At staff meetings.
- In emails.
- At the company picnic.
- At benefits orientations.
- In the bathroom.
- Where else?



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Marketing:

Use All The Help You Can Get:

- Communications – what, when.
- Social media.
- Key stakeholders and role models.
- Champions and nay-sayer converts.
- Points of power and influence.
- Places, people, processes.



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Shout It Out People!



No matter how large...

No matter how small.

Wherever, However

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Marketing Question:

Who are your points of power?

- I.T. folks.
- Maintenance/custodial.
- CEO, leadership.
- Administrative assistant.
- Supervisors.
- Other.



"The 'You Sir' Circus Strongman Paul Ramus and his sons head a parade at London Zoo. Photo: General Photographic Agency/Getty Images Jan 02, 1950

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Incentives



Parade surfer Domingo Pinheiro rides a wave with his dog Pico at San Bartolome beach in Lima March 14, 2010. REUTERS/Mig Ojeda

- What do they value?
- What has meaning in context?
- What can the budget withstand?
- Are there creative ways to give them what they value without breaking the bank? Ask them!
- Do they know about it?



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Incentives Question:



Picture: Roy Mangeranes / Rex Features

If you could give them ANYTHING, what do you think would get 100% participation?

- \$800
- Weekly massages
- Time off
- Free food
- Other

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Engagement Wheel Recap:

- **Identity** – look and feel.
- **Program Design** – relevant.
- **Leadership** – support.
- **Employee Input** – wants.
- **Communications** – what?
- **Marketing** – sell it!
- **Incentives** – reinforce it!

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Culture & Engagement Wheel:

Where wellness is not only the easy PATH but, quite frankly, it's the only PATH.

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Fill It In:

- ✱ **Identity** – brand, look, feel, and a human face (vision and values).
- ✱ **Program Design** – fun, fresh and relevant.
- ✱ **Leadership** – role models, and peer and professional support.
- ✱ **Employee Input** – want and willing to do?
- ✱ **Communications** – tell them what, where, when.
- ✱ **Marketing** – sell it!
- ✱ **Incentives** – what catches people's attention? What aligns with their goals and your values?

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Good Programs Build Culture C's

- Confidence
- Community
- Commitment
- Continuity

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Your People are Clamoring for It!

"Hands Across America" Supporters reach out to shake hands with President Obama at a High School in Denver.
Photo: MANZEL/IGDA/WFP/Getty Images, Sep 27, 2011

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We Do Understand Your World

"Standout" A flock of sheep gathers on a quiet lane in Sardinia, Italy.
Photo: Livio Bourbon/Solent News/ Splash News

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More Than You Can Chew?



A greedy chipmunk crams a peanut into its mouth. Photo: CHRISTIAN STEPIEN / REX FEATURES

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Some of Your Peeps Will Be Very Eager



"Say 'Mackerel!'" A sea lion "smiles" at Sea World in Kamogawa, Japan. Photo: AP Photo/Itsuho Inouye

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Some May Be a Tad Crabby...



"Lion King" (a lion yawns in the Masai Mara, Kenya). Rosemarie Lamb/Caters News/21M/press.com



"My, What Big Teeth You Have!" Mexican grey wolf at the Brookfield Zoo in Illinois. Photo: Solent News / Splash News Jan 20, 2011

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Or a Bit Snooty...



Handsome Hector and his owner proudly display their tongues at the World's Ugliest Dog Competition in Ukiah, California. Picture: EPA

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Or Confused...



Zola the gorilla at the Leipzig zoo, Germany. Photo: AP

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They Can Put You On The Spot...



A bison bull and a black-tailed prairie dog come face to face in Wichita Mountains Wildlife Refuge, Comanche County, Oklahoma. Photo: SCIENCE PHOTO LIBRARY / BARCROFT MEDIA

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Or Be Very Clinging...



Mischievous squirrel monkeys appear to be enjoying the free transport as they ride around on the back of a capybara. The monkey antics were captured by photographer Sandra Astra at Hilwerbeek Safari Park in the Netherlands. Photo: SANDRA ASTRA / HOTSPOTMEDIA

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Or Sad and Grumpy...



This is the appropriately-named blobfish, which can grow up to 12 inches long and lives at depths of up to 900m, making it rarely seen by humans. Photo: CATERS <http://www.telegraph.co.uk/earth/earthpicturegalleries/>

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Or Tough To Catch...



'Brown Bear Fishing' Brown Bear - Uluks Arctic - Brooks Fall, Katmai National Park, Alaska - fishing the salmon run. Eric Lefrancis (NPPA)

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A squirrel appears to be practicing Tai Chi in a park in Moscow. The photographer said, "It was really bizarre. I was photographing the squirrel and it seemed to be making some really odd shapes with its front paws." Photo: KNS NEWS

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So Don't Go it Alone!



Shot by Russian photographer Igor Torgachin the delightful couple of marsh frogs were caught tangling the night away at Lake Akrus, near Novosibirsk, Russia. Photo: WENN

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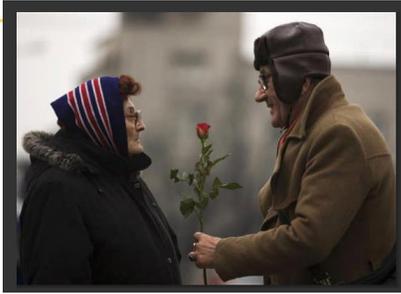
Get a Hug When You Need It...



'Love Bears All' Bears Bill and Lara demonstrating that it's love at first sight as they meet for the first time in a German zoo. Photo: AP Photo/Martin Meissner

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And We SOOOO Thank You...



International Women's Day in Belarus <http://www.totemorph.co.uk>



You're a Superstar!

"Dancing With the Squirrels"
A squirrel in Opole, Poland, is struck with disco fever. Photo: Marek Paluch/Caters News.

No Time Like the Present!



She Even Set a World Record!



Greensburg
...one of the "Coolest Small Towns in America"

- The first LEED Platinum building in America - The town
- Home to the first LEED Platinum school building in America
- One of the first LEED Platinum homes in America
- LEED Platinum town hall
- Beautiful downtown shopping
- Big Wolf Brewery - creating jobs and revenue
- Community Earth Center
- Green park with playground
- Public swimming pool
- Excellent schools & parks

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A Healthy, Vibrant City Today.

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