

Sustainable Wellness?

*Creating a
culture of
wellness in
health care.*



Wellness and the health care industry

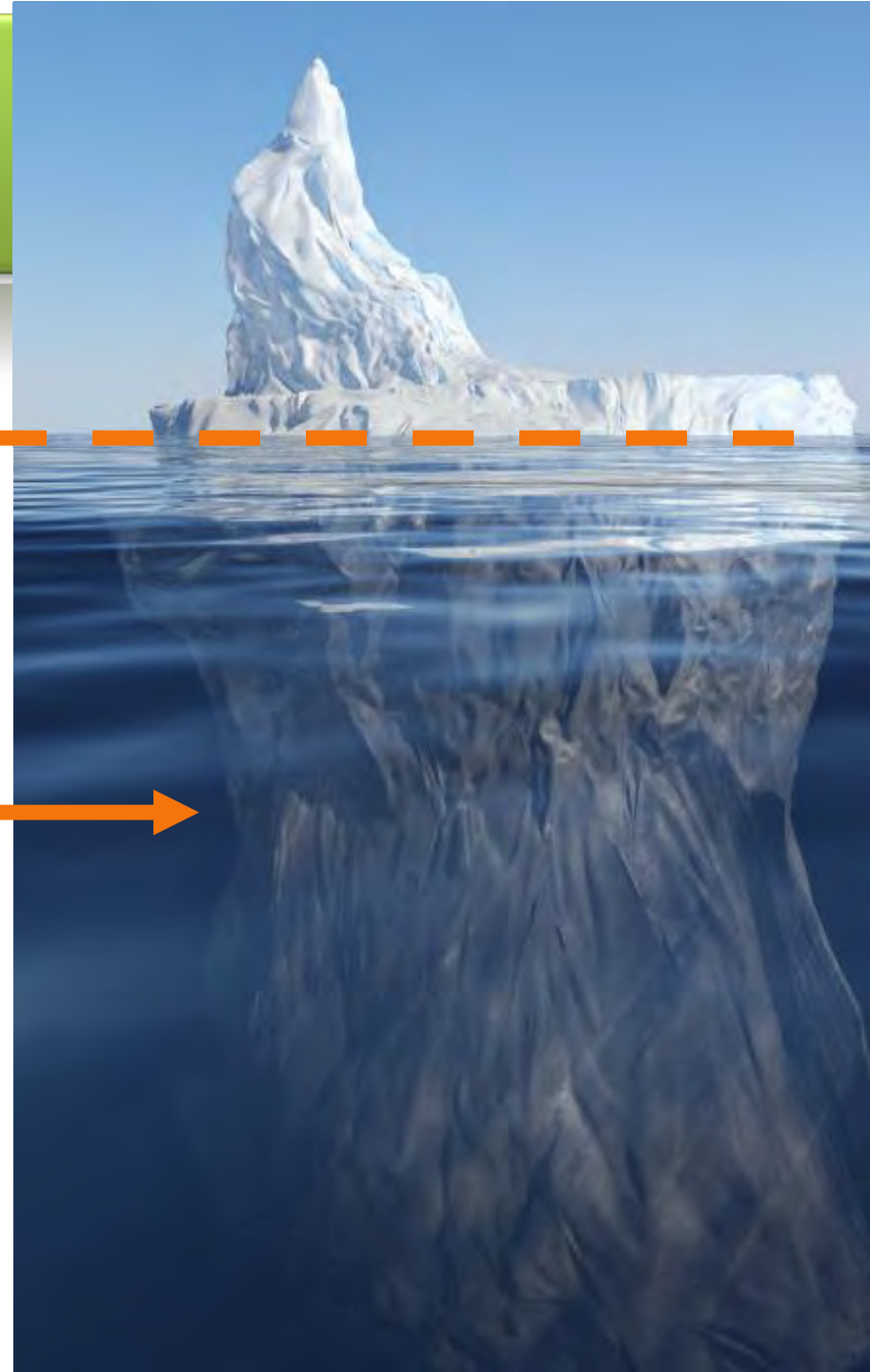
- Health care spending is **10% higher** for hospital employees than for the general employee population
- Hospital systems with 16,000 employees could **save \$1.5 million each year** in medical and pharmacy costs with each **1% reduction in health risk**

Source: Thomson Reuter



What is culture?

- 4 D's: dinner, dance, dress, dialogue
- Beliefs, values and assumptions that influence behaviors



How do we create a wellness culture?



Snapshot: Who we are

Tenet

- 49 acute care hospitals in 12 states
- 100+ outpatient centers in 11 states
- 57,000+ employees
- 503,303 admissions
- 3.8 million outpatients visits

Employees



79% Female
Average age: **44**



21% Male
Average age: **54**



Health care employees' health risks

Health risk assessment

- **Nutrition:** Need to increase consumption of fruits and vegetables
- Low level of **physical activity**
- High **stress**
- **Overweight/obese**

Medical claims

- Estimated benefits costs for 2011 - \$300 million
- Controllable risk factors contributing to the majority of cost:
 - Weight
 - Blood pressure
 - Diabetes



Road blocks to making a culture shift



- Design a wellness program that rewards individual participation
- Encourage self-care using external incentives: money, inclusion, esteem



Road blocks to making a culture shift



Make information and resources available, in multiple platforms, at times that work for employees



Road blocks to making a culture shift



Relate the rewards of maintaining personal wellness to patient perception



HealthyatTenet website

The screenshot displays the HealthyatTenet website. At the top left is the logo, and at the top right is a welcome message for THORA P. KHADEMAZADI, stating they have 189 Wellness Credits and are at the Gold Incentive level, with a goal of 200 credits for the Platinum level. Below the header is a navigation bar with links: My Wellness Center, My Benefits Center, Wellness Activities & Credits, What's Going On? Library, and a Cigna logo. The main content area features a 'WHAT'S GOING ON?' section with a photo of two children painting and three blue boxes with text: 'Watch for health warnings in your cycle', 'Don't get overfertilized', and 'Every little bit counts'. Below this is a 'Conifer helps Habitat for Humanity' section. Further down are three buttons: 'Clint's Blog... News from your Wellness Champion', 'Go to My Wellness Center' (with a link to activities, tools, and resources), and 'Go to My Benefits Center' (with a link to benefit information and resources). The bottom section has a 'Well NOW' announcement about downloading the Daily Dozen Posture and My Yoga apps, a 'MESSAGE BOARD' with a 'What is your sun IQ?' post, and a post about picking the right walking shoe. A 'DOWNLOAD' button is also present.

HealthyatTenet

Welcome THORA P. KHADEMAZADI!
You have 189 Wellness Credits and are at the Gold Incentive level.
You must earn a total of at least 200 Wellness Credits to move to the Platinum Incentive level.

My Wellness Center | My Benefits Center | Wellness Activities & Credits | What's Going On? Library | CIGNA

WHAT'S GOING ON?

Watch for health warnings in your cycle

Don't get overfertilized

Every little bit counts

Conifer helps Habitat for Humanity

Go to My Wellness Center
Click here for wellness activities, tools and resources.

Go to My Benefits Center
Click here for benefit information and resources.

Check out this month's **Well NOW**

Give your back a break and download the Daily Dozen Posture and My Yoga phone apps and work to improve your posture.

Impass your family and friends with recipes for Chicken Satay and Baked Shrimp in Lemon Garlic Sauce.

Make your workplace back friendly with the Ergonomic Evaluation Checklist.

DOWNLOAD

What is your sun IQ?

MESSAGE BOARD

How to pick the right walking shoe

Incentive structure



Participation Level (wellness credits)	Health & Savings Plan (HSP)		Other Plan or Waived Coverage	
	Incentive deposited into HSA		Incentive paid in taxable cash via payroll*	
	Employee	Spouse ^a	Employee	Spouse ^a
Bronze, 50 credits ^b	\$150	\$150	\$100	\$50
Silver, 100 credits	\$300	\$300	\$200	\$100
Gold, 150 credits ^c	\$450	\$450	\$250	\$150
Platinum, 200 credits	\$600	\$600	\$300	\$200



HealthyatTenet wellness activities page

Wellness Activities & Credits

The Top 5

Wellness Credit Earners

Check out Wellness Credits earned by:

Top Facilities (Average Wellness C

How are Top Rankings Calculated

- 1 RBO BOCA RATON (181)
- 2 TPS LOUISIANA DIS (161)
- 3 WOMEN'S DIAGNOSTIC CTR (155)
- 4 SYLVAN GROVE HOSPITAL (143)
- 5 HILTON HEAD OB/GYN PARTNERS (125)

See All Facility Rankings ▶

Download
Your Monthly
Wellness
Checklist Now!

Click Here

Your Wellness Credits

157

credits
have been
earned.

Your Current Level:
Silver

Congratulations! You've reached the **Silver Incentive Level**. You must earn a total of at least 150 Wellness Credits **AND** complete the Annual Physical Challenge to reach the Gold Incentive Level.



HealthyatTenet program design

Preventive activities

- Health risk assessment
- Annual physical
- Dental/vision exam
- Smoke-free pledge/commitment

Health improvements

- Tenet Personal Health Team: Life, wellness, EAP coaching
- Custom wellness seminars with up-to-date content

Activity credits

- Corporate initiated challenges every 6-week
- Facility-initiated designed by Wellness Coordinators
- Individual-initiated challenges designed to modify behavior



Monthly interactive online newsletter

Healthy at Tenet

Well NOW

THIS MONTH'S CHALLENGE: **Rough It Up!**

This month's challenge is June 6-19. We know we should have a dirt high in fiber and roughage, but it is often hard to eat enough. During this challenge, try incorporating more high-fiber foods.

- Whole grain bread — rather than white bread
- Brown rice — rather than white rice
- Salad with leafy greens — instead of iceberg lettuce
- Whole fresh fruit — instead of canned or peeled

Earn 1 point for every high fiber food you consume during the 2-week challenge. Earn 30 points to get 10 Wellness Credits!

[CLICK HERE TO CHALLENGE YOURSELF THIS MONTH!](#)

RECIPE CORNER
Fiber-filled foods don't have to taste like cardboard. Eating fiber can be tasty — check out these recipes. They are delicious and easy to make!

SWEET POTATO PIE

HEART HEALTHY CARIN PINTO BEANS & SAUSAGE

Click on the recipes above to see how quick and easy these FIBER-IFICIOUS favorites are to make.

MYTH BUSTERS!
MYTH: Protein sources are a good source of fiber.
FALSE: The best sources of fiber are whole grains, fruits and vegetables.

TECH APPS
Get fiber intake by weight, weight and age with this **FIBER CHART**.

Get a fiber report card by entering your meal info into **FIBER METER**.

RESOURCES
Read some fiber fun facts: **FACTS ABOUT FIBER**.

Before you shop, find out the fiber content in your favorite foods here: **FIBER FOODS COACH**.

STAY TUNED FOR NEXT MONTH'S CHALLENGE:
Every bit counts. A physical activity challenge that starts July 11th!

Healthy at Tenet

Well NOW

THIS MONTH'S CHALLENGE: **Every Bit Counts**

This month's challenge is July 11-24. Try and add a little more physical activity to each day. Making small changes to your routine can make a big difference.

Make better choices by taking the opportunity to add a bit more activity to your daily routine by taking the stairs instead of the elevator, carrying groceries rather than using a cart, stretch while watching TV, park further away or enjoy a short walk. Earn 1 point each time you add more physical activity to your day. Once you accumulate 25 points you will earn your 10 wellness credits.

[CLICK HERE TO CHALLENGE YOURSELF THIS MONTH!](#)

MYTH BUSTERS!
MYTH: To lose weight, avoid strength training, as it will bulk you up.
FALSE: Strength training maintains muscle mass, and is a key weight loss. Muscle tissue burns more calories than fat tissue.

1 pound of FAT TISSUE = 2 CALORIES/DAY
1 pound of MUSCLE TISSUE = 50 CALORIES/DAY

TECH APPS
Track distance or calories during an activity or create your own challenges: **ENDOMONDO**.

Tracking calories has never been easier! Just scan UPC codes of products you eat: **CALORIE COUNTER**.

RECIPE CORNER
Give your metabolism a little boost by adding a little spice to your diet.

POMEGRANATE-AVOCADO SALSA WITH SPICED CHICKEN

SPICY CHICKEN TERN

MYTH BUSTERS!
MYTH: Consuming too many carbs is bad due to weight gain.
FALSE: Consuming too many carbs is bad due to weight gain. Changing to a healthier lifestyle requires more than willpower, time and commitment. Take control with a strategy plan and become a step by step, realistic, new habits, leverage community, positive feedback, help others and find joy in change.

STAY TUNED FOR NEXT MONTH'S CHALLENGE:
Chug a Jug: Stay hydrated this summer, starts Aug. 8

RESOURCES
5 EASY STEPS TO UNEXPECTED BENEFITS OF EXERCISE

Healthy at Tenet

Well NOW

THIS MONTH'S CHALLENGE: **Health Habits**

Habits are routines of behavior that are repeated regularly and tend to occur subconsciously.

Participate in this month's challenge to practice two good habits — getting regular exercise and eating a healthy breakfast. You will earn 1 point for every healthy breakfast and 1 point for exercising each day. When you earn a total of 20 points you will be rewarded with 10 wellness credits, so as and pick up a few good habits this month.

[CLICK HERE TO CHALLENGE YOURSELF THIS MONTH!](#)

RECIPE CORNER
Here are two delicious, healthy, quick, easy recipes that are easy to make and taste great!

QUICK BAKED MEAT SANDWICHES

PICANTE PEARL CHICKEN

TECH APPS
Get a healthy habit with this **HEALTHY HABIT CHART**.

HEART FACTOR
Get a healthy habit with this **HEART FACTOR CHART**.

GOAL CHART

RESOURCES
Get a healthy habit with this **HEALTHY HABIT CHART**.

BEHAVIORAL TOOLS
Get a healthy habit with this **HEALTHY HABIT CHART**.

PERSONAL HEALTH TEAM: 1-800-442-2338

MYTH BUSTERS!
MYTH: Consuming too many carbs is bad due to weight gain.
FALSE: Consuming too many carbs is bad due to weight gain. Changing to a healthier lifestyle requires more than willpower, time and commitment. Take control with a strategy plan and become a step by step, realistic, new habits, leverage community, positive feedback, help others and find joy in change.

STAY TUNED FOR NEXT MONTH'S CHALLENGE:
TAKE 5 — This challenge will involve adding more fruits and vegetables to your diet.

Monthly employee email

Choose to move!

Get at least 30 minutes of physical activity each week to feel better and improve your health. It can be **anything that gets you moving**, like taking the stairs, or playing with your kids.



Not all habits are bad.



Every morning and getting every day are great habits that can help you stay healthy while reducing your risk of chronic disease. Learn more about the Healthy Habits program at HealthyatTenet.com.

atTenet

Be sun smart.



Many of us love being out in the warm sun. But **too much sun exposure can be harmful**. Learn how to be sun smart; view the July Wellness Seminar, "Sun Safety," on HealthyatTenet. You'll learn about the benefits of sunshine as well as the dangers of excessive exposure, all while earning wellness credits.

 **HealthyatTenet**

 **HealthyatTenet**



Monthly newsletter

Numbers don't lie.

Staying healthy is important. That's why regular routine tests and exams are so important for you. Some of the most important results to track are your blood pressure, cholesterol, glucose, and body weight. Here's why:

Blood Pressure

One of the most important things you can do to reduce your risk of a stroke or heart attack is to keep your blood pressure at a healthy level. Actions you can take to improve your blood pressure:

- Eat a diet rich in fruits, vegetables, and low-fat dairy products
- Reduce sodium intake to about 2400 mg per day and increase potassium intake to about 3500 mg per day
- Reduce alcohol intake
- Maintain a healthy weight
- Reduce stress
- Increase physical activity to at least 30 minutes at a moderate level, five days a week

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Cholesterol

A healthy total cholesterol level is less than 200 mg/dL. Total (bad) cholesterol (that arteries), and triglycerides. To improve your cholesterol:

- Reduce intake of saturated fats and increase intake of unsaturated fats, fiber, and omega-3 fatty acids
- Try more complex carbohydrates, such as whole grains, brown rice, and wheat breads
- Use healthier oils, such as olive, canola, or in cooking and salad dressings
- Avoid prepackaged and unhealthy fats
- Maintain a healthy weight
- Increase physical activity to a moderate level

Life is a balancing act.

Work/life balance is the prioritization of your time between "work" (career and ambition) and "life" (family and personal time).



When your work/life balance is out of balance, you can feel stressed and unhappy.

What causes a work/life imbalance?

Employee assistance professionals say there are many causes ranging from personal ambition and the pressure of family obligations to the accelerating pace of technology.

- Long hours and stress at work is the primary source of work/life imbalance
- The use of technology that blurs boundaries between the traditional workday/workplace and personal/home time
- Society's focus on appearance, occupation, the success of our children, and the unachievable pursuit of perfection
- Activities such as house and garden work, maintenance and support of family members, or volunteer activities

Over time these stresses can lead to negative effects on our interpersonal relationships and health, particularly the cardiovascular and immune systems.

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How to achieve

There is no perfect solution. You just need to find a solution that works for you. Consider the following techniques to help you achieve a better work/life balance:

- Focus on daily tasks. Create a simple plan each day and stick to it. If you have something else to do, do it at the end of the day.
- Build downtime into your schedule. If you have a weekend or a day off, use it to recharge. Don't let the weekend get frittered away by work-related activities.
- Drop activities or people that sap your energy. If you spend too much time on social media or other distractions, cut them out.
- Sign up for a class – you'll be more motivated to work.
- Get moving. Exercise is good for your health and energy.

Back by popular demand.

Up to 90% of Americans experience back pain at some point in their lives. Do you know the common causes of back pain strikes? and what to do if back pain strikes?

Did you know

- Americans spend approximately \$50 billion a year on low back pain.
- Low back pain is the most frequent cause of limited activity in people under age 45.
- Low back pain is second only to the common cold as a cause of lost days at work.
- Low back pain is one of the most common reasons for a visit to the doctor's office or emergency room.
- Low back pain is the third most common reason for surgical procedures and is one of the leading causes of disability.

Your back is a complex structure. Made up of 24 small bones (vertebrae), shock absorbing discs, ligaments, tendons, nerves, muscles and your spinal cord.

The lower part of your back, known as the lumbar region, is made up of just five vertebrae that carry the weight of your entire upper body. Because the back is so complex, even small amounts of damage to any of its parts can cause quite a lot of pain and discomfort.



Common causes of back pain

There are several factors that can contribute to back pain, including:

- Obesity: When the spine is forced to carry the extra burden of excess weight, it can lead to structural damage. The lower back is the most vulnerable area.
- A sedentary work environment often discourages physical activity and muscle development, which can contribute to back pain.
- Poor posture can affect bone and soft tissues and compromise neural tissue by changing blood flow to the spinal cord.
- Mechanical problems, like intervertebral disc degeneration, are a natural factor of aging and can cause the vertebrae to lose their cushioning ability.
- Spine injuries such as sprains and fractures can cause acute or chronic back pain. Sprains can occur from twisting or lifting improperly. Fractured vertebrae are often the result of trauma or osteoporosis.
- Medical conditions like scoliosis, spinal stenosis, pregnancy, kidney stones or infections, endometriosis, and fibromyalgia can contribute to back pain.
- Emotional stress can affect how severe back pain is and how long it lasts. Stress can cause back muscles to become tense and painful. Untreated depression, anxiety and insomnia can also contribute to back pain.

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Health enhancement strategy

Health care costs



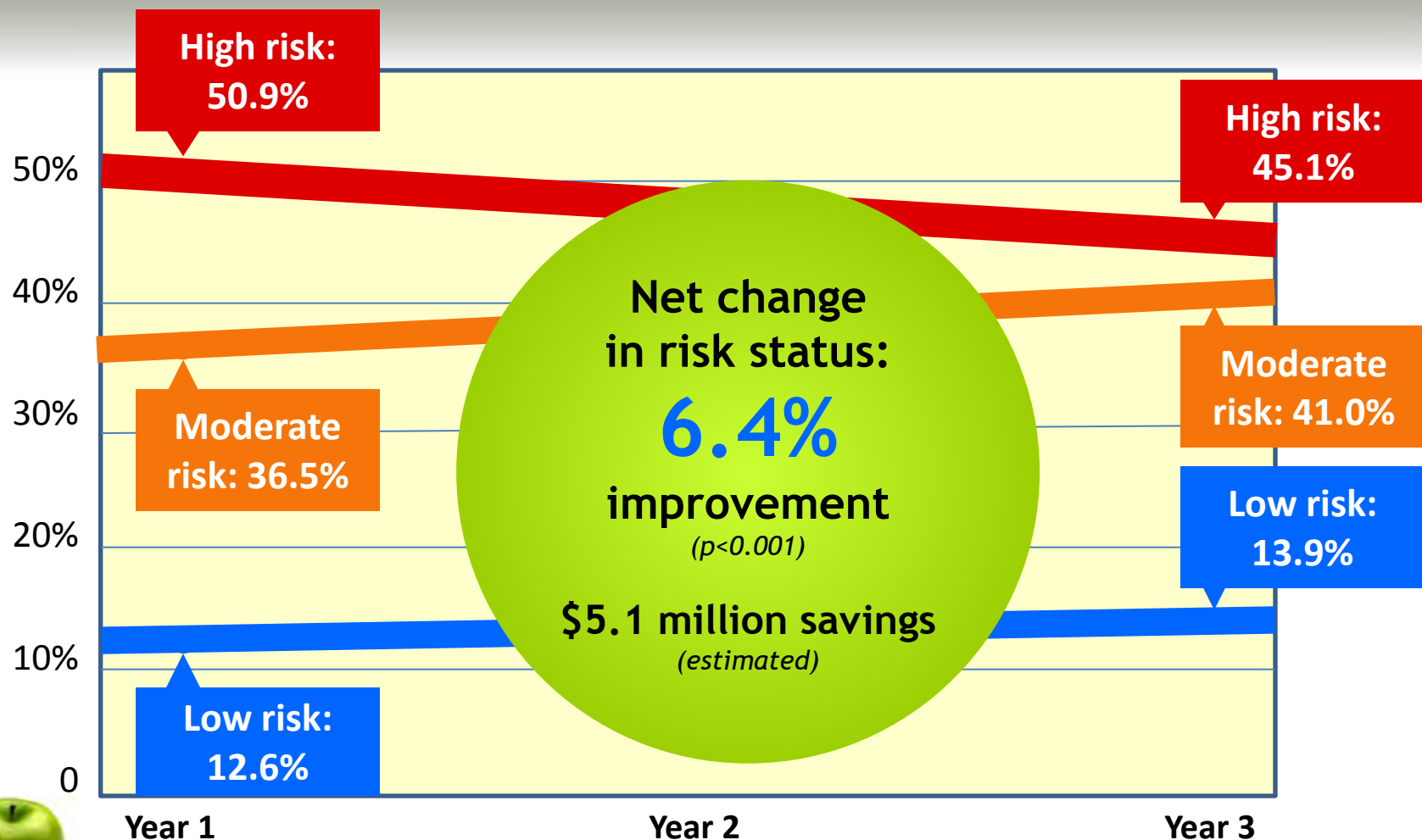
Health care costs



Health care costs

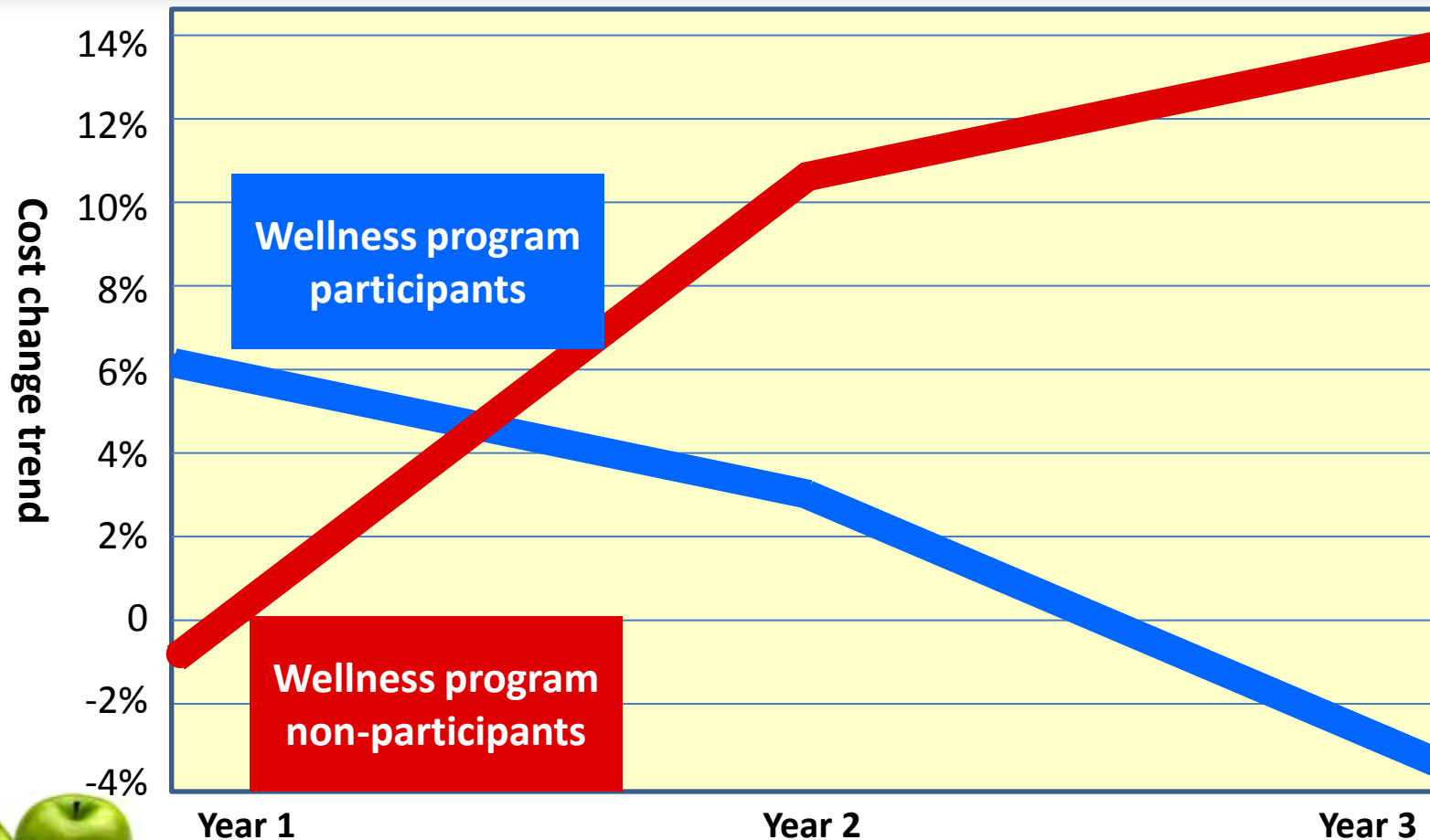


Wellness participants' risk status change

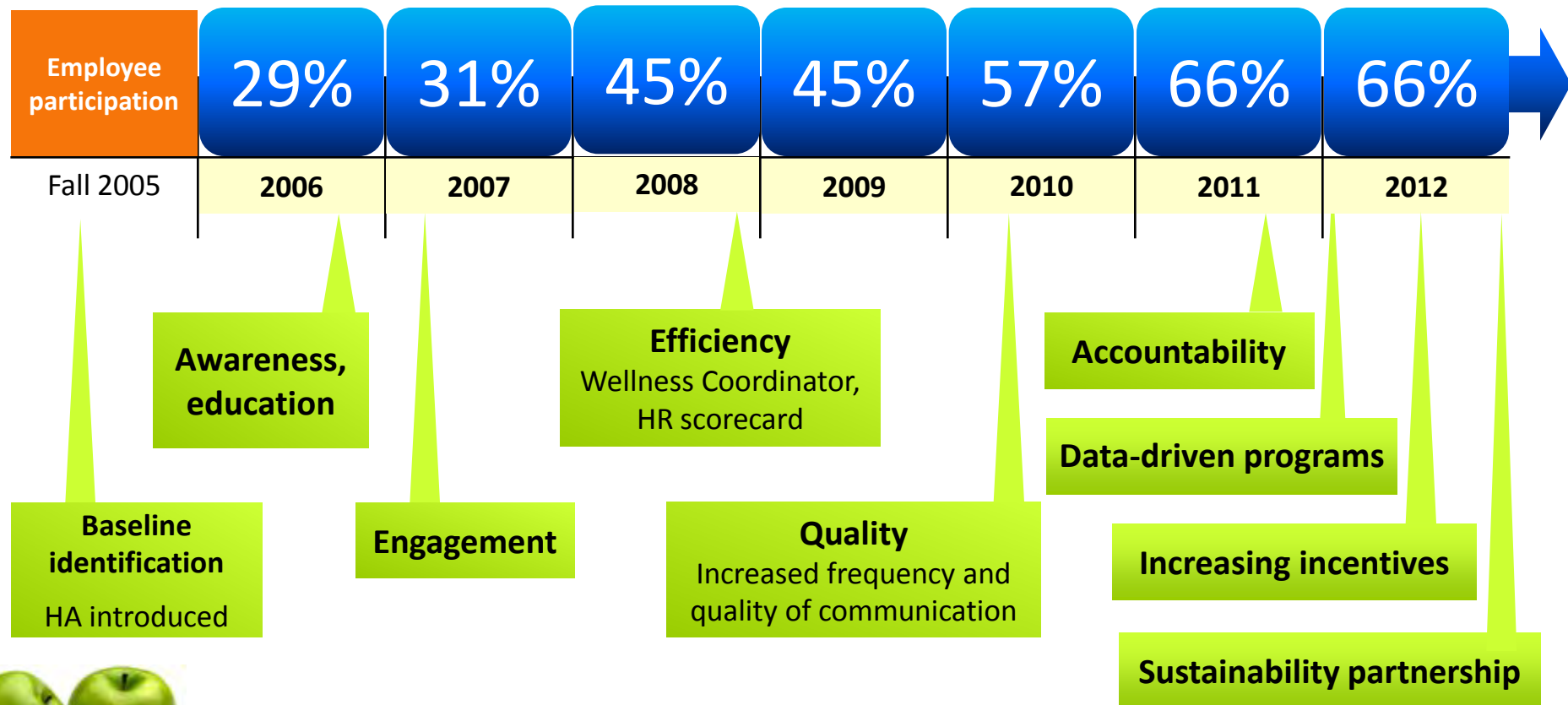


Cohort analysis n=5,268

Participant vs non-participant claims costs



Program development, participation growth



Wellness and the workplace

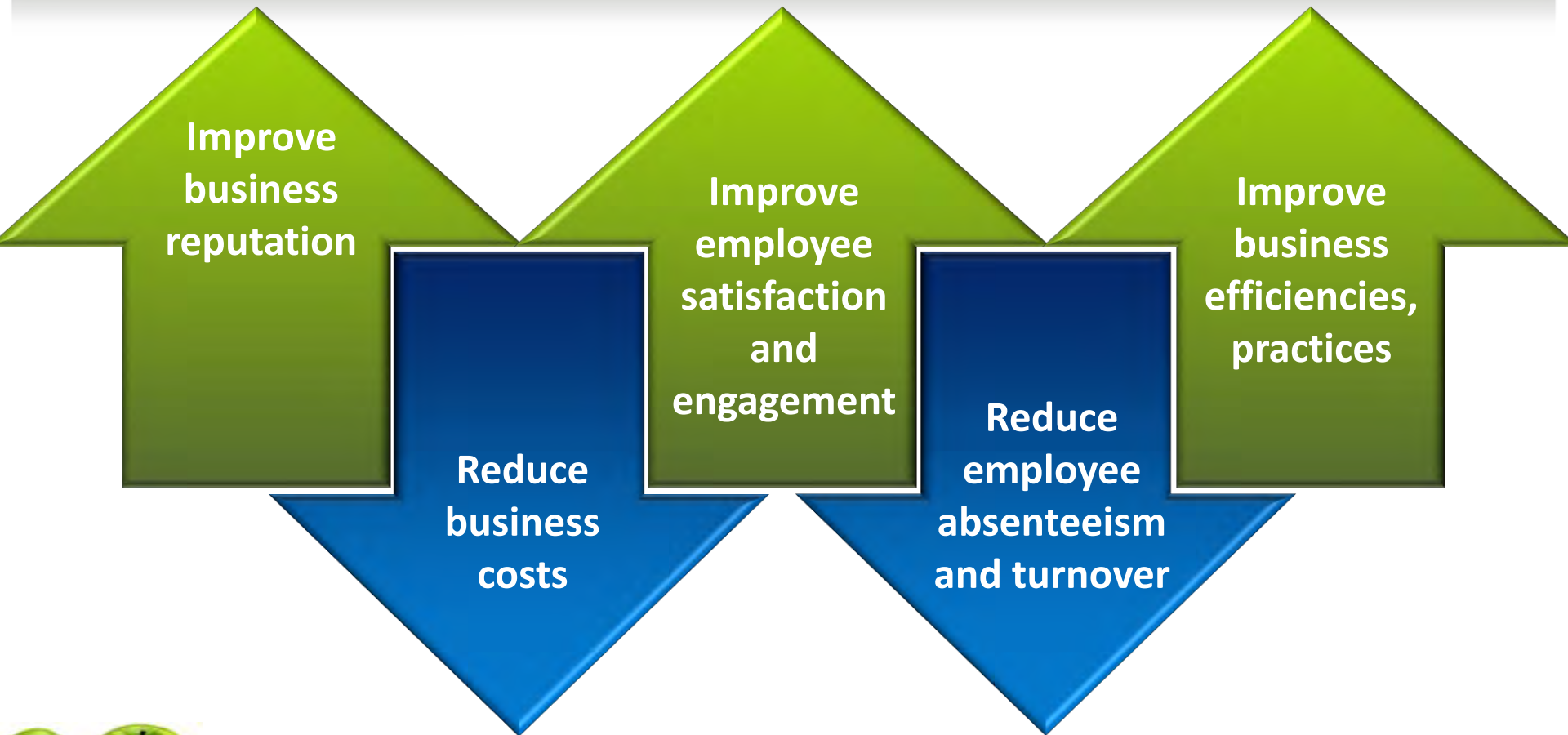


Create environments that

- Encourage
- Motivate
- Incent healthy behaviors



Wellness and sustainable strategies align



Model behavior

- Leadership models behavior for employees
- Wellness and sustainability
 - Improve health
 - Demonstrate corporate responsibility
 - Improve individual health and health of planet

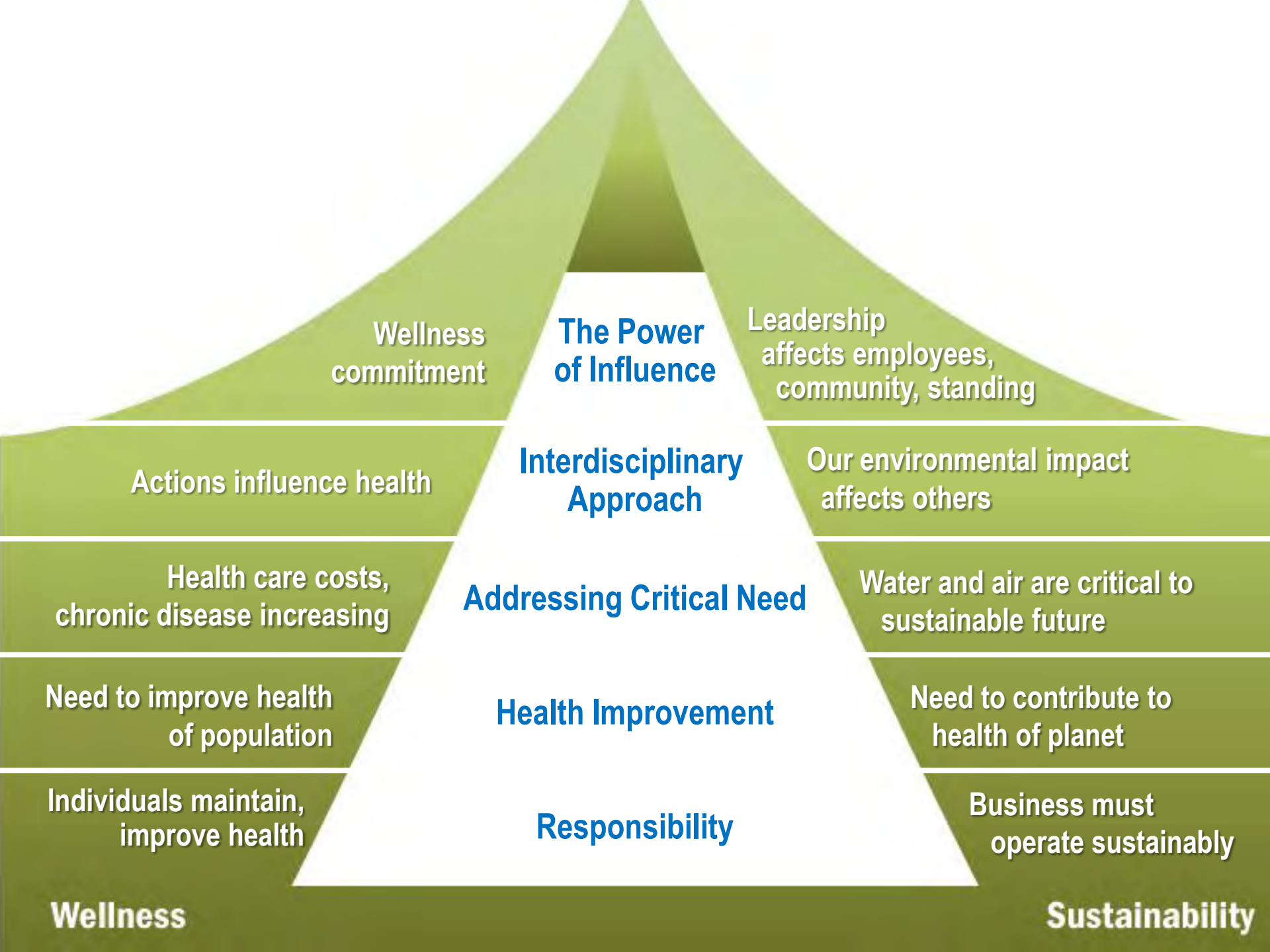


Getting and staying healthy



Comprehensive health care







Sustainable Wellness

- Healthy employees
- Healthy workplace
- Health care delivery that's good for the patient, community, environment



Our culture and stories are changing!

