



A Newsletter of the Health Enhancement Research Organization

May 2014—INSIDE THIS ISSUE

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THE HEALTH ENHANCEMENT RESEARCH ORGANIZATION IS A NATIONAL NON-PROFIT THAT SERVES AS A LEADER IN THE CREATION OF EMPLOYEE HEALTH MANAGEMENT: RESEARCH, EDUCATION, POLICY, STRATEGY, & INFRASTRUCTURE. HERO IS A 501(C) 3 CORPORATION.

Welcome to summer edition of *HERO on Health*.

To begin, our sincere appreciation to John Harris who has completed his term as chair of the HERO board of directors. HERO has made great progress during John's tenure. Thank you also to David Ballard (American Psychological Association), Andy Crighton (Prudential Financial), Ron Loeppke (US Preventive Health), and Bob Soroosh (Affinia Group) as they completed their service to HERO as members of the board. Congratulations to the new officers of the HERO board. LaVaughn Palma-Davis (University of Michigan) begins her term as board chair, Ron Goetzel (Truven Health Analytics) becomes the board vice chair, Lilly Wyttenbach (Goldman Sachs) is the new board secretary, Kristine Holbrook (MediFit Corporate Services) assumes the role of board treasurer and John Harris (Peform pH) moves to immediate past chair. Welcome also to new board members Josh Glynn (Google), Dan Krick (Lincoln Industries), Betty-Jo Saenz (ADT Services), and Laurie Whitsel (American Heart Association).

HERO study committees are doing important work in the development and understanding of how to create a culture of health in an organization; the relationship between employee health, worker performance and its impact on business productivity; and the business case for employers to take a leadership role in improving the health of communities in which they are located. See the [Committees Report](#) column for information on their work.

More than 40 members of HERO have been involved over the past 12 months in the creation of the next version of the HERO Employee Health Management Best Practices Scorecard in Collaboration with Mercer. The HERO Scorecard Version 4 will be released in June and will be available at that time on the HERO website, www.the-hero.org. Version 4 incorporates the most recent research and identified best practices based on analysis of the Version 3. data. I encourage you to complete Version 4 upon its release to benchmark your health management program to current best practices and, at the same time, help to build the Version 4 database that will be used to develop our understanding of the association between program practices and desired outcomes. An [overview of version 4](#) is included in this newsletter.

Since its inception in 1996, HERO has focused on the creation of evidence-based employee health management programs in America. During that time, we have been asked by many organizations to also address employee health issues for workers globally. This fall, on September 29, at the site of the 2014 HERO Forum, HERO and the Global Healthy Workplace Awards organization will host a seminar focused on global worker health issues. Fik Isaac from Johnson & Johnson and Andy Crighton from Prudential Financial will co-chair this first HERO-sponsored gathering on global health. This session is open to everyone. If this subject is important to your work, please join us for the *Global Health Seminar*. [Registration is available here](#).

Speaking of the Forum, the *HERO Forum for Employee Health Management Solutions*, will visit the west coast for the first time. Attendees at the HERO Forum will gather at the Westin San Diego on September 30th through October 2nd, to hear from experts in the field, share best practices and network together. The Forum is always open to everyone. Take a minute to read more about the [HERO Forum](#).

Finally, HERO members are invited to attend the annual HERO Research Meeting, July 15th in Chicago. This is a full day of discussion about recent health management research and the identification and prioritization of future study in the field. [HERO members may register now](#).

Enjoy your summer,
Jerry



Jerry Noyce
CEO & President
HERO

Letter from HERO's Board Chair

The Critical Importance of Our Shared Mission

By—LaVaugh Palma-Davis

Chair, HERO Board of Directors

Senior Director, University Health & Well Being Initiatives
University of Michigan

As I began reflecting on HERO's priorities for the next two years, I couldn't help feeling a sense of excitement, responsibility, importance and urgency about the work we all share in moving the field of health management forward. Demonstrating the value of health management to organizational leaders across the United States is paramount at this time, when there is so much focus on the cost of health care and the continuing escalation of poor health in our country. Whether they are in the private or public sector, all organizations, their employees, constituents and associated communities can benefit from the work we do. The partnerships that HERO has established over the years are critical to accomplishing our mutual goals and solidifying the value of prevention and health management in contributing to individual, organizational and community well-being.

It's an important time to make progress on HERO's vision "to promote a culture of health and performance through employer leadership" by bringing together thought leaders to share knowledge, facilitate actionable research and drive innovation. The emphasis on population health management in the Affordable Care Act, the interest in employee engagement and performance by executives and major community health projects like the Blue Zones and the Robert Wood Johnson Foundation's initiatives are all examples of the tremendous opportunity we have to collaborate in meaningful ways and make a positive difference in our communities. I am particularly encouraged by the discussions about the importance of culture and environment in sustaining good health. In addition, the ever-increasing use of social media and technology to enhance health behaviors allow us to affect population health in new, broader and deeper ways.

In addition to feeling pride, I was also impressed by how much progress we've made toward the objectives in the HERO Business Plan for 2012-2015. In particular:

1. Expand HERO research efforts - The research that has been accomplished and that is outlined in the 2014 HERO Research Agenda document represents an impressive array of work made possible by the generous contributions of HERO Research Partners.

2. Enhance our media presence - Some of the highlights of this past year were subject matter expert articles in several trade journals, the publication of important research articles and white papers, and presentations by staff and members at various conferences nationwide.

3. Expand our educational outreach programs - The 2013 HERO Fall Forum had the highest number of participants, thus far, with over 400 attendees. In addition, HERO has continued to host webinars on a variety of topics, which are archived online and available on demand.

4. Develop collaborations that will move our mission forward - HERO has established numerous partnerships which are strengthening and advancing our progress toward common goals. We look forward to continuing to build on these important collaborations, among them: the Health Project (C. Everett Koop Award), the Population Health Alliance, Mercer, Robert Wood Johnson Foundation, The Clinton Foundation "Health Matters" Initiative, the Institute of Medicine, The Hope Street Group, American College of Occupational and Environmental Medicine, American Heart Association, American Cancer Association, American Diabetes Associations, and the Samueli Institute.

5. Develop industry tools and standards - Version 4.0 of the HERO Scorecard will be released early this summer. The [Program Measurement Evaluation Guide: Core Metrics for Employee Health Management](#), in collaboration with the Population Health Alliance, has also been released and is available on the HERO website .

6. Help shape public policy - the [Joint Consensus Statement on Incentives and the HERO commentary on wellness programs](#) to [ERISA](#) are two examples of HERO activity in this area.

7. Growth of HERO membership (so that we can continue to do all of the above) - current Think Tank membership is at its highest level, and growing. We are fortunate to have generous financial support (from our members, research partners and Forum sponsors. In addition, HERO has received grants this year from the Robert Wood Johnson Foundation and Institute of Medicine to further develop the concept of the employer's role in community health.

None of this would be possible without the exceptional contributions of our Think Tank members. HERO accomplishes what it does through the active involvement and talent of its many members who volunteer on numerous committees. Our "think tank" approach brings together thought leaders to share knowledge, explore compelling issues, identify best practices and facilitate actions to improve outcomes.

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Letter from HERO's Board Chair

The Critical Importance of Our Shared Mission

The Future

While we will continue to make progress on the objectives in the 2012-2015 business plan, we also need to consider the tremendous change affecting the field of health management and do our best to envision and prepare for the future. In July, the HERO Board of Directors will be conducting its annual strategic planning meeting, led by Seth Serxner. I invite you to provide your thoughts to me or any of our board members prior to that meeting.

It's an exciting time for HERO members, with tremendous opportunity to help solidify prevention and health management as a core business value. Your knowledge, dedication, passion and collaborative spirit can be the lifeblood to achieving our vision. I look forward to what we can accomplish together!

LaVaughn Palma-Davis

Chair, HERO Board of Directors
Senior Director, University Health & Well Being Initiatives
University of Michigan



HERO Board of Directors

LaVaughn Palma-Davis, Chairman Board of HERO, Senior Director, University Health & Well Being Initiatives, University of Michigan
John Harris, Immediate Past Chair Board of HERO, MEd, Principal, Performance pH

Ron Goetzel, Vice-Chair Board of HERO, PhD, Vice President of Consulting & Applied Research, Truven Health Analytics, Research Professor-Emory University

Lilly Wyttenbach, Secretary of HERO, MA, Vice President, Benefits, Goldman, Sachs & Co

Kristine Holbrook, Treasurer of HERO, MEd, Senior Vice President, Employer Health and Wellness Services and Wellness Services, MediFit Corporate Services

Jerry Noyce, President & CEO, HERO

David Anderson, PhD, Senior Vice President and Chief Health Officer, Staywell Health Management

Victoria George, MA, MPH, National Executive Director, Program Evaluation, HealthWorks and Product Innovation, Kaiser Permanente

Josh Glynn, Fitness Program Manager, Google

Fikry Isaac, MD, MPH, FACOEM, Vice President Global Health Services, Johnson & Johnson

Dan Krick, MA, VP of People Resources, Lincoln Industries

Betty-Jo Saenz, MBA, MPH, Sr. Director, Benefits, ADT

Seth Serxner, PhD, MPH, Chief Health Officer and Senior Vice President of Population Health, OptumHealth Care Solutions, United Health Group

Jeffrey Warren, MPA, Sr. Advisor, Gardent Global

Laurie Whitsel, PhD, Director Public Research, American Heart

HERO LEADERSHIP AWARDS

Now in their fifth year, the HERO Leadership Awards are the premier vehicle for nationally recognizing the impact that one individual can have on an organization and even our industry. They are a way to honor those who have devoted their careers to promoting good health and implementing innovative and effective EHM strategies.

To complement the existing leadership categories and acknowledge the role of the wellness practitioner, this year we have introduced [The Heart of HERO](#) Award!

HERO Members: please submit nominations by 7/31/14 for the leaders and/or practitioners you believe deserve recognition! Please visit the HERO website to learn about the awards and find the nomination forms.

Healthy Workplace Culture: The foundation of a healthy workforce

By—Ralph F. Colao
Health & Performance Officer
Hub International Midwest Ltd.

If you believe as I do, that **“health and wellness is a way of life, as well as a state of mind and a state of being,”** then the workplace societal environment (workplace culture) is paramount to establishing and maintaining employee health and well-being.

Focus group participants most frequently describe wellness as a “balanced approach to health involving physical, emotional, intellectual, social and spiritual aspects.” As I discuss that same concept with senior executives, they most frequently cite evidence of a successful employee health management strategy as “increased employee energy.”

To those ends above, a healthy culture seemingly includes two primary components. The first is a human capital approach that incorporates policies and practices that involve, empower, and engage employees in decisions about their work and the direction of the organization. Leaders clearly communicate the company’s vision and goals, and the reasons behind them, and can model and reward desired behaviors. This type of culture promotes an environment of innovation, creativity and engagement, and ultimately fosters workforce energy. Workplace culture cannot be dismissed since an organization’s existing work culture (its beliefs, values, attitudes, practices and customs) is one of the greatest determinants of employee distress and anxiety. According to a study by ComPsych¹ 66 percent of employees report having high levels of stress, with extreme fatigue/feeling out of control.

The second component of a healthy workplace culture includes tools, resources, policies and practices, along with a physical environment that supports the dimensions of wellness mentioned earlier.

The combination of these two components results in a work environment where it is easy, convenient, acceptable and expected for employees to engage in healthy and safe behaviors as part of the everyday work experience. In other words, health and well-being simply become “the way things are done around here.”

Industry research is also quickly supporting the fact that this combination has a positive impact on business performance. In fact, HealthNEXT² found companies that build a culture of health by focusing on the well-being and safety of their workforce realize a greater return for their investors (3.11 percent to 5.29 percent when compared to the S&P 500).

¹The StressPulse survey was conducted from Sept. 26 to Oct. 15 2011, receiving responses from employees of more than 1,500 ComPsych client companies nationwide.

²Fabius R, Thayer RD, Konicki DL, et. Al. The link between workforce health and safety and the health of the bottom line: tracking market performance of companies that nurture a “culture of health.” J Occup Environ Med. 2013; 55(9):993-1000

About the Author

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Health & Performance Officer
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HERO Interview with Quests Diagnostics

Interview participant:

Wendi Mader

Senior Product Manager

Janet Richardson-Barce

Director, Product Management and Marketing

Quest Diagnostics

For this issue of *HERO On Health*, we interviewed Wendi Mader, senior product manager, and Janet Richardson-Barce, director, product management and marketing, with Quest Diagnostics about their employee health management program called, HealthyQuest. Quest Diagnostics, a world leader in diagnostic testing services that help individuals and doctors make better health care decisions, employs approximately 41,000 people around the world.

HealthyQuest was initially introduced 10 years ago to Quest employees at select locations, and was later extended to employees companywide in order to help colleagues and dependents become more knowledgeable about their health—and the program remains a key employee initiative today.

The cornerstone of the HealthyQuest program is the company's Blueprint for Wellness biometric health screening, which is also offered commercially to other employers. When Blueprint for Wellness was first launched in 2001, prior to the formal launch of HealthyQuest, participation was low. Mader and Richardson-Barce believe this is because the program was not fully socialized with the employee base and the company did not initially offer employees an incentive to participate.

A few years later Quest began offering a \$260 premium reduction incentive to employees for completing a health risk assessment and biometric screening. And today, the company has been able to achieve 70 percent participation and employees can earn as much as \$650 in incentives.

Based on this positive response, Quest began to migrate toward an outcomes-based incentive structure in 2010 that focused on achieving a healthy weight or improving an at-risk weight. The Blueprint for Wellness program provided the platform to administer the outcomes-based program, which included a health questionnaire, biometric screening (including objective measures for height, weight, and waist circumference), participant reporting and the ability to measure and report. For participants that do not achieve the stated weight goals, a reasonable alternative is provided, namely engagement with a health coach.

Are the company's efforts working? In addition to the increased participation levels in both the Blueprint for Wellness screening and in our lifestyle coaching programs, Quest has seen specific health risks

(such as obesity) improve. Additionally, the company completed a four-year ROI analysis in 2010 and found that the HealthyQuest program, specifically the Blueprint for Wellness screening, was generating a return on investment of \$2.60 for each dollar spent on the program's delivery.

The value of screening was affirmed again by Quest Diagnostics in a study published in 2011, *Value of Laboratory Tests in Employer-Sponsored Health Risk Assessments for Newly Identified Health Conditions: Analysis of 52,270*. This study showed that without employer-sponsored laboratory testing, more than one in three working-age adults may have unidentified disease(s). The percent of participants with newly identified disease risk (36 percent) in this research was significantly higher than those who self-identified (24 percent) as having one or more of three* common chronic conditions.¹

(*Hyperlipidemia, Diabetes, and Chronic Kidney Disease)

HERO: What have been the keys to your success in creating an effective employee health management program?

Mader: The very nature of our business at Quest Diagnostics helps pave the way for our success. Because we offer wellness services to other companies, we have been able to apply the best practices that we use in other organizations to our own workforce via HealthyQuest. For example, we have a great set of wellness champions at each of our business units who are responsible for implementing the program at their locations and building support on an ongoing basis. In this way, Blueprint for Wellness and HealthyQuest push each other to be better.

The program also benefitted from a change in corporate philosophy that allows us to transmit data to best-in-class third party vendors, which has helped us broaden the services available to employees through HealthyQuest. As a result, we produce even richer data that we can integrate to our overall health and productivity programs. This is exciting because we're starting to see things being targeted in different ways, some of which are important but not widely implemented (such as diabetes screening at a certain levels). Ultimately, that means we're learning to do wellness better and to integrate data intelligently.

HERO: When you look back at your program outcomes, what results or outcomes do you feel are the most significant?

Mader: At a high level, we've seen a migration of biometric values from "out-of-range" status to "in-range" status. This is significant because an out-of-range status is often the first indication a person has that they do, or could have, a problem. When we tell someone that they have an out-of-range value, they tend to take action. One reason we've had success in this area is because we target employees by their work functions and risk factors and how they migrate.

More specifically, we are seeing a downward trend in BMI among employees who are obese. While some of these employees technically still qualified as obese, their BMI is coming down and their level of obesity is shifting downward.

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HERO Interview with Quest Diagnostics

HERO: What lessons have you learned over the years that you can share with other employers who have made a commitment to improving employee health?

Mader: There are a few basic principles that we follow at Quest Diagnostics and other employers could apply to their own programs:

Communicate in simple terms. Keep your messaging open. Think about how you frame your message so it's personal and engaging. You cannot over-invest in communication because if you don't communicate well and consistently about your program, you will not succeed. Support your investment in employee wellness with a sound communications strategy and thorough implementation plan.

Take your time. Stage your program so employees can get comfortable with it and fully understand it. And think about how you will evolve your program over time; you don't have to roll out everything at once. This also gives you time to educate employees along the way.

Provide participation options. Give employees the opportunity to find a way to meet the program goals through activities that are personally interesting and appealing to them.

Understand the importance of privacy. This is critically important to people when it comes to their personal health information. Creating firewalls between employees, your service providers, employee data and your corporate management is crucial.

1Quest Diagnostics PLoS One Study, December 2011.

FOOD DAY—OCTOBER 24TH

Building on the three years of Food Day celebrations, Food Day 2014 on October 24 is shaping up to be even bigger and more significant, unifying the national food movement around one platform, helping raise awareness about food issues within the broader public, and getting national and local groups to collaborate around more numerous and meaningful events and policy changes. With national coordination provided by the nonprofit Center for Science in the Public Interest, Food Day brings together chefs, political figures, public health officials, schools and universities, food activists, and companies to promote healthier diets and better food policies.

In 2013, Food Day was celebrated with over 4,700 events in all 50 states. United Natural Foods, Inc. held Food Day events at 20 of its locations, from healthy potlucks to full-blown farmers markets for employees. LSG Sky Chefs, the world's largest provider of in-flight services, participated for the third year by launching a month-long program that provided healthy tips and recipes for families.

By joining the Food Day campaign, you connect with other groups and individuals nationwide committed to fixing the American food system. Partner organizations and interested companies can participate in a variety of ways: organize an event or time an initiative on or around Food Day; encourage networks or members to take part; or help build the momentum around Food Day through newsletters, websites, and on social media. In whatever way individuals and organizations choose to celebrate, the key is participation.

How can Food Day promote work site wellness? Food Day is an occasion for employers to create work environments that foster health and wellness. Whether you're an employee or employer, work site wellness programs can greatly facilitate better health. Use Food Day as an opportunity to promote a supportive work environment with healthier foods in cafeterias, vending machines, or during meetings and events. Food Day is not just a day; it's a year-long catalyst for healthier diets and a better food system. Let's use this energy to make a meaningful and long-lasting difference!

To contact the Food Day team, send an email to foodday@cspinet.org or call 202-777-8392. Visit FoodDay.org for more resources.



The HERO Scorecard - Can it predict health care cost trends and employee health risks?

In 2013, HERO commissioned Truven Health Analytics and Emory University to conduct a research study that would examine the HERO Scorecard's ability to predict health care cost trends for large employers, as well as their employees' risk profiles. The study, scheduled to be published in the *Journal of Occupational and Environmental Medicine* (JOEM) in early 2014, is authored by researchers at Truven Health, Emory University, and several HERO members including Jessica Grossmeier, Shawn Mason, Dan Gold, Steve Noeldner and David Anderson. Funding for the research was provided by HERO Research Partners Charter Members including Alere, HealthFitness, Healthways, Kaiser Permanente, Plus One Health Management, Prudential Financial, StayWell Health Management, and University of Pittsburgh Medical Center.

Why did HERO commission this study?

We know that well-designed, comprehensive and evidence-based workplace health promotion programs can improve the health risk profile of employees and lower their health care costs. However, too few U.S. employers provide effective programs, often because they lack the tools and knowledge to design and implement world-class employee health management programs.

The HERO Employee Health Management Best Practices Scorecard in Collaboration with Mercer® was developed to help employers measure the extent to which their programs align with industry best practices. The HERO Scorecard is now one of the most widely used organizational health assessment tools, with over 1,200 employers completing the survey. Employers who complete the survey use their scores to evaluate their program's success, but until now, they did not really know whether a good score could predict outcomes important to businesses, such as health care cost trends and improvement in employee health risks.

This study tested the validity of the HERO Scorecard by asking the question: Are higher scores on the Scorecard associated with reductions in health care costs? The study also looked at the Scorecard's ability to predict changes in employee health risks.

How did we conduct the study?

The study team identified organizations that completed the HERO Scorecard and contributed medical claims and health risk data to the Truven Health MarketScan databases. MarketScan contains longitudinal, fully integrated, and de-identified person-level claims data (inpatient, outpatient, drug, lab and health risk assessment) collected from Truven Health employer clients. We isolated the data for the 33 HERO Scorecard contributors identified and then measured their employees' annual health care expenditures and

health risks for the period of 2009-2011.

More than 700,000 employees from the 33-company sample were studied across three years. First, we looked at overall cost and health risk trends for these employers and then separated the experience of companies scoring "high" on the HERO Scorecard (with scores between 100-200) against those scoring "low" (with scores of 0-99). We developed a multiple regression model to predict health care costs and employee health risks based upon employers' "high" or "low" scores.

What did we find?

In general, the 33 companies in our study scored higher in each of the six sections of the HERO Scorecard and overall compared to the average HERO Scorecard respondent. This is likely because the study sample group was comprised of Truven Health clients that are generally larger companies with more extensive resources and know how to direct at workplace health promotion programs.

When comparing the low- to high-scoring HERO companies, those with low scores maintained their health care spending while organizations with high scores experienced an average of a 1.6 percentage point annual reduction in health care expenditures during the study period (adjusted for medical inflation).

We also found that low scoring organizations had more employees at high risk at the start of the study period compared to organizations with high HERO scores. However, over the three-year study period, organizations with low HERO scores achieved significantly greater reductions in three of the four risk factors studied (obesity, high blood pressure and high total cholesterol, but not high blood glucose) when compared to organizations with high HERO scores that also reduced their employees' health risks but at a slower pace.



About the Author

Ron Goetzel, PhD
VP, Consulting & Applied Research
Truven Health Analytics

Coming soon! HERO Scorecard Version 4.0

The wait is almost over for fans of the [HERO Employee Health Management Best Practices Scorecard in Collaboration with Mercer](#)® (HERO Scorecard). The experts drawn from across the health management industry have been busy analyzing data from previous versions of the Scorecard, writing commentaries based on that data, and developing a brand-new version of the HERO Scorecard—Version 4.0—that will be released in June. Here's all the information you need to stay up to date on the Scorecard.

What's new with Version 4.0?

After more than a year of discussing and debating the continued evolution of the HERO Scorecard, our panel of EHM experts have added items to the questionnaire that reflect changing market trends (such as outcomes-based incentives and gamification strategies) and new industry knowledge about the influence of best practices on program outcomes. For example, as an industry we have learned organizations that commit to creating a comprehensive culture of health have better wellness program outcomes. As a result, in Version 4.0 we've broadened the "Leadership Support" section of the Scorecard and renamed it "Organizational Support." This section also includes new questions on culture and the physical work environment. Additional changes that we believe will reflect the evolving nature and practice of health management include:

- Adding questions on incentives, including outcomes-based incentives and intrinsic reward strategies
- Adding questions on engagement strategies, including the use of mobile apps and devices, contests, and other social network strategies
- Updating questions on program design, including more detailed questions on lifestyle coaching
- Adding questions on program integration, including disability programs
- Adding a section on program outcomes with detailed quantitative questions to permit the study of ROI
- Adding demographic questions that will help deliver more precise benchmarking
- Changing the number of points that are allocated to different questions to better reflect the impact that best practices have on program outcomes

Already use the Scorecard? How these changes affect you
If you've completed the HERO Scorecard in the past, it will still be familiar, but approximately half of the questions are new or have been substantially revised. That means it's worth completing the Scorecard again. This also means that the best practice score you earned when last completing the Scorecard will not exactly line up with your future Version 4.0 score. When Version 4.0 is released in June, we'll provide guidelines on how to compare scores across the two versions.

Learning from past Scorecard analyses

More than 1,200 employers have completed the Scorecard and many have done so more than once, enabling them to track their progress over time. In addition, 10 organizations have signed on as Scorecard Preferred Providers, allowing them to use Scorecard data with their clients and, lending their knowledge and experience to help ensure the Scorecard meets the needs of employers. Over the years, HERO has published 18 commentaries based on Scorecard data. These commentaries have addressed trends and questions such as whether or not including spouses in key elements of wellness programs improves participation and outcomes (it does), and how small employer programs might produce results that are comparable to those of large employers. In addition to these commentaries, articles citing Scorecard data have appeared in numerous trade publications and peer-reviewed journals, most recently the February issue of the *Journal of Occupational and Environmental Medicine*.

Stay tuned and learn more

Watch your inbox for email alerts from HERO and follow us on [Twitter](#), [LinkedIn](#) and [Facebook](#) for updates on the release of Version 4.0.

Committee Update

HERO members, its collaborators and invited subject matter experts serve on committees formed to study health related topics of interest to employers. Following is a report on their work in progress.

Culture Committee (CC)

The CC was created to develop the value proposition for employers to invest in the assessment, planning, creation and maintenance of a culture that supports health and wellbeing within their organization. Its work encompasses providing guidance that includes effective strategies and tools for assessing, planning, implementing and evaluating all key aspects of an organization's culture. The committee will propose future research needed to investigate the impact, value and effectiveness of a culture that supports health and wellbeing for the sustainability and health of individual employees of an organization and the organization itself.

An important part of their work includes developing a definition of a workplace culture that encourages good health. The definition the committee has created is: *"A healthy workplace culture is one intentionally designed with elements and indicators that support health & wellbeing."* Elements of an organizational culture of health have been identified and are being vetted with the HERO membership. We would like to get your feedback as well. If you would like to participate in reviewing these elements of culture by May 23rd, [click here](#).

Health, Performance & Productivity Committee (HPPC)

The relationship between the health of the workforce, its impact on worker performance and ultimately the impact of health on the performance and productivity of the organization has been identified as a key topic for HERO study. The HPPC was created to explore this relationship. To do so, the committee has formed three work streams:

- Research- what exists, where are the gaps in understanding, what research should be recommended
- Innovation- what are the innovations around health and performance
- Employer/Employee Value Proposition- what is the importance of health to both the individual in their work life and to the organization's performance

An important step in the committee's work is to understand the attitudes of business leaders about the importance of health to the success of their organization. To do so, the HPPC is launching a national survey of business leaders. You are invited to join us in this effort by sharing this survey with business leaders in your organization. [Click here](#) to see the survey.

Employer-Community Collaboration Committee (ECCC)

Employers have been generally supportive of community efforts to address issues of health. More recently, a growing number of business leaders are assuming a leadership role with other community stakeholders to improve the health of the communities where they are located along with the health of their workers. The ECCC has been formed to explore the reasons why employers may want to play active roles in community health initiatives, what activities make most sense for employers to participate in, and how to go about conducting such efforts.

To accomplish its charge, the ECCC has first completed an [environmental scan](#) to identify what is happening in this regard. This study has been commissioned by the Institute of Medicine and can be accessed by clicking [here](#).

The environmental scan has helped the committee identify thought leaders in this effort. Sixty of these leaders gathered at HERO member organization HealthPartners for a day-long session in late April. Their purpose- to identify the important elements to building a strong business case for employers to encourage them to become involved in a leadership role in community health improvement. As part of this discussion, the group also identified the issues and barriers that must be overcome to be successful in this effort. This convening was made possible through a grant provided by the Robert Wood Johnson Foundation.

Now the ECCC is moving to its next phase of its work, the dissemination of the business case to encourage employers to assume a leadership role in community health initiatives. This will include the creation of a website that will present the business case for becoming involved, examples of success stories of employers' involvement in community health across the country, and tools and resources to help employers in determining how to best use their resources to maximize impact on community health. Along with the website, members of the ECCC and the developing network of collaborators focused on this effort will be appearing at business gatherings to share this information and encourage employers to act. We thank Robert Wood Johnson Foundation and the Institute of Medicine for supporting these efforts.

HEROForum14 Brings New Global Health Seminar

HERO, in collaboration with the Global Healthy Workplace Awards organization, will introduce a new global health convening session on Monday, September 29th, the day prior to the start of the 2014 Forum. The Global Healthy Workplace Seminar will discuss the challenges of developing health promotion programs for a global workforce and highlight good practices aligned with the Global Healthy Workplace Awards.

A growing number of multi-national employers are developing strategies to address the health of their employees globally. However, significant challenges may exist with the varying health care delivery models, regulations, cultures and local practices.

This half-day seminar will take a look at key global issues such as mental well-being and work-related stress, and provide insight on successful programming. The seminar will close with an interactive discussion on how to take this global initiative further with future events and projects.

The Global Healthy Workplace seminar will be held on Monday 9/29 from 8:00 AM - 1:30 PM. For more details as they are announced and to register visit the [Global Healthy Workplace Seminar](#)

Mark your calendars—Upcoming HERO Events

HERO Research Meeting
July 15 , 2014
8:00 AM - 3:00 PM
Crowne Plaza, Rosemont, IL

Global Healthy Workplace Seminar
September 29, 2014
8:00 AM - 1:30 PM
Westin, San Diego, CA

HERO Think Tank Meeting
September 29, 2014, 2:00 PM - 5:00 PM
Reception and dinner to follow
Westin, San Diego, CA

HERO Forum
September 30 - October 2, 2014
Westin, San Diego, CA

Recent entries into the HERO Resource Center

The slides from the 2014 HERO Roundtable meeting have been posted to the resource library. You must log in to view the slides:

[Creating A Corporate Health Strategy](#)

[Navigating the Healthcare Waters](#)

EXOS Works

Our mission is to upgrade lives. Since our founding in 1999, EXOS (formerly Core Performance/Athletes' Performance) has become a leader in proactive health and performance, trusted by elite athletes, the military, and innovative companies worldwide. We design and deliver health and performance game plans that ignite people, especially the chronically disengaged, to achieve higher levels of success. We equip individuals to identify and overcome mental and physical obstacles, creating personal breakthroughs that lead to a healthier, high performing and transformed workforce. With world-class partners, facilities, technologies, and specialists spanning six continents, we're pioneering human performance.

Learn more at www.teamexos.com.

St. Joseph Health

St. Joseph Health is a ministry of The Sisters of St. Joseph of Orange, who trace their roots back to seventeenth century France and have a one hundred year legacy of service in the United States. Today, the not-for-profit St. Joseph Health, headquartered in Orange County California, has nearly 25,000 care-givers and support staff providing a full range of health care services from 16 acute care hospitals, home health agencies, hospice care, outpatient services, skilled nursing facilities, wellness centers, community clinics, medical practices and physician organizations. The health system serves three states, where, in addition to providing quality health care services, it has made a lasting impact on its communities by supporting other not-for-profits in developing programs that enhance the well-being of individuals and families.

Learn more at www.stjhs.org.

INTERESTED IN MEMBERSHIP? CONTACT Marlene Abels, Coordinator Member Services (952) 835-4257
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