

HERO 2016
**ANNUAL
REPORT**
OF ACCOMPLISHMENTS





VISION

All workplaces will positively influence the health and well-being of employees, families and communities.

PURPOSE

Advancing health, well-being and performance through employer leadership.



Dear HERO Members and Stakeholders,

On behalf of the HERO Board of Directors and all of our HERO members dedicated to continuous improvement in workplace health and well-being, the HERO Team is proud to share our 2016 Annual Report of Accomplishments. As you'll see, our continued strong membership engagement in committee work, robust and enthusiastic attendance at HERO events, and long list of research publications and reports indicate that this is a vibrant time to be working in wellness. The many links, references and resources contained in this report are intended not only to convey all that HERO members have accomplished together in 2016 but also to serve as a resource guide to what has been a year of change, growth and improvement for our field overall. The movement from wellness to well-being is one of fits and starts. There is unquestionable conceptual support for a "broader proposition," but definitions and measures are still wanting. Engagement remains a watchword for our field, but we still have much to learn about how to apply the term meaningfully according to generational differences, wage levels and job types.

Each of our Think Tanks grows organically from the learnings of our previous Think Tanks, and the voice of the consumer/employee continues to draw our attention. To better capture and build on such learnings, you'll see that this annual report refers you to our newly instituted Forum Proceedings, Think Tank Proceedings and many other Committee notes and research publications. Two publications, in particular, stand out this year as significant achievements that involved numerous HERO members. Our "shareholder value" study not only affirmed the important contribution of wellness to successful businesses but also serves as another validation of the HERO Health & Well-Being Best Practices Scorecard in Collaboration with Mercer.® We pushed hard to produce our "Consensus Guidance to EEOC" paper before EEOC's public review period ended and were honored to have HERO members share our point of view on Capitol Hill and with officials at the EEOC. We believe it was influential in the final guidance issued.

With active support of HERO members and lots of deliberating by HERO's Board, we also formalized our 5-Year Strategic Plan (2016-2020) and summarized our major goals in this report. We refer you to the full report for deeper review. As we say in the plan, our goals are really an expression of our HERO members' aspirations for our field and our day-to-day work. If those we all serve are to improve their health, performance and well-being, we all must get better and better at offering the kind of support, cultures and tools that make life easier and better. That's something that's easy to rally around but hard to accomplish without a lot of great ideas and professional support. To that end, it's never been a better time to be a part of a Think Tank, and the HERO team is grateful to our members who team up to accomplish so much together. We hope you share our pride in all we accomplished together in 2016.

Sincerely,

Paul E. Terry, PhD
President and CEO, HERO

Ron Goetzel, PhD
Chair, HERO Board



We are indebted to an experienced, smart and passionate HERO Board of Directors. They are:

- Ron Goetzel, IBM Watson Health and Johns Hopkins Bloomberg School of Public Health
- Seth Serxner, Optum
- LaVaughn Palma-Davis, University of Michigan
- Lilly Wyttenback, JPMorgan Chase
- Kristine Holbrook, EXOS
- John Harris, Performance pH
- David Anderson, StayWell
- Josh Glynn, Google
- Fikry Isaac, Johnson & Johnson
- Dan Krick, Hexagon Composites
- David Schweppe, Kaiser Permanente
- Betty-Jo Saenz, ADT
- Laurie Whitsel, American Heart Association
- Sue Willette, Aon Hewitt

2016 HERO staff are:

Paul Terry, President and CEO; Karen Moseley, Vice President of Education; Jessica Grossmeier, Vice President of Research; Pat Rohner, Director of Marketing; Marlene Abels, Membership Manager; Emily Wolfe, Project Specialist; and Emma Wheeler, Communications Manager.

We are also grateful to our consultants: Barb Tabor, public relations; Jeanne Mettner, editorial; Jessica Johannes, graphic design; and Jeanette May, Principal Investigator for the RWJF grant.



HERO'S VISION, GOALS AND RESEARCH AGENDA

HERO is a member-driven organization with an “intellectual co-op feel” where our committees lead our learning opportunities, including conducting research. This 2016 Annual Report of Accomplishments details how we share best practices, advocate for improvements in the field and provide practical solutions for employers who

share our commitment to supporting health and well-being for employees, families and communities. In this annual report, we present our 5-Year Strategic Plan (2016-2020) and describe activities in research, education and outreach designed to advance our strategic goals. Here is a graphical summary of our plans, goals and research agenda:

| | | | |
|-----------------------------|--|---|---|
| VISION | All workplaces will positively influence the health and well-being of employees, families and communities | | |
| PURPOSE | Advancing health, well-being and performance through employer/employee leadership | | |
| GOALS | Increase Collaboration Build more partnerships with organizations who are also leading in the advancement of employee health. Sustain HERO's smart growth and high HERO Forum participation/satisfaction. | Advance Best Practices Disseminate evidence informed best practices in the workplace that improve health and well-being. Publish research and consensus papers. Increase research in individual level satisfaction with wellness program. | Promote Well-being Increase workplaces' capacity for promoting well-being and a culture of health. Increase completions of HERO Health and Well-being Best Practices Scorecard in Collaboration with Mercer. |
| RESEARCH PRIORITIES | Culture of Health Exploring the role of employee health and well-being (HWB) to influence a workplace culture that drives business success, including assessing associations between organizational culture, HWB, and business performance. | Sustainability Understanding how organizations assess and advance workforce health and well-being alongside broader sustainability efforts that positively influence the enterprise, its people, and the surrounding environment. | Workforce Performance Identifying health and well-being (HWB) best practices and demonstrating the relationships between workforce HWB efforts, strategic business performance objectives, and individual employee performance. |
| 2016/2017 ACTIVITIES | <ol style="list-style-type: none"> Culture of Health Study Committee Publication of Definitions & Elements Review of Published Research Culture of Health Case Studies Engagement Study Committee Engagement Environmental Scan RWJF Culture of Health Measures Reports | <ol style="list-style-type: none"> Employer-Community Collaboration Study Committee Healthy Workplaces Healthy Communities Website The Well-being Issue of <i>The Art of Health Promotion</i> | <ol style="list-style-type: none"> Workplace Performance Study Committee HERO Scorecard Stock Performance Study Published in <i>JOEM</i> International HERO Scorecard Measurement Standards Beta Test Wearables in Wellness Case Studies Physical Inactivity Publications |
| VALUES | We Lead through Collaboration | We Pursue Excellence | We Act with Integrity |

2016 HERO EVENTS

HERO brings together a highly collaborative group of practitioners, scientists and innovators working together to advance best practices via committees and educational events.

We hosted four major events in 2016:

The 2016 HERO Forum Conference

The 2016 HERO Forum Conference (HEROForum16) attracted about 500 attendees. The 2016 theme borrowed on HERO's new vision statement: "Leading in Well-being: How Organizations Can Positively Influence Employees, Families and Communities." In 2016, with the support of The American Heart Association, we worked with select HEROForum16 faculty to develop our first Proceedings. [Read the HEROForum16 Proceedings.](#)

As was evidenced by the 50-plus conference presentations, and particularly from the articles we published in these proceedings, the health promotion profession has growing ambitions we have taken on as health educators, human resources professionals, researchers and healthcare administrators. Where supporting behavior change and lifestyle improvements were the coin of the realm in the health promotion field for decades, we are now experiencing a fulsome embrace of the importance of social and environmental determinants of health. For scholars who have espoused the theoretical primacy of the social-ecological model for health since the 1950s, this wave of interest is likely felt as simultaneously exasperating and vindicating. Late to the party or not, our speakers advanced persuasive, evidence-based arguments concerning the power of purpose, the latent pull and intractability of culture, the insidious drag of health disparities, and the numerous ideas for ameliorating them. As

if adding environmental and social challenges to a lifestyle-change agenda that is also far from solved weren't enough, our speakers also addressed the realities of stagnant employee engagement in America.

HEROForum16 Pre-Conference Summits

The HEROForum16 Pre-Conference Summits attracted about 100 attendees who gathered for additional networking and learning opportunities, especially for those working with hospitals and healthcare systems or university faculty and staff. The [2016 Healthcare Summit](#) on "Hospitals Leading in Well-Being: Are You As Healthy As Your Community?" featured panel discussions on "Hospitals Heal Thyselves," "Resiliency Training for Healers," "Bridging to the Community," and "Evaluating Community Initiatives." Highlights of the session can be found in the HEROForum16 Conference Proceedings. The 2016 University Summit for Faculty & Staff Health & Well-Being focused on the theme, "Innovations in University Health and Well-Being: Emerging Trends, Practices and Sustainable Programs," and featured a lunch keynote by Drs. Bernadette Melnyk (The Ohio State University) and Jack Groppe (Johnson & Johnson Human Performance Institute), as well as panels discussing engagement in culture and innovative solutions to whole-person health.

Think Tank Meetings

[Think Tank meetings](#) are members-only events where smaller groups (about 115 Think Tank members) meet to brainstorm how to tackle current issues. In this way, HERO creates a close-knit community and promotes the sharing of best practices and building relationships across the industry.

Our first Think Tank in 2016 focused on “The Future of Work.” Based on the information we shared on February 23 and 24 in San Diego, Paul Terry wrote the following about *“Surfacing the Consonance and Dissonance between Employee Engagement and Employee Health:”*

That changes in health effect changes in productivity is a well-established paradigm in the health and well-being movement, but what of changes in work and the workplace? Can we fashion a future where all workplaces positively influence the health of employees, families and communities? HERO Think Tank members and expert facilitators brought just such ideas and answers to our 2016 Roundtable discussions in San Diego. It is one thing to predict that millennials will bring a different style or that the emergence of virtual work foretells a new pace, but it is altogether another thing to wish, as many of our Think Tank participants did, that workers need to be manifestly different to thrive in companies of tomorrow. It's a belief that spawns from reports such as those from Gallup, that 70% of workers today are not engaged. Why? Typical jobs are missing what more and more people working in wellness want to change. That is, work and workers with purpose, meaning, identity, fulfillment, creativity, autonomy—all the things that positive psychology has shown us to be necessary for well-being.

[View “The Future of Work” Think Tank Proceedings.](#)

HERO Research Meeting

The annual **Research Meeting** attracts Think Tank members who have an interest in shaping and informing HERO’s ongoing research agenda. The theme for the 2016 July 19 meeting was on “Pursuing Well-being and ‘the Big How.’” The day of interactive discussion encouraged us to take a collaborative approach to advancing common goals related to improving well-being in our workplaces and communities, featuring the 100 Million Healthier Lives initiative as an example. Other guidance that emerged from attendees included the need to take a more strategic approach to public relations to ensure HERO’s work is broadly disseminated to the decision makers and practitioners in organizations and communities who could benefit from the many resources and publications that emerge through the work of HERO committees. A final call to action emerged around the need to pay closer attention to the voice of the employee when designing and implementing wellness initiatives, a theme that will influence planning for the Winter 2017 Think Tank. [View the feature content that emerged from the July 2016 meeting.](#)

WEBINARS AND HERO BRIEFS

- HERO hosts a monthly series called [Wednesday Webinars: Ideas and Outcomes](#). Some are members-only webinars, while others are open to the public. Webinar recordings are exclusively available to HERO members through the [HERO Resource Center](#). In 2016, HERO offered 10

webinars for our members. Our members hold “staying current” as a core value, so HERO also publishes [monthly HERO Briefs](#) and [weekly blog posts](#) that curate case studies, research articles and current events of interest to members.

MEMBERSHIP BENEFITS

Membership in HERO puts us at the epicenter of a dynamic evolutionary process that enhances our sophistication and credibility.

HERO membership allows organizations to:

- Provide leadership and direction for a Think Tank; the Think Tank creates corporate strategies and national policies that position health and well-being as a widely accepted and accurately measured approach to increasing engagement and improving organizational and individual performance and productivity;

- Learn about and offer professional guidance to current health and well-being research and emergent best practices;
- Network and share ideas with the nation’s health and well-being experts and informed colleagues;
- Access the exclusive [HERO Resource Center](#), an online library of presentations, white papers and research that has been presented at HERO Forums, Think Tank meetings and in publications;
- Attend exclusive members’ only events and attend HERO Forum at a discounted rate; and
- Provide service and leadership on HERO committees. [View HERO committee publications.](#)

THE HERO 5-YEAR STRATEGIC PLAN

The strategic planning sessions we conducted in both 2015 and 2016 demonstrated that our members have a strong interest in applying science to practice, an intention to solidify the business case for investing in health and well-being, and a readiness to give back to the profession. We followed up on several planning exercises conducted at 2016 Think Tank events where members offered input on HERO’s strengths, weaknesses, opportunities and threats. We found that members consider our work in collaborative research, thought leadership, and demonstrating the value proposition for our field to be strong. In contrast, while our HERO members value our connecting employers and workplaces to help address community health

needs, they regarded our capacity to be involved with communities and have an impact on community health as an area for improvement. Based on this member input, the HERO Board of Directors crafted a new vision statement that testifies to the growing ambition of our field.

Our Vision

All workplaces will positively influence the health and well-being of employees, families and communities. To realize such a grand vision, we have developed the HERO 5-Year Strategic Plan (2016-2020). Our plan proposes goals intended to influence nationwide trends in the use of evidence-informed best practices in health promotion.

The HERO Health and Well-being Best Practices Scorecard in Collaboration with Mercer® (HERO Scorecard) has been considered by staff and Board members alike as a key vehicle for advancing best practice concepts, identifying where more education and advocacy is needed, and measuring progress over time. Our research and education objectives will be reoriented and organized in support of the achievement of these goals.

HERO's Goals Are Yours

Because we are a member-driven organization, when we drafted our HERO goals, we opened them for your comments. After all, it is you, our members, who determine what we can realistically accomplish—both through your expertise and your contributions of volunteer time and talent to HERO and our field. Our proposed goals include influencing an increase in the use of individual-level assessments of corporate health and well-being program satisfaction, perceived organizational support, health equity and well-being. In addition to influencing corporate health and well-being initiatives, our goals include advancing the business case for employers connecting with the health needs of their communities. We are always eager for your input on whether or not the following major goals are the right ones for advancing our shared vision:

1. Increase collaborations and partnerships between and beyond HERO member organizations by recruiting new, non-HERO member organizations to contribute to Think Tanks, the HERO Forum and webinars.
2. Improve evidence-informed best practices in the workplace that advance health and well-being worldwide by increasing the use of the HERO Scorecard, affecting an improvement in scores nationwide, and increasing our marketing and public relations efforts.

3. Strengthen evaluation and research in individual level satisfaction with wellness programs and strengthen individual level data collection tools in a future consensus guide for workplace health and well-being.
4. Increase American workplaces' interest in, capacity for and involvement with community health improvement. We plan to do this by increasing the number of sessions dedicated to case studies of employer-community collaborations and the business case for involvement with community health at HERO educational venues—through HERO research projects and via dissemination of HERO research findings.
5. Strategic plans need to be responsive to changes in the organization, the business climate and the needs and interests of members we serve. Accordingly, the goals and objectives named in this long-range plan will be subject to regular reviews and specific metrics that will be monitored via HERO's internal performance scorecard.

A detailed document that includes all of the analysis and related reports that went into these plans is available in our [HERO Resource Center](#) under recent library documents. Or email paul.terry@hero-health.org. Discussing HERO's vision is one of Paul's favorite topics so also feel free to call him at 952-835-4257.

HERO COMMITTEES

HERO actively and continually provides leadership critical to advancing the well-being and performance of the nation's workforce. Much of the good work that HERO does is achieved through the efforts of its volunteer committees.

Through the following volunteer committees, HERO is actively involved in the creation and dissemination of evidence-based health and well-being research, education and best practices.

HERO Standing Committees

In co-op fashion, volunteer members provide direction and support to HERO operations via standing committees for Research Education and Policy.

- Research Committee: Chair—Steven Noeldner, PhD, Mercer
 - o Research Advisory Group: Chair—Seth Serxner, PhD, MPH, Optum
 - o Research Study Subcommittee: Co-chairs—Kristi Rahrig Jenkins, PhD, MPH, University of Michigan; Colleen Saringer, PhD, Alliant Clinical and Wellness Team

- Education Committee: Chair—David Ballard, PhD, American Psychological Association
- Policy Committee: Chair—Laurie Whitsel, PhD, American Heart Association

HERO Study Committees

Based on member interest, study committees discuss, analyze and investigate topics to produce reports, presentations and, often, peer-reviewed journal articles. With HERO members as authors, these committees are focused on providing understanding and guidance to employers. Currently active study committees include:

- Culture of Health: Chair—Kathy Webb, Limeade
- Employer-Community Collaboration (ECC): Co-chairs—Cathy Baase, MD, The Dow Chemical Company; Nico Pronk, PhD, HealthPartners
- Engagement: Co-chairs—Dan Cave, PhD, Envolv PeopleCare; Bruce Sherman, MD, Conduent; Sue Willette, Aon Hewitt
- Health, Performance & Productivity (HPP): Co-chairs—Josh Glynn, MBA, Google; Jack Groppe, PhD, Johnson & Johnson Human Performance Institute

HERO RESEARCH & PUBLICATIONS

Workplace health and well-being is now well established as a prime factor that distinguishes great organizations from good ones. And while the growth of wellness was driven by corporate concerns about the cost of healthcare, the maturation of workplace health and well-being comes from and employer desire to more deeply engage employees in achieve a sustained culture of health and well-being.

The **HERO Research Agenda** is focused on answering questions about the future of work and the advancement of well-being in the face of extraordinary changes in technology, demographics and generational needs and values.

Recent Practical Initiatives Driven by HERO include the following:

- **Defining a Culture of Health: Key Elements That Influence Employees Health and Well-Being**
- **Developing Culture of Health Metrics That Really Matter to Companies and Communities**
- **Consensus Response to EEOC Proposed Regulations**
- **Study Linking Corporate Investment in Health and Well-being and Organizational Financial Performance**

The HERO Research Committee also publishes periodic industry research reviews, which aim to identify emerging research and offer guidance to HERO members on implications or practical applications that may influence their own health and well-being initiatives. In 2016 the Research Committee published four such reviews:

- **Influence of Wearables Plus Lifestyle Intervention on Long-term Weight Loss**
- **Effective Physical Activity Strategies for Improving Worker Health**
- **Safety Culture Intervention Case Study May Inform Potential Approaches to Culture of Health Interventions**
- **Association of Flourishing with Employee Behaviors, Health and Work-Related Indicators**

Publications in peer-reviewed journals included the following:

- **“Linking Workplace Health Promotion Best Practices and Organizational Financial Performance”**

A research study demonstrating a distinct correlation between comprehensive, best practice wellness programs and corporate stock performance was published in the January issue of the *Journal of Occupational and Environmental Medicine*. This study found that companies with high scores on the HERO Health and Well-Being

Best Practices Scorecard in Collaboration with Mercer (HERO Scorecard) outperformed the Standard & Poor’s (S&P) 500 Index over the course of 6 years. Because high scores on the HERO Scorecard signal investment in best practice programs, the study findings indicate that effectively run companies share the common practice of investing in workplace health and well-being.

- **“A Response to Proposed Equal Employment Opportunity Commission Regulations on Employer-Sponsored Health, Safety and Well-Being Initiatives”**
Partnering with the American College of Occupational and Environmental Medicine, the American Heart Association and Population Health Alliance, HERO convened 15 organizations to reach consensus around EEOC proposed regulations. They then published their views in the March issue of *Journal of Occupational and Environmental Medicine*. The detailed recommendations in the consensus statement stem from the overarching conclusion of the participating organizations that comprehensive, evidence-based employee health and well-being initiatives are generally in alignment with federal regulations and are generally viewed as voluntary by individual participants.

HERO HEALTH & WELL-BEING BEST PRACTICES SCORECARD IN COLLABORATION WITH MERCER[©]

The HERO Health and Well-being Best Practices Scorecard in collaboration with Mercer[®] (HERO Scorecard) is designed to help employers, providers and other stakeholders identify and learn about workplace health and well-being best practices. It is divided into six sections, representing the foundational components that support exemplary workplace programs.

The HERO Scorecard is an online tool. When employers submit their responses to the online system, they immediately receive an e-mail response containing a free report that includes their overall score and a score for each of the six sections compared with national average scores. While the employer’s score indicates how their program generally compares with those of other employers, the Benchmark Report reveals how common each

of the health and well-being practices are among all respondents.

International Scorecard Launched in 2016

In February 2016, HERO launched the [HERO Health and Well-being Best Practices Scorecard in Collaboration with Mercer—International Version](#), which relied on the practices and scoring used in the U.S. Version 4 to enable multi-national companies to support health and well-being practices in one country compared with those used in the United States. As the normative database grows for the international Scorecard, organizations will also be able to compare health and well-being best practices from one country to another outside of the United States.

2016 HERO Scorecard Progress Report

In September 2016, HERO and Mercer published the 2016 HERO Scorecard Progress Report, which features commentaries on well-being trends from employers, researchers and wellness providers. Topics include: technology and engagement, wellness and corporate stock performance, wellness champion networks, the role of organizational support, going beyond physical health in wellness programs, effective wellness program strategy and workplace culture. In addition, the 2016 HERO Scorecard Progress Report spotlights case studies from a few organizations that are making valuable use of the [HERO Scorecard](#).

2016 MEMBER EVENTS

| Date | Event / Program Summary |
|----------|---|
| January | <p>Wednesday Webinar:*</p> <ul style="list-style-type: none"> Jennifer Flynn, Mayo Clinic (1.20.16) |
| February | <ul style="list-style-type: none"> February Think Tank Meeting, San Diego, CA. Included release of 2016 Research Agenda. View Think Tank Agenda. <p>Wednesday Webinar:*</p> <ul style="list-style-type: none"> Dr. Jack Groppe, Johnson & Johnson Human Performance Institute (2.3.16) Steven Noeldner, Mercer Health and Benefits (2.17.16) <p>AJHP Webinar:</p> <ul style="list-style-type: none"> Dr. Suzy Harrington, Georgia Institute of Technology and Dr. Siyan Baxter, University of Tasmania (2.4.16) |
| March | <p>Wednesday Webinar:*</p> <ul style="list-style-type: none"> Megan Amaya, Ohio State University (3.16.16) Dee Edington and Jennifer Pitts, Edington Associates, LLC (3.30.16) <p>AJHP Webinar:</p> <ul style="list-style-type: none"> Dr. Kevin Walker, Michigan State University, Dr. Richard Scott, Waconia Public Schools and Laura Dimler, Pampered Pumpkin Farm (3.29.16) |
| April | <p>Wednesday Webinar:*</p> <ul style="list-style-type: none"> Jason Langheier, Zipongo (4.13.16) |

| | |
|-------------------------------|---|
| May | AJHP Webinar: <ul style="list-style-type: none"> • Wolf Kirsten, International Health Consulting and Dr. Tsitsi Masvawure, College of Holy Cross (5.24.16) |
| June | Wednesday Webinar* : <ul style="list-style-type: none"> • Ashley Brinn Kletke, Stryker Instruments (6.8.16) • Jay Keese, Capitol Advocates; Glen Nebel, Advisors Law Group; Jim Pshock, Bravo Wellness; Tami Simon, Buck Consultants (6.22.16) |
| July | <ul style="list-style-type: none"> • Research Think Tank Meeting, Bloomington, MN |
| August | AJHP Webinar: <ul style="list-style-type: none"> • Michael O'Donnell, AJHP; Jim Pshock, Bravo; Karen Horgan, VAL Health (8.2.16) |
| September/ October | 2016 HERO Forum: <ul style="list-style-type: none"> • Pre-Forum sessions • Pre-Forum Think Tank Wednesday Webinar* : <ul style="list-style-type: none"> • Leigh Stringer, EYP and Phil Williams, Webcor Builders (9.7.16) AJHP Webinar <ul style="list-style-type: none"> • Chris Calitz and Bonnie Spring, Northwestern (9.20.16) |
| November | AJHP Webinar: <ul style="list-style-type: none"> • Neal Sofian, Julia Hu and Dave Bulger, <i>American Journal of Health Promotion</i> |

*Members Only Resource

COMMITTEE WORK IN 2016

- Culture of Health (CoH) Study Committee
 - In 2016, the CoH Study Committee Definitions Workgroup produced a report of the definition for a “culture of health,” as well as key elements that influence and shape a culture of health. The report, “**Defining a Culture of Health: Key Elements that Influence Employee Health and Well-Being,**” can be found on the HERO website.
 - The Research Workgroup continued to refine a manuscript for submission to a peer-reviewed journal reporting on a literature review of the key elements. The final manuscript will be submitted in early 2017.
 - The Values Workgroup began developing case studies demonstrating the value of a culture of health in the workplace. The 11 case studies will be released individually beginning in early 2017.
- Employer-Community Collaboration (ECC) Study Committee
 - In 2016, the ECC Study Committee provided oversight for the successful completion of a grant from Robert Wood Johnson Foundation (RWJF) to develop a website resource with tools to support the business case for employers to invest in the communities where they do business. Healthy Workplaces Healthy Communities (get-HWHC.org) had more than 10,000 visitors in 2016. The website received the **Web Marketing Association’s 2016 WebAward for Non-Profit Standard of Excellence.**
 - In 2016, the ECC Study Committee also provided guidance for a second grant from RWJF to identify the metrics that matter to employers for collaborative health initiatives in a community. The final report was released in March 2016: “**Developing Culture of Health Metrics That Really Matter to Companies and Communities.**”

- Health, Performance and Productivity (HPP) Study Committee
 - In 2016, the HPP Study Committee launched the development of several case studies that profiled employer use of wearable tracking devices as part of comprehensive health and well-being initiatives. The final report will be launched in 2017.
 - In 2016, the HPP Study Committee initiated work on several articles to provide guidance for employers on how to address physical inactivity in the workplace. One article was co-authored by Jack Groppe and Tim Butler to provide guidance to managers on the important role they serve in supporting movement throughout the work day. It was submitted to *Employee Benefit News* for publication in 2017.
- Research Committee
 - In February, the Research Advisory Group (RAG) published its annual **Research Agenda** update.
 - The Research Study Subcommittee (RSS) contributed to 3 HERO Scorecard commentaries, which leverage data from the HERO Scorecard Database. Some highlights:
 - In August, Marquinta Harvey authored a commentary on **Addressing the role of technology to support participation in wellness programs/**
 - In May, Stefan Gingerich authored a commentary on **Examining the use of wellness champion networks to support health and well-being initiatives/**
 - In January, Dr. Tatiana Schnaiden authored a commentary on **Employer use of policies and physical environmental supports to contribute to an organizational culture of health/**

HERO 2016 CV

Industry and Trade Journal Publications

Calitz C and Terry P. An interview with Eduardo Sanchez, MD, MPH, Chief Medical Officer for Prevention, AHA. *American Journal of Health Promotion*. 2016;30(7):580.

Grossmeier J. 6 ways putting health first helps businesses climb higher. *Future of Business and Tech. Media Planet*. September 2016.

Grossmeier J. Linking workplace health promotion best practices and organizational financial performance: Tracking market performance of companies with highest scores on the HERO Scorecard. *Journal of Occupational and Environmental Medicine*. 2016;58(1):16-23.

Grossmeier J. From return on investment to value on investment of workplace health promotion programs. *American Journal of Health Promotion*. 2016; 30(7):574-5.

Masvawure T and Terry P. Conflict, consequences, and the inexorable influence of culture. *American Journal of Health Promotion*. 2016;30(5):403. doi:10.1177/0890117116647702e.

Sofian N, Terry P. The next game changers. Editor's Desk. *American Journal of Health Promotion*. 2016;30(8):657-8.

Terry P. Succession, humility and fidelity to a vision: an interview with Michael P. O'Donnell. Editorial. *American Journal of Health Promotion*. 2016;31(1):6-8.

Terry P. The small workplace culture issue. Editor's Desk. *American Journal of Health Promotion*. 2017;31(1):76-7.

Terry P. The innovation issue. Editor's Desk. *American Journal of Health Promotion*. 2016;30(8):645-6.

Terry P. The role of the AHA in advancing workplace health promotion. Editor's Desk. *American Journal of Health Promotion*. 2016;30(7):563.

Terry P. Incentives and the EEOC issue. Editor's Desk. *American Journal of Health Promotion*. 2016;30(6):475.

Terry P. Agency and accountability. Editor's Desk. *American Journal of Health Promotion*. 2016;30(6):487-8.

Terry P. The global issue. Editor's Desk. *American Journal of Health Promotion*. 2016;30(5):394.

Terry P. An interview with Wolf Kirsten and Bob Karch. *American Journal of Health Promotion*. 2016;30(5):394-403. doi:10.1177/0890117116647702.

Terry P. The food issue. Editor's Desk. *American Journal of Health Promotion*. 2016;30(4):294. doi:10.1177/0890117116639016.

Terry P. An Interview with Dr. David Katz on the "true health initiative." *American Journal of Health Promotion* 2016;30(4):295-6. doi:10.1177/0890117116639016a.

Terry A and Terry P. Could a broader social and educational diagnosis inform fairer food policies? *American Journal of Health Promotion*. 2016;30(4):301-3. doi:10.1177/0890117116639016e.

Terry P. Joint consensus statement: a response to proposed equal employment opportunity commission regulations on employer-sponsored

health, safety, and well-being initiatives. *Journal of Occupational and Environmental Medicine* 2016;58(3):e103-e110.

Terry P. The well-being issue. Editor's Desk. *American Journal of Health Promotion*. 2016;30(3):Jan/Feb Issue, TAHP- 1.

Professional Presentations and Webinars (Listed in chronological order)

Terry P. "Health and Engagement Strategies for Small Employers." Scientific Sessions. The American Heart Association. Panel with Peggy Hannon, UW and Frank LaBiche, Laitram. New Orleans, LA, November 11, 2016.

Terry P. "Innovation and the Evolution of Health Promotion." A Discussion with Neal Sofian, Julia Hu and Dave Bulger. AJHP Author's Series Webinars: *American Journal of Health Promotion*, May/June issue. November, 2016.

Grossmeier J, Kraft H, Noeldner S. "Tracking Workplace Health and Well-being Best Practices Outside of the United States." HERO Forum, Atlanta, GA, September 28, 2016.

Grossmeier J, Lang J, Martin J, Matson Koffman D. "Tailoring Evidence-Based Practices to Fit Your Organization's Culture." HERO Forum, Atlanta, GA, September 27, 2016.

Terry P. "A Framework to Foster Comprehensive Workplace Wellness." A Discussion with Chris Calitz, AHA and Bonnie Spring, Professor Preventive Medicine, Northwestern, AJHP Author's Series Webinars: *American Journal of Health Promotion*, May/June issue. September 20, 2016.

Terry P. "Introducing WikiWIT–The Wellness Incentive Toolkit." A Discussion with Michael O'Donnell, Editor in Chief, AJHP and Jim Pshock. AJHP Author's Series Webinars: American Journal of Health Promotion, August 23, 2016.

Terry P. "Innovations in Incentives and the EEOC/ADA Final Rules." A Discussion with Jim Pshock, Founder and CEO of Bravo, Michael O'Donnell, Editor in Chief, AJHP and Karen Horgan, Co-Founder and CEO, Val Health, AJHP Author's Series Webinars: American Journal of Health Promotion, May/June issue. August 2, 2016.

Grossmeier J. "Key Drivers of Sustainability for Workplace Wellness." National Wellness Conference, St. Paul, MN, June 27, 2016.

Terry P. "Health Scorecards, Leadership and Accountability." 2016 National Healthy Places Summit. Prevention Partners, Brier Creek Country Club, Raleigh, NC, June 14, 2016.

Grossmeier J. "Your Business Case for Linking Wellness to the Bottom Line." Fitbit Captivate, San Francisco, CA, June 8, 2016.

Terry P. "Well-being. Your Journey Has Already Begun." A Discussion with Ashley Brinn Kletke, Senior Manager, Wellbeing, Stryker Instruments. HERO Wednesday Webinar Series. June 8, 2016.

Terry P. "Engaging Employers and Investors in Well-being." Facilitator of an Expert Roundtable, Inaugural Roundtable of the Global Alliance for Healthy Workplaces. Global Centre for Healthy Workplaces. American University, FIESC/SESI, Wash. DC. June 6, 2016.

Terry P. "The Global Issue." A Discussion with Wolf Kirsten and Tsitsi Masvawure, AJHP Author's Series Webinars: American Journal of Health Promotion, May/June issue. May 24, 2016.

Terry P. "What Does a Healthy Workplace Look Like?" Kansas City Worksite Wellness Symposium, Kansas City Heart Association. Kansas City Convention Center, May 10, 2016.

Grossmeier J. "Wellness Program Evaluation Best Practices." WELCOA Certification Course. May 2016.

Grossmeier J. "Linking Health Management Best Practices and Organizational Financial Performance." Art and Science of Health Promotion Conference, Orlando, FL, April 29, 2016.

Grossmeier J, O'Donnell M, Goetzel RZ, Nelson R. "Program Evaluation: Research or Decision Support? Numbers or Stories? ROI or ROAR?" Art and Science of Health Promotion Conference, Orlando, FL, April 27, 2016.

Terry P. "Reflections: What did we learn?" Conference closing brainfest session. 26th Annual Art and Science of Health Promotion Conference. What is the Purpose of Health Promotion? Orlando, FL. April 25-29, 2016.

Terry P. "The Evolution of Wellness" (Panel with Katie White, Jean Abraham and Daniel Maloney) Carlson School of Business, HR Tomorrow Conference, Minneapolis, MN, April 22, 2016.

Grossmeier J. "Workplace Wellness: Demonstrating ROI and VOI." Fitbit Webinar, April 20, 2016.

Terry P. "Eating Well Made Simple." A Discussion with Jason Langheier, M.D, MPH, CEO & Founder, Zipongo. HERO Wednesday Webinar Series. April 13, 2016.

Terry P. "Realizing the Promise and Competitive Advantage of a 'Thriving, Healthy, High-Performing and Sustainable Workplace and Workforce' A Discussion with Dee Edington, PhD, Founder and Chairman, Edington Associates, LLC and Jennifer Pitts, PhD, Chief Strategy Officer, Edington Associates, LLC. HERO Wednesday Webinar Series. March 30, 2016.

Terry P. "The Food Issue." A Discussion with Dr. Kevin Walker, Dr. Richard Scott and Laura Dimler. AJHP Author's Series Webinars: American Journal of Health Promotion, March/April issue. March 29, 2016.

Terry P. "Ohio State: The Healthiest University in the World." A Discussion with Megan Amaya, PhD, Director of Health Promotion & Wellness, The Ohio State University (also joined by Melissa Walters and Stefanie Morrow). HERO Wednesday Webinar Series. March 16, 2016.

Grossmeier J. "The Total Value of Your Wellness Investment." WELCOA Webinar, March 9, 2016.

Grossmeier J. "The Value of Wellness." California Institute of Integral Studies [guest lecture], San Francisco, CA, March 8, 2016.

Terry P. "HERO Health & Well-Being Best Practices Scorecard in Collaboration with Mercer." A Discussion with Steven Noeldner, PhD, Mercer Health & Benefits. HERO Wednesday Webinar Series. February 17, 2016.

Grossmeier J. "Making Meaningful Use of Data from Wearable Devices." American Heart Association Workplace Wellness Forum, Des Peres, MO, February 9, 2016.

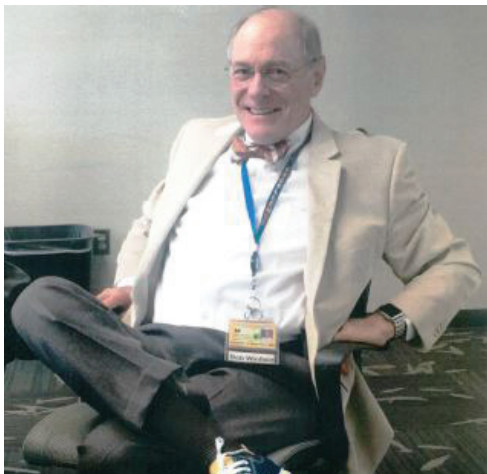
Terry P. "The Well-Being Issue." A Discussion with Dr. Suzy Harrington and Siyan Baxter. AJHP Author's Series Webinars: American Journal of Health Promotion, February 4, 2016.

Terry P. "Sport as a Living Laboratory of High Performance." A Discussion with Dr. Jack Groppel, Co. Founder, Johnson & Johnson Human Performance Institute. HERO Wednesday Webinar Series. February 3, 2016.

Grossmeier J. "Data: Benchmarking Your Program Outcomes." Webinar, Work@Health, January 13, 2016.

2016 DEDICATION IN MEMORIAM TO DR. ROBERT WINFIELD AND BILL BAUN

One of the immeasurable features of interacting with fellow Think Tank members is the way we enter into each other's lives. It starts with the simple sharing of ideas, sometimes leads to professional collaboration and, when we're lucky, often turns into lasting friendships. When we help each other find new meanings in our work, we're also apt to bestow new meaning in our lives. The HERO team is grateful to have had Bob Winfield and Bill Baun touch our lives in so many lovely ways.



Dr. Bob Winfield passed away on October 14, 2016 with his family and friends surrounding him. Bob is remembered as the kind and caring man who loved his family and his work very much. His gentle bedside manner impressed thousands of patients. The difference he made in the lives and health of others is legendary. Many relied on him for care and compassion. At this year's University Summit, we honored Bob with "The Robert Winfield, MD, University of Michigan Keynote Presentation" and will continue to commemorate him at future University Summits.

Bill Baun passed away on November 5, 2016, humming a song with his wife and a close friend. Bill is remembered as a friend, collaborator and authentic leader, having left an indelible mark on the hearts of many but also on the wellness field. He was a founding editor of the *American Journal of Health Promotion* and contributed to some of the earliest studies linking wellness to financial outcomes. HERO recognized Bill's significant positive impact on health and well-being in 2015 with the Bill Whitmer Leadership Award.



Our consolation can be that **Bob and Bill's** lives touched and strengthened ours.

