

# HERO ANNUAL REPORT 2018

Achieving Well-being through  
Collaboration for over Twenty Years



# TABLE OF CONTENTS

**1** | Message From Our Leaders

**2** | Board of Directors & HERO Staff

**3** | Vision, Goals & Research Agenda

**4** | HERO Health and Well-Being Best Practices Scorecard in Collaboration with Mercer©

**5** | Membership Benefits

**6** | HERO Events

**7** | HERO Committees

**8** | Committee Work

**9** | HERO Webinars



**“I COULDN'T BE  
MORE EXCITED  
TO CONTINUE WORKING  
WITH THE EXCEPTIONAL  
TEAM AT HERO AND  
OUR DEDICATED MEMBER  
ORGANIZATIONS AS WE  
COLLECTIVELY WORK TO  
MAKE HEALTH AND  
WELL-BEING A REALITY  
FOR WORKPLACES,  
COMMUNITIES AND  
INDIVIDUALS EVERYWHERE.”**

**—KAREN MOSELEY**

**THE HERO BOARD ELECTED KAREN  
MOSELEY AS HERO PRESIDENT  
EFFECTIVE JAN. 1ST, 2019.**

# 2018 HERO 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/employee leadership



## Dear HERO Members, Stakeholders and Friends,

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 2018 Annual Report of Accomplishments. You will see that our partnerships with HERO members and kindred experts from around the nation have spurred on influential learning events, timely and relevant research results and papers and journal articles that are contributing to new directions for researchers and practitioners working in employee health and well-being. In this report, you will find details about 21 papers we published and the 23 webinars we hosted, many featuring HERO members as our co-authors and presenters. We also share summaries and reviews of our conferences and link you to the Proceedings from our three 2018 Think Tanks and HEROForum18. In reviewing our program agendas, planning teams, faculty and presentation highlights, you'll see the prominent roles HERO members play by sharing their stories and helping to teach other professionals throughout the nation what is possible from well-designed health and well-being initiatives.



HERO's vision is that "all workplaces will positively influence the health and well-being of employees, families and communities." In 2018 our collective influence in improving the profession was exercised



by providing venues for thought leaders to convene, researchers to collaborate, policy advocates to reach consensus and through enabling exemplary companies to present on their innovations and results. HERO's success is closely tied to the energy and passion of our member volunteers and to the charters that our study committees and committee chairs develop. Over 80% of member organizations are engaged in HERO Committees netting out 240 participants over this past year who teamed up to advance our discipline. For example, our Culture of Health committee has now worked for several years at refining a definition, reviewing the literature and, publishing a seminal peer-reviewed article this year in the *American Journal of Health Promotion*. Titled, "Supporting a culture of health in the workplace: A review of evidence-based elements," the committee found that there is good evidence that culture is correlated with health but how little has been published about what it takes to produce a culture of health. We are indebted to librarian support from the Centers for Disease Control and Prevention (CDC) to support this multi-year research effort.

Our committees have increasingly turned to webinars as a way to learn together and tap into national experts. In 2018, we produced a record number of webinars on topics of interest to our members

ranging from resiliency practices and sleep research to perceptions about wellness and improving the employee experience. Many of our webinars are made available to our national audience, but 14 were exclusive committee events. We also encourage members to take advantage of our members-only resource center where you can review an impressive accumulation of these presentations from years past. Some webinar highlights from this year include a discussion with Sam Quinones, best-selling author and LA Times reporter who discussed his book “Dreamland: The True Tale of America’s Opioid Epidemic.” Our Policy Committee continues to review and respond to issues presented by the Equal Employment Opportunity Commission’s (EEOC) regulations. Committee leaders Laurie Whitsel, Jim Pshock and Tami Simon hosted a webinar session on “How Should we Define Voluntariness in Worksite Wellness?” where we featured a presentation from Dr. David Molitor, University of Illinois at Urbana-Champaign, who discussed his group’s randomized controlled trial on the effectiveness of their nascent wellness program. In February 2018, we also learned about “How well states are doing in supporting worksite health promotion” from Siobhahn Gilchrist and her colleagues from the Centers for Disease Control and Prevention (CDC).

We continue to glean important insights about what’s working in our field from the *HERO Health*

*and Well-being Best Practices Scorecard in Collaboration with Mercer*© (HERO Scorecard) and our data continues to show how companies taking a more comprehensive approach with strong leadership, cultural supports and robust evaluations are reporting better outcomes than those, sadly more common, organizations that take a piecemeal approach. What’s more, those companies with formal written plans are also reporting better outcomes. However, our data shows most organizations use scorecards just once or only occasionally, so we completed a marketing initiative that emphasized the importance of repeating the scorecard every year or two to abet strategic planning and continuous quality improvement. In 2018, 1026 companies completed the scorecard and based on our benchmark database from over 1200 total users from years past, we continue to feature research commentaries from HERO members. HERO Scorecard data helped us answer questions about “The Impact of Perceived Effectiveness of HWB Initiatives on Participation, Health and Medical Cost Improvement” and “Leadership Support and the Effectiveness of Wellness Initiatives.” We were pleased to cap off our year with the *2018 HERO Scorecard Progress Report* where five of these commentaries and more analysis can be found. A handy infographic was also created to summarize the report’s findings.

Where the HERO Scorecard supports our goal of “improving evidence-informed best practices in the workplace that advance health and well-being worldwide,” another of our strategic priorities has been to “increase American workplaces’ interest in, capacity for and involvement in community health.” To this end, our Think Tanks in 2018 continued to test boundaries in the profession’s capacity to help solve societally induced maladies. Our March Think Tank was called “*Overdosed. Are we taking in too much?*” and those in attendance will remember the spontaneous pledge participants took to review their organizational readiness for crisis events at their worksite. For those who weren’t able to join us at the wonderful Westin at the Domain in Austin, Texas, we also recorded webinars from the Think Tank that are available in the members-only resource center. These include PowerPoints and discussions on “Pain in America: Why is there an Opioid Epidemic?”, “Social Isolation in America and the Dark Side of Social Media” and “The Employers Role in Pain Management.” Our Summer Think Tank was a fulsome working session on “Developing and Designing an Effective Dashboard Approach” that included discussions about the broader value proposition that companies need to embrace on behalf of the communities they serve. Proceedings from the Summer Think Tank are available in the members-only resource library. Our Fall Think Tank examined “The Intersection of Financial Well-being

and Mental Health” which, of course, led us toward discussions about social determinants of health. Watch for our continued immersion into these community based issues in 2019.

Another of HERO’s long-term goals has been to “increase collaborations and partnerships between and beyond HERO member organizations.” To this end, our HEROForum18, “From the C-Suite to the Shop Floor: Well-being for All,” not only featured our usual litany of best cases in worksite wellness but we also featured leaders from national organizations with missions closely aligned to ours. Judging by our astounding satisfaction ratings (3.57 out of 4), we’re confident our members share our zeal for a broader value proposition that looks to private-public partnerships for advancing health for all. That we gathered in the spectacular Sawgrass Hotel of Ponte Vedra Beach also may have aided with our aim to impress our conference participants. Our research and writing has also been steeped in collaboration. As co-editor for the *American Journal of Health Promotion’s* “The Art of Health Promotion” section, Dr. Jessica Grossmeier, HERO’s VP of Research has tapped HERO members and other national experts for special issues on “worksite health sub-cultures” and “built environments” that improve employee health and performance. Grossmeier caps an ambitious research and writing year with a special issue on fitness at work. The article,

“Assessing physical activity, sedentary behavior, and cardiorespiratory fitness in worksite health promotion,” is a collaboration led by HERO Board Member Laurie Whitsel along with other HERO experts such as Chris Calitz, Jim Pshock, HERO Board Member Nico Pronk and others.

HERO has led in the movement from wellness to well-being, and this year in review makes it easy to observe how eager worksite health promotion professionals are to mobilize their expertise to build strategies to solve for issues of despair such as addiction, depression, violence in the workplace, suicide and other mental health problems. HERO’s partnerships goal has also been advanced through our advisory role for the “Health as a Business Imperative” program led by the Harvard Business School and the T.H. Chan Harvard School of Public Health with funding from the Robert Wood Johnson Foundation. The program has garnered impressive participation from the private sector in working on frameworks that ratify the business case for community health engagement, and we have been able to share learnings from HERO’s Healthy Workplaces/Healthy Communities Committee. Similarly, the HERO team has pitched in to support the work of the Institute of Medicine’s “Employer Coalition for Community Health,” the American Heart Association and their “CEO Roundtable,” the CDC’s

Workplace Health Resource Center and the Institute for Healthcare Improvement (IHI) and their 100 Million Healthier Lives (100MLives) initiative.

Notable staff changes occurred in 2018. We celebrated the contributions from Marlene Abels who retired earlier in the year. As our membership manager, Marlene built a solid foundation for member engagement over her 5+ years at HERO. Our administrative assistant also departed for an opportunity she couldn’t refuse, and many members have already had the chance to meet and benefit from the wonderful expertise of Ariane Mistral who brings excellent meeting management and membership organization experience and a passion for service to our team.

Dr. Mary Imboden is our new membership manager and her Ph.D. in human bioenergetics from Ball State University also equips her to partner with Dr. Grossmeier as a research associate. Mary shares Ariane’s passion for service and Jessica’s drive for discovery so we couldn’t be more thankful for her unique expertise and research acumen. Mary has already contributed impressively to the growth of HERO’s scholarly output as she presented the results of her research on “The influence of short-term changes in cardiorespiratory fitness following an exercise training program on mortality risk” at this



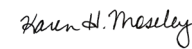
year's *American Heart Association* conference. This study is also currently in press by the *Mayo Clinic Proceedings* Journal.

At this year's end, members were sent the exciting news that Karen Moseley will be taking over in 2019 as HERO's next president. This follows on a year-long succession planning process by HERO's Board of Directors. While an external national search was considered, the Board unanimously voted in Karen based on her exemplary leadership skills, her passionate advocacy for HERO's mission, the important continuity she offers to HERO members and partners and her proven experience leading HERO operations and education programs. Paul Terry will stay on as a senior fellow supporting Karen and her team in educational program development.

In keeping with a Kaizen philosophy, and with the solid leadership team that Karen will lead, our goal moving into 2019 is to keep getting better and better at supporting our members and achieving our strategic goals. When we provide our new member orientation sessions, we enthuse about the many ways HERO helps members learn, connect and engage professionally and we also emphasize how HERO affords our members opportunities to lead our profession and bring new ideas and refinements to the field. And in keeping with HERO's goal of increasing national partnership and collaboration,

plans are well underway for HEROForum19 scheduled for September 10-12th at the Portland Marriot Downtown Waterfront, Portland, Oregon. Our 2019 theme is "Thriving Organizations: Achieving Well-being through Collaboration." You can expect to learn about the best examples in the land of organizations breaking through silos, working across disciplines, building private-public partnerships and improving health and well-being through team work. .

With gratitude for all of our HERO friends and partners. We look forward to seeing you again soon!



Karen Moseley, President (2018 Vice President of Education and Director of Operations), HERO



Paul E. Terry, Ph.D., Senior Fellow (2018 President & CEO), HERO



Seth Serxner, Ph.D., Board Chair, HERO  
Chief Health Officer, Senior Vice President of Population Health  
OptumHealth

**Read on for the full 2018 Annual Report of Accomplishments.**



### 2018 HERO Board of Directors

Seth Serxner, Optum  
Marleece Barber, Lockheed Martin  
Josh Glynn, Google  
Ron Goetzel, IBM Watson Health and Johns  
Hopkins Bloomberg School of Public Health  
Nico Pronk, HealthPartners  
Betty-Jo Saenz, DHL  
David Schweppe, Kaiser Permanente  
Anita Shaughnessy, Wells Fargo  
Dexter Shurney, Zipongo  
Tami Simon, Segal  
Paul Terry, HERO  
Joni Troester, University of Iowa  
Laurie Whitsel, American Heart Association  
Sue Willette, Consortium Health Plans  
Lilly Wyttenbach, JPMorgan Chase

### 2018 HERO Staff

Paul Terry, Senior Fellow (2018 President & CEO)  
Karen Moseley, President (2018 Vice President of  
Education and Director of Operations)  
Jessica Grossmeier, Vice President of Research  
Mary Imboden, Membership Manager and  
Research Associate  
Pat Rohner, Director of Marketing  
Emily Wolfe, Committee Project Manager  
Ariane Mistral, Project Coordinator

Thank you to our consultants: Barb Tabor, public  
relations; Jeanne Mettner, editorial; Jessica  
Johannes, graphic design; Patti Weber,  
webinars; Creature Works, web design

# HERO'S VISION, GOALS AND RESEARCH AGENDA

This 2018 Annual Report of Accomplishments details how we advance best practices in workplace health promotion, advocate for improvements in organizational and public policies 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 describe activities in research, education and outreach designed to advance our strategic goals. Here is a graphical summary of our 5-Year Strategic Plan (2016-2020), goals and research agenda.

<b>VISION</b>	<b>All workplaces will positively influence the health and well-being of employees, families, and communities</b>		
<b>PURPOSE</b>	<b>Advancing health, well-being and performance through employer/employee leadership</b>		
<b>GOALS</b>	<p><b>Increase Collaboration</b> Build partnerships with organizations who are also leading in the advancement of employee health. Sustain HERO's smart growth and high participation/satisfaction in HERO Think Tank and Forum activities. Partner to disseminate and advance adoption.</p>	<p><b>Advance Best Practices</b> Disseminate evidence informed best practices in the workplace that improve health and well-being. Publish research and consensus papers as well as translate research into practical guidance and tools. Increase research in individual level satisfaction with wellness programs.</p>	<p><b>Promote Well-being</b> 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</p>
<b>RESEARCH PRIORITIES</b>	<p><b>Culture of Health</b> 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.</p>	<p><b>Sustainability</b> 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.</p>	<p><b>Workforce Performance</b> Identifying health and well-being (HWB) best practices and demonstrating the relationships between workforce HWB efforts, strategic business performance objectives, and individual employee performance.</p>
<b>THEMES</b>	<p>Engagement Equity Leadership Support Psychological Safety/Trust</p>	<p>Healthy Workplaces &amp; Communities Measurement &amp; Evaluation Social Determinants of Health</p>	<p>Best Practices Incentives Mental Well-Being Physical Activity</p>
<b>VALUES</b>	<b>We Lead Through Collaboration</b>	<b>We Pursue Excellence</b>	<b>We Act with Integrity</b>

# ACTIVITIES TO ADVANCE RESEARCH AGENDA

<p><b>RESEARCH PRIORITIES</b></p>	<p><b>Culture of Health</b> 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.</p>	<p><b>Sustainability</b> 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.</p>	<p><b>Workforce Performance</b> Identifying health and well-being (HWB) best practices and demonstrating the relationships between workforce HWB efforts, strategic business performance objectives, and individual employee performance.</p>
<p><b>2016 - 2018 ACTIVITIES</b></p>	<ol style="list-style-type: none"> <li>1. Culture of Health Committee</li> <li>2. Culture of Health Definitions &amp; Elements</li> <li>3. Review of Published Research (AJHP)</li> <li>4. Culture of Health Case Studies</li> <li>5. Engagement Committee</li> <li>6. Culture of Health issue of TAHP</li> <li>7. Think Tanks &amp; Webinars on culture</li> </ol>	<ol style="list-style-type: none"> <li>1. HWHC Study Committee</li> <li>2. HWHC Website (get-HWHC.org)</li> <li>3. Sustainability Issue of TAHP</li> <li>4. Business Case for Corporate Investment in Community Health (JOEM)</li> <li>5. Built Environment Issue of TAHP</li> </ol>	<ol style="list-style-type: none"> <li>1. Workplace Performance Committee</li> <li>2. HERO Scorecard Stock Performance Study (JOEM)</li> <li>3. International HERO Scorecard</li> <li>4. Physical Activity Resources</li> <li>5. Mental Well-being Webinars</li> <li>6. Think Tanks on mental well-being</li> </ol>
<p><b>WORK IN PROGRESS</b></p>	<ol style="list-style-type: none"> <li>1. Culture of Health Study Committee</li> <li>2. Culture of Health Case Studies</li> <li>3. Culture Case Study Analysis</li> <li>4. Engagement Study Committee</li> <li>5. Engagement Definitions/Measures</li> <li>6. Engagement Influencers/Outcomes</li> </ol>	<ol style="list-style-type: none"> <li>1. Dashboard Project</li> <li>2. HWHC Study Committee</li> <li>3. HWHC Case Studies</li> <li>4. Social Determinants of Health White Paper</li> </ol>	<ol style="list-style-type: none"> <li>1. Incentives Research Study</li> <li>2. HERO Scorecard Research Study</li> <li>3. Physical Activity Consensus Papers</li> <li>4. Mental Well-being Case Studies</li> <li>5. Workplace Performance Study Committee</li> <li>6. Policy Committee</li> </ol>

<p><b>ACTIVITIES</b></p>	<p><b>Education</b></p>	<p><b>Measurement</b></p>	<p><b>Research/Studies</b></p>
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## 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. 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 Health and Well-Being Best Practices Scorecard in Collaboration with Mercer®, 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.

# HERO HEALTH & WELL-BEING BEST PRACTICES SCORECARD IN COLLABORATION WITH MERCER



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0:18 / 3:04

**WHAT IS THE HERO HEALTH AND WELL-BEING BEST PRACTICES SCORECARD?**

**FREE, WEB-BASED ASSESSMENT OF WORKPLACE WELL-BEING CULTURE**

**PROVIDES INFORMATION THAT CAN HELP REDUCE TURNOVER, IMPROVE FINANCIAL PERFORMANCE**

**HELPS EMPLOYERS EVALUATE THEIR AND LEARN ABOUT BEST PRACTICES**



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 (HWB) best practices. The HERO Scorecard is a free web-based tool available via the HERO website. When employers submit their responses to the online system, they immediately receive a return email containing a free report that includes an overall score and a score for each of the six sections compared with national average scores. The sections represent the foundational components that support exemplary HWB programs. While no inventory of best practices will include all innovative approaches, the HERO Scorecard uses those most commonly recognized as drivers of successful programs among industry thought leaders and in published research.

Ongoing data analysis from the database provides unique insights about organizational use of HWB practices, associations between the six measured domains in the HERO Scorecard, and their relationship with self-reported outcomes. These analyses serve as a foundation for future research because they inform the development of new research questions and identify areas of promising practices that can be systematically tested and validated against other databases. These analyses also support the internal validity of the HERO

Scorecard, which may pave the way for more rigorous validation research.

Each quarter, HERO members and other collaborators work with HERO staff to author HERO Scorecard Commentaries, which are embedded in quarterly HERO Scorecard Benchmark Reports and posted to the HERO Blog. HERO published 5 [commentaries](#) in 2018 including:

- Alex Boucher from Mercer authored an International Benchmark Report commentary on *Focus on Canada*
- Mary Imboden from HERO authored a commentary on *The Impact of Perceived Effectiveness of HWB Initiatives on Participation, Health and Medical Cost Improvement*
- Xiaohui (Sherry) Tang from Baylor College authored a commentary on *Lifestyle Management Services Associated with Employee Health Risk and Medical Costs*
- Octavia Zahrt from Stanford University authored a commentary on *Leadership Support and the Effectiveness of Wellness Initiatives*
- Laura Hamill from Limeade authored a commentary on *Organizational Support for Well-being: Senior Leadership and Managerial Support Required*

In 2018 HERO released the [2018 HERO Scorecard Progress Report](#), which compiles quarterly

insights based on data analysis from the HERO Scorecard Benchmark Database. A [news release](#) and [infographic](#) were developed to help promote awareness of the new report.

Organizations that serve the wellness industry and wish to leverage the HERO Scorecard to support strategic planning and ongoing improvements to client wellness initiatives can become a [HERO Scorecard Preferred Provider](#). This group convened via webinar 4 times in 2018 to learn about updates and new resources available to support them in their use of the HERO Scorecard with their clients. They also engaged in discussions about findings from the HERO Scorecard Commentaries and identified new strategies for supporting their clients in using the HERO Scorecard. In response to requests from Preferred Providers for more resources, HERO developed a quarterly series of tools just for Preferred Providers to use with their clients to promote use of the HERO Scorecard. Each quarter, HERO provided six types of updated tools including newsletter content, email content, blog content, research and statistical content, social media content, and graphical social media images. The final set of tools also included images from the infographic developed based on the 2018 HERO Scorecard Progress Report.

HERO also partnered with Preferred Providers to develop and execute four targeted email

campaigns in 2018. Each campaign focused on a different set of employers including:

- HERO members that had not completed a HERO Scorecard
- Employers that completed US HERO Scorecard V4 but had not repeated completion within 12 months
- Employers that completed US HERO Scorecard V3 but had not completed V4
- Employers in HERO's general interest contact database that had never completed the HERO Scorecard and were not on any of the previous targeted communications lists

Preferred Providers were provided with email message content and encouraged to use it to communicate with clients on the targeted contact list so they could encourage employers to complete the Scorecard using the Preferred Provider custom link.

These activities helped to promote increased use of the HERO Scorecard in 2018 and will fuel new research and benchmarking capabilities in the year ahead.

HERO collaborated with Mercer to release the first HERO International Scorecard Benchmark Report in 2018 and new benchmarks were created for Argentina, Brazil, and Canada.



# MEMBERSHIP BENEFITS



# “MEMBERSHIP IN HERO PUTS US AT THE EPICENTER OF A DYNAMIC, EVOLUTIONARY PROCESS THAT ENHANCES OUR SOPHISTICATED AND CREDIBILITY.”

—HERO MEMBER

Your membership in HERO puts you at the center of an evolving, dynamic profession. Together we drive continuous improvements in workplace health so that our results grow in impact and our profession grows in influence.

HERO membership allows organizations to:

- Provide leadership and direction for a Think Tank, one which 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 peer-reviewed 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.](#)

A detailed document that includes all of the analyses and related reports that went into these plans is available in our HERO Resource Center under recent library documents.

Discussing HERO’s vision is one of Mary’s favorite topics so feel free to call her at 952.300.6660 or email her at [mary.imboden@hero-health.org](mailto:mary.imboden@hero-health.org).

# 2018 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 5 events in 2018:**

**Winter Think Tank**

*“Overdosed: Are we taking in too much? Are opioids, new media, echo chambers and the disaffected workforce interconnected?”*

March 1 – March 2, 2018 • Austin, TX

**WHAT?** Chronic pain syndrome has long been understood to relate to profound interactions between physical, psychological and emotional factors. 2017’s increase in drug overdose deaths was the largest ever recorded of any mortality statistic in history and in 2018 was the leading cause of death in America for people under 50. The opioid epidemic is undoubtedly entangled in complex social, cultural, economic and medical policy issues. Our work and our workplaces can either mitigate or exacerbate societal ills.

**WHY?** This HERO Think Tank was dedicated to examining how employers can effectively respond to one of the most disturbing health, well-being and productivity threats of our time. Many consider there to be compelling associations between the growing “disaffected” in communities and

dysfunctional pain management. Others also see overdoses as a symptom of disruptions in clinical and pharmacological disease management practices. Education, culture change, health policy advocacy, employee benefits design and benefits administration are all candidates for reform if we are to devise serious answers to questions about what is producing such untold suffering. Our goal was to equip HERO members with a deeper understanding of the root causes of the opioid epidemic and to accelerate strategic planning that integrates pain management and prevention solutions with their overall health and well-being initiatives. In particular, we focused on supportive relationships at work and destigmatizing mental health issues. And we asked whether online tools and apps are a part of the solution for bringing people together, or paradoxically, may well be impeding empathy, understanding and companionate love in the workplace.

**HOW?** First, we examined best practices in pain management with an emphasis on holistic approaches to ameliorating chronic pain. Drawing on insights from invited subject matter experts, we

learned about therapeutic regimens shown to have the greatest success in addressing the multi-faceted physical, social and psychological precursors to chronic pain. Building on these learnings, in the second half of our Think Tank we examined the use of new media and how hyper-connectivity is affecting relationships. We reviewed innovations in web-based well-being interventions and discussed whether the 24/7 digital drag can be re-deployed to elevate trust, gratitude and authentic connectivity at work and in our communities.

### ***Issue One: Pain in America: Why is there an Opioid Epidemic?***

*Robert Kerns, PhD, Professor of Psychiatry, Neurology, and Psychology, Yale University; Una Makris, MD, Assistant Professor, UT Southwestern Medical Center; REACTOR Panel: Sarah Hodge, MPH, Senior Research Analyst, NORC; Ben Miller, PsyD, Chief Policy Officer, Well Being Trust; David Lee, MD, Chief Medical/Operations Director, OhioHealth Employer Services.*

### ***Issue Two: Pain, social isolation in America and the dark side of social media***

*Allye Doorey, Brand Management, The Richards Group; REACTOR Panel: Eric Foster, Director of Benefits, Lowe's Companies Inc.; Joni Troester, MBA, Assistant Vice President, Human Resources, Benefits, Total Rewards, University of Iowa.*

### ***Issue Three: The Employer's Role in Pain Management: Measurement and best practices for dealing with suffering, hyper-engagement and overdoses of work, media and connectivity***

*Pamela Corson, PhD, Vice President, Health & Wellness, Prudential; Andy Crighton, MD, VP and Chief Medical Officer, Prudential Financial. APA Award Winner for a Psychologically Healthy Workplace; REACTOR Panel: Mary Kay O'Neill, MD, Senior Clinical Advisor, Mercer; Linda Yoo, MFT, Head of Global Mental Well-Being & Workplace Effectiveness, Johnson & Johnson.*

## **Summer Think Tank**

### ***“Developing Dashboards to Engage Leaders at All Levels”***

June 19, 2018 • Edina, MN

Leadership support is essential for sustainable, effective health and well-being initiatives and sharing program evaluation and performance data is one strategy for building leadership support. But how do you effectively translate program evaluation data into a meaningful story of value for stakeholders at all levels of the organization? This HERO members' gathering--including top thought leaders, industry innovators, and experienced managers from best practice companies--featured an intimate, small

group format to discuss emerging research and inform HERO's research agenda.

### ***Developing and Designing an Effective Dashboard Approach***

*Wendy Lynch, PhD, Founder, Lynch Consulting Ltd; Bridget Neurer, Senior Vice President, Aon; Brad Smith, PhD, Vice President Reporting and Analytics, meQuilibrium; Shelly Wolff, MBA, Health & Workforce Effectiveness Leader, Willis Towers Watson.*

### ***Employer Case Studies: Getting to What Matters with Meaningful Use of Data***

*Waleed Bahouth, JD, Director of Associate Well-being, Humana; Robert Carr, MD, MPH, President, American College of Preventive Medicine; Laura Ellison, MBA, Senior Manager of Benefits, ADT; Keith Winick, MA, Director of Health and Wellness & Analytics, Prudential Financial.*

### ***Measurement Resources from 100MLives***

*Soma Stout, MD, MS, Executive Lead, 100 Million Healthier Lives & Vice President, Institute for Healthcare Improvement.*

### ***Dashboard Discussion Roundtables***

*Tracy Bade, MPH, Population Health Leader, Target; Dina Fonzone, MBA, MAEd, Vice President, Health Risk Management, Scott Insurance; Stefan Gingerich,*

*MS, Senior Research Analyst, StayWell; Jill Hamilton, MEd, HealthWorks Manager, Hennepin County; Kristi Rahrig Jenkins, PhD, MPH, Research Program Manager, University of Michigan; Mary Kruse, MS, President and CEO, HealthSource Solutions, LLC; Justin Schaneman, MS, Vice President of Data Analytics, HCMS Group; Christopher Thomas, MS, Senior Manager, Pacific Gas and Electric Company.*

### **Fall Think Tank**

#### ***“The Intersection of Financial Well-being and Mental Health”***

October 1, 2018 • Ponte Vedra Beach, FL

Supporting financial well-being is one of the most often cited examples of a fresh, fulsome commitment to employee well-being. Ironically, given our full employment economy, the need for teaching about financial health has never been more urgent. The MetLife Employee Benefit Trends Survey shows that 46% of employees “feel overwhelmed by financial decisions.” What’s more, over half of employees worry about their financial future. Still, is teaching about budgeting and the importance of savings enough to fundamentally alter employee mental, spiritual and physical health? A financial reality that went viral in the media was a finding that it would be difficult for nearly half of Americans to muster up \$400 in the event of an emergency. *The Atlantic*

magazine article that set off the national discussion about the dearth of savings was titled, “The Secret Shame of Middle-Class Americans.”

Living in shame is undoubtedly an emotional stressor, but it is likely just a preamble to deeper mental health threats. Other research shows that where 41% of employees who are financially comfortable still show at least one sign of poor mental health, 67% of those in financial difficulty also have mental health problems. A study by Willis Towers Watson affirms that such difficulties translate to more absence and productivity losses with financial issues driving stress such that it impedes employees’ ability to concentrate on their jobs. Yet, given engagement in wellness programs has been low in many companies, the survey authors note that employers are cautious about investing in financial well-being programs. Purchasers of such services are seeking a clearer understanding of “the pockets” of employees who can benefit most and how interventions can be tailored to ensure a return on investment.

Informal interviews with HERO members and study committees over the past months show that worksite health promotion leaders fully appreciate the profound intersection between financial well-being and mental health. Nevertheless, we are at the nascent stages of an inclusive approach that treats

this busy intersection as a place where strategic planning, data collection and program evaluation should reside. In this HERO Think Tank, we cross-walked carefully through this perilous intersection, and in our usual Hegelian dialectic fashion we conjured and debated various theses and antitheses relating to money and emotions. We asked how financial well-being initiatives can be tailored to address the famine of savings in America as well as confront the mental strain that is eroding American resiliency and productivity. Most decidedly, we structured this half day to equip HERO members with ideas and actionable approaches to walking into this intersection with confidence and with eyes wide open about the grand possibilities on the other side.

### ***Examining the Intersection of Financial Well-being and Mental Health***

*Shelly Wolff, Health and Workforce Effectiveness Leader, Willis Towers Watson, Health and Benefits; Shawn Kneipp, PhD, ANP-BC, APHN-BC, FAANP, The University of North Carolina at Chapel Hill School of Nursing; Ruth Weirich, National Consultant, aha! Process Inc., Author of Workplace Stability.*

### ***PANEL: What Employers Can Do to Tailor Financial Well-Being Initiatives***

*Terri Flint, Director of Employee Health Services and the Employee Assistance Program, Intermountain*

Healthcare; Alok Deshpande, President, Smartpath Financial Services (Partner with Emory University Financial Wellness Program); Aimee Dodson, Thrive Director, Movement Mortgage Company.

***DINNER KEYNOTE: “Stronger than Addiction: What Employers Can Do”***

Gary Mendell, Founder, Chairman and CEO, Shatterproof.

**HEROForum18 Pre-Conference Summits**

***“The Intersection of Financial Well-being and Mental Health”***

October 1, 2018 • Ponte Vedra Beach, FL

***Healthcare Summit: “What Do Consumers Really Want? Health System Transformation in the Era of Consumerism”***

Tim Butler, MS, Sr. Wellness Program Management Consultant, SelectHealth/Intermountain Healthcare; Stephen Doyle, MS, MBA, Sr. Director, Strategic Health Management Solutions, UPMC Health Plan; Rachel S. Brown, MD, Medical Director of Health and Wellness & Family Physician, Palmetto Health; Ellen Beckjord, PhD, MPH, Associate Vice President of Population Health and Clinical Affairs, UPMC Health Plan; Robert J. Krzys, JD, Principal, Strategic Health Solutions; Karen Possidente-Leibiger, MBA, Vice President, Care Management Solutions; Kaisa

Wieneke, MPH, Assistant Director of Employee Well-Being, Mayo Clinic; Elena Valentine, CEO & Co-founder, Skill Scout; Cristin Cooney, MEd, MS, MCHES, Director, Occupational Health Services & Team Member Wellness, Atlantic Health System.

***University Summit: “Community Building: A Pathway to a Thriving University.”***

Patricia Benson, MEd, Director, Get Healthy Now, University of Louisville; Karen Schmidt, MPH, Director, MHealthy, University of Michigan Health & Well-Being Services; Megan Hammes, MS, MCHES, Wellness Manager, University of Iowa; Sara Johnson, PhD, Co-President and CEO, Pro-Change Behavior Systems, Inc.; Brita Roy, MD, MPH, MHS, Assistant Professor of Medicine & Director of Population Health, Yale School of Medicine; Patricia Purpur de Vries, MS, Director of Strategic Projects, Stanford Medicine WellMD Center, Stanford University; Nance Lucas, PhD, Executive Director, Center for the Advancement of Well-Being; Associate Professor, School of Integrative Studies, George Mason University; Joni Troester, MBA, CEBS, SPHR, Assistant Vice President, Total Rewards, The University of Iowa; Anna Threadcraft, UAB Employee Wellness Director, The University of Alabama at Birmingham; Jessica Grossmeier, PhD, Vice President of Research, HERO; Philip Swayze, MS, CWPD, Director of Health & Performance, HUB International New England,



LLC; Jack Curtis, CEO, Corporate Health Partners;  
Kristi Rahrig-Jenkins, PhD, MPH, Research Program  
Manager, University of Michigan.

## **HEROForum18**

### ***“From the C-Suite to the Shop Floor: Well-Being for All”***

October 2 – October 4, 2018 • Ponte Vedra Beach, FL

The aims of the C-Suite and the shop floor need to be aligned and congruent; health improvement has always required interconnectivity between the organization and its subgroups and individuals. But here’s the big audacious challenge: Health risks and related costs have not abated, and the pathways between well-being and business performance are still being forged in both science and practice. As HEROForum17 demonstrated so powerfully, socio-ecological models for health and the influence of the built environment, families, and communities are vitally linked. At HEROForum18, we were dedicated to elevating the conversation in worksite health promotion by bringing new thinking, open and honest disciplined reflection and, as always, innovative new strategies and tools to make well-being possible for all.

As Paul Terry said in his opening remarks to kick off the Forum, our learning events are designed to do

nothing less than change the direction of our field. A dramatic proclamation? For sure! Our journey, as a profession, should hold drama because continuous change will always evoke questions and predictions about what will happen next as we explore new frontiers together. Terry likened our journey as professionals to the 270-mile thru-hike of the Superior Hiking Trail he did in May 2018. Arduous but gratifying, hiking is a ready analogy for our important work in advancing best practices in support of health and well-being. He asked how we determine how long we should stay on the path we have been most recently exploring. What’s more, how and when do we decide it is time to forge new trails? There are countless ways to rise to our next challenges, but two that we focus on at Forum are to expose you to pioneers and visionaries alike.

### **Pioneers and Visionaries at Forum18**

Pioneers are those who have done the hard work of discovery, including hitting some dead ends, so that we can follow the surest path. In keeping with our Forum18 theme, “From the C-Suite to the Shop Floor: Well-being for All,” presenters shared compelling results from efforts to build inclusiveness and equity into their company initiatives and research methods. For example, our employer panelists offered inspiring examples from LabCorp, Lockheed Martin and DHL that demonstrated how engaging

shop floor employees most often starts with leaders making time to gain an intimate understanding of the daily work of their lowest paid colleagues. Similarly, other keynote speakers featured stories and studies of worksite wellness initiatives that emphasized how inclusiveness and sensitivity to a diversity of employee needs and values are a vital antecedent to improving health at the population level. In the many breakout sessions featured in Forum18, practitioners are testing what is working best in both workplace and community settings relative to engaging different population segments. As importantly, they shared stories about what approaches are proving to be a detour, or even a dead end, in advancing a culture of health.

Visionaries are those who bear witness to the vagaries and risks of the path we're on and challenge us to consider an altogether different route, albeit one full of uncertainty and untold risks. As has been our tradition at Forum, we again hosted a research update panel and this year we asked the question: "When workplace health promotion programs work, and when they don't, what makes the difference?" We learned that a small dose, short-term intervention spread across thousands of employees significantly improved morale but didn't improve health at the population level. We also learned about other organizations that have

long abandoned an approach that focuses on mass screenings followed by elective educational classes. Instead, they are studying social determinants of health and are exploring new routes to health for all. We continue to learn that tailoring interventions based on interests, building a serious investment in culture and making the hard choices about policies are a prerequisite to the effective advancement of health and well-being for all.

The HERO team is grateful for our tremendous keynoters, faculty and the many planning committee members and friends of HERO who made HEROForum18 such a rousing success. We are indebted to our partnership with the American Heart Association and the Robert Wood Johnson Foundation for their support in making the [Proceedings](#) from Forum18 available to all. Finally, we could not have achieved the quality of Forum18 without the amity and financial support of our sponsors. Thank you.

# 2018 FORUM SPONSORS

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## ASSOCIATES

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# 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
- Research Advisory Group: Chair – Seth Serxner, PhD, MPH, Optum
- Research Study Subcommittee: Co-chairs – Kristi Rahrig Jenkins, PhD, MPH, University of Michigan; Colleen Saringer, PhD, Alliant Clinical and Wellness Team
- Awards Committee: Chair – Philip Swayze, MS, HUB International New England, LLC
- Education Committee: Chair – David Ballard, PhD, American Psychological Association

- New Member Committee: Chair – Greg Howe, MS, Lincoln Industries
- Policy Committee: Chair – Laurie Whitsel, PhD, American Heart Association
- Public Relations Committee: Chair – Barb Tabor, APR, taborPR

### **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 (CoH): Co-chairs – Stewart Sill, MS, IBM Watson Health; Kathy Webb, Limeade
- Healthy Workplaces Healthy Communities (HWHC): Co-chairs – Colleen Faltus, MS, CWWS, CPT, StayWell; Jen Wright, MPH, South Carolina Hospital Association
- Engagement (ENG): Co-chairs – Megan Amaya, PhD, The Ohio State University; Bruce Sherman, MD, Conduent
- Workplace Performance (WP): Co-chairs – Jack Groppe, PhD, Johnson & Johnson Human Performance Institute; Shelly Wolff, MS, MBA, Willis Towers Watson

## 2018 COMMITTEE WORK

### **Culture of Health (CoH) Study Committee:**

- The CoH Values Workgroup continued authoring employer case studies demonstrating the value of a culture of health in the workplace. Two case studies are currently in the final stages and are slated for publication to the HERO website in January 2019. There are currently an additional eight case studies published on the HERO website.
- A CoH Case Study Evaluation (CSE) Workgroup was formed with the goal of highlighting the top five most commonly represented CoH elements across employer case studies, evidence to support these elements as promoting a CoH, and implications for employers. A summary report of findings is underway and scheduled for publication on the HERO website by late summer 2019.
- The Art and Science of Health Promotion 2019 Conference accepted a presentation proposal by the CoH committee for a panel discussion titled "Creating Healthy Cultures Takes Work: Case Studies, Evidence & Real-World Implications for the Workplace."

### **Healthy Workplaces Healthy Communities Committee (HWHC):**

- The HWHC Study Committee was refreshed for 2018 and had previously been titled the Employer Community Collaboration Committee. Although the mission and focus remain the same, HWHC revised its charter and identified new deliverables, to include exploring and documenting the many reasons why employers may want to play active roles in community health initiatives.
- After providing oversight for the successful completion of a grant from Robert Wood Johnson Foundation (RWJF) to develop the website, Healthy Workplaces Healthy Communities ([get-HWHC.org](http://get-HWHC.org)), HWHC continues to receive consistent traffic and HWHC is developing a new process to keep the website updated with exemplary employer case studies and current news for 2019.
- HWHC formed two new workgroups: the Social Determinants of Health Workgroup (SDoH) and the HWHC Case Study Workgroup (HWHC-CS).
  - The SDoH Workgroup is in the process of drafting a white paper highlighting the business case for exploring SDoH in the workplace and implications for employers.
  - The HWHC-CS Workgroup created a new employer case study template to highlight stories

of businesses, corporations, healthcare systems and coalitions engaged in community health and well-being initiatives on the get-HWHC.org website. A call for submissions is scheduled to begin in early 2019.

- HWHC submitted comments to the CDC's opening of a docket to obtain feedback on an upcoming Surgeon General's document, Call to Action with a working title "Community Health and Prosperity."

- 2018 Committee-hosted webinars included:
  - "Addressing Workplace Violence and Opioid Abuse at Intermountain Healthcare" with Dr. Terri Flint and Lisa Nichols.
  - "Improving Population Health and Well-Being in the Central Southern Tier" with Dr. James Schuppert (Corning) and Melissa Wendland (Common Ground Health).

#### **Workplace Performance (WP) Study Committee:**

- The WP Study Committee was recently refreshed and created a new charter, exploring the relationships between employee mental well-being and workplace performance. The WP Study Committee formed a Mental Well-being Workgroup charged with developing a working definition of mental well-being with the following mission statement: "HERO has recently shifted its focus from 'employee health

management' and 'health promotion' to 'health and well-being'. To help reinforce this shift and underscore the critical importance of behavioral health and emotional well-being, the Mental Well-Being Workgroup will focus on how this construct influences every facet of 'traditional well-being' (social, physical, financial, community and purpose) and its influence on workplace performance."

- The Mental Well-Being Workgroup developed an evaluation tool to be used when reviewing over 40 case studies identified from around the world, highlighting best practices and bright spots of workplace mental well-being initiatives. A summary of findings will be developed in 2019.
- 2018 Committee-hosted webinars included:
  - "Shared Responsibility for Resilience: Uncovering the Factors" with Dr. Siddharth Shah (Greenleaf Integrative).
  - "Leveraging the Power of Your Brand to Unleash Engagement in Wellbeing" with Tina Marshall (T-Mobile).
  - "Addressing Workplace Violence and Opioid Abuse at Intermountain Healthcare" with Dr. Terri Flint and Lisa Nichols (Intermountain Healthcare).
  - "Artificial Intelligence Mental Health Support" with Michiel Rauws (X2AI).
  - "Experience Happiness" with Nancy O'Brien (Experience Happiness).

### **Engagement Study Committee:**

- Recently, the Engagement Environmental Scan Workgroup identified and reviewed 222 published articles as part of an environmental scan exploring research around organizational success, business outcomes and engagement with employee health and well-being, employee engagement in health and well-being, and employee engagement in organizational success and business outcomes. From this scan the workgroup identified both commonly used and unique definitions for the three areas of engagement in addition to common metrics. A summary report of definitions and metrics is currently being written and will be made available in early 2019. It became apparent during the scan that of the three areas of engagement reviewed, employee engagement in their own health and well-being had a dearth of research. The full Engagement Committee voted to take a deeper dive into articles related to this area of engagement with a key focus on influencers and outcomes associated with employee engagement in personal HWB. A full review of such articles has begun, and a summary report of findings and implications for employers will be provided for HERO members in 2019.
- 2018 Committee-hosted webinars:
  - "Proving the ROI and Productivity Gains of an

Employee Sleep Wellness Program" with Dr. Dominic Munafo (Optisom).

### **HERO Research Committee:**

- Members of the Research Committee convened in February to discuss emerging research and develop a framework to promote critical review of published research studies about the effectiveness of health and well-being initiatives. This conversation and subsequent communications resulted in the development of two white papers. The first provided a two-page list of guidelines to support critical review of any published research study. This resource was published on the HERO [Blog](#). The second paper was an enhanced, longer version of the guidelines, which used a recently published research study as a case example of how to apply the guidelines to a research article. The second resource was posted in the HERO members-only library.
- In April, the Research Advisory Group (RAG) convened via teleconference to orient many new RAG members to HERO's research activities and to get their input on the theme for the June Think Tank meeting. The group convened again in October to review the Proceedings from the June Think Tank meeting, get updates on HERO's research activities, and provide feedback on



the Research Agenda. Members of the RAG also provided insights about the value of new potential research projects. RAG feedback informed updates to the HERO Research Agenda.

- The Research Study Subcommittee (RSS) convened six times via teleconference in 2018. These calls were focused on sharing HERO study committee updates, supporting development of industry research reviews, and getting input on ongoing research studies.
- RSS members provided research and guidance to support three HERO study committees including:
  - Colleen Saringer, PhD, provided support to the Culture of Health study committee
  - Stefan Gingerich, MS, provided support to the Workplace Performance and the Engagement study committees
  - Heidi Greenberger, PhD, provided support to the Engagement study committee
- RSS members contributed to two industry research reviews which were published on the HERO website. These reviews identify emerging research studies that are of importance to the industry and translate findings into practical and applied commentaries about the implications of the research for practice. The two reviews published in 2018 include:
  - Gretchen Heacock, M.Eng. from Mission Health

System published a review on [\*Predictors of Program Participation and Outcomes\*](#)

- Andrew Jacobus, MBA, from Virgin Pulse published a review on [\*Study Links Participation in Health and Well-being Programs to Employee Retention\*](#)
- RSS members provided oversight of two in-progress HERO research studies including:
  - Incentives study – This study aims to examine how various types of incentive structures influence population-level health outcomes. A feasibility assessment was conducted in collaboration with Mangen Research Associates, Inc. on the de-identified study dataset and findings were used to modify the research questions that will be posed to the data. The study will continue in 2019 with RSS member oversight from Stefan Gingerich, MS, from StayWell; Colleen Saringer, PhD, from Alliant Employee Benefits; and Gregg Gascon, PhD, from Ohio Health Group. David Anderson, PhD, from StayWell is a member of the RAG and is also providing oversight.
  - HERO Scorecard Engagement and Retention study – This study aims to leverage data from the HERO Scorecard Benchmark Database to identify practices within the HERO Scorecard that are associated with organizationally reported turnover rates, employee satisfaction

with wellness initiatives, employee perceptions of organizational support for their well-being, participation in HWB programs, health impact, and health care cost impact. The study is being conducted in collaboration with Pro-Change Behavior Systems, Inc., Jennifer Pitts, and Mangen Research Associates, Inc. RSS members providing oversight for the study include Shawn Mason, PhD, from Johnson & Johnson; Kristi Rahrig-Jenkins, PhD, from University of Michigan; and Colleen Saringer, PhD, from Alliant Employee Benefits.

HERO Research Committee members join with HERO staff and other collaborators to support the publication of committee work in peer-reviewed scientific journals. These publications were developed in addition to the reports posted on the HERO website.

- Whitsel LP, Arena R, Kaminsky LA, Berrigan D, Katzmarzyk PT, Calitz C, Grossmeier J, Pshock J, Lobelo F, Pronk N. Assessing physical activity, sedentary behavior, and cardiorespiratory fitness in worksite health promotion. *American Journal of Health Promotion*. In press.
- Ablah E, Lemon SC, Pronk NP, Wojcik JR, Walker A, Grossmeier J, Pollack KM, Whitsel LP. Worksite policies for promoting physical activity. *American*

*Journal of Health Promotion*. In press.

- Grossmeier J. The subcultures issue. *American Journal of Health Promotion*. 2018;32(8):1814.
- Grossmeier J. The built environment issue. *American Journal of Health Promotion*. 2018;32(6):1459.
- Flynn JP, Gascon G, Doyle S, Matson Koffman DM, Saringer C, Grossmeier J, Tivnan V, Terry P. Supporting a culture of health in the workplace: A review of evidence-based elements. *American Journal of Health Promotion*. 2018: DOI: 10.1177/0890117118761887.
- Grossmeier J. Closing commentary: How can workplace health promotion practitioners work more closely with corporate sustainability professionals? *American Journal of Health Promotion*. 2018;32(4):1155-1156.
- Grossmeier J. The sustainability issue. *American Journal of Health Promotion*. 2018;32(4):1145.
- Imboden MT, Witty LA, Whaley MH, Harber MP, Fleenor BS, Kaminsky LA. Clinical Perspectives on incorporating Cardiorespiratory Fitness in Clinical Practice. *Medical Research Archives*. January, 2018.
- Kaminsky LA, Harber MH, Imboden MT, Arena R, Myers J. Reference Standards for Maximal Exercise Ventilation: Data from the FRIEND Registry. *Plos One*. August, 2018.

- Imboden MT, Harber MP, Finch WH, Whaley MH, Bishop D, Kaminsky LA. Cardiorespiratory Fitness Measured from Cardiopulmonary Exercise Testing for Mortality Risk Prediction in Apparently Healthy Men and Women. *JACC*. November, 2018.
- Imboden MT, Harber MP, Finch WH, Whaley MH, Bishop D, Kaminsky LA. The association between the change in directly measured cardiorespiratory fitness across time and mortality risk. *PCVD*. December, 2018.
- Imboden MT, Harber MP, Finch WH, Whaley MH, Bishop D, Kaminsky LA. The influence of short-term changes in cardiorespiratory fitness following an exercise training program on mortality risk. In review: *Mayo Clin Pro*. 2018.
- Kelley EP, Whaley MH, Imboden MT, Harber MP, Finch WH, Kaminsky LA. Cardiorespiratory fitness is inversely associated with clustering of metabolic syndrome risk factors: The Ball State Adult Fitness Program Longitudinal Lifestyle Study. *Mayo Clin Proc*. May, 2018.
- Terry, PE. On Being Optimizers: Are We Health Promotion Professionals Living up to our Potential? *American Journal of Health Promotion*. November 2018;32(8). First published Sept. 25, 2018. Sage Publications.
- Terry, PE. Is Health Promotion a Journey or a Destination? *American Journal of Health Promotion*. August 2018;32(7). First published August 12, 2018. Sage Publications.
- Terry, PE. "Nutrition Research Special Issue and an Interview with Marion Nestle. *American Journal of Health Promotion*. July 2018;32(6):1329-1332. First published July 4, 2018. Sage Publications.
- Terry, PE. For Whom the Bell Tolls: A Special Journal Issue on Smoking Control and an Interview with Dr. Harry Lando. *American Journal of Health Promotion*. June 2018;32(5):1165-1169. First published June 12, 2018. Sage Publications.
- Terry, PE. Breaking the Silence and Other Prevention Lessons from the Opioid Epidemic. *American Journal of Health Promotion*. May 2018;32(4):854-857. First published April, 18, 2018. Sage Publications.
- Terry, PE. Head, Heart and Feet in Exercise and Weight Management. *American Journal of Health Promotion*. March 2018;32(3):514-51. Sage Publications.
- Terry, PE. The Parity in Health Promotion Issue. *American Journal of Health Promotion*. February 2018;32(2):261-263. Sage Publications.
- Terry, PE. Why Health Promotion Needs to Change. *American Journal of Health Promotion*. January 2018;32(1):13-15. Sage Publications.

Based on media interest in these articles in peer-reviewed scientific journals, HERO's work was also featured in the following industry trade publications.

- Flynn J, Grossmeier J. The relationship between workplace culture and employee health. *Media Planet Future of Business and Tech*. September 2018.
- Terry, PE. The Best way to “Love” your Employees is to set them free. *Media Planet Future of Business and Tech*. April 2018.
- Terry, PE. What CEOs Can Do To Improve Community Health. *Chief Executive*. March 28th, 2018.
- Terry, PE. Michelle Miran (Interview): Wellness Programs Signal Cultural Shift in Twins Cities Workplaces. *Crain's Twin Cities Business*. January 18, 2018.
- Pfeiffer, G. Worksite Health International Interview with Paul Terry. *Worksite Health International*. 2018;9(2). IAWHP publication.

### **Professional Presentations**

- Goetzl R, Grossmeier J. “Do Wellbeing Programs Really Work?” Virgin Pulse Webinar. November 13, 2018.
- Grossmeier J. “Drive Outcomes with a Best Practice Approach to Strategy, Culture, and Program

Evaluation.” HERO Forum18. Jacksonville, CA, October 2, 2018.

- Grossmeier J, Johnson S, Noeldner S. “HERO Research Updates.” HERO Summer Think Tank. Edina, CA, June 19, 2018.
- Grossmeier J. “Go for the Gold with a Best Practice Approach.” Cooper Companies Wellness Summit. Napa, CA, May 2, 2018.
- Grossmeier J. “Linking Wellness to Bottom Line Business Value.” First Coast Worksite Wellness Conference. Jacksonville, FL, April 25, 2018.
- Grossmeier J. “Drive Outcomes with a Best Practice Approach.” Art and Science of Health Promotion Conference. San Diego, CA, March 29, 2018.
- Grossmeier J. “Best Practices in University Health and Well-being Initiatives.” HealthFitness University Summit. Houston, TX, February 7, 2018.
- Imboden MT, Harber MP, Whaley MH, Finch WH, Bishop DA, Kaminsky L. “The Influence of Change in Cardiorespiratory Fitness with Short-term Exercise Training on Mortality Risk.” American Heart Association Scientific Sessions. Chicago, IL. November, 2018.
- Imboden MT, Harber MP, Whaley MH, Finch WH, Bishop DA, Kaminsky L. “The association between the long-term change in directly measured cardiorespiratory fitness and mortality risk.” American Heart Association Scientific Sessions. Chicago, IL. November, 2018.

- Imboden MT, Harber MP, Whaley MH, Finch WH, Bishop DA, Kaminsky LA. “Cardiorespiratory Fitness Measured from Cardiopulmonary Exercise Testing for Mortality Risk Prediction in Apparently Healthy Men and Women.” ACSM. Minneapolis, MN. May, 2018.
- Koontz N, Kelley E, Imboden MT, Harber MP, Finch WH, Kaminsky LA, Whaley MH. “Cardiorespiratory fitness is inversely associated with metabolic syndrome and clustering of metabolic risk factors: The Ball State University adult physical fitness study.” MWACSM Minneapolis, MN. May, 2018.
- Terry, P. “From the C-Suite to the Shop Floor.” HEROForum18. Conference chair, opening session speaker, and expert panel moderator. Sawgrass Hotel, Ponte Vedra Beach, Florida. October 4, 2018.
- Terry, P. “The Intersection of Financial Well-being and Mental Health.” HERO Think Tank. Chair and moderator. Sawgrass Hotel, Ponte Vedra Beach, Florida. October 4, 2018.
- Terry, P. “Got Quality? Learning what each of us does best and Making it Happen Everywhere and Every time.” 28th Annual Art and Science of Health Promotion Conference. Best Science + Expert Implementation= Best Outcomes. Keynote. San Diego, CA. March 28-30, 2018.
- Terry, P. “Corporate Engagement in Community Health is Good Business.” 2018 Workplace Health Science and Practice Symposium, American Heart Association’s Center for Workplace Health. Closing keynote address. New Orleans, LA. March, 22, 2018.
- Terry, P. “Overdosed. Are we taking in too much?” HERO Think Tank. Chair and moderator. Westin at the Domain, Austin, Texas. March 1 and 2, 2018.

# HERO WEBINARS



**HERO hosts a monthly webinar series called Wednesday Webinars: Ideas and Outcomes.**

Some are offered to members-only, while others are open to the public. Recordings and presenter slides are available in the HERO Webinar Archives. In 2018, HERO hosted 23 webinars.

**Meeting the Needs of Sub-Population Cultures.**

*Webinar with Judd Allen, PhD, Human Resources Institute, LLC; Mary Marzec, PhD, RedBrick Health; and Richard Safeer, MD, Johns Hopkins HealthCare, LLC. January 17, 2018.*

**Great States of Health: How well are states doing in supporting worksite health promotion?**

*Webinar with Siobahn Gilchrist, JD, MPH, Centers for Disease Control and Prevention; Dyann Matson Koffman, DrPH, MPH, Centers for Disease Control and Prevention; Jennifer VanderVeur, JD, Centers for Disease Control and Prevention. February 21, 2018.*

**How Should We Define “Voluntariness” in Worksite Wellness?**

*Members-only HERO Policy Committee webinar with David Molitor, PhD, Assistant Professor of Finance at the University of Illinois at Urbana-Champaign. Co-hosted by Laurie Whitsel, American Heart Association and Jim Pshock, Bravo Wellness. February 22, 2018.*

**Winter Think Tank Session 1 - Pain in America: Why is there an Opioid Epidemic?** March 1, 2018.

**Winter Think Tank Session 2 - Pain, Social Isolation in America and the Dark Side of Social Media.** March 1, 2018.

**Winter Think Tank Session 3 - The Employers' Role in Pain Management.** March 2, 2018.

**Companies That Care About Community Health: What's their advantage?**

*Webinar with Cathy Baase, MD, retired Chief Health Officer and Global Director of Health Services for The Dow Chemical Company and Somava Stout, MD, MS, Vice President, Institute for Healthcare Improvement (IHI) and Executive Lead, 100 Million Healthier Lives. March 14, 2018.*

**Building Resilience in the Workplace.** *Webinar with Chris Calitz, MPP, Director, Center for Workplace Health Research and Evaluation and Adela Santana, MPH, MEd, CHES, Program Evaluation Analyst, American Heart Association's Center for Workplace Health Research and Evaluation. April 11, 2018.*

**HERO Engagement Committee: Optimism- Proving the ROI and Productivity Gains of an Employee Sleep Wellness Program with Dr. Dominic Munafo.** April 17, 2018.

**A Scientific Perspective on Voluntariness in Worksite Wellness.** April 25, 2018.

**WP Committee Guest Presentation: Nancy O'Brien, Experience Happiness.** April 26, 2018.

**Dreamland: The True Tale of America's Opioid Epidemic.** *Webinar and book club discussion with journalist and author, Sam Quinones, former LA Times reporter.* May 23, 2018.

**Developing and Designing an Effective Dashboard Approach.** June 19, 2018.

**Employer Case Studies: Getting to What Matters with Meaningful Use of Data.** June 19, 2018.

**HERO Research Updates.** June 19, 2018.

**Leveraging the Power of Your Brand to Unleash Engagement in Wellbeing.** *Members-only webinar with Tina M. Marshall, Sr. Director, Total Rewards, T-Mobile USA, Inc.* June 28, 2018.

**What's Your Mountain?** *Webinar with Jack Groppe, PhD, Co-founder, Johnson & Johnson Human Performance Institute and Jennifer Bruno, Vice President of Global Health Services, Johnson & Johnson.* August 15, 2018.

**WP Committee member only webinar with Michiel Rauws, CEO & Founder, X2AI.** August 23, 2018.

**HWHC and WP Committee member only webinar with Terri Flint, PhD, Director of Employee Health Services and the Employee Assistance Program, Intermountain Healthcare.** September 12, 2018.

**From Wellness to Well-being to "Collective Well-being": Our field's growing ambitions in research and practice.** *Webinar with Brita Roy, MD, MPH, MHS, Assistant Professor, Section of General Internal Medicine, Yale School of Medicine and Director of Population Health, Yale Medicine and Patty Purpur de Vries, Associate Director of Faculty and Staff Wellness, Stanford University.* September 19, 2018.

**Shared Responsibility for Resilience: Uncovering the Factors.** *Members-only webinar with Siddharth Ashvin Shah, MD, MPH, CEO, Greenleaf Integrative.* September 27, 2018.

**Improving Population Health and Well-Being in the Central Southern Tier.** *Members-only webinar with Melissa Wendland, Director of Strategic Initiatives with Common Ground Health.* November 14, 2018.

**Workplace Health and Well-Being: Perceptions and the Employee Experience.** *Webinar with Michelle Soto, MS, Senior Vice President of Research, KJT Group, Inc. and Lynn Clement, President of Global Research, KJT Group, Inc.* December 6, 2018.



