

Building Cultures of Resilience One Manager at a Time



Megan Hammes, MS, MCHES

Director, UI Wellness - The University of Iowa



Sara S. Johnson, Ph.D.

Co-President & CEO – Pro-Change Behavior Systems, Inc.



Hosted by

Paul Terry, Ph.D.

President & CEO - HERO



Outline

- The University of Iowa story + Strategic Plan alignment
- Managers as Multipliers – ‘Manager on the Move’ findings
- Leadership Communication, Culture-Building and Sustainability

Poll Question 1

Your preference on length of HERO webinars

- a. One hour
- b. 30 minutes
- c. Glad to defer to your judgement based on content
- d. Length isn't much of an issue for me

Poll Question 2

Having polls that the audience and presenters react to is a useful part of the learning experience

- a. Strongly Agree
- b. Agree
- c. Not Sure
- d. Disagree
- e. Strongly Disagree

Poll Question 3

The backgrounds of our webinar participants today?

- a. HERO Member working for a corporation that offers employee wellness
- b. HERO Member providing wellness services to corporations
- c. Not a HERO Member, working for a corporation
- d. Not a HERO Member, providing wellness services
- e. None of the above apply to me

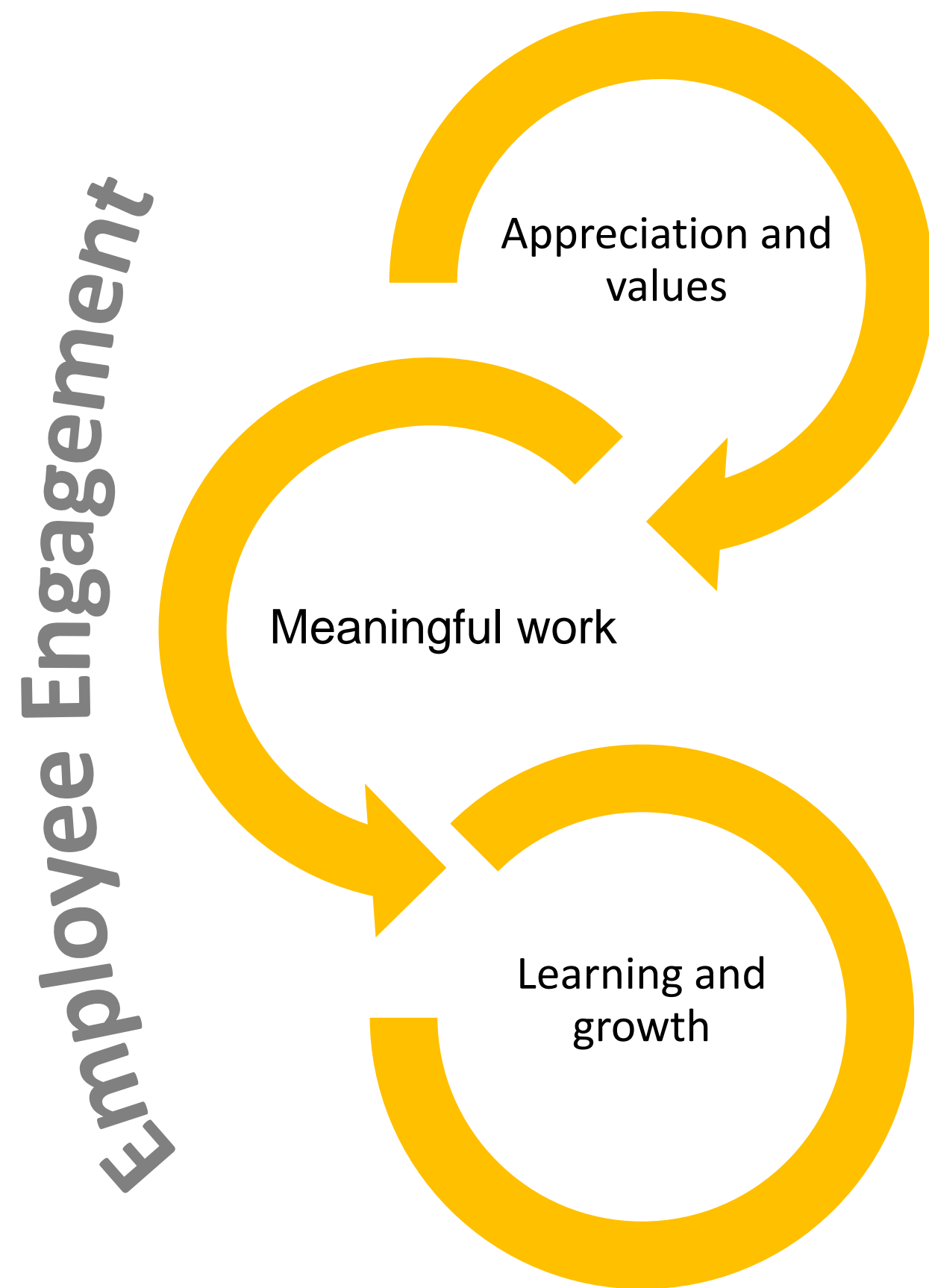
The University of Iowa Story



UI Strategic Plan 2016-2021: *“Building on a remarkable legacy, the people of the UI are crafting new chapters of exploration, discovery, creation, and engagement.”*

- New leadership (University and Human Resources)
- Focus and emphasis on talent, engagement and the employee experience
- Rapid pace of change and other workforce challenges

University Human Resources



Talent@IOWA Major University initiative to drive strategic and streamlined Human Resources through a phased, 14-committee, technical and advisory process.

Working at Iowa – Engagement survey tool for the University

- 20 questions, bi-annual assessment
- Work and supervisor feedback; work expectations and acknowledgement of good work; respect; work and personal life support; supportive of diversity; connection to mission

Where does employee health and well-being fit into the strategy?

Health and Well-Being Initiatives

- PHA
- Healthy Living Center
- Wellness Challenges & Toolkits
- Internal EAP
 - Sleep resources
 - Suicide Prevention/Critical Incident Response
- Health Coaching
- Weight Watchers
- Mindfulness-Based Programs
- Recreational Services
 - Group Exercise
 - Personal Training

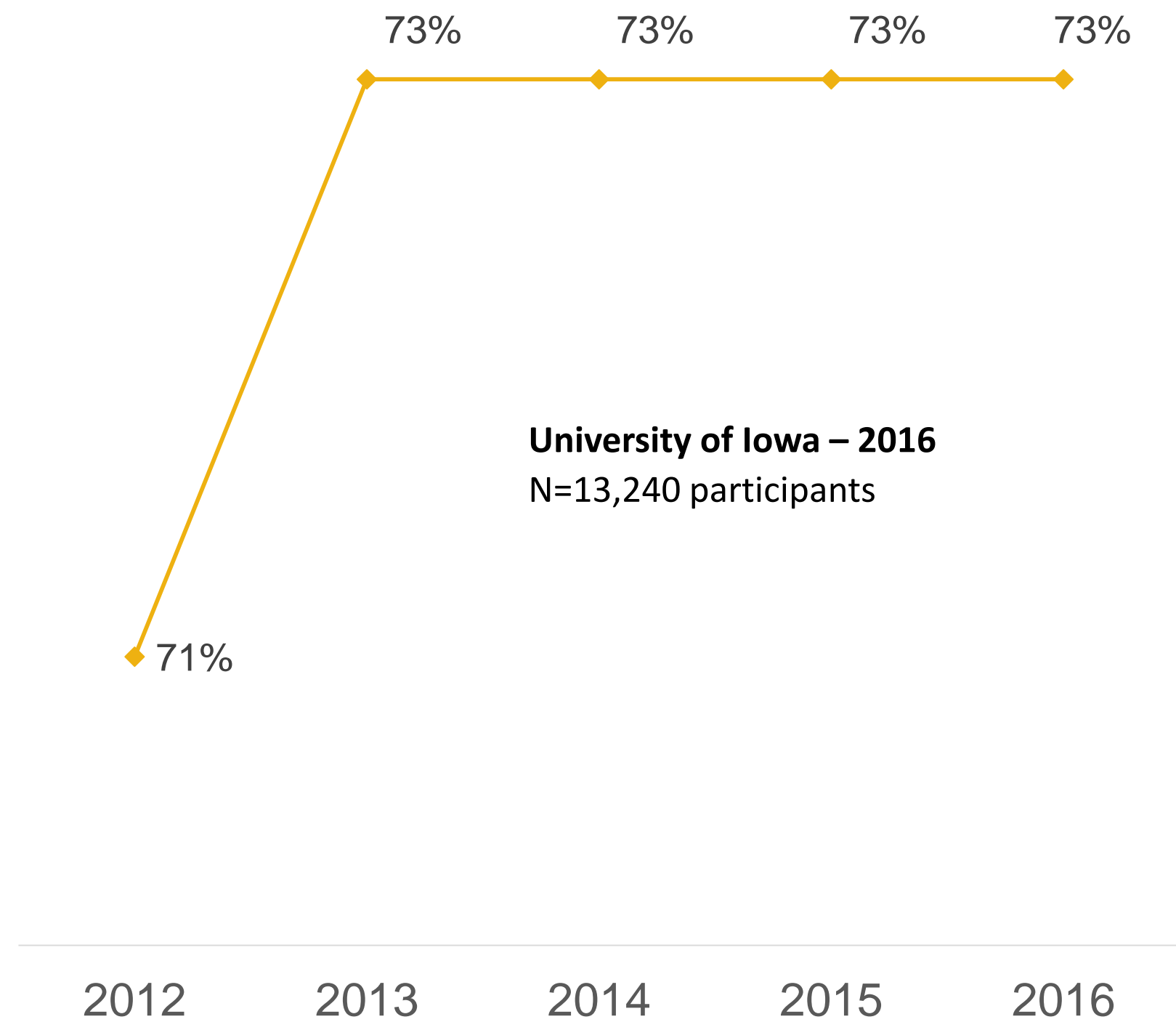
- Flex Work Arrangements
- Child Care resources
- Elder Care services



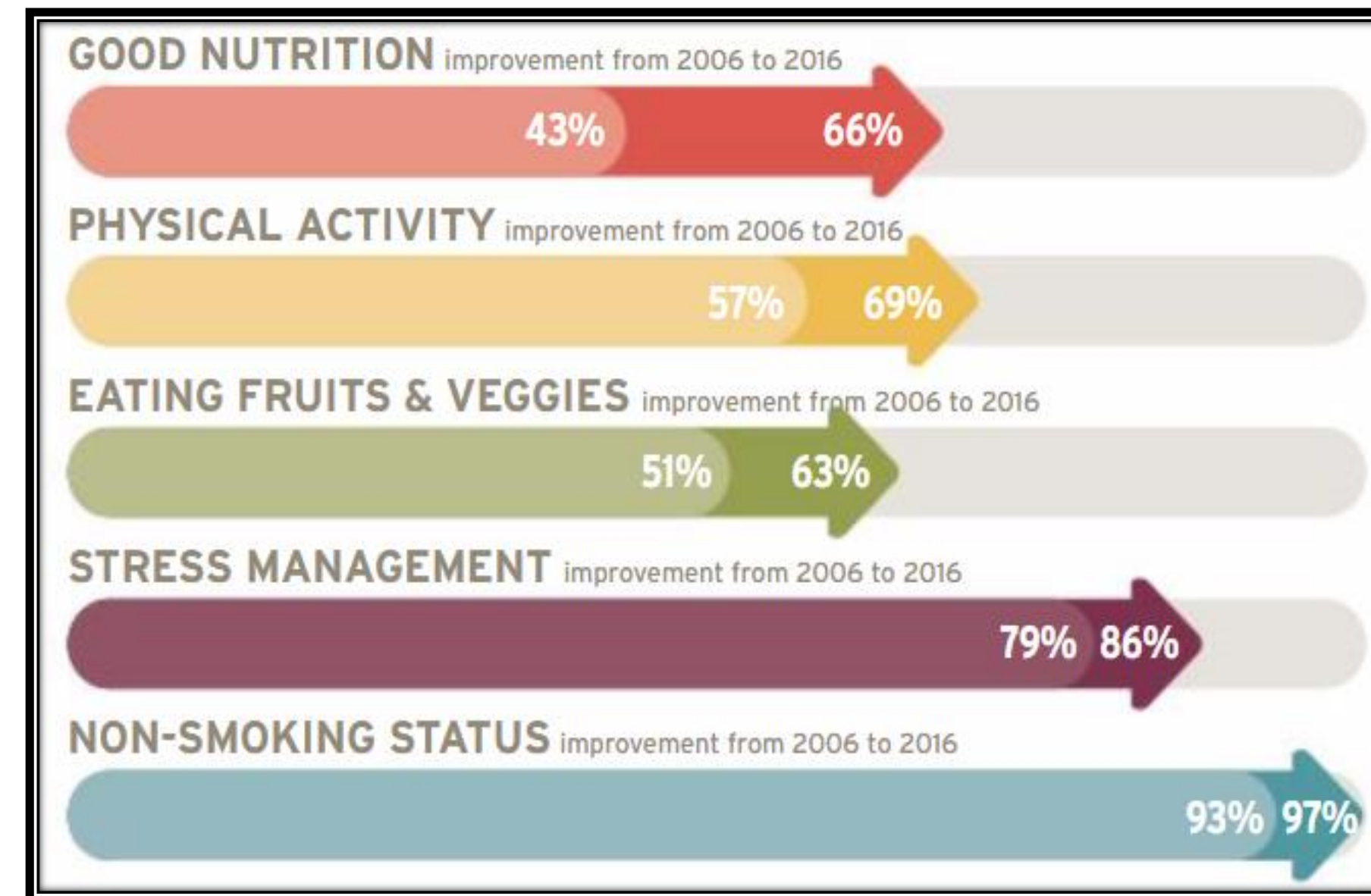
Mission: To create and sustain a healthy campus culture at the University of Iowa through the development and delivery of best in class health and wellness programs for faculty and staff.

Sustained High Engagement

PHA Participation



10-Year Cohort Improvement



N=3,317 faculty/staff cohort completing PHA in inaugural year and again in 2016.

Poll Question 4

My organization's overall strategic plan:

- a. Is completely silent on well-being
- b. Has language around well-being and / or employee engagement
- c. Has some well-being initiatives in place
- d. Has a fully integrated plan for well-being and engagement metrics where initiatives are woven into the way we do business

manager on **the move**

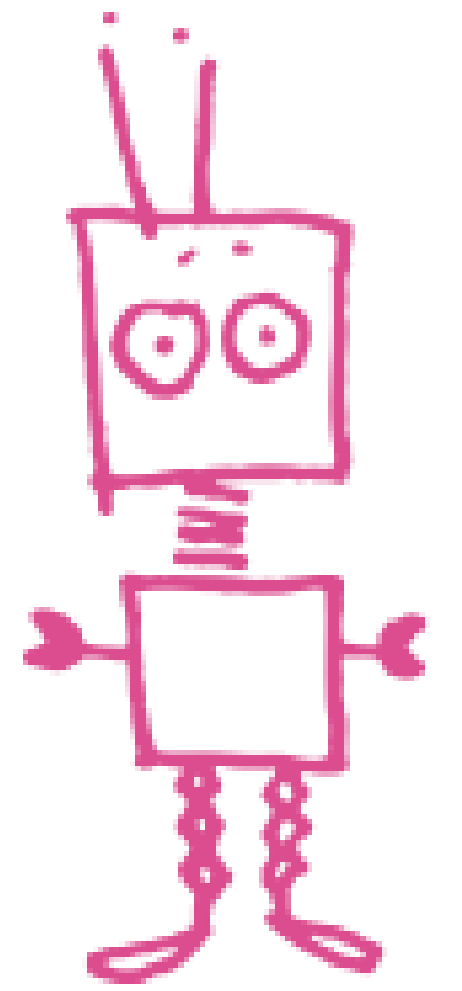


DO - SPEAK - CREATE

DO: Embody well-being (lead by example).

SPEAK: Engage your team members in well-being, one conversation at a time.

CREATE: Enable your team members with processes that make well-being easy & “normal.”



Instill wellness with myself
first. before I can for
others.





which **image best captures** your day-to-day experience?





our findings

Age

Mean

45.8 years

Standard Deviation

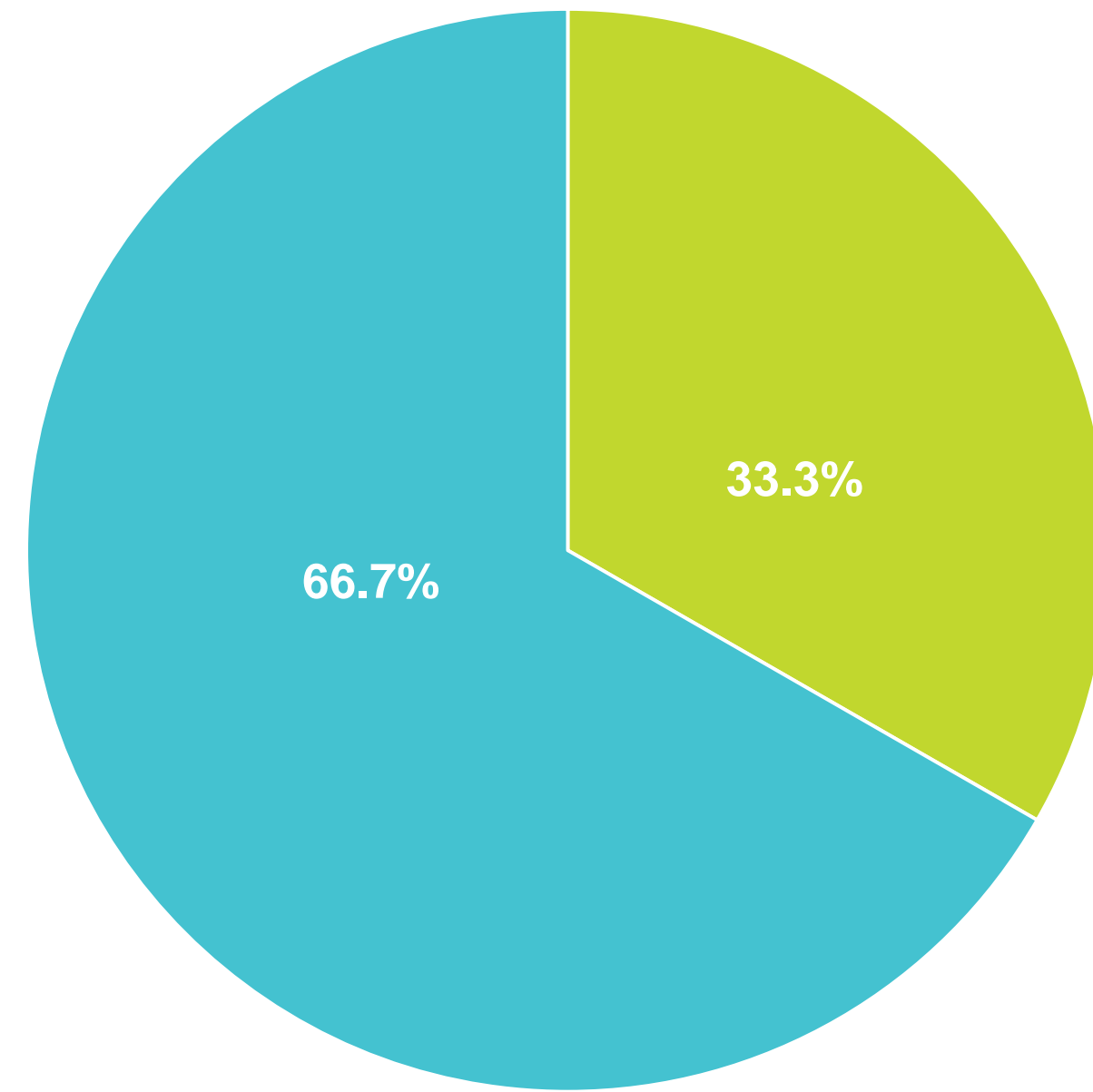
9.0

Range

24 to 70 years

(n=120)

Gender



■ Female (n=40) ■ Male (n=80)

Manager/Senior Leader Experience

Mean

7.6 years

Standard Deviation

8.2

Range

0 month to 42.7 years

Improved Productivity



61% of managers reported increased productivity

Stronger Engagement



53% of managers reported higher engagement

Increased Well-being



32% of managers moved from “suffering” or “struggling” to “thriving”

Improved Productivity

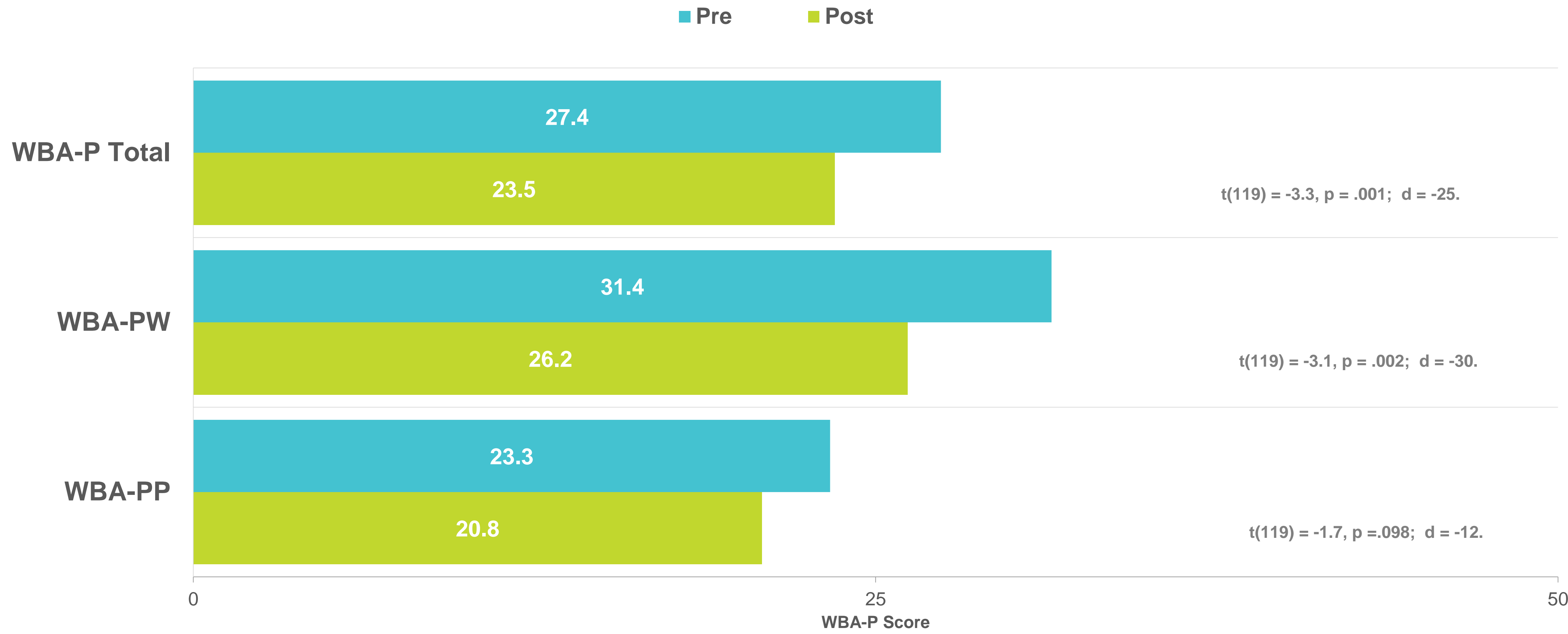
Participants completed the **Well-being Assessment for Productivity (WBA-P)** to measure **productivity loss** due to well-being related barriers focused on two domains:

Work

- Lack of resources and training
- Technical issues
- Not enough time
- Issues with co-workers and supervisors

Personal

- Physical and emotional well-being
- Financial well-being
- Other personal issues



No Productivity Loss

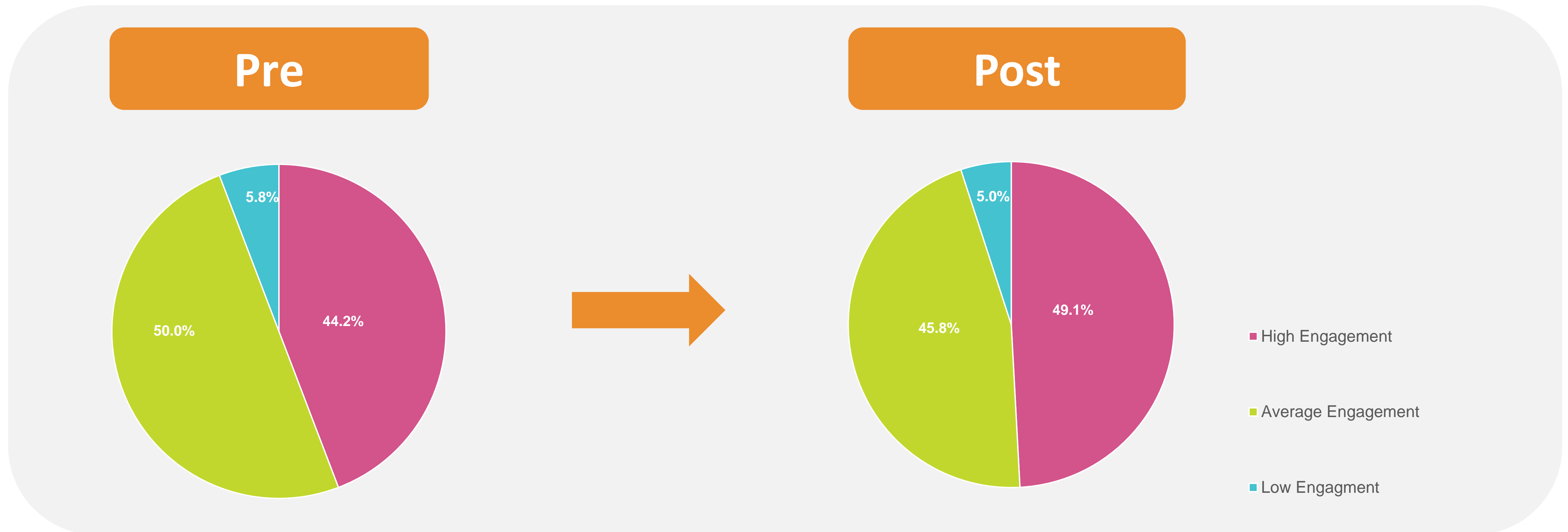
Productivity Loss

(n=120)



Stronger Engagement

Participants completed the **Utrecht Work Engagement Scale (UWES-9)** to assess overall **engagement** defined as a positive, fulfilling work-related state of mind characterized by vigor, dedication, and absorption.



Increased Well-being

Participants completed the **Cantril Self-Anchoring Striving Scale** to assess present and future life evaluation. Based on responses, overall **well-being** is categorized in three ways:

Thriving

- Well-being is strong, consistent, and progressing

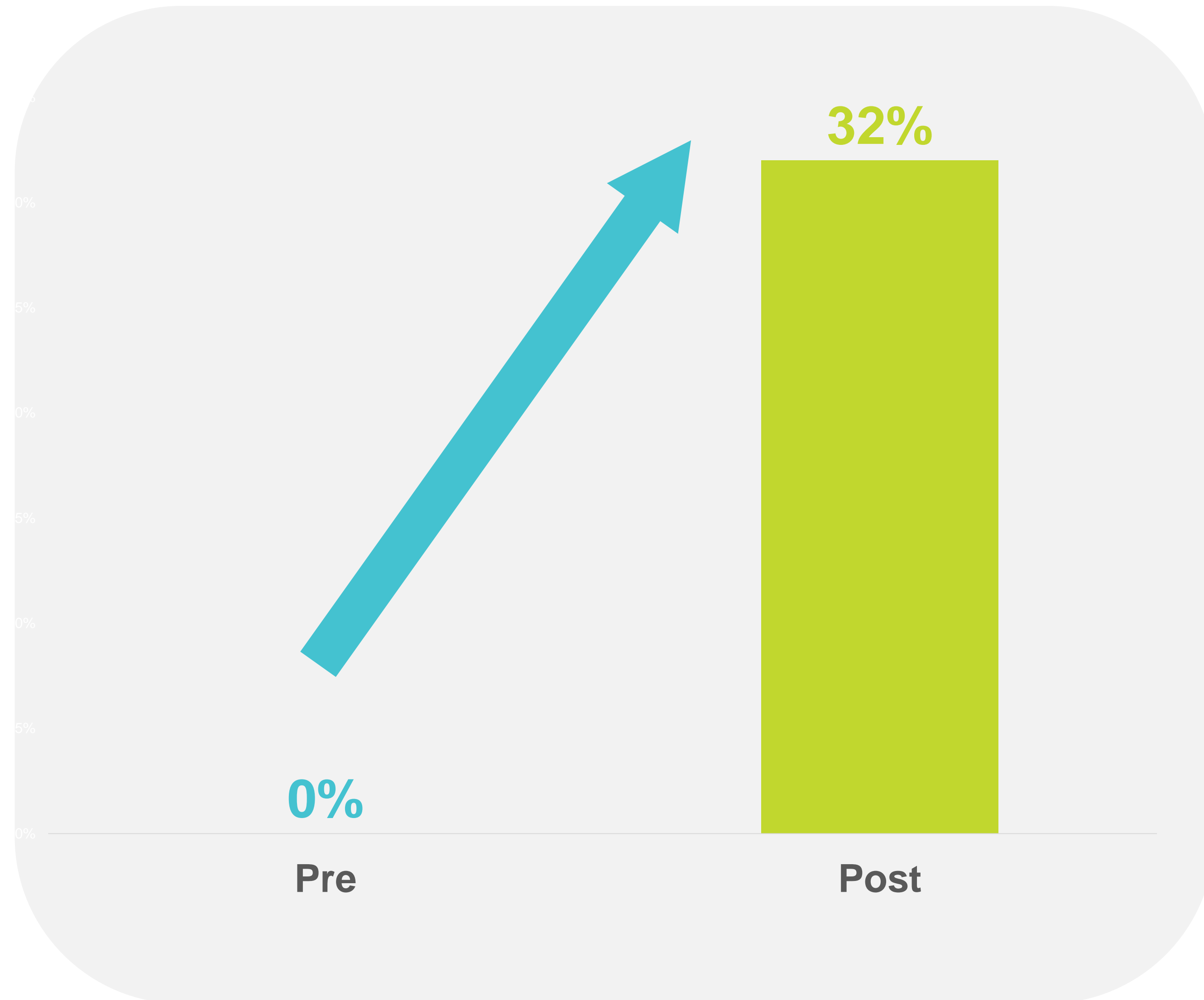
Struggling

- Well-being is moderate or inconsistent

Suffering

- Well-being is at high risk

32% of managers moved from “suffering” or “struggling” before the initiative to **“thriving”** after participation in the workshop



Participants were assessed on three **domains of managerial influence**:

Do

- Embody well-being and lead by example

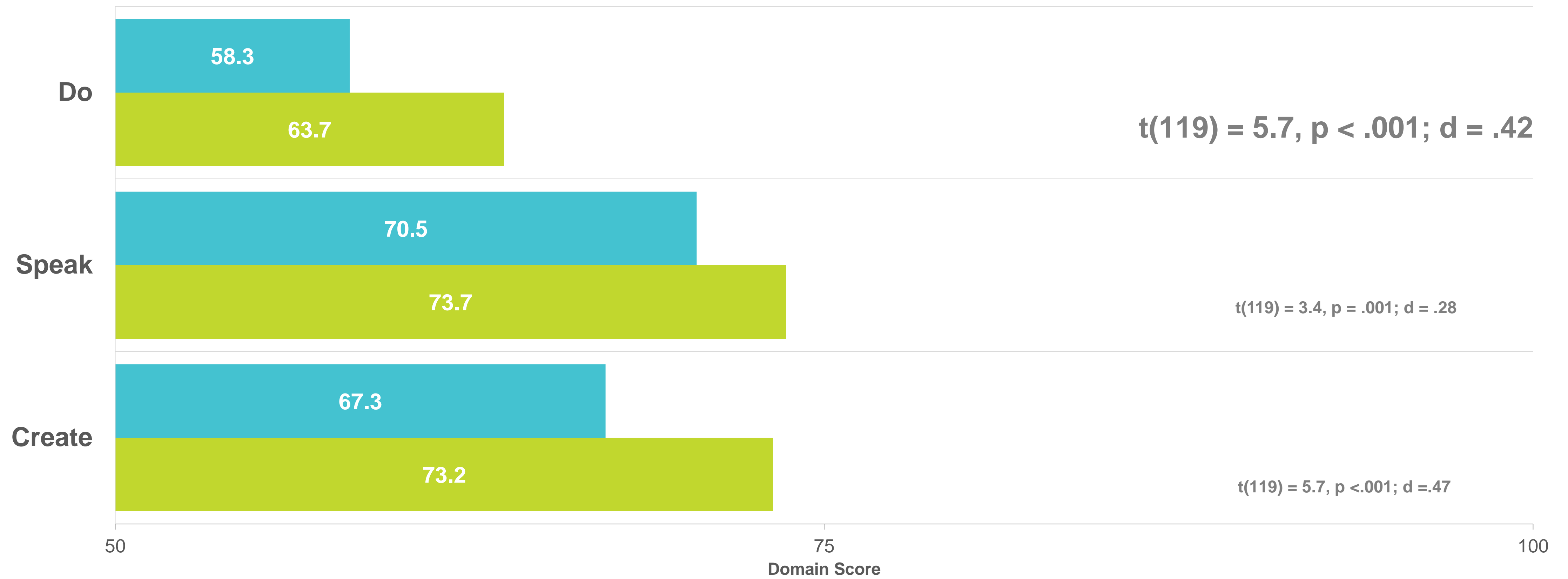
Speak

- Persuade others to join through explicit and effective communication

Create

- Develop infrastructure to support well-being

■ Pre ■ Post

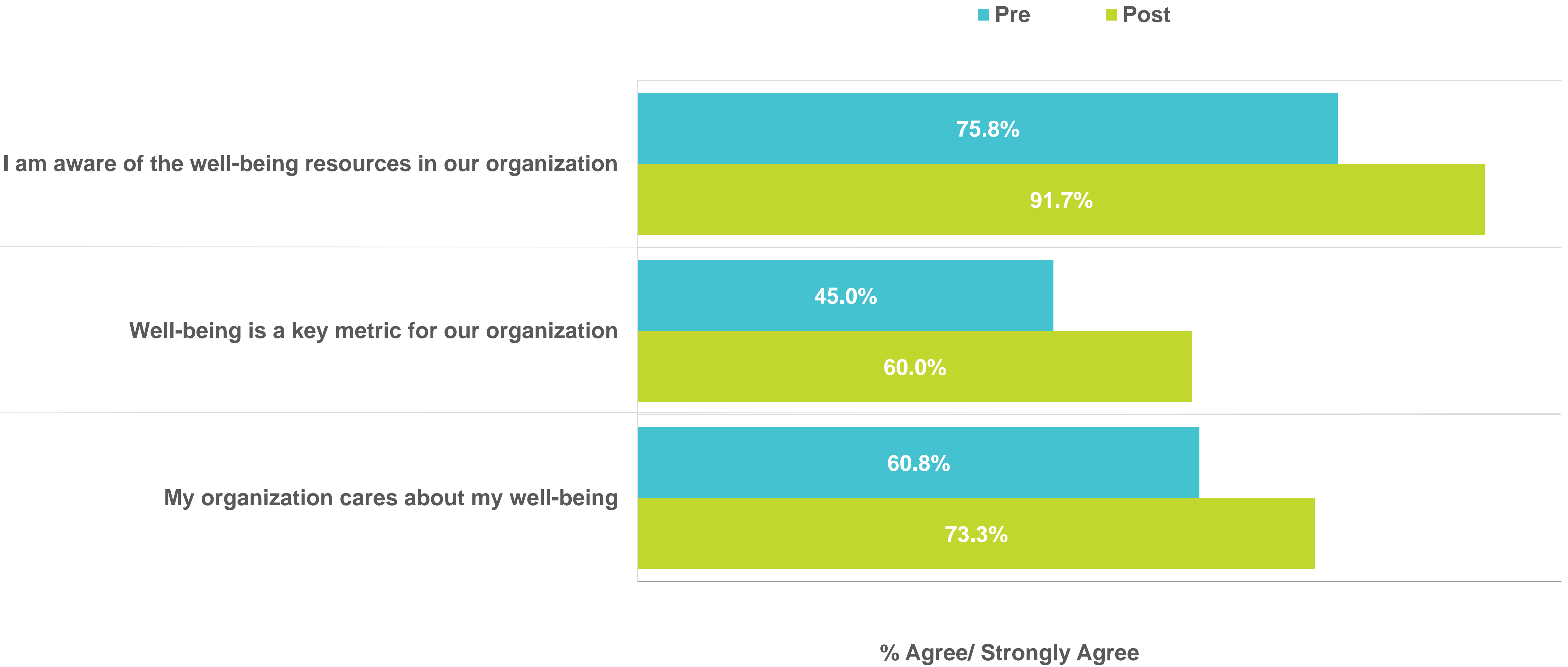


Less Influence

High Influence

(n=120)

Organizational Commitment to Well-being



(n=120)

Poll Question 5

Are managers/supervisors given feedback on the well-being and engagement of their employees?

- a. Yes, it is a key performance metric for our managers
- b. Yes, there is some informal feedback in place
- c. No, but thinking about it
- d. Not at all

Low-Cost, High Impact Programs



Wellness Ambassadors/Champions



Wellness Grants



Wellness Heroes (peer-to-peer nominations)



Embed communications and trainings

Leadership and Manager Communications

- Supervisor List Serve
- Senior Leader (HR Rep) Meetings + Wellness Ambassador
- New Employee Orientation
- Large Staff Meetings & Shared Governance

- Annual Report Distribution
- Trainings
 - Content woven into curriculum
 - Advanced Management Series
 - Supervising at Iowa
 - WISK (What I should Know...)



Building Resilience @ Ulowa

Formal introduction to campus in 2015

- Videos, presentations, group health coach series, quarterly newsletter feature
- Ongoing change and challenge a theme since 2008 flood

FY17 Outcomes

- 37 workshops reaching 1,006 participants
 - 85% - my personal well-being has improved as a result of participation
 - 87% - ability to effectively respond to challenges & move forward in a positive way has increased
 - 88% - my ability to perform optimally has increased
 - 92% - satisfaction with working at the University of Iowa has increased
- Six, 4-part series focused on Resilience (Med Labs, CRWC, UIHC, UCC)
- 77 referrals from Health Coach to Mindfulness-Based Stress Reduction

Video Views

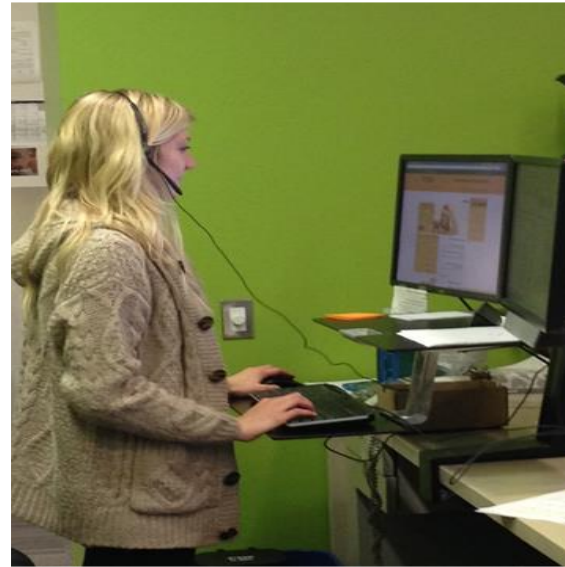
July 1, 2017 - June 30, 2017

4,698

Most popular:

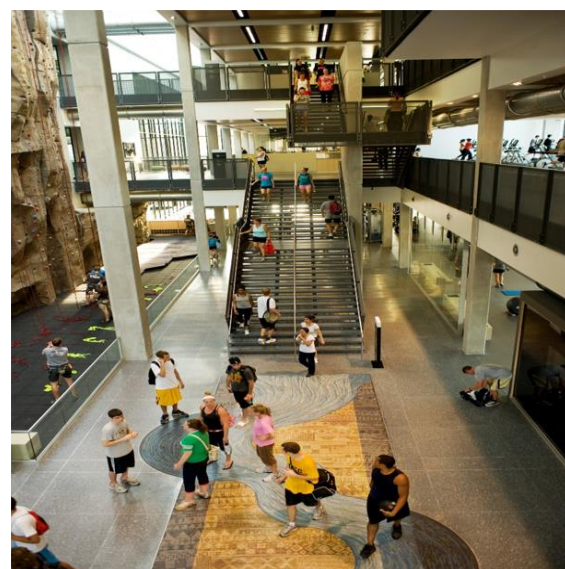
The Power of Positive Self-Talk

Measuring Healthy Campus Culture



85% agree with “My Supervisor supports health and wellness within my unit”

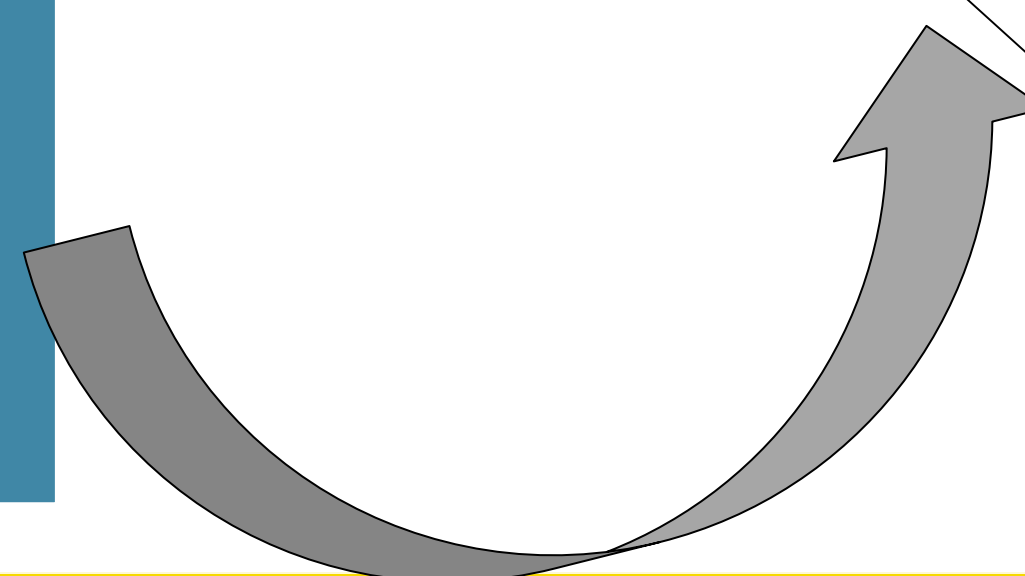
83% agree with “My physical work environment provides opportunities to make healthy choices”



68% “Thriving” based on Gallup Well-Being Index

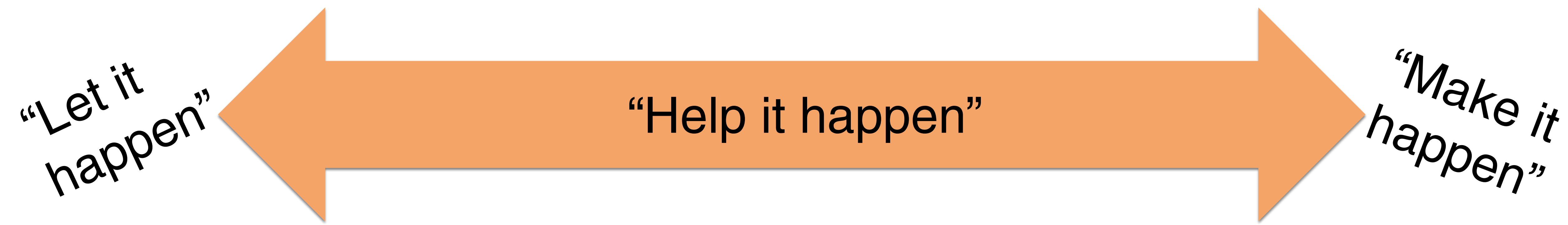
“Thriving” linked to:

- Fewer health problems and sick days
- Less worry and stress
- More happiness and interest
- 2x more likely to be engaged at work
- Feel have opportunities to do best work every day



Sustainability

Spread of Innovation



Best Practices in Implementation Science

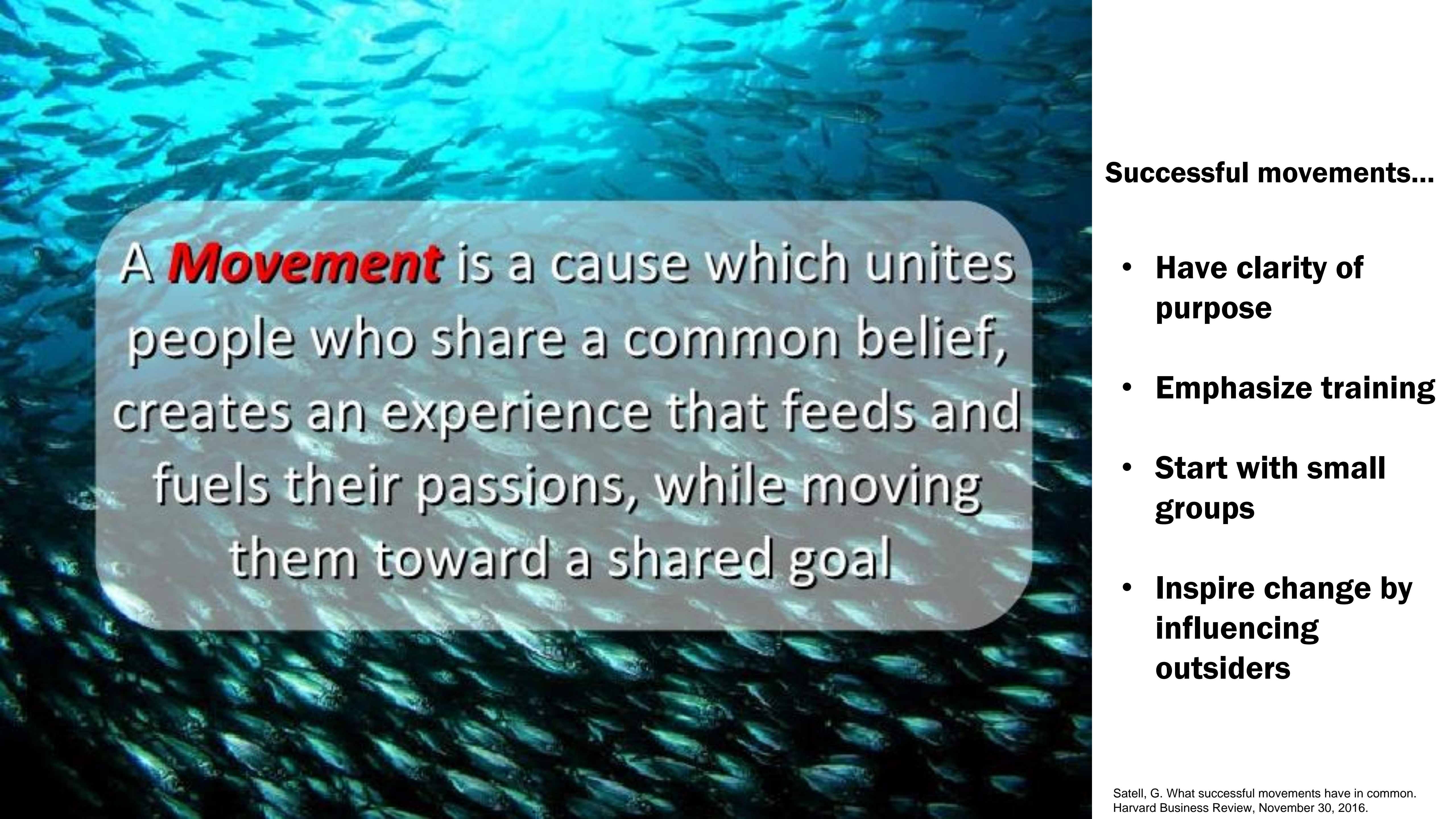
- **Leverage leadership buy-in***
- **Assemble implementation teams***
- **Identify and train a site champion***
- **Train staff**

Strategic Communications

Grounded in *evidence-based behavior change theory*

Serves to *educate, inspire, connect people to resources, and build trust*

Must be *tailored and targeted*



A **Movement** is a cause which unites people who share a common belief, creates an experience that feeds and fuels their passions, while moving them toward a shared goal

Successful movements...

- **Have clarity of purpose**
- **Emphasize training**
- **Start with small groups**
- **Inspire change by influencing outsiders**



Poll Question 6

The goals of the health and well-being initiatives at my organization are intentionally and clearly related to the strategic priorities of my organization.

- a. Strongly Agree
- b. Agree
- c. Not Sure
- d. Disagree
- e. Strongly Disagree

Poll Question 7

How important do you think it is to align your health and well-being goals with the strategic priorities of your organization?

- a. Very Important
- b. Somewhat Important
- c. Not Sure
- d. Not Too Important
- e. Not At All Important

Poll Question 8

What comes first, well-being or engagement?

- a. Chicken or Egg? We just don't know, not enough evidence
- b. Higher well-being will produce higher engagement
- c. Higher engagement will produce higher well-being
- d. Evidence suggests they are mutually reinforcing

Poll Question 9

Women participate in wellness initiatives more often than men. Which of the following best reflects your view on wellness and women?

- a. Most wellness programs are adequately meeting the needs of women
- b. Participation rates notwithstanding, women's unique health issues are somewhat under served by wellness programs
- c. Participation rates notwithstanding, women's unique health issues are largely under served by wellness programs

Poll Question 10

In theory, which approach will yield the greatest gains in health and culture change in an organization? (Sorry, “all of the above” is not on the table.)

- a. A grass roots, bottom up movement facilitated by trained champions
- b. A middle management led movement grounded in manager trainings and well-being experiences
- c. A middle management movement rooted in management accountabilities, including incentives
- d. A senior leadership led movement with a passionate true believer C-Suite and Board

**Register
Today!**

Early Bird
Rates Expire
August 14.



HERO Forum17

JOIN HERO AT THE ARIZONA GRAND
RESORT & SPA IN PHOENIX

SEPTEMBER 12-14, 2017

Engagement and the Emerging Workforce

Register now: <http://customer.agendapop.com/hero17/>

