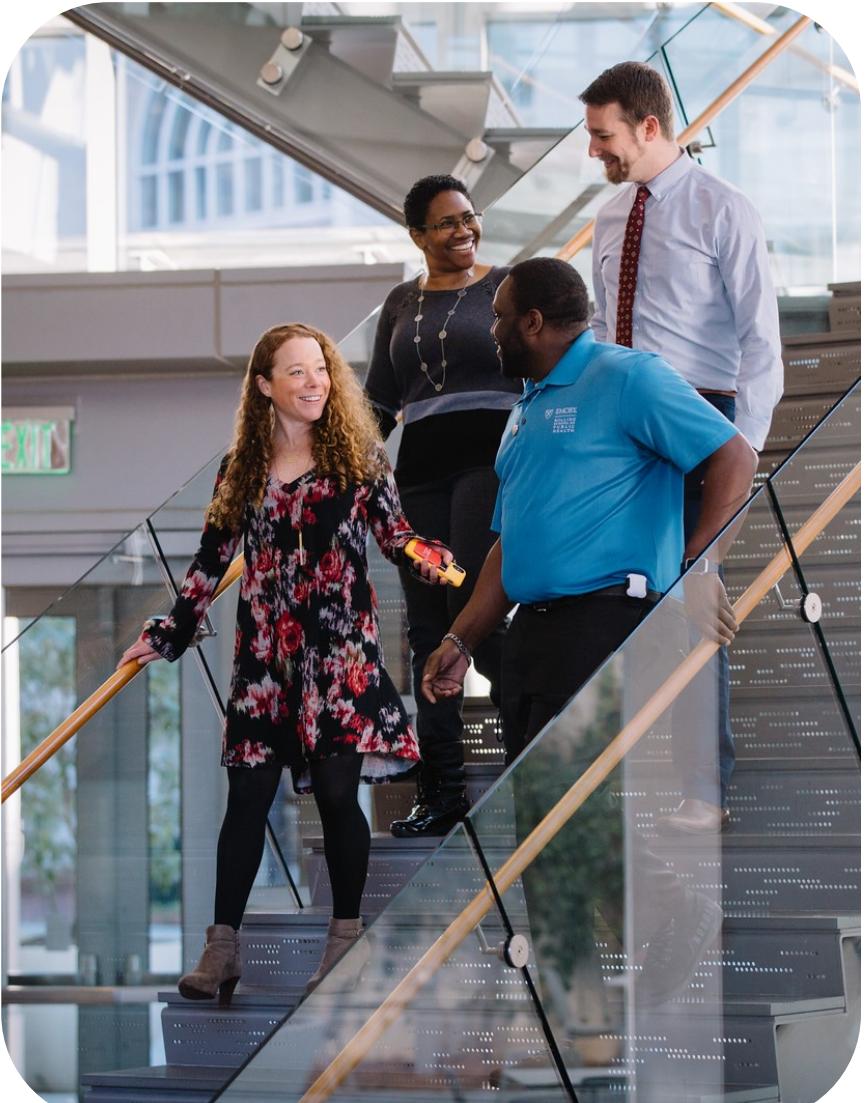




## 5-Year Impact Report: 2015 - 2019



# Introduction

In 2013 Emory University and Emory Healthcare established the *Healthy Emory* initiative to develop a comprehensive approach to health promotion, wellbeing, recreation, fitness, and healthy living across Emory for employees, providers, students, their families, and the community that Emory serves.

Emory conducted a major strategic planning process for Healthy Emory in 2013 & 2014. To oversee this process, the Healthy Emory Steering Committee was formed with members representing faculty, staff, and student stakeholders and charged with developing an enterprise-wide plan, guided by the Healthy Emory vision: *Emory is a community that is committed to creating and sustaining a culture of wellbeing, using its expertise in research, health care, and higher education to engage, inspire, and support each individual to live healthy and flourish.* The plan established goals and objectives structured around the framework of the four major areas of influence that impact the health of individuals within organizations: (Built) Environment, Culture, Resources, and Community.

The strategic plan was reviewed and approved by the newly-formed Healthy Emory Executive Committee (a successor to the Steering Committee) in the fall of 2014. The Healthy Emory Coordinating Committee was formed and charged with the implementation of the strategic plan. This committee met for the first time in November 2014 and initiated its work in January 2015. A summary of Healthy Emory's strategic plan "the placemat" follows. The three focus areas selected for their impact across all populations are physical activity, nutrition, and stress management. It has guided our work for the past five years.

Since Healthy Emory's beginnings, the impact on Emory's culture is visible across the university and the healthcare system. It includes offering exercise & yoga classes during lunch and after work; providing healthier food options in our dining facilities and vending machines; and creating spaces that help to reduce stress. It is the philosophy that health & wellbeing encompasses the whole person and the understanding that many factors affect our quality of life at work and at home.

For Emory students, activity and outreach programs from therapy dogs or mindfulness to intramural and club sport teams as well as group fitness classes on both the Oxford and Main campuses encourage students to incorporate healthy activities into their lives. Student-based health and wellbeing initiatives like the Emory Peer Helpline and Healthy Eagle Ambassadors provide resource connections and volunteer opportunities that enhance student life and wellbeing.

Long-term internal collaborations continue among many teams including faculty and staff, Health & Wellness, Faculty Staff Assistance Program (FSAP), Student Recreation & Wellness, Counseling & Psychological Services (CAPS), Benefits, Food Services, Sustainability Initiatives, Employee Health Services and many others. We continue to explore additional areas where common goals exist between health and wellbeing and other academic and functional areas at Emory.

We are grateful to our partners who have contributed to building Emory's culture that promotes health, wellbeing, and a better quality of life. We thank you for your support and look forward to continuing our work to contribute to Emory's eminence!



**Linda McCauley**

Dean, School of Nursing &  
Chair, Healthy Emory  
Executive Committee

**Theresa Milazzo**

Vice President, Emory  
University Human Resources

**Mary Beth Allen**

Chief Human Resources  
Officer, Emory Healthcare

**Suzanne Onorato**

Assistant Vice President,  
Campus Life

**April Flint**

Director, Recreation &  
Wellness, Campus Life

**Michael Staufacker**

Director, Health  
Management, Human  
Resources

# Strategic Plan



**Vision:** Emory is a community that is committed to creating and sustaining a culture of well-being, using its expertise in research, healthcare, and higher education to engage, inspire and support each individual to live healthy and flourish.

## Areas of Influence

### (Built) Environment

Design the built environment to encourage daily health practices

### Culture

Implement practices that support health and well-being

### Community

Guide employees and students to health resources within the greater community

### Resources

Provide easily accessible, understandable and comprehensive health resources

## Risk Areas



### Emory Employees

- 62% are not getting enough exercise
- 87% are not receiving proper nutrition
- 38% are at risk for stress



### Emory Students

- 55% do not meet recommended guidelines for physical activity
- 58% do not eat three or more servings of fruit and vegetables every day
- Stress, anxiety and sleep difficulties are the top three impediments to students' academic success

## Focus Areas



### Increase Physical Activity



### Improve Healthy Eating and Nutrition



### Enhance Stress Management Skills

## Goals

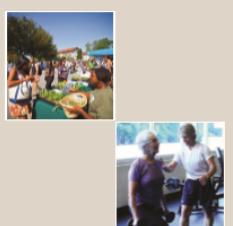
### (Built) Environment

- Provide safe and easy physical access to programs, resources, and facilities
- Improve Emory's built environment to increase the effectiveness of existing and new spaces to encourage increased physical activity and other health-related behaviors
- Create spaces that support healthy work, living and play at Emory



### Culture

- Address the diverse health needs and preferences within the Emory community
- Develop and maintain practices that support a culture of health at Emory
- Ensure that the holistic health and well-being of employees and students are a component of both Emory Healthcare's and Emory University's strategic plans
- Develop avenues for Emory student leaders and employee leaders to actively support health and well-being within the Emory community



### Community

- Identify community-based health and wellness activities and resources
- Increase awareness of community-based health and wellness activities and resources
- Increase student, employee and family member participation in community-based health and wellness activities and resources



### Resources

- Provide high-quality, health and wellness resources to engage and support the Emory community
- Develop a comprehensive, enterprise-wide communications plan
- Conduct research relative to Healthy Emory programs
- Leverage Emory Healthcare's, Student Health Services', Oxford's Student Health and Counseling Center's and FSAP's strengths and programs
- Enhance curricular & co-curricular opportunities
- Leverage Emory's medical benefits/health plan design to improve the health and well-being of employees



# Partnerships

Healthy Emory has leveraged our internal expertise and resources across Emory University and Emory Healthcare. Our commitment to Emory University's strategic framework (One Emory) and to Emory Healthcare's Strategic Priorities informs the work we do on behalf of employees and students.

One of Emory Healthcare's 2019 Strategic Priorities, Strengthening Our People, includes the objective to implement the InEmory accelerated nursing program with the School of Nursing. The Health & Wellness team and the Employee Health Services team have provided population health clinic rotation experiences for these students and future Emory Healthcare employees. In addition, another objective is to create a healthy work environment to address provider wellness. The Health & Wellness team collaborates with the Emory Clinic's Employee Engagement Council on employee wellness resources. The Faculty Staff Assistance Program (FSAP) team and the Health & Wellness team partner with various School of Medicine wellness committees to implement and evaluate programs for providers.

Emory University's One Emory strategic framework includes the pillar: Academic Community of Choice, Cultivate a thriving campus and a compelling student experience. In conjunction with the Center for the Study of Human Health, the Health & Wellness team trained several Emory students to provide health coaching services to employees who participated in the Know Your Numbers onsite biometric screenings. The Health & Wellness team also offers Rollins School of Public Health students the opportunity to work on employee health and wellbeing initiatives as part of their training.



One Emory also includes the pillar: Innovation through Scholarship and Creative Expression: Harness imagination and discovery to address 21st-century challenges. In partnership with the School of Medicine's Department of Lifestyle Medicine, the Health & Wellness team provided support for grant funding and pilot program implementation of the Emory Healthy (teaching) Kitchen. This innovative, comprehensive program incorporates nutrition, culinary skills, physical activity, yoga, and mindfulness-based eating.

Since its formation, the Tobacco-free Emory Task Force has brought together a variety of stakeholders across Emory to address the issues related to tobacco use. Members of the task force have included representatives from Employee Health Services, Office of Health Promotion, Counseling and Psychological Services (CAPS), FSAP, Health & Wellness, Campus Services, HR Communications, Office of Student Conduct, Winship Cancer Center, Human Resources, and Residence Life.

## Our Awards

### **CompPsych Gold Health at Work Award**

Emory received a Gold Health at Work Award in 2019. The award honors organizations that support employees with exceptional wellness and wellbeing programs.

### **Atlanta's Healthiest Employer Award**

Emory received a semi-finalist award for extra-large employers in 2019.

### **Edington CBIZ Next Practice Award**

Emory earned the Edington Next Practice Award in Operational Leadership in 2016.

Over the past 5 years, many of Emory's academic units, functional units, and healthcare sites have accomplished amazing things. Here are a few highlights:

**Advancement and Alumni Engagement:** Seventy-five percent of benefits-eligible staff are enrolled in Healthy Emory Connect.

**Campus Life:** Partners with Healthy Emory on fitness and recreation activities for employees.

**Campus Services:** Has a wellness committee in place with representation from across the Campus Services division. Over the past five years, "Shervon's Fruit Stand" provides fresh fruit and smoothies at division gatherings and is a big hit with employees.

**Candler School of Theology:** Has maintained the *Candler Fitness* program since 2012.

**Emory Decatur Hospital/Emory Hillandale Hospital/Emory Long Term Acute Care Hospital:** Has an active wellness committee that implements programs throughout the year.

**Emory Johns Creek Hospital:** Created a fitness room for employees and created outdoor walking paths on the campus.

**Emory Saint Joseph Hospital:** Built and opened an employee-only fitness center.

**Emory University Hospital:** Leader in the Better Choice food labeling initiative; completed the Healthy Emory tunnel walking project; and implemented free yoga for faculty, staff and students.

**Emory University Hospital at Wesley Woods:** Served as a pilot group for division-specific Move More Challenge program.

**Emory University Hospital Midtown:** Developed a partnership with RPM Fitness Center at Bank of America building to provide subsidized memberships.

**Goizueta Business School:** Served as a pilot group for division-specific Move More Challenge program.

**Human Resources:** Served as a pilot group for division-specific Move More Challenge program. Highest enrollment (85%) in Healthy Emory Connect.

**Libraries & Information Technology Services:** Maintains an active wellness committee with an executive sponsor. Implements division-specific health and wellbeing activities throughout the year.

**Oxford College:** Partnered with Oxford Organic farm for Community Supported Agriculture (CSA) produce distribution during Operation Eat Right.

**Rollins School of Public Health:** Rollins Earn & Learn (REAL) students have worked with the Health & Wellness team on a variety of Healthy Emory projects including needs assessments and program evaluations.

**School of Medicine:** Developed a wellness committee structure with an executive committee, working group, and wellness ambassadors. The school has also included wellbeing as a priority in their strategic plan.

**Yerkes National Primate Research Center:** Has maintained an active wellness committee that implements programs throughout the year.

**Emory Healthcare:** Implemented extensive financial wellness programs including webinars, monthly classes, and a mobile budgeting app, and an online personal benefits counseling tool.

# Focus Area: Physical Activity



## Move More Challenge

2015

6,281 Participants

2016

7,448 Participants

2018

5,609 Participants

2019

6,494 Participants

### What did employees think...

- 95% of participants considered the challenges to be a valuable benefit.
- 97% of participants would recommend the challenges to a coworker.



### What did employees achieve...

- 89% of participants set a personal daily step goal.
- 12,443 employees took more than 6,000 steps per day during the challenges.



Launched in 2017, the Active Works program, in partnership with Emory Sustainability, has helped encourage employees to get active at work through walking meetings, stretch breaks, and more!

### New Walking Paths at Emory



Emory Saint Joseph's Hospital



The Tunnel



Emory Johns Creek Hospital

# Focus Area: Nutrition



## Colorful Choices & Operation Eat Right

2015

2016

2017

2018

2019

905 Participants    1,712 Participants    2,875 Participants    1,912 Participants    3,234 Participants

### What did employees think...

- 85% of participants considered campaigns to be a valuable benefit.
- 94% of participants would recommend these campaigns to a coworker.



### What did employees achieve...

- 80% of employees increased their water intake.
- 79% of employees increased their produce intake.
- 80% of employees increased their fiber intake.

## Healthy Vending

34%

From 2016 to 2019 the number of healthy vending machines at Emory increased from 13 to 20. These healthy vending machines account for more than a third of all vending sales at Emory.

## Better Choice



In 2015, Emory instituted a labeling system called "Better Choice" to help employees, students, and visitors choose healthier options at various dining locations.

# Focus Area: Stress Management



## Refresh From Stress: A 30-Day Inspiration

2016

2017

2018

2019

3,186 Participants

3,586 Participants

3,032 Participants

3,373 Participants

### What did employees think...

- 95% agree Refresh From Stress is a valuable benefit.
- 89% agree Refresh From Stress helped them be better equipped to practice stress management skills.

### What did employees achieve...

- 88% improved management of stress.
- 85% improved emotional wellbeing.
- 74% improved physical health.



**5,894**  
Participants in stress  
management workshops

Expanded FSAP services  
to 8 Emory locations



# Wellness Champions



Wellness Champions serve as the “go to” people for wellness opportunities at Emory. They help Emory launch, market, and sustain new and existing wellness programming, and most importantly, they encourage others to adopt and maintain a healthy lifestyle.

More than doubled size of the network in the past five years from 50 Champions to over 110 today.

85

Different departments represented



## Nutrition

54

Community Supported Agriculture boxes distributed by Champions in 2018 and 2019.

## Physical Activity

172

National Walking Day walks with

2,146 employees

## Stress Management

### Champions offered:

- Quiet Spaces
- Gratitude Boards
- Massage therapy





Healthy Emory Connect (internet and mobile app) was launched in January, 2018. This technology has allowed for greater equity and access to employee health and wellbeing programs across Emory. Healthy Emory Connect functions as a “one-stop-shop” where employees can find health and wellbeing resources in one centralized location. It also allows employees to easily earn Emory medical plan incentives and track activities. Employees personalize their experience by selecting their interest areas, participating in challenges, connecting with Emory colleagues, and having fun!

**16,273**

Emory Employees  
joined

- 81% have developed positive daily habits.
- 80% are satisfied or very satisfied with Healthy Emory Connect.
- 73% say Healthy Emory Connect makes Emory a better place to work.
- 80% are more aware of their benefits because of Healthy Emory Connect.

- Physical Activity**
- Employees averaged 7,900 steps daily.
  - 12,103 employees participated in Move More Challenges.

- Stress Management**
- 32,000 Whil sessions and 2,207 programs completed.
  - 3,032 employees participated in Refresh From Stress: 30-day Inspiration.

**Nutrition**

- 1,900 employees tracked their eating habits.
- 5,146 employees participated in Operation: Eat Right.



**Sleep**

- 4,200 employees tracked their sleep.
- 1,174 employees participated in Sleep Better! Feel Better! campaign.

# Where We Are Going

## The Next 5 Years in Employee Health & Wellbeing

Ongoing assessments of Emory employees' needs and interests will continue to guide Healthy Emory's initiatives into the future. In addition, Healthy Emory will:

- Continue to focus on physical activity, nutrition, and stress management.
- Add new focus areas: sleep and diabetes prevention.
- Increase program participation.
- Increase employee satisfaction.
- Enhance partnerships and collaboration with Emory stakeholders.
- Positively influence our built environment.
- Increase visible leader program support and participation at all levels of the organization.

Healthy Emory will seek out and collaborate with new internal stakeholders on key initiatives and projects, such as Emory Healthcare's "the Pause," the School of Medicine's resident wellness program, and the Woodruff Health Science Center's new Chief Wellness Officer.

## The Next 5 Years in Student Health & Wellbeing

Ongoing collaboration and assessment of all Emory student needs and interests in health and wellbeing will continue to direct the development and enhancement of resources, programs and services. Multiple Campus Life departments will work collaboratively across the institution to integrate and utilize current data to create a strategic framework for promoting health and wellness.

- Continue to expand the Healthy Eagle Student Wellbeing Ambassador program.
- Enhance partnerships across Emory to increase health and wellbeing program awareness and participation by all students.
- Increase promotion and outreach of resources and programs focusing on sleep, stress management, nutrition, and physical activity.
- Develop and enhance programs and spaces that engage all students in skill-building that support overall wellbeing and resiliency.