

**PennState Health**

*Bewell* WELLNESS TOOLKIT FOR MANAGERS

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## MISSION & VISION STATEMENT

The strategic **mission** of the wellness program is to improve health, well-being and performance through awareness, education and engagement in dynamic and holistic wellness programs that feed body, mind and spirit so that we are the most engaged, productive, successful, confident and resilient as we can be.

Our **vision** is to create an environment and culture in which every person feels inspired to live well and to find their unique path to well-being.



## THE EIGHT DIMENSIONS OF WELLNESS

Penn State Health encourages you to *BeWell* in terms of eight particular dimensions: emotional, financial, social, spiritual, occupational, physical, intellectual and environmental. We offer a variety of programs and resources to help you find fulfillment in each of these areas.

### Physical

Part of overall health includes regular physical activity, a healthy diet and sufficient sleep. With the time pressures of work and home life, it is easy for these areas to be neglected, often with the thought that the time spent sleeping, cooking something healthy, or going for a walk could be better spent elsewhere; however, without these physical elements of wellness, it becomes harder to perform at a high level in the long-term. It is important to recognize that physical activity and maintaining a healthy diet do improve general well-being, which affects overall mental health. Examples at Penn State Health include: Highmark's Fitness Your Way program, Fit, Trim and Slim, and WW subsidy.

## **Social**

In terms of happiness in your social life, it is vital to develop a sense of connection and belonging and to have a well-developed support system. Examples at Penn State Health include: Campus events and fund-raisers, affinity groups, and volunteering opportunities.

## **Occupational**

It is important to find personal satisfaction and enrichment from your work. Examples at Penn State Health include: Paws Up!, Learning and Leadership Development, and coaching/mentoring.

## **Environmental**

Good health is promoted when you occupy pleasant, stimulating environments that support well-being. There is no one-size-fits-all when it comes to environmental wellness. Each person has to find what works best for themselves. The key is to discover what environment promotes balance and wellness for you personally. Examples at Penn State Health include: private lactation rooms, healthy meal options in cafeterias and walking trails.

## **Financial**

Satisfaction with current and future financial situations is a part of overall wellness and balance. It is important to keep in mind how you manage the day-to-day stress of living on a budget, along with having a plan for whatever your financial situation may be. Financial stresses can be significant, and managing them is the best way to promote wellness in this area. Examples at Penn State Health include: one-on-one counseling with Empower Retirement, budget and financial resources through ComPsych, and a discount program through Abenity.

## **Intellectual**

A cornerstone of being a fulfilled person is intellectual growth, recognizing creative abilities and finding ways to expand knowledge and skills. Examples at Penn State Health include: tuition reimbursement and campus guest lectures.

## **Emotional**

It is important to be able to cope effectively with life, and create satisfying relationships, in order to achieve the balance necessary to be mentally healthy and well. Emotional wellness involves being aware of and accepting your feelings; adjusting to change, both good and bad; coping with stress; and enjoying life despite occasional disappointments and frustrations. Examples at Penn State Health include: ComPsych employee assistance program and resources through pastoral services.

## **Spiritual**

Spiritual wellness involves understanding your sense of purpose and meaning in life. It is a personal journey and could involve prayer, meditation, affirmations or specific spiritual practices that are meaningful. Using values, beliefs and principles to help ground your decisions and actions can lead to balance and overall wellness. Examples at Penn State Health include: a meditation series and a mindfulness practice group.

## **WHAT'S NEW WITH WELLNESS**

For the latest wellness events at Penn State Health, head over to mySolutions. MySolutions is accessed through the Infonet under Employee Services. Events occurring in the near future will appear under the announcements section of the home page. You can also type wellness into the search bar to explore all things wellness at Penn State Health. Upcoming wellness events are also featured in the quarterly BeWell newsletter that is mailed directly to your home.

## LUNCH & LEARNS

Every quarter Human Resources in partnership with PRO Wellness hosts wellness lunch and learns. Every lunch and learn covers a different dimension of wellness. Past topics include: Managing Student Loan Debt, Three Steps to Fast Cooking and Meal Prep, and Finding Inner-Peace and Purpose in the Midst of Chaos. All employees can participate in lunch and learns in-person or through Zoom. Upcoming lunch and learns are posted in the announcement section of mySolutions.



## CREATING A CULTURE OF WELLNESS

Creating a culture of wellness means fostering a workplace that encourages and promotes the well-being of your employees. It means implementing ways for employees to be healthier at the workplace and helping them create healthy habits in both their personal and professional lives.

For employees to be motivated to become healthier and prioritize their wellness, we need to develop a workplace culture that supports and rewards healthy behavior change and habits. By creating a culture of wellness, we are ensuring that every component of our workplace is contributing to the development and reinforce a healthy lifestyle.

### Benefits of A Culture of Wellness

#### ● Employee Happiness

- You can expect happier employees from a healthy workplace culture for many different reasons. Putting in the effort to create and maintain a culture of wellness will help employees feel valued as well as encourage healthy choices that will contribute to a positive mood and happier mentality.

#### ● Feeling Valued

- There is a connection between feeling valued and being happy. A culture of wellness helps employees feel valued and appreciated because it shows that you support them both professionally and personally. It proves that you are making efforts to help them make a healthy lifestyle achievable. When employees feel that their well-being is truly cared for and valued by their company, they will feel generally happier with their jobs and employers.

#### ● Productivity

- Productivity flourishes with wellness. An environment that not only stimulates a healthy body but a healthy mindset will contribute to an effective and efficient workplace.

#### ● Less Stress

- Numerous studies have shown the negative effects of workplace stress. Overly stressed employees can be costly because it leads to a major loss of productivity. A company culture that consists of crazy hours, high pressure and no opportunities for health and wellness will lead to burned out employees. However, when we create a culture that doesn't pressure employees to work overtime each week and provides opportunities for them to de-stress and recharge, we can expect more efficient and productive workers.

### How to Create A Culture of Wellness within Your Team

Ready to develop a culture of wellness? Here are some ideas to help get you started:

*Encourage movement.* If your budget allows, give your employees the opportunity to move throughout the day. Start walking meetings and offer standing desks. Encourage employees to get up and talk to each other in person instead of calling or emailing. This will help your employees get more steps throughout their day.

*Encourage healthy habits.* Try offering encouragement to help employees create healthy habits. Recognize employees that have completed wellness activities.

*Provide opportunities for social engagement.* Host team gatherings when possible. Social wellness is just as much a part of the health spectrum as physical wellness is. Find opportunities to create a social network among employees.

*Provide resources.* Send out useful resources, like the employee wellness toolkit, covering different aspects of wellness. You can find additional resources through mySolutions by searching "wellness."

*Encourage camaraderie.* Start walking meetings and take part in team building activities. Consider hosting a team breakfast and serve healthy foods. Help your team socialize and get to know one another on more of a personal level.

*Lessen stress.* Some workplace stress is normal, but having employees who are regularly overstressed is not. Send out an anonymous survey to determine your employees' stress levels. If it seems too high or frequent, try to pin-point certain stressors that are contributing to the problem. Implement changes that will lessen or eliminate these stressors, where possible.



## EMPLOYEE MOTIVATION & ENCOURAGEMENT

### Understanding Employee Motivation

The 4-Drive Theory of Employee Motivation states that there are four main drives that motivate employees. Leaders can begin to influence and start to fulfill each of these drives by using some of the systems and processes they already have in place. Changes and enhancements to those systems can help the organization become one in which employees can satisfy their drives and become highly motivated.

#### Drive A: Acquire and Achieve

This drive encompasses extrinsic elements that are both physical (i.e., money, things) and emotional (i.e., recognition). This drive is satisfied primarily through an organization's total reward system but can be enhanced through direct manager/supervisor recognition efforts.

#### Drive B: Bond and Belong

This drive is about more than just one-on-one relationships, it includes our drive to belong to things such as a team. This drive is healthily dependent on organizational culture and can be enhanced by managers/supervisors through the promotion of team-building exercises and encouragement of pro-social work environments.

#### Drive C: Create and Challenge

This drive is not just about learning but about mastering challenges. We are innately driven to tackle challenges that are placed in front of us. This drive is dependent upon job and organizational structure as well as manager/supervisor skills and encouragement of professional development to optimize opportunities to learn and grow. Managers/supervisors should aim to place staff in the sweet spot between difficulty and skill in order to reduce anxiety/stress and maintain interest in tasks.

#### Drive D: Define and Defend

We defend those institutions and beliefs that we hold dear and with which we find meaning and passion for purpose. This drive is met through an employee feeling alignment and connection to the organization.

### What Great Leaders DO to Motivate

- **Focus on all four drives simultaneously:** Research shows that weakness on fulfilling one of the 4-drives negatively affects how the company or leader performs on the other three.
- **Individualize Motivation:** Research also indicates that different demographics and personalities respond differently to the 4-drives. Identify the top motivation for each employee.
- **Communicate Effectively:** Great leaders create the talking points that get discussed. Explain the multiple reasons of each action.
- **Experiment:** Employee motivation is an on-going commitment that requires thought, experimentation and adjustment. Managers and supervisors should implement new structures and processes and see how they work, add a new twist on an old program, do something new or stop doing something always done.

## LEAD BY EXAMPLE: SELF-CARE AND RESULTING MODELING

Managers and supervisors are in a unique position to help shape the work culture and inspire a commitment to health and well-being by empowering the people you work with to learn more about their health. By participating in health promoting activities and encouraging your co-workers to take small steps towards a healthier lifestyle, you can make a difference.

First, being in the manager/supervisor role, you have particular well-being challenges that must be addressed as self-care issues. Modeling behaviors for the sake of “being a good role-model” is not effective. Make a conscious decision to enhance your personal well-being and the subsequent actions and results will indeed be that authentic “role-model” you strive to be.

Second, model behavior that encourages healthy work-life and wellness practices. This makes it easier to incorporate well-being practices into your management style for your team. Specifically, establish some of the well-being practices listed below and follow them yourself!



### **Encourage & Model**

- Use of earned vacation
- Use of Paid Time Off when sick
- Use of lunch and break time to recharge
- Frequent stretch and walk breaks
- Walking outside to reset your body and brain
- Walking meetings/use of stairs instead of elevators
- Healthy staff snacking/sharing
- Team input and collaboration
- Recognition for a job well-done
- Connecting with others

### **Discourage**

- Use of email communication during non-work hours
- Overwork as a display of dedication to job
- Belief that busyness is a badge of honor
- Avoiding assistance or feedback



## LEADING TOWARDS A HEALTHY CULTURE

Leaders can learn to support wellness by sharing the wellness vision, serving as effective wellness role models, and aligning cultural touch points. Successful organizations combine support for individual change with supportive environments.

Wellness programs must add culture change strategies whereby healthy behavior becomes “the way we do things”. A wellness culture makes it more likely that employees will succeed in achieving and maintaining their personal health improvement goals and not adopt unhealthy behaviors. Leaders at all levels have a responsibility for shaping the workplace culture. That responsibility includes fostering a workplace culture that supports employee health and safety.

### Strategies for wellness culture change:

- Share the wellness vision, including how wellness is being defined, why it’s important and how employees can participate in the wellness initiative.
- Serve as a role model by participating in the wellness program and by adopting a healthy lifestyle.
- Align cultural touch points which are formal and informal policies and procedures such as rewards, communication and training with wellness.
- Monitor and celebrate success so that an individual and group-level wellness goals are set and progress is recognized.
- Explain worksite wellness programs and how they can be accessed.
- Announce your support for participating in wellness programs.
- Include a conversation about healthy lifestyles and the wellness initiatives during a new employee’s first days of employment.

### Balanced Nutrition

When providing food for team meetings/events, offer life-giving fruits, vegetables and heart healthy fats such as seeds, nuts, and olive oil dressings. Low fat yogurts can also be a nice breakfast side item. Offer them a balanced, energizing meal including:

- Fruits
- Vegetables
- Whole grains
- Proteins
- Healthy fats
- Water

Want to throw a pizza party? Simply accompany it with salad and balsamic vinaigrette dressing, fruit, and water. Want to throw an ice cream party? Shame on you. (Just kidding!) Accompany it with a veggie tray, chopped strawberries, nuts, and water.

You can encourage healthy snack options like popcorn and granola bars. Remember, the best practice is to not reward with food. However, if you are going to offer food, keep it balanced!

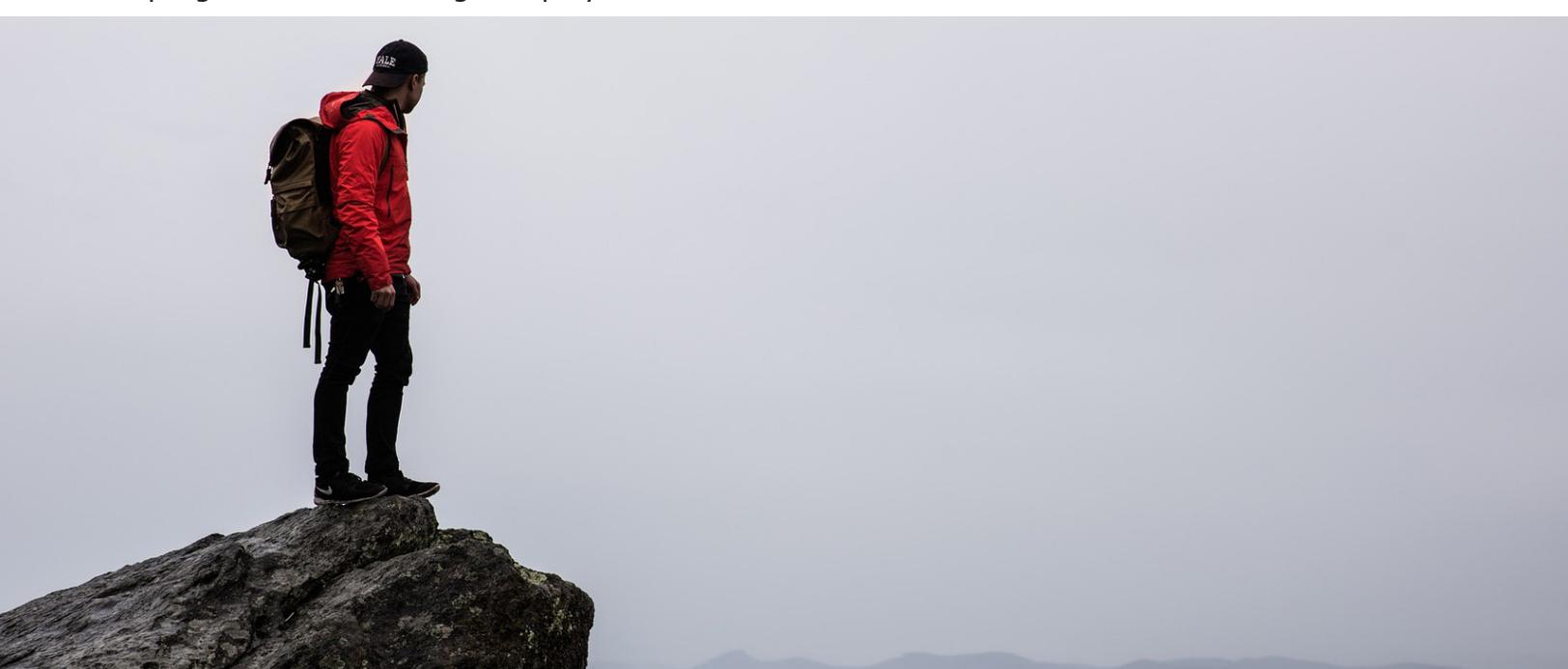
## STRESS MANAGEMENT AT WORK

While there is no way to remove all of the stress from work, you can take some daily steps to help lower and manage the stress from your job and share these tips with your team.

- Connect with others in your office and around campus. Developing friendships with coworkers can help you better manage the negative effects of stress.
- If you see the downside of every situation and interaction, you'll find yourself drained of energy and motivation. Try to think positively about your work.
- In stressful moments, give yourself a 2-minute break from what is bothering you and focus instead on your breathing. Sit up straight, close your eyes, and put one hand on your belly. Slowly inhale through your nose and out your mouth. Try to make your hand on your belly raise and lower.
- A good belly laugh does more than distract you from your stress; it helps you to be better able to manage it. Laughing lowers your body's stress hormones while increasing chemicals that boost your mood. Have you laughed today?
- Not only does a well lit, clean work area increase your productivity and motivation, but it can relieve stress. Spending a little time to get organized can save you time and unnecessary stress.
- Take a few movement breaks throughout the day. Movement gives the body a chance to practice dealing with stress. It forces the body's systems - all of which are involved in responding to stress - to communicate more closely than usual. The more sedentary we get, the less efficient our bodies are in responding to stress.
- Keep a simple stress ball on your desk for those times when stress gets out of hand. It lets you fiddle while your mind wanders, which is good for your hand and wrists as well as your stress level.
- Get other points of view. Talk with trusted colleagues or friends about the issues you're facing. They might be able to provide insights or offer suggestions for coping. Sometimes simply talking about a stressor can be a relief.
- Have an outlet. Set aside time or activities you enjoy - such as reading, socializing or pursuing a hobby.

## PAWS UP! EMPLOYEE RECOGNITION

Paws Up! is Penn State Health's employee recognition program. As managers, when an employee is going above and beyond, you can award points which the employee can use for rewards. Make Paws Up! a regular part of your staff agenda and one-on-ones. Celebrate recent award recipients during team meetings and encourage your team to participate. Use the e-cards that are part of the program and encourage employees to use them as well.



## COMPSYCH EMPLOYEE ASSISTANCE PROGRAM

ComPsych is a great resource for assisting employees with everyday life situations. By logging into GuidanceResources® and going to the "Work & Education" link, you can find a multitude of articles that deal with everything from how to start a conversation to workplace safety. ComPsych also has On-Demand Training videos that have a variety of topics including: balancing work and life, are you financially on track for retirement, communicating without conflict with your significant other, connecting mind and body for healthy living, etc.

You may call ComPsych® GuidanceResources® anytime for confidential assistance 866-465-8935 or online at <http://www.guidanceresources.com>.

If logging into the website for the first time, you will need to click "I am a first time user" to register your own User Name and Password. Enter the Company/Organization Web ID: PSHMC to set up your account.

## LEARNING AND LEADERSHIP DEVELOPMENT

### **Grow Academy**

Grow Academy is a professional development opportunity that is available to all employees. Registration is available through Compass on a first come, first serve basis.

### **Foundations of Leadership**

Foundations of Leadership provides proven techniques that will give you the skills to make better decisions, resolve conflicts, improve employee performance and lead change. You'll develop your own unique leadership style through guided investigations, self-assessments and challenging problem-solving studies.

Two virtual check-in sessions follow the workshop at one month and then six months later to reinforce the skills. Successful completion of this program is based on attendance at both days of the workshop and both reinforcement sessions.

### **Emerging Leaders**

The Emerging Leaders program is offered to individual contributors who are seeking to gain leadership competencies and aspiring to higher levels of leadership. They may not currently hold management positions, however, they exhibit great potential for leadership opportunities in the near future.

### **Leadership Essentials**

The Leadership Essentials program is designed for leaders who may have not received formal leadership development training. Participants are leaders who manage individual contributors and do not have any managers/supervisors reporting to them.

### **Mid-Level Leaders**

The Mid-level Leaders program is designed for leaders who manage managers or supervisors and individual contributors.

For more information on these programs and more, contact your Strategic HR Business Partner.



## RESOURCES

- Paws Up!
  - Website: [pawsup.werecognize.com](http://pawsup.werecognize.com)
- Personal Wellness Coaching - Highmark Blue Shield
  - Phone: 800-914-4808
- Blue365 and Fitness Your Way - Highmark Blue Shield
  - Phone: 855-511-2583
  - Website: [blue365deals.com](http://blue365deals.com)
- WW (formerly Weight Watchers)
  - Phone: 866-204-2885
  - Website: [ww.com/us/pennstatehealth](http://ww.com/us/pennstatehealth)
- Fit, Trim and Slim Program
  - Phone: 717-531-1552
  - Website: <https://hmc.pennstatehealth.org/heart-and-vascular-institute/fit-trim-and-slim-weight-management-program>
- Healthy Recipes - PRO Wellness
  - Website: <http://prowellness.vmhost.psu.edu/family-friendly-recipes>
- Employee Assistance Program - ComPsych
  - Phone: 866-465-8935
  - Website: [guidanceresources.com](http://guidanceresources.com)
- Tobacco Cessation Programs
  - Optum Quit for Life
    - Phone: 866-784-8454
    - Website: [myquitforlife.com/pennstatehealth](http://myquitforlife.com/pennstatehealth)
  - One-on-One Counseling at the Hershey Medical Center
    - Email: [etip@phs.psu.edu](mailto:etip@phs.psu.edu)
  - Highmark Telephonic Coaching
    - Phone: 888-258-3428
- University Fitness Center - Hershey Medical Center
  - Phone: 717-531-7075
  - Website: <https://www2.med.psu.edu/fitnesscenter>
- Lactation Services - Hershey Medical Center
  - Phone: 717-531-3754



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