Mission:
The Plymouth State University Healthy PSU will promote a culture of health, providing leadership, opportunities and support for all employees and their families to encourage health and wellness in varied ways, thereby building healthy people in a healthy place.

Values:
1. Development of a healthy workforce requires strategies that include multiple levels of the social ecological model, including: interpersonal, institutional, community and policy levels
2. Individual health behavior change requires informational, behavioral and policy/environmental interventions
3. A health and wellness campaign built through community member engagement (community-based) has the best chance for acceptance and success
4. Cross-cutting intervention strategies towards benefit cost containment include:
   a. Education towards a clear understanding of benefit plan designs and alternatives
   b. Opportunities for informed choices for health care
   c. Collaborative efforts towards benefit cost containment
5. An effective campaign makes healthy choices easier and more accessible, encourages employees to transition from extrinsic to intrinsic incentives, and contributes significantly to employee satisfaction and productivity
6. Worksite wellness initiatives are most effective when coupled with the engaged support of employees’ health care providers.

Vision:
1. Positive participation by employees and their families in interventions that impact knowledge, attitudes, discourse and behaviors regarding health and health care management
2. Interventions at multiple levels of influence for a culture of health that is sustainable at a neutral cost
3. Institutional endorsement of policies and environmental changes that provide support for a culture of health
4. Collaborative support by employees’ health care providers
5. Demonstrable improvement in health behaviors and engagement with cost containment efforts
Goals:
1. Establish leadership and increase employee knowledge of, and engagement in, a culture of wellness at PSU.
2. Increase opportunities and access for regular moderate to vigorous physical activity for all employees
3. Increase opportunities for employees to have a health promoting diet
4. Reduce employees perceptions of work or environment related stress
5. Identify and implement strategic policies to reduce or minimize the rate of increasing employee health-care benefit costs

GOAL #1
Engaging sustained leadership for a culture of wellness at PSU
Establish leadership and increase employee knowledge of, and engagement in, a culture of wellness at PSU.

Rationale for Choosing Goal
- Employees are largely unaware of how the university is involved in health and wellness efforts, including providing environmental/policy changes (36%), a wellness coordinator for employees (38%), a forum for employees to provide feedback about current programming (41%), and whether the university interfaces with the community to enhance health (54%)
- Some of the barriers around health that employees discussed within the focus groups revolved around:
  - A lack of leadership around health for PSU employees
  - A lack of education & awareness around activities, health/wellness programs & fitness facilities (how to use equipment, when, what is available to employees)
  - A lack of education about benefits

Interventions
1. Hire a health & wellness coordinator PSU employees
2. Create a HEALTHY PSU (Healthy People in a Healthy Place – motto) website that can act as an educational tool and interface for all PSU employees on all campus events, programs & facilities as well as education on benefits
3. Provide an introduction to Healthy PSU to all new faculty and staff (tour & guide of all recreation/fitness facilities at new-faculty orientation and for all new employee hires)
4. Hold monthly seminars on health behaviors from various experts in the community (ex: physical activity classes, cooking classes, stress management, disease prevention & care) (ongoing)
5. Hold monthly seminars that teach employees about discourse & narrative around health, and provide them with alternative discursive resources (ongoing)
6. Form steering committee (admins) and a group of “employee champions” to maintain communication around HPSU and inform future interventions on campus
**Measures of success**

1. Wellness Coordinator has established role with administrative support; active website (job description/hiring results) **Done**
2. Employee orientation includes introduction to HPSU HP for all new hires (HR orientation records, website) **Done**
3. Health Education seminars held monthly through HP benefits system participation in programs increases by 5% per year (enrollment records) **Weight Watchers, Commit to Get Fit – reimbursable and discounted**
4. Advisory council meets quarterly; providing ongoing assessment and evaluation of program activities (meeting minutes) **Ongoing**
5. Steering committee meets monthly in partnership with USNH WELPAC (meeting minutes) **Meeting quarterly; research group meets weekly or as needed.**

**Timeline**

2012-2013 – Interventions 1, 2 & 4; 2013-2014 – Interventions 3-5;
Wellness Program Coordinator starts & takes over future educational interventions
2014-2015- Steering committee meetings will be reduced to quarterly

**Resources**

- Public Relations to help with creating the website and campaign materials
- CfALHC Graduate Assistant to assist with ongoing research for program evaluation
- Funds available from original USNH fringe pool allocation (Busanich & McCahan)
- Administrative support through *Human Resources*
- Human Resources support for communications and *marketing*
GOAL #2
Increase opportunities and access for regular moderate to vigorous physical activity for all employees

Rationale for Choosing Goal
- One-third (31%) of all survey respondents felt that university was doing poorly in providing time for leisure-time physical activity
- While the majority of employees (67%) report making an effort to engage in moderate physical activity at least 3 days/week, 45% of them do not participate in physical activity while at the university or as a result of PSU facilitating this behavior. This implies that employees need to find time and space to be active outside of work, which can be a barrier for many individuals depending on where they live and what other tasks need to be balanced at home (e.g., being a parent, caretaking, cleaning).
- 51% of all survey respondents have thought about becoming more physically active
- Within the focus groups, many employees discussed multiple barriers at PSU that make it more difficult for them to be regularly physical active, including:
  - The inconvenient hours of the fitness facilities (open too late and close too early especially during Winterim and Summer)
  - The lack of a separate physical activity space for employees, as well as fitness classes (don’t want to compete with students for space &/or work-out in front of students)
  - Poor fitness equipment & facilities
  - The lack of locker rooms on campus to safely store exercise clothing & showering necessities
  - Cultural norms at PSU discourages many employees to take time away from their work station to be active, despite knowing that would make them feel better & make them more productive
  - Unsafe or walkways during winter
  - No bike paths or safe places to be active with your family in the community

Interventions
1. Establish and support employee-led leisure time physical activities through education and outreach
   a. Offer fitness classes that are for employees only at low or no cost (ongoing)
   b. Work with civic leaders to establish walking and biking paths in and around the Plymouth community (ongoing)
   c. Offer “how to” workshops on various physical activities. (Meditation, Positive self-talk, Healthy Backs, outdoor adventuring) (ongoing)
   d. Help to coordinate walking groups, jogging groups, and other fitness programming for employees
   e. Establish and implement policies to include space for employee locker rooms & kitchenettes (for food storage & preparation) near work spaces
2. Implement a university policy that would allow or support all employees in taking a designated amount of time to step away from their work spaces & be active (wellness time) – as appropriate
3. Get administrators, department chairs and supervisors to “buy into” this new policy & use it as well, thus helping to change the cultural norms around supporting active breaks across the day.
4. Establish timed walking routes throughout campus for various lengths of time; ensure access and safety year round on these paths for walking. (in progress)
5. Ensure access to the HUB fitness room at times requested by employees (early mornings and evenings especially during Winterim and Summer sessions) (Summer early morning access and classes)
6. Engage a part-time exercise psychologist to do consulting work with PSU employees who need help beginning or sustaining regular physical activity
7. Collaborate with early childhood studies program to provide a two-hour window of time 1-2 evenings a week to provide adjacent daycare (in the HUB) for employees with children so they can use the fitness facilities or other campus spaces for physical activity
8. Provide sheltered bike racks for safe storage of bikes (to encourage more employees to ride bikes to/from work)
9. Investigate establishing satellite fitness stations in various buildings around campus that would hold a treadmill, stationary bike & resistance equipment (for employee use only, to use whenever they are available) (research underway)
10. Trial 1-2 treadmill work-stations on campus, where employees can sign-up for a 30-60 minute time slot to work while being active (researching)
11. Develop simple construction design for standing desks for employees.

Measures of success
- Fewer than 20% of employees responding on surveys report feeling that the university is doing poorly in providing time for leisure-time physical activity
- Fewer than 30% of employees report on surveys having no physical activity at work or home (67%) report making an effort to engage in moderate physical activity at least 3 days/week,
- Increases in the percentage of survey respondents who are engaging in some form of physical activity for 150 minutes per week as a result of the HPHP wellness campaign.

Timeline
2012-2013 – Interventions 1-3; 2013-2014 – Interventions 4-7; 2014-2015 – Interventions 8-10

Resources
- CfALHC Staff
  - Dr. Busanich – Exercise Psychologist
  - Dr. McCahan – Instructor for Faculty Staff Fitness Program (student trainers)
- Terry Potter – HUB Director
- PR & HR
- Steering Committee & President and Cabinet
- HPHP *HPSU* Employee Advisory Group
- Funding from USNH
- HP Benefits for physical activity and health education
GOAL #3
Increase opportunities for employees to have a health-promoting diet

Rationale for Choosing Goal
- While 61% of PSU employees believe that they engage in healthy eating, 55% feel that this is not a result of what the university provides
- 53% of survey respondents think about choosing a more nutritious diet
- While the survey respondents (50%) perceive the university as doing a good job providing healthy food and drink choices at university events, 48% responded that the university does a poor job at providing healthy options in vending machines
- Within the focus groups, many employees discussed factors at PSU that make it more difficult for them to engage in healthy eating while at work, including:
  - A lack of places to store & prepare healthy food brought in from home
  - No place to purchase healthy food on campus
  - Inability to discern what in the dining halls are healthier choices
  - Lack of healthy options in the vending machines

Interventions
1. Collaborate with Local Foods Plymouth to bring in more locally grown produce onto campus for employee members (discounted)
2. Work with Sodexo (food service) to provide and promote healthier options in the dining halls & HUB and supporting information (Tasting Tuesday and Mindful menu items on Wednesdays-Possible discount for making healthier choices)
   a. Healthy cooking classes in Fall 14
   b. HPSU Cookbook – for sale to raise money for scholarship fund. - INTERN
3. Work with vendors to provide healthier options in the vending machines (Fall 15)
4. Provide regular cooking and gardening classes to teach employees about nutrition, permaculture & healthy food preparation
5. Establish policies and build kitchenettes in various buildings around campus that would allow employees access to a small refrigerator & microwave to store & prepare food

Measures of success
- More than 60% of PSU employees responding to a survey will show knowledge and behaviors towards improved dietary choices for health
- More than 60% of employees responding to a survey report that the university is doing a good job providing healthy food choices in the HUB, dining halls and events.
- Fewer than 35% of employees responding to a survey report that the university is doing a poor job providing healthy options in vending machines
- Focus groups will report the increase of:
  - places to store & prepare healthy food brought in from home
  - places to purchase healthy food on campus
  - ability to discern what in the dining halls are healthier choices
- access to healthy options in the vending machine

**Timeline**
- 2012-2013 – Interventions 1-2
- 2013-2014 – Interventions 3-4
- 2014-2015 – Interventions 5-6

**Resources**
- Sodexo Nutritionist
- Steve Taksar (vending)
- Continuing Education program
- Harvard Pilgrim
- Local Foods Plymouth
- Data from UNH studies on vending machine sales
GOAL #4
Reduce employees perceptions of work or environment related stress

Rationale for Choosing Goal
- During our focus groups, many employees discussed aspects of their work environment that contributed to high amounts of stress and detracted from their ability to be healthy, including:
  o Having to walk through clouds of tobacco smoke & seeing cigarette butts everywhere due to PSU not being a smoke-free campus
  o Having a stressful work space due to unnatural lighting, no access to fresh air (ex: window-less spaces or spaces with windows that don’t open) and lots of noise (ex: high-traffic work spaces)
  o The pressure of their jobs to always stay “plugged in” and therefore never getting down time (ex: working in evenings, on weekends & early mornings to keep up with email & job demands)
  o The cultural norms at PSU, where many employees feel like “factory workers” being judged by the quantity of their work (hours in a day) and not by the quality of their work (productivity)
  o Inconsistency & inflexibility in the structure of the work day (ex: when & where you are able to work)
  o Perceived lack of support for some employees to take a scheduled lunch break every day; lack of a cultural norm around a lunch break or break time away from the workstation

Interventions
1. Implement activities that support use of breaks for health promoting activities (supported by supervisors on campus). *(signs on doors, 5 min break campaign)(Supervisor education wellness project)*
   a. To create consistency and cultural norms across campus around the a policy which supports taking scheduled breaks for physical activity, relaxation, or other health behavior
2. Distribute signs for employees to post on their door such as “Out walking for health” or “Reducing stress” when they are taking a break or just need to close their door & meditate for a while (this also helps to create a cultural shift around health at PSU) **Done**
3. Hold seminars & classes on physical activity, stress management and smoking cessation *(Meditation workshop, meditation Mondays)*
4. Offer stress management programs for employees: *yoga classes*, meditation, deep breathing techniques, Reiki, *massage*
5. Implement support systems that allows employees some flexibility in how they get their work done (ex: teleworking policy) *(Work with HR to determine how to disseminate the policy)*
6. Provide natural lighting options for employees who need it or work in windowless spaces *(needs to be a physical plant policy)*

7. Implement a smoke-free campus policy
   a. *Denise to work with USNH Workgroup on Tobacco-free policy & program*
   b. *Identify comparator schools who have made the switch – contact for consultation*
   c. *Develop a plan; submit to Cabinet - Set a timeline for conversion*

**Measures of success**
- Employees responding to surveys and focus groups will report an awareness of a cultural norm that supports health behaviors.
- Policies in place supporting brief scheduled health breaks during an employees work day.
- Most or all work spaces provided with natural light or an equivalent
- PSU is a smoke free campus

**Timeline**
- 2012-2013 – Interventions 1-4
- 2013-2014 – Interventions 5-6
- 2014-2015 – Interventions 7-8

**Resources**
- Human Resources
- Continuing Education Program
- USNH Funding for HPHP
- Physical Plant
GOAL #5
Minimize or contain employee health-care benefit cost increases.

Rationale for Choosing Goal
- Health care benefits costs for USNH are projected to increase at a rate of ~7.5% per year. There is no sign of this cost increase diminishing.
- Strategies for shifting the increased cost to employees is problematic for employees
- Due to decreased state funding support, USNH system is unable to continue to fund increased costs without significantly impacting employees and their families (increased benefits costs may impact salaries and other institutional priorities).
- Health care benefits costs can potentially be impacted by interventions that target
  o overall health of the employees and their families
  o effective use of health care services
  o understanding of the benefit plan design
- The most expensive treatment and prescription costs are those related to lifestyle behavior factors such as physical activity, diet, stress management, etc. Interventions targeting behaviors have the potential to contain costs for these medical conditions.

Interventions
1. Explore the establishment of primary care, orthopedic/PT and lab services for employees on campus. *(ongoing, HR development)*
2. Implement and enhance educational events to support the use of Tandem by employees and their family members. *(ongoing efforts)*
3. *Increase awareness and use of Employee Assistance Programs*
4. Access and develop increased coordination of care for employees.
5. Hold informational meetings with major health care constituents to inform them about the HPHP program. Include them in communication network for HPSU.
6. Hold workshops and events to educate employees about health care benefits costs and the correlations to employee behaviors and choices. *(Planned for 2014-15, open enrollment changes underway by HR)*
7. Develop and implement employee forums and focus groups to discuss financial mechanisms for benefit package modifications to help contain costs to the employee and USNH. *(Done by system)*
8. Work with USHN to develop a system for modifying the distribution of increased benefit costs through changes in deductibles. Investigate use of modified deductibles correlating to individual behaviors and choices including health care use. *(HR has been involved in this)*

Measures of success
- Limit the increase of health care benefit cost to PSU system to 8% per year or less over 5 years.
• Forums and focus groups held with a participation of 25% of benefit eligible employees overall

**Timeline**
- Completion anticipated by end of FY 15

**Resources**
- Amy Schwartz – Director of Health Care Cost Containment
- Nancy Puglisi – USNH Director of Organizational Wellness
- Caryn Ines – Asst. Director of Human Resources/Benefits Coordinator
- HPHP Steering Committee and Advisor Group
- President’s Cabinet