



NCH HEALTHCARE SYSTEM

Moving from a "repair shop for disease" to a **preventive force** driving healthier outcomes in the healthiest metro area in America

A Message from Dr. Allen Weiss, MD, President and CEO, NCH

What if we could make small, incremental changes to the way we live and dramatically improve the well-being of our community? What if those changes resulted in increased longevity and higher levels of well-being? It's not only possible, this vision is already coming to life in Southwest Florida and at NCH Healthcare System.

Well-being is our mission and our promise, for those we serve and for our employees. That's why we've embraced Blue Zones Project. Through our Certified Blue Zones Worksite efforts, we've made substantive changes on our campus – improving the foods we serve in our cafeteria, eliminating sugar-based beverages from our campuses, and working with local producers to have an onsite farmers markets. Each action like this reinforces that healthy doesn't have to be hard – creating success for patients, employees and the community at large.

Since beginning this work, NCH has seen a 2.8-point improvement in our Gallup-Sharecare Well-Being 5™ employee survey from 2015 to 2016. A 2012 study in the scientific journal Population Health Management connected a 1 percent improvement in population well-being with a 2.2 percent reduction in the likelihood of hospital admission, a 1.7 percent reduction in the likelihood of ER visits, and a 1 percent reduction in the likelihood of incurring healthcare costs.

Over seven years ago, NCH had the typical health insurance plan which emphasized coverage for sickness and lacked proactive wellness prevention. The NCH mission then was similar to most of today's national healthcare—to think, act, and be reimbursed as a repair shop for disease. Under the leadership of Chief of Human Resources Renee Thigpen and her team including Employee Health & Wellness Director Lisa Brown and Coordinator Heather Imsdahl, we started to nudge everyone to a healthier outcome.

Since then, we've shown a decrease of 54% over six years in our healthcare expenditures, resulting in a \$27 million dollar saving over the past three years. We have not raised health insurance premiums for colleagues for the past four years and, in fact, lowered them for single parents who are already economically stressed.

Blue Zones Project can change the dynamics of well-being in Southwest Florida in favor of health, happiness, and longevity. That's what's at stake, and that's why Blue Zones Project is so important to NCH and the future of our community.

Respectfully,

Allen S. Weiss, M.D., President and CEO



Employee health. Happiness. Productivity. All of these can flourish when an organization's environment supports healthier choices. NCH Healthcare System is partnering with Blue Zones Project to make that happen — while also lowering absenteeism and healthcare costs.



BETTER WELL-BEING, BETTER BOTTOM LINE

Innovative preventative health leader sees nearly three-point jump in well-being among employees while healthcare expenditures decline 54 percent.

NCH Healthcare System

A progressive alliance of more than 700 independent physicians and medical facilities that serve patients from dozens of locations in the healthiest metro area of America

LOCATION:

Southwest Florida (Collier County)

EMPLOYEES:

3,660

SOLUTION:

Certified Blue Zones Worksite Model



SUMMARY

Seizing opportunities to build a healthier, more engaged workforce

CHALLENGE

Prior to 2010, NCH Healthcare System's mission was to think, act, and be reimbursed as a repair shop for disease — similar to most of today's national healthcare. Enhancements were made throughout NCH to emphasize well-being and preventive care, which began a trend in better outcomes and money saved for the system. After a few years, NCH set out to accomplish even more. They brought Blue Zones Project to the entire community of Southwest Florida and sought help from Blue Zones Project to further transform its workplace.

SOLUTION

Blue Zones Project® introduced the Certified Blue Zones Worksite Model to NCH in 2015. It focused on implementing policies and best practices that optimize four key components within the worksite, including the work community, social network, environment, and purpose. These components can positively impact all five elements of an individual's well-being: purpose, social, financial, community, and physical.

OUTCOME

NCH created a workplace culture and environment that inspires employees to feel better and do their best work. NCH experienced a nearly three-point jump in overall well-being among employees, a **54%** decrease in healthcare expenditures over six years, and **\$27 MILLION** in savings during a three-year period. Nearly 60% of NCH employees (2,149) pledged participation.



WORKPLACE TRANSFORMATION

Empowering NCH to implement progressive well-being improvement strategies

CAPITALIZING ON A SHIFT IN THINKING

Before launching Blue Zones Project efforts, NCH had already committed to help improve the health and well-being of people in their region. They were changing how medical providers were to be compensated and how patients would be treated. NCH also became a sponsor for the Blue Zones Project of Southwest Florida, a community-wide well-being improvement initiative to help make healthy choices easier for everyone. Taking it to a more personal level, NCH wanted to help its employees make sustainable progress of their own. That's when NCH sought to become a Certified Blue Zones Worksite.

INTRODUCING A MODEL THAT WORKS

Blue Zones Project helps transform U.S. communities and worksites into areas where people live longer with a higher quality of life by applying principles from the Blue Zones—longevity hotspots—of the world.

For organizations like NCH, the Certified Blue Zones Worksite model guides the customized implementation of policies and best practices that optimize worksite support for well-being. By working closely with NCH, Blue Zones Project helped them focus on influencing four key components:

- ① Work Community
- ② Social Network
- ③ Environment
- ④ Purpose

Then, using the Gallup-Sharecare Well-Being 5® among other progress tracking methods, Blue Zones Project was able to measure positive change for specific well-being indicators.

WHAT IS THE GALLUP-SHARECARE WELL-BEING 5?

A scientific survey instrument used to measure, report, and track an individual's well-being. It measures the five interrelated elements shown to have the greatest impact on an individual's well-being: purpose, social, financial, community, and physical.

Outcomes: See before and after Well-Being 5 scores on page 10.



1

WORK COMMUNITY

Blue Zones centenarians live and work in communities that naturally nudge them to move regularly. Eighty percent of working Americans, on the other hand, spend their workday at jobs that are sedentary or only require light activity. When fewer calories are being burned each day, it can lead to more than extra weight. Annually, obesity-related illnesses rack up more than \$190 billion in healthcare costs and result in \$153 billion in lost productivity. Taking inspiration from Blue Zones communities, Blue Zones Project highlighted opportunities to encourage more natural movement at NCH.

How NCH is encouraging change in this area:

- ✓ A **walking route** around a garden and pond provide a peaceful place for employees and visitors to stay active at the Baker Hospital Campus.
- ✓ **Stairwell** use is encouraged with fun and interesting signage.
- ✓ **Fitness classes** and other exercise opportunities are available for employees at NCH hospitals.
- ✓ **Walking maps** are available for each campus to highlight routes and distances.
- ✓ **Walking Moai** groups created for employees to be physically active together, and more importantly, build strong personal relationships.

Outcomes from 2015 to 2017:

- 9.6%**
Increase in employees who exercise 30 minutes a day, at least three days a week
- 3%**
Rise in the organization's score for physical well-being¹
- 34%**
Of employees saw their BMI shift in a healthier direction.



¹ Results from employees who completed the Gallup-Healthways Well-Being 5 survey

2

SOCIAL NETWORK

The time people spend socializing each day has a direct impact on their well-being, however, we can easily miss out on valuable connectedness in this digital age. When that happens, it can leave us vulnerable to issues like depression and anxiety, and it can affect how long we stay at a job. On the flip side, those we spend time with influence our health—for better or worse.

To foster positive social connectivity, NCH shared a practice of centenarians in Okinawa, Japan—one of the Blue Zones. There, people form moais, which are groups of about five people who commit to each other for their whole lives. Members have the security of knowing there is always someone there for them.

How NCH is encouraging change in this area:

- ✓ **Plant-based potluck moais** have been started where employees can socialize and bond while sharing healthy recipes.
- ✓ **Walking moais** have been created for employees to socialize regularly while being physically active.
- ✓ **Moais** have inspired system-wide team building experiences as well as a strong support system.

Outcomes from 2015 to 2017:

1,000 (NEARLY 30%)

Employees joined a Blue Zones Project walking or potluck moai

2.8%

Improvement in the organization's score for social well-being¹

5.8%

Improvement in the number of employees who have someone in their life that encourages them to be healthy¹

3%

Reduction in stress among NCH employees²

"I've been on the plant-based diet for about TWO months. When I received my lab results, I was over the moon! My bad cholesterol went down. I'm sleeping better, I'm not bloated anymore, I have more energy, my clothes fit better, and my gut likes me again."

– Mia Jackson, NCH Healthcare System employee

¹ Results from employees who completed the Gallup-Healthways Well-Being 5 survey
² Results reported by NCH Healthcare System for Blue Zones Project certification, Spring 2017.

3

ENVIRONMENT

Each day is full of countless lifestyle choices, like what food to eat, that can impact how we perform at work. In fact, a 2012 study revealed that unhealthy eating is related to a 66% increased risk of productivity loss, not to mention higher healthcare costs. Since many of us spend the majority of our day at work, having healthy choices at our workplace is key. That's why we provided guidance on policies, programs, and strategies inspired by Blue Zones around the world to make the healthy choice the easier choice at NCH.

How NCH is encouraging change in this area:

- ✓ **Beverages with added sugar** were removed from cafeterias and vending machines at all campus locations in June 2016.
- ✓ NCH cafeterias **improved healthy choices** with:
 - Liter sized water replacing regular soda
 - Lanes stocked with Blue Zones approved foods
 - Nutritional information on food labels
 - New menu items that meet the Blue Zones Healthy Dish Guidelines
 - Half-size entrees
 - 100 Calorie offerings
- ✓ **Challenges were launched** asking participants to log exercise and water intake or exercise and produce intake for eight weeks.
- ✓ Team members were given **free infusing water bottles** with the launch of a water challenge.
- ✓ A group of employees launched **farmers markets** at all three campuses, offering a quick and easy way for employees, and the public, to pick up fresh produce.
- ✓ NCH created a **smoke-free campus**, helped current smokers quit and implemented a policy to no longer hire smokers.

Outcomes from 2015 to 2017:

- 25%**
Of well-being program participants saw a positive change in their nutrition score in one year.
- \$7,000**
Drop in sales for sugar-sweetened beverages each month due to the removal of all sugar-sweetened beverages. That adds up to an estimated 500 pounds of sugar not sold each month.
- 330,000+**
Miles were logged by 830 participants between the 2016 water infusion and product consumption challenges.

- 34%**
Of employees saw their BMI shift in a healthier direction.
- 72%**
Increase in vegetable sales in the cafeteria.
- 34%**
Decrease in sales of fried food.
- 2.8 TO 1.3**
Fall in the percentage of smokers at NCH. The smoking rate in Florida for the same time frame was 18%.

4

PURPOSE

Blue Zones centenarians put an emphasis on connecting with their reason for being—whether through family, career, or community. And it pays off. People with a clear sense of purpose tend to live about seven years longer than those who don't, according to Blue Zones researchers. Additionally, when people connect with a sense of purpose and live with it each day, they have lower rates of heart disease and healthcare costs, they weigh less, and they even report higher levels of happiness.

More than half of Americans struggle to find meaning at work though. The good news: Employers that invest in making work meaningful for their employees are more likely to see production rise and turnover decrease. That's why we encouraged NCH to help employees discover their innate gifts, find opportunities to match their passion, and deepen their sense of purpose.

How NCH is encouraging change in this area:

- ✓ Employees were **encouraged to volunteer** at any local nonprofit throughout the year and could earn credits for their health reimbursement account (HRA) based on hours volunteered.
- ✓ A **"Volunteer with Purpose Fair"** was hosted by NCH, Blue Zones, and the local United Way in 2016 for employees and the community.
- ✓ NCH hosted multiple **Blue Zones Project Purpose Workshops** for NCH employees and community members.

Outcomes from 2015 to 2017:

- 125+**
NCH employees attended the purpose fair in 2016
- 139**
Employees had attended a purpose workshop as of February 2017.
- 4,136**
Volunteer hours were logged in 2016, a significant increase from 2015.
- 6%**
Improvement in the organization's score for sense of purpose from 2015 to 2016.¹



¹ Results from employees who completed the Gallup-Healthways Well-Being 5 survey



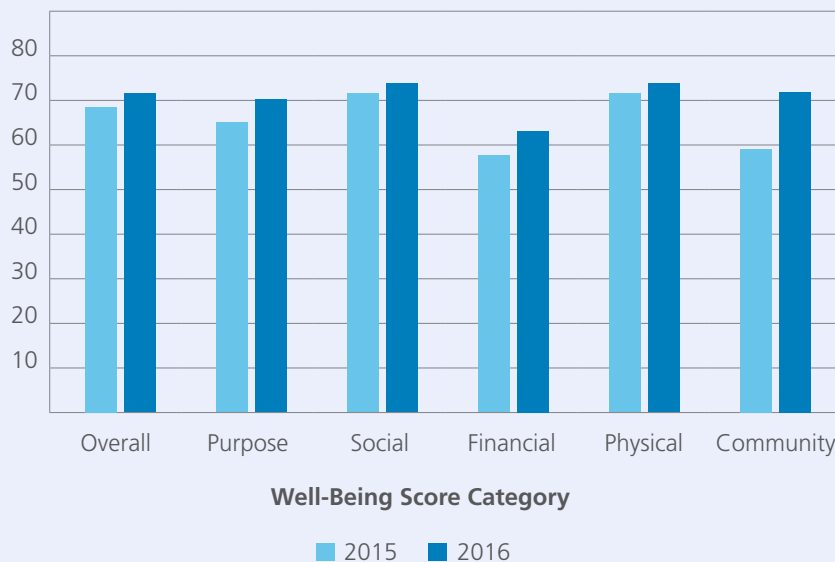
BOTTOM-LINE IMPACT

Well-Being, health, and the bottom line trending in a positive direction

POSITIVE CHANGES IN EVERY AREA OF WELL-BEING

Employees completed the Gallup-Sharecare Well-Being 5 survey in 2015 and 2016 to see how they scored in the five interrelated elements which have the greatest impact on an individual well-being. It was completed by 2,006 employees (54%).

Outcome: Scores improved in every category with overall well-being jumping nearly **three points** from 68.9 to 71.7, on a scale of 0 to 100.



Well-Being Score Category	2015	2016
Overall	68.9	71.7
Purpose	66	70.1
Social	71	73
Financial	58	62
Physical	71	73.2
Community	69	71.2

A 2012 study in the scientific journal *Population Health Management* connected a 1% improvement in population well-being with a 2.2% reduction in the likelihood of hospital admission, a 1.7% reduction in the likelihood of ER visits, and a 1% reduction in the likelihood of incurring healthcare costs. Incremental changes pay off.

POSITIVE CHANGES IN BIOMETRICS

NCH as a whole showed improvements in biometrics from 2015 to 2016.

44.2%

Made positive shifts in cholesterol ratio (including, overall, a 2% increase in good total cholesterol, a 2% increase in ideal triglycerides, and a 1% reduction in high triglycerides).

34.1%

Made positive shifts in BMI.

17.6%

Made positive shifts in blood pressure (including a 1% overall reduction in high risk blood pressure).

37.4%

Made positive shifts in glucose (including a 6% overall reduction in HbA1c).

POSITIVE CHANGES TO THE BOTTOM LINE

Impressive results lead to cost savings for NCH.

54%

Decrease in Healthcare expenditures over six years, resulting in **\$27 MILLION** in savings during a three-year period.

0%

Increase in Employee health insurance premiums during a four-year period, and rates were lowered for single parents who are already economically stressed.

40%

Drop in the number of workdays lost related to any and all types of injuries from fiscal year 2015 to 2016 (381 days to 226 days).

CONCLUSION

With the help of Blue Zones Project, NCH Healthcare System and its employees are *healthier, happier, and more productive.*

Overall well-being has jumped nearly three points and NCH has seen a 54 percent decrease in healthcare expenditures, resulting in \$27 million dollars saved. They have a greater sense of purpose and social connections. They eat healthier and are more active. They stress less. It goes to show that incremental changes do add up to significant improvements for workplaces like NCH—and larger shifts over time offer even greater potential for impact.



BLUEZONESPROJECT.COM

bluezonesprojectusa@healthways.com



BlueZonesProject