


Sharing Your Wellness Story...

2018 INDIANA HEALTH AND WELLNESS SUMMIT
September 6-7, 2018 | The Westin Indianapolis

Case Study: Canned to Customized – A G & T Cooperative’s *Wellness Story*



My Evolution.....

- Fitness
- Wellness
- Human Resources
- MY WHY



The 'golden circle' from Simon Sinek



HOOSIER ENERGY



Company Background

- Rural Electric Cooperative; 18 member systems
- Central & Southern Indiana
- < 500 employees
- Headquartered in Bloomington, Indiana
- Power Delivery Operations Center in Owen County
- Coal-fired Merom Generating Station
- 25 transmission stations; 1700 miles of transmission lines
- Average age: 47
- 85% male
- Bargaining Unit
- Self-funded



Wellness Program



- **2011**- started with a “one-size-fits-all” approach
 - Rewards-based incentives
 - Health screening, HRA, Education, Challenges
 - Wellness Committee started to formulate
 - Employees + temps + interns
- **2012** – partnered with strategic business advisory
 - Healthy food initiatives and access to Dietitian
 - Integration with Onboarding
 - Customization, strategy, and access to resources
 - Tailored and targeted communication strategy



Wellness Program



- **2013 - 2014** comprehensive multi-tiered strategy
 - Integrated Health Advocacy Program (IHAP) was launched
 - Smoking Cessation program rolled out
 - Quarterly topics involve health awareness & education, skill development, reinforcement
 - AchieveWell 3-star and 4-star recognition
- **2015** – focus and integration with metrics
 - Implemented preventive care mandate
 - Explored onsite clinic option and fitness facility
 - Program evaluation, data analytics, impact on claims cost
 - 5-star AchieveWell recognition!!



Wellness Program



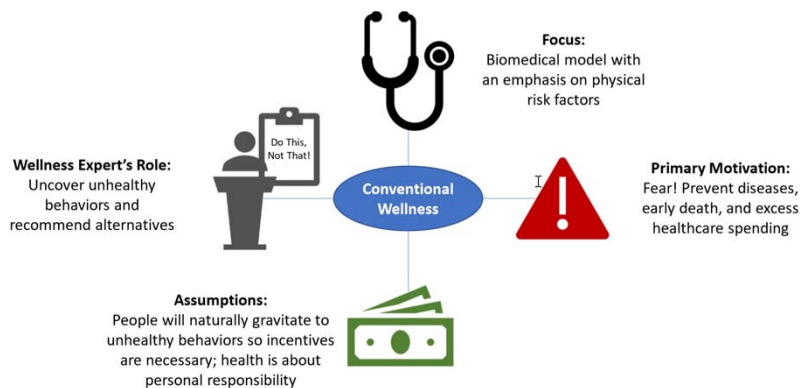
• 2016 – present

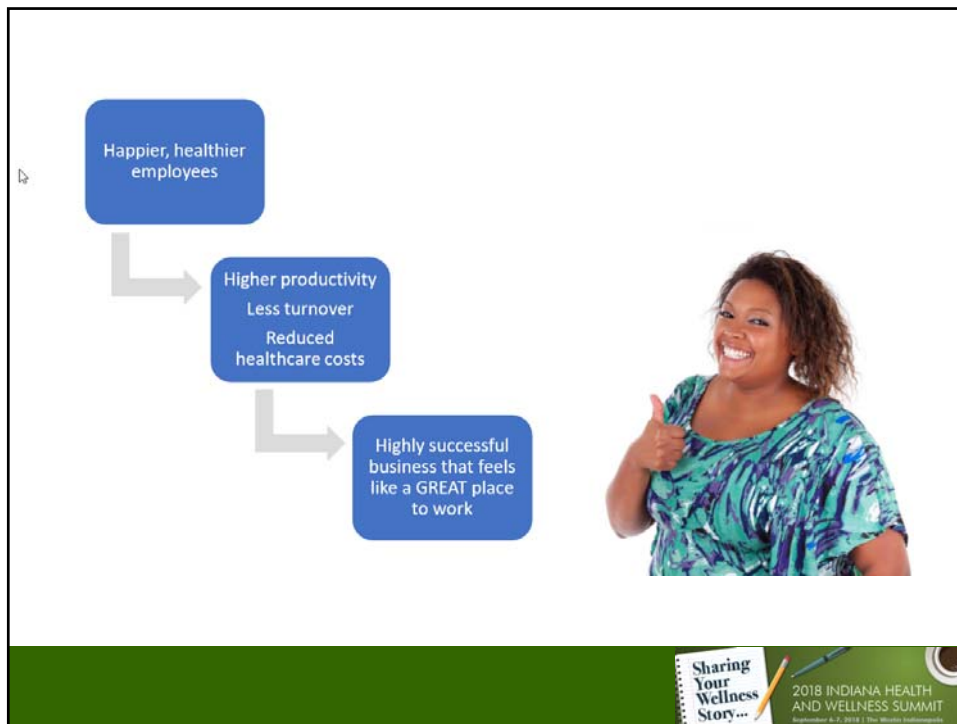
- Healthy Outcomes Incentive created
- Online wellness platform; telephonic health coaching
- Activity challenge through technology
- Onsite fitness presence & resource
- Evolution from wellness to wellbeing
- Shift from participation to engagement
- Standing desks



But Something Is Missing.....

The Conventional Approach to Wellness:



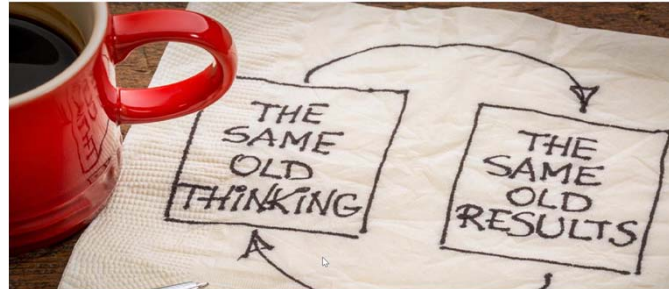


Meanwhile.....

- Money and power are valued and recognized over work-life integration and purpose and engagement
- Many leaders are ill-equipped to effectively lead; employees feel overworked, undervalued and mistrustful
- Stress and burnout are at an all-time high as employees experience a crisis of capacity
- Very little attention is paid to the effect that the organization itself may be having on the wellbeing of its employees

Why Isn't This Working??

- **Outdated thinking** about human nature and behavior change



Drive: Compelling, Sustaining, and Stopping Behavior

- **Extrinsic:** being driven to do something by pressure or tangible rewards; outside force
- **Intrinsic:** being driven to do something by internal desire
- **Research**
 - Behavior is creative; leads to better problem-solving
 - Synonymous with both physical and psychological health
 - When incentives are gone, behaviors rebound

Why Isn't This Working??

- Flawed assumptions and bad data



Sharing
Your
Wellness
Story...

2018 INDIANA HEALTH
AND WELLNESS SUMMIT
September 6-7, 2018 | The Westin Indianapolis

Why Isn't This Working??

- Ignores the **systemic and organizational** issues that impact employees wellbeing and quality of life



Sharing
Your
Wellness
Story...

2018 INDIANA HEALTH
AND WELLNESS SUMMIT
September 6-7, 2018 | The Westin Indianapolis

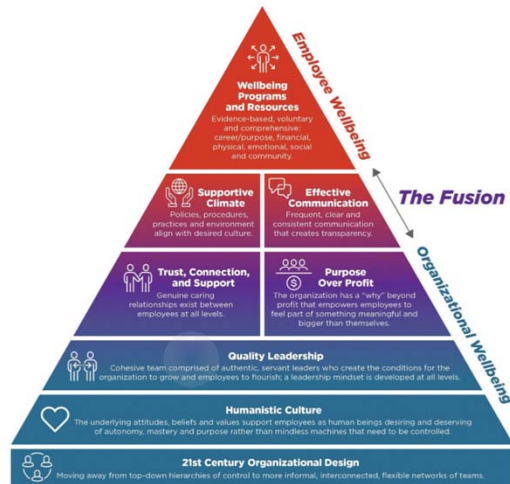
What Can We Do Instead?



Sharing Your Wellness Story... 2018 INDIANA HEALTH AND WELLNESS SUMMIT

The Thriving Organization Pyramid™

How to create a high-performing organization where employees are freed, fueled and inspired to bring their best selves to work – and home – each day.



Sources: Peter Senge, Margaret Wheatley, Edward Deci, Edgar Schein, Patrick Lencioni, Robert Greenleaf, Simon Sinek, Bob Kegan & Lisa Lahey, Aaron Hurst, Raj Sisodia, Bob Chapman, Tony Hsieh, Tom Rath & Jim Hester, Frederic Laloux, Ron Friedman, Heart, and Common Sense

Sharing Your Wellness Story... 2018 INDIANA HEALTH AND WELLNESS SUMMIT

“Culture eats strategy for breakfast ... operational excellence for lunch ... and everything else for dinner!”



Humanistic Culture

The underlying attitudes, beliefs and values support employees as human beings desiring and deserving of autonomy, mastery and purpose rather than mindless machines that need to be controlled.

Sharing
Your
Wellness
Story...

2018 INDIANA HEALTH
AND WELLNESS SUMMIT
September 4-5, 2018 | The Westin Indianapolis

“The only thing that happens naturally in organizations is friction, confusion, and underperformance. Everything else requires leadership.”

-Peter Drucker



Quality Leadership

Cohesive team comprised of authentic, servant leaders who create the conditions for the organization to grow and employees to flourish; a leadership mindset is developed at all levels.

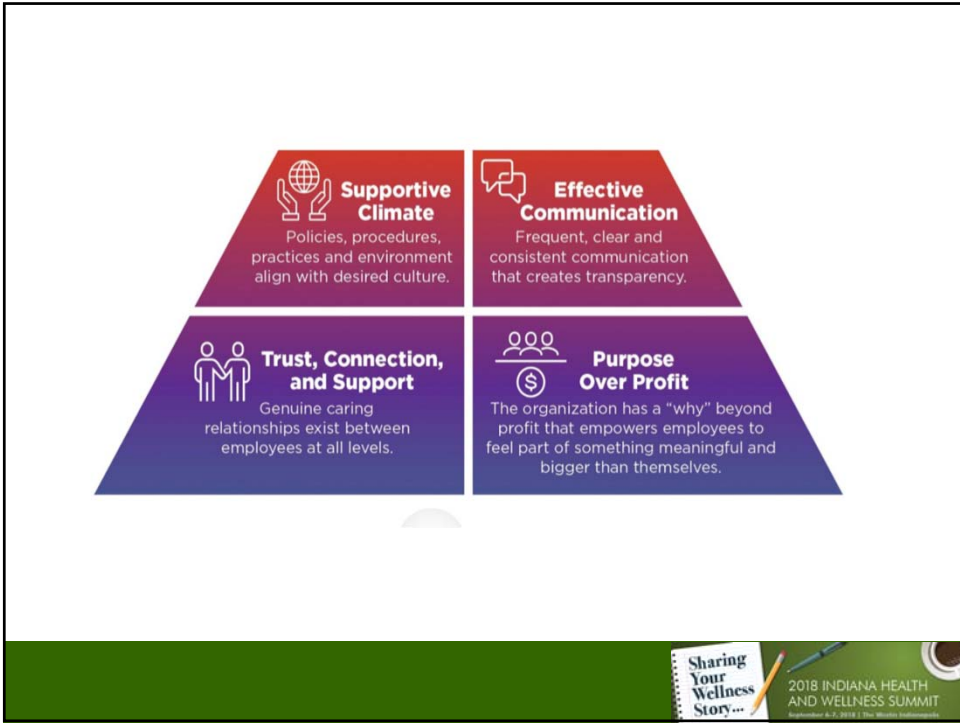


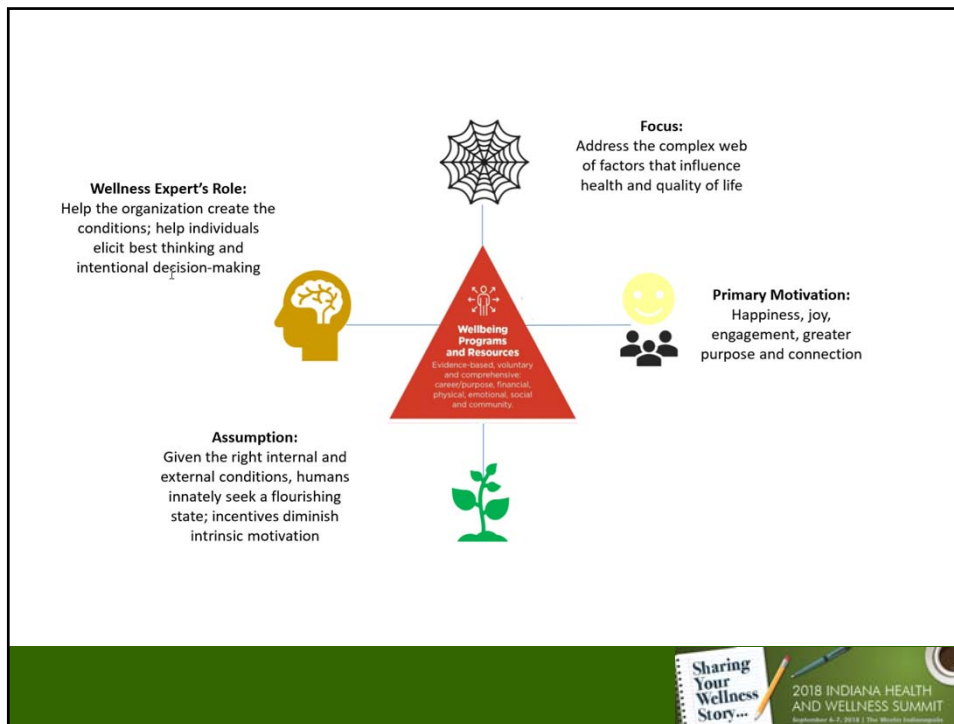
Humanistic Culture

The underlying attitudes, beliefs and values support employees as human beings desiring and deserving of autonomy, mastery and purpose rather than mindless machines that need to be controlled.

Sharing
Your
Wellness
Story...

2018 INDIANA HEALTH
AND WELLNESS SUMMIT
September 4-5, 2018 | The Westin Indianapolis





2019 Wellbeing Strategy

- “Wellness” to “Wellbeing”
 - 5 elements of wellbeing are interdependent
- Rely *less* on extrinsic motivation (i.e. incentives)
- Integrate with our leadership development strategy
- Go back to the company purpose

Key Takeaways

- Taking into consideration what you've just heard, what do you want that's important for you?
- What do you want for the people on your team?
- What are you seeing now in terms of what makes sense?



Thank You!



- Megan Miller, MBA, PHR, CWPC, TWCC
- mmiller@hepn.com
- LinkedIn

