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Improving Workplace Wellness at Kaiser Permanente

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Abstract

A sedentary lifestyle is linked to many serious health problems including cardiovascular disease, obesity, and early death. Since the majority of jobs are done at a desk, those in the workforce have become particularly vulnerable to becoming sedentary. Workplace wellness programs are beginning to become a more common practice, and Kaiser Permanente is leading the way. However, they are discovering that simply providing resources is not enough. To enhance their workplace wellness, the Wellness Leaders program was implemented in order to get all departments involved in wellness activities and practices. While the program continues to grow, a shift in the wellness culture is already beginning to occur. Wellness leaders have become dedicated to motivating their coworkers and creating opportunities for wellness activities and events. Even though employees may not be taking advantage of all of the resources that Kaiser Permanente provides, they are finding new ways to bring wellness to all.

Introduction

Kaiser Permanente is a nationwide healthcare organization that was founded in 1954 and is based out of Oakland, CA. It is made up of three groups: Kaiser Foundation Health Plan (KFHP), Kaiser Foundation Hospitals (KFH), and The Permanente Medical Groups (TPMG). For my fieldwork project I worked with TPMG which is a physician owned organization that is responsible for providing and arranging care for the KFHP members. Currently there are 9.6 million health plan members (thrive.kaiserpermanente.org).

Kaiser Permanente prides itself on being a preventative healthcare organization and is constantly looking for ways to improve their performance. They have put a large emphasis on workplace wellness and many corporations are now following suit and embracing the concept. It's not a secret our country has become quite accustomed to living a sedentary life. In its most basic definition, a sedentary lifestyle is one that has little to no physical activity. Thanks to the advances in technology it has become increasingly easy to shop, interact with friends, order meals, etc. without even having to get off of the couch. The workforce has become particularly vulnerable to sedentary habits with many jobs being done behind a desk. Most responsibilities are done on a computer which can make the need to get up and move around virtually obsolete.

A sedentary lifestyle, especially a prolonged one, comes with a whole host of health ailments. Some of the most common and talked about are cardiovascular disease, high cholesterol and blood pressure, and obesity. Being sedentary is also linked to depression. Individuals in the workforce may spend their day indoors behind a computer screen limiting the number of social interactions they have or the amount of time they get to spend outside. A sedentary lifestyle also increases your risk of early mortality.

Companies are attempting to combat the issue by introducing wellness activities to their employees, and Kaiser Permanente is no exception. They offer classes such as yoga, zumba, and meditation that often take place during lunch time or at the end of the work day in an attempt to be flexible and cater to the different needs of employees. Despite all of the offerings and various scheduled times, the attendance is often low when compared to the total number of employees. Since Kaiser Permanente is a private organization, they are not required to record employees' participation in wellness activities so there is no concrete way of knowing what the majority of employees are doing to improve their overall wellness. That is where the Wellness Leaders program comes in. A Wellness Leader is a volunteer from each department who is responsible for leading and encouraging their coworkers in activities and practices that will improve their overall wellness. They also attend monthly meetings and report on what their departments are doing to accomplish that goal. In theory it is a great program, but there is definitely room for improvement which is where my fieldwork project comes in. I was responsible for improving upon the Wellness Leaders program at Kaiser Permanente San Francisco.

Background

In a meta-analysis published in the *Journal of Occupational Health Psychology*, authors Kizzy Parks and Lisa Steelman examined the effects of “participation in an organizational wellness program (fitness or comprehensive) on absenteeism and job satisfaction,” (Parks et al). They found participation in a wellness program was associated with lower absenteeism compared to non participants. Employees who participated in wellness activities also reported a higher level of job satisfaction than those who did not participate. There was not enough evidence to determine which type of program (fitness or comprehensive) was the most effective.

Future studies could look at which type of program was more effective based on attendance and employee satisfaction.

The *American Journal of Managed Care* (AJMC) conducted a systematic review on the impact of worksite wellness programs. “In 2009, 58% of US employers offered at least 1 wellness program. In 2010, consumer participation in programs rose from 19% to 22% (Osilla et al). With the passing of the Affordable Care Act, these trends are continuing to increase since the law emphasizes prevention and creates incentives for companies to reward employees for participating in workplace wellness. For their review the AJMC collected 33 studies, starting from the year 2000 and extending through 2013 that evaluated the impact, characteristics, and incentives of workplace wellness programs. The results were mixed and the biggest takeaway was that there needs to be a better system for evaluating these programs. Many companies were rushing to set up wellness services for their employees, but were not necessarily looking at what types of services would be most effective or desired.

A recent study done by the American Cancer Society (ACS) wanted to evaluate the effects of workplace wellness in large companies. Large companies are perfect candidates for workplace wellness because they have the staff and financial resources to utilize and promote evidence based practices geared toward health promotion. The implementation of evidence based practices has been proven to improve the rate of healthy eating, cancer screening, physical activity, and tobacco cessation. However, they have been underutilized in the workplace especially from larger companies. The ACS posed a “CEO Challenge” that was designed to “promote implementation and maintenance of health-promoting, evidence-based workplace practices by large companies.” The focus of this study was for the prevention and control of chronic diseases which are rampant throughout the United States. . A year after the program

began all of the participating companies saw an increase in evidence based practices with the most improvement in healthy eating and cancer screening practices.

A six year study of adults over 35 who worked in a public university in Malaysia was done in order to examine the effects of workplace health promotion on individual's blood pressure. All of the participants were voluntarily enrolled in the schools workplace health promotion program, and the results of the study showed a slight improvement in the participants' blood pressure. There was limited information about the individual's family history or change in lifestyle over the six year period, but the annual screenings were beneficial in catching early signs of hypertension and alerting participants about the risks of high blood pressure. Future studies could be more detailed and examine whether or not a change in lifestyle or family history plays a role in an individual's willingness to volunteer for health promotion programs.

A sedentary lifestyle can lead to numerous health problems. New evidence is beginning to suggest that the addition of physical activity is not enough to counteract the effects of long term sitting. A study done by Kerr et al. examined the behavior of a two hour reduction in sitting versus three additional sit-to-stand interactions per day among adults 50-70. "Although historically sedentary behavior has been conceptualized as the absence of physical activity, it is now recognized as a distinct behavioral domain, characterized by low energy expenditure and a sitting or reclining posture," (Kerr et al). The goal of this study wasn't to measure the effects of either behavior, but to see if the behaviors were adopted by participants. In both cases, participants were more likely to follow the behavior they were assigned, but did not adopt the other behavior which was offered as a suggestion. Further studies should look at whether one behavior is more effective than the other or if both should be implemented. A similar study done by O'Connell et al was done to see if providing staff with height-adjustable desks, in addition to

implementing behavior change strategies, would reduce workplace sitting time. It can be used as a baseline for implementing interventions for change because it looked at the feasibility, effectiveness, and sustainability of current long term interventions.

Physical exercise has been proven to prevent the deterioration of work ability. In a study done with female healthcare workers from three different Danish hospitals, Participants were put into 2 categories: those who performed 10 minutes of exercise five times a week at work and those who performed 10 minutes of exercise five times a week at home. Researchers found that doing exercises with colleagues during work hours was more effective at preventing the deterioration of work ability than doing exercises at home. This study makes a great case for why workplace wellness activities should be made available to employees and stresses the importance of taking productive breaks during the work day.

New studies are suggesting that there may be a difference among genders when it comes to the effects of workplace hours with women having a higher proportion of poor health than men. A study done by Cho et al, found that although men typically worked longer hours in a week, women were more likely to work more than five days a week. Women also had less secure jobs compared to men and were more likely to be less educated. As a result, women reported a poor level of self reported health compared to men which was due in part to the fact that their hours expanded beyond the typical work week as well as the extra family responsibilities they have. This study is an example of why emotional health and wellness services are important to incorporate into employee wellness.

Healthcare facilities and their employees are looked at as role models when it comes to setting the golden standard for healthy living. In 2010 the American Heart Association announced their goal to decrease deaths from cardiovascular disease by 20% and improve the

cardiovascular health of individuals living in the U.S. by 20% by the year 2020. They also introduced “7 CV health metrics (diet, physical activity, smoking, body mass index, blood pressure, total cholesterol, and blood glucose), to measure CV health and monitor the progress made toward achieving the goal,” (Ogunmoroti et al). Because the workforce population of employees over 55 is increasing, workplace wellness programs have become the perfect setting for cardiovascular health interventions. In order to assess the next steps a cross sectional study was done to look at the employee health at a large healthcare organization in Florida. They collected data from a self reported health assessment as well as biometric measures. They found only 1% of participants achieved ideal health status for all of the biometrics that were measured. Women were more likely to meet the ideal for diet although men were more likely to meet the ideal for being physically active. The results of this study can be helpful for companies when they are creating their workplace wellness programs. Wellness is not achieved by changing one behavior, but incorporating changes that encompass all aspects of mind and body wellness.

Description of the agency

Kaiser Permanente is a national healthcare organization with over 17,000 physicians providing care for more than 9 million members. Their services range from adult and family medicine to cancer treatment and cardiac services. They are one of the few healthcare organizations in the country that focuses on preventative care for its patients. Their mission, which is visible on every billboard and seen in every commercial, is simple: thrive. Members come to Kaiser Permanente not only to receive help for a current ailment, but to keep the problem from persisting or developing into a more serious one down the road. San Francisco has been providing Kaiser Permanente services since 1954. Currently there are three main campuses,

2238 Geary Blvd and hospital, Mission Bay, and French which provide care for the city's diverse population with the help of over 4,000 employees.

Kaiser Permanente has dedicated itself to providing the utmost service and care to its members, but what are they doing for themselves? Healthy practices are easy to teach, but much more difficult to practice. Although they have access to many resources, many employees have chosen not to use them. For some it's an issue of time; they can't stay after work to take a zumba class, because they have families waiting at home. For others it's an issue of motivation; many employees spend the majority of their shift behind a desk and are unaware of how sedentary their day becomes when they don't make a conscious effort to get up and move, or how the food choices they make in addition to being sedentary could lead them down an unhealthy road. For some it's a lack of awareness; many may feel overwhelmed with their workload but chalk it up to stress instead of taking the time to address the underlying issue. Physicians have incredibly demanding jobs that often extend beyond their regular hours in a clinic or hospital. As a result, they are beginning to burn out at an alarmingly earlier age than what has been seen in previous years. Other staff and employees often have jobs that put them behind a desk making them sedentary for the majority of their work day as well as keeping them indoors and away from fresh air. Kaiser Permanente has been taking steps to try and fix these problems. In the last few years, yoga, Pilates, and meditation classes have begun being offered during lunch time or at the end of the day, healthy guidelines for the types of meals that can be ordered for meetings and celebrations are being implemented, walking meetings and time spent outdoors are being encouraged, and offsite events are beginning to sprout up around the Bay Area. There are employees taking advantage of these resources, but unfortunately there are still many who are not. Overall employee wellness is detrimental not only to the members who rely on the services

and care that Kaiser Permanente provides, but to the individual as well. Workplace wellness carries over into all aspects of a person's life.

Overall project plan, including learning objectives

In order to continue to increase the rate of employee participation in workplace wellness, there are many different ways to go about it: changing behaviors, providing resources that touch on all aspects and abilities of wellness, and creating a community that will change the overall culture of workplace wellness making it inclusive and part of a daily routine.

This year Kaiser Permanente implemented a Wellness Leaders program to help get all departments on board and participating in various wellness activities. Wellness Leaders are volunteers from each department who attend monthly meetings and lead and encourage their colleagues to participate in wellness activities as a group and on their own. The activities are geared toward but not limited to the work day. In the past, individuals had expressed interest in becoming a leader, but the commitment became difficult due to the varying shift schedules, willingness to participate within their individual departments, and distance. Kaiser Permanente's three main campuses in San Francisco are at least more than a mile away from each other which can make scheduling activities difficult.

Lastly, some employees are not aware of all of the resources available to them. Daily class schedules come out in a weekly email from the wellness team which can often be overlooked. The current employee wellness page is not updated on a regular basis and difficult to navigate which may prevent some from trying to access resources. All of the departments vary in their size, duties, and flexibility. Smaller departments tend to stick to themselves and are less likely to participate in group activities. Larger departments often mean alternating shifts which can make it difficult to schedule something most people will be able to attend.

The first step in increasing employee participation is to recruit new Wellness Leaders. Safety and training fairs were held over the summer at each of the three main campuses. This was a way to get employees out of the office and give them a chance to brush up on their safety knowledge, win some prizes, and have the chance to socialize with other departments. The wellness team also had representation with a booth that posed a physical challenge: perform a 1 minute plank or 1 minute wall sit and win a running belt. Many employees were up to the challenge and while they were waiting to take their turn they were given information on the Wellness Leaders programs. They were asked if they have heard of the program and if applicable, who the leader of their department was. Based on their response we would give them a general overview of the program and encourage them to seek out their Wellness Leader to make sure they were being held accountable for leading their team. If anyone expressed a serious interest in becoming a leader we would take their information to invite them to the next monthly meeting.

The next task was to create a designated space for all things employee wellness which will not only make it easy for the Wellness Leaders to access, but will become a tool for all employees. The current website is outdated and difficult to navigate so it was completely redone. Information was gathered and categorized into the six components of employee wellness: prevention, healthy eating, physical activity, healthy workplace, healthy community, and emotional health and wellness. Resources that already existed on the current webpage were reorganized into each category. Some resources were pulled from the wellness shared network while others were found doing independent research and upon receiving feedback from current Wellness Leaders who were shown a rough draft of the proposed updates.

Prevention is the overall mission of workplace wellness which makes its resources equally important. The biggest plug for this component was the KP Preventative care app which is available to both members and employees. It allows you to view test results, schedule doctor's appointments, and remind you when you need to make an appointment or when you're due for a vaccination. The app makes it easy to manage your records and correspond with your doctor via messaging. In addition to the app there are also regional resources with information on anything from cold and flu season, to ways to manage diabetes and chronic back pain.

The healthy eating section of the website now gives tips on how to make your meals healthier by making simple swaps (whole wheat instead of white flour, fruit instead of jelly, etc). There is also a "Healthy Meetings" guide for ordering lunches which was another project I was responsible for. The guide is comprised of a list of Kaiser Permanente approved vendors and what kind of healthy options each one will accommodate. The hope is that this guide will become the standard for all food orders at Kaiser Permanente, and will also help employees make healthy choices when they order their own lunches. The healthy eating section also offers alternatives for celebrations in the office that go beyond cake or cookies, and a complete guide to starting or maintaining a plant based diet. This past spring a 21 day plant based challenge was done amongst all of the San Francisco campuses. While it hopes to be an annual event, the resources are available for employees to begin their own challenge whenever they want or entertain the idea of trying to incorporate plant based meals into their regular diet.

Physical activity had many resources available for use. In addition to the classes already offered amongst the campuses as well as the gym which is available to employees free of charge, I focused my attention on small activities that could fit into an individual's work day and events and classes that exist in the Bay Area. For the workday there are now resources for stretch

breaks, which should occur every hour, and exercises that can be done in areas with little space. There is also an emphasis on walking and its benefits as well as some suggestions for adding more walking into your day such as walking meetings and walking to and from the campuses instead of using the shuttle whenever possible. For activities outside of the workday I put together information for free and inexpensive classes and meetups that are available all over the Bay Area. These can be used for department wellness activities or on an individual basis. So far the guided walking tours of San Francisco neighborhoods and the free dance lessons in Golden Gate Park seem to be generating the most buzz.

Emotional health and wellness has a large focus on stress management. There are resources for recognizing stress and burnout, techniques for how to handle the different stresses in our lives, and ways to prevent stress from becoming too difficult. There is also information about how to utilize EAP or find a therapist. Because everyone handles their emotional health differently, there are podcasts and articles for employees who choose to take care of themselves privately. Meditation resources are also available including the schedule of weekly sessions available and quick meditations that can be done anywhere. In addition, there are resources for bullying, domestic violence, and abuse.

Healthy Workplace and Healthy Community have a lot of repeats of resources that are available in other sections. Because some people may only explore one section of the webpage it was important to put the same resources in all of the sections they pertain to. Healthy Workplace is where one can find information on ergonomics as well as tips for how they can sneak more movement and exercise into their day. Healthy community has a link for all of the exercise meetups and classes in the area as well as volunteering opportunities. Providing ample information for all of the six components of workplace wellness allows employees to get new

information in areas they are already familiar with and allows them to explore new resources or concepts they might not have considered before. It also gives them information they can share with their friends and family in order to improve everyone's wellness.

The last component of my fieldwork project was to change the culture of the Wellness Leaders meetings. Currently they are led by a member of the Wellness team with a more logistical focus on department wellness funding and some time left at the end for anyone to share what activities their team did in the past month. When showing the leaders a rough draft of what the webpage would look like, they had a lot of feedback which prompted the idea of changing the meetings to be more of a dialogue with some time left at the end for logistical information. Before each meeting, leaders are encouraged to submit photos of the wellness activities they participated in with their department to be shared on the webpage. In addition, one of them is asked to share their activity in more detail at the meeting, talking about how they came up with the idea, how it was received among the department, what worked, and what didn't? The goal now for these monthly meetings is to create a space for people to share ideas, frustrations, and encouragement with other leaders.

After the three safety and training fairs there was a 22% increase in the number of Wellness Leaders. Most were recruited at the fair, but a couple were brought in by a current Wellness Leader. While we didn't quite reach the target goal of 60 Leaders, many more employees are now aware of the program and interested in participating even if it's not directly as a Wellness Leader. Hopefully they will help and encourage their leader to stay committed to their responsibilities. We also had to take into account that it is summer and many employees take time off. It is possible that recruitment will be even more successful than originally thought, but we won't know until the fall monthly meetings.

Based on recent wellness activities done by departments and the attendance at newly offered meditation classes, we found that there are a large number of employees who are interested in emotional health and wellness. When one thinks of wellness, the physical aspect often comes to mind more than the mental. Eating healthy and remaining physically fit will help decrease your risk of early mortality, and there are plenty of programs and resources geared towards those two components. However, meditation is becoming increasingly popular among employees and there has been a spike in attendance since the beginning of the summer. As of August 10th weekly lunchtime meditations are now being offered at two campuses with the hope of adding a class at Mission Bay soon and there is additional talk about adding more classes either at the beginning or the end of the work day. There is also a general interest in mindfulness. Wellness Leaders have requested information about leading their department on gratitude walks and mindfulness activities.

We also found that there is already a lot of wellness activity taking place among departments. Some have been incredibly dedicated to a monthly activity; others have incorporated daily practices, like stretch breaks, into their regular routine. Opening up the dialogue during the monthly meetings allowed leaders to share their experiences with the group and offered suggestions and feedback to other leaders who may be having trouble getting their departments on board. Sharing trends and ideas also made it easier for me to focus my research for the webpage, and some of the resources I used came directly from the suggestions of the Wellness Leaders.

Application of MPH coursework

There were many competencies met in the scope of my fieldwork project. I had to assess the needs that were not being met; why employees were underutilizing wellness services

provided by Kaiser Permanente. There are many reasons, but the one I focused on Wellness Leaders, made it easy to investigate. Through leading meetings and discussions I found that because Wellness Leaders are not represented in every department there are employees who are unaware of all of the services they have access too. I also found that some of the services being offered weren't always what employees wanted to participate in.

Based on the feedback I received and knowing the importance of workplace wellness in regards to job satisfaction, job performance, and overall health I was able to narrow my search to find resources that were be most beneficial to employees while still touching on all six components of wellness. There will still be some resistance and hesitation which is why the recruitment of new Wellness Leaders and accountability for current ones is so important. Creating a dialogue of shared experiences and frustrations will help to Leaders to encourage their departments to engage in wellness practices.

It was important to make wellness resources and activities accessible as well as encourage participation in order to align with the mission of Kaiser Permanente. They are not only a health care facility, but one that focuses on prevention. In order to truly encapsulate their mission, which is to thrive, healthy practices must be adopted by all members, physicians, and employees. The Wellness Leaders program can help them achieve that goal.

Conclusion

The U.S. is becoming increasingly comfortable with a sedentary lifestyle. In order to combat this, it is imperative to provide education, tools, and the space to create healthy practices for the mind and body. Since the majority of a person's day is spent at work, workplace wellness is beneficial in job satisfaction, job performance, and overall improved health and wellness. Kaiser Permanente offers many services to its employees. In order to make sure they are being

utilized, the Wellness Leaders program was created to hold departments accountable. As it continues to expand, the program has created a community that allows for different departments to share ideas and offer suggestions for wellness activities. Since Kaiser Permanente does not keep track of the attendance for their classes, it's hard to know if the increase in Wellness Leaders has increased attendance. However, they are improving employee wellness by creating activities to do with their departments both during the workday and beyond.

As I leave Kaiser Permanente I would like to see the continued success of the Wellness Leaders program. As it gains more publicity, I believe they will be able to increase their numbers and hopefully every department will have a leader. I would like to see the webpage kept up to date in order to encourage employees to access the resources I have put up. This will also allow employees to take some initiative and not feel the need to wait for their Wellness Leader to try out an activity. Lastly, I would like to see the dialogue continue between the Wellness Leaders and the Wellness team. Both have great ideas that are meant to be shared, and by keeping the conversation going, it will only make employee wellness more effective.

In a perfect world, employee wellness would be universal across the board. Life can be stressful, and we often get busy with our responsibilities or taking care of others that we don't always take care of ourselves. Providing workplace wellness can give you the time to improve your health that won't take away from your job or outside responsibilities. I was passionate about prevention and improving health which is why I decided to get my Masters in public health. After completing the program and my fieldwork, I now feel confident that I have the tools to go out and change the world.

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Appendices

Final Learning Objectives

Goal 1: To change the culture and attitude towards health and wellness for all San Francisco Kaiser Permanente employees				
Objectives (S)	Activities	Start/End Date	Who is Responsible	
Help build the infrastructure of the Wellness Leader programs	Organize a tracking system for funding proposals to provide resources for each department Work with preceptor to facilitate and plan monthly meetings with Wellness Leaders. Promote the program at safety fairs on the three main Kaiser campuses. Research workplace wellness to create a website for wellness leaders with evidence based resources and tools.	Ongoing	Megan Megan, Amanda Megan, Amanda, Julian Megan	Hea web Age mee Wel fairs Not Wel
Healthy Meetings	Convene stakeholders to assess the current state and create a vision for healthy meetings. Work with admin staff to compile a current list of vendors for both Mission Bay and Geary campuses. Review vendor menus and compare with healthy guidelines to make specific recommendations for ordering. Share recommendations across the medical center and gain a consensus with leadership and staff for their commitment to healthy meetings	Ongoing	Megan	Not List Com with Not

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Goal 2: Help improve the structure of services provided by the pediatric obesity department

Objectives (S)	Activitie	Start/End Date	Who is Responsible	
: Establish a universal system of information and resources for patients.	Organize healthy eating and physical activity information into specific categories to create a theme or focus for each patient visit and can also be used universally.	Ongoing	Megan, Loretta	Pati


**Master of Public Health Program
MPH PROGRAM COMPETENCY INVENTORY**

USF MPH Competencies	Proposed Activities	Number of Hours (Estimated)
1. Assess, monitor, and review the health status of populations and their related determinants of health and illness.	Monitored employee participation and level of success in the 1 minute exercise challenge during the safety training fair	7
2. Demonstrate the ability to utilize the proper statistical and epidemiologic tools to assess community needs and program outcomes.		
3. Identify and prioritize the key dimensions of a public health problem by critically assessing public health literature utilizing both quantitative and qualitative sources.		
4. Specify approaches for assessing, preventing, and controlling environmental hazards that pose risks to human health and safety.	Composition and promotion of the employee wellness webpage. Researched resources for all 6 components: prevention, healthy eating, physical activity, healthy workplace, healthy community, and emotional health & wellness	100
5. Apply theoretical constructs of social change, health behavior and social justice in planning community interventions.	Created content for the webpage based on feedback from current leaders. Went beyond the current resources provided to employees that have low attendance.	100
6. Articulate the relationship between health care delivery and financing, public health systems, and public policy.		
7. Apply evidence-based principles to the process of program planning, development, budgeting, management, and evaluation in public health organizations and initiatives.		
8. Demonstrate leadership abilities as collaborators and coordinators of evidence based public health projects.	Lead a monthly Wellness Leaders meeting to illicit feedback on the webpage and test a new structure for meetings.	2
9. Identify and apply ethical, moral, and legal principles in all aspects of public health practice.		
10. Develop public health programs and strategies responsive to the diverse cultural values and traditions of the communities being served.	Made the webpage all inclusive including by researching resources that included various levels of physical ability, activities that can be done alone or with a group, and activities that have little to no cost.	100

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11. Effectively communicate public health messages to a variety of audiences from professionals to the general public.		
12. Advance the mission and core values of the University of San Francisco.		
CEPH Core Knowledge Areas	Proposed Activities	Number of Hours (Estimated)
Biostatistics		
Epidemiology		
Social and Behavioral Sciences	Spoke with Wellness Leaders and employees to find resources for activities and tools they were interested in using	
Environmental Health	Provided resources that would allow employees to consider mindful practices when ordering meals. Proposed the elimination of ordering bottled water and drinks for meetings	
Public Health Administration and Leadership	Lead a monthly Wellness Leaders meeting to receive feedback on the proposed webpage revision as well as alter the structure of the meetings themselves	
Cross-Cutting/Interdisciplinary Values	Proposed Activities	Number of Hours (Estimated)
Communication and Informatics	Spoke with Wellness Leaders and employees about what resources they would utilize versus what would be recommended to them	
Diversity and Culture	Made sure there were a wide array of resources that would allow for an inclusive community	
Leadership	Lead a Wellness Leaders monthly meeting. Was responsible for the overall creation of the new webpage with feedback to use as a guide	
Professionalism	Always composed as a Kaiser Permanente employee	
Program Planning		
Public Health Biology		
Systems Thinking		