



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 Paul Hiltz, CEO of NCH Healthcare System

As I begin my transition to Naples and become more and more familiar with the community, one of the things I am most proud of is the work that has been done in order for the Naples-Marco Island-Immokalee MSA to earn the highest well-being in the country for four years in a row. What a legacy to become a part of! As I've said before, health care is a team sport and it has been a major team effort to implement these changes for the well-being of NCH employees and the community at large.

More than a decade ago, NCH had the typical health insurance plan which emphasized coverage for sickness and lacked robust, proactive wellness prevention. However, under the leadership of Renee Thigpen, chief of human resources at NCH, Lisa Brown, employee health & wellness director and Heather Imsdahl, employee health & wellness coordinator, NCH began to nudge everyone to a healthier outcome.

When NCH Healthcare System decided to sponsor Blue Zones Project and bring this community-wide health initiative to Southwest Florida, NCH saw even more of a positive impact on our well-being. In order to become a Blue Zones Project® Certified worksite, and to retain that status, we've made substantive changes at our hospital campuses – improving the foods we serve in our cafeteria, offering Walking and Potluck Moais to our staff, helping our employees discover their sense of purpose, eliminating sugar-sweetened beverages from our campuses, and hosting onsite produce markets.

I look forward to continuing the efforts of the NCH Wellness Team and Blue Zones Project Southwest Florida in the coming years. I believe that we can make our community an even healthier place to live, work and play and I look forward to taking on this challenge and having NCH Healthcare System set the example for the future of healthcare.

Sincerely,

Paul Hiltz, CEO of NCH Healthcare System

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 five-point jump in well-being among employees while healthcare expenditures decline 54 percent during a 6 year period.

NCH Healthcare System

A progressive alliance of more than 800 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:

3,738

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 health 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

In an effort to prevent disease, NCH began a worksite wellness initiative in 1997 with different benefit cost sharing based on tobacco use. With early, positive results, the initiative continued to expand with the introduction of benefit plan options tied to preventive health screenings, labs and biometrics, and health education. Thoughtful benefit plan designs incentivized utilization of NCH employed physicians for care. Additional incentives included the introduction of an HRA point program to lower medical deductibles resulting in an 85+% participation in the wellness initiative. NCH introduced the Certified Blue Zone Worksite Model in 2015 which focused on implementing policies and best practices that optimize four key components within the workplace, including the work community, social network, environment, and purpose. The model provided a more broadened focus on well-being while leveraging executive support and employee committees to establish and accomplish goals.

OUTCOME

The wellness initiative at NCH is continually shaped to address the health and well-being needs of employees and spouses. NCH strives to create a workplace culture and environment that inspires employees to feel better and do their best work. As a result, The Blue Zones Well Being 5 survey demonstrates improvements in all categories between 2015 and 2018. Changes within the food environment have resulted in drastic increases in healthy café choices including a 72% increase in vegetable sales, a 220% increase in water sales and a 34% decrease in fried food purchases. The number of pre-diabetics continues to drop with a 24% increase in those with ideal HbA1c values between 2014 and 2018. Lipids and waist circumference values continue to trend positively. Throughout a 6 year period, the benefit plan design and wellness initiative reduced healthcare expenses by 54% saving a total of 27 million.



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 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.



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PLACES

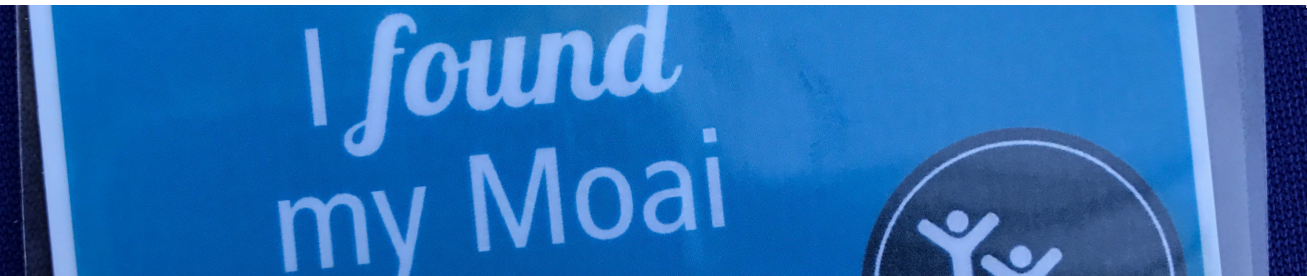
Blue zones centenarians live and work in communities that naturally nudge them to move regularly. Eighty percent of working Americans, on the other hand, spend their workday at jobs that are sedentary or only require light activity. When fewer calories are being burned each day, it can lead to more than extra weight. Annually, obesity-related illnesses rack up between \$147 - \$210 billion in healthcare costs and result in \$4.3 billion lost in job absenteeism. 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.
- ✓ Subsidized Wellness Center memberships offering group fitness classes, massage, assessments and equipment orientation.
- ✓ **NCH Fit** helps employees meet exercise goals through small group training led by a certified wellness professional.
- ✓ **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.
- ✓ Improved **Walkability** of North Campus by connecting sidewalks and creating a continuous walking path around the lake.
- ✓ NCH offers **produce markets** at their Central campus and Downtown Baker locations during high season.

Outcomes from 2015 to 2018:

- 6.8%**
Increase in employees who exercise 30 minutes a day, at least three days a week.
- 4.8%**
Rise in the organization's score for physical well-being¹.
- 24%**
Employees saw a positive increase in healthy Alc.
- 2.2%**
Reduction in employees who reported high blood pressure.



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

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PEOPLE

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:

- ✓ Free employee **meals** celebrating cultural diversity through food.
- ✓ **Plant-based potluck moais** encourage employees to socialize and bond while sharing healthy recipes.
- ✓ **Walking moais** promote socialization while being physically active.
- ✓ **Moais** have inspired system-wide team building experiences as well as a strong support system.
- ✓ **Leadership Listens Forum** where employees can ask anonymous questions to NCH Leadership and feel supported.
- ✓ Organized **employee outings** to increase socialization outside of the workplace. For example, outings to the Naples Zoo and Miracle baseball games.
- ✓ Physician led well-being retreats to learn new practices addressing burnout

Outcomes from 2015 to 2018:

1,958 (NEARLY 53%)

Employees joined a Blue Zones Project walking or potluck moai.

4.8%

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

7.1%

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

"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-Sharecare Well-Being 5 survey

PEOPLE

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.
- ✓ Annual **"Volunteer with Purpose Fairs"** are organized offering employees and the community opportunities to match their talents by volunteering with various non-profits in the community.
- ✓ NCH hosted multiple **Blue Zones Project Purpose Workshops** for NCH employees and community members.

Outcomes from 2015 to 2018:

100+

Employees attended the purpose fair in 2018.

244

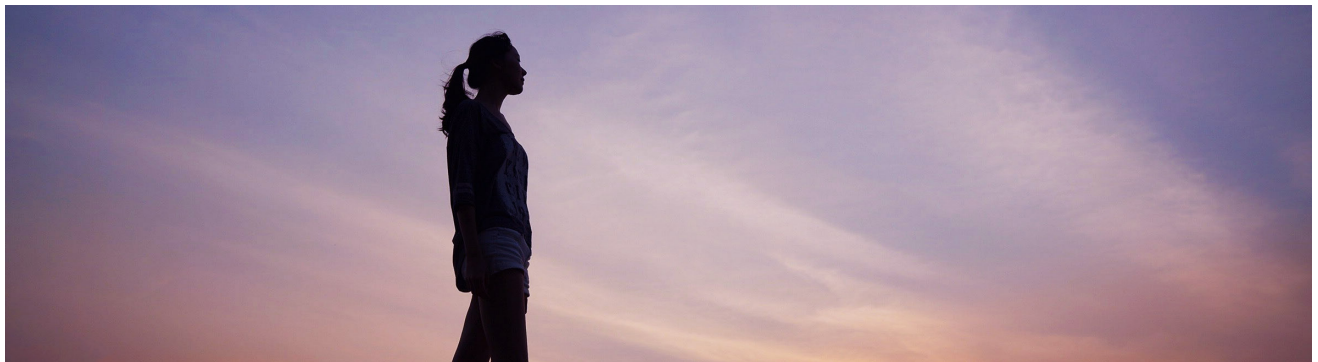
Employees had attended a purpose workshop as of 2018.

119

Employees participated in volunteer activities from 2017 to 2018. NCH volunteers have logged more than 4,200 volunteer hours since 2015.

8%

Improvement in the organization's score for sense of purpose from 2015 to 2018¹.



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

3 POLICY

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 and artificial sweeteners** 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
- ✓ **CHIP** (Complete Health Improvement Program) provided to employees at no charge.
- ✓ NCH created a **smoke-free campus**, helped current smokers quit and implemented a policy to no longer hire nicotine users.
- ✓ NCH altered **catering request menu** to include Blue Zones Project inspired dishes for NCH sponsored events.
- ✓ NCH added **Blue Zones Project inspired dishes** to their patient menu
- ✓ **Air fryers** replaced deep fryers.
- ✓ Purchase of **Sara Lift Chairs** which reduce risk of employee injury during patient transfers and increase productivity.
- ✓ Offer **ergonomic webinars** to employees to improve posture, discuss safety techniques and how to reduce sedentary behavior.
- ✓ Added a **Kaia Digital Therapy**, a 3-month pilot program to help reduce back pain for employees and their spouses on the medical plan.
- ✓ North Naples **Organic Produce Garden** at the North Naples Hospital Brookdale courtyard was enhanced and employees are encouraged to help maintain the garden and attend monthly educational tours.

**Outcomes from
2015 to 2018:**

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.

175,813

Cardio minutes logged among employees during the Spring Cardio Challenge in 2018.

72%

Increase in vegetable sales in the cafeteria.

34%

Decrease in sales of fried food.

2.8 TO .2

Fall in the percentage of smokers at NCH. The smoking rate in Florida for the same time frame was 18%.

220%

Water sales increased.

39%

Blue Zones Project value meal sales increased.



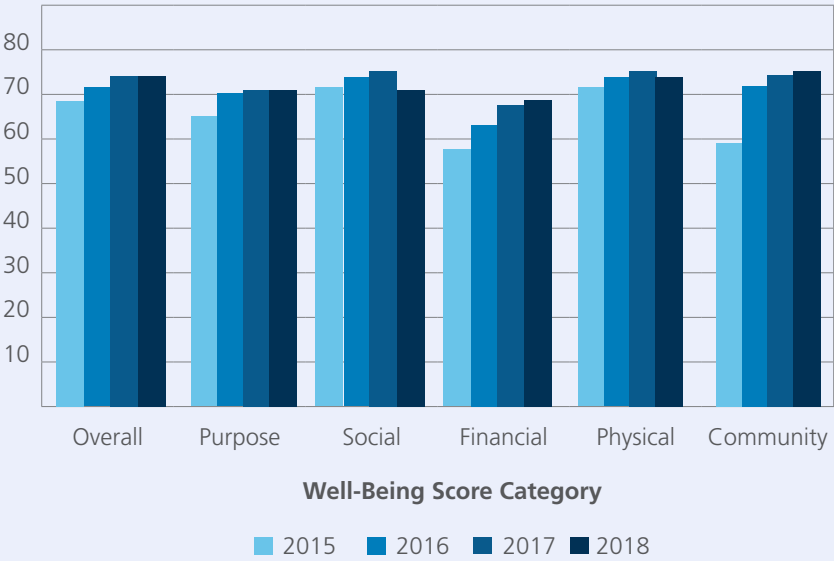
BOTTOM-LINE IMPACT

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, 2016, 2017 and 2018 to see how they scored in the five interrelated elements which have the greatest impact on an individual well-being. It was completed by 2,661 employees (72%).

Outcome: Scores improved in nearly every category with overall well-being jumping nearly **five points** from 68.9 to 73.8 on a scale of 0 to 100.



Well-Being Score Category	2015	2016	2017	2018
Overall	68.9	71.7	73.8	73.7
Purpose	66	70.1	71.7	71.6
Social	71	73	74.5	70.9
Financial	58	62	67.5	69.4
Physical	71	73.2	74.7	73.8
Community	69	71.2	74	74.8

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 2014 to 2019.

9%

Improvement in healthy LDL cholesterol levels.

24%

Increase in healthy HbA1C and a 2% decrease in high risk.

7%

Decrease in high risk waist circumference.

POSITIVE CHANGES IN THE BOTTOM LINE

Impressive results led to cost savings for NCH.

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).

0%

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

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 five points since 2015. NCH employees have a greater sense of purpose and social connections. They eat healthier and are more active. It goes to show that incremental changes do add up to significant improvements for worksites like NCH. In addition, larger shifts over time offer even greater potential for impact.



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