



2016-2019

Wellness Strategic Plan



THE OHIO STATE UNIVERSITY

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EXECUTIVE SUMMARY

Vision: The healthiest university and community in the world.

Mission: We exist to optimize the highest levels of wellness for faculty, staff and students across the university and global community.

Definition: Wellness is the optimal state of living well, regardless of an individual’s spectrum of health and encompasses physical, intellectual, mental, emotional, social, occupational, financial, environmental and spiritual well-being.

Rationale: A growing body of research evidence indicates that employees and students who have higher levels of wellness: (a) are more engaged, productive, and satisfied, (b) perform at higher levels, including academics, (c) miss less work and school, and (d) are at a lower risk for the development of chronic disease, which accounts for more than 75% of U.S. healthcare spending.

Currently, according to our 2015 Personalized Health Assessment capturing data from 28,199 faculty and staff, 64% of our employees are overweight (32%) or obese (32%); 51.3% have either pre-hypertension (39.8%) or hypertension (11.5%); 22.5% have a HgbA1c level equal to or higher than 5.7, 26.1% have elevated cholesterol (200 and above), 4% are current smokers, only 28% engage in the recommended 150 minutes of moderate physical activity per week, and 7.4% report elevated levels of anxiety. In 2015, 14% of our employees fell into the healthy category, 51% were stable, 28% were at risk, 6% were struggling, and 1% were in crisis. Eighty-eight percent of faculty and staff think that it is important for OSU to promote health and wellness for faculty, staff and students. Sixty-seven percent of faculty and staff believe that OSU has a culture and environment that promotes health and wellness.

Return on Investment (ROI): Findings from studies, including systematic reviews, indicate that the ROI for every dollar invested in wellness is approximately \$4 dollars, and includes fewer healthcare claims. Ohio State invests approximately 5.1 million dollars in wellness every year, which includes the Health Plan, Your Plan for Health, the Office of the Chief Wellness Officer, and Student Life.

Ohio State’s ROI was calculated for the following programs: *Wellness Education and Programming, Biometric Health Screening, Health Coaching and Care Coordination*. The Truven Health and Productivity Management Return on Investment Model was utilized:

Cumulative medical savings, with program	\$12,733,871
Cumulative productivity savings, with program	\$15,424,829
Return on Investment (ROI), medical care	\$1.65
ROI, workplace productivity	\$2.00
ROI, medical care + workplace productivity	\$3.65

2016-2019 Goals:

1. Enrich the wellness component of OSU's culture and environment that supports the nine dimensions of wellness for faculty, staff, and students
2. Engage in evidence-based practices and continuous quality improvement to facilitate sustained healthy lifestyle behaviors to ultimately reduce the burden of chronic conditions while providing measurable outcomes and demonstrating value.
3. Communicate simply, moving towards a goal of having an effective voice for faculty, staff and student wellness.
4. Promote local, state-wide, and national/international wellness through the sharing of best practices to impact change and population health outcomes.

Structure: At OSU, we have developed a unique comprehensive and integrated structure for wellness. Strategic leadership for health and wellness is provided by the One University Health and Wellness Council, which is comprised of key leaders across the University who have responsibility for various aspects of health and wellness for faculty, staff and students, along with representation from faculty, staff, students, and University communications (see Appendix A). The Council is chaired by OSU's Chief Wellness Officer, Senior Vice President for Talent, Culture and Human Resources, and Senior Vice President for Student Life. There are currently five sub-councils under the One University Health & Wellness Council, including an alignment sub-council whose purpose is to ensure alignment of strategic initiatives across the University and OSU Health System.

Framework: The Socioecological Framework and life course perspective is guiding individual, social and family network, organizational and policy interventions with an emphasis on the seven strategies from the National Prevention Strategy (See Appendix B).

Strategic Plan Tactics: Our 2016-2019 wellness strategic plan is based on the best evidence from rigorous research that indicates a multicomponent intervention strategy is necessary for best health and wellness outcomes. Wellness initiatives must not only be focused on assisting individuals with healthy lifestyle behavior change through wellness programming and benefit design, but also must include building a wellness culture and environment that make healthy choices the easy choices for individuals to make (i.e., the social norm here at OSU). Studies indicate that support and role modeling from leaders along with grass roots involvement from our more than 500 faculty and staff wellness innovators are critical in facilitating and supporting a wellness culture and environment. Findings from studies also indicate that the institution of health and wellness policies (e.g., tobacco free; flexible work schedule) is important in promoting healthy lifestyle behaviors. Therefore, our strategic plan includes implementation of interventions directed at the individual, social and family network, workplace and policy levels (see Appendix B). Our goals and priorities are driven by our own population data.

Measureable Outcomes: Our current health and wellness scorecard includes three categories of metrics (Appendix C):

1. **Culture and environment of health and wellness**, which is measured with the OSU wellness culture survey, the Limeade well-being assessment, and data from the *HealthLead*, Health Enhancement Research Organization, and CDC Worksite Score Card.
2. **Population health outcomes**, including prevalence data to show the burden of illness in the population, incidence data to show the rate of change in the

burden of illness in the population over time, self-reported health behavior data (National Prevention Strategy) to highlight actionable interventions, mental health data (PHQ-2 and GAD-2 screening score distributions) to emphasize the impact of mental health on physical health, and biometric data to assess the impact of behavioral health interventions on risk factors for chronic disease, and self-reported general health status and engagement in programs offered (engagement in programming must be incentivized more than just completion of PHA; completion of a PHA must be combined with comprehensive health promotion programming and the building of a wellness culture and environment),

- 3. Fiscal health**, including per member per year (PMPY) costs of health insurance plans for faculty, staff and students, incentive and programmatic spend, annual costs of absenteeism, presenteeism, and disability, and excess costs associated with obesity, hypertension, prehypertension, diabetes, pre-diabetes, depression and smoking. We expect to maintain and/or improve leading health indicators (e.g., obesity, hypertension, and management of diabetes) by 1% each year with our intervention tactics.

Ohio State as a National and State-wide Leader in Wellness: In addition to the tremendous benefits of wellness for our own faculty, staff and students, we have shared best practices to enhance wellness at the state and national levels and positioned Ohio State as a leader in this area. We hosted the first national and state-wide summits on Building Healthy Academic Communities and founded the National Consortium for Building Healthy Academic Communities with 15 other Universities for which OSU serves as its administrative home. We received the first university-wide accreditation in health and wellness from *HealthLead* and have established key partnerships with community and national organizations as well as federal agencies. In addition, we are conducting collaborative cutting-edge research on wellness that will not only benefit our University family, but others throughout the state and nation. Student Wellness has won the following national awards: *HealthLead* - Silver Level, U.S. Healthiest Campus accreditation, NASPA Gold Excellence Award in Health Counseling and Wellness, and Top 12 Campus for Active Minds Healthy Campus.

STRATEGIC PLAN

Goal #1: Enrich the wellness component of culture and environment that supports the nine dimensions of wellness for faculty, staff, and students

Objective (SMART) Specific, Measurable, Achievable, Realistic, Time	Actions	Responsibility Who will do it?	Performance Indicators/Outcomes How will achievement(s) be measured?	Resources Required	Target Date	Status (frequency to be evaluated)
Monitor the culture and environment of the university on a yearly basis to assess progress.	Incorporate the Wellness Culture & Environment Scale by Melnyk and Amaya into the PHA	YP4H/CWO/One University Health & Wellness Council	Data on the scale will be analyzed and presented to the One University Health & Wellness Council	Statistical support for analysis	Yearly, end of October	Annually, every November
Leaders and managers across the University will provide a supportive wellness culture and environment in their units/colleges.	Present data on faculty/staff/student wellness to leaders and managers with evidence-based strategies to build wellness cultures and environments	CWO	All identified leaders and managers will be debriefed on the data through a yearly presentation and attend/view the program	IT/administrative support	Yearly	Yearly in November/Dec
	Present data to senior management council and president's cabinet, council of deans, faculty council, staff advisory council through the annual state of health and wellness in Buckeye Nation, other presentations to leader groups, and webinars	CWO	Attendance at yearly state of health and wellness and number of presentations made to various groups	CWO budget	Yearly	Yearly in November/Dec
	Offer the Leader Health Athlete Program to VPs, Deans, Department Chairs, Managers and Supervisors	CWO/CON/BW Team	50 leaders and supervisors will attend the program each year	CWO/CON/Buckeye Wellness health athlete trainers	At least 2 to 3 programs per year delivered for leaders	July 2017 July 2018
	Provide an incentive challenge to leaders and supervisors to enhance college/unit culture and environment	CWO	% participation in challenge; college/unit scores on wellness culture scale	CWO budget	Yearly	Yearly in July
	Leaders and supervisors are recognized for providing a supportive wellness culture	CWO	Number of leaders who are recognized with awards	CWO/Buckeye Wellness	Launch October 2016 Ongoing November/Dec	Ongoing

Increase the number of faculty/staff and student innovators by 15% every year	Provide new faculty/staff wellness innovator program orientation 3x per year	CWO/Director of health promotion (HP)	Number of faculty/staff and student innovators added every year	CWO/Director Health promotion/ Buckeye wellness team	Yearly	Oct, March, June
	Engage faculty/staff/student wellness innovators in active wellness programming	CWO/Director HP	% of innovators involved in programming	CWO/Director Health promotion/ Buckeye wellness team	Throughout the year	All year
	Produce monthly wellness Innovative newsletter	BW Team	# of newsletters produced	CWO/Director HP/ Buckeye wellness team	Throughout the year	All year
	Offer faculty/staff wellness Innovation grants twice a year	CWO/Director HP	# and amount of grants awarded	CWO/Director HP	Twice yearly	Jan/Sept
	Monitor the impact of the wellness innovators	CWO/Director HP	# of activities and programs offered by the wellness innovators	CWO/Director HP	Annually	June
			prepare annual report of Innovator program	Buckeye Wellness team/ YP4H/OSUHP	Annually	
			Collect perceptions of wellness at OSU & successes/barriers from Innovators	Director of HP/ YP4H/OSUHP	Annually	
	Communicate faculty/staff Innovator program to managers/leaders	CWO/Director HP	Various communication channels & presentations	CWO/Buckeye Wellness team/ YP4H/OSUHP	Year-round	
Communicate student Innovator program to deans	CWO/BW Team	Various communication channels & presentations	CWO/Buckeye Wellness team	Year-round		

Provide increased access to exercise facilities throughout campus	Offer group fitness class assistance to faculty/staff	CWO/Office of Human Resources/ YP4H Rec Sports	Number of memberships Utilization rates # of participants	Support from Rec Sports (logistics, reports) Budget	July 2016 Annually	Annually
Provide access to healthy vending and food	Implement and sustain healthy vending options throughout main and smaller campuses Provide healthy dining options according to standards in all student dining services	Student Dining Services Office of Finance (Vendor Relations) Med Center Dining Services	% of healthy foods in vending machine Healthy dining options are provided		July 2016 and Annually Annually	Annually, July Annually, July
Sustain flex work policy so faculty/ staff can engage in wellness activities throughout the work day	Engage leaders and managers in implementing and supporting the policy Education of faculty/staff in how to appropriately request policy	Office of Human Resources/ CWO CWO/Buckeye Wellness/HR	HR/CWO HR/CWO	Number of leaders and managers supporting the policy Number of educational programs offered and participation rates	Annually	Annually, July

<p>Create digital resources and interactive tools that connect students with real-time health and wellness resources.</p>	<p>Establish a wellness portal for students:</p> <ul style="list-style-type: none"> • Screen students around the nine dimensions of wellness • Link students to specific resources including programs, classes, events, and coaching opportunities • Encourage students to invite others to join them at events • Help students build their own calendar of events based on resources within the nine dimensions of wellness 	<p>Student Life</p> <p>Student leaders</p> <p>University Communications/ Student Life communications</p> <p>Content aggregation process</p> <p>H & W Council</p> <p>SL Wellness Collaborative</p>	<p>Number of unique visitors participating</p> <p>Increase in program and event participation through trackable links from microsite</p> <p>Tracking with number of Facebook and twitter posts/followers</p>	<p>Online portal</p> <p>With interactive website and app</p> <p>Wellness Assessment</p>	<p>Completed by Sep 2016</p>	<p>In conjunction with annual state of wellness 2016</p>
<p>Monitor the wellness component of culture and environment of students on a yearly basis to assess progress.</p>	<p>Analyze the results and track changes in wellness from the wellness assessment which is part of the online tool</p> <p>Continue conducting the National College Health Assessment every two years on campus to monitor general health and wellness</p> <p>Continue monitoring the culture through SL Annual report data around wellness services</p> <p>Dr. J presents data to Senior Management Council and President's cabinet, Council of Deans, Faculty Council, State of Health and Wellness, Webinars, local, state, regional, and national conferences</p>	<p>Center for the Study of Student Life (CSSL)</p> <p>SL wellness units</p> <p>Students</p>	<p>Data will be presented via CSSL reports and tracked via these reports</p>	<p>CSSL staff time</p> <p>Students' time</p> <p>Website to host the reports</p>	<p>Ongoing</p>	<p>Annually with SL annual reports</p>

Establish and promote individual and wellness group coaching within the Office of Student Life	<p>Train and manage at least 40 volunteer peer coaches every semester to implement one on one wellness coaching</p> <p>Provide group wellness coaching to at least 20 student organizations each semester.</p>	<p>VP for Student Life</p> <p>Student Life</p> <p>Student Wellness</p> <p>Student Life units</p>	<p>Number of wellness coaches</p> <p>Number of students served through wellness coaching</p>	<p>Funding for one more wellness coordinator</p> <p>Student and staff volunteers to provide coaching</p> <p>Students seeking coaching</p>	August 2016	Annually
Engage faculty/ staff and students in programs targeting the 9 dimensions of wellness	<p>Implement the initiative “Buckeyes Band Together for Wellness” that will provide educational programming on the 9 dimensions of wellness</p> <p>Offer a variety of programs and challenges on the 9 dimensions of wellness (e.g., web based challenges, Amazing Races)</p> <p>Continue to build the SL Wellness Ambassador program to provide outreach education, deliver presentations, have a social media presence</p> <p>Increase number of wellness ambassadors by 10% each year</p>	<p>CWO/Buckeye Wellness</p> <p>YP4H/CWO/ Buckeye Wellness/Student Wellness</p> <p>Student Wellness Center</p>	<p>Number of and % of faculty and staff who participate and complete the Buckeyes Band Together for Wellness Challenge</p> <p>Number of and % of faculty staff and students who participate and complete the activities and challenges</p> <p>Number of wellness ambassadors</p> <p>Number of outreach events, presentations, social media followers</p>	<p>Budget</p> <p>Budget</p> <p>Budget</p>	<p>Launch spring of 2016 and continue through fall of 2017</p> <p>Ongoing throughout the year</p> <p>Already increased number of wellness ambassadors</p>	Annually
Sustain regular meetings of the One University Health and Wellness Council and Sub-Councils to advance the Health and wellness strategic plan	<p>Schedule regular meetings for the One University Health & Wellness Council</p> <p>Evaluate current structure and membership of sub-councils and make refinements as indicated</p>	<p>CWO</p> <p>One University Health & Wellness Council</p>	<p>Number of meetings held</p> <p>Structure and membership of sub-councils evaluated and formed</p>	<p>None</p> <p>None</p>	<p>July 2016</p> <p>July 2016</p>	<p>Yearly</p> <p>Yearly</p>

Goal #2: Engage in evidence-based practices and continuous quality improvement to facilitate sustained healthy lifestyle behaviors to ultimately reduce the burden of chronic conditions while providing measurable outcomes and demonstrating value.

Objective (SMART) Specific, Measurable, Achievable, Realistic, Time	Actions	Responsibility Who will do it?	Performance Indicators/Outcomes How will achievement(s) be measured?	Resources Required	Target Date	Status (frequency to be evaluated)
Partner with college/unit leadership to implement a systemic approach to wellness	<p>Identify one college and one academic support unit</p> <p>Use appropriate tools and data to identify top health and wellness risks for the selected college/unit</p> <p>Create health and wellness scorecard based on aggregate data</p> <p>Customize interventions/ actions based on data</p> <p>Make use of pre and post survey to document change</p>	HR OSUHP CWO	<p>Pre and post H&W culture survey (1yr, 2yr)</p> <p>Aggregate scorecard (1yr, 2yr)</p>	<p>College/Unit Sr. leadership</p> <p>OSUHP Analytics</p> <p>OHR & CWO leadership</p> <p>OHR Communications</p>	ID college and unite in winter 2016 and begin process	Annually, July
Educate, recruit and engage leadership (President, Provost, Deans, Chairs, VP's, Supervisors and Managers) as positive agents of change	<p>Develop 3-4 core H&W messages for leaders to communicate</p> <p>Identify a minimum of 5 university senior leaders, including faculty leaders, and 3 Medical Center leaders to specifically recruit and educate</p> <p>Identify a pilot site for educating and training mid-level managers</p> <p>Create health and wellness tool kit for supervisors and managers</p> <p>Request that leaders require one health and wellness goal be included in performance management goal-setting</p>	HR OSUHP CWO SLO	<p>Number of leaders that are recruited</p> <p>Number of managers trained</p> <p>Number of web traffic to digital toolkit</p> <p>Culture Survey questions re: leadership support</p>	<p>UC</p> <p>U & MC leadership</p> <p>OHR/CWO Communications</p> <p>OHR/CWO training & dev.</p> <p>USAC</p>	Winter 2016-Winter 2017	Annually, July

Better align health and wellness messages and lifestyle interventions provided by health care providers and the employer	Inventory current relationship with OSU and COPC Select COPC site and one OSU site to engage with providers to exchange ideas, align messages and incorporate lifestyle interventions into clinical practice	HR OSUHP	Newsletter unique opens & click-throughs	OHR leadership OSUHP leadership & provider relations OSUHP Communications Newsletter -funding needed to develop	TBD	Annually, July
Identify opportunities for partnerships and/or alignment with faculty and staff experts (e.g., Ohio Department of Health, community-based programs, vendors and 1-2 corporate employers) to leverage knowledge and expertise in support of identifying and implementing evidence-based interventions and best practices	Meet with Ohio Department of Health to identify opportunity for alignment with their strategic priorities Identify two local corporate employers to share expertise and best practices Continue the weight watchers and diabetes prevention program interventions Conduct the Million Hearts pilot for faculty/staff with multiple chronic conditions (e.g., hypertension, high cholesterol, pre-diabetes, diabetes) Assess effectiveness of current models for Health Coaching/Care coordination/ Buckeye Babies / Biometric screening process and make changes as needed Implement individual participant resource/ referral form for use at all on-campus biometric health screenings completed by OSUHP nurses	CWO OSUHP HR SLO CWO HR/CWO	Number of Weight Watchers participants/ annual weight loss Number of Diabetes Prevention Program participants/avg % weight loss # of faculty/staff participants; improvements in healthy lifestyle behaviors, BP, cholesterol, HgBA1c Increase in program participation	Weight Watchers Funding (included in medical plan claims) Diabetes Prevention Program Funding (included in medical plan claims) OSUHP Analytics OHR Benefits OSUHP Communications CWO budget HR	Ongoing Launch, spring of 2016 Annually	Annually, July Annually Annually, July

<p>Develop an analytics and report model and outcomes measurement strategy to support effective decision-making and populations health management</p>	<p>Define current and desired state using our health and wellness scorecard</p> <p>Define selected interventions to evaluate ROI</p> <p>Assess current internal and vendor resources and identify any gaps (e.g., need for dedicated resource for population health management)</p> <p>Assess options/models/ opportunities to improve inter-relationships of data</p> <p>Propose business case for expertise needed based on identified need</p> <p>Determine benchmarks</p> <p>Determine content and design of reports and define frequency for delivery</p> <p>Determine if reports will include employee and student data</p>	<p>HR CWO SLO</p>	<p>Data from our health and wellness scorecard</p>	<p>Data analytics</p>	<p>Annually</p>	<p>Annually, Nov/Dec</p>
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<p>Continue to align health plan design strategy and incentive strategy to improve health risks and management of chronic conditions</p>	<p>Education H&W Council on 3 year health plan design strategy and incentive opportunities (VBID, engagement and provider)</p> <p>Evaluate philosophy and effectiveness of current programs that support improvement of health risks (e.g. Health Coaching/Care Coordination / Buckeye Babies/ Biometric Screenings) and make changes as needed</p> <p>Ensure incentive distribution vendor/process is flexible to meet current and future needs</p> <p>Monitor the impact of existing incentives on participation</p> <p>Increase use of incentives for targeted programs and outcomes</p> <p>Move toward ability to provide more choice of incentives to sustain long-term participation</p> <p>Align with incenting health plan subsidized programming</p> <p>Lessen incentive for “one & done” and low impact activities, programs and challenges</p> <p>Continue to multi-focus on the entire risk spectrum (keeping healthy, healthy to improving risk of chronic/struggling) while incentive heavily on risk reduction programming</p> <p>Define measurement strategy and goals to help assess value of investment</p>	<p>HR CWO OSUHP</p>		<p>OHR Benefits</p> <p>Current Program funding HC, CC, BB, BHS, (included in medical plan costs)</p> <p>Wellness Portal Vendor & Incentive Funding (included in medical plan costs)</p> <p>New Wellness Portal RFP 2017</p>	<p>d</p>	<p>d</p>
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<p>Develop task forces charged with expanding current prevention efforts through innovative engagement strategies to transform the way the campus views health behaviors.</p>	<p>Task forces established around alcohol and other drugs, financial, nutrition, and sexual health.</p> <p>Add focus on marijuana and prescription drugs to alcohol and other drug task force in the future</p>	<p>SL</p>	<p>Task forces established Meet monthly for one year Provide recommendations</p>	<p>Staff time</p>	<p>completed</p>	<p>Evaluate progress in Fall 2016 and every year after</p>
<p>Create digital resources and interactive tools that connect students with real-time health and wellness resources.</p>	<p>Establish a wellness portal for students: (use former SHIFT plan)</p> <ul style="list-style-type: none"> • Screen students around the nine dimensions of wellness using the wellness assessment • Link students to specific resources including programs, classes, events, and coaching opportunities • Encourage students to invite others to join them at events • Help students build their own calendar of events based on resources within the nine dimensions of wellness 	<p>Student Life</p> <p>Student leaders</p> <p>University Communications / Student Life communications</p> <p>Content aggregation process</p> <p>H & W Council</p> <p>SL Wellness Collaborative</p> <p>Buckeye Wellness team</p>	<p>Number of unique visitors participating</p> <p>Increase in program and event participation through trackable links from microsite</p> <p>Tracking with number of Facebook and twitter posts/followers</p>	<p>Content management system developed-interactive website and app</p>	<p>June-Sep 2016</p>	<p>In conjunction with annual state of wellness 2016</p>

<p>Educate and engage leadership across Student Life and Student Leadership Organizations as positive agents of change</p>	<p>Create elevator speech for key leaders to promote</p> <p>Provide overall wellness training to SL leadership team and student org leaders annually</p> <p>Create wellness tool kit with creative ways to engage staff in wellness programming</p> <p>Create competition with prizes for SL leaders and student org leaders</p> <p>Create wellness tool kit with creative ways to engage student orgs in wellness programming</p> <p>Encourage managers to require one health and wellness goal be included in performance review</p> <p>Formally integrate wellness into the Student Employment Experience (SEE) through promoting wellness goals and providing wellness training</p>	<p>Student Life Wellness Collaborative (SLWC) members</p> <p>SL wellness units</p> <p>SLHR and SLWC</p> <p>Student leaders of wellness-oriented student orgs</p>	<p>Number of times leaders give elevator speech</p> <p>Number of leaders reached with wellness training</p> <p>Number of tool kits provided</p> <p>Number of unit staff that engage in wellness programming</p> <p>Number of student orgs that engage in wellness programming</p> <p>Number of managers that require wellness goal as part of performance review</p>	<p>Staff time</p> <p>Leadership and student leader support</p>	<p>Jan-May 2016</p>	<p>SL Annual reporting timeline</p>
<p>Coordinate with student health center providers to promote campus wide wellness resources</p>	<p>Inventory wellness resources to populate wellness portal</p> <p>Engage student health center providers in discussions and plans to create and promote resources</p>	<p>Student Health Services leadership</p> <p>SLSW</p>	<p>Number of providers identifying that they promote wellness resources</p> <p>Increase in number of students using the online portal</p>	<p>Student health providers time</p>	<p>June-Sep 2016</p>	<p>Annually</p>
<p>Coordinate with Counseling and Consultation Service (CCS) providers to promote campus wide wellness resources to clients</p>	<p>Inventory wellness resources to populate wellness portal</p> <p>Engage (CCS) providers in discussions and plans to create and promote resources</p>	<p>CCS leadership</p> <p>SLSW</p>	<p>Number of providers identifying that they promote wellness resources</p> <p>Increase in number of students using the online portal</p>	<p>CCS staff time</p>	<p>June-Sep 2016</p>	<p>Annually</p>

<p>Coordinate with all student life staff to promote campus wide wellness resources to students with whom they engage</p>	<p>Inventory wellness resources to populate wellness portal</p> <p>Engage all SL staff in discussions and plans to create and promote resources</p>	<p>Student Life Leadership</p> <p>SLSW</p>	<p>Number of leaders identifying that they promote wellness resources</p> <p>Increase in number of students using the online portal</p> <p>Increase in number of students who take the wellness assessment</p> <p>Look at a variety of usage numbers including rec sports usage, dining services data, and BuckID swipe data a wellness-related events</p>	<p>Student Life staff time</p>	<p>Aug 2016-Jan 2017</p>	<p>Annually</p>
<p>Develop incentive program for students to engage in wellness activities tied to help-seeking behaviors</p>	<p>Work with student health insurance leadership to develop incentive program for students</p>	<p>Student Health Insurance</p> <p>Student Health Services staff</p> <p>CCS staff</p> <p>SLSWC staff</p>	<p>Number of students using portal</p> <p>Incentives provided and distributed</p>	<p>Staff time</p> <p>Resources for incentives</p>	<p>ongoing</p>	<p>Annually</p>

Goal #3: Communicate simply, moving towards a goal of having an effective voice for faculty, staff and student wellness.

Objective (SMART) Specific, Measurable, Achievable, Realistic, Time	Actions	Responsibility Who will do it?	Performance Indicators/Outcomes How will achievement(s) be measured?	Resources Required	Target Date	Status (frequency to be evaluated)
Establish H&W narrative	<p>Define audience segmentation and messaging strategies</p> <p>Identify top 3-5 common engagement messages across three primary audience segments: Student, faculty and staff</p> <p>Map current communication by audience; establish message integration plan</p> <p>Identify relevant campus "lead voices" by audience segment from top down and bottom up</p>	<p>H&W Council</p> <p>HR, SL, CWO</p> <p>Mix of senior leaders, middle-level manager and students representing all main academic and admin units</p>	<p>Social media metrics for lead ambassadors</p> <p>Content sharing across campus for blogs</p> <p>Distribution of annual report</p> <ul style="list-style-type: none"> • Number of views • Avg. time spent • Email click-through-to-opens <p>Number of award candidate submissions/ number of units participating in submissions</p>	<p>Focus groups</p> <p>Unit level communication directors</p> <p>University Communications</p> <p>OAA</p>	Jan/Feb-December 2016	TBD
Integrate messaging across existing tools and channels	<p>Establish a H&W central portal: Redesign osu.edu initiative page from a list directory to a central landing page for H&W:</p> <ul style="list-style-type: none"> • Highlight wellness efforts on campus both institutional and grassroots • Highlight Ohio State wellness-oriented research and programs correlating to strategic areas of focus • Link to audience specific resources and microsites • Learn about upcoming programs, classes and events <p>Highlight showcase health/wellness option for campus visits (food options, walking maps, etc.) aligned to key audience</p>	<p>HR</p> <p>CWO</p> <p>Student Life</p> <p>Targeted units</p> <p>University Communications</p> <p>OAA</p> <p>Content aggregation process</p> <p>In support of promoting outcomes from related H&W tactic</p>	<p>Number of unique visitors to page</p> <p>Increase in program and event participation through trackable links from microsite</p> <p>To be determined based on related H&W tactic</p>		June-December 2016	In conjunction with annual State of Health and wellness

Amplify awareness and recognition of H&W efforts	Establish a president/provost “distinguished health and wellness” award (equivalent to distinguished teaching award)	OAA HR VP Student Life CWO	Number of stories in CMS	Application process	Oct 2016	Annually
	Ohio State annual H&W report early November with State of Health and Wellness		Reach of primary stories across university channels			Annual
	Amplify and promote lead voices as Buckeye Voice blog contributors.	Lead voices Wellness innovator and ambassadors for faculty, staff and students	Number of participating units Completion of first publication Online engagement metrics <ul style="list-style-type: none"> • number of views (osu.edu, non-OSU) • length of time on spent on site pages • click through from awareness posting other—tbd 	Student Contributors to Buckeye Voices	June 2016	Monthly
	Establish a Vice President for Student Life “distinguished health and wellness” award for students and for student life departments	Student Life Leadership Student Life HR	Number of students reached through activities for students Number of wellness activities Change in personal wellness Nomination with 3 letters of recommendations Completion of first publication Integration of SL Annual Report data into the H & W report Number of contributions focusing on wellness around the nine dimensions	Application process	On-going	Annual

<p>Coordinate information from benefit plan, health plan provider, and healthcare providers in a user-centered way.</p>	<p>Assess current tools for most efficient for implementing marketing communication plans.</p> <p>Determine who communications should “come from” by audience.</p> <p>Create a content management process to aggregate messaging from existing campus communications for “repackaging” by audience to sustain content flow.</p> <p>Define taxonomy for content tagging Identify the most broadly applicable evidence-based research addressing priorities areas for translation into laymen communications to influence “everyday choices”. Create a simple, low-cost or no-cost toolkit for disseminating information at local decision points Curate H&W tips to a person’s PHA goals via new personalized faculty/staff web pages; add topic option of health/wellness content and calendar</p>	<p>Core communication team</p> <p>Data/research expertise</p> <p>Core Communication team</p>	<p>Content tagging within Media Magnet (built in usage metrics Correlate to PHA, challenges and/or coaching outcomes for weight loss.</p> <p>Downloads of central toolkit</p> <p>Number of participating colleges/units</p>	<p>NOTE: Third-party content management system may be required if current tools/platforms are inadequate</p> <p>ASSUMPTION: In-house expertise and resources available</p>	<p>On-going</p>	<p>2016-17 Update annually? Coordinate with faculty/staff page launch and ph.2 content upgrades</p>
<p>Establish central H&W brand narrative recognizing that students will have distinct messages due to the different wellness priorities of students</p>	<p>Define messaging strategies</p> <p>Identify top 3-5 common engagement messages across three primary audience segments: Student, faculty and staff.</p> <p>Map current communication to students around wellness issues including social media, apps, print, etc.; establish integration plan of wellness messaging</p> <p>Identify relevant campus “lead voices” for students.</p>	<p>SL communications/ Marketing team</p> <p>Undergraduate student government leaders</p> <p>Student Life Wellness Collaborative</p>	<p>Social media metrics</p> <p>Content sharing across campus for blogs- number of blog posts</p> <p>Distribution of annual report for campus wide wellness</p> <ul style="list-style-type: none"> • Number of views • Avg. time spent • Email click-through-to-opens <p>Number of views, average time spent, email click-through-to-opens on SL wellness websites: Student Wellness Center, Counseling and Consultation Services, Recreational Sports, Student Health Services, Buckeye Careers</p>	<p>Focus groups</p> <p>Unit level communication directors</p> <p>University Comm./ Student Life Comm.</p> <p>OAA</p>	<p>Jan/Feb-June 2016</p>	<p>TBD</p>

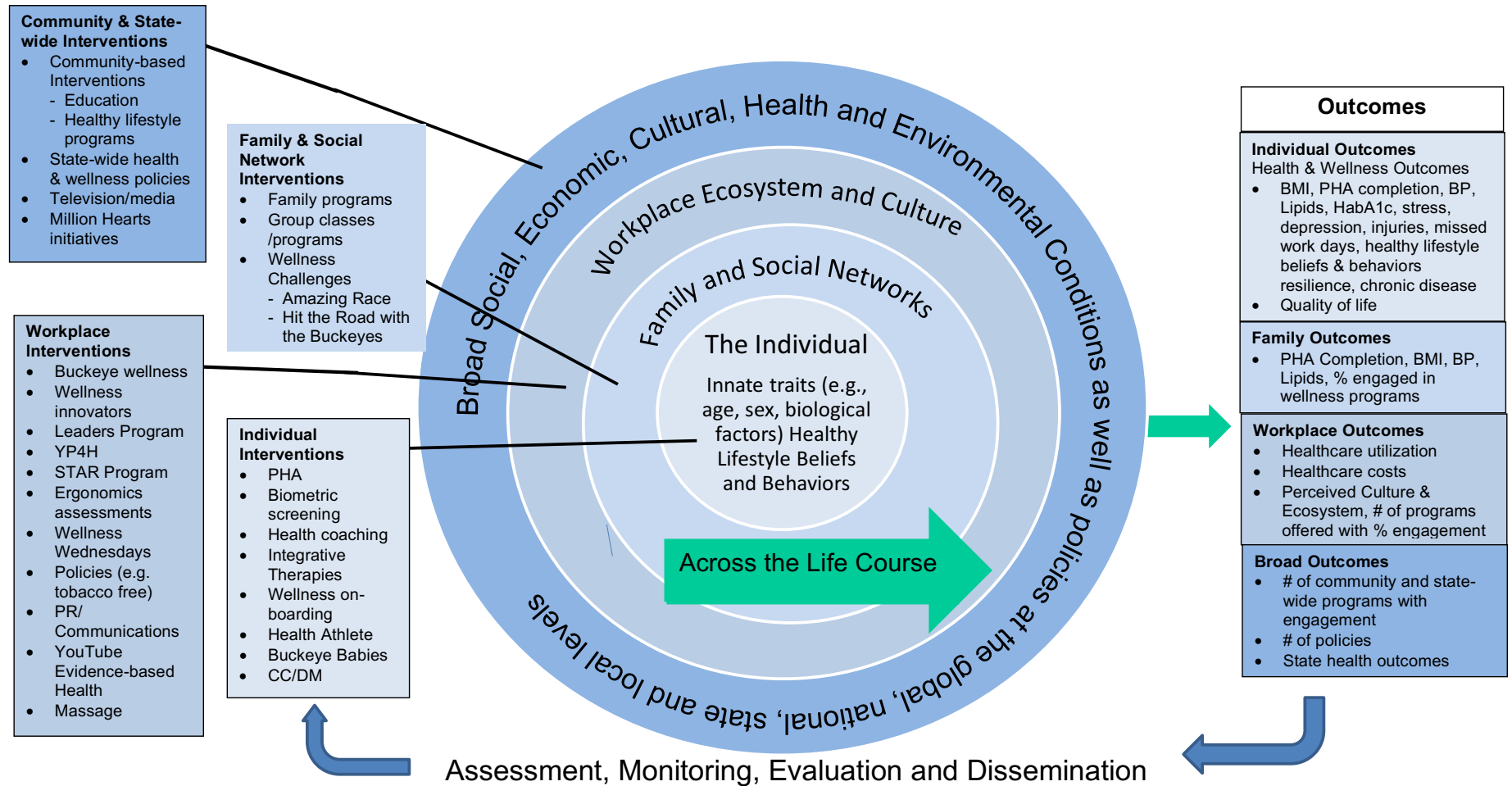
<p>Create digital resources and interactive tools that connect students with real-time health and wellness resources.</p>	<p>Establish a wellness portal for students:</p> <ul style="list-style-type: none"> • Screen students around the nine dimensions of wellness • Link students to specific resources including programs, classes, events, and coaching opportunities • Encourage students to invite others to join them at events • Help students build their own calendar of events based on resources within the nine dimensions of wellness <p>Showcase health/wellness options for campus visits, in first year success series, and in off campus living guide (food options, walking maps, etc.) aligned to key audience</p>	<p>Student Life</p> <p>University Communications/ Student Life communications</p> <p>OAA</p> <p>Content aggregation process</p> <p>H & W Council</p> <p>SL Wellness Collaborative University Ambassadors, Admissions, Campus Dining, SL wellness units</p>	<p>Number of unique visitors participating</p> <p>Increase in program and event participation through trackable links from microsite</p> <p>Tracking with number of Facebook and twitter posts/followers</p> <p>To be determined based on related H&W tactics</p>	<p>Online wellness portal with interactive website and app</p> <p>Wellness Assessment</p>	<p>June-Sep 2016</p>	<p>In conjunction with annual state of wellness</p>
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Goal #4: Promote local, state-wide, and national/international wellness through the sharing of best practices to impact change and population health outcomes.

Objective (SMART) Specific, Measurable, Achievable, Realistic, Time	Actions	Responsibility Who will do it?	Performance Indicators/Outcomes How will achievement(s) be measured?	Resources Required	Target Date	Status (frequency to be evaluated)
Identify successes that we can share at local, regional, and national conferences, speaking events and other opportunities to share best practices	<p>Create presentation/ posters on successful interventions / outcomes for speaking engagements and webinars</p> <p>Develop improved evaluation methods for successful interventions / outcomes</p> <p>Create white papers from evaluating the impact of our interventions on outcomes</p>	Members of the Integration & Alignment Committee and other key players (OSUHP Analytics & H&W Council); CWO	<p>Number of presentations / posters on successful interventions / outcomes</p> <p>Informal and peer reviewed articles on successful interventions/outcomes</p> <p>Best practice interventions and strategies</p>	<p>Staff time</p> <p>Databases</p> <p>Budget to allow travel to share our stories and evidence generated from our wellness initiatives</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Annually</p> <p>Annually</p>
Identify appropriate local/ state/ national / international opportunities to speak /represent leadership in (this) field and gain recognition for our efforts	<p>Create list of appropriate venues.</p> <p>Apply or complete award or accreditation.</p> <p>Develop marketing plan to share speaking opportunities, earned awards and recognition.</p>	<p>Integration & Alignment Committee to research venues and create a prioritized list.</p> <p>H&W Council to approve list</p>	<p>Apply for Koop Award in 2017</p> <p>Complete other awards and accreditations when appropriate</p>	<p>Staff time</p> <p>*\$\$\$ may be needed for accreditations</p>	Ongoing	Annually
Identify the criteria, measurements and advanced analytics practices required for Ohio State to compete for recognitions and accreditations.	<p>Identify individuals to complete the application for the award or accreditation</p> <p>Evaluate the missing competitive components and make necessary changes to include the coming years</p>	<p>Members of the Integration & Alignment Committee and other key players (OSUHP Analytics); CWO</p>	<p>Evaluate gaps and areas for improvement in process</p> <p>Make recommendations to Council and other important contributors on gaps/ areas for improvement</p>	<p>Staff time</p> <p>Databases</p>	<p>Ongoing</p> <p>Koop Awards by 2017</p>	Annually

Identify successes that we can share via industry related venues, speaking events and other opportunities to share best practices	<p>Create presentation/ posters on successful interventions / outcomes for speaking engagements and webinars</p> <p>Develop improved evaluation methods for successful interventions / outcomes</p> <p>Create white papers from evaluating the impact of interventions on outcomes</p>	Members of the Integration & Alignment Committee and other key players (OSUHP Analytics & H&W Council)	<p>Number of presentations / posters on successful interventions / outcomes</p> <p>Informal and peer reviewed articles on successful interventions/outcomes</p> <p>Best practice interventions and strategies</p>	<p>Staff time</p> <p>Databases</p> <p>Budget to allow travel to share our stories and evidence generated from our wellness initiatives</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Annually</p> <p>Annually</p>
Increase the amount of secured grant dollars for wellness to \$200,000 by FY 2017	<p>Develop partnerships across campus</p> <p>Write grants with partners</p> <p>Work with advancement staff</p>	All of SL	\$200,000 or more secured	<p>Staff time</p> <p>Partners</p>	Reached Fall 2015	Annually through 2017
Increase the number of Student Life Staff holding wellness leadership positions in regional and national organizations by 10%	<p>Identify organizations</p> <p>Apply</p>	<p>CCS</p> <p>SLSWC</p> <p>SHS</p> <p>Recreational Sports</p>	Number of leadership positions held	Staff time	Reached Fall 2015	Annually through 2017
Increase the number of national and regional presentations addressing wellness by 10%	Track number of presentations at national and regional meetings	Student Life Staff	Number of presentations	Funds to Travel	Reached Fall 2015 (over 60 presentations)	Reached in 2015
Receive at least one award/year to recognize Student Life Wellness Efforts starting in 2016	<p>Apply for awards</p> <p>Track number of award applications</p>	Student Life Staff	Numbers of Awards Received	Staff time to apply for awards	Spring 2016	In annual reports

The Social-Ecological Framework and Life-Course Perspective Guide, Evidence-based Interventions to Achieve the Vision of Ohio State as the Healthiest University on the Globe



Adapted from: Model to Achieve Healthy People 2020 overarching goals
Source: Secretary's Advisory Committee on Health Promotion and Disease Prevention Objectives for 2020 (2008, p. 7)

CULTURE AND ENVIRONMENT OF WELLNESS

One University Health and Wellness Council

Co-Chairs:

Associate VP for Health Promotion & Chief Wellness Officer
Associate VP Total Rewards
Senior VP for Student Life

Members:

Leader from OSU Health Plan, Inc.
Director of Health Promotion
Director of Student Wellness
Academic Leader (Dean, Vice Provost)
Faculty Representative from Faculty Council
Staff Representative from USAC
Co-Chairs Faculty & Staff Wellness Sub-Council
Student Representative
Senior Analytics Director, OSU HP
Co-Chair Wexner Medical Center Council Co-chairs
Assistant VP, Brand & Marketing, University Communications
Your Plan 4 Health Representative
Representative from Facilities Operations and Development

Wellness
Alignment
Sub-council

Student
Wellness
Collaborative

University
Faculty and
Staff Wellness
Sub-Council

Research and
Outcomes
Sub-council



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