The Ohio State University

2019-2024

Wellness Strategic Plan

Endorsed by President Michael V. Drake and the President's Cabinet

September 3, 2019

Executive Summary

Vision: To be the healthiest university and community on the globe.

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

Definition: Wellness is the optimal state of living well, regardless of an individual's spectrum of health. It encompasses nine dimensions, including physical, intellectual, emotional, social, career, creative, 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. Eighty-four percent of Ohio State faculty and staff believe that it is important for the university to promote and support the health and well-being of all Buckeyes.

2019-2024 Goals:
1. Improve participation in evidence-based programming and interventions so that faculty, staff and students consistently engage in healthy behaviors and attain their highest level of well-being.
2. Implement evidence-based practices and continuous quality improvement in order to decrease the prevalence of chronic diseases, reduce population health risks, and demonstrate value of investment.
3. Strengthen the wellness culture and environment at Ohio State by empowering leaders and managers with wellness resources, strategies, and evidence to act upon so that Ohio State is recognized as a great place to work and learn.
4. Position Ohio State as a national/international leader in university wellness through innovating and sharing best practices.

Structure: At Ohio State, we have developed a unique comprehensive and integrated structure for wellness. Strategic leadership for health and wellness is provided by the university's Chief Wellness Officer and the One University Health and Wellness Council (OUHWC). The OUHWC is comprised of key leaders from 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 Ohio State's Vice President for Health Promotion and 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 and Wellness Council, including an alignment sub-council whose purpose is to ensure alignment of strategic initiatives across the university and the Ohio State Health System.
Framework: The Socioecological Framework and life course perspective guides evidence-based interventions targeted to the individual, social and family network, organizational culture and environment, and policies (See Appendix B).

Strategic Plan Tactics: Our 2019-2024 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 Ohio State). Studies indicate that support and role modeling from leaders and managers along with grassroots involvement from our more than 600 faculty and staff Buckeye Wellness Innovators are critical in facilitating and supporting a wellness culture and environment. Findings from studies also indicate that the institution's health and wellness policies (e.g., nicotine 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 culture and environment and policies (see Appendix B). Our implementation priorities are driven by our own population health and well-being 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 Ohio State wellness culture survey (Melnyk & Amaya, 2015), the Virgin Pulse well-being assessment, and data from the *HealthLead*, Health Enhancement Research Organization, and CDC Worksite Scorecard.

(2) Population health outcomes, including: prevalence data to show the burden of illness in the population; incidence data to capture the rate of change in the burden of illness in the population over time; self-reported health behavior data to highlight actionable interventions; mental health data (PHQ-2 and GAD-2 screening) to emphasize the impact of mental health on physical health; 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 with more than just completion of the Personal Health Assessment (PHA). Completion of the PHA must be combined with comprehensive evidence-based 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, depression, and management of diabetes) by 1% each year with our intervention tactics.

Goal #1: Improve participation in evidence-based programming and interventions so that faculty, staff and students consistently engage in healthy behaviors and attain their highest level of well-being.

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)
Increase the number of benefits-eligible faculty and staff who complete an annual PHA with verified biometric screening by 500 each year	- Maximize awareness of YP4H programming and incentives - Utilize the Buckeye Wellness Innovators (BWIs) to promote the PHA and biometric screening - Engage university leadership to promote the PHA and wellness activities - Communicate the financial and personal health value of completion	- Your Plan For Health - Chief Wellness Officer (CWO) - Buckeye Wellness Innovators - OSU Health Plan - University Leaders - Onboarding - University Communications - Biometric Health Screening Nurses	Number and % of PHA/verified biometrics completions each calendar year	Current resources	Annually – by 12/31 of each year	Quarterly
Increase the number of students completing the Wellness Assessment annually by 2% each year, excluding those included in biannual random sampling, with a target of collecting 10,000 responses annually	- Utilize Student Wellness Ambassadors to promote completion - Educate faculty and staff on the Wellness Assessment - Strategically promote the wellness assessment in a variety of ways	- University and Student Life Leadership - Student Life Student Wellness Center - Chief Wellness Officer	Number and % of students completing the Wellness Assessment	Current resources	Annually – by 6/30 of each year	Quarterly

Objective (SMART)	Actions	-	Responsibility	Performance Indicators/Outcomes	Resources Required	Target Date	Status
Achieve 25% of participants who earn at least level 2 for all four quarters during 2019 and increase the percentage by at least 1% each subsequent year	- Targeted communications related to incentive strategies and personal health benefits		- Ohio State Human Resources/YP4H - OSU Health Plan - Chief Wellness Officer - University Communications	Number and % of participants who earn incentive level 2	currnt resources -Buckeye Wellness/ BWIs	Annually – by 12/31 of each year	Quarterly
Increase the number and percent of unique individuals who participate in health coaching, group health coaching, Weight Watchers, Center for Weight Management programming and dietitian consults for the purpose of focusing on healthy weight management by 1% each year	- Partner with OSUWMC Primary Care and other weight management programming resources to increase awareness and access for eligible participants (review current benefit plan design)		- OSUWMC Primary Care - Biometric Health Screening Nurses - Wellness Coaches - Your Plan for Health - OSU Health Plan - Chief Wellness Officer/Buckeye Wellness - Buckeye Wellness Innovators	Number and % of unique users	None beyond current resources	Annually – by 12/31 of each year	Annually
Increase the number and percent of unique individuals who participate in YP4H/VP Zipongo, My Fitness Pal, and Nutrition Guide by 1% each year.	- Partner with OSUWMC Primary Care and other weight management programming resources to increase awareness and access for eligible participants (review current benefit plan design)		- OSUWMC Primary Care - Biometric Health Screening Nurses - Wellness Coaches - Your Plan for Health - OSU Health Plan - Chief Wellness Officer - Buckeye Wellness	Number and % of unique users	None beyond current resources	Annually – by 12/31 of each year	Annually

Objective (SMART)	Actions	Responsibility	Performance Indicators/Outcomes	Resources Required	Target Date	Status
Increase the number and percent of faculty, staff and students who participate in health coaching, group health coaching, Whil, SMART Lab, MINDSTRONG, Mindfulness in Motion, and EAP by 1% annually	- Increase the offerings of MINDSTRONG, and Mindfulness in Motion, for our Ohio State faculty, staff and students by 5% annually - Incorporate promotion of MINDSTRONG into Ohio State student onboarding - Increase the visibility of mental health services offered through Ohio State	- MINDSTRONG Director - Mindfulness in Motion Director - Chief Wellness Officer/Buckeye Wellness - Wellness Coaches - Your Plan for Health - OSU Health Plan - Buckeye Wellness Innovators - University Communications - Student Life Student Wellness Center	Number and % of unique users	None beyond current resources	Annually – by 12/31 of each year for faculty and staff; – by 6/30 of each year for students	Annually
Increase the number and percent website engagement of student visits to iGrad online financial wellness platform by 1% annually	- Strategically promote opportunities to students on a variety of platforms (social media, iPads, tabling, canvas) - Incorporate promotion of programs/services into academic courses - Identify trends in engagement metrics with the site (length of times used, featured used)	- Student Life Student Wellness Center - Student Life Communications	Number of accounts registered with iGrad online financial wellness platform	None beyond current resources	Annually – by 6/30 of each year	Annually

Objective (SMART)	Actions	Responsibility	Performance Indicators/Outcomes	Resources Required	Target Date	Status
Increase student participation in programs/services/events that aide in improving emotional, social, financial and spiritual well-being by 1% annually	- Strategically promote opportunities to students on a variety of platforms (social media, iPads, tabling, canvas) - Incorporate promotion of programs/services into academic courses	- Student Life Student Wellness Center - Student Life Communications	Number and % of students as identified in the Student Life Graduation Survey Creation of the Peer Access Line and number of calls Pilot group financial coaching program and track number of participants	None beyond current resources	Annually – by 6/30 of each year	Annually
Stay current regarding evidence-based practices to increase healthy behaviors and promote optimal well-being in faculty, staff, and students	- Conduct evidence searches annually to identify best practices	- Chief Wellness Officer/Buckeye Wellness	Number of evidence searches completed and shared with the One University Health and Wellness Council	MEDLINE, CINAHL, SPORTDiscus & Cochrane Library	Annually – by 12/31 of each year	Annually
Increase Buckeye Wellness Innovators by at least 60 faculty and staff, and retain 75% of Buckeye Wellness Innovators who remain at Ohio State, year over year	- Continue outreach and engagement efforts via Buckeye Wellness - Provide Buckeye Wellness Innovator orientations at least 3 times each year	- Chief Wellness Officer/Buckeye Wellness	Number of BWIs	None beyond current resources	Annually – by 12/31 of each year	Annually

Goal #2: Implement evidence-based practices and continuous quality improvement in order to decrease the prevalence of chronic diseases, reduce population health risks, and demonstrate value of investment.

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)
Develop and release one new program or large-scale campaign each calendar year to build resilience behaviors, reduce mental health stigma and improve well-being culture for faculty, staff and students.	- Collaborate with the Ohio State Mental Health Task Force to address mental health across campus. - Increase MINDSTRONG for faculty, staff and students by 5% annually - Increase Mindfulness in Motion offerings for our faculty and staff by 5% annually	- Chief Wellness Officer - Buckeye Wellness - Your Plan for Health - Buckeye Wellness Innovators - University Communication - OSU Health Plan - MINDSTRONG Director - Mindfulness in Motion Director	Number and % of faculty, staff, and students participating and engaging in programs and campaigns Improvements in self-reported GAD2, PHQ2, life satisfaction, stress data, culture of caring from PHA EAP utilization on campus and via Impact Solutions HPI improvement	None beyond current resources	Annually – by 12/31 of each year for faculty and staff	Annually
Expand mental health access and services, and mental health promotion services for faculty, staff and students while breaking down barriers of stigma.	- Collaborate with the Ohio State Mental Health Task Force to promote mental health and resiliency across campus - Increase participation in current services offered by EAP and Student Life to address depression and anxiety for faculty, staff and students by 1,000 annually.	- Chief Wellness Officer - Buckeye Wellness - Buckeye Wellness Innovators - OSU Health Plan - MINDSTRONG Director - Mindfulness in Motion Director - Student Life Student Wellness Center	Improvements in self-reported GAD2, PHQ2, life satisfaction, stress data, culture of caring from student Wellness Assessment Improvements in self-reported GAD2, PHQ2, life satisfaction, stress data, culture of caring from PHA	None beyond current resources	Annually by 6/30 of each year for students	Annually

Objective (SMART)	Actions	Responsibility	Performance Indicators/Outcomes	Resources Required	Target Date	Status
Increase student participation in alcohol and other drug awareness programs, including the ScreenU by 7,000 annually, the Student Wellness alcohol diversion program by 1,250 total, and the Scarlet and Gray Sober Tailgate by 500 per event	- Grow awareness of ScreenU and the alcohol diversion program in Student Wellness	- Student Life Student Wellness Center - University Communications	Number and % of students completing assessment Number and % of students attending alcohol diversion program	None beyond current resources	Annually – by 6/30 of each year	Annually
Promote nutritionally balanced food consumption, sustainability and security among faculty, staff and students	- Expand and scale Bushel and a Peck to create a community around locally sourced produce and easy access to healthy food. - Increase users of Buckeye Food Alliance and educational services around physical wellness and healthy eating	- OSU Health Plan, Ohio State HR - Chief Wellness Officer/Buckeye Wellness - Student groups - Best Food Forward	Number and % of participants purchasing food; Health and engagement outcomes Number of annual users of Buckeye Food Alliance	None beyond current resources	Annually – by 12/31 of each year for faculty and staff	Annually
	- Increase percentage of foods in Student Life Dining from local and/or sustainable sources to 40% by 2025	- Student Life	Number of students completing nutrition coaching; Purchasing documentation	None beyond current resources	Annually by 6/30 of each year for students	Annually

Objective (SMART)	Actions	Responsibility	Performance Indicators/Outcomes	Resources Required	Target Date	Status
Offer grant funding for one collaborative, multi-college research project that addresses improvement of employee mental health, diabetes or obesity.	- Create a multi-year transdisciplinary opportunity for students, researchers and employees to work together to create an IRB and HR approved intervention study that improves the health of our population	- Appointed group or steering committee - Ohio State HR - Chief Wellness Officer - OSU Health Plan	Proposals received; Study participants; Outcomes; Publications	None beyond current resources	2020; annually thereafter	Annually
Continue to increase participation and refine annual health assessments for both students and employees.	- Strive to increase participation in employee assessment by 500 annually while maintaining 76% participation in employee assessment - Annually evaluate the questions in the Personal Health Assessment/ Wellness Assessment	- OSU Health Plan Analysts & IT - Your Plan for Health and wellness vendor - Chief Wellness Officer - Buckeye Wellness - University Partners	% participation of benefit enrolled eligible employee; 100% year over year data mapping; # Screening Events Hosted by Buckeye Wellness Innovators;	None beyond current resources	Quarterly Participation Updates;	Annually
	- Incorporate new platforms for students taking the Wellness Assessment - Strive to increase students taking the wellness assessment by five% annually while maintaining participation by 3,000 students each October	- Student Life - Digital Flagship	New platforms for Wellness Assessment; Number of students taking the Wellness Assessment	None beyond current resources	Annually by 6/30 of each year for students	Annually

Objective (SMART)	Actions	Responsibility	Performance Indicators/Outcomes	Resources Required	Target Date	Status
Continue to expand health sciences Wellness Onboarding assessment and programming to all graduate students	- Send Wellness Onboarding email within one month after students' start dates each semester	- Chief Wellness Officer - Buckeye Wellness	Number and % of graduate students participating in Wellness Onboarding	None beyond current resources	1 month after each semester begins	Annually
Disseminate a faculty and staff mental health app by 2020	- Expand the Medcenter App "MyHealth" or create a similar app	- Chief Wellness Officer/Buckeye Wellness	Number and % of faculty and staff utilizing mental health app	MyHealth app developer / contact	2020	Annually
Address employee chronic conditions with low medication adherence and expand covered evidence-based resources that address chronic conditions subsidized by the health plan *(continued on next page)*	- Perform a deep dive of the diabetes data to understand the need for additional programming, support, social determinants of health impacts on disease management	- OSU Health Plan - Ohio State HR - Express Scripts	Number and % of employees with chronic conditions	None beyond current resources	Annually – by 12/31 of each year	Annually
	- Propose bundled payment and outcomes payments models for those providers caring for members requiring medications for chronic conditions	- OSU Health Plan	Number of proposals submitted	None beyond current resources	Annually – by 12/31 of each year	Annually
	- Roll out prevention-based programs for those in pre-disease states	- OSU Health Plan - Ohio State HR - Express Scripts	Number and % of employees in pre-disease states; Uptake of prevention-based programming	None beyond current resources	Annually – by 12/31 of each year	Annually

Objective (SMART)	Actions	Responsibility	Performance Indicators/Outcomes	Resources Required	Target Date	Status
(continued) Address employee chronic conditions with low medication adherence and expand covered evidence-based resources that address chronic conditions subsidized by the health plan.	- Evaluate impact of current disease management services offered by OSU Health Plan using ROI, VOI, and engagement annually	- OSU Health Plan - Ohio State HR	ROI, VOI, engagement data	None beyond current resources	Annually – by 12/31 of each year	Annually
	- Work with Express Scripts to address medication adherence for various disease classes and propensity of social determinants of health impact.	- OSU Health Plan - Ohio State HR - Express Scripts		None beyond current resources	Annually – by 12/31 of each year	Annually
	- Partner with additional service providers for other types of high prevalence/moderate cost chronic conditions to bundle "next steps" resources for treatment	- OSU Health Plan - Ohio State HR	Number of resource bundles developed	None beyond current resources	Annually – by 12/31 of each year	Annually

Objective (SMART)	Actions	Responsibility	Performance Indicators/Outcomes	Resources Required	Target Date	Status
Improve access to physical activity opportunities by providing a menu of options and campaigns for movement throughout the day for students and employees.	- Add five new membership discounts each year in suburbs, city or rural areas and expand uptake of Active & Fit Direct.	- Your Plan for Health	Number of Active and Fit Direct memberships; Number of gyms in discount network	None beyond current resources	Annually – by 12/31 of each year	Annually
	- Conduct annual campaigns for more movement in the work or school day (e.g. 10 for life)	- Chief Wellness Officer/Buckeye Wellness - OSU Health Plan - Your Plan for Health - Recreational Sports	Number of teams/ Number of participants in activities	None beyond current resources	Annually – by 12/31 of each year	Annually
	- Conduct two annual team step challenges to increase steps, wellness culture and comradery	- Your Plan for Health - Buckeye Wellness	Number of teams/ Number of participants in step challenges	None beyond current resources	Annually – by 12/31 of each year	Annually
	- Increase free fitness classes by 5% across campus each year	- Your Plan for Health - Buckeye Wellness - Recreational Sports	Number of free fitness classes offered	None beyond current resources	Annually – by 12/31 of each year	Annually
	- Provide outdoor spaces for passive and active recreation within close proximity to river and central campus	- Your Plan for Health - Buckeye Wellness - Student Life	Utilization rates of current and future outdoor spaces	None beyond current resources	Annually – by 6/30 of each year	Annually

Goal #3: Strengthen the wellness culture and environment at Ohio State by empowering leaders and managers with wellness resources, strategy, and evidence to act upon so that Ohio State is recognized as a great and inclusive place to work and learn.

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)
Provide VPs/Deans with annual HPI/culture data/Net Promotor Score/evidence-based strategies for their units/college	- Provide annual data to VPs/Deans - Conduct targeted annual meetings with Deans/VPs to discuss key metrics	- OSU Health Plan - Your Plan for Health - Chief Wellness Officer/Buckeye Wellness - AVP - OSUHR	Number and % of areas that receive their individualized data Number of unit strategy meetings completed	None beyond current resources None beyond current resources	Annually – by 12/31 of each year Annually – by 12/31 of each year	Annually Annually
Create and maintain a repository of wellness support initiatives collected from Ohio State colleges and VP units for use by the Deans/VPs that will grow the number of college/unit initiatives by 5% each year	- Develop, disseminate, collect, and analyze an assessment that will be distributed annually - Collect a repository of wellness support initiatives from Ohio State colleges and VP units	- Chief Wellness Officer/Buckeye Wellness	Repository created Number and percent of college/VP unit initiatives	None beyond current resources	Fall 2019 initial assessment distributed, Annually thereafter	Annually

Objective (SMART)	Actions	Responsibility	Performance Indicators/Outcomes	Resources Required	Target Date	Status
Conduct a pilot with four colleges/units, including two units in the bottom five according to HPI annual data, to form internal wellness committees and improve targeted HPI/culture scale metrics by 5%	- Determine colleges/units for wellness committee pilot - Assist the units/colleges in forming a wellness committee - Develop a plan that targets a key metric to improve in the units/colleges	- Chief Wellness Officer/Buckeye Wellness - One University Implementation team to facilitate the first meeting; - Unit Wellness Committees - Buckeye Wellness	Number of colleges selected Number of Wellness Committees created % improvement in targeted HPI/Culture Scale metrics	None beyond current resources None beyond current resources None beyond current resources	Launch pilot with two units/ colleges in 2019, and two in 2020	Annually
Disseminate a toolkit for VPs/Deans with resources and evidence-based strategies to improve wellness culture and well-being	- Create a toolkit utilizing evidence-based best strategies and tools to support top leaders in improving wellness culture and well-being in their area - Train leaders on use of these resources - Integrate the wellness toolkit into onboarding practices across the university	- Chief Wellness Officer/Buckeye Wellness - One University Health and Wellness Council	Number and % of colleges/units that receive tool kits	None beyond current resources	January 2020 launch; Training as needed, and as new leaders onboard to the university	Annually
Expand the current programs targeting middle managers and supervisors *(continued on next page)*	- Expand Health Athlete programming and outreach to increase the number of supervisors attending Health Athlete annually by 5%	- Chief Wellness Officer/Buckeye Wellness - Director of the Health Athlete Program	Number and % of supervisors attending Health Athlete	Requires unit-level top leader endorsement, and buy-in from middle managers	Annually – by 12/31 of each year	Annually

Objective (SMART)	Actions	Responsibility	Performance Indicators/Outcomes	Resources Required	Target Date	Status
(continued) Expand the current programs targeting middle managers and supervisors	- Expand the manager/supervisor wellness Initiative to increase the number of managers/supervisors enrolled by 5% annually	- One University Health and Wellness Implementation Team	Number and % of managers/supervisors participating in the Manager/Supervisor Wellness Initiative annually	Requires unit-level top leader endorsement, and buy-in from middle managers	Annually – by 12/31 of each year	Annually
Recognize leaders and managers who incorporate wellness and drive the wellness culture	- Provide internal wellness leadership awards each year	- Chief Wellness Officer	Number of leadership awards provided; Number and % of nominations for leaders	None beyond current resources	State of Health and Wellness	Annually
Invest in physical spaces through design, renovation and purchasing of equipment/ furnishings that support well-being.	- Embed features and principles of WELL Building & Community Standards (light, water, nourishment, light, fitness, temperature, sound, materials, community) into all current and future buildings	- Chief Wellness Officer - Facilities - Office of Administration and Planning - Student Life	Number of current buildings meeting WELL standards; Number of new buildings incorporating WELL standards	None beyond current resources	Annually – by 12/31 of each year	Annually
	- Increase the number of physical spaces that support well-being across campus	- Chief Wellness Officer - Facilities - Office of Administration and Planning - Recreational Sports	Number and % of new physical spaces supporting well-being on campus	None beyond current resources	Annually – by 12/31 of each year	Annually

Objective (SMART)	Actions	Responsibility	Performance Indicators/Outcomes	Resources Required	Target Date	Status
Provide appropriate fitness/recreation spaces for the full university community considering proximity, accessibility, and cost	- Complete a full-inventory of all fitness/recreation opportunities for all stakeholders	- Chief Wellness Officer - Office of Administration and Planning - Recreational Sports	Number of fitness/recreation spaces available to the full university community	None beyond current resources	Complete by June 2020	Upon Completion
	- Evaluate and implement a coordinated business and operational plan for all spaces not exclusive to varsity athletics to advance fitness/recreational opportunities	- Chief Wellness Officer - Office of Administration and Planning - Student Life - Recreational Sports - Athletics	Completion of evaluation; Implementation of coordinated business plan	None beyond current resources	Evaluation complete by June 2020; Plan to Implement to follow	Upon Completion

Goal #4: Position Ohio State as a national and international leader in University Wellness through innovating and sharing best practices.
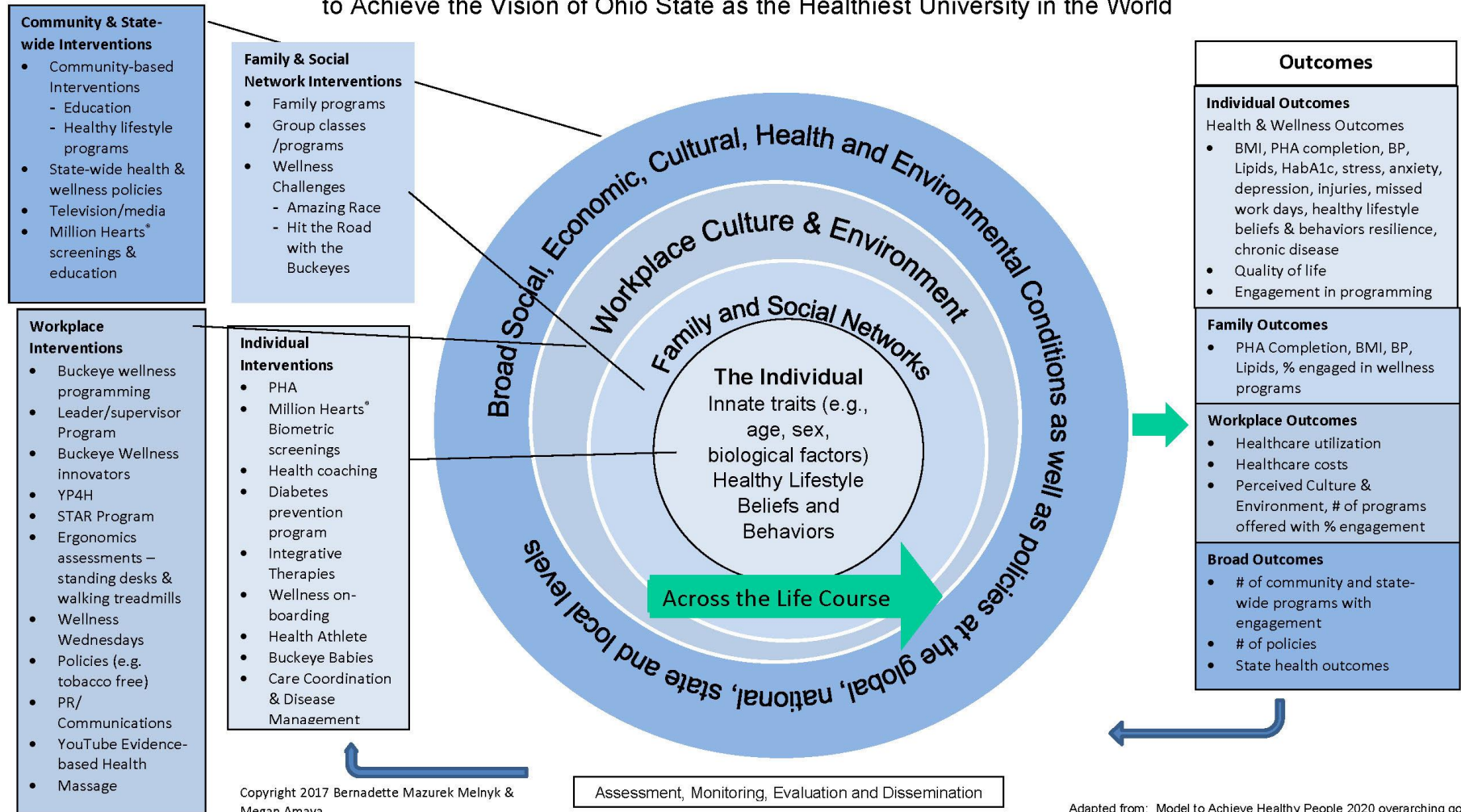
Objective (SMART) Specific, Measurable, Achievable, Realistic, Time	Actions	Responsibility Who will do it?	Performance Indicators/Outcomes How will achievement(s) be measured?	Resources Required	Target Date	Status (frequency to be evaluated)
Compare Ohio State with international benchmarks of wellness in academic institutions	- Review and crosswalk the "Okanagan Charter: An International Charter for Health Promoting Universities & Colleges" against Ohio State	- Chief Wellness Officer/Buckeye Wellness - One University Health and Wellness Council	Completed crosswalk; Alignment Report developed; Gaps identified between Ohio State and Okanagan Charter	None beyond current resources	September 2020	Upon completion
	- Participate in the Building Healthy Academic Communities (BHAC) University Accreditation for wellness when launched	- Chief Wellness Officer/Buckeye Wellness	BHAC Accreditation Process complete	None beyond current resources	December 2020	Upon Completion
Identify sources that track efforts among faculty, staff and students to share innovations and best practices in health and well-being	- Develop criteria for what information is required to include in this database	- One University Health and Wellness Council members	Database criteria developed	Databases from: -Office of Research -Office of Student Life -University Communications -Colleges with Health Promotion faculty -Health Sciences Colleges -Wexner Medical Center	Y1 – baseline data is collected; baseline data meets criteria; data entered into a database; Y2/Y3 – repeat annually	Annually
	- Determine an appropriate tracking mechanism for the best practices database	- Buckeye Wellness intern to collect and enter baseline data (Y1)	Tracking mechanism determined			
	- Develop a database to collect data annually	- Chief Wellness Officer/Buckeye Wellness	Database developed and implemented			

Objective (SMART)	Actions	Responsibility	Performance Indicators/Outcomes	Resources Required	Target Date	Status
Apply for a minimum of one award for faculty & staff wellness efforts and a minimum of one award for student wellness efforts each year	- Identify local, state, national, and international wellness awards and their requirements - Collect required data and information for each award, as required - Document and track accepted awards	- Alignment Committee - Representatives from the offices of the Chief Wellness Officer, Student Life, Your Plan for Health, OSU Health Plan, and Wexner Medical Center	Number of Awards Identified, applied for, and accepted	None beyond current resources	Annually	Annually
Share research, awards, leadership positions and outcomes related to wellness and innovation on Ohio State Wellness website and in press releases as they occur	- Create communication tactics for collecting and sharing our wellness awards, innovations, and leadership positions	- Representatives from the offices of the Chief Wellness Officer, Student Life, Your Plan for Health, OSU Health Plan, and Wexner Medical Center - University Communications	Postings on Ohio State websites; Number of press releases Pick up metrics for pitching and achieving PR recognition	None beyond current resources	Annually	Annually
Participate in active board and/or leadership positions for student wellness and faculty/staff efforts in national health promoting organizations	- Identify local, state, national, and international wellness leadership positions - Share leadership opportunities with leaders across the One University Health and Wellness Council	- Chief Wellness Officer - Student Life - Buckeye Wellness - Your Plan for Health - OSU Health Plan - Building Healthy Academic Communities - University Communications	Number of currently held wellness leadership positions	None beyond current resources	Y1 – determine current and potential leadership positions; Y1–Y5 – Share potential positions	Ongoing

Objective (SMART)	Actions	Responsibility	Performance Indicators/Outcomes	Resources Required	Target Date	Status
Promote wellness innovation among students and faculty/staff	- Identify current wellness innovation efforts on campus - Disseminate wellness innovation opportunities to faculty, staff, and students - Partner with innovation areas on and off campus (e.g. The Innovation Studio) - Work with Ohio State Technology Commercialization Office as applicable - Create a communication plan	- Alignment Committee - Student Life - Chief Wellness Officer - Your Plan for Health - OSU Health Plan - Innovation Studio - Wexner Medical Center - Technology Commercialization Office	Number of opportunities identified; Number of partnerships developed; Number of communications disseminated;	Staff and Wellness Council time	Annually	Annually

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

Community & State-wide Interventions
- Community-based Interventions
  - Education
  - Healthy lifestyle programs
- State-wide health & wellness policies
- Television/media
- Million Hearts® screenings & education

Family & Social Network Interventions
- Family programs
- Group classes /programs
- Wellness Challenges
  - Amazing Race
  - Hit the Road with the Buckeyes

Workplace Interventions
- Buckeye wellness programming
- Leader/supervisor Program
- Buckeye Wellness innovators
- YP4H
- STAR Program
- Ergonomics assessments – standing desks & walking treadmills
- Wellness Wednesdays
- Policies (e.g. tobacco free)
- PR/ Communications
- YouTube Evidence-based Health
- Massage

Individual Interventions
- PHA
- Million Hearts® Biometric screenings
- Health coaching
- Diabetes prevention program
- Integrative Therapies
- Wellness on-boarding
- Health Athlete
- Buckeye Babies
- Care Coordination & Disease Management

Broad Social, Economic, Cultural, Health and Environmental Conditions as well as policies at the global, national, state and local levels

Workplace Culture & Environment

Family and Social Networks

The Individual
Innate traits (e.g., age, sex, biological factors)
Healthy Lifestyle Beliefs and Behaviors

Across the Life Course

Outcomes

Individual Outcomes
Health & Wellness Outcomes
- BMI, PHA completion, BP, Lipids, HabA1c, stress, anxiety, depression, injuries, missed work days, healthy lifestyle beliefs & behaviors resilience, chronic disease
- Quality of life
- Engagement in programming

Family Outcomes
- PHA Completion, BMI, BP, Lipids, % engaged in wellness programs

Workplace Outcomes
- Healthcare utilization
- Healthcare costs
- Perceived Culture & Environment, # of programs offered with % engagement

Broad Outcomes
- # of community and state-wide programs with engagement
- # of policies
- State health outcomes

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Assessment, Monitoring, Evaluation and Dissemination

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)

Appendix B

One University Health & Wellness Council
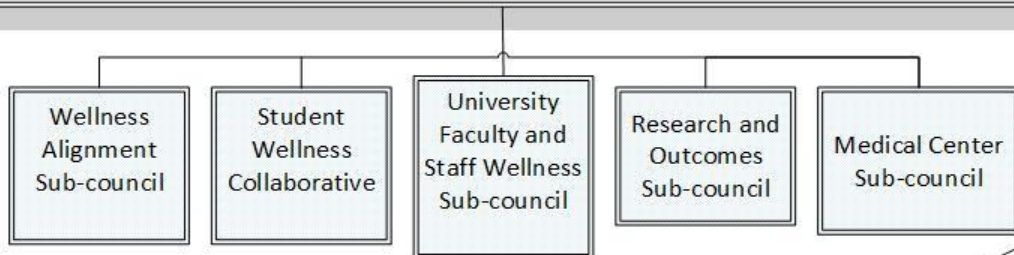
CULTURE AND ENVIRONMENT OF WELLNESS

*ONE UNIVERSITY HEALTH
& WELLNESS COUNCIL*
Co-Chairs:
*VP for Health Promotion & Chief Wellness Officer
Associate VP Total Rewards
Senior VP for Student Life*
Members:
*Director, Wellness and Health Coaching, OSU Health Plan, Inc.
Director, Your Plan for Health
Director of Health Promotion
Director of Student Wellness
Executive Director of Recreational Sports
Academic Leader (Dean, Vice Provost)
Faculty Representative from Faculty Council
Staff Representative from USAC
Co-Chairs Faculty & Staff Wellness Sub-Council
Student Representative
Advanced Analytics Consultant, OSU Health Plan, Inc.
Co- Chair Wexner Medical Center Council
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	Medical Center Sub-council

Appendix C

One University Health and Wellness Scorecard – Metrics by Domain

Population

Source	Timing	Measures
Benefits Eligible Employees	Month/Quarter/Annual	1
Enrolled Employees	Month/Quarter/Annual	1
Enrolled Spouse/Domestic Partners	Month/Quarter/Annual	1
Enrolled Children/Other dependents	Month/Quarter/Annual	1
Total Members	Month/Quarter/Annual	1

Culture and Environment of Health and Wellness

Source	Timing	Items
Wellness Culture	Annual	11
HERO	Tri-Annual	08 (Section 2)

Productivity

Source	Timing	Measures
Short-term disability	Quarter/Annual	3
Long-term disability	Quarter/Annual	3
Workers' Compensation	Annual	5
Absenteeism	TBD – Inclusion in Limeade 2016	
Presenteeism	TBD – Inclusion in Limeade 2016	

Participation

Source	Timing	Measures
Wellness Education (/Risk Pool)	Quarter/Annual	2
Health Coaching (/n)	Quarter/Annual	2
Care Coordination (/n)	Quarter/Annual	2
Enhanced Case Management (/n)	Quarter/Annual	2
Buckeye Babies (/n)	Quarter/Annual	2

Engagement

Source	Timing	Measures
PHA Respondents (/ Risk Pool)	Quarter/Annual	2
Biometric Participants (/ Risk Pool)	Quarter/Annual	2
YP4H Portal Users (/Risk Pool)	Quarter/Annual	2
YP4H Incentive Points (by Risk Level)	Quarter/Annual	6
No. OSU Wellness Innovators	Quarter/Annual	1

Satisfaction

Source	Timing	Measures
Limeade WBA (numerous)	Quarter/Annual	
OSUHP Satisfaction (Nat'l %)	Quarter/Annual	2
OSUHP Program Satisfaction	Quarter/Annual	6 (programs + customer service)

Once Voice Survey	Quarter/Annual	

Population Health Outcomes

Source	Timing	Measures
Body Mass Index	Month/Quarter/Annual	1
Blood Pressure	Month/Quarter/Annual	2
Total Cholesterol	Month/Quarter/Annual	1
HDL	Month/Quarter/Annual	1
Hb A1c	Month/Quarter/Annual	1
Nutrition	Month/Quarter/Annual	1
Physical Activity	Month/Quarter/Annual	1
Smoking Status	Month/Quarter/Annual	1
Alcohol Consumption	Month/Quarter/Annual	1
Anxiety	Month/Quarter/Annual	2
Depression	Month/Quarter/Annual	2
Injury prevention (seat belt use)	Month/Quarter/Annual	2
% Risk Pool by Relative Risk Level	Month/Quarter/Annual	6 with graph

Fiscal Health

Source	Timing	Measures
Net Pay PMPY Med & Rx	Month/Quarter/Annual (Incurred)	1 with line graph
Net Pay PEPY Med & Rx	Month/Quarter/Annual (Incurred)	1
Costs by Relative Risk Level	Month/Quarter/Annual	5
Distribution of Allowed Amount Costs	Month/Quarter/Annual	5 with boxplot graph

Note: All measures to be presented in a more salutogenic format where 'normal' becomes the goal.

Special Thanks and Appreciation to the
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