

**Well Workplace Award
Executive Summary**

**Rex Healthcare, Inc.
Gold Recertification Award**

Information in this publication is carefully reviewed for accuracy. Questions, comments, or ideas are welcome. Please direct to Dr. David Hunnicutt, Executive Editor, at the address below.

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**WELLNESS COUNCILS
OF AMERICA**

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General Information

WELL WORKPLACE

Gold Re-certification Application

BASIC INFORMATION

Name of Organization Rex Healthcare, Inc.

Address of Organization _____

Work Telephone _____

Fax Number _____

Contact Person Ashlea S. Waters

Title Wellness Works Coordinator

Alternate Contact Sabrina Anderson

Parent Organization UNC Health Care

Number of Sites Covered by this Application 9

Number of Employees Covered by this Application 3783

Nature of Business or Industry health care

Name of CEO Gary L. Park

Date of Application 6/28/04

Organization Overview:

Rex Healthcare is a private, not-for-profit health care system that has provided superior care to Wake County and the surrounding area since 1894. The Rex Hospital campus includes a 394-bed acute care hospital, family birth center, cancer center, convalescent care center, same day surgery center, outpatient physical therapy and rehabilitation center, heart and vascular center and wellness center. Rex Hospital also includes dedicated clinics for pain management, sleep disorders, sports medicine and a state-of-the-art emergency services department. Rex Healthcare is the official health care provider for the NHL Carolina Hurricanes and the North Carolina State University Wolfpack.

Outside of the main campus, Rex Healthcare provides services through the Senior Health Center, Urgent Care Center, Home Services, Surgical Center of Cary, Mobile Mammography Unit, Rex Wellness Centers of Cary and Garner, and two physician practices. Under the direction of President and CEO Gary Park, Rex Healthcare employs 3783 people. The Rex organization has earned recognition as a Well Workplace in 1996 (bronze), 1997 (silver) and 1998 (gold), and was recertified at the gold level in 2001.

Background of Wellness Initiative:

Health promotion for the community has been part of Rex Healthcare for over 18 years. Originally, community wellness programs were offered from within the main hospital. Services were later moved to a separate building, and in 1989 the current Rex Wellness Center of Raleigh was opened. With the direction and support of executive leadership, the employee wellness program, Wellness Works, was started in 1995. In 1997 Rex Healthcare reinforced its commitment to community wellness by opening a second facility, Rex Wellness Center of Cary. A third Wellness Center was opened in Garner in 2003. Each of the Rex Wellness Centers offers state-of-the-art equipment and amenities along with a variety of health promotion programs. Rex employees receive a 30% discount on Wellness Center membership dues, and Wellness Works membership is free to all Rex employees, spouses and dependents ages 18-25. Currently, there are 1,840 members in the Wellness Works program.

Rex Healthcare Mission Statement:

To provide the best in health services by bringing together compassionate care and leading-edge technology.

Rex Healthcare Vision Statement:

To be the healthcare provider of choice in Wake and surrounding counties.

Wellness Program (Wellness Works) Vision/Mission Statement:

To help participants achieve a better quality of life by encouraging positive lifestyle changes in an atmosphere of fun. The program is comprehensive in its approach by emphasizing all three dimensions of a healthy lifestyle including mind, body and spirit.

Organizational Chart:

See last page in “Preface” section.

Descriptive Overview of Wellness Works:

- 1. Concentrating on Senior Level Support** - Senior management has supported Wellness Works by being involved in strategic planning, periodically allotting time on their meeting agendas for Wellness Works staff to present information, directly participating in Wellness Works programs and services, and approving a budget to drive these programs forward.
- 2. Creating Cohesive Wellness Teams** - The Wellness Works team is made up of a program coordinator, a wellness instructor, an office specialist and a director who oversees the entire wellness division (Wellness Works and three Rex Wellness Center facilities). While each division is responsible for planning and evaluating their own wellness programs, representatives from each location meet on a regular basis to discuss program implementation and improvement. Staff members often cross over to other wellness divisions to assist with facility coverage, health fairs, and educational programs. This regular interaction and crossover fosters an environment of teamwork.
- 3. Collecting Data to Drive Programming Efforts** - Employees who choose to join Wellness Works are required to complete a WellSource Personal Wellness Profile (PWP) questionnaire and measurements of blood pressure, lipid panel, glucose, BMI and waist circumference. Existing members are encouraged to repeat this Wellness Works Check-up annually. This data is used to determine members’ top health needs and interests and, subsequently, the types of programs offered.
- 4. Crafting an Operating Plan** – The Wellness Works operating plan is developed by the coordinator and reviewed by the director prior to the beginning of each fiscal year. The plan is then re-evaluated and modified for the following year based on changes in the needs of members and organizational initiatives.
- 5. Choosing Appropriate Interventions** - Interventions are based not only on the needs and interests of Wellness Works members, but also on their readiness level. Programs are made available to employees that move them along the stages of change. Some members, for example, attend

educational classes to gather information while others are actively involved in making changes by taking group exercise classes or attending one-on-one sessions with a Wellness Works staff member. Other interventions are based on directives from the executive team.

6. **Creating a Supportive Environment** - As an employer, Rex Healthcare is known throughout the community for its outstanding employee benefits package. There are also written policies in place that promote health and well-being. These are discussed in detail under “Benchmark #6.” In addition, many managers allow employees to flex their work schedule in order to take advantage of Wellness Works programs and services.
7. **Consistently Evaluating Outcomes** - Program evaluations are completed by participants following every group class and short-term incentive program, and curriculum improvements are made accordingly. An annual Wellness Works survey is used to measure employees’ perceptions of the quality of services offered. In addition, program participation is tracked and included in monthly reports so that trends can be detected and addressed. Because many Wellness Works members return for their annual Wellness Works Check-up, comparisons of past and present health data can be used to measure the effectiveness of the Wellness Works program. In addition, the Rex executive team tracks trends in employee satisfaction via an annual survey.

Wellness Coordinator Ashlea Waters, RD, LDN:

Ashlea assumed the role of program coordinator in 1999. Since that time enrollment in Wellness Works has increased by 22.1%. “I’m really passionate about the importance of living a balanced and healthy life,” says Ashlea. “Everyday I’m encouraged by the employees I see who are actively working towards a healthier lifestyle, and it’s great!” As a registered dietitian, Ashlea is equipped to help tackle the top health need of Rex employees, improved nutrition. She does so by personally leading group classes and individual nutrition consultations, and she has made it a priority to work with Rex cafeteria staff to identify healthy food selections for employees. Ashlea is also an AFAA certified group exercise instructor and uses those skills to lead classes at Wellness Works and Rex Wellness Centers. Ashlea also led the initiative to create and implement the *Wellpoints* program.

Three Unique Strengths of Wellness Works:

1. Free Enrollment

Each year, the executive staff of Rex Healthcare has approved a budget that allows Wellness Works membership to be offered free of charge to all Rex employees, their spouses and their dependents between the ages of 18 and 25. Membership includes:

- on-site Wellness Works Fitness Center
- group exercise classes at all Rex Wellness Centers
- individual counseling with a registered dietitian
- customized exercise prescription and fitness assessments with a degreed exercise specialist
- annual Wellness Works Check-up and HRA
- health education programs on a variety of topics
- wellness resource library
- periodic screenings including heart health, percent body fat, diabetes risk and more

2. Innovative Incentive Programs

At least three times per year, all Wellness Works members can participate in short-term incentive programs designed to bring about behavior change and improved health while earning tangible rewards. Since its inception, Wellness Works has offered many incentive programs, which were either purchased and then modified to fit the culture at Rex or created by experts within the organization. A total of 632 members participated in one or more of these behavior-change programs in the past two years.

In addition, Wellness Works has offered an on-going incentive program for benefits-eligible employees since 1999. After careful analysis of health outcomes data, the original program known as the *Scorecard* was replaced by *Wellpoints* in July 2003. With *Wellpoints*, employees earn points each month in four different categories: general wellness activities, routine health exams, Wellness Works programs and physical activity. Employees can then choose to spend their Wellpoints on items ranging from movie tickets and dumbbells to premium items like a mountain bike or a \$100 gift card to an area day spa. By allowing employees 1) to accrue Wellpoints based on their level of involvement in healthy behaviors and 2) to select their own rewards for healthy behaviors, they gain ownership in managing their health.

3. Individual Attention

The wellness team at Rex does not believe in a one-size-fits-all approach to facilitating lifestyle changes. Beginning with the initial enrollment appointment known as the Wellness Works Check-up, Wellness Works participants benefit from one-on-one attention from our Wellness Works staff. During this appointment a staff member assesses each participant's personal wellness goals, health needs and readiness level to help map out a plan. The majority of new participants then go on to schedule individual appointments for customized

exercise and nutrition programs. When appropriate, participants are encouraged to enroll in Blue Cross Blue Shield's health management programs where they are followed by a case manager. Others are referred to LifeBalance, Rex's employee assistance program, where they can speak privately with counselors about a variety of topics ranging from financial planning to stress management.

Most Popular Wellness Works Programs/Activities:

1. On-site Fitness Center

The Wellness Works Fitness Center is open every weekday afternoon and during lunchtime two days per week. Over the past two years, 742 members have used the facility (40.3%). The Fitness Center averages over 700 visits per month.

2. Wellpoints Incentive Program

Since implementing the program in July 2003, a total of 628 employees have earned Wellpoints (38.6% of those eligible). During the month of May 2004, a total of 312 employees "went the extra mile" by submitting a *Wellpoints* Tracker which documents their participation in all four categories of the *Wellpoints* program. This number has increased by 23.8% since the start of the program a year ago.

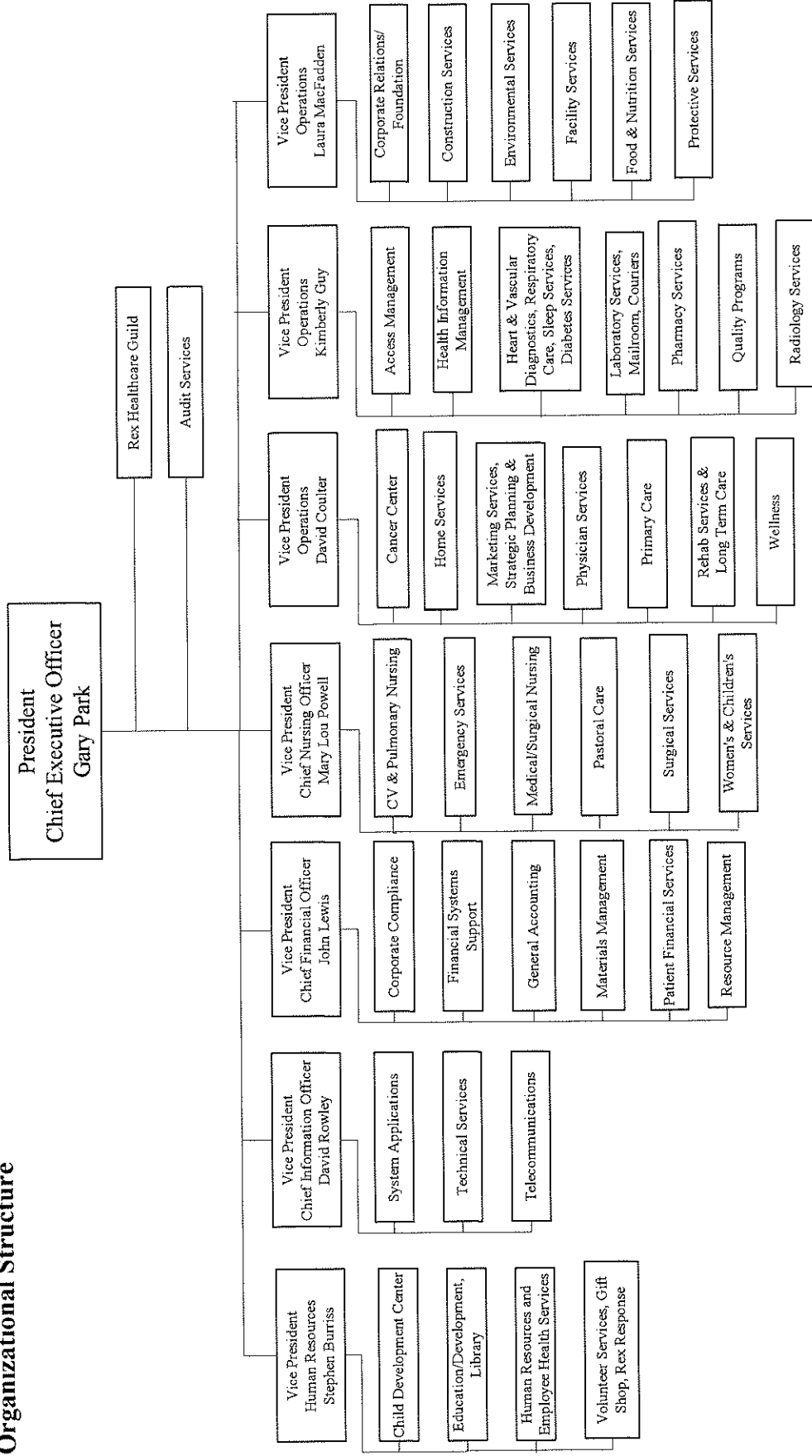
3. Free Group Exercise Classes

Along with the free group exercise classes offered at all three Rex Wellness Center locations, Wellness Works offers a variety of free group exercise classes such as yoga, tai chi, body-shaping, Resist-a-Ball, Nia and others. Over the past two years, 528 members (28.7%) have participated in these programs.

Other Pertinent Information:

Wellness Works is truly a program focused on enhancing the wellness of mind, body and spirit. While many corporate wellness programs are focused primarily on physical activity, Wellness Works provides opportunities for employees to participate in classes that enhance creativity and self-awareness. Such programs include painting pottery, making beaded jewelry, designing scrapbooks, mindfulness meditation and journal writing.

Organizational Structure



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1/14/04