# Measures of Success for 14/15

## Organizational Vitality

**Goal:** OE will promote the UI as a great place to work and will support the retention of excellent people at The University of Iowa.

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<tr>
<th>Strategy</th>
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<th>Outcomes</th>
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| Administer and support campus response to Working at Iowa 2014 (WAI)    | # WAI respondents and follow-up consultations                           | 15 – Target audience: 16,401 (regular) faculty and staff  
Respondents: 11,113 or 68% of eligible population  
Reports: 356  
14 – Three consultations regarding action planning/improving engagement, review of 2012 survey, revisions and preparation for Fall 2014 survey  
13 – Target audience: 15,789 (regular) faculty and staff  
Respondents: 10,549 respondents or 67% of eligible population; 61.4% faculty and 68% staff.  
Approximately 300 org/departmental reports provided to campus  
29 consultations regarding action planning |
| Promote the Healthy Campus Initiative through programs, policy, building and environmental considerations. | Campus Recreation and Wellness Center: Integration of services and membership incentive | 15 – Over 4,200 faculty and staff are members of the campus recreation facilities. Monthly, approximately 1,600 receive a membership incentive based on meeting designated criteria.  
14 -- 4,126 faculty/staff are members of campus recreation facilities. Monthly, approximately 1,700 qualify to receive a membership incentive.  
13 – Approximately 3,600 faculty/staff are members of campus recreation facilities (percentage is the highest among Big Ten Universities). Monthly, approximately 1,700 meet requirements for the membership incentive.  
14 -- From the implementation of the UChoose program, it is estimated that approximately 1,700 faculty/staff will qualify for the membership incentive.  
13 -- From the implementation of the UChoose program, it is estimated that approximately 1,700 faculty/staff will qualify for the membership incentive. |
| Implementation of healthy campus nutrition recommendations               |                                                                                                                     | 15 – Campus Nutrition Advisory Group continues to implement recommendations on campus. UIHC and liveWELL did a national webinar on the program and other health management initiatives. New “Power Café” at Campus Recreation and Wellness Center features a menu board with UChoose-approved items.  
14 – Expansion of UChoose within UI Housing and Dining Services; revision of guidelines in alignment with new standards.  
13 – Revision of Campus Nutrition Guidelines and UChoose program marketing materials. Continue to expand UChoose campaign across campus. Improvement in faculty/staff and student nutrition habits demonstrated. |
|                                                                         | # lactation rooms on campus                                            | 15 – 43  
14 – 40  
13 – 39 |
|                                                                         | # of policy, environmental or building impacts made by OE             | 15 – Through the Wellness Grants initiative, funding for permanent hydration stations in 2 buildings allowing for easier access to drinking water and reduced environmental impact of plastic bottles; funds for 3 sit/stand workstations to be used as a shared resource in departments.  
14 – Three new lactation rooms in newly constructed buildings. |
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<th>Issue</th>
<th>Description</th>
<th>Outcomes/Actions</th>
<th>Notes</th>
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| liveWELL expansion: new programming | # participants, satisfaction, and positive Personal Health Assessment (PHA) changes for liveWELL participants | CY14 Outcomes  
- 13,080 unique users overall in wellness programs.  
  - Personal Health Assessment – 12,477 (77% of eligible)  
  - Online Personal Wellness Modules – 3,120  
  - Health Coach Service - 738  
  - 98% report service as good or excellent  
  - 95% report service improved their well-being  
  - 95% report improvement in satisfaction with working at UI | CY13 Outcomes  
- Over 73% of faculty and staff participated in the Personal Health Assessment, with 90% participating one time in the past three years. Faculty – 63%, MSE/Merit – 70%, SEIU – 74%, P&S – 82%  
- Over a three-year time period, 32% migration of faculty/staff from high risk (4+ risk factors) to lower risk categories. Risk migration associated with lower absenteeism with estimated cost avoidance and cost savings at $3M annually.  
- 759 completed Health Coach Service. Satisfaction outcomes:  
  - 98% report service as good or excellent  
  - 98% report service improved their well-being  
  - 97% report improvement in satisfaction with working at UI  
  - 91% report improved work productivity  
*data collected on calendar year, Jan 1 through Dec 31, 2014 |
| Support Talent Management strategy and design through career development efforts | Vendor product for performance management implemented  
# courses supporting TM | 15 – Survey regarding goals and performance completed, no changes recommended.  
  - 118 participants, 6 courses,  
14 – Goal and performance forms implemented and evaluated. Improvement recommended for FY15 reviews.  
  - 3,833 participants, 231 sessions | 13 – Performance management tools configured in system, communication and training plan developed |
| Identify and evaluate financial models for on-campus child care | Establish child care center funding model | 15 – Over the course of FY2015 no additional opportunities for an on-campus child care center presented themselves via either existing or new construction. Discussion will continue through the year to determine if a viable option is available.  
14 – Discussion regarding private partnership through RFP process to establish child care model. |
| Implement executive leadership development needs | Delivery of new executive development partnership programs | 15 – 15 – 100% of UI colleges gave input to the creation of the DEO Leadership Development Program, a partnership with the Office of the Provost. 9 department chairs were admitted. 15—OE facilitated Executive Leadership Academy sessions on leading generations, reward & recognition, conflict, and performance management to 29 Health Care participants. 15—OE coached 72% (21/29) Executive Leadership Academy-UI Health Care participants. 14 – 67% of Senior HR Reps and College/Division Representatives participated in Campus Conversations of local faculty and staff leadership development needs 14 – 48% of the Senior HR Leadership Council, and 24% of the HR Reps Listserv participated in the online needs assessment survey. Both groups identified the greatest campus leadership development need as “Developing people for future leadership roles (93%/85% respectively) with high-level staff and DEOs having the greatest priority. |
| Support individual resiliency and productivity throughout the University community | # resiliency and productivity related trainings | 15 – 28 on-site trainings for 631 faculty and staff. Five myquickcoach videos by four OE staff resulted in over 1,400 views in the three weeks after they launched. Five presentations related to sleep and resiliency for 85 faculty and staff. 13 – 12 resilience trainings provided to faculty and staff |
| Support individual resiliency and productivity throughout the University community | # flexible work arrangements | 15 – 279 new or continuing flexible work arrangements 14 – 250 new or continuing flexible work arrangements 13 – 248 new or continuing flexible work arrangements |
| Implement sleep awareness campaign | 15 – 101 expressed interest and 70 enrolled (11/14/14 through 6/15/15). 2 sleep trainings with 13 participants Increased media presence at UIHC for sleep in Noon News and Twitter. 14 – Completed SHUTi pilot (online CBT based program) n=26; statistically significant improvement related to insomnia; updated web resources; delivered targeted communication to campus. |
| Promote transition of furlough staff and impacted workgroups | 15 – EAP offered as a support to impacted departments and employees: 14 employees-RIF resource packets and 40 furlough employees waiting for furlough. 14 – Consultation with impacted departments. 134 employees–RIF resource packets 13 – 6 HR trainings 7 department-specific trainings/Leader consultations 115 employees – RIF resource packets |
| Focus on opportunities that improve staff and faculty engagement and effectiveness, and improve organizational effectiveness | # recognition grants # Improving Our Workplace Award (IOWA) # Wellness Grants | 15 – Staff appreciation grants: 41 grants (3,880 afforded appreciation) IOWA: 3 teams (32 individual awardees, 32 applications) Wellness Grants funded 14 of 24 requests. $3750 was disbursed and included on-site massage, exercise equipment, water bottle filler stations, and sit/stand workstations. 14 – Staff appreciation grants: 53 grants (3,426 afforded appreciation) IOWA: 6 teams and 2 individual awards (52 individual awardees, 8 nominations) Wellness grants: 8 grants, approximately $3000 disbursed for grants (on-site massage, exercise equipment, water bottle filler stations, and sit/stand workstations). 13 – Staff appreciation grants: 50 grants (2768 staff afforded appreciation) IOWA: 6 teams and 5 individual awards (43 individual awardees, 10 nominators) |
## Process Improvement

**Goal**: OE will improve organizational performance, and drive enhanced measurement of processes and systems.

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| Implement 12 business process improvements (BPI) campus wide             | ROI summary of key Business Process Improvement efforts: BPI, Lean or redesign | 15 – 8 Lean events, 4 Five S  
14 – 6 Lean events, 9 Five S  
13 – 5 Lean events, 9 Five S |
| Identify new opportunities for collaboration with UI Health Care and increased access to services | # opportunities  
Health Care Partnership Summary: outcome analysis of health care collaborations | 15 –  
• Secured 40% UICD staff at UIHC to provide EAP services at UIHC.  
• Developed five resilience videos and posted on-line  
• Nursing assault response program provided by FSS/EAP. Working with nursing leadership to implement.  
• Group health coach on-site to multiple clinical nursing units  
14 –  
• Crucial Conversations and Influencer presented on Health Care campus.  
• Creation or improvement of 3 departmental Leadership Development Series programs  
• Partnership with UIHC/HR for 8 departmental DISC coaching and retreats  
• Targeted delivery of on-unit and small group health coach service in UI Health Care; worked with 7 UI Health Care departments.  
13 – Expanded Department of Nursing Health Management Project.  
200% increase in number of Wellness Ambassadors from Department of Nursing (28 total). Two pilot on-unit Health Coaching series. Regular participation in Department of Nursing blog. Worked with UI Health Care Learning & Development on leadership development course tracking/evaluations and consults. |
| Assess campus needs regarding aging workplace issues; conduct gap analysis | Conduct aging workforce survey in conjunction with FICC  
Implement services directed at aging | 15 – Sessions were held in fall semester and spring semester, 16 participants.  
14 -- Powerful Tools for Caregivers (PTC) Course implemented in 2013-2014: PTC is a series of classes designed to empower family caregivers of older adults to take better care of themselves. 21 University employees and community members completed the course.  
13 – The Family Issues Charter Committee (FICC) and the Family Services Office (FSO) partnered with the UI Center on Aging to develop and deliver a survey to campus in June of 2012. Survey findings indicated nearly 66% of faculty and staff are either current caregivers or anticipated becoming a care giver in the next 5 years. Survey findings indicated improved communications would increase awareness of services. FSO led enhanced communication efforts. |
| Utilization of data warehouse to identify and implement new programming | Development of health and productivity data leadership dashboard | 15 – Utilized metrics from data warehouse and studies provided by Truven Health Analytics to assist in a formal application for C. Everett Koop Award.  
14 – Developed analytic structure for C. Everett Koop Award application  
13 – Data analysis completed: health care utilization/cost for covered spouses/partners. Revised health management metrics provided to campus leadership. |
|---|---|---|
| Establish programs to mitigate organizational risk--Threat Assessment Team (TAT), Behavior Risk Management (BRM), and Fitness for Duty (FFD), suicide prevention | # of trainings on and qualitative review of org risk mitigation  
# of cases for TAT  
# of cases for BRM/FFD  
# Suicide Prevention Services and Response Study integration opportunities of risk mitigation programs | 15 –  
• 200 cases for TAT  
• 6 presentations  
• Successful implementation of the Ready or Not Series in Fall of 2014  
• 288 cases for TAT  
• 1 BRM/25.25 hours; 9 potential BRM/FFD, 23.5 hours  
13 – 23 trainings for TAT.  
10 cases for BRM/FFD; 20 potential BRM FFD consults; 275 hours of effort  
14 – QPR trainings for campus: 5 trainings; 72 participants  
13 – Suicide Prevention and Response: 5 Question, Persuade, and Refer (QPR) trainings for campus |
| Continually assess and improve leadership development/coaching outcomes | # and type of UI LEAD enhancement  
# participants in UI LEAD and leadership coaching | 15 – Creation and implementation of 13 member UI Leadership Development Advisory Group.  
• 21 UI LEAD leaders and 2 UI LEAD leadership cohorts (Recreational Services and Center for Disabilities & Development), 21 Executive Leadership Academy-UI Health Care leaders, 19 AMS leaders, 61 communications coachings, 12 leader teams  
• Outcomes data shown in separate area of scorecard.  
14 -- 12 UI LEAD, 34 leadership coaching, and 232 communications coaching (DISC, MBTI)  
• 91% report their coach helped them develop or strengthen leadership skill  
• 92% report the coaching service has been valuable to them as leaders  
13 – 87 participants |
| Expansion of PHA | Implement 1-2 new health management programs | 15 –  
| - Added Gallup Healthways well-being index questions to leadership dashboard including a national benchmark comparison.  
- Added two culture/environment questions to dashboard regarding physical environment and supervisor support for health and well-being.  
14 –  
- Addition of Healthy Living Center online information resource in 2014. 23,000 page views and 12,259 unique users in January-June 2014.  
- Creation of My Health and Wellness portal via Employee Self Service; an engagement and reward platform for wellness activities. 2,476 individuals logged points for healthy behaviors.  
13 – Implementation of SHUTi program through FSS/EAP. |
| # unit/org/divisional or collegiate strategic planning consults and operationalizing strategic plan consults | 15 –  
| - 7 strategic planning consults  
- Nikole Mac requested by Provost and VP Student Life to facilitate UI Strategic Plan Process and Design, multiple presentations including President’s Cabinet.  
14 - 7 strategic planning consults  
13 - 10 strategic planning consults  
After experiencing over 650% growth in strategic planning consults last fiscal year, OE continued to expand services with implementation consultation. |
| Revise key indicators (KPI) for HR in alignment with major initiatives | KPI framework revised and enhanced | 15 – Reviewed, no major changes: continue annual review process  
14 – KPI framework integrated into HR strategic plan and balanced scorecard framework  
13 – Reviewed, no major changes. Annual review going forward. |
| Implement broad communication/engagement strategy for OE services | Use electronic systems to enhance communication and engagement strategy. | 15 –  
• Expanded social media strategy for health and well-being program engagement  
• Tailored communications through multiple electronic strategies to drive engagement  
• Expanded MyQuickCoach video capacity; increased engagement in tailored web-based videos  
14 – Tailored communication to specific target groups of employees  
• Blogs (Live Healthy Iowa, Dept. of Nursing) to drive engagement and participation.  
• MyQuickCoach lessons were sent to participants of L&D instructor-led sessions.  
• Targeted e-mails sent to MyQuickCoach user population to drive engagement and use.  
13 – BettrLife Mobile application used for two pilot groups on campus.  
• Interest survey questions added to PHA in 2012 assessing preferred topics and modes of communication.  
• Used tailored communication regarding PHA with to Facilities Management, Office of Vice President for Research, and Department of Nursing assisting in 71% PHA participation rate. Also, targeted smoking and nutrition risk as behaviors for health coach services. |
## Quality of Service

**Goal:** OE will exceed customer expectations, and enhance opportunities for improving the health, productivity and engagement of staff, students and faculty.

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<tr>
<td>Promote and support national and regional recognition of OE activities</td>
<td>Number of awards or recognition for OE</td>
<td>15 – The University of Iowa was the largest employer in Iowa and the first public university to be designated as a Blue Zones worksite. The University of Iowa was awarded the Healthy Iowa Award, University category, and was presented with the award by the Governor at a ceremony in June. Jane Caton received the Board of Regents Staff Excellence Award. Jane Caton received International Advocate Recognition for academic year 2014-2015. Joni Troester received Heart of Hero award, Health Enhancement Research Organization. Maggie Moore and Bronwyn Threlkeld-Wiegand received HR recognition for work on resilience, along with wellness and family services staff. 14 – Teresa Kulper, UI Outstanding Staff Award. Jane Caton, International Advocate Award. WorkLife Seal of Distinction (spring 2014) 13 – Corridor Business Journal Healthy Worksite Award (February 2013). Richard See received a Board of Regents Excellence Award.</td>
</tr>
<tr>
<td>Promote community engagement across the state</td>
<td># of services to support community engagement</td>
<td></td>
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15 –
- Dick See presented at the International Conference on Lean Six Sigma for Higher Education in Edinburgh, Scotland
- Dick See wrote an article about Lean process improvement for the Corridor Business Journal
- Megan Hammes presented *Leveraging Social Networks and Grass-Roots Efforts for Low Cost, High Impact Programming* at the Building Healthier Academic Communities National Summit in Irvine, California in April 2015
- Nicole Studt presented “Building Resilience at U Iowa” at the College and University Work-Life Association annual conference in May 2015. Lean Conference, Corridor Business Journal Article
- Two liveWELL staff served on Iowa City Blue Zones project subcommittees on worksite involvement and community engagement, and one serviced on the Blue Zones P9 Advisory Board
- Provided 10 scholarships to UI faculty and staff to attend Iowa Women Leading Change State Conference as part of OE’s support to unify cross-campus, Biannual Pinnacle Sponsorship.

14 –
- Support Iowa City Blue Zones Community Initiative
  - 12 Blue Zones presentations with 415 participants
  - 7 presentations for local, state and regional groups by Candace Peters
  - 1 presentation at the Internal Audit Staff Retreat for UI, ISU, and UNI auditors by Sean Hesler

13 –
- Consult with campus trainers to improve effectiveness and use of technology
  - 14 consultations

15 –
- 48,240 instructor-led and ICON courses completed; 11,941 myquickcoach lesson views (users shared 453 myquickcoach lessons - these shared lessons received 5,263 total views)
- 43,561 instructor-led and ICON courses completed; 21,944 myquickcoach lesson views
- 36,647 Instructor led and ICON. Courses completed. All L&D courses including ICON: 15,441 unique individuals

Customer satisfaction data meets or exceeds expectations

15 – 94% agree or strongly agree that they are satisfied with the session
14 – 93% agree or strongly agree that they are satisfied with the session
13 – 91% agree or strongly agree that knowledge/information met needs

Specific behavior and productivity change for individuals/orgs as a result of programming

15 – 81% agree or strongly agree
14 – 82% agree or strongly agree
13 – 83% agree or strongly agree

Consult with campus trainers to improve effectiveness and use of technology

15 – 14 consultations
14 – 35 consultations
13 – 10 consultations

Cost savings as a result of no travel time for ICON online training

15 - Estimating an hour of travel time saved, across all employee job types and completed ICON courses, a total savings of $774,156.16 was calculated
| **Employee Assistance Program** | 15 – 655 unique 1:1 counseling clients; 60 supervisory and HR referrals; 91 other referrals, 64 behavioral health consults: service provided to 670 participants through consult and training. 6 critical incident response with 43 participants.  
14 – 532 unique 1:1 counseling clients; 45 supervisory referrals; 153 limited other referrals  
13 – 654 unique 1:1 counseling clients; 36 supervisory referrals; 266 other limited referrals |
| **Total volume and unique participation** |  
| **Utilization rate** | 15 – 3.9%, unique participants; 7% for clients and 11% for contacts (not unique)  
14 – 3% unique participants  
13 – 4% unique participants |
| **Customer satisfaction data meets or exceeds expectations** | 15 – 95% satisfaction rate  
14 – 93% satisfaction rate  
13 – 91% satisfaction rate |
| **Specific behavior and productivity change for individuals/orgs as a result of programming** | 15 – 58% report that participation increased productivity  
63% report that participation increased effectiveness  
14 – 69% report that participation increased productivity  
13 – 61% report that participation increased productivity |
| **UI Wellness** | 15 – 13,080 unique participants  
14 – 12,860 unique participants  
13 – 12,441 unique participants |
| **Total volume and unique participation** |  
| **Utilization rate** | 15 – 77% unique participation  
14 – 76% unique participation  
13 – 76% unique participation |
| **Customer satisfaction data meets or exceeds expectations** | 15 – 98% satisfaction rate  
14 – 98% satisfaction rate  
13 – 97% satisfaction rate |
| **Specific behavior and productivity change for individuals/orgs as a result of programming** | 15 – 92% report improved work productivity  
14 – 91% report improved work productivity  
13 – 92% report improved work productivity |
| **Productivity measured by Personal Health Assessment** | CY14 – In 2014, faculty and staff were asked on the Personal Health Assessment “During the past 4 weeks, how often have you been at work but had trouble concentrating or doing your best because of …?” These five areas are areas of lost productivity and their associated impact to UI employees:  
| | 2013 | 2014 |
| Your Health or Physical Condition | 1.57% | 2.01% |
| Your Responsibilities of Taking Care of Someone Else | 2.09% | 2.48% |
| Personal Problems or Worries | 2.92% | 3.27% |
| Depression or Anxiety | 2.12% | 2.35% |
| Financial Stress/concerns | 3.34% | 3.83% |
| **Workplace Consultations** | 15 – 551 consult cases involving 2,616 people, 495 unique, named individuals  
14 – 419 consult cases involving 1,284 people, 600 of them unique  
13 – 441 consult cases involving 2001 people, 551 of them unique |
| **Total volume and unique participation** |  
| **Utilization rate** | 15 – 3% utilization  
14 – 4% utilization  
13 – 3% utilization |
| **Customer satisfaction data meets or exceeds expectations** | 15 – 95% satisfaction rate  
14 – 71% satisfaction rate  
13 – 98% satisfaction rate |
| **Specific behavior and productivity change for individuals/orgs as a result of programming** | 15 – 80% report participation increased productivity  
14 – 70% report participation increased productivity  
13 – 91% report participation increased productivity |
| **Advanced Management Series**  
**Total volume** | 15 – 26 participants  
14 – 31 participants  
13 – 52 participants |
| **Family Services**  
**Total volume and unique participation** | 15 – Student families served through childcare subsidy program: 168  
14 – Student families served through childcare subsidy program: 193  
Employees served through specific programs: 1500 (increase due to occasional child care list on Self-Service)  
13 – Student families served through childcare subsidy program: 207  
Employees served through specific programs: 1,339 (increase due to occasional child care list on Self-Service). |
| **Customer satisfaction data meets or exceeds expectations** | 15 – 100% satisfaction rate  
14 – 92% satisfaction rate  
13 – 100% satisfaction rate |
| **Specific behavior and productivity change for individuals/orgs as a result of programming** | 15 – 100% of participants who responded to the follow-up series evaluation indicated that their effectiveness at work had increased as a result of working toward the goals they set during the Advanced Management Series.  
96% of the participants who responded to the follow-up series evaluation indicated that their productivity had increased as a result of their participation in the series.  
14 – 96% of participants who responded to the follow-up series evaluation indicated that their effectiveness at work had increased as a result of working toward the goals they set during the Advanced Management Series.  
84% of the participants who responded to the follow-up series evaluation indicated that their productivity had increased as a result of their participation in the series.  
13 – 95% of participants who responded to the follow-up series evaluation indicated that their effectiveness at work had increased as a result of working toward the goals they set during the Advanced Management Series.  
88% of participants who responded to the follow-up series evaluation indicated that their productivity had increased as a result of their participation in the series. |
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| **Customer satisfaction data meets or exceeds expectations** | 15 – 96% satisfaction rate  
14 – 92% satisfaction rate  
13 – 92% satisfaction rate |
| **Specific behavior and productivity change for individuals/orgs as a result of programming** | 15 – 93% report participation increased productivity  
14 – 87% report participation increased productivity  
13 – 87% report participation increased productivity |
Expand child care services and access

| 15 – 13 campus connected centers
| 14 – 13 campus connected centers
| 1 new community grant for child care provided Handicare Inc. with funds to expand an infant classroom to support 8 unique UI families.
| 13 – In 2013 the occasional child care list was placed on to the Employee Self-Service portal. This list provides UI families with names of UI students who are available to provide occasional child care services. Increased visibility and access to the list increased the number of times the list was accessed by 86%.

**UI LEAD and Leadership Coaching**

| Total volume and unique participation
| Satisfaction Rate
| Specific behavior and productivity change for individuals

| 15 – 21 Executive Leadership Academy Leaders
| • 95% of participants report “the coaching service has been valuable to me as a leader” and “I have modified at least one leadership behavior as a result of participating.”
| • 80% of participants report greater engagement in trying new leadership behaviors as a result of participation.
| • 85% report a significant increase in their team’s productivity and 67% report a significant increase in self-productivity (10% or more) as a result of participation in leadership coaching.

| 14 – 12 UI LEAD, 34 leadership coaching, and 232 communications coaching (DISC, MBTI)
| • 83% of participants report changing leadership behavior; 83% report “my team has also benefitted from my participation in coaching”
| • 100% report a significant increase in productivity (10% or more) as a result of participation in leadership coaching, and 78% report a significant increase in their team’s productivity.

| 13 – 87 participants
| • 86% of participants report changing leadership behavior.
| • 86% also report an increase in productivity as a result of participation in leadership coaching.

**Targeted programming related to specific population needs**

| Issue
| Method developed for identifying high potential employees for enhanced career development
| # and type of programs offered

| 15 –
| • 6 critical Incident with 43 participants
| • 6 trainings on QPR suicide prevention with 163 participants

| 14 – The New Executive Leadership Academy utilizes a nomination model to identify and develop high potential executive leaders: UI Health Care: 29 participants, 46 instructors/facilitators, 12 mentors, and 6 advisory group members

| 13 –
| • Expanded Department of Nursing Health Management project
| • 200% increase in number of Wellness Ambassadors
| • Improvement in PHA participation
| • Improvement in population risk profile

| 13 – A3, Lean training for custodians
Study and implement ways to leverage technology to increase access and engagement  

Implementation of social media strategy

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<td>In 2014-2015 liveWELL partnered with College of Nursing student practicum team to focus efforts on enhancing the social media presence for the liveWELL program. Demonstrated results include</td>
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<td>• Twitter - 252 followers, up 31% since July 2013)</td>
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<tr>
<td>• Facebook Likes – 598 (up 6% since July 2014)</td>
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<tr>
<td>• Pinterest – 39 followers (up 33% since July 2014)</td>
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<tr>
<td>14 – liveWELL partnered with the College of Nursing working with two student practicum teams to focus efforts on enhancing a social media presence (Facebook, Twitter, and Pinterest). A content management system was implemented to streamline delivery of content to Facebook and Twitter. Soft launch September 2013; primary launch November 2013. Established metrics in year 1:</td>
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<tr>
<td>• Twitter - 174 followers</td>
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<td>• Facebook – Average 314 likes/post</td>
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<tr>
<td>• Pinterest – 25 followers</td>
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<tr>
<td>13 – Internship project completed by Bethany Kaplan. Development of a white paper for UI Wellness detailing effective strategies to increase progress and engagement through use of social media.</td>
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# Financial Stewardship

**Goal**: OE will generate revenue as needed, demonstrate return on investment for programs and services, and maintain funding resources or allocation for OE through partnerships and grants.

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| Determine financial analysis of specific OE programs that support organizational sustainability | liveWELL Program (including Health Coach Service)  
  Health risk reduction/migration  
  Health care utilization and costs ROI | CY14 – Health Risk Migration and Absenteeism  
  - A five year trend of Personal Health Assessment data shows health improvements in the areas of Nutrition, Exercise, Stress Management, Non-Smoking Status, and Sleep. Statistically significant (p<.05) prevalence decreases were observed for all of these behaviors.  
  - PHA data from 2012-2014 shows that individuals in high risk categories with multiple health risk factors use more sick leave as compared to lower risk individuals. High risk individuals use a median of 50.3 hours of sick leave and low risk use 34.5. Using a weighted average hourly rate plus benefits, these health improvements result in an annual cost savings (by moving people from high to low risk) and cost avoidance (maintaining low risk over time) of up to $2.5 million  
  - A study (conducted by Truven Health Analytics) of employee members in the University's UI Choice Health Plan showed:  
    - Wellness participants had lower adjusted average annual claim cost of $307.50.  
    - Participants experienced a 7% lower health care trend overall from study period 2010 to 2013.  
    - ROI of 2.37 realized for wellness programs on annual basis. |
| Flu vaccination campaign ROI | CY13 – Health Risk Migration and Absenteeism  
  - Cost avoidance and cost savings estimated at $3M annual as a result of health risk reduction and lowered absenteeism. Over a three-year period, high risk participants used more sick leave as compared to lower risk participants. Positive health improvements have contributed to a 0% increase in health insurance premiums for a second consecutive year.  
  - Continued improvements demonstrated in individual health behaviors over a five-year period (CY09-CY13):  
    - Nutrition – 19% improvement  
    - Physical Activity – 6% improvement  
    - Smoking – 4% improvement  
    - Stress – 4% improvement  
  Considerable improvement in the health area of physical activity has translated into an estimated cost savings of more than $500,000 over a 5-year period (CY09-CY13) for the University. In 2009, 62% of faculty and staff reported the recommended amount of physical activity while in 2013 that increased to 68%. Increased exercise improves people’s health and is demonstrated to have a positive impact on overall population health. According to benchmark data, inactive individuals spend approximately $300 more in annual direct medical expenses as compared to those who are inactive. | 15 – A total of 12,218 influenza vaccinations were given to all UI personnel with a 50% or greater appointment (excluding volunteers). A study showed that each vaccine has a total savings of
$83.84 based on lost work days and health care spending. This translates into a $1.02 Million savings for UI. *American Association of Occupational Health Nurses, 1999 Jul; 47(7):301-9*

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| Advanced Management Series (AMS) ROI | 15 – The programmatic ROI for AMS = 851%  
14 – The programmatic ROI for AMS = 696%  
13 – The programmatic ROI for AMS (Jan-Nov 2012) = 877% (based on productivity increases estimated by the 65% of program participants who completed an outcomes survey.) |
| Employee Assistance Programs ROI | 15 – Use of EAP internal providers vs external providers, $79,974 annual cost savings.  
14 – Use of EAP internal providers vs external providers, $65,000 annual cost savings.  
13 – Use of EAP internal providers vs external providers, $100,203 annual cost savings. |
| Business process improvement ROI | 15 – ROI from Lean event 1 equaled 120%; second lean event had 42% ROI  
14 – ROI from Lean event will equal 167%  
13 – ROI from Lean event will equal 62%; second lean event had 2 year ROI of 56% |
| Partner with others on or off campus that provide services; reduce duplication of effort | Examples of partnerships  
15 –  
  • Threat Assessment Team  
  • Anti-Violence Coalition  
  • College Committee of the Johnson County Suicide Prevention Coalition  
  • LiveWELL hosted ISU and Grinnell College in September 2014 at Campus Recreation and Wellness Center to discuss campus health management initiatives.  
14 –  
  • Blue Zones Community Initiative, partnership with Chamber of Commerce and local business  
  • Worked extensively with UI Health Care to create Executive Leadership Academy.  
13 – College of Nursing student practicum project focused on development of social media strategy for health management services. |
| Develop best in class health management incentive model | Revision of incentive structure  
15 – Continuation of tiered PHA incentive for health users; 73% participation rate; continuation of recreation membership incentive at 50% of monthly fee.  
  • New program based incentives targeting specific healthy behaviors  
  • Exploration of incentives related to ‘wearable devices’.  
14 – Continuation of tiered PHA incentive for healthy users; 73% participation rate; continuation of Recreation Membership Incentive at 50% of monthly fee; new Health and Wellness portal and incentive design.  
13 – Continuation of recreation membership incentive; approximately 1700 provided each month |