



PennState Health

# Bewell

MANAGER TOOLKIT



# Mission & Vision

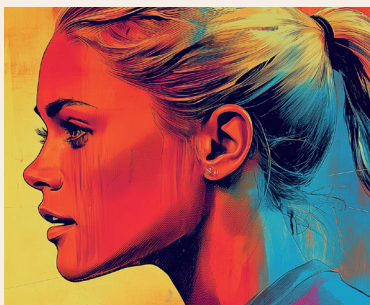


The strategic mission of the wellness program is to improve health, well-being and performance through awareness, education and engagement in dynamic and holistic well-being programs that feed body, mind and spirit so that we are the most engaged, productive, successful, confident and resilient as we can be.

Our vision is to create an environment and culture in which every person feels inspired to live well and to find their unique path to well-being.

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# THE EIGHT DIMENSIONS OF Well-Being



## Physical

The physical dimension of well-being includes healthy habits such as good nutrition, regular exercise, and appropriate health care. You can support your body by choosing activities and foods that make you feel good, reducing those that bring you down, and creating a routine that balances activity with rest. Listening to your body and responding to its needs can be both empowering and essential for overall well-being.

**Examples at Penn State Health include:** Peloton, WW (Weight Watchers), University Fitness Center (UFC), and Tobacco Cessation Programs.



## Social

The social dimension of well-being focuses on building healthy relationships with friends, family, and the community, while showing care and concern for the well-being of others and society as a whole.

**Examples at Penn State Health include:** Campus events and fundraisers, affinity groups, and volunteering opportunities.

## Occupational

The occupational dimension of well-being involves engaging in work or activities that bring meaning and purpose, reflect your values, interests, and beliefs, and may include employment or other fulfilling roles.

**Examples at Penn State Health include:** Paws Up!, Learning and Leadership Development programs, and coaching/mentoring.



## Environmental

The environmental dimension of well-being involves creating and maintaining safe, healthy, and supportive surroundings. This includes having access to clean air, food, and water; preserving the spaces where we live, learn, and work; occupying pleasant and stimulating environments that support well-being; and promoting learning, reflection, and relaxation in natural spaces.

**Examples at Penn State Health include:** private lactation rooms, healthy meal options in cafeterias and walking trails.



## Financial

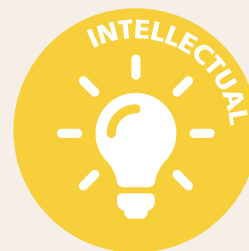
The financial dimension of well-being involves managing income, debt, and savings, as well as understanding financial processes and available resources. It also encompasses satisfaction with one's current financial situation and outlook for the future.

**Examples at Penn State Health include:** one-on-one counseling with Empower Retirement, budget and financial resources through Supportline EAP, and a discount program through Abenity.

## Intellectual

The intellectual dimension of well-being involves activities that keep our minds active and help our intellect grow. This can include considering different perspectives on issues and engaging in activities that broaden understanding, such as learning about current events or organizing game nights in your home or community. These experiences help expand perspective and foster appreciation of diverse points of view.

**Examples at Penn State Health include:** tuition reimbursement, Business Employee Resource Groups (BERGS) lunch and learns, and campus guest lectures.



## Emotional

The emotional dimension of well-being involves recognizing and expressing feelings, adapting to challenges, coping with life's stressors, and finding joy. It includes understanding our strengths and areas for growth, balancing independence with accepting support from others when needed.

**Examples at Penn State Health include:** Supportline employee assistance program and resources through pastoral services and Stress First Aid.

## Spiritual

The spiritual dimension of well-being encompasses personal beliefs and values and involves finding meaning, purpose, and a sense of balance and peace. It includes recognizing our search for meaning in life and developing an appreciation for life and the natural forces of the universe.

**Examples at Penn State Health include:** Mindfulness Based Stress Reduction, Center Stage, and staff chaplains and pastoral services.





## WHAT'S NEW WITH **Well-Being**



For the latest well-being information at Penn State Health, head over to the BeWell Website. New information will appear in the “Whats New” section of the homepage. Events will also appear in the calendar on the homepage.

Upcoming well-being events are also featured in the seasonal BeWell newsletter that is delivered directly to your inbox.

# BeWell Offerings

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## Lunch & Learns

Every month, Penn State PRO Wellness, in partnership with Human Resources, hosts virtual lunch and learns. Each lunch and learn covers a different dimension of well-being. Past topics have included: Healthy Eating on a Budget, Achieving Financial Wellness, and Finding Inner Peace and Purpose in the Midst of Chaos.

All lunch & learns are recorded and placed on the BeWell Website. Upcoming lunch and learns can be found on the BeWell Website's calendar as well as the InfoNet's calendar.

## Well-Being Challenges

Do you like to take part in friendly competitions? If so, check out BeWell's well-being challenges! These are free, system-wide, month-long well-being challenges that are open to all Penn State Health employees. Over the course of one-month, participating individuals are encouraged to engage in different well-being activities, such as physical activity, healthy eating, social connectedness, and creativity.

Weekly emails are sent to all registrants with resources, tips, and tricks to support these activities in both the workplace and at home. Past well-being challenges have included: BeActive, BeNourished, BeConnected, and BeCreative. Visit the BeWell website for more information and FAQs regarding these well-being challenges.

## BeWell Newsletter

The BeWell Newsletter is a seasonal publication designed to support Penn State Health employees in all eight dimensions of well-being. Each issue features updates on BeWell programs and events, seasonal well-being tips, highlights of employee well-being benefits, and practical resources to keep well-being front and center.

## BeWell Champion Program

Together, with Penn State Health Human Resources and Penn State PRO Wellness, BeWell Champions play an important role in supporting and promoting health and well-being across the Penn State Health system. The goal of this program is to gather passionate individuals to create a larger network of champions that are eager to implement well-being initiatives and disseminate and support the promotion of well-being information. Champions serve as key leaders, helping to direct employees to all well-being programs, activities and resources. All BeWell Champions must have managerial support to be a champion. The time commitment for this role is approximately 4 hours per month, with the program running from January-December each year.

If interested in participating, please contact the BeWell team at [BeWell@pennstatehealth.psu.edu](mailto:BeWell@pennstatehealth.psu.edu).





## CREATING A

# Culture of Well-being

Creating a culture of well-being means fostering a workplace that encourages and promotes the well-being of your employees. It means implementing ways for employees to be healthier at the workplace and helping them create healthy habits in both their personal and professional lives. For employees to be motivated to become healthier and prioritize their well-being, we need to develop a workplace culture that supports and rewards healthy behavior change and habits. By creating a culture of well-being, we are ensuring that every component of our workplace is contributing to the development and reinforce a healthy lifestyle.

## Benefits of A Culture of Well-being

### Employee Happiness

You can expect happier employees from a healthy workplace culture for many different reasons. Putting in the effort to create and maintain a culture of well-being will help employees feel valued as well as encourage healthy choices that will contribute to a positive mood and happier mentality.

### Feeling Valued

There is a connection between feeling valued and being happy. A culture of well-being helps employees feel valued and appreciated because it shows that you support them both professionally and personally. It proves that you are making efforts to help them make a healthy lifestyle achievable. When employees feel that their well-being is truly cared for and valued by their company, they will feel generally happier with their jobs and employers.

### Productivity

Productivity flourishes with well-being. An environment that not only stimulates a healthy body but a healthy mindset will contribute to an effective and efficient workplace.

### Less Stress

Numerous studies have shown the negative effects of workplace stress. Overly stressed employees can be costly because it leads to a major loss of productivity. A company culture that consists of crazy hours, high pressure and no opportunities for health and well-being will lead to burned out employees. However, when we create a culture that doesn't pressure employees to work overtime each week and provides opportunities for them to de-stress and recharge, we can expect more efficient and productive workers.



# HOW TO CREATE A CULTURE OF WELL-BEING WITHIN YOUR TEAM

Ready to develop a culture of well-being? Here are some ideas to help get you started:

## Encourage Movement

If your budget allows, give your employees the opportunity to move throughout the day. Start walking meetings and offer standing desks. Encourage employees to get up and talk to each other in person instead of calling or emailing. This will help your employees get more steps throughout their day.

## Encourage Healthy Habits

Try offering encouragement to help employees create healthy habits. Recognize employees that have completed well-being activities.

## Provide Opportunities for Social Engagement

Host team gatherings when possible. Social well-being is just as much a part of the health spectrum as physical well-being is. Find opportunities to create a social network among employees.

## Provide Resources

Send out useful resources, like the employee well-being toolkit, covering different aspects of well-being. You can find additional resources through mySolutions by searching "well-being."

## Encourage Camaraderie

Start walking meetings and take part in team building activities. Consider hosting a team breakfast and serve healthy foods. Help your team socialize and get to know one another on more of a personal level.

## Lessen Stress

Some workplace stress is normal, but having employees who are regularly over-stressed is not. Send out an anonymous survey to determine your employees' stress levels. If it seems too high or frequent, try to pin-point certain stressors that are contributing to the problem. Implement changes that will lessen or eliminate these stressors, where possible.



# Employee Motivation & Encouragement



## Understanding Employee Motivation

The 4-Drive Theory of Employee Motivation states that there are four main drives that motivate employees. Leaders can begin to influence and start to fulfill each of these drives by using some of the systems and processes they already have in place. Changes and enhancements to those systems can help the organization become one in which employees can satisfy their drives and become highly motivated.

### Drive A: Acquire and Achieve

This drive encompasses extrinsic elements that are both physical (i.e., money, things) and emotional (i.e., recognition). This drive is satisfied primarily through an organization's total reward system but can be enhanced through direct manager/supervisor recognition efforts.

### Drive B: Bond and Belong

This drive is about more than just one-on-one relationships, it includes our drive to belong to things such as a team.

This drive is healthily dependent on organizational culture and can be enhanced by managers/supervisors through the promotion of team-building exercises and encouragement of pro-social work environments.

### Drive C: Create and Challenge

This drive is not just about learning but about mastering challenges. We are innately driven to tackle challenges that are placed in front of us. This drive is dependent upon job and organizational structure as well as manager/supervisor skills and encouragement of professional development to optimize opportunities to learn and grow. Managers/supervisors should aim to place staff in the sweet spot between difficulty and skill in order to reduce anxiety/stress and maintain interest in tasks.

### Drive D: Define and Defend

We defend those institutions and beliefs that we hold dear and with which we find meaning and passion for purpose. This drive is met through an employee feeling alignment and connection to the organization.

## WHAT GREAT LEADERS DO TO MOTIVATE

Focus on all four drives simultaneously: Research shows that weakness on fulfilling one of the 4-drives negatively affects how the company or leader performs on the other three.

Individualize Motivation: Research also indicates that different demographics and personalities respond differently to the 4-drives. Identify the top motivation for each employee.

Communicate Effectively: Great leaders create the talking points that get discussed. Explain the multiple reasons of each action.

Experiment: Employee motivation is an on-going commitment that requires thought, experimentation and adjustment. Managers and supervisors should implement new structures and processes and see how they work, add a new twist on an old program, do something new or stop doing something always done.

LEAD BY EXAMPLE:

# Self-Care & Resulting Modeling

Managers and supervisors are in a unique position to help shape the work culture and inspire a commitment to health and well-being by empowering the people you work with to learn more about their health.

By participating in health promoting activities and encouraging your co-workers to take small steps towards a healthier lifestyle, you can make a difference.

First, being in the manager/supervisor role, you have particular well-being challenges that must be addressed as self-care issues. Modeling behaviors for the sake of “being a good role-model” is not effective. Make a conscious decision to enhance your personal well-being and the subsequent actions and results will indeed be that authentic “role-model” you strive to be.

Second, model behavior that encourages healthy work-life and well-being practices. This makes it easier to incorporate well-being practices into your management style for your team. Specifically, establish some of the well-being practices listed below and follow them yourself!

## ENCOURAGE & MODEL

- Use of earned vacation
- Use of Paid Time Off when sick
- Use of lunch and break time to recharge
- Frequent stretch and walk breaks
- Walking outside to reset your body and brain
- Walking meetings/use of stairs instead of elevators
- Healthy staff snacking/sharing
- Team input and collaboration
- Recognition for a job well-done
- Connecting with others

## DISCOURAGE

- Use of email communication during non-work hours
- Overwork as a display of dedication to job
- Belief that busyness is a badge of honor
- Avoiding assistance or feedback



# LEADING TOWARDS A Healthy Culture



*Leaders can learn to support well-being by sharing the well-being vision, serving as effective well-being role models, and aligning cultural touch points. Successful organizations combine support for individual change with supportive environments.*

*Well-being programs must add culture change strategies whereby healthy behavior becomes "the way we do things." A well-being culture makes it more likely that employees will succeed in achieving and maintaining their personal health improvement goals and not adopt unhealthy behaviors. Leaders at all levels have a responsibility for shaping the workplace culture. That responsibility includes fostering a workplace culture that supports employee health and safety.*

## Strategies for Well-being Culture Change

Share the well-being vision, including how well-being is being defined, why it's important and how employees can participate in the well-being initiative.

Serve as a role model by participating in the well-being program and by adopting a healthy lifestyle.

Align cultural touch points which are formal and informal policies and procedures such as rewards, communication and training with well-being.

Monitor and celebrate success so that an individual and group-level well-being goals are set and progress is recognized.

Explain worksite well-being programs and how they can be accessed.

Announce your support for participating in well-being programs.

Include a conversation about healthy lifestyles and the well-being initiatives during a new employee's first days of employment.

## Balanced Nutrition

When providing food for team meetings/events, offer life-giving fruits, vegetables and heart healthy fats such as seeds, nuts, and olive oil dressings. Low fat yogurts can also be a nice breakfast side item. Offer them a balanced, energizing meal including:

- Fruits
- Vegetables
- Whole grains
- Proteins
- Healthy fats
- Water

Want to throw a pizza party? Simply accompany it with salad and balsamic vinaigrette dressing, fruit, and water.

Want to throw an ice cream party? Shame on you. (Just kidding!) Accompany it with a fruit tray, nuts, and water. You can encourage healthy snack options like popcorn and granola bars. Remember, the best practice is to not reward with food. However, if you are going to offer food, keep it balanced!



# Stress Management at Work



*While there is no way to remove all of the stress from work, you can take some daily steps to help lower and manage the stress from your job and share these tips with your team.*

- Connect with others in your office and around campus. Developing friendships with coworkers can help you better manage the negative effects of stress.
- If you see the downside of every situation and interaction, you'll find yourself drained of energy and motivation. Try to think positively about your work.
- In stressful moments, give yourself a 2-minute break from what is bothering you and focus instead on your breathing. Sit up straight, close your eyes, and put one hand on your belly. Slowly inhale through your nose and out your mouth. Try to make your hand on your belly raise and lower.
- A good belly laugh does more than distract you from your stress; it helps you to be better able to manage it. Laughing lowers your body's stress hormones while increasing chemicals that boost your mood. Have you laughed today?
- Not only does a well lit, clean work area increase your productivity and motivation, but it can relieve stress. Spending a little time to get organized can save you time and unnecessary stress.
- Take a few movement breaks throughout the day. Movement gives the body a chance to practice dealing with stress. It forces the body's systems - all of which are involved in responding to stress - to communicate more closely than usual. The more sedentary we get, the less efficient our bodies are in responding to stress.
- Keep a simple stress ball on your desk for those times when stress gets out of hand. It lets you fiddle while your mind wanders, which is good for your hand and wrists as well as your stress level.
- Get other points of view. Talk with trusted colleagues or friends about the issues you're facing. They might be able to provide insights or offer suggestions for coping. Sometimes simply talking about a stressor can be a relief.
- Have an outlet. Set aside time or activities you enjoy - such as reading, socializing or pursuing a hobby.

## PAWS UP!

# Employee Recognition



Paws Up! is Penn State Health's employee recognition program. As managers, when an employee is going above and beyond, you can award points which the employee can use for rewards.

Make Paws Up! a regular part of your staff agenda and one-on-ones. Celebrate recent award recipients during team meetings and encourage your team to participate. Use the e-cards that are part of the program and encourage employees to use them as well.



PENN STATE HEALTH

# Safety Team and Workplace Ergonomics

*Although not nearly discussed as much as it should be, ergonomic hazards can pose risks to workers' health and safety. These hazards include repetitive motions, awkward postures, and lifting and carrying.*

Ergonomic injuries can be prevented. Contact the PSH Safety Team to set up an Ergonomic Assessment of your workspace and/or tasks at: [safety@pennstathealth.psu.edu](mailto:safety@pennstathealth.psu.edu) or 717-531-7297.

Additional resources can be found on the [Safety website](#) under FAQ/General Information.



# SupportLinc Employee Assistance Program (EAP)



Managing work and your home life can sometimes be a challenge. SupportLinc's Employee Assistance Program (EAP) is available with emotional wellbeing and work-life balance resources to keep you at your best. Administered by CuraLinc Healthcare, SupportLinc offers confidential guidance to help you address and resolve everyday issues at no cost to you or your family. Access support whenever needed, wherever is most convenient for you. The program includes:

- In-the-moment support & short-term counseling.** A licensed clinician answers 24/7/365 when you call for assistance with work-related pressures, depression, stress, anxiety, grief, relationship problems, substance abuse, or other emotional health concerns. You and your benefit-eligible family members may also receive up to ten (10) counseling sessions, in-person or via video.
- Web platform and mobile app.** Your one-stop shop for SupportLinc mental health technology tools such as Text therapy, Animo, and Navigator as well as a variety of well-being resources! Discover on-demand trainings, toolkits, wellbeing blog and support for wellbeing, family, career, lifestyle, and legal/financial to boost wellbeing.
- Work-Life balance resources.** Legal consultation, dependent care referrals, convenience resources and financial expertise.

## Stress First Aid

Stress First Aid is a practical, easy-to-use model designed to help recognize and respond to early signs of stress—both in yourself and others. Whether it's burnout, emotional fatigue or just feeling overwhelmed, "Stress First Aid" gives you tools to:

- Identify signs of stress early.
- Offer meaningful peer support.
- Strengthen team resilience and connection.
- Connect with the right resources at the right time.

Learn more on the [BeWell website](#).



# Peloton Partnership



Penn State Health has partnered with Peloton to offer benefit-eligible employees discounts on equipment and three membership options at preferred pricing effective Jan. 2, 2024. The tiered membership allows employees to select an option that works best for their lifestyle needs.

Peloton is a flexible, all-in-one well-being platform that offers a motivating mind and body experience. It allows individuals to stream thousands of live and on-demand classes with or without equipment—from guided yoga and meditation to outdoor walking and strength training.

Learn more on the [BeWell website](#).

# Employee Tobacco Intervention Program (ETIP)

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*This program is under the direction of Shari Hrabovsky, D.Ed, Nurse practitioner and Penn State Health Human Resources and Clinical Services.*

The Penn State ETIP has had the honor of working with hundreds of Penn State Health employees in their quest to reduce or quit tobacco use since 2012. This employee benefit is a one-on-one program offered on the Hershey Medical Center campus and Penn State Health satellite practice sites via in person, phone, and zoom meetings. The intention of the program is to reduce employees' dependence on tobacco.

They focus on informing and educating employees about nicotine addiction and tobacco use. Tobacco Treatment Certified and experienced staff are dedicated to helping those interested in quitting and/or reducing their use of tobacco products. They realize that each person is unique in both their use of tobacco as well as their ability to quit. The ETIP staff is knowledgeable about FDA approved tobacco cessation products, behavior change strategies, and are willing to discuss alternative methods to reduce or quit tobacco use.

Any employee is eligible to receive counseling. Any employee and dependents with the Penn State Health Highmark Blue Cross Blue Shield insurance benefit are eligible to receive coverage for any FDA approved tobacco treatment medication 'at no cost' with a prescription.

Please email [EmployeeTobaccoInterventionProgram@pennstatehealth.psu.edu](mailto:EmployeeTobaccoInterventionProgram@pennstatehealth.psu.edu) for more information.



# Learning & Leadership Development



The Leadership Development Programs were created by HR Learning & Leadership Development to address the professional development needs of employees throughout the Penn State Health System and the Penn State College of Medicine. For specific programs, visit: Learning and Organizational Development page on the Infonet.

Examples of programs offered include:

## Fundamentals of Self-Leadership Pathway

The Fundamentals of Self-Leadership Pathway focuses on each and every employee as a leader, whether they have direct reports or not. Through this pathway, learners will explore and develop their leading self-capabilities within the following four blended learning courses that include virtual instructor-led sessions and independent work:

- Developing Your Emotional Intelligence
- Understanding DiSC Behavioral Styles
- Understanding Conflict Styles
- Crucial Conversations for Mastering Dialogue

## Emerging Leaders Development Program

During this five-month program, participants will develop their leadership capability through classes, group work, and reflective exercises. Participants will gain

insight into leadership competencies that will help them grow in their current role as well as fulfill their aspiration to move into a leadership role.

## Leading Others Pathway

The Leading Others Pathway focuses on critical skills, both formal and informal people leaders, need to support and lead others throughout Penn State Health. Through this pathway, learners will explore and develop their people leadership capabilities within the following five courses that include virtual instructor led sessions and independent work:

- Introduction to Leading Others Pathway
- Creating a Culture of Psychological Safety
- Leaders as Coaches
- Captains of Change Agility
- Crucial Conversations for Accountability

For more information on these programs and more, email at [HRLLD@pennstatehealth.psu.edu](mailto:HRLLD@pennstatehealth.psu.edu).

# Resources

**Paws Up!**

Web: [pawsup.werecognize.com](http://pawsup.werecognize.com)

**WW (Weight Watchers)**

Web: [www.weightwatchers.com/us/pennstatehealth](http://www.weightwatchers.com/us/pennstatehealth)

**Highmark Blue Shield Programs**

Web: <https://bewell.pennstatehealth.org/highmark-blue-shield-programs-2>

**Healthy Recipes - PRO Wellness**

Web: <http://prowellness.vhost.psu.edu/family-friendly-recipes>

**Peloton**

Web: <https://bewell.pennstatehealth.org/peloton-partnership>

**Stress First Aid**

Web: <https://bewell.pennstatehealth.org/stress-first-aid>

**Employee Concierge & PSH OnDemand**

Web: <https://bewell.pennstatehealth.org/concierge-and-health-ondemand>

**Tobacco Cessation Programs**

Optum Quit for Life

Web: [myquitforlife.com/pennstatehealth](http://myquitforlife.com/pennstatehealth)

Employee Tobacco Intervention Program (ETIP)

Email: [EmployeeTobaccoInterventionProgram@pennstatehealth.psu.edu](mailto:EmployeeTobaccoInterventionProgram@pennstatehealth.psu.edu)

**University Fitness Center - Hershey Medical Center**

Phone: 717-531-7075

Web: <https://ufc.pennstatehealth.org>

**BenefitHub Employee Perks**

Web: <https://bewell.pennstatehealth.org/employee-perks>





# Bewell

## MANAGER TOOLKIT

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