





**SAMHSA-HRSA**  
**CENTER for INTEGRATED**  
**HEALTH SOLUTIONS**

**Creating a Culture of Wellness:**  
**A 360 Degree View**

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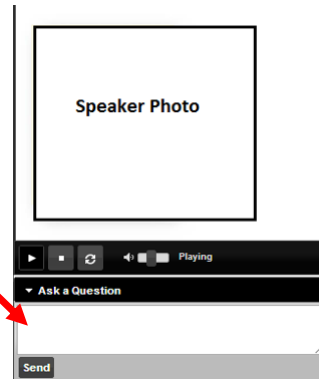
## What is Organizational Culture?

- A lens through which an organization views their work
  - Shared philosophy that drives decision making
  - Shared value system, mission, vision, and purpose
- Common language that facilitates communication internally and externally
- Policies and procedures that reflect and reinforce a shared vision
- Activities, services, physical, and emotional environment that is aligned with the vision
- How power, authority, decision making, allocation of resources are distributed

## Question to ask yourself

Imagine you are visiting an organization that claims to have a first rate culture of wellness in its behavioral health system. What would you expect to see, hear, touch, read, feel?

Please write into the **chat box** one indicator that an organization is infusing a wellness philosophy into their culture.

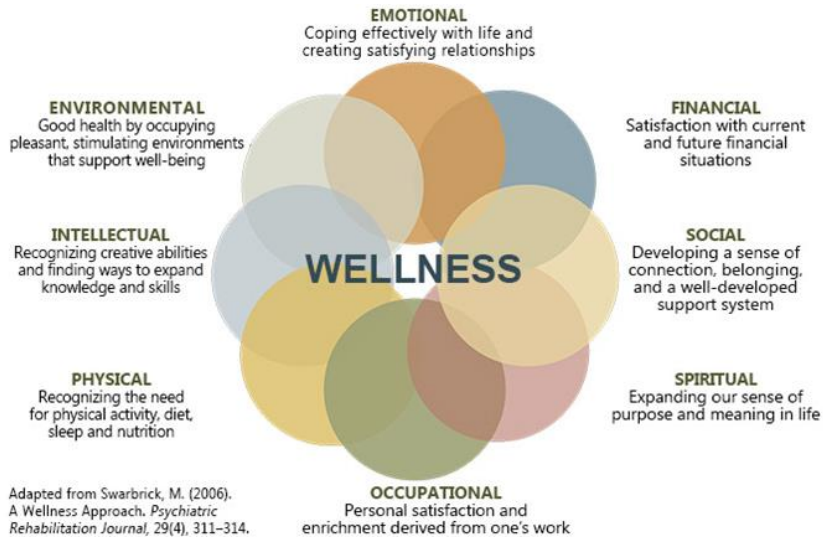


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## SAMHSA Definition of Wellness

Wellness means overall well-being. It includes the mental, emotional, physical, occupational, intellectual, and spiritual aspects of a person's life. Incorporating aspects of the Eight Dimensions of Wellness, such as choosing healthy foods, forming strong relationships, and exercising often, into everyday habits can help people live longer and improve quality of life. The Eight Dimensions of Wellness may also help people better manage their condition and experience recovery.

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## Why is an organizational culture of wellness important?

- **Constancy of purpose:** promotes coordination and consistency in messaging across the workforce, the organization and wellness supporting partnerships
- **Goal focused:** Emphasizes positive outcomes rather than the problems to be addressed
- **Universality:** Focuses on a basic human need that includes everyone in the organization including staff



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## Benefits of a Culture of Wellness

- **Engagement and Motivation:** Policies, practices, workforce skills, services and communications reinforce the importance of wellness
- **Health disparities**
  - A culture of wellness recognizes that one size does not fit all
  - A culture of wellness reflects a comprehensive commitment to informing, engaging and providing supports and services to maximize organizational alignment with the goals, values, comfort level and preferences of individuals from diverse ethnic and racial backgrounds as well as addressing different needs based on sexual orientation, age, gender and religious beliefs

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## Benefits to Staff and the Organization

A recent Rand study, *Do Workplace Wellness Programs Save Employers Money?*, examined 10 years of data from a Fortune 100 employer's wellness program. When compared against the lifestyle-management component, disease management delivered 86% of the hard health care cost savings, generating \$136 in savings per member, per month and a 30% reduction in hospital admissions.

"When workplace wellness is viewed holistically, companies can expect reduced absenteeism and greater employee engagement and productivity, less unscheduled paid time off, fewer workers' comp claims, greater employee retention, increased employee satisfaction and morale, and demonstrable competitive advantage"

- Harvard Business Review, April 16, 2016



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## What is the Culture of Wellness Organizational Self Assessment? (COW-OSA)

- The COW-OSA includes ten domains and related standards that are characteristic of an organizational culture of wellness. Organizations may use this self-assessment to identify wellness-related strengths and areas requiring further exploration and development.
- Each set of standards is rated using a five point scale to indicate the degree to which an organization meets the standards described in the self-assessment
- This resource was developed by the SAMHSA-HRSA Center for Integrated Health Solutions to disseminate to SAMHSA-funded Primary and Behavioral Health Care Integration grantees.
- The rating ranges from 0-4 as described below:
  - 0 = we don't meet this standard at all
  - 1 = we minimally meet this standard
  - 2 = we partially meet this standard
  - 3 = we mostly meet this standard
  - 4 = we are exemplary in meeting this standard

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## Culture of Wellness (COW) OSA Domains

- Organization-Wide Wellness Team
- Person-Centered Wellness Programs
- System-Wide Focus of Leadership
- Integration of Health, Wellness with Behavioral Health
- Workforce Development
- Community Connections
- Language and Messaging
- Workforce Wellness
- Organizational Policies
- Performance Evaluation and Data

(Developed by CIHS, 2014)

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## Domain 1: Organization-Wide Wellness Team

A. We have broad representation on an organization-wide wellness team (e.g., a planning/oversight workgroup/committee or group) consisting of clients, peer providers, psychiatrists, primary care providers, and interdisciplinary staff.

0            1            2            3            4

B. Executive/senior level leadership is a member of this team.

0            1            2            3            4

C. Peer providers are essential to this team.

0            1            2            3            4

D. The team meets regularly (once/monthly or more).

0            1            2            3            4

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### Poll Question: For Domain 1, please select the total score generated

- A. 13-16: Very good to great
- B. 9-12: Good to very good
- C. 7- 11: Minimal to good
- D. Less than 7: Not addressed to minimal



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## Domain 2: Person-Centered Wellness Programs

A. We offer peer-involved and/or peer-led client-centered educational and health self-management activation approaches (e.g., WHAM, HARP, peer-involved Chronic Disease Self-Management programs, peer self-help focused on health, peer-developed wellness program)

0                    1                    2                    3                    4

B. We offer a wide variety of wellness-focused programs for clients based on their expressed interests, readiness level, cultural values, and life circumstances. For example: health education classes, smoking cessation supports, healthy cooking, nutrition education, walking groups, stress relieving meditation, and physical activities such as yoga, Zumba, dance, exercise classes, and other approaches to increasing physical activity.

0                    1                    2                    3                    4

C. We routinely offer health risk screenings and preventive services to our clients including immunizations, flu shots, cholesterol tests, blood pressure checks, breath CO, cancer screens, and BMI measures.

0                    1                    2                    3                    4

D. We offer wellness programs aligned with evidence-informed approaches that combine physical activities, weight management, and healthy eating through structured and curriculum-based interventions. (see list of EBPs in Bartels article)

0                    1                    2                    3                    4

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## Domain 2: Person-Centered Wellness Programs

E. We develop highly individualized client-centered health and wellness goals that aligned with the person's cultural and personal preferences as documented in the client's medical record.

0                    1                    2                    3                    4

F. We have a system to provide clients with their individualized health-related report card/dashboard to develop personalized health goals and to monitor progress.

0                    1                    2                    3                    4

G. Our wellness-related services provides clients with important information that is personalized and action oriented (e.g., clients are supported to apply what they have learned outside the treatment environment).

0                    1                    2                    3                    4

H. We offer inexpensive, practical, and wellness supporting incentives (e.g., water bottles, pedometers) to encourage and activate clients to learn about and experience the possible benefits of wellness-related activities. The purpose is to expose clients to wellness activities as one way of making informed decisions.

0                    1                    2                    3                    4

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## Poll Question: For Domain 2, please select the total score generated

- A. 24- 32: Very good to great
- B. 16- 23: Good to very good
- C. 10- 15: Minimal to good
- D. Less than 9: Not addressed to minimal



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## Domain 3: System-Wide Focus of Leadership

A. Our leadership communicates a clear vision for developing a culture of wellness to the clinical, residential, support staff, care managers, peers, and other members of the workforce.

0            1            2            3            4

B. Our leadership establishes a culture of wellness as a high priority performance expectation.

0            1            2            3            4

C. Our leadership walks the talk by engaging in visible wellness activities with clients and/or staff.

0            1            2            3            4

D. We have wellness promoting activities that are open to and attended by staff and clients together.

0            1            2            3            4

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**Poll Question: For Domain 3  
please select the total score generated**

- A. 13-16: Very good to great
- B. 9-12: Good to very good
- C. 7- 11: Minimal to good
- D. Less than 7: Not addressed to minimal



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**Domain 4: Integration of Health, Wellness with Behavioral Health**

- A. Clinical documentation prompts and guides clinical staff to assess, plan and address whole health and wellness needs as a routine part of an integrated care service plan.

0            1            2            3            4

- B. Clinical team's review of client risks, needs, progress, and response to services is reflective of the client's health and wellness needs and goals.

0            1            2            3            4

- C. The health and wellness goals and objectives in the client's service plan are worded in a way that is client centered and reflects the client's expressed goals in his/her own words.

0            1            2            3            4

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## Poll Question: For Domain 4, please select the total score generated

- A. 9-12: Very good to great
- B. 6-8: Good to very good
- C. 4- 7: Minimal to good
- D. Less than 4: Not addressed to minimal



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## Domain 5: Workforce Development

A. Clinical staff, care managers, peer providers, residential counselors, and others working with clients are trained in basic health literacy information; common health risks and chronic conditions for adults with mental health, substance use and trauma-related difficulties; and their role in supporting and promoting health and wellness.

0            1            2            3            4

B. Primary care staff receive training in the basics of mental illness, substance use, and trauma and how these behavioral difficulties influence health self-management; and practical strategies they may employ to increase their effectiveness in providing primary care services.

0            1            2            3            4

C. Behavioral health providers receive training in a variety of wellness-promoting competencies such as motivational interviewing, SBIRT, client engagement, and the principles and practices of wellness and chronic disease self-management.

0            1            2            3            4

D. Training of all staff includes knowledge and skills related to assessing strengths, emphasizing what's strong rather than what's wrong, and developing a client- centered and strength-based wellness plan.

0            1            2            3            4

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## Poll Question: For Domain 5, please select the total score generated

- A. 13-16: Very good to great
- B. 9-12: Good to very good
- C. 7- 11: Minimal to good
- D. Less than 7: Not addressed to minimal



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## Domain 6: Community Connections and Resources

A. The organization engages community resources as partners in supporting the wellness of **CLIENTS** (e.g., Weight Watchers, YMCA, fitness centers, local college resources, exercise physiology students in training, yoga instructors). These resources may be brought into the organization as part of an overall goal of assisting clients to increasingly utilize community wellness resources outside the treatment setting.

0            1            2            3            4

B. The organization engages community resources as partners in supporting the wellness of **STAFF** (e.g., Weight Watchers, YMCA, fitness centers, local college resources, exercise physiology students in training, yoga instructors). These resources may be brought into the organization as part of an overall goal of supporting the health of staff both inside and outside the organizational setting.

0            1            2            3            4

C. The organization has a system in place to inform and engage family, friends, peers, and others in the client's network that can support the client's health and wellness. The identification of social supports and the type of support wanted is based on the client's expressed preferences.

0            1            2            3            4

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## Poll Question: For Domain 6, please select the total score generated

- A. 9-12: Very good to great
- B. 6-8: Good to very good
- C. 4- 7: Minimal to good
- D. Less than 4: Not addressed to minimal



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## Domain 7: Self- Management Language and Messaging

A. The names of groups and other services reinforce the theme of wellness with a focus on increasing a client's knowledge and skills to self-manage his/her overall health

0            1            2            3            4

B. The title of various staff positions may include wellness language (e.g., wellness coaches, wellness mentors, health mentors, health and wellness specialists).

0            1            2            3            4

C. Descriptions and labels of services and programs make reference to wellness with an emphasis on activating and motivating clients to self-manage their whole health.

0            1            2            3            4

D. We have numerous wellness-related informational posters and brochures across our organization. The language is designed to motivate, build confidence and emphasize the importance of self-management

0            1            2            3            4

E. Our organization communicates a vision of the importance of self-management of one's wellness across numerous communication channels (e.g., website, newsletters, mission statement).

0            1            2            3            4

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## Poll Question: For Domain 7, please select the total score generated

- A. 15-20: Very good to great
- B. 11- 14: Good to very good
- C. 7- 10: Minimal to good
- D. Less than 7: Not addressed to minimal



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## Domain 8: Workforce Wellness

A. Our organization has a system in place to address the needs of staff who are experiencing intense work, family, or other sources of stress (e.g., Employee Assistance Programming, supportive supervision, work-life balance accommodations, stress management supports, vicarious trauma supports).

0            1            2            3            4

B. Our organization supports staff to improve their overall health and wellness via in house weight management/physical activity opportunities, health screenings, flu shots, smoking cessation programs, arrange discount membership fees with local community wellness support programs (e.g., YMCA, weight watchers)

0            1            2            3            4

C. Our organization provides incentives for staff to engage in and improve their overall health and wellness. For example, successfully reducing or eliminating tobacco use; improvements in weight management/nutrition/physical activity resulting in lower cholesterol, blood pressure, A1C.

0            1            2            3            4

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## Poll Question: For Domain 8, please select the total score generated

- A. 9-12: Very good to great
- B. 6-8: Good to very good
- C. 4-7: Minimal to good
- D. Less than 4: Not addressed to minimal



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## Domain 9: Organizational Policies

A. Our organization has established a tobacco-free policy with the full involvement of both clients and staff.

0      1      2      3      4

B. Our organization has established wellness-promoting policies related to food and drink available to staff and clients (e.g., vending machine offerings, food preparation classes, special holiday events, community visits and outings, snacks used in groups).

0      1      2      3      4

C. Our organization has policies related to hiring practices and performance expectations that include a preference for candidates with expertise in and provision of wellness-supporting activities.

0      1      2      3      4

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## Poll Question: For Domain 9, please select the total score generated

- A. 9-12: Very good to great
- B. 6-8: Good to very good
- C. 4-7: Minimal to good
- D. Less than 4: Not addressed to minimal



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## Domain 10: Performance Evaluation and Data

A. Our organization has a system in place to identify, monitor, and evaluate improvements in the health and wellness of our clients.

0            1            2            3            4

B. We formally and regularly review the information we collect in standard 10 A to make improvements in the services and programs we offer.

0            1            2            3            4

C. We have a system to collect information that helps us identify population health needs and disparities, both within and outside of the agency (e.g., community assessment to see which people aren't accessing services).

0            1            2            3            4

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**Poll Question: For Domain 10, please select the total score generated**

- A. 9-12: Very good to great
- B. 6-8: Good to very good
- C. 4-7: Minimal to good
- D. Less than 4: Not addressed to minimal



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**Poll Question: Total all your scores and indicate your current alignment with the indicators of a culture of wellness**

- A. 114-160.....Very good to great
- B. 94-113.....Good to very good
- C. 49-93.....Minimal to good
- D. 0- 48.....Not addressed to minimal



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## Berks Counseling Center Reading, PA

Rebecca M Hartman, MPH  
Evaluation & Measurement Director



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## Berks Counseling Center (BCC)

### WHO WE SERVE

- 2000 – 2300 clients served/year
- Urban poor, Medicaid, largely Hispanic, homeless, primarily adults and growing number youth
- Drug & Alcohol OP & IOP, Mental Health, Dual Diagnosis, Medication Management, ACT, Housing & Vocational Services, Case Management, Peer Supportive Services, Family Services, Community Outreach Services, e.g. Prison Re-entry Center, Reading School District, County Intermediate Unit

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## BCC Physical Behavioral Health Care Integrated Model



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### Understanding our starting point: How we used the Culture of Wellness Self Assessment

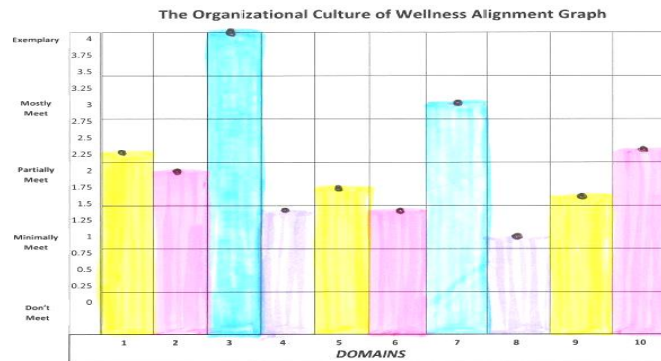
- COW assessment was completed by - PBHCI Team:

CEO, COO, Financial Manager, Wellness Nurse,  
Primary Care Provider, Health Navigator, Evaluator,  
Mental Health & Substance Abuse Clinical Care  
Directors

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## Understanding our starting point: How we used the Culture of Wellness Self Assessment

### *What we found*



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## Understanding our starting point: How we used the Culture of Wellness Self Assessment

- *What we decided to focus on to increase our wellness culture*
- DOMAIN 4 – Integration of Health, Wellness with BH
- DOMAIN 8 – Workforce Wellness

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## Change Implementation

How we went about making the improvement (action steps and strategies):

- Used the CIHS PBHCI Training & Technical Assistance Plan (BHICA)
- Developed SMART Objectives (3 & 6 month objectives) including:
  - Increase resources to wellness objectives,
  - Environmental scan of current data/outcomes on current wellness efforts, Implement strategies to increase staff time & effort to wellness activities,
  - Target BCC high risk populations
- NAITx Model of Process Improvement

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## Change Implementation

- Major Changes
  - Worksite Wellness Activities
  - Wellness Wednesdays
  - Wellness Educational Groups integrated into Behavioral Health Outpatient and Intensive Outpatient Groups
- Benefits and Take Aways
  - Leadership support
  - Guiding team
  - Trauma-Informed Approaches
  - Peer Support
  - Patient Involvement
  - Staff education and investment in them/support

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## Next Steps and Future Directions

- Use continuous quality improvement techniques
- Integrated Wellness activities into Employee Engagement Committee work
- Outreach to YMCA
- Increase wellness activities for Hispanic and Spanish speaking clients



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### Poll Question: How likely are you to use the COW-OSA tool after this webinar?

- A. Very Likely
- B. Likely
- C. Not sure
- D. Probably not



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**Poll Question: Did this process activate your interest in one or more standards related to a culture of wellness?**

- A. Yes
- B. No



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## Resources

- **The Culture of Wellness Organizational Self-Assessment (COW-OSA) and Scoring Guide**  
[http://www.integration.samhsa.gov/health-wellness/wellness-strategies#CIHS\\_resources](http://www.integration.samhsa.gov/health-wellness/wellness-strategies#CIHS_resources)
- **The Wellness Organizational Self-Assessment**  
[http://www.integration.samhsa.gov/health-wellness/wellness-strategies#CIHS\\_resources](http://www.integration.samhsa.gov/health-wellness/wellness-strategies#CIHS_resources)



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