



HUMAN RESOURCES

Organizational Effectiveness

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Organizational Effectiveness
A unit of Human Resources at The University of Iowa
Annual Report
July 1, 2008 - June 30, 2009

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Please feel free to contact ruth-hurlburt@uiowa.edu or 335-2085 with questions regarding this report,
or visit our web site at <http://www.uiowa.edu/hr/oe/>.

Organizational Effectiveness (OE) is comprised of two integrated functions--Health and Productivity and Organizational Development--that serve individuals and groups to improve their health, performance, and level of engagement at The University of Iowa. We work strategically within Human Resources in support of organizational success through consultative services to campus leaders in the areas of organizational development, and health and productivity management. Teresa Kulper and Joni Troester co-lead Organizational Effectiveness.

Achieving performance excellence in higher education is a challenge as we continue to deal with a range of issues from individual to organizational concerns. The University remains committed to strengthen intellectual and community vitality by promoting the health, well-being and professional growth of all members of the university community.

Organizational Effectiveness assists individuals and departments in building and sustaining performance excellence in areas that are critical to personal and organizational success. OE staff have the experience and expertise to assist persons, units or divisions. We believe in working with leaders to develop a tailored approach to the departmental needs of our faculty and staff (<http://www.uiowa.edu/hr/oe/>).

Mission: OE works to empower individuals to fulfill their potential by partnering to build a healthy, productive, and engaged UI community that supports a culture of excellence.

Accomplishments 08/09

Organizational Effectiveness provides programs and services for The UI community. One measure of success for OE is the number of unique faculty and staff who participate in one or more of these services. For fiscal year 08/09, OE served 12,667 unique faculty and staff for a utilization rate of 80%, including people who participated in the Personal Health Assessment (PHA), Organizational Development consultations, Learning and Development classes, and other OE services.

Improved individual and organizational performance

- Implemented Threat Assessment Team protocol and outreach.
- Changed UI New Employee Orientation from full day to half day, using technology and a resource panel rather than presentations. According to participant surveys, the orientation is very effective.
- Distribution of the Learning Opportunities Guide (eLOG) has 'gone green'. eLOG is now online and faculty and staff will receive postcard reminders when it is updated.
- One hundred forty participants enrolled in the Biomedical Series, developed by Research Professional Staff Development work team and OE.
- Implemented the Performance Management Mini-Series to assist UI leaders in supporting UI employees' performance.

Engagement

- Implemented 2008 Working at Iowa survey with a 20% increase in participation. Initial results are positive related to improvements in key areas.
- Implemented University child care recommendations with the development of new services specifically in the area of back-up and mildly ill child care.
- OE participated in a succession planning committee that presented recommendations to HR. As a result, planning for a broader service, Talent Management, is underway and encompasses succession planning.

Health and Productivity

- Improved outreach and utilization of Employee Assistance Program and targeted programming in support of employees with an increase in utilization by unique individuals of 20%.
- Expanded **liveWELL** program participation and effectiveness. 65% participation rate in the on-line PHA, 500+ individuals completing the Health Coach service, and 889 individuals utilizing on-line programs.
- Completed data integration project with third party vendor (integration of data to include health, dental, pharmaceutical, personal health assessment, demographics).

Major goals for OE 09/10

Improve individual and organizational performance

- Personal resilience: Integrate services across OE and provide opportunities to campus for individuals to expand and enhance personal resilience.
- Organizational sustainability: Integrate tools, training and consulting services across OE and HR to support work groups through change related to early retirement, reductions in force and merging departments.

Engagement

- Working at lowa: Evaluate effectiveness of strategies to improve response to survey, and support organizational action plans for improvement in identified areas.
- Improve knowledge and awareness of workplace flexibility concept, and use of workplace flexibility to support organizational sustainability and success.
- Complete needs assessment and pilot of Talent Management System.

Health and Productivity

- Expand faculty and staff participation in health and productivity opportunities with specific emphasis on personal resilience, behavioral health, physical activity and nutrition.
- Complete outcome analysis on 1-2 programs through use of integrated database.
- Develop strategic plan for campus-wide employee health management services.
- Complete program integration and operational planning for Wellness Services in the new Campus Recreation and Wellness Center.
- Expand and integrate personal productivity services such as Getting Things Done®, and Office 5S. Complete outcome analysis and determine return on investment.
- Establish Campus Nutrition Advisory Group to develop best practice nutrition guidelines for campus food service and vending.

OE Stories

Learning and Development

Research Staff Professional Development Work Team

On March 23, 2009 the Research Professional Development Work Team hosted its orientation and keynote address for the launch of the year-long Biomedical Series. The Biomedical Series was developed in response to a need for more professional development opportunities for research staff on campus. The series received tremendous interest from the research community, with 118 participants, comprised of research staff, faculty, post-doctorates and students. Participants complete 12 courses in the areas of core technology, core disciplines, major disease topics, and personal development. Feedback has been positive, and discussion is underway for additional series offerings.

Family Services Office

Child Care Subsidy

“This is a great program for students with children. More and more people are coming to school later in life, after they’ve had kids, and this type of program demonstrates that the University of Iowa recognizes the unique needs of students that are parents.” **Student Parent**

Employee Assistance Program

“The therapist was very receptive to my needs/concerns. All sessions were held in confidence. I would return and recommend this service to others.” **EAP client**

Lean – UI Research Foundation

“Fresh from two Five S events in recent months, the administration of the patents and licensing operations of The University of Iowa Research Foundation has been transformed. We organized, streamlined, and re-tooled our physical work spaces and work processes, thereby creating a real sense of staff ownership. Productivity has already improved, and our entire unit benefits from a more efficient work environment and happier staff. Dick See and Alisha Dewey brought us new tools, simple rules and concepts that we have implemented and can apply to future activities. They were engaging, supportive and fun to work with throughout the entire process. We are grateful to the University for providing this important service.”

liveWELL

“The University going smoke free was a big part of my decision, but I have thought about quitting for a while,” says Kelly Bridenstine, who has been a smoker for nearly 27 years and has not made serious cessation efforts in the past. “The campus ban on smoking made my husband commit to quitting, so we’ve been doing this together.” The Bridenstines met with UI Wellness health coach Carla Melby-Oetken once per week for four weeks. Says Bridenstine, “Carla has been helpful with ideas to control the urge to smoke, and she pushes us to reward ourselves for a job well done.” **liveWELL Health Coach client, Kelly Bridenstine**

Working at Iowa – Survey Ambassadors

Working at IOWA (WAI) is a confidential survey used to support continuing improvement to the work environment and the engagement of faculty and staff at the University. In administering the WAI survey in 2008, and with assistance from Senior HR leadership around campus, OE staff developed a network of approximately 175 volunteers to help get the word out, to encourage people to participate, and to be local workplace ambassadors. As a result, an increase in response rate was demonstrated with 42.6% in 2006 as compared to 62.3% in 2008.

UI LEAD

“I was thinking of quitting or stepping down in my new position due to my frustration with staff resisting change. Through UI LEAD, I got the guidance and support needed to help me get through a tough stage in my professional career. And it helped me become a more effective leader.” **UI LEAD participant**

The Year in Review: Goals and Measures of Success for OE for 08/09

Organizational Vitality

Source: IMFO 2004-2009. Regular Positions only

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

<u>Organizational Monitor:</u> Turnover:	Faculty	FY 09 - 4.27%	FY 08 - 7.42%	FY 07 - 5.5%	FY 06 - 2.61%	FY 05 - 3.09%
	P&S Staff	FY 09 - 7.33%	FY 08 - 9.24%	FY 07 - 8.5%	FY 06 - 6.75%	FY 05 - 8.77%
	Merit	FY 09 - 7.23%	FY 08 - 8.65%	FY 07 - 7.4%	FY 06 - 7.06%	FY 05 - 8.37%

OE Monitor: 85% of OE survey respondents reported that participation in the OE Services increased their workplace satisfaction.

Strategy	Measure	Outcomes
Promote the Healthy Campus Initiative that involves policy, building and environmental considerations	University of Iowa Smoking Policy	09 - Implementation July 1, 2008: Successful implementation of smoke-free campus policy at UI. Decrease in reported prevalence of smokers (1% for faculty/staff and 4% for students). Compliance with all State of Iowa requirements under Smoke Free Air Act legislation.
	Campus Recreation and Wellness Center	09 - Assist in development of new center, with emphasis on integration of operations in the Wellness Suite
	Number of lactation rooms on campus	31 lactation rooms on campus
Focus on professional development opportunities that improve staff and faculty engagement and effectiveness, and improve organizational effectiveness	number of Mary Jo Small awards number of Tuition Assistance awards	09 - 27 Mary Jo Small awards 353 Tuition Assistance Awards 276 Professional Development Awards 08 - 19 Mary Jo Small awards 292 Tuition Assistance awards 07 - 20 Mary Jo Small awards 290 Tuition Assistance awards
Working at Iowa follow-up and survey distribution for 2008, implement WAI ambassador program and incentives	Number of participants Increase in % of participants Number of action plans shared/total for WAI	09 - 9,748 (62.3%) eligible faculty and staff responded to survey. Improvements demonstrated in key areas across survey. Discussions with Senior HR leadership for org-specific action plans summer 2009. 08 - Following the last survey, 21 action plans were developed and shared through the Senior HR reps. Survey will be offered 10/14 through 11/3/2008. Implement WAI ambassador program Fall 2008.

liveWELL expansion	number of participants, satisfaction positive Personal Health Assessment (PHA) changes for liveWELL participants	<p>PHA - 9596 participants (64% of eligible population)*</p> <p>Faculty 32% MSE 71%</p> <p>P&S 73% Merit 64%</p> <p>Health Coach – 503 completed service. <i>Cost Savings of \$102,612¹</i></p> <p>97% rate Health Coach service quality as good or excellent</p> <p>97% report improved health; 93% improved productivity; 90% improvement in satisfaction with working at UI.</p> <p>2008 notables:</p> <ul style="list-style-type: none"> • PHA participation increased 11% from 2007. • Improvements in behavioral health risks of physical inactivity, tobacco use, unhealthy eating, and unmanaged stress. • Smoking cessation benefit expanded to support University smoke-free campus policy*. 6-fold increase in clients seeking support in stopping smoking. <p><i>*data collected on calendar year, January 1, 2007-December 31, 2008</i></p>
Implement University child care recommendations	number of campus connected centers number of community grants for child care	<p>09 - 13 campus connected centers 3 community grants for child care</p> <p>08 - 13 campus connected centers 7 community grants for child care</p>
Expand and evaluate UI LEAD	number of participants in UI LEAD documented behavior change trends	<p>09 – 46 participants are actively engaged in UI LEAD with productivity reported at close. 100% of respondents reported at least one behavior change (n= 7).</p> <p>08 – 30 participants are actively engaged in UI LEAD with productivity reported at close. Leadership Competency Dialogue complete, Competency Model in development.</p>
Continue to offer programs that support engagement and improve staff and faculty effectiveness	number of flexible work arrangements number of staff appreciation grants number of Improving Our Workplace Awards (IOWA)	<p>09 – 99 new or continuing flexible work arrangements <i>(New tracking criteria implemented)</i></p> <p>08 – 276 flexible work arrangements</p> <p>07 – 164 flexible work arrangements</p> <p>09 – staff appreciation grants 28 IOWA: 21 teams and 10 individual awards</p> <p>08 – staff appreciation grants 26 IOWA 18: 11 teams and 7 individual awards</p>

¹ Quality Metric Inc. *Predicated Medical Expenditure and Program Effects Analysis of SF-12v2™ Health Survey Data Summary Report*. May 2007. Based on \$204/year savings per health coach client at 403 total Health Coach Clients (1/1/07-12/31/07).

The Year in Review: Goals and Measures of Success for OE for 08/09

Process Improvement

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

Organizational Monitor: Number of workplace consultations = FY 09 -340 FY 08 - 288 FY 07 – 225 FY 06 - 220 FY 05 - 206

OE Monitor: 72% of OE survey respondents reported that participation in the OE service will improve the quality or efficiency of their work performance.

Strategy	Measure	Outcomes
Encourage performance appraisal accountability	Organizational performance appraisal compliance	09 – 92.78% performance appraisal compliance. 08 – 92% performance appraisal compliance. 07 – 95% performance appraisal compliance
Implement twelve business process improvements (PBI) campus wide, 2-3 of 12 may be within HR with support from IMFO	ROI summary of key business process improvement efforts (BPI, Lean, or Kaizen events)	09 – 5 Lean events, 19 Five S, 1 program/unit review - Implemented a more automated parking call-in process - Created a new methodology for completing and submitting human subject research applications - Created a safety program for the Studio Arts - Projected reduced time and number of manual steps in the Tuition Assistance Program process by 94% and 61% respectively - On-line child care subsidy application developed for Family Services by IMFO. Testing complete and program active in ISIS for academic year 09-10. Improved satisfaction from student applicants. 08 – 7 Lean events, 17 Five S, 11 program/unit reviews Eliminated manual entry of Graduate Student Short Hours form Eliminated manual entry of Graduate Student Departmental Scholarship form Improved and automated Catastrophic Leave application and donation process Created an electronic safety incident investigation form to be used in workflow 07 – 9 Lean events, 1 Five S, 4 program/unit reviews UI bill mail expenses reduced by as much as \$100,000. Approximately 20 days were eliminated in the University construction bidding process. Sponsored Programs contract process turnaround time reduced by 50%.

Partner with other campus units to utilize the infrastructure of My Training and online training		<p>09 – 3,713 SkillSoft courses accessed, 31% of those courses completed 13,455 ICON courses accessed, 88.5% of those courses completed</p> <p>08 – 3,842 SkillSoft courses accessed, 39.5% of those courses completed. 6,422 ICON courses accessed, 76% of those courses completed.</p> <p>07 – 5,531 SkillSoft courses accessed, 37% of those courses completed. 778 ICON courses accessed, 87% of those courses completed.</p>
Implement leave management pilot	Identify data analysis and intervention specific to leave management pilot group findings	09 – Baseline data analysis complete. Implementation of specific training modules to address areas of need in health and wellness, and leave management.
Implement Threat Assessment Team (TAT)	TAT policy and procedure development	09 - Program Protocol developed.
Implement a broad marketing strategy for all faculty and staff related to learning opportunities	Strategy: Learning Opportunities Guide (LOG)	09 - LOG distribution to faculty and staff (50% FTE or greater) 15,631 fall 2008 15,265 spring 2009
Determine UI compliance learning provided through e-learning and identify gaps for organizational success	Number of ICON/Compliance courses Number completed	<p>09 – 18 new classes developed, 105 courses hosted by ICON. 11,901 courses completed by faculty and staff. 22 courses are planned for development to meet campus need.</p> <p>08 – Five new online classes developed, 68 courses hosted by ICON. 4882 courses completed by faculty and staff.</p> <p>07 - Two new online classes developed</p>

The Year in Review: Goals and Measures of Success for OE for 08/09

Quality of Service

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

Organizational Monitor: Learning opportunities provided to encourage development and new learning:

FY09 – 29,553 FY08 – 17,452 FY07 - 11,447

Unique faculty and staff served through OE

FY09 – 12,667 (80%) FY08 – 14,529 (94%)

# Strategy	Measure	Outcomes
Promote and support national and regional recognition of OE activities	<p><u>New Certifications</u></p> <p>Hesler, Sean, Certified Trainer Certificate, Linkage, Inc. for Getting Things Done®: A Path to Personal Productivity</p> <p>Moeller, Megan, Certified Wellcoach ® through Wellcoaches, Inc.</p> <p><u>Presentations</u></p> <p>Daehler-Miller, Joann, MS, RD, LD, “Facilitating Individual Health Improvements In a Worksite Setting by Implementing a Health Coach Service as Part of a Multi-faceted Wellness program” at the American Dietetic Association Conference. Chicago, Illinois. October 2008.</p> <p>Drummond, Bruce, Learning Management System, ICON, at Adult Learning Theory in Compliance Training, Fusion, Desire2Learn International User Conference. Memphis, Tennessee. July 2008</p> <p>Troester, Joni, “Integrating Health Management Services To Maximize Individual Health Improvement And Organizational Performance.” Connex International Executive Benefits Forum. Amelia Island, Florida. September 7, 2008.</p> <p>Troester, Joni, “Setting Up An Employee Health Management Program: Broad Lessons Learned In University Settings.” Health Enhancement Research Organization (HERO) Forum. New Orleans, Louisiana. September 23, 2008</p> <p><u>Awards</u></p> <p>Litton, Erin, 2009, Administrator of the Year for the Live Healthy Iowa program</p> <p><u>State Consortium</u></p> <p>See, Richard, was appointed to a planning group charged with designing an Iowa Lean Consortium, 2009.</p>	

<p>Coordination of research staff educational opportunities</p>	<p>number of educational opportunities number of participants</p>	<p>09 - SAS User Group expanded and now includes corporate sponsorship.</p> <ul style="list-style-type: none"> - Biomedical Series developed and started in March 2009. 118 registrants will complete 12 courses over 12 months. The courses are instructed by staff experts across campus, and leading researchers in the Carver College of Medicine. Second series under discussion. - Discussions underway to assess interest in similar series on east campus. <p>08 - Five offerings targeted and presented to research staff: poster session, career development skills, getting things done, scientific writing, and SAS user group. Secured funding from Staff Council for further offerings in 08-09.</p>
<p>Consider targeted programming related to specific population needs</p>	<p>Offerings for staff in shift work</p>	<p>09: Two offerings for VP for Research Animal Care Facility staff to take Personal Health Assessment in computer lab staffed by UI Wellness Staff, resulting in increased PHA utilization in 2009 as compared to 2008.</p>
<p>Provide quality programming that demonstrates organizational impact</p>	<p>Total volume and unique participation where possible</p>	<p>09 - 12,666 faculty and staff served by OE. Unique utilization rate of 80% (does not include on-line mandated sexual harassment training).</p>
	<p>Learning and Development Utilization of programs Unique participation # L&D includes classroom and e-learning</p>	<p>09 – 29,553 Instructor-led, ICON, SkillSoft courses completed All L&D courses including SkillSoft and ICON: 12,232 unique individuals 89.55% satisfaction 73.36% report that participation has increased their productivity 2,446 student completes</p> <p>08 – 17,452 Instructor-led, ICON, and SkillSoft courses completed All L&D courses including SkillSoft and ICON: 12,373 unique individuals</p> <p>07 – Total course completes 11,447. All L&D courses including SkillSoft on-line. 5,355 unique individuals, 36% utilization</p>

<p>Provide quality programming that demonstrates organizational impact (continued)</p>	<p>SkillSoft Customer satisfaction: meets/exceeds expectations Workplace productivity</p>	<p>09 – 77.95% satisfaction 88.64% meets or exceeds expectations 74.16% report that participation has increased productivity 08 - 89% satisfaction 75% report that participation has increased productivity</p>
	<p>Employee Assistance Program Utilization of programs Unique participation Customer satisfaction: meets/exceeds expectations Workplace productivity (self report)</p>	<p>09 – 1:1 counseling participants 552 (unique) 3.5% utilization 90.9% satisfaction rate 60.1% report that participation increased productivity EAP consultations (Limited Other and Supervisory Referrals to EAP): 112 cases 08 – 1:1 counseling participants 454 (unique) 3% Utilization 88% satisfaction rate 61% report that participation increased productivity 07 – 1:1 counseling participants 511 (unique) 3.7% utilization 97% satisfaction rate 74% report that participation increased productivity</p>
	<p>Behavior Risk Management Program number of cases and hours</p>	<p>09 – 6 BRM cases; 16 potential BRM cases; over 167 hours of effort 08 – 9 BRM cases; 12 potential BRM cases; over 175 hours of effort 07 –12 BRM cases; 13 potential BRM cases, over 216 hours of effort</p>
	<p>Threat Assessment number of cases</p>	<p>09 – 94 cases (6 months of fy 08-09)</p>
	<p>Workplace Consultations Number of workplace consultations Unique participation Customer satisfaction: meets/exceeds expectations Workplace productivity</p>	<p>09 – Participants: 924 5.9% utilization 95.5% satisfaction rate 63.6% report that participation has increased their productivity 08 – Participants: 1,403 10% utilization 88% consult satisfaction rate 79% report that participation has increased their productivity 07 – Participants: 1447 89.7% satisfaction rate 87% report that participation has increased their productivity</p>

<p>Provide quality programming that demonstrates organizational impact (continued)</p>	<p>Family Services Utilization Customer satisfaction: meets/exceeds expectations Workplace productivity</p>	<p>09 - Students served: 504 Employees served – 723 95% satisfaction rate 95% report that participation has increased their productivity</p> <p>08 – Students – 473 Employees served – 807 93% satisfaction rate 64% report that participation has increased their productivity</p>
	<p>UI Wellness Utilization Unique participation Customer satisfaction: meets/exceeds expectation Workplace productivity</p>	<p>09 - Participants: 10,570 unique individuals 67.5% unique utilization for campus 95% satisfaction rate 86% report that participation has increased productivity 95% report that participation improved health</p> <p>08 - Participants: 9,041 unique individuals 62% unique utilization for campus 95% satisfaction rate 80% report that participation has increased productivity</p> <p>07 – Participants: 18,576 (not unique) 94% satisfaction rate</p>
	<p>liveWELL Self-Reported work performance and productivity Personal Health Assessment measures work limitations</p>	<p>08 – calendar year: 93% of 2008 Health Coach participants indicated that their productivity improved as a result of the service. PHA Self-Reported work performance and productivity (WLQ*) comparison from 2007 to 2008. Average 0.4% improvement across all four areas.</p> <p>07 – calendar year: 84% of 2007 Health Coach participants indicated that their productivity improved as a result of the service. PHA Self Reported Work Performance and Productivity (WLQ*) comparison from 2006 to 2007. Average 0.4% improvement across all four areas.</p> <p>06 – calendar year: 92% of Health Coach participants indicated that their productivity improved as a result of the service.</p> <ul style="list-style-type: none"> • Time demands – 1.6% improvement • Physical demands – 1.1% improvement • Mental-interpersonal demands – 1.0% improvement • Output demands – 1.3% improvement <p>*WLQ – Work Limitations Questionnaire</p>

<p>Specific program outcomes for OE to measure health, productivity, engagement, and competency</p>	<p>Supervisors of participants in the Management Series report an increase in participants' productivity.</p>	<p>09 - Supervisors responding reported a 36% average increase in productivity Return rate 36%</p> <p>08 - Supervisors responding reported a 44% average increase in productivity Return rate 50%</p> <p>07 - Supervisors responding reported a 43% average increase in productivity Return rate 58%</p>
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The Year in Review: Goals and Measures of Success for OE for 08/09

Financial Stewardship

Source: IMFO, 2005-2009. All codes of sick leave included Health Care Costs from UI Benefits and Compensation & Classification, 2008-09.

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.

Organizational Monitor:

Absenteeism:	P&S/SEIU	FY 09 7.84 days	average hourly rate: \$27.55	FY 08 7.65 days	FY 07 7.17 days	FY 06 7.38 days
	Merit	FY 09 10.98 days	average hourly rate: \$17.90	FY 08 10.2 days	FY 07 10.44 days	FY 06 10.25 days
Total Health Care Claim Costs for P&S and Faculty (+ retirees): FY 09 \$76,266,916				FY 08 \$70,459,798	FY 07 \$68,129,230	FY 06 \$64,085,555

Strategy	Measure	Outcomes
Determine financial analysis of specific OE programs	Partners with Organizational Effectiveness Team (POET)	09 - POET has proven to be of tremendous financial benefit with a 1358% return on investment (or \$747,891 net benefit) over a four-year period. Benefits are consistently reported in areas of increased personal and professional productivity and reduced unwanted turnover. 08 - POET had a 1639% return on investment (or \$707,642 net benefit) over a three-year period.
	Workplace Consultations	09 – Average ROI for consultation and coaching 2789%
	Employee Assistance Program	09 - Use of EAP internal providers vs external providers - \$56,773 annual cost savings
	liveWELL Program	Population Health Risk Factors Reduction from 2007 to 2008* 1% decrease in smoking estimated savings \$5,292 5% decrease in unhealthy eating 2% decrease in unmanaged stress estimated savings \$29,403 ¹ 2% decrease in lack of exercise estimated savings \$79,514 ² 5% decrease in individual with a combination of 3 or more of these risk factors cost savings \$363,168. ² <i>*data collected on calendar year. January 1, 2008 – December 31, 2008</i>

¹ Yen, Witting, Edington. *American Journal of Health Promotion*. 6:46-54, 1991. Based upon \$297/person excess medical/pharmaceutical cost for persons reporting high stress, \$479/person excess medical/pharmaceutical for persons with less than 1x/week physical activity.

² Edington, D.W. *American Journal of Health Promotion*. 15(5):341-349, 2001. Based upon \$1261 excess cost for persons with 3-4 risk factors and migration of 164 individuals out of this population. This is a very conservative estimate, as benchmark study as cost savings is even higher for those reducing 5+ risk factors; these individuals are also included in UI data.

	Flu Vaccines	09 - \$1,047,470 estimated savings (utilization 12,494) 08 - \$994,678 estimated savings (utilization 11,864) 07 - \$802,600 estimated savings ¹ (utilization 9,573)
	Monies awarded by University and external sources	09 – Internal \$54,500 (Staff Council, Coca Funds, EOD grant) External \$6,500 (UICCU) 08 – Internal \$43,000 (Staff Council, Coca-Cola Funds) External \$7,000 (UICCU)
Partner with others on/off campus that may provide services; reduce duplication	Examples of partnerships	Campus Nutrition Advisory Group Collaboration with Provost Office on faculty orientation
Participate in a data integration project		Data integration of health care, dental, pharmaceutical, personal health assessment and demographics complete 6/30/2009. Integrated data set to allow for in-depth program analysis.
Enhance return to work strategies for 1-2 pilot units		Deferred to 09/10 due to changes in workforce at UI Health Care
Market programs externally as needed	Number of external coaching and consults Monies generated	2 contracts \$4,000
Market programs that generate income	Monies generated, seminars and certificate programs; e.g. 7 Habits and contracted trainers	09 - \$80,696.00 08 - \$86,146.40

¹ *A worksite influenza immunization program. Impact on lost work days, health care utilization, and health care spending.* Dille, JH American Association of Occupational Health Nurses, 1999 Jul;47(7):301-9. Based on \$83.84 savings per vaccine.

Acknowledgement of our Partners in Success

Internal

Behavior Risk Management Team
Family Issues Charter Committee
IT Professional Development Committee
Threat Assessment Team / ad hoc Threat Assessment Team
UI Retirees Association
UI Staff Council

Equal Opportunity and Diversity
Office of the Ombudsperson
Office of the President
Office of the Provost
College of Business
College of Dentistry
College of Education
College of Law
College of Liberal Arts
College of Medicine
College of Nursing
College of Pharmacy
College of Public Health
Admissions
Continuing Education
Evaluation and Exam Service
International Programs
Museum of Art
Office of Student Financial Aid
University Libraries
Senior VP and Treasurer / Finance and Operations
Accounting Services
Accounts Payable
Business Office
Department of Public Safety

Information Technology Services
Purchasing
Vice President for Human Resources
Administrative Services
Compensation and Classification
Employee and Labor Relations
Employment
Faculty and Staff Disability Services
Information Management
University Benefits
Vice President for Medical Affairs
Center for Disabilities & Development
Chemical Dependency Services
DeGowin Blood Center
Health Care Information Systems
Human Resources
Operational Excellence & Quality/Safety
UI Health Plans
Safety and Security
UI Behavioral Health
University Employee Health Clinic
University of Iowa Hospitals and Clinics
Vice President for Legal Affairs and General Counsel
Vice President for Research
Central Microscopy Research Facility
Environmental Health & Safety Office
University Hygienic Lab
Vice President for Student Services
Counseling Service
Division of Recreational Services
Student Government
Student Health Service
University Bookstore
University Housing

External

Campus Connected Daycare Providers
Alice's Rainbow
Apple Tree
4Cs
Good Shepherd
HACAP Head Start
Home Ties
Kids Care Coop
Little Angels Learning Center
Melrose Day Care
The Mary Jo Small Childcare Center at Brookland Woods
University Preschool
Caring Hands and More, Inc.
Community Child Care Resources
Consumer Credit Counseling Services
Elder Services Inc.
Franklin Covey
Handicare, Inc.
Iowa Department of Natural Resources
Iowa Department of Management, Office of Lean Enterprise
Iowa Quality Center
Live Healthy Iowa
National Seminars Programs
SkillSoft
St. Cloud State University
The Tillotson Group
University of Iowa Community Credit Union
Iowa City West High School