



# INSIDE STORY®

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## The ChangeMakers

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## 'WAKE UP!'

**Not your typical employee wellness message, but then again,  
not your typical employee wellness campaign**

The City of Calgary has always been dedicated to enhancing the physical, mental, and social aspects of health and well-being. In fact, each year The City conducts a corporate campaign that focuses on employee health. Traditionally, the cornerstone of the campaign was a wellness fair that was always well-received. However, Teresa and Cindy—our ChangeMakers—had their antennae up scanning for opportunities; it's just how ChangeMakers roll. They decided that it was time to take a more strategic approach to The City's health and wellness initiatives.

As a result, the 2012 corporate employee campaign focused on nutrition with the message "Eat Right for Life!" It represented just the beginning of how Teresa and Cindy would make changes. It was time to really shake things up—and that's exactly what they did by way of another campaign called "Wake Up!"—

Teresa and Cindy would successfully wake up The City's 15,000 employees to the importance of good sleep. The "Wake Up!" campaign ran for the month of June 2013—and thanks to Teresa and Cindy, it changed the way The City engages employees around health and wellness. Here's how our ChangeMakers made it happen...

### **Let data drive the strategy**

As we've seen before with the ChangeMakers, data is an essential guiding star. Focusing on the data enabled Teresa and Cindy to utilize a more evidence-based approach to determine the focus for the 2013 corporate employee campaign.

The message from the analysis of the data was loud and clear: sleep needs to become front and centre as a health and wellness priority. When was the last time you heard of an employee wellness campaign specifically dedicated to educating employees about the benefits of good sleep? Maybe never. As innovators, Teresa and Cindy seized this opportunity to make a difference, and the typically overlooked issue of sleep became the innovative focus of the 2013 corporate campaign.

- Data from The City's Environmental Safety Management (ESM) program and its efforts related to fatigue management indicated fatigue was a major health issue facing City employees.
- Sleep as an important health issue for The City was reinforced by the results of the City's Employee Wellness Needs and Interests Survey, which indicated that over 60% of employees wanted to learn how to get more sleep and how to feel more rested.
- In addition, in their efforts to take a more evidence-based approach, Teresa and Cindy also immersed themselves in the broader scientific research around sleep. As we reported in the September 2014 edition of *The Inside Story*®, the research around sleep is clear cut: sleep is an essential component for a healthy lifestyle and warding off health conditions.

# 'Integration' as an overall approach to health and wellness

As Teresa and Cindy pulled the campaign together, an overall message hit home: sleep impacts everything and everything impacts sleep. In fact, Teresa and Cindy realized that the sleep campaign perfectly illustrates a holistic approach to health and wellness, which recognizes that what happens with one area of the body, affects other parts of the body. A holistic approach has always been at the heart of The City's health and wellness efforts. Now due to Teresa and Cindy's wisdom, key messages regarding sleep are integrated into all of The City's healthy lifestyle initiatives. Sleep is no longer underrepresented—and it's no longer a standalone issue.

## Extend reach by blending HR and marketing

Having let the data determine the "what"—in terms of the health issue to zoom in on—next, Teresa and Cindy had to determine the "how." In keeping with taking a strategic approach, they set out to determine how best to raise awareness of the health benefits of sleep and how best to provide City employees with education and tools to improve their sleep habits.

So in keeping with Marketing 101: know your target audience, Teresa and Cindy took stock of The City's 15,000 employees. They determined some important characteristics that would influence whether employees would find the various sleep topics relevant and accessible. For instance, there is a 50/50 split in the employee group between employees that could be considered "wired" (computer access at work) versus "non-wired" (no computer access at work). In addition, in terms of potential sleep issues, of the 15,000 employees, a significant portion of the staff population is involved in shift work.

As a result, Teresa and Cindy worked closely with The City's internal communications team and designed the sleep campaign to have something for everybody and to be easily accessible by everybody. It had four components that ran concurrently through the month of June 2013:

- **Educational sessions with a sleep specialist:** One-hour sessions, offered at different times to accommodate shift workers, provided employees with an opportunity to learn about a range of sleep issues directly from a sleep psychologist. Four separate sessions ("Healthy sleep habits," "Shifting to wellness," "It's 2 pm and I need a nap!" and "Chronic fatigue and sleep") were each offered on multiple occasions, at multiple sites, during the campaign.
- **Sleep tracker challenge:** An online application where employees tracked their sleep habits enabled them to learn about sleep in a fun, interactive environment that encouraged positive behaviour change. The program allowed employees to track progress, compete in teams, and participate in a discussion forum. In addition, employees who participated in the tracker challenge received weekly messages, with each week focused on a specific theme—sleep and your body, fatigue management, sleep and your mental health, sleep and nutrition—reinforcing The City's holistic focus on health and wellness.
- **Online sleep self-assessment:** Employees rated themselves on a variety of questions related to sleep. Based on their score, the assessment directed them to an online library with relevant information. Through The City's regular Employee and Family Assistance Program (EFAP) offerings, employees have the opportunity to re-do the assessment as often as

### SLEEP MUST BE INTEGRATED INTO HEALTHY LIVING

Employees learned in the campaign's magazine how sleep has a domino-effect regarding health:

#### “Sleep has many positive physical benefits.”

##### **Good sleep:**

- Keeps your heart healthy.
- Helps prevent cancer. Research has found that different levels of melatonin (a hormone released during sleep) are associated with the growth of tumors, particularly breast and colon cancers.
- Reduces inflammation and deterioration of your body as you age.
- Helps your body make repairs. Cells produce more protein, our body's building blocks, while you are sleeping, thereby allowing them to repair damage.

#### **Poor sleep, chronic sleep loss, and sleep disorders can put you at greater risk for:**

- |                       |                         |
|-----------------------|-------------------------|
| → Heart disease       | → High blood pressure   |
| → Heart attack        | → Stroke                |
| → Irregular heartbeat | → Diabetes <sup>1</sup> |

they like and to also complete other self-assessments on related topics such as stress, physical activity, and nutrition.

- **Sleep magazine:** A digital and hard-copy magazine dedicated to sleep provided the opportunity for employees to learn about sleep hygiene, fatigue management, sleep disorders, the importance of exercise and stretching, nutrition, mental health, relaxation techniques, and it included tips for shiftworkers. The magazine also highlighted the variety of resources available to employees and provided links to a number of mobile apps employees could download to help them track and improve their sleep.

Even the modus operandi for promoting the campaign reinforced an “HR meets marketing” approach. Promotional vehicles included online formats like advertising on the employee intranet, The City Internet site, and placing full-size panels on the inside of elevator doors, combined with more traditional formats like campaign posters. All incorporated an inventive marketing technique by featuring actual City employees; staff could literally see themselves in relation to the sleep issue.

In addition, the campaign launch took on an innovative marketing approach by being interactive and live—a LiveChat session was held over lunch where employees submitted questions in real-time and a sleep psychologist answered the questions live. The launch also introduced a video on The City’s intranet and Internet sites that featured a sleep psychologist discussing the importance of sleep along with ten tips to getting better sleep. Both the video and a written summary of the LiveChat are still available for employees to access.

## Collaborate on all fronts

With Teresa and Cindy as a driving force, collaboration became another key element of their strategic approach. A big part of this meant securing buy-in from The City’s leadership. Teresa and Cindy engaged HR Client Council, which is comprised of senior leadership representatives from across the Corporation. In turn, HR Client Council encouraged the business units to support the campaign. In addition, The City’s Ambassador Network worked its magic to encourage participation by employees. This network is made up of approximately 100 employees across The City who volunteer to champion various wellness initiatives. Teresa and Cindy also collaborated with internal and external partners to leverage their resources:

- Internally, collaboration with Environmental Safety Management’s (ESM) fatigue management program not only provided critical data regarding the sleep issues facing City employees, but it also meant that the campaign could promote resources that already existed within The City: ESM’s leadership training regarding sleep issues and ergonomic workstation assessments for specialized furniture and equipment. And there were also HR resources to promote, such as flexible work options, in-house fitness classes, wellness lunch and learn sessions, subsidized annual fitness passes at City-owned and City-partner aquatic and fitness centres, and employee benefits that cover a number of services and medical equipment that support good sleep health.
- Externally, collaboration with The City’s EFAP provider—Homewood Health—provided the campaign with extensive sleep expertise. It also provided access to sleep specialists and a range of innovative educational tools that were integrated into almost all aspects of the campaign.

### HR MEETS MARKETING VIA LIVECHAT

In addition to launching the campaign, the LiveChat provided an invaluable approach to market research. The questions that the employees submitted aligned with the sleep issues that the campaign aimed to tackle.

- How do you stop waking up three or four times a night?
- Are there any “healthy” supplements, foods or drugs people can take to get a better night’s sleep?
- Are power naps recommended?
- Are there any devices that can help you get to sleep faster or sleep more deeply?
- Is there a reason I find it hard to get less than 10-12 hours’ sleep?
- What tips do you have for shift workers?
- What resources are available to assist a spouse/partner with their sleep issues?
- My partner snores, what can I do?
- Is a nightlight bad for children?
- When would you recommend seeing a doctor for sleep problems?
- Does our benefits plan cover sleep clinics?

## Trial by fire—or rather by flood

In keeping with their focus on taking an evidence-based approach, Teresa and Cindy had a formal evaluation plan built into the campaign's overall strategy. And then halfway through the campaign, the flood hit. (In case you may have blocked it, the worst flooding in the history of Alberta hit Calgary on June 21, 2013.<sup>2</sup>) Needless to say, the flood scuttled the campaign's final evaluation as many City employees moved into crisis-management mode. However, the flood provided a real-life "fatigue management test" because during the flood's emergency response, it was all hands on deck as City employees took on different roles and different shifts. Fatigue management had never been so critical. Fortunately, employees were able to draw on what they had learned during the campaign. Even without the formal evaluation, the campaign numbers revealed many indicators of success:

### SLEEP SPECIAL EVENTS: 1,593 participants

LIVE CHAT: **591** followers who asked more than **80** questions, resulting in the sessions going overtime

EMAIL SERVICE: specialist responded to **44** emails on individuals' specific sleep questions

ONE-HOUR SESSIONS WITH SLEEP SPECIALIST: **277** participants

SLEEP VIDEO: **681** views during the campaign

### SLEEP TRACKER CHALLENGE: 314 individual participants and 18 teams

### ONLINE SELF-ASSESSMENTS: 329 participants

### WELLNESS WORKS MAGAZINE, SLEEP EDITION: 1,129 digital views and 3,025 hard copies distributed

Post-campaign, ESM reports that fatigue-related issues come up less frequently on their hazard and safety assessments, and today, in the theme of ongoing collaboration, ESM activities continue to complement the campaign by addressing the issue of sleep year round. And HR continues to promote to employees the wide range of sleep resources they can access: The City's health benefits plan (which covers a number of services and medical equipment that support good sleep), flexible work options, group fitness classes, and an active living program. This is in addition to the wide range of support available through The City's EFAP including digital resources, an online health library, podcasts, videos, and e-courses.

Overall, City employees can sleep well knowing that there are numerous ChangeMakers on the job making things happen regarding employee health and wellness. Turns out we aren't the only ones that recognize excellence when we see it: the 2013 Benefits Canada Workplace Health & Benefits Award in the Strategic Partnership category went to The City of Calgary and Homewood Human Solutions.<sup>3</sup>

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Sources:

<sup>1</sup> Wellness Works, Sleep Issue, The City of Calgary Human Resources, 2013

<sup>2</sup> "Timeline: How the great flood of 2013 evolved", Calgary Herald, June 24, 2013, Retrieved April 2015:  
<http://calgaryherald.com/news/local-news/timeline-how-the-great-flood-of-2013-evolved>

<sup>3</sup> "And the award goes to...", Benefits Canada, October 10, 2013, Retrieved April 2015: [www.benefitscanada.com/benefits/health-wellness/and-the-award-goes-to-44999](http://www.benefitscanada.com/benefits/health-wellness/and-the-award-goes-to-44999)

## A CATALYST FOR CHANGE...

Whether dental services, vision care, prescription drugs, disease management, or mental health support, frontline care can act as a catalyst for a brighter future. Accordingly, through our granting programs we support organizations and initiatives that provide frontline care for uninsured populations like the homeless, the working poor, and those on social assistance. Here's a firsthand look at one of our grant recipients...

### Serving Montreal's homeless and most vulnerable since 1892

Welcome Hall Mission helps disadvantaged people in Montreal to make healthy life choices and reintegrate into society. The mission believes that everyone deserves another chance and a future with hope. Accordingly, no matter what the intervention, its goal remains the same: to break the cycle of poverty and help the most disadvantaged find better opportunities.

On both a short- and long-term basis, the mission helps homeless people, disadvantaged families, new immigrants, youth living on the street, teens, and children. In addition to running a shelter and food bank, they address physical, mental, emotional, and spiritual needs through services such as health care, dental care, addiction treatment, life coaching, social and personal development, training for re-entry to the job market, and specialized care for at-risk mothers.

Through the mission's efforts, tens of thousands of men, women, and teenagers have successfully built a better life and have reintegrated into society.

### GSC funding makes things happen

In 2014 alone, the mission provided 77,964 nights of shelter, served 194,844 meals, and conducted 3,663 dental procedures. Support from the GSC Foundation will help cover the costs of the dental clinic and allow the mission to expand its nursing resources, as well as add a critically needed clinical psychologist to its medical services team. Not only will more disadvantaged individuals receive support, but more will also have a more positive future.

### SPOTLIGHT ON 'THE SNOWBALL EFFECT'...

Each GSCF Frontline Care™ grant recipient must also include a navigator or coach—a concept that can trigger ongoing positive change by connecting vulnerable people to additional services to help improve their specific situation.

As a navigator, the mission acts as a vital link between individuals and the additional local support services they may need. This emphasis on outreach directly supports their core belief of providing care for the whole person. The mission has an extensive network of partnerships available for referrals to further help individuals in their journey to fully integrate back into society.



# UP...

## HEALTH CANADA LAUNCHES DRUG AND HEALTH PRODUCT INSPECTIONS DATABASE

As reported in the March 2015 edition of *The Inside Story*, Health Canada has a number of initiatives under way to improve access to timely, useful, and relevant health and safety information for Canadians. They are all part of Health Canada's Health Regulatory Transparency and Openness Framework.

Health Canada has now launched the most recent initiative, the Drug and Health Product Inspections Database. It provides the results from Health Canada's drug and health product inspections of companies that manufacture and sell drugs in Canada. The inspections date back to 2012 and people can search the database by company, reference number, site, location, rating, licensing status, or inspection date to assess that organization's history in meeting safety and quality standards. The Drug and Health Product Inspections Database is available at [www.healthcanadians.gc.ca/drugs-products-medicaments-produits/inspections/index-eng.php](http://www.healthcanadians.gc.ca/drugs-products-medicaments-produits/inspections/index-eng.php)

Health Canada also provides information about potential issues identified through their inspection program via their online Inspection Tracker. It provides an overview of any potential health and safety issues that Health Canada is tracking by outlining the actions Health Canada is taking, such as: requests for voluntary quarantine, stop sales, import restrictions, and product recalls, as well as cases where no action is warranted.

The Inspection Tracker is available at [www.hc-sc.gc.ca/dhp-mps/pubs/compli-conform/tracker-suivi-eng.php](http://www.hc-sc.gc.ca/dhp-mps/pubs/compli-conform/tracker-suivi-eng.php)

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## NOVA SCOTIA INTRODUCES LEGISLATION TO REGULATE SPEECH-LANGUAGE PATHOLOGISTS AND AUDIOLOGISTS

By introducing a new Act, Nova Scotia is hoping to join British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Quebec, New Brunswick, and Newfoundland in requiring speech-language pathologists and audiologists to be regulated by a professional regulatory body. When the proposed legislation passes, it will provide authority for the creation of a regulatory body that will oversee issues and activities like scope of practice, registration, title protection, complaints, and disciplinary procedures. We will keep you updated as this legislation progresses.

For more information, please visit the government of Nova Scotia website at <http://novascotia.ca/news/release/?id=20150415001>

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## PRINCE EDWARD ISLAND ADDS 18 NEW DRUGS TO PROVINCIAL DRUG FORMULARY

Residents of Prince Edward Island now have access to 18 new drugs via the provincial drug formulary:

- **Cancer medications:** Gleevec, Perjeta Herceptin, Zytiga, Xtandi, Zelboraf
- **Severe psoriasis:** Humira, Stelara, Enbrel, Remicade
- **Pulmonary fibrosis:** Esbriet
- **Type 2 diabetes:** Trajenta, Januvia, Janumet, Onglyza
- **Schizophrenia:** Abilify, Latuda, Zeldox
- **Blood vessel disease:** Rituxan

What does this mean for your plan? There will be no impact on private plans. For plan members in PEI, GSC is the first payer so claims should be submitted to GSC first for reimbursement.

For more information please visit the PEI website at [www.gov.pe.ca/newsroom/index.php3?number=news&newsnumber=10163&dept=&lang=E](http://www.gov.pe.ca/newsroom/index.php3?number=news&newsnumber=10163&dept=&lang=E)

# OUT & ABOUT... EVENTS NOT TO MISS

## Benefit and Pension Summit, Calgary – May 13

Downtown Marriot Hotel, Calgary, Alberta

Come see GSC's Innovation Leader for Health Management, Peter Gove, present findings from the 2014 Health Study.

[www.benefitscanada.com/conferences/calgary-benefits-summit](http://www.benefitscanada.com/conferences/calgary-benefits-summit)

## Face to Face In Drug Plan Management – May 20

Four Seasons Hotel, Vancouver, British Columbia

Join GSC's VP of Strategic Market Solutions, David Willows, for a panel discussion on challenges facing plan sponsors in drug plan management.

[www.benefitscanada.com/conferences/face-to-face-drug-plan-management-vancouver](http://www.benefitscanada.com/conferences/face-to-face-drug-plan-management-vancouver)

## CPBI National Forum – May 25-27

New York Hilton Midtown, New York, New York

Come see GSC's Leader for Health Management, Peter Gove, speak about global success stories in health behaviour change.

[www.cpbi-icra.ca/Events/Details/National/2015/05-25-FORUM-2015-Defining-Our-Future](http://www.cpbi-icra.ca/Events/Details/National/2015/05-25-FORUM-2015-Defining-Our-Future)

May  
Haiku

When it comes to health  
Look under the covers too  
Do not sleep on sleep

## Winner of the draw for an iPad mini

Congratulations to C. Rooney, of Sault Ste Marie, Ontario, the winner of our monthly draw for an iPad mini. Through this contest, one name will be drawn each month from plan members who have registered for Plan Member Online Services for that month.



[greenshield.ca](http://greenshield.ca)

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