



*In service to the PATIENT, COMMUNITY and MEDICINE since 1879.*

# SHARING THE WELLNESS

## Strategic Planning for Employee Engagement

*Alexandra Tursi and Yvonne Zietlow*  
*Marketing & Communications / Fletcher Allen Health Care*  
*Worksite Wellness Conference – March 27, 2014*

# What We Will Share With You

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- About Our Program
- Planning Process
- Fletcher Allen's Employee Wellness Campaign
- Q&A

# About Fletcher Allen's Employee Wellness Program

# The Employee Wellness Program at Fletcher Allen

- Serves all full-time, part-time and per-diem employees with a range of resources, including:
  - Employee & Family Assistance Program (support)
  - Health Assistance Program (financial)
  - Counseling
  - Employee Health
  - Work-life Wellness Connections
- Offers employee wellness services for local employers



The five essential elements of well-being for most people, as outlined in the book, *Well Being: The Five Essential Elements*, by Tom Rath and Jim Harter.

# The Employee Wellness Program at Fletcher Allen

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- Reflects Fletcher Allen's culture of ONE – the people of Fletcher Allen, the organization's strong commitment to the community, and the value we bring to the region as an academic medical center.
- Works together with BCBSVT and Fletcher Allen Benefits to provide incentives to support participation in health and wellness activities, based on the five dimensions of well-being.
- Collaborates with Marketing & Communications Department to develop communications messages and tactics to support program objectives.

# Building a Wellness Campaign

*The Planning Process*

# Question #1

- What are you trying to achieve? Change?
  - Do you have data? Can you get data to set baselines?
  - Does this tie into organizational goals? Insurance needs?

- Set SMART Objectives

- Specific
- Measurable
- Achievable
- Realistic
- Time-bound



# Question #2

- Who is your audience?
  - Go beyond the demographics
  - Are there barriers to be considered?
  - Are there motivations for the audience?
  - Do your employees hold positions that influence their wellness? (Sedentary, stressful, etc.)



# Question #3

- 
- What is your organizational culture?
    - Organizational culture can influence employee behavior
  
  - What is the physical environment?
    - Are there physical barriers to wellness?

# Question #4

- What are your employee communications touch points?

- At work
- At home



# Question #5

- Who are your partners?
  - Internal
  - External



# Question #6

- 
- How will you define success?
    - Short-term
    - Long-term
  
  - How long will it take?
    - Are there key milestones along the way?

# Fletcher Allen's Employee Wellness Plan

# Situation

- 
- In January 2013, Blue Cross and Blue Shield of Vermont began managing Fletcher Allen's Preferred Health Care plans.
  - Opened the door to a collaborative partnership and a new initiative for employee health, wellness and well-being.
  - Identified need to assess organizational culture and norms to determine wellness support.

# Goals

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## Multiple Year Strategy for Employee Engagement

year one  
engagement **30%**  


year two  
engagement **60%**  


year three  
engagement **70%**  


# Audience

- Leadership: senior leaders, VPs, directors, chairs, division chiefs, managers, supervisors
- UVM Medical Group physicians
- All staff (full time, part time, and per diem)
  
- Demographics and physical requirements of various positions are broad – wide age range with different needs.
  - Administrative staff are primarily sedentary
  - Security, nutrition services, environmental services, nursing are primarily standing/walking
  - Employees at multiple locations, with different "office" environments

# Culture – Together as ONE

- The culture at Fletcher Allen is expressed through the idea of ONE.
- This represents the idea of interconnectivity, teamwork, interdependence and togetherness, singularly focused on the patient.
- Because our culture is dependent on connectivity, many of the tactics we have chosen for our wellness activities rely on teams working together and supporting each other.

# Partners

- 
- BlueCrossBlueShieldVT
  - Northeast Delta Dental
  
  - Internal Groups
    - Employee Benefits
    - Human Resources
    - Nutrition Services
    - Marketing & Communications
    - Community Health Improvement

# Tactics

- 
- Campaign #1: Know Your Numbers, Know Your Score
  - Campaign #2: Take Charge of Your Health

# Know Your Numbers, Know Your Score

# Campaign #1

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## Know Your Numbers, Know Your Score

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### Incentives

- Get a free biometric screening: Receive a \$25 incentive
- Take the online health assessment: Receive a \$25 incentive

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### Campaign

- June – October: Launch and offer biometric screenings
  - October – December: Continue biometric screenings and promote flu shots
-

# Campaign #1: Internal Communications & Events

- **Leader Emails**
  - Announcements
  - Encouragement
- **Publications**
  - Employee newsletters
- **Intranet**
  - Announcements
  - Blogs
- **Web Landing Page (portal)**
- **Events**
  - On-site Biometric Screenings
  - Knowledge Fair
  - Benefits Fair
  - New Employee Orientation

The screenshot shows a web landing page for the Employee Wellness Engagement Program. At the top, there is a navigation bar with links for Services, Patients & Visitors, Health Information, Community Resources, and About Fletcher Allen. Below the navigation bar is a large image of a smiling woman in a gym setting. To the right of the image, the text reads: "Learn about Fletcher Allen's new Employee Wellness Engagement Program". Below this is a section titled "Employee Wellness Engagement" with the heading "Fletcher Allen Cares About You!". The text explains the importance of knowing personal health numbers and offers a biometric screening and online health assessment. A "Register" button is prominently displayed. At the bottom, there is a section titled "Biometric Screenings and Online Health Assessments" detailing the program's goals and incentives.

# Campaign #1: Employee Testimonials



"Health care reform is moving us in a direction where we want to help people maintain their good health by practicing healthy habits. We need to set an example of health and wellness for our patients and the community. I believe that all of us at Fletcher Allen need to walk the walk and be healthy."

JOHN BRUMSTED, MD  
President and CEO  
Fletcher Allen and Fletcher Allen Partners



"I knew I had to lose weight, but my biometric screening was a wake-up call for me. I have given up sugary beverages, started exercising daily and embrace a healthier lifestyle with the help of the Fletcher Allen Wellness program. I am very proud of myself!"

ROBIN LATULIPPE  
PAS/Call Center Representative



"As a health coach, it's important to practice what I preach. I understand what it takes to make lifestyle changes, and I know it's not easy. But my journey to wellness has made it easier for me to interact with patients. My future self will someday thank me for taking care of myself now."

AMY HALLETT  
Health Coach for Community  
Health Improvement

"I turned to Fletcher Allen's Employee Wellness Program when I was ready – and needed – to quit smoking. Getting a biometric screening allows me to compare where I was in the past to where I am now. Wellness and wellbeing are important to me because it's what I can do for ME. It's MY time."

BONNI MARTIN, RN, BS  
Coordinator for Accreditation  
and Regulatory Affairs



# Campaign #1: Blogs



**HEALTHSOURCE**  
FLETCHER ALLEN HEALTH CARE BLOG

Home / Wellness / I'm Happy (and Very Lucky) to Be Alive!

Subscribe to Our Blog.  
Enter your email address to subscribe to this blog and receive notifications of new posts by email.

alexandra.tursi@vtmednet.org

Subscribe

 Like 8,794 people like this. Be the first of your friends.

**I'm Happy (and Very Lucky) to Be Alive!**  
★★★★★ (2 votes, average: 5.00 out of 5, rated)  
January 17, 2014 by Fletcher Allen in Wellness  
tagged: heart attack, quitting smoking, smoking, weight loss, wellness

  
Paul Macuga is Chief Human Resources Officer at Fletcher Allen Health Care

I never intended on smoking. In fact, back in high school I gave my best friend, Wally, a lot of grief about his smoking habit. It was a dirty, unhealthy waste of money. Then one day, Wally went into a panic. He was out of cigarettes and didn't have any money. He asked me for the money and I decided I was going to have a little fun and there's no fun better than fun that comes at your best friend's expense. I would come up with the fifty-five cents for the pack of cigarettes (Yes, \$.55 a pack, I'm that old!). The catch was that I would buy the pack of cigarettes and hold on to them myself. Wally would get a cigarette when I felt like giving him one. Having no other options, he agreed.

A few hours later we went our separate ways for the day, me with a pack of Marlboros in my pocket. I decided to try one to see if I could do it. The brilliant thought that went through my head was, "I won't take up smoking. I'll just learn how so, I know I could do it". I was a natural. A week later I was smoking a pack a day and continued that for the next thirty-six years.

Fast forward thirty-six years and I'm now fifty-three, I've smoked tens of thousands of cigarettes, eaten more cheeseburgers and pizza (sausage and extra cheese) than I could count and remembered exercise as something I did once a long time ago. I ALSO DIDN'T KNOW ANY OF MY NUMBERS. I didn't need to know. I generally felt OK. The huffing and puffing was just a sign of me getting a little older and, besides, I'll start working-out again someday.

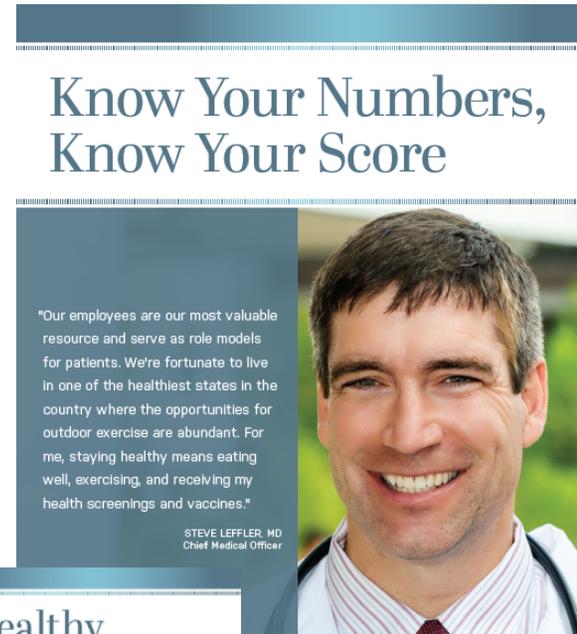
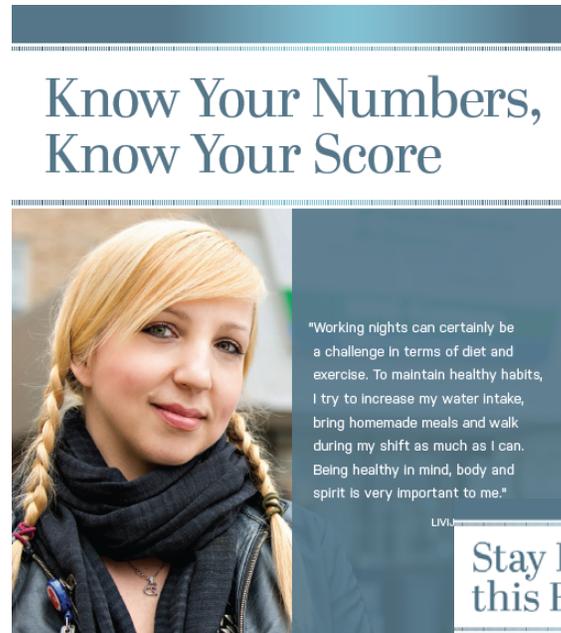
Categories

- Bones & Muscle Pain
- Brain & Nervous System
- Cancer
- Community

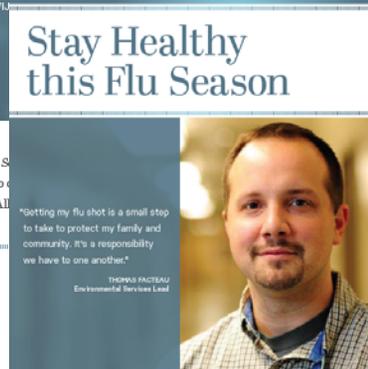
- Our CHRO shared his personal wellness journey.
- Employee blogs.

# Campaign #1: Posters

- Testimonials from a range of employees, highlighting their wellness stories.
- Encouraged employees to “know their numbers.”
- Posted around organization.
- Testimonial style also used for flu campaign.



Know Your Numbers at a free, 15-minute biometric screening and Know Your Score at the online health assessment. All employees will be offered a \$50 incentive to complete the screening and assessment. Take the first step and register at [www.FletcherAllen.org/wellness](http://www.FletcherAllen.org/wellness).



Employees will be offered a \$50 incentive to complete the first step and register at [www.FletcherAllen.org/wellness](http://www.FletcherAllen.org/wellness).



# Campaign #1: Biometric Screenings/Portal



- Web landing page with program information, drove to BCBSVT portal.
- Portal had online health assessment and biometric screening listing and sign-ups.
- Portal linked to health information recommendations based on health assessment results and employee goals.



• Employee Wellness Engagement

**Fletcher Allen Cares About You!**

We all have numbers that are important to us - our age, our birthday, our social security number - but do you know the numbers that could literally save your life?

A biometric screening and online health assessment only take a few minutes. They yield numbers and scoring information that provide a snapshot of your health and help identify present problems and future concerns.

As part of our ongoing commitment to the health and wellbeing of employees, Fletcher Allen is offering free biometric screenings and online health assessments. The screenings and assessments are part of Fletcher Allen's new Employee Wellness Engagement Program to help employees find an easy way to identify health risks and develop an action plan for the future.

All full-time and part-time Fletcher Allen employees - regardless of their insurance coverage - are invited to participate in the free, onsite biometric screenings and online health assessment.

**Biometric Screenings and Online Health Assessments**

Free onsite biometric screenings and online health assessments will be offered beginning **June 17, 2013**. All employees will be offered a **\$50 incentive** to complete both the biometric screening and online assessment.

**Get a snap shot of your health!**  
Register for a biometric screening and take the Health Assessment!

[Register](#)

**Paul Macuga, Chief Human Resources Officer**

"Every year on the anniversary of my heart attack, I sit on the bench where I first noticed my symptoms and thank the universe that I am here. I pay attention to my numbers now because I was almost dead. Knowing your numbers is important, and the wellbeing of our employees is fundamental to this organization. A biometric screening can be a motivator for improvement and making long-term changes. As I found, some decisions are made for you and some become challenges to work through."

# Campaign #1: Evaluation

## Know Your Numbers, Know Your Score



"I knew I had to lose weight, but my biometric screening was a wake-up call for me. I have given up sugary beverages, started exercising daily and embrace a healthier lifestyle with the help of the Fletcher Allen Wellness program. I am very proud of myself!"

ROBIN LATULIPPE  
PAS/Call Center Representative

Know Your Numbers at a free, 15-minute biometric screening and Know Your Score by taking the online health assessment. All employees will be offered a \$50 incentive to complete the screening and assessment. Take the first step and register at [www.FletcherAllen.org/wellness](http://www.FletcherAllen.org/wellness).

Goal: year one engagement **30%**

## Year One Results

**32%** participation in biometric screenings

**35%** participation in online health assessment

# Take Charge of Your Health

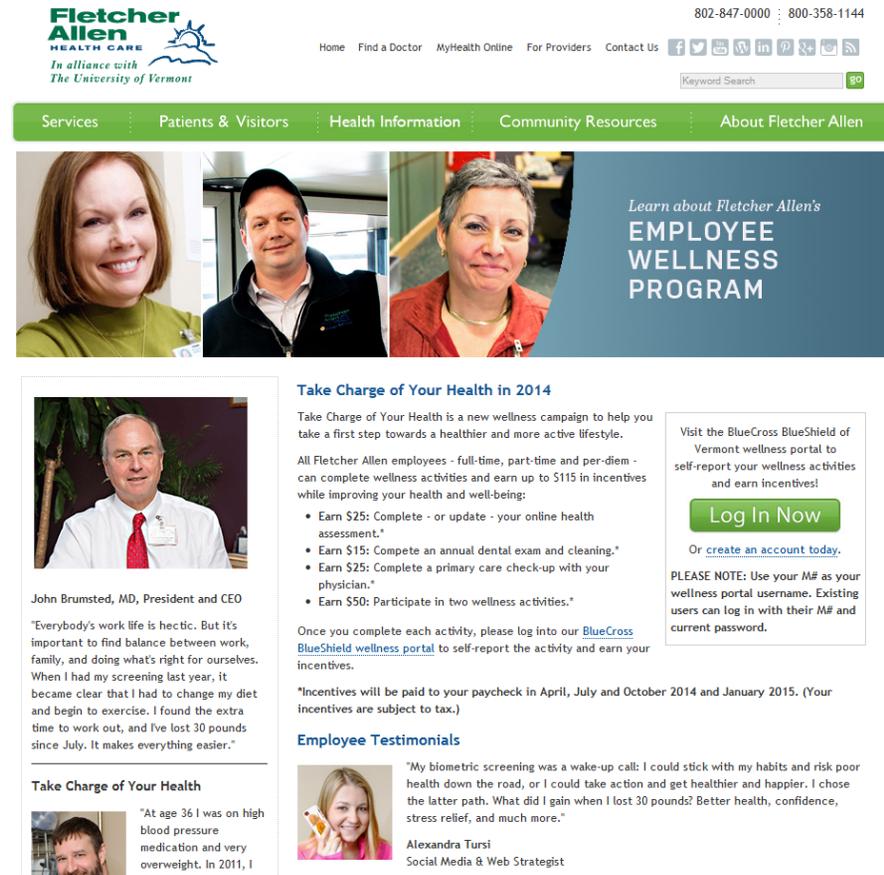
# Campaign #2

## TAKE CHARGE *of* YOUR HEALTH

Incentives	<ul style="list-style-type: none"> <li>Take the online health assessment: Receive a \$25 incentive</li> <li>Have a preventative screening or visit your primary care physician for an annual exam: Receive a \$25 incentive</li> <li>Visit your dentist for a cleaning or preventive dental check-up: Receive a \$15 incentive</li> <li>Participate in two Wellness activities of your choice from dozens of options: Receive a \$50 incentive</li> </ul> <p style="text-align: right;"><b>\$115</b> total incentives</p>											
	Campaign	Campaign & Incentives Promotion	Dental Health & Heart Health	Physical Activity				Nutrition			Tobacco/Stress Reduction	
Jan 2014		Feb 2014	Mar 2014	Apr 2014	May 2014	Jun 2014	Jul 2014	Aug 2014	Sept 2014	Oct 2014	Nov 2014	Dec 2014

# Campaign #2: Internal Communications & Events

- Leader Emails
  - Announcements
  - Encouragement
- Publications
  - Newsletters
- Intranet
  - Announcements
  - Blogs
  - Video
- Web Landing Page (portal)
  - “Push notifications”
- Events
  - Knowledge Fair
  - Benefits Fair
  - New Employee Orientation



The screenshot shows the Fletcher Allen Health Care website. At the top left is the logo with the text "Fletcher Allen HEALTH CARE In alliance with The University of Vermont". To the right is the phone number "802-847-0000" and "800-358-1144". Below the logo are social media icons for Facebook, Twitter, YouTube, LinkedIn, and RSS. A search bar is located on the right side of the header.

The main navigation bar includes: Services, Patients & Visitors, Health Information, Community Resources, and About Fletcher Allen.

The main content area features a banner for the "EMPLOYEE WELLNESS PROGRAM" with the text "Learn about Fletcher Allen's EMPLOYEE WELLNESS PROGRAM". Below the banner are three photos of employees.

Below the banner is a section titled "Take Charge of Your Health in 2014". It includes a photo of John Brumsted, MD, President and CEO, and a testimonial from him: "Everybody's work life is hectic. But it's important to find balance between work, family, and doing what's right for ourselves. When I had my screening last year, it became clear that I had to change my diet and begin to exercise. I found the extra time to work out, and I've lost 30 pounds since July. It makes everything easier."

Below the CEO testimonial is another testimonial from Alexandra Tursi, Social Media & Web Strategist: "My biometric screening was a wake-up call: I could stick with my habits and risk poor health down the road, or I could take action and get healthier and happier. I chose the latter path. What did I gain when I lost 30 pounds? Better health, confidence, stress relief, and much more."

On the right side of the "Take Charge of Your Health in 2014" section, there is a call to action: "Visit the BlueCross BlueShield of Vermont wellness portal to self-report your wellness activities and earn incentives!" with a "Log In Now" button and a link to "create an account today". Below this is a "PLEASE NOTE" section: "Use your MF as your wellness portal username. Existing users can log in with their MF and current password."

At the bottom of the "Take Charge of Your Health in 2014" section, there is a list of incentives:
 

- Earn \$25: Complete - or update - your online health assessment.\*
- Earn \$15: Complete an annual dental exam and cleaning.\*
- Earn \$25: Complete a primary care check-up with your physician.\*
- Earn \$50: Participate in two wellness activities.\*

Below the list of incentives is a note: "Once you complete each activity, please log into our BlueCross BlueShield wellness portal to self-report the activity and earn your incentives." and another note: "\*Incentives will be paid to your paycheck in April, July and October 2014 and January 2015. (Your incentives are subject to tax.)"

At the bottom of the page, there is a section titled "Employee Testimonials" with a photo of Alexandra Tursi and her testimonial.

# Campaign #2: Employee & Expert Testimonials

- Testimonials from employees reinforce motivation.
- Employee expert testimonials reinforce reasons for making health and wellness changes.



# Campaign #2: Blogs

The screenshot shows a blog post on the HealthSource website. The header reads 'HEALTHSOURCE' and 'FLETCHER ALLEN HEALTH CARE BLOG'. The breadcrumb trail is 'Home / From Our CEO, Wellness / Take Charge of Your Health'. The article title is 'Take Charge of Your Health', dated January 13, 2014, by John Brumsted. It features a 4.75 star rating and a photo of John R. Brumsted, M.D., the President and Chief Executive Officer of Fletcher Allen Health Care and Fletcher Allen Partners. The article discusses the importance of health care workers focusing on their own health and wellness.

**HEALTHSOURCE**  
FLETCHER ALLEN HEALTH CARE BLOG

Home / From Our CEO, Wellness / Take Charge of Your Health

Subscribe to Our Blog.  
Enter your email address to subscribe to this blog and receive notifications of new posts by email.

alexandra.tursi@vtmednet.org

Subscribe

Like 8,794 people like this. Be the first of your friends.

Categories

- Bones & Muscle Pain
- Brain & Nervous System
- Cancer
- Community

## Take Charge of Your Health

★★★★★ (4 votes, average: 4.75 out of 5, rated)  
January 13, 2014 by John Brumsted in From Our CEO, Wellness

John R. Brumsted, M.D. is the President and Chief Executive Officer of Fletcher Allen Health Care and Fletcher Allen Partners.

The desire to help people get well, or stay well, is a prime motivator for those who choose a career in health care. Why then is it that those of us in health care ignore our own health? It is often stated that doctors, nurses and health care workers make the worst patients. Many of us are expert in explaining away our aches and pains as minor, avoiding age-specific health maintenance interventions, and being “too busy” to find time for exercise, good nutrition and relaxation. As a group, we have difficulty with work-life balance. To be absolutely clear, I put myself squarely in this camp, wrestling throughout my career with workaholic tendencies.

Why do I believe it is imperative for us as health care workers to focus on our own health and wellness? First, healthy individuals are productive workers. Our patients and community need us to be there for them in top form every hour of every day. Second, we are collectively Vermont’s academic medical center, and it is important for us to lead by example. In this era of health care reform, with a basic tenet being to shift the focus to maintaining health, many eyes are on us as an organization and individuals. Focusing on our own health reinforces Fletcher Allen’s leadership position and each of us as health care leaders in the community.

- Our CEO issued a call-to-action to employees – and shared elements of his own wellness journey.
- Expert and employee blogs on health and wellness topics.

# Campaign #2: Direct Mail

- Targeted direct mail postcard
  - Targeted to those employees who had not use their dental benefits in over 1 year
  - Sent to home address

WHY LEAVE MONEY  
ON THE TABLE?

You pay for dental coverage every two weeks.  
That means you get an annual exam and cleaning — WITH NO CO-PAY.

# Campaign #2: Challenges

- Wellness Challenges
  - Leadership education and support
  - Team or individual participation
  - 4-weeks
  - Employee champions
  - Prizes
- Movement Challenge
  - April
- Nutrition Challenge
  - September



*The Employee Wellness Program's Four-Week Movement Challenge is from March 23 to April 19.*

IT'S A FUN AND SIMPLE WAY TO GET MOVING – AND COMPETE FOR PRIZES OF UP TO \$250.

To participate:

- Join a team, start a team, or take part on your own.
- Get in 15 minutes of continuous movement at least three days a week for four weeks.
- Compete for prizes with other individuals and teams reporting 100% participation.

Get started at [FletcherAllen.org/Movement](http://FletcherAllen.org/Movement)



# Campaign #2: Social Media



Healthy New You  
**TIP-A-DAY**  
GIVEAWAY

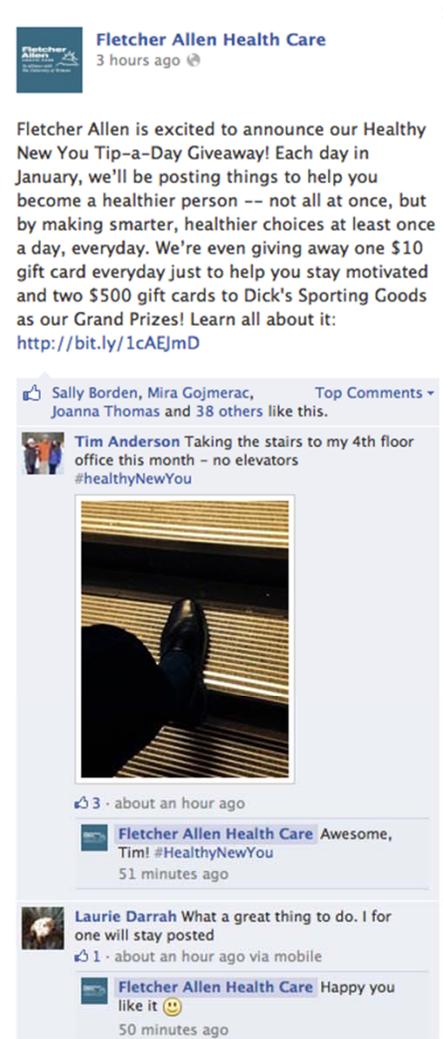


**\$10**  
GiftCard

MOTIVATION Monday	TASTY Tuesday	WICKED Wednesday	THIRSTY Thursday	FIT Friday	SOCIAL Saturday	SOOTHING Sunday
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**Fletcher  
Allen**  
HEALTH CARE   
In alliance with  
The University of Vermont

Share our healthy tips with friends  
and "Like" or "Comment" to win.

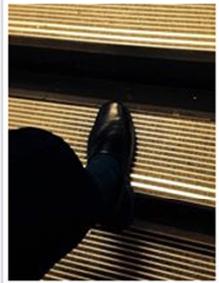


**Fletcher Allen Health Care**  
3 hours ago

Fletcher Allen is excited to announce our Healthy New You Tip-a-Day Giveaway! Each day in January, we'll be posting things to help you become a healthier person -- not all at once, but by making smarter, healthier choices at least once a day, everyday. We're even giving away one \$10 gift card everyday just to help you stay motivated and two \$500 gift cards to Dick's Sporting Goods as our Grand Prizes! Learn all about it: <http://bit.ly/1cAEJmD>

Sally Borden, Mira Gojmerac, Joanna Thomas and 38 others like this.

Tim Anderson Taking the stairs to my 4th floor office this month - no elevators #healthyNewYou



3 - about an hour ago

**Fletcher Allen Health Care** Awesome, Tim! #HealthyNewYou  
51 minutes ago

Laurie Darrah What a great thing to do. I for one will stay posted  
1 - about an hour ago via mobile

**Fletcher Allen Health Care** Happy you like it 😊  
50 minutes ago

# Campaign #2: Social Media

Healthy New You  
**TIP-A-DAY**  
GIVEAWAY



The ultimate goal isn't to look fit.  
**IT'S TO BE FIT.**

**MOTIVATION**  
Monday

Fletcher Allen HEALTH CARE  
In alliance with The University of Vermont

Share our healthy tips with friends and "Like" or "Comment" to win.

Healthy New You  
**TIP-A-DAY**  
GIVEAWAY



You can't out-exercise  
**BAD NUTRITION.**



**TASTY**  
Tuesday

Fletcher Allen HEALTH CARE  
In alliance with The University of Vermont

Share our healthy tips with friends and "Like" or "Comment" to win.

Healthy New You  
**TIP-A-DAY**  
GIVEAWAY



**WICKED**  
Wednesday

Fletcher Allen HEALTH CARE  
In alliance with The University of Vermont

Share our healthy tips with friends and "Like" or "Comment" to win.

Healthy New You  
**TIP-A-DAY**  
GIVEAWAY



**THIRSTY**  
Thursday

Fletcher Allen HEALTH CARE  
In alliance with The University of Vermont

Share our healthy tips with friends and "Like" or "Comment" to win.

Healthy New You  
**TIP-A-DAY**  
GIVEAWAY



"Wow, I really regret that workout ... said no one ever."

**FIT**  
Friday

Fletcher Allen HEALTH CARE  
In alliance with The University of Vermont

Share our healthy tips with friends and "Like" or "Comment" to win.

Healthy New You  
**TIP-A-DAY**  
GIVEAWAY



**SOCIAL**  
Saturday

Fletcher Allen HEALTH CARE  
In alliance with The University of Vermont

Share our healthy tips with friends and "Like" or "Comment" to win.

Healthy New You  
**TIP-A-DAY**  
GIVEAWAY

Don't compare your  
**CHAPTER 1**  
to someone else's  
**CHAPTER 20.**

**SOOTHING**  
Sunday

Fletcher Allen HEALTH CARE  
In alliance with The University of Vermont

Share our healthy tips with friends and "Like" or "Comment" to win.

# Campaign #2: Social Media



**Kim O'Leary**

Getting my #wellness on with some treadmill action this morning! #FitFriday #HealthyNewYou



Unlike · Comment · Share · January 17 at 8:53am

 Fletcher Allen Health Care, Caisil Weldon, Renee Dall, Katrina L. VanTyne and 14 others like this. [Top Comments](#) ▾

 Write a comment... 

 **Fletcher Allen Health Care** Awesome! Nice work, Kim 😊  
Like · Reply · 🗨️ 1 · January 20 at 10:29am

 **Robin Strader** Lookin' good!  
Like · Reply · 🗨️ 1 · January 17 at 10:44am



**Ann Greenan Naumann**

We are doing a push up challenge at rehab at the OSC. When we started I could not do ANY! I am up to 18!



Unlike · Comment · Share · January 31 at 10:14am via mobile

 Fletcher Allen Health Care, Penny Shortsleeves, Marlene Murphy and Jennifer Palmer like this.

 Write a comment... 

 **Fletcher Allen Health Care** Love this challenge!  
Like · Reply · February 3 at 3:05pm

# Campaign #2: Evaluation



The image shows a screenshot of a Facebook login page. At the top, the Facebook logo is on the left, and the login fields for 'Email or Phone' and 'Password' are on the right, along with a 'Log In' button. Below the login fields are links for 'Keep me logged in' and 'Forgot your password?'. The main content area of the page is partially visible, showing a post from 'Fletcher Allen Health Care' with a 'GIVEAWAY' banner and a 'Visit the "Giveaway!" tab for more info.' link. A large text box is overlaid on the page, containing a list of four bullet points.

- **10.3 percent increase** in the size of our Facebook community, which now distributes our wellness messages to a total network of 1.5 million people
- **219 percent growth in engagement** through “likes,” comments and shares
- **Positive local news media coverage** of our Facebook Giveaway on WCAX-TV
- **An outpouring of personal wellness stories** from our community – and people offering other social support via Facebook

# Campaign #2: Evaluation

Measuring against the following engagement goals:

- **65%** – take the on-line health assessment
- **65%** – participate in primary care provider annual exam and/or preventative screenings
- **85%** – dental exam and/or cleaning
- **65%** – complete in two Wellness activities of your choice from dozens of options

# Q&A

*#ShareTheWellness*

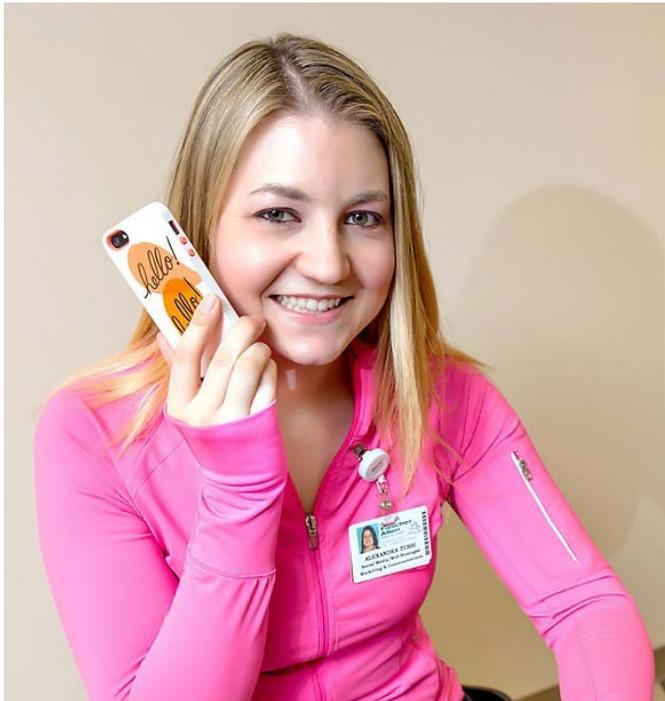
# About Us

## Alexandra Tursi

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## Yvonne Zietlow

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