



Building a Culture of Health

Through Policy, Built Environment, and
Systems Changes

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Director of Health and Well-Being at BNMC



Beth leads the development and growth of various healthy eating, active living, and well-being initiatives on the Medical Campus and surrounding community. Beth develops strategies, policies, and programs to activate and transform workplaces, community settings, and institutions into places of well-being. Beth has broad experience in corporate wellness, community health, social design, and food systems. A health and well-being advocate, Beth is committed to making healthy lifestyle choices accessible, attainable, and sustainable in order to favorably shift human health outcomes for all. Beth is a Registered Dietitian Nutritionist by trade and holds Masters' degrees in both Public Health and Clinical Nutrition Science from the University at Buffalo. She also is a WELL Accredited Professional.

Today's Agenda

1. About Buffalo, NY | Background of BNMC

2. BNMC Health & Well-Being | Our Approach | Key Programs

3. Methods to Implement and Measure Change in Policy & Environment

4. Lessons Learned



Learning Objectives

1. Describe the specific methods to curate a wellness program at the population level.
2. Explain the process of aligning diverse stakeholders to implement a health program at scale.
3. Discuss how to measure changes in health policy and environment at the population level.



In your professional opinion, what is the biggest issue facing public health ?

Answer at [menti.com](https://www.menti.com)

use code 2273 7461



The Pandemic Before COVID

more than half of
all adults have
heart disease

25% of adults
are completely
inactive

screen time is up
to 10+ hours/day
&
loneliness
epidemic

60% of adults do not get adequate movement for health

1 in 4 adults have
a mental health
disorder

90% of our time
is spent indoors

3 in 4 adults are
overweight or
obese

half of all adults
have diabetes

More adults are sick than healthy



About Buffalo, NY



Snapshot of Health in Buffalo



Stark disparities in wealth, quality of life & length of life, neighborhood environment, education, & healthcare due to systemic racism and historical disinvestment.

- Leading health issues: Cancer, heart disease, diabetes, COPD, & mental health.
- The most sick and obese adults experience the highest rates of poverty.
- Over 180 parks; 100+ community gardens, growing bike accessibility (300+ miles); environmental pollution from old housing stock, expressway, & brownfields.



Health for Buffalo's East Side

18th most segregated city.

- 80% of Buffalo's Black residents live on the East side.

Black residents of the East Side :

- Die at 3x rate as whites, and live for 12 years less.
- 42% are food insecure (national rate 10-11%).
- 27% report poor mental health (national rate 20%).
- Have only 40% the number of supermarkets as white neighborhoods.

This is NOT by chance, it is by design.

The biggest potential for achieving health equity lies in raising the tide for those who need it most.



About BNMC

BNMC brings people together to advance healthy and equitable communities. We manage Buffalo's innovation district, Buffalo Niagara Medical Campus, and strive to create positive social and economic impact within the WNY region.



What We Do



Transportation



Innovation & Entrepreneurship



Health & Well-Being



District



Health and Well-Being at BNMC

Healthyify the built environment, policies, & social norms to make healthy living easy and accessible for all:

- Individuals.
- Organizations.
- Communities.



The BNMC Health and Well-Being Team



Creating a Healthy Future
BNMC Health & Well-Being's mission is to advance strategic food-systems and health and well-being through innovation.

Guiding Principles

- Rely on evidence-based best practices.
- Modify for Buffalo context.
- Play the long-game.
- Prioritize strategies carrying the biggest impact for health & equity.
- Data-informed decision making.



Key Focus Areas



Local Food Systems



Community Health



Corporate Well-Being



Lifestyle Medicine



Local Food Systems

- Work with employers, institutions, farms, & small businesses to build a culture of fresh healthy local foods.
- Foundational "legacy" work. Build supply & demand.
- Address pain points; Change policy/contracts; Catalyze new ways of doing business for all; Update equipment; Integrate networks; Track data (procurement & sourcing) & Change Procurement policies; Ensure sustainability plan in place.



Farm to Hospital

- Increased local produce procurement in 2 health systems from 6.3% to 16% (new tracking software + contract changes).
- Established 4 new farmers markets on campus.
- Started campus CSA program with 120 members.
- Marketing and promotional campaign reaching 500,000 people. TV, screens & signage in hospitals, intranet.
- Increased employee knowledge and awareness about the benefits of local food.
- Replaced deep fat fryers with air fryers, reduced portions in cafeteria, menu prompts, added healthy grab & go.

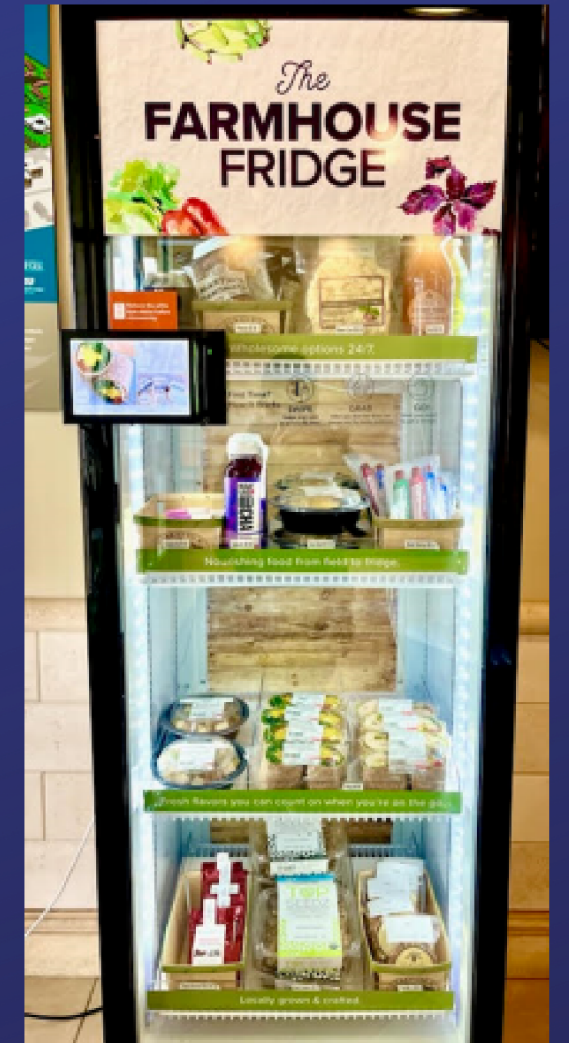
FARM-TO-HOSPITAL





Farmhouse Fridge

- Established 5 "stores" in healthcare, offering seasonal meals and snacks made with ingredients from local farms and businesses to employees, patients, and visitors.
- Swipe, grab, and go!
- <https://farmhousefridge.com>





Corporate Well-Being

- Work with 80+ employers on building culture of health.
- Comprehensive wellness policies at 28 sites.
- Reached 26,000 employees through offering socially engaging health programs, standing desks, bike desks, hydroponic gardens, meditation rooms, WELL designation, other environmental supports & policy changes.
- Monthly networking events & field trips to connect employers.
- Track engagement, policy, environment changes, qualitative, & quantitative health metrics in partnership with insurers / brokers.





Community Health

- Work with grassroots groups, nonprofits, coalitions, block clubs, and advocacy groups to develop, implement, and support a variety of health programs in neighborhoods facing the greatest disparities.
- Healthy Corner Store Initiative; Food as Medicine Coalition & Conference; Food Policy Council; Healthy Youth Group; Clean Mobility; Mindfulness; Tobacco-Free Coalition; Healthy Options Restaurant Week.
- Track engagement; and environment & and policy changes.





Lifestyle Medicine

- We offer a '40 Days to Wellness' program to stressed, overweight, & food-insecure employees and community members from East Side zip codes.
- We partner with 6 local organizations to provide healthy meals, cooking classes, mindfulness workshops, meditation, & health coaching.
- Track how the program affects individual-level quality of life indicators, health behaviors, healthcare use, and pre/post learning in nutrition and mindfulness at 6 and 12 months after program.

How to Measure Impact on Health



Local Food Systems



Community Health



Corporate Well-Being



Lifestyle Medicine

We aim to measure the impact on health at each level:

- Individual
- Organization
- Community

Metrics We Track - Community Level

- Number, quality, type, and distance of healthy amenities in and around the campus built environment (healthy food, public transportation, clean mobility, biking, tobacco-free areas, crosswalks, green space, traffic volume, noise pollution, outdoor aesthetics)
- Miles walked/biked; minutes meditated; useage of health amenities
- Number of health and well-being businesses we have incubated and supported
- Number of local farms we have incubated and supported

How We Track: Built environment audits (validated/best practice tools),
Surveys

Metrics We Track - Organization Level

- Percent % and total \$ spend on local produce procurement
- Number of comprehensive wellness policies put into place
- Number of procurement policies changed (and what was changed)
- Number of employees reached
- Number of employees directly participating in programs
- Number of healthy meals sold
- Number of WELL designations achieved
- Environmental changes made (infrastructure, signage, amenities, etc.)

How We Track: Pre/Post Surveys; CRM Tools; Purchasing Software;
Auditing Tools from Validated Questionnaires

Metrics We Track - Individual Level

- Self-reported validated measures of:
 - physical and socio-emotional well-being;
 - motivation and self-efficacy to practice health behaviors;
 - food security status;
 - health habits;
 - healthcare utilization and diagnoses;
 - pre/post learning competencies from educational workshops;
 - height and weight

How We Track: Pre/Post Surveys; Validated Questionnaires on Self-Rated Health; Knowledge/Awareness

Curating a Wellness Program at Scale

- Engage/identify champions. Leadership buy-in. Wellness "committee".
- Assess/survey to uncover wants, needs, & opportunities. Build shared vision.
- Write a plan with steps to reach the vision.
- Start implementing with easy wins. Low-hanging fruit. Light, quick, cheap. Pilot feasibility.
- Get funding for the bigger projects.
- Implement. Track. Adjust & Refine.
- Operationalize with time. Repeat.



Aligning Diverse Stakeholders

- Identify champions & bring them together.
- Engage with a sense of urgency.
- Befriend your stakeholders. Get out of conference room.
- Focus on similarities & what is possible.
- Look to other models & take fieldtrips together.
- Celebrate the small wins.
- Be proactive in addressing challenges.
- Get creative. Look beyond the usual scope of work for partners to fill skill gaps.



Measuring Healthy Policies & Environments at Scale

- Consistency in the frequency of data collection and variables measured.
- Qualitative and quantitative.
- Frequent face-to-face touchpoints.
- Use technology/software as much as possible.
- Operationalize the data collection process.



Lessons Learned

- Operationalization is key for sustainability in institutions.
- Tracking and measuring health at scale can be challenging; it is not impossible!
- Consistently develop and refine programs. Be ready to implement anytime, "windows of opportunity"
- Adjust implementation plans to the unique personality of each location.



Links, Media, & Articles

Farm to Hospital Video

- <https://vimeo.com/808465308>

Food as Medicine

- <https://buffalonews.com/business/local/food-as-medicine-why-everyone-should-have-access-to-a-healthy-diet>
- <https://buffalonews.com/news/local/amount-of-regional-produce-climbs-on-buffalo-niagara-medical-campus-with-more-growth-on-the-way>

Healthy Workplace

- <https://buffalonews.com/business/local/workplace-wellness-on-the-medical-campus-bears-fruit>





Thank You!

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