

# Creating a Purpose-Fueled Culture

ProMedica is an innovative, not-for-profit, integrated healthcare organization. Following a significant acquisition in 2018, ProMedica's workforce jumped from 15,000 to 55,000 while extending its operations from six states to twenty-seven. Rapid, expansive growth naturally brings with it significant opportunities for disruption as once separate cultures commingle.

To help position and align this now much larger entity for customers, patients, and employees, ProMedica rebranded, unifying under the tagline Your Health. Our Mission. Then, based on a new and close collaboration with Kumanu, ProMedica CEO Randy Oostra added a third, critical brand pillar for employees: *My Purpose*.

As Randy frames it, "Anytime an organization grows through acquisition, building a common culture is paramount. Focusing on purpose gives us a platform that conveys to our employees the importance our organization places on them—not just the work they do. It's also an important way to align our leaders from a values perspective."

## A 55,000 Employee Integrated Health Delivery System

### Key Challenges:

Building a purpose-driven culture and improving employee emotional wellbeing

### Solution:

A CEO and leadership-inspired launch with a comprehensive, multimodal, awareness and engagement strategy that dovetailed with the company's purpose-centered rebranding initiative. And compared to traditional approaches to wellbeing, people with an elevated baseline need are using Purposeful and showing significant improvement.

**38%** Improvement in Sense of Purpose

**46%** Anxiety Reduction

**44%** Depressive Symptom Reduction

**29%** Reduction in Burnout Symptoms

**54%** Improvement in engagement at work

**19%** Improvement in resilience

# 1 Creating a Purpose-Fueled Culture

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In line with this sentiment, ProMedica and Kumanu used a tiered approach to introduce the Purposeful Experience to an initial group of 6,000 employees, starting with company leadership. Following behavior modeled by Randy and Kumanu CEO Vic Strecher, more than one hundred leaders drafted their own initial purpose statements — a sampling of these was soon shared in video form with the larger group. Later on, Kumanu's in-app Purposeful Leader Quest would extend these early efforts into more detailed purpose-fueled commitments for these vital core adopters.

Kumanu's unique consultative process brought a range of engagement best practices to the table, delivering a host of content that could be used—not only with the initial 6,000 participants—but also repurposed to extend ProMedica's ongoing, company-wide purpose initiative. Working in a tight, creative partnership, supporting content and materials were created to be delivered through internal channels and the company's contingent of wellbeing ambassadors. These skilled influencers helped foment and deepen understanding and buy-in throughout the participant group and beyond.

Based on Kumanu's library of engagement toolkits, customized monthly themed content was created to be folded into presentation decks, blog posts, facility signage, and various internal delivery

channels. Purpose Challenges, PurposeCasts with Kumanu's Vic Strecher, onboarding webinars, and livestreams helped build usage while extending the partnership.

Deploying multimodal promotion and engagement strategies, coupled with ProMedica's executive leadership support, employees quickly embraced Kumanu's Purposeful Experience in the first phase of the rollout. And the results exceeded leadership's expectations. Purposeful users reporting problems with a low sense of purpose, anxiety, feelings of depression, and risk for burnout, saw significant improvements over a 60 day measurement period with improvements in each area of 38%, 46%, 44%, and 29%, respectively. Even more surprising to ProMedica's leadership team? These improvements came in the midst of one of the heaviest waves of COVID hospitalizations for their health system.

The Kumanu/ProMedica collaboration continues with a Phase 2 rollout that will weave Kumanu's Purposeful experience more deeply within the fabric of ProMedica's culture of purpose. As part of their commitment to address the root causes of employee health & wellbeing, ProMedica also sought to address the essential needs of their employees such as food insecurity, housing insecurity, childcare access, etc. To address these essential needs, ProMedica implemented Resourceful.

## 2 Meeting essential needs of their people

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Resourceful is a new kind of employee wellbeing solution created in collaboration with ProMedica—a national leader with over a decade of experience addressing Social Determinants of Health (SDOH) risks in patients and communities—to help employers address the root causes of their people’s essential needs. ProMedica’s focus on redefining health with a national focus on SDOH brought to the table immense understanding and resources for driving local and nationwide change in how healthcare is delivered.

Early results from the Resourceful rollout helped ProMedica’s team assess the nature of their people’s stress. And with a 20% participation rate (compared to 3-5% participation in EAPs), Resourceful has been well received and has provided ProMedica with deep insights into their population. When examined with the data ProMedica is also receiving with Purposeful, a comprehensive view of their population’s emotional and social wellbeing emerged, providing ProMedica with an opportunity to deliver on their people’s unmet needs swiftly.

## 3 What’s Missing in your Wellbeing Strategy?

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In the teeth of another COVID-19 wave, a study from Willis Towers Watson found that less than one-third of surveyed employers felt that their wellness programs were proving effective. Based on a survey of 494 companies with more than 6 million employees, the findings reinforced a prevailing sentiment: something is missing in the traditional mix of programs and solutions. An earlier JAMA study from 2019 showed similar results while also citing the lack of healthcare cost savings flowing from these programs.

ProMedica’s Chief Administrative Officer,

Karen Strauss, knew the feeling, “In the past couple of years, and now more than ever, we’ve been questioning both the efficacy and cost of our employee wellness benefits. They just haven’t seemed to address the fundamental elements of wellness for our employees. We felt certain that we were missing something. After talking with Kumanu, we saw a different approach—an approach that went beyond the surface of employee wellness.” And what is that difference in approach? A purpose-driven, authentic, daily experience that cultivates and amplifies emotional and social wellbeing.

## 4 About Kumanu

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Kumanu is a new kind of wellbeing technology company. We help customers address employees' essential needs, cultivate a stronger sense of purpose and more profound connection each day. Organizations looking to deliver on what's missing in their wellbeing strategy rely on our customizable platform and consultative process to deliver a better experience, engagement, and results.

**To learn more about building a purpose-driven culture and improving employee wellbeing, contact:**  
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