



# *Employee Health: The Role of Leadership*

Cleveland Workplace Wellness Symposium

October 19<sup>th</sup>, 2016

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Director, Center for Workplace Health Research & Evaluation



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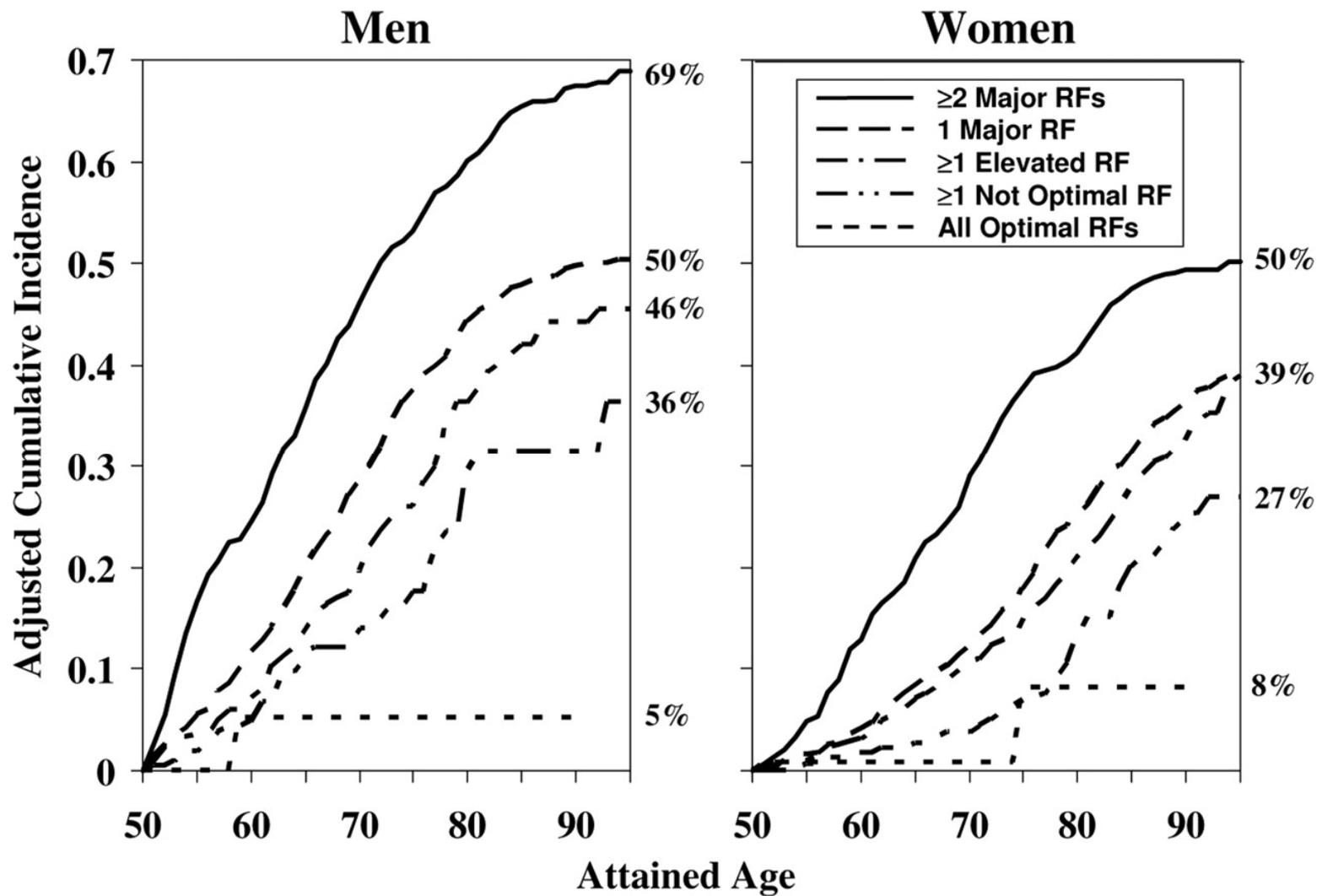
1. Our Why
2. Why Focus on Risk Factors for Heart Disease?
3. The CEO Roundtable
4. Measuring Quality of Workplace Health Programs
5. The Importance of Leadership
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# AHA 2020 Impact Goal

20% 2020

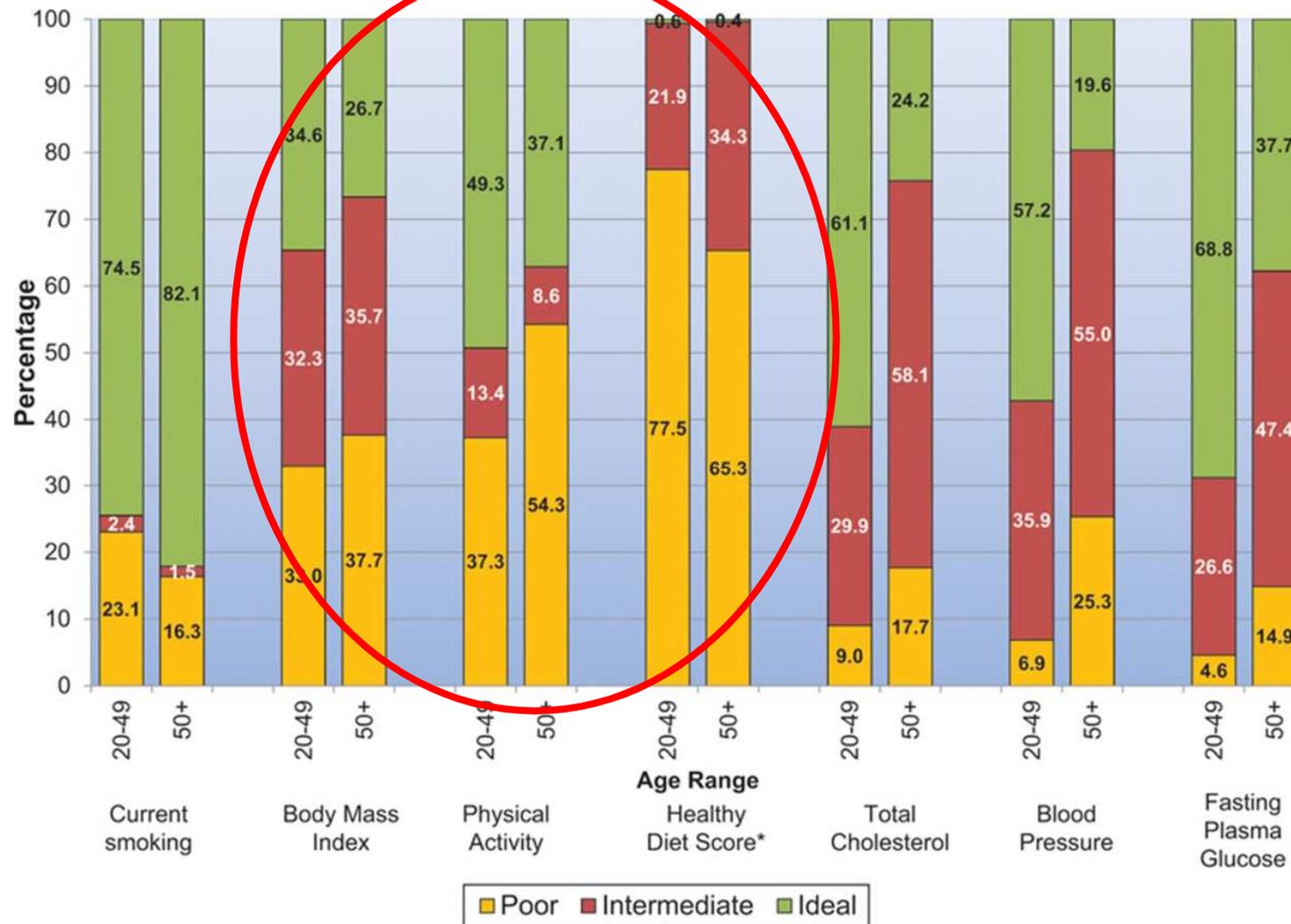
By 2020, improve the cardiovascular health of **all Americans** by 20% while reducing deaths from cardiovascular diseases & stroke by 20%.

# Lifetime Risk for Heart Disease at Age 50



Source: Lloyd-Jones et al. *Circulation*. 2006;131:791-798

# Heart Health Profile of US Adults



Sources: Mozaffarian et al. *Circulation*. 2015;131:e29-e322

# Cost of Unhealthy Workforce

## 10 Most Costly Risk Factors to Employers

1. Tobacco Use
  2. Obesity
  3. Hypertension
  4. Dyslipidemia
  5. Physical Inactivity
  6. Poor Diet
  7. Diabetes
  8. Depression
  9. Stress
  10. Alcohol Abuse
- Life's Simple 7

20%-30%

Companies' annual  
healthcare expenditures

\$700 PEPY saving

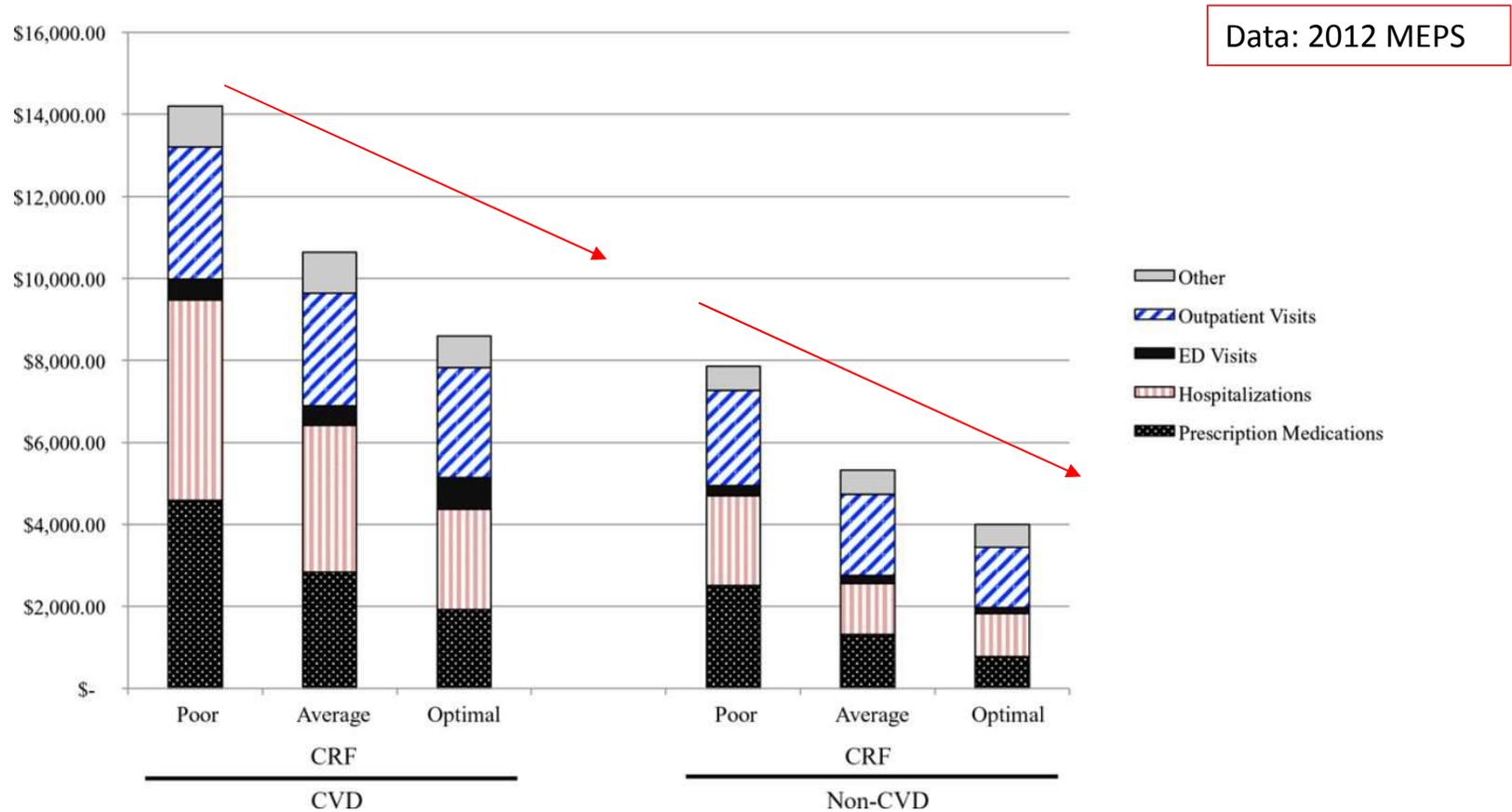
If modifiable risk  
factors reduced to their  
theoretical minimums

Source: Goetzel et al. – *Health Affairs (Milwood)* (2012); Bolnick et al. *JOEM* (2013)



# Poor Heart Health Predicts Higher Direct Cost

People (with and without CVD) with a Poor CVH risk profile incur 2x in direct medical costs



Source: Valero-Elizonda et al. *Circ Cardiovasc Qual.* 2016;9::143-153

# CEO Roundtable on Workplace Health

- Collective impact model
- Forum for testing, implementing and scaling innovative solutions

26  
FT500  
CEOs



AHA  
Science



Improve health  
of 10 million  
employees and  
dependents



# Guiding Principles

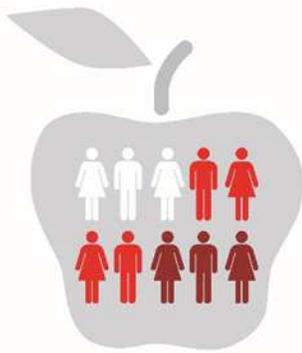
- 1 Serve as **role models** in taking positive steps toward healthy living
- 2 Disseminate and support AHA research and other **evidence-based outcomes** on the **science of health** in the workplace among employers and employees
- 3 Incorporate **innovative** technologies and other best practices that help employees build, maintain and monitor **healthy lifestyle habits**
- 4 Promote AHA's "**Life's Simple 7**" as examples of an evidence-based common standard for employer-sponsored health programs within the context of our existing health and wellness programs
- 5 Support a **national award** to recognize companies that create a **culture of health** and **measurable improvements** in health outcomes for their workforce
- 6 Amplify a clear **call to action** for other CEOs to join us and take action in their own companies and communities

# People Overestimate Their Health

39% US adults believe they have ideal heart health

People Overestimate Their Health Status

Few Know Their Numbers



Of the 74% who say they are in very good or good health, 42% have been diagnosed with a chronic illness.

	Checked in Last 12 Months	Numbers They Know
My weight	85%	80%
My blood pressure	75%	49%
My cholesterol	58%	30%
My BMI (Body Mass Index)	38%	26%
My fasting blood sugar/glucose	46%	20%
None	12%	16%



CEO Roundtable  
Creating Healthy Companies and Communities

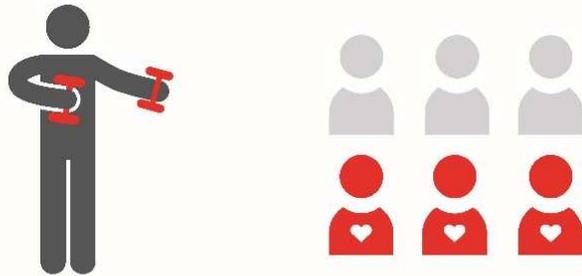


Research studies show 1% of adults have ideal heart health



# Leadership and Engagement Matter

## CEO Participation Matters



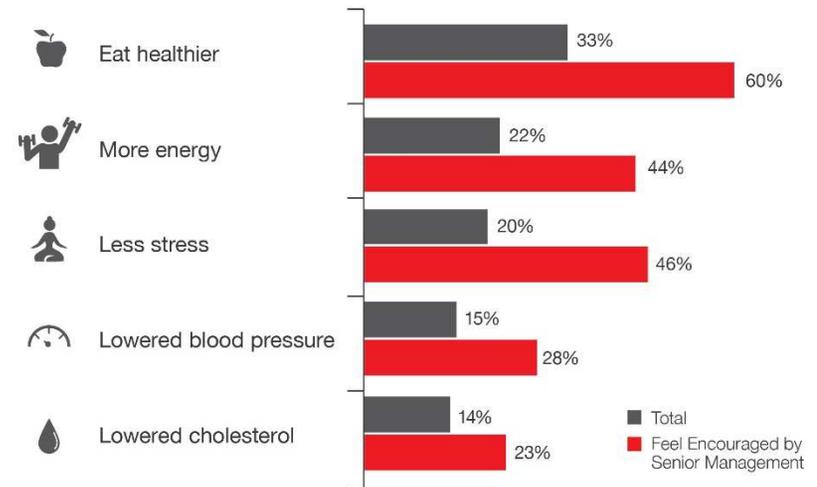
**55%** of employees believe it's extremely important, very important or important to see a CEO setting a good example in taking care of his or her own health.



**CEO Roundtable**  
Creating Healthy Companies  
and Communities



## Employer Encouragement Produces Healthier Employees



**CEO Roundtable**  
Creating Healthy Companies  
and Communities



# Workplace Health Recognition Programs

## AHA Presidential Advisory

### Workplace Wellness Recognition for Optimizing Workplace Health

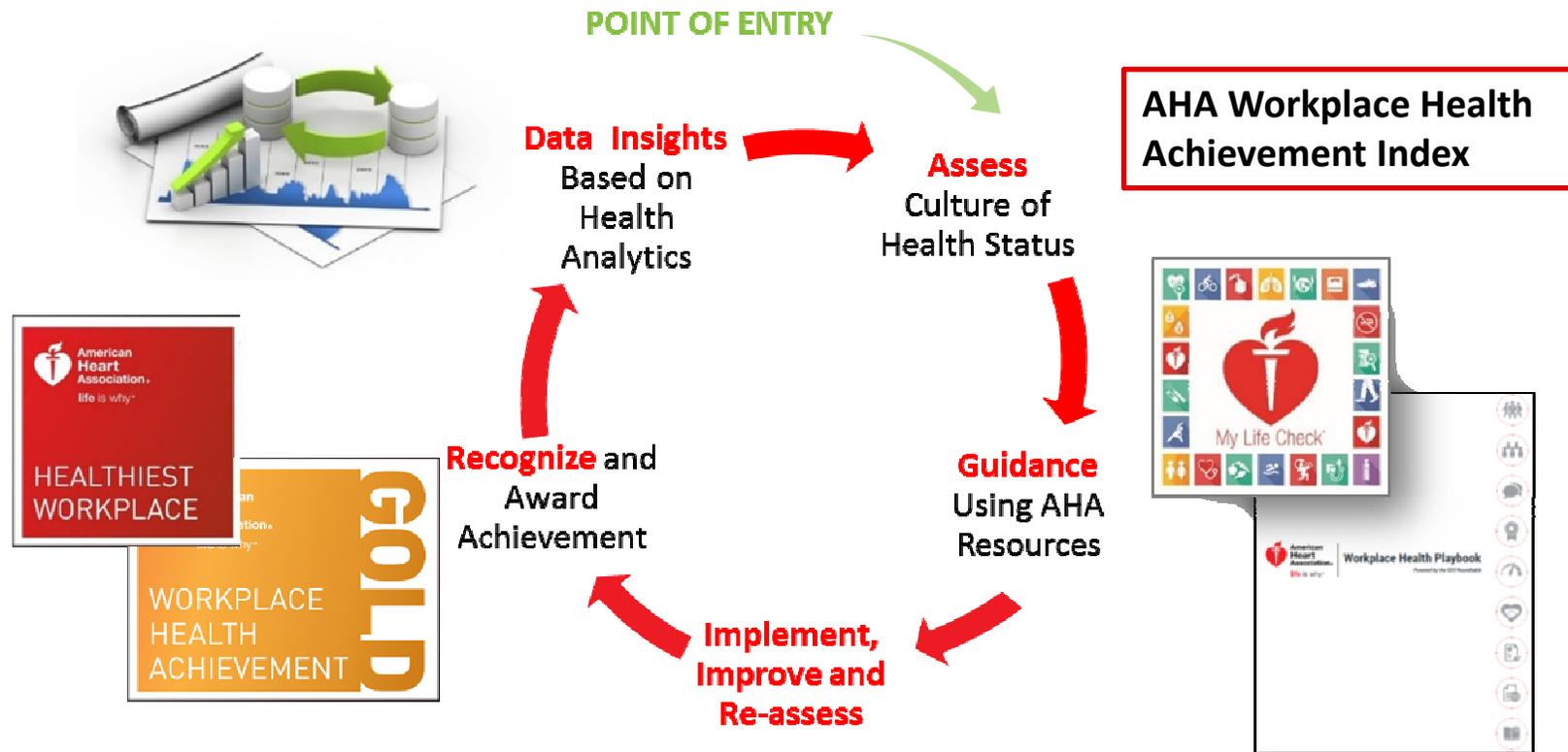
#### A Presidential Advisory From the American Heart Association

Gregg C. Fonarow, MD, FAHA, Chair; Chris Calitz, MPP; Ross Arena, PhD, PT, FAHA;  
Catherine Baase, MD; Fikry W. Isaac, MD, MPH, FAHA; Donald Lloyd-Jones, MD, ScM, FAHA;  
Eric D. Peterson, MD, MPH, FAHA; Nico Pronk, PhD; Eduardo Sanchez, MD, MPH;  
Paul E. Terry, PhD; Kevin G. Volpp, MD, PhD; Elliott M. Antman, MD, FAHA;  
on behalf of the American Heart Association

**Recommendation:** Update Fit-Friendly approach to also include employee heart health (Life's Simple 7) as a measure of success



# Continuous QI for Workplace Health



# Workplace Health Achievement Index (WHAI)

- Structure & Process

1. Leadership
2. Organizational Policies & Environment
3. Communications
4. Programs
5. Engagement
6. Community Partnerships
7. Reporting Outcomes

“Workplace culture of health”  
Do we have a healthy **worksite**?

- Performance (Outcomes)

- Health outcomes
- **Life’s Simple 7**
- **My Life Check™**

Do we have a healthy **workforce**?

# Workplace Health Best Practices

Pillar	Description
<b>Leadership</b>	Elements that set program vision and organizational policy, ensure resources, support implementation and evaluation
<b>Policies &amp; Environment</b>	Elements that make the healthy choice the easy choice eg. comprehensive tobacco policy
<b>Communications</b>	Elements that make the program visible on a consistent basis
<b>Programs</b>	Evidence-based health promotion, disease prevention and disease management programs
<b>Engagement</b>	Promotion of an ongoing connection between employees and the program that creates trust and respect and builds a culture of health
<b>Partnerships</b>	Collaborative efforts with other stakeholders, including unions, vendors, and community organizations
<b>Reporting Outcomes</b>	Intentionally using data in measuring, evaluating, and reporting on the program and its improvement over time

Sources: Fonarow et al. *Circulation*. 2015; Adapted from Pronk N, *ACSM's Health Fit J*. 2014;18:42–46



# Leadership Best Practices

- **Health is a strategic organizational goal**

- Dedicated OHS budget (apart from health insurance and incentives)
- Written strategic health promotion plan with specific, measurable goals

- **Leadership actively models health behavior**

- All managers participate in wellness activities
- Leaders send health communications to employees
- Worksites support health performance objectives and recognize teams

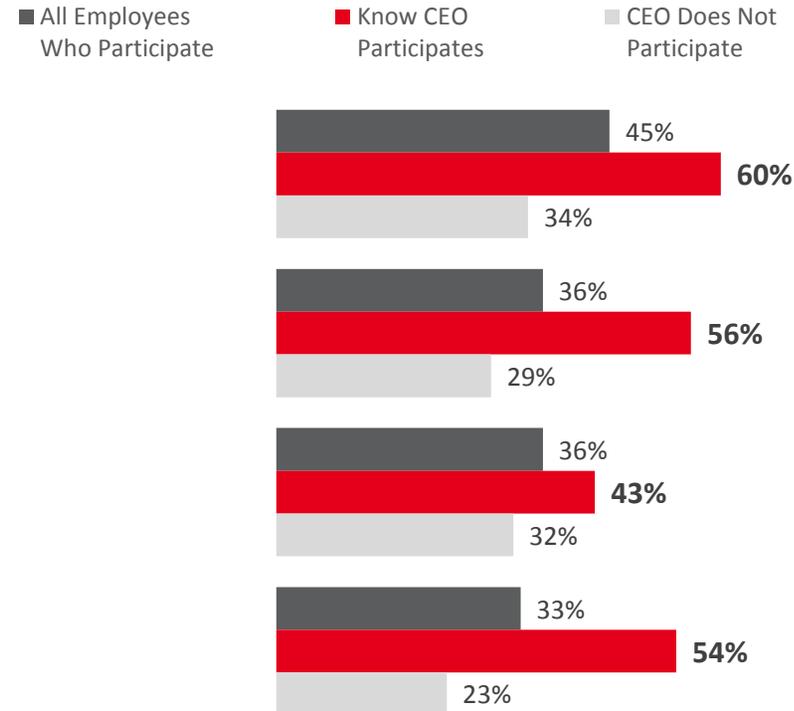
- **Implementation is supported**

- Organization has a paid health promotion coordinator (strongest predictor of prevalence of comprehensive WPH program)
- Middle managers/supervisors are made aware of the wellness plan
- Middle managers/supervisors are made accountable for the plan objectives
- Plan is shared with all employees
- Company recognizes / awards people/teams for meeting goals

# 2016 Nielsen Employee Health Survey

## Work Outcomes of Programs

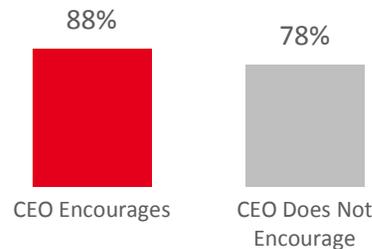
Employees who know their CEO participates are more likely to **report better productivity, improved work quality, and higher job satisfaction** as a result of their own participation



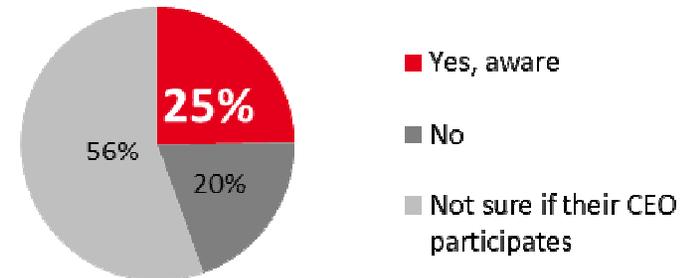
# CEO Visibility is Important

## Impact of CEO Encouragement on Participation

*Employees who say that their CEO encourages participation in health programs are more likely to participate in them*



## Employees' Awareness of CEO Involvement



- CEO encouragement and participation in wellness programs matters
- Employee awareness of CEO involvement is low
- This evidence-based strategy (CEO role modelling) represents an opportunity for organizations to improve employee engagement

# 2016 WHAI Results

## Part One: Culture of Health Metrics



Leadership



Policies & Environment



Programs



Communications



Engagement



Partnerships



Reporting Outcomes

## Part Two: Employee Health Metrics

Use My Life Check® or submit company biometric and health risk data through the Batch or API process to be scored on the following three measures:

- Percentage of Employees with all Life's Simple 7 Metrics Completed
- Aggregate Employee Heart Health Score
- Relative Improvement in Average Employee Heart Health Score over Time

Body Mass Index



Smoking Status



Fasting Blood Sugar



Diet Quality



Physical Activity Level



Total Cholesterol



Blood Pressure



American Heart Association | American Stroke Association

life is why™

# 2016 WHAI Results: Completion

Category	Number (%)
Total Eligible* Population	314 (100)
Started, but did not Complete**	75 (25%)
Submitted Structure & Process Measures	204 (65%)
Submitted Structure + Process + Outcomes Measures	35 (11%)
Submissions met all eligibility criteria***	11 (4%)

\*Started Index and submitted some data. Excludes companies that opened an Index account, but did not complete any questions.

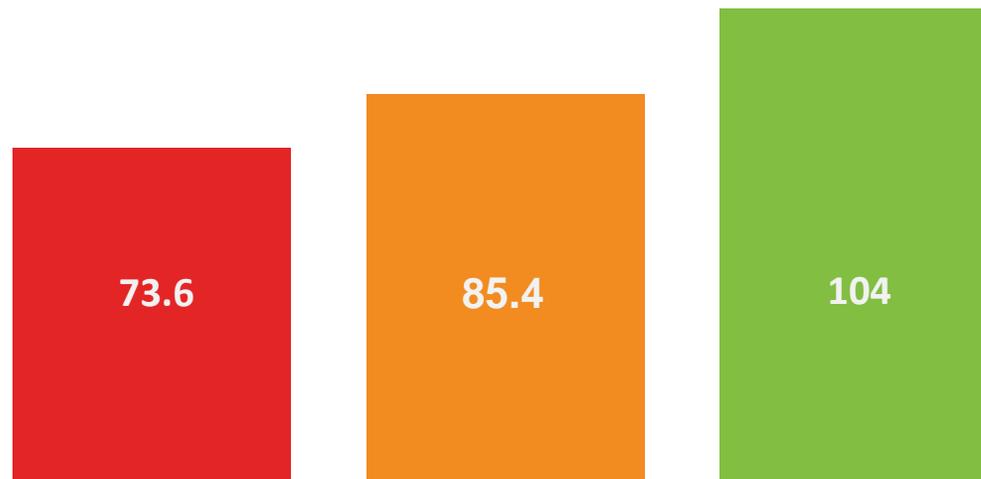
\*\*Started, but did not complete all 55 Structure and Process Measures.

\*\*\*Submitted Structure, Process and Performance Metrics with  $\geq 25\%$  employee health data.



# Average Index Scores by Company Size

Average Total Index Score (max=217)



- Small Companies (<250 employees)
- Medium Companies (250-4,999 employees)
- Large Companies (5000+ employees)

- Significant correlation between company size and Index score ( $r=0.37$ ;  $p<0.01$ )

# WHA1 Recognition Levels

## First Year

<b>GOLD</b>	<b>175-217 points</b>
<b>SILVER</b>	<b>130-174 points</b>
<b>BRONZE</b>	<b>86-129 points</b>
<b>EARLY ADOPTER</b>	<b>&lt;86 points</b>

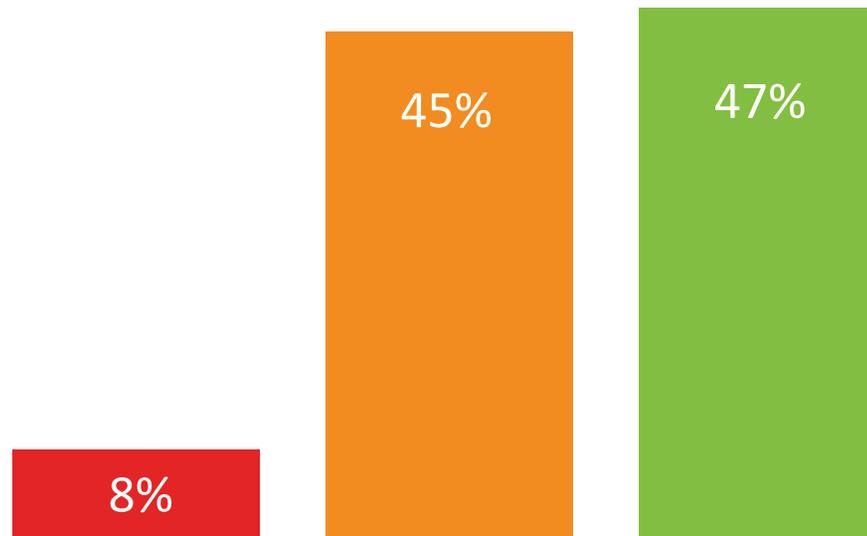
## Subsequent Years

<b>GOLD</b>	<b>200-250 points</b>
<b>SILVER</b>	<b>150-199 points</b>
<b>BRONZE</b>	<b>100-149 points</b>
<b>COMPLETION</b>	<b>0-99 points</b>

***Note: 33 points are added to subsequent years to award those that improve in their aggregate heart score from one year to the next. (250 points total instead of 217)***

# 2016 WHAI Recognitions Achieved

Index Recognitions (N=239)



■ Silver (n=19)   ■ Bronze (n=108)   ■ Early Adopter(n=112)

- Initial results show that the Index criteria are aspirational, but achievable



# Key Findings



- **Opening an account is easy**



- Approximately 2-4 hours required to submit the 55 structure and process questions and requires internal collaboration and coordination



- **Few companies were currently able to submit performance measures in the in the allotted**

- Health outcomes metrics could be submitted through:
  - My Life Check™, the AHA online tool that assesses Life's Simple 7 measures
  - A company's own health risk assessment and biometric data
- A minority of companies submitting performance metrics are meeting the current **25% employee data** minimum threshold
- The threshold is **problematic for small companies** (low sample size)



# Resource: “Heart Health At The Workplace”



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## In This Issue

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## The Role of American Heart Association (AHA) in Advancing Workplace Health Promotion

Examples abound of simple things that are not all that easy. Try as we might, most of us struggle with what comes naturally to a few. A golf swing, singing in tune, and, for me, the simple promise of “just one more” M&M. In this issue of The Art of Health Promotion (TAHP), you’ll learn about “Life’s Sim-

<http://ahp.sagepub.com/content/current>

<http://ahp.sagepub.com/content/30/7/563.full.pdf+html>



# 2<sup>nd</sup> National Workplace Health Summit



## 2<sup>nd</sup> National Workplace Health Summit

Making Worksite Health Work: Metrics, Implementation Strategies and Partnerships to Increase Impact

Friday, Nov. 11, 8:00 AM–3:00 PM | Hilton Riverside New Orleans | New Orleans, Louisiana

Registration Fee: \$199 before Sept. 30 | \$250 after Sept. 30

The American Heart Association's 2<sup>nd</sup> National Workplace Health Summit showcases the latest research and implementation case studies in workplace health and well-being programs that are designed to improve employee population health. Network with national and local thought leaders and practitioners to learn about how innovative partnership models, implementation strategies and program evaluation are creating shared value and success.

### KEYNOTE SPEAKERS:

**Ron Z. Goetzel**  
VP, Consulting and Applied Research  
*Truven Health Analytics (an IBM Company)*

**Deana Percassi**  
VP, Reputation and Public Relations Solutions  
*Nielsen*

### PROGRAM HIGHLIGHTS:

- **BREAKING** – Insights from a new AHA CEO Roundtable and Nielsen study on the role of sleep, stress, and well-being among employees
- **Moderated Session** – Strategies for small and medium-sized companies. Moderator: Paul Terry, PhD – President and CEO, HERO
- **Baptist Health Medical Group** – How a large regional medical system improved employee health by applying Life's Simple 7 metrics framework
- **Chevron** – Promoting health and wellness in remote populations
- **Advocate Health Care** – How a large integrated health system enhances worksite health delivery
- **Moderated Session** – Strategies for reducing health disparities in the US workforce. Moderator: Eduardo Sanchez, MD MPH – Chief Medical Officer, AHA

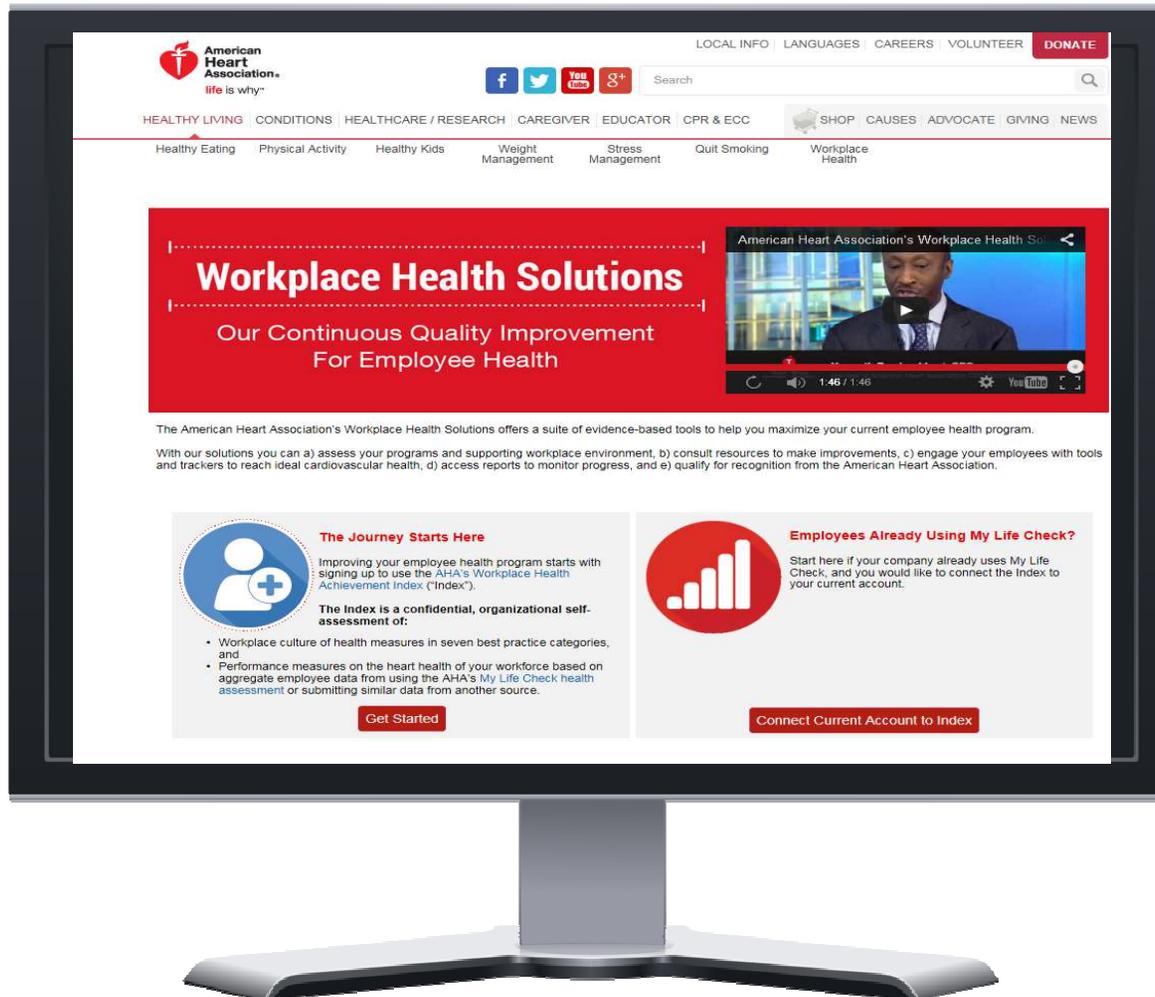
Register today at [professional.heart.org/workplacehealth](http://professional.heart.org/workplacehealth).

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# Workplace Health Solutions

[heart.org/workplacehealth](http://heart.org/workplacehealth)



# Questions

**Contact Information:**  
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