Employee Health: The Role of Leadership

Cleveland Workplace Wellness Symposium
October 19th, 2016

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Director, Center for Workplace Health Research & Evaluation
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AHA 2020 Impact Goal

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

Heart Health Profile of US Adults

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

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

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

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

Few Know Their Numbers

<table>
<thead>
<tr>
<th></th>
<th>Checked in Last 12 Months</th>
<th>Numbers They Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>My weight</td>
<td>65%</td>
<td>80%</td>
</tr>
<tr>
<td>My blood pressure</td>
<td>75%</td>
<td>49%</td>
</tr>
<tr>
<td>My cholesterol</td>
<td>58%</td>
<td>30%</td>
</tr>
<tr>
<td>My BMI (Body Mass Index)</td>
<td>38%</td>
<td>26%</td>
</tr>
<tr>
<td>My fasting blood sugar/glucose</td>
<td>46%</td>
<td>20%</td>
</tr>
<tr>
<td>None</td>
<td>12%</td>
<td>16%</td>
</tr>
</tbody>
</table>

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.

Employer Encouragement Produces Healthier Employees

- Eat healthier: 33% total, 60% feel encouraged by senior management
- More energy: 22% total, 44% feel encouraged by senior management
- Less stress: 20% total, 46% feel encouraged by senior management
- Lowered blood pressure: 16% total, 28% feel encouraged by senior management
- Lowered cholesterol: 14% total, 23% feel encouraged by senior management

American Heart Association
CEO Roundtable
Growing Healthy Companies and Communities

nielsen
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

1. POINT OF ENTRY
2. Data Insights Based on Health Analytics
3. Assess Culture of Health Status
4. Guidance Using AHA Resources
5. Implement, Improve and Re-assess
6. Recognize and Award Achievement
7. AHA Workplace Health Achievement Index
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

• Performance (Outcomes)
  – Health outcomes
  – Life’s Simple 7
  – My Life Check™

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

Do we have a healthy workforce?
## Workplace Health Best Practices

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

*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
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.

- All Employees Who Participate:
  - CEO Participates: 45% (34%)
  - CEO Does Not Participate: 60% (56%)

- Know CEO Participates:
  - CEO Participates: 36% (29%)
  - CEO Does Not Participate: 56% (43%)

- CEO Does Not Participate:
  - CEO Participates: 36% (29%)
  - CEO Does Not Participate: 56% (43%)

- All Employees:
  - CEO Participates: 33% (23%)
  - CEO Does Not Participate: 45% (34%)

Work Outcomes of Programs
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.
- 88% of CEOs encourage participation.
- 78% of CEOs do not encourage participation.

Employees’ Awareness of CEO Involvement

- 25% are aware the CEO participates.
- 56% are not sure if their CEO participates.
- 20% do not participate.

- 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
## 2016 WHAI Results: Completion

<table>
<thead>
<tr>
<th>Category</th>
<th>Number (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Eligible* Population</td>
<td>314 (100)</td>
</tr>
<tr>
<td>Started, but did not Complete**</td>
<td>75 (25%)</td>
</tr>
<tr>
<td>Submitted Structure &amp; Process Measures</td>
<td>204 (65%)</td>
</tr>
<tr>
<td>Submitted Structure + Process + Outcomes Measures</td>
<td>35 (11%)</td>
</tr>
<tr>
<td>Submissions met all eligibility criteria***</td>
<td>11 (4%)</td>
</tr>
</tbody>
</table>

*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 ≥25% employee health data.
Average Index Scores by Company Size

Average Total Index Score (max=217)

- Significant correlation between company size and Index score (r=0.37; p<0.01)
## WHAI Recognition Levels

<table>
<thead>
<tr>
<th>First Year</th>
<th>Subsequent Years</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GOLD</strong></td>
<td><strong>GOLD</strong></td>
</tr>
<tr>
<td></td>
<td>175-217 points</td>
</tr>
<tr>
<td><strong>SILVER</strong></td>
<td>130-174 points</td>
</tr>
<tr>
<td><strong>BRONZE</strong></td>
<td>86-129 points</td>
</tr>
<tr>
<td><strong>EARLY ADOPTER</strong></td>
<td>&lt;86 points</td>
</tr>
<tr>
<td></td>
<td>200-250 points</td>
</tr>
<tr>
<td><strong>SILVER</strong></td>
<td>150-199 points</td>
</tr>
<tr>
<td><strong>BRONZE</strong></td>
<td>100-149 points</td>
</tr>
<tr>
<td><strong>COMPLETION</strong></td>
<td>0-99 points</td>
</tr>
</tbody>
</table>

*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)*
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 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”

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

http://ahp.sagepub.com/content/30/7/563.full.pdf+html
2nd National Workplace Health Summit

The American Heart Association’s 2nd 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. Goertz
VP, Consulting and Applied Research
Truven Health Analytics (an IBM Company)

Deana Percassi
VP, Reputation and Public Relations Solutions
Nielson

PROGRAM HIGHLIGHTS:
• BREAKING — Insights from a new AHA CEO Roundtable and Nielson 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 workplace 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.
Workplace Health Solutions

heart.org/workplacehealth
Questions

Contact Information:
chris.calitz@heart.org
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es por la vida

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