Well-Being and Engagement: A New Value Proposition

AHA Symposium
Jennifer Flynn, MS
February 9, 2016
https://www.youtube.com/watch?v=Kb3S1-4y_hI
Our Work Together

- Connect health, well-being and engagement
- Identify key elements of organizational support and recommended measures
- Understand key research findings & the evidence that supports COH best practices
- Identify assessments that are available to help us measure, evaluate and demonstrate success
What’s keeping us up at night?

Workforce Health & Well-Being

• Employee health engagement
• Workplace culture of health
• Well-being
• Wellness & health promotion programs
• Workforce health risks

2015 IBI Member Survey
Employee Engagement

“Work engagement is a positive and fulfilling work-related state of mind, characterized by vigor, dedication, and absorption”

– Schaufeli & Bakker, 2004
The Problem

• Only 31.5% of employees are engaged in their jobs.

• Disengaged employees cost the U.S. $450-$550 billion in lost productivity per year!

Gallup, 2013
The Opportunity

Companies with highly engaged workforces outperform their peers by 147% in earnings per share and realize:

- 41% fewer quality defects
- 48% fewer safety incidents
- 28% less shrinkage
- 37% less absenteeism
- 65% less turnover in low-turnover organizations; 25% less turnover in high-turnover organizations

Gallup, 2015
Well-Being

Physical Health

Career

Purpose

Social

Community

Financial

GLOBAL BUSINESS SOLUTIONS

MAYO CLINIC
The “Unmentionables”

Matthew Holt, 2015
Subjective Well-Being

- Predictive of future health & quality of social life
- Benefits health & longevity
- Related to job satisfaction & organizational citizenship
- Happy workers mean more productive workers
- Stock price returns have been predicted by job satisfaction
- Predictive of health care outcomes, productivity & retention

Creating a Culture of Health & Well-Being
Culture Of Health: Top Priority

• Developing a workplace culture of health is a top priority for U.S.-based companies
• Top strategy used: Align and assimilate worksite programs and activities into local culture

Source: 2013/2014 NBGH/Towers Watson Staying@Work Survey Report
Employee Well-Being & Responsibility

- 96% of employers expect to increase their focus on employee well-being (including health, financial & workplace experience)
- 94% expect to develop or enhance a culture where employees are responsible for their health.

Promoting a Culture of Health

- 51% expect senior leaders to be visible champions
- 49% embedding health & well-being into organizational goals, values, and EVP
- 40% provide managers tools to support their efforts to promote health & well-being
- 3% manager performance objectives are tied to workplace health improvement targets

COH - Definition & Elements

A healthy workforce culture is one intentionally designed with elements and indicators that support health and well-being.

<table>
<thead>
<tr>
<th>COH ELEMENTS</th>
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<tr>
<td>Norms</td>
<td>Shared Values</td>
<td>Executive Leadership</td>
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<td>Organizational Leadership</td>
<td>Communications</td>
<td>Recruitment &amp; Selection</td>
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<td>Metrics/Measurement</td>
<td>Policies &amp; Procedures</td>
<td>Supportive Built Environment</td>
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<td>Organizational Resource Allocation &amp; Commitment</td>
<td>Employee Involvement/Empowerment</td>
<td>Rewards &amp; Recognition</td>
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<td>Peer Support</td>
<td>Push-Back</td>
<td>Sense of Community</td>
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<tr>
<td>Shared Vision &amp; Mission</td>
<td>Positive Outlook</td>
<td>Modeling</td>
</tr>
<tr>
<td>Orientation &amp; First Impressions</td>
<td>Training &amp; Learning</td>
<td>Relationship Development</td>
</tr>
<tr>
<td>Traditions &amp; Symbols</td>
<td>Internal Customer</td>
<td>External Community Connections &amp; Altruism</td>
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Organizational Support

The degree to which an organization commits to the health and well-being of its employees, as measured by:

- Organization’s deliberate steps
- Employees’ and managers’ perception of support

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<th>Key Elements</th>
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<tr>
<td>Company-Stated Health Values</td>
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<tr>
<td>Supportive Environment</td>
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<td>Health-Related Policies</td>
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<tr>
<td>Organizational Structure</td>
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<tr>
<td>Leadership Support</td>
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<tr>
<td>Resources &amp; Strategies</td>
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<tr>
<td>Employee Involvement</td>
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<tr>
<td>Rewards &amp; Recognition</td>
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Organizational Support

Company-Stated Health Values
- EHM value statements are included in company mission/vision
- Health goals are built into annual and company goals
- Leaders place high importance on health for business success

Organizational Structure
- One or more persons have dedicated EHM focus
- EHM owner has direct access to high-level leadership and decision-making authority
- Adequate resources are available to act on EHM goals

Leadership Support
- Leaders understand business case for EHM; receive training
- Leaders consistently communicate value and importance of EHM
- Leaders model healthy behavior and set norms for organization
- Leaders recognize healthy actions and hold staff accountable

Organizational Support

Resources & Strategies
- Foundational resources offered to support employees/families
- Adequate budget, space and time allocation to attain goals
- Support managers and supervisors across workgroups
- Well-communicated, integrated programs under one brand

Employee Involvement
- Education on realities: cost, impact of decisions, company impact
- Solicited for input on program design, needs, and offerings
- Wellness Champion networks exist and are optimized
- Provide feedback on perception of organizational support

Health-Related Policies
- Policies reflect health as a priority (ie, cafeteria, smoke-free campus)
- Policies are enforced by leaders, supervisors and managers
- All employees are held accountable
- Health becomes the norm through policy adherence

Organizational Support

Supportive Environment

- Physical environment encourages healthy choices
- Healthy choices are easy to make (i.e., healthy food service, access to physical activity, non-sedentary furniture options, etc)
- Safety and health are priorities within the environment

Recognition & Rewards

- Positive changes are recognized and rewarded (i.e., behaviors, achievements, environmental improvement)
- Reward calls attention to stated importance and goal
- Leader, supervisor, manager and employee recognition

When Done Well….

• Employees “feel” supported in their health
• Managers are a part of a healthy framework
• Leaders “speak” the importance of health

Health becomes “Who We Are” … not what we do.
In a Strong Culture Of Health...

Consumers are more likely to:

• Have a physical exam in last year
• Exercise at least 3 days/week
• Rate health as very good or excellent
• Rank health information from employer as influential
• Are satisfied with health plan

In a Strong Culture of Health…

Consumers are:

• More likely to say they have control over their health
• Less likely to report that stress has a negative impact on their work
• More likely to report they were “happy” or “extremely happy” with their lives

66% of employees report their direct managers support their efforts to achieve their health goals, compared to 11% of employees at organizations with weak cultures of health.

Source: Aon Hewitt, NBGH, & The Futures Company, 2014
Practical Resources and Tools
# Best Practice Assessment Tools

<table>
<thead>
<tr>
<th>Assessment Tool</th>
<th>Focus Area</th>
</tr>
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<tbody>
<tr>
<td>HERO Best Practice Scorecard in Collaboration with Mercer*</td>
<td>Best practice design and self-reported outcomes</td>
</tr>
<tr>
<td>CDC Worksite Health Scorecard*</td>
<td>Evidence-based interventions assessment</td>
</tr>
<tr>
<td>AHA Workplace Health Achievement Index*</td>
<td>Measures seven organizational best practices</td>
</tr>
<tr>
<td>Environmental Assessment Tool</td>
<td>Physical and social environment assessment for obesity prevention</td>
</tr>
<tr>
<td>Well Workplace Checklist</td>
<td>Results-oriented benchmarking tool</td>
</tr>
<tr>
<td>Dimensions of Corporate Well-Being Survey</td>
<td>Assessment of program and policy dimensions</td>
</tr>
<tr>
<td>HealthLead®</td>
<td>Organizational engagement, well-being, outcomes best practice assessment</td>
</tr>
<tr>
<td>Checklist of Health Promotion Environments at Worksites (CHEW)</td>
<td>Environmental features associated with physical activity, healthy eating, alcohol use, and smoking</td>
</tr>
<tr>
<td>Worksite Wellness StrengthsBuilder</td>
<td>Opportunity-based assessment and action plan</td>
</tr>
<tr>
<td>HECheck®</td>
<td>Workplace evaluation of policies, services, facilities and programs</td>
</tr>
</tbody>
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* Public domain tools
## HERO EHM Best Practice Scorecard© V4 in Collaboration with Mercer

<table>
<thead>
<tr>
<th>Category</th>
<th>Weight (%)</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>Strategic planning</td>
<td>10% (20)</td>
<td>Needs assessments, measurable goals, population health strategy, targeted eligible populations</td>
</tr>
<tr>
<td>Organizational and Cultural Support</td>
<td>25% (50)</td>
<td>Health values, policies, physical work environment, leadership support, employee involvement, wellness champions and manager support</td>
</tr>
<tr>
<td>Programs</td>
<td>20% (40)</td>
<td>Health assessment, biometric screenings, lifestyle and disease management programming, disability management, EAP and on-site medical clinics</td>
</tr>
<tr>
<td>Program Integration</td>
<td>8% (16)</td>
<td>Program integration (lifestyle management, disease management, disability management and safety) and access to health care coverage</td>
</tr>
<tr>
<td>Participation Strategies</td>
<td>25% (50)</td>
<td>Social strategies, technology resources, communications, incentive design</td>
</tr>
<tr>
<td>Measurement and Evaluation</td>
<td>12% (24)</td>
<td>Data capture, use and reporting</td>
</tr>
</tbody>
</table>

Source: [http://the-hero.org/scorecard_folder/rollover.html](http://the-hero.org/scorecard_folder/rollover.html)
CDC Workplace Health Scorecard

- Organizational supports
- Tobacco control
- Nutrition
- Lactation support
- Physical activity
- Weight management
- Stress management
- Depression

- High blood pressure
- High cholesterol
- Signs and symptoms of heart attack and stroke
- Occupational health and safety
- Vaccine-preventable diseases
- Community resources

- 125 Questions
- Completed by the organization
- Compares scores to 93 employers (validation study)

AHA Workplace Health Achievement Index

- Leadership
- Reporting Outcomes
- Programs
- Policies & Environment
- Partnerships
- Engagement
- Communications

- 55 Questions
- Completed by the organization
- Benchmark report provided

Source: http://www.heart.org/HEARTORG/HealthyLiving/WorkplaceHealth
## Organizational Support and Culture Tools

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<td>Lifegain Health Culture Audit (LHCA)</td>
<td>Cultural support for avoiding health risk behaviors</td>
</tr>
<tr>
<td>Worksite Health Climate Scales</td>
<td>Organizational support, interpersonal support, and health norms</td>
</tr>
<tr>
<td>Organizational Health &amp; Safety Climate Scale</td>
<td>Safety and health climate of worksite</td>
</tr>
<tr>
<td>Perception of Environmental &amp; Cultural Support for Health Survey</td>
<td>Employee and managers perceptions of workplace environment and culture</td>
</tr>
<tr>
<td>CDC NHWP Health &amp; Safety Climate Survey*</td>
<td>Employee perception of health and safety climate within the workplace</td>
</tr>
<tr>
<td>Leading by Example (LBE) Instrument*</td>
<td>Manager perception of leader support for healthy work culture and health programs</td>
</tr>
<tr>
<td>Perceived Organizational Support (POS) Survey</td>
<td>Employee perception of organizational support</td>
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CDC Health And Safety Climate Survey

- Assesses a comprehensive set of organizational characteristics related to health and safety climate to attain a **perceived level of organization, supervisor, and co-worker support** for workplace safety and health, as well as **employee satisfaction**

- Survey characteristics:
  - 29 questions
  - Completed by employees of the organization
  - National averages available for comparison (NWHP program employers)

Leading By Example Survey Tool

Process evaluation tool that measures:

- Perceptions of leaders’ level of support for health improvement programs
- Extent to which organization is committed to providing a healthy culture to employees

Survey characteristics:

- 13 questions
- Program staff complete tool (averages calculated)
- Pre/post intervention use

What does the research tell us?
Health Drives Performance

Linking Workplace Health Promotion Best Practices and Organizational Financial Performance

Tracking Market Performance of Companies With Highest Scores on the HERO Scorecard

Jessica Grossmeier, PhD, MPH, Ray Fabius, DO, Jennifer P. Flynn, MS, Steven P. Noeldner, PhD,
Dan Fabius, DO, Ron Z. Goetzel, PhD, and David R. Anderson, PhD, LP

Objective: The aim of the study was to evaluate the stock performance of publicly traded companies that received high scores on the HERO Employee Health Management Best Practices Scorecard in Collaboration with Mercer based on their implementation of evidence-based workplace health promotion practices. Methods: A portfolio of companies that received high scores in a corporate health and wellness self-assessment was simulated based on past market performance and compared with past performance of companies represented on the Standard and Poor’s (S&P) 500 Index. Results: Stock values for a portfolio of companies that received high scores in a corporate health and wellness self-assessment appreciated by 235% compared with the S&P 500 Index appreciation of 159% over a 6-year simulation period. Conclusions: Robust investment in workforce health and well-being appears to be one of multiple practices pursued by high-performing, well-managed companies.

Learning Objectives

- Become familiar with recent research linking investment in workforce health, safety, and productivity with the stock price of publicly traded companies.
- Describe the characteristics of the HERO Employee Management Best Practices Scorecard for assessing companies’ implementation of evidence-based workplace health promotion (WHP) practices.
- Summarize the association between HERO Scorecard and organizational financial performance, and discuss the implications for workplace health and safety programs.

Numerous studies link employee health risks and diminished


Mayo Clinic

Global Business Solutions
High Scoring Companies & Stock Price

FIGURE 2. Relative performance of HERO Scorecard high-scoring portfolio compared with S&P 500—percent return.

Culture of Health – Systematic Review

123 articles abstracted based on the following criteria…

• Conducted in a worksite
• Implemented or evaluated a culture element
• Reported health, well-being and/or safety outcome associated with the element

HERO Culture of Health Research Workgroup, 2015
Psychosocial Work Environment

- Group Culture
- Psychological Contract
- Perceived Organizational Support
- Family Supportive Supervisor Behavior
- Formal or Informal Family Support
- Health-Specific Leadership
Employee Engagement & Wellbeing

Engagement → Psychological Climate → Well-being → Personal Accomplishment → Engagement

Shuck & Reio, 2014
Well-Being & Engagement Framework

- **Disconnected to the Organization**
  - Low Well-Being
  - Low Level of Engagement

- **Flourishing**
  - High Well-Being
  - High Level of Engagement

- **Distressed & Disengaged**
  - Low Well-Being
  - Low Level of Engagement

- **Distressed but Functional**
  - High Well-Being
  - High Level of Engagement

Grant 2014
What if Mark could say…. 

1. I know what I should do to maintain my health and wellbeing
2. I have the materials and equipment I need to stay healthy and well
3. At work, I have the opportunity to do what I do best every day
4. In the last seven days, I received recognition or praise for managing my health and wellbeing
5. My supervisor or someone at work seems to care about me as a person
6. There is someone at work who encourages me to improve my health and wellbeing
What if Mark could say....

7. At work, my opinions seem to count
8. The mission or purpose of my company makes me feel that maintaining my health and wellbeing is important
9. My associated or fellow employees are committed to doing quality work and managing their health and wellbeing
10. I have a best friend at work who values my health and wellbeing
11. In the last six months, someone at work has talked to me about my health and wellbeing goal progress
12. This last year, I have had opportunities at work to learn and grow in my own health and wellbeing
The 12 Elements of Great Managing

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements – the Gallup Q12 – emerged from Gallup’s pioneering research as those that best predict employee and workgroup performance.

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my job right.
3. At work I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

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One Question Is….

How can we expect employees to be engaged in their health when they aren’t engaged/supported in their work?

*Understanding context is critical when creating solutions.*
Driving Organizational Well-Being

Employee Factors
- Health status
- Well-being
- Work engagement
- Organizational support
- Supervisor support
- Peer support

Organizational Factors
- Organizational culture
- Leadership style/norms
- Workplace climate
- Workplace environment
- Workplace resources

Business Outcomes
- Productivity
- Performance
- Absence
- Healthcare costs
- Retention/recruitment
- Employee morale
- Customer satisfaction
Measurement & Evaluation

- 55% using clinical-level medical claim data/benchmarking information to inform decisions/changes
- 51% measure active participation or active engagement
- 48% share health & well-being program performance metrics with C-suite or senior management on a regular basis
- 43% use data to identify subgroups/individuals for targeted outreach
- 39% have a measurement strategy that supports multiyear evaluation of programs
- 35% measure demonstrated impact of programs on health costs or risks
- 25% use a variety of financial or nonfinancial metrics to measure the impact of programs

Strategic Approach to Measurement

I. Create Key Metrics Scorecard
II. Identify Assessment Needs
III. Create intervention approach that directly impacts key metrics
   I. Identify gaps, duplication & solutions
   II. Tie activities, programs, resources to KPI’s
   III. Create roll-out plan (phased approach may be needed)
IV. Create data repository & analysis plan that will support this approach
V. Create communication plan outlining approach, seek endorsement & approval for resources
VI. Finalize plan (measurement & communication are key elements)
Initiatives/Workgroups/Exploration

- Systematic Review of the evidence supporting the use of COH elements within the workplace (AJHP Manuscript submission, 2016)
- Three new articles on linking best practice/award winning companies & organizational financial performance (JOEM, January 2016)
- Program Measurement and Evaluation Guide: Core Metrics for Employee Health Management (HERO/PHA, 2014)
- Environmental Scan – Measuring a Culture of Health (RWJF/HERO COH workgroup, 2015)
- Creating a Culture of Health & Engagement Through Organizational Support (Employee Benefits Magazine, June 2015)
- Engagement in Health Workgroup (PHA, 2015-2016; HERO, 2015-2016)
- An interview with Dr. Robert Eisenberger on the application of POS for health (The Art of Health Promotion, August 2014)
- Key Requirements for the Future: Broadening our Perspective (The Art of Health Promotion, July 2015)
Teaching People to Care

People will forget what you say; people forget what you do; but, people will never forget how you made them feel.

– Maya Angelou
Thank You

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