Worksite Wellness Webinar #1

The ABCs of Worksite Wellness

What is a worksite wellness initiative and does my worksite need one?
Outline of Presentation

- Introduction
- What is worksite wellness?
- Where are we now?: The Problem
- Wellness at the worksite: Why or Why Not?
- The balanced approach to worksite wellness
- Establishing a structure/culture of wellness
- Framework
- Where do we go from here?
For many decades the primary task of American medicine has been the eradication of illness and disease

Non medical industries and even other healthcare professions have advanced in their understanding of new models of practice

A “second curve” will soon hit medicine with the force of a tsunami

That “second curve” is value; and in the search for value the public and payers will become fully engaged
Introduction
...so we find ourselves at a crossroads

We **must** increase our creativity and productivity

We **must** have a healthy and energized workforce to accomplish this productivity

We **can no longer achieve** these goals by relying on traditional illness-based medicine delivered by an overpriced volume based payment system

It is in this environment that “**Worksite Wellness**” finally makes perfect sense!
What, then, is “worksite wellness”?

“A comprehensive worksite health program is a planned, organized and coordinated set of programs, policies, benefits and environmental supports designed to meet the health and safety needs of all employees”

Such a program puts in place:

- Interventions that address multiple risk factors and health conditions
- Interventions and strategies that can target the employee at the individual level and the employer at the organizational level
Where We Are Now: The Problem
EXHIBIT A

Average Annual Health Insurance Premiums and Worker Contributions for Family Coverage, 2001–2011

2001

$7,061

$1,787

Employer Contribution

$5,269

Worker Contribution Increase

2011

$15,073

$4,129

113% Premium Increase

131% Worker Contribution Increase

# America’s Aging Workforce

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<td>34</td>
<td>38</td>
<td>40</td>
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<tr>
<th>Increase in the Number of Workers in 2016</th>
<th>25 to 54 years</th>
<th>55 + years</th>
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<td>2.4%</td>
<td>46.7%</td>
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BLS, 2009
Economics

- Health benefits are getting eliminated or curtailed: more costs are shifted to employees.
- Employees who pay more for healthcare coverage are less inclined to utilize preventive services.
- Cost-reductions through benefits-trimming may ultimately cost an additional $3 to $10 in lost productivity and absenteeism for every benefit dollar cut.

Healthy Workforce 2010 and Beyond
Vogenburg, 2007
As companies struggle to rein in health care costs, most overlook what may be a $150 billion problem: the nearly invisible drain on worker productivity caused by such common ailments as hay fever, headaches, and even heartburn.

Presenteeism: At Work—But Out of It

by Paul Hemp
Presenteeism

- Loss of productivity due to employees coming to work, but not performing well due to personal health

Can a work site health promotion program modify risk, change behavior and improve performance/productivity?

- Preventable or postponable illnesses make up around 70% of the total burden of disease

- About half of all deaths in the United States may be premature because they are caused by behaviors that can be modified.

Mokdad, Actual Causes of Death. 2004
Healthy People 2010
Causes of Premature Death and Major Illness In The US

- **70%** Lifestyle
- **10%** Heredity
- **10%** Environment
- **10%** Lack of Medical Treatment

Surgeon Generals Report
Chronic Disease Bottom Line

- Chronic diseases represent $3 of every $4 spent on healthcare.
- Someone with a chronic condition costs employers 5 times more in healthcare expenditures.
- Chronic conditions are associated with indirect costs like presenteeism, absenteeism, and worker’s compensation claims that account for 2-3 times the cost of direct medical costs.

Johns Hopkins, 2006
Edington, 2003
The Mega Mac™
Obesity Trends* Among U.S. Adults


(*BMI ≥30, or about 30 lbs. overweight for 5'4" person)
Changing the Context: Tobacco

- What works
  - Counter-marketing
  - Restricting access to tobacco by minors
  - Raising prices
  - Smoke-free policies
- When these measures are wholeheartedly supported, tobacco use is greatly reduced
Secondhand Smoke is Costly

• Compelling new evidence:
  • Secondhand smoke exposure increases risk of heart attacks by 25-30%
  • Risk increased even at the lowest, briefest exposures
• Clean indoor air saves $
  • If we prevent just 100 KS heart attacks/yr, that saves $5 million in medical costs
Basic Philosophy of Health and Wellness
Diabetes Prevention Program (DPP)

- 3,234 overweight patients with IGT followed for 3 years
  - 45% minorities
- 29% of standard advice group developed diabetes
- Intervention diet and exercise group
  - Target 7% weight loss
  - Target exercise 150 minutes/week
  - New diabetes was 14%; RRR 58%!
- Metformin 850 mg po bid produced a RRR 31%

bid, twice a day; FPG, fasting plasma glucose; PPG, postprandial glucose; RRR, relative risk reduction; po, by mouth.
Wellness at the Worksite: Why or Why Not?
The Right Setting?

- Common purpose
- Ease of communication
- Shared goals
- Incentives possible
- Ability to measure
- Policy alignment
- Social norms established
Worksite programs consistently showed improvements in reducing tobacco use, decreasing dietary fat, controlling hypertension, reducing cholesterol levels and decreasing absenteeism.

Positive effects on increasing fruits and vegetables, reducing overweight and obesity and improving physical fitness have been harder to prove.

Can WHP achieve a positive return on investment?

- Modifiable health risks can be improved through workplace sponsored health promotion and disease prevention programs.
- Improvements in the health risk profile of a population can lead to reductions in health costs.

Edington et al., 2001, Goetzel et al., 1999
Wilson et al., 1996, Heaney & Goetzel, 1997, Pelletier, 1999
Workplace Wellness: How Business is Part of the Solution April 5, 2011, U.S. Chamber of Commerce
What are the barriers to doing worksite wellness?

- Fear of interfering
- Belief it’s a luxury
- Distraction from duties
- Little grassroots support
- Concerns from unions
- C-suite need for short-term ROI
- Few identified best practices

## Companies Are Doing Wellness

Among Firms Offering Health Benefits, Percentage Offering a Particular Wellness Program to Their Employees, by Firm Size, 2011

<table>
<thead>
<tr>
<th>Program</th>
<th>Small Firms (2-199 workers)</th>
<th>Large Firms (200 or more workers)</th>
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<tbody>
<tr>
<td>Gym membership discounts or on-site exercise facilities</td>
<td>29%</td>
<td>64%</td>
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<tr>
<td>Smoking cessation program</td>
<td>31%</td>
<td>63%</td>
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<tr>
<td>Web-based resources for healthy living</td>
<td>47%</td>
<td>78%</td>
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<tr>
<td>Wellness newsletter</td>
<td>42%</td>
<td>61%</td>
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<tr>
<td>Personal health coaching</td>
<td>27%</td>
<td>42%</td>
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<tr>
<td>Weight loss programs</td>
<td>28%</td>
<td>53%</td>
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<tr>
<td>Classes in nutrition/healthy living</td>
<td>28%</td>
<td>49%</td>
</tr>
<tr>
<td>Offer at least one specified wellness program*</td>
<td>15%</td>
<td>36%</td>
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<tr>
<td>Other wellness program</td>
<td>65%</td>
<td>90%</td>
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*Estimate is statistically different between All Small Firms and All Large Firms within category (p<.05).
The Balanced Approach

Individual vs organizational focus: Finding the “right” balance!
80% of employees annually attempt lifestyle changes, but only 20% are successful!

There is an emphasis on labeling individuals diseases as personal failures.

There has been increasing concern about the ethics of placing the onus for health strictly on the employee.

Many have argued for a balanced approach using a theoretical framework known as social ecology.

In short, the individual is balanced with the organization and together they create the best environment for health and productivity!

Social-Ecological Model

PUBLIC POLICY
National, state, local laws

COMMUNITY
Relationships among organizations

ORGANIZATIONAL
Organizations, social institutions

INTERPERSONAL
Family, friends, social networks

INDIVIDUAL
Attitudes, Knowledge, Skills
The New Model: The Organizational Health Environment Model
The Employee

Work Factors

Structural Factors

Cultural Factors

Exogenous Factors

Employee Health/Work Performance

Employee Health Cost Variables/Employee Productivity
Work Factors

= 

- Industrial sector
- Organization’s size
- Management style
- Job control decision latitude
- Business climate
- Profitability outlook
- Competition
- Pace of innovation
Structural Factors

= 

- Administrative Structure
- Health enhancing facilities
- Awareness building and communications
- Wellness Programs and projects
- Services (EAP, health clinics, etc.)
- Policies and procedures
- Benefit plans and incentives
Cultural Factors

= Cultural norms
= Peer supports
= Cultural values
= Peer modeling
= Social recognition
= Symbols, rites and rituals
Exogenous Factors

External social environments
- Community
- household
- Mass media
- Other institutions
  - Healthcare
  - Churches
  - Government
  - Schools
The Employee

= 

- Predisposing factors
  - Attitudes
  - Knowledge
  - Beliefs and values
  - Skills
- Health behaviors
- Risk factors
The Impact

Employee Health/Work Performance =

[Diagram]
The Outcome

Employee Health/Work Performance

Employee Productivity
- Presenteeism
- Absences

Employee Health Cost Variables
- Health insurance
- Absences
- Disability
Cultural Factors

Structural Factors

Work Factors

Adaptive Leadership

General Factors

The Employee

Exogenous Factors

Employee Health/Work Performance

Employee Health Cost Variables/Employee Productivity
Adaptive Leadership

“To lead is to live dangerously because when leadership counts, when you lead people through difficult change, you challenge what people hold dear – their daily habits, tools, loyalties, and ways of thinking – with nothing more to offer perhaps than a possibility”

Adaptive Decision Making

- **Technical solutions** – apply current know-how and the ‘authorities’ do the work

- **Adaptive solutions** – learn new ways to deal with challenges; the people with the problem do the solving themselves!
Establishing an Organizational Health Supporting Structure

- Create administrative structure
- Measure support of the current workplace
- Adopt policies that are health supporting
- Communicate Awareness of program initiative and identified health issues
- Provide services that are health supportive and positive change agents
- Enhance facilities to promote health
- Modify benefit plan to support health
- Promote all parts of the initiative vigorously!
The First Step

- Create a **health initiative administrative structure**
  - Maximal senior management support
  - Standing committee status
  - Senior management representation
  - Operating budget
  - Stakeholder representation
  - Employee representation
  - Accountability/recognition
  - Data access
  - Part of the overall corporate mission and statement
Establishing a Health Supporting Culture

- Shape health values and norms
- Integrate health into the culture through formal (newsletters) and informal (grapevine) methods
- Include health awareness in the organization from orientation to training to daily meetings and events
- Encourage peer support
- Foster community
Lincoln Industries Well-Being
Greg Howe
Who We Are...

- Lincoln, NE
- Founded in 1952
- 400,000 sq. ft. of production facilities
- TS16949 and ISO9001 quality systems
- 3 Shifts (24/7)
- 500 people
- 80% male
- Average age: 38
- 35% College graduates
Beliefs & Drivers

More than words on a wall, our Beliefs & Success Drivers guide our relationships and business decision. They are embedded in the very core of our company.

**Beliefs**

- Wellness and healthy lifestyles are important to our success
- Our people and their unique individual talents are valued
- Appropriate recognition motivates our people to be successful
- Leaders create value
- Innovation creates continuous improvement
- Profitability ensures the survival of our company
- Positive relationships build loyalty
- Honesty is essential in all transactions
- We create value for our customers
“Too often companies look at wellness as a stand alone program -- just another benefit. At Lincoln Industries, we have fully integrated wellness into every aspect of our company's culture.”

-- Marc LeBaron, Chairman & CEO
Wellness Related Presenteeism

$r = -.55, p < .001$
Health Care Costs Per Person

Cost per Person:
- Lincoln Industries Cost per Person
- Norm Cost per Person (Region)
Clinic Visits

- 1976 Total Nurse Practitioner Visits
  - 741 Illness/Injury Visits
  - Estimated Saved Work Time by Providing Onsite Care for Illness and Injuries: 1112 hours

- WINS Team Services
  - 1548 cholesterol/diabetic labs
  - 1484 preventive medicine counseling
  - 243 nutritional therapy visits
  - 98 fitness training visits
Savings From Improved Health Risk Factors

- **696 Employee Wellness Program Participants**
  - Year 1

- **485 Repeat Participants in HRA Year 2**
  - Average number of health risks per participant went from 2.5 to 2.2
  - 12% reduction of risk factors year one

- **Yearly Impact** in avoided health claims, increased productivity and decreased absenteeism
  - $707.36 per program participant
Impact of Onsite Services on Claims

- **Claims per Person Prior to Clinic:** Aug 08 thru Jul 09
- **Projected Claims per Person at Previous Trend:** Aug 09 thru Jul 10
- **Actual Covered Claims Incurred per Person:** Aug 09 thru Jul 10
## Strategic Framework

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<tr>
<th></th>
<th>Physical Activity</th>
<th>Healthy Foods</th>
<th>Tobacco</th>
<th>Mental Health &amp; Stress Management</th>
<th>Chronic Disease</th>
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<td>Environment</td>
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<td>Benefit Design</td>
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<td>Programs</td>
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<td>Information</td>
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### Building a Foundation

- Communications
- Data
- Wellness Committee
- Leadership
- Incentives

Good Health is Good Business
What Do You Hope to Achieve?
Upcoming Webinars

March 27, 2012
Worksite Wellness: You Can Benefit from Benefits
How do you bring employees onboard and make worksite wellness a permanent positive part of your mission and benefits?

April 23, 2012
Worksite Wellness: How to Walk the Walk
How can you make sure your company or institution walks the walk when it comes to creating and aligning policies that make health and wellness a reality for all?

May 30, 2012
Worksite Wellness: Making It Come Alive!
How can you design and implement health promotion projects and programs that can inspire your company and its employees to achieve maximal health and wellness?
Where Do We Go From Here?

http://wichita.kumc.edu/worksitewellness