

Wellness (Health) into the Workplace and Community Cultures

**Realizing the promise and
Competitive Advantage of a
Thriving and Sustainable Workplace
and Workforce**

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12-12-12**

Few issues in the world of work are more frustrating than the increasing costs of health care, regardless of whether those costs are absorbed by nations, organizations or individuals.

There is widespread agreement that health care in the United States and throughout the world should be labeled disease care.

Regardless of the name health (disease) care is needed in all countries of the world.

In contrast, value-based health care (VBHC) strategies are applicable across the wellness-sickness spectrum and include all approaches associated with acute care, disease care and health care.

The basic premise behind the VBHC project is that plan sponsors must create cultures of health that enable plan participants to stay well and help sick people improve their conditions.

**Value-Based Health Care White Paper. Multiemployer
and Public Employee Plans
International Foundation of Employee Benefit Plans
Brookfield, WI. 2012**

What if you worked for the best company you could imagine: an organization that was a high performing and an employer of choice.

What words would you use to describe the workplace and the workforce?

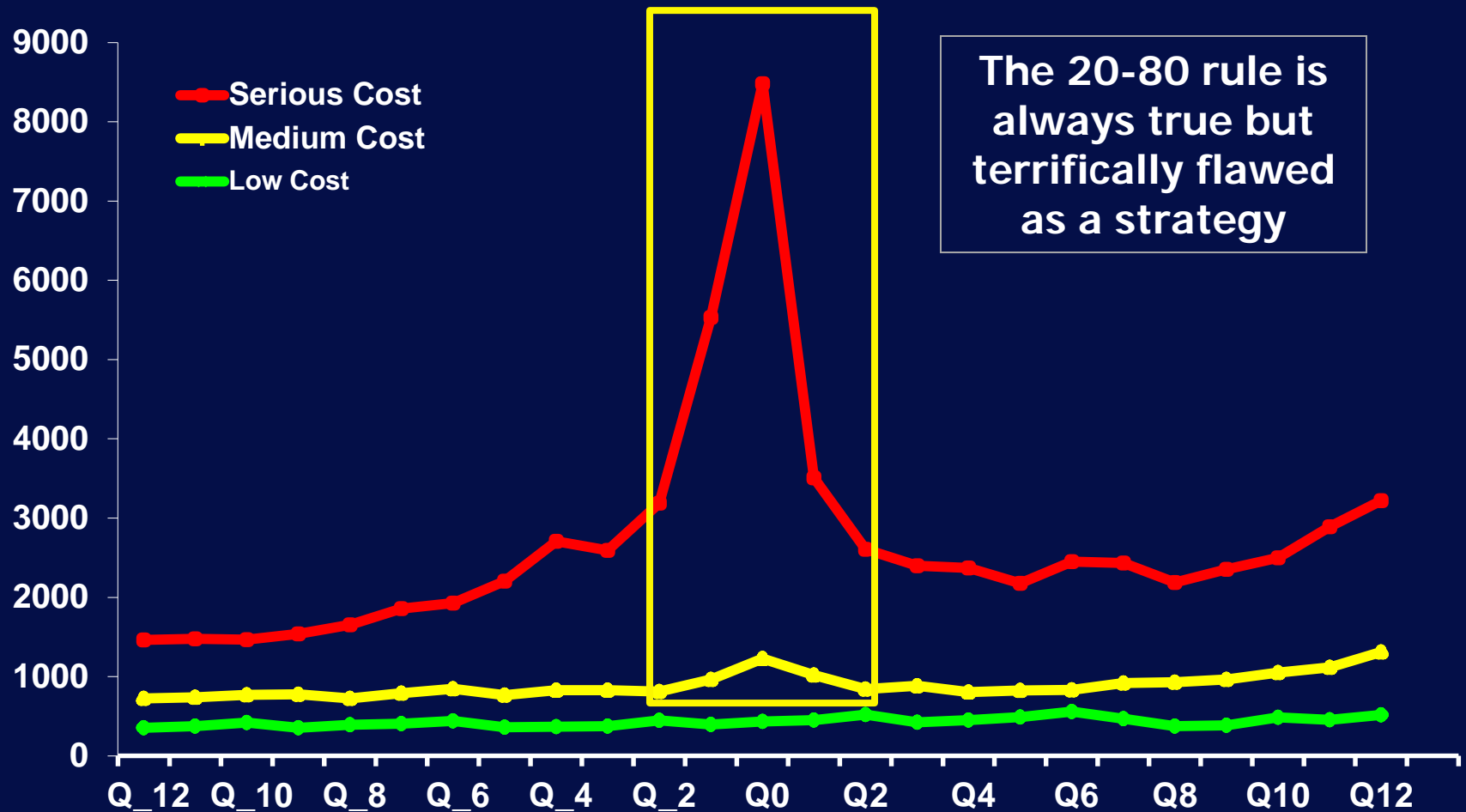
VISION for Organizations

**Do poor Safety Practices present a threat to your organization?
How about poor Quality work?
How about poor Health Status?**

Does high Health Status present a competitive advantage for your organization?

The Past and Current Strategies to Cope with Health Care (Disease Care)

Total Medical and Pharmacy Costs Paid by Quarter for Three Groups (typical Benefit Plan)

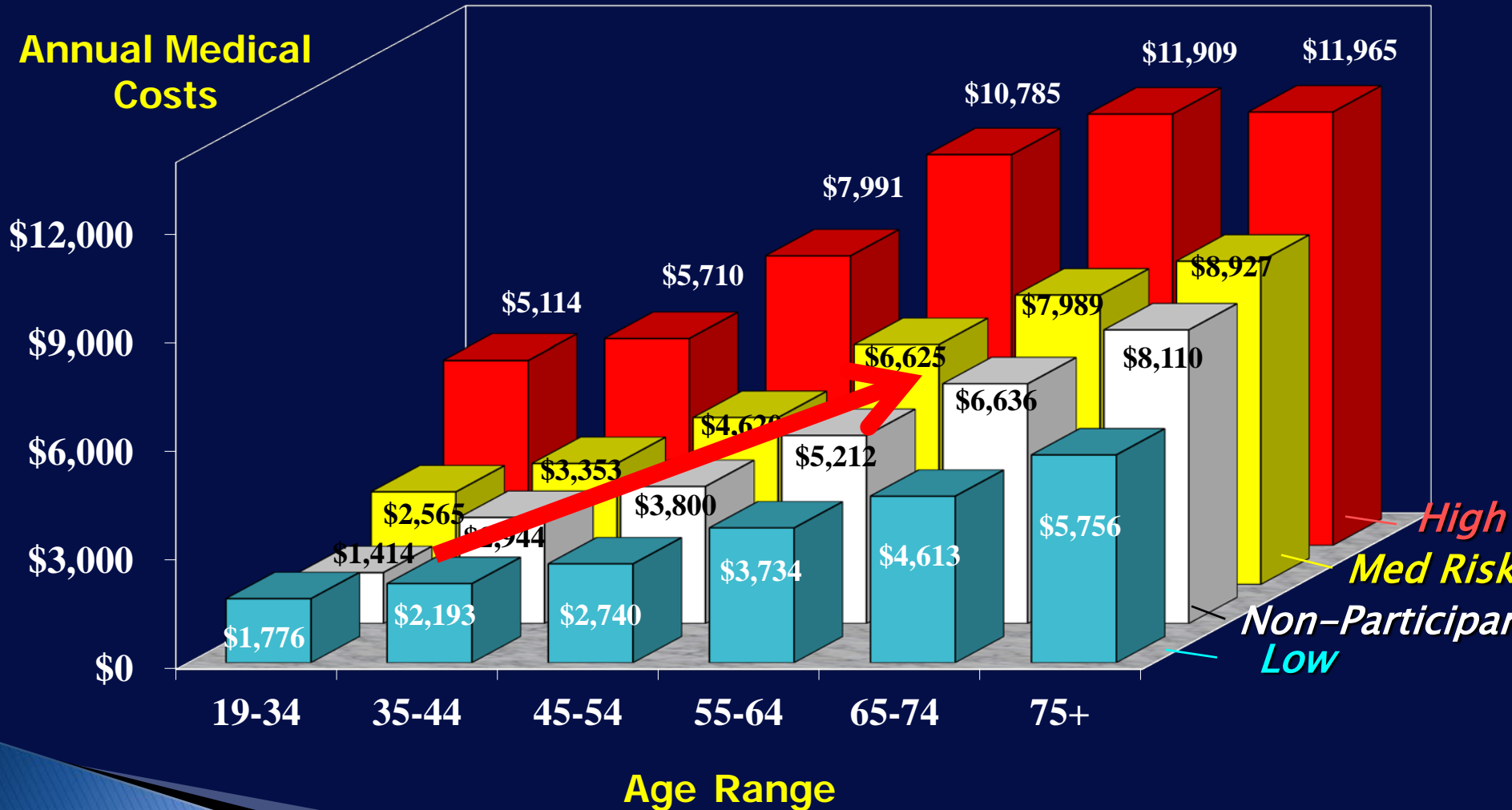


The 20-80 rule is always true but terrifically flawed as a strategy

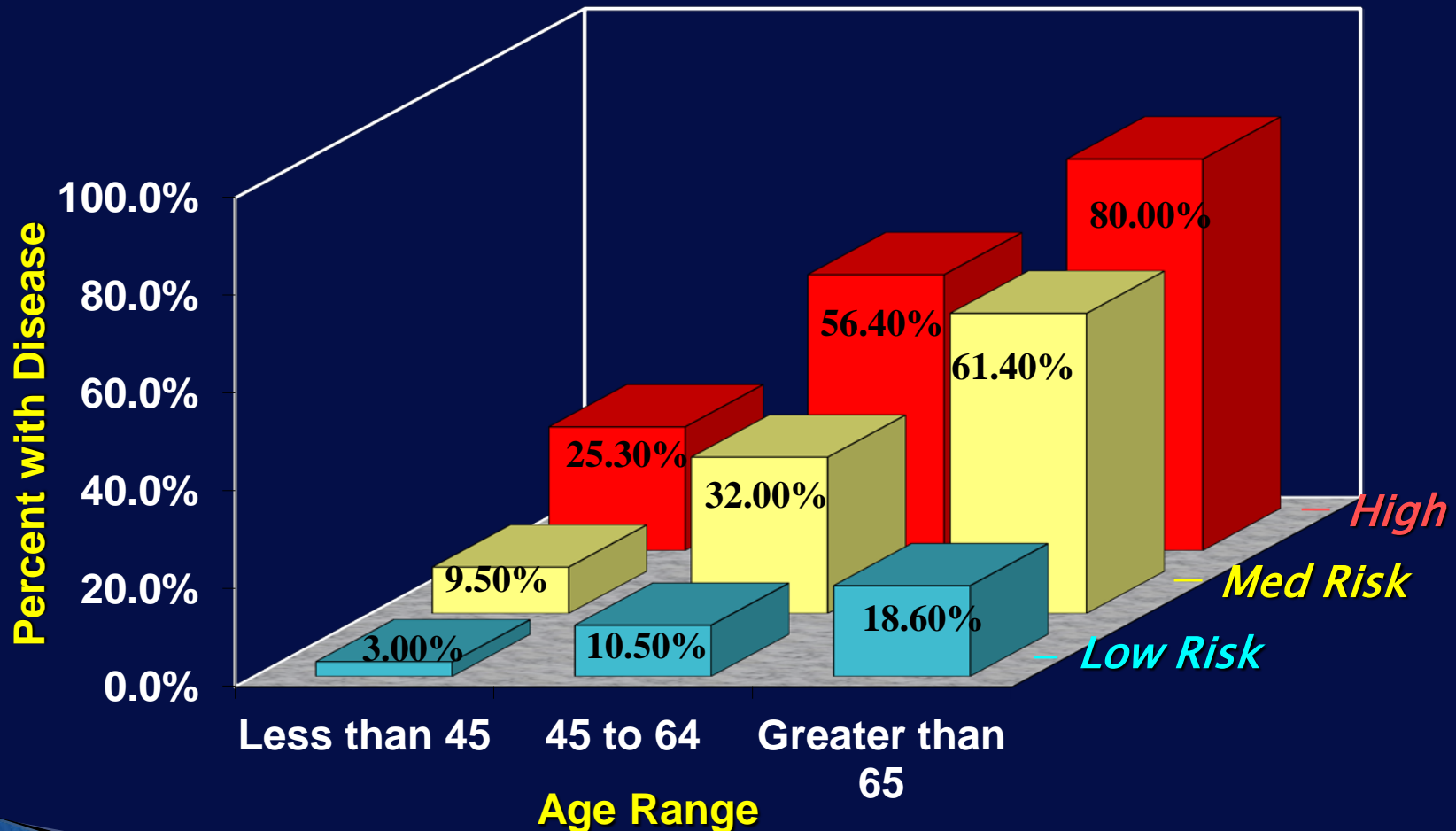


Costs Associated with Risks And Age

Annual Medical Costs

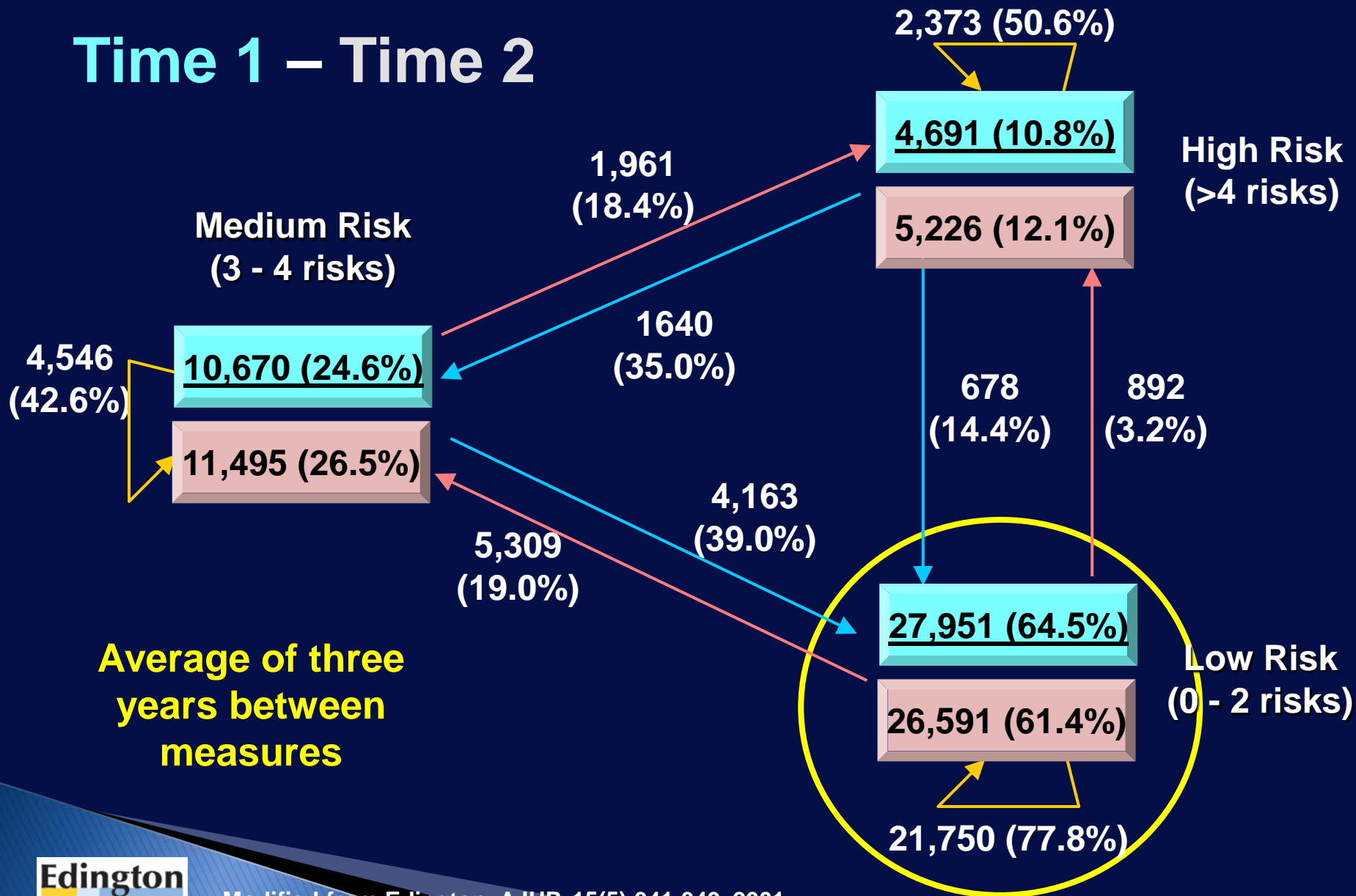


Excess Diseases Associated with Excess Risks (Heart, Diabetes, Cancer, Bronchitis, Emphysema)

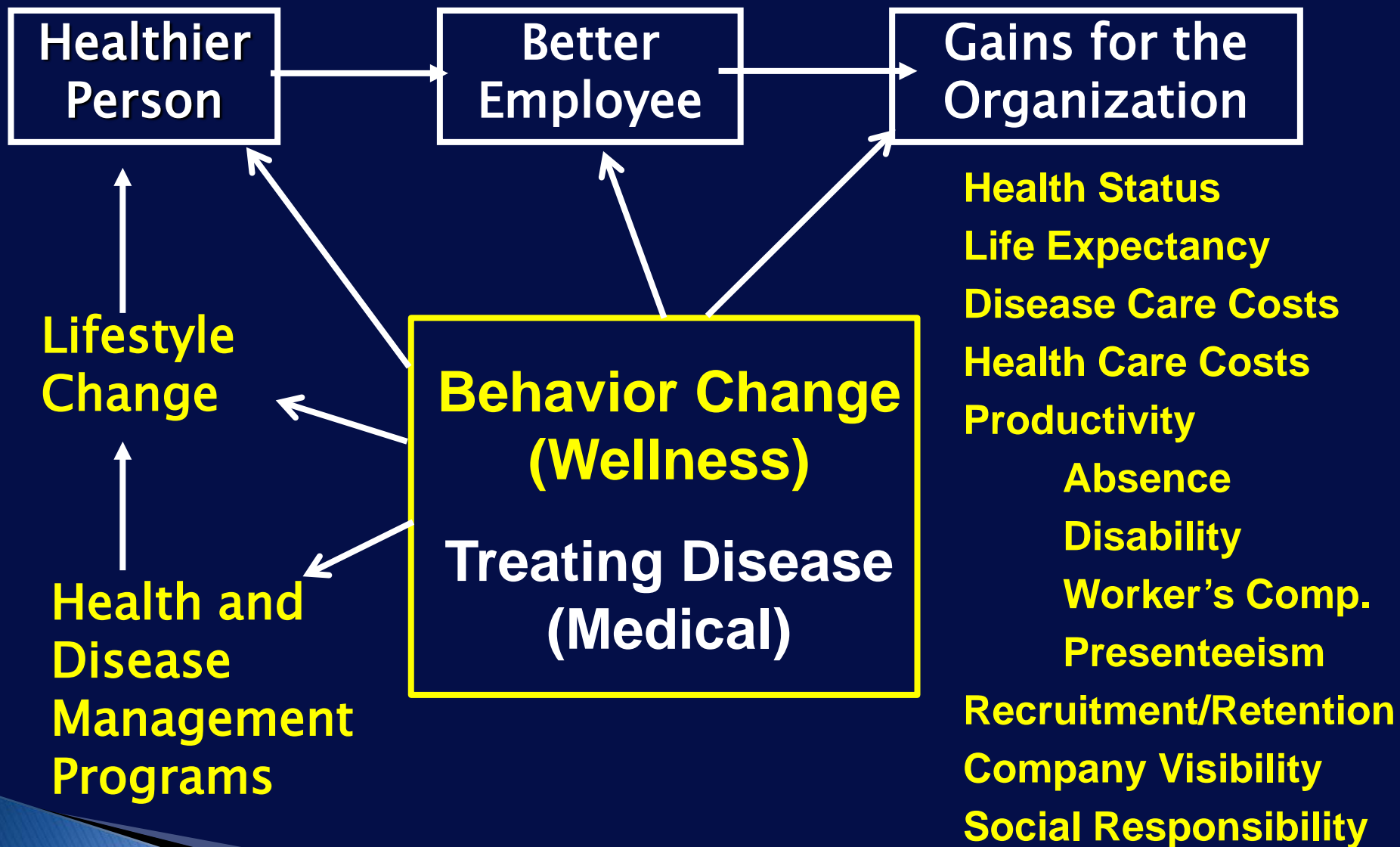


Risk Transitions (Natural Flow)

Time 1 – Time 2



Health Strategies in 2012 and Before



Barriers to the Success of Traditional Behavior Change Tactics



- Low Senior support*
- Low awareness*
- Low participation*
- Lower engagement*
- Some people change*
- Few sustain behaviors*
- Low Supervisor support*
- Little bottom line risk change*
- Little, if any, financial impact*

Where is the disconnect between the business case and outcomes?

Medical and Wellness Strategies

**Wait for Disease or Health Risks
and then Treat**

In Quality terms this strategy translates into **“wait for defects and then fix the defects”**

A Short Health & Performance Quiz



If you continue to wait for defects and then try to fix the defects: Will you ever solve the fundamental problems?



Is it better to keep a good customer or find a new one?

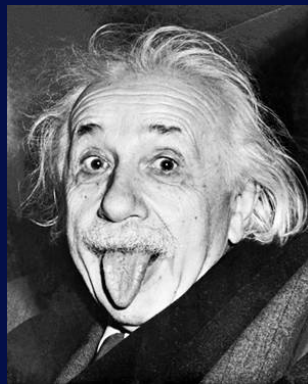
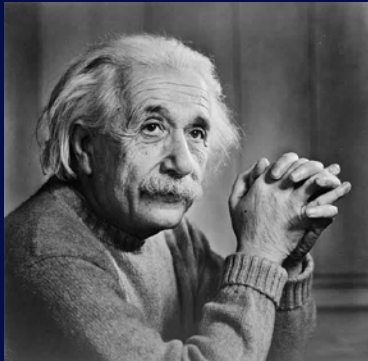


Is the action you reward, the action that is sustained?



If you put a changed person back into the same environment: Will the change be sustainable?

**The world we have made
as a result of the
level of thinking we have done thus far
creates problems we cannot solve
at the same level of thinking
at which we created them.**



- *Albert Einstein*

Also, "...if we keep doing the things we have been doing but expecting different results, we are clearly insane..."

These two quotes are two of the reasons I left the University of Michigan

Where do we go next?

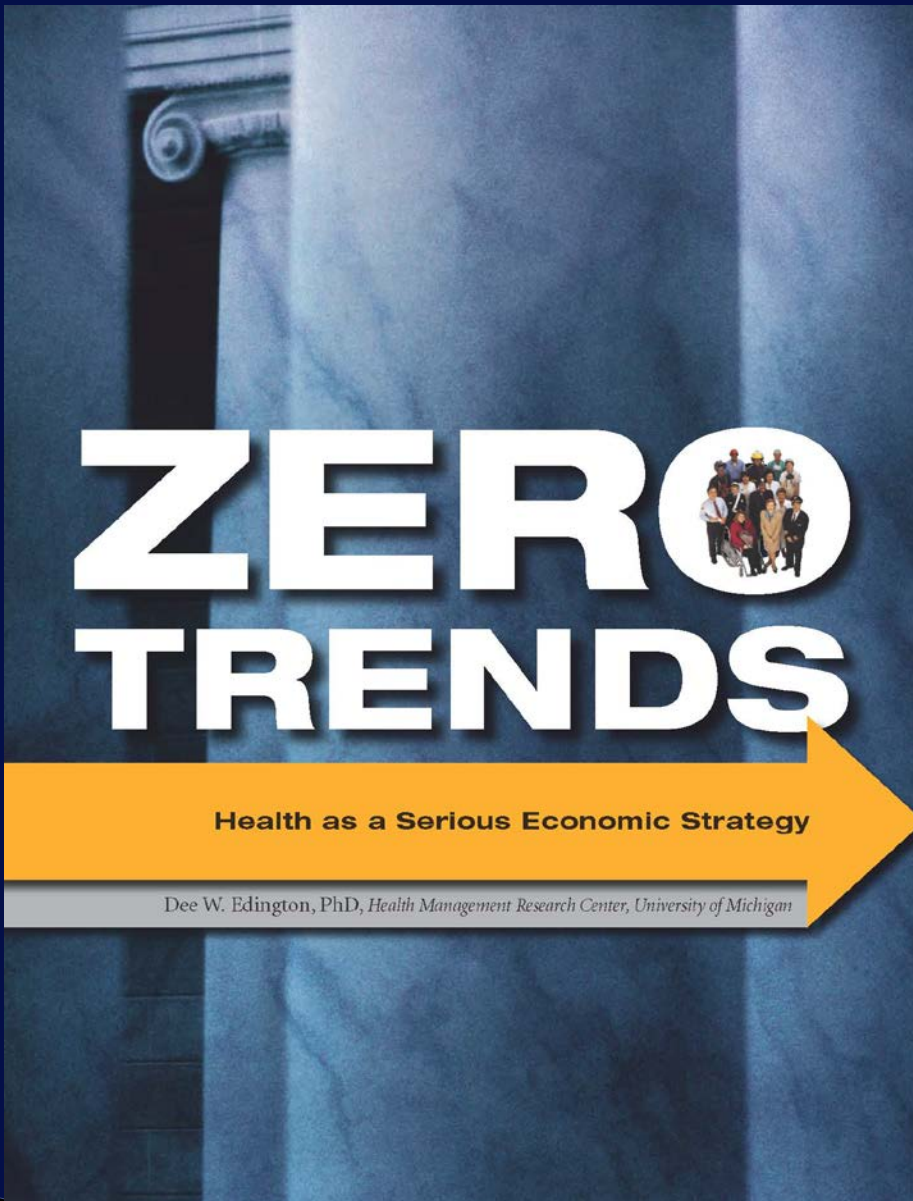
**TO A NEW LEVEL OF THINKING...
(Deming, Drucker, Blanchard...)**

Integrate the Whole Person into the Environment and Culture and Engage the Total Population

(Follow the lead of Safety and Quality)

(...in Quality terms this strategy
translates into **“fix the systems
that lead to the defects”**)

(Deming, Drucker, Blanchard)



Vision for Zero Trends

Zero Trends gives a transformational approach

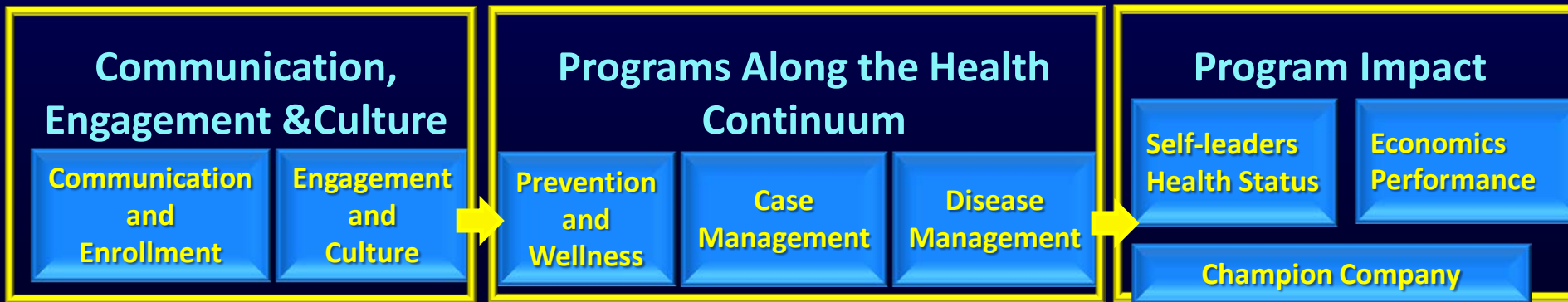
To ensure a thriving and sustainable workplace and workforce

Based upon over 800 Publications and Presentations

An
ENTERPRISE SOLUTION
FOR AN
ENTERPRISE PROBLEM

Zero Trends: Next Practice Pillars

Strategic, Systematic, Systemic and Sustainable



Pillar 1:
Senior Leadership
*Strong Vision
Committed Leadership
Courage*

Pillar 2:
Operations Leadership
*Build Culture of Wellness
Build the Brand
Train all Levels*

Pillar 3:
Self-Leadership
*Create Winners
One step at a time
Don't get worse
Build Self-Efficacy
Build Self-Leaders*

Pillar 4:
Reward Actions
*Reward Positive Actions
Reinforce Every Touch Point*

Pillar 5:
Quality Assurance
*Continuous Improvement
Feedback
Sustainable*

ZERO TRENDS in Action
Health as a Serious Health,
Economic, Business and
Quality of Life Strategy

21st Century Solution
(Coming, January 2013)

Thriving and Sustainable Workplace and Workforce for 2013 and Beyond: Strategic

Create a Thriving and Healthy Workforce

Create a Supportive Environment and Culture

Create the Vision and Strategy

Champion Company

Gains in Organizational Objectives

Health Status
Economics
Absence
Worker's Comp.
Presenteeism
Financial Metrics
Engaged Workers
Recruitment
Retention
Happiness
Company Visibility
Social Responsibility

Move Healthy Well-Being into the Culture
Senior Leadership
Operations Leadership
Self-Leadership
Recognize Positive Acts
Quality Assurance

Senior Leadership: Strategic

Create the Vision



- Connect vision to business strategy
- Commit to healthy culture
- Provide adequate resources
- Leadership engaged as visible committed participants
- Courage

“Establish the business value of a healthy and high performing organization and workplace as a world-wide competitive advantage”

Senior Leadership

Commitment

Vision

Metrics

**Appoint a Core (direct report)
Implementation Team**

Example Vision - Intel

Health for Life



Intel's Strategic Direction

"Care for our people, the planet, and inspire the next generation"

Vision

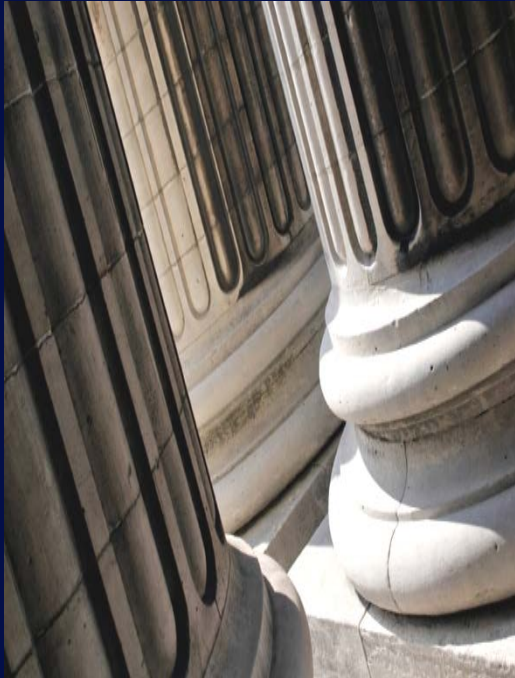
A culture where employees and their families are healthy, productive and engaged in living wellness-oriented lifestyles everyday

Mission

To transform health care delivery...to an integrated, preventative focused model that...provides convenience, quality, and cost effective solutions.

Health for Life

Operations Leadership: Systematic Systemic



Align Workplace & Policies with the Vision

- Integrate healthy well-being policies into culture
- Brand health management strategies
- Design Benefits to Engage everyone

“You can’t put a changed person back into the same environment and expect the change to hold”

A Value-Based Health Plan



Operations Leadership

Core Team and Human Resources

Examine Policies and Procedures

Gap Analysis

Between Levels of Leadership

Between Managers and Workers

Between Real versus Ideal

Expanded Teams to address Gaps

Expanded Team to Evaluate Wellness

Training Modules for all Employees

Environment Audit

Employer Structured Interview

- Organizational assessment process that evaluates a workplace's support for employee health
- Measures tangible workplace features, such as policies, services, facilities and the built environment which likely impact the health of employees
- Produces composite scores and subscale scores corresponding to the five pillars

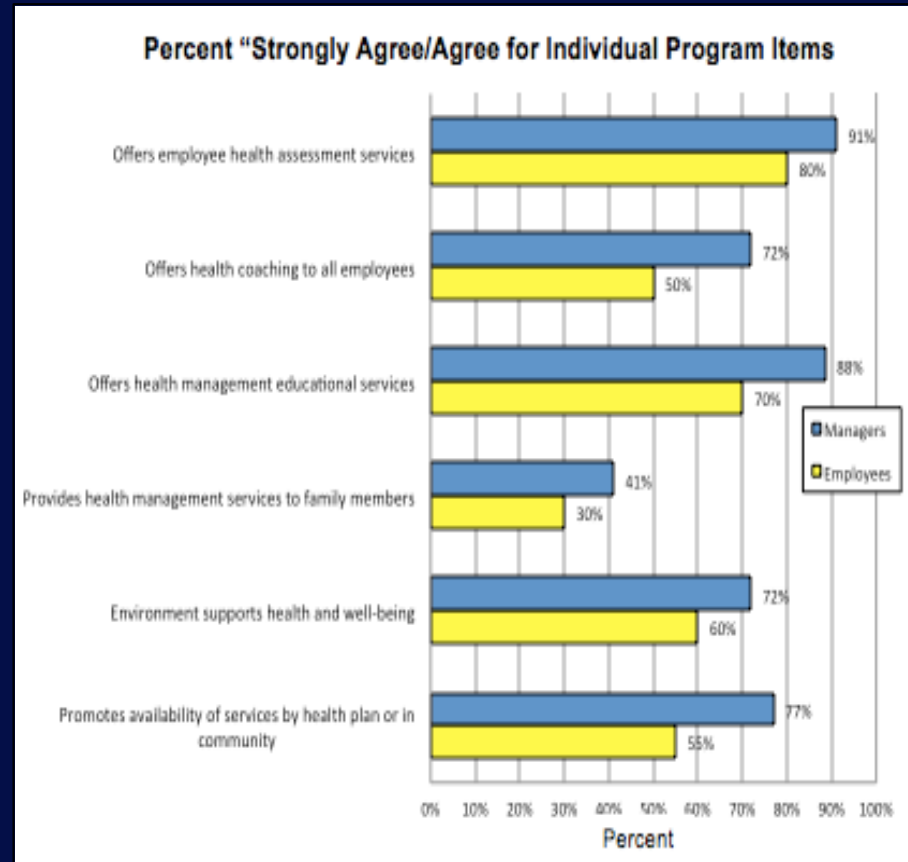
Figure 2. Change in PILLAR SCORES from 2011 to 2012 Relative to Targets (Information Services)



Culture of Health Survey

Employee Questionnaire

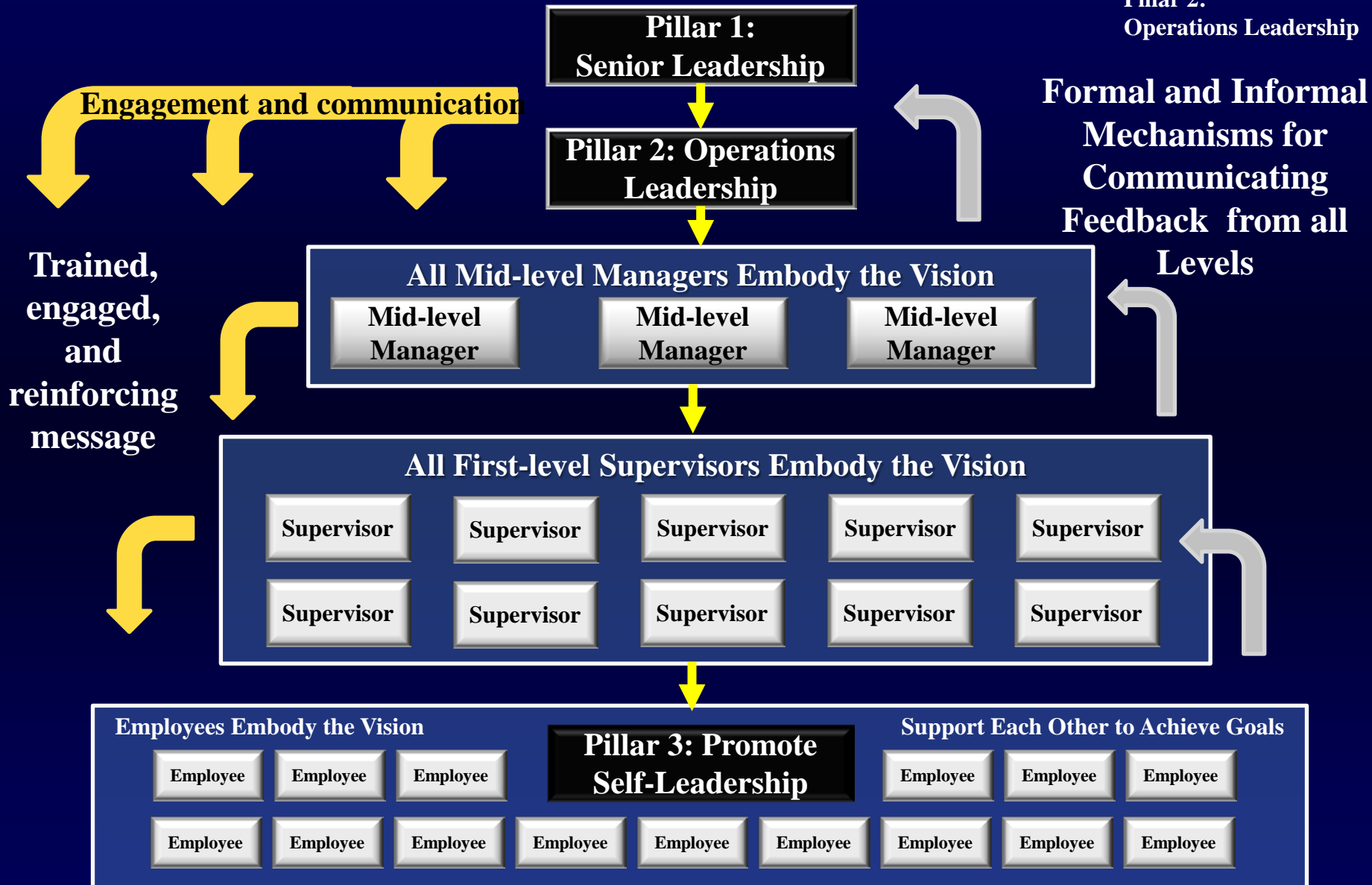
- Assesses perception of multiple aspects of organizational support for a healthy and high performing workplace and workforce
- Differentiates between managers' and employees' perceptions to indicate areas of immediate action



Communication & Dissemination



Pillar 2:
Operations Leadership

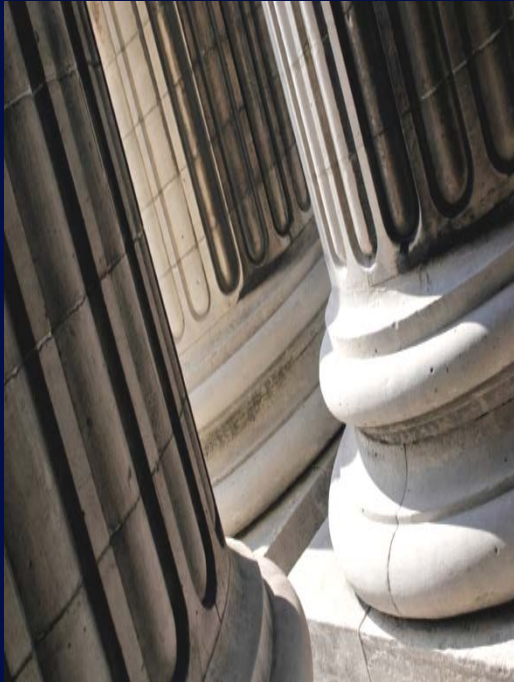


Self-Leadership: Systemic

Create Winners

- **Help low-risk people stay low-risk**
- **Provide training in resilience, self-leadership, purpose**
- **Develop Self-Efficacy**
- **Recognize the whole person and the major determinates of health**

“Create winners, one step at a time and the first step is don't get worse’



Self-Leadership

Beyond Low Risk

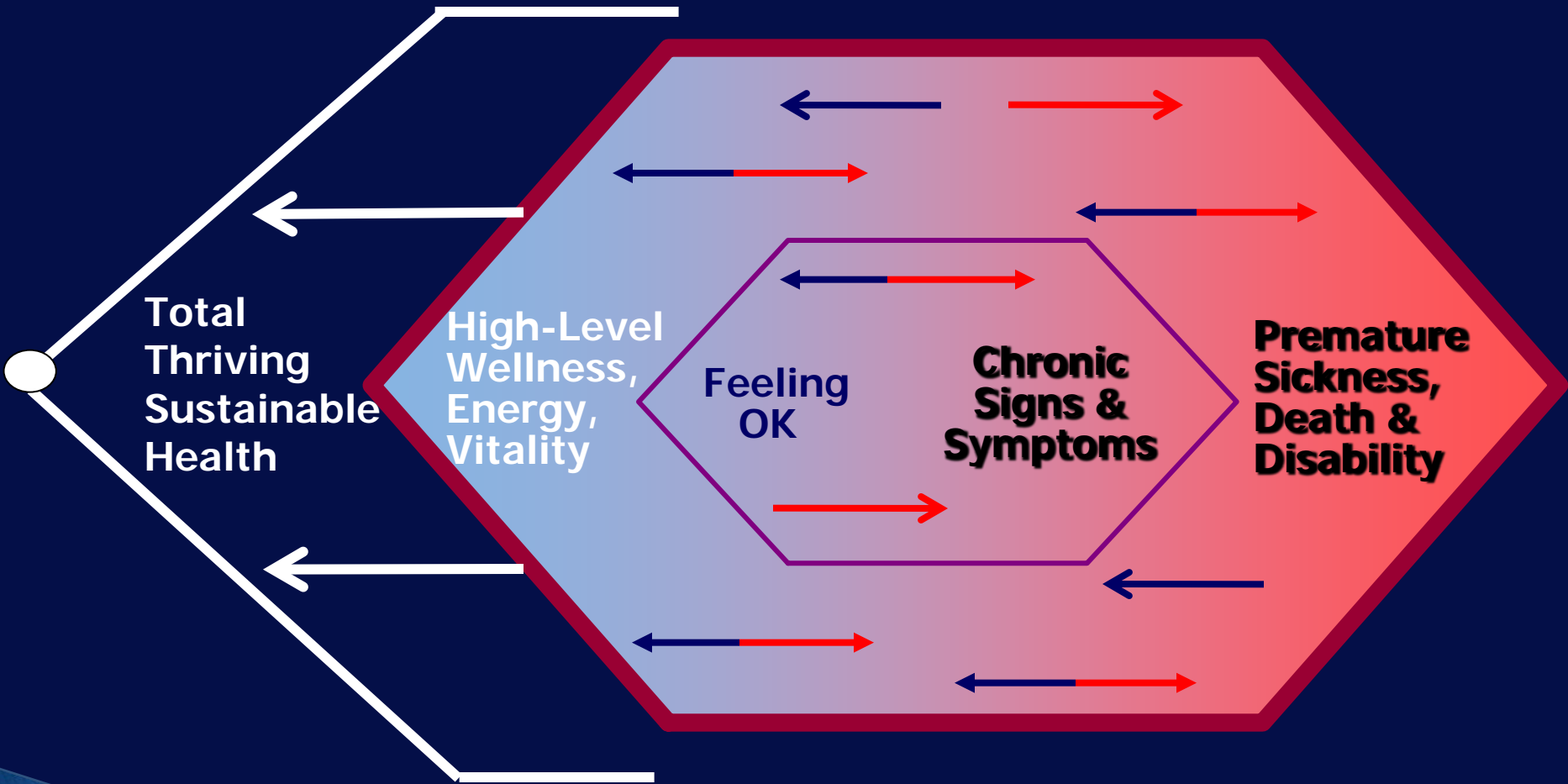
Living and Thriving Assessment

Vision for Self-Leadership

Fundamental Modules

Wellness Programs

Lifestyle Scale for Individuals, Populations, Self-Leaders and BEYOND ZERO TRENDS



Living and Thriving Assessment



Vision for Self-Leadership in Individuals

- Environment and culture

- Purpose-Values-Mission-Vision

- Consumerism
- Engagement

- Personal Control

- Resilience

- Optimism

Self-leadership

- Confidence / Self-efficacy

- Self-esteem

- Vitality/energy/Vigor

- Social Support
 - Colleagues
 - Community
 - Family

- Knowledge
- Health Literacy
- Negotiation Skills

- Low-Risk Health Status

Other possible characteristics: Change, Integrity, Trust, Thrive, Enthusiasm, Ethical, Spiritual, Creative, Flexible,

Fundamental Four Modules of Self-Leadership

Resilience

Change

Decision Making

Self-Leadership

Learning Modules in Manageable Segments



Positive Outlook



Happiness



Brain Health

Values



Purpose



Vision

Focusing on Strengths



Positive Reframing



Creating a Plan for Change

Emotions & Intuitions



Mental Shortcuts and Biases



Environment

Recognize Positive Actions

Sustainable

Reinforce the Culture of Health

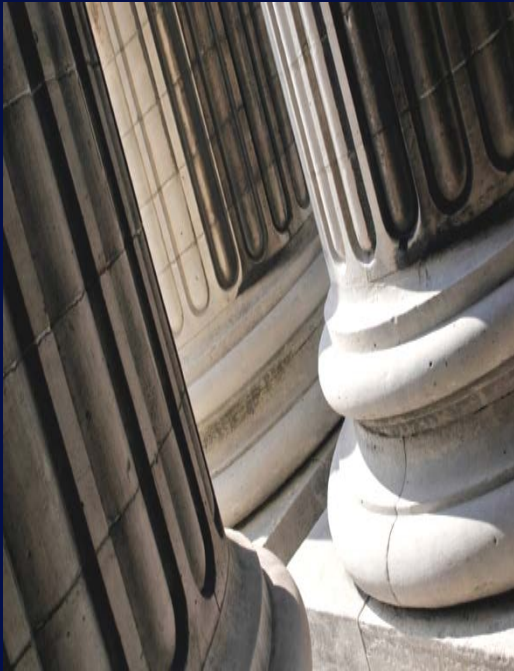
- Align recognition to the vision
- Recognize champions
- Set positive recognition for positive choices
- Reinforce at every touch point

“What is rewarded is what is sustained”



Quality Assurance: Sustainable

Integration: Corporate Positioning System



- Evaluate program outcomes
- Use a conceptual outcomes framework
- Provide timely feedback of progress toward vision, culture, environment, self-leaders, actions, economic outcomes,

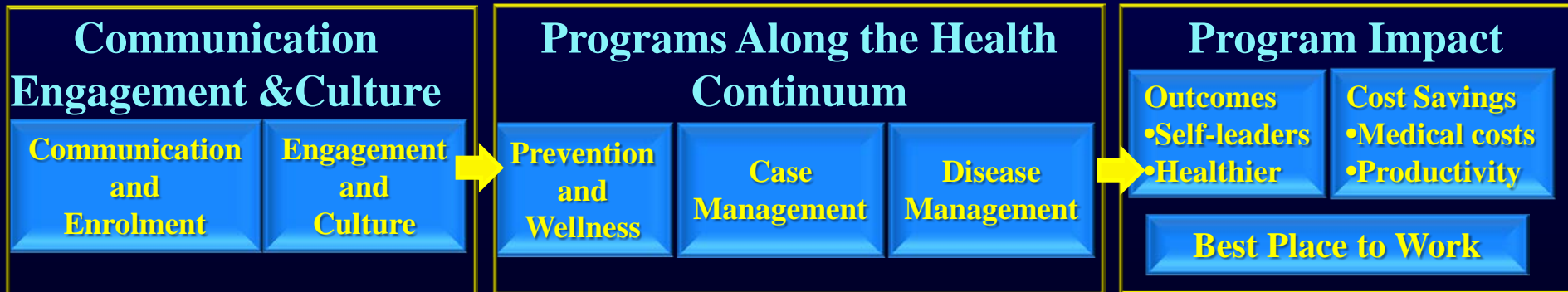
Support decisions throughout the total workplace system

Levers of Program Success: Sustainability

Communication,
Engagement, Culture

Impactful Health Programs

Program Impact



Pillar 1:
Senior
Leadership

Pillar 2:
Operations
Leadership

Pillar 3:
Self-
Leadership

Pillar 4:
Reward
Actions

Pillar 5:
Quality Assurance
Continuous Improvement

Continuous feedback of
information about
program processes and
outcomes

Data Integration: Core of Quality Management



Pillar 5:
Quality Assurance

- Risk information
- Health Outcomes

- Performance
- Safety/Risk Management

- Web Metrics
- Program Participation

- Risk information
- Behavior Change
- Health Outcomes

**Employer Data
Data
Warehouse**

- Compensation
- Performance
- Employer/ Job type
- Safety/Risk Management

- Data on use of Center
- Exercise freq./ duration

- Medical Service utilization data

- Mental health service utilization data

**Consolidated Data and
and Relational Outcomes
Reporting**

- Program Engagement data
- Adjunct risk and health behavior data

- Program engagement data

- Absenteeism information

- Data on plan coverage, copay levels, etc.

**Health
Advocacy**

**Health
Assessment**

**Health
Portal**

**Wellness/ Risk
Reduction
Program**

**Fitness
Center**

**Onsite /
Near-site
Medical**

**Behavioral
Health**

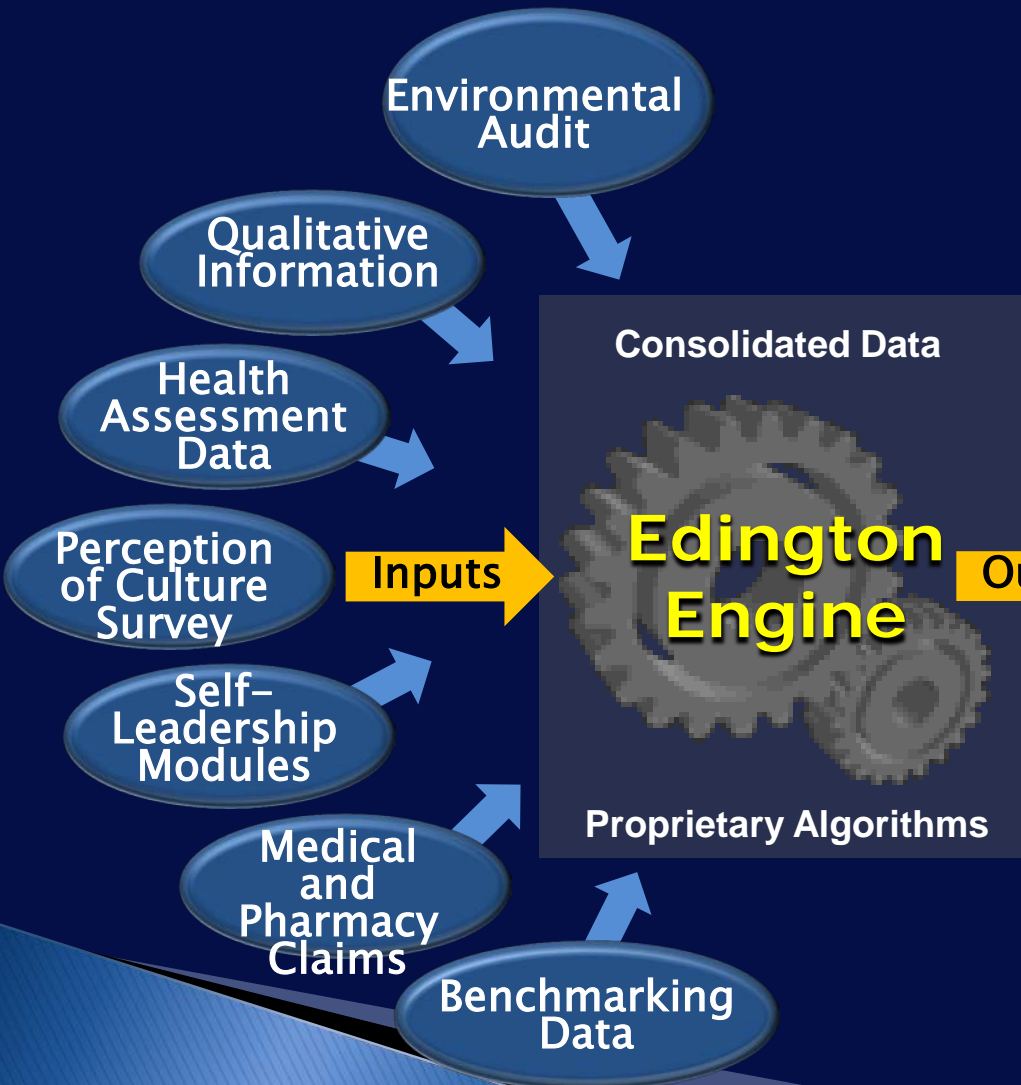
**Disease
Management**

**Case
Management**

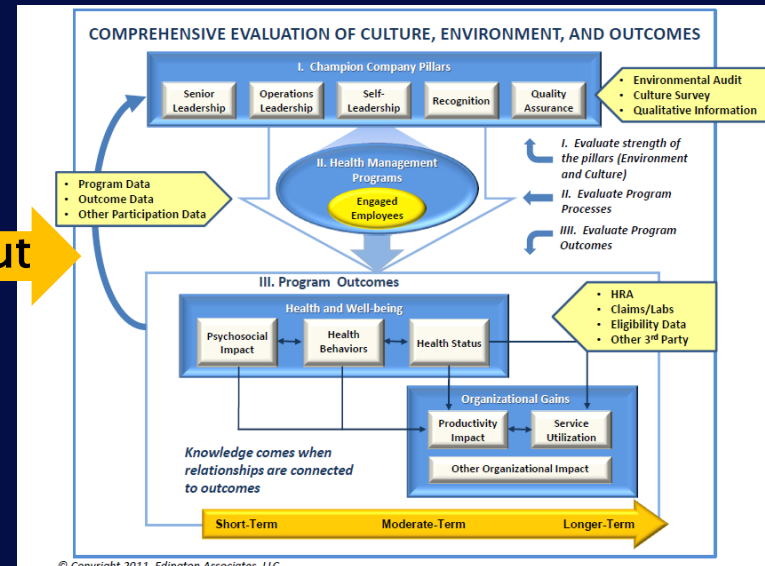
**Absence
Management**

**Health
Plan
Design**

GPS For Organizational Effectiveness



Outcomes Based on a Comprehensive Evaluation Framework



How Does the GPS Work?

A Guided Journey that....

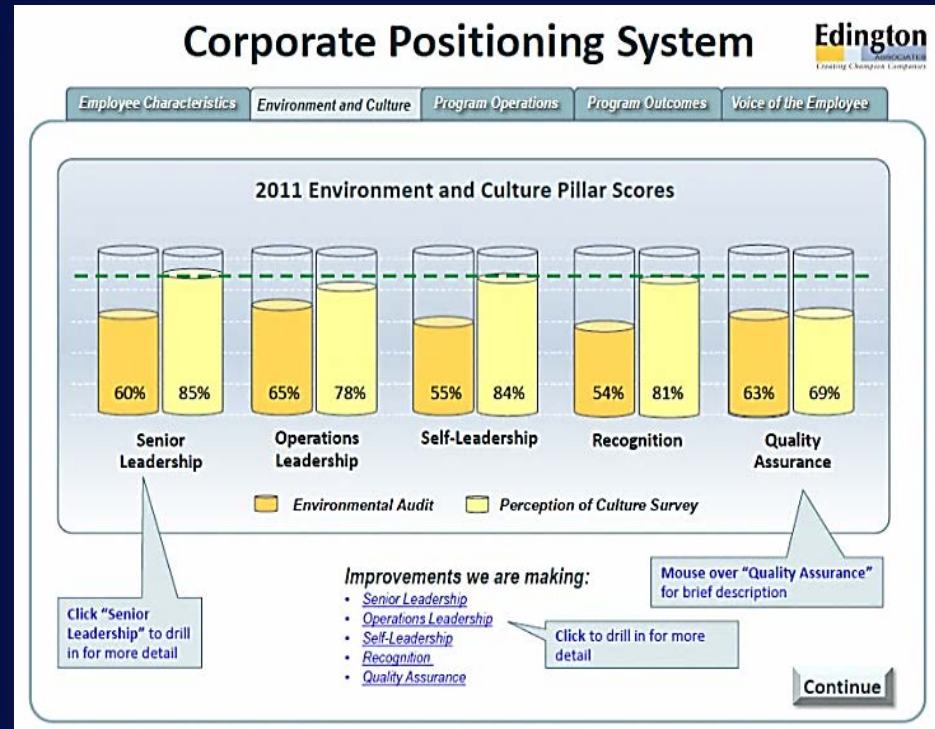


GPS

- Where do you want to go? (Vision Objectives)
- Are we there yet ? (Success Metrics)
- Where are you today? (Gap Analysis)
- How do you get there ? (Training, Modules, Wellness)
- Roadblocks, Detours ? (Ongoing Evaluation)
- Are you on track? (Real Time Tracking)

Online platform with views for all stakeholders in the organization

- Senior Leaders
- Operations Leaders
- Managers
- All Employees



Summary

Create a Strategy

| | Senior Leadership | Operational Leadership | Self Leadership | Reward Actions | Quality Assurance |
|---------------|---------------------|--------------------------|------------------------|--------------------------|-----------------------------|
| Champion | Vision from Leaders | Healthy System & Culture | Everyone a Self-Leader | Reward Sustained Results | Progress in All Areas |
| Comprehensive | Speech from Leader | Reduction in Risks | Reduce Health Risks | Reward Achievement | Change in Risk & Sick Costs |
| Traditional | Inform Leader | Programs Targeting Risks | Health Risk Awareness | Reward Enrollment | Change in Risks |
| Do Nothing | Status Quo | Status Quo | Status Quo | Status Quo | Status Quo |

What's the Point

Thank you for your attention

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