The Value of Worksite Health Promotion

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I. Take-away Points:

1. US workforce is growing older, sicker, and fatter!
2. Worldwide companies are recognizing the power of a culture of health and its positive effect on the four modifiable health risk behaviors (lack of physical activity, poor nutrition, tobacco use, and excessive alcohol consumption) responsible for much of the illness, suffering, and early death related to chronic disease.
3. Companies are no longer questioning the why of worksite health promotion, but the want to know the “who, what, when, where and what results can I expect when”? Research suggests six hard return essentials: multilevel leadership model, aligned with business goals/strategies, relevant in scope and high quality, integrated and accessible, collaborative partnership driving real ownership, and high communications that imbeds wellness messages throughout the work environment.

II. US workforce is growing older, sicker, and fatter!

- Older worker is more experienced, knowledgeable, reliable, and loyal, but when they suffer injuries or sickness they are out longer
- 7 out of 10 deaths chronic disease related, ¼ of individuals with chronic disease have significant limitations, 1960-1.8% kids have chronic disease, 2011-43% of kids, chronic disease changes families
- We can’t keep this up! 2002-2012 = 97% total premium increase, 102% employee contribution increase
- 1% of population account for 20% of costs, 5% account for 50% of costs
- Productivity losses estimated at $225.8b or $1,685 PE PY
- Stress a major worksite issue with high costs: 87% excessive workloads, 79% lack of work life effectiveness, 63% technology expanding workday

III. Worldwide companies recognizing the power of culture of health

- Chapman (2012) Meta-evaluation of worksite HP economic return studies
- Pelletier (2011) Review and analysis of the clinical and cost-effectiveness: studies of comprehensive HP and disease management programs at worksites
- Nyman (2012) Effectiveness of a HP after 3 years: evidence from the University of Minnesota
- Osilla (2012) Systematic review of the impact of worksite wellness programs,
- Baicker (2010) Workplace wellness programs can generate savings
- Lewis (2013) Here comes Obamacare
- Looking beyond ROI to total value
- Employer benefits / employee benefits
- Culture of health – a paradigm shift reaping both short and long-term positive ROI
• Culture is the personality of an organization, Whitmore (2008) SHRM definition, Schein (2011) Forbes macro and micro cultures
• Baun (2009) workset definition of culture of health, Aldana (2012) definition
• Culture of health born from years of successful safety cultures, climate and culture differences
• Culture of health feeds from bottom up and top down approaches, Catherine Baase, MD Dow Chemicals
• Katzenbach (2012) HBR – Culture change that sticks
• Continuum of health? How do you draw it

IV. The question is no longer the why worksite HP, but who what, when where, and what results can I expect when?

• Literature is full of too many “how to”, evidenced based models, joint consensus statements, government white papers, business reviews, etc.
• Berry, Mirabito, Baun (2010) HBR what’s the hard return on employee wellness programs?
• Six essential hard return pillars
• Multilevel leader and capacity building: champ network, neighborhood councils, wellness committee, middle managers, c-suite
• Alignment from planning, incentives, compliment business practices; metrics that align on business goals
• Incentive literature “you can’t pay people enough to be healthy”, but you can pay them to step up, NEJM, Wharton Center for Health Incentives and Behavioral Economics, Law, Medicine & Ethics
• Worksite HP is more than just a CHO program – the importance of SIGNATURE PROGRAMS, and fun
• Multiple engagement “touchstone” strategies
• Accessibility that counts, going mobile, and making the healthy choice the easy choice
• O’Donnell (2010) Core factors impacting creation of culture of health
• Worksite practitioner stories that count: stress buster stations, blood pressure monitoring stations, waking trails, medicinal herb gardens, community gardens, healthy vending, be fit rooms, quiet rooms WOW carts
• It’s all about partnerships – leveraging resources, aligning internal and external partners, the partner dance
• It’s a dance of “nudges”, multiple touches or relationships
• Coaching challenge: Express Script coaches, BCBS coaches, HRA coaches, internal coaches
• Social networking literature – Vital Friends – Tom Rath and more
• High communications – tailoring, branding, embedded wellness clues
• Tony Schwartz HRB (2013) “what is going to free, fuel, and inspire this person to bring the best of him or herself to work every day? Do you want productive healthy employees? Treat them like adults!
• Engagement is more than participation, Tom Rath – Well Being: The five essential elements
• Terry & Anderson (2011) Engaged participants attend programs because they are INTENT on improving their health and are EXCITED about CONTRIBUTING positive energy and productivity to their companies, families, and communities.
• Overcoming: engaged, not-engaged actively disengaged
• What engagement metrics are you using?
• Bucks (2011) developing a culture of engagement: imperatives, infrastructure, incentives, information
• Worksite HP Needs You!