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Creating a Healthy Culture – Lasting Impact on Health & Productivity

*Beyond Free Fruit, Health Risk
Assessments and Healthy Vending*

What is a Healthy Corporate Culture?

One that *minimizes worker (dis)stress* through a combination of:

- Management policies and practices that involve, empower and engage the employees in decisions about their work and the direction of the company
- Leaders clearly communicate the company's vision and goals and model and reward desired behaviors.

Why create a healthy work culture?

The business impact of workplace stress (distress)

- British Medical Journal – workers reporting high job stress are 2x as likely to die from cardiovascular disease
- National Business Group on Health – workers suffering from stress-related disorders miss an average of 16 days of work vs 5-6 for the average worker
- National Institutes of Health – 75-90% of all primary care office visits are a result of stress-related disorders; 60% of all absences are due to stress
- Bureau of National Affairs – 40% of job turnover is due to stress
- Harvard Business Review – Insurance claims for stress-related industrial accidents cost nearly twice as much as non stress-related accidents
- University of Michigan – Individuals reporting high stress levels incur approximately \$2,000 more in direct non-occupational medical costs

The correlation of health risks and disease

- Health risks are directly associated with the early onset of specific diseases and chronic health conditions. The chart below shows documented correlated areas of health risks and disease states.

	Asthma	Cancers	Cardiovascular Diseases	Cirrhosis	COPD	Depression	Diabetes	Gastro-Intestinal Disease	High-risk Pregnancy	Low Back Pain	Injuries/Accidents	Stroke
1. High Body Mass Index		X	X				X	X	X	X		
2. Former Tobacco User	X	X	X		X		X		X			
3. Current Tobacco User	X	X	X		X		X	X	X			X
4. High Blood Pressure			X				X		X			X
5. High Stress		X	X			X		X	X	X		X
6. Inactivity			X			X	X			X	X	X
7. Life Satisfaction						X			X			
8. High Cholesterol			X				X					X
9. Safety Belt use											X	
10. Perception of Health						X						
11. Reported Depression						X				X	X	
12. High Alcohol Use		X		X		X			X	X	X	
13. High Blood Glucose			X				X		X			X

The Prevalence of Workplace Stress

- Centers for Disease Control (CDC) &

National Institute of Occupational Safety and Health (NIOSH) -

About 1/3 of workers report high levels of stress

- University of Michigan –

Approximately 24% of workers report high stress

Prime Attributes of a Healthy Workplace Culture

- **Resilient:** Mentally, physically and spiritually healthy with a good emotional foundation, not pessimistic, but positive mental outlook being adaptable to change
- **Productive:** Provided with tools and resources needed to perform a good job
- **Motivated:** Strong perceived loyalty of the company to the employees and vice versa. There are properly aligned incentives to reward good performance. Strong culture that fosters high work standards.
- **Challenged:** The employees are provided opportunities to learn, grow, and try new responsibilities, projects and teams.
- **Supported:** They employees feel they are supported in their development by supervisors, the company, and peers.
- **Involved:** The employees have meaningful input in decisions about their work that have an ultimate impact on them in their daily work lives.

The importance of a supportive wellness environment - *Maslow's Hierarchy of Needs*

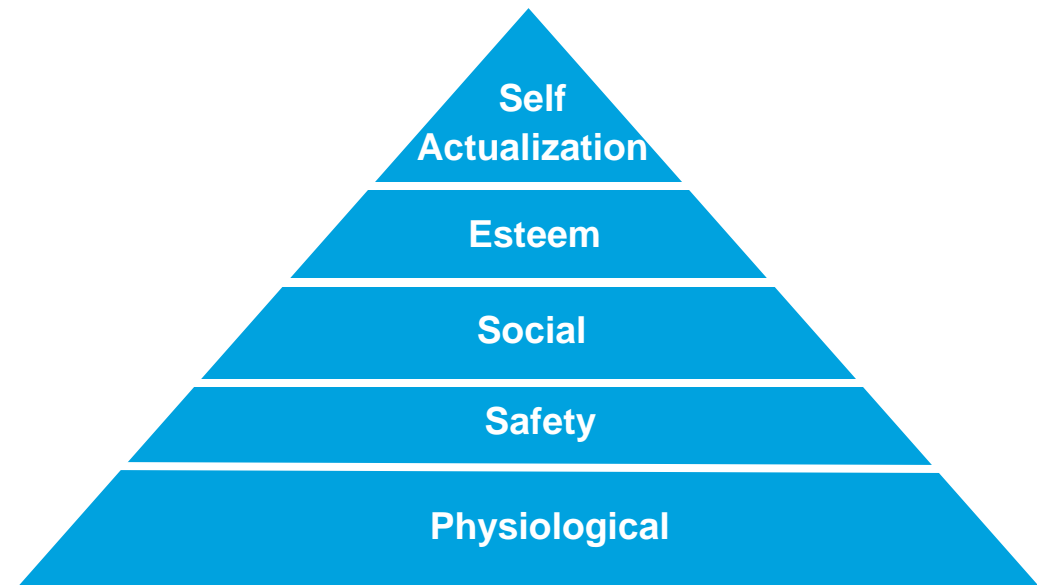
Where does “being healthy” sit in the model?

Where does “Wellness” sit in the model?

Does Asymptomatic = Healthy? If it isn't broken, what is there to fix?

Why change?

Purpose of incentives and group competitions/challenges – social interaction/environment/acceptance



5 Workplace Culture Factors





Healthy Culture Factors

1. Talent Management:

- The extent to which leaders and employees have the skills necessary to be personally successful and to support the organization's success.
- The extent to which training, development, recruiting and selection programs support workforce requirements.
- The extent to which talent is brought on board with beliefs and attitudes that match the desired corporate culture



Healthy Culture Factors

2. Communications:

- The extent to which the business strategy is understood by all.
- The extent to which people understand what is expected of them, and how what they do ties to the overall business goals.
- The extent to which the level of engagement and ownership for the strategic imperatives is sufficient for success.

Healthy Culture Factors

3. Leadership:

- The extent to which leaders at every level are effective, credible, and respected.
- The extent to which leadership is aligned with each other and with the overall corporate direction. Are they modeling and reinforcing the right behaviors?
- The extent to which they are empowered/positioned to help the broader organization adapt.

Healthy Culture Factors

4. Rewards:

- The extent to which the current rewards and performance management programs support desired behaviors.
- The extent to which the right behaviors are rewarded through career advancement
- The extent to which the total rewards reinforce the strategic direction of the organization.

Healthy Culture Factors

5. Work:

- The extent to which the current organization supports our future aspirations – will it enable us to execute with speed?
- The extent to which the work is assessed and modified to ensure alignment with the overall strategy and business objectives.
- The extent to which roles and relationships with people, teams, organizational units are evaluated and modified to ensure alignment with the overall strategy and business objectives.
- The extent to which existing systems (IT, HR, Financial) support and reinforce the overall strategy and business objectives.

Critical issues to establishing a healthy corporate culture

- Top management support
- Clarity of vision
- Monitoring & control mechanisms
- Training and implementation consistency
- Success measures
- Shared accountability
- Long term commitment



**Wellness at Your
Company
The Vision...the
Opportunity**



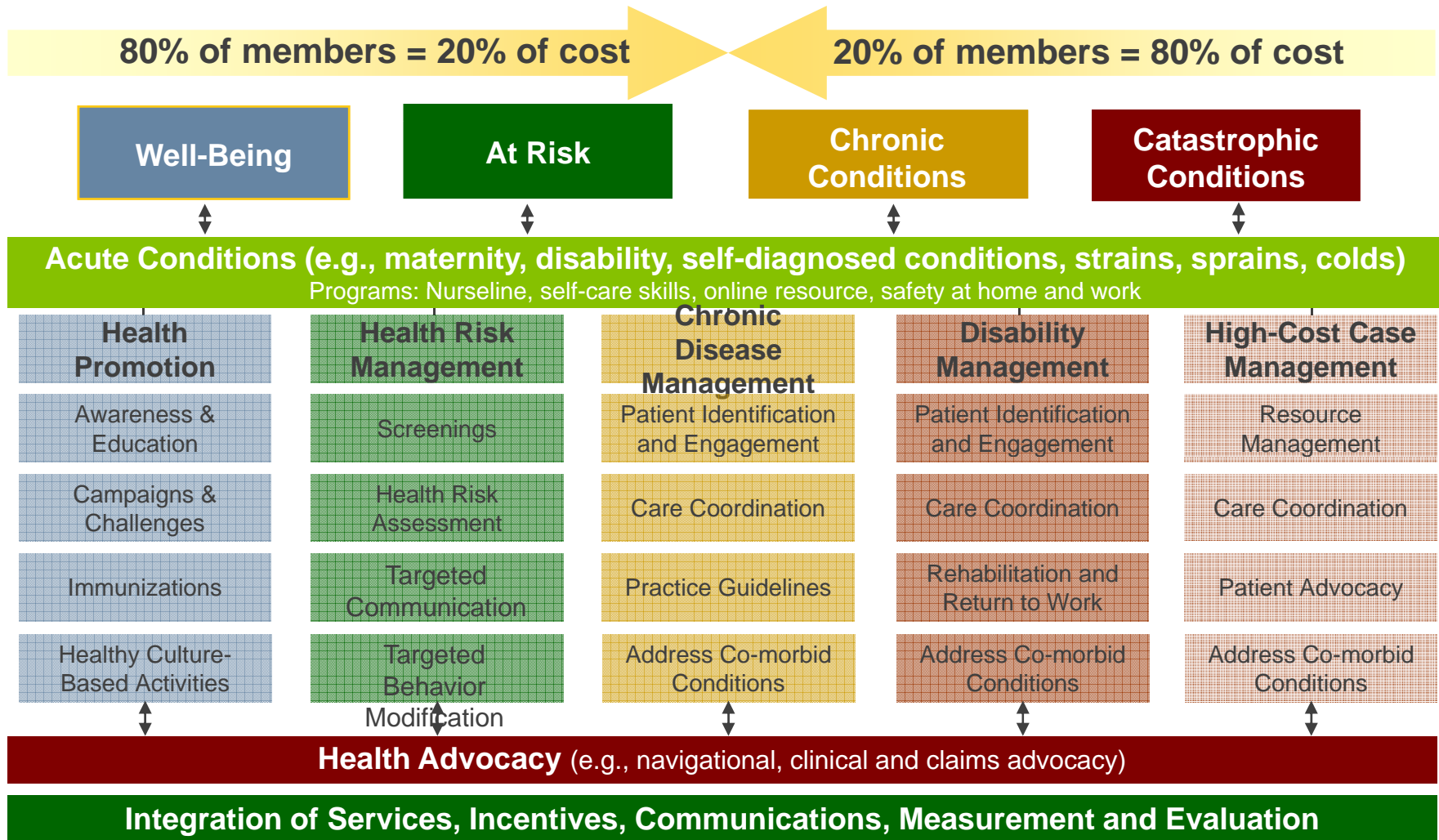
Questions?

- Why are you/do you want to be engaged in Wellness?
- What business issues are you trying to address?
- How will you know if you are successful?
- Have you been successful?
- If yes, how do you know? Do you have the data/information to support?

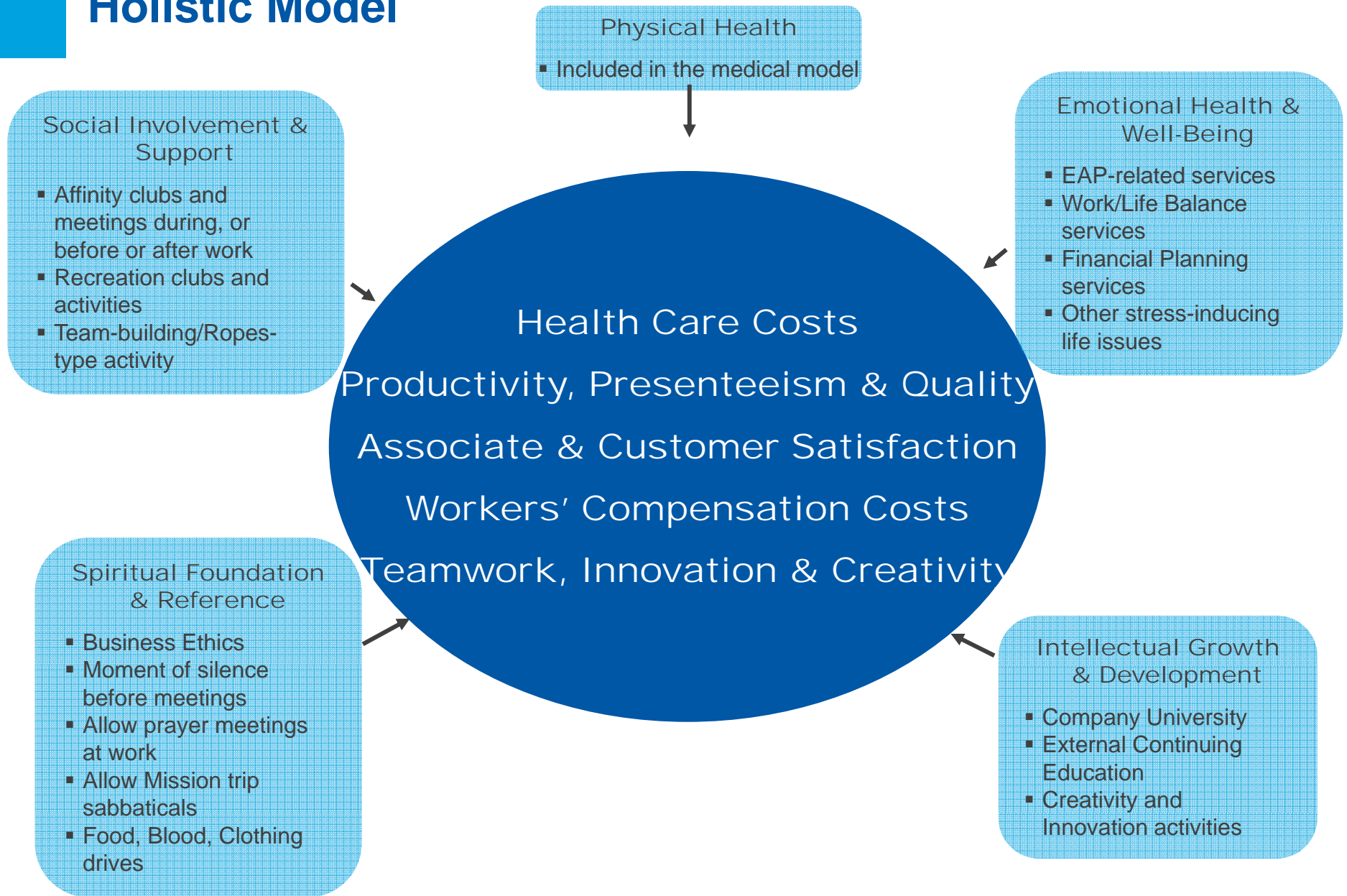
Why Wellness Internally/Externally?

- It's the right thing to do
- Improve recruitment
- Create a culture of health
- Reduce workers' compensation costs
- Reduce lost work time
- Improve productivity
- Reduce health care costs
- Be an employer of choice
- Minimize turnover/improve retention
- Improve morale
- Improve community perception
- Generate revenue/referrals

Medical Model Services Across the Continuum



Holistic Model



Incentive Examples

- **Plan design:**

- premium reduction
- HRA/HSA/FSA contribution
- Eligibility
- Richer plan enrollment

- **Outside health plan:**

- Gift cards/gift certificates
- Cash
- Discount coupons
- Raffles (add contingency for needed overall participation)
- Give-aways (premiums imprinted with program logo)
- Incentive point system (accumulation from participation and redeem for awards-see above)
- Lottery card concept
- PTO/Wellness Days

Benefit Design Options Supporting Wellness

- Reducing co-pays and deductibles for chronic maintenance medications for conditions such as Asthma, Diabetes, Hypertension, etc.
- Create an adequate preventive care allowance with either no, or reduced co-pay or deductible
- Cover alternative, or complimentary care options vs. only mainstream medical care options
- Create an allowance for health risk reduction programs, such as tobacco cessation, nicotine replacement therapy, weight management programs, etc.
- Cover acute care needs to a greater degree if preventive care is completed (dental example)

Incentives - Guiding Principles

Actionable	Incentive should encourage a <u>specific</u> desired <i>behavior</i>
Timely	Incentive rewards should be <i>received as close to action as possible</i> to maximize participation in desired behavior
Valued	The incentive itself needs to be <u>valued by the targeted participant</u> to result in action
Trackable	<i>If cumulative-type program – desired behaviors</i> must have the ability to be <i>tracked</i>
Simple	Incentive program <i>should not cause</i> <u>confusion</u> for employees or local HR/benefits staff Administration and tracking of incentives should be <i>simple and cost-effective</i> for participants and management

Marketing Examples

- **Program Branding**
- Program roll-out
- New Hire Orientation
- Proactive, targeted messaging
- New Hire personal wellness representative visit
- Banners
- New Hire Wellness Welcome kit
- Posters
- Table tents
- Emails
- Newsletters
- Company TV
- Safety Meetings
- All employee quarterly updates
- **Bathroom Briefs**

Engagement Principles Marketing & Communications

Give it energy

Communications should have a definite look and feel **using the brand**, and a clear **call to action** within a set timeframe

Be direct and add the **WIFM**

Focus on why this is good for our business and good for our teammates

Keep it simple and **targeted**

Keep your campaign objectives focused on a **few specific actions** you want **specific groups** of teammates and/or their families to take

Use multi-media

Drive home the ideas with face-to-face, online, interactive, print, telephone, etc. Leverage **most effective existing tools** to maximize reach and maintain the message

Determine program support infrastructure and accountability

- **Wellness Committee Structure**
 - Corporate governance committee w/ Executive Champion
 - Site Executive Champion
 - Site wellness committees/point person (establishes employee/site buy-in and ownership)
- **Existing Committee Leverage**
 - Safety Committee
 - Employee Events Committee
- **Wellness Staffing Options**
 - Part time
 - Full time
 - Hire, contractor, vendor
- **Accountability**
 - Scorecard (site and corporate)

Two key aspects of wellness programs

- Science (**what** you implement)
 - Make sure the programs are effective and science-based
 - Make sure the programs address your specific needs
- Art (**how** you implement it)
 - Wellness is tied to the business, leadership is on board and corporate policies and practices support a healthy culture
 - Program policies and procedures are documented and an accountable infrastructure is in place
 - Program variety is offered and participation options are varied
 - Effective mass and targeted marketing is used to keep the message in front of people and valued incentives are selected
 - Program status information is collected and reported to key stakeholders in accepted company format
 - Continual input and feedback is obtained from various key stakeholder groups

Mercer CAN help you!

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