Employee Wellness Programming

How does Wellness Programming Benefit You, Your Business and Your Community

Lisa Bromfield, RN, MSN
Chair HHSC Health Work Group
Infection Control / Employee Health
Shenandoah Community Health Center

Dana DeJarnett, MS
Health Promotion Coordinator
WVU Medicine
Agenda

• Introduction
• What and Why of Workplace Wellness
• Pros and Cons
• Benefits
• Steps to Implement an Effective Program
• How to Maximize Your Benefits
• Create a Culture of Wellness
• Program Ideas
• Ready Made Programs
Workplace Wellness Program
Description

• Comprehensive approach – policies and interventions to address employee behavior change, organizational culture and worksite environment
  • Health-related programs
  • Health-related policies
  • Health benefits
  • Environmental supports

• Can benefit from community linkages with community organizations that offer health programs and services – support healthy lifestyles with program worksite might not be able to provide
Why Wellness?

• How much time do you spend at work each week?
• What would the benefits of a healthier workplace be?
What Makes Us Healthy

- Genetics: 20%
- Environment: 20%
- Healthy Behaviors: 50%
- Access to Care: 10%

What We Spend On Being Healthy

- 88% Medical Services
- Healthy Behaviors: 4%
- Other: 8%
Anyone Here Have a Wellness Program?

• Is it Insurance Led,
• Vendor Led, or
• Home grown?
Pros and Cons

• Cons
  • Questionable ROIs
  • Research on those who choose to participate, are usually healthier
  • May cost more initially
  • Difficult to prove ROI for prevention

• Pros
  • Chronic disease management benefits
  • Insurance can provide programs and aggregate data
  • Return on time
  • Employees feel employer cares about their health and well-being
  • Teach employees how to utilize health care system responsibly
What Makes Programs Successful

- Comprehensive
- Tailored to the population
- Creatively marketed
- Champion/cheerleader employees
- Embraced by top management
  - Valued by top management
  - Participation at some level
  - Set an example/role model
Benefits of Wellness Programming

• Improved Employee Health
• Decreased absenteeism
• Increased presenteeism
• Increased productivity
Benefits of Wellness Programming

• Employee Satisfaction
• Increased loyalty
• Decreased turnover
• Improved staff camaraderie
Not convinced? Consider this...

• Modern workforce is aging
  • aged 55 or older comprised 13% of the labor force in 2000 projected to increase to 20% by 2020
• More complex health needs
• More chronic disease.
  • Increasing rates of depression, anxiety, and diabetes
• Multiple chronic conditions
  • wellness interventions potentially more valuable because they affect multiple conditions at once.

(Anderko, et al, 2016)
AARP Guide Assessment and Planning Tool for Adapting to an Aging Workforce
Sure-fire ROI for Wellness Programming!!!

- Initial Reports of ROI
- anywhere from $3 - $6 for every dollar spent
Too Good to be True?

• At first glance – yes!
  • Be aware of inflated primary reports of ROI
    • Safeway
    • RAND reports 2010/ 2015

• At second glance – no!
  • There is financial payoff
    • Biggest financial reward lies in helping employees manage chronic illness
Too Good to be True?

• More difficult ROI to measure…
• Some companies using VOI in relation to Employee Wellness
  • “Value of Investment
• "The key to increasing employee engagement, health, happiness and well-being lies in employers who establish a workplace culture of wellness,”
  (study by the Economist Intelligence Unit as cited by Gooch, K., 2016).
Illinois Workplace 1 Year Study

- Zero benefits (differ from previous studies – people who usually participate are healthier, this study is randomized)
  - No impact on job satisfaction/productivity
  - Did not go to gym or participate in local races more
  - Did not have better health outcome or lower healthcare costs

- 2 Exceptions
  - Employees who participated likelier to be screened for health issues
  - Employees thought employer put a high priority on health
Illinois Workplace 1 Year Study

- Other findings:
  - $100 reward as good as $200
    - No incentive - <50% complete assessment and screening
    - $100 reward – 59%
    - $200 reward – 63%
  - Smokers least likely to participate
  - Broad stroke program may not be effective in targeting employees at highest risk
So where’s the low-investment part?

• It’s in the Culture
  • Making healthy habits part of your workplace norm

• It’s in the Accessibility
  • Helping folks have access to affordable
    • Exercise
    • food
    • & help with chronic diseases

• It’s in recognizing the ROT...
ROT = Return on Time

- Time is money, right?
- How much time is lost w/out wellness?
  - Absenteeism AND presenteeism
- Effects on the Community
- An example r/t movement
ROT = Return on Time

• 3-4 min. each hour of stretching OR
• Taking a 10 minute walk 2 times per day

versus

• yawning, trying to wake up, feeling lousy, moving slowly, bringing co-workers down, having a smoke break, actually falling asleep, being in a fog, having an accident

• Disease connections to prolonged sitting: obesity, metabolic syndrome, increased blood pressure, high blood sugar, abnormal cholesterol levels (Mayo Clinic, 2017)
ROT = Return on Time

- Recent analysis of experiments with sit-stand work stations (Karakolis & Callaghan, 2014).
  - No loss in productivity
  - Some studies found increase in productivity
- More than 20 years of research supporting the health benefits of taking breaks.
  - “A break once an hour is good, but “the optimal would be every 20 to 30 minutes. Get up, move around and stretch.” (Stupi, 2014).
Total ROT

• What seems like time lost from working could actually increase productivity and presenteeism, and decrease absenteeism

Versus...
Benefits to the Community

• What would a healthier workplace look like?
• What would be the effects?
• How does this affect the community?
Wellness as Economic Development

• Healthier populations contribute to a stronger local economy, and a stronger local economy contributes to a healthier population. (Zandi, 2017).

• Healthy and economically vibrant communities are often one and the same. Policymakers play vital roles in creating environments that support and sustain good health. (International City/County Management Association, September 15, 2014).
Improving Health Through the Power of the Community

“Promoting Prevention Through the Affordable Care Act: Workplace Wellness”

• “The health of the individual is inseparable from the health of the community, and the health of the community is inseparable from the health of the nation.”

• “Community engagement to promote health is good business. Community interventions can support worksite programs and make it easier for employees and their families to make healthy choices.”

• Innovative partnerships between public health and community-based organizations and businesses at the community level are changing workplace wellness, growing number of community-based workplace wellness programs.
Employer can support community programs:

- Encourage participation in community programs
- Look for community programs that fit your mission/goals
- Engaging in community awareness and education
- Supporting community policies - smoke-free and other policies, such as walking/biking paths
Program Development
Who Is Going to Do This?

- Committee or Individual
  - Combination
- Doesn’t cost a lot of money to change your culture
- Takes time and increments to change culture
- Investment from upper management
  - So helpful for management to be seen engaging in programming
- Policy and practice
- Get input from all levels
How Can an Employee Influence Wellness in the Workplace?

• Lead by example
• Invite others to play
• Ask for healthier food
• Start a Wellness Committee
Forming a Wellness Committee

- Task force/Wellness Committee
  - Involve employees
  - Driven from bottom up
  - Involve in planning, implementation
- Management and employee reps
- Collaboration
  - Human resources
  - Benefits managers
  - Occupational health nurses
  - Medical directors
  - Safety managers
  - EAP
  - Risk managers
  - Union reps
  - Employees
- Encourage participation, role model, promote, be a voice
Forming a Wellness Committee

• How do you select members
• Length of term
• Management and nonmanagement
• Frequency of meetings
• Who does the committee report to?
• Roles of the committee
• Level of influence
• Recognition or compensation for being on the committee
Gather Info

• Personal health questionnaire
• Demographics
• Employee health records
• Health risks
• Medical claims and costs
• Worker’s compensation
• Culture
• Environment
• Productivity
• Cause of absences
• Interests
Interest Survey

• Shorter the better
• Program options to reduce risks
  • Blood pressure, cholesterol, exercise, nutrition, work-life balance
• Preferences in program format
  • Seminar, class, self-help, personal coach, internet based
• Preference in time
  • Before or after work, lunch, break time
• Preferences in communication
  • Email, posters, bulletin board, mailing, staff meeting, payroll stuffer
• Invitation to assist
  • Serve on wellness committee, peer support, wellness champion...
Consider

- Incentive for returning survey
- Use later survey to compare results
- Focus groups
- Informal interviews
- Make it as easy as possible
- Compare to results of data collected
- Look to others for experience with programs
- Review professional literature
Survey of State Employees

- 81% wanted physical activity program
- 77% wanted nutrition
- 61% wanted stress management
- Biggest incentive – discount on benefits
Evaluation
Tools for Evaluation

- Survey or questionnaires
- Health risk appraisals
- Health care claims
- Occupational injury reports
- Absenteeism logs
- Culture audits
- Productivity or quality reports
- Health claim costs
- Monthly expense reports
- Cost-effectiveness analysis
Use Results to Determine Next Steps

- Determine feasibility of continuing programs/services
- Identify new interventions needed
- Evaluate infrastructure

- Takes 3-5 years to see results
Health

Sleep
- 33% of our life
- Insomnia
- Consequences: Mistakes, Hard to Concentrate

Diet
- Fruit
- Vegetables
- Whole Grain
- Breads & Cereals

Exercise
- Flexibility
- Stretching
- AERobic
- Toning/Strength
- Warm Up

Help?
- Doctor
- Dietician
- Nutritionist

Stress
- Effects: Crying, Diarrhea
- Causes
- Solutions: Relaxation, Avoid

Exam
- Work
- Relationships

Consequences: Failures, Stress, Anxiety

Help?
Wellness Programming

• Employers who fail to offer disease or “chronic condition” management as part of their comprehensive wellness program are missing the biggest opportunity to help employees who need it the most.

• Easy for us to say... we work for healthcare providers!...
A Focus on Chronic Disease

- What are chronic diseases?
  - Diabetes
  - COPD
  - Heart disease
  - Hypertension (high blood pressure)
  - Depression
  - Metabolic syndrome
    - Precursor to many diseases
    - Non-alcoholic fatty liver disease
Can Wellness Affect Chronic Disease?

- All are either created or exacerbated by lifestyle
- Back to amount of time spent at work...
- % of daily calories consumed at work?
- % of empty calories (as in beverages) consumed at work?
CVD Burden in U.S. Expanding Faster Than Expected

• The growth in cardiovascular disease has outpaced expectations, reaching a prevalence of 41.5% in 2015 – 15 years ahead of schedule, according to a report from American Heart Association
• Reflected worse than anticipated effects of rising obesity and earlier type 2 diabetes onset across the country
• 45% of the total U.S. population (131.2 million individuals) will have at least one cardiovascular condition in 2035
Cost of Chronic Disease

• Seven of every 10 deaths a year are caused by chronic diseases;
• **86% of the nation’s healthcare costs** are used to treat individuals with chronic diseases;
• Cost employers millions of dollars each year r/t insurance claims, absenteeism, and reduced productivity;
• Daunting job for employees to handle on their own
  • Does your workplace culture help or hinder?
Cost of Chronic Disease

• “Enrolling the chronically ill in disease-management programs that ensure they get appropriate care has the most potential to reduce insurance premiums. For example, a program that preempts 25 unnecessary emergency department visits can easily save $50,000, while preventing four inpatient stays can save at least $100,000. Savings like these are not unrealistic for a 2,000-employee company.”

– Harvard Business Review

Help for Non-Medical folks?

- CDSMP – program out of Stanford that successfully teaches better management
  - Can be offered in the workplace (Smith et. al, 2014)
- Coaches
  - Many insurance programs offer free coaching to members with chronic disease
- Culture
  - Can employees make healthy choices in your workplace?
Help!!

- Corporate Wellness: Utilizing Smartphones for Chronic Disease Management
  Swingley, P. (2014)
  - Apps!
    - medication reminders,
    - monitor blood glucose levels,
    - record weight,
    - report health events,
    - receive disease-specific wellness tips,
    - participate in exercise challenges
Help!!

• Choices (back to culture)
  • American Heart Association Workplace Wellness Food and Beverage Toolkit (in brochure)
  • Access to exercise r/t time and availability
  • Stress reduction
    • 10 – 20 minutes exercise improves productivity
    • Big impact on employee satisfaction
Self-Care Education

- Self-Care books, newsletters, seminars, internet based resources...
  - Identify when a condition is a minor condition that can be treated at home
  - Learn how to do self-care
  - Compare health care providers
  - Ask the right questions or their health care provider
  - Understand cost sharing and key features of health insurance
Goal is to assist workers in making better health care decisions at home and with their personal hair care provider

• Health topics that may be included in education interventions:
  • Allergy education
  • Asthma management
  • Back care
  • Customizing health risk assessments
  • Diabetes management
  • Fatigue management
  • Home remedies for flu and colds
  • Managing high blood pressure
  • Men’s health issues
  • Women’s health issues
Remember De-Bunking ROI?

- There are a few straight ahead success stories
- Those places address chronic disease
  - Johnson & Johnson used cardiac rehab. Since 1995:
  - employees who smoke ↓ 2/3+
  - high blood pressure or physically inactive ↓ 1/2+
  - saved the company $250 million on health care costs over the past decade;
  - from 2002 to 2008, the return was $2.71 for every dollar spent
    - Berry, Mirabito, & Baun, (2010)
Stand Up!
How long have you been sitting?
Time to get up and stretch
Effects of Sitting and Stress

- Increase weight
- Increase strain on back, wrists, eyes and neck
- Loss of muscle tone
- Headaches
- Listlessness
- Less productive

29% of workers feel quite stressed which can lead to depression, lack of energy and other health issues

1 in 4 do not take a break – increase risk of chronic musculoskeletal disorders, depression, stress-related illness

In can be how much you are in one position – good to get up and down 34 times a day
Benefits of Exercise @ Work

• Improves concentration
• More productive
• Mood elevator – relieves anxiety, depression, increase energy, increase sense of well-being
• Improves morale
• Decrease turnover
• Decrease sick days
• Reduce healthcare costs
Benefits continued...

- 6 out of 10 workers said time management skills, mental performance and ability to meet deadlines improved, went home feeling more satisfied with their days, on days when they exercised.
- 15% improvement in performance
- Deal better with demands of the job, more tolerant, less anger
- Less likely to suffer “post lunch dip” – to get energy you have to expend some
- Healthier employees have stronger job performance, boost in business’ bottom line, decrease healthcare costs, improve productivity
12 Ways to Promote Physical Activity at Work

• Conduct a workplace walkability assessment
• Offer secure bicycle storage and showers
• Implement flexible scheduling
• Make stairwells more appealing with paint, artwork and motivational signs
• Negotiate a corporate discount with local gyms
• Encourage fitness breaks
• Provide pedometers
• Promote/sponsor employees participating in local events
• Organize lunch walking, running, biking, yoga
• Encourage walking meetings
• Make standing, pacing acceptable at meetings
• Encourage workers to be active at workstations
Recommendations

- Any amount helps
- Cumulative effect
- Don’t sit when you can stand, don’t stand when you can walk
- 10,000 steps a day
- Reminder on your calendar
- Sticky notes
- Email yourself
- Apps
- Fidget
- Watch posture
- Deep breathing
- Laugh often
Equipment @ Work

- Standing desk
- Pedal under desk
- Treadmill/bike desk
- Dynabands
- Exercise ball as chair
- Ream of paper
- Water bottle
- Swivel chair
What Can Employees Do or Ask For?

What You Can Do to Create a Healthy Work Environment

• Encouragement of exercise at work –
  • Acceptable way to take short break
  • Standing meetings / Walking meetings

• Links to programs – tobacco cessation, drug and alcohol counseling, nutrition, mental health

• Prevention information

• An onsite health clinic

• Incentives for Wellness Participation

• Healthy snacks onsite

• Encourage participation in programs offered in the community
Creating a Healthy Work Environment

- Encourage exercise at work – sends message to employees and in turn will affect job satisfaction, retention, recruitment
- Need support from leadership – policy and practice, get input from all levels
- Also include other health risks in program – tobacco use, drug and alcohol abuse, nutrition, savvy healthcare consumer
- Promote prevention
- Onsite health clinic
- Offer incentives
- Healthy snacks onsite
- Be mindful of mental health
Examples

A good stretch is a fine way to prepare for a day lifting 102-pound pavers, says Giancarlo Bulfon, an assistant project manager for Skanska, the Swedish-based company that's doing work around the monument. Skanska encourages all its employees, from laborers on building sites to vice presidents behind desks, to start each day with a 10-minute collegial stretch. The "Stretch and Flex" program engages the entire body, including the wrist, to help prevent those desk-bound veeps from getting carpal tunnel syndrome. But there's more to the program than the physical part.

"It's getting people to truly care about their fellow man," says Skanska Executive Vice President Chuck Brawley, so co-workers become "one big family." Further, says Senior Vice President Hendrik van Brenk, it offers an opportunity to start the morning in a stress-free and fun way. Although the Bureau of Labor Statistics reported last year that construction work "incurs the most fatalities of any industry in the private sector," Bulfon says he thinks that stretching makes a difference in preventing accidents and that even skeptical workers soon get into the swing of things.
Target, developing healthier habits, hands workers Fitbits

BY ANNE D’INNOCENZIO AND TOM MURPHY
AP Retail Writer

MINNEAPOLIS — Target is going on a health kick, aimed at both customers and its employees.

The discount-store chain will push granola bars and healthy grab-and-go snacks over candy at the checkout and hand out free basic activity trackers from Fitbit Inc. to its more 300,000 employees as part of the effort.

Target will also give employees extra discounts on fruits and vegetables, said Jodee Kozlak, chief human resources officer.

The retailer is trying to reinvent its image as a promoter of wellness for employees and customers under new CEO Brian Cornell, who came on board in August 2014. The move mirrors a strategy adopted by others including the drug-store chains Rite Aid Corp. and CVS Health Corp. CVS stopped selling cigarettes last year and changed its corporate name from CVS Caremark as part of a plan to become known as a health brand.

CVS also is adding more fresh foods and healthy snacks at many of its locations while moving bagged candy out of prime store space in the first aisle. A company executive has said that consumers who used to eat three meals a day now tend to be snacking more through the day and are looking for better access to healthier foods.
Incorporate Activity Trackers

- 62% of employees interested in using activity tracker
- 25% own a tracker
- Create more exciting wellness program experience
- Makes programs easier to track
- Can sync with wellness portal – steps, active minutes, sleep
Ideas for Activity Trackers

- Offer trackers as incentive to participate
- Create challenges for employees to compete against each other
- Compete against other companies, departments
- Community challenges
Maximize Your Benefits

- Identify available resources from your insurance company
- Partner to develop a strategy
- Review benefits
- Promote services available
- Continually evaluate
Incentives

• Financial incentives work 73% of the time – cash, gift cards, health plan discounts
• Incentives to reinforce behavior – discounts on healthy food, gym membership
Intervention Ideas

• Screenings
• Health Risk Assessment
• Preventive Health Programs (smoking cessation, nutrition, weight management, physical activity)
• Behavior Change Programs
Check Out Free Resources

- Much Pre-packaged Programming
  - American Heart Association Walking Program at SCH
- Brochure from HHSC Health Work Group
  - Links to many on-line resources like AHA
  - Local listings of resources
  - Links to guidance for getting started with wellness
- Please note that the Tobacco Prevention Coordinator is gone
Check Out Free Resources

• Health & Human Services Collaborative, Health Work Group, Sub-Group on Workplace Wellness
  • Mission: To identify and link resources in the community to promote health and wellness across the lifespan
  • Meet 3rd Thursday / Hospice of the Panhandle: 9:00 – 10:30.
Resources

• Wellness Council of America

• American Heart Association – Getting Healthy & Fit-Friendly Worksites
  • Americanheart.org

• American Cancer Society
  • Acsworkplacesolutions.com
Resources

- AICR – New American Plate Challenge
- Let’s Move
- Presidential Active Lifestyle Award (PALA+)
- Choose My Plate
Healthy Berkeley Programs

• Walk 100 Miles in 100 Days – April 16
• Maintain Don’t Gain
• Farmers Market – Fridays, May 4 – Sep 28
• Garden of Promise Community Garden – Opening Day – April 14
• Truffle Shuffle – April 28
• Yoga – Tuesdays @ 5:30pm
• Frosty Family Fun Day
Services Available from The Wellness Center @ Berkeley Medical Center

- Rotary Community Screening – Apr 14, 2018
- Worksite Screenings
- Health Talks
- Chair Massage
- Employee Wellness Program Development & Consultation
- The Wellness Center Corporate Membership Rates
- The Wellness Center Membership Tracking
- Technogym App/Challenges – Move for a Better World
- Chronic Disease and Diabetes Self-Management
- Run Clinics/Training Programs – 0 to 5k starts April 23
- “Weigh To Go: Eat Right Now”
- A Healthy Weigh of Life
- RMR Testing
- Personal Training
- Nutrition Counseling/Diet Master Meal Planning App
- Apple Trample 5k
PEIA Weight Management Program

- PEIA Only
- Apply thru PEIA
A Word About

Weight Management Programs/Challenges
Food Rewards ...

- Would you do the following to anyone?
  - Slap extra pounds on them; give diabetes to them; add pain to their joints; put holes in their teeth; burden them with an autoimmune disorder; or make them more prone to heart attack or stroke?
- Why would you reward or gift someone like that?
- Why would you do that to your colleagues?
  - Food Dumping
Brainstorm

- What barriers have you seen?
- Problem solve
Barriers to Employee Participation

- Underestimate the value of program incentives
- Lack of desire to spend the time on wellness
- 70% want to do something but most don’t want to take the time
  - 63% unwilling to devote more than 1 hour a day
  - Employers should consider giving time to get healthy at work
Ideas on Giving Time

• Offer employees 30 min of workday to go to gym
• 2 – 15 min walk breaks a day
• Healthy snacks offered on site
• Wellness days once a month
• Company sports teams
• Walking meetings
• Encourage parking farther away
• Encourage taking the stairs
• Lead 10-min deskercise sessions
• Start meetings with a meditation
• Yoga or other classes on site
• Team wellness challenges
• Give time off for marathons, volunteering in the community, participate in community wellness activities
Communication is the Key

• Monthly newsletter
• Quarterly meetings
• Elect “wellness champions” – feature in newsletter/website
• Bring in speakers on the importance of worksite wellness programs
• Use a wellness portal to track progress and rewards
In Conclusion

- Employee Wellness offers many benefits to business
  - To the local community, and to our society

- Doesn’t have to be expensive!
  - Think culture, accessibility, ROT

- Healthier people remain productive longer,
  - contribute more during productive years, raise healthier children, and use less health care services.

- Wellness Is Nice.

- WIN, WIN, WIN, WIN.
Questions?
References


References (con’t.)


References

