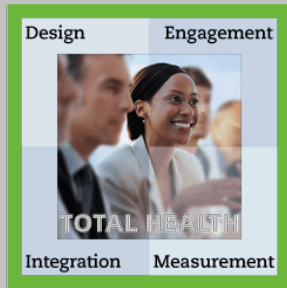


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MARSH MERCER KROLL
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Incorporating Wellness, Consumerism, Absence Management & Behavioral Health

Creating a Healthy Culture – Lasting Impact on Health & Productivity

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

Agenda

- What is Wellness & Productivity Management
- Predominant industry program models
- Strategic Wellness Program Considerations
- Health Care Reform Overview (as it pertains to Wellness)
- Workshop #1
- Healthy Corporate Culture Attributes
- Translating Healthy Culture Attributes into Wellness Program Action
- Workshop #2
- Final Thoughts
- Questions/Comments

What is Wellness & Productivity Management?

Worksite Wellness & Productivity Management is an employer-based initiative that offers the employer and its eligible population opportunities to achieve greater levels of health & wellbeing, ***with each reaping specific desired outcomes.***

Questions to ask yourself...

- 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 success?

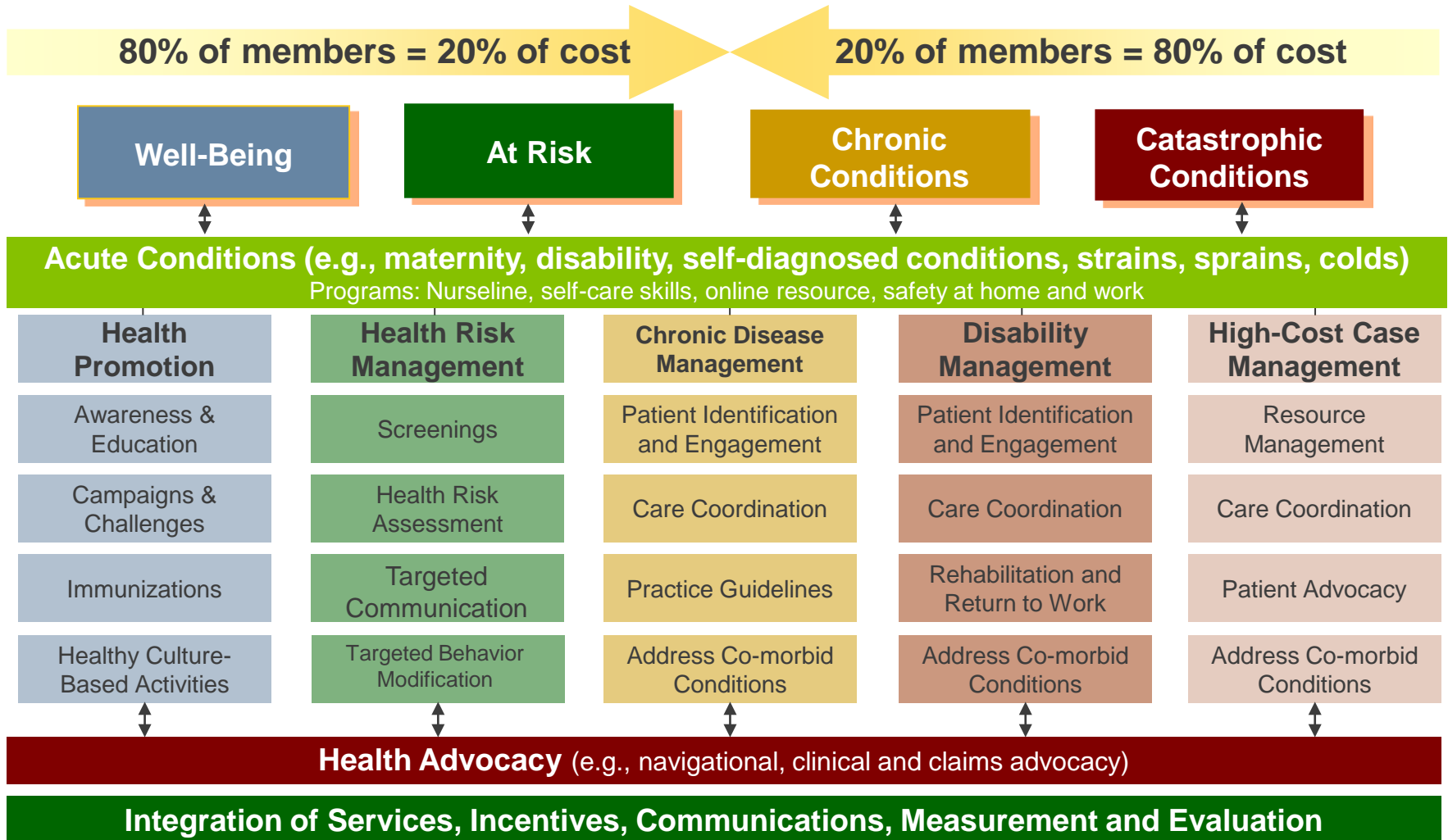
Why Wellness Internally/Externally?

What we've heard...

- 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

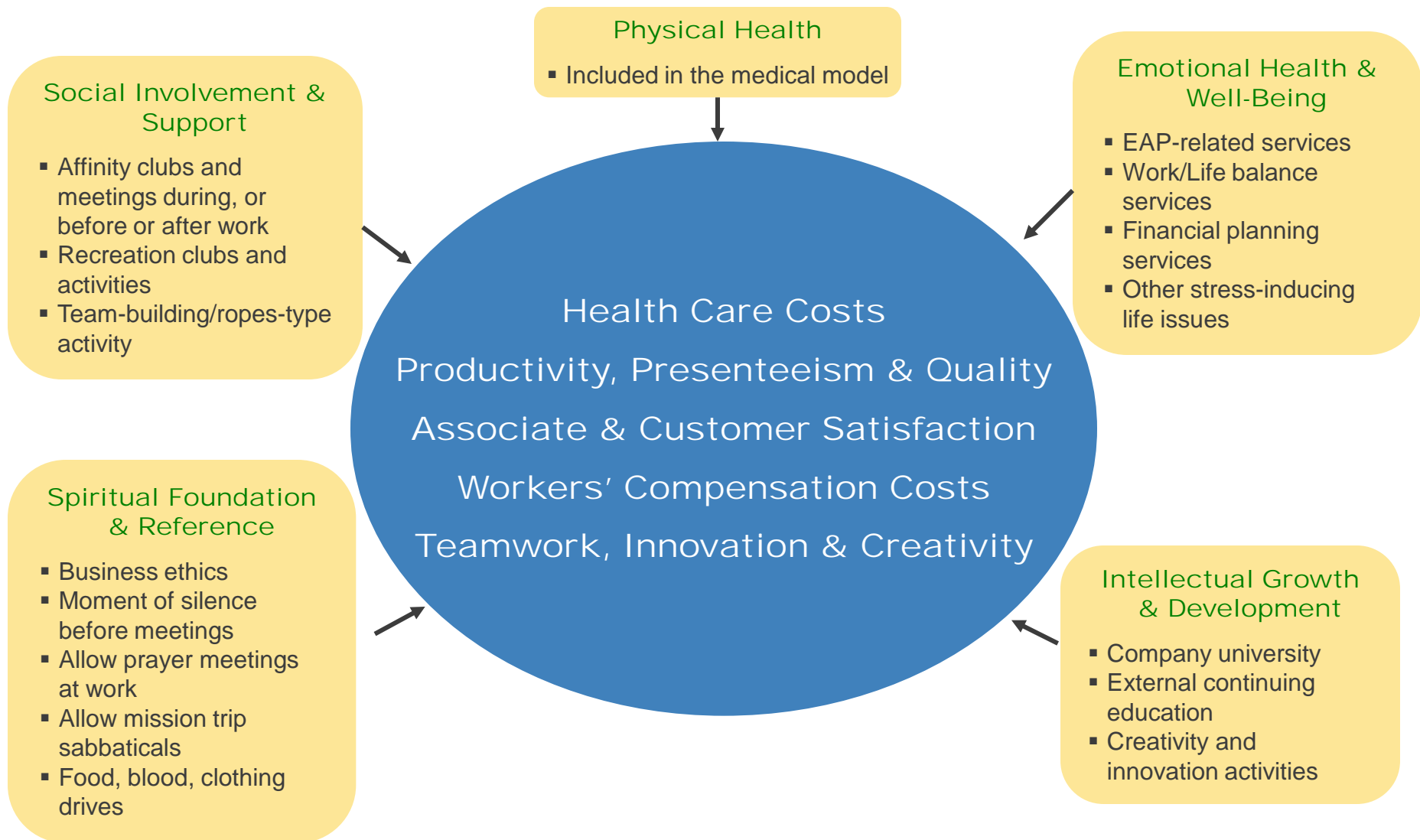
Medical Model

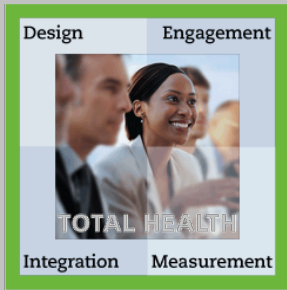
Services Across the Continuum



Holistic Model

Expanded Across the 5 Dimensions of Wellness





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Strategic Wellness Considerations

Step 1. Set overall program direction

- Business case to support a wellness program
 - What business issue are you trying to address
 - Define the extent of the problem
- Vision/Mission
 - Document what impact you see the program having on the overall organization and the influence you desire to have and on whom
- Success Goals & Objectives
 - State what information will illustrate success for your program in measurable terms (healthier employees, productivity, health care costs, workers' comp costs, employee satisfaction, morale, turnover, lost work time and absenteeism, etc.)

2. Determine Program Components

- Determine Core Corporate Components
- Determine Core Site based Components
- Determine Site based Optional Components
- Determine Program Calendar

3. Incentive Design

A. Incentives

- 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-a-ways (imprinted with program logo)
 - Incentive point system (accumulation from participation and redeem for awards-see above)
 - T-shirts
 - Days off
 - And many more

4. Communication and marketing strategies

B. Marketing

- Program branding
- Program roll-out
- New hire orientation
- Banners
- Posters
- Table tents
- Emails
- Newsletters
- Company TV
- Safety meetings
- All employee quarterly updates
- Bathroom briefs
- And many more

5. Measurement, Evaluation and Reporting

- Determine needed information to be collected and collection timetable
- Annual program audit and future gap planning
 - Compare vs goals & objectives
- Determine reporting format and reporting timetable
- Site reporting
 - Monthly/Quarterly activity reporting (programs offered, marketing activities, etc.)
 - Quarterly/Annual participation reporting
 - Quarterly/Annual behavior change reporting
 - Quarterly/Annual satisfaction reporting
 - Annual scorecard results
- Corporate reporting
 - Periodic consolidated reporting from all sites
 - Annual scorecard

6. Program Support Infrastructure Options and Accountability

- Wellness Committee Structure
 - Corporate governance committee w/executive champion
 - Site executive champion
 - Site wellness committees or 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)

Employer-based Wellness & Productivity Management & Health Care Reform

- Included
 - Development of a national health promotion plan.
 - Enhanced health promotion research.
 - Technical assistance to enhance evaluation of workplace health promotion programs.
 - Regular periodic surveys on workplace health promotion prevalence and components.
 - Grants to pay a portion of the cost of comprehensive workplace health promotion programs for small employers (under 100).
 - Allow employers to offer a premium discount of up to 30% (instead of current 20%), for positive lifestyle practices or participation in health promotion programs, include safeguards, and refer to Health and Human Services to study benefits of increasing the portion to 50%.
 - Annual medical preventive screenings paid 100% (no co-pay or deductible)
 - Removal of ability to establish wellness participation mandates in order to enroll in the medical plan (auto enroll provision).

Employer-based Wellness & Productivity Management & Health Care Reform

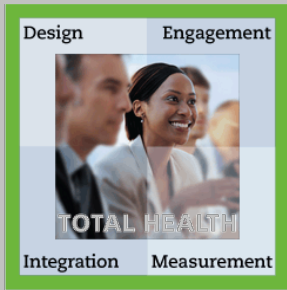
- Not Included
 - A national campaign to employers on the benefits of workplace health promotion programs. (Note: a limited campaign will be part of the grant program, point #5 above).
 - Research on best practices in workplace health promotion programs. (Note: some of the funds from point #2 above can be used for this purpose).
 - Any individual/patient health status improvement/accountability provision

Wellness: Strategy Development

Breakout Workshops!

Workshop instructions

- Work in tables
- Assign a leader, a scribe and a presenter
 - What are the main business issues/concerns to be addressed through the wellness initiative?
 - How do you know it's a problem?
 - After 5 years of a program, it is wildly successful beyond your hopes. How do you know it's successful?
 - What would the company (management) be doing differently in 5 years than they are today?
 - What would the employees be doing/how would they be behaving differently?
 - How would the work environment look different?
 - What information/data would indicate success?
- Work through all the sections - leave sufficient time
- Timeframe
 - 40 minutes for discussion
 - Selected group report-outs



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Corporate Culture and Health

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. Current Tobacco User	X	X	X		X		X	X	X			X
2. High Stress		X	X			X		X	X	X		X
3. High Body Mass Index		X	X				X	X	X	X		
4. Former Tobacco User	X	X	X		X		X		X			
5. Inactivity			X			X	X			X	X	X
6. High Alcohol Use		X		X		X			X	X	X	
7. High Blood Glucose			X				X		X			X
8. High Blood Pressure			X			X			X			X
9. Reported Depression						X				X	X	
10 High Cholesterol			X				X					X
11. Life Satisfaction						X			X			
12. Safety Belt use											X	
13. Perception of Health						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 Employee Attributes in 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:** Provided opportunities to learn, grow, and try new responsibilities, projects and teams.
- **Supported:** Feel they are supported in their development by supervisors, the company, and peers.
- **Involved:** Have meaningful input in decisions about their work that have an ultimate impact on them in their daily work lives.

The importance of a healthy culture in behavior change - *Maslow's Hierarchy of Needs*

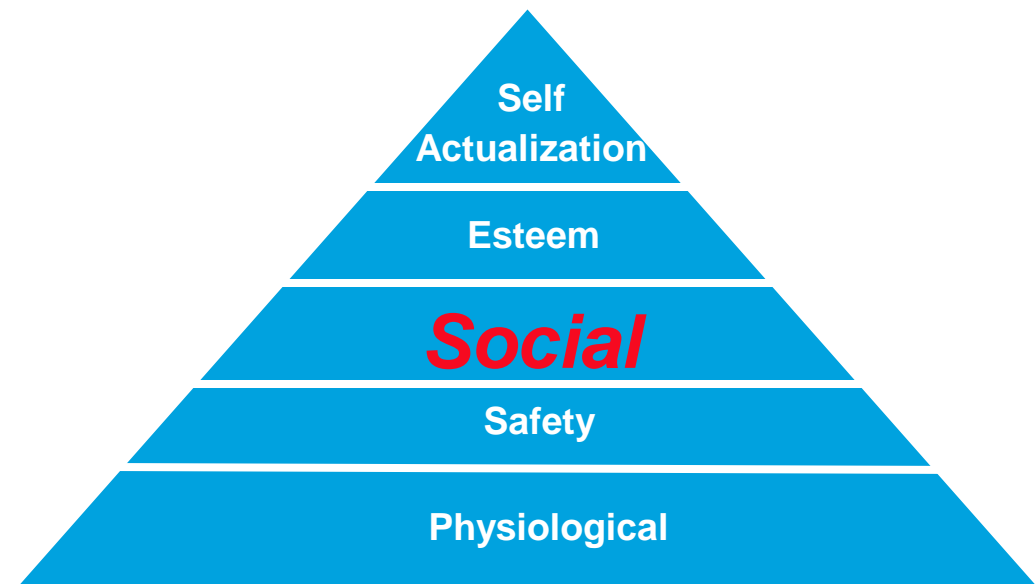
Where does 'being healthy' sit in the model?

Where does 'wellness' sit in the model?

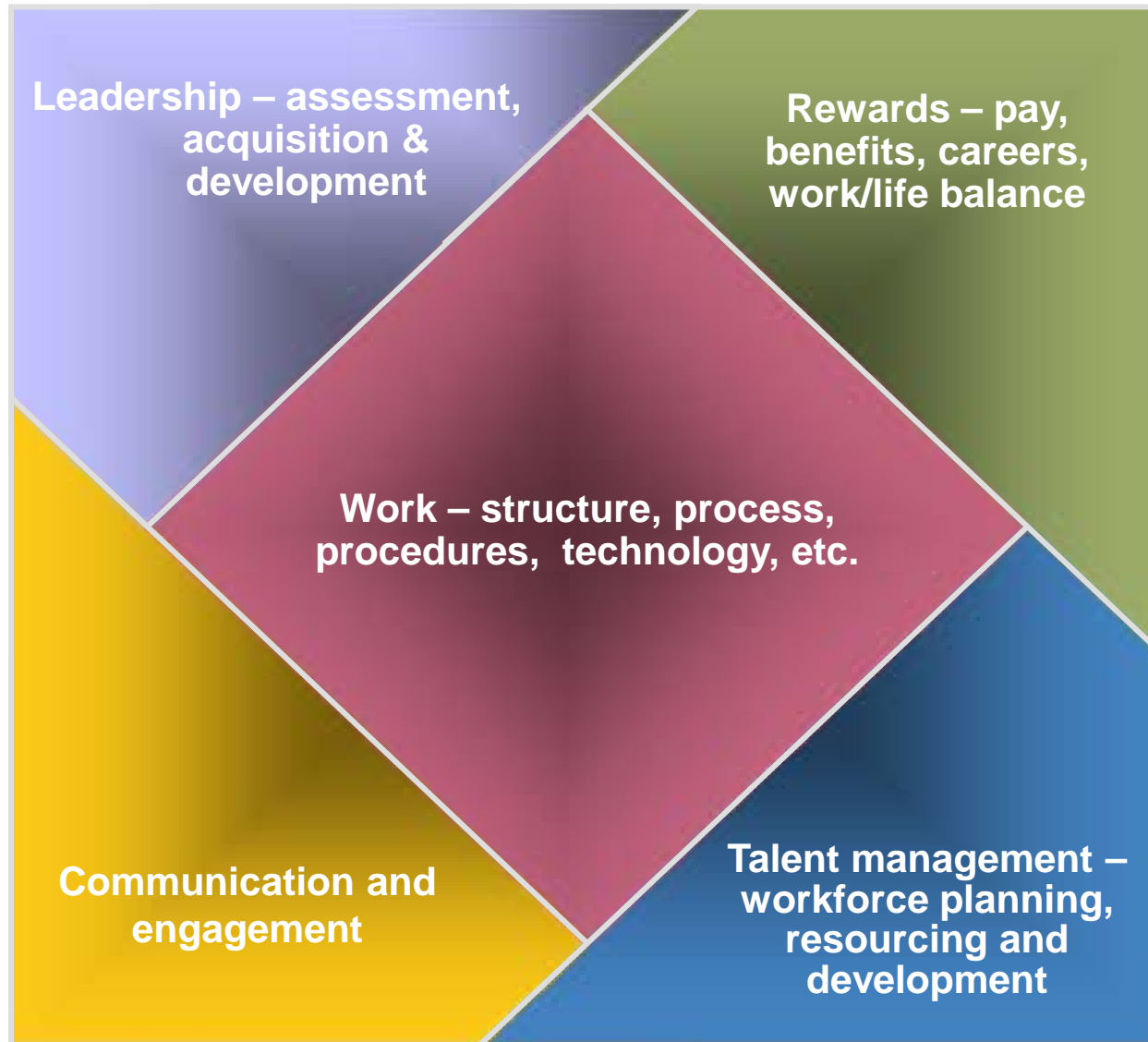
Does asymptomatic = healthy? If it isn't broken, what is there to fix?

Why change?

Purpose of healthy culture – drive acceptance of healthy behaviors



Five Critical Corporate Culture Drivers



Healthy Corporate Culture Characteristics

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 and positioned to help the broader organization adapt.

Healthy Corporate Culture Characteristics



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 Corporate Culture Characteristics

- 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.



Talent
Management

Healthy Corporate Culture Characteristics

- 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.

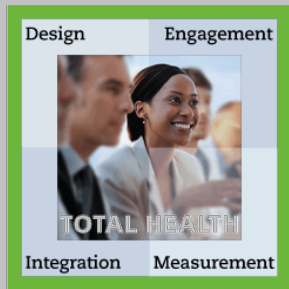


Communication

Healthy Corporate Culture Characteristics



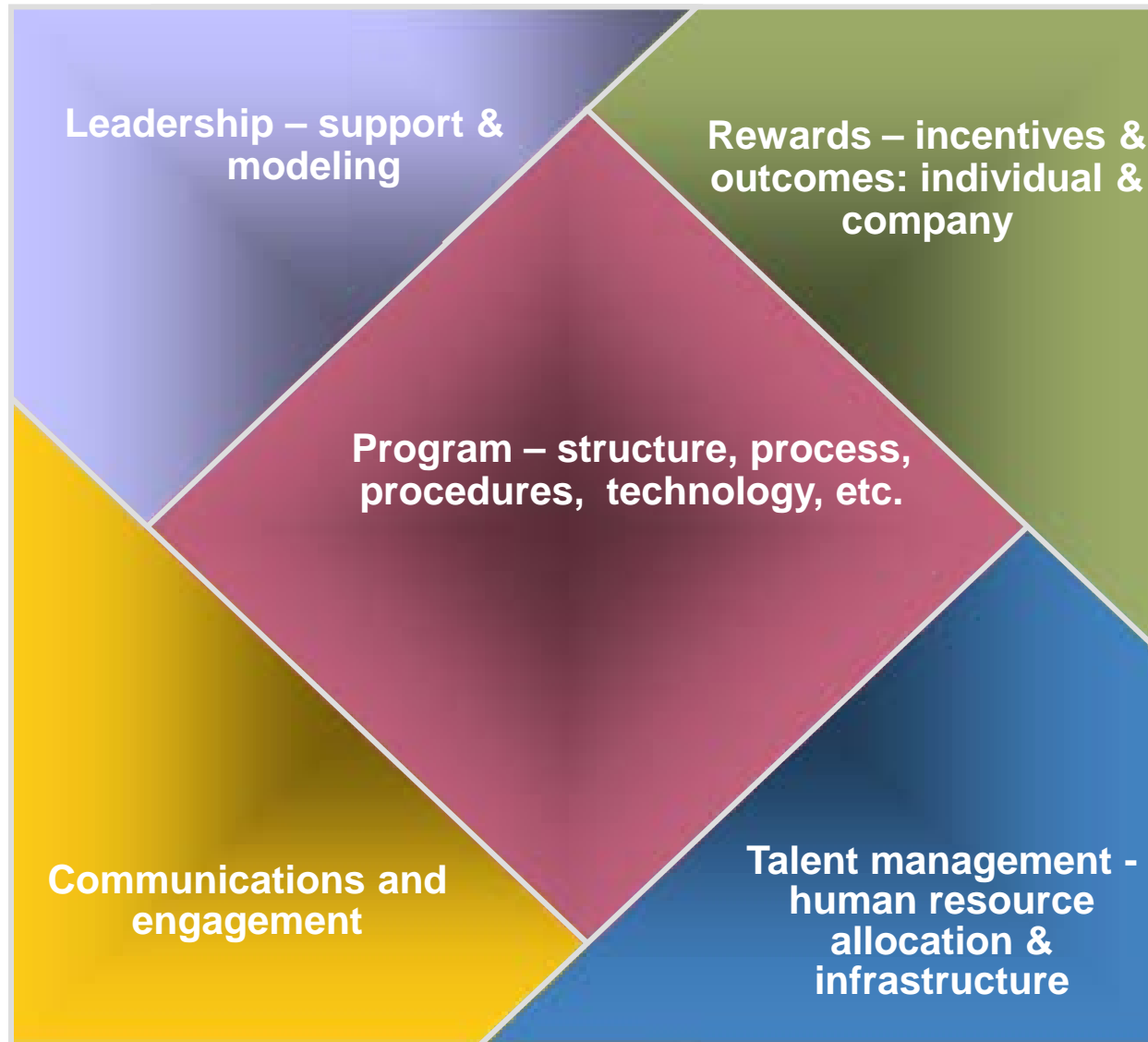
- The extent to which the current organization supports our future aspirations – will it enable us to execute with speed?
- The extent to which the work is assessed and modified to ensure alignment with the overall strategy and business objectives.
- The extent to which roles and relationships with people, 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.



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Translating healthy culture characteristics into tangible wellness program attributes

Five Critical Corporate Wellness Drivers



Healthy Culture – Wellness Attributes

Leadership: Support & Modeling

- **Wellness goals are tied to overall company goals and is tied into company vision/mission**
- Obtain business unit and departmental leadership support and commitment to health improvement through presenting the Company business case and implementation plan for a local health improvement initiative within their business units
- **Senior and executive champions identified and roles and responsibilities drafted and agreed to; executive champion communications drafted and distributed**
- Engage direct supervisors/managers through collaboratively developing wellness performance metrics with clear expectations of how to achieve them
- **Wellness involvement is tied to personal development quadrant of performance appraisal process**
- Wellness & personal development activities are included in company training curriculum
- **Consider implementing a no-smoking policy in company buildings and/or property**
- Executive support for employee program participation process drafted, approved and communicated
- Environmental support and policies, e.g., getting rid of the smoking room, providing a relaxation room, mothers' room
- Introduce culturally acceptable, healthy foods to the cafeteria and other food outlets
- Executive Wellness Champions discuss program results, etc., at company meetings
- Executive leadership and involvement in on-site events/activities kick-off
- Engage visible management participation in programs and events, and role modeling a healthy work life balance
- Apply for industry Health and Wellness awards, such as WELCOA's Well Workplace, IHPM, Koop, NBGH, etc.

Healthy Culture – Wellness Attributes

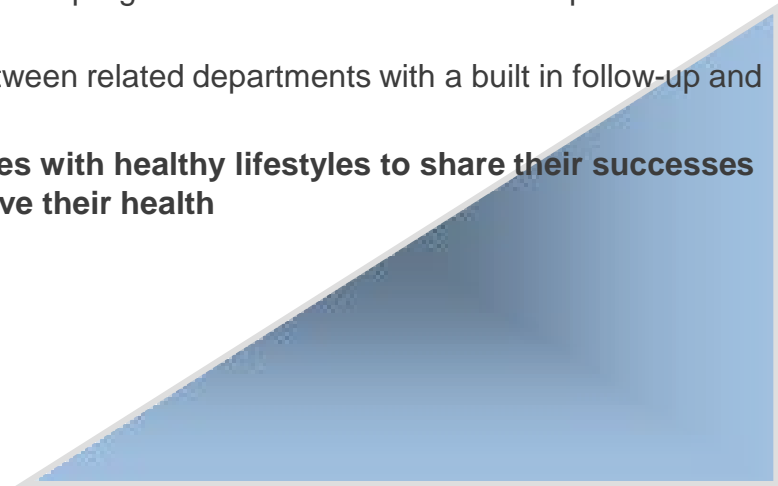
Rewards: Incentives & Outcomes, individual & company

- **Ensure a health improvement performance dashboard is developed and accepted by management and tied to performance bonuses**
- **Develop a health scorecard for individuals and the organization, such as the results of the health assessment**
- **Tie incentives for participation and/or health outcomes to benefit plan enrollment, or premium contribution levels. Identify potential activities such as completing their annual physical, taking a health assessment/screening, completing a telephone coaching program**
- Provide incentives to employees for accessing more cost-effective health care choices (usually greater degree of coverage)
- Create a wellness fund for each employee and reimburse up to a set dollar amount for participation/completion of healthy programs and activities such as home exercise equipment, community-based weight loss & tobacco cessation programs, gym memberships and community run entry fees.
- Subsidize healthier options in cafeteria and/or vending machines
- Offer incentives for group/team completion of site-based challenges, campaigns and contests; such as raffles, T-shirts and gift certificates

Healthy Culture – Wellness Attributes

Talent Management: Human Resource Allocation & Infrastructure

- Identify a senior management champion to provide strategic input and serve as a visible representative; identify similar champions at each site.
- **Develop a wellness business stakeholder committee (including both internal functions and external business partners) that meets regularly, with a focus on driving the integration initiative to obtain and achieve the overall program goals and objectives and to integrate the wellness program into all aspects of the company and employee work/life**
- Develop and implement a wellness committee or wellness champions at corporate and at each major location to plan, implement, communicate and evaluate programs and services. Include responsibilities into performance planning process
- Develop a formal standardized referral process between related departments with a built in follow-up and feedback mechanism and reporting system
- **Create a mentor program to match up employees with healthy lifestyles to share their successes and methods with colleagues wishing to improve their health**



Healthy Culture – Wellness Attributes

Communications & Engagement: Targeted, Ongoing & Consistent

- **Develop and launch a wellness brand/logo that creates a strong identity. Consider the brand being connected to the nature of the business. Fully saturate all marketing channels with the program brand in conjunction with programming messages to create a strong, recognizable and defined identity**
- Create a marketing strategy with emphasis on clearly identifying target markets, effective communication avenues for reaching targets and timelines for desired program impact
- **Engage the population in an ongoing conversation about health costs and everyone's role in its management and control; provide ongoing information regarding spend and health status**
- Develop and implement a wellness committee at corporate and at each major location to enable stakeholder input and ownership
- Begin to communicate health scorecard among senior leadership
- **Intersperse the message of health with related plant operations such as safety**
- Collect and communicate participant success stories and place in visible locations throughout the company (similar to a “wall of fame” concept)
- Place a health scorecard in a visible location (similar to signs indicating the # of days without a lost work-time accident)
- Place wellness program concept and major program elements on the company website

Healthy Culture – Wellness Attributes

Program: Structure, Process, Procedures, Technology

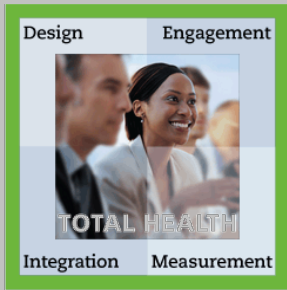
- **Base all programming decisions upon the overall program goals and objectives and identify target markets within the population based on desired outcomes and need**
- Develop a comprehensive program plan with a Health Risk Assessment (HRA) as the foundation. Use this information to establish baseline risk stratification and changes over time
- Develop objectives based on quantitative data such as absenteeism, demographics, medical claim utilization, workers' compensation data, medical service utilization, claims, etc.
- **Implement a variety of delivery modes (e.g., individual coaching, group workshops, online programs, and telephonic seminars) to meet the diverse needs of the workforce and diverse learning styles to maximize behavioral changes**
- Include special events, fun competitions, and games to lighten up the work environment and engage employees who may not otherwise get involved
- Incorporate all the aspects of behavior change such as awareness, knowledge, skill-building, environment and resources, behavior change and use of incentives
- **Categorize and track each program's outcomes based on expected impact**

Culture: Strategy Development

Breakout Workshops!

Workshop instructions

- Work in same groups
- Maintain roles: leader, a scribe and a presenter
 - Leadership
 - Rewards
 - Talent management
 - Communications & engagement
 - Program
- Work through all the sections - leave sufficient time
- Timeframe
 - 40 minutes for discussion
 - Selected group report-outs



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Final Thoughts

The Art & Science of Employee Health Management

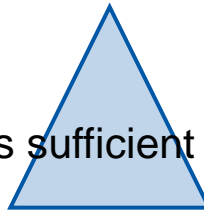
- **Science** (**what** you implement)
 - Make sure the programs are effective and science-based
 - Make sure the programs address your specific needs
- **Art** (**how** you implement it)
 - Wellness is tied to the business, leadership is on board and corporate policies and practices support a healthy 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

Behavior Change

THE Critical Element to Success

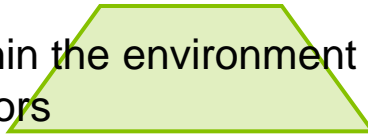
Meaningful Incentives

Intrinsic or extrinsic motivators sufficient to generate desired action



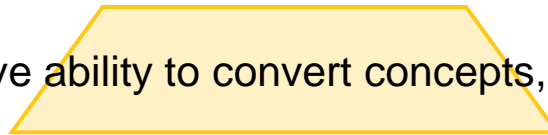
Resources

The existence of aids within the environment that allow the individual to engage in desired behaviors



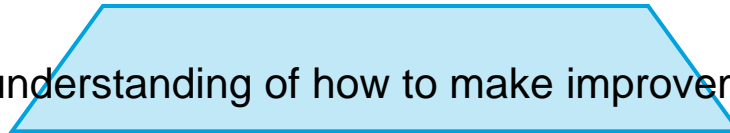
Skills

An individual's relative ability to convert concepts, information and knowledge to action



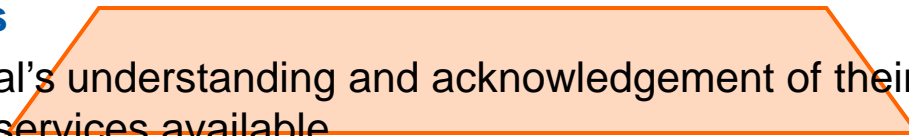
Knowledge

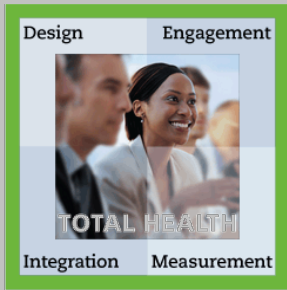
An individual's understanding of how to make improvements in health status



Awareness

An individual's understanding and acknowledgement of their current health status and services available





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Questions/Comments?

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