

# **A BETTER WAY** to invest in employee health

**Moving towards a Culture of Wellbeing  
at the Workplace**

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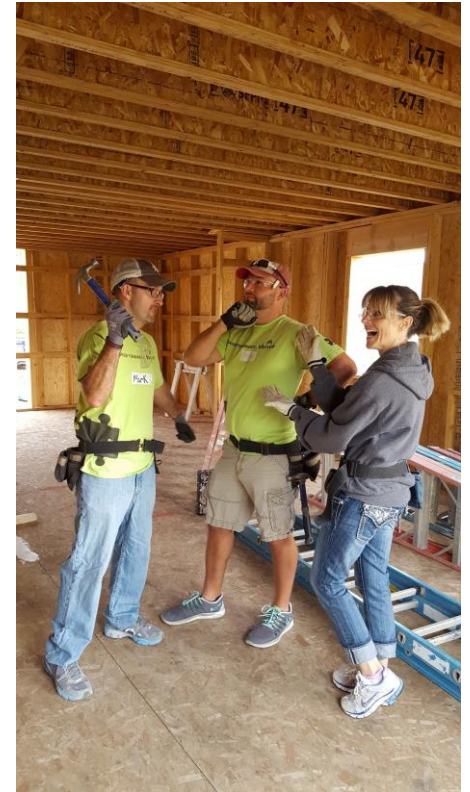


# Evan Hyatt

Executive Director of Operations Northern  
Colorado  
Kaiser Permanente



# Thriving is what we do best!



# Overview

- Welcome-

Evan Hyatt, Executive Director of Operations Kaiser Permanente Northern Colorado

- Moving towards a culture of wellbeing at the workplace-

Ron Blidar, M. Ed., CHES, Sr. Workforce Health Consultant, Kaiser Permanente

- Community Benefit & Relations

Dawn Paepke, Sr. Specialist Community Relations/ Northern Colorado

- Local Member & Group Experience

Traci Summers, Director of Member Group Experience/ Northern Colorado

# Why Workforce Health?

# Categories of Business Outcomes

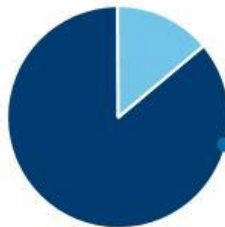


# Alarming trends in chronic conditions



Nearly half of Americans  
suffer from **one chronic condition**<sup>1</sup>  
**25%** of Americans have **two or more**<sup>2</sup>

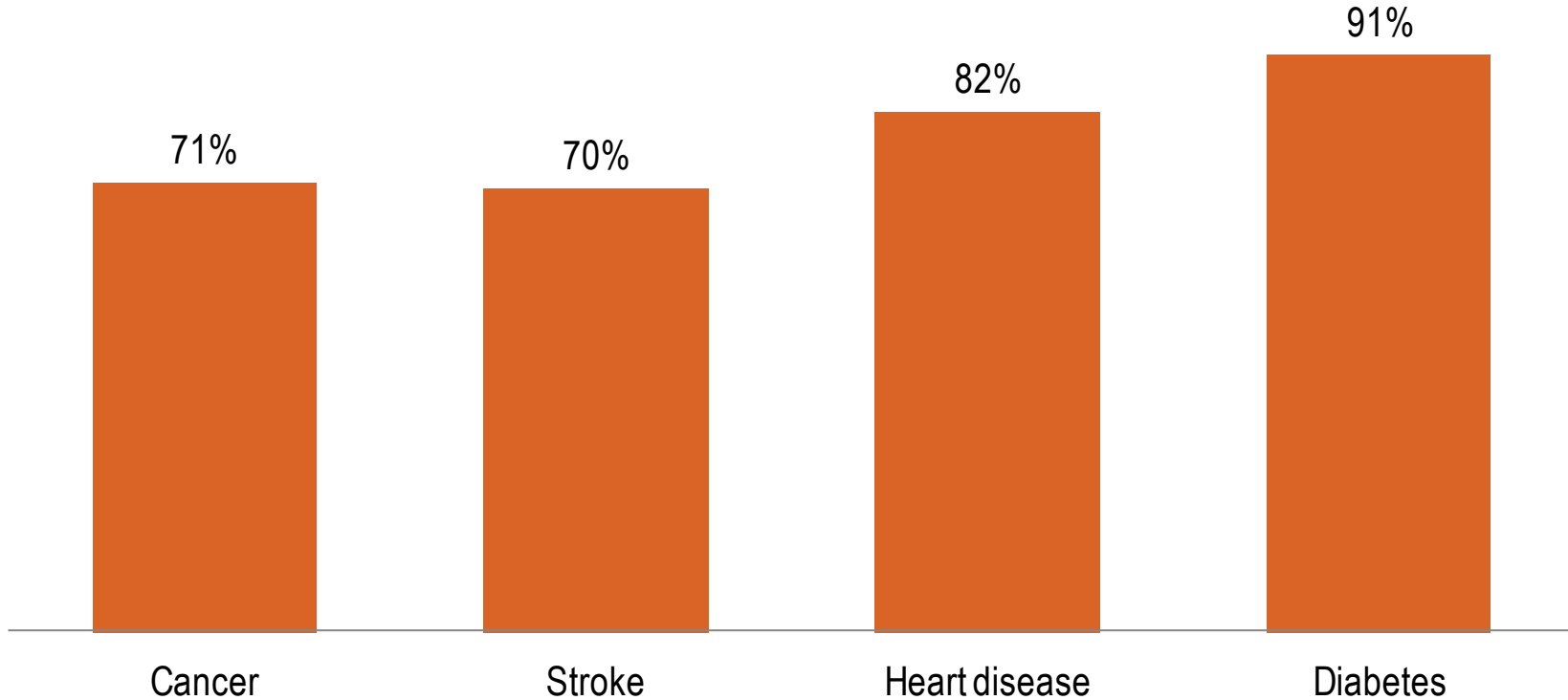
**61%** of California adults are  
**overweight or obese**<sup>3</sup>



Chronic conditions account for  
**86% of health care costs**<sup>4</sup>

<sup>1</sup> CDC, [cdc.gov/chronicdisease/overview/](http://cdc.gov/chronicdisease/overview/), accessed April 30, 2015; <sup>2</sup> See note 1; <sup>3</sup> California Association of Health Plans, accessed August 24, 2015; <sup>4</sup> See note 1.

## Percentage of Common Diseases That are Preventable?



Sources: Stampfer, 2000; Platz, 2000; Hu, 2001

# Workers Comp and Disability Costs

Do you/your leaders care about this story?

## Smokers

- **40%** more likely to have work injury

<sup>1</sup> "San Francisco Launches Citywide 'Make Today the Day' Quit Smoking Campaign," American Lung Association press release, January 5, 2010.

## Diabetics

- **5X** higher worker's comp medical costs when injured

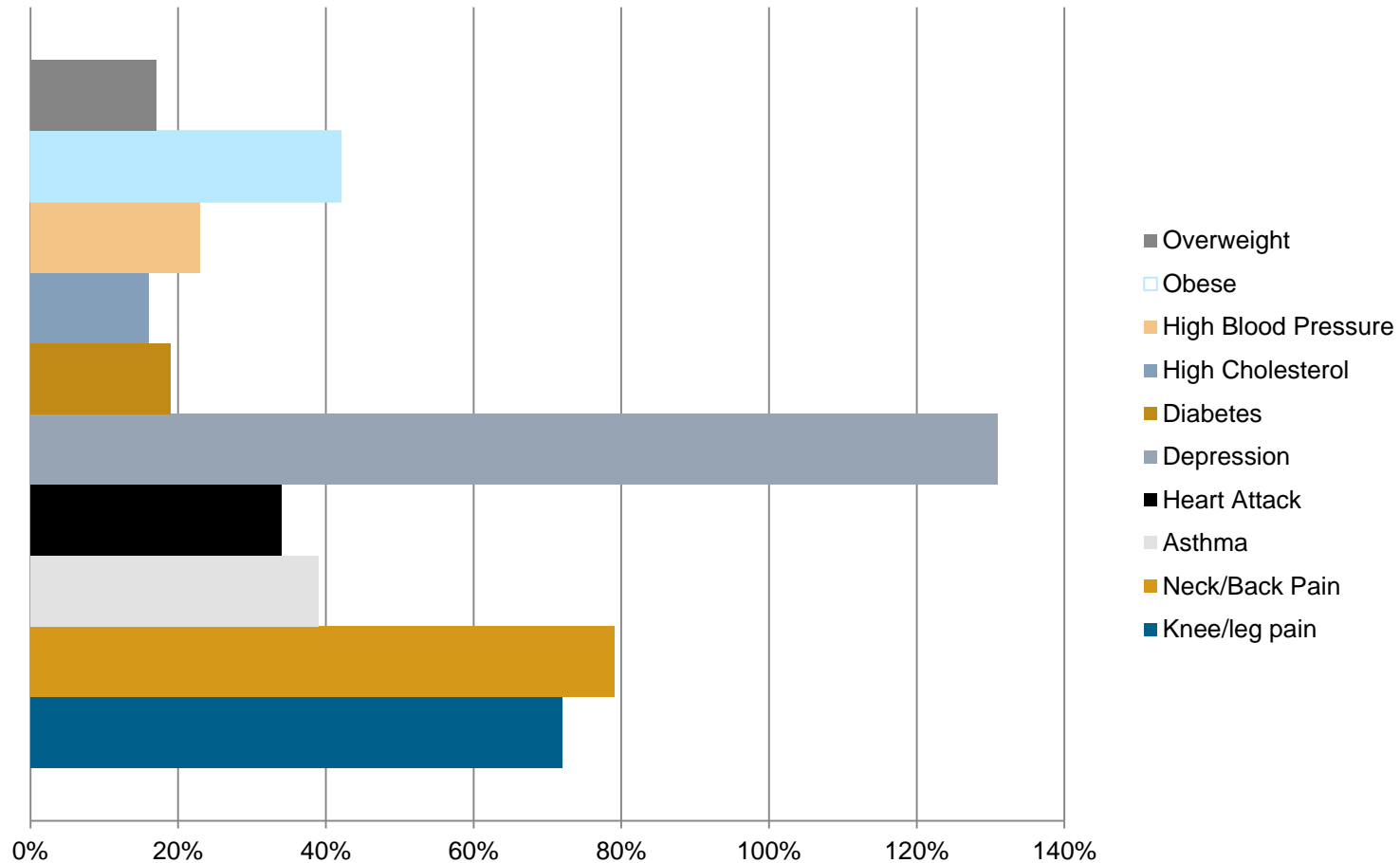
Source: "The Impact of Comorbid Conditions on Workers Compensation Costs," Coventry Workers Comp Services, 2010

## Obese workers

- **2X** as likely to have work injury
- **7X** higher worker's comp medical costs
- **13X** more days away from work

Source: "The Impact of Comorbid Conditions on Workers Compensation Costs," Coventry Workers Comp Services, 2010

# Increase Rate of High Presenteeism



New Findings & Realistic Solutions to Employee Presenteeism, HERO

# Emerging Trends in Workforce Health

Activity-based



Results-oriented

Wellness



Wellbeing (physical,  
social, community,  
purpose, financial)

Leadership Support



Leadership Engagement

Culture of Health



Culture of Caring

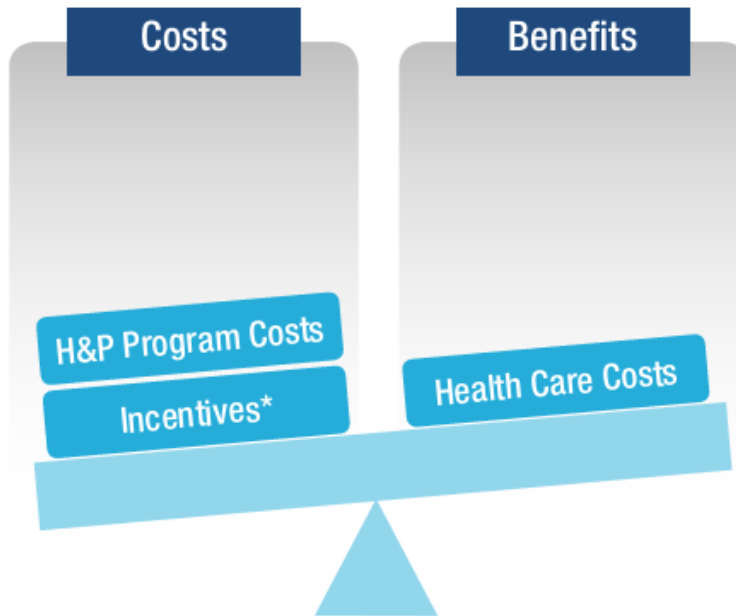
Sporadic Approach



Articulated Strategy tied  
to Business Goals

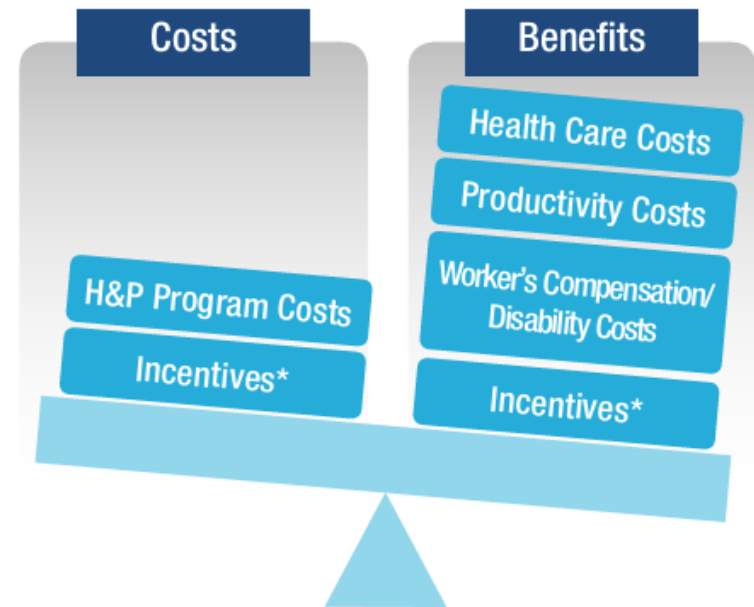
# Value on Investment versus ROI

Figure 2: Calculating ROI

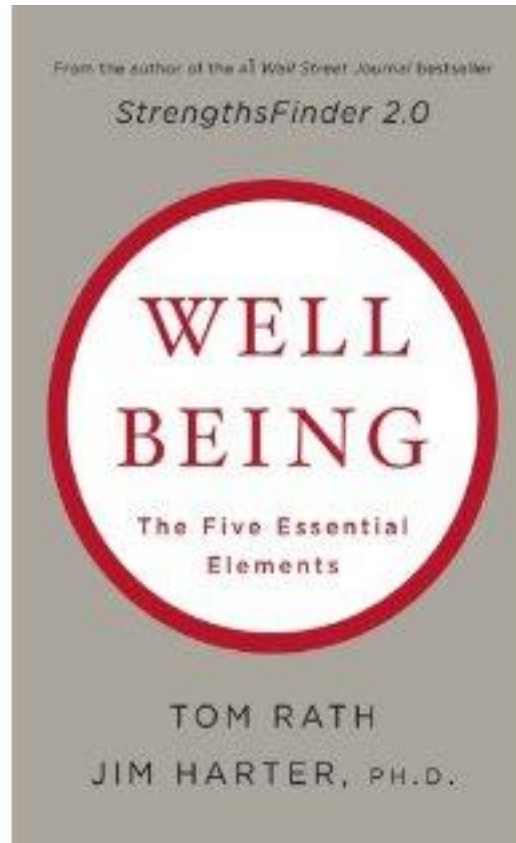
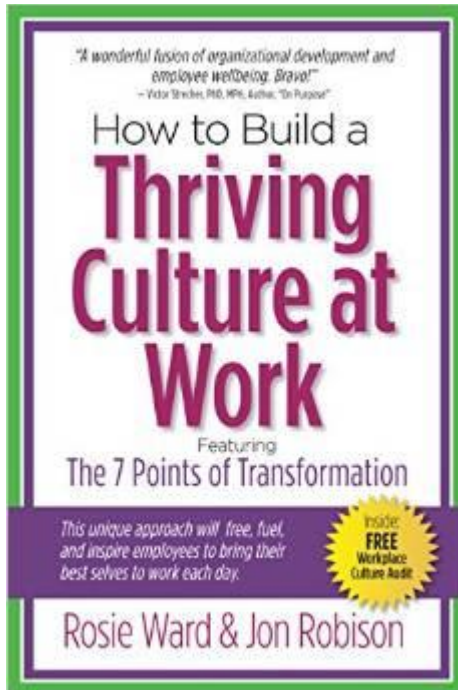


\*If the value of the incentives is built into the premium, incentives would be cost-neutral to the employer.

Figure 3: Calculating VOI



\*If the value of the incentives is built into the premium, incentives would be cost-neutral to the employer.



# Gallup-Healthways' definition of Well-Being

Well-being is comprised of five elements – and all five are **interrelated** and **interdependent**.



- **Purpose:** Liking what you do each day and being motivated to achieve goals
- **Social:** Having supportive relationships and love in your life
- **Financial:** Managing your economic life to reduce stress and increase security
- **Community:** Liking where you live, feeling safe, and having pride in your community
- **Physical:** Having good health and enough energy to get things done daily

# Wellbeing



# Engagement

## The Three Types of Employees

1

**ENGAGED** employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.

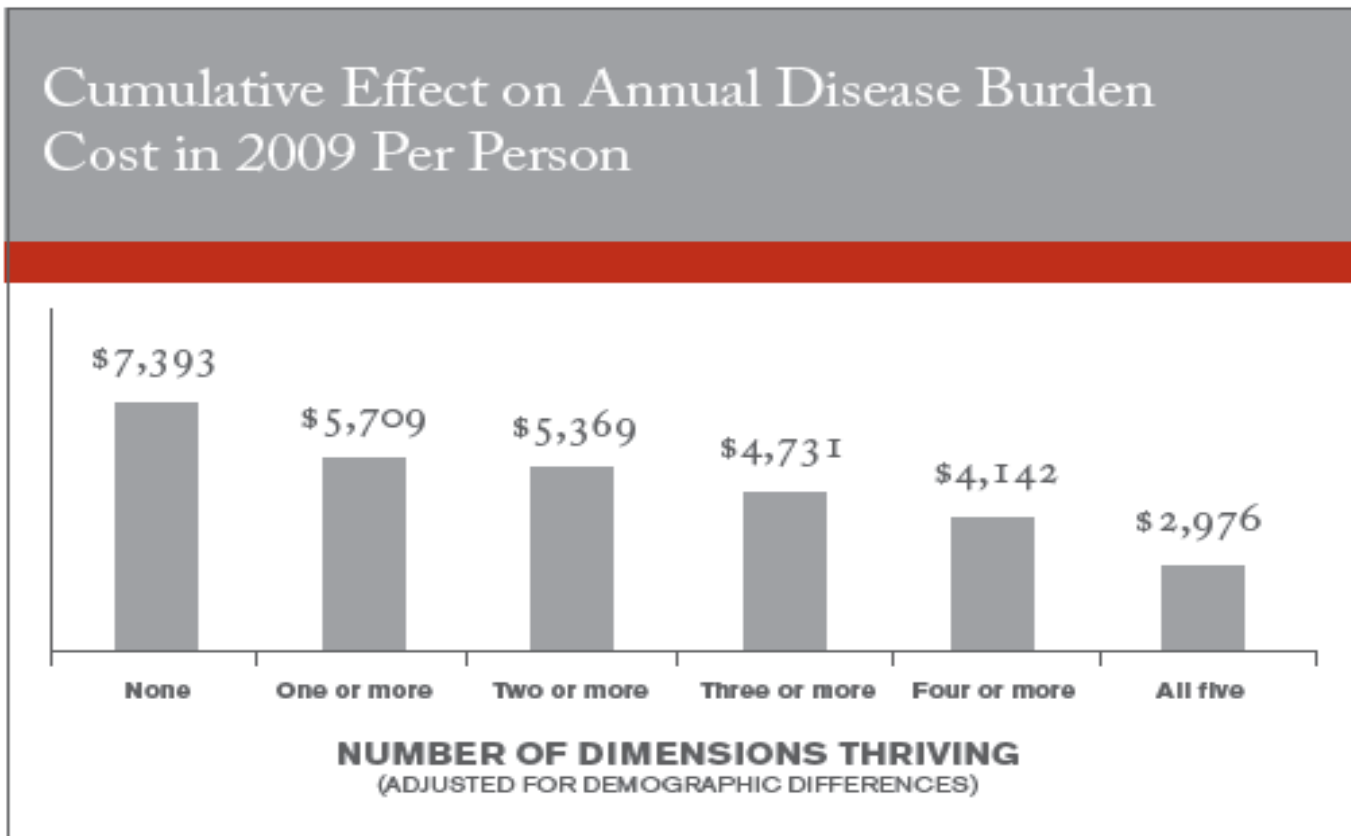
2

**NOT-ENGAGED** employees are essentially "checked out." They're sleepwalking through their workday, putting time -- but not energy or passion -- into their work.

3

**ACTIVELY DISENGAGED** employees aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

# The Economics of Wellbeing



What has the greatest impact on wellbeing of employees?

Do people perform better if they know their manager cares about them as a person?

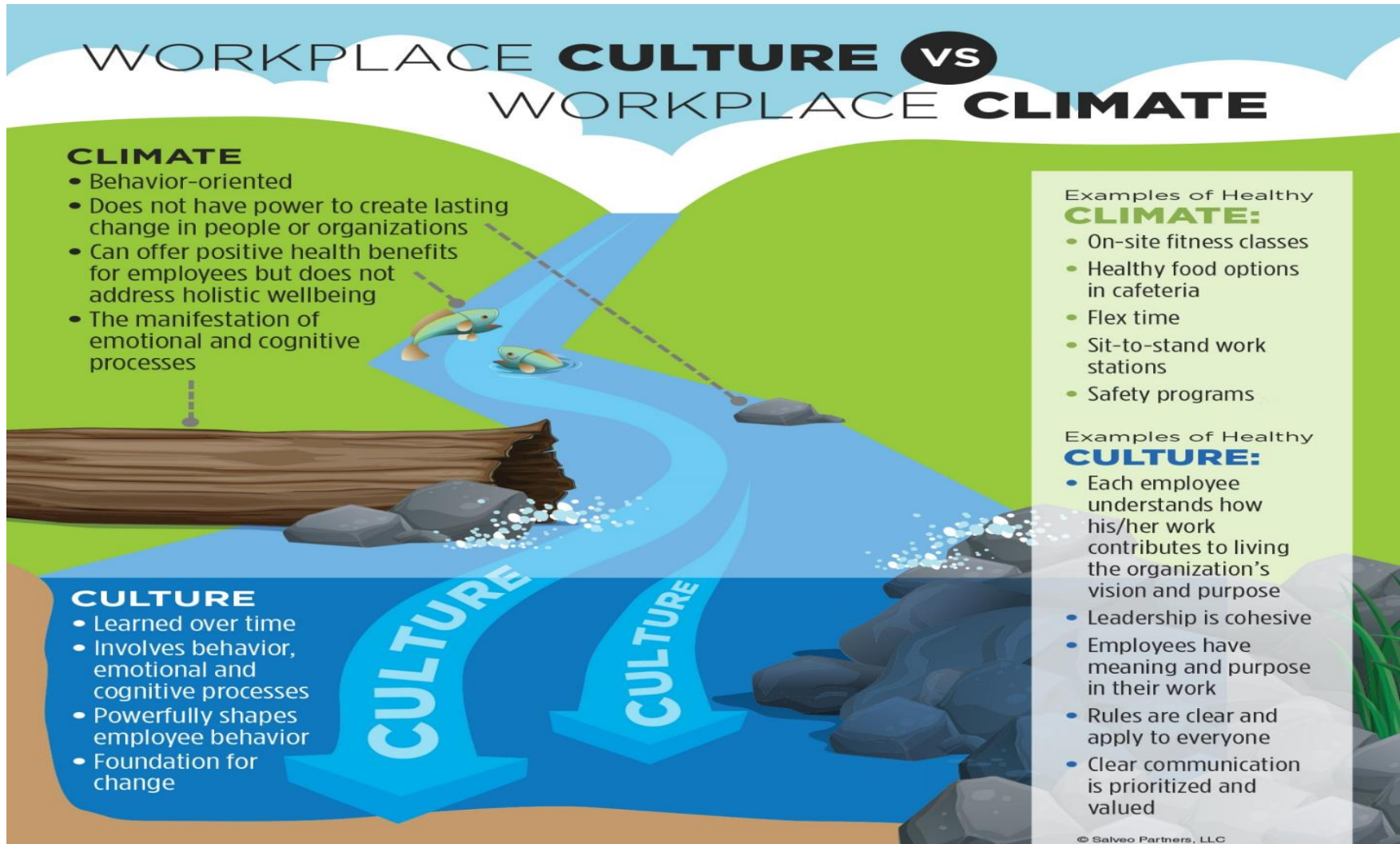
# Managers and Engagement

**40% chance disengaged** if you're ignored  
by your manager

**22% chance disengaged** if your manager  
focuses on your weaknesses

**1% chance disengaged** if your manager  
focuses on strengths

# Culture and Climate



# Leadership and Culture

- Leadership
  - Creating a healthy company is the CEO's job
  - Lead by example
  - Provide resources — financial and human capital
  - Encourage managers to participate
- Culture
  - Employees feel cared for, empowered, valued
  - The goals of the program align with the objectives of the organization

# Best practices to foster workforce health engagement

- > Wellbeing is built into your mission and aligned with company goals
- > Leadership is actively engaged
- > Infrastructure exists (wellness committee/champions) to drive the program
- > Data from multiple sources informs a multi-year strategy
- > Strong communication plan reaches everyone
- > Incentive strategy takes into account the short and long-term goals
- > Workplace culture and environment supports health and wellbeing
- > Continually measure results, make adjustments, and celebrate success

# Common Business Metrics

## Examples of metrics that may be important to employers in different sectors

	Public Sector	Manufacturing	Service
<b>Performance and Productivity</b>	<ul style="list-style-type: none"> <li>• Work output</li> <li>• Complaint rate</li> <li>• Response rate/time</li> <li>• Goal attainment</li> </ul>	<ul style="list-style-type: none"> <li>• Work output</li> <li>• Customer satisfaction</li> <li>• Sales</li> <li>• Error rate/quality</li> </ul>	<ul style="list-style-type: none"> <li>• Customer satisfaction</li> <li>• Sales</li> <li>• Call response time</li> </ul>
<b>Workforce Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>• Injury rate &amp; lost time</li> <li>• Sick days</li> <li>• Workers' comp costs</li> </ul>	<ul style="list-style-type: none"> <li>• Short and long term disability</li> <li>• Biometric measures &amp; preventive screening rates</li> <li>• Healthcare claims</li> </ul>	
<b>Employer of Choice</b>	<ul style="list-style-type: none"> <li>• Employee satisfaction</li> <li>• Employee engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Employee retention rate or turnover</li> </ul>	

## Summary-Employees in a positive workplace culture and who are thriving *increases chances* of:

- Increased health and wellbeing
- Increased productivity
- Reduced absenteeism and presenteeism
- Improved morale and engagement
- Reputation- Attract and retain employees
- Reduced work comp and disability costs
- Better financial outcomes

# Kaiser Permanente's expertise

- Workforce health isn't new to us.
- Preventive care and employee health and safety have been part of our mission for 70 years.



Early  
detection



Prevention



Proactive  
disease  
management



Customized  
workforce  
health  
programs

# Developing a workforce health strategy

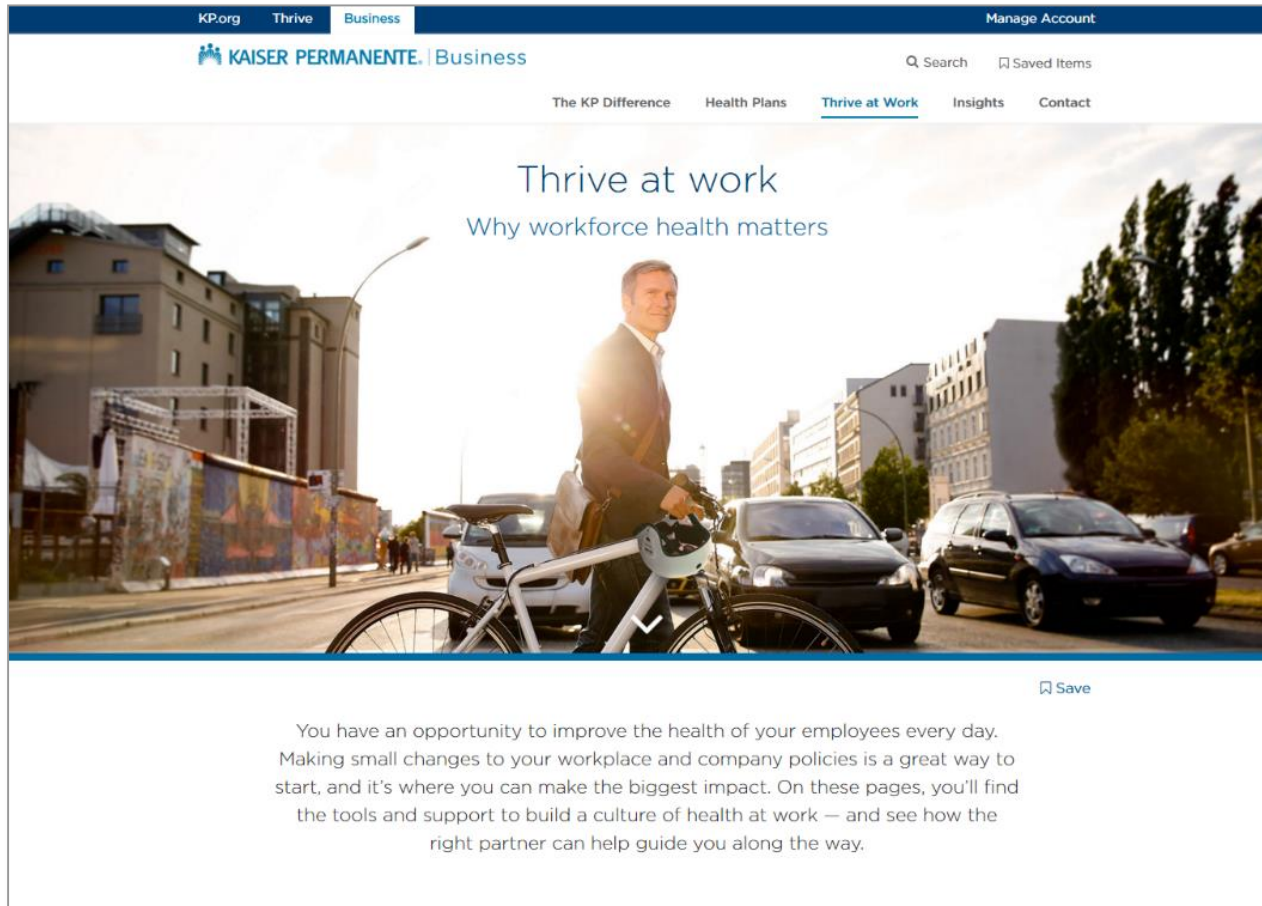
## Our consultative model:

- ✓ **ASSESS** – use data to build your strategy, survey your employees
- ✓ **PLAN** – start small, build a long-term strategy tied to your business goals
- ✓ **ENGAGE** – communicate often and allow time to participate
- ✓ **MEASURE** – collect and review data, celebrate success



# kp.org/choosebetter

> No cost tools and resources for employers



# Interactive toolkits and guides

➤ No cost tools and resources for employers

*Starting a  
Workforce Health  
Program toolkit*



*Wellness  
Committee  
Toolkit*



*Walking for  
Workforce  
Health Toolkit*



*Maintain Don't  
Gain Toolkit*



*Healthy  
Meetings  
Guide*



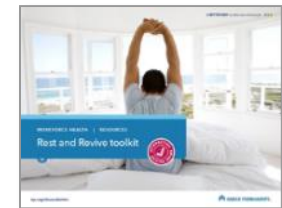
*Workforce Health  
Resource Guide*



*Tobacco-Free  
Campus Toolkit*



*Rest and Revive Toolkit*



*Healthy Eating at Work  
food policy toolkit*



# Health information and resources

## > No cost tools and resources for employers



### Cancer Prevention

Employees can take actions to help reduce the risk of cancer – from nutrition and exercise to getting regular screenings.

[View and download resources >](#)



### Quit Smoking

Tobacco use isn't just bad for the health of your employees – it can also affect the health of your business. Here are a few ideas to help employees quit smoking.

[View and download resources >](#)

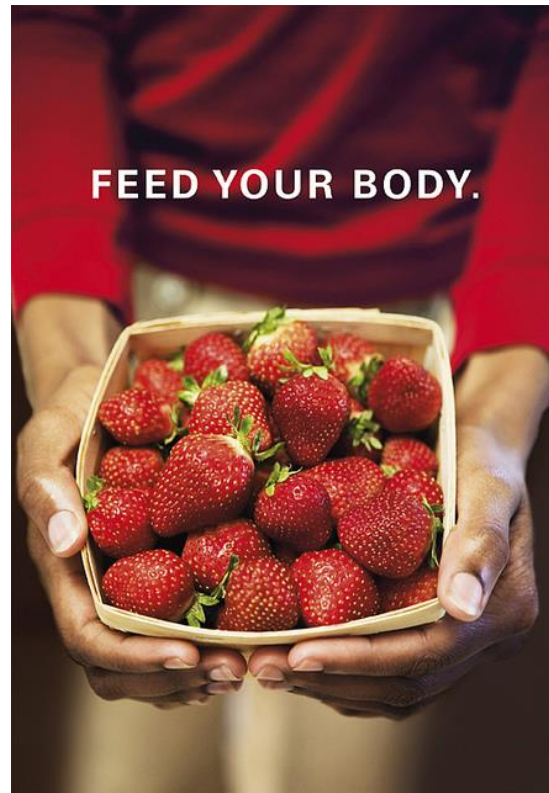


### Biometric Screening

Prevention is about staying healthy and preventing disease. Biometric screenings can encourage employees to set health goals and make simple lifestyle changes that can make a big difference.

[View and download resources >](#)

# Community Benefit & Relations



# Kaiser Permanente Colorado 2016-2018 Community Health Needs Assessment

## High priority health needs

- Economic stability and vitality
- Healthy Eating/Active Living (HEAL)
- Mental health

## Medium priority health needs

- Access to primary and specialty care
- Climate change
- Substance use

# Wellbeing Rankings-Fort Collins CO

## 2016/2017 Community Rankings, Highest Quintile

2016/2017 Rank	Well-Being Index Score	Purpose Rank	Social Rank	Financial Rank	Community Rank	Physical Rank
1. Naples-Immokalee-Marco Island, FL	67.6	1	1	1	2	2
2. Barnstable Town, MA	66.4	10	2	2	1	5
3. Boulder, CO	65.3	36	51	44	9	1
4. Santa Cruz-Watsonville, CA	65.1	7	16	23	10	3
5. Charlottesville, VA	65.0	52	15	5	14	7
6. Lynchburg, VA	64.9	3	4	28	8	24
7. North Port-Sarasota-Bradenton, FL	64.6	8	7	3	15	21
8. Santa Rosa, CA	64.6	63	53	59	7	4
9. Prescott, AZ	64.6	17	9	7	4	20
10. San Luis Obispo-Paso Robles-Arroyo Grande, CA	64.6	50	66	42	3	10
11. Santa Maria-Santa Barbara, CA	64.5	74	19	52	18	6
12. Ann Arbor, MI	64.4	42	76	4	12	16
13. Salinas, CA	64.2	4	35	60	56	11
14. Fort Collins, CO	64.0	112	123	86	6	8
15. El Paso, TX	64.0	5	23	119	26	29
16. Portland-South Portland, ME	63.9	79	11	55	17	18

# Thank you for joining us today

## Questions?