



HealthPartners



HARVARD
SCHOOL OF PUBLIC HEALTH

Nico Pronk, Ph.D.

HealthPartners

HealthPartners Institute for Education and Research

Harvard T.H. Chan School of Public Health

Culture Matters:

Improving Workforce Health, Safety, Function, and Performance

Hanford Health & Productivity Symposium

March 19, 2015

Agenda

- The workplace is changing
- Unsustainable cost pressure, but where do we invest?
- Do workplace health programs work?
- Getting to a culture of health
- What can you do?...many small steps make a difference
- Design principles for best practice programs
- Case example
- Discussion

The Workplace is Changing

- On-the-job energy expenditure has reduced over the past 50 years by ~100 kcal/day

(Church, et al. *PLoS ONE*, 2011)

- Obesity levels of the U.S. workforce have ~doubled over the past 30 years

(Pronk. *Ann Rev Public Health*, 2015)

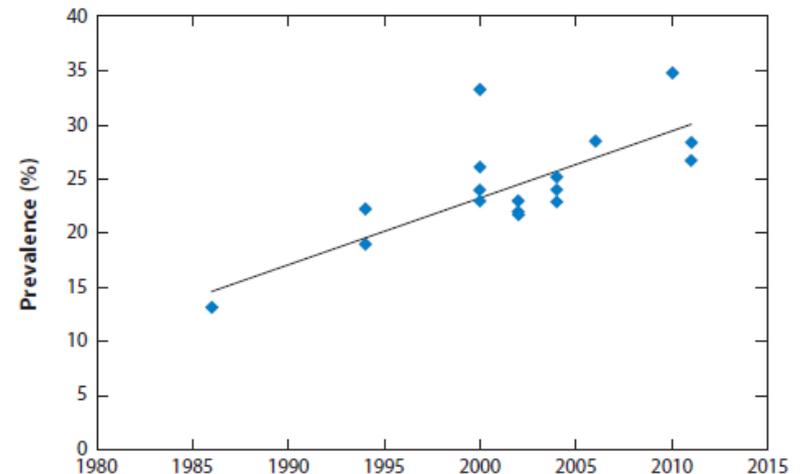
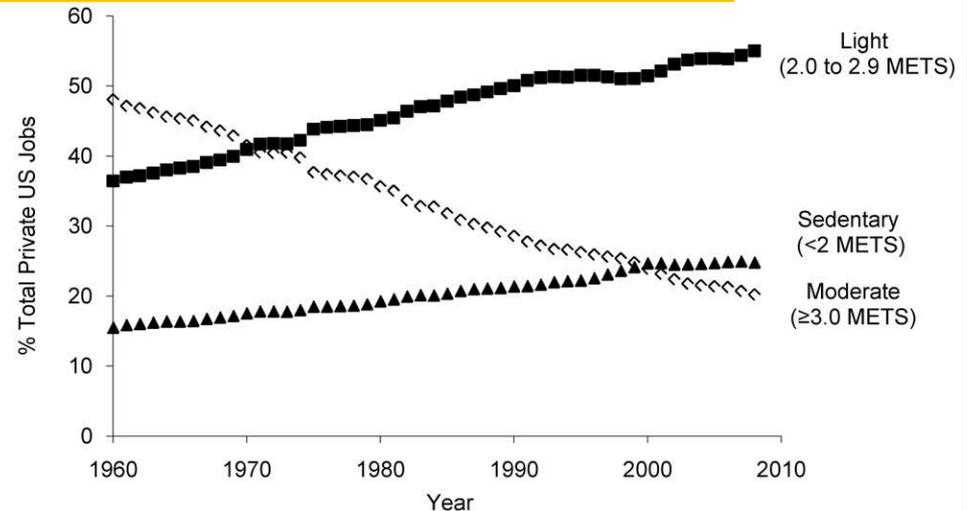


Figure 3

Employee obesity prevalence over time, based on nationally representative study populations.

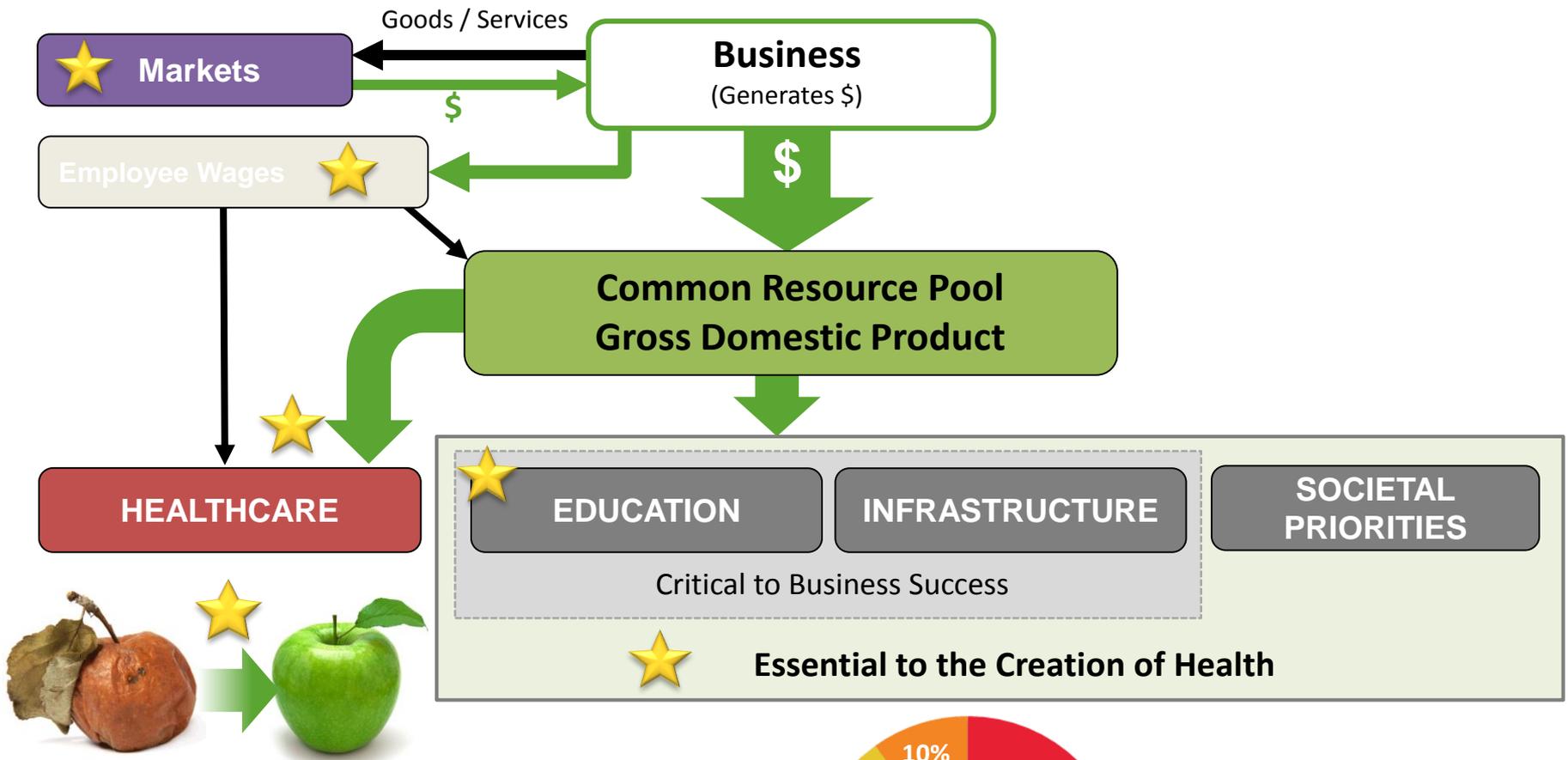
What is driving change?



health is more than health care

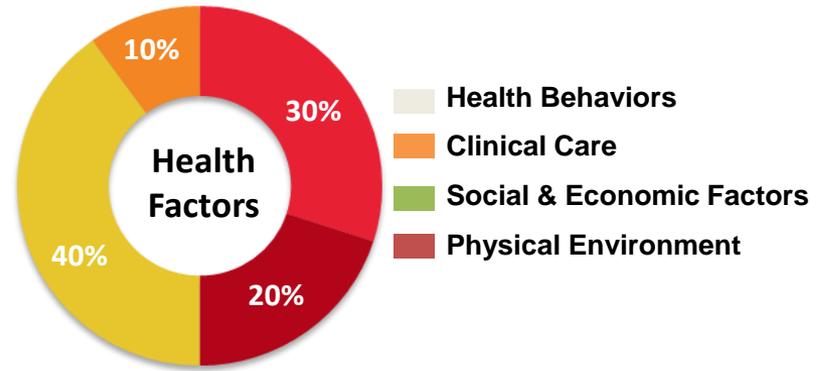
...it appears there is agreement that things are bad...but do we have a replacement paradigm?

Macro Economic Concept Model



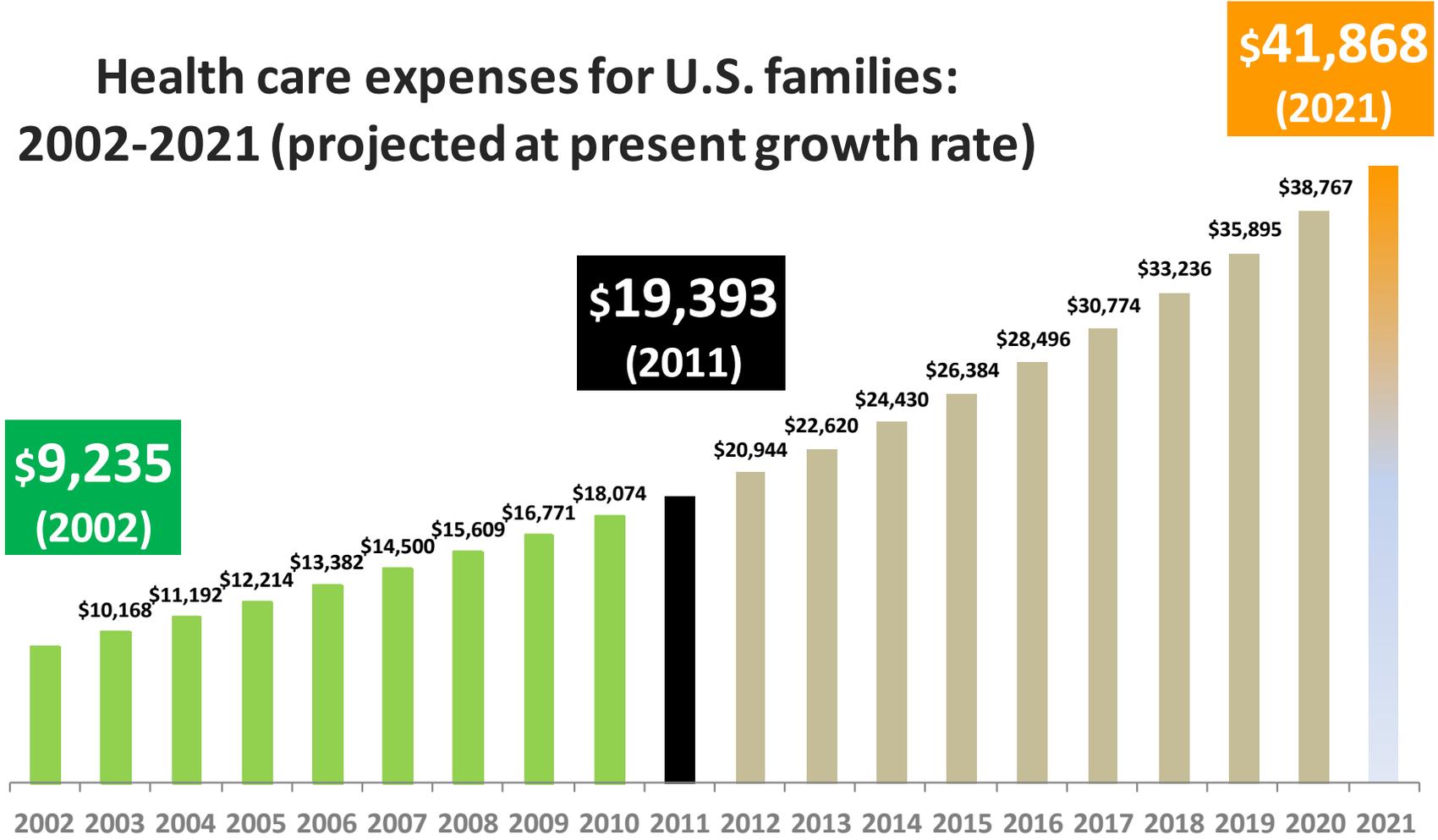
Positive Health Outcomes

- Performance and Productivity
- Safety
- Attract and Retain Talent
- Engagement and Satisfaction



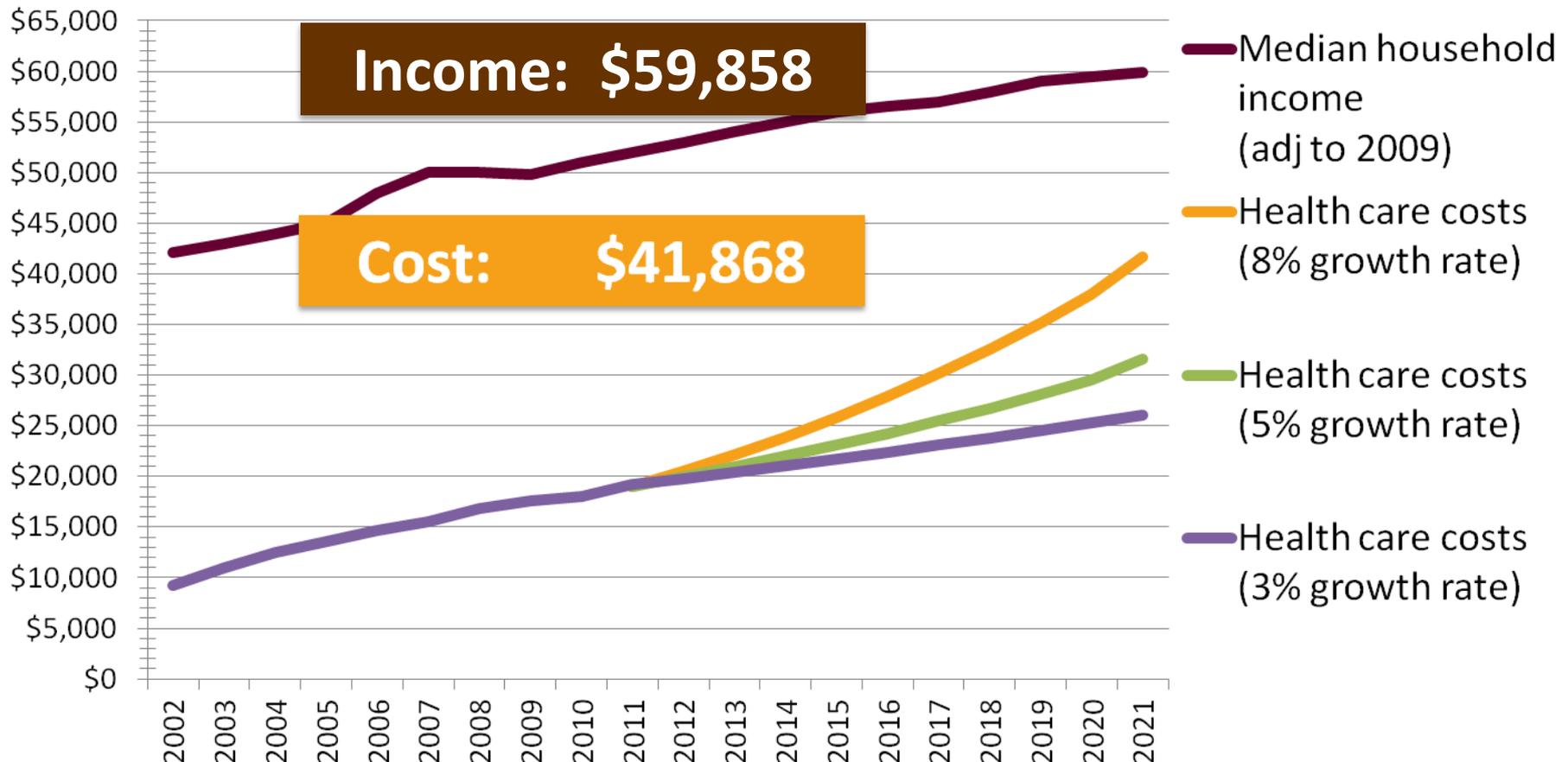
Unsustainable Cost Pressure

Health care expenses for U.S. families:
2002-2021 (projected at present growth rate)

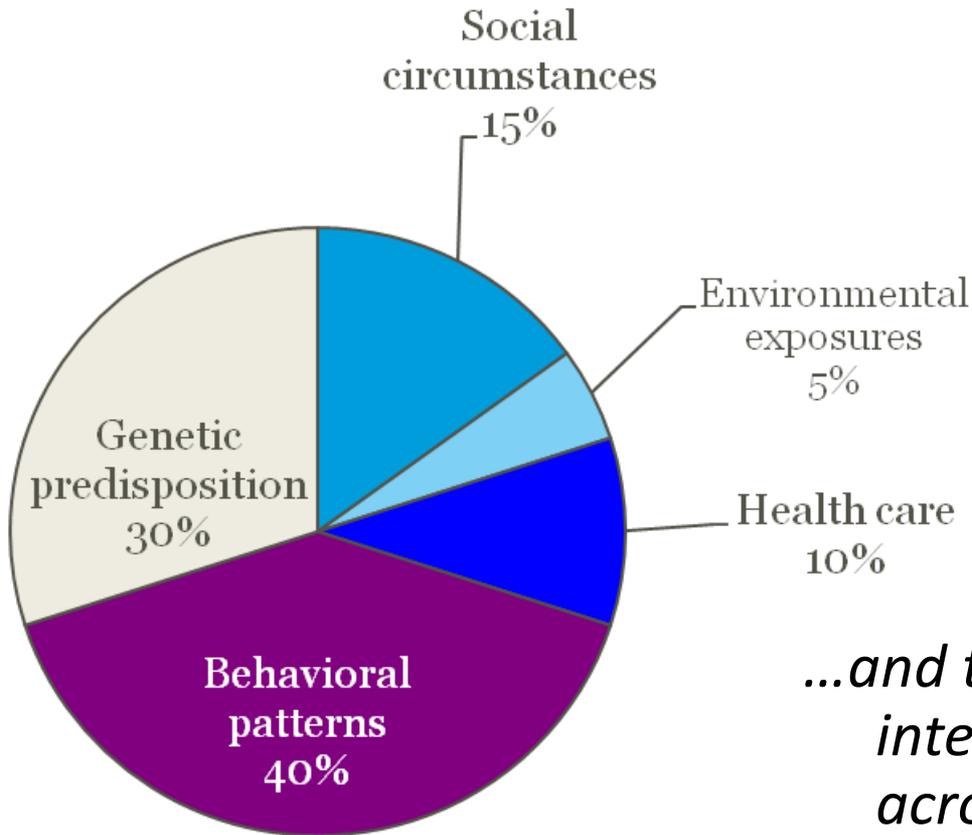


Another way to look at this...

With Median Household Income (projected to 2021)



Determinants of Health



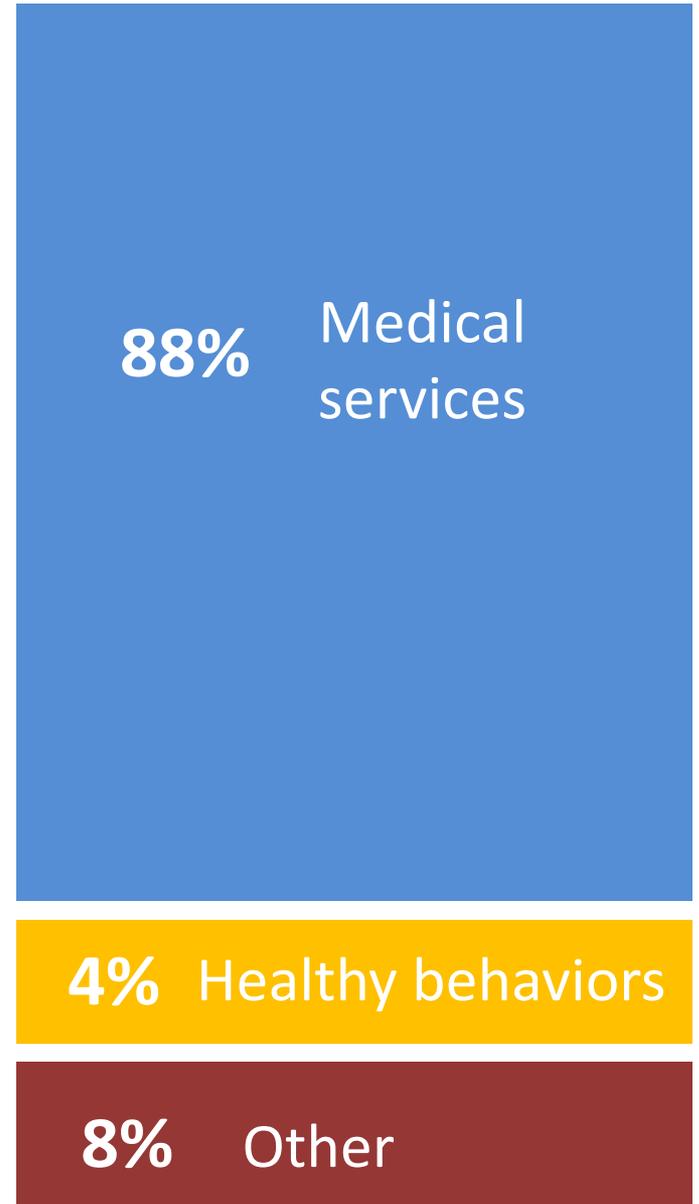
...and the interactions and inter-dependencies across these determinants

What drives health and where do we spend the money?

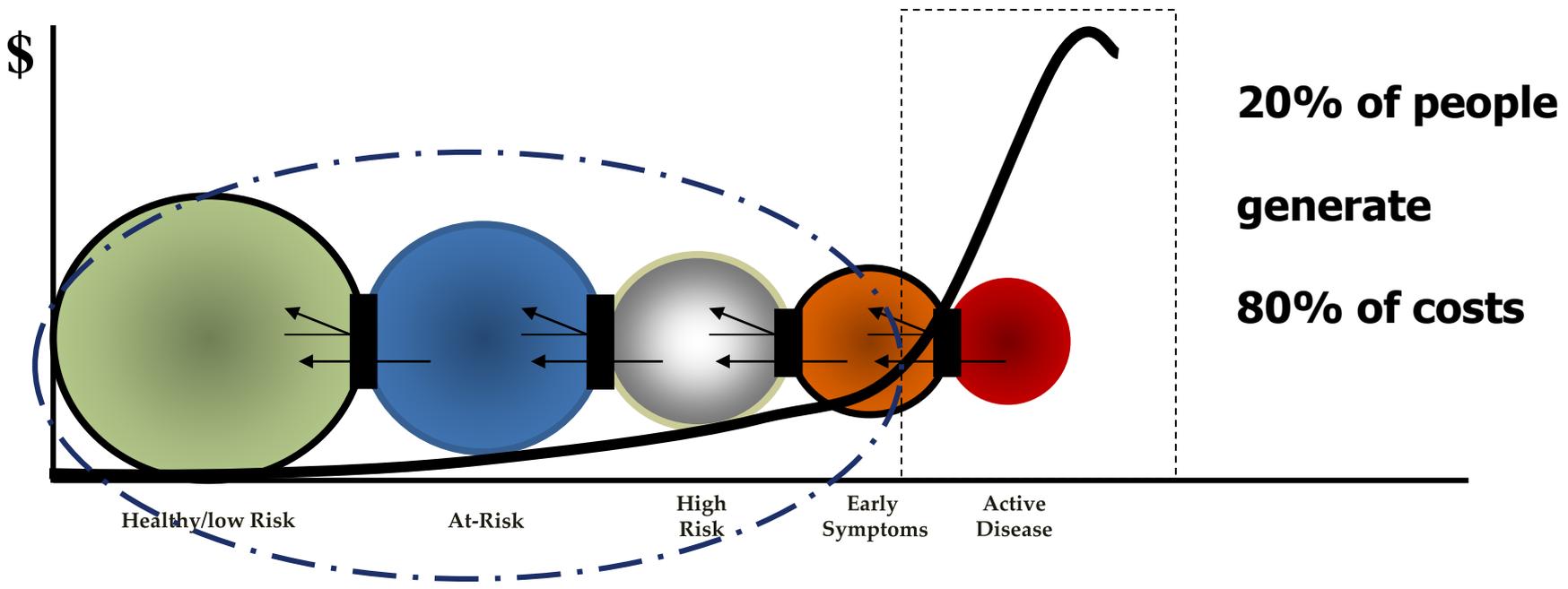
Drivers of health



Where money spent



Claims Cost Distribution

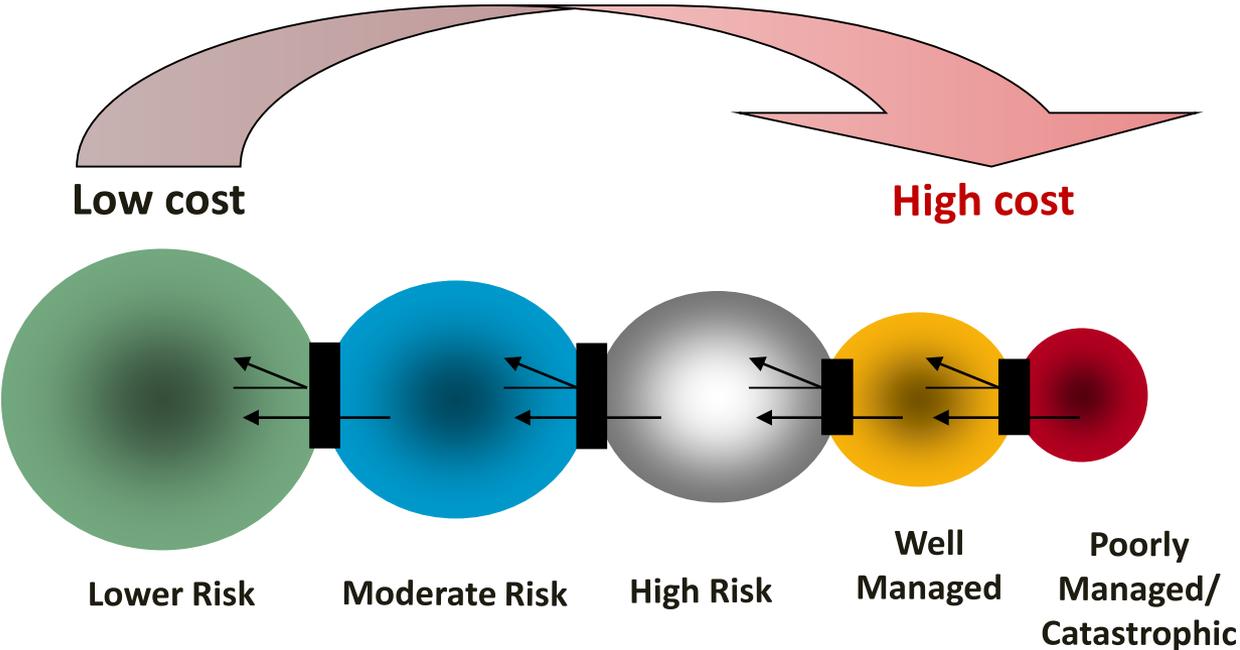


That means, 80% of people generate only 20% of the costs

Disease costs, prevention saves.

High Cost Claimant Churn

50% to 60% of the high cost claimant group is replaced, annually



...In Your World...

...A vote:

- Do you think employee health and well-being programs can improve health and generate savings?



Workplace culture and business performance

Marketplace rewards companies who achieve cultures of health:

- ACOEM Corporate Health Achievement Award (CHAA) culture of health award winners as a stock portfolio
- Portfolio of approximately twenty publicly traded award winners; over nearly two decades
- The portfolio outperformed the market significantly; in all four test scenarios

FAST TRACK ARTICLE

The Link Between Workforce Health and Safety and the Health of the Bottom Line

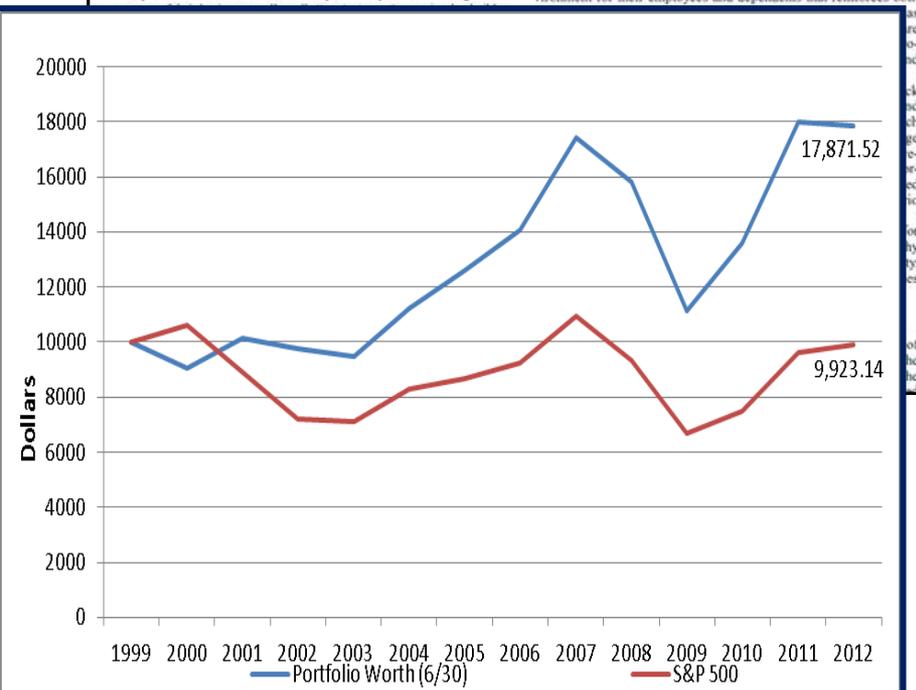
Tracking Market Performance of Companies That Nurture a "Culture of Health"

Raymond Fabius, MD, R. Dixon Thayer, BA, Doris L. Konicki, MHS, Charles M. Yarborough, MD, Kent W. Peterson, MD, Fikry Isaac, MD, Ronald R. Loeppke, MD, MPH, Barry S. Eisenberg, MA, and Marianne Dreger, MA

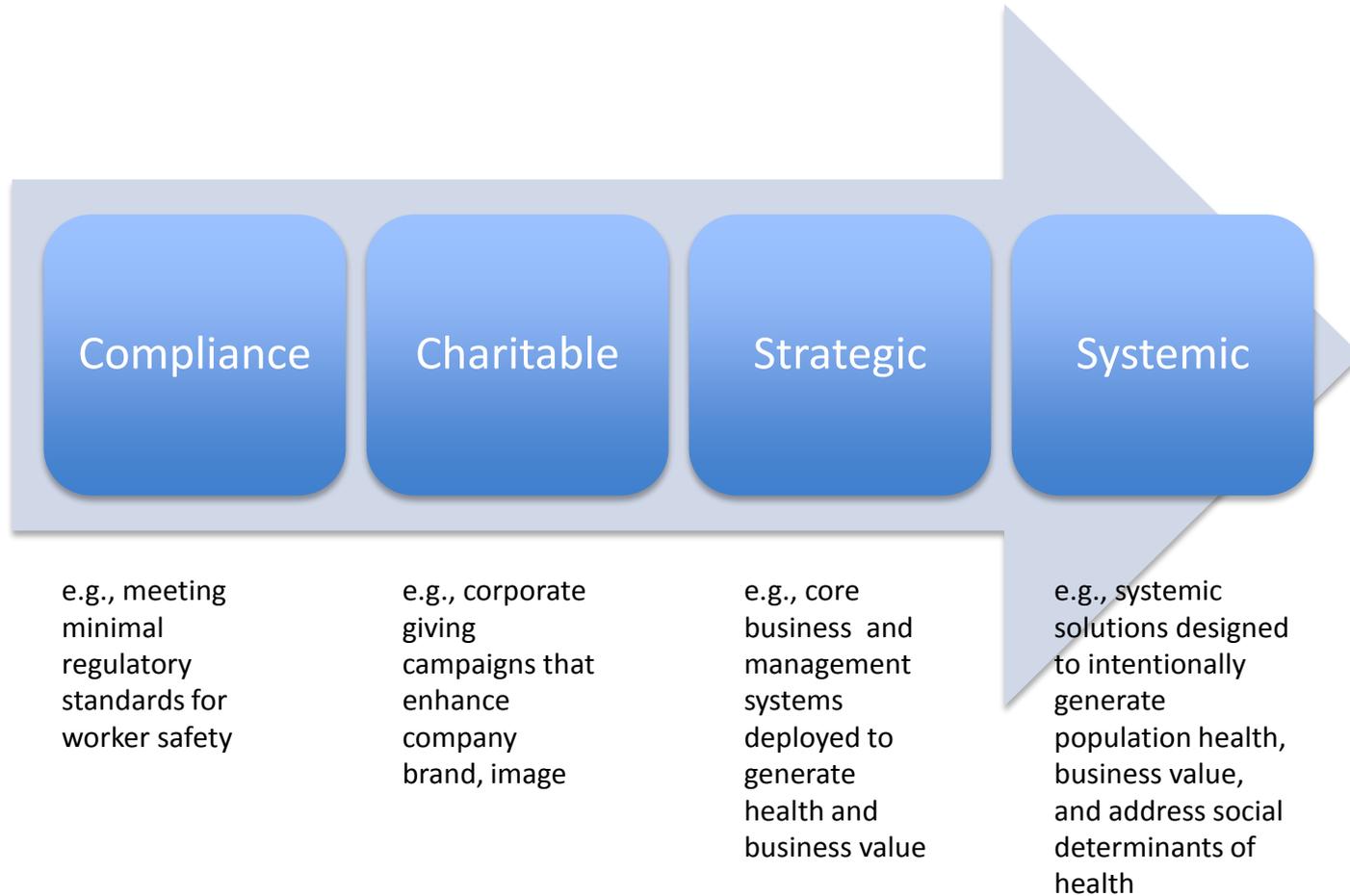
Objective: To test the hypothesis that comprehensive efforts to reduce a workforce's health and safety risks can be associated with a company's stock market performance. **Methods:** Stock market performance of Corporate Health Achievement Award winners was tracked under four different scenarios using simulation and past market performance. **Results:** A portfolio of companies recognized as award winning for their approach to the health and safety of their workforce outperformed the market. Evidence seems to support that building cultures of health and safety provides a competitive advantage in the marketplace. This research may have also identified an association between companies that focus on health and safety and companies that manage other

- Recently, an article by Loeppke and colleagues,⁸ reported that for every dollar of medical and pharmaceutical costs spent, an employer lost an additional \$2.30 of health-related productivity costs. Health-related presenteeism (health risks and medical conditions impacting work performance) was shown to have a larger impact on lost productivity than absenteeism, with executives and managers suffering higher losses. Comorbidities demonstrated the largest effects on productivity loss.⁹

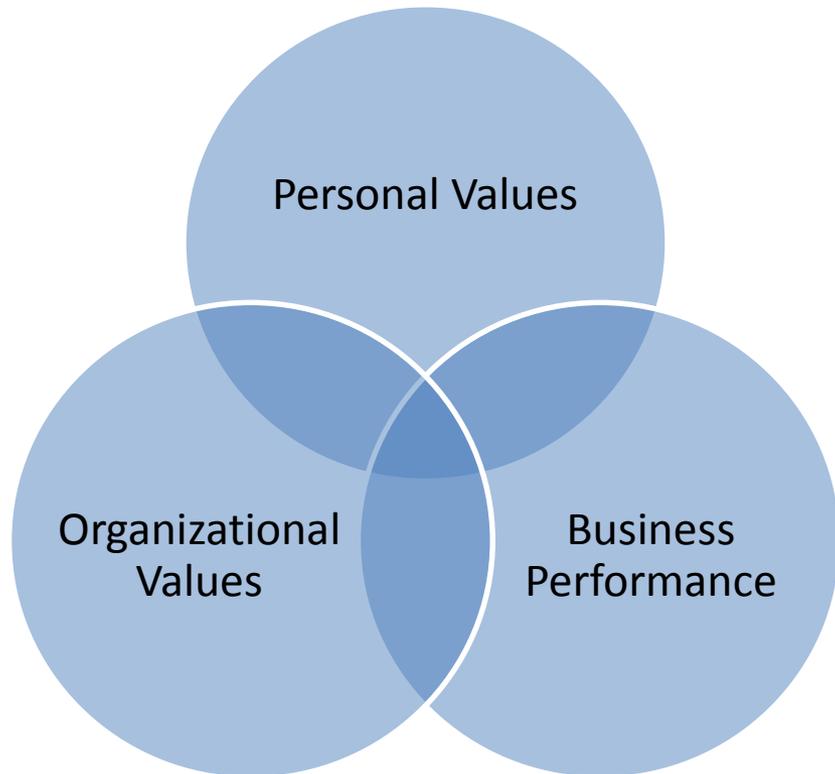
These facts led to a hypothesis: Companies that create an environment for their employees and dependents that reinforces both



Building a healthy workplace culture

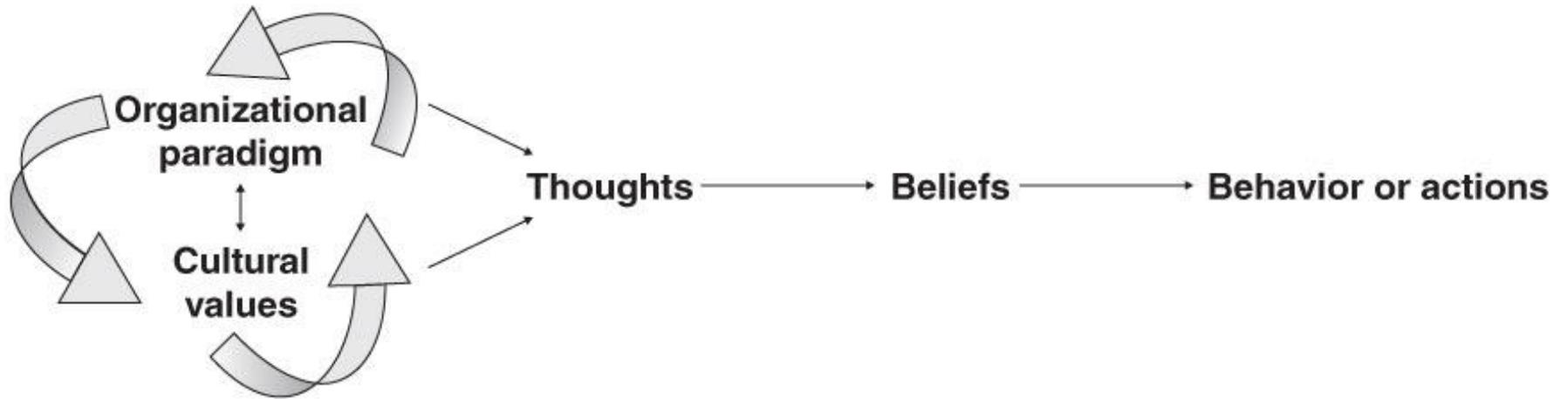


A Culture of Health - Definition and Context



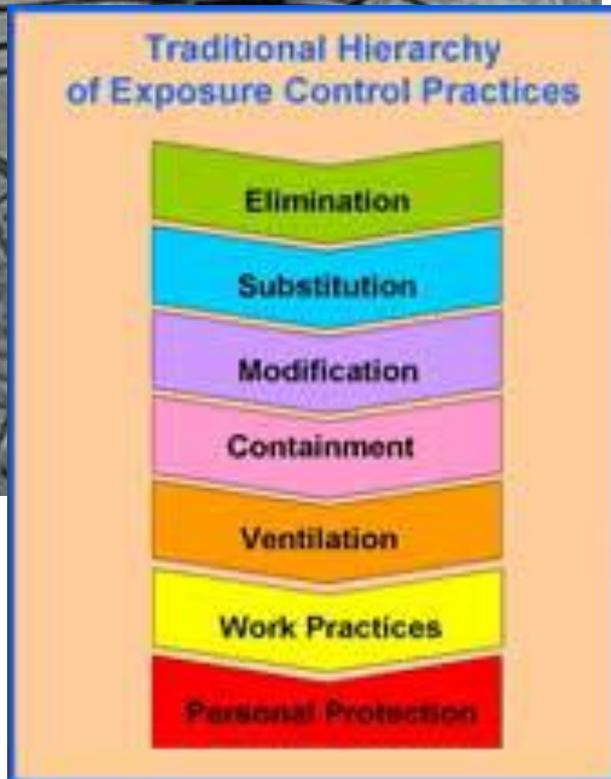
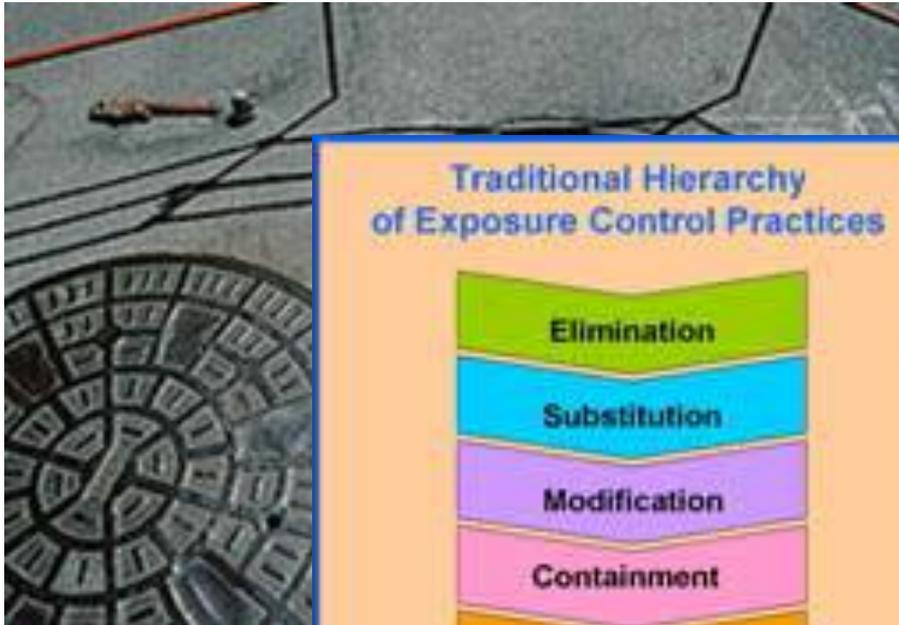
“a workplace ecology in which the dynamic relationship between human beings and their work environment nurtures personal and organizational values that support the achievement of a person’s best self while generating exceptional business performance.”

A Culture of Health – Context and outcomes



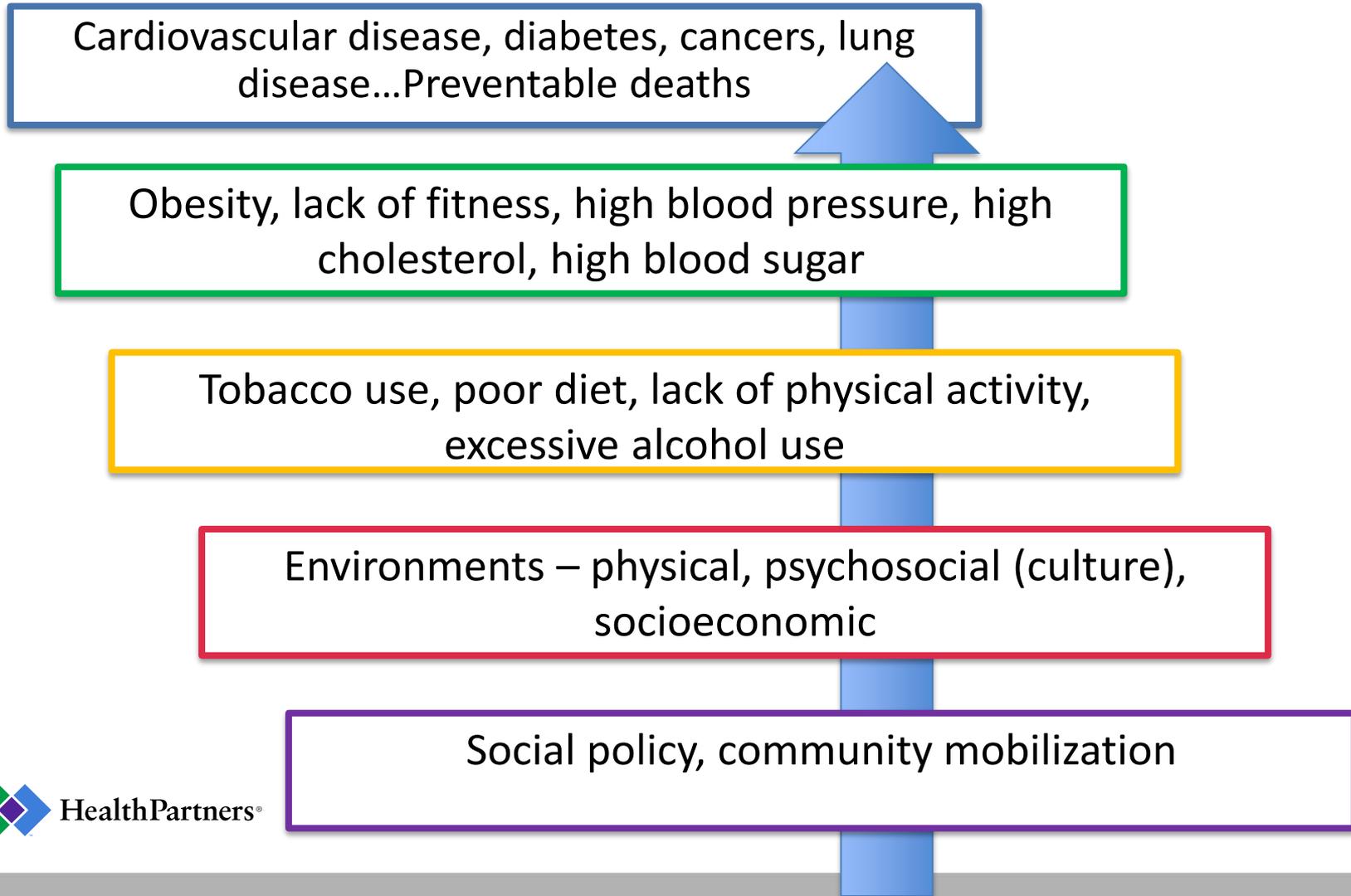
© 2009 Human Kinetics.

Workplace safety...what do you see?

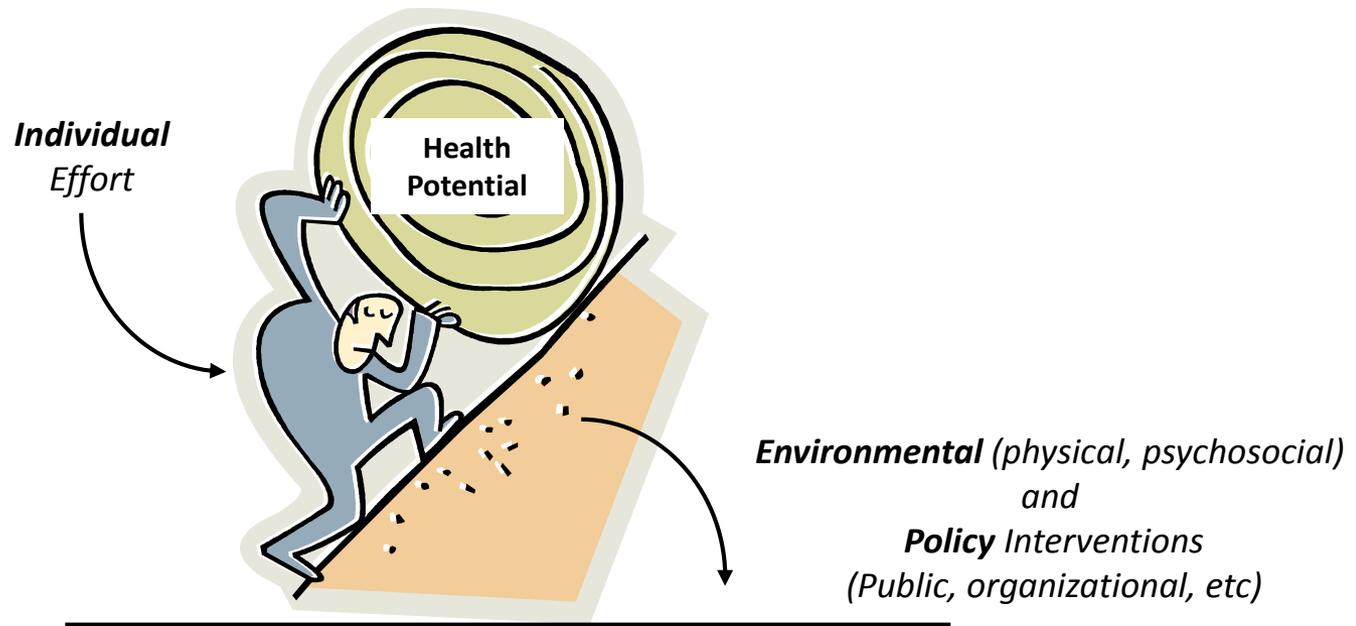


- Building **safety** into the workplace...
 - Elimination
 - Substitution
 - Engineering controls
 - Systems of work
 - Personal protective equipment

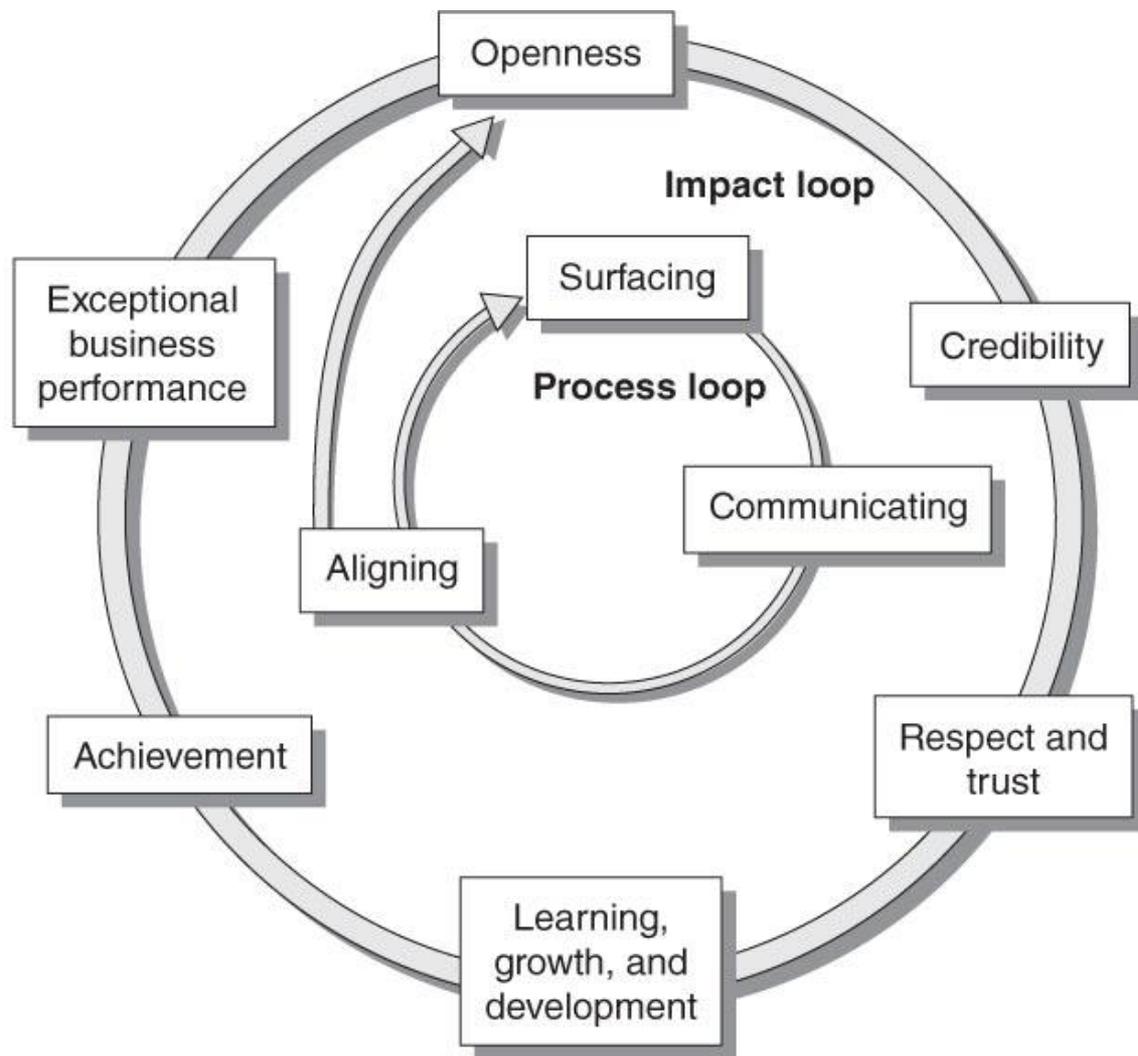
Workplace health...



Making healthy and safe choices easy choices



How to create a culture of health



“Work-Life Balance” and a culture of health

- Work-to-family conflicts
- Family-to-work conflicts
- Impacts on the worker and the company are significant—care costs, absenteeism, presenteeism, reduced commitment, reduced retention, intention to quit, turnover, burnout

Life Happens

Things you can do...

- Flexibility to allow workers to deal with life's stressors
- Leave policies
- Childcare
- Tax/benefit policies
- Job sharing
- Telecommuting
- Etc.

Things you can do...Build RESPECT

- **Reliable**
I will be dependable and follow through on my responsibilities.
- **Excellence**
I will go above and beyond to make a positive difference each day.
- **Show appreciation**
I will value and acknowledge your contributions.
- **Positive attitude**
I will be friendly, optimistic, and helpful.
- **Embrace difference**
I will honor and learn from your uniqueness and experiences.
- **Communicate**
I will listen, seek to understand, and share information.
- **Teamwork**
I will support you, and together we will succeed.

Best Practice Program Design Principles

- **Design for success**

- Leadership
- Relevance
- Partnership
- Comprehensiveness
- Implementation
- Engagement
- Communications
- Data-driven
- Compliance

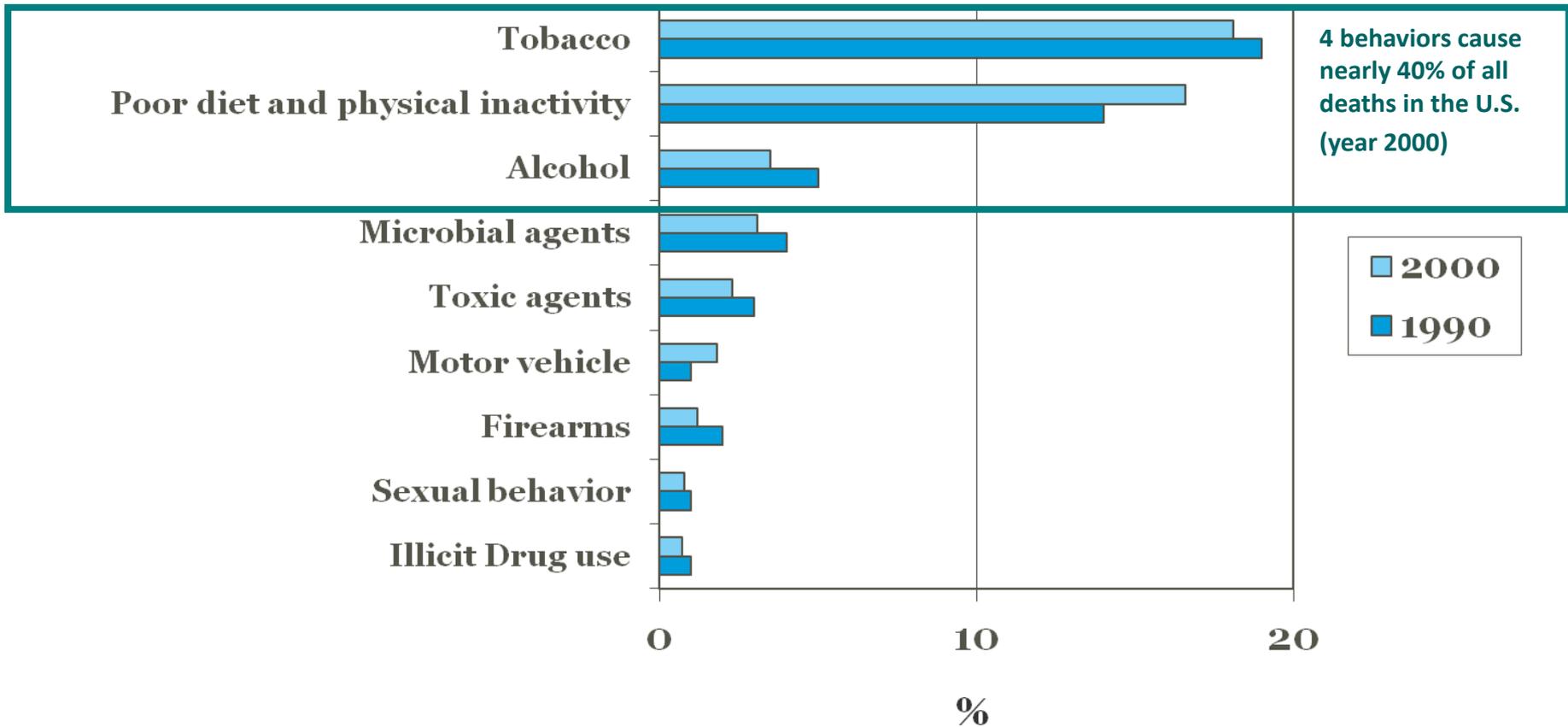
Based on
44 Best
practices

Ethics and core values of the company as well as participatory practices are important elements to ensure worker representation

...Reality Check...

- Changing culture is a difficult thing to do...
- What can you do today?
- Small steps by many people make a big difference, especially when there is environmental support

Actual Causes of Death in the U.S.



Optimal Lifestyle Metric (OLM)



- Being physically active



- Not smoking/no tobacco use

Eating 5 fruits and vegetables each day



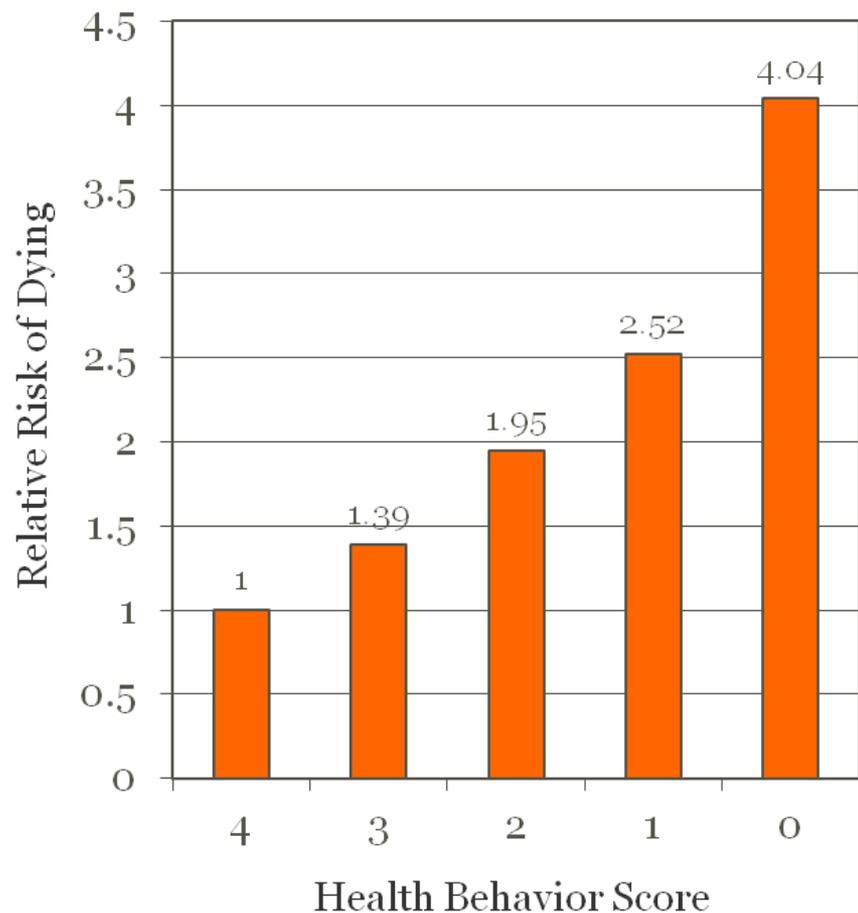
- Drinking alcohol in moderation



...In Your World...

- What is the proportion of Americans who adhere to all four simple health behaviors?
 - No tobacco
 - Physically active
 - Eating five fruits and veggies every day
 - No or moderate consumption of alcohol

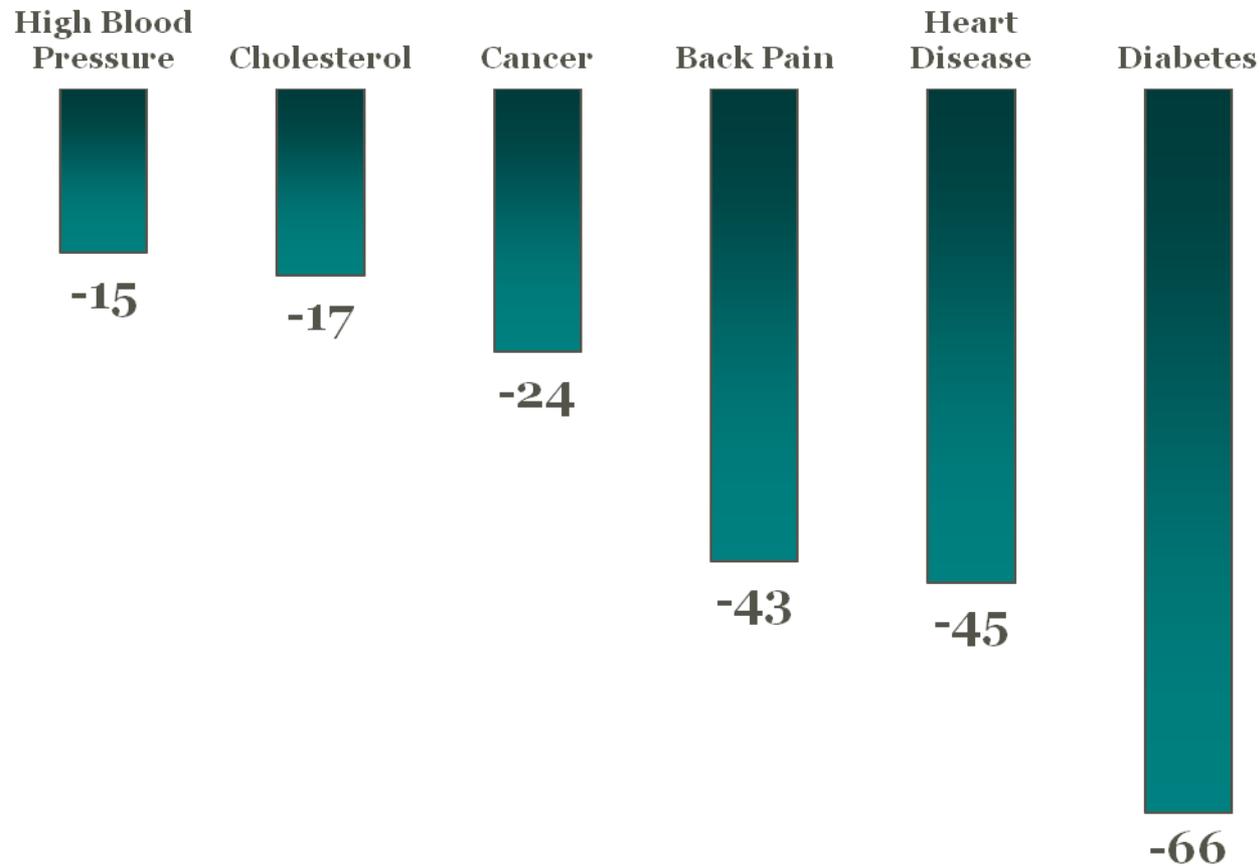
The Impact of health behavior adherence: The EPIC-Norfolk Prospective Population Study



- 11-Year follow-up of 20,244 men and women aged 45-79 years
- All-cause mortality adjusted for age, sex, BMI, social class
- The difference between a health score of 4 and 0 is equivalent to **14 years** in chronological age
- Analyses for those with chronic disease (N=2,057) showed similar results

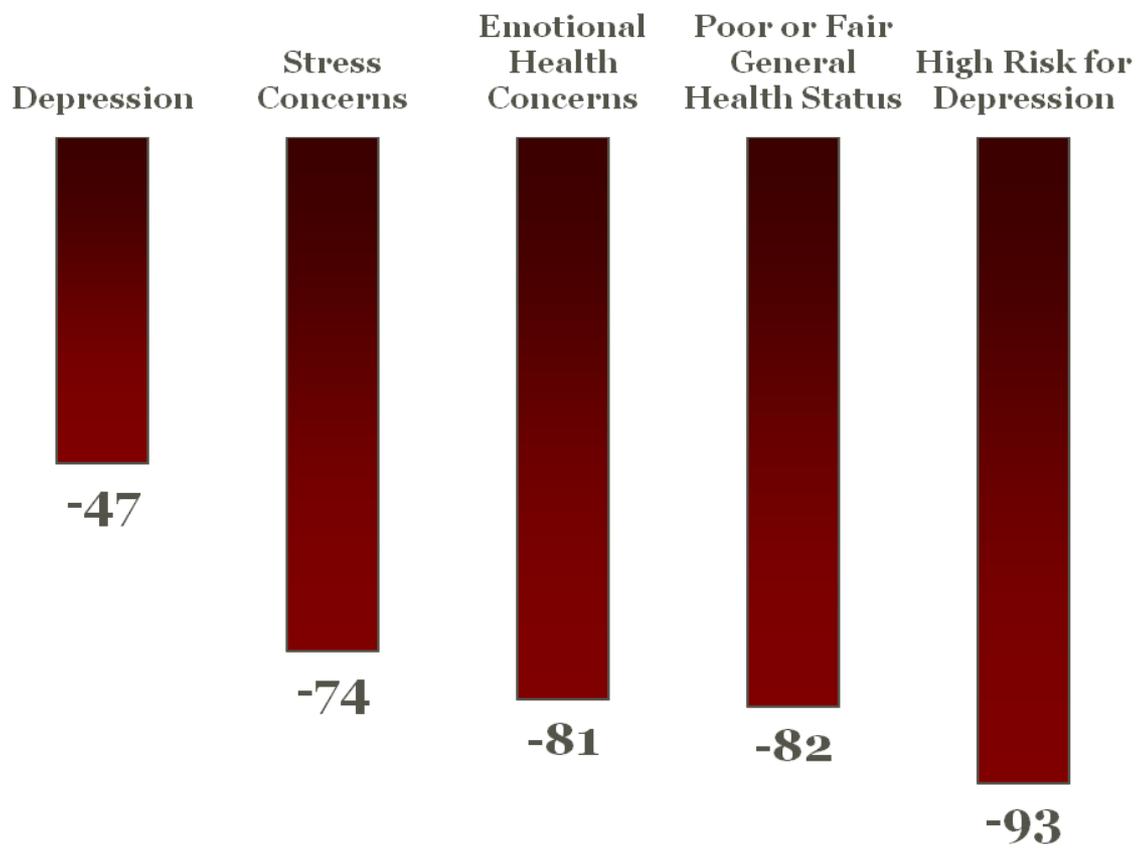
Adherence to OLM and New Disease

Difference in 2-year incidence of new disease between people who adhere to OLM 0 or 1 and OLM 3 or 4 (%)

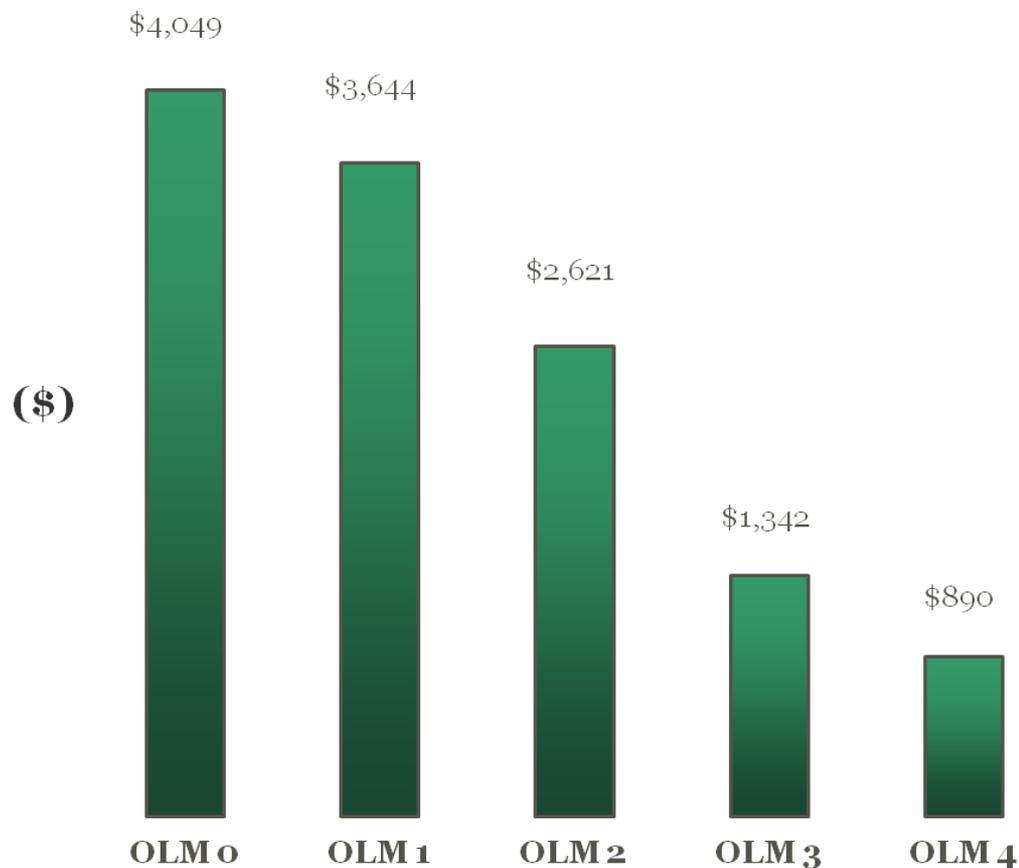


Adherence to OLM and Emotional Health

Difference in emotional health concerns among employees who adhere to OLM 0 and those who adhere to OLM 4 (%)



Adherence to OLM and Productivity Loss



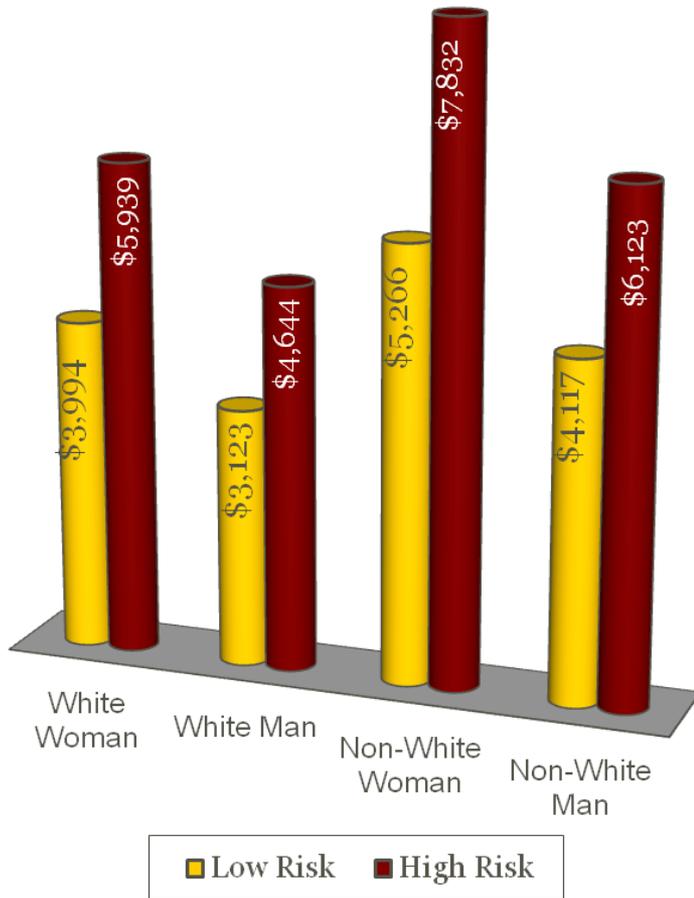
Impact on excess health-related productivity loss

- Absenteeism
- Presenteeism

Based on 33,956 employees (Sample company, assuming \$50,000 average salary, expressed as per person per year productivity loss in 2009 dollars)

Lifestyle Adherence and Health Care Costs

Difference in annual health care costs between the two risk profiles = **49%**



- “Low-Risk” profile
 - BMI of 25 kg/m²
 - Never-smoker
 - Physically active
- “High-Risk” profile
 - BMI of 27.5 kg/m²
 - Current smoker
 - No physical activity

OLM Case Example

- The company: mid-sized business (~1,700 employees and spouses)
- Benefit incentive: \$35 co-pay difference or \$250 deductible difference
- Comprehensive program design
- Annual program participation rate above **90%** over 3 years

Triple Aim Results

EXPERIENCE

93% are very satisfied or satisfied with the program

HEALTH & PRODUCTIVITY

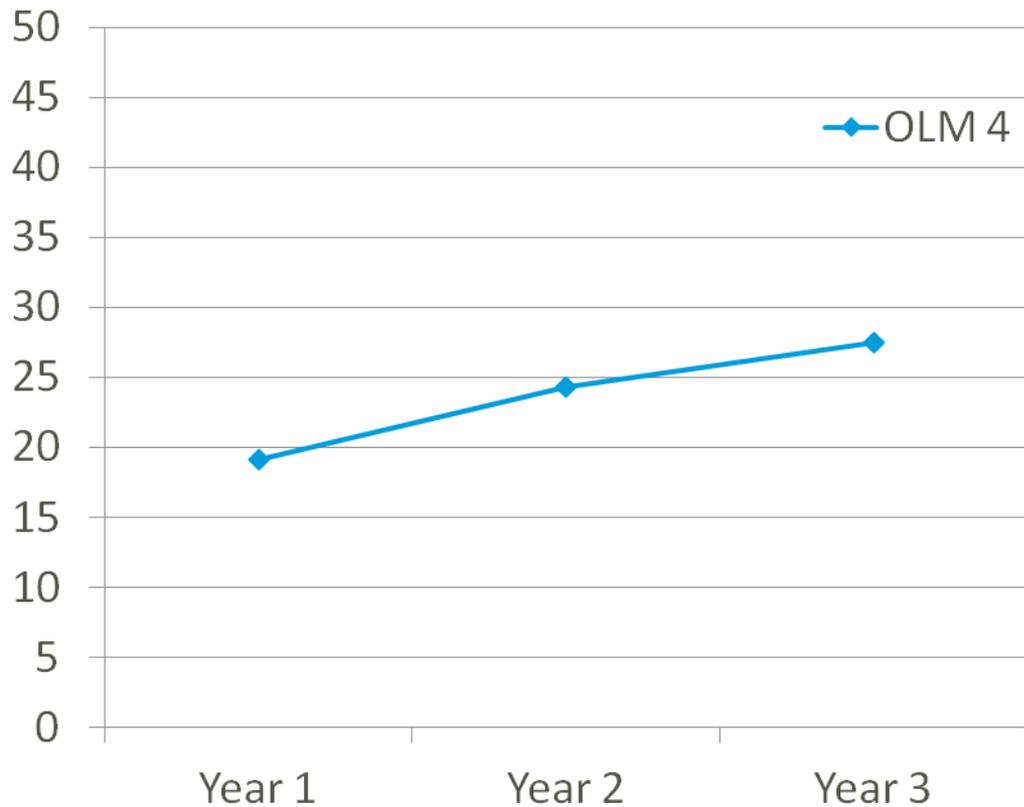
- Tobacco use 37%
- Physical Activity (% meeting Guidelines) 58%
- Fruits and Vegetables 89%
- Alcohol use No change (99% all years)
- Obesity 9.4%

ROI

- Demonstrated savings and ROI in 3 years
 - Medical \$1.3 M (3.3% of overall expected medical trend)
 - Productivity \$1.1 M
 - Estimated ROI 2.9:1

OLM Results

3-Year Program Results on OLM Change in Mid-Sized Company with Comprehensive Program



**44%
improvement
over two program
years**

Conclusions

- Creating a culture of health
 - Improves workforce health, safety, function, performance, productivity, and costs..., oh yes, and morale, mood, happiness, pride, ...!
 - Addresses work-life balance issues
 - Affects both physical and psychosocial challenges
 - Works at both the individual and organizational levels
 - Is good for the workforce AND the company!

Thank You

Contact Information:

Nico.p.pronk@healthpartners.com