About the Institute for Health and Productivity Studies (IHPS)

• Collaboration between the Johns Hopkins Bloomberg School of Public Health and Truven Health Analytics (an IBM Company)

• Key Personnel
  • Ron Goetzel, PhD – Senior Scientist and Director
  • Enid Chung Roemer, PhD – Associate Scientist and Deputy Director
  • Karen Kent, MPH – Senior Research Program Manager
  • Jeff Berko, MPH – Manager of Research Projects
  • Kate McCleary, MS, CHES – Senior Research Assistant
Workplace Programs, Policies, And Environmental Supports To Prevent Cardiovascular Disease

Linking Workplace Health Promotion Best Practices and Organizational Financial Performance

Tracking Market Performance of Companies With Highest Scores on the HERO Scorecard

Do Workplace Health Promotion (Wellness) Programs Work?

The Stock Performance of C. Everett Koop Award Winners Compared With the Standard & Poor’s 500 Index
Learning Outcomes

• By watching this webinar, you will learn about:
  • The current landscape of workplace health promotion (WHP)
  • Employee and employer perspectives on WHP programs, leadership, and organizational supports
  • Insights and strategies to improve organizational health and WHP programs
Approximately 80-85% of employers offer wellness programs.
Not all programs are created equally.
Comprehensive WHP Programs

According to Healthy People 2010, “comprehensive” programs must include all 5 key elements:

1. Employee screenings with follow-up
2. Health education
3. Supportive physical and social environment
4. Links to related employee services
5. Integration of health promotion into your organization’s culture
Employer and Employee Opinions About Workplace Health Promotion (Wellness) Programs

Results of the 2015 Harris Poll Nielsen Survey

Katherine McCleary, MS, CHES, Ron Z. Goetzl, PhD, Enid Chung Roemer, PhD, Jeff Berko, MPH, Karen Kent, MPH, and Hector De La Torre, BA

Objective: The aim of this study was to provide a current picture of the state of workplace health promotion (wellness) programs in the U.S., from both employer and employee perspectives. Methods: We analyzed data from two independent surveys of employers (N=1500) and the general population (N=4651). Results: Employers reported offering wellness programs at almost twice the rate of employees who reported having these programs available to them. Most (99.4%) employers felt employers should play a role in improving worker health and nearly three-fourths (72.1%) thought that lower insurance premiums should be offered for participation in wellness programs. However, fewer than half felt that their work environment allowed them to maintain good health. Conclusion: Although wellness programs are offered at the majority of workplaces in the U.S., employees are unlikely to be aware of these efforts and would like employers to be forthcoming in providing programs promoting good health.

There is a debate as to whether workplace health promotion (WHP) or wellness programs improve workers’ health, produce cost savings, and influence business performance.1-3 Some critics also voice concern that these programs may be discriminatory toward non-participants.4-6 Yet, the trend towards the implementation of these programs has been increasing.7-9 This study adds to the literature about the prevalence and characteristics of workplace health promotion programs in the U.S., and contributes to the discussion about the potential impact of these programs on personal and business health.
Research Interests

We were interested in what employers:

1. Value and prioritize in health promotion programming
2. Offer to their workers and the extent to which these programs are comprehensive in nature
3. View of programs that have the greatest impact on employee health and well-being

And employees’ opinions about and level of participation in employers’ health promotion programs
Research Details

- Objective: The aim of this study was to provide a current picture of the state of workplace health promotion (wellness) programs in the U.S. from both employer and employee perspectives.

- Samples: We analyzed data from two independent surveys of employers (n=705) and the general population (n=1,833)

- Limitation: Employees were not matched to the employer respondents
Employer Perspectives
Elements Included in Wellness Programs (%)

- Employee screenings with follow-up: 70.4%
- Health education: 64.3%
- Supportive physical and social environment: 63.7%
- Links to related employee services: 50.4%
- Integration of health promotion into your organization's culture: 46.8%

13.3% of employers offered all 5 elements
Employer Perception of WHP Impact on...

- **Workers' Health**: 83.6% Positive, 15.3% Neutral, 1.1% Negative, 0% Don't Know
- **Performance & Productivity**: 83.3% Positive, 15.8% Neutral, 1.9% Negative, 0% Don't Know
- **Healthcare Costs**: 73.6% Positive, 23.2% Neutral, 3.2% Negative, 0% Don't Know
80.6% of Employers Say They Offer a Wellness Program…
80.6% of Employers Say They Offer a Wellness Program…
But Only 45% of Employees Say Wellness is Available to Them
### Wellness Programs Offered (%)

<table>
<thead>
<tr>
<th>Program</th>
<th>Don't know</th>
<th>Not offered</th>
<th>Not enrolled in it</th>
<th>Enrolled</th>
<th>% Offered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preventative screenings and vaccinations</td>
<td>15.4</td>
<td>15.5</td>
<td>20.5</td>
<td>48.5</td>
<td>69.1</td>
</tr>
<tr>
<td>Exercise programs - either on-site or discounts for local gyms</td>
<td>13.3</td>
<td>21.8</td>
<td>39.2</td>
<td>25.6</td>
<td>64.8</td>
</tr>
<tr>
<td>Monitoring of health goals/biometrics - BMI/weight loss, …</td>
<td>19.5</td>
<td>20.5</td>
<td>22.9</td>
<td>37.0</td>
<td>60.0</td>
</tr>
<tr>
<td>Smoking cessation programs</td>
<td>24.2</td>
<td>16.4</td>
<td>46.6</td>
<td>12.9</td>
<td>59.5</td>
</tr>
<tr>
<td>Completing a health risk appraisal</td>
<td>22.5</td>
<td>19.9</td>
<td>17.5</td>
<td>40.2</td>
<td>57.6</td>
</tr>
<tr>
<td>Managed programs for substance abuse or mental health</td>
<td>28.0</td>
<td>16.9</td>
<td>42.1</td>
<td>13.0</td>
<td>55.1</td>
</tr>
<tr>
<td>Healthy food options - on-site cafeteria or healthy snack options</td>
<td>15.9</td>
<td>34.9</td>
<td>20.3</td>
<td>29.6</td>
<td>49.9</td>
</tr>
<tr>
<td>Corporate sponsored challenges</td>
<td>24.4</td>
<td>26.3</td>
<td>27.3</td>
<td>22.0</td>
<td>49.3</td>
</tr>
<tr>
<td>Ergonomic workstations (e.g., standing desks, adjustable…</td>
<td>18.2</td>
<td>33.9</td>
<td>23.3</td>
<td>24.6</td>
<td>47.9</td>
</tr>
<tr>
<td>Lunchtime lectures/education on healthy behaviors</td>
<td>20.3</td>
<td>38.8</td>
<td>22.7</td>
<td>18.2</td>
<td>40.9</td>
</tr>
<tr>
<td>On-site health clinic - for routine visits at my office</td>
<td>17.5</td>
<td>45.9</td>
<td>15.9</td>
<td>20.8</td>
<td>36.7</td>
</tr>
<tr>
<td>Case managers to track disease management</td>
<td>35.1</td>
<td>34.0</td>
<td>17.8</td>
<td>13.1</td>
<td>30.9</td>
</tr>
<tr>
<td>Medication adherence programs</td>
<td>39.1</td>
<td>33.6</td>
<td>14.3</td>
<td>13.0</td>
<td>27.3</td>
</tr>
</tbody>
</table>
Reasons for Not Participating

1. “I am not interested” (17.4%)
2. “I am healthy and do not need to use them” (13.5%)
3. “I already do similar things on my own” (9.7%)
### Employee Attitudes: Leadership & Organizational Support (%)

- **Lower health insurance premiums should be offered for participation in health promotion programs**: Strongly disagree 1.9, Disagree 3.5, Neither agree nor disagree 22.5, Agree 40.5, Strongly agree 31.6 (%: 72.1)
- **Employers should play an active role in improving the health of their employees**: Strongly disagree 3.2, Disagree 6.4, Neither agree nor disagree 31.1, Agree 39.7, Strongly agree 19.7 (%: 59.4)
- **My company’s leaders are committed to worker health, safety, and wellbeing**: Strongly disagree 6.1, Disagree 11.3, Neither agree nor disagree 36.2, Agree 34.0, Strongly agree 12.4 (%: 46.4)
- **My employer cares about my health and wellbeing**: Strongly disagree 7.0, Disagree 12.0, Neither agree nor disagree 35.8, Agree 33.8, Strongly agree 11.3 (%: 45.1)
- **My work environment allows me to maintain good health**: Strongly disagree 6.3, Disagree 14.6, Neither agree nor disagree 35.0, Agree 32.4, Strongly agree 11.7 (%: 44.1)
- **My employer provides me with resources necessary to maintain good health**: Strongly disagree 6.9, Disagree 13.1, Neither agree nor disagree 37.0, Agree 32.6, Strongly agree 10.3 (%: 42.9)
- **Our CEO and senior leaders are committed to improving the health of their employees**: Strongly disagree 8.9, Disagree 14.1, Neither agree nor disagree 42.8, Agree 24.8, Strongly agree 9.3 (%: 34.1)
- **Our CEO and senior leaders feel it is their responsibility to take care of their employees’ health insurance needs**: Strongly disagree 11.1, Disagree 15.4, Neither agree nor disagree 39.9, Agree 24.0, Strongly agree 9.5 (%: 33.5)
Key Takeaways

- Majority of employers report offering WHP programs
- Positive perceptions about WHP programs from employers and employees
  - On program impact (employer perspective)
  - On incentives, employer’s role in health, and participation rate (employee perspective)
- Disconnect between WHP program availability
  - Employers may not be doing enough to make their WHP programs visible to employees
  - Employees perceive a lack of support in the work environment and leadership
Further Insights
Perceived Employer Support

When employees believe their employers care about their health and well being, there are remarkable results*.

- 38% more engaged
- 10x less likely to be hostile
- 17% more likely to still be working there in 1 year
- 28% more likely to recommend their workplace
- 18% more likely to go the extra mile for the organization

*Source: Workplace Well-being
Employee Engagement

• Most employers cite weak employee engagement as the biggest obstacle to changing their employees’ health risk behavior

Source: Towers Watson Staying@Work Report (2014)
Strategies
Bridging the Disconnect
Strategic Communications & Feedback

- Designed to achieve well-defined objectives
- Tailored and targeted depending on employee needs
- Multiple channels of communication
- Simple, meaningful, fun messaging
- Establish feedback loop
- Bi-directional

CME IS AVAILABLE FOR THIS ARTICLE AT ACOEM.ORG

Promoting Healthy Workplaces by Building Cultures of Health and Applying Strategic Communications

Karen Kent, MPH, Ron Z. Goetzel, PhD, Enid C. Roemer, PhD, Aishwarya Prasad, MPH, MBBS, and Naomi Freundlich, MA

Objective: The aim of the study was to identify key success elements of employer-sponsored health promotion (wellness) programs. Methods: We conducted an updated literature review, held discussions with subject matter experts, and visited nine companies with exemplary programs to examine current best and promising practices in workplace health promotion programs. Results: Best practices include establishing a culture of health and using strategic communications. Key elements that contribute to a culture of health are leadership commitment, social and physical environmental support, and employee involvement. Strategic communications are designed to educate, motivate, market offerings, and build trust. They are tailored and targeted, multichannel, bidirectional, with optimum timing, frequency, and placement. Conclusions: Increased efforts are needed to disseminate lessons learned from employers who have built cultures of health and excellent communications strategies and apply these insights more broadly in workplace settings.

In 2007, an article entitled “Promising Practices in Employer Health and Productivity Management Efforts: Findings from a Benchmarking Study” was published; this article discussed best and promise practices for workplace health promotion (also known as

Learning Objectives
- Summarize the methods used by Goetzel et al in their updated analysis of best practices in employer-sponsored health promotion (wellness) programs.
- Discuss the concept of building a culture of health and identify key elements contributing to it.
- Discuss the importance of strategic communications and the goals and characteristics of an effective communications strategy.

BACKGROUND
Employee Involvement in Program Design/Implementation

- Employee interest surveys
- Focus groups
- Wellness committees
- Wellness champions
- Two-way dialogue using a variety of channels
Meaningful Incentives

- Ask employees to find out what motivates them...
  - Recognition?
  - PTO?
  - Cash?
  - Prizes?
  - Insurance discounts?
  - Giving back / social responsibility?
Environmental Support

• Social environment
  • The social/organizational expectations and accepted ways of behaving promote health and well-being

• Physical environment
  • Offers healthy options as the default
  • Employees have access to convenient, high-quality resources to improve health
Manager & Leadership Support

• Visible program advocates
• Personally engage in activities
• Express importance of employee wellbeing to the organization
• Accountability
• Provide necessary resources for health promotion
Program Goals & Evaluation

- Set short- and long-term objectives
- Align WHP program with business goals
- Health-supporting policies/guidelines
- Share successes!
Best/Promising Practice Resources

- Transamerica Center for Health Studies – [Employer Guide to Workplace Health Promotion](#)
- American Heart Association -- [Developing a Culture of Health “Playbook”](#)
- Centers for Disease Control and Prevention – [Workplace Health Research Network](#)
CDC Workplace Health Resource Center

- Official launch: August 2017
- Evidence-based and credible resources all in one location
- Resources are vetted by CDC and a steering committee of experts in the field
- Intended to help employers launch or expand workplace health promotion programs

https://www.cdc.gov/workplacehealthpromotion/initiatives/resource-center
Questions or Comments?

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