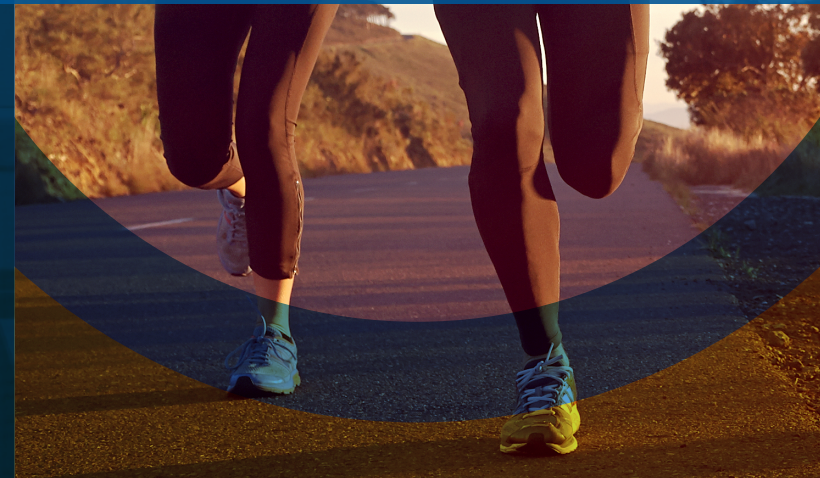


HOW HEALTHY IS YOUR WORKPLACE?

A HEALTH ACTIVATION GUIDE | NOVEMBER 2015

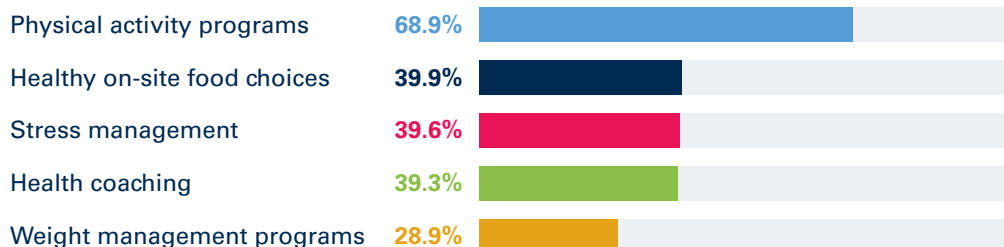


HOW HEALTHY IS YOUR WORKPLACE?

The road to health is paved with good intentions. From paid gym memberships to smoke-free zones to corporate cafeterias that offer healthier food options and nutritional information on the menu, most employers have taken steps to promote better health in the workplace.

There's good reason for these changes. Obesity and related chronic diseases cost employers more than \$90 billion each year in health insurance claims¹, and productivity loss due to health problems costs employers \$225.8 billion each year². However, companies that manage to actively engage employees in wellness initiatives can realize significant positive outcomes in productivity, healthcare costs, talent retention and overall perception of the workplace.

EMPLOYEE TOP WELLNESS PROGRAM PICKS³



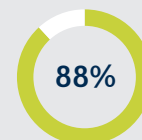
So why aren't people getting healthier?

Given the level of interest and the high-stakes benefits, it may come as a surprise that the uptake in employer-based wellness programs remains limited. According to a RAND employer survey, less than half of employees participated in clinical screenings or completed a Health Risk Assessment (HRA) used to identify those employees who require interventions. Of those employees who were identified for interventions, less than one-fifth chose to participate⁵.

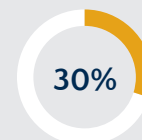
Employers need to do more than simply offer programs and incentives. For wellness programs to take hold and produce lasting behavior change, the organization must implement a sustainable engagement strategy, built around three main pillars: **a clearly defined culture of health, use of incentives as appropriate and engagement in strategic communications.**



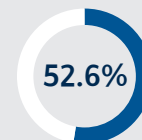
DOLLARS AND SENSE⁴



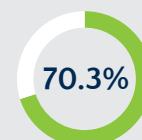
of employees state that having health and wellness programs designates an organization as an "employer of choice."



of employees report fewer sick days as a result of wellness program participation.



of employers report that wellness programs increase engagement.



of employers report reduced healthcare costs related to wellness programs.

A GUIDE TO: DEFINED CULTURE OF HEALTH

Employees are three times more likely to take action to improve their health when their employer promotes a workplace environment that supports health and well-being, or a “culture of health.”⁶ Companies need to lead by example, with senior leadership who champion the program, demonstrating commitment and active involvement.

THE BENEFITS OF A STRONG CULTURE OF HEALTH⁷:

Level of control over health

Employees in strong cultures of health are more likely to say they have control over their health (**75% rate control at least an 8 out of 10**) compared to the overall population (63%).

Impact of stress on work

Employees in weak cultures of health are more likely to report stress has a negative impact on work activities versus those in strong cultures of health (**49% vs. 25%**).

Healthy activities

Employees in a strong culture of health are more likely to take action with healthy activities compared to those in a weak culture of health.

- Had a physical in last year (**72% vs. 64%**)
- Exercise at least three days a week (**62% vs. 49%**)
- Rate health as very good or excellent (**69% vs. 51%**)

CULTURE OF HEALTH CHECKLIST:

Does your program include the following items?



- ✓ Strong leadership buy-in and organizational support
- ✓ Various program options to meet employees' unique needs
- ✓ Communication strategies that support unique elements of the program
- ✓ Advanced technology, including online and mobile resources to engage employees
- ✓ Incentives to encourage participation in programs
- ✓ Tools and/or metrics to measure success



Employers should access their benefits program to ensure they are providing the best member experience.

A GUIDE TO: APPROPRIATE USE OF INCENTIVES

Offering incentives to employees, such as rewarding participation or recognizing successes, not only shows support for programs, but also is a powerful way to drive healthy behaviors and keep employees motivated. Companies should leverage a variety of incentive choices as part of a broader wellness strategy and take a phased approach for sustained engagement.

ActiveHealth Management conducted an in-depth study of incentive programs over a five-year period, including 1.9 million members across 25 large employers. This study showed the impact of “carrot” and “stick” incentives.

INCENTIVE IMPACT

Chronic Condition Management
Program Engagement

Wellness Program Engagement



Engagement at baseline



Engagement with the stick incentive



Engagement with the carrot incentive



Before implementing an incentive approach, particularly one that incorporates disincentives, organizations should assess corporate culture and communication strategies carefully to proactively manage employee feedback and buy-in.



Promoting healthier behaviors with incentives

CASE STUDY: WESTINGHOUSE

Westinghouse Electric Company kicked off its NEW Start (Nutrition, Exercise and Wellness) wellness program with raffles of laptops and televisions, but uptake remained low. The company reworked its incentive program, shifting away from piecemeal distribution to developing a variety of programs with ongoing reinforcement such as reduced health plan deductibles, lower health plan premium contributions and increases to short-term disability payouts.

Results:

- Overall engagement increased 44.6% over the previous year.
- 46% of employees are participating in the incentive program.
- 31% of participants have completed three or more incentive activities.
- 15-fold increase in engagement — both telephonic and online — in the company's NEW Start lifestyle coaching program.



A GUIDE TO: STRATEGIC COMMUNICATIONS

While 70% of employers offer wellness programs, a new survey by Brodeur Partners finds that two-thirds of employees are unaware they exist⁸.

If employees aren't aware of program offerings, they can't engage. To increase participation, companies need to deliver on the 4R's of communication:

The 4R's of Communication



Right message:

Communication works best when it's tailored to the company culture as well as to the individual. Offering a variety of tailored messages, from testimonials to motivational speakers to videos featuring employees' health success stories, can help reach the intended audience.



Right person:

Messaging is not a "one-size-fits-all" proposition. Understanding members' health habits, motivations and goals — through HRAs, demographics, age profiles, surveys and focus groups — ensures your wellness programs and topics capture their attention.



Right channel:

Pushing the message out through a variety of channels — emails, texts, social media, company Intranet or even peer-to-peer via wellness champions — reaches people where they are, in the way they prefer, to increase engagement.



Right time:

Choose the right time to reach out to employees to keep the program top-of-mind — not, for example, during holidays, crunch times or end-of-quarter when attention and bandwidth are limited.

Delivering the right message to the right person via the right channel at the right time is proven to increase member engagement by more than 87%.

Focus on strategic communications

The best wellness programs are those that clearly communicate their presence, purpose and company support. Health and wellness content that's distributed using a multi-channel approach — for example, via text messages, emails or social media — reaches employees in the ways they prefer and is more effective at promoting awareness and activating engagement.



Strategic communications in action

CASE STUDY: AMERICAN AIRLINES

American Airlines employed a variety of multi-modal outreach efforts through its wellness program, Healthmatters, to engage members and meet them where they were, including on-site seminars, telephonic coaching, webinars and online tools. The program itself was promoted through a variety of channels, from email blasts, custom mailings and on-site education to comprehensive external websites designed to engage spouses and Intranet communications for employees.

Results:

- Greater than 70% engagement rate in 2012.
- 80% engagement rate in 2013.
- 92% participant satisfaction.
- Reduction in employee hospitalizations for asthma, diabetes and stroke.

To what degree is your workplace activating better health?

Achieving an organizational commitment to better health involves multiple measures, and companies that commit to wellness are typically at varying degrees of health activation.

Organizations working at wellness typically fall into one of the following groups – can you spot your own?

- ### Good intentions

Employers at this stage have taken important first steps, such as implementing a tobacco policy and making healthy snacks available as an alternative to vending machine fare. While non-smokers and those who prefer an apple to chips in the afternoon appreciate them, such measures won't have a significant impact on overall employee health and well-being.

- ### Early foundation

Employers with an early foundation for health activation have taken additional steps, such as offering a third-party wellness program or reimbursing employees who choose to be health club members. Passive approaches to employee wellness, however, may disappoint. Changing unhealthy behaviors isn't a matter of "offer it and they will come." Employers that have made it to this level with less than satisfying results shouldn't retreat, but rather pump it up in terms of employee engagement.

- ### Solid foundation

Employers that not only make wellness programs available, but also actively encourage employee engagement have a more solid foundation for health activation. Many have a branded health and wellness program available during work hours and use incentives to drive participation. These employers can expect to see much more significant results than early foundation employers.

- ### Committed to better health

Employers with the most successful wellness programs – those that succeed in effectively replacing unhealthy behaviors with healthy behaviors on a broad basis – make wellness a component of their corporate DNA. A commitment to better health can include having management consistently involved in communications about wellness; and participating directly in wellness programs alongside rank-and-file workers; and reviewing performance data as they would with any other key undertaking.

1. www.cdc.gov/obesity/data/adult.html.
 2. www.cdc.gov/workplacehealthpromotion/businesscase/reasons/productivity.html.
 3. Virgin Pulse. "The Business of Healthy Employees: A Survey of Workplace Health Priorities." 2014.
 4. Ibid.
 5. RAND Health. Workplace Wellness Programs Study. 2013. Online. <https://www.dol.gov/ebsa/pdf/workplacewellnessstudyfinal.pdf>
 6. World Economic Forum, "Creating More Effective Organizations," 2010. Ref: 180110.
 7. Aon Hewitt/National Business Group on Health, The Consumer Health Mindset, 2014
 8. Press release. "Communications 'disconnect' hinders workplace wellness programs, Brodeur survey suggests." Aug. 5, 2015. Online. <http://www.prnewswire.com/news-releases/communications-disconnect-hinders-workplace-wellness-programs-brodeur-survey-suggests-300124038.html>

ACTIVATE BETTER HEALTH IN YOUR POPULATION

The results realized by the employers highlighted in this piece – and by scores of additional employers across the nation – are available to any employer interested in developing a corporate culture of health. It begins with an assessment of where you are today, where you want to be and what measures you can take to get there most efficiently.

If you would like to see precisely where your own organization ranks, please visit www.healthactivated.com and take our easy digital assessment.

For more information on how you can build a strong culture of health in your organization, please email us at info@activehealth.net or call 212-651-8200.



TEST YOUR KNOWLEDGE



1. What percentage of Americans are obese¹?

- A. 10%
- B. 20%
- C. 30%

2. How much money does obesity and related preventable chronic diseases cost employers in health insurance claims each year²?

- A. \$30 billion
- B. \$60 billion
- C. \$90 billion

3. What is the cost of productivity loss for employers each year due to health problems²?

- A. \$125 billion
- B. \$175 billion
- C. \$225 billion

4. How much more productive are companies that actively promote health and wellness³?

- A. 2 times
- B. 2.5 times
- C. 3 times

5. Employees at companies that do not promote a culture of wellness are just as engaged as those whose companies do.

- A. True
- B. False

ASK YOURSELF

DOES YOUR COMPANY SUPPORT A CULTURE OF HEALTH?

It takes more than gym memberships and healthy snacks to support employee health. It takes a much larger effort that impacts the entire company and its framework to make better health a part of the organization's culture.

Here are a few questions to consider:

- Are health and wellness included as part of your company's strategic framework?
- Is physical activity encouraged with features or benefits in the work environment (walking paths, standing desks, etc.)?
- Have you conducted an assessment of your organization's commitment to improving employee health?

For answers to all these questions — and to take our quick online assessment — **please visit www.healthactivated.com.**

Answers:

1) 30% 2) \$90 billion 3) \$225 billion 4) 3 times 5) False

Sources:

1. <http://www.cdc.gov/obesity/data/adult.html>
2. www.cdc.gov/workplacehealthpromotion/businesscase/reasons/productivity.html
3. World Economic Forum, "Creating More Effective Organizations," 2010. Ref: 180110