

# Wellness Past and Future: Best and Next Practices



**The Promise and Competitive Advantage of a “Thriving, Healthy, High-Performing and Sustainable Workplace and Workforce”**



February 7, 2017

# Positive Organizational Health as a Serious Human and Economic Strategy

## 1. Best Practices: Data and Solutions

## 2. Next Practices: A Win-Win Philosophy

- Positive Health to a Higher Level in the Individual
- Positive Health to a Higher Level in the Organization
- Bring Health into the Organization's Processes for Decision-Making and as the Business Model

## 3. A Model for Positive Population Health

# Agenda for Today

## Development of Health/Disease/Wellness-Wellbeing to a Core Decision-making and Population Strategy

- From the beginning to 1970 → Health, Disease, Mortality, Risks,...
- From 1970 to 2009 → *Plus* Wellness, Morbidity, Costs,...
- From 2009 to 2017 → *Plus* Well-being, Culture, Environment,...
- From 2017 to 2040 → *Plus* Positive Individual and Population Health in Decision-making, Strategy,...

# Estimated Prevalence of Health Risks

## Health Risk Measure      High Risk

Body Weight	41.8%
Stress	31.8%
Safety Belt Usage	28.6%
Physical Activity	23.3%
Blood Pressure	22.8%
Life Satisfaction	22.4%
Smoking	14.4%
Perception of Health	13.7%
Illness Days	10.9%
Existing Medical Problem	9.2%
Cholesterol	8.3%
Alcohol	2.9%
Zero Risk	14.0%

### OVERALL RISK LEVELS

Low Risk =            0-2 risks

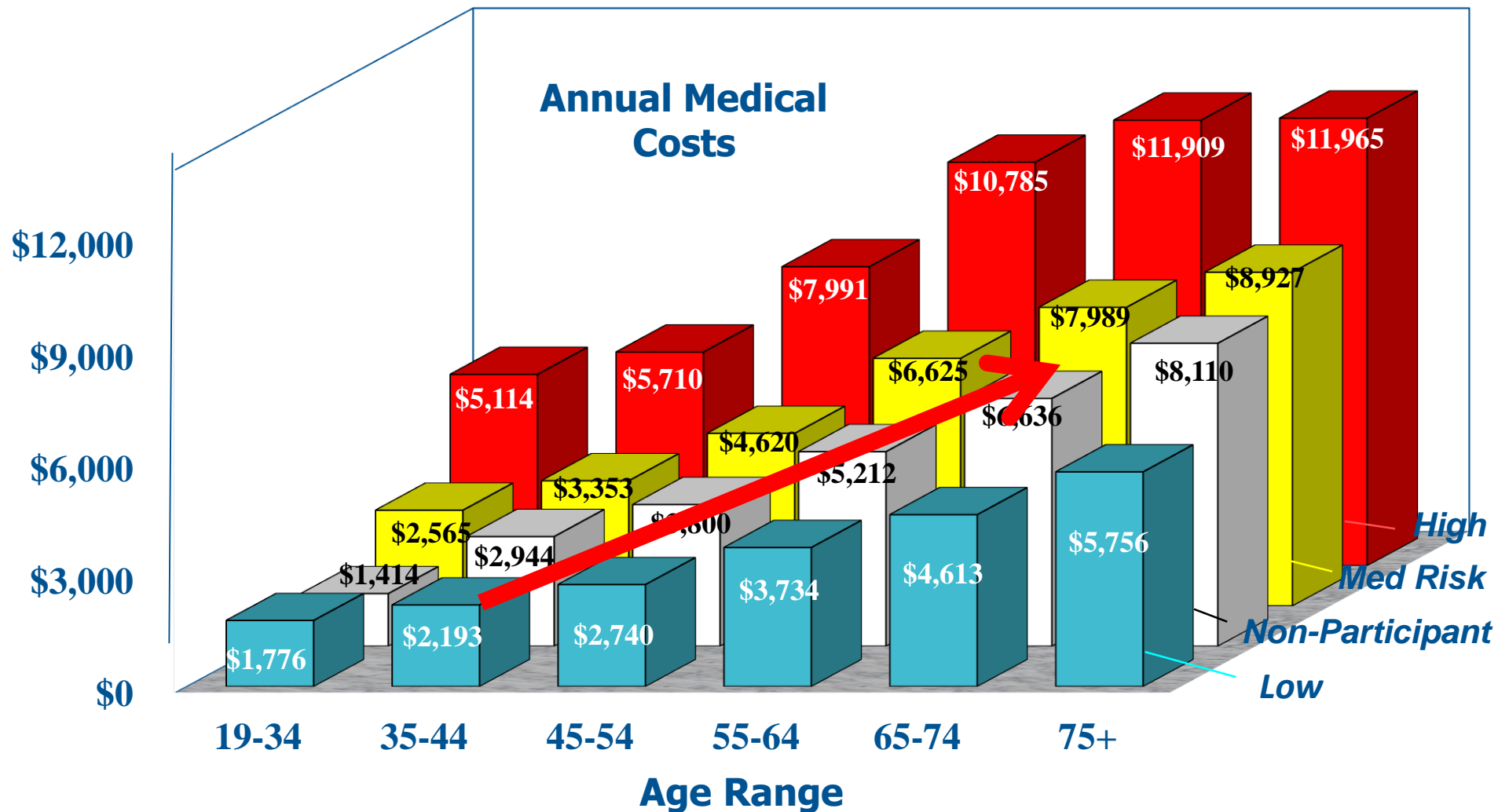
Medium Risk =        3-4 risks

High Risk =            5 or more

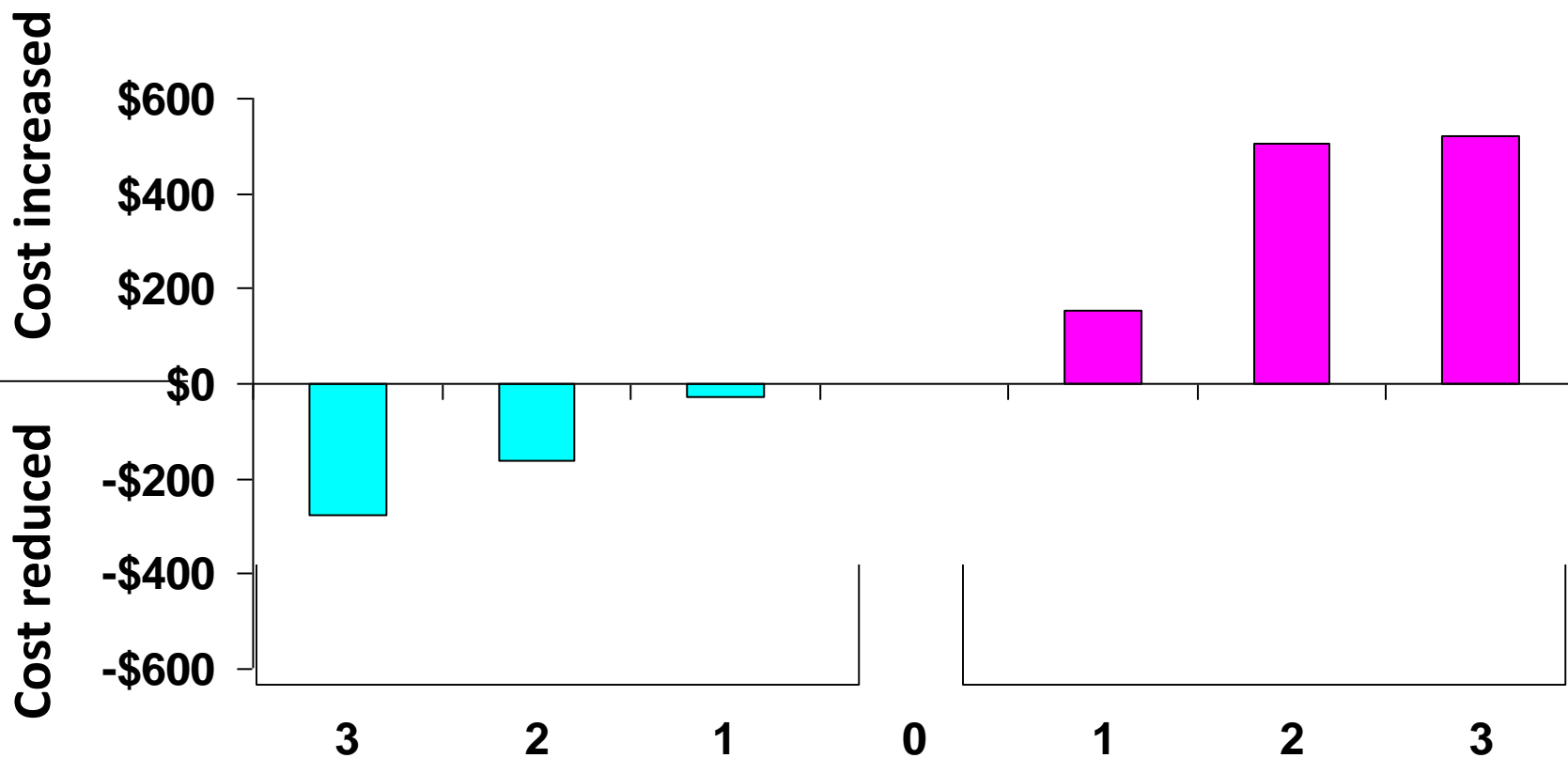
From the **UM-HMRC**  
**Medical Economics Report**

Estimates based on the age-  
gender distribution of a specific  
corporate employee population

# Natural Flow of a Population by: Risks-Costs-Age



# Change in Costs follow Change in Risks

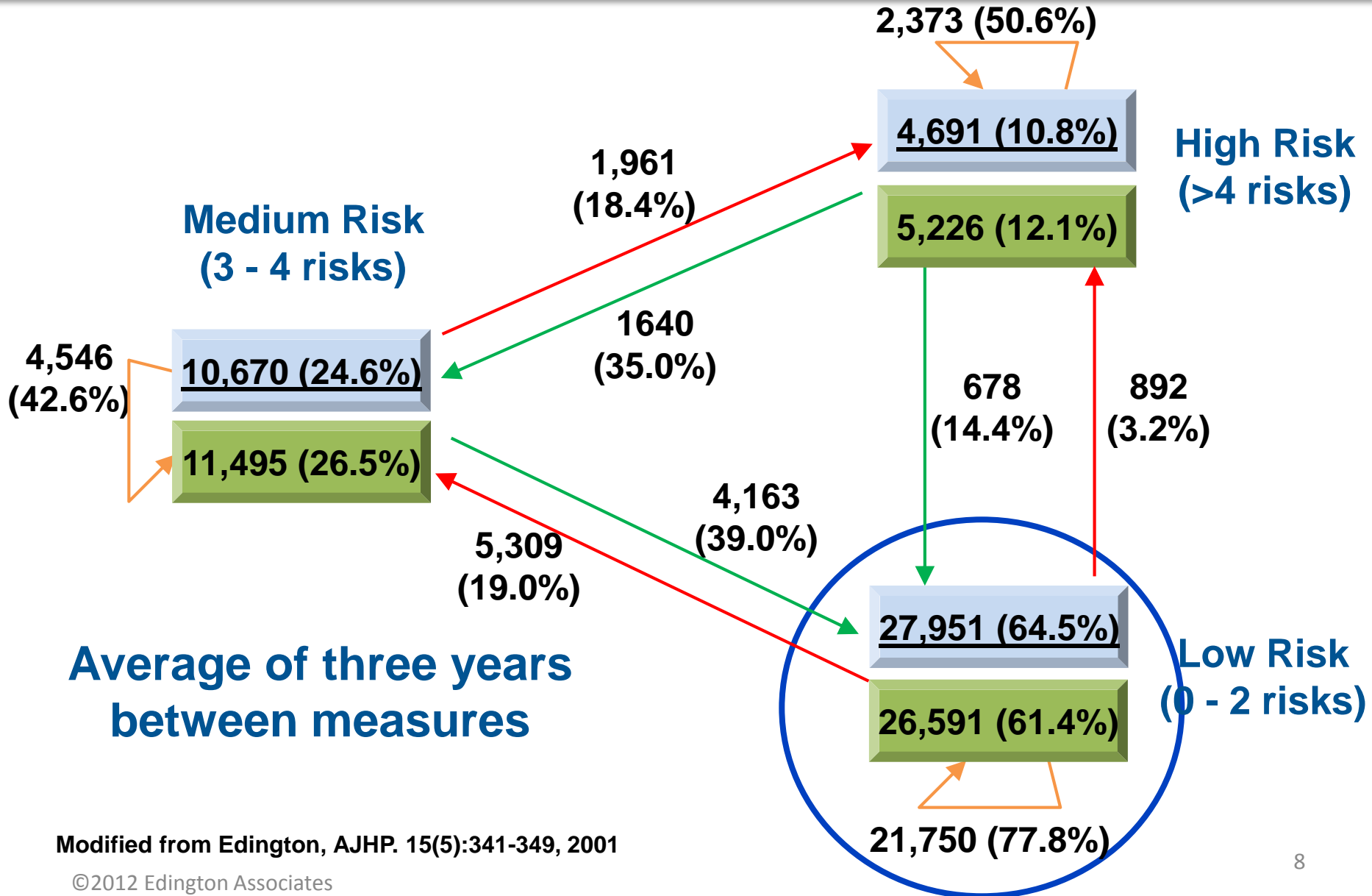


Updated from Edington, AJHP. 15(5):341-349, 2001.

# Cluster Analysis

Health Measure	Cluster 1: Risk taking (N=6688)	Cluster 2: Low Risk (N=3164)	Cluster 3: Biometrics (N=3100)	Cluster 4: Psychological (N=3927)
Smoking	<b>31%</b>	0%	16%	27%
Alcohol	<b>10%</b>	0%	3%	5%
Physical activity	<b>28%</b>	0 %	19%	26%
Safety belt usage	<b>36%</b>	0 %	22%	31%
Body mass index	<b>27%</b>	25 %	<b>38%</b>	27%
Systolic blood pressure	9%	0 %	<b>81%</b>	23%
Diastolic blood pressure	5%	0 %	<b>61%</b>	20%
Cholesterol	19%	19 %	<b>27%</b>	22%
HDL cholesterol	34%	10 %	<b>33%</b>	24%
Self-perceived health	13%	0 %	9%	<b>28%</b>
Life satisfaction	4%	0 %	2%	<b>73%</b>
Stress	9%	0 %	2%	<b>76%</b>
Illness days	21%	0 %	12%	<b>26%</b>
Overall Risks				
<b>Low risk (0-2 risks)</b>	<b>50.2%</b>	<b>97.6%</b>	<b>26.5%</b>	<b>18.9%</b>
Medium risk (3-4 risks)	35.7%	2.4%	48.9%	35.9%
High risk (5+ risks)	14.1%	0	24.7%	45.2%
Average Number of risks	2.8	0.6	3.6	4.4

# Natural Flow: by Risk Status

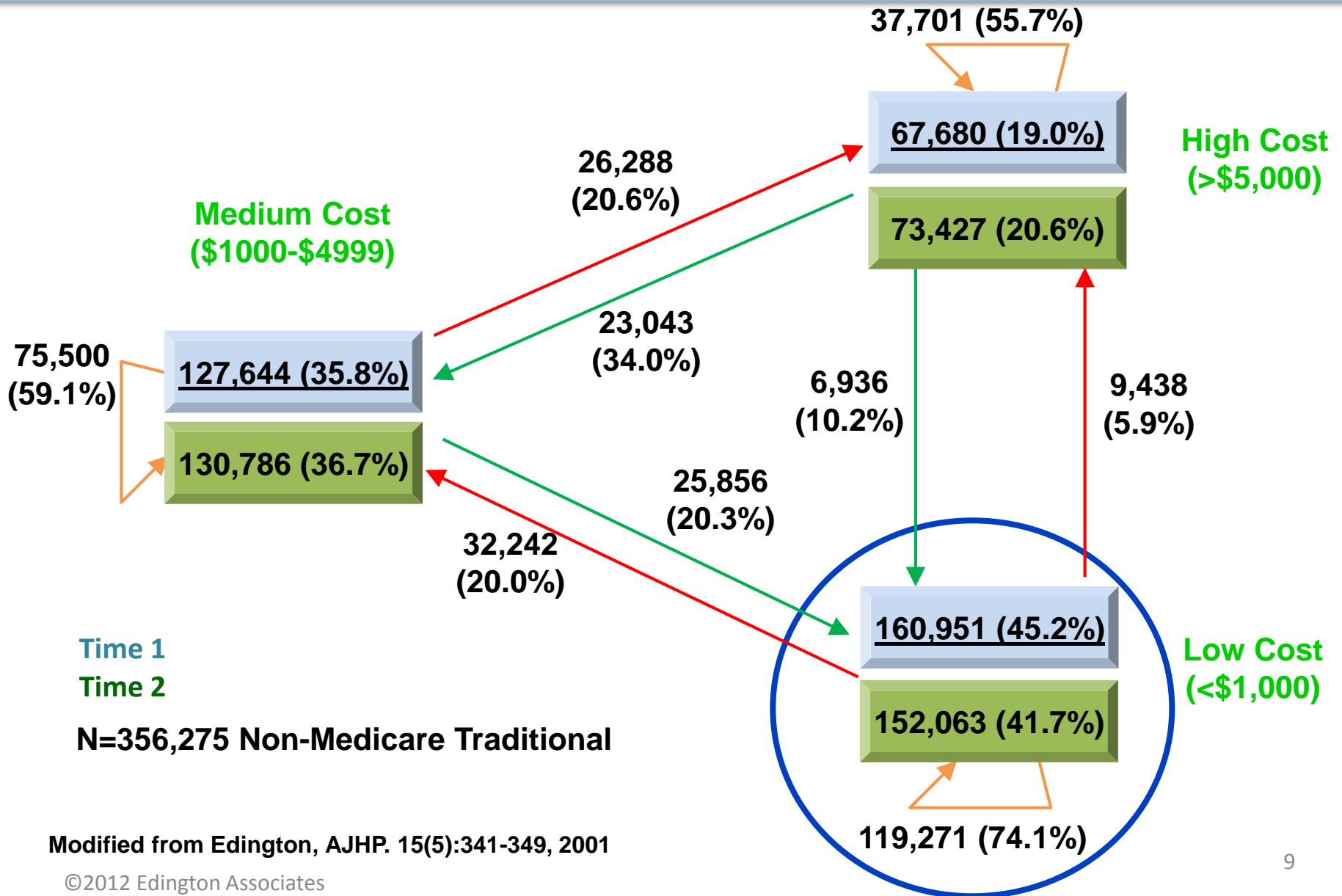


Modified from Edington, AJHP. 15(5):341-349, 2001

©2012 Edington Associates



# Natural Flow: by Cost Status



Modified from Edington, AJHP. 15(5):341-349, 2001

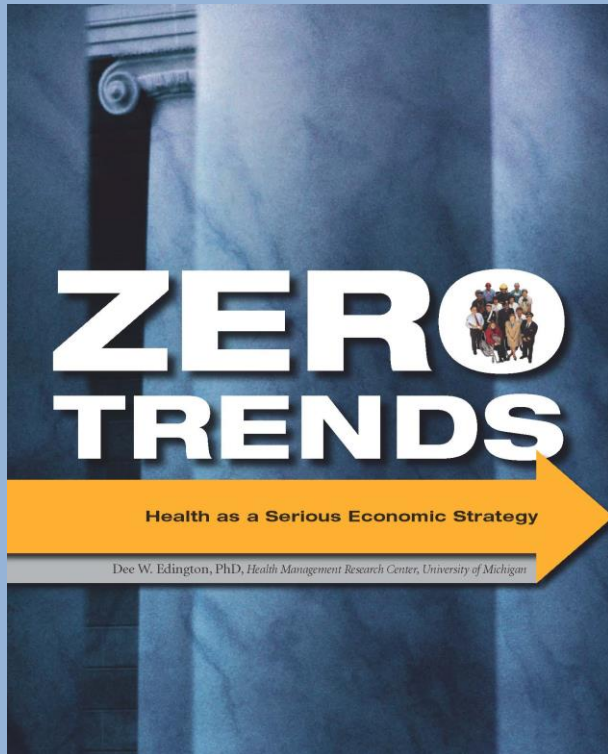
©2012 Edington Associates

# Vision from Zero Trends

***Zero Trends* provides a  
transformational approach**

**Populations throughout the  
world live and work within a  
thriving, healthy, high  
performing and sustainable  
workplace and workforce**

Based upon over 30 years of research and  
over 800 Publications and Presentations



2009

# The Learnings and Promise of Zero Trends

*Zero Trends: Health as a Serious Economic Strategy* (2009)  
required 30 years of complexity\* to arrive at simplicity

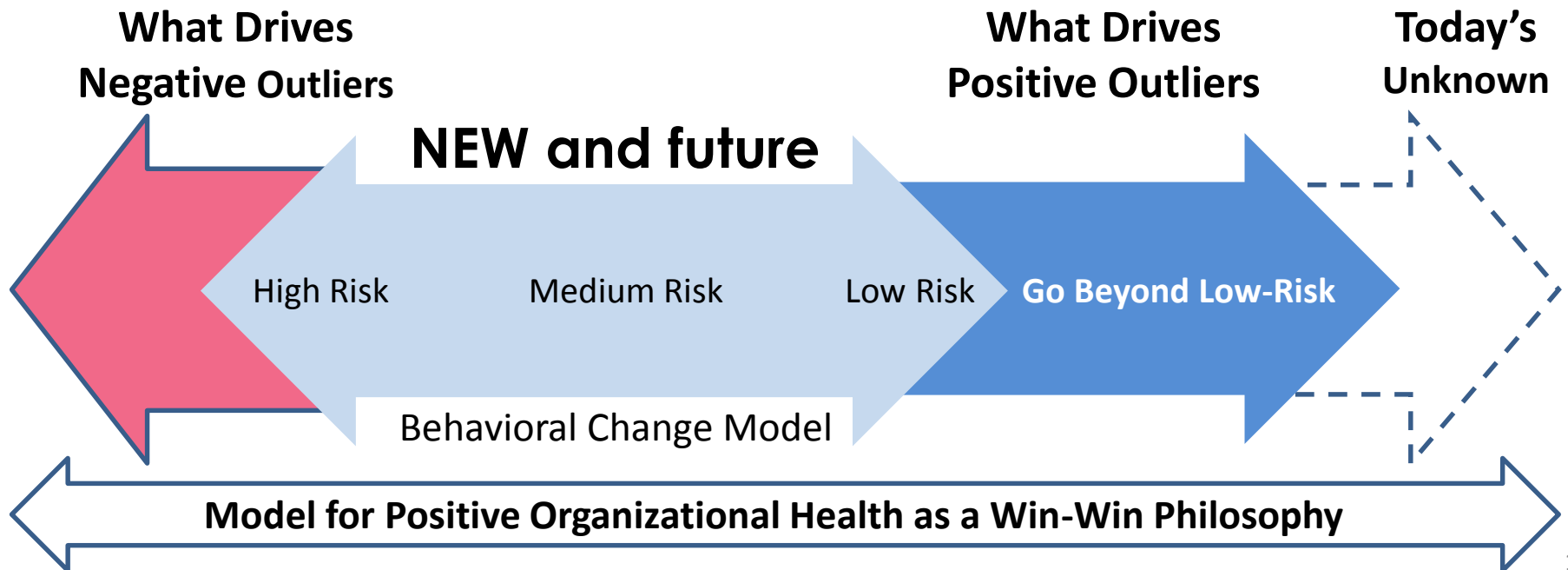
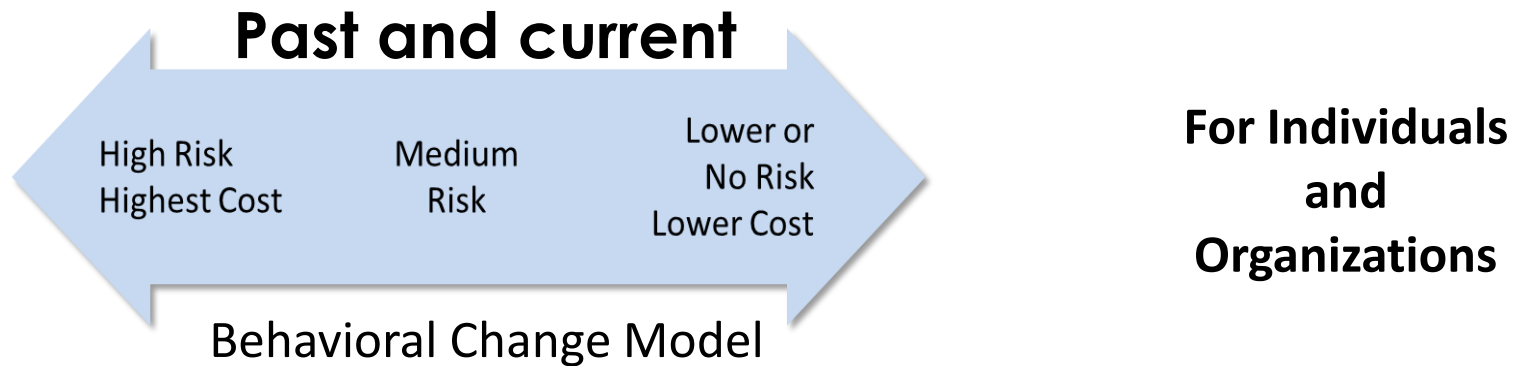
## **Business Case: Health as a serious economic and business strategy**

- Health risks relate to costs
- Change in costs follow change in risks
- Individuals flow naturally to high risk and high cost
- Health risks travel in clusters
- Help the low risk individuals stay low risk

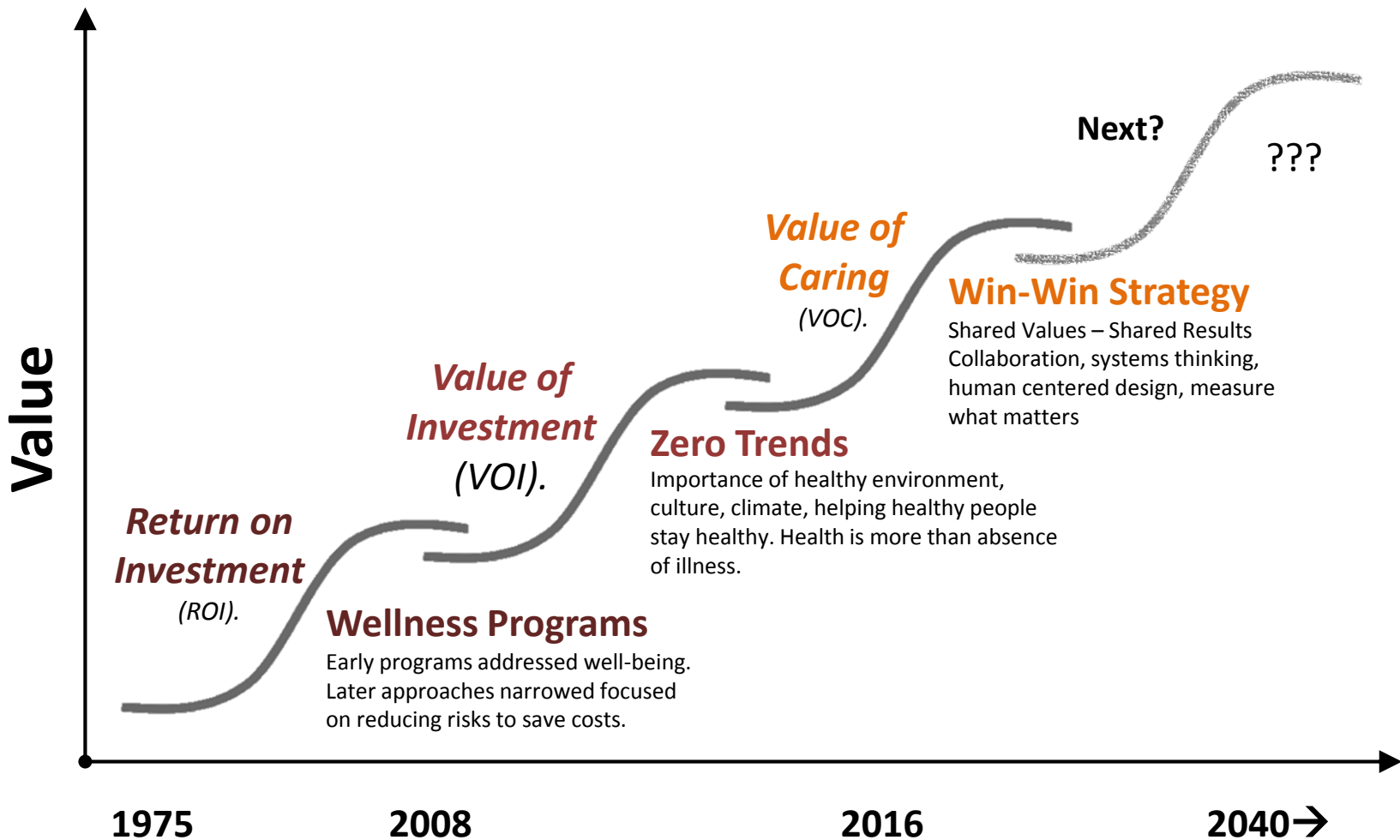
## **The Solution: Integrate positive health into the company culture**

- Move positive health into organizational decision making
- Engage in strategic, systematic, systemic, sustainable strategies
- Measure what matters to the organization and the people

# Positive Individual Health



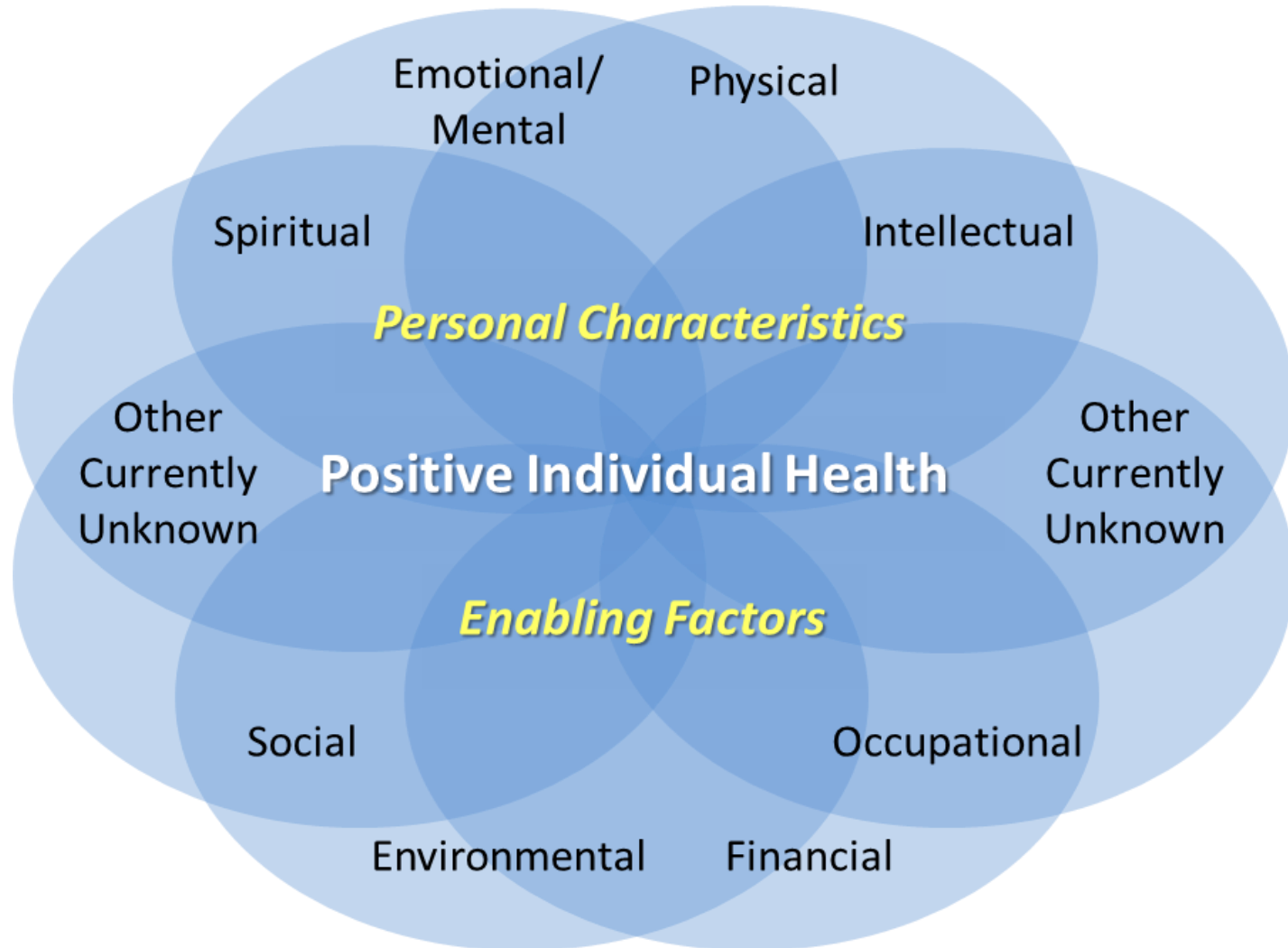
# It is Time for Another Disruptive Innovation



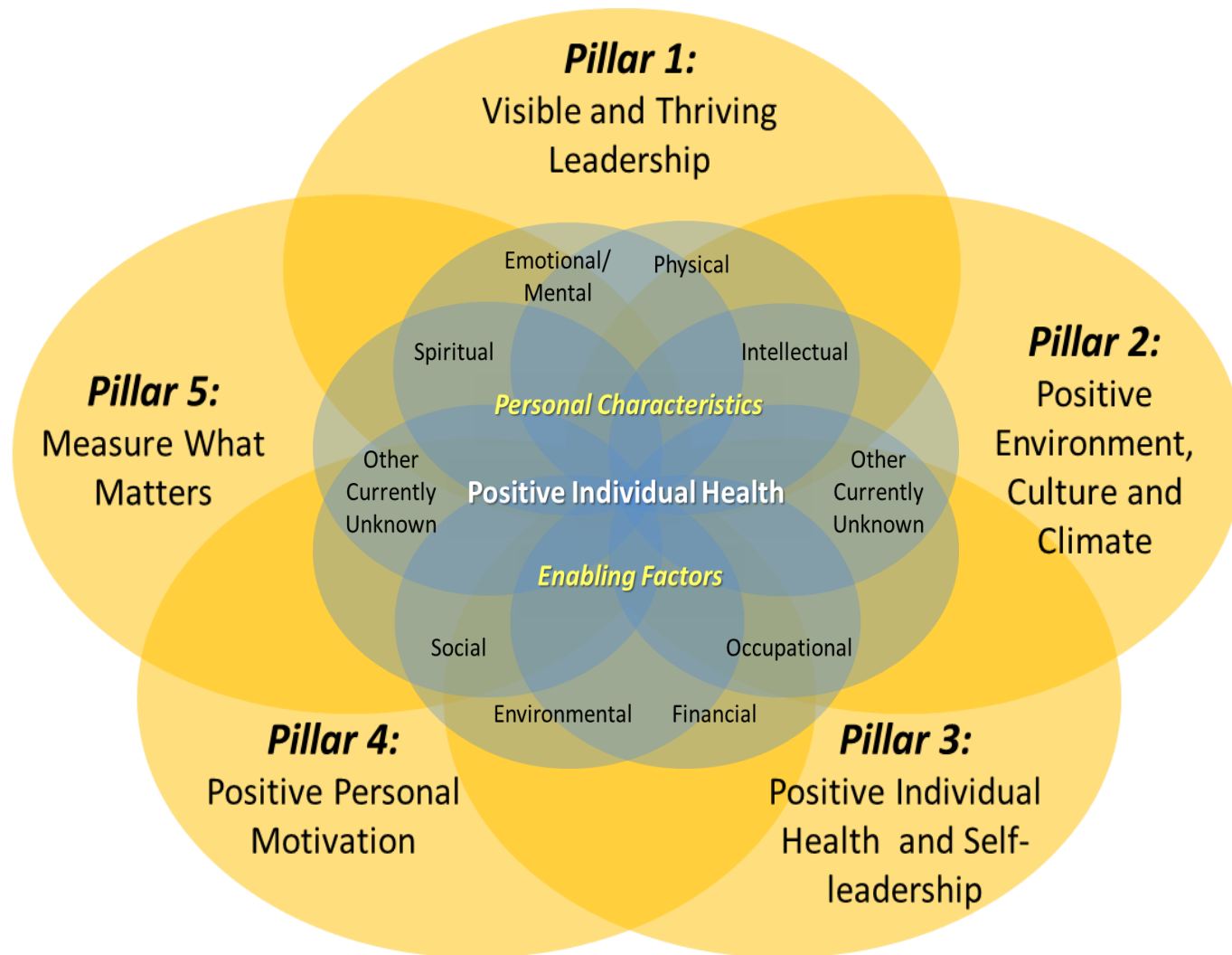
# Domains from Various Wellness/Well-being Frameworks

Positive Individual Health (Edington, Pitts)	Wellness (Hettler, Ardell)	Well-Being Elements (Gallup)	Well-Being (PERMA) (Seligman)	Motivational Hierarchy (Maslow)	Psychological Well-Being (Ryff & Keyes)	Self-Determination Theory (Deci & Ryan)
<b>Personal Characteristics</b>						
Mental/Emotional	X <sup>1,2</sup>		X	X	X	
Spiritual	X <sup>1,2</sup>		X	X	X	
Intellectual	X <sup>1,2</sup>		X	X	X	X
Physical	X	X		X		
<b>Enabling Influences</b>						
Social	X <sup>1,2</sup>	X	X	X	X	X
Occupational/Professional	X <sup>1</sup>	X	X	X		X
Autonomy				X	X	X
Environmental		X		X	X	
Financial		X		X		
	<sup>1</sup> Hettler, <sup>2</sup> Ardell					

# Positive Individual Health

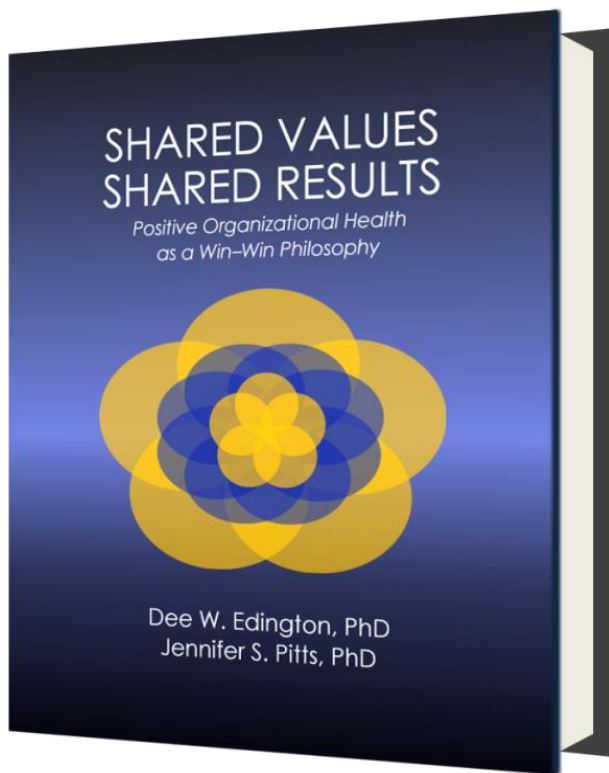


# Positive and Flourishing Workplace





# Shared Values-Shared Results™



2016

## Our Shared Mission

*Creating committed, engaged, and visionary leadership*

- *Everyone is a leader*
- *Everyone has significant value*

## Our Shared Vision:

*Populations throughout the world live and work within a thriving, healthy, high performing and sustainable workplace and workforce.*

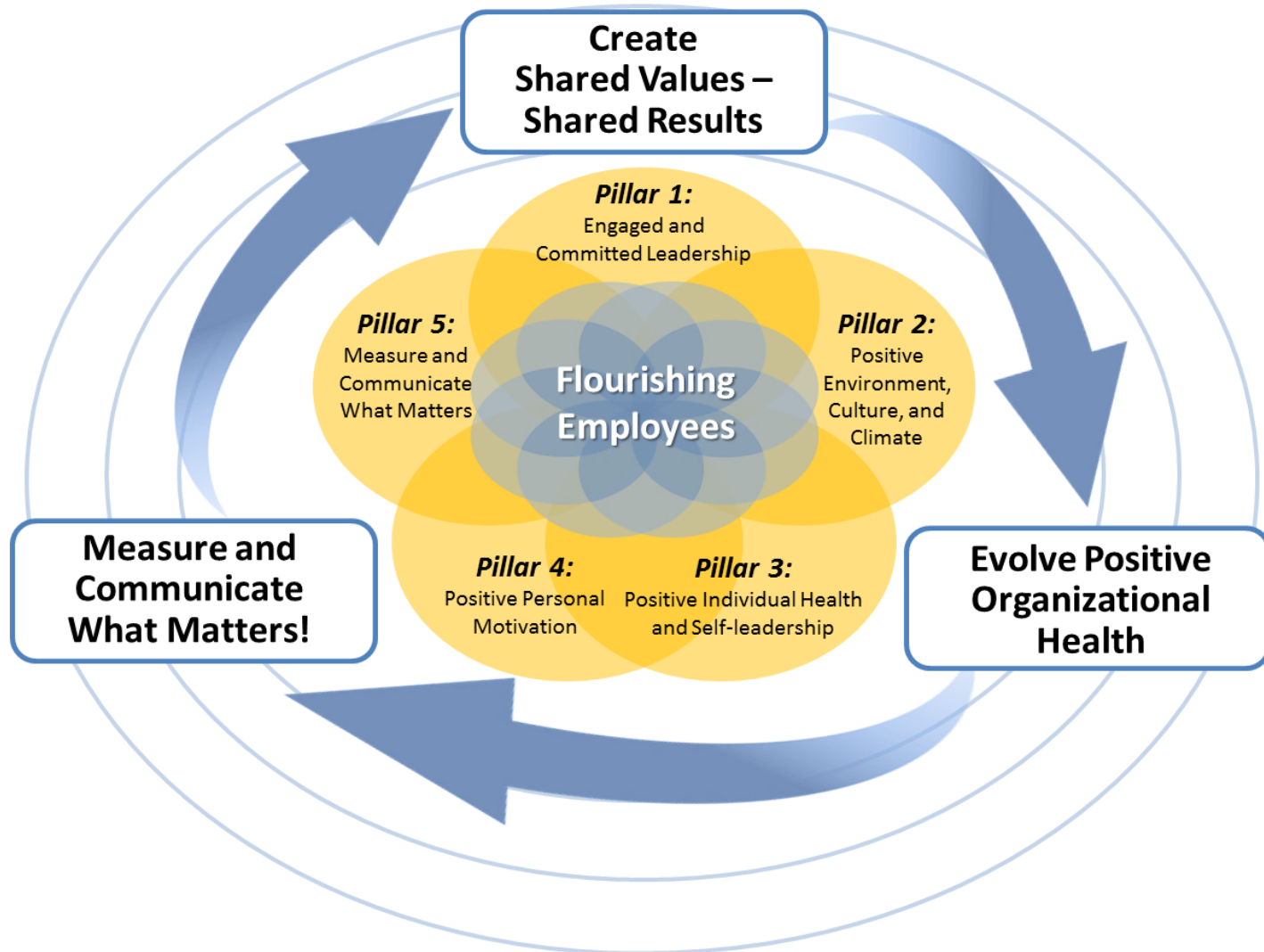
# Positive Organizational Health as a Win-Win Philosophy

- Awakening      Human and Organizational Potential
- Discovering      Shared Values-Shared Results
- Evolving      Positive Individual Health
- Evolving      Positive Organizational Health
- Measuring      What Matters

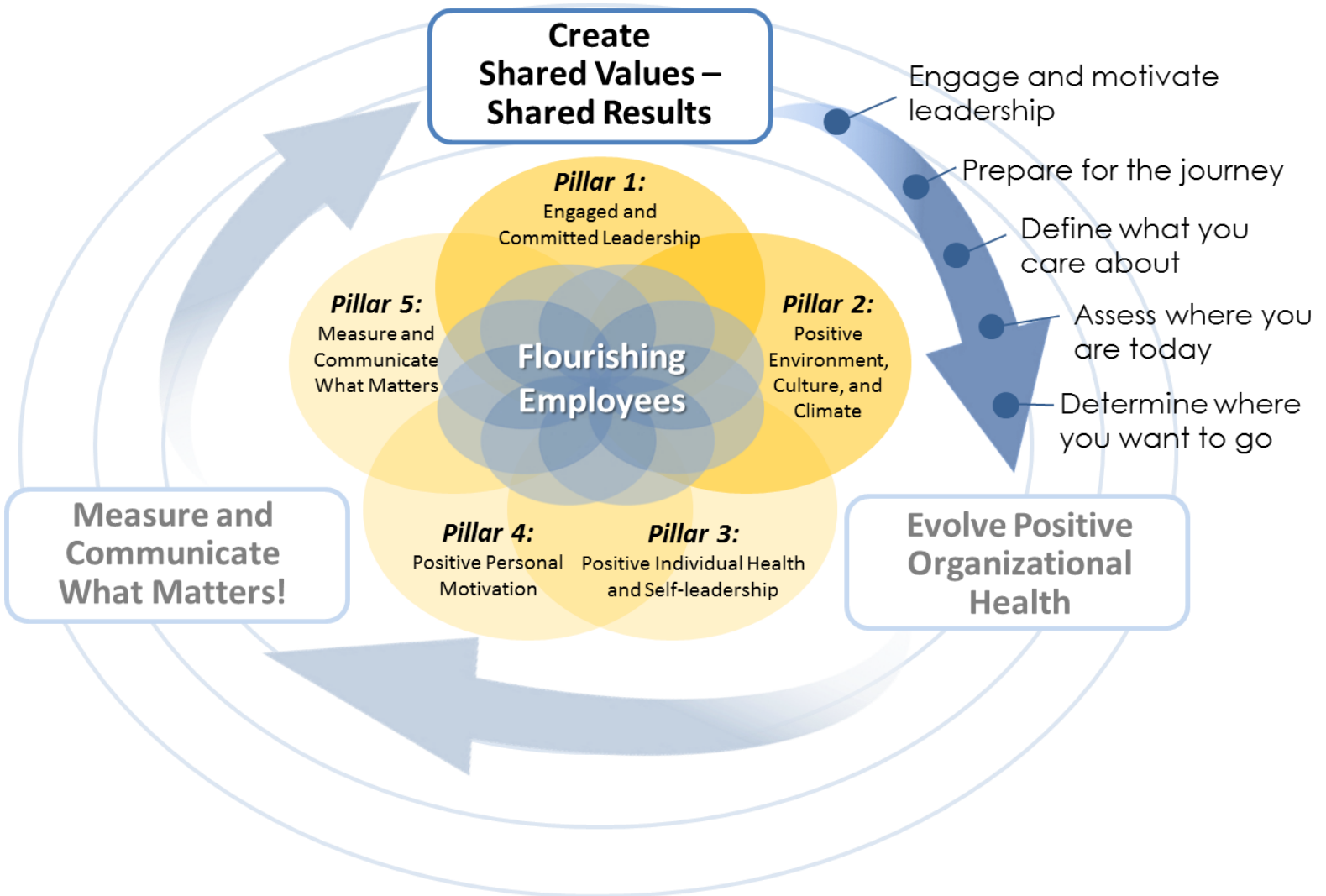
# Awakening Individuals and Organizations

- Bring Health, Wellness, and Well-being to a Higher Level in the Individual and in the Organization
- Reach toward Human and Organizational Potential
- Merge Organizational and Employee Positive Organizational Health into a Win-Win Philosophy
- Realize the Promise and Competitive Advantage of a “Thriving, Healthy, High-Performing and Sustainable Workplace and Workforce”

# Three Stages of the Win-Win Journey



# Stage 1: Create Shared Values and Share Results



# Redefining Success of Individuals

**We Imagine** flourishing people in flourishing organizations where INDIVIDUALS...

- Arrive at work with a positive attitude and purpose
- Engage in productive and meaningful work
- Receive recognition for their contribution
- Engage in systems and design thinking
- Develop positive life skills and personal development for success
- Demonstrate high-energy, enthusiasm, respect, trust, and collaboration throughout the day
- Leave work energized to engage with family, friends and community

# Redefining Success for Organizations

*We imagine...* Flourishing Organizations and Flourishing Employees Where ORGANIZATIONS...

- Elevate health as a core value and core business objective
- Consider health a major marker of wealth for individuals and for organizations
- Engage employees in meaningful work in a creative and inspiring work environment
- Together with individuals, communicate that shared values, results and action toward positive health impacts the success of the organization and the individual

# Creating Shared Values

## **Individual Employees**

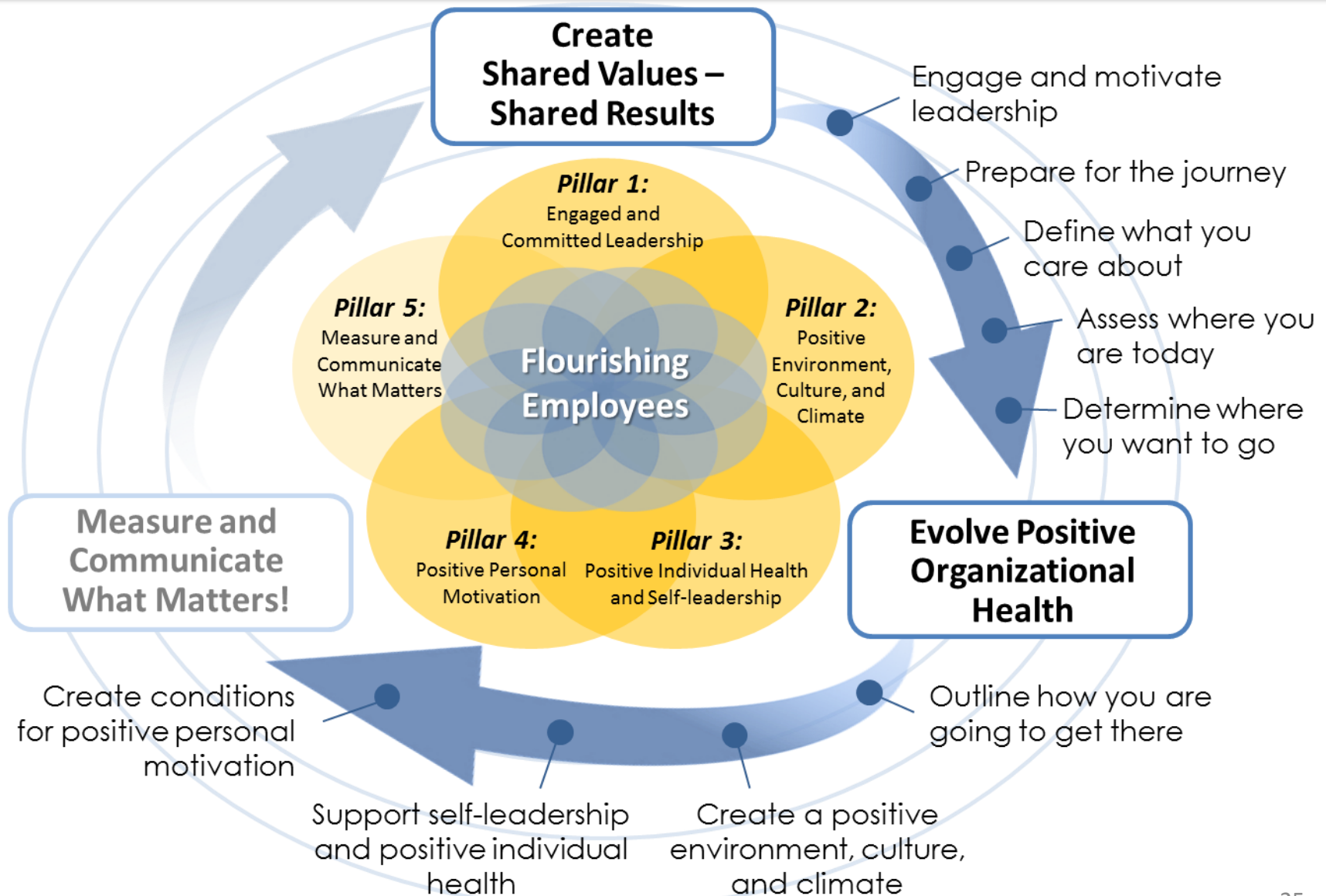
- Positive individual health
- Satisfying and meaningful work
- Voice of the employee valued
- Flexible work schedule
- Good place to work

## **Senior Level Leaders**

- Revenue and profitable
- Sustainable
- Safety, quality, and well-being working conditions
- Employee and customer satisfaction
- Good place to work



# Stage 2: Grow Positive Organizational Health



# New Knowledge Driving Future Trends

- **The science:** Behind thriving and positive outlook
- **New insights:** Mind-body connection
- **Good habits:** Replacing old habits
- **New definitions:** Healthy individuals and healthy organizations
- **Impact:** Environment, Climate, Culture, Social Support
- **Thinking:** Systems and Human-Centered Design
- **Motivation:** Cultivating intrinsic motivation
- **Life Skills:** Decisions, change, resilience, self-leaders

**New Questions, New Methods, New Measures and Metrics**

# Positive Individual Health

Personal Characteristics	Example Programs
Mental/Emotional	Mindfulness, Resilience, Sleep, Visualization, ...
Spiritual	Gratitude, Optimism, Values, Mission,...
Intellectual	Creativity, Mind-Body , Strength Finders,...
Physical	Physical Activity, Body Weight, Nutrition,...
Enabling Influences	
Social	Relationships with peers, Teamwork,
Occupational/ Professional	Stress, Value of Work, Collaboration,...
Autonomy	Work Design, Competency,
Environmental	Space Design, Quiet Space,
Financial	Financial,

# Positive Organizational Health

- Positive Leadership
- Positive Leadership throughout the Leadership Ranks
- Shared Values-Shared Results
- Collaboration
- Integrating Individuals with the Organization  
(within work and across work teams)
- Integrating Family Relationships with Organization
- Integrating Communities with Organization

# What Can **Employees** Do to Cultivate Conditions for Positive Personal Motivation?

## Personal conditions

- Identify personal purpose and vision
- Heighten awareness of the link between personal practices and:
  - Energy
  - Positive personal motivation
  - Practice self-leadership
  - Understand and nurture epiphanies

## Social conditions

- Create supportive interpersonal connections
- Support others in their journeys

# What Can **Employers** Do to Create Conditions to Support Employee Motivation?

## Create a need-supportive environment and culture

### **Develop Competence**

- Small wins—Keep it simple—Help healthy people stay healthy
- Growth opportunities for all stakeholders
- Alignment between employees' skills, values, purpose

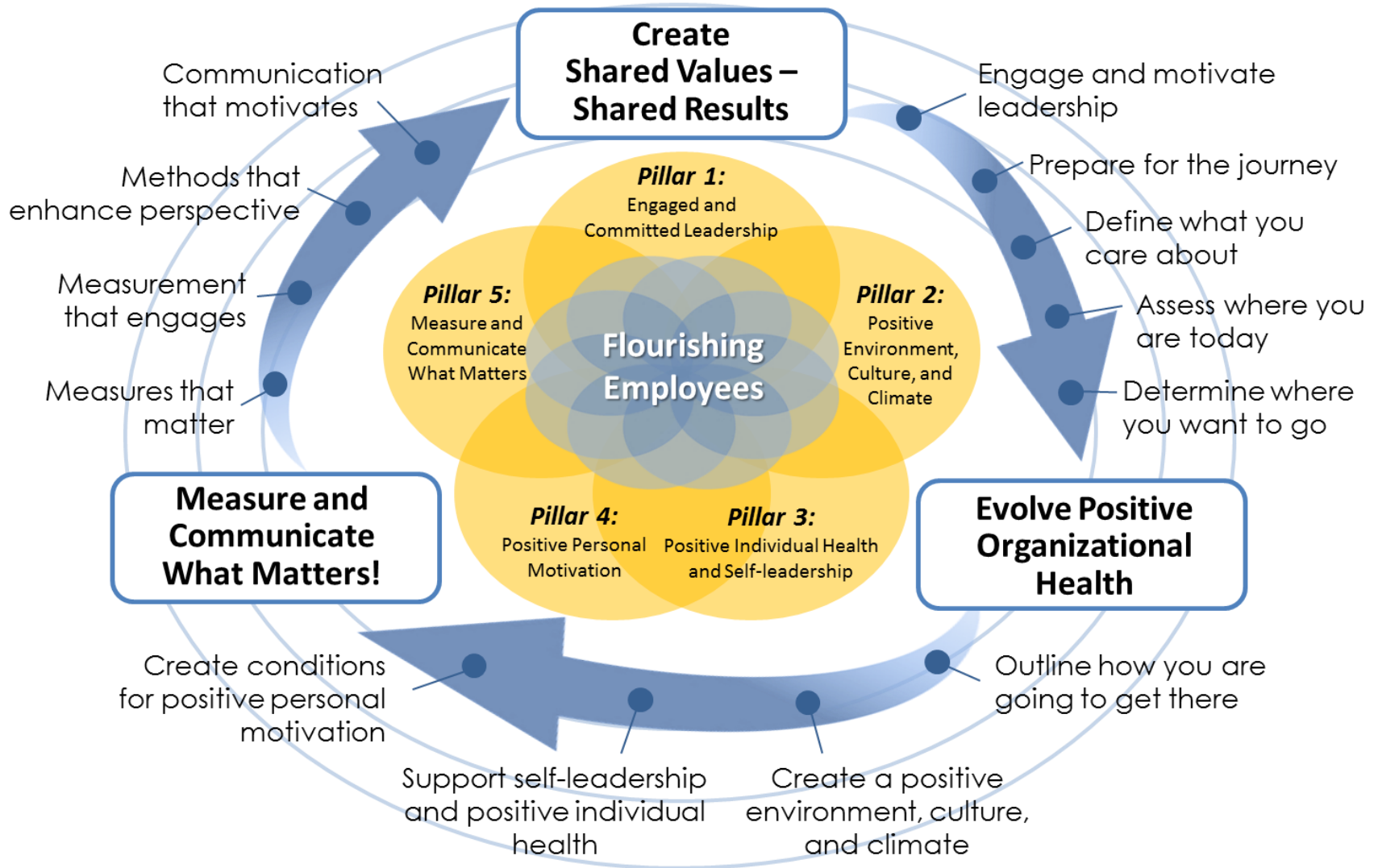
### **Foster Relatedness**

- Environmental conditions that foster connections
- Teamwork and positive connections
- Support, group flow and design teams

### **Provide Support**

- Engage employees in designing initiatives
- Allow autonomy over how work gets done
- Allow choice over path to health and well-being  
*Don't force it—allow it*

# Stage 3: Measure and Communicate What Matters



# Ask Better Questions

## Traditional Questions:

- How can we reduce health risks and unhealthy behaviors in employees and reduce healthcare costs for companies?

## Emerging Questions:

- How can we help people thrive?
- How do we help healthy people stay healthy?
- How can we help create conditions for positive health outliers?
- What types of approaches work for whom, under what circumstances?



# Use Better Measures and Metrics

## Traditional Metrics

- Change in health risks
- Change in healthcare costs
- Return on investment (ROI) of wellness programs (primarily financial calculations)

## Emerging Metrics

- Positive individual health and thriving
- Metrics of positive organizational health
- Value of investment (VOI), including indirect financial results:
  - ✓ Such as recruitment and retention, morale, loyalty, etc.
- Value of caring (VOC), including tangible and intangible impact:
  - ✓ Such as strong positive relationships at work, home, and in the community on the organization and its employees

# Create Better Solutions

## Traditional Solution:

- Single focus worksite wellness programs on individuals with risk and disease

## Emerging Solutions:

- Support health and quality of life in the total population
- Create healthy and thriving workplace cultures and environments
- Embed wellness programs within the organization's overall business model
- Create positive organizational health

# Results that Matter for **Employers**

- Engagement (employees and organization)
- Recruitment and retention
- Connected to employees, families, communities, ...
- Financial
  - Productivity
  - Time away from work
  - Absence and Disability cost
  - Health care costs through cost avoidance
  - Return on investment for the organization and employees
- Customer and employee satisfaction

# Results that Matter for **Employees**

- Personal health for themselves, families, and communities
- Levels of energy, resilience, optimism, creativity,...
- Enjoyment and fun during work and leisure
- Employer cares about them, listens and respects them, ...
- Employer values their opinions
- Satisfaction and meaning from work and life
- Financial considerations
- Annual financial reports followed by annual people report

# Shared Results

## Measure What Matters to Employees

**Mental/Emotional:**  
Self-efficacy,  
resilience, optimism

**Healthy Behaviors:**  
Activity, nutrition,  
sleep, smoking

**Physical Health:**  
Energy, vitality,  
biometrics, disease

**Spiritual:**  
Life satisfaction and  
meaning

**Vocational/  
Intellectual:**  
Work satisfaction  
and meaning

**Personal Financial:**  
Security, safety,  
comfortable living

**Expenditures:**  
Appropriate  
service utilization

**Productivity:**  
Absenteeism,  
retention

**Performance:**  
Quality of service,  
performance

**Revenue:**  
Quality of products,  
reputation, long-term  
company viability

## Measure What Matters to Organizations

Shorter-Term\*

Moderate-Term\*

Longer-Term

# Value of Caring

- **Annual *financial* reports followed by annual *people* report**

Financial results + people results = win-win

- **Voice of the employee and of management = win-win**
- **Shared Values, Shared Results** = shared purpose, mission, vision
- **Better questions, data, analyses** = new information, knowledge
- **Mutual listening and respect** = valuing thoughts, growth
  - **A new path to success**

# Win-Win Philosophy

**...organizations win when employees win...  
employees win when organizations win...**

## **Build belief and commitment:**

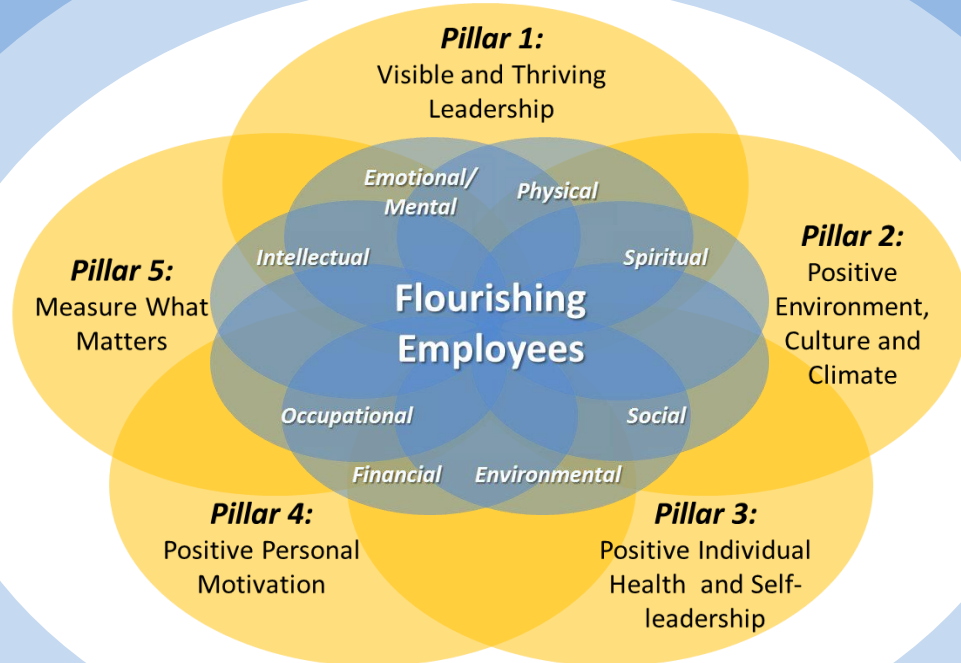
- **Employees are the organization's most valuable resource.**
- **The organization is a best place to work.**

## **Recognize:**

- **Everything that happens in the organization impacts the well-being of the organization and the people.**

# Positive Population Health

*Shared Values – Shared Results*  
*Positive Organizational Health*  
*Measure and Communicate What Matters*



*Flourishing Workplace*

*Flourishing Families*

*Flourishing Communities*



# Thank you for your attention

- 734.998.8326 (USA)
- [dwe@edingtonassociates.com](mailto:dwe@edingtonassociates.com)
- [jspitts@edingtonassociates.com](mailto:jspitts@edingtonassociates.com)
- [www.edingtonassociates.com](http://www.edingtonassociates.com)
- [www.culturecolab.org](http://www.culturecolab.org)
- Edington Associates LLC  
1300 Bardstown Trail  
Ann Arbor MI 48109