



Workplace Wellness Information, Education, and Communication for Adaptation in LMIC

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Why Workplace Wellness

- Most of the world's population spends one-third of their adult life at work making it a key setting for healthy living interventions¹
- 2011 UN Political Declaration on NCDs identified workplace health as one of five areas for action within the private sector towards NCD prevention and control²
- Strong evidence base for return on investment in health and business outcomes for workplace health³

Impact of wellness programs (Return on Investment)



- Over 60% of organizations with wellness programs showed improved employee productivity and decreased absenteeism due to sickness or disability after 5 years⁴
- Over 75% of organizations with wellness programs indicated improved employee morale, improvement in overall employee health and reduced overall health care costs for the company after 5 years⁴
- WHO/WEF report estimates that the economic benefit of scaling ‘best buy’ interventions for NCDs (ie: smokefree workplaces) in LMICs alone would be USD \$377 billion⁵



Global Workplace Wellness

- Globally only 29% of organizations have implemented comprehensive health and wellness strategies in the workplace according to a 2014 report by Buck Consultants⁴
- 61% of employers with wellness programs implemented programs only within the last 5 years⁴

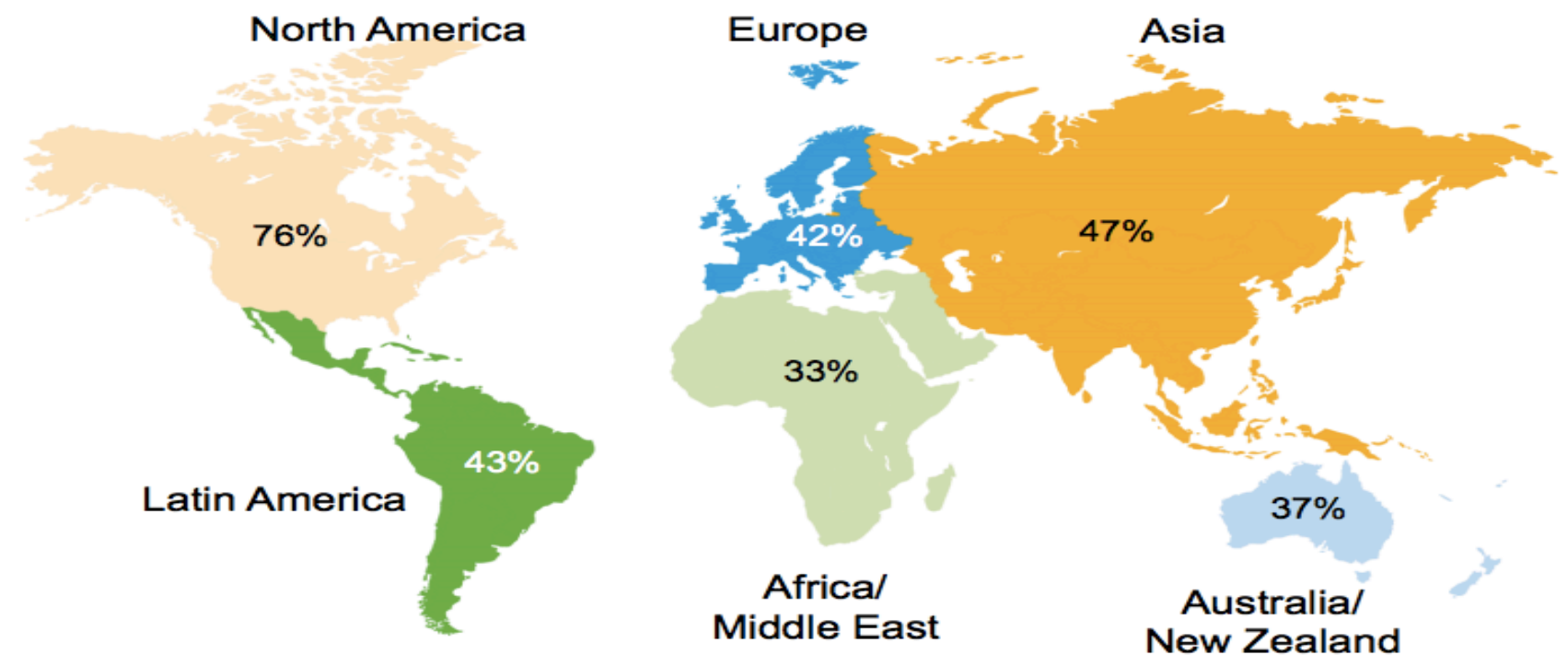
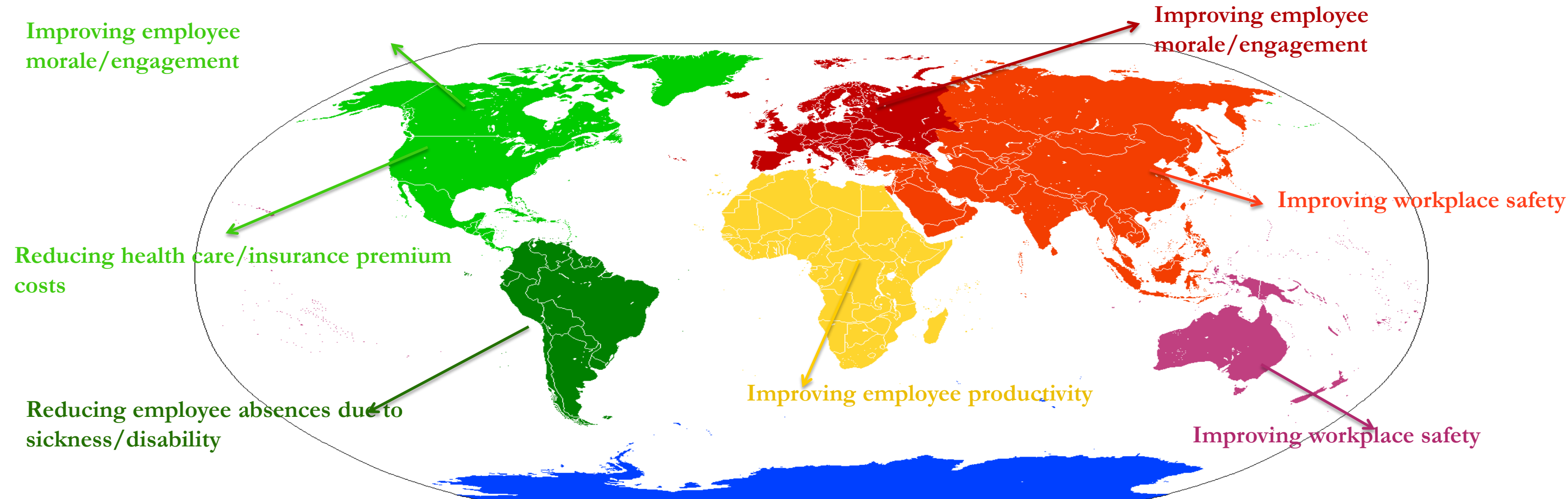


Image: Buck Consultants. Working Well: A global survey of health promotion, workplace wellness and productivity strategies. 2014; Buck Consultants, Atlanta.

Employer motivation



- Globally the primary motivation for employers who implement wellness programs is **improving employee productivity** but regionally the primary objectives of these programs vary.⁴





Employer motivation

- In a 2012 global survey of 1,300+ workplaces employers who did not have workplace wellness programs cited the following reasons⁴:



Employer Size & Sector



- In a US-based study conducted by The Kaiser Family Foundation, larger companies (200 employees or more) were more likely to offer wellness programming than smaller companies.⁶
- The same study indicated differences across sectors:

Industry	% offered at least one wellness program workplace wellness
Health Care	99%
State/Local Government	85%
Transportation/Communications/Utilities	84%
Agriculture/Mining/Construction	79%
Wholesale	76%
Retail	71%
Finance	71%
Manufacturing	67%
Service	65%

What workplace wellness looks like



- The primary health areas of focus for workplace wellness programs globally include⁴:
 - Physical activity/exercise
 - Stress
 - Workplace safety
- The primary communication channels used for wellness programming by workplaces globally are⁴:
 - Web portals (70%)
 - Posters and flyers (68%)
 - Targeted emails (66%)
 - *with an increase in use of social media and mobile technologies since 2010

Corporate Social Responsibility (CSR)



- Beyond the health of their own employees companies have moved towards community-based programs to engage with broader populations including their customers, local communities and the general public – this entry into population health by businesses is being recognized as the next frontier in CSR⁷

Chart 3. Companies Surveyed that Agree They Have a Role to Play and Are Doing Enough for Key Populations



Chart: Business for Social Responsibility (BSR). (2013, November). A New CSR Frontier: Business and Population Health.

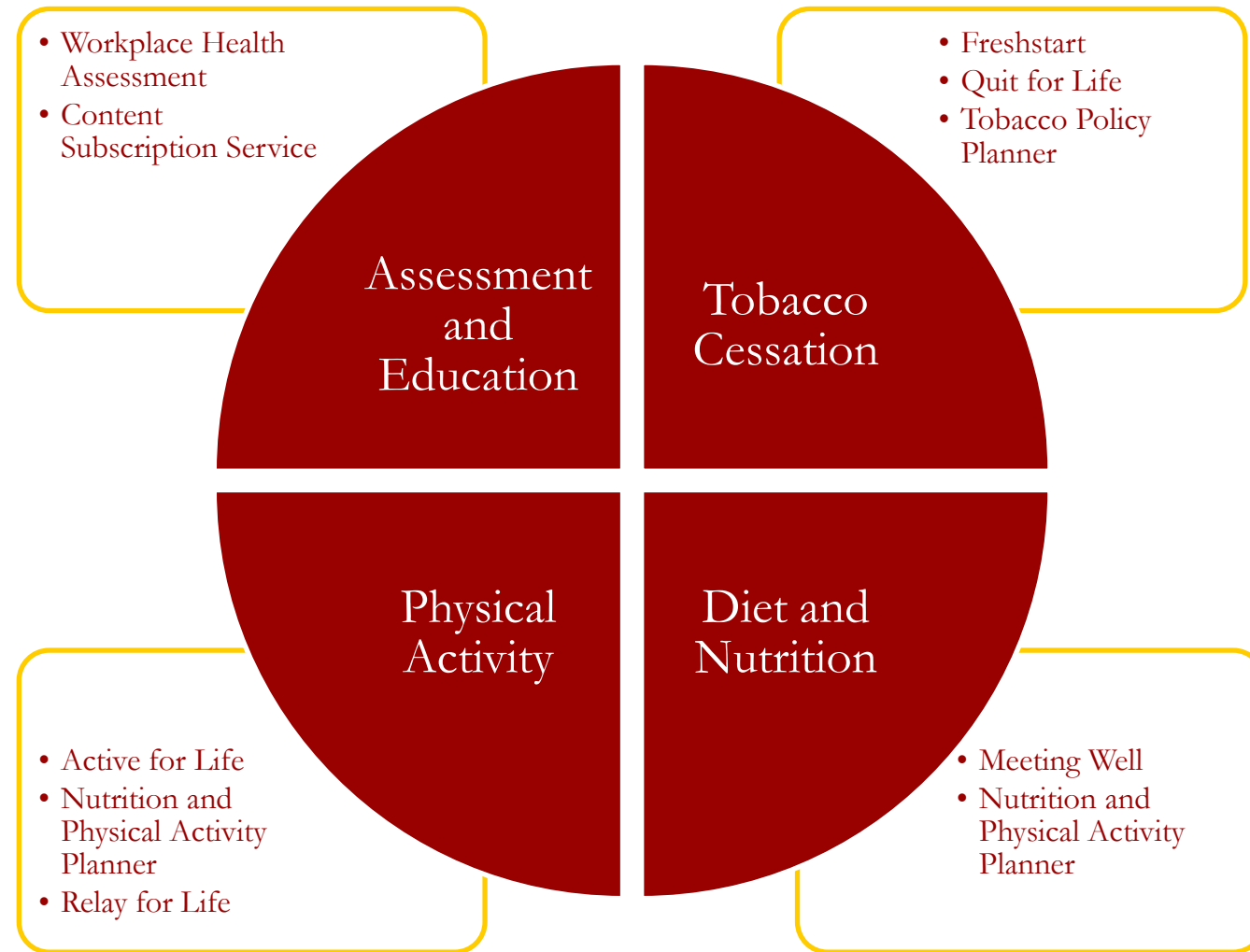


Recommended Global Actions

- A 2016 NCD Alliance report recommends the four key actions to improve the delivery of NCD prevention and management in the workplace³:
 - Smoke-free workplace policies with government subsidized cessation services
 - Dissemination of information on nutrition standards in the workplace and encouraging physical activity/active transport to and from the workplace
 - Strategic partnerships to improve access to and quality of health education, screening and treatment available through workplaces
 - Partnership between the public and private sector to create national policies and communication frameworks for the application of digital workplace health solutions



American Cancer Society: Workplace Wellness Solutions



Source: <http://www.acsworkplacesolutions.com/meetingwell.asp>



Research Focus Areas





Methods

- Interview scripts were developed
- A diverse group of small-large companies were identified for interviews
- Interviews were conducted in Mexico, India, and United States (+ Australia)
- Interviews were recorded, transcribed, and analyzed

US: Company Characteristics



Total Companies	5
Multinational Companies	3
Employee size	300- < 200,000



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United States: Results





United States: Challenges

- Employee participation and sustained engagement

“You have to keep things new and fresh. People will get tired if you do the same old thing.”

- Financial Limitations

“Nine times out of ten come down to budget constraints.”

- Adaptation of policies abroad

“Going from smoke-free national to tobacco-free global.”

Additional ROI Evidence

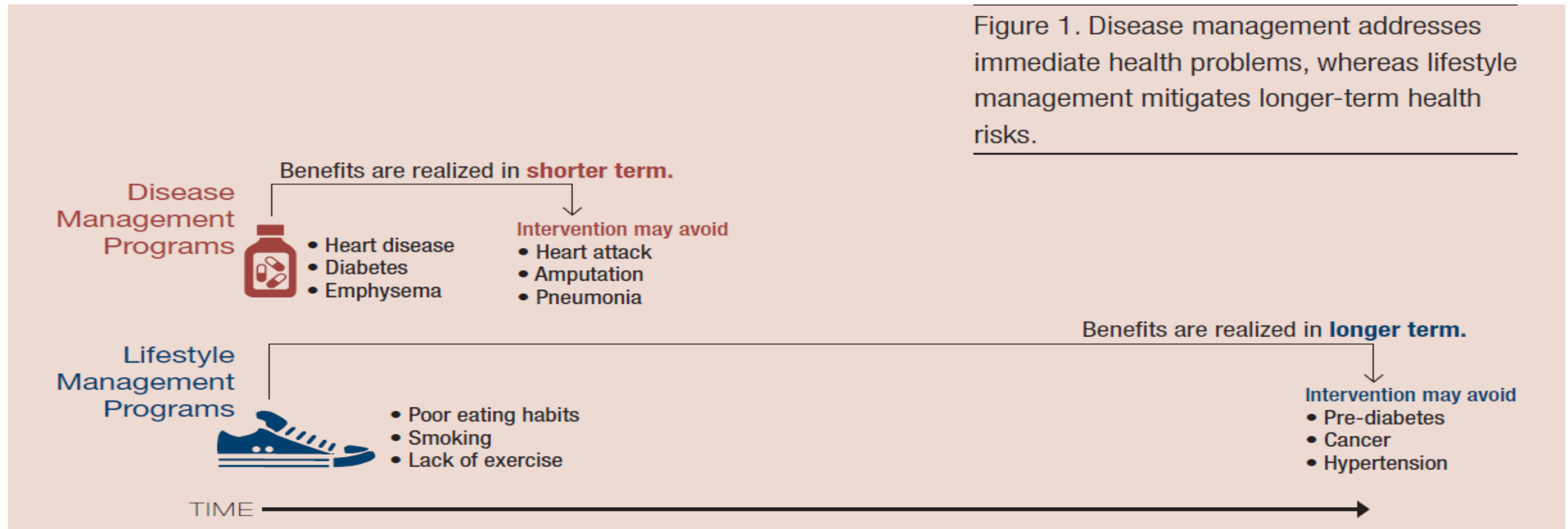


- 2010 review by Harvard economist found wellness programming returned \$3 in healthcare savings and \$3 in reduced absenteeism cost for every \$1 invested
- 2012 Gallup State of the American Workplace study finds employees with higher overall wellbeing have 41% lower healthcare-related costs vs. employees who are struggling and 62% lower costs vs. employees who are suffering
- RAND study (largest on topic covering 600,000 employees) found 50% of US corps offer programs – more robust in larger corporations

Shorter vs. Longer Term Benefits



Figure 1. Disease management addresses immediate health problems, whereas lifestyle management mitigates longer-term health risks.



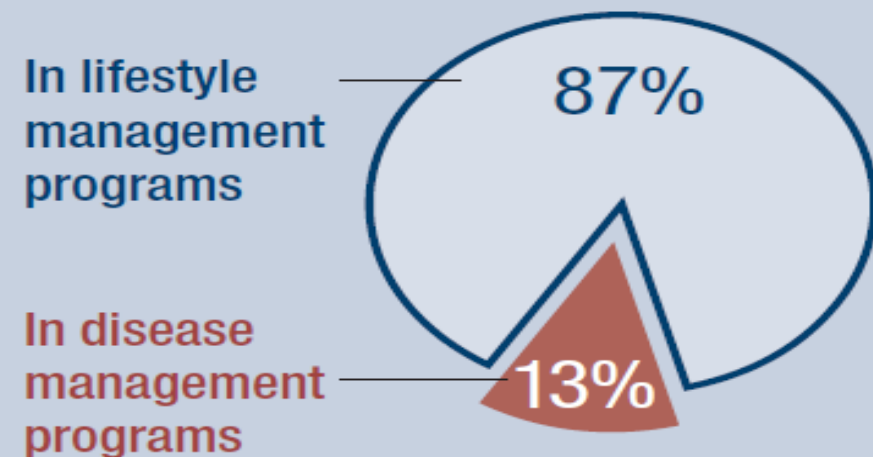
Participation vs. Cost Savings



Figure 2. More employees participated in the lifestyle management program, but the bulk of health care cost savings came from the disease management program.

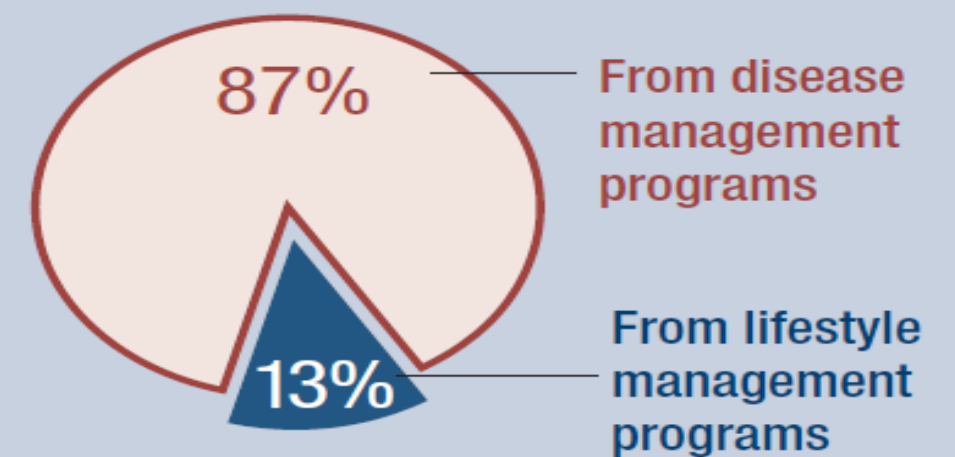
PARTICIPATION

Percentage of
EMPLOYEES WHO PARTICIPATE



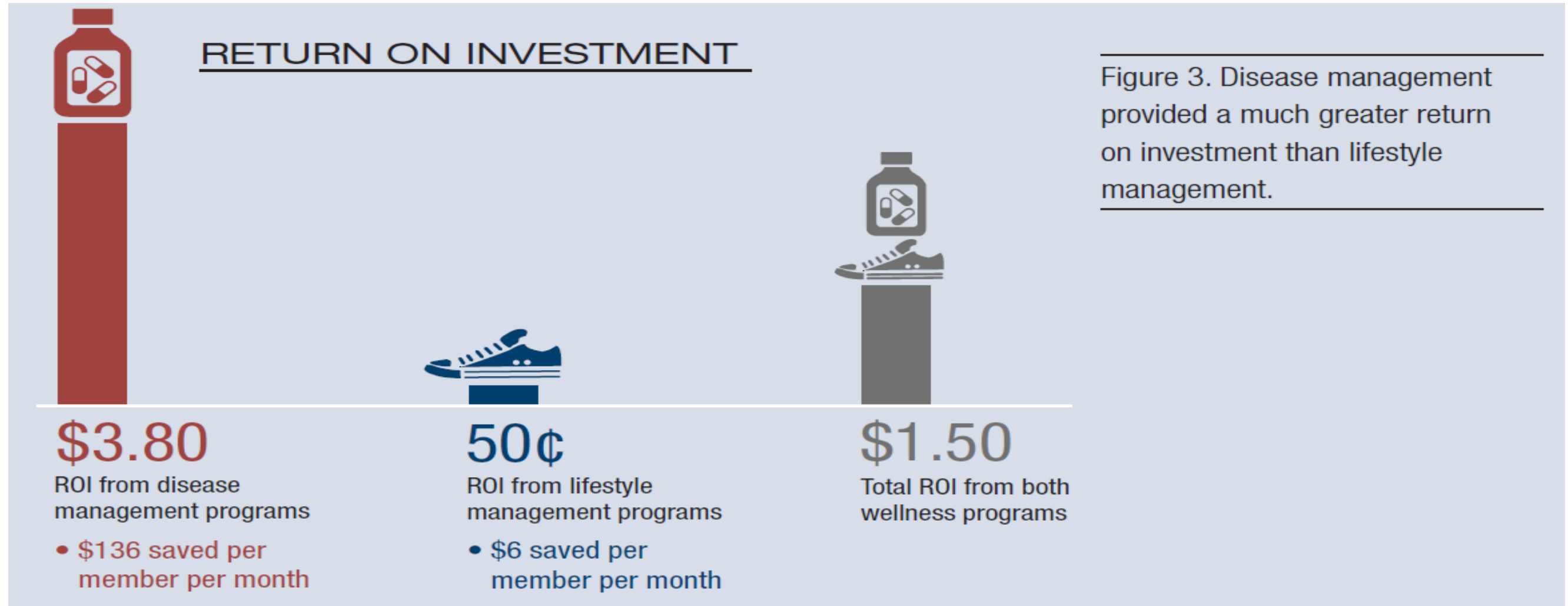
SAVINGS

Percentage of
EMPLOYER'S HEALTH CARE COST SAVINGS





The ROI



Shift: ROI vs VOI



- Return on investment (ROI) approach
 - Organization looks to justify investment in health and wellness programs based on medical cost reduction
- Value of investment (VOI) approach
 - Organization looks to justify investment in health and wellness programs based on many factors, including employee morale, worksite productivity, employee absence, workplace safety, in addition to medical cost reduction

Source: Willis Health and Productivity Survey Report (2015)

Metrics for Measuring Value



- Absenteeism
- Worker morale
- Employee turnover
- Recruitment
- Presenteeism costs
- Workers compensation
- Short- and long-term disability
- Employee loyalty and tenure
- Work safety accidents
- Health outcomes



Study Findings

- ROI is a real consideration by employers regardless of location (US, India, Mexico)
- ROI is broader than direct financial returns: includes employee health, productivity, absenteeism, morale, recruitment, retention, and competitive advantage, in addition to simply cost savings in health spending
- Lack of organizational capacity (data and/or trained human resources) to measure ROI
- ROI data would facilitate making the case to leadership and strategizing programs based on best value for money



Bottom Line

- Many employers want to understand and measure ROI/VOI
- Few collect the data necessary to do so
- Consider what information management systems exist and what else you need
- Consider what data and metrics you want to analyze

“What gets measured, gets valued.”

Key Recommendations for ACS



1. Provide training to partners on how to measure ROI of corporate health and wellness programming within their companies;
2. Create a web-based evaluation tool which partners can access to input key information relevant to determining the ROI and calculate ROI; and,
3. Review partner evaluations and systematically analyze ROI data from all partners on an annual basis to understand and report on ACS value and to support marketing and branding of what ACS has to offer.

Sydney Statement on Employee Health



and Well-being

- Association of Pacific Rim Universities
- 45 universities
- 360,000+ employees

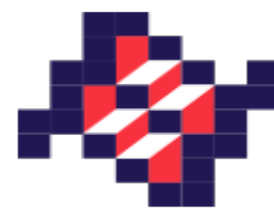
“**We call on our universities** to fulfill their obligations to their employees’ health and well-being by taking the following actions: **Value and promote** a culture of health within their institutions

Dedicate resources towards comprehensive programs that promote overall well-being among employees as well as students **Share expertise** and best practices in employee health and well-being with other universities and employers in surrounding communities **Work towards 100% tobacco free campuses** among members.”



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Instituto Nacional
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PUBLIC
HEALTH
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