Realizing the promise and Competitive Advantage of:
“Creating and Maintaining a Thriving and Sustainable Workplace and Workforce”

Edington Associates LLC
What if you worked for the best company you could imagine: an organization that was a high performing and an employer of choice.

What words would you use to describe this organization?

VISION for the Workplace of the Future
Best Place to Work: Employer of Choice

Fun  Creative  Meaningful Work  Positive
Flexible  Purpose-Values-Mission-Vision  Thrive
Resilient  Optimistic  Vitality  Challenging
Energetic  Integrity  Active  Enthusiastic
Confident  Self-Efficacy  Low-Risk  Engaging
Social Support  Spiritual  Flexible  Flow  Happy
Financial support  Can-Do  Ethical  Trust  Grow
Good Consumer  Knowledgeable  Growth
Literate  Listening  Shareholder Value  Respect

VISION for Working, Living and Thriving
Business Strategy for Health

Business Strategies to Cope with Disease, Health, Well-Being and build a Thriving, High Performing and Sustainable Workplace and Workforce

Past to Current to Future Strategies
Can you beat the Natural Flow?

One of our major learnings over the 35 years at the UM-HMRC was that the ultimate objective is to beat the Natural Flow of Risk and Costs.
## Estimated Prevalence of Health Risks

<table>
<thead>
<tr>
<th>Health Risk Measure</th>
<th>High Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Body Weight</td>
<td>41.8%</td>
</tr>
<tr>
<td>Stress</td>
<td>31.8%</td>
</tr>
<tr>
<td>Safety Belt Usage</td>
<td>28.6%</td>
</tr>
<tr>
<td>Physical Activity</td>
<td>23.3%</td>
</tr>
<tr>
<td>Blood Pressure</td>
<td>22.8%</td>
</tr>
<tr>
<td>Life Satisfaction</td>
<td>22.4%</td>
</tr>
<tr>
<td>Smoking</td>
<td>14.4%</td>
</tr>
<tr>
<td>Perception of Health</td>
<td>13.7%</td>
</tr>
<tr>
<td>Illness Days</td>
<td>10.9%</td>
</tr>
<tr>
<td>Existing Medical Problem</td>
<td>9.2%</td>
</tr>
<tr>
<td>Cholesterol</td>
<td>8.3%</td>
</tr>
<tr>
<td>Alcohol</td>
<td>2.9%</td>
</tr>
<tr>
<td>Zero Risk</td>
<td>14.0%</td>
</tr>
</tbody>
</table>

**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: by Risk Status

Medium Risk (3 - 4 risks)
- 10,670 (24.6%)
- 11,495 (26.5%)

High Risk (>4 risks)
- 4,691 (10.8%)
- 5,226 (12.1%)
- 2,373 (50.6%)

Low Risk (0 - 2 risks)
- 27,951 (64.5%)
- 26,591 (61.4%)
- 21,750 (77.8%)

Average of three years between measures

Modified from Edington, AJHP. 15(5):341-349, 2001
Natural Flow by Risks-Costs-Age

Annual Medical Costs

Age Range

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## Cluster Analysis

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Smoking</td>
<td>31%</td>
<td>0%</td>
<td>16%</td>
<td>27%</td>
</tr>
<tr>
<td>Alcohol</td>
<td>10%</td>
<td>0%</td>
<td>3%</td>
<td>5%</td>
</tr>
<tr>
<td>Physical activity</td>
<td>28%</td>
<td>0%</td>
<td>19%</td>
<td>26%</td>
</tr>
<tr>
<td>Safety belt usage</td>
<td>36%</td>
<td>0%</td>
<td>22%</td>
<td>31%</td>
</tr>
<tr>
<td>Body mass index</td>
<td>27%</td>
<td>25%</td>
<td>38%</td>
<td>27%</td>
</tr>
<tr>
<td>Systolic blood pressure</td>
<td>9%</td>
<td>0%</td>
<td>81%</td>
<td>23%</td>
</tr>
<tr>
<td>Diastolic blood pressure</td>
<td>5%</td>
<td>0%</td>
<td>61%</td>
<td>20%</td>
</tr>
<tr>
<td>Cholesterol</td>
<td>19%</td>
<td>19%</td>
<td>27%</td>
<td>22%</td>
</tr>
<tr>
<td>HDL cholesterol</td>
<td>34%</td>
<td>10%</td>
<td>33%</td>
<td>24%</td>
</tr>
<tr>
<td>Self-perceived health</td>
<td>13%</td>
<td>0%</td>
<td>9%</td>
<td>28%</td>
</tr>
<tr>
<td>Life satisfaction</td>
<td>4%</td>
<td>0%</td>
<td>2%</td>
<td>73%</td>
</tr>
<tr>
<td>Stress</td>
<td>9%</td>
<td>0%</td>
<td>2%</td>
<td>76%</td>
</tr>
<tr>
<td>Illness days</td>
<td>21%</td>
<td>0%</td>
<td>12%</td>
<td>26%</td>
</tr>
</tbody>
</table>

**Overall Risks**

- **Low risk (0-2 risks)**: 50.2% 97.6% 26.5% 18.9%
- **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

Healthy Life Profile: Metabolic Health

For the prevention of heart disease and diabetes it is important you know your values for these 5 risks

Know Your Numbers

- Waist Circumference
- Blood Pressure
- HDL
- Triglycerides
- Glucose
Change in Costs follow Change in Risks

Overall: Cost per risk reduced: $215; Cost per risk avoided: $304
Actives: Cost per risk reduced: $231; Cost per risk avoided: $320
Retirees<65: Cost per risk reduced: $192; Cost per risk avoided: $621
Retirees>65: Cost per risk reduced: $214; Cost per risk avoided: $264
1. Risk status is related to costs

2. Excess costs are related to excess risks

3. Risks travel in combinations

4. Change in costs follow change in risks

Controlling risks leads to Zero Trends IF people and organizations control and maintain their risks and behavior
Recommendations for the Population after 30 years of work 1977-2008

(Zero Trends)

Don’t Get Worse

Help the Low-Risk stay Low-Risk

Help the High-Risk move to Low-Risk
Wellness Strategies: 2013 and Before

Healthier Person

Better Employee

Gains for the Organization

Health Status
Life Expectancy
Disease Care Costs
Health Care Costs
Productivity
Absence
Disability
Worker’s Comp.
Presenteeism
Recruitment/Retention
Company Visibility
Social Responsibility

Lifestyle Change

Health and Disease Management Programs

Behavior Change (Wellness)

Treating Disease (Medical)

How did we do compared to Potential?

The wellness results are good but not sufficient to drive a population to a thriving, high performing and sustainable workplace and workforce.

Population Scorecard: How did we do?

1970-2000: from 05% to 30% Optimal

2000-2012: from 30% to 40% Optimal

(Wellness is necessary but not sufficient)

2013-2023: from 40% to 80% Optimal
A Short Health & Performance Quiz

If you continue to wait for defects and then try to fix the defects: Will you ever solve the fundamental problems?

Is it better to keep a good customer or find a new one?

Is the action you reward, the action that is sustained?

If you put a changed person back into the same environment: Will the change be sustainable?
Wait for Disease or Health Risks and then Treat

In Quality terms this strategy translates into “wait for defects and then fix the defects”
What’s Next?

Change the questions

Get to a new level of thinking

Adjust our vision of the future

Have courage to change our definitions

Lead, follow or get out of the way
Where Do We Go Next

The world we have made as the result of the level of thinking we have done thus far creates problems we cannot solve at the same level of thinking at which we created them.

- Albert Einstein
Integrate the Whole Person into the Environment and Culture and Engage the Total Population (Follow the lead of Safety and Quality)

(...in Quality terms this strategy translates into “fix the systems that lead to the defects”)

(Deming, Drucker, Blanchard)
Vision from Zero Trends

Zero Trends provides a transformational approach

Organizations throughout the world live within a thriving and sustainable workplace and workforce

Based upon over 800 Publications and Presentations
Edington Associates
...dedicated to helping organizations create a thriving, high-performing and sustainable workplace and workforce

Going Forward
2013 and Beyond

1977-2012
An ENTERPRISE PROBLEM

(Threats to the Enterprise)

Requires an

ENTERPRISE SOLUTION
Thriving and Sustainable Workplace and Workforce for 2013 and Beyond: Strategic

Create a Thriving and Healthy Workforce

Create a Supportive Environment and Culture

Create the Vision and Strategy

Champion Company

Gains in Organizational Objectives

Health Status
Economics
Absence
Worker’s Comp.
Presenteeism
Financial Metrics
Engaged Workers
Recruitment
Retention
Happiness
Company Visibility
Social Responsibility

Move Healthy Well-Being into the Culture
- Senior Leadership
- Operations Leadership
- Self-Leadership
- Recognize Positive Acts
- Quality Assurance
The whole is greater than the sum of the parts!!!
## Fix The Barriers We Identified When Developing the Business Case.

### Organizational and Individual Barriers

<table>
<thead>
<tr>
<th>Category</th>
<th>Barriers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Leadership</td>
<td>Lack of support, Lack of clear vision</td>
</tr>
<tr>
<td>Operations Leadership</td>
<td>Supervisor lack of support, Lack of supportive culture, Incomplete communications</td>
</tr>
<tr>
<td>Self Leadership</td>
<td>Don’t understand what, why, how, Lack of self-efficacy, Lack of time, convenience</td>
</tr>
<tr>
<td>Recognize Strengths</td>
<td>Lack of positive recognition</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>Lack of feedback on progress, Lack of shared values, vision</td>
</tr>
</tbody>
</table>
Champion Company Process

Corporate Positioning System

1) Strategic Session with CEO and C-Suite
   - Develop vision and purpose
   - Outline objectives and Metrics

2) Executive Steering Committee
   - Engage a committee to expand initiative to a strategic and enterprise level initiative

3) Conduct Organizational Health Assessment
   - Environmental Audit
   - Perception of Culture Survey
   - Qualitative Inquiry
   - On- or off-line Administration

4) Present Gap Analysis Findings
   - Present results and Strategic recommendations to senior stakeholders

5) Organizational Positioning System
   - “Real-time” tracking of Journey process

Vision Builder

Capture and Store Objectives

Administration of Audit and Surveys (Culture, Environment, Community)

Define and track success targets

Tracks progress toward goals for:
- Pillars
- Process
- Outcomes
- Views for all Stakeholders

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Step #1

Create the Vision

• Connect vision to business strategy
• Provide measures to get to vision
• Commitment to healthy culture
• Provide adequate resources
• Leadership ownership and engaged

“Establish the business value of a healthy and high performing organization and workplace as a world-wide competitive advantage”
Vision and Measurements

Vision for a Culture of Health
“... a sustainable culture of health to increase individual’s quality of life, state of well-being, empowerment and engagement”

Primary areas of measurement tied directly to the Vision
  Culture of Health
  Empowerment and Engagement
  State of Well-Being
  Quality of Life

Secondary areas of measurement
  Health Status
  Perceived health status
  Performance of Company
  Satisfaction and Happiness
  Services Utilization
Step #2

Systemic

Align Policies with the Vision

• Assess Organizational Health Policy
• Fix the gaps in the environment and culture
• Brand health management strategies
• Train all employees in What, Why, How
• Conduct a wellness audit

“You can’t put a changed person back into the same environment and expect the change to hold”
Organizational Health Assessment

**Environmental Audit**
- Assess what exists and doesn’t exist in current environment and culture
- Conduct audit with wellness professionals and human resource representatives

**Perception of Culture**
- Survey entire employee population
- Assesses employees’ and managers’ perception of supportive environment and culture

**Qualitative Inquiry**
- Employee focus groups
- Individual interviews with key stakeholders
- One-on-one interactions with key stakeholders

**GAP ONE:**
Perceptions of current environmental & cultural practices compared to “Ideal”

**GAP TWO:**
Manager’s perceptions of environment & culture compared to vision

**GAP THREE:**
Employee’s perceptions of environment, culture and management support compared to vision

Additional qualitative information to help identify opportunities for improvement

Health management strategy based on addressing these key gaps
EA Training Suite

EA Core Content
• Champion Company Journey
• Environment and Culture
• Positive examples/Powerful stories
• Self-leadership skills

Senior Leaders
• Zero Trends
• Drivers of Impact
• Shared Vision/Values/Mission

Operations Leaders
• Communications/Branding
• Strategic planning
• Maximizing engagement

Managers
• Positive role modeling
• Encouraging success
• Intrinsic/Extrinsic motivators

Wellness Leaders
• Support networks
• Community of change
• Wellness conversations

Employees
• Self-leadership skills
• Resilience and strengths
• Everyday decisions
Wellness Program Audit

- Review the vision, charter and components
- Confirm that mission and vision are connected to the strategy of the organization.
- Ensure ownership by the wellness team and the senior leader sponsor
- Establish the use of branding and logo
- Confirm the measurable outcomes
1. The Affordable Care Act ensures Americans have access to quality, affordable health insurance.

2. To achieve this goal, the law ensures health plans offered in the individual and small group markets, both inside and outside of the Affordable Insurance Exchanges (Exchanges), offer a comprehensive package of items and services, known as “essential health benefits.”

3. Essential health benefits must include items and services within at least the following 10 categories:
Ten Essential Health Benefits

1. Ambulatory patient services
2. Emergency services
3. Hospitalization
4. Maternity and newborn care
5. Mental health and substance use disorder services, including behavioral health treatment
6. Prescription drugs
7. Rehabilitative and habilitative services and devices
8. Laboratory services
9. Preventive and wellness services and chronic disease management
10. Pediatric services, including oral and vision care

www.healthcare.gov
www.hhs.gov.aca
Wellness Programs: Guidelines

Two types of wellness programs in terms of philosophy and incentives.

1. Participatory Wellness Programs:
   a. No incentive
   b. Incentive less than $25 or taxable >$25

2. Health Contingent Wellness Programs:
   a. Reasonable expectation to meet goal
   b. Alternative method to meet goal
   c. Notification to all and in an understandable language
Principles of Self-Leadership

Step #3

Create Winners

• Help people not get worse
• Help health people stay healthy
• Train in basic concepts of living and Thriving
• Provide improvement, wellness and maintenance programs

“Create winners, one step at a time and the first step is don’t get worse’
Lifestyle Scale for Populations: Beyond Zero Trends


Self-Leader
Thriving
Sustainable
Energetic
Well-Being

High-Level
Wellness

Feeling OK

Chronic Signs & Symptoms

Premature Sickness,

Incorporate Determinates of Health

Supportive Community

Individual

Supportive Family and Friends

Supportive Workplace

Thriving Employee

Living and Thriving Assessment

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Metabolic Health

For the prevention of heart disease and diabetes it is important you know your values for these 5 risks:

- Waist Circumference
- Blood Pressure
- HDL
- Triglycerides
- Glucose
Survey includes 13 core questions

Topics Covered
1. Social trust
2. Safety & security
3. Elder/child support
4. Health care access and quality
5. Physical activity
6. Pollution
7. Food quality
8. Social/faith group environment
9. Personal responsibility
10. Energy renewal

Extension into the future would be to include measurements of workplace, family, and self-support for healthy life.
Perceived Health-Community Support

Retrospective analysis results indicate that employees living in highly supportive communities perceive better health than those who live in moderately or less supportive communities.
Health Risk and Community Support

Adjusted for age and gender
N=12,271

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What is SELF-LEADERSHIP?

Self-leadership is the process of purposefully...

- engaging in change
- making thoughtful decisions
- having resilience

which builds on strengths and is continuously learning and growing

in thriving relationships
Vision for Self-Leadership

- Environment and culture
- Purpose, Values, Mission, Vision
- Personal Control
- Resilience
- Optimism
- Confidence/Self-efficacy
- Self-Esteem
- Vitality/Vigor
- Environment and culture
- Knowledge
- Health Literacy
- Negotiation Skills
- Consumerism
- Engaged patient role
- Social Support
  - Colleagues
  - Community
  - Family
- Other characteristics: Change, Integrity, Trust, Thrive, Enthusiasm, Ethical, Spiritual, Creative, Flexible,
Fundamental Skills for Self-Leaders

**RESILIENCE**
- Positive Outlook
  - Happiness
  - Brain Health

**SELF LEADERSHIP**
- Values
  - Purpose
  - Vision

**CHANGE**
- Focusing on Strengths
  - Positive Reframing
  - Creating a Plan for Change

**DECISION MAKING**
- Emotions & Intuitions
  - Mental Shortcuts and Biases
  - Environment
User-tested Design Elements

Grace

Ray

April

Will

RESILIENCE

SELF LEADERSHIP

CHANGE

DECISION MAKING

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## Surveys and Quizzes

### Intro Survey

<table>
<thead>
<tr>
<th>How would you rate the following?</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Slightly Disagree</th>
<th>Slightly Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I generally have a positive outlook on life.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>I have so much in life to be thankful for.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td></td>
<td>○</td>
</tr>
<tr>
<td>I find ways to express gratitude to others.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>I keep tough problems from getting me down.</td>
<td>○</td>
<td></td>
<td>○</td>
<td>○</td>
<td></td>
<td>○</td>
</tr>
<tr>
<td>I keep up my spirits when I suffer hardships.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>I feel emotionally prepared for when a hard time might hit.</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

### Emotions and Intuitions: A quick review

**True or False:** Our emotions influence what we see, hear, and feel well before we experience a conscious thought.

True [ ] False [ ]
Interactive Activities---Values

Find your top 5 values

**Step 1:**
Select 10 values that mean the most to you (or you can write in your own).

**Step 2:**
Now, from your list of 10 values, select up to 5 that are most important to you.

- Authenticity
- Responsibility
- Knowledge
- Reliability
- Vitality
- Teamwork
- Spirituality
- Respect
- Sincerity
- Tradition

**Step 3:**
From this list of up to 5, rank order these by which has the greatest important first.

- Authenticity
- Spirituality
- Respect
- Teamwork
- Tradition

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Principles of Positive Actions

Step #4

Systemic, Sustainable

Reinforce the Culture of Health

• Align recognition to the vision
• Reward champions
• Set incentives for healthy choices
• Reinforce at every touch point

“What is rewarded is what is sustained”
Step #5

Sustainable

- Integrate all data
- Evaluate program outcomes
- Use a conceptual outcomes framework
- Provide feedback on how progress was obtained and steps to get to vision
- Feedback on leadership, culture, self-leadership, positive actions, economic outcomes

“Supports decisions with evidence”
Health assessment data can be collected via the Healthy Life Assessment, or HRA data from an external source can be mapped and uploaded.

Assessments in CPS collect self-reported information. Data from external sources (i.e., short- and Long-term disability claims, medical and pharmacy claims, etc., can be mapped and uploaded as needed.

External data feeds

1 Health assessment data can be collected via the Healthy Life Assessment, or HRA data from an external source can be mapped and uploaded.

2 Assessments in CPS collect self-reported information. Data from external sources (i.e., short- and Long-term disability claims, medical and pharmacy claims, etc., can be mapped and uploaded as needed.

3 External data feeds
How Does the GPS Work?

GPS for Populations

Provides a clear view of:

- Where you are today (*Gap Analysis*)
- Where you want to go (*Vision, Objectives*)
- How you plan to get there (*Strategic Planning*)
- Roadblocks, Detours (*Ongoing Evaluation*)
- Are we on track (*Reports, Dashboards*)
- Are we there yet? (*Success Metrics*)
Summary
### Which Sustainability Level is for You

<table>
<thead>
<tr>
<th>Sustainability Rating</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strategic Vision from Leaders</td>
<td>Systematic Engage all in the Culture</td>
<td>Systemic Recognize Positive Actions, WorkTeam</td>
<td>Sustained Progress in all areas</td>
</tr>
<tr>
<td>Core to the Organization</td>
<td><strong>Speech from Leader</strong></td>
<td><strong>Internal Wellness Program</strong></td>
<td><strong>Screenings &amp; Reduce High-Risks Coaching</strong></td>
<td><strong>Change in Risks, ROI</strong></td>
</tr>
<tr>
<td>Comprehensive</td>
<td><strong>Inform Leader</strong></td>
<td><strong>Out-source Wellness</strong></td>
<td><strong>Screenings &amp; Reduce High-Risks</strong></td>
<td><strong>Change in Risks</strong></td>
</tr>
<tr>
<td>Traditional</td>
<td><strong>Do Nothing</strong></td>
<td><strong>Do Nothing</strong></td>
<td><strong>Do Nothing</strong></td>
<td><strong>Do Nothing</strong></td>
</tr>
<tr>
<td>Do Nothing</td>
<td><strong>Pillar 1</strong></td>
<td><strong>Pillar 2</strong></td>
<td><strong>Pillar 3</strong></td>
<td><strong>Pillar 4</strong></td>
</tr>
</tbody>
</table>

#### Five Pillars

- Senior Leadership
- Operations Leadership
- Self-Leadership
- Rewards for Positive Actions
- Quality Assurance
Thank you for your attention

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  734.998.8326 (USA)

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