



New Frontiers in Wellness: From the individual to the organization

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WELLNESS
CHANGES
EVERYTHING



Today's Workout (between the ears)



- What is wellness?
 - Individual, organizational
- The problem today
- What's missing?
- A new paradigm
- What does the future state look like?



What is wellness?

For individuals?

For organizations?



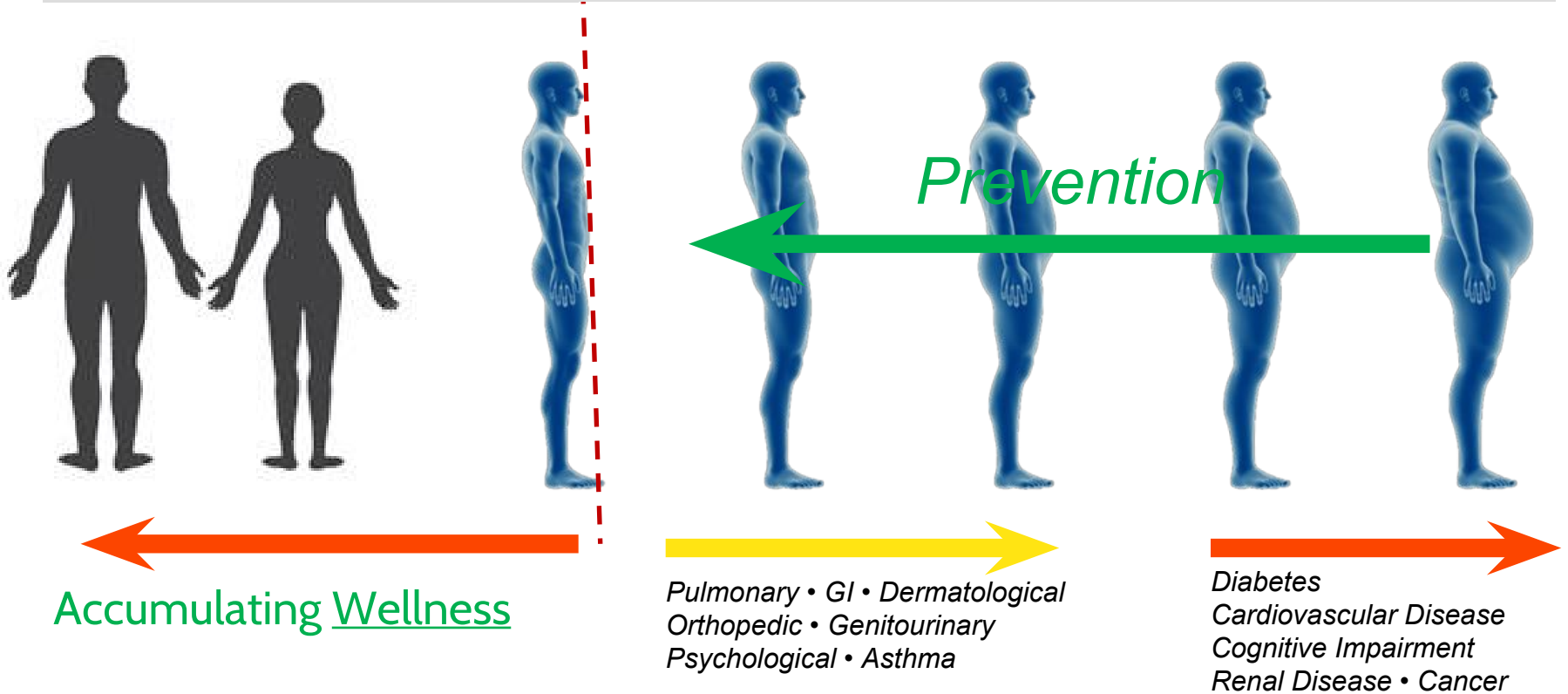
- Wellness is a way of living, not a state of being
- Illness and health are only the tip of the iceberg...the causal factors lie beneath the surface
- Wellness 1.0 focused on risk factors, disease management, secondary prevention
- Wellness 2.0 goes beyond disease focus...focused on the **well-being** of the **whole you...and of the whole organization!**

A New Way to Think about Personal Wellness

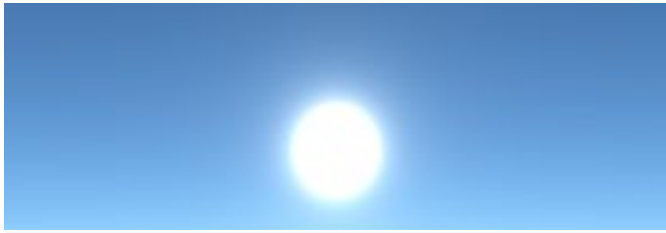
Health vs Wellness

Positive

Negative



Health is just the tip of the iceberg

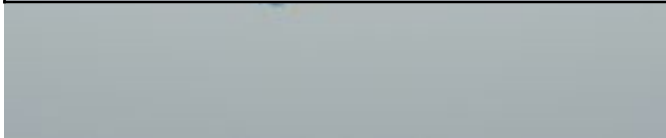


Your state of health

Lifestyle/Behavior

Cultural/Psychological
Motivational

Spiritual/Being/Meaning



THE FIVE ESSENTIAL ELEMENTS OF WELLBEING

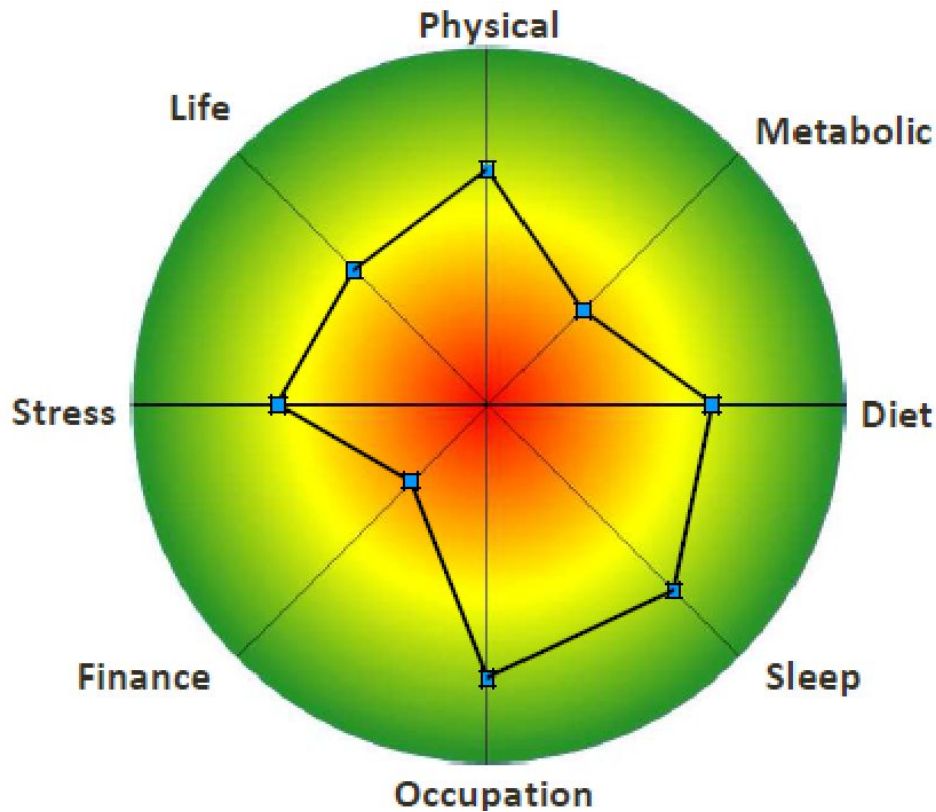
(Note contextual focus)

For more than 50 years, Gallup scientists have been exploring the demands of a life well-lived. More recently, in partnership with leading economists, psychologists, and other acclaimed scientists, Gallup has uncovered the common elements of wellbeing that transcend countries and cultures. This research revealed the universal elements of wellbeing that differentiate a thriving life from one spent suffering. They represent five broad categories that are essential to most people:

- **Career Wellbeing (Purpose)**: how you occupy your time -- or simply liking what you do every day
- **Social Wellbeing**: having strong relationships and love in your life
- **Financial Wellbeing**: effectively managing your economic life
- **Physical Wellbeing**: having good health and enough energy to get things done on a daily basis
- **Community Wellbeing**: the sense of engagement you have with the area where you live

Gallup Business Journal.

AHWC Wellness Assessment



Your Composite
Wellness Score
(out of 100):

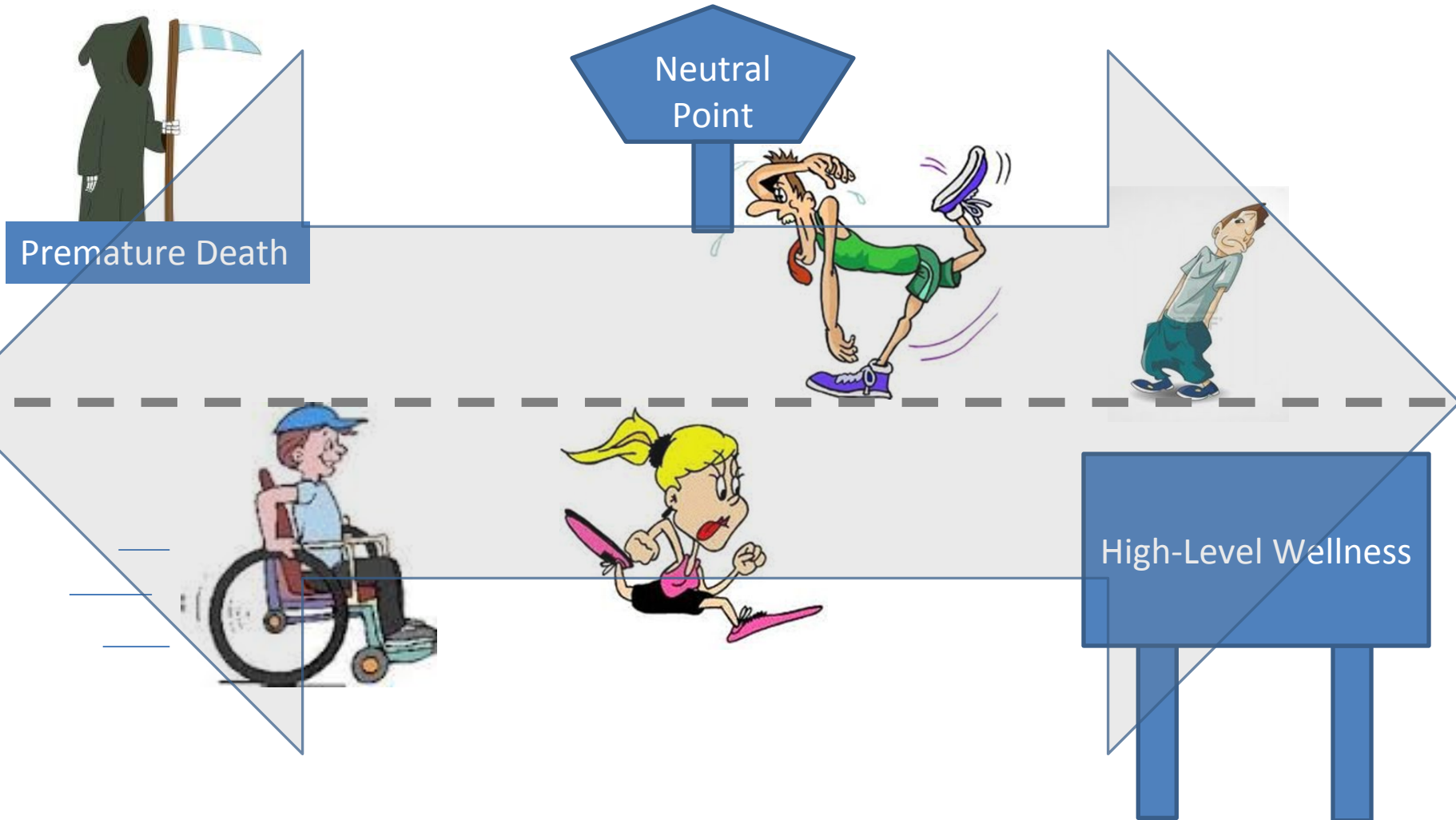
58.3

Mindset and “Purpose” are key

- Regardless of where you are physically or medically, what matters is what direction you are facing...towards illness or wellness
- You can have cancer or a chronic disease and still be well
- Your purpose is the seat of your motivation...it is your North Star
- ***Wellness is about living your life in alignment with your values and purpose***



Which Way Are YOU Facing?



Organizational wellness is very similar to individual wellness

- Both build from aligning behaviors with core values
- Both guided by a strong sense of purpose and understanding of the “mission”
- Both pay attention to meeting basic human needs relevant to the context

The Problem Today

- We are focused on health and not wellness...easiest to see connection to \$\$
- Health care costs are a side effect of other factors affecting wellness

Is focusing on health care costs the right way to promote wellness?

Most incentives for health come via the “health care” system...e.g., premiums, on-line exercises, emanate from HR and benefits...not day to day business conduct. How present are these in your life daily?

Health care slice of daily life?



What's missing?

A focus on and commitment to enhancing employee and organizational wellness

What does wellness have to do with things that matter at work?

Employee engagement!

Wellness is a key ingredient for and is additive with engagement.

What is engagement?

Engagement categories:

- **Engaged** employees work with passion and feel a profound connection to their organization. They drive innovation and move the organization forward.
- **Not Engaged** employees are essentially “checked out.” They’re sleepwalking through their workday, putting time — but not energy or passion — into their work.
- **Actively Disengaged** employees aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

How to measure it: Core elements that determine employee engagement and performance

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The main mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. In the last year, I have had opportunities at work to learn and grow.

Fewer than 1 out of 3 workers today are engaged

U.S. Employee Engagement, 2013 vs. 2014

% Employees	2013	2014
Engaged	29.6	31.5
Not engaged	51.5	51.0
Actively disengaged	18.8	17.5

GALLUP®

Engagement as a function of job type

Engagement Varies by Industry, Role

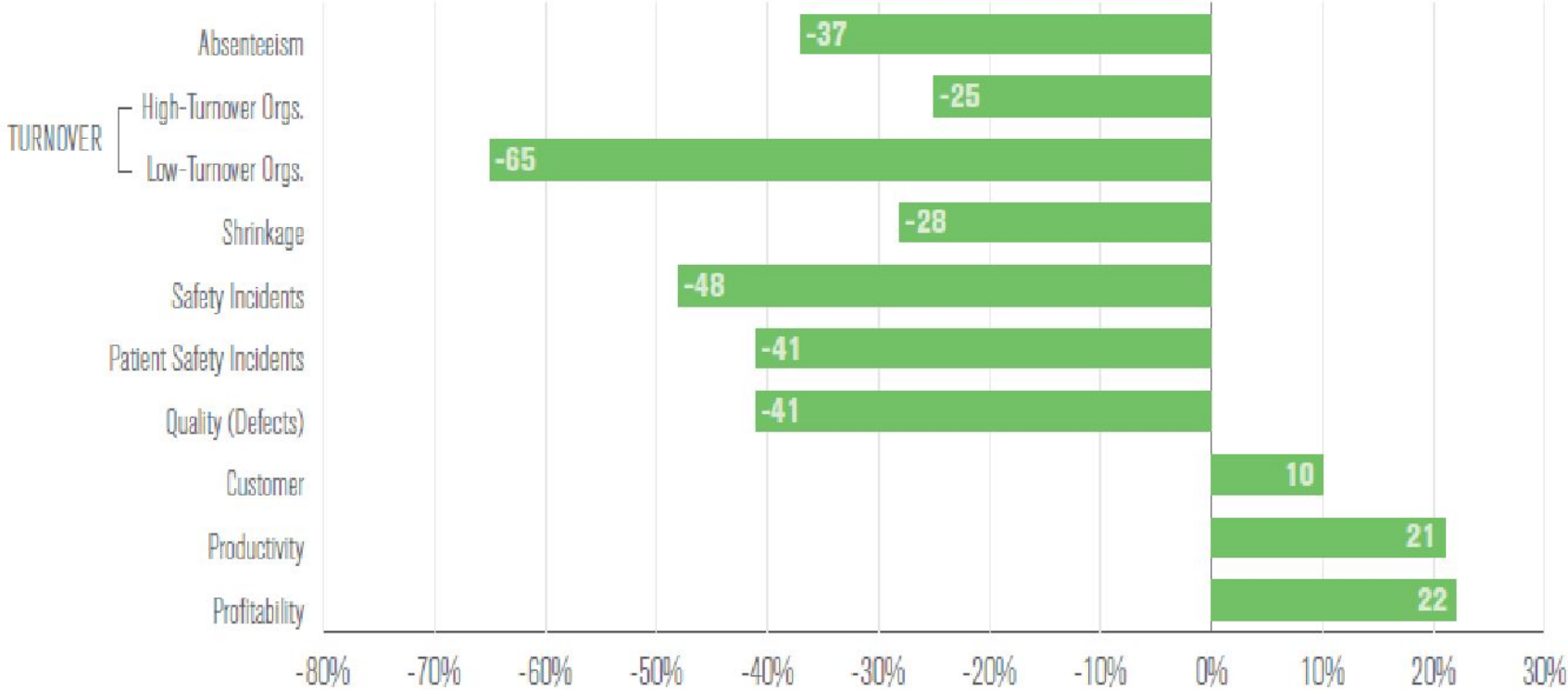
Gallup has analyzed employee engagement by various segments, and the results can help employers create innovative ways to make diversity a source of strength in their workplaces. Professional workers in general are more engaged than workers in other roles, while employees in manufacturing or production are the least engaged. Service workers were the only segment that showed a drop in engaged employees, down from 32% in 2009 to 29% in 2012.

	Engaged (2009)	Engaged (2012)	Not Engaged (2012)	Actively Disengaged (2012)
Managers, executives, and officials	26%	36%	51%	13%
Professional workers: physicians	*	34%	57%	9%
Professional workers: nurses	*	33%	52%	15%
Professional workers: teachers	*	31%	56%	13%
Professional workers: other categories except physicians, nurses, and teachers	*	30%	55%	15%
Clerical or office workers	27%	30%	51%	19%
Construction or mining workers	29%	30%	52%	18%
Government workers	28%	29%	53%	18%
Sales workers	24%	29%	51%	20%
Installation or repair workers	25%	29%	51%	20%
Service workers	32%	29%	50%	22%
Transportation workers	21%	25%	47%	28%
Manufacturing or production workers	18%	24%	50%	26%

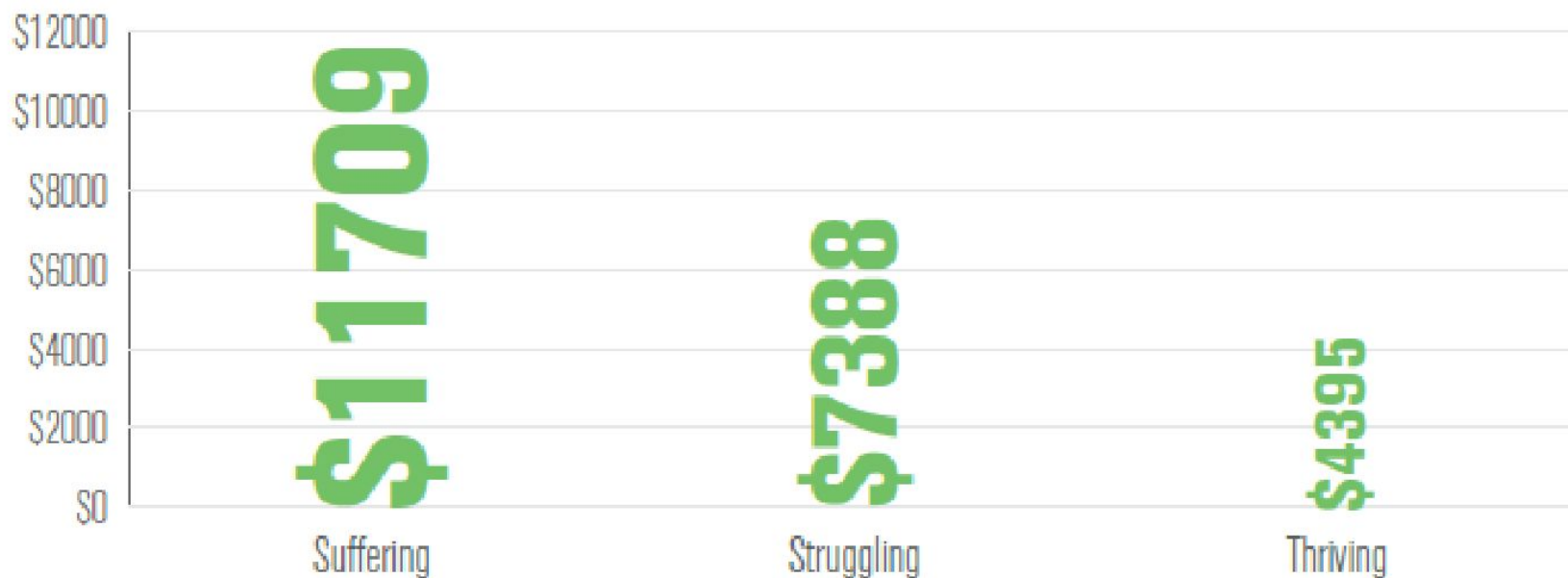
* Sample sizes too small for comparison.

ENGAGEMENT'S EFFECT ON KEY PERFORMANCE INDICATORS

Median outcomes between top- and bottom-quartile teams



ANNUAL HEALTH-RELATED COSTS TO EMPLOYER, BY WELLBEING CATEGORY



**GREAT MANAGERS KNOW THAT THE WHOLE PERSON
COMES TO WORK AND THAT EACH EMPLOYEE'S
WELLBEING INFLUENCES INDIVIDUAL AND
ORGANIZATIONAL PERFORMANCE.**

How do you foster wellness?

A comprehensive approach requires:

- Integrating wellness into your beliefs, behaviors and systems
- Managers who can engage their work teams and create a local environment that supports wellness
- Employees who take responsibility for improving their own wellness

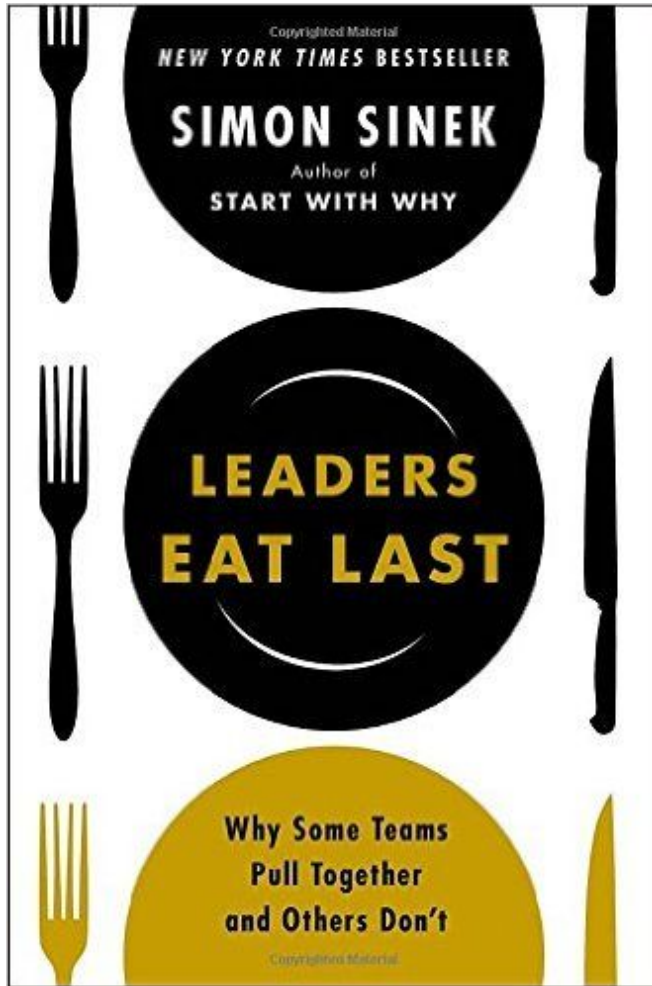
Managers are key to employee wellness

- Managers account for at least 70% of variance in employee engagement scores across business units, and engaged employees are 28% more likely to participate in a wellness program offered by their company than are average employees.
- Engaged employees also are seven to nine times more comfortable talking about their wellness with their supervisor, and those conversations are crucial in motivating and mentoring employees.

What can managers do?

Managers play a key role in promoting wellness by:

- Creating an environment where employees feel they're supported and in control of their wellness
- Focusing on employees' strengths and aligning strengths with job expectations and responsibilities
- Operationalizing company initiatives and removing local barriers that could disrupt the successful launch of wellness programs
- Pointing employees toward wellness resources and providing opportunities to use these resources in their roles
- Seeing the growth of each employee as an end in itself instead of a means to an end
- Building a solid foundation of **trust** with their employees through their actions and behavior.
- ***CARING!!!***



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How can we bring wellness into the workplace?

- Right now, wellness is thought of as a “program”...not as part of the business.
- Right now, the reason for doing it is not aligned with the business purpose (reducing health care costs is not the core mission of the business).
- Right now, the incentive and rewards systems for the business are not aligned with wellness goals (people do what they are rewarded for).
- **The way to bring wellness into the work place is to treat it as core to the business.**

What would a culture embracing wellness look like?



- Wellness and employee health are built into the organizational mission and values...alignment of purpose
- ALL employees are evaluated on how they are supporting a culture of wellness
- Organizational policies and procedures reflect wellness goals, when applicable
- Well culture is key element of recruitment and retention
- The value to the business shows up in productivity, business results and workplace morale

Building a culture of wellness in the workplace

Think of it as an operating system...like “Windows for Wellness”.

- It is not opt in...it is part of what is expected of everyone.
- The reason for doing it is that wellness is good for the business...productivity, recruitment, retention, etc.
- It is no different than why we adopted total quality, or safety, or diversity, or sustainability.

Summing Up: Wellness 2.0

- We need new approaches that go beyond incentives to lower health costs
- We need to build wellness and employee health into the organizational mission and values
- We need to align employee purpose with organizational purpose
- We need to change our mindset to *Think of health and wellness as the fuel for the American prosperity engine*

Thank You!



Failed marketing ploys

Time to stand up!

Fidget!

Anything but sit still!

WARNING!

**THE FOLLOWING
FACTS WILL SHOCK**

Leadership Activity

First breakout discussion:

On a scale of 1-10, how important is worksite wellness to you personally.

Why did you rate it a ____ and not a lower rank?

On a scale of 1-10, how important is worksite wellness to your organization?

Why did you rate it a ____ and not a lower rank?

Tables (pick a spokesperson) report your discussion to the larger group... Calculate group averages and report min/max for each question.

Answer each of these questions with a yes/no

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
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11. In the last six months, someone at work has talked to me about my progress.
12. In the last year, I have had opportunities at work to learn and grow.

Calculate the average number of yes answers for individuals in the group and the min/max for the group. Report this during group discussion.

Leadership Activity

Second breakout discussion:

What could you do at your place of work to focus on employee wellness and engagement?

What do you think would happen if you did that?

Tables (spokesperson) report their discussion to the larger group...highlights and range of responses.

Leadership Activity

Does anyone have a story of something they or their organization tried at work, and how that went? Include any unintended consequences.

We find that worksite wellness is a process, and one that requires a fair amount of try and re-try, to discover what sticks. It is still a new frontier.

We invite you to look for opportunities at work to ask your co-workers these same questions. Because we believe it starts with talking about it.