



New Frontiers in Wellness: From the individual to the organization

John C. Peters, Ph.D.
Professor of Endocrinology and Metabolism
University of Colorado
Anschutz Medical Campus
Anschutz Health and Wellness Center

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?



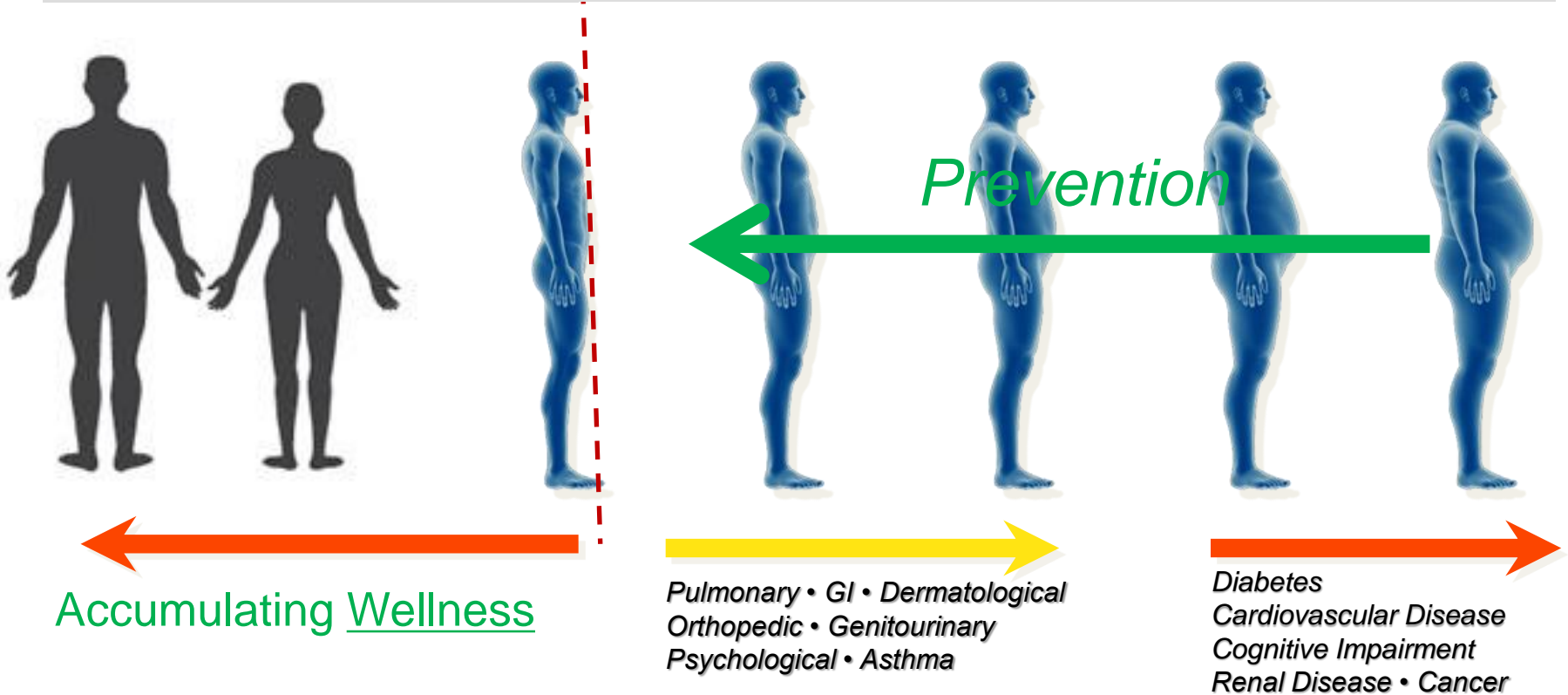
- Wellness is a process, not a state of being
- Illness and health are only the tip of the iceberg...the causal factors lie beneath the surface
- Wellness 1.0 focused on risk factors, disease management, secondary prevention
- Wellness 2.0 goes beyond disease focus...focused on the **well-being** of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

A New Way to Think about Personal Wellness

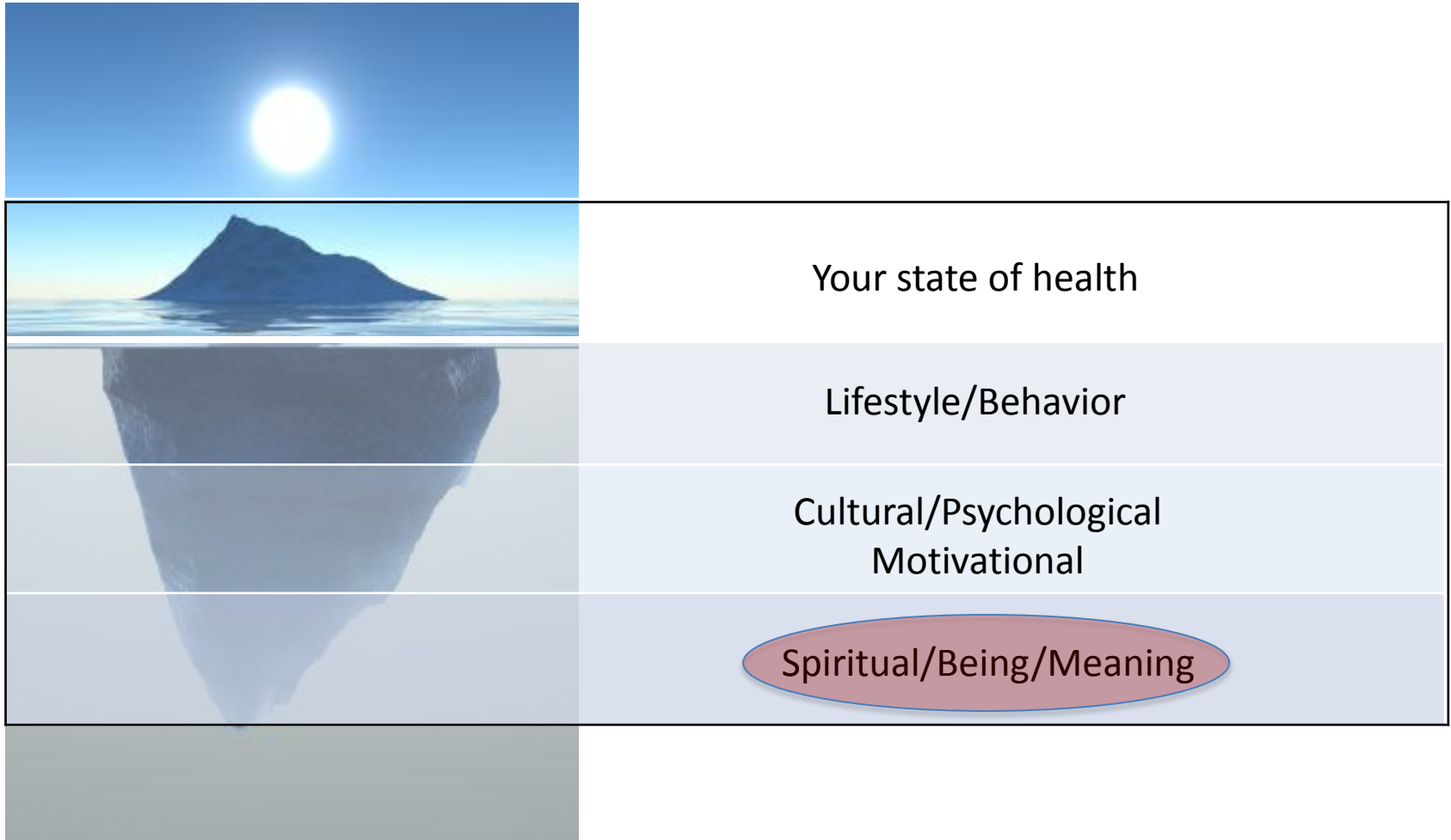
Health vs Wellness

Positive

Negative



Health is just the tip of the iceberg



Personal wellness is about many things (Note internal focus)



Spiritual---your core, your motivation, the essence of what gives meaning to what you do...why am I here? What is my mission in life? What are my values? Am I living my values?

Physical---taking care of your body. The flow of energy in and out. Without a sound physical foundation you cannot achieve your personal mission. It affects not only you but those around you that you care about most.

Emotional---your feelings, your spontaneous reactions to things, the interface between you as one person and the world. A complex set of non-cognitive reactions and feelings based on experience...this is the source of your intuition.

Mental/intellectual---the thinking part of you, the analytical, logical, decisive part, where problem solving occurs, where self-control comes from.

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 aligning your life with your values and purpose



Which Way Are YOU Facing?



Premature Death

Neutral
Point



High-Level Wellness

Organizational wellness is very similar to individual wellness

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

THE FIVE ESSENTIAL ELEMENTS OF WELLBEING

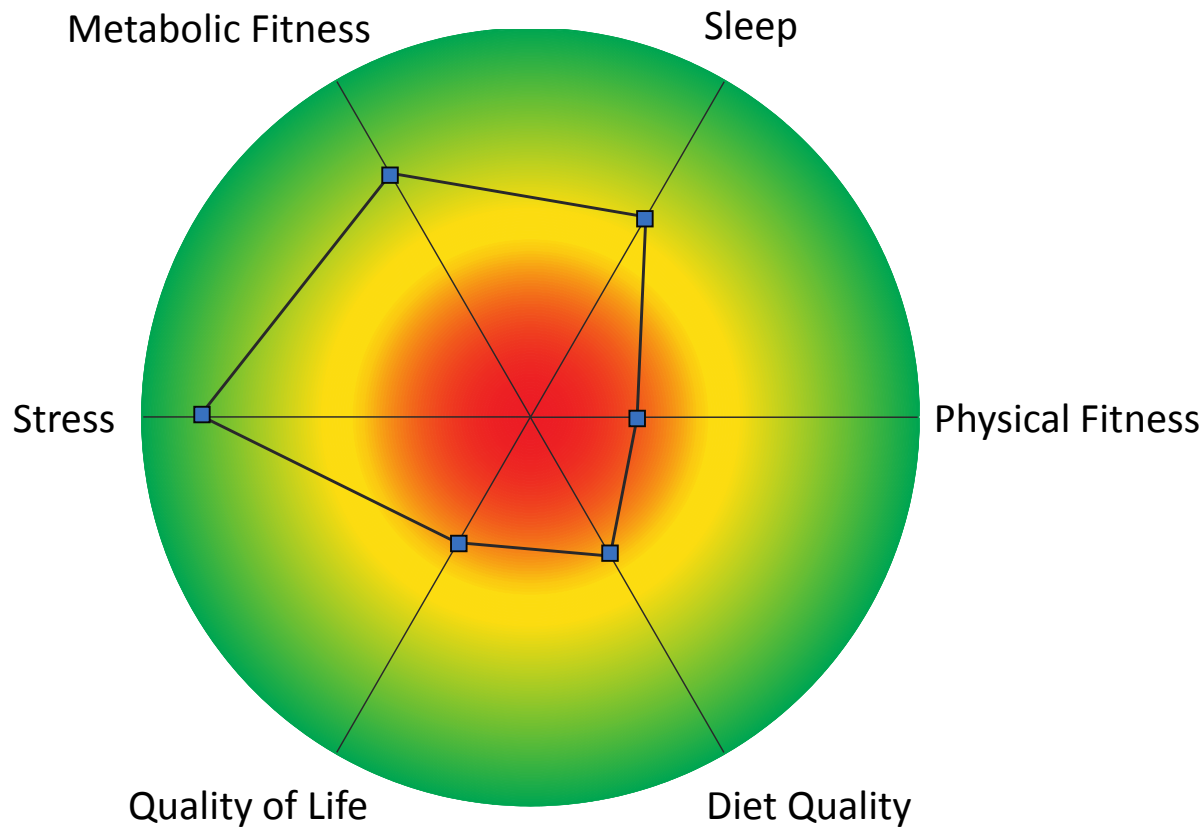
(Note contextual focus)

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/WB Score



Your Wellness Score:
53
(out of 100)

State of Well-Being in the U.S.

SUFFERING:
Well-being that is low and inconsistent.

STRUGGLING:
Well-being that is moderate or inconsistent.

THRIVING:
Well-being that is strong and consistent.

PURPOSE: Liking what you do each day and being motivated to achieve your goals



SOCIAL: Having supportive relationships and love in your life



FINANCIAL: Managing your economic life to reduce stress and increase security



COMMUNITY: Liking where you live, feeling safe, and having pride in your community



PHYSICAL: Having good health and enough energy to get things done daily



Gallup-Healthways Well-Being Index
Jan. 1–June 23, 2014

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Anschutz Health and Wellness Center
UNIVERSITY OF COLORADO ANSCHUTZ MEDICAL CAMPUS

Percentage of Americans Thriving in Each Element of Well-Being

AGE	Purpose	Social	Financial	Community	Physical
18-29 years	38	38	34	30	36
30-44 years	35	36	30	34	31
45-64 years	33	38	35	37	28
65+	44	53	62	53	40

GENDER	Purpose	Social	Financial	Community	Physical
Men	33	39	39	36	30
Women	40	42	39	40	35

REGION	Purpose	Social	Financial	Community	Physical
East	34	40	38	35	33
Midwest	35	38	40	36	31
South	39	42	38	40	32
West	37	41	40	39	35

Gallup and Healthways research shows that **half of Americans are thriving in only one well-being element or none at all.** And fewer than one in five U.S. adults are thriving in four or five elements, which indicates that many individuals are not maximizing their well-being.

The Problem Today

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

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

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 well-being

Where do we start to improve organizational well-being?

Employee engagement!

Engagement is a reflection of well-being

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.

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

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Engagement as a function of job type

Engagement Varies by Industry, Role

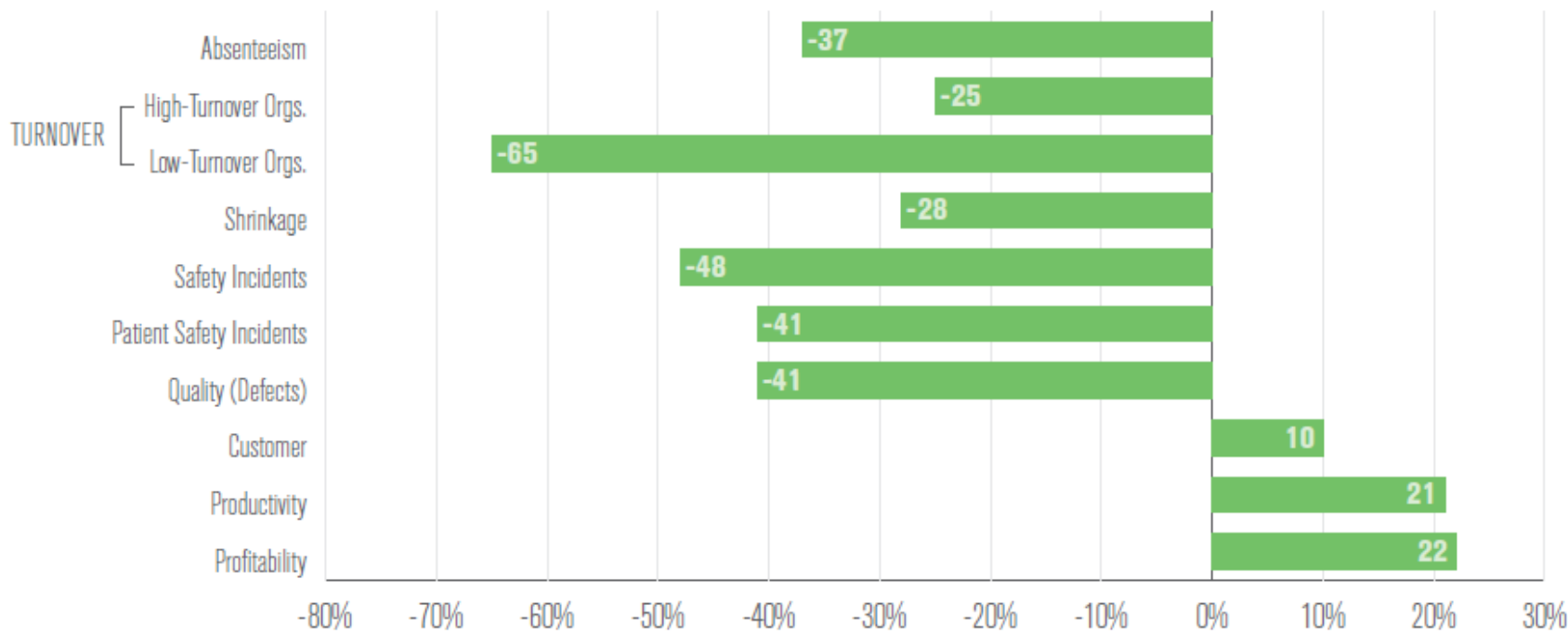
Gallup has analyzed employee engagement by various segments, and the results can help employers create innovative ways to make diversity a source of strength in their workplaces. Professional workers in general are more engaged than workers in other roles, while employees in manufacturing or production 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%

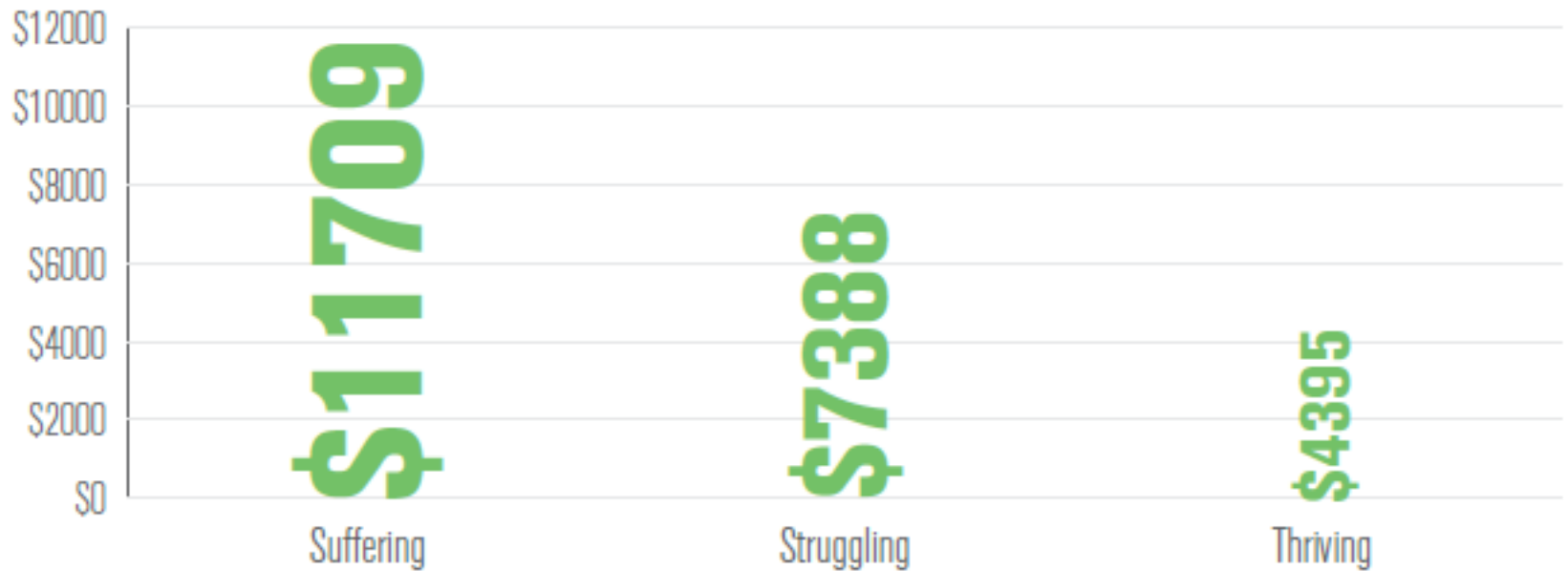
* Sample sizes too small for comparison.

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 well-being?

A comprehensive approach requires:

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

Managers are key to employee well-being

- 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 well-being with their supervisor, and those conversations are crucial in motivating and mentoring employees.

What can managers do?

Managers play a key role in promoting well-being by:

- Creating an environment where employees feel they're supported and in control of their well-being
- 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 well-being programs
- Pointing employees toward well-being 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

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.



Vision for a new future state: Let's change the paradigm

- Current paradigm is that health/WB is essentially a system output...we do the things in our lives for other reasons and health/WB is what results from the choices we make.
- A novel approach is to reframe the mindset such that health/WB is seen as an input to the system...it is the fuel that allows us, individually and collectively, to do the things we want to do...
- **It is the fuel for achieving prosperity.**

Health/WB are currently a system output...EXHAUST

Inputs

Occupation

Income

Status

Family

Relationships

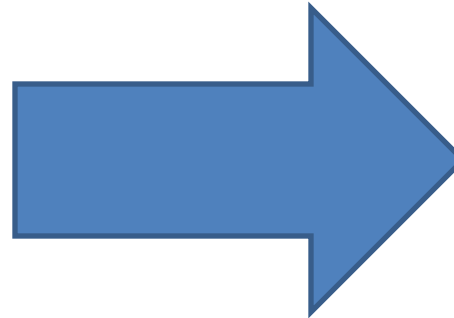
Nutrition

Physical activity

Stress

Leisure

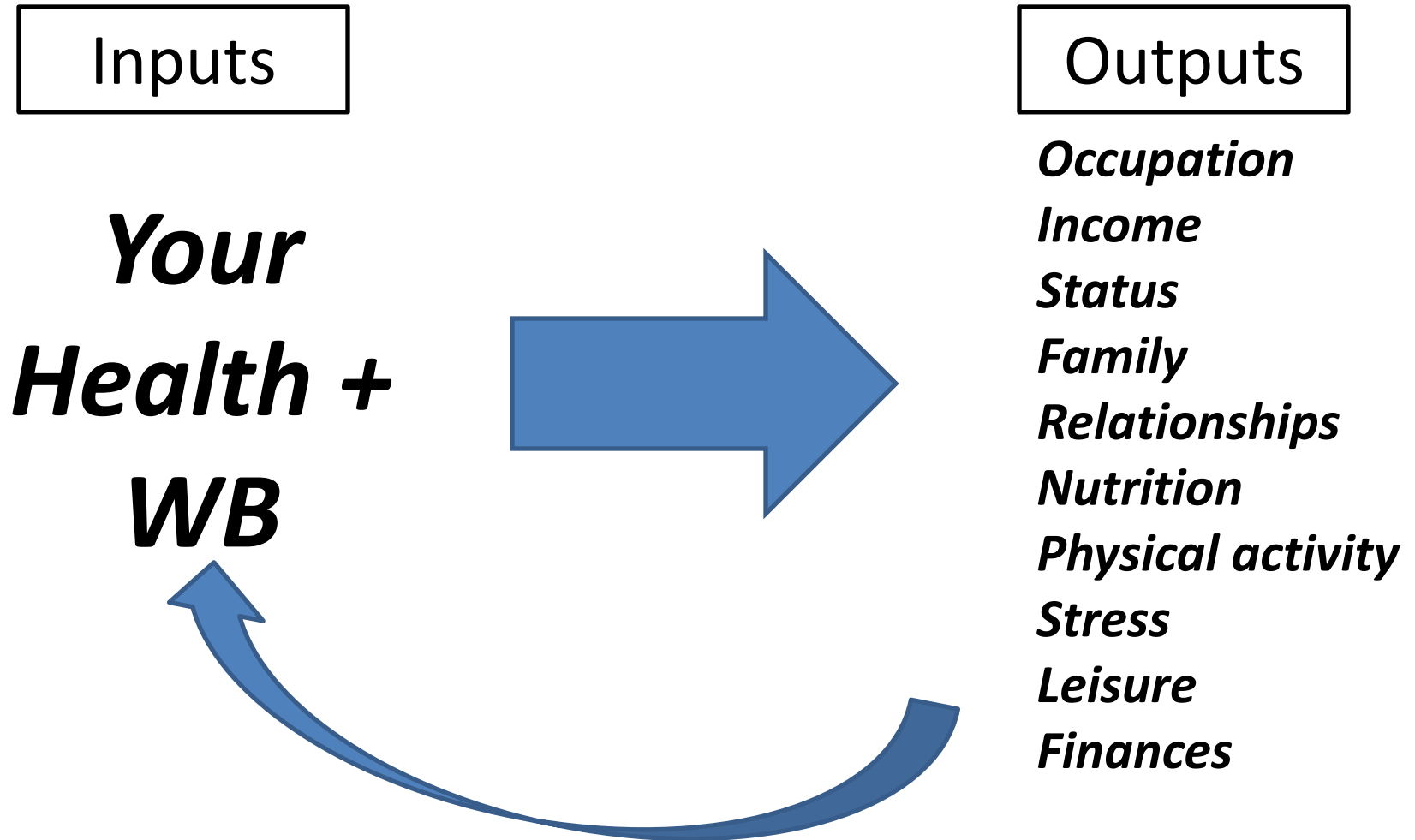
Finances



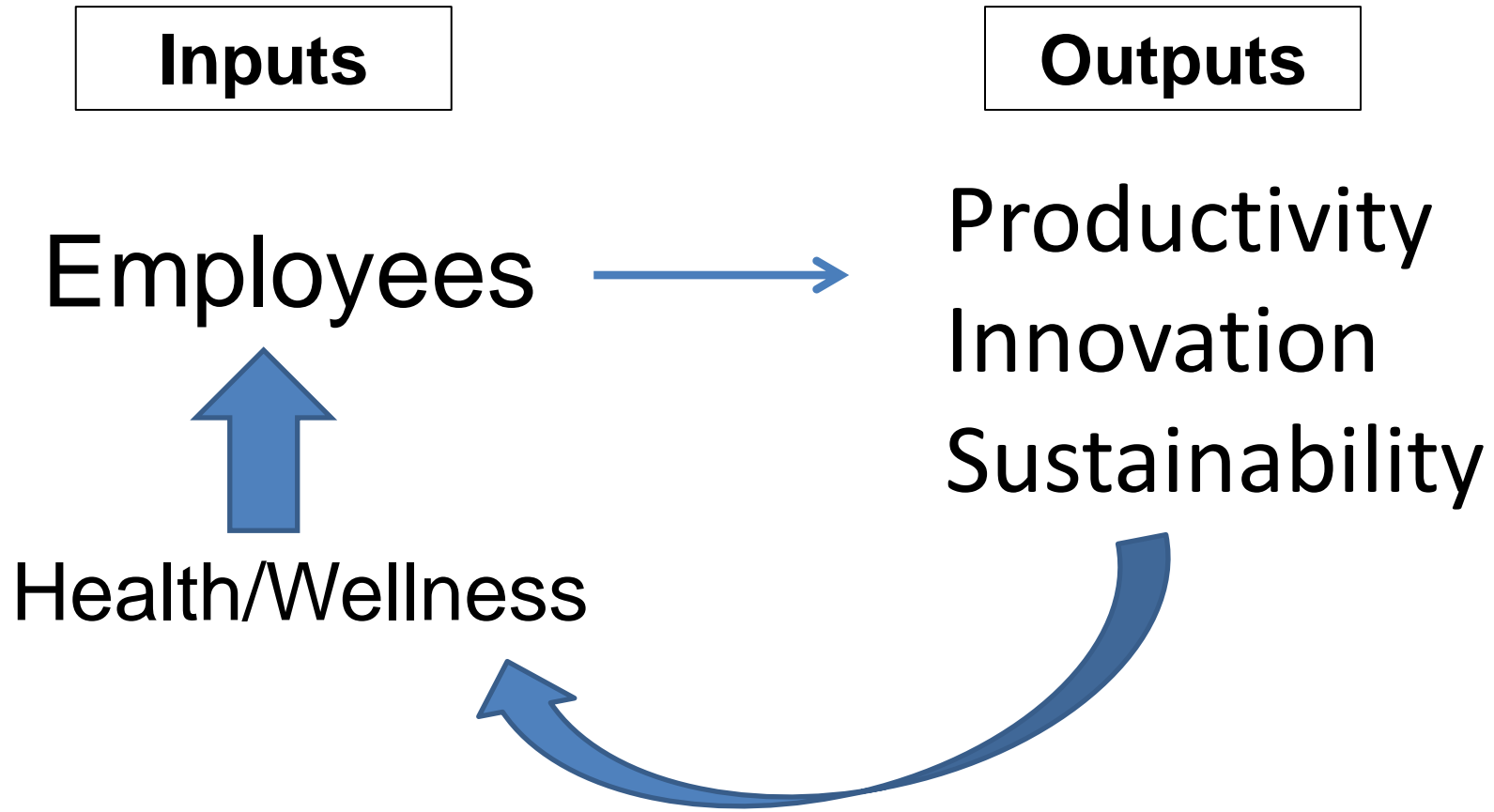
Outputs

*Your
Health +
WB*

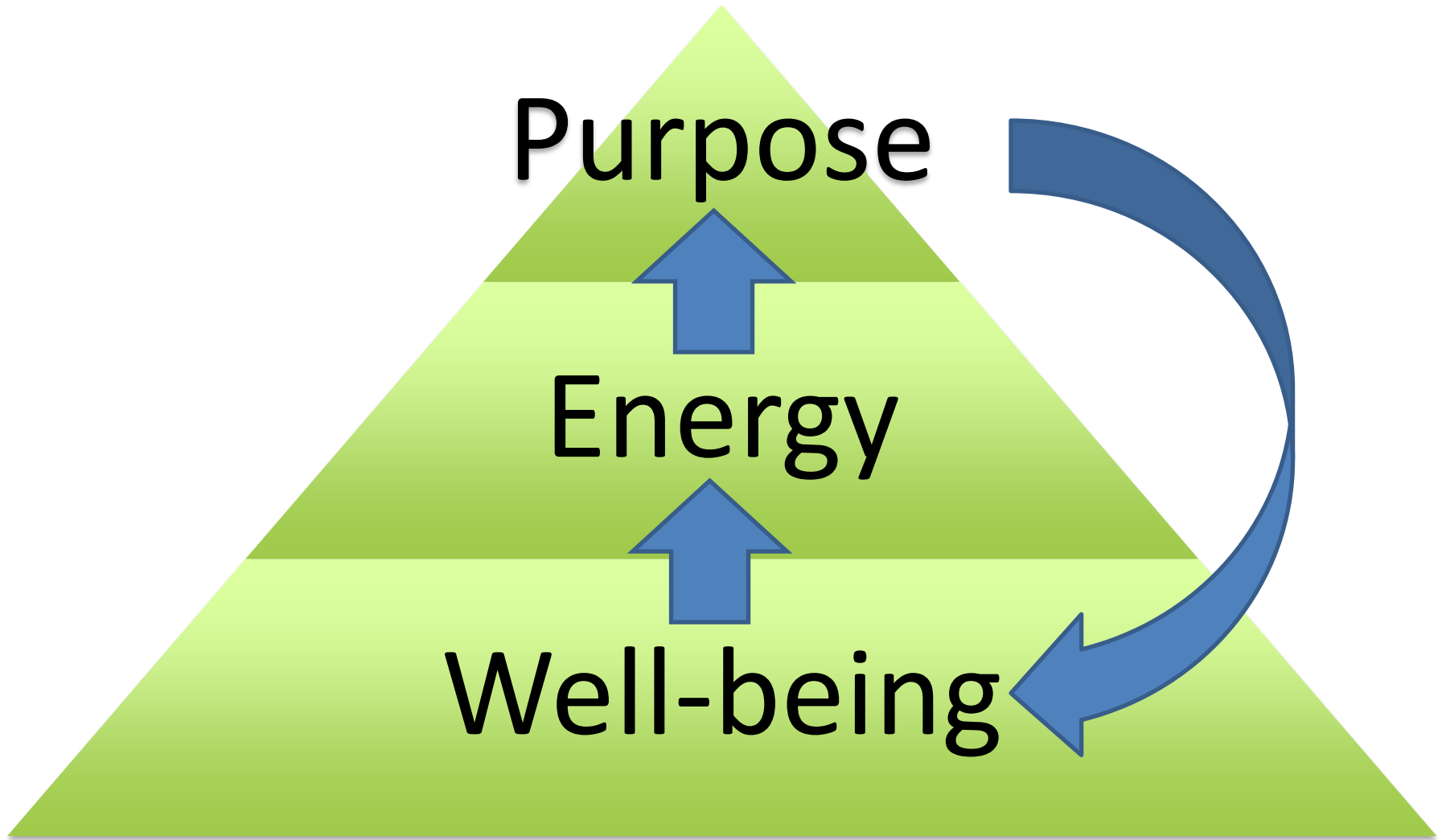
What if we considered health/WB as a system input...FUEL?



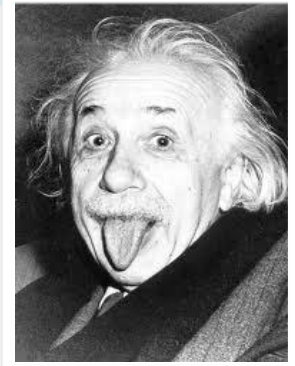
Health/WB is a valuable, depletable resource



A new model



We need to think about the problem in a new way



- Align individual and organizational purpose
- Focus on AMP: Autonomy, Mastery, Purpose
- Not opt in...everyone is part of it...new behavioral expectations become “part of the woodwork”, part of “business as usual”

How can we bring wellness/well-being 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/WB goals (people do what they are rewarded for).
- **The way to bring wellness/WB into the work place is to treat it as core to the business.**

Towards a new paradigm



- If we focused more on well-being as an essential input (fuel) we may tap the full potential that exists within people as an essential resource for our nation
 - Health costs would decrease as a side effect
- What might this look like? How can health and prosperity coexist in the 21st century?

Worksites



Tactics

Focus on costs
Incentives
Punishment
Do it on your own time
Contract

Employee

Want to be healthy
Want energy
Need time
Need direction
Need permission

Employer

Want healthy employees
Want great workplace
Values productivity
Focus on growth

Well-being is fuel for achieving the needs of BOTH individuals and the organization

What would a culture of wellness look like?



- Well-being 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 well-being
- Organizational policies and procedures reflect well-being 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/WB within the workplace

Think of it as an operating system...like “Windows for Well-being”.

- It is not opt in...it is part of what is expected of everyone.
- The reason for doing it is that good well-being 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.

Evidence is mounting...

FAST TRACK ARTICLE

The Link Between Workforce Health and Safety and the Health of the Bottom Line

Tracking Market Performance of Companies That Nurture a "Culture of Health"

Raymond Fabius, MD, R. Dixon Thayer, BA, Doris L. Konicki, MHS, Charles M. Yarborough, MD, Kent W. Peterson, MD, Fikry Isaac, MD, Ronald R. Loepke, MD, MPH, Barry S. Eisenberg, MA, and Marianne Dreger, MA

Objective: To test the hypothesis that comprehensive efforts to reduce a workforce's health and safety risks can be associated with a company's stock market performance. **Methods:** Stock market performance of Corporate Health Achievement Award winners was tracked under four different scenarios using simulation and past market performance. **Results:** A portfolio of companies recognized as award winning for their approach to the health and safety of their workforce outperformed the market. Evidence seems to support that building cultures of health and safety provides a competitive advantage in the marketplace. This research may have also identified an association between companies that focus on health and safety and companies that manage other aspects of their business equally well. **Conclusions:** Companies that build a culture of health by focusing on the well-being and safety of their workforce yield greater value for their investors.

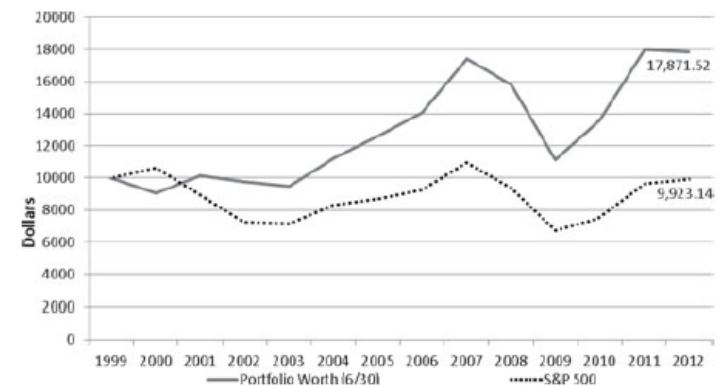


FIGURE 1. Portfolio starting at five winners versus S&P 500.

Time to stand up!

Fidget!

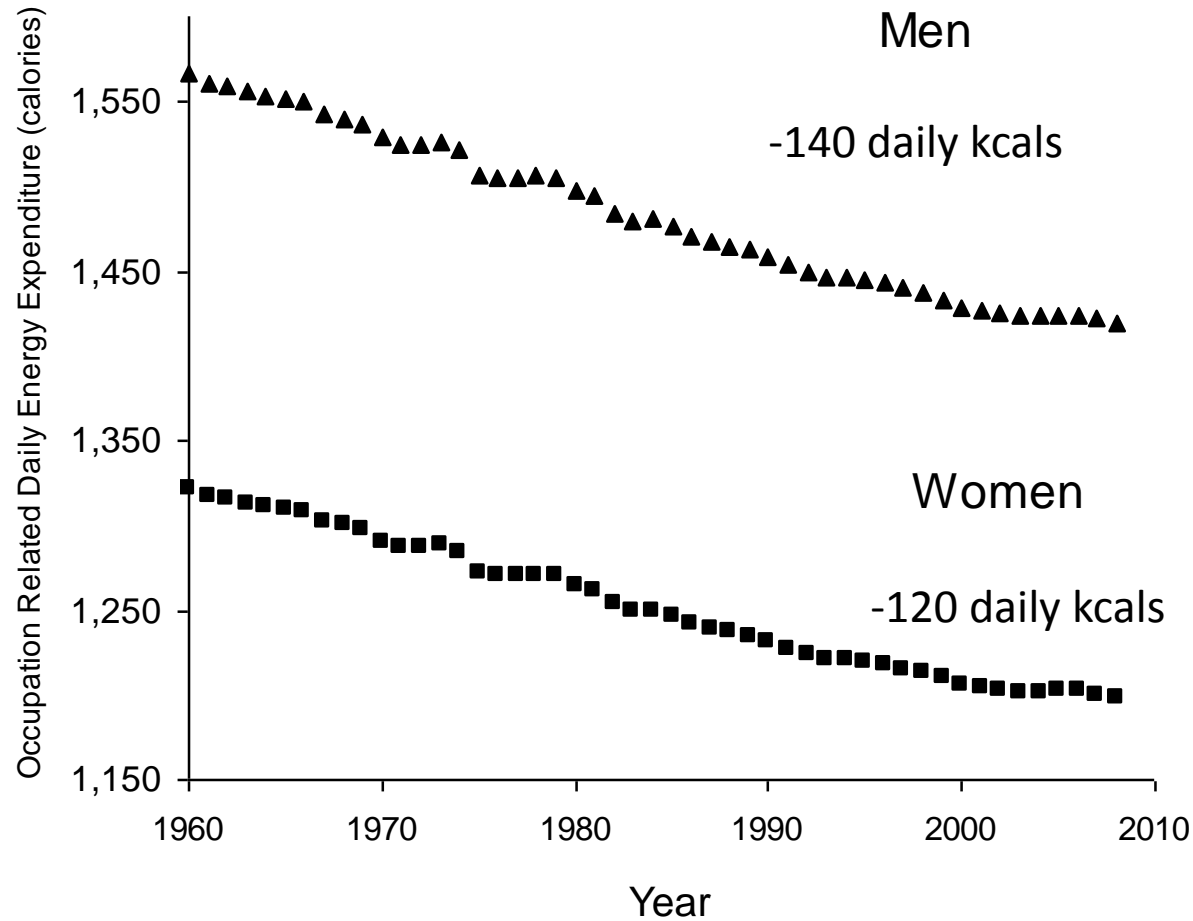
Anything but sit still!

WARNING!

**THE FOLLOWING
FACTS WILL SHOCK**

Physical activity becoming irrelevant for survival

Daily Occupational Caloric Expenditure



Summing Up

- We need new approaches that go beyond incentives to lower health costs
- We need to build well-being 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*
 - The economics are becoming visible

Thank You!



Failed marketing ploys

Leadership Activity

First breakout discussion:

On a scale of 1-10, how important is worksite wellness/WB 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/WB 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.
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.

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 well-being 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/WB 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.