

THE UNIVERSITY OF TEXAS
MD ANDERSON
CANCER CENTER



**Vermont
Worksite**

**Wellness
Conference**

Worksite Wellness Programs for Challenging Economic Times

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State of Working America

Environment we must manage in...



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- USA has highest per person healthcare cost of industrialized world and ranked 37th of 91 countries, \$1 out of \$7 spent on medical goods or services
- 1% of population account for 30% of costs and 5% account for 70%
- Employers health benefits cover 3/5 nonelderly
- Healthcare spending by 2015 predicted at \$4T, 20%GDP, \$12,320
- Median age employee 40.7 '08
- 2016, 55+ = 22% workforce
- 2006, 65-74, 22.8% employed
- 35% deaths attributed to poor diet, smoking, physical inactivity
- Large geographical difference in health spending and >\$ not = to > life expectancy
- Presenteeism 18-60% of total health related costs
- Productivity losses related to personal / family health \$1,685 per employee

Healthy Workplace 2010 & Beyond PFP 2009

Workplace

Might not be what we think it is...



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- 74% employees significant source of stress, 1 in 5 missed work as a result
 - 24% work 6+ hours a week without pay, 47% of mgt
 - 83% employees report working while sick
 - 52% job interfere with family
 - 43% of moms willing take a pay cut to have more kid time
 - 37% of fathers would leave jobs if partner could \$ support family
 - 52% employees report companies not doing enough encourage promote health
 - Lost productivity due to presenteeism 7.5 times greater than that lost to absenteeism
 - 75% of healthcare costs chronic disease & 70% all deaths
-
- Medical costs rise an estimated 25% from age 40-50 & 35% from 50-60
 - Age is less of a factor than smoking, obesity, lack of exercise, diabetes
 - Worker >40 lower incidence of work injury, STD, & unscheduled absence
 - Older worker slower recovery – return to productivity takes 20-30% more time
 - Worker <40 maternity claims primary ST
 - Worker >40 LTD drivers musculoskeletal 25%, cancer 17%, cardio 8%
 - Musculoskeletal 72 days, cardio 75 days, mental 77 days, cancer 78 days
 - 60+ worker lowest % of LTD cases, but longest periods of lost time

Hard Time Data

It's Impact on Wellness Programming



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- **Stress and economics hard times 1/09** – APA reports 76% men, 84% women report fear of faltering economy
- **Cigna & AIC 08** – 1/3 to 1/4 avoiding physician visits & 10% more delaying refilling prescriptions
- **The Alliance 3/09** – Retail clinics popular to those without PCP, families with young children
- **Iowa State University 2/09** – Dietary habits change, < beef/veal, < cereals, < sugar/sweets, 10.9 reduction in alcohol
- **New York Times 10/08** – Are bad times healthy, lack of national health plan for 46m, even 179m, estimated 1 in 7 bankrupt due to single health crisis
- **AARP Bulletin 3/09** – Working out even in hard economic times-health is important, some centers decrease cost, memberships down & participation up
- **Los Angeles Time 8/08** - Can troubled economy actually improve public health? – deaths down as unemployment rises, wellness behaviors up, unemployed use extra time for wellness - people behaving better?

In Hard Times

Company Benefits & Wellness Matter...



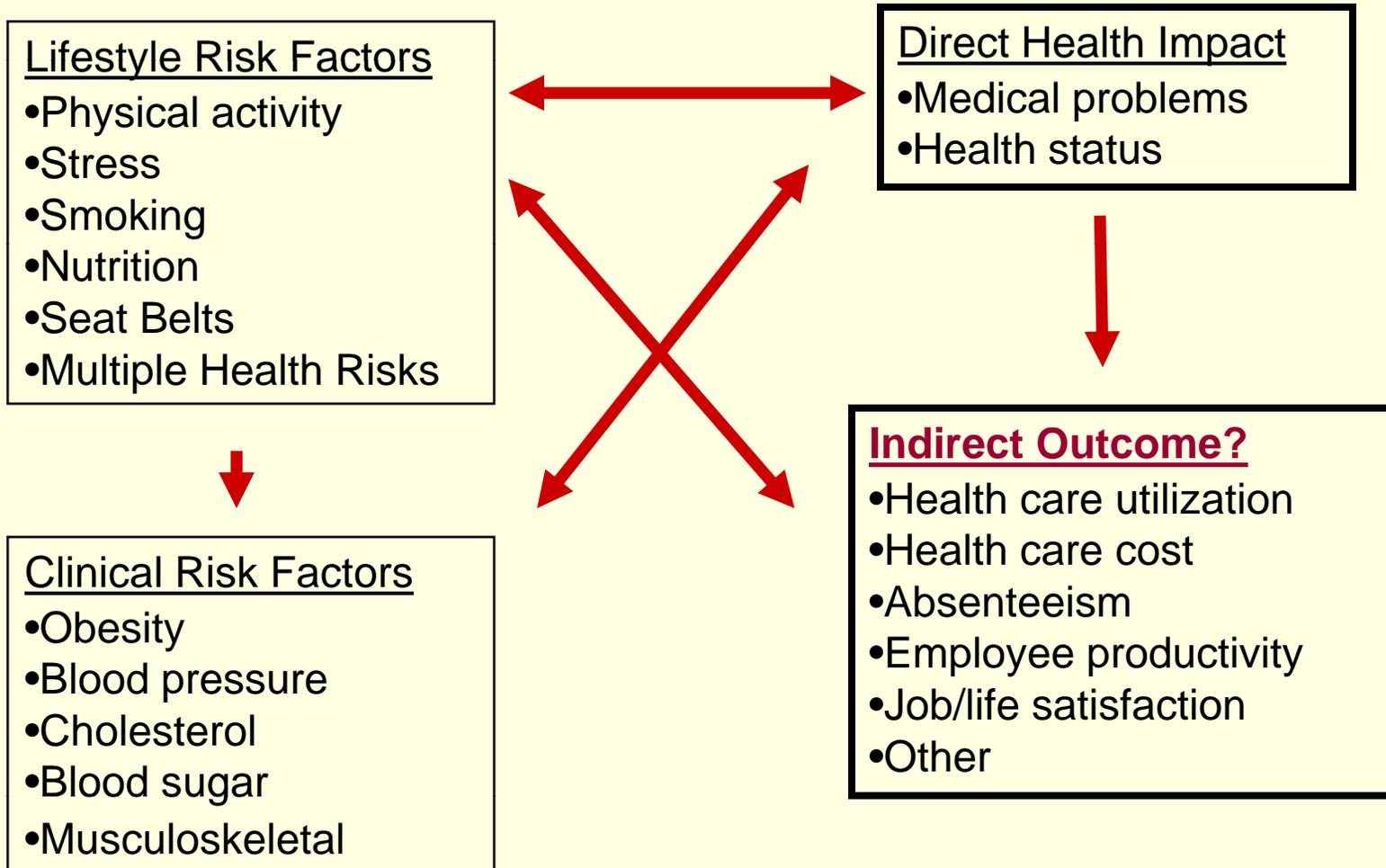
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- **7th Mets Life Annual Employee Benefits Trends 3/09** – In hard times, employees place more value on benefits & translates into morale & loyalty
- **Best Benefit Trends 2008** – Companies investing time & effort in helping their employees be healthier
- **Seattle Post Business 11/08** – Workplace Coach: Don't let hard times take toll on staff
- **Asheville Citizen-Times 3/09** – Some promote wellness despite hard economic times
- **Georgetown 3/09** – Campus offers more resources during hard economic times
- **Champlain Business Journal 3/09** – Companies benefit from workplace wellness programs, even in tough economic times
- **Fit Your Money 2008** – Corporations report healthy ROI on wellness programs, CDC found companies save \$3 - \$6 for every \$1 they invest

Most Important Management Understands Lifestyle Costs



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*Anderson, D.R. (AJHP, 2004)

Iceberg Phenomenon

Does management really understand ...

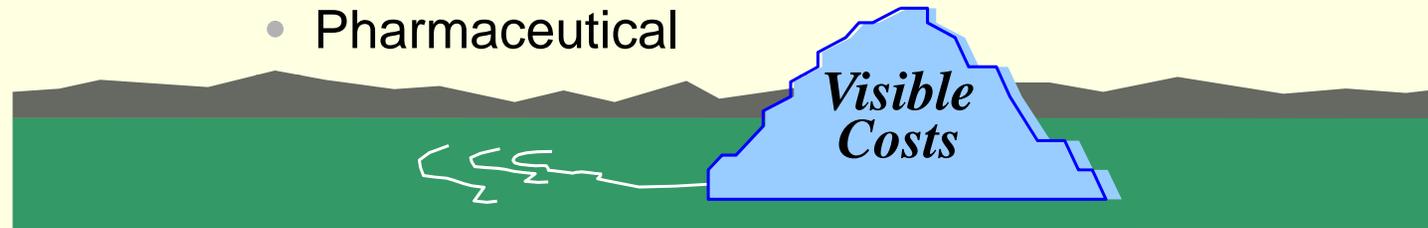


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Direct vs. Indirect Costs

Direct Medical Costs

- Medical
- Pharmaceutical



Indirect Costs

- Presenteeism
- Short Term Disability
- Long Term Disability
- Absenteeism
- Workers Compensation

Indirect Costs represents 2-3 times Direct Medical Costs

Healthcare Continuum Movement . . . If Nothing is Done . . .



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What happens in hard times?

**Potential Continuum Movement
of 33% - 59%**

<p>Healthy Employees w/o Health Risks Low risk Optimal Health</p>	<p>Employees w/ Health Risks Obesity Stress High blood pressure etc.</p>	<p>Employees with Acute Illness/injury Doctor visits ER Visits</p>	<p>Employees with Chronic Disease Diabetes Heart disease cancer</p>	<p>Employees on Disability Traumatic Injury Cancer</p>
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According to Warren Buffet.....



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“There’s no question that workplace wellness is worth it. The only question is whether you’re going to do it today or tomorrow. If you keep saying you’re going to do it tomorrow, you’ll never do it. You have to get on in it today.”`



Challenging Times

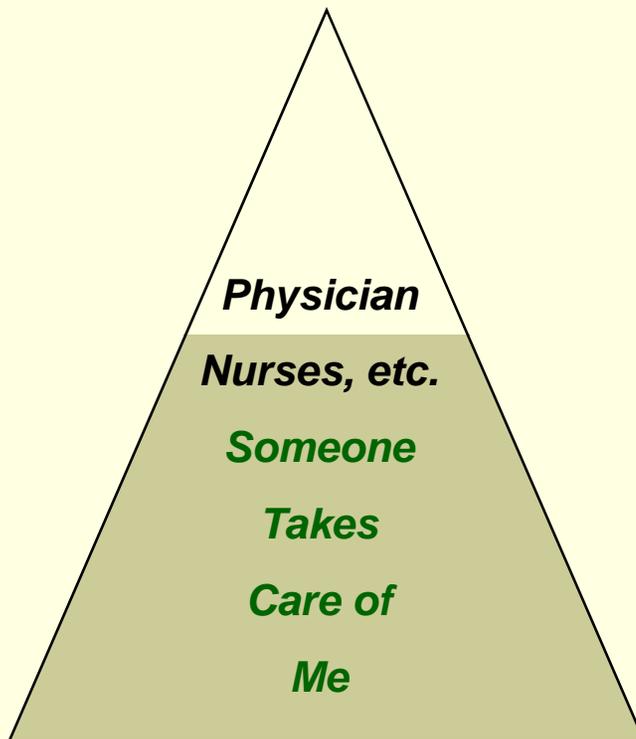
Caught in a transition.....



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Age of

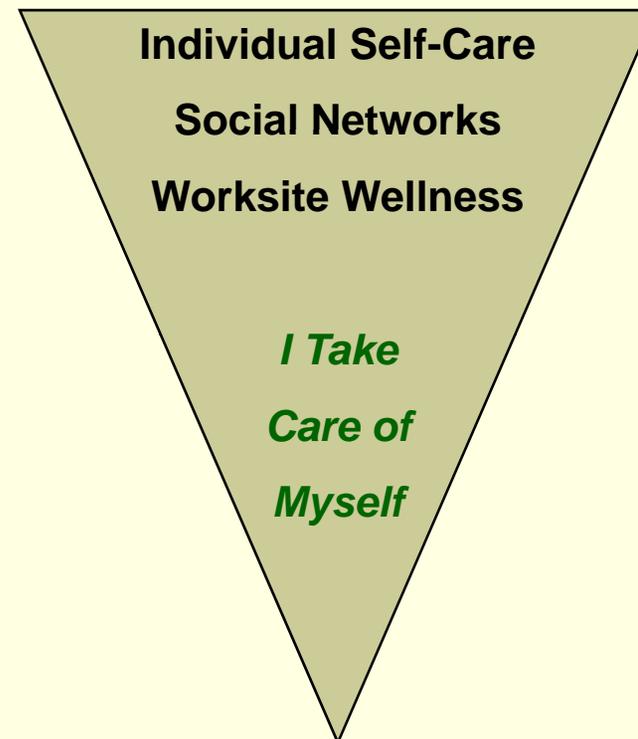
Professional Responsibility



Personal Responsibility

Age of

Personal Responsibility



Professional Responsibility

Challenging Times Require Changes in the Wellness Strategy



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Analyze

- What are the programs “relationship building” strengths?
 - With senior managers?
 - With middle managers or supervisors?
With departments or divisions?
 - What are the relationships like with employees?
- Program strengths
 - Right touch points?
 - Wellness model fit for times?
 - Program maturity stuck or moving forward?
- Assess program successes
 - What are your participation successes?
 - What health risk factors have been decreased & why?
 - Has health culture changed?
 - What are the stories that support this change?
 - Any measurements of economic impact?

Challenging Times Require Changes in the Wellness Strategy



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Re-engineer

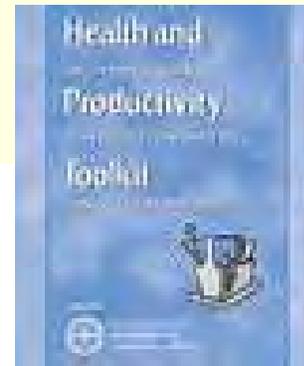
- Relationship building strengths
 - Enlarge wellness champion (senior manager network)
 - List of middle managers / supervisors
 - Departments or divisions facing “challenges”
*layoffs, reduced budgets, tension of “waiting”, high stress
 - Have you listened to “wellness friendly” employees lately
- Program strengths
 - Increase right touch points
 - Enhanced whole-person wellness model
 - Ensure program built off strengths (internal & external)
- Program successes
 - Build on and communicate program successes
 - Build on and communicate health risk factors successes
 - Build on and communicate health culture change
 - Communicate employee success stories
 - Build on and communicate economic impact

Best Practices

Getting it right the first time ...

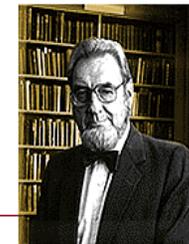
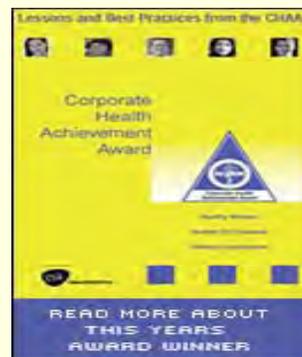
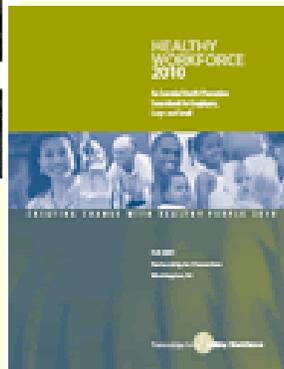
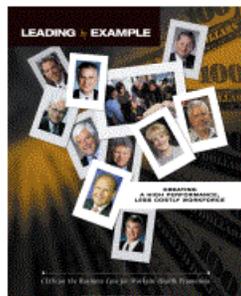


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National Business Group on Health

Creative Health Benefits Solutions for Today,
Strong Policy for Tomorrow



The Health
Project

C. Everett Koop
National Health Award Winners

The CEO Cancer Gold Standard

A vision that could reduce cancer by 60 – 65%



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Risk Reduction – Early Detection – Quality Care

Five Pillars:

- Tobacco use
- Screening and Early Detection
- Diet and Nutrition
- Physical Activity
- Access to Quality Treatment and Clinical Trials



In January 2007, The University of Texas M.D. Anderson Cancer Center became the nation's first healthcare system to receive accreditation as a CEO Cancer Gold Standard program

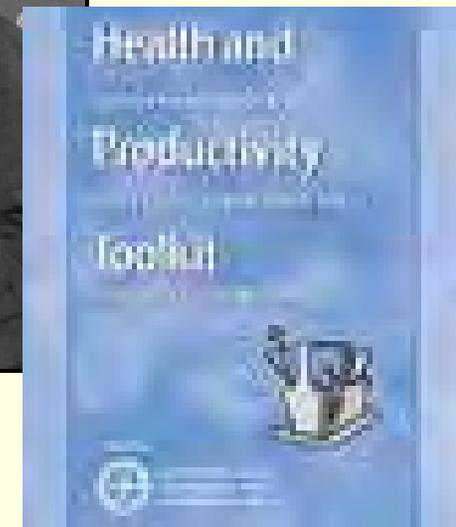
Promising Practices

in Employer Health and Productivity Management Efforts



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- ✓ Integrating HPM into companies operation
- ✓ Addressing individual, environmental, policy & cultural factors
- ✓ Targeting continuum of health care issues
- ✓ Tailoring to population needs
- ✓ Attaining high participation
- ✓ Evaluation programs based on clear definition of success
- ✓ Communicating successful outcomes to key stakeholders



**Director, Institute for Health &
Productivity Studies, Cornell
University**

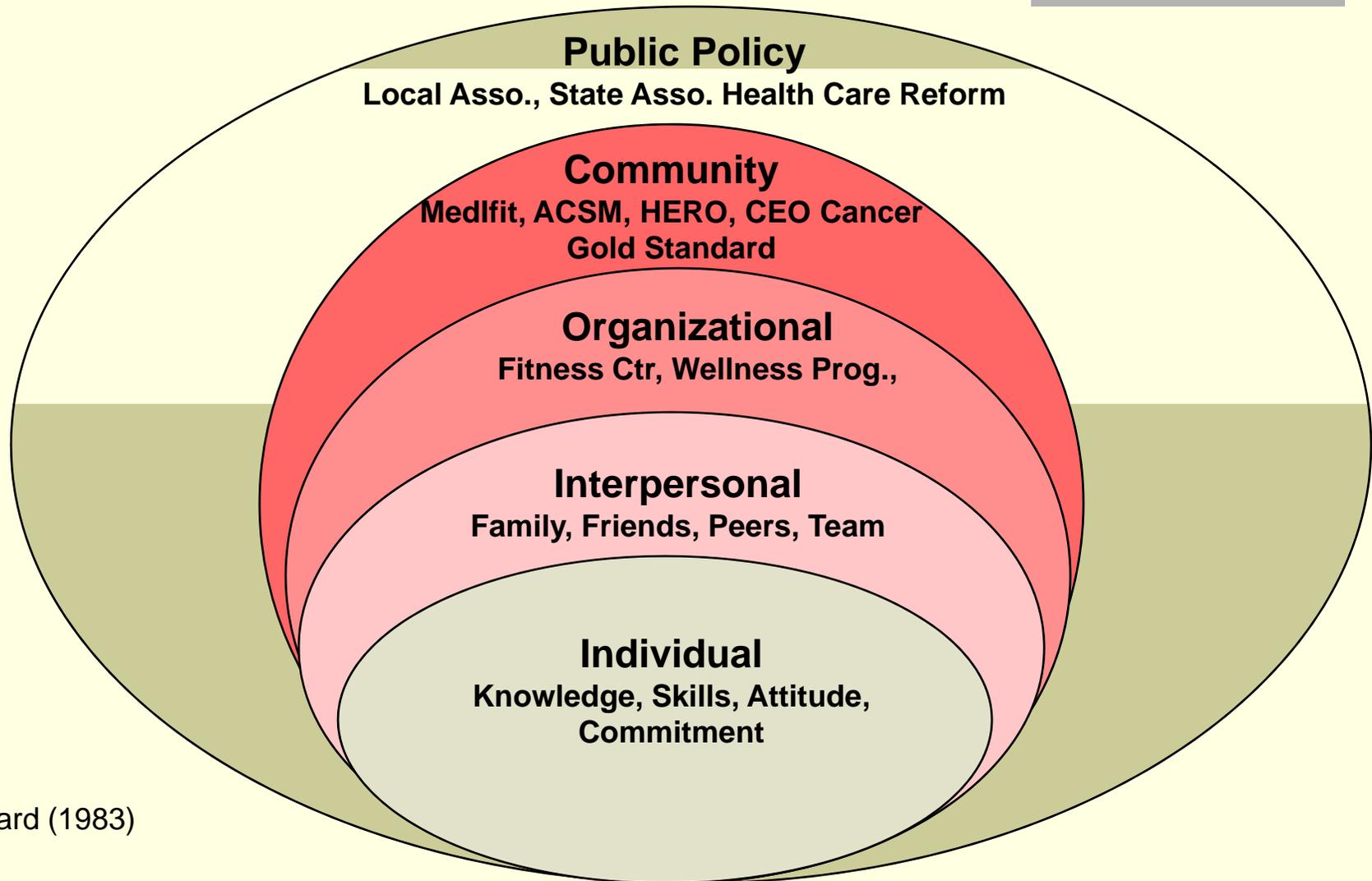
Goetzel (2007) JOEM

Socio Ecological Model

Comprehensive Approach



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Bouchard (1983)

National Wellness Institute Wellness Model



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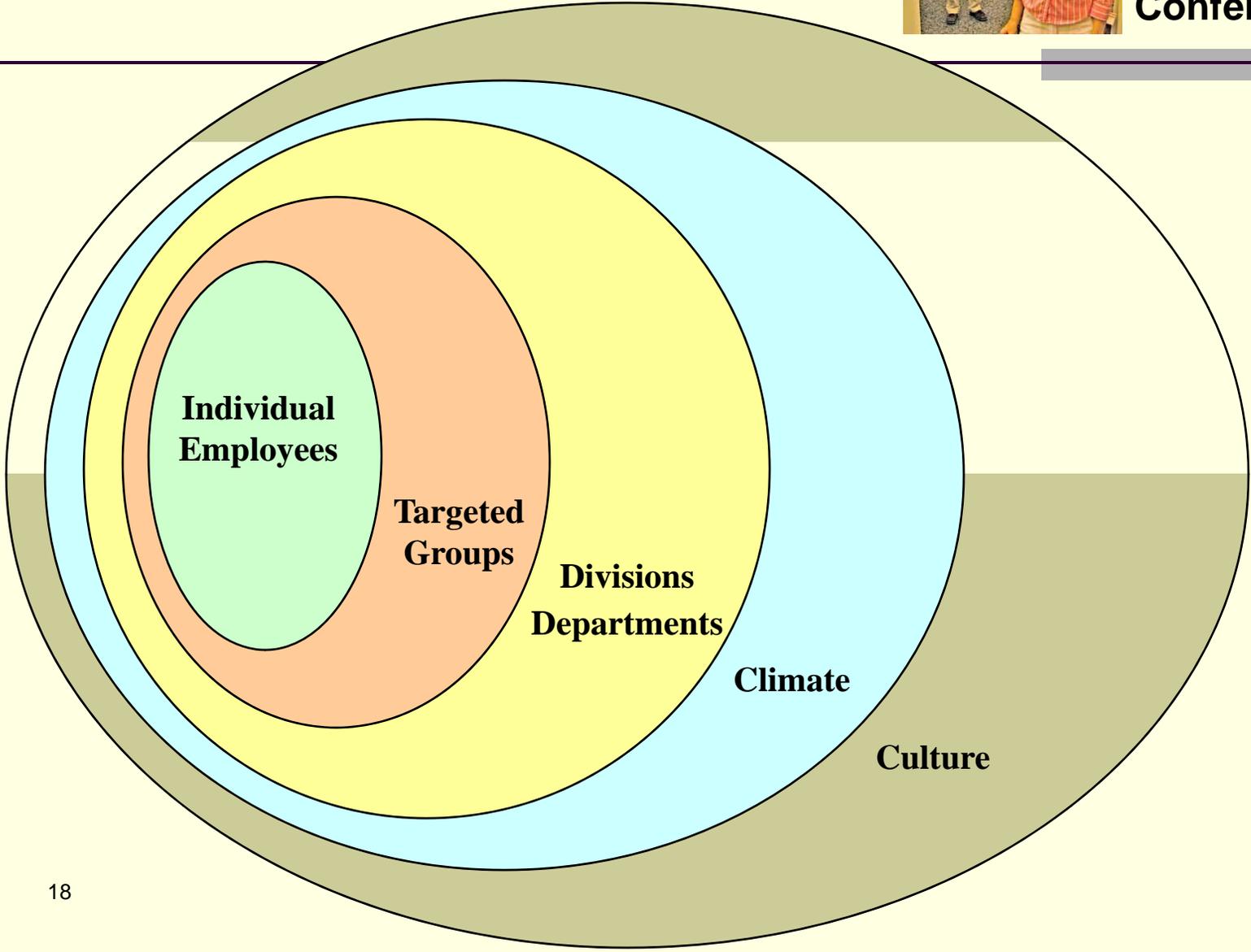
*Wellness is a
lifelong journey,
an active process
of making daily
healthy lifestyle
choices and
commitments.*



Impacting the Organizational Pond



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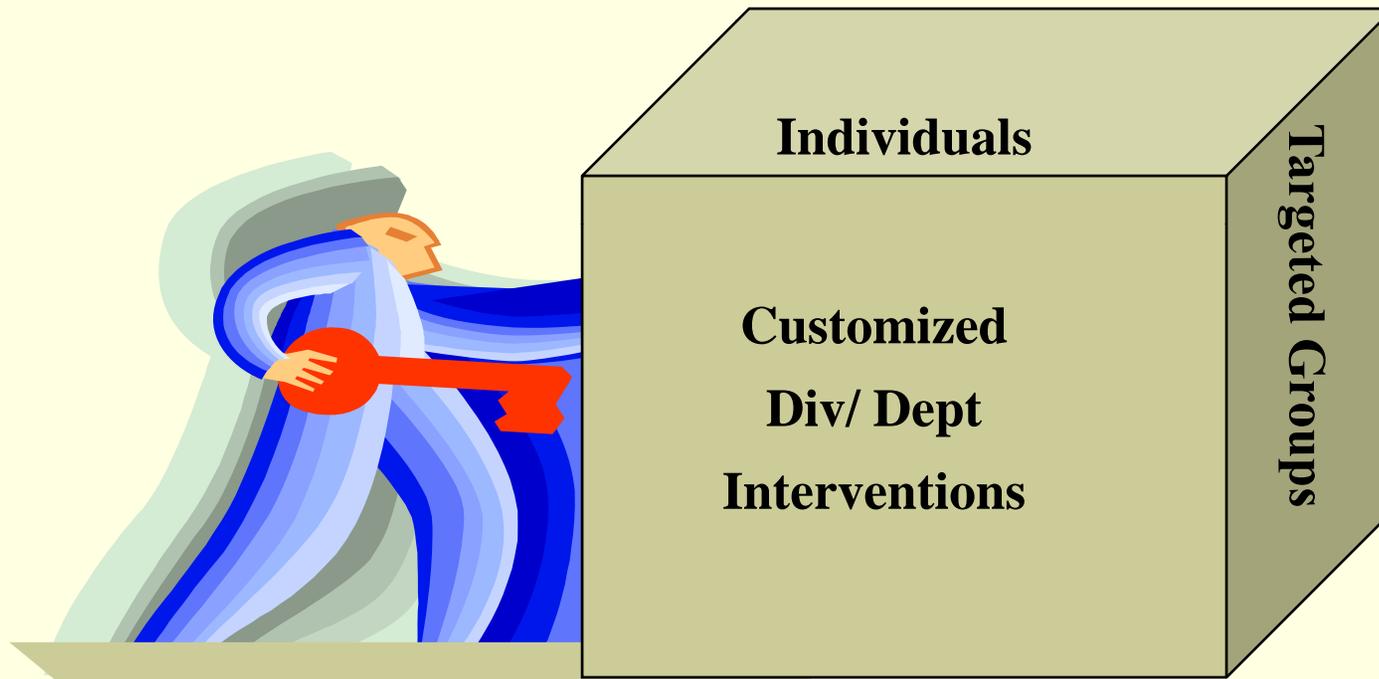


Core Delivery Channels

Model presented to management committee...



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Cultural and Environmental Focus

Program Mix by Delivery Channel



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Individual	Targeted Groups	Divisions / Departments
<ul style="list-style-type: none"> •Employee development workshops •Fitness Classes •Weight Watchers •Go Red •WebMD Portal •CHO / Immunization clinics •Wellness Corner •Texas Roundup •International Challenge Day •Wellness Coaching •Health Risk Assessment •Stress Buster Areas •Massage Therapy 	<ul style="list-style-type: none"> •Walk/Run/Bike Clubs •Simple Change Groups •Hard Change Groups •Maintain Don't Gain •Great American SmokeOut •Working Mothers Rooms •Blood Pressure Machines •Bike Storage Area •Bike Club •Beyond Salad •Rock Steady 	<ul style="list-style-type: none"> •Learn to Lose •Move More •Targeted Interventions •Wellness Champs •Coaching Roundtables •Wellness presentation at departmental meetings •Team trainings •Yammer social networking groups

Division / Department Intervention
Focused
Creating Wellness Cultures



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Examples of Customized Programming:

- Operating Room - workers compensation challenge
- Gynecological Oncology - moving & teaming
- Development Office – staff turnover & pride
- Grants and Contracts Office – death & dying
- Palliative Care – stress
- Enterprise Services – work care & get moving
- Anderson Network – getting “unstuck” & teaming
- Intranet Services – coping with rapid growth
- Behavioral Science – wellness climate & culture

Program Mix

Logical approach to programming...

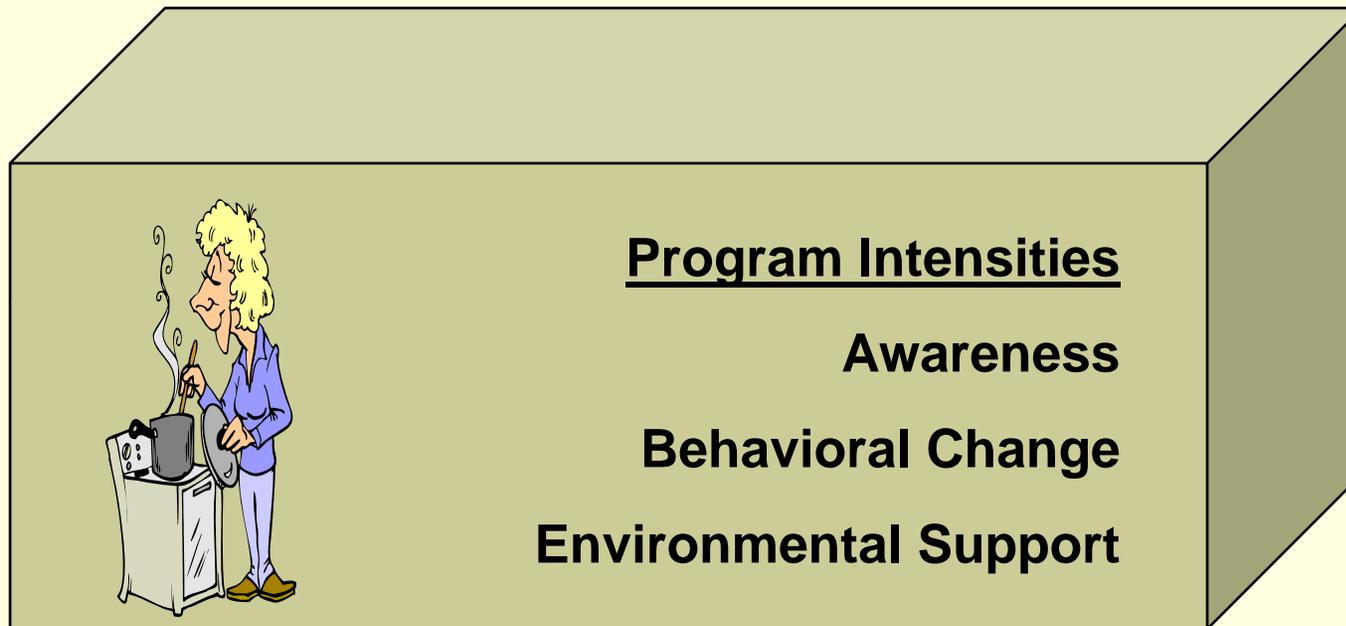


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Program Lines

Physical Activity – Nutrition / Weight Management – Parenting – Stress - Tobacco

Options



Modified Guidelines for Employee
Health Promotion Programs (1992)

Program Mix by Program Intensity



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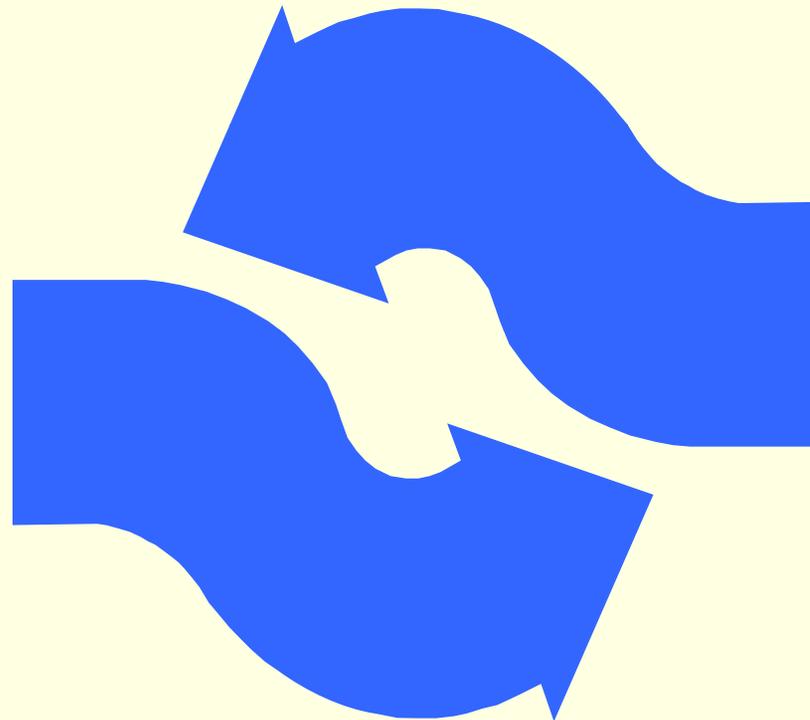
Awareness	Behavior Change	Environmental Support
<ul style="list-style-type: none"> • Staff meeting presentations • Employee development workshops • Go Red • Rock Steady • Beyond Salad • Tables at Fairs • WebMD Portal • Managers Forum • CHO / Immunization clinics • Champ Newsletter 	<ul style="list-style-type: none"> • Learn to Lose • Move More • Simple Change Groups • Hard Change Groups • Wellness Coaching • Maintain Don't Gain • Texas Roundup • International Day Challenge • Great American Smokeout • WebMD Portal • Fitness Classes • Weight Watchers 	<ul style="list-style-type: none"> • Stress Buster Stations • Blood Pressure Machines • Bike Storage Area • Working Mothers Rooms • Massage Therapy • Fitness Rooms • Bike Club • Walk/Run Club • Wellness Champs • Yammer Social Networking groups

21st Century Program Delivery Challenge



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**High
Tech**



**High
Touch**

Paying Attention to Program Mix In Challenging Times.....



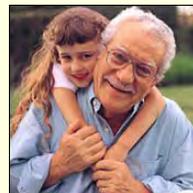
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Laughter Yoga



Art of Calm



Resilience



Wellness Champs / Ambassadors

- Act as a liaison between the wellness program and departmental employees
- Be a contact person for their department
- Post wellness or marketing information on their bulletin boards in high traffic areas
- Volunteer to perform minor administrative task, such as program material distribution or collection
- Volunteer to help with mass marketing efforts
- Volunteer to help during specific programming events

Working Mothers Rooms



Task Groups, Committees & Clubs



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- Working Mothers Room (Lactation room standard)
- Exercise Room (Guidelines and standards)
- Management Council (Program roll out)
- Biking Club (Bike racks & bike barn)
- Running Club
- Walking Club
- Stress Buster Area Monitors
- Dining Facilities Committees
- Healthy Kids Committee (Health kid club)
- Health Risk Assessment Committee (roll out)
- Work Life Team (Integration of components)
- Fitness Center Advisory Group (Management company / equipment)
- Human Resource Create Solution Teams



Peer Level Integration

Judd Allen

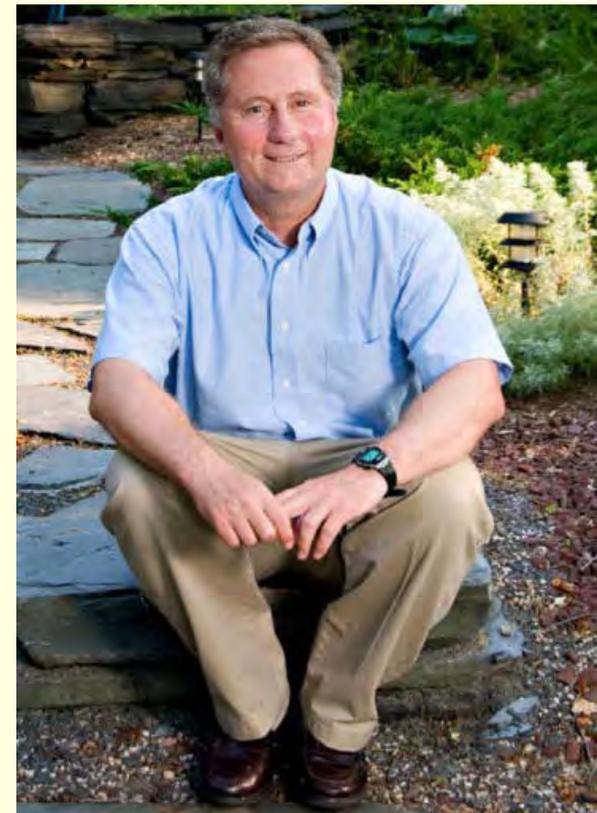


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- Peer group members share common experience with a given problem behavior or experience
- Peer groups can play an important roles in supporting individuals through difficult personal changes
- Peer-level integration efforts also address need for “natural” social network groups

Questions

- What groups need to be organized? How often will they need to meet? How long?
- How can friends be involved in change process? What training is necessary?
- How will co-workers support each other?



Wellness Leadership & Mentors

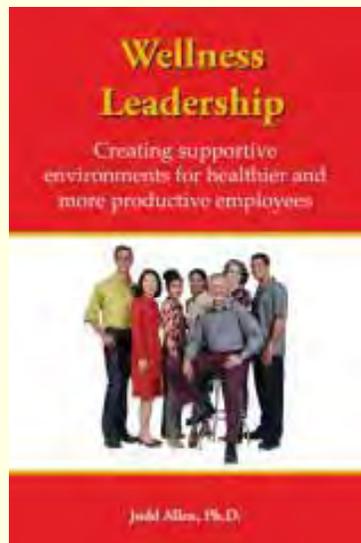


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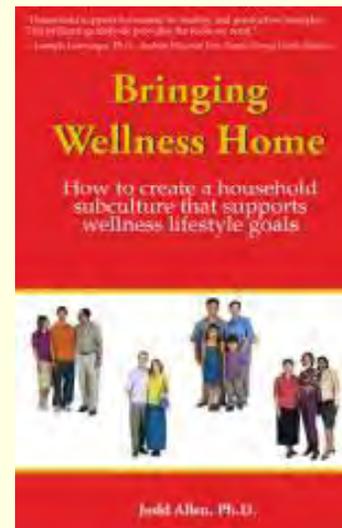
Workshop Opportunities:

Building a Wellness Culture

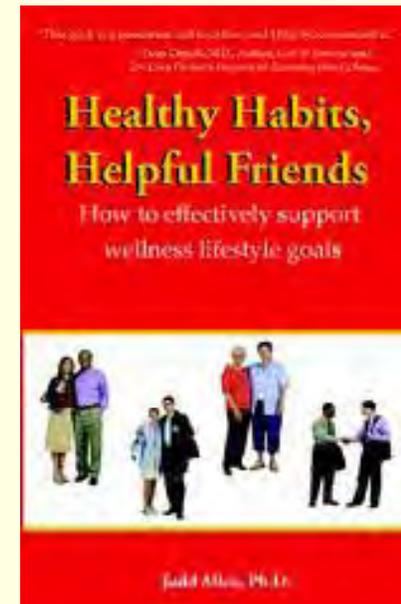
Managers / Supervisors
Department Leadership Teams



Taking Wellness Home



Learning to be a Better Wellness Mentor



We Must Stretch...

The Traditional Elements of Wellness



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Lactation Rooms



Tai Chi & Qigong



Meditation

**Coaching
Roundtables**



Massage



Yoga



Drumming



Pilates



Salsa Classes



Beyond Salad

Supermarket Tours with a Wellness Dietitian



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Climb aboard an MDACC shuttle and travel to Kroger on OST with Vicki Piper, Employee Wellness Dietitian. Your tour guide will travel the aisles with you while you learn about label reading, food safety, antioxidants, hidden fats, etc.

Healthy Eating & Wellness Initiative



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Pyramid Plate “Just a Start”

- 400-500 total calories
- 3 to 4 ounces of lean protein
- 1 serving of whole grains
- 2 servings of vegetables and/or fruits
- Whole grain roll

2010 Initiative

- General point of choice messaging
- Messaging around fruits & vegetables
- Messaging around zero calorie drinks
- Messaging around fast food
- Messaging around what you are doing while you eat



Healthy Vending Roll Out
Mid December 2009.....

Going from 20% healthy to
50% // > \$ unhealthy &
< \$ healthy

Friendship as a Health Factor



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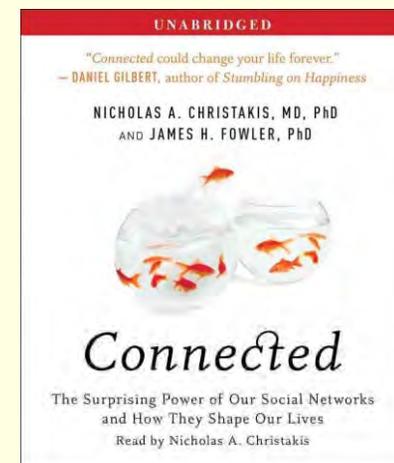
Special Article (NEJM) The Spread of Obesity in a Large Social Network over 32 Years (2007)

- 1971 – 2003, 12,067 individuals part of Framingham Heart Study
- Opportunity for obesity increased 57% if they had an obese friend
- Opportunity for obesity increased by 40% if adult sibling became obese (brothers 44% / sisters 67%), sibling of opposite sex not effect
- Opportunity for obesity increased by 37% if spouse became obese
- Persons of same sex had more influence than opposite sex
- No effect if immediate neighbor became obese
- Closeness of friendship is relevant to spread of obesity and closer friendships had more of an effect
- Spread of smoking / or cessation did not account for spread of obesity



Dynamic duo. Nicholas Christakis (left) and James Fowler are dissecting social networks, gaining fans and foes in the process.

Science, Jan 2009



Harness Social Networks

Spread Positive Health Behaviors



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- Create grass root peer-to-peer marketing effort generating high interests and participation
- Having a leader / champion to form and maintain the group important
- Small group – under 10 individuals, self selected / nominated
- Group decides wellness goal, time commitment (4-12 weeks)
- Coach / wellness staff facilitate progress and provide content
- Group meets 1 time a week with coach, but might meet multiple times a week participating in support activities
 - walks together
 - eating together
 - yoga, Tai Chi, stretching together
 - meditation together
- Group agrees on metrics and measuring tools, coach / wellness staff facilitate
- Coach / wellness staff evaluate and communicate results
- Group decides if they want to continue

Managing Program Maturity



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Startup

Integration &
Cross Promotion

Maintenance

Growth

Participation

Very important during challenging times.....



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- Meet with program champions / recheck pulse of employees
- Ensure you are addressing entire program / health continuum
- What's happening to assessments, what needs to happen
- Ensure programming is designed to nurture the culture
- Work to powerfully position the program – employee testimonies & brand identity, “we care”
- Targeted communications of all kinds
- Reach out and touch employees as often as possible
- Focus on short-term program designs that support resilience
- Consider how or if it is appropriate to be use incentives and what types might be appropriate
- Enhance & utilize participation metrics – penetration, utilization, participants & non-participants

Evaluation / What's Realistic?



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Program / Project Evaluation

- Process
- Outcome
- Impact

Participation

Penetration
Utilization
Adherence / Compliance

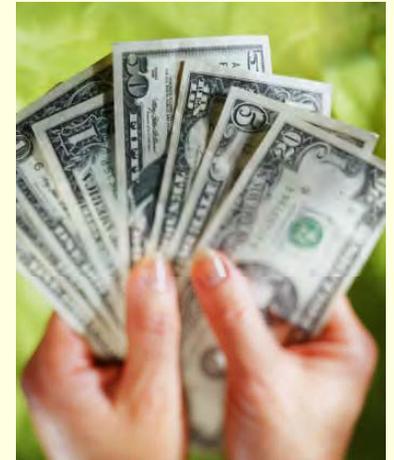
Periodic Reviews

- Monthly Reviews
- Quarterly Reviews
- Annual Reviews
- Quality Assurance Checks

Value?

Short-Term vs. Long-Term
Cost Effectiveness

Cost Benefit Analysis (ROI)



Longitudinal Analysis

- Program Tracking
- Behavior Change
- Cost Benefit Analysis

Consider Re-Engineering



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- Relationship building strengths
 - Enlarge wellness champion (senior manager network)
 - Middle managers / supervisors
 - Departments or divisions facing “challenges”
*layoffs, reduced budgets, tension of “waiting”, high stress
 - Wellness friendly employees lately
- Program strengths
 - Increase right touch points
 - Enhanced whole-person wellness model
 - Ensure program are built off strengths (internal & external)
- Program successes
 - Communicate program successes
 - Communicate health risk factors successes
 - Communicate health culture change
 - Communicate employee success stories
 - Communicate economic impact

What We Have Learned...



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- Socio-ecological approach recognizes importance of individual, interpersonal, organizational, community, public policy
- Small achievable goals become the momentum that drives behavior change success
- Multi-intensity program offerings are necessary to facilitate readiness to change
- Importance of ensuring the accessibility of coach counseling by making “house calls”
- Email and telephonic follow-up is highly appreciated and motivating to clients
- Variety of peer support program opportunities expand the possibility of “peer coaching”
- The empowerment of stories /observable change leads to readiness and self referral

Most Important Take Away!



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Engage employees in
a wellness partnership

Sustain behavior change
through appropriate
program design / delivery

Individuals / Teams / Organization

Design / deliver programs that facilitate
employee Accountability for better
health & wellness practices



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Questions?