



Is Your Culture Helping or Hurting Your Wellness Efforts?

PRIMA Conference
Columbus, OH
10-20-23

Health**Works**
Building **Healthy** Worksites

Hello!

Health**Works**
Building **Healthy** Worksites



About Us:

Denise Flickner
Anne-Marie Farley

WOMENTM
OWNED
CERTIFIED BY | WOMEN'S BUSINESS ENTERPRISE
NATIONAL COUNCIL



Question:

Health**Works**
Building **Healthy** Worksites



What is the most important component of a successful wellness program?

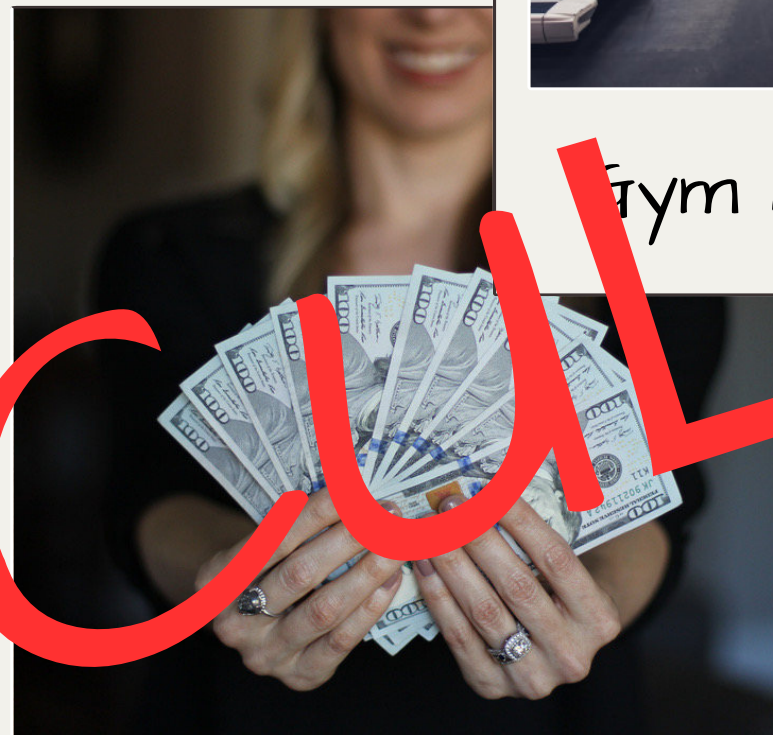
What Would Your Wellness Vision Board Look Like?



Leadership



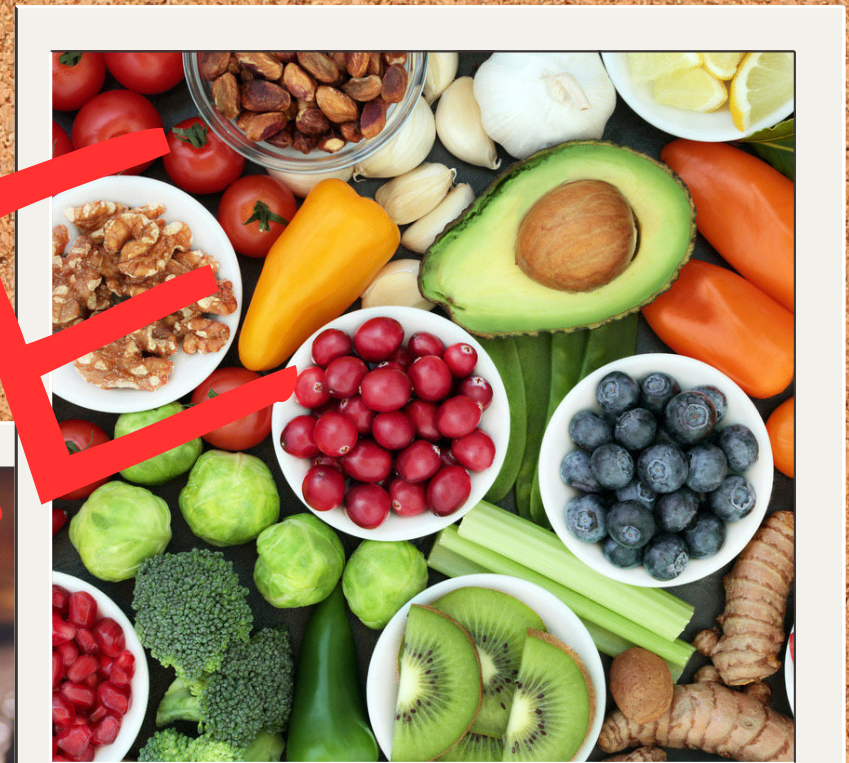
Gym Memberships



Incentives



Wellness Portal



Healthy Food Options

CULTURE

Can You Feel It?



Have you ever "felt" a company culture the minute you walk through the front door?

Our Culture Story

Health**Works**
Building **Healthy** Worksites



A wellness company
in need of a culture
of wellness.

Our Culture Story

OUR CORE VALUES

These are the vital and timeless guiding principles for our company. They define our culture and who we truly are as people. They are the foundation of our company vision and are the rules we live by.



Balance

We believe in supporting the many dimensions of wellbeing.

Growth

We are committed to personal and professional development and growth through continued learning.

Respect

We honor and care for each other, appreciating individual's unique talents and ideas.

Ethical

We act with integrity, doing the right thing all the time, even when no one is looking.

Accountability

We take responsibility for the choices we make and the actions we take.

Teamwork

We work collaboratively to achieve a common goal.

Limiting Beliefs:

Health**Works**
Building **Healthy** Worksites



Creating Change
15-Second Exercise

What We'll Cover

- A Little Bit About Culture
- Culture as a Metric of Success (VOI vs ROI)
- Culture Before Programs
- Building a Culture of Well-Being
- Challenges You May Face
- Applying What You've Learned

A Little About Culture

Employees



- Inspired by company's mission
- Feel well-treated, recognized, and appreciated by their managers
- Experience less stress / more engaged
- Feel "psychologically safe" and free to be their authentic selves
- Have increased connection and less likely to leave.

A Little About Culture

Employers

Competitive advantage; leverage mission & identity

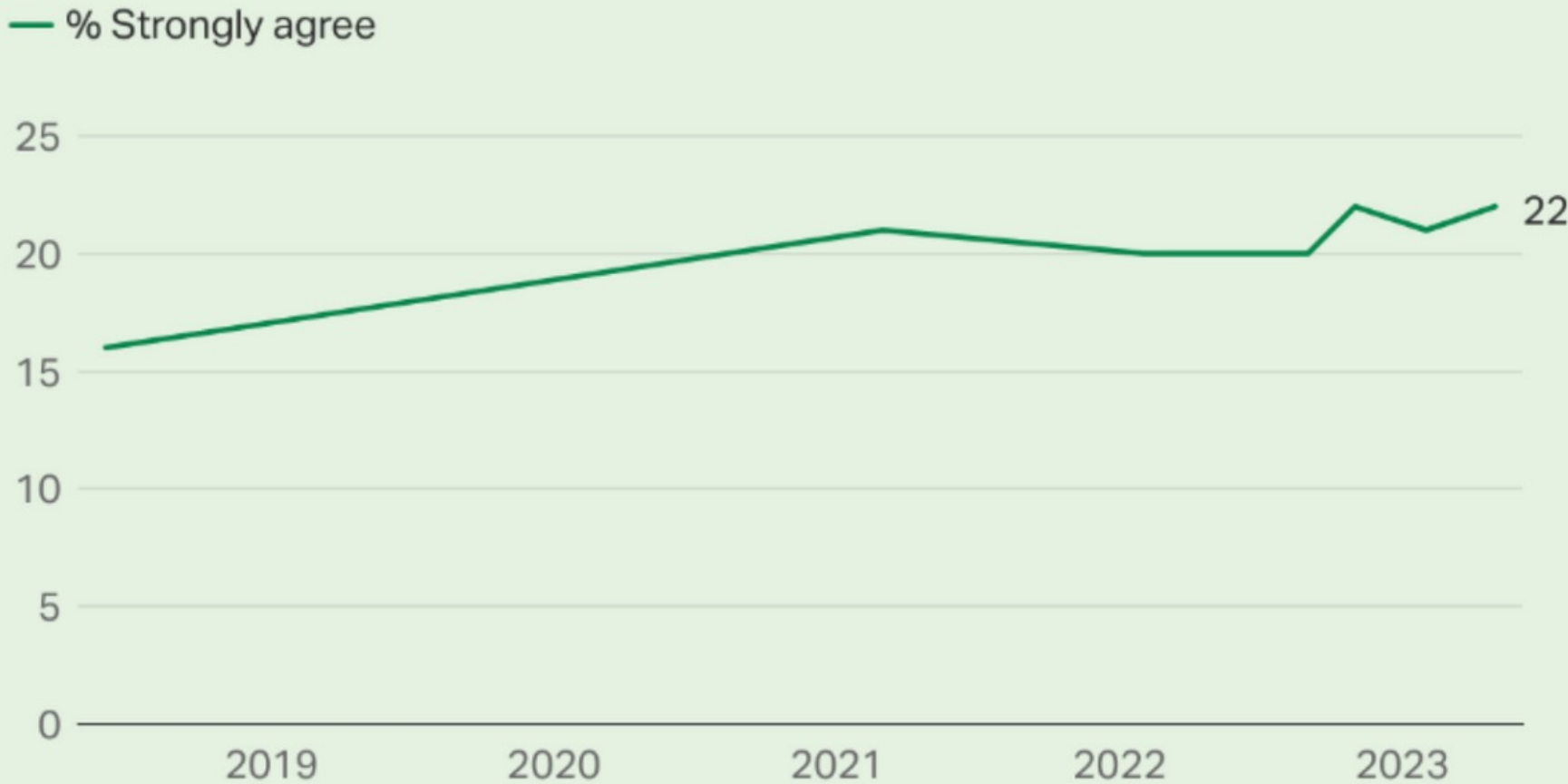


*of adults across four countries
said that culture is more
important than salary in job
satisfaction*

A Little About Culture

2 in 10 U.S. Employees Feel Connected to Their Company's Culture

I feel connected to my organization's culture.



Note: Item wording for 2018 was "I continue to feel connected to the organization."

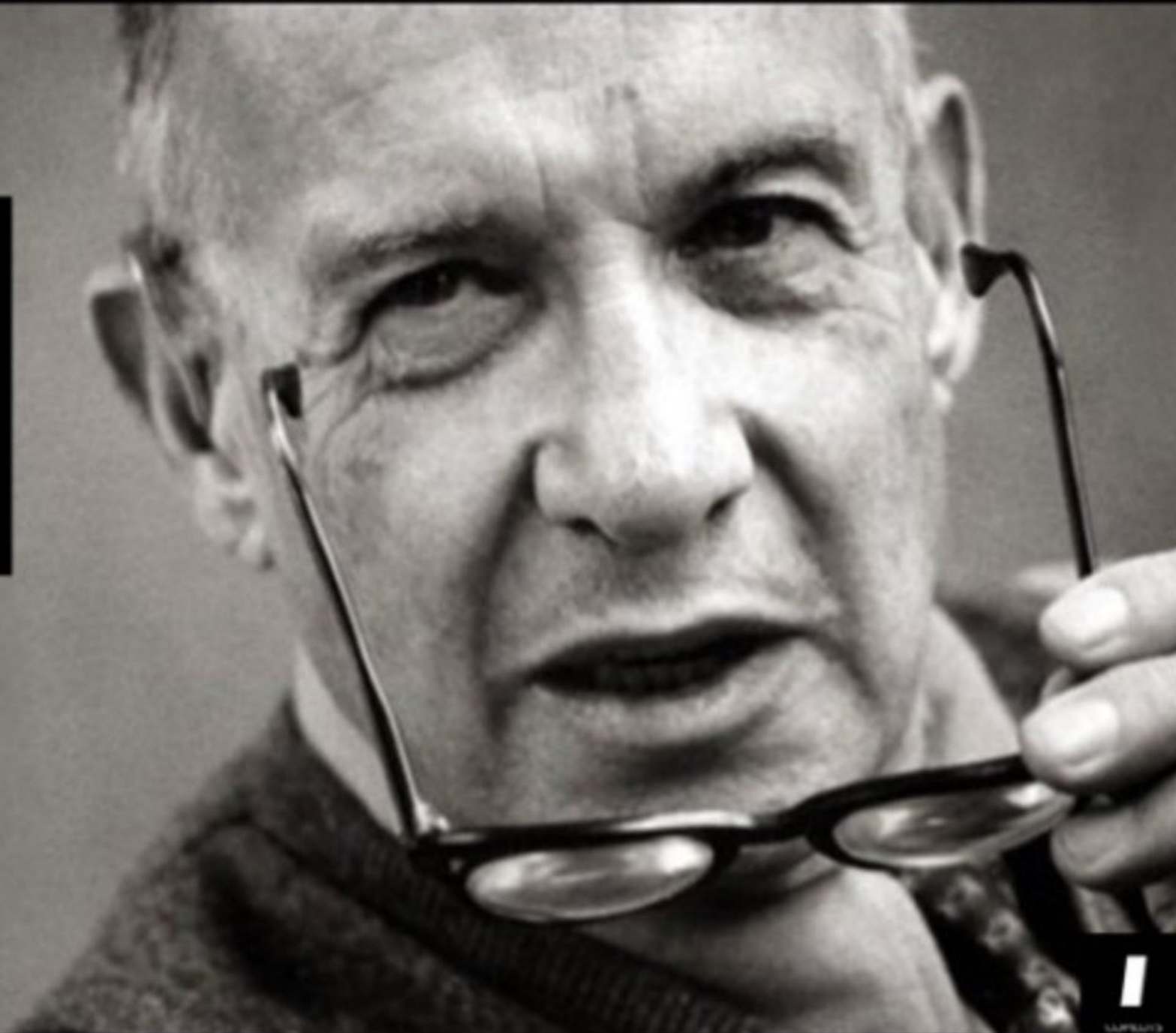
The reality is that most employees don't feel meaningfully connected to their company's culture.

A Little About Culture

Health**Works**
Building **Healthy** Worksites

CULTURE EATS STRATEGY FOR BREAKFAST

Peter DRUCKER



A Little About Culture

Types of organizational cultures:

- **Adhocracy** – dynamic, entrepreneurial/create culture
- **Clan** – people-oriented, friendly/collaborate culture
- **Hierarchy** – process-oriented, structured/control culture
- **Market** – results-oriented, competitive/compete culture

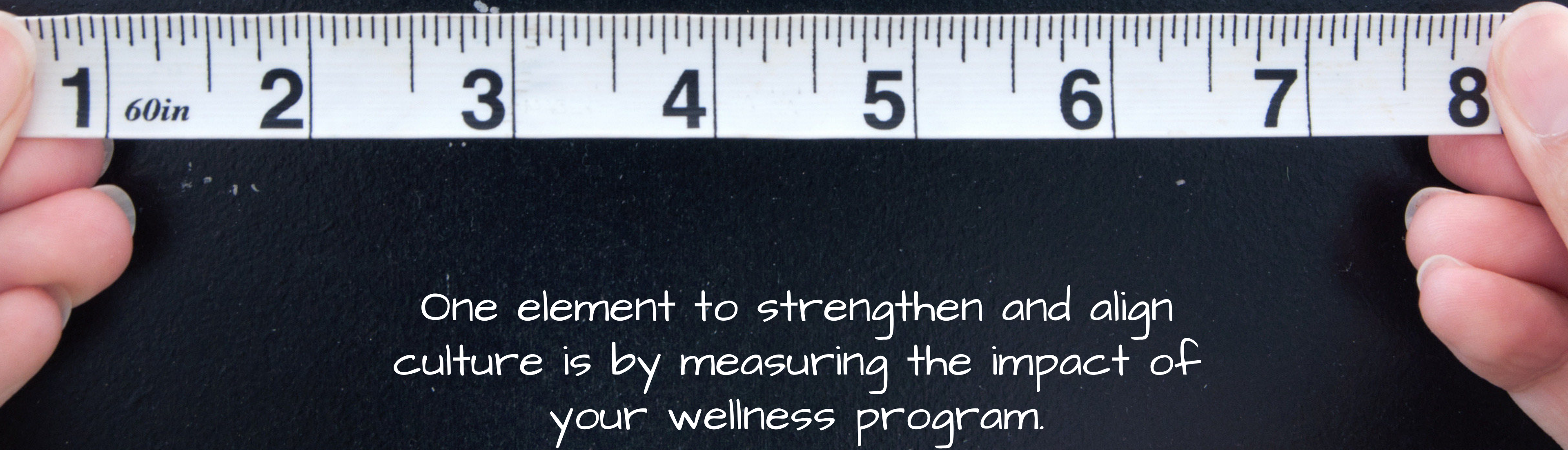
Exercise

How would you describe your company's culture?

NO.	DATE.	NO.	DATE.
		Fun	Toxic
		Collaborative	Boring
		Transparent	Outdated
		Nurturing	Hostile
		Happy	Stressful
		Progressive	Disengaged
		Autonomous	Micromanaged
		Motivating	Unsupportive
		Casual	
		Inclusive	
		Challenging	
		Empathetic	
		Relaxed	
		Respectful	
		Encouraging	

Culture As a Metric of Success

Health**Works**
Building **Healthy** Worksites



One element to strengthen and align culture is by measuring the impact of your wellness program.

Culture As a Metric of Success

ROI vs. VOI



Return on Investment (ROI)

Although 91% of employers report offering health and well-being programs for reasons beyond medical cost savings, there are still some reasons for using a wellness program to help:

- Control healthcare costs
- Improve employee health
- Improve employee productivity

These metrics can all be measured and reported in dollars through claims data. Sick days, absenteeism, disability claims can be measured through benefit to cost ratio (healthcare cost savings divided by cost of wellness program).

Typically takes 3 years of an effective wellness program to show a positive ROI.



Value on Investment (VOI)

Wellness value on investment is just a simpler way of saying you want to find how your wellness program is affecting the more qualitative measures within your organization. The results of a wellness VOI study just state the facts: e.g., the program improved job satisfaction by X amount. VOI is used to increase:

- Job Productivity & Satisfaction
- Morale / Company Culture
- Talent Retention
- Participation & Engagement

Culture As a Metric of Success

ROI vs. VOI

Health**Works**
Building **Healthy** Worksites

IMPORTANT

VOI ends up being the most important outcome of an effective well-being program.

Culture Before Programs

bad culture can sabotage even the most well-designed employee programs



Building a Culture of Well-Being

Cultures can be changed! And when they are purposefully planned and executed, they can lead to:

- Higher Participation.
- Pervasive Peer Support.
- Better Managers.
- Better Business Outcomes.



Building a Culture of Well-Being

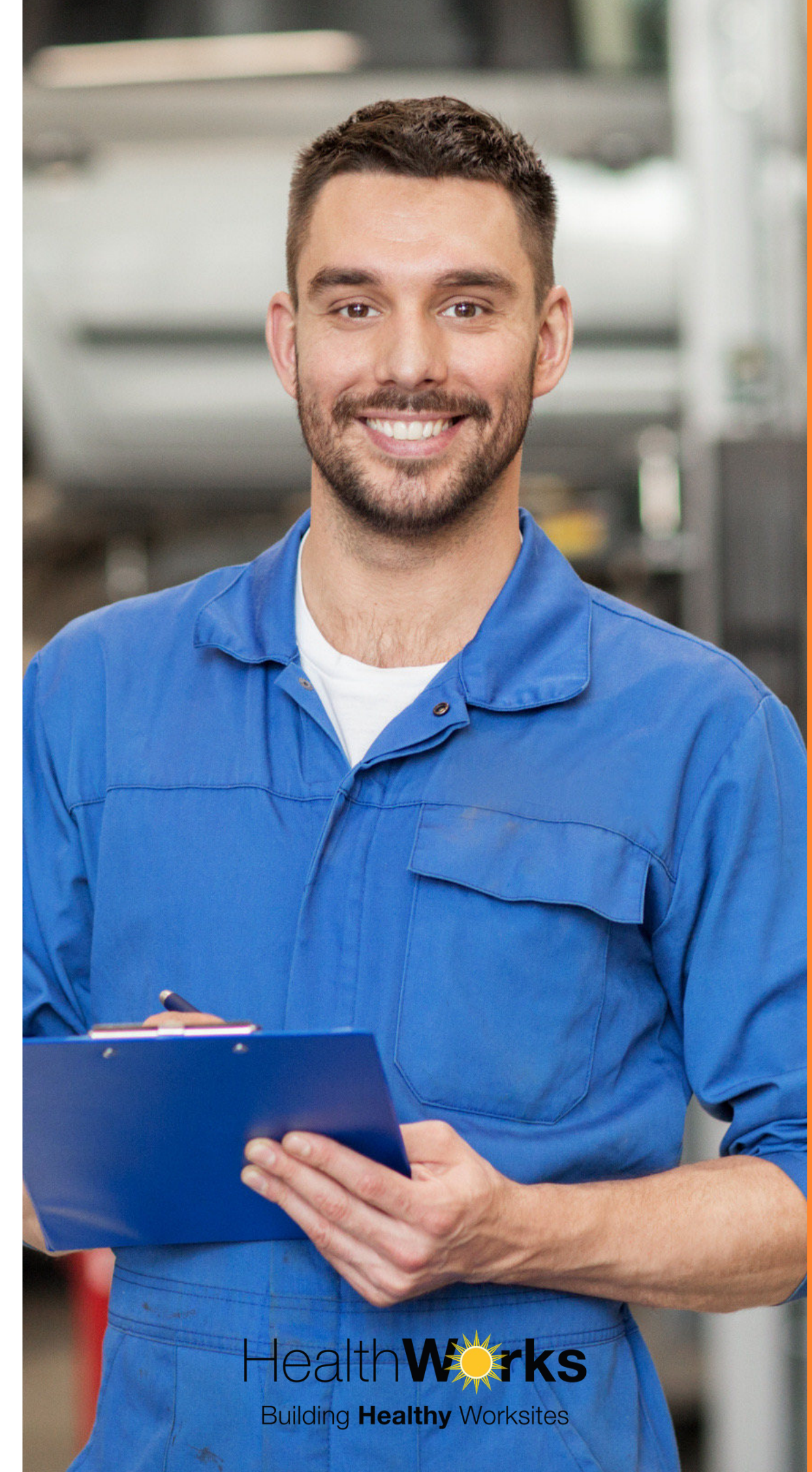
- Make it a priority (Consider your core values)
- Assess the current culture
- Set your goals
- Take a holistic approach
- Involve employees in program design and implementation
- Role-model healthy behaviors
- Embrace employees' lives outside of work

Building a Culture of Well-Being

Consider Your Core Values

Factors that contribute most to workforce happiness.

- **Autonomy**
- **Inclusive culture**
- **Collaborative culture**
- **Stress management frameworks**
- **Flexibility and trust**



Building a Culture of Well-Being

Assess Your Culture



Conduct a Culture Survey or Questionnaire

- Find the gap between what your wellness program provides and what employees want
- Engage in Focus Groups or Interviews
- Consult Industry Best Practices

Building a Culture of Well-Being

How to Conduct a Culture Survey

- 1** Clarify the objectives of conducting a culture survey: e.g., employee morale, communication effectiveness, diversity and inclusion, or leadership effectiveness
- 2** Design the survey
- 3** Pilot/test it
- 4** Communicate the purpose and process
- 5** Launch survey/collect responses
- 6** Share findings and take action / involve your employees

(Conducting culture surveys should be an ongoing process to continuously assess and improve organizational culture)



Building a Culture of Well-Being

Culture Survey Sample Questions

- Rate your company's commitment to employee wellness
- Measure level of awareness and participation in wellness programs and initiatives
- How effective are company wellness initiatives are in promoting employee well-being?
- Rate the the physical work environment
- How well does the company support work-life balance?
- How well does the company support employees' mental health?
- How well does the company communication and encourage feedback about wellness initiatives
- Ask for suggestions for Improvement
- Additional Comments
- Demographic Information (optional)

Building a Culture of Well-Being

Set Your Goals

Health**Works**
Building **Healthy** Worksites

- Can't evaluate a wellness program without clearly defined *and* communicated program goals
- Goals should include overarching strategy and have leadership buy-in
- A trusted wellness partner can help:
 - Identify
 - Focus
 - Communicate
 - measure



Building a Culture of Well-Being

Set Your Goals

- Determine why you are offering health a wellness program
- Identify the metrics you need
- Where will you get data for Know each of the metric?
 - Health plan data
 - Vendor data
 - In-house data (HR vs. a business partner outside of HR)
- Measure impact based on metrics
- Aggregate findings based on your priorities
- Monitor and adjust



Building a Culture of Well-Being

Take a Holistic Approach

"Shared space does not equal a universal experience."

Health**Works**

Building **Healthy** Worksites

Building a Culture of Well-Being

Take a Holistic Approach

- Everyone comes to wellness from a different place.
- Rather than adopting a rigid, cookie-cutter program that only narrows in on one area of wellness, a holistic approach takes into account all aspects of an employee's life to achieve results.



Building a Culture of Well-Being

Take a Holistic Approach (Top 3)

- Nearly 1 in 5 US adults aged 18 or older have a mental illness
- 71% of adults experience at least one symptom of stress, such as a headache or feeling overwhelmed or anxious
- According to the American Psychological Association (APA), money is the top cause of stress in the United States
- About 1 in 3 adults have metabolic syndrome



Sources: Center for Disease Control and Prevention (CDC); American Psychological Association; National Heart, Blood, and Lung Institute (NIH)

Building a Culture of Well-Being

Involve Employees at Work

- Give them a voice
- Look for opportunities to contribute
- Invite to leadership team
- Enlist internal ambassadors
- Ask them to organize special events



Building a Culture of Well-Being

Embrace Lives Outside of Work

- Create forums where employees can talk about their interests, family, and lives
- Encourage community service
- Work/life balance
- Examples



Building a Culture of Well-Being

Leadership Support

- Leaders should drive workplace wellness programs
- Make wellness initiatives part of manager metrics
- Importance of communication

"Our CEO says that work is often the only place employees can talk about mental health stigma."

"Our CEO stands in line for the biometric screening program just like everyone else."



Building a Culture of Well-Being

Leadership Support

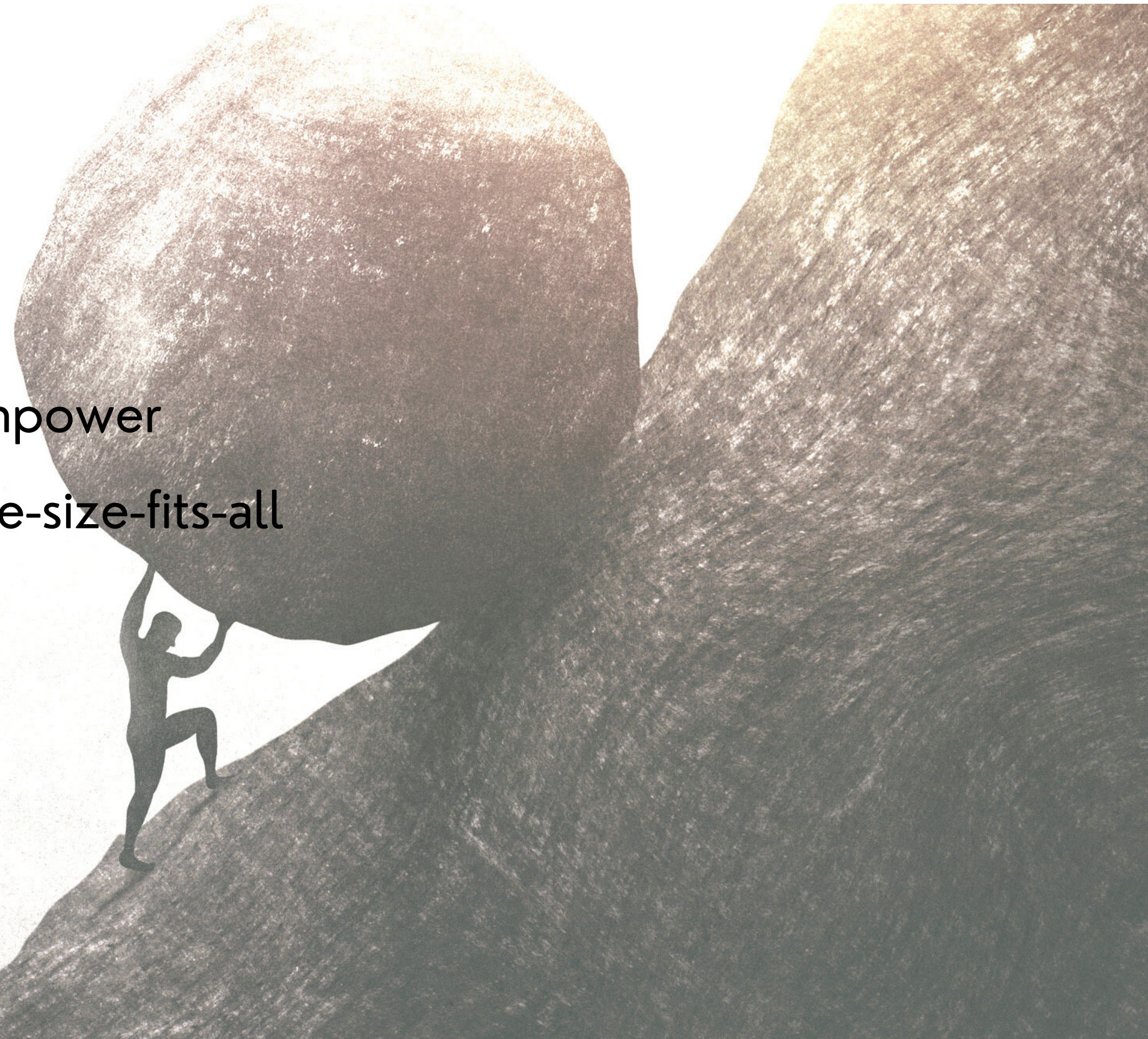
- Did we say "Communication"?
- Can't emphasize it enough!
- Frequency and duration



Building a Culture of Well-Being

Challenges

- Resistance to Change
- Lack of Awareness
- Time Constraints
- Limited Resources: budget and/or manpower
- Varying Employee Needs: avoiding one-size-fits-all
- Lack of Leadership Support
- Unclear Measurement and Evaluation
- Sustainability/Long-term Commitment



Applying What You've Learned

Revisit your culture description and has anything changed in your mind?

What would you want to change?

What challenges do you anticipate?



Remember...

A healthy company culture doesn't happen overnight!

- It takes considerable thought, planning, and time
- As employees start to engage regularly, they will see the benefits in their day-to-day lives
- When employees become healthier, greater engagement at work typically follows (leading to increased productivity and better business results)



Culture Vision Board



Questions?

Health**Works**
Building **Healthy** Worksites



Thank you!

Health**Works**
Building **Healthy** Worksites

