

Building a Culture of Health Within Your Organization

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Dee W. Edington
*Health Management
Research Center*

Joe Checkley
HealthSTAR

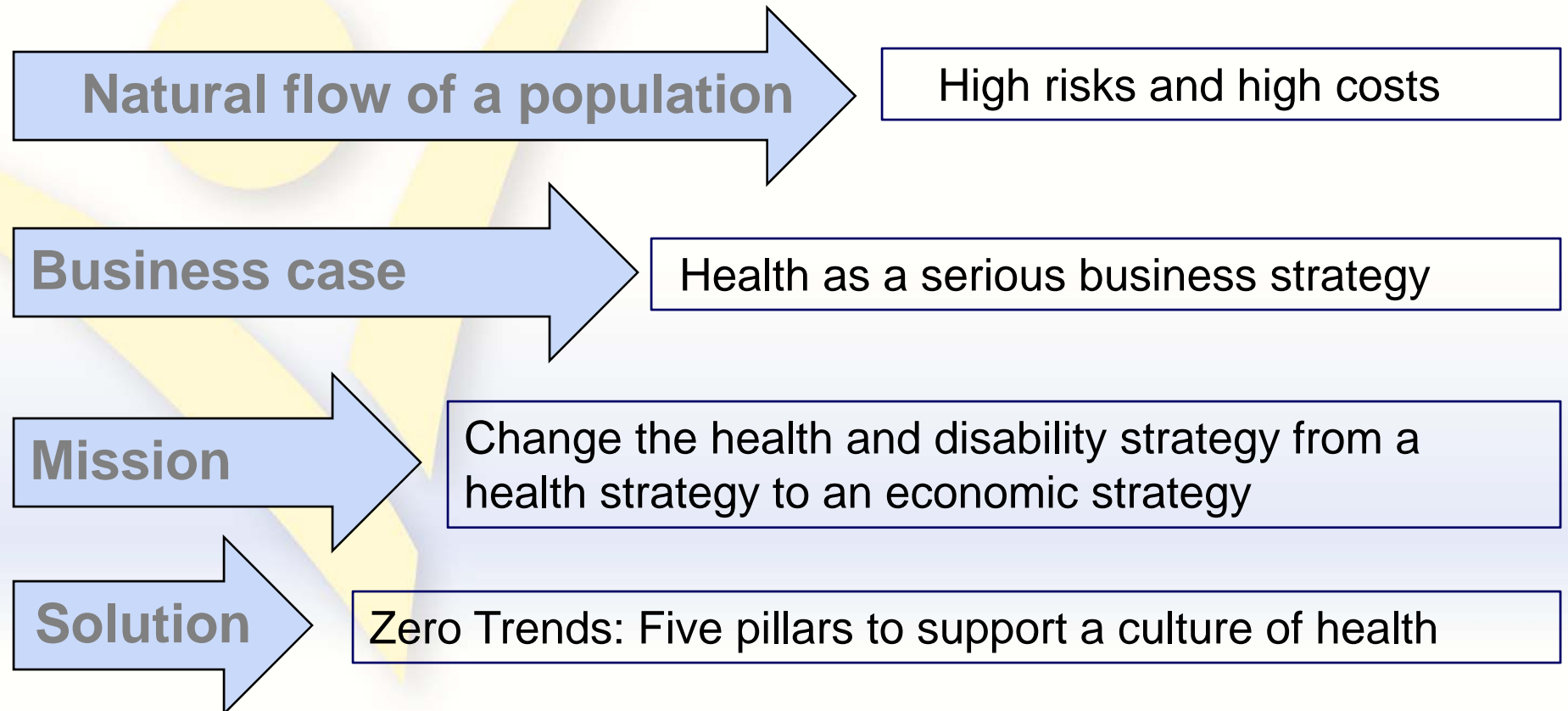


Agenda

- I. Health care cost trends
- II. Where did the money go?
- III. How businesses can change the paradigm
- IV. Where businesses can go next
- V. How businesses can get there

Zero Trends Systems

Health as a serious business and economic model



Current Health Care Strategy

- Natural flow
- Wait for disease, then treat
- (...in Quality terms this strategy translates to “wait for defects, then fix the defects” ...)



Current Strategy: Learning Concepts

1. Flow of risks is high-risk
2. Without early identification, the high cost spike is not modifiable
3. Costs follow risks and age



Business Case

- Build the business case for health as a serious economic strategy (175 publications)
- Engage the total population to get to the total value of health
- Complex systems (synergy & emergence) vs. reductionism (etiology)



Business Case: Learning Concepts

1. Risk status is related to disease
2. Excess costs are related to excess risks
3. Risks travel in combinations
4. Change in costs follows change in risks
5. Controlling risks leads to zero trend

Congratulations!??

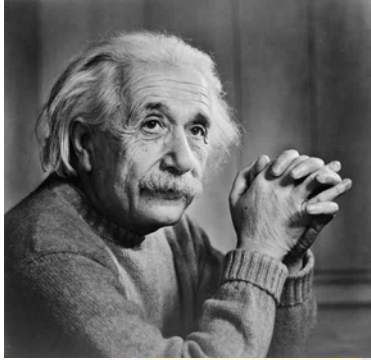
In December 2006 we celebrated the first 30 years of our work: The business case was solid. Congratulations!?

- However, *nothing* has changed in the population
- Several areas of disconnect between programs and outcomes
- No more people doing physical activity
- No fewer people overweight
- No fewer people with diabetes

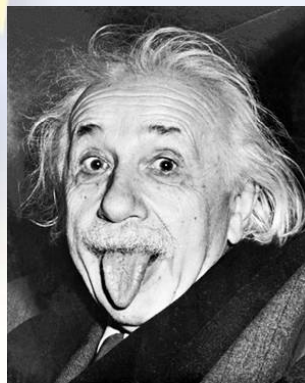


Programs Stuck

- Participation between 20%-50%, or perhaps 70% of employees
 - ROIs of 1.5 to 6.0 on participating versus non-participating employees
 - Little if any bottom line risk-change improvements
 - Little if any bottom line financial improvements
- Disconnect between business case and program outcomes



“The world we have made as a 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

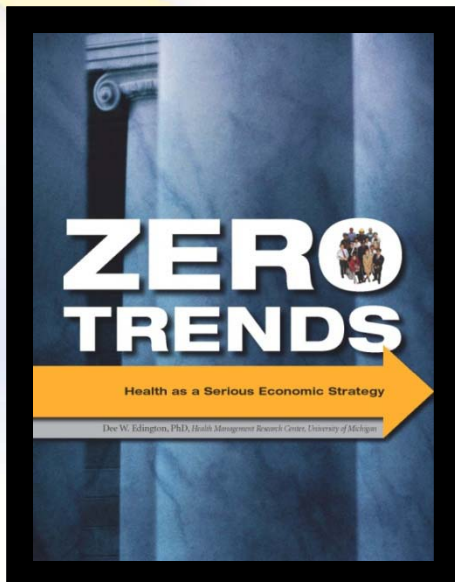
Where Do We Go Next?

TO A NEW LEVEL OF THINKING



The Solution

- The evidence-based solution: Zero Trends
- Integrate health into the environment and the culture
 - “fix the systems that lead to the defects”
- Vision for *Zero Trends*
 - Transformational approach to ensure healthy and high-performing workplace
 - Based upon 175 research publications



Senior Leadership



Create the vision

- Make commitment to healthy culture
- Connect vision to business strategy
- Engage all leadership in vision

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

Operations Leadership



Align workplace with the vision

- Brand health management strategies
- Integrate policies into health culture
- Engage everyone

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

Promote Self-leadership



Create winners

- Help employees not get worse
- Help healthy people stay healthy
- Provide improvement and maintenance strategies

**“Create winners, one step at a time
and the first step is don’t get worse.”**

Recognize Positive Actions



Reinforce the culture of health

- Reward champions
- Set incentives for healthy choices
- Reinforce at every touch point

“What is rewarded is what is sustained.”

Quality Assurance



Outcomes drive strategies

- Integrate all resources
- Measure outcomes
- Make it sustainable

“Metrics measure progress toward the vision, culture, self-leaders, actions, economic outcomes.”

Definition and Benefits of a Culture of Health

- Complex web of social influences that nurture individuals.
- Helps people achieve complete physical, mental and social well-being.
- Combines individual initiative with environmental support.
- COH: greater program participation and lasting behavioral change.
- Healthy culture: keeps healthy people healthy, supports people working to improve their health.

How Engagement Affects Individual Performance



Source: Towers Perrin's 2008 Health Care Cost Survey

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Innovative Solutions. Better Health.

Responsibility for Creating a Healthy Organization Cannot Be Outsourced

- Major investments made in great programs but “market share” is low
- Employer activation CAN drive participation and results (outreach, promotion, incentives)
- The added challenge: “sell health” within organization and community
- Comprehensive leadership commitment
REQUIRED, “localization” is the key
 - Expand the range of programs and points of delivery
 - Involve all stakeholders in the community

Health needs to be treated like the strategic opportunity it is

Manage Strategies, Not Programs

Managing a PROGRAM

- A continuum of benefits
- Not measuring on all appropriate metrics – focus on program ROI vs. enterprise
- Unaware of current performance vs. “world class”
- No organizational goals for improvement on metrics
- Focused on corporate-office solutions only
- Reliance on vendors for planning, communication, goal setting

Managing a STRATEGY

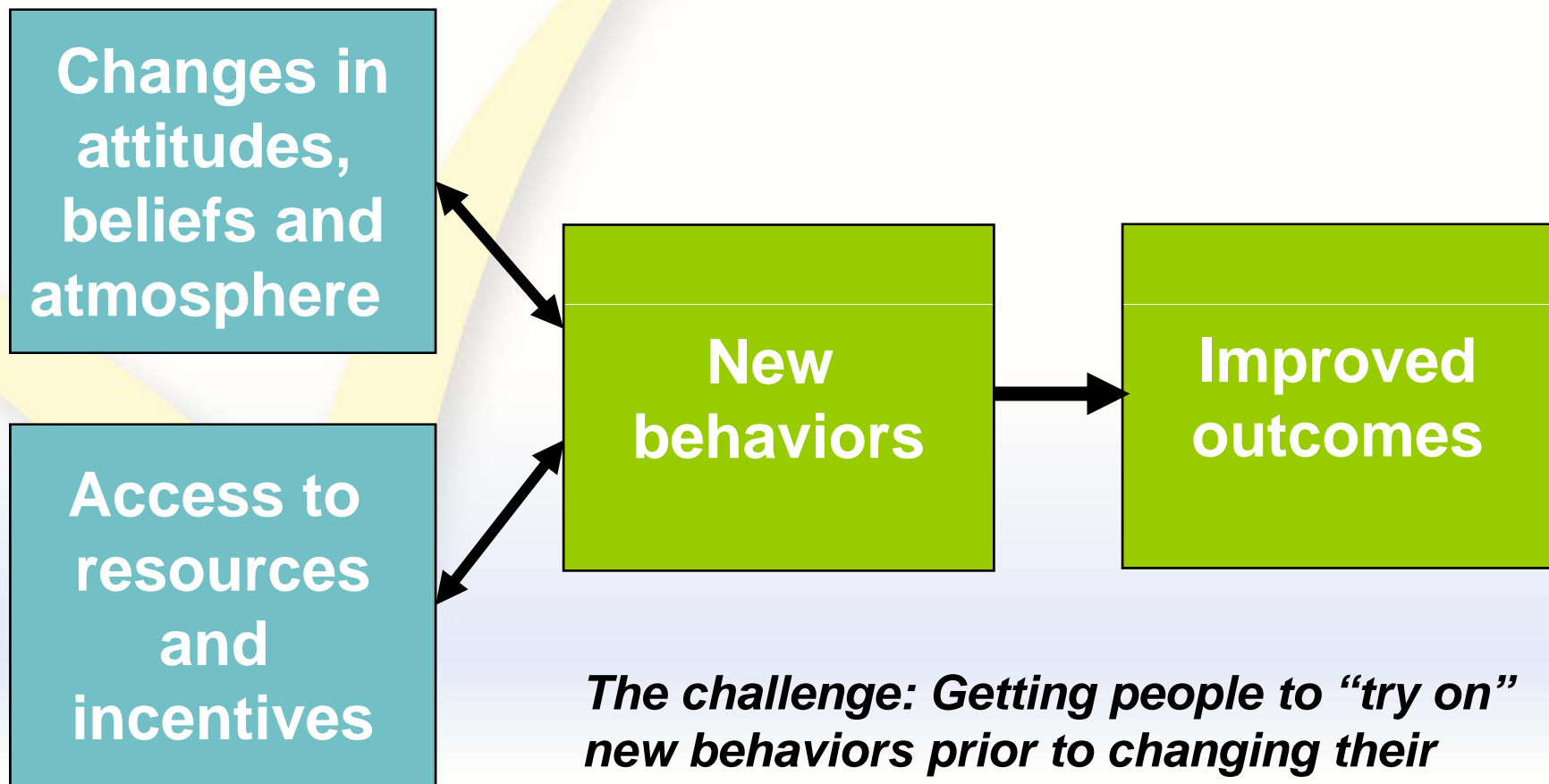
- A plan to achieve specific outcomes
- Measuring appropriate metrics, focus on total enterprise
- Benchmarking current performance vs. “world class”
- Organizational goals for improvement
- Mix of corporate and local solutions
- Partners with vendors but takes ownership over strategy, planning, goal setting, communication

Selling Health to Individuals: The Reality

Support needed for personal transformation

- Earlier failures in the U.S. to re-define elements of consumerism have demonstrated this painfully:
 - metric system
 - telephone industry deregulation
 - defined-contribution retirement programs
- Personal health even more daunting—for example, tobacco cessation

Dynamics of Facilitating Individual's Meaningful and Lasting Change



The challenge: Getting people to “try on” new behaviors prior to changing their attitudes and beliefs

“Localization” Is the Key – Inside and Outside the Organization

- Focus on unique needs of local population
- Activate local business leadership and staff
- Engage all stakeholders in community
- Change all aspects of environment as needed
- Set local goals on global set of metrics
- Hold appropriate leaders accountable for results



Need to Make it Easier for Individuals

Multiple approaches to learning and engagement:

- Live – one-on-one
- Live – group session
- Telephonic
- Online
- Social networking
 - Leverage tech rage
 - “Hide” behind technology
 - Broader groupings

Access to program resources/tools:

- Computer kiosks
- Access to phones (and time) to contact program resources
- Paid time to attend programs or manage health
 - weight loss
 - diabetics checking blood sugar

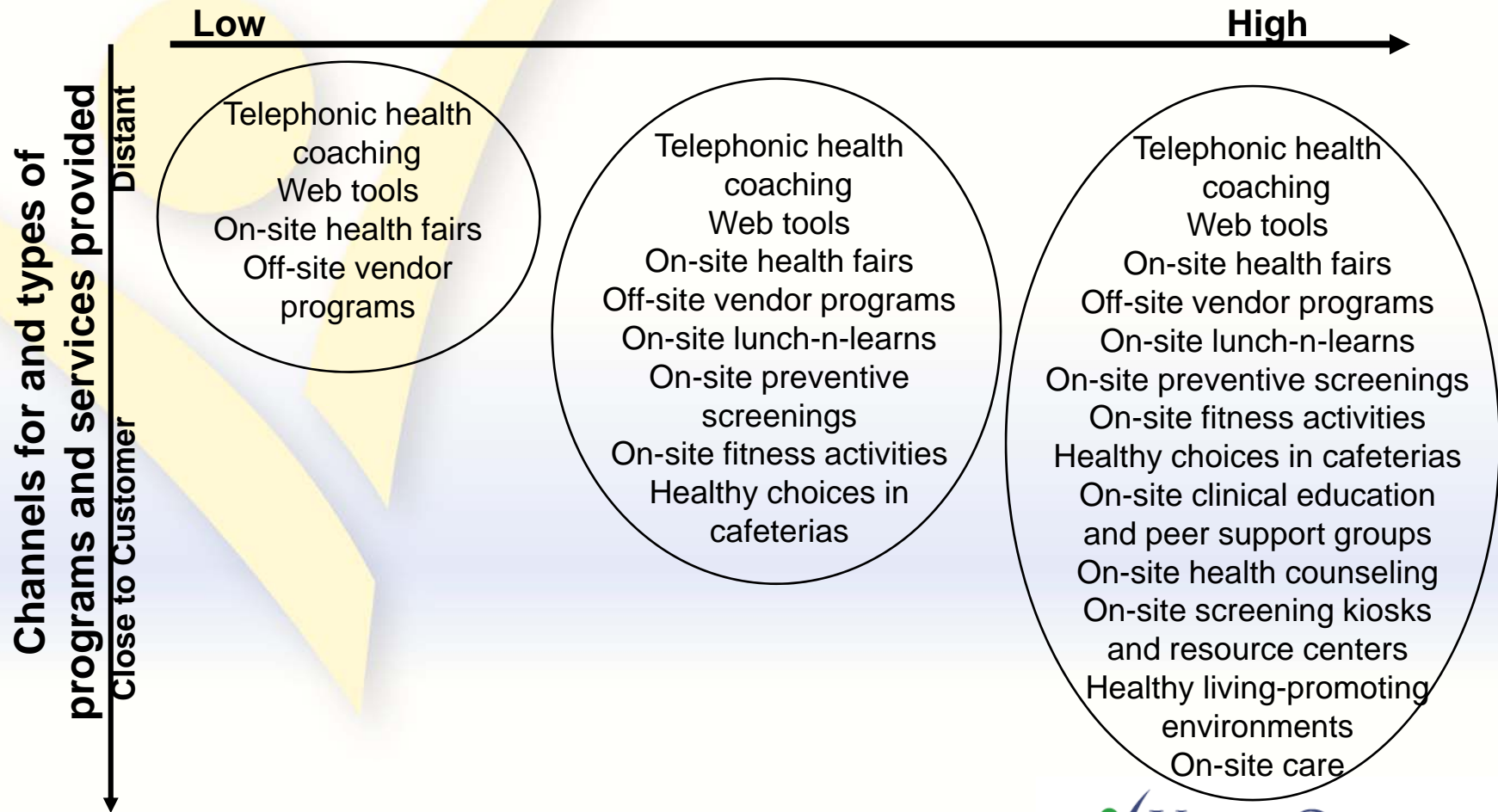
Supportive environment:

- Information to support healthy choices
- Healthy choices in vending machines
- Walking trail mapped out
- Employees believe its OK to leave workstation to participate

Expanding Range of Programs: Employers “Moving Down the Curve” to Implement Local Programs

Illustrative

Employer Commitment to Selling Health



Increase Market Share in Current Programs

Strategy	Description
Communicate intensively through formal channels on-site	Customize approach to take advantage of successful communication channels – often using an annual calendar of condition topics
Institute referral mechanisms	Orient and support individuals who have trusted relationships with employees and dependents, so they can motivate people to use programs
Integrate health & wellness initiatives	Customized by site to integrate existing or new health & wellness initiatives with core care Management programs
Communicate informally to increase program awareness and acceptance	Orient and support those individuals best positioned to deliver ongoing messages to promote program use

**Use pull tactics for outreach and promotion;
always be closing**

Motivating Consumers

Health behavior and health status incentives

(for all employees and spouses)

Medical plan design incentives

(for medical plan utilizers)

Patient activation
(diabetics)

Using incentives to drive behaviors

Building Organizational Accountability Through Metrics

Organizational Readiness

Participation

Behavior Change

Health Status

Business Outcomes

*Data driving
change &
priorities*

Summary: It IS Possible to Create a Healthy Organization

- Cost of poor health and poor health care actually higher
 - Components are broader than considered
- Performance improvement and value creation is costlier
 - Averages typically used; “world class” standards not recognized
 - Gap between “current” and “world-class” performance can be as much as 20%-30%
- Key: “moving the needles” on key behaviors
 - 50% of health care utilization result of individual behavior that can be modified

A Major Strategic Opportunity

Summary: It IS Possible to Create a Healthy Organization (cont'd.)

- A new “paradigm” is needed managing health and productivity
 - Strategy, not programs
 - Data-driven decisions for how best to deploy scarce resources
 - Managed wellness programs pay for themselves in the near-term
- Each organization has the potential to achieve maximum benefit
 - Care management, benefits management and network management managed well



ValueOptions® Culture of Health

Organizational support and engagement for a healthier workforce



- Complimentary website (valueoptions.com/cultureofhealth), booklet
 - Business case
 - Survey tool to assess culture
 - Best practice examples
 - Communication tools
 - Map highlighting regional health issues work sites face
- Consulting services
 - Strategy development
 - Team building
 - Action planning and program design
 - Resource mobilization

Questions

***Thank you for attending today's
webinar!***