



Welcome to:

Path To Wellness - June 2004 Edition

For leaders who value their team

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Corporate Wellness Programs - Developing Buy In

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This free e-newsletter highlights information on employee and corporate wellness for the beginner to the seasoned, for the non-converted to the converted. It provides you with how-tos, and updates you on significant research and statistics that may assist you in your programming.

Newsletter Written and Distributed by:

Beverly Beuermann-King, Work Smart Live Smart
(www.WorkSmartLiveSmart.com)

and co-sponsored by the
Canadian Mental Health Association - Toronto Branch
(www.StressSense.com)

5 Reasons Why Excellent Programs Fail - Health Canada

- They don't have true commitment from all levels of management
- They are not accepted by the employees that they are designed to serve
- They don't get the resources they need to continue
- They don't address the most important health and wellness issues
- They may not be effective interventions to address the specific issues

To ensure that wellness programming efforts are successful:

- Learn about the situation - environment, the issues and the people
- Find out about the health needs - facts, opinions and resources
- Get acceptance - from employees, unions and from all levels of management

Developing Buy In - Start With Your Corporate Leadership

Industries will need to rely on the health of their workers to keep themselves on top and health and wellness promotion has emerged as a necessity in business success strategy. In order to be successful, the leadership team must support the wellness plan. Leaders need to understand the costs of stress and illness to the company and their particular team and need to be able to relate the program to their own health needs. They need to see how a comprehensive plan will support the mission of the company and be able to link the plan to their leadership strategies.

Workplace wellness should not be construed as a means of making company leaders solely responsible for their employees' health. But, corporate leaders can create a work environment that fosters well-being and can target lifestyle choices made by employees in the hopes that healthier behaviours are learned and adopted. This helps the company meet their business goals, which then gives the company a competitive edge.

The Canadian Council On Integrated Healthcare states that, '*a set of workplace health programs is likely to have only limited impact unless the organization has supportive policies, an enabling culture, and the initiatives are nurtured by organizational leaders as part of their strategic plan.*'

However, a survey from the Workplace Health Research Unit, found that most managers do not see the clear link between the corporate health program and the overall corporate strategy and they don't see the impact of the program in their reality.

According to Dr. Ron Goetzel, Director Cornell University Institute for Health and Productivity Studies, senior management is most interested in the rationale and numbers behind investments others ask them to make. He believes that practitioners need to put solid evidence behind their arguments in order to get buy-in from the leadership team.

Dr. Goetzel feels that if a practitioner can organize the information around corporate health and wellness history, their assumptions backed by literature, along with their belief that they can achieve a certain kind of savings vs. budget expenditures if they do things right, health promotion will make great business sense to senior management, and practitioners will ultimately be successful in implementing programs that work.

Practitioners need to realize that different senior level personnel will be focused on different aspects of wellness plans. For some, it will be the financial aspect and Return-On-Investments of health promotion programming, for others however, it may be productivity opportunities or cultural opportunities. It's important to present all of the benefits of health promotion programming to ensure meeting all of the management team's interests and concerns.

FOCUS A - Healthy Workplace Principles and Values

Corporate leaders must be involved and they must believe their people are essential and can make a difference to the success of the organization. The first step that health practitioners should take is to educate the leadership team to the philosophy behind wellness. Health Canada summarizes 10 Fundamental Principles and Values that are critical to wellness promotion and that need to be internalized by management.

10 Fundamental Principles and Values For A Healthy Workplace:

1. People are an organization's most important resource, and each has a unique, value-adding contribution to make.
2. Concern and care for the health of people is essential to the achievement of business success.
3. Healthy employees enhance an organization's competitive position.
4. A company with healthy employees has a positive impact on its community and customers.
5. A change in individual employee health metrics can be an early indicator of changes in other aspects of business performance.

6. Optimal employee health is compatible with and supportive of excellence in other aspects of business activity.
7. Health, like other aspects of business, can be managed and self-managed.
8. People adopt values that are emphasized by their organizational leaders.
9. Employee health is an integral part of the business and is built on the belief that all injuries -- and most illnesses -- are preventable.
10. Every employee at every level has responsibility for creating a healthy work environment and promoting healthy lifestyles.

FOCUS B - Costs

Following the education on health promotion values and principles, the health practitioner needs to teach the company about the costs incurred by the company due to unmanaged and mismanaged stress. See previous issue of *Path To Wellness, January 2004*, on *What Gets Measured Is What Gets Done* - for more information on how to compile these costs.

FOCUS C - Legal Duty To Deal With Excessive Stress

Organizations are being held accountable for ensuring that the environment that the people work in promotes health and not disease. Health Canada, in its report on *Best Advice On Stress Risk Management In The Workplace*, states that *'employers must take every precaution reasonable under the circumstances to protect their workers' health and safety. This duty of due diligence has a clear basis in both statute and common law.'*

They went on to report that, *'workplace stress can be attributed to the employer if the workplace defeats the employee's sense of control over their work and their health, which in turn reduces motivation to pursue positive health practices and/or the workplace makes it difficult to maintain a healthy lifestyle and pursue positive health practices'*.

FOCUS D - Justifying Budget vs. Savings

Once you have compiled the costs that unmanaged and mismanaged stress have on your company, a comprehensive plan needs to be developed. This includes a mission and vision for your company's wellness plan that is aligned with the overall corporate mission and vision. The programs should reflect the actual needs of all employees, regardless of their differences in levels of health, and they should be a balance of information, skill development and attitude/value changes. See **Path To Wellness, July 2003**, on **What To Offer** for a sample list of various wellness categories and programs or on this link for a more complete **Compilation Of Workplace Wellness Activities And Programs**.

The comprehensive plan needs to encompass existing programs, policies and procedures that may not traditionally be thought of as part of a wellness plan, including training and development, hazard control, appraisal systems, reward and recognition and employee empowerment programs.

Wellness program interventions should link with the following internal structures & processes:

- Communications, Public Relations and Recruiting
- Training & Development
- Human Resources
- Compensation & Benefits
- Occupational Health & Safety
- Disability Management
- Food Services
- Finance
- Union Collective Agreement

All of these strategies and links need to be brought into the new comprehensive wellness budget and compared to the known costs of stress within the company. Part of this comprehensive budget will probably be already funded and requests for additional funding need to be justified based on projected savings that can be realistically achieved.

Dr. Ron Goetzel, Director Cornell University Institute for Health and Productivity Studies, reports that the average US company will spend anywhere from \$2500 to \$5000 per employee, per year on healthcare delivery and that many employers are just not spending enough on disease prevention and health promotion. Dr Goetzel feels that roughly 5%-10% of healthcare delivery costs is a good amount of money to invest in a comprehensive health promotion program with about 5-10% of the entire budget being dedicated to measurement and evaluation. He has also found that basic spending on health promotion programs should deliver a ROI of about \$3 for every \$1 spent about 3 years into the program. (www.Welcoa.org)

FOCUS E - Linking The Plan

Research still shows that in most companies, the various wellness programs and departments still tend to be disjointed, operate in isolation and focus solely on their individual goals. Many companies fail to create an overall wellness vision with concrete measures and expectations. If there is not a vision linked to a comprehensive strategy, it is not integral and necessary to the organization.

Leaders need to see how this wellness plan aligns with their other corporate goals. They also need to see how the plan will benefit their individual teams. Productivity, absenteeism and team dynamics can all be discussed as part of this benefit.

Leadership teams need to be encouraged to view all of their management activities in light of the wellness plan. Corporate and team policies and procedures should be evaluated by the leader to see if it is causing undue stress or to see if it is contrary to the corporate vision of health and wellness. Leadership training in these specific areas is essential.

Leadership buy-in and linking to leadership strategies is essential. Dafasco has health and safety as one of its core value. But these are not just words on a document. As a way of linking this down to the individual leader's level, they have implemented that 10% of the variable component of all manager's

pay (and all employee's pay) is dependent on the extent to which the company meets its health and safety goals.

In conclusion, industries will increasingly need to continue to rely on the health of their workers to keep themselves on top. Developing and maintaining employee health and wellness is a necessity, as is management buy-in to the comprehensive wellness plan. The leadership team must create a work environment that fosters well-being in order to meet their business goals for success.

Motivating Employees To Participate

One of the major challenges organizations face is motivating and sustaining employee commitment to wellness interventions. Ultimately, the organization can only educate and provide the opportunity. It is the employee that must choose to participate and integrate the strategies into their lives.

Studies are mixed as to what kind of participation from employees can be expected. Dishman, et al (1998) found that general participation rates in workplace wellness programs *are at best 20-30%* of the workplace population. WELCOA reports that generally rates are around 50-60% of employees being involved in at least one substantive program.

[Health Canada](#) has looked specifically at the determinants of high participation rates in wellness programs. They found the factors that affect participation rates are:

- Attitude toward the program
- Self-efficacy expectation
- Social support

Therefore, promotion for programs should focus first on health benefits and second on overcoming barriers. Sustained promotion and marketing of wellness programs is critical to participation rates as it helps to maintain self-expectations and support.

When it comes to wellness programming, Health Canada researchers also found that employees feel that employers should:

- Encourage employees to improve their health 39.0%
- Provide or support [stress control programs](#) 39.5%
- [Train supervisors/managers](#) to be more sensitive to employee concerns 40.4%
- Communicate more openly with employees 45.1%

These are important components to be included into any corporate health and wellness plans.

The *Second Tri-Annual Buffet Taylor National Wellness Survey* shows that 35.5% of employees feel that incentives are needed to encourage employees to participate fully in wellness programs. Incentives can range from food or time off to participate, to more involved financial incentives.

One ezine subscriber's company increases buy-in from the employees through a Membership Sign-Up Day. During a health and information fair employees make a commitment to participate for the year. Membership could also lead to setting individual wellness goals for each employee and participation rates can then be based on these goals. This then gives a realistic expectation of the participation rates for various programs. For example, if 25% of your employees smoke then you are only looking for a maximum of 25% of company employees to participate in any type of smoking cessation program.

Employee buy-in depends on what the program is, how easy it is to access, what level of commitment is required and what the prevalence of this particular need is within the company.

Some companies increase participation in their wellness programs by tying them with financial incentives. Participation can be used to decrease the employee portion of a benefits plan and in some more aggressive companies is used to get additional benefits.

Organization can undertake many activities that help make *healthy* choices *easy* choices. By understanding the specific health and wellness needs of

their employees organizations can design an effective comprehensive wellness plan. Supportive leadership and policies and an enabling culture along with this comprehensive plan are the critical factors that influence motivation, sustain participation and assist employees in adopting a healthy lifestyle.

Wellness - Why Now?

- The overall population is aging and Canadians are concerned about health, health care and quality of life - Canadians consider these among the top important issues/priorities facing Canada.
- Business is concerned about costs and global competitiveness. Ideas that show how to save on the costs of benefits, how to recruit and retain employees, and how to improve morale could become increasingly important to employers in this new Millennium.

BONUS

Sample List of 30 Wellness Awareness Days, Weeks and Months for 2004 July - October

To view the complete list of more than 315 National and International celebrations visit www.WorkSmartLiveSmart.com

July

- Personal Health Month (CND)
- International Group B Strep Awareness Month (<http://www.groupbstrep.com>) (US)
- Eye Injury Prevention Month (<http://www.aaopt.org>) (US)

August

- Cataract Awareness Month (<http://www.aaopt.org>) (US)
- National Immunization Awareness Month (<http://www.partnersforimmunization.org>) (US)
- Psoriasis Awareness Month (<http://www.psoriasis.org>) (US)
- Hearing Aid Awareness Week (<http://www.ihinfo.org> - Aug 29 - Sep 4, 2004) (US)

September

- National Arthritis Month (<http://www.arthritis.ca>) (CND)
- Baby Safety Month (<http://www.jpma.org>) (US)
- Healthy Aging Month (<http://www.healthyaging.net>) (US)
- National Cholesterol Education Month (<http://www.nhlbi.nih.gov>) (US)
- National Food Safety Education Month (<http://www.nraef.org>) (US)
- Ovarian Cancer Awareness Month (<http://www.ovarian.org>) (US)
- Prostate Cancer Awareness Month (<http://www.pcacoalition.org>) (US)
- World Alzheimer's Day (<http://www.alzheimer.ca> Sept 21, 2004)

- Prostrate Cancer Awareness Week (<http://www.cancer.ca> Sept TBA, 2004) (CND)
- Terry Fox Run (<http://www.terryfoxrun.org> Sept 14, 2004) (CND)
- AIDS Walk Canada (<http://www.aidswalkcanada.com> Sept TBA, 2004) (CND)
- Suicide Prevention Week (<http://www.suicidology.org> - Sep 5-11, 2004) (US)
- Family Health and Fitness Day (<http://www.fitnessday.com> - Sep 27, 2004) (US)

October

- Mental Illness Awareness Week (<http://www.cpa-apc.org> Oct 4-10, 2004) (CND) - (<http://www.psych.org> - Oct 3-9, 2004) (US)
- World Mental Health Day (<http://www.wfmh.org/> Oct 10, 2004)
- Breast Cancer Awareness Month (<http://www.cancer.ca>) (CND) - (<http://www.nbcam.org>) (US)
- Flu Prevention Month (<http://www.lung.ca>) (CND) - (<http://www.lungusa.org>) (US)
- Eye Health Month (<http://www.opto.ca>) (CND)
- Domestic Violence Awareness Month (<http://www.ncadv.org>) (US)
- Healthy Lung Month (<http://www.lungusa.org>) (US)
- Talk About Prescriptions Month (<http://www.talkaboutrx.org>) (US)
- National Brain Injury Awareness Month (<http://www.biausa.org>) (US)
- World Blindness Awareness Month (<http://www.aao.org>)

- Healthy Workplace Week (<http://healthyworkplaceweek.ca> - Oct 25-31, 2004) (CND)
- National Family Week (<http://www.familyservicecanada.org> - Oct 4-10, 2004) (CND)
- Fire Prevention Week (<http://www.cafc.ca> - Oct 3-9, 2004) (CND)
- National Depression Screening Day
(<http://www.mentalhealthscreening.org>) (US)

Statistics:

- **National Norms - Benefit Data**
 - Incidental Absenteeism: 16.39% of benefit costs -- 1.5% of payroll
 - Worker's Compensation: 20.77% of benefit costs -- 1.9% of payroll
 - Weekly Indemnity: 19.13% of benefit costs -- 1.75% of payroll
 - Short-Term Disability: 18.03% of benefit costs -- 1.65% of payroll
 - Long-Term Disability: 9.29% of benefit costs -- 0.85% of payroll
 - Drug Plans: 6.56% of benefit costs -- 0.6% of payroll
 - Extended Health Care: 8.2% of benefit costs -- 0.75% of payroll
 - Employee Assistance Program: 1.64% of benefit costs -- 0.15% of payroll

Supporting research - [Click here](#) to access the supporting research for this section.

- **Lincoln Plating Platinum Financial Outcomes** - Between 1995-2000, Lincoln Plating estimates saving between \$600,000 and \$800,000 in worker's compensation costs and \$200,000 in associated medical costs, on an \$80,000 investment. Lincoln Plating's wellness program has reduced employee turnover from 27% to 16%.

Upcoming Wellness Events:

- **Health Work and Wellness Conference** - October 28-30 at the Sheraton Vancouver Wall Centre Hotel, in beautiful Vancouver, British Columbia, Canada. Conference focus is on **Transforming The Organization**. Visit <http://www.healthworkandwellness.com> for more information.
- **Work Smart Live Smart™** workshops may be coming to an area near you. If you are interested in bringing one of these workshops to your location, please contact Beverly and she would be glad to coordinate this with you. To select a workshop that may be right for your location, please visit <http://www.WorkSmartLiveSmart.com>
- **Mental Illness Awareness Week** - Oct 4-10, 2004 Visit [CMHA Toronto](#) or [CMHA National](#) or [Canadian Psychiatric Association](#) for information and suggestions on planning your celebration
- **Toronto Stress Centre & Research Clinic** is conducting research on company stress and well-being in the Toronto area. They are providing FREE company stress and well-being profiles that pinpoint problem areas and its impact on your company's productivity. Targeted solution guidance is also provided in return for participation.

Call 416-944-3273 to find out more and to schedule your company's participation.

- Planning a Health Fair and want a popular booth? How about a screening clinic for blood pressure, cholesterol or glucose? Every year, Canadian businesses lose million of dollars due to health-related absenteeism and reduced productivity.

ParaMed can help you to manage these costs and increase employee

satisfaction with affordable, on-site clinics. Staffed by Registered Nurses, these clinics are booked at your convenience. Wellness and Health Promotion - services include:

- Blood Pressure Screening
- Body Mass Index / Waist-Hip Ratio Screening
- Cholesterol Screening
- Glucose Screening/ Diabetes Awareness
- Hepatitis A & B Immunization
- Influenza Immunization
- Anemia Screening (coming soon)

To discuss your needs, call the ParaMed Wellness Program Coordinator at 1-800-465-5054 for a ParaMed branch near you.

Places To Find More Information:

- [Comprehensive Workplace Wellness Teleseminar](#) - A program that discusses more about how to put a Comprehensive Workplace Wellness Program together
- [The Well Workplace Workbook](#) - A Guide To Developing Your Worksite Wellness Program. Healthy, Wealthy and Wise is a resource on understanding the fundamentals of workplace health promotion from Welcoa.
- **Canada's Aging Population** - Canada's population is aging and health-care costs, both for the country as a whole and for business, in regard to benefit costs, will increase with the population. Population Tables can be obtained from Statistics Canada at www.statcan.ca. You will need to marry these tables with the actual figures from your organization to project the kind of increases your organization should anticipate

Visit www.WorkSmartLiveSmart.com for

- Compilation Of More Than 100 Wellness Programs And Activities
- Compilation Of More Than 315 National and International Wellness Days, Weeks and Months
- Sample Employee Wellness Questionnaire
- Free Wellness Articles for use in employee newsletters

Reprint:

Please feel free to use any of this information for employee newsletters or for justifying new programs. All we ask is that you note the source - **Path To Wellness**, June 2004 - Beverly Beuermann-King
www.WorkSmartLiveSmart.com

Comments/Submissions/Program Highlights:

If you would like to submit an article/a how-to/or a how-you-went-about/or highlight an upcoming wellness event, please send Beverly your information at info@WorkSmartLiveSmart.com

Subscribe and Unsubscribe Procedures:

Feel free to pass along this email. To be personally added to our subscriber list, please send a return email with **subscribe** in subject bar, and your name, company, city, and province in the body. Please include all information as we

tailor some of the information by location, and we may have more than one subscriber per company.

Occasionally, we have participants who wish to be taken off of our e-newsletter list or some that have received this email in error. Please accept our apologies and/or our thanks for being open to our wellness information. To **unsubscribe**, please send a return email with unsubscribe in the subject bar, and your name, company, city and province in the body. Please include all information as we may have several contacts from one company.

About The Author:

Beverly Beuermann-King is the owner and trainer for Work Smart Live Smart and is the Education and Development Consultant to the Canadian Mental Health Association Toronto Branch.

Next Issue

Due to subscriber requests the **Path To Wellness** will now be sent 3 times per year. Look for your next issue in **October 2004**

Corporate Wellness Programs - Understanding The Benefits

- Successful Programs
- BONUS - Links to 30 Wellness Awareness Days, Weeks and Months for October 2004 - January 2005
- Wellness Statistics

Wishing You A Happy and Safe Summer!

Beverly