



# Wellness & the Workplace: A Winning Partnership

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# HERO Vision



All workplaces will positively influence the health and well-being of employees, families and communities.



# About HERO

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- ❖ Established in 1997 to **advance best practices** in employee health and well-being
- ❖ Expanded vision in 2013 that **workplaces can positively influence health and well-being of employees, families and communities**
- ❖ Commitment to **collaborative applied research** that aims to help employers understand the health and well-being practices associated with superior health and business outcomes.
- ❖ Focus on **practical, applied research questions** that aim to benefit a broad range of employers, consultants, and industry vendor suppliers.



# HERO Health & Well-being Best Practices Scorecard in Collaboration with Mercer®



- Free online survey tool
- US and International versions
- Instantaneous report
- Compare results against the national averages
- Over 2,000 companies have taken the Scorecard since 2006
- <https://hero-health.org/hero-scorecard/>



# The HERO Scorecard

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- Educational tool
  - Inventory of recommended practices
  - Strategic planning tool based on scores
  - Guidance on measurement & evaluation
- Benchmarking practices nationally, regionally, by industry, and by organization size
  - Potential as a research tool on best practices



# PARTICIPATION CONTINUES TO GROW



**1,300+**  
**ORGANIZATIONS**  
have completed  
Version 4.

2018

2020

**30% GROWTH**  
in HERO Scorecard  
completion  
since 2018.



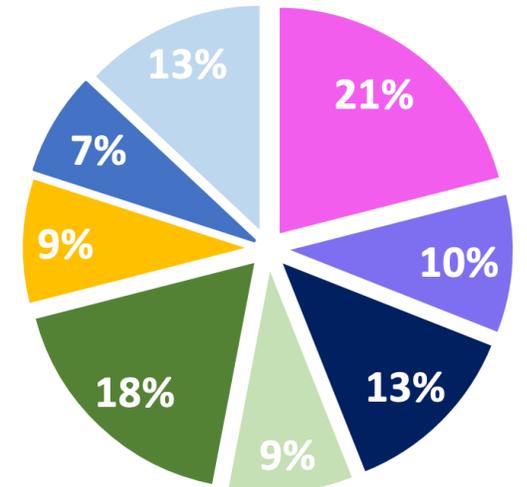
**NEARLY 400**  
**ORGANIZATIONS**  
have completed the  
international  
version.



**200**  
**COMPANIES**  
have completed  
it more  
than once.

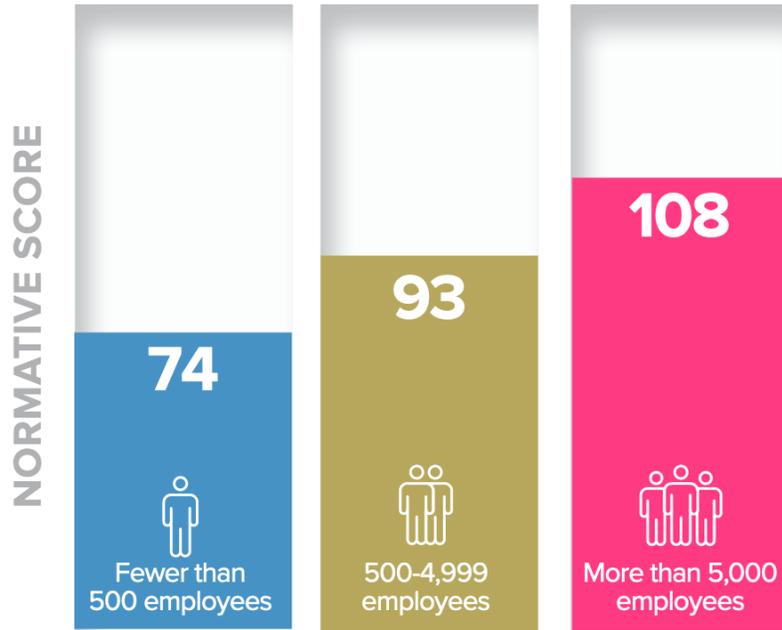
## Distribution of Respondents by Industry Type

- Manufacturing - 21%
- Government - 10%
- Services-Education - 13%
- Services-Financial - 9%
- Services-Health - 18%
- Services-Professional - 9%
- Services-Other - 7%
- Other - 13%



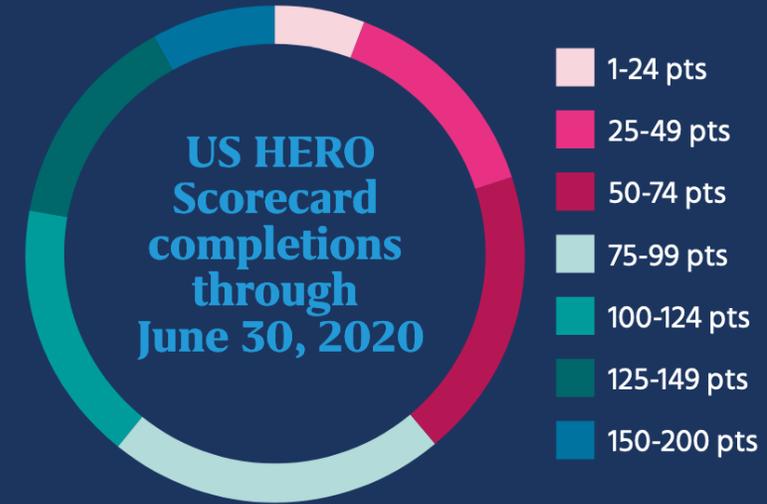
## BENCHMARKS: RAISING THE BAR (MAXIMUM SCORE OF 200)

22% of organizations scored in best practice range (>125)



ORGANIZATION SIZE

## Data highlights from the HERO Scorecard – US version 4

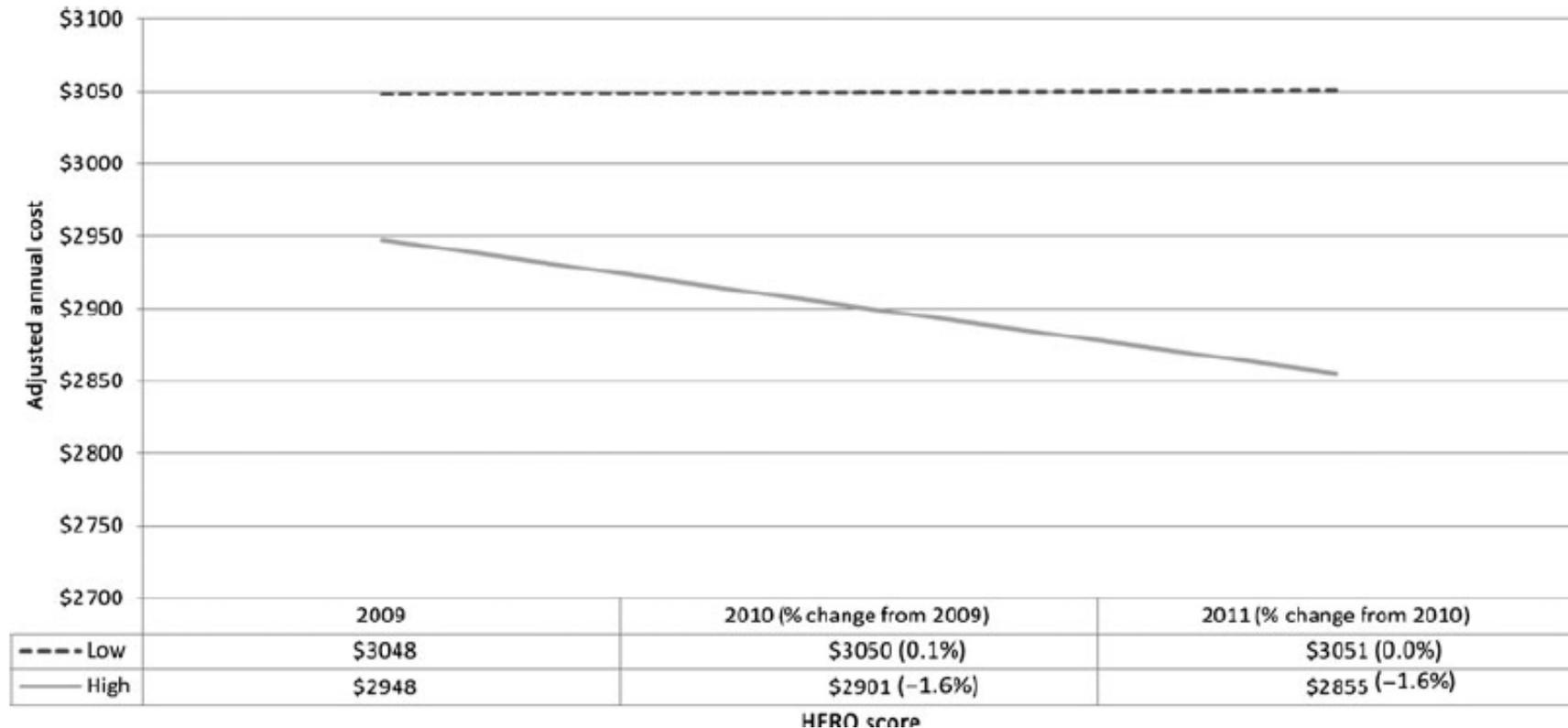


## Normative database scores by employer size – Based on US version 4

	<500 EEs	500-4,999 EEs	5,000+ EEs
Strategic planning	9	10	12
Organizational & cultural support	22	23	25
Programs	16	23	27
Program integration	3	5	6
Participation strategies	17	23	28
Measurement & evaluation	7	9	11
Overall score	74	93	108

# HERO Scorecard Validation

- Higher scores linked to better health and healthcare cost trends

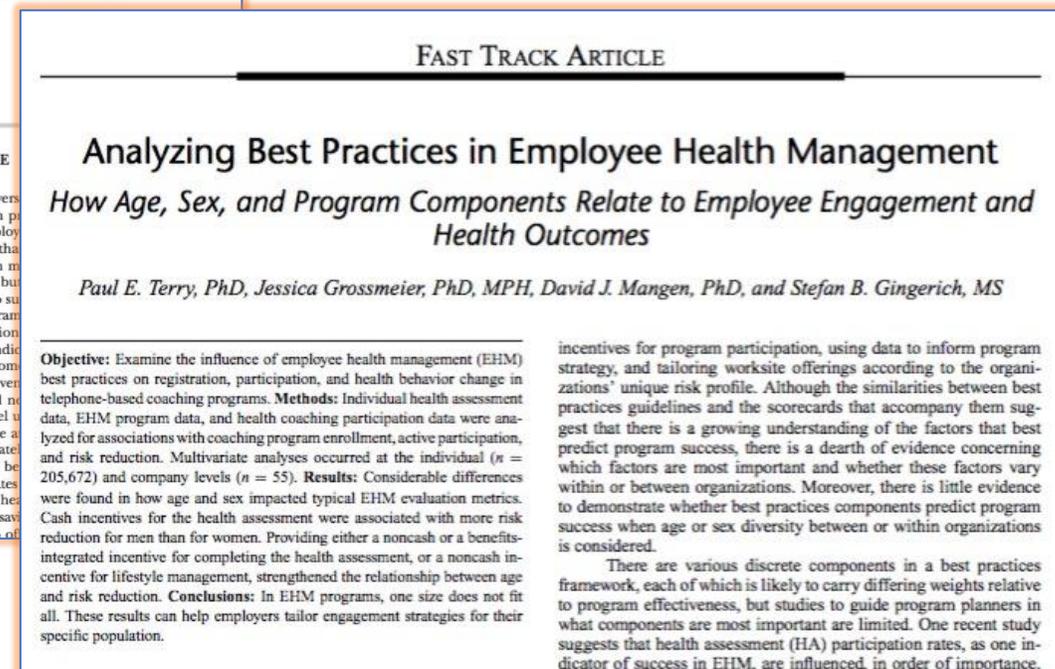
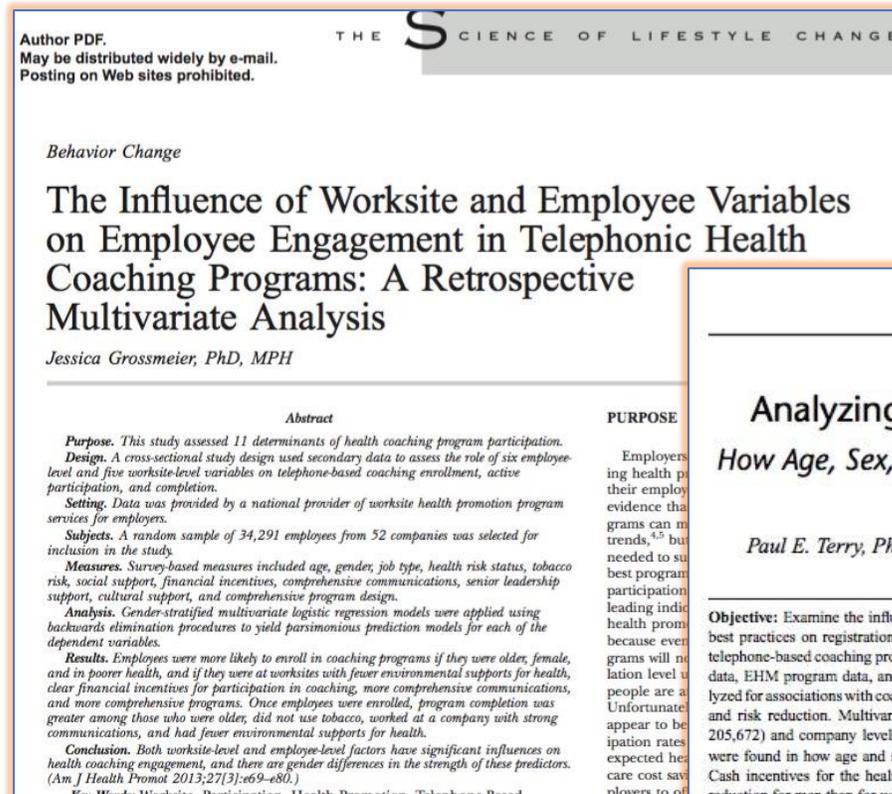


Source: Goetzel et al. The predictive validity of the HERO Scorecard in determining future health care cost and risk trends. Journal of Occupational and Environmental Medicine 2014;56(2):136-144.



# HERO Scorecard Validation

- Higher scores linked to higher participation in coaching



## Sources:

Grossmeier J. *American Journal of Health Promotion*. 2013;27(3):e69.

Terry et al. *Journal of Occupational and Environmental Medicine*. 2013;55(4):378-392.



# HERO Scorecard Validation

- Higher scores linked to superior company stock performance trends



Source: Grossmeier J et al. Linking workplace health promotion best practices and organizational performance. Journal of Occupational and Environmental Medicine. January 2016.



## 4 KEY AREAS OF INFLUENCE

(In order of significance)



Organizational and Leadership Support



Incentives



Comprehensive Programs



Program Integration

Imboden et al . Development and validity of a workplace health promotion best practices assessment . JOEM . 2020;62(1):18-24 .

Grossmeier et al . Workplace well-being factors that predict employee participation, health and medical cost impact, and perceived support . AJHP . 2020;34(4):349-358 .

## BEST PRACTICES THAT DRIVE WELLNESS SUCCESS

### Organizational and Leadership Support

Demonstrate organizational commitment to health and well-being.  
Engage employees at all levels of the organization.  
Develop a strategic plan and reporting for multiple stakeholders.  
Target communications to diverse groups.

### Incentives

Offer financial incentives for specific activities.  
Allow benefit-eligible spouses/partners to earn incentives.

### Comprehensive Programs

Offer individualized, population-based programs in multiple channels.  
Offer lifestyle and disease management programs.  
Ensure programs include robust features (e.g., social connection).  
Provide tools to track health.

### Program Integration

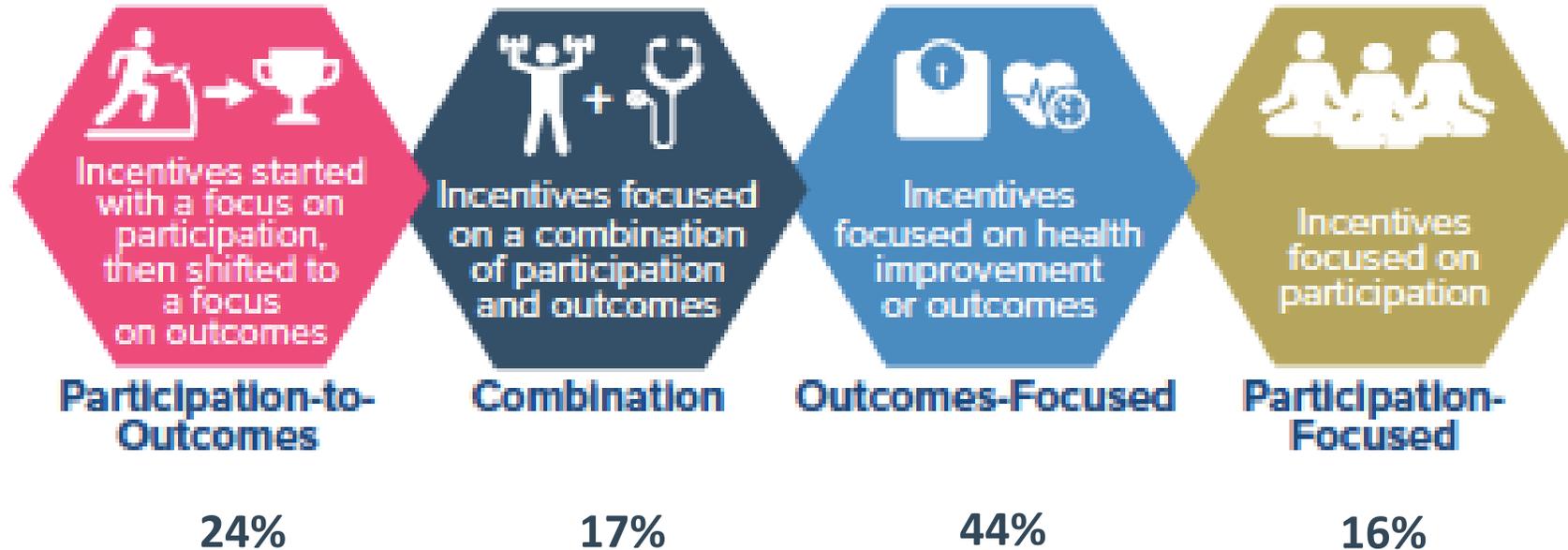
Integrate programs, communications, data, and strategy.  
Integrate well-being programs with other employee benefits.



# Influence of Incentive Design and Organizational characteristics on wellness participation and health outcomes

## FOUR COMMON PATTERNS IN INCENTIVES STRATEGIES

Evaluation of employer data in the HERO study revealed four common patterns in incentive designs. These patterns evolved over an average of three years:



	 Participation-to-Outcomes	 Combination	 Outcomes-Focused	 Participation-Focused
 <b>CULTURE OF HEALTH</b>	Modest score	Highest score	Lowest score	Modest score
 <b>VALUE OF INCENTIVES OFFERED</b>	\$538	\$753	\$1,526	\$449
 <b>PARTICIPATION IN HEALTH ASSESSMENT SURVEYS &amp; SCREENINGS</b>	Close to Combination but decreased over time	Second highest and improved over time	Highest but decreased over time	Lowest and decreased over time
 <b>PARTICIPATION IN HEALTH BEHAVIOR CHANGE INTERVENTIONS</b>	Highest and maintained over time	Second highest and decreased over time	Very lowest and maintained over time	Very low and decreased over time
 <b>BLOOD PRESSURE RISK</b>	Significant improvement	Most improvement	Significant improvement	Non-significant improvement
 <b>CHOLESTEROL RISK</b>	Significant improvement	Most improvement	Significant improvement	Significant improvement
 <b>GLUCOSE RISK</b>	Most improvement	Significant improvement	Non-significant improvement	Marginal improvement
 <b>OBESITY RISK</b>	Non-significant increase	Non-significant increase	Significant increase	Non-significant increase

# Scorecard Version 5

200 Total Possible Points

**Section 1:**  
Strategic planning  
50 points

**Section 2:**  
Organizational and  
cultural support  
60 points

**Section 3:**  
Programs  
20 points

**Section 4:**  
Program integration  
20 points

**Section 5:**  
Participation  
strategies  
30 points

**Section 6:**  
Measurement and  
evaluation  
20 points

**WHAT'S NEW: HERO SCORECARD V5**  
Version 5 of the HERO Scorecard, coming in early 2021, reflects growing knowledge and research around health and well-being best practices with additions related to:



**Involvement**  
in the  
community.



**Mental and  
emotional**  
well-being.



**Social  
determinants**  
of health.



**Integration**  
with diversity,  
equity, and  
inclusion.



**A broader value  
proposition** for investing  
in employee health and  
well-being.

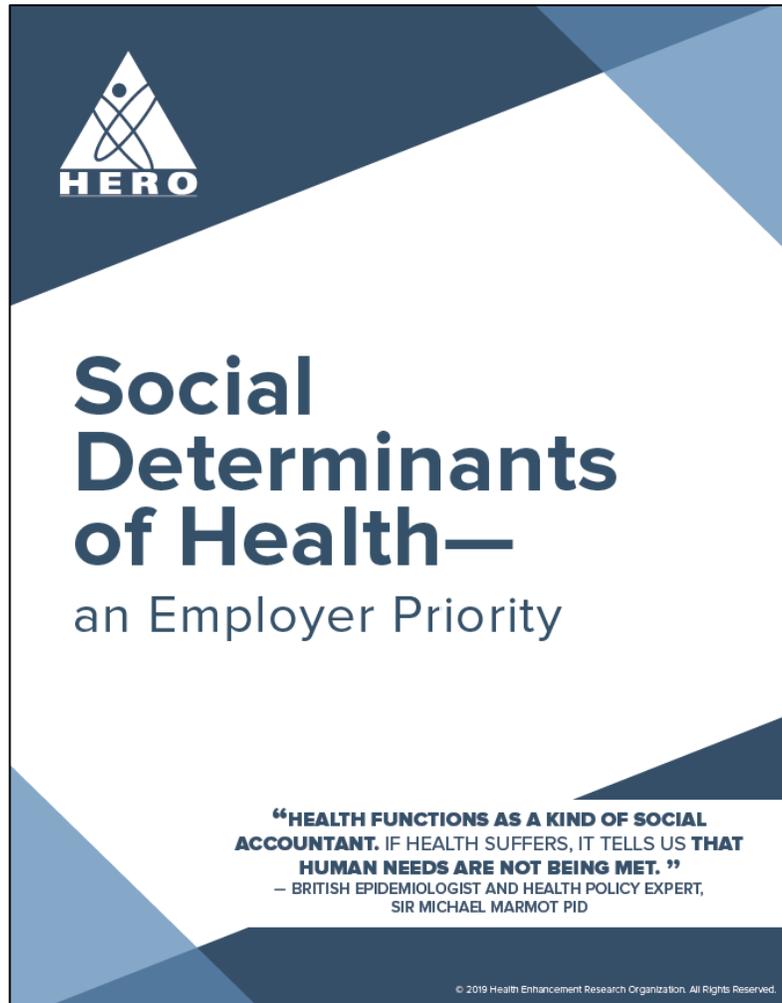
# Why take the Scorecard?

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- **To learn:** V5 incorporates current and emerging employee health and well-being best practices
- **To plan for the future:** V5 will help identify new opportunities for improvement
- **To benchmark your program:** HERO will release new benchmark data as the database grows so you can see how your programs compares to similar organizations and national averages
- **To contribute to new research:** HERO relies on the database to inform the best practice database



# Social Determinants of Health



- 100 Million Healthier Lives <[100mlives.org](http://100mlives.org)>
- A New CSR Frontier: Business and Population Health <[bsr.org](http://bsr.org)>
- Build Healthy Places Network <[buildhealthyplaces.org](http://buildhealthyplaces.org)>
- Chief Executives for Corporate Purpose <[cecp.co](http://cecp.co)>
- Community Commons <[communitycommons.org](http://communitycommons.org)>
- County Health Rankings & Roadmaps <[countyhealthrankings.org](http://countyhealthrankings.org)>
- Good Health Is Good Business  
<[bipartisanpolicy.org/report/good-health-is-good-business](http://bipartisanpolicy.org/report/good-health-is-good-business)>
- HERO Publications  
<[hero-health.org/resources/committee-publications/](http://hero-health.org/resources/committee-publications/)>
  - Category: Healthy Workplaces, Healthy Communities
  - Category: Employer-Community Collaboration Study Committee
- Health Means Business <[uschamberfoundation.org](http://uschamberfoundation.org)>
- National Academies: Health and Medicine Division  
<[nationalacademies.org](http://nationalacademies.org)>
  - Action Collaborative on Business Engagement in Building Healthy Communities
  - Communities in Action: Pathways to Health Equity  
<[nationalacademies.org/promotehealthequity](http://nationalacademies.org/promotehealthequity)>
- WIN Network – Vital Conditions <[winnetwork.org/vital-conditions](http://winnetwork.org/vital-conditions)>



# Show me the DATA

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- ✓ **American Community Survey**
- ✓ **County Health Rankings**
- ✓ **US Census Bureau**
- ✓ **US Bureau of Labor Statistics**
- ✓ **Public health records**
- ✓ **Area depravity indexes**
- ✓ **Medical carrier ICD-10 codes**
- ✓ **Vendor partners**
- ✓ **Human resources data (eg, ZIP codes, income levels)**
- ✓ **Employee Data – Ask!**

Anthem's Healthy Generations initiative uses social mapping technology and analyzes public health data to provide a snapshot of the major health issues in each state, allowing the organization to target initiatives at the ZIP code level



# Awareness

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- Location of where employees work and live can reduce life expectancy.
- Financial instability influences physical health.
- Food insecurity is not limited to the underemployed. It can also affect full-time employees.
- Social isolation negatively impacts productivity.



# Accountability

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- The work environment can cause psychosocial stress or foster psychological safety.
- Employees' education level can increase or limit employment opportunities.
- Gender and racial inclusion in the workplace can improve interpersonal work relations.
- Employers can serve as influential cross-sector partners while fostering fulfilling employee experiences.



# Focus Area: Organizational Philosophy

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## ❖ ASK:

How are our mission and/or vision statements operationalized in daily practice?

## ❖ DO:

- ✓ Socialize SDOH internally
- ✓ Pay a living wage
- ✓ Train managers to recognize the impacts of SDOH and refer appropriately



# Focus Area: Work Cultural Environment

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## ❖ ASK:

What workplace factors interfere with employees' ability to do their jobs well while maintaining their well-being?

## ❖ DO:

- ✓ Create policies and enforce practices that value health
- ✓ Model policy enforcement throughout all levels of leadership
- ✓ Develop leave policies that include caregiving



# Focus Area: Health & Well-being Benefits

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## ❖ ASK:

What key resources, in the community and within the workplace, address employee social needs?

## ❖ DO:

- ✓ Listen to employees
- ✓ Support utilization of benefits and vendor partner resources
- ✓ Destigmatize the use of resources and benefits



## SPOTLIGHT:

Kaiser Permanente deployed an anonymous survey to measure employees' subjective well-being that included SDOH.



# Focus Area: Work Scheduling & Pay

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## ❖ ASK:

What do our employees need in terms of equitable work scheduling and pay?

## ❖ DO:

- ✓ Assess recruiting, hiring, scheduling and payment practices for norms that hinder well-being
- ✓ Consider pilots that promote flexibility and job autonomy

## SPOTLIGHT:

Greyston Bakery's 'Open Hiring' policy seeks to employ previously incarcerated individuals with a goal to educate and train and to address the cycles of poverty that impact health status.

**GREYSTON  
BAKERY**



# Focus Area: Work-Life Integration

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## ❖ ASK:

Do leaders model the prioritization of work-life balance?

## ❖ DO:

- ✓ Outline availability and communication expectations during “off” time
- ✓ Create a culture where people are informed and feel safe to speak about challenges
- ✓ Develop a mental health anti-stigma campaign



# Focus Area: Work Physical Environment

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## ❖ ASK:

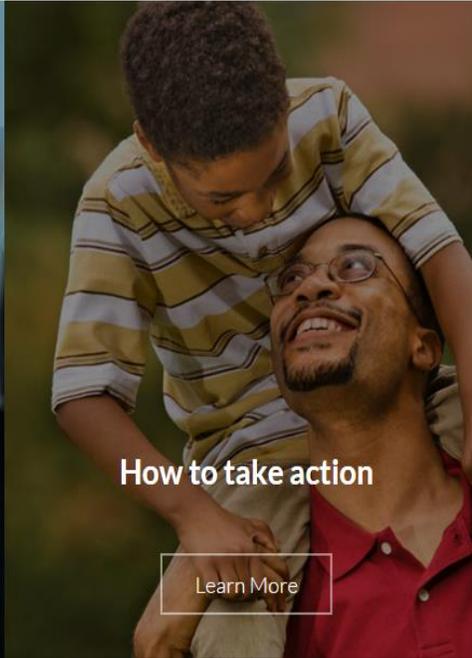
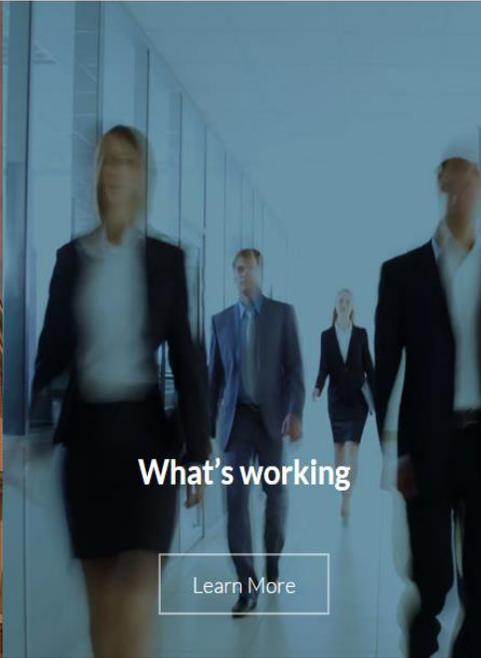
What are the barriers or challenges that make it difficult for employees to practice healthy behaviors?

## ❖ DO:

- ✓ Build a work environment that makes the healthy choice the easy choice
- ✓ Create easy access to natural light, affordable and nutritious food, smoke-free environments, filtered water, walking paths, and quiet spaces



# Get-HWHC.org



## WHY INVEST?

- ✓ Reduce healthcare spending
- ✓ Reduce illness burden
- ✓ Make healthy choices easy choices
- ✓ Maintain or improve economic vitality
- ✓ Increase healthy longevity
- ✓ Prepare the future workforce
- ✓ Enhance corporate reputation

Build the business case  
Communicate  
Definitions & Measures

Emerging practices  
Case studies

Build connections  
Roadmap to success  
Resource allocation  
Strategies





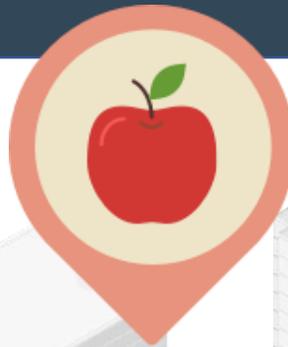
Community  
Development



Government/  
Public Health



Small  
Business



Schools  
K-12



Health Care



Midsize  
Business



Higher  
Education



Philanthropy



Nonprofits



Large  
Business



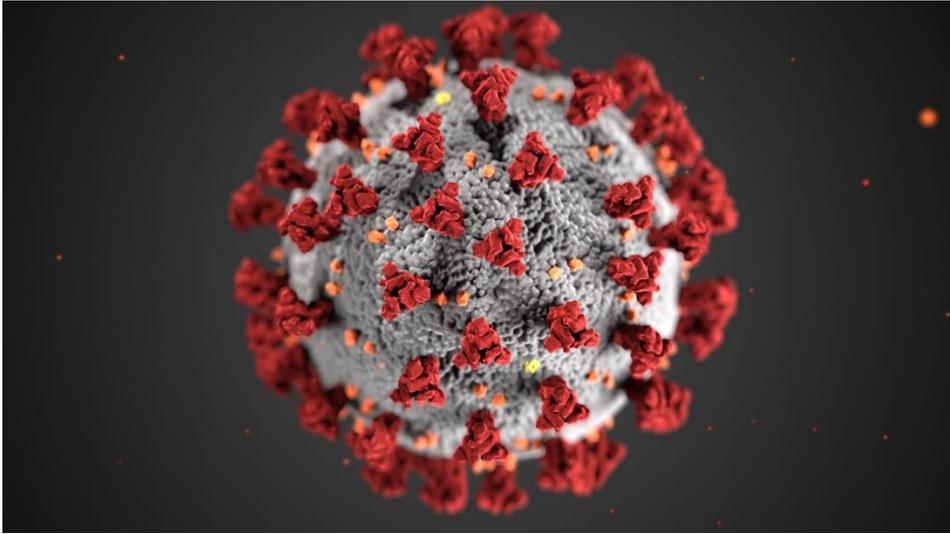


**WIN NETWORK**

# VITAL CONDITIONS FOR WELL-BEING

Vital conditions are properties of places and institutions that all people need to participate, prosper, and reach their full potential. We encounter them on day one and depend on them every day of our lives. They also persist over generations.

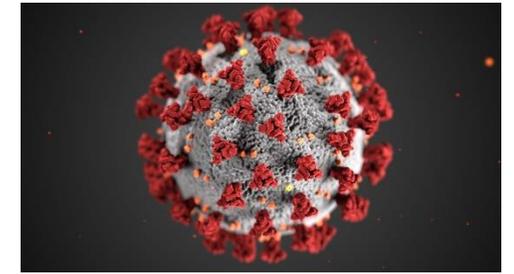
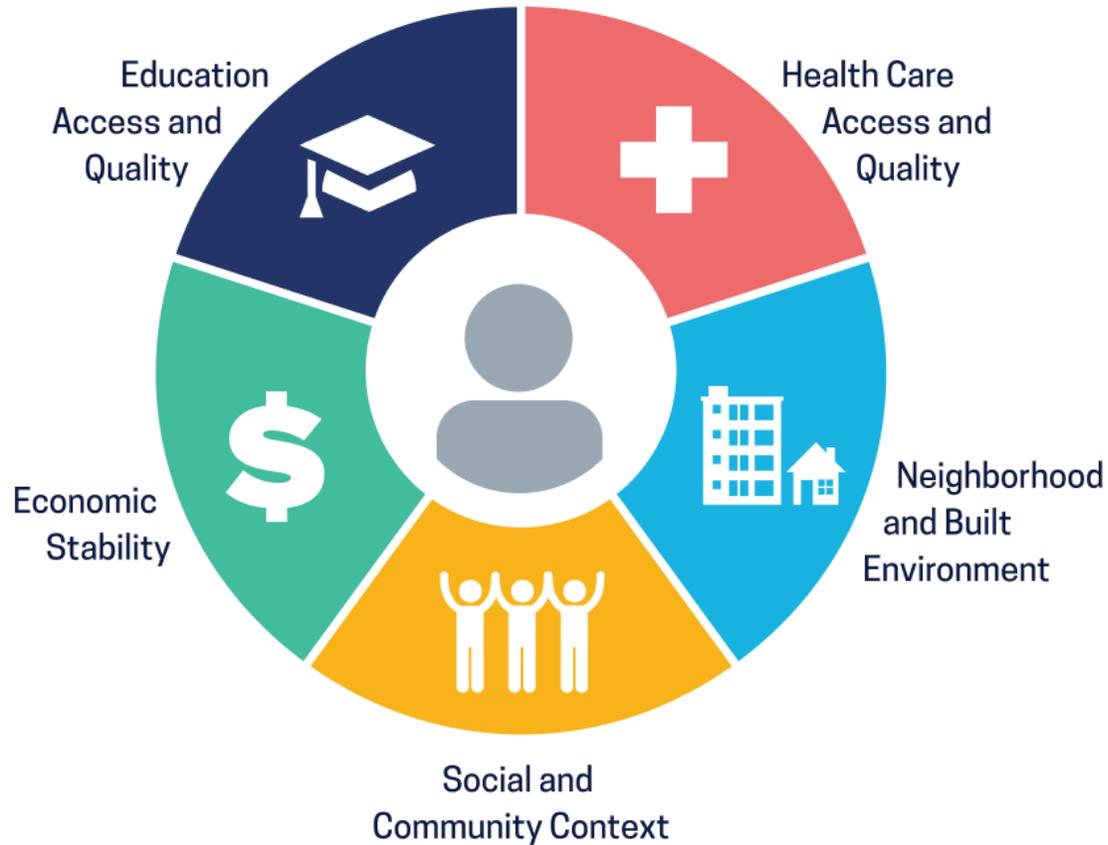




Where do we go from here?



# Social Determinants of Health



## SDOH Insecurities October 2020 (full-time US employees)

- 41% food insecurity
- 43% housing insecurity
- 37% financial insecurity
- 26% childcare challenges
- 26% eldercare challenges

Social Determinants of Health

Copyright-free

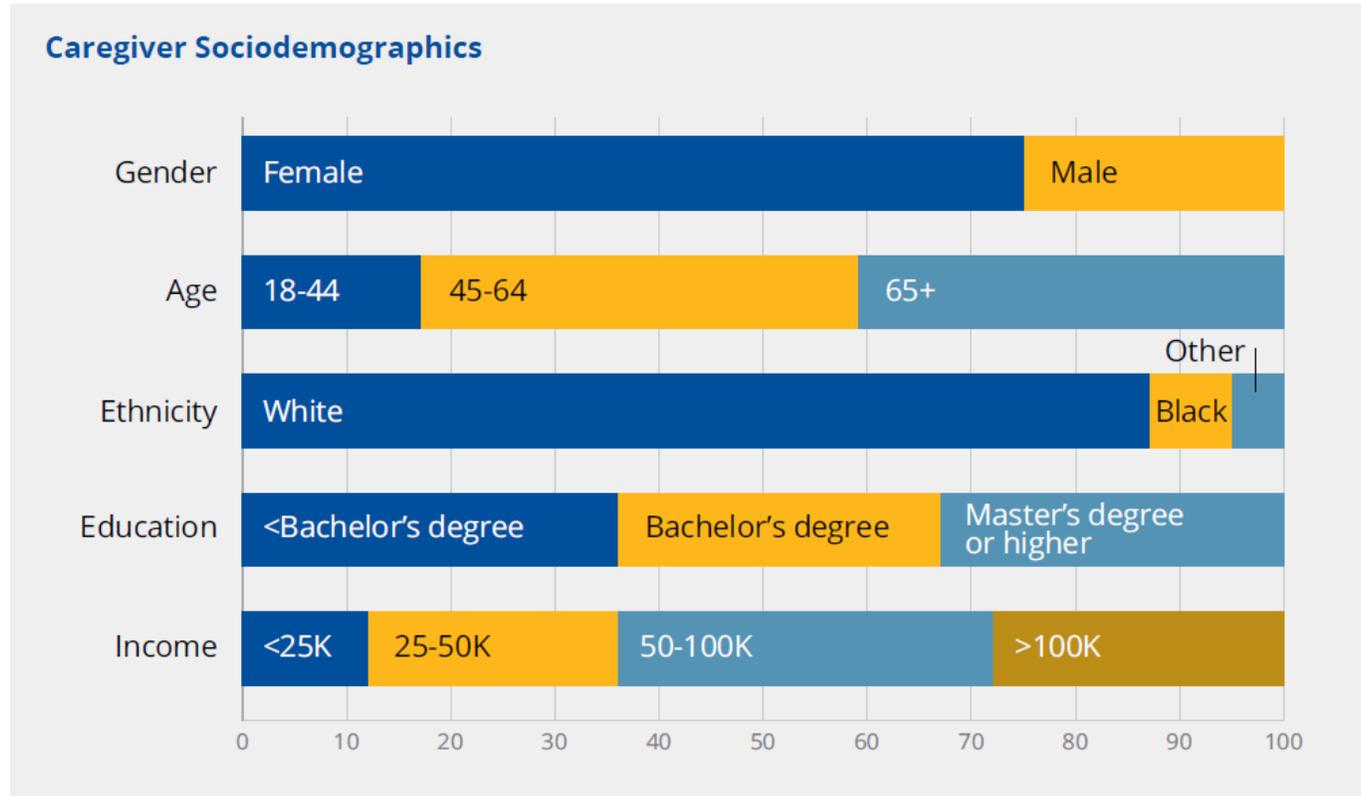
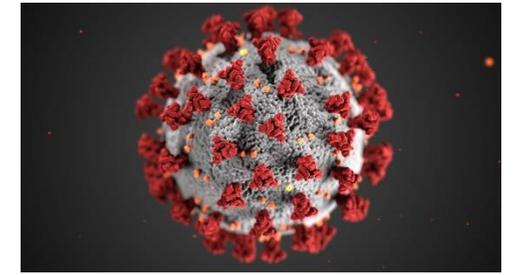


Healthy People 2030

Source: Healthy People 2030, U.S. Department of Health and Human Services, Office of Disease Prevention and Health Promotion. Retrieved October 1, 2020, from <https://health.gov/healthypeople/objectives-and-data/social-determinants-health>

Source: Harris-ProMedica SDOH Index Poll, Oct 2020, n=U.S. sample of 830 full-time employees

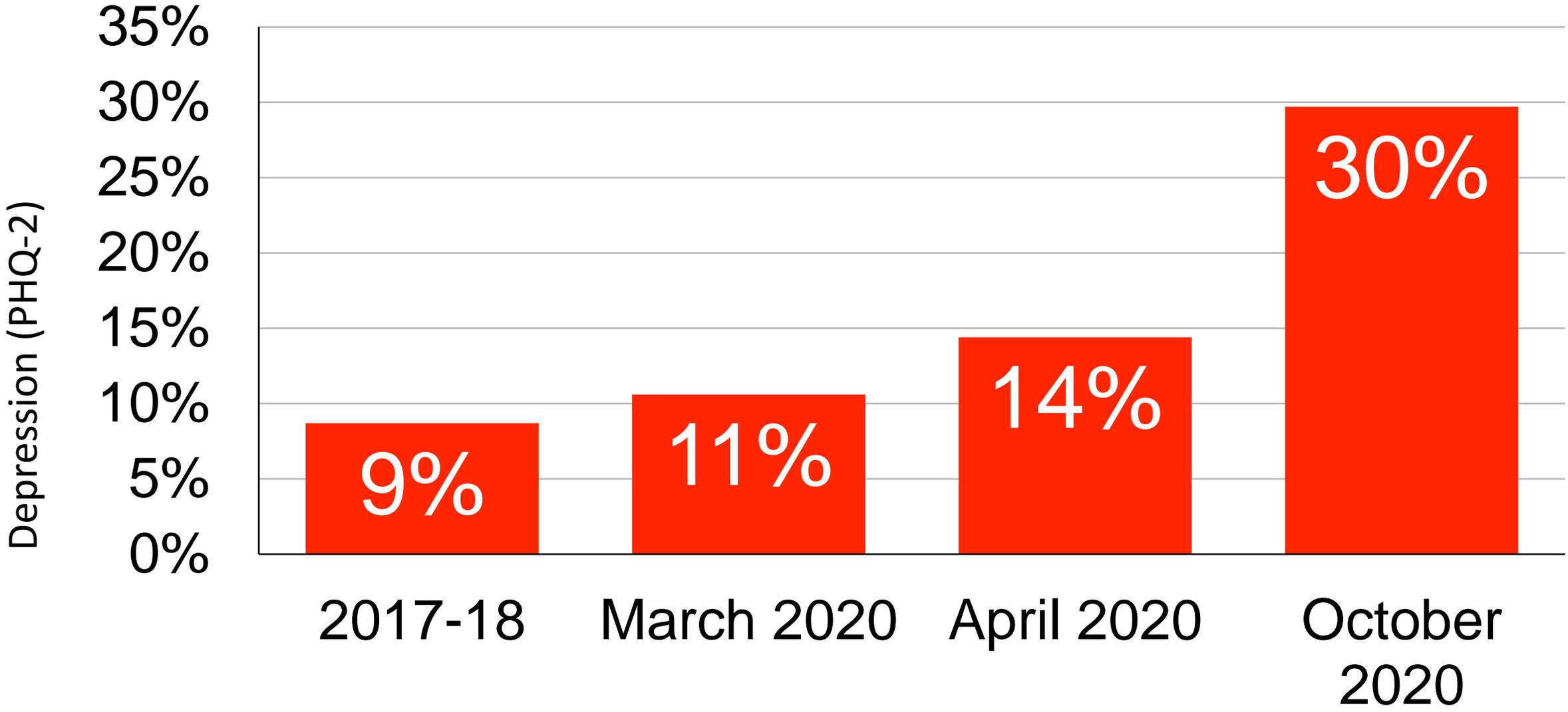
# Caregiver / Parental Leave



## Employer Value

- Financial well-being
- Physical health
- Mental health
- Social connections
- Food security

# Depression (PHQ-2) U.S. adults in 2017-2018 and March, April, October 2020



Sources: Reported in Daly et al. Journal of Affective Disorders, 2021; Oct 2020 data collected by Harris-ProMedica SDOH Index Poll

# Employee Mental Health & Well-Being: Emerging Best Practices & Case Study Examples



1. Leadership demonstrating support and care shows the organization's commitment to the importance of employee mental health and well-being.
2. Identification of psychosocial hazards in the workplace is an important step to identify opportunities to improve employee mental health and well-being.
3. Ongoing review and evaluation of mental health and well-being initiatives at all levels of the organization ensure resources remain relevant and effective.
4. Providing and promoting access to high quality behavioral health care, including through remotely delivered evidence-based pathways, ensures that employees have access to their preferred type of care when they need it.
5. Integrating these services into a comprehensive wellness strategy may concurrently promote improved total health outcomes.
6. Community partnerships extend the reach and resources of organizations and provide new opportunities to collaborate and be part of the solution.

# Thank You!

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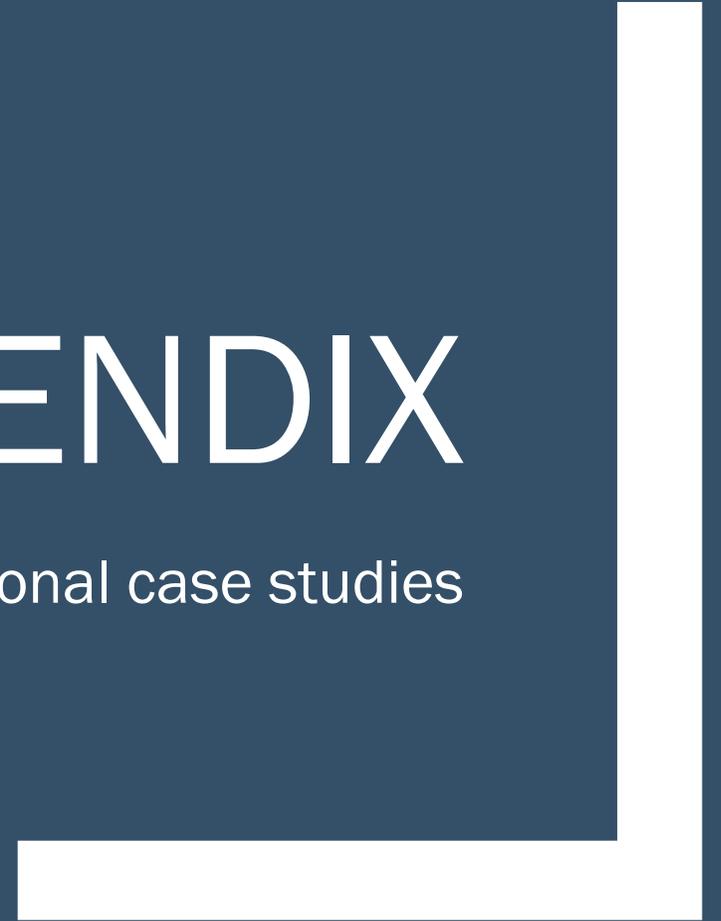
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# APPENDIX

Additional case studies



# Anchor Institutions

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*Universities, healthcare systems, and other organizations rooted in their communities*



## ❖ UNIVERSITY SPOTLIGHT

University of Southern California: program to increase employment in neighborhoods immediately surrounding campus

## ❖ HEALTHCARE SYSTEM SPOTLIGHT

Geisinger Health System: Fresh Food Farmacy™ with Springboard Healthy Scranton to increase access and availability of healthy foods

**Geisinger**



# Employer Leaders

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- ❖ **Tom's of Maine:** pays the lowest-paid workers more than 25% above a living wage
- ❖ **Housing Trust Silicon Valley:** a nonprofit community development collaborative including Cisco, LinkedIn, and Pure Storage, support affordable housing initiatives in the region



- ❖ **Campbell Soup Company:** Healthy Communities campaign works to improve food security, bringing together government, nonprofits and businesses

- ❖ **Walmart and PepsiCo:** extend health initiatives across their entire value chains, including suppliers, local communities, and the general public

