CHANGING THE MINDSET

Wellness to well-being and beyond

Four areas drive a comprehensive well-being strategy:

ORGANIZATIONAL EFFECTIVENESS

ORGANIZATIONAL CULTURE

EMPLOYEE ENGAGEMENT

EMPLOYEE HEALTH & WELL-BEING

Turn the page to learn more.

BUILDING THE CASE:

Well-being is more than wellness

HOW DID WE GET HERE?

In 1980, health care costs for one person were approximately $1,000. In 2016, they were $10,348 — and they're still rising.[1] To help reduce health care costs for employees, organizations began implementing wellness programs in the mid-1970s.[2] Wellness programs are designed to help make employees aware of how their daily habits and lifestyle choices affect health care costs. The programs incentivize employees to change unhealthy behaviors, with the hope that this would lead to fewer trips to the doctor and fewer missed work days.

DOES WELLNESS WORK?

Today, 98 percent of large organizations and 73 percent of small organizations offer some type of wellness program. However, there are mixed findings on the return from a stand-alone wellness program when it comes to lowering health care costs, decreasing sick days and increasing productivity. In fact, the 2013 RAND Wellness Programs Study concluded that wellness programs had little — if any — immediate influence on health care costs for organizations.

WHAT'S NEXT?

Many wellness programs operate in a silo, focusing on healthy eating and physical activity alone. Now, the focus is shifting to **well-being**, which takes a bigger picture look at employee health and engagement.

As you go through this workbook, you'll get information on the importance of **organizational effectiveness, organizational culture, employee engagement** and employee **health and well-being** as each relates to a comprehensive well-being program design. You'll learn more about how to improve these areas, and gain the knowledge to help implement well-being programs that can foster a work environment where your employees are happy, healthier, engaged in their work, productive and committed to your mission, vision and purpose.

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[1] "NHE Summary Including Share of GDP, CY 1960-2016." National Health Expenditure Data, Historical, Centers for Medicare & Medicaid Services, www.cms.gov/Research-Statistics-Data-and-Systems/Statistics-Trends-and-Reports/NationalHealthExpendData.

[2] Rucker, Mike. The Interesting History of Workplace Wellness. 20 May 2016, michaelrucker.com/well-being/the-history-of-workplace-wellness/.

ORGANIZATIONAL EFFECTIVENESS

What is your organization's purpose? What aspirations do you have for the future? And, what is your plan to get there? To be effective, your organization must successfully execute your mission, vision and strategy. Each organization is unique. Based on your mission, your organization will have different success factors, measurements, operating procedures, and systems than any of your direct competitors.

WHY IS ORGANIZATIONAL EFFECTIVENESS IMPORTANT?

Many employers fail to understand how the well-being of their employees contributes to the success of their organization. Well-being is not only critical to your organization's vitality — it's also related to other organizational dynamics like employee engagement. For example, a study from Towers Watson found that highly engaged workers lead to a 40 percent improvement in operating margin compared to a workforce with employees who were less engaged, or not engaged at all.

34%
of employees do not feel connected to their organization's mission and vision.

— the human era @ work: findings from The Energy Project and Harvard Business Review 2014.

ASK YOURSELF:

- What is your organization's mission and vision?
- What strategies do you have in place to support your mission and vision?
- How are you driving these strategies?
- What factors do you use to define success?
- How will you know if your employees feel tied to your mission and vision?
- How will you know if your employees understand what is expected of them?
- What could be holding your employees back from doing their best to contribute to your organization's success?

ORGANIZATIONAL CULTURE

Culture drives the character and personality of your organization's work environment. It's shaped by a variety of factors, including your mission, vision, policies, procedures, environment and leadership. Culture is a combination of your values, traditions, beliefs, interactions, behaviors and attitudes — it's what sets your organization apart from other work environments.

WHY IS ORGANIZATIONAL CULTURE IMPORTANT?

Culture is the foundation for organizational well-being, which makes it crucial to your bottom line. It attracts talent, drives engagement and retention, impacts overall happiness and affects job performance. Simply put: When your employees like coming into work every day and are in sync with your organizational culture, they'll be more engaged and perform better.

ASK YOURSELF:

- What would you say if you were asked to describe your organization's culture?
- How can you better understand your organization's culture?
- Does your organization's culture promote:
    - Innovation
    - Creativity
    - Collaboration
    - Trust
    - Positivity
- If your organization is facing an issue like high turnover, how do you think your culture plays a part?
- How do your organization's leadership, policies and programs reinforce your culture and support your employees' contributions?

95%

of job applicants believe culture is more important than compensation.

— Global Human Resources Trends Survey by Deloitte, 2015.

EMPLOYEE ENGAGEMENT

What does it mean when your employees are engaged? Engaged employees willingly go the extra mile, are passionate about their work and feel connected to your organization. These employees will drive innovation and move your business forward.

Highly engaged organizations share common philosophies and practices. Leaders of these companies prioritize employee engagement as a competitive and strategic point of differentiation, and place the utmost importance on using the right metrics and hiring and developing great managers.[3]

WHY IS EMPLOYEE ENGAGEMENT IMPORTANT?
Companies with high employee engagement benefit from:[3]

41%
LOWER
ABSENTEEISM

59%
LOWER
TURNOVER

70%
FEWER EMPLOYEE
SAFETY INCIDENTS

17%
HIGHER
PRODUCTIVITY

20%
HIGHER
SALES

21%
HIGHER
PROFITABILITY

ASK YOURSELF:

- How do you know if your employees are engaged?
- Does your organization have specific performance metrics that demonstrate engagement?
- What behaviors indicate your employees are engaged?
- What programs or resources do you offer employees to improve their engagement level?
- How effective are your leaders in helping your employees be more engaged?

[3]*The Gallup 2017 Employee Engagement Report*

EMPLOYEE HEALTH AND WELL-BEING

Well-being isn't just about eating right and exercising. It's about combining your employees' sense of purpose at work (**career well-being**), the strength and quality of their relationships (**social well-being**), their ability to meet financial obligations and feeling secure about finances (**financial well-being**), the liveliness of their physical and emotional health (**physical and emotional well-being**) and the pride they take in what they contribute to their communities (**community well-being**).

WHY IS EMPLOYEE HEALTH AND WELL-BEING IMPORTANT?

When you look at each element of well-being as a part of a larger picture, you realize that they interact with each other in a substantial way. For example, if your employees don't feel financially secure or they're going through a tough relationship or family issues, they may not be as focused on maintaining their physical health.

ASK YOURSELF:

- How do you know if your employees feel a sense of purpose and belonging at work?
- What programs or policies do you have in place to support each domain of employee well-being?
- Does your overall support of employee well-being fit your employees' demographics?
- Do your organization's leaders support well-being initiatives?

BRINGING IT ALL TOGETHER

It is easier than you think to improve your organization's overall well-being. Here are some next steps to help get you started.

- **DEFINE ORGANIZATIONAL EFFECTIVENESS:** Organizational effectiveness means something different for every organization. Think about how your organization's approach to health and well-being aligns with its **mission, vision and strategy, success factors** and **metrics**.

- **IDENTIFY YOUR STAKEHOLDERS:** Look at the following list of business areas and determine who at your organization is vested in each. Once identified, host a meeting — or a series of meetings — to help your stakeholders expand the definition of wellness within your organization and connect what already exists.
    - Compensation and benefits
    - Facilities management
    - Training and development
    - Workers' compensation
    - Human resources
    - Communications

- **EXAMINE CURRENT SUPPORT:** Once you identify your stakeholders, use the chart below to review the current programs, benefits and services you offer today that align with each area — and learn where any gaps might exist. This exercise will be a good starting point to help you change the mindset around wellness and expand the definition of well-being at your organization by looking at your programs more holistically, not in silos.

WANT TO KNOW MORE?

Connect with us at WellAtWork@Wellmark.com. to find out how we can help your organization achieve its well-being goals.

PROGRAM OFFERED	ORGANIZATIONAL EFFECTIVENESS *Does the program align with your organization's mission, vision, values and/or strategic priorities?*	ORGANIZATIONAL CULTURE *Does this program/benefit/service align with your desired culture?*	EMPLOYEE ENGAGEMENT *Does this program/benefit/service positively impact employee engagement?*	EMPLOYEE HEALTH AND WELL-BEING *Which area of well-being does this program/benefit/service align with? (select all that apply)*
	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Career ☐ Community ☐ Emotional ☐ Financial ☐ Physical ☐ Social
	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Career ☐ Community ☐ Emotional ☐ Financial ☐ Physical ☐ Social
	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Career ☐ Community ☐ Emotional ☐ Financial ☐ Physical ☐ Social
	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Career ☐ Community ☐ Emotional ☐ Financial ☐ Physical ☐ Social
	☐ Yes ☐ No	☐ Yes ☐ No	☐ Yes ☐ No	☐ Career ☐ Community ☐ Emotional ☐ Financial ☐ Physical ☐ Social

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  - Qualified interpreters
  - Information written in other languages

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Complaint forms are available at http://www.hhs.gov/ocr/office/file/index.html.

ATENCIÓN: Si habla español, los servicios de asistencia de idiomas se encuentran disponibles gratuitamente para usted. Comuníquese al 800-524-9242 o al (TTY: 888-781-4262).

注意：如果您说普通话，我们可免费为您提供语言协助服务。 请拨打 800-524-9242 或（听障专线：888-781-4262）。

CHÚ Ý: Nếu quý vị nói tiếng Việt, các dịch vụ hỗ trợ ngôn ngữ miễn phí có sẵn cho quý vị. Xin hãy liên hệ 800-524-9242 hoặc (TTY: 888-781-4262).

NAPOMENA: Ako govorite hrvatski, dostupna Vam je besplatna podrška na Vašem jeziku. Kontaktirajte 800-524-9242 ili (tekstualni telefon za osobe oštećena sluha: 888-781-4262).

ACHTUNG: Wenn Sie deutsch sprechen, stehen Ihnen kostenlose sprachliche Assistenzdienste zur Verfügung. Rufnummer: 800-524-9242 oder (TTY: 888-781-4262).

تنبيه: إذا كنت تتحدث اللغة العربية، فإننا نوفر لك خدمات المساعدة اللغوية، المجانية. اتصل بالرقم 800-524-9242 أو (خدمة الهاتف النصي: 888-781-4262).

ເຊີງຄວນໃຈໃສ່, ພາສາລາວ ຖ້າທ່ານເວົ້າ: ພວກເຮົາມີບໍລິການຄວາມຊ່ວຍເຫຼືອດ້ານພາສາໃຫ້ທ່ານໂດຍບໍ່ເສຍຄ່າ ຫຼື 800-524-9242 ຕິດຕໍ່ທີ່. (TTY: 888-781-4262.)

주의: 한국어 를 사용하시는 경우, 무료 언어 지원 서비스를 이용하실 수 있습니다. 800-524-9242번 또는 (TTY: 888-781-4262)번으로 연락해 주십시오.

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ATTENTION : si vous parlez français, des services d'assistance dans votre langue sont à votre disposition gratuitement. Appelez le 800 524 9242 (ou la ligne ATS au 888 781 4262).

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PAG-UKULAN NG PANSIN: Kung Tagalog ang wikang ginagamit mo, may makukuha kang mga serbisyong tulong sa wika na walang bayad. Makipag-ugnayan sa 800-524-9242 o (TTY: 888-781-4262).

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