

Creating a Culture of Health: The Role of the EAP

Northern Illinois EAPA Chapter

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EMPATHIA



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Agenda

- Welcome and Introductions
- The Health Crisis in America
- The Response: Culture of Health
- A Vision for Population Health
- The Role of EAP
- A Process: Five Fundamental Pillars
- Summary
- Questions and Answers

The Crisis in Corporate America

- Health care costs are reducing competitiveness and profitability for companies
 - Spending nearly twice per capita as other countries, with mediocre results
- The health care industry has long benefited from selling programs that take care of sick people
 - Health and wellness is not aligned with the fundamental incentives of most of the health care industry

The Burning Platform

- Poor health behaviors
- Aging populations
- Geography and local culture




Consider This for Every 100 Individuals

60
are
sedentary





25
have high
cholesterol

25
are
smokers




24
have high
blood pressure

64
are obese or
overweight



10
have
diabetes

27
have
heart disease



50
are
distressed

The Tipping Point

A paradigm shift in health care is beginning to evolve

- Waiting for people to get sick is shifting to keeping people healthy.

Product focus can overshadow true mission

- Auto: Producing cars or providing transportation?
- Telecoms: Producing phones or providing communications?
- Health care: Treating the sick or promoting health?

The mission of EAP and behavioral health should be:

- Become part of the discussion.
- Engage populations to manage the behavioral side of health.
- Integrate with employer's vision and strategy.

The Headlines

Chronic conditions account for an estimated 75% of the nation's \$2 Trillion medical care costs

Another study indicated that 1.5 million families lose their homes to foreclosure every year at least partly to medical bills

Almost 66% of the increase in health care spending can be attributed to increasingly unhealthy lifestyle behaviors; most prominent among these is obesity

If predictions hold, a family of four in the next seven to nine years will spend around \$64,000 annually on healthcare

Health Care Reform

Focus on prevention, education
and early identification.



“If we keep doing what we are doing, we’re going to keep getting what we are getting.”

Stephen R. Covey



The Response: Culture of Health



Culture of Health Defined

- A culture of health refers to the complex web of social influences that nurture individuals to achieve complete physical, mental and social well-being.
- It combines individual initiative with environmental support.
- With a culture of health, employers realize greater program engagement, participation and lasting behavioral change.
- The culture helps keep healthy people healthy, while supporting those who are working to improve their health.

What Makes Up a Culture of Health?

- Population health initiatives
- Focus on the environment
- Engagement strategies
- Integration strategies
- Evidence-based approach
- Outcomes demonstration

What Is Typically Missing?

- Senior level vision/mission
- Integrated solution
- Meaningful incentives
- Outcomes-based practice
- Depth in understanding of human behavior



Why Engage Employers?

- It's our community
- It's our families
- Employers have the expertise
 - worksite culture of health
 - wellness and disease management
 - employee assistance programs
- Employers have relationships
 - access
 - influence
 - incentives

Vicious Cycle for Employers

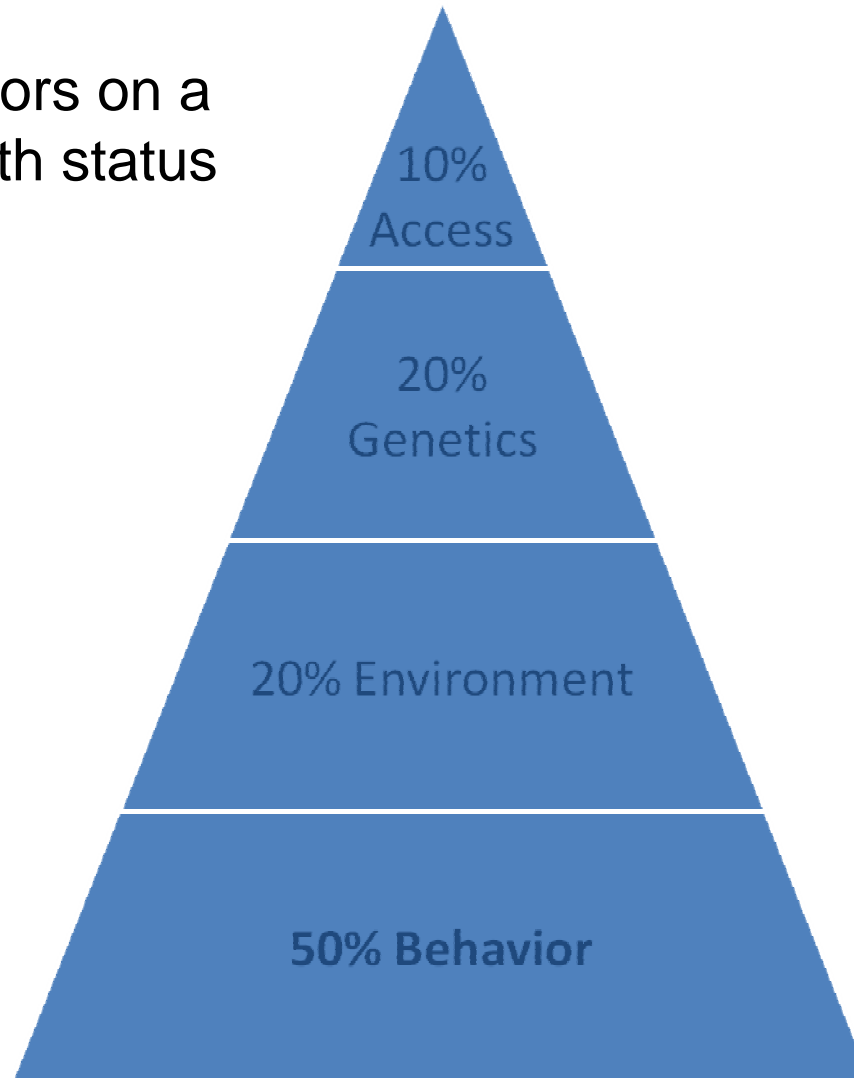
- Major investments made in great programs/resources
- Stakeholder engagement less than optimal
- Program participation less than optimal
- Behavior change less than optimal
- Results less than optimal
- Continue to invest?

Breaking the Cycle

- Requires leadership vision and commitment to behavior change
- Requires buy-in from all levels of management
- Requires new ideas, new approaches to engagement
- Requires continual reinforcement, behavior change sustainability strategies
- Requires monitoring, management and outcomes management

Importance of Behavior Change

Impact of factors on a person's health status



Source: Centers for Disease Control and Prevention

Strategies, Not Programs

Managing a PROGRAM

- A continuum of benefits provided to employees and their families
- Not measuring current performance on all appropriate metrics – e.g., focus on programmatic ROI
- Not aware of current performance vs. “world class”
- Have not set organizational goals for improvement on all appropriate metrics
- Focused on corporate-office solutions only
- Reliance on program vendors for planning, communication, goal setting

Managing a STRATEGY

- A plan to deploy resources in order to achieve specific desired outcomes
- Measuring most or all appropriate metrics with focus on total dividends for the enterprise
- Benchmarking current performance vs. “world class”
- Have set organizational goals for improvement (as part of strategy development process)
- Have mix of corporate and local solutions
- Employer partners with vendors but takes ownership over strategy, planning, communication and goal setting

A Culture of Health and a Healthy Corporate Culture

- Aligning all major elements of organization with principles of a culture of health
 - corporate and business unit strategy
 - corporate values
 - organization systems, processes and protocols
 - organization structures – formal and informal
 - working styles and attitudes
 - employee profiles and roles
 - employee knowledge and skills
- Reinforcing importance of that alignment through:
 - key messages
 - motivation
 - measurements and accountability
 - rewards

A Vision for Population Health



Engaged
populations



Healthy environments



Connected clinicians

The Role of the EAP



The Reality

- The Culture of Health movement is a major force within workplaces throughout the country.
- From Culture of Safety, to Culture of Performance and now Culture of Health.
- EAP has a skill to be leveraged: understanding human behavior and its link to performance.
- Employers are looking for new approaches to EAP.
- There is a window of opportunity for EAP.



**Help the emotionally healthy stay
emotionally healthy**

Why Should EAP Be Part of the COH?

- Covers all employees and their family members
- Understands the dual client environment
- Assess, refer and follow-up model
- Linkages to appropriate resources/referrals
- Behavior, environment and access = 80% of a culture of health
- Access to managers and supervisors
- Experience in consulting with organizations in order to bring about a cultural change


How Does EAP Become Part of the Solution?

- Recognize the limited view of EAP
- Be part of the discussion
- Focus on other 95 percent
- Understand the reality of a Culture of Health
- Have a strategy for integration
- Know how to engage
- Demonstrate outcomes
- Connect to wellness

Focus on Behavior...

- Move beyond diagnostic and pre-diagnostic to include the entire population.
- Demonstrate understanding of human behavior.
- Educate employers on the impact of behavior on health strategies.
- Focus on maintaining, changing and sustaining behavior change.





Behavior change is an essential component of cultures of health, but, to some extent, remains the black box.

Changing the Language and Focus

- From diagnostic/pre-diagnostic to enabling emotional well-being
- From reactive approach to proactivity
- From silo style to integration
- From isolating data to sharing data
- From individual to population

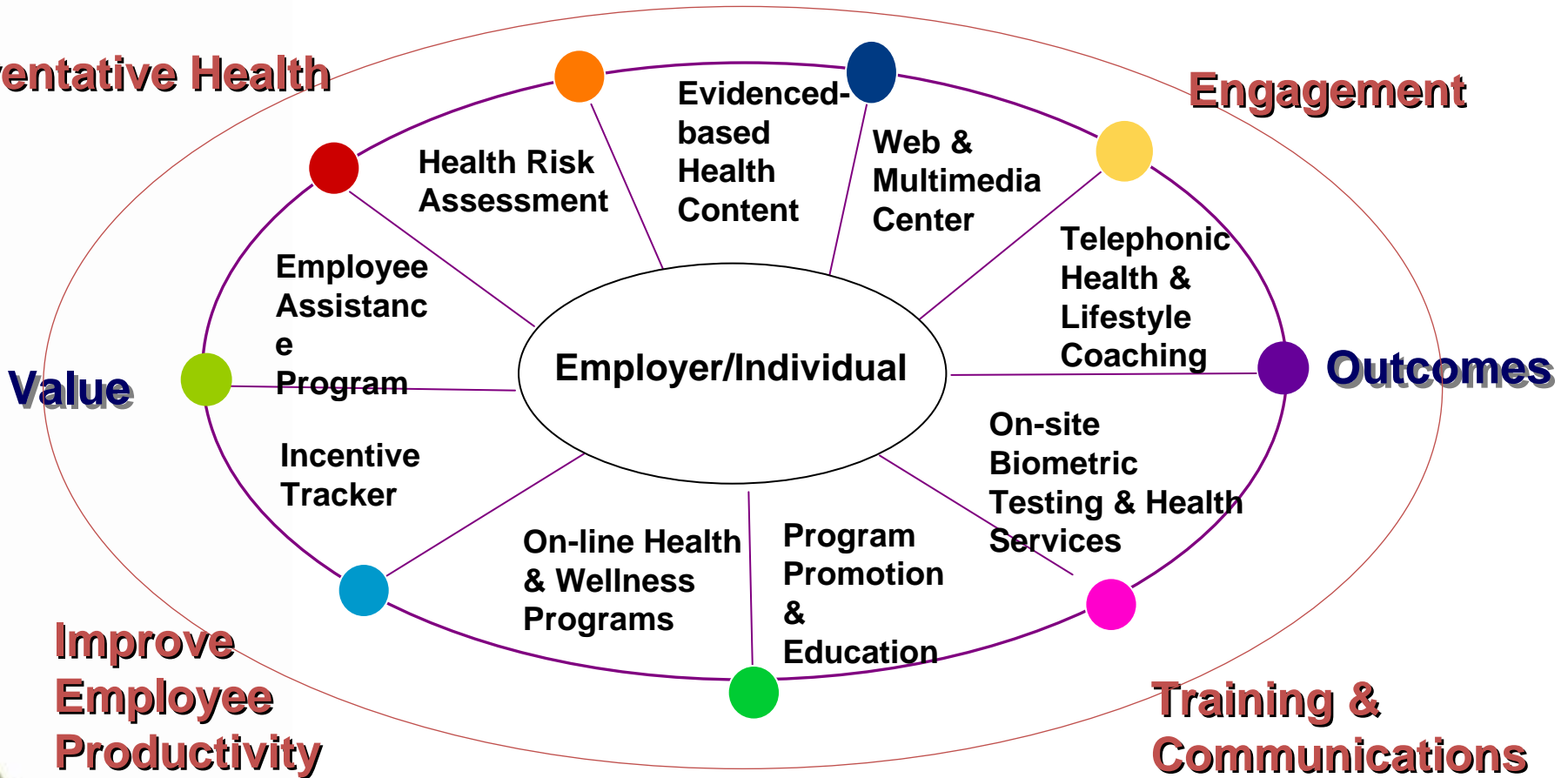


The Health & Wellness Continuum

Reduce Employee Health Risks

Preventative Health

Engagement



Reduce Employer Health Costs

Re-engineering

- Language changes
- New partners
- Value proposition changes
- Operational platforms reformatted
- Staff re-orientation with added focus



How Is EAP Labeled Going Forward?

Culture of Emotional Wellness?



A Process: Five Fundamental Pillars

- Pillar One - Senior Leadership
- Pillar Two - Operations Leadership
- Pillar Three – Self-leadership
- Pillar Four - Reward Actions
- Pillar Five - Quality Assurance

Source: *Zero Trends* by Dee Edington, Health Management Research Center, University of Michigan

Pillar One: Senior Leadership

- Create strong vision.
- Show visible and committed leadership.
- Commit to culture of health.
- Connect vision to business strategy.
- Engage all leadership in vision.



Pillar Two: Operations Leadership

- Align workplace and vision for culture of health.
- Develop supportive environment.
- Build brand health management strategies.
- Integrate policies into health culture.
- Engage everyone.



Pillar Three: Self-leadership

- Create winners.
- Help employees not get worse (health status).
- Help healthy people stay healthy.
- Provide improvement and maintenance strategies.



Pillar Four: Reward Actions

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



Pillar Five: Quality Assurance

- Commit to continuous improvement.
- Drive program improvements.
- Integrate all resources.
- Measure outcomes.
- Make it sustainable.

Categories of Well-being

- Life evaluation
- Emotional health
- Work environment
- Physical health
- Healthy behavior
- Basic access

Gallup-Healthways Well-Being Index



ValueOptions® Culture of Health Complimentary Website

The screenshot shows the ValueOptions website interface. At the top left is the ValueOptions logo with the tagline "Innovative Solutions. Better Health." and the date "Friday, February 5, 2010". A search bar is located at the top right. The main header features a large image of a smiling woman and the text "Developing a vision". Below this is a navigation menu with links: Home, About COH, Why COH, Strategy, Tools, Getting Started, and Login. The main content area is divided into several sections:

- Assess Your Culture:** A section titled "Support for employee health is a top priority?" with a scale from 0 to 5. The scale options are: 5 - strongly agree, 4 - agree, 3 - neither agree nor disagree, 2 - disagree, 1 - strongly disagree, and 0 - don't know. A "Next" button is at the bottom.
- What is a Culture of Health?:** A section with a photo of a family and text: "As a business leader, you have an opportunity to establish health as a key organizational value, and to create a culture of health—a supportive workplace culture that promotes good health for everyone, while boosting your bottom line. ValueOptions® can help your organization achieve and sustain a culture of health."
- Newslink:** A section titled "Meta-analysis of 200+ Studies: Workplace Fitness Programs..."
- Features:** A section with three sub-sections:
 - Health Risk Factors Map:** "Health behaviors and risks vary widely by locality. What are the top risks in the areas where your employees live and work?" with a "Read More..." link.
 - Best Practices:** "Cultural touch points are informal and formal policies, procedures and programs that influence day-to-day behavior." with a "Read More..." link.
 - Prevention Portal:** "It's well known that poor employee health choices cost companies dearly in terms of productivity, sustainability, peak performance..." with a "Read More..." link.

At the bottom, there are links for "About ValueOptions®", "Contact Us List", and a copyright notice: "© 2010 ValueOptions®, Inc. All rights reserved."

- The business case
- A survey tool to assess current culture
- Health risk factors map
- Delineation of leadership roles
- Best practice examples
- Communication tools

Concluding Points

- Great opportunity exists for leveraging the skills of traditional EAP.
- Need to appreciate history, but re-engineer.
- The marketplace is looking for a new approach.
- An evidence-based approach will be necessary.
- Outcomes will have to be demonstrated.
- Time, energy and resources will have to be invested, but the return will move the industry forward.

“The dogmas of the quiet past are inadequate to the stormy present. The occasion is piled high with difficulty, and we must rise with the occasion. As our case is new, so we must think anew and act anew.”

Abraham Lincoln



Questions and Answers

Thank you



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