The Employee Wellness Dance: Marrying Individual and Organizational Priorities

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The Employee Wellness Dance: Marrying Individual Pursuits with Organizational Priorities

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The Individual
✓ Meaningful
✓ Engaging
✓ Realistic
✓ Chosen

The Organization
✓ Bottom Line
✓ ROI/VOI
✓ Improve Lives
✓ Enhance Culture
dance

dans/
verb: dance; 3rd person present: dances; past tense: danced; past participle: danced; gerund or present participle: dancing

1. move rhythmically to music, typically following a set sequence of steps.
Employers facing...

Cost of Poor Employee Health

Direct Costs make up 30% of total
✓ Medical care
✓ Pharmaceutical costs

Indirect Costs make up 70% of total
✓ Presenteeism & Absenteeism
✓ Overtime
✓ Turnover
✓ Temporary staffing
✓ Working slowly
✓ Late deliveries
✓ Replacement training
✓ Customer dissatisfaction
✓ Variable product quality

JUST FIX IT!
(Scarlet Letter Strategy?)

PINK FLOYD
THE WALL
Each of us is unique!

And on a life long journey!
Adult Learning Theory

Adults are:
1. Goal oriented
2. Drawn to relevancy – it must matter to me
3. Practical – it must fit with life
4. Integrate knowledge and life experiences
5. Self-directed and internally motivated
6. Need to be respected – we don’t like to be told what to do!

Why Aren’t Employees Dancing?

✓ Lack of awareness/information
✓ Trust/Privacy Concerns
✓ Inconvenience
✓ Unsupportive Culture

60% of non-participants would participate if these were addressed

Or note the Biophysical Model
(based on perception of sufficient coping resources)

✓ Challenge State
✓ Threat State
✓ RPE impact
Selecting the Music

75% of all employees (participants & non-participants) say wellness program needs to incorporate personalized/customized approach

(HBR points to personalized coaching as the solution)

Hold on Harvard Business Review…

Personalized Coaching = $$$$$

Actually, for 500 ee organization, Personalized Coaching runs just ~ $2 - 8 PEPM
**Organizationally Speaking**  
*(Coaching Impact)*

✓ $586 avg savings/yr for **coaching** participants  
   (11.3% of medical costs)

✓ $261 avg savings/yr for **non-coached** participants  
   (5.2% of med costs)

✓ 98% of coaching participants reported coaching was “beneficial” or “very worthwhile” in helping achieve personal wellness goals

Data from HealthFitness research study 2017, reported by Business Wire and US Corporate Wellness participant survey data 2017

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**The Dancing Decision:**  
Single Song or Full Engagement?

“The real differentiator between successful and failed wellness programs are tied to whether they **deliver on emotional level as well as physical. It’s an important distinction.**”

(70% of employees said wellness design is indicator that employer cares)

Why Employees Don't Participate  
Harvard Business Review  
October 10, 2016
Big Picture Wellness

Professional Goals
Environmental Wellness
Smoking Cessation
Personal Values
Exercise

SLEEP
Energy
Stress

CREATIVITY
Weight Management
Spiritual Growth
FINANCIAL FITNESS
Healthy Eating
Mental Health
Physical Health
Sports Related Pursuits
Life Balance
Passions!

Neuroplasticity & Behavior Change Models

US CORPORATE WELLNESS
Transtheoretical Model of Change

Example: Running/walking a 5K

Prochaska and DiClemente
Keystone Habits

The Power of Habit
Charles Duhigg

Mental Toughness
- Reservoir of Individual Mental Toughness Capacity (cMT)
- Regulator activated/expanded via Preparation, Action, and External Factors

Preparation:
- Sleep (1 day, 3+ day)
- Self-Percption of Personal MT (Who Am I?)
- Lifestyle Nutrition
- Experience/Callus/Recency Effect
- Perceived Health/Fitness (vs. personal baseline)
- Lifestyle Activity Level
- Hope (in future)
- Pre-determined Map/Plan (less thinking)
- Flow match (Csikszentmihalyi)

Action:
- Personal self-talk/mantras
- Self awareness of MT indicators
- Response to MT Critical Moments
- Budgeting MT "Bank" (Duration/Intensity of MT use) and Restocking Strategies
- Music
- Channeled Emotional Response
- Personal/Why/Connection to Deeper Meaning
- Intra-activity Fueling
- Reframing – view as challenge vs. devastation
- Other Coping Mechanisms
- Smiling

External Factors:
- Social/Significant Other Knowledge/Support
- Early (intra-session) results vs expectations
- Peer Challenge/Matching (competition)

Mental Toughness Optimizers (MTOs)
- Regulator activated via Preparation, Action, and External Factors

Growth Mindset
- cMT Leakage
- Depleters:
  - Stress
  - Unchanneled Emotions
  - Dehydration
  - Uncontrolled Fear/Anxiety
  - Fatigue
  - Blood Sugar
  - Reduced Sleep
  - Poor Nutrition
  - Negative People/Surroundings
  - Inuvience/Exuvience Conditions

Lens Enhancers
- Strategic Caffeine Utilization
- Specific/Clear Goals
- Tools (reminders, apps, etc)

Focus (lens)

Experience
- Education
- Skills

Outcome

Random Variables

Pursuit
(Survive/Strive/Thrive)
Maybe a different perspective on wellness program benefits…

Improved Productivity… Decreased Sick Time, Turnover, Disability & Medical Costs (Employer Benefits)

The best way to get ahead in your career, your finances and your life! (Employee Benefits)

But it doesn’t hurt if the right strategy increases company value…


Also consistent, as they outperformed S&P 500 16 of 24 quarters during the study period and simultaneously produced a higher dividend yield.

“Linking Workplace Health Promotion Best Practices and Organizational Financial Performance”

Journal of Occupational and Environmental Medicine
January 2016
Intrinsic Motivation
Extrinsic Motivation

Maslow’s and Alderfer’s Needs Theories

Maslow’s Need Hierarchy Categories
- Physiological
- Safety
- Belongingness
- Esteem
- Self-actualization

Alderfer’s Needs Hierarchy Categories
- Existence
- Relatedness
- Growth

From SlideShare – Motivational Theories
R. Dennis Middlemist

Maslow’s Theory
Applied to Employee Well-being Strategy

Group/Team Challenges, Incentive Trackers, Social Components

Personalized Coaching

Health Risk Assessments, Disease Mgmt & Biometric Screenings
Top 14 ROI/VOI Goals for Wellness Program

1. Reduce employee health risks (ROI)
2. Attract or retain talented employees (VOI)
3. Reduce the number of sick days (ROI)
4. Improve employee morale (VOI)
5. Manage/reduce disability claims (ROI)
6. Enhance employee job satisfaction (VOI)
7. Improve employee productivity (VOI)
8. Manage or reduce health care costs (ROI)
9. Improve employee energy levels at work (VOI)
10. Improve employee daily health decisions at work (VOI)
11. Increase on-the-job safety (ROI)
12. Impact business performance metrics and profitability (ROI)
13. Enhance co-worker relationships/build camaraderie (VOI)
14. Reduce presenteeism costs (VOI)

Optum study, 2015
Things to Consider

The Superior Six to a Lifelong Dance

1. **Decrease** the number of options
2. **Increase** meaningfulness of options
3. Simple (but not easy) is key
4. Survey for the right things
5. Focus on “Move…Fuel…Rest…Repeat”
6. #BetterThanYesterday
Create thoughtfully!
(Match your employee culture and vision)

7 Dimensions of Wellness

Vision... Map... Steps

Individual selects their instrument, tempo...
Let’s journey together!

What is Health & Wellness Coaching?

(Hint: It’s not all the same)
Celebrity Dance-off
(examples of how organizations are dancing nationally)

- Regional Hospital in the SE
- Mid-sized National Non-Profit Organization
- Perennial "Best Places to Work" Winner

The Dance!

Organizational
- Engagement
- Modeled
- Integrated
- Long Term Perspective
- Lasting, Meaningful Change

Individual
Assess YOUR strategy for potential gaps/opportunities

www.USCorporateWellness.com/shrm
(Use code “SHRM2017”
for complimentary access)

Please remember us when you’re ready to dance!

Questions?
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Your opinion matters!
Please take a moment now to evaluate this session.

Thank You!