



Is Your Culture Helping or Hurting Your Wellness Efforts?

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Columbus, OH
8-29-23

Health**Works**
Building **Healthy** Worksites

Hello!

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About Us:

Denise Flickner
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NATIONAL COUNCIL



Question:

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What is the most important component of a successful wellness program?

What Would Your Wellness Vision Board Look Like?



Leadership



Gym Memberships



Incentives



Wellness Portal



Healthy Food Options

CULTURE

Can You Feel It?

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Have you ever "felt" a company culture the minute you walk through the front door?



Our Culture Story

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A wellness company
in need of a culture
of wellness.

What We'll Cover

- A Little Bit About Culture
- Culture as a Metric of Success (VOI vs ROI)
- Culture Before Programs
- Building a Culture of Well-Being
- Challenges You May Face
- Applying What You've Learned

A Little About Culture



Employees who work at companies with a strong, positive culture tend to:

- Feel inspired by the company's mission.
- Say they are treated well, recognized, and appreciated by their managers.
- Experience less stress and are more engaged.
- Feel "psychologically safe" and free to be their authentic selves.
- Demonstrate increased connection and less likely to leave.

A Little About Culture

- It can be your competitive advantage
- Leverages your unique mission and identity
- Sets you apart from the competition



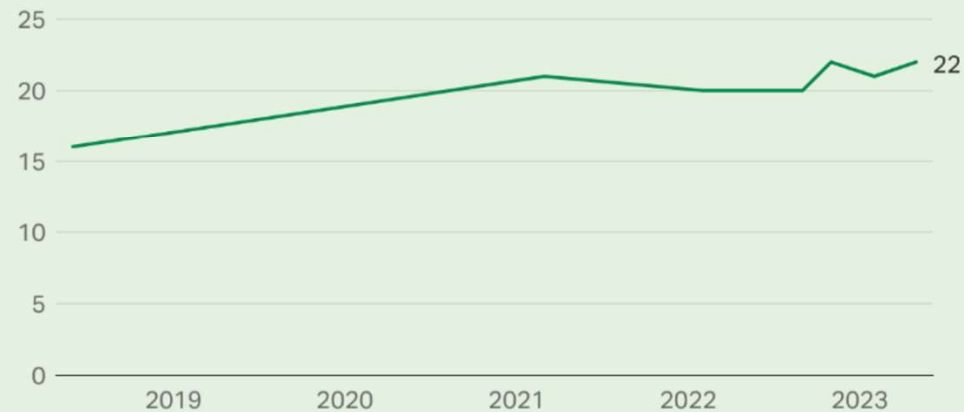
of adults across four countries said that culture is more important than salary in job satisfaction

A Little About Culture

2 in 10 U.S. Employees Feel Connected to Their Company's Culture

I feel connected to my organization's culture.

— % Strongly agree



Note: Item wording for 2018 was "I continue to feel connected to the organization."

GALLUP

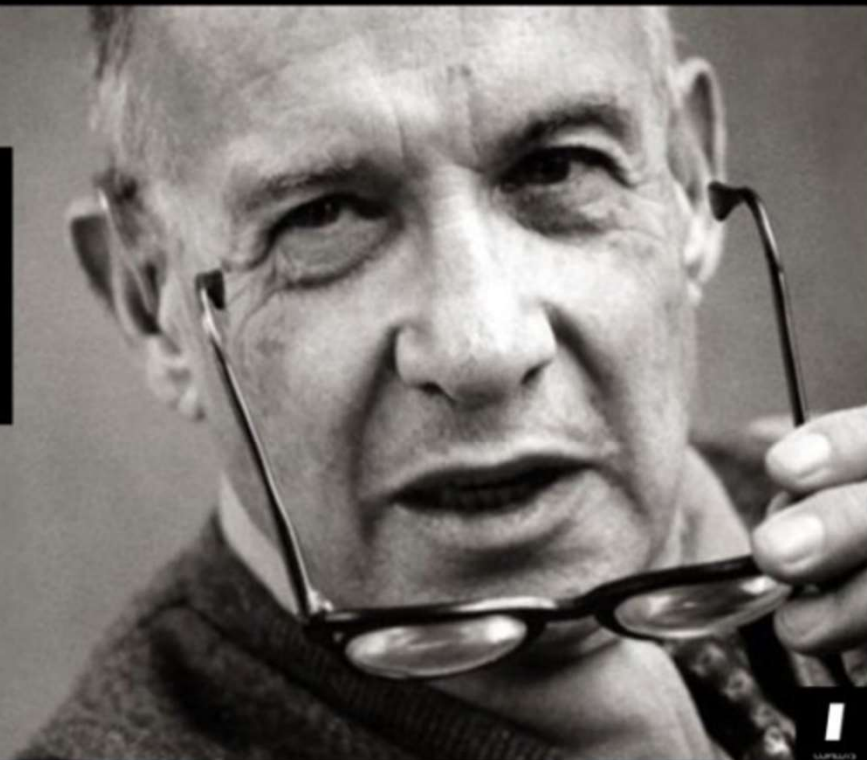
The reality is that most employees don't feel meaningfully connected to their company's culture.

A Little About Culture

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CULTURE EATS STRATEGY FOR BREAKFAST

Peter DRUCKER



A Little About Culture

While no organization has a pure culture at every level, every successful organization has a "core" culture.

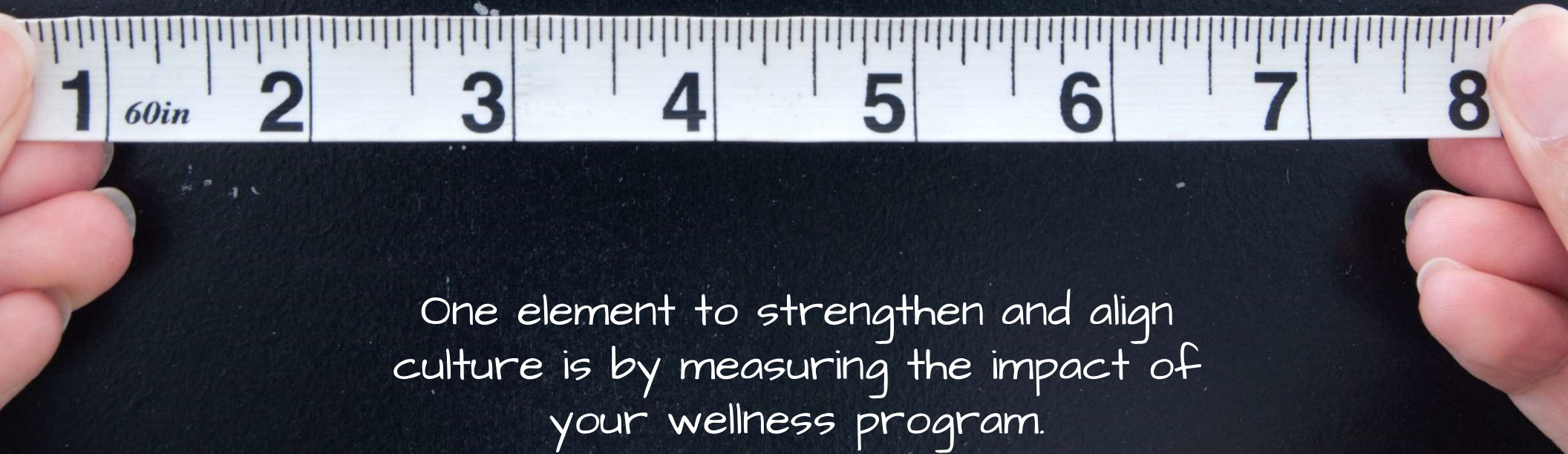
The core culture is central to how that organization operates in order to succeed.

Exercise

How would you describe your company's culture?

Culture As a Metric of Success

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One element to strengthen and align culture is by measuring the impact of your wellness program.

Culture As a Metric of Success

ROI vs. VOI



Return on Investment (ROI)

Although 91% of employers report offering health and well-being programs for reasons beyond medical cost savings, there are still some reasons for using a wellness program to help:

- Control healthcare costs
- Improve employee health
- Improve employee productivity

These metrics can all be measured and reported in dollars through claims data. Sick days, absenteeism, disability claims can be measured through benefit to cost ratio (healthcare cost savings divided by cost of wellness program).

Typically takes 3 years of an effective wellness program to show a positive ROI.



Value on Investment (VOI)

Wellness value on investment is just a simpler way of saying you want to find how your wellness program is affecting the more qualitative measures within your organization. The results of a wellness VOI study just state the facts: e.g., the program improved job satisfaction by X amount. VOI is used to increase:

- Job Productivity & Satisfaction
- Morale / Company Culture
- Talent Retention
- Participation & Engagement

Many employers with effective well-being programs may have started them with only ROI in mind.

- Reduction in healthcare costs
- Improve employee health
- Reduced sick days
- Reduced disability claims

*Yes,
but....*

Culture As a Metric of Success

ROI vs. VOI

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- Well-being programs done right leave employees liking the way they feel when they have worked to cultivate a healthy lifestyle
- Morale and job satisfaction and culture improves
- There's a realization that there is tremendous value in having healthy, happy employees



VOI ends up being the most important outcome of an effective well-being program.

Culture Before Programs

- If companies hope to see any positive ROI, workplace cultures must be the foundation for programs
- Cultures determine whether employee well-being programs die or flourish
- We get caught up in tactics

*bad culture can sabotage
even the most well-
designed employee
programs*



Building a Culture of Well-Being

Cultures can be changed! And when they are purposefully planned and executed, they can lead to:

- Higher Participation.
- Pervasive Peer Support.
- Better Managers.
- Better Business Outcomes.

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Building a Culture of Well-Being

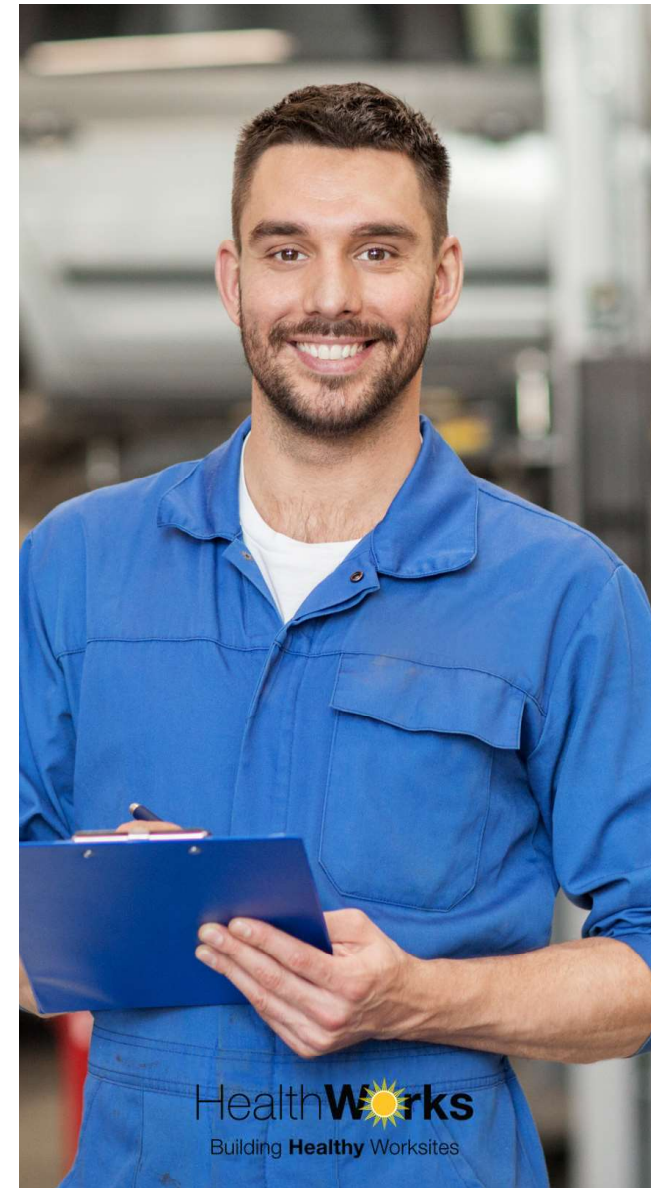
- Make it a priority (Consider your core values)
- Assess the current culture
- Set your goals
- Take a holistic approach
- Involve employees in program design and implementation
- Role-model healthy behaviors
- Embrace employees' lives outside of work

Building a Culture of Well-Being

Consider Your Core Values

Factors that contribute most to workforce happiness.

- **Autonomy:** the ability to control and manage one's own workload
- **Inclusive culture:** a safe/supportive work environment for every employee
- **Collaborative culture:** values that promote teamwork and collaboration will foster a positive and social work environment
- **Stress management frameworks:** ensure employees aren't overworked and are supported through difficult times
- **Flexibility and trust:** after COVID, employees will expect the same level of trust, which means the option to partially work from home should remain



Building a Culture of Well-Being

Assess Your Culture



Conduct a Culture Survey or Questionnaire

- Helps find the gap between what your workplace wellness program provides and what employees want
- Engage in Focus Groups or Interviews
- Consult Industry Best Practices

Building a Culture of Well-Being

How to Conduct a Culture Survey

- 1** Clarify the objectives of conducting a culture survey: e.g., employee morale, communication effectiveness, diversity and inclusion, or leadership effectiveness
- 2** Design the survey
- 3** Pilot/test it
- 4** Communicate the purpose and process
- 5** Launch survey/collect responses
- 6** Share findings and take action / involve your employees

(Conducting culture surveys should be an ongoing process to continuously assess and improve organizational culture)



Building a Culture of Well-Being

Culture Survey Sample Questions

- Rate your company's commitment to employee wellness
- Measure level of awareness and participation in wellness programs and initiatives
- How effective are company wellness initiatives are in promoting employee well-being?
- Rate the the physical work environment
- How well does the company support work-life balance?
- How well does the company support employees' mental health?
- How well does the company communication and encourage feedback about wellness initiatives
- Ask for suggestions for Improvement
- Additional Comments
- Demographic Information (optional)

Building a Culture of Well-Being

Set Your Goals

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- It's impossible to evaluate the success of a wellness program without clearly defined and communicated program goals
- Goals should take into account an overarching strategy and have buy-in and visibility of company leadership
- A trusted wellness partner can help identify, focus, and communicate -- and ultimately measure -- program goals.



Building a Culture of Well-Being

Set Your Goals

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- Determine the reasons why you are offering health & wellness to your employees
- Identify the metrics you need to support your rationale
- Know the source of each of the metrics such as using:
 - Health plan data
 - Vendor data
 - In-house data (HR vs. a business partner outside of HR)
- Measure the impact of health & wellness programs on key metrics
- Aggregate findings based on your priorities
- Monitor and make adjustments



Building a Culture of Well-Being

Take a Holistic Approach

"Shared space does not equal a universal experience."

Building a Culture of Well-Being

Take a Holistic Approach

- Everyone comes to wellness from a different place.
- Rather than adopting a rigid, cookie-cutter program that only narrows in on one area of wellness, a holistic approach takes into account all aspects of an employee's life to achieve results.



Building a Culture of Well-Being

Take a Holistic Approach (Top 3)

- Nearly 1 in 5 US adults aged 18 or older have a mental illness
- 71% of adults experience at least one symptom of stress, such as a headache or feeling overwhelmed or anxious
- According to the American Psychological Association (APA), money is the top cause of stress in the United States
- About 1 in 3 adults have metabolic syndrome



Sources: Center for Disease Control and Prevention (CDC); American Psychological Association; National Heart, Blood, and Lung Institute (NIH)

Building a Culture of Well-Being

Involve Employees

- Give them a voice
- Look for opportunities to contribute
- Invite to leadership team
- Enlist internal ambassadors
- Share events on workplace social media
- Ask them to organize special events and actively promote them to their colleagues, etc.



Building a Culture of Well-Being

Leadership Support

- Leaders should drive workplace wellness programs
- Make wellness initiatives part of manager metrics
- Importance of communication

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"Our CEO says that work is often the only place employees can talk about mental health stigma."

"Our CEO stands in line for the biometric screening program just like everyone else."



Building a Culture of Well-Being

Leadership Support

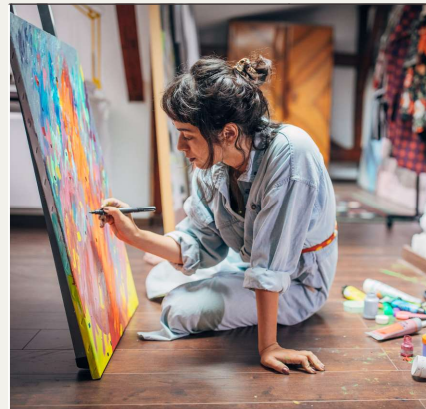
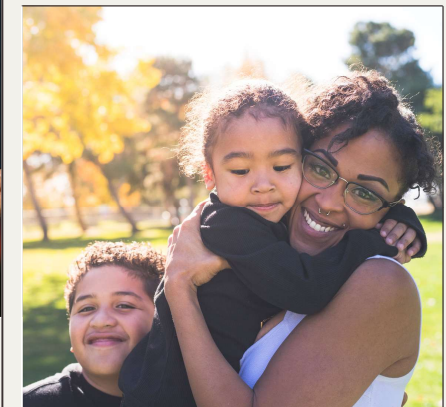
- Did we say "Communication"?
- Can't emphasize it enough!
- Frequency and duration



Building a Culture of Well-Being

Embrace Lives Outside of Work

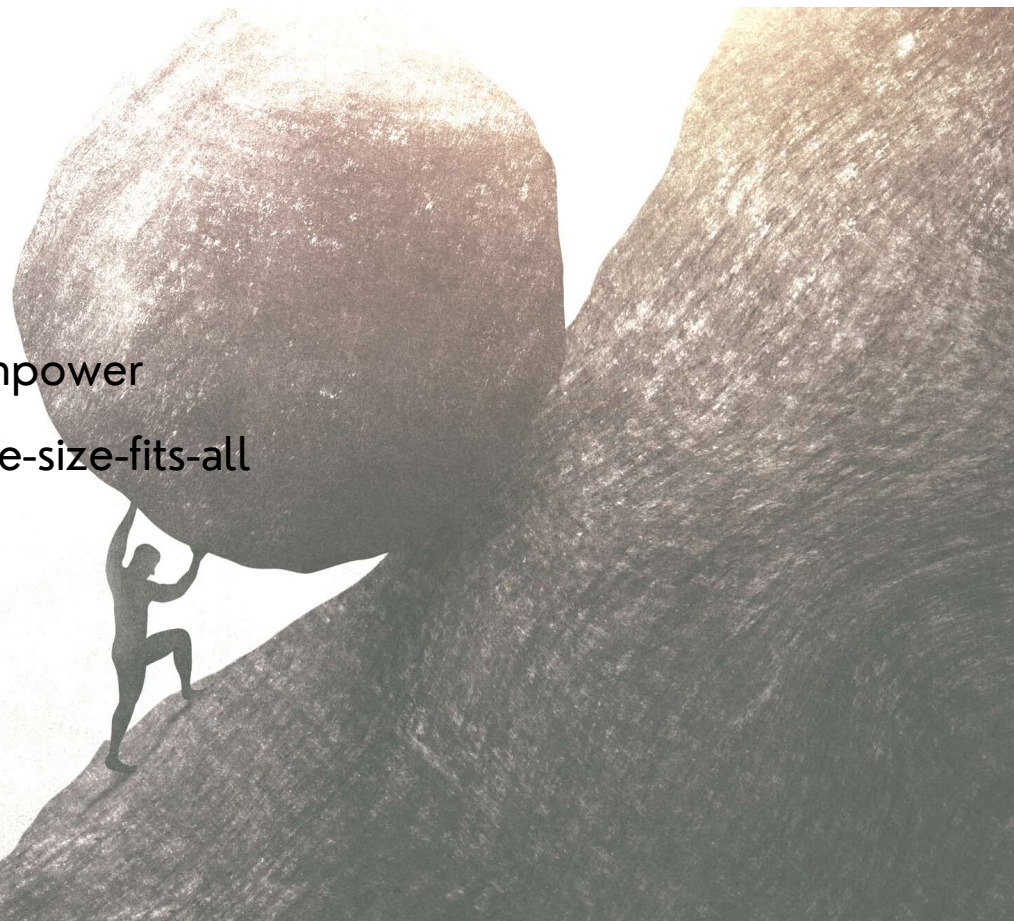
- Create forums where employees can talk about their interests, family, and lives
- Encourage community service
- Work/life balance
- Examples



Building a Culture of Well-Being

Challenges

- Resistance to Change
- Lack of Awareness
- Time Constraints
- Limited Resources: budget and/or manpower
- Varying Employee Needs: avoiding one-size-fits-all
- Lack of Leadership Support
- Unclear Measurement and Evaluation
- Sustainability/Long-term Commitment



Applying What You've Learned

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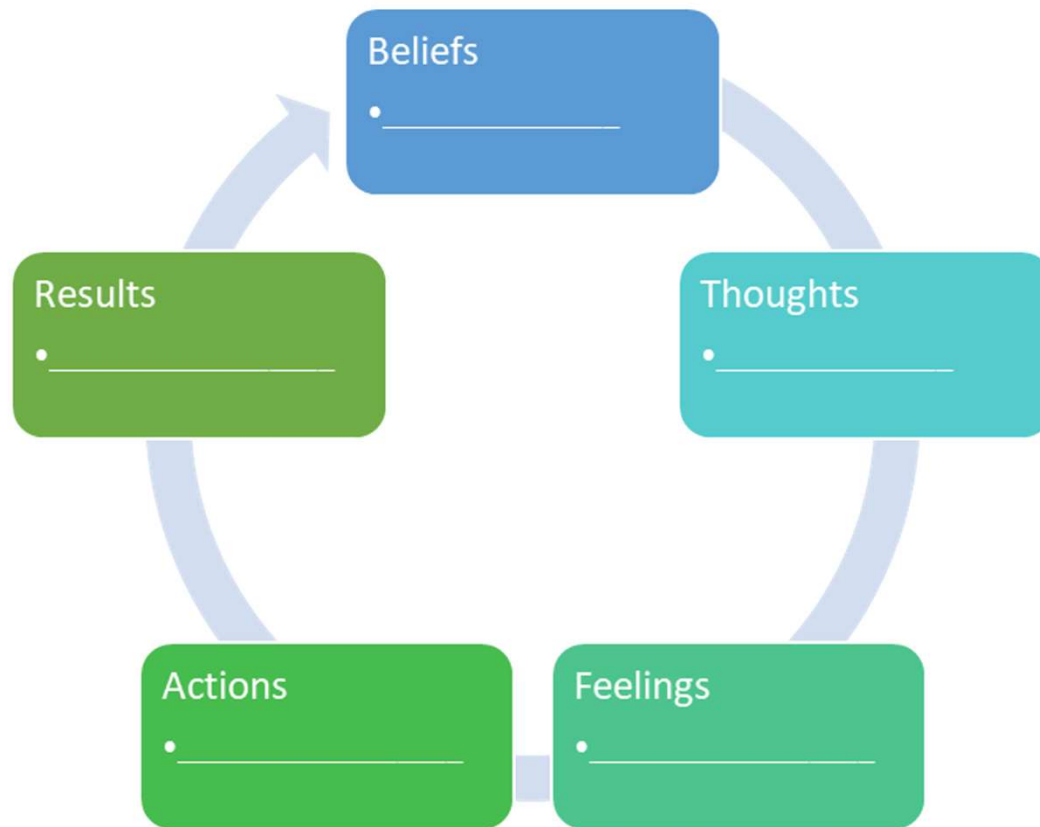
Revisit your culture description and has anything changed in your mind?

What would you want to change?

What challenges do you anticipate?



Applying What You've Learned

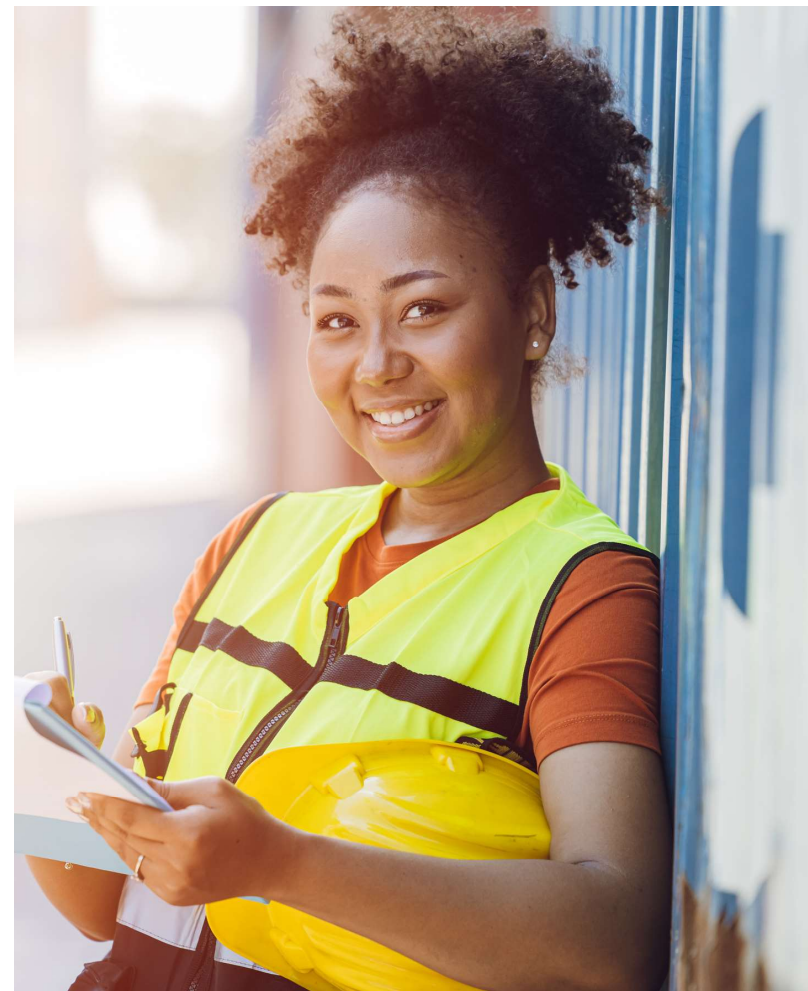


- Overcoming challenges
- Limiting Beliefs & Empowering Beliefs

Remember...

A healthy company culture doesn't happen overnight!

- It takes considerable thought, planning, and time to combine all the elements.
- But as employees start to engage with your program offerings regularly, they will see the benefits in their day-to-day lives.
- When employees become healthier, greater engagement at work typically follows—leading to increased productivity and better business results.



Culture Vision Board



Questions?

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Thank you!

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Denise Flickner
Founder/CEO
HealthWorks

Denise Flickner, sole owner of HealthWorks, launched HealthWorks, a corporate health & well-being business in 1999. She earned a Bachelor of Science degree in Dietetics in 1987 from the University of Cincinnati, is a former certified personal trainer, and taught group fitness from 1987-2012. She intuitively understood the importance of living a healthy lifestyle and had just the right combination science, passion, and energy to help make a real difference in other peoples' health journey.

HealthWorks is an independent, woman-owned company corporately located in Cincinnati, OH, with a solid footprint throughout the state of Ohio as well as servicing some national clients. For over two decades, it has partnered with companies in all industries and all sizes, from groups as small as 25 employees to companies with over 17,000. They help companies design overall wellness roadmaps, providing real solutions that suit each organization's specific culture.

People spend a huge amount of their lives at work. HealthWorks wants to make peoples' time at work count for something good and give companies all the tools they need to help their employees be happy, healthy, and motivated to stay on the path toward wellness. This has never been more important than it is today.

Please visit www.cincyhealthworks.com for more information about Denise and her company.





Anne-Marie Farley
Director of Marketing
HealthWorks

Anne-Marie joined HealthWorks in 2006. With a passion for holistic well-being and extensive experience in both marketing and the wellness industry, she is dedicated to promoting healthy lifestyles and empowering individuals to achieve their full potential.

She earned a Bachelor of Arts degree in Communication Management in 1986 from the University of Dayton and spent over a decade in the public relations industry in Chicago, Scottsdale, and Madison, WI, before relocating to Cincinnati.

Guided by her belief in the power of comprehensive well-being, and over a decade as a strategic wellness partner for HealthWorks' clients, she blends creativity with data-driven innovation to develop products, solutions, and to position HealthWorks as a leader in the wellness sector.

Her understanding of industry trends and consumer behavior has enabled her to support and promote HealthWorks' exceptional products and services. She has had a life-long passion for fitness, has three boys, and currently lives in Cincinnati.

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