



WORKPLACE WELLNESS: TIME TO GET STRATEGIC

How wellness programmes can improve attraction, engagement and retention

**FUTURE
OF WORK**
institute.

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Rachael has over 12 years of experience studying, lecturing, researching, publishing and working in the field of psychology, and holds a PhD in Cognitive Psychology. Passionate about data and psychometric assessment, Rachael's approach to viewing employees and candidates from a psychological perspective is both scientific and data driven. Bringing her expertise to industry, Rachael works with organisations to gain an in-depth understanding of their employees' psychological traits.

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Barry has over 23 years of experience working across multiple sectors in the areas of corporate strategy, service excellence, and innovation. Through previous career opportunities, he has delivered engagements with over 100 organisations including many Fortune 100 companies. As Head of the Future of Work he is driving the strategic advisory arm of Cpl, working with customers specifically on their EVP, Creative Leadership and being a Responsible Business.

Foreward

It is a great pleasure to present our newest Cpl Future of Work Institute Whitepaper 'Workplace Wellness: Time to Get Strategic'. As with all of our thought leadership pieces we have attempted to provide a holistic and meaningful perspective on a key future of work topic. The focus of this paper is how a fully integrated, employee centred and broad based approach to organisational health and wellbeing can deliver real world business performance. I would like to personally thank Geoff McDonald and Dr Robert Kelly for their valuable contributions- both of whom we now hold as firm friends and collaborators of the Cpl Future of Work Institute. Finally I would like to commend Elysia Hegarty and Dr Rachel Dillon on the research, development and creation of this paper, and Dr Declan Bogan in providing editorial support.

Barry Winkless

Chief Strategy Officer
and Head of Cpl's Future of Work Institute

Cpl's Future of Work Institute explores, questions and helps design future work solutions with our clients, partners collaborators and candidates.



1. Introduction

Improving the health and wellbeing of employees and ultimately the bottom line for organisations requires a deliberate, holistic and strategic approach.

Improving the health and wellbeing of employees and ultimately the bottom line for organisations requires a deliberate, holistic and strategic approach. There are many new challenges organisations face when considering the design of a workplace wellness programme. Our analysis of the current approach and emerging trends demonstrate that while workplace wellness programmes are on the rise, a change in approach is necessary.

This whitepaper intends to:

- Identify several drivers that are shaping the change of workplace wellness programmes
- Explore how employers can benefit from these changes through the lens of the employee-employer journey
- Provide proof from secondary sources and expert interviews as to why organisations need to make wellness a strategic priority.

1.1 Defining Organisational Health, Workplace Wellness and Workplace Wellbeing

Organisational health can be considered an umbrella term that describes wellbeing and/or wellness in the workplace. Workplace wellness and workplace wellbeing, although often used interchangeably, have a subtle difference. As Chairman and CEO of The Global Wellness Institute (GWI) outlines – “When you think about wellness, think prevention and health, when you think about wellbeing, think happiness and success”.ⁱ You can’t have one without the other. Good wellbeing leads to good wellness and vice versa. The GWI further defines wellness as ‘the active pursuit of activities, chores, and lifestyles that lead to a state of holistic health and wellbeing’. Throughout this paper, the term Workplace Wellness will be used to refer to wellness programmes designed for the employee.

The World Health Organisation (WHO)ⁱⁱ has proposed the definition of a healthy workplace as “one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and wellbeing of all workers and the sustainability of the workplace by considering the following, based on identified needs:

- Health and safety concerns in the physical work environment
- Health, safety and wellbeing concerns in the psychosocial work environment, including organisation of work and workplace culture
- Personal health resources in the workplace, and

“When you think about wellness, think prevention and health, when you think about wellbeing, think happiness and success.”

- Ways of participating in the community to improve the health of workers, their families and other members of the community.

The Future of Work Institute reorganises 8 dimensions of wellness that support these definitions in implementing a strategic approach to wellness in the workplace discussed throughout.

1.2 Introducing the 8 Dimensions of Wellness

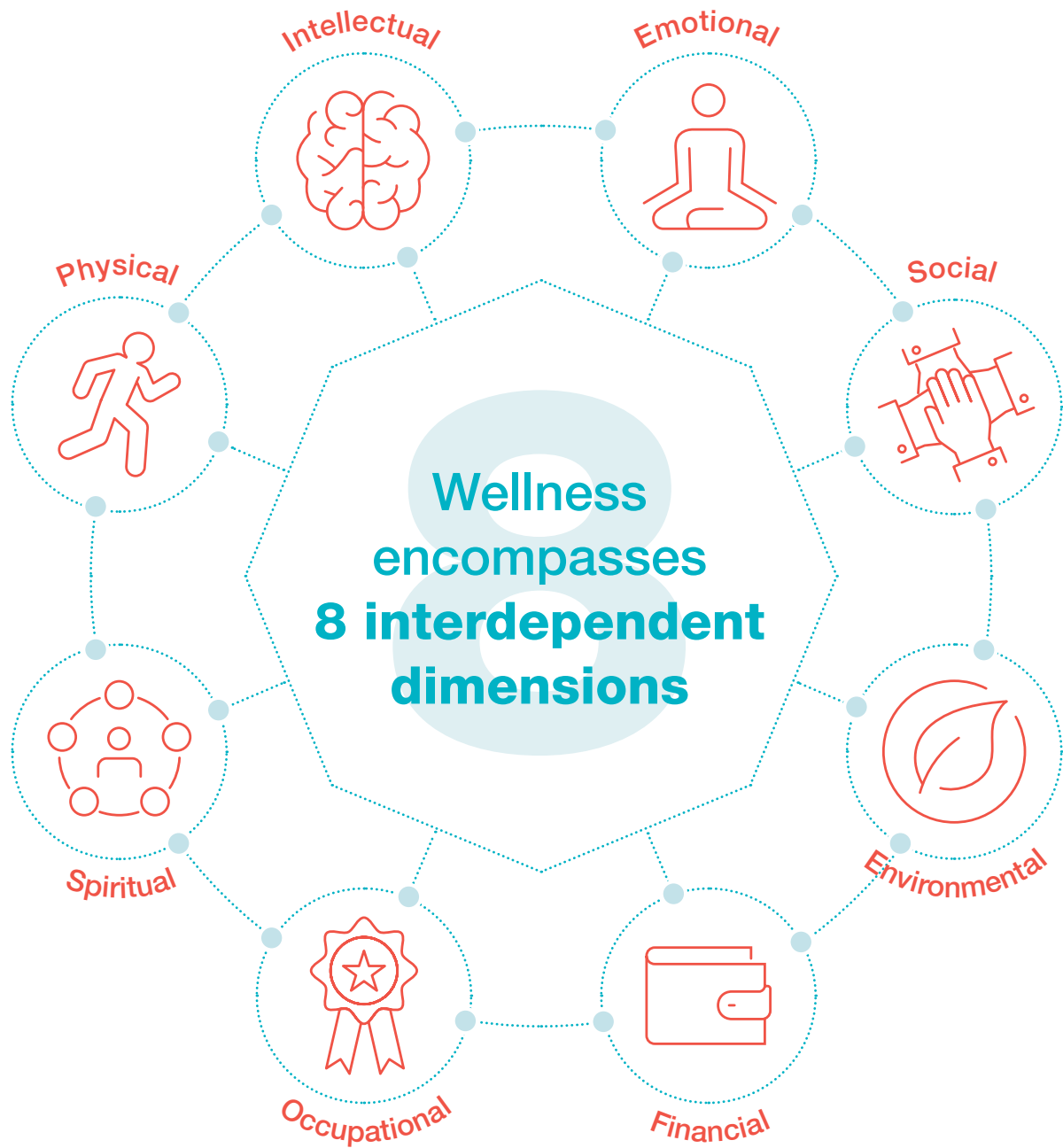
Wellness encompasses 8 interdependent dimensions: physical, intellectual, emotional, social, spiritual, occupational,

financial, and environmental.ⁱⁱⁱ The majority of wellness programmes focus primarily on physical and emotional/psychological wellness. Fitness challenges, mental health support and mortgage clinics have contributed to the majority of wellness programmes to date. While this can have some impact, organisations may not reap the benefits if they do not consider the real and total impact of work on employee health. This concept is discussed further throughout this whitepaper. For further understanding, Table 1 highlights the 8 dimensions of wellness and definitions developed by the Future of Work Institute and derived from National Wellness Institute of America, University of Maryland and Stanford University.

Table 1 highlights the 8 dimensions of wellness and its definitions^{iv 1}

8 Dimensions of Wellness		Definitions
	Spiritual Wellness	Aligning your values and purpose with those of the company
	Intellectual Wellness	Having the ability to respond positively to intellectual challenges and expanding knowledge and skills
	Social Wellness	Maintaining healthy relationships, enjoying being with others, developing friendships, contributing to and feeling part of a team
	Occupational Wellness	Preparing for and participating in work that provides personal satisfaction and life enrichment that is consistent with your values and allow for opportunities to advance career contributing to your skills and talents
	Physical Wellness	Caring for your body to stay healthy now and in the future
	Emotional Wellness	Caring for your mental health, feeling positive and enthusiastic about life
	Financial Wellness	Managing your resources to live within your means, making informed financial decisions and investments, setting realistic goals, and preparing for short-term and long-term needs or emergencies
	Environmental Wellness	Understanding how your social, natural, and built environments affect your health and demonstrating a commitment to a healthy planet

¹ The Future of Work Institute has developed 8 Dimensions of Wellness derived from National Wellness Institute of America, University of Maryland and Stanford University



2. The Drivers of Change

Workplace wellness programmes typically consist of interventions that include any activity designed to support better health at work and/or to improve health outcomes.

These programmes often include medical screenings, lifestyle change interventions, fitness programs, social support, incentives and competitions. Many employee wellness programmes also include activities that promote emotional and psychological wellbeing such as resilience training, stress management, yoga and meditation. According to GWI, a definite shift in the importance placed on workplace wellness programmes is afoot. A move from a tick box exercise towards an essential component of organisational strategic

priority is needed. Some of the drivers of these changes are outlined below and will be discussed further throughout this whitepaper”;

- A move from Return on Investment (ROI) (productivity gains) to Return on Value (ROV) (reduced costs)
- A growing and demanding multi-generational workforce
- An increase in work related stress, and
- The evolution of data and technology.

Drivers of the Changing Wellness Paradigm





2.1 Productivity Gains not (just) Reduced Costs

The initial interest in wellness was sparked by the recognised prevalence and subsequent costs of absenteeism² and presenteeism³. There is a shift in the awareness of both absenteeism and presenteeism where the phenomena are garnering more and more attention. Employers are now recognising the need to focus on the return on value such as

productivity gains, increased engagement and retention rates.

Absenteeism prevalence rates are estimated at 4.05 million^{vi} days missed by employees annually in Ireland. Presenteeism has more than tripled since 2010^{vii} where a recent study conducted by the European Foundation for the Improvement of Living and Working Conditions showed that 52%^{viii} of employees across all sectors in Ireland went to work whilst sick in the past 12 months. The knock-on costs incurred due to absenteeism and presenteeism are preposterous. According to the European Agency for Health and Safety at Work the cost of work-related depression was estimated to be €617 billion annually resulting from absenteeism and presenteeism (€272 billion), loss of productivity (€242 billion), health care costs of €63 billion and social welfare costs in the form of disability benefit payments (€39 billion)^{ix}.

Whilst this rise in cost is impacting the bottom line, a shift away from solely focusing on the end result is imminent. Concentrating on the impact of wellness programmes from a productivity and employee engagement standpoint is necessary. By focusing efforts on increasing productivity and engagement through the implementation of robust and strategically considered wellness programmes will also result in lowered absenteeism and presenteeism and hence cost.

The American College of Occupational and Environmental Medicine states that 93%^x of workplace wellness return in the first year is in productivity gains, not reduced costs. It also highlighted that well-designed evidence-based programmes can achieve positive health and financial outcomes. However, organisations seeking an effective programme must consider organisational culture to facilitate this success.

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² Absenteeism is the habitual non-presence of an employee from work beyond what would be expected of a healthy individual.

³ Presenteeism is the term used to describe employees coming to work when they are ill.



2.2 A Multi-Generational Workforce

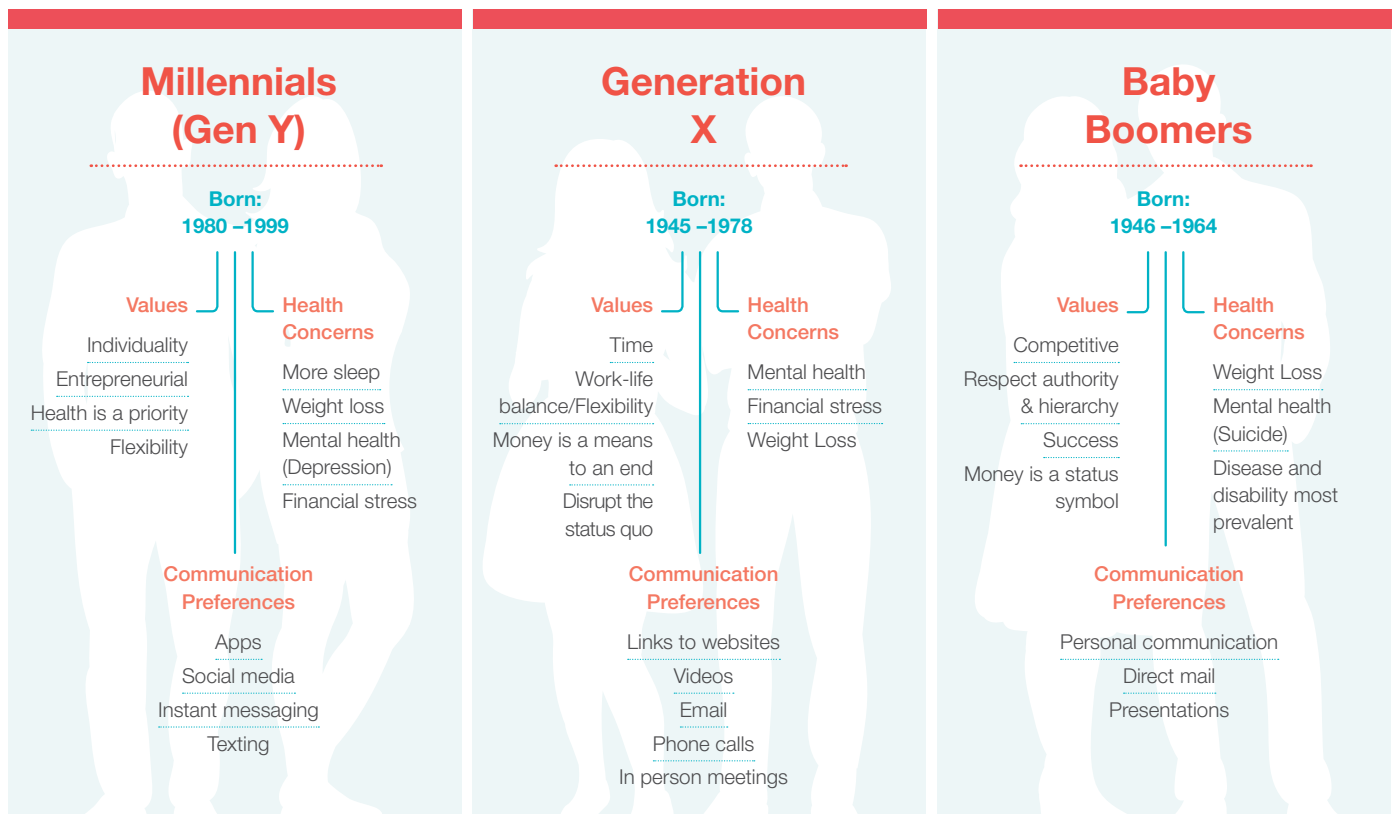
There is also a strong generational shift in workplace wellness demands. As we move and more towards a multi-generational workforce, this generational spread is paving the way for a shift in the wellness paradigm with millennials leading the charge. This shift is forcing organisations to rethink their one-size-fits-all approach to employee health. Below is an outline of the known but not limited differences across generations.

Specifically, millennials are not only forcing organisations to acknowledge the increasing need for comprehensive wellness programmes, they are also driving change to accommodate their own needs. This generation have different values to others such as individuality, entrepreneurship and place high importance on health. Whereas, Generation X value time, disrupting the status quo and work-life balance. This generation are more likely to be at an age where caring for a family and elderly parents consumes much of their time outside of work. Type 2 diabetes is most common among this generation. Baby Boomers are competitive and driven by money and success. Whilst health is still a priority for them this is driven by age related diseases and health concerns. Suicides are most common amongst this generation^{xii}.

“Millennials spend almost twice as much on self-care as baby boomers.”

Millennials spend almost twice as much on self-care as baby boomers and this continues to feed the growth of consumer

Table 2 highlights generational differences in values, health goals, health concerns, communication preferences and needs^{xi}.



apps for mindfulness, health tracking and online personal/ professional coaching^{xiii}. Communication differences further support the need for a variety of delivery methods with the tech savvy millennial and Generation X preferring social media, application and direct messaging or email^{xiv}.

Whilst millennials are soon to make up over 50%^{xv} of the workforce, neither

Generation X or Baby Boomers are to be ignored. Baby Boomers are extending their working life, they have a desire to work more remotely too. Their wellness programmes need to differ from that of their tech savvy counterparts and include greater screening of health biomarkers and education around preventative care.^{xvi} Wellness programmes may be an underutilised strategic tool in engaging and maintaining a healthy and diverse workforce. Although there are some similarities across generations, this overview further enforces the need for a variety of interventions and delivery methods to engage the multigeneration workforce. It also questions the sustainability of a one-dimensional approach of wellness programmes when considering new working models.

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2.3 Work Related Stress and New Working Models

2.3.1 Factors & Mediators of Work-Related Stress

Job stress has long been an acknowledged contributor to workplace wellness and unfortunately, rates of stress are on the rise. The Economic and Social Research Institute (ESRI)^{xvii} found that job stress among employees has doubled from 8% in 2010 to 17% in 2015 in Ireland. Furthermore, Ireland is not alone in this rise, countries such as Denmark, Sweden, France, Belgium, the UK and Spain see a continued rise year on year.

The factors associated with work-related stress are time pressure, emotional demands and bullying/harassment,^{xviii} long hours and work overload^{xix}. It has also been shown that factors such as autonomy, support from colleagues and managers, career advancement and job security,^{xx} the organisational culture were reported buffers against stress in the workplace^{xxi}.

What we do know about work related stress is that it varies across roles. Stress is seen

more commonly in roles such as technical/ associate experts (20%), professionals (16%) and management (14%) with sleep disturbance, fatigue and anxiety being some of the most common symptoms.^{xxii} Not surprisingly, those experiencing high levels of emotional demands i.e. dealing with angry clients, customers or colleagues are 21.3 times more likely to experience work related stress than the other factors mentioned.^{xxiii} The question remains however, whether new ways of working and emerging technologies are the root cause of increased work-related stress.

2.3.2 Stress & New Working Models

The way of work is changing. Contract and freelance work or the “gig economy” is becoming more popular. It is predicted that by 2020 almost 40%^{xxiv} of the US workforce will be contingent workers confronted with more economic uncertainty, insecurity, poor pay scales and a lack of benefits compared to a permanent position. With this comes a new host of work-related health problems.

20 years ago, job titles such as Data Analyst, Content Moderator or Software Engineer didn't exist. How technology and newly developed roles impact our health is very unknown at this point. As we move into an era rife with Artificial Intelligence (AI) and cutting-edge technologies. New roles will emerge requiring organisations to not only embrace change in their approach to employee health and well-being but also place a higher focus on the return on value of wellness programmes.

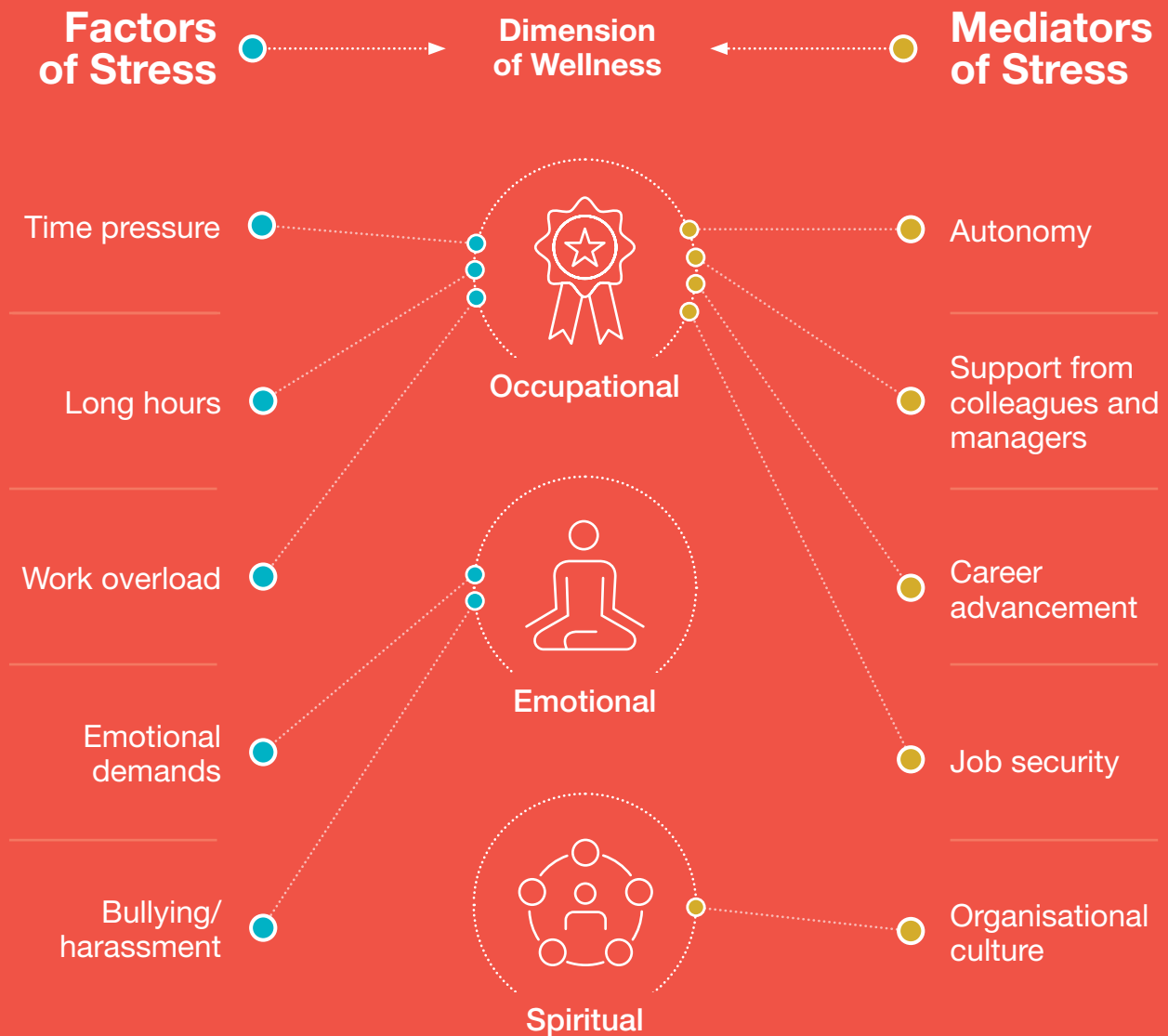
None of the aforementioned factors of work-related stress can be addressed by simply focusing on physical and mental wellness alone like many workplace wellness programmes. Of course, providing education and support regarding coping mechanisms to deal with stress is supportive. But understanding and addressing the cause of stress and ultimately ill health can help define a more targeted and fruitful wellness programme.

Organisations will need to take into consideration the differences in employee wellness across different industries and roles – some of which are newly developed. Implementing bespoke wellness programmes is a must in order to cater for the ever-changing ways of working and the rise in emerging technologies.

17%
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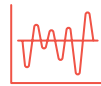


Figure 3 highlights the factors and mediators of work-related stress and the dimension of wellness associated with each.



“Understanding and addressing the cause of stress and ultimately ill health can help define a more targeted and fruitful wellness programme.”





2.4 The Evolution of Technology and Data

2.4.1 Establishing a Baseline and Using Data

Increasingly there is a growing focus and reliance on data when making strategic decisions across all areas of organisations. Whilst still somewhat behind the curve, wellness is quickly catching on to this trend. In addition to this, emerging technology is becoming an essential component to every organisations structure and in a lot of cases, is a game changer. Wellness programmes are no exception.

Business leader Peter Drucker once said, “you can’t manage what you don’t measure,” and this stands true today. Organisations and vendors should be leveraging valuable data to quantify programme effectiveness, its impact on productivity, healthcare costs and engagement. Although the use of data to drive and develop wellness programmes is on the rise, according to Optum only 42%^{xxv} of employers claim to be highly effective at using data and analytics to make decisions about their employee health management strategy.

Many robust tech driven wellness programmes include Health Scoring⁴ or Health Risk Assessments to identify and benchmark individual markers and elicit individual accountability. Capturing this data is paramount to the success and the

ability to display the success of a wellness programme for both the business and employee.

Like with any effective intervention and investment, there is a need to robustly measure the impact of a wellness programme. With an industry increasingly adopting data driven approaches, organisations and their leaders need to be discerning when it comes to evaluating their wellness programmes. Rooted in what could be described as an evidence-based practice approach (the reliance on evidence (data or otherwise) to make informed decision-making), there are a number of key indices that should be captured both before, during and after the implementation of a wellness programme. Furthermore, well validated tools should be used to capture data and comparative analysis across industries.

2.4.2 The Evolution of Technology

Technology is fast becoming the primary wellness approach with many different apps and platforms including gamification. Wearables, onsite program delivery, software platforms, employee feedback, online screening and surveys are being used to garner insights into wellness programmes. These help employees understand where they stand in terms of health and make better decisions about their health. Mim Senft, Wellness Director at Optum cautioned however, that technology may have a negative impact on employees’ personal health. Senft advised that this potential negative impact will need to be considered as workplace wellness moves into a data driven future.

WellSteps have acknowledged that a wellness website is not a wellness programme, it is a “computer software that can be used to help deliver wellness programming and help manage the process”^{xxvi}. The problem many organisations face is lack of engagement with the technology itself. Daniel McCaffrey, a behavioural scientist says that “Research suggests that technology-based wellness programmes can help convert the employees in the getting-ready stage of behaviour change into the preparation

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⁴ A scoring system used by several mobile health companies in various ways to track an individual’s health via Quantified Self and the help of mobile applications, social

networking and elements of gamification. Aggregated data can also be used to support the overall organisational health score in quantifying success.

“Applications that focus solely on tracking steps, nutrition and mandatory challenges prove to have the least engagement in addition to lacking core tools to elicit behaviour change.”

stage, but they won't help those in the not-ready phase. In addition, they also don't usually inspire participation among those who are already active and motivated to exercise regularly”^{xxvii}.

With an array of technologies hitting the market including devices (e.g. to track steps wearable step trackers) and apps (e.g. to monitor food intake or deliver guided meditation) there is a lot of debate as to their impact.

WellSteps have identified the main features wellness technology should have based on the behavioural change model. These features include education and awareness,

motivation through engagement, skills and tools and a mechanism to promote a healthy culture^{xxviii}. Many vendors however fall short with their technology by failing to include a number of these core components.

Applications that focus solely on tracking steps, nutrition and mandatory challenges prove to have the least engagement in addition to lacking core tools to elicit behaviour change. With a demand for both face-to-face and digital support, wellness vendors will need to broaden their expertise if they are to provide full cycle wellness interventions. Vendors are making very little use of the data collected to help design programmes that drive engagement and productivity. There is a strong need for this in the market.

In the future, successful programmes will include a combination of health risk assessments, biometric results married with personalised design, multiple education tools, rewards and incentives to promote behavioural change and gamification to promote engagement. This together with smart use of data will drive changing technologies and service offerings for wellness programmes in the future.

Overview of Drivers of Change

The wellness paradigm is shifting and evolving into a multibillion-dollar industry with entrepreneurs, investors and organisations focusing on healthier workforces. This is due to organisations' increased awareness of the impact absenteeism and presenteeism. The monetary impact of wellness (or lack thereof) has been raising eyebrows for some time however, there is now a call to have greater focus on the ROV. **Employers are beginning to understand that measuring engagement rates and productivity to evaluate the success of their wellness intervention is key.**

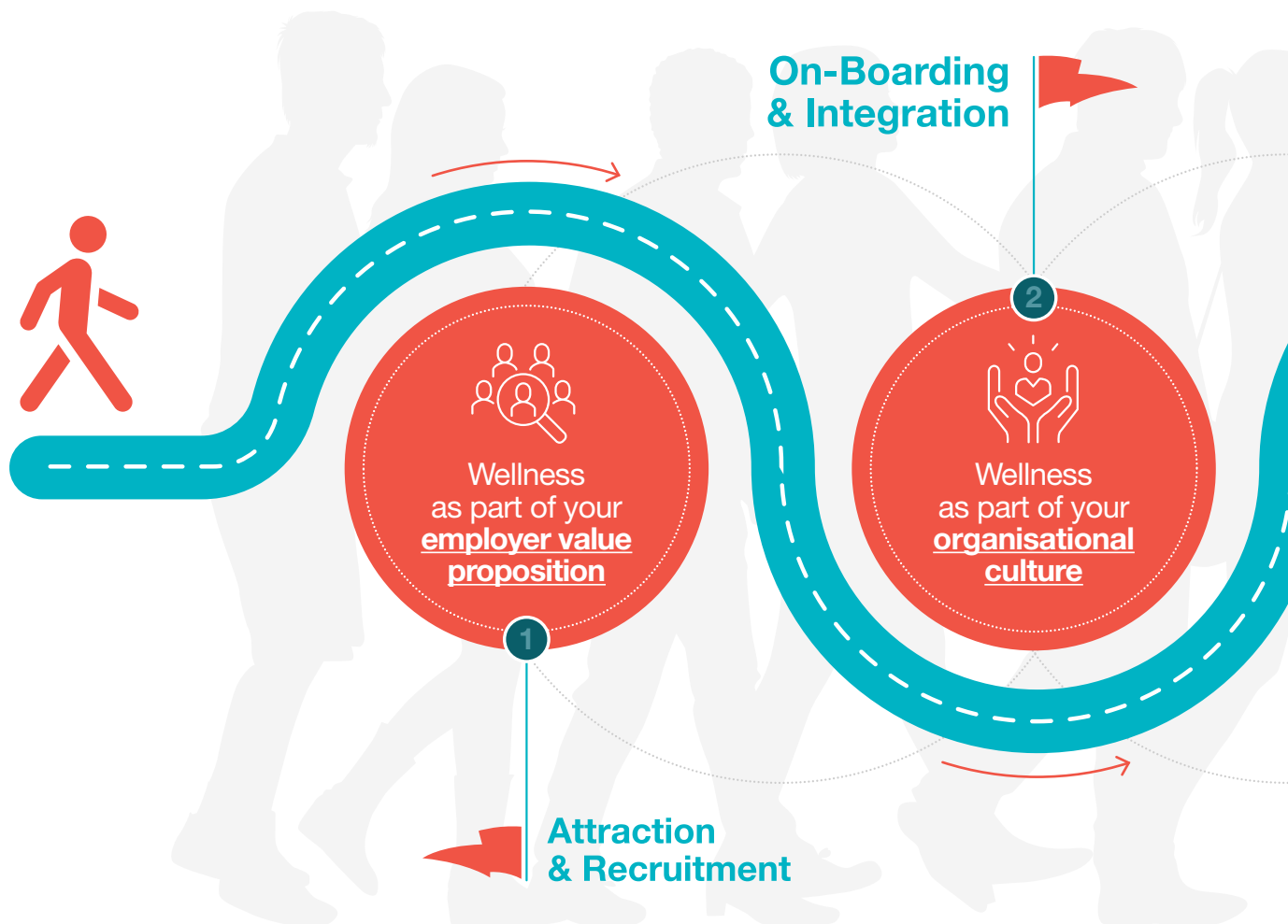
New ways of working (i.e. remote working) and a growing multigeneration workforce is also creating new work-related stressors and heads are now pointing towards employers to play their part in maintaining a healthy work environment for their employees. Capturing the correct data is essential to understanding the effectiveness of a wellness programme. **The technology used to capture this data and deliver the wellness programme can support its delivery and promote engagement however, organisations that also focus on driving cultural change have most success.** These aspects are discussed further in the context of the employee-employer journey.





3. Wellness and the Employee-Employer Journey

Workplace wellness programmes can support the employee on their career path, healthy people are more engaged and productive. At different stages of the employee journey, different feelings and wellness needs can surface. This highlights the need for a personalised approach to health programmes to support employee health.

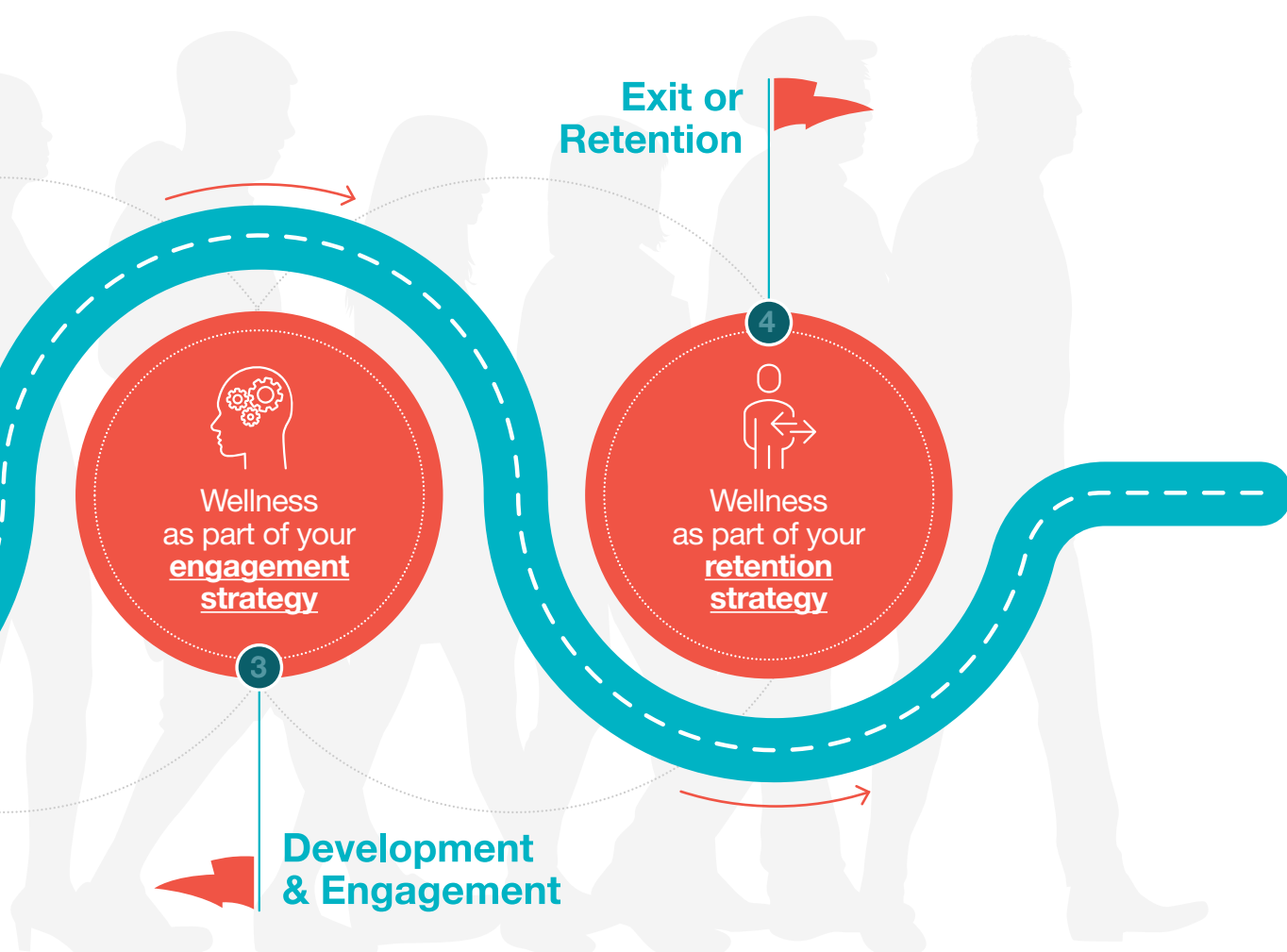


Whilst the health of the employee is a key focus, so too is the output for the employer. In this case we will consider the benefit of workplace wellness programmes along the employee – employer journey as highlighted in figure 4 below.

“Whilst the health of the employee is a key focus, so too is the output for the employer.”

We will discuss;

- The benefit of workplace wellness programmes in supporting the employer value proposition (EVP) to attract and recruit staff
- How organisational culture driven by HR can support the integration of wellness
- The rising trends and research to support wellness as part of both an engagement and retention strategy, and
- Steps the employer can take to embed wellness as an overarching business strategy.



Journey Stage #1



Attraction and Recruitment

3.1 Wellness as Part of Your Attraction Strategy

Minchington (2005) defines an employer value proposition (EVP) as a set of associations and offerings provided by an organisation in return for the skills, capabilities and experiences an employee brings to the organisation.

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As Strategy Director & Head of Future of Work Institute of Cpl, Barry Winkless states "There is often a generalisation that people only work for the remuneration benefits they receive, and although this is a significant influence on how employees compare potential employers, it is not always the deciding factor. Employees face a host of decisions when choosing where to work, and these include everything from how a job fits into their lifestyle, how a position could improve their skills and knowledge, and how a potential employer might support their well-being. By setting a clear and attractive employer proposition, all these elements can be covered and showcased from the outset. This strategy has to focus on the employee and can be tailored to create an offer unique to the

individuals you are trying to attract."

A well-structured and engaging wellness programme can have a significant impact on an organisation's attraction strategy. A recent analysis conducted by Cpl confirmed that 65% of millennials highlighted the significance of a good wellness programme in influencing their choice of employer.

A LinkedIn Survey found that 49%^{xxix} of respondents claim that the biggest challenge in their job search is understanding what working for an organisation is really like. A further study conducted by Cpl identified that the perception of an organisation has a strong influence on the recruitment and attraction of candidates. EVP is built by providing consistent, transparent and meaningful experience. This is demonstrated through the words and actions of its existing employees. EVP is not simply how your organisation is perceived in the market but the internal perception and loyalty of your employees.

3.2 Employees That Promote a Great Place to Work

eNPS stands for Employee Net Promotor Score and is used as a way for organisations to measure employee loyalty. It follows the same concept as Net Promotor Score (NPS) originally used as a customer services tool and developed by Bain & Co.

Research has found that great employee experience, measured by eNPS can be positively impacted by the level of investment in employee wellness programmes. It also found that employees who actively participate in these programmes are more likely to recommend their employer as a great place to work. It also found differences in the health and productivity of eNPS promoters and detractors^{xxxi}. We are seeing a rise in organisations utilising this data to effectively manage their internal loyalty and support their EVP. Wellness is quickly becoming a key contributor to this eNPS index. Having a workforce that actively promotes your company as a great place to work is key to an effective attraction strategy.

Journey Stage #2



On-boarding and Integration

3.3 Wellness as Part of Your Organisational Culture

When an employee starts in a company, they are generally feeling mixed emotions; anxious, hopeful, excited or lonely. The needs of the individual vary from those that are at another part of the employee journey. It's an important consideration when introducing your wellness programme. Treating it as part of the culture and introducing it at induction stage in the same guise as your learning and development programme is key to its success and engagement. There is a need to change the perception of wellness programmes and put a stronger focus on health in the workplace and HR have the opportunity to be the driving force of this change.

Traditionally wellness programmes were a one day or a one-week annual event. Whilst these programmes have seen some success, those that establish a culture of wellness have more impact. For example, ERC Health and Wellness Benefits Survey identified that employers that invest in shifting their culture to one of health and wellness can build and sustain a healthier workforce over time. This also achieved even greater benefits such as reduced health care costs and increased productivity and performance^{xxvii}.

Interestingly, a further survey identified that companies with an already established culture of wellness focused on multiple dimensions including social, physical, mental and financial health. In contrast, companies without an established culture of health reported that their programmes focus mostly on physical health with only 27% offering programmes that addressed social health needs^{xxviii}.

To truly build a culture of wellness within an organisation there is a need focus on many components across the 8 dimensions of wellness. Organisations that think beyond the traditional boundaries of wellness, introduce it at the commencement of employment and offer tools and resources to support employees are more successful in creating cultures of wellness.

3.4 Who is Driving This Change in Your Organisation?

Geoff McDonald, Business Transformation Advisor and Former Global VP of HR for Unilever identifies 4 key drivers needed to elicit this change. To create a culture where health and well-being is seen to be an enabler and enhancer of employee productivity organisations need to apply the principals of change management. Leaders in the organisation need to possess a number of key attributes;

1. Be engaged and advocate the importance of health
2. Create a sense of purpose beyond growth and profitability for an organisation
3. Invest in resources that enhance wellness, and
4. Be role models in attending to their own health to drive this cultural change.

He also agrees that HR have the opportunity to drive this change in supporting the infrastructure needed. The following outlines some of the steps HR can take to support this cultural change;

- Changing policies and processes, e.g. policies around use of email while on annual leave and sick leave
- Investing in systems and technologies that will enhance health and enable behavioural change, and
- Promoting programmes that are measurable.

Whilst everyone in the organisation has the responsibility for this cultural shift HR have the ability to influence both senior leaders and employees to ensure this cultural transformation.

“Employers that invest in shifting their culture to one of health and wellness can build and sustain a healthier workforce over time.”

Journey Stage #3



Development and Engagement

3.5 Wellness as Part of Your Employee Engagement Strategy

This next generation wellness approach is a response to an increasing need to support a hybrid employee engagement and workplace wellness strategy. Employee engagement can be defined as “an emergent and working condition as a positive cognitive, emotional, and behavioural state directed toward organisational outcomes.” – Michael Shuck and Karen Wallard.

A survey conducted by the National Business Group on Health further highlights that access to well-structured wellness programmes drives engagement. Engagement markers such as improved eNPS, relationships at work and job performance were most evident in this survey^{xxiv}. The connection between employee engagement and wellness is clear – a happy, healthy employee paves the way for an engaged employee.

“Healthy employees are energetic employees and energy improves engagement and productivity resulting in improved client relationships so why wouldn’t you invest in the health of your employees?” says Geoff McDonald. He believes that how organisations approach

and value the health of their employees will continue to change into the future with a strong focus on engagement, productivity and strategic priority.

3.6 Wellness and Improved Performance

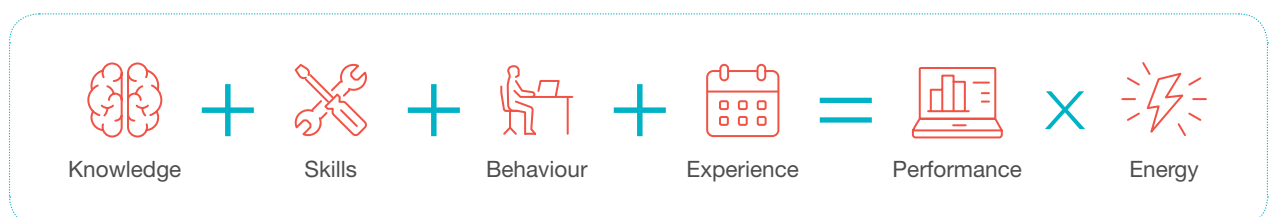
McDonald identifies the most important driver of individual, team and organisation performance as the “energy” of people; or the human capacity that individuals have to perform at their best. However, it has been remarkable to note that most organisations tend to diminish the energy of people.

Figure 2 highlights the equation for true enhanced performance credited to Geoff McDonald, Business Transformation Advisor.

“I would love to see performance management conversations about enhancing the well-being of employees. If the traditional performance management process is evaluated using knowledge, skills, experience and behaviour it needs to then be multiplied by energy. If energy is zero, then performance is zero. So, if good health creates energy it needs to be managed as a developmental opportunity for people”, says McDonald.

McDonald further emphasises that this change needs to be driven through conversation, development and wellness plans that encourage employees to take it seriously as part of their personal

Figure 5 highlights the equation for true enhanced performance credited to Geoff McDonald, Business Transformation Advisor



development. Introducing wellness in induction programmes and weekly 1-1's with line managers can have a huge impact on driving the cultural change. Health is a key driver of performance and line managers should be expected to have and support wellness development plans. In a very similar vein to how a culture of safety

has been developed we need to address the health of employees.

The Volvo Group are a prime example of increased engagement and performance as a result of a strategic and measured wellness programme. The results of their wellness programme saw an 8% decrease in absenteeism and 0.4% increase in on the job productivity. Absence and on-the-job productivity loss declined by a total of 7,096 days yielding a \$242 per participant productivity-related cost savings.^{xxxv}

8%

**decrease in
in absenteeism and 0.4% increase
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seen in Volvo as a result of their
wellness programme**



Journey Stage #4



3.7 Wellness as Part of Your Retention Strategy

There are many reasons a person will leave a company. According to a Harvard Business Review people left roles when their job wasn't enjoyable, their strengths weren't being used, and they weren't growing in their careers^{xxvi}. A Cpl study revealed that company benefits such as health insurance, holiday entitlement and flexible working influenced considerations in leaving a company. Organisations are now focusing more on retention and engagement strategies to keep people in jobs. Because of this, the focus of workplace wellness is moving beyond healthcare costs to engagement, retention and productivity.

Findings from an analysis conducted by Paulette Holmes, D.M. et al (2013)^{xxvii} revealed that elements that increased retention rates were feeling valued by their organisation, career advancement, good

leadership and job security. In contrast, employees believed that lack of career advancement and job insecurity also have an impact on health and well-being. This further supports the rationale for ensuring wellness is part of your retention strategy.

There are two approaches that can be adopted at this stage of the employee journey;

1. The continuous monitoring of wellness and engagement for the purpose of retention, and
2. The effective use of exit data in understanding the causes of and prediction of attrition.

Once off implementation of employee engagement and wellness interventions are close to useless. When attempting to shift organisation culture, it is the relentless monitoring of both employee engagement and wellness measures combined with ensuring intervention adoption rates are high and effective. This ultimately drives retention.

That being said, companies will always be victims of attrition and it is the learning that comes from that attrition that is helpful when attempting reform. Data is a vital ingredient in this and understanding both the engagement and wellness scores that lead to attrition combined with robust exit interview techniques creates a great platform to understand the employee lifecycle.

3.8 Wellness Post Employment – Who is Responsible?

There is an ethical argument that is inevitable as we learn more and more about the impact of the workplace on health and well-being. We are in the age of data and it has never been easier to evaluate the link between workplace stressors and wellness. The question is, are organisations making people more unwell and are organisations obligated to take action?

The latter question will undoubtedly be answered with the emergence of wellness diagnostics which is increasingly being demanded by new generations in the



workforce. The former question has a less clear-cut answer.

Motorola are a prime example of an organisation that is commitment to the health, well-being and personal growth not only of its employees but their family members and retirees^{xxxviii}. More and more organisations are offering ongoing health cover and access to EAP (Employee Assistance Programmes) to its retirees as recognition for service and retention.

Whilst organisations have a responsibility to facilitate employee wellness, it is ultimately up to the individual employee to take action. Dr. Robert Kelly, Cardiologist and member of the European Lifestyle Medicine Organisation sees many patients in clinic with serious health problems many of which are preventable. “90% of the patients I see have heart related issues due to work related stress”, says Dr. Kelly. While workplaces can be the facilitator of health-related programmes individuals need to take responsibility for their health and well-being.

Dr. Robert Kelly's approach includes educating his patients about personal accountability using a Lifestyle Medicine⁴ approach. “Ultimately, it comes down to creating a space for yourself that's your time, do it often enough to create that habit and protect a space in your day to do it. You're not allowed to work during this time or fill it with catastrophes. You have to protect the time. If you spend the time eating it needs to be good food. You shouldn't use the time to prepare for a meeting. If you do not allow time for yourself you invariably work late, drink wine to unwind, eat late and sleep late. Poor sleep contributes to poor health choices the next day. You're less likely to exercise due to fatigue and become less resilient to deal with stressors in and outside of work. And more likely to get sick or have a heart related problem”.

Furthermore, Dr. Kelly believes technology can help us do this and the employer is in a prime position to facilitate and support health education by providing gadgets and access to health-related services.

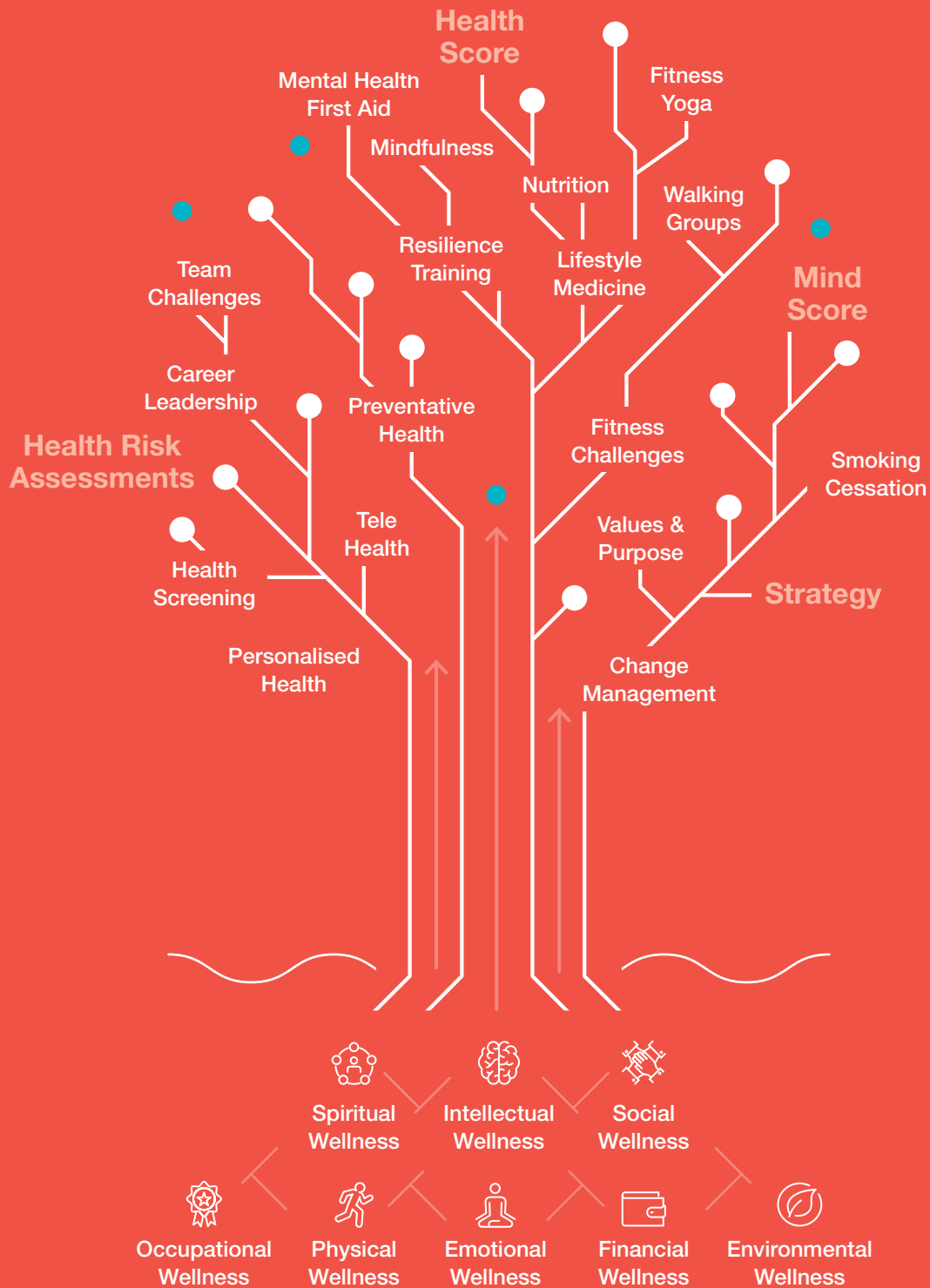
“It has never been easier to evaluate the link between workplace stressors and wellness. The question is, are organisations making people more unwell and are organisations obligated to take action?”

4 Lifestyle Medicine encompasses research, prevention, diagnosis and treatment of dysfunctions caused by a non-

physiological lifestyle (lifestyle-related diseases, LRDs) and environments conducive to promoting such lifestyles.

A Root Cause Approach

Figure 6 illustrates the root cause approach needed for understanding the cause of stress and ill health among employees (the roots) and some of the interventions (the leaves) that can support a more rounded approach.



4. Building a Strategic Approach to Wellness

4.1 Key Elements of Strategic Wellness Programme Design

The Future of Work Institute identifies a number of key elements needed when considering programme design and intervention for improved engagement and productivity as outlined below;

1. Diverse Needs

Each organisation is different and therefore an understanding of an organisations needs is important. Multi-generational needs, business goals and demands on the workforce, the organisations purpose and values are all important considerations when designing a wellness strategy.

2. A Root Cause Approach

Is your workplace model killing your employees? As highlighted in Figure 6, if the trunk of the tree represents stressed out employees and the leaves represent possible interventions then focusing solely on the leaves limits the success of the programme. By taking a root cause approach (illustrated by the roots) organisations can identify areas that are impacting the health of the employees and select more defined interventions from the leaves. This helps identify causes of stress such as lack of communication, poor understanding of organisations values, lack of career opportunities or excessive working hours to help apply atypical interventions that are more impactful.

3. Tailored Intervention

We have identified from many experts we interviewed that personalisation is key to change; personalised individual and tailored organisational programmes. Combined with a change programme, cultural shift and services delivered in a variety of methods is key to success. Engaging with experts in programme design can help develop bespoke wellness programmes. It is our experience that programmes designed by HR alone can easily overlook the root cause as many address wellness through a one-dimensional lens. Engaging employees in the programme design is key to increasing participation rates.

4. Data and Measurement

Establishing a baseline and using the data correctly is important for understanding the impact of the problem areas as well as measuring success. A combination of engagement and wellness data are important. They are both linked and should not be regarded and measured as separate entities. Consider what you want to measure your programme against – success is different for each organisation. Engagement scores, productivity, health costs and absenteeism rates are all considerations when designing a programme, its strategy and measuring success.

“Multi-generational needs, business goals and demands on the workforce, the organisations purpose and values are all important considerations when designing a wellness strategy.”

4.2 A Root Cause Approach in Action

The Future of Work Institute advocates the implementation of a diagnostic tool sophisticated enough to capture data across all 8 dimensions of wellness. Obtaining a clearly defined picture and pulse on a workforce's wellness across all generations, industries and job levels is essential to an effective wellness programme. A well-designed diagnostic tool will provide an overall overview of the areas within an organisation that may have the strongest impact on employee health. This is then used to design a bespoke wellness programme.

The case below illustrates the benefits of such approach.

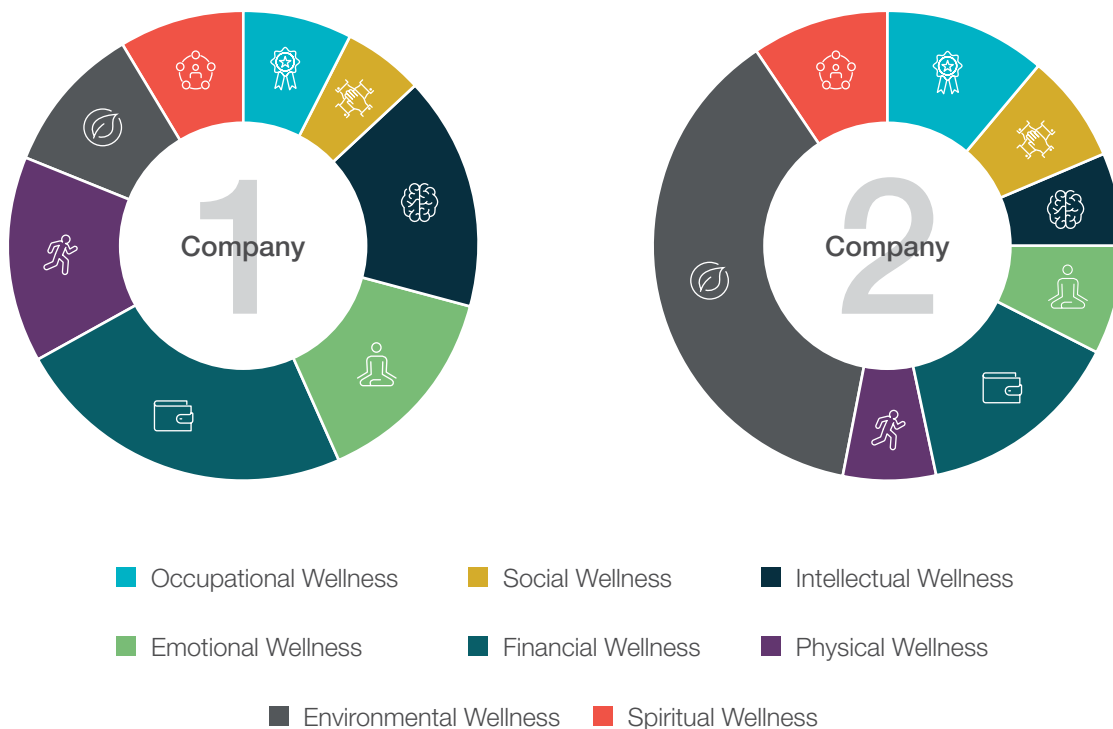
The Future of Work Institute's Wellness Diagnostic found significant differences in the areas that most impacted the health and wellness of its employees. We issued the same survey to over 130 employees in two different companies

with different working conditions, locations, demographics and roles. 24 questions across the 8 dimensions of wellness as well as questions relating to absenteeism were included. In the context of the dimensions of wellness we asked, "What areas had most impact on their health and well-being".

As illustrated in Figure 7 the results varied significantly. Company 1 (left) cited financial wellness as having the most negative impact on health and well-being. This sample of millennial employees were noted to be "Frequently worrying about money and personal finances". "Lack of opportunity to advance career goals" (intellectual wellness) and "often feeling anxious due to workload pressures" (emotional wellness) were also of concern.

Company 2 (right), a group of employees of a varying demographic cited environmental wellness as having the biggest impact on health and well-being. "Rest/break

Figure 7 highlights departmental differences when considering the impact of work on employee health.





“Obtaining a clearly defined picture and pulse on a workforces’ wellness across all generations, industries and job levels is essential to an effective wellness programme.”

facilities at your workplace are inadequate” was cited as having the most impact and occupational wellness having the second most impact specifically “having to work extended hours due to workload” and its impact on life outside of work.

In the above cases, two bespoke wellness programmes were designed to tackle the workplace factors that contribute to ill-health and well-being. Of course, this does not address external stress factors that can also contribute to an individual's

health such as relationships, caring for an elderly parent, ill health of a family member and other common stressors. In all cases it is also important to reiterate personal accountability.

In both cases traditional interventions including physical and emotional/ psychological wellness were included in the programme however this approach further illustrates a strong need to view wellness in much broader guise.

5. Conclusion

Not too long ago, wellness programmes were simply subsidised gym memberships and annual health screenings. However, they have evolved due to increasing demands, rising healthcare costs, new ways of working, workplace stressors and a renewed focus on employee engagement.

We are on the cusp of a more impactful and holistic approach to how organisations view and deploy wellness as a true strategic enabler to drive a firm's overall performance. Any meaningful approach needs to be integrated into the fabric of the business and stitched into all aspects of the employee journey in order for it to truly add value.

The Future of Work Institute advocates a holistic approach to wellness focused on the 8 key dimensions of total wellness- Spiritual, Intellectual, Social, Occupational, Physical, Emotional, Financial, and Environmental. Regardless of where you are on your organisational wellness journey our strong recommendation is to stand back, take stock and conduct a holistic diagnostic on where you are and whether you are spending time on the right things – we will not be surprised that you will be surprised at what you find.



6. About the Future of Work Institute

Cpl are living the future of work daily with our clients. The Future of Work Institute, a Cpl Company, is an initiative that explores, questions and helps design future work solutions with our clients, partners collaborators and candidates.

We recognise 7 key pillars every organisation should consider as part of the future of work:



*Diversity
& Inclusion*



*Talent
Technology*



*Employer
Proposition*



*New Workforce
Models*



*Creative
Leadership*



*Government
& Regulatory*



*Future
Skills*

Across these areas we conduct research, workshops and consultancy to deliver meaningful and impactful engagements in employer value proposition creation, the design and execution of strategic wellness programmes, responsible business as a service, creative leadership and more.

Our Strategic wellness approach is based on 4 key steps to understand, design,

deliver and measure a programme based on the 8 Dimensions of Wellness. Our diagnostic tool helps organisations understand areas within a work context that impact employee health and well-being and offer solutions through consultation, design and strategic partnerships.

To learn more please contact us on hello@futureofwork.ie.

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