



Promoting Health at the Workplace through an Integrative Framework

11ª Seminário UNIDAS

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Outline

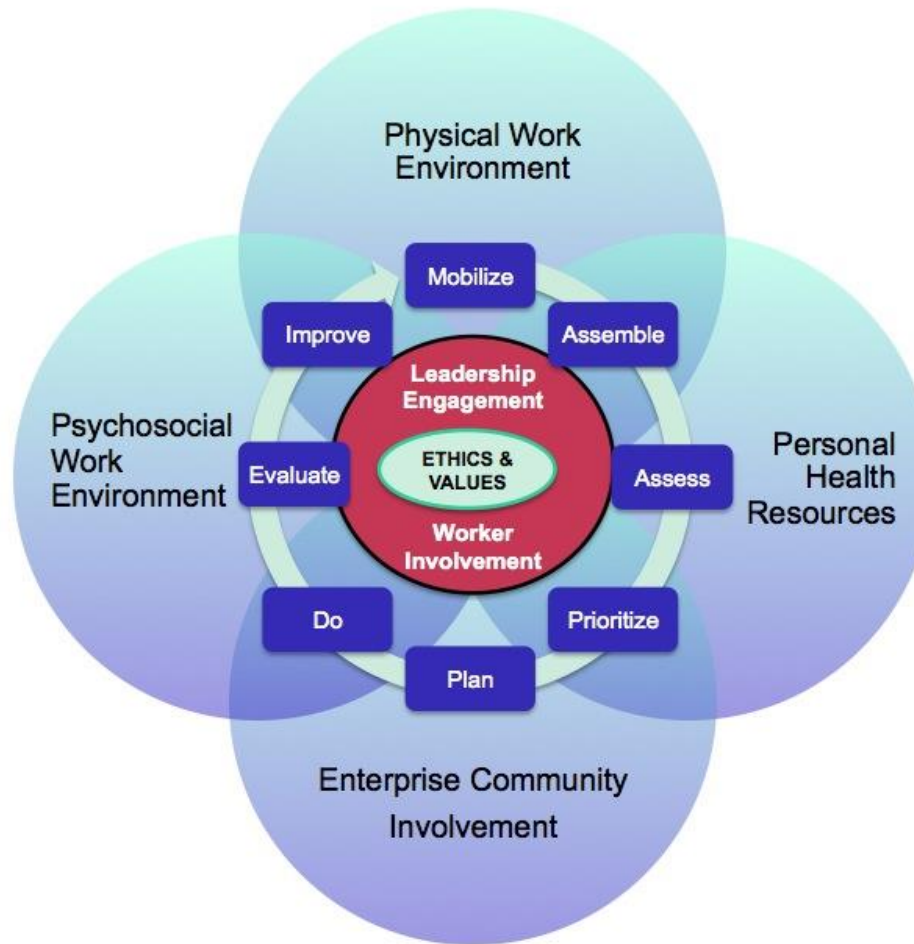
1. Global Challenges
2. Integrative Model for Healthy Workplaces
3. Best Practice Design Principles
4. Pandemic Strategy
5. Discussion

Key Global Trends



- Global pandemic
- Chronic disease on the rise
- Health care costs continue to increase
- CSR / sustainability agenda on the rise
- Changing working world
- Social isolation & loneliness
- Engagement
- ROI (return-on-investment) vs VOI (value-on-investment) discussion

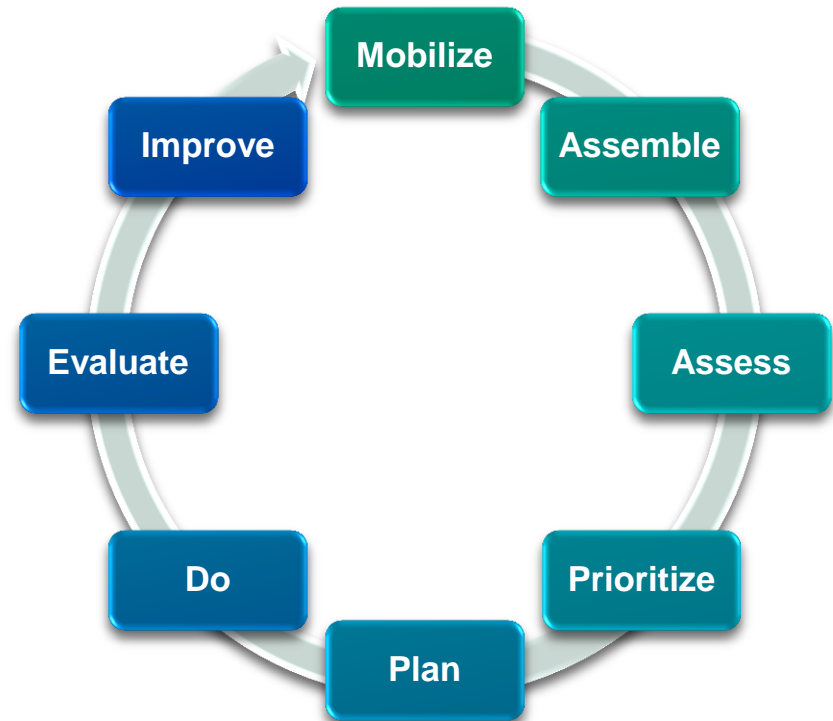
WHO Healthy Workplaces: A Global Model for Action



The use of the WHO Healthy Workplaces Model for Action does not imply endorsement or recommendation by WHO in any manner whatsoever of any of the organisers, sponsors, participants, finalists and winners and does not imply expression of any opinion whatsoever on the part of WHO on the content of the GHW Awards.

The WHO Five Keys to Healthy Workplaces

1. Leadership commitment and engagement
2. Worker involvement
3. Business ethics and legality
4. Sustainability and integration
5. Follow continuous improvement cycle



Steps to an Integrated Approach

1. Recognize the interactions and linkages between the avenues of influence, e.g. unhealthy workers may be at higher risk for injuries or excessive workload may lead to mental illness/burnout;
 2. Secure senior management support and ongoing direction from the top;
 3. Assess needs and gather data in a cohesive way, e.g. providing data standards and a central database;
 4. Form a cross-functional health committee which addresses all four areas;
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Steps to an Integrated Approach

5. Encourage inter-departmental meetings and communications on health-related issues;
 6. Ensure health-related entities (e.g. occupational health, HR and health services) work in tandem and offer complementary programs;
 7. Link program content where possible, e.g. prevention of musculoskeletal disorders can be linked to better management of stress;
 8. Centralize health-related communications for consistent messaging, e.g. in one newsletter or via online wellbeing platform.
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Best Practice Design Principles

Quantitative Research

Workplace Well-Being Factors That Predict Employee Participation, Health and Medical Cost Impact, and Perceived Support

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Abstract

Purpose: This study tested relationships between health and well-being best practices and 3 types of outcomes.

Design: A cross-sectional design used data from the HERO Scorecard Benchmark Database.

Setting: Data were voluntarily provided by employers who submitted web-based survey responses.

Sample: Analyses were limited to 812 organizations that completed the HERO Scorecard between January 12, 2015 and October 2, 2017.

Measures: Independent variables included organizational and leadership support, program comprehensiveness, program integration, and incentives. Dependent variables included participation rates, health and medical cost impact, and perceptions of organizational support.

Analysis: Three structural equation models were developed to investigate the relationships among study variables.

Results: Model sample size varied based on organizationally reported outcomes. All models fit the data well (comparative fit index > 0.96). Organizational and leadership support was the strongest predictor ($P < .05$) of participation ($n = 276$ organizations), impact ($n = 160$ organizations), and perceived organizational support ($n = 143$ organizations). Incentives predicted participation in health assessment and biometric screening ($P < .05$). Program comprehensiveness and program integration were not significant predictors ($P > .05$) in any of the models.

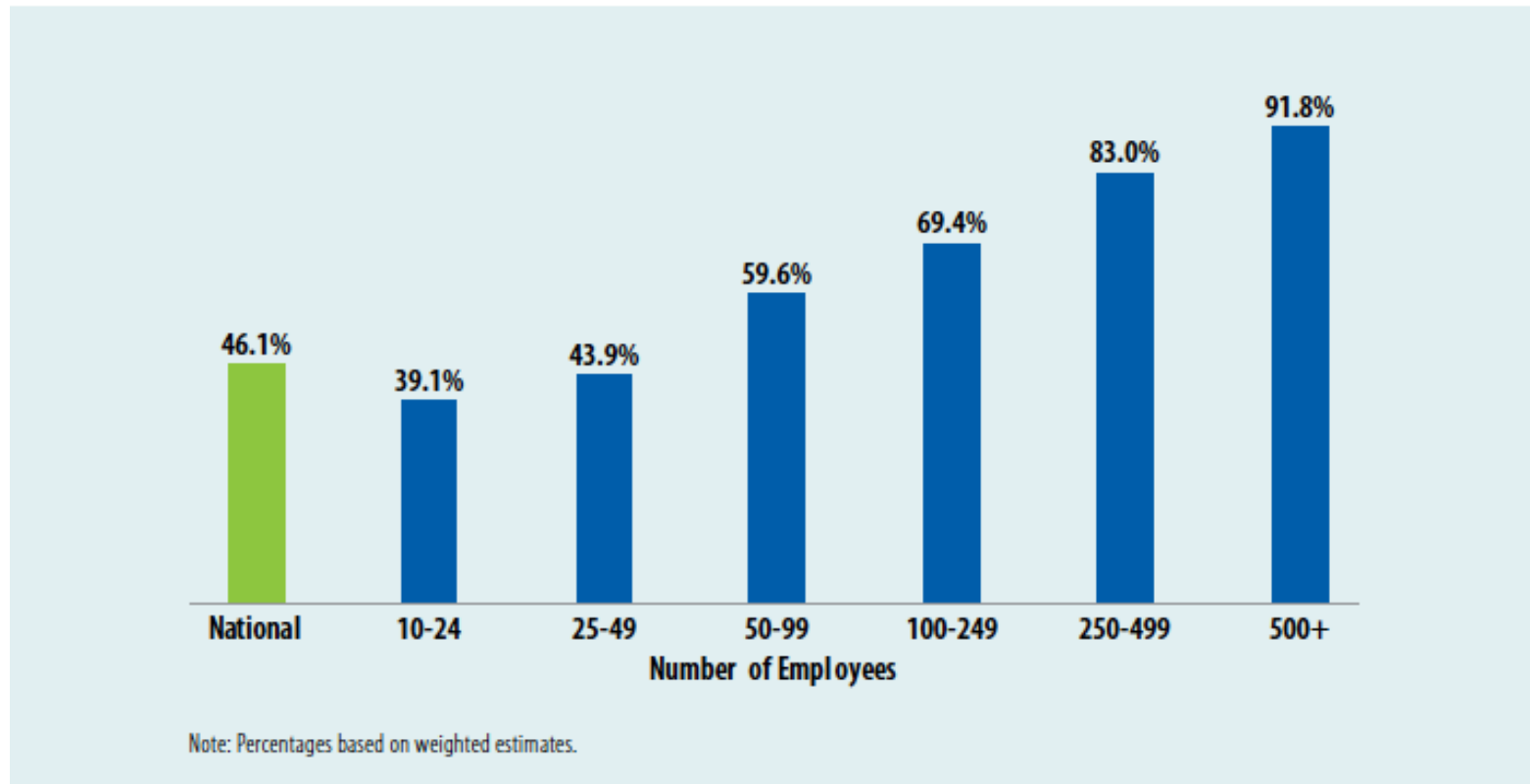
Conclusion: Organizational and leadership support practices are essential to produce participation, health and medical cost impact, and perceptions of organizational support. While incentives influence participation, they are likely insufficient to yield downstream outcomes. The overall study design limits the ability to make causal inferences from the data.

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1-10
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Dimension	Definition
Leadership	Elements that reflect program vision, organizational policy, resources, and implementation support
Relevance	Elements that address factors critical to program participation and connecting to the intrinsic motivation of workers
Partnership	Elements that relate to integration of efforts with other groups or entities, such as unions, other internal departments, external vendors, and community organizations, among others
Comprehensiveness	Programming that includes health education, supportive physical and social environments, integration of the worksite program into the organization's structure, linkage to related programs, and worksite screening programs (based on Healthy People 2010)
Implementation	Elements that ensure a planned, coordinated, and fully executed work plan and process-tracking system
Engagement	Elements that promote ongoing connections between employees and the program through activities and behaviors that build trust, respect, and an overall culture of health and well-being
Communications	Elements that reflect a strategic communications plan that maintains high visibility and recognition
Being data-driven	Elements that ensure program measurement, reporting, evaluation, and continuous improvement
Compliance	Elements that ensure the program meets regulatory requirements and protects the personal information of employees and participants

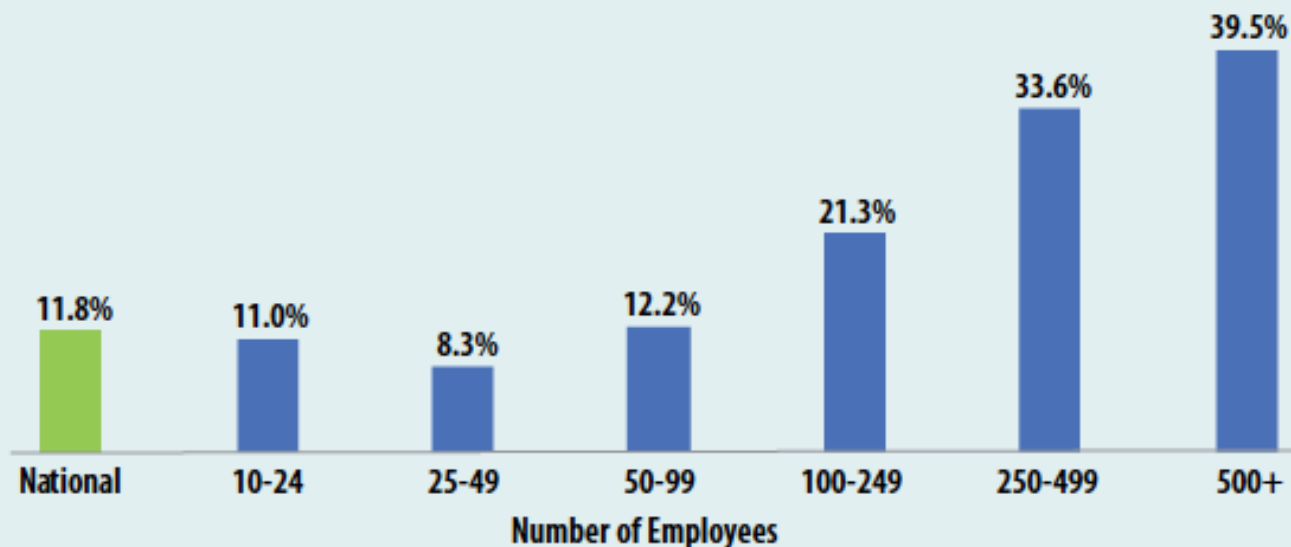
Source: ACSM's Health & Fitness Journal 2014;18(1):42-6

Percentage of U.S. worksites offering any type of health promotion program, by worksite size



Workplace Health in America 2017, CDC

% of U.S. worksites with all five elements of a comprehensive health promotion program, by worksite size



Note: Elements of a Comprehensive Workplace Health Program as defined by Healthy People 2010: 1) Health education; 2) Links to related employee services; 3) Supportive physical and social environment for health improvement; 4) Integration of health promotion into the organizational culture; 5) Employee screenings with adequate treatment and follow-up.
Percentages based on weighted estimates.

Workplace Health in America 2017, CDC

The “New Working World”?

- 50% of the workforce will likely be working across a Total Workplace Ecosystem balancing office, home and third places (*Cushman & Wakefield*)
- Restriction of work-related travel
- Turning point for mental health: will there be continued awareness and uptake?
- What will the new workplace culture look like?

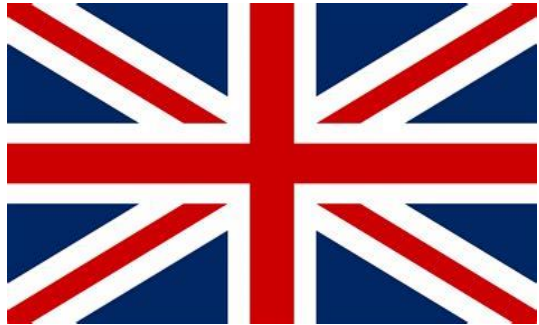




Impact of Working from Home

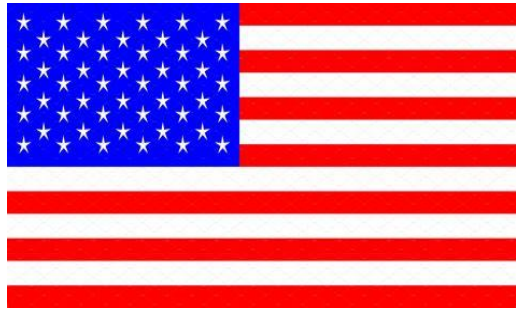
- 84.1% stated that there was no health & safety assessment of their workstation at home
 - Over half reported pain and discomfort in the neck, shoulders and back as well as sleep problems, eye fatigue and headaches / migraines
 - 65.3% of respondents reported that, for them, working at home means working more hours and at irregular hours
 - Low average wellbeing score (13.67 on WHO-5)
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Impact of Working from Home



UK survey shows an increase in musculoskeletal complaints, deterioration of diet, exercise and sleep and concerns regarding mental health (worklife balance, isolation, job security) (IES, April 2020)

Impact of Working from Home



80% can better manage interruptions from co-workers and 65% believed their productivity had increased since they moved out of the office (Harris poll April 2020)

Impact of Working from Home



- Most Australian office workers believe they are either as productive or more productive working from home through the pandemic (Building20).

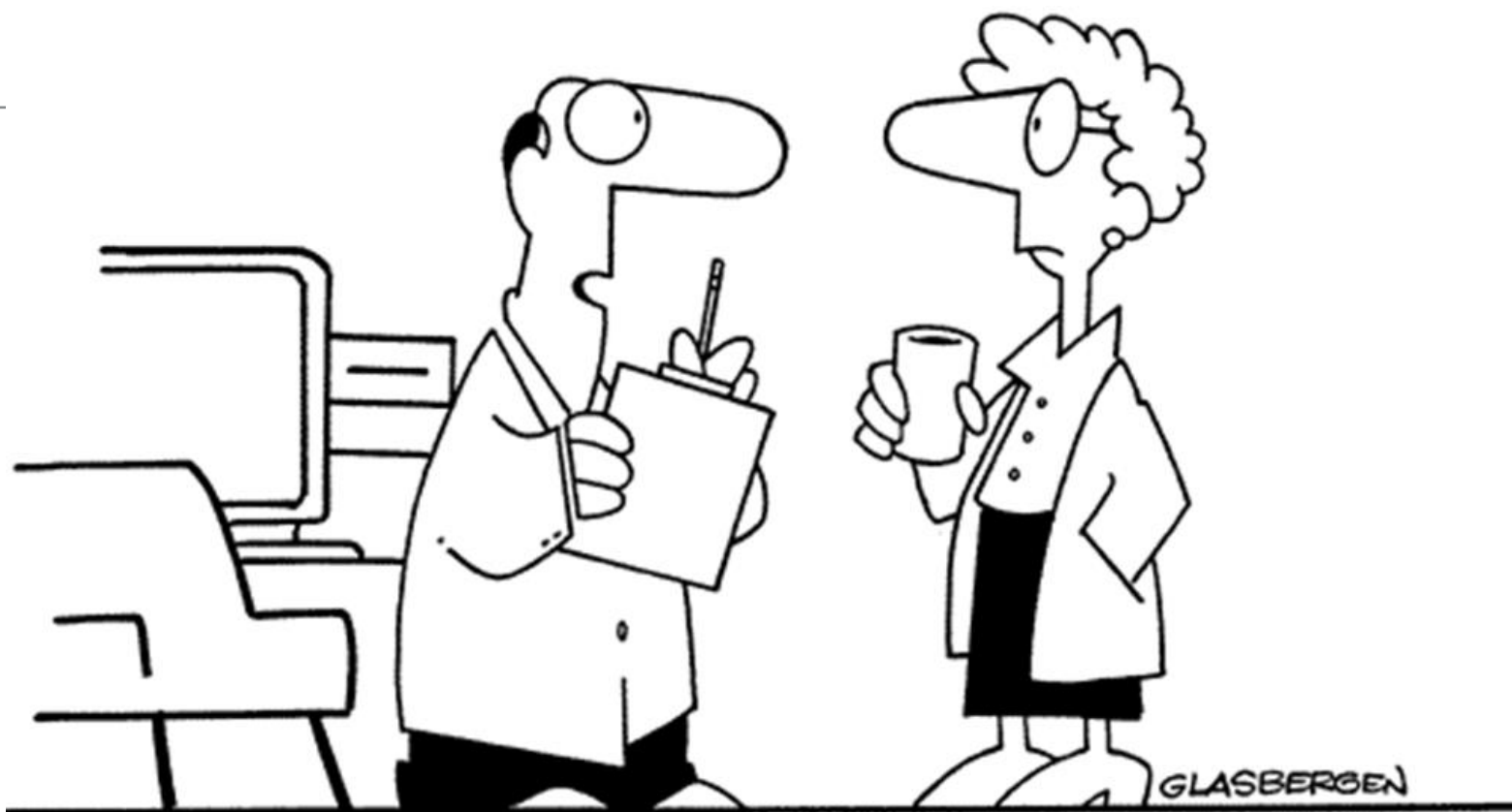


- 88% of Indian workers prefer to have the flexibility of working from home, while 69% believe their productivity has increased while working remotely (SAP Concur).



Working from Home: Wellbeing Good Practices

- Ergonomic workstation guidelines
 - Office stretches and movement reminders
 - Online workouts
 - Scheduling for worklife balance and boundary setting
 - Regular communications & clear performance expectations
 - Random acts of kindness
 - Mental wellbeing resources including EAP
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“According to the latest research, the average human body is 20% water and 80% stress.”

Mental Health Workplace Strategies

- Awareness & destigmatization
- Needs analysis & measure intervention impact
- Resources for various needs (EAP, apps, coaching)
- Communications and connections
- One-on-one support (empathy, care)
- Clear boundaries between work and personal time in remote settings
- Management of psychosocial risks (demands, control, recognition)
- Part of comprehensive well-being program

Global Best Practices

Global Healthy Workplace Awards Winners

Multinational Enterprises:

Lendlease (2018), Chevron (2017), Unilever (2016), GSK (2015), IBM (2014), Royal Dutch Shell (2013)

Large Enterprises:

Hero Motocorp (2019), Hospital Alemão Oswaldo Cruz (2018), Jemena (2017), Monash University (2016), Unilever Brasil (2015), Telefonica do Brasil (2014), Alexandra Health (2013)

Small and Medium-Sized Enterprises:

Global Prairie (2019), AB May (2018), Lincoln Industries (2017), Vitality (2016), Lan Spar Bank (2015), Spokane Regional Health District (2014), Toyal America (2013)

2020 Winners announced in November



www.globalhealthyworkplace.org

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8th Global Healthy Workplace Summit, Washington DC 2020



Washington, D.C. Summit Documents and Information

[📄 2019 Summit Information & Media](#)

[🏆 Previous Awards Winners Profiles](#)

[📄 2016 Washington DC Information & Media](#)

Global Healthy Workplace Awards & Summit Washington, D.C., USA

18th November – 20th November 2020

The 8th Global Healthy Workplace Awards and Summit will be hosted in partnership with American University in the US capital Washington, D.C. between **18th November – 20th November 2020**. The 8th Global Healthy Workplace Summit returns to the USA for its second time and will bring together leaders in global occupational safety and health, mental health and wellness who seek to create a healthy and productive working experience for all employers and employees.

Important Notice Due to the current situation, we are delaying receipt of booking until further notice for the time. We are monitoring the situation closely and will provide updates on the summit.

virtual

Global Summit Key Themes:

- Business continuity and risk management for global pandemic threats
- Innovative business strategies for mental health
- Connecting purpose-driven business and wellness
- Awards finalist presentations

The 8th Global Summit will be preceded by a **Capacity Building Seminar on “How to Create a Healthy Workplace” on 18th November 2020**.



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