



2017  
**UNION LEADERS  
LEADING PARTNERSHIP** | **COALITION OF  
KAISER PERMANENTE  
UNIONS**

# The Road to Workplace Wellness

PRESENTED BY: Betelhem Michael & Nicole VanderHorst

# How would you define a Culture of Health?

---



- Introduce yourself and tell us your region and your role
- What does a culture of health mean to you? How would you define this?

# Agenda

---



- What is a Culture of Health?
- How do we measure a Culture of Health at Kaiser Permanente?
- How does a Culture of Health impact business outcomes?
- What are employees' perceptions about barriers to a Culture of Health?
- What can you do to support a Culture of Health in your workplace?

# Establishing a Culture of Health

## What is Culture & Why Focus on it?



# What is a Culture of Health?

---



The Centers for Disease Control and Prevention defines a culture of health as follows:

- A culture of health is the creation of a working environment where employee health and safety is valued, supported and promoted through workplace health programs, policies, benefits, and environmental supports.
- Building a culture of health involves all levels of the organization and establishes the workplace health program as a routine part of business operations aligned with overall business goals.
- The results of this culture change include engaged and empowered employees, an impact on health-care costs, and improved worker productivity.

# Is Culture more than programs & policies?

---



- We applaud CDC for the working definition. However, we feel culture is much more than programs, policies, benefits, and environmental support.
- Culture is also about relationships and how people respect, trust, and interact with each other, guided by a core set of individual and organizational shared values

*“Culture isn’t the most important thing in the world; it’s the only thing. It is the thing that drives the business.”*  
- Jim Sinegal, Costco CEO (retired 2012)



# Culture of Health

People encourage each other to take care of their health

The leaders in my organization are role models for health

KP provides an environment that supports health and wellness

I trust that KP will make decisions to support my health and well-being

KP recognizes practicing healthy behaviors

My supervisor encourages me to take care of my health

KP does a good job informing progress towards workforce wellness goals

# The Culture of Health Index measures employee perceptions of a work environment of health and wellness at KP



Culture of Health Index		% Favorable	Difference from 2015	BIC
Item				
<b>Culture of Health Index</b>		76	n/a	n/a
KP provides environment that supports health and wellness		82	-1	n/a
Good job informing progress towards workforce wellness goals		78	-2*	n/a
People encourage each other to take care of their health		77	1	n/a
<b>Supervisor encourages me to take care of my health</b>		77	n/a	n/a
KP recognizes practicing healthy behaviors		76	-1	n/a
Trust that KP will make decisions to sup health and well-being		76	2*	n/a
The leaders in my organization are role models for health		69	0	n/a

 **Insight**  
Leaders being perceived as role models for health is an area of opportunity. Communication on progress toward wellness goals declined significantly.

■ Bottom third, ≤ 73   ■ Middle third, 74-83   ■ Top third of KP results, ≥ 84

\* Positive Significant Difference   ■ Negative Significant Difference

BIC = Willis Towers Watson's Best in Class Healthcare Norm

Scores indicate percentage of employees favorable

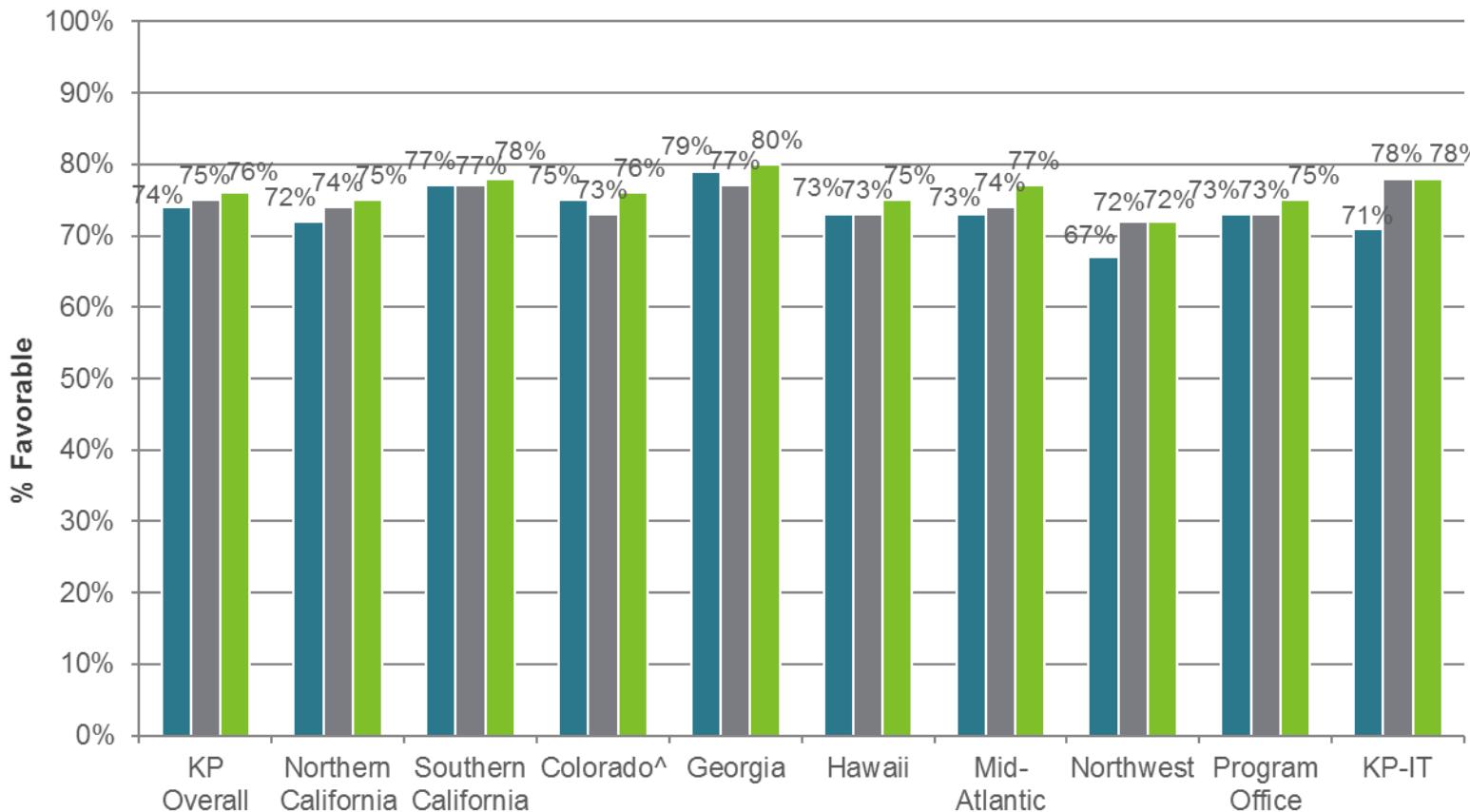
The Culture of Health Index item scores reflect responses from a statistically valid random sample of employees, except bolded item about supervisor, which was asked of all employees. Because of this change to the supervisor item, trend is not reported for the supervisor item or Culture of Health Index.

# Culture of Health Index by Region

## 2014-2016 Culture of Health Index\* results:



Culture of Health Trend



\*The Culture of Health Index reflect responses from a statistically valid random sample of employees, except for 2016 data, which includes the responses of all employees to the item "Supervisor encourages me to take care of my health."

<sup>^</sup>A post-survey random sample was taken of Colorado's data in order to match the random sample analyses of previous years and the random samples used by other regions.

# Culture of Health items predict business performance outcomes



Better Attendance



Fewer Workplace Injuries

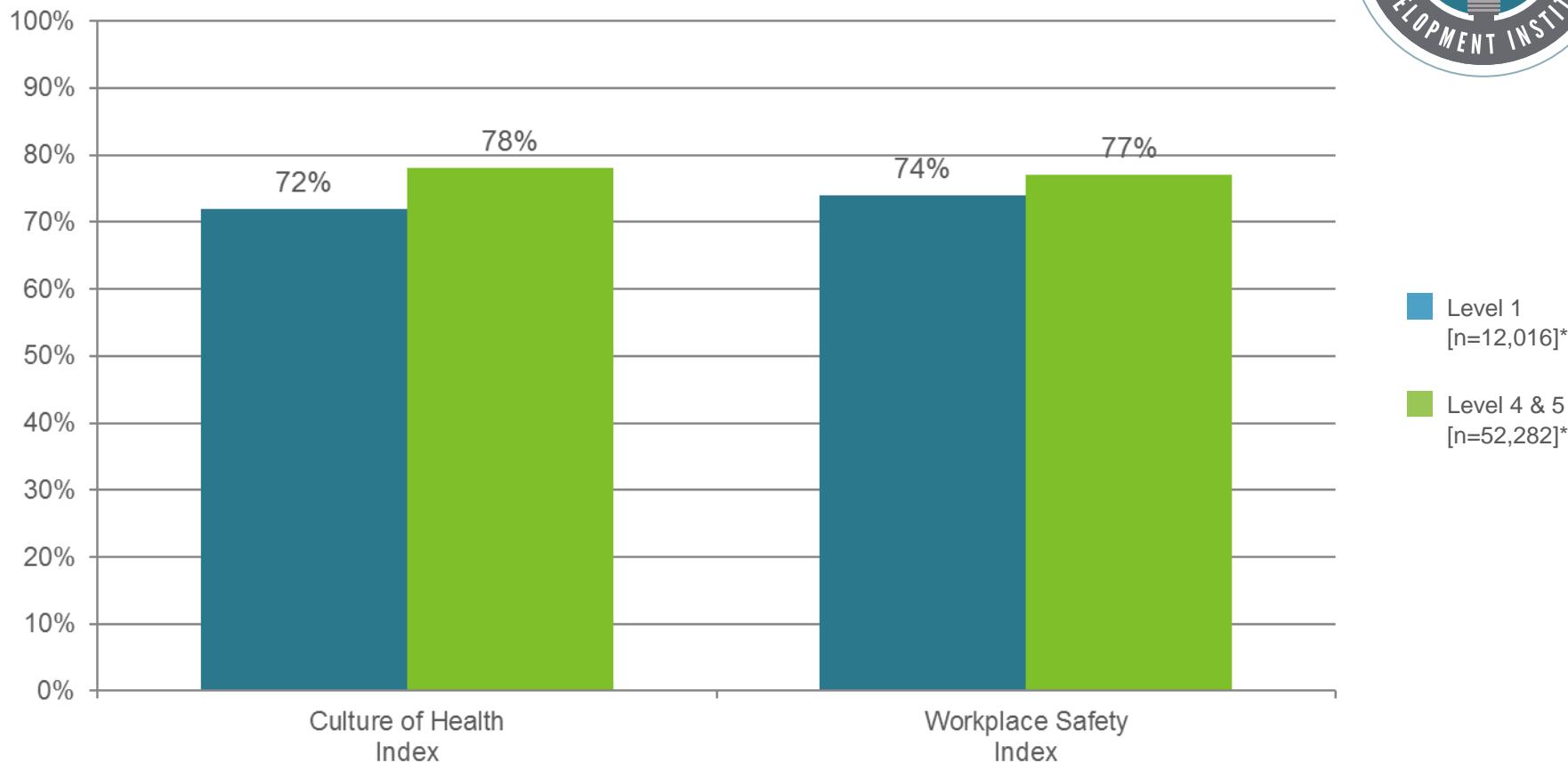


Less Voluntary Turnover

Improved Quality

# Higher functioning UBTs have higher scores on the Culture of Health and Workplace Safety Indices

Indices ordered by largest difference between Level 4 & 5 versus Level 1 UBTs\*

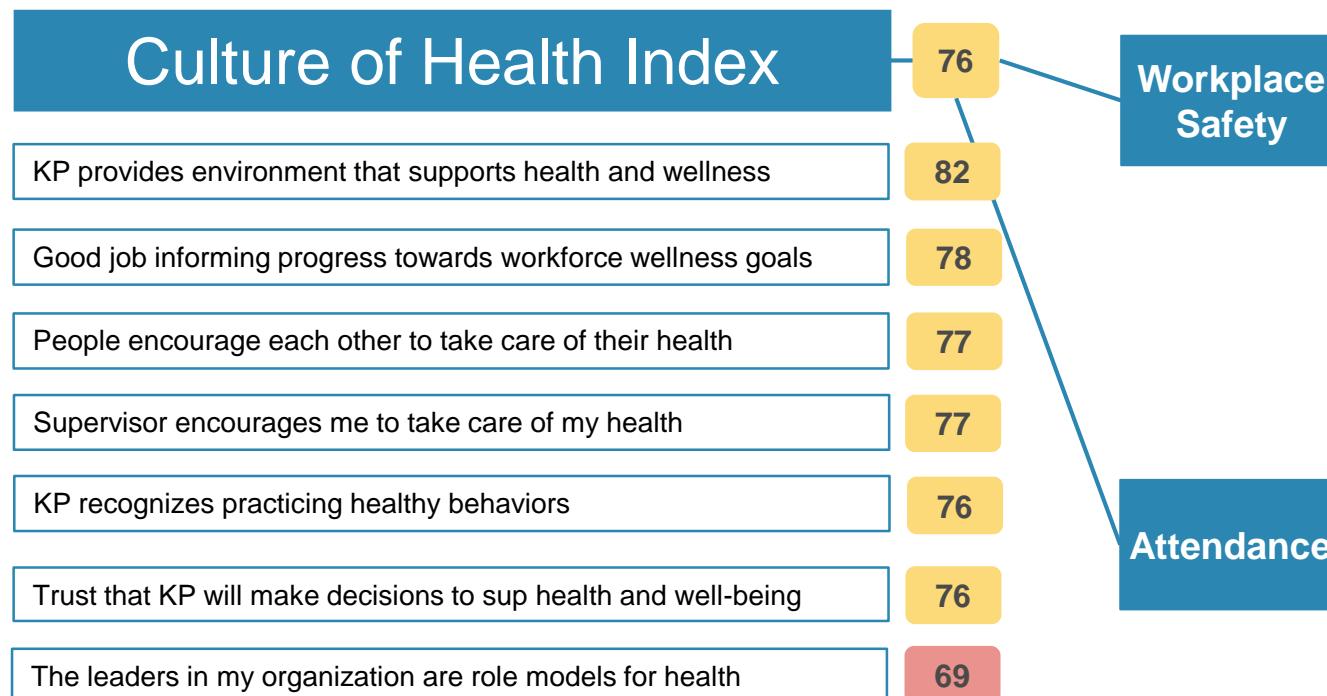


The Culture of Health Index items are answered by a statistically valid random sample of employees.

\*2016 People Pulse – This analysis only includes Programwide LMP respondents who are UBT members, representatives, and co-leads.

Scores indicate percentage of employees favorable.

# Higher Culture of Health Index scores correlate with workplace safety and attendance results



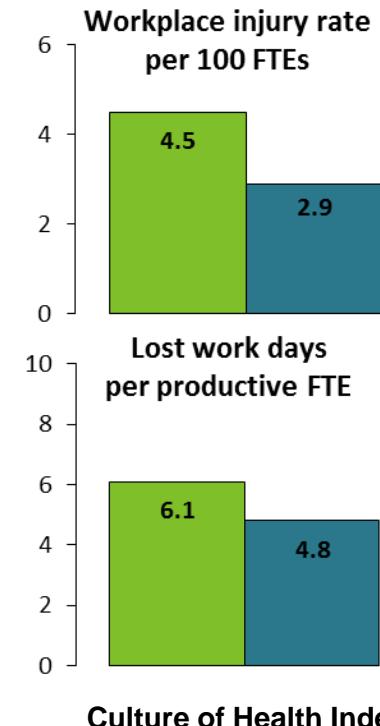
Higher scores on the Culture of Health Index correlate with 36% fewer workplace injuries and 21% fewer lost work days.

The scores displayed for the Culture of Health Index items reflect responses from a statistically valid random sample of employees, except for item "Supervisor encourages me to take care of my health" which was asked of all employees.

Linkage analyses are based on only those included in the random sample of employees, so that the "supervisor" item is not over-represented.

■ Bottom third, ≤ 73 ■ Middle third, 74-83 ■ Top third of KP results, ≥ 84

Scores indicate percentage of employees favorable.

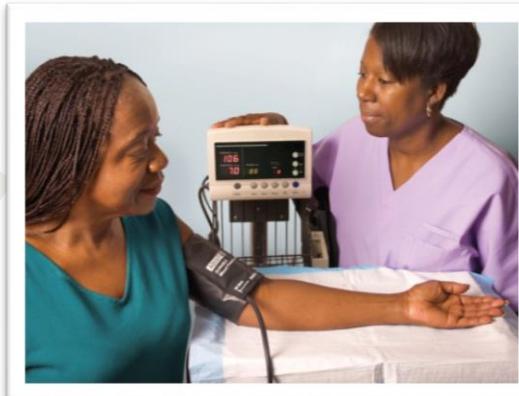


■ Bottom 20% of People Pulse scores  
■ Top 20% of People Pulse scores

# External research suggests supportive supervisors exhibit behaviors that lead to better employee outcomes



- Model healthy behavior
- Partner with other managers
- Structural support for schedule conflicts
- Emotional support for employees



- Better blood pressure /heart rate
- Less pain



- Higher job satisfaction
- Less intention to leave



- Better sleep quality
- Improved mental health

# Now that you see what a strong Culture of Health is related to...

---



- Reactions to the data?
- Does this resonate with your experience?
- What are your ideas for action based on this?
- What would they/ that be?

# Identified Barriers to Health

---



Time is the biggest barrier to health.

- Direct patient care areas are more impacted than administrative areas.
- Many are too tired or too busy to engage in healthy behaviors after they leave work.

The physical environment is not always conducive to healthy behaviors.

- Healthy, affordable food options are limited at some facilities.
- Some locations have well-maintained exercise facilities, which are especially important during harsher weather.
- Some facilities have no space for employees to take a break.

Time off and sick leave policies/ processes do not facilitate a culture of health.

- In some departments there is not coverage for employees to take sick time, so they are either not allowed to take time, or feel guilty when they do.
- It is common for employees to come to work sick or to cancel doctor's appointments.
- These policies and the culture in general are not supportive of employees who need to take time off to care for family members.

# Offered Suggestions to Improve

---



## Improve policies/ processes or communications

- Fast-track medical appointments for employees above patients.
- Change sick leave policies.
- Involve employee input to learn what people want and what's feasible for each facility.
- More publicity and role modeling of senior leader health activities.
- Flexibility in scheduling is important for creating a community of health.

## Events/ offerings

- Provide companywide breaks, healthier food choices/ guidelines.
- Health champion/ advocate to do monthly challenges with workgroups, or do Healthy Workforce in-service meetings.
- Provide more resources/ offerings with more frequency, options, incentives, better price rates and access/ convenience.
- Instead of monetary payouts, incentive programs can be point-based reimbursement programs, or offer health membership/ classes/ services or financial assistance with maintenance medications. If using monetary incentives, make it a non-taxable gift.

# What can you do to support a Culture of Health in your workplace?



# What makes a difference...



## PROMOTE ✓

### HEALTHY MEETINGS

- Encourage walking/ standing meetings with your colleagues.
- Add “discuss team People Pulse scores,” as an agenda item to your team meetings, focusing specifically on COH items.
- Encourage adding stretch/ OMM activity breaks onto agenda for team meetings.

### POSITIVE INTERACTIONS with COLLEAGUES

- Share programs (e.g., HWF, EAP) and healthy content with colleagues to help them thrive, and learn what others are doing to thrive.
- Share healthy recipes and activities with colleagues.
- Arrange a healthy lunch with your colleagues.
- Encourage those you work with to make wellness part of their day.
- Engage in conversations with colleagues around the general theme of psychological safety.
- Make it a priority to express gratitude to your colleagues. Encourage others to share their appreciation for and with one another.
- Listen to and value input from colleagues.
- Support the personal lives of colleagues.

### MODELING WELL-BEING

- Don’t be afraid to take PTO, and remind colleagues of the importance of taking their hard earned PTO.
- Take a moment to restore your energy.

## AVOID ✗

### COMPROMISING PERSONAL TIME

- Eating lunch while working at your desk.
- Arranging meetings at lunch time.
- Working on weekends.
- Sending emails at late hours and/ or weekends – draft and delay send until morning.

### NEGATIVE INTERACTIONS with COLLEAGUES

- Being visibly stressed.
- Not being visible/ accessible to colleagues.

### EMAIL OVERLOAD

- Spending the whole day on email.
- Sending too many emails.
- Sending an email when you can have a conversation.

# Dialogue

---



- What ideas do you have for impacting these results?
  - What are easily implemented actions for employees and managers to take to impact results?
  - What can you do in your role to build a culture of health in your region?
  - What are longer term changes that need to occur to move the KP culture of health?
- How should UBTs be measured on achieving a culture of health for the Path to Performance?
  - What metrics would be most appropriate?

# Final Comments?

---

