

Motivating the Unmotivated

Resiliency: the Hidden Component of all Successful Wellbeing Strategies

Rebecca Kruske | May 9, 2018

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Wellbeing prioritization vs. strategic confidence

- Promoting and improving employee health and wellbeing is a top priority for most employers (69%)



51%

Have confidence in the organization's wellbeing strategy

- Yet only half are confident their organization has a strategy to effectively meet that objective
 - » 15% disagree or strongly disagree that they do

Source: AJG NBS Survey 2016



Why aren't organizations implementing wellness programs?

Category	Base	Budget	wellness isn't the organization's role	No staff and/or time to plan/ implement programs	Lack interest	No clear ROI	Other
ALL	2,220	29%	10%	52%	35%	22%	18%
West	370	28%	8%	56%	31%	24%	19%
For Profit	1,449	25%	11%	49%	37%	25%	19%
Nonprofit	726	37%	7%	58%	32%	18%	15%
Under 100 FTEs	1,317	27%	9%	49%	38%	19%	19%
100 to 499 FTEs	622	31%	12%	59%	34%	25%	14%
500 to 999 FTEs	115	37%	8%	58%	23%	33%	23%
1,000 or more FTEs	128	34%	9%	45%	24%	40%	20%



Best in Class Methodology



1,192

Mid-Size Employer

- **317** qualified as best in class for healthcare cost control
- **286** qualified as best in class for human resource management
- **83** qualified as best of the best



315

Large Employer

- **87** qualified as best in class for healthcare cost control
- **94** qualified as best in class for human resource management
- **28** qualified as best of the best



What Makes Best-in-Class?

Best-in-class health premium trend

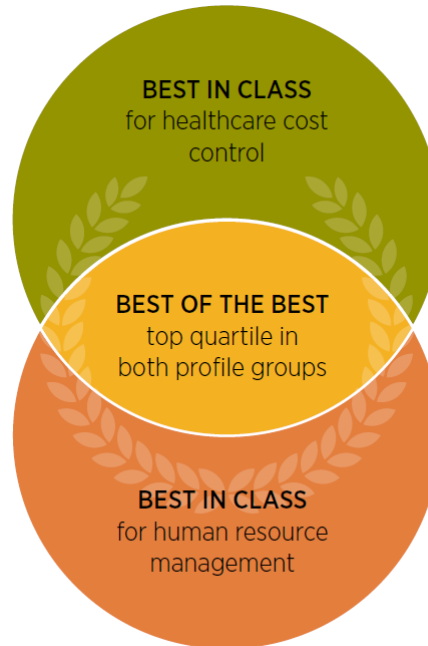
Employers achieved at least one of these premium increase metrics over the past three years:



3.9% or less (all 3 years)

0.9% or less (2 of 3 years)

0.9% or less (1 of 3 years) +
3.9% or less (1 of 3 years)



Best-in-class Human Resources

Criteria used to measure highest quartile:

Turnover percentage

Success of employee communication efforts

Assessment of workforce satisfaction, motivation and commitment

Completion of workforce engagement survey within the last two years



Best-in-Class Employer:

Healthcare Cost Control Key Themes

Mid-Size Employers

- Prioritizing culture, wellbeing, engagement and productivity
- Getting costs under control and putting benefits in balance
- Reining in costs without shifting the burden to employees
- Providing a robust wellness program aimed at reducing healthcare costs

Large Employers

- Saving more by spending less
- Planning proactively by using data
- Emphasizing consumerism and financial protection
- Prioritizing production and productivity



The Multiple Dimensions of Wellbeing



The **WHOLE** person comes to work every day....



each employee's wellbeing influences
individual and organizational performance

The Impact: Wellbeing & Employee Engagement are Strongly Linked

Engaged, thriving employees are more likely to...

- Be agile and resilient
- Volunteer their time
- Recover quicker
- Report excellent performance
- Stay with their employer
- Have fewer health problems & lower health costs
- Participate in workplace wellness efforts



The opportunity...

Simultaneously address wellbeing & engagement to build a culture that supports the behaviors leading to a healthy and engaged workforce and supports your employer value proposition.



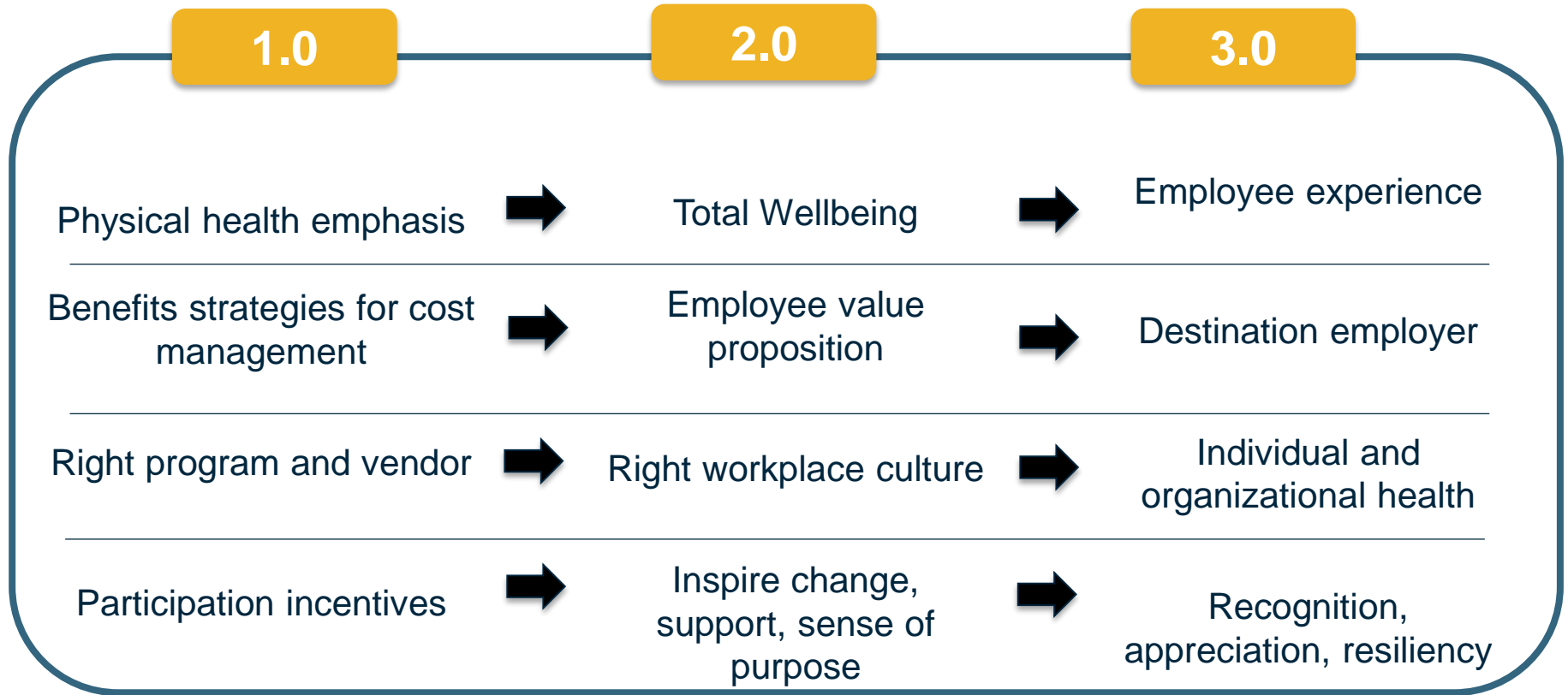
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Something is missing...



The Evolution of “Wellbeing”



FOCUS: Wellbeing as a *cultural imperative* that drives engagement and enables high performance



Re•sil•ience:

toughness; the capacity to recover quickly from difficulties

- Use purposeful, trained attention to decrease the negative thoughts in your mind and bring greater focus on the most meaningful aspect of an experience. (Mayo Clinic 7/4/14)



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Perception is everything!



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Negativity or Positivity?





The World Health Organization names

STRESS the **HEALTH EPIDEMIC** of the 21st Century⁶

Workplace stress is linked with increased:

DIABETES

HEART DISEASE

DISABILITY

ABSENTEEISM

TURNOVER

SUBSTANCE ABUSE

PREMATURE DEATH

Sources⁷⁻¹⁰

Source: World Health Organization (2018)



Factors in resilience



Primary factor is having caring and supportive relationships within and outside the family.



Role models offering encouragement and reassurance



The capacity to make realistic plans and take steps to carry them out.



A positive view of self and confidence in your strengths and abilities.



Skills in communication and problem solving.



The capacity to manage strong feelings and impulses.



9 ways to build resilience

- ✓ Start with leading by example and build your own personal resilience
- ✓ Identify sense of purpose and have team members find meaning in what they do
- ✓ Accept change in inevitable
- ✓ Foster an environment that encourages social dynamics
- ✓ Pay attention to stressors and individual/collective levels of stress
- ✓ Encourage problem-solving skills and case scenarios
- ✓ Nurture grittiness and a sense of mental toughness among employees.
- ✓ Positivity counts! Be optimistic.
- ✓ Expect team members to be flexible and adaptable and hold them to it.

Sources: American Psychological Association (2018) and UC Berkley, Greater Good Science Center (2016)

Tying it together....



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Wellbeing & Engagement

You need to understanding your organization's culture through a broad integrated approach!



Assess your unique culture, strategic business model and organizational objectives



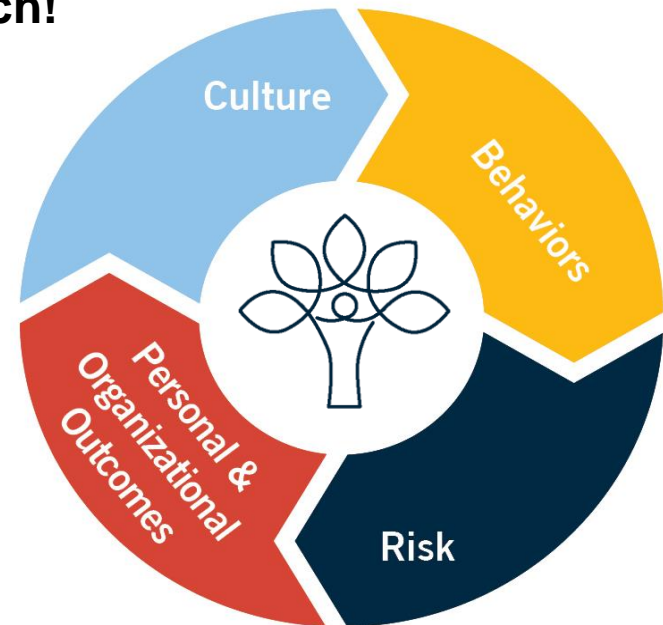
Understand your workforce and talent strategy to develop initiatives that are relevant by career stage and support destination employer efforts



Identify prevailing population health risks through analyzing biometric, claims, and utilization data in conjunction with employee focus group/survey information to assess readiness to change.



Build a long-range philosophic vision focused on total wellbeing and engagement that enhances culture and improves

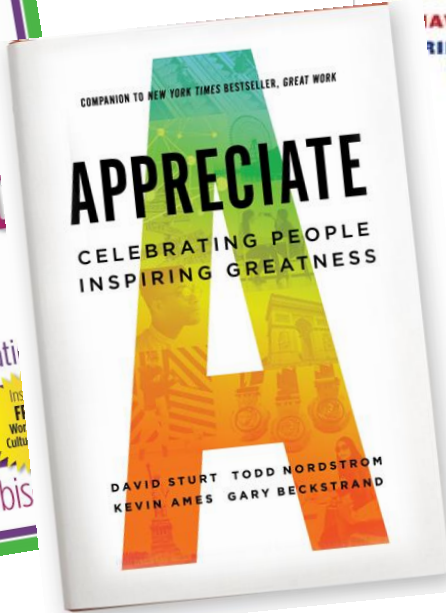
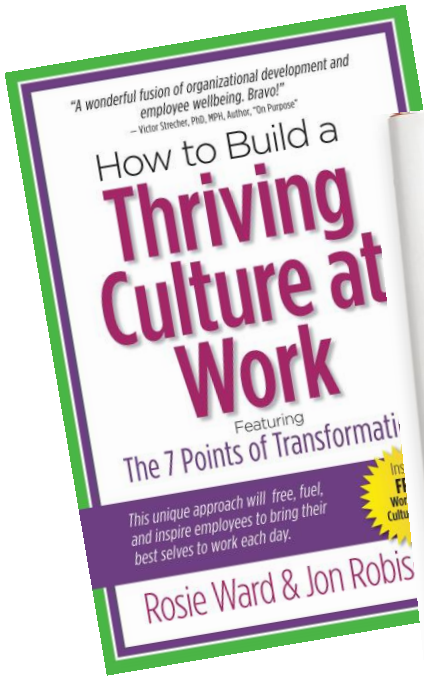


Resources



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Thank you!



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