

The Value of Employee Health to the State of Minnesota

Linda Feltes, MS
Project Manager-
Worksite Health Promotion
April 2010



The Value of Employee Health

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Vision of Work Well

The vision of Work Well is to create a workplace culture that supports and encourages the healthy intentions of each state employee and visitor, with the outcome of a measurably healthier, more productive workforce. (Please see handout: “Worksite Wellness Program Model”.)

The focus is not on short-term programs but on policy, systems and environmental supports. The goal is to build a foundation under agency wellness initiatives so that they are effective and sustainable.

- **Sample policy support:** caterers used for events are able to provide a variety of healthy food choices.
- **Sample systems support:** directions to state office buildings include information on bike routes and racks, and public transportation.



The State of Employee Health

- **33,956 (67%)** completed a health assessment
- **77% of men and 58% of women** report being either overweight or obese
- **65%** eat less than 5 servings of fruits and veggies each day.
- **30%** fall below the guideline for physical activity
- **3%** are sedentary
- **9%** smoke

Source: JourneyWell Health Assessment Summary Report,
SOM Dec 4, 2008.



The State of Employee Health

The top three health risks for MN state employees are:

- ✓ Poor nutrition
- ✓ Overweight or obese
- ✓ Inactivity

Over 87% of health care claim costs are due to an individual's lifestyle. These factors can be changed.

Source: JourneyWell Health Assessment Summary Report,
SOM Dec 4, 2008.



The State of Employee Health

Health and Productivity

Excess productivity loss can be conceptualized as the observed absenteeism, presenteeism and total productivity loss above and beyond what would be observed in a healthy subpopulation.

- Excess productivity loss per state employee per year = \$1,616. Extrapolated to the entire workforce, the State's annual excess productivity loss = \$82,445,426. Yep, \$82 million.
- A person with an optimal lifestyle has only an \$890 excess productivity loss. An optimal lifestyle is: being physically active, no tobacco use, and consuming 5 fruits and vegetables daily.
- A sedentary person's annual excess productivity loss = \$4,500.
- A person with low *risk of depression* has excess productivity loss of only \$506 annually. A person at high risk has excess productivity loss of \$14,660.
- A person with high *perceived emotional and physical well-being* (regardless of health status) has a **gain** in productivity of \$505 annually. A person with poor perceived emotional and physical well-being has an excess productivity loss of \$5,543 annually.
- A *smoker* has an excess productivity loss of \$2,522 annually.
- A person with a *high stress level* has an excess productivity loss of \$6,821 annually.

Source: JourneyWell State of MN Health and Productivity Profile 2009.



The State of Employee Health

Total claims

- 2008 SEGIP medical and pharmacy claims equaled
- \$547 million*
- On the same trend, total claims reach \$1 billion in 2020
- Goal: Zero Trends

*Source: Deloitte Report



The State of the Nation

Centers for Disease Control (CDC) shows the growth of obesity in America. Please watch:

<http://www.youtube.com/watch?v=By6VWml5rnk>

This is significant. Overweight and obesity increase risk for:

- Coronary heart disease
- Type 2 diabetes
- Cancers (endometrial, breast, and colon)
- Hypertension (high blood pressure)
- Dyslipidemia (high total cholesterol or high levels of triglycerides)
- Stroke
- Liver and Gallbladder disease
- Sleep apnea and Asthma
- Osteoarthritis
- Gynecological problems

Source: CDC.gov



Case Study

“Employees are our most valuable asset. A healthy workplace is where employees feel that the workplace is an extension of home.

Working in Correction is an emotional and physical investment. There is stress. You are sedentary. Yet you must be alert at all times. Work here is cerebral and physical.

A healthy workplace shows in the morale. People feel proud to work here. We try to keep the physical plant in perfect condition. They feel good in a positive environment.

It’s part of our culture that employees participate in community activities in Red Wing; they coach, etc. Our managers are involved in these activities.

It is also a sign of a healthy wellness culture that employees continue to bring suggestions and they are actively responded to.”

– Warden Otis Zanders
MN Correctional Facility
Red Wing

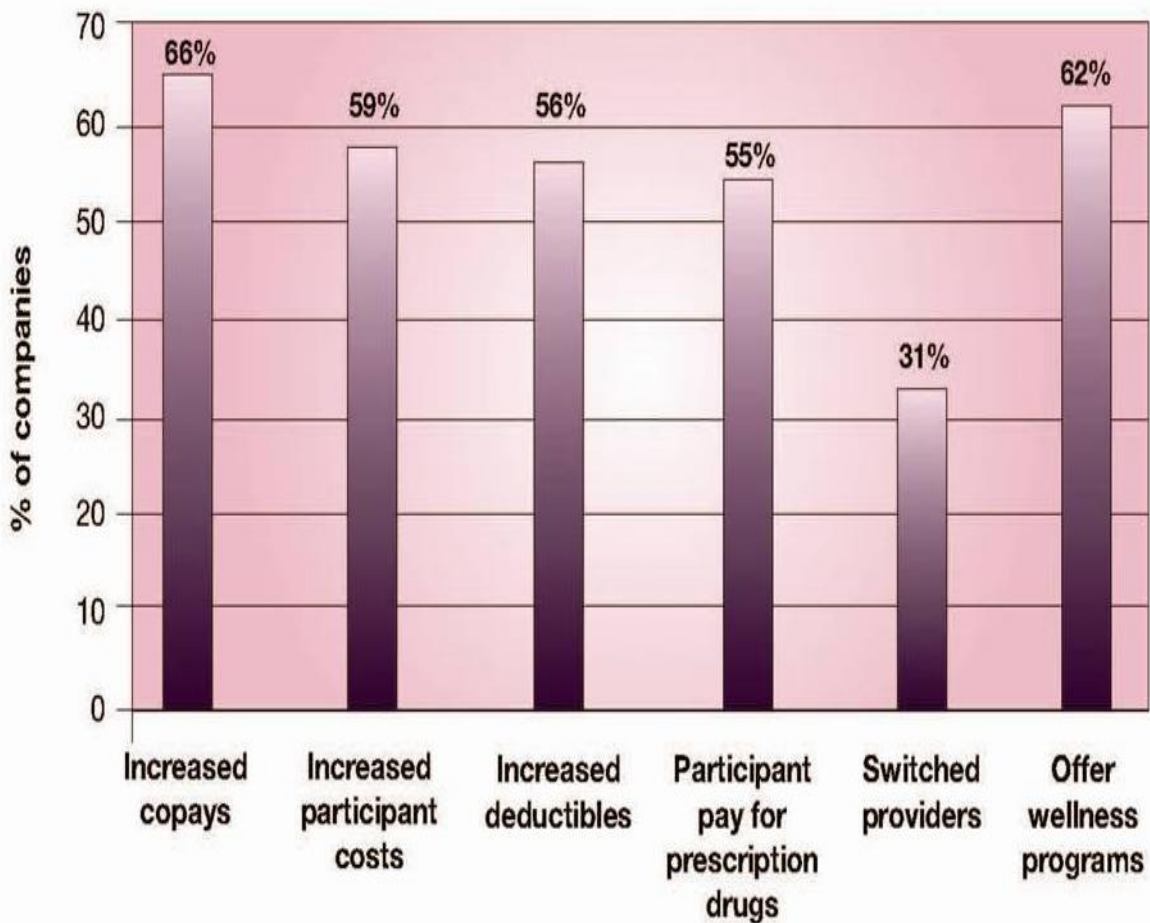


(Click here for full interview: [Featured Employee.](#))



Supply and Demand for Health Care

How Companies are Responding to Increased Health Care Costs



Source: Society for Human Resources Management, 2006



Supply and Demand for Health Care

- **Supply:** The State, like other employers, has made adjustments to our health insurance plan to manage rising costs. (The MN Advantage Health Plan won the 2004 Innovations Award from the Council of State Governments and is a national model.)

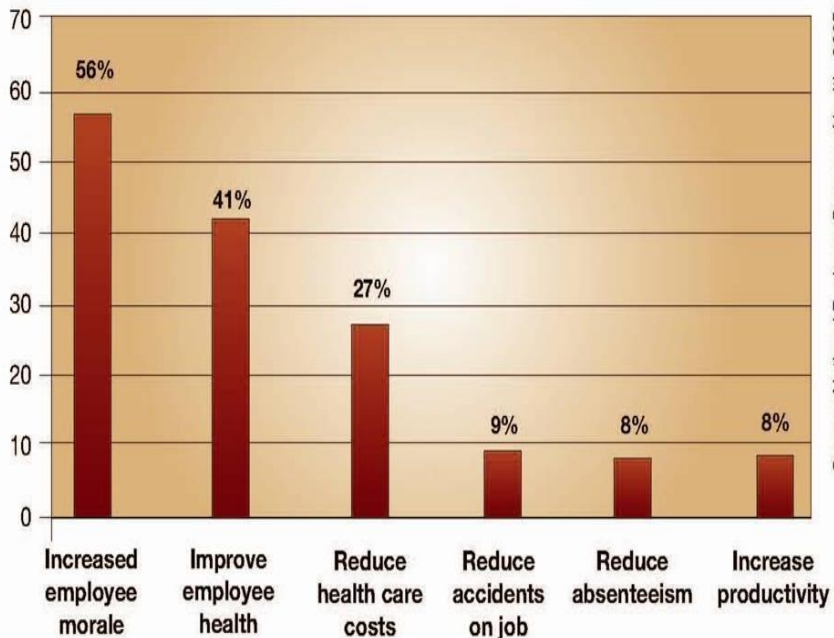
Strategies: self-insure; increase co-pays, deductibles and prescription costs; multiple carriers compete.

- **Demand:** Employers now understand they must **reduce the demand** on the health care system by strategically investing in prevention.

Strategies: Free routine physicals and screenings, no or low cost prescriptions for chronic illness, free quit smoking plans, and **worksite wellness** benefits.



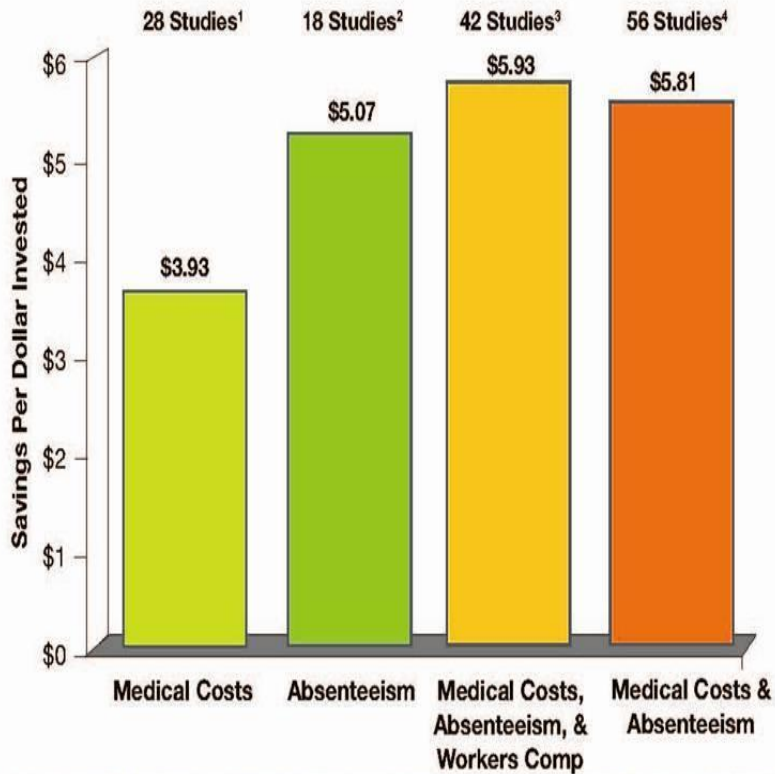
Benefits of Worksite Wellness Programs



The benefits, and goals of comprehensive worksite wellness initiatives reach beyond reduced health care costs. Wellness initiatives impact morale, safety, productivity, absenteeism, recruitment and retention.



Return on Investment In Worksite Health Promotion



1. Source: Aldana, SG, *Financial impact of health promotion programs: a comprehensive review of the literature*, *American Journal of Health Promotion*, 2001, volume 15:5; pages 296-320.
2. Source: Aldana, SG, *Financial impact of health promotion programs: a comprehensive review of the literature*, *American Journal of Health Promotion*, 2001, volume 15:5; pages 296-320.
3. Source: Chapman, LS, *Meta-evaluation of worksite health promotion economic return studies*, *Art of Health Promotion*, 2003, 6:6, pages 1-16.
4. Source: Chapman, LS, *Meta-evaluation of worksite health promotion economic return studies: 2005 Update* *Art of Health Promotion*, 2005, p. 1-16.



Case Study

“I try to lead by example. I come to work early and exercise. And I okay activities brought to me by the Safety and Wellness Committee so that employees can take advantage of these opportunities.



Each spring, we have a clean-up event that all employees in the building are invited to participate in. We borrow orange vests for everyone. It's very active. The neighborhood has grown to appreciate it. We allow employees to extend their lunch break to participate. We feel this activity builds morale and teamwork.

This benefits the State of Minnesota because if employees aren't sick, they're working. This reduces workers comp claims and sick leave so the state saves money. And happy employees are more productive. Doing things together builds community within our organization, and because we team with the other retirement agencies, we expand our circle of friends.”

– **Dave Bergstrom**
Executive Director
MN State Retirement Systems

(Click here for full interview: [Featured Employee.](#))



7 Benchmarks of Success

These are the components of a comprehensive worksite wellness program, with an expected ROI of \$3-6:\$1.

1. Senior level support
2. Cohesive wellness teams*
3. Data-driven, results-oriented*
4. Annual operating plan
5. Supportive, health-promoting environment
6. Interventions appropriate to specific worksite*
7. Carefully evaluate program outcomes*

*Work Well's current strengths

Source: WELCOA: Wellness Council of America



7 Benchmarks of Success

1. Senior level support

“When the CEO gets behind the initiative, things begin to change.”

Senior level support includes practices around:

- Communications regarding wellness
- Resource allocation to wellness
- Delegating responsibilities
- Role modeling



7 Benchmarks of Success

1. Senior level support (cont.)

Many state agencies have wellness committees and champions.

Generally, these largely “employee-powered” programs are limited in their ability to make a substantial and sustainable impact for lack of:

- demonstrated senior leadership support
- staff time dedicated to wellness initiatives
- resources
- facilities

Please peruse the MMB extranet “wellness” pages to learn about enterprise-wide and individual agency initiatives: <http://extranet.mmb.state.mn.us/>.



To Address Concerns

Risk Management

- The state is indemnified under Sec. 52. MN Statutes 2008, section 16B.24, Subd. 5b.
- Work Well provides a Waiver of Liability template.
- Work Well provides a Fitness Leader Application and Emergency Procedures template.
- Work Well and the Dept of Admin are pursuing a general liability insurance policy to protect any individual state employee who voluntarily leads a wellness/fitness class for other state employees.

Loss of Productivity

- Lost productivity from health problems cost the state over \$46 million last year. We hope to capture some of that loss.

Negative Public Perception

- Employees do not use work time to participate in wellness/fitness classes.
- Businesses have been able to demonstrate a strong return on investment for worksite health promotion.
- The state is committed to its dedicated employees, and understands that a healthy workforce is a productive workforce.

Shortage of Facilities and Resources

- In line with current research, the state expects a return on investment within 2-3 years of \$3-6 for every \$1 invested.



Case Study



“These healthy changes in the workplace absolutely benefit the state. For one, we’re all citizens. We need to change the way we think about food. Also, as MN Dept of Health employees, we need to serve as role models. Changing our culture and norms and how we model as state employees can help change the broader environment.

I fail myself. I eat at my desk. I forget to have stretch breaks at long meetings. I take the stairs only 70% of the time. But we are offering healthy meetings and providing opportunities for staff to experience, for example, tai chi and yoga at meetings by inviting instructors in for 20-minutes sessions, which the instructors have been willing to do for free.”

– Maggie Diebel

Division Director, Health Community Services

MN Department of Health

(Click here for full interview: [Featured Employee.](#))



Roles for State Leaders

1. Understand and Encourage Use of Existing Employee Benefits
2. Understand and Communicate Existing Laws, Policies and Union Agreements
3. Understand and Communicate Existing Programs and Champions in your Agency
4. Build Employee Health Promotion into Agency Strategic Plan
5. Consider dedicated space for wellness
6. Consider dedicated budget for wellness
7. Consider designating % FTE for wellness
8. Plan Healthy Meetings
9. Role Model



Roles for State Leaders

1. Understand and Encourage Use of Existing Employee Benefits

- Health Insurance Carriers (BlueCross BlueShield of Minnesota, HealthPartners, Preferred One)
- JourneyWell health assessment and free health coaching programs
- Employee Assistance Program (EAP)
- Advantage Health Advisors (AHA)
- Annual Flu Shot Campaign
- Ergonomics Consultation
- Work Well



Roles for State Leaders

2. Understand and Communicate Existing Laws, Policies and Union Agreements

Laws:

- The state is indemnified under Sec. 52. MN Statutes 2008, section 16B.24, Subd. 5b.
- Chair massage therapist must follow MDH guidelines and be registered by the City of St. Paul
- Laws guide the sale of goods in state buildings and allowable gifts and incentives.

Policies:

- Policies vary by state agency.
- MDH policies requires healthy food options for catered meals
- DHS policy disallows possession of tobacco or smoking on state property ground
- Templates for liability waivers and instructor applications available to all
- General liability insurance policy will cover SOM employees leading classes.

Union Agreements:

- The State will develop and implement health promotion and health education programs, subject to the availability of resources. Wellness classes, including but not limited to tobacco cessation, may be reimbursable or work time may be used. (AFSCME p. 71-72)
- The State may develop voluntary health promotion pilot programs. (AFSCME p. 71-72)
- Rest periods and unpaid lunch periods are granted. Rest periods may be used to extend the lunch period, with supervisor's approval. (AFSCME p. 5)
- Provide for health and safety of its employees....establish at least one safety committee. (AFSCME p. 24) This agreement supported establishment of safety and wellness committee at MSRS and elsewhere.



Roles for State Leaders

3. Understand and Communicate Existing Programs and Champions in your Agency

(Please see handout: “Best Practices in Wellness across MN State Agencies”)



Roles for State Leaders

4. Build Employee Health Promotion into Agency Strategic Plan

Sample from MN Pollution Control Agency:

Goal E.1 Provide a safe and healthy workplace for all employees, volunteers and visitors.

- Objective E1c) Promote participation in employee wellness activities by sponsoring appropriate workplace and non-workplace activities.

This statement in the strategic plan allows MPCA Health Promotion Committee members to put 5% of their work plan time toward wellness activities. They have also had a small annual budget for wellness.

Recently, these opportunities have been somewhat rescinded as leadership support lessened.



Roles for State Leaders

5. Consider dedicated space for wellness

There are various prototypes at various state agencies from which to choose, from unused office space to multi-use conference space to fitness centers.

6. Consider dedicated budget for wellness

Staff or wellness committee develops budget
Based on priorities from employees.

7. Consider designating % FTE for wellness

Examples include dedicated time from HR, safety, support or facilities staff or % for each wellness committee member.



Roles for State Leaders

8. Plan Healthy Meetings

- Healthy Food Choices
- Stretch Breaks
- Walking Meetings
- Encourage Participation
- Express Appreciation
- Invite a Wellness Speaker



Roles for State Leaders

9. Role Model

- Model healthy behavior.
- Use the stairs.
- Participate in wellness programs.
- Bring a healthy lunch
- Eat away from your desk.
- Join the Wellness Committee.
- Share personal wellness stories.
- Walk/exercise at work.
- Let your staff see, feel and hear your support for their good health



Case Study



“I think I have to be a model. Most important, I think, is providing a safe environment for people, making sure they feel able to express themselves. Give them options for physical wellness and support that. Quite frankly, when employees come to me with ideas like the 5K run, I need to support that. I need to go over there and say a few words to show them I believe in it and I’m a part of it.

I’m open to those kinds of ideas. I haven’t seen anything that I don’t think is working well. I’m always just looking for ways to do more.

People are happier. People want to come to work. Lost time is minimized. I think people are just sharper at what they do. It improves employees’ quality of life by supporting these types of things.

Another tidbit I’d share with you. A couple of years ago I went to the Federal Executive Institute. It’s the last level of leadership development you get as a federal employee...a large focus was on your health. They talked about – and I kind of knew this but I never knew it the way I heard it there – how important your own health is as a leader....We tend to miss the boat when we run our own people through leadership programs and we don’t talk about the importance of emotional health and leadership and physical health as a leader.”

–Commissioner Tom Sorel
MN Department of Transportation

(Click here for full interview: [Featured Employee.](#))



Resources

Other Employee Health and Wellness Programs:

General Mills

www.mnchamber.com/news/Archived/Crimmins.pdf

Healthier Feds

<http://www.healthierfeds.opm.gov/healthierfedsmanual.asp>

North Carolina

www.shpnc.org/nc-healthsmart.html

Pioneer Hi-Bred International

welcoa.org/pdf/pioneer_hibred_platinum_2004.pdf

Key References:

American Institute of Preventive Medicine Wellness White Paper

www.healthylife.com/template.asp?pageID=75

MMB Extranet Wellness pages:

<http://extranet.mmb.state.mn.us/>

Productivity Takes a Hit From Obesity, Diabetes

www.forbes.com/feeds/hscout/2009/05/13/hscout626770.html

Statewide Health Improvement Program (SHIP)

www.health.state.mn.us/healthreform/ship/index.html

Wellness Council of America

www.welcoa.org/wellworkplace/

Linda Feltes

Linda.Feltes@state.mn.us, 651-259-3779



Next Steps

Let's brainstorm!

