Zero Trends: Health as a Serious Economic Strategy

Realizing the promise and Competitive Advantage of: “Creating and Maintaining a Thriving and Sustainable Workplace and Workforce”

Edington Associates LLC

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Future Economic Strategy for Health

Strategies to cope with Healthcare as an Economic Strategy

And Health as a Strategy to Build a Thriving, High Performing and Sustainable Individual, Family, Workforce Workplace, Community, State, …

Past to Current Strategies to Disruption Innovation
Wellness Continuum: 1970-2013

High-Level Wellness, Energy, Vitality

Feeling OK

Chronic Signs & Symptoms

Premature Sickness, Death, Disability

Edington. 1983, Modified 2008

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Challenge!

Can you beat the Natural Flow of decreasing population health status?
# Estimated Prevalence of Health Risks

<table>
<thead>
<tr>
<th>Health Risk Measure</th>
<th>High Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Body Weight</td>
<td>41.8%</td>
</tr>
<tr>
<td>Stress</td>
<td>31.8%</td>
</tr>
<tr>
<td>Safety Belt Usage</td>
<td>28.6%</td>
</tr>
<tr>
<td>Physical Activity</td>
<td>23.3%</td>
</tr>
<tr>
<td>Blood Pressure</td>
<td>22.8%</td>
</tr>
<tr>
<td>Life Satisfaction</td>
<td>22.4%</td>
</tr>
<tr>
<td>Smoking</td>
<td>14.4%</td>
</tr>
<tr>
<td>Perception of Health</td>
<td>13.7%</td>
</tr>
<tr>
<td>Illness Days</td>
<td>10.9%</td>
</tr>
<tr>
<td>Existing Medical Problem</td>
<td>9.2%</td>
</tr>
<tr>
<td>Cholesterol</td>
<td>8.3%</td>
</tr>
<tr>
<td>Alcohol</td>
<td>2.9%</td>
</tr>
<tr>
<td>Zero Risk</td>
<td>14.0%</td>
</tr>
</tbody>
</table>

## OVERALL RISK LEVELS

- **Low Risk** = 0-2 risks
- **Medium Risk** = 3-4 risks
- **High Risk** = 5 or more

From the UM-HMRC Medical Economics Report

Estimates based on the age-gender distribution of a specific corporate employee population

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Natural Flow: by Risk Status

- **High Risk (>4 risks)**
  - 4,691 (10.8%)
  - 2,373 (50.6%)

- **Medium Risk (3 - 4 risks)**
  - 10,670 (24.6%)
  - 5,226 (12.1%)
  - 11,495 (26.5%)
  - 4,163 (35.0%)
  - 5,309 (39.0%)

- **Low Risk (0 - 2 risks)**
  - 27,951 (64.5%)
  - 26,591 (61.4%)
  - 21,750 (77.8%)
  - 1,961 (18.4%)
  - 678 (14.4%)
  - 892 (3.2%)

Average of three years between measures

Modified from Edington, AJHP. 15(5):341-349, 2001
Natural Flow by Risks-Costs-Age

Annual Medical Costs

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Low</th>
<th>Med Risk</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>19-34</td>
<td>$1,776</td>
<td>$2,565</td>
<td>$5,114</td>
</tr>
<tr>
<td>35-44</td>
<td>$2,193</td>
<td>$3,353</td>
<td>$5,710</td>
</tr>
<tr>
<td>45-54</td>
<td>$2,740</td>
<td>$3,800</td>
<td>$6,625</td>
</tr>
<tr>
<td>55-64</td>
<td>$3,734</td>
<td>$4,620</td>
<td>$7,991</td>
</tr>
<tr>
<td>65-74</td>
<td>$4,114</td>
<td>$5,212</td>
<td>$10,785</td>
</tr>
<tr>
<td>75+</td>
<td>$5,756</td>
<td>$6,636</td>
<td>$11,909</td>
</tr>
</tbody>
</table>

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Population Health Management Strategy

Where is the economic strategy?

Health Management
--healthy stay healthy
--don’t get worse

Disease Management
--stay on protocol
--don’t get worse

Sickness Management
--reduce errors
--coordinate services

Serious Costs
Medium Cost
Low Cost
Recommendations for the Population after 30 years of work 1977-2009

(Zero Trends)

Don’t Get Worse
Help the Low-Risk stay Low-Risk
Help the High-Risk move to Low-Risk
Wait for Disease or Health Risks and then Treat

In Quality terms this strategy translates into “wait for defects and then fix the defects”
What’s Next?

Change the questions
Get to a new level of thinking
Adjust our vision of the future
Have courage to change our definitions
Lead, follow or get out of the way

…it’s time for Disruption Innovation
The world we have made as the result of the level of thinking we have done thus far creates problems we cannot solve at the same level of thinking at which we created them.

- *Albert Einstein*
CHANGE
YOUR WAY
OF THINKING
EMBRACE
NEW POINTS
OF VIEW
Integrate the Whole Person into the Environment and Culture and Engage in Population Health (Follow the lead of Safety and Quality)

(...in Quality terms this strategy translates into “fix the systems that lead to the defects”) 
(Deming, Drucker, Blanchard)
Vision from Zero Trends

Zero Trends provides a transformational approach

Organizations throughout the world live within a thriving and sustainable workplace and workforce

Based upon over 800 Publications and Presentations
Enterprise Wide Engagement

Culture and Environment

All Managers
Quality
Strategy
Progress and Feedback
Alignment
Human Resources

Safety
All Employees engaged
Health and Wellbeing
Talent
Senior Leaders

Employer of Choice

The whole is greater than the sum of the parts!!!
Thriving and Sustainable Workplace and Workforce for 2013 and Beyond: Strategic

Create a Thriving and Healthy Workforce

Create a Supportive Environment and Culture

Create the Vision and Strategy

Champion Company

Gains in Organizational Objectives

Health Status
Economics
Absence
Worker’s Comp.
Presenteeism
Financial Metrics
Engaged Workers
Recruitment
Retention
Happiness
Company Visibility
Social Responsibility

Move Healthy Well-Being into the Culture
• Senior Leadership
• Operations Leadership
• Self-Leadership
• Recognize Positive Acts
• Quality Assurance

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Four Stakeholders of Health Management and the Communications Between Them

- Senior Leadership
- Learning / Human Resources
- Associates
- Dependents
- Managers
- Spouses
Fix The Barriers to Healthy, Thriving and Sustainable Workplaces and Workforces

Organizational Barriers

<table>
<thead>
<tr>
<th>Category</th>
<th>Barriers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Leadership</td>
<td>Lack of support</td>
</tr>
<tr>
<td></td>
<td>Lack of clear vision</td>
</tr>
<tr>
<td>Operations Leadership</td>
<td>Supervisor lack of support</td>
</tr>
<tr>
<td></td>
<td>Lack of supportive culture</td>
</tr>
<tr>
<td></td>
<td>Incomplete Communication</td>
</tr>
<tr>
<td>Self Leadership</td>
<td>Don’t understand why</td>
</tr>
<tr>
<td></td>
<td>Lack of self-efficacy</td>
</tr>
<tr>
<td></td>
<td>Lack of time, convenience</td>
</tr>
<tr>
<td>Recognize Positives</td>
<td>Lack of positive recognition</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>Lack of feedback on progress</td>
</tr>
<tr>
<td></td>
<td>Lack of shared values, vision</td>
</tr>
</tbody>
</table>
Strategic-Systematic-Systemic-Sustainable

Vision Builder

Capture and Store Objectives

Administration of Audit and Surveys (Culture, Environment, Community)

Define and track success targets

Tracks progress toward goals for:
- Pillars
- Process
- Outcomes
- Views for all Stakeholders

Develop vision and purpose
Outline objectives and Metrics

Engage a committee to expand to initiative to a strategic and enterprise level initiative

Existing Wellness Program
1) Strategic Session with CEO and C-Suite

2) Executive Steering Committee

3) Conduct Organizational Health Assessment

Environmental Audit
Perception of Culture Survey
Qualitative Inquiry

On- or off-line Administration

Present results and strategic recommendations to senior stakeholders

Existing or New Wellness Program
3) Present Gap Analysis Findings

4) Wellness Program Audit

5) Organizational Positioning system

“Real-time” tracking of Journey process

4) Work Teams to Address Gaps

4) Train all Stakeholders

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Step #1

Strategic

Create the Vision

• Connect vision to business strategy
• Provide measures to get to vision
• Commitment to healthy culture
• Provide adequate resources
• Leadership ownership and engaged

“Establish the business value of a healthy and high performing organization and workplace as a world-wide competitive advantage”
Step #2  Systematic, Systemic

Alignment of Policies with Vision

• Assess Organizational Health
• Fix the gaps in the environment and culture
• Train all employees in What, Why, How
• Conduct a wellness program audit
• Brand health management strategies

“you can’t put a changed person back into the same environment and expect the change to hold”
# The EA Organizational Health Assessment

## Environmental Audit
- Assess what exists and doesn’t exist in current environment and culture
- Conduct audit with wellness professionals and human resource representatives

## Perception of Culture
- Survey entire employee population
- Assesses employees’ and managers’ perception of supportive environment and culture

## Qualitative Inquiry
- Employee focus groups
- Individual interviews with key stakeholders
- One-on-one interactions with key stakeholders

## GAP ONE:
Perceptions of current environmental & cultural practices compared to “Ideal”

## GAP TWO:
Manager’s perceptions of environment & culture compared to vision

## GAP THREE:
Employee’s perceptions of environment, culture and management support compared to vision

Health management strategy based on addressing these key gaps
Fix the Gaps and Beware of the Barriers
Training Suite: What, Why, How

EA Core Content
- Champion Company Journey
- Environment and Culture
- Positive examples/Powerful stories
- Self-leadership skills

Senior Leaders
- Zero Trends
- Drivers of Impact
- Shared Vision/Values/Mission

Operations Leaders
- Communications/Branding
- Strategic planning
- Maximizing engagement

Managers
- Positive role modeling
- Encouraging success
- Intrinsic/Extrinsic motivators

Wellness Leaders
- Support networks
- Community of change
- Wellness conversations

Employees
- Self-leadership skills
- Resilience and strengths
- Everyday decisions
The EA Audit of Current Wellness Program

• Review the vision, charter and components
• Confirm that mission and vision are connected to the strategy of the organization.
• Ensure ownership by the wellness team and the senior leader sponsor
• Establish the use of branding and logo
• Confirm the measurable outcomes
Lifestyle Scale for Populations: Beyond Zero Trends


Edington Associates 2012
Incorporate Determinates of Health

Supportive Community

Supportive Family and Friends

Supportive Workplace

Individual

Thriving Employee

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Living and Thriving Assessment
Principles of Self-Leadership

Step #3

Create Winners

• Help people not get worse
• Help health people stay healthy
• Train in basic concepts of living and Thriving
• Provide improvement, wellness and maintenance programs

“Create winners, one step at a time and the first step is don’t get worse’
Vision for Self-Leadership

- Environment and culture
- Purpose, Values, Mission, Vision
- Personal Control
- Resilience
- Optimism
- Self-Leadership
- Confidence/ Self-efficacy
- Self-Esteem
- Vitality/Vigor
- Low-Risks and Behaviors
- Knowledge
- Health Literacy
- Negotiation Skills
- Consumerism
- Engaged patient role
- Social Support
  - Colleagues
  - Community
  - Family

Other characteristics: Change, Integrity, Trust, Thrive, Enthusiasm, Ethical, Spiritual, Creative, Flexible.
Fundamental Skills for Self-Leaders

RESILIENCE
- Positive Outlook
  - Happiness
  - Brain Health

SELF LEADERSHIP
- Values
  - Purpose
  - Vision

CHANGE
- Focusing on Strengths
  - Positive Reframing
- Creating a Plan for Change

DECISION MAKING
- Emotions & Intuitions
  - Mental Shortcuts and Biases
  - Environment
User-tested Design Elements

Grace

Ray

April

Will

RESILIENCE

SELF LEADERSHIP

CHANGE

DECISION MAKING

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Step #4

Systemic, Sustainable

Reinforce the Culture of Health

• Alignment of recognition to the vision
• Reward champions
• Set incentives for healthy choices
• Reinforce at every touch point

“What is rewarded is what is sustained”
Step #5

- Integrate all data
- Evaluate program outcomes
- Use a conceptual outcomes framework
- Provide feedback on how progress was obtained and steps to get to vision
- Feedback on leadership, culture, self-leadership, positive actions, economic outcomes

“Supports decisions with evidence”
CPS Platform-Organizational Health

Comprehensive and Timely Feedback Guides the Journey

Consolidated Data

Inputs

Outputs

Edington Engine

Proprietary Algorithms

Environmental Audit

Perception of Culture Survey

Health Assessment Data

Productivity Data

Service Utilization

Program Process Data

Self-Leadership Modules

Outcomes Based on a Comprehensive Evaluation Framework

1Health assessment data can be collected via the Healthy Life Assessment, or HRA data from an external source can be mapped and uploaded.

2Assessments in CPS collect self-reported information. Data from external sources (i.e., short- and Long-term disability claims, medical and pharmacy claims, etc., can be mapped and uploaded as needed.

3External data feeds

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Comprehensive Impact Framework

Healthy Environment, Healthy Culture

**Foundations**
- Senior Leadership
- Operations Leadership
- Self-Leadership
- Recognition
- Quality Assurance

Engagement in Health*
- Engaged Employees

Engagement in Work**

I. Evaluate the Foundations
II. Evaluate Process and Engagement
III. Evaluate Impact

Continuous Feedback Loop

Healthy People: Health and Well-Being Metrics
- Psychosocial Impact
- Health and Safety Behaviors
- Health Status

Knowledge comes when Relationships are Connected to Outcomes

Healthy Company
- Productivity
- Service Utilization
- Work Satisfaction
- Financial Outcomes

Overall Satisfaction
Family and Home Impact
Community Impact

Short-term
Moderate-Term
Longer-Term
Where do we want to go?
Where are we now?
How do we get there?

Dashboards and Reports:
- Foundations – Pillars
- Process and Engagement
- Outcomes - Leading and Lagging Indicators of Impact
How Does the CPS Work?

Provides a clear view of:

- Where you are today (*Gap Analysis*)
- Where you want to go (*Vision, Objectives*)
- How you plan get there (*Strategic Planning*)
- Roadblocks, Detours (*Ongoing Evaluation*)
- Are we on track (*Reports, Dashboards*)
- Are we there yet? (*Success Metrics*)
<table>
<thead>
<tr>
<th>Sustainability Rating</th>
<th>Pillar 1</th>
<th>Pillar 2</th>
<th>Pillar 3</th>
<th>Pillar 4</th>
<th>Pillar 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 Do Nothing</td>
<td>Do Nothing</td>
<td>Do Nothing</td>
<td>Do Nothing</td>
<td>Do Nothing</td>
<td>Do Nothing</td>
</tr>
<tr>
<td>1 Inform Leader</td>
<td>Out-source Wellness</td>
<td>Screenings &amp; Reduce High-Risks</td>
<td>Incent High-Risk Reduction</td>
<td>Change in Risks</td>
<td></td>
</tr>
<tr>
<td>2 Speech from Leader</td>
<td>Internal Wellness Program</td>
<td>Screenings &amp; Reduce High-Risks Coaching</td>
<td>Incent High-Risk Reduction</td>
<td>Change in Risks, ROI</td>
<td></td>
</tr>
<tr>
<td>3 Strategic Vision from Leaders</td>
<td>Systematic &amp; Thriving Culture</td>
<td>Systemic Engage all in the Culture</td>
<td>Recognize Positive Actions, WorkTeam</td>
<td>Sustained Progress in all areas</td>
<td></td>
</tr>
</tbody>
</table>

### Five Pillars
- **Senior Leadership**
- **Operations Leadership**
- **Self-Leadership**
- **Rewards for Positive Actions**
- **Quality Assurance**
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