

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



June 4, 2013

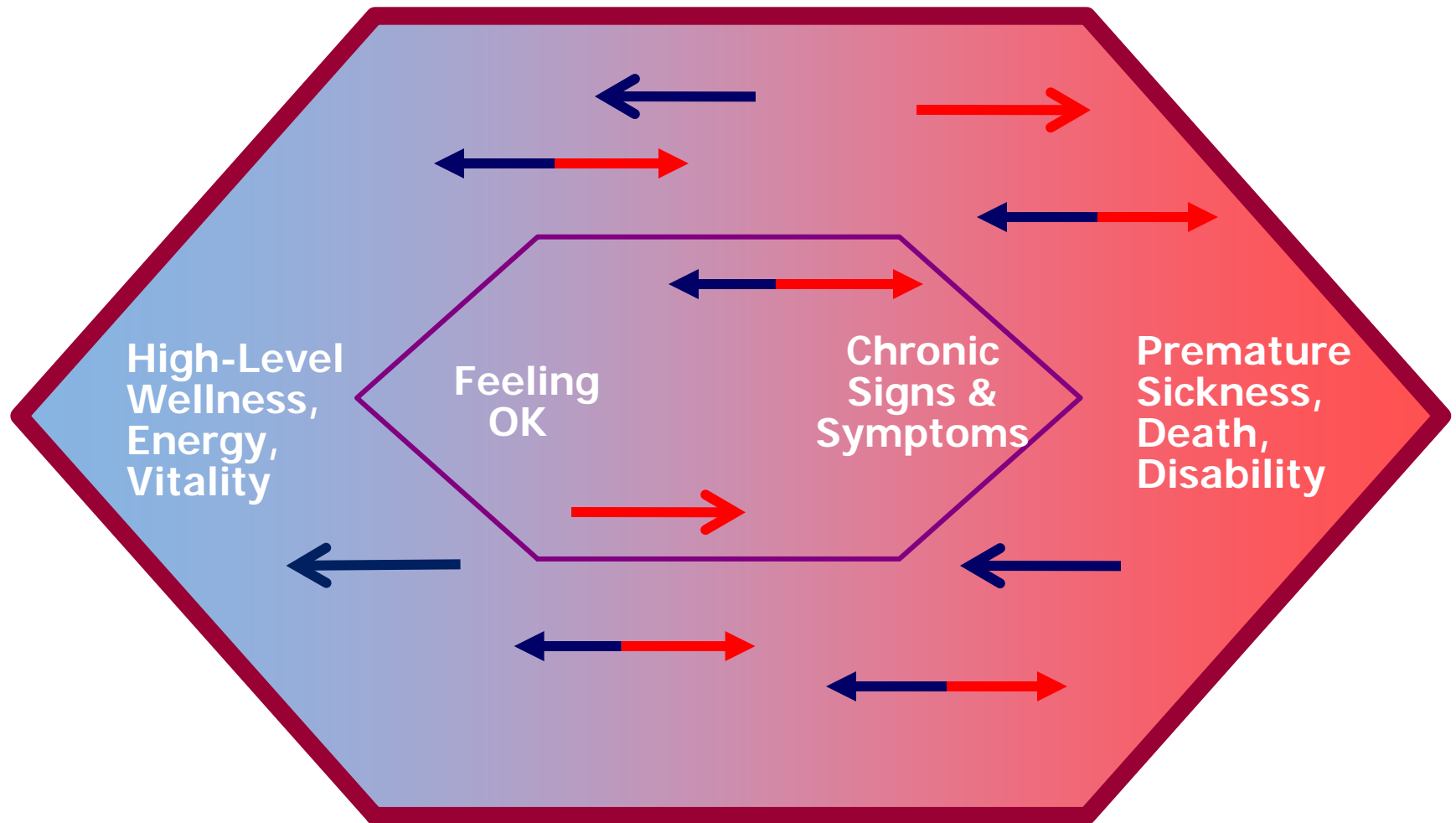
Future Economic Strategy for Health

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



Edington. 1983,
Modified 2008

Natural Flow of a Population

Challenge!

**Can you beat the Natural Flow
of decreasing population
health status?**

Estimated Prevalence of Health Risks

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

OVERALL RISK LEVELS

Low Risk = 0-2 risks

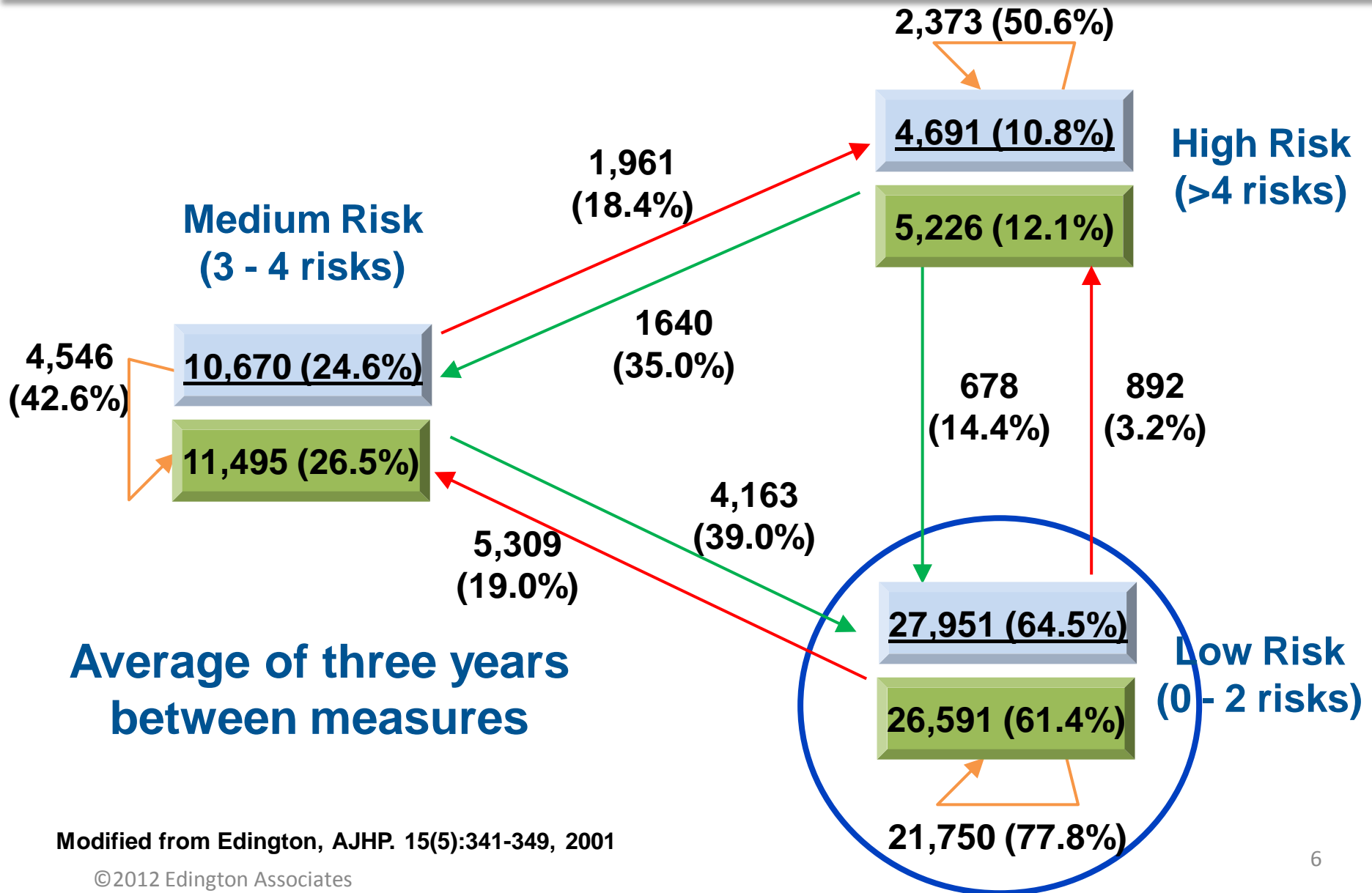
Medium Risk = 3-4 risks

High Risk = 5 or more

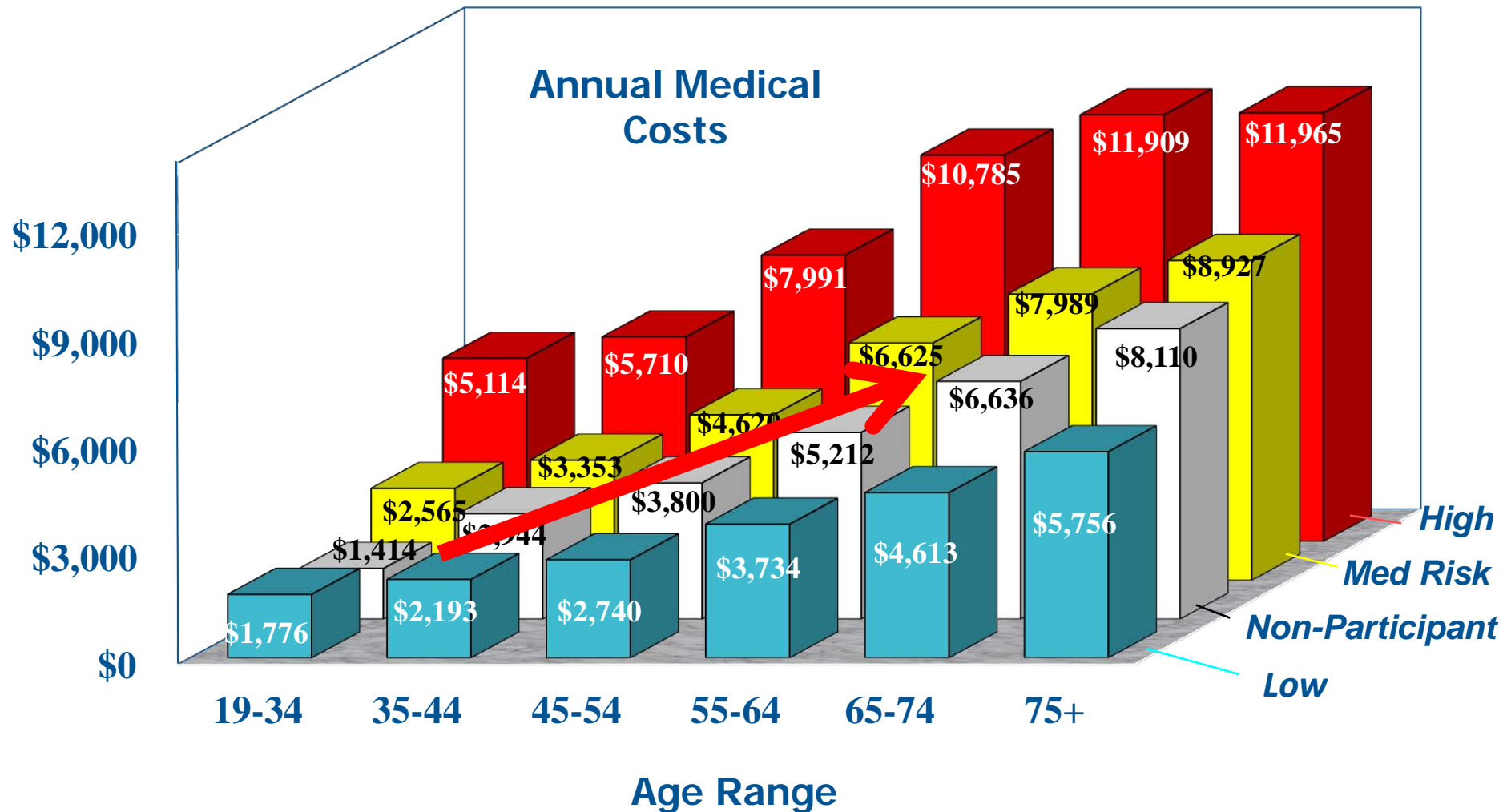
From the **UM-HMRC**
Medical Economics Report

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

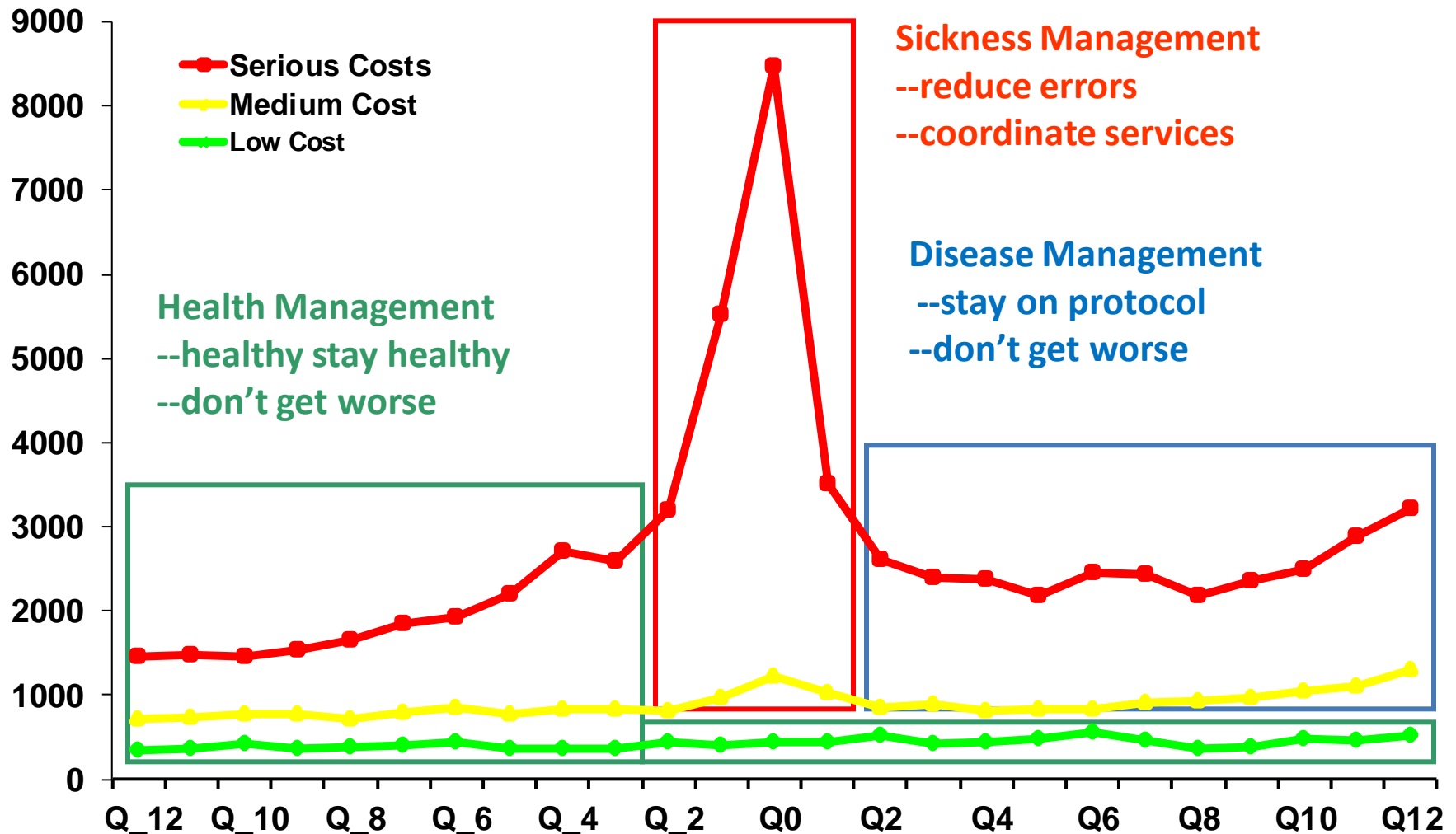
Natural Flow: by Risk Status



Natural Flow by Risks-Costs-Age



Population Health Management Strategy



Where is the economic strategy?

**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**

Medical and Wellness Strategies

**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

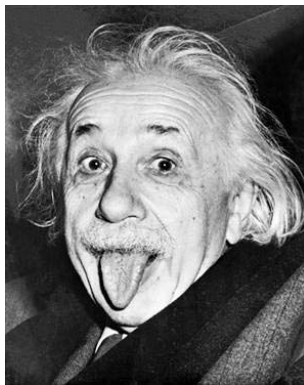
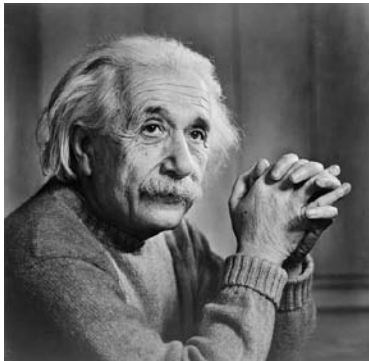
Have courage to change our definitions

Lead, follow or get out of the way

...it's time for **Disruption Innovation**

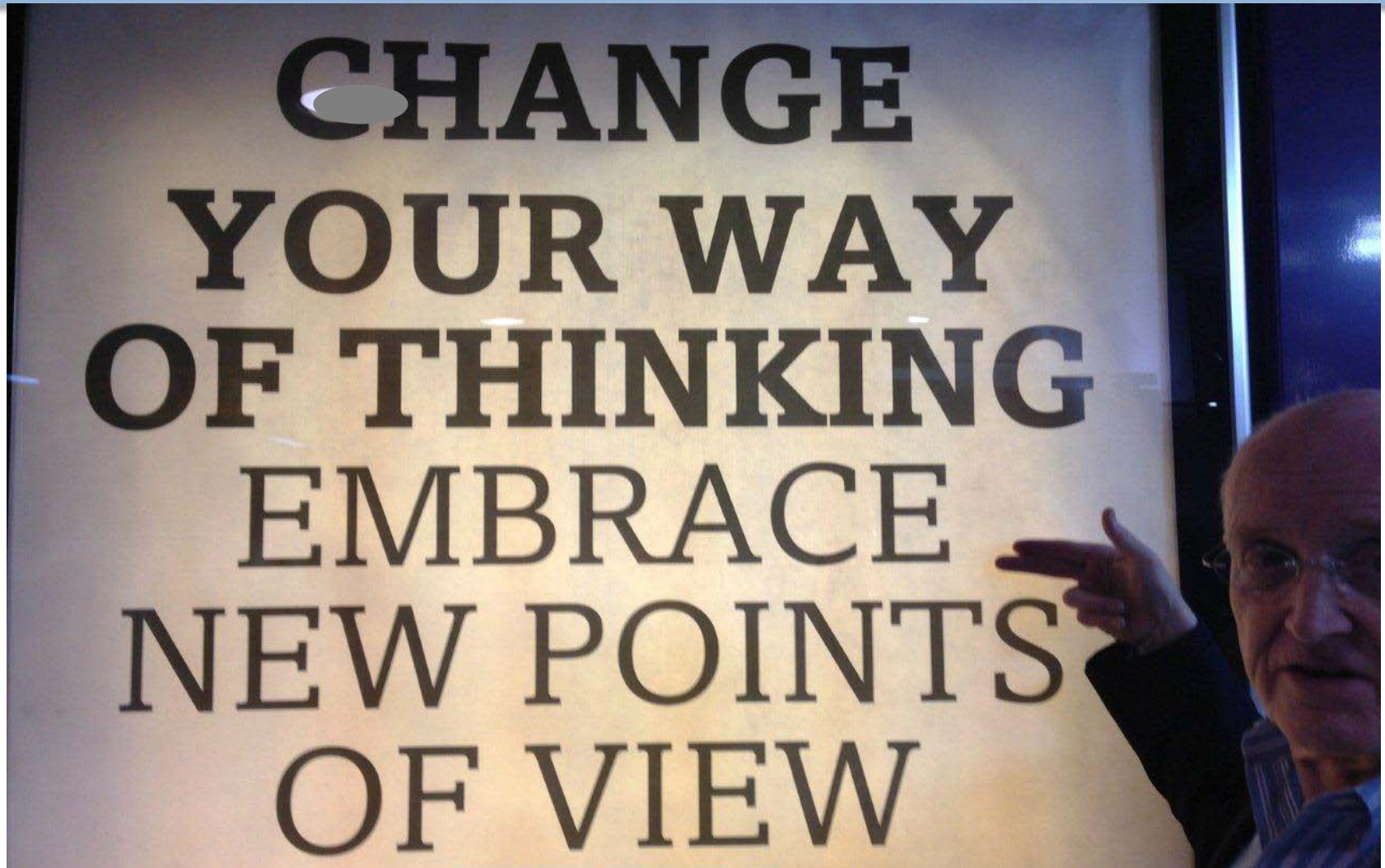
Where Do We Go Next

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*

Business Strategy for Health



Health Strategies for 2013 and Beyond

**Integrate the Whole Person into the
Environment and Culture and
Engage in Population Health**
(Follow the lead of Safety and Quality)

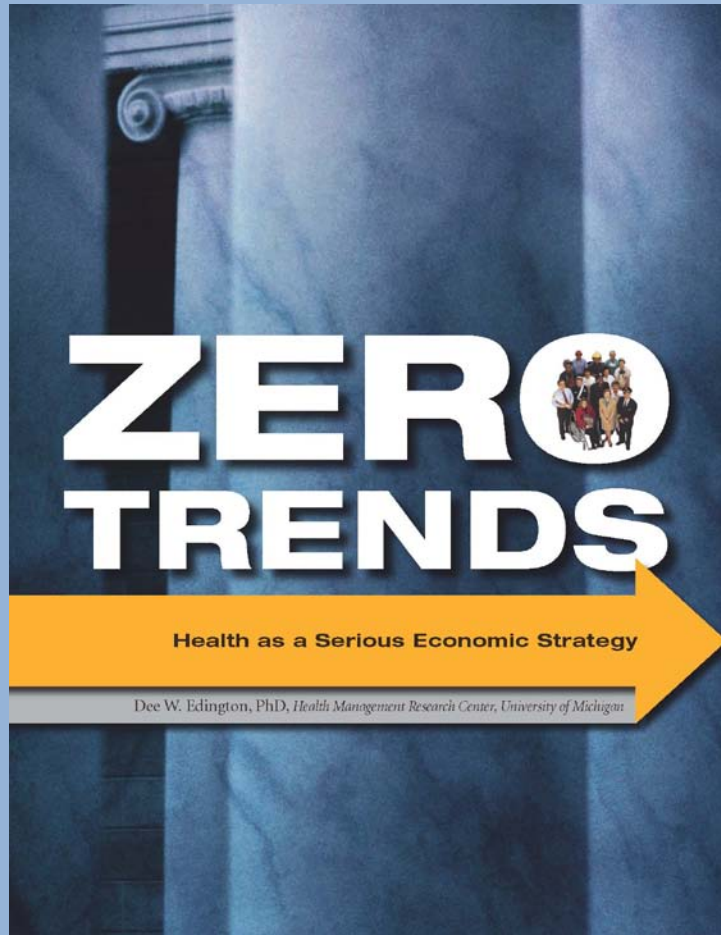
**(...in Quality terms this strategy translates
into “fix the systems that lead to the
defects”)**
(Deming, Drucker, Blanchard)

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

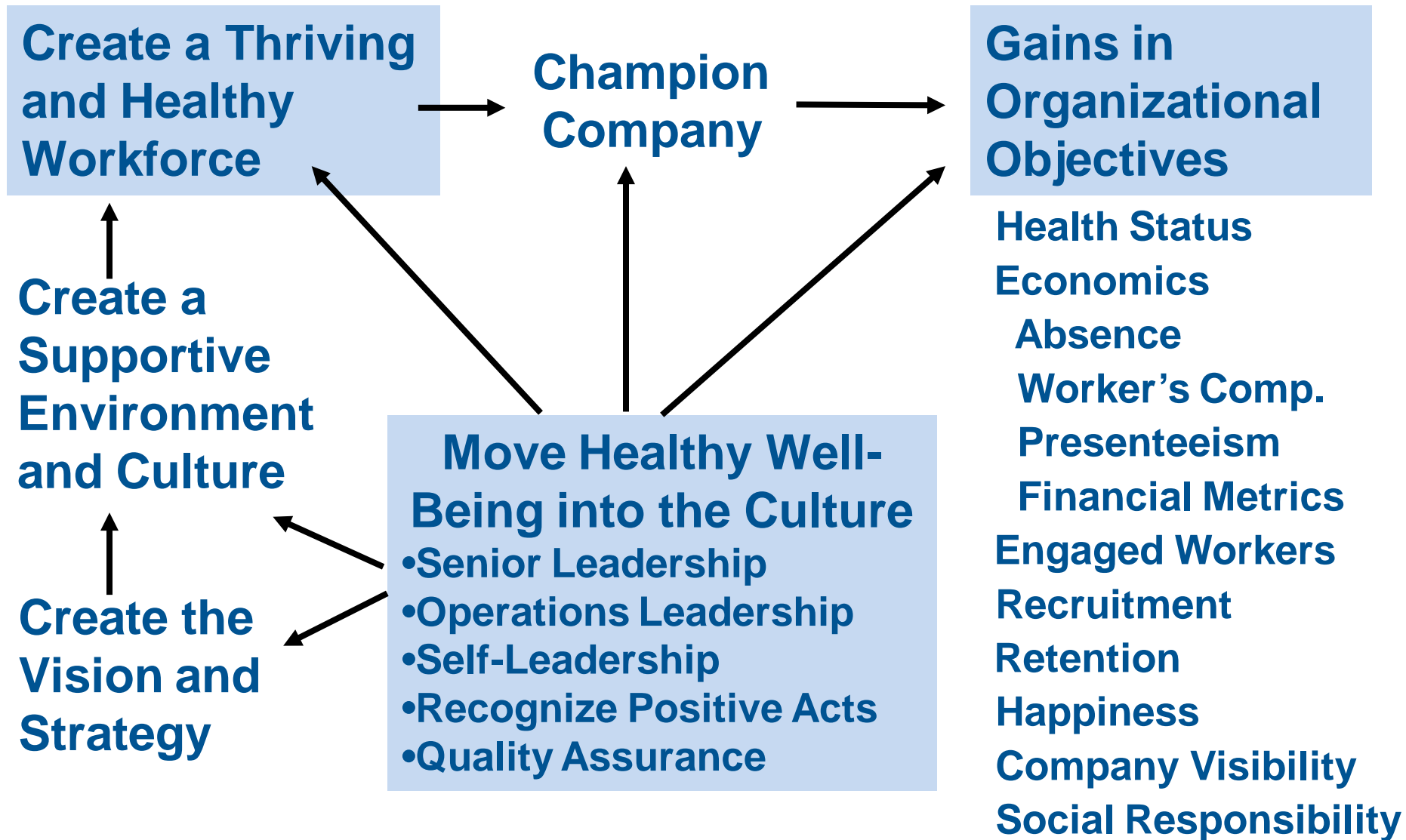


Enterprise Wide Engagement

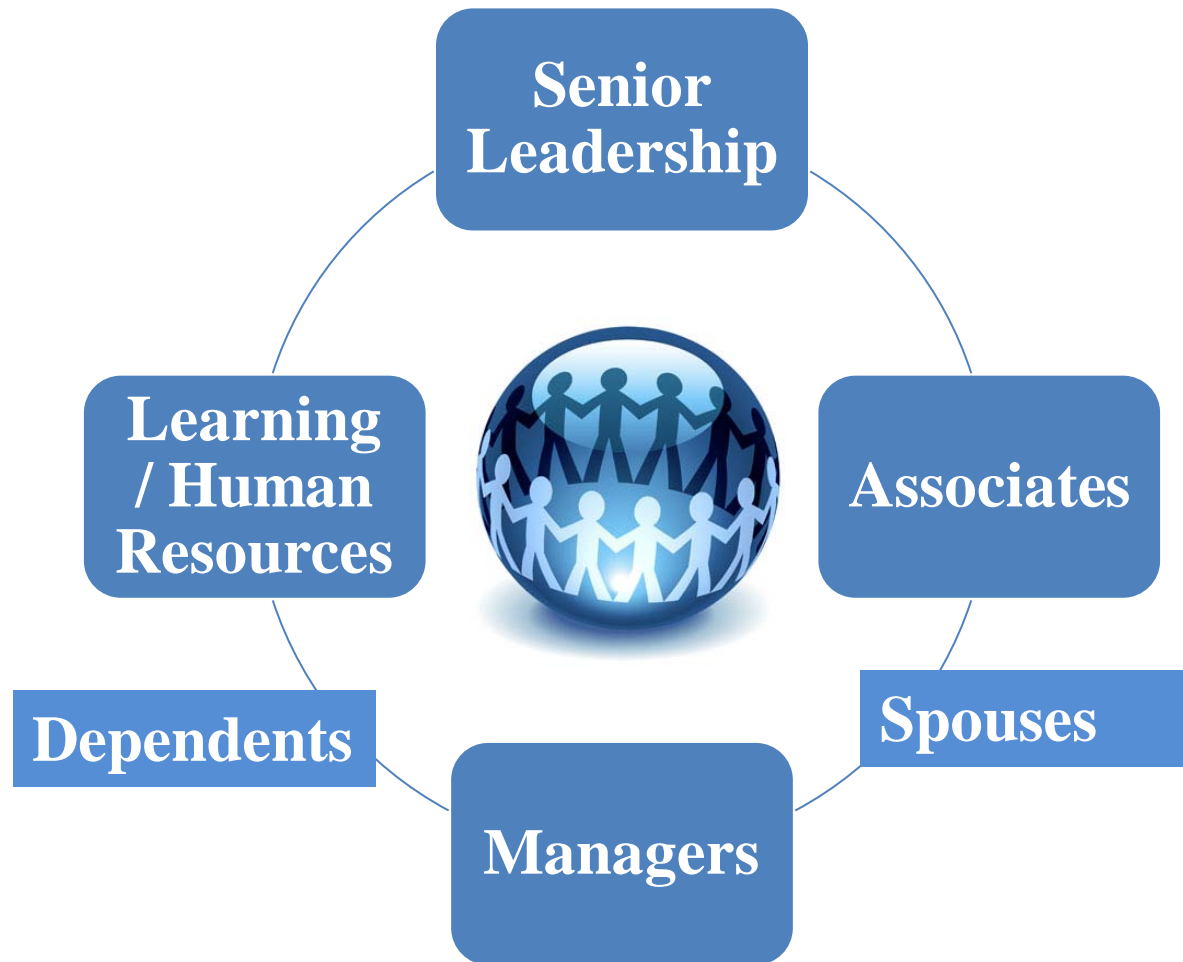


The whole is greater than the sum of the parts!!!

Thriving and Sustainable Workplace and Workforce for 2013 and Beyond: Strategic



Four Stakeholders of Health Management and the Communications Between Them

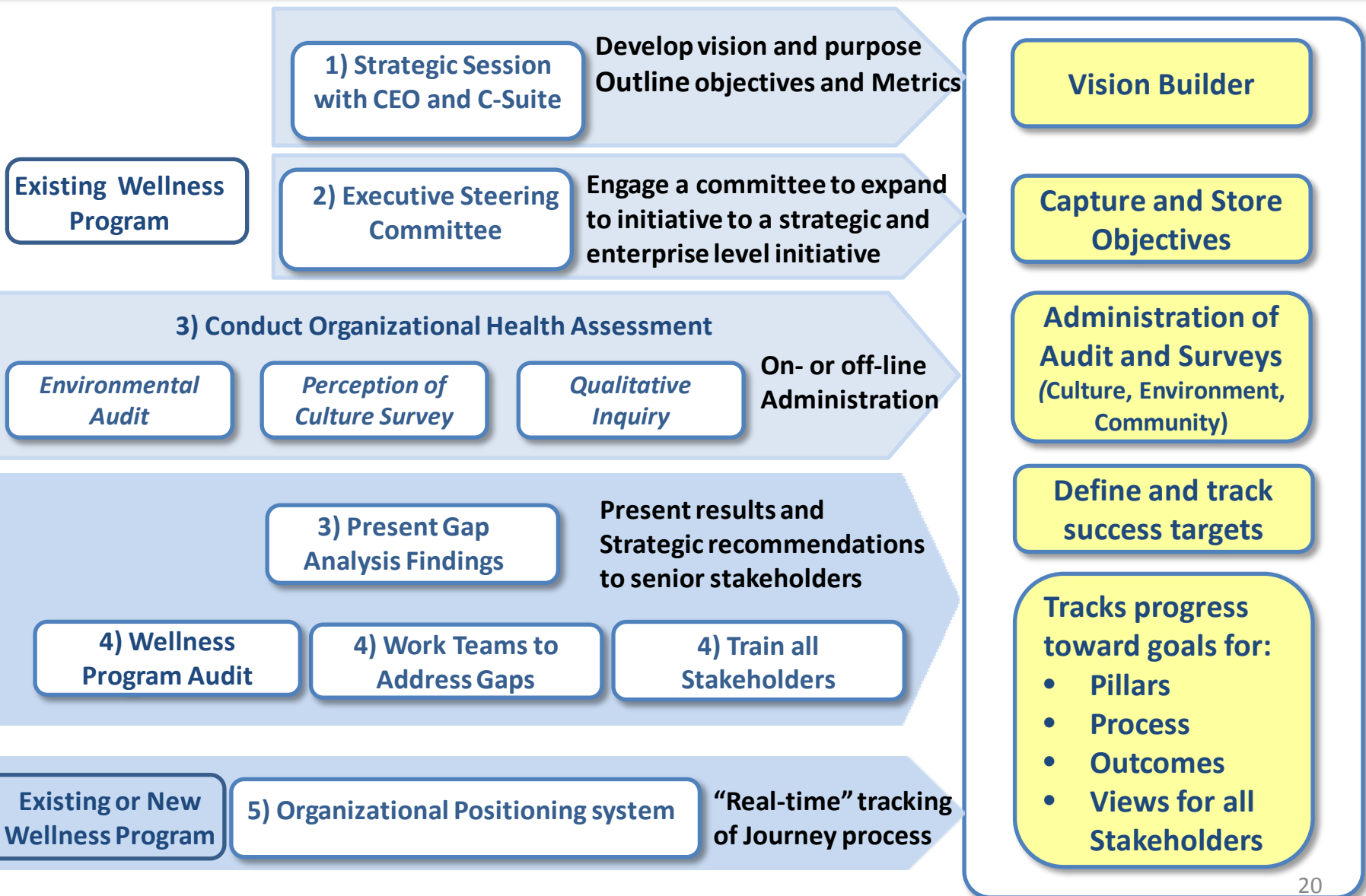


Fix The Barriers to Healthy, Thriving and Sustainable Workplaces and Workforces

Organizational Barriers

Senior Leadership	Lack of support Lack of clear vision
Operations Leadership	Supervisor lack of support Lack of supportive culture Incomplete Communication
Self Leadership	Don't understand why Lack of self-efficacy Lack of time, convenience
Recognize Positives	Lack of positive recognition
Quality Assurance	Lack of feedback on progress Lack of shared values, vision

Strategic-Systematic-Systemic-Sustainable



Principles of Senior Leadership

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”



Principles of Operations Leadership

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

“ou 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

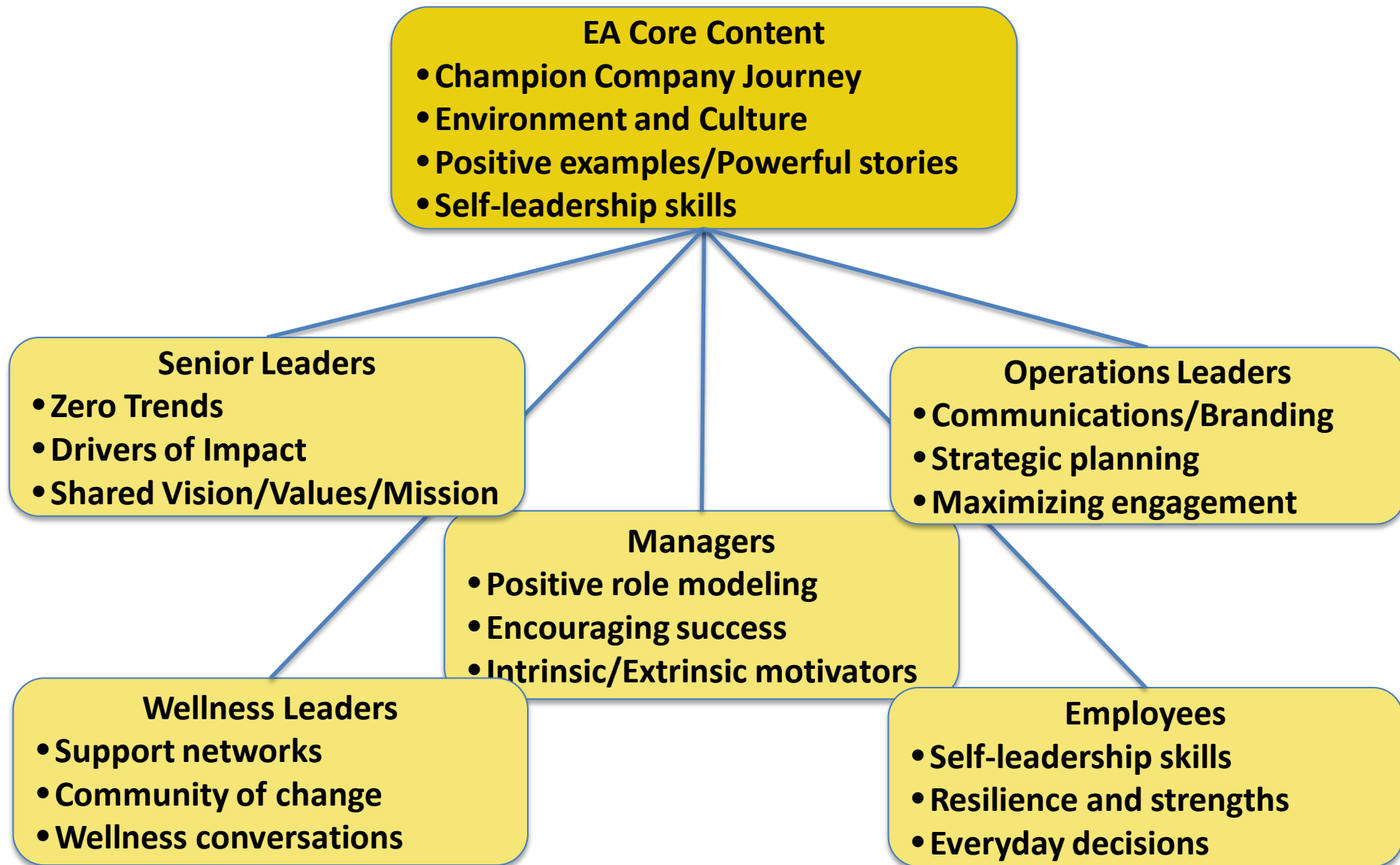
Additional qualitative information to help identify opportunities for improvement

Health management strategy based on addressing these key gaps

Fix the Gaps and Beware of the Barriers



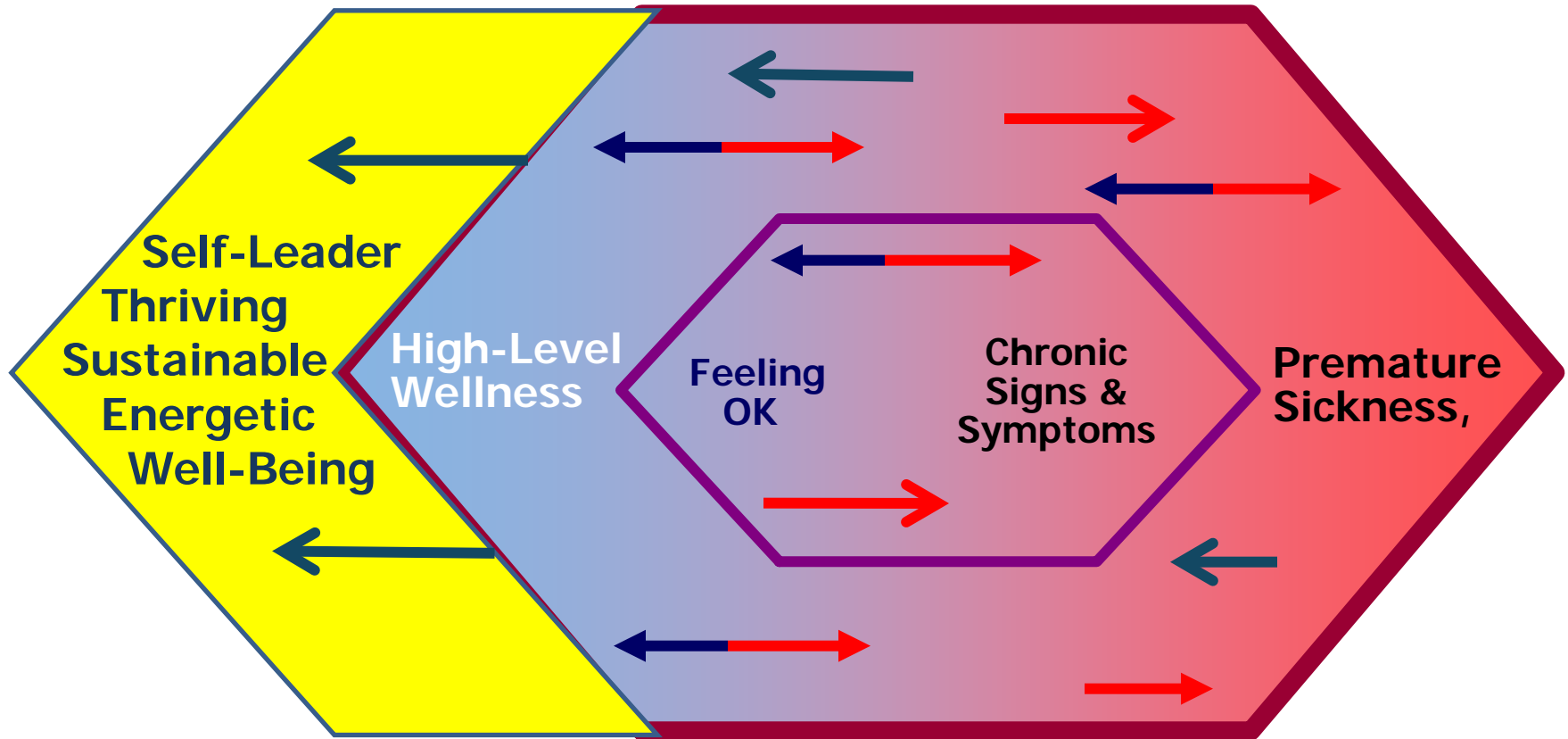
Training Suite: What, Why, How



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. 1983,
Modified 2008,
Modified 2012

Incorporate Determinates of Health



Living and Thriving Assessment

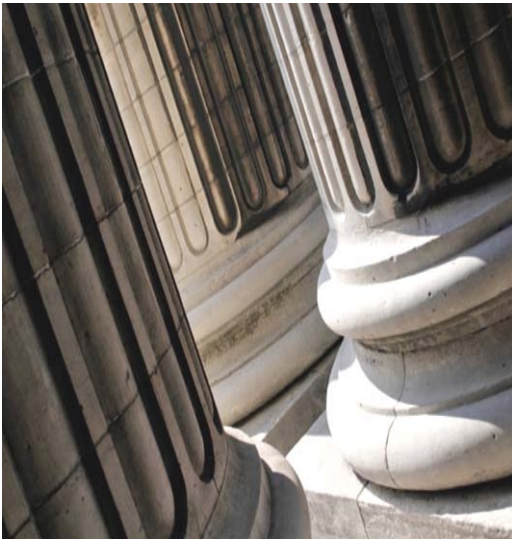
Principles of Self-Leadership

Step #3

Systemic

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



Other characteristics: Change, Integrity, Trust, Thrive, Enthusiasm, Ethical, Spiritual, Creative, Flexible,

Fundamental Skills for Self-Leaders



RESILIENCE



**SELF
LEADERSHIP**



CHANGE



**DECISION
MAKING**

Positive Outlook



Happiness



Brain Health

Values



Purpose



Vision

**Focusing on
Strengths**



**Positive
Reframing**



**Creating a Plan
for Change**

**Emotions &
Intuitions**



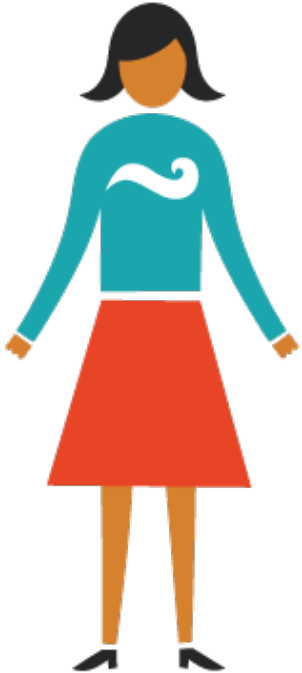
**Mental
Shortcuts and
Biases**



Environment

User-tested Design Elements

Grace



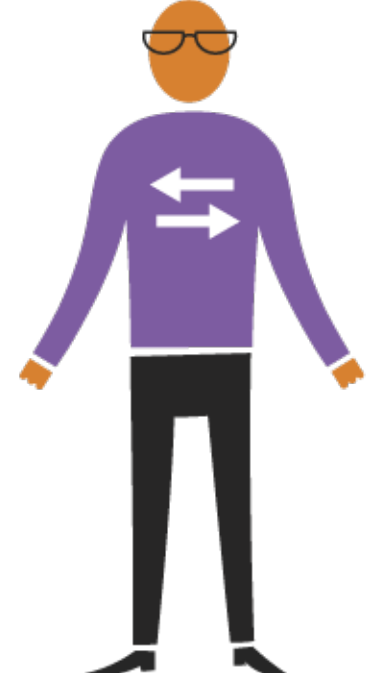
Ray



April



Will



Principles of Positive Actions

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”



Principles of Quality Assurance

Step #5

Sustainable

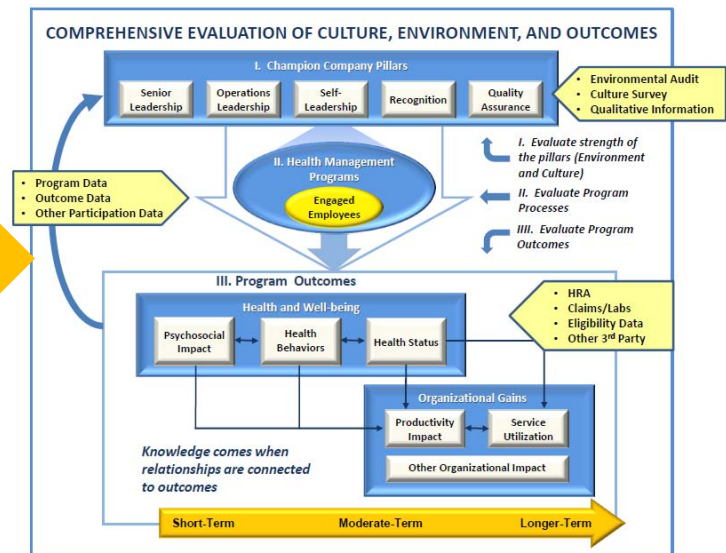
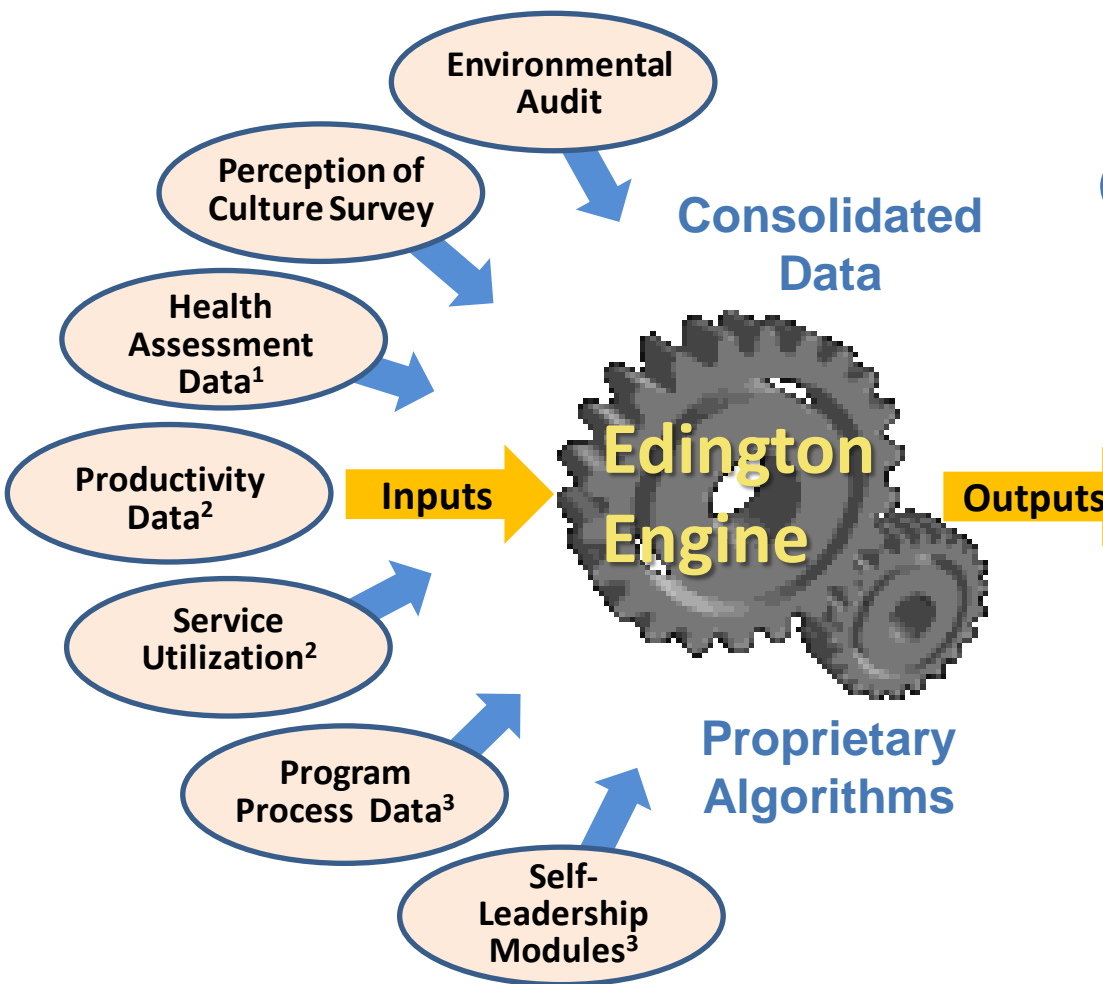


- Integrate all data
- Evaluate program outcomes
- Use a conceptual outcomes framework
- Provide feedback on how progress was obtained and steps to get to vision
- Feedback on leadership, culture, self-leadership, positive actions, economic outcomes

“Supports decisions with evidence”

CPS Platform-Organizational Health

Comprehensive and Timely Feedback Guides the Journey



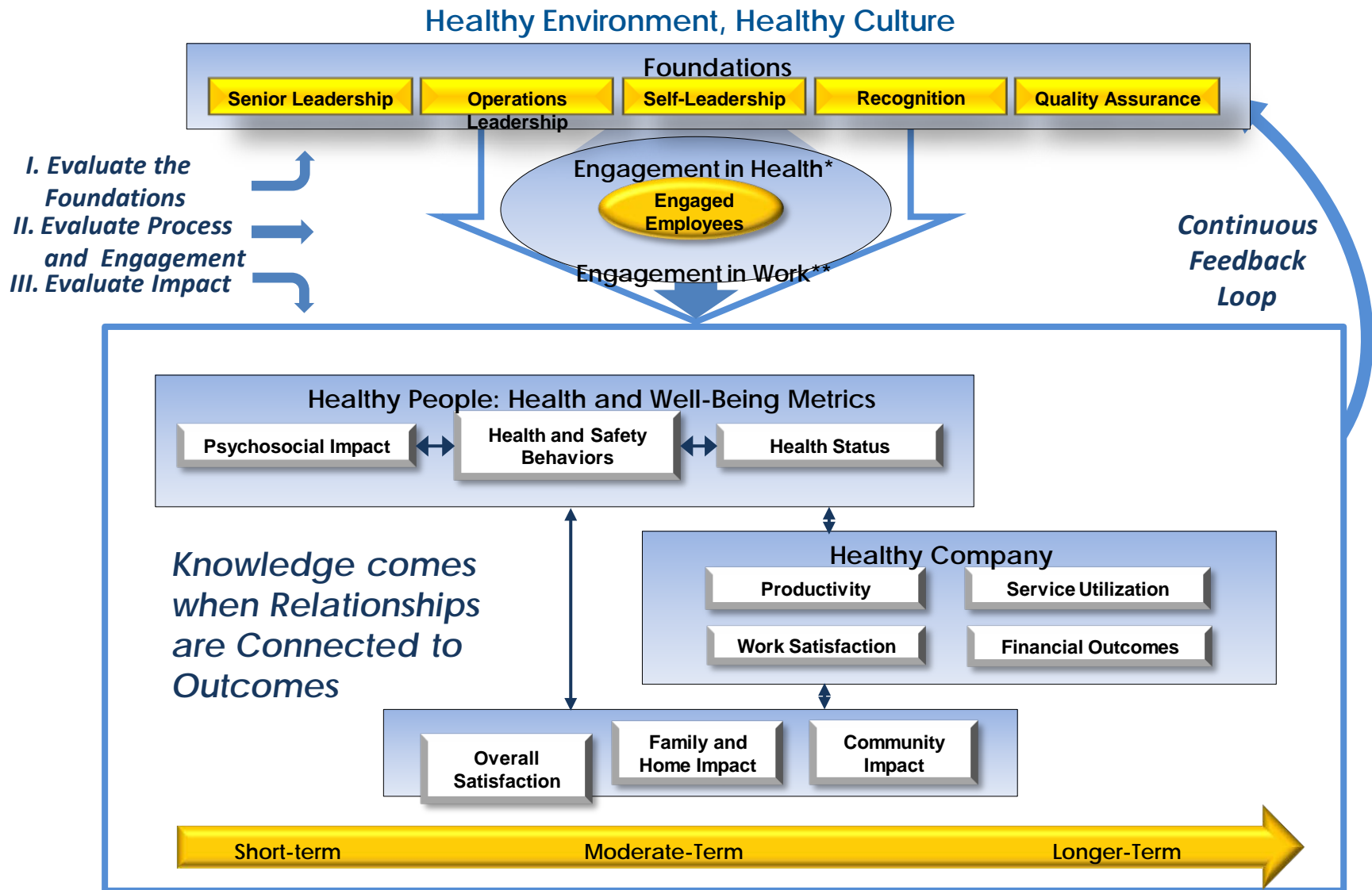
Outcomes Based on a Comprehensive Evaluation Framework

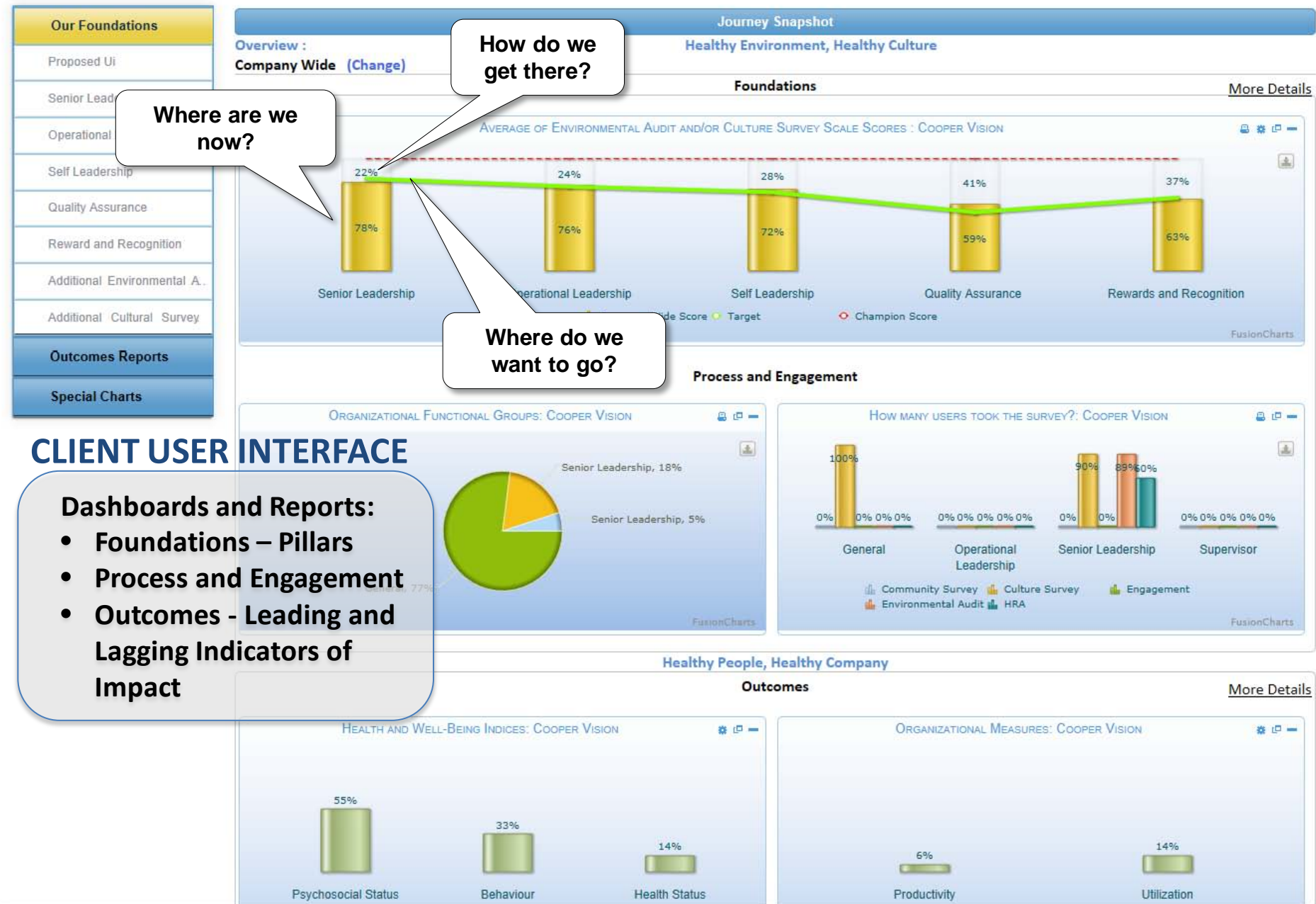
¹Health assessment data can be collected via the Healthy Life Assessment, or HRA data from an external source can be mapped and uploaded.

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

Comprehensive Impact Framework





How Does the CPS Work?

Thriving
Workforce



Healthy Workplace



Disengagement
and Stress



Back

GPS for Populations

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*)

Which Sustainability Level is for You

Sustainability
Rating

Core to the
Organization

Comprehensive

Traditional

Do Nothing



3	Strategic Vision from Leaders	Systematic & Thriving Culture	Systemic Engage all in the Culture	Recognize Positive Actions, WorkTeam	Sustained Progress in all areas
2	Speech from Leader	Internal Wellness Program	Screenings & Reduce High-Risks Coaching	Incent High-Risk Reduction	Change in Risks, ROI
1	Inform Leader	Out-source Wellness	Screenings & Reduce High-Risks	Incent High-Risk Reduction	Change in Risks
0	Do Nothing	Do Nothing	Do Nothing	Do Nothing	Do Nothing
	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5

Five Pillars

Senior Leadership

Operations Leadership

Self-Leadership

Rewards for Positive Actions

Quality Assurance

Thank you for your attention

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