Achieving a culture of health in the workplace
What does it take to achieve a culture of health?

Most employers say that creating a “culture of health” at their workplace is a top priority. Yet fewer than one in five have actually succeeded in achieving this goal, according to a special analysis from the Optum™ “6th Annual Wellness in the Workplace” benchmarking survey.

This white paper, which features results from the survey, reveals several key insights that will enable employers to answer this question. Our research also helps shed light on the meaning of the concept itself. There is no one-size-fits-all definition of “culture of health.” Employers tend to view it through the lens of their unique corporate personalities and priorities. While more research still needs to be done to fully understand all the components of a culture of health, our survey attempts to identify some critical aspects.

Key question

The survey respondents were asked:

**To what extent do you feel your company has established a culture of health among employees in the workplace**

Culture of health was defined as “a work environment where employees have the resources, tools and a support system that empowers and motivates them to take responsibility for their own health.”

Key findings

According to our survey, employers with a culture of health:

* Offer more wellness programs over a longer period than those without a culture of health
* Invest heavily in incentives to drive engagement
* View health holistically — physical, behavioral, financial and social
* Plan strategically and dedicate staff to wellness programs
* Leverage multiple metrics to demonstrate program success
* Report higher levels of employee satisfaction and well-being

SURVEY BACKGROUND

* Online survey
* 545 respondents
* All surveyed companies offer at least two types of health management programs
* Individuals responding to the survey were involved in benefits decision-making
* A cross-section of industries was represented, including manufacturing, health care, professional services, finance, retail and transportation

COMPARING THE EXTREMES

We analyzed answers from the 19 percent of employers who responded that they had firmly established a culture of health. 97 respondents*

We then compared them with the answers from employers at the opposite end of the spectrum — those who felt that they had no culture of health. 99 respondents**

This paper highlights what differentiates the two groups.

*6–7 rating on a 7-point scale
**1–3 rating on a 7-point scale
Five characteristics of firms with a culture of health

1. Program diversity

Deep and diverse program penetration is a hallmark of employers with a culture of health. They understand that total well-being involves not only physical health, but also behavioral, financial and even social health.

Employers with a culture of health (“CoH”) offer significantly more wellness and health management programs (10.4 programs on average) than do firms without a culture of health (7.3 programs on average).

### Employers with a culture of health offer:

<table>
<thead>
<tr>
<th>Program</th>
<th>CoH</th>
<th>Without CoH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wellness coaching</td>
<td>72%</td>
<td>42%</td>
</tr>
<tr>
<td>Health risk assessments</td>
<td>72%</td>
<td>49%</td>
</tr>
<tr>
<td>Health biometric screenings</td>
<td>52%</td>
<td>33%</td>
</tr>
<tr>
<td>Condition management</td>
<td>51%</td>
<td>36%</td>
</tr>
<tr>
<td>Health challenges</td>
<td>73%</td>
<td>51%</td>
</tr>
</tbody>
</table>

And they are more likely to offer programs addressing a wide array of needs:

<table>
<thead>
<tr>
<th>Dimension</th>
<th>CoH</th>
<th>Without CoH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavioral health</td>
<td>76%</td>
<td>56%</td>
</tr>
<tr>
<td>Social health</td>
<td>53%</td>
<td>16%</td>
</tr>
<tr>
<td>Financial health</td>
<td>48%</td>
<td>30%</td>
</tr>
</tbody>
</table>

**THOUGHT STARTERS:**

- What gaps do you have in your health and wellness strategy?
- How can you help employees address all dimensions of well-being?
2. Incentives

While the use of incentives continues to grow among nearly all employers, those with a culture of health tend to do a better job of aligning their incentive strategy with their health and wellness program goals. Thus, they more frequently reward employees for completing programs and achieving specific results.

Nearly all employers with a culture of health (93 percent) offer their employees health and wellness incentives, compared with 77 percent of firms without a culture of health.

Employers with a culture of health offer:

- Health account contributions: 46% vs 25% without a CoH
- Gift cards: 37% vs 17% without a CoH
- Cash: 26% vs 13% without a CoH

Note: Premium reductions are also leveraged but differences are not significant between groups.

Far more so than employers without a culture of health, firms with a culture of health reward employees for enrolling and completing wellness programs, as well as for achieving a specific health outcome:

Employers with a culture of health offer incentives for:

- Program enrollment: 63% vs 36% without a CoH
- Program completion: 68% vs 48% without a CoH
- Achieving specific health outcome: 65% vs 32% without a CoH

Firms with a culture of health also communicate their incentive strategy to employees more frequently throughout the year. Nearly half (46 percent) do so monthly or more often compared with just 9 percent of employers without a culture of health.

Not surprisingly, there is also a wide differential in the yearly dollar value of incentives per participant — $573 for firms with a culture of health compared with $336 for firms without a culture of health.

THOUGHT STARTERS:

- Is your incentive strategy driving the right outcomes?
- How are incentives changing your participation numbers?
- Are you rewarding programs that actually change health behavior?
3. Wellness strategy

Companies with a culture of health take a more strategic approach to health and wellness programs. They have a longer history of offering their programs and commit more staff and budget than do firms without a culture of health.

Employers with a culture of health:

<table>
<thead>
<tr>
<th>BUDGET</th>
<th>COMMIT TO YEAR-OVER-YEAR INVESTMENT IN HEALTH AND WELLNESS: 21% REPORT A BUDGET INCREASE VS. 9% WITHOUT A COH</th>
</tr>
</thead>
<tbody>
<tr>
<td>LONGEVITY</td>
<td>HAVE OFFERED HEALTH MANAGEMENT PROGRAMS LONGER THAN FIRMS WITHOUT A COH: 47% HAVE OFFERED PROGRAMS FOR AT LEAST FIVE YEARS VS. 26% WITHOUT A COH</td>
</tr>
<tr>
<td>STRATEGIC PLAN</td>
<td>ARE MORE LIKELY TO HAVE A FORMAL WELLNESS PLAN: 61% HAVE A LONG-TERM OR ANNUAL STRATEGIC PLAN VS. 29% WITHOUT A COH</td>
</tr>
<tr>
<td>STAFF</td>
<td>ARE MORE LIKELY TO HAVE DEDICATED WELLNESS STAFF: 79% HAVE AT LEAST ONE PERSON WHOSE SOLE RESPONSIBILITY IS PROMOTING WELLNESS VS. 40% WITHOUT A COH</td>
</tr>
<tr>
<td>BUSINESS STRATEGY</td>
<td>BELIEVE THAT WELLNESS SOLUTIONS ARE IMPORTANT TO THE OVERALL BUSINESS STRATEGY: 59% SAY IT IS VERY IMPORTANT VS. 17% WITHOUT A COH</td>
</tr>
</tbody>
</table>

THOUGHT STARTERS:

Is your wellness program budget allocated to have the biggest impact?
Are your business leaders supporting the effort to build a culture of health?
Is the well-being agenda integrated into your company’s business strategy?
4. Engagement strategy

Firms with a culture of health used multiple strategies to engage their employees and build a workplace environment that makes good health decisions the path of least resistance.

**Employers with a culture of health use:**

<table>
<thead>
<tr>
<th>Strategy</th>
<th>CoH (%)</th>
<th>Without CoH (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online competitions/challenges</td>
<td>50%</td>
<td>25%</td>
</tr>
<tr>
<td>Activity-tracking devices/wearables</td>
<td>40%</td>
<td>18%</td>
</tr>
<tr>
<td>Social networks</td>
<td>39%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Fifty-eight percent of employers with a culture of health have made physical changes to the work environment to help employees make healthy decisions at work, compared with 28 percent of employers without a culture of health.

5. Success metrics

Companies with a culture of health are eager to build a more complete business case for health and wellness. They not only measure return on investment (ROI) based on medical cost savings, but also look at how these programs impact employee productivity, satisfaction and retention. This is known as value on investment or VOI.

**Employers with a culture of health consider more factors important in determining program success**

<table>
<thead>
<tr>
<th>Factor</th>
<th>CoH (%)</th>
<th>Without CoH (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased productivity</td>
<td>95%</td>
<td>79%</td>
</tr>
<tr>
<td>ROI</td>
<td>91%</td>
<td>71%</td>
</tr>
<tr>
<td>Improved quality of life</td>
<td>94%</td>
<td>83%</td>
</tr>
<tr>
<td>Improved employee retention</td>
<td>92%</td>
<td>73%</td>
</tr>
</tbody>
</table>
Impact of culture of health

The previous sections examined some of the characteristics of employers with a culture of health. This section looks at results. Our findings indicate that employers with a culture of health have better outcomes than firms lacking a healthy culture.

Employers with a culture of health report:

- Higher participation rates in wellness programs than firms without a CoH
- Employees take responsibility for their health — 46% vs. 11% without a CoH
- Higher levels of employee satisfaction — 58% vs. 15% without a CoH
- Higher degree of employee well-being — 49% vs. 13% without a CoH*

*Top two box

Based on self-reported data

The opportunity ahead — key takeaways

A culture of health is not just about offering wellness programs. It is about transforming the attitudes and beliefs of your entire employee population.

Our research demonstrates what separates those employers who report that they have achieved a culture of health from those who haven’t. As an employer, you can work with your vendor partner, to:

- Demonstrate how health and wellness is impacting other important business metrics like productivity, employee quality of life and presenteeism.
- Align your incentive strategy with your health and wellness program objectives.
- Expand your program services to address not only physical health but behavioral, financial and social health as well.
- Consider investing in your workplace environment and on-site health services.
- Garner support from business leaders outside of the HR organization to drive results.
- Leverage emerging technologies to engage employees and enhance program effectiveness.
Contributors

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At NBGH, Marlo is responsible for overseeing the collection of health care data and best practices information as it relates to the health care industry. Specifically, she is responsible for the implementation of benchmarking research and data collection surveys, oversight of the Business Group’s premier benchmarking products, EMPAQ® and WISSCORE™, the Wellness Impact Scorecard, as well as development of new benchmarking products. Marlo holds a BA degree in economics from Georgetown University and a master’s of public policy with a focus in health services research from the Georgetown Public Policy Institute.

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Seth Serxner brings the breadth of his experience in academia, industry and consulting to his role as chief health officer and senior vice president of population health. Seth earned a master's of public health from the University of California, Los Angeles, and a doctorate from the University of California, Irvine, where his research focused on health promotion and disease prevention in social ecology. He is a board member, executive committee member and vice president of the C. Everett Koop Health Project. He also sits on the editorial review board of the American Journal of Health Promotion and edits and is a reviewer for peer-reviewed journals such as the Journal of Occupational and Environmental Medicine and Health Affairs.

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