

CONSORTIUM
FOR A
HEALTHIER
MIAMI-DADE



The Consortium for a Healthier Miami-Dade
Worksite Wellness Committee
presents:

THE CULTURE OF HEALTH

WHEN:

Thursday
February 4, 2016
9am - 11:30am

WHERE:

Beacon Center
FDOH Conference Room
8323 NW 12th Street, Suite 212, Miami FL 33126

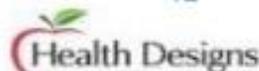
PRESENTERS:

- Health & Well-being, Culture of Health
Santiago Leon, ACC Insurance Brokers
- Your Mind Incentive System
Alyssa Sousa, Hathorn & Associates
- Culture and Engagement
Beth Greenwald, Health Designs

acc



Frederick C. Hathorn & Associates



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FOR MORE INFO:

Please contact:

Melissa Hernandez

Melissa.Hernandez@flhealth.gov

305-234-5400 (2589)

CULTURE OF HEALTH

PRESENTATION FOR THE WORKSITE WELLNESS FORUM

FEBRUARY 4, 2016

Santiago Leon, Health Plan Consultant
ACC Hall International, Inc.



QUESTIONS YOU WILL BE ABLE TO ANSWER BY THE END OF THIS PRESENTATION

WHAT IS A CULTURE OF HEALTH?

WHY IS A CULTURE OF HEALTH IMPORTANT TO YOUR ORGANIZATION?

DOES WORKSITE WELLNESS GO BEYOND A CULTURE OF HEALTH?

SHOULD YOUR ORGANIZATION PERIODICALLY ASSESS ITS TOTAL HEALTH ENVIRONMENT?

HOW CAN YOU MEASURE YOUR ORGANIZATION'S TOTAL HEALTH ENVIRONMENT?

WHAT WOULD BE A LOGICAL FIRST STEP IN IMPLEMENTING AN EFFECTIVE WELLNESS PROGRAM?



DEFINITIONS:

Health and well-being

Organizational Culture

Culture of health



DEFINITIONS: Health

"I want a full life of vitality and energy and to be relatively free from pain and suffering."

Dee W. Edington, *Zero Trends: Health as a Serious Economic Strategy*, 62

“Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.”

Preamble to the Constitution of the World Health Organization as adopted by the International Health Conference, New York, 19-22

June, 1946, <http://www.who.int/about/definition/en/print.html>

DEFINITIONS: Well-being

"a dynamic and relative state where one maximizes his or her physical, mental, and social functioning in the context of supportive environments to live a full, satisfying, and productive life"

US Centers for Disease Control and Prevention as cited in Kobau et al , 2010, pg. 274), Well-being assessment: An evaluation of well-being scales for public health and population estimates of well-being among US adults in *Applied Psychology: Health and Well-Being*, 2(3), 272-297, quoted in *Worksite Health Promotion for the 21st Century: Part 4*, Dee Edington, PhD and Thomas Golaszewski, EdD in *Worksite Health International: Volume 4, Issue 2*

DEFINITIONS: Organizational Culture- Judd Allen

Culture is
the sum total of social influences on attitudes and behavior including
shared values, norms, peer support, touch points and climate...

Shared values are similar to organization priorities.

Touch points include...rewards, confrontation, modeling, recruitment, selection, orientation, training, relationship development, traditions, rites, rituals, resource commitment and communication. They are often embedded in policies and procedures.

Climate is similar to organization atmosphere, teamwork, and morale. The three primary climate factors are a sense of community, shared vision and positive outlook.

Judd Allen, President, Human Resources Institute, quoted in Zero Trends at 117-118



DEFINITIONS: Culture of health- Robert W. Johnson Foundation

We believe an American Culture of Health is one in which:

Good health flourishes across geographic, demographic and social sectors.

Attaining the best health possible is valued by our entire society.

Individuals and families have the means and the opportunity to make choices that lead to the healthiest lives possible.

Business, government, individuals, and organizations work together to build healthy communities and lifestyles.

Everyone has access to affordable, quality health care because it is essential to maintain, or reclaim, health.

No one is excluded.

Health care is efficient and equitable.

The economy is less burdened by excessive and unwarranted health care spending.

Keeping everyone as healthy as possible guides public and private decision-making.

Americans understand that we are all in this together

Building a Culture of Health, a message from Risa Lavizzo-Mourey, President and CEO, Robert W. Johnson Foundation on the internet at <http://www.rwjf.org/en/library/annual-reports/presidents-message-2014.html>



DEFINITIONS: Culture of health- Health Enhancement Research Organization (HERO)

A culture of health is viewed as one in which individuals and social entities (e.g., households, organizations, etc.) are able to make healthy life choices within a larger social environment that values, provides, and promotes options that are capable of producing health and wellbeing for everyone regardless of background or environment. In short, the healthy choice becomes the valued and easy choice.

Culture of Health Measures Phase II Report: Identifying Measures, on the Internet at:

<http://hero-health.org/wp-content/uploads/2015/02/HERO-Culture-of-Health-Measures-Phase-II-Report-Final.pdf>

DEFINITIONS: Culture of health- Dee W. Edington

You know it is a culture of health when you feel more pumped up when you go home than you did when you came in.
Dee W. Edington, presentation at the Health Benefits Conference and Expo, 2014

Organizations have to find their own way to make it happen. It could be with flexible working hours, ergonomic evaluations, time off, a half-hour to walk or exercise, or a chance to meet and talk about how to take care of ourselves and family and help each other in or out of the workplace.

People in healthy organizations provide emotional support to one another—sharing and listening, teaching others to be good listeners, acknowledging what others do.

Dee W. Edington, Leading a Culture of Health: A Conversation With Dee Edington, Friday, March 18, 2011 in <http://www.lmpartnership.org/stories-videos/leading-culture-health-conversation-dee-edington>



WHY IS A CULTURE OF HEALTH IMPORTANT TO YOUR ORGANIZATION?

Dee W. Edington

Michael Marmot

Tom Emerick



WHY IS A CULTURE OF HEALTH IMPORTANT TO YOUR ORGANIZATION? Dee W. Edington

When we first began work in this field, we assumed our focus was going to be the health of the workforce. We believed that the sequence would look like this: health management programs would influence healthier lifestyles which would lead to healthy people who would then become better employees which would bring about gains for the organization. We then went about our research work in a systematic way to produce the best possible business case.

In the purpose and design of our studies we constructed a business case that meets the demands of the corporate world. The business case is built upon the organization's ability to retain and move others to low-risk behaviors. When companies asked how to do this, we pointed them in the direction of risk reduction interventions.



WHY IS A CULTURE OF HEALTH IMPORTANT TO YOUR ORGANIZATION? Dee W. Edington (cont.)

Subsequently, we learned that individual risk reduction intervention strategies alone are basically ineffective. Upon examination, we found that participation levels were extremely low, and that significant change in the organization was not possible. In addition, we looked at the recidivism data and learned that even if a risk reduction program were successful in persuading individuals to change, they relapsed after returning to the same work environment.

We could have predicted those results. The basic flaw in the risk reduction strategy is that the health promotion professionals failed to factor in how the high-risk people became high-risk in the first place. And, they did not consider how to keep those individuals low risk, even if they did achieve behavior change.

The second basic flaw was the absence of an intervention that would keep low-risk people at low risk. Finally, we realized that the key to success was to modify the workplace culture to support a healthy and productive population. As one of the training directors at General Electric's Leadership Development Center at Crotonville in New York State noted, "You never send a changed person back to an unchanged environment."

Dee W. Edington, *Zero Trends: Health as a Serious Economic Strategy*, 97-98



WHY IS A CULTURE OF HEALTH IMPORTANT TO YOUR ORGANIZATION? The impact of work environment on health: epidemiological findings- Michael Marmot

One way to describe [the subject's] work is disempowering. More specifically, I described it in six ways:

high demand and low control,

imbalance between effort and rewards,

social isolation,

organizational injustice,

job insecurity,

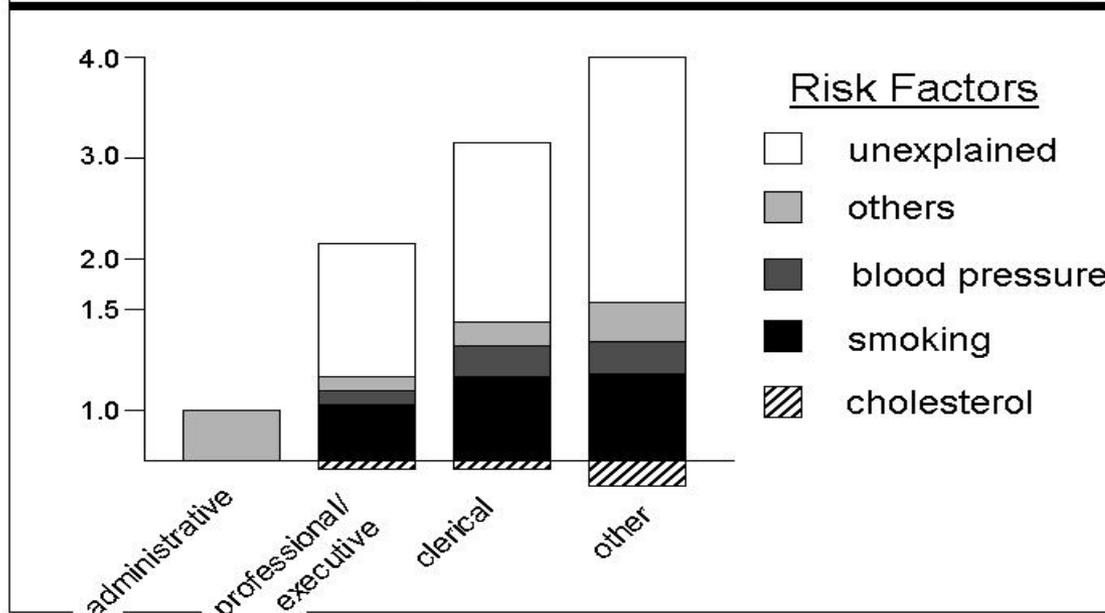
shift work.

Each of these increases risk of illness. Together they are a toxic cocktail...These concepts, each backed by evidence, change the way we think about stress at work.

Michael Marmot, *The Health Gap* (Bloomsbury Press 2015) at 179-180.



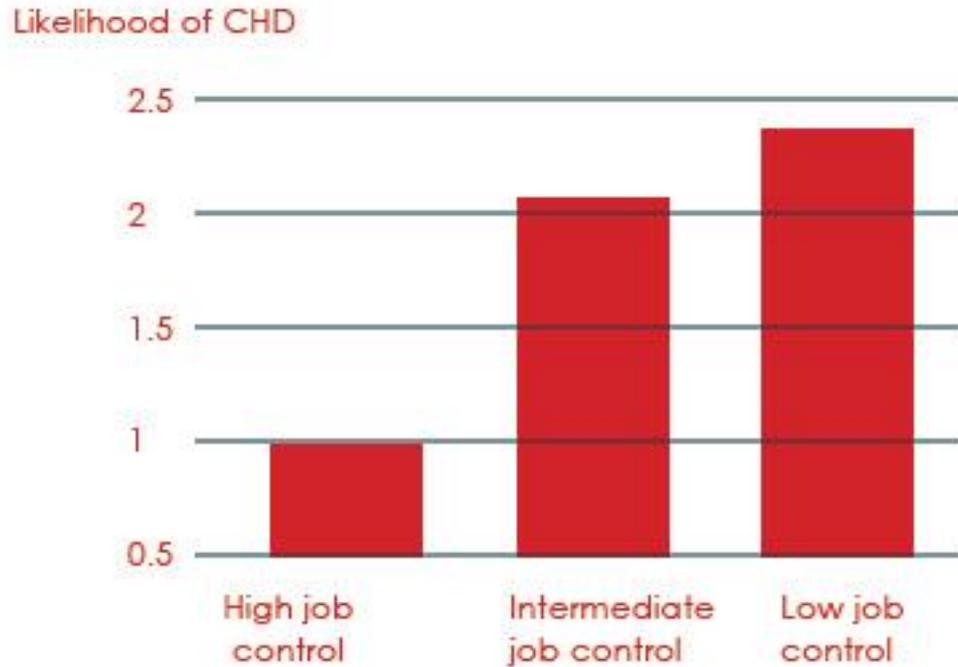
CHD Mortality – UK Whitehall Study



Source: Missing Human Manual, <http://missinghumanmanual.com/> originally published in J Epidemiol Community Health. 1978 Dec; 32(4): 244–249.



Self-reported job control and coronary heart disease incidence



Source: Dr. Michael Routledge, “How healthy is your workplace?”
<http://www.wrha.mb.ca/wave/2012/05/healthy-workplace.php>, citing the Whitehall studies.

WHY IS A CULTURE OF HEALTH IMPORTANT TO YOUR ORGANIZATION?

The health impact of management style- Tom Emerick

The culture of an organization can make workers lives better or worse. **Probably the biggest thing an employer can do to improve the health of its employees is to make significant improvements in its management style.** Here's an example. When something goes wrong, as will inevitably happen in any organization, there are two contrasting ways to deal with it.

Alas, the first, easiest, and most common approach is to find someone to blame, which is punitive, creates fear, and adds to workplace misery and poor health.

The superior approach is for management to look for defects in processes and then set about fixing those. This second style creates a culture of teamwork and productivity, and de-stresses the workplace, all of which in turn leads to a healthier environment.

I've led process-improvement initiatives in one of the world's largest corporations and seen firsthand how such **improvements in management style lead to fewer workers comp claims, fewer sick days, and less turnover...all signs of improved health and well-being of workers.**

Tom Emerick, President, Emerick Consulting, quoted in Shared Values Shared Results: Positive Organizational Health as a Win-win Philosophy, Dee W. Edington, PhD and Jennifer S. Pitts, PhD (2016) at 145



DOES WORKSITE WELLNESS GO BEYOND A CULTURE OF HEALTH?

Total Health Environment- Thomas Golaszewski

Total Worker Health- NIOSH

DOES WORKSITE WELLNESS GO BEYOND A CULTURE OF HEALTH? Total Health Environment- Thomas Golaszewski

Culture of health is

a cognitive construct,

primarily socially-driven,

that consists of the collective beliefs, values, norms and social supports that influence the health behaviors of individuals within an organization.

Culture is a subset of the Organizational Health Environment (the totality of factors affecting health within an environment).

Thomas Golaszewski, Professor Emeritus in the Department of Health Education and Public Health, The College at Brockport: State University of New York (private communication)



DOES WORKSITE WELLNESS GO BEYOND A CULTURE OF HEALTH? Total Worker Health- NIOSH

What is Total Worker Health®?

Total Worker Health® is defined as policies, programs, and practices that integrate protection from work-related safety and health hazards with promotion of injury and illness prevention efforts to advance worker well-being.

A Total Worker Health approach advocates for the integration of all organizational policies, programs and practices that contribute to worker safety, health and well-being, including those relevant to the control of hazards and exposures, the organization of work, compensation and benefits, built environment supports, leadership, changing workforce demographics, policy issues, and community supports.

National Institute for Occupational Safety and Health (NIOSH), part of the U.S. Centers for Disease Control and Prevention (CDC)- Total Worker Health at <http://www.cdc.gov/niosh/twh/totalhealth.html>



Issues Relevant to Advancing Worker Well-being Through Total Worker Health®

Control of Hazards and Exposures

- Chemicals
- Physical Agents
- Biological Agents
- Psychosocial Factors
- Human Factors
- Risk Assessment and Risk Management

Organization of Work

- Fatigue and Stress Prevention
- Work Intensification Prevention
- Safe Staffing
- Overtime Management
- Healthier Shift Work
- Reduction of Risks from Long Work Hours
- Flexible Work Arrangements
- Adequate Meal and Rest Breaks

Built Environment Supports

- Healthy Air Quality
- Access to Healthy, Affordable Food Options
- Safe and Clean Restroom Facilities
- Safe, Clean and Equipped Eating Facilities
- Safe Access to the Workplace
- Environments Designed to Accommodate Worker Diversity

Leadership

- Shared Commitment to Safety, Health, and Well-Being
- Supportive Managers, Supervisors, and Executives
- Responsible Business Decision-Making
- Meaningful Work and Engagement
- Worker Recognition and Respect

Compensation and Benefits

- Adequate Wages and Prevention of Wage Theft
- Equitable Performance Appraisals and Promotion
- Work-Life Programs
- Paid Time Off (Sick, Vacation, Caregiving)
- Disability Insurance (Short- & Long-Term)
- Workers' Compensation Benefits
- Affordable, Comprehensive Health care and Life Insurance
- Prevention of Cost Shifting between Payers (Workers' Compensation, Health Insurance)
- Retirement Planning and Benefits
- Chronic Disease Prevention and Disease Management
- Access to Confidential, Quality Health care Services
- Career and Skills Development

Community Supports

- Healthy Community Design
- Safe, Healthy and Affordable Housing Options
- Safe and Clean Environment (Air and Water Quality, Noise Levels, Tobacco-Free Policies)
- Access to Safe Green Spaces and Non-Motorized Pathways
- Access to Affordable, Quality Health care and Well-Being Resources

Changing Workforce Demographics

- Multigenerational and Diverse Workforce
- Aging Workforce and Older Workers
- Vulnerable Worker Populations
- Workers with Disabilities
- Occupational Health Disparities
- Increasing Number of Small Employers
- Global and Multinational Workforce

Policy Issues

- Health Information Privacy
- Reasonable Accommodations
- Return-to-Work
- Equal Employment Opportunity
- Family and Medical Leave
- Elimination of Bullying, Violence, Harassment, and Discrimination
- Prevention of Stressful Job Monitoring Practices
- Worker-Centered Organizational Policies
- Promoting Productive Aging

New Employment Patterns

- Contracting and Subcontracting
- Precarious and Contingent Employment
- Multi-Employer Worksites
- Organizational Restructuring, Downsizing and Mergers
- Financial and Job Security



WHY IS IT IMPORTANT TO MEASURE THE HEALTH ENVIRONMENT?

Jennifer Flynn

Thomas Golaszewski



WHY IS IT IMPORTANT TO MEASURE THE HEALTH ENVIRONMENT? Jennifer Flynn

As noted, creating a culture of health requires a concerted effort, and there are practical resources that can help. Specifically, assessment tools that educate on and assess the use of employee health management best practices, as well as perceived organizational support (POS) for health and well-being, can help an organization establish a baseline for a healthy workplace culture and employee perceptions. Assessing the current state is the first step in this strategic effort.

Jennifer Flynn, Mayo Clinic Global Business Solutions, Creating a Culture of Health and Engagement Through Organizational Support, Benefits Magazine, June 2015, <http://www.ifebp.org/inforequest/ifebp/0166854.pdf>



WHY IS IT IMPORTANT TO MEASURE THE HEALTH ENVIRONMENT? Thomas Golaszewski

Research shows the following regarding organizational environments as assessed by periodic worksite health environment audits:

the reliability (consistency) and validity (accuracy) of worksite audits;

the relationships of organizational scores to employee health risk factors, perceived health culture, employee absence, and employee emergency room health care costs;

that organizational scores can be easily and cost-effectively improved;

as the organizational scores increase following intervention, employee health risk profiles stabilize and absenteeism decreases (a generalized health effect); and

most changed organizational features remain three years post-intervention.

Workplace audits function as a needs assessment, planning and evaluation tool for interventions focused on the employer.

Thomas Golaszewski, Introducing HEcheck: A Workplace Health Environment Assessment (Powerpoint) at 5.



HOW CAN THE HEALTH ENVIRONMENT BE MEASURED?

CDC Worksite Health ScoreCard

Mercer- Hero Scorecard

CPH-NEW's Healthy Workplace All Employee Survey

Hecheck

HOW CAN THE HEALTH ENVIRONMENT BE MEASURED? CDC Worksite Health ScoreCard

Comment: This scorecard focuses heavily on traditional "wellness" activities rather than organizational culture. However, the following checklist items address the role of management in promoting certain aspects of a culture of health:

66. Provide training for managers on identifying and reducing workplace stress-related issues

67. Provide opportunities for employee participation in organizational decisions regarding workplace issues that affect job Stress

111. Provide opportunities for employee input on hazards and solutions

112. Have a program to investigate the causes of injuries (including all-hands meetings, tool box meetings, surveys, focus groups)

On the Internet at <http://www.cdc.gov/healthscorecard/>



HOW CAN THE HEALTH ENVIRONMENT BE MEASURED? Mercer-HERO scorecard

Comment: This scorecard is about "Employee Health Management" or "EHM." It is directed to the employer, and focuses heavily on Traditional "wellness" activities rather than organizational culture. However, it does put significant responsibility on management to promote a culture of health, for example in the following question:

11. Which of the following describes your leadership's support of EHM? Check all that apply.

Leadership development includes the business relevance of worker health and well-being

Leaders actively participate in EHM programs

Leaders are role models for prioritizing health and work-life balance (for example, they do not send emails while on vacation, they take activity breaks during the work day, etc.)

Leaders publicly recognize employees for healthy actions and outcomes

Leaders are held accountable for supporting the health and well-being of their employees

Leaders hold their front-line managers accountable for supporting the health and well-being of their employees

A senior leader has authority to take action to achieve the organization's EHM goals

None of the above

On the Internet at: <http://www.mercer.com/content/dam/mercer/attachments/global/Health/HERO-Scorecard-v4-Questionnaire.pdf>



HOW CAN THE HEALTH ENVIRONMENT BE MEASURED? CPH-NEW's Healthy Workplace All Employee Survey

This survey is based on the NIOSH Total Worker Health approach. It was designed by the Center for Promotion of Health in the New England Workplace at the University of Massachusetts in Lowell, which is one of two centers chosen by NIOSH to develop and promote the approach. It is designed to be administered to all employees. Here are some sample questions relating to the total work environment, each of which other than the last allows for a range of responses:

17 (a): In this facility, management considers employee health, safety, and wellbeing to be important.

19 (h): My supervisor understands and supports my family and other personal responsibilities.

22 (c): How often do the demands of your job interfere with your family life?

22 (d): How often do the demands of your family interfere with your work on the job?

23 (e): I would be taken seriously if I complained about disrespectful treatment.

24 (b): My job allows me to make a lot of decisions on my own.

26. How much time do you spend traveling to and from work each day (roundtrip)?

35: What shift do you usually work?

On the Internet at:

<https://www.uml.edu/Research/Centers/CPH-NEW/Healthy-Work-Participatory-Program/identify-priorities/Survey-Manual.aspx>



HOW CAN THE HEALTH ENVIRONMENT BE MEASURED? HEcheck- scope

The HEcheck assessment is designed to assess all aspects of the workplace health environment. Thus, it addresses many, but not all, of the issues addressed by the NIOSH Total Worker Health approach and focuses more closely on specific actions by management. It includes 227 items in sections on:

- Human Resources Function
- Commitment
- Culture Change
- Screening
- Physical Activity
- Nutrition
- Tobacco Control
- Psychosocial Health
- Medical Management

On the Internet at: <http://www.slideshare.net/hpcareernet/echeck-the-state-of-the-art-in-workplace-audits-with-thomas-golaszewski>

HOW CAN THE HEALTH ENVIRONMENT BE MEASURED? HEcheck- sample questions

During the past 3 years, did the workplace...

3.1.1 Measure the health culture of the workplace, such as employee health norms, values, social supports, perceptions of workplace support and other similar variables, USING A STANDARDIZED SURVEY?

3.1.2 Measure the health culture of the workplace USING PROFESSIONALLY-LED FOCUS GROUPS OR INTERVIEWS?
(Note: Professionally-led refers to someone with formal training.)

Does the workplace...

3.2.1 Identify itself as a health supporting employer (e.g., a wellness company) in most job ads?

3.2.2 At recruitment events, REQUIRE company representatives to communicate the health management program to prospective employees?

HEcheck, on the Internet at: <http://www.hecheck.com/survey> (login and password required)



HOW CAN THE HEALTH ENVIRONMENT BE MEASURED? HEcheck- sample questions (continued)

Does the workplace...

3.4.1 Have an advisory group that represents a cross section of employees (i.e., from most major working units; and representing a mixture of racial, gender and age groups) to provide input on program strategies or components?

3.4.2 At least every other year train MANAGERS and SUPERVISORS how to support employee health? (Note: This would include training for new administrative hires, those promoted to supervisory positions, or refresher courses for everyone.)

3.4.3 Utilize NON-PROFESSIONAL-EMPLOYEE "action teams" or "action leaders" (aka "champions") to organize, promote or ASSIST in delivering any health management services or programs?

3.5.2 Provide public recognition for employees or work groups making important contributions to the employee health initiative (e.g., a newsletter feature on action team members, wellness committee members or volunteer coordinators)? (Note: Recognition at a major event would count as a "yes" [see 3.5.7 below].)

3.5.3 Provide any type of special reward or recognition (including job promotions) for employees or work groups making important contributions to the health initiative, such as serving on a committee or heading an important function?

HEcheck, on the Internet at: <http://www.hecheck.com/survey> (login and password required)



CONCLUSIONS

1. Programs attempting to improve employee health without addressing the total health environment have been of limited effectiveness.

There is little evidence that employee health can be improved in the absence of a positive total health environment. Indeed, there is an expanding literature examining the overstated claims of wellness programs which are based exclusively on modifying individual lifestyles.

<http://theysaidwhat.net/>

The Validation Institute, sponsored by Intel-GE Care Innovations, has the mission of “helping organizations involved in population health adhere to the highest standards of validity.” It provides validation of program results as well as certifying program evaluators.

<http://www.validationinstitute.com/about/>

2. Employers that have been committed to building a positive health environment have attained good results.

NextERA Energy, Inc. (formerly FPL) of Juno Beach; Kaiser Permanente of Oakland, California and the University of Michigan in Ann Arbor are among the employers which have received recognition for building a culture of health.

<https://edingtonassociates.wordpress.com/2015/04/13/edington-next-practice-award-winners-announced/>



CONCLUSIONS (continued)

3. Building a positive health environment requires the commitment of the whole organization.

In the words of Dee Edington:

Everything that happens in the organization affects the health and wellness of everyone in the organization, and vice versa: environment, culture, climate, policies, procedures, supervisors, co-workers, trust, respect, meaningful work, work style, etc. Much of what would be regarded as a healthy or unhealthy organization starts at the top, and this is reflected at every level of the organization, including vice presidents, directors, managers, supervisors and work-team leaders. This requires a seamless top to bottom engagement in the initiative.

Quoted in Michael Friedman, Ph.D. in his review of the new book, Shared Values - Shared Results: Positive Organizational Health as a Win-Win Philosophy, by Dee W. Edington Ph.D. and Jennifer S. Pitts Ph.D, on the Internet at

http://www.huffingtonpost.com/michael-friedman-phd/how-shared-valuesshared-r_b_8864250.html

4. A logical first step for an employer which is committed to employee health would be to complete one or more of the available assessments of the total health environment.



QUESTIONS?

For further information or for a copy of these slides, please contact the author as follows:

Santiago Leon

ACC Hall International, Inc.

200 S.E. 1st Street Suite 601

Miami FL 33131

Phone 305-577-4270 Ext. 2001

Fax 305-577-3502

Email: sleon@accbrokers.com

Website: www.accbrokers.com

Linkedin: <http://www.linkedin.com/pub/santiago-leon/5/855/59a>

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Frederick C. Hathorn & Associates

CULTURE OF HEALTH PRESENTATION – FEBRUARY 4, 2016

YOUR MIND'S INCENTIVE SYSTEM

Erick Hathorn

President, Frederick C. Hathorn & Associates

6000 Indian Creek Drive Suite 902 | Miami Beach, FL 33140

Toll Free 844.899.8850 Ext. 108

www.hathornassociates.com

Health is All in Your Head



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www.healthiermiami.com

CULTURE OF HEALTH PRESENTATION – FEBRAURY 4, 2016
CULTURE & ENGAGEMENT



Beth Greenwald MS, CSCS, HFS

South Florida Team Lead

Certified Intrinsic Coach

716.908.9836 phone

www.healthdesigns.net



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2015 Jacksonville Healthiest Employers

1 **Culture and Engagement**

"If you get the culture right, most of the other stuff will just take care of itself."

- Tony Hsieh, CEO of Zappos.com

2 **Trending Words**

- Culture
- Engagement

3

4 **Ask the following questions:**

- What does my company want to accomplish?
- What are our goals for the program (outside of impacting healthcare costs)?
- How do the goals for the program align with the business goals and mission?
- What are the benefits for the employees (beyond physical wellbeing)?

5 **Beyond Physical Wellbeing**

- Career
- Social
- Financial
- Community

6

7 **Key concepts for engagement and creating a healthy workplace culture**

8 **Create a supportive environment**

- Review existing policies

- Smoking
- Food and Vending
- Breaks
- Encouraging more physical activity at work
 - Taking the stairs
 - Walking meetings
- Flexibility in work schedule
- Healthy options for work meetings/office celebrations
- Reward and recognize accomplishments

9 **Leadership**

- Leading at EVERY level
 - Middle Management is key
- Lead by example
- Prioritize well-being
- Demonstrating work-life balance
- Employee Development

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader." ~ John Quincy Adams

10

11 **Leaders inspiring action**

12 **Communication**

- Culture of openness
- Communicating strategic goals
- Clear communication of vision
- Meaningful listening
- Positive reinforcement
- Recognition
- Respect for each and every employee

13 **Company Culture is Powerful**

- Boosts employee moral
- Increases engagement
- Increases sales and profits
- Impacts recruiting efforts
- Increases productivity and positivity
- Reduces turnover
- Improves employee satisfaction
- Employer of Choice

14

15

Gallup found that higher wellbeing among employees accelerates employee engagement, with engaged, thriving employees having the most positive effect in their workplaces.

16

17 **Incredible Impact**

18

19

20

- https://www.welcoa.org/uploads/pdf/survey/judd_allen_healthy_cultures.pdf
- <http://www.dalecarnegie.com/white-papers/organizational-engagement/>
- <http://www.forbes.com/sites/joshbersin/2015/03/13/culture-why-its-the-hottest-topic-in-business-today/>
- http://www.managedcaremag.com/archives/0903/0903.gna_edington.html
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- <http://www.gallup.com/services/176708/state-american-workplace.aspx>
- <http://www.gallup.com/businessjournal/126884/Five-Essential-Elements-Wellbeing.aspx>
- <http://www.cdc.gov/hrqol/wellbeing.htm>

Contact Information

Consortium for a Healthier Miami-Dade Worksite Wellness Committee

www.healthymiamidade.org

or (305) 278-0442

- Meets the first Thursday of every month at Beacon Center in Doral
- Offers free educational forums quarterly
- Hosts annual Worksite Wellness Awards Ceremony