



Population Health and Worksite Wellness in the 21st Century

A Transformation

**UNIVERSITY OF
MICHIGAN**

**HEALTH
MANAGEMENT
RESEARCH CENTER**

Dee W. Edington

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Assume you worked at an ideal and high performing organization, well funded and a best place to work by all measures.

What words would you use to describe the workplace and the workforce?



Solution for the 20th Century

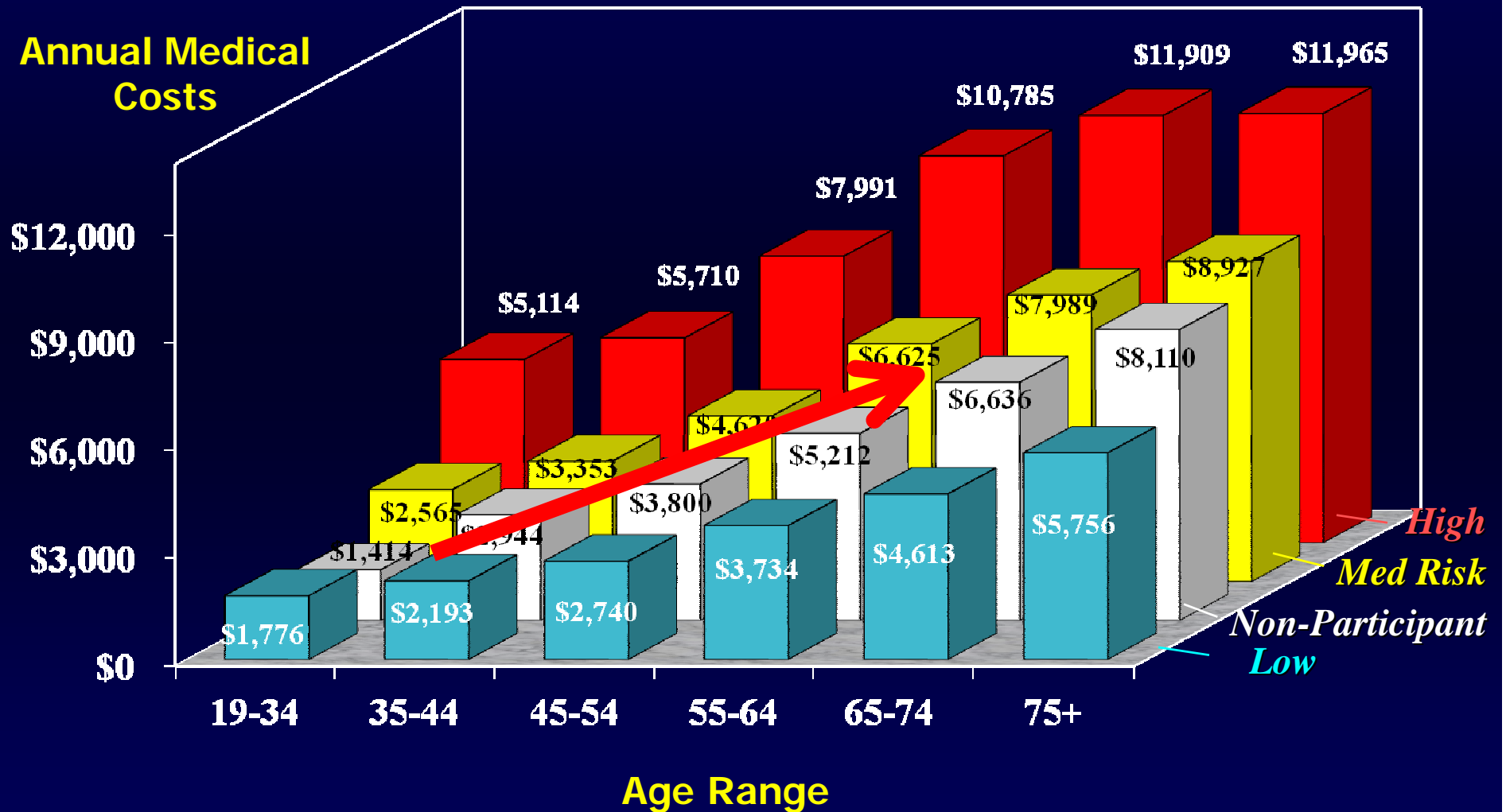
**Wait for Disease or Health Risks
and then Treat**

(...in Quality terms this strategy translates into **“wait for defects and then fix the defects”** ...)



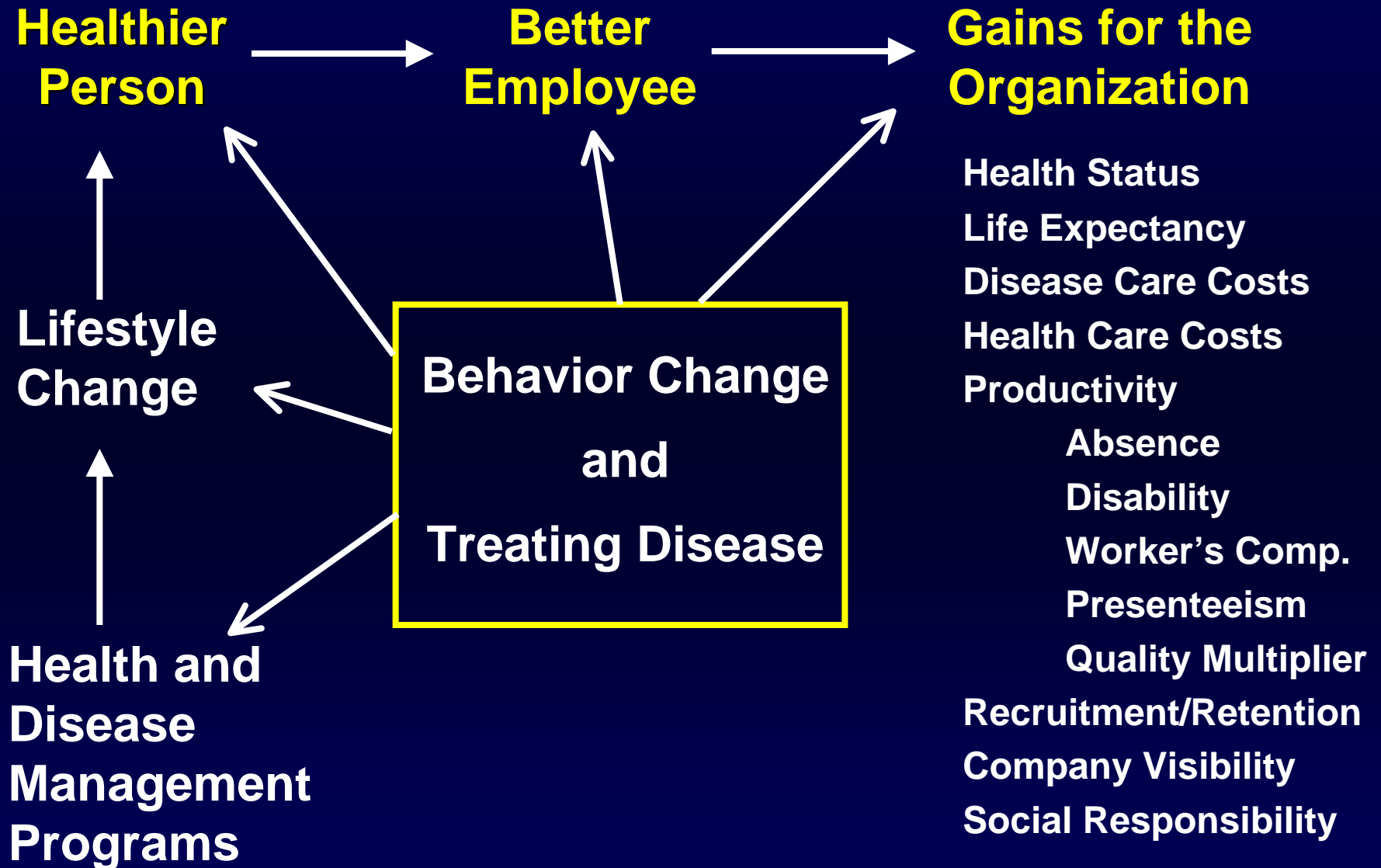
Costs Associated with Risks

Medical Paid Amount x Age x Risk





Health Strategies in 20th Century





A short Health & Performance Quiz

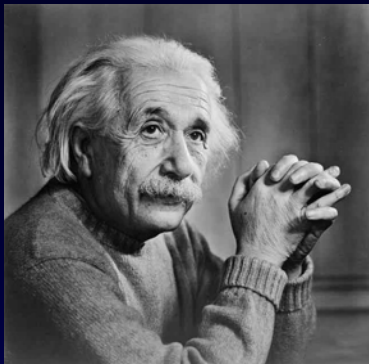
If you continue to wait for defects and then try to fix the defects: Will you ever solve the fundamental problems?

Is it better to keep a good customer or find a new one?

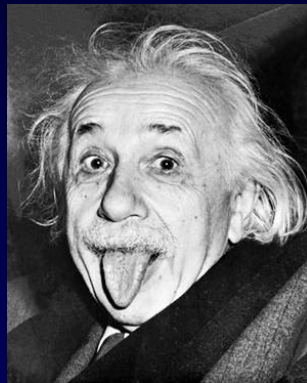
Is the action you reward, the action that is sustained?

If you put a changed person back into the same environment: Will the change be sustainable?

**The world we have made as a 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*



Where do we go next?

TO A NEW LEVEL OF THINKING...
(Deming, Drucker, Blanchard...)

Solution by or before 2021

**Integrate Health into the
Environment and Culture**

(Follow the lead of Safety and Quality)

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



ZERO TRENDS

Health as a Serious Economic Strategy

Dee W. Edington, PhD, Health Management Research Center, University of Michigan

Vision for Zero Trends

“...Organizations ensure a sustainable healthy and high performing workplace and workforce...”

Zero Trends was written to be a transformational approach

Based upon over 600 Publications and Presentations

By 2021

**Healthy and High Performing
Workplaces and People will be
the Competitive Advantage**

**The transformational solutions
with have to be **Strategic,
Systematic, Systemic and
Sustainable****

The Transformation needs New Tools

Purpose, Values, Mission, Vision and Strategy

Environmental Audit

Perception of Company Environment and Culture

Next Generation Healthy Life Assessment

Self-Leadership, Low Risk and Resilience Training

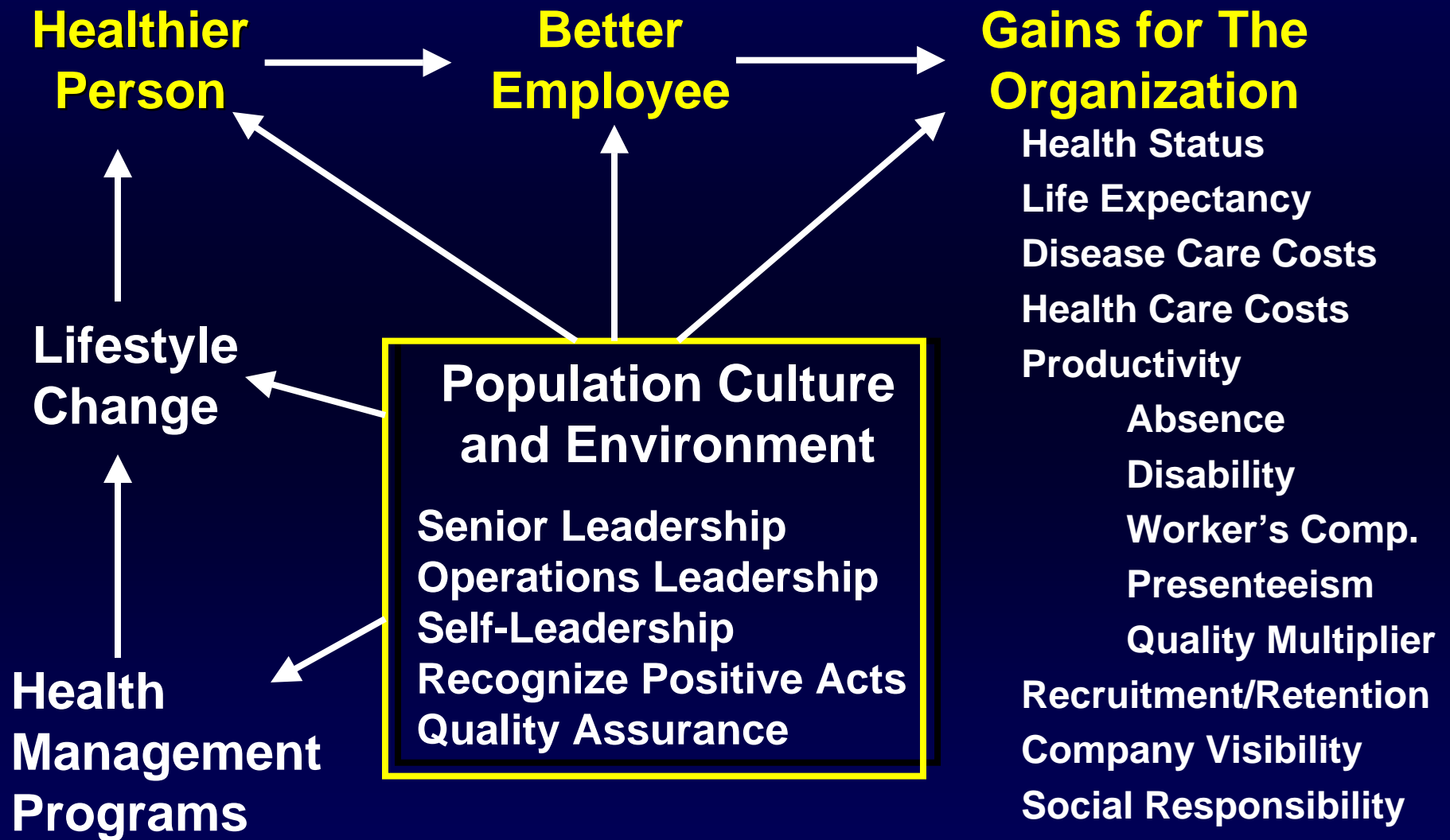
Quality Assurance/Metrics Driven Feedback

Perception of Community and Workplace

**A Systems Approach (Strategic, Systematic,
Systemic and Sustainable)**

**From 20th Century Best Practices
to 21st Century Next Practices**

Health Strategies in the 21st Century: a Systems Strategy



Senior Leadership: Strategic

Create the Vision



- Connect vision to business strategy
- Commit to healthy culture
- Provide adequate resources
- Leadership engaged as visible committed participants
- Courage

“Establish the business value of a healthy and high performing organization and workplace as a world-wide competitive advantage”



Example Vision - Intel

Health for Life



Intel's Strategic Direction

"Care for our people, the planet, and inspire the next generation"

Vision

A culture where employees and their families are healthy, productive and engaged in living wellness-oriented lifestyles everyday

Mission

To transform health care delivery...to an integrated, preventative focused model that...provides convenience, quality, and cost effective solutions.

Health for Life

Operations Leadership: Systematic and Systemic

Align Workplace & Policies with the Vision



- Integrate policies into health culture
- Brand health management strategies
- Engage everyone

“You can’t put a changed person back into the same environment and expect the change to hold”

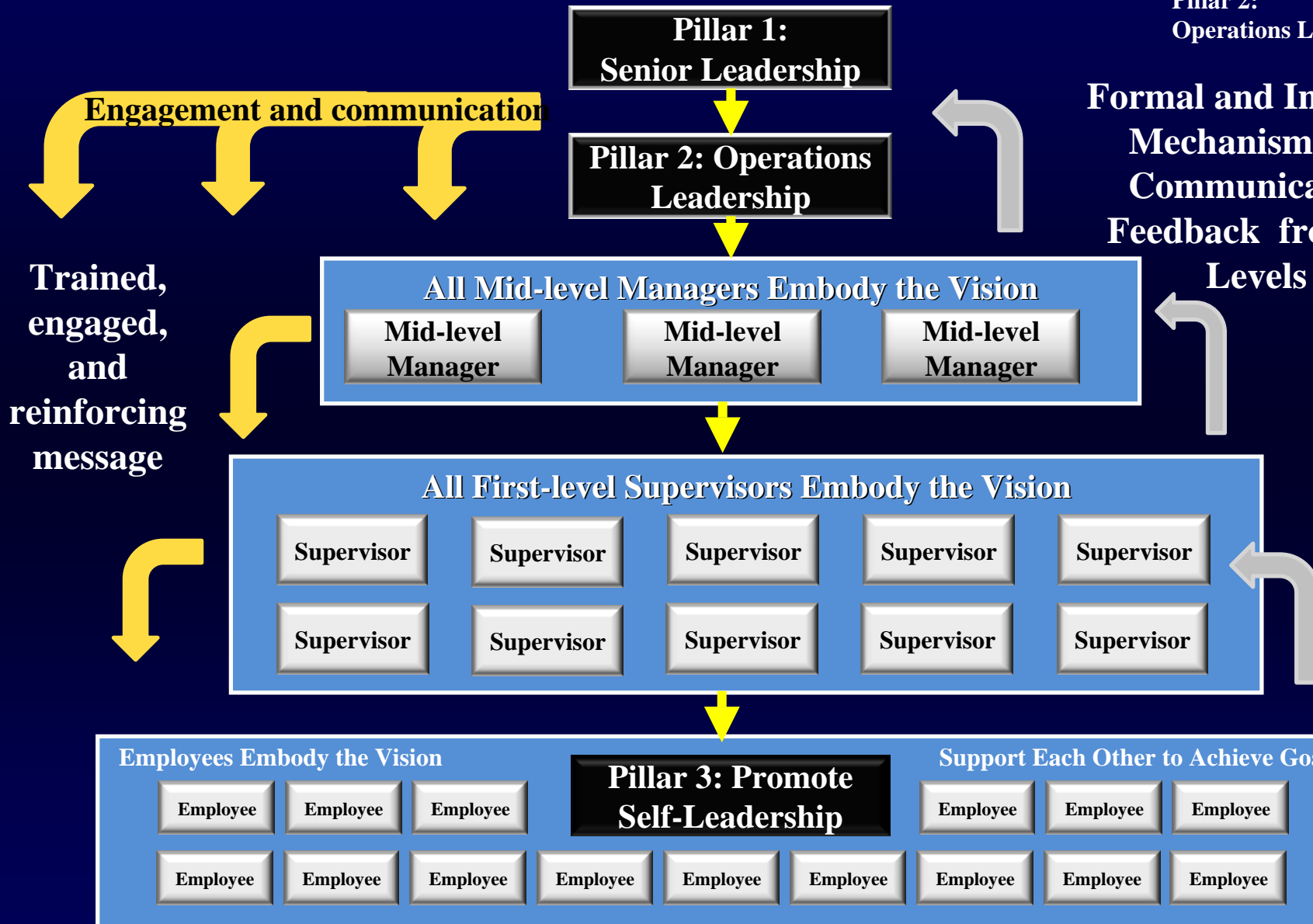


Communication



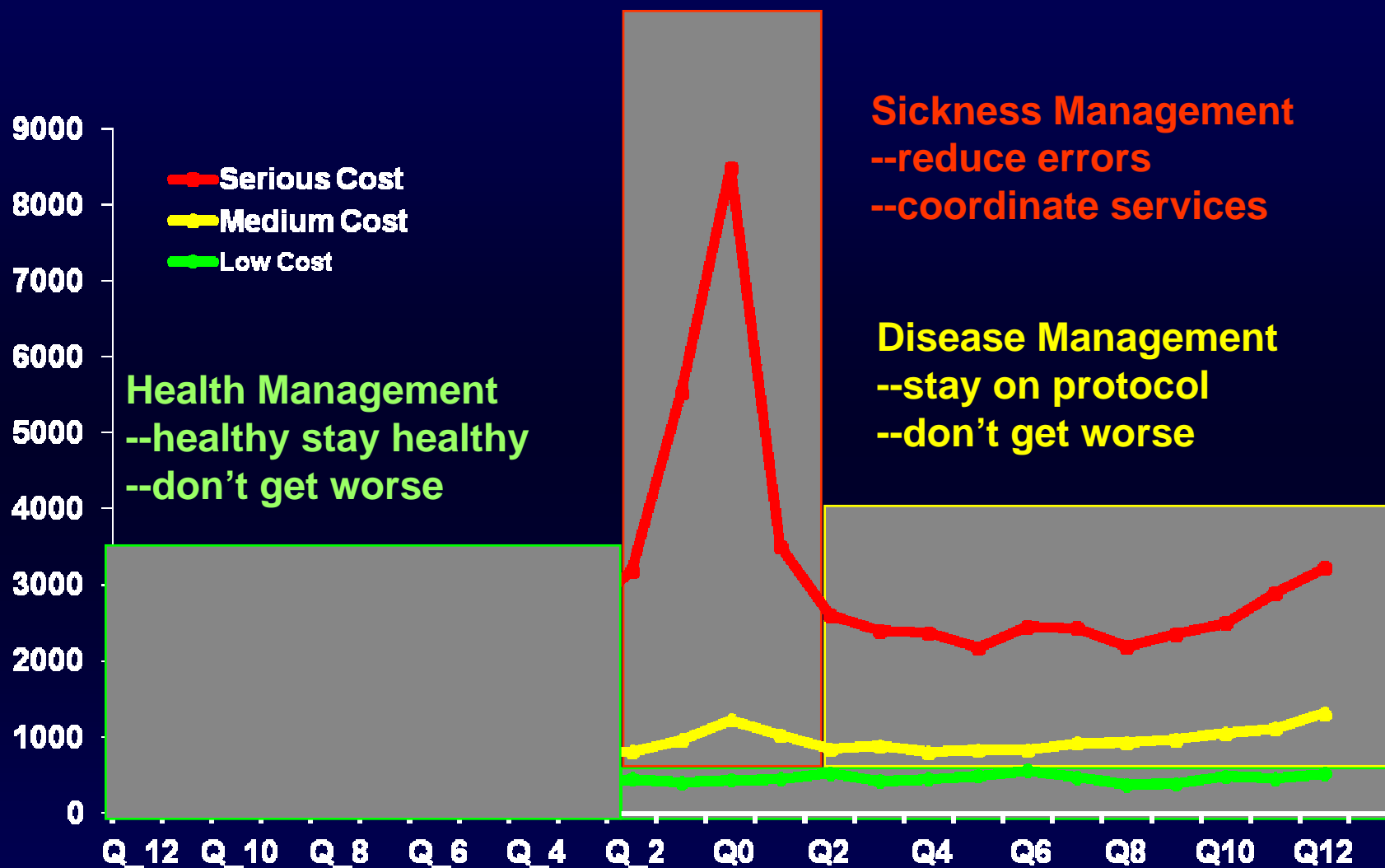
Pillar 2:
Operations Leadership

Formal and Informal
Mechanisms for
Communicating
Feedback from all
Levels



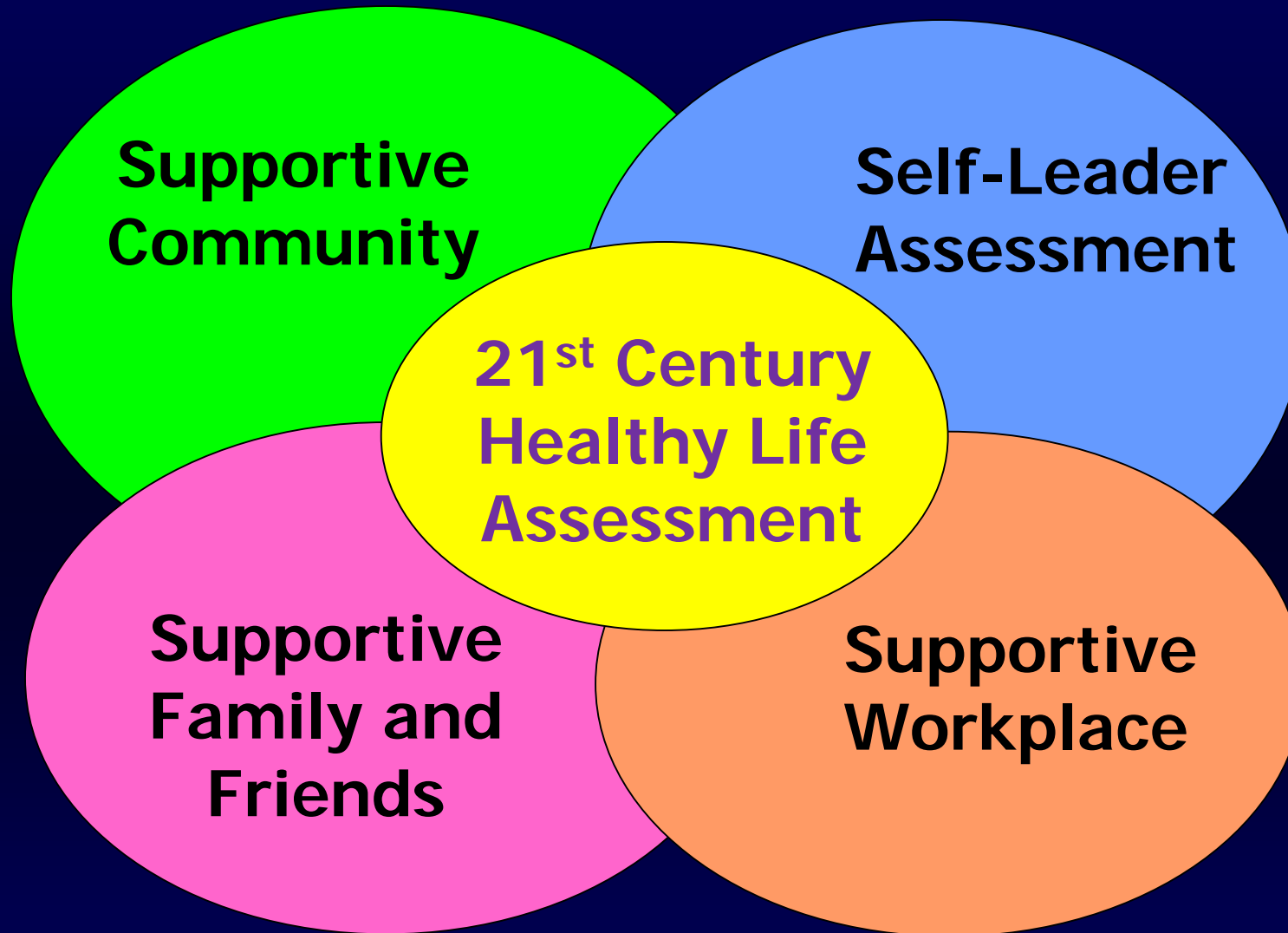


Value-Based Health



Where are the health and economic strategies?

Healthy Life Assessment



Determinates of Health and High Performance

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M Self-Leadership: Systemic

Create Winners



- Help the low-risk people stay low-risk
- Provide training in resilience, self-leadership, purpose
- Recognize the whole person and the major determinates of health

“Create winners, one step at a time and the first step is don’t get worse’

Self-Leadership and High Performance

- Environment and culture

- Purpose-Values-Mission-Vision

- Consumerism
- Engagement

- Personal Control

- Resilience

- Optimism

Self-leadership

- Confidence / Self-efficacy

- Self-esteem

- Vitality/ Vigor

- Knowledge
- Health Literacy
- Negotiation Skills

- Low-Risk Health Status

- Social Support
 - Colleagues
 - Community
 - Family

Other possible *constructs: Change, Vision, Trust, Thrive, Enthusiasm, Ethics, Energy, Spirituality, Creativity, ...

Recognize Positive Actions: Sustainable



Reinforce the Culture of Health

- Align recognition to the vision
- Recognize champions
- Set positive recognition for positive choices
- Reinforce at every touch point

“What is rewarded is what is sustained”

Quality Assurance: Sustainable



- Integrate all data
- Evaluate program outcomes
- Use a conceptual outcomes framework
- Provide timely feedback of progress toward vision, culture, self-leaders, actions, economic outcomes

"Support decisions throughout the total workplace system"

Summary

Characteristic of a Champion Organization

Strategic **Vision**

Systematic **Strategy**

Systemic **Solutions**

Sustainable **Policies**

Create a Strategy

What is Your Vision?



	Senior Leadership	Operational Leadership	Self-Leadership	Reward Positive Actions	Quality Assurance
Champion	Vision from Leaders	Healthy System & Culture	Everyone a Self-Leader	Reward Sustained Results	Progress in All Areas
Comprehensive	Speech from Leader	Reduction in Risks	Reduce Health Risks	Reward Achievement	Change in Risk & Sick Costs
Traditional	Inform Leader	Programs Targeting Risks	Health Risk Awareness	Reward Enrollment	Change in Risks
Do Nothing	Status Quo	Status Quo	Status Quo	Status Quo	Status Quo

What's the Point



Thank you for your attention

Please contact us if you have any questions

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