



Reactive to Proactive MOVING FROM TREATING ILLNESS TO BUILDING CULTURES OF WELLNESS

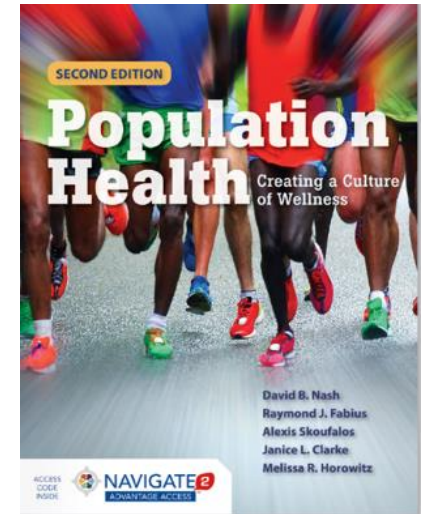
BH Productivity Symposium
May 2105



Ray Fabius MD
Co-Founder
HealthNEXT

MOVING FROM TREATING ILLNESS TO BUILDING CULTURES OF WELLNESS

- **Focusing on illness alone is ineffective and inefficient**
 - The American Society illness burden is rising
 - We must focus upstream
- **Disease management must give way to population health**
 - 10% of population spends 70% of medical costs
 - Other 90% are doing nearly 100% of society's work
 - Keeping healthy people healthy producing greater savings
- **The solution is population health enveloped within a culture of health**
 - Care for all across the continuum
 - Within an environment that promotes health and healthy choices
- **Research and cutting edge thinking supports this approach for employers**
 - Impact on productivity, turnover, talent attraction, turnover.....
 - Impact on the marketplace

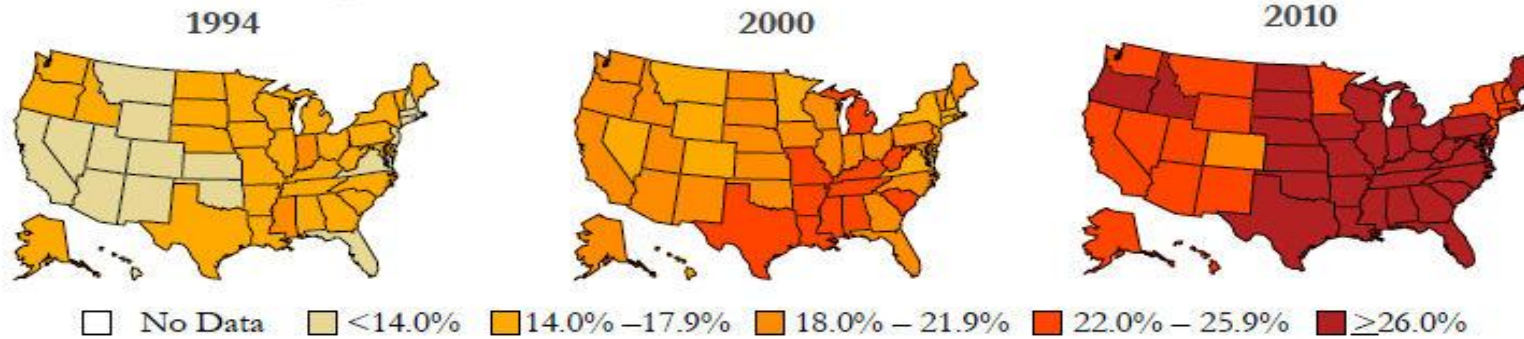


Focusing on illness alone is ineffective and inefficient

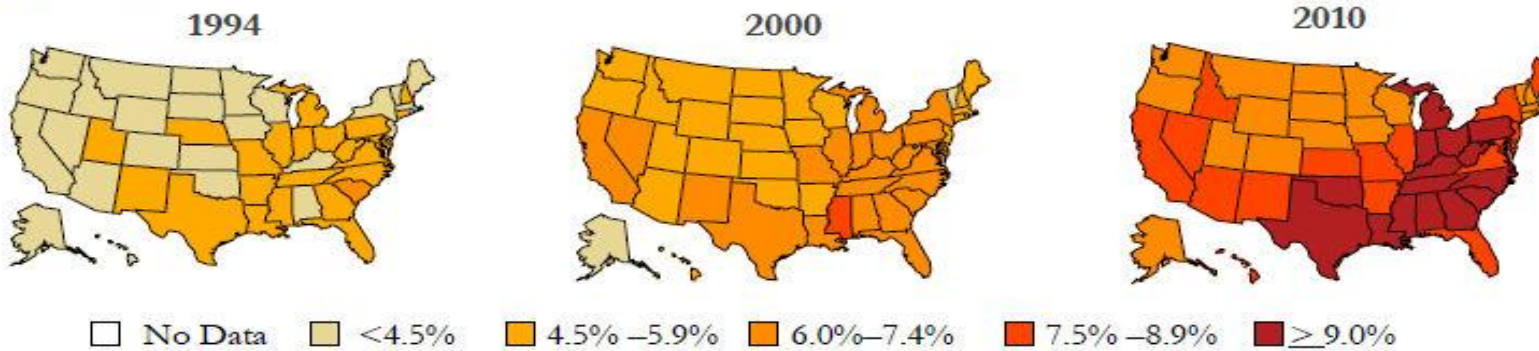
*While the Nation Creates a Tsunami of Disease **OBESITY > DIABETES***

Age-Adjusted Prevalence of Obesity and Diagnosed Diabetes Among U.S. Adults Aged 18 years or older

Obesity (BMI ≥ 30 kg/m²)



Diabetes

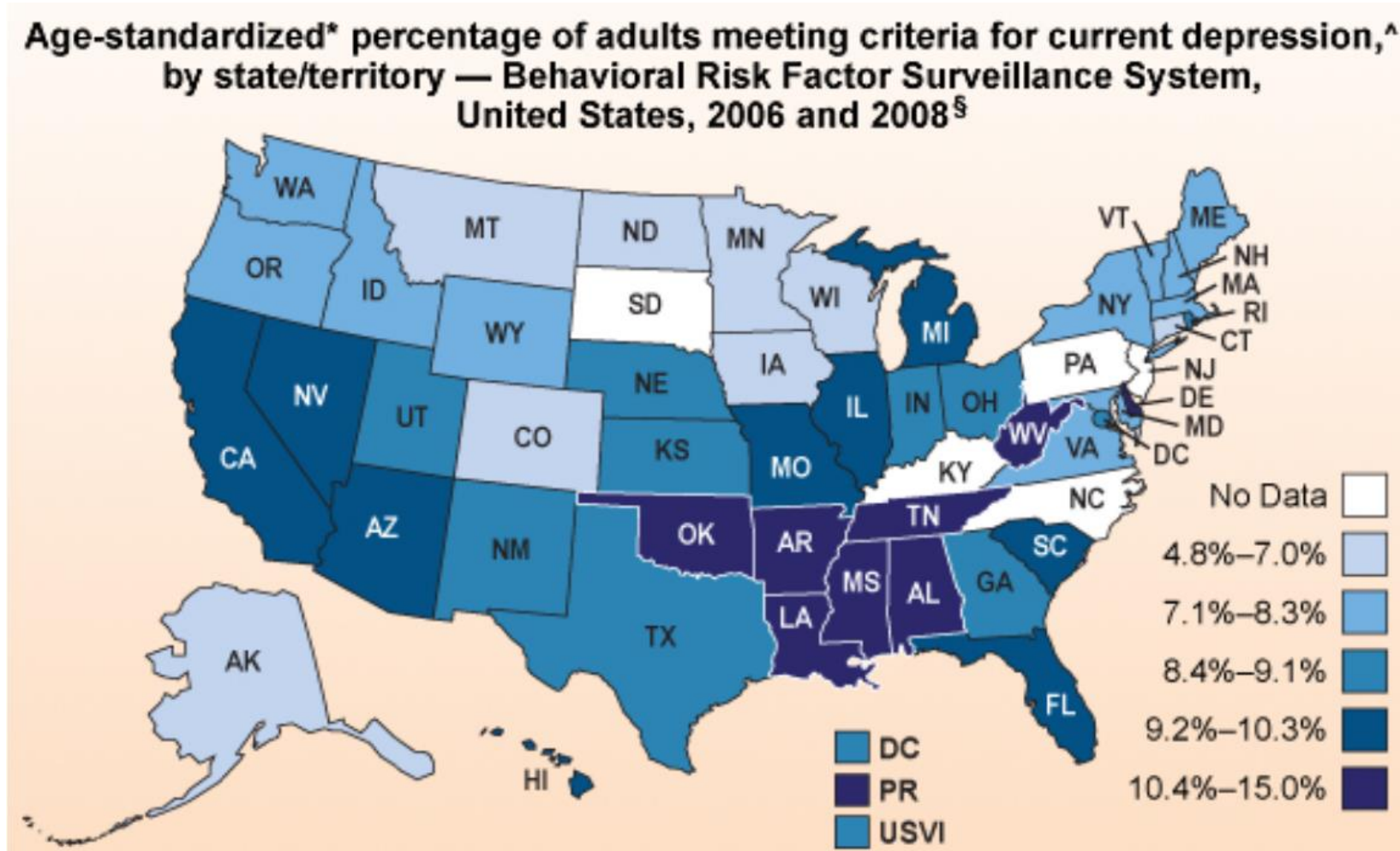


CDC's Division of Diabetes Translation. National Diabetes Surveillance System
available at <http://www.cdc.gov/diabetes/statistics>



Focusing on illness alone is ineffective and inefficient

Unhealthy Lifestyles lead to chronic disease including depression

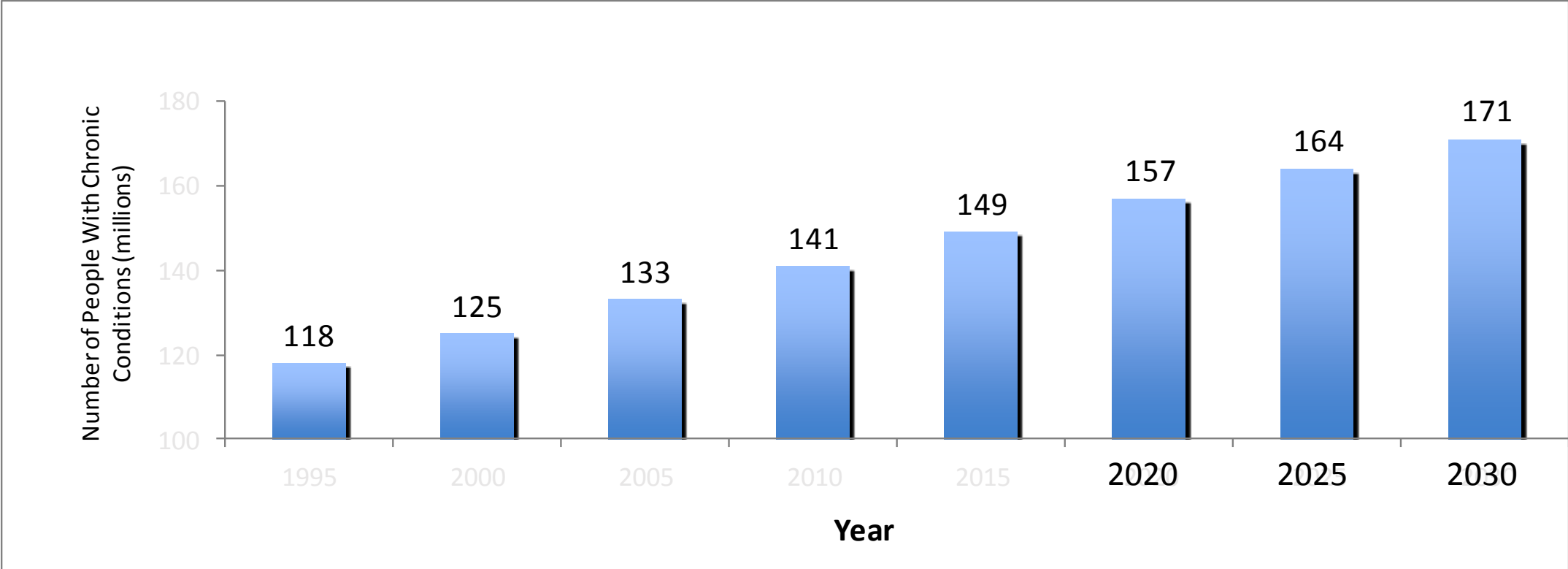


Perhaps we should focus up stream

Focusing on illness alone is ineffective and inefficient

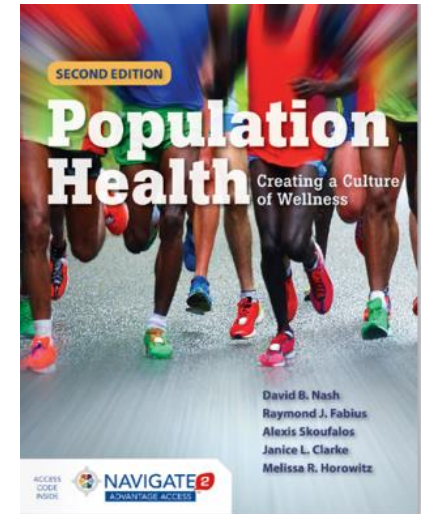
While the Nation Creates a Tsunami of Chronic Disease

171 Million Americans with Chronic Illness by 2030



MOVING FROM TREATING ILLNESS TO BUILDING CULTURES OF WELLNESS

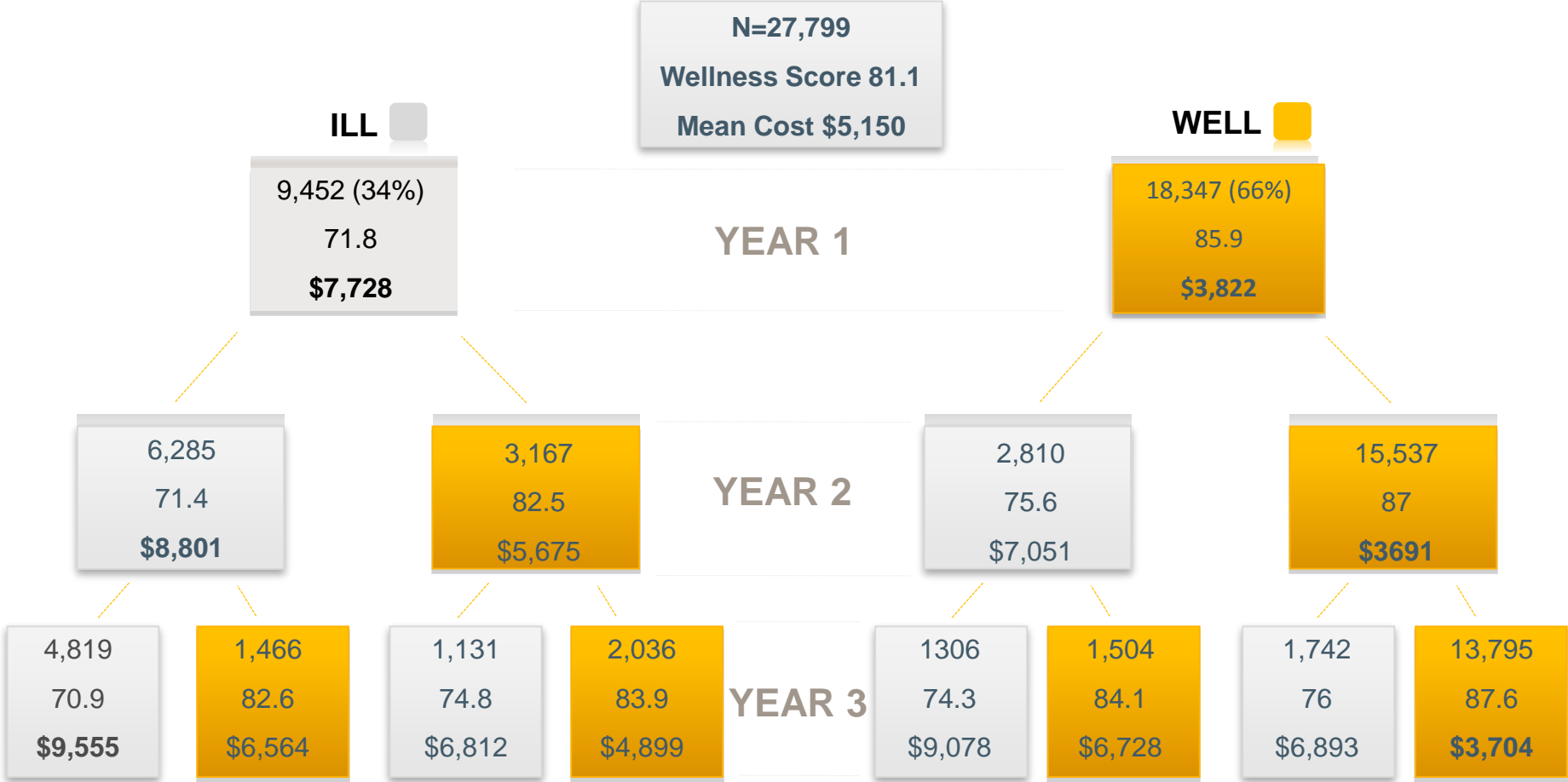
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Disease management must give way to population health

Greater Return To Keep The Well Well~ 2:1

Wellness Score & Medical Costs Over 3 Years



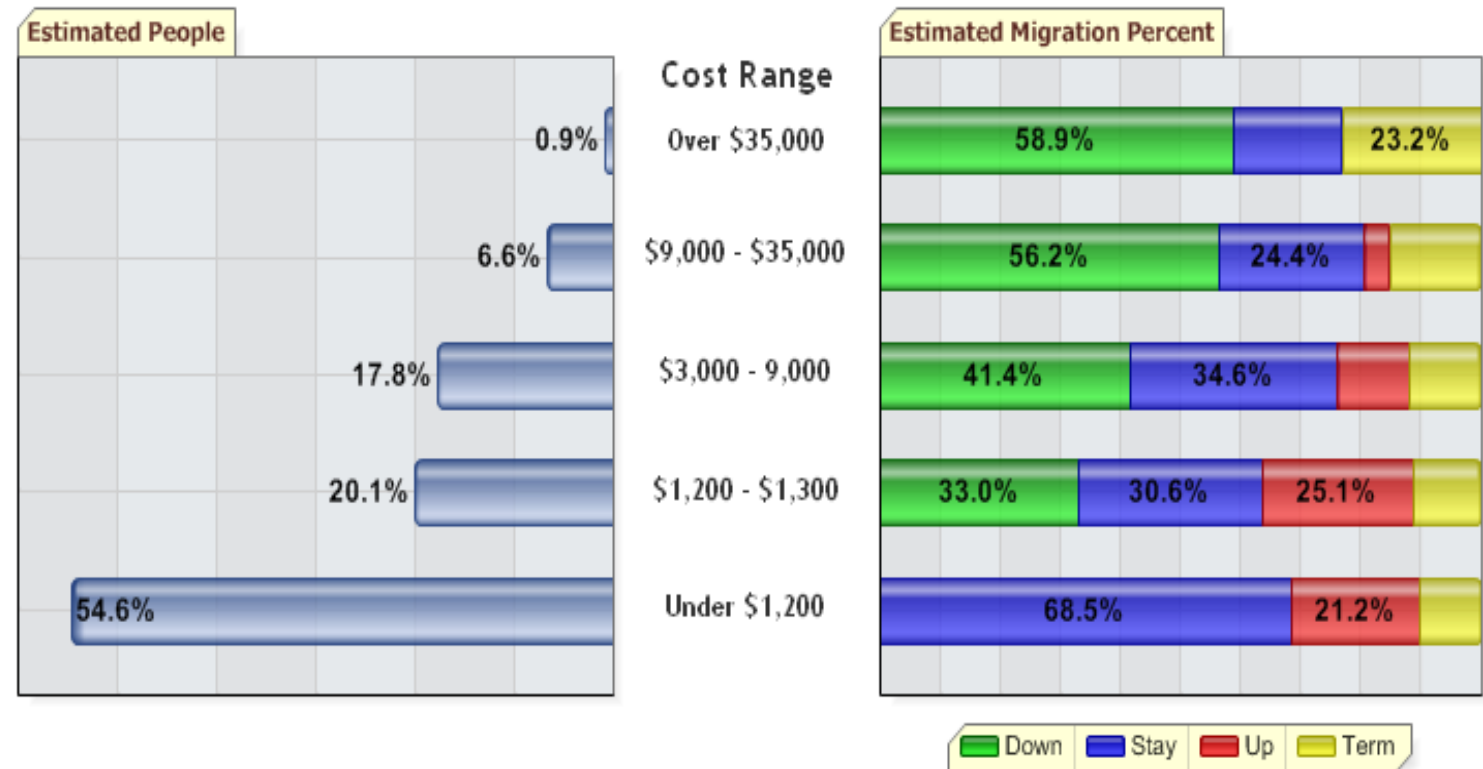
Source Zero Trends - Dee Edington

Disease management must give way to population health

10% of population spends 70% of medical costs BUT

Migration of Costly Cases

- The costs of health care, absence, and work impairment are mal-distributed with a few people costing a lot and most people costing very little
- Even those people who cost a lot won't be costing a lot in the coming year
- These are realities that need to be taken into account for the effective introduction of policy, interventions, and other approaches aimed at improving health or reducing costs

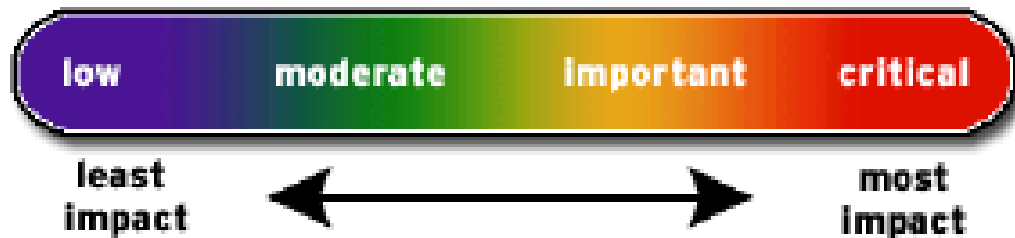


Disease management must give way to population health

Key Health Informatics Tools For Identification, Comparison & Prediction

Severity Indexing

- **Prioritize & categorize registry based on illness burden**
 - Severe – Care Management
 - Moderate – Coordinated Care
 - Mild – Patient Education
- **Achieving fairness when comparing**



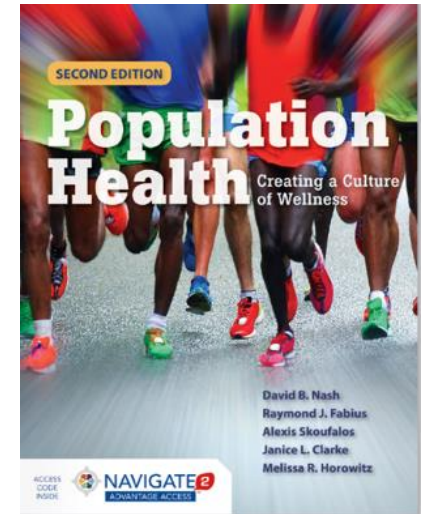
Predictive Modeling

- Identify patients before the onset of chronic disease or a catastrophic event
- Predict future trends
- **Prove that things did not happen**



MOVING FROM TREATING ILLNESS TO BUILDING CULTURES OF WELLNESS

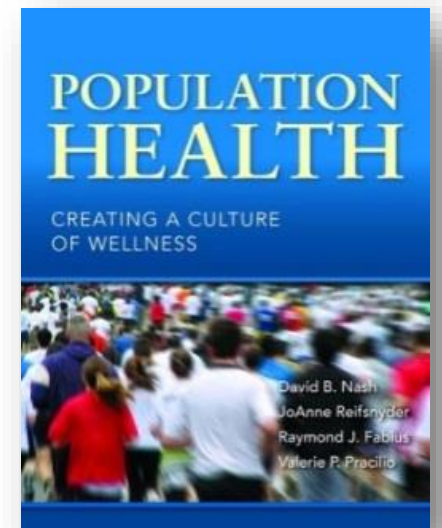
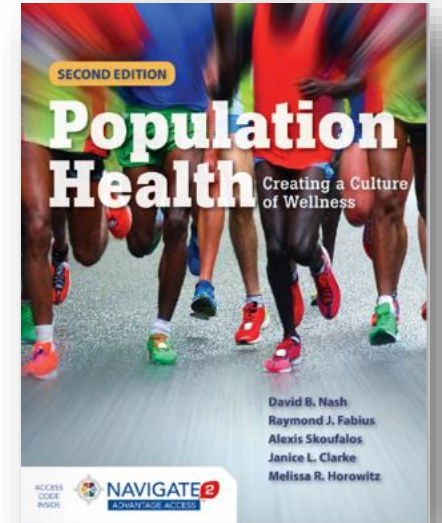
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THE TENETS OF POPULATION HEALTH

Manages Across the Continuum

Behavioral Health Plays A Role Throughout Spectrum



POPULATION HEALTH - WELLNESS

Not Just the Absence of Illness

Significant Behavioral Health Focus

WHO Definition of Health

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

Components of Wellness

Social

Physical

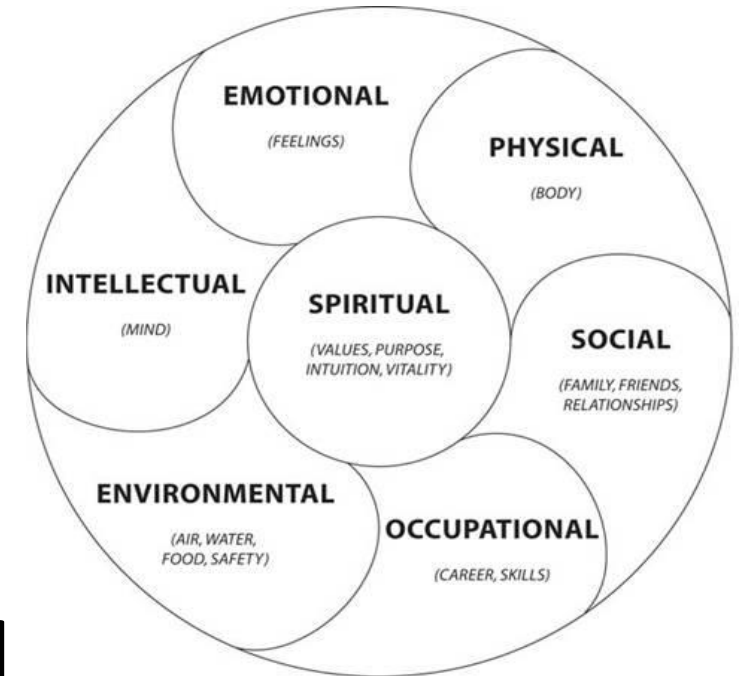
Emotional

Career

Intellectual

Environmental

Spiritual



Source: <http://www.undstudenthealth.com>

Swenson, John A., M.D.

POPULATION HEALTH - WELLNESS

Wellbeing by Healthways & Gallup

CAREER WELLBEING

Do you like what you do every day? With thriving Career Wellbeing, you will have something to look forward to every day and twice the odds of thriving in your life overall.



SOCIAL WELLBEING

Do you have strong relationships and love in your life? Your Social Wellbeing is strongly influenced by your closest relationships and social connections.



FINANCIAL WELLBEING

Do you think money buys happiness? Financial security has much more influence on your overall wellbeing than your income alone.



PHYSICAL WELLBEING

Do you have good health and enough energy to do what you want every day? With thriving Physical Wellbeing, you will look better, feel better, and live longer.



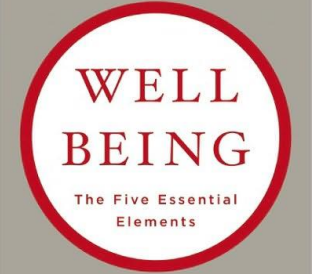
COMMUNITY WELLBEING

Do you take pride in your community? The positive outcomes of thriving Community Wellbeing might be the difference between having a good life and a great one.



From the author of the #1 Wall Street Journal bestseller

StrengthsFinder 2.0



TOM RATH
JIM HARTER

WELLNESS

“BLUE ZONES”



Right Outlook:
Without Anger & Anxiety



Move Naturally:
Build into Lifestyle



Consume Wisely:
No Smoking
Fruits, Vegetables, Nuts



Belong:
Strong Spousal Realties
Community Activities
Religion/Spiritual

BLUE ZONES

Right Outlook | Move Naturally | Eat Wisely | Belong

Your Biological Age Your body's age given your habits	Your Life Expectancy You are expected to live until the age of	Your Healthy Life Expectancy Years free of cancer, heart disease & diabetes	Your Accrued Years Due to your life habits, your life has accrued
48.3 YEARS	93.9 YEARS	82.8 YEARS	14.3 YEARS

You could add... **+3.8 YEARS** by optimizing your lifestyle. Read the recommendations on this page to get started.

Recommendations:

Get a Good Night's Sleep

Tip 1: Say no to a nightcap as a sleep aid. If trouble falling asleep occurs with any frequency, be sure to evaluate your alcohol consumption. Alcohol affects your body's natural rhythms and can influence your body's ability to get to sleep naturally.

Tip 2: It is smart to get some sleep! A psychological study of college students and their sleep habits found that sleep deprivation from staying up all night lowered academic performance. Those who lacked enough sleep had slower reaction times and tended to make more mistakes.

Whole Grains

Tip 1: Studies have shown that whole grains appear to protect cardiovascular health and guard against some cancers. Whole grains also have another benefit: They help keep you regular, unlike their more refined cousins.

Tip 2: The next time you are at the store, pick a whole grain that starts with a B: Barley, buckwheat and bulgur (cracked wheat) are excellent sources of whole grain healthiness.

Raise a Glass

Tip 1: Next time you have a drink, raise a toast to your heart health. Scientific studies have shown that drinking a moderate amount of alcohol (generally, no more than two drinks a day for men and one drink a day for women) conveys about a 20 percent lower risk of cardiovascular disease.

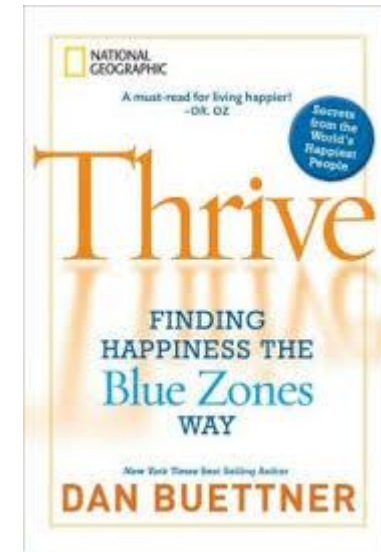
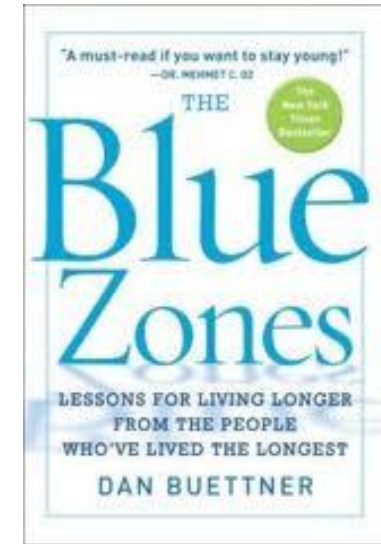
Tip 2: Pass the bubbly. While studies have shown red wines rich in antioxidant phytochemicals called polyphenols provide a positive anti-inflammatory effect, a recent study showed that sparkling wine also seemed to provide some anti-inflammatory benefit. The scientists theorized that while not as rich in polyphenols as red wine, sparkling wine still has helpful polyphenols.

Have a Little Faith

Take the True Happiness™ Compass >

Share your Life Expectancy on Facebook or Twitter >

Live Longer >
Order New York Times Bestselling author Dan Buettner's books on Living Longer, Better.



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POPULATION HEALTH - REDUCING HEALTH RISKS

Eliminate disease due to modifiable behaviors

The Centers for Disease Control and Prevention (CDC) estimates...

- 80% of heart disease and stroke
- 80% of type 2 diabetes
- 40% of cancer

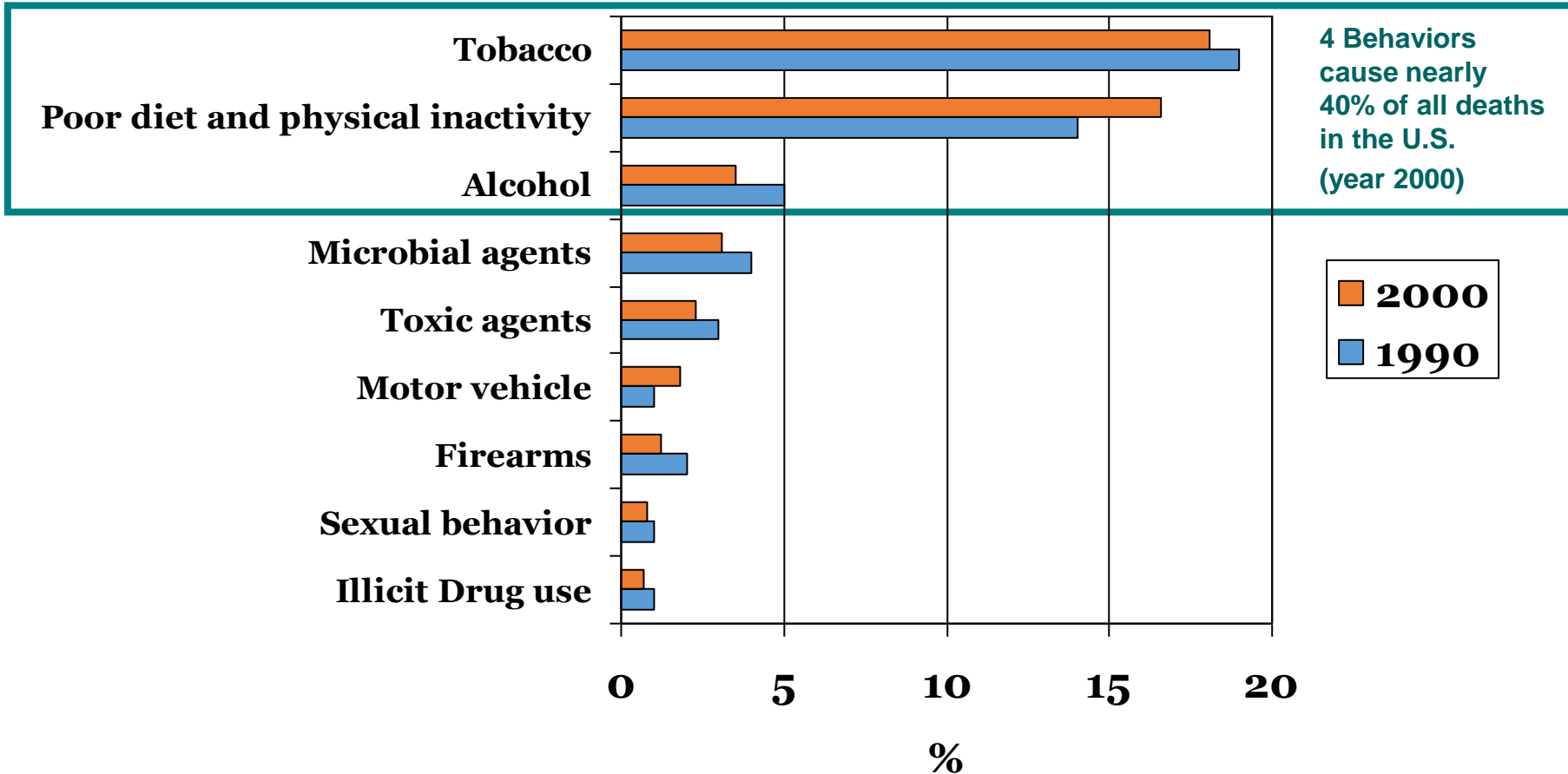
...could be prevented if only Americans were to do three things:

- ✓ Stop smoking
- ✓ Start eating healthy
- ✓ Get in shape



POPULATION HEALTH - REDUCING HEALTH RISKS

Eliminate early death due to modifiable behaviors



Source: Mokdad, A.H. JAMA 2004;291;1238-1245 [Errata, JAMA 2005;293:293-294].

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Optimal Lifestyle Metric (OLM)



- Being physically active



- Not smoking



- Eating 5 fruits and vegetables each day



- Drinking alcohol in moderation

The “OLM Universe”

Diet OLM Flag	Tobacco OLM Flag	Alcohol OLM Flag	Physical Activity OLM Flag	Number (%)
0	0	0	0	1288 (0.26%)
0	0	0	1	2363 (0.47%)
0	0	1	0	20667 (4.13%)
0	0	1	1	39918 (7.98%)
0	1	0	0	2073 (0.41%)
0	1	0	1	5783 (1.16%)
0	1	1	0	90656 (18.1%)
0	1	1	1	255344 (51.0%)
1	0	0	0	40 (0.01%)
1	0	0	1	205 (0.04%)
1	0	1	0	661 (0.13%)
1	0	1	1	4071 (0.81%)
1	1	0	0	189 (0.04%)
1	1	0	1	1386 (0.28%)
1	1	1	0	10674 (2.13%)
1	1	1	1	65026 (13.0%)

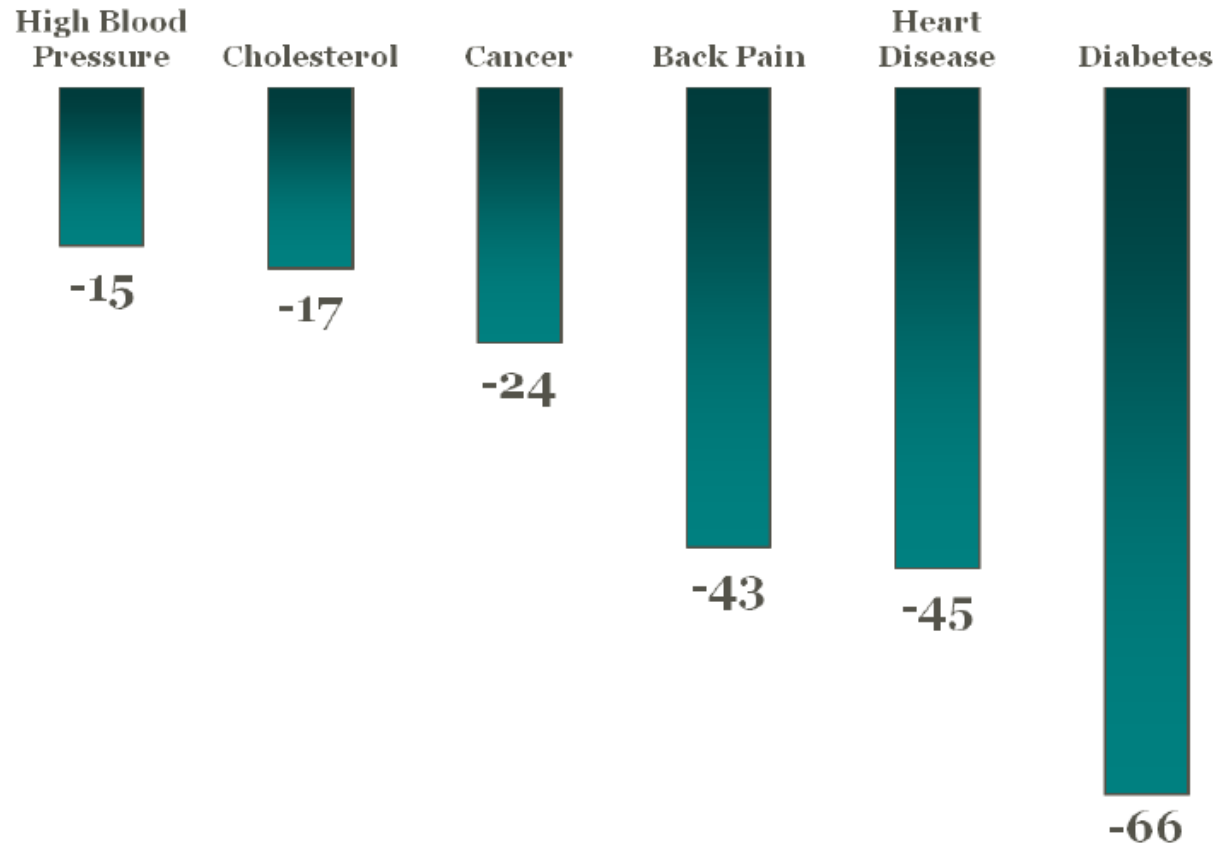
- <0.5% meet **zero** OLM component
 - 5% meets **one** OLM component
 - 27.5% meets **two** OLM components
 - 54% meets **three** OLM components
 - 13% meets **four** OLM components
-
- 83.6% does **not** meet the diet OLM component (5 F&V daily)

N = 500,344

Data based on self-reported health assessment questions

Adherence to OLM and New Disease

Difference in 2-year incidence of new disease between people who adhere to OLM 0 or 1 and OLM 3 or 4 (%)



Source: Pronk NP, et al. Pop Health Manage 2010;13:289-295.

Health by Numbers

051025

The GE trademarked prevention program

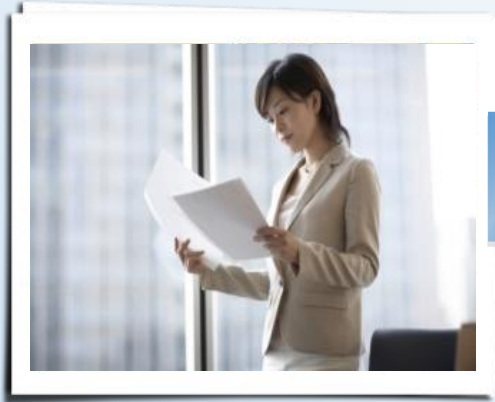
Its purpose is to help the global employee community stay well.

The key numbers remind us to avoid tobacco products, eat a healthy diet, exercise regularly and maintain a normal weight.



POPULATION HEALTH – CHRONIC DISEASE

*Helping the Chronically Ill Comply with Evidence Based Guidelines
Treat Behavioral Health Comorbidities - Especially Depression*



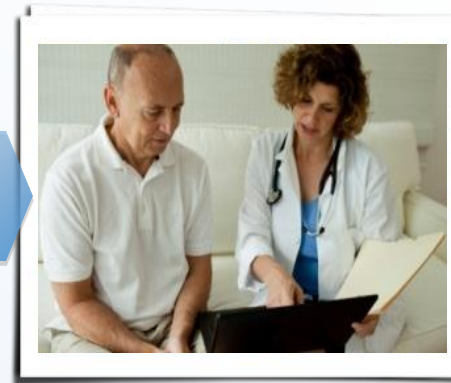
Identification

Predictive modeling
Severity indexing



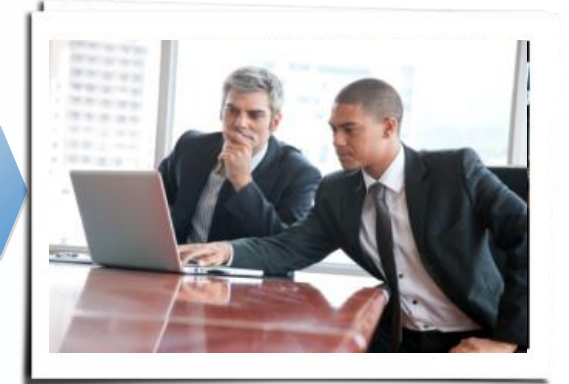
Engagement

Trusted Clinician
Telephonic
Web
Mobile



Intervention

Education
Referral Management
Care Management



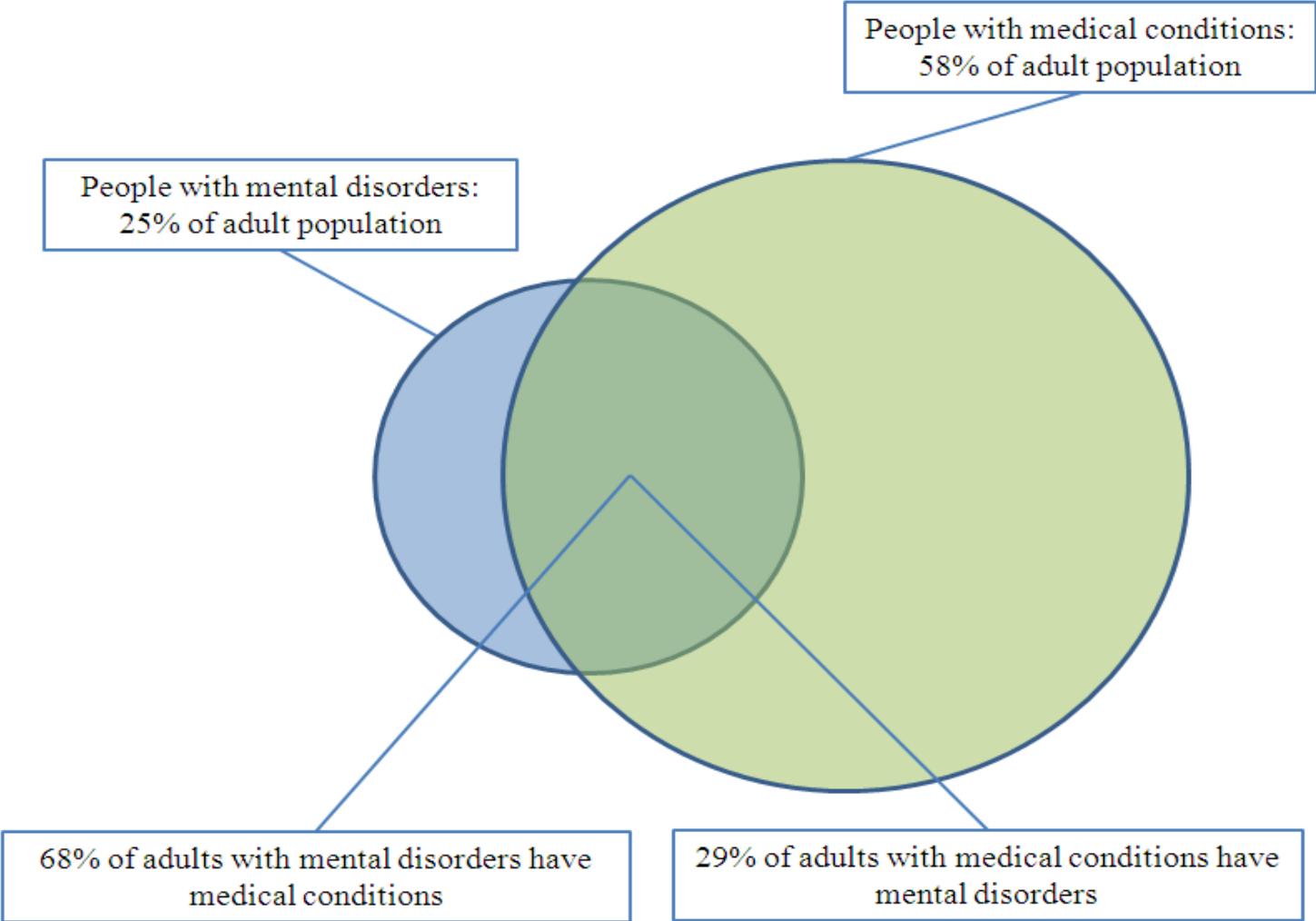
Impact

Quality of Care
Cost of Care
Satisfaction

POPULATION HEALTH – CHRONIC DISEASE & BEHAVIORAL HEALTH

Behavioral Health May Complicate as much as 25% of Hospital Stays

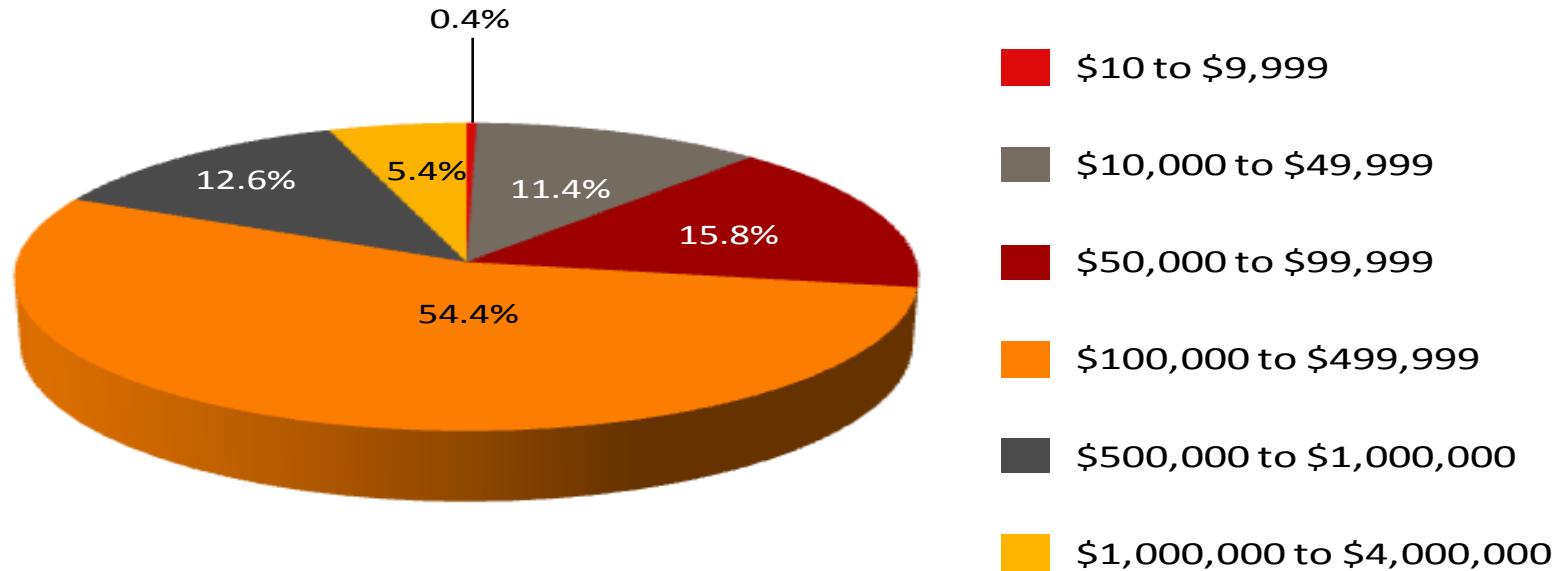
So You Cannot Just Focus on Those with Known Behavioral Health Diagnoses



POPULATION HEALTH – ADDRESS CATASTROPHIC ILLNESS

Futile Care Costs Tied To In-hospital Death

Provide Compassionate Health at End of Life



Medical and prescription costs in last year of life (proxy) by range

**20,389 patient cohort from 79 Million patient Truven Health Analytics database
Total cost for these patients was over \$2 billion**

CATASTROPHIC ILLNESS

Despite The Progress Of Medical Science

World Death Rate Holding Steady At 100 Percent

GENEVA, SWITZERLAND—World Health Organization officials expressed disappointment Sunday over the group's finding that, despite the enormous efforts of doctors, rescue workers, and other medical professionals worldwide, the global death rate remains at 100 percent.

Death, a metabolic affliction causing shutdown of all life functions, has long been considered humanity's number-one health concern. Responsible for 100 percent of all recorded

fatalities worldwide, the condition has no cure.

"I was really hoping, what with all those new radiology treatments, rescue helicopters, cardiovascular-exercise machines, and what have you, that we might at least make a dent in it this year," WHO Director General Dr. Ernst Wessel said. "Unfortunately, it would appear that the death rate remains constant, as it has since the dawn of time."

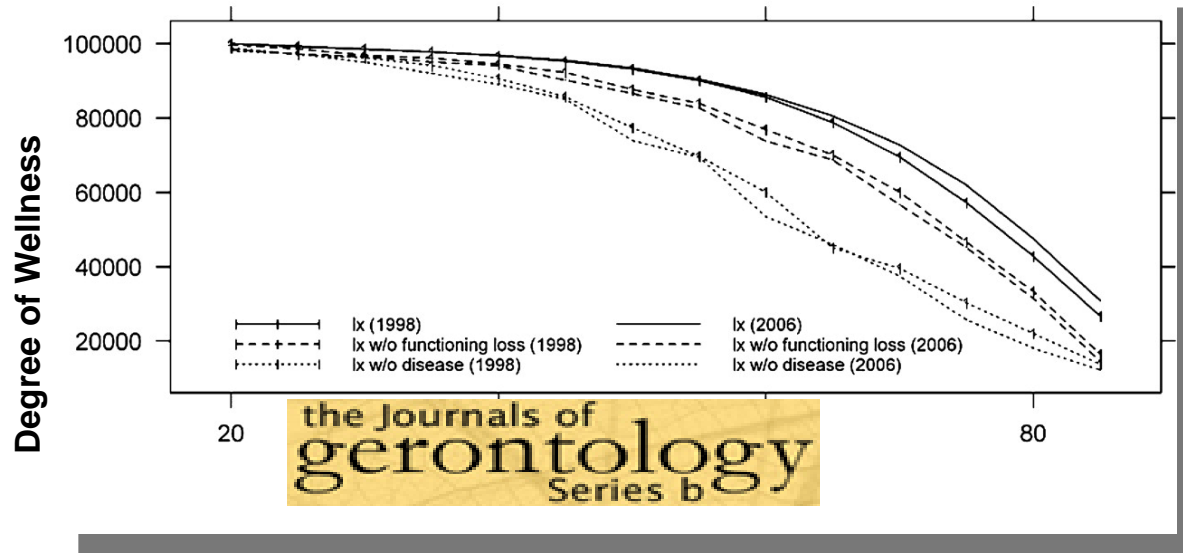
Many suggest that the high mortali-

ty rate represents a massive failure on the part of the planet's healthcare workers.

"The inability of doctors and scientists to address and confront this issue of death is nothing less than a scandal," concerned parent Marcia Grella said. "Do you have any idea what a full-blown case of death looks like? I do, and believe me, it's not pretty. In prolonged cases, total decomposition of the corpse is the re-

see **DEATH** page 84

THE ULTIMATE GIFT OF HEALTH: *Compression Of Morbidity*



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Crimmins E M , Beltrán-Sánchez H J Gerontol B Psychol Sci Soc Sci 2011;66B:75-86



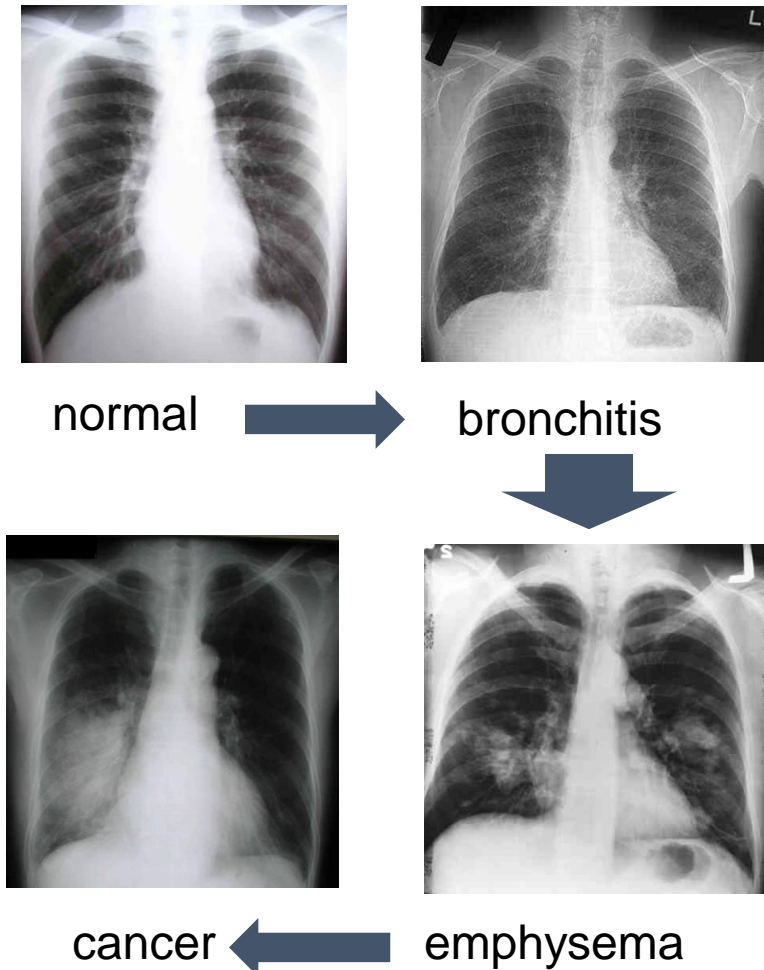
***The Goal Should Be Sudden
Death in Overtime***

The longer you stay healthy and vital, the shorter your period of morbidity before life ends.

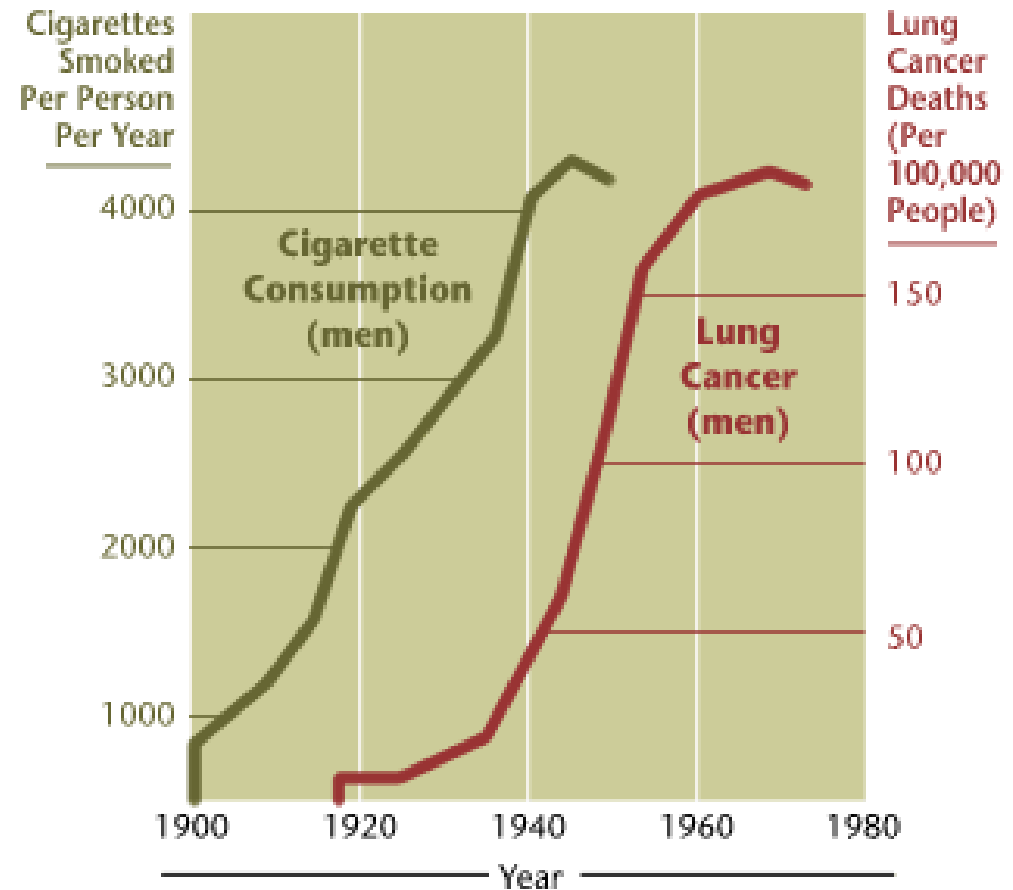
WHAT'S THE POINT

INSIDIOUS PROGRESSION OF DISEASE:

SMOKING & ACUTE ILLNESS LEADS TO CHRONIC & CATASTROPHIC ILLNESS



20-Year Lag Time Between Smoking and Lung Cancer



WHAT'S THE POINT

INSIDIOUS PROGRESSION OF DISEASE:

ANXIOUS & STRESSED, Leads to Chronic and Catastrophic Illness



normal stress



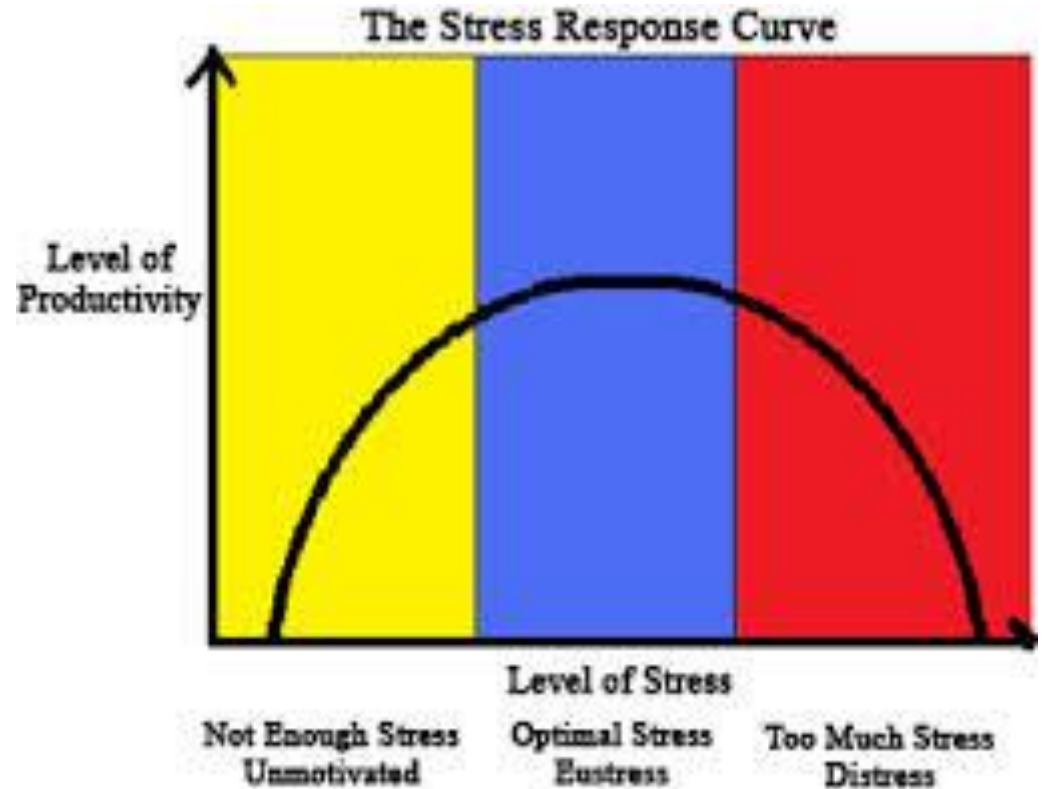
burnout



Suicidal



depressed



WHAT'S THE POINT

INSIDIOUS PROGRESSION OF DISEASE:

Alcohol Consumption in Excess leads to Chronic and Catastrophic Illness



Occasion Consumption



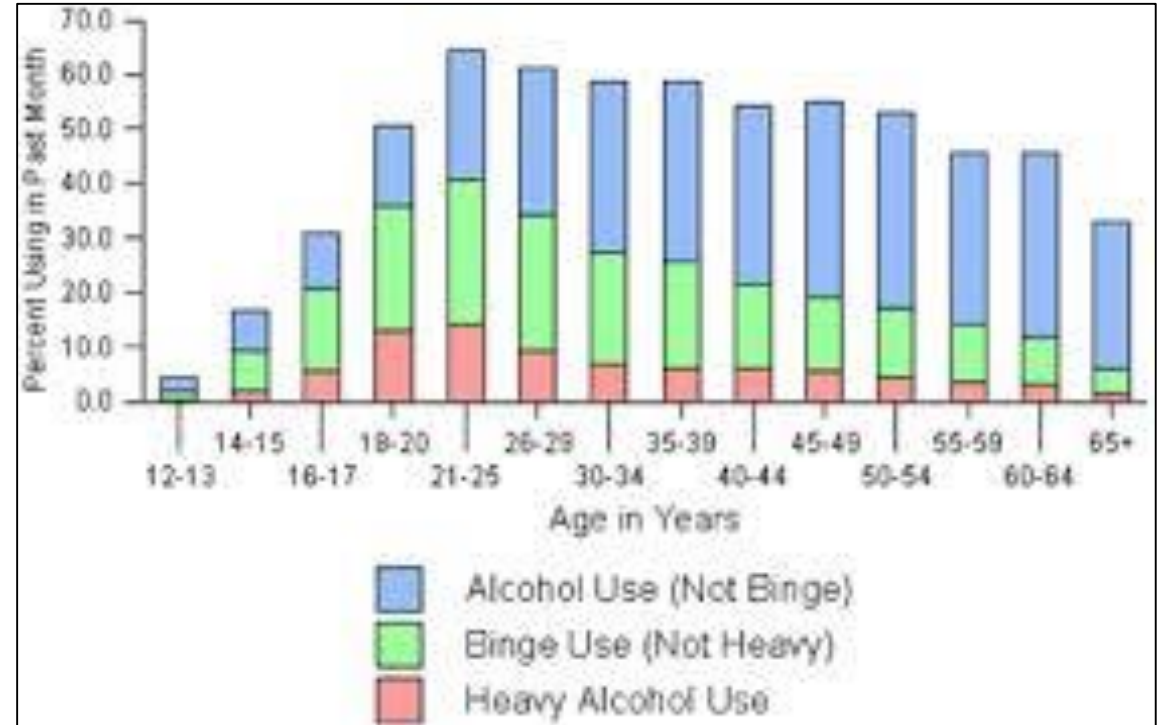
Binge drinking



Cirrhosis



Alcoholism



POPULATION HEALTH

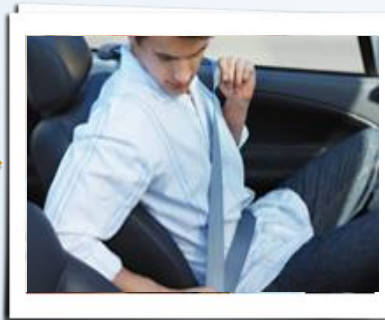
*Leveraging the Knowledge of Prevention
Starting With Cultural Imperatives*



Primordial Prevention

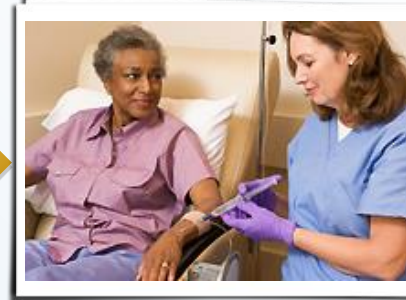
Culture Imperatives

Clean Water
Healthy Food



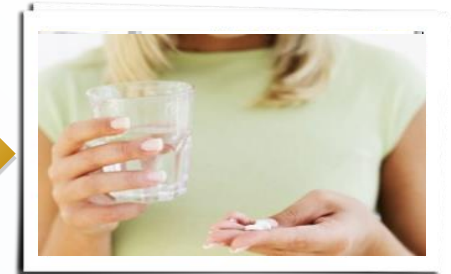
Primary Prevention

Lifestyle Change
Immunizations
Seat Belts



Secondary Prevention

Screenings
Cancer
Blood Pressure
Cholesterol

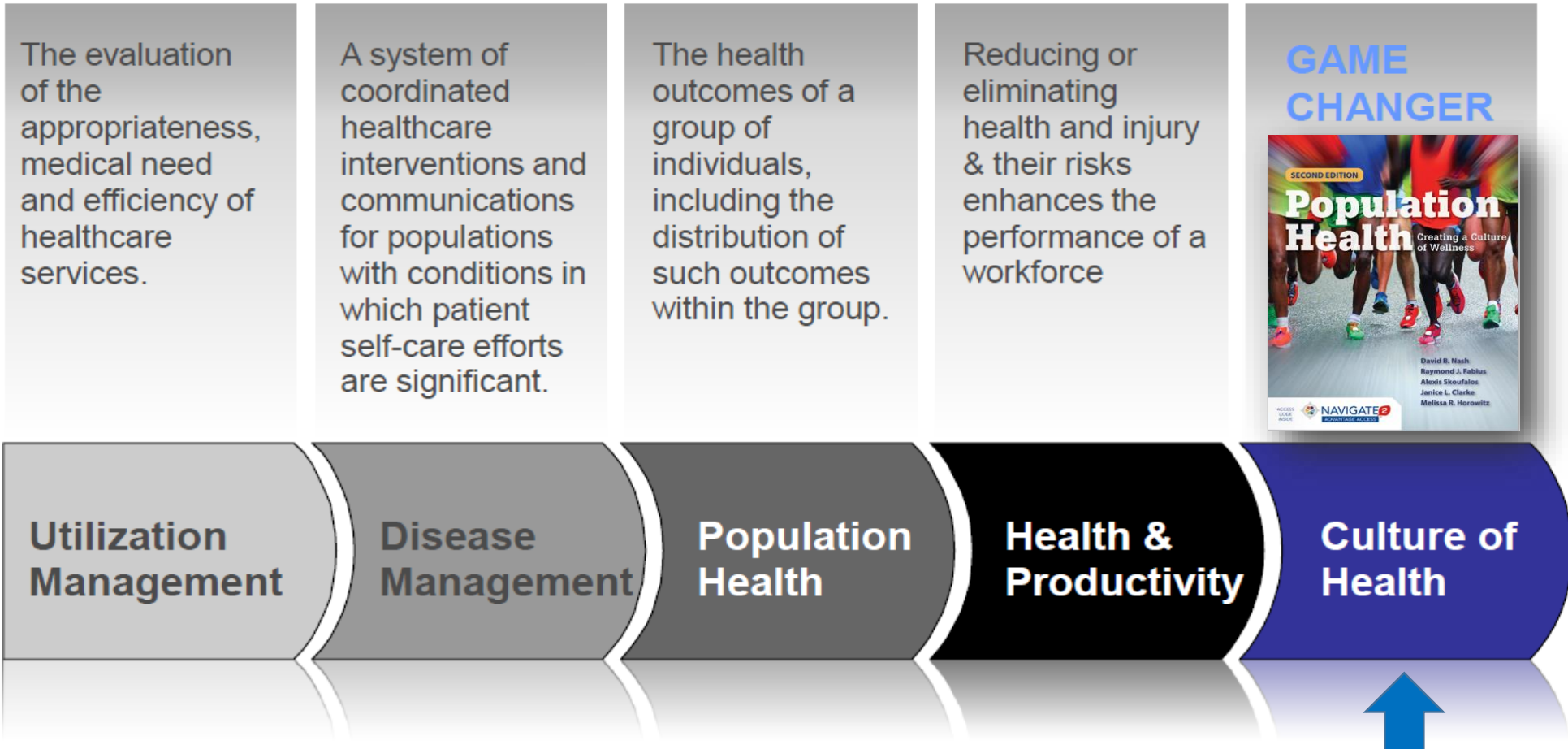


Tertiary Prevention

Compliance with Care
Disease Management

THE PROMISE AHEAD

Building Cultures of Health



TENETS OF A CULTURE OF HEALTH – Becoming a Science

Roadmap for Improving the Health of Your Employees & Organization

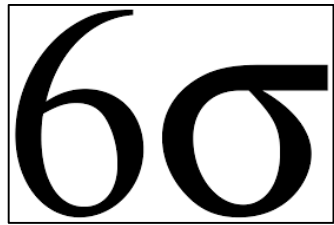
1. Embrace a vision for health
2. Senior Management Commitment
3. Policies & Environment
4. Measurement, Data, & Analytics
5. Programs & Goals
6. Evidence Based Benefit Design
7. Population Health
8. Model Against Benchmark Companies



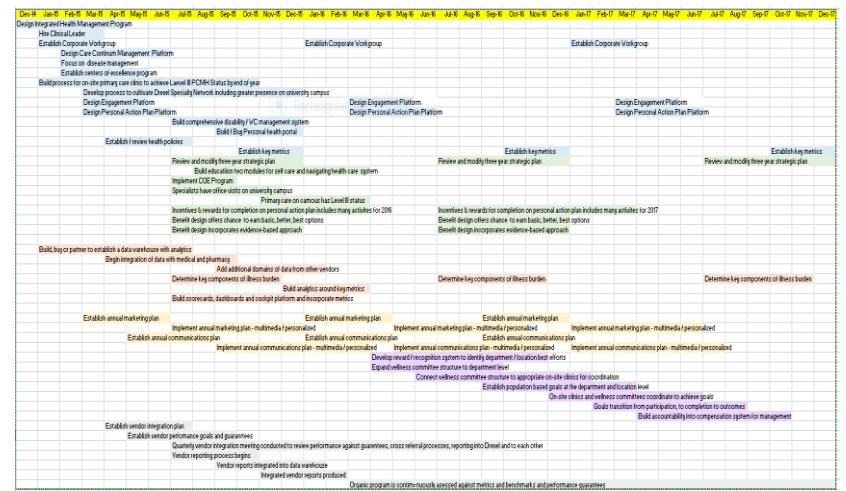
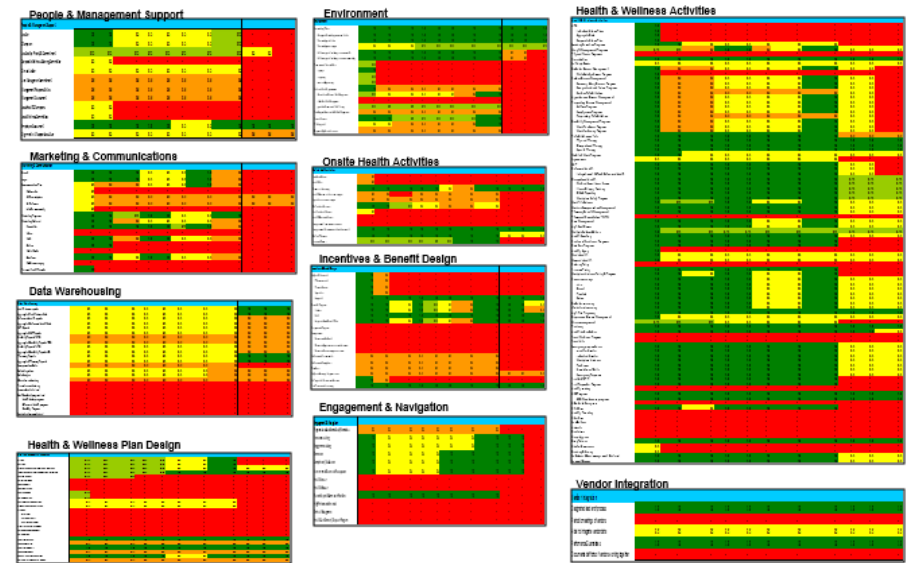
SHARING OUR RESEARCH

Employer Health Opportunity Assessment™

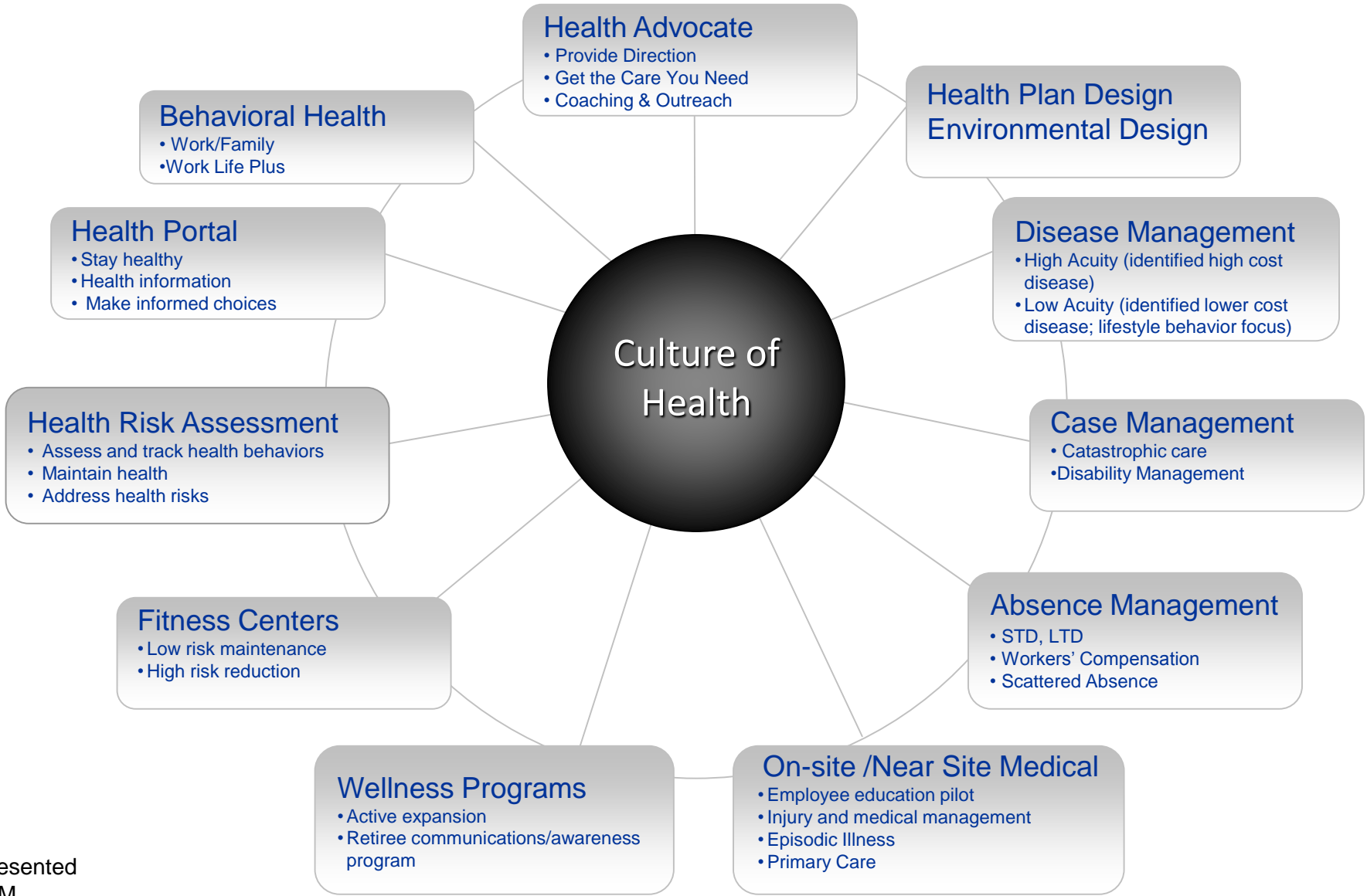
An HRA For Companies



- HealthNEXT is the emerging leader is building corporate cultures of health. By doing so our clients achieve flat health care costs and improving health of their workforce.
- We developed our proprietary methodology by studying benchmark companies who have accomplished a culture of health over the last 5 years.
- We have identified **221 elements in 10 categories** that can contribute to building a culture of health. HealthNEXT can conduct assessments of organizations to identify gaps from benchmark and develop three year strategic plans for companies to reach best practice.



WHAT DOES A CULTURE OF HEALTH LOOK LIKE?



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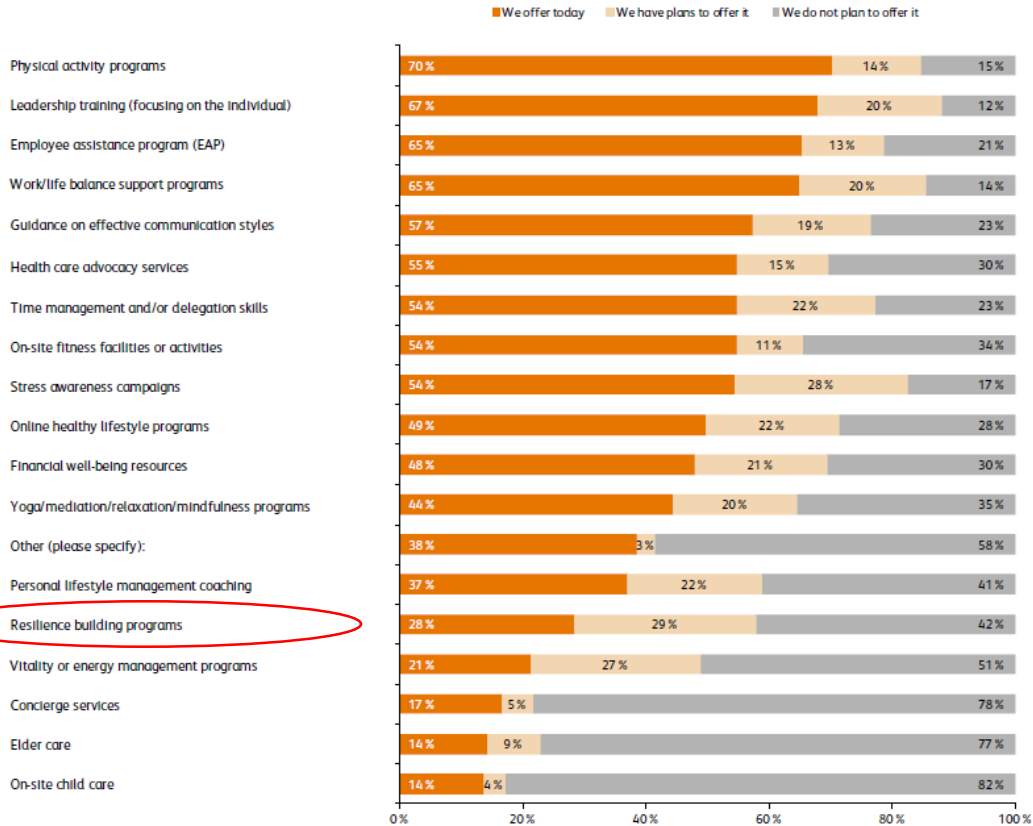
Modified from a slide presented by Dee Edington at IHPM

Buck Global Mental Well-being Survey

Elements of a Culture of Health

All respondents

Which of the following programs/activities do you offer to help promote mental well-being and mitigate the effects of work-related stress? (Individual Employee)



United States

Which of the following programs/activities do you offer to help promote mental well-being and mitigate the effects of work-related stress? (Individual Employee)



Buck Global Mental Well-being Survey

*Each Country Emphasizes Something Different
Resiliency Programs Emerging in US*

Top programs promoting mental well-being
(focused on the individual employee)

	Brazil	Singapore	United Kingdom	United States
Physical activity programs	3	1	10	2
Leadership training (focusing on the individual)	2	7	1	5
Employee assistance program (EAP)	7	10	2	1
Work/life balance support programs	5	2	4	3
Guidance on effective communication styles	4	3	5	13
Health care advocacy services	1	9	6	11
Time management and/or delegation skills	5	8	3	12
On-site fitness facilities or activities	8	4	12	6
Stress awareness campaigns	8	6	9	10
Online healthy lifestyle programs	12	13	7	4

Ranked 1st | Ranked 2nd | Ranked 3rd

Fastest growing programs promoting mental well-being
(focused on the individual employee)

	Brazil	Singapore	United Kingdom	United States
Resilience building programs	8	1	6	1
Stress awareness campaigns	2	9	1	2
Vitality or energy management programs	7	2	4	3
Time management and/or delegation skills	3	4	7	4
Personal lifestyle management coaching	1	3	17	11
Online healthy lifestyle programs	5	8	3	13
Financial well-being resources	10	6	7	5
Work/life balance support programs	3	13	9	9
Leadership training (focusing on the individual)	10	5	12	6
Yoga/meditation/relaxation/mindfulness programs	13	10	2	8

Ranked 1st | Ranked 2nd | Ranked 3rd

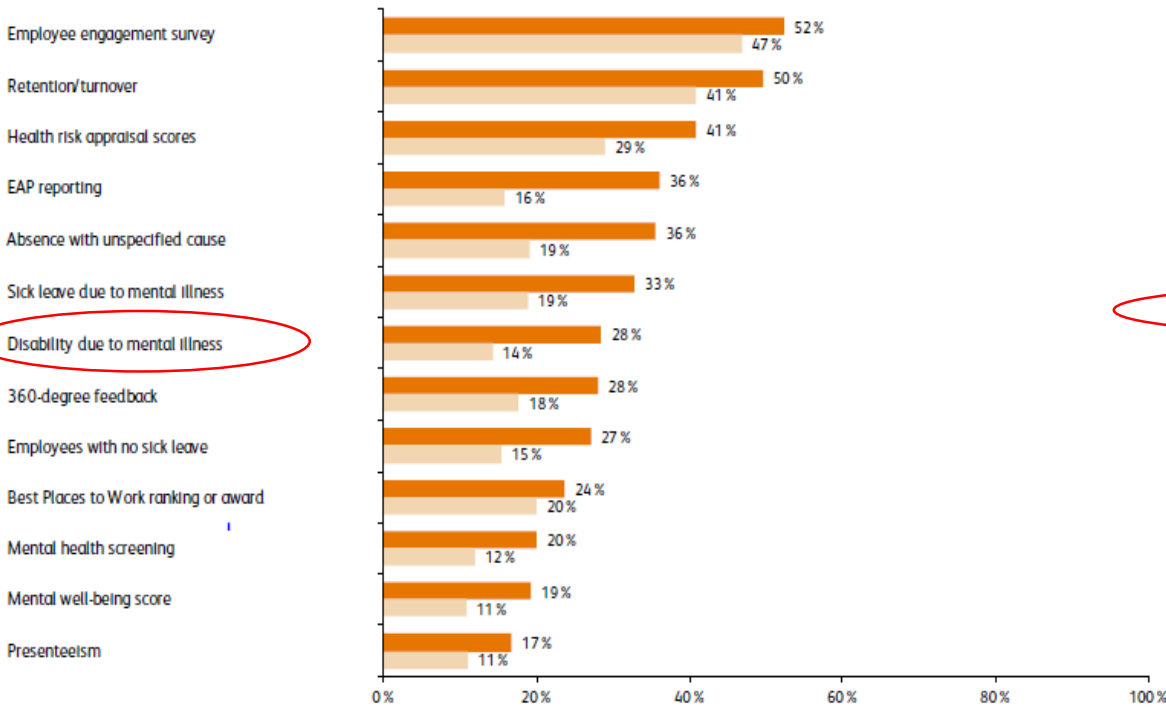
Buck Global Mental Well-being Survey

Tracking & Reporting

All respondents

What indicators/metrics do you use to track mental well-being of employees (please mark all that you use)?
 Are any of these shared with senior leadership in a "dashboard" or other regular report?

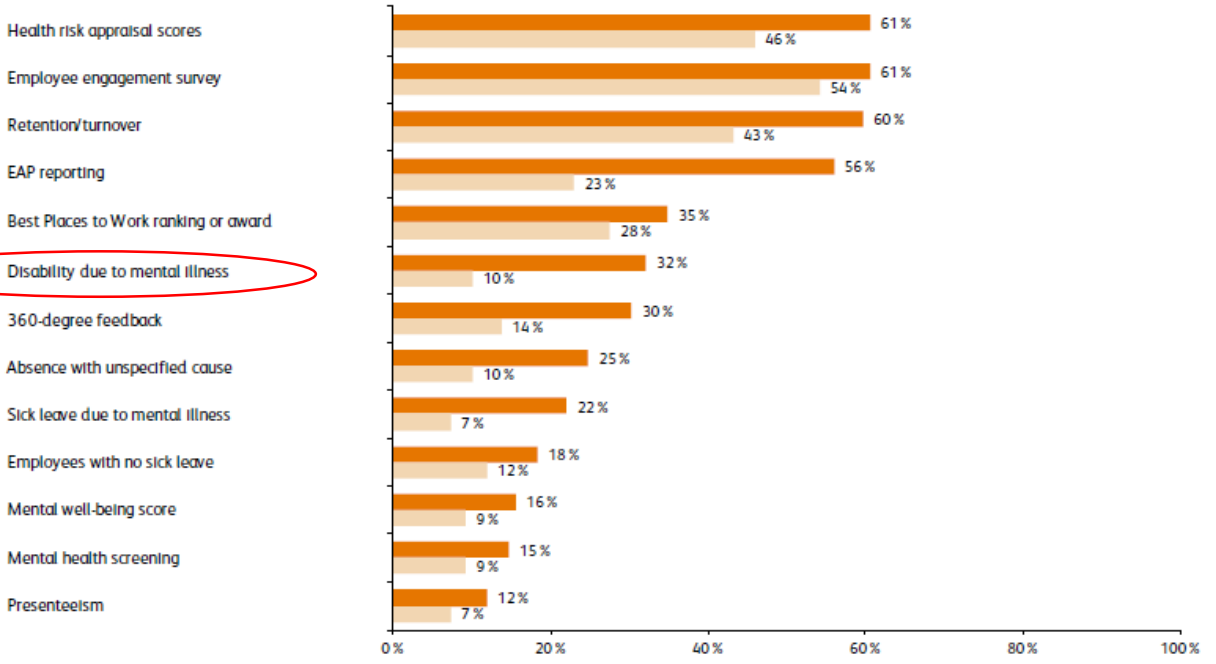
■ We track it ■ We share results with senior leadership



United States

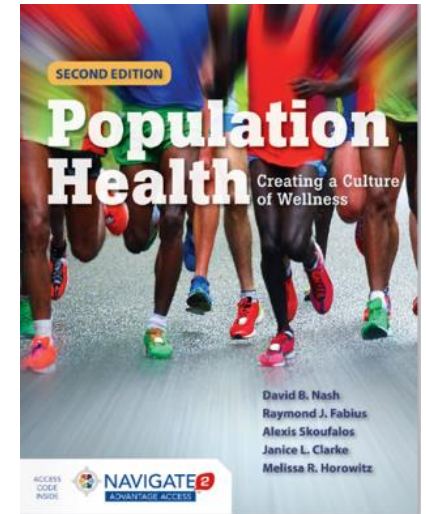
What indicators/metrics do you use to track mental well-being of employees (please mark all that you use)?
 Are any of these shared with senior leadership in a "dashboard" or other regular report?

■ We track it ■ We share results with senior leadership



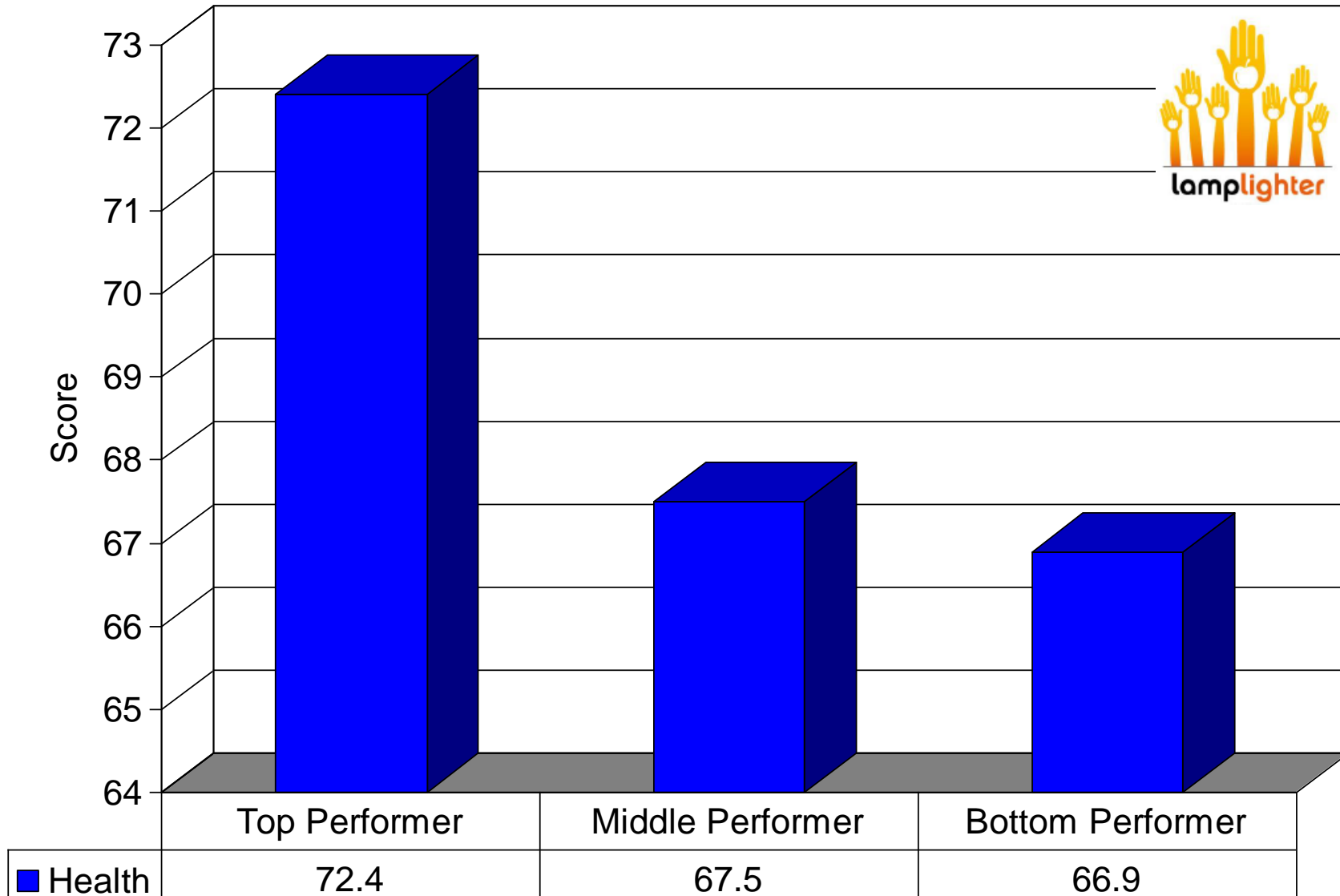
MOVING FROM TREATING ILLNESS TO BUILDING CULTURES OF WELLNESS

- **Focusing on illness alone is ineffective and inefficient**
 - The American Society illness burden is rising
 - We must focus upstream
- **Disease management must give way to population health**
 - 10% of population spends 70% of medical costs
 - Other 90% are doing nearly 100% of society's work
 - Keeping healthy people healthy producing greater savings
- **The solution is population health enveloped within a culture of health**
 - Care for all across the continuum
 - Within an environment that promotes health and healthy choices
- **Research and cutting edge thinking supports this approach for employers**
 - Impact on productivity, turnover, talent attraction, turnover.....
 - Impact on the marketplace



Employee Performance

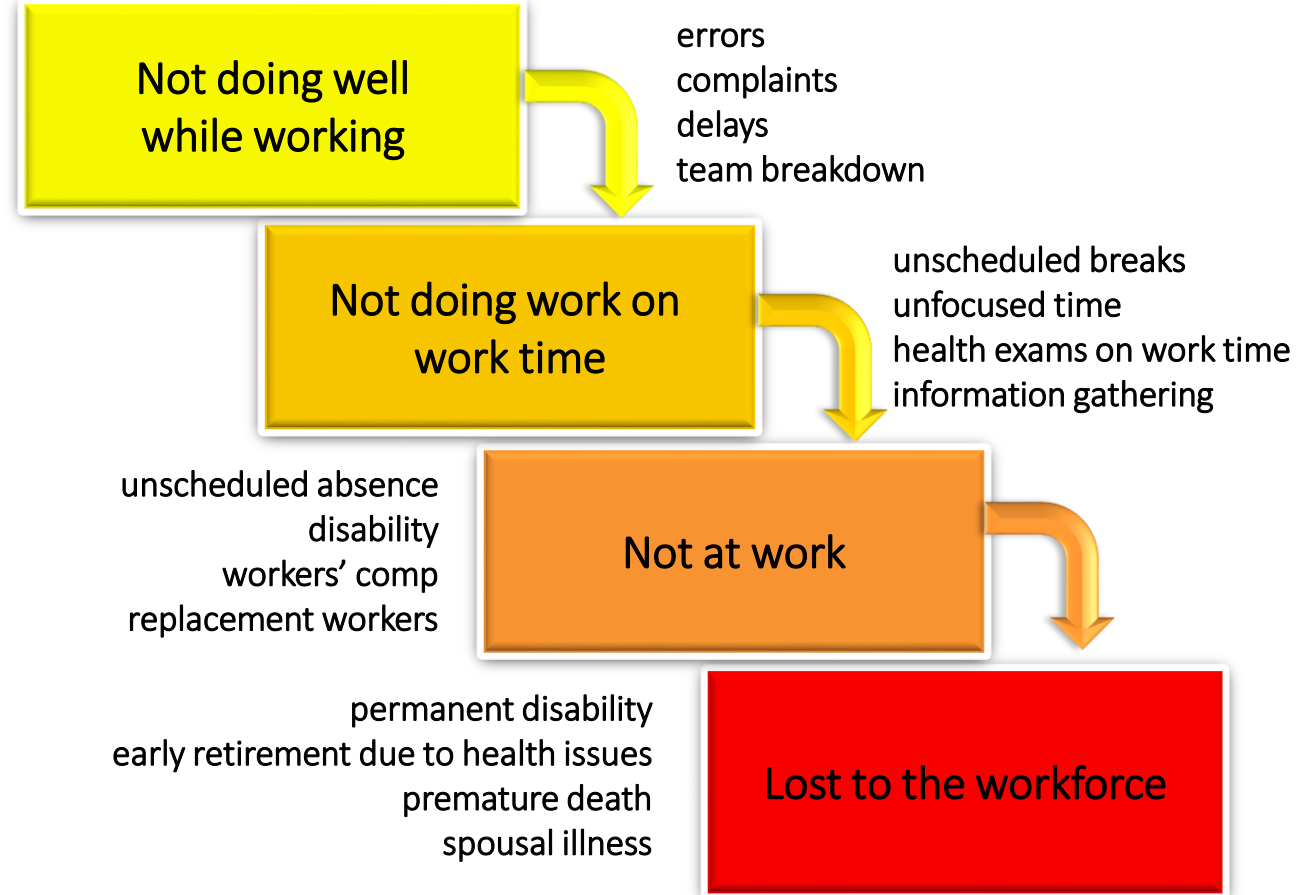
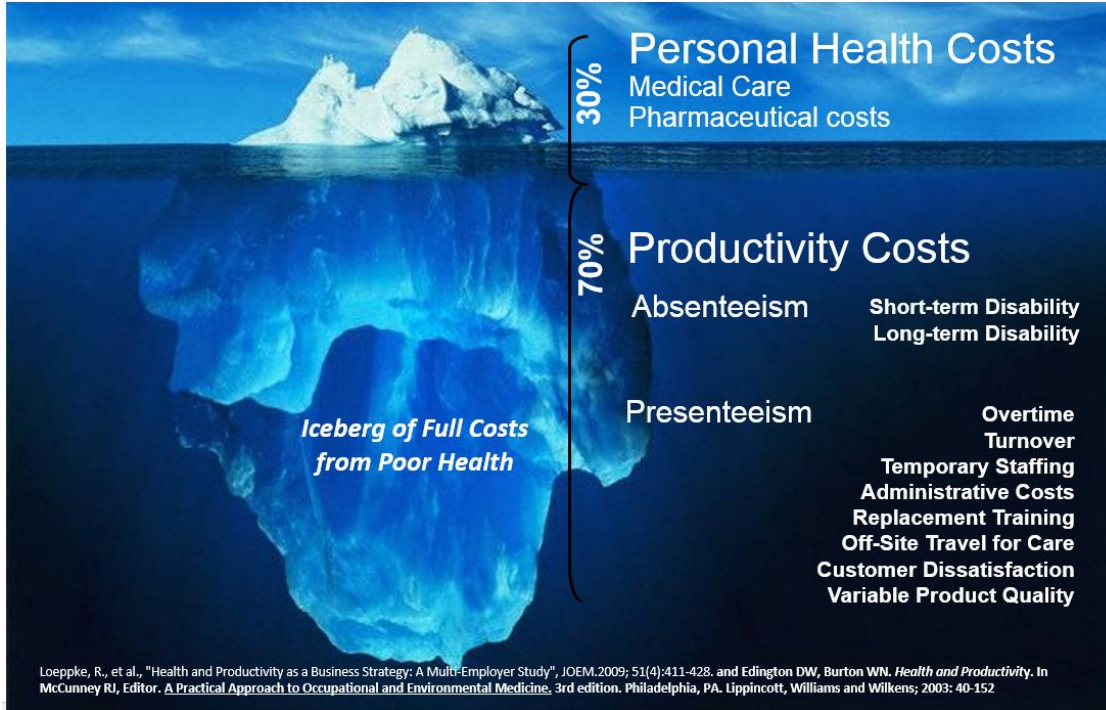
Unilever Lamplighter Research



CULTURES OF HEALTH – WHY EMPLOYERS SHOULD DO THIS

The Impact Of Poor Health To Employers

Continuum Of Employee Performance Outcomes



For Every Dollar Spent on Health Care There Are \$3 Lost in Productivity

CULTURES OF HEALTH – WHY EMPLOYERS SHOULD DO THIS

The Impact Of Poor Health To Employers



- The term mental health is commonly used in reference to mental illness. However, knowledge in the field has progressed to a level that appropriately differentiates the two. Although mental health and mental illness are related, they represent different psychological states.
- **Mental health is “a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community.”¹** It is estimated that only about 17% of U.S adults are considered to be in a state of optimal mental health.² There is emerging evidence that positive mental health is associated with improved health outcomes.
- **Mental illness** is defined as “collectively all diagnosable mental disorders” or “health conditions that are characterized by alterations in thinking, mood, or behavior (or some combination thereof) associated with distress and/or impaired functioning.”² **Depression is the most common type of mental illness, affecting more than 26% of the U.S. adult population.³ It has been estimated that by the year 2020, depression will be the second leading cause of disability throughout the world, trailing only ischemic heart disease.⁴**
- **Evidence has shown that mental disorders, especially depressive disorders, are strongly related to the occurrence, successful treatment, and course of many chronic diseases** including diabetes, cancer, cardiovascular disease, asthma, and obesity⁵ and many risk behaviors for chronic disease; such as, physical inactivity, smoking, excessive drinking, and insufficient sleep.
- **Mental Health Indicators**
- **In the health care and public health arena, more emphasis and resources have been devoted to screening, diagnosis, and treatment of mental illness than mental health.** Little has been done to protect the mental health of those free of mental illness. Researchers suggest that there are **indicators of mental health**, representing three domains.⁶⁻⁸ These include the following:
 - **Emotional well-being**
 - such as perceived life satisfaction, happiness, cheerfulness, peacefulness.
 - **Psychological well-being**
 - such as self-acceptance, personal growth including openness to new experiences, optimism, hopefulness, purpose in life, control of one’s environment, spirituality, self-direction, and positive relationships.
 - **Social well-being**
 - social acceptance, beliefs in the potential of people and society as a whole, personal self-worth and usefulness to society, sense of community

NBGH View

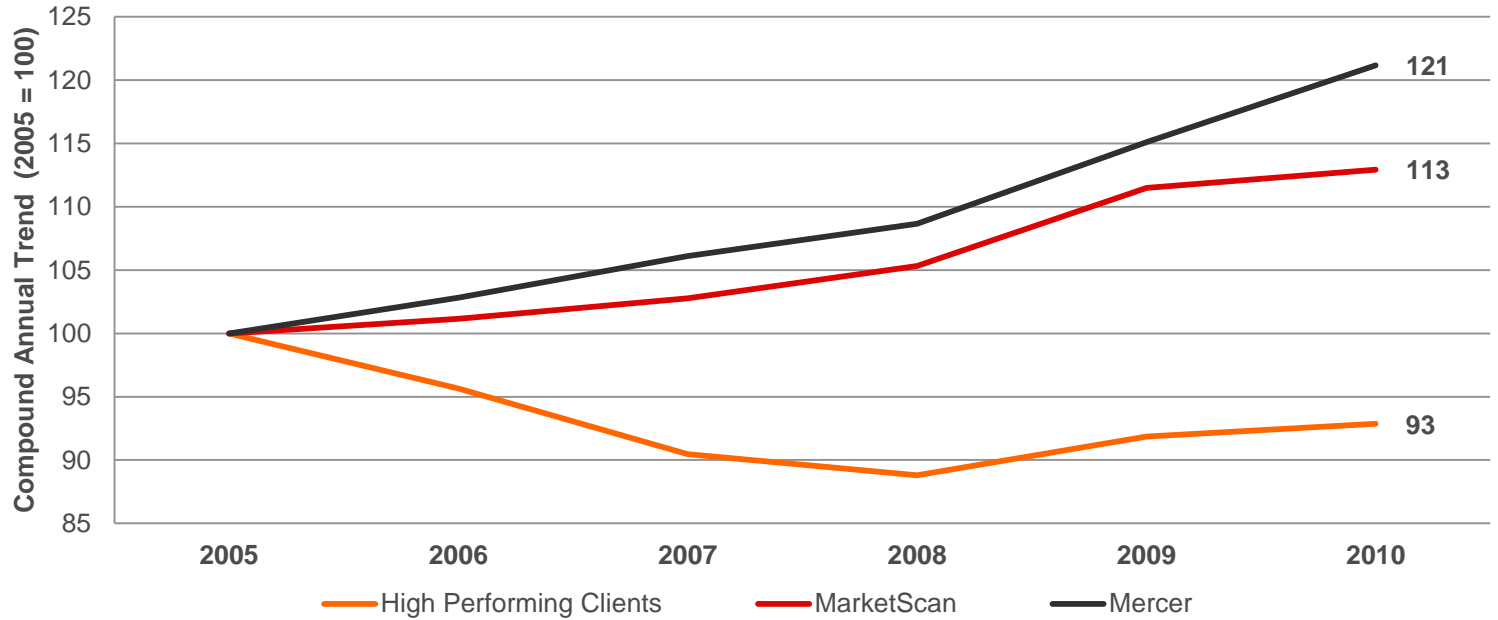
Value of a Culture of Health



THE NEW BENCHMARK: BENDING THE CURVE

Us Healthcare Cost Trends vs. Truven Health Analytics Clients

High Performer Net Cost Trends 2005 - 2010 Adjusted For Consumer Price Index (CPI-U) Inflation



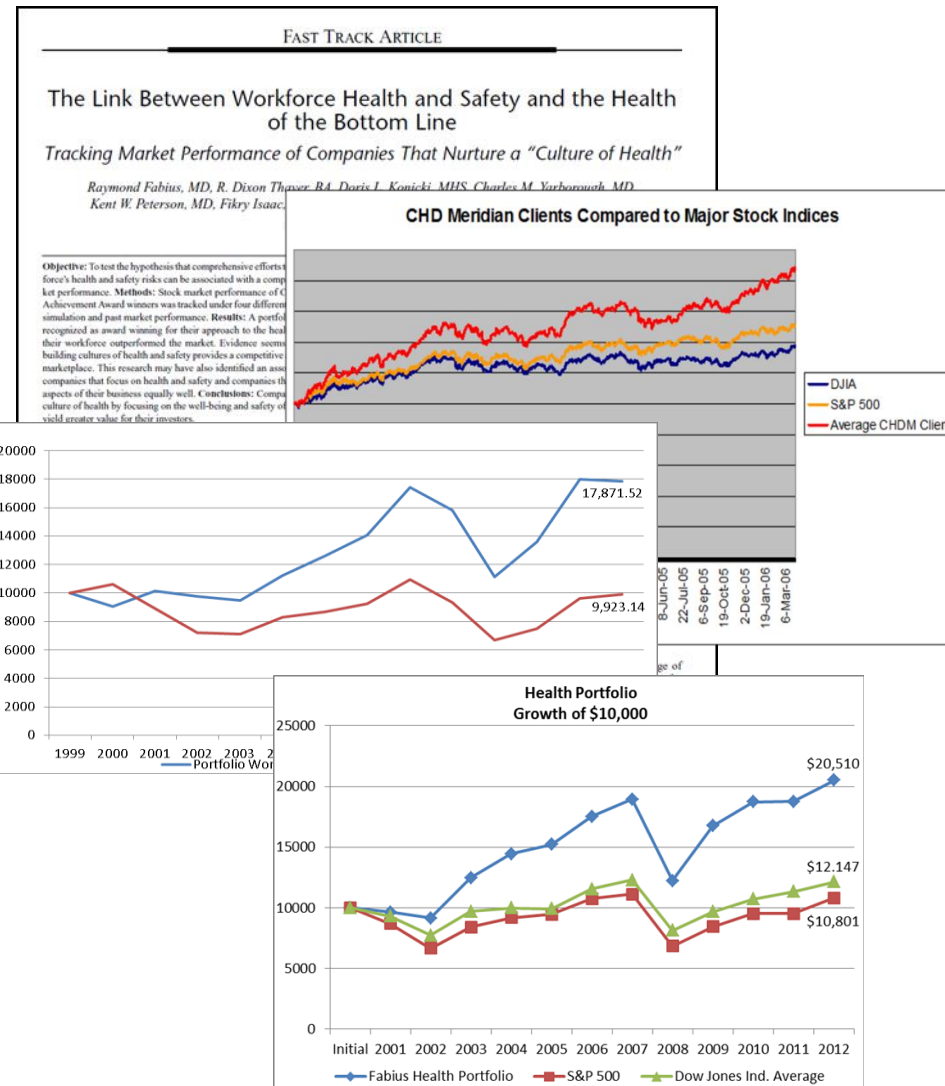
<p>TRUVEN HEALTH ANALYTICS High Performers Clients</p>	<p>Eight employers, with self funded plans, spanning multiple industries who also utilize TRUVEN HEALTH ANALYTICS decision support and analytic consulting services. These clients consistently outperformed net pay trend rates for the broader 53 client group each year and cumulatively from 2005 – 2010. As a group, they have consistently made innovative use of healthcare data to support all aspects of population health, productivity and plan management.</p>
<p>MarketScan</p>	<p>A group of over 50 TRUVEN HEALTH ANALYTICS clients with 5 million members covered in self funded plans that contributed to MarketScan continuously since 2005.</p>
<p>2010 Mercer National Survey</p>	<p>A comprehensive survey of 2,836 US employers. Reflecting the average reported healthcare trend rates across group size, geographic region and industry type.</p>

Benchmark Companies: Outperform

Selected Employers Who Are Focus On A Culture Of Health Provide Better Returns

Marketplace rewards companies who achieve cultures of health:

- For every \$1 invested in the DJIA and S&P 500, our (I-trax) client portfolio yielded at least double the growth to THEIR shareholders in less than 3 years
- A portfolio of Corporate Health Achievement Award winners outperformed the market over nearly two decades *JOEM September 2013*
- A portfolio of the top 30 Culture of Health companies using the HealthNEXT metric system has outperformed the market since 2000



3 More Studies JUST PUBLISHED

Marketplace rewards companies who achieve cultures of health

Health Enhancement Resource Organization High Scoring Companies

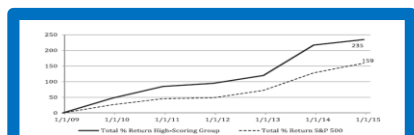


FIGURE 2. Relative performance of HERO Scorecard high-scoring portfolio compared with S&P 500—percent return.

Health Project Award Winning Companies

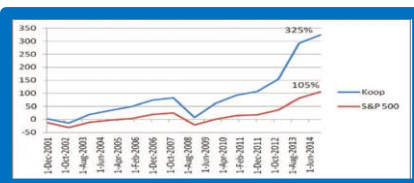


FIGURE 4. Performance of companies with a CHAA health score >175 and safety score >350 versus S&P 500.

CHAA Award winning companies

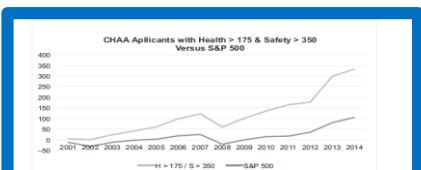


FIGURE 4. Performance of companies with a CHAA health score >175 and safety score >350 versus S&P 500.



Linking Workplace Health Promotion Best Practices and Organizational Financial Performance

Tracking Market Performance of Companies With Highest Scores on the HERO Scorecard

Jessica Grossmeier, PhD, MPH, Ray Fabius, MD, Jennifer P. Flynn, MS, Steven P. Noeldner, PhD, Dan Fabius, MD, Ron Z. Goetzel, PhD, and David R. Anderson, PhD, LP

Objective: The aim of the study was to evaluate the stock performance of publicly traded companies that received high scores on the HERO Employee Health Management Best Practices Scorecard. **Methods:** A portfolio of scores in a corporate health and wellness program was created based on past market performance and compared with the S&P 500 Index over a 5-year simulation period. **Conclusions:** Robust health and wellness appears to be one of many factors that support high-performing, well-managed companies.

Numerous studies link employee health to higher health care costs and lower on-the-job productivity. These studies also associate lower employee well-being and lower levels of engagement with a number of business leaders view increasing well-being as a strategic investment in the business. Companies with the most promotion (WHP) programs report higher shareholder returns, and revenue per share is one contributor to the Dow Jones Industrial Average (DJIA). A diversified investment in large-capitalization companies as good employers to work for such as IBM. This fund was created to outperform the general stock market.

Workplace health promotion and the health and well-being of employees. Companies that excel in the apply for and win recognition through the C. Everett Koop Award is conferred annually by the Health Foundation for the Americas. An opportunity presented itself to improve population health cost. An opportunity presented itself to improve population health cost. An opportunity presented itself to improve population health cost.

BACKGROUND: The genesis for this analysis was the adoption of workplace health promotion. The genesis for this analysis was the adoption of workplace health promotion. The genesis for this analysis was the adoption of workplace health promotion.

ACOEEM (American College of Occupational and Environmental Medicine) is a leading professional organization for occupational and environmental medicine. The genesis for this analysis was the adoption of workplace health promotion.

The Stock Performance of C. Everett Koop Award Winners Compared With the Standard & Poor's 500 Index

Ron Z. Goetzel, PhD, Raymond Fabius, MD, Daniel Fabius, DO, Enid C. Roemer, PhD, Nicole Thornton, BA, Rebecca K. Kelly, PhD, RD, and Kenneth R. Pelletier, PhD, MD (hc)

Objective: The aim of the study was to explore the link between companies investing in the health and well-being of their employees and stock market performance. **Methods:** Stock performance of C. Everett Koop National Health Award winners (n = 26) was measured over time and compared with the average performance of the Standard and Poor's (S&P) 500 Index. **Results:** C. Everett Koop Award winners' stock performance was significantly higher than the S&P 500 Index. **Conclusions:** Investing in the health and well-being of employees is a socially responsible business strategy that is also a financially sound investment for their workers when compared with the S&P 500 Index.

Workplace health promotion and the health and well-being of employees. Companies that excel in the apply for and win recognition through the C. Everett Koop Award is conferred annually by the Health Foundation for the Americas. An opportunity presented itself to improve population health cost. An opportunity presented itself to improve population health cost.

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Tracking the Market Performance of Companies That Integrate a Culture of Health and Safety

An Assessment of Corporate Health Achievement Award Applicants

Raymond Fabius, MD, Ronald R. Loeppke, MD, MPH, Todd Hohn, CSP, Dan Fabius, DO, Barry Eisenberg, CAE, Doris L. Kosicki, MHS, and Paul Larson, MS

Objective: The aim of the study was to assess the hypothesis that stock market performance of companies achieving high scores on either health or safety in the Corporate Health Achievement Award (CHAA) program will be superior to average index performance. **Methods:** The stock market performance of portfolios of CHAA winners was examined under an identical investment strategy and compared with the S&P 500 Index. **Results:** CHAA winners outperformed the S&P 500 Index on all measures. **Conclusions:** There is growing evidence that a healthy and safe workforce correlates with a company's performance and its ability to provide positive returns to shareholders. It advances the idea that a program of health and safety metrics based on the CHAA evaluation process merits inclusion with existing measures for market valuation.

BACKGROUND: The genesis for this analysis was the adoption of workplace health promotion. The genesis for this analysis was the adoption of workplace health promotion. The genesis for this analysis was the adoption of workplace health promotion.

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- Learning Objectives:**
 - Discuss previous research linking worker health to the stock market performance of companies, including the growing study tracking the performance of companies receiving the Corporate Health Achievement Award (CHAA).
 - Summarize the methods and findings of the new study assessing the performance of portfolios of stock in companies recognized for excellence in health and wellness.
 - Discuss the implications for the use of instruments for measuring the business value of workplace health and safety programs, such as the Integrated Health and Safety Index.

- Level 1. Program Description:** Organizations provide evidence that appropriate programs exist for each CHAA standard. CHAA applicants must clearly delineate relevant programs they have implemented, while demonstrating how these programs meet the CHAA standards.
- Level 2. Program Dissemination:** Organizations provide evidence that the programs are well deployed in all appropriate areas and departments.
- Level 3. Outcome Measures:** Organizations demonstrate that they have created a metrics system for their safety, wellness, and health programs and provide clear data on what is being measured.
- Level 4. Trend Data:** Organizations present trend data showing a reduction of health risk, health-care savings, or other impact on the business as a result of their safety, wellness, and health programs. Trend data demonstrate the success of these programs over time.

CONCLUSIONS: Points are awarded for each of the 17 standards within the four categories and each category has a minimum number of points of 250. Table 1 provides a comprehensive view of the categories, standards, and scoring for the CHAA. The transparency of the scoring system and process offers applying organizations insight into what is required so that corporate leadership can better guide their companies to success.

BACKGROUND: In recent decades, U.S. employees have made significant progress in addressing issues of health and safety in the workplace. Since 1970, workplace fatalities have been reduced by more than 65% and injury and illness rates have declined by 67%, according to

How Can We Apply This Research to Our Collaboration?

By Combining and Applying the Insights of Each

HERO Key Categories

- strategic planning
- leadership engagement
- program management
- program comprehensiveness
- engagement methods
- measurement & evaluation



HERO Key Elements

- Integrated their programs
- Performed health assessments
- Targeted lifestyle modification
- Provided chronic care support
- Educated employees on health consumerism
- Collected data
- Analyzed for effectiveness

KOOP Requirements

- Reduce health services need
- Share health promotion targets
- Prove health care / productivity cost reductions
- Must be objective & verifiable
- Achieved through health status improvement and risk reduction of the workforce / covered lives



ACOEM Standards

- Organizational Structure
- Health Informatics
- Quality Improvement
- Leadership / Management
- Health Promotion
- Absence Management
- Disability Management
- Health & Productivity
- Health Benefits Design
- Occupational Health
- Traveler Medicine
- Mental Health
- Substance Abuse
- Hazard Abatement
- Emergency Preparedness



Research Conclusion

A preponderance of mounting evidence that cultures of health provide a competitive advantage

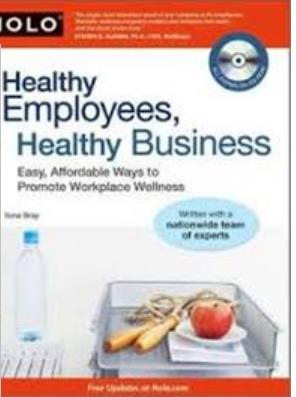
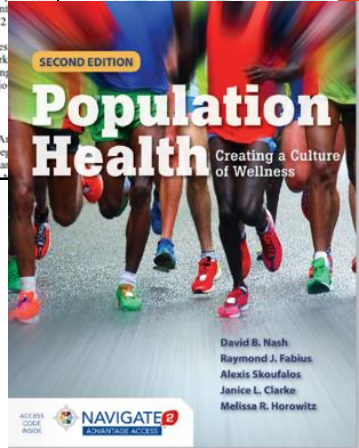
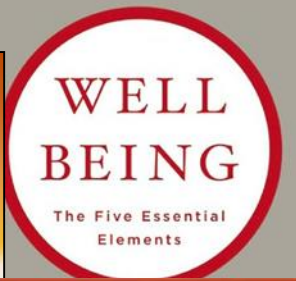
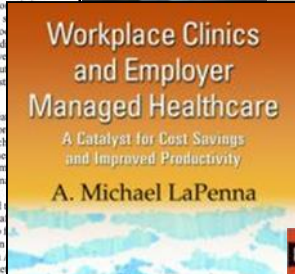
“Though correlation is not the same as causation, the results consistently and significantly suggest that companies focusing on the health and safety of their workforce are yielding greater value for their investors as well. More research needs to be done to better understand the value of building these “cultures of health” in the workplace. Perhaps such efforts as this simply identify “smart” companies that out-perform. But the evidence appears to be building that healthy workforces provide a competitive advantage in ways that benefit their investors.”

FAST TRACK ARTICLE

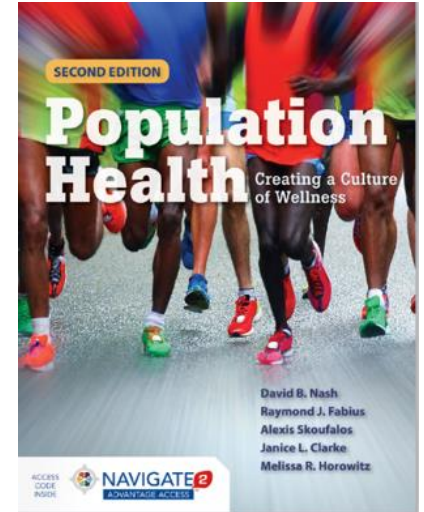
The Link Between Workforce Health and Safety and the Health of the Bottom Line

Tracking Market Performance of Companies That Nurture a “Culture of Health”

Raymond Fabius, MD, R. Dixon Thayer, BA, Doris L. Konicki, MHS, Charles M. Yarbrough, MD, M. Eisenberg, MA.



MOVING FROM TREATING ILLNESS TO BUILDING CULTURES OF WELLNESS



- **Focusing on illness alone is ineffective and inefficient**
- **Traditional disease management must give way to population health**
- **Population health must be enveloped in a culture of health**
- **A culture of health is good business**

Contact Ray Fabius MD **Physician Advisor GPBCH**

2014 Global Leadership in Corporate Health Award Recipient

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