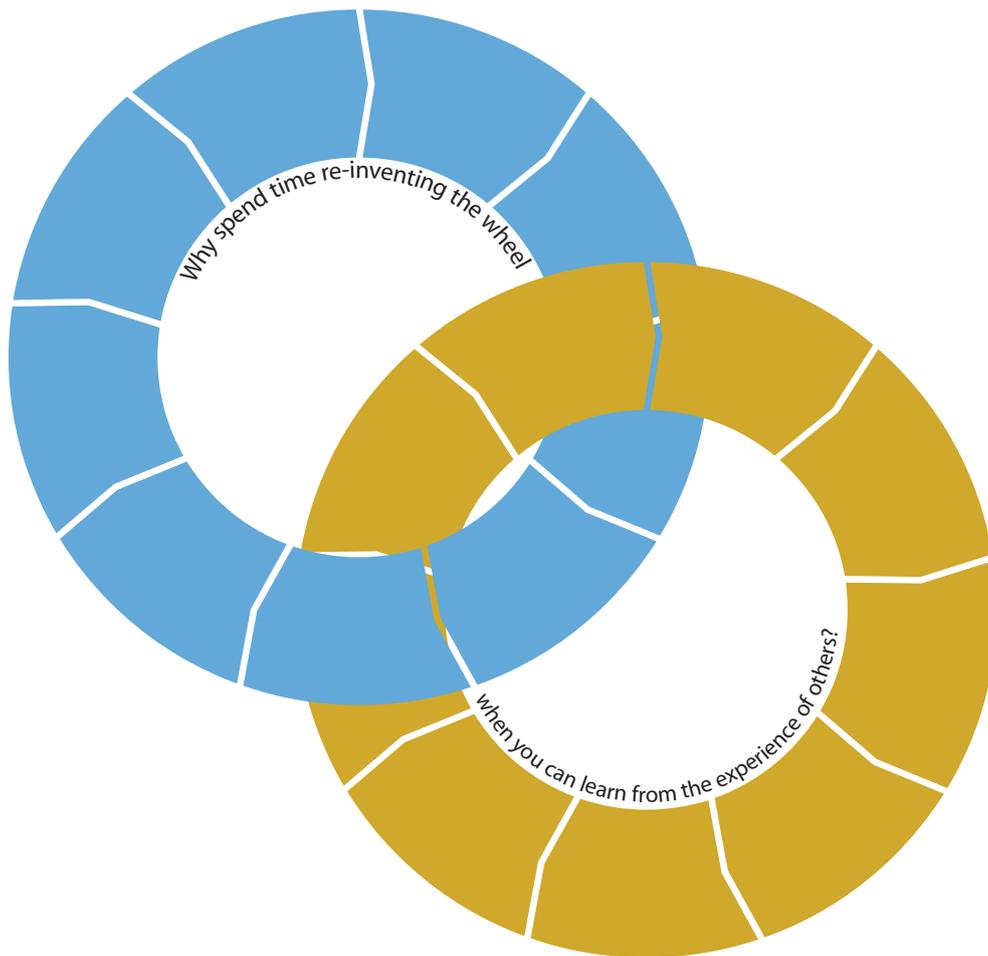
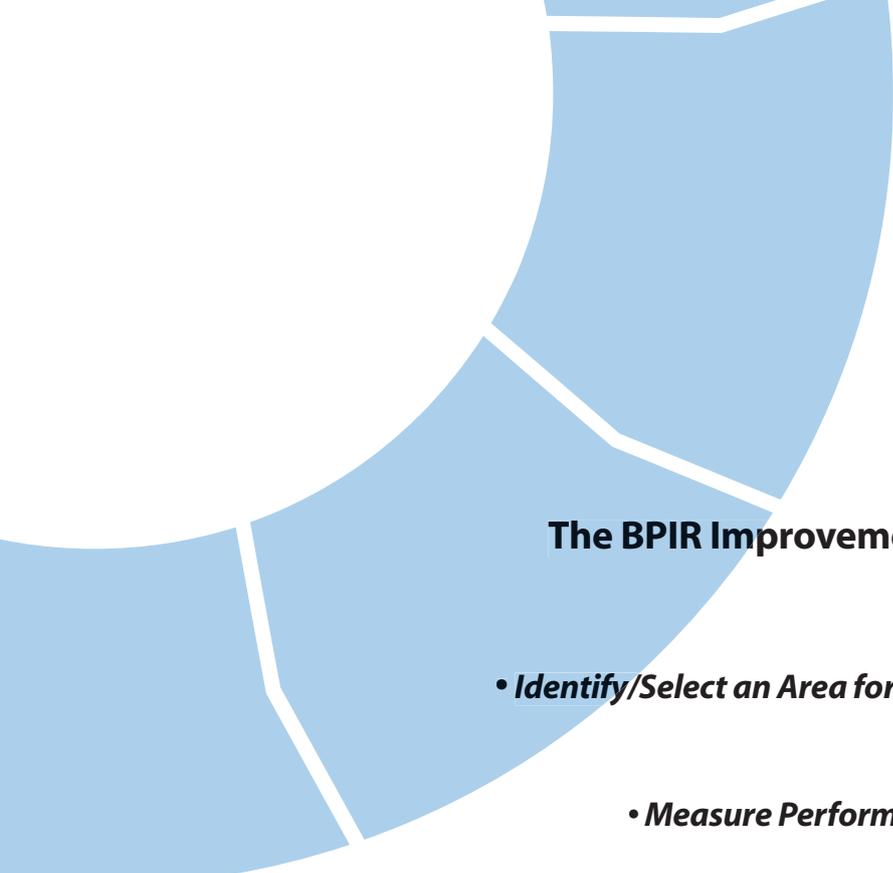


# Workplace Wellness





## **The BPIR Improvement Cycle**

- ***Identify/Select an Area for Improvement***

- ***Measure Performance***

- ***Benchmark Performance***

- ***Identify a Relevant Improvement Approach or Strategy***

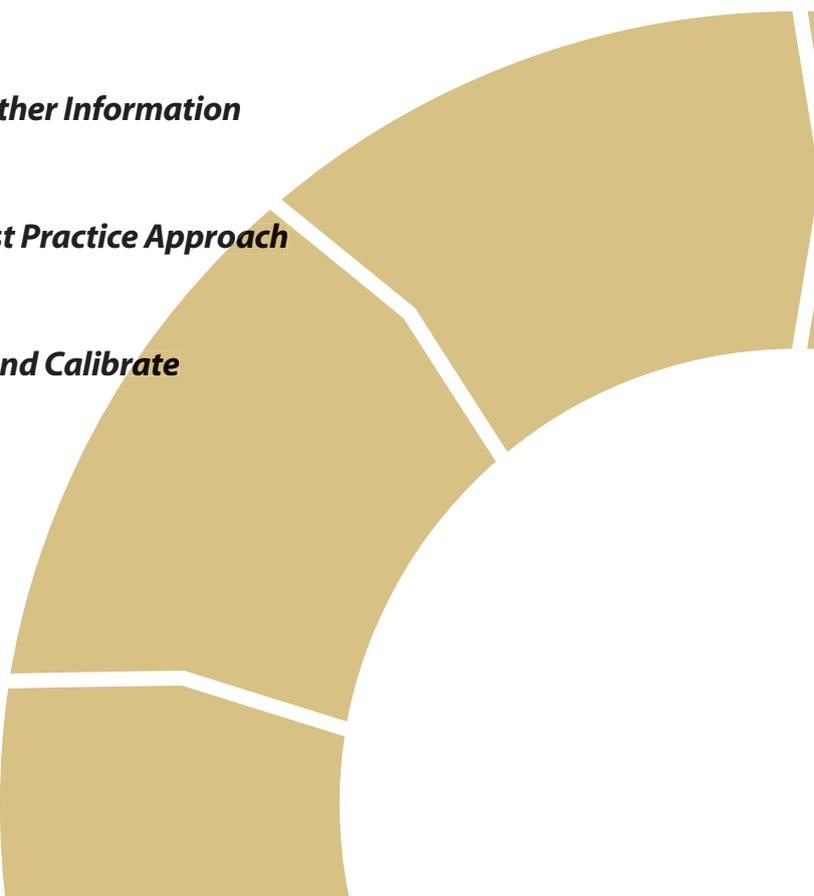
- ***Learn How to Implement***

- ***Identify Best Practice Organisations***

- ***Research Further Information***

- ***Implement a Best Practice Approach***

- ***Review and Calibrate***



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## Workplace Wellness: The Definition

Workplace wellness programmes are designed to help employees pursue a healthy lifestyle and reduce health risks. They enable employees to take actions that will improve both their physical and mental well-being.

### The Stage

In tough financial times, businesses need to carefully manage costs; naturally, healthy employees represent a significant asset for driving profitability. A focus on reducing risks and illness among employees and their dependants may lead to a better quality of life for individuals, improved job satisfaction, and increased productivity. Ultimately, good health translates into good business. <sup>[1]</sup>

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# Expert Opinion

Peter Brewer and colleagues at Miami University, United States, believe that effective workplace wellness programmes can have a profound influence on employees by:

- motivating them to pursue healthier lifestyles
- educating them about potential health risks, and
- facilitating positive actions that lead to improved physical and mental well-being. <sup>[2]</sup>

Figure 1, see below, provides an overview of how these three components mesh together.

Motivate	Educate	Facilitate
<p><i>Organisational Culture</i></p> <ul style="list-style-type: none"> <li>• top management support</li> <li>• goals and budgets</li> <li>• responsibilities assigned</li> <li>• peer support groups/blogs</li> </ul>	<p><i>Topics</i></p> <ul style="list-style-type: none"> <li>• exercise and nutrition</li> <li>• stress management</li> <li>• health risk management</li> <li>• medical self-care</li> </ul>	<p><i>Environment</i></p> <ul style="list-style-type: none"> <li>• on-site fitness facilities</li> <li>• on-site health food</li> <li>• ergonomic workstations</li> <li>• flexible hours/breaks</li> </ul>
<p><i>Incentives</i></p> <ul style="list-style-type: none"> <li>• cash rewards</li> <li>• merchandise</li> <li>• days off</li> <li>• travel/team events</li> </ul>	<p><i>Methods</i></p> <ul style="list-style-type: none"> <li>• newsletters</li> <li>• DVDs</li> <li>• website</li> <li>• seminars</li> </ul>	<p><i>Activities</i></p> <ul style="list-style-type: none"> <li>• health risk appraisals</li> <li>• group fitness classes</li> <li>• personal fitness training</li> <li>• counselling/wellness coaching</li> </ul>

**Figure 1: Components of Effective Corporate Wellness Programmes**

Veronica Marsden, co-president of Canadian organisation Tri Fit, writes that employers are increasingly considering wellness programmes as a key strategy for enhancing employee engagement. Healthy, happy employees are sick less often, have more energy, and tend to be more engaged at work. Marsden offers the following tips towards creating a workplace wellness programme:

- Establish a workplace wellness committee to plan a calendar of events, co-ordinate activities, and act as ambassadors for wellness.
- Encourage moderate exercise through lunchtime group walks, frequent stretch breaks, and the use of stairs.
- Offer subsidised fitness memberships or negotiate group rates at a local gym.
- Develop friendly, team-building competitions, (e.g. a ten-week weight loss challenge) or enter teams into community walks/runs to raise funds for charities.
- Promote healthy eating.
- Establish a recipe club where employees can share their favourite healthy, calorie-conscious recipes.
- Encourage employees to set realistic wellness goals and celebrate each small win. Share their success stories by posting them on an intranet site and bulletin boards.
- Promote work-life balance by supporting flexible hours, and allowing employees to work from home when a child is sick or when personal obligations make it difficult to travel to work.

Simple, consistent wellness programmes demonstrate to staff that their employers care about them. By establishing a committed and enthusiastic wellness committee with a programme champion using minimal financial resources, an organisation can build a healthy workplace culture, where wellness becomes part of the way it does business. <sup>[3]</sup>

The majority of employers in the United States agree that programmes designed to promote better health, and delay or prevent the onset of costly chronic illnesses, are essential for profitability and survival, argue Gordon Norman, chief innovation officer with health management services provider Alere, and Dr. Michael Taitel, a researcher, author, and lecturer. Employee participation and sustained involvement in health and wellness programmes may be enhanced by using the following strategies:

1. Creating an organisational culture of health: have top executives lead by example and openly participate in programmes. Forward-thinking organisations often offer a range of programmes to employees, including customised weight management and smoking cessation assistance, stress management, health coaching,

and the provision of healthier food choices at on-site cafeterias. Company-wide health and wellness challenges that involve competitions between teams of people may also help motivate employees to stay engaged.

2. Tailoring programmes to individuals: a key to motivating employees is to offer personalised programmes based on individual needs and desires. Targeted behaviour changes are recommended, and based on an individual's health status, comfort level and readiness to make specific changes; this is in contrast to standard interventions that are applied across the board. Health risk assessments are an important foundation for effective wellness programmes. Key risk factors include age, weight, use of alcohol and tobacco, physical activity, and nutrition. Biometric values such as blood glucose and blood pressure are also important.
3. Implementing well-designed incentives: incentives form an important role in motivating employees to take the first step toward improving their health. While a wide variety of incentives have been implemented successfully, no one formula fits all organisations. Some organisations have experienced success with cash and merchandise incentives; however, there is an emerging trend to integrate wellness incentives within overall benefits strategies. The central purpose of all such incentives is to communicate a willingness to help those who are prepared to be accountable for their own health.
4. Developing programs that are engaging and meaningful: to make meaningful changes in their health, most people require support. It is estimated that about 90 per cent of people who lose weight through diet will gain all or most back within one year. Recidivism rates for smoking cessation and exercise are also high. Employers need to understand that it is not the individual alone who fails. Most often, failure can be attributed to the structure of the programme and the lack of support and help provided to the individual. Because of the need to encourage and sustain change, personal health coaches should be a core component of corporate wellness programmes. Wellness programmes should become strategic business initiatives, designed to address costs, productivity, and

competitiveness. A recent study in the United States revealed that for each dollar spent on wellness programmes, \$3.37 dollars was returned in reduced medical costs and \$2.73 in reduced absenteeism. <sup>[4] [5]</sup>

## Incentives to Increase Motivation

Employer-based health funding mechanisms in the United States are a matter of increasing concern amongst employers, who sense that unless escalating health care costs are curbed, the nation's global competitiveness may be at risk. Barry Hall, principal with Buck Consultants in Massachusetts, states that organisations are making greater use of incentive rewards as part of their wellness programmes. Well designed incentive rewards schemes have been shown to induce significant beneficial changes in behaviour for a high percentage of employees. Among the advantages of incentives are their flexibility and the fact that they are relatively simple to understand and administer. Incentive rewards can be used to increase motivation by combining cash rewards with recognition-type rewards. The objective of effective incentive schemes is to motivate individuals to acquire desirable behaviours that, over time, will lead to permanent and sustainable lifestyle changes. Incentive rewards are most effective when closely linked to the behaviour that they are intended to reinforce. Cash rewards are perhaps better deposited into health care savings or health care reimbursement accounts that are offered as part of an organisation's benefits programme. In this way dollars spent on an incentive scheme may be used to offset health care expenses. Workplace challenges and wellness-focused contests can serve as powerful motivators, and lead to desired actions in exercise habits, weight loss, nutrition, and smoking cessation. In addition to the tangible rewards provided to winners and participants, intangible rewards such as recognition, visibility, and camaraderie are also positive gains. <sup>[6]</sup>

## Costs/Return on Investment (ROI)

Christopher Cunningham, assistant professor of industrial organizational and occupational health psychology at The University of Tennessee at Chattanooga, writes that organizations are implementing health and wellness initiatives in order to reduce high health care costs associated with an unhealthy workforce. The basic premise behind the majority of these initiatives is that employees can be taught to make healthier lifestyle choices. It has been shown that just a small percentage reduction in health

risks for the general workforce, over a ten-year period, will allow organizations to break even on wellness investments. Increasingly, organisations are demonstrating a positive ROI for their wellness programmes. It is important for organisations to understand that investments in worker health and well-being are long term in nature, and that it is unrealistic to expect a positive ROI within the first year. When implementing wellness programmes, a large part of the initial challenge lies in generating and sustaining the participation of a majority of employees. Employee participation may be rewarded by using various incentives schemes. Incentives should be chosen that are workable and effective, and are a good fit with the organisation’s culture. Incentives also need to be well communicated. However, wellness initiatives that promote healthier employee lifestyles and choices do not need be overly costly or complex. <sup>[7]</sup>

Measuring the value and effectiveness of wellness programmes poses major challenges for the following reasons:

- programmes usually target people who are at risk but not actually sick; costs therefore tend to be low and it may take years for risks, if any, to be presented
- employee turnover tends to dilute the perceived impact of wellness programmes, and
- the participants that are most likely to change may be self-selecting, and those least likely to change may not be willing to participate. <sup>[8]</sup>

The “Measurements” section of this briefing paper provides suggested metrics for monitoring the effectiveness of workplace wellness programmes.

## Measurements

Wellness programmes have become a prominent focus for employers, write Kathryn Fitch and Bruce Pyenson of American consulting firm Milliman. In 2007, some 89 per cent of organisations were reportedly offering programmes, and the government had become involved in promoting workplace wellness. While medical benefit spending tends to be directed towards people needing medical care, wellness programmes focus on low-cost people, i.e. the proportion of healthy people that are at risk of becoming unhealthy. Figure 2, see below, outlines the anticipated costs for various wellness initiatives. The table indicates the relatively low annual costs for employees targeted by wellness programmes.

Programme	Percentage of Population	Average Annual Cost per Targeted Person
Disease Management	2%	US \$2,600
Wellness	33%	US \$36
Comprehensive Smoking Cessation Programmes	1%	US \$600
Total Health Benefits	100%	US \$3,600

**Figure 2: Programme Costs per Targeted Person** <sup>[8]</sup>

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***“Money is the most envied, but the least enjoyed. Health is the most enjoyed, but the least envied.”***

***Charles Caleb Colton***

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***“The higher your energy level, the more efficient your body. The more efficient your body, the better you feel, and the more you will use your talent to produce outstanding results.”***

***Anthony Robbins***

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## Survey and Research Data

### Wellness Programmes Brought Superior Performance

The 2007-2008 Staying@Work Report, involving 355 large employers from North America, revealed that employers with highly effective health and productivity programmes experienced superior performance. Among the benefits were:

- 20% more revenue per employee
- 6.1% higher market value
- 57% higher shareholder returns.

In addition, these employers also enjoyed costs that were:

- five times lower for sick leave
- four-and-a-half times lower for long-term disability
- four times lower for short-term disability, and
- three-and-a-half times lower for general health coverage. <sup>[1]</sup>

### Wellness Programme Combats Sick Leave

Various United Kingdom surveys concerning workplace well-being programmes have reported the following:

- A 2008 CBI/AXA survey revealed that absence from work cost United Kingdom businesses £13.2 billion in 2007, with employees taking an average of seven sick days off work per year.
- A PricewaterhouseCoopers study of 55 companies with a wellness programme revealed that 80 per cent had reduced sickness absence; 32 per cent had cut staff turnover; and, 18 per cent had raised productivity.
- The National Audit Office reported that obesity costs England alone 18 million sick days and 30,000 deaths per year; according to Foresight, the government think tank, this amounted to some £2.6 billion in lost earnings.
- According to a November 2007 survey by contract caterer BaxterStorey, poor eating habits, e.g. having no breakfast or lunch, led to a productivity loss of 97 million working days, worth £16.85 billion a year. <sup>[9]</sup>

### Wellness Programmes Reduce Health Care Costs

A 2007 study by the United States Department of Health and Human Services estimated that for every 100 employees from all United States organisations:

- 44 suffered from stress
- 38 were overweight
- 31 use alcohol excessively
- 30 have high cholesterol
- 26 had high blood pressure
- 25 had cardiovascular disease
- 24 did not exercise
- 21 were smokers
- 12 were asthmatic
- 6 were diabetic.

According to *Health & Economic Implications of Worksite Wellness Programs*, a report from the American Institute for Preventive Medicine, employees with five or more of these risk factors generated almost three times more health-related costs than employees having one to two risk factors. According to the 2010 Health Care Cost Survey undertaken by Towers and Watson, organisations that had implemented high-performing corporate wellness programmes had annual health care costs US\$1,800 less per employee than organisations without such programmes. <sup>[10]</sup>

### Wellness Programmes Becoming More Popular

A global survey of health promotion and workplace wellness strategies, conducted by Buck Consultants and involving 600 organizations in 25 countries, indicated that:

- Workplace wellness strategies were rapidly growing in popularity; 40 per cent of employers surveyed in Europe, Asia, and Africa, and 82 per cent in North America, offered wellness programmes.
- The fastest-growing components of global wellness initiatives included Web portals, online programs, personal health records, health fairs, healthy vending machine food choices, and workplace health competitions.

- Business objectives reported were health care cost reduction (USA); improving productivity (Canada); improving workforce morale (Europe); reducing employee absence (Asia and Africa).
- US respondents spent \$145 per employee per year on wellness incentive rewards, with 12 per cent spending more than \$500 per employee per year. Only 19 per cent of respondents rated their incentive rewards as “extremely effective” or “significantly effective” at changing employee behaviour. <sup>[11]</sup>

## Wellness Programmes: Top Ten Risk Factors

A 2010 global wellness survey conducted by Buck Consultants reported that the following top ten risk factors drove organisational wellness programmes “very significantly”:

- stress (45%)
- work life issues (39%)
- depression (31%)
- physical activity/exercise (22%)
- nutrition/healthy eating (18%)
- workplace safety (17%)
- psychosocial work environment (15%)
- sleep/rest/recovery (13%)
- chronic disease (11%).

The following top ten wellness programme strategies were also reported:

- employee assistance programme (94%)
- flu shots (81%)
- gym discounts (57%)
- health portal/website (54%)
- executive screening programmes (54%)
- occupational health programmes (49%)
- healthy lifestyle classes (44%)
- company sports teams (44%)
- personal health coaching (40%)
- caregiver support (40%). <sup>[12]</sup>

## Wellness Programmes: Participation Growing

A 2009 MetLife survey about wellness programmes, involving 1,305 respondents, reported that:

- 81% believed that health and wellness programmes would improve their productivity.
- 82% stated that work/life balance programmes would improve their productivity.
- 37% of employees strongly believed that the benefits they received at work enabled them to worry less about unexpected health/financial issues. This increased to 66% for employees that were very satisfied with their employers’ benefits.
- 37% of employers offered wellness programmes, up from 33% in 2008 and 27% in 2005. Among employers with 500 or more employees, 61% now offer a wellness programme, up from 57% in 2008 and 46% in 2005.
- 57% of employees with access to a wellness programme now say they participate, compared to 46% in 2008. 71% of employees who participated in wellness programmes said they greatly value the offering. <sup>[13]</sup>

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***Alex Gourlay, MD, Boots UK***

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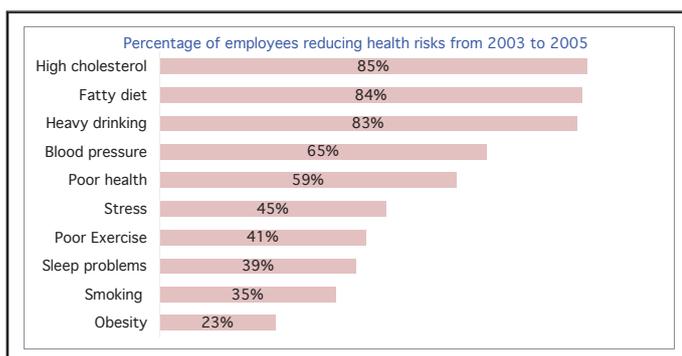
## Example Cases

Valuable lessons can be learned from the following organisations:



**Large Unnamed Organisation, United States**  
*Wellness programme brings significant results*

A large organisation in the United States put in place a comprehensive integrated wellness programme and found that employees often had multiple health conditions. The programme included a health risk assessment, health coaching and healthy living programs, 24-hour nurse triage, demand management support, and disease management. A culture of health was built throughout the organisation, using frequent health-orientated communications supported by senior management. After three years (2003 to 2005), significant results were achieved. Figure 3, see below, shows the percentage of employees that reduced their health risks over this period in the various categories listed:



**Figure 3: Percentage of Employees Reducing Health Risks from 2003 to 2005<sup>[1]</sup>**



**Kaiser Permanente, Canada**  
*Wellness programme leads to healthier staff*

Kaiser Permanente used a behavioural-intervention programme, delivered by e-mail, to significantly improve employee diet and physical activity. This was achieved by helping staff to move more and make healthier food choices. During a 16-week trial, e-mails were sent to 351 employees (the intervention group) suggesting small, practical, individually tailored goals, including eating fruit for a snack or walking for ten minutes at lunchtime. A control group of 436 was sent limited information. At the conclusion of the trial, the intervention group was more physically active, eating more fruit and vegetables, and reducing its intake of unhealthy fats, compared to

the control group. Workers in the intervention group, who were not previously regularly active, increased their participation in moderate-intensity physical activities by almost one hour per week; they also decreased their sedentary activities by two hours per week. These changes were still in place four months after the trial had ended. <sup>[14]</sup>



**Bayer Canada**  
*Wellness programme seeks to improve productivity*

By focusing on healthy living, Bayer Canada believed it could help staff to reduce or mitigate health risks. Through a focus on broader wellness issues, Bayer sought to help its employees to become more productive. Programmes and initiatives concentrated on balancing a healthy mental and physical lifestyle. The physical dimension included fitness and nutrition. A free on-site fitness centre was available with access to personal trainers and sessions on healthy eating. Salespeople working in the field were given health subsidies to join a health club or Weight Watchers. Healthy food options were subsidised in the company's cafeteria. The social dimension included group activities, flexible working hours and a quiet room for employees. A "life at work" committee sent communications to employees and used a page on the company intranet, which used employee feedback to improve programme offerings. <sup>[15]</sup>



**Lincoln Industries, United States**  
*Wellness programme reduces health care costs*

Lincoln Industries' wellness programmes included the following components:

- Leadership: the Lincoln Industries management team set a good example by developing wellness in themselves.
- Policy and practices: wellness objectives were tied to overall performance and pay.
- Program offerings included: tobacco cessation training, weight watchers at work, a *Words of Wellness* newsletter, health education seminars, and gym activity/exercise equipment reimbursement. Wellness for the whole person was also encouraged.
- Workplace safety was intentionally integrated into wellness programmes as part of Lincoln Industries' three-year wellness strategy.

- Metrics/deliverables/ROI: blood pressure, flexibility, body weight, percentage of body fat, tobacco use, and wellness goals/objectives were reviewed monthly.

As a result Lincoln Industries' health care costs were between 30-50 per cent below comparative organisations, saving over \$1 million per annum. Workers' compensation medical costs in 2003 were \$512,234 compared with \$43,000 in 2009. <sup>[16]</sup>



**Parcelforce, United Kingdom**  
Wellness programme improves bottom line

Parcelforce needed to compete more effectively; it chose to do so by improving quality and the health of its employees for improved returns. This had a dramatic effect on the organisation's bottom line. When Parcelforce introduced on-site screening clinics, physical and lifestyle assessments, and a health education programme that covered nutrition and the effects of stress and smoking, sickness absence was reduced by 30 per cent; this saved 55,000 days and £5 million. The organisation also reported a 12.5 per cent increase in productivity, along with a 50 per cent improvement in customer services. <sup>[17]</sup>



**Flight Centre, New Zealand**  
Wellness programme reduces staff turnover

Flight Centre's award-winning wellness programme contributed to a 12 per cent reduction in staff turnover, creating significant savings for the organisation. Flight Centre believed that its employees should leave the organisation better off than when they joined, and put the emphasis on its staff's physical and emotional well-being. The Flight Centre programme started with a lifestyle consultation; it was then up to the participants to work on whatever they desired, including diet, exercise, team challenges, weight loss, and stopping smoking. If people wanted to run their first half marathon or learn to swim, they were supported. A programme leader was charged with adapting the programme to meet local needs and to implement what was needed. Competitions were held amongst 300 Flight Centres worldwide, with New Zealand being in the top three. Exercise and healthier living helped Flight Centre staff to cope with the higher levels of stress associated with their jobs. <sup>[18]</sup>

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***“Improving the health and well-being of our employees makes good business sense.***

***As a leading provider of workplace health services, we see every day the difference it can make to a company's bottom line and the impact it can have on employee morale and motivation. It offers a “win-win” all round.***

***Employees benefit from better support for their health. Companies benefit from less absence and improved productivity. And society benefits from improved public health.”***

***Steve Flanagan,  
Commercial Director, Bupa***

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## Measure and Evaluate

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The following provide some simple ideas on how workplace wellness might be assessed:

**Wellness Programmes – Cost of Recruitment:** the cost of recruiting new staff because existing staff have left for health-related reasons. This measure monitors the effectiveness of wellness initiatives.

**Wellness Programmes – Cost of Retention:** cost per employee to maintain a wellness programme versus the cost of recruitment of a new employee. This measures the cost of retaining staff against having them leave due to ill health.

**Wellness Programmes – Liability Costs:** total costs related to issues that lead to death or critical illness. This measure underscores the risks associated with not having an adequate wellness programme.

**Wellness Programmes – Medicine and Medical Costs:** total medicinal and medical costs faced by an organisation in providing a wellness programme. This measure records the total costs of medicinal and medical costs related to the provision of an organisation's wellness programmes.

**Wellness Programmes – Wellness Activity-Based Costs:** total costs associated with administering an organisation's wellness programme. This measures the costs related to administering a wellness programme such as monitoring health, policies towards wellness, oversight, reporting, and rectification.

**Wellness Programmes – Remediation Costs:** total of all remediation costs awarded to employees. This measures the costs associated with remediation to employees, as well as any related internal costs, and those associated with disciplinary action, e.g. fines paid for health and safety violations.

**Wellness Programmes – Business Review Costs:** all costs associated with documenting and assessing the effectiveness of an organisation's wellness programmes. This measures the cost of assessing organisational issues related to wellness – including root cause analysis.

### Health Risk Assessments – Key Measures:

- modifiable health risks (i.e. tobacco use, alcohol consumption, automobile safety, and sleeping habits)
- biometric measures (i.e. height, weight, blood pressure, and total cholesterol level)

- medical conditions (i.e. allergies, arthritis, asthma, back pain, cancer, chronic bronchitis, diabetes, and depression)
- individual readiness to change questionnaire, along with the personal perception of ability to change
- health status and quality of life questionnaire, including questions about life satisfaction (personal and professional), job satisfaction, social support and personal health perception.

The key areas measured in association with Health Risk Assessments will enable personalised health profiles to be developed for each person tested, along with targeted suggested improvements.

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***“Good health  
IS good business.”***

***Paul Drechsler, Chairman/CEO,  
Wates Group Limited***

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***“If health is the essence of  
your brand, it all starts with  
taking the health of your  
workforce very seriously.”***

***Marnix Eikenboom,  
Managing Director, Danone***

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## Self-Assessments

Self-assessments can be used to find out how effective organisations are at implementing various strategies, tools and techniques.

For each statement contained in Figure 4, see below, circle whether the best practices outlined are “True” or “False” for your organisation.

Area	Statement	Ranking
Wellness Champions	Your organisation has developed teams that encourage their colleagues to participate in wellness programmes and actively support their efforts.	True/False
Attractive and Safe Environment	Safe and accessible exercise areas have been provided at locations near the workplace.	True/False
Employee Involvement	Employees are engaged in the development of wellness initiatives or involved in a wellness committee.	True/False
Progressive Wellness Plans	A long-term strategy of three or more years has been set in place for wellness initiatives.	True/False
Wellness Plan Reinforcement	A range of engaging information and resources are available for additional guidance and support, e.g. interactive health portals, routine e-mails, and newsletters to reinforce wellness messages.	True/False

*Figure 4: Wellness Program Best Practices (adapted from Gordon and Taitel) <sup>[4]</sup>*

### Scoring:

Any area in which a “False” has been recorded should be investigated with improvement in mind.

N.B.: this is a representative portion of the full self-assessment, which may be found in the member’s area at [www.bpir.com](http://www.bpir.com).

## Summary of Best Practices

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The following is a summary of the best practices and/or insights found within this Management Brief:

1. Motivate employees to pursue healthier lifestyles, educate them about potential health risks, and support them to take positive actions that will lead to improved physical and mental well-being.
2. Establish a workplace wellness committee to act as ambassadors for wellness.
3. Promote healthy eating.
4. Encourage employees to set realistic wellness goals and celebrate their achievements.
5. Promote work-life balance by supporting flexible hours, and allowing employees to work from home when a child is sick or when personal obligations make it difficult to travel to work.
6. Create an organisational culture of health.
7. Develop programmes that are engaging and meaningful, and which suit the particular individuals within your organisation.
8. Implement well designed incentives that will increase motivation to participate in programmes.
9. Understand that investments in worker health and well being are long-term investments.
10. Understand that “low-cost people” are the primary focus of wellness programmes, i.e. the healthy people in your organisation who may be at risk of becoming unhealthy.

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***“The groundwork of all happiness is health.”***

***Leigh Hunt***

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## Words of Wisdom

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The following memorable quotes or sayings relate to workplace wellness:

*“Money is the most envied, but the least enjoyed. Health is the most enjoyed, but the least envied.”*  
**Charles Caleb Colton**

*“Take care of your body. It’s the only place you have to live.”*  
**Jim Rohn**

*“The groundwork of all happiness is health.”*  
**Leigh Hunt**

*“The higher your energy level, the more efficient your body. The more efficient your body, the better you feel, and the more you will use your talent to produce outstanding results.”*  
**Anthony Robbins**

*“Good health IS good business.”*  
**Paul Drechsler, Chairman/CEO, Wates Group Limited**

*“If health is the essence of your brand, it all starts with taking the health of your workforce very seriously.”*  
**Marnix Eikenboom, Managing Director, Danone**

*“We are embedding health and well-being at the heart of our business strategy because our people are our greatest asset, and we recognize that a healthy, happy and committed workforce is vital to our business success.”*  
**Alex Gourlay, MD, Boots UK**

*“Improving the health and well-being of our employees makes good business sense. As a leading provider of workplace health services, we see every day the difference it can make to a company’s bottom line and the impact it can have on employee morale and motivation. It offers a “win-win” all round. Employees benefit from better support for their health. Companies benefit from less absence and improved productivity. And society benefits from improved public health.”*  
**Steve Flanagan, Commercial Director, Bupa**

## Conclusion

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Healthy and happy employees are sick less often; they have more energy and tend to be more engaged at work. For this reason, creating a culture of good health is a wise organisational strategy. Meaningful wellness programmes are an effective way of supporting employees to build and maintain healthy lifestyles. Increasingly, organisations report positive returns on investment for their wellness programmes.

### Note

The techniques and case studies mentioned or summarised in this article may be found in greater detail at BPIR.com, together with the full text of most of the articles and reports cited in the following reference list.

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***“Take care of your body.  
It’s the only place  
you have to live.”***

***Jim Rohn***

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These articles and reports can be found in full at [www.bpir.com](http://www.bpir.com).

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