

The Science of Well-being, and Why It Matters: Employer Practices

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Keeping Employers on the Leading Edge of Innovation, Thought and Action to:



Improve the financing, delivery, affordability and experience with the health care system.



Link well-being to business performance and workforce strategy.



Address the health and productivity of the global workforce.



Accelerate the adoption of disruptive innovations.



Including many industry partners



Collaboration is key to driving change

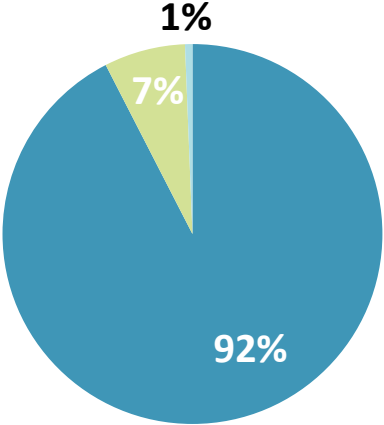


“Well-Being Nearly Universal Among Large Employers”



Employers Say Well-Being is Part of their Overall Business Strategy

92% of employers consider well-being part of their overall business strategy, up from 86%



26% of employers tie well-being to at least one key business metric

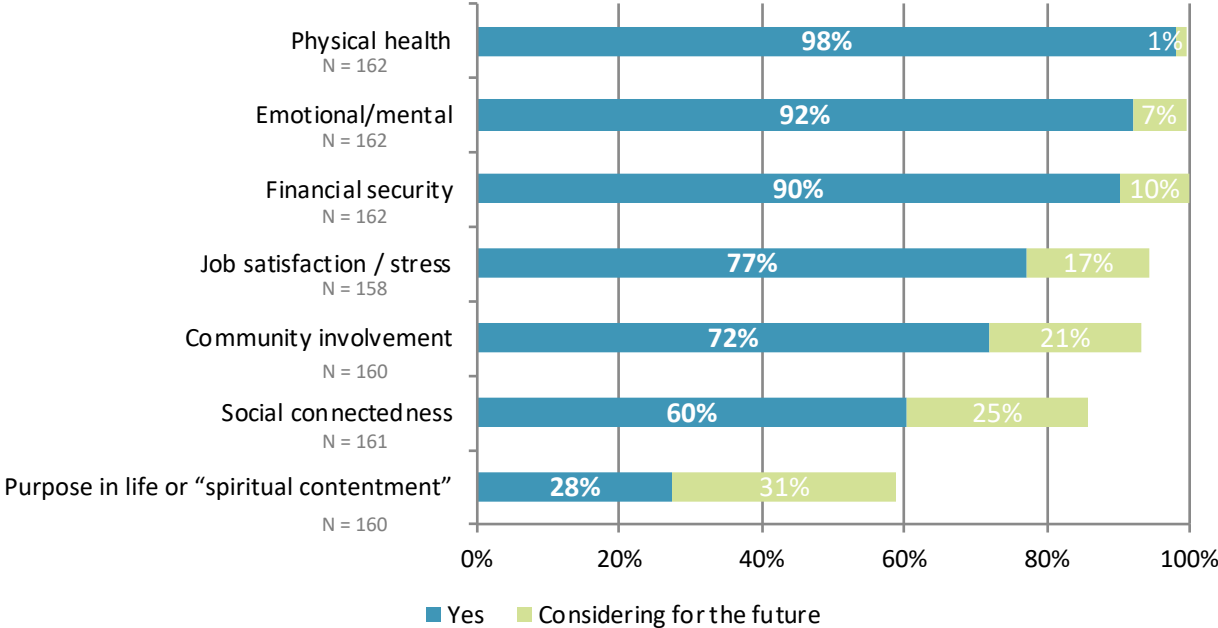
N = 159
■ Yes ■ No ■ Don't Know

Source: NBGH/ Fidelity Investments Survey: Making Well-being Work, June 2018

From Physical Wellness to Holistic Well-being



Dimensions Included in Well-Being Strategy



Source: NBGH/ Fidelity Investments Survey: Making Well-being Work, June 2018

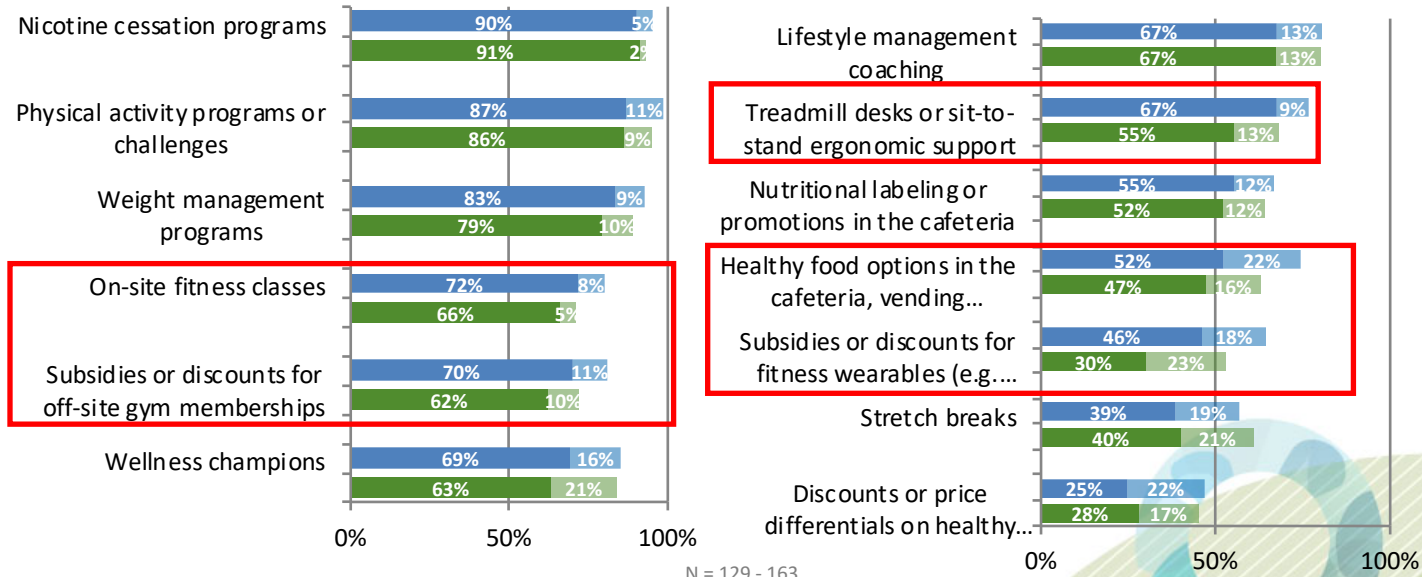
Growth in Select Fitness and Healthy Eating Programs



Employers continue to add new benefits while keeping traditional support programs in place

Physical Health

- 2018 Response:**
- Will be in place in 2018
 - Considering for 2019
- 2017 Response:**
- Will be in place in 2017
 - Considering for 2018

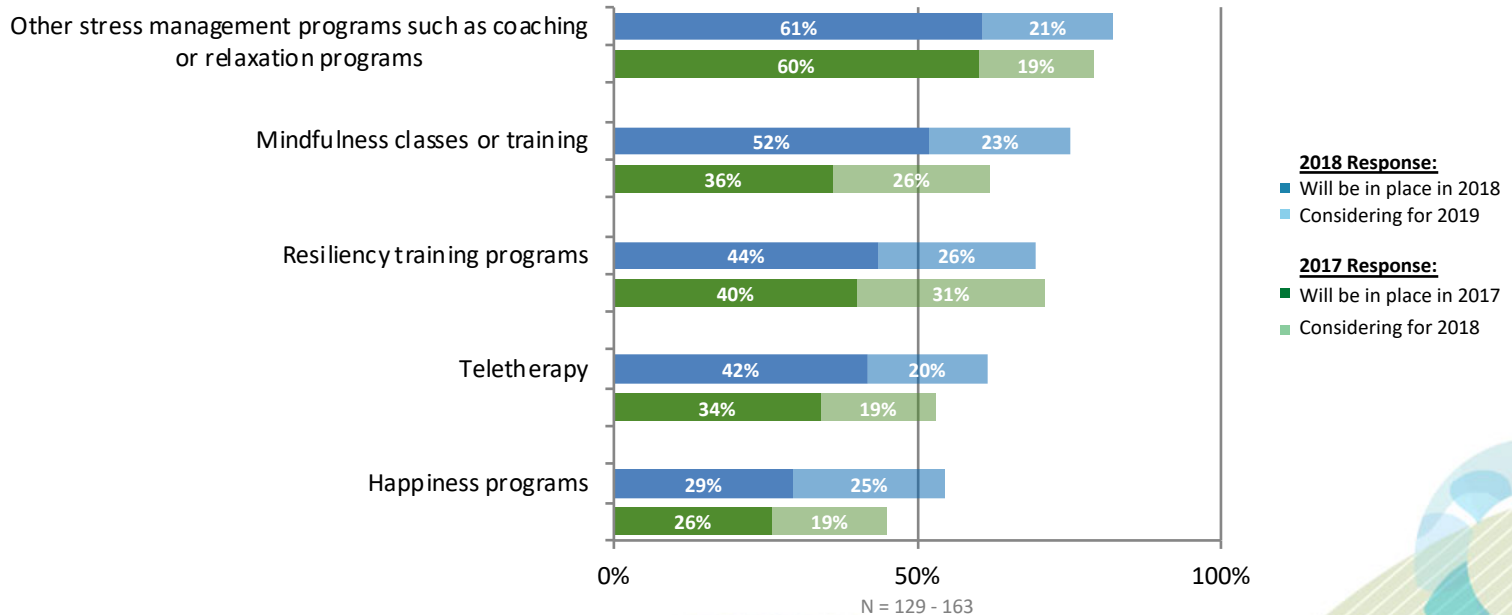


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Emotional Support Programs Continue to Grow



Emotional/Mental Health



Better Health, Better Employees, Greater Resilience



National Business Group on Health
Institute on Innovation in Workforce Well-being

The Hype about Happiness:

Why Positive Emotions are Good for Your Employees and the Bottom Line

The Benefits of Positive Emotions

An individual's emotional health is more than the absence of mental disorders. Just because someone is free from anxiety or depression, for example, does not indicate the presence of positive emotions, which are integral to wellbeing.

Employers have the opportunity to improve the emotional well-being of all employees by helping the workforce cultivate positive emotions. Although transient, experiencing positive emotions leads to lasting benefits that are not only good for employees and their overall well-being, but are good for the bottom line.^{1,2,3}

40%
OF A PERSON'S HAPPINESS CAN BE ATTRIBUTED TO THEIR THOUGHTS, PLANS AND BEHAVIORS.⁴

An illustration of a man in a light blue shirt and dark tie, sitting in a meditative pose with his hands on his knees. He has a bright smile and radiating lines around his head, suggesting happiness or positive energy. The background is a purple-to-green gradient.

Better Health, Better Employees, Greater Resilience



Ways to Promote Positive Emotions among Employees

While employees will never be able to avoid experiencing negative emotions, increasing the ratio of positive to negative emotions can improve the way employees feel, function and interact with others.²



Happiness Programs*

19% of employers have happiness programs in place in 2016; an additional 18% are considering implementing in 2017.¹⁹



Practicing Mindfulness²⁰

There are a number of ways that employees can cultivate positive emotions, including the four methods to the right.²



Committing Acts of Kindness⁴

* Happiness programs teach participants techniques to increase positive emotions and reduce negative emotions.



Expressing Gratitude & Optimism⁴

"The way to pursue happiness is to pursue positivity."

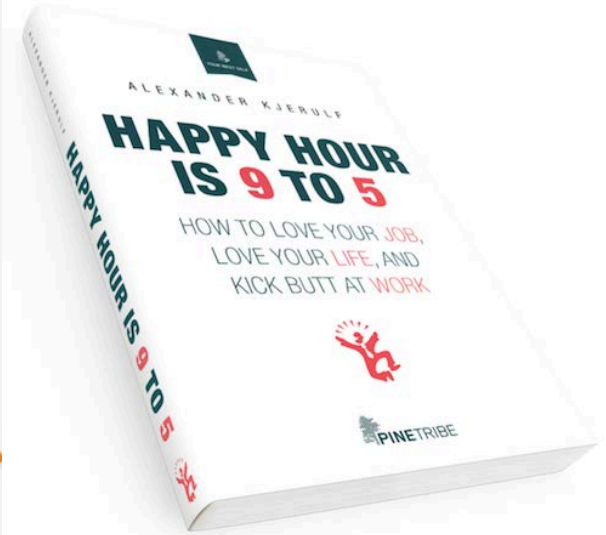
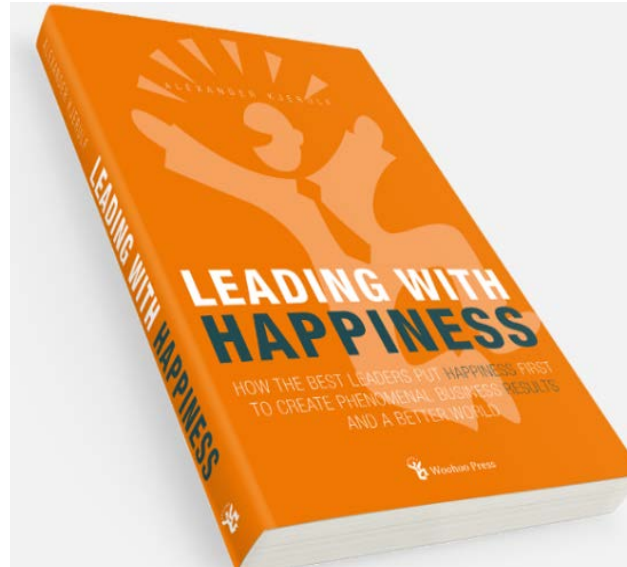
– Dr. Barbara Frederickson

3:1 The ratio of positive to negative emotions that serves as the tipping point for whether people lead a flourishing life.²

Happiness at Work



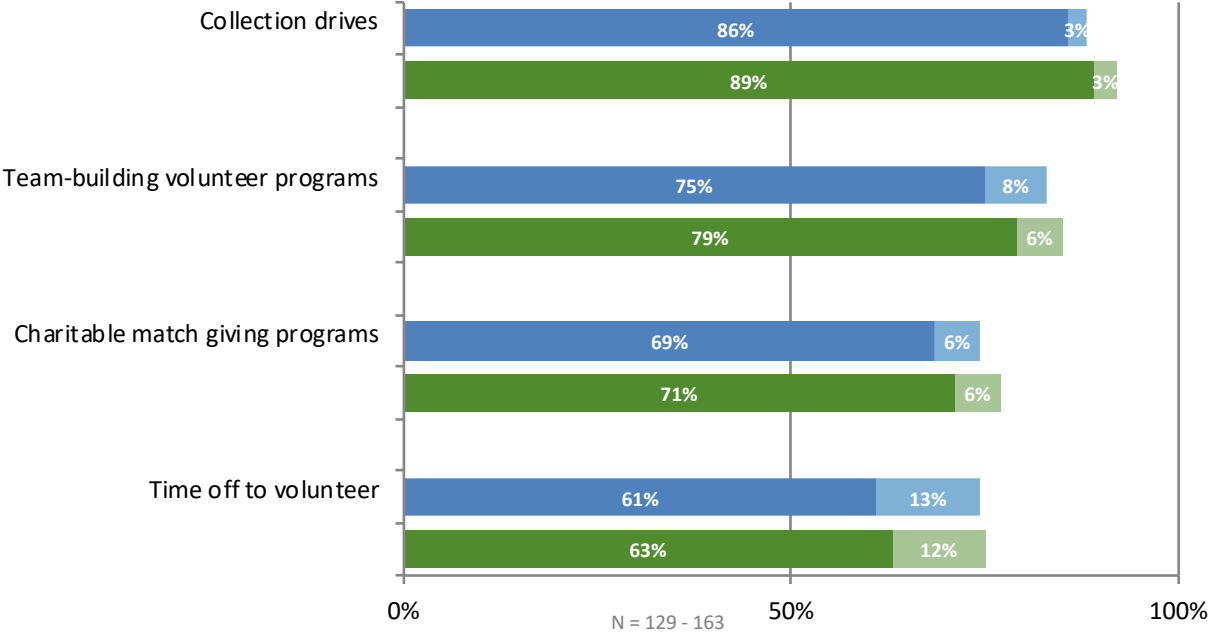
Alexander Kjerulf
*Founder and Chief
Happiness Officer*
Woohoo Inc



Community Involvement Remains Stable



Community Involvement



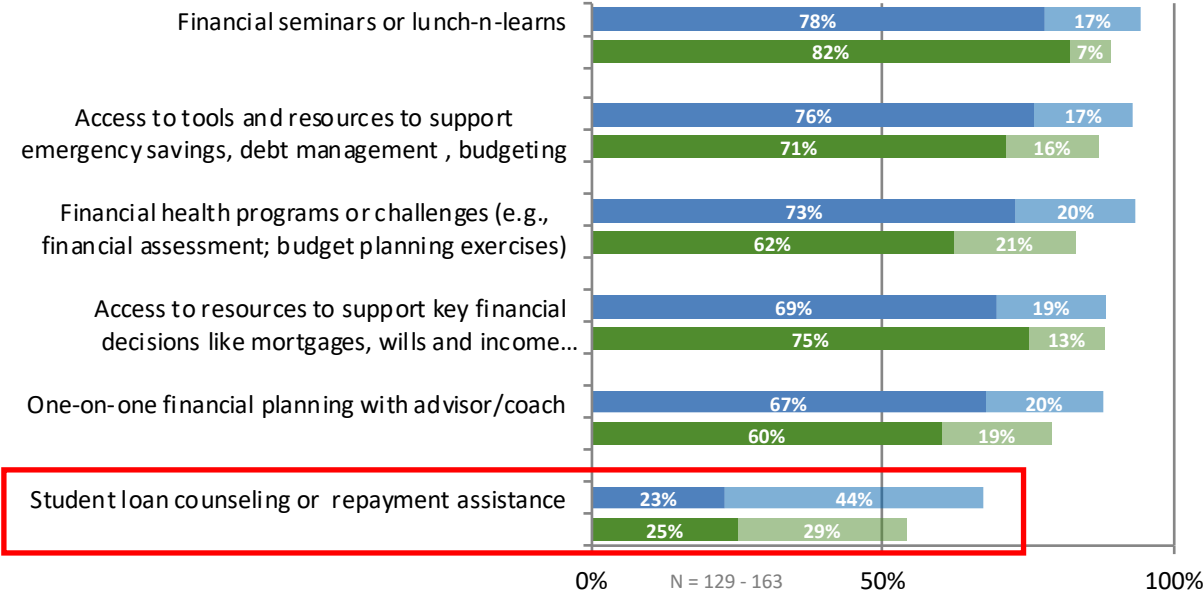
- 2018 Response:**
- Will be in place in 2018
 - Considering for 2019
- 2017 Response:**
- Will be in place in 2017
 - Considering for 2018



Debt is Emerging as a Focus Area



Financial Security



2018 Response:

- Will be in place in 2018
- Considering for 2019

2017 Response:

- Will be in place in 2017
- Considering for 2018

Paid Leave a Growing Priority



Leave is discussed at the kitchen table and the C-suite table

TheUpshot

Walmart and Now Starbucks: Why More Big Companies Are Offering Paid Family Leave

Starting to see the value in family-friendly benefits for hourly workers, too, although big disparities remain.

By Claire Cain Miller

How to know when you need a mental health day

Ladders • Jul 12, 2

If you want unlimited vacation from your employer, Richard Branson is here to help



US last in paid parental leave, but some Mich. companies stepping up

Detroit Free Press • 18 days ago



CNN

Dove is offering \$5,000 grants for dads without access to paid paternity leave

Last month



National Business Group on Health Launches Major Initiative to Address Workplace Leave Challenges

GlobeNewswire • Nov 15

What employees want: More time off, better bosses

Employee Benefit Adviser - Aug 29, 2018

Employees want jobs with **more paid time off** and would sacrifice a high salary for a **good boss**, according to new data from HR services ...

TheUpshot

With Paid Leave, Gates Foundation Says There Can Be Too Much of a Good Thing

Instead of a year, parents will get six months, a number that researchers say avoids the pitfalls of longer leaves.

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Business

More Companies Than Ever Offer Paid Parental Leave

America's 20 biggest employers provide some time off with pay for new parents.

P PEOPLE.com

When Will Meghan Markle Start Maternity Leave from Her Royal Duties?

Yesterday



Caregiving Impacts Employee Health & Well-being



THE IMPACT OF CAREGIVING ON WORK

A National Business Group on Health® Publication

According to an [NBGH Quick Survey](#), 88% of large employers believe caregiving will become an increasingly important issue in the next five years. Our aging population, increased prevalence of chronic diseases, delayed retirement, higher divorce rates among Baby Boomers, geographically dispersed families, and shortage of trained caregivers is causing an unprecedented caregiver crunch. As more employees assume the second (unpaid) shift of caring for a loved one, employers need to understand the impact of caregiving on employee well-being and business priorities and take action to help working caregivers thrive.

DID YOU KNOW?

1 in 5 EMPLOYEES
ARE ALSO CAREGIVERS



75% OF
CAREGIVERS
ARE FEMALE



1 in 4 CAREGIVERS
ARE MILLENNIALS



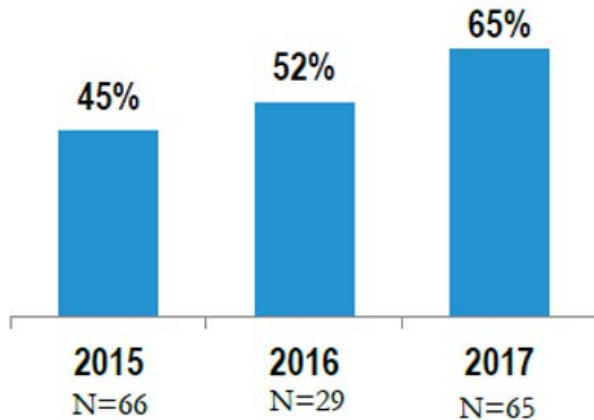
"There are only four kinds of people in the world: Those who have been caregivers. Those who currently are caregivers. Those who will be caregivers, and those who will need caregivers."

-Rosalyn Carter

Paid Leave is a Growing Priority

A record number of companies are offering paid family leave

Parental Leave



Caregiver Leave

50%

Offer or are considering offering caregiver leave

88%

Think caregiving will become an increasingly important issue over the next 5 years

How Higher Well-being Impacts Business

- Lower health care costs
- Fewer ER visits and hospital admissions
- Lower rates of incidental absence and short-term disability
- Decreased presenteeism
- Increased retention
- Improved job performance
- In addition, higher well-being augments the benefits of engagement

Sources: Gallup and Gallup/Healthways (Sears, Harrison, Hamar, Shi and Wu) published research from 2012-2015

