



# When Wellness Matters: Culture as Part of Health Strategy

28<sup>th</sup> Annual Wellness in the Workplace Conference  
Health Management Research Center  
University of Michigan

Catherine Baase, MD  
Global Director, Health Services  
The Dow Chemical Company  
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# Overview

- The Rationale for Inclusion of Culture in Corporate Health Strategies
- Culture: What it looks like in Strategy and Programming and its impact
- Case Examples: Culture & the Dow Health Strategy
- Summary



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# The Case for Culture

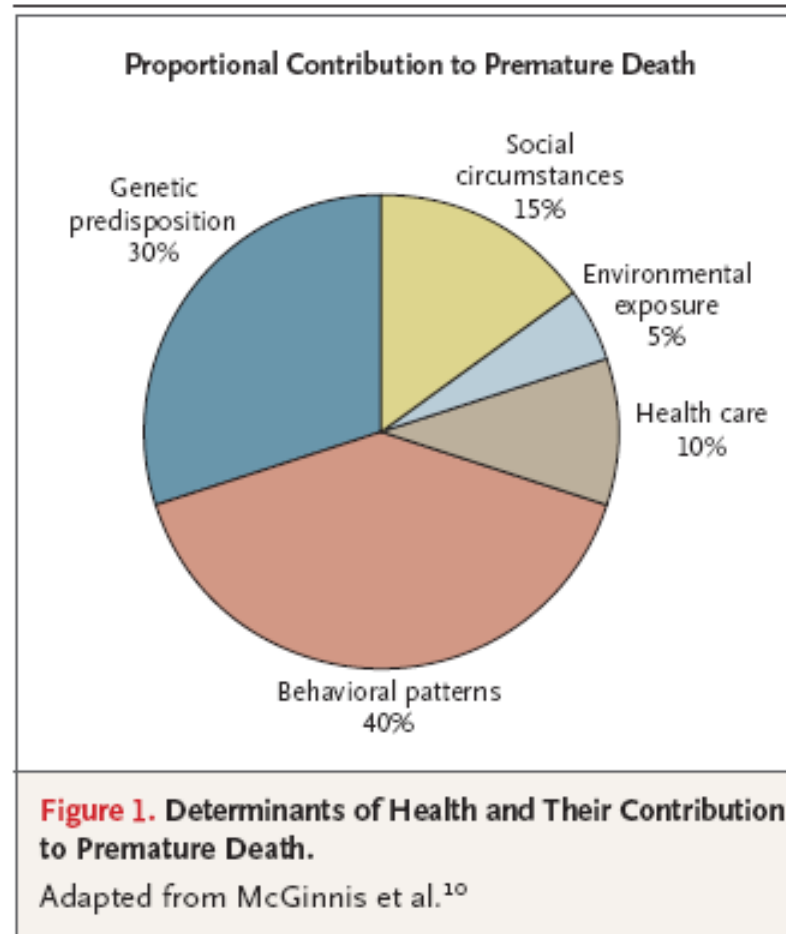


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## The Case for Culture – It is Critical to Achieve Results

- Health Strategy Intent
  - Bring improved outcomes in health & economics
- Getting to improved health outcomes
  - Culture impacts health outcomes
    - » Behavior impacts health outcomes
      - **Culture impacts behavior** 
- Getting to improved economics
  - Culture impacts economics
    - » Utilization, adherence, self care impact economics
      - Behavior impacts utilization, adherence, self care
        - » **Culture impacts Behavior** 

# Determinants of Health

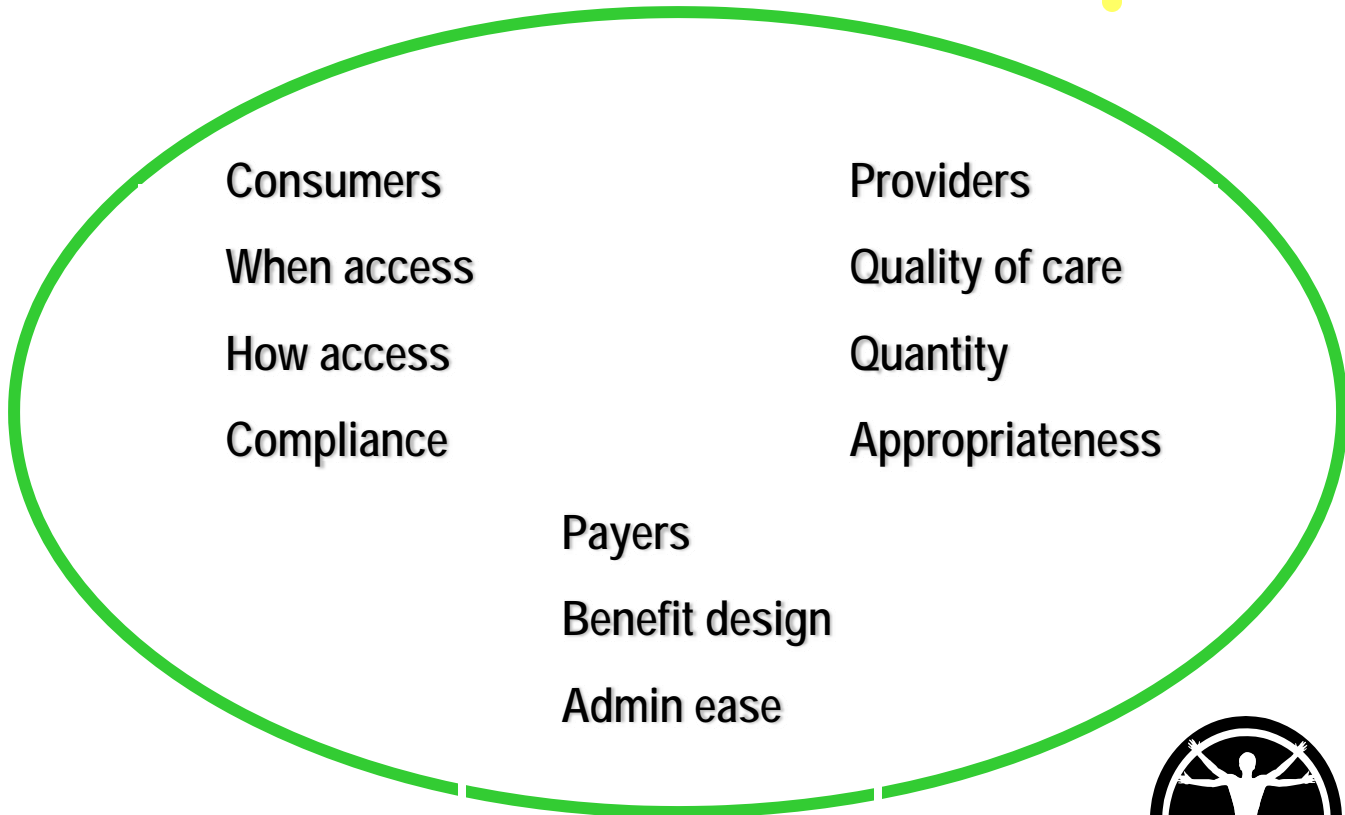


[1] Steven A. Schorder, M.D., "We Can Do Better - Improving the Health of the American People" *New England Journal of Medicine*, 357;12 September 20, 2007.



# Health Care System: Control Points

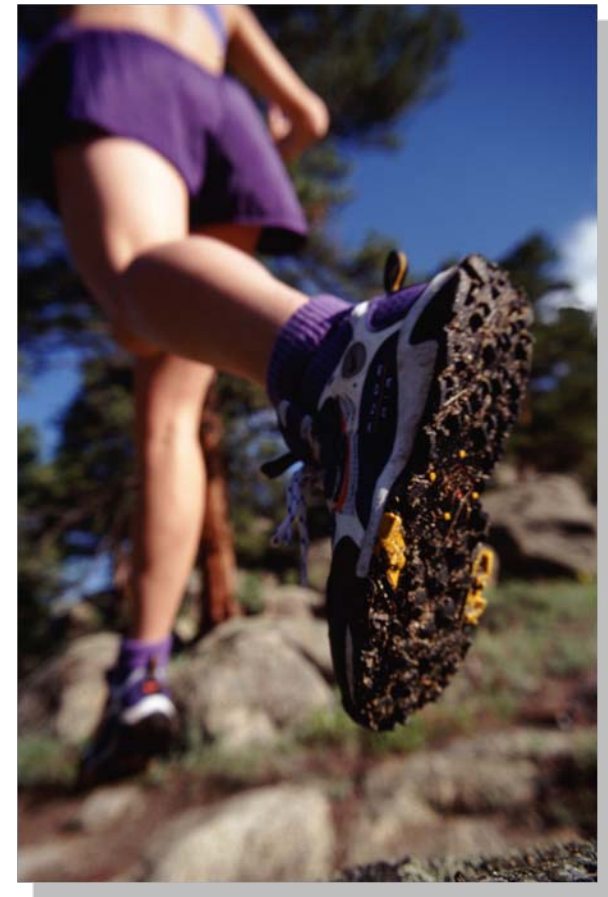
Outcomes



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# Social Support for Physical Activity

- Recommended; Strong evidence of effectiveness
- Effectiveness
  - Increase time spent in physical activity 44%
  - Frequency of exercise increased by approximately 20%
  - Aerobic capacity increased by approximately 5%
  - Improved fitness levels, decreased body fat, increased knowledge about exercise and improved confidence in ability to exercise



Source: The Guide to Community Preventive Services



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# Organizational Culture Descriptions

- The integrated pattern of human behavior that includes thought, speech, action and artifacts....
- The prevailing behavior patterns... and reflects what is acceptable or not acceptable, what is important or not important.
- "How things get done around here"

Source: Joel Levey, PhD, Michelle Levey, MA, IHPM, 2001





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# Elements of Organizational Culture

- Values
- Heroes
- Rites and Rituals
- Culture Network

- Unique Experiences
- Storytelling

Source: Joel Levey, PhD, Michelle Levey, MA,  
IHPM, 2001



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# Culture Focus in Health Promotion Programs

## Healthy People 2010: Two Major Worksite Objectives

- At least  $\frac{3}{4}$  of US employers, regardless of size will offer a comprehensive employee health promotion program that includes the five elements in Table 4.
- At least  $\frac{3}{4}$  of US employees will be participating in employer-sponsored health promotion activities.

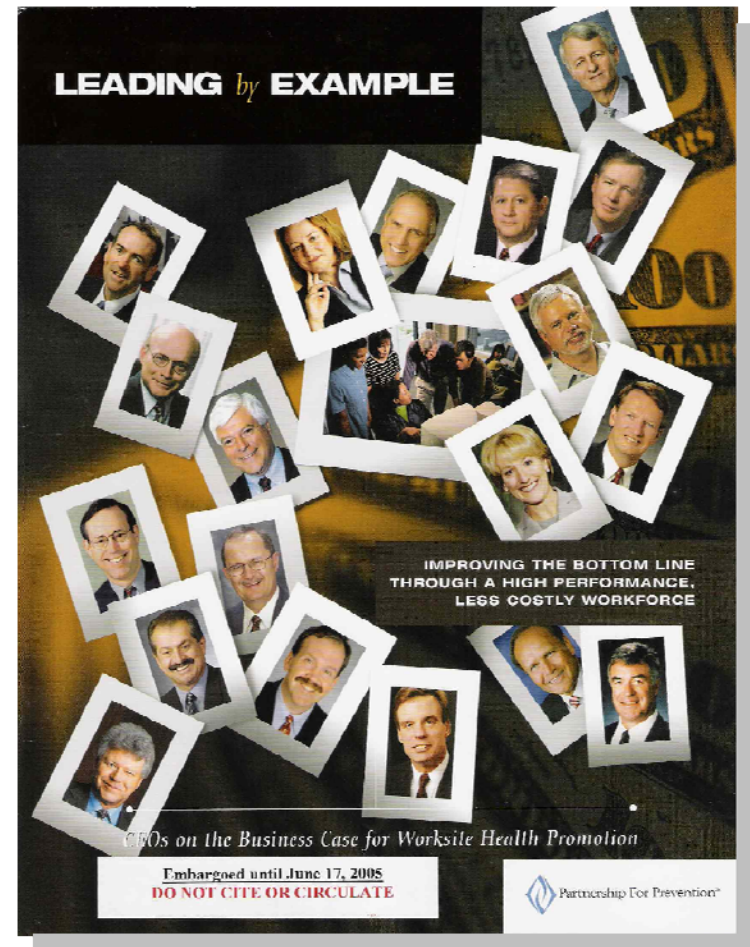
Table 4.

- » **Health Education** focused on skill development and **lifestyle behavior change....**
- » **Supportive Social and Physical Environments**
- » **Integration** of the Worksite Program into the **organization's culture**
- » **Linkage to related programs** like employee assistance, work and family...
- » Worksite Screening Programs linked to medical care and follow up ...



# Health Management Initiative Assessment

- Mission
- Data Management
- Benefit Decisions
- Supportive Environment
- Programming
- Evaluation



Source: Leading by Example, Partnership for Prevention, 2005



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# Levers That Impact Individual Behaviors

Benefits Roundtable 2003

1. Rewards/recognition
2. Communication
3. Structure of programs and services
4. Organization health culture
5. Individual beliefs and attitudes
6. Personal health status

Source: Benefits Round Table 2003: 100+ Industry Leaders and Literature Review

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## Organizational Health Culture

- In addition to incentives, communications, and program design, the Roundtable's 2003 Health Behaviors Survey tested the influence of different cultural elements on health-related behaviors.
- The Roundtable's analysis shows that some organizational health culture elements (such as caring about health and open communications) outpace other elements (such as visible senior management support and team-based work) in terms of participation influence.

Source: Benefits Roundtable 2003 Health Behaviors Survey



# Key Elements in Your Culture

Cultural elements that drive employee health-related behaviors

Health Behavior	Top Three Culture Elements		
	1st	2nd	3rd
Preventive Medicine	Company cares about the health and well-being of its employees	Employees communicate comfortably with one another regardless of their position or level	Company has high degree of positive energy regarding personal health and fitness
Exercise	Coworkers care about their health and well-being	Company has high degree of positive energy regarding personal health and fitness	Company makes it easy to discuss matters about health with others
Diet	Company encourages employees to participate in company-sponsored health events	Employees communicate comfortably with one another regardless of their position or level	Company cares about the health and well-being of its employees

Source: Benefits Roundtable 2003 Health Behaviors Survey



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# World Economic Forum, 2007

Preventing chronic disease requires a strategy that starts with gold standards for structuring and measuring success. There are four elements: **Leadership, Culture, People and Process.**

These gold standards require a coordinated approach. For example, active leadership is crucial, but it alone will not guarantee success. It must be coupled with interventions, incentives and measurements.

<b>Leadership</b>	Promote active leadership of senior management in wellness initiatives
<b>Culture</b>	Align wellness goals with business strategy Create a supportive environment and culture focused on wellness
<b>People</b>	Target interventions based on unique characteristics of employee population Offer incentives to encourage participation and better outcomes Use targeted and ongoing mass communication
<b>Process</b>	Collaborate with external parties through public-private partnerships Establish evaluation and monitoring programmes to measure change, outcomes and financial impact



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## Considerations for Incentives

Understand the implications for culture

- Intrinsic and extrinsic motivation
- Ownership and responsibility for health and success
- Long-term impact
- Is this the nature of the engagement desired?

Source: Health Promotion Practitioner





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# Culture: What it looks like in Strategy and Programming





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# The Dow Health Impact Opportunity

The opportunity is to design and implement a Dow Health Strategy that supports an improved financial position relative to the economic impact from health AND creates a climate of support, engagement and satisfaction on the part of key stakeholders



# The Dow Health Strategy

Vision: We optimize health, human performance, and the long-term value for Dow by offering an array of health programs and services for employees, retirees, and dependents as part of being an employer of choice.





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## Dow Experiences with Culture and Health

- Design
  - Integration and development of principles
- Communication Strategy
- Leadership Involvement
  - Leading by Example
- Programs and Services
- Health Services Staff Culture
- Vendors and Providers



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## Dow Health Message Map

- Employee Health – Protection of health for workers, human performance optimization, financial performance
- Public Health Impact – Product stewardship and community citizen responsibilities, financial, educational/ intellectual, physical/ security
- Products for Health Impact – Meeting important societal human health needs



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# Committed to Health

*Health is essential to our sustainability*

Dow is committed to...

- Protecting people and the environment
- Elimination of all injuries in the workforce
- Preventing adverse environmental and health impacts
- Addressing the health aspects of all our activities including:
  - Employee health
  - Public health
  - Health impact of our products
  - Development of products that offer health benefits



*Health is a strategic priority for Dow.*



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# Committed to Product Stewardship

*We are dedicated to the health and safety of all who make, distribute and use our products.*



- Product Stewardship is integral to the Responsible Care® initiative within the global chemical industry of which Dow is one of the initiators.
- Dow's Product Stewardship philosophy assesses the safety, health and environmental impact of our products.
- The policies dictate the appropriate steps to protect employee and public health and the environment.



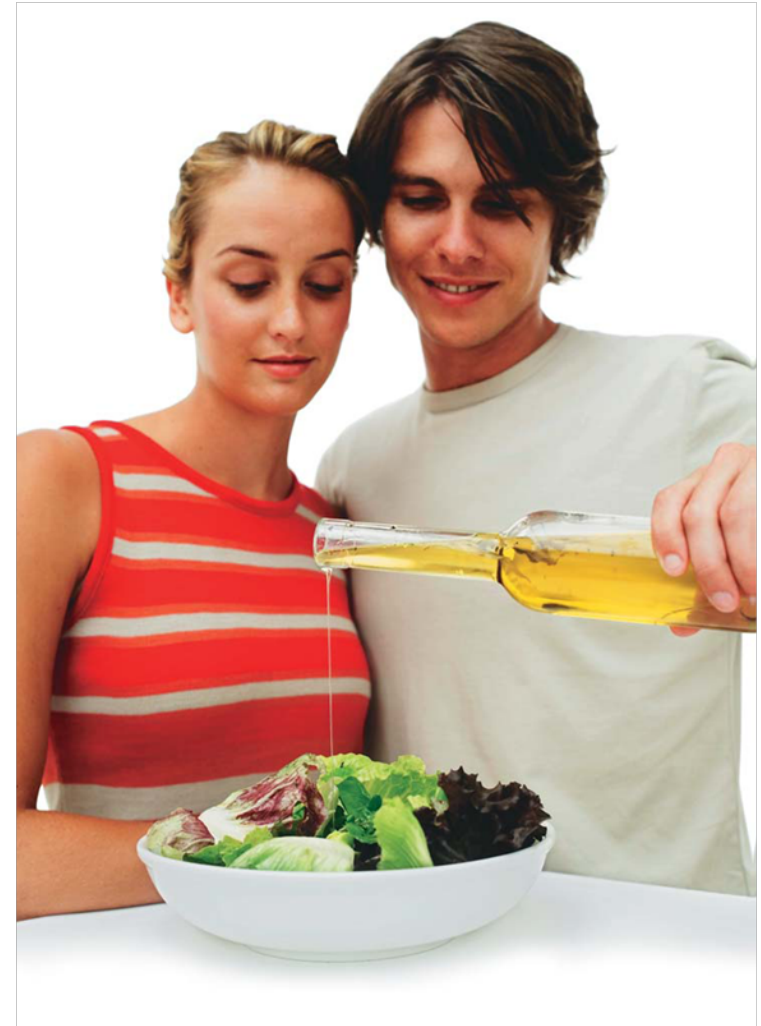
# Committed to Healthy Products

## *Innovation leads to health benefits*

Dow's mission to "constantly improve what is essential to human progress by mastering science and technology" translates into products offering health benefits.

For example:

- **Healthier Eating** – NATREON™ canola and sunflower oils from Dow AgroSciences help food manufacturers eliminate trans fats in their products and decrease risk of heart disease.
- **Clean, Fresh Water** – FILMTEC™ reverse osmosis water purification technology allows villagers in Poleiros, Brazil, to convert brackish well water into fresh drinking water.
- **Preventing Diseases** – GLUTEX™ and other Dow Biocides products help prevent the spread of infectious diseases.





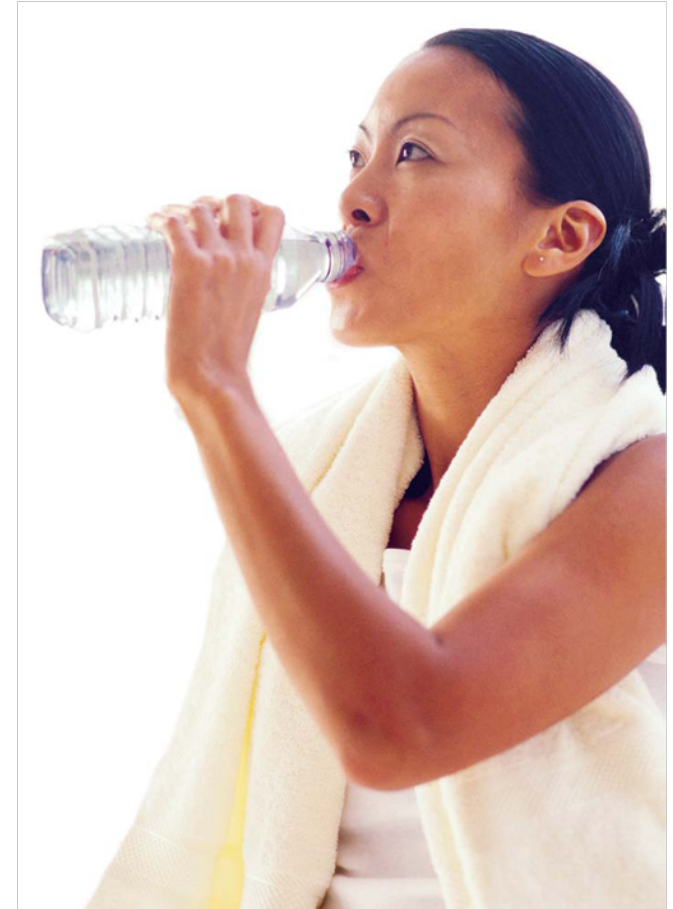


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# Committed to Healthy Employees

*Our investments aim to optimize the health of our people.*

- Enhancing the health of Dow People and their families is as important as protecting them.
- Long-standing occupational health tradition uses the expertise of professionals in toxicology, industrial hygiene, epidemiology and medicine.
- Award-winning, comprehensive health promotion efforts support the company's commitments to prevention.
- In 2004, a comprehensive global Health Strategy was launched – ensuring efforts to support health and financial outcomes.
- Four key elements of focus included:
  - Prevention
  - Quality and Effectiveness
  - Health Care System Management
  - Advocacy





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# Committed to Healthy Communities

*Dow strives to make positive contributions to community health and safety.*

Health of employees and the communities in which we operate is important. This belief can be traced back to our founder Herbert H. Dow and is reflected in our actions:

- Globally recognized employee health programs
- Community Advisory Panels at all major production locations
- Direct financial contributions to health needs in our communities through corporate giving
- Medical departments at major Dow sites working with local community health services
- In 1934, Dow was among the first companies to open a toxicology laboratory
- Long history of conducting health research and publicly sharing the findings
- Published over 200 epidemiology studies and 2,000 peer-reviewed articles





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## Health is Important to Dow

- The health of Dow people is vital to our performance.
- We are concerned about the affordability of increasing healthcare costs and are focused on both good health outcomes and effective management of direct and indirect costs.
- We strive to contribute positively to the communities where we operate.
- We have a mission to constantly improve what is essential to human progress by mastering science and technology.

Andrew Liveris, President & CEO, The Dow Chemical Company  
Partnership for Prevention, Leading by Example  
June 2005

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# Alignment of Health with Corporate Strategy



## Drive Financial Discipline and Low Cost to Serve

- Improve the total economic impact related to health of Dow people; direct and indirect costs



## Set the Standard for Sustainability

- 2015 Local Protection of Human Health and the Environment
- Set the standard for EH&S; including Health programs



## Build a People-Centric Performance Culture

- Health and human performance
- My Experience@Dow (Total Rewards)



## Invest for Strategic Growth

- Positive brand impact from health focus
- Leadership in health





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# 2015 Sustainability Goals – Our Commitments

## Collaborate

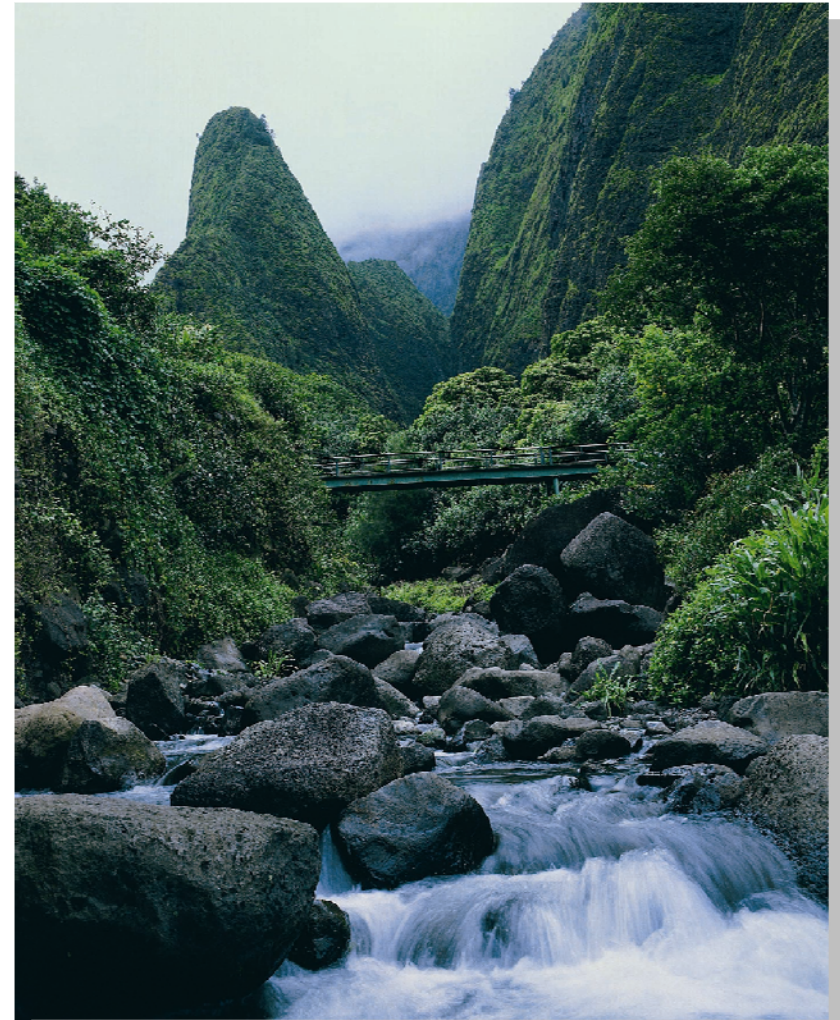
- Local Protection of Human Health and the Environment
- Contributing to Community Success

## Innovate

- Product Safety Commitment
- Sustainable Chemistry
- Products Designed to Solve World Challenges

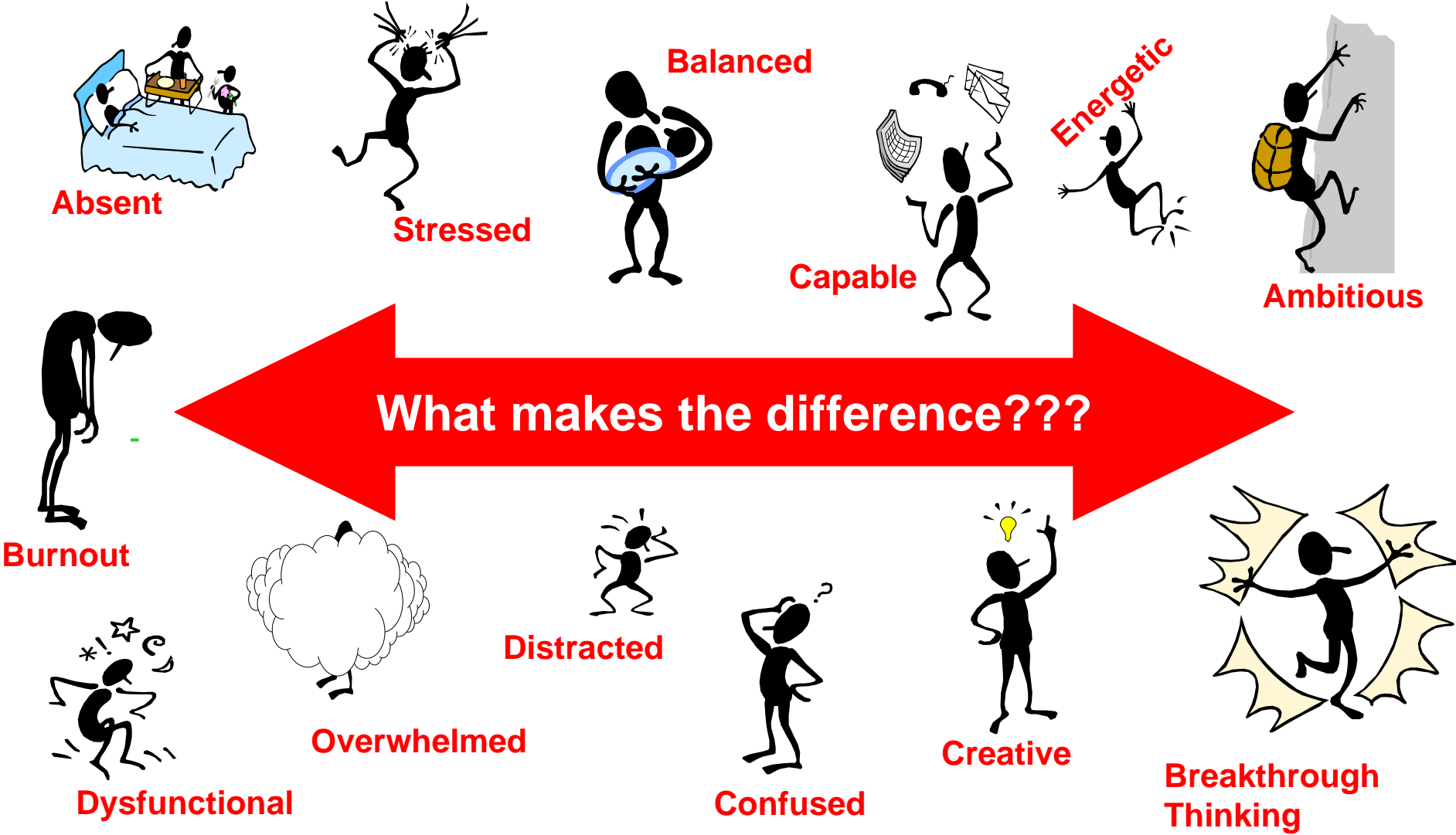
## Elevate

- Energy Efficiency and Conservation
- Addressing Climate Change



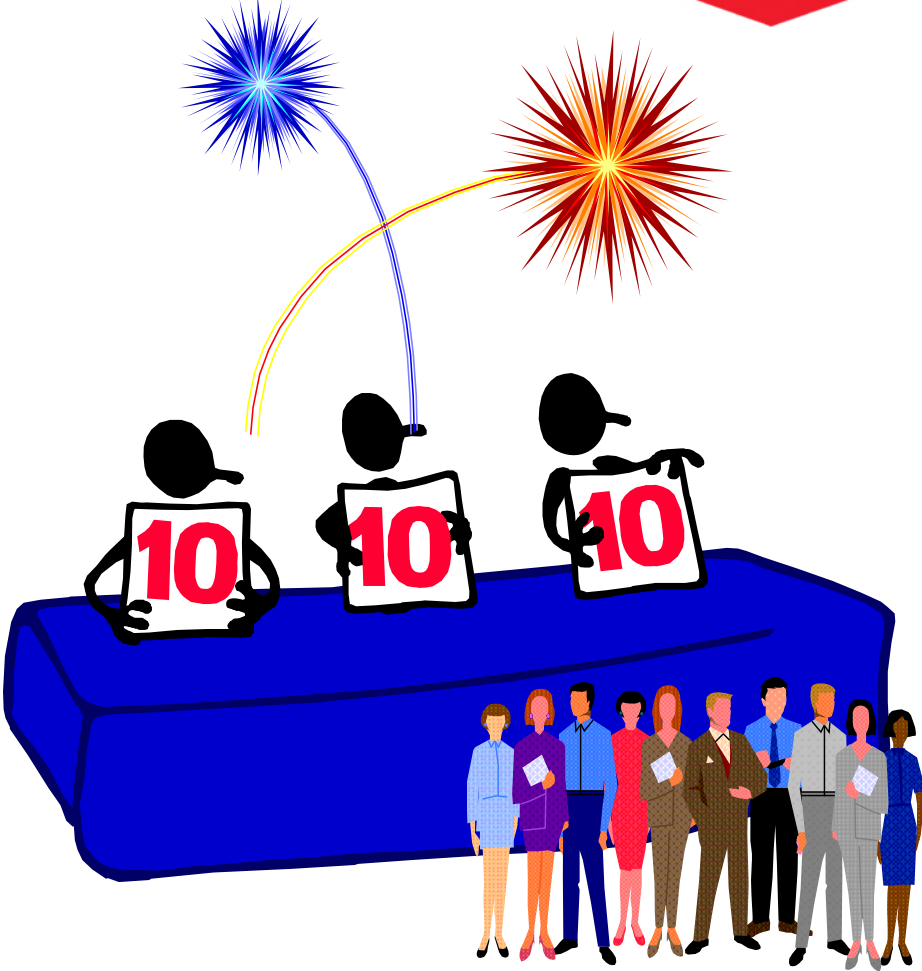


# Human Performance - Capability of Dow People





Speaking of Money



Valuing and Respecting People



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## Communication Strategy

- Focus on shared responsibility and behavior
- Emphasize the benefits to the individual – both financial and health wise
- Integrate messages into existing communications and processes, i.e., expand *safety* culture to *health and safety* culture
- Recognize that health issues are very personal, therefore a heavy-handed approach will not be effective

### Sample objectives:

- Create a corporate culture that supports people being healthy
- Extend the “culture of health” to include families and retirees





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## Organizational Health Culture: Leaders

While visible commitment from senior management is not as strong a driver of an individual's participation in prevention, **senior management does have a significant role to play in forging a corporate culture in which employees believe that the organization cares about their health and well-being.**



# Health Strategy Communications Messengers

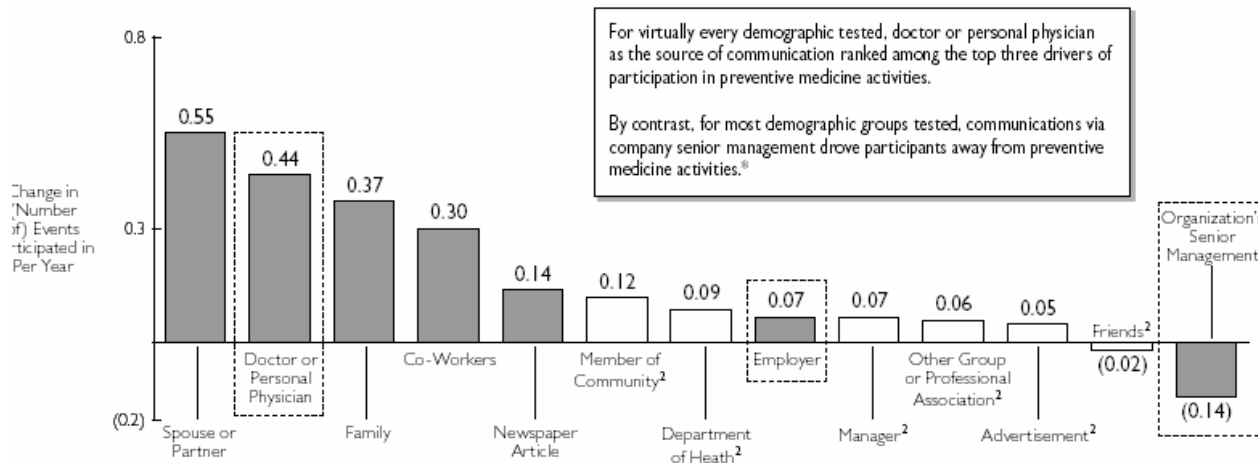
## Concerns – Dow's Influence

### SUPPLIER TRUMPS EMPLOYER IN MEDICAL SERVICES INDUSTRY

*Data indicates that physicians, more so than employers, own health care decisions*

Impact of Message Source on Individual's Participation in Preventive Medicine Activities

*Entire Population<sup>1</sup>*

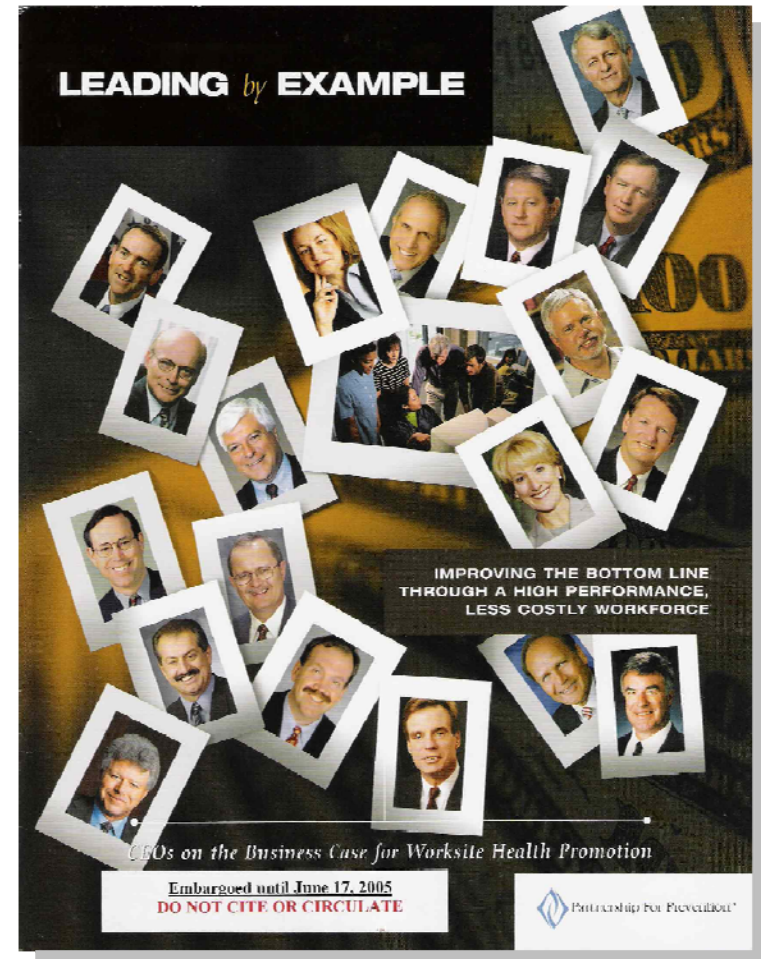


This is compounded for Dow where we don't have direct contact with > 80% of plan participants.

Source: Benefits Roundtable, 2004

# Top Leadership

- Leading By Example, a CEO-to-CEO initiative sponsored by the Partnership for Prevention, focuses on the business priority of supporting health at the worksite.





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# A Strategic Approach to Building a Culture of Health

- "I believe we need a sustained focus on prevention to maintain and improve the health of our people. Prevention has the power to make a real and lasting difference in our individual quality of life...
- ...Our analysis shows that prevention can improve both our direct and indirect health related costs. Our profit potential is inextricably linked to the capability and performance of our employees....
- ...We have recently strengthened our commitment to this effort by adopting a strategic approach to building a culture of health with prevention as a major pillar in our overall plan."

*Andrew N. Liveris, President and CEO*



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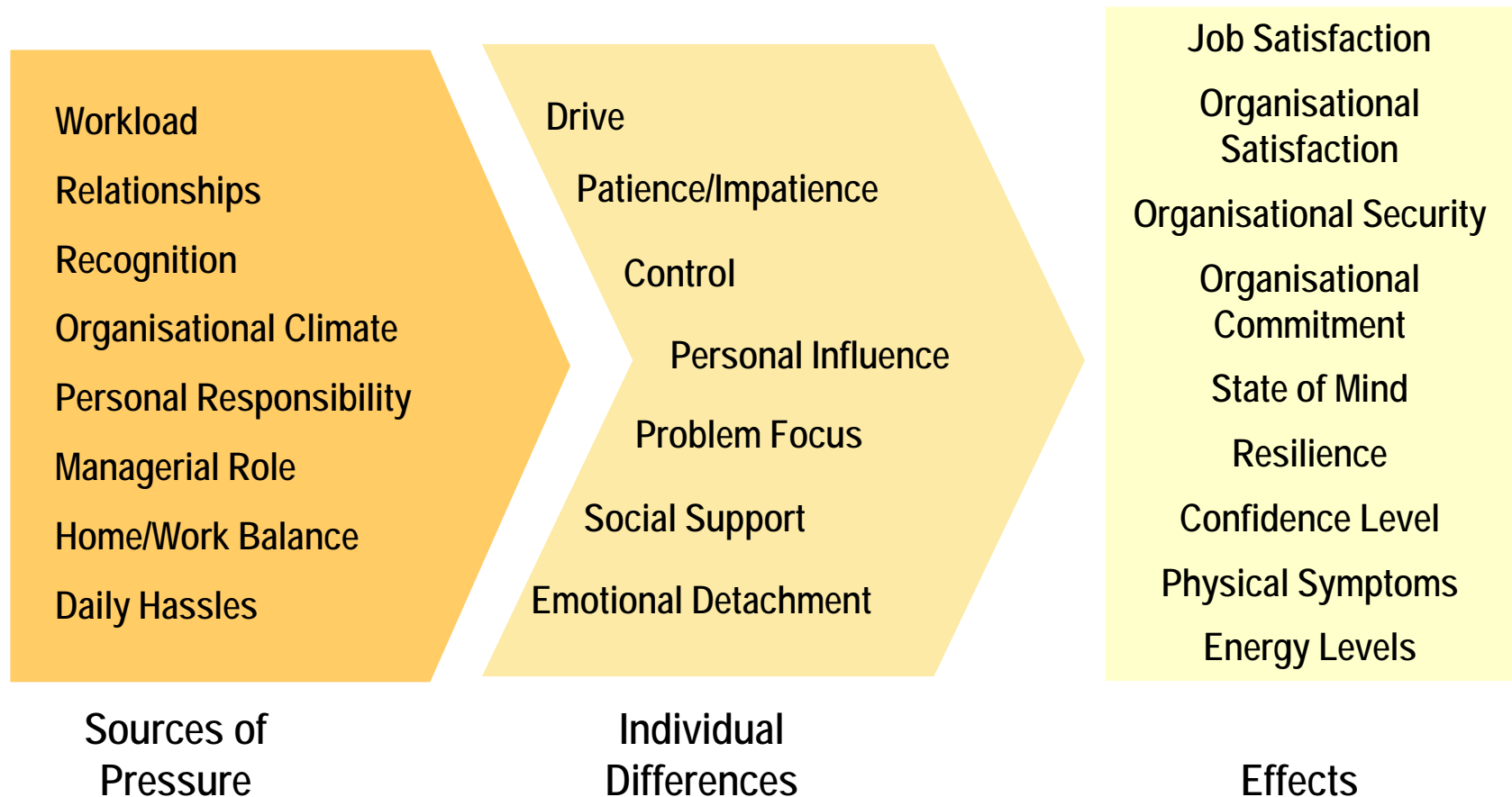
## Communication: E-health

- Good Health for the Whole Self
  - Global
  - Brand – builds trust through consistency
  - Intranet site and Internet–web-based self service

[www.dowfamilyhealth.com](http://www.dowfamilyhealth.com)

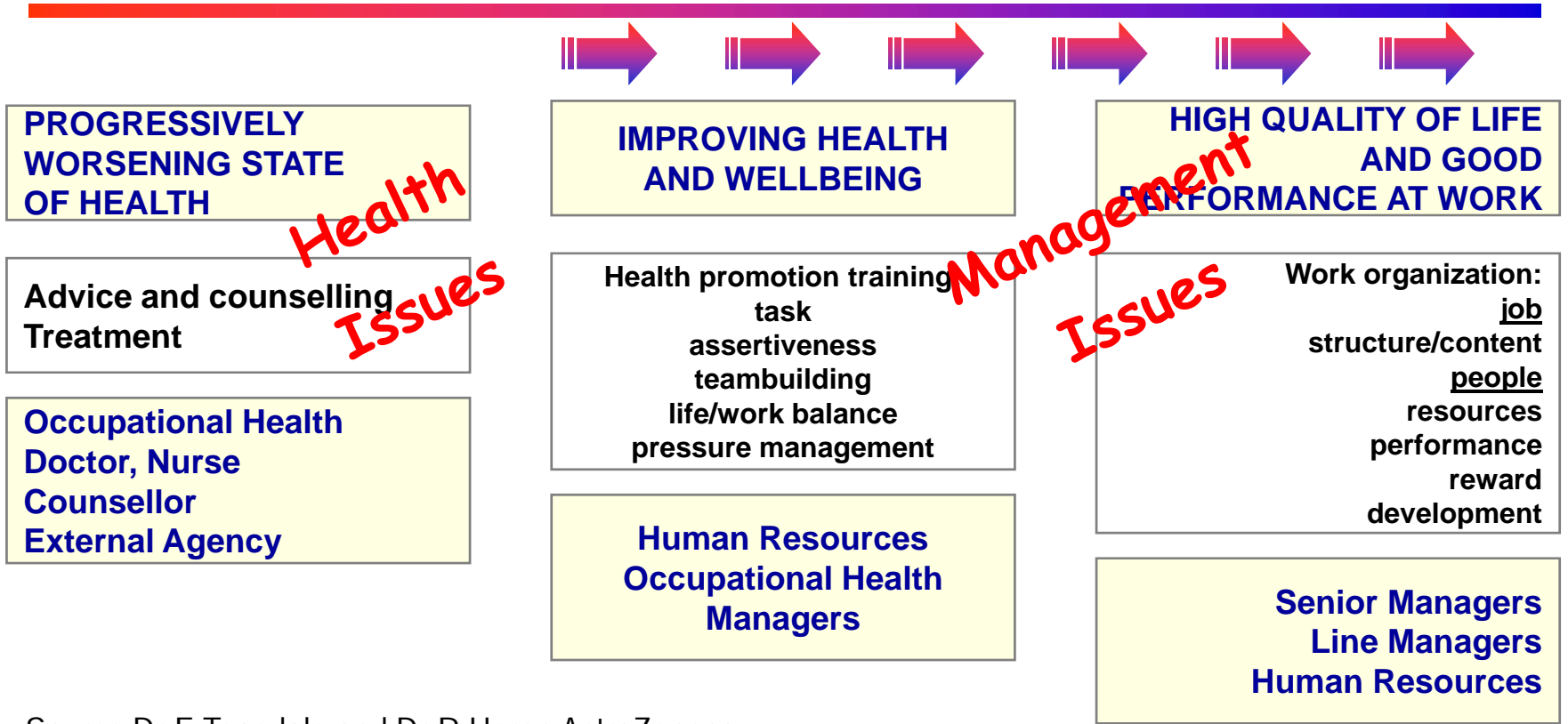


# Stress Management: Measurement Domains





# Is this a Health Issue or a Management Issue?



Source Dr E Teasdale and Dr R Heron AstraZeneca



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## History – Corporate Smoking Policy

U.S. Policy – First U.S. policy implemented in 1993

- » *Owned by Human Resources*
- » *Supported by Health Services*

Current U.S. Policy - Implemented January 1, 2003

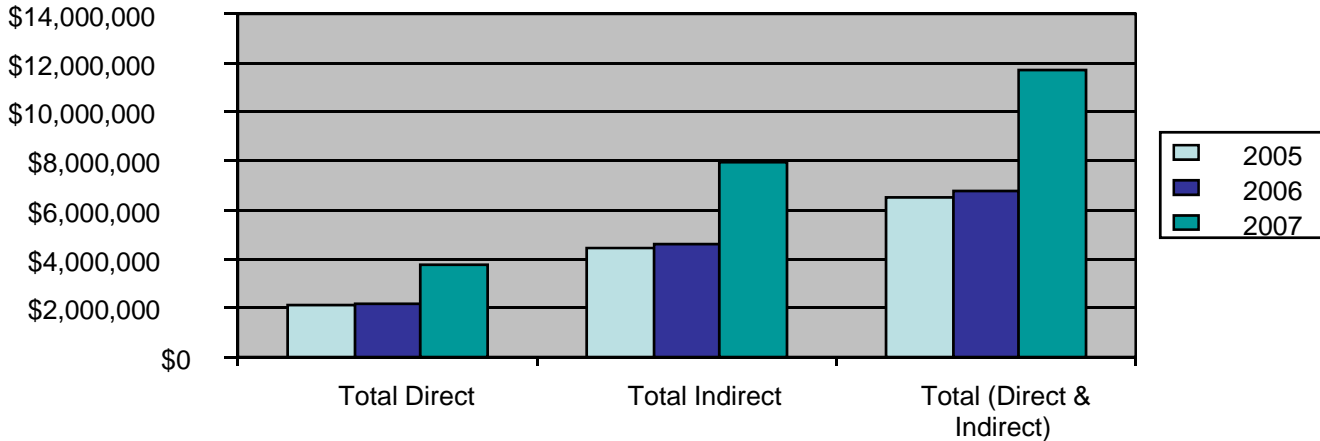
*All Dow property and meetings  
are smoke free.*



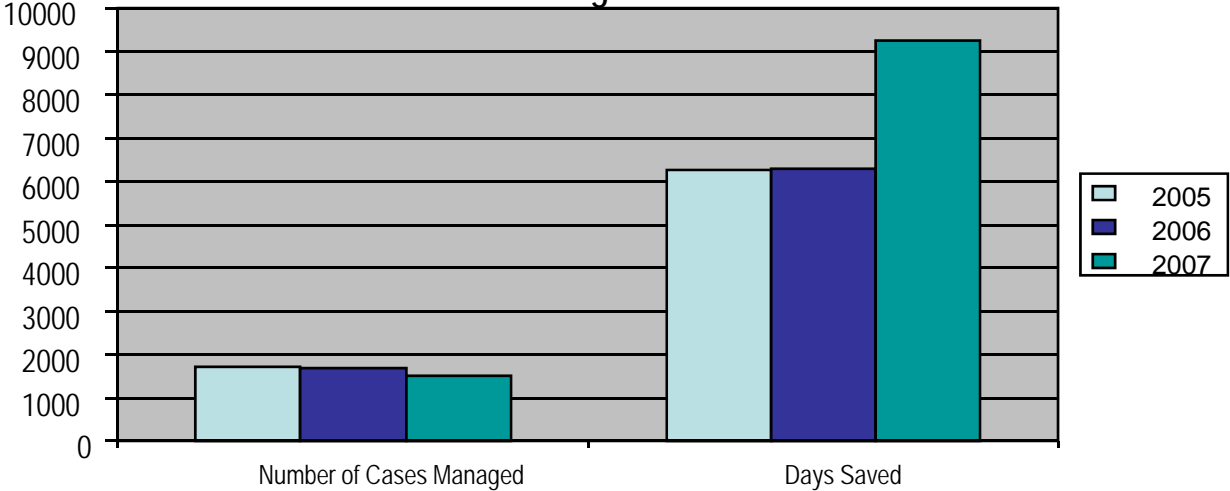


# Case Management

### U.S. Only Case Management Cost Savings Trend



### U.S. Case Management Trend





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## Dow Study: Overview

- Research study
- 12,000 employees
- Three survey tools
- Email / web based administration
- Data merge with comprehensive extant data
- Characterize presenteeism, functional status
- Special focus on chronic illness

Achieved 63%  
participation  
No \$ Incentive

A yellow oval callout with a grey drop shadow, containing text about the study's participation rate and incentive.



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## Stakeholder Groups and Culture

- Internal functional staff goals and targets
- Health Summit
- Vendor Summit
- HealthCare quality interviews



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## Health Services Staff Goal

### Improve Employee Health Status

- Each region will identify a minimum of 2 employee health risks for improvement in 2005. First preference should be given to the following 4 highest priority areas in selecting a region's 2005 targets:
  - » Tobacco; Physical Activity; Obesity; Stress, Anxiety and Depression

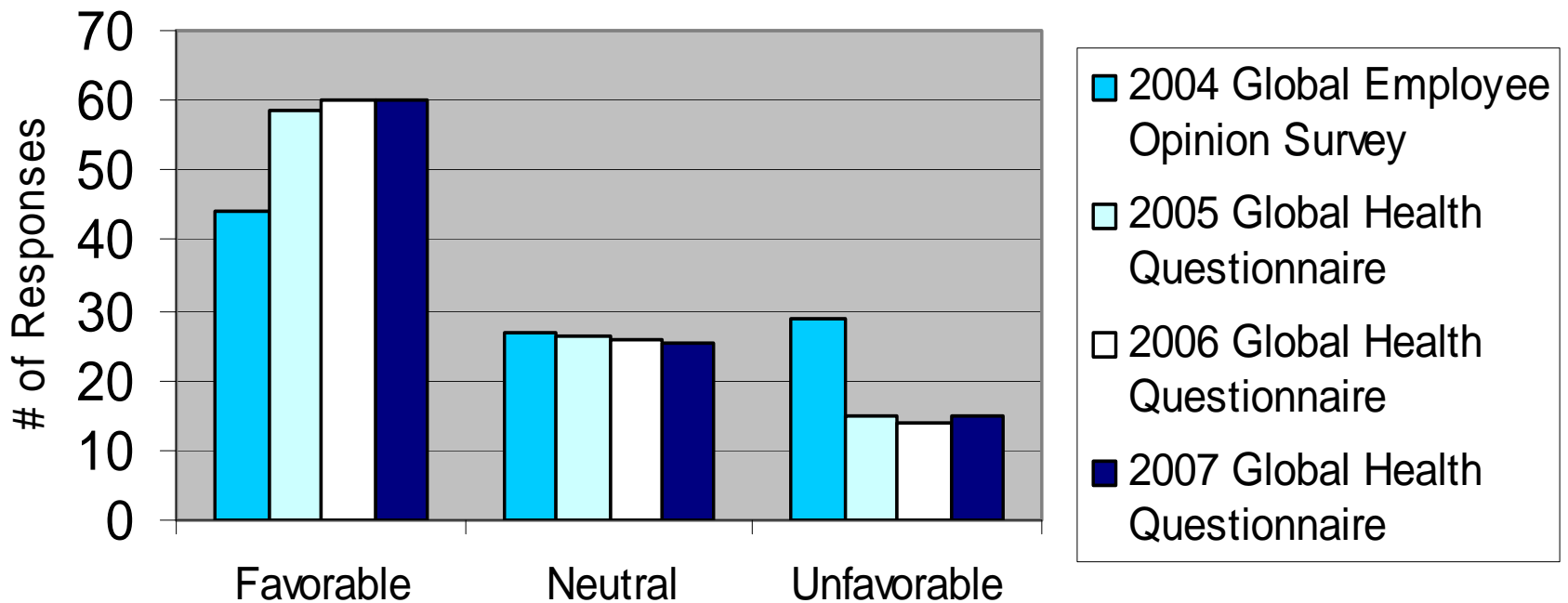
### Create Regional Multi-year Plans

- By December 15, 2005, each region will create a multi-year plan of five years or more that aligns with the health targets of the Prevention Element.



# Healthy Environment

## Dow Has a Sincere Interest in the Health and Well-being of its Employees





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# Overweight & Obesity Study

Partner with the National Heart Lung and Blood Institute, Cornell University, Medstat, and the University of Georgia . . .

- **Study Purpose:** Design, implementation, and evaluation of innovative and evidence-based approaches to organizational/supportive environment interventions aimed at reducing the prevalence of obesity and overweight among Dow.
- Twelve sites participating.
- Evaluation documentation of interventions that impact overweight and obesity at the workplace.



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# Interventions

## Employees have access to healthy food choices

- Vending machines and cafeterias: healthy choices, labeling, differential pricing, education
- Healthy foods in company sponsored events (e.g., meetings, turnarounds)
- Ongoing, targeted nutrition messages

## Site-specific options . . . (to be identified in cooperation with site cross-discipline teams)

- Food carts in high traffic areas
- Healthy snacks in plant / depts
- Cooking classes in plants
- Scales in workplace areas



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## Interventions, cont.

### Employees have access to physical activity

- Site-wide weight management/tracking program
- Walking paths/routes identified
- Signage in stairways where appropriate
- Ongoing, targeted physical activity messages
- Individual recognition/success stories (site-based communications)

**Site Specific Optional** – Enhance what exists or design/implement (to be identified in cooperation with site cross-discipline teams)

- On-site fitness center
- Fitness center reimbursement
- Cardiovascular equipment in the plant/dept





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## Interventions, cont.

- Site health goal (in alignment with Site MI Plan)
- Work group alignment to the site health goal
- Tracking and reporting (to Gary Veurink) of site and work group goal activities
- Leadership learning/training
- Site leadership and cross-discipline team recognition



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# Lighten Up Study Results

- After one year of the study,
  - reduced their blood pressure risk and maintained a steady weight when compared to employees at control sites who received only individual-focused interventions.
- After two years,
  - increase in physical activity, better nutrition habits, reduction in tobacco use, increase in leadership support and increase in employee awareness.
- Preliminary analysis of our year three data indicate
  - It appears average weight loss at the intervention sites was significantly greater than at control sites, as were the reductions in mean blood pressure and cholesterol levels. Intervention sites also achieved significantly greater improvements in diet and exercise.



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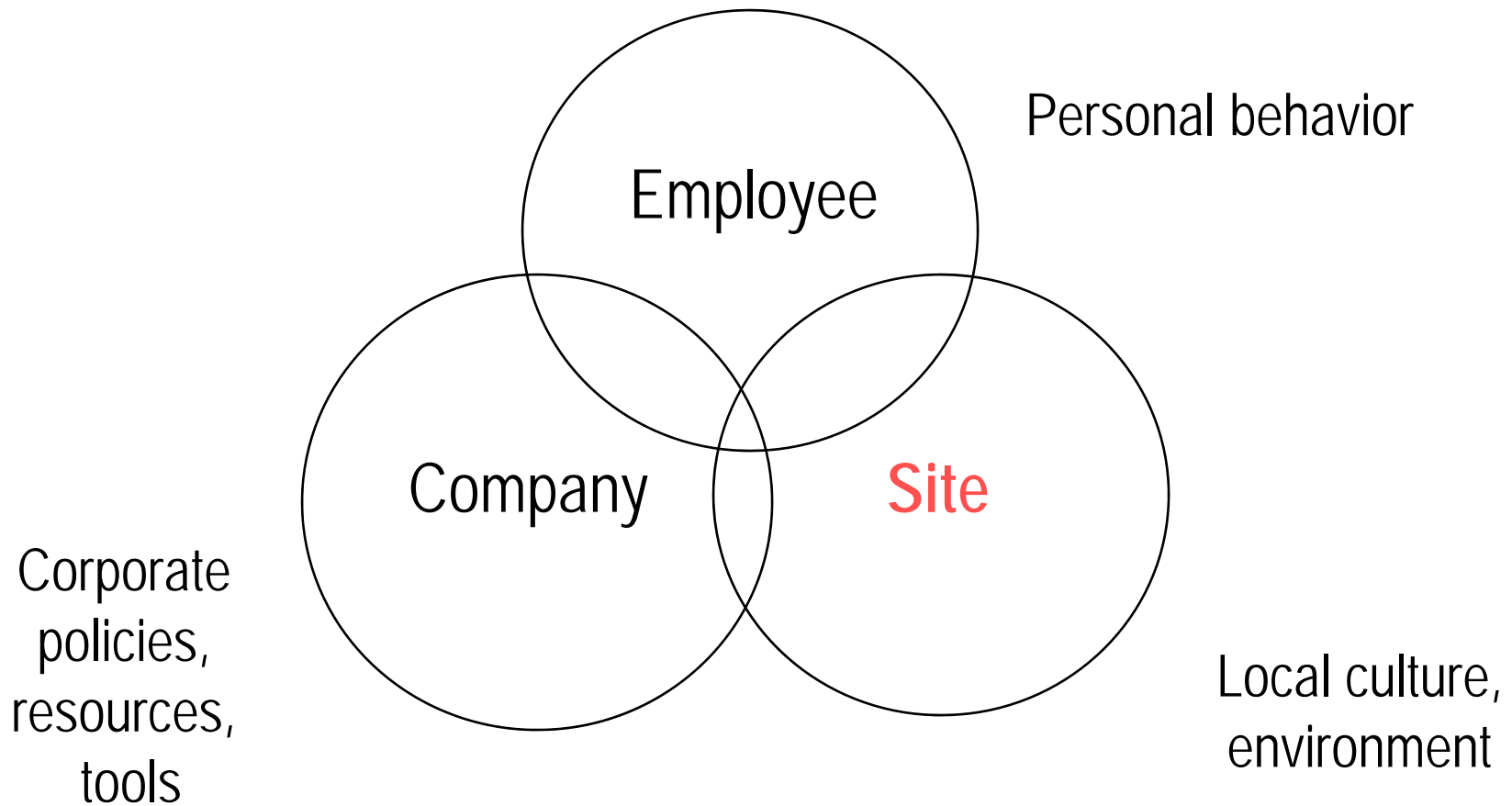
# The Dow Healthy Workplace Index

## Overview



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# "Best Practice" A Shared Responsibility





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## What is The Healthy Workplace Index?

- A *tool* for assessing the contribution of a Dow Site to support employee health
- A *collaborative* effort between Health Services and Industrial Hygiene
- A set of *existing* programs and services offered through Health Services and Industrial Hygiene
- *Multi-generational*
- One *component* of the overall Dow Health Strategy



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## Healthy Workplace Index Measures

- **Tobacco Policy adherence**
- **Access to Physical Activity**
- **Access to Healthy Foods**
- Case Management
- Workplace Environment Improvement Score
- Health Assessment Program participation
- Medical Surveillance Requirement Exam participation
- **Stress Assessment**
- GEOAS "Healthy Environment" questions



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## Scoring the Index

- Sites will be recognized annually with a “Site Healthy Environment Achievement Award” as a **Bronze**, **Silver**, **Gold** or **Platinum** site.
- Scores will be based on the aggregate score for all of the measures within the Healthy Workplace Index.
- Scoring done on a 1, 3, 9 scale (6 Sigma) with 9 being the best.

# High Level Results

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- Approximately 85% global and 75% U.S. participate in health assessments.
  - 95% value this option –without direct financial incentives.
- About 75% globally and 90% U.S. participate in one or more internal Dow health programs/ services each year.
- Reductions in our top three risk targets of tobacco use, physical activity and obesity.
  - Between 2004 and September 2008, 15 percentage point reduction in high risk people and 18 percentage point increase in low risk people.
- From 2004 through 2008, decrease in high risk level for 4 out of 8 health risk factors and Increased the low risk category in 7 of the 8 measures.
- Dow's U.S. colorectal screening has improved 12% since January 2007 to 56%
- In 2007, using U.S. data, we can illustrate the impact of health advocacy case management, in total economic benefit (\$11.7 million) and absenteeism days saved (9,232).
- World No Tobacco Day: After more than five years of a stagnant tobacco use rate of 18%, tobacco use has dropped two percentage points to 16%, in the last two years.





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        - » **Culture impacts Behavior** ★



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## Summary

- Organizational culture is an important priority when addressing health.
- Careful consideration of organizational culture can improve success.
- All strategy and implementation approaches impact organizational culture whether intentionally or unintentionally.



Thank You