

Participation, Engagement & Behavior Change

# What Works & What's Missing

IN EMPLOYEE & ORGANIZATIONAL HEALTH

**SALVEO**  
PARTNERS<sup>LLC</sup>  
Building Tomorrow's Workplace

Jon Robison, PhD, MS, MA

**FORBES 9/26/2014**

“But this rapid escalation in employer investment has spawned a “Wild West” kind of market for wellness and disease management, with thousands of vendors overwhelming employers, often touting exaggerated claims of effectiveness.”

# Learning & Discomfort

“The truth is that our finest moments are most likely to occur when we are feeling deeply uncomfortable...

For it is only in such moments, propelled by our discomfort, that we are likely to step out of our ruts and start searching for different ways or truer answers.”

# “ Just How Things Are Done Around Here “



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# Evidence vs. Belief



# Worksite Wellness At a Crossroads

**EVIDENCE**

**BELIEF**



# Questions & Answers

“An answer is an invitation to stop thinking about something, to stop wondering. Life has no such stopping places...

An unanswered question is a fine travelling companion. It sharpens your eye for the road.”

# Participation, Engagement & Behavior Change

## WHAT IF?

**A New Paradigm**

**Lots of:**

- Questions
- Research
- Resources

**Some:**

- CLUES

# What If...

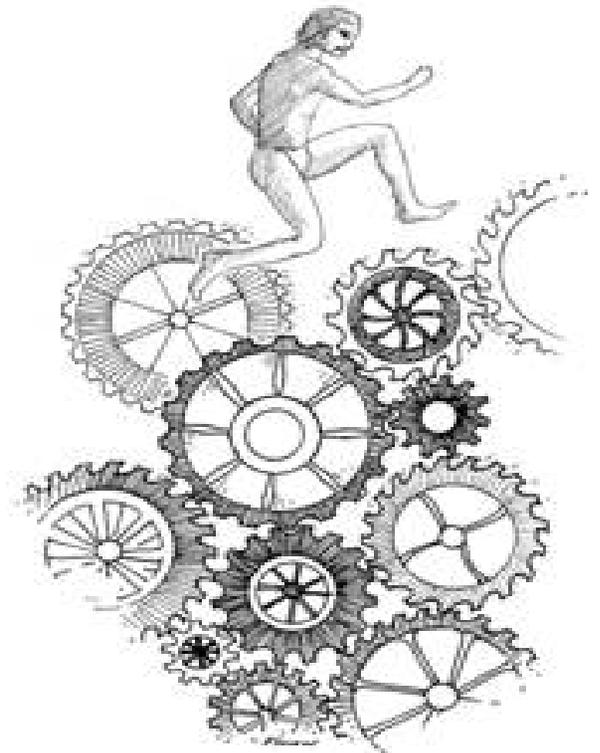
Organizational Wellbeing and  
Worksite Wellness are  
“stuck” in **17<sup>th</sup> Century  
Science?**



# 17<sup>th</sup> Century - Scientific Revolution

## “Mechanistic” Worldview

- Universe = a great machine
- Nature = huge clock, dead & inert
- No purpose, life or spirituality in matter



# 17<sup>th</sup> Century Science

- **Mechanistic**  
whole = the sum of its parts
- **Reductionist**  
analysis = to break down
- **Dualistic**  
matter & spirit separate
- **Patriarchal**  
aggression, competition and **control**



# 17<sup>th</sup> Century Science

## Patriarchy

### The Purpose of Science:

“to torture nature’s secrets from her so she can be forced out of her natural state and squeezed and molded.”

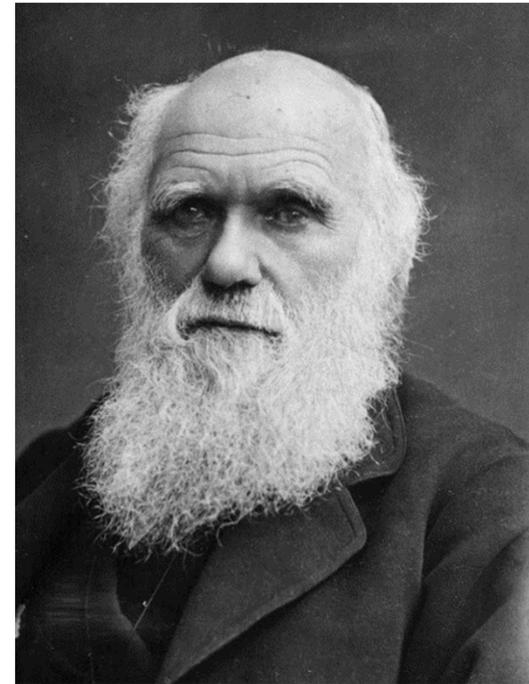


~ Sir Francis Bacon

# 17<sup>th</sup> Century Science

## Patriarchy

" Man is more courageous, pugnacious, and energetic than woman, and has more inventive genius."



~ Charles Darwin (1859)

# “Congressional Birth Control Hearing

Involves Exactly Zero People Who Have a Uterus”



# The *Stuckness* - The Old Paradigm

**Worldview — Mechanistic**



**Science — Reductionist**

(Whole = sum of its parts)



**Culture — Control oriented**

(hierarchy, patriarchal)



**Health — Biomedical**

(fix the machine)



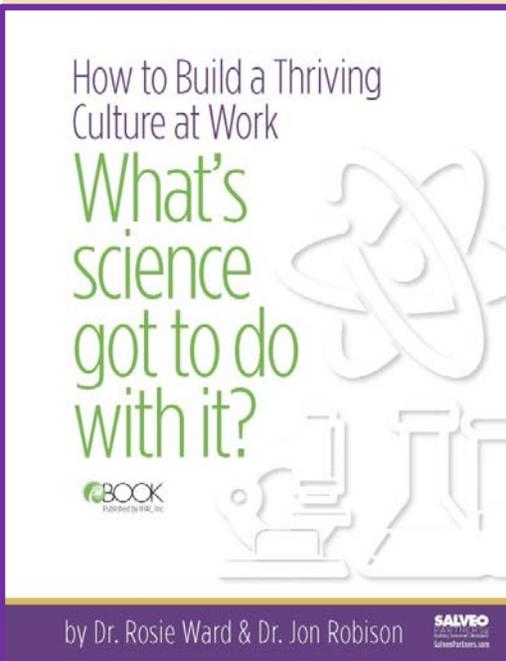
**Traditional Approaches to Change**

**Extrinsic (controlled) Motivation**

**PNI**

**Quantum Physics  
Outdated  
Chaos & Complexity**

**Neuroscience**



# The *Stuckness* - 17<sup>th</sup> Century Science



**Organizational  
Wellbeing**



**Employee  
Wellbeing**



**Behavior Change**

# The *Stuckness* - Organizational Wellbeing

## “Scientific Management:” (control the machine)

- Human nature to “goof off”
- Job tasks broken down to component parts
- Micro-managing
- Pay for production



# The *Stuckness* - Organizational Wellbeing

## “Scientific Management:” (control the machine)

“Each man must give up his own particular way of doing things, adapt his methods to the many new standards and grow accustomed to receiving and obeying instructions, covering details large and small, which in the past had been left to individual judgment.

The workmen are to do as they are told.”

# The *Stuckness* - Employee Wellbeing

## “Health Risk Management” (control the machine)

- Reduce and analyze
  - Measure and quantify
  - Scare, cajole, pressure, persuade → Fear
  - Behavior modification
  - “Get” people to change
- } Risk Factors
- } Control

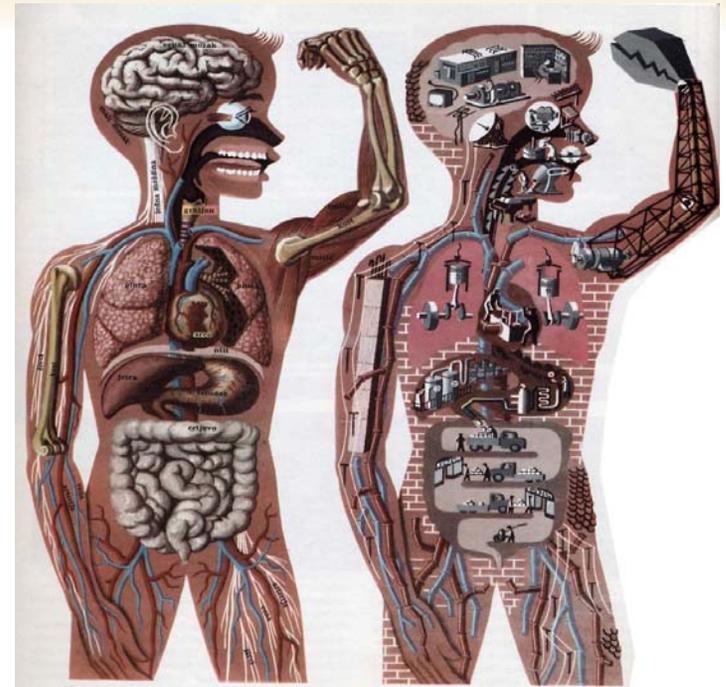
# What If...

Worksite Wellness has  
been hijacked by the  
**Biomedical Model?**



# Roots of the Biomedical Model

“I consider the body as a machine  
...my thought...compares a sick  
man and an ill-made clock with my  
idea of healthy man and a well-  
made clock ”



~ Renes Descartes

# Roots of the Biomedical Model

" There is nothing included in the concept of the body that belongs to the mind; and nothing in that of the mind that belongs to the body "



~ Renes Descartes



Dr. Bill Hettler - 1970's

# Traditional Worksite Wellness

To Whom?  
↑

“I believe you have to address the things that matter most – and those core programs will be pretty much the same from worksite to worksite. These include physical activity, proper nutrition and preventive screening...”



# Traditional Worksite Wellness

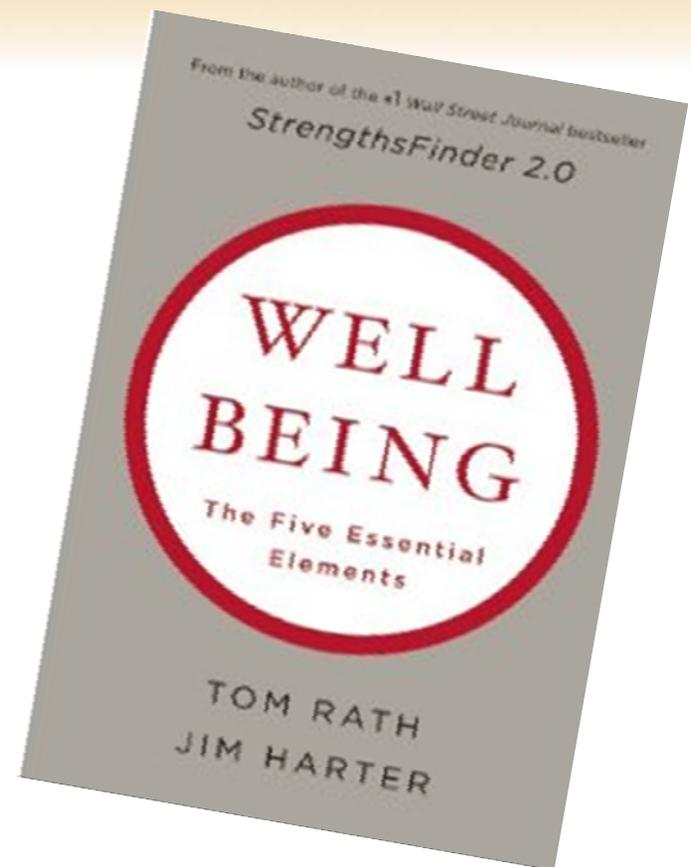
- Health Risk Assessments
- Biometric Screens
- Weight Loss/Nutrition
- Exercise
- Smoking Cessation
- Stress Management



# Employee Wellbeing

## 5 Universal, Interconnected Elements:

- Career Wellbeing
- Social Wellbeing
- Financial Wellbeing
- Physical Wellbeing
  - Emotional Wellbeing
- Community Wellbeing



# What If...

Workplace Wellness is  
“trapped” inside the 20<sup>th</sup>  
Century’s **“Skinner’s Box”**?



# “Getting” People To Change

“Let’s face it...  
incentives are about  
getting people to do things  
they would otherwise not do”

# B.F. Skinner - “Behaviorism” (behavior modification)

- Reinforcement

Behaviors that are followed by rewards  
are likely to be repeated

# B.F. Skinner - “Behaviorism” (behavior modification)

- **No Free Will**

All human actions are “*repertoires of behaviors*” that can be fully explained by the environmental consequences that follow them

# B.F. Skinner: On Love

- **When Two People Meet:**

“One of them is nice to the other and predisposes the other to be nice to him, and that makes him even more likely to be nice. It goes back and forth, and it may reach the point at which they are very highly disposed to do nice things to the other and not to hurt. And I suppose that is what would be called being in love.”

# B.F. Skinner & The Mechanistic Universe

“There is no place  
in the scientific analysis  
of behavior  
for a mind or a self”

# B.F. Skinner: The Legacy

- Do This and You'll Get That

- School
- Home
- The Workplace





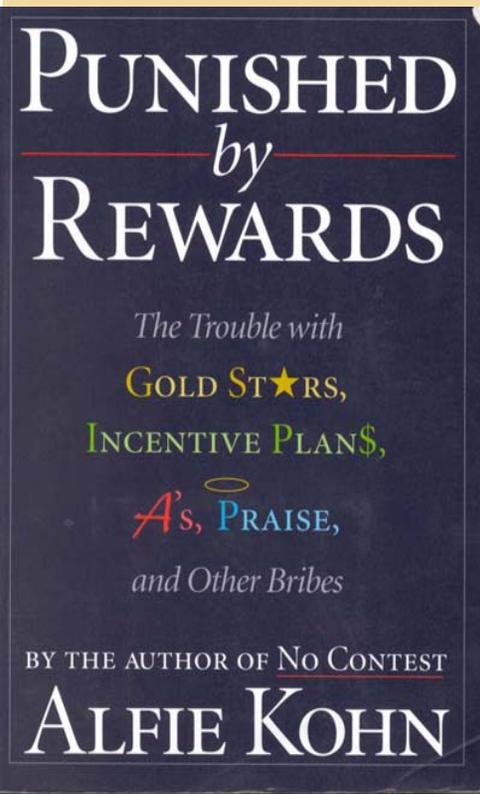
- **Extrinsic-** doing something due to pressure or tangible rewards rather than for the fun or interest of it - because someone is trying to get you to do it. (controlled)
- **Intrinsic-** doing something because it provides spontaneous satisfaction - doing it because you want to do it. (autonomous)

# Extrinsic Motivation – The Research

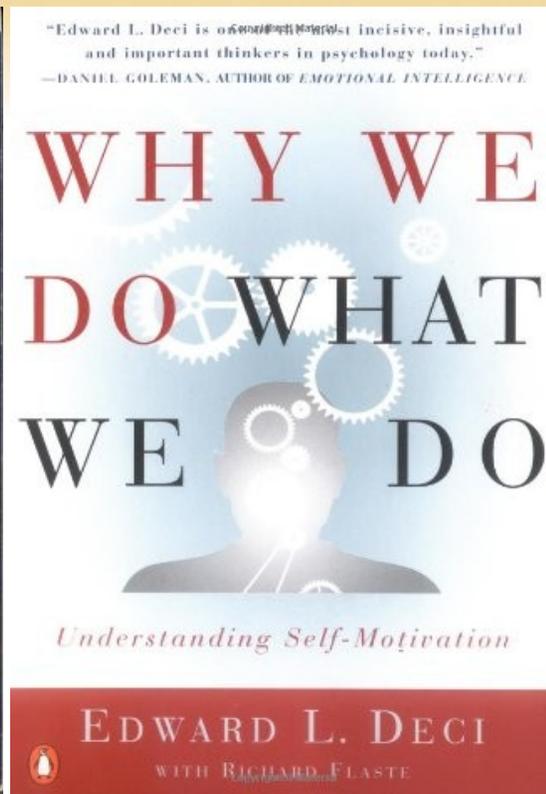
- Does not produce long-term behavior change
- Diminishes performance
- Diminishes creativity
- Fosters short-term thinking
- Encourages cheating, lying, shortcuts, etc.
- Becomes habit forming
- Reduces or extinguishes intrinsic motivation



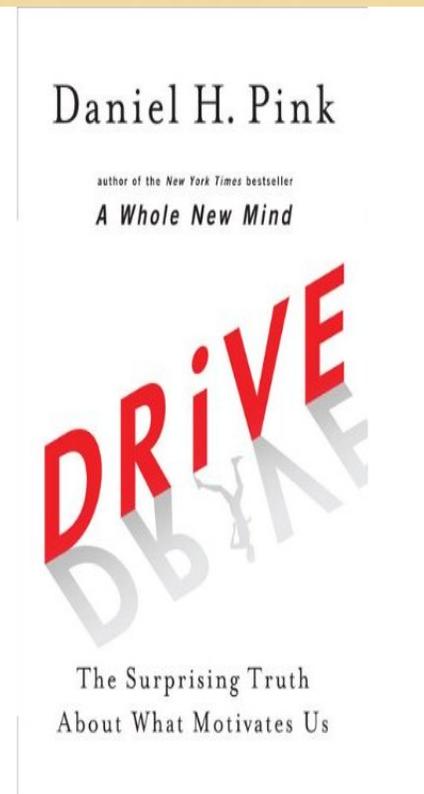
# Extrinsic Motivation – The Research



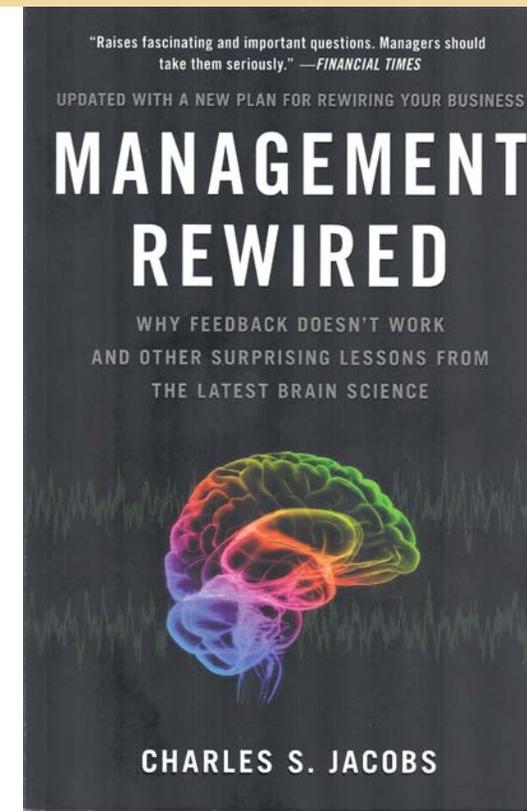
1993



1995



2009



2010

# Extrinsic Motivation – The Research

Kramer et al., Behavior Therapy 1986:295-301

Windsor, 1988, J.Behav.Medicine;11:407-21

Geller, Rudd, et. al. Journal of Safety Research 1987;18:1-17.

Curry, Wagner., J.Consult Clin Psych. 1991;59(2):318-323)

Matson et al., AJHP 1993;7(4):270-80, 295

Koffman DM , et al., AJHP 1998;13:105-111

Redmond et al., Center on Budget and Priority Policies, June 2007

Obesity Reviews 2007;9, 355-367

Cochrane Database of Reviews,Cahill & Perera, 2008, Issue 3

Volpp, Financial Incentive-Based Approaches for Weight Loss, JAMA 2008;300, 2631

Kevin Volpp et al., Randomized Controlled Trial of Financial Incentives, JAMA 2009;360:699-709

Competitions & Incentives for Smoking Cessation, Kate Cahill and Rafael Perera - April, 2011

Gingerich SB, et al. Impact of financial incentives on behavior change participation and risk reduction in worksite health promotion, American Journal of Health Promotion 2012;27(2)

25 years of workplace  
research:

Top 13 Reasons Not To  
Use Incentives

# Pay For Performance ??

- London School of Economics
- Review of 51 studies of corporate pay-for performance plans



“We find that financial incentives may indeed reduce intrinsic motivation and...can result in a negative impact on overall performance.”

# Hooked on Incentives

## Average per Employee - Wellness-Based Incentives



# Hooked on Incentives

## Average per Employee - Wellness-Based Incentives Companies With Fewer Than 5,000 Workers



# Trapped → 17<sup>th</sup>-20<sup>th</sup> Century

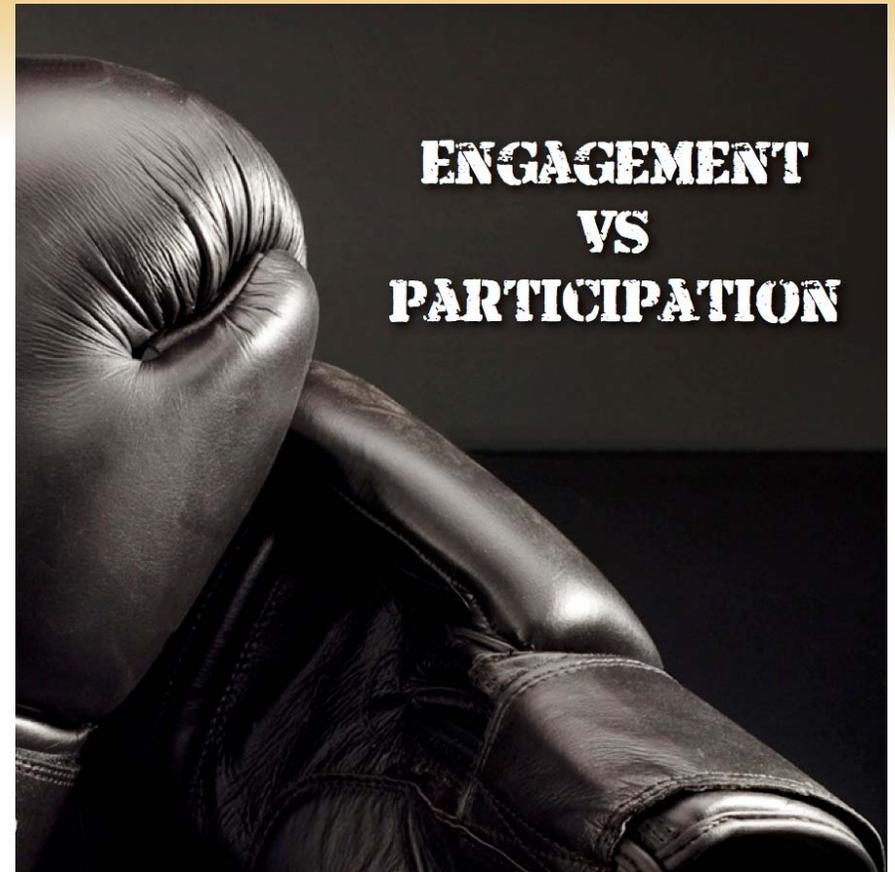
“Words are the most powerful drug used by mankind”

- How do we manage *human resources*?
- How can we “maximize” *human capital*?
- What’s best way to “drive” participation?
- How do we “get people” to change?



# What If...

Participation and  
Engagement are **NOT**  
the same thing?



# Participation & Engagement

- **Participation** - the act of taking part in something
- **Engagement** - how employees feel about their work

Engaged employees are committed to and excited about  
their work and willing to go the extra mile to make a  
difference

# Participation, Engagement & Incentives

- **Incentives** → increase *participation*
- **Claim** → improved *engagement*

Bribing employees to participate may increase the numbers who do. But it says nothing about engagement - how they feel about their work.

# Participation, Engagement & Incentives

- Bribing employees ~~= Engagement~~  
~~= Participation~~  
= Compliance - conforming, acquiescing or yielding especially in weak/subservient way

If you want employees to participate, invite them to help you make the programs attractive enough so you don't have to bribe them to do so

# Supporting Change Without Incentives

## Create The Conditions

“Don’t ask how you can motivate others.  
That’s the wrong question.”

Ask how you can create the conditions within which  
others will motivate themselves.”

# Supporting Change Without Incentives

## Create The Conditions

- **Autonomy** employees being able to think for themselves and direct their own actions
- **Mastery** opportunities to learn, grow & become highly skilled
- **Purpose** work that is meaningful & connected to a greater purpose

# Supporting Change Without Incentives

## Create The Conditions

### “The Energy Project”

14,000+ global respondents, 24+ industries

“No single factor in our study comes close to influencing people's job satisfaction and likelihood to stay at an organization as much as the sense that their work gives them a sense of meaning and purpose.”

# Supporting Change Without Incentives

## Create The Conditions

“People are motivated by work that provides them with autonomy, growth, meaning, and purpose.

People can't be paid or punished into these behaviors;  
they contribute or withhold their best efforts  
depending on how connected they feel to the  
organization, manager, or team.”

# What If...

The current proliferation of  
worksite wellness programs is  
based on ~~faulty~~ research?

**non-existent**



# The “Safeway Amendment”

## The Rhetoric

“Safeway figured out how to incentivize people to take better care of themselves, and they have flat-lined their health care costs for 200,000 employees in the last four years.”



# The “Safeway Amendment”

## The Rhetoric

“Safeway designed such a plan in 2005 and has made continuous improvement each year. The results have been remarkable, our health care costs for four years have been held constant.”



Steven A Burd, Safeway CEO, Wall Street Journal, June 12, 2009

# The “Safeway Amendment”

## The Rhetoric

“You know, there’s a guy who has become pretty famous lately, and he’s the CEO of Safeway... Safeway’s health-care costs have gone down. Why can’t we adopt that on a national scale.”



# The “Safeway Amendment”

## The Rhetoric

“It’s a program that has helped Safeway cut health-care spending by 13 percent and workers save over 20 percent on their premiums... And we’re open to help employers adopt and expand programs like these.”



Washington Post: Sunday, January 17, 2010



“Misleading claims about Safeway wellness incentives shape health-care bill”

# The “Safeway Fiasco”

## The Reality

- Costs declined by 12.5 % in 2006  3 years later
- Program was not implemented until 2009
  - (only 28,000 out of 200,000 employees)
- 1st year of the program costs rose steeply

# What If...

Tying employee health outcomes to rewards and punishments is a **mistake?**



# The “Safeway Amendment”

## The Reality

“Although it may seem obvious that charging higher premiums for smoking (body mass index, cholesterol, or blood pressure) would encourage people to modify their habits to lower their premiums, evidence that differential premiums change health-related behavior is scant. Indeed, we’re unaware of any insurance data that convincingly demonstrate such effects.”

# The “Safeway Amendment”

## The Reality

“We also have a pretty good idea of what doesn’t work, and heading the list are strategies that tie individual employees’ share of health insurance premiums to health-related behaviors and/or meeting benchmarks.”

# The “Safeway Amendment”

## Why Not?

- Punitive measures have not been linked to improved health outcomes
- May instill resentment in employees
- Shift health costs to the least healthy
- Most damaging effect on people of color and low-income workers

# The “Safeway Amendment”

## Why Not?

### Preventive Health Partnership ACS, ADA, AHA

“Based on the evidence to date regarding the impact of financial incentives on behavior, we believe the potential to discriminate against persons with chronic conditions – like heart disease, cancer, and diabetes – far outweigh any potential benefits to improving wellness.”

# “Wellness or Else” !

By 2016 the % of employers who will punish employees for not participating in their workplace wellness program is expected to triple.

- Now - 22%
- End of 2013 - 36%
- **By 2016 – 61%**



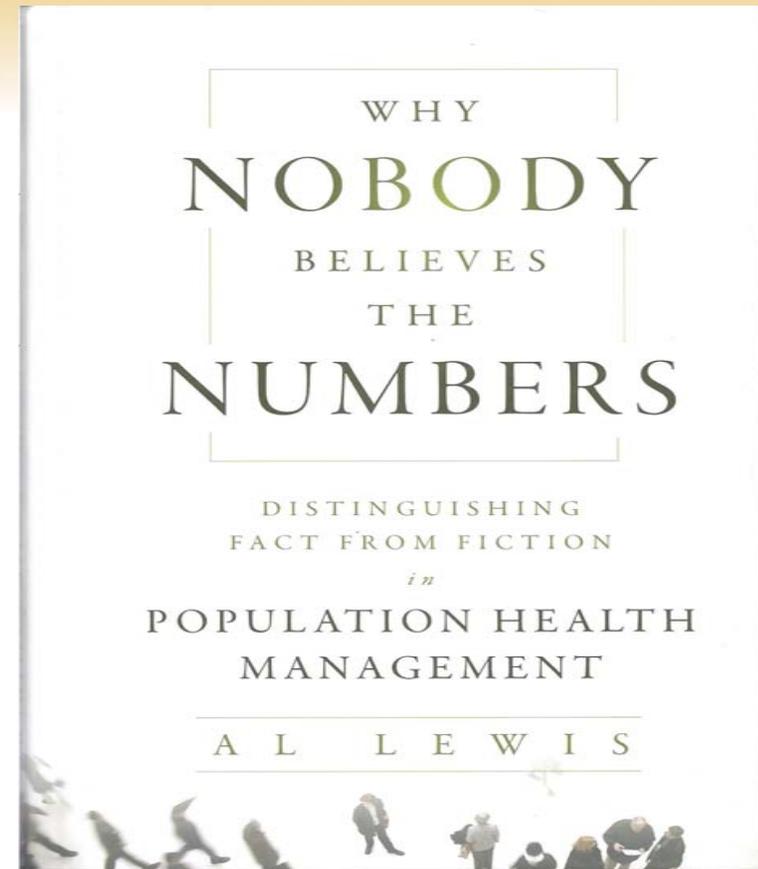
# “Wellness or Else” ! ~~Engagement~~ ?

## How employees feel about it – 8/8/14

- **62%** - believe it is inappropriate to require workers to pay higher health insurance premiums if they do not participate in wellness programs
- **75%** - believe it is inappropriate to require workers to pay higher premiums if they are unable to meet certain health goals

# What If...

When it Comes to **ROI**  
Most People  
**Don't Believe The Numbers**  
Anyway ?



# Selling Employee Wellness

“I don’t think I have ever read a research article on a workplace wellness program that did not show savings.”

# Selling Employee Wellness

“There is not one shred of evidence that a corporate wellness program can reduce the costs of your health benefit at all, let alone by more than the cost of the program.”

# Selling Employee Wellness

- **A Systematic Review of the Evidence Concerning the Economic Impact of Employee-Focused Health Promotion and Wellness Programs** Journal of Occupational & Environmental Medicine: February 2013 – Volume 55 Issue 2 – p.209-222
- **Managing Manifest Diseases, But Not Health Risks, Saved PepsiCo Money – 7 years -** Health Affairs, January 2014 33:1124-131
- **The effectiveness of a health promotion program after 3 years: evidence from the University of Minnesota.** Nyman JA, Abraham JM, Jeffery MM, Barleen NA. Med Care. 2012;50(9):772–8.
- **Rand Workplace Wellness Programs Study.** Mattke, et al. Santa Monica (CA): RAND Corporation;2013. (Pub. No. RR-254-DOL)

# Selling Employee Wellness

## Fatally Flawed Research

- Comparing participants to non-participants
- Ignoring natural ebb & flow of risk factors
- Not including dropouts in the data
- Not tracking “wellness-sensitive” events
- Mathematical Improbability / Impossibility

# Selling Employee Wellness

## Fatally Flawed Research

- Screening ROIs = ~~4.8:1~~
- HRA ROIs = ~~14.3:1~~
- Weight loss = ~~lbs. lost~~
- Savings in excess of 100%

lbs. regained

# Selling Employee Wellness

## Fatally Flawed Research

### Studies Claim Wellness Participants:

- 300% less likely to be absent due to illness
- 350% decrease in appt. waiting time
- 240% decline in # of people on disability

# Selling Employee Wellness

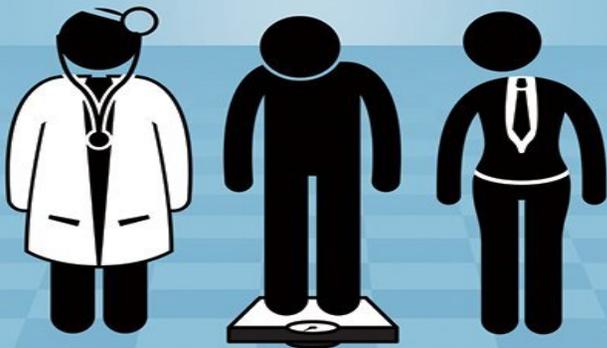
“The industry went in with promises of 3 to 1 and 6 to 1 based on health care savings alone – then research came out that said that’s not true – then they said ok we are cost neutral - and now as research says maybe not even cost neutral they say but is really about productivity which we can’t really measure but its an enormous return.”

# Selling Employee Wellness

“What irks me are these aggressive sales tactics that make it a standard benefit based on unrealistic promises and then turning around and saying, but you shouldn’t look at savings in the first place”

# *Surviving* WORKPLACE WELLNESS

with Your Dignity, Finances  
*major*  
and ^Organs Intact



AL LEWIS AND VIK KHANNA

## AL LEWIS

President of Disease Management  
Purchasing Consortium

Widely credited with inventing  
Disease Management

“The national leader in analyzing care  
management outcomes”

# What If...

Workplace Wellness

Can actually harm people ?

The 4P's

**“Wellness or Else” !**

- 
- Pry,**
  - Poke,**
  - Prod,**
  - Punish**

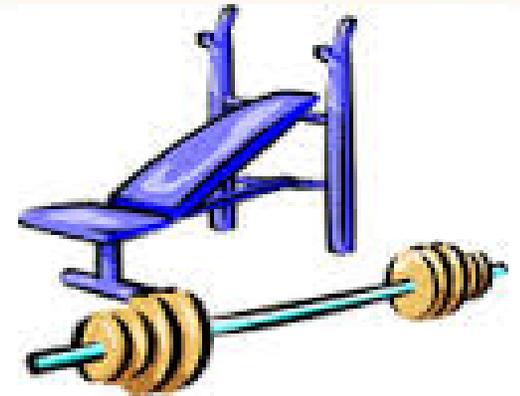
# How We Do Harm

## United States Preventive Services Task Force

- Cholesterol  Every 5 years
- Glucose  Only with HBP
- Lung CT Scans  Only chronic, heavy, smokers
- PSA  USPSTF – “D”

# What If...

“Organizational health”  
actually has little to do with  
gym memberships,  
broccoli in the cafeteria &  
deep breathing exercises



# “Organizational” Health

PATRICK LENCIONI

BEST-SELLING AUTHOR OF *THE FIVE DYSFUNCTIONS OF A TEAM*

## THE ADVANTAGE



WHY ORGANIZATIONAL HEALTH  
TRUMPS EVERYTHING ELSE  
IN BUSINESS

“The single greatest  
advantage any company  
can achieve is  
organizational health.”

# “Organizational” Health

## In Order for An Organization to Succeed

### SMART

- Strategy
- Marketing
- Finance
- Technology

### HEALTHY

- Minimal Politics
- Minimal Confusion
- High Morale
- High Productivity
- Low Turnover

# “Organizational” Health

“I’ve become absolutely convinced that the seminal difference between successful companies and mediocre or unsuccessful ones has little, if anything, to do with what they know or how smart they are; it has everything to do with how healthy they are.”

# What “We” Perceive as “Wellness”

Low Number of Sick Days

Regular Preventive Care

**Healthy Weight**

Eating Fruits

Normal Cholesterol

Use alcohol in moderation

**Physically Active**

Manage Stress

Getting Enough Sleep

Normal Blood Pressure

**Non-Smoker**

Low Fat,  
High Fiber Diet

Normal Glucose

Eating Vegetables

Use Sunscreen

Wear Seatbelts

# When Employees Feel “Un-well”

Company Doesn't Care

No time for me

Worried about  
layoffs

Feel Trapped in my job

All work and no play

## OVERWHELMED

Too much to do

Unrealistic Company  
Demands

Pulled in too many directions at  
work & home

Not enough resources

Co-workers Don't Care

Don't like what I'm doing

# What CAN Save Money ?

## State of The American Workplace

70% of U.S. workers are not engaged

**\$450-\$550 billion dollars a year**

**Good leaders**

**Good managers**

**Autonomy, Mastery, Purpose**

# What CAN Save Money ?

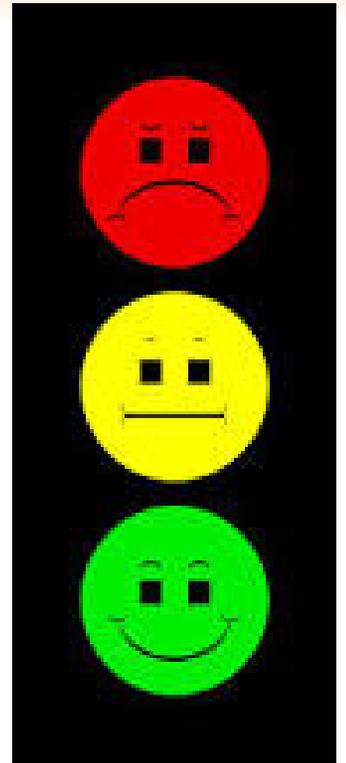
## State of The American Workplace

“Having too few engaged employees means our workplaces are less safe, employees have more quality defects, and disengagement – which results from terrible managers – is driving up the country’s healthcare costs.”

# What CAN Save Money ?

## Managers & Organizational Performance

- **Red** – poor on every metric, especially turnover
- **Yellow** – average employee survey scores
- **Green** – terrific places to work – profitability, productivity, engagement, retention



Health Care System in Ca. E.H. Schein. "Organizational Culture." American Psychologist. 45.2 (1990). 109-119.

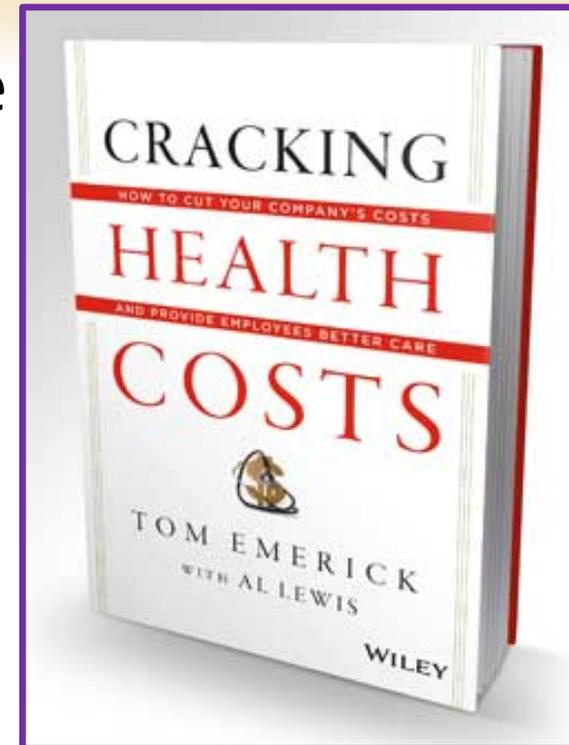
# What CAN Save Money ?

## State of The American Workplace

“Let’s get rid of managers from hell, double the number of great managers and employees, and have those managers lead based on what actually matters...The country’s employees will be twice as effective, they’ll create far more customers, companies will grow, spiraling healthcare costs will decrease and desperately needed GDP will boom like never before.”

# What DOES Save Money ?

- Company Sponsored Centers of Excellence
- Leapfrog Hospital Safety Scores  
<http://www.leapfroggroup.org/cp>
- Co-ordinated Care Model  
[www.dismgmt.com](http://www.dismgmt.com) – gold standard
- Disease Management

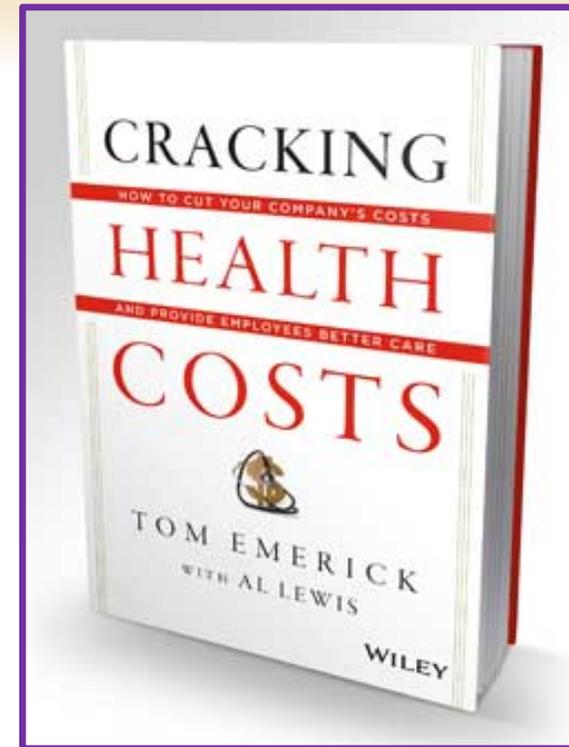


# What DOES Save Money ?

“Most research suggests that the best way to reduce medical spending and absenteeism is to establish a culture that makes people *want* to go to work.”

**TOM EMERICK**

former VP Global Benefit Design,  
Wal-Mart Stores, Inc.



# Real Workplace Wellness

## “Parkland Health to Boost Its Minimum Wage”

“We really want, in any way possible, to break down any gaps or anything between the top leaders and those who are closest to our patients,” Dunn said. “We feel like it's the right thing to do.”



# Real Workplace Wellness

## “Starbucks to Provide Free College Education”

“I believe it will lower attrition,  
it’ll increase performance,  
it’ll attract and retain better people.”



New York Times, 6/16/14. Howard D. Schultz, the company’s chairman and chief executive

# Real Workplace Wellness

## “Virgin founder Richard Branson Gives Employees Unlimited Vacation Time”

“Treat people as human beings, give them that flexibility and I don't think they'll abuse it. And they'll get the job done.”



# Real Workplace Wellness

“Large chunks of America’s healthcare cost aren’t sitting there waiting to be reduced by employees eating more broccoli. And yet, that’s what wellness is all about – generating the appearance of massive cost reduction by making employees promise to change a few health habits.”

# Getting “Unstuck” - The New Paradigm

**Worldview — Organic-Living**



**Science — Holistic**

(Whole > sum of its parts)



**Culture — Relationship-oriented**

(equalitarian)



**Health — Bio-psycho-social-spiritual**

(holistic, ecological)



**Re-Thinking Approaches to Change**

**Intrinsic (autonomous) Motivation**

How to Build a Thriving  
Culture at Work

What's  
science  
got to do  
with it?

eBOOK  
Published by SALVEO

by Dr. Rosie Ward & Dr. Jon Robison

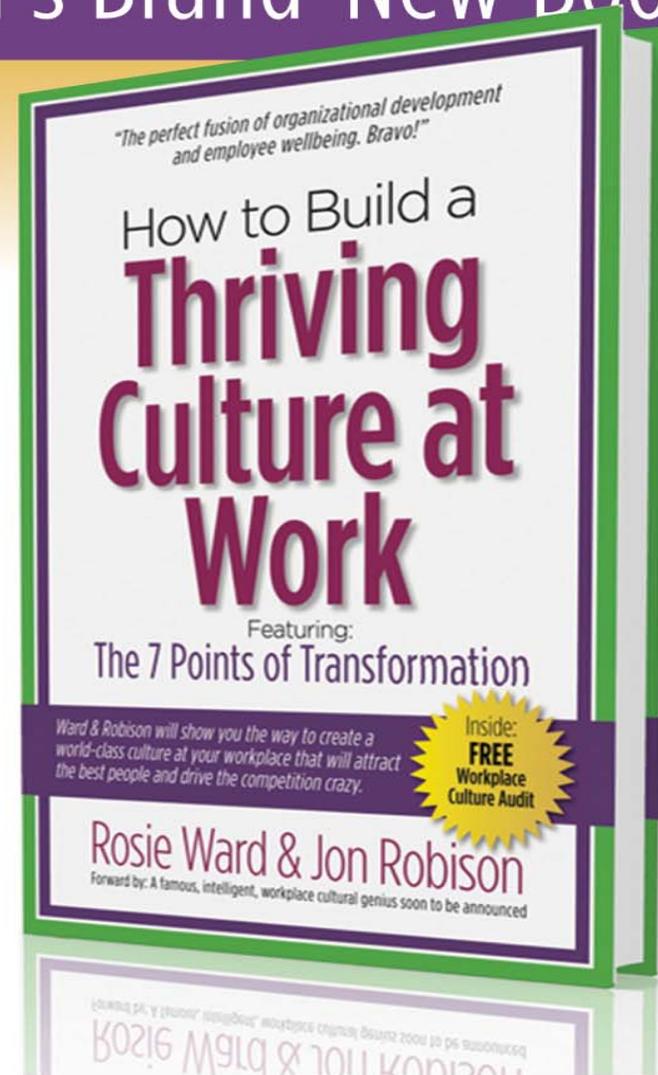
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Rosie Ward, PhD, MPH,  
MCHES, BCC

Contact them for more  
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proven organizational  
development and  
employee wellbeing  
speaking and  
consulting services  
today!

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