Creating a Culture of Health for a Global Organization – Framework and Practices
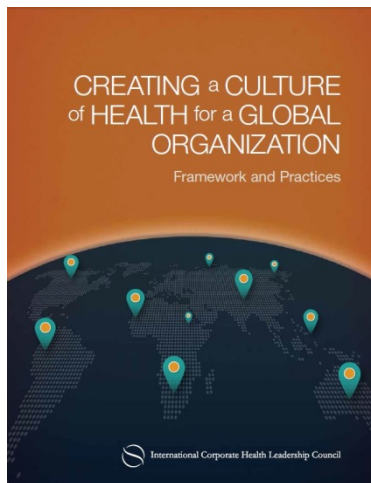
August 11, 2016

International Corporate Health Leadership Council

Speakers

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Deena Buford, MD, MPH
Medical Director, Global, Exxon Mobil Corporation

Jules Duval, MD
Senior Medical Officer, Health Services Department, Clinic Manager, World Bank

Lori Zimmerman, MD
Medical Director, Citigroup Inc.

Moderator
Robert L. Quigley, MD, D.Phil
Senior VP &
Regional Medical Director,
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International Corporate Health Leadership Council

About the Council

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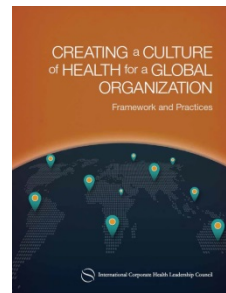World Bank

Sandra Stratford

Robert L. Quigley

Ron Joines

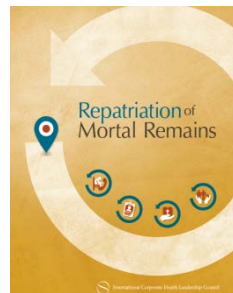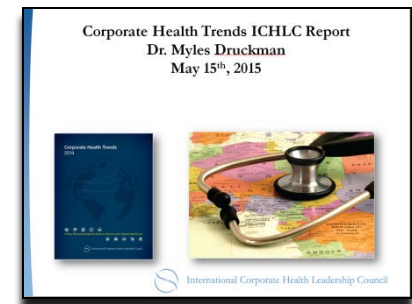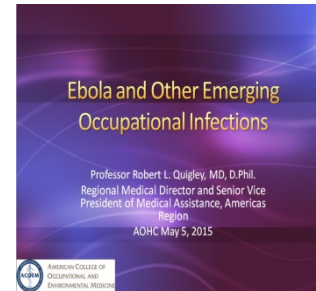**J. Shawn Standridge**

What We've Accomplished

- Corporate Health Trends report 2014
- Repatriation of Mortal Remains white paper 2015
- Creating a Culture of Health for a Global Organization whitepaper 2016
- Social media (LinkedIn, blog, Twitter)
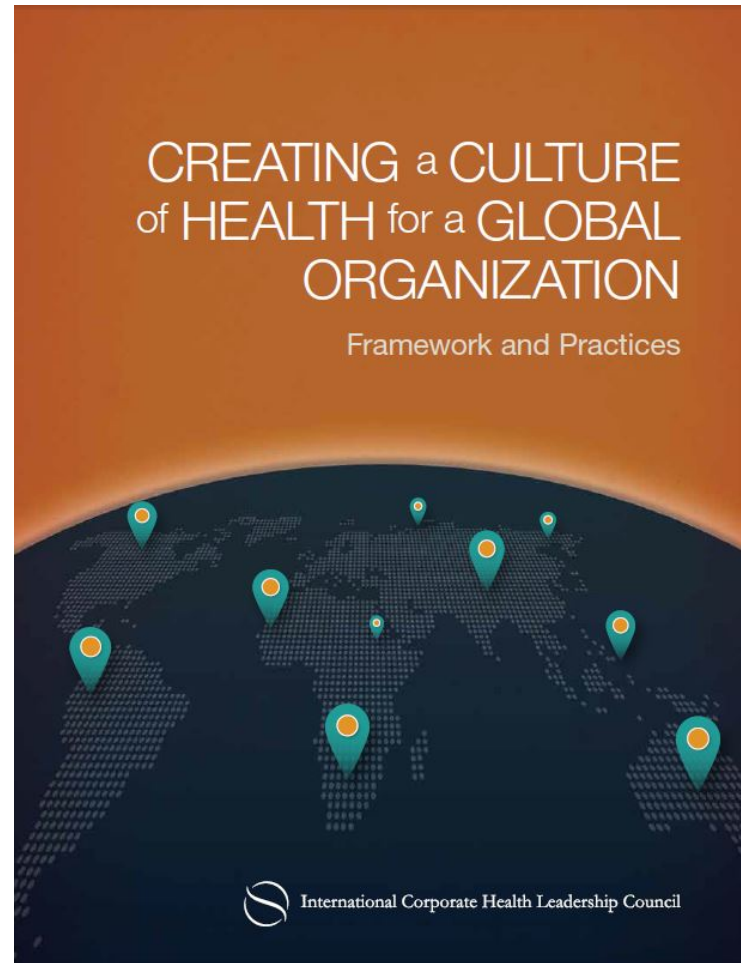- Educational Outreach (2 webinars)
- Various Speaking Engagements

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Creating a Culture of Health for a Global Organization

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Background

- To develop an effective global culture of health, factors must be addressed locally
- According to the CDC's, a culture of health should enhance both personal and organizational values as well as benefit both the employees' and the organization's overall performance.
- Several frameworks attempt to visually depict the components of a culture of health in the workplace.
- These frameworks identify the components of an organizational COH and show connections and overlap that exist.

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ICHLC Global Culture of Health Framework

Key Areas of Focus

Leadership Engagement

Environment – Physical And Social

Employee Engagement

Outcomes Assessment

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Leadership Engagement

Focus

- Essential at all levels of leadership to ensure a culture of health is a company-wide priority
- Obtaining support from all levels can be challenging, especially for larger organizations with a global footprint
- Leadership engagement often begins at the top – especially when the mission and vision of an organization includes health
- Organizations with engaged leaders are 4 times more likely to report significant improvement in employee health

Examples of key leadership tasks:
- Share the vision/goals
- Serve as a role model
- Align policies and practices at every level
- Celebrate success
- Encourage participation and, where necessary, grant permission
- Engage champions at all levels
- Report results

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Case Study: THE WORLD BANK
IBRD · IDA | WORLD BANK GROUP

- World Bank Group (WBG) recently launched a new effort to align and enhance health and wellness for its employees
- By making modifiable employee health risks the centerpiece, WBG aims to make personal health risk an organizational priority
- The WBG President has challenged managers to engage and take ownership of the new strategy principles

Comprehensive plan was developed based on four initiatives:
  1. Moving from a reactive to a proactive approach
  2. Focusing on the health and safety environments
  3. Reviewing and improving the benefits structure
  4. Developing a plan to emphasize health in the company culture

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Leadership Engagement

Adopting a strategic approach to the new health and safety strategy has enabled the WBG to focus on each part of the plan one step at a time but there were challenges nonetheless.

- Due to the diversity of the international workforce the WBG needed to create a culture and program that would win the confidence of employees whose health care experience varied tremendously. In order to accomplish this task the World Bank Group intends to utilize local health and safety champions to engage employees where they live and work. The key will be to identify and foster the common values that are part of different local cultural values and ideas to make these a priority in every setting regardless of the differences.

- Understanding the critical role of communications and outreach can be challenging on a global scale that involves a diverse employee population. Transparency is the most important goal related to communications for the WBG. Transparency will enable employees from different cultures and circumstances to both appreciate and understand how and why services and programs differ from region to region. Being transparent will also challenge the WBG to thoroughly explore and validate offerings and whether or not more can be done in less than optimal settings. Communication is an essential part of an organization's culture of health and a true culture of health means that everyone is talking about health and health is a part of every aspect of the organization's activities.

- The WBG Health Services Department is acutely aware of the challenges to implementing the culture strategy on a global scale and for very diverse populations of employees. The initial goal is to create a core solution and to be able to adapt and tailor this solution to meet the needs of local cultures and environments. The team also recognizes they must continue to monitor efforts and dialog with local champions to determine if modification is needed.

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Employee Engagement

Focus

- Engaging employees can be a struggle, but an engaged workforce can help to create a strong culture of health
- Organizations focused on a healthy culture through employee engagement can create social norms and peer support to grow the culture organically.

Example of creating social norms:
- Employees take walks during lunch and schedule walking meetings
- Employees practicing these norms, coupled with a strong communication plan to inform and celebrate these activities, contributes to creating and sustaining a strong company-wide culture of health.

...shaping cultural health values and cultural health norms are important steps to changing culture...

(Golaszewski, 2008)

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Case Study: citi

- Citi started to think about creating a brand that represented health and the role health and wellness play
- To do so, the medical and benefits departments worked to engage employees
- From this, Live Well at Citi was developed
- **The mission:** *To improve the health and wellbeing of Citi employees by promoting a culture of health.*

Three main focus areas:

1. Global Fitness Challenge
2. Heart Health Awareness
3. Resilience and Balance

> To build Citi's culture of health we plant seeds at the top through leadership commitment and fertilize at the bottom through country specific grass roots efforts.

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Employee Engagement

Global Fitness Challenge

- Run for employees across 100 countries
- Challenges employees to exercise more and track their progress
- On average, over 20,000 employees participate yearly

Heart Health Awareness

- Focused on education and awareness
- Help employees be more conscious of their health and improvements they can make based on lifestyle choices

Resilience and Balance

- Encourages employees to find a proper work/life balance
- Campaign topics include mindfulness and resiliency
- Over 30 countries participate

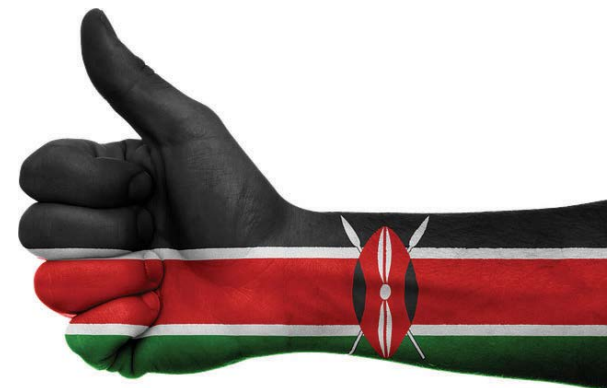# Employee Engagement

citi

❤ 〰 🌱 🍎 **Citi** Live Well

- Focused on creating a positive environment to emphasize the adoption of healthy habits as a way of life.
- Encourages employees to take ownership of programs and to modify the programs to benefit the local workforce

Two examples specific to Kenya:
1. Creation of an employee sponsored walking club
2. Weight loss competition for local employees

Challenges:
1. Budget/resources
2. Diversity of organizing teams

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Employee Engagement

Citi Live Well

- Senior leadership communicates with employees encouraging them to focus on their health and wellbeing and serve as role models to rally participation
- People managers are key in determining the organizational culture
- Strong emphasis on ensuring a work-life balance

Five major principles of the wellness strategy:
1. Integrate social and physical work place conditions
2. Inspire ownership to improve health and productivity
3. Strengthen attraction, retention, engagement
4. Embed behavioral change towards wellness
5. Manage healthcare costs

Citi India Wellness Program Highlights:
1. Fun days – corporate holiday experience program
2. Live Well at Citi India microsite

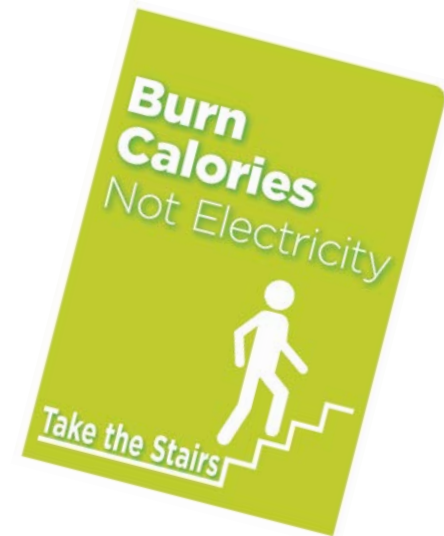International Corporate Health Leadership Council

Focus

- Environment, both physical and social, contributes to an overall culture of health and is critical to successful implementation of health focused programs.
- Can be challenging across multiple locations/countries.
- Modifications must be made to address differences in locations.
- Must consider the community/culture surrounding the site location.

Examples of a supportive physical environment:
- Creating a walking path around a building
- Installing bike racks in a secure area
- Displaying point-of-decision prompts for stair use

Examples of a supportive social environment:
- Creating an employee recognition program to share success stories
- Encouraging participation in community exercise related events

Burn
Calories
Not Electricity

Take the Stairs

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Case Study: ExxonMobil

- In 2009, the Culture of Health program was successfully piloted in two U.S. locations, followed by U.S. wide implementation in 2011.
- Promotes ongoing communication and ensures optimal integration of both worksite programming and health/wellness resources.

Goal of the program:
- Improve health and quality of life for employees and their families
- Decrease illness, absenteeism and the cost of health care

Tools include:
- Health portal
- Personal health assessment/health risk assessment
- Health coaching
- Worksite programs/seminars/educational activities

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Environment – Physical and Social

ExxonMobil

Identified 4 additional countries that indicated interest in the Program:

- United Kingdom
- Malaysia
- Argentina
- Nigeria

Country selection criteria:

- Unique culture
- Health care infrastructure
- Demographics

...leadership support combined with a supportive physical environment and health focused policies are fundamental components for a strong organizational culture of health...

- Leveraged worksite programs and other materials from the U.S. rollout.
- Countries received support and guidance from the central U.S. team.
- Single health promotion vendor contracted to manage web portal

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Environment – Physical and Social

Thus far, with relatively minor adjustments, the existing Culture of Health approach appears to be potentially sustainable and scalable internationally. Program effectiveness and uptake in these locations will continue to be studied and there are no active plans to commence beyond these country programs at this time.

Key learnings from the international programs:

- The use of incentives is not the only factor important for achieving optimal engagement but may be used after considering the local culture, employee demographics and other local dynamics.

- Data privacy considerations in the four countries made it more difficult than anticipated to develop the country websites.

- It is important to build a core program with easily modifiable components that can be adapted for use after considering country-centric language, holidays and religious observances, local foods, differing health values, etc.

- Leadership support and engagement was key to success in all locations.

- Translation was not as difficult as anticipated, accomplished by each country coordinator when necessary.

- Centralized functional guidance and communications established consistency in promoting and implementing a "global program".

Culture of Health
Explore our Programs

KNOW MORE
about YOUR health

PAY LESS
for YOUR 2017 medical plan coverage

Read More

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Focus

- Measuring the impact of the various strategies implemented will often involve multiple measures and domains.
- Use measures to assess progress as well as encourage action and collaboration.
- Identify measures that matter to both employees and management
- At Goodyear, they focused efforts around four key components: health benefits; wellness programs; environment, health and safety; and emergency planning

Goodyear's Broad Topics of Measurement:
1. Wellness
2. Health Status
3. Worksite Health
4. Culture of Health Evaluation

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Outcomes Assessment

KEY LEARNINGS

Key Learnings from this process:

1. It is important to understand the organization and have a health strategy that aligns with the corporate goals.
2. Identify what the organization is doing well, and build upon that success.
3. Identify clear components that will be addressed.
4. Implement tools to help measure the progress for those components
5. Recognize that there is no silver bullet and that culture change takes time.

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Closing Thoughts

Questions to Explore:

1. How can a strong company-wide culture of health better prepare your mobile workforce?

2. What modifications must take place to translate a U.S. based culture of health to other countries, and what process can be used to identify the necessary modifications?

3. What role can your company-wide culture of health play in the development of country specific health and wellness efforts?

4. How do your employees outside of the US – mobile workforce as well as local nationals – perceive your culture of health that was developed at a corporate level and is this perception helpful to your overall health and wellness engagement?

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ICHLC Resources

ICHLC Website: www.ichlc.org

ICHLC Blog: www.ichlc.org/blog/

ICHLC LinkedIn Group: www.linkedin.com/groups/8449082

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Questions?