

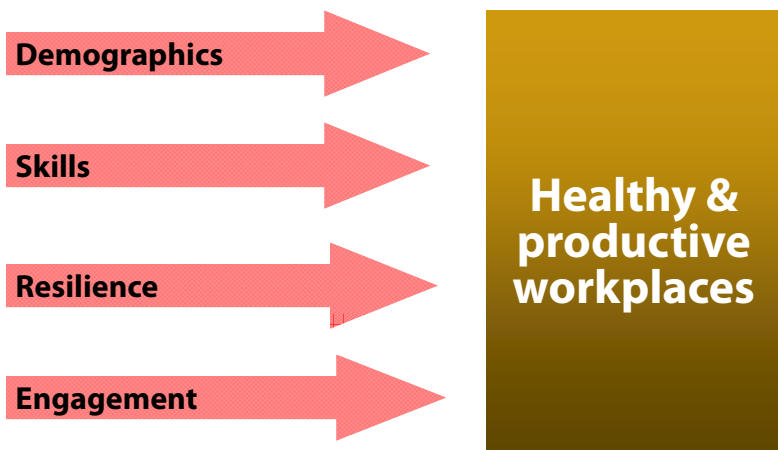
Cette présentation a été effectuée le 24 novembre 2010, au cours de la journée « Conférence du GP2S – La santé, un enjeu incontournable pour les entreprises en 2010 » dans le cadre des 14es Journées annuelles de santé publique (JASP 2010). L'ensemble des présentations est disponible sur le site Web des JASP, à l'adresse <http://www.inspq.qc.ca/archives>.

THE GRAHAM LOWE GROUP
<h1>Business Benefits of Healthy Workplaces</h1>
<p>Presentation by Graham Lowe, Ph.D.</p>
<p>14th Journées annuelles de santé publique Québec City, 24 November 2010</p>

<h2>Outline</h2>	THE GRAHAM LOWE GROUP	
<ol style="list-style-type: none">1. Business benefits2. Beyond health promotion3. Sustainable success4. Taking action		
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1. **Business benefits**
2. Beyond health promotion
3. Sustainable success
4. Taking action

Managing human resource risks



Workplace health promotion pay-offs

1. Comprehensive work-site health promotion (WHP) targeted at high-risk groups has clinical results.
2. Comprehensive, integrated interventions reduce employee costs and improve productivity.
3. Return on investment averages \$3 (or more) for every dollar invested.

Specific WHP business benefits

- | | |
|--------------------------|---------------------------|
| ✓ employee health | ✓ absenteeism |
| ✓ morale | ✓ turnover |
| ✓ individual performance | ✓ presenteeism |
| ✓ team performance | ✓ long-term disability |
| | ✓ prescription drug costs |
| | ✓ injuries |
| | ✓ workers' compensation |



The mental health challenge

- ✓ 20% - 25% of Canadian employees suffering from a mental health condition annually
- ✓ 35 million lost workdays annually
- ✓ 30% - 40% of disability insurance claims due to mental health conditions
- ✓ \$35 billion lost productivity resulting from mental health problems

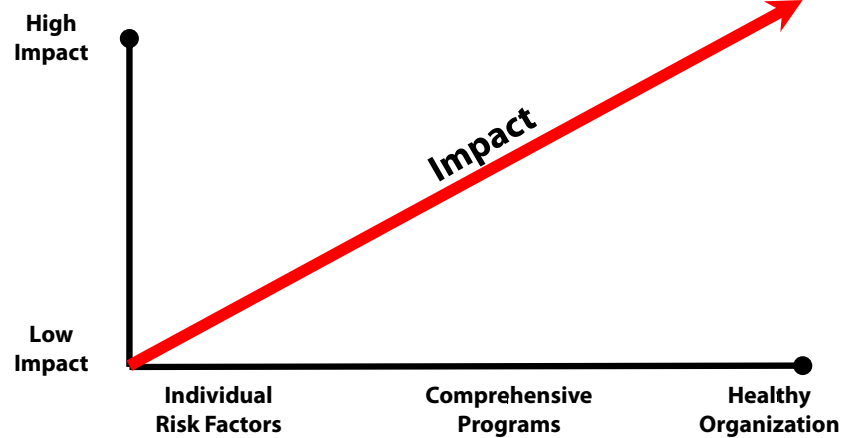
Source: Global Business and Economic Roundtable on Mental Health

Workplace psycho-social risk factors



1. Business benefits
2. **Beyond health promotion**
3. Sustainable success
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Strategic impact of health promotion



More evidence about pay-offs

1. Healthy employees in healthy work environments can improve organizational performance.
2. Health and productivity “drivers” are found in organizational cultures and systems.



**Look at your workplace
through a healthy
organization lens...**

- ✓ **Holistic**
- ✓ **Integrative**
- ✓ **Long-term**
- ✓ **Strategic**

A healthy organization

US National Institute for Occupational Safety and Health defines a healthy work organization as:

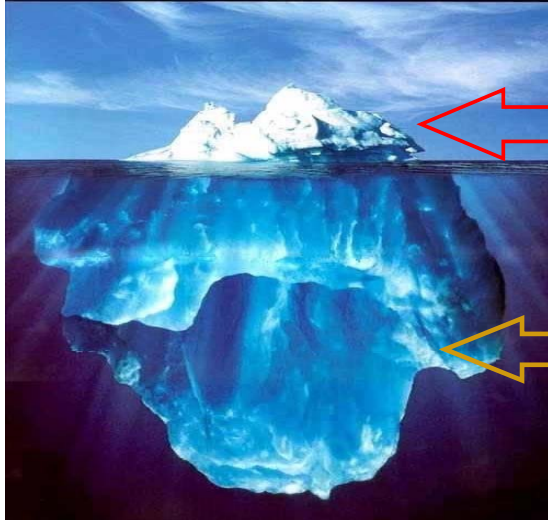
“...one whose culture, climate and practices create an environment that promotes both employee health and safety as well as organizational effectiveness.”

Source: S. Y. Lim and L. R. Murphy. The relationship of organizational factors to employee health and overall effectiveness. *American Journal of Industrial Medicine* Supplement, May, 1999: 64.

The next step

DIMENSION:	Workplace Health Promotion	Healthy Organization
<i>Target</i>	Individual	Organizational
<i>Change model</i>	Health promotion	Organization development
<i>Scope and focus</i>	Program-based	Systemic and holistic
<i>Timeframe</i>	Short and medium term	Long term
<i>Individual benefits</i>	Reduced health risks	Quality of life and capabilities
<i>Organizational benefits</i>	Lower employee costs	Higher performance
<i>Links to strategy</i>	Part of HR plan	How the business operates
<i>Responsibility</i>	Formal roles	Shared responsibility

Getting at root causes



-injury, absenteeism,
presenteeism, turnover,
benefit costs,
disengagement

**WORK
ENVIRONMENT**



Positive mental health

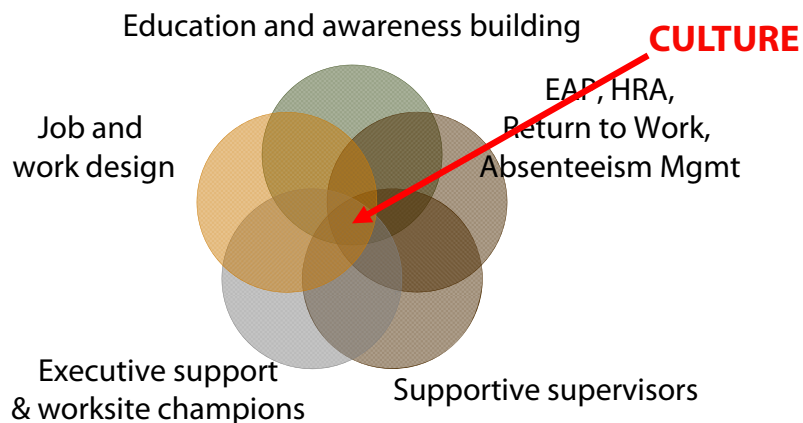
These positive mental health characteristics are linked to excellent self-rated health:

- ✓ Life enjoyment
- ✓ Emotional well-being
- ✓ Coping ability
- ✓ Social connectedness

The workplace contributes to these benefits.

Source: Canadian Institute for Health Information, *Improving the Health of Canadians*, 2009

Organizational mental health strategy

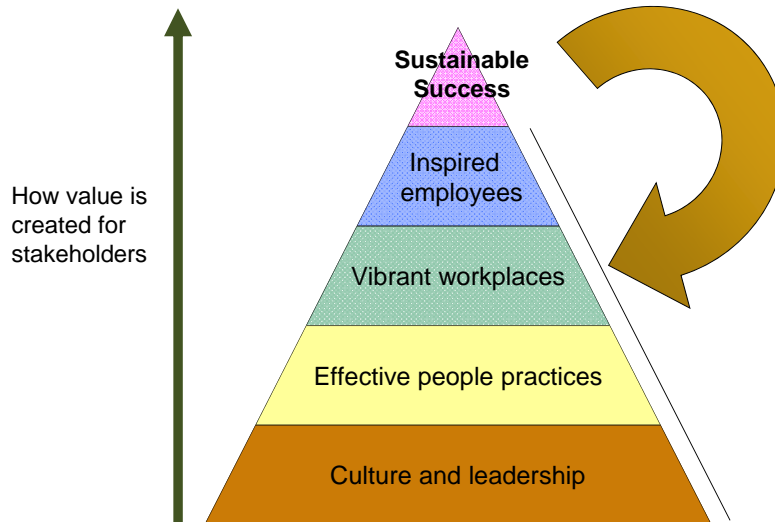


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The big goal

Build high-performance capabilities by taking a holistic, long-term, strategic approach to workforce well-being.

The healthy organization value chain



Vibrant workplaces inspire employees

- ✓ Trust, respect and fairness
- ✓ 2-way communication
- ✓ Autonomy and input
- ✓ Adequate resources
- ✓ Supportive supervisors
- ✓ Challenging, interesting work
- ✓ Recognition and rewards
- ✓ Safe and healthy environment

***Improved
wellbeing &
performance***

Healthy organization momentum

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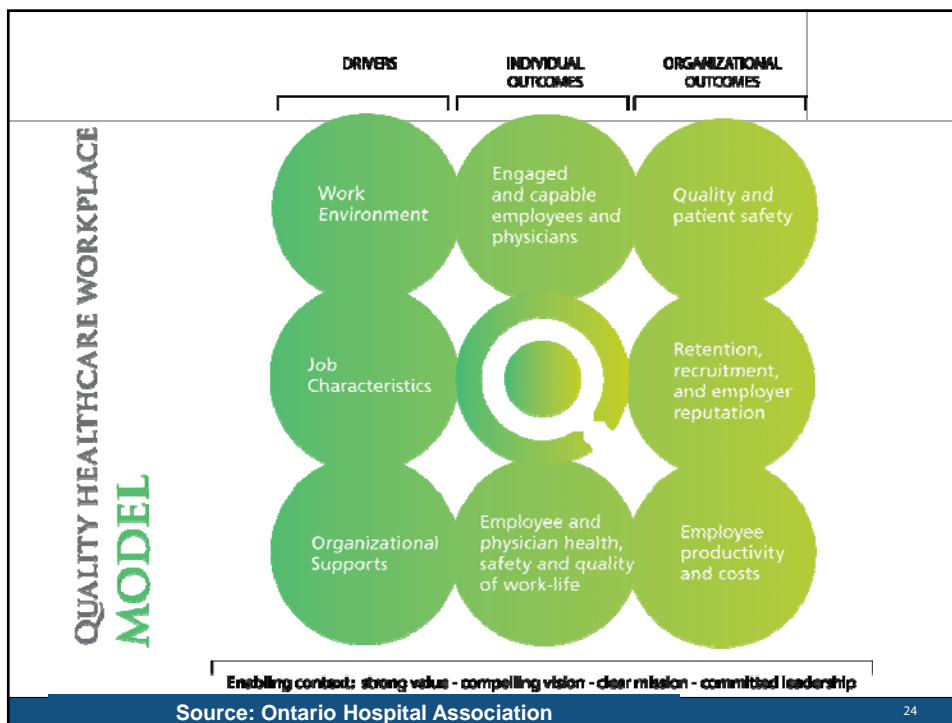


Achieving the highest level in these awards requires a strong focus on work environments, management practices, culture, and leadership.

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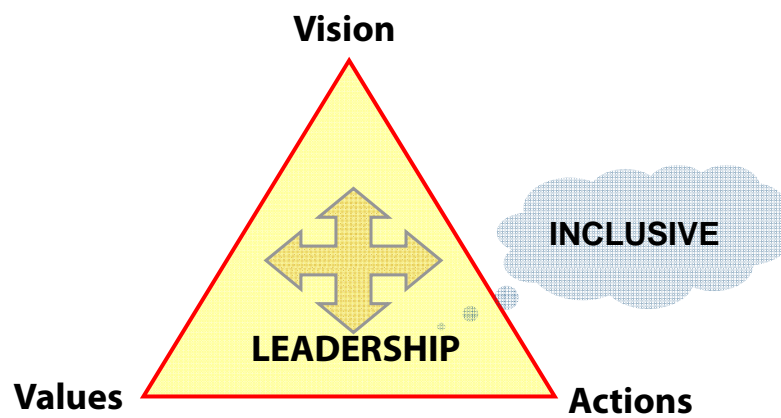
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Develop shared responsibility



Engage employees

World Health Organization defines health promotion as:

“...the process of enabling individuals and communities to increase control over the determinants of health and thereby improve their health.”

Assess your culture

1. What are your organization's values?
2. How do the values support wellbeing?
3. Do employees live the values?

Integrate people practices



Use a healthy change process


- Model the goals
 - Guided by values
 - Involve employees
 - Learn as you go
- Promotes buy-in
and ownership**

Identify priority actions

Impact on health & performance

HIGH

LOW

HIGH

LOW

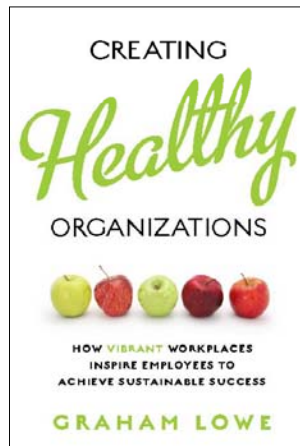
Difficulty of implementation

Final points

1. Link health & performance
2. Build on successes
3. Strengthen drivers
4. Collaborate and learn



Questions & Comments



For information and resources :
www.creatinghealthyorganizations.ca

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