Winning Strategies in Global Workplace Health Promotion: A Study of Leading Organizations

IAWHP Global Symposium
March 27, 2012
Global Survey on Health Promotion and Workplace Wellness Strategies

Objective:
• Assess trends in employer-sponsored wellness strategies and practices

Participants:
• 1,248 participating employers
• 47 countries
• 13 million employees
• All industry categories

Reports:
• Global survey report
• Executive summary in 8 languages
• Special country reports

www.BuckSurveys.com

5th Global Survey opens March 27!
Summary

• Global growth in workplace health promotion
• Productivity is the main universal driver
• Employee morale and stress a huge challenge
• Need for more evaluation and measurement
• Need for an integrated healthy workplace framework

Based on: Global Survey on Health Promotion and Workplace Wellness Strategies & „Global Perspectives in Workplace Health Promotion“
Benchmarking Study on Global Approaches to Workplace Health Promotion

- Extension of Global Survey
  - Seeks to surface insights and successful practices from organizations that have made progress at globalizing their health promotion initiatives
- Conducted interviews with 13 leading global employers
- All of the participating employers have implemented global strategies and been offering programs to their employees worldwide for a number of years.
- Interview categories included objectives and drivers for globalizing health promotion, strategy, infrastructure and governance, program elements, regional and cultural challenges, engagement, vendors and suppliers, measurement and metrics.
Global Corporate Health Strategy

Why Global?

• similar health challenges
• power in having a global program as employees can take pride and feel part of something bigger
• standards & quality
• leveraging of expertise and resources from country to country can be very useful and represent a needed support mechanism
• local sites can capitalize on a solid corporate business case as well as a strong recognizable brand
Greatest Challenges in Implementing Global Programs

• Global standards
  – “You can have global goals, but global standards are difficult.”

• Cultural diversity
  – “Success requires us to address individual as well as cultural needs – at the worksite and in the community.”

• Communication

• Regulatory environment (laws, health systems, policies, etc.)

• Local resources
  – Information
  – Vendors
  – Qualified health promotion professionals
  – Varying levels of technology

• Obtaining buy-in at all levels of the organization

Source: Buck/IHC Global Benchmarking Study (pre publication)
Recommendation #1

Adequate time and effort should be spent explaining to employees the reasons, goals and benefits for providing a health promotion program. Employers should recognize that not every employee accepts the notion that their employer should provide such programs, especially in some countries where it is a new concept.
“Certain countries within Europe are still challenging – Germany, Switzerland, Greece, etc. – buying in to the concept that an employer should be involved in employee health. The concept itself is still difficult for them to embrace. Also, with the health care system in those countries – the question is raised “why should we work on this when it’s already offered by the national health care system?"
“The level of enthusiasm and engagement is higher in countries where the concept of workplace health promotion and related programs are newer (e.g. in Asia, Latin America) compared to countries where it has been around for a while (e.g. in North America and Europe)
Recommendation # 2

A global strategy should be driven by a central or corporate function that provides guidance and technical support to local sites and business units.
Recommendation # 3

Local resources should be engaged for cultural adaptation and implementation. Local health professionals should also be utilized to help drive strategies regionally and function as a link between corporate and local sites and business units.
“I would strongly recommend having regional medical directors. They are viewed as advisors, counselors, enablers. The perception of corporate folks – not having arms and legs within regions – is a disadvantage.”
Recommendation # 4

All sites should be provided access to a core level of health promotion programs and policies.
Recommendation # 5

In order to improve mental health and well-being of employees – one of the biggest health promotion challenges of the 21st century – employers must analyze and address the psychosocial working environment as well as work organization.
Recommendation # 6

A shared global value proposition should be established, in alignment with key business goals. Metrics should be globally consistent and locally relevant.
Recommendation # 7

The value proposition for health promotion should not solely be justified on a financial business case, especially outside the U.S. Equal emphasis should be placed on health and well-being factors.
Recommendation # 8

Employers should establish a healthy workplace index and/or menu of services, toward which all sites should strive, and eventually be held accountable for.
WHO Healthy Workplace Framework