Integrating Workplace Health Management: Your Leadership Role

Schedule 2 Employers’ Conference
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Objectives:

- Understand the Integrated Workplace Health Management (IWHM) components and their functions
- Recognize the linkages with other corporate functions and the benefits realized
- Describe how to explain to organizational leaders the IWHM components and their functions (Risk Communication)
A management approach in which organizational resources are positioned in an integrated manner to promote workplace health, safety and well-being for employees and the organization.

Components are linked to optimize program effectiveness and maximize organizational resources.
IWHM Components

What are they?
What do they do?
What value do they offer?
IWHM: Components and Functions

- Attendance Control
- OH&S Program
- Employee Assistance Program (EAP)
- Disability Management Program
- Workplace Wellness Program
- Human Resources Program
- Employee Recruitment, Selection & Retention

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IWHM: Components and Functions

Employee Recruitment, Selection & Retention

- Understanding the job requirements and demands
- Person-job match
- Employee socialization
- Employee support
- Employee growth and advancement

Source: Dyck, 2015, CH 5.
Human Resources Program:

- Supports Senior Management in realizing corporate vision, objectives, and business strategies
- Houses compensation, benefits and pension plans
- Facilitates employee education, training, and development
- Offers employee career counselling, planning, and development
- Oversees performance management
- Manages organizational change

Source: Dyck, D., 2015
IWHM: Components and Functions

Attendance Control:

- Communicates Management’s attendance expectations
- Supports regular employee attendance
- Monitors work attendance
- Identifies reasons for absenteeism
- Seeks ways to support regular employee attendance
- Addresses excessive absenteeism

Source: Dyck, D., 2015
OH&S Program:

- A defined action plan designed to prevent incidents and occupational diseases
- Reflects Management attitudes towards employee health, safety and well-being
- Encourages employee commitment to health and safety
- Helps stakeholders understand their OH&S roles and responsibilities
- Promotes a work environment that provides the elements required to work safely
- Enables program evaluation and continuous improvement

IWHM: Components and Functions

Source: Dyck, D., 2015
OH&S Program:

- Addresses:
  - Prevention strategies
  - Protection strategies
  - Mitigation strategies (injury management)
  - Incident investigation
  - Program improvement through program evaluation
  - Corporate OH&S due diligence
Employee Assistance Program:

- Offers counselling assistance to employees & families
- Facilitates addiction intervention
- Provides critical incident stress debriefing
- Offers/facilitates:
  - financial counselling
  - legal counselling
  - career/vocational counselling
  - stress management counselling/seminars
  - time management counselling/seminars
  - change management counselling/seminars
  - alternative therapies

Source: Dyck, D., 2015
IWHM: Components and Functions

Disability Management Program:

- Uses prevention, early intervention, and proactive return-to-work interventions to reduce the impact of employee illness/injury as well as to accommodate those employees with diminished capacity

Source: Dyck, D., 2015, CH 24

Policy and Procedures
Roles and Responsibilities
Education
Managed Rehabilitation Care Program
Supportive Benefits
Disability Management
• Attendance Support
• Wellness Promotion (Stress management, balancing work/family life)
• Illness/injury prevention (Safety, immunization, health education, ergonomics)
• Facilities management (Equipment purchases, ergonomics)

Disability Management

Source: Dyck (2013)
Disability Management Program:

- Offers/facilitates:
  - Assistance to ill/injured employees through identification, early intervention and support
  - A collaborative and cooperative approach to managing employee disabilities
  - Restoration of employee optimal level of functioning
  - Integration of employee support programs
  - Stakeholder Disability Management education and training
  - Measurement of program performance and outcomes
  - Evaluation of disability management efforts and performance
  - Promotion of a healthy workforce through illness/injury prevention

Source: Dyck, D., 2015, CH 24
Workplace Wellness Program:

- Enables employees to manage both physical and psychological issues in response to environmental stressors, including the work environment.

Workplace Wellness

Source: Dyck, D., 2015, CH 23

Adapted from: The Ottawa Charter for Health Promotion, WHO, 1986
IWHM: Components and Functions

Workplace Wellness Program:

- Offers/facilitates:
  - Health education and newsletter
  - Physical fitness
  - Nutrition counselling
  - Weight management
  - Smoking cessation
  - Flu immunization
  - Stress management
  - Blood pressure/cholesterol screening
  - Health risk appraisals
  - Work/life balance programs

Source: Dyck, D., 2015, CH 23
Linkages & Benefits

What are the linkages?
What benefits are realized through integration?
Employee recruitment, selection and retention should be linked with the HR Program, Attendance Control, OH&S Program & Disability Management Program in a reciprocal manner.
IWHM: Linkages and Benefits

Linkages

HR Program should be linked with Attendance Control, OH&S Program, Disability Management Program, and WWP in a reciprocal manner.

Source: Dyck, 2015
IWHM: Linkages and Benefits

Linkages

Attendance Control should be linked with the HR Program, EAP, DMP and WWP in a reciprocal manner

Source: Dyck, 2015
IWHM: Linkages and Benefits

**Linkages**

The OH&S Program should be linked with Employee, Recruitment Selection & Retention, HR Program, Attendance Control, EAP, DMP & WWP
The DMP Program should be linked with Employee, Recruitment Selection & Retention, HR Program, Attendance Control, OH&S Program, EAP & WWP.

Source: Dyck, 2015
The WWP should be linked with Employee, Recruitment Selection & Retention, HR Program, Attendance Control, OH&S Program, EAP & DMP.
Companies that use their entire corporate leverage in an integrated way:
- deliver the greatest business value
- generate highly engaged workforces
- higher staff retention
- greater productivity
- deliver higher-quality products and services
- stronger financial performance
- generate superior ROI to shareholders

IWHM: Linkages and Benefits

Linkages: Benefits

Advantage of an Integrated Program

- Better tracking/reporting: 58%
- Improved compliance: 50%
- Employees - easier access: 49%
- Company - easier administration: 49%
- Reduced costs: 45%
- Increased control: 38%
- Higher employee engagement: 37%
- Provides expertise: 36%
- Improved absence outcomes: 29%
- Clarifies fiduciary responsibility: 10%
- Addresses presenteeism: 7%
- Other: 4%
- No advantages: 1%

Employers report better tracking/reporting, and consistent administration as top advantages of integration.

Integrated Workforce Health and Productivity

Engaged Workforce:
- Know how to perform
- Able to perform
- Equipped to perform
- Motivated to perform
- Positive workplace interactions

Workplace Programs:
- Human Resources Program
- Employee Assistance Program
- Attendance Assistance & Support Program
- Occupational Health & Safety Program
- Disability Management Program
- Workplace Wellness Program

Integration of Workplace Support Programs

Program Performance Measurement & Evaluation

Financial Outcomes:
- Increased Market Value
- Enhanced Employee Productivity
- Higher Total Returns to Shareholders

Integrated Program: Outcomes

Enhanced Workforce Health Behaviours
- Less employee presenteeism
- Fewer casual absences
- Lower drug use & costs
- Less medical absences
- Shorter medical absences

Improved Employee Productivity

Lower Employee Group Benefit Rates & Costs

Group Benefits:
- Lower rates and costs of:
  - Casual absence
  - STD
  - LTD
  - WCB

Health Behaviours:
- Lower rates and costs of:
  - Casual absence
  - STD
  - LTD
  - WCB

Source: Dyck, D., 2000-2013

Financial Outcomes:
- 16% increase in market value
- 20% higher employee productivity measures by revenue returns per employee
- 57% higher total returns to shareholders
11 percent higher revenue per employee
Lower medical trends by 1.2 percentage points
1.8 fewer days absent per employee
Reduced disability costs by 19-25%

Risk Communication

Who is the target audience?
What is the message?
How to deliver the message?
Target Audience:

- Senior Management
- Union Leaders (Business Managers)
- Supervisory Staff
- Support Staff (HR, OH&S, OH, WWP)
- Employees
- Disability Management Practitioners
A healthy organization is one whose culture, climate and people management practices are integrated and aligned to create an environment that engages, energizes and enables employees to produce sustainable business results.
The Message:

Integration allows for:

- HR, Workplace Wellness, EAP, Occupational Health & Safety, Absence, and Disability service utilization and data integration determination
- A comprehensive view of workplace health, safety and wellness
- Understanding of program savings, ROI, and impact
- Linkages between workplace performance metrics and employee absence and medical costs
- Benchmarking to national norms and other benchmarking indices
- Informed decisions re: health programs and services

Message Delivery: Your Leadership Role

- Educate stakeholders on the benefits of health management integration
- Explain the impacts of not embracing health management integration – “the cost of doing nothing”
IWHM: Risk Communication

Message Delivery: Your Leadership Role

- Communicate the value of an IWHM Approach
- Determine the current state
- Illustrate the desired state
- Identify the gap between the two states
- Collaboratively identify strategies to reduce/eliminate gaps
- Identify the most effective strategies
Message Delivery: Your Leadership Role

- Communicate the value of the most effective strategies
- Seek support to implement
- Implement
- Evaluate the outcomes (formative, summative and impact evaluation)
- Communicate the outcomes
- Continuously improve the IWHM Approach
Conclusion

The benefits of workplace health management integration are so great; and, its attainment is not that difficult. It is incomprehensible why more companies fail to adopt such a strong strategic approach.
IWHM: Your Leadership Role

Discussion / Questions
Integrating Workplace Health Management: Your Leadership Role

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