



# SUPPORTING A HEALTHY WORKFORCE

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Mental  
Health

Employee  
Health  
and Well  
Being

Physical  
Fitness

Life-Work  
Harmony

Incentives  
and  
Metrics



# Mental Health

# Mental Health in Workplace



- Nearly 1 in 5 Americans had a diagnosable mental health condition in the last year (Mental Health America)
- Depressed employees lose some 5.6 hours of productive work weekly (Mental Health America)
- Depression is #1 Mental Health issue facing the Commonwealth work force (FY2014 DHRM)



# Depression Not Treated



- ~ 6% of State employees used the behavioral health benefit in 2014 compared to ~ 7% in the past three years. (DHRM)
- Meanwhile, employee cost for these services has declined since 2010.

# Mental Health Promotion Programs

- Increase awareness, help employees make lifestyle changes and create supportive environments. (Meta-Evaluation)
- Outcomes seen nationally
  - Health cost claim reduced 25%
  - Absenteeism reduced 27%
  - Workers compensation/disability claims reduced 32%
  - The return on investment \$5.81: \$1
- As a Commonwealth, what can we do better?
  - Educate
  - Remove Stigmas and Myths
  - Promote and emphasize the importance of maintaining a healthy Mental and Physical Lifestyle.



# Physical Fitness

# Physical Health Factors

- Obesity
- Smoking
- Lack of Exercise



# Work Place Physical Fitness

- Initiatives to improve physical activity are best when they are done comprehensively
- Initiatives should impact barriers and opportunities for physical activity on multiple levels
- A comprehensive worksite-based program to increase physical activity may include policy supports such as:
  - allow time for exercise during the work day
  - environmental supports - onsite exercise facility or area
  - social support and motivational messaging
  - educational resources to help employees utilize these benefits to improve their health

# Risk Reduction at Work



- Multi-component worksite interventions aimed at changing employees' habits and health with instruction and support
  - Dietary habits – Healthier eating
  - Increased physical activity – Reduce obesity/weight
  - Attitudes about healthy choices – Making it Fun
- Simultaneous implementation of all interventions is difficult and resource intensive
  - Implement activities as you are able, and work towards a comprehensive program



# Life-Work Harmony

# Life-Work Harmony



- Achieve harmony of the four areas of life:
  - School/work
  - Home/Family
  - Community and Society
  - Mind, body, spirit



# Life-Work Harmony Strategies



- Flexible Work Arrangements
- Leave Benefits
- Employee Support Programs
  
- Three ways to encourage and promote Life-Work Harmony
  - Promote and utilize existing programs
  - Improve existing programs through feedback
  - Innovate new strategies to meet changing needs

# Flexible Work Arrangements



- Telework
- Flexible work hours
- Compressed work schedules
- Part-time classified employees

# Leave Benefits



- Consider adding Eldercare or Family care leave
- Simplify the leave system to “Personal Time Off” (PTO) without designated hours for sick, vacation, volunteer, etc.
  - Reduces time for supervisory oversight and simplifies management of leave program overall
  - **Virginia Resources Authority moved to PTO in 2010 and it has been successful**

# Employee Support Programs



- Employee Assistance Program (EAP)
  - Mental health
  - Financial counseling
  - Child or Elder Care
  - Career planning
- Weight Watchers and exercise classes
- Coaching
- Recreation and cultural event discounts
- **On-site or near-by child care (VDOT),**
- **Free/subsidized public transportation (Richmond)**
- The Singapore National Employers Federation found that for every S\$1 spent on family-friendly programs, the company reaped a return of S\$1.68.



# Promoting Life Work Harmony



- Promote existing programs through annual campaign
- Share success stories and innovations across agencies through HR leaders
- Innovate new ways to use these programs to help employees achieve harmony
- Use grants to develop and pilot new programs and to make changes to existing programs

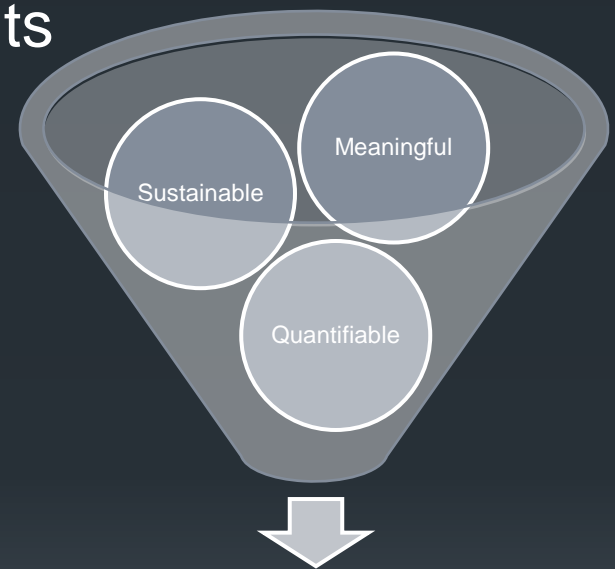


# Incentives

# Underlying Principles



- Sustainable
  - Affordable
  - Insulated from annual budget constraints
- Meaningful
  - Provide value to employees
  - Worth working towards
- Quantifiable
  - Measurable against healthcare outcomes (costs, productivity, etc.)
  - Proven success in other states/organizations



Successful Incentives

# Incentive Examples

- Medical Insurance Premium Deduction
  - Currently offered but underutilized
  - Other programs for comparison:
    - Milwaukee County, WI
    - Rhode Island
    - Sarasota, FL
- Cash and Cash Equivalents
  - Eugene, OR
  - Norfolk, VA
- Nominal Gifts (Gift cards, Clothing, Plaques, etc.)
  - Currently offered but underutilized
  - Other programs for comparison:
    - Iowa
    - Pinellas County, FL
    - Weld County, CO



# Evaluation & Metrics

## Guiding Belief:

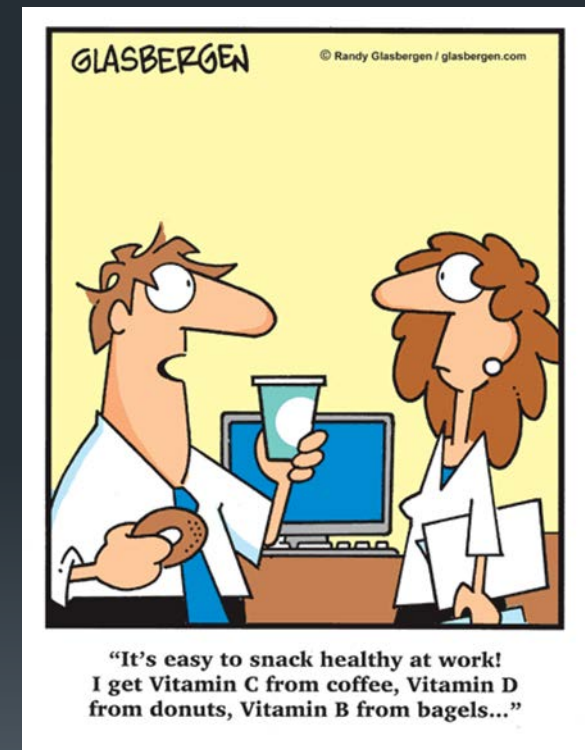
# We don't change or improve what we don't measure

- Evaluation and metrics helps the Commonwealth define the value of workforce initiatives. (quality, cost effectiveness, significance)
- Building and integrating an evaluation design among the programs will:
  - Create a shared understanding;
  - Increase employee buy-in;
  - Connect multiple evaluation activities and data points;
  - Provide an advocacy tool for resources while assessing if there are sufficient program resources.

# Evaluation as the Driver to Change

Integrate all health and well-being efforts  
around targeted health topics

- **Health Behaviors**-Substance Abuse, Nutrition, Physical Activity, Tobacco Use
- **Screenings**-Blood Pressure, Obesity, Cholesterol, Type 2 Diabetes, Cancer
- **Mental Health**-Depression
- **Injury**-Work Related, Ergonomics
- **Immunizations**-Flu, Pneumonia, Shingles





# Measuring for Results

Using health topics as the framework, outcomes are produced that demonstrate:

- **Worker productivity**-increase in stamina, concentration, and focus leading to greater work output.
- **Health care costs**- keep healthy employees in “low-risk” by promoting health maintenance.
- **Health outcomes** –adoption of healthy behaviors lead to changes in physical, mental, and/or emotional health.
- **Organizational change**-the Commonwealth is an attractive place to work.



# Components of Success

Good programs, policies and incentives

Integrate health and well being efforts with evaluations that measure for targeted outcomes (Virginia Performs)

Communicate goals, targets and outcomes

