



# Happy Work

Employee well-being and  
organizational success

**lianne clarke, B.Sc. B.Ed** | senior consultant, group benefits



**“ If you don’t take time for *wellness*,  
be prepared to make time for *illness* ”**



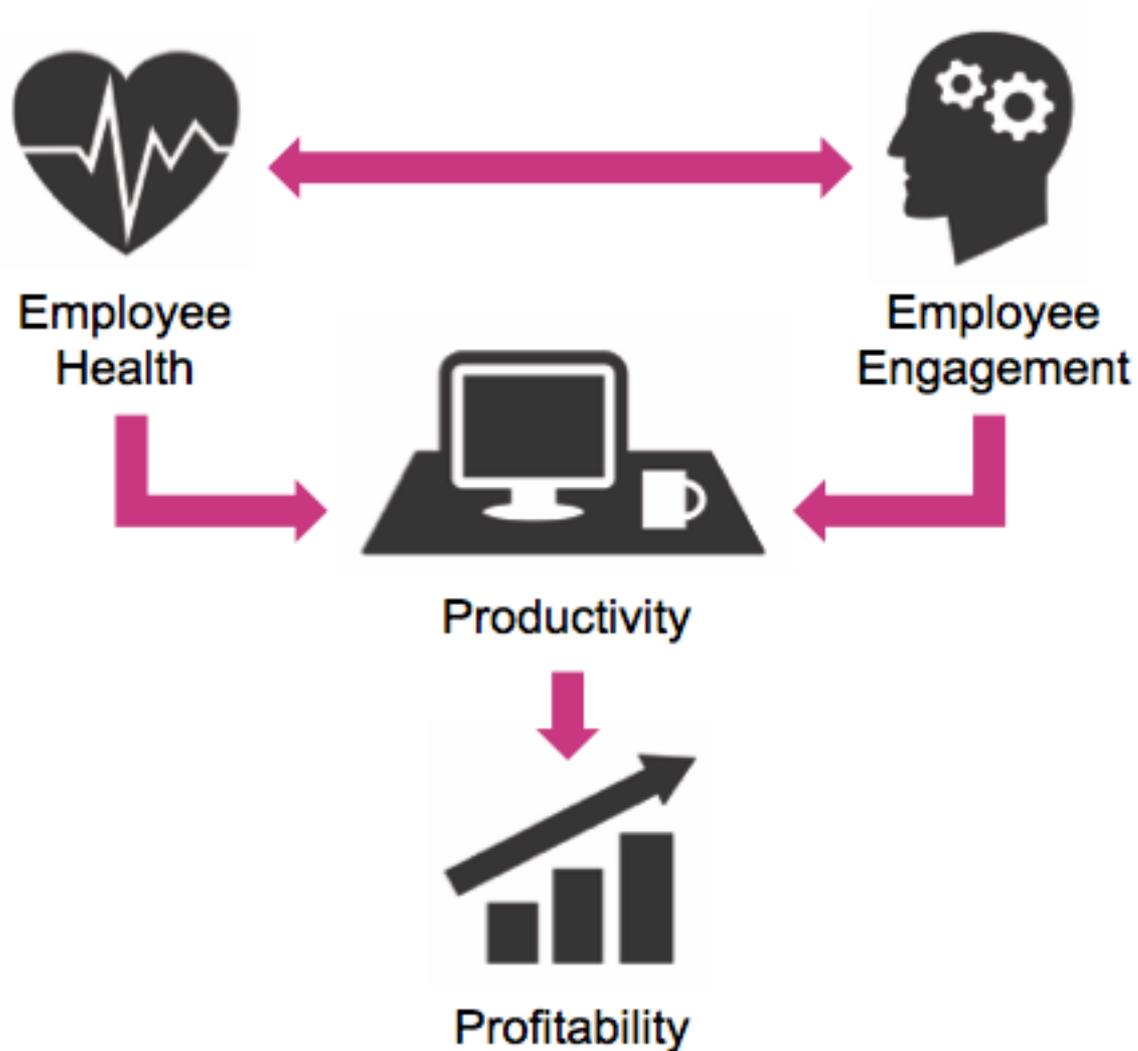
“

*If you don't **invest** in wellness,  
you'll have to **spend** on illness*

”

# Connecting the dots

*Employee health, engagement, and productivity*



# Employee engagement



An **engaged employee** is defined as one who is fully absorbed by and **enthusiastic about their work** and so takes positive action to further the organization's reputation and interests.

# Defining “health”

According to the WHO,

“*Health is a state of complete **physical, mental and social well-being**, not merely the absence of disease or infirmity*”



# Factors affecting our health and well-being



# Connecting health to productivity



Lost productivity from **presenteeism** is estimated to be  
**3x higher**  
than from **absenteeism**

.....

Estimated to cost Canadian businesses  
**\$15 - \$25 billion**  
per year





## the cost of absence

Estimated **\$16.6 billion** in direct costs

**\$0.70 - \$1.50** in indirect costs to every \$ of direct costs

Avg **8.8 days** missed per employee per year

Only **15%** of organizations track the direct costs of absenteeism



# cost of chronic disease

did you know?

**>50%** Canadians live with a chronic disease

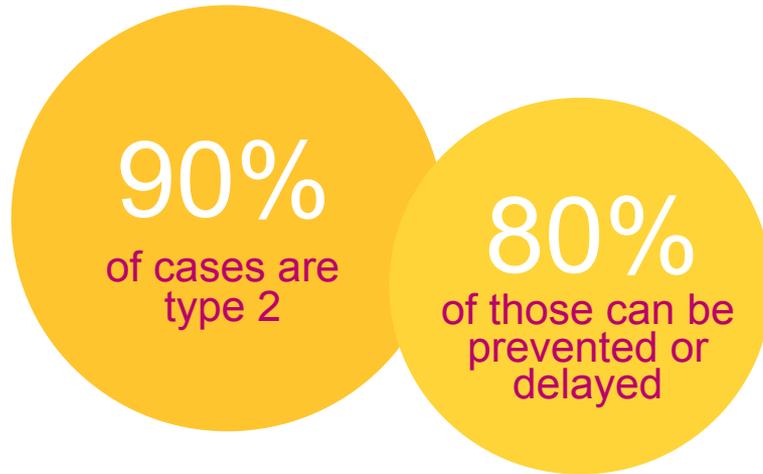
**\$190B** Annual cost to the Canadian economy

**67%** of direct healthcare costs result from chronic disease

**80%** of chronic disease incidence and **70%** of costs can be prevented through *healthy lifestyle choices*



# cost of diabetes



.....

**30 million** people lived with diabetes in 1980. Anticipate **400 million** by 2030 worldwide

.....

\*An economic tsunami – Costs of diabetes in Canada; CDA; Dec 2009

**>50%**

of new cases arise in people of working age

**30%**

suffer from depression



Absent **2-10 days more** per year



# cost of mental illness



**\$51 billion**  
in costs last year



affects **1** in **5**  
Canadians



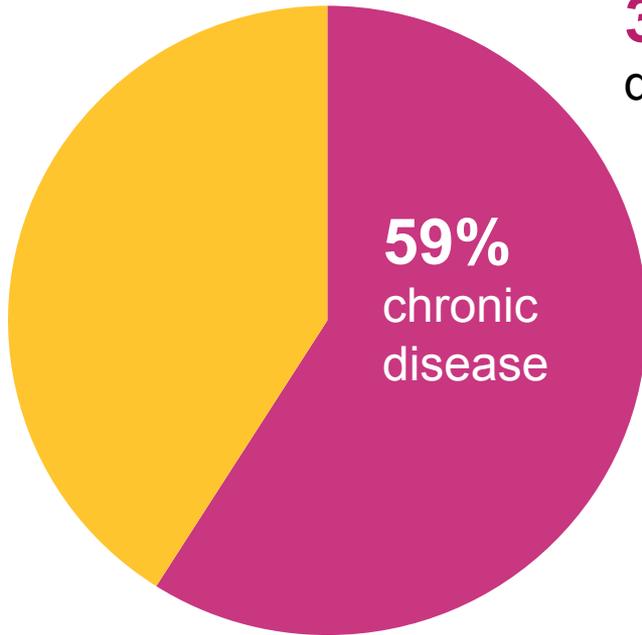
**#1** cause of  
long term disability claims

***Lost productivity*** accounts for about ***1/3<sup>rd</sup>*** of the  
\$51 billion



# Health and productivity

*Affects of chronic disease*



**38%** reported missing work or experiencing difficulty doing their job because of their condition

**33%** say work environment negatively impacts ability to manage their condition

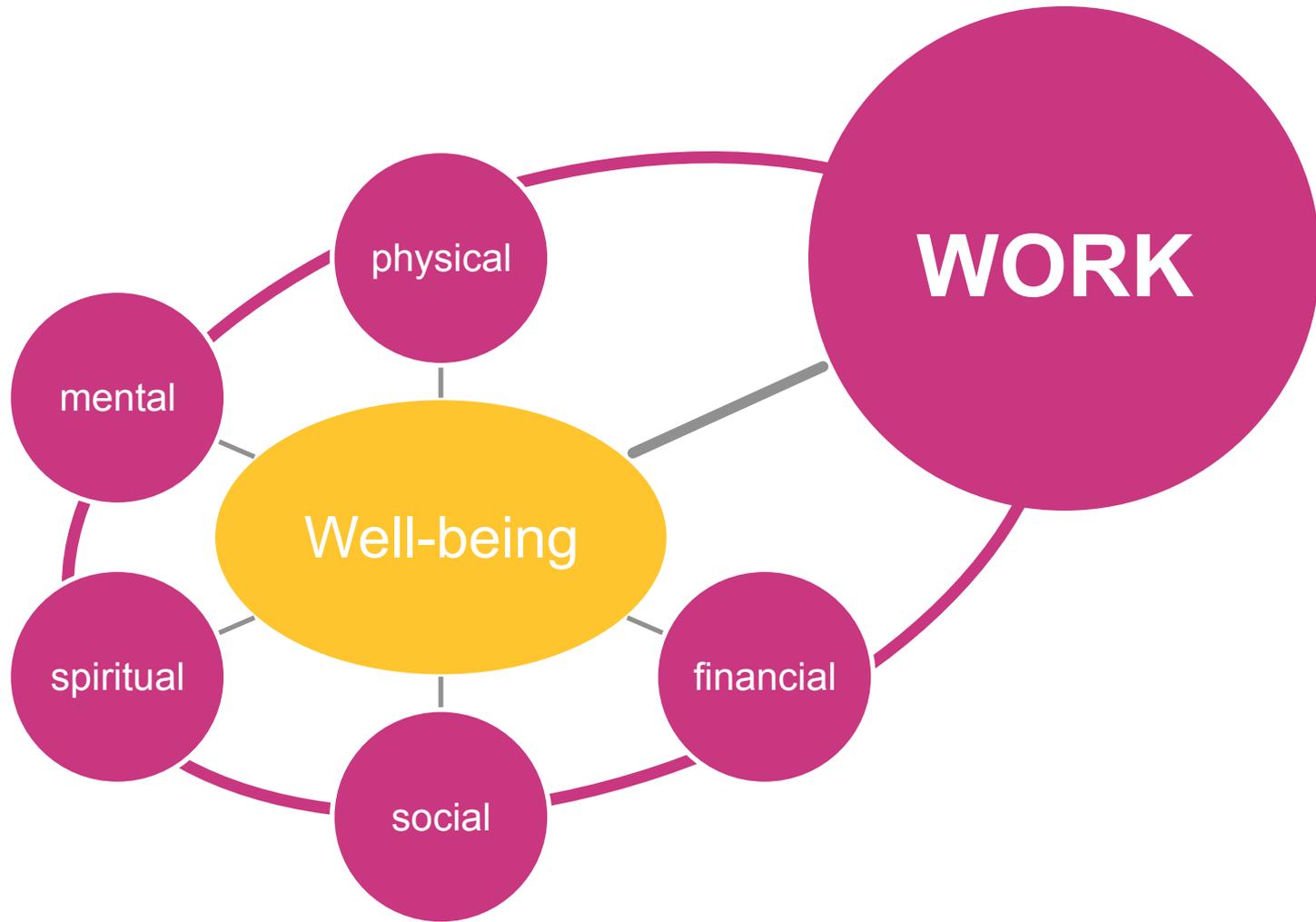
- **63%** for those *not engaged*

**40%** indicated work environment negatively impacts ability to handle stress

- **68%** for those *dissatisfied* with work



# work affecting our health and well-being



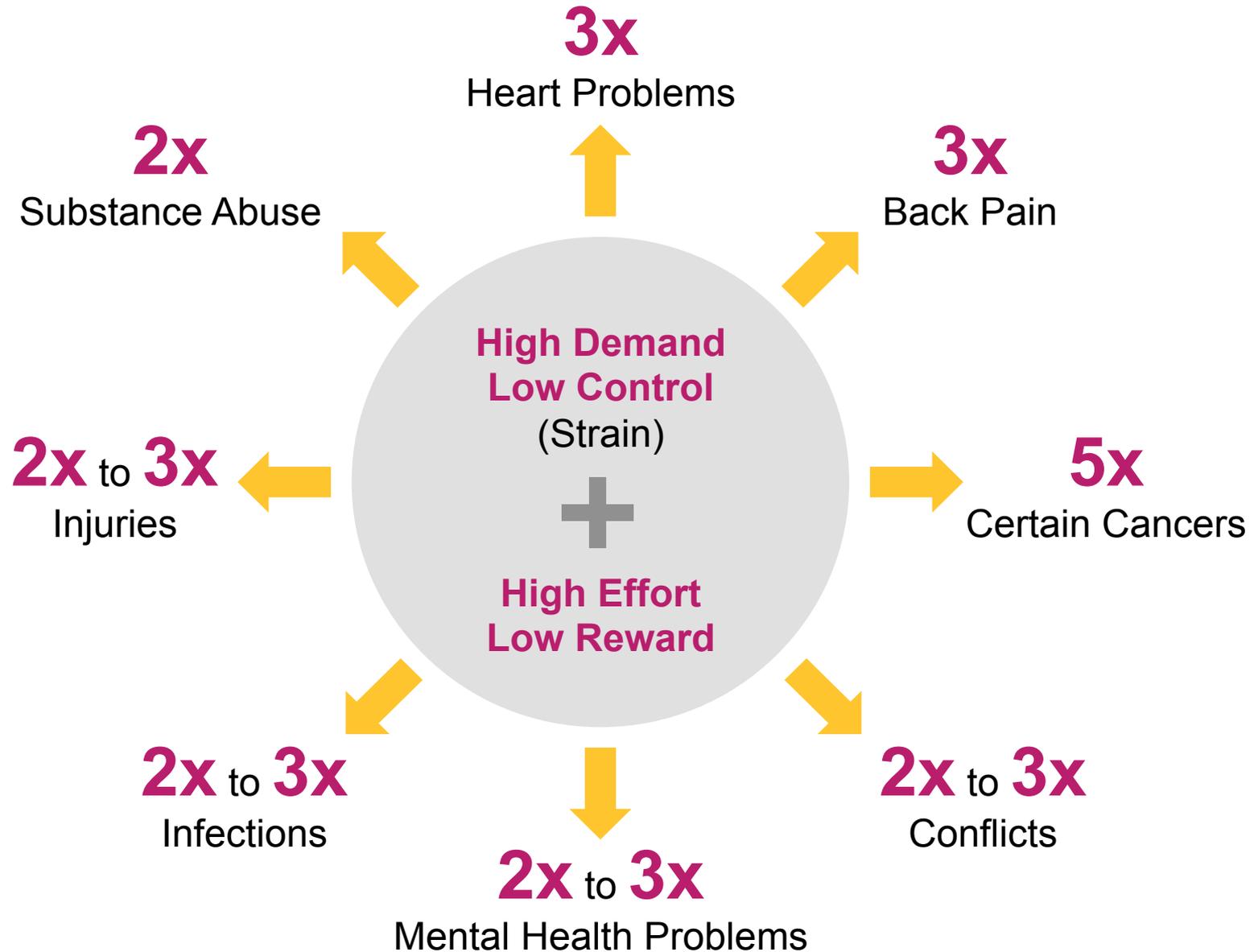
# Impact of the workplace on employee health

## *The work environment*

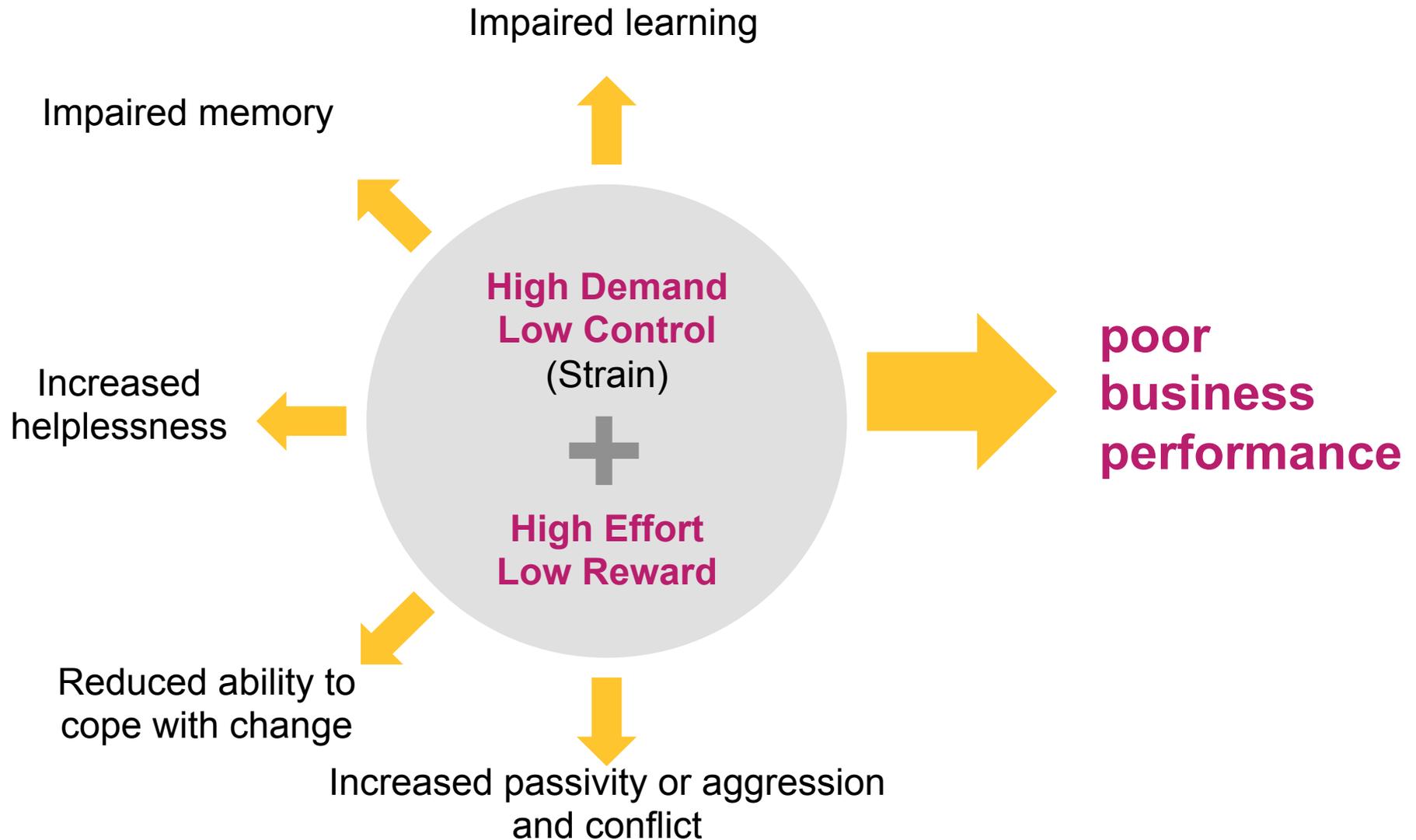
- Employee well-being is directly impacted by
  - Job design & ergonomics
  - HR policies and practices
  - Leadership
  - Organizational change
  - Relationships at work



# mental health culture



# productivity in a toxic work environment



# workplace mental well-being

*psychological health and safety*

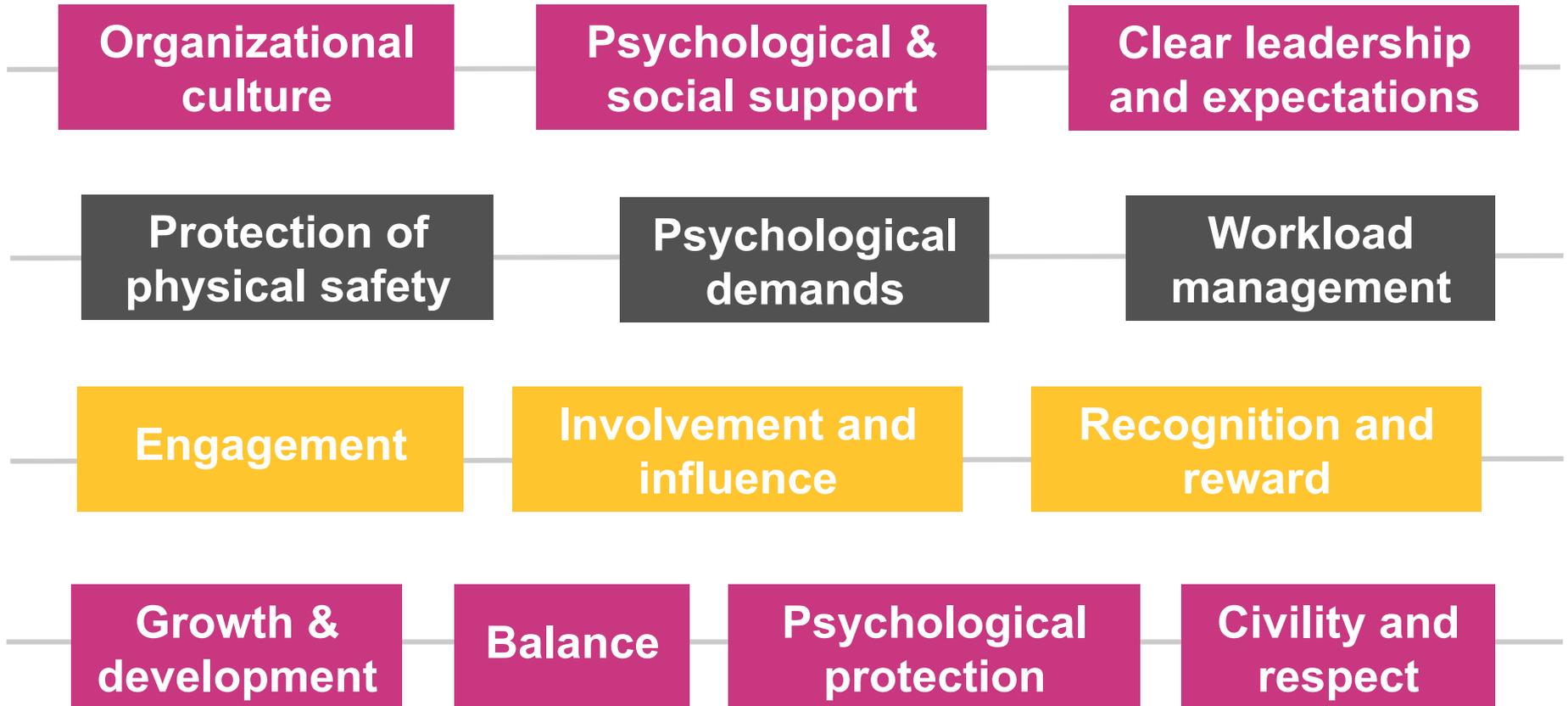
## ***National Standard for psychological health & safety in the workplace***

- Launched January 2013
- Championed by MHCC, CSA and BNQ
- Framework to create and maintain mental well-being in the workplace
- Focus on 13 workplace psychosocial factors

[http://www.mentalhealthcommission.ca/  
English/national-standard](http://www.mentalhealthcommission.ca/English/national-standard)



# psychosocial factors covered by **national standard**



# mental wellness

- Mindful meditation rooms
- Sleep classes
- Breathing classes
- “family phone bed”
- yoga
- “mindbit”
- bibliotherapy
- Workplace email black out policies
- Workplace vacation policies – out of office



# Creating a culture of wellness

Comprehensive well-being strategy

HR

Benefits

Wellness

OH&S

WSIB

business operations

**35%** higher revenue per employee

Increase market premiums by **20** percentage points

# steps to rolling out wellness

**Gain Senior  
Leadership  
Support**

Create your wellness team

**Collect and assess your data**

Create your plan

Select appropriate interventions

**Communicate**

Rollout and Evaluate



# tailoring **VOI** to your workplace

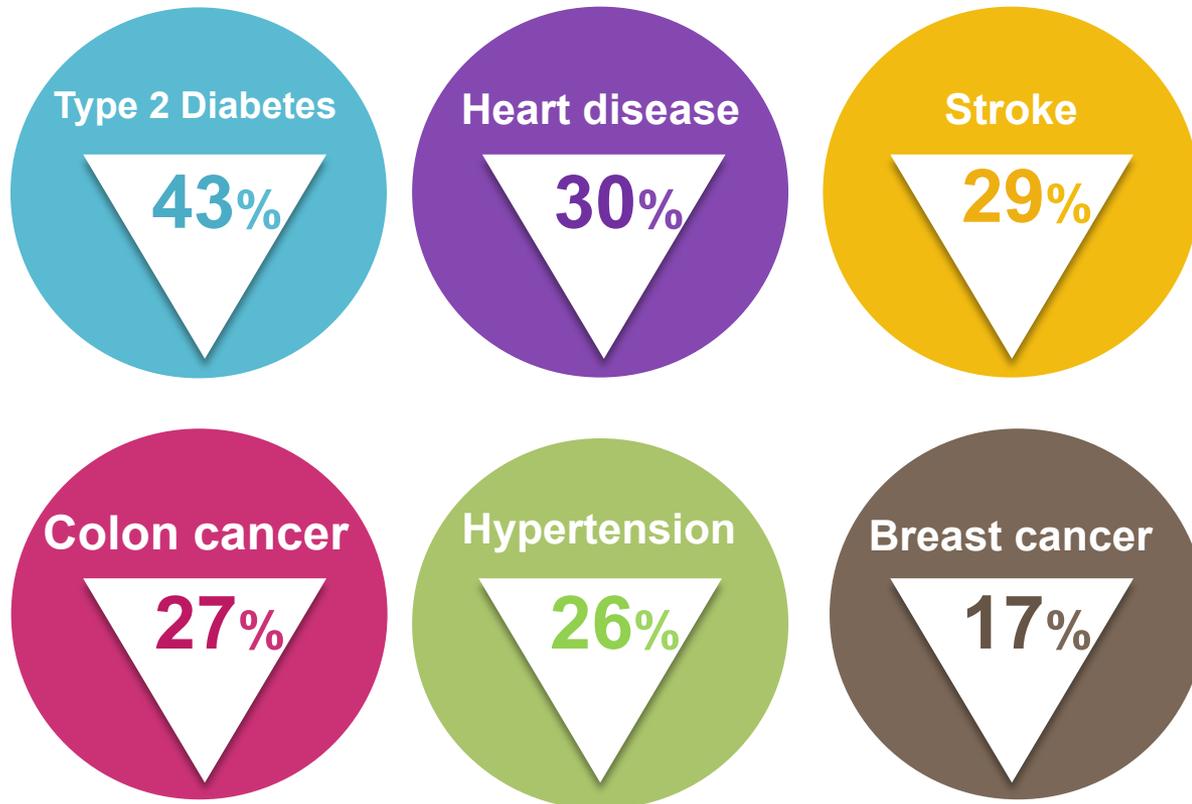
## *Gathering your data*

- Employee wellness survey
- Employee participation
- Engagement surveys
- Casual absence
- STD incidence and duration
- Disability & drug disease trends and spend
- Improvement in health risks
- WSIB data
- EFAP utilization



# Personal ROI of changing one risk factor

Being **physically active** reduces a person's lifetime probability of developing:





# Irving Paper

**provide comprehensive wellness programming with subsidies to encourage healthy living.**

- STD costs dropped by **50%** over 5 yr period
- Union grievances dropped from 50 to **11 per year**



# Husky Energy

- absenteeism rate of **2.25 days** compared to industry average of 9.6 days
- annual drug cost of **\$153/ee** compared to sector average of \$495





# Sanofi Canada

## following a 100 day challenge

- **36%** improvement in employee engagement scores
- **74%** reported reduction in stress levels
- **90%** reported overall health as good or better  
(up from 66%)



# the **VOC** of wellness



help employees to adopt and maintain a healthy lifestyle



increase the energy, productivity and engagement



reduce absenteeism, presentism and disability



control health care and group insurance plan costs



attract and retain best talent





“

*take care of **your people** and they  
will take care of **your business***

”