



HARVARD
T.H. CHAN
SCHOOL OF PUBLIC HEALTH
Center for Health and the
Global Environment

Well Being is the New Business Strategy Brazil 2016





Well-Being is fundamental to sustainability
Well-being is the new wellness

“Healthy, sustainable societies require the creation of healthy, sustainable organizations, and great organizations and societies can only be built by human beings who can grow and create meaningful success.”

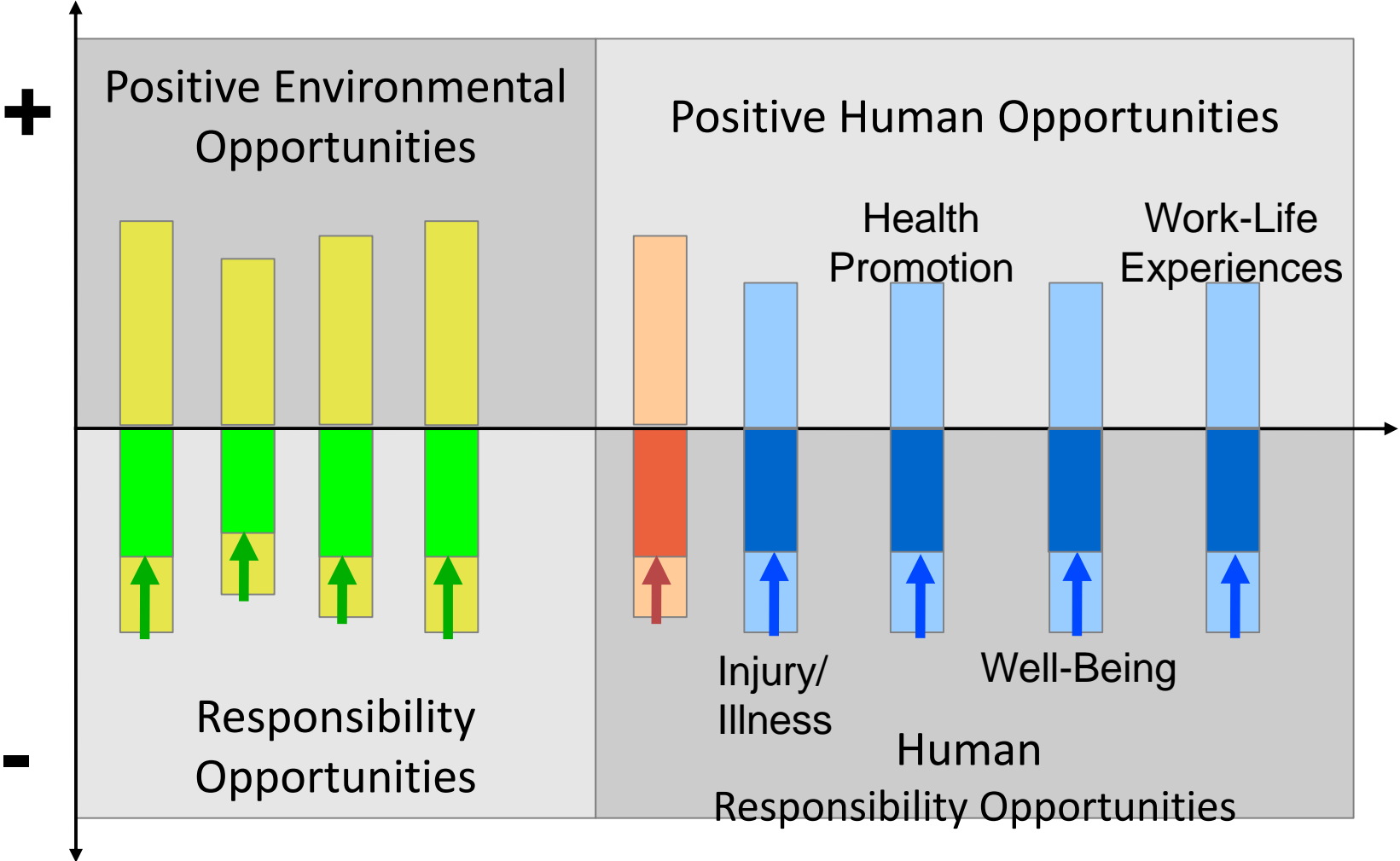
By Porras, Emory, Thompson in “Success Built to Last: Creating a Life that Matters” (2007)

Giving More than We Take: Handprints and NetPositive Sustainability



Gregory A. Norris
Co-Director, SHINE, Harvard School of Public Health
Chief Scientist, International Living Future Institute

SHINE Framework Adds Positive, and Expands Human Pathways



Well-being and Sustainability

- The challenge of the predominant health strategy in business:
 - cost and risk mitigation model
 - lagging indicators (accidents, disease, risk for disease)
 - Push: *personal* motivation/nudge/choice
- The pivot to health as sustainability:
 - investment model
 - leading indicators (ability, performance, quality of life, and engagement)
 - Pull: *organizational* imperative/shared responsibility

Well-being at work

- *Key* trends to watch
- Well-being and sustainability
- The current challenge for corporate health
- Hardwiring well-being into the business strategy

Key trends to watch

What is the #1 cause of disability world-wide?

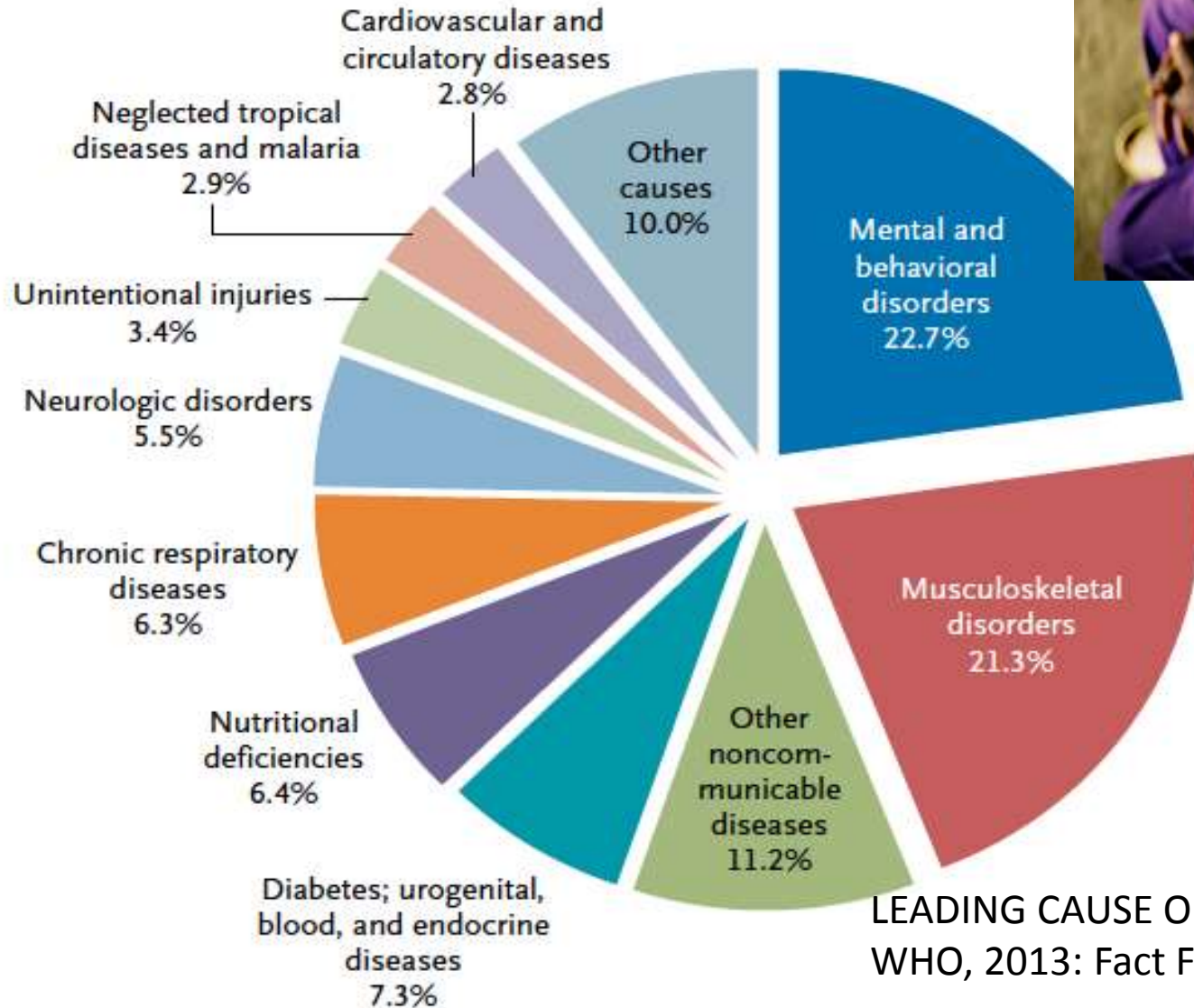
What country has the longest life expectancy?

What country has the highest level of well-being?

What is the level of job engagement of the workforce?

Mental disorders disability days

Global Burden of Disease, 2010



LEADING CAUSE OF DISABILITY WORLDWIDE
WHO, 2013: Fact File

ALL ELEMENTS OF WELL-BEING 10 HIGHEST COUNTRIES AND AREAS

PURPOSE *% Thriving*

Panama	60.5
Costa Rica	53.8
Puerto Rico	48.8
Chile	46.3
Guatemala	44.9
Denmark	42.7
Colombia	41.5
Belize	41.2
Mexico	40.5
Uruguay	39.2

SOCIAL *% Thriving*

Puerto Rico	63.0
Panama	62.6
Costa Rica	59.3
Uruguay	57.8
Chile	54.5
El Salvador	49.4
Guatemala	49.3
Myanmar	48.4
Belize	48.2
Argentina	48.2

FINANCIAL *% Thriving*

Norway	68.9
Sweden	67.9
Switzerland	66.1
Netherlands	60.8
Austria	59.5
Germany	57.4
Luxembourg	57.3
Denmark	55.0
Singapore	52.4
Finland	50.7

COMMUNITY *% Thriving*

Sri Lanka	50.1
Panama	50.0
Belize	49.3
Denmark	48.8
Switzerland	48.7
Norway	47.8
Myanmar	47.7
Puerto Rico	47.7
United Arab Emirates	46.8
Costa Rica	46.1

PHYSICAL *% Thriving*

Panama	52.2
Costa Rica	47.0
Belize	44.4
Puerto Rico	40.9
Uruguay	40.7
Guatemala	40.7
El Salvador	39.6
Colombia	39.4
Chile	39.2
Myanmar	38.8

Source: Gallup-Healthways Global Well-Being Index. Based on surveys conducted in 145 countries and areas in 2014. Sample sizes are approximately 1,000 in each country. Differences of fewer than three percentage points between any two countries' respective scores are typically not statistically significant.

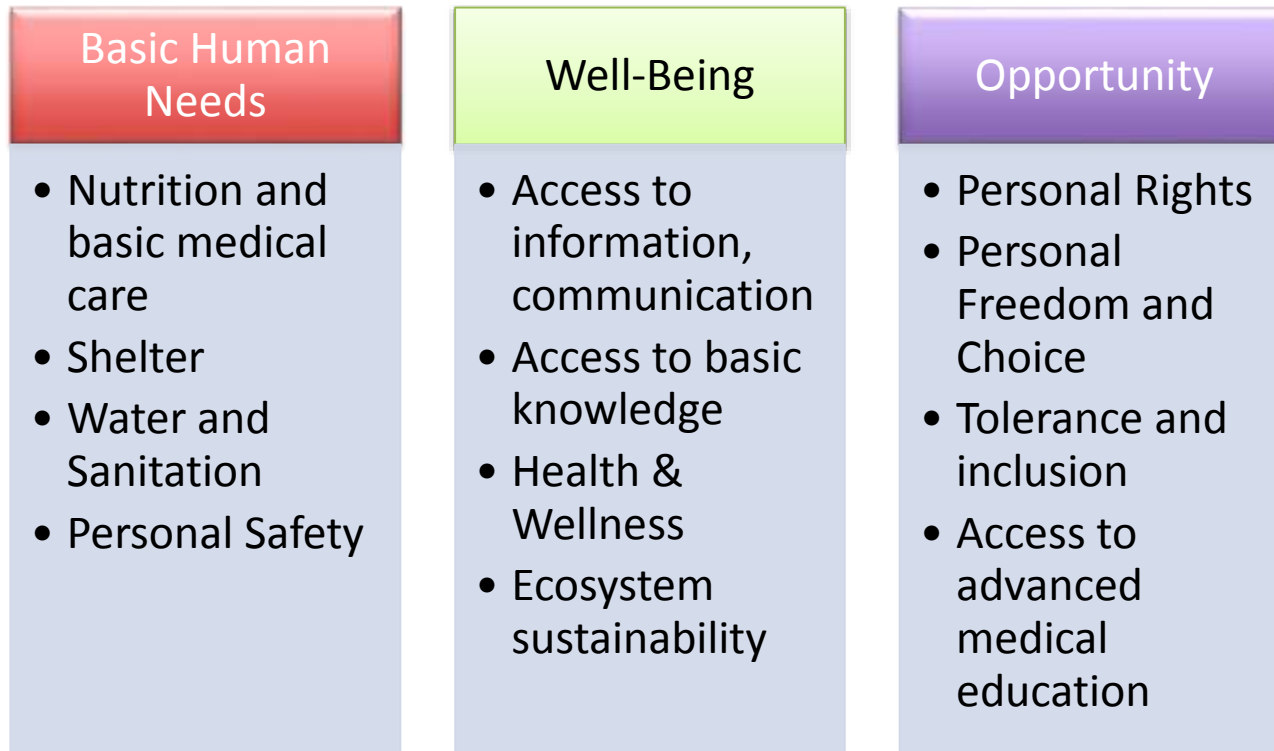
A problem with work engagement?

“According to Gallup, more than 60% of the workforce is “not engaged.” They may be doing their job, but they are not inclined to give anything extra. Even worse, another 24% are “*actively disengaged*”*

*something Gallup defines as either wandering around in a fog, or actively undermining co-workers success.



Social Progress Index



<http://www.socialprogressimperative.org/data/spi/methodology>

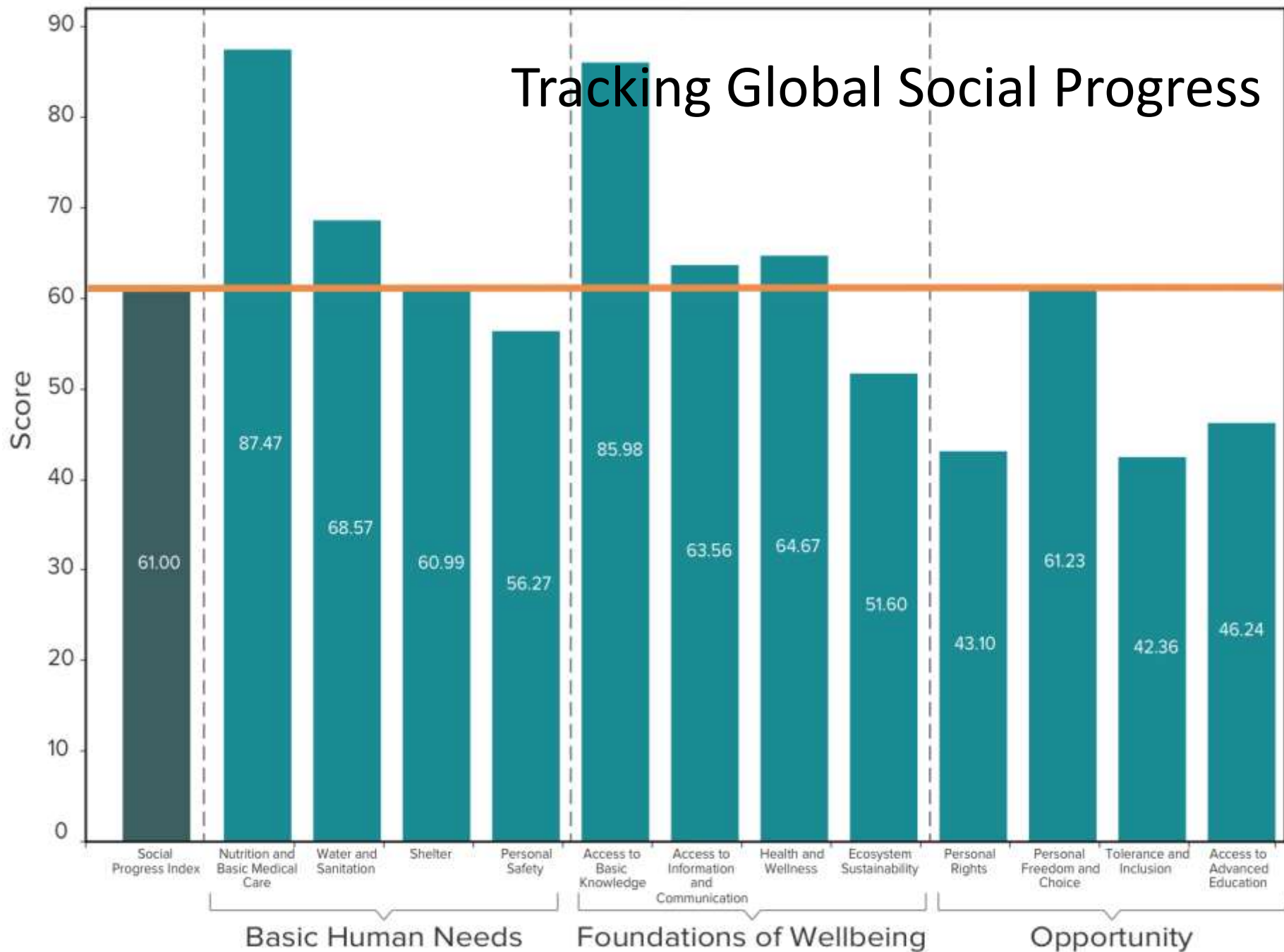
Well-being: The Social Progress Index

Top Countries

1. Norway
2. Sweden
3. Switzerland
4. Iceland
5. New Zealand

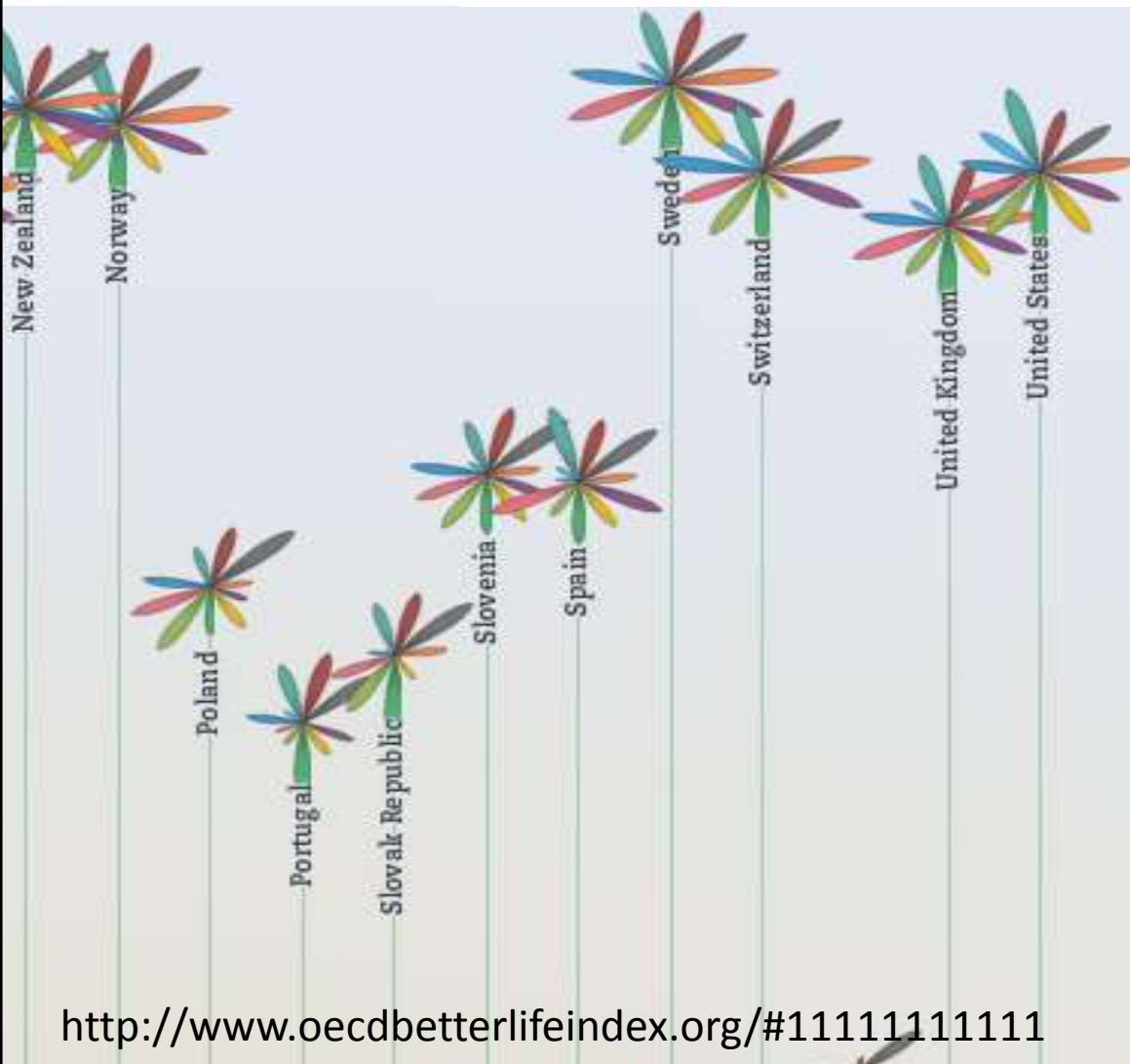
6. Canada
7. Finland
8. Denmark
9. Netherlands
10. Australia

Tracking Global Social Progress





OECD
Better Life
Index



Create Your Better Life Index

Rate the topics according to their importance to you: - +

	Housing	● ○ ○ ○ ○ ○
	Income	● ○ ○ ○ ○ ○
	Jobs	● ○ ○ ○ ○ ○
	Community	● ○ ○ ○ ○ ○
	Education	● ○ ○ ○ ○ ○
	Environment	● ○ ○ ○ ○ ○
	Governance	● ○ ○ ○ ○ ○
	Health	● ○ ○ ○ ○ ○
	Life Satisfaction	● ○ ○ ○ ○ ○
	Safety	● ○ ○ ○ ○ ○
	Work-Life Balance	● ○ ○ ○ ○ ○

Share this index

SUSTAINABILITY: Beyond Cost and Injury Reduction

“The key for the future of any country and any institution lies in the talent, skills and capabilities of its people....Investing in human capital is critical, even more so in context to shifting population dynamics and limited human resources.”

Klaus Schwab, 2013



COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

Insight Report

The Human Capital Report

U.S. ranks #16 on human capital:

- Workforce/ employment = 4th rank
- Education = 11th rank
- Enabling Environment = 16th rank
- Health = 43th rank

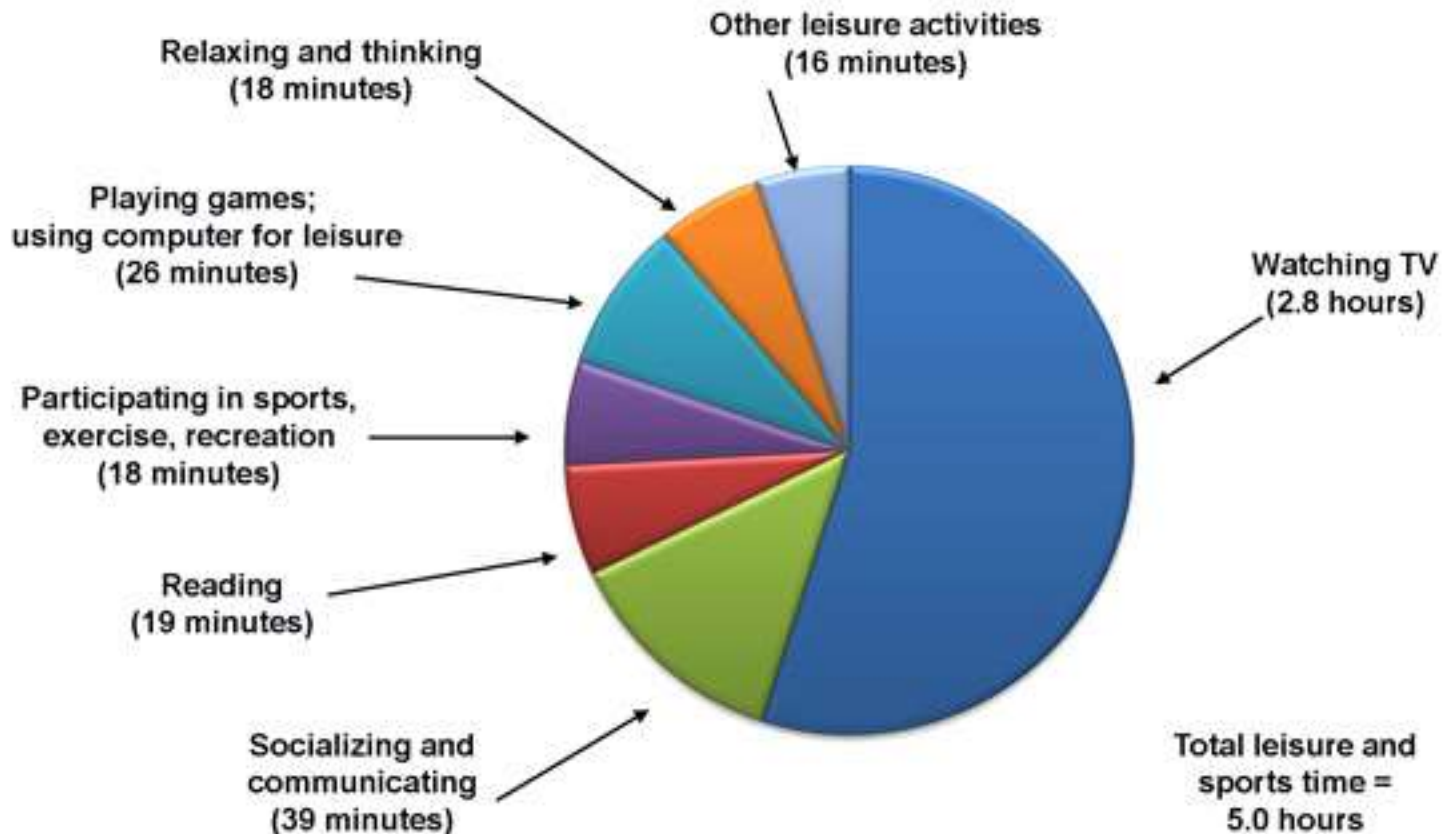
Center for Disease Control 2020 Goals-HRQOL/Well-Being

- Self-rated physical and mental health
- Overall well-being
- Participation in society

CDC 2020 Goals-HRQOL/Well-Being

- Physical well-being – vigor and vitality, feeling very healthy and full of energy
- Mental well-being – satisfied with one's life, balancing positive and negative emotions, accepting oneself, finding meaning and purpose, seeking personal growth, autonomy and competence, optimism
- Social well-being – receiving quality support from family, friends and others

Leisure time on an average day



NOTE: Data include all persons age 15 and over. Data include all days of the week and are annual averages for 2013.

SOURCE: Bureau of Labor Statistics, American Time Use Survey

Key trends:

- Greater attention to inadequate mental health care
- Greater awareness of the decline in work engagement and its consequences
- Increased national and global focus on well-being
- Well-being as a sustainability measure

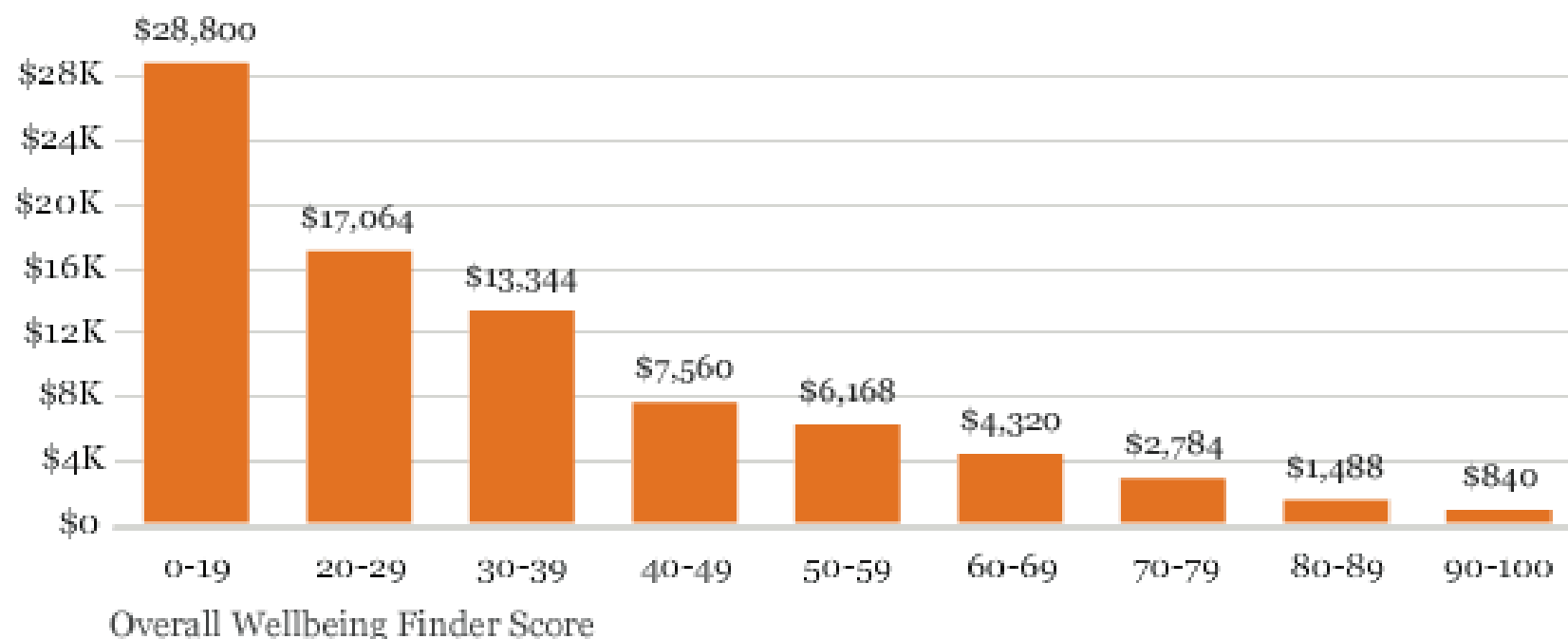


To effectively embed sustainability into an organization will mean attending to people's well-being: individuals who are connected to self, others, and the world around them

The High Cost of Low Employee Wellbeing

For workers with the lowest wellbeing scores, the annual per-person cost of lost productivity due to sick days is \$28,800. But costs drop dramatically as wellbeing scores improve. For workers at the midpoint, the cost of lost productivity is \$6,168, but for workers with the highest wellbeing scores, the cost is only \$840 per year.

■ Annual per-person cost (based on \$200 per sick day)



The wellbeing zones are: Suffering (0-39), Struggling (40-69), and Thriving (70-100), based on Gallup Wellbeing Finder scores.

Cost of Poor Well-Being

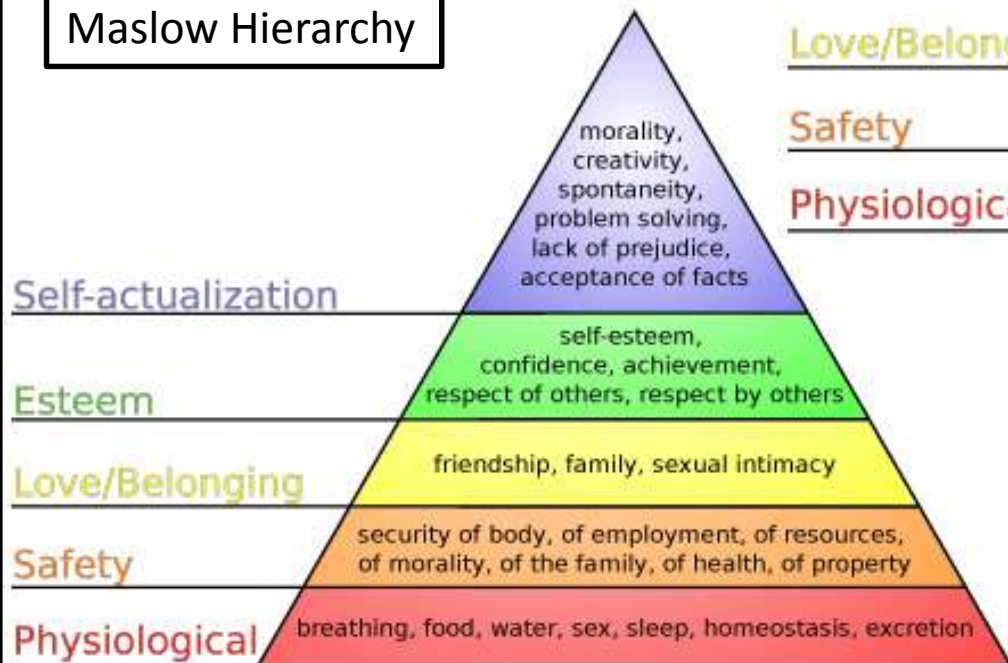
Direct and indirect costs



Figure 3. Research from Society for Human Resource Management (SHRM) and others suggest that the total direct and indirect cost of poor employee well-being can total 25% to 35% of payroll, but even that is just the tip of the iceberg.

Positive Building Blocks for Well-Being *AT WORK*

Maslow Hierarchy



Self-actualization

Esteem

Love/Belonging

Safety

Physiological

Optimal Performance, Progress, Mastery

Fulfilling Job

Social Resources

Natural and Capital Resources

The Importance of Work

The Big Pivot

What if.....

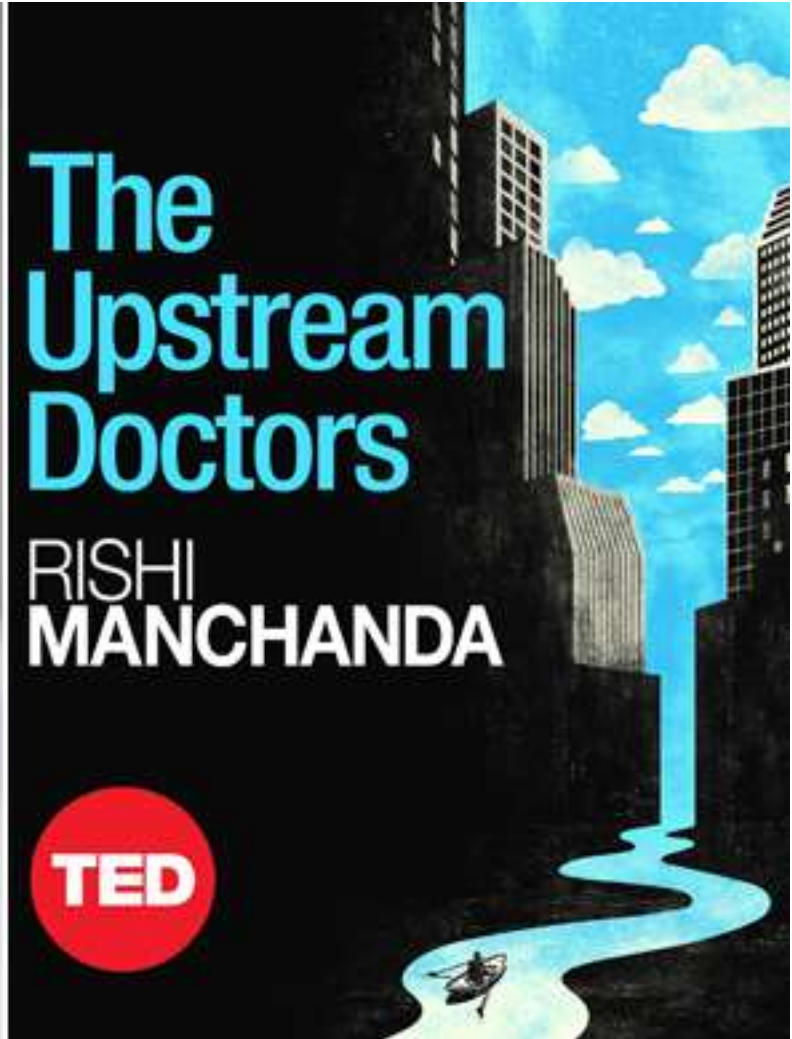


What if.....

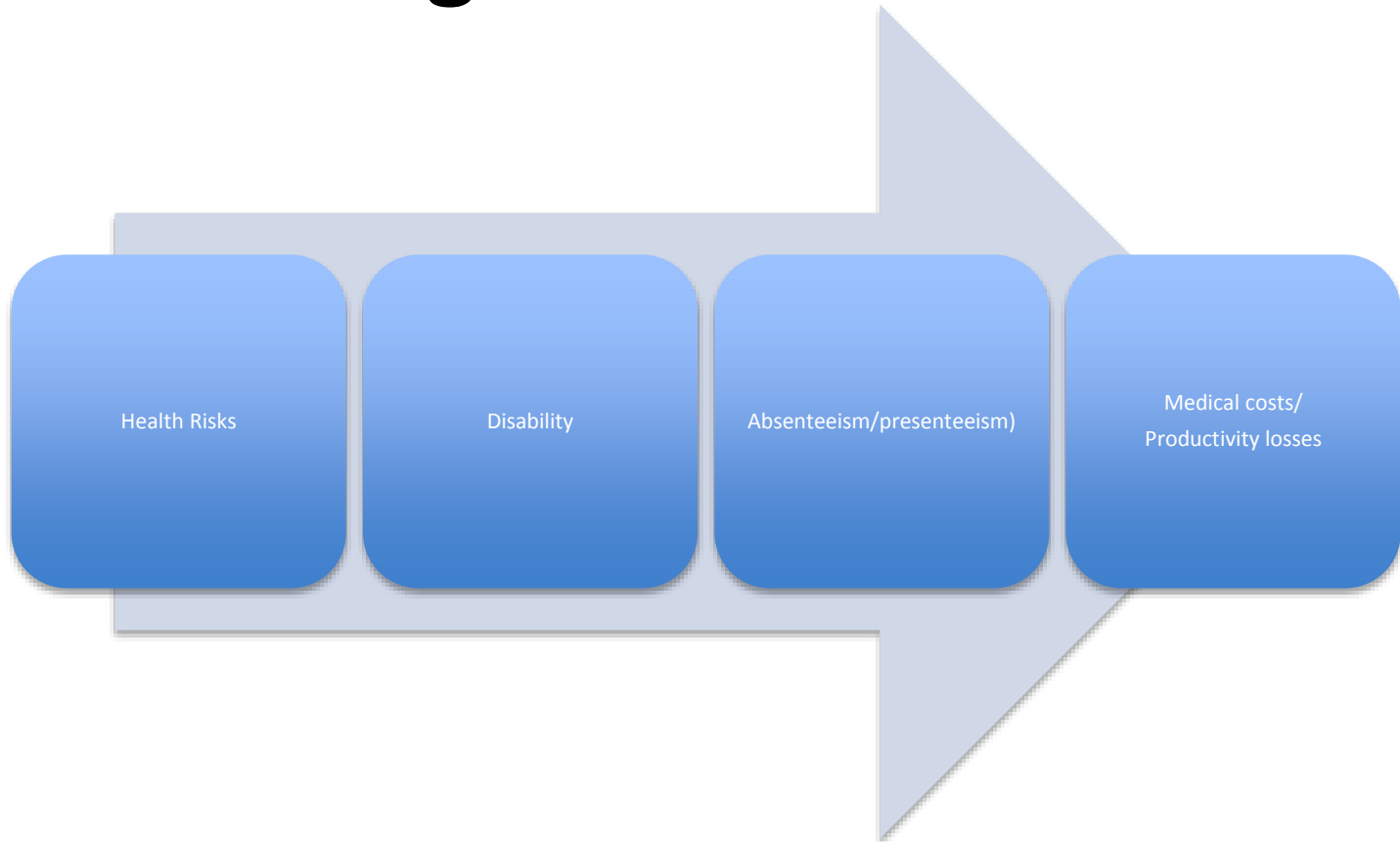
- Individuals could “tune into” how well they are managing their lives BEFORE
 - people got disengaged,
 - stopped exercising or eating well,
 - increased their weight,
 - stopped taking their medications,
 - stopped caring for themselves or their families,
 - got really sick, lost time from work,
 - consumed expensive expensive health care,
 - became unable to take care of the planet?

What if...

- Organizations could “tune into” their people --
BEFORE
 - job disengagement,
 - an annual review gone bad,
 - productivity plummeted,
 - earnings declined,
 - accidents and injuries went up,
 - health care premiums/cost rose

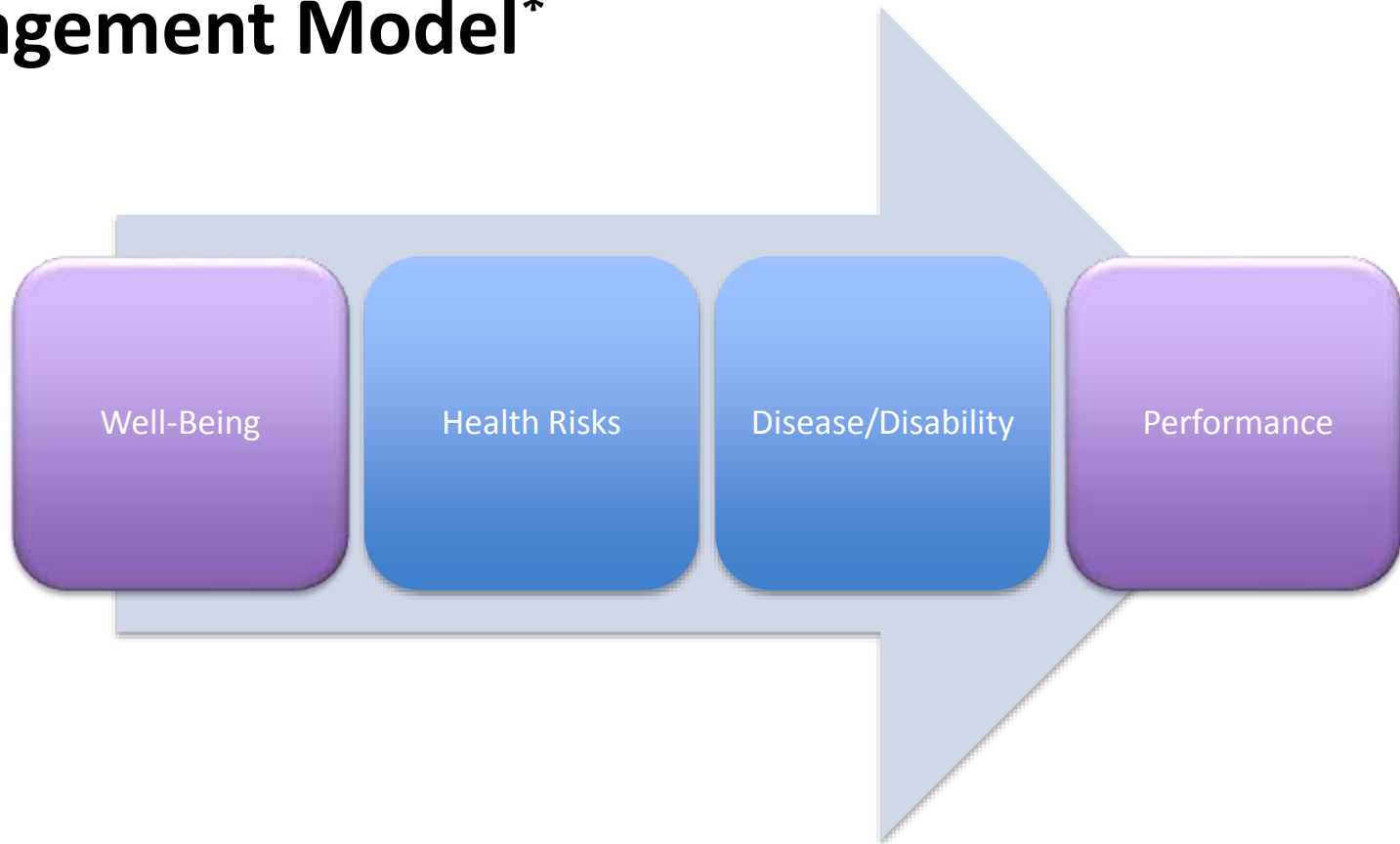


Traditional Health and Productivity Management Model*



* —results rest on avoided costs

Upstream Health and Productivity Management Model*



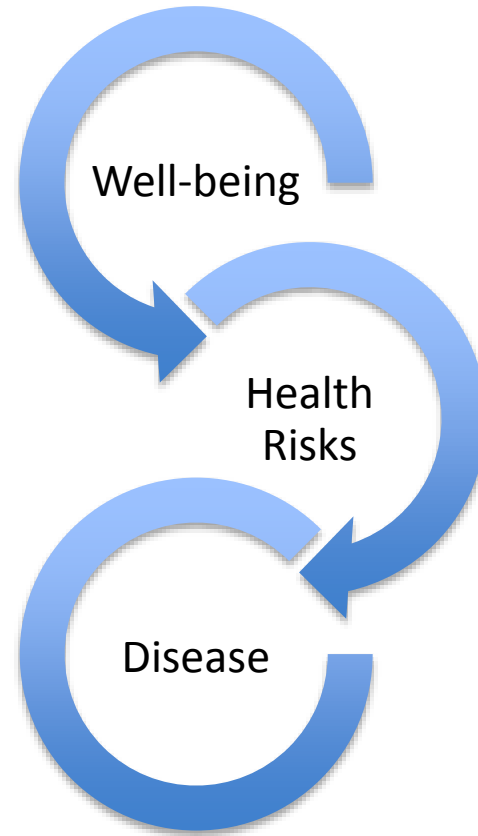
*—results rest on raising well-being and performance



shine

Sustainability and Health
Initiative for NetPositive Enterprise

Moving Upstream



Moving upstream *at work* for mental health



- Job strain increases the risk for depression¹:
 - 13.2% for males
 - 17.2% for females
- Employees reporting more stressful jobs were 3 times more likely to seek treatment²

¹Anthony D LaMontagne, Tessa Keegel, Deborah Vallance, Aleck Ostry, Rory Wolfe
BMC Public Health 2013. Job Strain -- Attributable Depression in a Sample of Working
Australians: Assessing the Contribution to Health Inequalities.

²Szeto and Dobson, 2013. *"Mental Health Disorders and
Their Association with Perceived Work Stress: An
Investigation of the 2010 Canadian Community Health Survey*

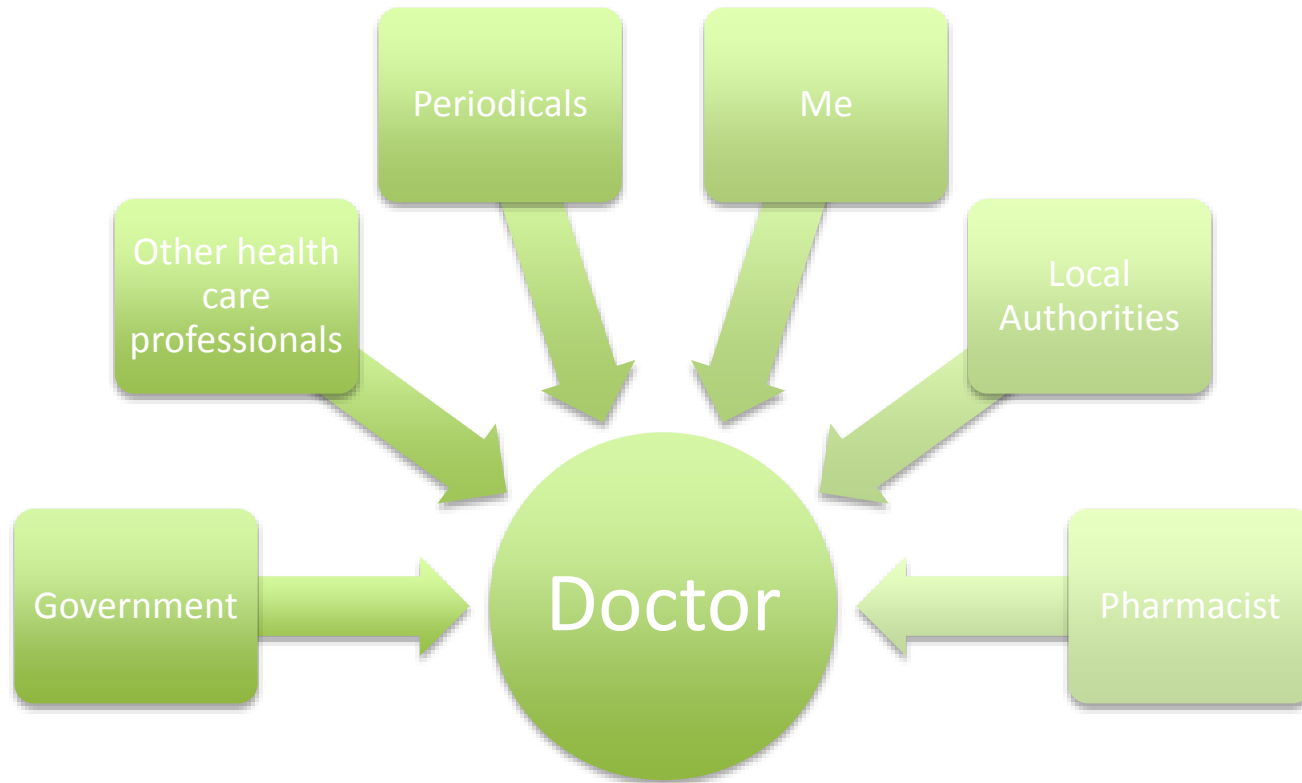
Swimming Upstream with “unhealthy “behaviors

Individuals with job stress more likely to have 4 unhealthy lifestyle behaviors



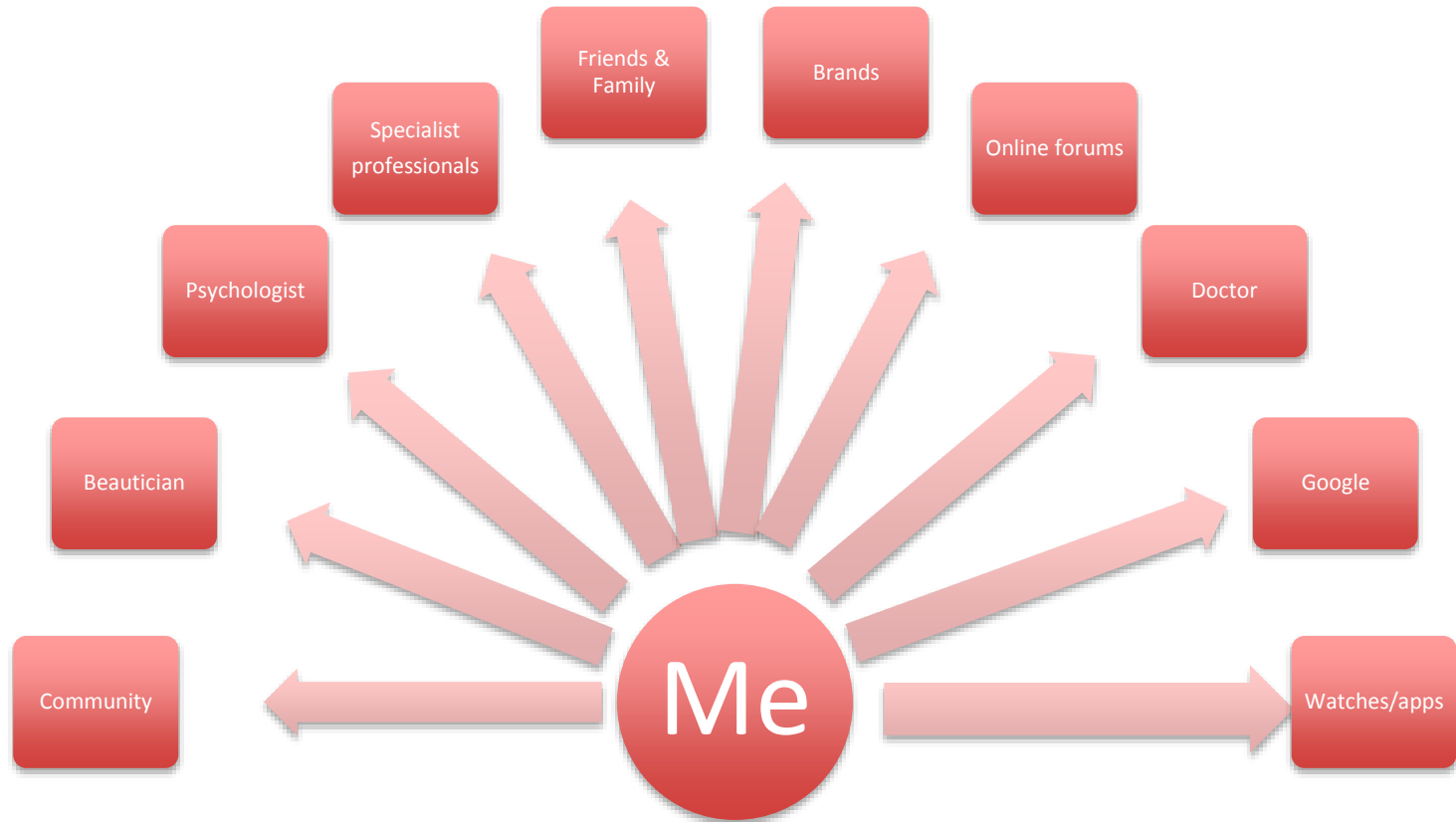
Meta-Analysis of 118, 000 working adults
presented by Heikkilä et al. at the 2013 Meeting of the
American Public Health Association Association

Time for a new pivot?



Conventional View of Health: Health = Health Care

New Touch Points in the Era of Health Awareness and Quantified Self



Work -- an undervalued touch point?

Job Quality Down? Job Stress Up?

American Psychological Association's
Work and Well-Being Survey 2013

- More than 1/3 of American workers experience chronic work stress
- 65% of U.S. adults citing work as a significant source of stress
- 35% of working Americans reporting that they typically feel stressed during the workday

How Stressful Work Environments Hurt Workers' Health, *New York Times*

By [TERESA TRITCH](#) date published [AUGUST 25, 2015 5:14 PM](#) date updated


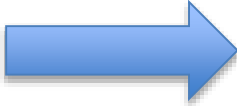
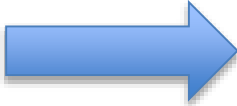
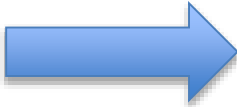
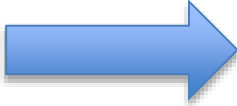
August 25, 2015 5:14 pm



Mike Blake/Reuters

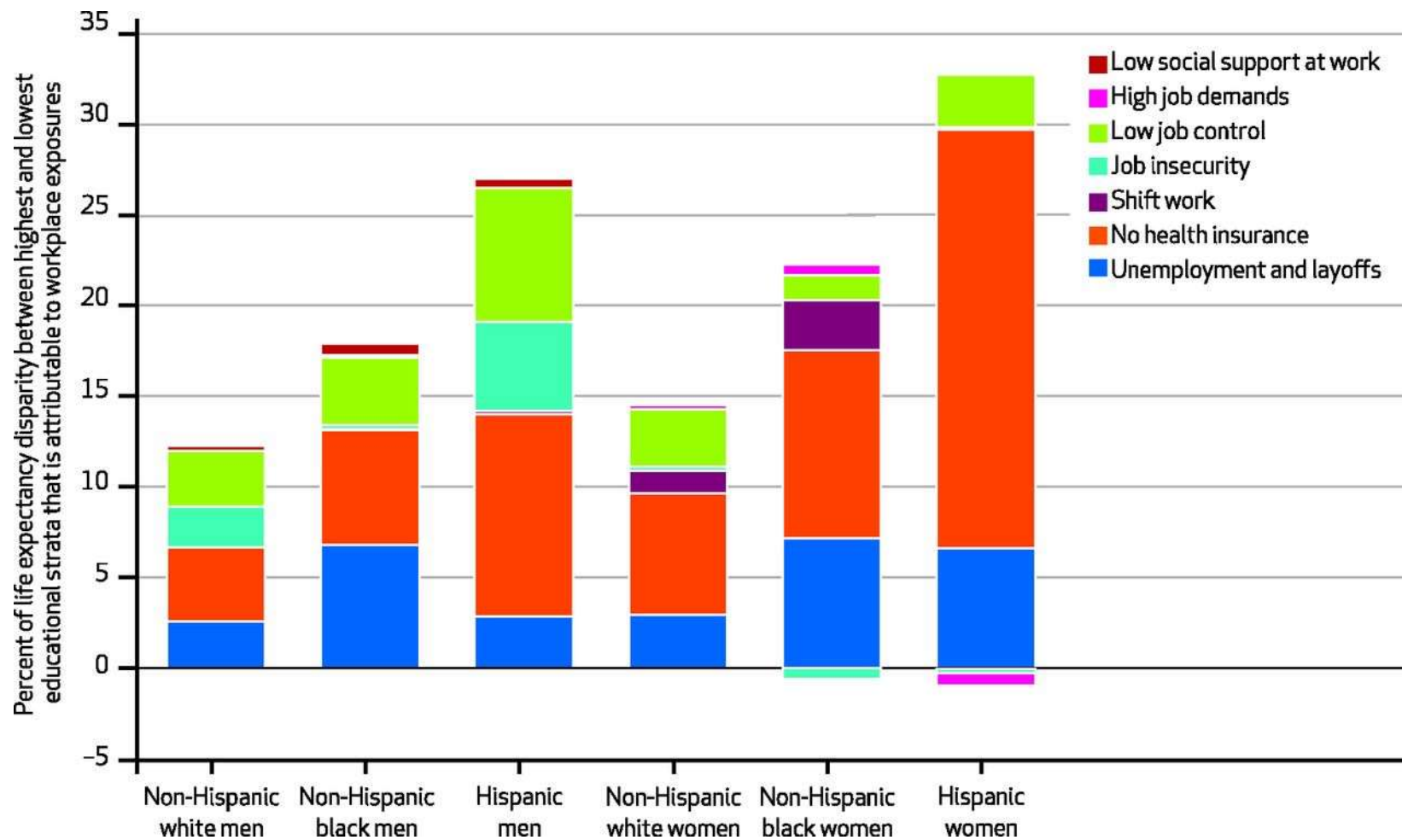
A lot of people would not work in a place where co-workers smoke. And most people will never be faced with that decision because smoking is typically banned in the workplace on the sensible ground that secondhand smoke is dangerous to everyone.

Ten Working Conditions That Are Bad For Your Health

- Work-family conflict  2X odds of poor mental health; odds of physical health by 90%
- Job insecurity  Increased odds of poor physical health by 50%
- Low organizational justice  Increased physician diagnosed conditions by 50%
- High job demands  Increased physician diagnosed Conditions by 35%
- Long work hours  Increased mortality by 20%
- Low job control
- Low social support

How companies manage contributed 120,000 deaths annually;
10-38% of the difference in life expectancy
And 5 -8% of medical costs

Percentage Of Life Expectancy Disparity Between The Highest And Lowest Educational Strata Attributable To Ten Distinct Workplace Exposures, By Demographic Group.



Joel Goh et al. Health Aff 2015;34:1761-1768

HealthAffairs

Target improvements in work arrangements

“Wellness programs are great at doing what they’re designed to do,” Goh said in a phone call. “But they’re targeting [employee behavior], not targeting the cause of stress.”

Looking carefully at how managers and workplace conditions create a stressful work environment should also be part of the discussion, he says.

“There are two sides of the equation and right now we focus on one side,” he said. “We’re trying to call attention to the other side [of the equation], which is the effect of managerial practices.”

Joel Goh, Harvard Business School interview with Boston Globe-Aug 2015



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Sustainability and Health
Initiative for NetPositive Enterprise

The Well-being Survey

The survey aims:



1. To set **benchmarks and targets** for well-being over time.

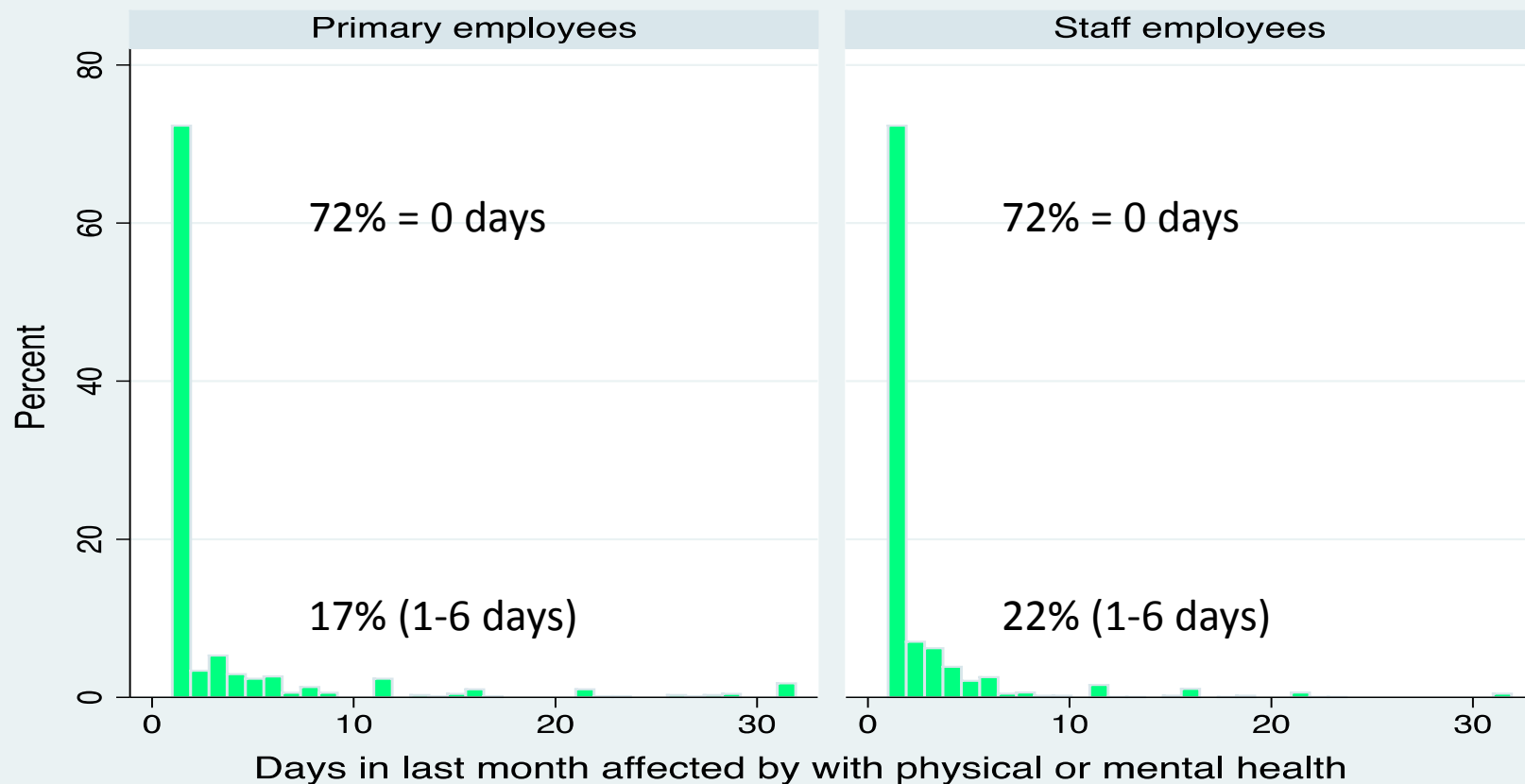


2. To assess **environmental drivers** of well-being for continuous quality improvement.



3. To assess the **health status of the workforce** to inform health programming.

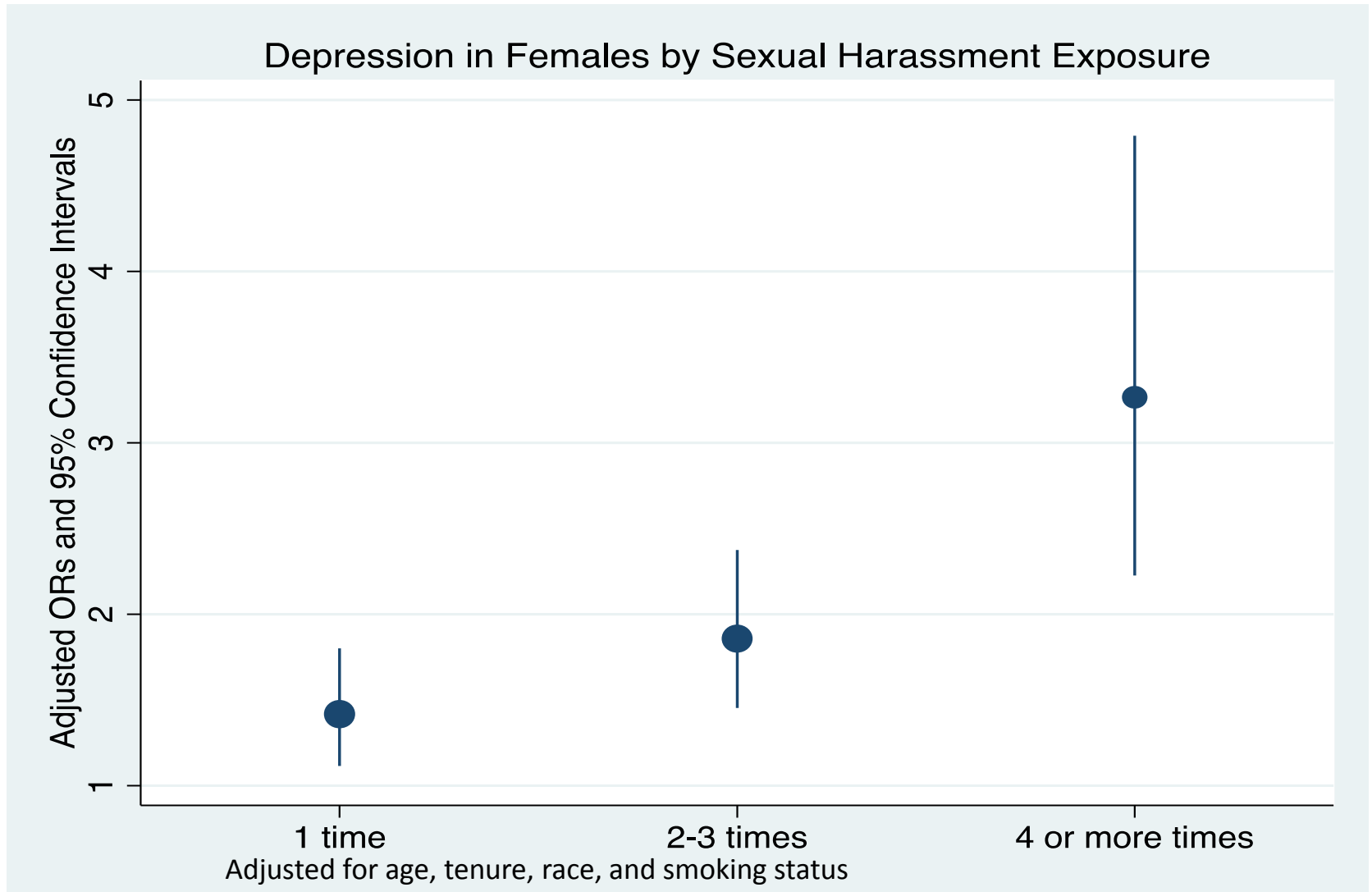
During the last 30 days, how many days did your physical health or mental health keep you from doing your usual activities...



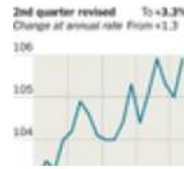
Graphs by staff

3,515 days lost per month

FEMALE RESULTS FOR DEPRESSION RISK



U.S. Stock Markets End Higher Though Global Concerns Linger



Despite Market Turmoil, ADP Reports Growth in Private Sector Hiring



Scrutiny of Security Ups May Signal Shift in Venture Funding

BUSINESS DAY

Inside Amazon: Wrestling Big Ideas in a Bruising Workplace

The company is conducting an experiment in how far it can push white-collar workers to get them to achieve its ever-expanding ambitions.

By JODI KANTOR and DAVID STREITFELD AUG. 15, 2015

 5858 COMMENTS

SHINE Well-being Strategy:

Targeting touch points in the Health Ecosystem

- Create a unified platform for partnering (across corporate functions, between businesses, among employees, consumers, communities)
 - Make visible the “invisible”; capture the human impact of business activity
 - Formulate a concise set of *leading* KPI and analytics
 - Anticipate outcomes through learning and creating adaptive systems
-

Integrating Health and Well-Being into the Business Strategy

Corporate health impact assessment In four strategic areas:

- People – assessment and advancement of well-being
- Place – design and redesign for people performance
- Product- design and deliver for positive health
- Planet – use and redistribution of resources


SHINE aims to define, measure, and motivate, corporate behavior in these impact areas

Motivating Behavior

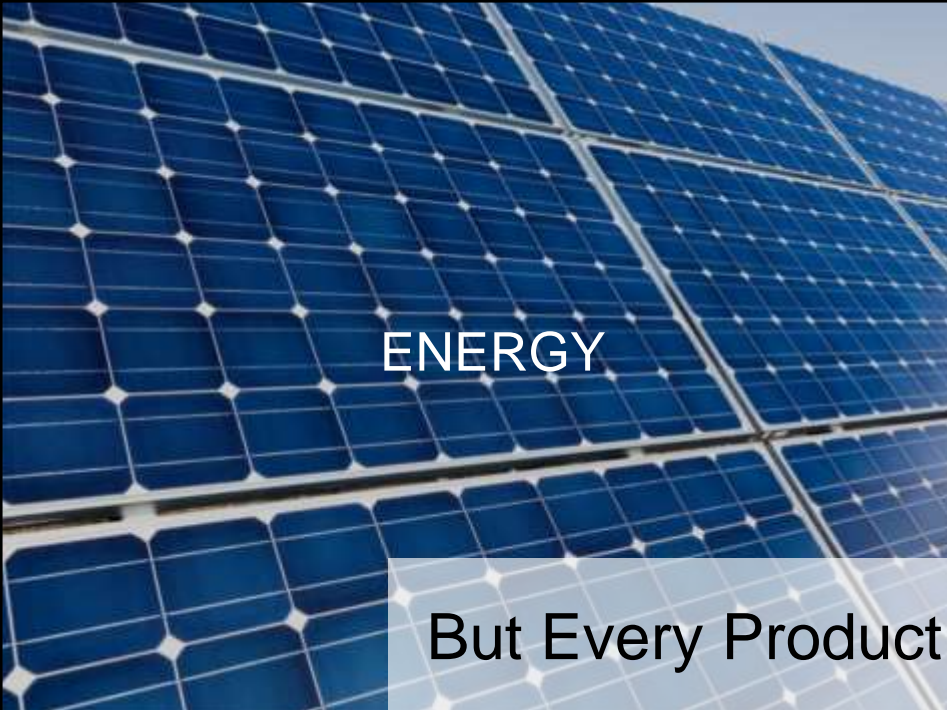


Footprint

The negative impacts of all the processes needed to sustain or produce something.

An elderly man with grey hair is riding a blue bicycle on a city street. He is wearing a white helmet, a white short-sleeved shirt, and light-colored trousers. The bicycle has a white wire basket on the front. The background shows a city street with buildings, traffic lights, and other people, slightly out of focus. The lighting suggests it might be late afternoon or early morning.

Sustainability:
Shrink your footprint.



ENERGY



WATER

But Every Product Has Many Footprints



CLIMATE



HEALTH



The planet would be better off without me?

We All Have Footprints. We Can Also Have Handprints.

Every person, product, and company
unavoidably has
a footprint.

We can reduce them,
but they'll never
be zero.

TIME
Magazine



Handprints, Not Footprints

By Daniel Goleman | Monday, Mar. 12, 2012

Introducing Handprints

Handprints are
positive impacts
we cause to happen

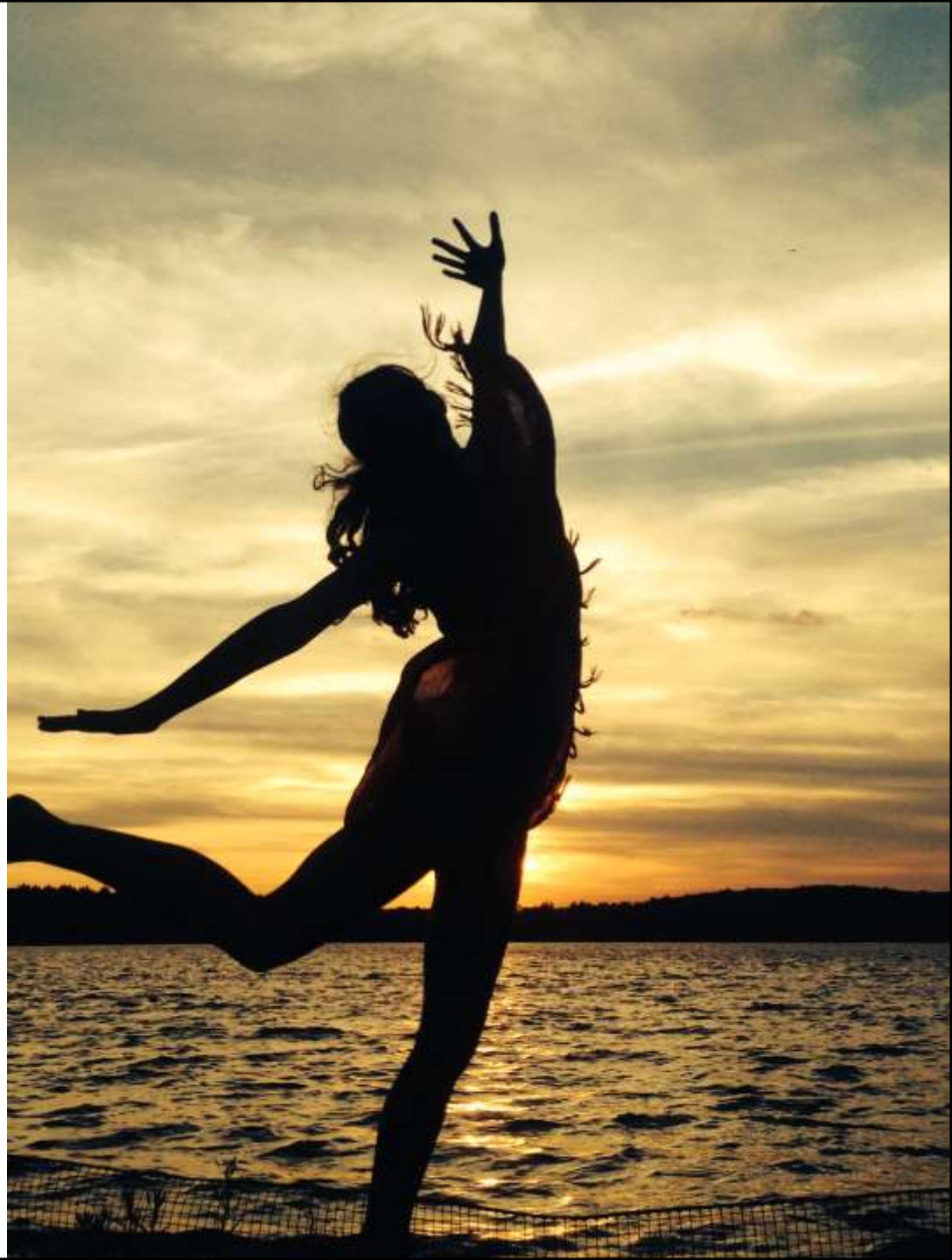


HANDPRINTS:

Conscious

Actions

*To design a better
future for everyone*



3 ways to create Handprints



Step 1: Reduce your own footprint:

Reformulate/redesign your good or service

Switch suppliers, or promote innovation in your supply chain

Green your own production operations


We've constrained
The good we can do
by the harm we're now causing



Your footprint



Humanity's
Footprint



Step 2: Help anyone/everyone else reduce their footprint

Make your product more efficient for others to use

Engage/inform/inspire users to use more wisely

Share innovations or research

Grow demand for NetPositive goods and services

Step 3: Think outside the foot!

Take generative actions:

Plant a tree

Protect or restore habitat or other ecosystems

Promote healing, health, and human development

INTRODUCING HANDPRINTING
AND FOOTPRINTING

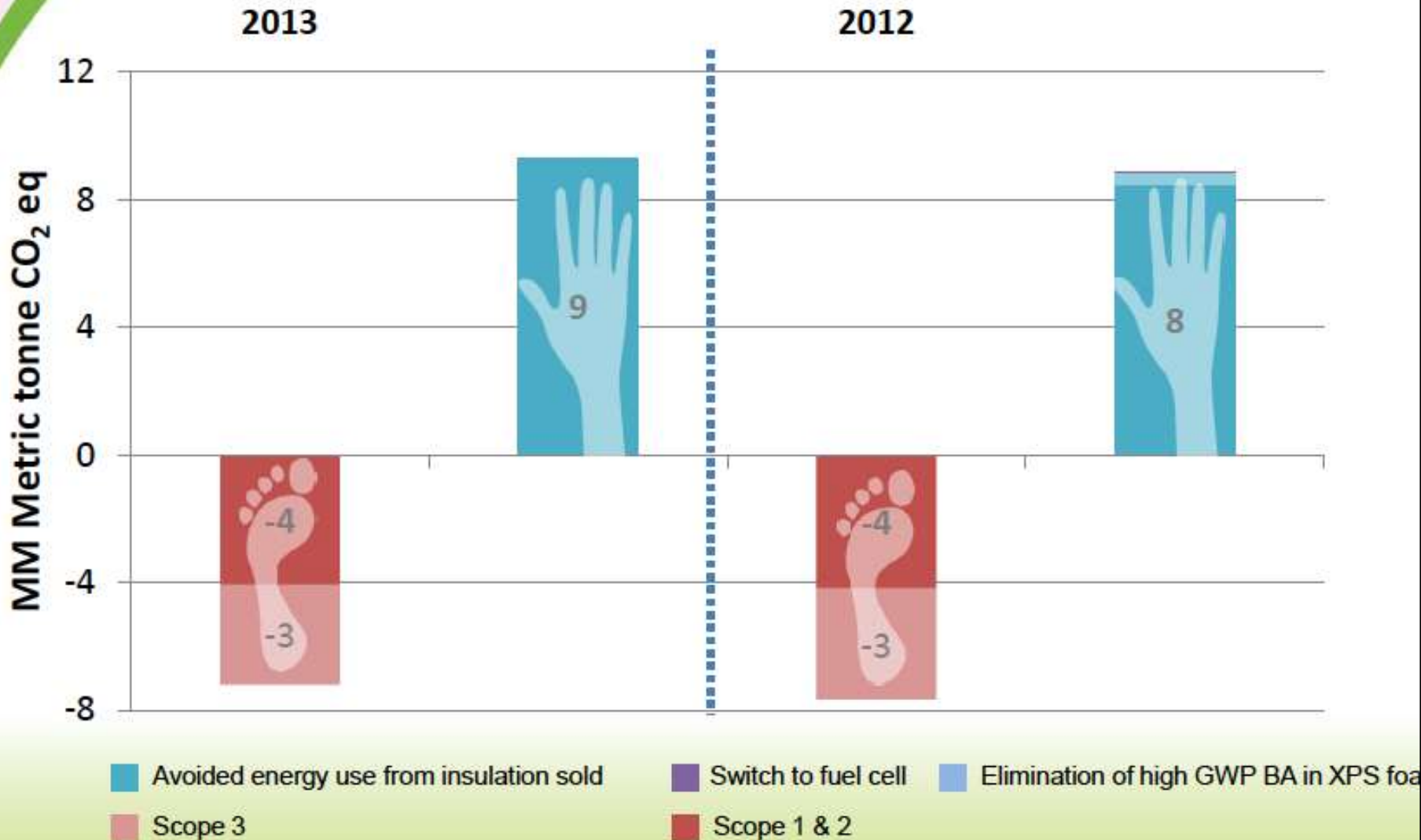


What do you mean
by NetPositive?

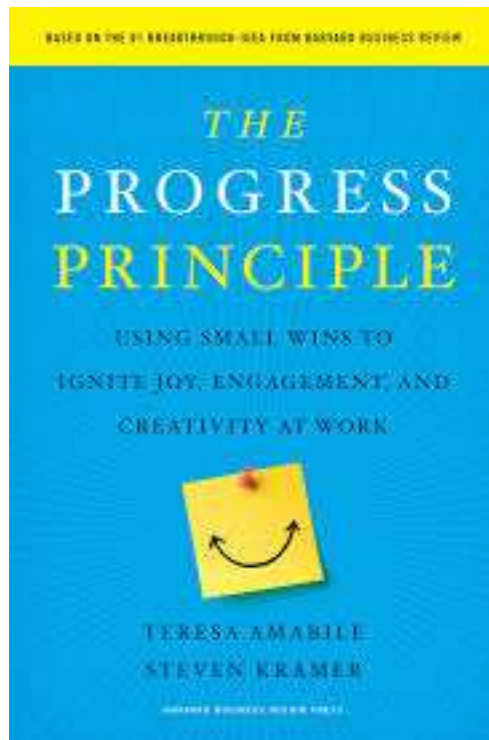
Your Handprint
is bigger than
Your Footprint.

continued >>

Greenhouse Gas (GHG) Emissions



Seeking Netpositive in work lives



Shine Summit 2015

Progress on Meaningful Work

Business success vs. failure

← Motivated, Committed, Creative,
Collaborative workforce

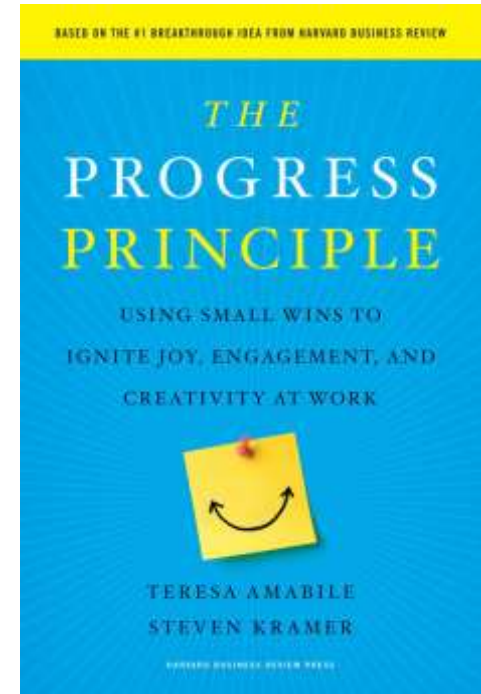
← Strong “inner work life”

Positive emotions

Strong internal (intrinsic) motivation

Favorable towards colleagues and work

← *Empowered to succeed at meaningful work*



Teresa M. Amabile

Edsel Bryant Ford Professor of Business Administration
Director of Research

Hard-wiring well-being into the operating systems

Workers' well-being is greatest when:

- Objective of the job is clear and is understood
(task significance)
- Worker has reasonable freedom and flexibility in how to do the work (autonomy)
- Worker receives feedback and support (feedback)
- Worker's skill is up to the requirements of the job (job fit)
- Line managers have the talent for personal relationships and technical management (managerial flair)
- There is fairness and procedural justice (fairness)
- Employee sensitivity (mental health awareness) with careful management of absence, adjustment of work arrangements and referrals for treatment



Shine Mission:

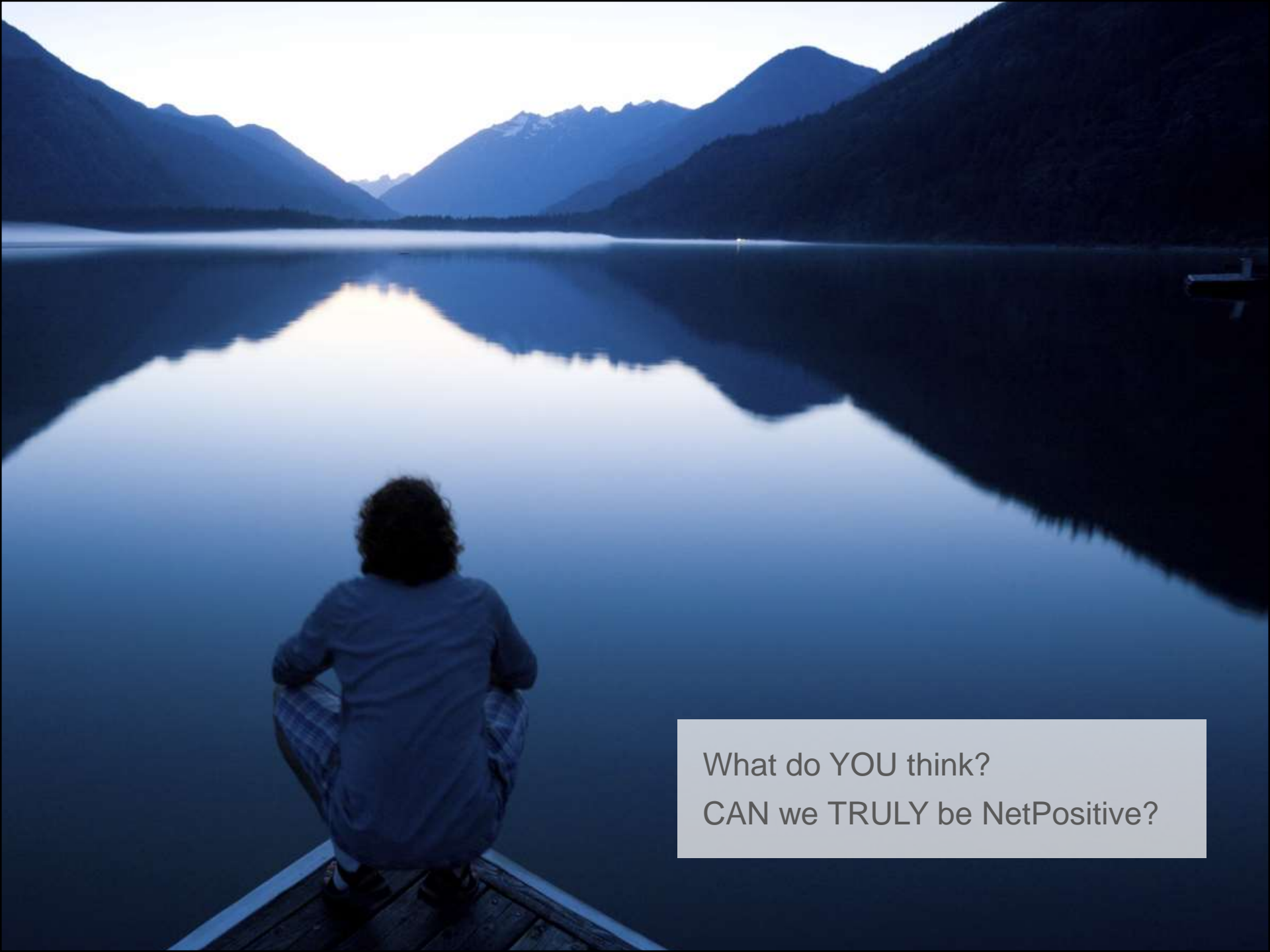
Promote a healthier world through
business activity and leadership

- RESEARCH

Build the evidence base for handprints
(positive actions) that affect the health of
people and planet

- PRACTICE

Engage businesses in innovating for
Netpositive



What do YOU think?
CAN we TRULY be NetPositive?

A Caring Business:

Connecting people, place and ideas to power change





Individual as Catalyst

We've come to realize
Just doing our own bit
Won't cut it



I can check and properly inflate my tires.
This will reduce my carbon footprint by 1%.

A man in a light blue button-down shirt is shown from the chest down, leaning over a silver car. He is using a blue air pump hose to inflate a tire. His right hand is on the car door, and his left hand is holding the pump nozzle. The background is a bright, outdoor parking lot.

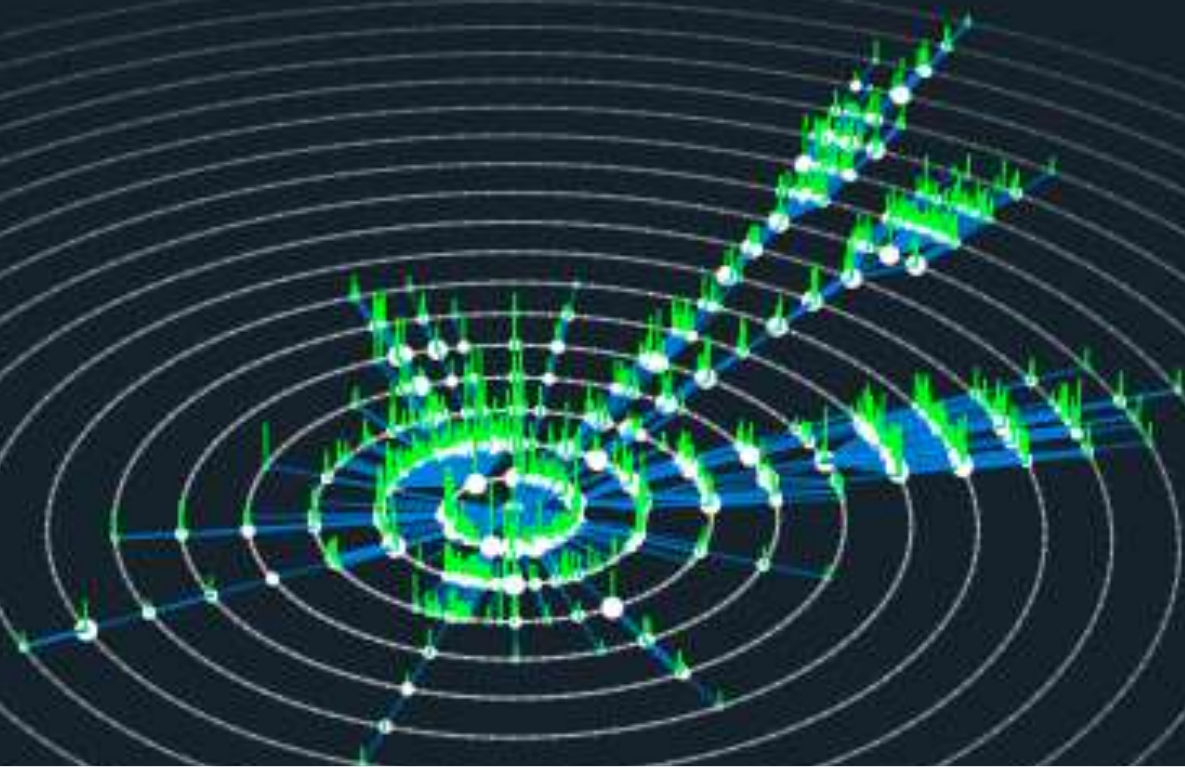
Scale by 100

Get 5 friends to join me with gauges and pumps at a supermarket parking lot one afternoon.



Scale by... 1000?

Hand the lucky drivers a card about handprinting, encouraging them to do their own “pump day.”



Scale by a mind-boggling amount

If Handprinter.org has a crowd-sourced, crowd-assessed database of action ideas, and humanity is striving for NetPositive.



Use 9 months savings from 1
donated blanket to:

Buy and give 2 more blankets.

Support a school activity.

The power of business to “start the well-being wave”



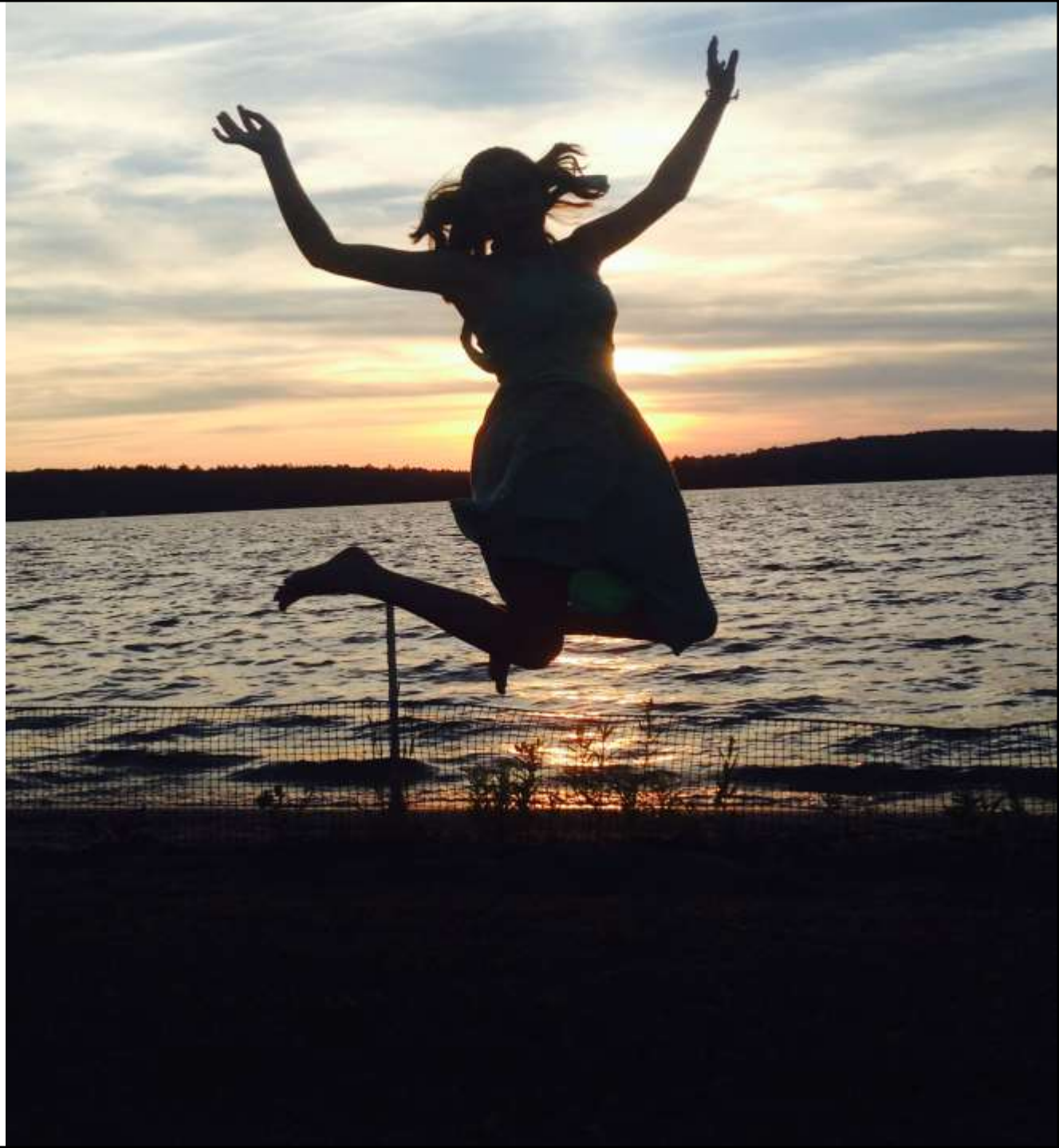
“The greatness of human actions is measured by the inspiration that it brings”, Louise Pasteur.

What if...

Along with industry leaders, we created the social pressure among influential actors to nurture wellbeing (purpose, social connection and mastery) and also to act in a transparent way ?

THANK YOU

for your
attention!



SHINE Translational Research

- Measurement and learning about the business impact of well-being handprints and leverage points (i.e. establish core *leading indicators*)
- Evaluation of well-being handprints in the supply chain
- Evaluation of family support policies for employee well-being
- Identify and test criteria for investor ratings of socially responsibly business in terms of their impacts on health and well-being
- Pilot of the “design module” of the well-being index

Why well-being is the new wellness

- Well-being goes beyond making people “disease free”
- Well-being is caring for the whole person—including their physical and psychosocial needs (i.e. their satisfaction with the quality of life, their growth, and social relations)
- Well-being is more than “nudging” employees to make good lifestyle choices, the goal requires a mutual sharing of purpose, connection and mastery

....and these outcomes are fundamental to leading a healthy life and being engaged in work!!

Challenge of Current Corporate Health Programs

1. Limited view of health - what about well-being?
2. Divided attention to health - parceled into “invisible buckets” among corporate functions
3. No unified internal leadership in this area
4. No common core metrics – until now
5. The platform of work is a missed opportunity for developing human capacity

How is the Well-Being Sustainability Strategy Different?

- RAISING HUMAN POTENTIAL AT THE CORE – investment strategy
- ATTENTION TO WORK ARRANGEMENTS – sharing responsibility
- MEASURING IMPACT – leading indicators
- RECOGNITION OF THE HEALTH ECOSYSTEM– organizational touch points and opportunities

Main Take - Aways

- The challenge of the predominant health strategy in business :
 - cost and risk mitigation model
 - lagging indicators (disease and disability)
 - Push: *personal* motivation/nudges/choice
- The pivot to health and sustainability:
 - investment model
 - leading indicators (ability, performance, quality of life, and engagement)
 - Pull: *organizational* imperative/shared responsibility



shine

Sustainability and Health
Initiative for NetPositive Enterprise

Aims: To develop a strategy map for infusing well-being and sustainability into the business, creating a handprint that makes life better for all stakeholders, and the business more profitable *because* of the strategy.

c. Human Health – See “Issues for Reconsideration”

☐ “The issue of health and wellness is rapidly emerging as a significant business opportunity and risk for real estate portfolios. Over time, the marginal value of investment in energy and emissions-related activity will gradually decline as these strategies become embraced as standard parts of business. This is entirely positive for the environment; however, it will erode the ability for these attributes of property to provide “green premiums”. The absence of these attributes will constitute a risk, but not an opportunity for above market pricing and returns. Consequently, market participants are looking for new ways to differentiate their properties and companies. Health and wellness represent a compelling opportunity. In the US, health care-related expenses represent a significantly larger expense than energy, and these expenses are growing more rapidly than energy. This means that properties that can provide a superior platform for the promotion of health have the opportunity to command premiums. Conversely, properties without health-promoting attributes are likely to be discounted and face business risks.” – Public Interest & Intermediaries

☐ “Performance indicators should be aligned with high-quality green building rating systems to address: Human health: minimally including indoor air quality and essential elements of indoor environmental quality...” – Public Interest & Intermediaries

☐ “Do you specify low off-gassing paints, wall coverings, and/or adhesives for tenant work? Do you use green cleaning and pest control products?” – Public Interest & Intermediaries

Analysis & Recommendation: See “Managing Environmental & Socioeconomic Impacts of Properties” in Section I.

SASB STANDARDS OUTCOMES, 2016

Measuring Positive Impacts of Buildings

How is wellbeing affected by

- Noise
- Lighting
- Space
- Air Quality
- Temperature
- Humidity



Towards A Flourishing Company

Increase the company's handprint (positive impact) on employee well-being, and in turn, increase the effectiveness of the organization.

When a company actively chooses to contribute to the thriving of its workers, the company creates value; it enables the success and sustainability of the workforce and the community in which they operate.



shine

Sustainability and Health
Initiative for NetPositive Enterprise

Understanding Factors Associated with Wellbeing in the Workplace

