Integrated Health and Well-Being

Overview
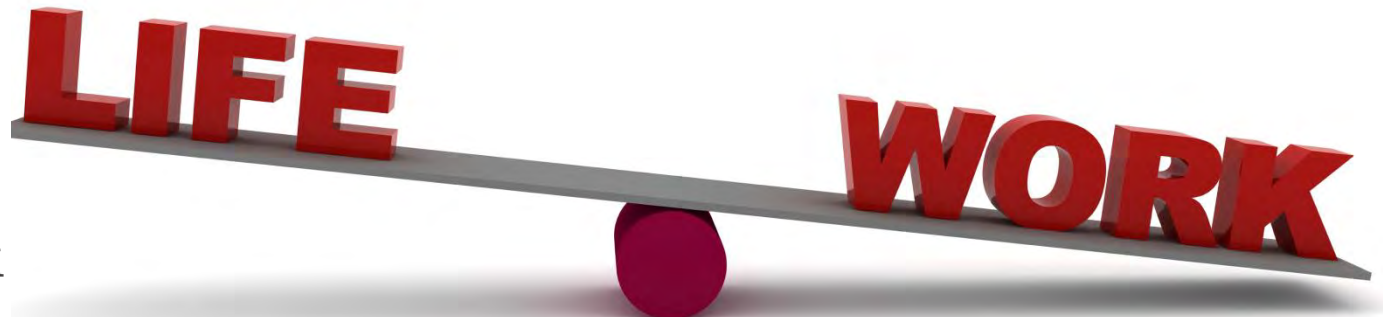
- The obvious ?
- Factors to Consider
- Total Worker Health at Dartmouth Hitchcock
- Measurement and Outcome

Dartmouth-Hitchcock
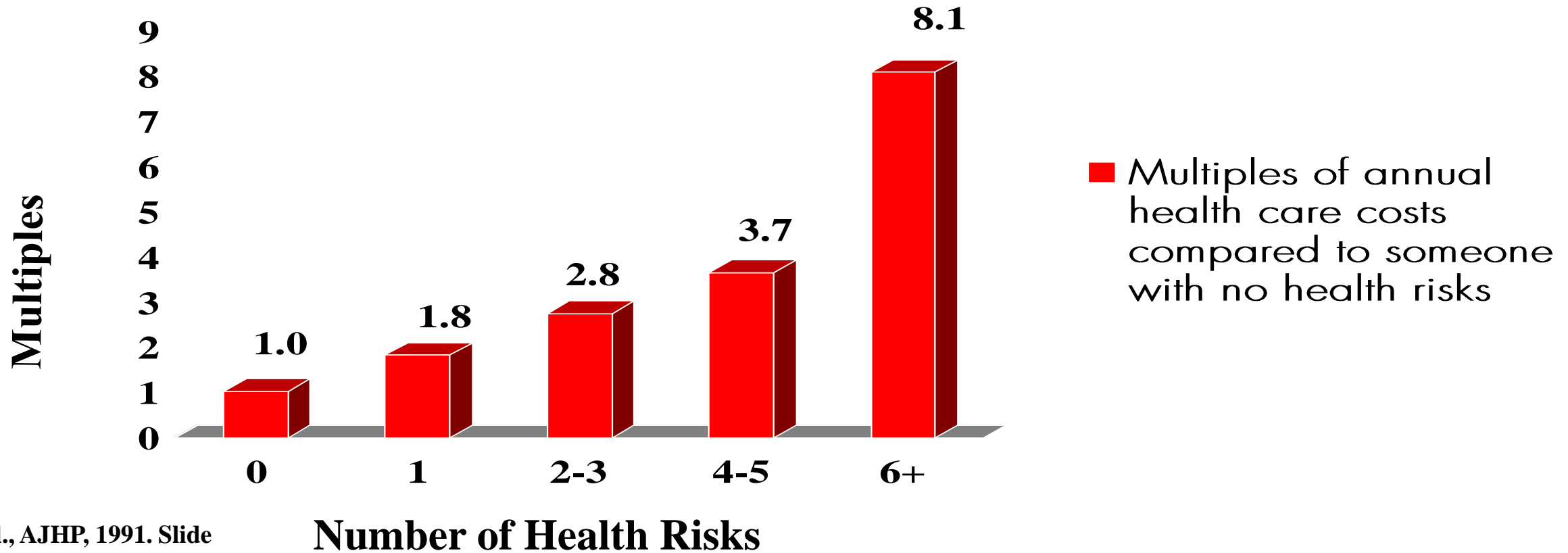
What is the obvious?

Work Effects Home

Home Effects Work
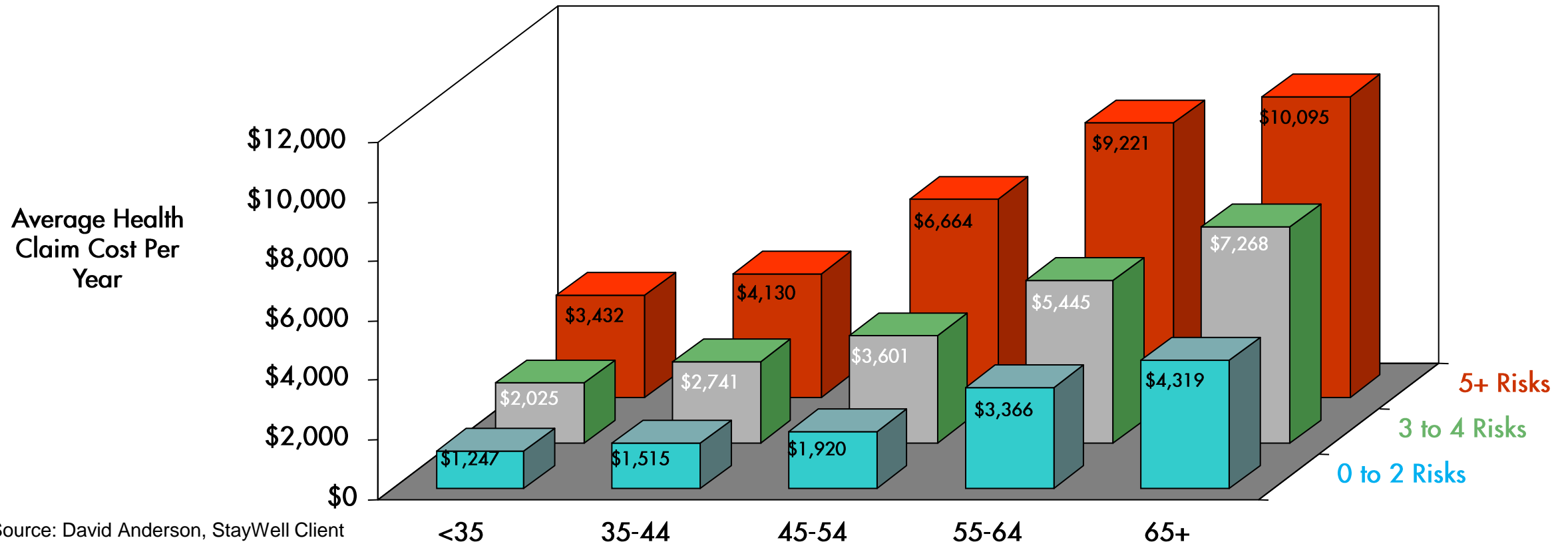

LIFE

WORK

Dartmouth-Hitchcock

Effects of Multiple Risk Factors on Direct Health Care Costs

Yen et.al., AJHP, 1991. Slide thanks to Loeppke

Reducing Risk Factors Reduces Health Claim Costs at All Ages

Average Health Claim Cost Per Year

	<35	35-44	45-54	55-64	65+
5+ Risks	$3,432	$4,130	$6,664	$9,221	$10,095
3 to 4 Risks	$2,025	$2,741	$3,601	$5,445	$7,268
0 to 2 Risks	$1,247	$1,515	$1,920	$3,366	$4,319

Source: David Anderson, StayWell Client Data analyzed by University of Michigan, 2003.

Dartmouth-Hitchcock

Sit or Stand?
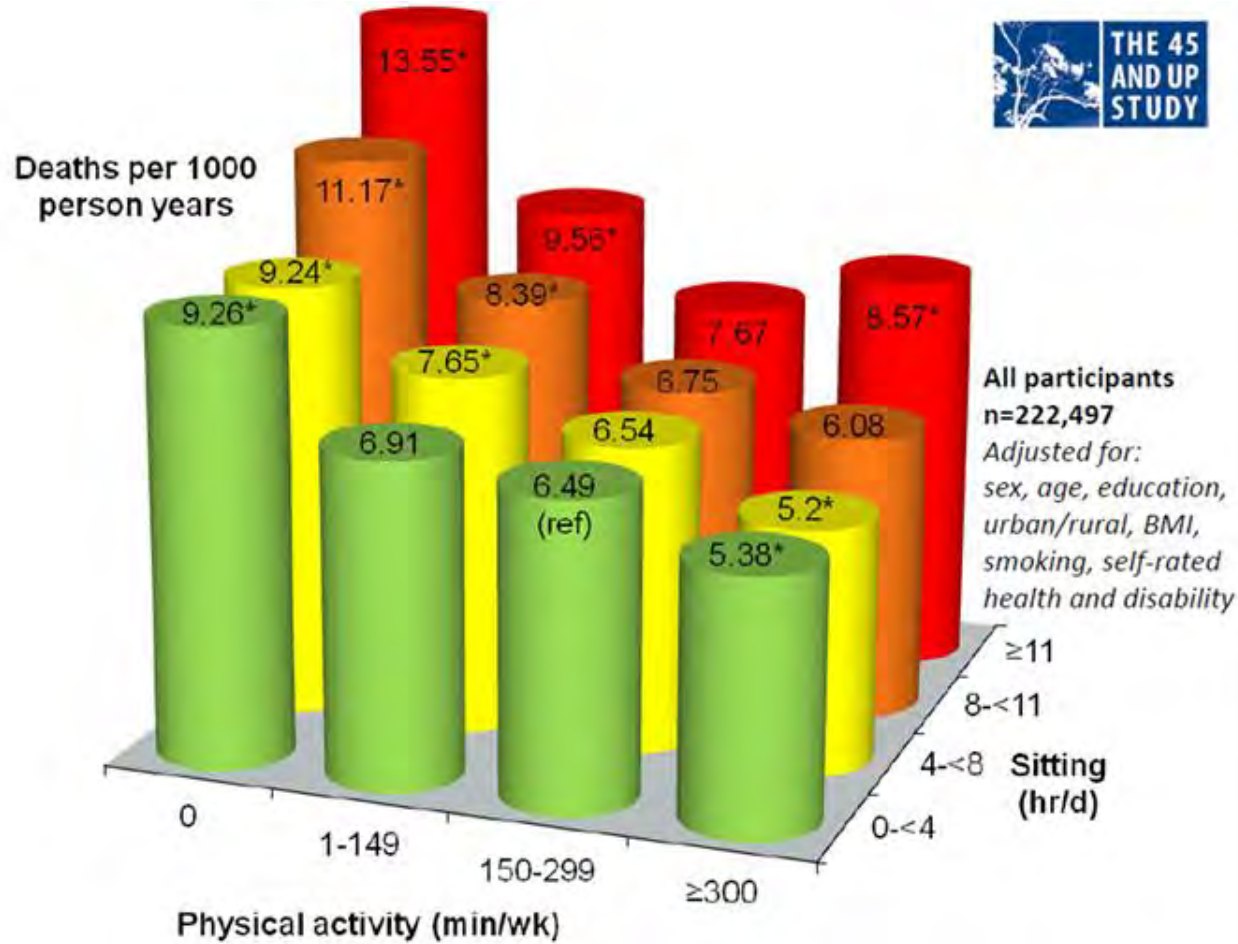
WC Claim Costs Increase With Health Risk

- 85% of WC costs attributed to workers with medium or high health risk status reported on Health Risk Assessment (HRA)

- Participation in an HRA reduced WC costs by $1238 per person

  Musich JOEM 2001

- High risk HRA participants 3 times more likely to file a WC claim than low risk

  Kuhnen JOEM 2009

Dartmouth-Hitchcock

Factors Associated With Low WR Injury Rates

- Good physical fitness
- Absence of chronic illness
- Good mental health

Dartmouth-Hitchcock

Ostbye 2007, Maniscalco 1999, Musich 2001.

Health Promotion in Unsafe Unhealthy and Unsupportive Work Environments

- Take Care of Yourself!

- But WE *won't* care for you!

Dartmouth-Hitchcock

Hazardous Work Environment Affects Safety

- Unsafe work environment, equipment, and practices

- Inadequate training

- Work organization issues; shift work, shift duration, work flow design

- Work culture and leadership

Dartmouth-Hitchcock

Unhealthy Work Environment Promotes Unhealthy Lifestyle

Dartmouth-Hitchcock

Workplace Stressors Affect Health Behaviors and Health Conditions

- High job demands
  - Rapid work pace
  - Few rest break opportunities
- Low decision latitude
  - Over work schedule
- Monotonous work
- Perceived job stress
  - Low job satisfaction
  - Job insecurity
- Shift work

- Lifestyle
  - Tobacco use
  - Lack of exercise
  - Alcohol use
  - Diet
  - Lipids
  - Insufficient sleep
- Cardiovascular disease
- Mental health disorders
- Cancer

Dartmouth-Hitchcock

Punett 2007

Health Effects of Work Scheduling

- Shift work, overtime, low control over work schedule associated with
  - Higher risk of coronary artery disease
  - Lower intake of dietary fiber
  - Adverse lipid profiles
  - Metabolic syndrome
  - Sedentary behavior
 - Family work and balance
  - Depression

Dartmouth-Hitchcock

As an employer, how do you respond to the evidence?

Dartmouth-Hitchcock

Total Worker Health: The Dartmouth-Hitchcock Approach

- Academic Medical Center
  - 9,500 employees
  - 7,000 additional plan members
  - 900 physicians
  - Multiple sites in NH and VT
- Self-insured for group health, short term disability, and high deductible WC
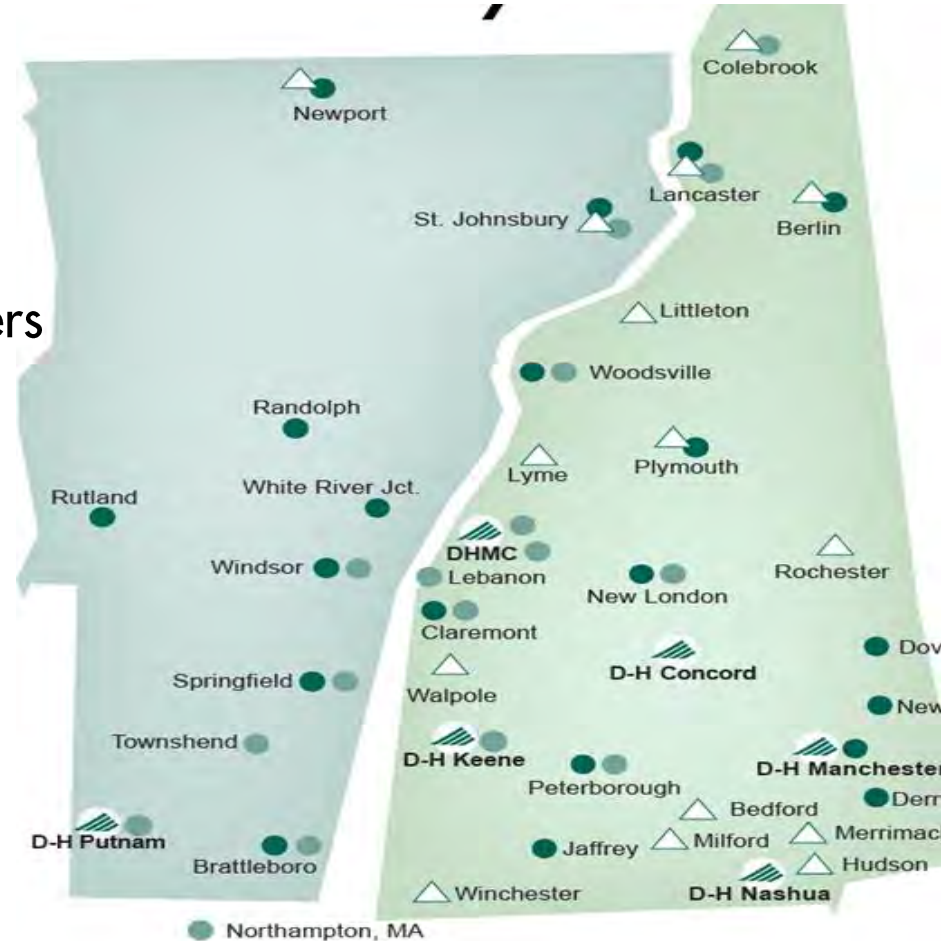
- ■ DHMC Licensed for 396 Beds
- ■ The State's only Academic Medical Center (Research, Teaching, and Patient Care)
- ■ The State's only Tertiary Referral Center
- ■ The State's only NCI-designated Comprehensive Cancer Center (1 of 40)
- ■ The State's only Level 1 Trauma Center
- ■ New Hampshire's only Comprehensive Full-Service Children's Hospital (CHaD)
- ■ The State's Only Level III Neonatal ICN and only Pediatric ICU
- ■ Operates the Only Helicopter Transport Service (DHART)

WE ARE THE SAFETY NET

- D-H Facility
- D-H Regional Clinic
- D-H Outreach Clinic
- New England Alliance for Health (NEAH) Member (17)

NIOSH Total Worker Health Initiative

- Workplace and health of workers inextricably linked
- "Integrates occupational safety and health protection with workplace policies, programs and practices that promote health and prevent disease to advance worker safety, health and well-being."
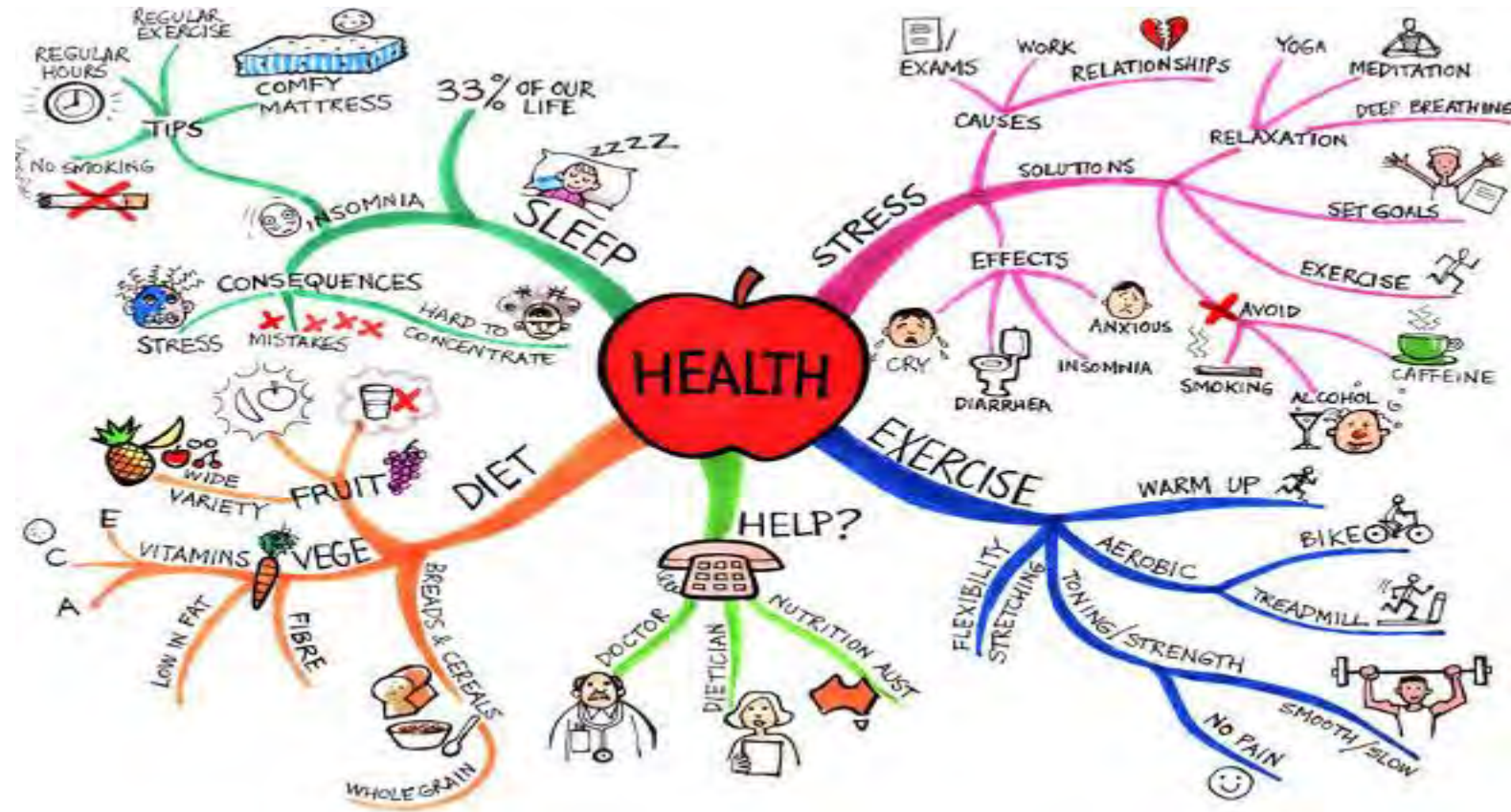
  http://www.cdc.gov/niosh/TWH/

WORK EFFECTS HOME

AND

HOME EFFECTS WORK

Dartmouth-Hitchcock
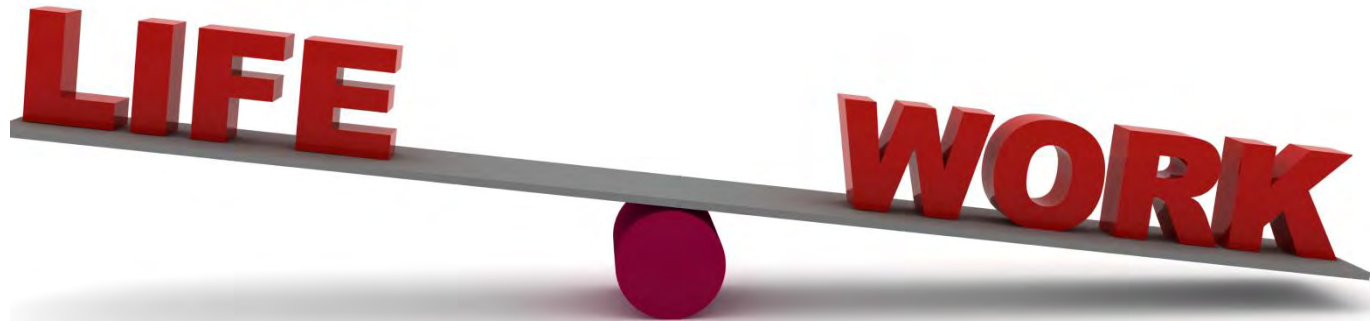
It Can Be Complicated...

Program Integration

What does this look like in practice?

Building a Healthy and Safe Place to Work and Live

Interventions at level of:
- Physical environment
- Nutritional environment
- Human Resources policies, benefit design, work organization,
- Social environment,
- Information environment,
- Community environment

Dartmouth-Hitchcock

Dartmouth-Hitchcock Health

CREATING A SUSTAINABLE HEALTH SYSTEM

To Improve the Lives of the People and Communities
We Serve for Generations to Come

COMMITMENT	

STRATEGY	**IMPROVE POPULATION HEALTH** *Focusing on population health, not market share*	**VALUE-BASED CARE** *Rewarding quality, not quantity of health care*	**NEW PAYMENT MODELS** *Innovating for success with new payment models*

- Vision - to achieve the healthiest population possible
  - Value based care and new payment model strategies
  - Aligned with institutional strategic goals and success metrics
  - Routinely embedded as a Key Tactic in D-H annual operational plans
  - Foundational for delivering services to other employed populations
  - Tied to academic mission of investigating the science of health care delivery

Dartmouth-Hitchcock

Values Based Behavior:

Health, Safety & Wellbeing

The ability to execute duties in a safe and healthy manner. Creates, maintains and improves a safe and healthy work environment, which includes patient and employee safety and wellbeing for all employees, patients, and visitors at DH. Keeps up to date on policies and procedures regarding health and safety, and uses them appropriately.

Supports the D-H Values of: Respect, Commitment, Stewardship, and Community

ENTRY **FULLY EFFECTIVE** **MASTERY**

AWARE	BASIC	INTERMEDIATE	ADVANCED	MASTER
• Aware of the importance that Health, Safety, and Wellbeing have on patient outcomes and employees' health and wellbeing. • Exercises good personal and workplace hygiene, including hand washing. • Wears Personal Protective Equipment as required.	• Takes action on safety issues (Reports unsafe conditions or near misses). • Keeps up-to-date on workplace projects and safety issues as appropriate. • Demonstrates use of health and safety standards.	• Actively cares for colleagues' and own health, safety, and wellbeing. • Participates in or supports departmental safety committee. • Supports, organizes, or administers local activities that support wellness (e.g., running clubs, or snowshoeing).	• Acts as steward of health and safety. • Creates an environment that supports health, safety, and wellbeing. • Identifies and eliminates safety hazards. • Utilizes appropriate D-H resources to support a healthy, supportive environment for employees. • Creates opportunities for wellness among employees.	• Creates policies and practices that endorse health, safety, and wellbeing. • Incorporates message of health, safety, and well-being into public communications. • Demonstrates causal relationship between employee wellness, health, and safety, and financial bottom line. • Creates, develops, supports, and maintains a corporate culture of wellness and wellbeing.

Dartmouth-Hitchcock

Why Integration for Total Worker Health ™ Matters

- Improvements in work environments and the conditions of work benefit all workers
- Increase commitment to both safety actions and health promotion
- Injury, illness, disability and absenteeism rates decrease
- Overall health-related costs decline
  - Workers' compensation
  - Personal healthcare costs
  - Absenteeism and presenteeism related costs
- Additional productivity gains realized

Work, Obesity & Occupational Safety & Health

- Work-related risk factors for overweight & obesity:
  - High-demand, low-control work
  - Long work hours
- Obesity may be a risk modifier:
  - Vibration-induced injury
  - Some occupational MSDs
- Integrated strategies for health protection and health promotion should be considered, e.g.,
  - Job redesign to lower demands and increase control
  - Increase physical activity, healthy food options

Total Worker Health ™ Concept

Address the Stress

- Workload
- Job design
- Clear roles & responsibilities
- Job-related decision making
- Improve communications
- Social interaction
- Flexible work schedules
- Stress management

Examples of Integration

- Respiratory protection programs that address workplace exposures, respirator fit and use, tobacco use, and smoking cessation
- Stress management efforts that **first** seek to identify and reduce workplace stressors, and **only then** work on building worker resiliency
- Sick leave policies encouraging reduced spread of infectious diseases

Create a Team
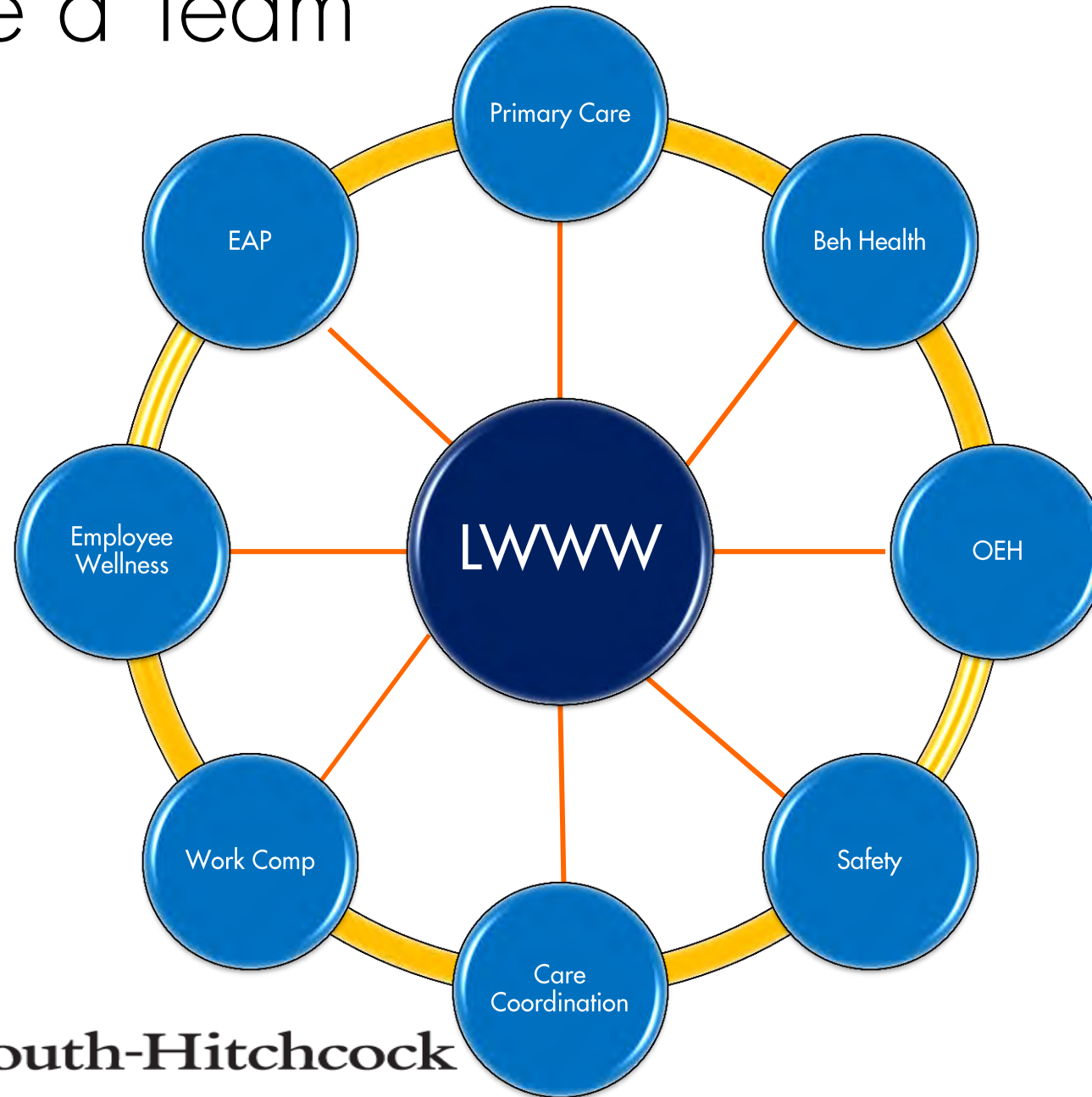
Live Well/Work Well - Our Main Thing

Protect, improve and maintain the health and well-being of employees and families by creating a supportive culture which provides access to resources and services that motivate, encourage, and promote healthy lifestyles and foster resilience.

Our Goal

Promote a culture of health by creating:

A physical environment that promotes activity and fitness

A nutritional environment that supports a healthy diet

Workforce and environmental protection; physical, chemical and biological risk mitigation

Human resource policies and benefit designs that promote well-being

Dartmouth-Hitchcock

live well work well

Providing Access to a Comprehensive Suite of Health Promotion and Protection Services

- Occupational medicine
- Safety and Industrial hygiene
- Health promotion
- Employee assistance program
- Workability program
- Primary care – dedicated to employees
- Care Coordination and resources for chronic disease self-management
- D-H employee health services available for referral to all primary care providers caring for D-H employees and dependents

livewell workwell
Taking Care of Ourselves at Dartmouth-Hitchcock

Dartmouth-Hitchcock

livewell workwell

Communicate the Foundational Premise

- A healthier workforce will be a safer workforce

- A safer workforce will be a healthier workforce

livewell
work**well**