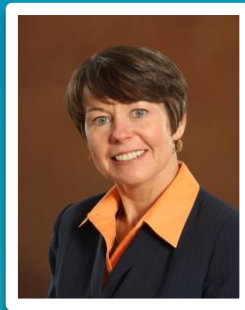


# WORKPLACE WELLBEING & BUSINESS OUTCOMES

How Investing in Employees Can Improve the Bottom Line

# TODAY'S SPEAKERS



**Tammy Griffin**

Manager of Employee  
Health & Wellness,  
Central Michigan  
University



**Christopher Boyce**

CEO, Virgin Pulse



**“TAKE CARE OF YOUR EMPLOYEES.  
THEY’LL TAKE CARE OF YOUR BUSINESS.”**

**SIR RICHARD BRANSON, FOUNDER, VIRGIN GROUP**



# WE'VE LEARNED A LOT



Dignity Health

Booz | Allen | Hamilton



ALSTOM

SIEMENS

WRIGLEY  
A Subsidiary of Mars Incorporated



SWAROVSKI



NYPRO  
A JABIL COMPANY



2,200  
CLIENTS

120  
OF THE GLOBAL  
FORTUNE 500

95%  
CLIENT RETENTION  
RATE

# BUILDING A HIGH PERFORMING, ENGAGED CULTURE

STARTS WITH UNDERSTANDING INDIVIDUALS' NEEDS

ACTIVE &  
PRODUCTIVE

DISENGAGED

SLEEP  
DEPRIVED &  
STRUGGLING

HIGHLY  
STRESSED

PRODUCTIVE  
& ENGAGED



A person is shown from the waist down, climbing a set of concrete stairs. They are wearing dark leggings and sneakers. The image is heavily overlaid with a semi-transparent orange color. A faint dotted line forms a circle around the person's legs. On the left side, there is a white triangle pointing to the right.

# CENTRAL MICHIGAN UNIVERSITY

Using Workplace Wellbeing to Impact Employee Lives &  
The Bottom Line

## ABOUT CMU



## CMU'S ENROLLMENT

- Among the nation's 100 largest public universities
- 20,000 enrolled at the Mount Pleasant campus
- 7,000 enrolled online
- More than 40 locations throughout Michigan and North America

**1000 Full-time CMU faculty members** at the Mount Pleasant campus

## 1651 STAFF EMPLOYEES

The University has labor agreements with **9 of the 14** employee groups.

# ▶ WHY WELLNESS AT CMU?

- Mid-'90s CMU had fully insured **traditional plans**
- CMU had gone through **2 years of budget reductions**
- Claims were spinning out of control and CMU was experiencing **double digit premium increases**
- Modifiable lifestyle behaviors accounted for **50% of claims**
- **Excessive absenteeism** was a major concern for our Vice President of Business and Finance



# ▶ WHAT WE DID: ACTIONS

- Convened a group of employees to form a [Health Care Committee](#) to address benefits issues
- Added a [PPO plan](#) (preventive services coverage) [and carved out prescription drugs](#) (moved to PBM)
- Group formed to [propose wellness program](#) – Director/Benefits, Director/University Health Services & Coordinator/Fitness & Conditioning
- [Self care Education](#) – guides and workshops
- Moved to [self-funded](#) plans 2003/04 fiscal/plan year

# CMU EMPLOYEE WELLBEING PROGRAM

1999

- 2 major goals
  - Improve employee health
  - Decrease costs
- In-house HRA
- \$120 cash or extra vacation day



2005

- Online HRA and intervention programs
- New incentive model (awareness, prevention & exercise)
- Gain-sharing incentive program launched

2014

- Offer wellness portal
- Create a culture of health to support all employees
- Incentives based on engagement in healthy behaviors



# CMU'S STRATEGIC PLAN - CONNECTS TO HEALTH AND WELLNESS

## PRIORITY 1:

Student Success

- Visibly present health and wellness engagement on CMU's campus can **impact student health and wellness behaviors**, creating healthier and more productive future workforces.

## PRIORITY 2:

Research and Creative Activity

- Maximizing health and wellness engagement at work and home can **improve employee performance, including research and creative activity.**

## PRIORITY 3:

Quality Faculty and Staff

- Culture of health that is supported, encouraged and visibly engaged in can help to fulfill **employee work/life balance expectations**, supporting CMU efforts as an **employer of choice** for both current and future faculty and staff.

## PRIORITY 4:

Community Partnerships

- CMU colleges/departments are actively involved in **collaborative community efforts** to enhance health and wellness both locally and globally.
- Communities will look to **CMU as a model for health and wellness**, and expect us to “walk the talk” by continuing to cultivate our own culture of health.

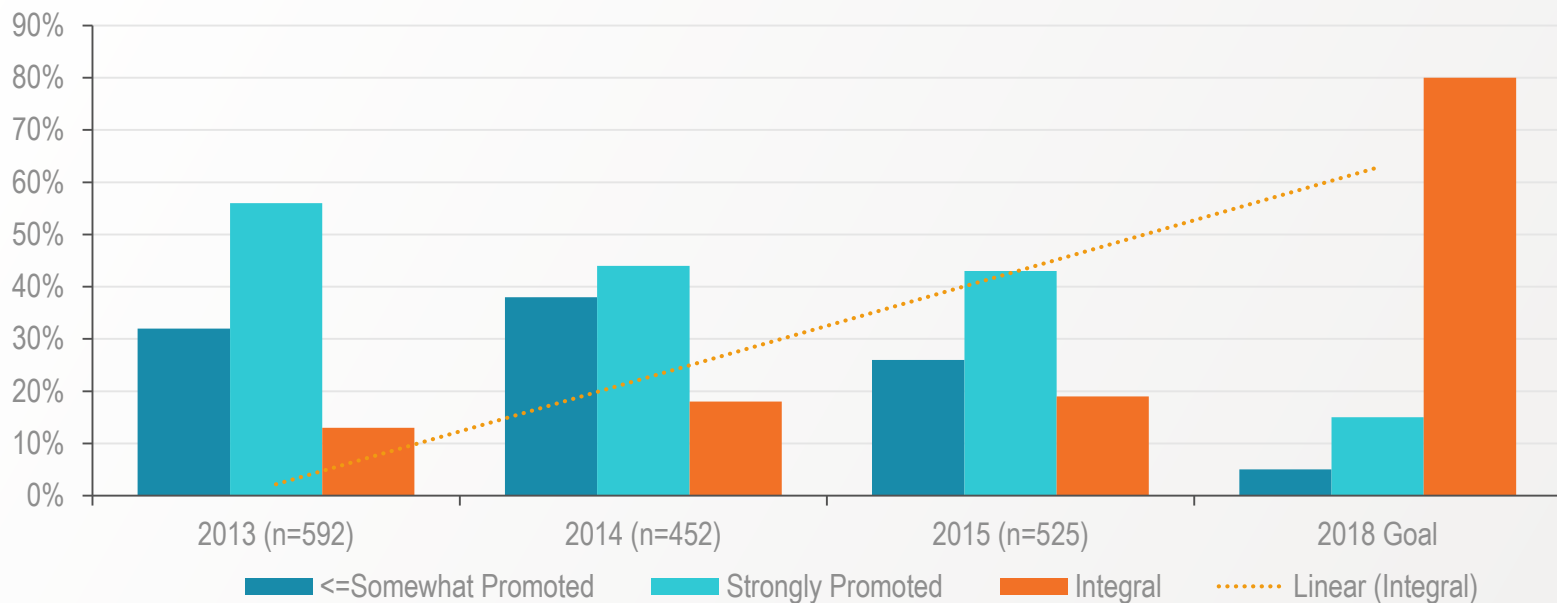
## PRIORITY 5:

Infrastructure Stewardship

- **Fiscal and service sustainability is improved** through a strongly supported culture of health that assists with containing health care costs and improving faculty/staff engagement.

# PERCEPTION OF CULTURE OF HEALTH HAS GROWN

“The culture of health at my company can best be described as . . .”



A person is silhouetted against a bright, hazy sky, standing on a beach with their arms raised in a gesture of triumph or joy. The person is wearing a backpack. The background shows a calm sea and distant hills. The entire image has a teal overlay with decorative dotted lines and a large white arrow pointing right.

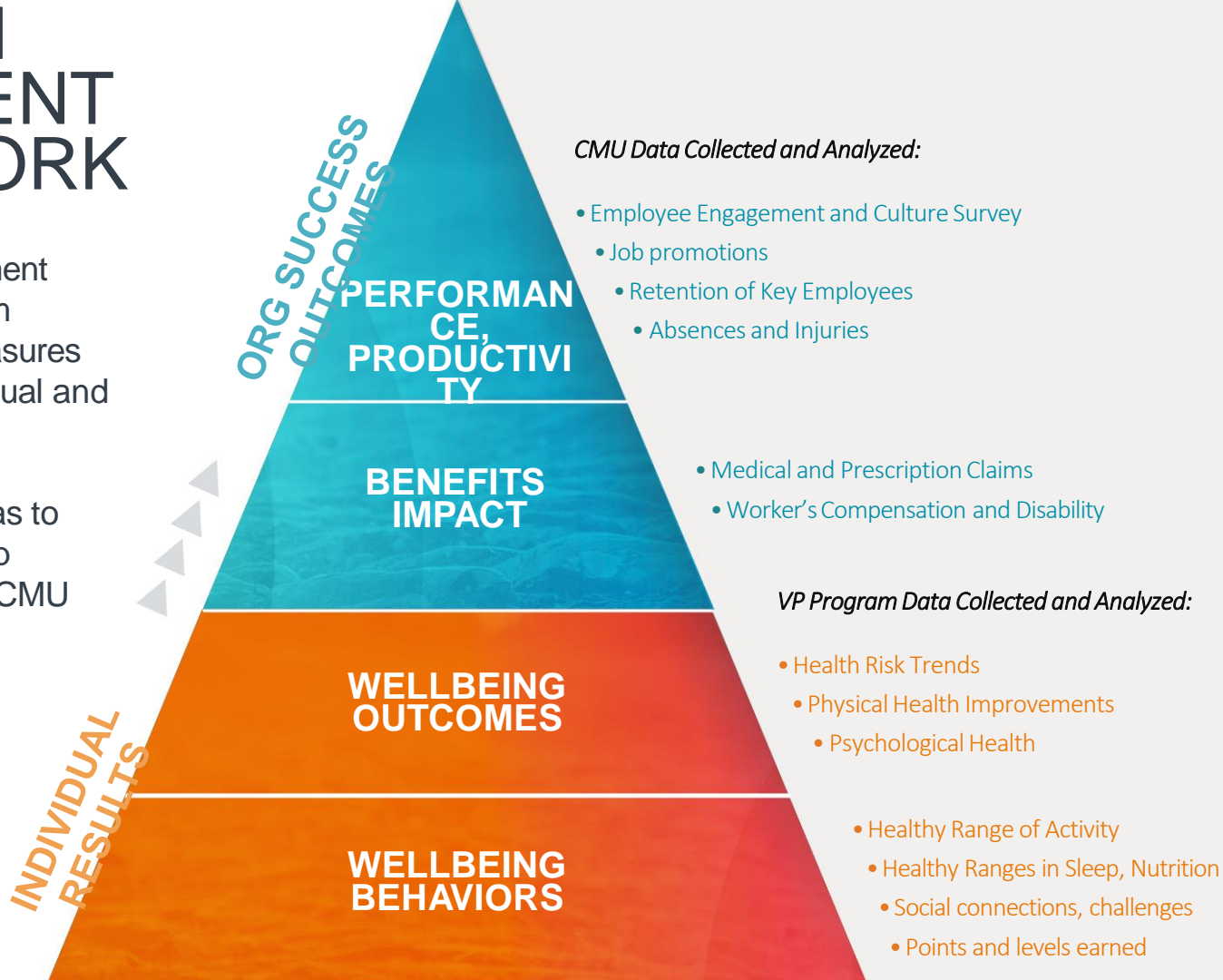
# 2016-17 PROGRAM IMPACT ANALYSIS & RESULTS

# VALUE ON INVESTMENT FRAMEWORK (VOI)

Virgin Pulse's Measurement Framework, adapted from HERO's VOI model, measures impact at both the individual and organization levels.

Flexible – countless areas to measure the relationship between wellbeing and CMU goals.

*Where do we have the data?*





# GOING MUCH DEEPER IN A PHASED APPROACH



Examine Effect of Wellbeing Engagement on Each Area – Does participation make a difference? For whom? And by how much?



Understand correlations of different wellbeing activities, behaviors, goals, and outcomes (inputs) on CMU results



Determine optimal mix of wellbeing inputs for different employee groups (Life stage, job and environment, personal goals, etc.)



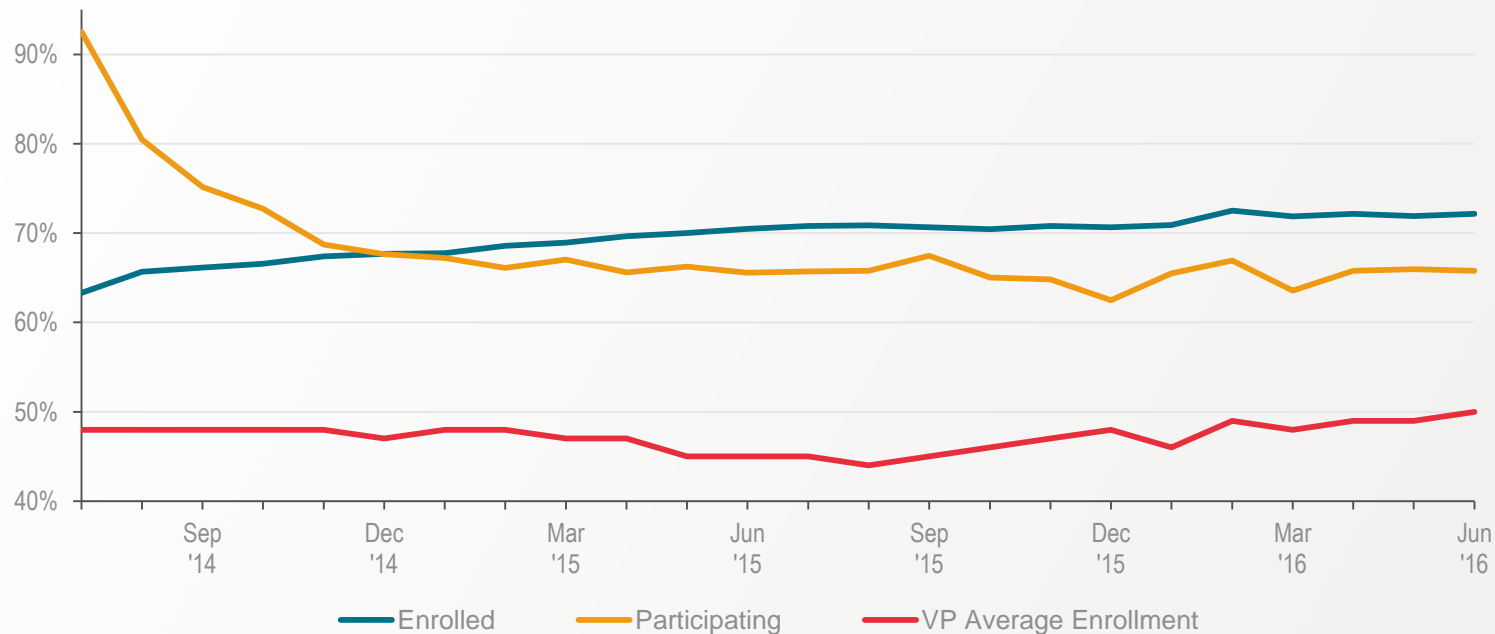
Develop plans to scale drivers of success across different CMU populations: Turn the highlights into averages, and “best practices” into common practices



Personalize the wellbeing experience to enhance likelihood of member success

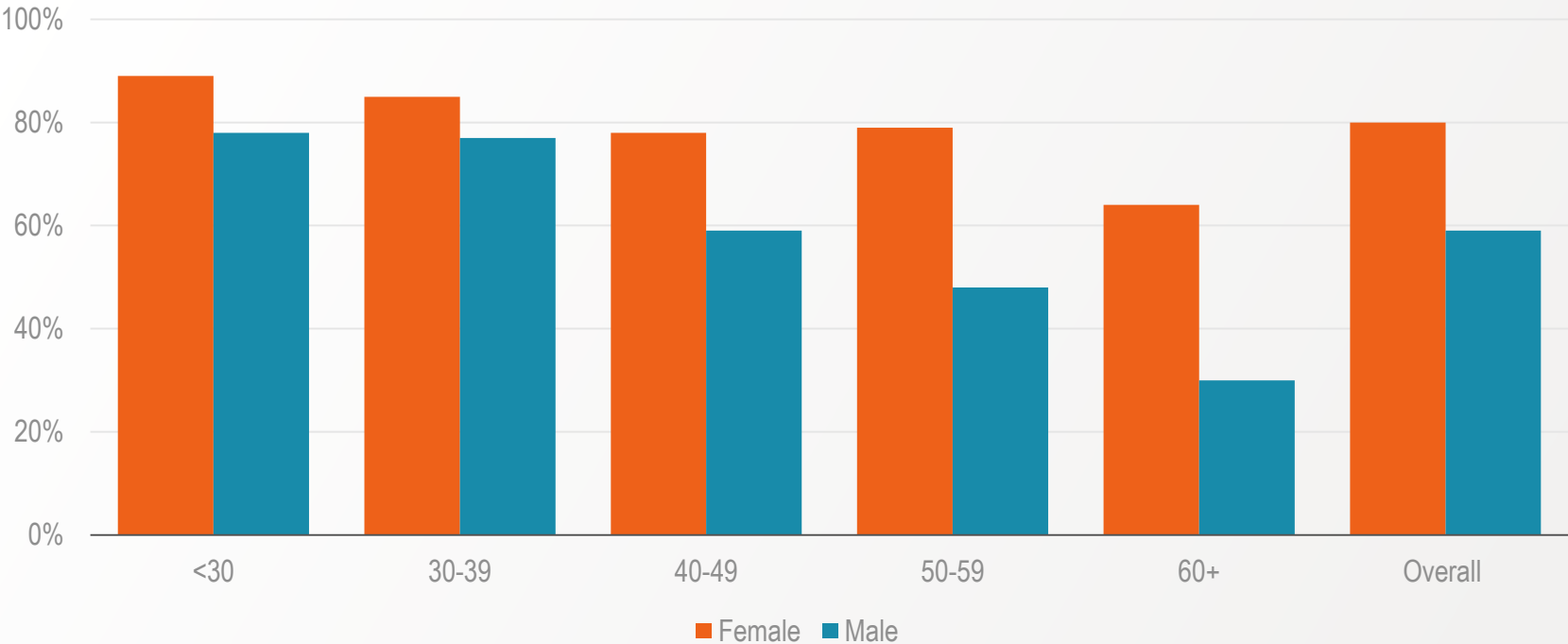
# CMU HAS A HIGHLY PARTICIPATIVE WELLBEING CULTURE

CONSISTENTLY HIGH PARTICIPATION AND ENGAGEMENT



# CMU HAS A HIGHLY PARTICIPATIVE WELLBEING CULTURE

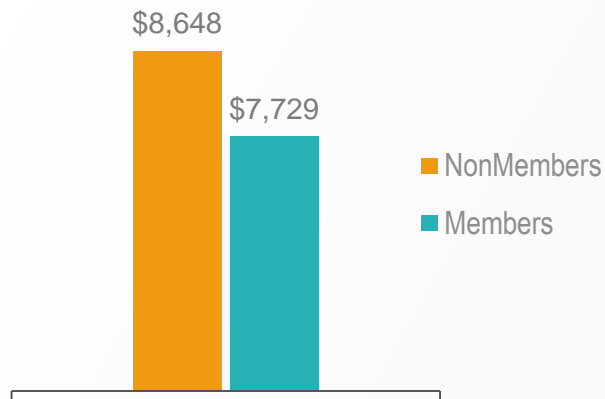
MOST GROUPS' ENROLLMENT EXCEEDS VP AVERAGE



Analyzed group show; data has been aggregated over the 2014-2015 and 2015-2016 program years. Only Employees Eligible over the two years are included.

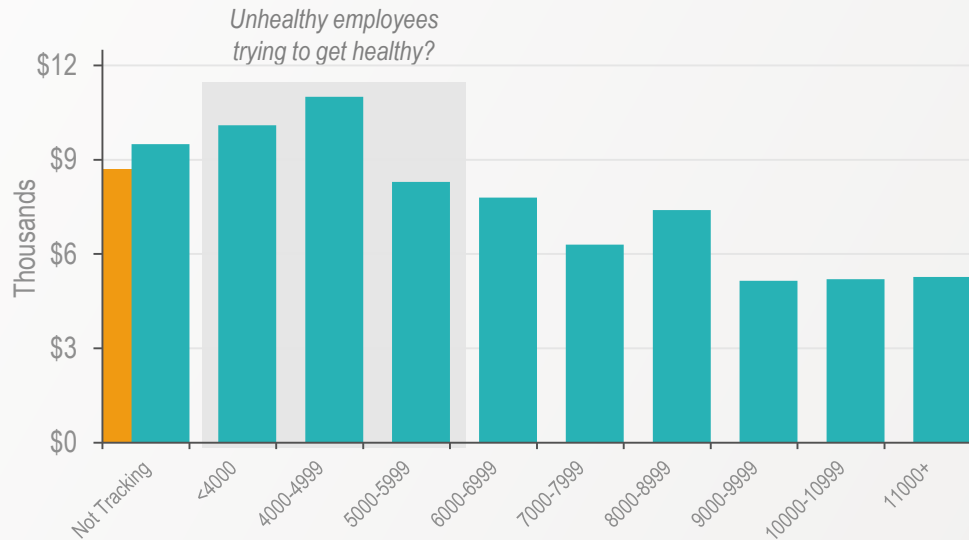
# BENEFITS COSTS CORRELATE TO MEMBERSHIP ACTIVITY

## AVERAGE PLAN PAID MEDICAL COSTS



Members spend 11% less on average...

## PLAN PAID MEDICAL COSTS BY MEMBERSHIP



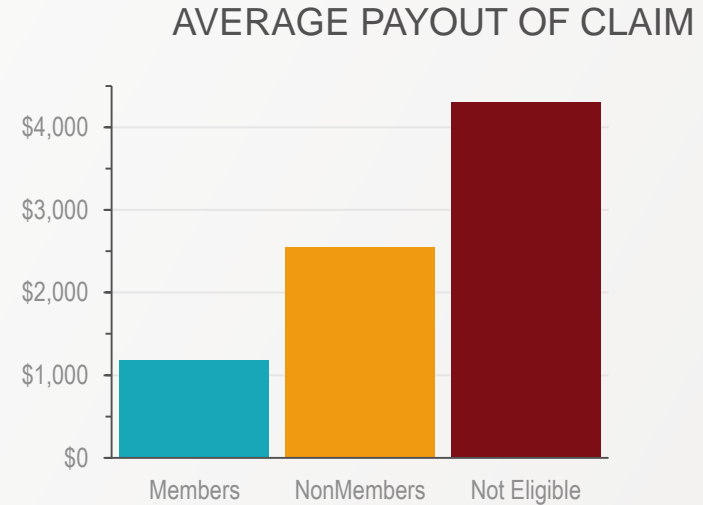
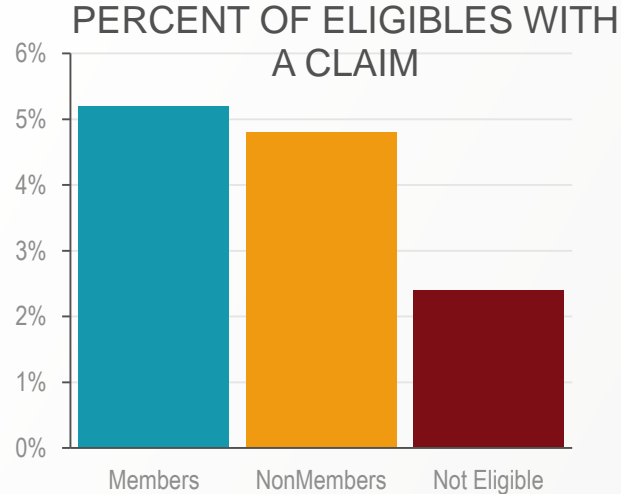
And higher average daily activity correlates to lower medical claim costs.

**NEXT**

Examining types of cost and trends in disease risks, and program impact.  
Can preventable risks be predicted?

Data has been aggregated over the 2014-2015 and 2015-2016 program years. Only Employees Eligible over the two years are included.

# WORKERS COMPENSATION RATES MATCH, BUT COSTS ABOUT HALF PER MEMBER



Members = Members as of 10/1/2014

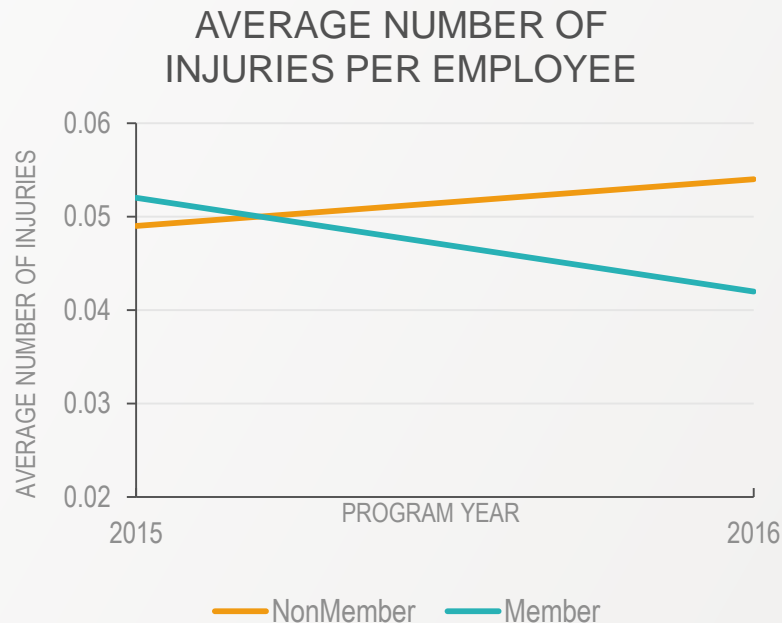
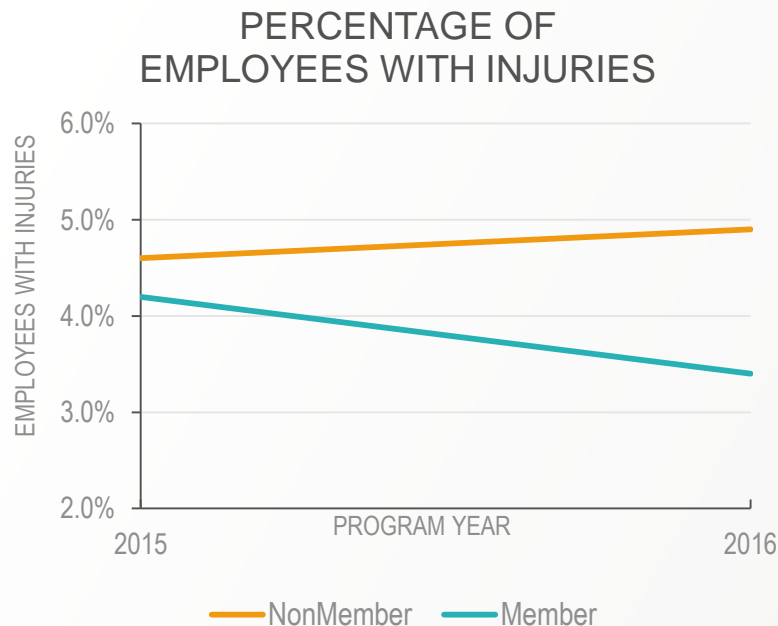
NonMembers = NOT members as of 10/1/2014

Not Eligible = Employees not eligible for the study because they were not continuously eligible for the entire study period

**NEXT:** Why the difference in costs? Is there any correlation to H&W, or is it random?

# INJURIES DECLINE FOR MEMBERS

Members decreased their injury prevalence into the second year of Virgin Pulse



92% of Eligibles had no injury from July 2013- June 2016

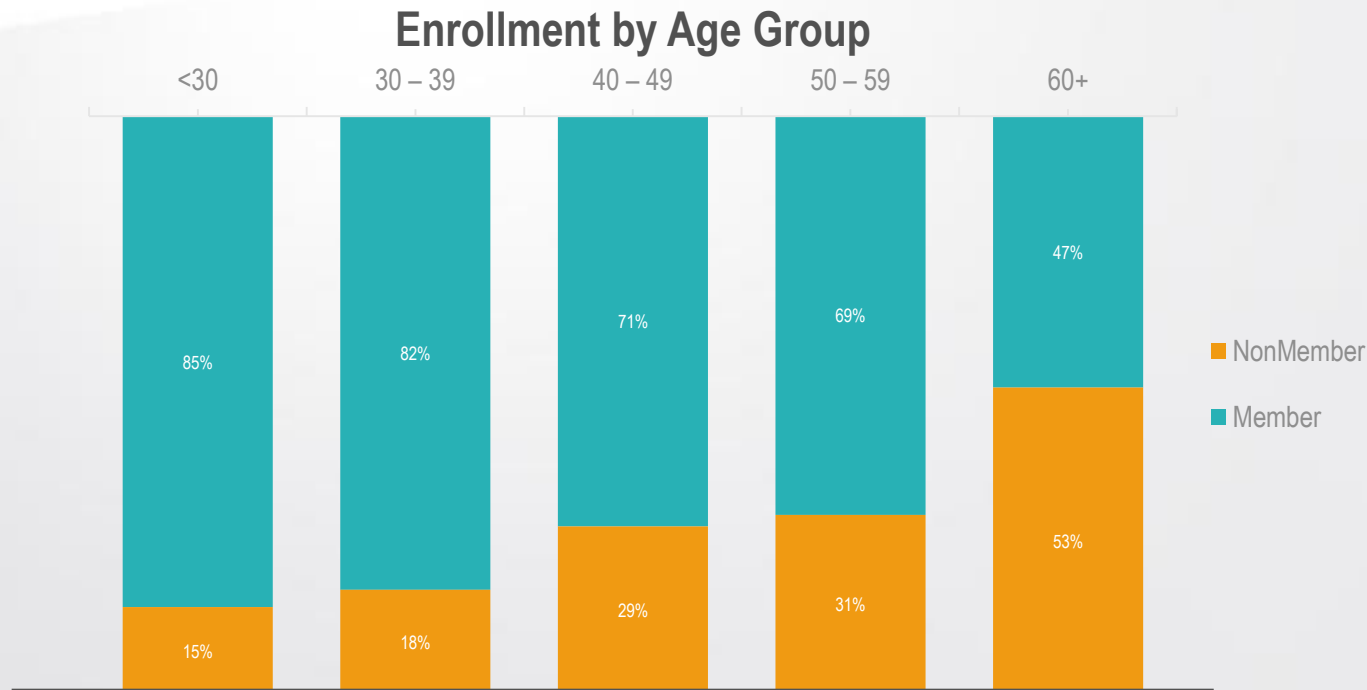
**NEXT:** Can we identify preventable drivers of injuries?  
What are correlations between wellbeing and injury outcomes trends?

Data has been aggregated over the 2014-2015 and 2015-2016 program years. Only Employees Eligible over the two years are included.



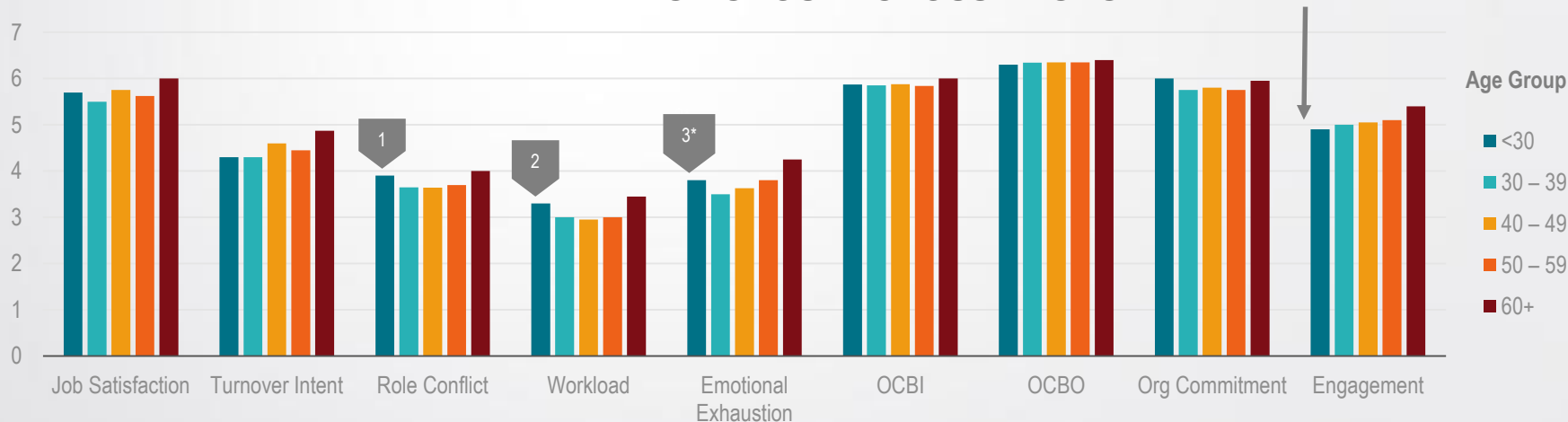
# HIGHLY ENGAGED EMPLOYEES: LED BY YOUNGER GENERATION

*Younger populations join the most...*



# BUT THERE'S ROOM TO IMPROVE

AGE GROUP ACROSS ENGAGEMENT



\*Emotional exhaustion is second largest driver of turnover intent

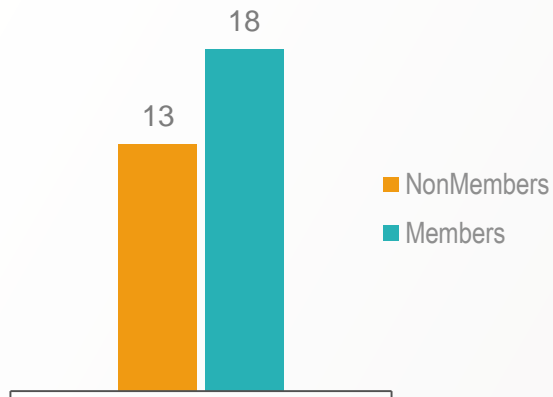
\*\*This is a small but statistically significant difference

Do they participate in wellbeing in part due to higher org commitment? Perhaps, do role  
**NEXT:** conflict<sup>1</sup>, workload<sup>2</sup>, and emotional exhaustion<sup>3</sup> lead them to seek balance through wellbeing?  
How does engagement change with changes in health behaviors and outcomes?

# ENGAGED MEMBERS OPTIMIZE THEIR “GET WELL” TIME...

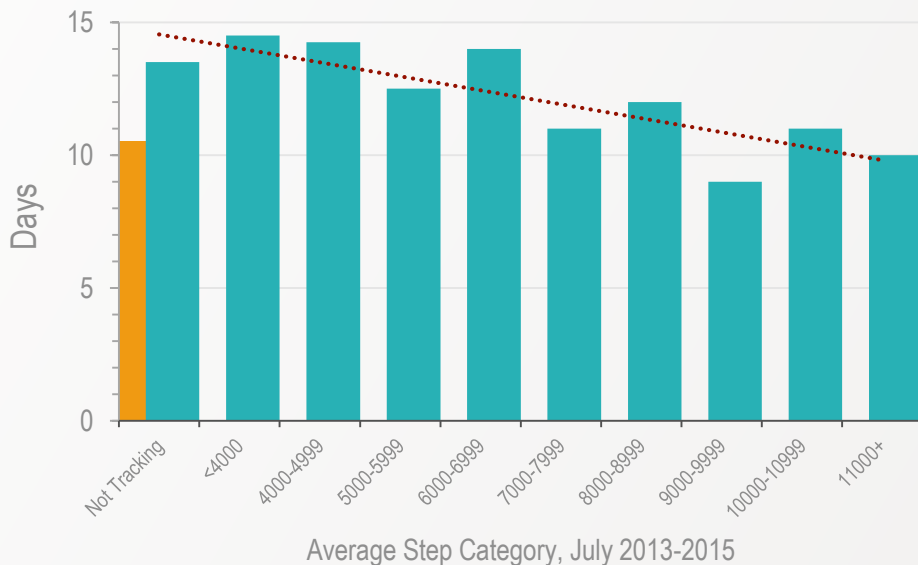
CMU encourages employees to take wellness time off – and members comply more.

## AVERAGE DAYS ABSENT



\*Total Includes both paid and unpaid unscheduled absences; excludes Vacation and PTO

## SICK EMPLOYEE ABSENCE DECLINES WITH INCREASED ACTIVITY



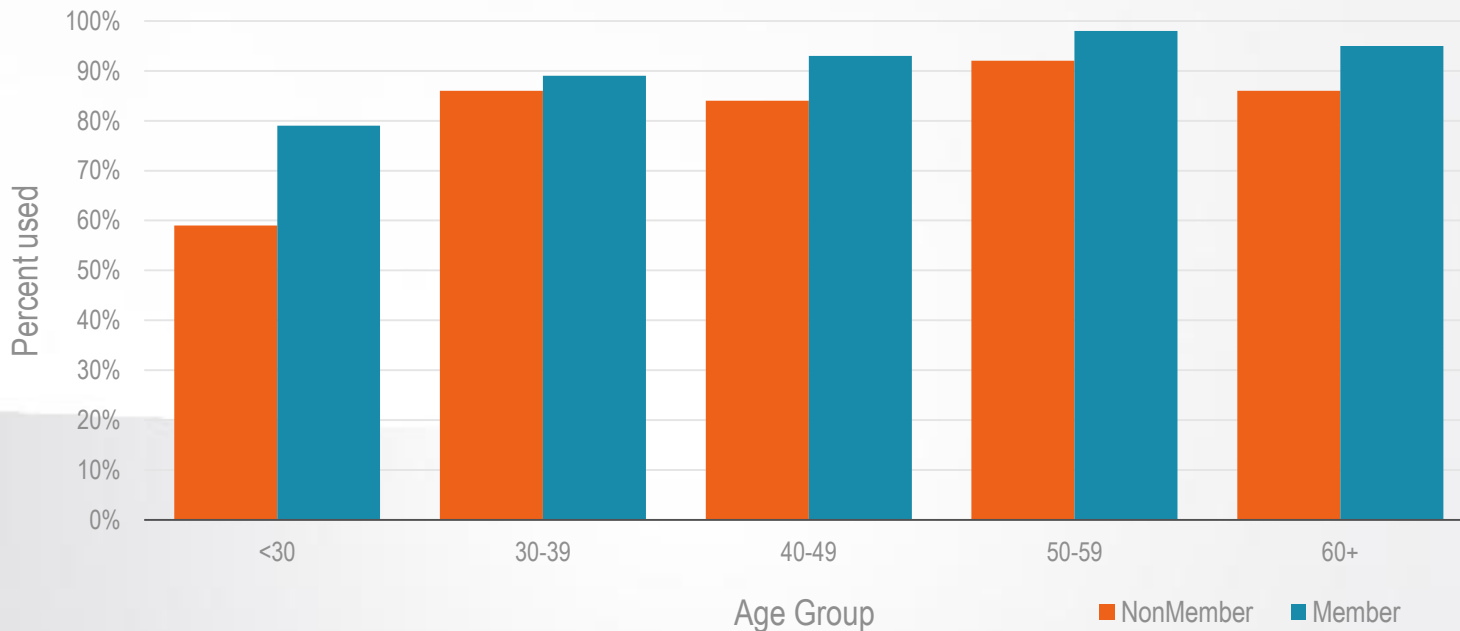
More active employees take less sick time than sedentary employees. (Is this good?)

**NEXT** Examining effects of absence on population health, engagement, productivity.

Data has been aggregated over the 2014-2015 and 2015-2016 program years. Only Employees Eligible over the two years are included.

# MEMBER VACATION SHOWS GOOD WORK/LIFE BALANCE

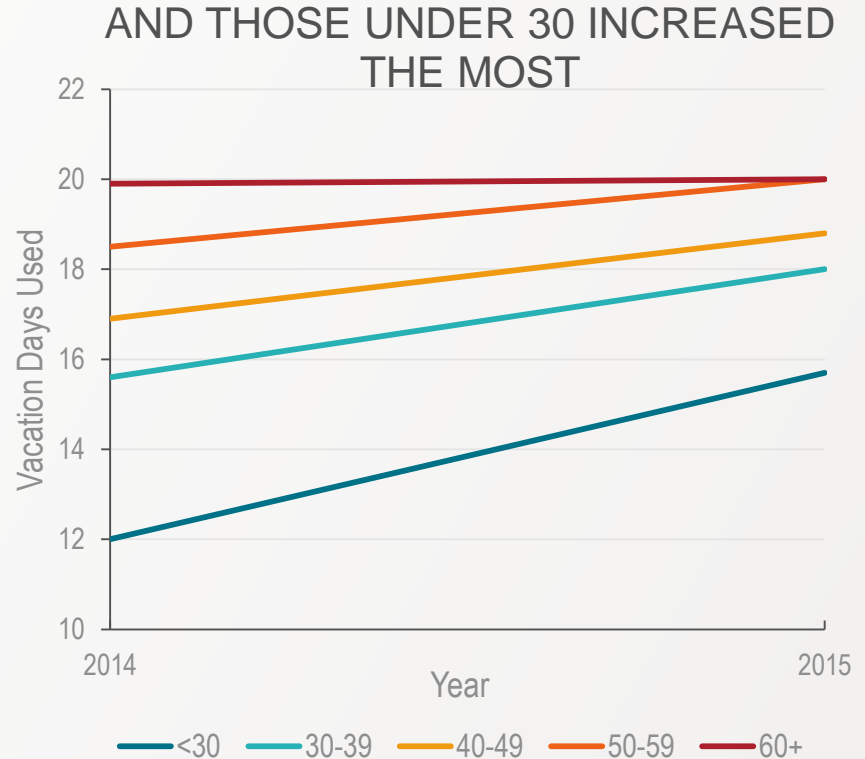
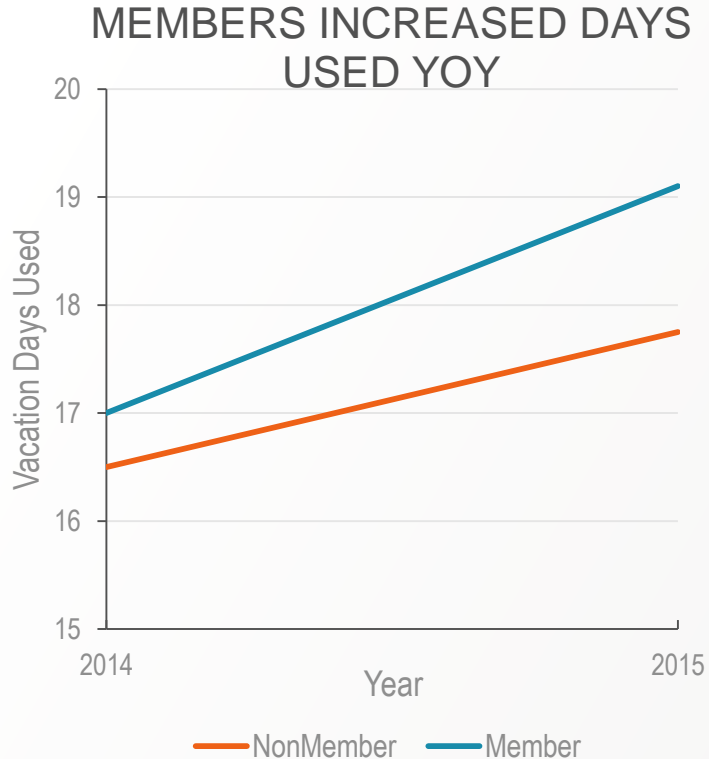
MEMBERS HAVE BETTER VACATION USAGE IN ALL GROUPS



**NEXT:** Examining effects of vacation on population health, engagement, productivity – and vice versa.

Data has been aggregated over the 2014-2015 and 2015-2016 program years. Only Employees Eligible over the two years are included.

# ...AND IT HAS GOTTEN BETTER

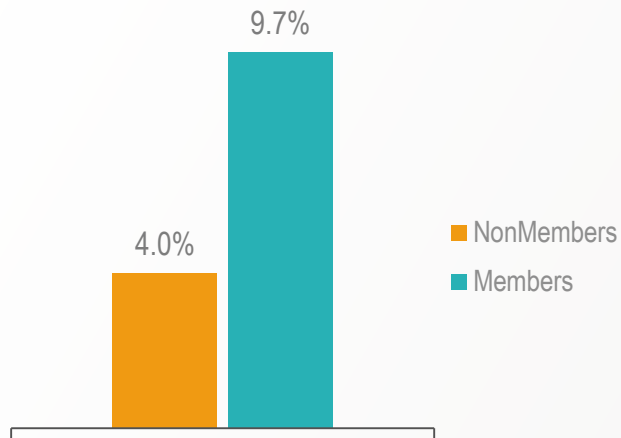


Data has been aggregated over the 2014-2015 and 2015-2016 program years. Only Employees Eligible over the two years are included.

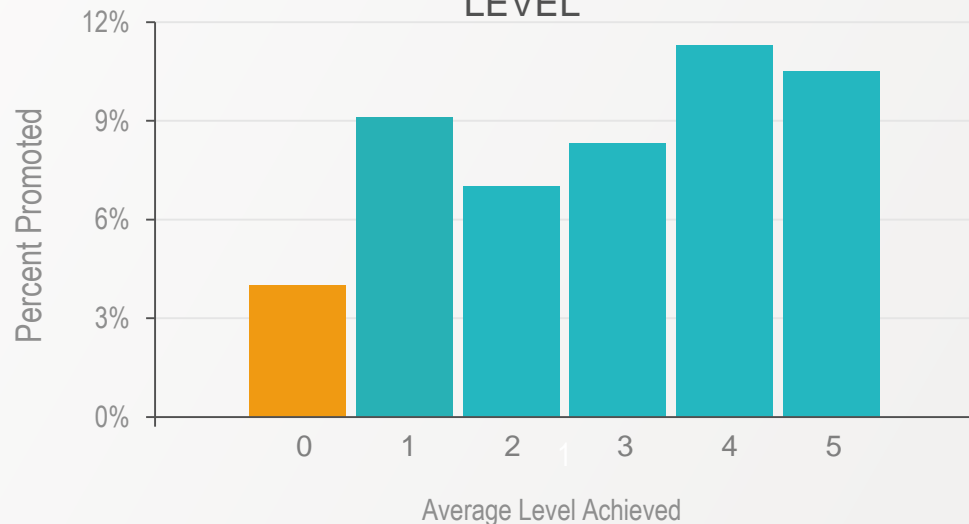
# AND MEMBERS ARE TWICE AS LIKELY TO BE PROMOTED

All 9 CMU employees (8% of all promoted) that received 2 promotions since 2013 are engaged Virgin Pulse members

OVERALL PERCENT PROMOTED



PERCENT PROMOTED BY ACHIEVEMENT LEVEL



NEXT

Is wellbeing a leading or lagging indicator? What are common wellbeing characteristics of promoted employees?

Data has been aggregated over the 2014-2015 and 2015-2016 program years. Only Employees Eligible over the two years are included.



# WHERE WE'RE GOING FROM HERE

More Data Science and an Action Plan



COMPLETE



IN PROGRESS: CORRELATIONS, STRONGEST OPPORTUNITIES TO TARGET



PERSONALIZED APPROACH



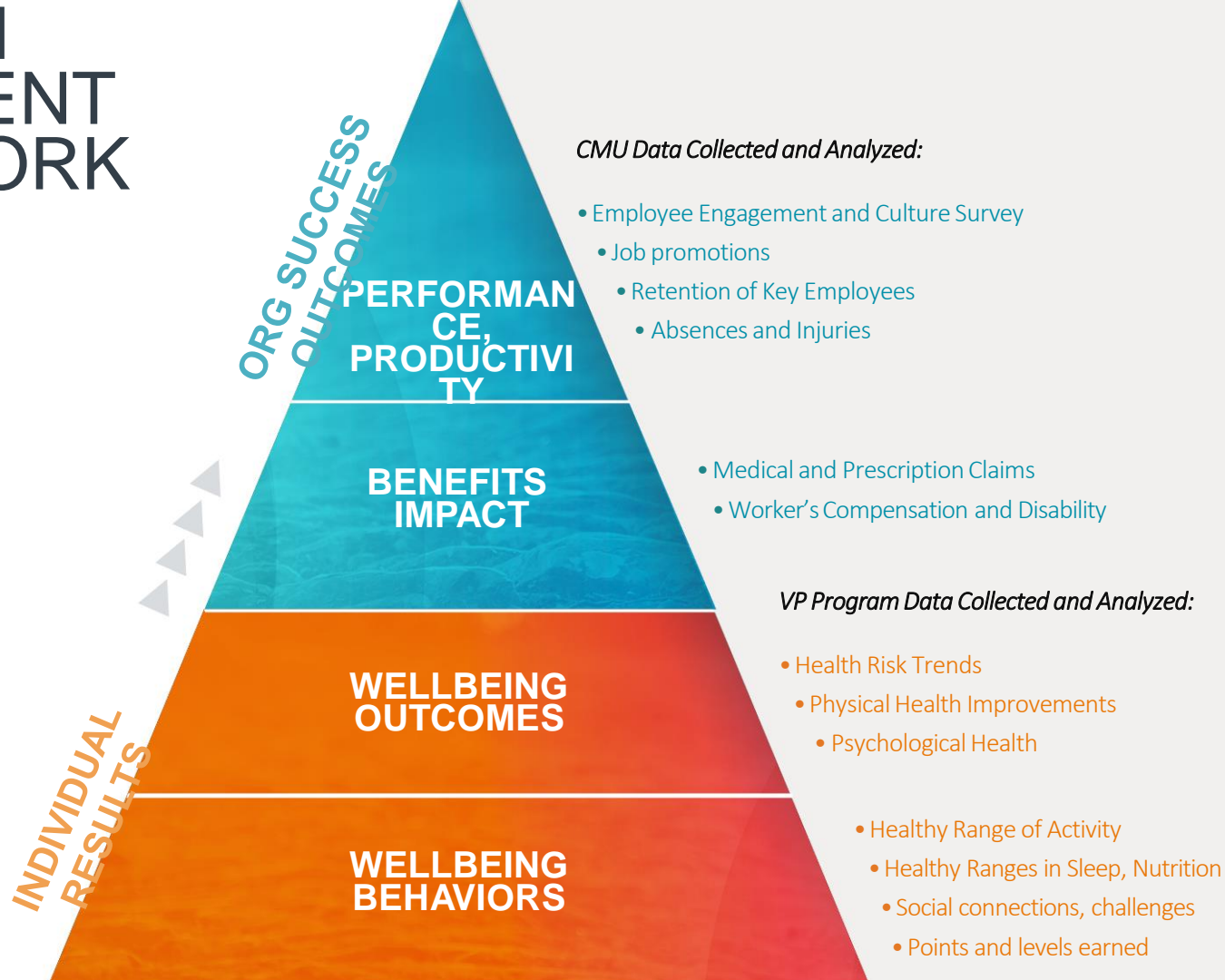
GROW ENROLLMENT AND ENGAGEMENT IN HIGHEST NEED AREAS



MORE TARGETED, PERSONALIZED FY 2018 PLAN

Sharing Next Findings and Plans at Virgin Pulse's Thrive 2017 Conference:

# VALUE ON INVESTMENT FRAMEWORK (VOI)





# THANK YOU



## QUESTIONS?