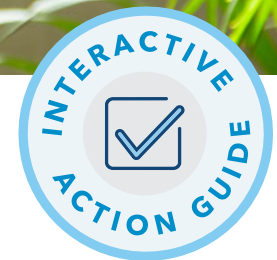




Starting a workforce well-being program



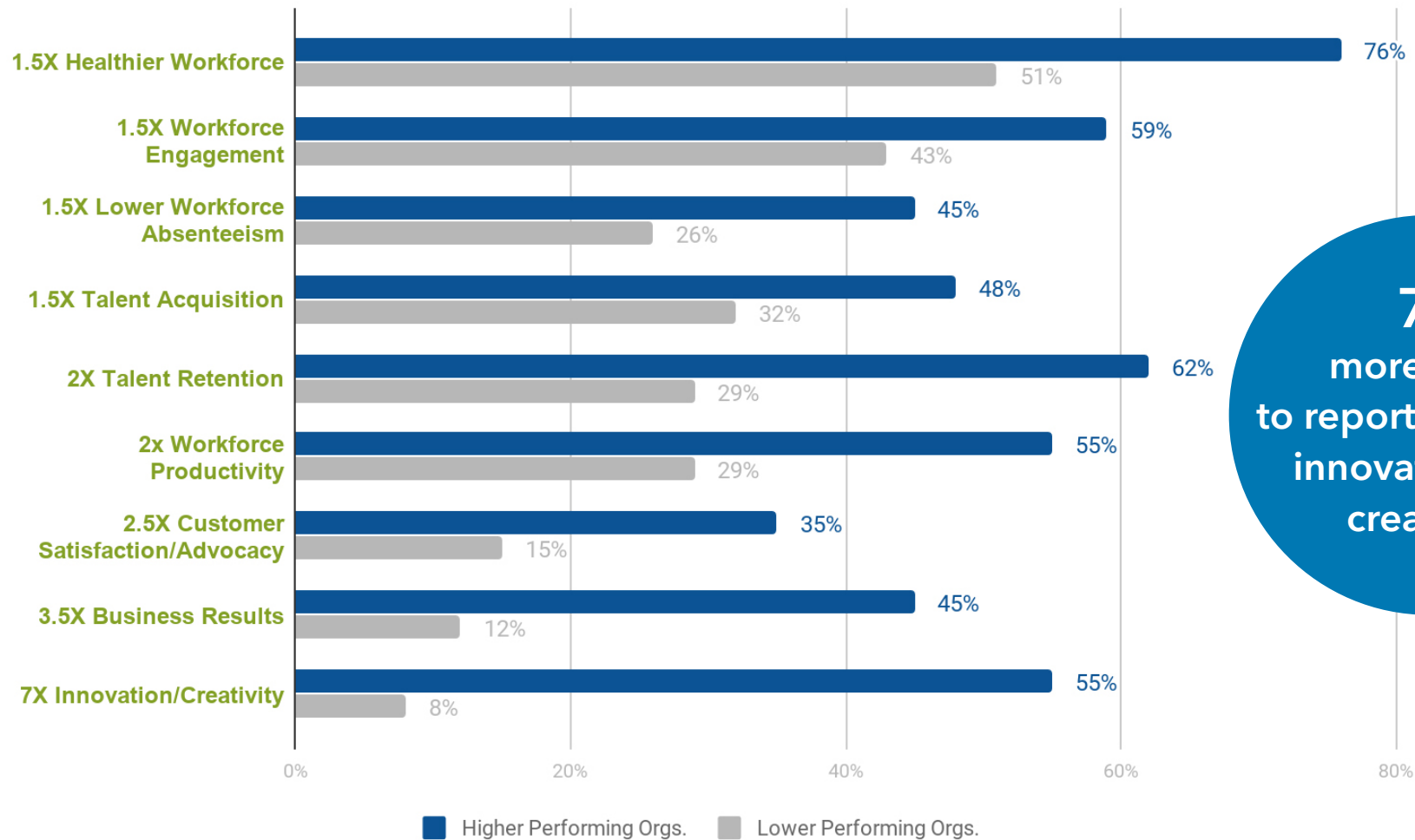
What is workforce well-being?



Workforce well-being is created when people feel connected to the organization's mission and derive a sense of purpose from doing valuable work that positively contributes to that mission, every day.

"Aligning Your Job and Your Life: Mission and Purpose at Work," *Gallup*, September 2018

High-performance companies are investing in well-being programs, and the returns are clear



7x
more likely
to report increased
innovation and
creativity

Cross, R., "Next Practices in Holistic Well-Being: The Performance Advantage", i4cp, 2020

The five pillars of well-being



- 1. Career:** liking what you do every day
- 2. Social:** strong relationships, love in your life
- 3. Financial:** managing your economic life
- 4. Community:** engagement with where you live
- 5. Physical:** good health and enough energy

Only 7% of people thrive across all five.

The percentage of U.S. adults who consider themselves to be “thriving” overall in 2020 is at the lowest level since the Great Recession in December 2008.¹

¹Witters, D., Harter, J., “In U.S., Life Ratings Plummet to 12-Year Low,” *Gallup*, April 2020

Emotional well-being is another critical element



- Emotional well-being enables an individual to function in society and **meet the demands of everyday life**¹
- Individuals with high emotional well-being are **resilient** – they can bounce back from adversity and stress – and are more productive, and less prone to making mistakes²
- Low emotional well-being can put an employee **at risk** for substance abuse, mental illness (depression, anxiety disorder, etc.) as well as other physical health issues that increase the cost of healthcare
- **Digital applications** for mindfulness, meditation, and therapy are growing in popularity and can provide significant help with emotional well-being³

¹ Croft, H., "What is Emotional Health? And How to Improve it?," *Healthy Place*

² Hurley, K., "What Is Resilience? Your Guide to Facing Life's Challenges, Adversities, and Crises," *Everyday Health*, December 2020

³ "How Kaiser Permanente Created a Mental Health and Wellness Digital Ecosystem" *NEJM Catalyst Innovations in Care Delivery*, 2020

Welcome to your workforce well-being program toolkit

Any organization, no matter how small, can achieve a culture of well-being. It involves creating an environment that engages workers with a sense of purpose, reduces stress, improves resiliency, and allows them to work more productively and thrive in other areas of their lives. This toolkit helps you lay a foundation for getting leadership on board, organizing activities, and making it easy to create an organizational culture that promotes well-being. It's your road map to a successful workforce well-being program. In it, you'll find:



COVID-19 disclaimer:

Kaiser Permanente supports the health of you and your employees. However, due to the pandemic, some of the tips and tools provided in this kit may not align with COVID-19 worksite safety guidelines. For CDC-recommended safety guidelines for COVID-19 prevention, please visit [cdc.gov](https://www.cdc.gov) or contact your Kaiser Permanente representative.

Ready to get started?



✓ Take the first step

Designing a workforce well-being program that's right for your organization can be easier than you think. Especially with our no-cost, hands-on toolkit, which walks you through the four basic steps to a successful program. It is important to make the work environment safe, supportive, and inclusive. You decide how simple or extensive you want your program to be. And you choose what you need from the resources we provide. It's an affordable and effective way to bring a sense of well-being to your workforce.



Use data to learn what gives your workforce a sense of purpose—the key to engagement and well-being.



Set goals, schedule events and activities, and develop a communications strategy.



Launch and promote the program to your workforce.



Evaluate your program's success and set future goals.

Let's go!



1 Assess

Steps	What to do	Tools and Resources	Notes
<ul style="list-style-type: none"> ○ Get leadership endorsement. 	<ul style="list-style-type: none"> ○ Present a data-driven business case to your leadership team to show how workforce well-being increases worker engagement, productivity and retention. With leaders on board, you'll increase your chances of success. 	<ul style="list-style-type: none"> • SHRM Article: Employers Broaden Well-Being Programs <div data-bbox="1052 500 1522 618" style="border: 1px solid orange; padding: 5px; margin-top: 10px;"> <p>TIP Leadership buy-in makes it easier to get things done.</p> </div>	
<ul style="list-style-type: none"> ○ Target the most inspirational aspects of your organization's mission. 	<ul style="list-style-type: none"> ○ Survey your workforce's current sense of well-being, and their interests and motivations –beyond paychecks. How does the organization's mission inspire them? What activities & goals could amplify the mission and excite the workforce? 	<ul style="list-style-type: none"> • Use our Sample Survey to help guide • Explore activities that inspire meaningful conversations around safe, supportive, and inclusive work environment • Use our Psychologically Healthy Workforce Scoresheet to evaluate your organization • Create a free survey with SurveyMonkey or Google 	

Ready to plan? Let's go! 

2 Plan

Steps	What to do	Tools and Resources	Notes
<ul style="list-style-type: none"> ○ Form a wellness committee. 	<ul style="list-style-type: none"> ○ Recruit a dedicated champion, or program coordinator, and a well-being team. Consider partnering with other committees (e.g., Diversity & Inclusion) to align objectives and activities. 	<ul style="list-style-type: none"> • Wellness Committee Toolkit <div data-bbox="1052 467 1524 586" style="border: 1px solid orange; padding: 5px;"> <p>TIP Include different types of employee roles from across the organization</p> </div>	
<ul style="list-style-type: none"> ○ Identify your program, set goals, agree on clear definitions of success. 	<ul style="list-style-type: none"> ○ Based on survey results, identify which areas of well-being you will focus on, set goals for your program and agree on benchmarks that will help you evaluate its success. Identify programs, policies, and environmental changes that can support employee engagement and well-being. 	<p>Dive deeper into the topic with our Well-Being Fact Sheets:</p> <ul style="list-style-type: none"> • Career Well-Being • Social Well-Being • Financial Well-Being • Community Well-Being • Physical Well-Being • Emotional Well-Being <div data-bbox="1052 1182 1524 1300" style="border: 1px solid orange; padding: 5px;"> <p>TIP Keep your goals easy to achieve so employees are encouraged to participate</p> </div>	

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2 Plan (continued)

Steps	What to do	Tools and Resources	Notes
<ul style="list-style-type: none"> ○ Consider incentives. 	<ul style="list-style-type: none"> ○ Reward participants for meeting certain milestones of program engagement. Congratulate employees, make announcements, and provide certificates of participation. 	<div style="border: 1px solid #f9c74f; padding: 5px;"> <p>Low-cost ideas to recognize employee success:</p> <ul style="list-style-type: none"> • post photos of participants • acknowledge accomplishments in prominent places </div>	
<ul style="list-style-type: none"> ○ Develop a program calendar. 	<ul style="list-style-type: none"> ○ Develop a calendar of activities and plan your communications schedule for the first year of your program. 	<ul style="list-style-type: none"> • SHRM Article: Getting Results-Based Wellness Communications Right <div style="border: 1px solid #f9c74f; padding: 5px;"> <p>TIP Use your existing communication channels: newsletters, emails, workplace intranet, break rooms</p> </div>	

Ready to engage? Let's go! 

3 Engage

Steps	What to do	Tools and Resources	Notes
<ul style="list-style-type: none"> ○ Implement your workforce well-being program. 	<ul style="list-style-type: none"> ○ Launch and engage employees in your program. Visit our workforce health resource center to find educational tools & programs to encourage participation. 	<ul style="list-style-type: none"> • Workforce health resource center <div data-bbox="1050 487 1522 673" style="border: 1px solid orange; padding: 5px;"> <p>TIP Understanding how incentives work: Whitepaper on balancing intrinsic and extrinsic motivators</p> </div>	
<ul style="list-style-type: none"> ○ Keep employees engaged. 	<ul style="list-style-type: none"> ○ Send out regular updates. Ongoing communications will help promote your program, keep the excitement going, and celebrate successes. 	<div data-bbox="1050 755 1522 885" style="border: 1px solid orange; padding: 5px;"> <p>TIP Engagement is more difficult and important when we all work from home</p> </div> <div data-bbox="1050 917 1522 1242" style="border: 1px solid orange; padding: 5px;"> <p>TIP Distribute communications in a range of forms:</p> <ul style="list-style-type: none"> • Email / e-newsletter • Texts • Flyers • TV monitors • Mailers </div>	

Ready to measure? Let's go! 

④ Measure

Steps	What to do	Tools and Resources	Notes
○ Evaluate your program.	○ Ask employees to complete the worksite health survey again to compare before-and-after results	• Worksite health survey	
	○ Broaden your definition of program success beyond just dollars and cents		
○ Share the results.	○ Communicate program participation rates and positive outcomes with your employees.		

➤ **Contact your Kaiser Permanente representative for more information.**