

2023 NATIONAL LEAGUE OF CITIES RISC
STAFF CONFERENCE

Making the Well-Being Connection

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ANNIE DILLARD, THE WRITING LIFE

“How we spend our days is of course, how we spend our lives.”

Agenda

1. Well-being: How did we get here?
2. Connecting the dots
3. Normalizing mental health in the workplace
4. Building connections: What can be done?

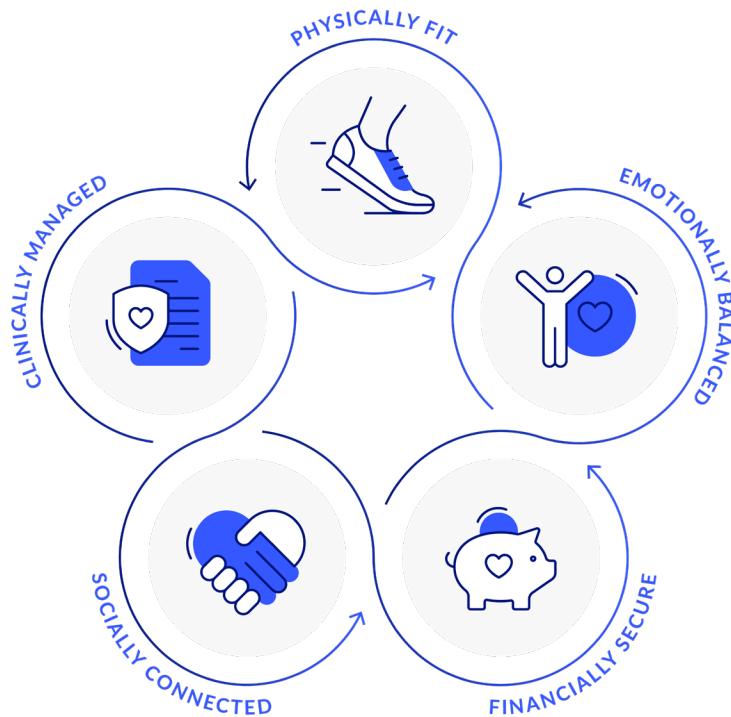
What words come to mind when you think of employee health and well-being?

DEFINITION OF HEALTH AND WELL-BEING:



How people think, feel, and function—
at a personal and social level—and how
they evaluate their lives as a whole.

Source: Healthy People 2030



Built on the principle that well-being is **personal, subjective, and dynamic.**

Individuals are unique and complex, which is why our core dimensions are built to be **interdependent, interchangeable, and extendable.**

How did we get here?

Workforce Well-Being Evolution

1980-1999

- Industrial hygiene
- Occupational health and safety
- Concept of workplace wellness

2000-2019

- Best practices for workplace health and wellness programs
- Movement towards well-being
- ROI vs. VOI
- Emphasis on workplace culture

2020s

- Well-being + employee experience
- Mental health & well-being
- Health equity & Social determinants of health
- DEIB
- ESGs

<https://www.benefitspro.com/2021/07/21/the-rise-of-workplace-wellness-a-history/?amp=1>

MAKING WELL-BEING CONNECTION

Connecting the Dots

Concerning State of Employees

Work contributes to well-being

77%

of workers report work-related stress in the last month.

57%

report symptoms of burnout.

21%

say they are satisfied with their company as a place to work.

80%

report that their workplace stress affects their relationships with friends, family, and coworkers.

1 in 4

report feeling burned out at work 'very often' or 'always'.

33%

of US employees are engaged at work.

Sources: 2023 Work in America Survey; Gallup <https://www.gallup.com/394373/indicator-employee-engagement.aspx>; Mental Health America.

Impact of Poor Well-being

- 75% of medical costs accrued mostly due to preventable conditions.

- \$20 million of additional lost opportunity for every 10,000 workers due to struggling or suffering employees.

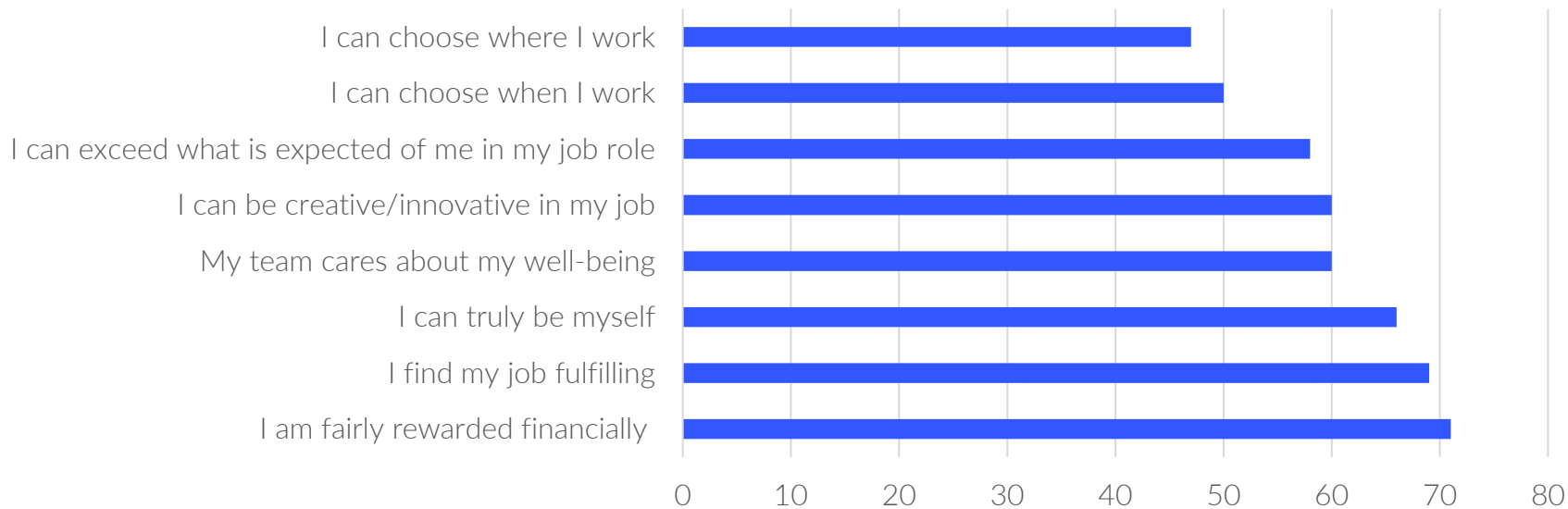
- \$322 billion of turnover and lost productivity cost globally due to employee burnout.

- 15% to 20% of total payroll in voluntary turnover costs, on average, due to burnout.

<https://www.gallup.com/workplace/215924/well-being.aspx>

What Matters Most to Employees

The “Never Normal” of Work



<https://www.pwc.com/gx/en/issues/workforce/hopes-and-fears-2022>

Employer Focus on Well-being

70%

of employers say well-being has become more **important** since 2020.

42%

of employers say well-being has increased in **priority** since 2020.

52%

of employers have **increased their investment** in well-being initiatives.

Aon Global Wellbeing Survey Report 2022-2023; Results among North American companies.

Key Drivers of a Healthy Workforce

Employees who strongly agree that their employer cares about their well-being were:

↑ **3x** MORE LIKELY
to be engaged at
work.

↑ **5x** MORE LIKELY
to promote their
employer as a
place to work.

↓ **71%** LESS LIKELY
to report
experiencing a lot
of burnout.

<https://www.gallup.com/workplace/390776/percent-feel-employer-cares-wellbeing-plummet.aspx>

What do you see as the top stressor for your employees?

Financial Well-being

57% report that finances are their top cause of stress in their lives.



55%

Living paycheck to paycheck (up from 43% in 2022)

44%

Rate of financial health among public sector workers, a 20-point decrease from 2022.

56%

spend 3+ hours/week at work thinking about or dealing with personal financial concerns.

28-point gap

In perceptions of employee financial health among employers (83%) and employees (55%).

Source: PwC's 2023 Employee Financial Wellness Survey, January 2023.; MetLife's 21st Annual U.S. Employee Benefit Trends Study 2023; J.P. Morgan Plan Sponsor Research 2023.

Addressing Employee Financial Needs

Employers feel a responsible for employee's financial wellness

- About 75% are considering or currently offer financial wellness programs separate from retirement and health benefits.
- Efforts broadening to address foundational and immediate needs:
 - Saving for emergency
 - Spending < Earning
 - Future planning
- Primary goals aim to help with:
 - Financial stability and security
 - Planning for future life events and retirement
 - Financial literacy and education
- Action > Education

Source: J.P. Morgan Plan Sponsor Research 2023. Business Group on Health and Fidelity Workplace Consulting. 14th Annual Employer-Sponsored Health and Well-being Survey: Well-being's Path Forward. May 2023

What is one action you took this year to support employee mental health?

THE WELL-BEING CONNECTION

Normalizing Mental Health in the Workplace

Current State of Employee Mental Health

59%

- Reported at least 1 symptom of a mental health condition (down from 76% in 2021).
- 39% of symptoms lasted 5-12 months (up from 36% in 2021).

1 in 3

- Report that their workplace contributed to mental health challenges.
 - Emotionally draining work
 - Challenges with work-life balance
 - Lack of recognition

50%

- US workers have left previous roles due to mental health reasons.
- 92% of workers say it's important to them to work for an organization that provides support for employee mental health.

Sources: Mind Share Partners 2023 Mental Health at the Workplace Report; American Psychological Association 2022 Work and Well-being Survey. American Psychological Association 2023 Work and Well-being Survey

Reality for Public Sector

City Employees

- Overall, 80% have faced harassment, threats or violence on the job.
- Elevated rates of mental health concerns, including depression, PTS symptoms, suicide ideation – among public safety personnel compared to general population.
- Post-pandemic persistent challenges associated with “business as usual”.

City Residents

- 97% (of mayors surveyed) reported an increase in mental health services requests over the last 2 years.
- Vast majority (88%) report that they do not have adequate access to the mental health resources need to address the need.
- 71% reported residents do not have access to services.
- Concerns about depression, loneliness, and suicide among youth.

Sources: National League of Cities (2021) On the frontlines of today's cities. National Wellness Survey for Public Safety Personnel (2022); The Mental Health Crisis in America's Cities and Their Responses to it (2023)

Healthy Cultures Need Healthy People



Organizations can further *normalize and support mental health* while decreasing stigma at work by validating challenges, communicating mental health and well-being as priorities, and offering both support and prevention services.”

U.S. Surgeon General Vivek Murthy, M.D

Source: U.S. Surgeon General Vivek Murthy, M.D.; Workplace Mental Health and Well-Being HHS.gov



Addressing Mental Health

Focused efforts across the continuum of need

- EAP
- Stress, anxiety and depression education and support programs
- Virtual learning sessions
- Emotional well-being communications and education
- Environmental support (e.g., quiet space in the office)
- Virtual counselling
- Behavioral and condition management coaching support
- Leadership/manager training
- In-person counseling (on-site/near-site)
- Digital CBT and mental health champions

Sources: Aon Global Wellbeing Survey Report 2022-2023; Business Group on Health and Fidelity Workplace Consulting, 14th Annual Employer-Sponsored Health and Well-being Survey: Well-being's Path Forward, May 2023

The Opportunities.

Awareness | Culture | Access

- Do an audit of your mental health benefits, resources and practices.
 - Organizational scorecard
- Assess for needs; listen to your employees and community.
 - Individual needs assessments
 - Focus groups, interviews, surveys
- Manager training on mental health and well-being awareness and promotion.

INVESTMENT PAYS OFF

3x

More likely to be [comfortable talking](#) about mental health to their [manager](#) and [HR](#).

2.5x

More likely to [intend to stay](#) at their company for 2+ years.

5.6x

More likely to [trust](#) their company and its leaders.

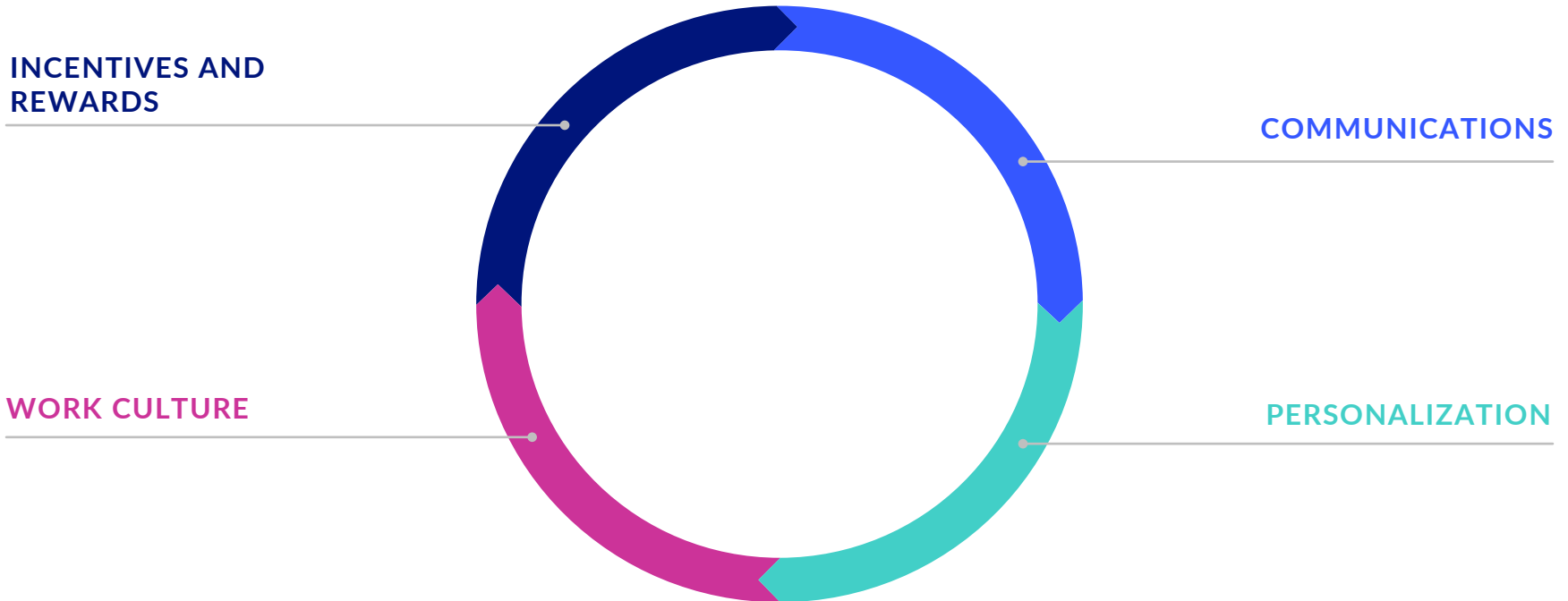
THE WELL-BEING CONNECTION

Building Connections: What Can Be Done?

How do you drive employee engagement in your well-being program?

Foundational Elements

Strategically use foundational elements as levers to create engagement



Incentives and Rewards



Evidence-informed strategies

1. Aim for positive interactions.
2. Reward effort, not just outcomes.
3. Align value to motivation and impact.
4. Implement choice architecture.
5. Provide timely rewards.
6. Increase efficacy through communications and culture.
7. Align rewards to program goals.
8. Don't fear experimentation.
9. Evaluate, evaluate, evaluate!

Incentives alone \neq Long-term behavior change

Sources: WebMD Incentives Guidance, 2023; Seaverson ELD, et al. (2009). "The role of incentive design, communications strategy, and worksite culture on health assessment participation." American Journal of Health Promotion. 23(5):343-352.

Incentives and Rewards

Current design landscape

- Majority of organizations provide some form of incentive.
- Monetary rewards are more common than non-monetary rewards.
- Most popular types include gift cards or cash equivalent, benefits-related methods (e.g., HSA funding, premium reduction).
- Use of outcomes-based designs has decreased steadily since 2015.
- Most rewarded activities include biometric screenings and health assessments.

Source: Business Group on Health and Fidelity Workplace Consulting, 14th Annual Employer-Sponsored Health and Well-being Survey: Well-being's Path Forward. May 2023; WebMD Health Services Public Sector Book of Business, 2023

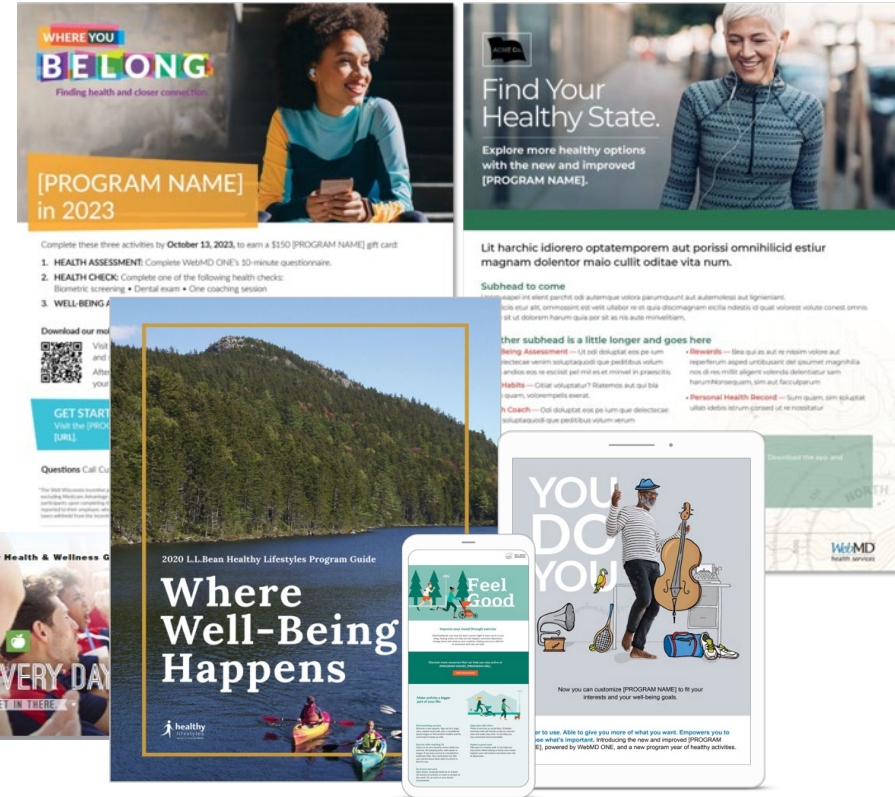
WebMD Public Sector BoB

- 75% use participation-based rewards
- 43% use combination of monetary and non-monetary rewards
- 50% reward with values greater than \$250/employee

Communications Strategy

Inspiring meaningful, year-round engagement

- Data-driven.
- Comprehensive, multi-channel approach.
 - Email, flyer, postcard, social posts, posters, monitor ads, video
- Human-forward messaging.
- Messaging that hits both extrinsic and intrinsic tones.



Personalization

What do you know about your people?

- Work with the data you have readily available.
 - Look enterprise-wide, across departments.
 - Think about what groups matter to your City.
- Identify new areas of assessment.
 - Organizational scorecards, e.g., HERO Scorecard, CDC Worksite Health Scorecard
 - Individual needs assessments such as health risk assessments, e.g., NIOSH WellBQ
 - Voice-of-Employee
- **Use data** to guide well-being strategy, program design, communications and outreach.

Sources: Health Enhancement Research Organization (<https://hero-health.org/hero-scorecard/>); Centers for Disease Control and Prevention (<https://www.cdc.gov/workplacehealthpromotion/initiatives/healthscorecard/index.html>) and <https://www.cdc.gov/niosh/twh/wellbq/default.html>

Workplace Culture

Challenge: 22% of employees strongly agree that their organization cares about their well-being.

- Have a clear vision. What is your why? Communicate.
- Evaluate how you are fostering well-being across all dimensions.
- Create avenues for leadership development and accountability.
- Identify your 'boots on the ground' champions.
- Make sure the employee voice is part of your strategy.
- Focus on meaningful connections and a sense of community.
- Consider what it means to be a virtual/hybrid/back in person company and how it feels every day to "come" to work.

Elements of Healthy Work Culture

- ✓ Psychological Safety
- ✓ Connectedness
- ✓ Inclusiveness
 - ✓ Belonging
 - ✓ Purpose
- ✓ Engagement

Source: <https://www.gallup.com/471521/indicator-organizational-culture.aspx>

The Well-Being Connection

- Well-being: How did we get here?
- Connecting the dots
- Normalizing mental health in the workplace
- Building connections: What can be done?



The most important asset in any organization is its **people.**

By choosing to center their voices, we can ensure that everyone **has a platform to thrive.”**

*U.S. Surgeon General
Dr. Vivek Murthy, M.D*

Q & A

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