

21st Century Strategies to Deliver and Measure a Healthy and High Performing Population

THE UNIVERSITY OF MICHIGAN
HEALTH MANAGEMENT RESEARCH CENTER
Dee W. Edington
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The Journey of Becoming a Champion Organization: High Quality Products, High Mission Margin, Zero Cost Trends and a Best Place to Work

Natural Flow of a Population → High Risks and High Costs

Business Case → Health as a Serious Economic Strategy

Mission → Change the Economic Assumptions from Treating Disease to the 21st Century Assumptions about Creating and Maintaining Healthy Populations

Solution → Engage Champion Companies in creating Strategic, Systematic, Systemic and Sustainable Five Pillars which Promote a Healthy and High Performing Workplace and Workforce

Solution for the 20th Century (Part 1 of "Why" of Worksite Wellness)

Wait for Disease or Health Risks and then Treat

(...in Quality terms this strategy translates into "wait for defects and then fix the defects" ...)

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Estimated Health Risks

Health Risk Measure	High Risk
Body Weight	41.8%
Stress	31.8%
Safety Belt Usage	28.6%
Physical Activity	23.3%
Blood Pressure	22.8%
Life Satisfaction	22.4%
Smoking	14.4%
Perception of Health	13.7%
Illness Days	10.9%
Existing Medical Problem	9.2%
Cholesterol	8.3%
Alcohol	2.9%
Zero Risk	14.0%

From the UM-HMRC Medical Economics Report

Estimates based on the age-gender distribution of a specific corporate employee population

OVERALL RISK LEVELS

Low Risk 0-2 risks

Medium Risk 3-4 risks

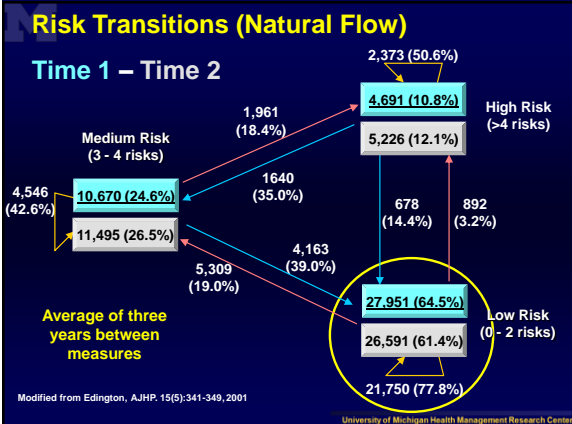
High Risk 5 or more

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Risk Transitions (Natural Flow)

Time 1 – Time 2

Average of three years between measures

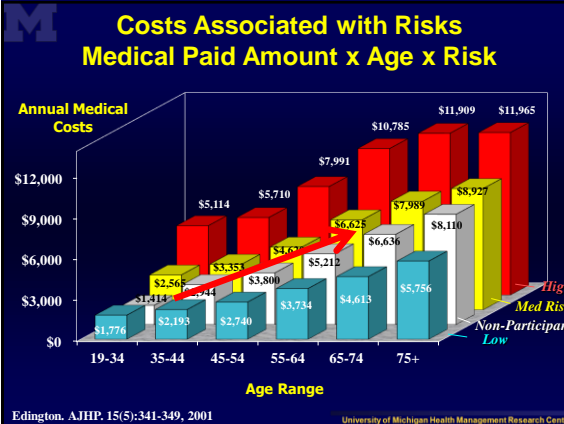


Modified from Edington, AJHP, 15(5):341-349, 2001

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Costs Associated with Risks

Medical Paid Amount x Age x Risk



Age Range	Low Risk	Med Risk	High Risk
19-34	\$1,776	\$1,414	\$2,567
35-44	\$2,193	\$2,445	\$3,253
45-54	\$2,740	\$3,800	\$4,600
55-64	\$3,734	\$5,212	\$7,991
65-74	\$4,613	\$6,636	\$10,785
75+	\$5,756	\$7,983	\$11,909

Edington, AJHP, 15(5):341-349, 2001

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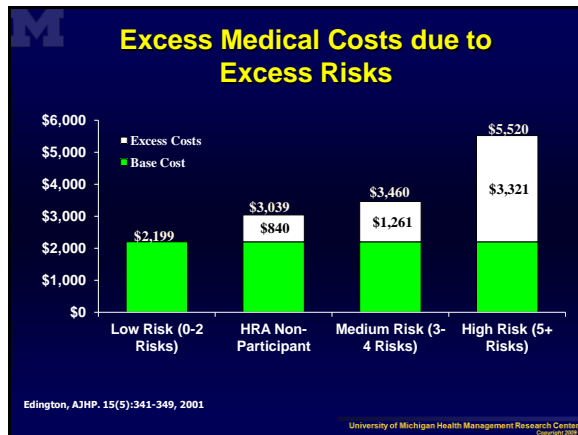
20th Century Solution

(Part 2 of the "Why" of Worksite Wellness)

Build the Business Case for Health as a Serious Economic Strategy (200+ Publications)

Engage the Total Population and measure the Total Value of Health

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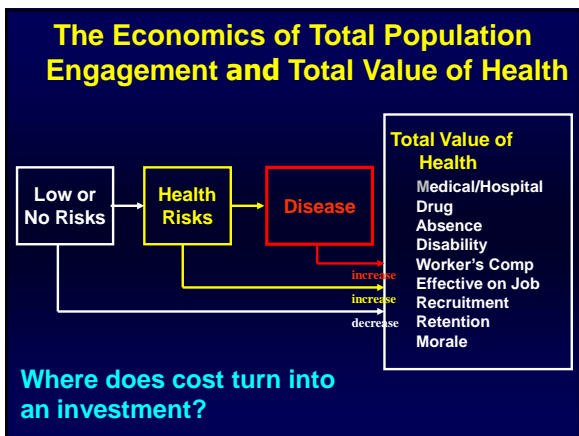
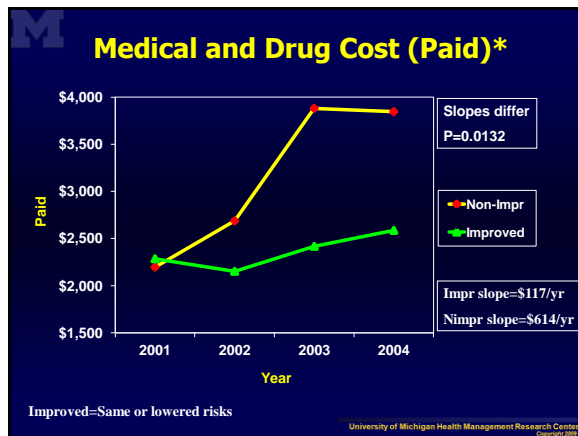


Association of Risk Levels with Corporate Cost Measures

Outcome Measures	Low-Risk	Medium-Risk	High-Risk	Excess Cost Percentage
Short-term Disability	\$ 120	\$ 216	\$ 333	41%
Worker's Compensation	\$ 228	\$ 244	\$ 496	24%
Absence	\$ 245	\$ 341	\$ 527	29%
Medical & Pharmacy	\$1,158	\$1,487	\$3,696	38%
Total	\$1,751	\$2,288	\$5,052	36%

Wright, Beard, Edington. JOEM. 44(12):1126-1134, 2002

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A short Health & Performance Quiz

If you continue to wait for defects and then try to fix the defects: Will you ever solve the fundamental problems?

Is it better to keep a good customer or find a new one?

Is the action you reward, the action that is sustained?

If you put a changed person back into the same environment: Will the change be sustainable?



Vision for Zero Trends

Zero Trends was written to be a **transformational approach** to the way organizations ensure a continuous healthy and high performing workplace and workforce

Based upon over 200 Research Publications

By 2021

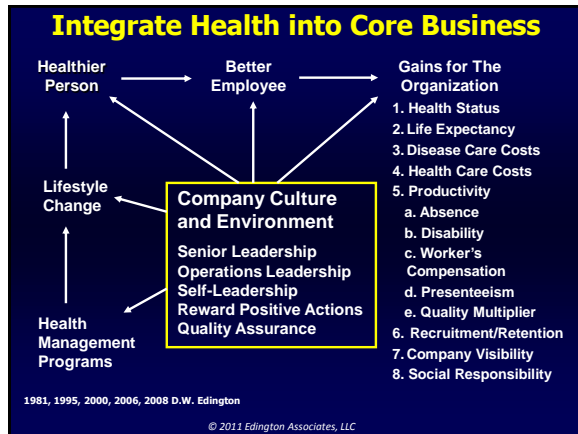
Healthy and High Performing Workplaces and People will be the Competitive Advantage

The transformational solutions with have to be **Strategic, Systematic, Systemic and Sustainable**

A Transformation needs New Tools

Purpose, Values, Mission, Vision
Environmental Audit
Perception of Environment and Culture
Healthy Life Assessment for 21st Century
Community and Zip Code Assessments
Self-Leadership and Low-Risk Training
Quality Assurance/Metrics Driven Feedback

From 20th Century Best Practices to 21st Century Next Practices



Senior Leadership: Strategic

Create the Vision



- Connect vision to business strategy
- Commit to healthy culture
- Provide adequate resources
- Leadership engaged as visible committed participants
- Courage

“Establish the business value of a healthy and high performing organization and workplace as a world-wide competitive advantage”

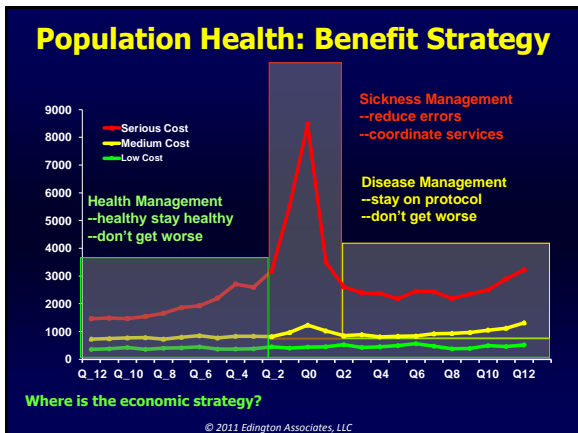
Operations Leadership: Systematic and Systemic

Align Workplace & Policies with the Vision



- Integrate policies into health culture
- Brand health management strategies
- Engage everyone

“You can't put a changed person back into the same environment and expect the change to hold”

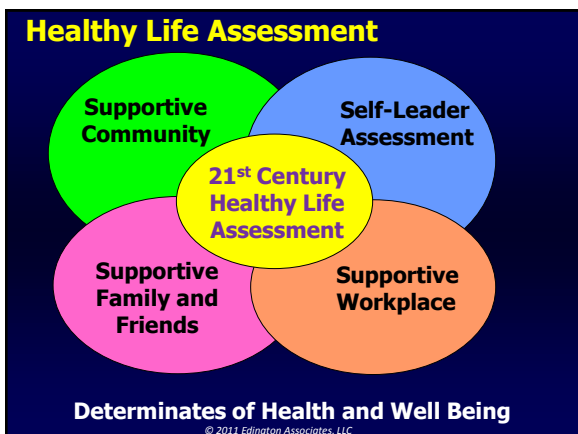


How do we get Healthy and high Performing Workplaces and People into the Culture?

Pillar 2: Operations Leadership

- ...set of core attributes reflecting the prevailing **values, underlying assumptions, expectations and definitions** that members of a work organization collectively maintain.
- The sum of these characteristics effect the way members **think, feel, and behave** related to matters of personal and group health.

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Self-Leadership: Systemic

Create Winners

- Help the low-risk people stay low-risk
- Provide training in resilience, self-leadership, purpose
- Recognize the whole person and the major determinates of health

“Create winners, one step at a time and the first step is don't get worse”



Recognize Positive Actions: Sustainable

Reinforce the Culture of Health

- Align recognition to the vision
- Recognize champions
- Set positive recognition for positive choices
- Reinforce at every touch point

“What is rewarded is what is sustained”

Quality Assurance: Sustainable



- Integrate all data
- Evaluate program outcomes
- Use a conceptual outcomes framework
- Provide timely feedback of progress toward vision, culture, self-leaders, actions, economic outcomes

"Support decisions throughout the total workplace system"

Create a Strategy

What is Your Vision?

	Senior Leadership	Operational Leadership	Self-Leadership	Reward Positive Actions	Quality Assurance
Champion	Vision from Leaders	Healthy System & Culture	Everyone a Self-Leader	Reward Sustained Results	Progress in All Areas
Comprehensive	Speech from Leader	Reduction in Risks	Reduce Health Risks	Reward Achievement	Change in Risk & Sick Costs
Traditional	Inform Leader	Programs Targeting Risks	Health Risk Awareness	Reward Enrollment	Change in Risks
Do Nothing	Status Quo	Status Quo	Status Quo	Status Quo	Status Quo

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Thank you for your attention

Please contact us if you have any questions

Phone: (734) 647-7602

Email: dwe@umich.edu

Website: www.hmrc.umich.edu

Health Management Research Center
 School of Kinesiology
 University of Michigan
 1015 E. Huron Street, Ann Arbor MI 48104

Edington Associates LLC
 North Campus Research Center
 1600 Huron Parkway, Ann Arbor MI 48109
 734-998-8326
 www.edingtonassociates.com