

Can well-being programs supercharge employee engagement?

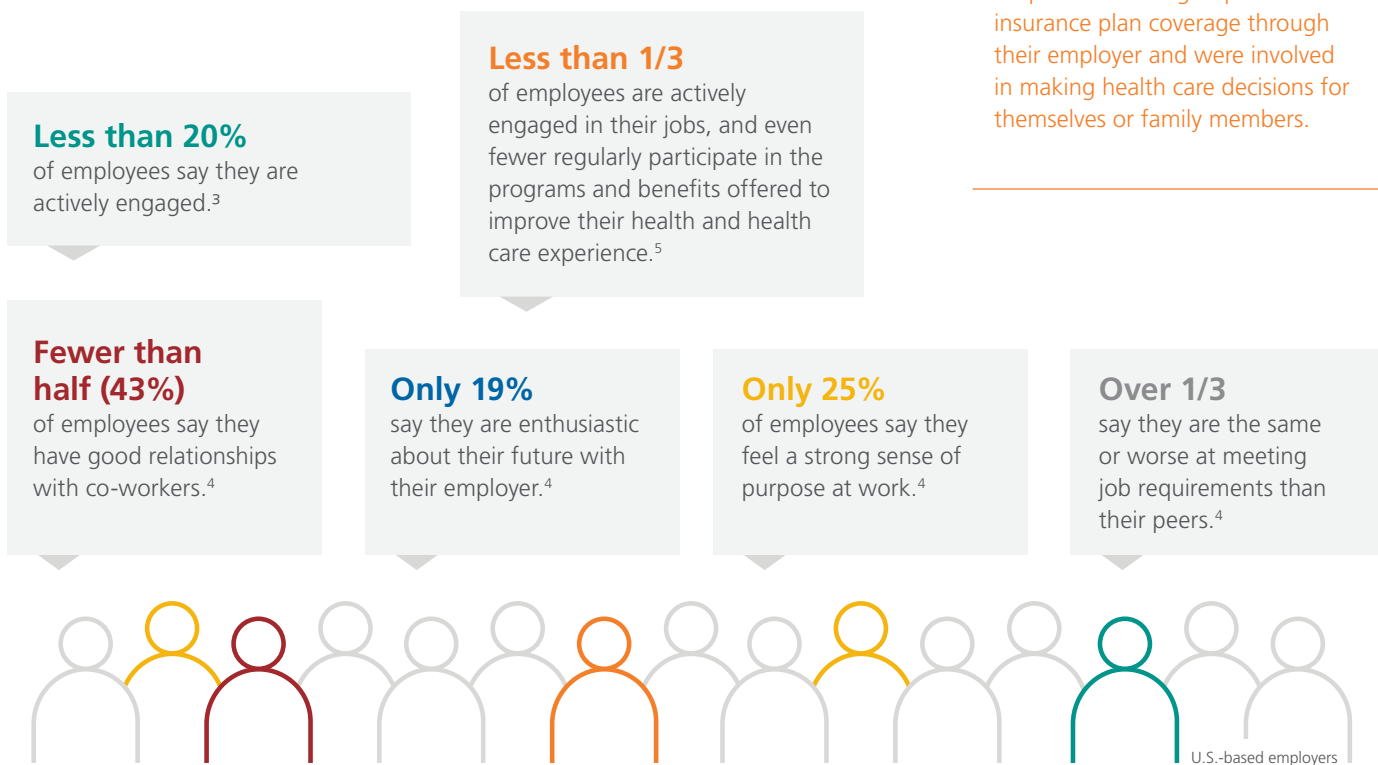
Optum®/National Business Group on Health®
"Consumer Engagement Survey," 2017



With disengaged employees costing the U.S. economy between \$450 billion and \$550 billion each year in lost productivity,¹ more and more employers are feeling the business impact. In fact, after reducing health care costs, employers cite “improving employee engagement” as their second-most important objective for offering a well-being program.² The challenge? Employees themselves are reporting low levels of engagement at work.

SURVEY BACKGROUND

- Conducted in partnership with the National Business Group on Health (NBGH), March 2017.
- Online survey of 1,209 full-time employees from large employers (3,000+ employees) across the U.S.
- Respondents had group health insurance plan coverage through their employer and were involved in making health care decisions for themselves or family members.



To better understand why engagement at work is such a universal challenge for both organizations and employees, researchers at the National Business Group on Health and Optum surveyed over 1,200 full-time employees from large U.S. employers about their levels of engagement at work. Employees were also asked about their access to, and participation in, a variety of well-being program categories:

- **Assessing their health** (biometric screenings, health assessments)
- **Getting healthy** (wellness coaching, on-site medical clinics)
- **Getting the most value from their prescription drug plan** (discounted prescription prices, etc.)
- **Having a physical work environment that supports healthy decisions** (sit/stand desks, healthy food, on-site fitness centers)
- **Managing a chronic condition** (disease and case management)
- **Navigating the health care system** (health advocacy, telemedicine, health care cost tools, health accounts/financial health)
- **Optimizing their mental health** (Employee Assistance Program (EAP), stress or sleep programs)
- **Staying healthy and preventing illness** (flu shots, gym discounts, fitness challenges)

Researchers focused on developing survey questions to assess four key markers (and two specific outcomes) of workplace engagement.

Markers of engagement:

1. Emotional affinity:

The emotional attachment an employee develops toward their job, and how they value the workplace as a source of personal fulfillment (Examples: *feeling valued by employer, enthusiasm about employer*)

2. Personal well-being:

Health and wellness of an employee and their attitude toward maintaining a state of well-being (Examples: *confidence navigating the health care system, taking responsibility for health*)

3. Social connections:

Sense of community, connectivity and support at work (Examples: *positive relationships with co-workers, feeling that their employer promotes positive relationships*)

4. Supportive culture:

Perceived level of support from the employer in achieving health and wellness goals (Examples: *satisfaction with workplace culture, believing their employer makes healthy choices the path of least resistance*)



Outcomes of engagement:

1. Employer loyalty:

Level of commitment to the organization and willingness to act as an advocate in front of customers and other stakeholders (Examples: *Net Promoter Score® (NPS) (likeliness to recommend employer), continue working for employer*)


2. Job performance:

Motivation, productivity levels and commitment to excel at work (Examples: *meeting or exceeding expectations, working productively on tasks, feelings of personal accomplishment*)

OVERALL RESULTS:

- 1 Having **access** to health and well-being programs is a driver of both the markers and business value of employee engagement.
- 2 Employees who frequently **participate** in programs demonstrate stronger markers of engagement, employer loyalty and job performance.
- 3 Investment in clinical programs, pharmacy benefits and a work environment that supports healthy decisions can drive employee engagement.

Based on the responses, researchers discovered that each marker and outcome of engagement was proportionately affected by the number of health and well-being programs offered to employees, as well as their frequency of participation.

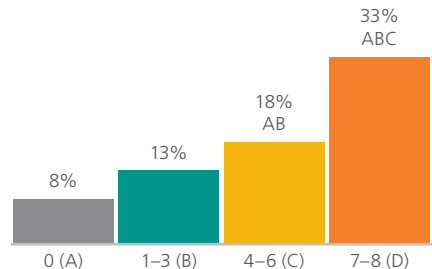
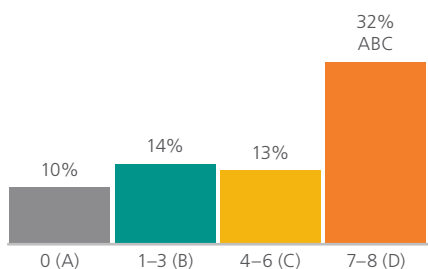
 **Emotional affinity**

Agree strongly with "I am enthusiastic about my future with my employer as a place to work and develop my skills."

Agree strongly with "I feel my employer values me."

Impact of **number** of health and well-being programs offered

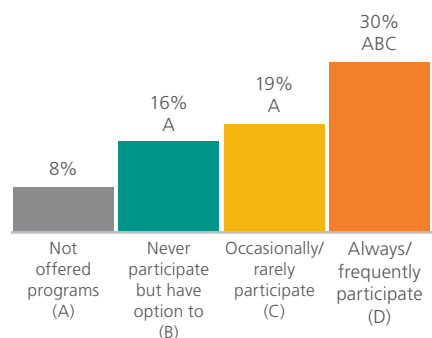
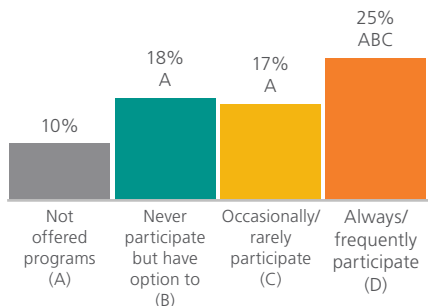
Number of program categories offered




88%

Employees who participate frequently in programs are **88 percent** more likely to feel valued by their employer.

Impact of **participation** frequency in health and well-being programs



 **Personal well-being**

Agree strongly with "I feel confident that I can navigate the health care system."

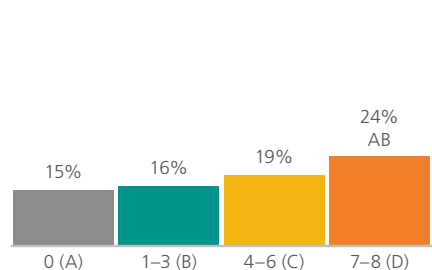
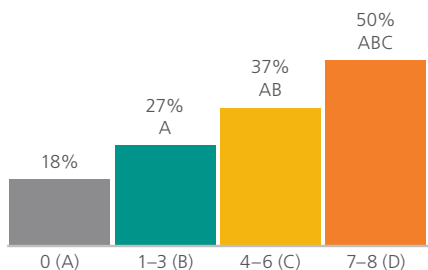
Excellent health compared to others their age

178%

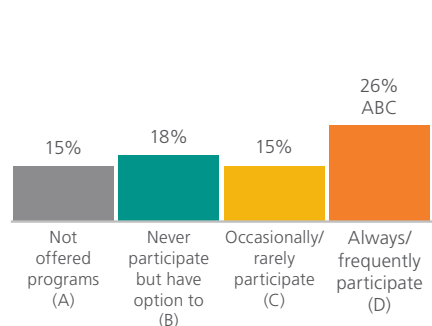
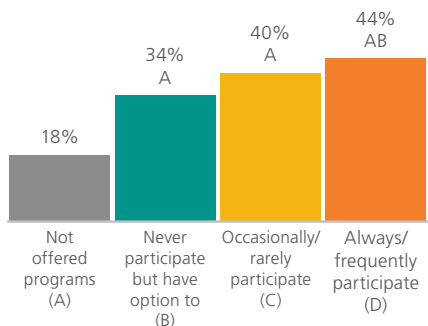
Employees who have access to 7-8 program categories are **178 percent** more confident in navigating the health care system.

Impact of **number** of health and well-being programs offered

Number of program categories offered



Impact of **participation** frequency in health and well-being programs





Social connections

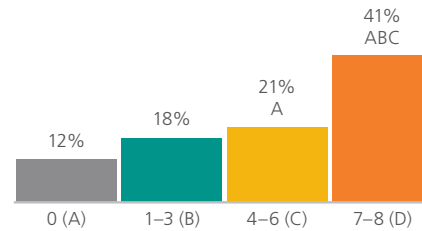
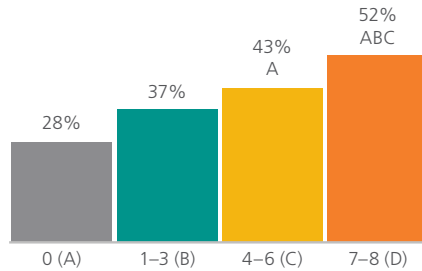
Agree strongly with "I have a good relationship with my co-workers."

Agree strongly with "My employer promotes positive relationships between co-workers."

86%

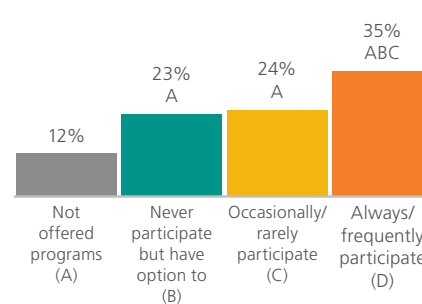
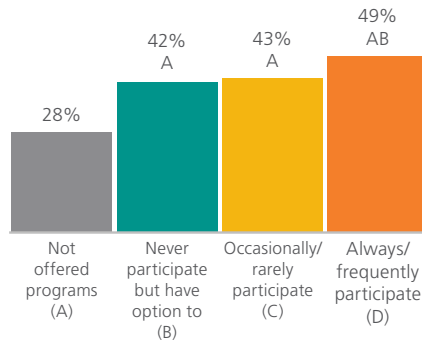
Impact of **number** of health and well-being programs offered

Number of program categories offered



Employees who have access to 7-8 program categories are **86 percent** more likely to report having a good relationship with their co-workers.

Impact of **participation** frequency in health and well-being programs



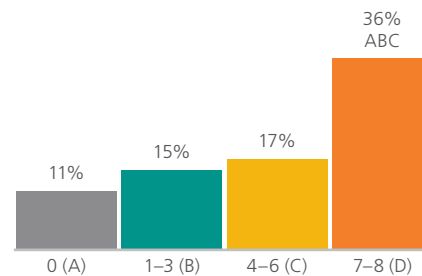
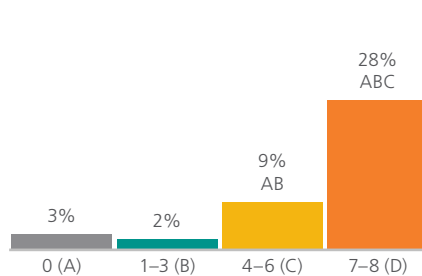
Supportive culture

Agree strongly with "My employer makes healthy choices the path of least resistance at work."

Agree strongly with "I'm satisfied with the culture at my workplace."

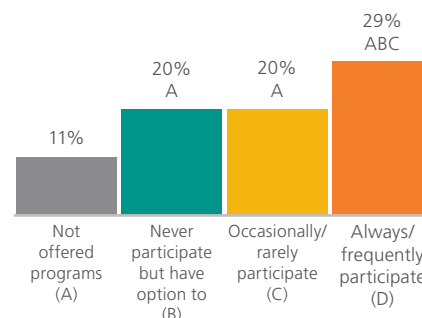
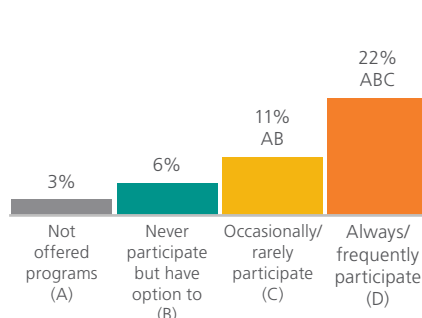
Impact of **number** of health and well-being programs offered

Number of program categories offered



267%

Impact of **participation** frequency in health and well-being programs



Employees who frequently participate in programs are **267 percent** more likely to say that their employer makes healthy choices the path of least resistance.

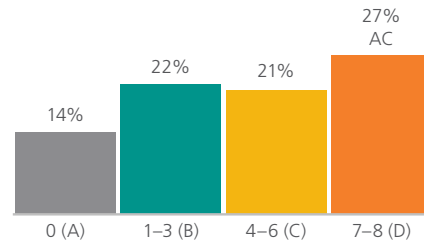
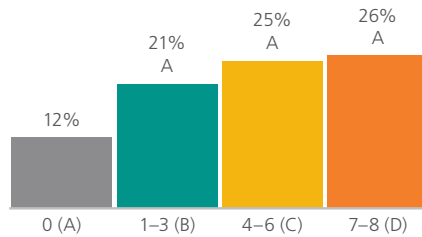
Job performance

Think they compare much better than co-workers on "Meeting or exceeding job requirements or deadlines."

Think they compare much better than co-workers on "Working productively on tasks that are assigned to me."

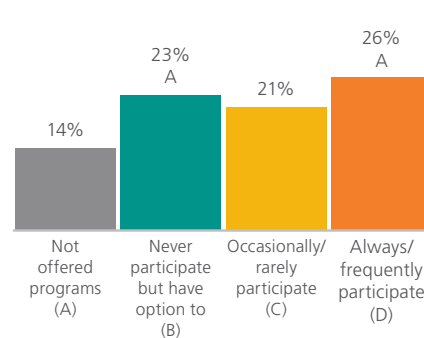
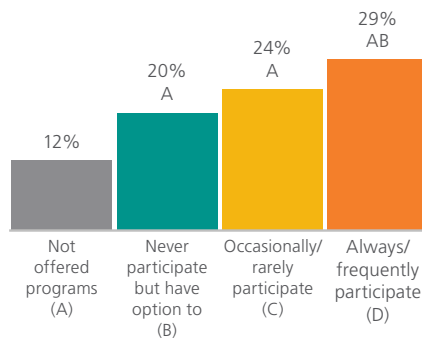
Impact of number of health and well-being programs offered

Number of program categories offered



45%

Impact of participation frequency in health and well-being programs



Employees who frequently participate in programs are **45 percent** more likely to rate their work performance as better than their co-workers.

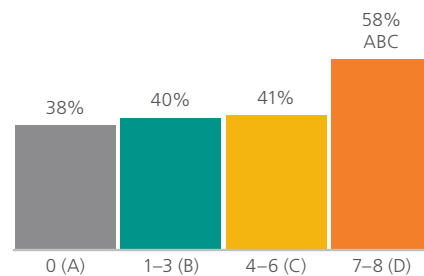
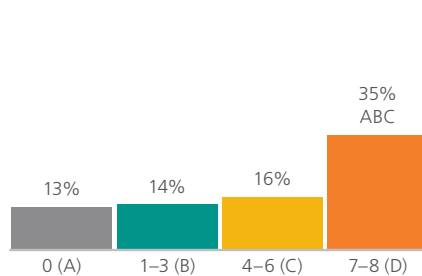
Employer loyalty

Extremely likely to recommend employer

Very likely to continue working for employer (next 3 years)

Impact of number of health and well-being programs offered

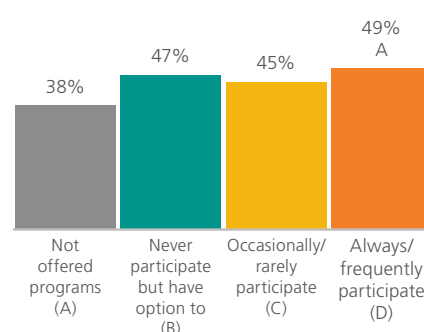
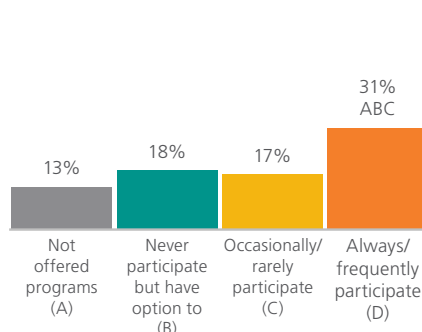
Number of program categories offered



169%

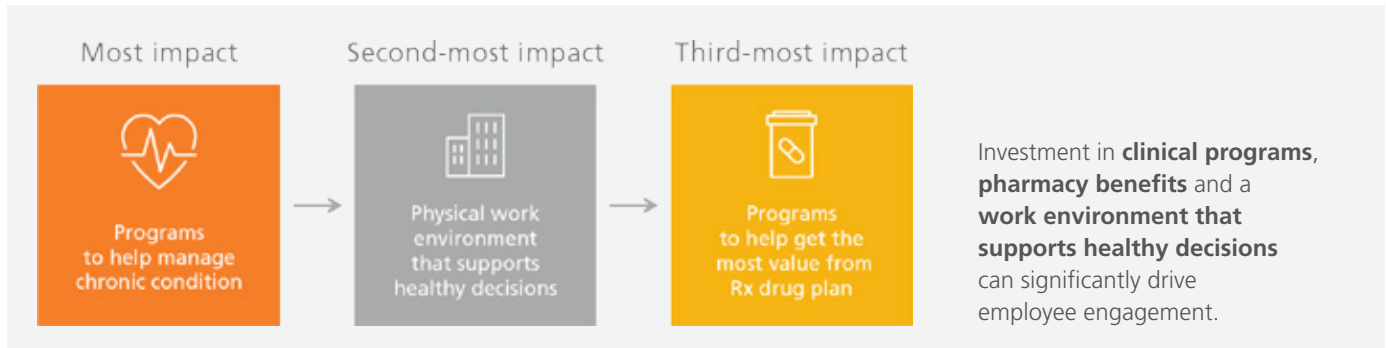
Employees who have access to 7-8 program categories are **169 percent** more likely to recommend their employer as a place to work.

Impact of participation frequency in health and well-being programs



What program categories drive the greatest levels of engagement?

Based on our survey results, employee engagement is driven by certain program categories, namely those designed to help employees manage a chronic condition, having a physical work environment that supports healthy decisions and offering programs that help employees get the most value out of their prescription drug plan.



KEY TAKEAWAYS:

Offering more health and wellness programs — and making sure that employees are aware of them — may positively impact all four engagement markers, increasing employees' emotional affinity, personal well-being, social connections and perceptions of a supportive culture, in addition to improving their job performance and employer loyalty levels.

What more can be done to increase awareness of health and well-being offerings at your workplace?

The same can be said for employees who frequently participate in programs. Employees who frequently participate in employer-sponsored health and well-being program categories demonstrate stronger markers of engagement and drive engagement-related business value.

How can you partner with your health and wellness provider to increase program participation frequency?

Closing thoughts:

There is a correlation between employer-sponsored health and well-being programs and factors that impact employee engagement. Employers who provide access to (and promote) a variety of well-being programs to achieve higher participation rates may also achieve greater business performance as a result.

Contributors:

We acknowledge the important contributions of those who made this report possible — including Seth Serxner, Jennifer Sargent, Rohit Kichlu and Erin Ratelis from Optum; Danielle Sherrets, Brenna Shebel, Alisa Ray and Craig Lykens from the National Business Group on Health; and Nell Putnam-Farr and Gloria Tam from the Yale Center for Customer Insights.

For more information about the Optum/NBGH “Consumer Engagement Survey,” contact us:

1-866-386-3408

resourcecenter@optum.com

optum.com/resourcecenter



Sources:

1. McKinsey. Why Frontline Workers Are Disengaged, 2016.
2. NBGH/Fidelity 8th Annual Employer Sponsored Health & Well-being Study, 2017.
3. Harvard Business Review, Evidence from the World Happiness Report, 2017.
4. Optum/NBGH Consumer Engagement Study, 2017. Percentage very strongly agreeing with the statement.
5. NBGH, homepage.



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