



IMPACT OF EMPLOYEE HEALTH ON BUSINESS SUCCESS

ANALYSIS AND RECOMMENDATIONS

**PREPARED BY
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INTRODUCTION

“For a company to perform well as an organization, it needs healthy people, and the fewer healthy people you have, the worse your business outcomes.”

Nicolaas P. Pronk, PhD
Vice President of Health Management and
Chief Science Officer
Health Partners, Bloomington, MN
(Used with permission)

At the end of the day, no employer would knowingly leave the front door to their business unlocked. They would not tolerate shoplifters or their own employees pilfering merchandise because these behaviors would have a direct, adverse effect on profitability — the core metric of business success. A healthy, resilient workforce is often described as the most valuable asset of any business. Yet many employers witness the deterioration of this asset as they continue to shoulder the aggregate direct and indirect economic burden of employee illnesses in the form of absenteeism, excessive employee turnover, workflow disruption, lost productivity, increased health insurance premiums, and the enduring impact of permanent disabilities — all significant threats to profitability.

This paper will explore how the status of corporate and employee health are inextricably bound, with emphasis on proactive measures business owners can implement to resolve the enormous challenges employee health expenditures create. The rationale for establishment of **workplace health programs*** is then discussed. Beyond reducing expenditures, the effective application of comprehensive wellness strategies may generate dual rewards: moderation of total healthcare costs while significantly boosting productivity, employee satisfaction, and business profitability — regardless of the size of the workforce.

* Workplace health programs are a coordinated and comprehensive set of health promotion and protection strategies implemented at the worksite that includes programs, policies, benefits, environmental supports, and links to the surrounding community designed to encourage the health and safety of all employees. (U.S. Centers for Disease Control and Prevention, 2014)

BACKGROUND

The involvement of employers in their workers' health is a relatively recent phenomenon. Prior to World War II, Americans paid out-of-pocket for most healthcare services and prescription medications. In response to unpopular post-war federal wage and price controls, employer-paid health benefits were exempted from both wage controls and income taxes. It comes as no surprise they quickly became entrenched as an assumed benefit. Within 20 years employer-provided health insurance was practically universal for full-time workers.²

When healthcare costs rose sharply at twice the rate of inflation during the 1990s, many business owners pursued various “wellness programs” to maintain a healthy workforce, and preserve a healthy bottom line by theoretically reducing employer healthcare expenditures. That approach was met with mixed results.

Enactment of the Health Insurance Portability and Accountability Act (1996) forbid employers from discriminating against workers based on their health status while encouraging employers to launch wellness programs. The Affordable Care Act (2010) has expanded the practice. Business owners became financially vested in improving employee health. Meanwhile, since private industry pays an enormous sum toward employee health care, it impacts the entire economy by translating into higher prices for its manufactured goods and services. Simply put, one way or another, we all pay.

If that's the case, is there any way to pay less? As a first step, it's important to clearly grasp the enormity of employee health-related expenditures.

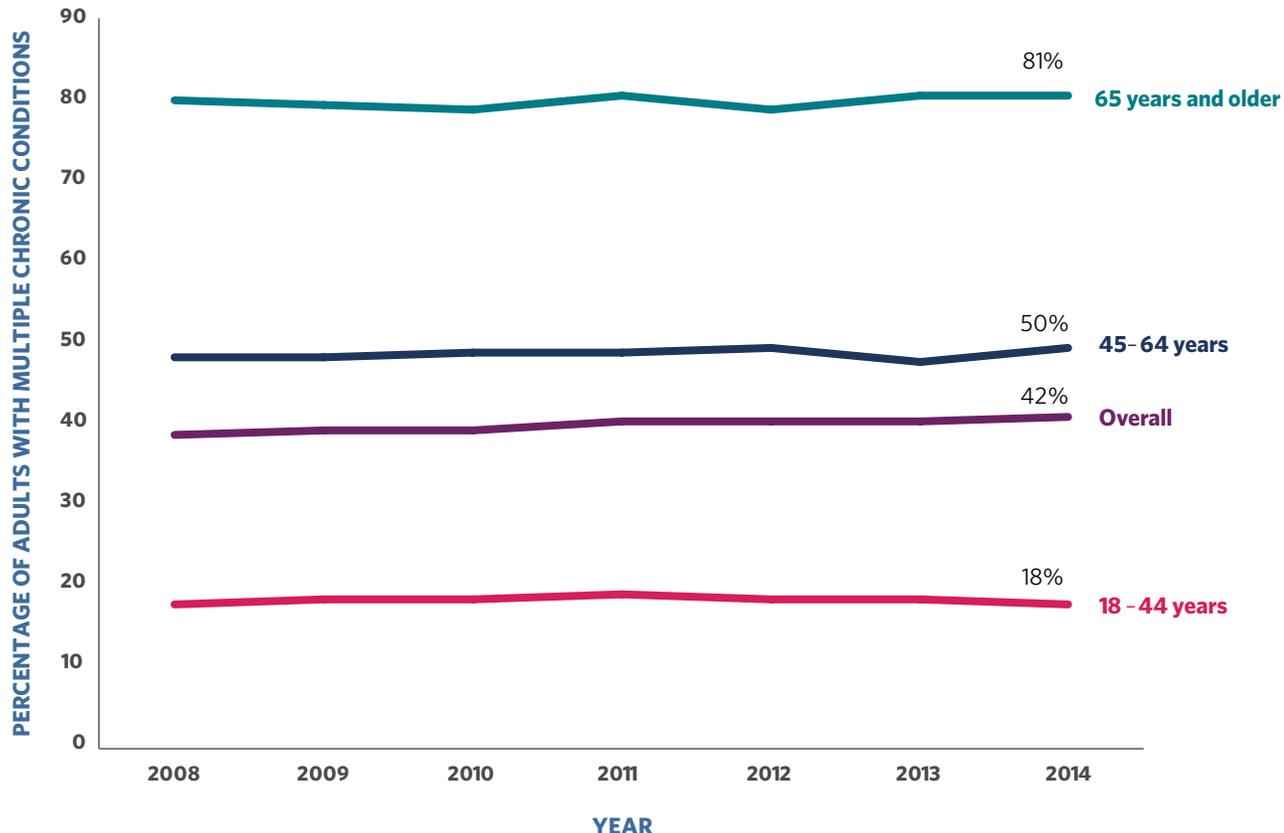
HOW HEALTHY IS AMERICA'S WORKFORCE?

Based on most current government data, healthcare expenditures represent 17.9% of U.S. gross domestic product, estimated at \$3.3T.³ Most money spent on health care is for the working age population,² and most employers' dollars are spent on chronic health conditions — physical or mental conditions lasting more than one year and cause functional restrictions or require ongoing monitoring or treatment.⁴ Hundreds of diagnoses qualify, but the most prevalent chronic health conditions include high blood pressure, cardiovascular disease, diabetes, and chronic back and neck pain. In terms of total employer healthcare costs, these truly are the “big ticket” items. Collectively, these four conditions dominate employer health expenditures, and so it follows that strategies that lower their incidence and/or severity should generate significant cost savings to the business owner.⁵ Going forward, since the price of group healthcare coverage is based significantly on previous claims, future employee and employer health insurance premiums are favorably affected.

Chronic health conditions are common. Sixty percent of American adults, including those age 65 and over who may or may not be in the workforce, have at least one, 42% have more than one, and 12% have five or more chronic health conditions.⁴ Costs of treating multiple diagnoses increase in an exponential, not linear, fashion. In 2017, the RAND Corporation reported that annual healthcare expenditures for employees with five or more chronic conditions were 14 times greater than for employees with no chronic conditions.⁴ This trajectory also increases individual employee healthcare spending, paying more for prescriptions, and out-of-pocket expenses. The prevalence of chronic health conditions increases with age as illustrated below:

As the U.S. population matures, 25% of the working population is expected to be age 55 and older by the year 2020. Since mature employees tend to be the most skilled and most productive, it benefits the employer to keep them healthy and on the payroll.²

PREVALENCE OF MULTIPLE CHRONIC CONDITIONS, BY AGE (2008-2014)



Buttorff C, Ruder T, Bauman M. Multiple chronic conditions in the United States. Santa Monica CA, RAND Corporation, 2017.



The pathologic mechanisms for chronic health conditions often begin in early adulthood, but they do not clinically manifest themselves until later in life. Health screening can identify abnormalities before more serious problems emerge. It is estimated that 10-20% of the U.S. workforce population harbors an undiagnosed chronic condition.⁵

The cellular and molecular basis for human disease is multifactorial. We know genes play a role, as do behavioral and environmental aspects. Clinical researchers and epidemiologists have identified specific risk factors for the most common chronic health conditions. These are characterized as modifiable and non-modifiable risk factors. And while it is true you cannot change your DNA (at least not yet), you can stop smoking. For any specific individual the impact of these known risk factors is somewhat elastic, less absolute. For example, being obese does not automatically mean you will develop high blood pressure or glucose intolerance.

Health expenditures are a significant operating cost for any business. Given the enormous financial sums committed to preserving employee health, it's puzzling why most employers are unaware of the risk factors responsible for the most common chronic health conditions.⁷ Workplace health assessments and

periodic screenings, combined with HIPAA-compliant biometry, can identify which workers are at greatest risk for the development of the most common chronic health conditions. Aggressive, early intervention may delay or even prevent the onset of disease and usually offers the best long-term outcomes.

The evolution of workplace safety practices over past decades is an excellent model to study when weighing the potential benefits of launching a workplace wellness program.⁶ Today, most business owners recognize the importance of work safety regulations and employer policies regarding injury prevention, whether reinforcing simple office ergonomics or addressing more serious hazards prevalent in select industrial sectors like transportation, manufacturing, mining, and utilities.⁸ The gains in worker safety and the corresponding cost reductions for their employers have been extraordinary.⁶ It is hoped that workplace wellness programs can achieve comparable financial and societal success.

FOUR TARGETS TO HELP REDUCE EMPLOYEE HEALTHCARE COSTS

Preventive medicine researchers agree that too many members of the U.S. workforce engage in too-little physical activity, consume a diet loaded with too many energy-rich (calorie-rich) foods, is too frequently dependent on nicotine from tobacco, endures excessive workplace stress and long hours, then too often opts for alcohol before receiving inadequate restorative sleep.⁷ **Does any of this sound familiar?**

LET'S EXTRACT THE KNOWN RISK FACTORS FOR CHRONIC HEALTH CONDITIONS FROM THE ABOVE DESCRIPTION:

- **Physical inactivity** and poor fitness are powerful predictors of early death.⁷ The workplace environment is increasingly sedentary.⁹ For some specific occupations, more than two-thirds of adult workers fail to meet established minimum standards for job performance.⁹ Even modest improvements in physical activity patterns can have a major beneficial impact.⁷
- **Obesity** and poor nutrition shorten life by contributing to the development and severity of all major chronic health conditions. Thirty-six percent of Americans are obese as determined by body mass index (BMI) calculations.⁷
- **Smoking** has been identified by the Centers for Disease Control and Prevention (CDC) as the leading preventable cause of death in America. According to the most recent CDC statistics, 37.8 million (15.5%) of all U.S. adults smoke.¹⁰ The effects of passive smoking (secondhand smoke) are included in the annual \$170 billion healthcare expenditures and \$151 billion productivity losses related to the use of tobacco.¹¹
- **Current alcohol use** by a minority of America's 134.5 million working-age drinkers¹² economically penalizes employers far more through loss of worker productivity compared to alcohol-related healthcare expenditures.¹³ Either way, it's money down the drain.



These factors, whether alone or in combination, are principally responsible for the prevalence of the most common “big ticket” chronic health conditions.

When added to the cost of injuries, these diseases collectively account for 14.8% of all healthcare spending²:

\$84 billion

Hypertension is a major cause of stroke, heart attack, and kidney failure. Total annual health costs \$84 billion.²

\$88 billion

Cardiovascular disease is present in 11.7% of U.S. adults, killing 600,000 adults yearly. Total annual health costs \$88 billion.²

\$101 billion

Diabetes affects nearly 30 million Americans with 1.7 million new adult diabetics yearly. Total annual health costs \$101 billion.²

\$87 billion

Chronic back and neck pain occurs in 50% of all adults. Total annual health costs \$87 billion.²

It's important to note these data do not take into account the additional medical costs generated by individuals whose management of other existing chronic health conditions is complicated by these common disorders.¹⁴ Management of one chronic disorder can lead to under-management of other conditions.¹⁴ For example, gallbladder surgery in a diabetic adult with hypertension carries far greater cumulative morbidity and mortality risk compared to otherwise healthy individuals.

THE ECONOMICS OF A HEALTHY WORKPLACE

“Workplace wellness is a ‘win-win’ strategy, improving both employees’ health and employers’ bottom line.”¹⁵

Jeffrey Levi, PhD
Executive Director
Trust for America’s Health
(Used with permission)

Good health is more than the absence of disease, and a healthy workforce generates more than a reduction in employee health claims. Lower overall employer health expenditures are just one component of improved profitability. An expanding body of data confirms that businesses which foster improved employee wellness also experience improved business outcomes compared to their competitors as reported by productivity metrics, employee satisfaction, financial reports, and even gains in stock price.^{1, 16, 17}

Beyond regulatory compliance, what are the major drivers behind workplace wellness? Altruistic and socially responsible employers may implement wellness programs purely to improve the lives of their workers. Some see it as an opportunity to retain and recruit the best employees while polishing the firm’s public reputation as a highly desirable workplace. A stronger motivation likely rests with the need of business owners to control healthcare costs.¹⁸ Every time you hire or retain an employee, you automatically inherit the financial burden of their habits, lifestyle choices, as well as expenditures related to any current or future chronic health conditions.

One point deserves special mention. Although this presentation highlights the potential favorable impact of workplace wellness programs, it would be unfair and inaccurate to place blame for poor health exclusively at the feet of employees. Work itself can be unhealthy! Beyond that, stress created by mounting debt, especially student loans, as well as increased productivity demands in an understaffed workplace can generate significant adverse employee health consequences. Employer workplace wellness programs represent just one component to enhancing employee health — not the sole solution to this complex problem.

A good deal of employee morbidity invariably traces to the lack of preventive care, unhealthy lifestyle choices, and suboptimal chronic disease management.⁷ This introduces unanticipated costs to business operations which include: absenteeism, increased employee turnover, lost productivity, the fulfillment of ADA-mandated accommodations, and premature death.¹ The recruitment and training of temporary

or permanent replacements is an expensive undertaking. Even the most qualified replacements need time to develop the skills necessary to restore normal jobsite workflow.⁵ Given all of these issues, an accurate tabulation of total costs is elusive.

Culturally, it is even harder to quantify other impactful yet intangible “expenses” such as diminished morale among fellow employees and loss of institutional memory when an experienced employee is absent. Just as true, employees returning to work after a prolonged medical absence, a situation called “presentism,” often exhibit impaired performance. The cumulative effect is global decreased productivity — something that definitely can be measured.

Having digested that grim news, now consider what happens when people feel good about their employment situation and like to come to work. It does not take an advanced degree in economics to see how people are attracted to organizations that provide meaningful work, foster economic security with job satisfaction, and provide resources that elevate physical and psychological health. The unspoken belief might be “Working here means that I will have a better life.” But wait, it gets better! Happy employees are great ambassadors. They surround themselves with like-minded coworkers and may attract highly qualified applicants because they can rightfully boast about the satisfaction they experience as valued employees in a health-focused, dynamic workplace. Other prospects may be drawn to the company simply because it appears to be a fun place to work that fuses productivity with healthy behaviors — work hard, play hard.

As hinted earlier, the potential rewards to businesses that embrace workplace wellness are not limited to employee health cost savings. A healthy workforce that appreciates an overall sense of well-being, reinforced by management’s concern for their continued good health, directly contributes to the successful achievement of business goals.^{17, 19, 20} Let’s see how that works.



WELLNESS AND CORPORATE PROSPERITY

You've undoubtedly noticed how the analysis in this presentation has tilted toward the potential benefits of reduced **employee health costs**. As good as that sounds, there are added economic benefits beyond cost savings that reinforce the wisdom of workplace wellness programs, improving the financial health of the businesses themselves.

As mentioned earlier, chronic disease management generates faster and larger cost savings.^{17, 20} Lifestyle management efforts take time to yield results. They typically appear years later and favor the profit side of the ledger (in the form of less absenteeism, greater retention, increased productivity, etc.) These benefits are real but they remain invisible and unappreciated unless their impact is thoughtfully quantified.^{1, 16, 20} Fifty years of workplace wellness research preaches patience when assessing outcomes.¹ This advice runs contrary to a business culture which demands results every quarter. More research needs to be done to accurately measure the full benefits of lifestyle management initiatives.

Other additional rewards transcend ROI metrics and speak directly to the prosperity of the population. Healthy employees keep more of their money, advancing the well-being of their families and the entire community.^{19, 20} Now, take a moment and put the calculator down. Is there intrinsic value operating a company that fosters a supportive culture of health, one that engages satisfied, fit, and secure workers? How would customers perceive the quality of products and services upon learning their purchases help underwrite this powerful change?



RX FOR SUCCESS: SMALL STEPS CAN YIELD HUGE RESULTS

As reflected throughout this report, America's healthcare ecosystem deals with huge population numbers and colossal sums of money. Regardless of business size, it can seem overwhelming for company stakeholders to thoughtfully absorb the issue of employee health expenditures. But here's the really good news about dealing with big numbers: 1% of ten billion dollars is \$100,000,000.00! In other words, even modest, tiny improvements to workforce health can generate significant cost savings to a business and contribute to increased profitability.

Employers do not need to overhaul the entire healthcare system (although America would be grateful!) Start small and dream big. Investment in a well-designed workplace health initiative should start with those elements best aligned with the corporate culture and business goals.^{17,19} Also, it needs to be tailored to the needs of the workforce. A drug manufacturer with 12,000 employees needs a different strategy compared to a community bakery. It can all be expanded as needed. Specific startup guidance is offered later in this paper, however, businesses should initially consider focusing their efforts on those "big ticket" items like hypertension, cardiovascular disease, diabetes, and chronic spine pain.² Identify where employee health dollars are currently going. Wellness programs can be organized into lifestyle management and disease management silos.

Since chronic disease management yields the greatest long-term reduction in employer health costs (as much as 86% in hard healthcare cost savings),² it has to be incorporated into any effective workplace wellness program.¹⁶ Lifestyle improvements such as physical activity that mitigate the most common risk factors, even by small increments, can translate into enduring savings for a company and an elevated state of well-being for employees.⁷

Remember, good health does not happen in a vacuum. It's worth emphasizing that lifestyle management and chronic disease management initiatives are not mutually exclusive, meaning they should not be viewed as adversarial — polarizing



healthy versus unhealthy employees. They do not compete. Employers need to implement both if they seek to reduce overall employer medical costs.^{1,16} A workplace wellness program that screens for impaired glucose metabolism can identify those at risk for developing diabetes, while the employer-sponsored walking club can help existing diabetics gain better control over their weight. Clearly, launching a successful smoking cessation program can benefit otherwise healthy smokers as well as those employees already suffering from chronic respiratory ailments.

CHALLENGES TO EMPLOYEE ENGAGEMENT

Regardless of the thoroughness of any initiative's conceptualization and design, a high level of employee participation is requisite in order for any workplace wellness program to be effective.¹⁹ Employee shared beliefs, a core ingredient to the workplace culture, ultimately define whether buy-in occurs.

It's not easy to remold a company's collective mindset. It requires an investment of resources and authentic commitment by ownership.^{17,21} Workers are often skeptical of new campaigns — even those offering real value by focusing on those specific domains which spur better overall living. Well-planned communications and strong managerial support (i.e. active involvement by leadership) can favorably nurture the establishment of a culture of health, distinguishing well-planned workplace wellness programs from other short-lived jobsite campaigns or one-off experiments.¹⁷

Incentives and disincentives (mostly financial) are expensive yet they are broadly used by employers to optimize outcomes for three categories: *individual employee participation*, acquiring a *desired health status* (i.e. target BMI, normal fasting glucose, etc.) and *achieved improvements* toward a health goal, like improved blood pressure readings.¹⁷ This approach reinforces the notion that positive improvements — even if only partial ones — advance the success of the overall initiative. In one published survey, corporate expenditures on incentives (2015 data) averaged \$693 per employee, up from \$430 in 2010.¹⁹ Experts claim that improved communications and strong organizational commitment can reduce the cost of those incentive investments.¹⁹

REVIEW OF SCIENTIFIC EVIDENCE

All of this sounds pretty promising, right? Given that over 94% of companies with 200 or more employees already promote some type of jobsite wellness program,¹⁹ does anyone know if these strategies really work? That is to say, do any employees get healthier and do their employers actually achieve measurable financial benefits?

Results are hard to measure, highly variable, and vigorously contested. Study findings are often based on heterogeneous data pools, and they fail to segregate lifestyle management from disease management.^{7, 16, 17, 19, 20, 22, 23} The quality of individual initiatives is often unmeasured.^{17, 22} Results are often reported using different outcomes measurements, and they are always subjected to the biases of study investigators. Advocates and critics often disagree on study design, study participant selection, details regarding specific interventions, as well as the interpretation of the results. It gets squishy at times, but one always has to leave some room for commonsense.

HERE IS WHAT WE KNOW.

Properly developed, executed, and evaluated workplace wellness programs make a difference.^{17, 20, 21} Employer lifestyle management initiatives do improve employee physical activity, resulting in long-term weight loss, improved blood pressure control, stabilization of glucose metabolism, normalized lipid profiles, and fewer employee smokers. According to one meta-analysis, the average level of increased physical activity appeared insufficient to reverse cardiovascular risks.⁷ This should not cause undue alarm because any favorable change can still contribute to a positive impact.⁷ When thinking about the total person, the concept of wellness extends beyond physical activity. Most doctors would agree that modest weight loss, combined with improved daily nutrition and smoking cessation, beneficially contribute to restoring cardiovascular health.

Interestingly, the best overall wellness gains were reported by the highest-risk individuals,⁷ which is exactly what employers want. A workplace wellness program needs to be comprehensive with clear and reasonable goals.¹⁷ Failed attempts by other employers confirm that merely offering workplace health assessments without appropriate interventions inform but they do not effect change.^{17, 7} Offering discount gym memberships without tracking participation and results becomes a nice perk most appreciated by the already fit employees, but does it really move the needle?

A rigorously analyzed 2009 survey of healthcare benefits advisors reported savings for average employee health costs among companies offering assessments and wellness interventions as much as 28.2%, compared to average U.S. adult population health costs.²⁴

Johnson & Johnson analyzed seven years' data (2002-2008) from their longstanding worksite health promotion program Live for Life (initially launched in 1979). Compared to national averages at similar large companies, J&J (30,000+ eligible employees) reported 3.7% lower average annual growth in total medical spending with ROI of between \$1.88 and \$3.92 saved for every dollar spent on the program.²¹ This research was praised because the accountants provided real data when comparing total medical expenses and employee participation. Similar analyses identified gains at other major organizations, including Dow Chemical, Proctor & Gamble, and Vanderbilt University.

Some observers are not convinced these publicized savings are genuine. Critics suggest instead that employer healthcare cost savings may be derived from "unidentified mechanisms" or from cost shifting to employees with increased health risks by having them pay more for their care. In return, this subpopulation is actually subsidizing the healthier employees.¹⁸ Consider the following example. The practice of offering lower deductible health plans to incentivize employees who participate in corporate wellness programs means other employees' higher deductibles may, paradoxically, drive underuse of nonparticipants' preventive medical services and prescription drugs for chronic health conditions. As such, the already unhealthy become unhealthier. It is easy to see how this phenomenon, if proven valid, could disproportionately affect lower income workers.

There is an ongoing robust debate regarding the true benefits of jobsite wellness programs. No one has all of the answers. That being said, most employers would choose to have healthier employees with positive attitudes that required less medications, fewer sick days, and shorter hospitalizations. As mentioned, much of the available data and its interpretation is subject to manipulation. All constitute good reasons for interested business owners to move forward with deliberate caution. Let's learn more.



DESIGNING AN EFFECTIVE WORKPLACE WELLNESS PROGRAM

You will recall the four targeted risk factors linked to the most prevalent chronic health conditions: physical inactivity, obesity, smoking, and alcohol abuse. Initiating a workplace wellness program can focus on these wellness targets while introducing elements that support management of existing employee chronic health conditions.¹⁶

A comprehensive, multi-dimensional approach to workforce wellness adopts best practices in program design.^{6,16,17} There is no substitute for committed leadership, relevant employee education, and transparent communications regarding goals and expectations. An effective lifestyle management program begins by identifying employee health risks, promoting incentives that encourage employees to address those specific risks, and convincing employees to rethink their unhealthy behaviors.^{16,19} Consultation is available from employee benefits advisors and numerous national organizations that specifically focus on workplace health program design (Appendix). Get advice from groups whose recommendations rely heavily on sound, evidence-based, real-world findings.

Calibrate the scope of the jobsite wellness program to the size and goals of the organization.^{6,19} Successful programs start small and grow organically. Reliance on outsiders or third-party vendors may not be the best match. Employees need to know that their corporate leadership is fully invested. That means active, visible participation by management — more perspiration and less sloganeering.

An evidence-based wellness program should be loaded with live interventions by trained counselors, volunteers, and coaches. Web-based solutions can be a useful adjunct, however, nothing matches the sustainable impact generated by face-to-face interactions.⁷ Policies should be framed so as to create a supportive social and physical environment that reflects the organization's promotion of healthy behaviors.¹⁷

ARMED WITH THIS INFORMATION, THE RECOMMENDED INTRODUCTORY ELEMENTS FOR AN EFFECTIVE WORKPLACE WELLNESS PROGRAM INCLUDE:¹⁹

- Employee health assessments and health screenings.
- Enhanced workplace physical activity: onsite exercise facilities, trainers, sit/stand desk configurations, discount memberships (gyms, aquatics, yoga studios, etc.), organized walking groups.
- Healthy onsite nutrition choices and available nutrition counselors.
- Smoking cessation.

Remember, everything need not be in place at the beginning. As previously demonstrated, small, positive steps have a powerful effect on the numbers!

CONCLUSIONS

Good health is expensive. Chronic illness costs far more. A healthy workforce generates enhanced productivity and reduces direct and indirect operational costs to any business.^{6, 17, 19, 20} Employee health-related expenditures are expected to continue to outpace inflation for the foreseeable future. Since net profits indicate the overall vitality of any business, those activities which reduce the aggregate economic burden related to employee health may further bolster the company's success.

Workplace wellness programs are an established strategy to counter the leading risk factors (i.e., physical inactivity, obesity, smoking, and alcohol abuse) which contribute to the chronic health conditions that degrade the workforce. There is abundant objective scientific evidence that properly designed and executed workplace wellness programs utilizing best practices generate significant financial and societal benefits for both employers and employees.

Agonizing over the scope and magnitude of society's health problems can lead to paralysis. Doing nothing about this dilemma may be a dangerous course of action for business owners. Although the numbers are staggering and the costs are breathtaking, they cannot be reversed or stabilized on their own. The same applies to the physical and mental health of the workforce — the greatest asset of any business. A properly developed workplace wellness program can address these concerns. Employers should adopt best practices when designing workplace wellness programs. Incremental improvements in workforce health can translate into immediate and enduring financial rewards for business owners and their employees — and that should make everyone feel better.



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APPENDIX

EMPLOYEE RESOURCES TO BUILD A WORKPLACE CULTURE OF HEALTH*

CENTERS FOR DISEASE CONTROL AND PREVENTION

Worksite Health ScoreCard

http://www.cdc.gov/dhbsp/pubs/worksite_scorecard.htm

Essential Elements of Effective Workplace Programs and Policies for Improving Worker Health and Wellbeing. DHHS (NIOSH) Publication Number 2010-140.

<http://www.cdc.gov/niosh/docs/2010-140/pdfs/2010-140.pdf>

THE HEALTH ENHANCEMENT RESEARCH ORGANIZATION

NEXT GENERATION HERO Employee Health Management (EHM) best practices scorecard in collaboration with Mercer

<http://www.the-hero.org/scorecardfolder/scorecard.htm>

NATIONAL BUSINESS GROUP ON HEALTH

WISCORE: Wellness Impact Scorecard

http://www.businessgrouphealth.org/scorecard_v4/index.cfm?event=logon.landing

AMERICAN COLLEGE OF OCCUPATIONAL AND ENVIRONMENTAL MEDICINE

ACOEM Annual Awards Recipients

http://www.acoem.org/uploadedFiles/About_ACOEM/Historical_Info_Awards_and_Grants.pdf

INTERDISCIPLINARY CENTER FOR HEALTHY WORKPLACES

2018 Employer Guide: Finding Fit-Implementing Wellness Programs Successfully. Berkeley, CA. University of California, 2018.

<https://www.transamericacenterforhealthstudies.org/docs/default-source/wellness-page/2018EmployerGuide.pdf?sfvrsn=4>

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* Adapted from Goetzel RZ, Henke RM, et al. Do workplace health promotion (wellness) programs work? JOEM 2014; 56: 927-934.