New insights into health, engagement and productivity

Introducing Morneau Shepell’s Total Health Index powered by Howatt HR QWL™ (Quality of Work Life) research
What is your organization's typology?

**Static**
- Driven by historical protocols
- Leadership typically risk adverse
- Sensitive to criticism
- Shoulder responsibility
- Typically reactive approach
- Typically slow to adopt innovation
- Wellness is a sensitive topic
- Worry about employees

**Evolving**
- Building a two way relationship with employees
- Committed to culture
- Creating a vision
- Curious to learn
- Desire to shift to a proactive approach
- Leadership open to explore risk
- Open to change
- Prepared to challenge the status quo

**Partnering**
- Attract top talent
- Collaborative planning
- Evidence of social responsibility
- Health is apart of strategic planning
- Healthy work culture
- High engagement
- Thought leaders
- Trust in leadership
- Two way ownership
The Current Landscape

- **Engagement** - Disengagement costs North America $450-$500 billion per year

- **Management Effectiveness** - 80% of front-line leaders report dissatisfaction with their job performance

- **Mental Health** - Costs $50 billion, and over the next 30 years will grow to $1.3 trillion

- **Productivity** - Ill health costs North America $1.1 trillion in lost productivity per year

- **Wellness** - 86% of employees are overweight or have one chronic disease
Is your organization effectively addressing engagement, health and productivity?

57% of Canadian employers said they want to invest in programs that improve engagement and productivity.

Source: Comp & Trends in Human Resources, Morneau Shepell, August 2014
Healthy Organizations evolving Productivity and Engagement

HOPE

Mental Health

Management Effectiveness

Wellness

Productivity

Engagement
Hope Continuum

Surviving
- Absenteeism
- Bulling
- Chronic disease
- Disengagement
- Employee conflict
- Ineffective managers
- Law suits
- Low discretionary effort
- Mental Health
- Presenteeism
- Short-term disability
- WCB claims

Building
- Aligning people/processes
- Effective selection/hiring
- Engagement
- Knowledge management
- Management development
- Mental health Strategy
- Talent management strategy
- Policy evaluation
- Respectful workplace strategy
- Wellness strategy

Performing
Effective management of:
- Attendance
- Disability
- Disease
- Mental health
- 13 PHS factors

Improved:
- Civility and Trust
- Conflict resolution
- Culture
- Employee Wellness
- Inclusion
- Management effectiveness
- Mental health
- Performance management
There is a high cost of doing nothing

27% of Canadian employees reported putting in less than 70% of their best effort daily.

When employees put in less than 70% of their best effort each day there is a significant negative impact on productivity.

- 10% higher stress risk
- 8% higher health risk
- 6% lower ability to cope
- 14% lower engagement
- 8% higher sick time

Source: 2014 National study by Howatt HR in partnership with The Globe and Mail
Cultural Change Framework

Problem Statement i.e. Growing Mental Health

Business Case
Cost of Doing Nothing

Best Practices
i.e. Psychological Health & Safety Standards

1. Awareness and Senior Leader Support

4. Improved Outcomes

2. Benchmark and Educate Attitudes and Behaviours

3. Supporting Best Practices
Morneau Shepell’s Total Health Index
powered by Howatt HR QWL™ (Quality of Work Life) research
Beyond Engagement…

- Work demands
- Psychological safety
- Culture
- Manager relationship
- Administration/Policies

Typical engagement survey

- Focus on lagging indicator only.
- Limited insight into upstream drivers.
- Incomplete perspective on total health which puts sustainable culture change and productivity at risk.

Source: 2013 Howatt HR proprietary research

Total Health Index

- Deep focus on leading indicator of coping skills, supported by robust sub-indices.
- Employees receive real-time feedback with access to self-support tools and resources.
- Provides a comprehensive total health perspective that supports sustainable culture change and business results.
Total Health Index (THI) Data Analysis Summary

THI Index

Perceived Stressors
- Work Demand
- Culture
- Administration & Policies
- Psychological Safety
- Direct Manager Relationship

Coping
- Resiliency
- Locus of Control
- EQ
- Self-Efficacy

Engagement
- Pride
- Retention
- Safety
- Counter Productivity Behaviour

Health
- Biosocial
- Psychological

Who → Population bio data

Health → Health Risk Assessment

Habits → Pro-health Behaviours

Risk → Productivity, Safety, Financial Risk
## Employer THI Aggregate Report

<table>
<thead>
<tr>
<th>Section</th>
<th>Measure(s)</th>
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</table>
| **Section 1:** | • THI Index  
• Coping Index  
• Engagement Index  
• Stress Index  
• Health Index  
• Respectful workplace items  
• Presenteeism Scale  
• Productivity Analysis  
• Faking Scale |
| **Section 2** | • Total Health profile  
• Pro-health scale  
• HRA scale |
| **Section 3** | • Predictive Analytics  
• Correlations  
• Moderation Analysis  
• Regression Analysis |
| **Section 4** | • National standard for Psychological Health and Safety in the Workplace (13 PHS)  
• Talop Benchmark |
| **Section 5** | • Bio-data  
• Health (HRA) Data  
• Pro-Health data |
| **Section 6** | • Qualitative Observations  
• Recommendations for Action |
Employee Total Health Index and Profile
Total Health Index and Profile risk continuum

**Red Zone**

**Opportunity for change**

Increase openness for:
- Impact of coping
- Impact of stress
- Pro-health decisions
- Total health
- Unhealthy habits

Objective:
- Expose to resources and tools
- Motivate change
- Pursue a second opinion
- Start a conversation

**Building/Frustrated**

**Opportunity for Learning**

Increase awareness for:
- Barriers to health
- Benefits of coping
- Current health risks
- Pro-health behaviours
- Total health

Objective:
- Expose to resources and tools
- Introduced to behaviour change
- Provide coaching for action

**OK/Calm**

**Opportunity for Living**

Increase action for:
- Coping skills
- Pro-health behaviours
- Productivity
- Total health
- Work-Life balance

Objective:
- Maintain healthy habits
- Utilizes tools for feedback and monitoring
- Set and update personal goals

**Behavioural Engineering™**
Implementation Approach
A simple, secure process with minimal interruption to your client’s business

The study is supported by a **proven onboarding process** and deployed through a **secure online survey** that is open for 2 to 3 weeks.

The survey is broken into eight sections (perceived stressors, coping skills, health, engagement, bio data, HRA, pro-health, productivity/safety/financial risk).

The average employee will take 20-25 minutes to complete the survey.

**Employers** receive a Total Health Index Study report that includes their organization’s Total Health Index, and a detailed analysis and action plans.

**Employees** receive a personalized Total Health Index Profile report and a personalized Total Predictive Health Risk Index report.
Total Health Index – Possible Next Steps

**Employee Support**
- Employee and Family Assistance Program
- Stress Coach Connects
- Work Life Solution Custom Packages
- Health Coaching
- Videos / Articles
- DepressionCare™
- Mental Health Training for Leaders
- Risk Screening Tools
- Tele-Coaching to build coping skills (9 week CBT program)
- Leadership / Coaching / Mentoring

**Workplace Support**
- 13 PHS factor implementation
- Disability and attendance management
- Strategic interventions to support mental health, addictions, and chronic disease
- Culture change in toxic workplaces (e.g., bullying, harassment)
- Organizational development assessment – TalOp ®
- Support change management initiatives
- Employee job fit audits
Discussion & Next Steps
Introduction Dr. Bill

Dr. Bill Howatt is internationally known for his expertise in strategic HR, mental health organizational learning design, leadership development and the treatment of addictive disorders.

25 Years of experience

Author **Certified Management Essentials (CME)** UNB – 10 course program
Pathway to Coping Skills – 9 week interactive program

Regular contributor for the Globe and Mail 9 to 5 & Leadership Lab Business Career Column

Co-creator of The Globe and Mail’s [Your Life at Work Survey](#) (QWL™), with more than 8000 employee completions, and [Quality of Life Survey](#)

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