

Creating healthy organizations

**Keynote presentation at *Apples to Zen:
Empowering Employee Wellness***

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1. The imperative
2. Healthy organizations
3. Leading examples
4. Your role

1. The imperative

Pressures to create healthy organizations

Demographics

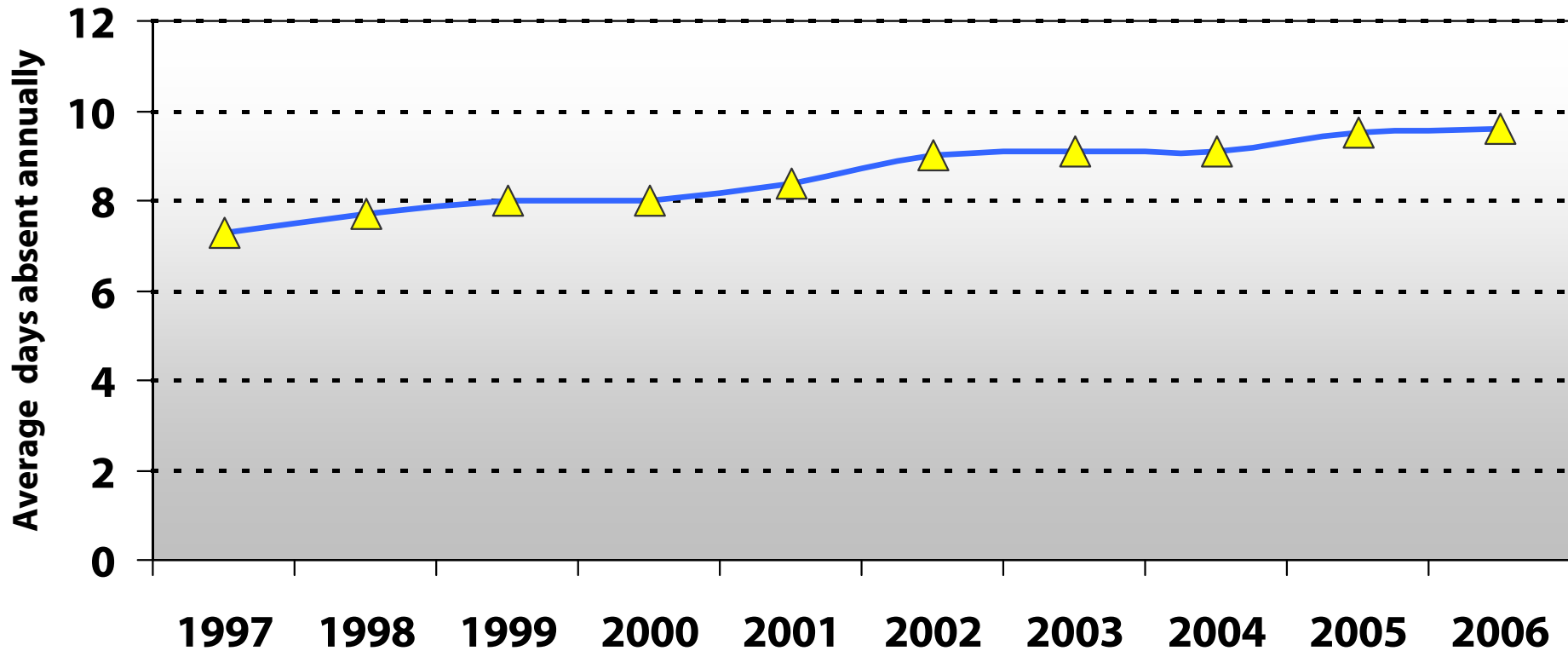
Employee costs

Productivity

Quality of life

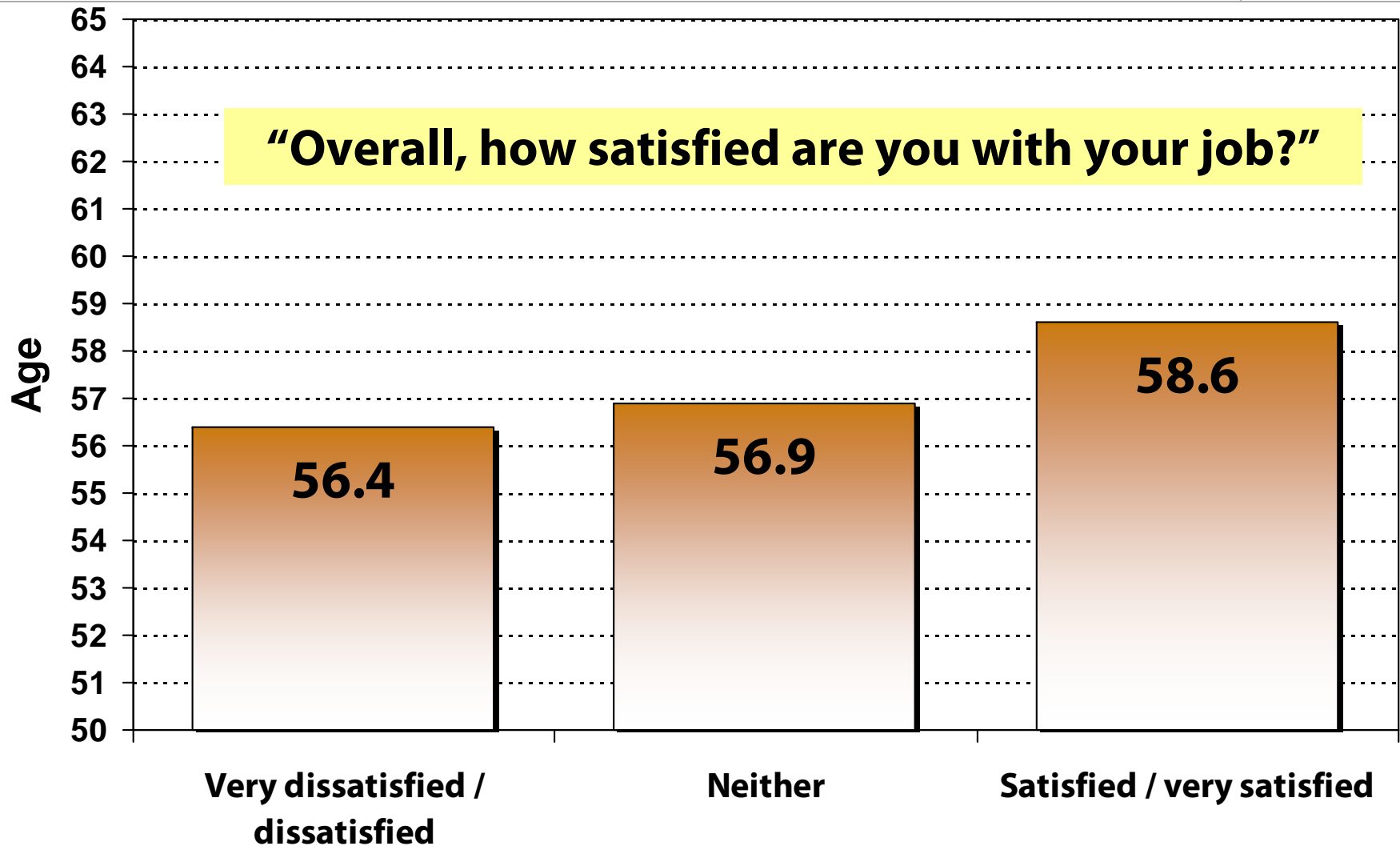
**Healthy
organizations
that treat
people as core
assets**

Absenteeism rates for full-time employees, Canada, 1997-2006



Source: Statistics Canada, *Labour Force Historical Review 2006*. Excludes maternity leave. Includes absenteeism due to illness, disability or other personal reasons.

Planned retirement age by job satisfaction



Source: *Rethinking Work*.

What Canadian workers want

Most important job characteristics:

1. Respectful treatment
2. Healthy and safe work environment
3. Trustworthy senior management
4. Work-life balance
5. Sense of pride and accomplishment
6. Training to do job effectively

Source: *Rethinking Work*, national worker survey. EKOS Research Associates & The Graham Lowe Group, fall 2004.

2. Healthy organizations

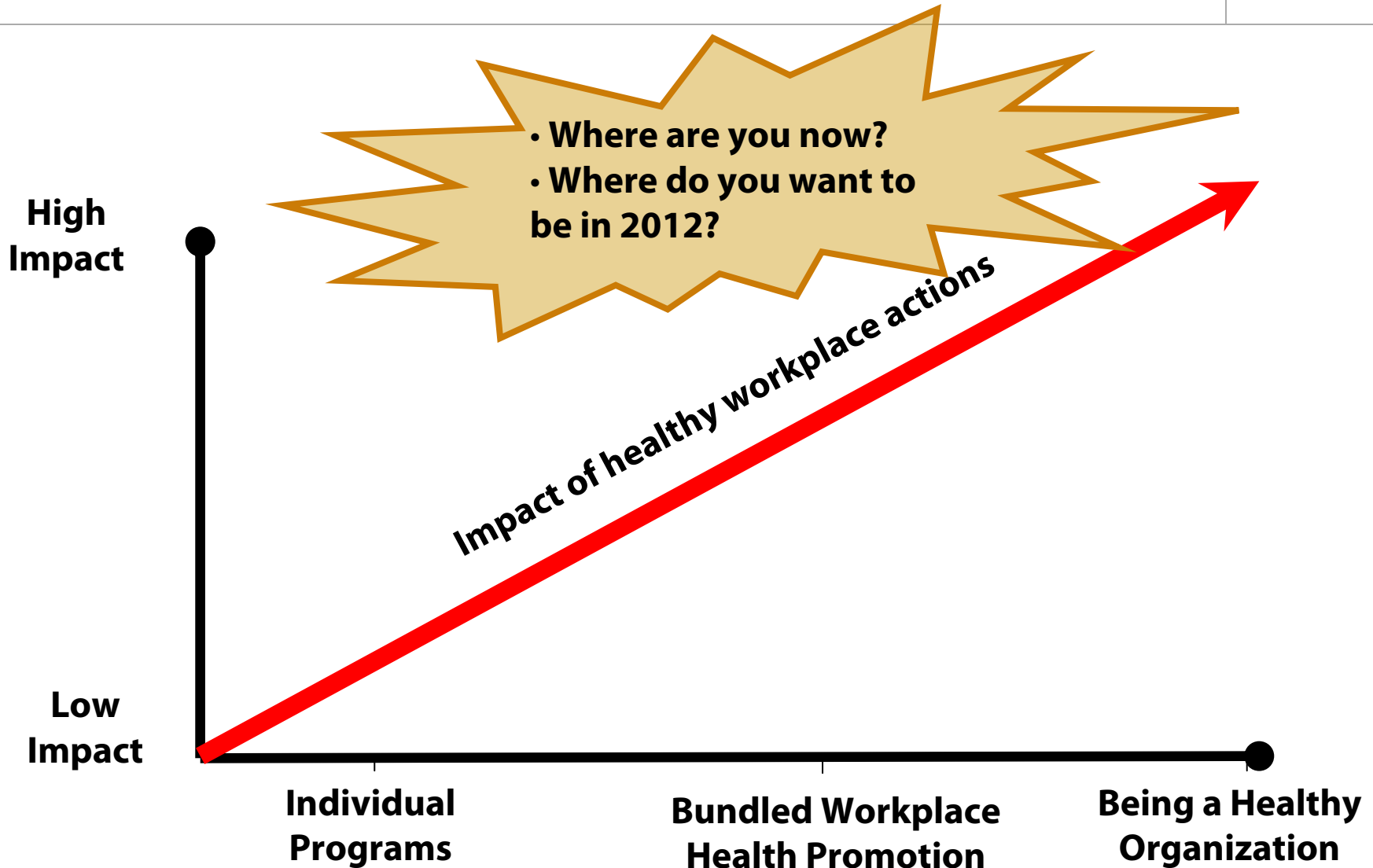
Organizational and individual health

- Vigorous
- Flourishing
- Robust
- Fit
- Resilient
- Well

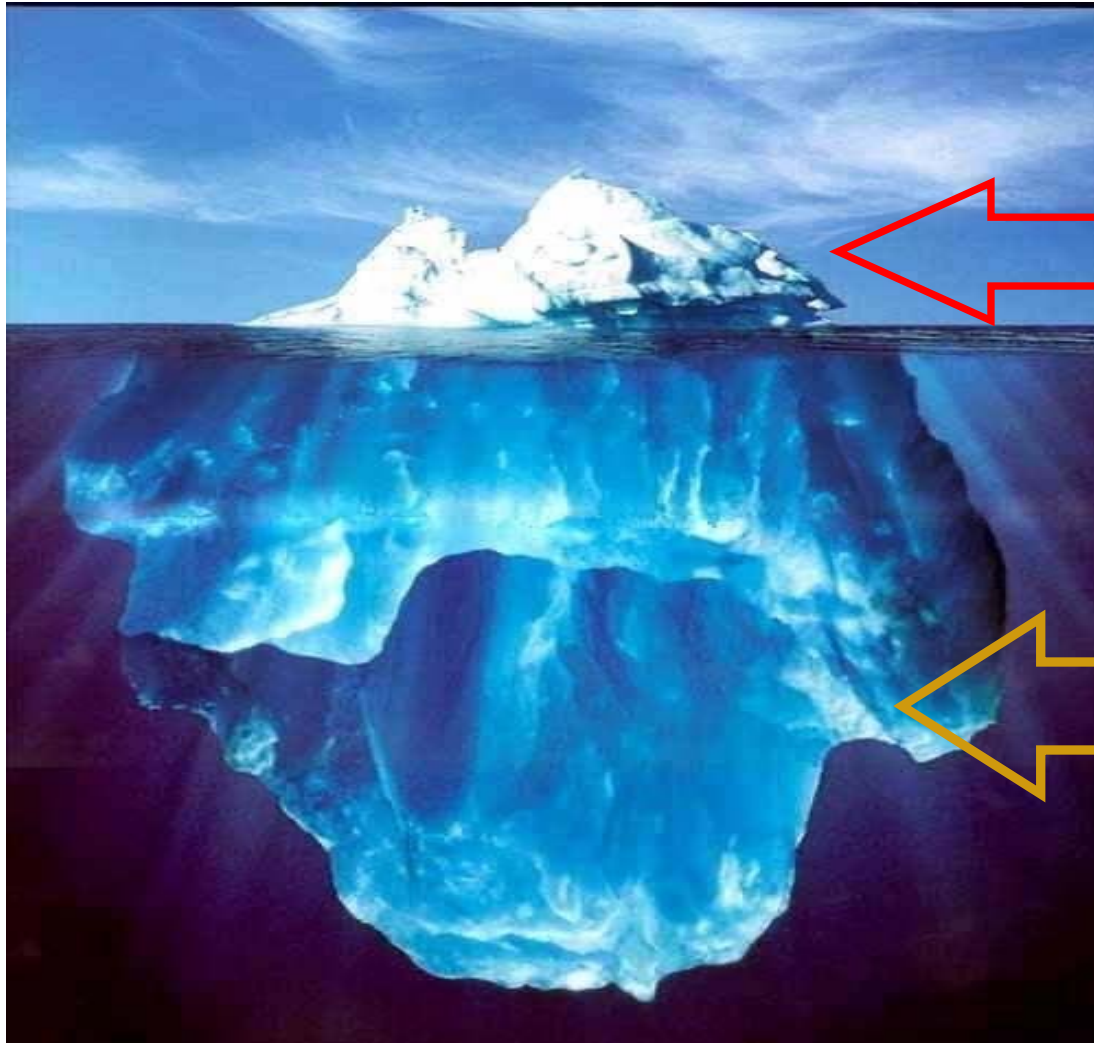
Health and productivity evidence

1. Positive clinical results from comprehensive health promotion programs targeting high-risk groups.
2. Positive ROI, mainly through reduced health benefit costs and absenteeism.
3. Healthy employees in healthy work environments can improve organizational performance.
4. Health and productivity “drivers” are found in organizational cultures, systems, and processes.

Strategic impact of health and wellness



You need to get at root causes

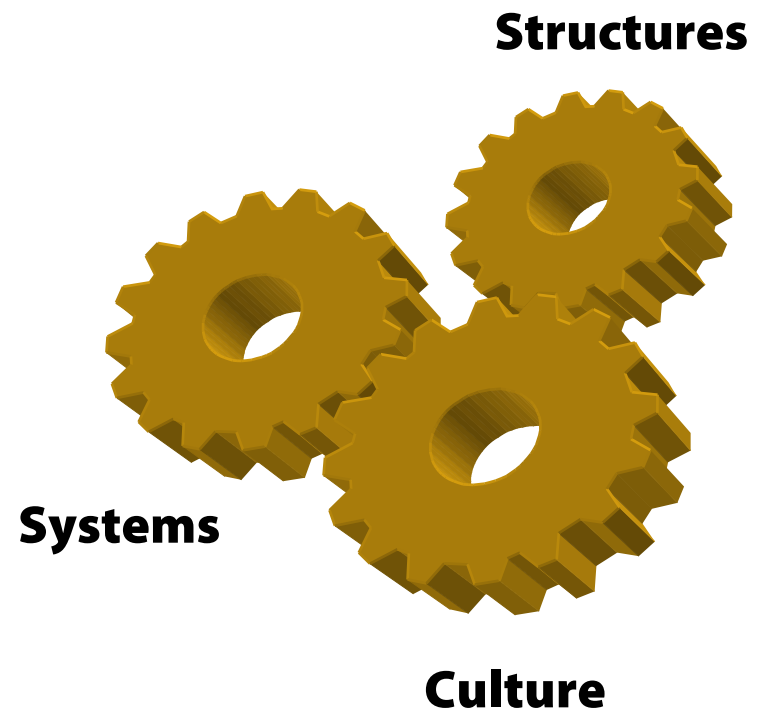


Injury, absenteeism,
disability, turnover, benefit
costs, employee
disengagement

**WORKPLACE
CULTURE,
SYSTEMS,
STRUCTURES**

The healthy foundation

- Values
- Challenge
- Respect
- Fairness
- Input
- Growth
- Communication
- Recognition



Finding a healthy balance

**Empowerment
& support**

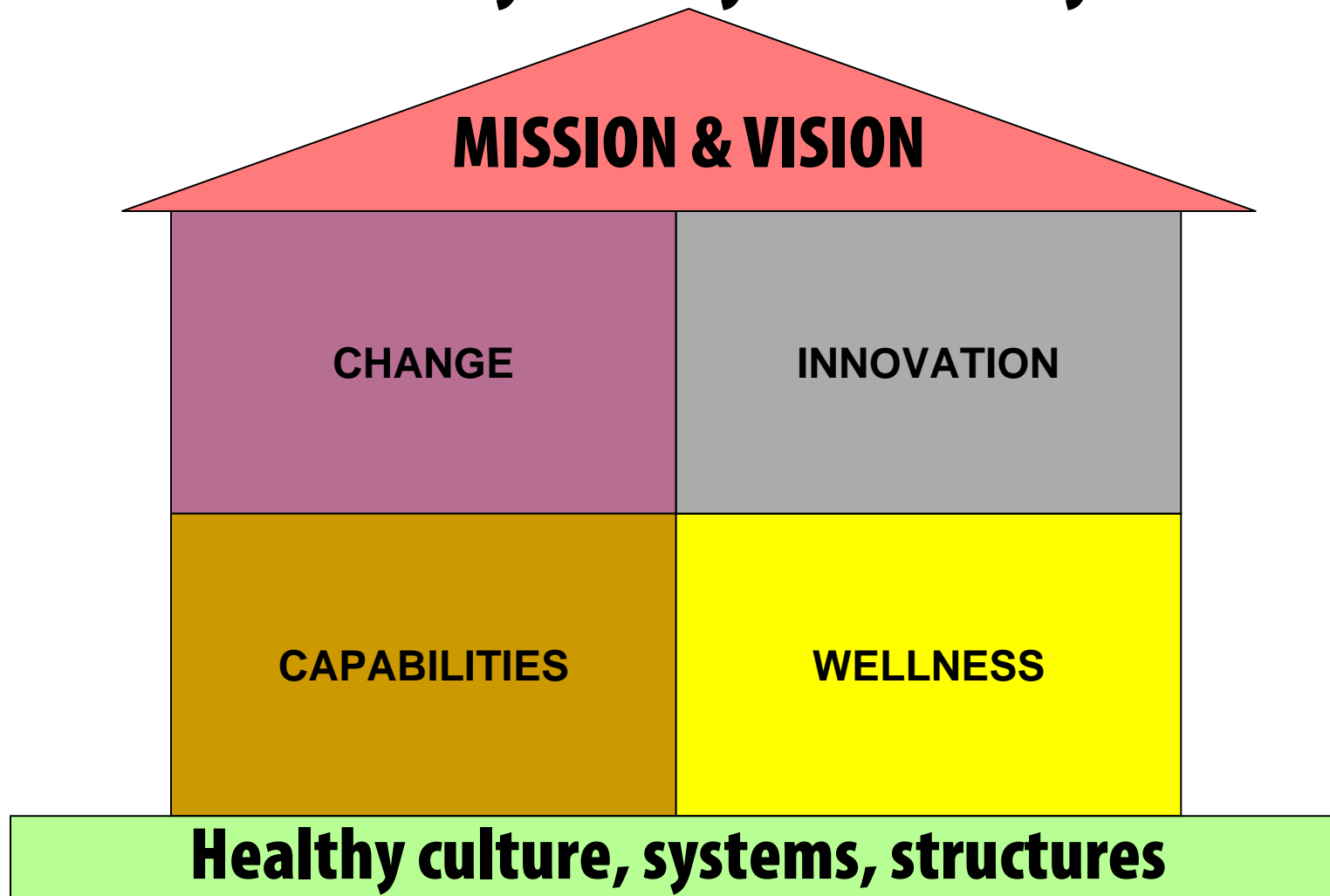


**Demands &
expectations**

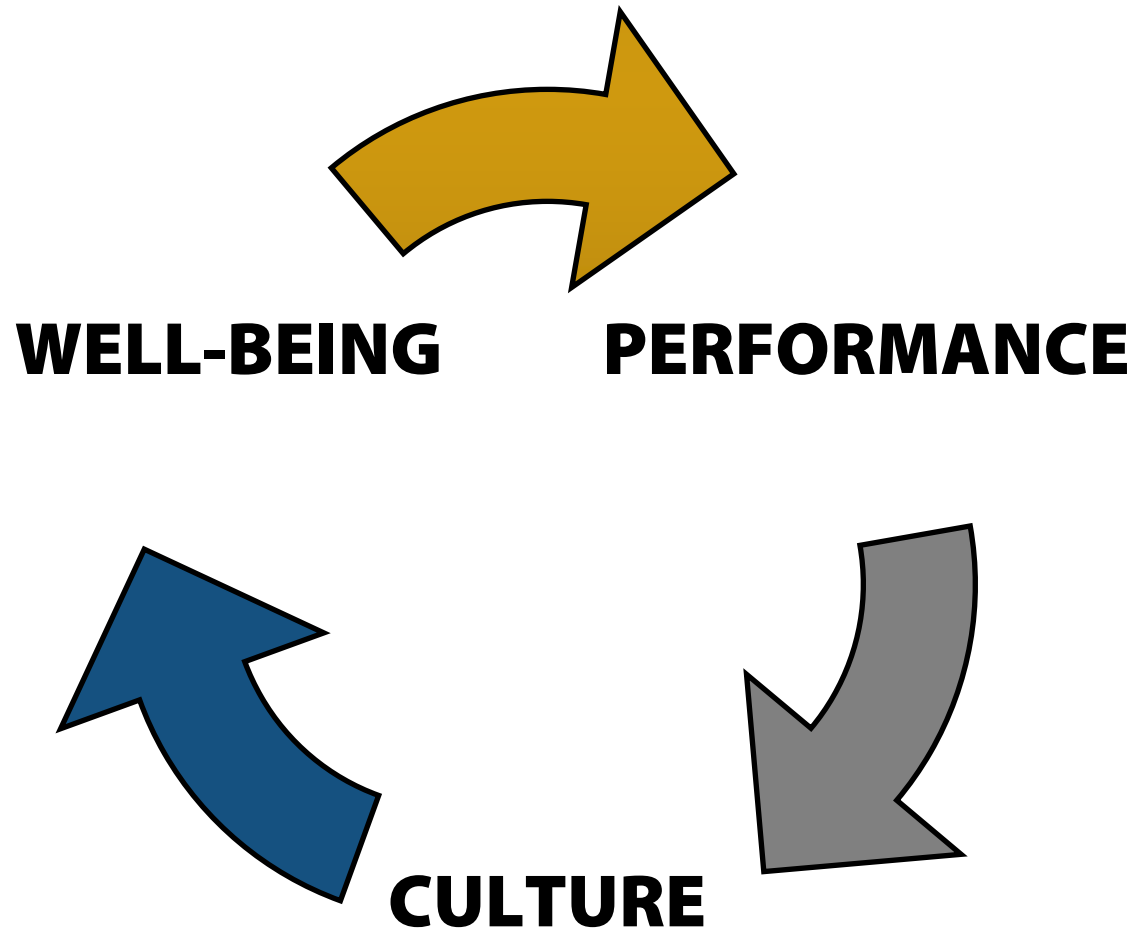


The healthy organization

Healthy society & economy

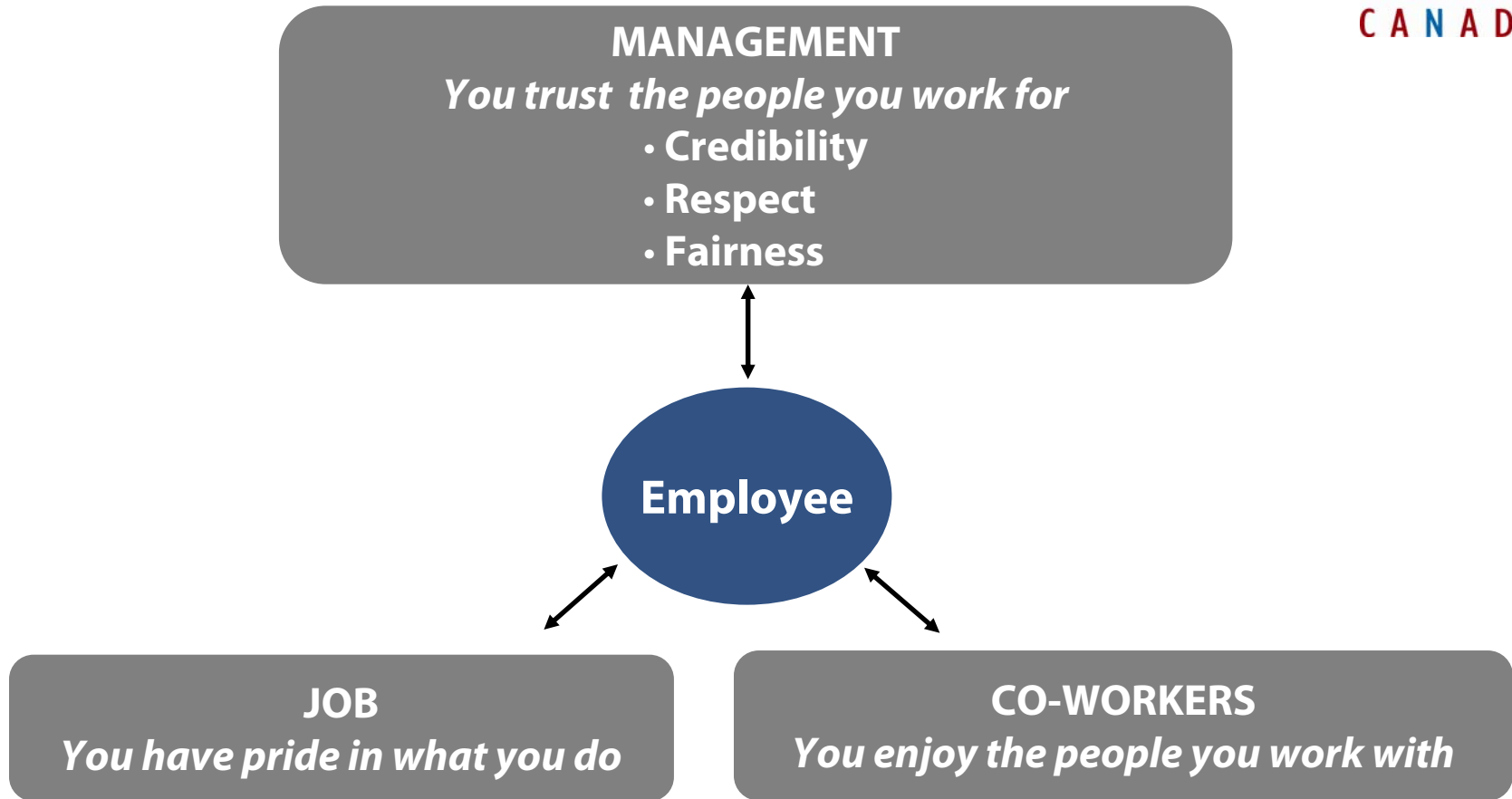


21st-century HR strategy



3. Leading practices

Great Place to Work® Model©



Relationships are the key!

Best workplaces examples



- Mayo Model of Care: It takes a team to care for a patient.



- “If you treat employees as if they make a difference to the company, they will make a difference to the company...”



- Culture of innovation: The '20% project' for engineers.

More best workplaces examples



- Open-book management.



- Employee-first philosophy.



- Conversations about culture.

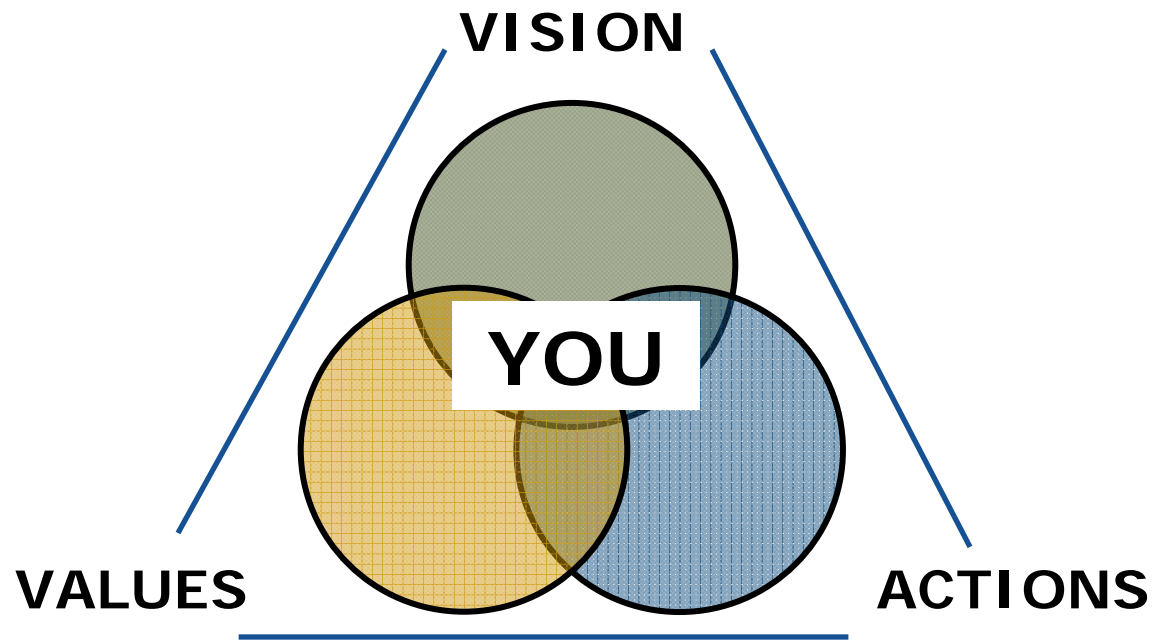
Employees trust managers who:

- ✓ Are concerned about their well-being
- ✓ Listen and respond to their input
- ✓ Are open and honest about change
- ✓ Consistently act the values
- ✓ Follow through on commitments

Use this as a leadership behaviour check-list.

4. Your role

Change is a shared responsibility



Healthy change process

- Model the goals
- Values-based
- Participatory
- Continuous learning
- Capacity building



**Aligned to
strategy**



**This
becomes
how you
operate**

BARRIERS

- Inertia
- No time
- Not a priority
- Cynicism

ENABLERS

- Commitment
- Communication
- Consultation
- Focused action

Assessing change readiness

How ready are you to become a “healthy organization?”

Organizational characteristic:	Resistance	Inertia	Readiness	Momentum
Leadership				
Strategic priorities				
Culture				
Skills/abilities				
Line managers				
Employees				
Unions				
HR/health/safety/ wellness practices				

Multi-level interventions to improve wellness and performance



Close the “knowing-doing” gap

1. Creating a healthy organization is a shared responsibility.
2. You can be a change champion.
3. Small steps transform organizations over time.



Commit to **one new action** that will enhance wellness *and* performance.



For more information and resources:

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