Striving to Attain the Healthiest Workforce in Health Care: Kaiser Permanente’s Vision and Strategy

International Symposium to Advance Total Worker Health

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Objectives

Understand the vision and strategic priorities of Kaiser Permanente’s comprehensive, integrated approach to total worker health

Understand targeted metrics and specific projects being undertaken to achieve results

Understand initial impacts of the approach
National Business Group on Health Award
Our People Are Important

“Kaiser Permanente is widely recognized as a leader in health care quality and prevention, and we fully understand the importance of providing our 18,000 physicians and 175,000 employees with the support and inspiration they need to live healthier lives. Our commitment to workforce health has a direct impact on the health and well-being of our physicians and employees, which in turn helps ensure that we are able to consistently provide our members and the communities we serve with the high-quality care and service they expect from Kaiser Permanente.”

—Bernard J. Tyson, Chairman and CEO
To establish a workplace environment that supports the **Total Health** of our employees and physicians, and inspires a culture that is characterized by **joy, meaningful work, and connection** to each other, our members, and the communities we serve.
Realizing the Vision: 5 Strategic Priorities

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<tr>
<th>Priority</th>
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<tbody>
<tr>
<td>Resilience and Emotional Well Being</td>
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<td>Safe and Healthy Work Environment</td>
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<tr>
<td>Productive Internal Relationships</td>
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<tr>
<td>Environmental Stewardship</td>
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<tr>
<td>Physical Health</td>
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Resilience and Emotional Well Being

Enable employees and physicians to achieve a high level of resilience and emotional well being to reduce stressors at work and in life

Work Plan Focus:

- Develop employee and manager education and awareness tools
- Define an effective depression management program
- Refer all Integrated Disability Management cases to EAP
Safe and Healthy Work Environment

Achieve a work environment in which employees and physicians are physically and psychologically safe and healthy

Work Plan Focus:

- National Workplace Safety Plan
- Regional Workplace Safety Plans
- Emphasis on Slip/Trip/Fall and Ergonomics
- Technical expertise on chemicals
Support a workplace where there is productive collaboration, effective partnering, and employees and physicians work together on shared interests related to safety, health, wellness and the environment.

Work Plan Focus:

- Develop tools for relationship success factors, emotional intelligence, conflict management, mindfulness
- Share “Ways to Connect” (instant recess, healthy potlucks, personal check-ins)
Environmental Stewardship

Engage employees and physicians in reducing environmental contributors to disease through organized actions at the individual, group, and community levels

Work Plan Focus:

- Actions clinicians can do to improve ecological health
- Use KP’s book on Environmental Stewardship as a catalyst for providing connections between KP staff and their communities
- Promote walking, bicycling, and mass transit
Physical Health

Ensure access, provide education and resources, and reinforce activities and behaviors that motivate employees to maintain optimum physical health

Work Plan Focus:

- Culture of Wellness
- Catered Food Policy
- Physical Activity Programs
- Quarterly Spotlight Programs
- Increase focus on wellness and emotional well-being programs
Metrics and Tools
The Workforce Wellness Scorecard provides comprehensive data on various dimensions of workplace wellness, including engagement, participation, population profile, and financial impact. The scorecard is organized into several sections:

### HMF Engagement & Participation
This section tracks various activities and participation rates over time, including:
- **Wellness Coaching**
- **Healthy Living Program - Completed**
- **Workplace Culture**
- **Employee Assistance Program**

### Population Profile
Demographics and health risks are detailed, covering:
- **Prevention Lifestyle Risk**
- **Body Mass Index (BMI) > 25**
- **Blood Pressure > 140/90**
- **Pre-Hypertension**
- **MPP Chronic Condition**
- **Diabetes**
- **Depression**
- **Coronary Artery Disease**
- **Heart Failure**
- **Adrenal**
- **Back Pain**
- **2 Major Chronic Condition**
- **3 Major Chronic Condition**

The population profile is divided into different categories, such as **Population Profile** and **Population Health Risks**, with specific metrics for each.

### Financial Impact
This section highlights the financial impact of various initiatives, including:
- **Utilization (per 1,000 members)**
- **Lost Days and Lost Productivity**
- **Workplace Safety**

### Key Metrics
- **Total Health Assessment**
- **KP Walk!**
- **Mix It Up**
- **Maintain Don’t Gain**
- **Mix It Up!**
- **Total Services Utilization**
- **Total Employee Assistance**

The scorecard features detailed tables and charts, with notes indicating data points and methodology.

*Note: KP Walk! and Thrive Across America reflect cumulative totals since the program's inception.*
# Strategic Priorities Dashboard

## Strategic Priorities Dashboard - All Items

- **Date:** 07/18/2014 - **Total records:** 23

<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>1.0 Resilience and Emotional Well Being (3)</th>
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<tbody>
<tr>
<td>1.1 Define an effective depression management program, identify what tools we have, where there are gaps, and utilize and promote the evolving depression care model from the Care Management Institute</td>
<td>1.0 Resilience and Emotional Well Being</td>
</tr>
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<tr>
<td>1.2 Develop and/or evolve employee and manager education/awareness/tools around: Employee Assistance Program (EAP) services – Content reflecting EAP’s integrated role with partner ESHW functions as a basis for improving Workforce Wellness, will be added</td>
<td>1.0 Resilience and Emotional Well Being</td>
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<th>Strategic Priority</th>
<th>1.0 Resilience and Emotional Well Being</th>
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<tbody>
<tr>
<td>1.3 Enhance the current Integrated Disability Management (IDM) intake process to ensure that EAP is promoted and referred to in all IDM cases</td>
<td>1.0 Resilience and Emotional Well Being</td>
</tr>
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<tr>
<th>Strategic Priority</th>
<th>2.0 Safe and Healthy Work Environment (5)</th>
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<tbody>
<tr>
<td>2.1 Support the implementation of the National Workplace Safety (WPS) plan and detailed</td>
<td>2.0 Safe and Healthy Work Environment</td>
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A random sample of employees were asked how well Kaiser Permanente is doing to create a workplace that promotes health and wellness, and supports employees to be their healthy best.

1. The leaders in my organization are role models for health.
2. Kaiser Permanente provides an environment that supports health and wellness.
4. Kaiser Permanente does a good job of informing employees and physicians about progress towards our workforce wellness goals.
5. My immediate supervisor encourages me to take care of my health.
6. The people I work with trust that Kaiser Permanente will make decisions to support the health and well-being of employees and physicians.
7. The people I work with encourage each other to take care of their health.
Initial Results
Strategic Priority Accomplishments

- IDM program referrals to EAP
- Workforce Wellness materials/resources integrated into IDM communications
- Education series on psychological safety in the workplace
- Workforce Wellness events attended/supported by EAP staff
- Increase overall food spending on sustainable food
- Enterprise-wide Food Purchased for Meetings and Events policy
- Total Health Incentive Plan
- Slip/Trip/Fall Prevention Program
# Early Trends on Key Metrics

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<th>Employees on disability-related leave</th>
<th>Injury Rate</th>
<th>Health Biometrics</th>
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Culture of Health Results Correlate with Safety, Attendance, and Customer Satisfaction

- Departments with High Culture of Health Results
- Lower Injury Rates
- Less Lost Work Time
- Higher Customer Satisfaction Rates
Program Summary

- Leadership commitment and modeling exists at the highest level
- Consider the whole person – not just the “worker”
- Inter-locking departments create synergies