Why Employee and Organizational Wellbeing is So Elusive...

And What We Can Actually Do About it

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Health Defined

“Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.”
Health Defined

**Infirmity:**

1. A bodily ailment or weakness, especially one brought on by old age.

2. A failing or defect in a person’s character.
Health Defined

“Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.”
Health Defined

“Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.”
Complete, Optimal, Perfect Health
Acai Berry Optimum is the perfect calorie and fat burner you need to effectively lose weight and keep it away. Because Acai Berry Optimum speeds up the weight loss process, you can be guaranteed of fast and effective weight loss.
Complete, Optimal, Perfect Health?

If you can start the day without caffeine,
If you can be cheerful, ignoring aches & pains,
If you can resist complaining and boring people with your troubles,
If you can eat the same food everyday and be grateful for it,
If you can understand when loved ones are too busy to give you time,
Complete, Optimal, Perfect Health?

If you can overlook when people take things out on you when, through no fault of yours something goes wrong,

If you can take criticism and blame without resentment,

If you can face the world without lies and deceit,

If you can conquer tension without medical help,

If you can relax without liquor,

If you can sleep without the aid of drugs,
Complete, Optimal, Perfect Health?
Then You are Probably The Family Dog
Complete, Optimal, Perfect Health?

“Complete well-being is a fantasy... health is something that happens not so much in the absence of illness as in its presence.”

David B. Morris – Illness & Culture in The Post Modern Age
Redefining Health

“Health is not freedom from the inevitability of death, disease, unhappiness and stress but rather the ability to cope with them in a competent way.”

Illich, Medical Nemisis, 1975
Health
Wellness & Wellbeing
What’s In A Word?
What’s In A Word?

Wellbeing

- Emotional
- Physical
- Financial
- Intellectual
- Occupational
- Environmental
- Social
- Spiritual

Wellbeing

- Physical
- Purpose
- Social
- Financial
- Community
- Spiritual
What’s In A Word?

Proto-Indo-European
(2500 - 4500 BC) (*kailo*)
"whole, uninjured, of good omen"

Middle English
(1150 – 1500 AD) (*health*)
physical health and "prosperity, happiness, welfare; preservation, safety."
Health
Where Can You Get It?
Health

How Is It Promoted?
Healthism

Healthism is a set of assumptions based on the belief that health is solely an individual responsibility. It includes the concept of the body as a machine that is influenced only by physical factors.

“Healthism”
Health and Morality

“The gift of health, then, is the gift of happiness, of completeness, of love, and of being. To abuse it or to fail to seek it out with all our power is a denial of the value of self. Anyone who disregards the magnificence of life deserves only pity.”
“The only tyrant you face is your own inertia and absence of will - your belief that you are too busy to take your own well being into your own hands and that the pursuit of self health through a wellness-promotive lifestyle is too hard, complicated or inconvenient.”

Don Ardell, 1977
“Healthism”
Health and Morality

Most Common Health Problem in the U.S.? 

“I-Don’t-Care-It is”
“A common condition in which an individual has no interest in adopting a healthy lifestyle.”

(US Census Bureau – 2010)
“Healthism”
Health and Morality

“Our role as wellness professionals is to try to get people to do something they do not want to do. After all, it is fun to get fat. It is fun to be lazy. Not everyone likes the taste of fresh fruits and vegetables, they would prefer chocolate, soda, and Cheetos.”
“Fear Mongering”
Blame and Shame

“The deliberate use of fear based tactics including exaggeration and usually repetition to influence the public in order to achieve a desired outcome.”

“Fear Mongering”- NHLBI - USA

Public Service Announcement:

Working Together to Lower High Blood Pressure

It’ll be a warm sunny afternoon at the stadium; the skies are just screaming blue. The beer man is flying up and down the stairs, the crowd is wild ‘cause everybody’s favorite guy is up to bat, up to knocking his umpteenth career homer. The pitch comes, you hear a big loud smack as the ball sails away over that silly embarrassed pitcher, way over left field, high into the sky section, and look, it’s headed right to your seat. You heard me, your seat. But you know what, you quit treating your blood pressure so you had a stroke and you’re dead. And somebody else is in your seat screaming and jumping and waving their glove and guess what, that bozo got your ball. Don’t lose a minute of life. Exercise, eat right, cut the salt, treat your high blood pressure. For more information, call . . .
“Disease Mongering”

“The selling of sickness that widens the boundaries of illness and grows the markets for those who sell and deliver treatments.”

Alan Cassels - drug policy researcher School of Human and Social Development at the University of Victoria
Moynihan, PLoS Medicine, April, 2006;3(4):0425-0428
“Disease Mongering”

- Mild problems cast as serious
- Causes are found in people’s biology
- Can be “fixed” with bio-medical interventions
- Corporate sponsorship of disease
- Less and less diversity is tolerated


Moynihan, PLoS Medicine, April, 2006;3(4):0425-0428
“Disease Mongering”

- Shyness = social anxiety disorder
- Pre-menstrual stress redefined as pre-menstrual dysphoric disorder
- Everyday sexual difficulties = female sexual dysfunction
- Menopause = hormonal disease
“Disease Mongering”

“We salute our heroes. Our mothers, grandmothers, sisters and daughters. Every women who has ever overcome heart disease, cancer, osteoporosis, menopause and depression. Survivors ...remind us to take care of ourselves and make lifestyle choices that can protect us from disease.”
Health

Why Doesn't Everyone Have It?
Chronic Diseases Cause
7 out of 10 deaths
each year in the U.S.!
The Real Causes of Poor Health

“For people above a certain threshold of material well-being, another kind of well-being is central.

Autonomy - how much control you have over your life – and the opportunities you have for full social engagement and participation are crucial for health, well-being and longevity.”
The Real Causes of Poor Health

If you travel the **12 miles** from downtown Washington DC to the suburbs of Maryland, **life expectancy increases about 20 years.**

57 yrs. at the start and **77 yrs. at the end.**

[Link to video](https://www.youtube.com/watch?v=h-2bf205upQ)

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Determinants of Population Health

- Genes & Biology
- Health Behaviors
- Social, Societal Characteristics
- Medical Care
- Total Ecology

< 25%

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“At least 75% of the hazard to longevity can be captured with measures of socioeconomic status and job satisfaction. Socioeconomic status overwhelms and subsumes all the measured biological risk factors for all-cause mortality as well as most other mortal and illness end-points.”

Norton Hadler, 2004
The Real Causes of Poor Health
The Social Determinants of Health (SDOH)

“Conditions in the places where people live, learn, work, and play that affect a wide range of health risks and outcomes.”

https://www.cdc.gov/socialdeterminants/
The Real Causes of Poor Health

You Are Where You Live!
“Dr. Jon - Are you for real, or are you teasing when you write, "You are where you live" being more appropriate and accurate than "You are what you eat?" Is one to then believe that the nutrition of someone who lives in rich quarters, like a 5 star hotel, (or the White House) is healthier than someone who is impoverished and lives in a slum?”
Solutions: The Wealth & Health Connection
Wealth Inequality in The U.S.

The wealthiest 20 people in the U.S. now own more wealth than half of the entire population in the United States.
Wealth Inequality in The U.S.

THE FORBES 400

OWN AS MUCH WEALTH AS THE ENTIRE AFRICAN-AMERICAN POPULATION AND MORE THAN A THIRD OF THE HISPANIC POPULATION IN THE U.S. COMBINED.

READ THE REPORT: IPS-DC.ORG/BILLIONAIRE-BONANZA
Wealth Inequality in The U.S.

- Richest 10%... own 75.4% of wealth
- Bottom 90%... own 24.6% of wealth

Top 1/10th of 1% own:
- 1975 - 7% wealth
- 2000 - 15%
- 2017 - > 20%
Wealth Inequality in United States

- **78%** of full-time workers live paycheck to paycheck

- **40%** of adults cannot cover a **$400** emergency expense

- **40 million people** live in poverty ("highest income inequality in the Western world")
Wealth Inequality in The U.S. Impact on Health

- Mortality among white middle-aged Americans with limited education is increasing

- Mortality in every other group & every other advanced country is decreasing

- “An epidemic of suicides and afflictions stemming from substance abuse: alcoholic liver disease and overdoses of heroin and prescription opioids.”

You Run a Health Care Business Whether You Like It or Not. Here’s How to Make It Thrive.
Since 2008, General Annual Deductibles for Covered Workers Have Increased Eight Times As Fast As Wages

Source: KFF and KFF/HRET Employer Health Benefits Surveys. Consumer Price Index, U.S. City Average of Annual Inflation (April to April); Seasonally Adjusted Data from the Current Employment Statistics Survey (April to April).
CATASTROPHIC MISALLOCATION OF RESOURCES
DEVASTATES SOCIAL DETERMINANTS OF HEALTH

+37% - HEALTHCARE SPENDING

- 50% - LOCAL AID
- 31% - PUBLIC HEALTH
- 22% - MENTAL HEALTH
- 14% - INFRASTRUCTURE, HOUSING/ECON. DEV.
- 13% - LAW & PUBLIC SAFETY
- 12% - EDUCATION
- 11% - HUMAN SERVICES

(FY01 - FY14 - STATE OF MASSACHUSETTS)
Twitter/LinkedIn/Gmail: @chasedave

Health Rosetta Institute: www.healthrosetta.org

Free book download: healthrosetta.org/friends

Health Rosetta Certified Advisors: healthrosetta.org/who-we-are/#certified-advisors
Solutions:
Health For Every Body
In Every Community
Health: Equality vs. Equity

Everyone Gets The Same Treatment

EQUALITY

EQUITY

Everyone Gets The Same Outcome

https://www.youtube.com/watch?v=F7l9bwLhF-E&t=800s – Dr. Ronald Coleman - Senior Vice President, National Diversity Strategy & Policy and Chief Diversity Officer at Kaiser Permanente,
Health Equity (SDOH)

“Everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness, access to good jobs with fair pay, quality education and housing, safe environments, and health care.”
Tip of The Iceberg

Root Causes of Behavior
- Poverty
- Abuse
- Violence
- Isolation
- Oppression

Suffering
- Anxiety
- Anger
- Fear
- Hopelessness
- Depression

Behavioral Coping
- Smoking
- Drinking
- Drugs
- Overeating
- Overworking
- Gambling
- Sedentary lifestyle

Diabetes
Cancer
Hypertension
STD’s

Heart Disease
Stroke
Lipid Problems
Infectious Disease

Behavioral Coping: Smoking, Drinking, Drugs, Overeating, Overworking, Gambling, Sedentary lifestyle,

Suffering: Anxiety, Anger, Fear, Hopelessness, Depression

Root Causes of Behavior: Poverty, Abuse, Violence, Isolation, Oppression

Poverty, Abuse, Violence, Isolation, Oppression

Anxiety, Anger, Fear, Hopelessness, Depression

Smoking, Drinking, Drugs, Overeating, Overworking, Gambling, Sedentary lifestyle,

Behavioral Coping

Heart Disease
Stroke
Lipid Problems
Infectious Disease

Diabetes
Cancer
Hypertension
STD’s

Tip of The Iceberg
Solutions: Why Organizational Health Is So Critical
The Evolution of Human Economies

• Hunters & Gatherers (1,000,000 yrs. ago)
• Agrarian Economy (12,000 yrs. ago)
• Industrial Economy (1750)
• Information Economy (1950)
• Purpose Economy - present --->

https://www.youtube.com/watch?v=bZf-BZk_9ic
The Evolution of Human Economies

- Hunters & Gatherers: Survival
- Agrarian Economy: Survival
- Industrial Economy: Satisfaction
- Information Economy: Engagement
- Purpose Economy: Fulfillment
People Clearly Differentiate

ENGAGEMENT

FULFILLMENT

2018 Imperative Workforce Study N=1,038

© Imperative
Sources of Fulfillment

Relationships
1% chance of being fulfilled without meaningful relationships

Impact
2% chance of being fulfilled without meaningful impact

Growth
1% chance of being fulfilled without personal and professional growth

© Imperative

Subtext: N=1,038 Answered Strongly Agree/Agree to "I am fulfilled" AND Answered Strongly Disagree/Disagree to "I have meaningful relationships at work," or "My work makes an impact that matters to me" or "I am growing personally and professionally at work."
Meaning and Purpose
Meaning and Purpose

“The Energy Project”
14,000+ global respondents, 24+ industries

“No single factor in our study comes close to influencing people's job satisfaction and likelihood to stay at an organization as much as the sense that their work gives them a sense of meaning and purpose.”

1. Described their jobs as not particularly satisfying and not highly skilled. There for the benefits of the work.

2. Found their jobs deeply meaningful & highly skilled and talked about tasks and relationships of the work very differently.

Meaning and Purpose
Job Crafting

• “What employees do to redesign their own jobs in ways that foster engagement at work, job satisfaction, resilience and thriving.”

• “Employees craft their jobs by changing cognitive, task, and/or relational boundaries to shape interactions and relationships with others at work.”

Meaning and Purpose
Job Crafting

• **Observational Research** - *Job crafting* is positively associated with increased satisfaction, commitment, and attachment to job and organization.

• **Experimental Research** - Randomized assignment to *job crafting* leads to improved happiness, performance and mobility to new roles.

Solutions: Rethinking Health
Health = A rewarding job with a living wage
Health = Food on the table and a place to call home
Health = Having options and opportunities
Health = A good start in life
Health = Community belonging
SDOH
Healthcare Intelligence Network

- 140 healthcare organizations (hospitals, health plans, disease management, behavioral health providers, etc.)
- hundreds of metrics on social determinants of health

http://www.hin.com/infographics/DuringAnnualWellnessVisitScreen4SHD.html#.WZm_HCiGNPY
Otzi The Iceman

- Lived in Italy - 5300 years ago
- Very active, lean, nonsmoker
- 5’3” tall – 110 lbs.
- Killed at 45
- Significant atherosclerosis

Otzi The Iceman

“Heart disease & atherosclerosis were prevalent throughout antiquity, in people who had dramatically different diets and lifestyles.”

Healthy Pleasures

“Many of us increasingly view ourselves as fragile and vulnerable, ready to develop cancer, heart disease or some other dreaded disease at the slightest provocation. In the name of health we give up many of our enjoyments...
Healthy Pleasures

...The point is that worrying too much about anything - be it calories, salt, cancer, or cholesterol - is bad for you, and that living optimistically, with pleasure, zest, and commitment, is good.

Medical terrorism shouldn't attack life's pleasures.”
The “Food for Thought” Pyramid
How to REALLY enhance your health - Laura McKibbin, LICSW
www.food-for-thought-pyramid.com

Nutritional advice
Use Sparingly
(instead, rely on internal cues)

Humor, Optimism, Play
2-3 Servings

Relationships & Social Support
(people, pets)
3-5 Servings

Genetics, Luck
6-11 Servings

Exercise
1 Serving

Emotional Resilience
Healthy management and expression of anger and other emotions, ability to take action
2-3 Servings

Purpose & Meaning
Spirituality, altruism, contact with nature, forgiveness
2-4 Servings

Socioeconomic Factors
Country of birth, race, gender, income, access to healthcare, Freedom from violence
6-11 Servings

Sources: Dean Ornish, Jon Kabat-Zinn, Bernie Siegel, The Buddha, Gloria Steinem, Viktor Frankl, Glenn Gaesser, Mother Teresa, Martin Seligman, Jesus of Nazareth, Jon Robison, Larry Dossey, Jean Baker-Miller, the World Health Organization, my Mom, your gut intuition.

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Self-Management ➔ Autonomy, Mastery & Purpose In Action

- No bosses - no static hierarchy
- Few planned meetings
- Front-line workers make all decisions
- Decision making **not by consensus**
- All company information - transparent
- **Empowerment is not necessary**
HAVE YOU LOST YOUR MIND?
Self-Management ➔ Autonomy, Mastery & Purpose In Action

https://www.youtube.com/watch?v=qqUBdX1d3ok