

PARTNER PROFILE SERIES

*Corporate perspectives, actions, and goals***Health & Well-Being**

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Members of the Work & Family Roundtable, an alliance of leadership companies dedicated to challenging the work/life field and raising the bar on excellence, have identified health and well-being as critical components of business success. As health care benefit costs continue to rise and stress impacts workforce productivity, promoting a healthy and supportive work environment is essential for employers. This issue of the Partner Profile Series presents the perspectives, actions, and goals of three of our Corporate Partners who have developed innovative responses to the health needs and well-being of employees in their organizations.



GlaxoSmithKline

KAY CAMPBELL, ED.D.

US MANAGER, EMPLOYEE HEALTH SUPPORT & RESILIENCE

Perspective

A dual focus on customer and employee health is central to GlaxoSmithKline's (GSK) mission *to improve the quality of human life by enabling people to do more, feel better, and live longer*. "To be fully engaged, employees need to be healthy, energetic, and resilient," says Campbell.

According to GSK, resilience is the set of skills and behaviors necessary to be successful, both personally and professionally, in the midst of a high-pressured, fast-paced, and continuously changing work environment. The company was an early adopter of the term resilience which resonates globally with senior leadership as a positive and powerful concept.

Campbell notes that "attracting, developing, and retaining a performance-focused workforce that's adaptable and flexible requires a commitment to health, diversity, and innovative work/life solutions." Integration between GSK's Employee Health Management, Human Resources, and Environment, Health and Safety functions assures that global programs and processes keep healthy people healthy, help to manage the effects of ill health, and leverage the culture of the company to influence well-being.

GSK's resilience strategy helps to communicate the business case for workplace health and well-being to managers and staff and encourages them to pay close attention to pressure in the work environment; while promoting balance between work and life responsibilities.

Actions

Over 400 teams and 5,000 employees worldwide have participated in GSK's Team Resilience Program, which is aimed at stress prevention and intervention. Components of this program include: Personal Resilience Training; a Team Resilience Website offering tools and resources, such as an online Resilience Assessment; and Team Action Planning Workshops to help teams practice new behaviors and experiment with alternative ways of working.

The Team Resilience Program uses behavioral signs and symptoms to determine what level of pressure a team is under and what type of intervention is required. Assessing where teams are on the 'Pressure Curve' helps them move from stages of 'dysfunction' and 'strain' to 'stretch' and 'comfort.' Teams that have participated in this program work together more effectively to get the job done and specifically report: a better ability to clarify and focus on critical tasks, more support and trust among team members, and increased time for activities outside of work.

Goals

Pulse surveys and health risk assessments reveal that GSK employees' dedication to getting their work done is not always matched by a rigorous commitment to their health. GSK's main goal is to further promote the value of health and well-being by "continuing to integrate resilience into the fabric of the way people work at our company," says Campbell.

GSK is also working toward compiling metrics that demonstrate the impact of the company's health and well-being efforts in order to attach value to their effect on optimal human performance, the direct and indirect costs of ill health, as well as corporate image and reputation.

Prudential Financial

GARRY GIANNONE

VICE PRESIDENT, HEALTH AND WELLNESS

Perspective

Prudential Financial incorporates work/life programs with health and wellness offerings to help employees and their dependents overcome some of the challenges preventing them from achieving and maintaining optimal health.

For example, balancing everyday family needs through services such as child and adult care can help employees keep scheduled medical appointments. Additionally, utilizing flexible work arrangements enables employees to better manage their work and personal lives so they can accommodate activities such as exercise. According to Giannone, "the best designed programs become ineffective if employees can't use them because life is getting in the way."

"An integrated approach that connects Diversity, Work/Life, Health and Wellness, Employee Assistance, and Behavioral Health helps us look at employees more completely," says Giannone. The company's partnership mindset creates opportunities to pull various services together for total solutions.

One example is Prudential's Life Coaching, which takes advantage of an employee's ability and desire to achieve a certain goal. Through integration, the company can match employees with programs such as Miavita's Healthy Living Program, an online diet, nutrition, and fitness resource.

Actions

"Whenever you have an opportunity to motivate someone, advocate for them, encourage, or support them, both the employee and the company benefits," says Giannone.

Prudential provides some health and wellness information through its work/life resource and referral program, Prudential Life Solutions. This program encourages employees to become better consumers of healthcare by providing answers to their questions and prompting them to schedule health screenings and medical exams.

The company also targets information to specific employee groups, such as Generation X and Y employees, by providing relevant content on topics such as self and career development, wellness, and healthy relationships.

Goals

Prudential's overall goal is to empower employees to manage their work and personal lives effectively and encourage them to take responsibility for their own healthcare. By having access to a resource like Medstat, a healthcare data warehouse, Prudential gains critical information about the cost and quality impact of its healthcare benefit programs. This information helps the company better understand where to direct future efforts in order to achieve the most significant results.

Prudential is currently developing health and wellness programs for the company's international populations. An exciting prospect, this effort is also quite challenging due to the cultural differences and laws that govern each of Prudential's three global regions: European Union, Asia-Pacific Rim, and South America. "As our employees continue to serve millions of individual and institutional clients in the United States and abroad, our work/life efforts will further expand in response to our global presence," says Giannone.

**WELLS
FARGO**

SUSAN PON-GEE
MANAGER, CORPORATE WELLNESS AND WORK/LIFE PROGRAMS

Perspective

Five years ago, Wells Fargo conducted a team member survey focusing on life event management needs and work/life factors that impact retention, wellness, absenteeism, productivity, and

other business indicators. The results revealed that over 53 percent of individuals who responded indicated the desire to make health and wellness a top priority.

"Our team members want time to exercise, to learn about good nutrition, and to learn how to reduce stress," reports Pon-Gee. The survey results were shared with senior business human resource leaders with recommendations to increase wellness services to meet team member needs.

'People as a Competitive Advantage' is one of Wells Fargo's 10 Strategic Initiatives, which Pon-Gee notes, "recognizes that our team members are valued. Focusing on their overall health and well-being is an investment worth pursuing and helps ensure personal and professional success, which in turn promotes our company's success."

Actions

Wells Fargo takes a whole person approach to well-being and encourages balance between work and home life. Recognizing the multifaceted nature of health, the company offers services that incorporate the physical, mental, social, and spiritual components of total well-being. Such services include: online tools to promote exercise and good nutrition, a walking program, timely wellness newsletters, behavioral health assistance, and a wellness incentive program.

Pon-Gee adds, "our external partners, including our health plan carriers and wellness and work/life vendors, further enhance our healthy lifestyle and well-being environment through disease management programs, health and wellness fairs, health screening events, flu shot clinics, and onsite wellness workshops." Additionally, Wells Fargo integrates efforts with internal partners, such as Health and Employee Assistance Consulting (the company's internal EAP), in promoting wellness.

Goals

The company's main goal is to have a healthy and dynamic workforce. Wells Fargo realizes that healthy team members bring more energy and productivity to work and their lives; while reducing health care expenses for themselves and the company. Wells Fargo actively seeks opportunities to further ingrain health promotion in its corporate philosophy and instill the value of wellness in its team members.

Specific goals for 2006 include: exploring additional services to enhance the company's wellness program, increasing the utilization of the current program, compiling metrics to better understand team member needs, and taking health plan partnerships to the next stage.

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