



## 2023 Spring Think Tank

May 22 & 23, 2023 | A Virtual Members-Only Event

### ***Measures that Matter to Employers AND Employees***

*Program Directors: Paul Terry, PhD, HERO Sr. & Ariane Mistral, HERO Director of Education & Events*

#### **Monday, May 22, 2023**

**10:00 AM CT Welcome**

Karen Moseley, HERO President and CEO

**10:15 AM CT ESG Factor Accountabilities: Planet Savers, Woke Capitalist Watchdogs, or Something Else?**

**Moderator:** [Maggie Biscarr](#), MSW, Global Corporate Sustainability Executive

[Piya Baptista](#), MSc, Director, ESG Strategic Advisory, Corporate Citizenship

[Dane Smith](#), MBA, Expert Partner, Bain and Company

[Anneliese Murphree](#), MPPM, Director of Faculty Recruitment & Program Innovation, UPMC

**10:45 AM CT You: “I Ordered You Spaghetti.” They: “But We Wanted Ravioli!”**

**Facilitated Employee Panel**

[Wendy Lynch](#), PhD, Founder, AnalyticTranslator.com

[Ashley Gustner](#), Well-Being Program Manager, HealthPartners

[Anneliese Murphree](#), MPPM, Director of Faculty Recruitment & Program Innovation, UPMC

[Dyan Jenkins-Ali](#), MHSA, Chief of Staff for the Chief Health Officer, Office of the President; Associate Director, VOICES UHR- Strategy and Planning; Adjunct Faculty, School of Public Health, University of Michigan

**11:15 AM CT Group Work and Table Topic Discussions**

**11:45 AM CT Break**

- 12:30 PM CT** **The Search for Meaning in Organizations**  
[Ron Goetzel](#), PhD, Senior Scientist and Director, Institute for Health and Productivity Studies, Johns Hopkins Bloomberg School of Public Health  
[Moses Pava](#), PhD, Professor of Business Ethics, Yeshiva University
- 1:00 PM CT** **Group Discussions**
- 1:30 PM CT** **Thriving Workers and Sustainable Workplaces**  
[Susan Peters](#), PhD, Research Scientist, Center for Work, Health, and Well-being, Harvard T.H. Chan School of Public Health  
[Sara Karerat](#), MPH, Director of Applied Research, Center for Active Design  
[Michael Boninger](#), MD, Chief Medical Sustainability Officer, UPMC; Professor, Department of Physical Medicine & Rehabilitation, University of Pittsburgh, School of Medicine
- 2:00 PM CT** **Group Work and Table Topic Discussions**
- 2:30 PM CT** **Adjourn**  
Karen Moseley, HERO President and CEO

## Tuesday, May 23, 2023

- 10:00 AM CT** **Welcome**  
Karen Moseley, HERO President and CEO
- 10:15 AM CT** **Workplace Measures of Health Equity: Raising the Bar on SDOH Strategies**  
[GracieLee Weaver](#), PhD, Assistant Professor, School of Public Health, University of North Carolina Greensboro  
[Bruce Sherman](#), MD, Adjunct Professor, School of Public Health, University of North Carolina Greensboro; Medical Director, North Carolina Business Group on Health
- 10:45 AM CT** **Group Work and Table Topic Discussions**
- 11:15 AM CT** **Why Physical Activity and Nutrition Measures Matter... More Than Ever. Could They Fit in ESG Standards?**  
[Laurie Whitsel](#), PhD, National Vice President of Policy Research and Translation, American Heart Association  
[Catherine Collings](#), MD, Immediate Past President, American College of Lifestyle Medicine; Chief Medical Officer, HealthFleet
- 11:45 AM CT** **Break**

**12:30 PM CT** **HERO Research and Committees Update**

**Sara Johnson, PhD**, Senior Research Fellow, HERO; Co-President & CEO, ProChange Behavior Solutions, Inc.

**Mary Imboden, PhD**, Director of Research, HERO

**1:00 PM CT** **Group Work/Activity**

**1:30 PM CT** **Fun Measures, um, to Clarify, Measures of Fun**

**Rachel Henke, PhD**, Vice President, Evaluation, Economics, and Predictive Modeling, The Lewin Group

**Paul Charney**, Founder and CEO, Funmentum Labs

**Chris Calitz, MPP**, National Executive Lead, Programs, American Heart Association

**2:15 PM CT** **Adjourn**

**Karen Moseley**, HERO President and CEO

## **Measures that Matter to Employers AND Employees**

Two factors that predict whether an organization's health improvement initiatives will have a significant impact are leadership support and employee engagement. Without budgets, buy-in, and a good dose of booster behavior from executive leaders, most workplace wellness campaigns flounder. Yet, sometimes in spite of the best intentions of leaders, health and well-being initiatives falter if they don't spark enthusiasm among employees. In this HERO Think Tank, we explore how well measures that matter to employers are aligned with those that matter to employees. As a preamble to our HERO Forum23 theme featuring companies that are "Doing Well by Doing Good," we will convene experts who are catalyzing a growing interest in ESG standards, that is, the movement toward greater corporate accountabilities in Environmental, Social, and Governance performance. And, consistent with the usual focus in our spring think tanks, we will also host thought leaders and scientists taking experimental and evolutionary approaches to fortifying organizational effectiveness.

By creating time and space for our HERO members to interact with these experts, tell their stories, and learn from each other, we will highlight measures most apt to drive continuous population health improvement and discuss how to create greater alignments between those measures and ESG measures. Could the convergence of the population health and ESG movements spawn and cultivate new measures? Would more intentional integration of ESG measures and health and well-being scorecards create new uses for old measures? Our Spring Think Tank will also build on learnings from our Winter Think Tank on *Total Worker Health*<sup>®</sup> (TWH) where we examined the advantages of deeper integration of employee health and safety through improving job designs, work processes, and the company environment. We will ask how ESG scores could complement, supplement, or sometimes supplant other measurement tools like health and well-being scorecards, employee health risk appraisals, company satisfaction surveys, and/or medical claims data analysis. How well do each of these usual measurement tools assess work conditions that cause or exacerbate chronic conditions, accidents, injuries, and burnout? And what is an employer to do when overtures to attend to ESG standards do not diminish calls to pay attention to an ever-growing alphabet soup of accountabilities from NCQA, OSHA, HEDIS, USPSTF, Leapfrog, and others?

For company leaders who sponsor costly health benefits, getting a return on investment relating to containing rising healthcare costs or greater employee productivity or retention have, historically, been prime motivations. In contrast, employees, particularly today's younger generation, report that they aspire to work for companies

that are altruistic, community-spirited, purpose-driven, and responsible stewards of the environment. Today, a company's balanced scorecard is one that weighs both financial and non-financial factors and considers the learning and growth of employees to be no less vital than satisfied customers. In this Think Tank, we will challenge ourselves and our profession to meet the challenge of surfacing those measures that matter to both employers *and* employees. In doing this, we may also be able to face up to those measures that matter too little to too few.

## Learning Objectives

**After attending the Spring Think Tank, participants will be able to:**

1. Describe environmental, social and governance (ESG) performance measures and provide examples of corporate accountabilities for ESG standards in America and abroad.
2. Identify sources of employee engagement and workplace satisfaction measures, discuss the relationship of employee satisfaction to health and well-being, and give examples of popular new measures and new uses for old measures.
3. Explain the associations between sustainable development, corporate social responsibility, and measures of community health.
4. Describe effective methods for engaging the voice of the employee in design and evaluation of well-being initiatives.
5. Discuss survey response burden and the pros and cons of tailoring surveys and eliminating survey items.
6. Give examples of private and public partnerships focused on improving a community's health and economic development.
7. Describe how measures of fun and fitness or healthy food choices and ergonomic work re-design are interrelated and discuss how an organization prioritizes such measures.
8. Identify health and prevention-oriented measures from associations such as NCQA, USPSTF, HEDIS, OSHA, and Leapfrog and discuss the role of employers as watchdogs.

## Recommended Readings

[Deloitte: "Well-being: A new cornerstone for ESG strategy and reporting.](#)

[Greenbiz: "How Health and Well-being fit in the ESG Wheelhouse."](#)

[World Economic Forum: "Why ESGs Must Include Health Equity."](#)

[Lambeth: "Well-being Factsheet"](#)

[NEF: "Measuring Well-being" \(Definition and Report\)](#)

[NEF: "Measuring Well-being Inequality" \(Report\)](#)

["A Brave New World for Corporate Health and Wellbeing: A Key Sustainability Issue"](#) by Piya Baptista and Cathryn Gunther

["I took the liberty of ordering you spaghetti. \(or, a big mistake too many analysts make\)"](#) by Wendy Lynch, PhD

["ESG Standards are TBD in Health Promotion: What the ESG Movement can Learn From the Workforce Wellness Movement"](#) by Paul E. Terry, PhD, HERO Senior Fellow