

A Strategic Approach to Well-Being and Performance

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APA Survey Results (2011)

70% said work is a significant source of stress

75% said money is a significant source of stress

67% said the economy is a significant source of stress

APA Survey Results (2011)

64% report that their employers have taken steps to reduce costs as a result of the weak economy

- putting a freeze on hiring or wages
- laying off staff
- reducing work hours, benefits or pay
- requiring unpaid days off
- increasing work hours

Work Stress

Two in five (41%) employed adults report that they typically feel stressed out during the workday. Less than six in ten (58%) report that they have the resources to manage work stress.

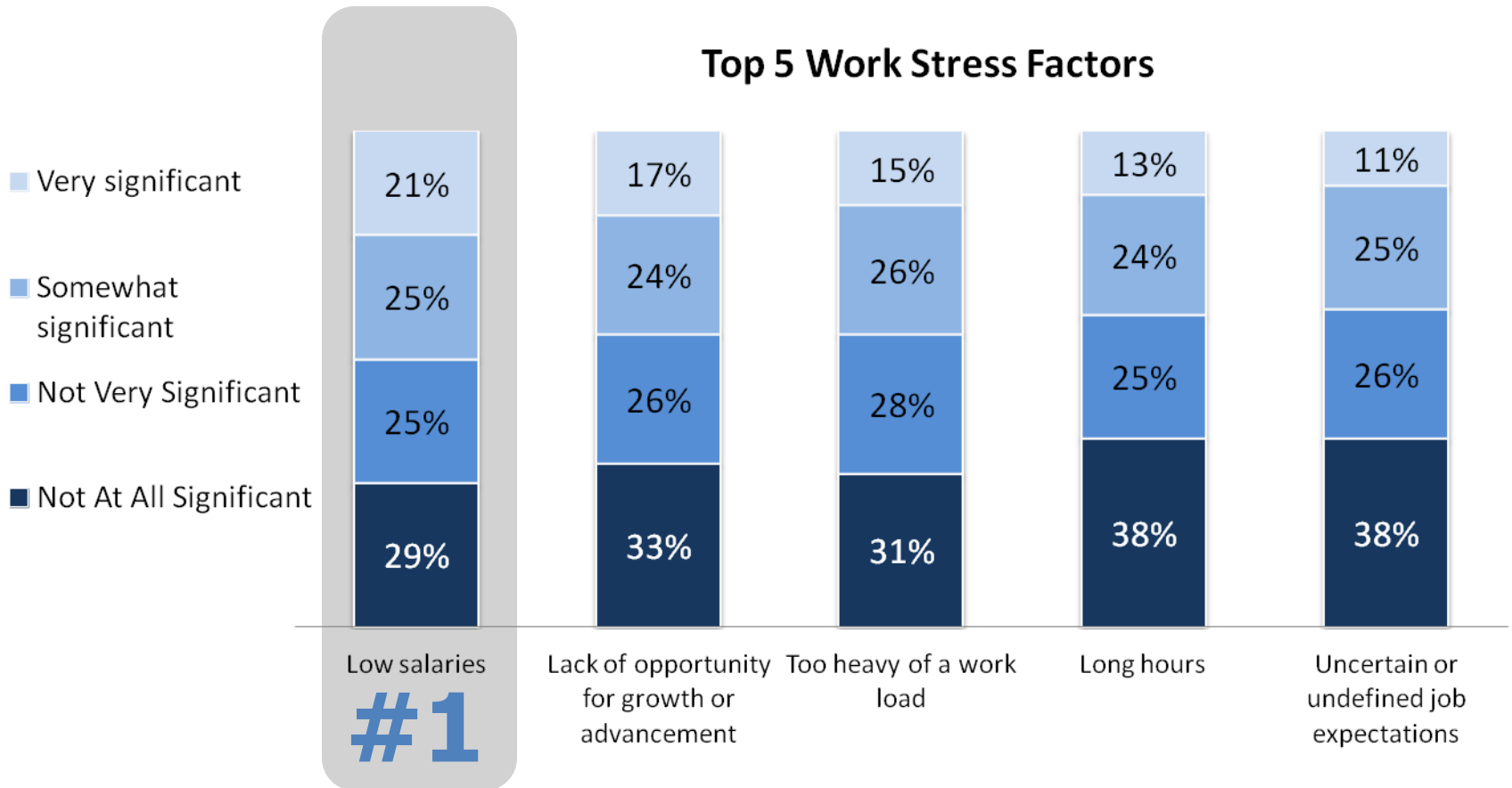
% Strongly agree/Agree

■ 2012 ■ 2011



Top Five Work Stress Factors in 2012

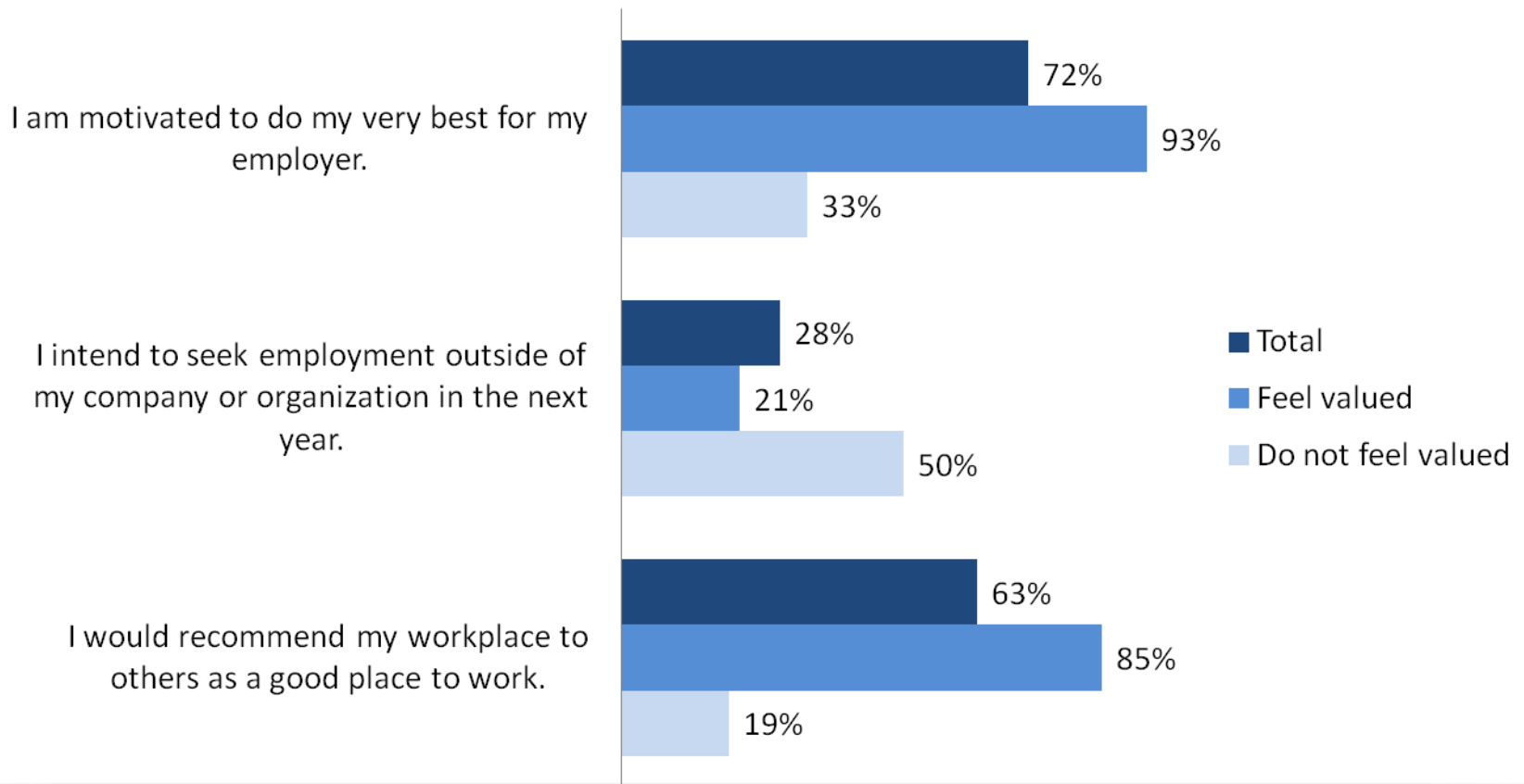
Low salaries and lack of opportunity for growth and advancement top the list of work stress factors.



Feeling Valued at Work

Employed adults who report feeling valued by their employer are significantly more likely to report they are motivated to do their very best for their employer and recommend their workplace to others. They are also significantly less likely to say that they tend to seek employment outside of their company within the next year.

% Strongly agree/Agree



Successful organizations...

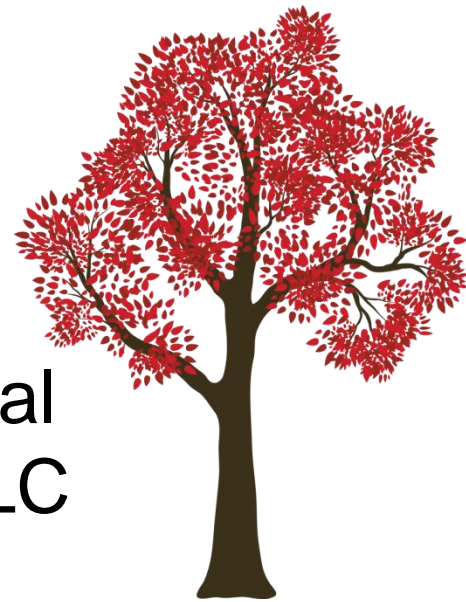
understand the link between employee health and well-being and organizational performance.

provide employees with resources to help them make behavior changes that promote good health.

achieve results such as lower health care costs, higher productivity and a healthier bottom line.

Northeast Delta Dental

- ▶ Founded in 1961
- ▶ Part of Delta Dental Plans Association, 39 independent Delta Dental Plans in the US
- ▶ Northeast Delta Dental - Umbrella organization for DDPVT, DDPME, DDPNH; NEDA, Northeast Delta Dental Foundation, Red Tree Holdings (CSLLC & Red Tree Insurance Co., Inc)



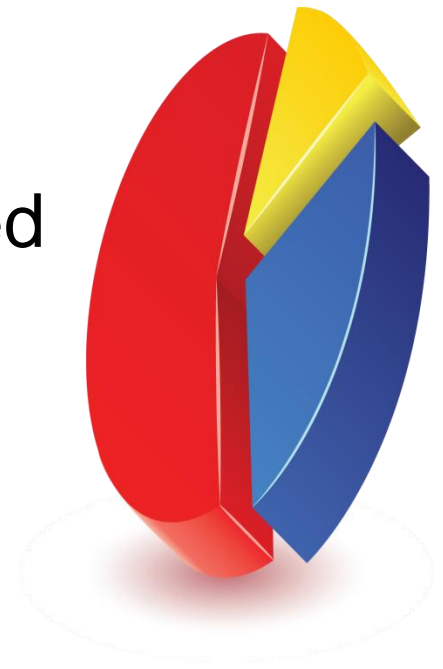
What Makes Us Special...

▶ Differentiators:

- ▶ Guarantee Of Service Excellencesm
- ▶ Outstanding service to customers
- ▶ Good corporate citizen (Foundation, involvement in community, supporter of organizations & non-profits)
- ▶ 'Employer of Choice' brand
- ▶ Highly engaged employees who are aligned with our mission, vision, and values

Northeast Delta Dental (cont'd)

- ▶ Network of over 1,675 participating dentists in the Tri -State area
- ▶ Administer dental benefits for over 775,000 in ME, NH, VT
- ▶ Almost 1.5 million claims processed in 2011 (and 99.94% of them within 15 days!)
- ▶ Revenues nearly \$296 million



Primary Objectives

- ▶ Design and administer quality, affordable dental plans to improve access to good oral health
- ▶ Educate purchasers and the public on the value of oral health



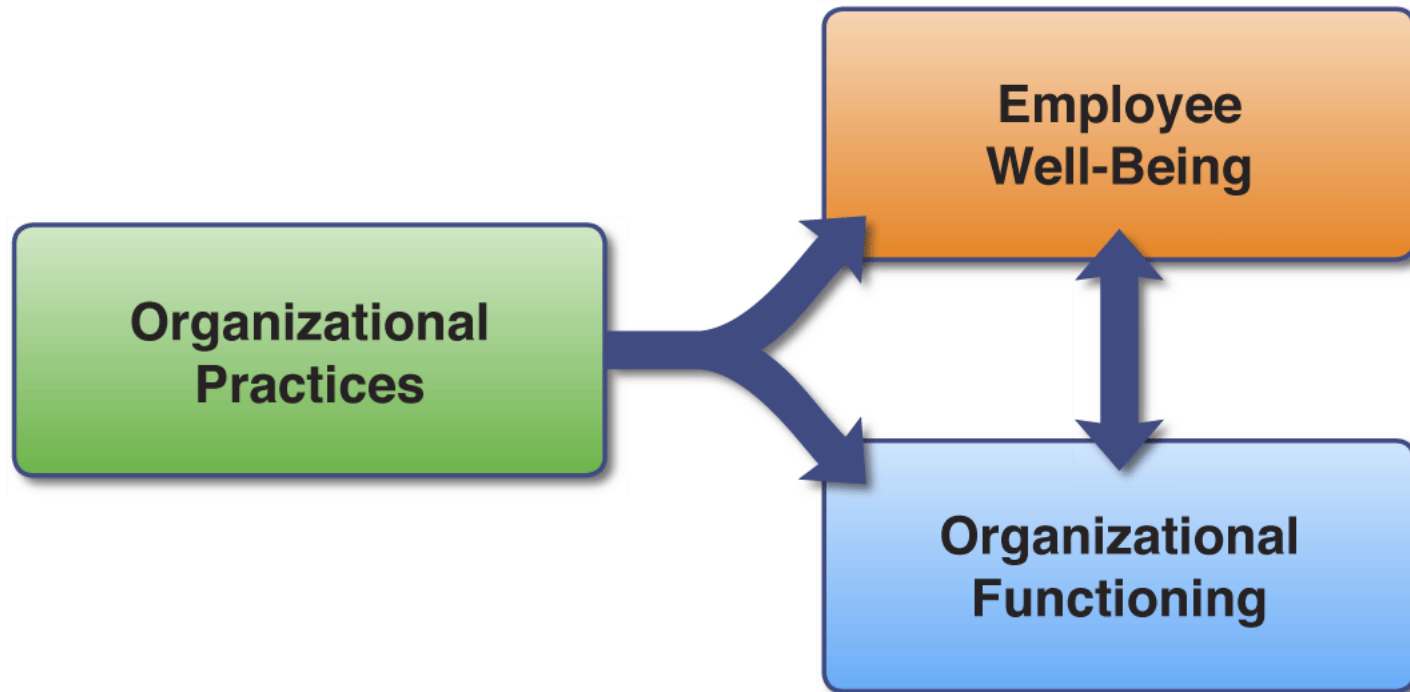
Mission, Vision, VALUES

(all employees developed these...)

- ▶ Teamwork
- ▶ Communication
- ▶ Quality
- ▶ Integrity



The Psychologically Healthy Workplace



The Psychologically Healthy Workplace



Involving Our People...

▶ OnBoarding

- ▶ Day 1 – name in lights, meet & greet, manager ✓ list
- ▶ Desk – technology – phone – announcement ready!
- ▶ Formal four-day session
- ▶ The Big Tour
- ▶ Department luncheon
- ▶ Coffee with the coach
- ▶ 3 month meeting with HR VP
- ▶ OTJ training/one on one tech help/training
- ▶ OK to revisit any part of future Onboarding



Involving Our People...

- ▶ Focus groups
- ▶ Strategic Alignment Survey
- ▶ Cross-functional business teams
- ▶ Activities, Safety & Wellness and other Committees
- ▶ Bright Ideas
- ▶ Feedback (we always ask!)
- ▶ 360 review process



Work-Life Balance

- ▶ Work from home (connect remotely) based on business need/appropriate projects
- ▶ 4 'personal days' annually for non-exempt employees, in addition to Earned time
- ▶ Flexible work schedules – compressed work week (started as a pilot/comment period/tweaking/then launch)
- ▶ VIP Program (Volunteer Involvement Pays) paid time off to volunteer

Work-Life Balance

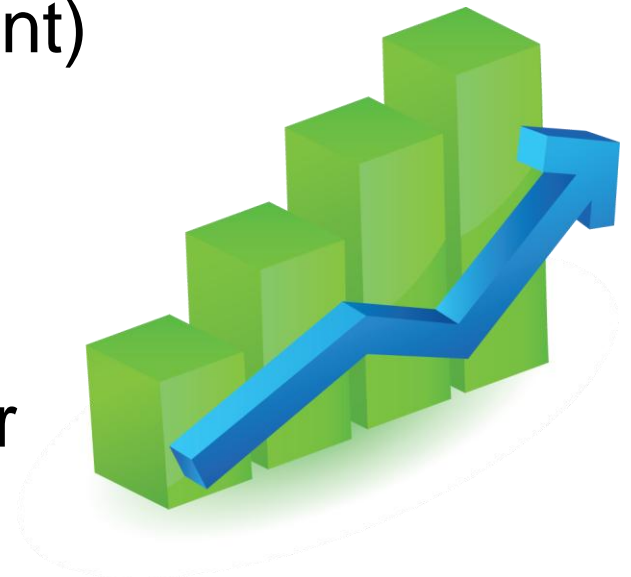
- ▶ ECIG – apply for a grant for your favorite charity
- ▶ Blending of community related projects at work
- ▶ Time to serve on Boards/Advisory Groups
- ▶ Generous time off policies
- ▶ Holidays (and extra holiday!)

Work-Life Balance

- ▶ “Safety net” benefits: STD, LTD, Life Insurance, Pension/401(k) Plan
- ▶ Financial planner available for employees
- ▶ Retirement seminars
- ▶ Fitness center/Fitness programs
- ▶ Informative programming (Lunch & Learns)
- ▶ Employee assistance program
- ▶ Emergency fund for employees
- ▶ Managers who “get it”

Employee Growth & Development - Performance Management

- ▶ Developed by employees/HR
- ▶ Three times a year (progress reviews and performance appraisal, tie to goals and discuss employee development)
- ▶ Tie in behavior/values
- ▶ 360° feedback
- ▶ Self-Appraisal
- ▶ Employee Review of Manager



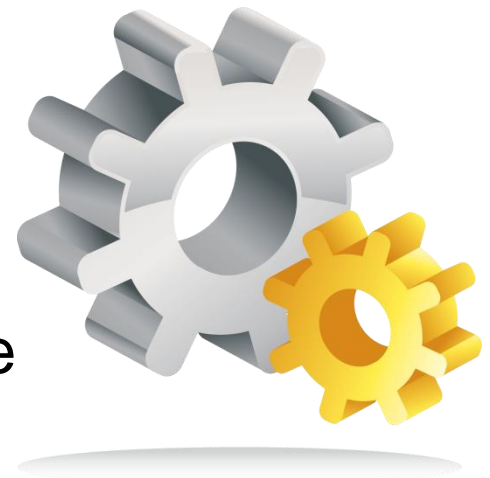
Bottom Line ...

**Feedback
is a
Gift!**



Employee Growth & Development: Communicate (you can never do enough of this!)

- ▶ CEO e-mails after Board meetings with DDPA and our Boards
- ▶ Team Power
- ▶ All-Colleagues meetings
- ▶ Financials – “Friendly Frank” presentations
- ▶ New product/direction presentations
- ▶ Teams with charters and senior manager liaison
- ▶ Minutes for teams online and available



Employee Recognition

- ▶ T.E.A.M. Grams (thank you, thank you, thank you!) and we document these
- ▶ Notes to employees from managers and CEO (have them available)
- ▶ CEO Birthday and Anniversary cards
- ▶ Rewards (surprise, need, personal touch - i.e., the gas card)



Employee Recognition

- ▶ Greetings from senior team for employees on leave
- ▶ Special meetings or unexpected events
- ▶ Don't underestimate the power of food! especially ice cream, PBS
- ▶ People can focus better if you take care of their basic needs!
- ▶ “Family” environment (helping hands)
- ▶ People **love** to see and hear their name! (some public, some private)

Health and Safety

- ▶ Lunch and Learns
- ▶ Health Fair, HRAs, screenings, flu shots
- ▶ Fresh fruit all day
- ▶ Healthy eating: The Full Yield, partnership with local hospital for catering/food vending; focus on healthy food for meetings and events
- ▶ Great health, dental, and vision plans (100% paid for employees)

Multi-Level Approach

▶ Primary Interventions

- ▶ Address physical or social environment

▶ Secondary Interventions

- ▶ Help individuals make healthy lifestyle and behavior choices

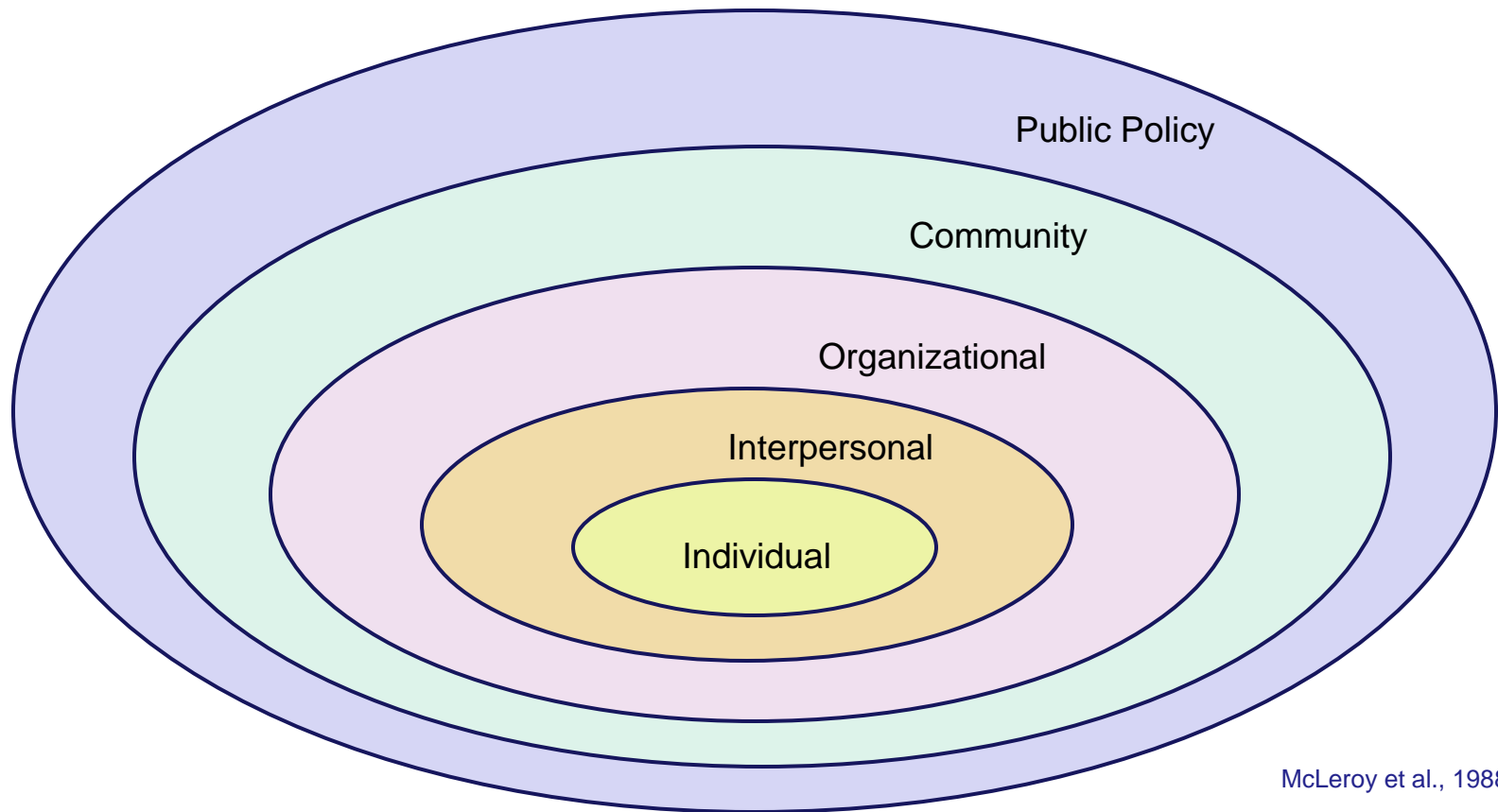
▶ Tertiary Interventions

- ▶ Assist individuals who are experiencing ongoing problems

Process Orientation

- ▶ Comprehensive Assessment
- ▶ Custom Tailoring
- ▶ Strategic Implementation
- ▶ Ongoing Evaluation

Socioecological Model of Health Promotion



McLeroy et al., 1988

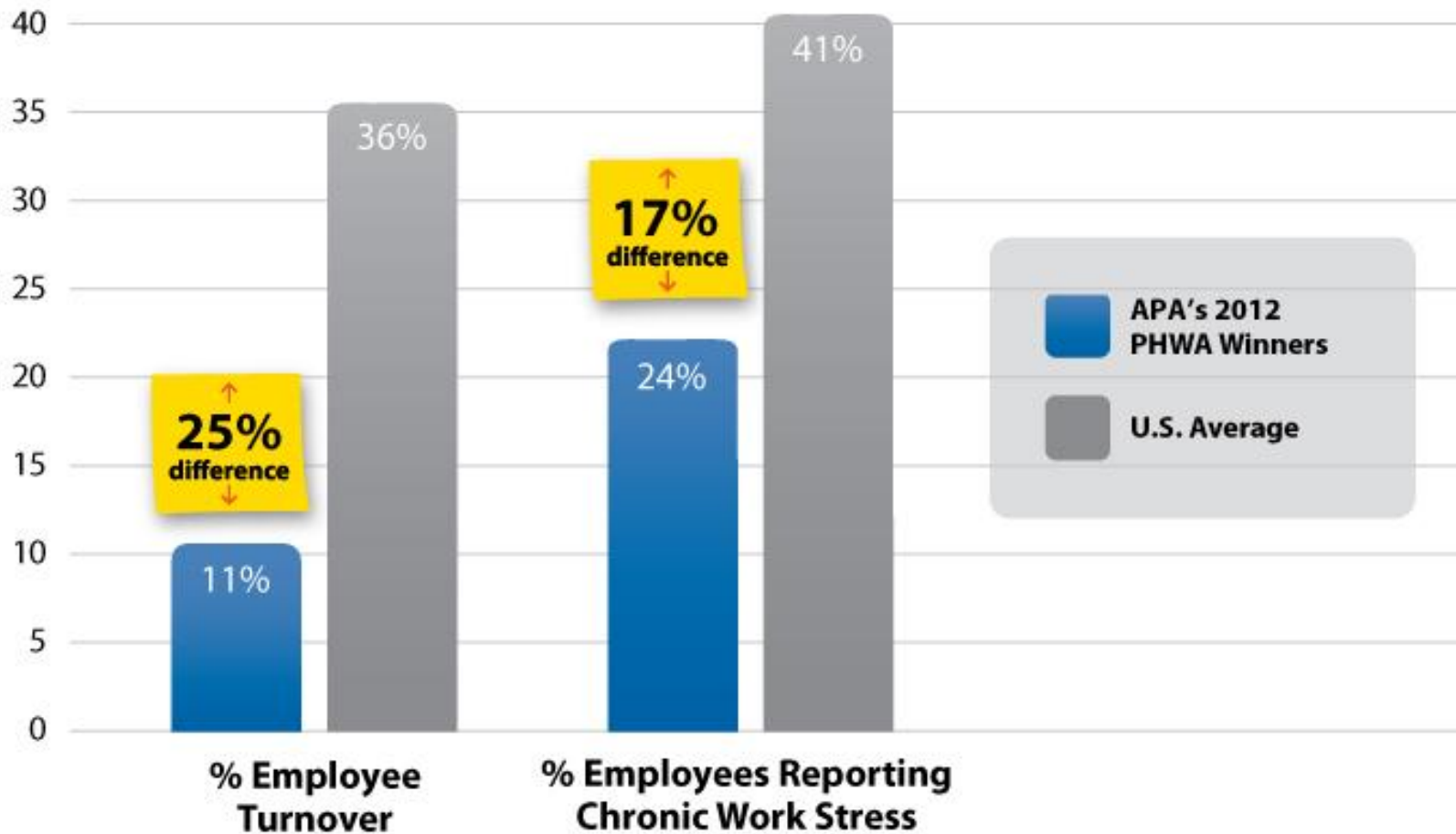
How Employees Benefit

- ▶ Physical Health
- ▶ Mental Health
- ▶ Job Satisfaction
- ▶ Employee Morale
- ▶ Motivation
- ▶ Commitment
- ▶ Climate
- ▶ Stress Management

How Organizations Benefit

- + Performance
- + Productivity
- + Hiring Selectivity
- + Product/Service Quality
- + Customer Service & Satisfaction
- Absenteeism
- Presenteeism
- Turnover
- Accident/Injury Rates
- Healthcare Costs

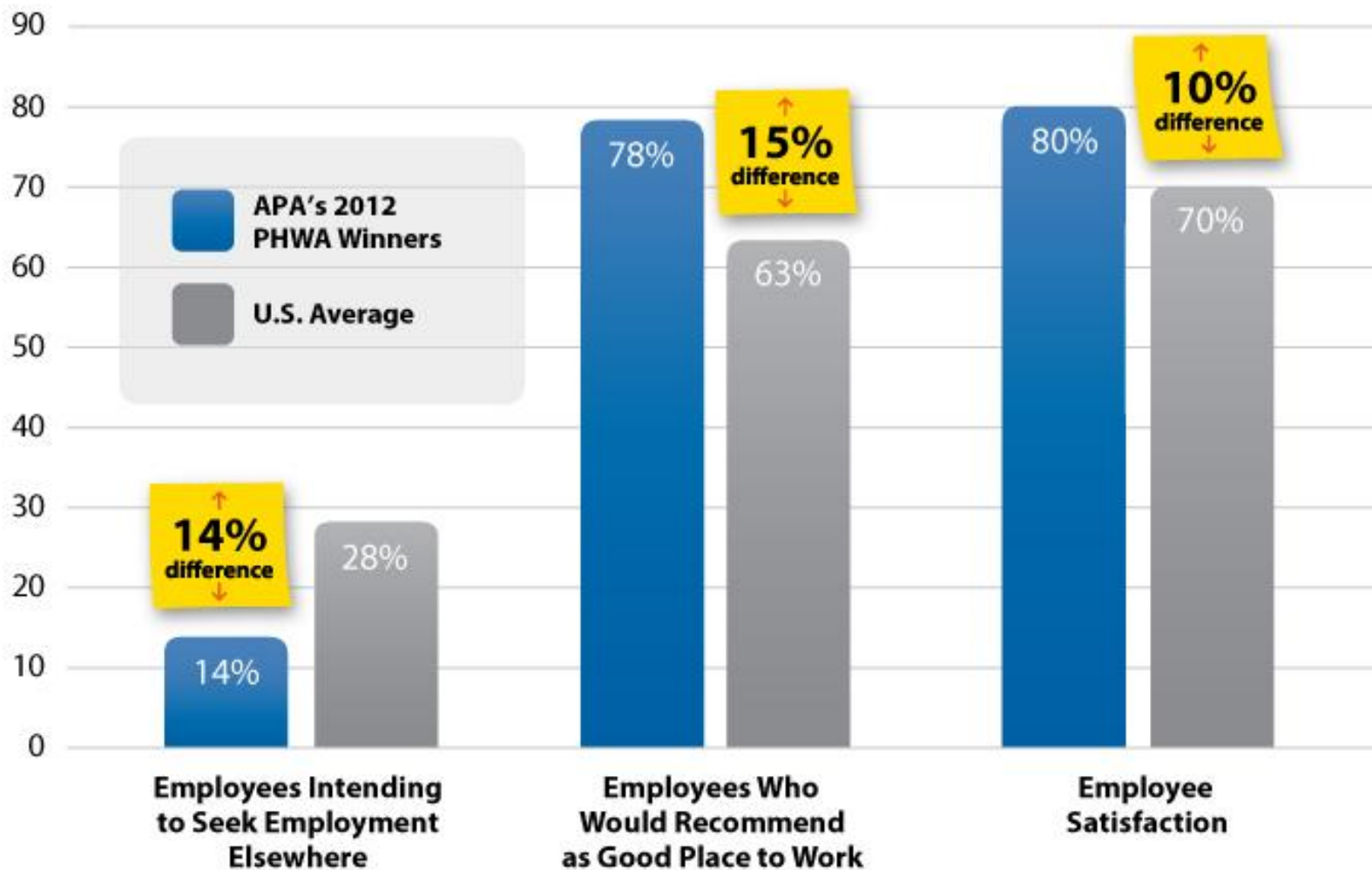
Psychologically Healthy Workplaces Have Lower Turnover, Less Stress



Sources: American Psychological Association (APA), Psychologically Healthy Workplace Program (PHWP); U.S. Department of Labor, Bureau of Labor Statistics, 2011 Total Separation (with preliminary data for Dec.);

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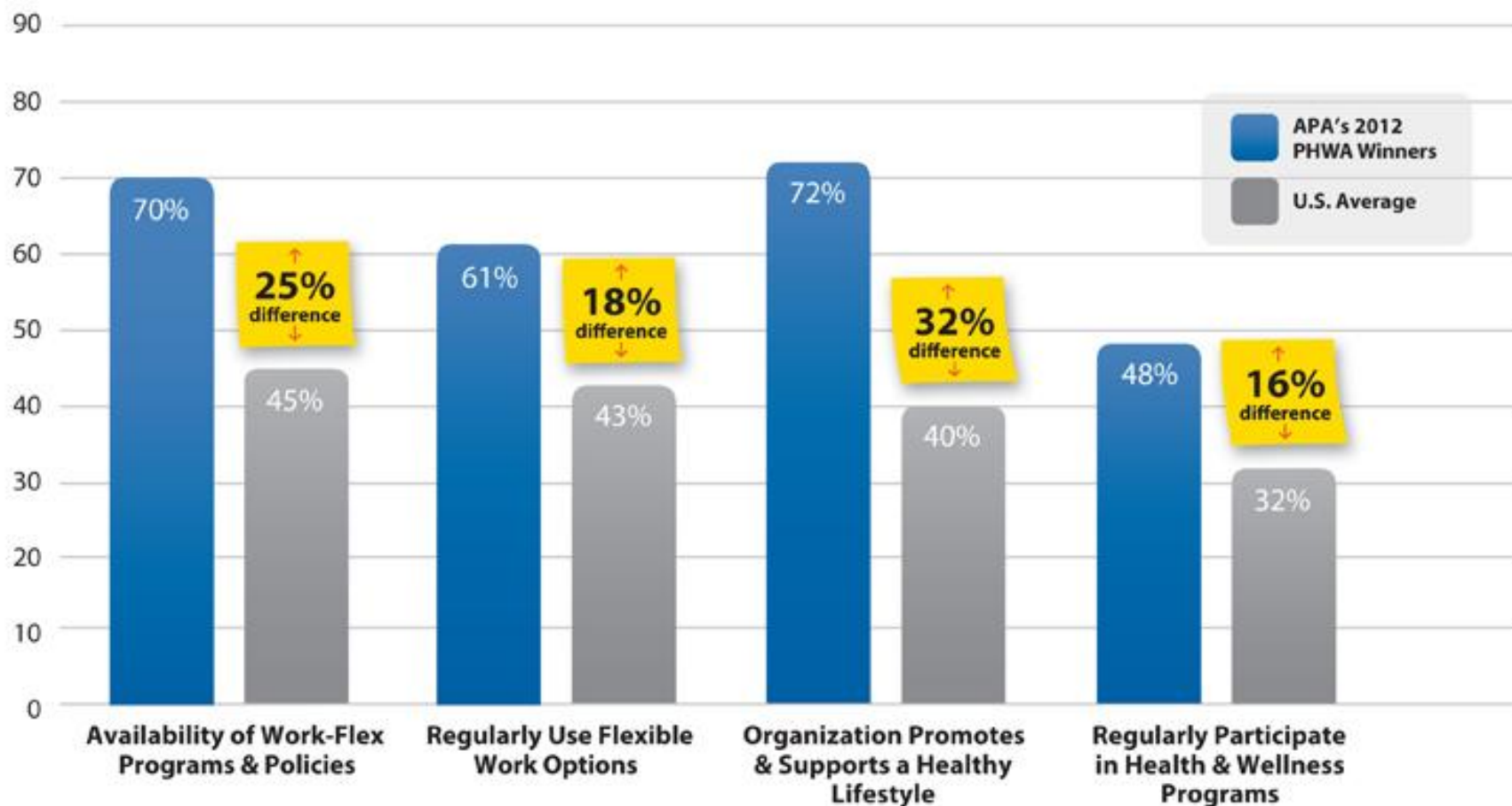
Psychologically Healthy Workplaces Offer Greater Employee Satisfaction



Sources: American Psychological Association (APA), Psychologically Healthy Workplace Program (PHWP); U.S. Department of Labor, Bureau of Labor Statistics, 2011 Total Separation (with preliminary data for Dec.); APA's 2012 Work Stress Survey.

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Psychologically Healthy Workplaces Support Employee Work-Life Balance and Wellness



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Key Success Factors

- ▶ Systems Approach
- ▶ Custom Tailored
- ▶ Tied to Mission, Values and Goals
- ▶ Senior Manager Commitment
- ▶ Employee Involvement
- ▶ Effective Communication Mechanisms
- ▶ Continuous Improvement

Some Final Tips...

- ▶ Values matter—be clear about them
- ▶ Remember, the work is never done!
- ▶ Continue to refresh, improve
- ▶ Employees have the best ideas
- ▶ You can never communicate enough
- ▶ Insist on respectful behavior
- ▶ Tone is set from the top!



To Recap...How Do We Do It?

- ▶ Leadership, DUO, set the example
- ▶ Be fussy about whom you hire
- ▶ Employee involvement (best ideas!)
- ▶ Listen! Communicate!
- ▶ Recognize/Reward
- ▶ Develop people
- ▶ Celebrate!



DAZZLE...



...Customers

Treat your employees the way you want them to treat those to whom they provide service!

We think of ourselves as a service provider that just *happens to sell* dental, vision and other benefit plans.

Does All This Matter?

THE BUSINESS CASE...

Satisfied people are more productive and focused on getting the job done!



Your customers will be happier if they are treated well!

Less stress and tension at work! Less absenteeism, less conflict, less turnover! More people with depth about your business and who know what they're doing!

We spend as much time at work as with our families!
(so it better be good!)

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phwa.org

Psychologically Healthy
Workplace Program

Questions?

