

HERO Employee Experience Study Committee Initial Charter – November 2020

HERO Committee Co-Chairs:

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Problem:

Significant evidence exists on the impact of employee health and well-being (HWB) on healthcare costs and workforce productivity, and the ability for well-designed initiatives, programs, and culture of health to improve HWB. At the same time, evidence also exists on the organizational value of positive employee experience (EEx) in meeting other HR and business objectives, and this is a growing area of focus for employers. However, HWB and EEx are often “owned” by different functions within an organization, and the bi-directional influences between HWB and EEx aren’t well established. This limits collaboration and integration between the HWB function (typically owned by health benefits, wellness, occupational health, etc) and broader EEx functions or initiatives (which may be owned by talent management, employee engagement, etc and intersect with yet other functions such as organizational or leadership development, diversity and inclusion, etc). Improving this would help to optimize strategies to improve both HWB and EEx. It’s expected that organizational success and sustainability will increasingly depend on multi-dimensional strategies to enable, develop, and support employees. Further, this will likely be even more important with new perspectives arising from COVID-19 on the value of health protection, business resiliency, and related factors such as health equity.

Opportunity:

Enable better collaboration across organizational functions to positively impact HWB, EEx, and organizational success, by:

- demonstrating the connections and interplay between HWB and EEx,
- promoting the value of common objectives and strategic planning which align HWB and EEx,
- highlighting existing and promising employer practices as examples to model, and
- providing guidance on integrated measurement and evaluation.

Phase 1: Initial activities and deliverables:

1. Employer Survey (targeted 4Q 2020 to 2Q 2021)
To ground the committee on existing industry definitions and assumptions related to EEx, a survey will be developed and distributed to committee members and targeted HERO

members. Survey recipients will also be encouraged to share the survey with their professional contacts, as appropriate. It will attempt to capture the following:

- How organizations define EEx
- Which function in the organization “owns” the overall EEx objective
- How EEx is measured
- How EEx is connected (if at all) to the HWB function
- How any of the above is expected to change as a result of COVID-19, issues of racial equity/justice, and the future of work and health

Findings will be published as a HERO report, infographic, etc.

2. Expert Insights and Educational Opportunity (1Q – 4Q 2021)

Committee members will identify and nominate practitioners and thought leaders, including those working for employers and HWB vendors, or experts focused on EEx, to a future committee meeting(s) to present their perspectives on EEx and the current or potential interplay with HWB, and/or provide feedback on committee assumptions or findings. Goal of 2 - 3 guest presentations in 2021.

3. Future Recommendations (based on results of the above activities, 3Q - 4Q 2021)

Committee members will collaborate to aggregate findings from the above activities, highlight key learnings, and develop initial recommendations for the next phase of needed study.

Phase 2: Potential future activities and deliverables based on results of the above activities:

1. HERO Inventory (TBD based on results of the above activities)

The committee is aware that various aspects of previous work conducted by HERO is relevant to this issue, including work done by the previous Culture of Health, Engagement, Workforce Performance (previously Health, Productivity, and Performance), and Healthcare Summit committees. Our committee members will collaborate to review these materials (available on the HERO website) and extract relevant aspects. Relevant items may include evidence of the bi-directional impact of HWB on and from other aspects of HR and organizational dynamics. Findings could potentially be published as a HERO report, infographic, etc.

2. Environmental Scan or Literature Review (TBD based on results of the above activities)

If prioritized, pursue an environmental scan (potentially grant funded) in order to understand the current state of employer strategy, focus areas, and practices related to EEx and the extent to which HWB aspects are incorporated and integrated into these. The objective is to identify common frameworks and strategies used to address EEx and align with HWB. This should include examples of successful or promising collaboration/integration in practice. The scan/review should target industry groups, reports, and experts with likely emphasis on the categories of HR strategy, talent management, and employee experience and engagement. The approach may also include a scientific literature review. Determining the scope of the scan/review will depend on what

questions and concerns the EEx committee has after completion of the previous objectives (listed above). It is expected that findings would be published as a HERO report or considered for scientific publication.

3. Future Recommendations (TBD based on results of the above activities)
Committee members will collaborate to aggregate findings from the above activities, highlight key learnings, and develop initial recommendations for the next phase of needed study.