

# Well-being & Workforce Strategy Institute 2022 Year in Review

## We forecasted new trends across six dimensions of well-being.

Employers have fully embraced multidimensional well-being strategies, as a growing body of evidence shows that supporting employees holistically has far greater impact than a singular focus on physical health. In a [new article on well-being trends](#), we lay out how employers are reimagining their strategies by providing a snapshot of current offerings across six dimensions of well-being—physical health, mental health, financial security, social connectedness, job satisfaction and community—and forecasting the future state of each dimension.



## Top Forecasted Well-being Trends



Great attention will be focused on **behavioral health issues** still emerging from the shadows, including suicide, substance use disorders and eating disorders.



**Workplace design** will play an even larger role in employers' well-being strategies, and principles of a healthy work environment will be applied to home offices.



Employers will prioritize benefits that address **current financial concerns** and focus on action (rather than education alone).



Policies, job design, social events, volunteerism and physical health programs will be employed to foster **connection and belonging**.



Companies will tap into purpose to drive **well-being and business outcomes**.



More employers will look beyond their own walls to consider **community as a lever for health**.

# We harnessed the power of leadership and culture to elevate well-being.

Aligning leadership, culture and strategy with well-being is key to success. Together, we discussed what it takes to elevate the value of well-being within our organizations, from annual reports demonstrating performance to the rise of Chief Well-being Officers. Many members of WWSI also received the [2022 Best Employers: Excellence in Health & Well-being Award](#), showcasing their companies' exceptional leadership and commitment to holistic well-being.



EMPLOYER SPOTLIGHT  
**Why You Need a Chief Well-being Officer (and What It Means to be One)**  
with Aon, EY and Mars, Inc



EMPLOYER SPOTLIGHT  
**Demonstrating Performance: DTE Energy's Culture of Health and Wellbeing Report**



EMPLOYER SPOTLIGHT  
**Pivoting to Positive**  
by Genentech

EMPLOYER SPOTLIGHT  
**Best Employers 2022**  
with American Express and Kaiser Permanente

As well-being thought leaders and practitioners, Institute members have influenced the evolution of our Best Employers: Excellence in Health & Well-being Award program. For the first time, the Business Group released a [report highlighting top approaches and notable practices from the winners](#), which serves as a guide for fellow employers striving to create their own cultures of excellence.



## We did not shy away from difficult conversations.

During a first-of-its-kind *Provocative Polling* session, members chimed in on everything from where their companies are landing with incentives to what's on the chopping block. Live, anonymous polls kicked off conversations on topics we want to discuss but rarely ask about.

### Where are you landing with incentives?

Employer responses ranged from introducing new incentives to sunseting current programs to having never offered them, with no plans to do so in the future.

### What's on the chopping block?

Traditional employee assistance programs (EAPs), wellness reimbursements, platforms, discount sites, midyear performance reviews and health plan weight loss programs.

### What's holding you back?

Top responses were budget, ineffective communication strategies and poor program/benefit/data coordination.

### What's a data point you would like to have - but don't?

Inverse data point of utilization (who needs the benefit but isn't engaging), causality between interventions and outcomes, employee motivation for behavior change and mental health data (disability claims and scorecard mentioned).

### What's a benefit with promise but low utilization?

EAP, second opinion, health advocacy services and virtual primary care.

### What well-being topic do you wish would become "old news"?

Biometric screenings, incentives, burnout, EAP, ROI, and well-being as a standalone initiative vs. integrated into the company culture.



## We empowered employees by instilling purpose and offering choice.

During a special event for Institute members, Fidelity Workplace Consulting taught us that most employees define their sense of purpose through their work, leaving employers with a large responsibility to foster purpose and incorporate it into the employee value proposition. Autonomy was also highlighted as a top driver of employee satisfaction. Employees want to be trusted to determine how they work, fitting work into their lives rather than structuring their lives around work, and to be offered choice to engage with benefits that help them manage their health and work/life goals. These principles were reinforced by Indeed's presentation on Happiness, Satisfaction, Purpose and Stress. The presentation reinforced how foundational needs (e.g., trust, fair pay), social needs (e.g., inclusion, belonging) and growth needs (e.g., achievement and learning) impact job satisfaction and well-being at work.



SPECIAL WWSI EVENT

### Why Purpose and Experience are Central to the Future of Workforce Well-being

with Fidelity Benefits Consulting and Jessica Grossmeier, PhD, MPH



EMPLOYER SPOTLIGHT

### Happiness, Satisfaction, Purpose, and Stress: Outcomes that Indicate Work Wellbeing

by Indeed



NEW RESOURCE

### Designing Incentives and Lifestyle Spending Accounts for a Modern Workforce



## We revisited known drivers of obesity and available solutions, acknowledging that full understanding of this global epidemic remains incomplete.

Rates of obesity are rising worldwide due to multiple, often interrelated factors, from obesogenic environments and social determinants of health to life events, such as pregnancy. While recognizing the need to avoid simplistic “eat less, move more” messaging, behavior still plays a role. Michelle Segar, PhD and author of *The Joy Choice: How to Finally Achieve Lasting Changes in Eating and Exercise*, joined an Institute meeting to discuss why our eating, exercise and other self-care plans often crash when they come up against real life. She offered several recommendations for employers, such as auditing messaging for unintended promotion of all-or-nothing thinking and designing solutions that offer choice points. Lincoln Financial Group shared its journey to help employees and their families manage weight through a suite of benefits, including WW discounts, a network of fitness centers, health coaching, nutritional and obesity counseling, bariatric surgery, coverage for antiobesity drugs and the implementation of thoughtful communications strategies.

The Business Group also released an updated version of *An Employer’s Practical Playbook for Treating Obesity*.



**An Employer’s Practical Playbook for Treating Obesity**



GUEST SPEAKER

**The Joy Choice: The New Science-Backed Strategy to Help Employees (and Yourselves!) Achieve Lasting Changes in Eating and Exercise**  
by Michelle Segar, PhD



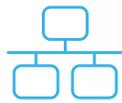
EMPLOYER SPOTLIGHT

**The Evolution of Lincoln Financial Group’s Weight Management Strategy**



## We used data and technology to unlock engagement.

According to Teladoc Health, data can be used to promote positive health outcomes through personalized action plans and behavioral nudges. To understand how data and technology are used to drive change at companies, employer members offered a behind-the-scenes look into their well-being platforms and dashboards during our Well-being Show & Tell. Paychex also wowed our community with its innovative engagement approaches, which include Mystery Coffee and a fun, interactive virtual benefits fair.



PARTNER PRESENTATION

### Promoting Behavior Change Through the Power of Data and Integration

by Teladoc Health



EMPLOYER SPOTLIGHT

### Turning a Challenge into an Opportunity — Using technology to address employee disengagement in a hybrid work environment

by Paychex



EMPLOYER SPOTLIGHT

### Well-being Platforms

with Booz Allen Hamilton and CVS Health



EMPLOYER SPOTLIGHT

### Well-being Dashboards

with Eaton and Nestlé

# We made the move from pandemic-focused to future-focused and immersed ourselves in all things well-being.



EMPLOYER SPOTLIGHTS  
**Well-being Models**  
with Cleveland Clinic and  
General Motors



PARTNER LED ACTIVITY  
**Low Impact Movement and  
Stretch Break**  
by WebMD



PARTNER LED ACTIVITY  
**Mindful Moment**  
by Spring Health



2022 ANNUAL CONFERENCE  
**What We Carry Forward:  
Learnings from the  
Pandemic**  
featuring Merck



2022 ANNUAL CONFERENCE  
**Most Popular Benefits and  
Perks**  
featuring Booz Allen Hamilton



2022 ANNUAL CONFERENCE  
**Virtual Care as a  
Front Door**  
featuring Publix



PARTNER PRESENTATION  
**3 Things that May Not be  
on Your Radar—  
but Should Be**  
by Optum



PARTNER PRESENTATION  
**Virtual Care Transformation  
Study: How Did Employers  
Respond?**  
by Teladoc Health



PARTNER WORKSHOP  
**Supporting Inclusive  
Mental Health: Trends, Best  
Practices, and Building an  
Equitable Future**  
by Spring Health



UPDATED RESOURCE  
**Family Benefits Bundle**



## 2023 Well-being Priorities

During our final 2022 WWSI meeting, members shared their top well-being priorities for the year ahead:

- Mental health
- New trainings for managers and mental health allies
- Psychological safety and burnout
- Leveraging data
- Evaluating well-being strategies
- Integrating well-being into enterprise scorecards
- Integrating well-being and time away strategies
- Integrating well-being and DEI
- New well-being platforms
- Reimagining on-site health centers
- Virtual care
- Financial well-being, with a focus on today's economic climate
- Expansion of global well-being champion networks and executive steering committees
- How the culture can enhance well-being
- Supporting and engaging hybrid, front-line and rural employees
- Caregiving support
- Exploring purpose-driven work
- Global strategies/consistency
- COVID-19 vaccinations and boosters
- Musculoskeletal conditions
- Social determinants of health and equitable access to care and services



## We continued to flourish as a community.

Kate Stemle and Maria Dee stepped up as our new Institute co-chairs. Together, they will provide strategic direction and leadership to our community. In 2022, we also grew in numbers, welcoming new employers and partners to the Institute.

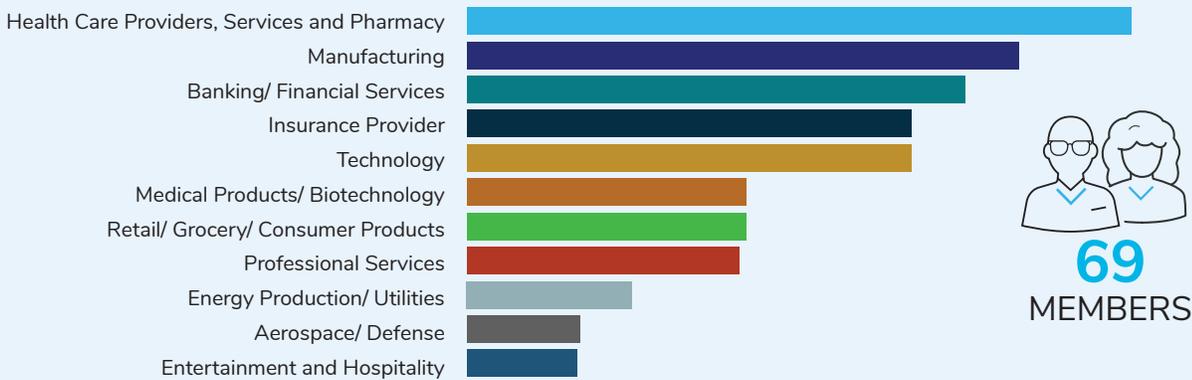


**Kate Stemle**  
Cloud Software Group



**Maria Dee**  
Kaiser Permanente

### INDUSTRIES REPRESENTED



### And we can't wait for 2023...



Networking Dinner & Meeting in Washington, DC



Annual Conference in Washington, DC



Networking Dinner & Meeting in Washington, DC



Networking Dinner & Meeting in Washington, DC

- The future of workforce well-being
- Elevating well-being to business critical
- Mental health
- Financial security
- Social connectedness

- Food and nutrition
- Infusing DEI into well-being
- Metrics that matter
- Leveraging managers and other internal partners and more!

# Thank you to our industry partners for your thought leadership, engagement and expertise!

