



Well-being Assessment Report

SmartHealth

January – December 2018

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Introduction, Overview and Summary of Findings

SmartHealth is Washington State's voluntary and confidential wellness program that focuses on employee health and well-being. This report provides an analysis of the Well-being Assessment (WBA) results for your organization as well as recommendations tailored specifically to the needs of your workforce.

In addition to measurably improving health and well-being, research shows when people believe their employer cares about their well-being they are:



State of WA's SmartHealth program

The SmartHealth program uses the Well-being Assessment (WBA). The WBA highlights areas of strength, opportunities for improvement, and serves as a guide to assess and improve personal, population and organizational health and well-being. Findings are reported across three dimensions: health, well-being and productivity.

- **Health** focuses on physical components including exercise & fitness, nutrition, healthy weight, biometric measures and chronic illness.
- **Well-Being** includes components of wellness including managing depression, stress & anxiety, energy level, openness & optimism and work-life balance.
- **Productivity** consists of work-related outcomes such as job satisfaction, work growth, fit with culture and belief in company.

Top Scores by Dimension for SmartHealth

Health: Smoke-Free Living and Drinking Moderately

Productivity: Self-Leadership and Work Meaning

Well-Being KPI: Life Meaning and Positive Relationships

Opportunities for improvement by Dimension for SmartHealth

Health: Healthy Weight and Sleep

Productivity: Fit with Culture and Belief in Company

Well-Being KPI: Energy Level and Managing Stress & Anxiety

High level Recommendations for SmartHealth

- Provide activities and resources that focus on movement and proper nutrition
- Encourage healthy sleep habits
- Provide activities and resources that focus on energy level

Where possible, the recommendations included have been incorporated as program-wide improvements for the 2019 SmartHealth program.

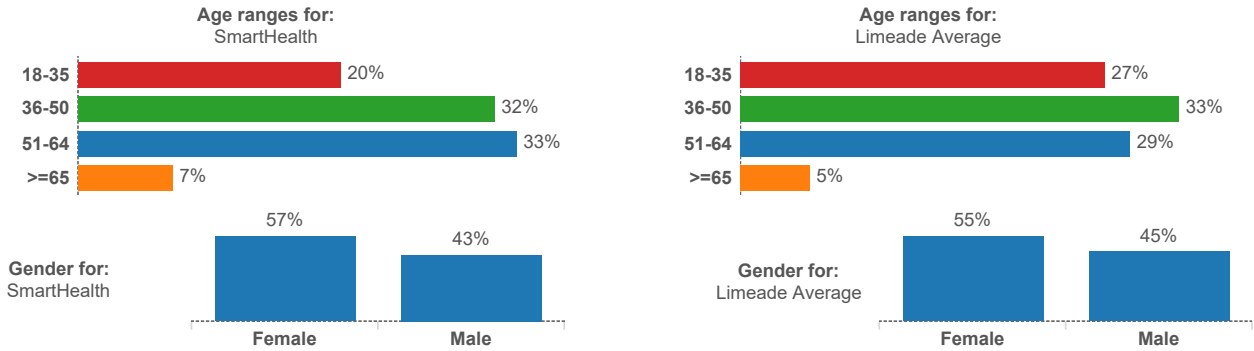
An overview of organization's participation and an in-depth analysis of 2018 results follows. These can be used by you and your wellness coordinator to help address the specific needs of SmartHealth.

SmartHealth Participation and Demographics Overview

SmartHealth provides an opportunity for employees to improve their health and well-being while earning financial incentives. The program is available to Subscribers and their spouses or registered domestic partners enrolled in PEBB medical coverage.

When Subscribers 1) Register, 2) Complete the Well-being Assessment, and 3) Earn 2,000 points by the September 30, 2018, they qualify for a \$125 wellness incentive in 2019.

SmartHealth by the Numbers



Registrations

Registration is the first step on a Subscriber's well-being journey and a key-indicator of program participation: For program year 2018, SmartHealth had:

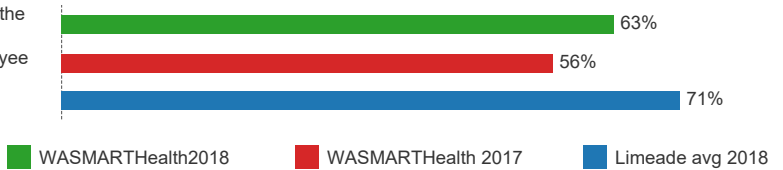
- 67179 (or 47%) of SmartHealth eligible employees registered to participate in the online program.
- These registration rates are lower than the Limeade Average eligible employee population (56% registered)



Well-Being Assessment Completions

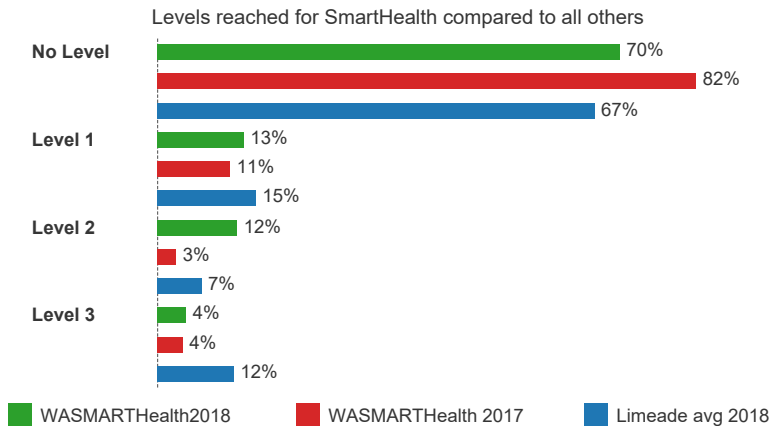
Completing the WBA is critical to assisting individuals and employers in educating, measuring and improving the evidence-based components that contribute to personal and population health and well-being. For program year 2018, SmartHealth has:

- 42418 registrants (63% of those who registered) had completed the SmartHealth Well-being assessment (WBA).
- Completion rates were lower than the Limeade registered employee population (63% for WBA completion).



Incentive Qualification

- SmartHealth had a lower percentage of eligible employees who achieved level 1 or better as compared to the Limeade average



Health Dimension Details

This section provides details about SmartHealth's health dimension scores.

- Health dimensions are based on the responses to health related questions (see Appendix for detailed descriptions). Dimension scores range from 1 to 5, with 5 being the best possible score.
- SmartHealth well-being assessment measures health via self-reported behaviors (e.g. self-care, exercise and fitness, sleep) and perceptions of health (e.g. back health and overall health).

SmartHealth Health Dimension Scores

- Smoke-Free Living and Drinking Moderately had the highest scores.
- Healthy Weight and Sleep had the lowest scores.

Why it matters

Healthy Weight: Employees who maintain a healthy weight tend to cost less to insure, have higher productivity, and are less likely to go on disability leave.

Sleep: Problems with sleep can reduce cognitive ability, decrease alertness, and lead to a host of related problems, including over eating. For companies, this adds up to some serious costs; sleep-deprived employees are less productive and more accident-prone. Sleep is also closely linked to health care costs, job performance and job satisfaction.

SmartHealth compared to the Limeade average

- SmartHealth scores on Drinking Moderately and Nutrition were the most similar to the Limeade average.
- SmartHealth scores on Back Health and Sleep differed the most from the Limeade average.

Table 1: SmartHealth Health dimension scores compared to Limeade Avg

	SmartHealth 2018	SmartHealth 2017	YoY Change	Limeade Avg 2018	Difference from Limeade Avg 2018
Smoke-Free Living	4.88	4.90	-0.34%	4.81	1.44%
Drinking Moderately	4.61	4.61	-0.04%	4.65	-0.84%
Self-Care	4.24	4.28	-0.90%	4.29	-1.18%
Nutrition	3.89	3.96	-1.81%	3.85	1.01%
Healthy Blood Sugar	3.88	3.85	0.78%	3.98	-2.55%
Heart Health	3.75	3.76	-0.29%	3.82	-1.82%
Back Health	3.58	3.58	0.00%	3.87	-7.70%
Exercise & Fitness	3.48	3.53	-1.50%	3.53	-1.48%
Sleep	3.28	3.35	-2.06%	3.48	-5.74%
Healthy Weight	2.80	2.86	-1.95%	2.76	1.49%

Dimensions are scored between 1 and 5 based upon a group of questions from the well-being assessment. Risk levels for non-biometric dimensions are: Ideal (Low Risk) Score >= 3.5; Some Risk (Low Risk) 3.5 > Score >= 2.5; Moderate Risk (At Risk) 2.5 > Score >= 1.5; High Risk (At Risk) Score < 1.5

"Variance" above is calculated using average scores from SmartHealth versus all other agencies. The calculation is: $(agency\ score - others\ score) \div (others\ score)$

Health Dimension Details - Year over Year Cohort Analysis for "At Risk" Population

The SmarthHealth program seeks to maintain well-being for those with high well-being and to improve the well-being of those with lower well-being. The chart below provides a Year over Year analysis for SmartHealth, comparing the change in 2016, 2017 and 2018 scores for those who started off with lower well-being aka "at risk".

The cohort analysis compares average WBA scores across the Health dimension for anyone identified as "at risk". "At risk" is defined as having a 2016 WBA score of less than 3.5 aka "high", "moderate" or "some" risk on the listed dimension. Example: if an individual scored 2.7 on the "healthy blood sugar" dimension in 2016, they would be defined as having "moderate risk" in that dimension and their 2016, 2017 and 2018 score would be included in the cohort analysis below for "healthy blood sugar".

Table 2: SmartHealth Health dimension YoY scores for "at risk" population

	Count	SmartHealth 2016	SmartHealth 2017	SmartHealth 2018	2016-2018 Change
Smoke-Free Living	524	1.00	2.12	2.34	133.59%
Back Health	9,362	2.21	2.65	2.73	23.44%
Drinking Moderately	1,515	2.73	3.20	3.26	19.13%
Healthy Blood Sugar	2,904	2.48	2.99	2.95	18.88%
Self-Care	2,501	3.20	3.58	3.52	10.16%
Nutrition	5,149	2.96	3.22	3.25	9.80%
Heart Health	6,421	3.10	3.34	3.36	8.46%
Sleep	11,750	2.65	2.88	2.84	6.90%
Exercise & Fitness	9,551	2.83	2.95	2.95	4.34%
Healthy Weight	17,599	2.24	2.27	2.28	1.88%

N Range: 524 - 17,599

Dimensions are scored between 1 and 5 based upon a group of questions from the well-being assessment. Risk levels for non-bio metric dimensions are: Ideal (Low Risk) Score ≥ 3.5 ; Some Risk (Low Risk) $3.5 > \text{Score} \geq 2.5$; Moderate Risk (At Risk) $2.5 > \text{Score} \geq 1.5$; High Risk (At Risk) Score < 1.5

"Variance" above is calculated using average scores from SmartHealth 2018 versus 2016.
The calculation is: $(2018 \text{ score} - 2016 \text{ score}) \div 2016 \text{ score}$

Other Health Dimensions

These two questions, "Overall how would you describe your health?" and "Do you have a personal doctor or personal care provider?" were added to the SmartHealth Well-being Assessment at the request of Healthier Washington. Values below only include responses from current employees.

1. Overall how would you describe your health?

	2017	2018
Excellent	15%	16%
Very Good	68%	56%
Fair	16%	26%
Poor	1%	2%

2. Do you have a personal doctor or health care provider?

	2017	2018
Yes	93%	92%
No	7%	8%

Well-being Dimension Details

This section provides details about SmartHealth's well-being dimension scores.

- SmartHealth Well-being Assessment measures well-being via self-reported perceptions of well-being across such areas as stress, energy levels, work-life balance and openness & optimism.
- Well-being dimensions are based on the responses to well-being related questions (see Appendix for detailed descriptions). Dimension scores range from 1 to 5, with 5 being the best possible score.

SmartHealth Well-being Dimension Scores

- Life Meaning and Positive Relationships had the highest scores.
- Energy Level and Managing Stress & Anxiety had the lowest scores.

Why it matters

Energy Level: Energy level is a top productivity driver. People with high levels of energy cost less to insure, perform better, and are less likely to seek other employment. They're also more likely to become leaders.

Managing Stress & Anxiety: Stress is a natural emotion and can even predict increased productivity. But people with unmanaged stress are likely to have lower job satisfaction, higher attrition, and can cost much more to insure than their less stressed colleagues.

SmartHealth compared to other SmartHealth Agencies

- SmartHealth scores on Work-Life Balance and Life Meaning were the most similar to the Limeade average.
- SmartHealth scores on Managing Depression and Resilience differed the most from the Limeade average.

Table 3: SmartHealth Well-being dimension scores compared to Limeade average

	SmartHealth 2018	SmartHealth 2017	YoY Change	Limeade Avg 2018	Difference from Limeade Avg 2018
Life Meaning	4.45	4.45	-0.11%	4.51	-1.30%
Positive Relationships	4.41	4.42	-0.33%	4.49	-1.82%
Self-Acceptance	4.24	4.25	-0.43%	4.35	-2.62%
Appreciating Life	4.16	4.18	-0.51%	4.27	-2.41%
Belief in Your Abilities	4.15	4.17	-0.48%	4.27	-2.74%
Openness & Optimism	4.12	4.14	-0.30%	4.20	-1.89%
Knowing Yourself	4.04	4.05	-0.22%	4.12	-1.93%
Managing Depression	3.98	3.99	-0.26%	4.12	-3.42%
Work-Life Balance	3.95	3.95	0.01%	3.99	-1.06%
Resilience	3.79	3.79	-0.09%	3.92	-3.40%
Positive Living	3.72	3.73	-0.27%	3.84	-2.98%
Managing Stress & Anxiety	3.67	3.70	-0.76%	3.79	-3.15%
Energy Level	3.02	3.08	-2.06%	3.09	-2.42%

Dimensions are scored between 1 and 5 based upon a group of questions from the well-being assessment. Risk levels for non-biometric dimensions are: Ideal (Low Risk) Score ≥ 3.5 ; Some Risk (Low Risk) $3.5 > \text{Score} \geq 2.5$; Moderate Risk (At Risk) $2.5 > \text{Score} \geq 1.5$; High Risk (At Risk) Score < 1.5

"Variance" above is calculated using average scores from SmartHealth versus all other agencies.
The calculation is: $(\text{agency score} - \text{others score}) \div (\text{others score})$

Well-being Dimension Details - Year over Year Cohort Analysis for "At Risk" Population

The SmarthHealth program seeks to maintain well-being for those with high well-being and to improve the well-being of those with lower well-being. The chart below provides a Year over Year analysis for SmartHealth, comparing the change in 2016, 2017 and 2018 scores for those who started off with lower well-being aka "at risk".

The cohort analysis compares average WBA scores across the Well-being dimension for anyone identified as "at risk". "At risk" is defined as having a 2016 WBA score of less than 3.5 aka "high", "moderate" or "some" risk on the listed dimension. Example: if an individual scored 2.7 on the "life meaning" dimension in 2016, they would be defined as having "moderate risk" in that dimension and their 2016, 2017 and 2018 score would be included in the cohort analysis below for "life meaning".

Table 4: SmartHealth Well-being dimension YoY scores for "at risk" population

	Count	SmartHealth 2016	SmartHealth 2017	SmartHealth 2018	2016-2018 Change
Life Meaning	1,142	2.80	3.74	3.68	31.59%
Work-Life Balance	5,234	2.96	3.31	3.38	14.34%
Appreciating Life	3,521	3.09	3.54	3.43	10.87%
Positive Relationships	1,952	3.11	3.45	3.42	9.99%
Knowing Yourself	4,651	3.16	3.53	3.45	9.16%
Managing Stress & Anxiety	7,473	2.90	3.13	3.15	8.65%
Resilience	6,333	3.04	3.28	3.29	8.07%
Positive Living	7,247	2.97	3.19	3.21	8.07%
Openness & Optimism	2,680	3.10	3.34	3.35	8.07%
Self-Acceptance	2,588	3.13	3.45	3.37	7.61%
Belief in Your Abilities	3,766	3.13	3.45	3.36	7.50%
Energy Level	17,687	2.66	2.88	2.85	7.18%
Managing Depression	4,807	3.07	3.28	3.27	6.55%

N Range: 1,142 - 17,687

Dimensions are scored between 1 and 5 based upon a group of questions from the well-being assessment. Risk levels for non-bio metric dimensions are: Ideal (Low Risk) Score ≥ 3.5 ; Some Risk (Low Risk) $3.5 > \text{Score} \geq 2.5$; Moderate Risk (At Risk) $2.5 > \text{Score} \geq 1.5$; High Risk (At Risk) Score < 1.5

"Variance" above is calculated using average scores from SmartHealth 2018 versus 2016.
The calculation is: $(2018 \text{ score} - 2016 \text{ score}) \div 2016 \text{ score}$

Productivity Dimension Details

This section provides details about SmartHealth's productivity dimension scores.

- The SmartHealth Well-being Assessment measures productivity via self-reported perceptions of one's work and work environment such as job engagement (aka Feeling Energized), job satisfaction, opportunities for work growth and having access to resources and support needed to perform one's job.
- Productivity dimensions are based on the responses to productivity related questions (see Appendix for detailed descriptions). Dimension scores range from 1 to 5, with 5 being the best possible score.

SmartHealth Productivity Dimension Scores

- Self-Leadership and Work Meaning had the highest scores.
- Fit with Culture and Belief in Company had the lowest scores.

Why it matters

Fit with Culture: Fit with Culture (also called Organizational Identification or Person-Organization Fit) is a strong predictor of employee commitment, retention, productivity and performance. "Culture is made up of the values, beliefs, underlying assumptions, attitudes, and behaviors shared by" your employees. "Culture is the behavior that results when a group arrives at a set of -- generally unspoken and unwritten -- rules for working together."

Belief in Company: Having a workforce of "believers" boosts profits by boosting employee commitment, job satisfaction, role clarity and productivity. We ask employees if they understand the future direction of your company, and what role they'll play in it.

SmartHealth compared to Limeade Avg

- SmartHealth scores on Self-Leadership and Making & Keeping Commitments were the most similar to the Limeade average.
- SmartHealth scores on Fit with Culture and Belief in Company differed the most from the Limeade average.

Table 5: SmartHealth Productivity dimension scores compared to Limeade average

	SmartHealth 2018	SmartHealth 2017	YoY Change	Limeade Avg 2018	Difference from Limeade Avg 2018
Self-Leadership	4.32	4.34	-0.35%	4.37	-1.17%
Work Meaning	4.20	4.23	-0.61%	4.28	-1.92%
Job Satisfaction	4.18	4.19	-0.24%	4.29	-2.47%
In the Flow	4.02	4.05	-0.63%	4.13	-2.67%
Making & Keeping Commitments	3.97	4.00	-0.66%	4.03	-1.35%
Resources & Support	3.92	3.94	-0.57%	4.04	-3.00%
Sense of Team	3.91	3.92	-0.41%	4.02	-2.91%
Work Growth	3.90	3.91	-0.34%	4.01	-2.89%
Feeling Energized	3.83	3.87	-1.02%	3.99	-3.98%
Belief in Company	3.75	3.79	-0.95%	4.00	-6.28%
Fit with Culture	3.72	3.76	-1.10%	3.98	-6.52%

Dimensions are scored between 1 and 5 based upon a group of questions from the well-being assessment. Risk levels for non-biometric dimensions are: Ideal (Low Risk) Score >= 3.5; Some Risk (Low Risk) 3.5 > Score >= 2.5; Moderate Risk (At Risk) 2.5 > Score >= 1.5; High Risk (At Risk) Score < 1.5

"Variance" above is calculated using average scores from SmartHealth versus all other agencies.
The calculation is: (agency score - others score) ÷ (others score)

Productivity Dimension Details - Year over Year Cohort Analysis for "At Risk" Population

The SmarthHealth program seeks to maintain well-being for those with high well-being and to improve the well-being of those with lower well-being. The chart below provides a Year over Year analysis for SmartHealth, comparing the change in 2016, 2017 and 2018 scores for those who started off with lower well-being aka "at risk".

The cohort analysis compares average WBA scores across the Productivity dimension for anyone identified as "at risk". "At risk" is defined as having a 2016 WBA score of less than 3.5 aka "high", "moderate" or "some" risk on the listed dimension. Example: if an individual scored 2.7 on the "work meaning" dimension in 2016, they would be defined as having "moderate risk" in that dimension and their 2016, 2017 and 2018 score would be included in the cohort analysis below for "work meaning".

Table 6: SmartHealth Productivity dimension YoY scores for "at risk" population

	Count	SmartHealth 2016	SmartHealth 2017	SmartHealth 2018	2016-2018 Change
Sense of Team	5,340	2.84	3.21	3.22	13.49%
Work Growth	5,498	2.92	3.21	3.23	10.87%
Fit with Culture	7,490	2.78	3.06	3.05	9.92%
Work Meaning	3,436	3.05	3.41	3.35	9.85%
Belief in Company	7,196	2.84	3.12	3.11	9.73%
Resources & Support	6,014	3.00	3.33	3.27	9.26%
Self-Leadership	2,191	3.22	3.57	3.50	8.47%
Job Satisfaction	3,723	3.13	3.47	3.40	8.45%
In the Flow	5,393	3.20	3.60	3.46	8.15%
Feeling Energized	7,719	2.99	3.26	3.19	6.66%
Making & Keeping Commitments	6,150	3.26	3.53	3.45	5.96%

N Range: 2,191 - 7,719

Dimensions are scored between 1 and 5 based upon a group of questions from the well-being assessment. Risk levels for non-bio metric dimensions are: Ideal (Low Risk) Score ≥ 3.5 ; Some Risk (Low Risk) $3.5 > \text{Score} \geq 2.5$; Moderate Risk (At Risk) $2.5 > \text{Score} \geq 1.5$; High Risk (At Risk) Score < 1.5

"Variance" above is calculated using average scores from SmartHealth 2018 versus 2016.
The calculation is: $(2018 \text{ score} - 2016 \text{ score}) \div 2016 \text{ score}$

APPENDIX

Health Dimensions

Back Health

Back pain can be debilitating and distracting, and can affect both the health and productivity of your employees. It is a top driver of disability claims.

Drinking Moderately

Low-risk drinking does not negatively affect health or productivity at work. But high-risk drinking predicts increased medical claims much more than does smoking, stress, or even depression. In addition, hangovers are good predictors of problems with coworkers.

Exercise & Fitness

Exercise is proven to reduce premature death, disease, health care costs and improve job performance. In addition, regular exercise has been shown to have a wide range of positive effects on both mind and body, such as reducing stress and depression, and improving sleep patterns.

Healthy Blood Sugar

Difficulty regulating blood sugar is the prime characteristic of diabetes. Many diabetics and pre-diabetics aren't even aware that they have the disease, which has pervasive, negative effects on health and insurance costs. Fortunately, with early diagnosis and careful management, the negative effects of diabetes can be managed and reduced.

Healthy Weight

Employees who maintain a healthy weight tend to cost less to insure, have higher productivity, and are less likely to go on disability leave.

Heart Health

Heart Health -- as measured by cholesterol and blood pressure -- has a disproportionate impact on the long-term health-care costs to employers.

Nutrition

Good nutrition is a key building block for health and productivity. People who eat well have an easier time managing their weight, with higher and more consistent levels of energy throughout the day.

Self-Care

This dimension looks at how well people take care of themselves, including history of care and follow-through, medication, physical handicaps, and pain. People who actively choose -- and follow through on -- healthy behaviors have lower health costs and higher overall well-being.

Sleep

Problems with sleep can reduce cognitive ability, decrease alertness, and lead to a host of related problems, including over eating. For companies, this adds up to some serious costs; sleep-deprived employees are less productive and more accident-prone. Sleep is also closely linked to health care costs, job performance and job satisfaction.

Smoke-Free Living

Smokers cost organizations \$5,816 per year more than non-smokers (based on a Tobacco Control research study), depending on various factors, including age, years smoked other conditions, and family size. Second-hand smoke costs come from respiratory conditions, asthma, cancer, and more).

Well-being Dimensions

Appreciating Life

Appreciating and savoring the good in life increases perceptions of well-being. Well-being predicts increased business performance. It may also increase loyalty and retention.

Belief in Your Abilities

Employees who believe in themselves are fearless and willing to take anything on. They tend to be healthier, have higher job performance and stay employed longer.

Energy Level

Energy level is a top productivity driver. People with high levels of energy cost less to insure, perform better, and are less likely to seek other employment. They're also more likely to become leaders.

Knowing Yourself

Knowing Yourself (mindfulness or self-awareness) is very strongly linked to the ability to manage stress, depression and a broad range of chronic conditions. Mindfulness correlates positively with healthy sleep and exercise patterns, competence, vitality and overall quality of life.

Life Meaning

Life Meaning is strongly related to work engagement (a key profitability driver). When someone pursues goals they find intrinsically meaningful (i.e. aligned with a personal sense of purpose or mission), they are much more likely to achieve work goals. Life meaning is highly correlated with Concern for Others and is a predictor of productivity and well-being.

Managing Depression

Depression is strongly (but negatively) linked to productivity, retention, and job satisfaction, all key drivers of profitability. In addition, persistently depressed employees are up to 70% more costly to insure, and report much lower overall well-being.

Managing Stress & Anxiety

Stress is a natural emotion and can even predict increased productivity. But people with unmanaged stress are likely to have lower job satisfaction, higher attrition, and can cost much more to insure than their less stressed colleagues.

Openness & Optimism

Your employees' satisfaction with their jobs is one of the key drivers of productivity. People who like their jobs work better, are absent less, and tend to be less likely to look elsewhere.

Positive Living When people do positive things for themselves, including laughing and making time for things they really enjoy, they can significantly increase health, work performance and job satisfaction. Positivity lowers health costs. Strong evidence supports that "positive affect" actually causes these business and personal outcomes.

Positive Relationships

Positive Relationships are critical to a happy, smoothly functioning workplace. People who report high scores in positive relationships also tend to score very highly in overall well-being.

Resilience

Resilient employees are always able to land on their feet, helping your company adapt to whatever changes your competition and customers can dish out. Not surprisingly, they tend to be healthier and perform better at work, too.

Self-Acceptance

People with high self-acceptance understand their strengths and weaknesses, and understand their "unique worth." In the workplace, it is a key predictor of employees' ability to organize, communicate and supervise others. It predicts health and well-being, and some studies have even shown that it affects cognitive ability.

Work-Life Balance

Work-Life Balance is more about work-life alignment than anything else. It delivers loyalty. Employees who score well here also tend to score well in overall well-being and positive relationship

Productivity Dimensions**Belief in Company**

Having a workforce of "believers" boosts profits by boosting employee commitment, job satisfaction, role clarity and productivity. We ask employees if they understand the future direction of your company, and what role they'll play in it.

Feeling Energized

It's not surprising -- employees who are fired up to come to work every day are much more likely to perform well and be deeply satisfied with their jobs. Feeling energized is a key driver of both productivity and well-being.

Fit with Culture

Fit with Culture (also called Organizational Identification or Person-Organization Fit) is a strong predictor of employee commitment, retention, productivity and performance. "Culture is made up of the values, beliefs, underlying assumptions, attitudes, and behaviors shared by" your employees. "Culture is the behavior that results when a group arrives at a set of -- generally unspoken and unwritten -- rules for working together."

In the Flow

Being In the Flow is all about enjoyment, motivation and absorption in work. It is highly linked with self-leadership and self-efficacy. When linked with an attitude of conscientiousness, being In the Flow strongly predicts in-role and extra-role performance.

Job Satisfaction

Your employees' satisfaction with their jobs is one of the key drivers of productivity. People who like their jobs work better, are absent less, and tend to be less likely to look elsewhere.

Making & Keeping Commitments

People who can make and deliver on their commitments tend to be healthier, more productive, perform better and stay on the job longer. Interestingly increased family commitments can also translate to improved performance while on the job.

Resources & Support

When employees feel as though they've got the resources and institutional support they believe they need, they also score better in job performance, productivity, satisfaction, and retention.

Self-Leadership

Self-Leadership is linked with job performance, satisfaction, retention and well-being. Employees with high self-leadership don't require as much management time, and free the rest of their organization to perform at the highest level.

Sense of Team

Team cohesiveness drives team productivity and product, service and process innovation. A sense of team actually reduces absenteeism, as well. Peer support is proven in many settings (work, health, family) to increase positive outcomes.

Work Growth

Employees who actively focus on personal development and growth are more productive, more satisfied with their work, and less likely to leave. They think of work as a meaningful relationship, not a simple employment "transaction." It allows individuals to avoid ruts in their work lives. A growing workforce is an adaptive, innovative, positive workforce.

Work Meaning

A sense of purpose in a job is strongly related to productivity and job satisfaction. When employees feel connected to the underlying mission of their company or their role, they perform better.