

# SmartHealth Effectiveness

## A Report to the Legislature on the Effectiveness of the Wellness Program

Substitute Senate Bill 5883, Chapter 1; Laws of 2017; Section 213(2)(a)  
October 15, 2018




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## Acknowledgments

This report is the result of a collaboration between the Health Care Authority, (HCA); the Washington State Institute for Public Policy (WSIPP); and Limeade, the SmartHealth portal vendor. HCA appreciates the contributions of its public and private partners in providing data, analysis, and evidence-based research on employee health and well-being efforts.



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# Executive Summary

In 2016, the Legislature directed the Health Care Authority (HCA) to provide quarterly reports on the effectiveness of the SmartHealth program, with the first report due on June 30, 2016. Over the next two years, HCA worked collaboratively with the Office of Financial Management (OFM), the Washington State Institute for Public Policy (WSIPP), and Limeade (the SmartHealth portal vendor) to determine appropriate metrics, conduct the evaluation, and produce the quarterly reports.

In 2017, the Legislature directed the Health Care Authority (HCA):

“and the public employees’ benefits board to consult with the Washington state institute for public policy [WSIPP] on the cost-effectiveness of the wellness plan and any changes to the plan that can be made to increase the health care efficiency of the wellness plan...and report its findings to the governor and appropriate committees of the legislature by October 15, 2018.”

In previous reports to the Legislature, HCA identified a timeline and approach for studying the SmartHealth data to determine the impact and cost-effectiveness of the program. This timeline identified that by the end of the third year of operation – 2017; there may be enough data from the wellness program to start examining initial outcomes and charting trends in behavior and risk profiles, which we can use to guide further program modifications.

In this report, which reviews data through the end of 2017 and half way through 2018, we look at the impact of an additional financial incentive on participation rates, and begin to analyze changes in the reported well-being of the cohort that has participated in the SmartHealth program since its inception in 2015. In addition, we report on the results at an agency that has experienced a dramatic increase in participation over the course of the program.

After the fourth and fifth years (2018-2019), HCA plans to conduct a comprehensive value analysis, with the support of a third party such as WSIPP, to determine the behavioral trends and risk profiles of the SmartHealth participants. This analysis would be subject to approval by the IRB and the Attorney General’s Office who will be applying appropriate privacy guidelines.



# Participation Trends

## Trends in Participation through June 2018

Chart 1: Trends in Participation as a Percent of Eligible Subscribers

	2015	2016	2017	2018*
Eligible Subscribers	132,373	135,414	138,149	140,877
Registrations	51,407	58,166	59,700	64,950
<b>Registrations as a percent of eligible participants</b>	39%	43%	43%	46%
Assessments	48,451	36,736	33,602	34,084
<b>Assessments as a percent of eligible participants</b>	37%	27%	24%	24%
\$125 Incentives	29,585	24,894	24,039	13,439
<b>Incentive earned as a percent of eligible participants</b>	22%	18%	17%	
\$25 Amazon Incentives	N/A	N/A	N/A	34,084

\*2018 data is partial year only through June 2018.

Chart 1 shows the trend in participation in the SmartHealth program as a percent of eligible subscribers. Total registrations have increased from the inception of the program compared to 2018, from 39 percent to 46 percent of the eligible participants. Completion of the Well-being Assessment (WBA) declined from 2015 to 2016 but has held steady in subsequent years. In the first year of the program, a special promotion offering Seahawks playoff tickets for completion of the Well-being Assessment helped to increase registrations and completion of the Well-being Assessment; however, this was a one-time incentive and did not result in significantly higher engagement in later years. Starting January 2018, eligible employees had the opportunity to receive a \$25 Amazon.com gift card for completing the Well-being Assessment. This has resulted in a dramatic increase in participation, but it is unknown whether that form of incentive will result in sustained participation in the program. This report discusses additional analysis of the \$25 gift card incentive.



**Chart 2: New Registration Comparison by Month and Year**

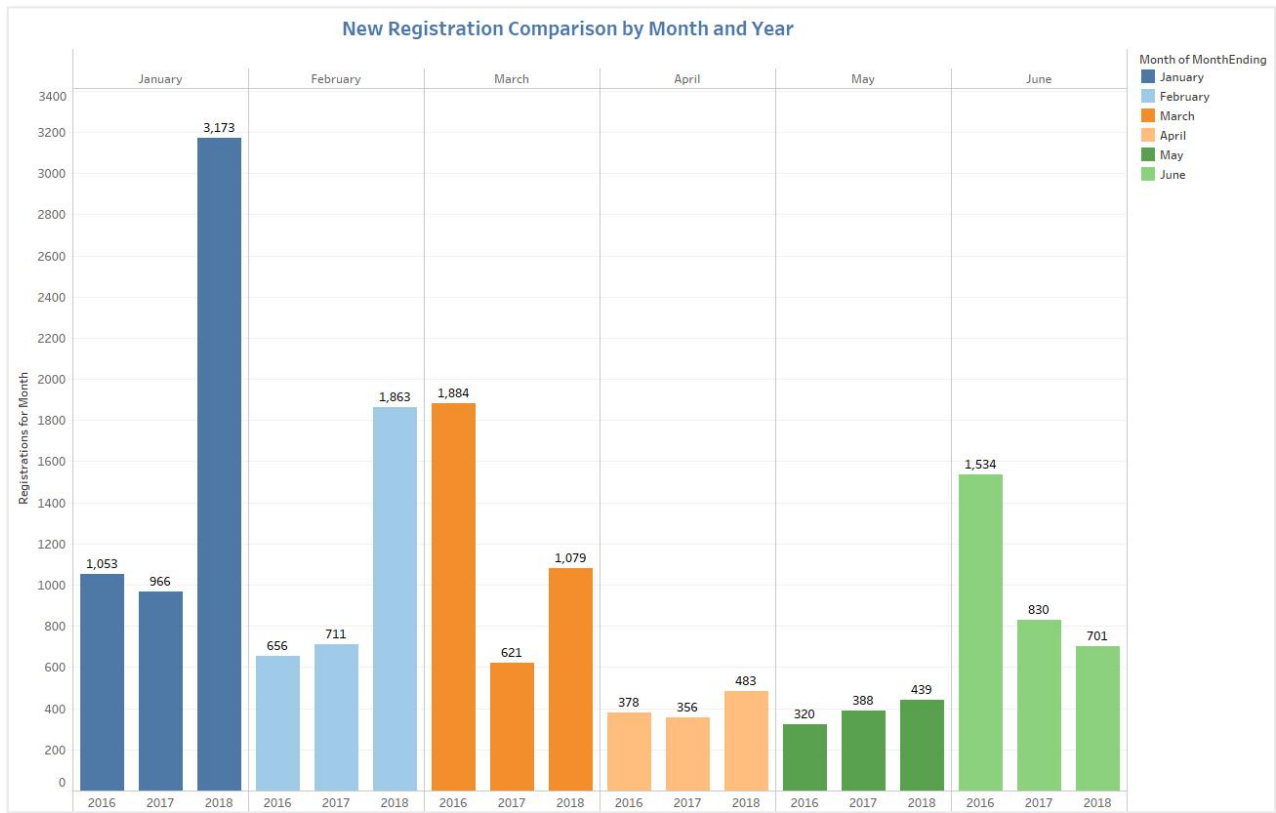


Chart 2 shows new registrations from January 2016 through June 2018, and compares them by month to determine if there is a pattern for when participants join SmartHealth. No single month between January and June appears to be consistently strong from year to year. In 2016, March and June were the strongest months, which coincides with two promotions at those times. In 2017, January and June were the strongest months again, although there were no dramatic spikes in participation in any month during this time. In 2018, there was a dramatic spike in participation in January and February compared with other years, which is very likely because of the new \$25 gift card incentive offered for the first time in January of 2018.

## Cohort Analysis 2015–2018

This section provides an analysis of the change in self-reported well-being for SmartHealth participants who have completed the Well-being Assessment each year since the start of the program. Approximately 15,000 eligible subscribers participated throughout years 2015, 2016, 2017 and through June 2018. This excludes those who joined in later years and those who may have joined and participated, left the program and then joined again in a later year. The 2015-2018 cohort compares aggregate self-reported scores on the Well-being Assessment across 2015 through 2018. The Limeade Well-being Assessment collects thirty-four (34) dimensions of well-being in the areas of health, well-being, and productivity. Participants self-report their health and well-being status by answering questions in each of the 34 dimensions related to healthy weight, energy level,



sleep, exercise and fitness, and back health, among others. (See Appendix A for a full list of the dimensions in the Well-being Assessment.)

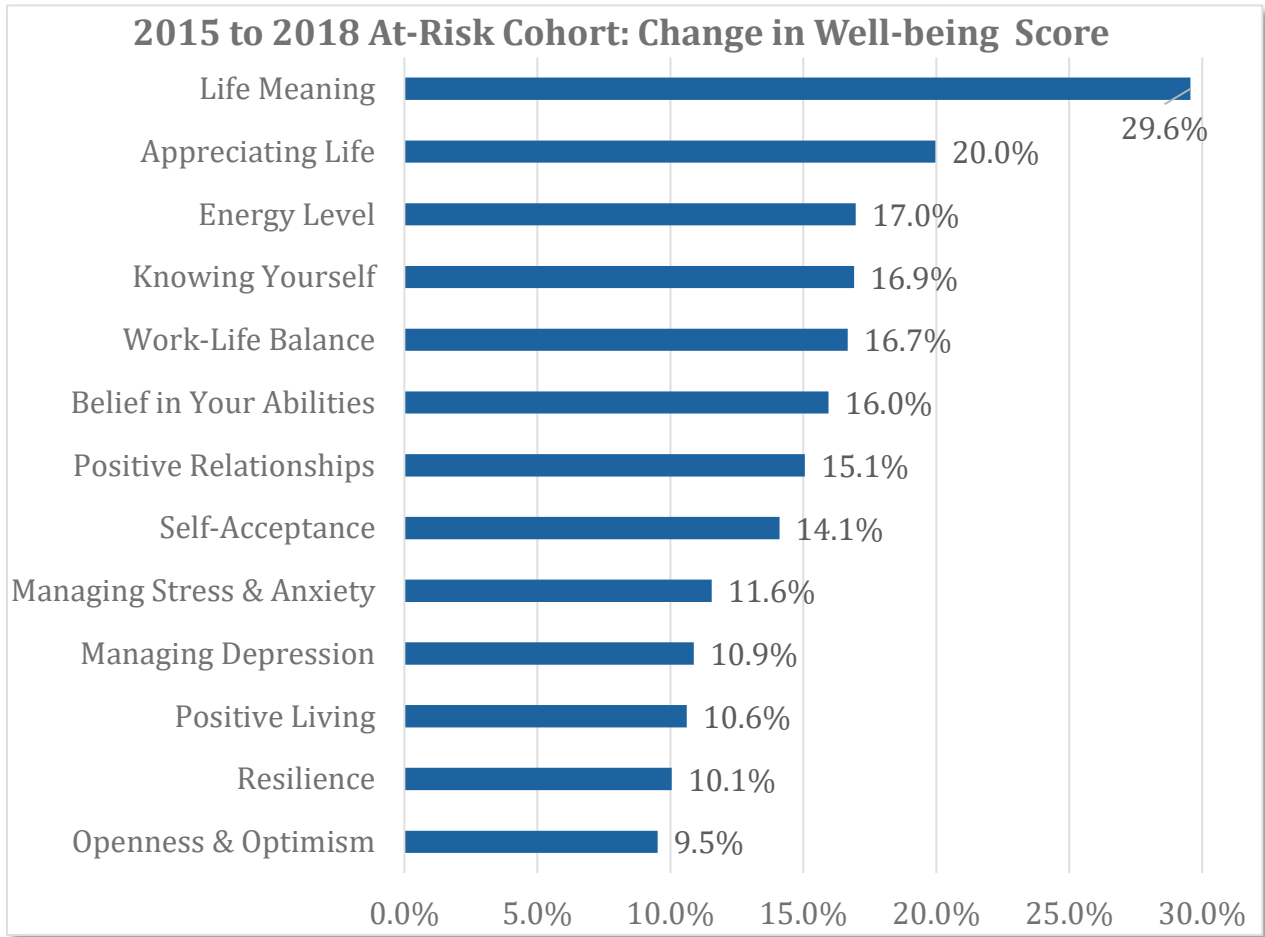
Participants score their health and well-being on a scale of 1 to 5, with 5 being the highest and 1 being the lowest. For the approximately 15,000 participants who remained in the program throughout the period in review, their scores increased on average from 3.96 to 3.99, which equates to an increase of .74 percent. Furthermore, there was an increase in aggregate scores in 25 of the 34 dimensions.

For the approximately 3,500 participants who rated themselves as “at risk” — in other words, they scored a 3.5 or lower on the 5 point scale — their scores increased by an average of 14.8 percent. For this sub-group there was an increase in all 34 dimensions, which are described in Charts 3, 4, and 5.

Note that for charts 3, 4, and 5 the average number of respondents on any one dimension ranges from 753 to 9,014 with an average of 3,206. This is because not every participant answered every question. In addition, one dimension, “Smoke-Free Living” is not shown on the chart as the percentage change: 152 percent is too high for the horizontal axis.

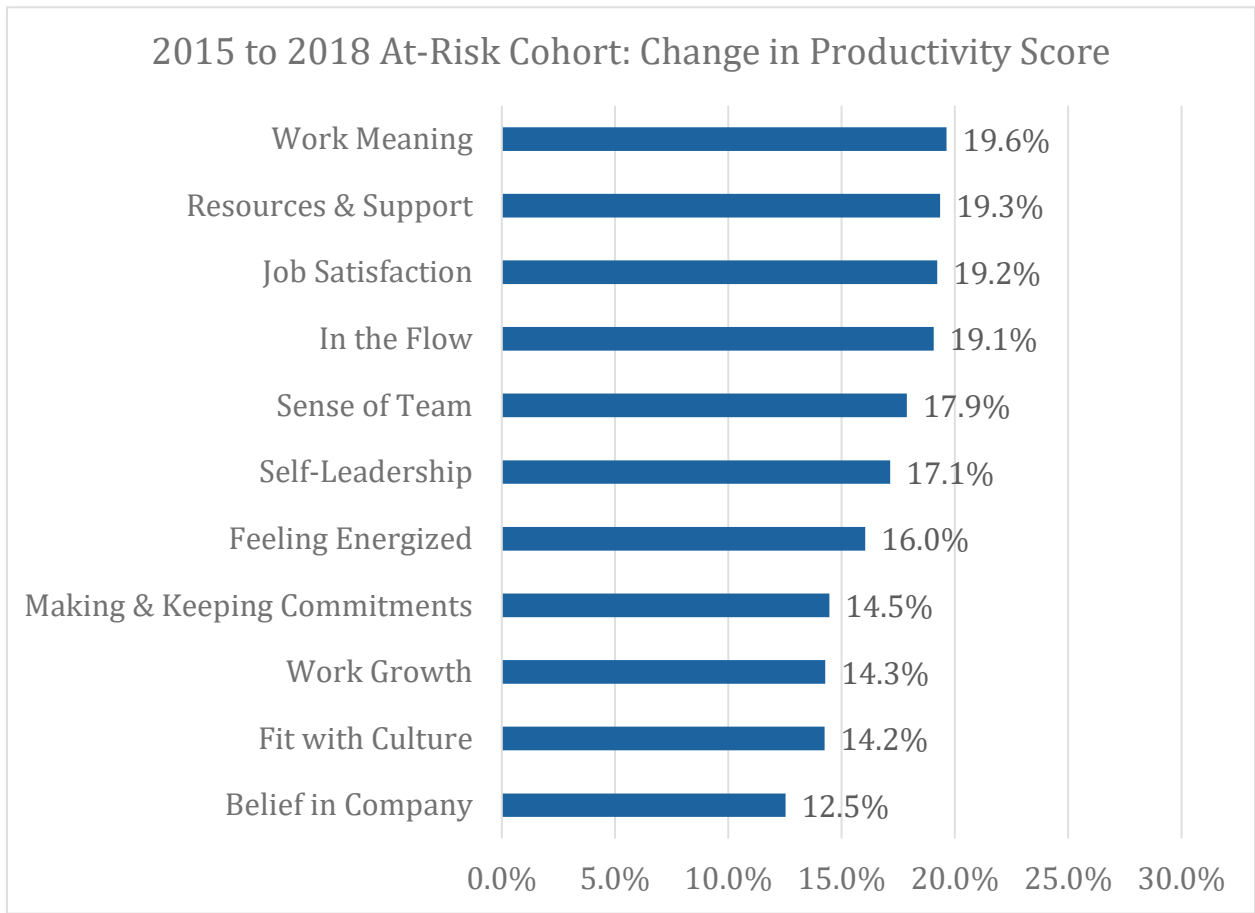


**Chart 3: At-Risk Cohort — Change in Well-Being Score**

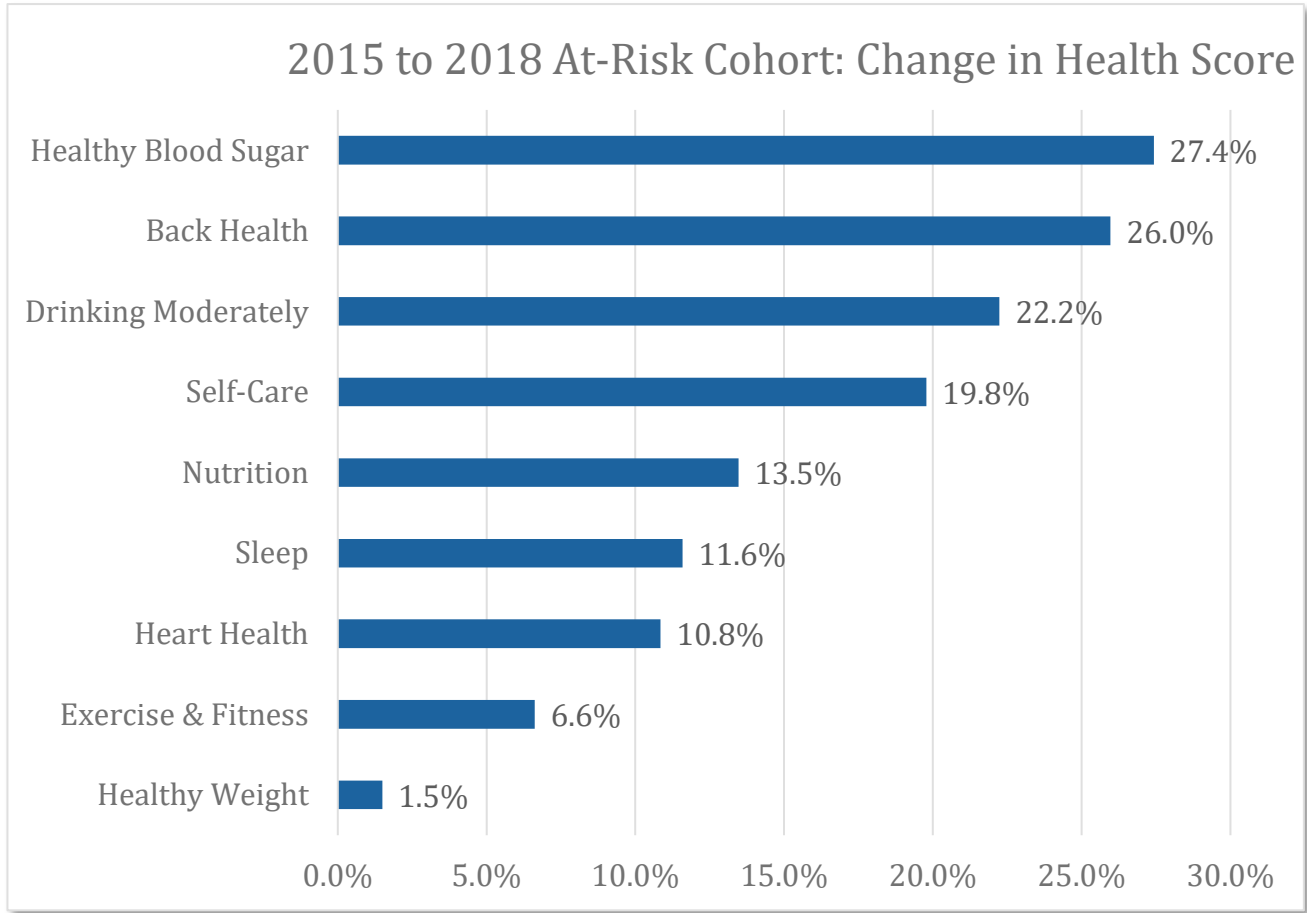




**Chart 4: At-Risk Cohort — Change in Productivity Score**



**Chart 5: At-Risk Cohort — Change in Health Score**



While a comprehensive analysis of participants' behavior will be forthcoming in future years, the fact that the entire at-risk cohort in the SmartHealth population has improved their scores speaks to SmartHealth's potential as a catalyst for positive behavior change and ultimately for improving the health and well-being of PEBB members.



# Incentives

Studies of employer wellness programs indicate that incentives increase employee engagement in wellness activities, and the majority of employers offer some form of incentive for their wellness programs, financial or otherwise.<sup>1</sup>

The SmartHealth program uses a combination of extrinsic and intrinsic incentives to encourage employee participation and to establish healthy habits.

The \$125 wellness incentive for completion of the Well-being Assessment and wellness activities is an example of an extrinsic reward and provides a tangible reward for participating in wellness activities. The \$125 wellness incentive works as a motivator to introduce employees to wellness activities, participate in activities, and eventually, the theory is, these new behaviors become a habit and replace older, unhealthier habits.

The SmartHealth program also promotes intrinsic rewards to encourage participation. Using the theme, “What’s your why?” participants are encouraged to explore what motivates and inspires them to live healthy lives.

In January 2018, the SmartHealth program introduced an additional financial incentive to encourage participation. In addition to the \$125 incentive for achieving 2,000 total points in SmartHealth activities, eligible employees also have the opportunity to receive a \$25 Amazon.com gift card for completing the Well-being Assessment. This new benefit is the product of the 2017-2019 Collective Bargaining Agreement (Section 43.4 Wellness), but is available to both represented and non-represented employees. The employee must earn and claim the gift card within the same calendar year.

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<sup>1</sup> Redbrick Health. November 2010. Driving Engagement: Predictors of Success. Engaging Employees in their Health: A National Survey of Large Employers.  
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Figure 1: Incentive Levels in the SmartHealth Program in 2018



## Promotion

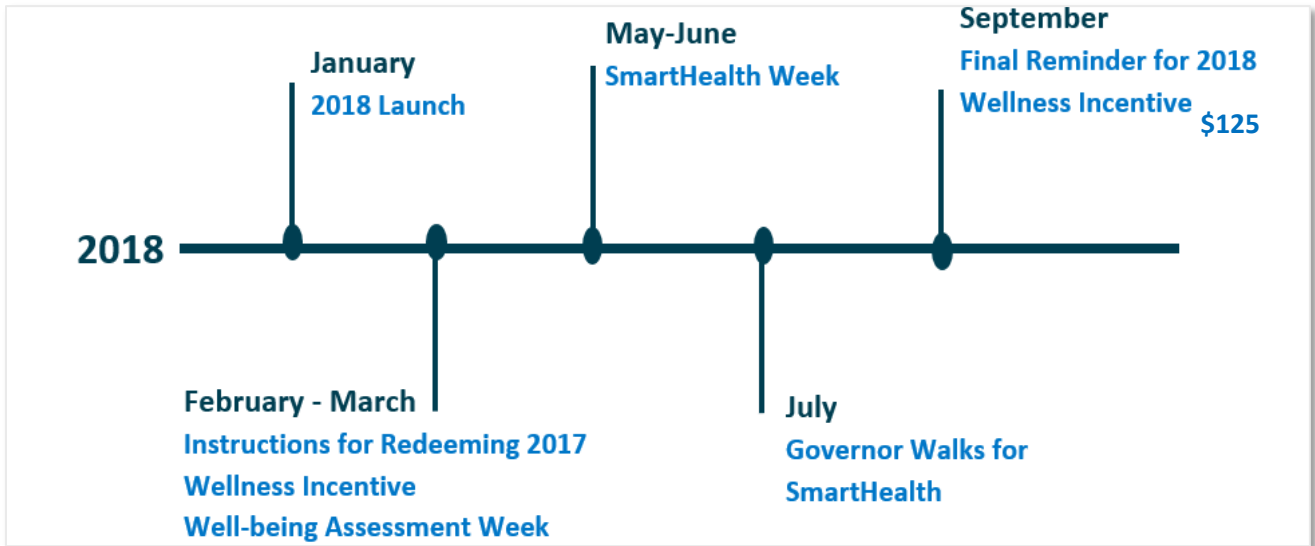
The SmartHealth team uses a multi-channel communications approach that includes emails, events, brochures, newsletters, and social media. To promote the new \$25 Amazon gift card wellness incentive, the team developed targeted communications and took advantage of existing communication channels:

- Governor's SmartHealth 2018 launch email (January) to welcome a new year of the program and reiterate the State's commitment to employee wellness
- SmartHealth Well-being Assessment Week (February 26-March 4, 2018), encouraging staff to complete the Well-being Assessment and earn the \$25 Amazon.com gift card
- Limeade email to registered users and HCA (PEBB Program) emails to eligible subscribers promoting the new \$25 Amazon.com gift card after completion of the Well-being Assessment
- HCA (Outreach & Training) email to Personnel and Payroll staff describing tax process for the new \$25 incentive
- HCA (Washington Wellness) emails to wellness coordinators to promote program changes, deadlines, and activities/events



- HCA mailers (brochures, postcards, and the PEBB Program’s February *For Your Benefit* newsletter) to launch SmartHealth 2018 and inform eligible members about program updates, including the new \$25 Amazon.com gift card
- Updates to the PEBB Program’s website, SmartHealth web portal and PEBB health plan carriers’ websites to promote program changes

Figure 2: SmartHealth Promotion Timeline, 2018



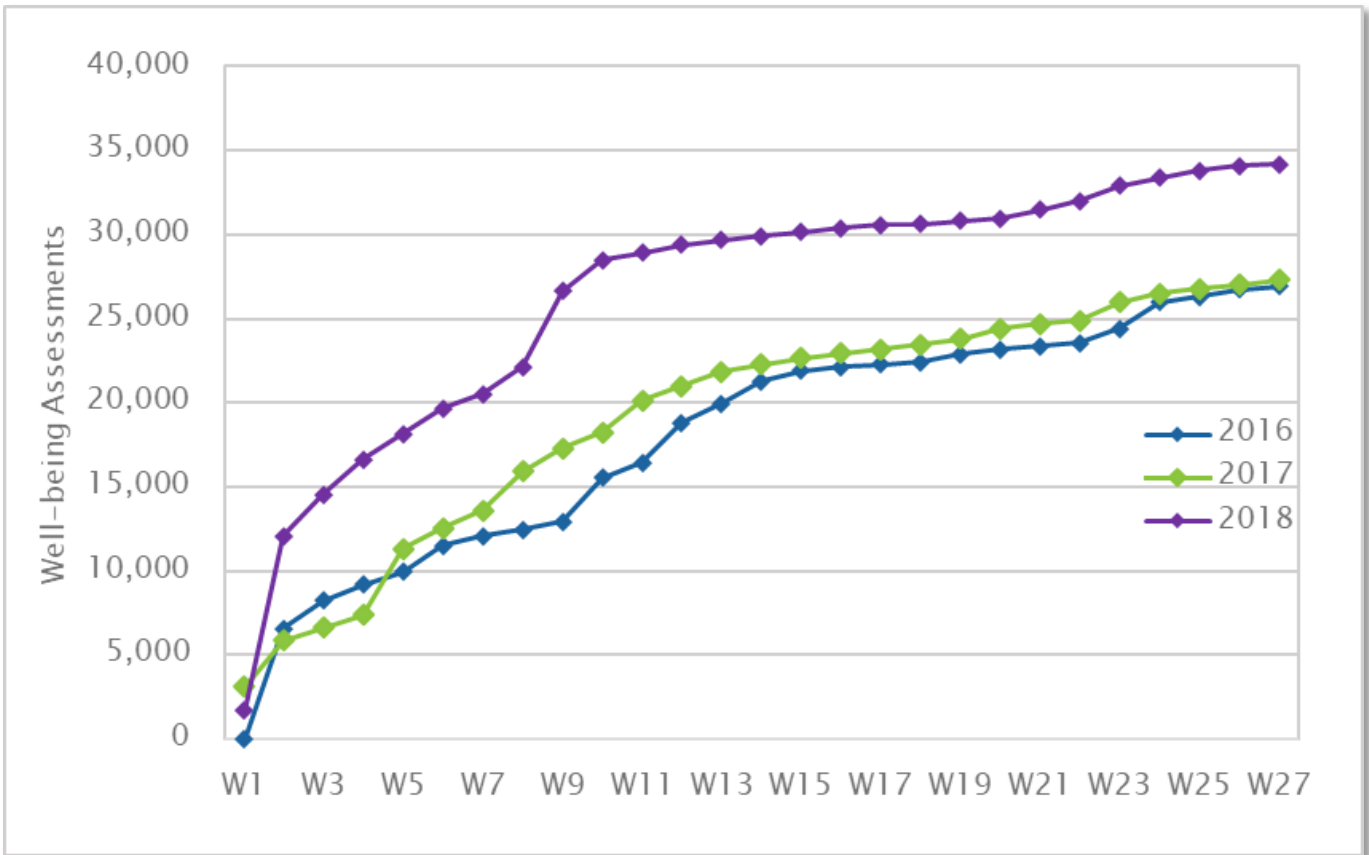
## Findings

As of June 2018, approximately 34,000 eligible subscribers have completed the WBA and earned the \$25 Amazon gift card incentive. These results are noticeably higher than the previous two years, as shown in Chart 1. Similar to 2016 and 2017, WBA completion rates follow an upward trend, which is steepest at the beginning of the year and begins to plateau in summer. Presumably, subscribers are encouraged to qualify for the \$125 incentive by the September 30 deadline, for which they must complete the WBA and earn at least 2,000 points.

As illustrated in Chart 6, the introduction of the new \$25 gift card in 2018 appears to have boosted overall participation in the WBA, as well as accelerated participation at the start of the year. There are two dramatic bumps in WBA participation in 2018, once at the start of the year and coinciding with the Governor’s 2018 SmartHealth launch email; and another in February, corresponding with instructions for redeeming of the 2017 wellness incentive and Well-being Assessment Week.



Chart 6: Level 1 Completions (Well-Being Assessment Completions), 2016–2018



**Chart 7: Level 2 Completions (\$125 Incentive Qualification) 2016–2018**

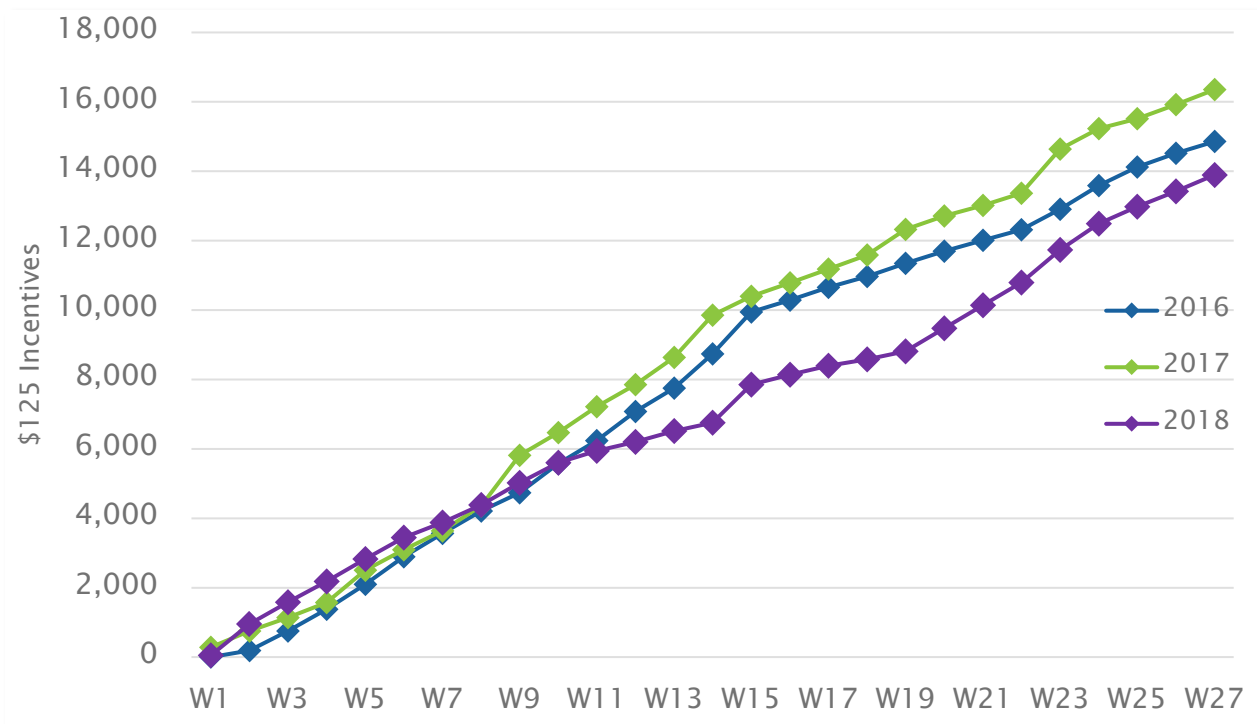


Chart 7 shows that fewer employees have achieved level 2 (2,000 points and qualified for the \$125 incentive) as of week 27 than in previous years. The cause for this decline is not immediately apparent; and it is possible that the rate will meet previous levels by the end of September. The SmartHealth team will continue to promote the incentive qualification deadline and monitor the impact through the September 30 deadline.

## Discussion

Behavioral economics concepts may help explain the findings for participant engagement in the SmartHealth intrinsic and extrinsic incentives. Behavioral economics is a theoretical and practical discipline that examines individual decision-making in an attempt to understand and influence behavior. In contrast to traditional economic theory, which assumes that people make rational decisions based on complete information, behavioral economics uses individuals’ predictable tendencies toward irrational choices to try to change their behavior.<sup>2</sup> In recent years, behavioral economics has become a useful, and potentially powerful, tool for targeting unhealthy behavior and subsequent negative health outcomes. For example, in a meta-analysis of seven studies examining the impact of financial incentives on health behavior change, researchers found that incentives

<sup>2</sup> Haff et al. (2015). The Role of Behavioral Economic Incentive Design and Demographic Characteristics in Financial Incentive-Based Approaches to Changing Health Behaviors: A Meta-Analysis. *American Journal of Health Promotion*, 29(5), 314-323. DOI: 10.4278/ajhp.140714-LIT-333  
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designed according to behavioral economics concepts were able to promote health behavior change, including highly intractable behaviors such as smoking cessation and weight loss.

The behavioral economics concept of present bias (also known as temporal discounting) supports the particular success of the \$25 Amazon.com reward compared to the \$125 Wellness Incentive.

Present bias refers to the propensity for individuals to place a higher value on the present than the future, in effect devaluing both future costs and benefits.<sup>3</sup> Most people are present biased when it comes to both their health and their money, which explains why making healthy choices and setting aside savings can be so difficult. This also explains why financial incentives, which help offset some of the physical and mental expenses of living a healthier lifestyle, are more effective when they are immediate. What we have seen with SmartHealth participants supports this concept: more SmartHealth-eligible subscribers are completing the WBA than are achieving the Wellness Incentive. This suggests that like most people, SmartHealth participants value \$25 now more than \$125 next year.

While financial incentives can increase simple behaviors such as completing a health assessment or preventive screen, they are not enough for a sustained improvement in population health. The role of SmartHealth's financial incentives is to activate employees to learn about health and wellness, engage in wellness program components, and begin to make behavior changes. For example, to receive the \$25 Amazon.com gift card eligible subscribers must also complete the Well-being Assessment and receive immediate feedback on their health status. This type of feedback is an intrinsic incentive that can help motivate positive behavior change and counteract issues of self-control (also known as bounded willpower, one of the tenets of behavioral economics) that lead to unhealthy behaviors. Research shows that immediate and frequent feedback increases awareness of health behaviors and promotes behavioral intention.<sup>3</sup> Extrinsic/financial incentives can also set the stage for first-time changes to become long-term, positive habits. In his book *The Power of Habit*, author Charles Duhigg explores many real-world instances of positive habits lending rewards that, through a kind of biofeedback loop, reinforce the original habits.

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<sup>3</sup> Thorgeirsson, T. & Kawachi, I.(2013). Behavioral Economics Merging Psychology and Economics for Lifestyle Interventions. *American Journal of Preventive Medicine*, 44(2), 185–189. DOI: 10.1016/j.amepre.2012.10.008  
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# Leadership Role in Supporting Employee Well-Being

Washington Wellness, the HCA program responsible for the administration of SmartHealth, supports over 500 PEBB employers that employ over 140,000 SmartHealth eligible public employees. SmartHealth is Washington Wellness' biggest resource to achieve its program goals of keeping healthy people healthy, reducing health risks, and encouraging healthy behaviors. SmartHealth promotion includes regular outreach to SmartHealth eligible employees, organization wellness coordinators, human resources staff, and organization leadership. Wellness studies such as State of Local and State Government Workers' Engagement in the U.S. (Gallup, 2016) and 2016 Well-Being & Engagement Report (<http://www.limeade.com/engagementreport>) describe a key link between the level of organizational leadership support for health and well-being programs and the level of subsequent participation by employees.

## Washington State Department of Corrections

The Washington State Department of Corrections (DOC) is a prime example of how SmartHealth participation, and the potential of higher well-being and higher employee engagement, can increase with leadership support and focus on well-being. DOC has almost 8,000 SmartHealth eligible employees who work in and support adult correctional institutions across the state. The DOC's mission is to improve public safety through their work in prisons, community justice centers, community field offices, and work release facilities. DOC work can be very rewarding, but it can also be physically and emotionally demanding.

Governor Inslee appointed current DOC Secretary, Stephen Sinclair, in April 2017. With an emphasis on safety, security, and employee engagement Secretary Sinclair has taken an active role in encouraging staff to take care of themselves so they can be there for others both on and off the job. Secretary Sinclair has mobilized his agency wellness coordinators and his communications team to promote SmartHealth as a means to improve and support employee well-being at facilities across the state. His messages encourage and support DOC's well-being promotion efforts to leverage a broad and deep impact on employees.

SmartHealth promotion tactics from Secretary Sinclair include a personalized SmartHealth promotion video, a "bitmoji" Sinclair persona to track employee WBA completion rate, messages on pay-stub emails, the SmartHealth portal icon on all DOC desktops for easy access, and messages to staff about DOC specific SmartHealth activities. Perhaps most importantly, Secretary Sinclair personally participates in SmartHealth events such as the annual Governor Walks for SmartHealth event. He walks the well-being talk, which supports a DOC culture of wellness that encourages all employees to take care of themselves. *DOC WBA completions rose from 21 percent of eligible employees in June 2017 to 52 percent in June 2018.* During the same period, there was an approximate 25 percent increase in \$125 wellness incentive qualifications among eligible employees. In future reports we hope to be able to quantify the impact of increased SmartHealth



participation on DOC employee health and well-being through measures of employee engagement, productivity and other measures.

As described above in the Incentives section of this report, it can be very challenging to motivate people to change unhealthy behaviors and adopt new, healthier habits. The following is an example of the way that SmartHealth works to motivate behavior change. This DOC employee submitted the following SmartHealth success story:

*“When I first saw the SmartHealth wellness challenge come out and the \$25 dollar Amazon card I took the challenge and filled it out. After doing that, and receiving my \$25 Amazon card, I said to myself what should I buy? So, I went home and gave it a lot of thought. After pondering what to do I decided to buy a gym bag, “the black bag” with the intentions of starting to work out. Once I received my black bag that forced me to go and buy new shoes for the gym. Once I received my new shoes I went and bought a membership to the YMCA close to work. I have since lost 25lbs and continue to go to the gym almost daily. I feel better and more productive and now have a way to get rid of some stress of the day. All of this because the Amazon card bought me a black bag.”*

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## University of Washington’s Health Promotion Research Center

Achieving higher levels of SmartHealth participation through leadership encouragement is just as important coming from supervisors as it is through top Leadership. A comprehensive plan to support employee well-being in the workplace can be an effective strategy to increase employee engagement, reduce health risks, and prevent chronic disease. HCA collaborated with the University of Washington’s Health Promotion Research Center (HPRC) on a project to research, create, and test a well-being promotion intervention for state organization supervisors to support employee well-being. The project included a literature review of manager support for employee wellness participation; interviews with wellness leads at each of four state agencies; and an online manager survey on roles and expectations around wellness programming at four agencies.

The result of the HPRC wellness intervention project has been the creation of a 20-30 minute, supervisor-focused eLearning training that includes 10 modules on different aspects of workplace wellness and how best to help employees achieve and maintain higher well-being. Educating supervisors on their important role in promoting well-being is a promising approach to increasing employee engagement in wellness programming, including SmartHealth. The HPRC-informed eLearning training will be available statewide through the Learning Management System starting September 2018. Washington Wellness is promoting the eLearning training directly to state agency deputy directors, HR directors, communication directors, and training managers through in-person presentations, emails, and phone calls. If broadly adopted as a required supervisor training at state agencies, we anticipate the eLearning training will increase overall understanding of workplace

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well-being, provide tools for supervisors to better support employee wellness, and contribute to increased use of SmartHealth.

## Conclusion

After three full years of offering the SmartHealth program as a wellness benefit for PEBB members there are a number of findings regarding the impact of the program. Participation has stabilized and there is evidence that those at higher risk who have remained with the program have improved their health and well-being, as shown by the cohort study cited in this report. In future years, a more comprehensive analysis will be able to clarify the impact SmartHealth may have on members' health and well-being.



# Appendix A: Health and Well-Being Dimensions Measured in the SmartHealth Well-Being Assessment

## 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 are 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 percent 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 relationships.



## 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 is 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 wellbeing.

### 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.

