

# **Building Healthy Organizations For Sustainable Success**

**Presentation by Graham Lowe, Ph.D.**

**Heart and Stroke Foundation Annual Workplace  
Wellness Conference, 12 April 2011, Moncton**

# Goals

1. Learn about the building blocks
2. Assess your progress
3. Identify actions you can take

# How can organizations benefit all stakeholders?



# Looking through a healthy organization lens...

- ✓ **Holistic**
- ✓ **Integrative**
- ✓ **Long-term**
- ✓ **Strategic**

# Describing healthy organizations

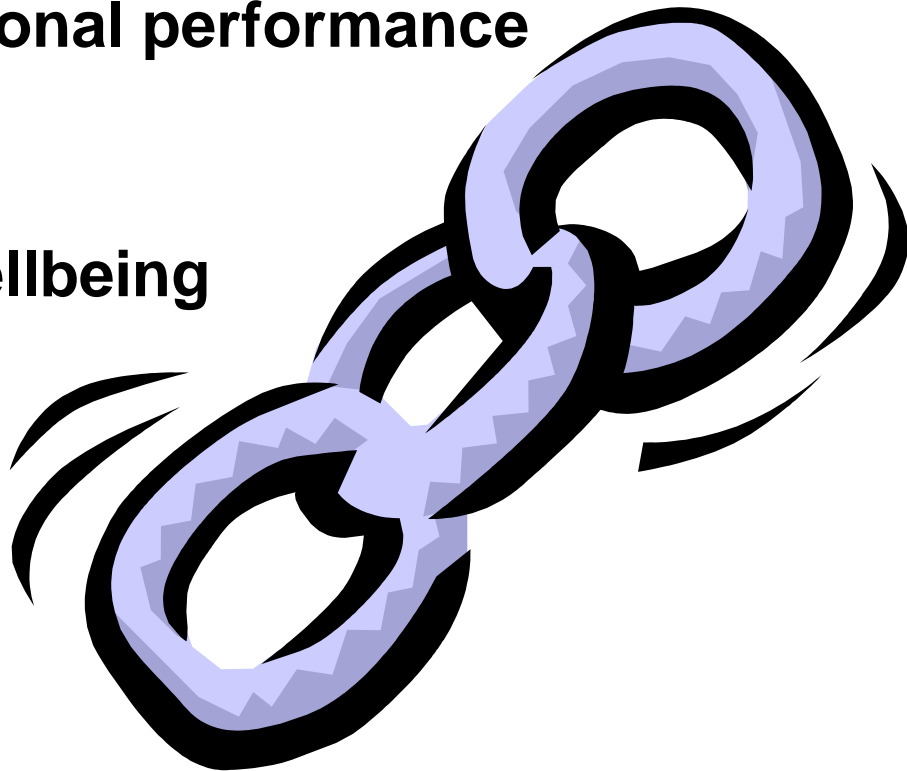
- ✓ Resilient
- ✓ Fit
- ✓ Agile
- ✓ Thriving

# Forging stronger links

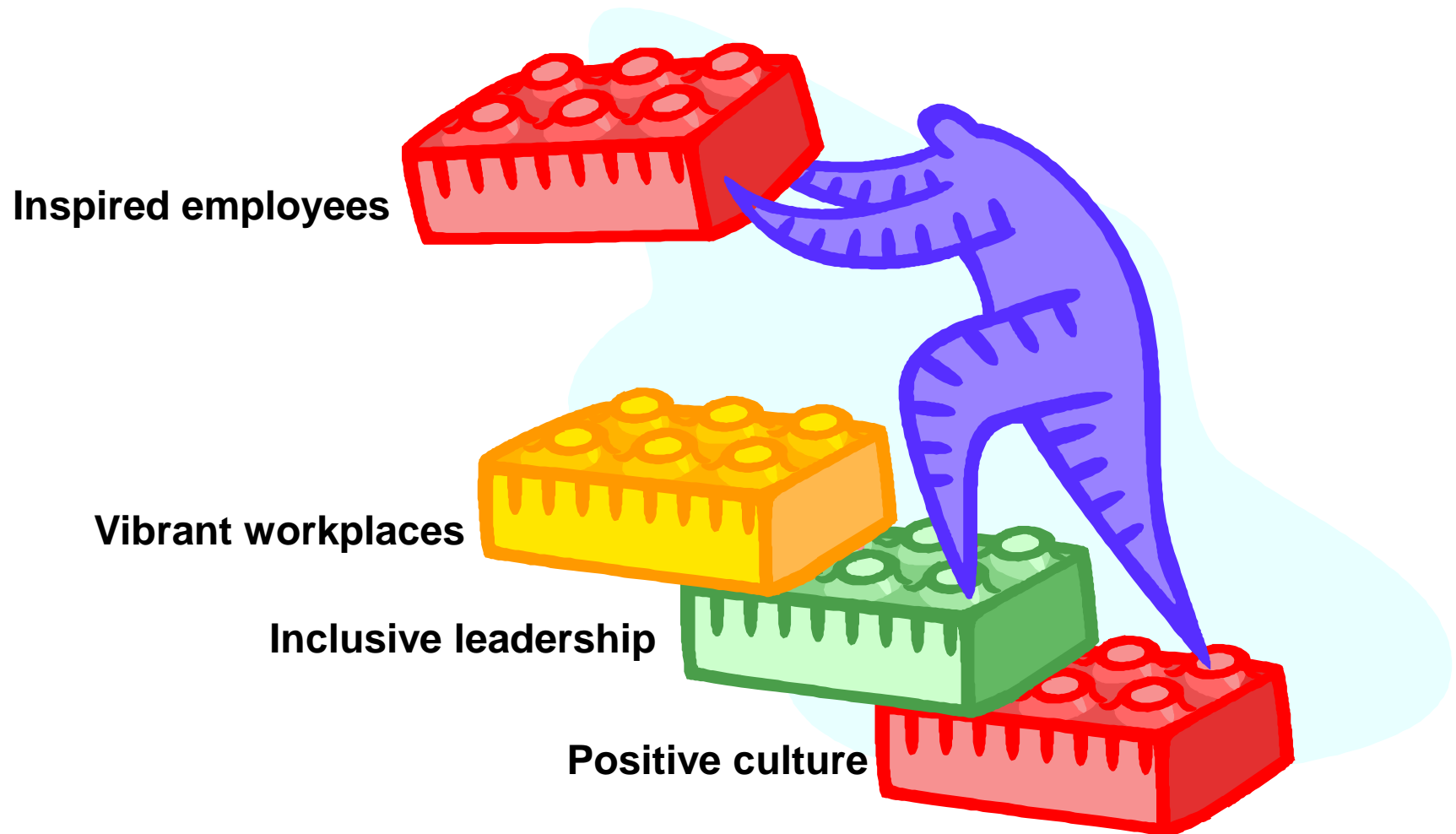
**Organizational performance**

**Employee wellbeing**

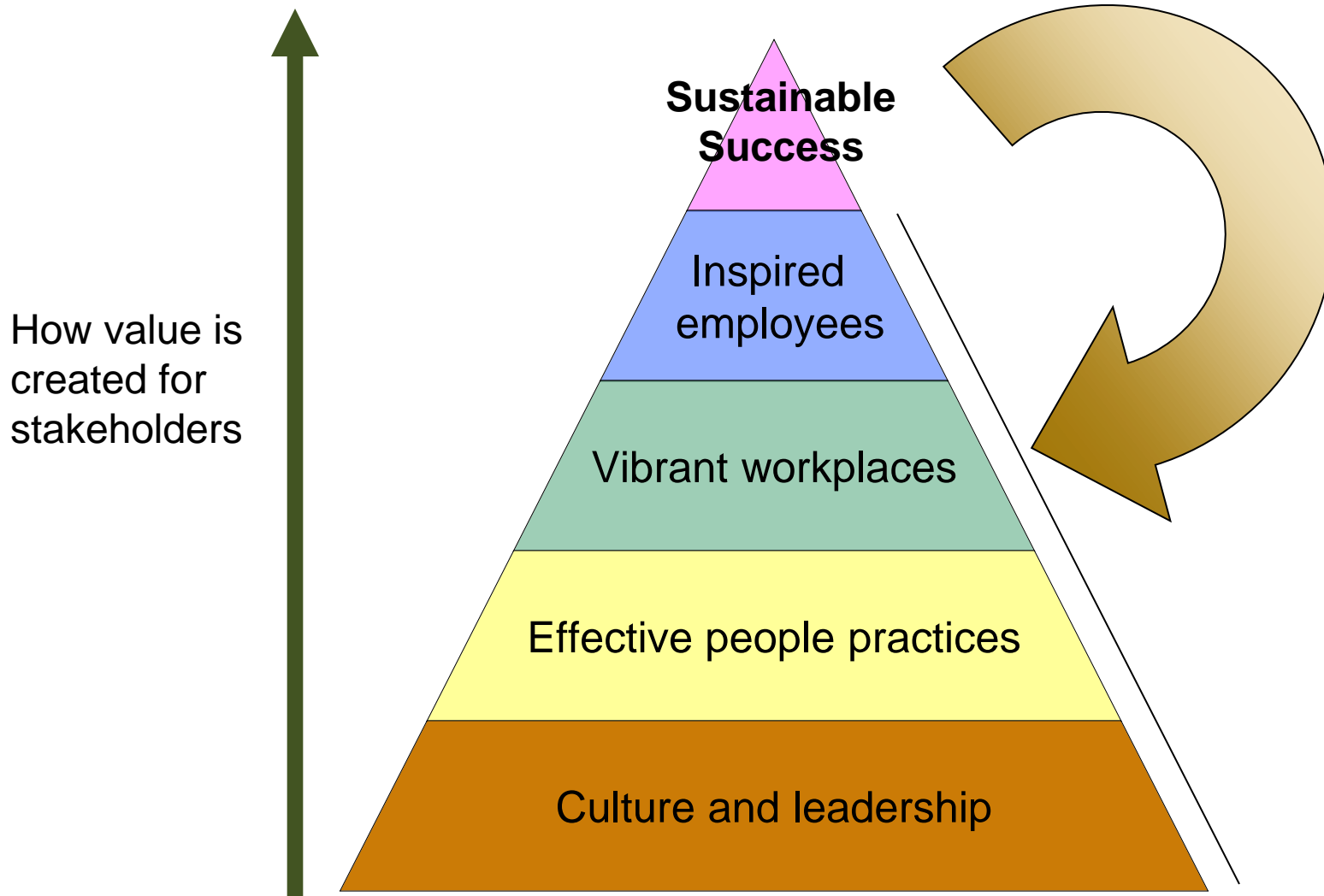
**Social responsibility**



# Four building blocks



# The value chain

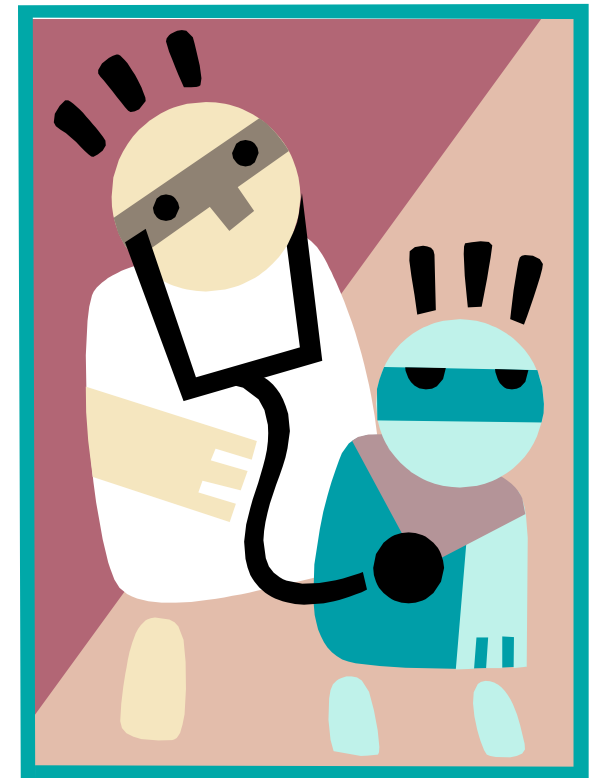


# Chart your course

1. Assess where you are on the journey
2. Design an improvement path
3. Commit to being a change agent

# Do a quick check-up

- ✓ Complete the **Healthy Organization Assessment**©
- ✓ Score each section
- ✓ Get a total score
- ✓ Look for strengths
- ✓ Look for opportunities to improve



# Interpreting your results

<b>Score Range</b>	<b>Getting Started</b>	<b>Gaining Momentum</b>	<b>Strong Foundation</b>
Each Section	5-12	13 - 17	18 - 25
Survey Total	25 - 60	65 - 85	90 - 125

**GETTING STARTED:** There is little being done in your organization to support a healthy trajectory. You need to identify starting points.

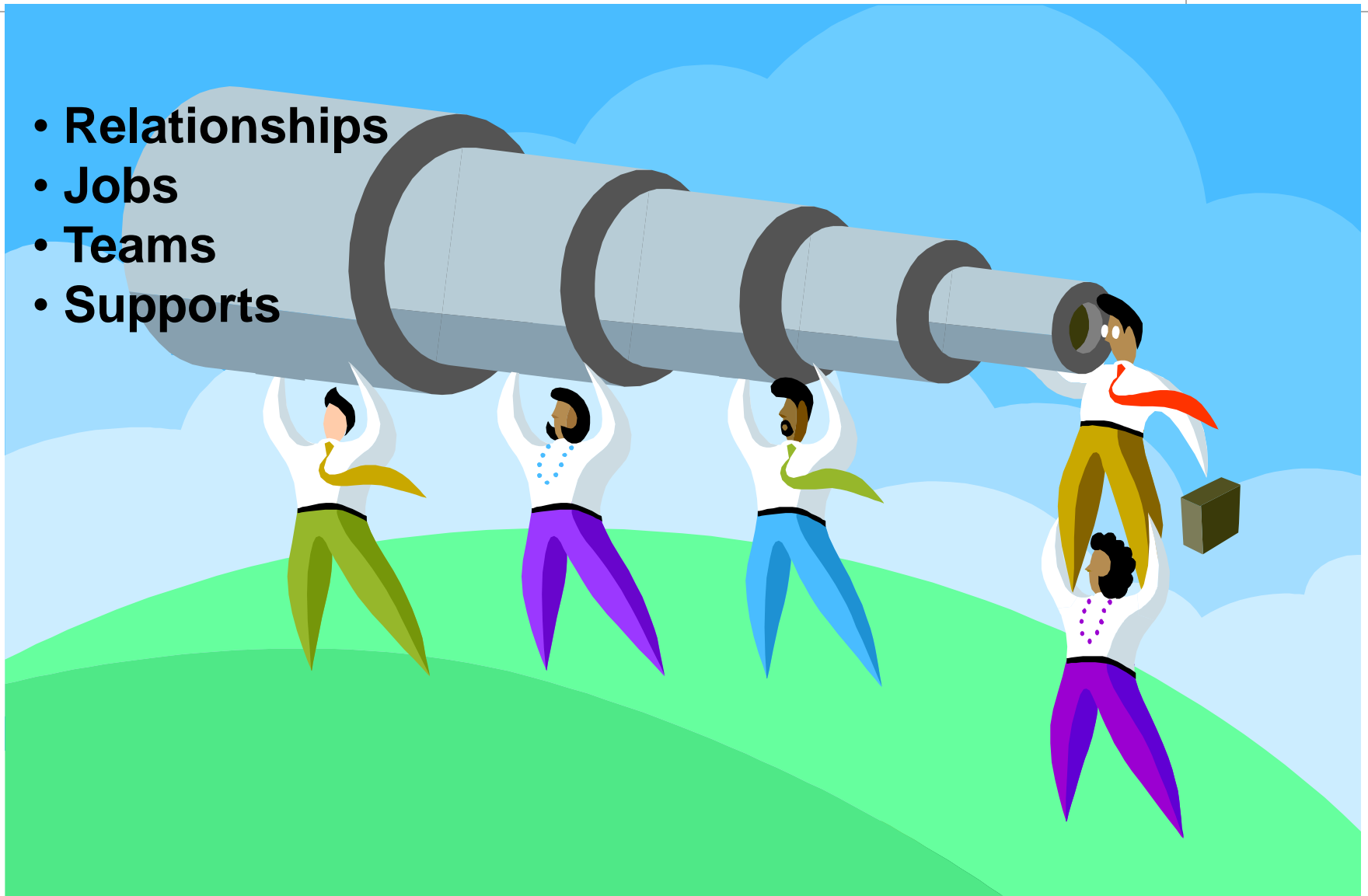
**GAINING MOMENTUM:** There is modest momentum toward a healthy organization, some action being taken, and strengths to build on.

**STRONG FOUNDATION:** There are strong building blocks in place and a sustainable approach to business success. The challenge is to maintain this.

# How can you strengthen the building blocks?

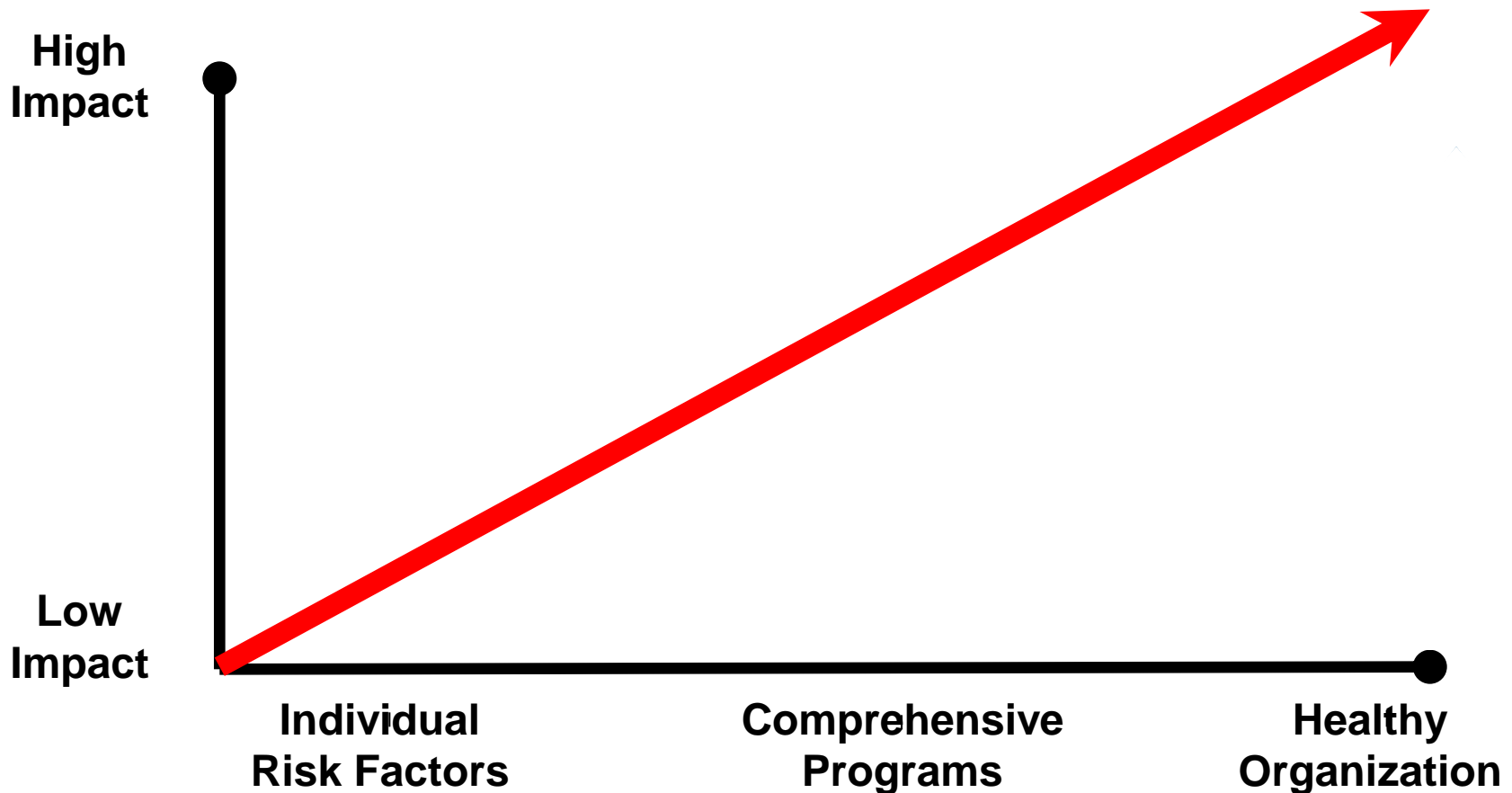
# 1. Develop a shared vision

- Relationships
- Jobs
- Teams
- Supports

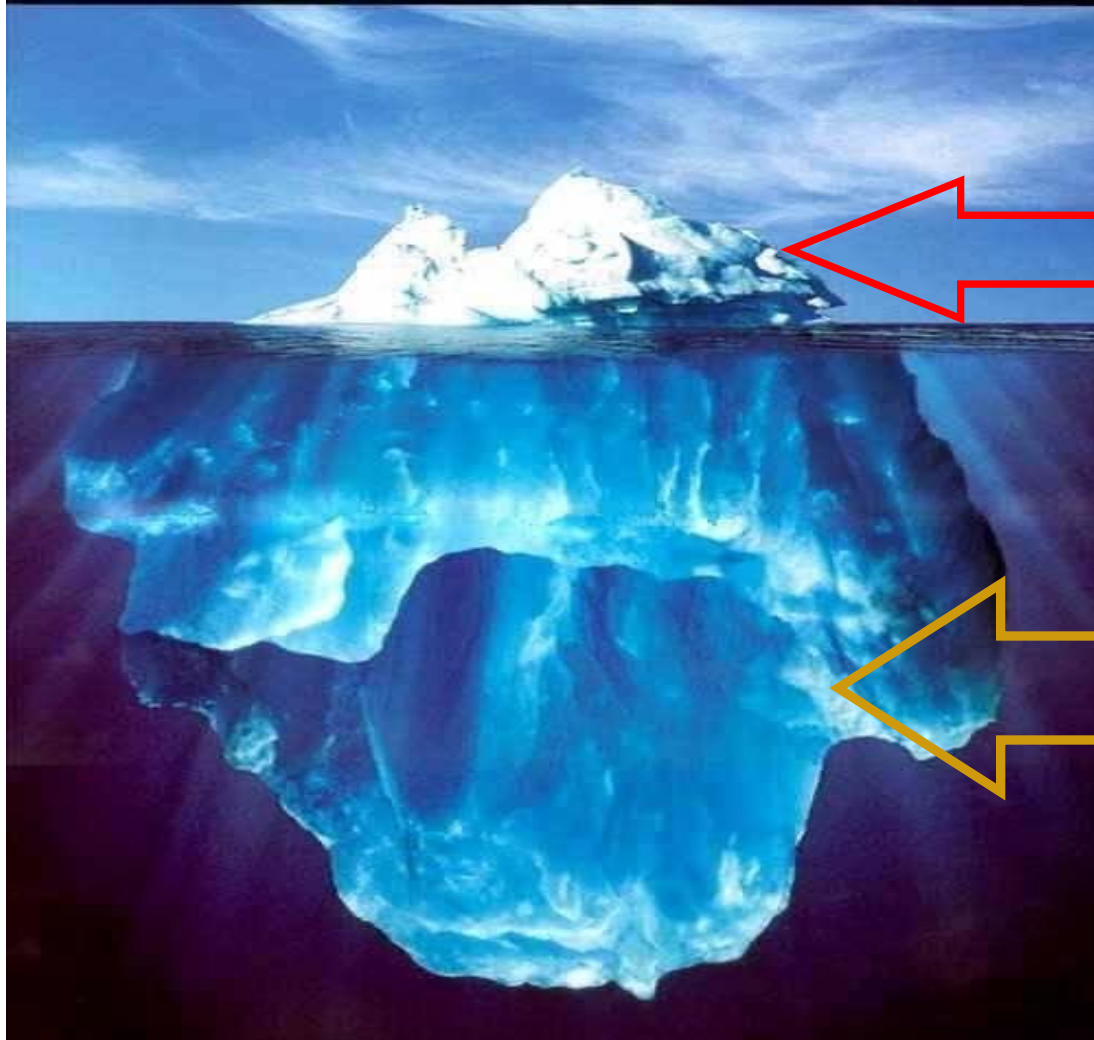


## 2. Leverage wellness

### Strategic impact of workplace health promotion



# 3. Think systemically



Turnover, absenteeism,  
presenteeism, injuries,  
benefit costs,  
disengagement

**Jobs, work  
environments,  
leadership, culture  
, HR supports**

# 4. Design vibrant workplaces

- ✓ Trust, respect and fairness
- ✓ 2-way communication
- ✓ Autonomy and input
- ✓ Adequate resources
- ✓ Supportive supervisors
- ✓ Challenging, interesting work
- ✓ Recognition and rewards
- ✓ Safe and healthy environment

# 5. Engage employees

World Health Organization defines health promotion as:

“...the process of **enabling** individuals and communities to increase **control** over the **determinants** of health and thereby **improve** their health.”

# 6. Make change healthy

- Models the goals
- Guided by values
- Collaborative
- Learning-based



**Sustainable  
improvements**

# 7. Integrate people practices

Workforce diversity

**High performance**

safety culture

Social responsibility

Learning organization

*Health promotion*

Leadership development

**Culture**

**Engagement**

Talent management

Strategic HR

Training

*Career development*

**Employer of choice**

Recruitment & retention

# 8. Be a change agent

- ✓ Live the values
- ✓ Share your vision
- ✓ Suggest improvements
- ✓ Apply people skills
- ✓ Involve others

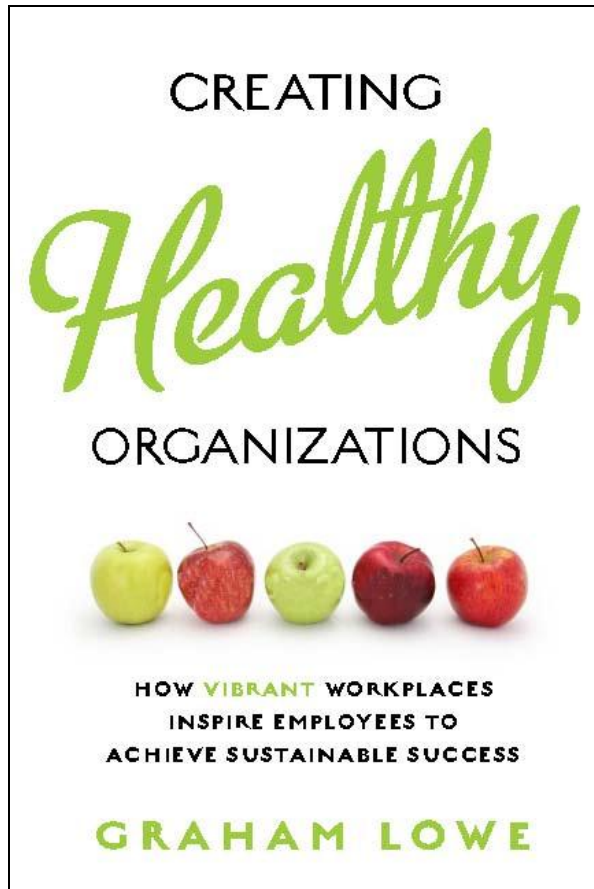
# Your challenge now...

Close the  
“knowing-  
doing gap”



# Questions & Comments

1. How is your organization strengthening the building blocks? Share your lessons.
2. What would strengthen your weakest building block? What is your role?



For information and resources :  
[www.creatinghealthyorganizations.ca](http://www.creatinghealthyorganizations.ca)

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