

WELLNESS EDITION

YOUR WORKPLACE



Inspired People. Outstanding Results.

An Apple a Day...

Declining employee health is impacting productivity. Learn how to turn the tide on a debilitating problem.

PLUS

- Stop bad people from turning good people mad!
- Engage in the 6 preventative behaviours to reduce the risk of diseases
- Design people-centred, democratic offices for best results
- Model successful wellness initiatives developed by McKesson Canada
- Learn why each generation faces different wellness challenges



11



23



5



17

FEATURES

- 11** **A New Take on Absenteeism**
Moving beyond reaction toward inspired, proactive solutions.
- 14** **A Holistic Approach to Wellness**
Wellness “champions”, prevention programs and social media platforms create buzz.
- 17** **Breaking Down the Barriers to Wellness**
Why it is better to focus on prevention rather than treatment models.
- 21** **Understand Willpower to Harness its Power**
Never let “lack of willpower” distract you from things that are important. It’s an excuse.
- 23** **When Bad People Drive Good People Mad!**
Four techniques to help keep you sane.

- 27** **Workspace Design is Critical for Results**
Democratic offices focus on people-centred goals and objectives.
- 29** **Meditation in the Workplace**
Reducing stress, increasing focus & improving results.
- 33** **Wellness Among the Generations**
Each generation faces different wellness challenges.

- 5** **WHAT MATTERS**
Assisting is a Two-Way Street; Barley, Lentil Soup with Kale; Germs; Assessing Cardiovascular Risk; Canadian Companies Upping their Investment in Worker Health

DEPARTMENTS

- 4** **UP FRONT**
- 36** **THE BUSINESS-MINDED READER**
Wellness is about Enhancing the Good
- 38** **WHAT I THINK**
A Clear Eye on Employee Wellness



THE WELLNESS ISSUE: Make workplace wellness a top priority to bring stellar results to your organization and your employees.

Employee Health is Important but Participation Rate is Low

Employers understand the value of employee health and well-being to their overall organizational health strategy, and largely view them as critical to helping the organization manage employee health issues, like rising stress, absence and disability. However, despite the best efforts of employers, actual participation in these programs is low and problems persist.

The recently released 2013/2014 Staying@Work Survey, conducted by global professional services firm Towers Watson, indicated that the majority of Canadian organizations (76%) are planning to increase their support for workforce health programs over the next two years. This initiative in Canada and other countries is viewed as a way to keep employees healthier and to improve productivity in the workplace.

With a focus on wellness in this issue, we investigated the actions some organizations are planning to embrace, starting with the interesting initiatives at McKesson Canada. Our seasoned writer, Karen Richardson, discovered that the company has adopted a unique, “holistic approach” to health and wellness, which should launch them to the number one position in their industry in Canada very soon. She reports that while the health and wellness initiatives are helping to transform the culture of the organization, these initiatives are good for business, too.

The question: “why is participation in organizational wellness programs so low?” niggled at us. So we consulted our organizational effectiveness expert, Lisa Sansom, who writes that you should never let “lack of willpower” distract you from things that are important. It’s an excuse. Enjoy “Understand Willpower to Harness its Power” starting on page 21.

Chuck Underwood returns with an interesting article. As a specialist in generational issues, he provides an overview of wellness concerns affecting the different generations. What is fascinating is that he draws a direct correlation between the culture of our youth and wellness in our adult years.

We have heeded your advice and have brought back our regular “Whole Food” article with an accompanying recipe. With a focus on the mighty vegetable kale, we share a delicious soup recipe that is great for dinner with the family and for your lunch too. You will always be able to find this column in the front of the issue under the heading “Nutrition Matters”.

In this issue we acknowledge that employers recognize that good health is an important business issue, and that poor health clearly affects workforce performance and drives up benefit costs. Businesses are learning that a formal strategy that includes health, well-being and worker effectiveness as core employment values is critical to getting the most out of a benefits program and, more importantly, to driving sustained, healthy and productive behaviours. Read on to learn how.

And there is much, much more. Enjoy this issue of *Your Workplace* magazine and, as always, please contact us at editorial@yourworkplace.ca with your thoughts, opinions, cheers or jeers.

Also, to really get your hands on this topic, join us June 11–12, 2014 at **Your Workplace Summit 2014: The Thought Leadership Forum**. Share your experiences and learn more from

international experts about worker health and the responses required to rising stress, absence and disability. Join industry experts, thought leaders, researchers, academics and government who will interact in an intimate, collaborative “think-tank” environment. Visit www.yourworkplace.ca for more information. 



 PRESIDENT & PUBLISHER
 EDITOR-IN-CHIEF
 Vera Asanin

 EDITORIAL ADVISORY COUNCIL
 Nancy Buck, V.P., Human Resources
 Desire2Learn

 Sandra Carlton, V.P., Mission, Values & People
 Providence Care

 Dr. Craig Dowden, Managing Director
 SPB Organizational Psychology Inc.

 Steve Jackson, CHRP, V.P., HR
 Workplace Safety & Insurance Board (WSIB)

 Kim Macey, Chief Operating Officer
 BBD

 Sean Slater, V.P., Marketing & Business
 Development, Solareh

 COPY EDITOR
 Karen Richardson

 CONTRIBUTORS
 Jen Amos, Caroline Hughes, Jack Muskat, PhD,
 Allison Rice, Karen Richardson, Lisa Sansom,
 Chuck Underwood, Mary Wood, Wendy Woods

 ASSOCIATE ART DIRECTOR
 Anthony Aird

 ASSISTANT ART DIRECTOR
 Tim Burns

BUSINESS TEAM

 WEBSITE
 Andrew Place, Shaun Withers

 ADVERTISING SALES
 Heidi Kennedy
hkennedy@yourworkplace.ca
 Anita McGillis
amcgillis@venturepublishing.ca

 SUBSCRIPTION INQUIRIES
Your Workplace
www.yourworkplace.ca
yw@publicationpartners.com
 Fax: 905-509-3705

 In Canada
 1-855-997-5223 (1-855-YWPLACE)
 101-345 Kingston Rd, Pickering, ON L1V 1A1
 Contact (In U.S.)
 PO Box 197 Niagara Falls, NY 14304-0197

 PUBLICATIONS MAIL AGREEMENT
 NO. 40039657 R10701

 RETURN UNDELIVERABLE MAIL TO:
 23 Queen Street, Kingston, Ontario, K7K 1A1
yw@publicationpartners.com

Your Workplace is published six times per year by *Your Workplace* magazine, which is owned and operated by 1425545 Ontario Inc. Advertising sales for *Your Workplace* provided by Venture Publishing Inc. Print run is distributed nationally at newsstands and by single and bulk subscriptions; price for a one-year subscription is \$98.00 and a two-year subscription \$138.00, plus HST. Copyright 1998-2014. All rights reserved. No part of this publication may be reproduced without the written permission of the publisher. The opinions expressed herein are not necessarily those of the publisher. ISSN Number 1496-4406. Printed in Canada. Freelance articles and illustrations will be considered for publication and should be sent to editor@yourworkplace.ca.



We acknowledge the financial support of the Government of Canada through the Canada Periodical Fund (CPF) for our publishing activities.





A New Take on ABSENTEEISM

Moving beyond reaction toward inspired, proactive solutions.

» BY KAREN RICHARDSON

Managing absence is a time-consuming task. Recording data, managing people, reassigning responsibilities and workload. An astounding 77% of employees miss more than eight days of work a year for a variety of reasons. But employers must move beyond the traditional ways of managing absenteeism to uncover new strategies and fundamentally rethink their organizations.

“It’s about moving beyond a reactive handling of absence towards building an inspired organization,” said Maria Vanderhurk, COO of Banyan Work Health Solutions in Toronto, Ont. “It’s not reacting to absence, but there *isn’t* absence,” she says. “Flexibility actually compensates for what might have been an absence. Trust compensates for wrong data – i.e., inputting a sick day when the person is actually doing something else. These are all elements of a new organization where the absence experience is completely different.”

Vanderhurk and Carola Moore, Leader, Strategic Projects (HR & Talent Management) of Banyan Work Health Solutions spoke at the annual 2013 *Your Workplace* Conference in Kingston, Ont., and got delegates brainstorming during breakout sessions about challenges and solutions for their organizations. Vanderhurk and Moore both share a “high-level vision for a more inspired organization”. They discussed solutions to put a different spin on dealing with absence, such as incorporating flex time as a tool to manage absenteeism, (within a system of accountability and outcomes) as well as trust, open communication and clear expectations.

WHY RETHINK ABSENTEEISM?

Why is absenteeism a big deal? In Canada, employers are paying \$7.4 billion/year in casual absence. “When you layer short-term disability and long-term disability on top of that, it increases,” said Vanderhurk. “So the cost of absence in Canada is significant. It’s nothing to be ignored. As an employer gets larger in size, inevitably they become aware of the problem, because it is such a big cost to them.”

People management/absence management is becoming a core competency, especially as small businesses don’t often have a dedicated HR person on staff. On top of that, absence is a complex issue. “Whenever we’re dealing with someone who is absent, we’re dealing with a whole person,” she said. “We need to have a very broad base around absence. The cited reason for absence is often not the whole story, and there has to be a whole lot of delving in to get the whole story. We’re dealing with people who are complex and who have lives outside of work.”

And absenteeism is just one factor in the mix of issues going on in workplaces today. Issues are getting increasingly complex,



Maria Vanderhurk and Carola Moore of Banyan Work Health Solutions led an inspiring, interactive workshop at the *Your Workplace* annual conference in 2013.

such as upcoming skills shortages and different generations in the workplace (think Millennials mixing with Baby Boomers who are no longer retiring at the age of 65). In addition, the integration of skilled immigrants into Canada will have a huge impact on work culture. “These people don’t have the same ideas and attitudes about what’s expected in the workplace and what is expected of themselves,” said Vanderhurk. “There is going to be an interplay there, and I don’t think any of us know what that will look like.”

MOVING TO PROACTIVE MANAGEMENT

How can organizations prepare themselves and move beyond a reactive handling of the absence towards building an inspired organization? Vanderhurk and Moore presented four components to that mission and strategy:

1) Engagement and Human Needs

A strong belief that motivated and engaged people will produce the best results in a business (including absence results). This is the basic assumption that humans have three basic needs. If these get met, individuals will feel engaged.

A) A need to competence: Individuals need to feel that they can do their work, that they are knowledgeable and that they have all the tools necessary to do their work well. They also need to know that there are not any

obstacles or roadblocks in the way of achieving what they plan to do.

B) A need to autonomy: Individuals need to feel that they have some control over how they do their work. They need to have a sense that not every second of their day is prescribed by the process or a policy – that they can exercise some sort of freedom of movement.

C) A need for relatedness: This refers to the relationships inside organizations. Individuals need to know that what they do is meaningful, not just to them but to the entire organization, and that what they do matters in the greater scheme of things.

2) Re-thinking and Re-designing of Organizational Structures

This second component of building an inspired organization includes allowing for flexible work arrangements, telecommuting, as well as building a culture of trust. Leaders need to assume that their employees want to and will do their best work if the environment is provided to enable that. In addition, incorporating outcome-based management rather than time-based management. “If you shift management practice away from clocking-in and clocking-out, no matter what happens between those hours, that isn’t very enabling, or efficient or productive,” said Moore.

“Management by outcome speaks to that need for autonomy and need for competence,” she says. Management can lead staff under the philosophy of:

‘Go perform that job in the best way you can, in a way that speaks to you, in your style. As long as I have the outcome, I will manage you by the outcome, rather than the hours that you clock.’

Technology is another part of redesigning the structure, to allow for efficiencies. It helps get rid of meaningless tasks, roadblocks and drives engagement because people feel more competent as they have better data at their fingertips. Finally, a fostering of fun, which creates a healthy environment. “You should be enjoying your work. You should be feeling really great at work. That is a culture thing that leadership is going to support.”

3) Candid and Honest Communication

An inspired organization fosters candid and honest communication, clear expectations and regular feedback. This

creates psychological proximity so that no one feels they are working in a “silo”. It involves open, frequent, objective, outcome-based communication where information is key.

4) Technology

Technology enables employees and helps support communication and collaboration and flexible structures. In addition, it can drive strategic business results. “We really feel that the inspired organizations embrace the technologies that exist at the moment,” said Moore. Some examples are social media, learning management systems and workflow systems that give you metrics, real-time reports, analytics and alert you to the issues so you can be proactive. Some organizations report spending almost 20% less on payroll when they use technology to track, analyze and report absences electronically, said Moore.

In the end, people like to work if you give them the right kinds of options, said Vandenhurk. Work is healthy, and the issue of missed work often comes down to philosophical alignment. She has followed these principles at Banyan Work Health Solutions, a company that has been operating since 1995 and has a low turnover of staff and employees. With a work model based on clear expectations (especially for a company that has a lot of remote workers), she started from a place of trust with a focus on fun, feedback and professionalism. “As long as they are delivering, I’m never going to question how they spend their time,” she said. “I like flexibility and I extend that to my staff.” 

Karen Richardson is a writer, editor and blogger on business, health and wellness for Canadian and U.S. publications. She can be found on Twitter @worklifewriter.

Solutions to your workplace concerns and today's best-in-class strategies in *Your Workplace!*

Your Workplace recognizes that a positive work culture leads to engaged, inspired and healthy employees who contribute more in terms of creative ideas, performance and results.

As a subscriber you will enjoy:

- Exclusive interviews with progressive industry leaders who share their secrets
- Profiles of award-winning organizations, and how they make a difference
- Spotlights on important workplace issues and their solutions

Be a progressive leader and see the results. Support world-class work cultures across the country and around the world. Subscribe to *Your Workplace* today!

Subscribe Online: www.yourworkplace.ca

Email: yw@publicationpartners.com

Call: 1-855-997-5223 (1-855-YWPLACE)

Fax: 905-509-3705

Mailing Address - U.S.

PO Box 197
Niagara Falls, NY, 14304-0197

Mailing Address - Canada

101-345 Kingston Rd
Pickering, ON, L1V 1A1

YOURWORKPLACE

Inspired People. Outstanding Results.



Yes, I would like to subscribe to *Your Workplace*

1 year in Print or 1 year of Digital @ \$98.00 (PLUS TAX)

2 years in Print or 2 years of Digital @ \$137.00 (PLUS TAX)

Name _____

Address _____

City _____

Province _____

Postal Code _____

Email _____

Cheque/MO (included) or

Visa / MC # _____

EXP _____

YOURWORKPLACE

Inspired People. Outstanding Results.

2014 Events

If you are
BUILDING THRIVING WORKPLACES
Join us for two exciting, industry leading events

YOUR WORKPLACE Summit

The Thought Leadership Forum

Building on the success of our annual spring event, the 2014 *Your Workplace Summit* will bring together industry leaders, in a thought leadership forum to jointly consider new perspectives on current organizational issues and to consult on solutions that support business success. The event will offer delegates the opportunity to actively engage and participate in dialogue and discussion in an intimate setting and help influence, enhance and build thriving workplace policies and practices in Canada.

FEATURE PRESENTATION & DISCUSSION

Join us as we dive deep to understand the factors that contribute to the lack of employee engagement and help point the way to building successful strategies for change.

YOUR (thriving) WORKPLACE Conference

Canada's Premiere Thriving Workplaces Conference

Responding to the increasing need for a dedicated and focused industry event that brings together the practising and developing community of thriving workplaces in Canada, this new Fall event will lead as the premiere learning forum for positive work cultures in Canada. Employer delegates will participate to draw learning, insights and practical takeaways from best practices, case studies, new tools and products to help them create and grow thriving work cultures in their organizations.

Your Workplace Summit
June 11–12, 2014
Holiday Inn Waterfront
Kingston, ON

Your Thriving Workplace Conference
October 2014
Downtown Toronto, ON

Who will attend?

With differentiated motivations, conference attendees are united by a common purpose — to build, enhance and sustain healthy, successful workplaces.

Summit

Industry experts, thought leaders, researchers, academics and government will interact in an intimate, collaborative “think-tank” environment.

Conference

Senior to mid-level employer representatives and managers — those who influence decisions — will engage together and with service providers.

REGISTER FOR THE SPRING SUMMIT TODAY!

Stay tuned for more information on the Fall Conference

Your Workplace www.yourworkplace.ca 1-877-668-1945

