

Session D3

**Moving from Absence Management to a
Holistic Well-being Strategy**



Well-Being @ Microsoft

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Our mission

Empower every person and every organization
on the planet to achieve more

Strategy

Build best-in-class platforms and productivity
services for a mobile-first, cloud-first world

Ambitions



Reinvent productivity
& business processes



Build the intelligent
cloud platform



Create more
personal computing

Leadership principles



Create clarity



Generate energy



Deliver success

Culture

Growth mindset



Customer
obsessed
Diverse and
inclusive



Making a difference

One Microsoft



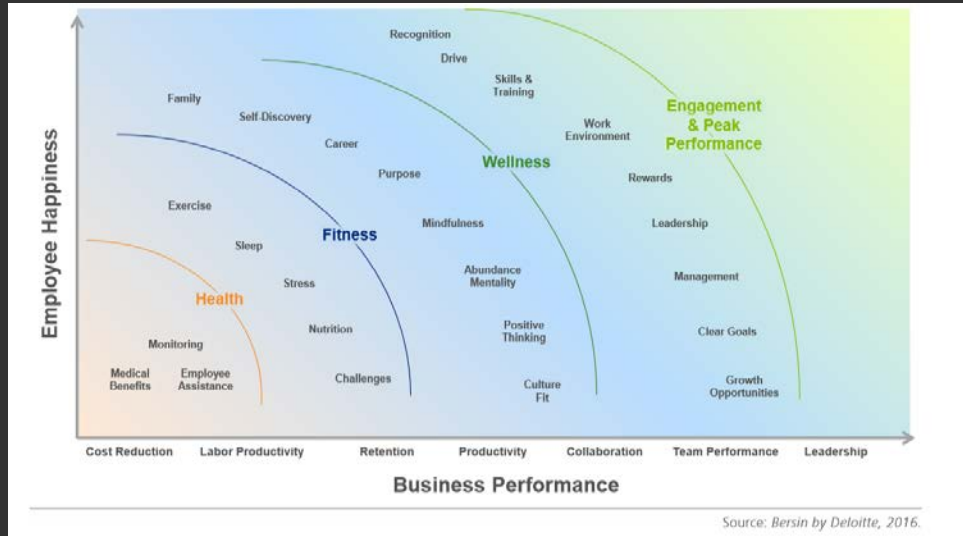
The Microsoft Story

Our main aims are to;

- support a healthy, productive and engaged workforce
- create an environment that permeates wellbeing
- nurture a culture of wellbeing in the organization
- enable end to end work life integration



The Business Case



'as well as benefiting employees, an integrated approach to health and well-being can nurture heightened levels of employee engagement, and foster a workforce where people are committed to achieving organisational success'.



The average employee takes **6.9 DAYS OFF** sick each year, with an overall median cost of **£554** per worker



Increase to Employee Health Risks over next 5 years

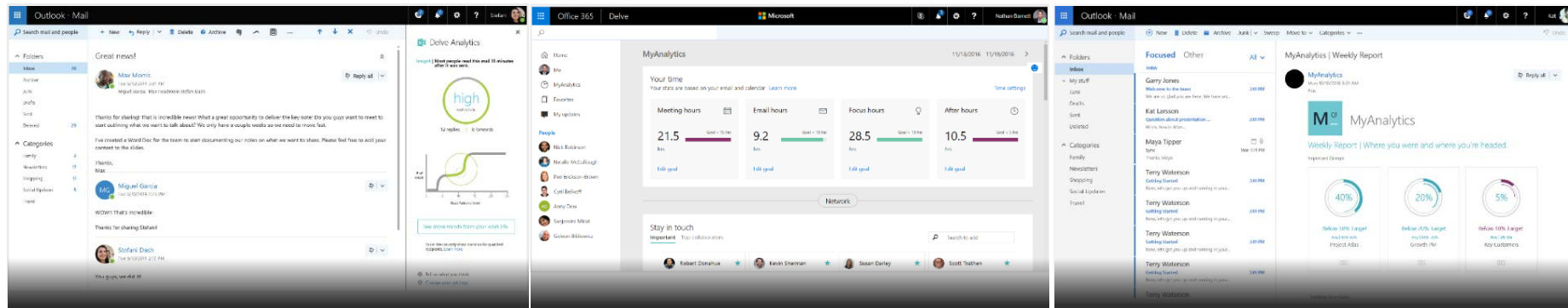




"As a culture, we are moving from a group of people who know it all to a group of people who want to learn it all."

SATYA NADELLA

Transforming employee productivity and improving work habits



Outlook add-in

- Access contextual MyAnalytics experience directly in Outlook
- Explore email relationships and response times
- Improve reach and impact of communications

Personal dashboard

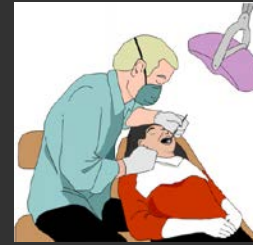
- Gain insights into how you spend your time at work
- Understand your top connections and recent interactions
- Set and track goals to improve how you use your time

Weekly digest

- Receive weekly digest to keep your use of time top of mind
- Get feedback on your personal goals related to time and networks
- See suggestions on how to improve your productivity



Physiotherapy



Occupational Health



Activating culture takes time



Behaviors

Actionable set of expected behavior patterns and habits, manifested in business results and positive outcomes to help anchor and evolve our people



Systems

Organizational processes and tools, such as operating rhythms, feedback processes, listening systems and core priorities, that reinforce the culture



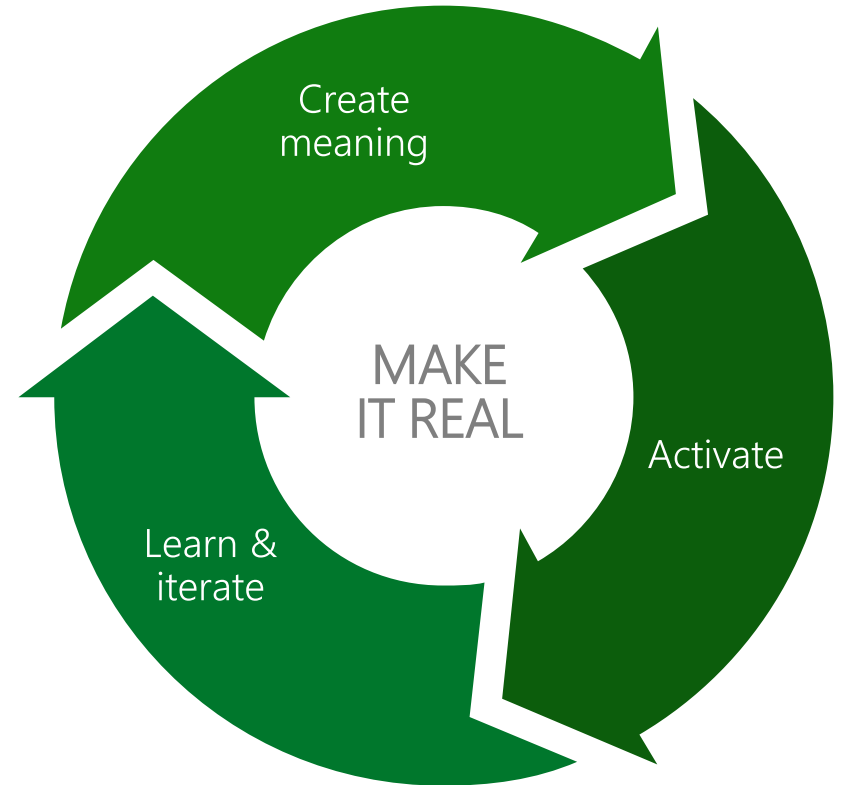
Symbols

Symbols, such as awards and recognition, rituals and language used that reinforces the culture and what matters



Storytelling

How our leaders, managers and employees tell the story of our culture through actions, events, meetings, online and email



Any questions?





Why managing absence is not enough

Case study: John Lewis Partnership

Nick Davison - November 2017



John Lewis Partnership

- Trading more than 150 years
- Given in trust to Partners in 1928
- 84,000 Partners in 400 sites
- Annual sales of £10 billion
- Unique three way governance structure
- Health services since 1929



About us

Working roles

- Retailing
- Brand/Buying
- Warehousing
- Distribution
- Finance/IT/Personnel

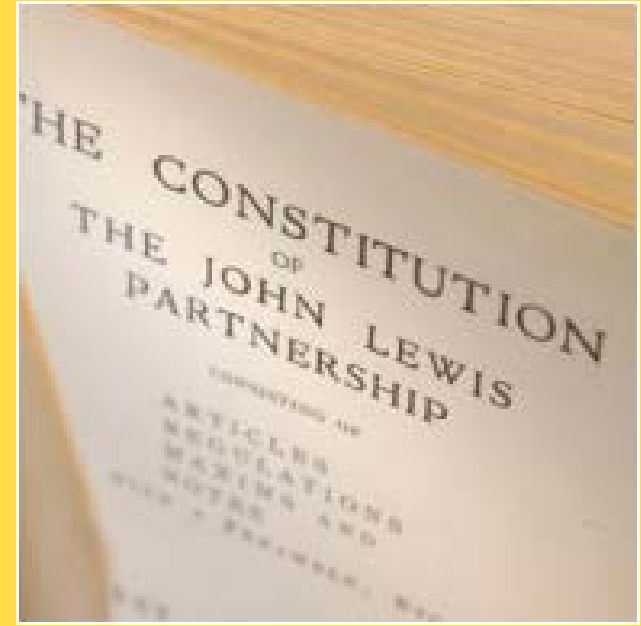


- Catering
- Hospitality
- Manufacturing
- Farming
- Specialisms:
Boatman



Wellbeing and the Partnership

It's not (yet) in our language but
it is in our DNA



Principle 1.

- The Partnership's ultimate purpose is the **happiness** of all its members, through their worthwhile and satisfying employment in a successful business.
- Because the Partnership is owned in trust for its members, they share the responsibilities of ownership as well as its rewards
 - Profit, Knowledge and Power



John Spedan Lewis



What Wellbeing means to us

We view through
Individual **AND**
Collective lenses



Engagement and having a voice

- Partnership Council
 - Partner Survey and Pulse interim surveys
 - The Gazette - weekly internal journal.
 - Google+ Communities
 - Networks



Volunteering

- Core to our values
- Internal - “Helping Hands”
- External
 - Golden Jubilee Trust
 - Community based local initiatives



Wellbeing Support Services

Partnership Health Services (PHS)

Case management, Fitness to work
Counselling, CBT, Physiotherapy, Podiatry
Business Travel, Health Surveillance



Partner Support (internal EAP)

Emotional support
Money management
Relationship issues, Bereavement.
Mediation. Pensioner support.



Leisure Benefits

Management of 40 leisure benefit offers,
competitions, 5 Hotels and 50 Clubs



Why managing absence is not enough



It is obviously important but....

- The vast majority of people are at work
- But being **AT** work doesn't mean all is well
 - Impact of presenteeism
 - An opportunity to prevent deterioration
- This isn't about **either or**, it's **and both**

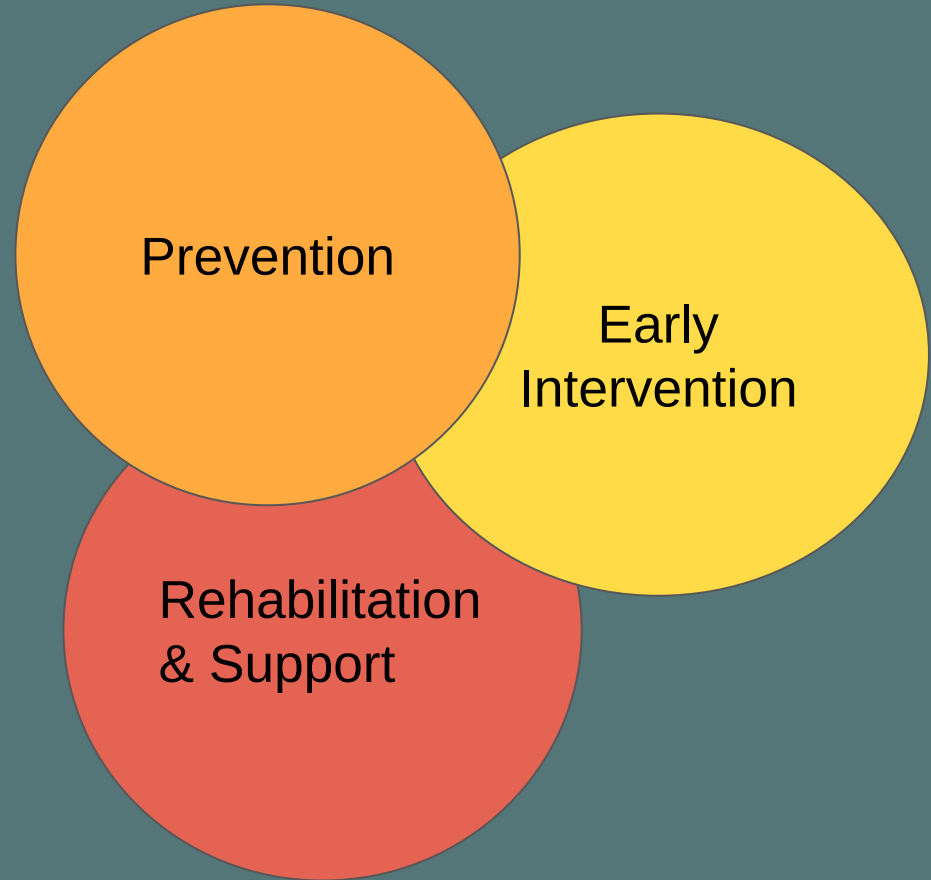


Some food for thought

- It costs 5 times **less** to maintain and support Partners' return to full health at work rather than go off sick
- 2/3rds of our health referrals are for Partners at work
- We need to think holistically about **everybody**



Joining the dots



Define what YOU need

- One size does not fit all
- Not a simple **outsource** or **insource** choice
- If it is not clear - work it out
- Establish clear objectives
- Design your delivery to meet them



Objectives for our support model

Greater:

- Accessibility
- Consistency
- Evidence based decision making
- Productivity and efficiency



We achieved this by....

- Designing a new model - introducing a Health Hub
- Managing delivery channels & trying new things
- Contracting single specialist providers
- Managing to facts rather than anecdote
- Focusing on outcomes



Health Support model

Customers (internal)

Partners
Line
Managers

Partner
Support
(in house
EAP)



17,000 Tel calls

21,000 Referral

Specialist providers



Health
Hub



Clinical
Case
Managers

Integrators



Counselling, CBT



RehabWorks



PhysioMed
In touch with the way you work

Physiotherapy



JLP
Podiatry
Network

Podiatry



MASTA
Dedicated to Travel Health

Travel health

Resourcing; Policy Advice; Appeals



Mental health

Good or bad - we all have it



Creating some noise

- Time to change commitment
- Bring yourself to work week
- Ability Network - Partner led
- Mental Health Allies/Champions/Walk & Talk
- Line Manager mental health awareness training



Early Intervention

Line Managers are key - but are under pressure

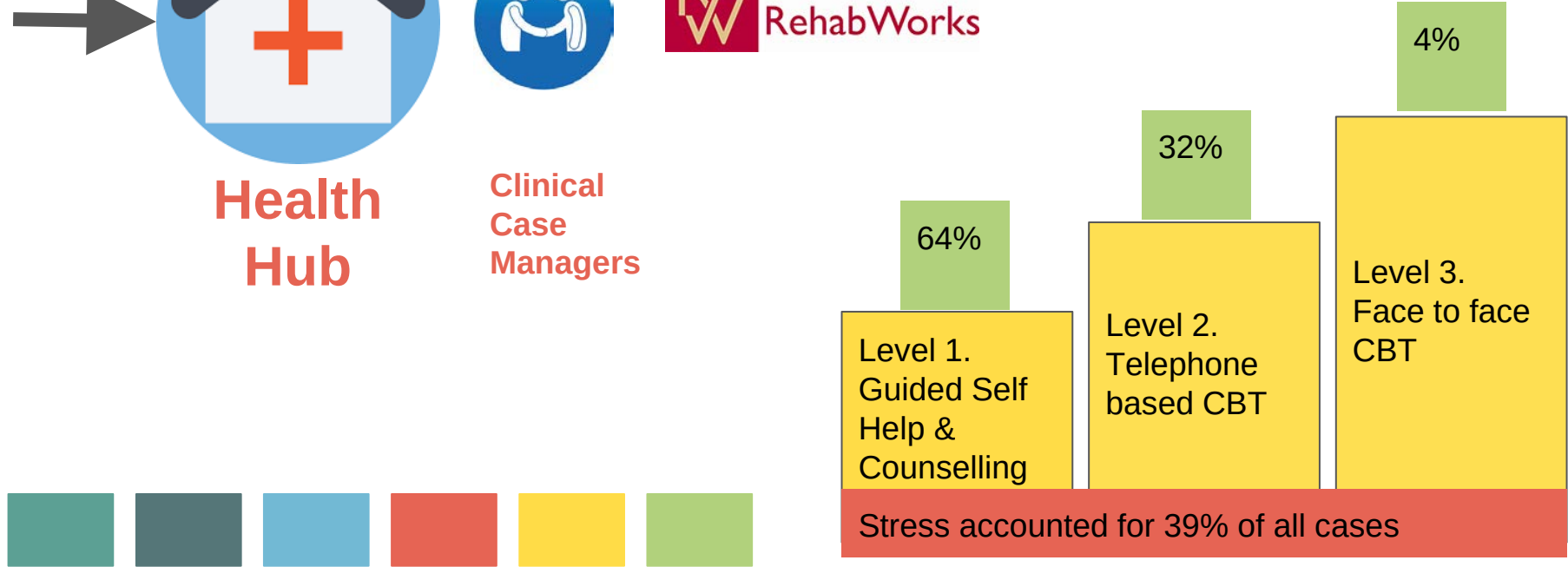
- 69% of Counselling and CBT referrals are for Partners **at work**
- Early intervention is reflected in mild-moderate severity levels
- Building awareness through workshops & training
- Wellbeing Action Plans
- Clinical Case Mnrns - CBT skills
- Relapse focus



Psychological support



- Stepped care model
- Mild to moderate conditions
- Progressively more intensive as severity rises
- Multiple delivery options
- Measurable outcomes



Better Health & Business Outcomes

The difference we make



Better health outcomes

Musculo
skeletal

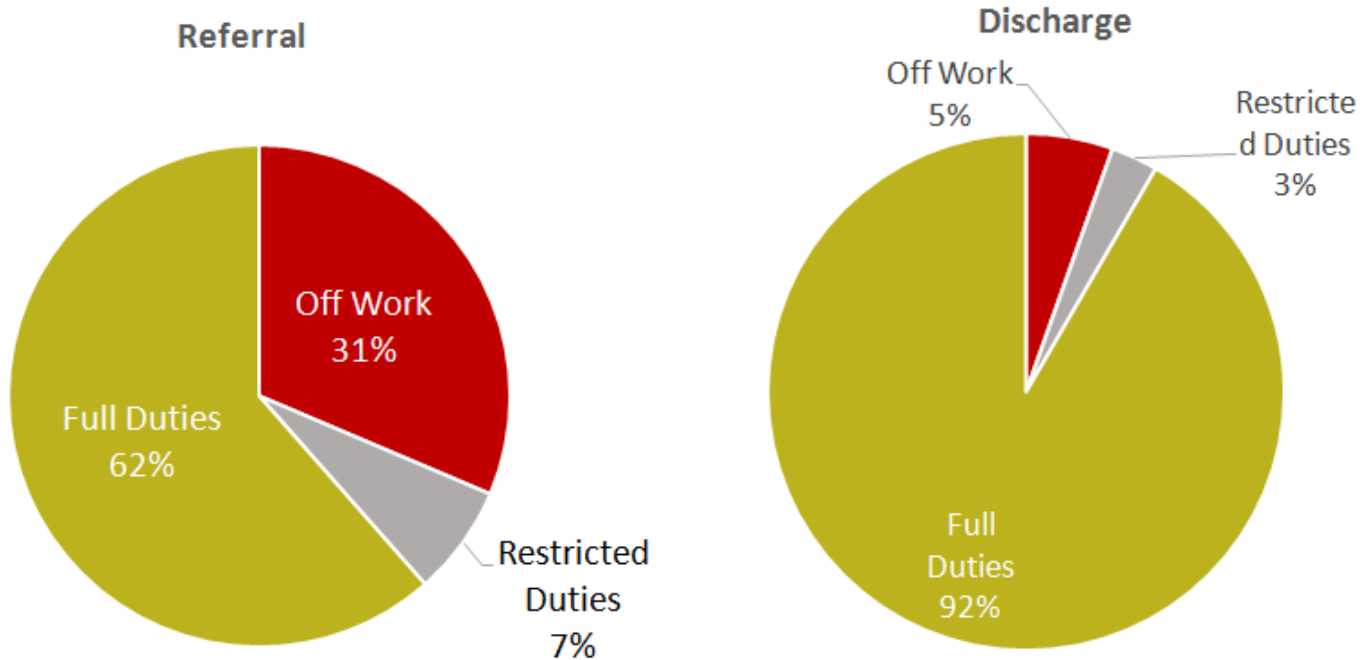
Pain	57% improved
Mobility	21% improved

Mental health

Mental wellbeing (WEMWBS)	26% improved
Depression (PHQ9)	94% improved
Anxiety (GAD7)	91% improved



Business outcomes



Strikingly similar picture between MSK and mental health at referral and discharge, and consistent over time



Better business outcomes

Partner Satisfaction 92%

Productivity

Personal productivity	25% improved
Working days saved	70,000 p.a.



What comes next

- The next phase of our strategy
 - Driven from latest Partner health screening
 - Physical, Psychological, Sleep, Nutrition, Exercise
 - Focus on preventative agenda
 - Personal coping skills/resilience - minimising need
 - Combining human and digital support





Thank You

Don't forget.....

