Addressing the Personal, Social, and Organizational Determinants of Health

A Purposeful Approach to Wellbeing

National Summit on Workplace Mental Health and Wellbeing

Eric Zimmerman, MPH MBA
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Are programs meeting the moment?

16% of leaders rated their own programs as highly effective¹

86% say burnout and mental health are top priority, yet <50% have a strategy²

¹Kumanu Survey, Council on Employee Benefits, 2022
²WTW Survey, 2022
Figure 5. What helps employees thrive around the world?

Top Ten responses worldwide:
1. Feeling valued for my contributions
2. Work that fulfills me
3. Having fun at work
4. Sense of belonging
5. Manager who advocates for me
6. Empowered to make decisions
7. Opportunities to learn new skills
8. Ability to integrate life and work
9. Organizational purpose I am proud of
10. Leaders who set a clear direction

Source: Mercer, 2023
What are the root causes?

Structural Equation Model (SEM) of Important Predictors of Work and Mental Health Outcomes
COMPANY Employees, Fall, 2022

SDOH → Anxiety

Purpose → Emotional Regulation

Energy → Burnout

Culture → Work Engagement

Health Behaviors → Depression

Turnover Intent

KEY:
Ovals represent latent variables created by multiple indicator variables.
Blue numbers indicate positive and red indicate negative associations.

Structural Equation Model (SEM): n=425 employees, CFI=.9387, RMSEA=.0569
Our national data suggest a new model.

- **Social Determinants**
  - Financial, Housing, Food Security

- **Personal Determinants**
  - Purpose in Life, Vision, Optimism

- **Organization Determinants**
  - Purposeful Culture

- **Mental Health**
  - Anxiety, Burnout & Depression

- **Health Behaviors**
  - Eating, Activity, Sleep, Mindfulness, Self Care, Substance Use

- **Talent Engagement & Retention**

Source: Kumanu-Harris Purpose Poll, January 2023
We believe it’s time for a Wellbeing “3.0” approach.
Who we are

Founder and CEO

Vic Strecher, PhD, MPH
CEO, Chief Purpose Officer
Professor at the University of Michigan's School of Public Health and School of Medicine.

Senior Advisor

Seth Serxner, MPH, PhD
Former CHO, Optum, Practice Leader at Mercer, head of research at StayWell

Leadership Team

Bob Carr, MD, MPH, FACPM - Clinical, Culture
Immediate Past President, American College of Preventive Medicine, GSK, Georgetown University

Breana Mercer - Operations, Client Success
Stella (BCBS Minnesota), Virgin Pulse, RedBrick Health, HealthPartners, United Health Group

Lisa Schutte, PhD - Technology
Stanford U., Ideommed, MSC Software, Engineering Animation Inc. Expert in secure, scalable platforms

Eric Zimmerman, MPH MBA, Innovation
US Corporate Health, J&J Health Management, StayWell, MedicaLogic, RelayHealth, RedBrick Health (Virgin Pulse)

Scientific Advisory Board

Tony Burrow, PhD, Associate Professor and Director, Purpose and Identity Processes Laboratory, Cornell University

Elissa Epel, PhD, Professor and Vice Chair, Department of Psychiatry, UCSF

Emily Falk, PhD, Prof of Communication, Psychology, and Marketing, University of Pennsylvani

Ken Resnicow, PhD, Professor of Public Health, Chief Scientist at CHCR, University of Michigan

Robert E. Quinn, Professor Emeritus, of Management and Organizations, University of Michigan

Research Partner
(for national benchmarking)
The Social Determinants of Health

Essential Needs
Food, Housing, Financial Insecurity
Health Equity, Caregiving, Safety Risk (Physical & Psychological)
Ready to address SDOH risks? Employees may be...

90% report that it’s easy to access and to use

89% would recommend to a family member or friend

100% liked that employer is offering this

50% said it helped them start making progress,

80% very comfortable answering the questions

100% said — if help needed — they would use it again

Source: ProMedica pilot of Resourceful, Employee Survey Results, 2021
What does it look like to address SDOH factors in an employer setting?

**CULTURE & COMMUNICATIONS**
Reduce stigma and create a more caring culture

**PERSONALIZED RESOURCE CENTER**
Assess & address SDOH needs & help drive benefit utilization

**ANALYTICS & INSIGHTS**
Understand the risks and prevalence impacting your employees

*Created in partnership with: [ProMedica National Social Determinants of Health Institute]*
The Personal Determinants of Health

Purpose | Connection | Optimism

“Purpose is defined as a central, self-organizing life aim. Central in that if present, purpose is a predominant theme of a person's identity.”
— Kashdan and McKnight, 2009
Growing body of evidence...

Research Articles Citing “Purpose in Life” by Year of Publication

# Research Articles per Year

...and a need for interventions.

**Depression**
Clinical interventions that increase meaningfulness and purpose in life may allow patients with chronic pain to overcome the maladaptive cognitions...reducing depressive symptoms.

**Diabetes**
Strategies to promote greater purpose in life should be tested as a part of type 2 diabetes prevention efforts.

**Health Behaviors**
Our results, suggest that a sense of purpose in life might emerge...as a valuable target to consider for interventions aimed at helping older adults maintain some health behaviors.

**Diversity & Inclusion**
Potential benefits of situating purpose as a unique resource for navigating an increasingly diverse society are discussed.
Purpose fuels mental wellbeing and behavior in two essential ways.

**Resilient Brain Activity**
- Reflection on purpose increases activity in areas associated with a calm future focus.
- It decreases activity in areas associated with fear, anger, and reactivity.

**Healthier Coping & Behaviors**
- People with a strong purpose have higher resilience and employ better coping skills.
- Boosting intrinsic motivation improves success in health behavior change.
Purpose and Emotion Regulation

Coping Strategies

May 2021 Harris-Kumanu Purpose Poll. n=1,666
The Organizational Determinants of Health

Inclusive | Authentic | Purposeful
What ought we be measuring?

We created the Purposeful Culture Index (based on national data) to gauge the Organizational Determinants of Health

- Work Fulfills My Purpose
- My Org Supports My Purpose
- Dignity & Belonging
- Sense of Work Identity
- My Org Has a Purpose
High PCI, less burnout

Harris-Kruman Purpose Poll, Dec 2021, N=500 full-time employees. Adjusted for age, gender, education, income, occupational role; F=33.9, P<.0001.
High PCI, more engaged

Harris-Kumanu Purpose Poll, May 2021, N=465 full-time employees. Adjusted for Age, gender, education, income, occupational size, role, # employees reporting to.
High PCI, more likely to stay

% with strong retention intent

- High: 79%
- Medium: 39%
- Low: 6%

Harris-Kumanu Purpose Poll, May 2021, N=458 full-time employees. Adjusted for Age, gender, education, income, occupational size, role, # employees reporting to.
High PCI, more resilience

Harris-Kumanu-ProMedica Poll, May 2021, N=500 full-time employees
High PCI, better mental health

Harris-Kumanu-ProMedica Poll, May 2021, N=500 full-time employees
How do interventions look?
And do they work?
CASE STUDY

% AT RISK AT BASELINE

- 35% burned out
- 20% depressive Sx
- 31% disengaged
- 16% turnover intent
We started with leaders

- Model
- Empower
- Connect
We measured using the Purposeful Culture Index

- I feel I valued at my organization.
- My organization tries to understand my personal purpose for working.
- My purpose helps me fulfill my purpose in life.
- My organization has a purpose greater than conventional financial business interests.
- When I talk about my organization, I usually say “we” rather than “they.”
We delivered a multi-faceted intervention
Results so far

<table>
<thead>
<tr>
<th>% AT RISK AT BASELINE</th>
<th>% OUT OF AT-RISK AT FOLLOW-UP</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 35% burned out</td>
<td>32%</td>
</tr>
<tr>
<td>• 20% depressive symptoms</td>
<td>58%</td>
</tr>
<tr>
<td>• 31% disengaged</td>
<td>33%</td>
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<tr>
<td>• 16% turnover intent</td>
<td>41%</td>
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Questions
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