

# Chapter 1: Prevention



The World Health Organization defines health as a “state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity”. The workplace is in a unique position to develop and deploy health programs that can focus on the prevention of ill health. More organizations therefore, are moving from regarding the outcome of workplace health programs as a cost towards identifying such health programs as a benefit!

The best practices in this section address issues such as workplace health promotion programs, as well as preventive approaches towards issues like healthy eating and obesity.

## The best practices in this section include:

1. **ETDE (Bouygues):** ETDE’s Online Forum
2. **Johnson & Johnson:** Deployment of a Global Online Employee Health Profile
3. **Johnson & Johnson:** Deployment of the Global HIV/AIDS in the Workplace Policy
4. **Accor Services (Accor):** Linking Healthy Nutrition with Employee Wellbeing
5. **BASF SE:** Diabetes Screening Campaign
6. **BT Group Plc:** Work Fit: Positive Mentality
7. **Orange Spain (France Telecom Group):** Visual Health Plan & Endocrinological Health Plan
8. **Janssen Pharmaceutica Belgium:** Credo Action Plan--- Better Balance Better Business
9. **BASF SE:** Trim down the Pounds – Losing Weight Without Losing your Mind
10. **The Dow Chemical Company:** Dow No Tobacco Day

## ETDE (Bouygues)

ETDE designs and delivers integrated technical solutions in and around the fields of energy, industry services, transport, environment and telecommunications. As a subsidiary of Bouygues with approximately 1.75 billion EUR in turnover in 2007, the company has an estimated workforce of 13,000 individuals (4,200 outside of France).

### Business Issue/Problem

When the **new Chief Executive Officer (CEO) of ETDE**, Gaëtan Desruelles, arrived in 2001, he decided to **increase dialogue with his employees**, via the internet to better understand their concerns and questions in order to improve the management of the company.

### Wellbeing Solution Applied

All of the **13,000 employees of the company can post a question to their CEO**, Gaëtan Desrue, via an online forum. On average, 340 people visit this forum on a daily basis. Mr. Desrue receives, approximately, 250 questions a year (353 in 2007). Questions vary in level and reflect a range of subjects, including social rights, management, training and company dress code. Anonymity is protected to encourage employees to ask questions. Mr. Desrue responds to all of them, including while at home on Sunday afternoons.

### Benefits for the Company

- In responding to individual questions, the **CEO engages with the entire company**. This supports the development of a common culture as well as represents an efficient way to gather useful information for the management of the company

### Benefits for the Employee

- The **forum allows employees to directly and personally ask their questions or pose their concerns to the CEO** and be guaranteed answers. The format of a company- wide forum provides employees with the opportunity of seeing answers to all questions and thus, gain information on different topics and obtain a better understanding of the company's culture

### Solution Champion

- **Cécile Mathivet & Gaëtan Desruelles**,  
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### Implementation Challenges:

Employees were doubtful on the efficiency and added value of such a forum. Everyone questioned whether the CEO would dedicate his Sunday afternoons to answering the questions of his employees

Managers were afraid that their authority would be challenged by subordinates' complaints

**Tips:** Be ready to manage unanimous support

**Departments Involved:** CEO

**Date and Place of Implementation:**  
2001, online

# Deployment of a Global Online Employee Health Profile (Health Risk Assessment)



## Johnson & Johnson

Johnson & Johnson, through its operating companies, is the world's most comprehensive and broadly-based manufacturer of healthcare products, as well as a provider of related services, for the consumer, pharmaceutical, and medical devices and diagnostics markets. More than 250 Johnson & Johnson operating companies employ approximately 119,000 men and women in 57 countries and sell products throughout the world.

## Business Issue/Problem

Wellbeing at work is an important management responsibility which has a direct and positive impact on competitiveness, productivity and overall business outcomes. Such strategies should be carried out with employee involvement in the company.

### Wellbeing Solution Applied

Johnson & Johnson implemented **a health questionnaire that is confidential and online, with a summary report designed to assess an individual's health status**. It offers a computation of health risk: answers to the questionnaire are analyzed and compiled into a confidential report that calculates lifestyle and health risks, and recommends preventive procedures and lifestyle changes. Further, educational health messages and individual health risk reports were made upon completion of the questionnaire.

## Benefits for the Company

- The questionnaire is analyzed and compiled into a confidential report that calculates employee health risks. Not only does this **provide an idea of employee wellbeing, but through recommendations of preventive procedures and lifestyle changes, the company can address and prevent risks** and challenges related to poor health

## Benefits for the Employee

- The questionnaire provides **an opportunity to identify unknown health concerns and pre-disease states, as well as increases motivation to make positive behavior changes**, therefore allowing the employee to take responsibility and monitor his/her health over time

## Solution Champion

- **Catharina van Eck**, cvaneck@its.jnj.com

**Implementation Challenges:** Cultural perceptions and confidentiality concerns need to be appropriately tackled and addressed

**Tips:** Develop a sound business case to illustrate the value of program deployment

**Departments Involved:** Global Health Services, Human Resources and Site Management

**Date and Place of Implementation:** Continual deployment globally at all Johnson & Johnson operating companies

# Deployment of the Global HIV/AIDS in the Workplace Policy



## Johnson & Johnson

Johnson & Johnson, through its operating companies, is the world's most comprehensive and broadly-based manufacturer of healthcare products, as well as a provider of related services, for the consumer, pharmaceutical, and medical devices and diagnostics markets. More than 250 Johnson & Johnson operating companies employ approximately 119,000 men and women in 57 countries and sell products throughout the world.

## Business Issue/Problem

Johnson & Johnson recognized the **magnitude, severity and dramatic human toll that HIV/AIDS has had around the world.**

### Wellbeing Solution Applied

Consistent with the longstanding commitment to Johnson & Johnson employees and to improving human healthcare worldwide, Johnson & Johnson developed a comprehensive global HIV/AIDS Workplace policy. **While local programs will be based on local conditions, the core elements of non-discrimination and confidentiality, voluntary counseling and testing, care, support and treatment, prevention, education and awareness will apply to all Johnson & Johnson businesses throughout the world.** Employees of Johnson & Johnson and their eligible dependents with HIV/AIDS will be treated no less favourably than employees and their eligible dependents with other serious illnesses.

## Benefits for the Company

- The company recognizes the immense devastation that HIV/AIDS causes. By supporting employees in this regards, Johnson & Johnson will benefit through an **increasingly healthier and aware workforce**, thus, increasing productivity and performance of the company

## Benefits for the Employee

- **Awareness of HIV/AIDS as a global disease**, touching many lives globally and within Johnson & Johnson
- Ensuring **equal opportunities for affected employees**
- Supporting **voluntary counseling and testing**, therefore enabling employees to have knowledge of their HIV status
- Ensure access to care, support and treatment where required

## Solution Champion

- **Catharina van Eck**, cvaneck@its.jnj.com

**Implementation Challenges:** Be aware of cultural perceptions, as well as misconceptions that may exist with reference to the scale of HIV/AIDS as global disease

**Tips:** Provide regular updates as to country prevalence and projects

**Departments Involved:** Global Health Services, Human Resources, Site Management and Work Councils (where applicable)

**Date and Place of Implementation:** 2005, globally at all Johnson & Johnson operating companies

# Linking Healthy Nutrition with Employee Wellbeing



## Accor Services (Accor)

Accor Services is one of the Accor group's strategic activities, and is an expert in services to companies and local authorities. The goal is to foster employees and citizens' wellbeing in order to improve individual and collective performance.

### Business Issue/Problem

Accor Services supports the prevention of chronic diseases in the workplace by **focusing on the nutritional options offered at lunch time: fundamental issue for employees' health and wellbeing.**

Moreover, poor nutrition also participates to a vicious circle linked to psychosocial issues: stress, violence, etc.

### Wellbeing Solution Applied

In order to satisfy the new aspirations of employees to have a balanced nutrition, Accor Services has decided **to use its meal vouchers network and to:**

- **Give restaurant owners the means to understand what a balanced menu is**
- **Raise awareness** among restaurant owners and encourage them to offer balanced menus
- **Inform and give consumers access to balanced menus**

Accor Services comprises a **unique and rare channel of communication** between employees and restaurants, and wishes to develop its ability to positively influence both the quality of food offered in restaurants and the lifestyles and eating habits of consumers.

[www.alimentationetequilibre.com](http://www.alimentationetequilibre.com)

### Benefits for the Company

- Improvement of the company's social climate
- **Increased productivity** thanks to a better diet for employees'
- The programme will not have any negative effect on companies' cost structure, and is easy to implement
- Less absenteeism, or presenteeism, and better motivation
- **Less work accidents**

**Implementation Challenges:** To sensitize the company on preventive measures

**Departments Involved:** Human Resources and Corporate Social Responsibility

**Date and Place of Implementation:** Between 2005 and 2008 in 15 countries

### Benefits for the Employee

- It helps consumers to find healthy dishes in a simple and relevant way
- **It enables consumers to improve the nutritional quality of their restaurant meals**
- It gives access to personalized information (website, hotline, etc.)

### Solution Champion

- **Nathalie Renaudin**, [Nathalie.renaudin@accor.com](mailto:Nathalie.renaudin@accor.com)

# Diabetes Screening Campaign

## BASF SE

BASF is the world's leading chemical company. In its five business segments, BASF posted sales of 58 billion EUR in 2007. The company's strategic goal is continued growth and profitability. Around 95,000 employees on five continents are the key to its success.

### Business Issue/Problem

**Diabetes causes about five percent of all deaths globally each year.** Diabetes is a chronic disease that occurs when the pancreas does not produce enough insulin, or when the body cannot effectively use the insulin it produces. Raised blood sugar is a common effect of uncontrolled diabetes and over time leads to serious damage to many of the body's systems, especially the nerves and blood vessels.

### Wellbeing Solution Applied

The BASF Occupational Medicine and Health Protection Department initiated a **Diabetes Screening Campaign to detect and offer intervention options for employees with previously unknown pre-diabetes and diabetes.** 1,627 of the 34,000 BASF employees assigned to the Ludwigshafen, Germany site participated in the screening campaign. Among the participants, 72 new cases of pre-diabetes and 5 new diabetes cases were identified (age 37 – 62 years, mean 50.4 years). These employees were offered programs for primary or secondary prevention, respectively.

### Benefits for the Company

- Even in this relatively young and active population, **prevention programs are likely to provide health benefits to employees that result in cost savings** both in terms of reduced insurance and corporation costs

### Benefits for the Employee

- Identifying potential target **populations within the workforce and providing efficient access to health education and medical services** can improve early detection of chronic disease conditions
- Employee populations often are relatively young, active and constitute a subgroup of the general population that can be difficult to reach and motivate to participate in preventive health initiatives

**Implementation Challenges:** To motivate individuals to participate in health initiatives is a common challenge in Germany; Men tend to be less interested in prevention and health promotion activities than women

**Tips:** Meeting obligations for conducting occupational medical examinations can provide opportunities to contribute more broadly to the detection and prevention of chronic diseases

**Departments Involved:** BASF Occupational Medicine & Health Protection in cooperation with Company Insurance and Family Physicians in the region

### Solution Champion

- **Dr. Christoph Oberlinner**, christoph.oberlinner@basf.com

# Work Fit: Positive Mentality



**work fit**  
helping you to help yourself

## BT Group plc

One of the world's leading providers of communications solutions and services including networked IT services, BT Group offers local, national and international telecommunications services, higher-value broadband and internet products and services and converged fixed/mobile products and services. BT Group plc consists of six principal lines of business with over 100,000 employees in 170 countries.

### Business Issue/Problem

It was estimated in a recent policy paper that **quantifiable costs falling on employers because of mental health problems in the UK workforce in 2006 was 1,035 GBP per employee**. This is equivalent to 3.6% of the national pay bill. Presenteeism is estimated to be the largest single element of cost.

### Wellbeing Solution Applied

As part of BT's Health Promotion activities, a campaign on Mental Health entitled Positive Mentality was held between October 2006 and February 2007. This **16 week campaign, delivered as 8 modules, was based on the 10 positive steps to mental health from World Mental Health Day**. The aims were to raise awareness about mental health, tackle stigma and encourage individuals to undertake small behavioural changes to maximize their mental health and wellbeing.

The information was delivered through BT's in-house newspaper, BT Today, and subsequently permanently sited on a dedicated Health and Wellbeing intranet site. In a three month follow-up on-line survey, 68% of those who had accessed the material said they learned something new about ways to look after their mental health and 56% had tried some of the recommendations and were continuing to practice them at the time of the follow-up. Of those who had made changes, **51% had noticed improvements in their mental wellbeing. Interestingly, 39% had gone on to look at other BT resources in relation to mental health following the campaign.**

### Benefits for the Company

- **Reduced costs** of absenteeism and presenteeism
- **Enhanced productivity**
- Enhanced employee engagement
- Improved organizational image and brand
- Enhanced CSR credentials
- Applied governmental strategy

### Benefits for the Employee

- **Improved mental health**
- **Resilience to cope with the challenges** of the ever-changing working environment
- Retain people in work which is generally good for wellbeing

### Solution Champion

- **Catherine Kilfedder**, catherine.kilfedder@bt.com

**Implementation Challenges:** Addressing myths and stigma, engaging people and the business and delivering in an accessible and simple to use format

**Tips:** Use a company-wide communications strategy and an expert external partner, work in conjunction with the Unions

**Departments Involved:** Health & Safety, IT, Communications, Employee engagement, All Lines of Business, Media and Press

**Date and Place of Implementation:**  
October 2006, BT Group plc

# Visual Health Plan & Endocrinological Health Plan



## Orange Spain (France Telecom Group)

Orange Spain offers mobile, fixed line and Internet telecommunication products and services to more than 13.5 million customers across Spain. Orange Spain employs about 3,500 employees, of which, most are based in Madrid and Barcelona.

### Business Issue/Problem

It is the Group's overall policy to **promote good health among staff and contribute to employees' quality of life**. Orange Spain has translated this engagement by setting up a comprehensive **program for prevention and early detection of visual and endocrinological problems**, taking into account that most of the staff performs sedentary jobs involving display screen (DSE) work.

### Wellbeing Solution Applied

A comprehensive program for early detection of visual problems and endocrinology pathologies was set up and rolled out. Participation was on a voluntary basis and strict confidentiality was guaranteed at all times. The program was offered to all Madrid-based staff and supported by an extensive internal communication campaign.

Participating staff members underwent **comprehensive medical examinations, consisting of health questionnaires, specific tests, analysis of medical history, and blood tests**. Each participant received a confidential medical report with results and conclusions, including medical advice and recommendations for healthy living. Where necessary, the concerned person was referred to a specialist for further examination.

### Benefits for the Company

- **Prevent absenteeism and reduce illness** among staff
- Emphasize overall prevention & risk management approach
- **Reinforce the perception of responsible employer**

### Benefits for the Employee

- Free medical examination resulting in relevant evaluations and advice
- **Increased knowledge and awareness of potential diseases**

### Solution Champion

- **Esteban Janez**, [esteban.janez@orange-ftgroup.com](mailto:esteban.janez@orange-ftgroup.com)

**Implementation Challenges:** Program needs to be strongly supported by an internal communication campaign

**Departments Involved:** Human Resources Prevention Service, Internal Communications, External team of doctors and nurses

**Date and Place of Implementation:** October 2006 in Madrid, Spain

# Deployment of a Credo Action Plan – *Better Balance Better Business* – to Improve Managing Job Demands



## Janssen Pharmaceutica Belgium

Janssen Pharmaceutica Belgium is a Johnson & Johnson Company. Johnson & Johnson, through its operating companies, is the world's most comprehensive and broadly based manufacturer of healthcare products, as well as a provider of related services, for the consumer, pharmaceutical, and medical devices and diagnostics markets. More than 250 Johnson & Johnson operating companies employ approximately 119,000 men and women in 57 countries and sell products throughout the world.

### Business Issue/Problem

Johnson & Johnson has a value charter named "Our Credo." The company undertakes Credo assessments on a two-year basis. Thorough analysis of the Credo in 2004 revealed concerns regarding job demands and engagement. **Johnson & Johnson learned that ever increasing demands, combined with elements such as working globally, the 24/7 economy, high achievers, and increasing rate of change could potentially contribute to a risk situation for employees being 'out of balance.'** This in turn could increase absenteeism, safety hazards or accidents, and have other potentially adverse consequences. Management therefore decided that there was a need for a change in culture with reference to 'personal balance.'

### Wellbeing Solution Applied

A project named "**Better Balance Better Business**" (BBBB) was approved by the Site Management Board in January 13, 2005. **The central elements included the start up of 6 BBBB - subteams** (Focus, Flexibility, Change, Growth, Recognition and Resilience) that needed to identify and/or develop practices, programs and tools according to specifications ascribed to each topic.

- Focus: Do the right things first
- Change: Help employers to deal with change
- Growth: Personal growth leads to business growth
- Recognition: promote different forms of appreciation (exclusive of remuneration) taking into account the individual needs of the employee
- Resilience: Stay a well balanced person
- Flexibility: Enhance flexible working

Each sub-team also needed to focus on communication and implementation process. Not all end products have been launched yet (see implementation challenges).

The project also required application for European Safety Federation subsidy dossier together with Recticel (funding was granted) and an ongoing communication campaign using a variety of communication tools (website, newsletter, brochures and folders, ...)

### Benefits for the Company

- Providing support to employee wellbeing at work
- **To reduce corporate costs through working**
- **To decrease absenteeism and presenteeism in the workplace**

### Benefits for the Employee

- **Increased awareness of how to take personal ownership of 'being and remaining in balance'**
- Being a member of an organization that is growing in awareness and wisdom regarding change (in culture) – an organization that takes responsibility
- All this proactive work or being proactively busy with it, gives a **safety net to use in case of urgency / crisis**

### Solution Champion

- **Ann Van Acker**, [avacker@its.jnj.com](mailto:avacker@its.jnj.com)

**Implementation Challenges:** However much a specific toolkit is applauded or felt to be 'needed,' implementation can be delayed due to fundamental organizational changes

Enacting a practice, program or toolkit so that everybody on every level of the organization is acquainted with it and effectively uses it

The effective and efficient roll out of a product is merely the beginning of our job/task: to contribute to real and lasting cultural change

**Tips:** Get approval and continuous support of senior management by involving them in the project

A combination of an overall project management with autonomous working sub-teams is effective

Start making an inventory of already existing knowledge and best practices. Often many solutions already exist without being widely known or applied

Involve line-management for an effective implementation

Get support and promote participation of unions

**Departments Involved:** Human Resources, site management, Environment, Health, Safety, Security Department, Women Leadership Initiative (WLI)

**Date and Place of Implementation:**

2005 – September 2007, Janssen Pharmaceutica Belgium (Beerse I & II, Geel and Olen sites)

# Trim down the Pounds – Losing Weight Without Losing your Mind

## BASF SE

BASF is the world's leading chemical company. In its five business segments, BASF posted sales of EUR 58 billion in 2007. Our strategic goal is to continue to grow profitably. Around 95,000 employees on five continents are the key to our success.

### Business Issue/Problem

The prevalence of overweight individuals and obesity continues to increase and has a high impact on productivity in companies

### Wellbeing Solution Applied

In 2007, the Occupational Medical and Health Protection Department (OM&HP), the company health insurance BKK pronova, the BASF canteens, the Sports Centre, and the Clinical Centre of the city of Ludwigshafen, conducted a health promotion campaign against overweight issues and obesity. **The aim was to support employees by offering a comprehensive multidisciplinary weight loss program.**

### Benefits for the Company

- The rise in the prevalence of overweight individuals and obesity and their associated diseases is leading to substantial health and socio-economic problems in industrialized countries. **The commission of the European Communities indicates that workplaces are settings, which has a strong potential to engage in health promotion and disease prevention**

### Benefits for the Employee

- Total of 2,062 employees that took part in the health promotion campaign (1,313 overweight and obese employees and 749 weight loss helpers)
- 708 overweight participants came to the weight control measurement after nine months
- 658 people succeeded in reducing their body weight, 440 of them in lowering their Body Mass Index (BMI) by more than two points
- 83 % of those coming to the weight control measurement had a weight loss helper. **Medical benefits were shown by improvement of laboratory parameters and detection of obesity-related diseases**

### Solution Champion

- **Dr. Christoph Oberlinner**, christoph.oberlinner@basf.com

### Implementation Challenges:

The workplace is a promising focal point for conducting prevention programs based on the proximity of medical services to the employee. Prevention of overweight and obesity in the workplace is possible by promoting healthy diets in workplace-canteens and physical activity programs

**Tips:** Communication strategy for special focus groups (e.g. blue collar workers)

**Departments Involved:** BASF Occupational Medicine & Health Protection in cooperation with company Insurance and Family Physicians in the region

**Date and Place of Implementation:** 2005, Headquarters BASF SE, Ludwigshafen, Germany

# Dow No Tobacco Day



## The Dow Chemical Company

Dow is a diversified chemical company that combines the power of science and technology with the "Human Element" to constantly improve what is essential to human progress.

### Business Issue/Problem

The **Dow global tobacco use rate was stagnant at 18% for more than five years**. A goal of the Dow Health Strategy is to reduce the percentage of tobacco users by 10 percentage points over 10 years.

### Wellbeing Solution Applied

Annual No Tobacco Day: In its inaugural year (2007), the **global campaign urged tobacco users to make a commitment to quit using tobacco for at least one day**. Communicated in 15 languages across all Dow sites globally, tobacco users were asked to commit online. Participants received motivational messages and the chance to win a gift card prize. 6% of tobacco users (representing 27 different countries) committed to quit -- and 56% met the 24-hour challenge. At **six-months, 11% of surveyed participants remained tobacco-free**. Site leaders from 30 sites also committed to making their work environment more supportive -- and sponsored activities like tobacco cessation workshops, tobacco-free worksites, free "cold turkey" lunches, educational sessions for employees' families, and free massages.

### Benefits for the Company

- Personal, peer and environmental support to quit using tobacco

### Benefits for the Employee

- **Healthier employee and work atmosphere that facilitates higher productivity** and employee satisfaction

### Solution Champion

- **Dena Pflieger**, [dcpfliieger@dow.com](mailto:dcpfliieger@dow.com)

**Implementation Challenges:** multiple languages; making an "old topic" fresh

**Tips:** Take advantage of the energy gained from global or company-wide activities; combine both personal and cultural components to engage individuals directly and help build a more supportive environment for long-term success; one day activities can increase engagement without being too overwhelming

**Departments Involved:** Health Services, Leadership

**Date and Place of Implementation:** May 2007, globally