

return on investment wellness programs

Return on Investment Wellness Programs: A Deep Dive into Healthy Profits

Are you tired of viewing employee wellness programs as a mere "nice-to-have"? Do you suspect there's more to it than just boosting morale? You're right. Well-designed wellness programs aren't just about happy employees; they're a smart investment that delivers a significant return on investment (ROI). This comprehensive guide will explore the multifaceted ROI of wellness programs, demonstrating how a proactive approach to employee health translates directly into improved business performance. We'll delve into quantifiable benefits, dispel common myths, and equip you with the tools to build a successful, high-ROI wellness program for your organization.

Understanding the Multifaceted ROI of Wellness Programs

The ROI of wellness programs isn't just about the bottom line, although that's a crucial component. It encompasses a wider spectrum of benefits, including:

Reduced Healthcare Costs: This is often the most significant aspect. Healthier employees require less medical attention, leading to lower insurance premiums and fewer lost workdays due to illness. Proactive programs addressing issues like obesity, stress, and smoking can dramatically reduce healthcare expenses over time.

Increased Productivity and Engagement: Employees who feel valued and supported are more likely to be engaged and productive. Wellness programs demonstrate this value, fostering a positive work environment and boosting morale. A healthier workforce is a more productive workforce. This translates to increased output, improved efficiency, and higher quality of work.

Reduced Absenteeism and Presenteeism: Wellness programs directly combat absenteeism (days missed due to illness) and presenteeism (being at work but underperforming due to illness or stress). By promoting healthy habits and providing resources to address health concerns, companies can minimize lost productivity from both sources.

Improved Employee Retention: Employees are more likely to stay with a company that invests in their well-being. A strong wellness program acts as a powerful employee retention tool, reducing costly recruitment and training expenses associated with high turnover.

Enhanced Company Reputation and Brand: Companies known for prioritizing employee wellness often attract top talent and enjoy a positive public image. This can be a significant advantage in a competitive job market and contribute to a stronger brand reputation.

Improved Safety: Wellness initiatives often include safety training and ergonomic assessments, leading to a reduction in workplace accidents and injuries. This translates to lower workers' compensation claims and a safer work environment for everyone.

Measuring the ROI of Your Wellness Program: Key Metrics

Quantifying the ROI of a wellness program requires careful planning and data collection. Here are some key metrics to track:

Healthcare Cost Savings: Track changes in healthcare claims costs, both before and after implementing the program. Analyze trends to identify specific areas where the program has made the biggest impact.

Absenteeism Rates: Monitor employee absences and correlate them with program participation. Look for a reduction in sick days taken.

Employee Productivity: Use performance metrics (sales figures, project completion rates, etc.) to gauge the impact of increased employee engagement and reduced presenteeism.

Employee Turnover: Track employee retention rates to measure the program's impact on reducing turnover costs.

Return on Investment (ROI) Calculation: A basic ROI calculation involves subtracting the program's costs from the total savings generated and dividing the result by the program's cost. This provides a clear numerical representation of the financial benefits.

Designing a High-ROI Wellness Program: Best Practices

To maximize the ROI of your wellness program, consider these best practices:

Employee Needs Assessment: Start by understanding your employees' health needs and preferences. Conduct surveys, focus groups, or health screenings to identify key areas for improvement.

Tailored Program Design: Develop a program that directly addresses the identified needs and preferences. Offer a variety of options to cater to diverse interests and lifestyles.

Strong Leadership Support: Secure buy-in from leadership to ensure program success. Visible support from executives sends a clear message about the company's commitment to employee well-being.

Effective Communication and Promotion: Communicate the program's benefits and encourage participation through clear and engaging communication channels.

Regular Evaluation and Adjustment: Continuously monitor and evaluate the program's effectiveness. Make adjustments based on data and employee feedback to ensure optimal results.

Addressing Common Myths About Wellness Program ROI

Many organizations hesitate to invest in wellness programs due to misconceptions about their ROI. Let's debunk some common myths:

Myth: Wellness programs are too expensive. **Reality:** The long-term cost savings from reduced

healthcare expenses, absenteeism, and turnover often outweigh the initial investment.

Myth: Employees won't participate. **Reality:** A well-designed program with a variety of engaging options and strong communication will attract participation.

Myth: It's impossible to measure the ROI. **Reality:** With proper planning and data collection, the ROI of a wellness program can be effectively measured.

Conclusion

Investing in employee wellness programs isn't just a philanthropic gesture; it's a strategic decision that delivers a substantial return on investment. By reducing healthcare costs, boosting productivity, and improving employee retention, wellness programs contribute significantly to the bottom line. A well-structured program, tailored to the needs of your employees and meticulously evaluated, will generate tangible results that justify the investment and contribute to a healthier, more profitable organization.

FAQs

1. What if my company is small? Can I still implement a wellness program? Absolutely! Even small businesses can implement effective, cost-effective wellness programs. Focus on simple, achievable initiatives that address your employees' specific needs.
1. How long does it take to see a return on investment? The timeframe varies depending on the program design and the specific metrics tracked, but many companies see a return within a year or two.
1. What kind of budget should I allocate for a wellness program? The budget depends on the size and scope of your program. Start small, focusing on high-impact initiatives, and gradually expand as your program matures.
1. How do I get buy-in from leadership? Present a strong business case that clearly demonstrates the potential ROI. Highlight the potential cost savings and improved productivity.
1. What are some examples of cost-effective wellness program initiatives? Examples include promoting healthy eating habits through workshops or subsidized gym memberships, offering stress management resources, and providing ergonomic assessments to reduce workplace injuries.

return on investment wellness programs: *Workplace Wellness Programs Study* Soeren Mattke, Hangsheng Liu, John P. Caloyeras, Christina Y. Huang, Kristin R. Van Busum, 2013 The report investigates the characteristics of workplace wellness programs, their prevalence and impact on employee health and medical cost, facilitators of their success, and the role of incentives in such programs. The authors employ four data collection and analysis streams: a literature review, a survey of employers, a longitudinal analysis of medical claims and wellness program data from a sample of employers, and five employer case studies.

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return on investment wellness programs: *Building a Resilient Workforce* Institute of Medicine, Board on Health Sciences Policy, Planning Committee on Workforce Resiliency Programs, 2012-07-18 Every job can lead to stress. How people cope with that stress can be influenced by many factors. The Department of Homeland Security (DHS) employs a diverse staff that includes emergency responders, border patrol agents, federal air marshals, and policy analysts. These employees may be exposed to traumatic situations and disturbing information as part of their jobs. DHS is concerned that long-term exposure to stressors may reduce individual resilience, negatively affect employees' well-being, and deteriorate the department's level of operation readiness. To explore DHS workforce resilience, the Institute of Medicine hosted two workshops in September and November 2011. The September workshop focused on DHS's operational and law enforcement personnel, while the November workshop concentrated on DHS policy and program personnel with top secret security clearances. The workshop brought together an array of experts from various fields including resilience research, occupation health psychology, and emergency response. *Building a Resilient Workforce: Opportunities for the Department of Homeland Security: Workshop Summary*: Defines workforce resilience and its benefits such as increased operational readiness and long-term cost savings for the specified population; Identifies work-related stressors faced by DHS workers, and gaps in current services and programs; Prioritizes key areas of concern; and Identifies innovative and effective worker resilience programs that could potentially serve as models for relevant components of the DHS workforce. The report presents highlights from more than 20 hours of presentations and discussions from the two workshops, as well as the agendas and a complete listing of the speakers, panelists, and planning committee members.

return on investment wellness programs: *The Future of the Public's Health in the 21st Century* Institute of Medicine, Board on Health Promotion and Disease Prevention, Committee on Assuring the Health of the Public in the 21st Century, 2003-02-01 The anthrax incidents following the 9/11 terrorist attacks put the spotlight on the nation's public health agencies, placing it under an unprecedented scrutiny that added new dimensions to the complex issues considered in this report. *The Future of the Public's Health in the 21st Century* reaffirms the vision of Healthy People 2010, and outlines a systems approach to assuring the nation's health in practice, research, and policy. This approach focuses on joining the unique resources and perspectives of diverse sectors and entities and challenges these groups to work in a concerted, strategic way to promote and protect the public's health. Focusing on diverse partnerships as the framework for public health, the book discusses: The need for a shift from an individual to a population-based approach in practice, research, policy, and community engagement. The status of the governmental public health infrastructure and what needs to be improved, including its interface with the health care delivery system. The roles nongovernment actors, such as academia, business, local communities and the media can play in creating a healthy nation. Providing an accessible analysis, this book will be important to public health policy-makers and practitioners, business and community leaders, health

advocates, educators and journalists.

return on investment wellness programs: ACSM's Worksite Health Handbook American College of Sports Medicine, 2009-02-27 Encouraging and maintaining a healthy workforce have become key components in the challenge to reduce health care expenditures and health-related productivity losses. As companies more fully realize the impact of healthy workers on the financial health of their organization, health promotion professionals seek support to design and implement interventions that generate improvements in workers' health and business performance. The second edition of ACSM's Worksite Health Handbook: A Guide to Building Healthy and Productive Companies connects worksite health research and practice to offer health promotion professionals the information, ideas, and approaches to provide affordable, scalable, and sustainable solutions for the organizations they serve. Thoroughly updated with the latest research and expanded to better support the business case for worksite programs, the second edition of ACSM's Worksite Health Handbook includes the contributions of nearly 100 of the top researchers and practitioners in the field from Canada, Europe, and the United States. The book's mix of research, evidence, and practice makes it a definitive and comprehensive resource on worksite health promotion, productivity management, disease prevention, and chronic disease management. ACSM's Worksite Health Handbook, Second Edition, has the following features: -An overview of contextual issues, including a history of the field, the current state of the field, legal perspectives, and the role of health policy in worksite programs -A review of the effectiveness of strategies in worksite settings, including economic impact, best practices, and the health-productivity relationship -Information on assessment, measurement, and evaluation, including health and productivity assessment tools, the economic returns of health improvement programs, and appropriate use of claims-based analysis and planning -A thorough discussion of program design and implementation, including the application of behavior change theory, new ways of using data to engage participants, use of technology and social networks to improve effectiveness, and key features of best-practice programs -An examination of various strategies for encouraging employee involvement, such as incorporating online communities and e-health, providing incentives, using medical self-care programs, making changes to the built environment, and tying in wellness with health and safety The book includes a chapter that covers the implementation process step by step so that you can see how all of the components fit together in the creation of a complete program. You'll also find four in-depth case studies that offer innovative perspectives on implementing programs in a variety of work settings. Each case study includes a profile of the company, a description of the program and the program goals, information on the population being served, the results of the program, and a summary or discussion of the program. Throughout the book you'll find practical ideas, approaches, and solutions for implementation as well as examples of best practices and successful programs that will support your efforts in creating interventions that improve both workers' health and business performance. The book is endorsed by the International Association for Worksite Health Promotion, a new ACSM affiliate society. Deepen your understanding of the key issues and challenges within worksite health promotion and find the most current research and practice-based information and approaches inside ACSM's Worksite Health Handbook: A Guide to Building Healthy and Productive Companies, Second Edition. The e-book for ACSM's Worksite Health Handbook, Second Edition, is available at a reduced price. It allows you to highlight, take notes, and easily use all the material in the book in seconds. The e-book is delivered through Adobe Digital Editions® and when purchased through the Human Kinetics site, access to the content is immediately granted when your order is received. Adobe Digital Editions® System Requirements Windows -Microsoft® Windows® 2000 with Service Pack 4, Windows XP with Service Pack 2, or Windows Vista® (Home Basic 32-bit and Business 64-bit editions supported) -Intel® Pentium® 500MHz processor -128MB of RAM -800x600 monitor resolution Mac PowerPC -Mac OS X v10.4.10 or v10.5 -PowerPC® G4 or G5 500MHz processor -128MB of RAM Intel® -Mac OS X v10.4.10 or v10.5 -500MHz processor -128MB of RAM Supported browsers and Adobe Flash versions Windows -Microsoft Internet Explorer 6 or 7, Mozilla Firefox 2 -Adobe Flash® Player 7, 8, or 9 (Windows Vista requires Flash 9.0.28 to address a known bug) Mac

-Apple Safari 2.0.4, Mozilla Firefox 2 -Adobe Flash Player 8 or 9 Supported devices -Sony® Reader
PRS-505 Language versions -English -French -German

return on investment wellness programs: Management Lessons from the Mayo Clinic (PB) Leonard L. Berry, Kent D. Seltman, 2008-05-31 Management Lessons from Mayo Clinic reveals for the first time how this complex service organization fosters a culture that exceeds customer expectations and earns deep loyalty from both customers and employees. Service business authority Leonard Berry and Mayo Clinic marketing administrator Kent Seltman explain how the Clinic implements and maintains its strategy, adheres to its management system, executes its care model, and embraces new knowledge - invaluable lessons for managers and service providers of all industries. Drs. Berry and Seltman had the rare opportunity to study Mayo Clinic's service culture and systems from the inside by conducting personal interviews with leaders, clinicians, staff, and patients, as well as observing hundreds of clinician-patient interactions. The result is a book about how the Clinic's business concept produces stellar clinical results, organizational efficiency, and interpersonal service. By examining the operating principles that guide every management decision at this legendary healthcare institution, the authors Demonstrate how a great service brand evolves from the core values that nourish and protect it Extrapolate instructive business lessons that apply outside healthcare Illustrate the benefits of pooling talent and encouraging teamwork Relate historical events and perspectives to the present-day Mayo Clinic Share inspiring stories from staff and patients An innovative analysis of this exemplary institution, Management Lessons from Mayo Clinic presents a proven prescription for creating sustainable service excellence in any organization.

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return on investment wellness programs: A Review of the U.S. Workplace Wellness Market Soeren Mattke, Christopher Schnyer, Kristin R Van Busum, 2012-11-28 This paper describes the current state of workplace wellness programs in the United States, including typical program components; assesses current uptake among U.S. employers; reviews the evidence for program impact; and evaluates the current use and the impact of incentives to promote employee engagement.

return on investment wellness programs: Proving the Value of Soft Skills Patricia Pulliam Phillips, Jack J. Phillips, Rebecca Ray, 2020-08-04 A Step-by-Step Guide to Showing the Value of Soft Skill Programs As organizations rise to meet the challenges of technological innovation, globalization, changing customer needs and perspectives, demographic shifts, and new work arrangements, their mastery of soft skills will likely be the defining difference between thriving and merely surviving. Yet few executives champion the expenditure of resources to develop these critical skills. Why is that and what can be done to change this thinking? For years, managers convinced executives that soft skills could not be measured and that the value of these programs should be taken on faith. Executives no longer buy that argument but demand the same financial impact and accountability from these functions as they do from all other areas of the organization. In Proving the Value of Soft Skills, measurement and evaluation experts Patti Phillips, Jack Phillips, and Rebecca Ray contend that efforts can and should be made to demonstrate the effect of soft skills. They also claim that a proven methodology exists to help practitioners articulate those effects so that stakeholders' hearts and minds are shifted toward securing support for future efforts. This book reveals how to use the ROI Methodology to clearly show the impact and ROI of soft skills programs. The authors guide readers through an easy-to-apply process that includes: business alignment design evaluation data collection isolation of the program effects cost capture ROI calculations results communication. Use this book to align your programs with organizational strategy, justify or enhance budgets, and build productive business partnerships. Included are job aids, sample plans, and detailed case studies.

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Commercial Drivers Gerald P. Krueger, 2007 TRB's Commercial Truck and Bus Safety Synthesis Program (CTBSSP) Synthesis 15: Health and Wellness Programs for Commercial Drivers explores health risks facing commercial truck and motorcoach drivers. The report examines the association between crash causation and functional impairments, elements of employee health and wellness programs that could be applied to commercial drivers, and existing trucking and motor coach employee health and wellness programs. In addition, the report includes several case studies on employee health and wellness programs in the truck and motorbus industries, focusing on the elements that appear to work effectively.

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return on investment wellness programs: Investment for Health and Well-being Dyakova M, Centers of Disease Control, 2017-09-27 Governments across the WHO European Region need to take urgent action to address the growing public health inequality economic and environmental challenges in order to achieve sustainable development (meeting current needs without compromising the ability of future generations to meet their own needs) and to ensure health and well-being for present and future generations. Based on a scoping review this report concludes that current investment policies and practices (doing business as usual) are unsustainable with high costs to individuals families communities societies the economy and the planet. Investment in public health policies that are based on values and evidence provides effective and efficient inclusive and

innovative solutions that can drive social economic and environmental sustainability. Investing for health and well-being is a driver and an enabler of sustainable development and vice versa and it empowers people to achieve the highest attainable standard of health for all.

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return on investment wellness programs: Encyclopedia of Wellness [3 volumes] Sharon K. Zoumbaris, 2012-06-06 This wide-ranging encyclopedia addresses our rapidly changing understanding of health and wellness, providing a collection of essays that are up-to-date and comprehensive in both scope and breadth. Encyclopedia of Wellness: From Açaí Berry to Yo-Yo Dieting offers expert advice to anyone seeking information on a condition or illness. More than that, however, this three-volume resource is a compendium of practical information on how to reduce poor health choices and live a healthy, active, vibrant life. A source of basic, easily understandable entries on health and wellness, the encyclopedia covers an extraordinarily broad array of health-related topics including acupuncture, art therapy, biofeedback, food additives, nutrition labels, organic foods, and workplace wellness. Bulimia is covered, as are depression, autism, cancer, and environmental hazards. Essays examine issues related to healthy living for the mind and the body, stressing the importance of the mind-body connection to good health. Information is also offered on practical concerns such as medical savings accounts, changes in medical insurance, and the U.S. health care system. Throughout, the encyclopedia presents knowledge gleaned from new research on treatment and especially on choices in nutrition and exercise.

return on investment wellness programs: Handbook of Employee Selection James L. Farr, Nancy T. Tippins, 2017-03-27 This second edition of the Handbook of Employee Selection has been revised and updated throughout to reflect current thinking on the state of science and practice in employee selection. In this volume, a diverse group of recognized scholars inside and outside the United States balance theory, research, and practice, often taking a global perspective. Divided into eight parts, chapters cover issues associated with measurement, such as validity and reliability, as well as practical concerns around the development of appropriate selection procedures and implementation of selection programs. Several chapters discuss the measurement of various constructs commonly used as predictors, and other chapters confront criterion measures that are

used in test validation. Additional sections include chapters that focus on ethical and legal concerns and testing for certain types of jobs (e.g., blue collar jobs). The second edition features a new section on technology and employee selection. The Handbook of Employee Selection, Second Edition provides an indispensable reference for scholars, researchers, graduate students, and professionals in industrial and organizational psychology, human resource management, and related fields.

return on investment wellness programs: Workplace Wellness Programs: Promoting Employee Health and Wellbeing Julian Paterson, Workplace Wellness Programs: Promoting Employee Health and Wellbeing is an essential guide for employers and HR professionals seeking to enhance the health and productivity of their workforce. This comprehensive book covers every aspect of designing, implementing, and sustaining effective wellness programs, from physical health initiatives and mental health support to financial wellness and creating a healthy work environment. With practical strategies, real-world case studies, and insights into the latest technology and trends, this book provides the tools and knowledge needed to create a thriving workplace where employees can achieve their best both personally and professionally. Whether you are starting from scratch or looking to improve existing programs, this book is your roadmap to fostering a culture of wellness and success.

return on investment wellness programs: The Economics of Human Systems Integration William B. Rouse, 2011-04-22 Fundamental Economic Principles, Methods, and Tools for Addressing Human Systems Integration Issues and Tradeoffs Human Systems Integration (HSI) is a new and fundamental integrating discipline designed to help move business and engineering cultures toward more human-centered systems. Integrating consideration of human abilities, limitations, and preferences into engineering systems yields important cost and performance benefits that otherwise would not have been accomplished. In order for this new discipline to be effective, however, a cultural change—starting with organizational leadership—is often necessary. The Economics of Human Systems Integration explains the difficulties underlying valuation of investments in people's training and education, safety and health, and work productivity. It provides an overview of how the field of economics addresses these difficulties, focusing on human issues associated with design, development, production, operations, maintenance, and sustainment of complex systems. The set of thought leaders recruited as contributors to this volume collectively provides a compelling set of data and principles for assessing the economic value of investing in people, not just in general but in specific investment situations. The early chapters provide the contexts for HSI and investment analysis, illustrating the enormous difference context makes in how issues are best framed and analyzed. A host of practical methods and tools for investment valuation are then presented. Provided are: A variety of real-world applications of economic analysis ranging from military acquisition and automotive investment to healthcare and high-tech investments in general, in both the U.S. and abroad A range of economics-based methods and tools for cost analysis, cost-benefit analysis, and investment analysis, as well as sources of data for performing such analyses Differing perspectives on economic decision-making, including a range of private sector points of view, as well as government and regulatory perspectives In addition, five real-world case studies illustrate how such valuations have been done and their major impacts on investment decisions. HSI professionals, systems engineers, and finance professionals who address investment analysis will appreciate the wide range of methods and real-life applications; senior undergraduates and masters-level graduate students will find this to be an excellent textbook that provides theory and supports practice.

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well-being highlight how theory and research can improve employee health and well-being.

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Wellness/Enhancement Programming (4th Ed.) Michael A. Richard, 2009-02 This landmark text discusses current issues and trends to help employee assistance and human resource professionals do their jobs better and help people live happier, more productive lives by providing them with the resources to deal with personal problems. The current spiraling and escalating rate of change within the business and working world, fueled by other events and phenomena since September 11, 2001, were the impetus and driving force behind the initiative and development of this new fourth edition. This book contains 43 chapters; a total of 21 are from the first two editions, eleven were written specifically for the third edition, and eleven new chapters were exclusively written for this new fourth edition. While savoring the still pertinent, meaningful and relevant-to-today materials from the previous editions, there are nine new updates, written by an all-star team of experts in their respective areas. The topics include history and philosophy, structure and organization, client services and characteristics, program planning and evaluation, professional and paraprofessional training and development, special issues, selected examples and future directions. An excellent textbook for college and university courses and preparation source, this book is a must for professionals wanting to be up-to-date on employee assistance programming, for students in graduate courses and seminars, for college and university courses, and in-service training and continuing education programs.

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return on investment wellness programs: Managing and Evaluating Healthcare Intervention Programs Ian Duncan, FSA, FIA, FCIA, MAAA, 2014-01-20 Since its publication in 2008, Managing and Evaluating Healthcare Intervention Programs has become the premier textbook for actuaries and other healthcare professionals interested in the financial performance of healthcare interventions. The second edition updates the prior text with discussion of new programs and outcomes such as ACOs, Bundled Payments and Medication Management, together with new chapters that include Opportunity Analysis, Clinical Foundations, Measurement of Clinical Quality, and use of Propensity Matching.

return on investment wellness programs: On Great Service Leonard L. Berry, 1995-04-01 Improving service quality has finally become a top priority of management today, yet according to service quality expert Leonard Berry only a handful of companies have managed to determine exactly what to improve and how to improve it. For the past two years, Berry studied dozens of companies of all sizes renowned for their capacity to deliver what they promise and more. From his on-site observation of the strategies and practices of such companies as Mary Kay Cosmetics, Tattered Cover Book Store, Longo Toyota & Lexus, Lakeland Regional Medical Center, and Hard Rock Cafe, Berry has constructed a dynamic new framework for improving service. This framework provides a roadmap for implementation found nowhere else in the service quality literature. In every

chapter Berry draws on his twelve years of research in service quality to explain each part of the framework in detail. He provides rich insights and inspiring examples of great service -- including numerous examples unique to this book as well as the classic success stories of USAA, Taco Bell, and many more. Berry shows that a company must (1) develop service leadership skills and values -- a concept substantially different from developing general leadership; (2) build a service quality information system; and (3) create a comprehensive service strategy based on the four principles of great service: reliability, surprise, recovery, and fairness. He demonstrates how these four principles, when adopted by the leadership and infused into the systems of a service company, are the building blocks of the framework and form the anchor for implementation. Berry shows how the artistry of great service can be systematically created from this foundation through a company's organizational structure, technology, and often under utilized human resources assets. He challenges service managers to set their service quality aspirations higher, and his innovative, practical ideas will help them achieve those higher standards. Linking service excellence to value creation, Berry provides solid financial reasons for the necessity of great service. Here, at last, is the book for which managers in every service industry have waited: Leonard Berry's operating manual for turning plans for great service into action.

return on investment wellness programs: Fracking David E. Newton, 2015-01-16 The use of fracking is a tremendously important technology for the recovery of oil and gas, but the advantages and costs of fracking remain controversial. This book examines the issues and social, economic, political, and legal aspects of fracking in the United States. Hydraulic fracturing of oil and gas wells—known commonly as fracking—has been in use in the United States for more than half a century. In recent years, however, massive expansion of shale gas fracturing across the nation has put fracking in the public eye. Is fracking a win win like its proponents say, or are there significant costs and dangers associated with the use of this energy production technology? This book examines fracking from all angles, addressing the promise of the United States becoming energy independent through the use of the process to tap the massive amounts of natural gas and oil available as well as the host of problems associated with fracking—groundwater contamination and increased seismic activity, just to mention two—that raise questions about the long-term feasibility of the process as a source of natural gas. The first part of the book provides a historical background of the topic; a review of technical information about fracking; and a detailed discussion of the social, economic, political, legal, and other aspects of the current fracking controversy. The second part of the book provides a host of resources for readers seeking to learn even more in-depth information about the topic, supplying a chronology, glossary, annotated bibliography, and profiles of important individuals and organizations. Written specifically for students and young adults, the content is accessible to readers with little or no previous knowledge regarding fracking.

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design, implementation, and evaluation of workplace health promotion programs that address the range of employee health needs and concerns Understand how evidence-based programs can positively impact business and reduce health care cost Explore the larger scale implications of successful workplace health programs, including health policies, health insurance design, worker safety, employee behavior, etc. Learn how together employers and employees work to create a culture of health and well-being to support and promote employee health and safety Review the ways in which successful workplace health promotion programs can prove financially beneficial Workplace Health Promotion Programs is a resource that guides students and professionals alike in the discovery, development, and execution of successful employee health initiatives.

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sleep Heighten productivity without adding hours to the workday Filled with tips for immediate improvement and guidelines for building a long-term plan, *The Healthy Workplace* proves that a company cannot afford to miss out on the ROI of investing in their employees' well-being.

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