

roi on wellness programs

The ROI on Wellness Programs: A Comprehensive Guide to Measuring Success

Are you considering investing in a wellness program for your employees but unsure if it's worth the cost? You're not alone. Many businesses hesitate, questioning the return on investment (ROI) of wellness initiatives. This comprehensive guide will delve deep into the often-misunderstood ROI on wellness programs, revealing how to effectively measure its impact and demonstrate a compelling business case for investment. We'll move beyond simple cost-savings and explore the multifaceted benefits, showing you how to quantify improvements in productivity, employee retention, and overall company health. Prepare to see wellness programs not as an expense, but as a strategic investment in your business's future success.

Understanding the Multifaceted ROI of Wellness Programs

The ROI of wellness programs isn't solely about reducing healthcare costs, although that's a significant component. It's a much broader picture encompassing numerous tangible and intangible benefits that contribute to a healthier bottom line. Thinking about ROI in this holistic way is crucial to a successful implementation and to justifying the program's value.

1. Reduced Healthcare Costs: The Obvious (But Significant) ROI

This is the most commonly cited benefit, and for good reason. Wellness programs often lead to reduced healthcare utilization. Employees who participate actively are more likely to:

Manage chronic conditions more effectively: Programs providing resources for managing conditions like diabetes, hypertension, and obesity can significantly reduce costly hospitalizations and emergency room visits.
Make healthier lifestyle choices: Encouraging healthier eating, increased physical activity, and stress management techniques can prevent future health issues.

Utilize preventative care more frequently: Wellness programs frequently include screenings and check-ups, allowing for early detection and treatment of potential problems, avoiding more expensive interventions later on.

To measure this ROI, track healthcare claims data before and after program implementation. Compare changes in average claim costs, frequency of claims, and overall healthcare expenditure.

2. Increased Productivity and Reduced Absenteeism: A Tangible Impact on the Bottom Line

A healthier workforce is a more productive workforce. Wellness programs

contribute to:

Improved energy levels and focus: Employees participating in fitness initiatives often report increased energy and improved concentration, leading to higher productivity and efficiency.

Reduced absenteeism and presenteeism: Healthier employees take fewer sick days and are less likely to be "presenteeistic" (being present but unproductive due to illness or stress).

Improved morale and job satisfaction: Investing in employee well-being demonstrates care and commitment, boosting morale and creating a more positive work environment.

Quantify this by tracking employee absences, presenteeism rates (through surveys or performance monitoring), and output metrics before and after the program's implementation.

3. Enhanced Employee Retention: The Long-Term Value of a Healthy Workforce

Attracting and retaining top talent is crucial, and wellness programs play a significant role. Employees are more likely to stay with a company that values their health and well-being. This reduces costly recruitment and training expenses associated with high turnover. A company culture that prioritizes wellness can also attract top talent in a competitive job market.

Measure this through employee turnover rates and the cost of recruitment and training. Compare these figures before and after implementing the wellness program.

4. Improved Employee Engagement and Morale: An Intangible but Powerful ROI

While harder to quantify directly, improved employee engagement and morale translate into increased productivity, reduced stress, and better teamwork. Wellness programs often foster a sense of community and camaraderie, creating a more positive and supportive work environment.

Measure this through employee satisfaction surveys, engagement scores, and qualitative feedback gathered through focus groups or individual interviews.

Measuring the ROI: Strategies for Success

Measuring the ROI of wellness programs requires a strategic and multi-faceted approach. Don't just focus on cost savings; consider all the benefits outlined above.

Establish Baseline Metrics: Before implementing the program, collect data on healthcare costs, absenteeism, turnover rates, and employee engagement. This provides a benchmark against which to measure progress.

Track Key Performance Indicators (KPIs): Identify and track relevant KPIs throughout the program's duration. This might include participation rates, changes in health metrics, reductions in healthcare costs, and improvements in employee engagement.

Use Surveys and Feedback Mechanisms: Regularly collect employee feedback to gauge satisfaction, identify areas for improvement, and understand the

program's impact on their well-being.

Analyze Data and Report Findings: Regularly analyze collected data and prepare reports to demonstrate the program's effectiveness and return on investment. This data is crucial for justifying continued investment and making adjustments as needed.

Consider Both Tangible and Intangible Benefits: Don't limit your analysis to just the readily quantifiable aspects. Qualitative data such as improved employee morale and enhanced company culture are also valuable indicators of success.

Conclusion

Investing in a wellness program isn't just a feel-good initiative; it's a strategic investment that yields significant returns. While the ROI might not be immediately apparent, a carefully planned and meticulously measured program will demonstrably improve your company's bottom line and create a more engaged, healthier, and productive workforce. By focusing on a holistic approach to measuring success, incorporating both quantitative and qualitative data, you can build a compelling case for the value of wellness programs and secure long-term benefits for your organization.

FAQs

1. How long does it take to see a return on investment from a wellness program?

The timeframe for seeing a return varies depending on the program's design, employee participation, and the metrics being tracked. Some benefits, like reduced absenteeism, might be noticeable within the first year, while others, such as decreased healthcare costs, may take longer to materialize. A comprehensive analysis over several years is often needed to fully understand the program's long-term impact.

1. What are the common mistakes companies make when measuring ROI on wellness programs?

Common mistakes include focusing solely on healthcare cost reduction, neglecting to establish baseline metrics, failing to track key performance indicators consistently, and not considering both tangible and intangible benefits. Furthermore, inadequate employee participation can skew results and limit the potential ROI.

1. How can I ensure high employee participation in a wellness program?

Effective communication is key. Clearly articulate the program's benefits, make participation easy and convenient, offer a variety of options to cater to diverse interests and needs, and promote success stories to encourage others. Incentives can also boost participation, but should be carefully considered to avoid unintended consequences.

1. What types of wellness programs offer the highest ROI?

Programs that address multiple aspects of well-being, such as physical health, mental health, and financial well-being, often offer the highest ROI. Tailoring the program to the specific needs and preferences of your workforce is crucial to maximizing its impact.

1. How can I justify the cost of a wellness program to senior management?

Present a robust business case that clearly outlines the potential ROI, using data-driven evidence to demonstrate the program's anticipated benefits. Highlight both cost savings (e.g., reduced healthcare costs, lower absenteeism) and intangible benefits (e.g., improved employee morale, enhanced productivity). Showcase successful examples from similar companies to strengthen your argument.

roi on 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.

roi on wellness programs: *Workplace Wellness that Works* Laura Putnam, 2015-06-08 A smarter framework for designing more effective workplace wellness programs Workplace Wellness That Works provides a fresh perspective on how to promote employee well-being in the workplace. In addressing the interconnectivity between wellness and organizational culture, this book shows you how to integrate wellness into your existing employee development strategy in more creative, humane, and effective ways. Based on the latest research and backed by real-world examples and case studies, this guide provides employers with the tools they need to start making a difference in their employees' health and happiness, and promoting an overall culture of well-being throughout the organization. You'll find concrete, actionable advice for tackling the massive obstacle of behavioral change, and learn how to design and implement an approach that can most benefit your organization. Promoting wellness is a good idea. Giving employees the inspiration and tools they need to make changes in their lifestyles is a great idea. But the billion-dollar question is: what do they want, what do they need, and how do we implement programs to help them without causing more harm than good? Workplace Wellness That Works shows you how to assess your organization's needs and craft a plan that actually benefits employees. Build an effective platform for well-being Empower employees to make better choices Design and deliver the strategy that your organization needs Drive quantifiable change through more creative implementation Today's worksite wellness industry represents a miasma of competing trends, making it nearly impossible to come away with tangible solutions for real-world implementation. Harnessing a broader learning and development framework, Workplace Wellness That Works skips the fads and shows you how to design a smarter strategy that truly makes a difference in employees' lives—and your company's bottom line.

roi on 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.

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roi on wellness programs: *Wellbeing at Work* Jim Clifton, Jim Harter, 2021-06-01 What if the next global crisis is a mental health pandemic? It is here now. One-third of Americans have shown signs of clinical anxiety or depression, and the current state of suffering globally has risen significantly. The mental health pandemic manifests everywhere, not least in your workplace. As organizations around the world face health and social crises, as well as economic uncertainty, acknowledging and improving wellbeing in your workplace is more critical than ever. Increasingly, leaders and managers must support mental health and cultivate resilience in employees — not just increase engagement and performance. Based on more than 100 million Gallup global interviews, Wellbeing at Work shows you how to do just that. Coauthored by Gallup's CEO and its Chief Workplace Scientist, Wellbeing at Work explores the five key elements of wellbeing — career, social, financial, physical and community — and how organizations can help employees and teams thrive in those elements. The book also gives leaders ideas and action items to help employees use their innate talents and strengths to thrive in each of the wellbeing elements. And Wellbeing at Work introduces a metric to report a person's best possible life: Gallup Net Thriving, which will become the "other stock price" for organizations. In a world where work and life are more blended than ever, maximizing employee wellbeing takes on greater urgency. Wellbeing at Work shows leaders how to create a thriving and resilient culture. If you and your leaders don't change the world, who will? Wellbeing at Work includes a unique code to take the CliftonStrengths assessment, which reveals your top five strengths.

roi on wellness programs: *Cracking Health Costs* Tom Emerick, Al Lewis, 2013-06-07 Cracking Health Costs reveals the best ways for companies and small businesses to fight back, right now, against rising health care costs. This book proposes multiple, practical steps that you can take to control costs and increase the effectiveness of the health benefit. The book is all about rolling back health care costs to save companies and employees money. Working hand-in-hand with their

employees, businesses need to ensure that, whenever feasible, employees with the most expensive diagnoses get optimal treatment at hospitals not practicing “volume-driven” medicine for higher profits. Less than 10% of employees incur 80% of costs. About 20% of patients have been completely misdiagnosed, while many others are simply the victims of surgeons who are either practicing bad medicine or overtreating for profit. For example, some companies, such as Walmart and Lowe’s, are turning to the “Centers of Excellence” approach author Tom Emerick helped to pioneer while running benefits for Walmart. By determining which hospitals are adopting the highest standards of care, benefits managers can reduce the number of unnecessary high-cost surgeries and improve employees’ overall health. The solution-based approach offered by the book is unique, because it can be implemented by businesses today.

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roi on 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.

roi on 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

roi on 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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roi on wellness programs: *Chief Wellbeing Officer* Steven P. MacGregor, Rory Simpson, 2018 Right now is the best time to be alive. Of course, there are significant challenges in all areas of society, yet we are provided like never before with the tools, communication, awareness, and freedom to tackle these challenges head on. *Chief Wellbeing Officer* is for anyone who wants to help create a more human workplace, be that simply by re-discovering their own humanity at work or by implementing a strategy for all the workforce. It is a comprehensive and accessible guide for individuals and enterprises of all shapes and sizes to improve health, happiness and to achieve high-performance. In an emerging future that is increasingly digital, artificially intelligent, and always 'on' it is those organizations who increase their care for humans that will thrive. Let Steven and Rory take you on a journey, interwoven with their own stories, experiences and travels, that will allow the right questions to be considered instead of always jumping straight to the answer. Because the future of work is now.

roi on wellness programs: *Creating Healthy Organizations* Graham Lowe, 2012-09-28 The current global economic environment is defined by unprecedented uncertainty, a premium placed on knowledge, and the threat of future talent scarcity. Key to an organization's success under these conditions is its ability to strengthen the links between people and performance. *Creating Healthy Organizations* provides executives, managers, human resource professionals, and employees an action-oriented approach to forging these connections by creating and sustaining vibrant and productive workplaces. A healthy organization operates in ways that benefits all stakeholders, including employees, customers, shareholders, and communities. Using a wide range of examples from a variety of internationally based industries, Graham Lowe integrates leading practices with research on workplace health and wellness, quality work environments, employee engagement, organizational performance, and corporate social responsibility to make a compelling business case for creating healthy, resilient, and sustainable organizations. *Creating Healthy Organizations* offers readers, whether CEOs or front-line workers, an innovative framework and practical tools for planning, implementing, and measuring healthy change in their workplaces.

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authoritative resource available, discussing a range of stress theories as well as theories on preventative stress management and how to enhance well-being. Timely given that stress is linked to seven of the ten leading causes of death in developed nations, yet paradoxically successful adaptation to stress can enable individuals to flourish. Contributors are an international panel of authoritative researchers and practitioners in the various specialty subjects addressed within the work.

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roi on 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.

roi on 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 underutilized 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.

roi on wellness programs: Mental Wellness Programs for Employees R.H. Egdahl, D.C. Walsh, W.B. Goldbeck, 2012-12-06 Address to the Conference on Employee Mental Wellness by Walter B. Wriston, Chairman, Citicorp The mental well-being of employees is a subject of fundamental importance to each of us, our companies, our professions, and the nation. Both the Washington Business Group on Health and Boston University's Center for Industry and Health Care should be commended for the timely initiative this conference represents. I hope it will become an ongoing effort to improve the mental health services to the nation's private sector workers and their dependents. I have had a deep interest in the delivery of health care for a long time, both from the perspective of a major employer and from my participation in the governance of New York Hospital-Cornell Medical Center. It has also been my privilege to chair the Business Round table's Task Force on Health and to serve on the President's Labor Management Committee which, among

other things, has been working on health care problems. This experience obviously does not give me any claim to special expertise on the issue of mental health. It may prove helpful, however, as we work together formulating our thoughts about the nation's health system, the role of industry, and where the mental health issue fits into the picture.

roi on wellness programs: *Winning Health Promotion Strategies* Anne Marie

Ludovici-Connolly, 2010 *Winning Health Promotion Strategies* has everything you need to design, implement, and evaluate wellness programs in school, community, or worksite settings. The book's 55 programs address physical activity, nutrition, and preventive care. It offers information on benefits of wellness programming that will help you gain support for your programs.

roi on wellness programs: *Investing in Interventions That Address Non-Medical, Health-Related Social Needs* National Academies of Sciences, Engineering, and Medicine, Health and Medicine Division, Board on Population Health and Public Health Practice, 2019-09-27 With U.S. health care costs projected to grow at an average rate of 5.5 percent per year from 2018 to 2027, or 0.8 percentage points faster than the gross domestic product, and reach nearly \$6.0 trillion per year by 2027, policy makers and a wide range of stakeholders are searching for plausible actions the nation can take to slow this rise and keep health expenditures from consuming an ever greater portion of U.S. economic output. While health care services are essential to health, there is growing recognition that social determinants of health are important influences on population health. Supporting this idea are estimates that while health care accounts for some 10 to 20 percent of the determinants of health, socioeconomic factors and factors related to the physical environment are estimated to account for up to 50 percent of the determinants of health. Challenges related to the social determinants of health at the individual level include housing insecurity and poor housing quality, food insecurity, limitations in access to transportation, and lack of social support. These social needs affect access to care and health care utilization as well as health outcomes. Health care systems have begun exploring ways to address non-medical, health-related social needs as a way to reduce health care costs. To explore the potential effect of addressing non-medical health-related social needs on improving population health and reducing health care spending in a value-driven health care delivery system, the National Academies of Science, Engineering, and Medicine held a full-day public workshop titled *Investing in Interventions that Address Non-Medical, Health-Related Social Needs* on April 26, 2019, in Washington, DC. The objectives of the workshop were to explore effective practices and the supporting evidence base for addressing the non-medical health-related social needs of individuals, such as housing and food insecurities; review assessments of return on investment (ROI) for payers, health systems, and communities; and identify gaps and opportunities for research and steps that could help to further the understanding of the ROI on addressing non-medical health-related social needs. This publication summarizes the presentations and discussions from the workshop.

roi on wellness programs: *Discovering the Soul of Service* Leonard L. Berry, 1999-07-13

This wise and inspiring book by Leonard Berry, moves far beyond his pioneering work in services marketing and service quality to explain how great service companies meet their toughest challenge: sustaining long-term success. In a world where customers regard flawless products as a given, service is the key differentiator between competitors in any field. From Berry's exacting study of fourteen mature, highly successful, labor-intensive companies comes an astonishing revelation: the single most important factor in building a lasting service business is not a matter of savvy business practice, but of humane values. In all fourteen award-winning companies -- Bergstrom Hotels, The Charles Schwab Corporation, Chick-fil-A, The Container Store, Custom Research Inc., Dana Commercial Credit, Dial-A-Mattress, Enterprise Rent-A-Car, Midwest Express Airlines, Miller SQA, Special Expeditions, St. Paul Saints, USAA, and Ukrop's Super Markets -- values-driven leadership connects with strategic focus, executional excellence, control of destiny, trust-based relationships, generosity, investment in employee success, acting small, and brand cultivation to drive customer satisfaction, innovation, and growth. Dedicating a chapter to each of these nine drivers, this book is the most far-reaching and insightful vision ever presented of the principles and step-by-step actions

that continuously bring success to life in a company. Berry's comprehensive model reveals the soul that underlies the strategies and day-to-day operations of great service companies, guiding the thousands of daily decisions of individual employees. Clear, compelling, pathbreaking, Discovering the Soul of Service is essential reading for managers everywhere.

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obesity-related research from the full range of social sciences including anthropology, economics, government, psychology, and sociology.

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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.

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