

# WELLNESS FOR A GLOBAL WORKFORCE

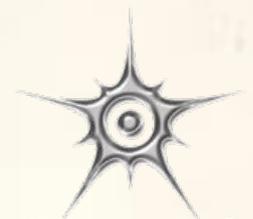
Workplace wellness initiatives in low and  
middle-income countries

## CASE STUDIES



**GBCHealth**

Mobilizing Business for a  
Healthier World



**Sentinel**  
Consulting



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# SUMMARY

Workplace wellness initiatives are as varied as the organizations and locations in which they operate. With the vast majority of evidence and advice centered on high-income settings, designing and implementing a wellness initiative in a low or middle-income setting can be a daunting prospect. This study aims to assist corporations by providing a snapshot of wellness programs currently implemented specifically in low and middle-income countries (LMICs), and collating evidence of impact. We explore the motivations for developing programs, the health conditions and risk factors most often targeted, how programs are implemented and evaluated, and useful lessons learned by program custodians. Finally, we include a checklist for program managers developing a wellness program for their own organization.



The following case studies are extracted from the full report, which is available at [www.sentinelconsulting.co.uk/wellness\\_2012.php](http://www.sentinelconsulting.co.uk/wellness_2012.php)

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## IN FOCUS NIGERIA

### Chevron: Healthy Heart - a Worksite Program to address Cardiovascular Health Risks

The objectives of Chevron's Healthy Heart program are to reduce employees' risk for cardiovascular disease; increase the percentage of employees at low risk for cardiovascular disease; encourage understanding that behaviors can influence long-term health; demonstrate the link between health, productivity and safety and create a competitive advantage for Chevron with a healthy and safe workforce. The program has been deployed to 12 countries around the world, tailored to each location.

Originally called the Cardiovascular Health program, this comprehensive program was rebranded as the Healthy Heart program in 2012. The case for program development is based on medical data from Nigeria and other Chevron locations that demonstrate cardiovascular-related diseases are among the most costly medical expenses. To mitigate these costs and to address behaviors contributing to cardiovascular disease, Healthy Heart provides a risk assessment and a variety of supporting tools and resources. Participants take a personal assessment to determine their risks for cardiovascular disease. Based on this assessment, they enroll in a program where they are offered resources to assist them in modifying their risks.

Individuals also can participate in group activities including training sessions to learn how to live a healthy lifestyle (nutrition, exercise, smoking cessation, etc.) and join walking, stretching and other group fitness programs. In Nigeria, Chevron is pilot testing the use of a Peer Health Educator (PHE) model to address cardiovascular disease.

There are currently 190 high functioning PHEs across all Chevron Nigeria Limited locations. Active since



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We are utilizing the peer health educator (PHE) model that has been successful in addressing infectious diseases to educate about chronic diseases.

**Chevron, Nigeria**

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2006, the PHE program was initially designed to provide ongoing awareness and prevention information about HIV and AIDS, Malaria and Tuberculosis to the workforce and their communities. These resources are now being leveraged to address cardiovascular health and associated lifestyle risk factors. The PHE model is being used to strengthen personal health resources and decrease the stigma associated with infectious diseases by expanding the focus to whole health. Chevron will use non-communicable disease screening opportunities as a platform for HIV screening—and vice versa—in Nigeria and other locations.

Chevron is one of the world's leading integrated energy companies, with subsidiaries conducting business worldwide.

## IN FOCUS INDIA

### Unilever: Lamplighter

The Lamplighter program comprises health risk assessment for NCDs such as hypertension, diabetes and coronary heart disease and monitors BMI, cholesterol, blood sugar and smoking to derive an individual health risk profile. The program combines this assessment with coaching in exercise, nutrition and mental resilience to help employees improve their health. Where needed we also provide

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Over half of our originally [higher risk] employees have moved out of the danger zone.

Unilever, India

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physician support. Unilever has also introduced a workplace No Smoking standard worldwide.

Hindustan Unilever—Unilever’s Indian subsidiary—launched the Vitality Initiative in 2006. Under this program, employees are assigned a biometric grading based on their body mass index (BMI), blood pressure, cholesterol level and sugar fasting. There are three grades: green, indicating excellent health; orange, indicating the need for periodic reviews; and red, indicating the need for both focused attention and periodic reviews. Appropriate interventions are offered to people in the orange or red categories. The results have been encouraging; about 14,000 employees have participated. Over half of the original “red” employees have moved out of the danger zone, while a survey has found a widespread boost in morale among participants at all grades.

Unilever is a multinational consumer goods company whose products are sold in 180 countries.

## IN FOCUS PHILIPPINES

### HP: Winning with Wellness

The Winning with Wellness program was developed to create a holistic culture of health that addresses three main pillars of employee well-being: Physical health, emotional health and stress management, financial wellness.

The goal was to transform and unite individual wellness programs that were offered separately in the past into an integrated and comprehensive approach to wellness that would drive engagement and productivity, and recognize diverse needs across our organization.

To address this a framework was developed, focused on our three pillars of well-being. Uniquely, the financial wellness pillar aims to help empower employees to make informed financial decisions, ultimately helping to reduce finance-related stress and its associated impact on physical health.

In the Philippines, the financial wellness programs were tailored for local employees. A gap in employee knowledge was detected—the basics of how to save money and where to put savings—and a financial training program and investors’ club was created, partnering with Money Tree. The program instilled the SAVE UP concept through self-awareness and goal setting, training and practice.



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Our program is based on three pillars of wellbeing—physical health, emotional health and financial wellness.

HP, Philippines

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Training included basic and advanced classroom modules.

As the world’s largest technology company, HP brings together a portfolio that spans printing, personal computing, software, services, and IT infrastructure to solve customer problems.



## IN FOCUS SOUTH AFRICA

### Volkswagen SA: Workplace Health and Wellness

The Wellness program was initiated in 2002 with a focus on HIV and AIDS. It has since broadened to provide a comprehensive health offering. In delivering the original HIV and AIDS program, the need to also address issues such as stigma and concomitant chronic diseases was identified.

In response, in 2006 a three-month pilot study was performed, incorporating screening for NCD risk factors. *Convenience* was identified as a barrier to participation. As such a *single stop shop* design is critical. The pilot screened for cholesterol, BMI, BP, blood glucose, lung function, HIV and TB. An alarming prevalence of NCD risk factors was detected, in line with national and international trends, and this provided the evidence required to bring preventative lifestyle factors to the forefront of the program.

In 2009 a program of free comprehensive health checks was rolled out. The program of three-yearly checks includes every business sector and integrates HIV and TB screening, NCD risk factor screens and occupational health screens into a single visit. The checks also provide an opportunity to detect and address mental health and any other broader wellness issue that may be detected.

Individuals can access the program in several different ways: Firstly via the health centre, which provides primary healthcare, STD clinics and family planning clinics.

Secondly, the program can be accessed via a network of peer counsellors. Originally peer educators but now with enhanced training and

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Our goal is to continue to develop the program and embed its footprint firmly and irrevocably into the fabric of the company.

**Volkswagen South Africa**

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support, these individuals receive monthly updates not just on HIV and TB but also a wide range of NCD-related issues. They have been guaranteed a five-minute slot in the weekly pre-shift meeting during which they will address a health issue. They regularly hold lunchtime talks, distribute educational materials, give advice and make referrals to the appropriate services. The peer educators are well respected and very active in their communities, as well as in the workplace. They regularly give talks in shebeens (bars) and churches and play their part in combating HIV-associated stigma and misinformation as well as delivering broader health messages. Thirdly, rounds of nurse-led screening appointments are held at various times of the year on-site. These generate very high levels of participation—80-89%.

Finally, services can be accessed via external service providers: Careways—an external company providing counseling services—and loveLife—an NGO offering HIV and AIDS services for young people from its new VWSA-funded R20 million (approx. \$2.2 million USD) center. The numbers of users of the externally-accessed services are rising because of their convenience and independence. They also provide a source of an alternative or second opinion. The numbers using internal services are not decreasing.

This year an on-site gym facility and rehabilitation unit will be opened with the intention of increasing the workforce's fitness and also work on posture for prevention of chronic injuries. The goal is to continue to develop the program and embed its footprint firmly and irrevocably into the fabric of the company.

Volkswagen Group South Africa is one of the biggest exporters of vehicles from the African continent.

## IN FOCUS

### ZIMBABWE

#### Zimbabwe Platinum Mines: HIV and AIDS program

In response to the high prevalence of HIV in the mining industry, Zimbabwe Platinum Mines (Zimplats) initiated a workplace wellness program focused on HIV and AIDS in 2003. The program uses a wide variety of prevention and treatment approaches, and aims to prevent the spread of HIV, manage its impact on infected employees and reduce disease-related stigma and discrimination.

Interventions for employees include a network of peer educators who provide counseling and are able to make referrals to testing services, free condom distribution (and associated education activities) and the provision of free antiretroviral treatment to employees and eligible dependents. In addition, nurses have received training in the treatment of opportunistic infections, the use of antiretroviral drugs and rapid diagnostic testing for HIV, malaria and syphilis.

Recognizing the connection between the health of its workforce and that of the surrounding community, Zimplats has now extended the program beyond its workers. Activities include free condom distribution via nearby stores and nightclubs, the establishment of an STI clinic for local sex workers, the facilitation of income-generating projects for sex workers and education programs around the prevention of mother-to-child HIV transmission. These activities have involved collaborations with numerous partners, including Population Services International (PSI) and the Zimbabwe Business Council on AIDS (ZBCA). Community peer educators—employees, their families, contractors (temporary staff) and local schoolteachers—are working closely with the communities in which they live, providing education, distributing condoms and acting as a link for community members to partner organizations. In addition, they assist to identify vulnerable groups who may otherwise be overlooked.

The program was tailored to the employees' needs following a baseline survey assessing HIV prevalence, knowledge, attitudes and practices. To date, approximately 250 peer educators and 40 behavioral change facilitators have been trained. The incidence of STIs amongst employees has approximately halved, and the number of employee deaths has also decreased—from 12 per year in 2005 to fewer than 2 per year in 2012.

Zimbabwe Platinum Mines Limited (Zimplats) produces Platinum Group Metals and is a subsidiary of the mining company Implats. The company has been in operation for 11 years, has a workforce of 2,800 people and employs an additional 5,000 contractors.



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We have established an STI clinic for sex workers which aims to reduce high risk sexual practices and prevent transmission of HIV and STIs. As well as increasing access to treatment, we run behavior change programs and facilitate income-generating projects for the sex workers.

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Zimplats, Zimbabwe



## IN FOCUS BRAZIL

### Vale: Taking Care of Yourself is Caring for Those You Love

The program focuses on the effects of continued use of alcohol, tobacco and psychoactive drugs in employees, their family, the company and their community. Activities include numerous training events, forums, community drama, awareness using banners, brochures and billboards, and a telephone hotline. The wide reach into the community has contributed significantly to reduction of prejudice associated with this illness in the region and has broadened the program's credibility.

A coordinated technical committee and three local committees were created to advise on analysis approaches for the early identification of affected employees and their dependents. The committee helps to ensure a unified approach across all nine of our health units.

A multidisciplinary network of professionals—including psychiatrists, psychologists and therapists—has also been organized and resourced. Technical supervision, training and support of these professionals has been instrumental in driving the success of the program. Program managers have found that the quality of results depends not only on their internal approach, but also on the quality of the network of external professionals linked to the program.

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The company pays 90% of outpatient treatment costs and 99% of hospitalization costs. The remaining costs are paid by the employee. The employee contribution has been shown to be a factor increasing adherence to the program.

Vale, Brazil

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Treatment and clinical followup can be accessed through multiple channels, including individual and group approaches. A treatment protocol has been created that addresses each person's work environment, social and family factors. This multi-contextual approach allows a broad range of factors to be identified that may increase the risk of continued drug use. It allows the professional team to create an optimized treatment plan, which has reduced treatment time and improved results. Regular case discussions facilitate excellent communication between the professionals involved. In some cases professional advisory services are contracted to support families.

Vale is a Brazilian mining company transforming mineral resources into prosperity and sustainable development.

[gbchealth.org](http://gbchealth.org)  
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