Nuffield Proactive Health is the UK’s leading expert in employee health, vitality and wellness. This report has been compiled following a wellness programme which was implemented from January to October 2005 for a team of 260 employees at Cadbury Trebor Bassett who were tasked with the implementation of a global IT project to meet a very strict deadline.

The programme provides evidence that wellness programmes can improve the health and well-being of employees and deliver palpable business benefits.

As a result of the programme, 58% of the participants had increased the frequency of exercise and body fat had decreased across the group by 5%. Almost two-thirds (63%) reported a better work / life balance at the end of the programme and a creditable 58% of the smoking population had also reduced or stopped completely since the project began.

81% of the group reported that the project had led to modifications in the lifestyle of family and friends they told about the project and 100% of the group said they would recommend the programme to others. 70% of the group reported they had an improved perception of their employer and half felt less stressed despite being under increased pressure.

The business benefits of the programme are reflected in the successful implementation of the IT project within the specified timeline. Absenteeism due to sickness throughout the period was significantly reduced, and productivity was greatly enhanced.

The findings of this project with Cadbury Trebor Bassett come as the Government announces its Well@Work scheme, a two-year research study which involves nine pilot projects across England. These projects will form the basis of new guidelines on using work time to take part in healthy activities.

Nuffield Proactive Health believes the study described in this report provides valuable evidence that a systematic approach to managing employee wellness has business benefits as well as benefits for individual health and well-being.

Chris Jessop, CEO, Nuffield Proactive Health
Background

In January 2005 Nuffield Proactive Health was approached by Cadbury Trebor Bassett to assist a team of 260 people tasked with the implementation of a six-month global IT project. Due to the demanding nature of the project, and the requirement for the team to implement it within the specified deadline, the opportunity for taking holiday during the six months was minimal.

Aims

Cadbury Trebor Bassett approached Nuffield Proactive Health to ensure the well-being of their employees during this period of markedly increased workload.

The aim of this study was two-fold:

- To maintain, and ideally enhance, the health and well-being of the team.
- To ensure the team was capable of performing to the standard required for the successful implementation of the project.
Nuffield Proactive Health implemented a nine month well-being programme for the project group which began in January 2005.

The programme started with a Kick-Off meeting, held in Oxford, at which the team members were given a number of presentations from experts covering different aspects of health and well-being, including:

- Nutrition
- Personal well-being
- Relaxation
- Exercise
- Energy

Following the presentations, the group was taken on a 2 km walk. They had a healthy lunch and completed a nutrition quiz, demonstrating how easy it is to make healthier choices.

The aim of this event was to encourage members of the group to work together in making healthier decisions in the workplace. The group was given advice and guidance about how to make more informed choices.

Throughout January, every member of the team was given a Health Assessment. Nuffield Proactive Health professionals ran tests measuring:

- Blood pressure
- Heart rate
- Body fat
- Cholesterol
- Lung efficiency
- Hydration levels
- Posture (using the Pneu Map System)
- Measurement of Resilience through Heart Rate Variability

The group was given advice about how to manage a healthy regime at work to ensure that by the end of the project their health was at least as good as at the outset.

At the end of the programme the health assessment was repeated to measure progress.
Findings

The Health Assessments were repeated throughout October 2005.

Exercise and Diet
58% of the measured population had increased general activity over the period in question.
53% of the measured population had increased ‘exercise’ over the period in question.
74% reported positive changes in their diet.
Body fat had decreased by 5% over this period.
Posture had improved by 8.6% based on the difference between forward lean over the desk on initial and follow-up measurements.

Awareness of Health
82% of the measured population felt more aware of their health.
58% of the smoking population had reduced or stopped completely since the project started.
63% of the measured population felt they functioned better with their work / life balance.

Pressure and Stress
53% of the measured population felt less stressed since the project started.
Resilience index measurements indicate a 6.9% decrease in the positioning of the automatic nervous system – where 10 is sympathetically prevalent and 1 is Para sympathetically prevalent. This decrease in the positioning of the automatic nervous system shows that employees were less ‘hyper-adrenalised’ and calmer without being less alert.

Additional Benefits
70% of the measured population felt more positive about their employer.
81% of the measured population reported that the project had led to modifications in the lifestyle of the family and friends they told about the project.
100% of the group said they would recommend the project to others.
This project demonstrated that teams and individuals can perform beyond expectations, and even improve their health in high performance conditions if they are empowered to take charge of their health.

The Kick Off event instilled a sense of team-spirit which encouraged positive results among the group.

The simple changes that employees made to their diet, eating habits, and attitude to work and relaxation produced positive clinical results.

The group had minimal absenteeism during this period and the project was implemented in time to meet the strict deadline. This Employee Performance Report with Cadbury Trebor Bassett demonstrates that employees who take a positive step towards maintaining a healthy life / work balance are able to cope effectively with enhanced pressure in the workplace. There is a tangible benefit to employers who take an active role in ensuring the health and well-being of their employees.
Participant Responses

Richard Green, 37
The Nuffield Proactive Health project made me change my routine … for a start I banned lunches at my desk in favour of getting out and having a walk around. I also changed my exercise programme in line with the advice I received at the assessment.

Diana Derks, 33
The project has made me more aware of my health and my impression is that the team began to think more about health … we did some events as a team and generally spoke about health and fitness more – it became a ‘watercooler moment’. We did a run for the British Lung Foundation and really enjoyed keeping fit together. It was great for team spirit.

Sophie Beecroft, 35
I came back from the Kick Off event determined to do something positive for my health. I immediately began to drink more water and reduce my coffee intake. I found it reassuring that at a time when we were working under pressure the company was monitoring our health and investing in our well-being.

Riaz Hanjra, 33
My initial reaction when I heard about the Kick-Off day was that it would be a waste of time, and the project would be subject to even more time pressure. I was soon won round however and was able to make some simple adjustments in terms of drinking more water and joining my colleagues for walks which began to make a difference. It also became a social thing and gave people some common goals other than those associated with work.

Tony Reeves, 58
The experts at our kick-off day in Oxford were certainly thought provoking and it was interesting to learn more about your health. It made me think about what steps I could take and I also appreciated my employer showing concern. I changed my diet following the advice and managed to get my cholesterol, which was high, down 17% to an acceptable level. I also increased my lean v fat ratio.
Rick Crawford, Physiologist, Nuffield Proactive Health

We knew the project team would be working hard for the next six months so we devised a Wellness programme with Cadbury which would help the team retain a work / life balance and remain healthy.

We spoke to the team about stress management, personal well-being, relaxation and nutrition and found that simple changes in everyday activity such as drinking more water and going out for a walk at lunchtime were almost universally adopted. Our walking club was extremely popular and suddenly instead of being hunched over desks with sandwiches the team were enjoying 2km walks in the grounds.

Posture was a big issue and our Pneu Map system allowed us to look at posture problems that people had at their desks and suggest ways that could be improved.

We joined forces with the canteen and introduced healthy eating menus. The programme was very well received and the results speak for themselves. Cadbury has extended the programme to its sales and finance teams and we are helping them maintain their health and fitness going forward.

Dr Paul Kanas, Cadbury Trebor Bassett

Our priority is our employees’ health and well-being and the IT project team were under pressure to deliver results within challenging timescales. We not only maintained the project team’s health but in most cases improved it at a time when they were under increased pressure. The project objectives were met and absences due to sickness were significantly reduced.
Corporate Health and Wellness Market Overview

The government’s Choosing Health White Paper published in November 2004 sends a clear message that corporate Britain has a critical role to play in the health of the nation. Employers should take responsibility to raise awareness of the importance of health and well-being, and take steps to promote and enable a healthy lifestyle among their people.

“‘It (Choose Health White Paper) aims to inform and encourage people as individuals, and to help shape the commercial and cultural environment we live in so that it is easier to choose a healthy lifestyle.”
- Tony Blair

Political pressure is on
Across the political spectrum there is pressure on employers to become more engaged in the health of their workforce. The implementation of an Investors in Health Standard has been proposed, similar to the Investors in People model to encourage employers to take responsibility for improving the health of their employees. It is argued that this will reduce the burden on the NHS as well as the benefit system.

The economic impact
The cost of illness to the country and to employers is staggering:

- 33 million working days are lost to ill health each year with a cost to employers of £12.2 billion per year or 16% of the payroll (CBI Absence and Labour Turnover Survey, 2005).
- Obesity alone results in 18 million sick days a year (National Audit Office).
- The overall costs of illness in the UK soaring to nearly £50 billion per year (Laing & Buisson).
- Healthcare costs are set to rise from 7.6% of GDP to 20% by 2010.
- Health insurance premiums have risen by 37% since 1999, rising three times faster than inflation (PruHealth).

Corporate Britain slow to adapt
Employers have much to gain by investing in employee health and well-being. But there are still many who don’t explicitly link workforce wellness with business objectives such as improved productivity. The historic lack of hard-nosed evidence for the business benefit of employee health programmes means employee wellness falls into the category of a ‘soft HR issue’ in the minds of many board directors. A study* earlier this year revealed that one in four CEOs and Finance Directors do not know what ill-health costs their organisation. The same survey showed that seven out of 10 organisations fail to promote health and well-being at work effectively.

A report published by Employee Benefits magazine claimed that despite an increasing number of employers having already taken it upon themselves to encourage staff to make changes to their lifestyle, about half of the HR directors interviewed indicated that they did not see promoting health and well-being as an employer responsibility.
While the government can help to inform people about the actions they can take to live healthier lives, employers are ideally placed to encourage staff to make changes to their day-to-day life which can make a big difference.

What are the benefits of a healthy workplace?
Delivering an effective employee wellness programme offers a range of benefits to employers. They vary from company to company and industry to industry, but the rewards can be considerable and the return-on-investment attractive. The benefits include:

- Recruitment and retention of key personnel.
- Improved performance, productivity and pressure management capability.
- Reduced sickness absence.
- Reduced insurance related healthcare costs.
- Meeting regulatory requirements and reducing risk of employee litigation.
- Employee integration.
- Overt demonstration to external stakeholders of a commitment to staff welfare and health and wellbeing generally.

References:
- Spend Now, Save Now Survey for Business in the Community, HR magazine and VieLife, June 2005

The next frontier: Integrated Health
Many companies offer a number of attractive wellness services for their employees – GPs, health screening, fitness centres and physiotherapy, but they all too often work in silos, with very little interaction.

Nuffield Proactive Health is changing this, developing leading-edge operational models to ensure that all elements of the wellness service are “joined-up”. Only through a truly integrated service with all practitioners working in a coordinated manner to provide personalised and tailored health management programmes can companies achieve optimal health and wellness outcomes. It means a new way of working and the development of new systems and processes-in many cases we are looking at a complete culture change within an organisation.
During 2005, Nuffield Proactive Health opened the UK’s first fully integrated on-site employee wellness centre.

Located at the Royal Bank of Scotland’s new cutting-edge global head office in Edinburgh, the health and leisure centre services 3,250 employees on-site as well as 4,000 located in close proximity.

The centre includes an extensive 60 piece gymnasium, two exercise studios, a 20 metre swimming pool with sauna and steam room, three outdoor sports pitches and a spa offering a wide range of therapy and beauty services. In addition, Nuffield Proactive Health provides a full-time doctor, nurse, physiologist, dentist, hygienist and physiotherapist in a state-of-the-art medical suite. A full-time programme director oversees the operation of the centre.

Nuffield Proactive Health has ensured that all of the practitioners are working closely together. A special feature of the programme is a specially developed patient record and health management system used by all practitioners. This enables speedy and effective referral of employees between service areas and also facilitates ongoing case management. Practitioners also meet on a regular basis for case conferences on specific individuals.

This all results in the provision of focussed health management programmes precisely tailored for the specific health care needs of the individual employee. Early outcomes are highly encouraging.
The ‘healthy workplace’ has been an important Board level issue in the United States for decades. This is partly the result of the healthcare system where corporations are picking up the bill for the most of the employees’ healthcare costs. Organisations like the Wellness Council of America, and Taskforces of Wellness in every State have driven the healthy workplace agenda through initiatives like the Fit Business Award and America’s Healthiest Companies programme.

The debate has moved on from pure health-related costs to the impact of corporate health and wellness programmes on productivity and ultimately the bottom line. Nuffield Proactive Health’s Cadbury project is the first UK study of its kind to link employee health and well-being programmes to business outcomes during a time when employees are under an increased amount of pressure. There have been a number of studies from overseas which are of interest, and here we highlight some of the key findings.*

**The relationship between modifiable health risks and health care expenditures**

The aim of this study was to quantify the impact of ten modifiable health risk factors upon health care expenditure. More than 46,000 employees from six large US employers were classified into low or high risk for each of the health measures (including exercise, alcohol use, nutrition, smoking, stress, blood pressure, body weight, cholesterol) assessed. The high risk group had significantly higher healthcare expenditures. The research found that 25% of health care costs were attributable to easily modifiable health risk factors.

*The Health Enhancement Research Organization Research Committee (US, 1998 & 2000)*

**The impact of behavioural health risks on worker absenteeism**

This study examined the relationship between health risk status and the likelihood of having high levels of absence from work. More than 35,000 employees from 28 private and public organisations in the US took part in the study. Higher absenteeism was related to high-risk status in 8 out of 10 health areas examined. The health risks with the biggest impact on absenteeism were mental health, poor back care, stress and overweight. Those individuals with four or more health risk factors were nearly twice as likely to be in the high-absentee group.

*Journal of Occupational and Environmental Medicine (US, 2001)*

**A benefit-to-cost analysis of a work-site health promotion programme**

The Travellers Insurance Company in the US introduced a comprehensive health promotion programme to all its 36,000 employees nationwide. The programme consisted of multiple health communications, social activities, courses including smoking cessation, weight control, and stress management. A total cost to benefit analysis was completed over four years. The programme reached a positive benefit-to-cost ration of $300,000 in the first year, increasing to $4.9 million in the second year (primarily because of increased productivity and decreasing absenteeism). It was predicted that in 2000 the total benefit would increase to over $145 million on an investment of $60 million over a 15 year period. This gives a ROI of $3.4 for every $1 invested.

*Journal of Occupational and Environmental Medicine (US, 1992)*
A return on investment (ROI) evaluation of health management programme

Over a three year period Citibank evaluated the impact of their health management programme on medical costs and ROI by monitoring more than 11,000 of their employees. For the employees who participated in the programme their increase in medical expenditures over time was nearly $35 lower per person per month than non-participants. A ROI analysis calculated that the programme costs came to nearly $1.9 million while the benefits generated came to $8.5 million and savings of $6.6 million. This resulted in a ROI for the programme of $4.56 for every $1 spent.

American Journal of Health Promotion (US, 1999)

Change in health risks and work productivity over time

This study investigated the impact of a health promotion programme upon employee productivity. Nearly 500 employees of a US company were assessed on 11 health risk factors including poor diet, high levels of stress, high cholesterol, high or low BMI, smoking, diabetes, excessive alcohol consumption. Health promotional interventions centred around a workplace fitness facility, but also included a range of wellness programmes and services. There was a significant overall change in risk factor count during the study with 50% of the population reducing their number of health risk factors. Individuals who improved their health status also reduced their levels of inefficiency by 9% and absenteeism by 2%.


Impact of multi-component health promotion programme on workplace productivity

Research to investigate the link between employee health status and productivity and performance. The study tracks a cohort of employees from Unilever over a one year period and examines the modifying effect of a tailored health programme on health, absenteeism and productivity. People on ‘good’ health are up to 20% more productive than those in ‘poor’ health who are also twice as likely to be absent from work than those in good health. Compared with the control group those receiving the health promotion reduced average monthly absence by 5.9 hours per person and improved monthly productivity by an average of 3.2 hours.

Vielife/IHPM Health and Productivity Research Study (UK, ongoing)

Reference:
* Corporate Health & Well-being Management - A compendium of research evidence, I Glasscock & P Mills, vielife
Nuffield Proactive Health is the UK’s leading expert in employee health, vitality and wellness. We are the first UK company to offer corporations a single point of access to a seamless spectrum of health, wellbeing and fitness services underpinned by the highest standards of medical care and expertise.

Nuffield Proactive Health was created in 2005. It combines the activities of Sona Positive Health, the UK’s leading provider of corporate fitness and wellbeing services, and Prestige Health, a specialist provider of clinical services to companies, with the Nuffield Hospitals national health screening and physiotherapy services. Nuffield Proactive Health provides services nationally to over 1,500 corporate clients and 100,000 employees annually.

Nuffield Proactive Health employs over 1000 personnel, mainly healthcare and fitness professionals, and provides services from its network of 50 facilities as well as within the premises of over 100 corporate clients.

Nuffield Hospitals, one of the UK’s major independent healthcare groups, is the principal shareholder of Nuffield Proactive Health.

History:
Founded in 1981, Sona grew to be the leading provider in the UK of in-house fitness facilities to corporate clients. Over more recent years, Sona extended its services into areas such as physiotherapy, nutrition and therapies. In 2003, Sona acquired Prestige Health, a specialist provider of clinical services to companies, so enabling a fully integrated corporate wellness service to be offered.

Nuffield Hospitals Health Screening was established in 1991 and has also grown to become one of the leading and most respected national health screening providers to both personal and corporate clients. Services are delivered through the extensive network of Nuffield owned hospitals as well as through independent medical centres.

Nuffield Hospitals physiotherapy service is one of the leading private physiotherapy networks in the UK, delivering both extensive out-patient and in-patient care through the hospitals.

Our Clients
Nuffield Proactive Health works closely with a wide range of corporate clients, both large and small. We provide services to many sector leaders, and to some of the most discerning and demanding organisations around. We pride our self on our longstanding client relationships, and enjoy and relish the challenge of constantly evolving and improving their service provision.

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Leadership Team

Nuffield Proactive Health’s leadership team have a wealth of experience in developing and managing high quality wellness services as well as working closely with the most discerning of clients.

**Chris Jessop** (Chief Executive) led a management buy-in into Sona in 2001. Prior to that he was Managing Director of BUPA Wellness for two years, having previously been Deputy Chief Executive of Barbican Healthcare. His initial career was spent in consumer goods marketing with RHM and Sterling Drug (now GSK). He has a business degree.

**KP Doyle** (Finance Director) was part of the management buy-in team of Sona with Chris Jessop in September 2001. He previously spent five years at BUPA, three years as Head of Corporate Finance and two years as Finance Director for BUPA Wellness. He qualified and spent his early career at Arthur Anderson.

**Rick Haslam** (Director, Client Relationships) joined Nuffield Proactive Health in 2005. He was previously the Commercial Director for LivingWell, responsible for the international development of the brand and culture. He brings with him a passion for corporate wellness and heads up an experienced team which supports our client’s wellness programmes.

**Dr. Sabine Donnai** (Medical Director) joined the Company in 2003 as part of the acquisition of Prestige Health. She has been MD of Prestige Health since 2002, prior to which she spent four years at BUPA Wellness, latterly as regional physician responsible for wellness centres and hospital screening facilities in S. E. England.

**Andy Bruen** (Managing Director) has been with the Company since 1983. He was part of a management team of three which grew the original Sona business to its brand leadership position in corporate fitness.

**Laura Kerby** (Director, Medical & Wellbeing) joined Sona in 2000 as an Account Manager before taking up a role as Operations Director in 2003. She previously worked for FFI/Granada and Grosvenor Lifestyle in various roles including Club Manager, Regional Manager and Business Development Director.

**Sarah Westbrook-Burr** (Director, Hospital Health Screening) joined Nuffield Proactive Health in 2005. She previously held operational roles in BUPA and the travel industry.

**Terry Young** (Human Resources Director) began his career as a teacher before joining Sona in 1984. As Group HR Director he is responsible for the establishment of policy and procedures on human resources, health and safety and training.

**For more information:**
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