



Beyond the Four Walls: Why Community is Critical to Workforce Health

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What is Possible: General Dynamics Bath Iron Works (BIW)

- Subsidiary of General Dynamics, the fifth-largest defense contractor in the world
- Partners with L.L.Bean to fund diabetes prevention programs available to BIW and L.L.Bean workforces, dependents, & local community



GENERAL DYNAMICS
Bath Iron Works

What Data do Employers Use to Invest in Workforce Health?

- Struggle to sustain the burden of rising healthcare costs
- 60% of CFOs and 79% of HR professionals report healthcare costs as a main financial concern
- More than 90% of large employers offer workplace wellness programs, yet few link with community

Workforce Health Promotion Insufficient Without Community Health Promotion

*“GE was spending upwards of two billion dollars on healthcare costs. **We knew we had to go outside the workplace to create lasting change, and this meant partnering with stakeholders in Cincinnati**, where we were spending a significant portion of our health care dollars and also have some of our largest manufacturing plants.”*

—Alan Gilbert, Director of General Electric Global Government and NGO strategy



Why Invest Beyond the Four Walls?

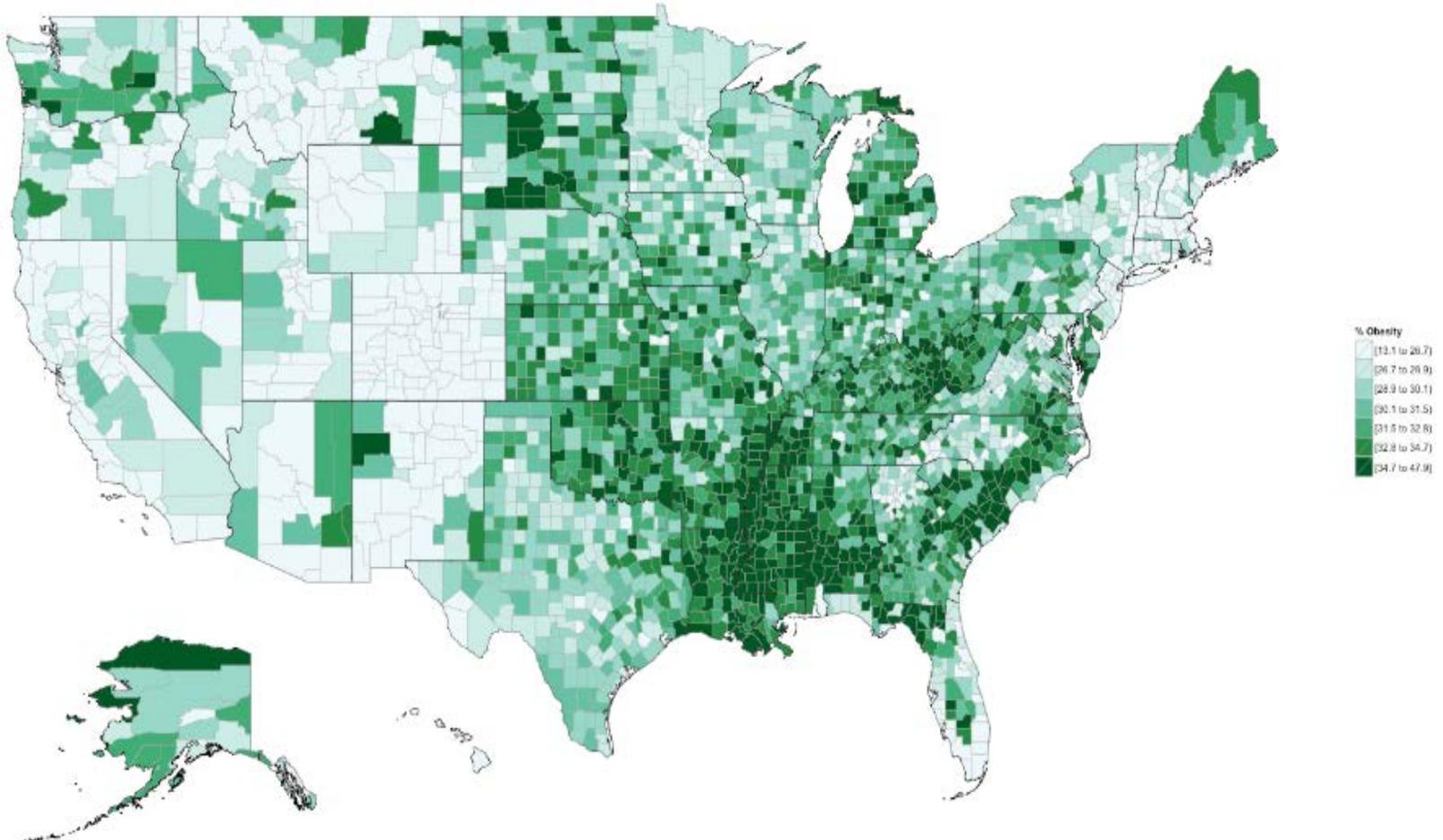
Community health promotion can address drivers of health beyond the workplace

- Policies
- Social Determinants of Health
- Built Environment
- Social Networks, Norms, and Values



What We Know: Population Health Varies by County

Prevalence Of Obesity



What We Know: Workforce Health Varies by Sector



Manufacturing



Transportation
& Warehousing

Higher Health Risk: Obesity & Hypertension



Accommodation & Food Services

Lower Health Risk: Obesity



Public Administration



Healthcare &
Social Assistance



Arts, Entertainment & Recreation

Data Linking Community and Workforce Health

- 3,100 + counties of county health data
- Percent of employment by North American Industry Classification System sectors



Four Employment Sectors More Likely to be in Counties with Poor Health



Manufacturing



Retail



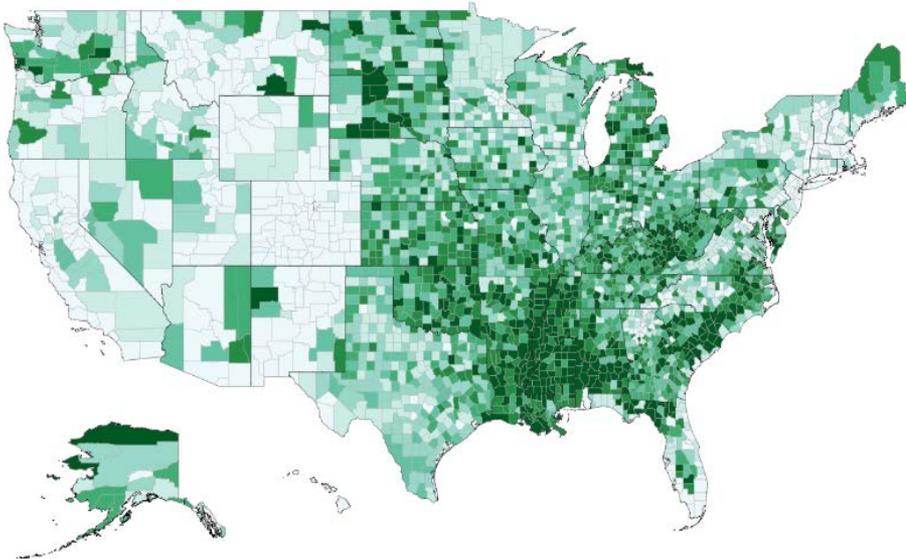
Transportation & Warehousing



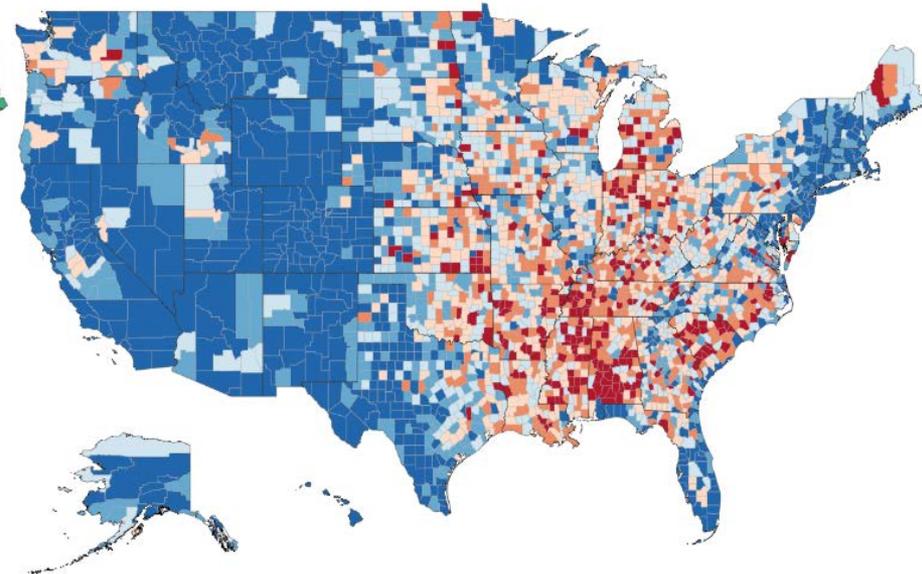
Public Administration

The Relationship Between Manufacturing & Obesity

Obesity



Manufacturing & Obesity



Existing Employer-Community Partnerships

Spectrum of Strategies



Shared Value

Catalyst for Action Competitiveness and strategic market positioning



Value for Business Balanced social and financial returns



Value for Community Communities demand more healthful, environmentally friendly, or social responsible products while supporting economic growth



Shared Value: Extended Corporate Health Strategy



- Where Employees Live and Work
- Overlap with L.L.Bean's Dependent Population
- Net projected savings calculated over 5 years from enrolling 90 participants in the DPP

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Work Ahead: Challenges in Practice

Challenge

Business divisions
operate in silos



Limited business
engagement by
community groups
beyond the workplace



Short-term, process-
oriented evaluation
frameworks



Impact

Reduces
opportunities for
impact evaluation

Impedes creation
of shared value

Failure to attribute
health
improvement to
interventions

In Order to Transform the Current Landscape

Employers should:

- Extend their corporate health strategy
- Evaluate impact of their initiatives

Communities should:

- Engage employers beyond the workplace

SUMMARY

- Businesses are investing in community health
- Linkage between community and workforce health
- Employers use three strategies

“We can not solve our problems with the same level of thinking that created them”

-Albert Einstein

Thank You

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