



paradigms (mental models that commit people to shared rules and standards around how they behave), leadership roles that shape and maintain a healthy organizational culture, and cultural values (reflecting characteristics that are shared by the members of a group, *i.e.*, workforce).

## THE ENERGY THAT DRIVES THE POPULATION HEALTH FOOTPRINT

The Population Health Footprint (described earlier) outlines four dimensions that cumulatively impact health and well-being. The Population Health Footprint is presented specific to an organizational environment but does not specify the drivers that generate the organizational energy to ensure that the cumulative impact is positive, *i.e.*, that the impact is a net-positive contribution to health and well-being. In March of 2017, as part of the Harvard Advanced Leadership Initiative at the Harvard Business School, I had the chance to present and discuss my ideas about the role of organizational values in building a culture of health and well-being (4). From my perspective, organizational values are deeply motivational to people and represent a source of energy that generates the drive to achieve high levels of performance in the four dimensions of the Population Health Footprint. I propose six organizational values that include those previously presented in *ACSM's Worksite Health Handbook* (3). These values include the following:

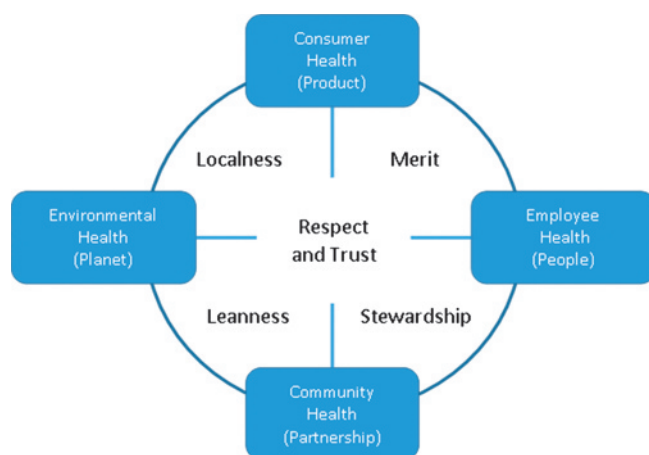
- *Localness*: best decisions are made as close to the action or customer as possible or practical.
- *Merit*: the judging of work-related ideas is based on their inherent merit rather than the degree of political connivance.
- *Openness*: the unfettered flow of information in the company.
- *Leanness*: the wise stewardship of company resources.
- *Trust*: confidence in the reliability, truth, ability, or strength of a person or an entity.
- *Respect*: to act in a way that shows appreciation for the qualities of people and the contributions they make to the larger organization.

Figure 1 depicts the way in which the Population Health Footprint interacts with these organizational (cultural) values that create and sustain the energy to drive toward net-positive impact.

## HOW TO BUILD A CULTURE OF HEALTH AND WELL-BEING

Obviously, there is more than one road that leads to Rome. Each individual organization is itself in the best position to determine the best way to pursue excellence. Previously reported case examples in *ACSM's Health & Fitness Journal*<sup>®</sup> indicate that the application of best practice *principles* to the local situation is a highly efficient and effective means to do so (5–7). So at least one path that may get you from here to there is to apply principles of best practice program design

**Figure 1.** The interplay between the Population Health Footprint and organizational values.



(5). Yet, although such a path may provide the critical building blocks of this work, it does not specify the process. The process of shaping the desired culture is likely as important as any other component of the work because it relates to the approach, behaviors, actions, and values the workforce experiences. The degree to which the workforce participates in this effort is important as well. Once again, we can turn to *ACSM's Worksite Health Handbook* for a description of a process designed to shape a culture of health (3).

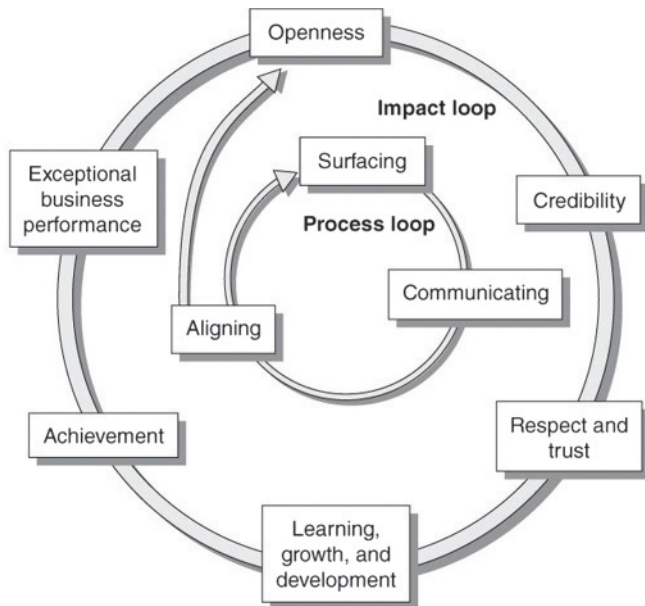
A simple process designed to shape a culture of health and well-being involves three steps that are intentionally linked to net-positive impacts. These steps include: 1) surfacing, 2) communicating, and 3) aligning. *Surfacing* refers to implementing conversations and dialogue throughout the company to determine what the most important operational, cultural, and personal values are and what matters most for the achievement of the organization's mission. *Communicating* reflects connecting the learnings from what has surfaced to the process, people, and departments to make the change happen. *Aligning* relates to the process by which organizational policies, practices, and programs are connected to the identified values, beliefs, and attitudes. Figure 2 presents the ideas discussed here in an integrated process and impact model designed to help shape a positive culture of health and well-being.

## PARTING THOUGHTS

Building cultures of health and well-being can follow different paths for different organizations. Regardless of what path is chosen, it is a good idea to incorporate best practice design principles and follow a process that is inclusive and participatory. Furthermore, being deliberate in creating an experience in which the workforce is part of the process and linking the work to the desired outcome values and impacts is very much an integral part of the approach. This brief column has outlined a process and

## WORKSITE HEALTH PROMOTION

**Figure 2.** Process and impact model for shaping a culture of health and well-being. (Adapted from ACSM's *Worksite Health Handbook*, 2nd edition. Used with permission.)



pathway that organizations may consider as they pursue excellence in creating a net-positive organizational health and well-being culture.

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