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Vendura Wellness at a Glance

The Evidence

Company investment in employee health and wellness is becoming a necessity for maximal company productivity. According to a 2010 study by Towers Watson, companies with highly effective health plans had an 11% increase in revenue and a 28% higher shareholder return on average per employee. Additionally, North American companies that invest more in health and wellness then the national average outperform the market by 45% and have returns that are 86% higher than companies spending below the average[2]. With returns as high as 6 to 1 it would be advantageous for a company to emphasize employee health. As, optimal company health can decrease expenditures, optimize profits and increase productivity on: Health insurance, Disability costs, Absenteeism, Presenteeism and Organization Profile.

Redefining Wellness

Vendura Wellness is setting the industry standard for workplace health and wellness, through utilizing evidence based best practices within a Multi-Disciplinary Health Team (MDHT). The Vendura Wellness MDHT includes professionals specializing in: leadership training, physical health and fitness, nutrition, substance use counseling, and mental health. This collaboration of health professionals within "The 5 Roots of Corporate Health" (1.Environment 2.Mental Health & Stress 3.Physical Activity 4.Nutritional and 5.Substance Use) enables the Vendura team to maximize employee health and performance. Vendura's cutting edge MDHT approach redefines wellness from being a nice add on that companies offer, to a necessity of workplace productivity and market performance.

What we do

Vendura Wellness develops specialized modules based on your company's needs. This is done through the development of a quadrennial health and wellness plan focused on maximizing employee health and productivity. Your company's health and wellness plan will consist of three primary components:

- The Workplace Assessments
  - Includes: Employee Personal Health Assessment (PHA) and Biometrical analysis.
- The Specialized Module Development
  - Includes: Development of the quadrennial module plan for The 5 Roots of Corporate Health.
- The Calculation of Return on Investment (ROI)
  - Includes: The in-depth cost-benefit analysis of your company's investment into employee health and wellness.

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Vendura Wellness

"We maximize corporate productivity and safety through improving the health of your employees."

We Are…

- WE ARE… Guides to health and performance
- WE ARE… Scientists, researchers and enthusiast of health
- WE ARE… FUN

We Believe…

- WE BELIEVE… happy people are healthy people
- WE BELIEVE… a company should create a culture that fosters and supports an individual's health and wellness
- WE BELIEVE… it is an individual's responsibility to OWN their health

What We Do…

- We assess the health profile of companies
- We develop and implement a module progression system, focused on the company's health profile
- We calculate return on investment (ROI)

How We Do It…

- We utilize Personal Health Assessments (PHA) and measure employee biometrical information
- We utilize science, research and collaborate in a Multi-Disciplinary Health Team (MDHT)
- We understand the complexities of behaviour change within an individual and the impact one's environment can have on achieving a healthy lifestyle
- We ensure our specialized module design will improve employee health and maximize productivity

"We have an employee focused, company driven and MDHT supported approach to health and wellness."

-The Vendura Wellness MDHT

Did you know?

A survey by Sunlife Assurance Company of Canada (2011) found 72% of companies polled felt they offered some sort of wellness initiative to their employees (Figure 1). However, of the employees within those companies polled only 23% of them felt their company offered a wellness imitative. Finally, according to a Sanofi-Avetis Health Care (2010) survey only 39% of employees report they regularly participate in their company's wellness plans. These statistics suggest there is a large disconnect between what companies are offering and employee needs. Additionally, companies are failing to capitalize on one of the most effect of ways of impacting company performance, employee health and wellness.

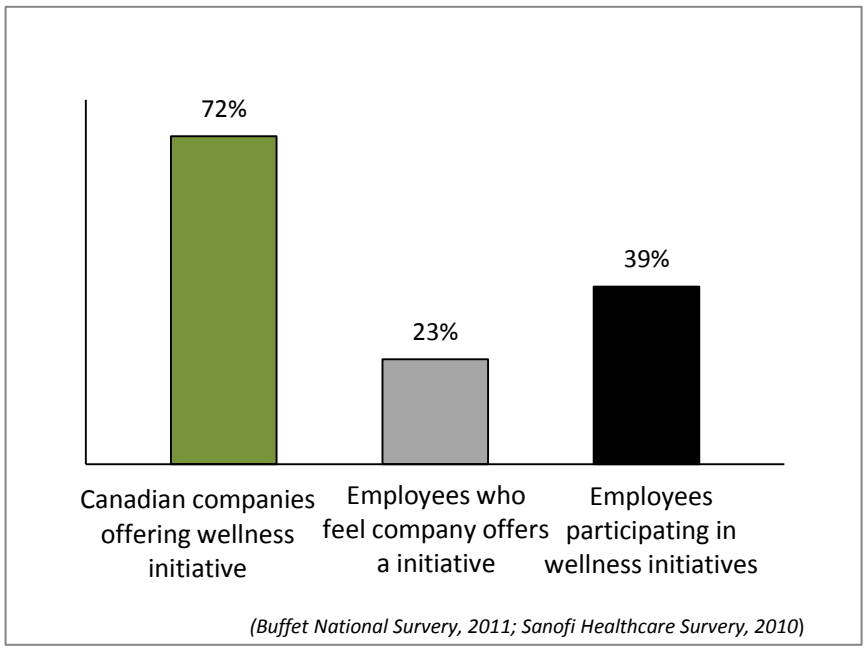

Figure 1 Results from 2011 Buffet National and Sanofi Healthcare surveys

According to a 2010 study by Towers Watson, companies with highly effective health plans had an 11% increase in revenue/employee and a 28% higher shareholder return. Additionally, North American companies that invest more in health and wellness then the national average outperform the market by 45% and have returns that are 86% higher than companies spending below the average[2].

The Vendura Multi-Disciplinary Health Team

Redefining Wellness

Vendura Wellness is a unique form of workplace interventions because we utilize a Multi-Disciplinary Health Team (MDHT) focusing on addressing all of the "The Roots of Corporate Heath & Wellness":

- Environment
- Mental Health & Stress
- Physical Activity
- Nutrition
- Substance Use

Addressing the 5 roots of health (from a multi-disciplinary approach enables us to maximize employee health and workplace performance. Vendura's cutting edge MDHT approach redefines wellness from being a nice add-on that companies offer, to a necessity of workplace productivity and market performance.

What is a Multi-Disciplinary Health Team?

A MDHT is team of health professionals that specialize in each of "The Roots of Corporate Health & Wellness", which impact a company's health profile. The Vendura Wellness MDHT includes professionals specializing in: leadership training, physical health and fitness, nutrition, substance use counseling and behaviour change, and mental health promotion.

Why Use a Multi-Disciplinary Health Team?

An MDHT enables a collaborative style of specialized module development for all 'The Roots of Corporate Health & Wellness'. This approach increases the effectiveness and success of a health and wellness plan. In addition to ensuring all programming offered is cutting edge, evidence based and of the highest quality. This style of MDHT collaboration enables supported module progression of each 'Root of Health', and guarantees optimal employee health, performance and lifestyle.

Services

Vendura Wellness develops specialized modules based on your company's needs. This is done through the developmental of a quadrennial health and wellness plan focused on maximizing employee health and productivity. Your company's health and wellness plan will consist of three primary components:

1. The Workplace Assessments
2. The Specialized Module Development
3. The Calculation of Return on Investment (ROI)

The Workplace Assessments

Personal Health Assessment (PHA)

PHA's collects information on the current health and lifestyle of employees[8]. This information is then used to evaluate any areas of health risk (e.g., substance use or mental stress). A PHA is the subjective measurement of a wide range of health information, including:

- Demographics
- Physical Activity Habits
- Nutritional Habits
- General Health (e.g., sleeping patterns)
- Substance Use
- Social and Physical Environments
- Mental Health and Stress
- Medical Conditions and Medications
- Readiness to Change

Why Have a PHA Done?

PHA's are a reliable tool that provides information on employee baseline measures, increases employee self-awareness, and enables practitioners to develop a comprehensive wellness plan focused on 'The Roots of Corporate Health & Wellness' that show room for most improvement potential. Furthermore, the information gathered from a PHA enables the MDHT, to calculate the financial benefits of a healthier and more productive workplace.

How Long Will it Take?

Vendura Wellness uses the most cutting edge of technologies to implement, calculate and provide feedback on employee PHA's. All PHA's are filled out online, at the earliest convenience to the employee/employer. The PHA survey will only take 15 to 20 minutes to complete, and all information gathered is confidentially stored to meet Canadian rules and regulations regarding citizen privacy.

Biometrical Assessment

A biometrical assessment is a short health screening that is done on-site by a medical professional or certified exercise physiologist[8]. This will give a snap shot of current employee health markers such as:

- Body compositions (e.g., height, weight, body fat, waist circumference, BMI)
- Blood pressure
- Blood lipid profiles (e.g., HDL, LDL, and total cholesterol levels)
- Glucose levels
- Nicotine levels

Why Have a Biometrical Assessment Done?

Biometrical data is used in conjunction with HRA's to develop a comprehensive health and wellness plan[8]. The information collected enables us to further understand if any health risk factors are present within the company. This information will also enable the MDHT to understand what modules will provide the greatest impact on reducing health related expenditures and maximizing workplace profits[4].

How Long Will it Take?

Biometrical assessments are done on-site, as such offer minimal interference to the daily routines of a workplace. Each assessment will take 10 to 30 minutes per employee (depending on the number and complexity of each measurement).

The Specialized Module Development

Modules are a quadrennial health and wellness plan, designed to progress employees through the various stages of health and wellness. Module progression is developed for each of the 5 roots of health through the collaboration of the MDHT. This ensures a complete and healthy lifestyle exists within all roots of corporate health.

The modules are designed for both those who currently live a healthy lifestyle and those wishing begin their journey, and consider where a given employee fits on the behaviour change scale. This will enable successful progression to optimal health, and any education or support provided for a particular root of health is not overwhelming or under challenging for the employees. The modules focus on constructing, fostering, and supporting a long term healthy lifestyle. By building upon previously learnt skills, continual monitoring of the roots of health and reporting of employee and company progress in achieving an optimal organizational health profile, and maximizing productivity.

Calculation of Return on Investment (ROI)

Measuring return on investment (ROI) is one way of assessing the benefits of engaging in a workplace health and wellness plan[8]. ROI calculates the net benefits against the cost of the program, although it can be a simple calculation, it is rarely done[5]. In a 2011 survey of Canadian companies who utilized a wellness program, only 36% evaluated program outcomes (e.g., change in health), and only 31% calculated ROI[32]. Similarly, in 2010 only 20% of Canadian companies attempted to analyze ROI, with less than 1% of them evaluating ROI rigorously[33,24].

Why Calculate ROI?

As stated above, ROI can range from basic calculation to a complex evaluation. However, few companies are utilizing any form of this measure[8]. Currently, Canadian companies tend to be more interested in program outcomes (e.g., participation, employee satisfaction), but these evaluations offer little information on the impact of a health and wellness plan in regards to company's bottom-line. Evaluating ROI will enable the employer to understand:

- The impact on employee health attributes such as, blood pressure, cholesterol, weight, waist circumference, and substance use rates among others.
- The impact on employee workplace factors such as, productivity, absenteeism, health claims and, injury rates among others.
- When potential benefits occur, how much more improvement can be made in employee/ company health profile.
- I "problem" areas or red flags that need to be addressed to optimize workplace health.

Are There Benefits From Evaluating ROI?

Although the majority of Canadian companies are not rigorously evaluating their health and wellness plan, those that are experience the full benefits of a comprehensive plan[5, 8]. Figure 2 displays the 2005 calculated ROI for Canadian companies[5]. Research indicates, companies that experience a lower ROI do not effectively address employee needs within the health and wellness program design[21]. This further highlights the need for a plan which addresses all aspects of workplace health (refer to "The Roots of Corporate Health & Wellness").

Company	ROI in Dollars	
Coors		6.0 : 1
Kennecott		6.0 : 1
Equitable Life		5.5 : 1
Citibank		4.5 : 1
General Mills		4.0 : 1
Travelers		3.5 : 1
Motorola		3.0 : 1
Telus		3.0 : 1
Unum Life		2.0 : 1
Companies within Halifax		
8 Halifax Organizations	(3-5 health risks)	1.5 : 1
	(smokers)	2.0 : 1
		+ 3.5 : 1
		7.0 : 1

**ROI represents the return from increased productivity, and decreased expenses from investing in employee health.*

Figure 2 The ROI of Canadian companies evaluating ROI

The Roots of Corporate Health & Wellness

The Roots of Corporate Health & Wellness are the 5 primary indices that impact an employee's and a company's health and productivity. The Vendura Wellness roots are:

1. The Environment
2. Mental Health and Stress
3. Physical Activity Behaviours
4. Nutritional Behaviours
5. Substance Use Behaviours

The Environment

This root of corporate health and wellness has two components that can directly impact a company's health and productivity. The social environment speaks to the work culture which exists within the workplace, whereas the physical environment speaks to the physical makeup of the workspace a company operates within.

Social Environment

Aspects of the social environment within the workplace include management leadership style, management to employee and employee to employee communication and social support.

Did you know?

In a study that investigated 2 million employees over 700 companies that most employees rank having a caring boss over how much money they earn or the

fringe benefits they receive (Gallup, 2000). Additionally, 40% of employees who rated their supervisor as being poor were likely to find other opportunities compared to only 11% who rated their supervisor as excellent.

Physical Environment

Aspects of the physical environment include the physical condition of the workplace (e.g., lighting, number of windows), the tools or office supplies employee's use, and the presence or absence of healthy options within the workplace (e.g., vending machines, showers, bike racks).

Did you know?

Since 1995, there have been sixteen different studies that examined the effect of health promotion material on stair usage rates[13]. These studies found that health promotion material describing the positive effects of choosing stairs over escalators or elevators increased stair usage rates from 2% to 10%. One study found health promotion material significantly increased the odds of participants selecting stairs from 7:1 to 4:1 for men and 18:1 to 7:1 for females[20]. The impact of the environment on physical activity is important, because research has shown a significant relationship between sitting time and mortality of all causes[8]. However a significant inverse relationship exists between step counts and sitting, waist circumference or blood pressure[13].

Mental Health and Stress

This root of corporate health is highly impacted by the other roots. Mental health and stress can impact employees in both a positive and negative light. They can also have severe or minor implications to an employee's over health and performance. This root can include something as minor as stress from project deadlines to as serious as mental illnesses, such as clinical depression.

Did you know?

Studies have shown the cost to Canadian business per year is $11.1 billion dollars[26]. Furthermore if you include non-clinically diagnosed ailments (e.g., anxiety, burnout etc.) it can cost as much as $33 billion dollars per year. Finally, mental health and stress related issues are the leading cause of short-term and long-term disability claim[37].

Physical Activity Behaviours

This root of corporate health encompasses the overall daily activity a person engages in and is not limited to "gym time" or solely focused on exercise. Physical activity includes a person's transportation habits, hobbies and interests, in addition to workplace activity level. The level of physical activity one engages in can have a tremendous impact on an employee's overall health and performance. However, it is often one of the most difficult roots to impact, change and value.

Did you know?

Research has shown the total cost of obesity to Canadian business is about $1.3 billion dollars per year[24]. Furthermore, obese employees spend 35% more on health services and 77% more on medications when compared to those who meet the daily recommended guidelines for physical activity[5].

Nutritional Behaviours

This root of corporate health includes your daily consumption habits of both food and beverages. This root is very closely linked to physical activity and its' effect on obesity within the workplace. Nutrition needs to be examined, understood and valued from a lifestyle perspective, in order to ensure one consumes their daily dietary needs for all macronutrients (Carbohydrates, Fats and Proteins) and

micronutrients (vitamins and minerals). The primary focus is not to lose weight and engage in fad or crash diets, but to maintain balanced nutritional habits to ensure optimal health and performance.

Did you know?

Employees with three or more lifestyle risk factors (obesity, poor nutrition, physical inactivity, smoking, alcohol consumption) are 50% more likely to be absent when compared to coworkers engaging in a healthy lifestyle (Martin, 2001). Furthermore, 25% of all Canadians have 3 or more of these risk factors. Finally, subjects with type 2 diabetes who received nutritional counseling from a Registered Dietitian reduced their risk of work days lost by 64% and their risk of disability days by 87% (Journal of American Medical Association).

Substance Use

This root of corporate health accounts for the use of substances including alcohol, tobacco and other drugs. Substance use by employees can cause problems at work including after-effects of substance use (hangover, withdrawal), preoccupation with obtaining and using substances while at work or after work. This can lead to increased stress interfering with attention and concentration, and overall affect job performance and contribute to absenteeism, illness, and/or reduced productivity.

Did you know?

The use of substances results in a large amount of direct and indirect costs to Canadian businesses such as, higher insurance rates, increased absenteeism, and decreased productivity[8]. A total of 15.3% of North American workers reported using alcohol or having a hangover at least once at work in the past year. Furthermore, 19% reported doing so monthly and 11% weekly[14]. These numbers

have a direct impact on costs for companies. Studies have estimated a total cost of $597/year and $2,500- $3,396/ year per employee that uses excessive alcohol or consumes cigarettes respectively[15, 17, 31].

The Costs of an Unhealthy Corporate Culture

Numerous research studies have investigated the cost of an unhealthy workplace on the Canada, and more specifically the cost to Canadian companies[5, 8]. These costs not only impact employee health, but have a tremendous impact on your company's performance. Figure 3 outlines health factors that can be exasperated by an unhealthy work place[5].The increased rates seen in figure 3 will directly increase your company's expenditure on factors such as:

Burton, (2008). The business case for a healthy workplace.

Figure 3 Health tendencies of an unhealthy workplace

Benefits

In 2011, benefits accounted for 10.5% of Canadian company's expenses [8]. This is an upward trend that is continuing to grow, from 2009 to 2011 benefit premiums increased by almost 4%. Additionally, the average annual premium per employee in the North America is $4,824[16]. These statistics highlight the importance of companies to understand and quantify what an investment into employee health and wellness represents. In doing so, companies will ensure employee needs and company health related problems are addressed. This allows for the maximization of employee productivity, and minimizes expenses.

Disability Claims

Health related disability claims can have a tremendous impact on company expenses. A study by Watson Wyatt Worldwide (2005) revealed that short and long term disability claims cost Canadian employer's $33 billion[8]. The top two are musculoskeletal (e.g., back injuries) and mental health related claims (figure 4).

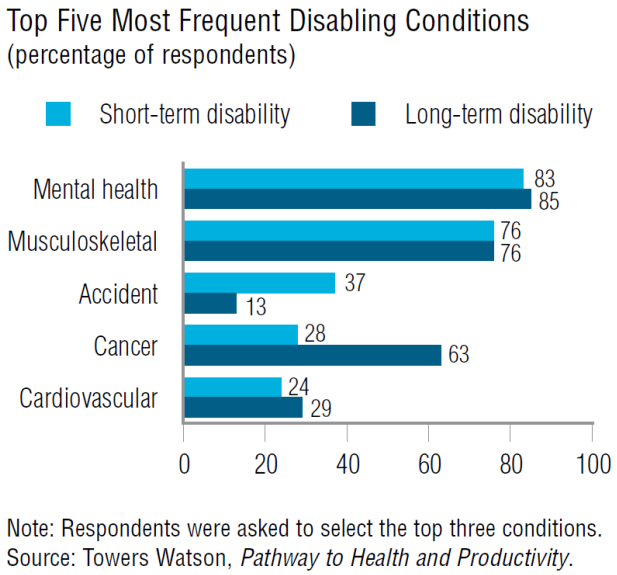

Figure 4 Top five disability conditions

Absenteeism

Absenteeism refers to any time employees are not present at the workplace, and can occur from person illness/injury, family related illness/injury, and/or personal days. In 2001, the estimated cost of absenteeism to employers in Canada was $5.48 billion/year[9]. These costs account for 15-20% of an employer's total expenses, and 2-3 times higher than medical or drug claims. Additionally, the estimated indirect costs of replacing an absent employee can be up to 3 times higher than the direct cost[8]. Indirect costs such as, administrative cost for finding replacement, reductions in productivity, morale and customer satisfaction all play a role in total cost to absenteeism.

Presenteeism

Presenteeism is a relatively new phenomenon that exists when an employee is physically at work but not fully productive due to physical or mental health conditions such as: stress related to job and/or personal lifestyle (e.g., finances, family dynamics), illness, or injury [17, 35]. Emmanuel Gaudette, Manager for Standard Life suggested that we are currently at a similar stage with understanding the impacts of presenteeism today, that we were in in the 1960's with workplace health and safety[8]. Moreover, a recent study estimated presenteeism can be up 7.5 times more costly then absenteeism with an estimated cost of $20 to $30 billion, to Canadian employers[10]. Finally, a US study, estimated the cost of decreased productivity related to personal or family health problems is $1,685/ employee/ year and a total annual cost of $225.8 billion annually[30].

Organization Social Profile

An organization's social profile refers to how a company cares for and invests in its' employees, community and environment. A survey done by Sanofi Canada (2011), found 67% of Canadian workers viewed a comprehensive health and wellness plan as a sign that the company cares about them. Additionally, 52% of employees say their company does not do enough to promote employee health[8]. These statistics highlight the importance of a "company with a conscious" to today's workforce in Canada. Finally, an organization's social profile or reputation can have a large impact on the retention of its' employees. Research has estimated the cost of replacing an employee can be upwards of 150% of that employee's salary, depending on job classification and level of seniority[3]. Yet only 21% of Canadian employers track turnover statistics.

Legal Responsibility

Employee care and healthy working conditions is no longer a recommendation but a legal requirement for Canadian companies. The Judges Tribunal of Canada states it is mandatory for an employer to create a civil, respectful, and supportive working environment. Unhealthy working conditions can cause mental health issues such as depression, anxiety and burnout in addition to physical harms[27]. In the last 5 years within Canada there have been multiple legal lawsuits awarding employees upwards of $1 million dollars in damages from mental and physical stress within the workplace[5].

The Financial Benefits of a Comprehensive Health & Wellness Plan

Company investment in employee health and wellness is becoming a necessity for maximal company productivity. This belief is can be an integral part of how business operates. A recent submission to the Harvard Business Review stated,

> "Employee wellness programs have often been viewed as a nice extra, not a strategic imperative. But the data shows otherwise. The ROI on comprehensive, well-run employee wellness program can be as high as 6 to 1"
>
> L.L. Berry, A.M. Mirabito, and W. B. Baun (2010)

With returns as high as 6 to 1 it would be advantageous for a company to emphasize employee health, as optimal company health can decrease expenditures and optimize profits and increase productivity on factors such as:

Health Insurance

Decreasing expenses on employee health insurance is one of the first ways a healthy workforce can benefit a company. For example, CMP Advanced Solutions saved over $250,000 from 2007 to 2011 on decreased health expenditures and insurance premiums. A four year study done by Ozminkowski et al., (2002), found Johnson & Johnson saved an average of $224.66/employee/ year of the study. Figure 5 compares the net health expenditures of Highmark Inc. for employees participating in an offered wellness plan and those who did not participate. This graphs shows that for those who engaged in the wellness programming had substantially lower health related costs, then those who did not. Finally, a review of 56 peer reviewed journals found an average of 26.1% reduction on health related costs.

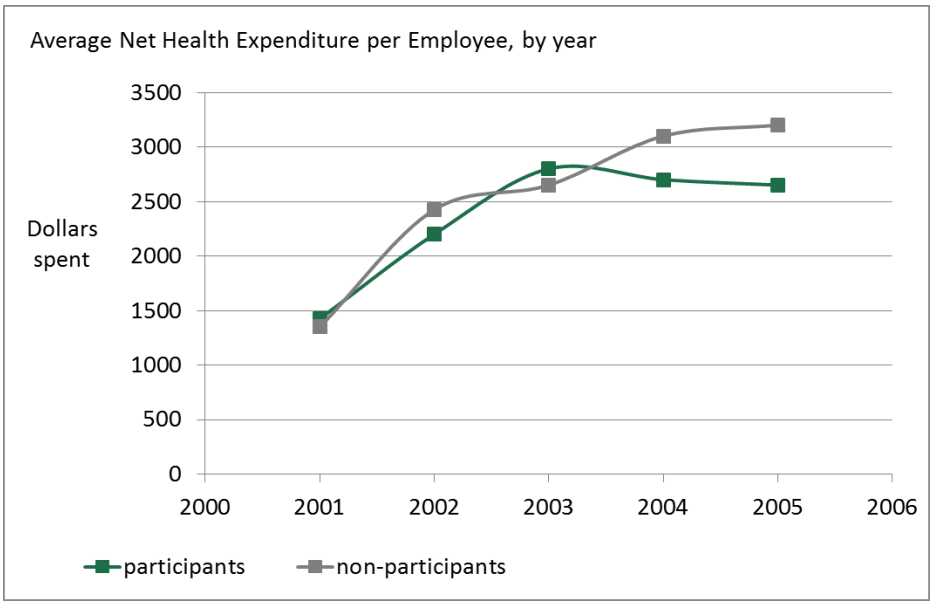

Figure 5 Highmark Inc. Health expenditures for employees in a wellness plan compared those who are not.

Disability Costs

As outlined in "The Cost of an Unhealthy Corporate Culture" disability is a large expense for Canadian companies. However, companies that have invested in a comprehensive health and wellness plan have made an impact on these costs. From 1995 to 2000 Irving Paper implemented a number of health promotion programs that encouraged and promoted a healthy lifestyle. During that time

Irving cut their short-term disability cost by 50%, for a savings of $800,000. Additionally, The Canadian Institute of Stress (Bell Canada Operators Service research) states that stress control programs can decrease loss time due to disability by 52%[5].

Absenteeism

As outlined in "The Cost of an Unhealthy Corporate Culture" absenteeism currently costs Canadian employers $5.48 billion/year[9]. A review of 56 peer reviewed journals found that companies that utilized a comprehensive wellness strategy had an average of 26.8% reduction in sick leave. In order to address absenteeism, MDS Nordion created a healthy workplace based on management commitment and employee participation. MDS saw a reduction in sick days to less than 4 days/year/employee[5, 20]. This is far below the national average of 7.4 sick days/ year/ employee[5, 19].

Presenteeism

Ensuring optimal employee productivity is imperative to revenue and achieving returns for shareholders. According to a 2010 study by Towers Watson, companies with highly effective health plans had an 11% increase in revenue/employee and a 28% higher shareholder return. Additionally, North American companies that invest more in health and wellness then the national average outperform the market by 45% and have returns that are 86% higher than companies spending below the average[2].

Organization Social Profile

Research has shown that investing in employee health and wellness will increase the social profile of a company[8]. Companies with a better social profile have higher retention rates, greater employee satisfaction and an edge in attracting top talent.

Employee Retention

As highlight in previous sections (Impacts of a Unhealthy Corporate Culture: Organizational Social Profile) replacing employees can be very costly to Canadian companies. Research has shown companies with a wellness plan have an average lower turnover rate of compared to those that do not[5,8]. Additionally, Renaud et al., (2008) reported large financial organizations in Canada saw a decrease of 54% in employee turnover after implementing a wellness plan. After Delta hotel created a healthy workplace initiative, their employee turnover decreased to 19-22%[18]. This rate is substantially lower than industry average of 40-60%[18,19].

Employee Satisfaction

The Canadian Institute of Stress researched the impact of a health and wellness plan on employee grievances and found, a well-designed wellness plan can decrease employee grievances by an average of 32%[5]. Irving Paper saw a reduction in employee grievances while implementing a health program from 50 per year pre-program to only 11 per year post program. This equates to a reduction of 78% in employee grievances[5]. These statistics suggest when a company invests in the health and wellness of its employees, there is a greater amount of employee satisfaction at work.

Employee Attraction

The attraction of top talent is paramount for a company to stay competitive in today's business climate. Sanofi Canada (2011), found that 48% of Canadian Workers would choose a comprehensive health and wellness plan over $20,000 per year[8]. These statistics support the necessity of a comprehensive health and wellness plan to today's and the future workforce within Canada.

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