

# Healthy Business Programs

Case Study Collection

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The Business of a Better World

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# Executive Summary

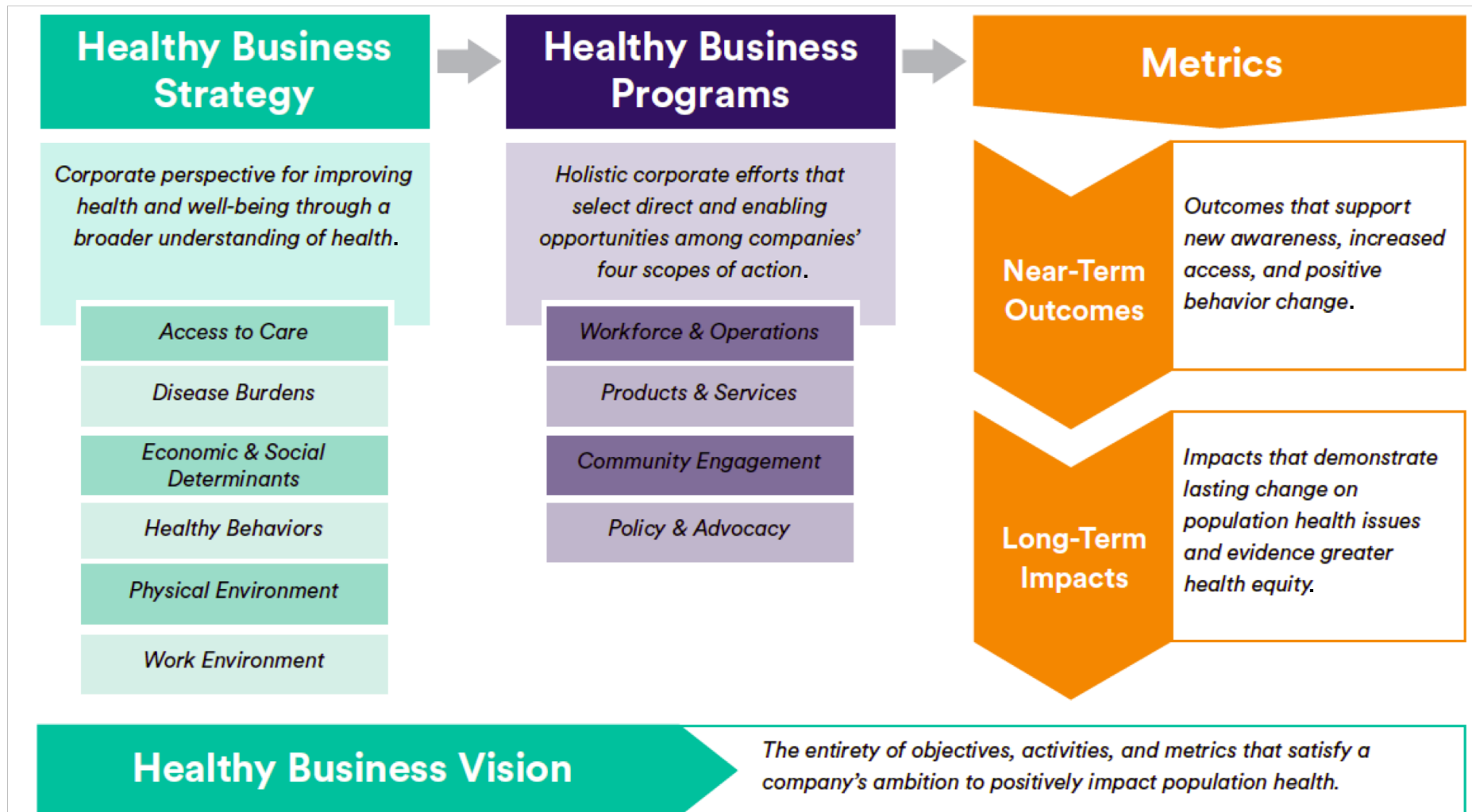
# Introduction

The [Healthy Business Coalition](#) convenes cross-industry leaders in the United States to advance health and well-being across entire value chains. Healthy Business is a management approach that seeks to create value and optimize performance by improving the health of consumers, employees, and communities. The coalition created a [suite of tools](#) to overcome internal barriers and equip users to take action. The [Healthy Business Metrics Guide](#) demonstrates the importance of program metrics to ensure your programs have outcomes that will make an impact on your health priorities.

- BSR developed this collection of case studies to assess the landscape of **corporate healthy business program metrics**, and to demonstrate how **leading companies are taking action** on community health.
- Through the landscape assessment, BSR aimed to evaluate the **real-world application** of the outcome and impact metrics included in the [Healthy Business Metrics Guide](#).
- The case studies identify each company's healthy business **strategy, scope(s) of action, metrics, partners, and vision**.

# Methodology: Healthy Business Logic Model

The case study collection was developed in alignment with BSR's Healthy Business Logic Model, which is a process for companies to integrate their Healthy Business strategy, programs, and metrics to achieve their Healthy Business vision.



# Methodology: Case Study Development

## Desktop Research

- Conducted desktop research of more than 20 companies, using publicly available information to identify potential case studies.
- Companies with significant operations in the United States were assessed, including Healthy Business Coalition contributors (and BSR members), across a broad range of industries.

## Company Engagement

- Engaged with eight companies to further develop the case studies with both publicly and non-publicly available information on the program details.

## Assessment

- The case studies provide a landscape assessment of the scopes of action and healthy business categories for which companies have focused.

# Key Findings

This collection of case studies demonstrates that the private sector is active in community health programs; however, measuring program impacts and outcomes remains a challenge.

## Key Takeaways

- A **diverse group of companies** across sectors is investing in community health programs.
- Overall, the use of metrics to evaluate the **outcomes and impacts** of healthy business programs is **nascent**, due to data collection limitations, a focus on program execution not disclosure, and balancing attribution versus contribution to outcomes and impacts.
- Though several featured companies are evaluating the **outputs** of their programs, the external disclosure of this data is also limited.
- The **program strategy** is often closely correlated with the company's business strategy and value proposition. Some companies seem to focus their healthy business programs on the scopes of action where they have the most **influence**.

# Healthy Business Programs

## Case Studies



# Healthy Business Programs Overview

Based on this sample of case studies, there is **significant focus on Community Engagement**, moderate focus on Workforce and Operations and Products and Services, and limited focus on Policy and Advocacy.

## Workforce & Operations



## Products & Services



## Community Engagement



## Policy & Advocacy



# Healthy Business Programs Overview, cont.

The program strategies are **primarily focused on Healthy Behaviors**, with Access to Care and Disease Burdens as the next most common categories of issues.\*

## Access to Care

## Disease Burdens

## Economic & Social Determinants

## Healthy Behaviors

## Physical Environment



## Work Environment

# Case Study: Communities for Health

Communities for Health aims to improve employee health through evidence-based wellness programs, which focus on chronic disease prevention and intervention. Leveraging a plus-one model, programs are available to family members.



## Healthy Business Program Strategy

- Focused on **Healthy Behaviors** and **Disease Burdens**, the program provides tailored health communications, biometric screenings, and lifestyle coaching sessions to enrolled employees, with the aim of decreasing rates of diabetes and obesity.
- Focus population is **select employees and family members** in the United States.

## Healthy Business Program Details

- **Workforce & Operations** is the Scope of Action.
- Sodexo **partners** with the YMCA of Central Florida and the Kresge Foundation.

## Program Metrics

### Near-Term Outcomes

*Metrics not yet available. However, applicable metrics include:*

- **Biometric screenings:** Percentage of employees regularly visiting health professionals for necessary tests, screenings, and observation.
- **Access to healthy foods:** Percentage of workforce with healthy and affordable food options in company cafeterias and local area.

### Long-Term Impacts

*Metrics not yet available. However, applicable metrics include:*

- **Diabetes rates**
- **Hypertension and control**
- **Obesity rates**
- **Healthy eating choices**

## Corporate Healthy Business Vision

*“Touching the lives of 75 million consumers every day, Sodexo has the opportunity and obligation to promote and encourage healthier choices that improve quality of life for millions of people around the world.”*

# Case Study: HealthForce 2020

Johnson & Johnson is committed to changing the trajectory of health for humanity. It is creating a culture that fosters healthy choices so employees can achieve their personal best in health and well-being at work, at home, and in their communities. HealthForce 2020 is an innovative, integrated initiative to support healthy choices and healthier lives.

## HealthForce 2020 Program Strategy

- With HealthForce 2020, the intent is to empower and engage at least 100,000 employees by 2020 toward a personal best in health and well-being by enhancing our foundation of core employee health and well-being programs and services.

## HealthForce 2020 Program Details

- **Energy for Performance<sup>®</sup>**, a science-based training program designed to help employees identify their unique mission, and discover how their health and well-being connects with their purpose.
- **Healthy & Me<sup>™</sup>**, a global digital tool to provide health and well-being resources to employees and spouse/partners.
- Create an environment and culture that promotes **healthy eating and movement**

## Program Metrics

### Near-Term Outcomes

- **Energy for Performance<sup>®</sup>**: 78,000 employees trained.
- **Healthy & Me<sup>™</sup>**: 96,000 employees connected.
- **Healthy eating and movement**: 116,000 employees with access to 70 percent of the policy elements.

### Long-Term Impacts

- **Employee engagement and resource use**
- **Increase in movement**
- **Business metrics** (e.g., recruitment, retention, performance, and promotion)
- **Health outcomes**

## Mission

*“Empower and engage Johnson & Johnson employees to become the healthiest workforce.”*

# Case Study: Seller Health Insurance

Etsy partners with Stride Health to help self-employed sellers on its platform access health insurance.

# Etsy

Workforce &amp; Operations

Products &amp; Services

Community Engagement

Policy &amp; Advocacy

## Healthy Business Program Strategy

- Focused on **Access to Care**, Etsy helps self-employed sellers find and obtain affordable, year-round health insurance.
- The focus population is self-employed **Etsy sellers**, particularly those without separate healthy insurance.

## Healthy Business Program Details

- The Scope of Action is **Workforce & Operations**.
- **Stride Health**, a healthcare broker, is Etsy's insurance partner.

## Program Metrics

### Near-Term Outcomes

- **Workforce coverage:** Percentage of sellers insured.

### Long-Term Impacts

*Metrics not yet available. However, applicable metrics include:*

- **Affordability of healthcare**

## Corporate Healthy Business Vision

*"Our mission to keep commerce human is the guiding principle behind the tangible ways we're working to make a positive impact on our community, our environment, and the global economy."*

# Case Study: Healthy Workforce

The Healthy Workforce campaign takes a holistic approach to wellness, encouraging physical and mental well-being for employees and local communities via targeted programming, health monitoring, and financial and interpersonal resources.



## Healthy Business Program Strategy

- Focused on **Healthy Behaviors** and **Work Environment**, the program focuses on mental health and wellness, diet and nutrition, workplace safety, physical activity, and disease prevention.
- Focus population is **global employees** and **local communities**.

## Healthy Business Program Details

- **Workforce & Operations** and **Community Engagement** are the Scopes of Action.
- **Partners** include local schools and community groups in the U.S.

## Program Metrics

### Near-Term Outcomes

*Metrics not yet available. However, applicable metrics include:*

- **Access to healthy foods:** Percentage of workforce with healthy and affordable food options in company cafeterias and local area.
- **Access to activity and use:** Percentage of people who have access to places for leisure-time physical activity and who use those opportunities regularly.

### Long-Term Impacts

*Metrics not yet available. However, applicable metrics include:*

- **Obesity rates**
- **Healthy eating choices**
- **Diabetes rates**

## Corporate Healthy Business Vision

*"Kaiser Permanente's vision for workplace health is to create the healthiest workforce in the healthcare industry by building a culture of health for the organization's 175,000 employees and nearly 18,000 physicians."*

# Case Study: Healthy Living

Disney's Healthy Living program seeks to improve child nutrition and well-being by providing food options in parks, products in stores and online, recipes, and physical activity ideas that meet Disney's nutrition guidelines.



## Healthy Business Program Strategy

- Focused on promoting **Healthy Behaviors**, such as improved childhood nutrition and increased physical activity. Disney's nutrition guidelines apply to licensing, studio promotions, third-party advertising, and parks' kids meals.
- The focus population is **children** globally.

## Healthy Business Program Details

- **Products & Services** and **Community Engagement** are the Scopes of Action.
- Partners include **Dole**, which provides co-branded fresh fruit.

## Program Metrics

### Near-Term Outcomes

- **Kids' consumption of healthy food:** Number of servings of fruits and vegetables to kids every year.
- **Better food options:** Percentage of guests who make the healthier choice.

### Long-Term Impacts

*Metrics not yet available. However, applicable metrics include:*

- **Healthy eating choices**
- **Hypertension and control**
- **Obesity rates**

## Corporate Healthy Business Vision

*"At The Walt Disney Company, we believe that inspiring healthier lifestyles today will create a brighter tomorrow."*



# Case Study: CareMessage

CareMessage is a text-message patient-outreach platform that improves access to care for underserved and underinsured communities. The service provides tools and resources to educate patients to manage and prevent health impacts.



## Healthy Business Program Strategy

- The program focuses on **Access to Care**, **Healthy Behaviors**, and **Disease Burdens**, aiming to provide underserved communities with resources to improve their overall health.
- CareMessage focuses on **underserved and underinsured communities** in the United States.

## Healthy Business Program Details

- **Products & Services** and **Community Engagement** are the Scopes of Action.
- **Partners** include the William K. Bowes, Jr. Foundation, AmeriCares, and AstraZeneca.
- CareMessage is continuing to grow, with over **1 million patients** served.

## Program Metrics

### Near-Term Outcomes

- Number of **cervical cancer screenings scheduled**.
- Percent **reduction in blood glucose levels**.
- **Weight loss**: Pounds lost (versus control group).

### Long-Term Impacts

*Metrics not yet available. However, applicable metrics include:*

- **Diabetes rates**
- **Obesity rates**
- **Healthy eating choices**
- **Cancer mortality rates**
- **Hypertension and control**

## Corporate Healthy Business Vision

*"We bring the best of Google to innovative nonprofits that are committed to creating a world that works for everyone."*



# Case Study: Uber Health

Uber Health is a HIPAA-compliant technology solution that helps patients and caregivers get to and from care. Providers also use Uber Health to help get crucial staff to work.



## Healthy Business Program Strategy

- Focused on **Access to Care, Economic & Social Determinants**, and **Healthy Behaviors**, the program aims to eliminate access to transportation as a barrier to receiving healthcare services.
- The focus population is **individuals with limited access to transportation**, with a focus on **vulnerable populations**.

## Healthy Business Program Details

- **Products & Services** and **Community Engagement** are the Scopes of Action.
- Partners include **Boston Medical Center, MedStar Health, NYU Perlmutter Cancer Center, and Pro Staff Physical Therapy**.
- Uber Health launched in March 2018 and now partners with more than 1,000 organizations.

## Program Metrics

### Near-Term Outcomes

- **Increase schedule-fill rates:** MedStar Health increased schedule-fill rates by 5–10 percent and took its transportation budget 40 percent further.
- **Cost savings:** Boston Medical Center saved US\$500,000 by replacing shuttle buses between main campus and clinics.

### Long-Term Impacts

- **Reduce transportation barrier to accessing care:** Every year, around 3.6 million Americans miss doctor appointments due to a lack of reliable transportation—and Uber Health is committed to helping remove transportation as a barrier to care.

## Corporate Healthy Business Vision

*“Care begins with getting there. Help patients and caregivers get reliable rides.”*

# Case Study: One For Good initiative

The Consumer Goods Forum (CGF) members have partnered with a local public-private collaborative to support community wellness by empowering consumers to make healthier choices.



## Healthy Business Program Strategy

- Focused on **Healthy Behaviors**, specifically healthier food choices, exercise, smoking cessation, and medication adherence.
- Focus population is **Hagerstown, Maryland**, community in Washington County (72 percent of adults there are overweight or obese, with the second-highest diabetes mortality rate in the state).

## Healthy Business Program Details

- The Scope of Action is **Community Engagement, Workforce & Operations, and Products & Services**.
- Companies have partnered with **Healthy Washington County**, a local public health collaborative, to support their goal of improving community wellness.
- In-store activities include education, screenings, sampling, coupons, and product merchandising.

## Program Metrics

### Near-Term Outcomes

- **Program reach and awareness** (consumer surveys)
- **Healthier purchasing behavior and behavioral intent** (sales data, surveys)
- **Employee engagement** (surveys)
- **Connectivity among key stakeholders** (process data)
- **Medication adherence** (pharmacy data)

### Long-Term Impacts

- **Chronic disease** (hospital data, surveys)
- **Healthy lifestyles** (hospital data, surveys)
- **Physical activity** (hospital data, surveys)

## Corporate Healthy Business Vision

*This program is part of the CGF's Collaboration for Healthier Lives, a global movement that aims to drive retailer and manufacturer collaboration for positive change, benefiting people and communities, as well as businesses.*

# Case Study: Project Health

Project Health provides comprehensive health assessments that detect early risks for chronic conditions in multicultural communities. Free screenings are offered at CVS Pharmacy locations to residents who are uninsured or underinsured.



## Healthy Business Program Strategy

- The program focuses on **Access to Care, Disease Burdens, Healthy Behaviors**, and Prevention aiming to help individuals identify, monitor, prevent, and/or treat health conditions.
- The program is available in CA, GA, IL, FL, MA, MI, NY, PA, RI, TX, D.C. and Puerto Rico.

## Healthy Business Program Details

- **Community Engagement and Products & Services** is the Scope of Action.
- CVS Health **partners** with the American Diabetes Association and OneTouch for diabetes resources.

## Program Metrics

### Near-Term Outcomes

- **Biometric screenings:** 176,000 in 2018.
- **Smoking cessation counseling sessions:** 4,300 sessions in 2018.
- **Referrals for flu shot:** 40,000 referrals in 2018.
- **Value of free medical services:** \$5.3 million worth of medical services in 2018.

### Long-Term Impacts

- **Abnormality rates**
- **Tobacco smoking rates**

**Corporate Healthy Business Vision**

*"Helping people on their path to better health."*

# Case Study: Resilient Beginnings Collaborative

The Resilient Beginnings Collaborative provides financial and informational resources to safety-net healthcare organizations in the Bay Area to prevent trauma and build resilience in a pediatric setting.

**Genentech**

## Healthy Business Program Strategy

- Focused on **Economic & Social Determinants, Access to Care, and Disease Burdens**, the collaborative aims to reduce adverse childhood experiences to reduce longer-term poor health outcomes.
- The focus is **pediatric populations** (0–5 years) experiencing or at risk of **adversity** and **toxic stress** in the Bay Area.

## Healthy Business Program Details

- **Community Engagement** is the Scope of Action.
- Genentech **partners** with the Center for Care Innovations.

## Program Metrics

### Near-Term Outcomes

*Metrics not yet available. However, applicable metrics include:*

- **Access to community health services:** Percentage of population with regular access to community health workers and health-promotion and community-based services.

### Long-Term Impacts

*Metrics not yet available. However, applicable metrics include:*

- **Affordability of healthcare**
- **Years of potential life lost rate**
- **Infant mortality rates**

## Corporate Healthy Business Vision

*“We know that making medicines is just one way we can make a difference. And we’re passionate about applying our skills, time, and resources to positively impact the patients we serve, the scientific community, and the places where we live and work.”*

# Case Study: Be the First

CVS Health and its foundation are supporting leading anti-tobacco and youth organizations across the country to deliver comprehensive education, advocacy, tobacco control and healthy behavior programming.



## Healthy Business Program Strategy

- To extend the company's decision to help lead tobacco-free lives by stopping the sale of tobacco products in 2014, Be The First is focused on youth tobacco prevention.
- Focused on **Disease Burdens** and **Healthy Behaviors**, the focus population is **youth**, broadly defined as middle school to college age.

## Healthy Business Program Details

- The Scope of Action is **Community Engagement** and **Policy & Advocacy**.
- Partners include **American Cancer Society, American Lung Association, Truth Initiative, Campaign for Tobacco-Free Kids, DoSomething.org**, and the **CATCH Global Foundation**.
- The Initiative is in its fourth year.

## Program Metrics

### Near-Term Outcomes

*Since 2016, outcomes to date include:*

- **Tobacco cessation programs:** Reaching more than nine million youth with smoking prevention initiatives. Helping youth in all 50 states become tobacco-free advocates in their own communities. Working with more than 200 college campuses.

### Long-Term Impacts

*The Be The First Initiative is working towards contributing to:*

- **3% decline in youth smoking rate**
- **10% decline in the number of youth smokers**
- **Doubling the number of tobacco-free colleges and universities**

## Corporate Healthy Business Vision

*"Helping people on their path to better health."*

# Case Study: Catalyst Housing Fund

Facebook is investing in affordable housing projects near its corporate headquarters in partnership with Envision Transform Build, East Palo Alto, and Menlo Park.



## Healthy Business Program Strategy

- Focused on **Physical Environment**, Facebook is investing US\$18.5 million to US\$75 million to fund affordable housing solutions over the next five to eight years.
- The initiative targets individuals in East Palo Alto and Menlo Park with **limited access to affordable housing**.

## Healthy Business Program Details

- The Scopes of Action are **Community Engagement** and **Policy & Advocacy**.
- Partners include the cities of **East Palo Alto and Menlo Park**, **Envision Transform Build**, and **Local Initiatives Support Corporation**.
- The fund is scaling and attracting additional corporate and nonprofit investors.

## Program Metrics

### Near-Term Outcomes

- Metrics not yet available. However, applicable metrics include:*
- **Safe and comfortable housing:** Number of families living in homes without overcrowding, high housing costs, or lack of kitchen or plumbing facilities.

### Long-Term Impacts

- Metrics not yet available. However, applicable metrics include:*
- **Inequality ratios**
  - **Household income**

## Corporate Healthy Business Vision

*"Facebook stands for community. Our commitment extends from our global community to our physical headquarters in California. We are particularly dedicated to being an active and responsible partner at our home."*



# Case Study: Economic Security for the Gig Economy

Etsy is working to foster economic security for its sellers and other workers in the gig economy via targeted research on the future of work, and supporting advocacy to U.S. policymakers.

# Etsy

## Healthy Business Program Strategy

- Focused on **Access to Care, Work Environment, and Economic & Social Determinants**, Etsy's policy work aims to streamline employment benefits and minimize the impacts of income variability.
- The focus population is **gig workers in the U.S.**, including Etsy sellers.

## Healthy Business Program Details

- The Scope of Action is **Policy & Advocacy**, including [CEO-level leadership](#).
- Advocacy tactics comprise publishing research, providing a platform for sellers to support policy efforts, engaging in direct policy advocacy, and supporting an Etsy research fellowship.

## Program Metrics

### Near-Term Outcomes

*Metrics not yet available. However, applicable metrics include:*

- **Access to living wage:** Average annual income compared to self-sufficiency wage.
- **Availability of choice:** Percentage of population with multiple options for health coverage.

### Long-Term Impacts

*Metrics not yet available. However, applicable metrics include:*

- **Affordability of healthcare**
- **Unemployment rates**
- **Household income**

## Corporate Healthy Business Vision

*"Our mission to keep commerce human is the guiding principle behind the tangible ways we're working to make a positive impact on our community, our environment, and the global economy."*

# In Conclusion

## Metrics Uptake

- CareMessage (Google.org), One for Good (Consumer Goods Forum), Healthy Living (Disney), and Healthforce 2020 (Johnson & Johnson) **demonstrate best practice by publicly disclosing program impact and/or outcome metrics**.
- Several companies track metrics for internal purposes. As such, there are **limited impact and outcome metrics**, with companies instead focusing on program outputs, which generally track broad engagement.

## Scopes of Action

- **Workforce and Operations**, and **Community Engagement** had the highest representation, with case studies addressing more than one Scope of Action.
- **Community Engagement** programs such as Uber Health and Project Health (CVS) **innovate on the company's business model** to address community health challenges, such as access to and affordability of healthcare.
- There was limited uptake of programs addressing **Products and Services** and **Policy and Advocacy**, with the latter having a greater opportunity for growth across all industries.

## Program Strategy

- **Healthy Behaviors** had the most significant representation, followed **by Access to Care** and **Disease Burdens**, highlighting the focus on physical health.
- **Physical Environment** and **Work Environment** had the lowest representation, due to limited focus on the influence of physical environments on health.



# Call to Action

# Call to Action for Companies

BSR's Healthy Business Coalition issues a call to action for companies to demonstrate leadership by investing in healthy business programs and increasing the measurement and disclosure of program metrics.

**1** Establish a healthy business program strategy to increase your company's investment in community health:

- [Make the business case.](#)
- [Identify priority community health issues](#) your company can positively influence.
- Select a focus population and key implementation [partners.](#)
- [Innovate new solutions](#) by leveraging your core business assets.

**2** Measure and externally communicate on healthy business program activities and progress:

- Use a logic model to distinguish long-term impacts from near-term outcomes, to measure “returns” on health investment within a more immediate time horizon and connect outcomes with long-term aspirations.
- Select and apply health metrics from the Healthy Business Outcome and Impact [Metrics Inventory](#) based on public health frameworks and corporate sustainability reporting practices.
- Disclose program metrics to be transparent, accountable, and share lessons to help move the needle on community health.

# Appendix

## Defining Key Terms

# Defining Key Terms | Scopes of Action

- **Workforce and Operations:** Corporate work environment and business practices' impact on health for direct and indirect employees, as well as workers in a company's supply chain.
- **Products and Services:** Health impacts and behaviors resulting from the customer and consumer use of a company's products and services.
- **Community Engagement:** Company efforts and collaborations toward improving the health outcomes of a company's key communities and focus populations.
- **Policy and Advocacy:** Policy and advocacy efforts to support regulation and cultural norms that promote healthy behaviors and health equity.

# Defining Key Terms | Healthy Business

## Issue Categories: Access to Care

- **Primary and specialist care:** Ease of setting appointments and seeing primary-care physicians and specialists for physical and mental health services.
- **Affordability of health services, medicines, and health technologies:** Ability to access treatments with respect to pricing and reimbursement.
- **Accessibility of providers:** Geographic proximity to pharmacies, clinics, health services, and resources.
- **Quality of care:** Ability to obtain clinical care that is effective, efficient, accessible, acceptable/patient-centered, equitable, and safe.
- **Safety:** The safety of services including adequacy and compliance with medical standards.

# Defining Key Terms | Healthy Business

## Issue Categories: Disease Burdens (1 of 2)

- **Chronic respiratory illness:** Conditions of the airways and other structures of the lung, such as asthma and COPD. Risk factors include air pollution, smoking, and occupational chemicals and dusts.
- **Heart disease:** Heart conditions that include coronary artery disease, high blood pressure, cardiac arrest, and others.
- **Injuries:** Bodily harm resulting from unintentional or violent exposure to an external force or substance (mechanical, thermal, electrical, chemical, or radiant).
- **Diabetes:** A group of diseases resulting in too much sugar in the blood, including Type 1 and Type 2.
- **Obesity:** Body mass index over acceptable levels, signaling obesity.
- **Cancers:** Diseases resulting from abnormal cell divisions such as breast, prostate, melanoma cancers, and others.

# Defining Key Terms | Healthy Business

## Issue Categories: Disease Burdens (2 of 2)

- **Mental health:** A state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community.
- **Musculoskeletal disorders:** Conditions resulting from workplace ergonomics and posture, such as back pain.
- **Reproductive health services:** Access to reproductive health education and contraceptives.
- **Infectious diseases:** Diseases that can be spread directly or indirectly, such as tuberculosis, meningococcal meningitis, measles, and others.
- **Sexually transmitted diseases:** Infections caused through sexual contact, including HPV, HIV, and others.
- **Public health crises and emerging diseases:** A collection of social and health factors—determinants and diseases—as well as diseases with sudden increasing incidence that may require immediate intervention, such as the Ebola crisis, Zika, SARS, and others.

# Defining Key Terms | Healthy Business Issue

## Categories: Economic and Social Determinants

- **Vulnerable populations:** Populations characterized as minority, single-parent, poor, female, or low-income.
- **Gender:** Gender norms and roles that impact the risks, health-seeking behaviors, and health outcomes of men and women in different age and social groups.
- **Income inequality:** Adequate income to cover basic expenses, necessities, and social needs.
- **Community safety:** Access to emergency services, including fire, police, and hospitals.
- **Access to social safety nets/benefits:** Access to and availability of health insurance, welfare benefits, subsidized housing, child/elder care, paid sick and personal leave, nutritious food, parental leave and re-entry, and access to childcare on premises.
- **Living wage:** Wages are sufficient to provide the necessities and comforts essential to an acceptable standard of living.
- **Level of education:** Access to quality education, including secondary and post-secondary institutions.



# Defining Key Terms | Healthy Business Issue

## Categories: Healthy Behaviors

- **Tobacco/cigarette use:** Tobacco use and exposure in all of its forms, including cigarettes, e-cigarettes, and cigars.
- **Alcohol use:** Binge or heavy drinking on a regular basis.
- **Physical activity and frequency:** Presence and frequency of leisure-time physical activity, including access to exercise opportunities.
- **Eating habits and food quality:** Access to and adoption of healthy food options and dietary choices, including fruits and vegetables.
- **Sleep quality and quantity:** Ability to have uninterrupted, restful sleep.

# Defining Key Terms | Healthy Business Issue Categories: Physical Environment

- **Air quality:** Greenhouse gas and particulate levels in the air, linked either to company emissions or other sources, and their impacts on populations of interest.
- **Drinking water:** Access to and availability of high-quality water on a long-term basis for populations of interest.
- **Quality housing:** Ample space in adequate dwellings, including necessary facilities, safe environment, and reasonable occupancy.
- **Commuting and community infrastructure:** Length and nature of commuting—whether to/from employer or more generally in the community.
- **Emergency response:** Availability of contingency plans and resources for community and employees.

# Defining Key Terms | Healthy Business Issue

## Categories: Work Environment

- **Work-life balance:** Demands placed on employees due to job (i.e., stress management).
- **Respect in the workplace:** Decision latitude, support from supervisors, equal treatment, open and trusting environment.
- **Job satisfaction:** Clarity regarding role and responsibilities, availability of job training, and recognition.
- **Occupational environment, health, and safety (EHS):** Appropriate EHS procedures and policies, in addition to compliance with all OSHA regulations,
- **Job security:** Relative job security related to mergers, reorganizations, and market demands.
- **Organizational justice:** Processes that include all affected parties and suppress bias.
- **Diversity:** Accepting and empowering environments for people with differing religions, ethnicities, races, genders, orientations, and abilities.
- **Social support at work:** Positive work culture, including interest-based groups and social outings.

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