WELL-BEING: The New Frontier
Introductions

Nancy

Melissa

Amy
Learning Objectives

1. Understand the dimensions of the shift from wellness to well-being and the impact on the role of the design community.

2. Explore how the process of design should evolve to support well-being.

3. Discuss the role that architects and designers can play to lead this evolution.

4. Learn how to engage your clients in an innovation partnership to explore, test and measure well-being solutions.
“Wellness and well-being are not the same thing. Well-being refers to a more holistic whole-of-life experience, whereas wellness refers to physical health. Employers can have a big influence over employees’ well-being.”
Happiness is an aspiration of every human being.
## Exploring the shift

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RSP Well-Being Survey Results

How well are we really doing?

There is a huge shift taking place – from focusing on wellness to focusing on well-being. RSP Architects is curious to know what you think about this. As a business leader in Southeastern Minnesota we hope you will be willing to answer a few questions with the intent to ignite a conversation.

Thank you in advance. We will summarize the results and share with you what we learn. Of course, all responses will be kept anonymous.

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Awareness and Activity

How aware and active is your organization in the conversation regarding the shift from wellness to well-being?

Propelling Forward

What do you believe are the key drivers that might propel this shift in your organization?

Which industry do you work in? Which department do you work for? How many employees are in your company?
Awareness and activity

While most organizations offer traditional wellness programs, many are beginning to support programs focusing on employees’ broader well-being.

77% of employers are expected to increase the number of well-being activities and programs offered.

To create healthy and productive workforces, organizations are starting to expand their benefits programs to focus on overall employee well-being.

Employers are taking a more holistic approach to wellness by touching on additional aspects of an individual beyond the mere physical to include emotional/mental, spiritual and financial well-being.
RSP 2016 WELLBEING SURVEY RESPONSES

Question 1

How aware and active is your organization in the conversation regarding the shift from wellness to well-being?

40% of Respondents:
We have all established wellness programs with measurable results. However, we are not thinking and talking about well-being.

20% of Respondents:
We are motivated by the results of our wellness program, and thinking to well-being.

20% of Respondents:
Well-being is embraced and is a strategic initiative across our organization.
Propelling forward

Companies with cultures of well-being are distinguishing themselves and quickly becoming an employer of choice

A focus on well-being reduces employee stress and anxiety, allowing them to be their best. It makes business sense to invest in employees in this way.
Question 2

What do you believe are the key drivers that might propel this shift in your organization?

50% of Respondents:

Seeking more guidance and information on:
- How to make this shift?
- Why make the shift?
- What is working for others?
- What’s not working for others?

Most common comment:

There needs to be an internal champion with time to devote to the initiative.
Mission & values

“...each person’s wellbeing is critical to achieving an organization’s goals and fulfilling its mission.”

Gallup Consulting

Thanks to well-being programs, 80% of employees feel positive about their work culture.

Workplace culture is crucial in creating healthy employees, driving productivity and engagement, and leading to stronger businesses.
Question 3

Consider your company’s mission or values statement and strategic plan. Does it reference anything specific to employee well-being?

75% of Respondents:
No, and we don’t have any plans to focus on employee well-being.

24% of Respondents:
Yes, but we don’t walk the talk.
Connections

Gallup poll:
more engaged employees have higher levels of wellbeing. “Well” employees engage colleagues and customers, drive innovation, and save companies thousands in healthcare costs
RSP 2016 WELLBEING SURVEY RESPONSES

Question #4

Do you believe your organization makes a connection between employee well-being and employee engagement?

50% of Respondents:
We have established and measurable wellness programs but not thinking or talking beyond it.

25% of Respondents:
Well-being is embraced and is a strategic initiative across our organization.

25% of Respondents:
We are motivated by the results or our wellness program and are considering expanding the thinking to well-being.
Support

What are some of the things your company is doing to support employee well-being?

Organizations are looking beyond the employee’s physical health.

Examples include flexible work schedules, financial literacy tools, child and elder-care assistance, and stress and time management skills.

78% of Employers say they are expanding well-being programs into areas like this.
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“Health is defined as a state of complete physical, mental & social well-being and not merely the absence of disease and infirmity”

W.H.O. 1946
What’s driving this?

1. Impacts to the bottom line
2. Competition for top talent
3. Worker behavior and attitude
4. Physical wellness strategies alone aren’t working
5. Our clients are asking for it
Bottom line impacts

$450-550 Billion  Annual Cost of disengagement

$300 Billion  Loss due to stress in the American worker (WHO)

$150 Billion  Absenteeism / Presenteeism

17.4%  GDP and rising spent on healthcare

80%  Health care costs are spent on chronic illness, often preventable
Competition for top talent: the landscape

150-200% Cost to replace an employee based on annual salary
Behavior and attitude – burnout

- HIGH SKILL DISCRETION
- Other professional specialty occupations
- Managers
- Physicians
- Teachers
- Agrarians
- Bookkeepers
- Secretaries
- Waiters
- Architects
- Engineers
- Electricians
- Clerical staff
- Construction labourers
- Secretaries
- Housekeepers
- Cargo personnel
- Cleaning personal

- LOW SKILL DISCRETION
- Farm labourers
- Shop assistants
- Drivers, etc.

- FAST PACE
- SLOW PACE
Behavior and attitude

Seeking ‘Sense of fulfillment’
#1 factor that most compelled an employee to remain in their job

Workers with higher well-being are 2X less likely to look for another job

Individuals are taking control of their well-being
The ‘Gig Economy’—Building experience portfolios vs. careers

4.4 years = Average length of stay at a job
Physical wellness’ strategies alone won’t work

Current real estate strategies have had limited success
Example: 1980s corporate gyms gained popularity
  1985-2012 obesity in American adults doubled
  20% current participation rate

Depression is on the rise (W.H.O.)
2030 the amount of live lost due to depression will surpass that from war, accidents, cancer, stroke, and heart disease

1# cause of illness globally
73% of respondents (TOP DECISION MAKERS) in the US agree that general well-being is a strategic priority for their organization. (Sodexo Quality of Life Report 2016)
What is driving well-being programs?

A global perspective

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<th>Middle East</th>
<th>Asia</th>
<th>Australia</th>
<th>Canada</th>
<th>Europe</th>
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<td>Reducing Health Care Costs</td>
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Figure 6. Top drivers of well-being program across the globe based on Buck Consultants’ (a Xerox company) survey of over 1,000 companies in 37 countries.
The evolution

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<th>Environmenta l Sustainability – Measure impact on planet + business</th>
<th>People – Measure impact on human performance + business</th>
<th>ROI</th>
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<td>Individual initiatives</td>
<td>Comprehensive strategies</td>
<td>New Partners/ Clients</td>
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<tr>
<td>Cost</td>
<td>Investment</td>
<td>Real estate as an enabler of strategy</td>
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<tr>
<td>Focus on outcomes</td>
<td>Focus on engagement</td>
<td>New equation for success</td>
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Synergistic relationships: LEED

LEED is about the environment
Well Building is about the people
Yet, there are synergies, 46 WELL Building strategies are supported by LEED
How is our role changing

In the contexts of more questions than answers, as problem solvers, how do we engage?

- New filters: Focused on engagement
- Facilitator of a cross-functional real estate strategy
- Partner and engage in research: Bring knowledge to the table
- Don’t wait for all the answers. Become a part of the conversation. Test and pilot
Give them what they need.
## Components of well-being

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<th>Objective</th>
<th>Sample Strategies</th>
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<td>I’m personally connected</td>
<td>Opportunity for impromptu, private conversation</td>
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<td>Plans that support movement</td>
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<td>Centralized work cafe</td>
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<td>Belonging</td>
<td>I am a part of something good</td>
<td>Place reinforces values of the organization</td>
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<td>Story telling – Experience design</td>
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<td>Support diverse cultural and religious practices</td>
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<td>Fulfillment</td>
<td>I have influence</td>
<td>Choice of work setting</td>
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<td>Eliminate space strategies that reinforce hierarchy</td>
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<td>Facilitate a planning process that engages employees</td>
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<td>I’m cared for</td>
<td>Physical security&lt;br&gt;Way finding&lt;br&gt;Adjust-ability / ergonomics</td>
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<tr>
<td>Comfort</td>
<td>My basic needs are met</td>
<td>Minimize acoustical distraction&lt;br&gt;Thermal comfort&lt;br&gt;Lighting strategies that support overall health (eye strain, healthy sleep patterns…)</td>
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<td>Health</td>
<td>My physical vitality is supported</td>
<td>Encourage movement in planning&lt;br&gt;Access to healthy food choices&lt;br&gt;Health facilities that are located in a place with views, natural light…</td>
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Team + process

Human Resources
Operations
Marketing
Real Estate
IT
Finance
Experience Engineers
Chief Engagement Officer

Business Strategy
Vision Culture

LENSS
I have influence
I am a part of something good
I’m personally connected
My physical vitality is supported
My basic needs are met
I’m cared for

Physical
Mental
Emotional
Spiritual

TEAM
REQUIREMENTS
TESTING CRITERIA
WELL-BEING

AIA MN CONVENTION   NOVEMBER 9, 2016
Places that focus on wellbeing are:

Winning the war for talent

$\$\$\$

2/3

81%

of Millennials would work for less pay in exchange for a job they love

of employees are less likely to look for a new job in a strong economy
Places that focus on wellbeing are:

Living well

23% more likely to donate money

43% more likely to have volunteered (Gallup)
Places that have a comprehensive approach to wellbeing are:

Seeing improvements in health and performance

- 2015 study findings evaluating a 5-year wellbeing strategy
- 13.5% rise in individual well-being scores
- 5.2% decrease in healthcare costs
- 4% decrease in absenteeism
- 2% increase in job performance
Places that focus on wellbeing are:

Creating the business case for change

$1 = $3.27

(Harvard)
Architectural measures

Understanding the impact of the **built environment** on well-being.
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- Corporate
  - Employees

- Hospitality
  - Employees + Consumers

- Education
  - Employees + Students

- Healthcare
  - Employees + Patients
    (+ Caregivers)
Architectural measures: healthcare

TRIPLE AIM

- Improved Patient Experience
- Lower Cost
- Better Outcomes

QUADRUPLE AIM

- Improved Patient Experience
- Lower Cost
- Better Outcomes
- Improved Clinician Experience
Architectural measures

Goals

Promote exercise
Biophilia
Views to nature
Daylighting
Flexibility
Acoustics
Social interaction
Thermal comfort
Building materiality
Indoor air quality
Prayer/meditation rooms
Healing gardens
# Architectural measures

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<td>Social interaction</td>
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Promote exercise
## Promote exercise

<table>
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<th>Mental</th>
<th>Physical</th>
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<td>Emotional</td>
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### WHAT:
- Consider stair and elevator locations
- Changing Rooms
- Bike Racks
- Workout Rooms
- Walking Paths

### WHY:
- Take 27% fewer days sick leave
- Report less illness and recover more quickly
- Lower staff turnover
- Higher productivity
- Higher level of satisfaction
- Healthier employees = reduced healthcare costs

**SOURCES:**
Biophilia
Biophilia

WHAT:
- View to the outside
- Indoor plants
- Design inspired by the natural environment
- Use of natural materials such as wood and stone

WHY:
- 10% decrease in absenteeism
- 8% increase in productivity
- Less stress
- Higher workplace satisfaction
- Improved collaboration
- Improved air quality

Mental | Physical
---|---
Emotional | Spiritual

SOURCEs:

HOSPITALITY ★★★
CORPORATE ★★★★
HEALTHCARE ★★★★
EDUCATION ★★
Healing gardens
Healing gardens

WHAT:
Indoor or outdoor healing gardens
Labyrinths

WHY:
10% of employee absences can be attributed to architecture with no connection to nature
Promotes recovery from mental fatigue
Increases focus and mental stamina
Improves productivity
Increased job satisfaction
Reduced intention to quit

Mental | Physical | Emotional | Spiritual

SOURCES:
Views to nature
Views to nature

WHAT:
Exterior Windows
Incorporating art depicting natural settings
Healing Gardens (interior or exterior)
Indoor plants

WHY:
10% of employee absences can be attributed to architecture
with no connection to nature
Promotes recovery from mental fatigue and eye strain
Increases focus and mental stamina
Improves productivity
Increased job satisfaction
Reduced intention to quit
Healthcare: Reduced patient length of stay
$93M potential annual savings in healthcare costs

SOURCES:
https://www.terrapinbrightgreen.com/reports/the-economics-of-biophilia/
Daylighting
Daylighting

WHAT:
Windows
Skylights
Light monitors (ie. solatubes)
Light shelves

WHY:
5-15% increase in productivity
Up to 25% decrease in sick leave
Increased energy savings
Longer sleep duration and better quality of sleep
Reduced glare/ visual fatigue
Increased student performance
Improved alignment with circadian rhythms

Mental | Physical

Emotional | Spiritual

HOSPITALITY ★★★
CORPORATE ★★★
HEALTHCARE ★★★
EDUCATION ★★★

SOURCES:
Flexibility
Flexibility

WHAT:
Variety of work spaces:
   Office
   Benching
   Collaborative Spaces
   Individual Work Area
Technology to support remote working arrangements
High level of autonomy regarding working arrangements

WHY:
Higher workplace satisfaction
Increased trust and loyalty
Reduces distractions
Increased workspace density can reduce productivity
6% reduction in measurable stress
Reduced turnover (from 40% to 12%)

SOURCES:
Social intersections
### Social intersections

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<th>Spiritual</th>
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**WHAT:**
- Break in grid = opportunities for interaction
- Variety of spaces for socialization

**WHY:**
- Increased concentration and creativity
- Greater collaboration
- Increased productivity
- Increased workplace satisfaction
- Reduce turnover

**SOURCES:**
Acoustics
Acoustics

**WHAT:**
- Acoustical ceiling and wall panels
- Sound absorptive building materials
- White Noise
- Alternate notification systems

**WHY:**
- 66% drop in performance when exposed to distracting noise
- Increased privacy
- Decreased distraction
- Reduced concentration

SOURCES:
Thermal comfort
Thermal comfort

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**WHAT:**
- Individual controls of temperature
  - Venting control
  - Window shade control
- Relative humidity
- Air velocity

**WHY:**
- Improved workplace satisfaction
- 24% reduction in annual energy usage
- 12% return on investment (automated blinds)
- 4% reduction in productivity at cooler temps
- 6% reduction in productivity at warmer temps
- 10% reduction in performance
  (May have a negative impact on energy use)

SOURCES:
Indoor air quality
Indoor air quality

**WHAT:**
- Natural ventilation (i.e., operable windows)
- Increased ventilation rate
- Air free from particulates and contaminants
- Moisture content

**WHY:**
- 8-11% increase in productivity
- Poor air quality lowered performance by up to 10%
- 8% increase in performance
- 35% reduction in workplace absence
- Fresh air or mixed method ventilation:
  - 0.8-1.3% savings in healthcare costs
  - 3-18% increase in productivity gains
  - 47-79% HVAC savings
  - ROI of 120%

**Sources:**
Building materiality
**Building materiality**

**WHAT:**
Environmental and human friendly building materials
   - Natural materials
   - Reduced off-gassing

**WHY:**
8-11% increase in productivity
Increased ventilation = 8% increase in performance
Poor air quality lowered performance by up to 10%
Outdoor air = 35% reduction in workplace absence
Fresh air or mixed method ventilation:
   - 0.8-1.3% savings in healthcare costs
   - 3-18% increase in productivity gains
   - 47-79% HVAC savings
   - ROI of 120%

**LIVING BUILDING CHALLENGE RED LIST:**
- Alkylphenols
- Asbestos
- Bisphenol A (BPA)
- Cadmium
- Chlorinated Polyethylene and Chlorosulfonated Polyethylene
- Chlorobenzenes
- Chlorofluorocarbons (CFCs) Hydrochlorofluorocarbons (HCFCs)
- Chloroprene (Neoprene)
- Chromium VI
- Formaldehyde (added)
- Halogenated Flame Retardants (HFRs)
- Lead (added)
- Mercury
- Polychlorinated Biphenyls (PCBs)
- Perfluorinated Compounds (PFCs)
- Phthalates
- Polyvinyl Chloride (PVC)
- Polyvinylidene Chloride (PVDC)
- Short Chain Chlorinated Paraffins
- Wood treatments containing Creosote, Arsenic or Pentachlorophenol
- Volatile Organic Compounds (VOCs)
in wet-applied products

**SOURCES:**
Prayer/meditation rooms
Prayer/meditation rooms

WHAT:
Prayer Rooms
Meditation Spaces
Space for Maundy or Wudu (religious washing of feet)

WHY:
Respect for a variety of religious preferences
Meditation can change how the brain manages the effects of stress
Happier and calmer employees
Lower healthcare costs
Promote diversity and equity
Reduce burnout
Increase retention

SOURCES: http://www.onlinemba.com/blog/10-big-companies-that-promote-employee-meditation/
Tools
Workplace wellbeing investments

THE NEW YORK TIMES - Desired to improve the quality of the workplace for employees - Built state-of-the-art headquarters designed for employee wellbeing.

GENERAL SERVICES ADMINISTRATION - Looks to improve employee productivity and wellbeing - $3.3 Million study on how indoor environments affect wellbeing.

WESTIN HOTELS - Spending $15 Million on “Well-Being Movement” to improve customers’ health on the road.

KAISER PERMANENETE - Investing in new patient-centered health centers - design puts patients first and exposes them to prevention techniques.
Top things you/ your firm can do

1. Shift your mindset – Don’t go it alone.

2. Understand how well-being is defined by your client and where they are on their journey.

3. Engage clients in research and expand your team to include research partners:
   - Universities
   - Product Manufacturers
   - Center for Health Design (Healthcare)
Good Design = Good Business
WELL-BEING: The New Frontier