The healthy business metrics guide

The Healthy Business Coalition

BSR

Healthy Business

[hel-thee biz-nis] (noun)

A management approach that seeks to create value and optimize performance by improving the health of consumers, employees, and communities.

Earlier tools helped you to embark on a Healthy Business journey by providing resources to build alignment, set a strategy, create solutions, and establish strong partnerships.

Wherever your company currently finds itself on its Healthy Business journey, metrics are an important tool to ensure your programs have outcomes that will make an impact on your health priorities.

This tool will enable you to select the guiding metrics for building an evidence-based healthy business program.

Contents

1 Introduction

- Welcome & Why This Guide pg. 6
- The Role of Metrics in Healthy Business Programs pg. 8

2 The Healthy Business Metrics Framework

- HBC Methodology pg. 13
- Principles pg. 14

3

- Workforce & Operations pg. 21
- Products & Services pg. 26
- Community Engagement pg. 29
- Policy & Advocacy pg. 33

4 Impact Metrics

- Distinguishing Outcomes pg. 37
- Outcomes and Impacts in Practice pg. 38

5 The Metrics Process

- Key Considerations pg. 46
- Using Metrics Inventory Tool pg. 48

6 Further Resources & Conclusions

- Appendix pg. 50

Introduction

Welcome to the Healthy Business Metrics Guide

The guide will help you:

Communicate the rationale for adopting metrics that measure outcomes and impacts beyond workplace safety to include consumers and communities.

Apply a framework for acting on health across various "scopes of action."

Select a suite of health metrics based on current project activities and desired outcomes and impacts.

The guide includes:

The framework to help your organization build an evidence-based health program that benefits employees, consumers, and communities.

Outcome and Impact Metrics Inventory to enable your organization to select and adopt metrics for tracking and scaling Healthy Business programs.

Why is this guide needed?

The private sector is increasingly investing in programs that improve health outcomes for employees, consumers, and the communities in which they operate. The Healthy Business Metrics Toolkit is intended to **enable business leaders to socialize a measurement framework that will encourage increased investment in an evidence-based Healthy Business Program**.

The tool **leverages public health expertise and current corporate sustainability reporting practices to provide a framework and inventory for companies to select and apply health metrics.** The tool enables company practitioners to demonstrate the value of pursuing a suite of health programs in order to maximize the company's impact on key health issues impacting our communities.

The Role of Metrics in Healthy Business Programs

Metrics and targets (or KPIs) are an integral component of a Healthy Business Program and enable companies to monitor their progress toward satisfying a Healthy Business Vision.

Source: Healthy Business Toolkit - Strategy Tool

Metrics Advance Healthy Business Efforts

Metrics steer Healthy Business programs by enabling companies to better understand their issues and impacts, inform their stakeholders, and create impact at scale and in partnership with similar private and public sector efforts.

Understand

Metrics define Healthy Business programs and their progress by:

- Conveying context around issues by defining scope and scale of problems
- Establishing attribution by clearly linking company actions with health impacts
- Delineating the limits of company programs

Inform

Metrics strengthen partnerships and help inform key stakeholders by:

- Providing greater accountability
- Enabling reporting of progress and challenges
- Creating evidence for further investment

Scale

Metrics serve to drive industry collaboration and impact at scale by enabling:

- Best practice sharing
- Corporate benchmarking
- Identifying partnership opportunities

The Need for Healthy Business Metrics

BSR research shows a need for more harmonization and translation of metrics for the private sector to take action on public health.

No common private sector approach on health

Companies vary on their level of reporting on Healthy Business issues and are chiefly aligned on reporting mandated Employee Health and Safety metrics.

Limited guidance from sustainability reporting frameworks

Sustainability frameworks do not offer a comprehensive set of indicators for health and well-being.

Reporting frameworks do not fully incorporate public health

There is close alignment among global, national, and community health frameworks, but sustainability reporting frameworks do not take full advantage of existing of public health metrics.

Public health frameworks are aligned on key messages

Frameworks distinguish social determinants of health from health outcomes – and see health equity* as an overarching goal of public health – which is helpful for companies.

Public health frameworks offer varying metrics

Public health frameworks intentionally align on health priorities and issues but there can be variation in specific metrics.

Public health metrics need private sector translation

Public health metrics can be long-term, large-scale, and sometimes unwieldy for companies to adopt as actionable program metrics.

* The Robert Wood Johnson Foundation (RWJF) provides the following definition for health equity: “Health equity means that everyone has a fair and just opportunity to be healthier. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care.” (Source: "What is health equity?")

HBC Methodology for Health Metrics

BSR undertook a research and engagement process to help bridge the gap and develop the Healthy Business Metrics Framework.

** Full Methodology for development of Healthy Business Metrics Framework and Inventory can be found in upcoming Healthy Business Metrics white paper.*

The Healthy Business Metrics Framework

HBC Methodology for Health Metrics

Enable a Broad Perspective on Health

- Health isn't just about diagnosis - in fact, **a focus on prevention and healthy behaviors** is equally important. In addition, social and economic conditions are a critical component of individual and population health. Factors as wide-ranging as income, housing, and education can significantly influence our health.
- These **social and economic determinants of health** must be included along with more "traditional" health issues such as access to healthcare, and disease burdens, when framing the private sector's opportunity for action.

Use Logic Models for Outcomes & Impacts

- Population health is often tracked and quantified based on measurable disease impacts (i.e. incidence of disease, mortality rates). These metrics serve to provide a North Star for ambitions, but **long-term impact metrics do not lend themselves to tracking performance of health programs in the near or medium term.**
- **Distinguishing long-term impacts from near-term outcomes** enables companies to measure "returns" on health investment within a more immediate time horizon and serves to connect current program outcomes with long-term aspirations.

Highlight the Scopes of Business Action

- **Company influence on population health isn't restricted to workplace health.** For instance, companies can enable healthier environments for supply chain workers and the company's local communities. And the private sector can play a critical role in our nation's health through its products and services and its influence on policy and advocacy.
- A **comprehensive framework needs to account for all the scopes of action** in which a company can enable positive health outcomes and support health equity.*

** See page 11 for definition of "health equity."*

Principle 1 – Broad Perspective on Health

More than 50 percent of what makes us healthy is determined by our behavior, our environment, and our socioeconomic status* -- companies need an expanded portfolio of health metrics to encompass the full range of issues that impact our health.

- The HBC Strategy Tool identified a long list of health issues that experts believe are areas where the private sector can play a role in improving population health outcomes.
- The strategy tool recognizes that all categories and issues are important, yet it encourages companies to identify those issues that best align with their corporate priorities and stakeholder expectations.
- The six health categories (listed below) and 30+ Healthy Business issues provide a starting point for companies to address health, with a broader and more holistic perspective on what constitutes "good health."**

Access to Care	Disease Burdens	Economic & Social Determinants	Healthy Behaviors	Physical Environment	Work Environment

** Bipartisan Policy Center, June 2012*
*** See appendix for full list of Healthy Business Issues*

Principle 2 – Logic Models for Healthy Business

Global and national health frameworks emphasize long-term metrics – an actionable framework needs to allow companies to align with shared long-term ambitions, while enabling monitoring against more near-term targets and metrics.

Healthy Business Strategy

Companies set a Healthy Business strategy that identifies priority health issues on which to invest.

Healthy Business Programs

Companies design breakthrough programs and partnerships to pilot new Healthy Business solutions and scale through partnerships.

The Healthy Business Metrics Framework will leverage company's previous efforts to define their Healthy Business Vision and deliver programs and partnerships.

Outcomes & Impacts

Near-Term Outcomes

Demonstrated changes in awareness of, and access to, positive health drivers

Demonstrated changes in individuals' healthy behaviors and actions

Long-Term Impacts

Measurable changes in population health and community conditions

The Healthy Business Metrics Framework will provide guidance on distinguishing and selecting between outcomes and impacts.

Principle 3 – Multiple Scopes of Business Action

Companies directly impact and influence our national Culture of Health* – Healthy Businesses will seek to create health and well-being programs that span the four scopes of action.

Direct Impact

Workforce & Operations

DEFINITION: Corporate work environment and business practices' impact on health for direct and indirect employees, as well as workers in a company's supply chain.

OPPORTUNITY: Serve as a model for health by creating a workplace that values positive health outcomes for direct and indirect employees, as well as exemplifying corporate environmental responsibility.

Products & Services

DEFINITION: Health impacts and behaviors resulting from the customer and consumer use of a company's products and services.

OPPORTUNITY: Mitigate negative health impacts and improve health outcomes of current products and services, and develop accessible solutions for critical health and well-being needs.

Enabling Influence

Community Engagement

DEFINITION: Company efforts and collaborations toward improving the health outcomes of a company's key communities and focus populations.

OPPORTUNITY: Incubate positive health programs and partner with community organizations to improve community health outcomes.

Policy & Advocacy

DEFINITION: Policy and advocacy efforts to support regulation and cultural norms that promote healthy behaviors and health equity.

OPPORTUNITY: Influence the cultural dialogue and policy debates by promoting healthy equity through public policy engagement as well as public communications that serve to promote health.

* "Culture of Health" is Robert Wood Johnson Foundation's vision and the organization provides the following context: "A Culture of Health is broadly defined as one in which good health and well-being flourish across geographic, demographic, and social sectors; fostering healthy equitable communities guides public and private decision making; and everyone has the opportunity to make choices that lead to healthy lifestyles." "What is a Culture of Health"

The Healthy Business Metrics Framework

Here is a process for companies to integrate their Healthy Business strategy, programs, and metrics to achieve their Healthy Business visions.

Healthy Business Strategy

Corporate perspective for improving health and well-being through a broader understanding of health

- *Access to Care*
- *Disease Burdens*
- *Economic & Social Determinants*
- *Healthy Behaviors*
- *Physical Environment*
- *Work Environment*

Healthy Business Programs

Holistic corporate efforts that select direct and enabling opportunities among companies' four scopes of action

- *Workforce & Operations*
- *Products & Services*
- *Community Engagement*
- *Policy & Advocacy*

Metrics

Near-Term Outcomes

Outcomes that support new awareness, increased access, and positive behavior change

Long-Term Impacts

Impacts that demonstrate lasting change on population health issues and evidence greater health equity

Healthy Business Vision

The entirety of objectives, activities, and metrics that satisfy a company's ambition to positively impact population health.

Healthy Business Metrics – View on Outcomes

The metrics are presented in an attached spreadsheet so as to enable companies to sort outcomes based on scope of action and Healthy Business category.

Scope of Action	Healthy Business Category	Outcome	Outcome Definition	Connected Impacts
Workforce & Operations	Work Environment	Re-Skilling Opportunities	% of employees with access to and utilizing learning and development opportunities to build skills for evolving workplace	Inequality Ratios Unemployment Rates
Workforce & Operations	Healthy Behaviors	Biometric Screenings	% of employees regularly visiting health professionals for necessary tests, screenings, and observation	Years of Potential Life Lost Rate Diabetes Rates Cancer Mortality
Workforce & Operations	Disease Burdens	Parental Leave Access	% of new parents among employees, contract workforce, and supply chain workers with access to paid family leave	Infant Mortality Rates Maternal Mortality Rates Breastfeeding Rates
Workforce & Operations	Healthy Behaviors	Access to Recovery	% of employees with access to services and programs that support recovery from alcohol and substance abuses	Substance Abuse Suicide Rates

Identified outcome metrics are tagged to the most relevant scope of action and relevant Healthy Business category.

Outcome metrics are labeled and defined.

Outcome metrics are connected to significant long-term impacts on which they play a deciding factor.

Healthy Business Metrics – View on Impacts

The metrics are also available in a format to prioritize health impacts and enable companies to identify some priority outcome metrics that contribute positively to that long-term impact.

Healthy Business Category	Impact	Impact Definition	Contributing Outcomes	
			Outcome	Scope of Action
Economic & Social Determinants of Health	Inequality Ratios	Ratio of household incomes at the 80th and 20th percentile	Diverse Leadership	Workforce & Operations
			Diverse Hiring	Workforce & Operations
			Re-Skilling Opportunities	Workforce & Operations
			Access to Living Wage	Workforce & Operations
			Housing Affordability	Community Engagement
			Voting Participation	Policy & Advocacy
Physical Environment	Air Quality Index	Average daily amount of fine particulate matter in micrograms per cubic meter	Availability of Public and Pedestrian Transportation	Workforce & Operations
			Travel Time and Cost	Workforce & Operations
			Well-Being Building Standards	Workforce & Operations
			Environmental Responsibility – Greenhouse Gases and Pollutants	Products & Services
			Safe and Comfortable Housing	Community Engagement

Identified impacts are tagged to the relevant Healthy Business category.

Impacts and definitions provided reflect a sampling of key priorities common across multiple public health frameworks.

Near-term outcomes that may contribute to changes in the impact metrics are included and categorized by their respective scope of action.

Scopes of Action

Workforce & Operations

DEFINITION

Workforce & Operations addresses the health impacts for a company's direct and indirect employees, as well as workers in its supply chain.

KEY INTERNAL PARTNERS

- Human Resources
- Procurement
- Operations / Facilities

THE PRIVATE SECTOR OPPORTUNITY

Companies can reduce healthcare costs, attract top talent, increase employee health and well-being, and build resilience of their supply chain through investments in healthy employees, contractors, and supply chain workers.

- Nearly 90 percent of US employees said the range of a company's health and wellness benefits is important in their choice of employer.
- Almost 2/3 of US employees say their companies' healthy and wellness programs affect their productivity.
- The US private sector spent nearly $700B in healthcare sponsorship in 2015 – and 80 percent of this spend addresses largely preventable NCDs.

IMPORTANT CONSIDERATIONS

- *Clearest Opportunity:* Workforce & Operations is the scope of action in which companies already heavily invest in health, and therefore presents the clearest opportunity to leverage health metrics to assess ROI on these programs.
- *Privacy Concerns:* Regulation will require companies to adopt data privacy measures to ensure data is aggregated and not individualized. Understanding limits of data collection are essential before selecting metrics.
- *Supply Chain and Contract Workers:* A company's contract and supply chain workforce will significantly increase the population impacted by efforts in this area, while also limiting the opportunity for direct impact.

Source: Healthy Business Communications Guide – BSR 2016

Workforce & Operations – Outcome Metrics (1/3)

The following list of metrics apply to the Workforce & Operations scope of action.

Healthy Business Category	Outcome	Outcome Definition	Connected Impacts	Outcome Derivation (Sources)
Access to Care	Workforce coverage	% of workforce covered by adequate health coverage	• Years of Potential Life Lost Rate • Affordability of Healthcare	SDGs; WHO Core Health; Global Burden of Health; Just Capital; CDC Work-site; County Health Rankings; America Health Rankings; RWJF - Culture of Health
Disease Burdens	Flu Vaccinations	% of workforce receiving annual flu vaccinations	• Years of Potential Life Lost Rate	*Derived from Healthy Business consultations*
Disease Burdens	Parental Leave Access	% of new parents among employees, contract workforce, and supply chain workers with access to paid family leave	• Infant Mortality Rates • Maternal Mortality rates • Breastfeeding rates	RWFJ - Culture of Health
Disease Burdens	Parental Leave Usage	% of new parents among employees, contract workforce, and supply chain workers taking full advantage of available family leave policy	• Infant Mortality Rates • Maternal Mortality rates • Breastfeeding rates	RWFJ - Culture of Health
Economic & Social Determinants of Health	Harassment & Discrimination	Total number of incidents of discrimination and corrective actions taken.	• Crime and Violence Rates	GRI
Healthy Behaviors	Access to Recovery	% of employees with access to services and programs that support recovery from alcohol and substance abuses	• Substance Abuse • Suicide Rates	RWFJ - Culture of Health
Healthy Behaviors	Access to Healthy Foods	% of workforce with healthy and affordable food options in company cafeterias and local area.	• Diabetes Rates • Healthy Eating Choices • Obesity Rates	Mariposa Healthy Living Initiative
Healthy Behaviors	Biometric Screenings	% of employees regularly visiting health professionals for necessary tests, screenings, and observation	• Years of Potential Life Lost Rate • Diabetes Rates • Cancer Mortality	WHO Core Health; America's Health Rankings; CDC Worksite Health; Healthy People 2020;
Healthy Behaviors	Volunteering	% of workforce volunteering	*Depends on volunteering activity*	GRI; RWJF - Culture of Health

Workforce & Operations – Outcome Metrics (2/3)

The following list of metrics apply to the Workforce & Operations scope of action.

Healthy Business Category	Outcome	Outcome Definition	Connected Impacts	Outcome Derivation (Sources)
Healthy Behaviors	Tobacco Cessation Programs	% of *employees who currently smoke that are actively* engaged in a tobacco-use cessation program	• Tobacco Smoking Rates • Chronic Respiratory Illness Mortality • Cancer Mortality	CDC Worksite Health
Healthy Behaviors	Sleep quality and quantity	% of workforce with access to mindfulness training and programs to improve sleep quality	• Obesity Rates • Traffic Accidents • Hypertension and Control	America's Health Rankings
Physical Environment	Availability of Public and Pedestrian Transportation	% of employees with access to convenient and frequent local transit services, as well as walkable options for commute and with convenient and frequent local transit services and	• Traffic Accidents • Air Quality Index	AARP
Physical Environment	Well-Being Building Standards	% of employees working regularly within buildings with improvements made to improve indoor air quality and access to natural light	• Hypertension and Control • Air Quality Index	*Derived from Healthy Business consultations*
Physical Environment	Travel Time and Cost	Average length of commute and ratio of travel costs compared to average income	• Traffic Accidents • Air Quality Index	SDGs; County Health Rankings; AARP Livability Index; Mariposa Health
Physical Environment	Housing Affordability	Average household expenditure on housing (or % of families spending 50% or more of monthly income on rent or mortgage)	• Crime and Violence Rates • Healthy Eating Choices • Inequality Ratios	SDGs; OECD Better Life; AARP Livability Index; RWJF - Culture of Health
Work Environment	Diverse Leadership	Senior Leadership by percentage of gender, race, and other diverse indicators	• Inequality Ratios • Unemployment Rates	SDGs; GRI; Just Capital
Work Environment	Diversity Hiring	Total workforce by percentage of gender, race, and other diversity indicators (depending on local context)	• Inequality Ratios • Unemployment Rates	SDGs; GRI; Just Capital; CDC Work-site
Work Environment	Employee Satisfaction	% of employees undertaking engagement surveys who record satisfaction with their job	• Hypertension and Control • Suicide Rates • Unemployment Rates	OECD Better Life; GRI; Just Capital; CDC Work-site

Workforce & Operations – Outcome Metrics (3/3)

The following list of metrics apply to the Workforce & Operations scope of action.

Healthy Business Category	Outcome	Outcome Definition	Connected Impacts	Outcome Derivation (Sources)
Work Environment	Re-Skilling Opportunities	% of employees with access to and utilizing learning and development opportunities to build skills for evolving workplace	• Unemployment Rates • Inequality Ratios	SDGs; GRI; Just Capital
Work Environment	Access to Living Wage	% of direct workforce and contractors who are currently receiving a living wage	• Unemployment Rates • Inequality Ratios	*Derived from Healthy Business consultations*
Work Environment	Injury Rates	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities	• Years of Potential Life Lost Rate	Global Burden of Health; GRI; Just Capital; CDC Work-site; America Health Rankings
Work Environment	Ergonomics	Proportion of direct and indirect employees who are exposed to ergonomic risk factors for low back pain at work/through their occupation	• Years of Potential Life Lost Rate	Global Burden of Health
Work Environment	Satisfaction with Employee Wellness Programs	% of direct and indirect employees satisfied with the quality of their employee wellness programs	• Years of Potential Life Lost Rates	*Overall Satisfaction with Health (Not Employer Program Specific):* OECD Better Life; AARP Livability Index; RWJF Culture of Health
Work Environment	Employee Use of Vacation Hours	% of workforce that fully utilizes available paid-time off	• Suicide Rates	Just Capital
Work Environment	Flexibility & Predictable Work Hours	% of employees satisfied with their work schedule / working shift schedules / worked less than 10 hrs. from previous shift.	• Suicide Rates • Healthy Eating Choices	*Derived from Healthy Business consultations*
Work Environment	Reported Work-Life Balance	% of employees working over-time hours or identifying lack of work-life balance	• Suicide Rates • Healthy Eating Choices	OECD Better Life; Just Capital; CDC Work-site

Case Study: Workforce & Operations

Genentech's new campus was designed with the well-being of employees in mind and the benefits can link to various health outcome metrics.

Genentech: Healthy Campus (Building 35)

- **Genentech's** new building was designed with a focus on employee health and environmental sustainability.
- New offices received the WELL Certification, a new building standard focused on the health, productivity, and wellness of the people in the buildings.
- Buildings include features like air quality monitoring in conference rooms, accessible healthy food, and relaxation spaces.
- Since the buildings' opening in May 2015, surveys of employees reported a notable uptick in team productivity and collaboration.

Potential Outcome Metrics

Scope of Action	HBC Category	Outcome	Outcome Definition
Workforce & Operations	Healthy Behaviors	Sleep quality and quantity	% of workforce with access to mindfulness training and programs to improve sleep quality
Workforce & Operations	Physical Environment	Well-Being Building Standards	% of employees working regularly within buildings with improvements made to improve indoor air quality and access to natural light
Workforce & Operations	Work Environment	Satisfaction with Employee Wellness Programs	% of direct and indirect employees satisfied with the quality of their employee wellness programs

Source: Genentech: Building Health; "Cutting-edge design sets Genentech's South San Francisco campus apart" (SF Business Times)

Products & Services

DEFINITION

Products & Services addresses the health impacts and behaviors resulting from the customer and consumer use of a company's products and services.

KEY INTERNAL PARTNERS

- Marketing & Communications
- Innovation & Product Development
- Strategy

THE PRIVATE SECTOR OPPORTUNITY

By investing in healthy products and services, companies can enhance their brand, unlock innovation opportunities, and be more relevant to consumers.

- Americans spend over $300B on fitness and wellness products annually.
- 81 percent of consumers consider the ability of a product to help them stay healthy as a key purchasing factor – yet only 42 percent of consumers feel that companies are meeting that need.
- In 2014, 55 percent of global consumers said they were willing to pay more for products and services provided by companies that are committed to social causes.

IMPORTANT CONSIDERATIONS

- *Individual or Industry Approach:* The key health impacts will vary by industry if not by individual product or service offering. Companies can use the proposed metrics as a guide but may find a need to develop further detailed metrics to reflect their business's specific impact on customers and consumers.
- *From Health Impact to Health Promotion:* Monitoring and addressing the health impacts on consumers and customers is valuable, but leading companies can also move from health impacts to incorporating prevention and wellbeing as core benefits of their products and services. Metrics that support companies to develop products and services that improve health or prevent negative consequences may be a more compelling metric for business and consumers alike.

Source: Healthy Business Communications Guide – BSR 2016

Products & Services– Outcome Metrics

The following list of metrics apply to the Products & Services scope of action.

Healthy Business Category	Outcome	Outcome Definition	Connected Impacts	Outcome Derivation (Sources)
Access to Care	Accessible and Affordable Coverage	% of population covered by adequate, accessible, and affordable health coverage	• Affordability of Healthcare • Diabetes Rates • Obesity Rates	SDGs; WHO Core Health; Healthy People 2020; America Health Rankings; AARP Livability Index
Access to Care	Affordability of Pharma/Drugs	% of costs for medical devices and pharmaceuticals not covered by patient insurance	• Affordability of Healthcare • Hypertension and Control	SDGs; WHO Core Health; Healthy People 2020; America Health Rankings; AARP Livability Index
Healthy Behaviors	Access & Affordability of Quality Food	% of food products in a company portfolio that have been reformulated to be "better health" products	• Diabetes Rates • Healthy Eating Choices • Obesity Rates	SDGs; OECD Better Life; WHO Core Health; County Health Rankings; America Health Rankings; RWJF - Culture of Health; Mariposa Health
Physical Environment	Environmental Responsibility – Greenhouse Gases (GHGs) and Pollutants	Emissions of GHGs and other pollutants	• Air Quality Index • Chronic Respiratory Illness Mortality	GRI
Physical Environment	Environmental Responsibility – Water Withdrawal	Total water withdrawal	• Access to Safe Water	GRI
Physical Environment	Environmental Responsibility – Water Discharge	Amount and quality of water discharge	• Access to Safe Water	GRI

Case Study: Products & Services

Panera has identified product health impacts as a key pillar of its sustainability strategy, and accordingly set targets and identified metrics to improve the health profile of their products.

Panera: Labelling & Product Reformulation

- In 2017 **Panera Bread Co.** became the first major restaurant chain to list the amount of added sugars in its fountain beverages.
- In addition to the labelling effort, Panera introduced a series of "craft beverages" made without artificial ingredients.
- Panera previously set a goal to remove artificial additives from its food menu by 2016 ("100 percent of our food menu is clean").
- Panera attributed the push for greater transparency and new product formulations to public health concerns:

> *"Sugary, chemical-laden beverages are contributing to obesity, diabetes and heart disease in America. The addition of new craft beverages to the menu provides guests with a broader range of clean options at Panera, from moderate to no added sugar compared to sugar-laden beverages."*

Potential Outcome Metrics

Scope of Action	HBC Category	Outcome	Outcome Definition
Product & Services	Healthy Behaviors	Access & Affordability of Quality Food	% of food products in a company portfolio that have been reformulated to align with public health expectations

Source: "Panera to print calories, added sugar info on its fountain-drink cups" (USA Today); "Panera Becomes First Chain to Label Added Sugar in Beverages" (Bloomberg); "Panera Bread is the first national restaurant company to post added sugars and calories for all self-serve beverages" (Panera); "100% of our food is 100% clean" (Panera)

Community Engagement

DEFINITION

Community Engagement addresses the health impacts in communities of interest as defined by each company. This can include the communities where employees live, work, and play but could also encompass focus populations and communities more broadly defined.

KEY INTERNAL PARTNERS

- Marketing & Communications
- Community Relations
- Human Resources
- Corporate Foundations / Philanthropy

THE PRIVATE SECTOR OPPORTUNITY

Pursuing Healthy Business programs is evidence that a company is committed to delivering on community partnership and social purpose – but also allows companies to address the gap between workforce healthy behaviors and the community health factors that impact their employees.

- Investing in the communities where a company sources talent ensures that these companies have a strong pipeline of talented and healthy professionals.
- Partnerships between corporations and nonprofits influence whether people become customers – 55 percent of global consumers said they are more likely to buy products associated with an NGO partnership.*

IMPORTANT CONSIDERATIONS

- *Defining Community:* How a company defines its engagement with a community or focus population will greatly determine what metrics are relevant. In fact, once a community is identified, a company should seek to understand that community's health needs and challenges toward selecting the appropriate health metric(s).
- *Attribution is Very Difficult:* Attributing health impacts at the community level is very difficult. Even if a company's focus population is very well defined and the company initiative is large scale, connecting company actions to community impacts will require a long-term and coordinated process.

* Source: "More than Three-Quarters of Americans Say a Nonprofit-Corporate Partnership Makes a Cause Stand Out" (Cone Communications: Mar 2010)

Community Engagement – Outcome Metrics (1/2)

The following list of metrics apply to the Community Engagement scope of action.

Healthy Business Category	Outcome	Outcome Definition	Connected Impacts	Outcome Derivation (Sources)
Access to Care	Access to Community Health Services	% of population with regular access to community health workers, health promotion services, and community-based services	• Affordability of Healthcare • Substance Abuse	SDGs; WHO Core Health; Global Burden of Health; Just Capital; CDC Work-site; County Health Rankings; America Health Rankings; RWJF - Culture of Health
Access to Care	Access to Primary and Specialist Care	% of population with regular access to primary care physicians, dentists, mental health services, and other specialists	• Affordability of Healthcare	WHO Core Health; Global Burden of Health; Just Capital; County Health Rankings; Healthy People 2020; America Health Rankings; RWJF - Culture of Health
Access to Care	Community Health Partnerships	% of local health departments that collaborated with community organizations (that do not typically deal in health care) in at least four public health program areas in the last year	*Can vary depending on health interventions prioritized by community organizations*	RWJF - Culture of Health
Healthy Behaviors	Better Food Options	Number of healthy food outlets within 1/2 mile of neighborhood	• Healthy Eating Choices	Mariposa Healthy Living Initiative
Healthy Behaviors	Female Reproductive Health Services & Education	% of sexually active females receiving reproductive health services	• Sexually-Transmitted Diseases • HIV Infections	Healthy People 2020

Community Engagement – Outcome Metrics (2/2)

The following list of metrics apply to the Community Engagement scope of action.

Healthy Business Category	Outcome	Outcome Definition	Connected Impacts	Outcome Derivation (Sources)
Healthy Behaviors	Sexual Health & Education	% of adolescents receiving education on healthy sexual relationships	• Crime and Violence Rates • Sexually-Transmitted Diseases • HIV Infections	Healthy People 2020
Healthy Behaviors	Regular Health Visits	% of population visiting health providers for regular check-ups (dental, cholesterol screening, cancer screenings)	• Affordability of Healthcare • Diabetes Rates • Cancer Mortality	WHO Core Health; America's Health Rankings; CDC Worksite Health; Healthy People 2020;
Healthy Behaviors	Access to Activity & Utilization	% of people who have access to places for leisure-time physical activity and utilize those opportunities regularly	• Obesity Rates	WHO Core Health; CDC Work-site; County Health Rankings; Healthy People 2020; America Health Rankings; AARP Livability Index
Physical Environment	Safe and Comfortable Housing	Number of households living in homes without: overcrowding, high housing costs, or lack of kitchen or plumbing facilities.	• Access to Safe Water • Air Quality Index • Years of Potential Life Lost	SDGs; Global Burden of Health; County Health Rankings; AARP Livability Index

Case Study: Community Engagement

Kaiser Permanente's Community Health Initiatives establish place-based collaboratives on the broad set of factors that ultimately foster healthier neighborhoods.

Kaiser Permanente: Community Health Initiatives

- **Kaiser Permanente's** Community Health Initiatives takes a prevention-driven approach to promote healthy eating and active living (HEAL) in neighborhoods, schools, and workplaces.
- The HEAL Cities Campaign, funded by Kaiser Permanente and other partners, supports cities in their efforts to improve the physical environment and give residents more opportunities to be physically active and eat healthy foods.

Potential Outcome Metrics

Scope of Action	HBC Category	Outcome	Outcome Definition
Community Engagement	Healthy Behaviors	Better Food Options	Number of healthy food outlets within 1/2 mile of neighborhood
Community Engagement	Healthy Behaviors	Access to Activity & Utilization	% of people who have access to places for leisure-time physical activity and utilize those opportunities regularly
Community Engagement	Physical Environment	Safe and Comfortable Housing	Number of households living in homes without: overcrowding, high housing costs, or lack of kitchen or plumbing facilities

Source: Kaiser Permanente: Community Health Initiatives Framework; "Community Health Initiatives" (Kaiser Permanente)

Policy & Advocacy

DEFINITION

Policy & Advocacy means those corporate efforts that serve to create a society that gives all individuals an equal opportunity to live the healthiest lives possible, whatever their ethnic, geographic, racial, socioeconomic, or physical circumstances.

KEY INTERNAL PARTNERS

- Executive Leadership
- Government & Policy Affairs
- Marketing & Communications

THE PRIVATE SECTOR OPPORTUNITY

Fostering a Culture of Health requires collaboration among civil society, government, and the private sector towards achieving health equity. The private sector can play a vital role by influencing the debate, including:

- Socializing health equity as a key priority with employees, consumers, and community partners, and using the CEO's voice to advocate for health equity.
- Aligning lobbying efforts with a Healthy Business vision and advocating for health equity and shared health ambitions outlined in the Sustainable Development Goals (SDGs).
- Participating in cross-sector collaboration and work with civil society and the public sector to advance health equity and universal coverage.

IMPORTANT CONSIDERATIONS

- *Challenges of Polarized Politics:* Health is a heavily politicized topic in the US and corporate advocacy requires a considerate and well-communicated approach to minimize reputational challenges.
- *Follows on Direct Actions:* Companies should not only select metrics to influence policy, but also choose a robust suite of metrics to demonstrate action in areas where companies have a more direct influence. Moreover, the policy engagement may be determined by further experience implementing workforce, community, and product initiatives and recognizing challenges to enabling positive health outcomes in those spheres.

Policy & Advocacy – Outcome Metrics

The following list of metrics apply to the Policy & Advocacy scope of action.

Healthy Business Category	Outcome	Outcome Definition	Connected Impacts	Outcome Derivation (Sources)
Access to Care	Availability of Choice	% of population with multiple options for health coverage	• Affordability of Healthcare	*Derived from Healthy Business consultations*
Access to Care	Universal Coverage	% of population served by a comprehensive health system	• Affordability of Healthcare	SDGs; WHO Core Health; Global Burden of Health; Just Capital; CDC Work-site; County Health Rankings; America Health Rankings; RWJF - Culture of Health
Access to Care	Satisfaction with Healthcare	% of population satisfied with the quality of their healthcare	• Affordability of Healthcare	OECD Better Life; AARP Livability Index; RWJF - Culture of Health
Economic & Social Determinants of Health	Family Leave	Annual % of families with parents who are eligible for Family and Medical Leave Act (FMLA) coverage and can afford it	• Affordability of Healthcare • Maternal Mortality Rates • Infant Mortality Rates • Childhood Illnesses • Breastfeeding Rates	RWFJ - Culture of Health
Economic & Social Determinants of Health	Access to Living Wage	Average annual income compared to self-sufficiency wage	• Inequality Ratios • Unemployment Rates	GRI; Just Capital; America Health Rankings; Mariposa Health
Economic & Social Determinants of Health	Voting Participation	% of eligible voters who vote in general elections	• Inequality Ratios	OECD Better Life; AARP Livability Index; RWJF - Culture of Health; Mariposa Health
Healthy Behavior	Child Vaccination	% of children receiving the recommended vaccinations	• Childhood Illnesses • Infant Mortality Rates	SDGs; WHO Core Health; Healthy People 2020; America Health Rankings; AARP Livability Index

Case Study: Policy & Advocacy

Company commitments and advocacy campaigns demonstrate the private sector's increasing willingness to engage on access to care in the U.S. and other critical health issues.

Commitment to Comprehensive Health Care

- **Starbucks** published a "Commitment to Comprehensive Health Care" statement on their site – expressing a commitment to "be a leader in doing the right thing by ensuring that our partners have the peace of mind that comes with affordable health care."
- **Adobe** and other companies have voiced their support for the Family and Medical Insurance Leave Act (FAMILY Act), federal legislation that would create a national paid family and medical leave insurance program.

STARBUCKS®

Adobe

Potential Outcome Metrics

Scope of Action	HBC Category	Outcome	Outcome Definition
Policy & Advocacy	Access to Care	Availability of Choice	% of population with multiple options for health coverage
Policy & Advocacy	Access to Care	Universal Coverage	% of population served by a comprehensive health system
Policy & Advocacy	Economic & Social Determinants of Health	Family Leave	Annual % of families with parents who are eligible for FMLA coverage and can afford it

Source: Starbucks; "Starbucks CEO: We won't cut benefits because of Obamacare" (CNN); Adobe

Impact Metrics

Distinguishing Outcomes and Impacts

Healthy Business programs are intended to make an impact on population health. By differentiating between near-term outcomes and longer-term impacts, it enables companies to monitor progress when success is not immediate.

Metrics

Near-Term Outcomes	Outcomes that evidence new awareness, increased access, and positive behavior change
Long-Term Impacts	Impacts that demonstrate lasting change on population health issues and support greater health equity

Outcomes and Impacts in Practice

In practice companies will monitor programs based on both short-term outcomes and long-term impacts. While a company may track a select impact, most companies will not be able to address the full suite of outcomes that will contribute to that health impact.

Healthy Business Strategy

The inputs and outputs of Healthy Business programs including initiatives, partnerships, policies, and product/service offerings.

Sample Outcomes

Community Health Partnerships
Percentage of local health departments that collaborated with community organizations in at least four public health program areas in the last year

Access to Community Health Services
Percentage of population with regular access to community health workers, health promotion services, and community-based services

Access to Recovery
Percentage of employees with access to services and programs that support recovery from alcohol and substance abuses

Selected Impact

Reduction in Substance Abuse
Percentage of adolescents and adults engaging in binge drinking, alcoholism, or non-medical use of addictive substances such as opioids

Source: County Health Rankings; Healthy People 2020

Impact Metrics (1/5)

The following list of metrics identifies impact and their contributing outcomes.

Healthy Business Category	Impact	Impact Definition	Contributing Outcomes		Impact Derivation (Sources)
			Outcome	Scope of Action	
Access to Care	Affordability of Healthcare	Cost of healthcare expenses as a percentage of household income	Workforce Coverage	Workforce & Operations	SDGs; WHO Core Health; Global Burden of Health; Just Capital; CDC Work-site; County Health Rankings; America Health Rankings; RWJF - Culture of Health
			Accessible & Affordable Coverage	Workforce & Operations	
			Affordability of Pharma/Drugs	Products and Services	
			Access to Community Health Services	Community Engagement	
			Access to Primary and Specialist Care	Community Engagement	
			Community Health Partnerships	Community Engagement	
			Regular Health Visits	Community Engagement	
			Availability of Choice	Policy & Advocacy	
			Universal Coverage	Policy & Advocacy	
			Satisfaction with Healthcare	Policy & Advocacy	
			Family Leave	Policy & Advocacy	
Disease Burdens	Cancer Mortality	Mortality rate attributed to cancer	Biometric Screenings	Workforce & Operations	SDGs; WHO Core Health; America Health Rankings
			Tobacco Cessation Programs	Workforce & Operations	
			Female Reproductive Health Services & Education	Community Engagement	
			Regular Health Visits	Community Engagement	
Disease Burdens	Chronic Respiratory Illness Mortality	Mortality rate attributed to chronic respiratory illness	Tobacco Cessation Programs	Workforce & Operations	SDGs; WHO Core Health
			Environmental Responsibility – Greenhouse Gases and Pollutants	Products & Services	

Impact Metrics (2/5)

The following list of metrics identifies impact and their contributing outcomes.

Healthy Business Category	Impact	Impact Definition	Contributing Outcomes		Impact Derivation (Sources)
			Outcome	Scope of Action	
Disease Burdens	Diabetes Rates	Persons with diagnosed diabetes (whose A1c value is greater than 9)	Access to Healthy Foods	Workforce & Operations	SDGs; WHO Core Health; CDC Work-site; County Health Rankings; Healthy People 2020; America Health Rankings
			Biometric Screenings	Workforce & Operations	
			Access to Care	Community Engagement	
			Access & Affordability of Quality Food	Community Engagement	
			Regular Health Visits	Community Engagement	
Disease Burdens	Hypertension and Control	Adults with hypertension whose blood pressure is under control	Sleep Quality and Quantity	Workforce & Operations	SDGs; WHO Core Health; CDC Work-site; Healthy People 2020; America Health Rankings
			Well-Being Building Standards	Workforce & Operations	
			Employee Satisfaction	Workforce & Operations	
			Affordability of Pharma/Drugs	Products & Services	
Disease Burdens	HIV Infections	Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations	Female Reproductive Health Services & Education	Community Engagement	SDGs; WHO Core Health; Healthy People 2020
			Sexual Health & Education	Community Engagement	
Disease Burdens	Childhood Illnesses	Incidence rate of primarily childhood diseases such as pertussis, measles, etc.	Family Leave	Policy & Advocacy	SDGs; WHO Core Health; Global Burden of Health; County Health Rankings; Healthy People 2020; America Health Rankings; Mariposa Health
			Child Vaccination	Policy & Advocacy	
Disease Burdens	Food-related illnesses	Incidence rates of salmonella, E. coli, and other food-related illnesses	Access & Affordability of Quality Food	Products & Services	SDGs; WHO Core Health; Global Burden of Health; County Health Rankings; Healthy People 2020; America Health Rankings; Mariposa Health
Disease Burdens	Sexually-Transmitted Diseases	Incidence rates of chlamydia and other sexually transmitted diseases	Female Reproductive Health Services & Education	Community Engagement	SDGs; WHO Core Health; Global Burden of Health; County Health Rankings; Healthy People 2020; America Health Rankings; Mariposa Health
			Sexual Health & Education	Community Engagement	

Impact Metrics (3/5)

The following list of metrics identifies impact and their contributing outcomes.

Healthy Business Category	Impact	Impact Definition	Contributing Outcomes		Impact Derivation (Sources)
			Outcome	Scope of Action	
Disease Burdens	Traffic Accidents	Mortality and accident rates for road traffic accidents	Sleep Quality and Quantity	Workforce & Operations	SDGs; WHO Core Health; County Health Rankings; Healthy People 2020; America Health Rankings; RWJF Culture of Health; Mariposa Health
			Availability of Public and Pedestrian Transportation	Workforce & Operations	
			Travel Time and Cost	Workforce & Operations	
Disease Burdens	Infant Mortality Rates	Stillbirth, infant, and under-five mortality rates	Parental Leave Access	Workforce & Operations	SDGs; WHO Core Health; Global Burden of Health; County Health Rankings; Healthy People 2020; America Health Rankings; Mariposa Health
			Parental Leave Usage	Workforce & Operations	
			Family Leave	Policy & Advocacy	
			Child Vaccinations	Policy & Advocacy	
Disease Burdens	Maternal Mortality Rates	Maternal mortality rates	Parental Leave Access	Workforce & Operations	SDGs; WHO Core Health; Global Burden of Health; County Health Rankings; Healthy People 2020; America Health Rankings; Mariposa Health
			Parental Leave Usage	Workforce & Operations	
			Family Leave	Policy & Advocacy	
Disease Burdens	Breastfeeding Rates	Exclusive breastfeeding rate (0-6 months of age)	Parental Leave Access	Workforce & Operations	SDGs; WHO Core Health; Global Burden of Health; County Health Rankings; Healthy People 2020; America Health Rankings; Mariposa Health
			Parental Leave Usage	Workforce & Operations	
			Family Leave	Policy & Advocacy	
Disease Burdens	Suicide Rates	Suicide (age-adjusted, per 100,000 population)	Access to Recovery	Workforce & Operations	SDGs; WHO Core Health; CDC Work-site; America Health Rankings
			Employee Satisfaction	Workforce & Operations	
			Employee Use of Vacation Hours	Workforce & Operations	
			Flexibility & Predictable Work Hours	Workforce & Operations	
			Reported Work-Life Balance	Workforce & Operations	

Impact Metrics (4/5)

The following list of metrics identifies impact and their contributing outcomes.

Healthy Business Category	Impact	Impact Definition	Contributing Outcomes		Impact Derivation (Sources)
			Outcome	Scope of Action	
Disease Burdens	Obesity Rates	Percentage of people who are obese (BMI>= 30)	Access to Healthy Foods	Workforce & Operations	WHO Core Health; CDC Work-site; County Health Rankings; Healthy People 2020; America Health Rankings
			Sleep Quality and Quantity	Workforce & Operations	
			Accessible and Affordable Coverage	Products & Services	
			Access & Affordability of Quality Food	Products & Services	
			Access to Activity & Utilization	Community Engagement	
Disease Burdens	Years of Potential Life Lost Rate (YPLL)	Age-adjusted YPLL rate per 100,000	Workforce Coverage	Workforce & Operations	County Health Rankings
			Flu Vaccinations	Workforce & Operations	
			Biometric Screenings	Workforce & Operations	
			Injury Rates	Workforce & Operations	
			Satisfaction with Employee Wellness Programs	Workforce & Operations	
			Safe and Comfortable Housing	Community Engagement	
Economic & Social Determinants of Health	Crime and Violence Rates	Crime and Homicide rates	Harassment & Discrimination	Workforce & Operations	SDGs; County Health Rankings; Healthy People 2020; America Health Rankings; AARP Livability Index; Mariposa Health
			Housing Affordability	Community Engagement	
			Sexual Health & Education	Community Engagement	
Economic & Social Determinants of Health	Household Income	Household net adjusted disposable income	Diversity Hiring	Workforce & Operations	SDGs; OECD Better Life; America Health Rankings; Mariposa Health; County Health Rankings, America Health Rankings, AARP Livability Index
			Re-Skilling Opportunities	Workforce & Operations	
			Access to Living Wage	Workforce & Operations	
			Housing Affordability	Community Engagement	
Economic & Social Determinants of Health	Inequality Ratios	Ratio of household incomes at the 80th and 20th percentile	Diverse Leadership	Workforce & Operations	SDGs; OECD Better Life; America Health Rankings; Mariposa Health; County Health Rankings, America Health Rankings, AARP Livability Index
			Diversity Hiring	Workforce & Operations	
			Re-Skilling Opportunities	Workforce & Operations	
			Access to Living Wage	Workforce & Operations	
			Housing Affordability	Community Engagement	
			Voting Participation	Policy & Advocacy	
Economic & Social Determinants of Health	Unemployment Rates	% of population ages 16+ unemployed and looking for work	Diverse Leadership	Workforce & Operations	OECD Better Life; GRI; County Health Rankings; AARP Livability Index; Mariposa Health
			Diversity Hiring	Workforce & Operations	
			Employee Satisfaction	Workforce & Operations	
			Re-Skilling Opportunities	Workforce & Operations	
			Access to Living Wage	Workforce & Operations	
			Access to Living Wage	Policy & Advocacy	

Impact Metrics (5/5)

The following list of metrics identifies impact and their contributing outcomes.

Healthy Business Category	Impact	Impact Definition	Contributing Outcomes		Impact Derivation (Sources)
			Outcome	Scope of Action	
Healthy Behaviors	Substance Abuse	% of adolescents/adults reporting binge drinking, alcoholism, or use of addictive substances (i.e. opioids)	Access to Recovery	Workforce & Operations	WHO Core Health; Global Burden of Health; County Health Rankings; America Health Rankings
			Community Health Partnerships	Community Engagement	
			Access to Community Health Services	Community Engagement	
Healthy Behaviors	Healthy Eating Choices	Mean number of fruits and vegetables consumed daily by adults	Access to Healthy Foods	Workforce & Operations	America's Health Rankings; SDGs; Healthy People 2020; Global Burden of Health
			Flexibility & Predictable Work Hours	Workforce & Operations	
			Reported Work-Life Balance	Workforce & Operations	
			Access & Affordability of Quality Food	Products & Services	
			Better Food Decisions	Community Engagement	
Healthy Behaviors	Tobacco Smoking Rates	% of adults and adolescents that reported "currently smoking"	Tobacco Cessation Programs	Workforce & Operations	WHO Core Health; Global Burden of Health; GRI; Just Capital; County Health Rankings; Healthy People 2020; America Health Rankings; AARP Livability Index
Physical Environment	Air Quality Index	Average daily amount of fine particulate matter in micrograms per cubic meter	Availability of Public and Pedestrian Transportation	Workforce & Operations	SDGs; OECD Better Life; WHO Core Health; Global Burden of Health; GRI; County Health Rankings; Healthy People 2020; America Health Rankings; Mariposa Health
			Travel Time and Cost	Workforce & Operations	
			Well-Being Building Standards	Workforce & Operations	
			Environmental Responsibility – Greenhouse Gases and Pollutants	Products & Services	
			Safe and Comfortable Housing	Community Engagement	
Physical Environment	Access to Safe Water	% of population with access to safely managed drinking water % exposed to water quality violations	Environmental Responsibility – Water Withdrawal	Products & Services	OECD Better Life; GRI; Just Capital; County Health Rankings; Healthy People 2020
			Environmental Responsibility – Water Discharge	Products & Services	
			Safe and Comfortable Housing	Community Engagement	

Case Study: Impact

Companies can demonstrate long-term impacts through alignment with commitment platforms or national/international aspirations for health.

Alignment with Sustainable Development Goals

- **Merck's** alignment with SDGs focused on improving maternal and infant health, and are supported by the company's sponsorship of the National Healthy Mothers, Healthy Babies Coalition (HMHB) and broader efforts to expand well-baby care during the first year of life in the U.S.
- **The Walt Disney Company** aligned with SDG 3.4 to reduce premature mortality and cites its programs to establish nutrition guidelines and introduce industry leading food advertising standards.

MERCK

healthy mothers, healthy babies

The Walt Disney Company

HBC Category	Impact	Impact Definition
Disease Burdens	Infant Mortality Rates	Stillbirth, infant, and under-five mortality rates
Disease Burdens	Maternal Mortality Rates	Maternal mortality rates
Healthy Behaviors	Healthy Eating Choices	Mean number of fruits and vegetables consumed daily by adults

Source: "Disney Launches Magic of Healthy Living"; National Healthy Mothers, Healthy Babies Coalition; Business for 2030

The Metrics Process

Key Considerations for Metrics Selection

Companies adopting Healthy Business Metrics face multiple considerations before selecting the "right" metrics for their programs – in fact, many of these considerations should guide the development and implementation of the programs themselves.

Strategic & Impact-Driven

- What change are you trying to achieve in the world?
- How does your potential impact tie back to this change?
- Do your outcomes ladder up to this impact?

Feasible & Reasonable

- Do not measure everything that can be measured.
- Which metrics can you feasibly monitor and evaluate?
- Do the metrics correspond with the timeliness of the outcome – that is, can measures reasonably progress within the timeframe of your programs?

Partnership & Collaboration

- Which metric are you tracking versus your external partners?
- How can your partners' activities (and data) contribute to your overall impact?
- Have you clearly articulated your Theory of Change and your Measurement Framework to your partners so that they can readily plug into it?

Key Considerations for Metrics Selection

Companies adopting Healthy Business Metrics face multiple considerations before selecting the "right" metrics for their programs – in fact, many of these considerations should guide the development and implementation of the programs themselves.

ASSESSMENT

- The Assessment initially begins by setting up a company's Healthy Business Strategy.
- At this phase the company defines its target populations, health priorities, and level of ambition.
- The assessment accounts for current evidence on health challenges in a given population. In later iterations this phase includes re-evaluation of strategy and programs.

PLANNING & SELECTION

- After making an initial assessment or revising priorities, companies will begin to plan programs and partnerships.
- Here the companies will select the metrics that will be monitored and tracked as part of these programs.
- In addition to selecting metrics, companies should install basic governance structures and information infrastructure to support metrics gathering.

EVALUATION

- Companies will periodically monitor and record progress against selected metrics.

IMPLEMENTATION

- Companies act on their programs and begin to collect outcome and impact metrics.

Source: https://www.cdc.gov/workplacehealthpromotion/model/

Using the Healthy Business Metrics Inventory Tool

The tool included with this guide includes three tabs which will help support companies in selecting metrics relevant to their strategy and programs.

Outcome Metrics

- This tab contains all the outcome metrics across the four scopes of action.
- This tab will allow users to sort by Healthy Business categories, outcomes, and connected impacts.

Impact Metrics

- This tab contains all the impact listed in this guide.
- This tab will allow users to sort by Healthy Business categories, impacts, and contributing outcomes.

Metrics Benchmark

- This tab includes a wider set of metrics (both impacts and outcomes) that were identified through BSR's research.
- This tab enables companies to view the prevalence of selected Healthy Business metrics among the reviewed frameworks.

Further Resources & Conclusion

Appendix Table 1: Relevant Frameworks

Reviewed Frameworks		Metrics (#)	Purpose and Focus	Private Sector Focus	Health Focus
Global	Sustainable Development Goals (SDGs)	232	Global framework for public and private action	Partial – global indicators w/ some private sector specific	Partial
	OECD – Better Life Index	24	Dashboard of indicators for national well-being	Minimal – country and systems level indicators	Partial
	WHO Core Health Indicators	100	Global framework for priority health indicators	Minimal – country and systems level indicators	Full
	Global Burden of Disease – Risk Factors	65	Global framework for health outcomes and risk factors	Minimal – country and systems level indicators	Full
Corporate	Global Reporting Initiative (GRI) – G4 Standard	149	Corporate sustainability disclosure	Full - corporate disclosure framework	Minimal – broad range of stakeholder issues
	Sustainable Accounting Standards Board	variable	Corporate sustainability investment disclosure	Full - corporate disclosure framework	Minimal – varies by sector
	Just Capital	66	Corporate sustainability benchmark	Full - corporate benchmark	Minimal – broad range of stakeholder issues
	CDC Worksite Health Scorecard	17 metrics 60+ questions	Employee health toolkit with participation metrics and scorecard for programs	Full – intended for employers	Partial – primarily focused on work environment issues
National and Community	County Health Rankings & Roadmaps	75	Index of county health metrics and indicators	Minimal – no specific private sector indication	Full
	Healthy People 2020	26	Government index of priority health indicators	Minimal – no specific private sector indication	Full
	America's Health Rankings	50	Index of national health indica-tors	Minimal – no specific private sector indication	Full
	AARP Livability Index	40	County index for citizen well-being indicators	Minimal – no specific private sector indication	Full
	RWJF Culture of Health	34	Action framework for national Culture of Health	Partial – systems-wide w/ private sector component	Full
	Mariposa Healthy Living Toolkit	19	Example of community health framework	Minimal – no specific private sector indication	Full

Appendix Table 2: Healthy Business Issues (1/2)

Healthy Business Issue Category	Healthy Business Priority Issue	Definition
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
Disease Burdens	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
	Maternal & Infant Health	Promotion of women's health and infant health before, during, and after pregnancy toward reduction of disease and death among mothers and babies.
	Mental Health	Mental health defined as 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 & Emerging Diseases	A collection of social and health factors - determinants and diseases - as well as diseases with sudden increasing incidence which may require immediate intervention, such as the Ebola Crisis, Zika, SARS, etc.

Appendix Table 2: Healthy Business Issues (2/2)

Healthy Business Category	Healthy Business Priority Issue	Definition
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 and availability of health insurance, welfare benefits, subsidized housing, child/elder care, paid sick and personal leave, nutritious food, parental leave and re-entry, 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
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
	Substance abuse	Harmful or hazardous use of psychoactive substances that can lead to dependence syndrome - a cluster of behavioral, cognitive, and physiological phenomena that develop after repeated substance use and can lead to harmful consequences including fatal overdoses
	Physical activity and frequency	Presence and frequency of leisure-time physical activity, including access to exercise opportunities
	Eating habits and food quality	Access and adoption of healthy food options and dietary choices about fruits and vegetables
	Sleep quality and quantity	Ability to have uninterrupted, restful sleep
Physical Environment	Air quality	GHG 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	Contingency plans and resources availability to community and employees
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	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

Conclusion

You are now ready to select metrics for your Healthy Business programs.

If you have suggestions on how we can improve this guide, or if you would like to share your own challenges and successes from the measurement framework, please get in touch with the Healthy Business Coalition at:

healthybusiness@bsr.org

Support for the Healthy Business Coalition Toolkit was provided by the Robert Wood Johnson Foundation. The views expressed do not necessarily reflect the views of the Foundation.

BSR

Get in touch

healthybusiness@bsr.org
T +1 415 984 3210

88 Kearny Street,
12th Floor,
San Francisco,
CA 94108
USA

@ 2018 Business for Social Responsibility