

# **The Healthy Workspace Nudge - How Engaging Workplaces Lead to a High-Performing Workforce**

**Presented by: Dr. Mike O'Neill**

The Healthy  
**WORKSPACE**



**NUDGE**<sup>TM</sup>

# Agenda

- Our well-being journey
- Healthcare, well-being programs and the stress epidemic
- Nudge in policy and workplace design
- ROI of workplace on performance and stress

## About the Authors



**Dr. Michael O'Neill**

**HAWORTH®**



**Rex Miller**

**DPR**  
CONSTRUCTION



**Phil Williams**

**DELOS®**  
INNOVATE WELL



*We are delivering a lot of health care...with little impact on health*



Shari Barkin, Chief of Pediatrics, Vanderbilt Childrens



⋯ Our book is based on behavioral economics

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# Three Rules For Nudges



1

The nudge must be easy and cheap.

.....

2

Nudges can be for good—or bad.

.....

3

A Nudge is not a mandate.

- a. Putting fruit at eye level counts as a nudge.
- b. Banning junk food does not.





## Our journey involved:

- **130** experts,
- **8** quarterly summits,
- **2+** years work



Denver, LA, SF, Rochester, MN, Phoenix, Dallas, Washington, DC

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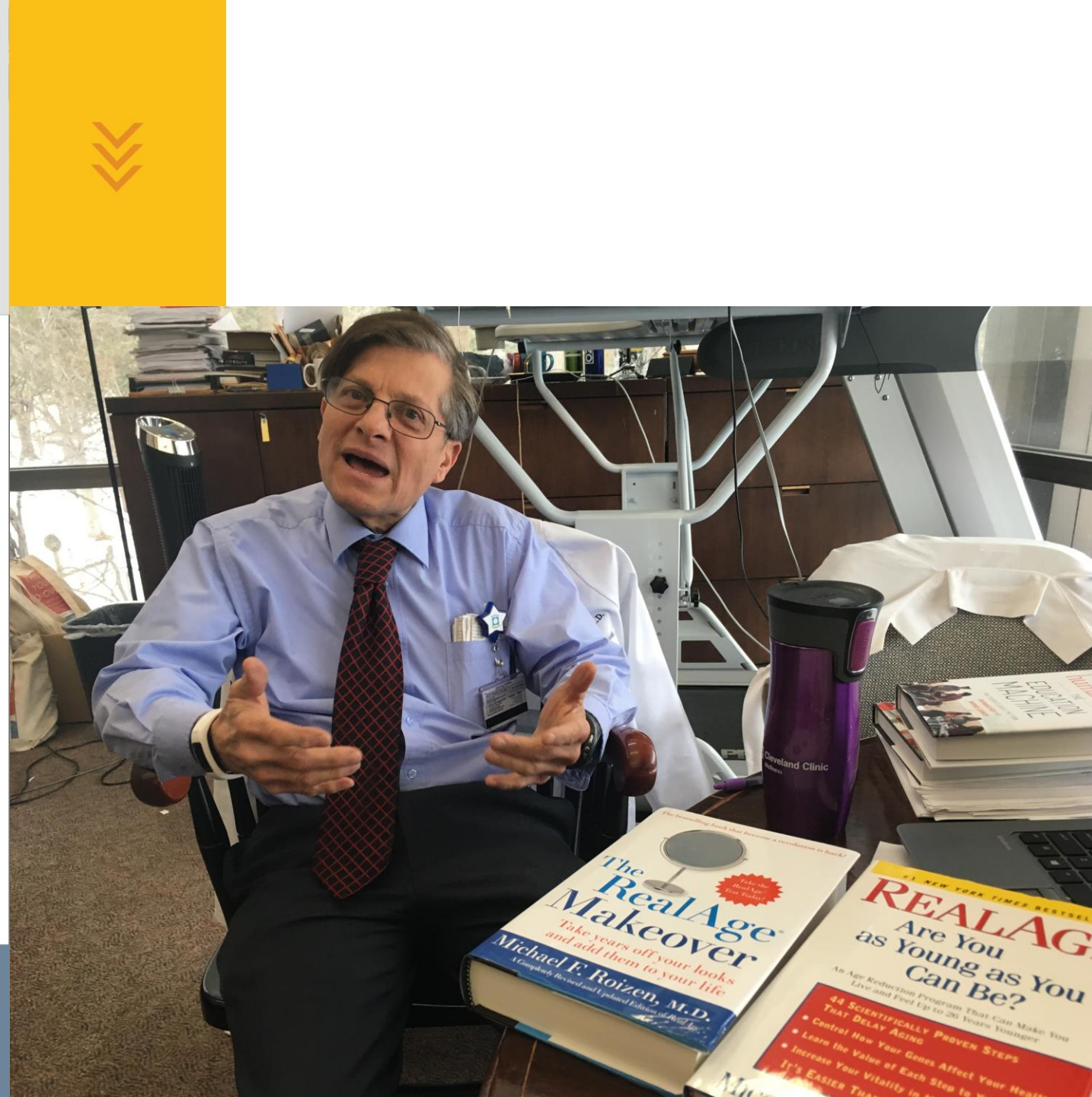


# What is the problem?

- 1984 = calorie tipping point
- 45%+ have chronic health issue
- 7% annual HC cost increase



Source: Dr. Michael Roizen, Cleveland Clinic

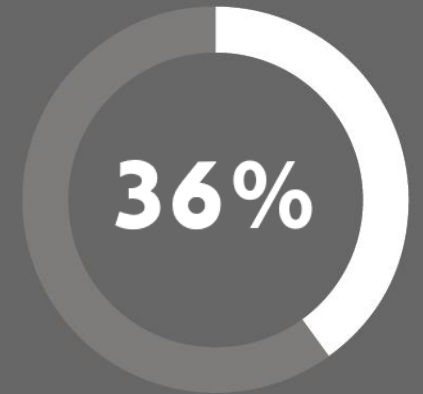
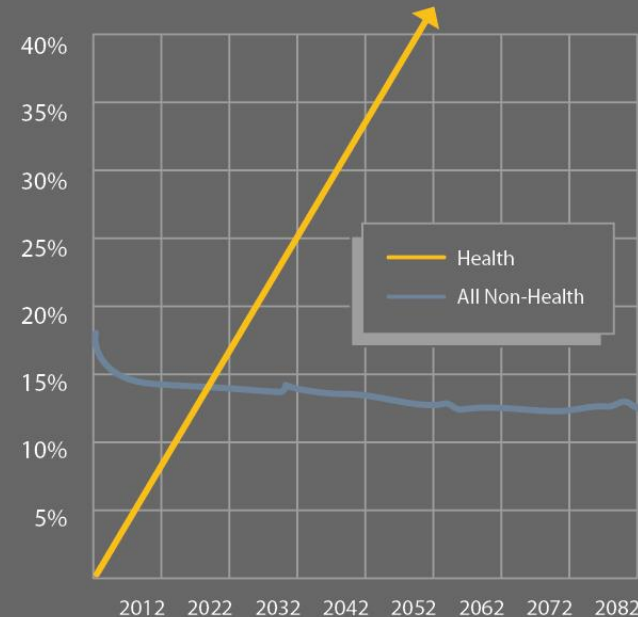


# What if nothing changes?



Healthcare could become **36%** of the **TOTAL GDP** in the US by **2030**

**FEDERAL SPENDING**  
(as % of GDP)



GDP by 2030



Source: Dr. Michael Roizen, Cleveland Clinic

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# Workplace wellness programs barely move the needle



- Workplace wellness is an \$8b industry
- 82% large companies offer programs
- Mostly healthy people participate

- U of Chicago/Harvard first peer-reviewed, large scale, controlled study tracking 33,000 workers for 18 months
- No difference in health outcomes
  - Blood sugar, glucose levels same
  - Employer spend on health care
  - Missed work
  - Job performance
  - Retention



Wellness is  
**BROKEN** and  
we need to  
**REFRAME**



WELLNESS ADDRESSES MENTAL OR  
PHYSICAL HEALTH ISSUES IN  
ISOLATION

(reactive)

WELL-BEING IS HOLISTIC:  
EMOTIONAL, COGNITIVE,  
PHYSICAL HEALTH

(proactive)



The biggest enemy  
of **WELL-BEING** is

**STRESS**

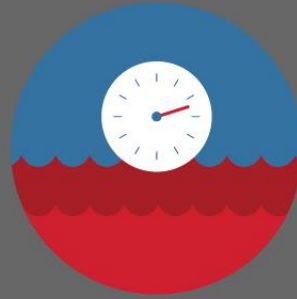


# CORTISOL!

It is the  
**GATEWAY**  
to disease



## THE EFFECTS OF **HIGH CORTISOL** LEVELS



**HIGHER**  
blood pressure



**LOWERS** body's  
ability to **FIGHT  
OFF DISEASE** and  
infections



Increases **BLOOD  
SUGAR LEVELS**,  
which may affect  
people with  
**DIABETES** or a family  
history of diabetes



Causes **INCREASE  
IN FAT STORAGE**,  
especially around  
the abdomen

All of which can contribute to an **INCREASED CHANCE** of **HEART PROBLEMS**.



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POLICY NUDGE



WORKSPACE NUDGE

*To date, most nudges have been through policy—how can we extend the idea of nudges to workplace design?*

Design **NUDGES**  
for **WELL-BEING**







We spend over **90%** of our time indoors.

THIS HAS A PROFOUND IMPACT ON OUR HEALTH, HAPPINESS, PRODUCTIVITY + WELL-BEING.



Haworth's **ONGOING RESEARCH** has identified workplace nudges that **CONTRIBUTE** to **WELL-BEING.**



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Two *workplace*  
capabilities reduce  
stress

1



2



Design nudges are inexpensive and easy to implement

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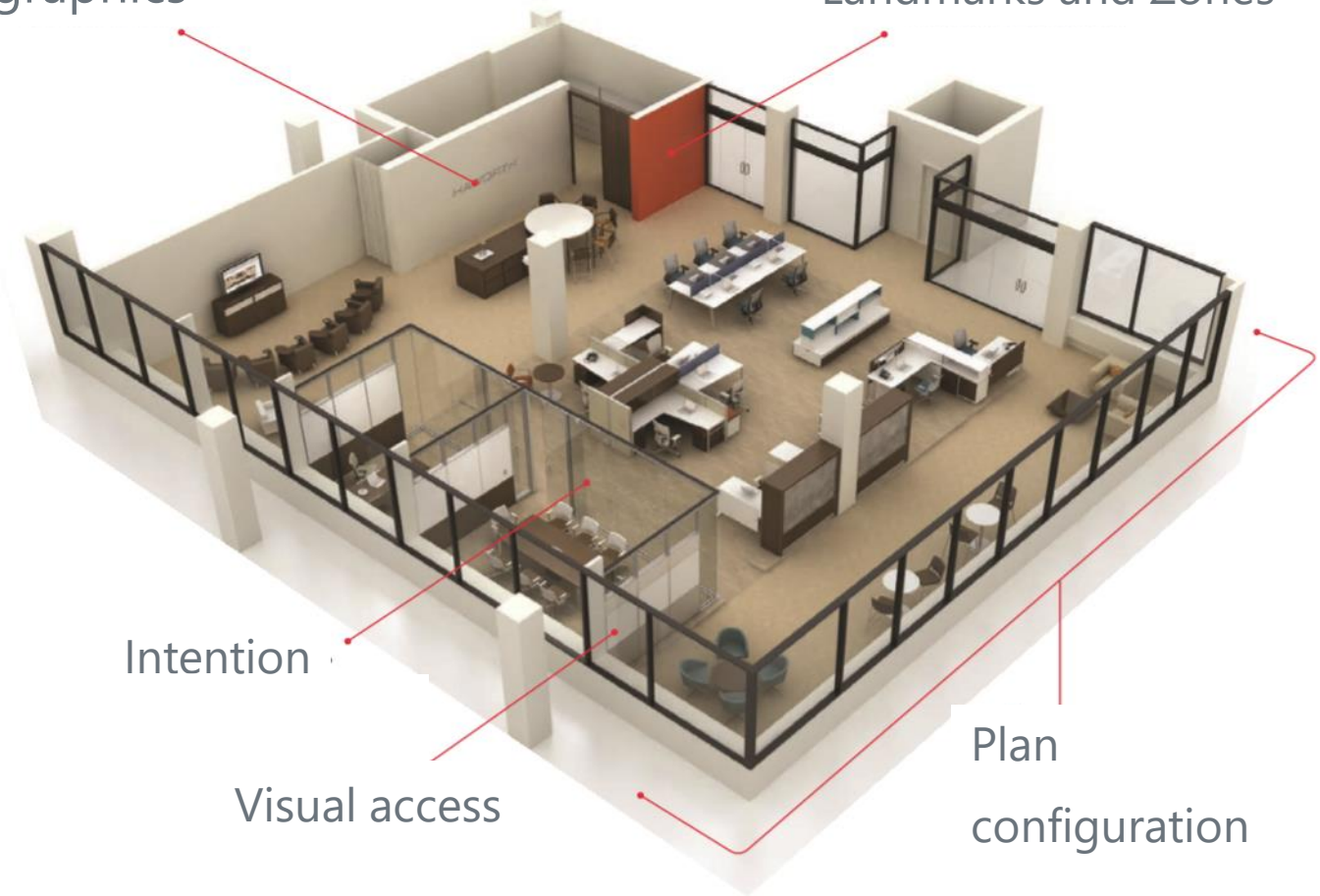
# Legibility uses **FIVE** design nudges



- 1 Plan configuration
- 2 Landmarks and zones
- 3 Visual access inside and outside
- 4 Signage and graphics
- 5 Intention of spaces and furnishings

Signage and graphics

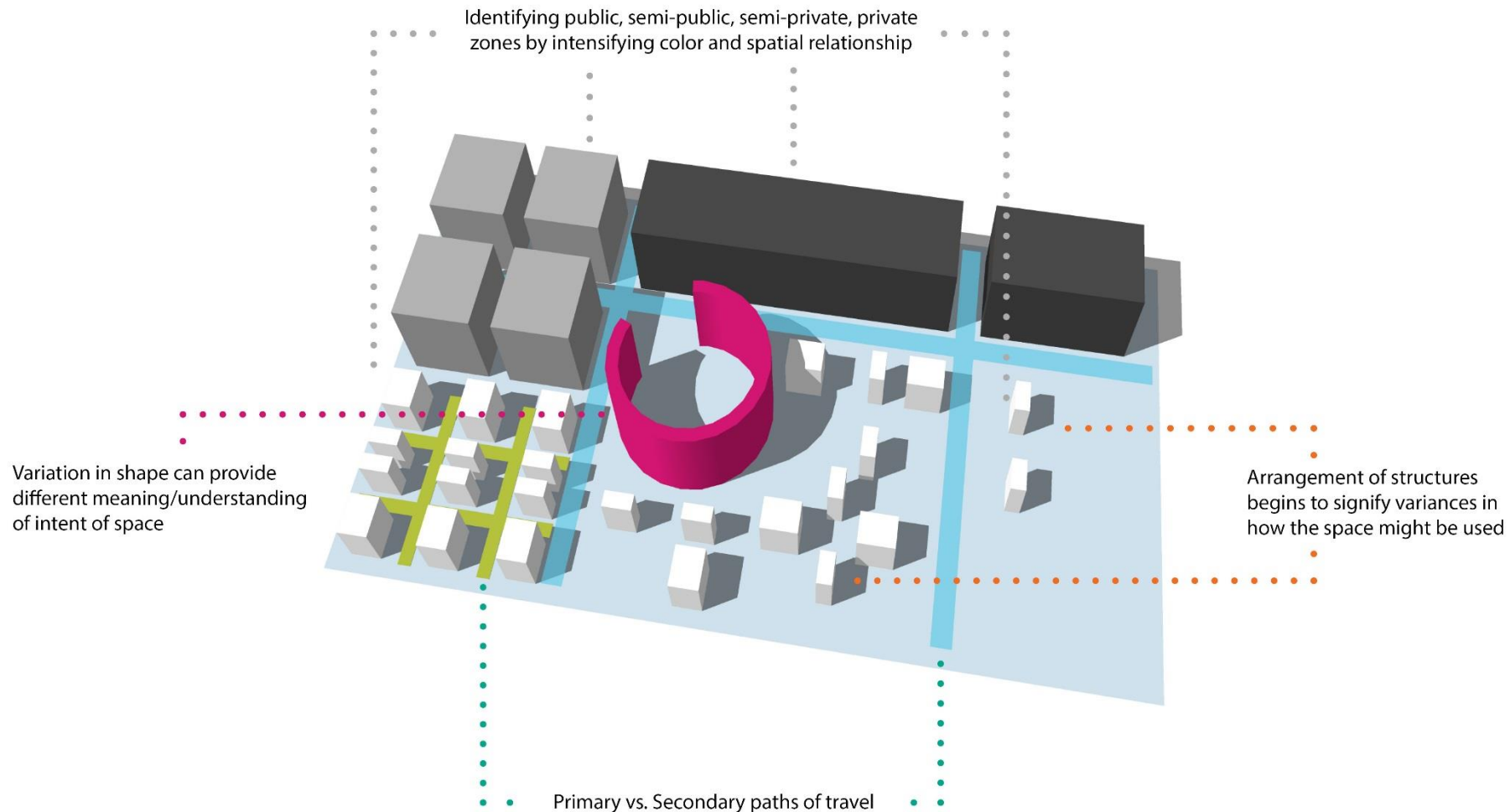
Landmarks and Zones



1 Legible space is shown to reduce stress

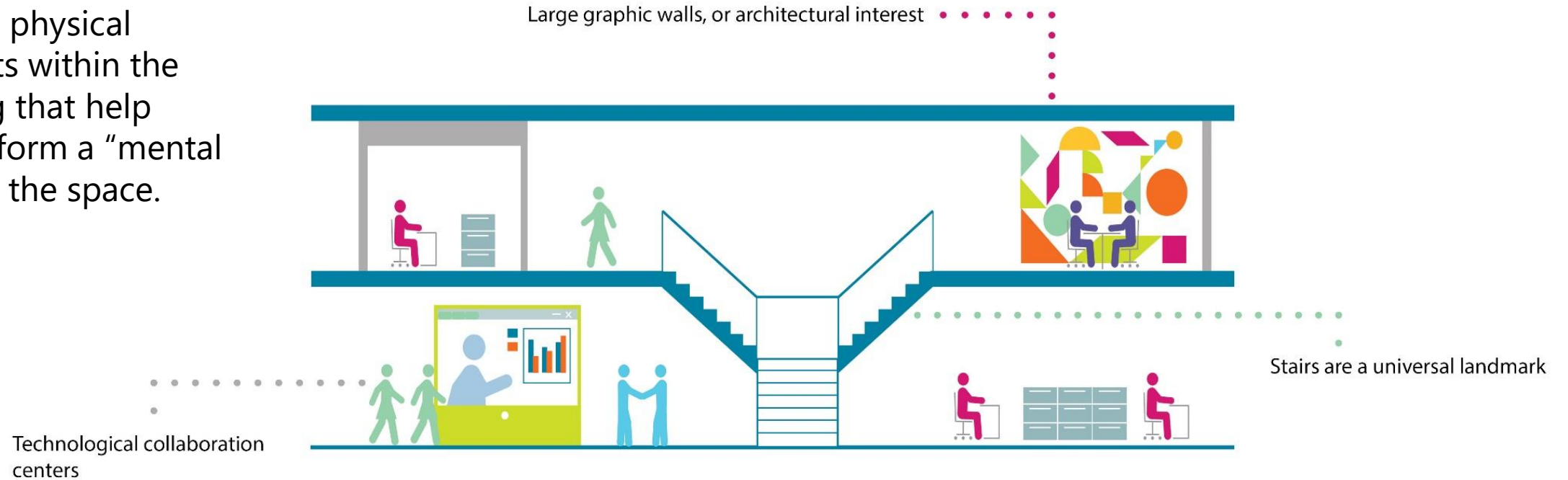
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# 1. Bring Order to Planning: Hierarchy of Main Streets, Side Streets, Intersections

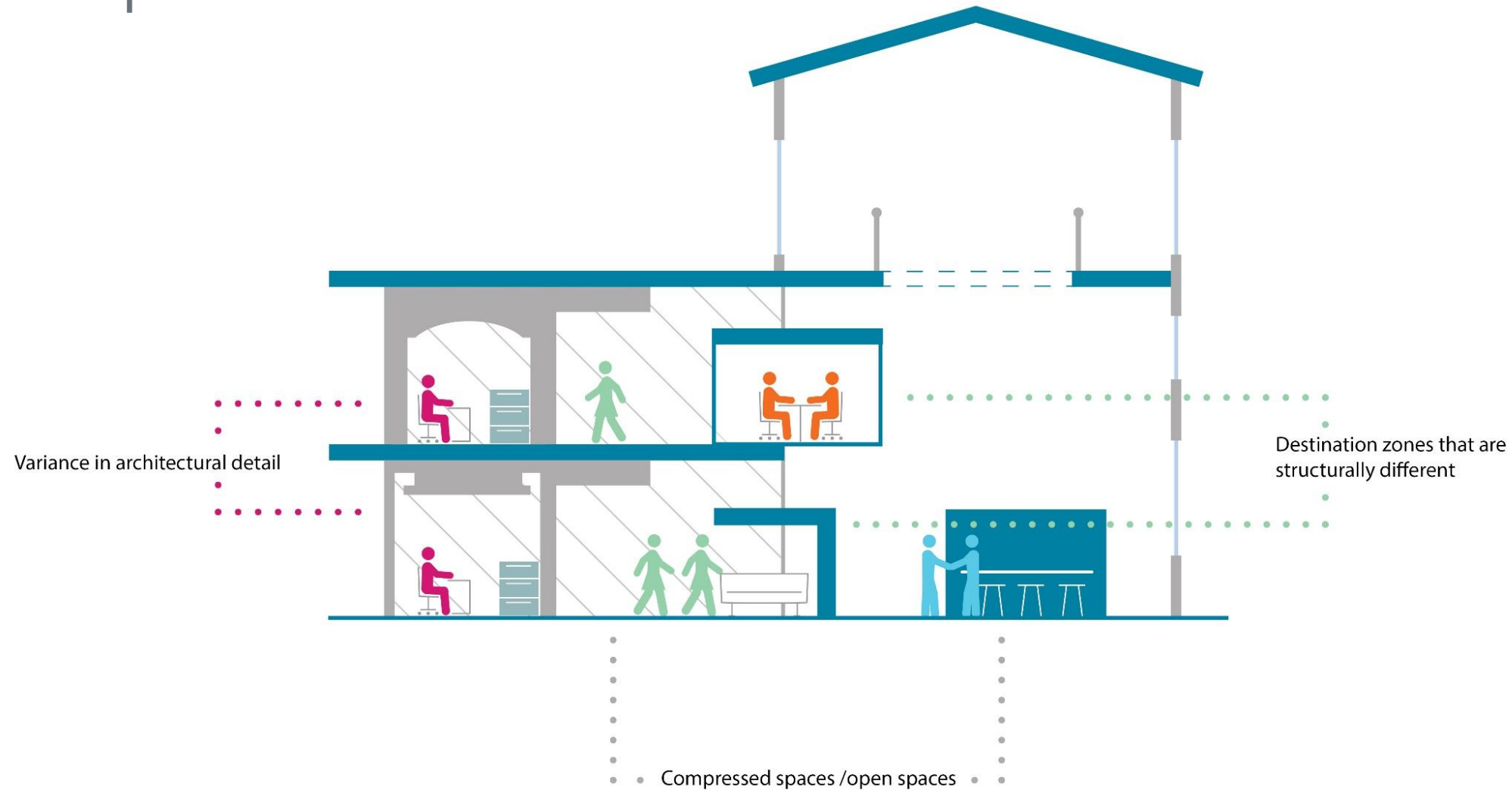


## 2. Create Landmarks with Intersections, Interior and Exterior Features

**Landmarks** are obvious physical elements within the building that help people form a “mental map” of the space.

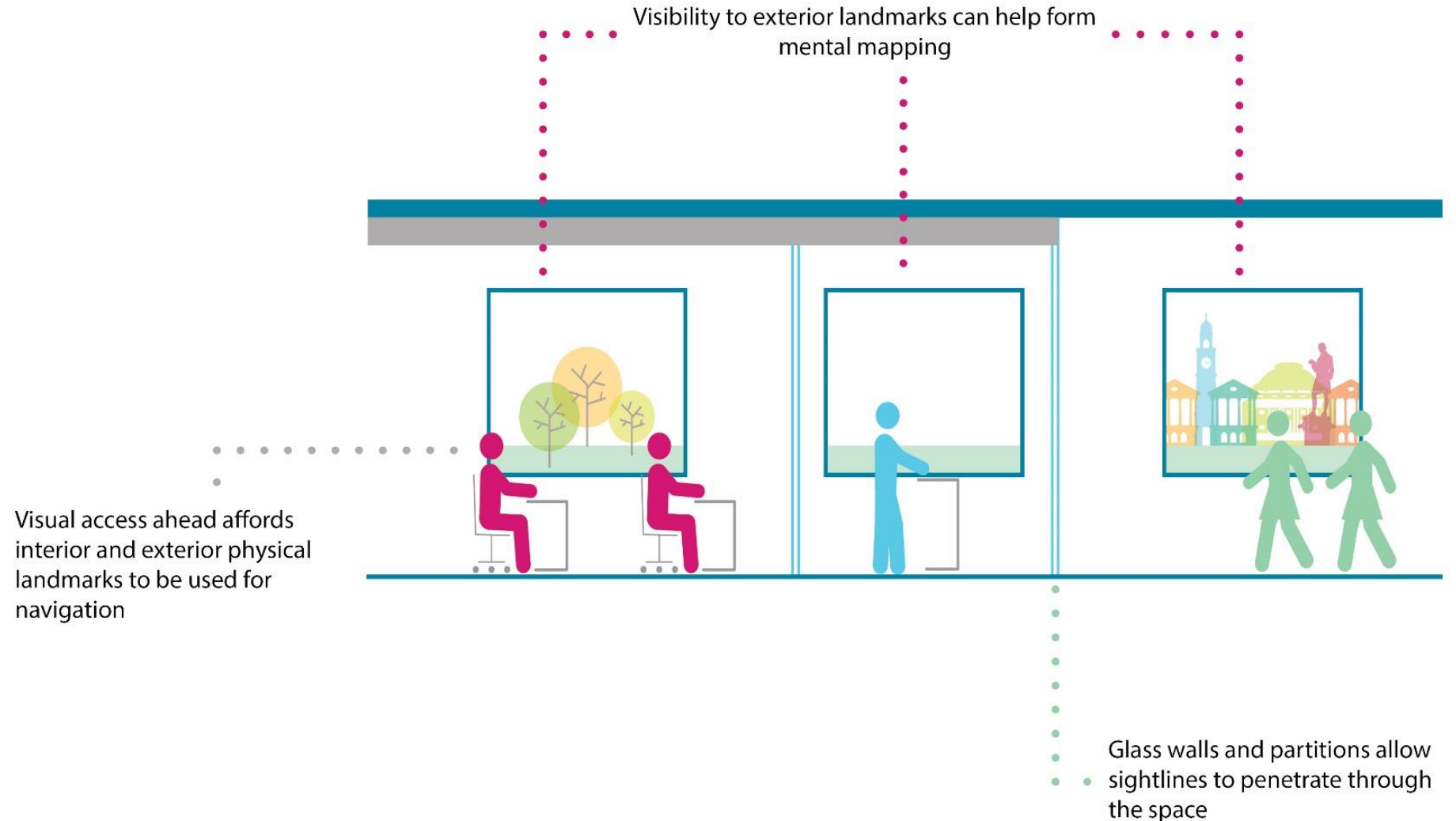


## 2. Zones, Neighborhoods Themselves Can be Used as "Super" Landmarks

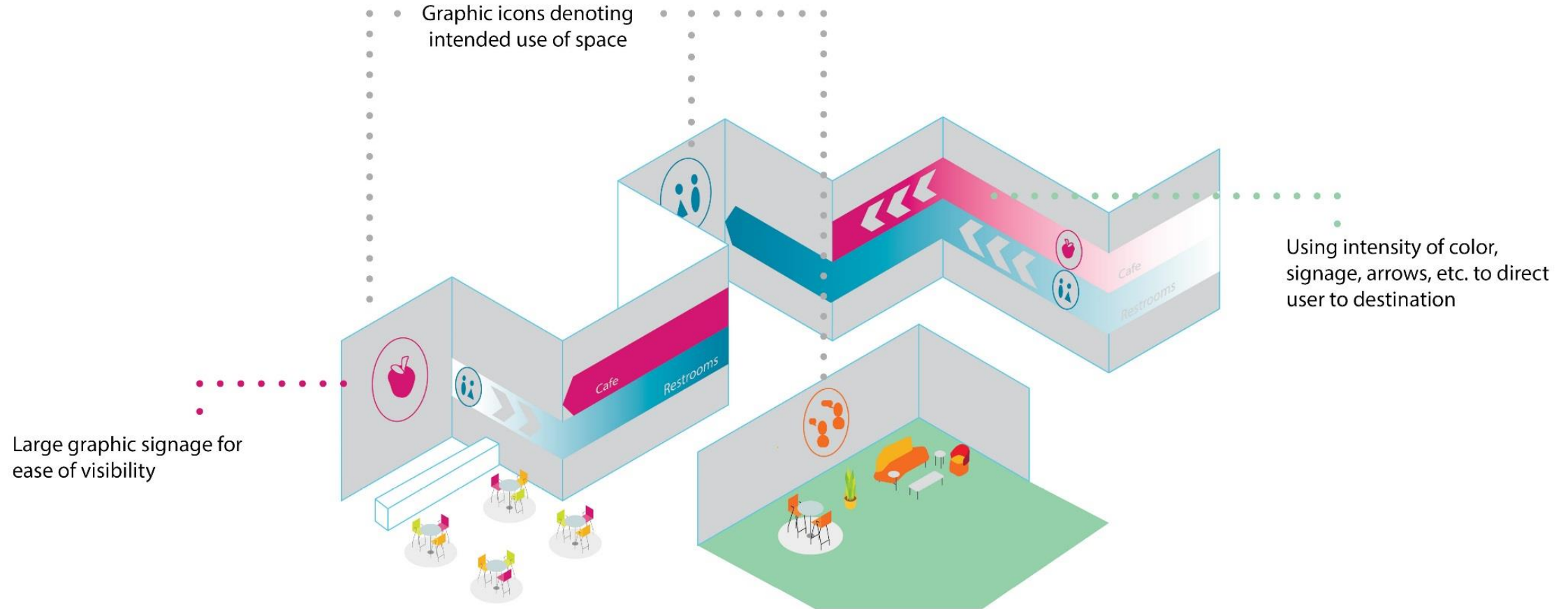




### 3. Layout, Spaces, Furnishings should offer Visual Access to Landmarks and Resources



## 4. Use Signage and Graphics to Provide Information about the Location and Intended use of Spaces



## 5. Design of Spaces and Furnishings should Offer Cues about Intended Use and Function



















# User control reduces stress

- *Height-adjustable work surface*
- *Monitor arm, work tools*
- *Ergonomic seating*
- *Moveable whiteboard*
- *Choice of work location, space type*
- *Refuge spaces to recharge*
- *Input to design process, mock-ups*



- *Face to face location of power outlets*
- *Choice of work setting for type of interaction – even outside!*
- *Moveable furnishings*

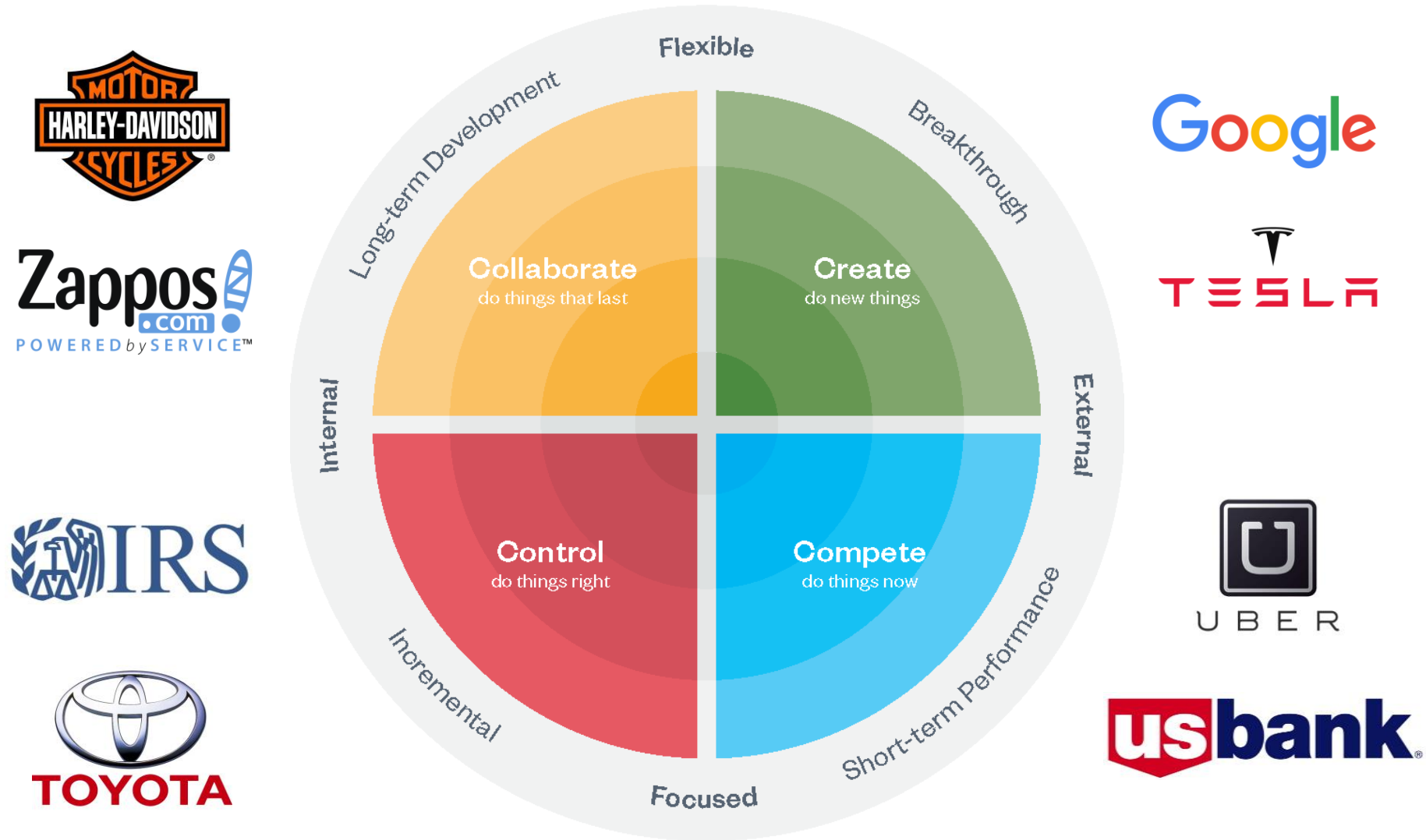




- *Power outlets, display promote face to face contact*
- *Choice of work setting for type of interaction – even outside!*
- *Moveable furnishings*



# Nudges work differently depending on Culture

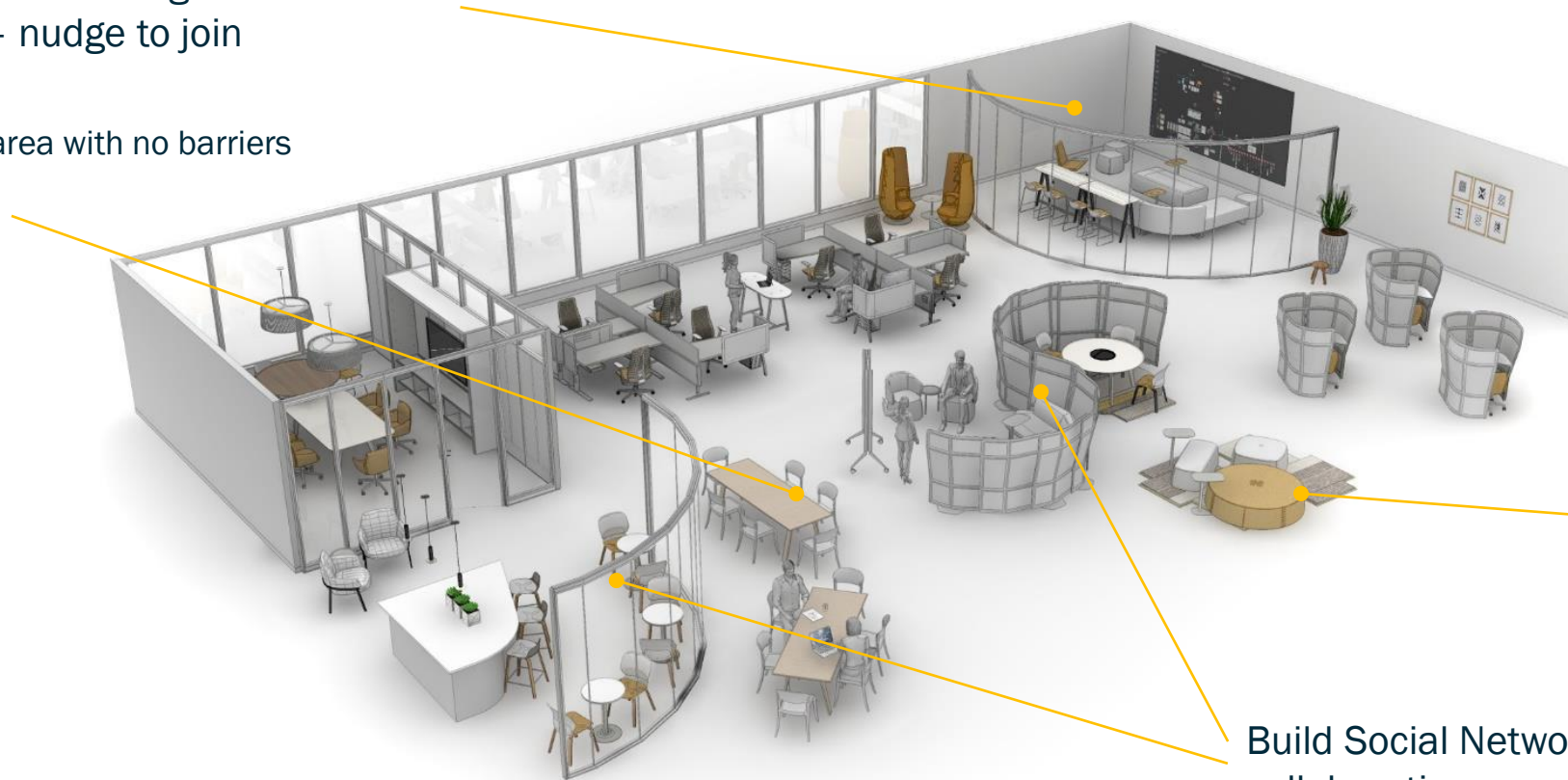




# Design nudges in a Collaborate culture

Group work setting visible to others – nudge to join

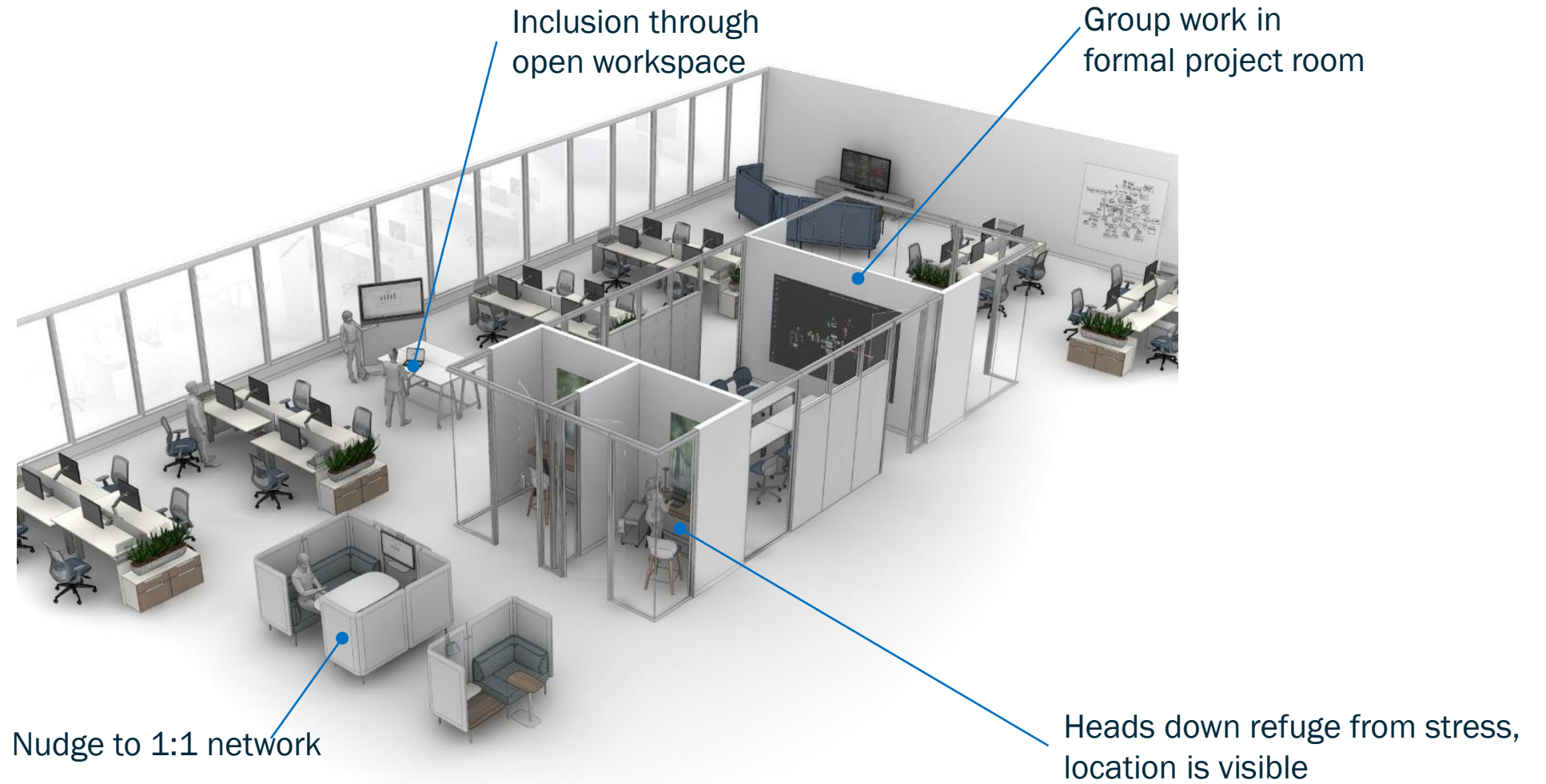
Inclusion nudge area with no barriers and lots of seats



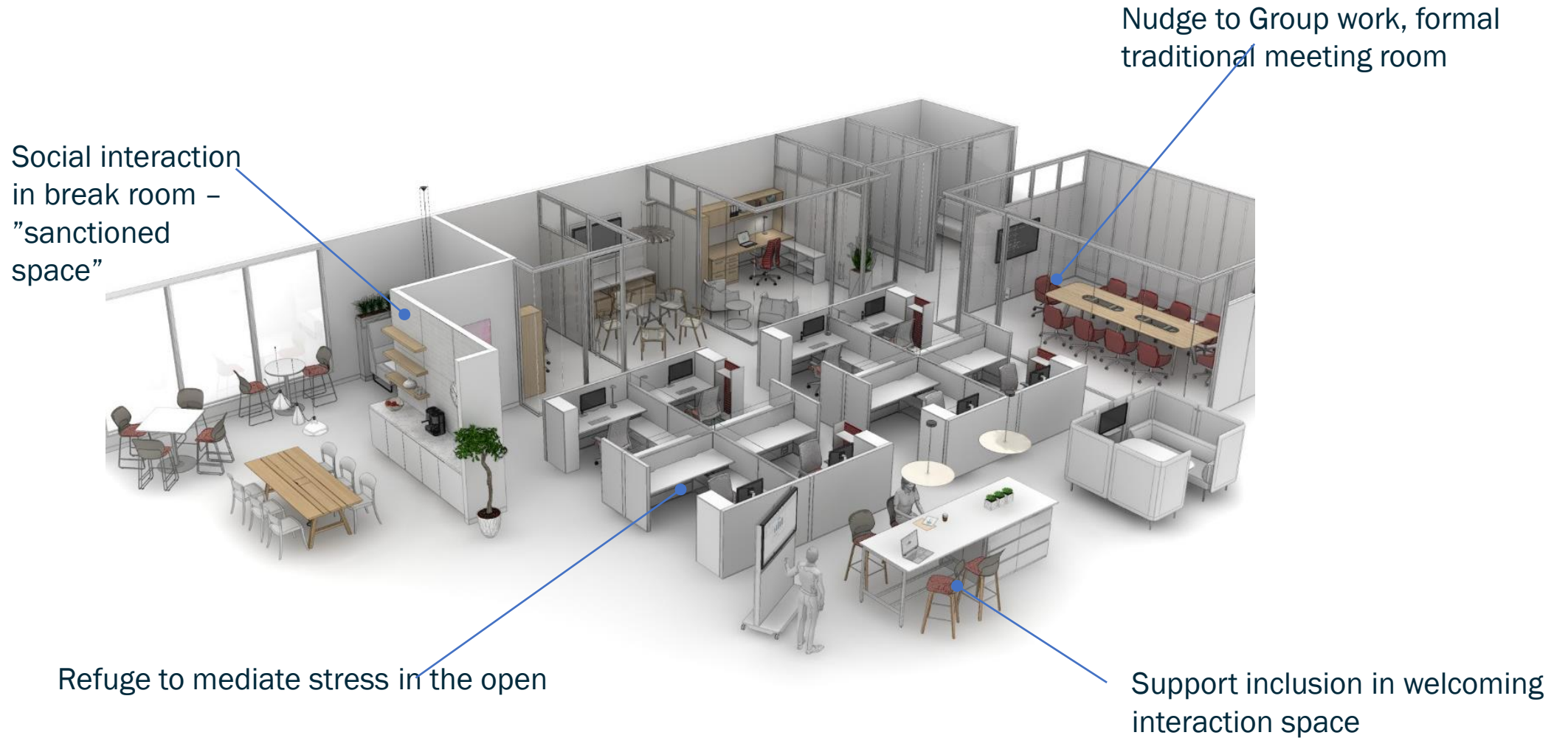
No barriers Social space to mediate Stress

Build Social Networks through work collaborations

# Design nudges in a Compete culture



# Design Nudges in a Control Culture



# Design Nudges in a Create Culture





## ***BONUS NUDGES***



Cafeterias, break rooms, outdoor spaces



## CAFETERIAS

- *Use taller glasses, smaller plates*
- *Keep salad bar open all day*
- *Display healthy foods in cafeteria at eye level; make desserts harder to reach*
- *Offer water as the default beverage*





## BREAK AREAS



- *Place full length mirror next to vending machine*
- *Locate unhealthy vending machines inconveniently*
- *Sticker on vending machine reading “1 snickers bar = 20 minute run”*



## OUTDOOR ACTIVITY

- *Choose walkable neighborhood for office site*
- *Promote walking outside. Include pedestrian amenities: bench, movable chairs and tables, drinking fountain*
- *Showers, bike racks for active transportation support*





*A Test*

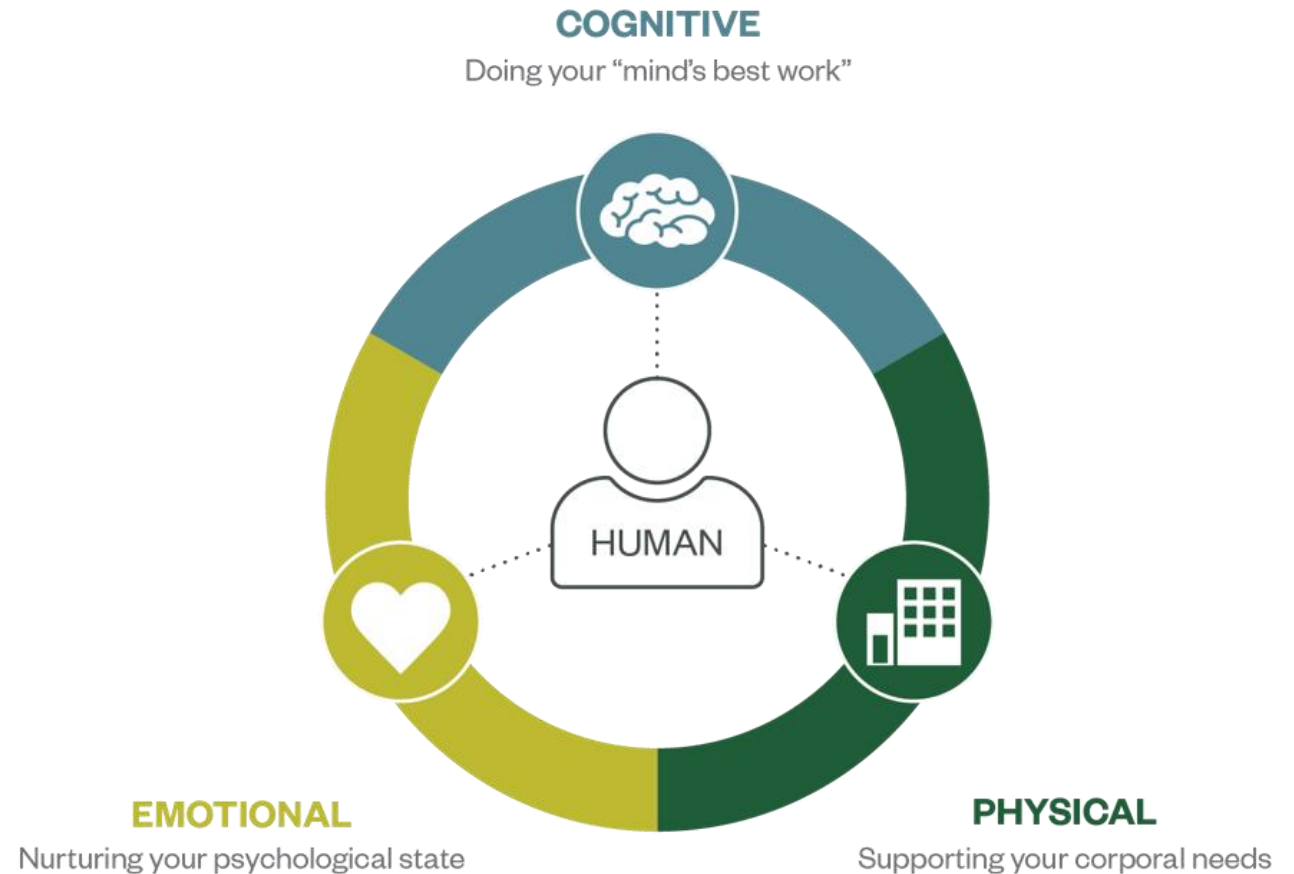
*Why is this an  
“accidental nudge”*



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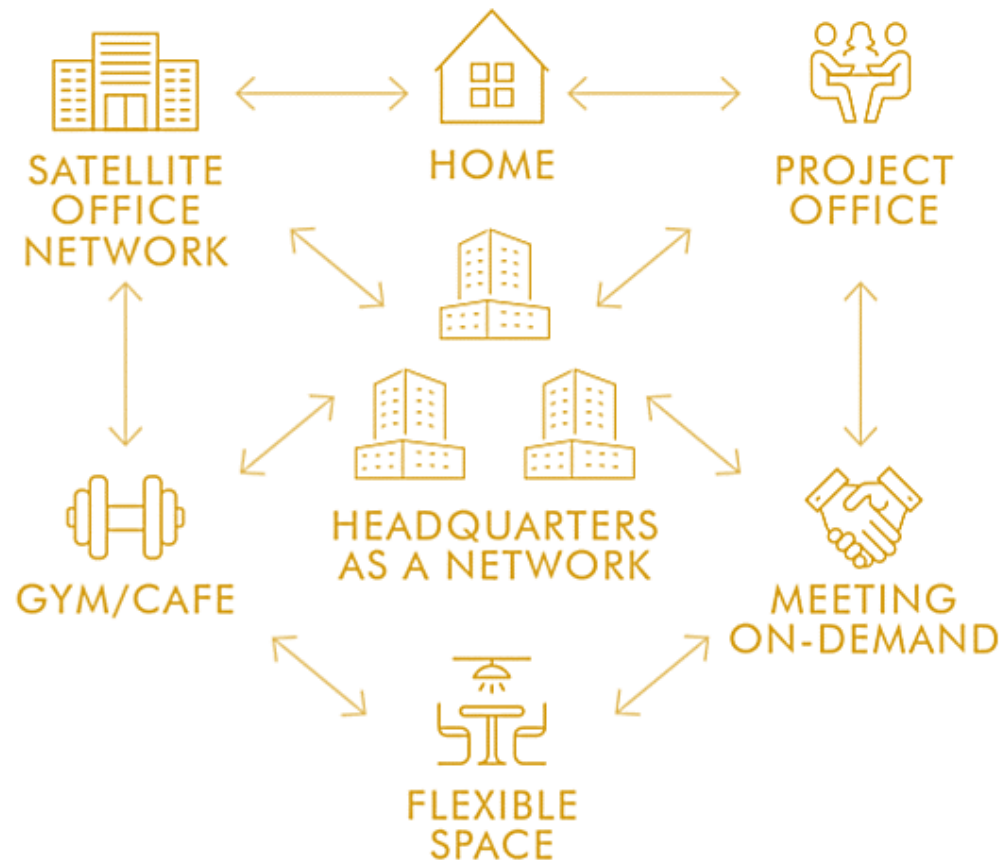
# The Hidden Stress Epidemic in the Returning Workforce

- Half of all Americans say stress from burnout, loneliness and isolation is negatively impacting their health
- Upon return to work, previous trauma will impact performance, retention, health care costs and lost workdays
- Stress negatively impacts immunity
- Healthcare costs are expected to double by 2030



# The need for healthy and high-performing workspace is no longer limited to traditional office space

## FUTURE

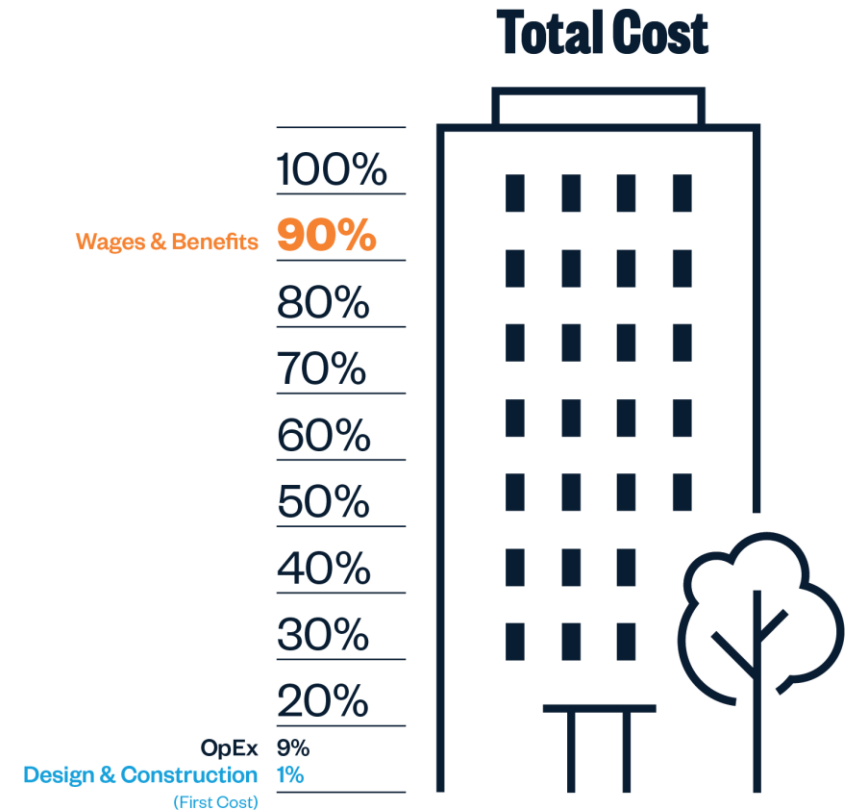


A much broader definition of “workplace” is rapidly emerging

# People costs account for 75% or more of annual spend

Workforce compensation (including healthcare) is the single largest operating cost for organizations

Workforce compensation is a measure of the value of human capital





A person wearing a dark blue or black suit is walking on a wooden slatted bench. The person is captured in motion, with their legs and torso visible. The background shows a brick building and some greenery. The overall tone is professional and modern.

Unlike other capital investments,  
human capital can “walk”

# Currently no data-driven workplace development approach

No evidence-based way to connect workplace investments to workforce performance and well-being

- Workpoint design, ergonomics
- Ergo training
- User experience
- Space planning models
- Social and group spaces
- Branding and aesthetics



C-SUITE  
CEO/CFO/COO



REAL ESTATE  
LEADER



HR LEADER



ARCHITECT



RE BROKER



ERGONOMIST



FACILITYMANAGER

# HumanSpace™ uses predictive analytics to help guide the best investment decisions in workplace



50+ Studies



2 Books, and  
numerous articles



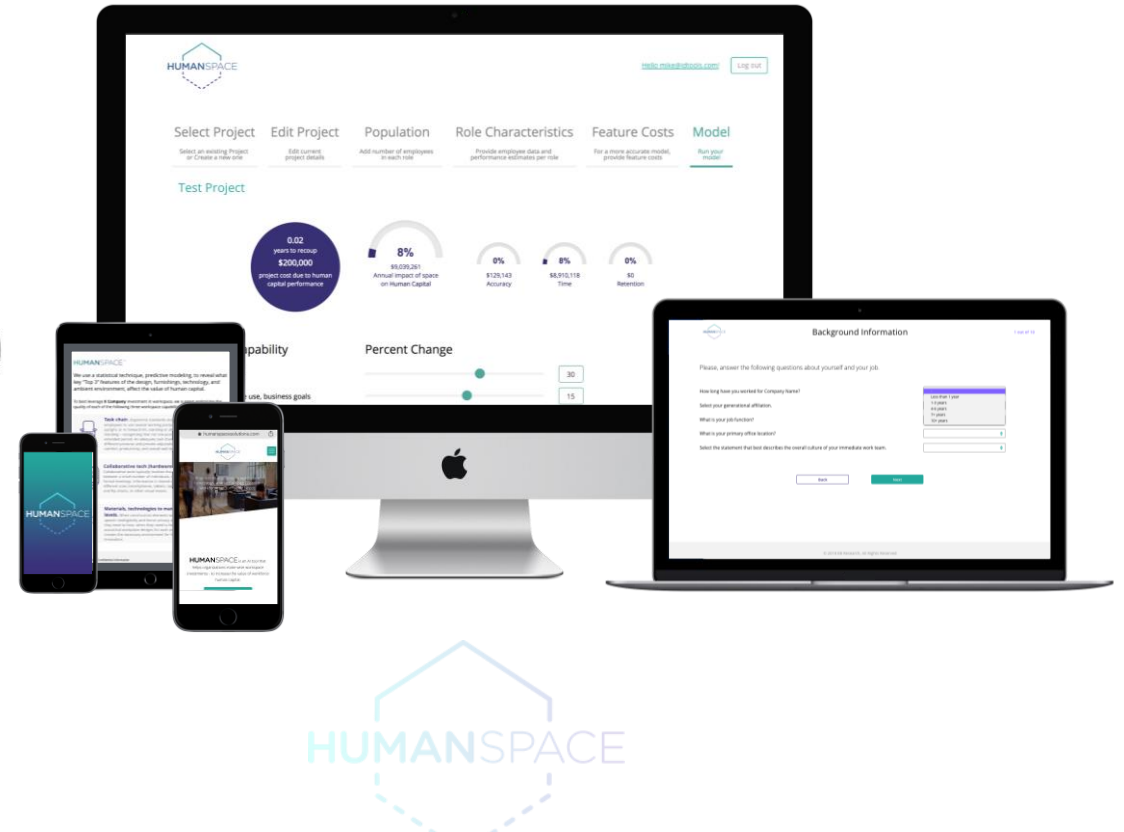
1,000,000+  
Surveys



12 industries  
160  
countries



The secret  
sauce is AI  
technology  
and a global  
dataset





# HumanSpace™ estimates annualized financial impact on 3 workforce metrics, and stress

....and tells you which features have the greatest impact



Work point  
design



Group  
technology



Services



Work Accuracy



Work Process Time



Retention Rate



Stress Level



# HumanSpace™ improves decisions about workplace spend to reduce future workforce operating costs

## 1. Reduce/optimize workplace capital costs

- **A better solution reduces costs** > time between refresh
- **Reduce spend** on low impact capabilities, re-direct

## 2. Reduce/optimize workforce operating costs

- **Reduce employee replacement costs**, and > speed, quality of business processes

## 3. Reduce Workforce Stress

- **A leading indicator of healthcare costs**, lost workdays, improve immunity

## 4. Estimate a financial ROI on workforce outcomes



# Demonstration of HumanSpace™ App

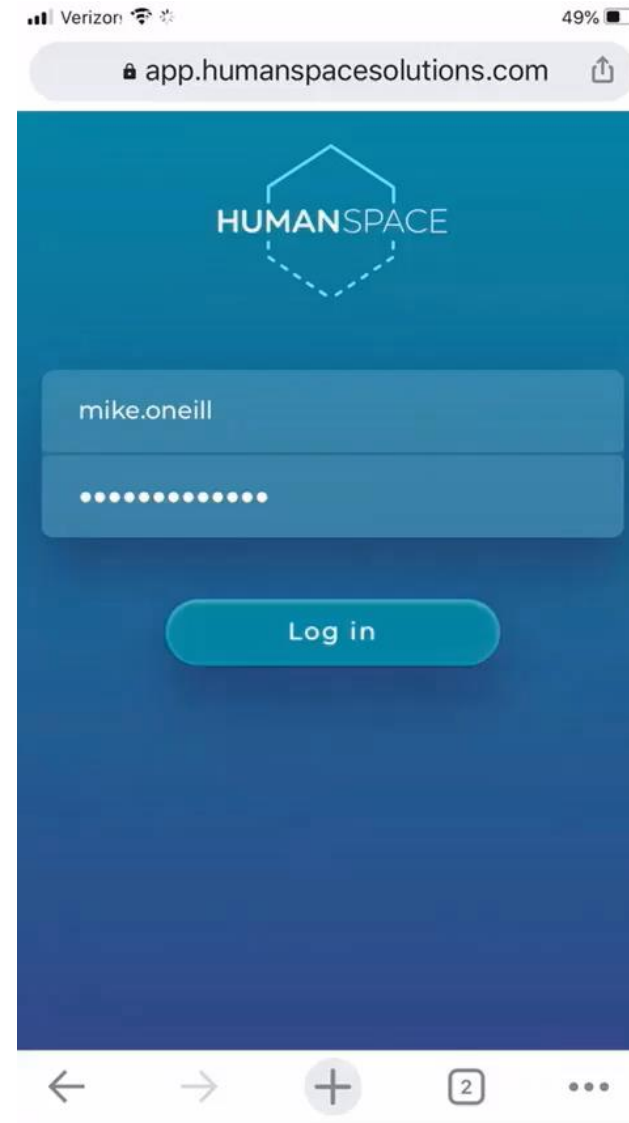
Simplified model, learning tool

- No workforce data inputs
- Does not identify key features
- For mobile devices
- No reports

App.HumanSpaceSolutions.com

- 60 days use
- Create account using corporate email
- We will not reuse, share or contact you

HUMANSPACE™

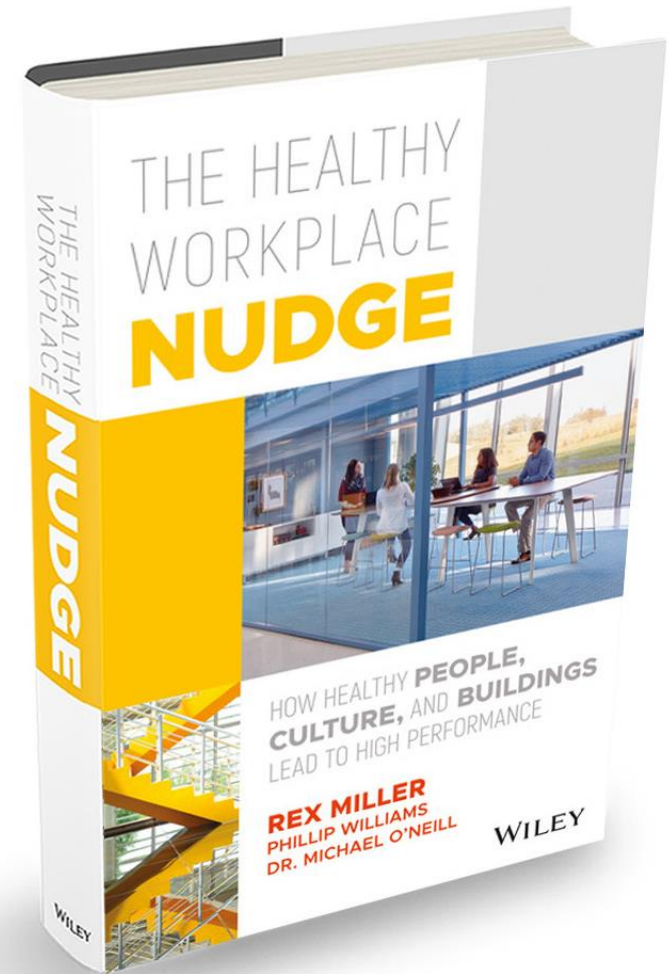






# Spark<sup>\*</sup>

Workplace Insights That Ignite Ideas



@Ask\_DrMike



Join my Cult! Follow [Dr. Mike O'Neill](#) LinkedIn for research updates

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# Questions?



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