



JOHNSON & JOHNSON

Johnson & Johnson is a large multinational corporation with more than 275 subsidiaries, and operations in more than 60 countries. The company is a producer of medical devices and pharmaceuticals, and the owner of many well-known consumer brands (such as Band-Aid, Aveeno, Reach, Splenda, Tylenol, Zyrtec, etc.). The company has 128,700 employees worldwide, and total annual revenue exceeding \$70 billion.



PROGRAM GOALS & HISTORY

Johnson & Johnson is considered the grandfather of workplace health promotion. Wellness is part of the company credo, and has served as a guiding principle. Its program, *Live for Life*, was started in 1978. The goals of the program are focused on the 3Ps: Protection (occupational health and safety), Prevention (keeping the well, well; managing illness and injuries) and Performance (leading in business). Johnson & Johnson incorporates health metrics into its overall company sustainability goals, and regularly measures global progress toward achieving a culture of health.

PROGRAM DESIGN

Programs/Activities:

- Tobacco-free workplaces
- Health Risk Assessment (HRA)

- Biometric screening
- EAP
- Physical activity challenges
- Health centers
- Fitness classes
- Health education campaigns and classes
- Healthy coaching
- Work/life balance programs

Environmental supports:

- Two on-site health clinics
- On-site pharmacy
- On-site fitness centers
- Healthy food offerings at dining facilities and in vending machines.

Incentive design:

- While incentives are offered, they are somewhat de-emphasized; the program tries to tap into employees' intrinsic motivations to improve their health.
- Employees can earn up to a \$500 credit on their health insurance premiums.

"The ROI is there—we have the data to show it's good business. But it's about the stories—the stories of people's health journeys show that it's real, that they're doing better because this company cared."

~Johnson & Johnson wellness program manager

LEADERSHIP COMMITMENT

Johnson & Johnson recognizes that caring for and promoting the health of its employees is not just a good investment, but it is the right thing. The leadership at Johnson & Johnson is comprised of executives who are strong advocates of workplace health promotion. They believe employees are their most important asset and if workers are happy and healthy, they will perform well. Johnson & Johnson also recognizes that health and safety are inter-related. A healthy employee base has fewer accidents.

CULTURE OF HEALTH

There is a large emphasis on maintaining a culture of health at Johnson & Johnson. The culture of health is embedded in the company credo and valuing the health and wellbeing of employees and their families is foundational to Johnson & Johnson's identity as a company. Not only does the leadership team make worker health part of its overall business strategy, it ensures that managers are accountable for supporting the culture of health. Communication is clear and consistent regarding the support the company gives in terms of its policies, programs, and services. Leadership walks the talk, which sends a stronger message to employees—e.g., that it is okay to be physically active and visit the gym during company time.



EMPLOYEE ENGAGEMENT

Employees respect the opinions and messages coming from the health and wellness team and find them motivating. They appreciate that there are a wide variety of programs that are free and convenient. Although the financial incentives are appreciated, what motivates employees is the convenience of engaging in healthy behaviors on the job and the culture of health ingrained in the company. Retired employees are also encouraged to use the facilities.

MEASUREMENT AND EVALUATION

Johnson & Johnson has a strong system of measurement and evaluation that has shown positive trends in health and healthcare costs over the life of the program. As part of an effort to conduct rigorous analyses and disseminate learning, the company has published the results of some of its evaluations in scientific journals. Further, Johnson and Johnson's programs are defined through standards and policies that establish minimal expectations worldwide. Every year, programs at all major sites complete a self-assessment against the standards (with subsequent action plans to address any identified gaps). Every three years, an external group of auditors validates these assessments and assigns a final scorecard for these programs (one for employee health & wellbeing, and one for occupational

health). Summaries of these findings are shared with all locations as an opportunity for "lessons learned".



LESSONS LEARNED / CHALLENGES

As a multinational, decentralized company, Johnson & Johnson has wrestled with the challenge of building a strong program that touches all of its worksites and meets their unique needs.

STRENGTHS/KEY SUCCESS FACTORS

A key factor to its success is that Johnson & Johnson provides a variety of programs to meet employees' different needs and interests, and makes these programs convenient, which is one of the largest factors driving engagement— even more than the financial incentives. Also, as a multinational company that is highly decentralized, Johnson & Johnson is managing to successfully translate its health promotion strategies to its business units across the globe – a challenge for many other multinational companies -- balancing a centralized, corporate strategy and dissemination of guidelines and resources with flexibility that allows the tailoring of communications, programs and policies to local cultures (societal and within the individual business units).

LINKS

<http://www.jnj.com/caring/patient-stories/focusing-wellness-prevention>

<http://www.ncbi.nlm.nih.gov/pubmed/11802462>

<http://www.ncbi.nlm.nih.gov/pubmed/12024687>

<http://www.ncbi.nlm.nih.gov/pubmed/21187786>

<http://www.ncbi.nlm.nih.gov/pubmed/21383368>