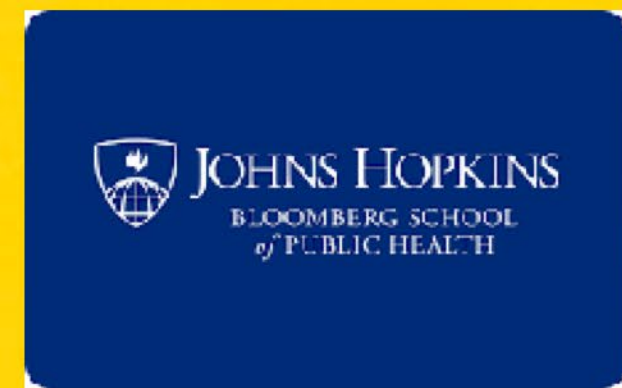


Addressing the Personal, Social, and Organizational Determinants of Health

A Purposeful Approach to Wellbeing



**National Summit on Workplace
Mental Health and Wellbeing**

kumanu

Eric Zimmerman, MPH MBA
June 27, 2023



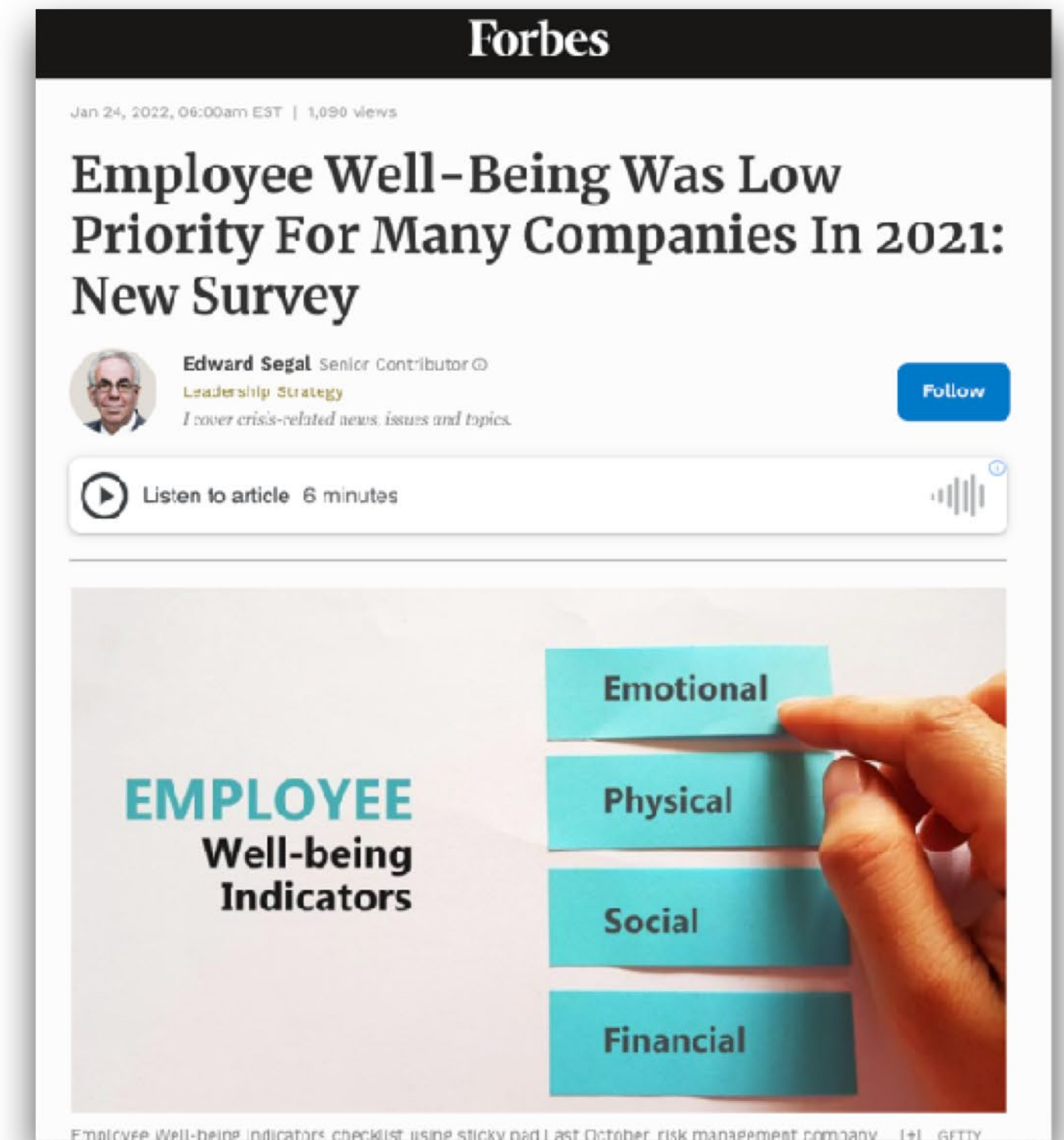
Are programs meeting the moment?

16%

of leaders rated their own programs as highly effective¹

86%

Say burnout and mental health are top priority, yet **<50%** have a strategy²

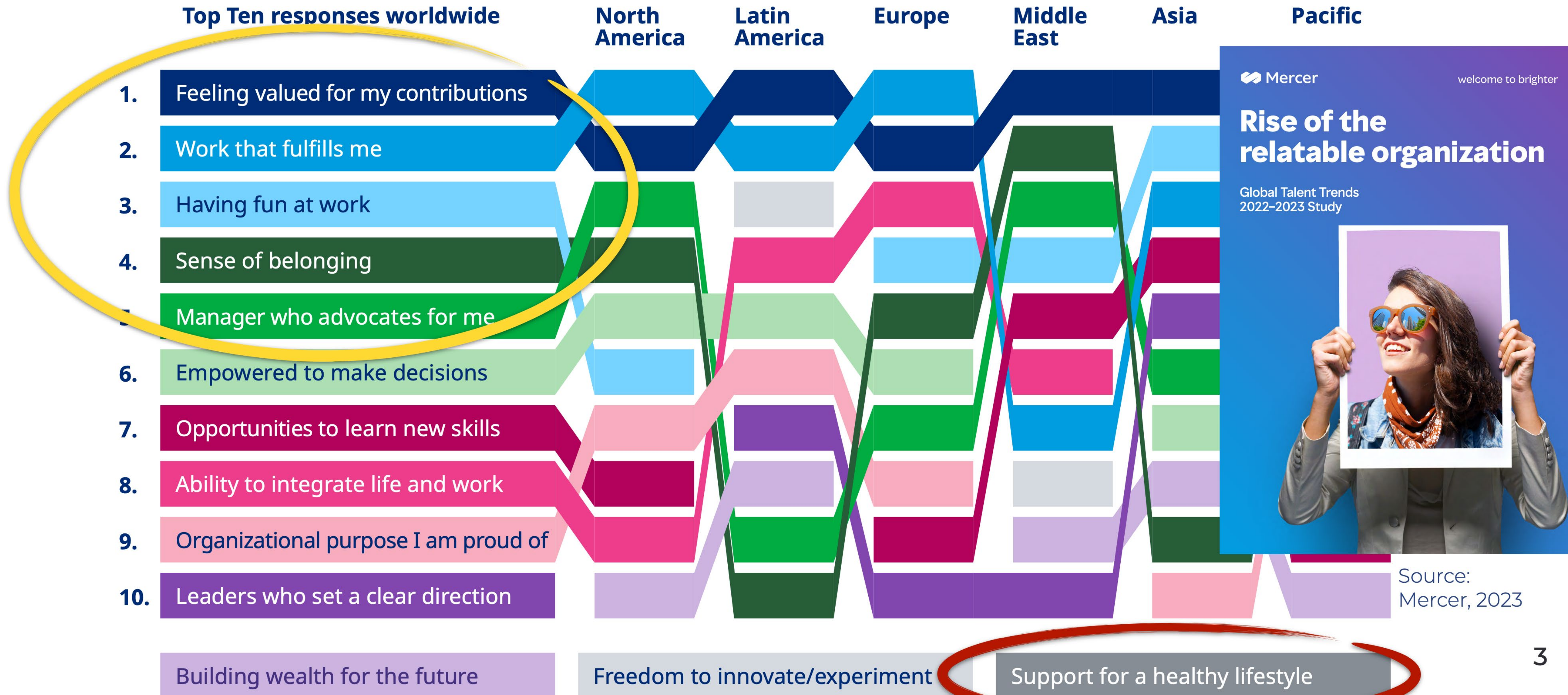


¹Kumanu Survey, Council on Employee Benefits, 2022

²WTW Survey, 2022

What do people need vs. what do they get?

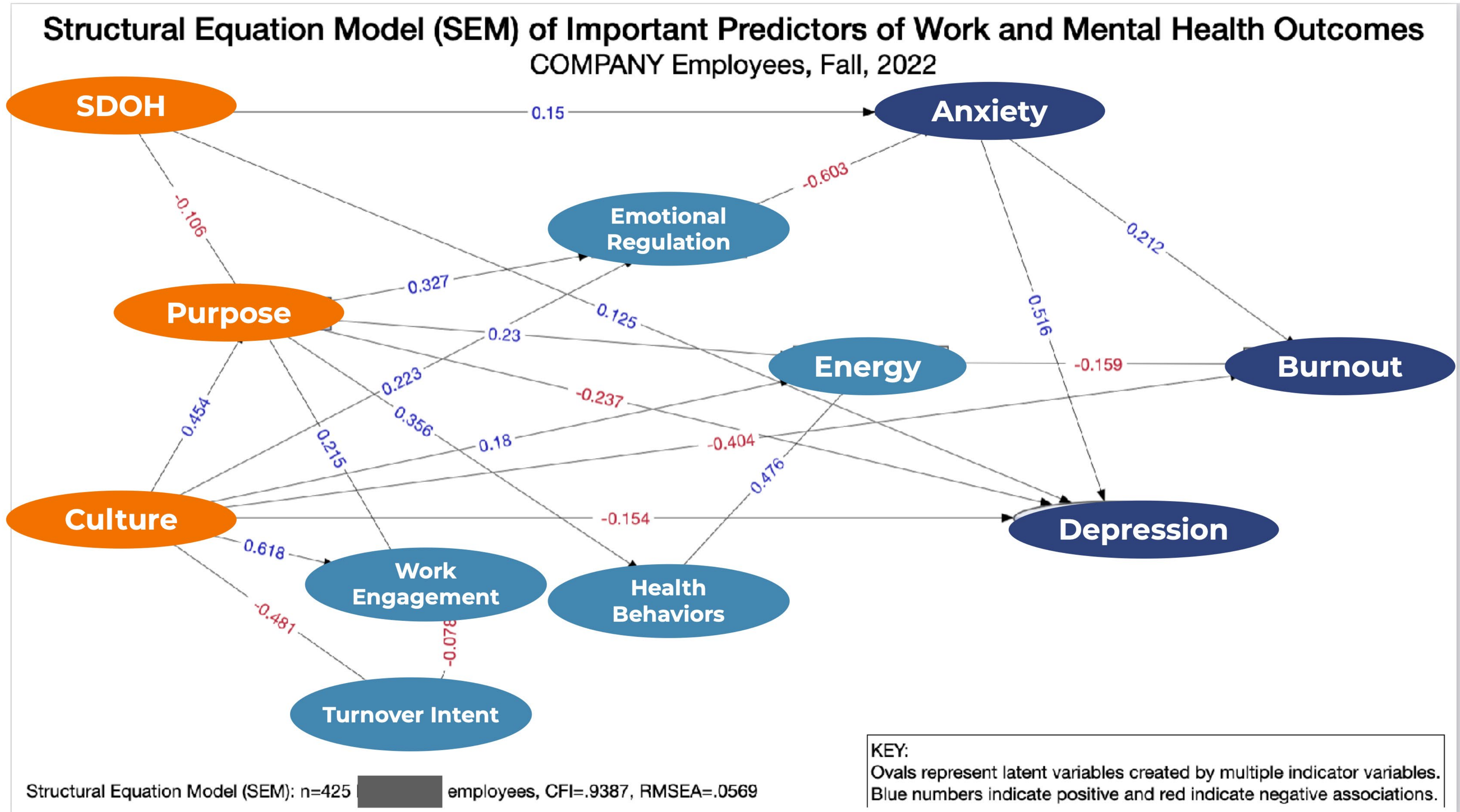
Figure 5. What helps employees thrive around the world?



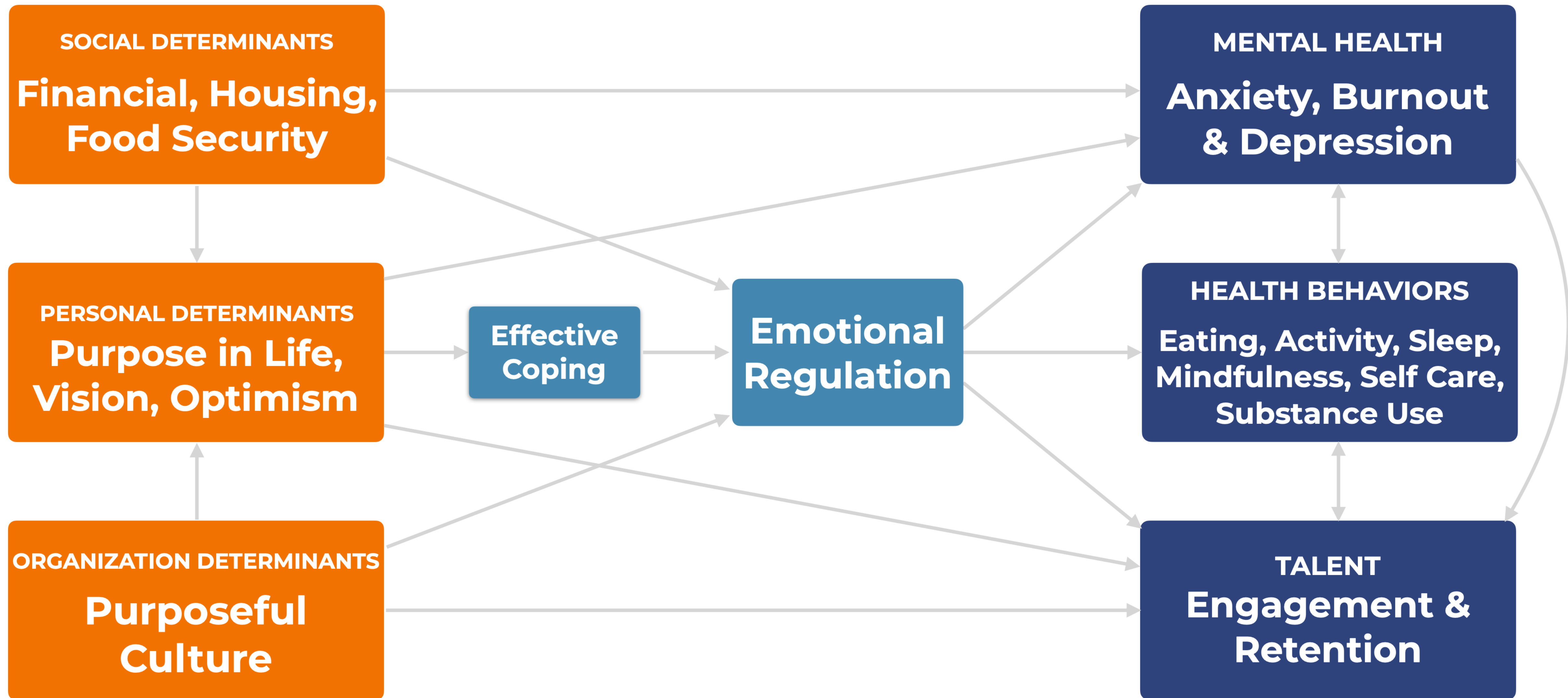
 Mercer
 welcome to brighter
**Rise of the
 relatable organization**
 Global Talent Trends
 2022-2023 Study



What are the root causes?



Our national data suggest a new model.



Source: Kumanu-Harris Purpose Poll, January 2023

We believe it's time for a Wellbeing "3.0" approach.



Who we are

Founder and CEO



Vic Strecher, PhD, MPH
CEO, Chief Purpose Officer

Professor at the University of Michigan's School of Public Health and School of Medicine.

Senior Advisor



Seth Serxner, MPH, PhD,
Former CHO, Optum,
Practice Leader at Mercer,
head of research at StayWell

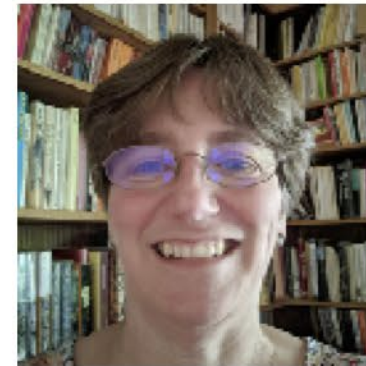
Leadership Team



Bob Carr, MD, MPH, FACPM - Clinical, Culture
Immediate Past President, American College of Preventive Medicine, GSK, Georgetown University



Breana Mercer - Operations, Client Success
Stella (BCBS Minnesota), Virgin Pulse, RedBrick Health, HealthPartners, United Health Group



Lisa Schutte, PhD - Technology
Stanford U., Ideomed, MSC Software, Engineering Animation Inc. Expert in secure, scalable platforms



Eric Zimmerman, MPH MBA, Innovation
US Corporate Health, J&J Health Management, StayWell, MedicaLogic, RelayHealth, RedBrick Health (Virgin Pulse)

Scientific Advisory Board

Tony Burrow, PhD, Associate Professor and Director, Purpose and Identity Processes Laboratory, Cornell University

Elissa Epel, PhD, Professor and Vice Chair, Department of Psychiatry, UCSF

Emily Falk, PhD, Prof of Communication, Psychology, and Marketing, University of Pennsylvania

Ken Resnicow, PhD, Professor of Public Health, Chief Scientist at CHCR, University of Michigan

Robert E. Quinn, Professor Emeritus, of Management and Organizations, University of Michigan

Research Partner
(for national benchmarking)



The Social Determinants of Health

Essential Needs

Food, Housing, Financial Insecurity

Health Equity, Caregiving, Safety Risk (Physical & Psychological)

Ready to address SDOH risks? Employees may be...

90%

report that it's
easy to access
and to use

89%

would recommend
to a family member
or friends

100%

liked that
employer is
offering this

50%

said it helped
them start
making progress,

80%

very comfortable
answering the
questions

100%

said — if help
needed —they
would use it again

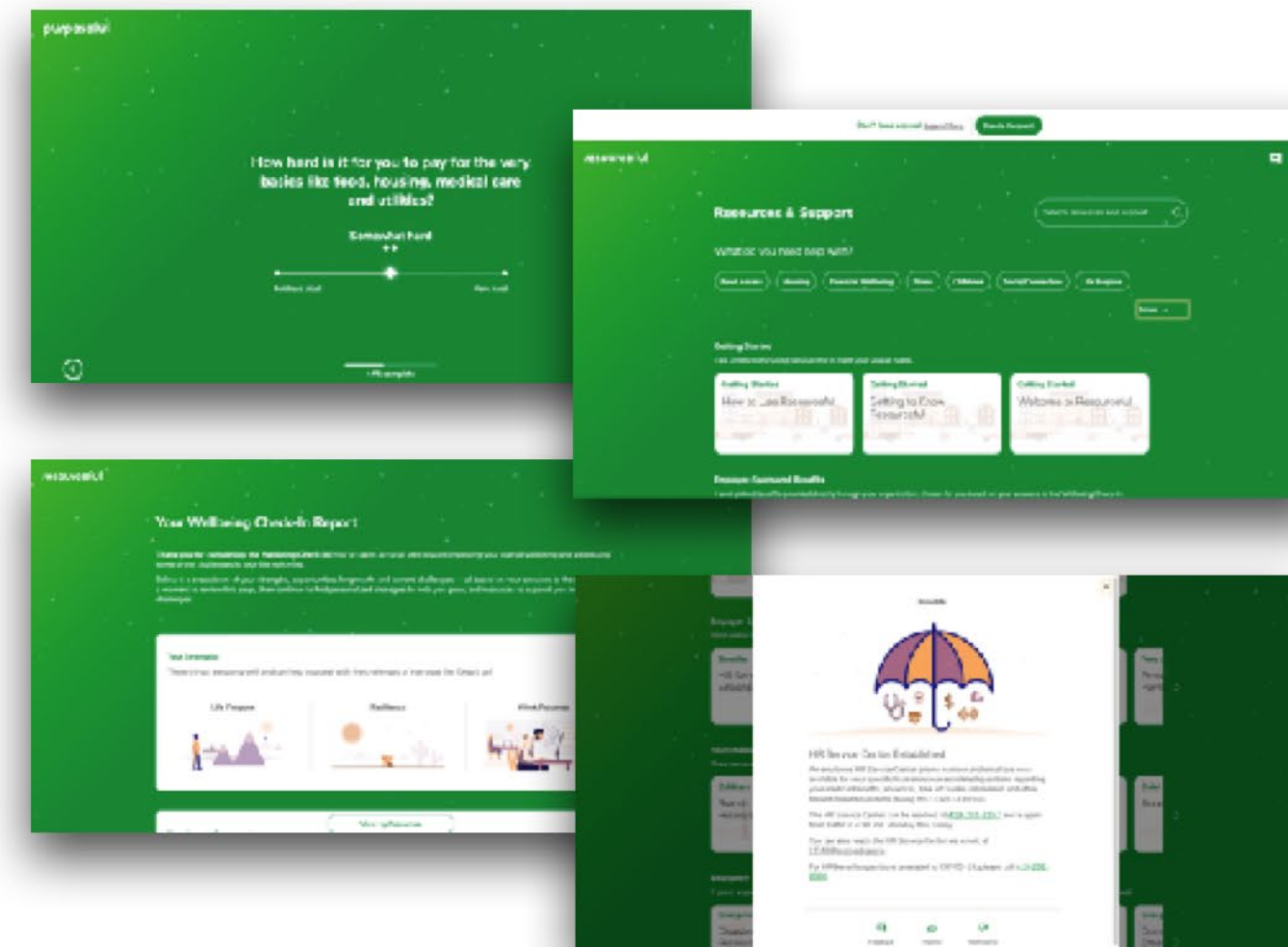
What does it look like to address SDOH factors in an employer setting?

CULTURE & COMMUNICATIONS



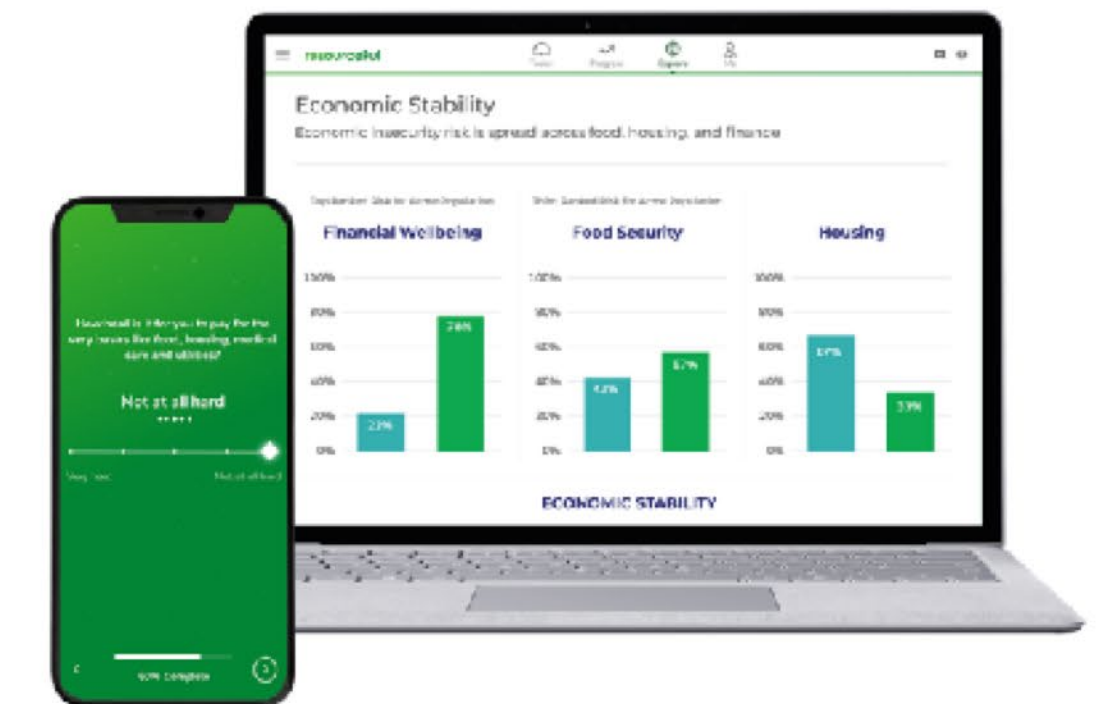
Reduce stigma and create a more caring culture

PERSONALIZED RESOURCE CENTER



Assess & address SDOH needs & help drive benefit utilization

ANALYTICS & INSIGHTS



Understand the risks and prevalence impacting your employees

Created in partnership with:



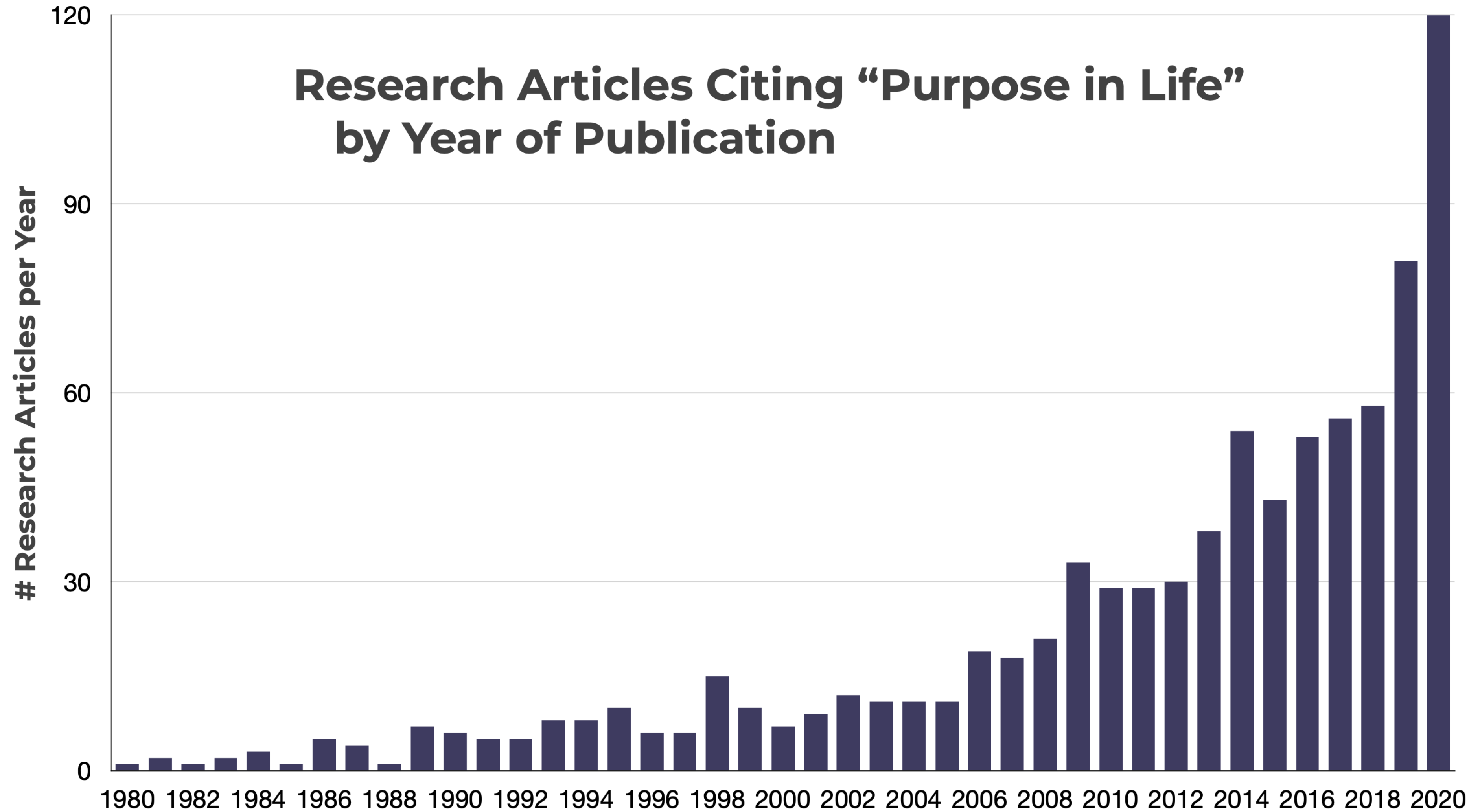
The Personal Determinants of Health

Purpose | Connection | Optimism

“Purpose is defined as a central, self-organizing life aim. Central in that if present, purpose is a predominant theme of a person's identity.”

— Kashdan and McKnight, 2009

Growing body of evidence...



...and a need for interventions.

Contents lists available at ScienceDirect

Pain Management Nursing

journal homepage: www.painmanagementnursing.org

Original Article

Understanding the Relationship Between Spiritual Well-Being and Depression in Chronic Pain Patients: The Mediating Role of Pain Catastrophizing

Maryam Shaygan, PhD¹, Laila Shayegan, MSc¹

¹ Community Based Psychiatric Care Research Centre, Faculty of Nursing and Midwifery, Shiraz University of Medical Sciences, Shiraz, Iran
² Islamic Azad University, Shiraz Branch, Shiraz, Iran

ARTICLE INFO

ABSTRACT

Background: It is well established that there is an association between chronic pain and depression. **Aims:** The present study aimed to identify whether pain catastrophizing and spiritual well-being may influence depression in chronic pain patients when other variables are controlled for (sociodemographic characteristics and pain intensity). Furthermore, it investigated possible mechanisms by which spiritual well-being can influence depression in these patients. **Design:** The present study employed a cross-sectional design. **Settings and Participants:** This study was performed with a convenience sample of 300 consecutive patients with different types of chronic pain (defined as recurrent or persistent pain over >3 months), referred to clinics affiliated with Shiraz university of Medical Sciences between March and October 2017. **Methods:** Patients completed validated self-report questionnaires: Spiritual Well-being Questionnaire, Patient Health Questionnaire, Pain Catastrophizing Scale, and Numeric Rating Scale. **Results:** Hierarchical multiple regression analysis indicated that a significant portion of the variance in depression scores can be explained by catastrophizing and spiritual well-being. In Multiple Mediation Procedure, pain catastrophizing could negatively mediate the relationship between spiritual well-being and depression when controlling for sociodemographic characteristics and pain intensity. **Conclusions:** The findings add some evidence to further support the influence of spiritual well-being on depression levels through diminished pain catastrophizing. The present results could help clinicians to determine which variables should be emphasized for a successful treatment of depression in pain patients. Clinical interventions that increase meaningfulness and purpose in life may allow patients with chronic pain to overcome the maladaptive cognitions associated with pain, thereby reducing depressive symptoms. © 2019 American Society for Pain Management Nursing. Published by Elsevier Inc. All rights reserved.

Chronic pain is a major health care problem in most societies. It is common all over the world and several studies have reported that approximately 3.9%-6.4% of the general population suffer from Rudich, Bell, Shalev, & Shahar, 2015; Li, 2015). It is widely accepted that the presence of pain is not sufficient condition for the development of depression. It has been suggested that negative appraisals

Depression

Clinical **interventions that increase meaningfulness and purpose** in life may allow patients with chronic pain to overcome the maladaptive cognitions...reducing depressive symptoms.

ann. behav. med. (2018) 52:309–318
DOI: 10.1093/abm/kax012

REG ART INCL REV

Association Between Purpose in Life and Glucose Control Among Older Adults

Dina Hafez MD^{1,2,3,4}, Michele Heister MD, MPA^{1,2,3,4}, HwaJung Choi PhD^{1,3,4}, Claire K. Ankuda MD, MPH^{1,3,4}, Tyler Winkelman MD^{1,2,3,4}, Jeffrey T. Kullgren MD, MS, MPH^{1,3,4}

Published online 10 February 2018
© Society of Behavioral Medicine 2018. All rights reserved. For permissions, please e-mail: journals.permissions@oup.com.

Background Greater purpose in life is associated with lower purpose (95% confidence interval [CI] −0.12 to −0.02; $p = .011$). Participants with high purpose had lower odds of developing prediabetes or type 2 diabetes than those with low purpose (adjusted odds ratio 0.78; 95% CI 0.62 to 0.98; $p = .037$). **Conclusions** Among older adults, greater purpose in life is associated with a lower incidence of prediabetes or type 2 diabetes. Strategies to promote greater purpose in life should be tested as a part of type 2 diabetes prevention efforts.

Keywords Purpose in life • Hemoglobin A1c • Type 2 diabetes mellitus • Prediabetes

Introduction Purpose in life, defined as the belief that one's life has meaning and direction [1], is a key dimension of psychological well-being [2], and there is growing recognition of its relationship with physical health and longevity [3]. For example, individuals with higher levels of purpose have lower rates of cardiovascular disease [4], cerebrovascular

Dina Hafez
dhafez@med.umich.edu

Diabetes

Strategies to promote greater **purpose** in life should be tested as a part of type 2 diabetes prevention efforts.

Contents lists available at ScienceDirect

Preventive Medicine

journal homepage: www.elsevier.com/locate/ypmed

Sense of purpose in life and five health behaviors in older adults

Eric S. Kim^{a,b,c,d,e}, Koichiro Shiba^b, Julia K. Boehm^b, Laura D. Kubzansky^{b,c}

^a Department of Psychology, University of British Columbia, Vancouver, Canada
^b Department of Social and Behavioral Sciences, Harvard T.H. Chan School of Public Health, Boston, MA, United States of America
^c Lee Kum Sheng Center for Health and Happiness, Harvard T.H. Chan School of Public Health, Boston, MA, United States of America
^d Human Flourishing Program, Institute for Quantitative Social Science, Harvard University, Cambridge, MA, United States of America
^e Department of Psychology, Chapman University, Orange, CA, United States of America

ARTICLE INFO

ABSTRACT

Accumulating evidence shows that a higher sense of purpose in life is associated with lower risk of chronic conditions and premature mortality. Health behaviors might partially explain these findings, however, the prospective association between sense of purpose and health behaviors is understudied. We tested whether a higher sense of purpose at baseline was associated with lower likelihood of developing unhealthy behaviors over time. Prospective data were from the Health and Retirement Study, a national sample of U.S. older adults. Our sample included 13,770 adults assessed up to five times across eight years. Among people who met recommended guidelines for a given health behavior outcome at baseline, those in the top versus lowest quartile of purpose in life had 24% lower likelihood of becoming physically inactive (95% CI: 0.68–0.85), 33% lower likelihood of developing sleep problems (95% CI: 0.58–0.79), and 22% lower likelihood of developing unhealthy body mass index (BMI) (95% CI: 0.69–0.87) in sociodemographic-adjusted models. Further there was a marginal reduction in smoking relapse (HR = 0.65, 95% CI: 0.41–1.03) and no association with heavy alcohol use (HR = 1.02, 95% CI: 0.81–1.29). Findings for physical inactivity, sleep problems, and unhealthy BMI remained evident after further adjusting for baseline health status and depression. Our results suggest that a sense of purpose in life might emerge (with further research) as a valuable target to consider for interventions aimed at helping older adults maintain some health behaviors.

1. Introduction The number of older adults is growing rapidly throughout the world and meeting the unique needs of this growing demographic is considered a next global public health challenge (Stamm et al., 2015). Although average life expectancy has increased, so has the number of years lost to disability (Salomon et al., 2012; King et al., 2013). A key contributor to staving off chronic disease and years lost to disability is promising asset. While it is shaped by social structural factors and changing life circumstances (Kubzansky et al., 2018), preliminary studies suggest that it can potentially be modified through deliberate intervention (Ryff, 2014; Bretzbart et al., 2015; Friedman et al., 2015; Holland et al., 2015; Klein, 2017). A sense of purpose is viewed as a central component of well-being and refers to the extent that people see their lives as having meaning, a sense of direction, and goals (Ryff, 2014; Steger et al., 2006; McKnight and Kashdan, 2009; Frankl, 2006).

Health Behaviors

Our results, suggest that a sense of **purpose in life might emerge...as a valuable target to consider for interventions** aimed at helping older adults maintain some health behaviors.

Personality and Social Psychology Bulletin
2014, Vol. 40(11) 1507–1516
© 2014 by the Society for Personality and Social Psychology, Inc.
Reprints and permissions:
sagepub.com/journalsPermissions.nav
DOI: 10.1177/0146167214549540
pspb.sagepub.com
SAGE

Purpose in Life as a Resource for Increasing Comfort With Ethnic Diversity

Anthony L. Burrow¹, Maclen Stanley², Rachel Sumner¹, and Patrick L. Hill³

Abstract Emerging demographic trends signal that White Americans will soon relinquish their majority status. As Whites' acclimation to an increasingly diverse society is poised to figure prominently in their adjustment, identifying sources of greater comfort with diversity is important. Three studies ($N = 519$) revealed evidence that purpose in life bolsters comfort with ethnic diversity among White adults. Specifically, dispositional purpose was positively related to diversity attitudes and attenuated feelings of threat resulting from viewing demographic projections of greater diversity. In addition, when primed experimentally, purpose attenuated participants' preferences for living in an ethnically homogeneous-White city, relative to a more diverse city when shown maps displaying ethno-demographic information. These effects persisted after controlling for positive affect and perceived connections to ethnic out-groups, suggesting the robust influence of purpose. Potential benefits of situating purpose as a unique resource for navigating an increasingly diverse society are discussed.

Keywords purpose in life, ethnic diversity, diversity attitudes, decision making

Received January 7, 2014; revision accepted August 8, 2014

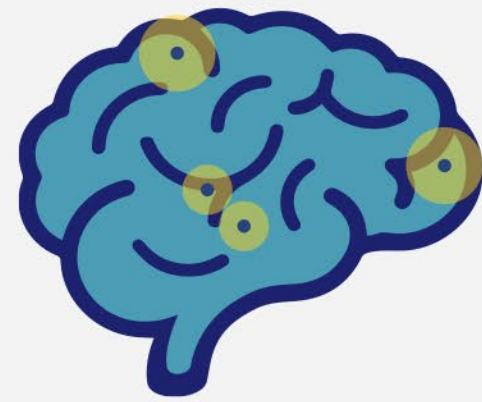
One generation from now, White non-Hispanic individuals will no longer constitute the majority of the U.S. population. Although Whites will continue to comprise the single largest ethnic group, current projections suggest that ethnic minorities will collectively achieve majority status by 2042 (U.S. Census Bureau, 2011). As a majority, Whites have been relatively unencumbered with essential introspection into diversity or interactions with people of color (McIntosh, 1998; Unzueta & Binng, 2010), raising questions about how members of this group will adjust to a minority status. One such question explored in the current research concerns how comfortable Whites are with ethnic diversity. As studies show that attitudes toward diversity contribute to a willingness to interact and participate in experiences with diverse others (Binder et al., 2009; Spanierman, Neville, Liao, the effects of diversity has frequently evidenced negative psychological consequences. Empirical studies have linked exposure to greater ethnic diversity with increased stress and anxiety (e.g., Schulz et al., 2008; Wickrama & Bryant, 2003) and negative civic and redistributive attitudes (Alesina & La Ferrara, 2000, 2002; Costa & Kahn, 2003; Delhey & Newton, 2005; Putnam, 2007). Putnam's (2007) prominent study of trust in diverse settings draws a further damaging picture of diversity: Across 41 different U.S. neighborhoods, he found that individuals living among greater ethnic diversity displayed a behavioral pattern characterized by degradation in interpersonal trust and social withdrawal. For Whites, in particular, living in a more ethnically diverse neighborhood has been linked with having greater racial hostility and prejudice (Fossett & Kiecolt, 1989; Giles & Hertz, 1994; Stein, Post, &

Diversity & Inclusion

Potential benefits of **situating purpose as a unique resource for navigating an increasingly diverse society** are discussed.

Purpose fuels mental wellbeing and behavior in two essential ways.

Resilient Brain Activity



Reflection on purpose increases activity in areas associated with a calm future focus

It decreases activity in areas associated with fear, anger, and reactivity.

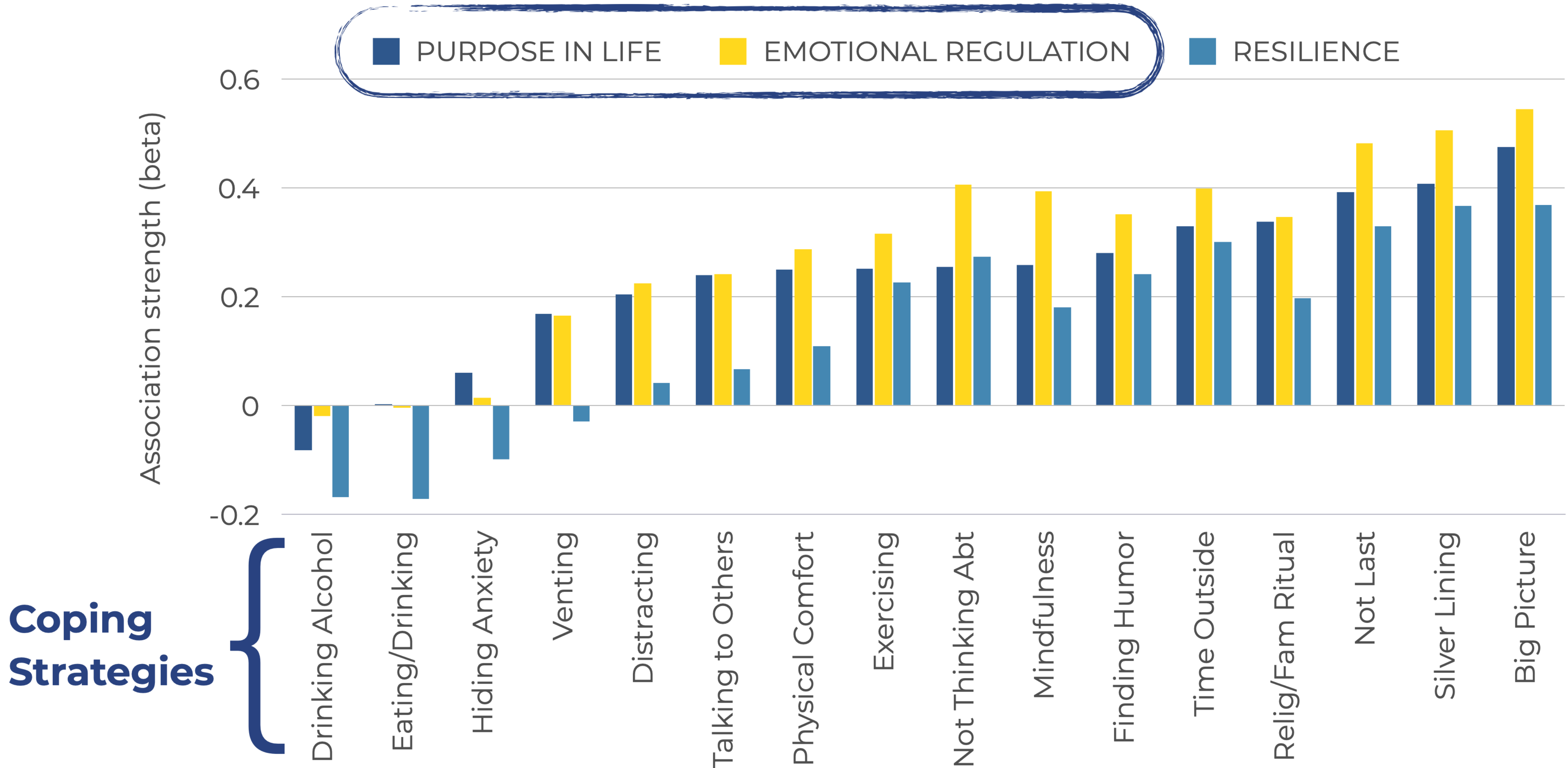
Healthier Coping & Behaviors



People with a strong purpose have higher resilience and employ better coping skills.

Boosting intrinsic motivation improves success in health behavior change.

Purpose and Emotion Regulation



The Organizational Determinants of Health

Inclusive | Authentic | Purposeful

What ought we be measuring?

**We created the Purposeful Culture Index (based on national data)
to gauge the Organizational Determinants of Health**

**Work Fulfills
My Purpose**

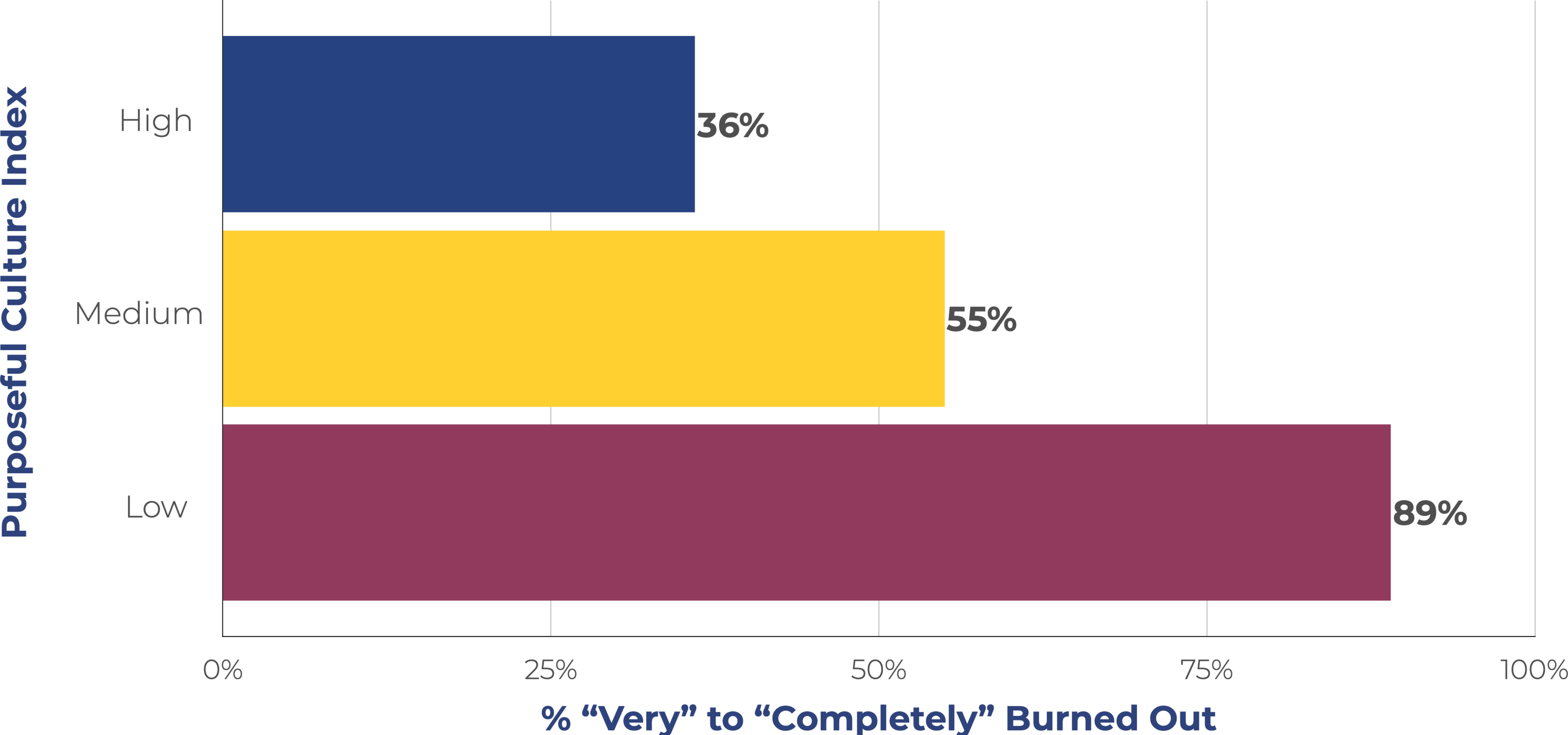
**My Org
Supports My
Purpose**

**Dignity &
Belonging**

**Sense of
Work
Identity**

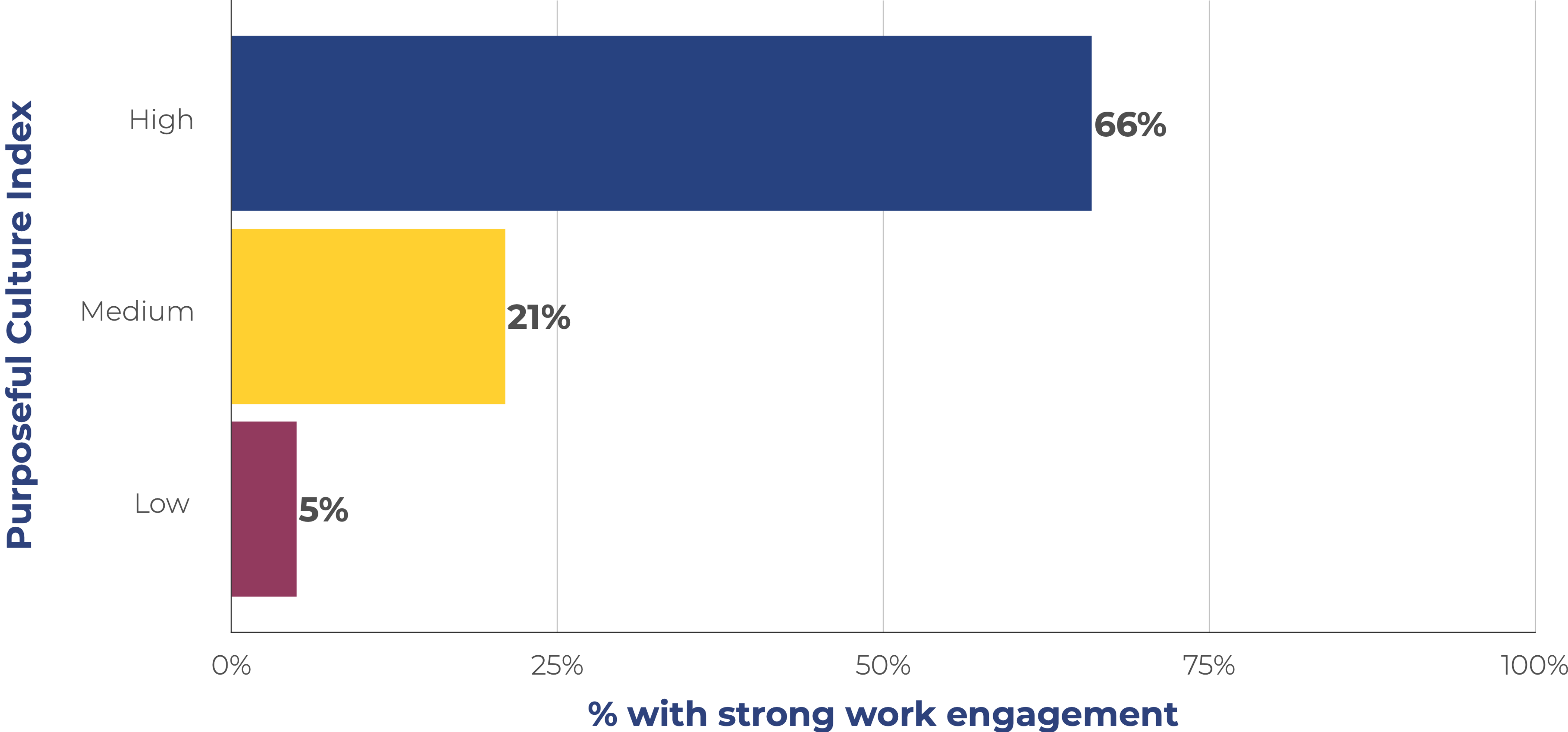
**My Org
Has a
Purpose**

High PCI, less burnout



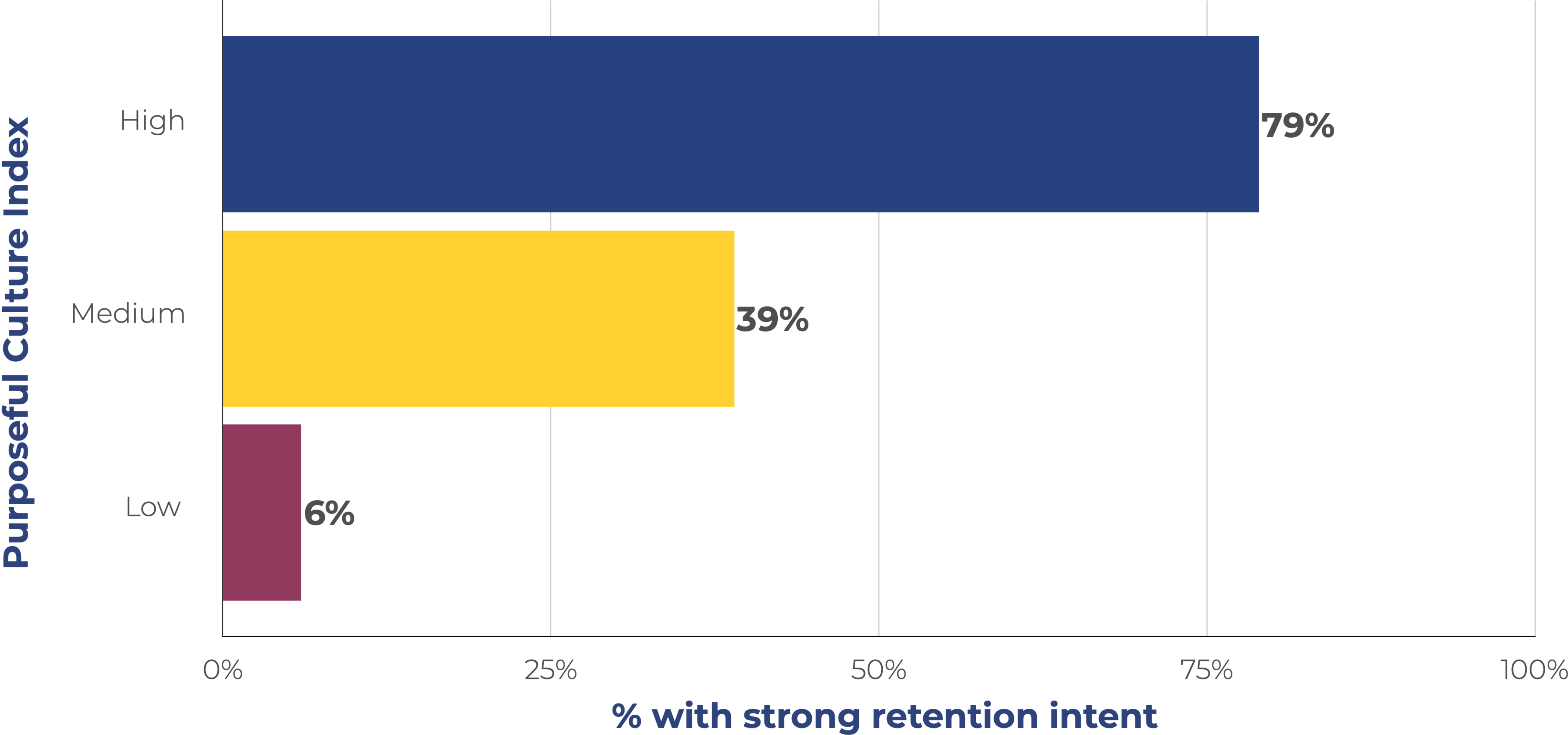
Harris-Kumanu Purpose Poll, Dec 2021, N=500 full-time employees. Adjusted for Age, gender, education, income, occupational role; F=33.9, P<.0001.

High PCI, more engaged



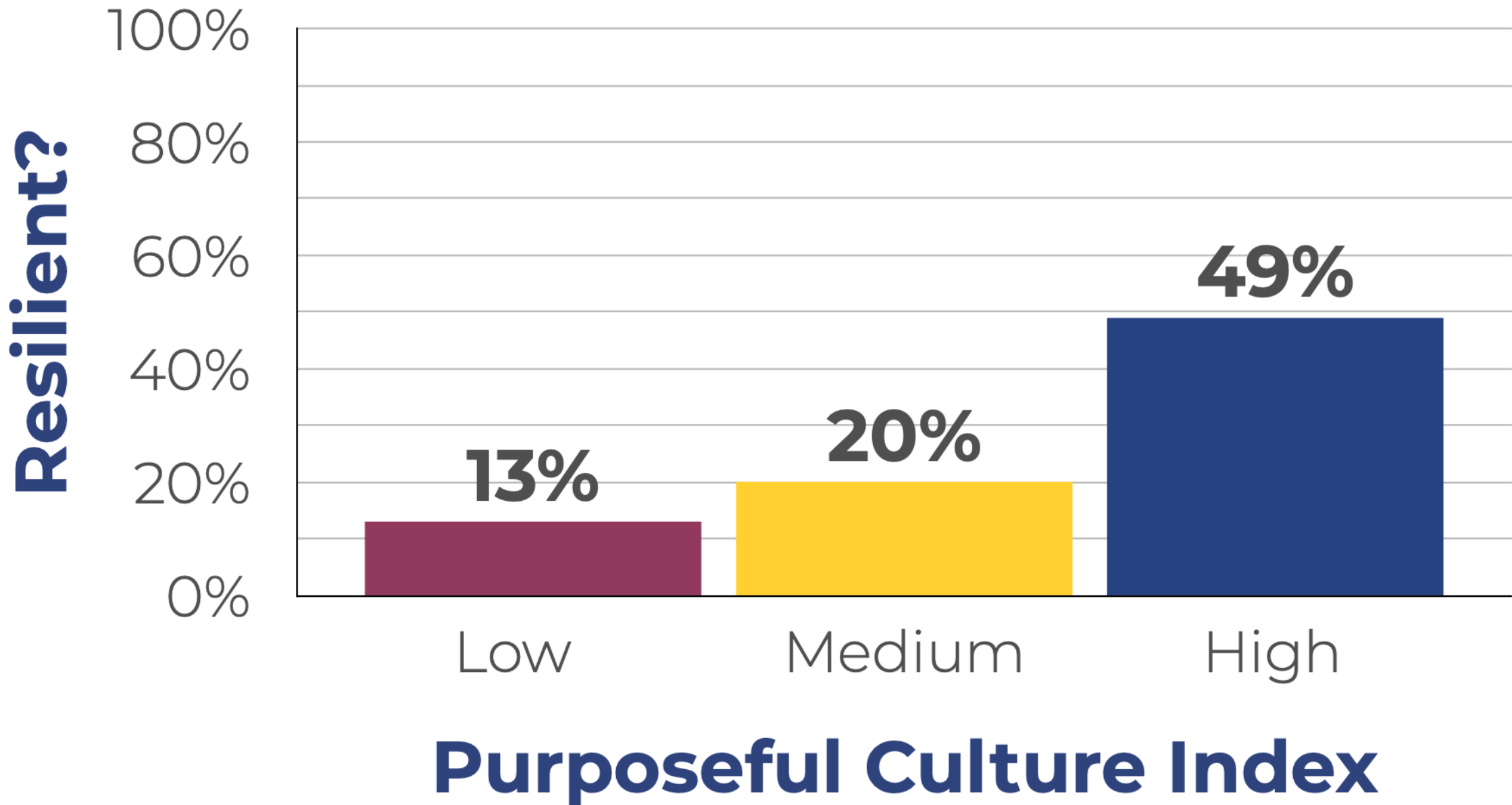
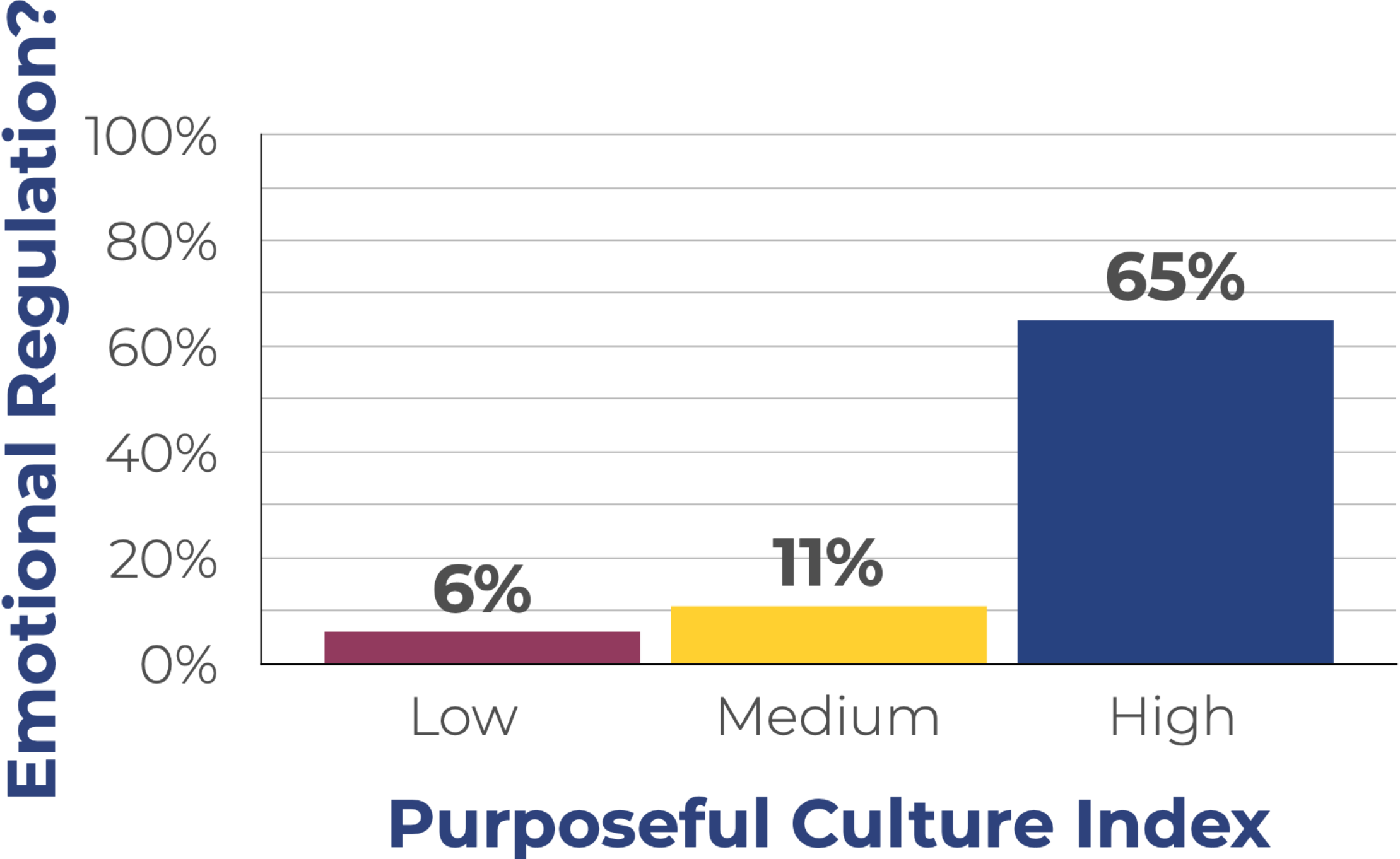
Harris-Kumanu Purpose Poll, May 2021, N=465 full-time employees. Adjusted for Age, gender, education, income, occupational size, role, # employees reporting to.

High PCI, more likely to stay



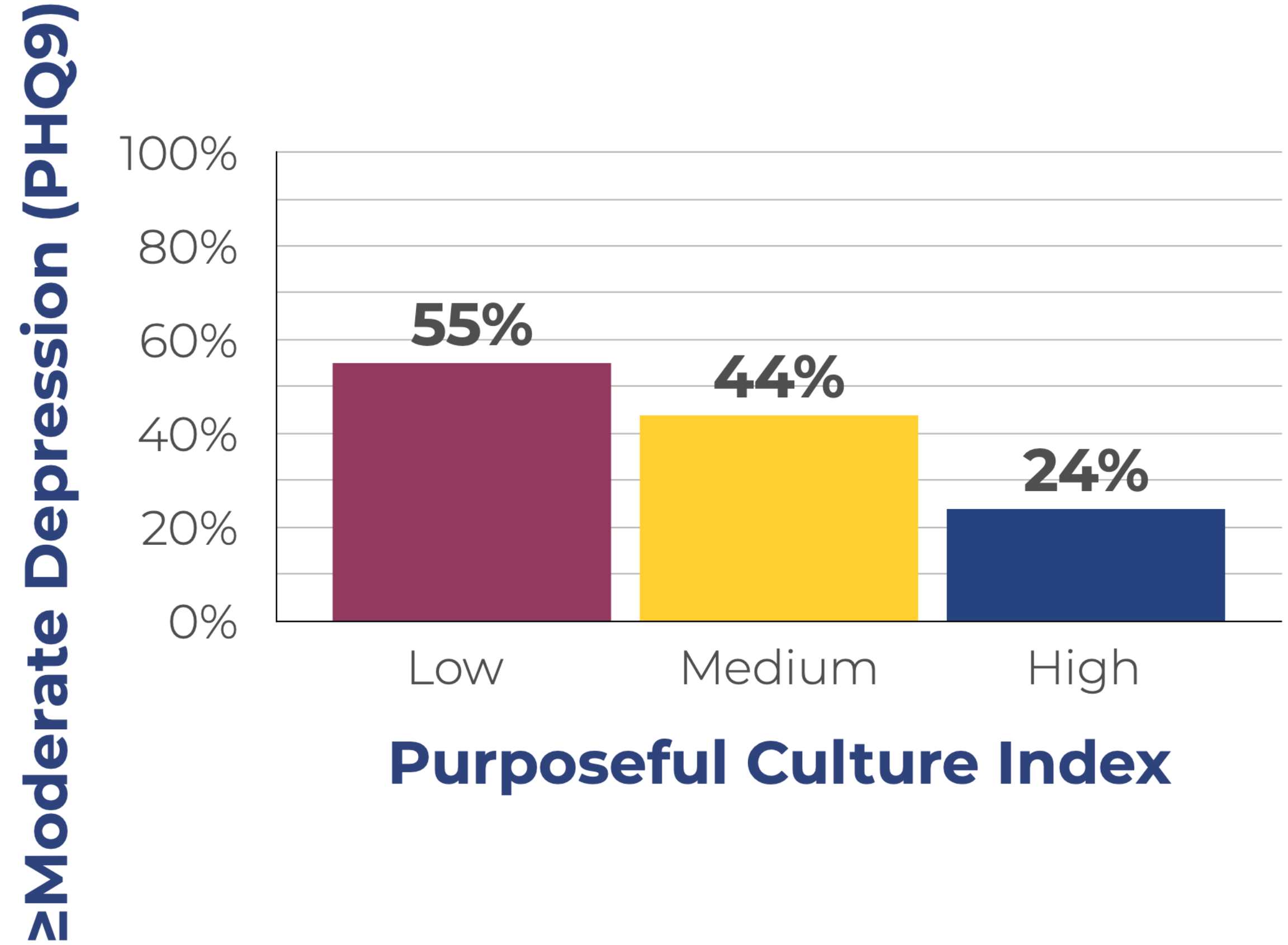
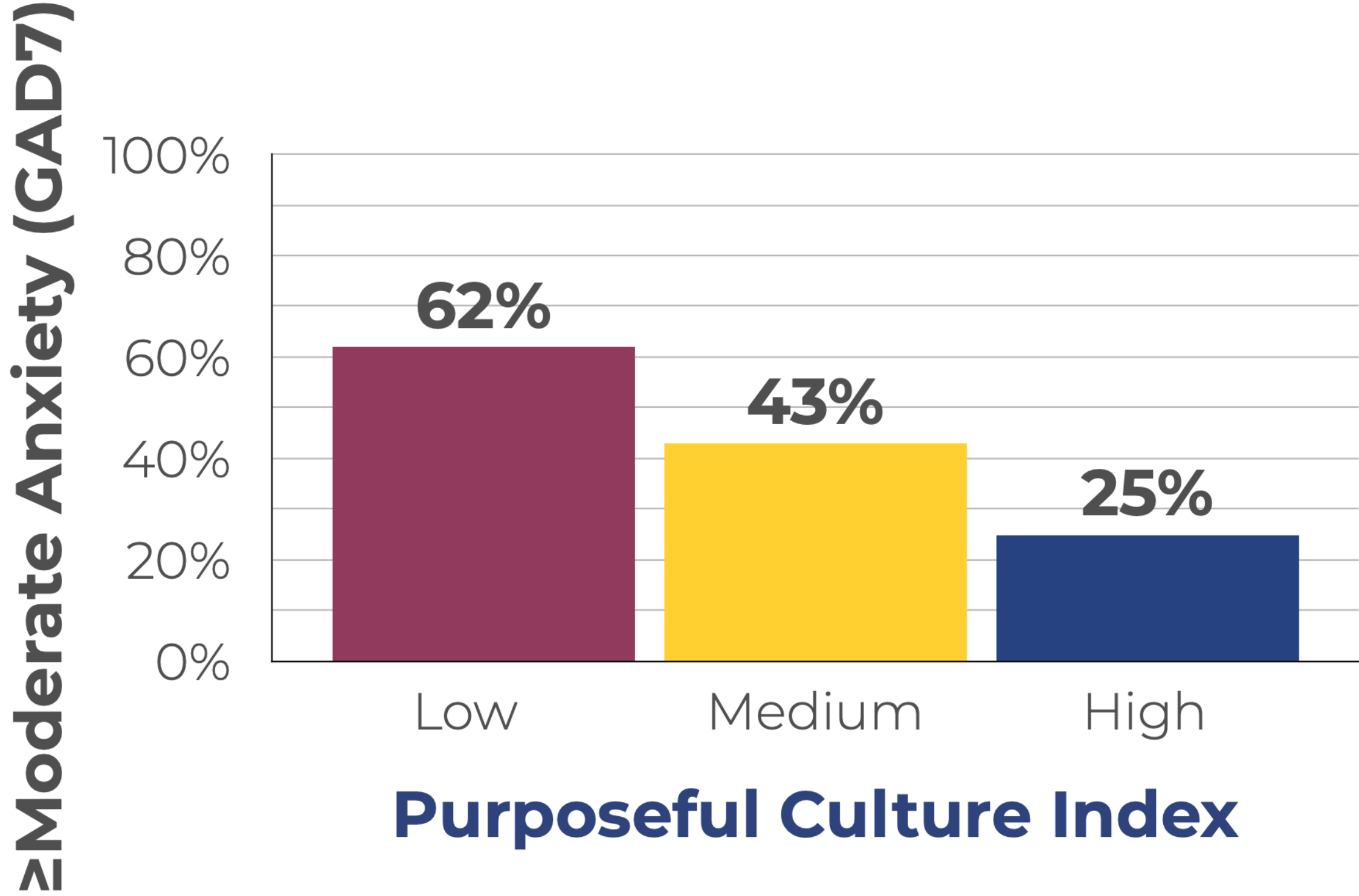
Harris-Kumanu PurposePoll, May 2021, N=458 full-time employees. Adjusted for Age, gender, education, income, occupational size, role, # employees reporting to.

High PCI, more resilience



Harris-Kumanu-ProMedica Poll, May 2021, N=500 full-time employees

High PCI, better mental health



Harris-Kumanu-ProMedica Poll, May 2021, N=500 full-time employees

**How do interventions look?
And do they work?**

CASE STUDY

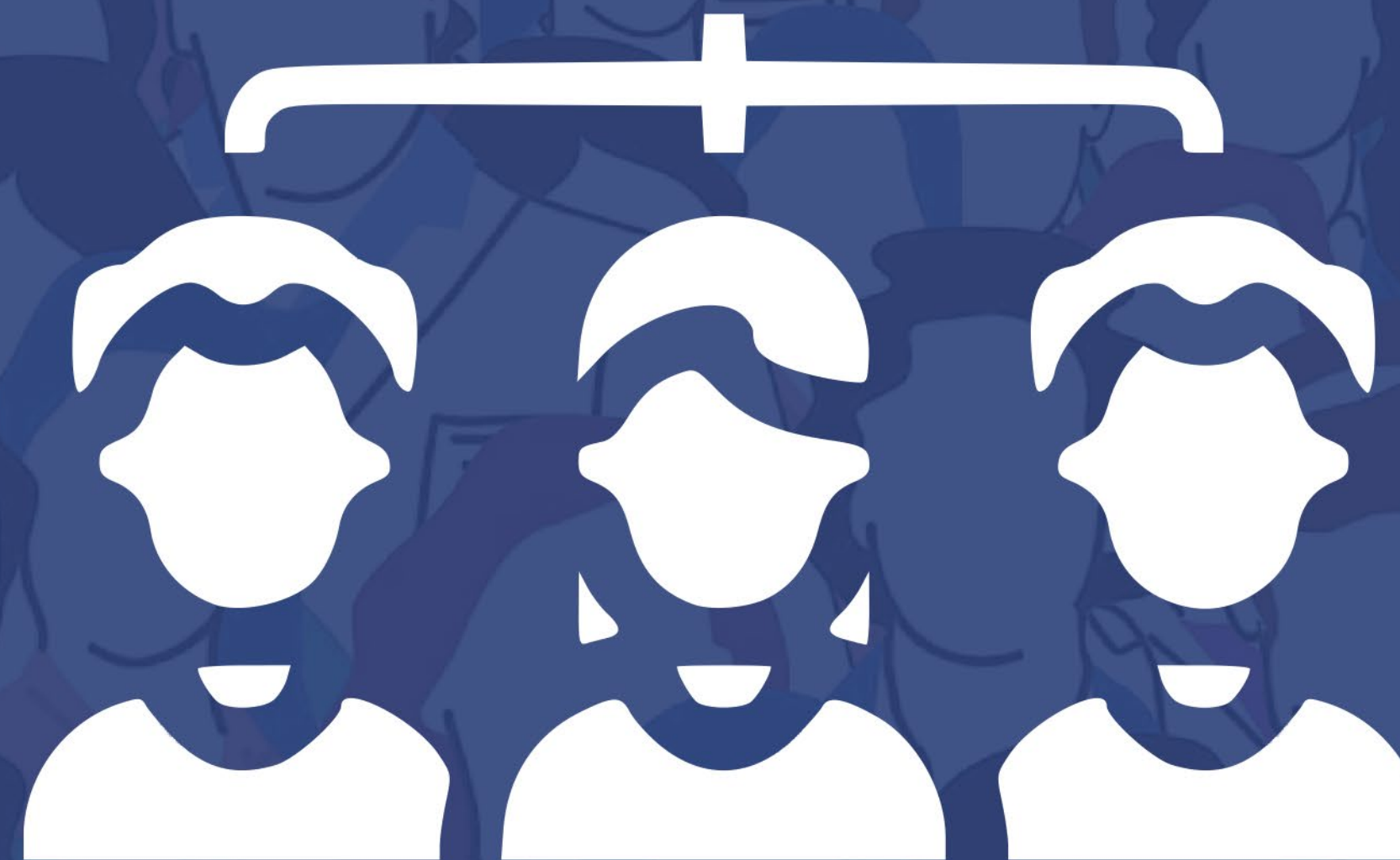
% AT RISK AT BASELINE

- 35% burned out
- 20% depressive Sx
- 31% disengaged
- 16% turnover intent



We started with leaders

- Model
- Empower
- Connect



We measured using the Purposeful Culture Index

- I feel I valued at my organization.
- My organization tries to understand my personal purpose for working.
- My purpose helps me fulfill my purpose in life.
- My organization has a purpose greater than conventional financial business interests.
- When I talk about my organization, I usually say “we” rather than “they.”

High PCI

31%

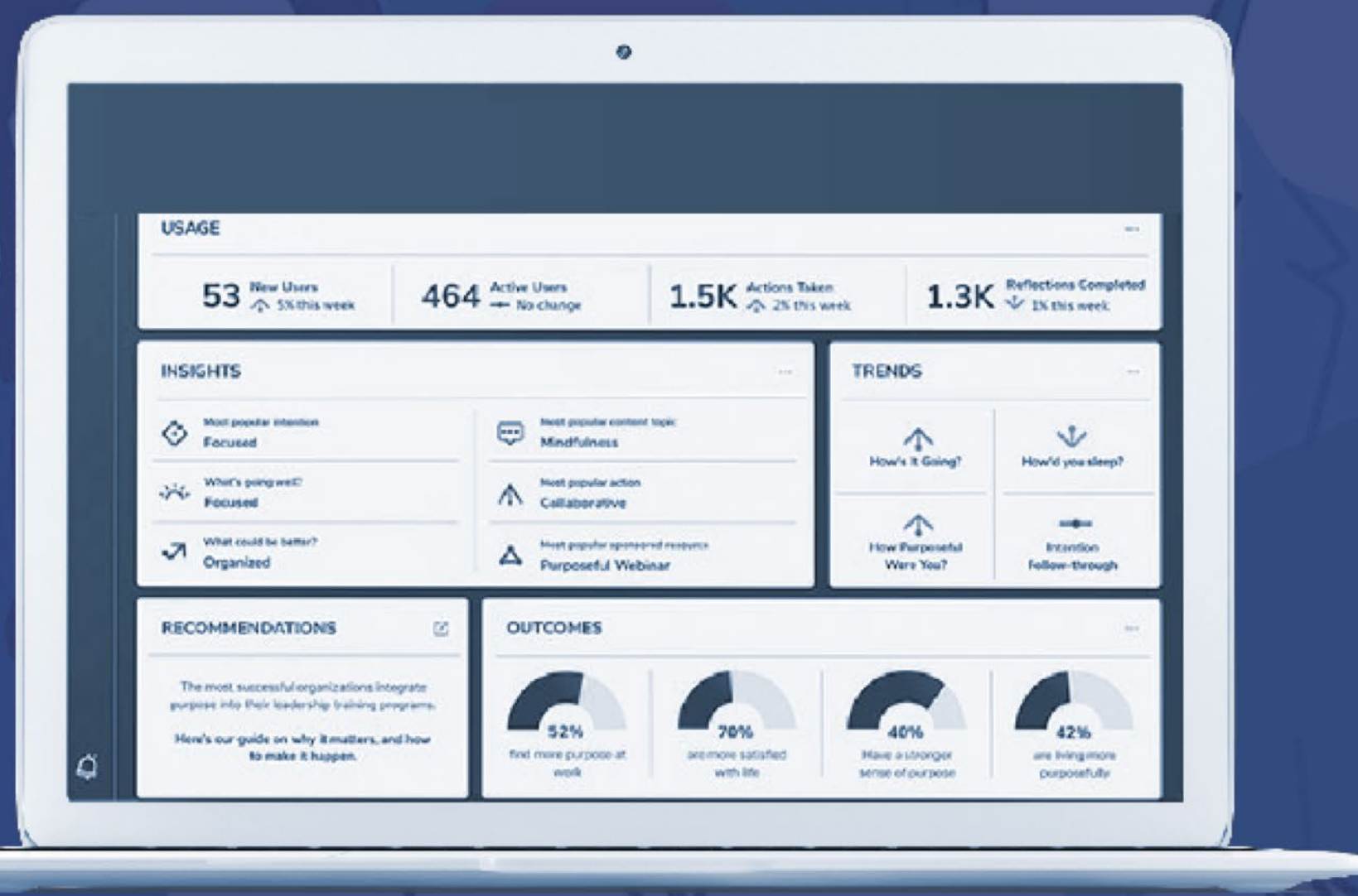
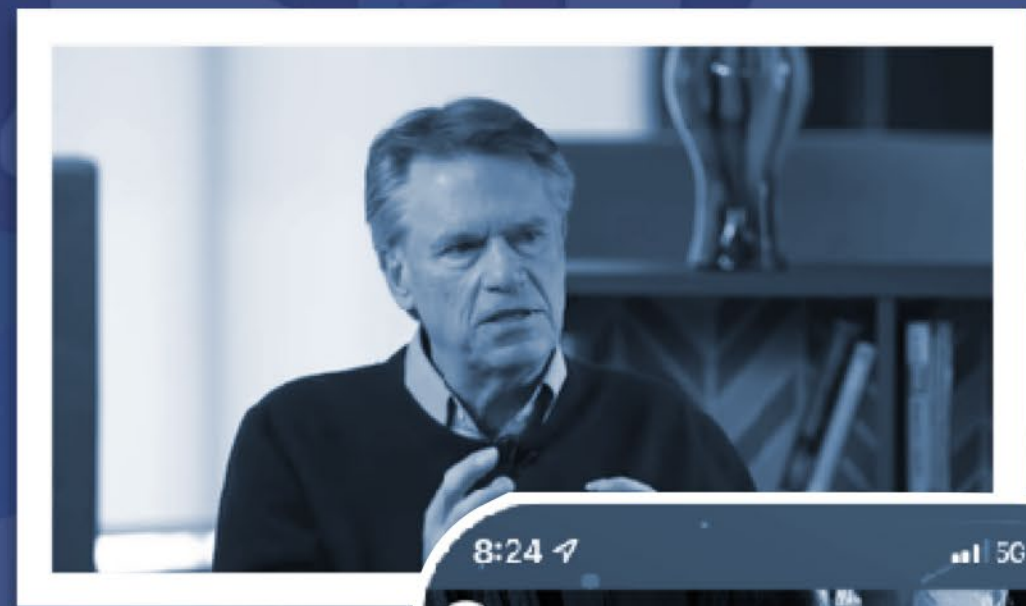
Medium PCI

54%

Low PCI

15%

We delivered a multi-faceted intervention



8:24 5G

My Life Purpose

To be a family man, visionary leader, friend, and teacher. To be a seeker and supporter of truth and beauty. To help the world become more purposeful and to get people out onto the dance floor.

Life Purpose Quest

Today Progress Explore Me

purposeful

Today Progress Explore Me

Purpose 101

Follow this quest to explore the power of purpose in your life.

1 of 9 complete

Why Purpose? The Benefits of Purpose Other People's Purposes Drafting a Purpose Thinking About Your Purpose(s)

purposeful Tip of the Day

CONNECTING

Be a "Social Capitalist"

Make a small investment in an important relationship.

Why It Matters

Pro Tip

11:45

Check-in complete!

Looking for ways to be more selected? Check out Explore for tips selected just for you.

Check in again

Today's Intention: Connected

Hey Eric

How are things going for you?

My Actions My Quests

11:41

Good to hear!

Do any of these words help you describe how you're feeling?

Proud Grateful Focused Excited Skip

purposeful Tip of the Day

BALANCE

Life Balance Checkup

Do a quick Life Balance Checkup to see which area of your life may need some more attention.

Why It Matters

Pro Tip

purposeCast

The Joy Choice: Behavior Change for a Healthier Lifestyle

Thursday, Jan 26 • 4:00 - 5:00 PM ET

save my seat!

Michelle Segar, PhD, MPH
Director of the Sport, Behavior, and Activity Research and Policy Center
University of Michigan

Vic Strecher
CFR, Chief Executive Officer
Mumuru

Results so far

% AT RISK AT BASELINE

% OUT OF AT-RISK AT FOLLOW-UP

- 35% burned out 32%**
- 20% depressive symptoms 58%**
- 31% disengaged 33%**
- 16% turnover intent 41%**

Questions

Addressing the Personal, Social, and Organizational Determinants of Health

A Purposeful Approach to Wellbeing



National Summit on Workplace
Mental Health and Wellbeing:
June 27, 2023

kumanu



© Kumanu, Inc. 2023