



A STRATEGY TOWARDS 'HEALTHY & HAPPY' EMPLOYEES



Brochure Graduation Thesis | Jorn Koot



MEET THE RESEARCH TEAM

My Objective

My objective for this graduation project is to increase the effectiveness of lifestyle interventions focused on vitality within municipal reintegration companies like DZB. By increasing the effectiveness of lifestyle interventions we might be able to decrease the large difference in personal health between people with high- and low socioeconomic status (SES) as a consequence of different lifestyles.

"The human mind is a curious thing. How people can have such different opinions and perceptions shows that framing is incredibly important in the world. I believe I can play a role for companies in framing their mission, values and vision for the future. Keeping in mind that all people are created equal but not all minds think alike. Everybody could use help every now and then and some people more than others. One group of people this goes for are people with a low socioeconomic status (SES). I see their struggles in my own social circle and I aim to help these people in my future endeavors."



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GRADUATION PROCESS

This graduation has been performed in 7 phases. A visual representation can be seen in figure 1.

Discover_One

The goal of this phase is to gain a better understanding of the company DZB, the employees and the scope of the graduation project through exploratory research.

Define_One

In this phase a research scope was developed using input from the Discover_One phase.

Discover_Two

The second discover phase goes in-depth into the organization of DZB. During this phase semi-structured in-depth interviews are performed.

Define_Two

During this phase the data acquired from the Discover_Two phase is translated a stakeholder map.

Develop

During the development phase an ideation has been performed. A future vision for DZB is created to give direction to vitality initiatives.

Deliver

In the delivery phase a strategic has been created to give a tangible course of action towards the future vision.

Evaluate

The roadmaps of the previous phase were evaluated on its desirability, viability and feasibility of the plan.

PHASES

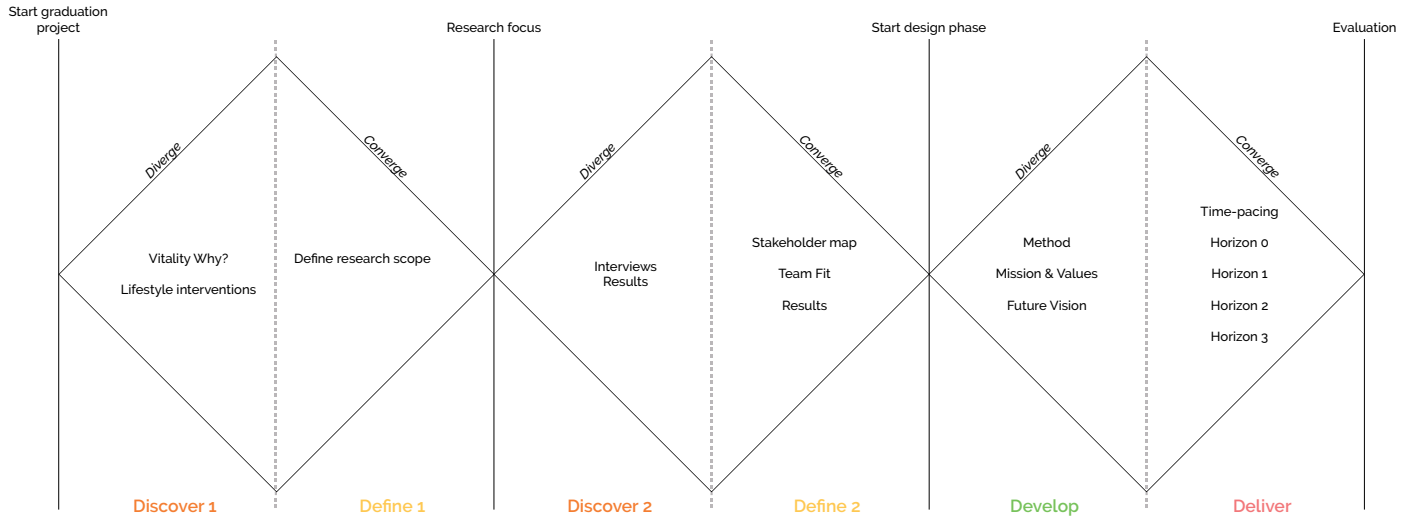


Figure 1 Triple Diamond process for graduation

EXPLORATORY RESEARCH

The current formulation of health was defined by the WHO in 1948 and is defined as “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.” In addition to this health should also be seen as the ability to adapt and self-manage. For this graduation vitality is defined as the combination between the two.

Vitality is defined as:

“ A state of complete physical, mental and social well-being with the ability to adapt and self-manage ”

Consequences of poor vitality BRAVO

A poor vitality can have major consequences for an individual's quality of life and their quality as an employee. A poor vitality can contribute to the development of non-communicable diseases. Improving the vitality of an employee can have positive effects for both DZB as well as the employee. A Win - Win.

BRAVO stands for Physical activity (beweging), Smoking (Roken), Alcohol, Diet (Voeding) and Relaxation (Ontspanning). The BRAVO themes have been developed as a tool for employers to focus their vitality policies. By incorporating policies that focus unhealthy lifestyle behaviors surrounding these themes employers are able to improve the sustainable employability of employees

health
activity
balance
vitality

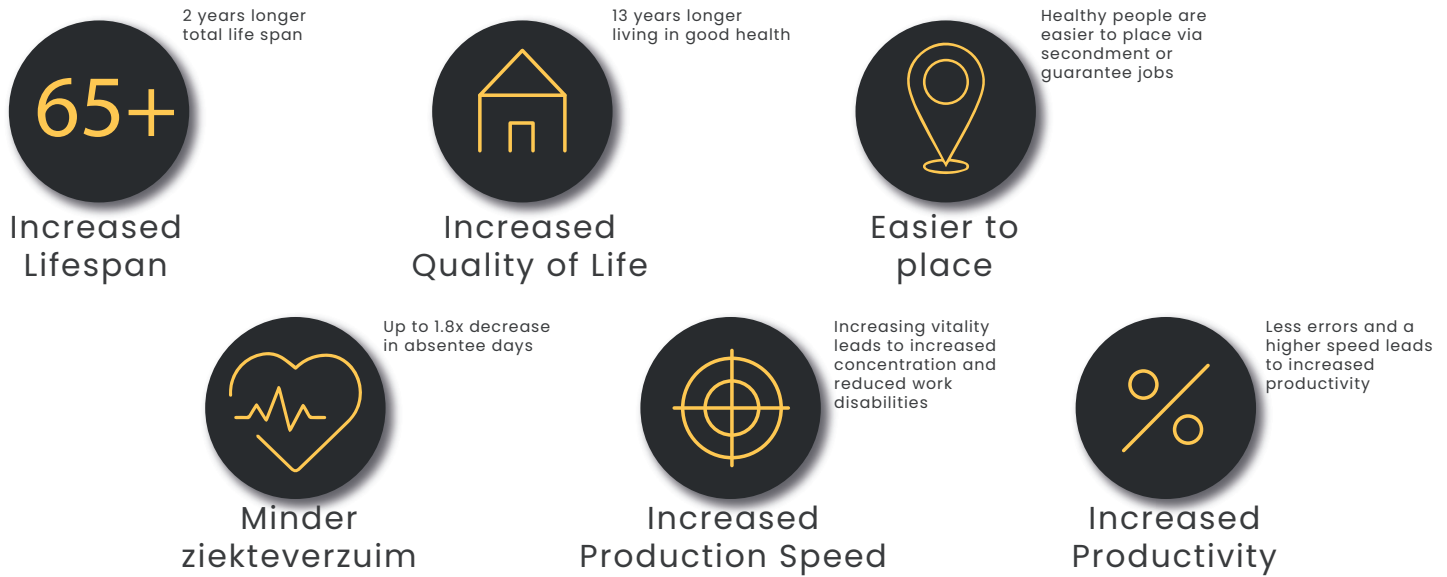


Figure 2 Positive effects of improving vitality



EXPLORATORY RESEARCH

Lifestyle Interventions

With the use of lifestyle interventions we can support the group of low SES and help them in the right direction to a healthier lifestyle. According to RIVM (2020a) an integral approach towards lifestyle interventions is paramount for their success. An integral approach for lifestyle interventions for people with low SES should focus on their home environment, social life and work environment.

Safeguarding interventions

there are a few preconditions for organizations in order to be able to safeguard lifestyle interventions within the organization. They are focused on what is necessary for health interventions to be able to succeed within organizations. The preconditions are as follows.



VISION

The organization must convey that a healthy lifestyle is important

COMMUNICATION

Communication about the interventions should be positively and personally formulated. Internal promotion should be positively formulated and not confrontational. The message should also be clear and uniform.

COACHING LEADERSHIP

Employees should be approached in a coaching manner. A coaching leadership should be appointed who is personally involved with the employees.

SUPPORT

Interventions need the support of the organization. Management and leading roles within an organization should support the interventions. The intervention should also be embedded in the vision and core values of an organization.

RESEARCH SCOPE

Research scopes

The scopes are established with the an integral approach in mind. They focus on the organizational and interpersonal systems within the social ecological model.

1. Safeguarding vitality interventions by creating a stimulating environment at the home environment and in social circles of people with low SES

2. Preconditions for implementing vitality interventions within the organizational system of municipal reintegration companies

Chosen Scope

The second research scope focuses on the preconditions for the implementation of vitality interventions within municipal reintegration companies like DZB, see figure 3. This scope views the organizational system of the social ecological. In the first discover phase Robroek, S. (2015) was introduced. He mentions four preconditions for organizations to be able to implement interventions within organizational systems. These previously mentioned preconditions are the starting point for this research scope.

These preconditions are generalized for all companies. However, DZB Leiden is not a regular company as it is a reintegration company with ties to the municipality of Leiden. The preconditions mentioned should therefore be checked to hold true for municipal reintegration companies before they can be accepted. Further research is needed to identify which preconditions DZB already incorporates within the organization and which preconditions should be established or strengthened.



Integral Approach

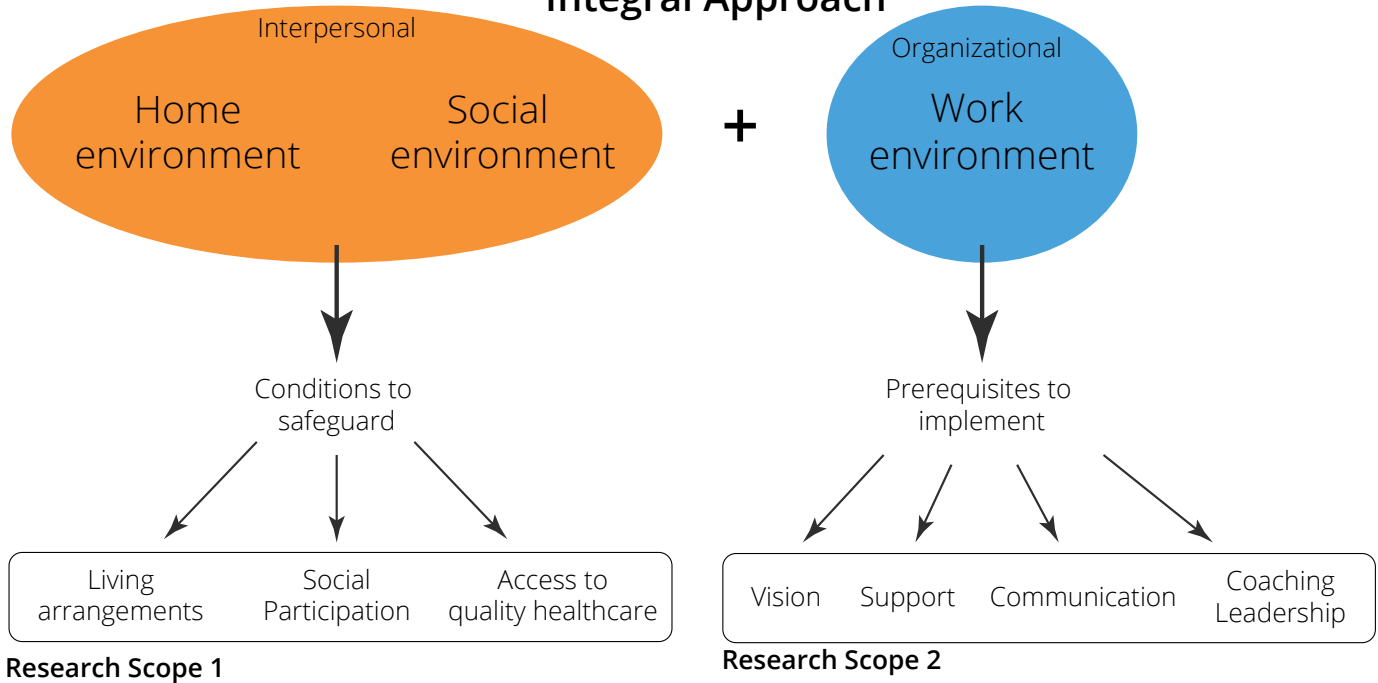


Figure 3 Research scopes for an integral approach

IN-DEPTH RESEARCH

The scope was redefined to focus DZB as an organization. The redefined scope tries to establish what organizational preconditions are necessary to successfully implement vitality interventions within municipal reintegration organizations like DZB. The main research question is therefore stated as follows.

MAIN RESEARCH QUESTION

“What are the preconditions for implementing vitality lifestyle interventions within organizational systems of the municipal reintegration organization of DZB?”

Interviews

The goal was to interview at least one employee of all major sections of the organization of DZB. A total of 9 interviews have been conducted.

During the first interviews at DZB a first insight surfaced about the seconded employees. They mentioned that these seconded employees currently don't benefit from interventions of DZB and that it is unclear if the organizations where they are seconded at offer any form of support for vitality.

The interviews have been conducted face-to-face as much as allowed due to the CoVid-19 pandemic that the world is facing. The interviews were around 1 hour in length and took place in a known location for the interviewees in order to make them feel at ease. The interviews were conducted with one individual at a time. Together with the known environment this gave the participant the comfort of speaking freely without repercussions.

The results are visualized in figure 4.



Vitality

- Misconception of what vitality actually is. Connecting it to i.e. sustainability and bio products.
- Social life has large impact on developing unhealthy habits.
- Rituals and addictions are intertwined and employees of DZB find it hard to see the difference.



Barriers & Opportunities

- Time and money are main barriers for employees to work on vitality.
- Team Fit can be the catalyst within DZB to increase efforts for vitality.
- Due to the various changes that DZB is undergoing, it might be a good idea to embed more vitality in the company.



Responsibility

- Vitality currently doesn't seem to be a priority for either the employees or for DZB as an organization.
- It is unclear where the responsibility for vitality currently lies.



Organisation

- Because DZB is a municipal organization they are prone to bureaucracy. This means that it takes a lot of time to get things done and to get initiatives off the ground.
- Interviewees mention that it is difficult to understand the direction DZB wants to take with regards to vitality.
- Vitality plays a much more prominent role in the younger generations, which is often the opposite for the older generations.



Communication

- Current communication methods are not sufficient for targeting employees with a low SES working in the sheltered workshops.
- the division existing between the staff and sheltered workshops adds a barrier for employees in the sheltered workshops.
- Together they make it difficult to promote health initiatives within DZB to all employees.

Figure 4 Results of the interviews divided in themes



TEAM FIT

Team Fit is a committee within DZB which focuses on health and vitality improvements. They are a group of 6 employees of DZB positioned throughout different departments of the organization. Team Fit was formed by the current interim director of DZB, due to a personal interest in vitality.

A committee

Currently Team Fit has a low budget and is not considered an official part of the job. Team Fit can therefore best be seen as a committee within DZB with employees who are enthusiastic for vitality and have time to spar from their daily work practices.

Team Fit has proposed several different vitality interventions at DZB over the years. The two most known interventions are shortly explained.

Cafeteria snacks

One intervention that caused quite some commotion within DZB is the reduction of deep fried cafeteria snacks to one per day. Instead of having a choice for which ever snack you would like, each day only offers one kind of fried snack. This would demotivate people from eating fried snacks everyday, since there will always be snacks that a person does not like.

Zip code study

A recent zip code study was performed by Team Fit with all the employees of DZB. They analyzed where the employees of DZB lived, how far away this from the building and what their preferred mode of travel is. With this study they hoped to receive support from the management team to invest in bicycles for employees of DZB who lived close enough (within 7,5 km) to travel by bike, see figure 20.



STAKEHOLDER MAP

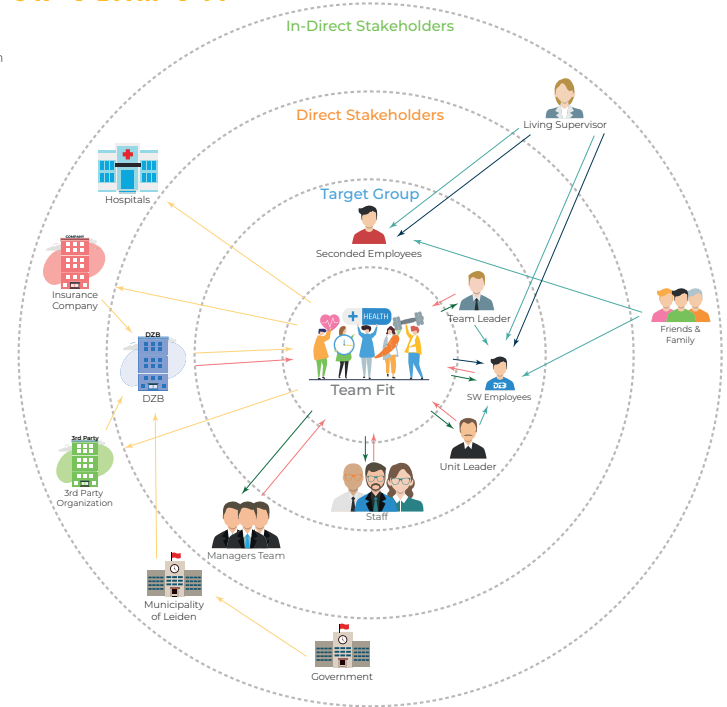
By mapping out the stakeholder maps on support for Team Fit insights are gained on the 5 different types of support that are important to implement vitality interventions within reintegration organizations like DZB. The types of support have been stated as follows:

- Implementation
- Knowledge
- Financial
- Social
- Vitality

SUPPORT FOR TEAM FIT

Types of support

- Implementation
- Knowledge
- Financial
- Social
- Vitality



INDEX STAKEHOLDERMAP

Internal



SW Employees

Sheltered Workshop (SW) Employees - These are the employees working in the sheltered workshops provided by DZB Leiden. These sheltered workshops are located internally on sight. They work in the catering, chocolate, greenery, assembly and cleaning departments of DZB. See figure 16: Organization chart of DZB Leiden in chapter 4.



Unit Leader

Unit Leader - Every department of DZB which work with SW employees has a unit leader. Unit leaders steer the SW employees and oversee them in their daily work. Usually there are multiple unit leaders per department.



Team Leader

Team Leader - Each department also has one or two team leaders. They lead the team of unit leaders and SW employees. They oversee the entire department in a managing capacity.



Staff

Staff - The staff consists of all the employees who don't directly work for each individual SW department. They focus on all the supportive work to keep the company running smoothly. They consist mainly of civil servants for the municipality of Leiden.



Managers Team

Managers Team - The management team is the controlling organ of DZB. They determine the direction of DZB and make all major decisions. Their approval for initiatives is needed before money can be spent.



DZB

DZB Leiden - This is the organization of DZB Leiden seen as a whole. The organization of DZB Leiden is steered by the management team and the municipality of Leiden.

External



Seconded Employees

Seconded Employees - The seconded employees are the employees who obtained a job either via secondment or guarantee jobs. They are external stakeholders as they don't work for DZB Leiden but for 3rd party organizations.



Friends & Family

Friends & family - These are the friends and family of the SW employees and seconded employees.



Living Supervisor

Living Supervisor - A large group of the SW and seconded employees have a living supervisor. The living supervisor coaches these people in their daily life.



Insurance Company

Insurance Company - This stakeholder represents the different insurance companies like the 'Zilveren kruis Achmea' and 'Zorg en Zekerheid'.



3rd Party Organization

3rd Party Organization - These are the organization where seconded employees are seconded to via either secondment or guarantee jobs. An example of such a 3rd party organization is the thrift shop 'Het Warenhuis'.



Municipality of Leiden

The Municipality of Leiden - As DZB Leiden is a governmental organization, DZB needs to adhere to all governmental policies. Money received by DZB Leiden is therefore tax money.



Hospitals

Hospitals - This group represents the hospitals in the Netherlands.



Government

The Government - The government determines most of the governmental policies which the municipality of Leiden needs to follow. They determine the amount of money the municipality of Leiden receives for their endeavors.

GOING WELL

Implementation

- The management team offers support for implementation through employees that they assign to the initiatives.
- The staff supports through active recruitment of participants. However unlike the Unit & Team Leaders they also offer support in setting up the initiatives.

Knowledge

- Team Fit performs good research on topics they feel need a health initiative.

Financial

- Team Fit currently has a low budget which it can use for health initiatives.

TO IMPROVE

Implementation

- The Unit & Team Leaders keep their hands off the setup of these initiatives.
- Health insurance companies currently don't offer support on the implementation of these health initiatives.
- Sheltered workshop employees currently aren't involved in implementation.

Knowledge

- Not all knowledge resources are fully utilized. SW employees, seconded employees and health insurance companies have valuable insights for Team Fit on what health initiatives are important.

Financial

- The low budget Team Fit receives is not enough to fulfil their potential. More budget would allow for exploration, experimentation and faster development cycles.
- Currently DZB does not have financial support from Healthcare insurance companies.

Social

- Friends & family and living supervisors offer social support to both the SW employees as well as the seconded employees.

Vitality

- Team Fit has offered various vitality initiatives with success.

Social

- There is a communication gap between staff of DZB and employees working in the sheltered workshops.

Vitality

- Seconded employees fall short of benefitting from the health initiatives by Team Fit. Once an employee is seconded they are seen as the responsibility of the 3rd Party Organizations they are seconded to.

STRATEGY DEVELOPMENT

The MiVaViSOTO method, used for the development phase of the graduation project, is an acronym that stands for:

- Mission
- Values
- Vision
- Strategy
- Objectives
- Tactics
- Operationalization

The principles provided by the MiVaViSOTO provides focus and structure to business strategies. Figure 30 shows a visualization of the MiVaViSOTO method. The next paragraph gives a summary of the current mission and values of DZB.

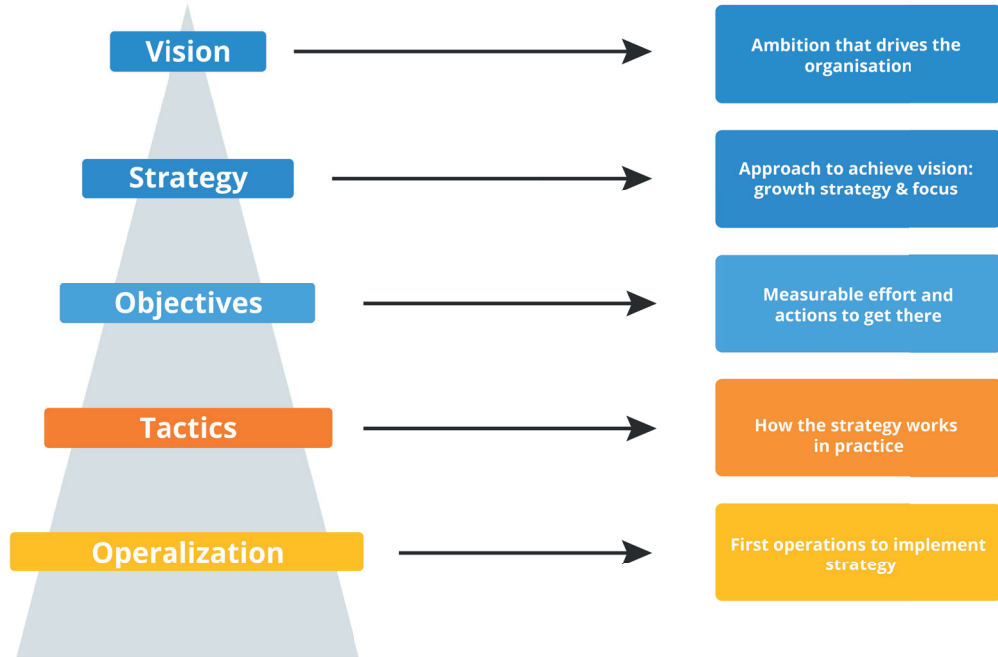


Figure 5 MiVaViSOTO method illustrated.

**Samen werken
aan een wereld
waarin iedereen
meedoet.**



Figure 6 Mission of DZB (DZB, 2018)

**De leergierigheid
van Robert
bij Infotheek
Group**



**De zorgvuldigheid
van Henk
bij Postbezorging
DZB Leiden**



**Het enthousiasme
van Angela
bij Schoonmaak
DZB Leiden**



Figure 7 Values of DZB (DZB, 2018)

The current mission of DZB is: "Working together on a world where everyone participates." See figure 31. DZB is committed to create a world where everyone participates. Where we have an eye out for each other and see each other for what we are worth. Above all, DZB aims for people to bring out the best in each other. Figure 6 shows a banner which can be found on the website of DZB clearly stating the current mission of DZB.

So how does vitality fit within this mission? Having an eye out for each other and bringing out the best in each other is a way of saying that we help each other. Vitality initiatives do just that.

DZB values the individual development and contribution of each and every person. This is clearly seen by their slogan, "We believe in the power of every individual". Every individual has his or her own strengths and DZB tries to contribute to this, by helping the individual in exploring their own strength. Figure 7 gives an example of external communication of these values.

So how does vitality fit within these values? An individual is only able to explore his or her own true strength when they are as healthy as they are capable of being. Part of exploring the strength of an employee at DZB is helping them achieve that level of healthiness.

FUTURE VISION

The future vision for DZB states where DZB is headed in regards to vitality and should go hand-in-hand with the current mission and values of the organization. It is important to keep the current mission and values of DZB intact if the goal is to convince the management team to incorporate more vitality. Currently DZB is undergoing multiple changes partly due to CoVid-19 and partly due to the search for a new director. Completely changing the current mission and values could create an extra barrier for the management team to agree with the proposed strategy of this graduation project. The proposed strategy is explained in the deliver phase.

The designed future vision statement is as follows

“ DZB Leiden aims to offer **vitality**, in the form of **health and happiness**, to all **employees in sheltered workshops** in the Netherlands, through **vitality initiatives** that are supported by a **vitality network of municipal reintegration companies and healthcare providers**. ”

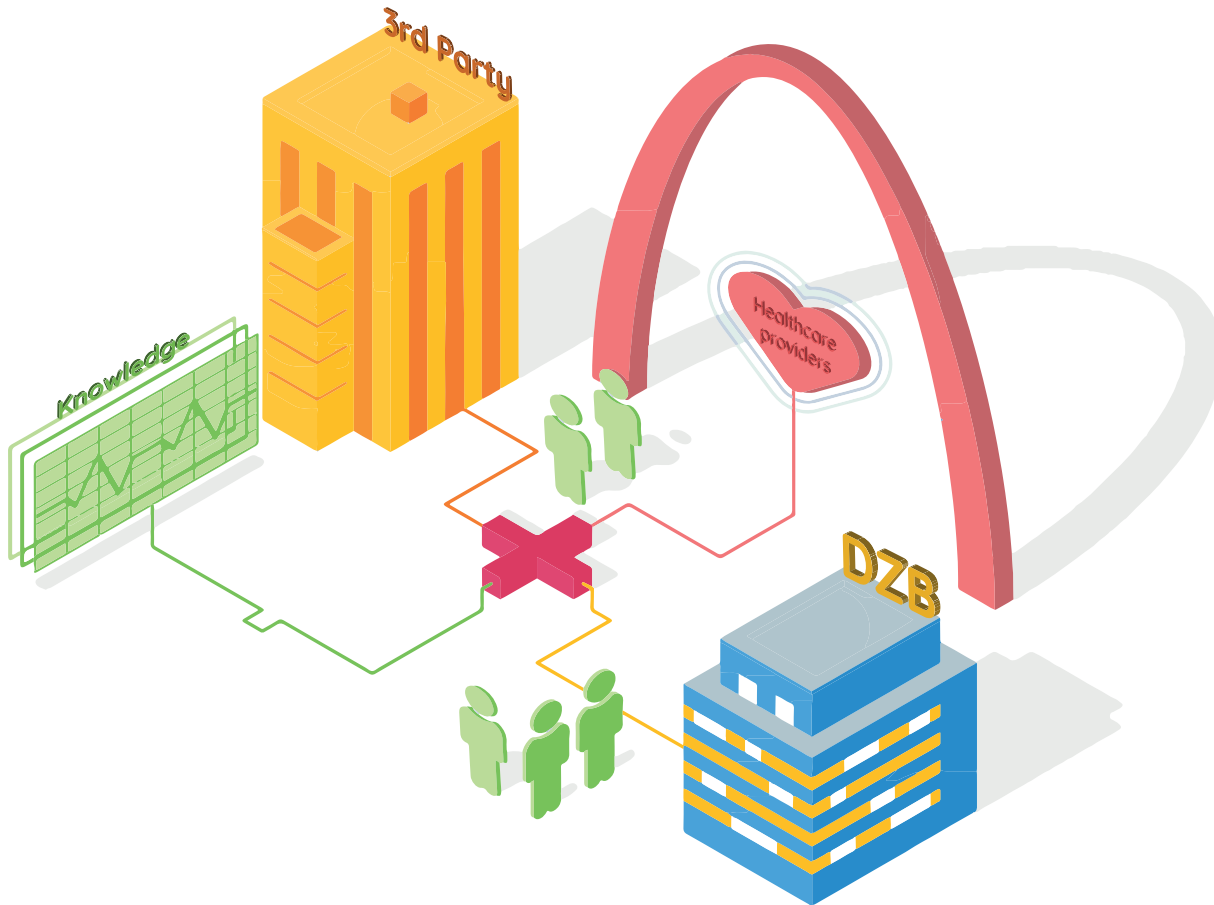


Figure 8 A visualization of the vitality network (center) connecting DZB, 3rd Party organizations and healthcare providers tapping into shared knowledge.

STRATEGIC ROADMAP

Horizon 0

Before implementing vitality initiatives some actions need to be taken. These actions are set-up as objectives for horizon 0. The goal of this horizon is to convince the management team (MT) of DZB about the benefits of increasing the vitality of its employees. A test group will be used to generate data specific to DZB through vitality initiatives set-up as experiments. Awareness for Team Fit as facilitator of vitality should be increase within DZB and workshops should be given to the staff of DZB to update their knowledge of vitality towards positive health.

Horizon 1

Starting from January 2021 vitality initiatives will be introduced according to the BRAVO themes. The BRAVO themes are divided in 10 weeks per theme, ensuring that vitality is a constant part of DZB all year round. At the end of this horizon the vitality initiatives should be accessible for all employees of DZB.

Horizon 2

DZB starts with proactive communication towards organizations within the municipality of Leiden where seconded employees are stationed. Same vitality initiatives should be offered to seconded employees. Any vitality initiative started by these organizations

should be encouraged and DZB's vitality expertise should be offered to the organizations. A collaboration will be started with SPARK to create a vitality network.

Horizon 3

Starting from July 2026 DZB is a vitality expert for Healthy & Happy low SES employees. DZB aspires to improve health & happiness for all low SES employees within the Netherlands. DZB's services are offered nationwide to encourage and support reintegration companies in their vitality endeavors for low SES employees.

Approach

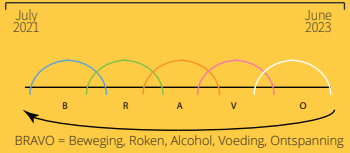
Horizon 0

Preparing DZB for implementing vitality initiatives



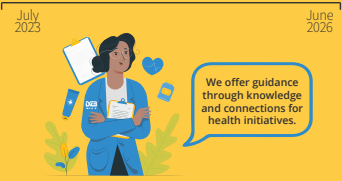
Horizon 1

Vitality initiatives focused on DZB employees



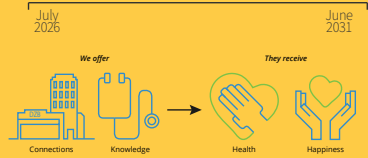
Horizon 2

DZB transforms into a Vitality expert for low SES employees



Horizon 3

DZB is an expert in supporting vitality initiatives for Healthy & Happy low SES employees



Focus



Objectives



Vitality initiation phase:
What can we get started with now?

- Educate
- Increase awareness Team Fit
- Set-up vitality experiments
- Generate DZB data from experiments
- Develop business case for MT



Establish company wide support for vitality

- Start discussion with healthcare providers
- Increase reach of vitality initiatives
- Close communication gap SW & Staff
- Align DZB policies



Establish network for inclusion

- Include seconded employees
- Proactive communication
- Encourage health
- Create network



Establish nationwide health network for reintegration companies

- Health expert low SES
- Expand to health network
- Support for reintegration companies

Team Fit

OPERATIONALIZATION

START AS 5 MEMBERS

- Develop business case
- Internal promotion of team fit
- Participant recruitment & organize workshop
- Set-up vitality experiment

CONTINUE AS 5 MEMBERS
1 MEMBER RESPONSIBLE PER BRAVO THEME

- Team Fit Leader
- Internal promotion of vitality initiatives
- Ambassador recruitment
- Start discussion with healthcare providers

EXPAND TO 6 MEMBERS
1 MEMBER RESPONSIBLE PER BRAVO THEME

- Team Fit Leader
- Internal promotion of vitality initiatives
- External promotion of vitality initiatives
- Discussion with healthcare, 3rd party organizations & SPARK

VITALITY IS NOW A PART OF DZB'S COMPANY CULTURE
TEAM FIT SHRINKS TO 1 MEMBER



EVALUATION

From the expert feedback meetings can be concluded that the future vision and strategy resonate with both Team Fit and the current interim director of DZB. They both feel a need to increase priority for vitality within the organization. However, both parties have concerns with regards to how the vision will fit within the future plans of DZB as they are still unknown. Due to the current reorganization within DZB it also unknown what the focus on vitality will be for DZB in the future. The reorganization is cause for commotion within DZB. Until the dust has settled it is unlikely that vitality will receive more priority even though multiple internal and external stakeholders have

voiced a desire for a vitality network giving more priority to vitality within reintegration organizations. The vitality network should fulfil the desire to increase the effectiveness of lifestyle interventions introduced to support employees with a low SES towards a healthier lifestyle. It is unclear however if these employees actually want this vitality network.

Together SPARK and DZB have the capacity to create the proposed vitality network. The time frame of 10.5 years should be enough for DZB and SPARK to develop the vitality network throughout the Netherlands. The collaboration between the two organizations is essential for the

feasibility of the vitality network. If the developed strategy is viable and will survive in the long run remains still to be seen. The developed strategy does show potential to be viable. Working on the developed strategy allows DZB to take an active stand towards being responsible for the health of its employees. However, it does require DZB to come out of its current comfort zone.

The initialization and first phase of the roadmap will determine if the strategy will result in sustainable profit. Generating data from the experimental interventions will give DZB insight in the effects of improving the vitality for its employees. A



return on investment of \$6 per \$1 spent in the form of reduction of absentee costs, healthcare costs and increase productivity sound promising. However, the same results for DZB cannot be guaranteed. The strategy for DZB can be repeated by other municipal reintegration organizations and is even desired as it will speed up the process of the third phase of the roadmap, working towards a collaboration between all reintegration organizations and healthcare providers.

It can be concluded that the developed strategy and future vision is both desirable and feasible for all involved stakeholders. If everything

is viable remains to be seen, however there are positive indications for its viability. The tasks performed in the initialization and first phase of the roadmap should give substantiation to the viability of the developed strategy. Finally, most of the design criteria developed for the development of the strategy and its roadmaps are met. However three of the established design criteria fell out of scope for this graduation project. It is advised that extra research and development should be performed to include the remaining design criteria into the developed strategy.

A man with glasses, wearing a dark suit, white shirt, and red tie, is pointing upwards with both hands. He has a slight smile and is looking directly at the camera. The background is a plain, light color.

RECOMMENDATIONS

Prevent vitality fading to the background

Due to the current commotion at DZB surrounding the reorganization of DZB, vitality is prone to fading to the background. An example for this is the current dilution of vitality interventions due to the issues that arise during the day. It is therefore recommended that Team Fit starts with the tasks of the developed strategy immediately. The sooner Team Fit has data from the experimental interventions as well as created a positive business proposal, the sooner the management team can be convinced of the importance of vitality.

Evaluate current members of Team Fit

Currently there is not enough commitment by the members of Team Fit. For Team Fit to be taken more seriously by employees and management of DZB committed members with a passion for vitality should be searched. It is recommended that tasks for Team Fit become an official part of the work members perform at DZB. This allows members of Team Fit to put sufficient amount of time into the tasks that need to be performed.

Develop a learning cycle for the interventions

Learning cycles for the interventions should increase the effectiveness of the interventions themselves (Teuscher, D. et al., 2018). It is recommended that the development of these learning cycles should be included in roadmaps. It is also recommended that the employees with a low SES are included in the learning cycles. This could be done via co-design for instance. Participation of employees with a low SES is important for the effectiveness of the interventions.



Research the effects of home and social influences

In the first define phase of this graduation project a choice was made to research the work environment or organizational system of the social ecological model. This means that the home and social environments of employees with a low SES has not been researched yet. The literature defined that health is determined via the physical, mental and social well-being of a person. It was identified that the home and social environment have an impact on the effectiveness of vitality interventions. It is recommended that research is performed on what that effect is and how large the effect is for employees working at DZB.

Research the role of living supervisors and family

One of the insights of the interviews and stakeholder maps was that living supervisors and family of employees with a low SES have the capability to support Team Fit with the development of vitality interventions. It is recommended that research is performed on what the role of living supervisors and family can have for the development of vitality interventions. It is expected that they can offer knowledge about what ails the target group outside of work and can also offer social support to the target group. Allowing people with a low SES to better cope with changes due to the offered interventions.

