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**ЦИФРОВІ РІШЕННЯ ДЛЯ РОЗБУДОВИ ПРОГРАМ
КОРПОРАТИВНОГО ЗДОРОВ'Я
DIGITAL SOLUTIONS FOR THE DEVELOPMENT OF CORPORATE
HEALTH PROGRAMS**

***Анотація.** Вступ. У статті розглядається актуальність і важливість стану здоров'я найманих працівників у сучасному суспільстві. З огляду на стрімкий розвиток цифрових технологій досліджується доцільність їх використання для поліпшення здоров'я і добробуту на робочих місцях.*

Мета. Метою статті є проаналізувати сучасний стан розвитку цифрових технологій для програм корпоративного здоров'я, а також представити результати розробленого і запровадженого цифрового інструменту для реалізації програми корпоративного здоров'я.

Матеріали і методи. Матеріалами дослідження є: 1) нормативно-правове забезпечення щодо регулювання корпоративного здоров'я працівників підприємств; 2) інформаційні ресурси зарубіжних компаній, що використовують науково-практичні досягнення у сфері розвитку цифрових технологій для збереження та зміцнення корпоративного здоров'я працівників підприємств.

В процесі здійснення дослідження було використано наступні наукові методи: теоретичного узагальнення (для характеристики програм корпоративного здоров'я та цифрових додатків відстеження індивідуального корпоративного здоров'я працівників); формалізації, аналізу та синтезу (для побудови моделі зміцнення корпоративного здоров'я); логічного узагальнення результатів (формулювання висновків).

Результати. Встановлено, що одним із сучасних трендів у сфері управління персоналом є реалізація цілісного підходу до благополуччя співробітників: компанії пропонують інноваційні програми, націлені на забезпечення фінансового благополуччя, психічного здоров'я, здорового способу життя (зокрема, харчування, фізичних навантажень), управління стресом тощо. Це стає як частиною корпоративної соціальної відповідальності роботодавця, так і стратегією, покликаною забезпечити підтримання позитивного HR-бренду, залучення та утримання талантів, підвищення рівня залученості та ефективності працівників.

Розроблена та запроваджена авторська модель програми корпоративного здоров'я, однією із складових якої є використання діджитал інструментів у вигляді автоматизованої системи взаємодії, забезпечила ефективну комунікацію та зворотній зв'язок із учасниками

програми, оперативне реагування на їхні потреби. Автоматизоване розповсюдження інформації, супроводження та персоналізація здійснювалося завдяки запропонованому алгоритму та можливості налаштування через особистий кабінет кожного учасника програми, таким чином забезпечивши персоніфікований підхід до кожного з них.

Перспективи. Прогнозована економічна ефективність даної програми оцінена для менеджменту компанії приблизно 51 тис. дол США/рік. Встановлено, що стратегії, умови або заходи, що проводяться в робочому середовищі можуть спонукати працівників до змін, що не тільки матиме позитивний вплив на стан їхнього здоров'я і гарне самопочуття, а й дасть змогу підвищити продуктивність на робочих місцях.

Ключові слова: економічна діяльність, цифрова охорона здоров'я, цифрові технології, здоров'я, корпоративні програми, робочі місця, підприємства.

Summary. *Introduction.* The article examines the relevance and importance of the health status of employees in modern society. Considering the rapid development of digital technologies, the expediency of their use to improve health and well-being at workplaces is being investigated.

Purpose. The purpose of the article is to analyze the current state of development of digital technologies for corporate health programs, as well as to present the results of the developed and implemented digital tool for the implementation of the corporate health program.

Materials and methods. The research materials are: 1) regulatory and legal support for the regulation of corporate health of employees of enterprises; 2) information resources of foreign companies that use scientific and practical achievements in the field of digital technology development to preserve and strengthen the corporate health of enterprise employees.

In the process of carrying out the research, the following scientific methods were used: theoretical generalization (to characterize corporate health programs and digital applications for tracking the individual corporate health of employees); formalization, analysis and synthesis (to build a model of strengthening corporate health); logical generalization of results (formulation of conclusions).

Results. One of the modern trends in the field of personnel management (or, as we call it now, human resources or HR) is the implementation of a holistic approach to the well-being of employees. Companies offer innovative programs to ensure financial well-being, mental health, a healthy lifestyle (in particular, nutrition, physical activity), stress management, etc. It has been becoming a part of both the employer's corporate social responsibility and a strategy crafted to ensure the maintenance of a positive HR brand, attract and retain talents, and increase the level of employee engagement as well as efficiency. It has been confirmed by the results of the Deloitte study. The developed and implemented model of the corporate health program, one of the components of which is the use of digital tools in the form of an automated system of interaction, ensured effective communication and feedback with program participants and prompt response to their needs. Automated distribution of information, support, and personalization were carried out thanks to the proposed algorithm and the possibility of customization through the personal account of each program participant. Thus, we were able to provide a personalized approach to each of them.

Discussion. The predicted economic efficiency of this program is estimated for the company's management at approximately \$51,000 per year. It has been established that strategies, conditions, or activities carried out in the work environment can motivate employees to make changes that will not only have a positive effect on their health and well-being but also allow for increased productivity at the workplace.

Key words: *economic activity, digital health, digital technologies, health, corporate programs, workplaces, enterprises.*

Formulation of the problem. Digital technologies are increasingly covering all spheres of economic activity and life, which, in turn, has a growing impact on the economy at both global and national levels. Today, the use of digital technologies is one of the main factors in the world economy growth in the next 5-10 years.

According to analytical reports by the Davos Economic Forum, digital technologies include the Internet, robotics and cyber systems, artificial intelligence, big data, paperless technologies, additive technologies (3D printing), cloud and fog computing, unmanned and mobile technologies, biometric technologies, quantum technologies, identification technologies, blockchain, etc. [1].

The market of digital technologies is constantly developing. Moreover, more and more new companies are appearing that use their own business models and business processes in this area. Consequently, it sets them apart from the rest of the market players and provides competitive angles. In this context, the "survival" of companies that have been on the market for a long time depends on such factors as their readiness to change or improve existing models of relationships both with employees and customers, changes in production cycles, the establishment of new digital technologies and their use for streamlining business and increasing the labor productivity of employees. Innovations and new business models created due to the influence of the digital transformation of the economy can directly provide long-term growth and help solve problems related to the loss of efficiency at workplaces. In the Concept of the development of the digital economy and society of Ukraine, one of the main principles of digitalization provides for directing activities in this area to "creating advantages in various spheres of everyday life, including improving the quality of health care

services, creating new jobs, developing entrepreneurship, etc." [2]. In this context, it is important to create comfortable and healthy workplaces. According to the definition of WHO, a healthy workplace is a place where employees and managers constantly cooperate in the direction of improving healthcare and strengthening the health, safety, and well-being of everyone who works, and contribute to the improvement of the workplace in the process of solving the main problems regarding [17]:

- health and safety in the physical production environment;
- health, safety, and well-being in the psychosocial production environment, including labor organization and workplace culture;
- the employee's personal health potential at the workplace;
- ways to participate in joint work to improve the health of employees, their families, and other members of the community.

Health management programs at the workplace or corporate health programs are considered by WHO experts as an important element of the policy of forming a healthy lifestyle (HLS) and strengthening mental health, which is ultimately important for creating a vector of benefits not only for employees but also for employers, the state and society in general.

Analysis of the recent research and publications. Problems of employee health management and the development of corporate programs for its preservation and strengthening are quite relevant. According to WHO estimates, work-related accidents, occupational diseases, and other health problems lead to annual global losses of 4-6% of GDP (in the European Union - 2.6-3.8% per year). Only in 2016, the US economy suffered costs of 2 billion dollars due to the absence of company employees at work due to illnesses (Centers for Disease Control and Prevention) [4]. Employers pay more than \$1 billion per week to compensate workers for workplace injuries and illnesses [15]. Working days missed due to chronic diseases cost employers up to \$153 billion annually [13].

The data from research conducted in the United States and Great Britain over the past decade has shown that 75-90% of visits to primary care physicians are related to physical fatigue and stress disorders, back pain, and injuries. In 2019, the share of stress-related conditions in the structure of occupational diseases was up to 44% (602 thousand cases of anxiety disorders and depression; 12.8 million working days were lost) [1] and the musculoskeletal system diseases – 37% (498 thousand cases; 6.9 million working days were lost) [10]. An employee with depression costs the employer almost 1.5 times (by 48%) more than persons who don't have any illnesses. Elevated glucose levels, arterial hypertension, smoking, and obesity increase the employer's costs for medical care of employees by 34.8%, 31.6%, 31.0%, and 27.4%, respectively [14; 11].

While researching the work productivity studies conducted in North America, they have received the data that has shown the following. Workers with multiple risk factors are more likely to be absent from work, experience injuries, and have longer recovery times. Additional productivity losses are associated with both absenteeism and ineffective workplace presence (presenteeism). The amount of losses depends on the number of identified risk factors and reaches about 28% [6]. Without effective prevention strategies, the direct costs of cardiovascular disease are expected to triple (from \$273 billion in 2010 to \$818 billion in 2030), and the indirect costs associated with loss of productivity will increase from \$172 billion to \$276 billion for the same period.

The data of scientific research clearly indicate the relevance of the development and implementation of corporate health programs using modern digital technologies.

Article objectives. The purpose of the article is to analyze the current state and development of digital solutions for corporate health. The following tasks have been determined to achieve the goal: analyze the state of development of corporate health programs and the establishment of digital technologies for their further implementation; present the results of the developed and implemented

digital tool for corporate health programs; provide recommendations for the development of digital solutions to improve the corporate health of employees.

The research materials are: 1) regulatory and legal support for the regulation of corporate health of employees of enterprises; 2) information resources of foreign companies that use scientific and practical achievements in the field of digital technology development to preserve and strengthen the corporate health of enterprise employees.

In the process of carrying out the research, the following scientific methods were used: theoretical generalization (to characterize corporate health programs and digital applications for tracking the individual corporate health of employees); formalization, analysis and synthesis (to build a model of strengthening corporate health); logical generalization of results (formulation of conclusions).

Results and Discussion. The first corporate healthcare programs appeared in the USA back in the 1940s. And by the 1980s, they had become quite widespread ("pioneers" in this field were such companies as Johnson & Johnson, Boeing, Caterpillar, DuPont, Xerox, and Kodak). By the beginning of the 21st century, thousands of organizations have already incorporated health management strategies into their business structures. Currently, corporate health management programs in the USA cover more than 50 million employees [13]. What is more, if, in the early days, they implemented mainly measures related to physical health and safety at the workplace, corporate health programs nowadays (both group and individual) are a combination of educational, medical, and sports activities that companies conduct with the aim of improving the health of employees and their families, increasing labor productivity, and reducing medical expenses. That is, it is no longer only about the employee's motivation and their balance between work and everyday activities but also about the company's comprehensive concern for the general well-being of employees.

One of the modern trends in the field of personnel management (or, as we call it now, human resources or HR) is the implementation of a holistic approach to the well-being of employees. Companies offer innovative programs to ensure financial well-being, mental health, a healthy lifestyle (in particular, nutrition, physical activity), stress management, etc. It has been becoming a part of both the employer's corporate social responsibility and a strategy crafted to ensure the maintenance of a positive HR brand, attract and retain talents, and increase the level of employee engagement as well as efficiency. It has been confirmed by the results of the Deloitte study. It shows that 60% of respondents reported that their participation in a corporate program has improved employee retention, 61% pointed to improved work efficiency and business performance, and 43% believed that employee well-being strengthens the mission and vision of their organization/enterprise/firm. Only every fourth respondent noted that their corporate program was made to reduce insurance costs on the part of the employer and the employee [1].

Google, Johnson & Johnson, Unilever, Adidas, Mars, and many other well-known companies can boast about their existing various examples of implementing their own health management programs. Leading global companies successfully implement innovative and progressive approaches to ensure the well-being of their employees. So, for example, Apple inc. created a chain of ACWellness medical clinics in California (USA) for the company's employees and their families [16], which offers modern wellness, preventive, and medical technologies using digital tools. In particular, it is the digital health application HealthHabit, which is used by Apple inc. employees at the office in California. With the help of this application, employees and their families receive constant accompaniment and support from medical professionals on issues of a healthy lifestyle or other problems related to the personal health of the application users. If the employee has a health problem, for example, problems with blood pressure, in this case, through the application, they can contact a doctor who provides

recommendations on a healthy lifestyle and overcoming bad habits (for example, quitting smoking, eating healthy, physical activity, etc.) [12].

The formation of a corporate chain of clinics based on the example of the Apple company is quite popular among other large companies that are interested in the development of corporate health programs and cost optimization. In particular, another technology giant, Amazon, in partnership with the world's largest investment and financial companies, Berkshire Hathaway and JPMorgan Chase, announced the creation of an independent non-profit medical company, Haven, for servicing 1.2 million employees and their families [8].

Amazon has also created a virtual Amazon Care clinic, whose employees advise people employed at this company on issues of health and a healthy lifestyle [7]. They have tested the use of telemedical technologies as well as the possibility of obtaining quick access to medical services in the pilot mode (in case of need). What is more, it can be done without a prior appointment and at a convenient time and place. The use of such digital technology allows for reducing the time to get to the health care facility and the waiting time and provides the opportunity to receive a consultation from a doctor or a practicing nurse via chat or video with a follow-up by medical workers if necessary. In addition to the specified virtual clinic, Amazon also uses other digital tools for employees. Specifically, the Rethink program. It is an online resource for parents of children with developmental disabilities. It also provides help with referrals and assistance for child and elder care. Amazon also offers a number of fully paid parental leave options for parents before and after the birth or adoption of a child. In this matter, the Leave Share program and a flexible return-to-work program are known as Ramp Back.

Due to the increasing demand and the influx of venture capital, many new mobile solutions have been offered on the market today to improve the well-being of company employees. The applications like Wellable, Limeade, VirginPulse, and other corporate online platforms are the most famous among them. They

allow employers to provide a wide range of opportunities to ensure well-being for employees in the workplace [5].

For example, the VirginPulse application is used for these purposes as often as the social network Facebook. Active users of VirginPulse claim that the use of this digital application affects productivity and employee turnover in the company [18].

The global consulting company Deloitte has developed its own application, Vitality. They've done so to help its employees better manage their health and evaluate its indicators based on the use of the "Well-being Index" [9].

Thus, based on the analysis of scientific research and publications, it can be stated that the use of digital technologies for the development and implementation of corporate health programs at workplaces provides for the formation of incentives for productive and efficient work as well as for spreading the values of a healthy lifestyle and disease prevention in the corporate environment.

Within this article, we are suggesting to present the main characteristics of our own developed corporate health program using Chatbot (own development by one of the authors of the article). The corporate program is tailored for the employees of a Ukrainian IT company. First of all, it has taken into account the work needs and peculiarities of IT specialists at this company (Fig. 1). The program was developed and implemented in several stages.

- The initial stage: We carried out communication and established relations with the company's management and the HR department. Made a presentation of the future program and carried out a pilot survey among its potential participants.

- The first stage (direct research): With the help of standardized questionnaires, we conducted an assessment of the healthy lifestyle profile of the program participants, identified the presence of complaints and symptoms of diseases and risk factors, and later analyzed and summarized the results.

- The second stage: Measures related to the implementation of the program (online consultations, trainings, etc.) were implemented.
- The third stage: Conducted repeated surveys to obtain data on possible changes and to compare results at the beginning and end of the program.

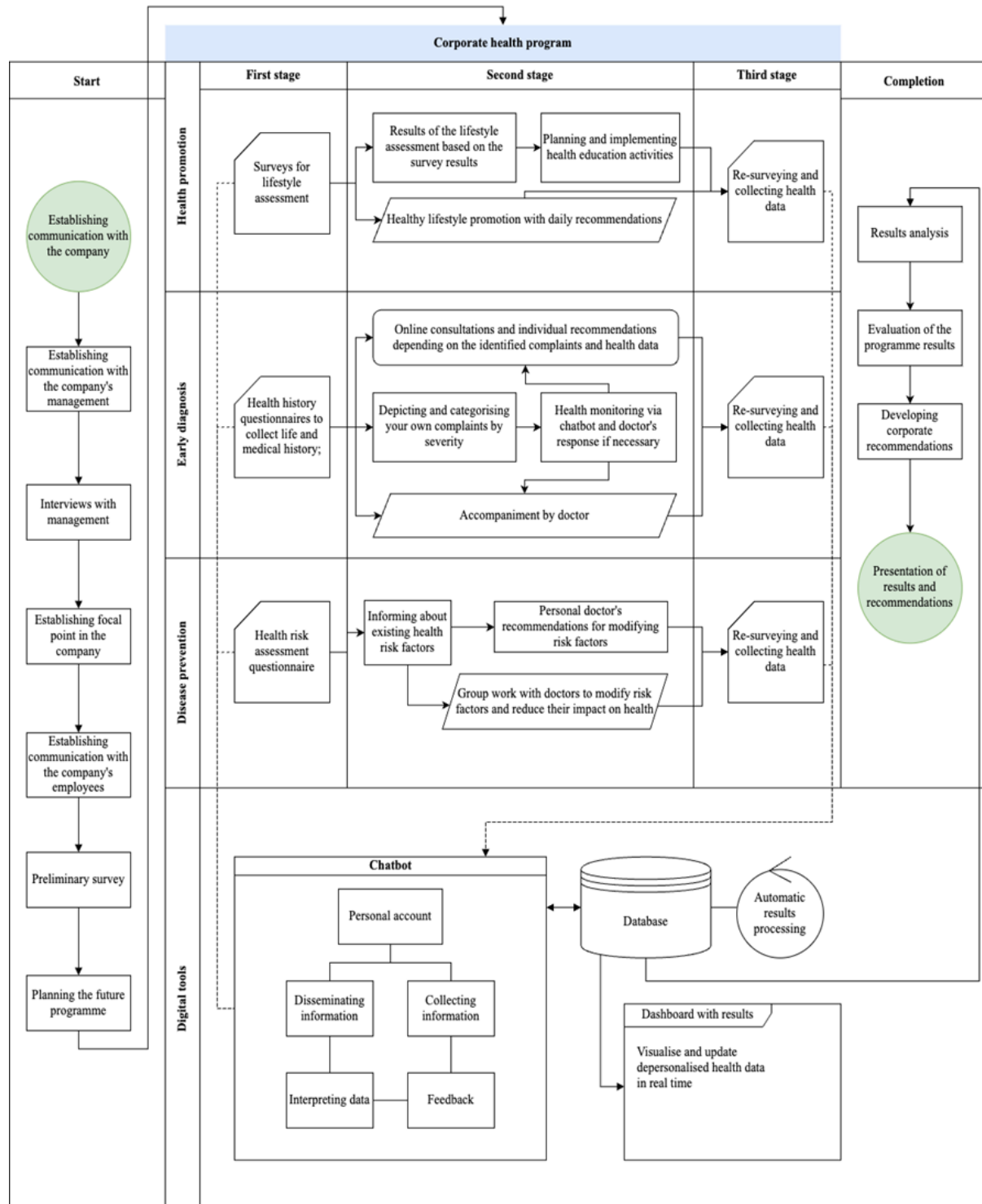


Fig. 1. Model of the corporate health program

Source: author's development

- The final stage: We presented the results to the management of the IT company and presented the participants of the program. Consequently, recommendations were given for the expansion of the program.

An important component of the program was the use of the Chatbot, which not only collected, exchanged, and interpreted information about each of the participants but also provided continuous feedback. In turn, this made it possible to quickly respond to the needs of the participants, including organizing consultations with a primary care physician who was involved in the implementation of the program.

The use of digital technologies made it possible to create a database of this study, automatically process the results, and present them to the participants in the form of a dashboard. The developed and implemented model of the corporate health program, one of the components of which is the use of digital tools in the form of an automated system of interaction, ensured effective communication and feedback with program participants and prompt response to their needs. Automated distribution of information, support, and personalization were carried out thanks to the proposed algorithm and the possibility of customization through the personal account of each program participant. Thus, we were able to provide a personalized approach to each of them. The predicted economic efficiency of this program is estimated for the company's management at approximately \$51,000 per year.

During the development and implementation of the author's model of the corporate health program at the workplace, digital tools were used and tested to accompany the participants of the program and ensure the confidentiality of personal medical information.

The use of a project approach to the implementation of the program made it possible to clearly plan and implement all its components and elements, promptly respond to the needs of its participants, attract experts to hold events,

and use all possible communication channels for the distribution of health promotion materials.

Conclusions from this study and prospects for further research in this direction. Therefore, the conducted research made it possible to show the latest trends in the use of digital technologies in the development of corporate health programs. Data on the active use of various digital tools in such programs in order to increase labor productivity and the effectiveness of managing risk factors and threats to the health of their employees are presented by the example of well-known global companies. It has been established that strategies, conditions, or activities carried out in the work environment can motivate employees to make changes that will not only have a positive effect on their health and well-being but also allow for increased productivity at the workplace. It was figured out that corporate health programs are also important for employers, as they allow them to reduce losses from temporary incapacity and increase the engagement and productivity of employees in production processes. The interest of management in the development and implementation of such programs is shown by the example of the corporate health program for IT specialists.

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