

Extending Universal Health Coverage into the Workplace: An Operational Navigation Framework for Workforce Well-Being in the Asia-Pacific Region

The Well-Being Navigation Model (WBNM)

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The Challenge

- ▶ No consensus definition of well-being satisfies both **explanatory precision** and **applied utility**.
- ▶ Organizations invest heavily in EAPs, wellness platforms, and resilience training—yet effects remain **modest and inconsistent**.
- ▶ Post-pandemic workplaces amplify the gap: hybrid arrangements, blurred boundaries, chronic uncertainty.
- ▶ Practitioners face a **fragmented landscape**: competing models address resources, motivation, engagement, or flourishing—without guidance on how they relate or how to sequence interventions over time.

Four Structural Gaps

Integrative Gap

No single framework
unites *what*, *why*, and *how*

Ecological Gap

Most models operate
at one level of analysis

Temporal Gap

Well-being modeled as state/trait,
not as ongoing process

Cultural Gap

Western-situated constructs
limit cross-cultural validity

The WBNM addresses all four gaps within a single operational architecture.

Where Existing Frameworks Fall Short

Framework	Tradition	P	E	T	C	Primary Limitation
SWB (Diener 1984)	Hedonic	–	–	–	–	Neglects meaning, growth, generative processes
PWB (Ryff 1989)	Eudaimonic	–	–	–	–	Limited operational actionability
SDT (Ryan & Deci 2000)	Eudaimonic	~	–	–	–	Under-specifies ecological context
PERMA (Seligman 2011)	Integrative	–	–	–	–	Taxonomic, not processual
MHC (Keyes 2002)	Integrative	–	–	–	–	Diagnostic, not interventional
JD-R (Demerouti et al. 2001)	Workplace	~	~	–	–	Single-level; no narrative dimension
COR (Hobfoll 1989)	Resource	~	~	~	–	No engagement quality criterion
B&B (Fredrickson 2001)	Positive	✓	–	–	–	Emotion-focused; narrow scope
WBNM (this paper)	Integrative	✓	✓	✓	~	<i>Awaits empirical validation</i>

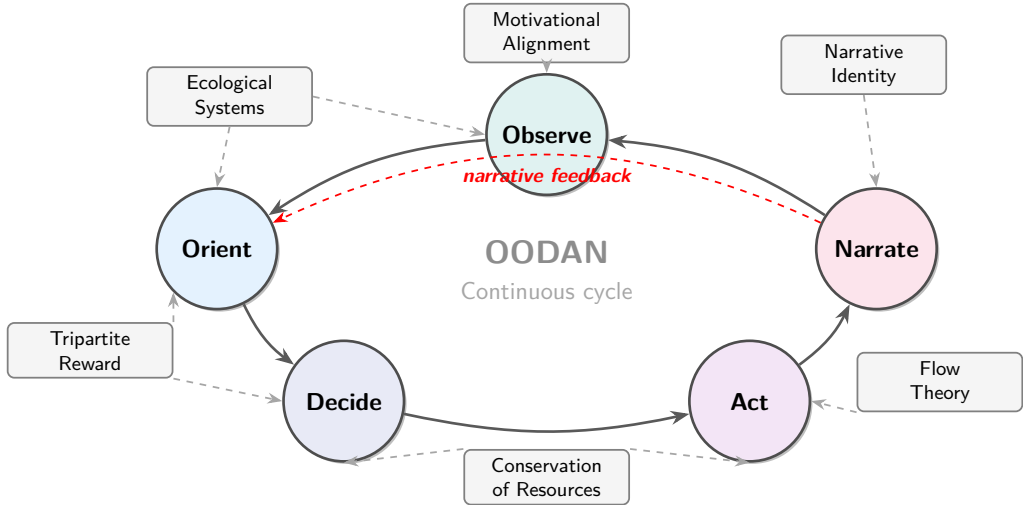
P = processual E = ecological T = temporal C = cultural reflexivity ~ = partial – = no

Six Traditions → One Architecture

Source Theory	Functional Role	Key Question
Tripartite Reward (Michaelsen et al. 2023)	Motivational engine	Why do individuals engage in well-being behavior?
Conservation of Resources (Hobfoll 1989)	Resource accounting	With what do they act; how do gains/losses compound?
Flow Theory (Csikszentmihalyi 1990)	Engagement quality indicator	Under what conditions is action optimally rewarding?
Ecological Systems (Bronfenbrenner 1979)	Contextual map	Where (at what level) does action unfold?
OODA Loop (Boyd 1987)	Adaptive process	How is action continuously adjusted?
Narrative Identity (McAdams 2013)	Coherence integrator	How is experience woven into a meaningful whole?

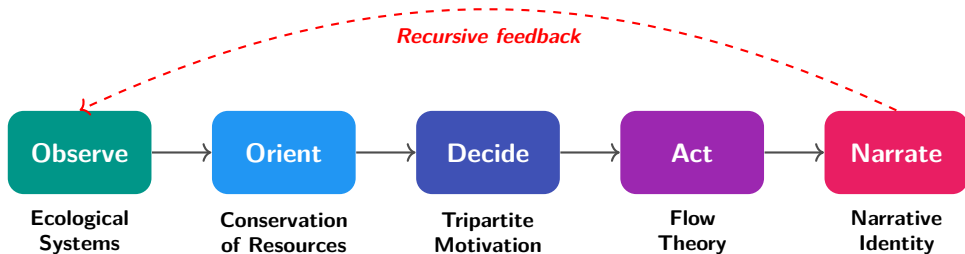
Each tradition occupies a distinct **functional role**—they complement, not compete.

The OODAN Integrated Architecture



Six source theories feed distinct phases. The Narrate→Orient feedback arc reshapes future orientation.

The OODAN Process Engine



Boyd's OODA logic = overarching meta-architecture (6th tradition).

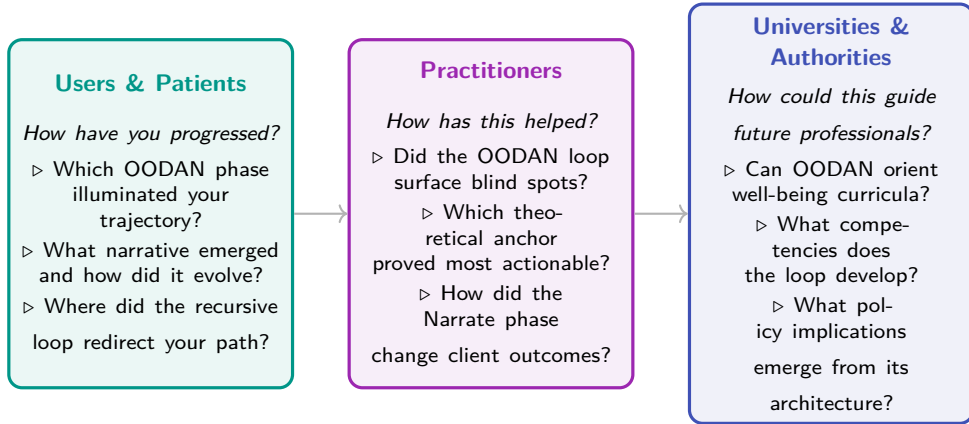
Innovation: the **Narrate** phase— meaning-making that closes the loop— has no precedent in OODA-derived models.

Three Contributions

1. **Theoretical Synthesis**—Systematic integration of six traditions within a single process architecture; each tradition holds a distinct functional role (8 testable propositions).
2. **Bridging Mechanism**—The OODAN loop connects integrative theory to practitioner-guided action: diagnose → intervene → adapt over time (EAP, onboarding, career transitions, return-to-work, team development).
3. **Assertion Motivation**—The drive to *maintain and savor* existing well-being states is foregrounded alongside approach and avoidance—absent from prior workplace well-being architectures.

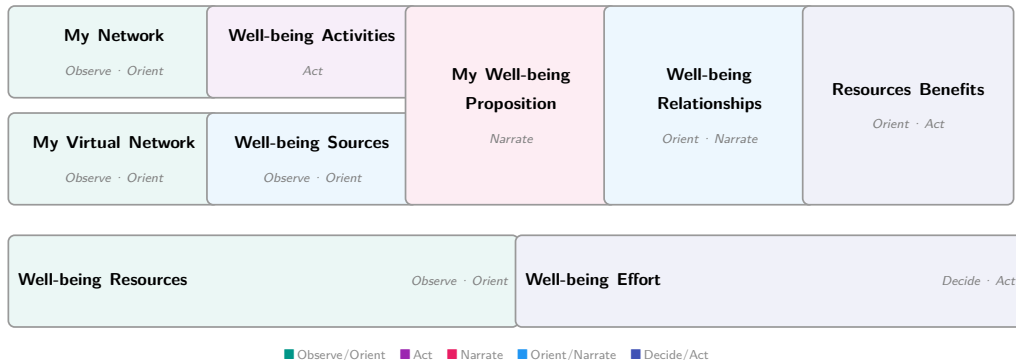
The WBNM is **navigational**, not prescriptive: well-being is a dynamic process of movement through a shifting landscape, not a destination.

A Quest: Apply OODAN, Express the Results



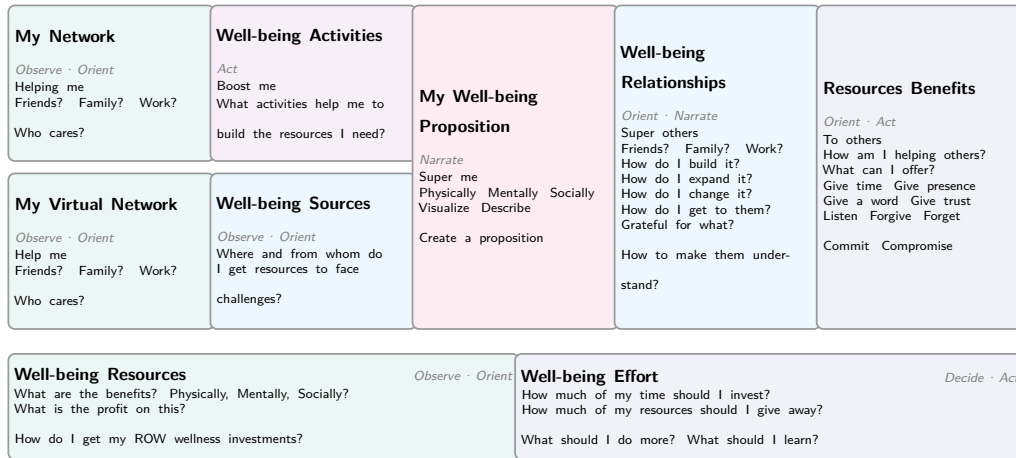
We invite three communities to use the framework and report on its impact. The WBNM is a **diagnostic compass**—your results will shape its next iteration.

The Well-Being Navigation Canvas



Nine practitioner-facing components operationalizing the OODAN phases (Appendix A).

The Well-Being Navigation Canvas



■ Observe/Orient
 ■ Act
 ■ Narrate
 ■ Orient/Narrate
 ■ Decide/Act

A fillable worksheet operationalizing the OODAN phases into nine practitioner-facing components (Appendix A).