



**GETTING
STARTED**

**ASSESSING
YOUR
WORKSITE**

**ENGAGING
EMPLOYEES**

**PROGRAMMING
YOUR WORKSITE**

**MAKING
DECISIONS**

**PROGRAM
EVALUATION**

LiveWell!
greenville
AT WORK

TOOLKIT

INTRODUCTION

Did you know that more than 67 percent of Greenville, SC adults are overweight or obese? In 2004, South Carolina's annual obesity-related medical cost was estimated at \$1.06 billion dollars, of which \$527 million were Medicaid and Medicare expenditures. Obesity also increases the risk of many chronic diseases such as diabetes, heart disease, some cancers, arthritis and others. This epidemic is placing a huge burden on our health care system and economy.

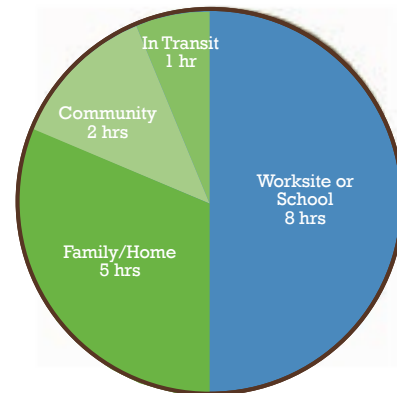
What can be done? Worksites are an important venue to address nutrition and physical activity issues. The LiveWell Greenville Workplace Toolkit was developed to help Greenville County businesses start a workplace wellness program or offer a boost to their existing program. Unlike other workplace resource kits, the focus is on reducing the risk factors to chronic disease: poor nutrition, inactivity and tobacco use. Worksites will have a step-by-step guide to use in assessing your workplace (policies and environment), identifying what types of activities to implement, links to information on how to implement and ways to determine effectiveness.

This toolkit was originally developed by the Department of Health and Family Services Division of Public Health Wisconsin Nutrition and Physical Activity Program, piloted by six of their local businesses and expanded to another 10 pilot communities in 2007 through the National Governor's Association Healthy States grant. Lessons learned from these pilot projects and user feedback has been incorporated into this latest version of the kit.

We know it will take the active involvement of many public and private partners to change systems, environments, communities and individual behaviors. Worksites are one key environment for that change to take place. By working together, the people of Greenville County have a great opportunity to create a community that supports healthy lifestyles and reduces the health and economic burdens of obesity.

The LiveWell Workplace Group

HOW PEOPLE SPEND THEIR WAKING HOURS



Health related concerns are not only an issue for employees, but for U.S. employers too. Profits are being steadily consumed by healthcare costs. In 2000, private business expense for health services - as a percentage of profit - was 40% before tax, and 58% after tax. (Cowen 2002)

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Looking for a Way to Estimate Obesity-Related Costs and Potential Cost Savings from a Worksite Wellness Program?

- 1) CDC's Obesity Cost and Return on Investment Calculator:
<http://www.cdc.gov/leanworks/costcalculator/index.html>
- 2) Wellsteps also has an ROI calculator, but it now has an associated cost to use it:
<https://www.wellsteps.com/roi/>

Need Help Using This Resource Kit?

If so, please contact Richard Osborne: richard@gomagsc.com or 864-444-1555.

For more information about this resource kit or to obtain a copy:

E-mail: richard@gomagsc.com or edunlap@livewellgreenville.org,
or visit our web site: www.livewellgreenville.org/workplace



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6 Steps to a Worksite Wellness Program

What's the hardest part of developing a worksite wellness program? Getting Started! Once an organization decides to start a worksite wellness program, the first question is often, "What kinds of things should we do?" Before you have that discussion, you should lay the groundwork and get more information. A summary of what to do would include the following six steps:

STEP 1: I'm convinced, but need help getting started.

Start with infrastructure development. This includes top-level management buy-in and developing a company wellness committee. The extent of your program will depend on resources, but you could implement some no-cost components of a wellness program tomorrow!

STEP 2: How "healthy" is my worksite? Do an assessment.

Before you decide what programming to offer, you should do three things:

1. Use the assessment tool in Step Three to assess your current worksite environment.
2. Learn more from your employees.

Collect or use other existing data that may be helpful in your decision-making.

STEP 3: How to engage your employees.

You'll need to engage your employees, and keep their attention over time, in order to make your program a success. This step will provide background on different ways to communicate with employees, set up incentives, etc.

STEP 4: What activities should/can I do?

A listing of program components, split into low, medium and high resource categories.

STEP 5: How to choose wellness program components.

The tools in Step 5 will help you determine priorities and set up a plan to make them happen. This Step also helps you clearly define the goals and objectives of your wellness program.

STEP 6: Evaluation. How do I know the program is working?

Evaluation of your program can range from very simple to very complex. You will need to evaluate the program at some point, so consider some type of evaluation from the beginning. An overview of what to evaluate and how to do it can be found in Step 6 along with a sample evaluation tool.



STEP 1: Getting Started

DEVELOPING YOUR WELLNESS TEAM

Gain Support from Management

Support from all levels of management is key to the success of your wellness program. Inform managers about the program early on and encourage them to participate. Define your vision for the program, then communicate clearly and often the goals and benefits to the company and participants. Consider setting an annual meeting with the executive team and managers to review the wellness program results from the previous year and to preview next year.

Forming an Onsite Wellness Committee

The Wellness Committee is responsible for promoting the worksite wellness program, planning activities, recruiting team leaders, and conducting the evaluation. The size of the committee will depend on the size of your company and the scope of the program or activities, with many companies having somewhere between 8-15 members. There is no minimum or maximum size, but the committee should be large enough to represent your workforce, and represent all locations if you have more than one facility.

Designate a Coordinator

Company management or the Wellness Committee should identify a Wellness Coordinator to manage the program. Although the Wellness Committee and others can share some of the responsibilities, having the right person coordinating efforts increases the likelihood that the program will be well managed and delivered. It is essential that some or all of the coordinator's time be dedicated to the wellness program and that those responsibilities are included in their job description. If this isn't possible, then the company should consider contracting with an outside party to provide programming. Check with your local contacts to see if this is an option.

Committee Meetings

The Wellness Committee should meet on a regular basis. Quarterly at a minimum. The committee may meet more often during peak times when planning or implementing activities or programs.

Revitalizing the Committee Over Time

Regularly add new members to the committee and include members of groups that you want to target. Consider term limits for members to allow for new representation and new ideas. Maintain a connection with management and report successes. Make it fun and rewarding.

Appoint or Recruit Team Leaders

Effective delivery of many wellness initiatives is often dependent on a leader that is close to the participants. Depending on the structure of your organization, you may want to develop smaller teams that have leaders or "captains" to help provide motivation, information, and support to the program participants. A team leader can be the point of contact or messenger for information shared between the program participants and the Wellness Committee and vice versa.



It is important that the team leader is creative, enthusiastic, and committed to the program. The team leaders do not have to be the most active and healthy staff members. It is more important that they have the skills to help motivate their team members to success.

WHAT SHOULD WE EXPECT TO INVEST?

Staff Time

Building a successful worksite wellness program requires resources, including staff time and finances. Some larger organizations may spend 20 hours per week for up to six months preparing all the steps before launching a worksite wellness program. Once the program is up and running, there should be some dedicated staff time to support the activities.

Many organizations can build a successful wellness program with wellness committee volunteers, but having some dedicated staff time will greatly increase your chances for success. Consider this when deciding on whether to hire an onsite wellness staff person:

- The size of the organization,
- The impact you would like the wellness program to have on employees,
- The type of wellness culture being created by the company; and
- Return on investment (ROI).

Although there is no specific formula for staff resources needed for a set number of employees, a general recommendation (Chapman 2007) is:

Number of Employees	Internal Staff (FTEs)
< 25.....	0.1 FTE
<100.....	0.4 FTE
<250.....	0.8 FTE
<500.....	1.0 FTE
<1,000.....	1.5 FTE
<5,000.....	2.5 FTE
>5,000	Add staff as needed

Programming Costs

Monetary costs can fluctuate based on whether the employer pays all costs, the employees pay all costs, or the costs are shared. Cost are also affected by whether the program components are done by staff or through a vendor.

National experts estimate the cost per employee to be \$150 to \$300 per year for a wellness program that should produce a return on investment of \$450 to \$900.

Sample expenditure for various levels of programs would be:

Program Type: Education & Awareness

Program Characteristics: A minimal to moderate program: activity centered, little focus on risk, voluntary, limited resource allocation, unsure employee engagement, no evaluation.

Cost per Employee per Year: <\$50



Program Type: Traditional

This program is a medium to fairly comprehensive program: activity centered and results oriented, some focus on risk, voluntary, reasonable resource allocation, some incentives offered, conducts some outcomes/evaluation

Cost per Employee per Year: \$50-\$200

Program Type: Comprehensive Health & Productivity Management

This is a comprehensive program: results oriented, focus on risk and productivity, extensive budget and staffing resources, multi-faceted programming, incentives offered and outcomes driven

Cost per Employee per Year: \$200+

Ron Goetzel: <http://www.welcoa.org/freeresources/pdf/0110newsviewsgoetzel.pdf>

Larry Chapman & David Hunnicutt: http://www.welcoa.org/freeresources/pdf/aa_v5.4.pdf

Research shows the return on investment will likely be greater with more comprehensive programs, so the higher cost will also generate a greater return due to lower health care costs and less absenteeism. Ideally, your budget would be based on all the strategies you want to implement. Realistically, your budget will often times be set and you'll have to figure out what you can do with the amount allotted. A sample budget worksheet is available in Appendix H to give you ideas.

When it comes to designing and implementing a worksite wellness program, there are two paths that can be followed: activity-centered or results-oriented. Activity-centered workplace wellness programs are those that make "activities" the central focus of their initiative. If you are currently running an activity-centered workplace wellness program, there's no reason to feel bad – many companies start this way, and your employees will most likely request activity-based programs. Indeed, according to a variety of recent national surveys, it is widely understood that the vast majority of workplace wellness programs in the U.S. are activity-centered. However, WELCOA, Wellness Council Of America, believes results-oriented plans are more effective and produce more return on investment. They are also necessary if you plan to track your wellness plan's success over time. Visit www.welcoa.org to learn more about the Well Workplace process.

Research shows the return on investment will likely be greater with more comprehensive programs, so the higher cost will also generate a greater return due to lower health care costs and less absenteeism.

A FINAL THOUGHT ON START-UP

Many people want to jump into programming at the beginning, but following all the steps will ultimately make your program more successful. By assuring that your programming is geared to your employees' needs and interests – and that you are using proven strategies – you will greatly increase your likelihood for success.

Quick Resource: Partnership for Prevention: An Essential Health Promotion Sourcebook for Employers, Large and Small http://www.acsworkplacesolutions.com/documents/Healthy_Workforce_2010.pdf



STEP 2: The Initial Assessment

Your worksite assessment should contain four main components:

Part 1: An assessment of the current worksite wellness programming, environment and policies.

Part 2: An employee survey and/or other means for employee input to identify interests and the types of programming that might be used.

Part 3: A Health Risk Assessment (HRA).

Part 4: Gathering of other existing data that might be helpful in your decision-making.

ASSESSING THE WORKSITE WELLNESS ENVIRONMENT

Why do an assessment?

The purpose of the assessment is to identify your worksite's strengths and areas in need of improvement. The results will lead you/your committee to recommend actions for changes to make the worksite more supportive of healthy behaviors. You may find some of the actions are easy to do, and others may not be feasible or efficient in your worksite. The assessment results can also be used as a baseline measure for evaluation to note progress.

What do I need?

- An assessment workgroup
- The worksite assessment tool (Part 1)
- The employee survey tool (Part 2)
- Knowledge of and access to other data that might be helpful (Part 3)
- Some time
- Someone to collate and summarize the results

Who should do the assessment?

Identify a workgroup (at least 4-5 people) who will be responsible for completing the assessment. This may be a subset of your wellness committee.

When should the assessment be done?

Use the assessment as a starting point for your wellness initiative. Once you have completed the assessment, determine which areas the committee will focus on. Establish a time for the committee to meet and monitor the progress. Also, determine a schedule for annual assessments, so that the assessment can serve as a tool for continuous improvement and accountability over time.

Where can I get HELP?

If you would like help, more detail, or want to tailor the assessment more to your worksite, you can contact Richard Osborne at (864) 444-1555 or richard@gomagsc.com.



PART 1: WORKSITE WELLNESS ASSESSMENT CHECKLIST

Complete the Worksite Wellness Assessment Checklist to determine what wellness components you currently have at your worksite. This can be done with the full committee or you may want a few key personnel (such as the Human Resources lead, Wellness Coordinator or Committee Coordinator) to do a preliminary scan based on information they gather and then let the full committee react to their findings.

A complete version of the checklist can be found in Appendix B.

Completion of the checklist provides a reference point of the wellness policies, environmental supports and program activities that are currently in place or in process and it provides an overview of some of the items that should be considered for a comprehensive Wellness Program.

CHECKLIST COMPONENTS:

Seven Major Categories

General Worksite Components: Health Screening and Disease Prevention and Management, Physical Activity, Nutrition, Mental Health and Stress Management, Tobacco Use, and Emergency Medical Response Plan. Each category has several questions that address what you currently have in place at your worksite.

Current Status

Initially, list whether you have the component (Yes), are in the process of instituting the component or you are planning for the component (In Process) or don't have the component at all (No). At the end of each category, sub-total the number in each column and then total all of the categories at the end of the checklist to get an overview of where your worksite wellness program currently rates. You should also use this baseline measure as a benchmark for later evaluation. By evaluating where your worksite is on each wellness component, you will be able to get a general idea of your status across each category and all 68 items.

Potential Priorities

After you have completed the assessment, the employee interest survey and reviewed available data, you can use the Potential Priority column to indicate what components you might want to focus on. This can serve as a first screening of possible areas to focus on, which is described in Step 5.

PART 2: HOW TO GET EMPLOYEE INPUT

Why do an Employee Needs & Interest Survey?

An employee survey will give you a better understanding of your company's employees (your target audience), and get an initial idea of their current health habits and interest areas. The survey can be tailored to your worksite, and can be conducted in paper form or via the internet. Using a computer survey instrument has the added advantage of being able to collect and analyze data



automatically. There are software packages available for under \$100 to collect basic information. There are also free versions of some survey software, but many free versions have very limited capabilities.

As was the case with the worksite environmental assessment, the employee survey results can also be used as a baseline measure, and compared with a follow-up survey every 12 months to note progress.

You should also consider engaging employees in focus groups or informal interviews to gather information on their wants and needs. This can be done either before or after the survey, or if you don't have the resources to survey employees, you could use this method to gather information in place of the survey.

Whatever method you use to gather information, make it as easy as possible for employees to complete and submit the information so you get a high return rate. Consider offering an incentive or prize for people who complete the survey. Also, take whatever measures are necessary to ensure this information will be kept confidential.

Listed on the next page are sample results of questions answered as part of a survey and how you might use the information. The full sample survey can be found in Appendix C. You should modify the survey to meet your needs.

Sample surveys can be found at:

1. www.LiveWellGreenville.org
2. Healthy Workforce 2010: Essential Health Promotion Sourcebook for Employers, Large and Small (pages 62-64) http://www.acsworkplacesolutions.com/documents/Healthy_Workforce_2010.pdf
3. Wellness Council of America
<http://www.welcoa.org/freeresources/index.php?category=11>
4. http://www.mihealthtools.org/work/Sample_Employee_Survey.pdf

How do my survey results compare to other groups?

Survey return rates will vary depending on a number of factors: ease and time to complete the survey, survey audience, their interest, etc. Keep in mind that voluntary survey completion tends to attract those that are most interested in the topic, so your survey results may be skewed. Using incentives to increase participation in the survey may give you a better idea of the interests and current health habits of your employees. Survey participation rates above 30 percent are good, and rates over 50 percent are excellent.

How do your employees compare on certain key health indicators?

Average numbers for South Carolina adults on key health indicators are:

- 45 percent of adults participate in 30+ minutes of moderate physical activity five or more days per week, or vigorous physical activity for 20+ minutes three or more days per week
- 18 percent of adults consume 5 or more fruits and vegetables per day
- 80 percent of adults are non-smokers



STEP 2

What can you do with this data? – Some examples.

Example 1: Your Employee Needs & Interest Survey shows that 41 percent of employees are not active at all, and that an additional 36 percent are not active at least five times per week. This suggests that any physical activity program proposed will have to start out slowly to engage participants at a relatively low level and build their stamina.

Example 2: The demographic information shows the workforce is 72 percent female, that 78 percent of the entire workforce is over age 40, and 52 percent is over age 50. This should greatly influence the type and intensity of any physical activity programming you might do that would have mass appeal.



PART 3: HEALTH RISK ASSESSMENTS

What does it mean to complete an HRA?

Most workplace health promotion programs conventionally ask participants to complete a brief questionnaire that summarizes key health information, which can then generate a statistical estimate of one's overall health risk status at the beginning of program participation. These questionnaires (or surveys) are often referred to as "health risk assessments" (HRAs). HRAs help identify health issues and should provide a feedback mechanism or follow-up plan to help employees understand the results, and what they should do with the information. Biometric Screenings, such as blood pressure readings or blood analysis, may be part of a HRA or may be done separately.

The completion of an HRA alone will not likely result in an employee initiating change in their health. Most experts recommend that all HRAs should be followed by specific risk-factor counseling with an RN or health coach. At that point they can be given opportunities to participate in health promotion strategies (like nutrition counseling, organized physical activity, or tobacco cessation programs) relevant to the significant modifiable risk factors identified through the completion of an HRA.

The completion of an HRA alone will not likely result in an employee initiating change in their health.

HRA results – when aggregated in a confidential manner across the workplace population, and where HRA results are periodically available from the same respondents – can provide a useful means of tracking the impact of workplace wellness programs over time. For this reason, most experts in the field recommend that HRAs be the fundamental starting point in any workplace health promotion effort.

How does an HRA work?

HRAs calculate the probability that a person with certain risk factors will acquire various chronic diseases or die in a given time period.

How do you choose an HRA?

- Set the goals and objectives of using the HRA (i.e. identify high-risk individuals and strategies to improve their health; evaluate the effectiveness of strategies over time).
- Decide the specific follow-up actions to be taken (i.e. programming).
- Create a short list of possible vendors and select a vendor.

What are the different types of HRAs?

- Self-reported – individual focused. Only self-reported lifestyle information is collected. This type of HRA is only as reliable as the information reported.
- Self-reported and medical data – Individual and aggregate focused. Self-reported lifestyle information and medical data are collected. This "comprehensive" HRA outputs individual health scores, aggregate data for employers, and educational support materials. It allows individuals to see the cumulative effects of certain lifestyle risk factors. Biometric data commonly included are the following: cholesterol, blood pressure, percent body fat, BMI, blood sugar, resting heart rate, etc.



STEP 2

As an organization, you can decide what factors you want to assess and how often to do assessments. Your ultimate goal is to reduce individual risk factors and the number of employees that have multiple risk factors, since “high risk” employees will generally result in higher healthcare costs. As an example, here are some key health risk factors and the criteria for classifying someone as having that risk factor:

Key Risk Factors

Health Risk Measure	Health Risk Criteria	Yes	No
Blood Pressure	Systolic >139 or Diastolic >89 mmHg.....	_____	_____
Body Mass Index	BMI ≥ 27.5	_____	_____
Cholesterol.....	Greater than 239 mg/dl.....	_____	_____
HDL.....	Less than 35 mg/dl	_____	_____
Existing Medical Problem.....	Heart, Cancer, Diabetes, Stroke.....	_____	_____
Illness Days.....	>5 days last year	_____	_____
Alcohol.....	More than 14 drinks/week.....	_____	_____
Life Satisfaction.....	Partly or not satisfied	_____	_____
Perception of Health	Fair or poor.....	_____	_____
Physical Activity	Less than one time/week	_____	_____
Safety Belt Usage	Using safety belt < 100% of time	_____	_____
Smoking	Current smoker.....	_____	_____
Stress.....	High.....	_____	_____
Total Number of Yes Answers	_____		

One use of the risk factor analysis would be to see what percent of your employees have multiple risk factors and then try to decrease the number that fall into the medium and high-risk groups over time.

An analysis in one report showed the following distribution:

Risk Level	# of Risks	Average cost/employee	Average
Low Risk	0 to 2 risks	\$2,199	55%*
Medium Risk	3 to 4 risks	\$3,460	28%
High Risk	5 or more risks	\$5,520	17%

* Average number with zero risk factors = 14%

– Edington: From the UM-HMRC Medical Economics Report

Estimates based on the age-gender distribution of a specific corporate employee population



PART 4: Using Other Available Data

You may be able to access other key data that already exists for your worksite:

1. If your company is large enough to have human resources and/or information technology staff, check with them to see what information they may already have available.
2. Your health insurer is also a good source for utilization data based on health claims and pharmacy purchases. Viewing this data as an aggregate for your employees will also help focus your efforts.

Examples of existing data might include:

- Demographic data about your employees
- Absentee rate
- Workers compensation claims
- Health claims data
- Pharmaceutical use data

Identifying this data will serve two purposes:

1. It will help you decide what the big health issues to focus on.
2. It will serve as “baseline” data to compare against later to measure the effectiveness of your program. Building this in the beginning will help you measure the value of your wellness program, and is a good measure of ROI for smaller employers.



STEP 3: Engaging Employees (Communication & Marketing)

Here are some of the key considerations you want to take into account in engaging your employees so they become active participants in your wellness program.

Employee Readiness: Stages of Change

People vary greatly in their readiness to change behavior. You may use your survey of employees to identify what percent of employees are at the various stages so that you can gear your program accordingly.

Stages of Change

Most people go through five stages in changing behaviors:

- Pre-contemplation – Employees are not thinking about changing their behavior in the near future.
- Contemplation – They are beginning to seriously consider changing their behavior in the near future (next six months).
- Preparation – At this stage, most people have tried to change their behavior at least once in the past year, and they are thinking about trying again within the next month.
- Action – Employees are actively taking steps to change their behavior. This is the stage where a slip is most likely to occur.
- Maintenance – This stage applies to people who have changed their behavior for over six months and are now maintaining that healthy behavior.

People can move from one stage to another in order, and they can also move back and forth between the various stages before they adopt a behavior for good. A slip is not a failure, but an important part of the process. Most people may attempt healthy behavior change several times before they succeed.

The pre-survey of employees (Appendix C) has questions for physical activity, nutrition and tobacco use that ask what stage an individual is at. Use the results from these questions to better understand where your employees are, and tailor your programming accordingly. As an example, if the majority of employees are over 50 years of age and are only moderately active, a graduated walking program might be a good place to start for physical activity programming.

Effective employee communication is a vital aspect of any wellness initiative and the programs that support the initiative. Proper communication shows employees that the company values them. When strategizing on how your company will carry out the communication and marketing that supports the wellness initiative take into consideration the following tips.



Ways to communicate your Wellness Initiative

It's important to know the demographics of your workforce, and this includes their most used communication style(s). Once this is understood, your company may decide to use several types of marketing strategies and communication for one program. A mix of technological communication and face-to-face contact are needed to carry out a successful wellness initiative. Ways to market and communicate wellness to your employees:

- E-mail
- Videos (online or broadcast on televisions around the building)
- Blogs (written by CEOs, other executives and managers)
- Podcasts
- Intranet
- Hotline telephone number for wellness information or important announcements
- Newsletters
- Bulletin boards/postings in bathroom stalls, on vending machines, in elevators, on refrigerators
- Company wide meetings
- Lunch and Learns
- Department-wide meetings
- CEOs or executives walking around chatting with employees
- One-on-one meetings between employees and wellness advisor
- Getting employee input – use online surveys
- Library of resources: online or hard copy

TIPS TO HELP ENSURE SUCCESSFUL COMMUNICATION:

Know your audience.

It's important to fully understand your audience's needs, how to help meet those needs and how to create demand. This will help create a successful program.

Never work alone.

The most creative ideas come from working with other creative people. Utilize your wellness committee communicate and market wellness ideas effectively.

Consistent messaging.

Consider the entire user experience before you launch. From email to web site to offer, is the employee having a consistent experience? If they are, your campaigns stand above 98% of others.

Create value for the program.

To engage your employees in wellness you will need to show them how and why it is valuable for them to participate. Some may respond to simple incentives, others may respond to the idea of truly improving their health.

Lead by example.

Make sure that there is consistent messaging in actions and words from the executive team through the managers to workers. The best marketing comes from leaders acting out wellness by participating and vocalizing their interest, appreciation and importance of the program.



Ways to communicate your wellness initiative

Strategically place informational flyers, promotional posters and other written or graphic material in areas where employees will see the information. Unusual, but great target areas include bathroom stalls, bulletin boards next to microwaves or time clocks, table tents in lunch and break areas, stairwells, etc.

Once you start a program, you will have a range of employee participants. Some will already be very engaged in being active, eating well and doing stress management and your program will only reinforce and enhance their health. On the other end of the spectrum will be people who may not engage no matter what you do. The remaining group is probably the largest group in most organizations: people who are at various stages of readiness to improve their health given the right type of programming and motivation. Summarized below are some tips you may want to employ once your program is up and running.

Key factors that influence people's health behaviors

Consider the following list in maintaining participation in your program:

1. TIME. People are busy, so the more you can work activity and healthy eating into their existing schedules, the better your chances for success. Example: A walk at lunch doesn't take away from existing time, it just uses it differently. Also, the time of the day and length of the activity you may be factors.

2. ACCESS. How accessible is your programming? Is it onsite or at a nearby site? Do you offer access at breaks or outside of normal work hours?

3. KNOWLEDGE. People need to know "Why" they are participating (the benefits) and also will need information about the "How to" in areas that are not commonly known. There is a wealth of information available on many wellness topics that can be found in the resource sections in Step Four.

4. COST. Providing no cost or reduced cost programs will help participation rates. Couple these with incentives for participation and rates of participation will likely increase dramatically.

5. INCENTIVES. Some people need incentives to get started in a wellness program. A full list of incentive options can be found on the next two pages.

Key Time Periods

There tend to be some critical times when people drop out or fall off a physical activity or diet program. The first key time zone is around 6 weeks. If people can start and stay consistent with a program through the first 6 weeks, they have made a fairly serious commitment to incorporate the habits into their lifestyle. The second key time is at about 6 months. If people can get past 6 months and sustain behavior through a full set of weather seasons, they have a very good chance of making the changes permanent. Consider these time periods and think about how you can "boost" your employees past these critical time markers.



Goal Setting

Setting goals leads to better participation and more people making a strong commitment. Whether it be a team goal of walking the equivalent of once around the state of South Carolina, or an individual goal of 10,000 steps a day, having a goal increases the likelihood people will stick with the program. An example can be found at <http://www.americanheart.org/downloadable/heart/1118082632055ActivityGoals.pdf>

Buddy Systems or Team Goals

Many studies point to tight social groups being the backbone for a successful campaign because each individual has a commitment to something bigger than themselves and besides, it's just more fun for most people. Try building your program around some type of teams or partners and see what happens.

Team "Campaigns"

Some people like competition and others do not. Nevertheless, a worksite wide campaign has the advantage of keeping the message more visible and alive. Encourage campaign participation, but make it voluntary so that those who prefer that type of motivation can join while others can participate in their own way. If the idea of a campaign seems like too much work, consider tapping into existing campaigns where someone else provides resources for you. Live Well Greenville is one example where you can enroll employee teams and let Lighten Up do the work for a nominal registration fee. Find out more information at: <http://www.lightenupwisconsin.com/>.

There are advantages to both long (several month) campaigns or several shorter (6-8 weeks) campaigns during the course of the year, but shorter campaigns have the following benefits:

- Keeping programming fresh
- Being able to target different health habits
- Keeping people interested and motivated
- Recruiting participants more often as new health habits are targeted throughout the year

Significant incentives such as cash or health insurance rebates have proven to be very strong motivators for employee participation. However, even smaller incentives can be beneficial. Listed below are some sample incentives that will support your wellness program vision:

- **Achievement**

awards. Verbal praise and a pat on the back are motivational to some, but a token recognizing achievement may offer more. A colorful certificate to congratulate an employee for achieving a health-related goal is one example.

Common Incentives & Associated General Participation Rates

Item	Participation Rate
Trinkets and T-Shirts	10-20%
Merchandise/Gift Certificates	40%
Tax-Advantaged Cash Incentives.....	50%
Benefit Plan Redesign	90-100%

- Source, WELCOA Absolute Advantage Magazine 2007



- **Public recognition.** Announced recognition at campaign mid-point or wrap-up festivities.
- **Food.** Include some healthy foods to kick-off, revitalize or wrap up a wellness campaign.
- **Entertainment.** Events serve a purpose in jump-starting, reenergizing or wrapping up a campaign. Having entertainment of any kind can boost morale.
- **Merchandise.** This list is long, including sports equipment and small gift certificates to use at local merchants. Use items that will have value to your audience.
- **Monetary rewards.** Worksites that have used cash or rebates as an incentive have shown much higher participation rates.
- **Time off.** Time off is possibly the next best incentive to cash, or for some people even better. This type of incentive makes good business sense if the number of absences drops significantly and attendance is used as one of the criteria.

At a minimum, look at your current benefits package and see if there are wellness components that are already covered by your healthcare provider. If you have reimbursement opportunities for things like fitness classes or club memberships, you should have a plan to promote them so most employees take advantage of a benefit that is already covered by your benefits package.

Make sure that you understand the legal ramifications for incentives. See the specific document in Appendix F that summarizes HIPAA regulations for a Standards-Based Program.

When many people think of worksite wellness programs, they think of programming. It is certainly a major part of any workplace wellness initiative and many of the ideas for engaging employees will revolve around your programs. Nevertheless, a comprehensive initiative should use several methods to get your employees involved and not just focus on the programming piece.

Self-Care, Family and Healthcare Provider Involvement

Anything you can do to encourage employees, their families and their healthcare provider to be actively involved in the employee's personal health will complement your efforts at the worksite. Although the work environment is a key site for wellness, extending your efforts beyond that setting will increase success and make it easier to maintain a high percentage of healthy, low risk employees that will add productivity and decrease healthcare costs. Here are a few suggestions for those three areas:

1) Self-Care

Personal interest in one's health is very important because you want employees to be proactive in taking care of their personal health. Examples of self-care would include seeking more healthcare information, exercising, and diet monitoring or following medical instructions to best deal with a health condition.

Through self-care, you are empowering employees to take charge of their own health, which in turn will make it easier to get them involved in your wellness program activities. To encourage



self-care, make sure that you provide good information to employees who are looking for additional resources. Examples:

- Agency for Healthcare Research and Quality has a list of key screening exams and information about interacting with healthcare providers. Key resources include:
- Men: Stay Healthy at Any Age <http://www.ahrq.gov/healthymen/>
- Women: Stay Healthy at Any Age <http://www.ahrq.gov/ppip/healthywom.htm>
- “Questions are the Answer” for ideas on talking with health care providers. <http://www.ahrq.gov/questionsaretheanswer/index.html>
- HealthFinder.gov is an excellent source of health information for employees. Resources include:
- General resources: www.healthfinder.gov
- Calculators for individual health topics (e.g. Alcohol and Drugs | Caregiving | Diseases and Conditions | Men’s Health | Nutrition | Prevention and Wellness | Smoking | Women’s Health <http://www.healthfinder.gov/HealthTools/Calculators.aspx>
- WebMD is a good source for individuals to find general medical information, www.webmd.com

2) Family Involvement

Parent-Child and Parent-Parent behavior can be influenced or reinforced by good family member health habits, and that reinforcement and encouragement works both ways. The healthier all family members are the more likely your employee will be healthy. It is also a smart business decision because:

- Healthcare costs/insurance often includes spouse and kids.
- Sick children can result in increased work tardiness, early departures from work and absenteeism.
- Today’s kids are tomorrow’s workforce

Extending your efforts beyond the workplace will increase success and make it easier to maintain a high percentage of healthy, low risk employees that will add productivity and decrease healthcare costs.

3) Connecting With a Healthcare Provider

Coordination with the healthcare provider should be a major part of your wellness program. There are many aspects of “wellness” that need to be addressed in the healthcare setting, so working closely with the healthcare provider is essential. Encouraging participants to establish a solid relationship with their healthcare provider will enhance the results of your wellness program.

Keep in mind that your wellness program is only one part of what contributes to healthy employees. The healthcare provider is another part, and you want the treatment piece of wellness to be well coordinated with your program. In addition the healthcare provider can help reinforce your wellness program’s focus on preventive steps. As a starting point, a follow-up plan for HRAs and biometric screenings should actively involve the employee’s healthcare provider. A systematic referral plan for screening results that require medical follow-up is key to addressing high-risk health factors.



STEP 4: Worksite Strategies

This section will provide information for specific program strategies you should consider. After reading through this chapter, you should go through the prioritizing exercise in Step 5 to narrow your focus and put your written action plan in place. DON'T PRIORITIZE YET – wait until you have a good idea of what programming options are available

Program Strategies

You've completed the worksite assessment, employee survey, reviewed other available data and compiled the results, now it's time to look at program strategies. Step 4 lists a number of proven strategies to consider. You should be able to use the Worksite Scorecard at the end of the Worksite Assessment Checklist to get an overview of your current programs or strategies. For those that were checked as not existing, you will be able to get an overview of the associated implementation costs, and see what resources are available to help with implementation.

What About Small Businesses?

The question of whether there is a separate resource kit or section for small businesses has been asked at training classes and through email requests. The decision to not have a separate kit or specific section of strategies for small businesses was done for two main reasons:

1. Small businesses may not have the resources available to larger businesses, but they have two distinct advantages. First, it's simpler to make policy or environmental changes since they don't have to work through a large bureaucracy. Secondly, it's easier to implement smaller initiatives that can affect the majority of the employees in a small business setting.
2. The strategies in the kit are split into low, medium and high resource commitments. Small businesses with smaller budgets may choose inexpensive strategies, but they may also find some of the high resource items are within their reach because of their small staff numbers.

Visit www.welcoa.org for more information on wellness for small businesses

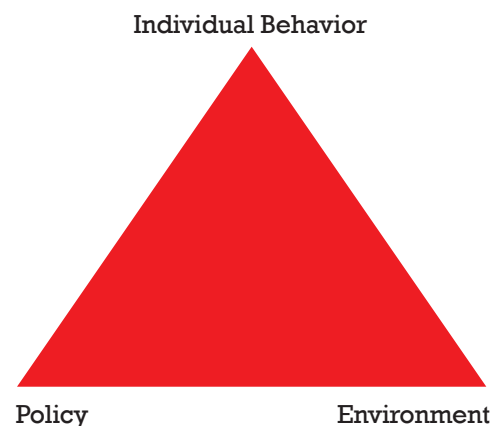
3-Pronged Approach

Programming that combines individual strategies with environmental and policy changes will increase impact by making it easier to achieve the behavioral change. When your strategies build off each other you will increase your success rate. Here are two examples (A and B):

Individual - A) Conduct a six-week walking campaign that tracks steps or mileage. B) Offer a lunch-and-learn on how to read labels and healthy snacking.

Environment - A) Map distances and routes for walking near the worksite. B) Offer healthy options in office vending machines.

Policy - A) Implement a written policy that allows staff to walk during lunch or other normal breaks. B) Implement a policy to only contract with food vendors that can offer healthy options.



Focus Areas

Wellness programming can include many components and activities. This publication focuses on prevention and behavior change to reduce chronic diseases. The following areas are highlighted, using specific activities or strategies to address each area:

- Health risk assessment (HRA), Medical care and Self-care
- General health education for disease risk factors
- Physical activity
- Nutrition
- Mental health and stress management
- Alcohol and other drug abuse
- Tobacco cessation
- Maintaining interest and motivation

Each focus area has its own section with strategies and references to additional resources.

DEFINING YOUR WELLNESS PROGRAM

Resources For Recommended Strategies

A well-defined program with management support is essential to be successful. Including educational efforts that address knowledge, attitude and behavior change and that are assisted by skill building sessions and social support set the groundwork for a wellness program.

Low, medium and high resource programs build upon each other, so please read them all!

LOW RESOURCES – Defining Your Wellness Program

1. Have a current operating plan outlining the requirements and functions of a comprehensive worksite wellness program.
2. Have a worksite wellness plan in place that addresses the purpose, nature, needed resources, participants, and expected results of your wellness program.
3. Orient employees to the wellness program and give them copies of the physical activity, nutrition, and tobacco use policies.
4. Promote and encourage employee participation in its physical activity/fitness and nutrition education/weight management program.
5. Provide health education information through newsletters, publications, web sites, email, libraries, and other company communications.
6. Provide specific information and resources to employees who are looking for additional resources to be involved in self-care.

MEDIUM RESOURCES – Defining Your Wellness Program

1. Organize a wellness committee that meets every 2-3 months to oversee the program.
2. Offer regular health education presentations on various physical activity, nutrition, and wellness topics. Ask health care providers, and/or public health agencies to offer onsite education classes. Consider inviting employees' family members, and set times when they can attend.
3. Host a wellness fair as a kick-off event or as a celebration for completion of a campaign.



STEP 4

4. Designate specific areas to support employees such as diabetics and nursing mothers.
5. Conduct preventive wellness screenings for blood pressure, body composition, blood cholesterol, and diabetes.
6. Provide confidential health risk assessments.
7. Offer on-site weight management/maintenance programs for employees.

HIGH RESOURCES – Defining Your Wellness Program

1. Have a worksite budget for employee health promotion that includes some funds for programming and/or a portion of a salary for a coordinator.
2. Provide adequate healthcare coverage for employees and their families for prevention of and rehabilitation of chronic disease.
3. Provide wellness programming to employee family members (spouse & children).
4. Add employee counseling as a member benefit in health insurance contracts.

SPECIFIC RESOURCES – Defining Your Wellness Program

- www.healthways.com
- <http://www.well-beingindex.com/> (link to the Healthways-Gallup Well-Being Index)
- HERO (Health Enhancement Research Organization): www.the-hero.org



HEALTH RISK ASSESSMENTS (HRAs)

Resources For Recommended Strategies

A Health Risk Assessment (HRA) helps determining the presence of disease and estimate the risk that someone with certain characteristics will develop disease within a given time span. Employers and their employees can use the HRA to identify risks and target specific strategies to decrease those risks. On average, an HRA costs \$15-\$50 per employee. If you add a Biometric Screening the cost is approx. \$80 per employee.

The three components of a Health Risk Assessment are:

1. Questionnaire and possibly a biometric screening
2. Risk calculation
3. Educational reports.

HRAs are appealing for several reasons:

- They may increase individual motivation and participation in health promotion programs because of risks that are identified.
- They provide group data that can be used by the employer to identify major health problems and risk factors that can be addressed in wellness programming.

Depending on the type of assessment and the number of participants, data may be available just to the individual or the company may receive aggregate data to guide programming and evaluation. Online individual assessments are fast and often free, but most do not provide the employer with aggregate results. See Step 6 Evaluation for a more detailed description of how you can use HRAs. Assessments can be done with paper and pencil surveys or on a computer. Electronic assessments are usually less expensive and provide faster, electronic feedback of results.

LOW RESOURCES – Health Risk Assessments

1. Web-based assessments for individuals:
 - Provide individuals with an assessment of their current and future health
 - Provide individual assessments and suggest specific strategies to improve health.
 - <http://www.asnwellness.com/hra.php>
 - <http://www.realage.com/ralong/entry4.aspx>
 - <http://www.healthstatus.com/index.html>
 - <http://www.hmrc.umich.edu/content.aspx?pageid=19&fname=hra.txt>

MEDIUM RESOURCES – Health Risk Assessments

1. Send employees to a physician as part of annual physical (incorporate an incentive)
 - Monitor the individual's health over time and note changes as the result of specific strategies.
2. Have a follow-up plan for HRAs and biometric screenings that actively involves the employee's healthcare provider. Work with your healthcare insurer, healthcare provider(s) and your employees to integrate results with follow-up visits with the healthcare provider for further education, medication or treatment.



HIGH RESOURCES – Health Risk Assessments

1. Hire organization to do worksite wellness assessments on-site
 - Provide aggregate data to the company to determine wellness programming.
 - Provide aggregate assessment data year over year to determine the effectiveness of programming.
2. Have an RN or Health Coach review HRA results with each employee.

SPECIFIC RESOURCES – Health Risk Assessments

Many local health plans and health care systems have health risk assessment or assessment programs. Contact your local health plan or health care provider to see what services they offer. Online resources are another source for HRAs. Several HRA resources are listed below.

- Greenville Hospital System's Total Health Department
- Your current health insurance provider may already have this available in the current plan, and can offer it at no additional cost
- Business Case for Employer Sponsored Individual Health Risk Assessments: http://nbch.kma.net/NBCH/files/ccLibraryFiles/Filename/000000000045/nbch_hyth_hra_roi.pdf
- Health Risk Appraisals at the Worksite: Basics for HRA Decision Making: http://nbch.kma.net/NBCH/files/ccLibraryFiles/Filename/000000000042/HRA_Updated_080303.pdf
- Wellness Programs and Health Risk Assessments: <http://ehbs.kff.org/?page=charts&id=2&sn=27&p=1>

Looking for Tips on Picking the Right HRA?

How Health Risk Assessments Can Take Your Program To The Next Level http://www.welcoa.org/freeresources/pdf/Edington_INTERVIEW_2.pdf

Go to <http://livewellgreenville.org/community-action/at-work/>, then select Toolkit, to review a White Paper on Health Screenings and FluShots, provided by Summit Health.



PHYSICAL ACTIVITY

Resources For Recommended Strategies

People who are physically active reduce their risk for heart disease, diabetes and some cancers and reduce their stress levels. Fit employees cost the organization less, affecting the bottom line and ultimately saving the company money through their benefits and compensation plan. It can also reduce absenteeism and create a more productive workforce. The recommended level of physical activity to produce some health benefits is 30 minutes of moderate activity, at least five times per week. Only 45 percent of South Carolina adults are meeting that recommendation. Even fewer meet the 60-90 minutes of activity recommendation to lose weight or maintain weight loss.

LOW RESOURCES – Physical Activity

1. Offer flexible work hours to allow for physical activity during the day. Supervisors will support this as a standard work practice. <http://physicalfitness.org/nehf.html>
2. Create a company culture that discourages sedentary behavior, such as TV viewing on breaks and sitting for long periods of time. Encourage movement throughout the day.
3. Support activity breaks during the workday, such as stretching or walking. Supervisors will support it as a standard work practice. Place desk exercise posters around the office.
4. Map out on-site trails or nearby walking routes. Use the free LiveWell Activity Map to show nearby Upstate activity resources. Online, use <http://walkingguide.mapmyrun.com/>
5. Host walk-and-talk meetings. Employees are encouraged to participate in “walking” meetings for short check-ins with other staff and supervisors. Rather than sit in an office for a quick discussion, go for a walk in the hallway or on a short outside route to cover the same content, but in a nicer environment with the added benefit of a little physical activity. <http://www.cdc.gov/women/planning/walk.htm>
6. Post motivational signs at elevators and escalators to encourage stair usage. http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/stairwell/motivational_signs.htm
7. Have employees map their own biking route to-from work. <http://walkingguide.mapmyrun.com/>
8. Provide bicycle racks in safe, convenient, and accessible locations. http://www.scdot.org/getting/bikeped/bp_links.shtml
9. Provide exercise/physical fitness messages and information to employees. <http://livewellgreenville.org/>
10. LiveWell Greenville has created a map of local trails and activity resources. Free copies are available upon request via www.livewellgreenville.org.

MEDIUM RESOURCES – Physical Activity

1. Provide shower and/or changing facilities on-site.
2. Provide outdoor exercise areas such as fields and trails for employee use.
3. Support recreation leagues and other physical activity events (on-site or in the community).
4. Use the Wellness Committee to start employee activity clubs (e.g., walking, bicycling). <http://aom.americaonthemove.org>; <http://www.startwalkingnow.org/>; A Guide to Creating Worksite Walking Clubs <http://www.cdph.ca.gov/programs/cpns/Documents/Network-FV-WP-Walking-ClubTool.pdf>



5. Implement incentive-based programs to encourage physical activity, such as pedometer challenges: <http://livewellgreenville.org/community-action/at-work/act-now-workplaces/> and <http://eatsmartmovemore.org/options-for-action/>
6. Explore discounted or subsidized memberships at local health clubs. Contact your local YMCA, fitness centers or other health groups to discuss reduced group rates. Invite them onsite to help encourage sign-ups.
7. On-site weight management/maintenance programs at a convenient time for employees. Live Well Greenville – an employee wellness campaign: <http://livewellgreenville.org/community-action/at-work/tools-workplaces/>
8. Offer onsite yoga and/or meditation classes.
9. Hold a weight loss competition with a monthly Top 5 award and a clean slate each month. This will be more motivation/opportunity so they do not have to play catch up the cumulative leader.

HIGH RESOURCES – Physical Activity

1. Offer on-site fitness opportunities (group classes, personal training, etc.) <http://www.acefitness.org>
2. Provide an on-site exercise facility. <http://www.cdphe.state.co.us/pp/copan/resourcekits/WorksiteWellnessResourceKit.pdf> (pages 45-46)
3. Provide incentives for participation in physical activity and/or weight management/maintenance activities. <http://www.wellnesscouncilwi.org>
4. Allow for use of facilities outside of normal work hours (before or after work).
5. Provide on-site childcare facilities to facilitate physical activity.

SPECIFIC RESOURCES – Physical Activity

- CDC's LEAN Works! Leading Employees to Activity and Nutrition: <http://www.cdc.gov/leanworks/> A FREE web-based resource that offers interactive tools and evidence-based resources to design effective worksite obesity prevention and control programs.
- Donate Your Fat: www.donateyourfat.org/welcome/ From Generations Community Wellness, this 40-day challenge encourages companies and individuals to lead healthy lifestyles by raising money for local charities and losing weight. Free and web-based,, it encourages participants to simply walk more and consume fruits and vegetables.
- www.mapmywalk.com Website with an interactive mapping tool that calculates distance and estimates calories burned. Can be used in conjunction with a worksite walking club to create walking maps and show mileage of walking routes around your worksite.
- American Heart Association Start! For Employers Program Start! Heart Walk is a fundraising and physical activity program for businesses, featuring fitness walks in varying lengths that bring together companies to fight heart disease and stroke, while providing friendly competition and a reason to get fit. www.americanheart.org
- See pages 46-53 in the Arkansas Worksite Wellness tool kit: http://www.arkansas.gov/ha/pdf/worksite_wellness.pdf
- See the Eat Smart, Move More...North Carolina in the Worksite site: <http://www.eatsmart-movemorenc.com/NCHHealthSmartTlkt/WorksiteTlkt.html>



HEALTHY EATING

Resources For Recommended Strategies

Employees regularly eat or drink snacks and meals at work. Thus, offering appealing, low-cost, healthful food options at the worksite is one way to promote healthful eating. Vending machines or cafeterias are a quick and convenient way for employees to purchase these types of food.

By offering healthful food choices at company meetings and functions, employees have increased opportunities for making healthy food choices. By increasing opportunities for employees to store and prepare food at work, the less likely they are to choose to eat out.

Women who breast-feed after returning to work miss less time caring for sick children and their family health care costs are less. Women whose breast-feeding is supported at work are happier, more productive and less likely to resign. Breast-feeding also promotes weight loss and a quicker return to pre-pregnancy weight. A new federal law requires employers with 50 employees or more to provide an accommodation for breast-feeding mothers.

LOW RESOURCES – Healthy Eating

1. Send healthy food messages to employees via multiple means (i.e. email, posters, payroll stuffers, etc.). <http://health.nih.gov/>
 - NC: Eating Smart Posters and Handouts
 - <http://www.eatsmartmovemorenc.com/NCHealthSmartTlkt/EatSmartWrkBk.html>
2. Promote the consumption of fruit & vegetables in catering/cafeteria through motivational signs, posters, etc.
3. Provide protected time and dedicated space away from the work area for breaks and lunch.
4. Offer appealing, low-cost, healthful food options, such as fruits and vegetables, juices, and low-fat dairy products in vending machines and snack bars and break rooms.
 - <http://www.cdph.ca.gov/programs/cpns/Documents/Network-FV-WP-VendingMachineStandards.pdf>
5. Promote healthy choices by:
 - Increasing the percent of healthy options that are available
 - <http://www.eatsmartmovemorenc.com/NCHealthSmartTlkt/EatSmartWrkBk.html>
 - <http://www.cdph.ca.gov/programs/cpns/Documents/Network-FV-WP-VendingMachineStandards.pdf>
 - Using competitive pricing to make healthier choices more economical
 - <http://www.tompkins-co.org/wellness/worksite/workwell/snackbowl.html>
 - Advertise or mark healthy options so that they stand out
 - CA: Healthy Menu Dining Guidelines, found at www.cdph.ca.gov
 - <http://www.cdph.ca.gov/programs/cpns/Documents/Network-FV-WP-HealthyDiningMenuGuidelines.pdf>
6. Have on-site cafeterias follow healthy cooking practices. www.gsa.gov/portal/content/104429
7. Have on-site cafeterias follow nutritional standards that align with dietary guidelines for Americans. <http://www.health.gov/DIETARYGUIDELINES/dga2005/document/pdf/DGA2005.pdf>
8. Provide appropriate portion sizes and provide portion size information via labeling food to show serving size and calories and by using food models and pictures or portable food scales for weighing portion sizes.



9. Offer healthful food alternatives at company functions, and health education events.
 - http://www.sph.umn.edu/img/assets/9103/Nutrition_guide.pdf
 - <http://www.cdph.state.co.us/pp/copan/resourcekits/WorksiteWellnessResourceKit.pdf> (page 34)
 - <http://www.cdph.ca.gov/programs/cpns/Documents/Network-FV-WP-HealthyMeetingPolicies.pdf>
 - NC Guidelines for Healthy Foods and Beverages at Meetings, Gatherings, and Events <http://www.eatsmart-movemorenc.com>
10. Healthy recipe exchanges among employees. Can be posted online.
11. Make water available throughout the day. <http://www.mayoclinic.com/health/water/NU00283>
12. Track/log intake of food: <http://www.mypyramidtracker.gov/>; <http://www.fitday.com/>

The total health care costs for workers who receive treatment for depression are two-thirds less than the medical costs of untreated individuals (JOEM, 2005).

MEDIUM RESOURCES – Healthy Eating

1. Make kitchen equipment (refrigerators, microwaves, stoves, etc) available for employee food storage and preparation.
2. Offer local fruits and vegetables at the worksite (i.e. farmer's market or a community-supported agriculture drop-off point.) Invite local farmers to bring in produce.
3. Provide on-site gardening: <http://livewellgreenville.org/community-action/at-mealtime/act-now-access-to-healthy-foods/>
4. Provide interactive food opportunities such as taste testing and food preparation skills. This will increase the likelihood for trying and continuing to eat new foods.
5. Provide opportunities for peer-to-peer modeling of healthy eating. Provide opportunities during lunch time to have employees share how they've adopted healthy eating habits and show what they're eating and any changes they had to make to change their diet.
6. Establish workplace policies & programs that promote breast-feeding. <http://dhfs.wisconsin.gov/health/Nutrition/Breastfeeding/bffriendlycomm.htm>
7. Provide an appropriate place for breast-feeding/pumping. New federal requirement for employers with 50 or more employees: <http://www.dol.gov/whd/regs/compliance/whdfs73.pdf>

HIGH RESOURCES – Healthy Eating

1. Provide incentives for participation in nutrition and/or weight management/maintenance activities (these can range from inexpensive low resource items (water bottles) to high resource items (health insurance rebates).
2. Include the employees' family members in campaign promoting fruit and vegetable consumption (worksite plus family strategy).
3. Provide lactation education programs.

SPECIFIC RESOURCES – Healthy Eating

- Lunch and Learns with a dietitian from the Clemson Extension office
- See the Eat Smart, Move More...North Carolina in the Worksite site:
- <http://www.eatsmartmovemorenc.com/NCHHealthSmartTlkt/WorksiteTlkt.html>
- South Carolina: Breastfeeding Action Committee: <http://scbac.org/default.asp>



MENTAL HEALTH

Resources For Recommended Strategies

Mental health conditions are the second leading cause of worksite absenteeism. Estimated costs for untreated and mistreated mental illness total approximately \$150 billion in lost productivity each year in the U.S. and businesses pay up to \$44 billion of this bill. Additionally there are indirect costs to employers such as absenteeism, work impairment, and disability benefits. However, the total health care costs for workers who receive treatment for depression are two-thirds less than the medical costs of untreated individuals (JOEM, 2005). Effective treatment potentially can save direct and indirect costs for employers and can improve quality of life for all employees.

More than 90 percent of employees agree that their mental and personal problems spill over into their professional lives, and have a direct impact on their job performance. Even moderate levels of depressive or anxiety symptoms can affect work performance and productivity. It is in the employer's best interest to address mental health as part of a worksite wellness program.

A positive work environment decreases stress, improves overall health, and boosts productivity (NMHA 2006). Most mental illnesses are highly treatable at 70-90 percent; however, untreated mental illness can increase the risk for possible suicide.

Employers can do more to promote integrated mental and physical health care by creating supportive workplaces that de-stigmatize mental illness, encourage self-screening, and connect employees to resources. These successful businesses will not only generate cost savings seen in improved employee engagement and well-being, results will be shown in higher product quality, better cost control, greater employee loyalty, and healthier workplaces.

LOW RESOURCES – Mental Health

1. Provide mental health and mental illness materials through various means - brochures, fact sheets, paycheck stuffers, intranet, health fairs, etc.
 - Mental Health America: <http://www.nmha.org>
 - This link will take employers directly to a comprehensive site offering fact sheets on mental illnesses and other mental health information and stress. Site offers Mental Health in the Workplace toolkit and other helpful information provided by Mental Health America to businesses/employers.
 - American Psychiatric Association: www.healthyminds.org
 - Resources and information on mental illness/mental disorders across the life span.
 - National Institute on Mental Health: www.nimh.nih.gov
 - Current health information, articles, and research. www.webmd.com
2. Offer confidential screenings: depression, bipolar disorder, generalized anxiety, post-traumatic stress disorder, eating disorder, alcohol abuse (on-line / print)
 - Screening for Mental Health (SMH): <http://www.mentalhealthscreening.org/>



STEP 4

3. Encourage the use of telephone help lines - 800 numbers
 - United Way of Greenville provides 2-1-1, which is a comprehensive source for information regarding human service agencies and community resources. Calls are answered 24 hours a day, seven days a week.
 - National Suicide Prevention Lifeline: 1-800-273-TALK www.suicidepreventionlifeline.org
 - Maternal and Child Health Hotline (MCH): 1-800-722-2295 www.mch-hotlines.org
 - Referrals to services and county specific resources
 - South Carolina Mental Health Services: (803)898-8581; <http://www.state.sc.us/dmh/comments.htm>
 - Local mental health departments/crisis numbers: <http://www.greenvillementalhealth.org/>
4. Provide a variety of mental health presentations and trainings with an emphasis on prevention, treatment, and recovery messages for all staff including supervisors and management.
 - Check with local health insurance providers to see if they offer classes and resources.
5. Offer stress reduction presentations on varied topics: conflict resolution, managing multiple priorities, project planning, personal finance planning, etc.
 - Check with local health insurance providers to see if they offer classes and resources.
 - A local listing of stress management programs can be found at:
<http://www.yellowpages.com/south-carolina/stress-management-prevention?g=south+carolina&q=Stress+Management+%26+Prevention>
 - Mindfulness-based Stress Reduction www.sharpbrains.com
 - Stress at Work Toolkit: The US DHHS <http://www.cdc.gov/noish/docs/99-101>
6. Provide flexible scheduling for access to classes during work or childcare after work for yoga, meditation, physical activity, etc. Need supervisory buy-in and encouragement.
7. Provide a quiet room or stress reduction room at the worksite. Set aside a room in a quiet place to provide short stress breaks for employees.
8. Review policies and practices concerning employee privacy and confidentiality, return to work and HIPAA, accommodation and ADA guidelines.
 - www.NAMI.org
 - www.wimentalhealth.org
 - Department of Labor, Office of Disability Employment Policy. A robust site with comprehensive information for employers on accommodation and workplace information. www.dol.gov/odep
9. Handling Traumatic Events: A Manager's Handbook, a U.S. Government publication with guidance on anticipating and reacting to traumatic events such as suicides, assaults, and natural disasters. <http://www.opm.gov/ehs/htm/toc.asp>

MEDIUM RESOURCES – Mental Health

1. Create and support a mental health friendly work environment that provides family/employee friendly accommodations for medical appointments when needed.
 - Workplaces That Thrive: A Resource for Creating Mental Health-Friendly Work Environments, found at: www.mentalhealthpromotion.net
 - http://www.promoteacceptance.samhsa.gov/publications/business_resource.aspx
 - Mental Health Association of Minnesota (MHAM) offers a toolkit and mental health resources/links for employers for mentally healthy workplaces. <http://www.mentalhealthmn.org>



2. Provide mental health friendly presentations and mental health trainings for supervisors, business leadership team or management. Check with EAP, local health providers for speakers or trainers.
3. Create policies that provide guidance to supervisors on mental health consultation and information, and improve their skills to intervene or supervise an employee with mental health issues.
 - Mental Health Works. Complex issues. Clear solutions. Offers an Interactive course for supervisors/managers with resources CD-ROM. <http://www.mentalhealthworks.ca>
 - Employers and educators need practical information about reasonable accommodations for people who have psychiatric disabilities. <http://www.bu.edu/cpr/reasaccom/index.html>
4. Evaluate or reevaluate the workplace environment, the organization, and its culture with a focus on reducing workplace stress, workload issues, performance reviews, address employee engagement and concerns.

HIGH RESOURCES – Mental Health

1. Provide onsite or off-site Employee Assistance Program (EAP)
 - Employee Assistance Professionals Association www.eapassn.org
2. Provide Employee Assistance Coordinators (EACs) to help staff obtain information about treatment and recovery resources in their community. <http://www.eac.org>
3. Provide and maintain comprehensive health insurance coverage, which includes mental health and substance abuse as part of the employee benefits package
 - Information about federal health care requirements and resources: <http://www.healthcare.gov>
 - Health Insurance-Provision of Mental Health and Substance Abuse Frequently asked questions at: <http://www.mentalhealth.samhsa.gov>
 - Mental Health Insurance Pays: <http://www.webmd.com/news/20060329/mental-health-insurance-pays>
4. Offer health insurance coverage with referral mechanisms to connect employees easily to mental health services. Include Screening and Brief Intervention and Referral to Treatment (SBIRT) for substance abuse as a covered benefit service for your employees. WI Initiative for Promoting Healthy Lifestyles <http://www.WIPHL.org>
5. Become a workplace that is able to provide assistance to serious mental illnesses and major traumatic events.
 - Trauma can have a significant impact on a person's well-being, mental health, and use of substances. The web site for the National Center for Trauma-Informed Care includes information about the effects of trauma and how workplaces can create trauma sensitive and informed environments: <http://mentalhealth.samhsa.gov/nctic>
 - Supported Employment: Workplace Accommodations and Supports. Provides information to employers on how to help persons with mental illnesses in the workplace who require a more structured strategy for assistance for persons who have more serious mental illnesses to obtain and maintain employment through the provision of ongoing support.
 - <http://www.disability.gov/employment/.../supported-employment>
 - <http://mentalhealth.samhsa.gov/cmhs/communitysupport/toolkits/employment>



SPECIFIC RESOURCES – Mental Health

1. Calculators: Log on to these free calculators to find out how depression and alcoholism are affecting your organization's bottom line:
 - www.depressioncalculator.org
 - <http://www.depressioncalculator.com/Welcome.asp>
2. Partnership for Workplace Mental Health. A program of the American Psychiatric Foundation, which advances effective employer approaches to mental health by combining the knowledge and experience of the American Psychiatric Association and employer partners. The quarterly journal is: Mental Health Works. www.workplacementalhealth.org
3. Mental Health America of South Carolina (affiliated with National Mental Health America): <http://www.mha-sc.org/Programs/>



SUBSTANCE ABUSE

Resources For Recommended Strategies

Substance abuse is the unhealthy use of alcohol, drugs, or other substances that negatively interfere with a person's functioning or well-being. A person could experience negative effects in one or many parts of his or her life, including his or her physical or emotional well-being; significant relationships; spiritual beliefs or connectedness; educational achievements; vocational, financial, or legal issues; or in his or her role as a caregiver or homemaker. Alcohol-related problems also affect worker productivity, workplace safety, and health care costs.

According to the South Carolina Profile on Alcohol, Tobacco, and Other Substance Related Indicators (2009), alcohol is the most commonly abused substance state-wide. Approximately 47% of people age 18 or older in the SC (estimated 1,559,000 people) were current users of alcohol. Mortality from causes associated with alcohol use is generally higher in SC, compared to the US as a whole.

LOW RESOURCES – Substance Abuse

1. Provide substance abuse prevention, treatment, and recovery materials through various means - brochures, fact sheets, paycheck stuffers, intranet, health fairs, etc. The list below includes a variety of sources for information about substance abuse prevention, treatment, and recovery messages.
 - Alcohol Awareness Month <http://ncadi.samhsa.gov/seasonal/aprilalcohol>
 - Recovery Month <http://www.recoverymonth.gov>
 - Substance Abuse and Mental Health Services Administration (SAMHSA) <http://www.samhsa.gov>
 - Faces and Voices of Recovery <http://www.facesandvoicesofrecovery.org>
 - Join Together <http://www.jointogether.org>
 - The South Carolina Department of Alcohol and Other Drug Abuse Services (DAODAS) is the cabinet-level agency charged with ensuring the provision of quality services to prevent or reduce the negative consequences of substance use and addictions. <http://www.daodas.state.sc.us/>
 - Current health information, articles, and research. www.webmd.com
2. Provide resources for alcohol use self-screening (online/print)
 - www.alcoholscreening.org
3. Encourage the use of telephone help lines - 800 numbers.
 - United Way of Greenville provides 2-1-1, which is a comprehensive source for information regarding human service agencies and community resources. Calls are answered 24 hours a day, seven days a week.
 - South Carolina Mental Health or Substance Abuse Services: <http://www.suicidehotlines.com/southcarolina.html>
4. Offer stress reduction presentations on varied topics: conflict resolution, managing multiple priorities, project planning, personal finance planning, etc.
 - Health insurance plans such as UW-Physician's Plus, Group Health, etc. offer stress reduction classes and resources. www.uwhealth.org



- A local listing of stress management programs can be found at:
<http://www.yellowpages.com/south-carolina/stress-management-prevention?g=south+carolina&q=Stress+Management+%26+Prevention>
 - Mindfulness-based Stress Reduction www.sharpbrains.com
5. Provide flexible scheduling during work for training, yoga, meditation, physical activity, treatment sessions, or self-help groups.
 6. Provide information about the appropriate use and disposal of prescription medications, including publication of prescription drug disposal drop-off locations and times in your community. The local county agency or public health department should know of drop off locations in your community.
 7. Evaluate or reevaluate the workplace alcohol environment.
 8. Examine agencies policies related to alcohol and drug use such as: prohibit serving alcohol to anyone under the age of 21 at company events, provide a variety of nonalcoholic beverage choices, amend company personnel policies to suggest respect for those who chose not to drink alcohol for any reason, adopt policy requiring absolute sobriety for employees during business hours, and ask supervisors to model appropriate alcohol use.
 9. Invite a local police officer to speak on the consequences of substance abuse.

MEDIUM RESOURCES – Substance Abuse

1. Create and support a substance abuse prevention, treatment, and recovery friendly work environment that provides family/employee friendly accommodations for medical or therapy appointments or other meetings when needed.
2. Advocate for insurance companies to provide screening, brief intervention, and referral to treatment (SBIRT) services. More information about SBIRT is available on the SAMHSA web site at the following link: <http://sbirt.samhsa.gov>
3. Create policies that provide guidance to supervisors on signs or indicators of substance abuse issues and improve their skills to intervene or supervise an employee who is experiencing or in recovery from substance abuse. These policies should emphasize that employees may access different types of treatment and recovery services that are appropriate with their cultural background, beliefs, and practices.
4. Provide presentations and trainings that support prevention, treatment and recovery messages for supervisors, business leadership team, or management. Check with local health providers for speakers or trainers.
5. Review policies and practices concerning employee privacy, return to work and HIPAA, accommodation, ADA guidelines.

HIGH RESOURCES – Substance Abuse

1. Provide an onsite or off-site Employee Assistance Program (EAP).
 - Employee Assistance Professionals Association www.eapassn.org
2. Provide confidential Employee Assistance Coordinators (EACs) to help staff obtain information about treatment and recovery resources in their community.
 - EACs provide employees and their family members confidential consultation about personal and work-related concerns, and help find resources to deal with those issues. They participate in a two-day training course to learn how to conduct interviews, assess problems, find community resources and make referrals. EACs are held to strict standards of confidentiality and must sign and adhere to the Employee Assistance Code of Ethics.



3. Provide and maintain comprehensive health insurance coverage, which includes substance abuse treatment resources as part of the employee benefits package.
4. Information about federal health care requirements and resources: <http://www.healthcare.gov>
5. Health Insurance-Provision of Mental Health and Substance Abuse Frequently asked questions
6. www.mentalhealth.samhsa.gov
7. Offer health insurance coverage with referral mechanisms to connect employees easily to substance abuse treatment services.

SPECIFIC RESOURCES – Substance Abuse

- EAPs can commonly be included in combo and short-term disability benefits from many carriers – and often it's free. Discuss EAP options with your benefits provider.
- List of South Carolina Disability Resources: <http://www.sciway.net/med/disabilities.html>
- The Business calculator: Log on to these free calculators to find out how alcoholism may be affecting your organization's bottom line: www.alcoholcostcalculator.org
- National Institute on Drug Abuse (NIDA) <http://www.nida.nih.gov>
- National Institute on Alcohol Abuse and Alcoholism (NIAAA) <http://www.niaaa.nih.gov>
- Legal Action Center. Helping people rebuild their lives with dignity. <http://www.lac.org>



TOBACCO CESSATION

Resources For Recommended Strategies

According to the Centers for Disease Control, smoking costs the nation \$193 billion a year in healthcare costs and lost worker productivity. The CDC estimates each employee that smokes costs your company \$3,856 per year -- including lost productivity and excess medical expenses. Tobacco cessation programs have shown some immediate return on investment and a significant return on investment in a relatively short time (as little as two years).

Smoking is the leading cause of preventable death each year in the United States and the associated diseases and health care costs are significant. South Carolina insurers have yet to realize the value of covering tobacco cessation treatments. Medicaid coverage only covers the NRT Patch. State Employee Health Plan Coverage only includes the NRT gum & patch and phone counseling. South Carolina does not require private health insurance plans to cover cessation treatments.

Currently, 20% of South Carolina adults smoke. South Carolina ranks 34th among the states in adult cigarette smoking. In addition to direct health effects to tobacco users, other employees are impacted by second-hand smoke. So tobacco cessation in your workplace will positively affect all employees.

To have a successful tobacco free facility and campus companies need to provide information and support that allows employees to be successful with ceasing all forms of tobacco usage. This includes smokeless tobacco use.

LOW RESOURCES – Tobacco Cessation

1. Policy prohibiting tobacco use anywhere on property. http://www.cdc.gov/tobacco/research_data/environmental/etsguide.htm
2. Provide prompts and posters to support a no tobacco use policy. <http://www.wellnessproposals.com/tobacco/tobacco-cessation-posters.htm>
3. Promote the South Carolina Tobacco Quit Line (1-800-QUIT-NOW)

MEDIUM RESOURCES – Tobacco Cessation

1. Policy supporting participation in tobacco cessation activities during duty time (flex-time)

HIGH RESOURCES – Tobacco Cessation

1. Provide counseling through an individual, group, or telephone counseling program on-site.
 - http://www.opm.gov/Employment_and_Benefits/WorkLife/OfficialDocuments/handbooks-guides/Tobacco_Cessation/Smoking2.asp#Program
2. Provide counseling through a health plan sponsored individual, group, or telephone counseling program.
3. Provide cessation medications through health insurance.



SPECIFIC RESOURCES – Tobacco Cessation

- This Employer Toolkit, available at www.livewellgreenville.org/workplace, is a resource specifically for Greenville County businesses and is a comprehensive guide for:
 - Helping your business/worksites go tobacco-free
 - Helping interested employees quit using tobacco
- St Francis' WorkWell Smoking Cessation program
- Greenville Hospital System's QuitWell program and ACS Fresh Start program
- <http://www.sctobacco.org/smokefree/restaurantbaremployees.aspx>
- <http://www.scdhec.gov/health/chcdp/tobacco/smokefree.htm>
- Professional Assisted Cessation Therapy (PACT) resource guide:
<http://www.endsmoking.org/resources/employersguide/pdf/employersguide-2nd-edition.pdf>
- <http://www.sctobacco.org/cessation/quitsmokingresources.aspx>

Looking for Sample Lessons and Materials?

- See pages 17-26 in the Arkansas Worksite Wellness tool kit: http://www.arkansas.gov/ha/pdf/worksites_wellness.pdf



FAVORITE RESOURCES

Supplied By Our Partners

One other resource available to you are program favorites submitted by other worksites. Although not all of these initiatives are scientifically proven, they have been practically applied in real work settings. Consider using these in conjunction with the proven strategies in this document to augment your wellness program.

If you have a program “Favorite” that you’d like to share with us and other worksites, just download and complete the “Favorites” fillable form at the bottom of the web page and submit it to the email address listed on the form.

Tools & Calculators

- Make Your Calories Count—Interactive Learning Program from FDA: www.fda.gov/Food/LabelingNutrition/ConsumerInformation/ucm114022.htm
- BMI, BMR, Body Fat, Waist to Hip Ratio: www.bmi-calculator.net
- Interactive Menu Planner: <http://hp2010.nhlbi.nih.gov/menuplanner/menu.cgi>
- Obesity Cost Calculator: <http://www.cdc.gov/leanworks/costcalculator/index.html>
- Physical Inactivity Cost Calculator: <http://www.ecu.edu/picostcalc/>
- The Alcohol Cost Calculator: <http://www.alcoholcostcalculator.org/>
- Tobacco Cost Calculator: <http://www.businesscaseroi.org/roi/default.aspx>
- Depression Cost Calculator: <http://www.depressioncalculator.com/Welcome.asp>
- Migraine Cost Calculator: www.migrainecalculator.com/welcome.asp
- Total Cost Impact: <https://secure.hhcfoundation.org/dframe/default.aspx>

Alcohol Misuse

- George Washington University Alcohol Treatment ROI Calculator: www.alcoholcostcalculator.org/roi/

Depression

- www.depressioncalculator.com/Welcome.asp

Diabetes

- Diabetes at Work, Conducting a Diabetes Assessment. General Assessment Tool: www.diabetesatwork.org
- Agency for Healthcare Research and Quality: Diabetes Cost Calculator for Employers: www.ahrq.gov/populations/diabcostcalc

Mental Health

- Partnership for Workplace Mental Health: Employer Resources: www.depressioncalculator.com/Welcome.asp
- A Mentally Healthy Workplace: It’s Good for Business: <http://www.workplacementalhealth.org/Business-Case/The-Business-Case-Brochure.aspx?FT=.pdf>



Obesity and Physical Activity

- CDC's LEAN Works Obesity Cost Calculator: www.cdc.gov/leanworks/
- Quantifying the Cost of Physical Inactivity: www.ecu.edu/picostcalc

Return on Investment of Wellness Programs

- Blueprint for Health: A Framework for Total Cost Impact: <https://secure.hhcfoundation.org/dframe/>
- CDC's Chronic Disease Cost Calculator: www.cdc.gov/nccdphp/resources/calculator.htm

Tobacco

- America's Health Insurance Plans (AHIP) and Center for Health Research, Kaiser Permanente Tobacco ROI calculator <http://www.businesscaseroi.org/roi/default.aspx>
- Tobacco, the Business of Quitting: www.businessgrouphealth.org/tobacco
- Save Lives, Save Money: Make Your Business Smoke-Free: www.cdc.gov/tobacco/basic_information/secondhand_smoke/guides/business/index.htm
- Make It Your Business: Insure a Tobacco-Free Workplace: <http://www.ndhealth.gov/tobacco/Businesses/ToolkitBooklet.pdf>

Physical Activity and Nutrition Campaigns

- "START" American Heart Association - <http://startwalkingnow.org/>
- MyPyramid Tracker - <http://www.mypyramidtracker.gov/>
- Fit Day - <http://fitday.com/>
- The Fitness Journal - <http://www.fitnessjournal.com/>

Physical Activity and Weight-Loss Campaigns Only

- America On the Move - <https://aom3.americaonthemove.org/default.aspx>
- Traineo - <http://traineo.com/>

Program Evaluation

- The Fundamentals of Evaluation: www.welcoa.org/freeresources/pdf/fund_of_evaluation.pdf

General Wellness Resources

- South Carolina Hospital Association – Working Well Initiative: <http://www.scha.org/working-well>
- Value-Based Purchasing Guide: <http://www.nbch.org/VBP-About-the-VBP-Guide>
- Investing in Health: Proven Health Promotion Practices for Workplaces: <http://www.prevent.org/Worksite-Health/Investing-in-Health-Workplace-Guide.aspx>
- A Purchaser's Guide to Clinical Preventive Services: Moving Science into Coverage: <http://www.businessgrouphealth.org/preventive/>
- The NCCDPHP Workplace Health Promotion toolkit: www.cdc.gov/workplacehealthpromotion
- Leading by Example: Creating Healthy Communities through Corporate Engagement: <http://www.prevent.org/Initiatives/Leading-by-Example.aspx>



TWO FINAL REMINDERS

1. **Communication is Key**

Regardless of what programming you choose to do, communication is essential to make your program more successful. If you have employees that are very experienced in communications and marketing, make sure you recruit them to be on the wellness committee. There are many ways to get the word out about your program, including:

- Place information in the company newsletter
- Announce the wellness program through company-wide email
- Announce program information at staff meetings and electronically
- Promote monthly topics and screenings
- Provide educational/awareness trainings using local speakers or providers
- Place informational posters in the hallways or common areas
- Place information in payroll envelopes
- Organize a kick-off event or health fair as part of a larger initiative

2. **Wellness Coordinator**

The success of the wellness program is often linked to the coordinator's time and ability. It is essential that some or all of the coordinator's time be dedicated to the wellness program. If this isn't possible, then the company should consider contracting with an outside party to provide programming. Outside parties that may provide selected wellness programming or complete wellness services include:

- Local healthcare organizations
- Health insurance agencies
- Hospital educational outreach
- YMCAs and fitness centers
- Local health coalitions – check with your health department or UW Extension Office
- Independent contractors or consultants



STEP 5: Making Decisions – Where To Focus Your Efforts

Now that you've completed the analysis of the worksite assessment, employee survey and other available data, and looked at the array of program strategies to be considered, it's time to narrow your focus. This can be a very simple process or can be done in a very structured manner – it's up to you.

Here's a summary of what to consider:

Start with the Worksite Assessment Checklist (Appendix B) from Step 3. Do a "first cut" by looking at the strategies that you placed in each category (Yes, In Process and No) and determine ones that are potential priorities to improve or implement as new strategies. Now take what you've learned from the employee survey and see if that information changes the list at all. If you have other data from sources such as health risk assessments, health claims information, or pharmaceutical utilization, use those sources as additional background in making your decisions.

To create an environment where healthy decisions are the norm, you must clearly define the organization's expectations regarding healthy behaviors, and implement policies that promote health and reduce risk of disease.

At this point, you might be able to decide where to focus your efforts. However, an additional step can help you decide where you'll get the most impact, by comparing the relative value of implementing each strategy. Use the following factors to place a point value on each strategy:

- Importance
- Cost
- Time
- Effort
- Reach or number of employees likely to participate or be impacted

This may be helpful in coming up with a manageable number of strategies. An explanation of this recommendation scoring table is found later in this section and a blank form can be found in Appendix D.

By looking at your current programming, you should be able to see the gaps in areas where there are additional strategies that could be implemented. By identifying those gaps and comparing them with the current health habits and interests of your employees shown in the employee survey, you should be able to match high priority gaps with high priority employee needs or interests. Finally, by answering questions about the importance, cost, time, effort and potential number of employees that will be reached by your program strategies, you will be ready to select what will be included in your wellness program.



TYPES OF PROGRAMMING

As you plan where to focus your wellness efforts, consider that some efforts may have greater impact than others may. Your wellness programming can include many components, such as:

- Health screening and assessment
- Education through presentations, printed materials and web resources
- Program activities, including “campaigns” over a specified time period
- Environmental change
- Policy change

CONSIDER THE ENVIRONMENT & POLICY CHANGES

Your programming should involve creation of a supportive social and physical environment where healthy decisions are the norm. To help create this environment, clearly define the organization’s expectations regarding healthy behaviors, and implement policies that promote health and reduce risk of disease.

Environmental changes, both physical and cultural, provide options or opportunities to adopt healthier habits and can result in widespread change. Environmental changes or cues:

- Outdoor bike racks
- Labeling or highlighting healthy food choices
- Areas for relaxation can reduce stress (quiet rooms)
- Tobacco-free campus

Company policies and changes in the work environment will affect or influence the behavior of all of your employees, which may also lead to changes outside of work. In many cases, policy and environmental changes make it easier to make the better health choice. Formal written policies:

- Guidelines for ordering food for company events
- No tobacco on company property
- Company cost-sharing for health club memberships

Listed in the program section (Step 4) were a number of policy or environmental changes that you could make. You should use the planning tools in this section to determine which changes you want to make first. Think about addressing some of the easy changes first to get a taste of success and show that your wellness program is working. As your program develops, you can always tackle some of the more difficult issues.

3-PRONGED APPROACH

Remember to try to tie all three components into any focus areas you work on in your program: Individual Behavior, Policy and Environment.

SCOPE OF IMPACT

Unlike trying to impact change at an individual level, environmental and policy changes have the ability to impact large groups, and will likely provide the most “bang for the buck.”



Another way to look at this when making decisions, is to ask the question how much impact will there be with a selected strategy? Although you can't answer this question specifically, you can estimate the impact by looking at the "reach" and "dose" of the strategy. Reach would be the number of employees who would likely be participating and dose would be how often they participate in the strategy.

Physical Activity Example: Worksite with 100 Employees

For purposes of this physical activity example, 1 dose of activity is equal to 10 minutes. The adult goal is at least 30 minutes per day or 3 doses; 1 dose = 10 minutes. Reach = number participating

Scenario 1 - Worksite holds a 1-day event where staff walk for 30 minutes (3 doses).

- 50% of staff participate
- Impact is 3 doses x 50% = 150
- Total impact = 150

Scenario 2 - Worksite institutes a policy encouraging daily 20 minute "walk breaks" at lunch.

- 30% of staff participate regularly (3+ days/ week)
- Impact is 2 doses x 30% = 60 x 150 days = 9,000
- Total impact = 9000

PACKAGING

One way to organize your efforts might be to pick a quarterly topic focus. As an example, the spring quarter from April to June might be a good time to focus on physical activity. Knowing physical activity is the focus would mean that you could look for ways to incorporate that into your programming and strategies. If you have a well-developed wellness program, that might mean looking for programming through a variety of ways. A starter list of possibilities might consist of: A Kick-off promotion, Education materials, Presentations, Training/Class opportunities, Tracking campaigns, Policy changes and Environmental changes.

Another way to develop your program is to take your worksite assessment checklist and evaluate the areas where no policy or program exists or areas where some policy or program exists, but can be improved. For each of these items, ask the following questions:

- How important is the item?
- How much will it cost to implement the item?
- How much time and effort is needed to implement the item?
- How great is the potential "reach" and "dose" or how many employees may be affected?
- How well does the item match employee's interests and other relevant data? Use the survey results to help answer this question.

Rate each of the recommendations identified in the Worksite Wellness Assessment (Appendix B) on the following aspects: importance, cost, time and commitment. Rate each on a scale of 1-5 (low-high) using the following chart. Higher scores should indicate priority items to implement.



STEP 5

Importance

How important is the recommendation?

1 = Not at all important 3 = Somewhat important 5 = Very important

Cost

How expensive would it be to plan and implement the recommendation?

1 = Very expensive 3 = Moderately expensive 5 = Not expensive

Time

How much time and effort would be needed to implement the recommendation?

1 = Extensive time & effort 3 = Moderate time & effort 5 = Low time & effort

Commitment

How enthusiastic would employees be about implementing the recommendation?

1 = Not enthusiastic 3 = Moderately enthusiastic 5 = Very enthusiastic

Impact

Reach x Dose How many employees will likely be affected by this recommendation?

1 = Very few employees 3 = Some employees 5 = Most or all employees

WHAT CAN YOU DO WITH THIS DATA?

If you have limited resources and can't implement all of your company's recommendations, you should look at total score and category scores to help select priorities.

BE REALISTIC!

Start small and build up – it is easy to over-program. Limit your initial set of activities so you can focus your efforts and have some early successes. You can always expand your program as it matures, but a realistic set of objectives to begin with will require fewer resources and will keep you from being overwhelmed.

Once you've decided on your priorities, you should develop a specific action plan to implement the programming you've selected. The action plan would include:

- The overall goals and objectives of your wellness program.
- Specific recommendations on strategies to implement. These need to be clearly stated and measurable or your evaluation won't be meaningful;
- The chosen activities;
- The staff, resources and materials needed to make it happen;
- The time frame for completion;
- The evaluation plan to measure results.

The action plan can also be used as part of a presentation to give to management to sell them on your wellness program and get buy-in for the specific strategies and activities you plan to implement for the program.



STEP 6: Evaluating My Program, Is It Doing Any Good?

At the beginning of this resource kit, we listed reasons for having a worksite wellness program. That list included reduced health care costs, increased productivity, decreased absenteeism and improved employee health and morale. In setting up your wellness program, you need to also think about how you are going to evaluate your program. Your assessment steps will also serve as your evaluation tools year over year. Evaluation will provide you with information to modify your program to better meet your employee needs and to measure whether employee's attitudes, behaviors and health indicators have changed as a result of your program.

Types of Evaluation – Process and Outcome Measures

You can measure process and you can measure outcome (or impact). Both are important and should be used. Process indicators will be easier to measure and will give you quicker feedback on how well your program is being accepted by employees. Examples of process measures are:

- Number of staff enrolled and participating (participation rates).
- Web site hits
- Observation or counts (ex. track number walking at noon)
- Participant satisfaction (via survey, focus groups, interviews, stakeholder survey, etc.)
- Policy or environmental changes/tracking (compare list from initial site assessment using Worksite Wellness Assessment Checklist with later follow-up at 1 year, 2 years, etc.)

Corporate Costs and Return On Investment

The expense side, or what it costs to run your wellness program, can be fairly easy to quantify. However, computing savings from reduced health care claims, lost work days or absenteeism may be harder to calculate. Work with your human resources and benefits contacts to determine what can be measured and then set a “baseline” figure to compare against later.

Regardless of what you plan to track, you must identify it when you start your program.

Regardless of what you plan to track, you need to identify it when you start your program so you know what you want to collect and report out. For the Wellness Coordinator and Wellness Committee, you may want detailed information on the activities or strategies you implement. For management, the list will be shorter and should include only the key markers that show you're making a difference.

Wellness Program Scorecard

A general breakdown of evaluation measures might include these six key markers:

1. High-Risk To Low-Risk (Employee Risk Factor Status)
2. Healthcare Costs
3. Assessment Checklist
4. Policy and Environmental Changes to Encourage Wellness
5. Participation Rates
6. Participant Satisfaction



Whether you collect all of the “Scorecard” markers or some of them is up to you and what data or information you are able to access and report out. You can also adjust the type of information for each marker to best match your program. The point is you should have some high level markers that can provide a snapshot of your program to management and other interested parties.

1. High-Risk To Low-Risk (Employee Risk Factor Status)

If you collect employee data through a HRA, survey or biometric screening, you can select key criteria and develop a worksite profile that would be an overview of your employee population considered to be at high-risk, moderate-risk, and low-risk. Using the risk factor illustration on page 17 as an example, you could pick some or all of the risk factors that you are able to collect and see what percent of your employee population is in each group annually. This will also assist you with focusing your programming efforts based on key risk factors and will allow you to track the progress of your wellness program in reducing health risks.

2. Healthcare or Workforce Costs

A second section of your Scorecard could be a summary of the healthcare costs your organization is incurring. You may be able to get an annual analysis or your existing medical and pharmaceutical care claims from your healthcare provider or insurer. Your human resources department may also have access to cost indicators such as health care claims, lost work days or absenteeism. Work with your human resources and benefits contacts to determine what can be measured, then set some annual cost indicators to measure.

3. Assessment Checklist

A third section of your Scorecard could be a summary of your Worksite Assessment checklist (Appendix C) from one year to the next. How many additional strategies are you using compared to last year?

4. Policy and Environmental Changes to Encourage Wellness

A fourth section could include any new policy or environmental changes that occurred during the past year. That could be easily pulled out of the assessment checklist totals and listed in the Scorecard.

List of new policy or environmental changes in 2010:

- Bike racks installed
- Flex time for lunch physical activity put in place
- Increased healthy vending options
- Also measure impact through usage reports, etc.

5. Participation Rates

A fifth section of your Scorecard could present the participation levels as it relates to your company's health promotion initiatives. A simple tracking count for each initiative could be done and a cumulative given at the end of the year. You may want to track all initiatives, or perhaps pick a few key initiatives that are important markers for your program. HRA participation and high profile incentive programs or campaigns might be key rates to track.



6. Participant Satisfaction

A final section of your Scorecard could communicate the percentage of employees who are very satisfied and/or satisfied with your company's wellness program offerings. Similar to participation rates, a simple tracking count for each initiative could be done and a cumulative given at the end of the year. As an example, asking for a satisfaction rating on a 1-5 option scale [Not all satisfied (1) Very Satisfied (5)], you could use the percentage that answer satisfied (4) or very satisfied (5) as "positive" responses.

Resource

For additional information on a similar topic, read this article by WELCOA that describes how to put together a Data Dashboard (an easy way of displaying the results/data of a wellness program) by David Hunnicutt, PhD http://www.welcoa.org/contentdelivery/pdf/data_dashboard.pdf



APPENDICES

Appendix A:

Disease Specific Resources..... A-2

- Arthritis
- Cancer
- Diabetes
- Heart Disease & Stroke
- Mental Health
- Substance Abuse

Appendix B:

Worksite Assessment Checklist (blank sample)..... A-12

Appendix C:

Employee Needs & Interest Survey (blank sample)..... A-21

Appendix D: Recommendation Table (blank sample)..... A-27

Appendix E:

Action Plan (blank sample)..... A-29

Appendix F:

HIPAA Regulations and Rewards A-31

Appendix G:

Coordinator's Guide..... A-35

- What's in it for me?
- Coordinator tips
- Frequently asked questions and answers

Appendix H:

Sample Budget..... A-41

Appendix I:

Sample Policies..... A-45

Appendix J:

Wellness at Home A-47

