



Worksite Wellness Resource Kit

Strategies to improve employee health, increase productivity, reduce absenteeism, turnover, and reduce healthcare utilization.

“Encouraging employees to live longer, stronger, and healthier lives”



City of Manchester, New Hampshire
Developed by The Passport to Cardiovascular Health Planning Committee

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Department of Health and Family Services, Division of Public Health, Nutrition and Physical Activity Program, Wisconsin Partnership for Activity and Nutrition. Wisconsin Worksite Resource Kit to Prevent Obesity and Related Chronic Diseases. August 2006.

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Worksite Wellness Resource Kit

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FORWARD

Today, chronic diseases are among the top five leading causes of death for Manchester residents with deaths due to heart disease as the number one killer. In fact, the prevalence of death due to heart disease is higher in Manchester than the rest of the State of NH. However, the issue of chronic disease is not unique to the City of Manchester and has become a trend both statewide and nationwide.

So, why are chronic diseases characterizing the top five leading causes of death and what can be done to reduce their incidence? Chronic diseases are unique because they share common risk factors, of which most are behavioral in nature. The most common preventable risk factors for chronic disease include tobacco use, a sedentary lifestyle, and poor nutrition. We have seen an increase in the prevalence of these risk factors in Manchester. For instance, between 2001 and 2005, the number of adult smokers (18 years of age and older) increased from 26% to 28%. Furthermore, between 2001 and 2005, the number of overweight or obese adults (18 years of age and older) increased from 58% to 64%. These risk factors lead to health problems and conditions, such as high blood pressure or high blood sugar, which result in an increased risk for the development of heart disease, diabetes or other chronic diseases. As a community, we can work together to create a healthy environment and provide resources that are essential for individuals to live longer, stronger, and healthier lives.

Since the majority of Americans spend the greatest portion of their day in the workplace, this is an ideal setting to implement policies and programs that support a healthy lifestyle. This Worksite Wellness Resource Kit serves to provide local businesses with the tools and resources they need to implement comprehensive wellness programming and to develop a work environment that supports a culture and value of health and wellbeing for all employees. By promoting and assisting individuals to make healthy behavior changes that will translate to long-term lifestyle changes, we will begin to reduce the impact of chronic diseases in the Manchester Community. In return, businesses that invest in comprehensive health and wellness programming will benefit from increased productivity, reduced absenteeism, lower employee turnover, and decreased healthcare utilization.

We applaud your interest and motivation to further wellness efforts within your workplace. This will encourage and support the adoption of healthy lifestyles among all employees, and we hope you will find this Resource Kit to be a valuable tool in assisting you in these efforts.



Honorable Frank C. Guinta
Mayor
City of Manchester



Timothy M. Soucy, REHS, MPH
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INTRODUCTION

For your convenience, the Worksite Wellness Resource Kit is divided into four main sections. This will enable you to focus your efforts in the areas of greatest need/relevance to your worksite.

Section 1: Why should we have a worksite wellness program?

This section will highlight the benefits of an employee wellness program, and how implementation of these programs will lead to a profitable return on investment. If you are already convinced of the benefits and have read the current research regarding return on investment, please skip to section 2.

Section 2: How do we get started?

This section will provide steps to begin the process of exploring the implementation of a wellness program for your employees. This includes an assessment tool to evaluate your current worksite environment, strategies for gaining management support, and establishing a wellness workgroup/committee.

Section 3: What types of health and wellness programming should we implement?

This section will highlight state and local programs/activities divided among seven categories – health risk appraisals with preventive screenings, health education, physical activity, healthy eating, tobacco intervention, stress management, and worksite environment. Since many businesses will have varying degrees of experience with worksite wellness programming and availability of human and financial resources to devote to these programs/activities, they are further subdivided into three resource level needs (low, medium, and high). These subdivisions are based on the time commitment needed and cost of implementation.

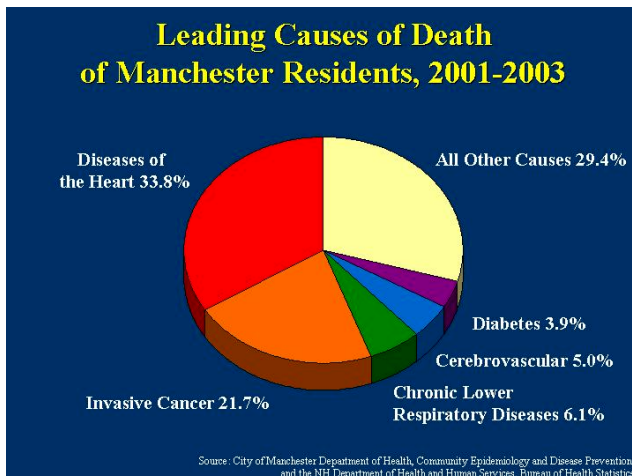
Section 4: How do we evaluate the effectiveness of these programs?

The evaluation process is an integral part of building a case for support and sustainability of your efforts. This section will provide guidance for analyzing the effectiveness of your health and wellness programming, such as ways to evaluate individual programs and your overall return on investment.

SECTION ONE: Why Should We Have A Worksite Wellness Program?

Today, chronic diseases are among the top five leading causes of death for Manchester Residents - #1 Cardiovascular Disease, #2 Cancer, #3 Chronic Lower Respiratory Diseases, #4 Stroke, and #5 Diabetes. The issue of chronic disease is not unique to the City of Manchester and has become a trend both statewide and nationwide.

Beyond topping the list of leading causes of death, chronic diseases share common risk factors, which most are behavioral in nature. The most common preventable and/or modifiable risk factors for chronic disease include tobacco use, a sedentary lifestyle, and poor nutrition. These risk factors lead to health problems and conditions, such as high blood pressure, high cholesterol levels (LDL), a high Body Mass Index (BMI) resulting in overweight or obesity, and elevated blood sugar. Further, these health concerns are a direct contributor to the development of various chronic diseases that will impact long-term health and quality of life, such as cardiovascular disease and stroke, cancer, and diabetes.



So, why should local businesses be concerned with this increasing trend of illness and death due to chronic disease? Reducing risk factors for chronic diseases saves lives and money. Your workforce is at-risk for developing these chronic diseases, which have cost the nation billions of dollars in long-term medical treatment and management services. Business and industry have become increasingly responsible for bearing the burden of costs.

Recognize the Costs

Employees with multiple risk factors, such as high blood pressure, high cholesterol, tobacco use, physical inactivity, and poor nutrition, cost employers more money in terms of health care, absenteeism, and overall productivity than employees with one or none of these risk factors.

- Business Roundtable CEOs have consistently cited healthcare as their top cost pressure.¹
- In 2002, employers paid an average of \$18,618 per employee for all costs related to health and lost productivity.²
- In a study involving more than 46,000 employees from six large U.S. companies, employees at high risk of heart disease and stroke had significantly higher health care expenditures (228% higher for heart disease and 85% higher for stroke) than subjects who were not at risk.³
- Studies have shown that exercise capacity (aerobic fitness) is inversely associated with healthcare costs.⁴

Discover the Savings/Benefits

Worksite strategies can lead to real cost savings for a company. A review of 42 studies showed that worksite health promotion programs can lead to more than 25% reductions each in absenteeism, health care costs and disability/workers' compensation costs.⁵

- Reducing or preventing one health risk increases a person's productivity and reduces absenteeism, disability, and future health care utilization.⁶
- Employers can save up to \$16.00 for every \$1.00 spent on wellness and health promotion in the workplace.⁷
- Adults gain two hours of life expectancy for each hour of regular exercise.⁸
- Physically active individuals save an estimated \$500.00 a year in healthcare costs.⁹

Citations and Resource Publications:

Source 1

“CEO Economic Outlook Survey Comparison of Results: November 2002-December 2005.”

<http://www.businessroundtable.org/publications/publication.aspx?qs=2AA6BF807822BOF1AD74680>

Source 2

Parry T, Schweitzer W, Molmen W. *The Business Case for Managing Health and Productivity*. San Francisco, CA: Integrated Benefits Institute; 2004, p.5.

Source 3

Goetzel RZ, Anderson DR, Whitmer RW, Ozminkowski RJ, Dunn RL, Wasserman J, et al. The relationship between modifiable health risks and health care expenditures: an analysis of the multi-employer HERO health risk and cost database. *Journal of Occupational and Environmental Medicine*. 1998 Oct; 40(10): 843-854.

Source 4

Weiss JP, et al. Healthcare costs and exercise capacity. *Chest* 2004; 126: 608-613.

<http://www.cardiology.palo-alto.med.va.gov/recentpapers/HCCCapacity.pdf>

Source 5

Chapman L., Meta-evaluation of worksite health promotion economic return studies. *Art of Health Promotion Newsletter*. 2003 Jan/Feb; 6(6):1-10.

Source 6

“Leading By Example: Improving the Bottom Line Through a High Performance, Less Costly Workforce.” Partnership for Prevention, 2005, page 6

http://www.prevent.org/images/stories/Files/docs/Leading_by_Example.pdf

Source 7

Highmark Blue Cross Blue Shield

<http://www.highmark.com/hmk2/about/newsroom/pr070605.shtml>

Source 8

Paffenberger, Ralph S. Jr., et al. “Physical Activity and Coronary Heart Disease in Men: The Harvard Alumni Health Study.” *Circulation*, August 29, 2000: 975-980.

<http://circ.ahajournals.org/cgi/reprint/102/9/975>

Source 9

World Health Organization Global Strategy on Diet, Physical Activity and Health

<http://www.who.int/dietphysicalactivity/publications/facts/pa/en/index.html>

SECTION TWO: How Do We Get Started?

Now that you have realized the benefits of implementing a worksite wellness program for your organization, the next logical question is “where do we begin.” Depending on your company’s experience level with worksite wellness initiatives, you may already have some, if not all, of the following in place within your organization. These steps will establish a solid foundation for your worksite wellness initiatives and assess what kinds of programs you should provide for your employees. Please start your worksite wellness process at the appropriate step for your company.

(1.) Gain the commitment and support of senior management/leadership within your organization.

Support from all levels of management is key to the successful implementation and sustainability of worksite wellness programming. Start by communicating the benefits of health programming detailed in Section One. Senior leadership support is especially critical if your worksite wellness programs will require financial support and/or you would like to create worksite health policies for your organization.

(2.) Create a workgroup that involves cross-sectional representation of your organization to help with the development, implementation and assessment of your wellness programs.

This workgroup should include as many perspectives as possible to ensure a well-rounded program that the majority of employees will benefit from. Ideas for potential workgroup members include human resources staff, employee health staff, one to two employees from every shift, safety officers, union representatives, administrative staff, or employee event committee members. The size of the workgroup will depend on the size of your company and the scope of the program or activities being offered.

(3.) Nominate/Designate a Wellness Coordinator to lead workgroup meetings and help guide the development, implementation and assessment process.

This is an essential step in the process of establishing a solid foundation for your worksite wellness programming. Although the workgroup will share in the responsibility of development, implementation and evaluation, all workgroups need a leader to keep the process on track and to communicate with senior leadership regarding the progress and goals of the workgroup. Please keep in mind that for some types of programming, such as health education classes and incentive fitness programs, outside agencies may be able to provide these services for a fee for your company.

(4.) Assess your worksite to identify your current worksite wellness environment and health/wellness policies that may already be in place within your organization.

The purpose of completing the assessment is to identify your worksite's strengths and areas in need of improvement. The assessment will lead your workgroup to recommend actions for change to make the worksite more supportive of healthy behaviors. Examples of recommended actions include establishing a vending machine policy to provide diet soft drink options and water to employees or encourage 'walking meetings' to increase physical activity. The assessment results can also be used as a baseline measure for evaluation that can later be compared to post-program evaluations of your organization's progress. **Please see Appendix A for a Worksite Wellness Assessment Checklist.**

(5.) Assess employee needs/interests for health programming.

This assessment can be accomplished through many routes of evaluation. You may already have a listing from prior programming or health risk appraisals that will give you a quick snapshot of your employee's needs/interests. If you have not collected this type of information from your employees in the past, you can survey them to get a better understanding of what they would like to see in a worksite wellness program. Keep in mind that you will have to provide a mechanism for collecting the surveys, collating the data, and answering any questions that arise. **Please see Appendix B for a Sample Employee Survey.** This survey could also be modified to assess the types of activities/programs employees participated in during a specific period of time (6 months, one year, etc).

If surveying your workforce would prove to be too difficult a task for the workgroup, you can base your health programming needs on your employee's healthcare utilization and diagnosed health conditions. For example, you may find that 20% of your workforce has a heart condition, or that 5% has diabetes. You would then tailor your programming to these health topics. Your human resources staff should be able to work with your health insurance carrier to receive this information.

Resources:

Partnership for Prevention: An Essential Health Promotion Sourcebook for Employers, Large and Small

http://www.prevent.org/images/stories/Files/publications/Healthy_Workforce_2010.pdf

Wisconsin Worksite Wellness Resource Kit – Assessment Checklist

<http://dhfs.wisconsin.gov/health/physicalactivity/Sites/Worksite%20pdfs/appxbchecklist.pdf>

Partnership for Prevention: Leading by Example - Improving the bottom line through a high performance, less costly workforce. CEOs on the business case for worksite health promotion.

http://www.prevent.org/images/stories/Files/docs/Leading_by_Example.pdf

Start! Fit-Friendly Companies – Platinum Application

<http://www.americanheart.org/presenter.jhtml?identifier=3040830>

SECTION THREE:
What Types of Health and Wellness Programming Should We Implement?

Now that you have the proper infrastructure in place and have an idea of the needs of your employees, you are in a position to determine what types of health and wellness programming to offer. Several considerations are important to making this determination. These considerations include time available for planning, implementation and evaluation, and money available for implementation. For your convenience, we have divided the following programs/activities into seven main categories by resource level needed. Low resource programs indicated those that will need less time and dollars to implement, medium resource programs are more comprehensive in structure and may require more time and/or money to implement, and high resource programs require dedication of time/support from senior leadership and serious financial support. It should be noted that generally the higher the resources needed the greater the impact on employee health. However, even low resource programs can raise awareness and benefit employee health and wellness. The resources listed below are suggested sources for assistance/guidance; this is not intended to serve as an inclusive list of local resources.

Health Risk Appraisals with or without Preventive Screenings

A health risk appraisal is a detailed health questionnaire that is used to assess an individual's health risk of developing disease, such as heart disease. Typically, questionnaires include an assessment of an individual's personal family history and risk factors for disease. This may include one-on-one health counseling with a health care worker to target high-risk behaviors. Aggregate data, or grouped results without individual names, from health risk appraisals can also be used by the employer to assess the needs of their employees. For example, if the results indicate that a high number of employees are at risk for developing diabetes, your company may decide to offer educational programs related to the prevention of diabetes, such as consuming a healthy diet and being more physically active.

A more comprehensive assessment of personal risk includes the addition of preventive screenings with the health risk appraisal. This will give the individual more specific risk information by allowing them to know their health screening values such as cholesterol level and/or blood sugar level. This type of information paired with the risk questionnaire gives a more accurate and reliable profile of individual risk. Additionally, preventive screening results are a motivating factor that often result in the individual reconnecting with their primary health care provider. Regular connection with your doctor is an important step in reducing an individual's risk of developing chronic disease.

Low Resources
<ol style="list-style-type: none">1. Investigate if your employee health plan provides a free health risk appraisal and partner with them to offer it to employees.<ul style="list-style-type: none">➤ If not already on the committee, speak with the individual or Department in your organization that oversees health insurance

Health Risk Appraisals (Continued)

2. Investigate the availability of free web-based appraisals from a reliable/valid source (often disease-specific).
 - Your Disease Risk developed by Harvard University
<http://www.yourdiseaserisk.harvard.edu/>
 - American Heart Association's Go Red for Women Campaign
http://www.goredforwomen.org/know_your_numbers/index.html

Medium Resources

1. Hire a local organization to provide/administer a health risk appraisal annually.
 - Elliot Health System, Working Well Program: Meagan Tarrier, 603-663-8280
ptarrier@elliott-hs.org

High Resources

1. Purchase your own health risk appraisal system and provide/administer annually.
 - WELCOA <http://www.welcoa.com/>
 - Wellsource <http://www.wellsource.com/>
2. Hire a local organization to annually provide/administer an appraisal with preventive screenings (ie. Cholesterol, blood sugar, blood pressure, etc).
 - Elliot Health System, Working Well Program: Meagan Tarrier, 603-663-8280
ptarrier@elliott-hs.org
3. Offer incentives for completing HRAs and for participating in health education sessions to improve their results, such "flexible spending dollars," or gift certificates for fitness equipment/supplies – include these incentives into employee benefit plans when appropriate. Surveys have shown that cash and time-off incentives are the most highly rated by employees.
 - *See HRA/Health Education Incentive Program in Appendix C*

Health Education

Health education includes offering educational programs that cover various health-related topics, such as nutrition, or disease-specific topics, such as heart disease. These health education sessions play an important role in educating your workforce about making healthy behavior changes and adopting a healthier lifestyle that will result in better health outcomes.

Low Resources
<ol style="list-style-type: none">1. Provide health education information in existing company employee communications, such as in a newsletter or employee website.2. Offer/advertise free health education information from reliable health sources to your employees, such as available health information/resources from your health insurer.<ul style="list-style-type: none">➤ American Heart Association http://www.americanheart.org/presenter.jhtml?identifier=1200000➤ American Cancer Society http://www.cancer.org/docroot/home/index.asp➤ Centers for Disease Control and Prevention www.cdc.gov➤ NE Dairy Food Council http://www.newenglanddairycouncil.org/➤ NH Department of Health and Human Services http://www.dhhs.state.nh.us/DHHS/NHP/default.htm
Medium Resources
<ol style="list-style-type: none">1. Offer regular health education presentations on various physical activity, nutrition, and wellness-related topics.<ul style="list-style-type: none">➤ Catholic Medical Center, ASK-A-NURSE @ 603-626-2626, svermette@cmc-nh.org➤ Elliot Health System, Working Well Program: Meagan Tarrier, 603-663-8280 ptarrier@elliott-hs.org2. Host a health fair as a kick-off event or a celebration for completion of a wellness campaign.<ul style="list-style-type: none">➤ Online health fair planning guide http://fcs.tamu.edu/health/health_fair_planning_guide/index.php
High Resources
<ol style="list-style-type: none">1. Add weight management/maintenance, nutrition, and physical activity counseling as a member benefit in health insurance contracts.<ul style="list-style-type: none">➤ Contact the individual or Department responsible for your health insurance coverage. This high level strategy will require senior leadership support and financial resources.

Physical Activity

It is recommended that adults, age 18 and older, participate in moderate physical activity for at least 30 minutes per day for 5 days a week or more. Only 43% of Manchester residents meet this recommendation. Additionally, nearly 17% or approximately 18,000 Manchester residents are considered physically inactive (less than 10 minutes of physical activity per week). Individuals who achieve the recommended amount of physical activity lower their risk for chronic diseases, such as diabetes or heart disease, and reduce their stress levels. As work hours and responsibilities increase for the average American, it makes it increasingly difficult to meet this recommended level of physical activity, which consequently leads to poorer health outcomes and higher healthcare costs. Furthermore, to lose weight or maintain healthy weight it is recommended that adults participate in 60-90 minutes of physical activity on most days of the week.

Since employees spend a significant part of their day in the workplace, employers can help their workforce meet the daily recommendation for physical activity by employing the following strategies.

Low Resources
<ol style="list-style-type: none">1. Encourage employees to have walking meetings with participation from senior leadership.2. Map out on-site trails or nearby walking routes.<ul style="list-style-type: none">➤ American Heart Association’s Start! Walking program http://www.americanheart.org/presenter.jhtml?identifier=3041223➤ Manchester Chamber of Commerce Historic Walking Map http://www.manchester-chamber.org/visitors/walking-tour.asp3. Post motivational signs at elevator and escalators to encourage stair use.<ul style="list-style-type: none">➤ American Heart Association’s Start! Walking program http://www.americanheart.org/presenter.jhtml?identifier=3041223➤ NHDHHS motivational stairway signs http://www.dhhs.state.nh.us/DHHS/NHP/LIBRARY/Fact+Sheet/worksite-stairs.htm➤ Centers for Disease Control and Prevention – StairWELL to Better Health http://www.cdc.gov/nccdphp/dnpa/stairwell/index.htm4. Provide bike racks in safe, convenient, and accessible locations.
Medium Resources
<ol style="list-style-type: none">1. Establish activity/fitness co-worker support system to enable employees to find other co-workers to walk with during lunch or go to the gym, etc.<ul style="list-style-type: none">➤ See the example set-up of a system in Appendix D2. Explore discounted or subsidized memberships at local health clubs for your employees.3. Implement incentive-based programs to encourage physical activity, such as pedometer walking challenges.<ul style="list-style-type: none">➤ American Heart Association’s Start! Walking program http://www.americanheart.org/presenter.jhtml?identifier=3041223➤ Walk New Hampshire Initiative http://www.walknh.org/fhc/initiatives/walknh/

Physical Activity (Continued)
High Resources
<ol style="list-style-type: none">1. Offer on-site fitness classes.<ul style="list-style-type: none">➤ Elliot Health System, Working Well Program: Meagan Tarrier, 603-663-8280 ptarrier@elliot-hs.org➤ Greater Manchester YMCA, Marketing Department, 603-623-35582. Provide an on-site exercise facility.<ul style="list-style-type: none">➤ Site consultation provided by Elliot Health System, Working Well3. Provide or support recreation leagues and other physical activity events.<ul style="list-style-type: none">➤ Local Recreation Information, Manchester Parks and Recreation Department http://www.manchesternh.gov/Departments/Parks-and-Recreation/Programs/Adult-Programs4. Offer incentives for increasing physical activity, such as “physical fitness comp time,” “flexible spending dollars,” or gift certificates for fitness equipment/supplies – include these incentives into employee benefit plans when appropriate.

Healthy Eating

A proper diet combined with physical activity is essential to maintaining a healthy weight and reducing the risk of developing chronic disease. Fresh fruits, vegetables, and whole grain sources of carbohydrates are healthy components of an adult diet. Additionally, you should aim to limit foods high in fat, limit foods high in sodium, and reduce the amount of processed foods you consume. Adults should also avoid consuming high-calorie beverages, such as soda, which do not offer any nutritional value and are often referred to as “empty calories.”

Offering low-cost, healthful food options at the worksite is one way to promote healthful eating by employees. Company meetings and functions, vending machines, and cafeterias are all venues that can be targeted to offer more healthful options.

Low Resources
<ol style="list-style-type: none">1. Create policies that encourage company meetings/functions to offer at least one healthy food and beverage choice.<ul style="list-style-type: none">➤ Public Health Seattle & King County http://www.metrokc.gov/health/nutrition/meetings.htm2. Create policies that encourage healthy food and beverage options to be included in vending machines (no less than 25% of food/beverage choices offered).<ul style="list-style-type: none">➤ Fit City Snack Initiative – Texas http://www.healthcollaborative.net/assets/pdf/vendingcriteria.pdf➤ BANPAC Healthy Vending Machine Toolkit http://www.banpac.org/healthy_vending_machine_toolkit.htm3. Display point-of-decision prompts in the cafeteria or on vending machines that list the nutritional information of the food/beverage options.<ul style="list-style-type: none">➤ Fruits and Veggies More Matters http://www.fruitsandveggiesmorematters.org/4. Make drinking water available throughout the day.<ul style="list-style-type: none">➤ The Mayo Clinic www.mayoclinic.com/health/water/NU002835. Send healthy food messages to employees through emails, posters in break rooms, or in payroll stuffers.<ul style="list-style-type: none">➤ Centers for Disease Control and Prevention http://www.cdc.gov/healthpromotion/
Medium Resources
<ol style="list-style-type: none">1. Create policies that encourage the company cafeteria to offer a minimum of one healthy food option and one healthy beverage option at every meal served.<ul style="list-style-type: none">➤ 2005 Dietary Guidelines www.health.gov/DIETARYGUIDELINES/dga2005/document/pdf/DGA2005.pdf➤ Public Health Seattle & King County http://www.metrokc.gov/health/nutrition/meetings.htm
High Resources
<ol style="list-style-type: none">1. Offer discounts on healthy food/beverage choices in cafeterias and vending machines.<ul style="list-style-type: none">➤ ENACT Strategic Alliance http://www.preventioninstitute.org/sa/enact/workplace/foodchoice_3a.php

Tobacco Intervention

Smoking is the leading cause of preventable death in the United States. In Manchester, smoking is on the rise among adults with 26% reporting that they smoke cigarettes in 2001 compared to 28% in 2005. In addition to lung cancer, smokers are at an increased risk for heart disease and other lung disease, such as emphysema and asthma. Furthermore, other forms of tobacco use, such as chewing tobacco or smoking cigars, are also major health hazards. Chewing tobacco can lead to mouth and throat cancers, and one cigar contains the amount of nicotine in one pack of cigarettes.

On average, it takes a tobacco user 5-7 quit attempts. It is important that tobacco users are provided with tobacco treatment opportunities and a supportive environment to make a quit attempt a success.

Low Resources
<ol style="list-style-type: none">1. Create a policy that prohibits tobacco use anywhere on company property.<ul style="list-style-type: none">➤ Centers for Disease Control and Prevention www.cdc.gov/tobacco/research_data/environmental/etsguide.htm2. Promote the New Hampshire Try to STOP TOBACCO Resource Center and Free Quitline, 1-800-TRY-TO-STOP (1-800-879-8678).<ul style="list-style-type: none">➤ NHDHHS Tobacco Prevention and Control Program http://www.dhhs.nh.gov/DHHS/ATOD/TPCP.htm3. Promote other sources for tobacco treatment and educational materials to employees through posters, payroll stuffers, newsletters, etc.<ul style="list-style-type: none">➤ Catholic Medical Center, ASK-A-NURSE @ 603-626-2626, svermette@cmc-nh.org➤ Breathe New Hampshire (formerly ALA NH) www.breathenh.org➤ Kickin' Butts in Manchester Tobacco Prevention and Control Coalition, 603-622-6116, Kelley@makinithappen.org
Medium Resources
<ol style="list-style-type: none">1. Provide on-site counseling through a health plan sponsored group program.<ul style="list-style-type: none">➤ If not already on the committee, speak with the individual or Department in your organization that oversees health insurance
High Resources
<ol style="list-style-type: none">1. Hire a Tobacco Treatment Specialist to provide an on-site counseling program.<ul style="list-style-type: none">➤ Elliot Health System, Working Well Program: Meagan Tarrier, 603-663-8280 ptarrier@elliott-hs.org➤ Catholic Medical Center, ASK-A-NURSE @ 603-626-2626, svermette@cmc-nh.org2. Provide reimbursement for nicotine replacement through health insurance policies.<ul style="list-style-type: none">➤ If not already on the committee, speak with the individual or Department in your organization that oversees health insurance3. Reimburse employees for the cost of an off-site counseling program.<ul style="list-style-type: none">➤ If not already on the committee, speak with the individual or department in your organization that oversees health insurance

Stress Management

Everyone experiences stress at some point in their lives. According to American Psychological Association (APA), 43% of all adults suffer adverse health effects from stress. Stress is a person's physical, mental or behavioral reaction to a stressor or situation. Stress can affect your ability to perform your job or fulfill commitments in your personal life and may cause health problems. The APA also estimates that job stress costs businesses and industries \$300 billion annually due to losses in productivity, absenteeism, and medical care. Stress can be managed and gaining control over it has important health benefits to you and your employees.

Low Resources
<ol style="list-style-type: none">1. Investigate the availability of free web-based stress management information and education from a reliable/valid source.<ul style="list-style-type: none">➤ Centers for Disease Control and Prevention www.cdc.gov/niosh/stresswk.html➤ American Psychological Association www.APA.org2. Investigate if your employee health plan provides free Employee Assistance Program services and partner to promote to employees.<ul style="list-style-type: none">➤ Speak with your Human Resources/Benefits Department
Medium Resources
<ol style="list-style-type: none">1. Hire a local organization to provide a stress management assessment/education workshop.<ul style="list-style-type: none">➤ Elliot Behavioral Health Services, Suzanne Gosselin, 603-668-4079 sgosselin@elliott-hs.org➤ The Mental Health Center of Greater Manchester, Mindful Wellness Program, 603-623-19162. Offer employee discounts to local health clubs and activities.<ul style="list-style-type: none">➤ CMC or Elliot Hospital fitness and health education classes
High Resources
<ol style="list-style-type: none">1. Hire a local organization to annually provide stress management training/workshops<ul style="list-style-type: none">➤ Elliot Behavioral Health Services, Suzanne Gosselin, 603-668-4079 sgosselin@elliott-hs.org➤ The Mental Health Center of Greater Manchester, Mindful Wellness Program, 603-623-19162. Hire a local organization to provide support groups<ul style="list-style-type: none">➤ Elliot Behavioral Health Services, Suzanne Gosselin, 603-668-4079 sgosselin@elliott-hs.org➤ The Mental Health Center of Greater Manchester, Mindful Wellness Program, 603-623-1916

Worksite Environment

Since the workforce spends a large portion of their waking day in the workplace, employers have a key role in fostering healthy behaviors that will lead to increased productivity and reduced healthcare costs. A supportive company culture leads to healthy behavior changes. The development of a health conscience environment begins with senior leadership and extends to all employees. Ideally, your wellness culture should be promoted as an employee benefit and should be discussed during employee orientation.

Low Resources
<ol style="list-style-type: none">1. Gain the commitment and support of senior management/leadership within your organization.<ul style="list-style-type: none">➤ Refer to Section One for supporting reasons for worksite wellness initiatives➤ Utilize data collected from your worksite assessment to identify your current worksite wellness environment and health/wellness policies that may already be in place within your organization. See Attachment A for a sample evaluation form➤ Utilize data collected from your assessment of employee needs/interests for health programming. See Attachment B for a sample employee survey form
Medium Resources
<ol style="list-style-type: none">1. Worksite President or Company CEO appoints an internal, volunteer wellness program coordinator or wellness promotion staff member to lead wellness programming efforts.2. Create a workgroup that involves cross-sectional representation of your organization to help with the development, implementation and assessment of your wellness programs.3. Create a company culture that discourages sedentary behavior.<ul style="list-style-type: none">➤ Implement strategies listed under Physical Activity that include at least one strategy from two of the resource categories (Low, Medium, or High Resources)4. Create a company culture that minimizes consumption of low-nutrient foods and beverages.<ul style="list-style-type: none">➤ Implement strategies listed under Healthy Eating that include at least one strategy from two of the resource categories (Low, Medium, or High Resources)
High Resources
<ol style="list-style-type: none">1. Establish a worksite wellness/safety budget for employee health promotion that includes funding for programming and/or a worksite wellness coordinator.<ul style="list-style-type: none">➤ Start by evaluating existing funding for employee safety that could be expanded to include wellness-related programming

SECTION FOUR: How Do You Evaluate the Effectiveness of These Programs?

Evaluation is a system to collect, analyze and interpret data. Program evaluation is the systematic process of collecting credible information for timely decision making about implementing, operating, modifying, continuing, or expanding a program. (University of Wisconsin Cooperative Extension)

Why evaluate?

- Create a greater understanding
- Improve program or approaches
- Did your efforts make a difference?
- Accountability/answer questions of funders
- Sustainability
- Identify participants' wants and needs, likes and dislikes, preferences

Program Planning and Evaluation will help you to determine:

- Where you are going
- How you will get there
- When you've arrived

In the planning stage you need to determine where you are going and how you will get there. It is helpful to develop a goal and at least one measurable objective.

Goal: How will you know you did what you said you were going to do?

Objective: How much of what change occurred in whom by when?

Planning your program evaluation will help you to:

- Focus your efforts
- Allocate resources
- Insure you have people to help
- Gather data from participants when you are meeting with them
- Use evaluation as a needs assessment for the next program
- Make sure what you measure matches your outcomes

Minimal evaluation involves:

- Collection of data
- Development of forms for data collection
- Tabulation of data collected
- Analysis of data and summary that is easily understood
- Using findings for/to:
 - o Feedback into the planning process
 - o Report impact of activities to supporters
 - o Celebrate successes!
 - o Market future programs

Two Types of Evaluation: There are two types of evaluation that should occur – program specific evaluation and overall return on investment.

1. Program Specific:

- ✓ **Process** (formative): What you have done, for how long, to whom. How it was done and why it was done in a particular way. Tracking participant characteristics, attendance, and implementation issues.
- ✓ **Outcome/Impact** (summative): The degree to which each outcome has been achieved. How much impact did the program have on the employees and how much change has occurred? Did they learn, what did it result in-actions, products?

- How to Evaluate Specific Programs -

(Example of program evaluation form can be found in Appendix E)

- ✓ Who will use the evaluation/how?
- ✓ What are the intended outcomes & indicators?
 - Knowledge
 - Perceptions/attitudes
 - Skills
- ✓ What questions will the evaluation seek to answer?
- ✓ Where will you collect information? (Source of information)
- ✓ What method will be used to collect information?
 - Questionnaires/surveys
 - Interviews
 - Documentation/review
 - Observation
 - Focus groups
 - Case studies
- ✓ How will data be analyzed, interpreted and reported?
 - Quantitative Data: Compute a mean for each question or report a range of responses (i.e. 25 people of 100 or 25% reported that they exercised at least 3 days per week).
 - Qualitative Information: Organize comments into similar categories.
- ✓ How and to whom will results be shared?
 - Report patterns of responses
 - Compare results to what you expected or your baseline/pre-program data (if available)
 - Report both conclusions and recommendations
 - Consider all audiences in the development of the report
 - Make sure project staff have a chance to discuss the report
 - Consider a narrative summary as well as bullet points and graphs
- ✓ How much money/time was required for program planning, implementation, and evaluation?

2. Overall Return on Investment (ROI) Calculations

ROI is used to determine the financial impact of the program on the organization. The attached ROI calculation form will help you look at over all cost and return on investment.

- Measures Needed to Calculate ROI -

(Example of ROI Calculation Form can be found in Appendix F)

In order to determine cost savings you will need to identify baseline data that can be compared to end of program data. To determine overall return on investment you will compare savings and or increased revenue to money invested in the program.

Cost savings categories include the number of sick days per employee, percent turnover, number of admissions to hospitals per employee, workers compensation cost per employee, short-term disability cost per employee, long-term disability cost per employee, health care cost per employee, health care cost as a percent of pre-tax profits.

In closing, both forms of evaluation, program specific and ROI, serve to analyze the effectiveness of your efforts in implementing worksite wellness programming. Evaluation is an essential component of wellness programming because the information gleaned also serves to justify the continuation of such programming. What employer wouldn't support increased productivity and reduced healthcare costs?

References:

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Mayfield Publishing Company © 1994
Mountain View, CA 94041

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University of Wisconsin – Extension © 1996
Cooperative Extension Publishing, Madison, WI

Measuring Program Outcomes: A Practical Approach
United Way of America © 1996
Alexandria, VA

Evaluating Worksite Health Promotion
Chenoweth, PhD, David H.
Human Kinetics © 2002
Champaign, IL

APPENDIX A: Worksite Wellness Assessment Checklist

Number	Wellness Component	Yes	In Progress	No	Potential Priority	Comments
1	Do you have a commitment from key stakeholders such as senior management, human resource managers, safety officers, staff members, etc.?					
2	Does the worksite have a current policy outlining the requirements and functions of a comprehensive worksite wellness program?					
3	Does the worksite have a representative committee that meets at least once a month to oversee worksite wellness programs?					
4	Does the worksite have a worksite wellness plan in place that addresses the purpose, nature, duration, resources required, participants involved, and expected results of a worksite wellness program?					
5	Does your new employee orientation include an explanation of worksite wellness programs and are new employees given copies of any physical activity, nutrition, and tobacco use policies?					
6	Does the worksite promote and encourage employee participation in its physical activity/fitness and nutrition education/weight management programs?					
7	Does the worksite offer or provide adequate healthcare coverage for employees and their families for prevention of and rehabilitation of chronic disease?					
8	Is there a worksite budget for employee health promotion that includes some funds for programming and/or a portion of a salary for a coordinator?					

Number	Wellness Component	Yes	In Progress	No	Potential Priority	Comments
HEALTH RISK APPRAISALS AND PREVENTIVE SCREENINGS						
9	Does the worksite provide a free health risk appraisal for employees annually?					
10	Does the worksite provide free or reasonably-priced preventive screenings (i.e. blood pressure, cholesterol, etc) for employees at least annually?					
HEALTH EDUCATION						
11	Does the worksite offer educational programs for health areas, such as physical activity, nutrition or stress management?					
12	Does the worksite provide or arrange for health counseling or other support mechanisms to modify behavior?					
13	Does the worksite provide health education information in existing company employee communications, such as in an employee newsletter?					
14	Does the worksite host an annual health fair?					
15	Does the worksite offer weight management/maintenance, nutrition, and physical activity counseling as a member benefit in health insurance contracts?					
PHYSICAL ACTIVITY						
17	Does the worksite have a company culture that discourages sedentary behavior, such as TV viewing on breaks and sitting for long periods of time?					
18	Does the company map out on-site trails or nearby walking routes?					

Number	Wellness Component	Yes	In Progress	No	Potential Priority	Comments
19	When appropriate, does the company allow for “walk & talk” meetings instead of conference room meetings to encourage smaller amounts of activity?					
20	Does the worksite provide exercise/physical fitness messages and information to employees?					
21	Does the worksite provide prompts to promote physical activity near each stairwell or elevator?					
22	Does the worksite provide bike racks in safe and convenient locations?					
23	Does the worksite offer discounted or subsidized memberships at local health clubs for employees?					
24	Does the worksite provide incentive-based programs to encourage physical activity, such as a pedometer-based walking program?					
25	Does the worksite offer on-site fitness classes or an on-site exercise facility?					
HEALTHY EATING						
26	Does the worksite have policies that encourage company meetings/functions to offer at least one health food and beverage option?					
27	Does the worksite have policies that encourage healthy food and beverage options to be included in vending machines (no less than 25% of food/beverage choices offered)?					
28	Does the worksite provide point-of-decision prompts in the cafeteria or on vending machines that list the nutritional value of food/beverage options?					
29	Does the worksite send healthy eating messages to employees by email, payroll stuffers, newsletters, etc?					

Number	Wellness Component	Yes	In Progress	No	Potential Priority	Comments
30	Does the worksite have policies that encourage the company cafeteria to offer a minimum of one healthy food option and one healthy beverage option at every meal served?					
31	Does the worksite offer discounts on healthy food/beverage choices in the cafeteria and/or vending machines?					
TOBACCO INTERVENTION						
32	Does the worksite have a policy that prohibits tobacco use on company property?					
33	Does the worksite promote tobacco treatment and educational materials to employees through posters, payroll stuffers, email, etc?					
34	Does the worksite provide on-site tobacco counseling through a health plan sponsored group program?					
35	Does the worksite provide a Tobacco Treatment Specialist to conduct tobacco treatment/counseling programs?					
36	Does the worksite provide reimbursement for nicotine replacement therapies through health insurance policies?					
STRESS MANAGEMENT						
37	Does the worksite provide a stress management assessment/education program?					
38	Does the worksite provide an Employee Assistance Program?					

APPENDIX B: Sample Employee Survey

1. When do you get most of your physical activity each day?
 - A. Before work
 - B. During work hours on break and lunch times
 - C. After work
 - D. None of the above. I am not physically active or I am only active on weekends.

2. Select the statement that best describes your current tobacco use.
 - A. I don't smoke.
 - B. I'm not thinking about quitting, at least not in the next six months.
 - C. I'm thinking about quitting someday, but not right now.
 - D. I want to quit within the next month or two, and I want to know more about how to do it.
 - E. I have just quit and I am going through withdrawal.
 - F. I have quit smoking and I want to know more about how to never smoke again.

3. Please rate your interest in the following:	Not at all interested	Somewhat interested	Neutral	Interested	Very Interested
Attending presentations on physical activity topics.					
Receiving physical activity tips via email.					
Joining small groups for regular activity (walking groups, yoga class).					
Receiving discounted memberships at local health clubs, recreation centers, support groups, etc.					
Attending presentations on nutrition topics.					
Receiving healthy eating tips via email, such as healthy recipes.					
Receiving preventive wellness screenings (blood pressure, cholesterol, blood glucose, etc).					
Receiving Health Risk Appraisals.					
Receiving incentives for participation in wellness programming.					

4. If more opportunities were available for physical activity and nutrition at the worksite, when would be the best time for you? Check all that apply.

Before work

During the workday on break and lunch times.

After work

None of the above. I'm not interested in any physical activity or nutrition programming.

5. What other things could be done in the worksite to help promote physical activity and healthy eating? What would you like to see?

Thank you.

APPENDIX C: HRA/Health Education Incentive Program

Please note: This is only an example of how an incentive program could be structured.

A tiered system rewarding employees covered under the company's health insurance plan, at levels of participation and linkages with deductibles. Each employee will have to complete Tier I prior to advancing to Tier II.

Tier I—Health Risk Appraisal

Each employee covered under the company's health insurance plan must complete a Health Risk Assessment online to earn \$100.00.

Tier II—4 Educational Classes

Upon completion of the Health Risk Appraisal, each employee covered under the company's health insurance plan will be eligible to attend a maximum of four classes and earn \$25.00 per class, totaling \$100.00. No Tier II incentives will be provided until Tier I, the Health Risk Appraisal has been completed. Employees are strongly encouraged to complete the Health Risk Appraisal within the first quarter of each fiscal year.

Educational Programs:

The employee wellness committee will offer health education programs for all staff on a regular basis. Educational programs/interventions will be based on:

- The Health Care Management Report/Claims obtained from the company's health insurance plan provider, which contains recommendations for employee interventions specific to the company's top five healthcare claims.
- The ABC's (AHA recommendations): Avoid Tobacco Use, Become More Active and Choose Good Nutrition.
- Health Risk Appraisal aggregate data.

Criteria:

- Must provide a personal health benefit.
- Single classes equal one program.
- Series dealing with topics such as stress management lasting for multiple sessions will equal one program.
- Community health education/promotion programs/lectures or series provided by the company will equal one program.
- Community health education/promotion programs/lectures or series provided from outside the company will equal one program.
- Online programs that offer a personal health benefit – one per year will be allowed.

APPENDIX D: Sample Co-Worker Support System

We are happy to provide you with this listing of sports/fitness activities and fellow employees who are sports/fitness enthusiasts. If you are interested, click on your sport/activity preference and provide your name and work or home phone number. Employees who indicate an interest in a specific sport/activity can check the list for names and contact information and make calls to set up a time, date and location.

Your participation in any sport/activity is on your own time and at your own risk. We hope you have a fun and safe time. BE FIT & BE WELL!
For more information please contact _____.



Basketball

Jane Doe, Finance Department – jdoe@email.com; 555-5555



Golf

John Doe, Human Resources – johndoe@email.com; 555-5555

Bob Smith, Facilities – bsmith@email.com; 555-5555



Walking

Jill Doe, Purchasing – jilldoe@email.com; 555-5555

ETC...

APPENDIX E: Sample Program Evaluation Form

Please take a moment to complete this evaluation form related to your participation in the _____ . Your feedback is an invaluable component to the program's evaluation and revision process with the goal of potentially offering this program again in the near future. Thank you, in advance, for taking the time to provide your comments.

(1.) Overall, how would you rate your experience in this program?

- My experience in this program was fantastic.**
- My experience in this program was good.**
- My experience in this program was fair – I have been involved in better programs.**
- I did not like my experience as a participant in this program.**

(2.) What did you like most about the program?

(3.) What did you like least about the program?

(4.) Overall, did you find this program to be helpful/informative?

- YES** **NO** **Somewhat helpful**

(5.) Please list any topics for educational sessions or fitness sessions you would be interested in if we offered them to all employees.

(6.) Overall, did you increase your physical activity/exercise level during this program?

- YES** **NO**

(7.) Overall, did you eat more healthy, well-balanced meals?

YES

NO

(8.) Do you plan to continue some of the healthy behavior changes you have made during this program?

YES

NO

(11a.) Why or Why not? Please explain:

(9.) If we offered this program again to all employees or a similar health/wellness program, would you participate?

YES

Maybe

NO

(12a.) If no, please explain:

(10.) Would you recommend this program to other employees who did not participate?

YES

NO

(13a.) If no, please explain:

(14.) Please provide any additional feedback/comments:

Thank you! Please return this survey to _____.

APPENDIX F: Return of Investment (ROI) Calculation Form

Outcomes: Cost Savings	Category	Pre-program	Post-program	>10% Relative Change
	<i>Sick Days per Employee (#)</i>			
	<i>Turnover (%)</i>			
	<i>Admissions to Hospital per Employee (#)</i>			
	<i>Workers Compensation Cost per Employee (\$)</i>			
	<i>Short-Term Disability Cost per Employee (\$)</i>			
	<i>Long-Term Disability Cost per Employee (\$)</i>			
	<i>Health Care Cost per Employee (\$)</i>			
	<i>Health Care Cost as Percent of Pre-Tax Profits (%)</i>			

Explanation and Supporting Data:

Outcomes: Return on Investment (ROI)	Category	Savings and/or Increased Revenue (\$)	Program Investment (\$)	ROI (%)
	<i>Return on Program Expenditures</i>			

Explanation and Supporting Data:

Return on Investment (ROI) - A performance measure used to evaluate the efficiency of an investment or to compare the efficiency of a number of different investments. To calculate ROI, the benefit (return) of an investment is divided by the cost of the investment; the result is expressed as a percentage or a ratio. $ROI = (\text{Gain from Investment} - \text{Cost of Investment}) / \text{Cost of Investment}$

APPENDIX G: Considerations for a Quality Worksite Wellness Program

By providing a quality worksite wellness program, risk for liability can be low. This can be a business concern, particularly those that involve physical activity. This attachment is meant to provide a brief overview to raise awareness and offer resources. This is not meant to substitute for legal counsel.

Health promotion service providers:

If you engage an individual or company to provide worksite wellness services, it is prudent to make sure the individual or company has professional liability and workers compensation insurance, and that there is no misunderstanding about their fee for service or role as an independent contractor versus being an employee of your workplace.

Depending on what service the individual or company is providing, you may want to require CPR, First Aid and/or exercise certification from a reputable certifying body (American Heart Association, American Red Cross, National Safety Council, American College of Sports Medicine, American Council on Exercise, Aerobics and Fitness Association of America). You will also want to exercise caution in using your own employees to teach or lead fitness classes or programs. It may not fall under their job description and may make you liable to provide workers compensation if they sustain an injury. Other health promotion programs should be led by qualified organizations or individuals as well, for instance, lectures on healthy eating should be led by registered, licensed dietitians. Health educators (CHES) and nurses (RN) may also provide health education services.

Employees:

When offering exercise programs at your worksite you should consider following reputable standards by consulting American College of Sports Medicine recommendations for risk stratification. At a minimum a Physical Activity Readiness Questionnaire (PAR-Q) and informed consent should be used. Finally, you will want to consult with New Hampshire State Law regarding workers compensation risk. You will want to make it clear that the activity employees are participating in is not work related and any injuries resulting from such participation are not covered by workers compensation.

Additionally, it is important to know that all personal health information collected during the fitness program is confidential, and systems should be in place to ensure its confidentiality. This health information is protected under Health Insurance Portability and Accountability Act (HIPAA) guidelines. Healthcare facilities are very familiar with these guidelines and can serve as an expert resource in your community.