



Worksite Wellness Toolkit

**Brought to you by the Worksite Wellness Committee of the
Frederick County Chamber of Commerce Major Employer Group**

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Adapted and used with the permission of Healthy Howard, Inc. The Healthy Howard *Building
Healthy Workplaces Toolkit* is available by request at:

www.healthyhowardmd.org/health-plan/healthy-workplaces

Keys to a Healthy Frederick Worksite Wellness Toolkit

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Additional references used in the development of this guide:

- *Building a Healthy Worksite: A Guide to Lower Health Care Costs and More Productive Employees*, Utah Department of Health, available at: www.utahworksitewellness.org/
- *California Fit Business Kit!* available at: www.cdph.ca.gov/programs/cpns/pages/worksitefitbusinesskit.aspx
- Healthiest Maryland Business, DHMH, www.dhmh.maryland.gov/healthiest/SitePages/resources.aspx
- *Healthy Workforce 2010 and Beyond*, Partnership for Prevention, U.S. Chamber of Commerce, www.prevent.org/data/files/topics/healthyworkforce2010andbeyond.pdf
- *Prevention Minnesota*, Blue Cross Blue Shield of Minnesota, www.preventionminnesota.com
- *The Value of Worksite Health Promotion to Small and Medium Sized Employers*, Partnership for Prevention, www.prevent.org/data/files/initiatives/lbe_smse_2011_final.pdf
- *Wisconsin Worksite Resource Kit to Prevent Obesity and Related Chronic Diseases*, Wisconsin Department of Health Services, December 2010, available at: www.dhs.wisconsin.gov/publications/P4/p40135.pdf

Images provided by Google Images and Istock Photos.

For more information about worksite wellness, visit the Frederick County Chamber of Commerce worksite wellness webpage: www.frederickchamber.org/workplace-wellness

Inclusion of resources in this toolkit does not imply endorsement by the Frederick County Chamber of Commerce or by the organizations represented on the Chamber's Worksite Wellness Committee.

Frederick County Chamber of Commerce
8420-B Gas House Pike
Frederick, MD 21701
Phone: 301.662.4164
www.frederickchamber.org

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Welcome Letter

September 2012

Dear Frederick County Employers:

We are pleased to provide you with the first edition of the “Keys to a Healthy Frederick” Worksite Wellness Toolkit. This toolkit was developed by the Worksite Wellness Committee of the Frederick County Chamber of Commerce Major Employer Group as a resource to help Frederick employers, of all sizes, build and evolve their employee wellness programs.

As employers, we can have an impact! Seventy-percent of health care costs are from chronic diseases, many of which are potentially preventable. Thirty-eight percent of all deaths can be prevented by modifying four health behaviors—tobacco use, physical inactivity, diet, and alcohol use. Most adults spend at least half of their waking hours at work, making the workplace an ideal setting for health promotion.

Building a culture of wellness in the workplace yields positive results such as:

- Lower absenteeism
- Lower healthcare costs
- Increased productivity
- Lower turnover

This toolkit contains step by step instructions on how to build a worksite wellness program as well as local and national resources to support employee wellness.

We encourage you to use this toolkit to improve the health and quality of life for your employees, their families and our community.

Look for more resources in the near future as we expand the mission of “Keys to a Healthy Frederick.”

Yours in Good Health,



M. Richard "Ric" Adams
President and CEO
Frederick County Chamber of Commerce



Barbara A. Brookmyer, MD, MPH
Health Officer
Frederick County

What is Worksite Wellness?

Worksite wellness involves creating a supportive environment that promotes and enables employees to make healthy lifestyle choices. Worksite wellness programs typically include activities and health education but, ideally, wellness should permeate the organization at every level and extend to policy and the physical environment as well.

Effective worksite wellness programs do not take a “one size fits all” approach— every workplace varies by size, industry, types of employees, business model, and corporate culture – and each workplace must tailor its program to fit the needs of both the organization and the employees. The most effective worksite wellness programs are well integrated with the organization’s structure, objectives, and values.

The Wellness Councils of America outlines seven elements of a comprehensive worksite health promotion program, as defined by Healthy People 2020 and the Partnership for Prevention. The elements are:

- Health Education- focuses on skill development and lifestyle behavior change along with information dissemination and awareness building, preferably tailored to employee’s interests and needs.
- Supportive Social and Physical Environments- that reduce barriers to employee engagement and reinforce a culture of health. Establishing norms for healthy behavior and policies that promote health and reduce risk of disease.
- Integration- of the worksite program into your organization’s structure and value system (support of upper management, dedicated wellness staff).
- Linkage to Related Programs- like Employee Assistance Programs (EAPs) and other company functions and benefits (e.g., health benefits, safety) to optimize participation and employee engagement.
- Screening Programs- initiatives that help employees assess their health risks and provides referrals to appropriate resources (e.g., health coaching, medical care) to ensure follow-up and appropriate treatment as necessary.
- Follow-up Interventions- that support individual behavioral change, reinforce maintenance and reduce recidivism.
- Evaluation and Improvement Processes- to help enhance the program’s effectiveness and efficiency (e.g., changes in employee’s health risks, participation rates, sick days, etc.).

There are a wide variety of ways in which an employer can promote health in the workplace. In general, they fall into six major categories: 1) physical activity; 2) nutrition; 3) safety; 4) mental health; 5) environmental health; and 6) culture of wellness. Most worksite wellness efforts can be divided into three types:

3 Types of Worksite Wellness Efforts

Policies: Rules or regulations that encourage or enable employees to engage in healthy behaviors by providing incentives or shaping the environment to facilitate healthy choices. Examples include: healthy meeting food/beverage policies; lactation support; allowing breaks for walking; providing incentives for getting recommended preventive screenings; and providing access to well-lit and clean stairwells to promote taking the stairs.

Programs: Activities that provide a more structured way for employees to participate directly in healthy behaviors, generally on-site. They can be before, during, or after work hours. Examples include: organizing a walking group; holding nutrition or stress reduction classes on-site; and offering flu shots or health screenings.

Promotions: Efforts that connect employees with off-site resources and activities. It involves keeping abreast of events and offerings in the community and publicizing them to employees. Examples include: advertising community health fairs and flu clinics; connecting employees to off-site smoking cessation services; and encouraging employees to exercise and choose healthy foods through fliers and emails.



Why Invest in Worksite Wellness?

Working Marylanders spend an average of 9.2 hours per day at work, making the workplace a key venue for the promotion of healthy lifestyle choices. In addition, since employers shoulder many of the direct and indirect costs of poor health in their employees, there is a clear incentive to foster and maintain a healthy workforce.

Employee health benefits are one of the fastest growing costs for many employers. As these costs mount, many employers have responded with worksite wellness efforts. According to the Wellness Councils of America (WELCOA), an estimated **81% of workplaces offer some kind of health promotion program.**

In short, a wellness program is an investment in human capital. Employees are more likely to be on the job and performing well when they are in the best physical and psychological health. They are also more likely to be attracted to, remain with, and value a company that obviously values them. A company's productivity depends on employee health (Healthy Workforce 2010).



Workplace Wellness Benefits

Control health care costs

Decrease absenteeism and disability claims

Increase productivity

Attract and retain quality staff

Boost morale

Improve company's image

Health Matters in the Workplace

70% of health care costs are from chronic diseases, many of which are potentially preventable. **38% of all deaths can be prevented by modifying four health behaviors**—tobacco use, physical inactivity, diet, and alcohol use. These are *modifiable* risks that can be positively influenced by policies and programs in the workplace.

Over a three year period, **employers can save \$2-3 for every \$1 invested.** These savings are derived from:

- reduced health care costs
- reduced employee absenteeism
- increased employee productivity

A review of 56 published studies on worksite health promotion programs found that, on average, these programs achieve a:

- 27% reduction in sick days
- 26% reduction in health costs
- 32% reduction in workers' compensation and disability claims

Sources:

Centers for Disease Control and Prevention; Council of State and Territorial Epidemiologists; Association of State and Territorial Chronic Disease Program Directors. Indicators for chronic disease surveillance. MMWR Recomm Rep. 2004 Sep 10; 53(RR-11):1-6.

Mokdad AH, Marks J S, Stroup DF, Gerberding J L. Actual causes of death in the United States, 2000. JAMA 2004; 291:1238-1245.

Dr. Ron Goetzel. Director of the Emory University Institute for Health and Productivity Studies and Vice President of Consulting and Applied Research for Thomson Reuters. WELCOA interview 2010, available at: www.welcoa.org/freeresources/pdf/rongoetzel011912.pdf

Chapman L.S. (2005). Meta-evaluation of worksite health promotion economic return studies: 2005 Update. *Am J Health Promotion*, 19(6), 1-11.

Healthiest Maryland Businesses, Maryland Department of Health and Mental Hygiene, available at: www.dhmm.maryland.gov/healthiest/SitePages/businesses.aspx

Pelletier KR. (2005). A review and analysis of the clinical and cost-effectiveness studies of comprehensive health promotion and disease management programs at the worksite: update VI 2000-2004. *J Occup Environ Med*. 47 (10), 1051-1058.

What Do Worksite Wellness Programs Cost?

Research shows that well-designed health promotion and disease prevention programs that target a *variety* of risk factors provide the best return on investment (ROI). ROI is achieved through improved worker health, reduced benefit expenses, and enhanced productivity. Typical programs require modest initial expense and continuing investment over the life of the program along with staff time.

Staff Time

It is essential that a worksite wellness initiative have at least one staff person or a committee dedicated to assessing the organization's needs, planning and implementing the program, and following up to ensure that participation remains strong and program goals are met. A wellness initiative will not be effective simply by virtue of its existence; it needs a person or team that continually promotes the initiative, evaluates its impact, and uses this feedback to make improvements. For a committee, this might mean a few hours a month. A larger time commitment may be necessary if only one person takes on the task.

Business Costs

The cost of a wellness initiative varies widely based on your employees' needs and the resources available. Wellness programs can be implemented for as little as a few dollars per employee. More comprehensive programs will have a greater impact on employee health and a better return on investment. To maximize your return on investment, consider providing help with gym memberships or other wellness activities such as on-site screenings.



You can assess your employees' needs using some of the survey tools in Appendix 2, or by administering health risk assessments (HRAs) offered by your insurer or a private contractor.

Health and wellness benefits are an investment in your organization's human capital, not just a cost of doing business. Investing in those strategies that target the specific needs and health risks of your employees will produce the greatest return on investment and greatest improvements to employee health and productivity. Evaluating your wellness initiative as it progresses will also help you target resources towards the most effective programs and policies.

Many tools to help you assess your organization's needs are included in Appendix 2.



Tip: Return on investment tends to be greater with more comprehensive programs, but bear in mind that it may take a few years before you see measurable direct cost savings. Other benefits, such as improvements to employee morale and corporate image can be realized immediately.

How Do I Get Started?

Results-oriented programs are carefully researched, designed, and implemented. They are focused not on just offering random programs and classes, but on impacting the company's bottom line through improved employee health. Using the following seven steps will help your program be results-oriented rather than activity-driven.

Step One: Get Upper-Management on Board

Having the support of **senior-level** management is *critical* to getting your program off the ground and ensuring your program's success. **Mid-level** managers are also important allies for implementation because they provide crucial support in encouraging and allowing staff to participate.

Use the information in this guide to make the case for worksite wellness from both a health and financial point of view. Gaining leadership support will help you navigate barriers related to implementation, participation, scheduling or budgetary concerns. Once on board, it is vital that leadership frequently communicate their support for the program and, preferably, lead by example. Incorporating wellness into the organization's mission is also an effective way of setting the tone and shaping the workplace culture.

Step Two: Assemble Your Wellness Team

Your wellness team, or wellness committee, should be a group of individuals with a commitment to promoting healthy lifestyles in your organization. Having a leader for whom it is part of their job responsibilities to coordinate the wellness team is useful, but it is equally important to mobilize key members from your company in order to prevent your program from faltering if your coordinator moves on or can no longer participate. Having a team can also help you stay organized and provide some accountability and credibility.

While there is no formula for the perfect wellness team, it is useful to involve key members of your organization who will ensure a broad range of perspectives are represented and can help facilitate program implementation. A well rounded team is comprised of workers from management to front line staff. You may also want to consider seeking legal consultation to ensure compliance with HIPPA (Health Insurance Portability and Accountability Act) and GINA (the Genetic Information Nondiscrimination Act) regulations. A wellness committee should be formed as early in the process as possible and include:

- A cross-section of potential program participants
- Individuals who may have a role in program implementation or evaluation
- Management personnel
- Human resources personnel



Tip: *10 Great Resources on HIPPA & GINA (WELCOA):*
www.vlct.org/assets/RMS/Wellness-Health-Safety/Coordinator-Resources/HIPAA-GINA.pdf

Step Three: Assess Your Workplace and Your Employees' Needs

The purpose of completing an assessment is to identify your worksite's strengths and areas in need of improvement. The assessment will lead your committee to recommend actions for change to make the worksite more supportive of healthy behaviors (i.e. healthy food choices in vending machines, policies to enforce no smoking on worksite grounds or encouraging walking during break times). You may find some of the actions for supporting healthy behaviors 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. The initial assessment can later be compared with a follow-up assessment several months later to note progress.



Different assessments will produce different types of helpful information. In the appendices, you will find surveys and resources to use when assessing your worksite.

Ideally, your worksite assessment should contain four main components:

- 1- Workplace Culture & Environmental Assessment
- 2- Employee Needs & Interests Survey
- 3- Health Risk Assessment
- 4- Use of Existing Data

Workplace Culture & Environmental Assessment

This type of assessment obtains information about your company's current worksite wellness programming, environment and policies and helps reveal the extent to which opportunities exist in the workplace to pursue and maintain a healthy lifestyle.

Employee Needs & Interest Survey

An employee survey is used to gain a better understanding of your target audience and to get an idea of their current health habits and areas of interest.

Health Risk Assessments

Health Risk Assessments (HRA) help identify health issues and should always provide a feedback mechanism or follow-up plan to help employees understand the results and to know what information/services they can access in their community in order to take action. HRAs can range in sophistication from a self-scored questionnaire to a professionally-designed program available online. Biometric screenings, which can include tests for health indicators such as fasting glucose, total cholesterol, blood pressure and body composition can be done in conjunction with health risk assessments or may be done separately. In either case, like HRAs, there should be a follow-up plan to make good use of the results.

HRAs serve the following purposes:

Educate employees about the link between their lifestyle choices and the development of health problems

Encourage employees to seek appropriate care or adopt certain preventative behaviors

Reinforce healthy behaviors through improvements in follow-up assessments

Identify risk factors in your employee population

Determine helpful interventions which will address the specific needs of your employees

Serve as a tool for benchmarking, planning, and evaluation of your wellness program

High participation rates can make a tremendous difference in your ability to effectively use HRAs to assess your organizational needs – many experts recommend having at least 80% of your workforce complete an HRA at least once every three years. This will help identify programs most beneficial for your workforce and realize the greatest return on investment. HRAs will also provide useful benchmarks to evaluate what aspects of your wellness program are effective and what needs improvement.

Check with your health insurer or health benefits broker to see if they offer HRAs.



Tip: Appendix 2 offers examples of assessment tools. These can be used as is or modified to the specific needs of your organization.

Utilizing Incentives to Maximize Participation (WELCOA Workplace Magazine, 2008, Vol 7, Number 5):

www.welcoa.org/freeresources/pdf/aa_apr08_uitmp.pdf

Use of Existing Data

You may be able to access other key data that already exists for your worksite. If your company is large enough to have human resources and/or information technology staff, check with them to see what information may already be available. Your health insurer is also a good source for utilization data based on health claims and pharmacy purchases. Examples of existing data might include:

- Demographic data about your employees
- Absentee rate
- Worker's compensation claims
- Health claims data
- Pharmaceutical data
- Employee Assistance Program utilization data

Identifying this data will serve two purposes:

- It will identify what the big health issues are for your employees and it will allow you to better target those issues.
- It will serve as "baseline" data to compare against later to see if your programming has made a difference. Building this evaluation measure in at the beginning will help you prove the value of your wellness program.

Step Four: Develop and Communicate Your Wellness Plan

Having a clear vision will help your wellness program to stay on target even if there are competing priorities or if you experience turnover on your wellness team. It will help you to communicate more effectively with upper management such that you can determine what resources will be available to you during program implementation.

At a minimum, your wellness plan should include the following six elements:

- 1. Vision or mission statement.** This is a brief statement that articulates the values underlying your program and its overarching goals. For example: “To establish and sustain a comprehensive wellness program in which individuals can take charge of their personal well-being and the organization can realize health care savings.”
- 2. Goals and objectives.** Your goals should describe the general outcomes that you hope to achieve in the long run, while objectives are measurable results to be realized along the way. Each goal should have one or more objectives associated with it, which can help you determine whether you are making progress towards that goal. Objectives should be SMART: Specific, Measurable, Appropriate, Realistic, and Time-bound.

Example:

Goal: Provide employees with resources at the worksite that improve their knowledge, skills and abilities regarding weight management.

Objective 1: By December 2011, at least 25 employees will participate in on-site physical activity programs sponsored by the organization.

Objective 2: Provide monthly newsletters with information about weight management to 100% of employees.

Objective 3: By December 2011, all on-site vending machines will offer a minimum of 25% healthy snack options.



- 3. Budget.** Getting together cost estimates early on will enable you to be realistic about what activities are affordable before you get too far along in the process. In addition to the more obvious costs such as instructor or material fees, be sure to consider costs such as printing, staff time, and release time for employees to participate. Review the *Comprehensive Worksite Wellness Programming Matrix* below for ideas on how to develop a plan that matches your available resources. More comprehensive wellness programs generally require greater staff and/or financial resources.
- 4. Timeline.** The timeline breaks down all tasks that need to be accomplished and gives a timeframe for each task. Having dates will help keep your team on target. However, build with flexibility; be realistic with deadlines and competing priorities.
- 5. Marketing.** Even the best-designed program will fail if your target audience is unaware of its existence or how to participate. Your employees should know what the program is, how they can get involved, and that they have the full support of their supervisors and managers to participate. It is important to stay positive and show your employees what benefits they may gain from participating. Think of it as though you are “selling” the program to your employees, just as you would sell a product to a customer. While some of the benefits of participation may seem self-evident, do not make assumptions about your staff’s level of knowledge or interest. It is up to you to communicate that message to them. Once your program is underway, the best marketing tool you will have is a happy program participant who advertises for you via word of mouth!
- 6. Evaluation.** The key to successfully evaluating your program is to make your evaluation plan *in the beginning*. Decide now what information you want to collect (such as participation rates, satisfaction, changes in knowledge, attitudes, and behavior, and changes in environment and culture) and how you will collect it. Make sure your evaluation links back to your goals and objectives. Collecting baseline data related to your objectives will allow you to judge whether the program is achieving the improvements you want and will identify what aspects of the program are effective and what needs some fine-tuning. This enables effective use of resources and is helpful in justifying the continuation or expansion of your program in the future.



Comprehensive Worksite Wellness Programming Matrix

Program Elements	Minimum Steps	Moderate Steps	Comprehensive Steps
<p>HEALTH EDUCATION</p> <ul style="list-style-type: none"> • <i>Tobacco use</i> • <i>Alcohol/drug misuse</i> • <i>Physical inactivity</i> • <i>Overweight/obesity</i> • <i>Stress management</i> 	<ul style="list-style-type: none"> • Health Risk Assessments (HRAs) every 12 months • Information and resources for healthy lifestyle changes • Medical self-care resources 	<ul style="list-style-type: none"> • Use targeted risk interventions based on “readiness to change” • Workshops on medical consumerism • Educational seminars, workshops, or classes 	<ul style="list-style-type: none"> • Health coaching (e.g., person-to-person, telephonic, online) • Lifestyle self-management programs • Onsite full-time wellness manager • Telephonic nurseline
<p>SUPPORTIVE SOCIAL AND PHYSICAL ENVIRONMENTS</p>	<ul style="list-style-type: none"> • Open conference rooms and other work spaces for afterhours physical activity classes • Negotiate health club discounts • Create tobacco-free workplace • Provide lactation support services 	<ul style="list-style-type: none"> • Provide showers, subsidized gym memberships, walking trails, well-lit stairwells • Provide healthy selections in vending machines, cafeterias, and company functions • Provide or promote a nearby farmers market • Provide stress management and life-skill programs 	<ul style="list-style-type: none"> • In-house health management center in large locations • Allow for volunteer health teams and budget discretionary programs in all company locations • Provide flexible work scheduling • Engage in other health initiatives throughout the community
<p>INTEGRATION OF THE WORKSITE PROGRAM</p>	<ul style="list-style-type: none"> • Involve a diverse group of employees in a broad planning effort to create ownership in the program • Promote the program, including employee “success stories” 	<ul style="list-style-type: none"> • Match the goals of the worksite program with the mission statement of your organization 	<ul style="list-style-type: none"> • With senior management support, develop and use a health scorecard that is integrated with business goals

<p>LINKAGE TO RELATED PROGRAMS</p> <ul style="list-style-type: none"> • <i>Work-related injury/death</i> • <i>Health insurance</i> • <i>Preventive services</i> 	<ul style="list-style-type: none"> • Create “wellness champions.” • Provide easy-to-access information about related programs and opportunities • Integrate lifestyle messages (e.g., obesity, back care) into safety meetings 	<ul style="list-style-type: none"> • Provide custom publications pertaining to benefits, job safety, and preventive services • Expand health insurance coverage and reduce employee out-of-pocket costs 	<ul style="list-style-type: none"> • Create a cross-functional team (e.g., wellness, benefits, Employee Assistance Program (EAP) for strategic health promotion planning
<p>SCREENING PROGRAMS</p>	<ul style="list-style-type: none"> • Communicate the importance of preventive screening through flyers and/or company communication 	<ul style="list-style-type: none"> • Sponsor or team up with other businesses to offer health fairs with screenings 	<ul style="list-style-type: none"> • Through benefit plan, reduce cost and access barriers to preventive screenings
<p>FOLLOW-UP INTERVENTIONS</p>	<ul style="list-style-type: none"> • Locate and promote appropriate resources and support related to at-risk practices (be sensitive to privacy issues) 	<ul style="list-style-type: none"> • Create incentive-based programs to encourage maintenance of positive health changes (e.g., no tobacco use) 	<ul style="list-style-type: none"> • Benchmark health data to set short- and long-term objectives for reducing at-risk behavior
<p>EVALUATION AND IMPROVEMENT PROCESS</p>	<ul style="list-style-type: none"> • Conduct periodic surveys regarding employee health promotion needs/interests • Measure employee participation rates • Use post-program surveys to measure satisfaction 	<ul style="list-style-type: none"> • Stratify aggregate health risk assessment data by level of risk (e.g., percentage of population at low, medium, and high risk) • Identify leading medical claims by prevalence and costs • Measure and track disability, workers’ compensation, and sick days 	<ul style="list-style-type: none"> • Evaluate Return-On Investment (ROI) on selected interventions • Integrate employee data • Measure presenteeism for selective health conditions (e.g., arthritis, diabetes)

Step Five: Plan and Implement

Utilize the results from the assessments you conducted to shape the focus of your wellness program. Remember to keep in mind the health needs of your employees as well as their expressed interests.

When planning interventions, consider these issues:

- 1. The Programs.** Many program areas are suitable for most any employee population (physical activity/nutrition, disease management, work/family balance, financial management). However, take note of any special areas of need that may have emerged from your assessment data (such as worker safety).
- 2. The Timing.** Your program must be implemented in a way that allows for and encourages participation. Timing is critical – offer activities at convenient times for employees. Some programs may work well on a monthly or quarterly basis and others less often. Marketing, especially at the beginning as you work to establish the program’s reputation, will also be essential.
- 3. The Population.** (spouses, dependents, part time workers). Who you can include will depend on your budget, but change is more likely to be sustained when healthy behaviors are reinforced at work and home, so broadening the scope of your program can have significant benefits.
- 4. The Incentives.** Incentives can provide motivation to join and/or complete a program, and they send the message that your organization is committed to making the program a success. Some examples include giveaways like t-shirts or water bottles, extra vacation time, or contributions to a health savings account. Be sure to ask your employees what incentives *they* view as motivating and offer recognition to every participant who achieves some goal. Find ways to spark the interest of those who would not ordinarily participate. Take care not to focus solely on biometric changes. Sustained behavior change takes time—be sure to reward participation and progress that may not be measured by getting on the scale.

Popular Wellness Programs

Health Screenings: Offer on-site biometric screenings with follow-up information/resources

Physical Activity: Start and promote a walking club

Healthy Eating: Offer healthy options at work meetings

Tobacco Control: Institute a smoke-free campus policy

Mental Health and Work/Life Balance: Allow employees to work flexible hours when appropriate

Safety and Security: Offer on-site classes on injury prevention

Environmental Health: Encourage the use of public transportation or biking/walking to work

When planning your program, refer to your goals and objectives and build your strategies from here. Strategies may change from year to year as you evaluate and adjust your program, but your goals and objectives will likely remain consistent over time.

Example:

Goal: Enhance knowledge and skills among employees to affect and improve weight management capacity.

Objective 1: By July 2010, a minimum of 100 people will successfully participate in an approved weight management program.

Strategy A: Offer an on-site Weight Watchers at Work class.

Strategy B: Contract with a registered dietitian to teach a monthly nutrition class.

Objective 2: Provide weekly information to 100% of employees about weight management.

Strategy A: Utilize the company email system weekly to educate members on a topic related to weight management.

Strategy B: Include one article on a weight management topic in each monthly employee newsletter.

Once your program is planned, it is finally time to put your plan into action! Consider a kick-off event that is fun and inviting to all. A good rule to follow is to begin the program slowly and lead off with the activities most likely to succeed.



Resources: Systematically Increasing Participation Checklist (WELCOA)-
www.welcoa.org/freeresources/pdf/increaseparticipationchecklist.pdf

Key questions to increase participation (WELCOA):
www.welcoa.org/freeresources/pdf/littlethingsbigdifferencequestions.pdf

Appendix 3 outlines examples of successful programs and model policies for your consideration.

Step Six: Create a Culture of Health

Studies show that healthy, long term changes occur only when a worksite's environment and policies support employee health. Worksite environments which promote healthy eating but have vending machines filled with junk food send an inconsistent message. Those organizations which create a culture of health will improve participation rates, increase the program's effectiveness and efficiency, and can help attract and retain the best candidates for your workforce. Healthy choices should be reflected as the norm in the day-to-day operations of your organization.

In addition, it is critical to reduce barriers to accessing wellness initiatives. Some of these can be anticipated in advance, but others will not be clear until you are well underway. It is important to continually monitor your participation rates and understand why people do not participate. For example, if employees identify that they cannot get permission to attend a workshop, talk with supervisors and ensure their buy-in and support. If you find that some employees don't participate in a fitness event due to concerns of being "out of shape," consider refining your marketing strategy to highlight activities that are good for all fitness levels.



Build a Culture of Health in Your Organization

Be very explicit that health is a key value and objective for your organization.

Engage support and participation from managers and supervisors. Provide incentives when possible.

Build and encourage peer support systems.

Make sure your environment and policies enable employees to make healthy lifestyle choices. For example, provide flex time and space for them to walk or order healthy foods for company meetings.

Provide activities at different times of day (e.g. before or after work, more than one time slot during lunch) to encourage participation and to prevent interruptions in service or work.

Continually promote programs and healthy behaviors through a variety of communication channels such as newsletters, emails, and posters.

Help employees to recognize health issues that impair their performance. This can be done through a workshop and using Health Risk Assessments (check out Appendix 2 for more information).

Recognize individuals who act as role models for better health.

Provide incentives for participation.

Step 7: Evaluate and Improve the Program

Regular evaluation determines which aspects of your program are meeting your objectives and which need improvement. In addition to helping you make efficient use of available resources, the ability to demonstrate improvement is essential to justifying program continuation and expansion of efforts.

Evaluations look at two major categories of results: the **process** and the **outcomes**.

Process measures determine whether the program is being implemented effectively and according to plan. Specifically, this evaluation seeks to find out if components of the program were actually done and done correctly. To complete a process evaluation, it is imperative that the program organizer maintains a log of all activities and materials utilized. Examples of process measures include the following:

Participation rates. This is a measure of how many employees are using the wellness program. You may also want to survey those who did *not* participate so that you can address barriers to access.

Employee satisfaction. This measures what participants liked about the program and what they think needs improvement. In addition to ensuring that you are offering the right programs, it shows that you value their opinion.

Outcome measures determine the impact that your program has on employees. Is the program achieving the expected results? To complete an outcome evaluation, it is imperative to gather baseline data by administering a pretest before the program is implemented. Comparing pretest and posttest data will help you determine what behavior change occurred and if that change is being sustained over time. Examples of outcome measures include the following:

Changes in knowledge, attitudes, and behaviors. These outcome measures gauge how well your employees are gaining the knowledge and skills needed to successfully adopt a healthier lifestyle. For example, how many minutes do employees engage in physical activity after the program compared to before the program? How many employees moved from the stage of contemplation to preparation?

Changes in biometric measures. Evaluate changes in measures such as body weight, blood pressure, blood sugar levels, and cholesterol.

Risk factors. The goal of risk factor evaluation is to prevent individuals with high risk factors from gaining additional risk factors and, preferably, to lower their risk. For low risk employees, the goal is to help them maintain this status.

Physical environment and corporate culture. Evaluate changes to the physical environment and organizational policies to ensure they are adequately supporting employee health.

Productivity and morale. Measuring employee turnover, absenteeism, use of sick leave, “presenteeism” (impaired productivity while on the job), and morale can be useful to demonstrating your program’s impact.

Return on investment. This is the most clear-cut way of justifying your program’s existence, but this level of evaluation typically requires expert consultant to obtain accurate data. It may take three years or more to see a return on investment.



Continually Improve Your Worksite Wellness Program

Wellness programs should change in response to the needs and interests of your employees. Evaluation is the key at all stages of a worksite wellness initiative.

In the initial stages, it is essential for efficient planning; in the implementation phases, it helps you understand what's successful and identifies barriers that limit program effectiveness. Over time, it sheds light on what programs are achieving desired outcomes, which can help to plan and provide justification for future wellness efforts. Modify strategies that are not effective but remember to focus on the goals and objectives in your plan. Evaluation tools are provided in Appendix 2.

Maintain Participation and Interest

Target communications. Personalized messages to workers have increased participation five-fold in some worksite programs.

Conduct regular needs assessments. Understanding your employee's specific needs enables you to adapt to changing interests and concerns. Ask employees what they want and then strive to give it to them.

Offer a variety of intervention options. This increases the likelihood that everyone will find some aspect of the program that they enjoy.

Use incentives wisely. Well thought out incentives have the potential to increase program participation rates significantly. Remember to ask your employees for incentive ideas.

Create and maintain a worksite culture that supports health.

Involve people in the planning. Broad employee involvement stimulates interest and ownership of the program. Encourage them to market the program and create a "buzz" to stimulate interest and participation

Make the program fun!

Remove barriers. Make program activities easy to join, easy to participate in, and convenient.

Evaluate the effectiveness of implementation/impact on employee health outcomes. This will identify what is working, what is *not* working, and most importantly, *why* it is or isn't working. Sometimes the program is simply not a good fit. In other cases, there are ways to improve participation and effectiveness if you identify where the program falls short. For example, if a yoga class is poorly attended, surveying employees will help you to determine if there simply isn't much interest in yoga or if there was some problem with implementation that could be addressed for future classes, such as a lack of publicity or a conflict with work schedules.

Stay up to date on new ideas and what works. Take a look over the list of ideas, model policies, and examples of successful programs found in Appendix 3 to find ways you can strengthen your worksite wellness initiative.

Appendix 1: Resources for Program Planning

This appendix provides a list of online resources for program planning and general worksite wellness program information.

Centers for Disease Control and Prevention (CDC):

Healthier Worksite Initiative is designed for worksite health promotion planners. You will find information, resources, and step-by-step toolkits to help you improve the health of your employees.

www.cdc.gov/nccdphp/dnpa/hwi/index.htm

Guide to Community Preventive Services– Worksite identifies evidenced-based program and policy interventions for worksite health promotion.

www.thecommunityguide.org/worksite/

LEAN Works! Leading Employees to Activity and Nutrition is a free web-based resource that offers interactive tools and evidence-based resources to design effective worksite obesity prevention and control programs, including an obesity cost calculator to estimate how much obesity is costing your company and how much savings your company could reap with different workplace interventions.

www.cdc.gov/leanworks/

National Healthy Worksite Program is designed to assist employers in implementing science and practice-based prevention and wellness strategies that will lead to specific, measureable health outcomes to reduce chronic disease rates. For most employers, chronic diseases—such as heart disease, stroke, cancer, obesity, arthritis and diabetes—are among the most prevalent, costly, and preventable of all health problems.

www.cdc.gov/nationalhealthyworksite/index.html

Total Worker Health™ is a program of the National Institute for Occupational Health and Safety that promotes integration of occupational safety and health protection with health promotion to prevent worker injury and illness and to advance health and well-being.

www.cdc.gov/niosh/TWH/default.html

Sign up for the *Total Worker Health™ in Action!* Newsletter at:

www.cdc.gov/niosh/TWH/newsletter/

Workplace Health Promotion provides information, tools, resources, and guidance to practitioners interested in establishing or enhancing workplace health and safety programs.

www.cdc.gov/workplacehealthpromotion/

Employee Assistance Program (EAP) Directory furnishes professional counselors who provide confidential assessment and short-term counseling to employees and their families. EAP's can greatly enhance your benefits program. For a list of providers and programs, visit www.eap-sap.com.

FMH Wellness Center is a community center created to help you discover new ways to incorporate health and wellness into your life. The Wellness Center offers a wide variety of wellness activities from nutrition, fitness, relaxation and more. For more information visit, www.fmh.org/body.cfm?id=59.

Frederick County Health Department has many programs and services from which employees may benefit. Visit www.FrederickCountyMD.gov/healthdept to explore the many resources available.

Frederick County Office of Sustainability & Environmental Resources advances practical solutions for protecting the environment, conserving energy and living sustainably in Frederick County, Maryland. To find out more about Frederick County's sustainability initiatives please visit: www.FrederickCountyMD.gov/index.aspx?NID=3530.

Healthiest Maryland Businesses (HMB), is a free program of the Maryland Department of Health and Mental Hygiene. HMB provides resources for learning more about workplace wellness. To learn more and join, visit: www.dhmv.maryland.gov/healthiest/SitePages/businesses.aspx.

Maryland Department of Labor, Licensing and Regulation (MOSH) Rules and Regulations ensure that your workplace is compliant with the law. MOSH's Training and Education office offers free seminars, publications, and speakers at locations across the state to provide Maryland employers and employees with information about MOSH safety and health requirements. For more information, visit www.dllr.maryland.gov/labor.

Mental Health America is the nation's largest and oldest community-based network dedicated to helping all Americans live mentally healthier lives. For numerous resources to better employee mental health and work/life balance, visit www.mentalhealthamerica.net.

Partnership for Prevention seeks to create a "prevention culture" in America, where the prevention of disease and the promotion of health, based on the best scientific evidence, is the first priority for policy makers, decision-makers and practitioners who can make a difference in this area. They provide reliable information and resources for various sectors, including the worksite. Visit them at: www.prevent.org. An excellent resource for which they contributed is *Healthy Workforce 2010 and Beyond*, a sourcebook for large and small companies, available at: www.prevent.org/downloadStart.aspx?id=18.

Recycling can help your business promote a greener and cleaner environment. Visit www.FrederickCountyMD.gov/index.aspx?NID=1764 for information on Frederick County's recycling program. You can also visit Grassroots Recycling Network at www.grn.org for ideas on how to start or enhance your recycling program.

The American Cancer Society offers worksite wellness programs and materials. To learn about what is available, and for technical support, please call 1-800-ACS-2345 or visit www.acsworkplacesolutions.com/wpassessment.asp#.

The American Heart Association provides healthy tips and ideas to offer your employees. Please visit www.americanheart.org and click on Getting Healthy.

The Mayo Clinic offers practical strategies for balancing life at work and life at home. For tips to help your employees maintain work/life balance and promote good mental health, visit www.mayoclinic.com/health/work-life-balance/WL00056.

The Renewable/Sustainable Industries is part of the Frederick County Division of Business Development and Retention and is a resource for all things green in Frederick County. There are over 20 businesses in Frederick that are green. This site has links to tax credits, loan and grant information for making your business green. Visit www.discoverfrederickmd.com/IndustryFocus/renewable_industries.htm for more information.

The Renewable Planet focuses on affordable, workable solutions and suggests realistic choices that will protect the environment. For realistic solutions to reduce energy use in your workplace, visit www.therenewableplanet.com.

U.S. Chamber of Commerce offers workplace wellness information and case study examples, visit www.uschamberssmallbusinessnation.com/toolkits/employer/.

United States Department of Agriculture (USDA) offers education and outreach materials as well as information on food and nutrition, visit www.usda.gov.

U.S. Green Building Council is a non-profit community of leaders working to make green buildings available to everyone within a generation. Find out if your building is eligible to be LEED certified (Leadership in Energy and Environmental Design). Visit www.usgbc.org for more information on green building design, operations, and maintenance.

WELCOA (Wellness Council of America) is dedicated to improving the health and well-being of all working Americans. For information on their trainings, resources and wellness programs, visit www.welcoa.org.

The following resources have worksite wellness program materials available for purchase:

ETR (Education-Training-Research Associates) is a resource for meeting your health education and promotion needs. For a catalog of products, visit www.etr.org.

Emedco has products to help improve worker safety and compliance. For a catalog of products, visit www.emedco.com.

Journeyworks offers easy to read, multicultural pamphlets on a wide variety of subjects. Visit them at www.journeyworks.com.

Produce for Better Health Foundation offers online tools and materials that can be used to create or update your worksite wellness program, including new ways to communicate, market, and promote your company's existing wellness efforts. Visit: www.pbhfoundation.org/pdfs/pri_sec/PBH_Online_Resource_Guide_for_Worksites.pdf.

Appendix 2: Tools for Workplace Assessment

This appendix includes examples of assessment tools and surveys for use in planning and implementing your workplace wellness program.

Workplace Culture & Environmental Assessment Tools

Worksite Health ScoreCard (from the Centers for Disease Control and Prevention)

- Assists employers in identifying gaps in their health promotion programs and to prioritize high-impact strategies for health promotion at their worksites across the following health topics: organizational supports, tobacco control, nutrition, physical activity, weight management, stress management, depression, high blood pressure, high cholesterol, diabetes, signs and symptoms of heart attack and stroke, and emergency response to heart attack and stroke: www.cdc.gov/dhdsp/pubs/worksite_scorecard.htm

Culture of Wellness: A WELCOA Quick Inventory

- Available at: www.welcoa.org/freeresources/pdf/culture_of_wellness_sr_sm.pdf

Prevention Minnesota Survey

- Adapted from and available at Prevention Minnesota (Blue Cross and Blue Shield of Minnesota): www.preventionminnesota.com (click on the “Resources for Employers” tab).

The following questions can help you identify opportunities for your organization to support and encourage healthy behaviors among employees.

A strong foundation for employee health improvement

1. To what extent does the senior management in your organization *actively* and *visibly* support employee health improvement?
 - No support
 - Support, but not at senior level
 - Support at senior level, but not visible to employees
 - Strong and visible support
2. Is employee health improvement tied to your organization’s mission statement?
 - No
 - Yes, tied to business plan OR mission statement
 - Yes, tied to both business plan and mission statement

3. Is there an employee within your organization whose job responsibilities include employee health promotion?

- No
- Yes, but has little time available to dedicate to health improvement
- Yes, and has at least part of the job dedicated to health improvement
- Yes, and has at least one full-time position dedicated to health improvement
- Yes, and has at least part of the job dedicated to wellness AND has a background that includes employee wellness qualifications
- Yes, our organization has at least one full-time position dedicated to health improvement AND the employee's background includes employee wellness qualifications

4. Does your organization have an active wellness committee with diverse representation?

- No (does not have a committee, or has a committee that doesn't meet)
- Yes, we have a committee, but with limited representation
- Yes, we have a committee with widespread representation
- Yes, we have a committee with widespread representation AND committee involvement is part of each representative's job responsibilities

5. Does your organization have an annual budget for employee health promotion expenses?

(Expenses may be associated with offering a health assessment, paying for behavior change programs/coaching programs, covering incentives that encourage healthy behaviors, subsidizing healthy food options, communications and activities around specific health topics, fitness centers/walking paths, etc).

- No
- Yes, but funds are earmarked for existing programs (e.g. only for Weight Watchers or fitness discounts) and do not meet all existing needs
- Yes, funds are available to meet current needs

6. Does your organization have a plan for engaging employees in healthy behaviors?

- No
- Yes, we have a communications plan for our wellness program
- Yes, we have a communication plan AND we offer *meaningful* incentives or rewards (such as premium discounts or debit cards) for employees to engage in healthy behaviors

Comments:

A data-based approach to employee health improvement

7. Does your organization have clearly stated goals and priorities for employee health improvement?

- No
- Yes
- Yes, data (e.g. HRA, claims, productivity) are the bases for defining goals or priorities
- Yes, data AND *evidence-based best practices* are a basis for defining goals or priorities
- Yes, data and best practices are a basis for defining goals or priorities as well as measuring progress (evaluation)

8. Has your organization completed a Health Risk Assessment?

- No
- Yes, but more than 2 years ago
- Yes, within the last two years, and achieved a participation rate of less than 50%
- Yes, within the last two years, and achieved a 50% - 79% participation rate
- Yes, within the last two years, and achieved an 80% or greater participation rate

A workplace environment that supports healthy behaviors

9. Does your organization's tobacco reduction strategy reflect best practices?

(Circle ***all*** that apply)

- A no-smoking policy that includes both buildings AND grounds
- 100% coverage for the cost of over-the-counter nicotine replacement therapy
- Employee access to – and strong promotion of -- a tailored stop-smoking program

10. Does your organization provide opportunities (time and places) for physical activity during the work day?

- No
- Yes, indoor places for physical activity (on-site fitness center) OR outdoor places for physical activity (walking paths)
- Yes, both indoor AND outdoor places for physical activity
- Yes, indoor and outdoor opportunities AND employees can use work time for physical activity

11. Does your organization promote healthy eating by providing access to fruits and vegetables?

- No
- Yes, fruits and vegetables are *available* at the workplace (in vending machines, break areas, or cafeterias)
- Yes, fruits and vegetables are available *and discounted* at the workplace

12. Does your organization help employees identify healthy food choices (by providing nutritional content information or “healthy option” signage)?

- No, we do not offer healthy food choices
- No, we do not provide nutritional info or signage that identifies healthy food choices
- Yes

Benefits that support employee health improvement

13. Does your organization provide employees with **self-care** resources?

(Circle **all** that apply)

- Distribution of self-care books
- Online access to health information
- Onsite health seminars
- Onsite biometric screenings (blood pressure, glucose, cholesterol, body fat)
- Nurse advice line
- Employee Assistance Program
- Wellness discounts (gym memberships, weight loss programs)
- Volunteer opportunities (March of Dimes or Heart Walks, silent auctions that support a cause, Habitat for Humanity)

14. Which of the following **preventive services** are covered at 100% by your organization’s health benefits?

(Circle **all** that apply)

- Vision screening
- Hearing
- Immunizations (per CDC/ACIP recommendations)
- Radiology
- Laboratory services
- STD screening
- Preventive medical examination for adults
- Cancer screenings (includes: colon, cervical, breast, prostate and ovarian)

15. Which of the following are included in your organization's **pharmacy** benefit?
(Circle **all** that apply)

- Mail order or other 90-day supply option for medications
- Specialty pharmacy network
- Incentive-based tiered formulary design

16. Does your organization's health benefits provide coverage for **behavioral health** (such as depression, mental illness, counseling, stress management, and chemical dependency)?

- Yes, at the same level as medical benefits
- Yes, but at a lower level (less coverage) than medical benefits
- No coverage for mental or behavioral health

Check for Health

The following resources were referenced and used in the development of this survey:

- Permission to use and adapt this material is granted by the California Department of Public Health's Network for a Healthy California. Original development funded by USDA's SNAP, known in California as Cal Fresh (formerly Food Stamps). These institutions are equal opportunity providers and employers. *California Fit Business Kit!* available at: www.cdph.ca.gov/programs/cpns/pages/worksitefitbusinesskit.aspx.
- Prevention Minnesota (Blue Cross and Blue Shield of Minnesota) available at: www.preventionminnesota.com.

Why Complete *Check for Health*?

Savvy employers know that healthy employees demonstrate increased productivity and morale and lower health care costs. Employees notice and appreciate efforts by their employers to help them lead healthy lifestyles. This creates a win-win—whereby employees and their families are healthier and companies save on health care costs and absenteeism.

How healthy is your workforce? Are you doing all you can to help employees keep their medical costs down? It is important to provide an environment where employees can put healthy habits into practice! As noted in *Healthy Workforce 2010 and Beyond*, a significant percentage of deaths in the United States are associated primarily with modifiable, lifestyle-related behaviors. Remarkably, more than one-third of all deaths are attributed to just three general factors: tobacco use, poor diet/low physical activity (and their influence on obesity), and excessive alcohol consumption.

Check for Health was created as an easy-to-use tool for assessing your worksite and demonstrating a commitment to your employees' health. *Check for Health* will assist you in evaluating the culture of health in your organization and how well that culture supports employees' healthy eating and physical activity habits. Use the information gathered from this assessment to make healthy changes at your worksite and to measure your progress over time.

GENERAL WORKSITE INFORMATION:

1. **Business/Organization Name:** _____

2. **Name of Location/Department being assessed:**

3. **Contact person:** _____

4. **Address:** _____

5. **Telephone number:** _____

6. **Email:** _____

7. **# of buildings/satellite offices:** _____ **# of work shifts & times:** _____

8. **Hours of operation:**

9. **Total # of employees in all locations: Full Time**_____ **Part Time**_____

10. **Total # of employees in location/department currently being assessed:**

Full Time_____ **Part Time**_____

11. **Approximately how many employees do:**

Manual labor_____ **Non-manual labor (mostly sitting or standing)**_____

HEALTH PROMOTION PROGRAMS & SERVICES:

12. Does your worksite offer employees health insurance?

Yes____ No____

13. Does your worksite have an active Wellness Committee or Wellness Coordinator/Champion?

Yes____ No____

14. Does your worksite have clearly stated goals and priorities for employee health improvement?

____No

____Yes

____Yes, data (e.g. Health Risk Assessments, claims, productivity) are the bases for defining goals/priorities

____Yes, data AND evidence-based practices are the basis for defining goals/priorities

____Yes, data and best practices are the basis for defining goals/priorities as well as measuring progress (evaluation)

15. How does your organization promote healthy messages and programs: (*mark all that apply*)

Posters____

Brochures____

Newsletters____

Emails____

Bulletin boards____

Website____

Other _____

16. Does your worksite offer employees any of the following? (please circle)

		ANSWER ONLY IF OFFERED		
TYPE		ONSITE OR OFFSITE	FREE TO EMPLOYEES	# OF CLASSES PER YEAR
Healthy eating/nutrition classes	Yes	Onsite	Yes	
	No	Offsite	No	
Individual nutrition or diet management counseling	Yes	Onsite	Yes	
	No	Offsite	No	
Group physical activity	Yes	Onsite	Yes	
	No	Offsite	No	
Health risk appraisals	Yes	Onsite	Yes	
	No	Offsite	No	
Tobacco cessation classes	Yes	Onsite	Yes	
	No	Offsite	No	
Weight loss programs such as Weight Watchers	Yes	Onsite	Yes	
	No	Offsite	No	

17. Are there other programs and services offered? If so, please list:

FOOD ENVIRONMENT: (mark all that apply)

18. Are lunch/dinner breaks enforced at your worksite? Yes____ No____
19. Do most employees take a lunch/dinner break? Yes____ No____
20. Location where employees typically eat their meals:
- ____ Lunchroom or Cafeteria
- ____ Desk
- ____ Off site
21. How much time is allowed for lunch/dinner? _____
22. Lunchroom on site?
Yes____ (# of rooms _____ seating capacity _____) No____
23. Does your lunchroom have a microwave oven? Yes____ No____
24. Does your lunchroom have a refrigerator for employee use?
Yes____ No____
25. Cafeteria or food service for employees?
Yes____ No____ (go to question 25)

26. Please answer YES or NO to the following questions about your cafeteria/food service:

Does your cafeteria/food service offer “healthy” food alternatives on a daily basis?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does your cafeteria/food service offer fruits and vegetables on a daily basis?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does your cafeteria/food service provide labels (e.g., ‘low fat,’ ‘light,’ ‘heart healthy’) to identify “healthy” food alternatives?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does your cafeteria/food service label foods on the basis of nutritional value (e.g., calories, fat grams, percent of calories from fat)?	<input type="checkbox"/> Yes <input type="checkbox"/> No

27. Is there a water fountain or water cooler available to employees free of charge at all times? Yes_____ No_____

28. Vending machines available for food or beverage purchases?
Yes_____ No_____ (go to question 28)

29. Please answer YES or NO to the following questions about your vending machines:

What is the proportion of “healthy” foods in the vending machine?	<input type="checkbox"/> Less than 25% <input type="checkbox"/> 25% to 49% <input type="checkbox"/> 50% to 75% <input type="checkbox"/> More than 75%
Are “healthy” beverage alternatives usually available in the vending machine?	<input type="checkbox"/> Yes <input type="checkbox"/> No
What is the proportion of “healthy” beverages in the vending machine?	<input type="checkbox"/> Less than 25% <input type="checkbox"/> 25% to 49% <input type="checkbox"/> 50% to 75% <input type="checkbox"/> More than 75%
Are labels to identify “healthy” food alternatives provided on or near the vending machine?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are labels that indicate nutritional value provided on or near the vending machine?	<input type="checkbox"/> Yes <input type="checkbox"/> No

PHYSICAL ACTIVITY ENVIRONMENT: *(mark all that apply)*

30. Does your worksite have the following?

- _____ Locker room with showers
- _____ Indoor area set aside specifically for exercise and physical activity
- _____ Aerobic exercise equipment such as stationary cycles or treadmills
- _____ Strength training equipment
- _____ Outdoor facilities such as a walking trail
- _____ Accessible stairwells
- _____ A walking or other physical activity club

31. How safe is it to walk, run, or bike in the area surrounding the worksite?

_____ **Very Safe**

_____ **Somewhat Safe**

_____ **Somewhat Unsafe**

_____ **Very Unsafe**

32. How many employees at your worksite (check the appropriate box):

	Almost no employees	Some employees	Half the employees	Most employees	All employees	Don't Know
Are active as part of their job? (i.e., doing manual labor, walking briskly, as opposed to mostly sedentary-like computer work behind a desk)						
Live within walking or biking distance from work?						
Park several blocks away or further in order to walk a little extra as they come to/from work?						
Feel safe walking or spending time outside in the surrounding community?						

INCENTIVES:

33. What incentives are offered by your worksite for healthy behaviors (*mark all that apply*):

- For maintaining a healthy weight Sponsors sports teams
 For engaging in physical activity Monetary incentives
 Subsidize health club memberships No incentives are offered
 Offer reduced health insurance premiums for healthy behaviors
 Other: _____

POLICIES:

34. Please answer the following questions about policies at your worksite.

<p>Does your worksite have policies that require healthy food preparation practices in the cafeteria or by the food service (steaming, low fat/salt substitutes, limited frying)?</p>	<input type="checkbox"/> None <input type="checkbox"/> Yes, Informal <input type="checkbox"/> Yes, Written/Formal
<p>Does your worksite have policies that require healthy food choices in the vending machines and/or cafeteria?</p>	<input type="checkbox"/> None <input type="checkbox"/> Yes, Informal <input type="checkbox"/> Yes, Written/Formal
<p>Is it policy in your worksite to provide healthy food and beverage options at work-related meetings and events?</p>	<input type="checkbox"/> None <input type="checkbox"/> Yes, Informal <input type="checkbox"/> Yes, Written/Formal
<p>Does your worksite have a policy statement supporting employee physical activity (policies that allow workers additional time off from lunch to exercise, activity breaks, pre-heavy-labor stretching)?</p>	<input type="checkbox"/> None <input type="checkbox"/> Yes, Informal <input type="checkbox"/> Yes, Written/Formal
<p>Is it policy that health promotion programs are provided during work time (not lunch hour)?</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No

Does your worksite subsidize memberships to off-site recreation or fitness facilities?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does your worksite provide an appropriate place for breastfeeding/pumping (Mother's room)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Does your worksite provide flex-time opportunities for breastfeeding employees to pump or breastfeed during the work day?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is there a worksite policy on tobacco use? If yes, please explain. <hr/>	<input type="checkbox"/> Yes <input type="checkbox"/> No

HEALTH NORMS AND VALUES

35. How many employees at your worksite:

	Almost no employees	Some employees	Half the employees	Most employees	All employees	Don't Know
Are good role models for making healthy food choices?						
Are good role models for a physically active lifestyle?						
Would support others if they tried to adopt good health habits (e.g., healthy eating and physical activity)?						

36. Please indicate how much you agree or disagree with the following statements:

	Strongly Agree	Agree	Disagree	Strongly Disagree
My employer values healthy workers.				
My employer is genuinely concerned about the health and well-being of its workers.				
Senior management actively supports employee health.				
Middle management actively supports employee health.				

Employee Needs and Interests Surveys

- **Employee Interest Survey** (from Healthy Maine Partnerships): www.healthymainepartnerships.org/pdfs/Good_Work/appendix_2.pdf
- **WELCOA's Needs and Interests Survey**: www.welcoa.org/freeresources/pdf/ni_survey.pdf
- **Worksite Wellness Individual Interest Survey** (from the Utah Department of Health's *Building a Healthy Worksite* Guide- see pg. 28): www.utahworksitewellness.org/pdf/Worksite_Toolkit.pdf

Health Risk Assessment (HRA) Tools

- **Checklist for Planning Employee Health Risk Appraisals Implementation** (from the Centers for Disease Control and Prevention *Healthier Worksite Initiative*): www.cdc.gov/nccdphp/dnpao/hwi/downloads/HRA_checklist.pdf
- The following companies offer HRA tools:
 - **Business Health Services**: www.bhssolutions.com
 - **PreceptGroup**: www.preceptgroup.com
 - **Stay Well**: www.staywellhealthmanagement.com
 - **Summit Health**: www.summithealth.com
 - **The Mayo Clinic**: www.mayoclinichealthsolutions.com
 - **Trale Inc.**: www.trale.com
 - **Well Call**: www.wellcall.com
 - **Wellsource**: www.wellsource.com
 - **Wellstream** : www.getwellstream.com

Appendix 3: Program and Policy Examples/Ideas

This appendix provides additional resources for a range of wellness policies and programs. The information is organized into the following categories: 1) Healthy Eating; 2) Preventive Health; 3) Physical Activity; and 4) Smoke-Free Workplaces.

1) Healthy Eating

Program Example	Description	Resources
Buy Local/Eat Local	The Agriculture department of the Frederick County Division of Business Development and Retention provides information and resources about local farmers markets.	For more information: www.discoverfrederickmd.com/IndustryFocus/agriculture.htm Check out the <i>Buy Local Challenge</i> : www.buy-local-challenge.com/index.asp
Chop Chop: The Fun Cooking Magazine for Families	When you sign up for text messages alerts, ChopChop Maryland will let you know that a new recipe has been added to the site. We also encourage you to take time to review previous months' recipes to learn about Maryland farms. Sign up by texting CHOPDMD to code 43186! To cancel, text STOP MD	www.governor.maryland.gov/wellness/chopchop.html
Fruits & Veggies More Matters®	Offers information, recipes, and resources to promote consumption of fruits & vegetables.	Learn more at: www.fruitsandveggiesmatters.org/ Healthy Fruit and Vegetable Resources (includes Worksite Wellness Ideas): www.fruitsandveggiesmatters.org/healthy-resources

Garden Market	Help your employees gain access to local foods. Bring a farmer's market on-site to your business or commercial park.	The CDC created a toolkit to assist federal agencies and other organizations in establishing a garden market at their workplace. Visit www.cdc.gov/nccdphp/dnpao/hwi/toolkits/gardenmarket/index.htm
Healthy Cafeteria Standards Healthy Vending Machine Standards Healthy Meeting Guidelines Guide to Establishing a Worksite Farmers' Market	This kit offers a suite of tools and resources to help employers develop and implement a culture and environment at their workplaces that support healthy eating and physical activity. The Kit contains ten individual components, which can be used individually or as part of a comprehensive worksite wellness program.	<i>Worksite Program California Fit Business Kit!</i> (California Department of Public Health): www.cdph.ca.gov/PROGRAMS/CPNS/Pages/WorksiteFitBusinessKit.aspx#1#1
Maryland Healthy Eating and Active Lifestyle Coalition, Inc.	The mission of the Maryland Healthy Eating and Active Lifestyle Coalition is to coordinate efforts and resources to increase the number of Maryland residents who eat healthfully and engage in physically active behaviors.	Learn more at: www.healthyactivemaryland.org
Master Gardeners	Master Gardeners educate residents about safe, effective, and sustainable horticultural practices that build healthy gardens, landscapes, and communities.	For information on programs and presentations on food preparation of locally grown health foods, contact the Frederick County Extension Office at (301) 600-1596 or visit www.extension.umd.edu/mg

<p>Nutrition Strategies based on Level of Readiness</p>	<p>Choose various program ideas according to whether you are just beginning, already started or advanced.</p>	<p>Work Well North Carolina Toolkit: www.eatsmartmovemorenc.com/Worksites/Toolkit/Texts/Toolkit%201-17-12.pdf</p>
<p>Time for Meals and Breaks</p>	<p>Dedicated time and space away from the work environment improves the health of employees. Create regulations that allow employees to take meal breaks in a stress free area.</p>	<p>Check out this and other nutrition strategies in the Wisconsin Worksite Resource Kit (p. 39): www.dhmh.maryland.gov/healthiest/Documents/Wisconsin%20Worksite%20Wellness%20Resource%20Kit.pdf</p>

<p>Cancer Screenings offered by the Frederick County Health Department</p>	<p>Colorectal Cancer Screening Program: Provides free colorectal cancer screening services for Frederick County residents who meet income eligibility guidelines and are:</p> <ul style="list-style-type: none"> ▪ Between the ages of 50 - 64 ▪ Younger than 50 with a personal or family history of colorectal cancer <p>Breast and Cervical Cancer Screening Program: Provides free breast and cervical cancer screening services for Frederick County residents who meet income eligibility guidelines and are:</p> <ul style="list-style-type: none"> ▪ Women ▪ Between the ages of 40-64 <p>Cancer prevention services and education and outreach are also offered.</p>	<p>For information on eligibility and services, visit www.FrederickCountyMD.gov/cancerprevention or call (301) 600-3362</p>
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<p>Diabetes</p> <p><i>Making a Difference: The Business Community Takes on Diabetes</i></p> <p><i>Diabetes at Work</i></p> <p><i>Stop Diabetes @ Work</i></p>	<p>This resource provides a rationale for diabetes action and offers steps to reduce the impact of diabetes.</p> <p>Offers program development ideas and activities related to diabetes prevention/management, assessment tools, cost calculators.</p> <p>A program of the American Diabetes Association- has resources for employers and employees to live healthier lives.</p>	<p>www.in.gov/isdh/files/MakingDifference.pdf</p> <p>www.diabetesatwork.org/</p> <p>www.diabetes.org/in-my-community/awareness-programs/stop-diabetes-at-work/</p>
<p>Heart Disease & Stroke</p> <p><i>Million Hearts™</i></p>	<p>A national initiative launched by the Department of Health and Human Services in September 2011 to prevent 1 million heart attacks and strokes over five years. Heart disease and stroke are two of the leading causes of death in the United States. Million Hearts™ brings together communities, health systems, nonprofit organizations, federal agencies, and private-sector partners from across the country to fight heart disease and stroke.</p>	<p>www.millionhearts.hhs.gov/index.html</p>
<p>Seasonal Flu Information for Businesses & Employees</p>	<p>Offers strategies for preventing the flu and provides resources: toolkit for worksites, flyers, posters, and other materials to post and distribute in the workplace.</p>	<p>www.cdc.gov/flu/business/</p>

<p>Screenings offered by Frederick Regional Health System (FMH) Wellness Center</p>	<p>FMH offers many screenings, typically in the designated awareness months. They also provide a wide range of educational opportunities both in the hospital and in the community</p>	<p>Please contact the FMH Wellness Center at 240-379-6010 or visit www.fmh.org/body.cfm?id=59</p>
<p>The Health Care Connection Division of the Frederick County Health Department</p>	<p>The Health Care Connection can:</p> <ul style="list-style-type: none"> ▪ Answer questions about Maryland Health Insurance Programs ▪ Help you choose a doctor ▪ Help you choose a Managed Care Organization (MCO) - an insurance company under Medical Assistance ▪ Help you enroll in Maryland Health Insurance Programs ▪ Provide assistance for those who are not eligible for state insurance plans or need additional benefits and services ▪ Refer you to community resources 	<p>Learn more at: www.FrederickCountyMD.gov/healthcareconnection</p>

3) Physical Activity

Program Example	Description	Resources
Active for Life	A 10-week program designed by the American Cancer Society that encourages employees to be more active on a daily basis.	For materials and technical assistance, visit www.acsworkplacesolutions.com/activeforlife.asp
America on the Move	An internet based program where employees can track their physical activity level on an individual or group basis. Employees also have access to recipes, articles and other health information.	The Partnership to Promote Healthy Eating and Active Living can be contacted at 617-367-6894 or www.americaonthemove.org
Bike Maryland	Their mission is to promote bicycling, increase safety, improve conditions, and provide a voice for bicyclists in Maryland.	Visit: www.bikemd.org
County & City Parks & Recreational Programs	Activities for those of all ages, including team sports, fitness classes, summer camps, playgrounds, dog parks, community gardens and many others.	Frederick County Parks & Recreation: www.frederickcountymd.gov/index.aspx?nid=3034 Frederick City Parks & Recreation: www.cityoffrederick.com/index.aspx?NID=255

Discount Fitness Club Network	Create opportunities for employees to get discounts at fitness centers and gyms.	This CDC toolkit provides guidance on identifying and establishing a relationship with a nationwide discount fitness club network for employees of multi-site organizations: www.cdc.gov/nccdphp/dnpao/hwi/toolkits/fitnessclub/index.htm
Pedestrian & Bicycle Information Center	Encourage physical activity by supporting bicycling and walking to work.	For bicycling and pedestrian resources, policies and solutions visit www.bicyclinginfo.org
Physical Activity Breaks at Meetings	Creating a policy that includes physical activity breaks at meetings is an easy and low cost way to increase physical activity and improve participation and creativity at meetings.	For ideas to facilitate your worksite policy, visit the American Cancer Society's Meeting Well Guide: www.acsworkplacesolutions.com/meetingwell.asp New York State Department of Health also offers ideas at: www.health.ny.gov/community/disability/guidelines.htm

Physical Activity Breaks at Work	Dedicated time for an active break away from the work space can help reduce job stress and improve employee physical activity. Formal policies tend to include brief morning and afternoon breaks.	<p>The Strategic Alliance for Healthy Food and Activity Environments is a coalition of nutrition and physical activity advocates that offers ideas to develop your policy. Visit www.eatbettermovemore.org/sa/enact/workplace/breaks_5a.php</p> <p>Fostering a Workplace Culture of Physical Activity: www.acefitness.org/fitfacts/fitfacts_display.aspx?itemid=3120</p> <p>Thurston County, WA WorkWell Kit (p. 9): www.co.thurston.wa.us/health/personalhealth/chronicdiseaseprevention/PDF/Resources%20and%20Information%20Toolkit-final08.pdf</p>
President's Council on Fitness, Sports, and Nutrition- "President's Challenge"	Help build teamwork and employee morale while encouraging healthy lifestyle habits.	More information at: www.presidentschallenge.org
StairWELL	Develop a stair program to increase the use of stairwells at the office.	<p>The CDC offers easy to implement stair programs at www.cdc.gov/nccdphp/dnpao/hwi/toolkits/stairwell/index.htm</p> <p>and www.cdph.ca.gov/programs/cpns/Documents/Improving%20Worksite%20Stairwells.pdf</p>

Start! Walking Program	This American Heart Association program provides employers with the tools to set up walking routes in the workplace. It encourages walking teams and celebrates and rewards active lifestyles.	For information visit www.startwalkingnow.org/home.jsp
Worksite Walkability	Assess and improve the walkability of the environment surrounding a workplace.	The CDC offers a toolkit employees can use to identify ways to make walking routes more attractive. Visit www.cdc.gov/nccdphp/dnpao/hwi/toolkits/walkability/index.htm

4) Smoke-Free Workplaces

Program Example	Description	Resources
<p>1-800-QUIT-NOW Maryland's Smoking Quit Line</p>	<p>Free to all Maryland residents provided by the Maryland Dept. of Health and Mental Hygiene. Telephonic Counseling with a smoking cessation coach and free nicotine replacement therapy (patch or gum) when working with a counselor. Support is available in English and Spanish. Employers can request brochures and wallet cards to promote the program. 1-800-QUIT-NOW will also come onsite to offer smoking cessation classes if enough interest.</p>	<p>For more information, visit www.smokingstopshere.com</p>
<p>American Cancer Society Smoking Cessation Programs</p>	<p>The American Cancer Society offers Freshstart[®] and the Quit For Life[®] Program operated by Free & Clear[®].</p>	<p>For information on registering your workplace, visit www.acsworkplacesolutions.com/quitTobacco.asp</p>
<p>Clean Indoor Air Act</p>	<p>As of 2007 smoking is prohibited in virtually all indoor workplaces.</p>	<p>For more information visit: www.frederickcountymd.gov/index.aspx?NID=2656</p>

<p>Frederick County Health Department Smoking Cessation Program</p>	<p>A free six week program offered to anyone who lives or works in Frederick County. Class participants are also eligible for FREE nicotine patches and nicorette gum with physician consent.</p>	<p>For information visit: www.frederickcountymd.gov/index.aspx?nid=2477 Opportunities also exist to bring a cessation program on-site to your employees.</p>
<p><i>QuitGuide</i> App</p>	<p>A free smart phone app that was developed by MMG, Inc. for the Tobacco Control Research Branch of the National Cancer Institute (NCI). This guide was written by tobacco control professionals and cessation counselors with the help of ex-smokers and experts. It can help individuals prepare to quit smoking and support them in the days and weeks after quitting.</p>	<p>Available at: http://itunes.apple.com/app/quitguide/id411766556?mt=8&utm_source=June+22nd+Newsletter&utm_campaign=SHIP+&utm_medium=email</p>
<p>Tobacco Cessation</p>	<p>Provides evidenced-based ideas/information for programs, policies, environmental supports.</p>	<p>www.cdc.gov/workplacehealthpromotion/implementation/topics/tobacco-use.html</p>
<p>Tobacco-Free Campus Initiative</p>	<p>Make your entire worksite tobacco free with a comprehensive initiative.</p>	<p>The CDC provides guidance in developing and implementing an initiative that includes a policy and comprehensive cessation services for employees. Visit www.cdc.gov/nccdphp/dnpao/hwi/toolkits/tobacco/index.htm</p>

Appendix 4: Local Resources for Workplace Wellness Support

Frederick County Health Department

- The Health Department provides technical assistance to help worksites assess how well their organization supports and promotes employee health and to consider options for enhancing their worksite wellness efforts. For more information, contact Angela Blair at 301-600-1861 or ablair@FrederickCountyMD.gov

Frederick County Division of Business Development and Retention supports, retains and fosters the growth of existing businesses in Frederick County and attracts new businesses that bring career opportunities that enable Frederick County citizens to work where they live, visit www.discoverfrederickmd.com/index.cfm

Frederick City Department of Economic Development strives to increase economic opportunity for Frederick residents through job creation, revitalization and reinvestment, visit www.cityoffrederick.com/index.aspx?nid=91

Frederick County Chamber of Commerce

- The Chamber of Commerce is a member-driven, member-supported organization, dedicated to expanding the local economy and improving the quality of life in the greater Frederick region. The Chamber's core services are advocacy, education, leadership development, networking, and marketing opportunities for the business community. They serve over 1000 member businesses and organizations that conduct operations in Frederick County. Learn more at: www.frederickchamber.org
- The Chamber's Major Employer Group has established a Worksite Wellness Committee, whose goal is to increase the number of small to mid-size organizations in Frederick County that offer/implement worksite wellness plans or programs: www.frederickchamber.org/workplace-wellness.

Healthy Workplace Certification Program

This annual certification program recognizes workplaces at gold, silver, or bronze levels based upon the comprehensiveness of the wellness program. Innovation awards are also made to employers who have a policy, program, or activity that stands out from typical worksite offerings. The goal is to recognize businesses for their vision and commitment to a healthy work force. This event is coordinated by the Worksite Wellness Committee of the Chamber of Commerce. Learn more at: www.frederickchamber.org/workplace-wellness.

Additional Resources

- Healthiest Maryland Businesses of the Maryland Department of Health and Mental Hygiene offers a number of reliable resources to help you get started or to enhance an existing program: www.dhmh.maryland.gov/healthiest/SitePages/businesses.aspx.
- Many health insurance carriers offer wellness services. Please contact your carrier or broker to inquire about wellness services that may be included in your plan.
- If resources permit, consider hiring a consultant who specializes in worksite wellness. These specialists often enable organizations to develop more comprehensive wellness programs and obtain more in-depth evaluation / return on investment data.
A listing of local worksite wellness vendors/resources is available at the Chamber's Workplace Wellness page: www.frederickchamber.org/workplace-wellness.