

**Department of Health and Family Services
Division of Public Health
Wisconsin Nutrition and Physical Activity Program**

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FOREWORD

Did you know that more than 62 percent of Wisconsin adults are overweight or obese? The annual obesity-related medical cost is estimated to be \$1.5 billion dollars, of which \$626 million are Medicaid and Medicare expenditures. Overweight and obesity also increases the risk of many chronic diseases such as diabetes, heart disease, some cancers, arthritis and others. This epidemic is placing a huge burden on our healthcare system and economy.

What can be done? Worksites are an important venue to address nutrition and physical activity issues. The *Wisconsin Worksite Wellness Resource Kit* was developed to assist businesses in starting, adding to or maintaining a wellness program for their staff. The resource kit is a project of the Nutrition and Physical Activity Program, Diabetes Prevention and Control Program, Heart Disease and Stroke Program, Comprehensive Cancer Program, and Arthritis Program. Unlike other resource kits, the focus is on reducing the risk factors to chronic disease: poor nutrition, inactivity and tobacco use. Worksites will have a step-by-step guide to use in assessing their worksite, identifying what types of activities to implement, links to information on how to implement and ways to determine effectiveness. This toolkit has been piloted with six community-business partnerships throughout the state and was expanded to another 10 pilot communities in 2007 through the National Governor's Association Healthy States grant. Lessons learned from these pilot projects have been incorporated into this latest version of the kit.

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

With warm regards,



Kevin R. Hayden
Secretary



Sheri Johnson
Administrator and State Health Officer

This Worksite Wellness Resource Kit was developed as a collaborative effort of the Wisconsin Partnership for Activity and Nutrition - Business Subcommittee and the Chronic Disease Programs of the Wisconsin Division of Public Health. The resource kit focuses on strategies to offset risk factors that contribute to obesity and chronic diseases.

References to additional resources are for informational purposes and not an endorsement of organizations or products.

TABLE OF CONTENTS

INTRODUCTION	1	STEP 5: MAKING DECISIONS – WHERE TO FOCUS YOUR EFFORTS	36
6 Easy Steps to a Worksite Wellness Program	2	What Do I Need to Consider?	37
STEP 1: WHY HAVE A WORKSITE WELLNESS PROGRAM?	3	Recommendations – Narrowing the Scope	40
STEP 2: HOW TO GET STARTED	7	Action Plan & Worksheet.....	41
Developing a Worksite Wellness Program	8	Maintaining Interest & Motivation	42
What is it Going to Cost?	9	STEP 6: EVALUATING MY PROGRAM – IS IT DOING ANY GOOD?.....	44
A Final Thought on Start-up	10	Sample Evaluation Tools & Measures?	47
STEP 3: ASSESSING YOUR WORKSITE	11	APPENDICES:	48
Part 1: Worksite Wellness Assessment Checklist	13	Appendix A: Disease Specific Resources	49
Worksite Assessment Checklist (Completed Sample)	14	Arthritis.....	49
Part 2: How to Get Employee Input.....	15	Cancer	50
Employee Habits & Interest Survey (Completed Sample)	16	Diabetes.....	51
Part 3: Other Available Data	17	Heart Disease and Stroke.....	53
STEP 4: PROGRAMMING FOR YOUR WORKSITE	18	Mental Health.....	54
Wellness Components	22	Appendix B: Worksite Wellness Assessment Checklist	56
Health Risk Appraisal	24	Appendix C: Worksite Wellness Survey.....	64
Physical Activity.....	26	Appendix D: Recommendation Table	69
Nutrition	28	Appendix E: Action Plan Worksheet.....	71
Mental Health	31	Appendix F: Wellness at Home	73
Tobacco Cessation	34	Appendix G: Sample Policies	75
		Appendix H: Coordinator's Guide.....	76
		Acknowledgements	79

INTRODUCTION

Welcome to **Worksite Wellness: a way to improve your bottom line and employee morale while decreasing chronic disease.**



If you are extremely busy and don't have time to read another multi-page manual and you are about to put this aside and likely never get back to it again
. . . skip immediately to the next page.

IF WE KNOW THAT...

- ❖ Employees spend approximately 36 percent of their total waking hours at work, and
- ❖ More and more employees are becoming overweight from poor eating habits and physical inactivity, and
- ❖ Heart disease, stroke, cancer, and diabetes are all linked by common risk factors associated with poor eating habits, physical inactivity and tobacco use, then ...
As employers, it makes sense for us to get the most out of our employees by creating a work environment that supports and encourages good health.

EMPLOYEES WHO IMPROVE THEIR HEALTH CAN...

- ❖ Improve their overall fitness and mental alertness
- ❖ Enjoy improved morale
- ❖ Reduce their absenteeism and presenteeism due to sudden illness or chronic health issues
- ❖ Live healthier, longer lives.

THIS WORKSITE WELLNESS RESOURCE KIT WILL HELP YOU...

- ❖ Identify the strengths and weaknesses of your wellness and health promotion policies,
- ❖ Develop an action plan to implement or improve your worksite wellness program, and
- ❖ Provide a multi-faceted payback on your investment.

HERE'S WHAT OTHERS THAT HAVE USED THE TOOLKIT HAVE TO SAY:

- ❖ "It's a great resource with lots of good information!" Linda Lee, LaCrosse County
- ❖ "Very well laid out - - especially for those who need more basic assistance with program implementation." Laura Graney, Sheboygan County
- ❖ "As the coordinator, I think the resource kit is very good. It is well organized and easy to read. I appreciate that the surveys, recommendation table, action plan worksheet, and worksite wellness assessment are thorough and easy to use/duplicate if needed." Alecia Neuroth, Wood County

BUT WILL IT MAKE A DIFFERENCE? HERE ARE SOME STORIES FROM USERS:

- ❖ "We were successful in instituting a wellness committee 24 members strong. In addition we completed the distribution of the wellness survey and the tabulation of responses. Connections are being made and projects are getting rolling. There seems to be a great amount of enthusiasm for this project!" Lori McMillan, Rock County

- ❖ "Human resources staff and management are very committed to providing wellness opportunities for their employees. They are open to new ideas and trying new things. Free fresh fruit offered all day long in break room to company employees. Food vendors are providing more nutrition information on products and to display in the break room." Bev Hall, Waupaca County
- ❖ "Staff morale is visibly improved. Staff is accustomed to serving the health needs of program participants, often neglecting their own health and nutrition, to sit at computer terminals for long periods of the day. Staff conversations involve statements such as "I'm going to the YMCA tonight" or "My husband and I are starting an exercise routine/walking plan." I consider it a great success." Amanda Kugel, Brown County

If you're sold, let's begin!

GETTING STARTED

What's the hardest part of developing a worksite wellness program: Getting Started! Where do you begin and what do you do? Summarized below is a simple overview of the steps you need to take for a successful program that matches your resources. Take 2 minutes to read this to see that you can do it.

6 EASY STEPS TO A WORKSITE WELLNESS PROGRAM

STEP 1: WHY? CONVINCE ME I NEED A WELLNESS PROGRAM.

Read Step One on the benefits of an employee wellness program and the return on investment (ROI). If you're already convinced, skip to Step 2. The extent of your program will depend on resources, but you could implement some no-cost components of a wellness program tomorrow!

STEP 2: HOW DO I GET STARTED? I'M CONVINCED, BUT NEED HELP GETTING STARTED.

Read Step Two for an overview of how to get started. This includes management buy-in and developing a company wellness committee.

STEP 3: HOW "HEALTHY" IS MY WORKSITE? DO AN ASSESSMENT.

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

1. Use the assessment tool in Step Three to assess your current worksite environment.
2. Learn more from your employees: A sample survey and links to health risk appraisals (HRAs) can be found in Step Three.
3. Collect or use other existing data that may be helpful in your decision making.

STEP 4: WHAT ACTIVITIES CAN I DO? SEE A LIST WITH ADDITIONAL RESOURCES.

There are many activities that you could include in your program. Read Step Four for a listing of program components. The components have been split into low, medium and high resource needs, so you can get a quick glance at what you might be able to quickly implement, and what might take more time or be too costly to include.

STEP 5: WHAT DO I DO? WHAT DETERMINES PROGRAM COMPONENTS FOR MY WELLNESS PROGRAM? PICK AREAS WHERE YOU HAVE RESOURCES TO DO WELL.

There are many components that you could include in your program. See the tools in Step Five that will help you determine priorities and set up a plan to make them happen. It also describes how you can clearly define the goals and objectives of your wellness program. See how policy changes and even small environmental changes can have great impact at little or no cost.

STEP 6: IS IT WORKING? HOW WILL I KNOW IF THE WELLNESS PROGRAM IS WORKING? THINK ABOUT EVALUATION WHEN YOU START THE PROGRAM.

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

Step 1 Step 2 Step 3 Step 4 Step 5 Step 6
Why? ⇒ Starting Up ⇒ Assessing ⇒ Strategies ⇒ Making Decisions ⇒ Evaluation

STEP 1: WHY HAVE A WORKSITE WELLNESS PROGRAM?

What is Worksite Wellness?

For the purposes of this resource kit, worksite wellness refers to the education and activities that a worksite may do to promote healthy lifestyles to employees and their families. This resource kit focuses on risk factors that affect obesity and chronic diseases and does not address safety issues and injury prevention, which have often been addressed in the worksite in the past. Examples of wellness programming include such things as health education classes, subsidized use of fitness facilities, internal policies that promote healthy behavior, and any other activities, policies or environmental changes that affect the health of employees.

Why Worksite Wellness?

It affects your company's bottom line in many ways.

Here are three key factors:

- ❖ Decreased health care costs
- ❖ Increased productivity and staff retention
- ❖ Better morale

If any or all three of these factors are sufficient justification and you already believe they are likely outcomes of a wellness program, skip right to Step Two. If you need more convincing or background information, read on.

Rising healthcare benefit costs are a significant concern and poor health habits and unnecessary medical care costs consume portions of our corporate resources as well as the employee paycheck. The worksite is an ideal setting for health education, health promotion and disease prevention programs. Employees spend many of their waking hours at work, nearing 50 hours per week. That's why the workplace is an ideal setting to address health/wellness issues.

Why Start a Company Wellness Program?

Wellness programs help control costs

An investment in your employees' health may lower health care costs or slow the increase in providing that important benefit. In fact, employees with more risk factors, including being overweight, smoking and having diabetes, cost more to insure and paid more for health care than people with fewer risk factors.

An employee wellness program can raise awareness so employees with fewer risk factors remain in a lower-cost group. A program also can encourage employees with health risk factors to make lifestyle changes, to seek help for mental health programs and to improve their quality of life and lower costs. The payoff in dollars as well as in quality of life can have a big impact on your company's bottom line. The average Cost/Benefit ratio for wellness programs based on a summary of 28 articles was \$3.48 saved per \$1 invested (Aldana, 2001). A good summary analysis of return on investment (ROI) can be found in the issue brief entitled *Employee Health Promotion Programs: What is the Return on Investment?*
http://www.pophealth.wisc.edu/UWPHI/publications/issue_briefs/issue_brief_v06n05.pdf

Increase productivity

Healthier employees are more productive. This has been demonstrated in factory settings and in office environments in which workers with workplace wellness initiatives miss less work. Presenteeism, in which employees are physically present on the job but are not at their most productive or effective, is reduced in workplaces that have wellness programs.

Health related concerns are not only an issue for employees, but for the nation's employers, too. Health care premiums have doubled for the employee and employer. Employer profits are being consumed by healthcare costs. In 2000, private business expense for health services as a percentage of profit was **40%** before tax and **58%** after tax (Cowen, 2002).

Wellness programs can be simple or complex. Many programs require a minimal investment of time and money. More substantial programs often use more resources, but the many benefits to supporting and encouraging employee health and safety outweigh the costs.

Direct costs from lost time totaled nearly 15¢ on every dollar spent on payroll. (Strum, 2002)

Reduce absenteeism

Healthier employees miss less work. Companies that support wellness and healthy decisions have a greater percentage of employees at work every day. Because health frequently carries over into better family choices, your employees may miss less work caring for ill family members as well. The cost savings of providing a wellness program can be measured against reduced overtime to cover absent employees and other aspects of absenteeism.

Obese employees are almost twice as likely to be absent from work as normal weight employees because of their higher rate of weight related diseases. (Tucker, 1998)

Improve morale and enhance image for the organization

A company that cares about its employees' health is often seen as a better place to work. Those companies save money by retaining workers who appreciate the benefit of a wellness program and they can attract new employees in a competitive market.

Still not convinced?

The cost to employers of obesity-related health problems in 2003 was \$13 billion per year, including \$8 billion in medical claims, \$2.4 billion in paid sick leave, \$1.8 billion in life insurance, and almost \$1 billion in disability insurance. In addition, an estimated 39 million workdays are lost to obesity-related illnesses each year (DHHS 2004).

Here are three quick statistics and the corresponding data on the Wisconsin adult workforce.

- ❖ Illness and injury associated with an unhealthy lifestyle or modifiable risk factors is reported to account for 25 percent of employee health care expenditure (Anderson, 2000)
- ❖ Medical costs attributed to obesity and overweight are estimated to be annually \$395 (36 percent) higher than those for normal weight (Strum, 2002).
- ❖ Obese employees are nearly 75 percent more likely to experience high rates of absenteeism (seven or more absences during a six-month period) than normal weight employees (Tucker, 1998).

Percent of Adults with Lifestyle Health Risk Factors

Risk Factor	State of Wisconsin
Obese: Body Mass Index (BMI) ≥ 30	27%
Overweight (includes obese)(BMI ≥ 25)	63%
Diabetes	8%
Current smoker	21%
High blood pressure *	25%
High cholesterol *	36%
Lack of physical activity (Lack of exercise) *	43%
Less than 5 servings of fruits or vegetables *	78%

Source: Behavioral Risk Factor Surveillance System (BRFSS) 2006 and 2005*

The reality is that employers are already “paying for” health related issues. On average a company can expect to pay an estimated \$10,000 per year for things such as:

- ❖ Medical benefits
- ❖ Short & long term disability
- ❖ Workers compensation
- ❖ Disease Management
- ❖ Absence Management
- ❖ Staff Recruitment and training
- ❖ Human Resources

Many of the risk factors for chronic diseases are both preventable and modifiable. Step 2 will provide information on getting started and lay out what you can do at your worksite.

Looking for A Way to Estimate Your Costs and Potential Coast Savings? Obesity and Physical Activity Cost calculators

- ❖ American Cancer Society ROI Calculator for Obesity and Physical Activity, <http://www.acsworkplacesolutions.com/obesitycalculator.asp>
- ❖ Magellan Health Services Obesity Cost Calculator. <http://www.magellanassist.com/customer/services/obesitycost/default.asp>



STEP 2: HOW TO GET STARTED

Once an organization decides they want a Worksite Wellness program, the first question is often “What kinds of things should we do?” Before you have that discussion, you should lay the groundwork and get more information. A summary of what to do would include the following items, all of which are very manageable if you take them one step at a time:

How worksites can get started

1. Gain commitment from stakeholders such as senior management, human resource managers, safety officers, staff members, etc. (Step Two)
2. Create a wellness committee that involves cross-sectional representation of your organization to help with the development, implementation and assessment of your wellness program. (Step Two)
3. Assess the needs of your worksite. Complete a worksite environmental assessment and conduct an employee interest survey to collect information on the topics that would be of most interest to staff. Gather other available data that might be helpful. (Step Three)
4. Look at the program strategies and resource needs. (Step Four)
5. Use the assessment, survey results and other data to prioritize your program components and to set goals and objectives. (Step Five)
6. Develop an action plan with appropriate strategies to address specified goals. Include a timeline, a budget, and an evaluation plan. (Step Five)
7. Market and implement the plan. (Step Five)
8. Monitor progress and make necessary changes. (Step Six)
9. Evaluate the outcomes. (Step Six)
10. Continue to revise the plan to maintain a healthy environment for all employees.



WELLNESS COMMITTEE

DEVELOPING A WELLNESS COMMITTEE

Gain Support from Management

Support from all levels of management is a key to the success of your wellness program. To ensure the support of management, inform managers about the program early on and encourage them to participate. Communicate clearly and often the goals and benefits to the company and participants. You need to direct sufficient resources and staff time to developing and implementing your wellness program if you want it to be successful. If you are an outside coordinator not affiliated with the business, it may be worth while to list your responsibilities and the responsibilities of the worksite at the beginning. See Appendix H, the coordinator’s guide, for more information and a sample memorandum of understanding.

Assembling Your Wellness Team – Forming an Onsite Wellness Committee

The Wellness Committee is responsible for promoting the worksite wellness program, planning activities, recruiting team leaders, and conducting the evaluation. The size of the committee will depend on the size of your company and the scope of the program or activities. The committee should include staff that represents various employee shifts and departments such as management, union representatives, human resources or administrative assistants. There is no minimum or maximum size, but the committee

should be large enough to represent your workforce. If you already have a wellness or health promotion committee or other groups interested in taking on this role, involve them on the committee. Committee members can focus on recruitment, activities, events, rewards/incentives, and evaluation.

Designate a Coordinator

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

Committee Meetings

The Wellness Committee should meet on a regular basis, at a minimum on a quarterly basis. The committee may meet more often during peak times when planning or implementing activities or programs. The frequency of meetings will depend on what the committee plans to accomplish.

Revitalizing the Committee

Regularly add new members to the committee and include members of groups that you want to target. Maintain a connection with management and report successes. Make it fun and rewarding.

Appoint or Recruit Team Leaders

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

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

WHAT IS IT GOING TO COST?

Staff Time: Building a successful worksite wellness program requires staff time as well as money. Some larger organizations may spend 20 hours per week for three to six months preparing all the steps prior to launching a worksite wellness program.

Business Costs: Monetary costs can fluctuate widely, depending on whether the employer pays all costs, the employees pay all costs, or the costs are shared. The Wellness Council of America estimates the cost per employee to be between \$100 and \$150 per year for an effective wellness program that produces a return on investment of \$300 to \$450. A sample expenditure for various levels of programs would be:

<u>Program Type</u>	<u>Cost per Employee</u>
A minimal (largely paper) program	\$1 - \$7
A moderate program	\$8 - \$14
A medium program with several activities	\$15 - \$30
A fairly comprehensive program	\$31 - \$100
A very comprehensive, effective program	\$100 +

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

A Final Thought on Start-up

After you've laid the groundwork to develop a wellness program, take the time to plan the components that will result in a quality program. Many people want to jump into programming at this point, but following all the steps will ultimately make your program more successful. By assuring that your programming is geared to your employee needs and interests and that you are using proven strategies, you will greatly increase your likelihood for success.

Quick Resource: *Partnership for Prevention: An Essential Health Promotion Sourcebook for Employers, Large and Small* http://www.prevent.org/images/stories/Files/publications/Healthy_Workforce_2010.pdf



ASSESSING YOUR WORKSITE

STEP 3: ASSESSING YOUR WORKSITE

Your worksite assessment should contain three main components:

- Part 1: An assessment of the current worksite environment and policies, and
- Part 2: An employee survey and/or other means for employee input to identify interests and the types of programming that will be used.
- Part 3: Gathering of existing data that might be helpful in your decision-making.

HOW TO ASSESS THE WORKSITE WELLNESS ENVIRONMENT?

Why do an assessment?

The purpose of completing the assessment is to identify your worksite's strengths and areas in need of improvement. The assessment will lead your committee to recommend actions for changes 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.

Who should do the assessment?

Identify a workgroup (at least 4-5 people) who will be responsible for completing the assessment. This may be a subset of your wellness committee. Forming a diverse group from all areas and levels of your organization is important for meaningful assessment and successful planning and implementation. Suggested participants include: human resources, employees from various departments, administrators, supervisors, employee or wellness staff.

When should the assessment be done?

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

Where can I get **HELP**?

You may be able to complete the assessment checklist and employee survey without any help. Both documents are ready to use, but if you would like more detail, or want to tailor the assessment more to your worksite, you can contact Jon Morgan at (608) 266-9781 or morgajg@dhs.state.wi.us.

What do I need?

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

ASSESSMENT CHECKLIST

PART 1: WORKSITE WELLNESS ASSESSMENT CHECKLIST

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

A sample of an abridged completed checklist can be found on the next page.

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

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

CHECKLIST COMPONENTS:

- 1 **Categories.** There are seven major categories: General Worksite Components, Health Screening and Disease Prevention and Management, Physical Activity, Nutrition, Mental Health and Stress Management, Tobacco Use, and Emergency Medical Response Plan. Each category has several questions that address what you currently have in place at your worksite.
- 2 **Current Status.** Initially, list whether you have the component (Yes), are in the process of instituting the component or you are planning for the component (In Process) or don't have the component at all (No). At the end of each category, sub-total the number in each column and then total all of the categories at the end of the checklist to get an overview of where your worksite wellness program currently rates (A sample can be found on the next page). You should also use this baseline measure as a benchmark for later evaluation. By evaluating where your worksite is on each wellness component, you will be able to get a general idea of your status across each category and all 68 items.
- 3 **Potential Priorities.** After you have completed the assessment, the employee interest survey and reviewed available data, you can use the *potential priority* column to indicate what components you might want to focus on that are either currently in process or don't exist. This can serve as a first screening of possible areas to focus on as you develop your action plan, which is described in Step Five.

#	Wellness Component	2			3
		Yes	In Process	No	
General					
1	Do you have a commitment from key stakeholders such as senior management, human resource managers, safety officers, staff members, etc.?		✓		✓

Worksite Assessment Checklist (Completed sample)

#	Wellness Component	Yes	In Process	No	Potential Priority
Infrastructure					
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 representative committee that meets at least quarterly to oversee worksite wellness programs?		✓		
3	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?		✓		✓
4	Does the worksite have a mission statement, clearly defined goals and an action plan to implement the program?			✓	
5	Does the worksite have at least part-time dedicated staff time to implement a wellness program?	Sample		✓	
6	Is there a worksite budget for employee health promotion that includes some funds for programming?	✓			
General area totals (# of Yes, In Process and No items)		1	3	2	2

FULL WORKSITE SCORECARD (Sample) (Totals for all categories)	Yes	In Process	No	Potential Priority
Infrastructure (6)	2	3	1	2
Program Components (6)	3	1	2	1
Health Screening and Disease Prevention (3)	1	0	2	0
Physical Activity (16)	5	3	8	4
Nutrition (20)	7	2	11	3
Mental Health (5)	2	1	2	1
Tobacco Use (5)	2	1	2	1
Emergency Medical Response Plan (3)	2	0	1	0
Assessment and Evaluation (4)	1	1	2	1
Worksite Total (68)	25	12	31	13



EMPLOYEE INPUT

PART 2: HOW TO GET EMPLOYEE INPUT

Why would we want to do an employee survey?

You should conduct an employee survey to get a better understanding of your target audience (your company's employees) and get an initial idea of their current health habits and interest areas. The survey can be tailored to your worksite and can be done in paper form or through the use of survey instruments on the internet or that can be purchased. Using a computer survey instrument has the added advantage of being able to collect and analyze data automatically. There are software packages available for under \$100 to collect basic information.

(There are also free versions of some survey software, but make sure the software has the features you need before you use it for your electronic survey. Many free versions have limited access to certain types of questions, little or no analysis capabilities and may only leave the survey "live" for a small number of days before it closes the survey link.)

As was the case with the worksite environmental assessment, the employee survey results can also be used as a baseline measure for later evaluation. The initial survey results can later be compared with a follow-up survey several months later to note progress.

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

Whatever method you use to gather information, make it as easy as possible for employees to complete and submit the information so you get a high return rate. Consider offering an incentive or prize for people who complete the survey.

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

Other sample surveys can be found at:

1. Healthy Workforce 2010: Essential Health Promotion Sourcebook for Employers, Large and Small (pages 62-64)
http://www.acsworkplacesolutions.com/documents/Healthy_Workforce_2010.pdf
2. Take Action CA Worksite Evaluation <http://www.takeactionca.com/docs/Evaluation.pdf>
3. http://www.mihealthtools.org/work/Sample_Employee_Survey.pdf

EMPLOYEE SURVEY - SAMPLE

Employee Habits & Interest Survey (completed sample)

Wellness Questions

1. Current physical activity level.

12% I don't exercise or walk regularly now, and I don't plan to start in the near future.

29% I don't exercise or walk regularly, but I've been thinking about starting.

36% I'm doing moderate or vigorous physical activities for at least 30 minutes on some days, but fewer than 5 days a week.

11% I've been doing moderate or vigorous physical activities for at least 30 minutes in a day, on five or more days a week, and have been doing it for the last 1 to 6 months.

12% I've been doing moderate or vigorous physical activities for at least 30 minutes in a day, on five or more days a week, and have been doing it for 7 months or longer.

2. When do you get most of your physical activity each day?

9% Before work

20% During work hours on break and lunch times

66% After work

6% None of the above. I am not physically active or am only active on weekends.

Demographics

18. Gender

28% Male

72% Female

19. Age

0% <20

6% 20-29

16% 30-39

26% 40-49

45% 50-59

7% 60+

Sample

(A blank Employee Survey can be found in Appendix C)

How do my survey results compare to other groups?

Survey return rates will vary depending on a number of factors: ease and time to complete the survey, survey audience, audience interest, etc. Keep in mind that voluntary survey completion tends to attract those that are most interested in the topic, so your survey results may not be representative of all your employees. Using incentives to increase participation in the survey may give you a better idea of the interests and current health habits of your employees. Survey participation rates above 30 percent are good and rates over 50 percent are excellent. Average return rates from worksites participating in a recent pilot project were in the 40 to 50 percent range.

How do your employees compare on certain key health indicators? Average numbers for Wisconsin adults on key health indicators are:

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

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

The activity information from Question #1 shows that 41 percent of employees are not active at all and that an additional 36 percent are not active at least five times per week. This suggests that any physical activity program proposed will have to start out slowly to engage participants at a relatively low level and build their stamina.

The demographic information in question 15 & 16 shows a largely female workforce (72 percent), and an older work force with 78 percent over age 40 and 52 percent over age 50. This should greatly influence the type and intensity of any physical activity programming you might do that would have mass appeal.

PART 3: USING OTHER AVAILABLE 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 they may already have available. Your health insurer is also a good source for utilization data based on health claims and pharmacy purchases. Viewing this data as an aggregate for your company's employees will also help focus your efforts. Examples of existing data might include:

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

Identifying this data will serve two purposes:

- 1) It will help you decide what the big health issues are for your employees and it will allow you to better target those issues.
- 2) 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 1 Why? ⇒ **Step 2 Starting Up** ⇒ **Step 3 Assessing** ⇒ Step 4 Strategies ⇒ Step 5 Making Decisions ⇒ Step 6 Evaluation



PROGRAMMING

STEP 4: PROGRAMMING FOR MY WORKSITE

Step Four will provide you with background information for specific program strategies that you should consider. After reading through this chapter, you should go through the prioritizing exercise in Step Five to narrow your focus and put your written action plan in place. **DON'T PRIORITIZE YET** – wait until you have a good idea of what programming options are available and then walk through the process in Step 5 to choose the best options for your worksite.

Program Strategies

Now that you've completed the worksite assessment, employee survey and reviewed other available data and compiled the results, it's time to take a look at the program strategies that have been proven to work or are best practices from other worksites. This chapter lists a number of strategies to consider for your wellness program. You should be able to use the Worksite Scorecard at the end of the Worksite Assessment Checklist to get an overview of your current worksite wellness programs or strategies. For those programs or strategies that were checked as either in process or not existing at your worksite, you will have the opportunity to get an overview of the relative resource costs needed to implement the strategy and see what reference or resource materials are available to help with implementation.

Focus Areas

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

- ❖ Health risk appraisal (HRA)
- ❖ General health education for disease risk factors
- ❖ Physical activity
- ❖ Nutrition
- ❖ Mental Health and Stress Management
- ❖ Tobacco cessation
- ❖ Maintaining interest and motivation

Each focus area has its own distinct section that contains strategies on the first page and references to additional resources on the second page. The resources are highlighted by a shaded color to distinguish them. By looking at the first page of each focus area you will get an overview of things that can be done in the workplace. If you need additional information or resources to implement a strategy, look to the second page for more detailed information. Examples of the strategy page and the resource page are shown on the following two pages.

PROGRAMMING STRATEGIES: SAMPLE OF PAGE ONE

Illustrated below is a sample of what you will find in the six focus areas that follow this introduction.

1

Strategies arranged by resource level. This provides a summary of programming that you can do at your worksite. The components have been split into **low, medium and high resource needs**, so you can get a quick glance at what you might be able to quickly implement, and what might take more time or be too costly to include at this time. The three levels indicate the relative amount of staff and financial resources that will be needed to implement the program.

2

Influencing change on a variety of levels. The options are further classified by the level where change takes place. In Step Five, there is a summary of the need for change to occur at the **individual, environmental and policy levels**. The tables that follow will indicate which level is being influenced for the related activity.

1

List of strategies arranged by level of resources (Low, Medium, High) needed.

2

Box indicating at what level change takes place.

First Page Sample of Strategies

LOW RESOURCES	I	E/O	P
1. Offer flexible work hours to allow for physical activity during the day.			★
2. Support physical activity breaks during the workday, such as stretching or walking.			★
3. Map out on-site trails or nearby walking routes.	★	★	
MEDIUM RESOURCES	Sample		
1. Provide shower and/or changing facilities on-site.		★	
2. Implement incentive-based programs to encourage physical activity, such as pedometer walking challenges.		★	
HIGH RESOURCES			
1. Provide an on-site exercise facility.		★	

TABLE KEY

I = Individual level

E/O = Environmental / Organizational level

P = Policy level

PROGRAMMING STRATEGY RESOURCES: SAMPLE OF PAGE TWO

Page one provides a sample of how strategies for each of the six focus areas (general wellness components for disease risk factors, health risk appraisals, physical activity, nutrition, mental health and tobacco cessation) are shown. This page provides a sample of what the second page looks like. The second page will repeat the strategy list, but it will also provide:

- ❖ links to additional resources;
- ❖ examples or links to examples, and;
- ❖ greater details for each of the program areas listed.

By looking at the first page of each program area you will get an overview of things that can be done in the workplace. If you need additional information or resources to implement a strategy, look to the second page for more detailed information. An example of the second page is shown below and it will be presented in a shaded color so it will be easy to recognize.

PHYSICAL ACTIVITY RESOURCES FOR THE RECOMMENDED STRATEGIES

LOW RESOURCES

1. Offer flexible work hours to allow for physical activity during the day. *Supervisors will support this as a standard work practice.*
2. Support physical activity breaks during the workday. *Supervisors will support this as a standard work practice.*
3. Map out on-site trails or nearby walking routes.
<http://walkingguide.mapmyrun.com/>

Italics: Brief description of what needs to take place to implement.

MEDIUM RESOURCES

1. Provide shower and/or changing facilities on-site.
2. Implement incentive-based programs to encourage physical activity, such as pedometer walking challenges.
<http://www.sportsinwisconsin.com/lightenup>
<http://dhfs.wisconsin.gov/forms/DPH/dph40075.pdf>

HIGH RESOURCES

1. Provide an on-site exercise facility.
<http://www.cdphe.state.co.us/pp/COPAN/resourcekits/WorksiteWellnessResource%20Kit.pdf>
(page 45-46)

Hyperlink: Reference to a website with detailed information or examples to implement the strategy listed.

TWO FINAL REMINDERS:

1) Communication is Key

Regardless of what programming you choose to do, communication is essential to make your program more successful. It is likely that there are some employees that are very experienced in communications and marketing. Make sure you recruit them to be on the wellness committee.

There are many ways to get the word out about your program, including:

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

2) Wellness Coordinator

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

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

Check with your local contacts to see if any of these sources might be an option.



WELLNESS COMPONENTS

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

will have a greater chance of being successful. Creating a company culture where wellness is encouraged will reinforce healthy behavior.

WHY: Organizations that have well-defined worksite wellness programs and policies in place

HOW:

TABLE KEY 
I = Individual level
E/O = Environmental / Organizational level
P = Policy level

LOW RESOURCES	I	E/O	P
1. Have a current policy outlining the requirements and functions of a comprehensive worksite wellness program			★
2. Have a worksite wellness plan in place that addresses the purpose, nature, duration, resources required, targeted participants, and expected results of a worksite wellness program		★	
3. Orient employees to the wellness program and give them copies of the physical activity, nutrition, and tobacco use policies.	★	★	
4. Promote and encourage employee participation in its physical activity/fitness and nutrition education/weight management program		★	
5. Provide health education information through newsletters, publications, websites, email, libraries, and other company communications.	★	★	
MEDIUM RESOURCES			
1. Have a representative committee that meets at least once a month to oversee worksite wellness program.		★	
2. Offer regular health education presentations on various physical activity, nutrition, and wellness-related topics. Ask voluntary health associations, health care providers, and/or public health agencies to offer onsite education classes.	★	★	
3. Host a health fair as a kick-off event or as a celebration for completion of a wellness campaign.	★	★	
4. Designate specific areas to support employees such as diabetics and nursing mothers.		★	
5. Conduct preventive wellness screenings for blood pressure, body composition, blood cholesterol, and diabetes.		★	
6. Provide confidential health risk appraisals.	★	★	
7. Offer on-site weight management/maintenance programs for employees.	★	★	
HIGH RESOURCES			
1. Have a worksite budget for employee health promotion that includes some funds for programming and/or a portion of a salary for a coordinator. (Budget amount will determine level of resources).		★	
2. Provide adequate healthcare coverage for employees and their families for prevention of and rehabilitation of chronic disease.		★	
3. Add weight management/maintenance, nutrition, and physical activity counseling as a member benefit in health insurance contracts		★	

(See next page for more information and additional resources)

Resources for the Wellness Component Recommended Strategies

BEST RESOURCES: Wellness Council of America (WELCOA) for a variety of general wellness information: <http://www.welcoa.org/freeresources/index.php?category=12>
WELCOA - WI Affiliate: <http://www.wellnesscouncilwi.org/>

LOW RESOURCES

1. Policies outlining the functions of a comprehensive worksite wellness program.
2. Worksite wellness plan summary.
3. Employee orientation to the wellness program and wellness policies.
4. Promotional materials.
5. Health education and information samples.

MEDIUM RESOURCES

1. Representative wellness committee.
<http://www.tompkins-co.org/wellness/worksite/workwell/wellcomm.html>
2. Health education presentation resources.
3. Health fair as a kick-off or celebration event or an on-line health fair planning guide:
http://fcs.tamu.edu/HEALTH/health_fair_planning_guide/health_fair_planning_guide.pdf
4. Designate specific areas to support employees such as diabetics and nursing mothers.
Diabetes: <http://www.eeoc.gov/facts/diabetes.html>
Nursing mothers:
http://www.opm.gov/Employment_and_Benefits/WorkLife/OfficialDocuments/HandbooksGuides/Nursing/index.asp
5. Preventive wellness screenings for blood pressure, body composition, blood cholesterol, and diabetes. Screening list:
<http://www.cdph.state.co.us/pp/COPAN/resourcekits/WorksiteWellnessResource%20Kit.pdf>
(pages 8-9)
6. Confidential health risk appraisals. <https://www.summex.com/>
7. On-site weight management/maintenance programs at a convenient time for employees.
http://www.sportsinwisconsin.com/health/index.php?category_id=983

HIGH RESOURCES

1. Worksite wellness budget considerations.
2. Providing healthcare coverage for prevention of and rehabilitation of chronic disease.
http://www.prevent.org/images/stories/Files/publications/Preventive_Services_Helping_Employers_Expand_Coverage.pdf
3. Adding weight management/maintenance, nutrition, and physical activity counseling as a member benefit in health insurance contracts.

Looking for Sample Lessons and Materials?

- ❖ **See pages 13-16 and pages 54-57 in the Arkansas Worksite Wellness tool kit:**
http://www.arkansas.gov/ha/pdf/worksite_wellness.pdf

HEALTH RISK APPRAISAL

WHY:

A Health Risk Appraisal (HRA) is a technique for determining the presence of disease and estimating the risk that someone with certain characteristics will develop disease within a given time span. It can be used by employers and their employees to identify people at risk and target specific strategies that will keep them well and also reduce health care costs.

WHAT:

The three components of a Health Risk Appraisal are: 1) questionnaire, 2) risk calculation, and 3) educational reports. Normally individual clients will receive confidential reports and the employer will receive an aggregate report with grouped statistics from all employees. On average, a Health Risk Appraisal costs \$15-\$50 per employee.

Health Risk Appraisals are appealing for several reasons:

- ❖ They are easy to complete and are popular with employees.
- ❖ They may increase individual motivation and participation in health promotion programs because of risks that are identified.

- ❖ They provide group data that can be used by the employer to identify major health problems and risk factors that can be addressed in wellness programming.

Depending on the type of appraisal, data may be available just for the individual or the company may receive aggregate data to guide programming and evaluation. Online individual appraisals are fast and often free, but most do not provide the employer with aggregate results. See Step 6 Evaluation for a more detailed description of how you can use HRAs.

HOW:

Appraisals can be done with paper and pencil surveys or on a computer. Computer appraisals are usually less expensive and have quicker feedback of results.

TABLE KEY

I = Individual level
E/O = Environmental / Organizational level
P = Policy level

RESOURCE LEVEL	I	E/O	P
LOW RESOURCES			
1. Web based appraisals for individuals: <ul style="list-style-type: none"> ❖ Provide individuals with an assessment of their current and future health ❖ Provide individual assessments and suggest specific interventions to improve health 	★	★	
MEDIUM RESOURCES			
1. Send employees to a physician as part of annual physical <ul style="list-style-type: none"> ❖ Monitor the health of an individual over time and as the result of specific interventions 	★	★	
HIGH RESOURCES			
1. Hire organization to do worksite wellness appraisals on-site <ul style="list-style-type: none"> ❖ Provide aggregate data to the company to determine wellness programming ❖ Provide aggregate assessment data over time to determine the effectiveness of wellness programming 	★	★	

Where can I get HELP?

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

Health Appraisal Resources for the Recommended Strategies

LOW RESOURCES

1. Web based appraisals.
<https://www.asnwellness.com/AW/default.aspx>
<http://www.realage.com/ralong/entry4.aspx>
<http://www.healthstatus.com/index.html>
<http://www.hmrc.umich.edu/services/hra.html>

MEDIUM RESOURCES

1. Send employees to a physician as part of annual physical.

HIGH RESOURCES

1. Hire an organization to do worksite wellness appraisals on-site.
There are a number of online companies that provide HRAs as part of their consulting services. Check with local health insurance companies and healthcare providers to see if they provide this service.

Looking for Tips on Picking the Right HRA?

- ❖ How Health Risk Appraisals Can Take Your Program To The Next Level
http://www.welcoa.org/freeresources/pdf/Edington_INTERVIEW_2.pdf
- ❖ ASTHO Issue Brief January 2007 - Health Risk Assessments (HRAs): Saving Costs and Improving Health in the Workplace: http://www.astho.org/pubs/HRAUpdatedPaperPAS_2_.pdf

PHYSICAL ACTIVITY

WHAT:

People who are physically active reduce their risk for heart disease, diabetes and some cancers and also reduce their stress levels. The recommended level of physical activity to produce some health benefits is 30 minutes of moderate activity, at least five times per week. Only 55 percent of Wisconsin adults are meeting that recommendation. Even fewer meet the 60-90 minutes of activity recommendation to lose weight or maintain weight loss.

WHY:

People who stay fit will cost the organization less, affecting the bottom line and ultimately saving the company money through their benefits and compensation plan. It can also reduce absenteeism and create a more productive workforce.

TABLE KEY

I = Individual level

E/O = Environmental / Organizational level

P = Policy level

HOW:

LOW RESOURCES	I	E/O	P
1. Create a company culture that discourages sedentary behavior, such as TV viewing on breaks and sitting for long periods of time.			★
2. Offer flexible work hours to allow for physical activity during the day.			★
3. Support physical activity breaks during the workday, such as stretching or walking.			★
4. Map out on-site trails or nearby walking routes.		★	
5. Host walk-and-talk meetings.		★	
6. Post motivational signs at elevators & escalators to encourage stair use.		★	
7. Provide exercise/physical fitness messages and information to employees	★	★	
8. Have employees map their own biking or walking route to and from work.	★		
9. Provide bicycle racks in safe, convenient, and accessible locations.		★	
MEDIUM RESOURCES			
1. Provide shower and/or changing facilities on-site.		★	
2. Provide outdoor exercise areas such as fields and trails for employee use.		★	
3. Provide or support recreation leagues and other physical activity events (on-site or in the community).		★	
4. Start employee activity clubs (e.g., walking, bicycling).	★	★	
5. Explore discounted or subsidized memberships at local health clubs, recreation centers, or YMCAs.		★	
6. Implement incentive-based programs to encourage physical activity, such as pedometer walking challenges.	★	★	
HIGH RESOURCES			
1. Offer on-site fitness opportunities, such as group classes or personal training.		★	
2. Provide an on-site exercise facility.		★	
3. Provide incentives for participation in physical activity and/or weight management/maintenance activities.		★	
4. Allow for use of facilities outside of normal work hours (before/after work).		★	
5. Provide on-site childcare facilities to facilitate physical activity.		★	

(See next page for more information and additional resources)

Resources for the Recommended Physical Activity Strategies

LOW RESOURCES

1. Company culture that discourages sedentary behavior.
2. Offer flexible work hours to allow for physical activity during the day. *Supervisors will support this as a standard work practice.* <http://physicalfitness.org/nehf.html>
3. Support physical activity breaks during the workday. *Supervisors will support this as a standard work practice.* <http://possibility.com/PowerPause/>
4. Map out on-site trails or nearby walking routes. <http://walkingguide.mapmyrun.com/>
5. Host walk-and-talk meetings. *Employees are encouraged to participate in “walking” meetings for short check-ins with other staff and supervisors. Rather than sit in an office for a quick discussion, go for a walk in the hallway or on a short outside route to cover the same content, but in a nicer environment with the added benefit of a little physical activity. Supervisors will support this as a standard work practice.* <http://www.cdc.gov/women/planning/plan2.htm>
6. Post motivational signs at elevators and escalators to encourage stair usage. http://www.cdc.gov/nccdphp/dnpa/stairwell/inde*.htm
7. Provide exercise/physical fitness messages and information to employees. http://www.sportsinwisconsin.com/health/inde*.php?category_id=983
8. Have employees map their own biking route to and from work. <http://walkingguide.mapmyrun.com/>
9. Provide bicycle racks in safe, convenient, and accessible locations. <http://www.dot.wisconsin.gov/travel/bike-foot/bikemaps.htm>

MEDIUM RESOURCES

1. Provide shower and/or changing facilities on-site.
2. Provide outdoor exercise areas such as fields and trails for employee use.
3. Support recreation leagues and other physical activity events (on-site or in the community).
4. Start employee activity clubs (e.g., walking, bicycling). <http://aom.americaonthemove.org>
<http://www.americanheart.org/presenter.jhtml?identifier=3041223>
A Guide to Creating Worksite Walking Clubs
http://www.dhs.ca.gov/ps/cdic/cpns/worksite/download/FitBusinessKitTools/Walking%20Club%20Tool_Final.pdf
5. Explore discounted or subsidized memberships at local health clubs. *Contact your local YMCA, fitness centers or other health groups to discuss reduced group rates.*
6. Implement incentive-based programs to encourage physical activity, such as pedometer walking challenges.
Lighten Up - http://www.sportsinwisconsin.com/health/inde*.php?category_id=983
<http://dhfs.wisconsin.gov/forms/DPH/dph40075.pdf>

HIGH RESOURCES

1. Offer on-site fitness opportunities, such as group classes or personal training. www.acefitness.com
2. Provide an on-site exercise facility.
<http://www.cdphe.state.co.us/pp/COPAN/resourcekits/WorksiteWellnessResource%20Kit.pdf>
(pages 45-46)
3. Provide incentives for participation in physical activity and/or weight management/maintenance activities. <http://www.wellnesscouncilwi.org/>
4. Allow for use of facilities outside of normal work hours (before or after work).
5. Provide on-site childcare facilities to facilitate physical activity.

Looking for Sample Lessons and Materials?

- ❖ See pages 46-53 in the Arkansas Worksite Wellness tool kit:
http://www.arkansas.gov/ha/pdf/worksite_wellness.pdf
- ❖ See the Eat Smart, Move More...North Carolina in the Worksite site:
<http://www.eatsmartmovemorenc.com/Resources/wwtoolkit/movemore.html>

NUTRITION

WHAT:

Both healthy eating and physical activity are associated with the prevention and management of overweight and obesity and other chronic diseases. Healthy eating includes eating a variety of foods and beverages such as fruits and vegetables, whole grains, lean meats and low-fat dairy products. It also means limiting the amount of sweetened beverages consumed and to choose the portion size of foods carefully.

Worksites that support healthy food choices also support employee efforts to achieve and maintain a healthy weight. Having fresh fruits and vegetables available in the workplace helps to improve access, which ultimately can help people consume more fruits and vegetables. Worksite cafeterias or vending machines can be stocked with healthier alternatives for employees. Moreover, pricing healthier foods lower than non-nutritious foods and promoting healthier choices can help employees make better decisions.

Supporting breastfeeding employees by reducing worksite barriers is essential, as workplace barriers can create added stress for a woman who is trying to do her best for both her employer and family. Many women choose not to breastfeed or to discontinue breastfeeding because of workplace constraints.

WHY:

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

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

Women who breastfeed after returning to work miss less time caring for sick children and their family health care costs are less. Women whose breastfeeding is supported at work are happier, more productive and less likely to resign. Breastfeeding also promotes weight loss and a quicker return to pre-pregnancy weight.

HOW:

TABLE KEY

I = Individual level

E/O = Environmental / Organizational level

P = Policy level

LOW RESOURCES	I	E/O	P
1. Send healthy food messages to employees via multiple means (i.e. email, posters, payroll stuffers, etc.).	★	★	
2. Promote the consumption of fruit & vegetables in catering/cafeteria through motivational signs, posters, etc.	★	★	
3. Provide protected time and dedicated space away from the work area for breaks and lunch.			★
4. Offer appealing, low-cost, healthful food options, such as fruits and vegetables, juices, and low-fat dairy products in vending machines, snack bars and break rooms.		★	
5. Promote healthy choices by: <ul style="list-style-type: none"> <input type="checkbox"/> Increasing the percentage of healthy options that are available <input type="checkbox"/> Using competitive pricing to make healthier choices more economical <input type="checkbox"/> Advertise or mark healthy options so that they stand out 		★	
6. Have on-site cafeterias follow healthy cooking practices.		★	
7. Have on-site cafeterias follow nutritional standards that align with dietary guidelines for Americans.		★	

8. Provide appropriate portion sizes and provide portion size information via labeling food to show serving size and calories and by using food models and pictures or portable food scales for weighing portion sizes.		★	★
9. Offer healthful food alternatives at meetings, company functions, and health education events.		★	★
10. Make water available throughout the day.		★	
11. Track or log food intake	★		
MEDIUM RESOURCES			
1. Make kitchen equipment (refrigerators, microwaves, stoves, etc) available for employee food storage and preparation.		★	
2. Offer local fruits and vegetables at the worksite (i.e. farmer's market or a community-supported agriculture drop-off point.)		★	
3. Provide on-site gardening.		★	
4. Provide interactive food opportunities such as taste testing and food preparation skills.		★	
5. Provide opportunities for peer-to-peer modeling of healthy eating.			
6. Establish workplace policies and programs that promote and support breastfeeding.		★	★
7. Provide an appropriate place for breastfeeding/pumping.		★	
HIGH RESOURCES			
1. Provide incentives for participation in nutrition and/or weight management/maintenance activities (these can range from inexpensive low resource items (water bottles) to high resource items (health insurance rebates).	★	★	
2. Include the employees' family members in campaign promoting fruit and vegetable consumption (worksite plus family intervention).	★	★	
3. Provide lactation education programs.		★	

Resources for the Recommended Nutritional Strategies

Low Resources

- Send healthy food messages to employees via multiple means (i.e. email, posters, payroll stuffers, etc.).
<http://health.nih.gov/>
 NC: Eating Smart Posters
http://www.eatsmartmovemorenc.com/programs_tools/worksites/wesmm/wes_posters.html
 NC: Worksites Eating Smart Handouts
http://www.eatsmartmovemorenc.com/programs_tools/worksites/wesmm/wes_handouts.html
- Promote the consumption of fruit & vegetables in catering/cafeteria through motivational signs, posters, etc.
- Provide protected time and dedicated space away from the work area for breaks and lunch.
- Offer appealing, low-cost, healthful food options, such as fruits and vegetables, juices, and low-fat dairy products in vending machines and snack bars and break rooms.
<http://www.healthcollaborative.net/assets/pdf/vendingcriteria.pdf>
 CA: Vending Machine Foods and Beverage Standards
http://www.dhs.ca.gov/ps/cdic/cpns/worksite/download/FitBusinessKitTools/Vending%20Machine%20Standards_Final.pdf
- Promote healthy choices by:
 - ❖ Increasing the percent of healthy options that are available
<http://www.eatsmartmovemorenc.com/Resources/wwtoolkit/eatsmart.html>
<http://www.dhs.ca.gov/ps/cdic/cpns/worksite/download/VendingStandards.pdf>
 - ❖ Using competitive pricing to make healthier choices more economical
<http://www.co.tompkins.ny.us/wellness/worksite/workwell/snackbowl.html#obj10>
 - ❖ Advertise or mark healthy options so that they stand out
 CA: Healthy Menu Dining Guidelines
http://www.dhs.ca.gov/ps/cdic/cpns/worksite/download/FitBusinessKitTools/Healthy%20Dining%20Menu%20Guidelines_Final.pdf

6. Have on-site cafeterias follow healthy cooking practices. <http://healthyculture.com/>
7. Have on-site cafeterias follow nutritional standards that align with dietary guidelines for Americans. <http://www.health.gov/DIETARYGUIDELINES/dga2005/document/pdf/DGA2005.pdf>
8. Provide appropriate portion sizes and provide portion size information via labeling food to show serving size and calories and by using food models and pictures or portable food scales for weighing portion sizes.
9. Offer healthful food alternatives at meetings, company functions, and health education events. http://www.sph.umn.edu/img/assets/9103/Nutrition_guide.pdf
<http://www.cdphe.state.co.us/pp/COPAN/resourcekits/WorksiteWELLnessResource%20Kit.pdf> (page 34)
CA: Healthy Meeting Policies (page 1 & 2)
http://www.dhs.ca.gov/ps/cdic/cpns/worksite/download/FitBusinessKitTools/Healthy%20Meeting%20Policies_Final.pdf
NC: Eat Smart North Carolina: Guidelines for Healthy Foods and Beverages at Meetings, Gatherings, and Events
http://www.eatsmartmovemorenc.com/programs_tools/worksites/docs/healthy%20meeting%20guide/ES_Hlthy_Mtg_Guide_HiRez.pdf
10. Make water available throughout the day. <http://www.mayoclinic.com/health/water/NU00283>
11. Track/log intake <http://www.mypyramidtracker.gov/>

Medium Resources

1. Make kitchen equipment (refrigerators, microwaves, stoves, etc) available for employee food storage and preparation.
2. Offer local fruits and vegetables at the worksite (i.e. farmer's market or a community-supported agriculture drop-off point)
CA: Simple Steps to Ordering Farm Fresh Produce for the Worksite
http://www.dhs.ca.gov/ps/cdic/cpns/worksite/download/FitBusinessKitTools/Produce%20Delivery_Final.pdf
CA: A Guide to Establishing a Worksite Farmers' Market
http://www.dhs.ca.gov/ps/cdic/cpns/worksite/download/FitBusinessKitTools/Farmers%20Market%20Tool_Final.pdf
<http://www.cdc.gov/nccdphp/dnpa/hwi/toolkits/gardenmarket/index.htm#Health%20Challenge>
3. Provide on-site gardening <http://dhfs.wisconsin.gov/health/physicalactivity/gotdirt.htm>
4. Provide interactive food opportunities such as taste testing and food preparation skills. *Taste testing and food preparation skills increase the likelihood for trying and continuing to eat new foods.*
5. Provide opportunities for peer-to-peer modeling of healthy eating.
6. Provide appropriate portion sizes and provide portion size information via labeling food to show serving size and calories and by using food models and pictures or portable food scales for weighing portion sizes.
7. Establish workplace policies & programs that promote breastfeeding.
<http://dhfs.wisconsin.gov/health/Nutrition/Breastfeeding/bffriendlycomm.htm>
8. Provide an appropriate place for breastfeeding/pumping.

High Resources

1. Provide incentives for participation in nutrition and/or weight management/maintenance activities (these can range from inexpensive low resource items (water bottles) to high resource items (health insurance rebate). (See page 39 for incentive ideas)
2. Include the employees' family members in campaign promoting fruit and vegetable consumption (worksite plus family intervention).
3. Provide lactation education programs.

Looking for Sample Lessons and Materials?

- ❖ See pages 46-53 in the Arkansas Worksite Wellness tool kit: http://www.arkansas.gov/ha/pdf/worksite_wellness.pdf
- ❖ See the Eat Smart, Move More...North Carolina in the Worksite site: <http://www.eatsmartmovemorenc.com/Resources/wwtoolkit/eatsmart.html>
- ❖ Wisconsin: Building Breastfeeding-Friendly Communities (sample policies) <http://dhfs.wisconsin.gov/health/Nutrition/Breastfeeding/bffriendlycomm.htm>

MENTAL HEALTH

WHAT:


Mental health refers to the comprehensive way people meet the demands of life. Caring for mental health, as well as physical health, is key to overall health and well being. Mental health is closely linked with physical health and is fundamental to health and human functioning. Mental health issues such as stress, anxiety and depression are common, and are routinely listed as a top concern in employee health surveys.

WHY:

Mental health conditions are the second leading cause of absenteeism. Estimated costs for untreated and mistreated mental illness costs the U.S. \$150 billion in lost productivity each year and U.S. businesses foot up to \$44 billion of this

bill. On average, businesses spend \$7,500 annually per employee due to stress and stress-related conditions.

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

TABLE KEY 
I = Individual level
E/O = Environmental / Organizational level
P = Policy level

How

LOW RESOURCES	I	E/O	P
1. Provide mental health and mental illness materials and messages through various means - brochures, fact sheets, paycheck stuffers, intranet, health fairs, posters, signs, etc.	★	★	
2. Offer confidential screenings: depression, anxiety, post-traumatic stress disorder, substance abuse (on-line / print)	★	★	
3. Encourage the use of telephone help lines - 800 numbers			
4. Offer stress reduction presentations on varied topics: conflict resolution, managing multiple priorities, project planning, personal finance planning, etc.	★	★	
5. Provide flexible scheduling during work for training, yoga, meditation, physical activity, etc.		★	★
6. Provide a quiet room or stress reduction room at the worksite.	★	★	
MEDIUM RESOURCES			
1. Create and support a mental health friendly work environment that provides family/employee friendly accommodations for medical appointments, as needed		★	★
2. Provide mental health friendly presentations and mental health trainings for supervisors, business leadership team or management		★	★
3. Create policies that provide guidance to supervisors on mental health consultation and information, and improve their skills to intervene or supervise an employee with mental health issues		★	
4. Review policies and practices concerning: employee privacy, return to work and HIPAA, accommodation, ADA guidelines			★
HIGH RESOURCES			
1. Provide onsite or off-site Employee Assistance Program (EAP)	★	★	
2. Provide and maintain comprehensive health insurance coverage, which includes mental health and substance abuse as part of the employee benefits package	★	★	★
3. Offer health insurance coverage with referral mechanisms to connect employees easily to mental health and substance abuse services	★	★	★

Best General Resources:

Calculators:

The Business calculator: Log on to these free calculators to find out how depression and alcoholism are affecting your organization's bottom line:

www.depressioncalculator.org

<http://www.depression-primarycare.org/organizations/employers/calculator/>

www.alcoholcostcalculator.org

- ❖ Partnership for Workplace Mental Health. A program of the American Psychiatric Foundation which advances effective employer approaches to mental health by combining the knowledge and experience of the American Psychiatric Association and employer partners. Free tools and resources available such as quarterly journal: [Mental Health Works](http://www.mentalhealthworks.org).
www.workplacementalhealth.org
- ❖ The Healthy Mind Connection, a collaborative effort between Mental Health America of Wisconsin and the business community, provides education, tools and resources to address mental health in the workplace. This site offers fact sheets, links, and mental health friendly workplace resources for employers nationally and in Wisconsin. Mental Health America of Wisconsin: <http://www.mhawisconsin.org/Content/>
- ❖ The Employer's Guide on Disability and Employment: Work Source Wisconsin
www.WorkSourceWi.com Phone: 1-866-460-9602

Low Resources

1. Provide mental health and mental illness materials through various means - brochures, fact sheets, paycheck stuffers, intranet, health fairs, etc.
 - ❖ Mental Health America: <http://www.nmha.org>
This link will take employers directly to a comprehensive site offering fact sheets on mental illnesses and other mental health information and stress. Site offers Mental Health in the Workplace toolkit and other helpful information provided by Mental Health America to businesses/employers.
 - ❖ American Psychiatric Association: www.healthyminds.org
Resources and information on mental illness/mental disorders across the life span.
 - ❖ National Institute on Mental Health: www.nimh.nih.gov
 - ❖ Current health information, articles, and research. www.webmd.com
2. Offer confidential screenings: depression, bipolar disorder, generalized anxiety, post-traumatic stress disorder, eating disorder, alcohol abuse (on-line / print)
 - ❖ Screening for Mental Health (SMH): <http://www.mentalhealthscreening.org/>
Offers six mental health screening tools (assessment) with telephone and online interactive screening. SMH is the largest provider of evidence-based health screening tools.
 - ❖ Wisconsin United for Mental Health: Provides a direct link to screening tools
www.wimentalhealth.org
3. Encourage the use of telephone help lines - 800 numbers
 - ❖ Wisconsin has a partial system of 2-1-1 information and referral lines. 2-1-1 in some communities, United Way in other communities.
 - ❖ National Suicide Prevention Lifeline: 1-800-273-TALK www.suicidepreventionlifeline.org
 - ❖ Maternal and Child Health Hotline (MCH): 1-800-722-2295 www.mch-hotlines.org
Referrals to services and county specific resources
 - ❖ Wisconsin Mental Health or Substance Abuse Services: 267-7792 or 267-2717
Local mental health departments/crisis numbers: http://dhfs.wisconsin.gov/MH_BCMH/index.htm
4. Offer stress reduction presentations on varied topics: conflict resolution, managing multiple priorities, project planning, personal finance planning, etc.
 - ❖ Health insurance plans such as UW-Physician's Plus, Group Health, etc. offer stress reduction classes and resources. www.uwhealth.org
 - ❖ A local listing of stress management programs can be found at:
www.yellowbook.com/category/stress_management_programs/Wisconsin
 - ❖ Mindfulness-based Stress Reduction www.sharpbrains.com
5. Provide flexible scheduling for access to classes during work or childcare after work for yoga, meditation, physical activity, etc.
6. Provide a quiet room or stress reduction room at the worksite. *Set aside a room in a quiet place to provide short stress breaks for employees.*

Medium Resources

1. Create and support a mental health friendly work environment that provides family/employee friendly accommodations for medical appointments when needed
 - ❖ Workplaces That Thrive: A Resource for Creating Mental Health-Friendly Work Environments http://allmentalhealth.samhsa.gov/business_execs.html
 - ❖ Employers and educators need practical information about reasonable accommodations for people who have psychiatric disabilities. <http://www.bu.edu/cpr/reasaccom/index.html>
 - ❖ The Healthy Mind Connection, a collaborative effort between Mental Health America of Wisconsin and the business community, provides education, tools and resources to address mental health in the workplace. This site offers fact sheets, links, and mental health friendly workplace resources for employers nationally and in Wisconsin. Mental Health America of Wisconsin: <http://www.mhawisconsin.org/Content/>
2. Provide mental health friendly presentations and mental health trainings for supervisors, business leadership team or management. *Check with local health providers for speakers or trainers.*
3. Create policies that provide guidance to supervisors on mental health consultation and information, and improve their skills to intervene or supervise an employee with mental health issues

High Resources

1. Provide onsite or off-site Employee Assistance Program (EAP)
Employee Assistance Professionals Association www.eapassn.org
2. Provide and maintain comprehensive health insurance coverage, which includes mental health and substance abuse as part of the employee benefits package
 - ❖ Health Insurance-Provision of Mental Health and Substance Abuse Frequently asked questions www.mentalhealth.samhsa.gov
 - ❖ Mental Health Insurance Pays: <http://www.webmd.com/news/20060329/mental-health-insurance-pays>
 - ❖ Coalition for Fairness in Mental Health and Substance Abuse Insurance: 608-251-1450
Email: wispsych@execpc.com
3. Offer health insurance coverage with referral mechanisms to connect employees easily to mental health and substance abuse services



TOBACCO CESSATION

What:

The negative health effects of smoking are well known. Smoking is the leading cause of preventable death each year in the United States and the associated diseases and health care costs are significant. Smokers tend to require more medical costs, see physicians more often and be admitted to hospitals for longer periods than nonsmokers. More Wisconsin insurers and employers are realizing the value of covering quit smoking treatments. Coverage of smoking cessation medications has increased so that 74 percent of insured Wisconsin residents have coverage for at least one stop smoking medication through their health plans.

In addition to direct health effects to tobacco users, other employees are impacted by second-hand smoke. So tobacco cessation in your workplace will positively impact all employees.

Why:

The business case for covering smoking cessation is clear. According to the Centers for Disease Control, smoking costs the nation \$167 billion a year in healthcare costs and lost worker productivity. The CDC estimates each employee that smokes costs your company \$3,391 per year -- including \$1,760 in lost productivity and \$1,623 in excess medical expenses. Smoking cessation programs have shown some immediate return on investment and a significant return on investment in a relatively short time period (as little as two years).

How

TABLE KEY 			
I	= Individual level		
E/O	= Environmental / Organizational level		
P	= Policy level		

RESOURCES	I	E/O	P
LOW RESOURCES			
1. Policy prohibiting tobacco use anywhere on property			★
2. Provide prompts/posters to support no tobacco use policy		★	
3. Promote the Wisconsin Tobacco Quit Line (800-QUIT-NOW)		★	
MEDIUM RESOURCES			
1. Policy supporting participation in smoking cessation activities during duty time (flex-time)			★
HIGH RESOURCES			
1. Provide counseling through an individual, group, or telephone counseling program on-site.	★	★	
2. Provide counseling through a health plan sponsored individual, group, or telephone counseling program.	★	★	
3. Provide cessation medications through health insurance.	★	★	

(See next page for more information and additional resources)

Best General Resources:

“Make it Your Business: Strategies for a Tobacco-Free Workplace in Wisconsin”

This Employer Toolkit is a first of its kind resource specifically for Wisconsin businesses and is a comprehensive guide for:

- ❖ helping your business/worksites go tobacco-free
- ❖ helping interested employees quit using tobacco

<http://www.tobwis.org/employers/index.php>

University of Wisconsin Center for Tobacco Research and Intervention

<http://www.ctri.wisc.edu/Employers/employers.htm>

Employer Tools & Resources Index page

http://www.ctri.wisc.edu/Employers/employers_Tools_&_Resources.htm

Oregon worksite materials http://www.tobaccofreeoregon.org/projects/miyb/actuarial_release.html

Professional Assisted Cessation Therapy (PACT) resource guide

<http://www.endsmoking.org/resources/employersguide/pdf/employersguide-2nd-edition.pdf>

Wisconsin Tobacco Quit Line resources order form

http://www.ctri.wisc.edu/Home/Quit_Line/Materials/QL_Order_Form.pdf

Resources for the Recommended Tobacco Cessation Strategies

LOW RESOURCES

1. Policy prohibiting tobacco use anywhere on property.
http://www.cdc.gov/tobacco/research_data/environmental/etsguide.htm
2. Provide prompts and posters to support a no tobacco use policy. <http://www.gasp.org.uk/gasp-low.pdf>
3. Promote the Wisconsin Tobacco Quit Line (1-800-QUIT NOW).
<http://www.ctri.wisc.edu/Home/Quit.Line.Home.html>

MEDIUM RESOURCES

1. Policy that supports participation in smoking cessation activities during duty time (flex-time).

HIGH RESOURCES

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

Looking for Sample Lessons and Materials?

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

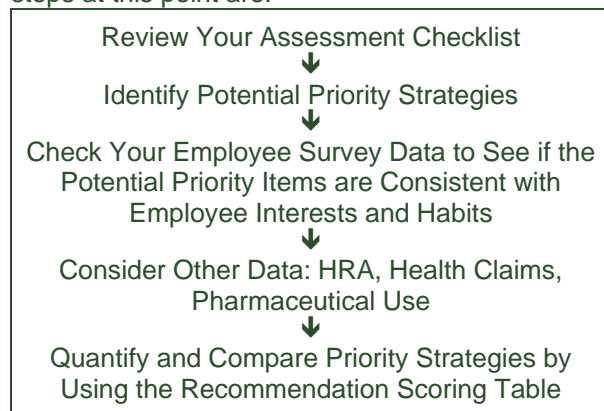
Step 1 Why? ⇨ Step 2 Starting Up ⇨ Step 3 Assessing ⇨ **Step 4 Strategies** ⇨ Step 5 Making Decisions ⇨ Step 6 Evaluation

CONSIDERATIONS

STEP 5: MAKING DECISIONS - WHERE TO FOCUS YOUR EFFORTS?

Now that you've completed the analysis of the worksite assessment, employee survey and other available data (Step 3) and taken a look at the array of program strategies to be considered (Step 4), it's now time to narrow your focus. This can be a very simple process or can be done in a very structured manner – it's up to you.

Start with the Worksite Assessment Checklist (Appendix B) that you completed in Step 3. Do a "first cut" by looking at the strategies that you placed in each category (Yes, In Process and No) and determine ones that are potential priorities to improve or implement as new strategies. Now take what you've learned from the employee survey and see if that information changes the list at all. If you have other data from sources such as health risk appraisals, health claims information, or pharmaceutical utilization, use those sources as additional background in making your decisions. At this point you might be able to decide where to focus your efforts. However, an additional step can help you decide where you'll get the most "bang for the buck". By considering factors such as importance, cost, time, effort and reach or number of employees likely to participate or be impacted, you can place a defined point value on each strategy and compare the relative value of implementing each strategy. This may be helpful in coming up with a manageable number of strategies. An explanation of this recommendation scoring table is found later in this section and a blank form can be found in Appendix D. To summarize, the key steps at this point are:



By looking at your current programming, you should be able to see the gaps in areas where there are additional strategies that could be implemented. By identifying those gaps and comparing them with the current health habits and interests of your employees that were gathered in the employee survey, you should be able to match high priority gaps with high priority employee needs or interests. Finally, by answering questions about the importance, cost, time, effort and potential number of employees that will be reached by your program strategies, you will be ready to select what will be included in your wellness program. A model to walk you through this process is included later in this chapter in the form of a Recommendation Table.

WHAT DO I NEED TO CONSIDER?

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

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

All of your programming should involve creation of a supportive social and physical environment where healthy decisions are the norm. Part of creating this environment is to clearly define the organization's expectations regarding healthy behaviors, and implementation of policies that promote health and reduce risk of disease.

All of the components listed above have merit, but changing the environment and changing policy is crucial to affecting change in most health habits. Policies create the opportunity for widespread behavioral change because they change the existing "rules," which can have a powerful effect on employee behavior and habits.

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

Company policies and changes in the work environment will affect or influence individual behavior at work, which may also lead to changes outside of work. In many cases, policy and environmental changes make it easier to make the better health choice. An example would be serving bagels and fruit instead of pastries at company events. Some other simple examples are:

Formal written policies:

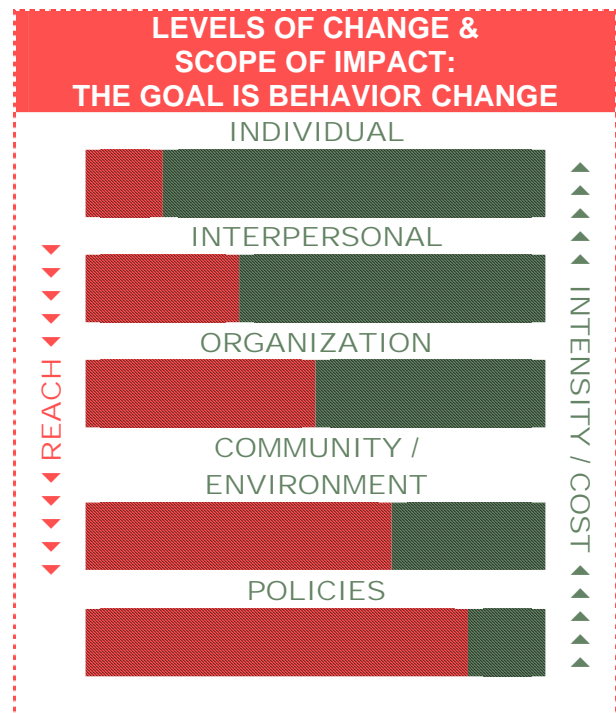
- ❖ Guidelines for ordering food for company events
- ❖ No smoking on company property
- ❖ Company cost-sharing for health club memberships

Environmental changes or cues:

- ❖ Outdoor bike racks
- ❖ Labeling or highlighting healthy food choices
- ❖ Posters promoting healthy messages
- ❖ Areas for relaxation can stress reduction (quiet rooms)

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

Unlike trying to impact change at an individual level, environmental and policy changes have the ability to impact large groups of people and will likely provide the most “bang for the buck.” The following diagram illustrates why changes in the environment or changes in policy are so important.



What the diagram illustrates is that interventions that target individual behavior change take a great deal of resources and impact only one person at a time. Policy and higher level interventions targeting communities and organizations have a much greater potential impact. Although your wellness strategies should address as many levels as possible, it's also important to focus on areas where the greatest potential benefit could occur.

Employee Readiness: Stages of Change and Program Considerations

A major factor to be aware of is that people vary greatly in their readiness to change behavior. You may want to use your survey of employees to identify what percent of employees are at the various stages so that you can gear your program accordingly. The specific survey questions that can identify the levels are identified at the end of this section.

Stages of Change. Most people go through five stages in changing behaviors:

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

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

The pre-survey of employees (Appendix C) has questions for physical activity (Q #1), nutrition (Q #3) and tobacco use (Q #6) that ask what stage an individual is at. You should look at the results from these questions to better understand where your employees are at and tailor your programming accordingly. As an example, if the majority of employees are over 50 years of age and are only moderately active, a graduated walking program might be a good place to start for physical activity programming.

Developing the Wellness Plan Content

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

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

You should also “package” your activities whenever possible so that they build off of each other, rather than pick a set of unrelated activities that are not connected. By providing the right mix of programs, you can get a multiplier effect that is greater than the effect of adding up individual activities. “Packaging” related strategies will lead to greater participation and long term success. For instance, having a policy that encourages physical activity on break time, coupled with using pedometers as incentives and then providing maps or on-site trails to get staff out walking will lead to greater success.

NARROWING THE SCOPE

RECOMMENDATIONS – NARROWING THE SCOPE

You can use the Recommendation Table below to help narrow the scope of your wellness program. Once you've identified possible areas to focus on, asking the questions about importance, cost, time, effort and reach should get you to a very specific set of activities to implement.

RECOMMENDATION TABLE - SAMPLE

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

Importance	How important is the recommendation? 1 = Not at all important 3 = Somewhat important 5 = Very important						
Cost	How expensive would it be to plan and implement the recommendation? 1 = Very expensive 3 = Moderately expensive 5 = Not expensive						
Time	How much time and effort would be needed to implement the recommendation? 1 = Extensive time & effort 3 = Moderate time & effort 5 = Low time & effort						
Commitment	How enthusiastic would employees be about implementing the recommendation? 1 = Not enthusiastic 3 = Moderately enthusiastic 5 = Very enthusiastic						
Reach	How many employees will likely be affected by this recommendation? 1 = Very few employees 3 = Some employees 5 = Most or all employees						
Item #	Recommendations	Importance	Cost	Time	Commitment	Reach	Points / Ranking
18	Create policy for use of break & lunchtime to be active	4	5	5	4	5	23
23	Install bike racks to encourage biking to work	4	3	4	4	3	18
27	Provide an on-site exercise facility	5	1	1	5	3	15
42	Make microwaves available to heat meals	4	3	5	4	5	21
57	Policy to prohibit smoking on property	5	5	5	3	5	23

(A blank Recommendation Table can be found in Appendix D)

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

If you have limited resources and can't implement all of your company's recommendations, you should look at total score and category scores to help select priorities. The policy items (#18 & #57) have low cost and great reach so they might be the items to implement first. On the other end of the spectrum, an on-site fitness facility (item #27) might be problematic because of cost and an alternative such as subsidized memberships to local physical activity facilities may be considered.

Be realistic!

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

ACTION PLAN & WORKSHEET

ACTION PLAN & WORKSHEET

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

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

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

A sample action plan is shown below.

ACTION PLAN WORKSHEET - SAMPLE				
Recommendations	Describe the strategies selected from the Recommendation Table			
Activities	List the activities required to meet the recommendation			
Materials, Resources and Personnel	List the individuals who will do the work; and the resources and tools they need to get the job done.			
Time Frame	When will implementation begin? How long will it take to finish?			
Evaluation	How will you measure your successes and/or misfortunes?			
Recommendations: Strategies to Implement	Activities	Materials, Resources & Personnel	Time Frame	Evaluation Method
1. Provide incentive based programs to encourage activity (i.e. pedometer walking campaigns).	Walking "Challenge"	Walking teams, Team Captains Pedometers, Recording sheets	3 months May- July	Pre/Post survey of activity levels
2. Offer appealing, low-cost, healthful worksite food options, such as fruits and vegetables, juices, and low-fat dairy products in vending machines, snack bars and break rooms.	Inventory current options Increase healthy vending options	Mary Smith <div style="border: 1px solid black; padding: 5px; display: inline-block;">Sample</div>	4 months Jan - April	Count of healthy food options before and after the initiative
3. Support physical activity during duty time (flex-time)	Draft and implement company policy on use of break & lunch time for activity	Wellness committee and staff input Management sign-off	1 month January	Policy in place. Could also be a question as part of an annual survey

(A blank Action Plan can be found in Appendix E)



MAINTAINING INTEREST

MAINTAINING INTEREST & MOTIVATION

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

Key Factors

In today's society there are many key factors that influence people's health behaviors. Consider the following list in maintaining participation in your program:

1. **TIME.** People are busy, so the more you can work activity and healthy eating into their existing schedules, the better your chances for success. Example: A walk at lunch doesn't take away from existing time, it just uses it differently. Also look at the time of the day and length of any activity you might be promoting, since both time components may be factors.
2. **ACCESS.** How accessible is your programming. Is it onsite or at a nearby site? Do you offer access at breaks or outside of normal work hours?
3. **KNOWLEDGE.** People need to know "Why" they are participating (the benefits) and also will need information about the "How to" in areas that are not commonly known. There is a wealth of information available on many wellness topics that can be found in the resource sections in Step Four.
4. **COST.** Being able to provide no cost or reduced cost programs will help participation rates. Coupled with incentives for participation, rates of participation will likely increase dramatically.
5. **INCENTIVES.** Some people need incentives to get started in a wellness

program. A full list of incentive options can be found on the next page.

Key Time Periods

Good habits are often difficult to develop. There tends to be some critical times when people drop out or fall off of a physical activity or diet program. The first key time zone seems to be around **6 weeks**. If people can start and stay consistent with a program through the first 6 weeks, they have made a fairly serious commitment to incorporate the habits into their lifestyle. The second key time is at about **6 months**. Those who made it past 6 weeks may get bored and/or distracted from their program after several months. If people can get past 6 months and sustain behavior through a full set of weather seasons, they have a very good chance of making the changes permanent.

Consider these time periods and think about how you can "boost" your employees to get them past these critical time markers. Promoting individual or group "challenges", using incentives, or increased publicity/marketing are a few of the things you can do to help get your employees through these key time periods

Goal Setting

Setting goals has been shown to lead to better participation and more people making a strong commitment. Whether it be a team goal of walking the equivalent of once around Wisconsin or an individual goal of so many miles or minutes of activity, the fact that there is something concrete to shoot for increases the likelihood people will stick with the program. An example of a simple goal setting form can be found at <http://www.americanheart.org/downloadable/heart/t/1118082632055ActivityGoals.pdf>

Buddy Systems or Team Goals

The social aspects of improving one's health cannot be underestimated. Many studies point to tight social groups being the backbone for a successful campaign because each individual has a commitment to something bigger than themselves and besides, it's just more fun for most people. Build your program around some type of teams or partners and see what happens.

Team “Campaigns”

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

Lighten Up Wisconsin

http://www.sportsinwisconsin.com/health/index.php?category_id=983

A special consideration for campaigns is whether you do one long (several month) campaign per year or do several shorter (4-6 weeks) campaigns during the course of the year. There are advantages to both, but multiple, shorter campaigns have the following benefits:

- ❖ keeping programming fresh
- ❖ being able to target different health habits
- ❖ keeping people interested and motivated
- ❖ recruiting participants more often as new health habits are targeted over the course of the year

Incentives

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

- ❖ **Achievement awards.** Verbal praise and a pat on the back are motivational to some, but a token of recognition of achievement may offer more. A colorful certificate to congratulate an employee for achieving a health-related goal is one example.
- ❖ **Public recognition.** Announced recognition at campaign mid-point or wrap-up festivities.
- ❖ **Food.** Include some healthy foods to kick-off, revitalize or wrap up a wellness campaign.
- ❖ **Entertainment.** Events serve a purpose in jump-starting, reenergizing or wrapping up a campaign. Having entertainment of any kind can boost morale.
- ❖ **Merchandise.** There is a long list of merchandise incentives, including sports equipment and small gift certificates to use at local merchants.
- ❖ **Monetary rewards.** Nothing says incentive better than cash. Worksites that have used cash or rebates as an incentive have shown much higher participation rates.
- ❖ **Time off.** Maybe the next best incentive to cash, or for some people even better. This type of incentive makes good business sense if the number of absences drops significantly and attendance is used as one of the criteria.

Step 1 Why? ⇨ Step 2 Starting Up ⇨ Step 3 Assessing ⇨ Step 4 Strategies ⇨ **Step 5 Making Decisions** ⇨ Step 6 Evaluation



EVALUATION METHODS

STEP 6: EVALUATING MY PROGRAM: IS IT DOING ANY GOOD?

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

More about Health Risk Appraisals (HRA) What does it mean to complete an HRA?

Workplace health promotion or wellness programs in most settings conventionally ask participants to complete a brief questionnaire that summarizes key individual characteristics and health information through which a statistical estimate of one's overall health risk status can be determined at the beginning of program participation. These questionnaires (or surveys) are often referred to as "health risk assessments."

Most would agree that completion of an HRA alone will not likely result in a significant change in one's overall health risk profile. What most experts recommend is that all HRAs should be followed by specific risk-factor counseling and opportunities to participate in health promotion interventions (like nutrition counseling, organized physical activity, or smoking cessation programs) relevant to the significant modifiable risk factors identified through the completion of an HRA. HRA results, when aggregated in a confidential manner across multiple members of a workplace population, and where HRA results are periodically available from the same respondents, can provide useful and powerful means of tracking the impact of workplace health promotion and wellness programs over time. For this reason, most experts in the field recommend that

HRAs be the fundamental starting point in any workplace health promotion effort and that these measures serve as the primary measuring gauge of program impact and effectiveness.

How do you choose an HRA?

- ❖ Set the goals and objectives of using the HRA (i.e. identify high-risk individuals and interventions to help them, improve the health of high-risk individuals, monitor health changes over time, evaluate the effectiveness of interventions over time).
- ❖ Decide the specific follow-up actions to be taken (i.e. programming).
- ❖ Determine whether or not you would like to process your own HRA.
- ❖ Create a short list of possible vendors and select a vendor.

What are the different types of HRAs?

- ❖ Self-reported - individual focused.
Only self-reported lifestyle information is collected. This type of HRA generates a computer printout to an individual and is only as reliable as the information reported.
- ❖ Self-reported and medical data – Individual and aggregate focused.
Self-reported lifestyle information and medical data are collected. This "comprehensive" HRA outputs individual health scores, aggregate data for employers, and educational support materials. It allows individuals to see the cumulative effects of certain lifestyle risk factors. Biometric data included are the following: cholesterol, blood pressure, percent body fat, BMI, blood sugar, resting heart rate, frame size, height and weight, carbon monoxide testing, prostate specific antigen.

How does an HRA work?

HRAs calculate the probability that a person with certain risk factors will acquire various chronic diseases or die in a given time period. This probability is calculated by comparing your lifestyle information, medical data, and health and family history to people with similar demographics.

Other Types of Evaluation

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

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

Outcome evaluation can be more difficult and takes longer to show up in your data. Examples of outcome measures are:

- ❖ Pre/Post test surveys – Can measure changes in attitude, knowledge and current eating, physical activity and mental health status from an initial assessment to completion of a specified program or campaign
- ❖ Quizzes
- ❖ Physical activity and diet log sheets
- ❖ Vending items being chosen (arrange with vendor to track selections/sales)
- ❖ Cafeteria menu options
- ❖ Health Indicators / reduced risk factors. Comparison of company aggregate screening measures such as blood pressure, cholesterol, body weight, BMI, stress or anxiety/depression, etc. before and after a specified program or campaign.

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

Outcome or impact evaluation needs to clearly identify the marker being addressed and have the baseline data for comparison to determine the impact or outcome. One example would be to compare last year’s absentee rate with the rate after the wellness program is in place or compare the absentee rate for employees actively participating in the program with those that are not. This could also be done with health care claims.

SAMPLE EVALUATION TOOL & MEASURES

SAMPLE PROCESS OBJECTIVES	2005	2006	Change
Number of staff enrolled and participating (participation rates).	200	220	↑ 10%
Company wellness web site hits	10,620	22,000	↑ 107%
Observation or counts (ex. track number walking at noon)	60	75	↑ 25%
Participant satisfaction (via survey, focus groups, interviews, stakeholder survey, etc.)	72%	80%	↑ 8%
Policy or environmental changes/tracking (Use Worksite Wellness Assessment Checklist and compare list of policy or environmental changes from initial site assessment with later follow-up at 1 year, 2 years, etc.)	10 in place	15 in place	↑ 50%
SAMPLE OUTCOME OBJECTIVES	2005	2006	Change
Pre/Post test surveys – Can measure changes in attitude, knowledge and current eating, physical activity and mental health status from an initial assessment to completion of a specified program or campaign.	Average score = 65	Average score = 80	↑ 15%
Quizzes – test of knowledge on various topics	78%	85%	↑ 7%
Vending items being chosen (arrange with vendor to track selections)	25% Healthy choice	35% Healthy choice	↑ 10%
Cafeteria menu options	35% Healthy choice	40% Healthy choice	↑ 5%
Health Indicators / reduced risk factors. Comparison of company aggregate screening measures such as blood pressure, cholesterol, body weight, BMI, etc. before and after a specified program or campaign.	BP = 140/100 Chol = 225 BMI = 30%	BP = 130/90 Chol = 212 BMI = 29%	↓ BP ↓ 6% ↓ 1%
Corporate costs and return on investment. The expense side, or what it costs to run your wellness program, can be fairly easy to quantify. However, computing savings from reduced health care claims, lost work days or absenteeism may be harder to calculate. Work with your human resources and benefits contacts to determine what can be measured and then setting a “baseline” figure to compare against later.	Sick days = 662 Health Care Claims = \$864,000	Sick days = 604 Health Care Claims = \$789,000	↓ 9% ↓ 58 days ↓ 9% ↓ \$75,000

Step 6: Evaluation Resources

1. Health Improvement: A Comprehensive Guide to Designing, Implementing and Evaluating Worksite programs. Center for Prevention and Health Services Issue Brief. http://www.businessgrouphealth.org/pdfs/issuebrief_nov2004.pdf
2. WELCOA Article: Evaluating Your Wellness Program (pages 3-9) http://www.welcoa.org/freeresources/pdf/aa_v5.6_mayjune06.pdf
3. Evaluating Comprehensive Workplace Health Promotion <http://www.thcu.ca/workplace/documents/EvaluationInfoPackFinalWeb.pdf>



APPENDICES

Appendix A: Disease Specific Resources

- ❖ **Arthritis**
- ❖ **Cancer**
- ❖ **Diabetes**
- ❖ **Heart Disease & Stroke**
- ❖ **Mental Health**

Appendix B: Worksite Assessment Checklist (blank sample)

Appendix C: Employee Habits & Interest Survey (blank sample)

Appendix D: Recommendation Table (blank sample)

Appendix E: Action Plan (blank sample)

Appendix F: Wellness at Home

Appendix G: Sample Policies

Appendix H: Coordinator's Guide

APPENDIX A - DISEASE SPECIFIC RESOURCES

ARTHRITIS

WHAT:

Arthritis has become a challenging public health problem due to the aging of the population and the dramatic increase in overweight and obesity. There are over 100 different conditions that are considered an arthritis diagnosis. The most common are osteoarthritis, gout, rheumatoid arthritis, and fibromyalgia. In Wisconsin 27 percent, or about one in four, of adults, have doctor-diagnosed arthritis. This amounts to approximately 1.1 million persons with arthritis. Overall, 21 percent of working age adults have arthritis (34 percent of adults 45-64 years, and 13 percent of those 18-44 years). In Wisconsin, arthritis is a leading cause of disability, limiting about 36 percent of Wisconsin's adults in some way.

WHY:

There are effective ways to prevent arthritis; to reduce the symptoms; lessen the disability; and improve the quality of life for people with arthritis:

- ❖ Weight control and injury prevention can lower risk. Adults with arthritis are more likely to be obese (30 percent) than persons without arthritis (19 percent).
- ❖ Early diagnosis and appropriate management, including self-management, such as weight management and regular physical activity may decrease the pain and disability that accompany arthritis.

RESOURCES:

Resources:

Wisconsin Arthritis Program

Wisconsin Department of Health and Family Services, Milwaukee Area Health Education Center (AHEC), (414)-384-8575, website: <http://dhfs.wisconsin.gov/health/arthritis/>
The Wisconsin Arthritis Program joins with many public and private partners to focus on increasing awareness of arthritis as a common condition; and to promote primary and secondary prevention of arthritis with evidence-based interventions.

National Arthritis Program

Centers for Disease Control and Prevention (CDC), website: <http://www.cdc.gov/arthritis/>
The CDC Arthritis Program works to improve the quality of life for people affected by arthritis and other rheumatic conditions by working with states and other partners to increase awareness about appropriate arthritis self management activities and expanding the reach of programs proven to improve the quality of life for people with arthritis.

Arthritis Foundation

The national Arthritis Foundation is a voluntary health organization dedicated to helping people with arthritis, educating patients and the public about arthritis, and supporting arthritis advocacy and research. 1-800-568-4045, website: www.arthritis.org

CANCER

WHAT:

Cancer is the second leading cause of death in Wisconsin. In 2003, approximately 25,800 Wisconsin residents were diagnosed with cancer and almost 11,000 died from the disease. Cancer is caused by both external factors (tobacco, chemicals, radiation and infectious organisms) and internal factors (inherited mutations, hormones, immune conditions and mutations that occur from metabolism). Even though residents of Wisconsin are still getting and dying from cancer, it is not the death sentence it once was. With improved prevention, detection and treatment of cancer, more than half of those who have cancer will survive and each year the number of cancer survivors grows.

WHY:

- ❖ About 1/3 of cancer deaths are preventable by healthy lifestyle behaviors such as regular exercise, weight control and limiting alcohol consumption.
- ❖ In Wisconsin, nearly one of every four adults is obese and almost two-thirds are either overweight or obese. Obesity increases the risk of many chronic diseases, including cancer.

RESOURCES:

WISCONSIN'S COMPREHENSIVE CANCER CONTROL PROGRAM & WISCONSIN CANCER COUNCIL

Wisconsin Department of Health & Family Services & UW Comprehensive Cancer Center (608) 265-9322. www.wicancer.org

The Wisconsin Comprehensive Cancer Control Program will serve as a common framework for action in cancer prevention and control in Wisconsin. Its mission is to create a consortium of public and private partners empowered to develop, implement, and promote a statewide coordinated approach to cancer control.

NATIONAL COMPREHENSIVE CANCER CONTROL PROGRAM

Centers for Disease Control, Cancer Prevention and Control. www.cdc.gov/cancer
CDC is a leader in nationwide cancer prevention and control, working with national organizations, state health agencies and other key groups to develop, implement, and promote effective cancer prevention and control practices.

NATIONAL CANCER INSTITUTE

1-800-4-CANCER. www.cancer.gov

The National Cancer Institute conducts and supports research, training, health information dissemination, and other programs with respect to the cause, diagnosis, prevention, and treatment of cancer, rehabilitation from cancer, and the continuing care of cancer patients and the families of cancer patients.

AMERICAN CANCER SOCIETY

1-800-ACS-2345. www.cancer.org

The American Cancer Society is at work in communities all across the country providing programs aimed at reducing the risk of cancer, detecting cancer as early as possible, ensuring proper treatment, and empowering people facing cancer to cope and maintain the highest possible quality of life.

DIABETES.....

WHAT:

An estimated 329,000 Wisconsin adults (8 percent) have diabetes (94,000 undiagnosed). That's two of every 25 adults you meet. When a person has diabetes, his or her body cannot properly use the energy it gets from the food eaten. This is because the body either is no longer producing insulin, is not producing enough insulin, or the insulin is not working. Insulin is a natural hormone produced by the pancreas and its job is to keep blood sugar levels normal.

People control their blood sugar levels by eating healthy foods, engaging in regular physical activity, taking their medications (by mouth or injection), and monitoring their blood sugar levels. People who have diabetes, as well as people at risk for developing diabetes, need information on making lifestyle changes. The goal of diabetes management is to keep blood sugar levels as normal as possible to prevent complications. If appropriate blood sugar levels are not maintained, there is increased risk for complications such as: high blood pressure, heart disease, stroke, eye disease/blindness, kidney disease, foot problems and amputations, dental disease and complications of pregnancy.

WHY:

- ❖ Many people are at increased risk for developing type 2 diabetes because of risk factors such as age, weight, and sedentary lifestyle.
- ❖ People with diabetes are 2 to 4 times more likely to develop heart disease and stroke than people without the disease.
- ❖ Nationally, estimated total medical expenditures in 2002 incurred by persons with type 1 or type 2 diabetes were \$13,243 per capita per year versus \$2,560 for persons without diabetes (*American Diabetes Association, 2003*).

RESOURCES:

Diabetes At Work Program

Centers for Disease Control, Division of Diabetes Translation www.DiabetesAtWork.org
This online diabetes and health resource kit can help your company assess the impact of diabetes in the workplace and provide easy-to-use information for your wellness program. Resources contained on the DiabetesAtWork.org web site include: a planning guide, assessment tools, lesson plans, fact sheets, resources, and frequently asked questions (FAQ's).

Diabetes Toolbox

The Alliance www.alliancehealthcoop.com/diabetes
The Diabetes Toolbox was designed to help employers improve employee wellness and reduce the burden of diabetes. The Toolbox contains detailed information on specific workplace strategies: Diabetes Overview, Early Detection, Education, Supportive Work Environment, and Tools to Assist Individuals with Diabetes.

Diabetes Prevention and Control Program

Wisconsin Department of Health & Family Services www.dhfs.state.wi.us/health/diabetes
(608) 261-6855

Resources for health professionals, patients and family members: Burden Study, Surveillance Report, Wisconsin Essential Diabetes Care Guidelines, Children with Diabetes: a Resource Guide for Schools, Diabetes Strategic Plan; diabetes self-management materials

National Diabetes Education Program

Centers for Disease Control, Division of Diabetes Translation www.ndep.nih.gov

To order materials: (800) 438-5383

The National Diabetes Education Program develops and implements ongoing diabetes awareness and education materials and activities for people with diabetes and those at risk for developing diabetes, including materials that address the needs of special populations.

American Diabetes Association

1-800-DIABETES (342-2383)

www.diabetes.org

To fulfill its mission to prevent and cure diabetes and to improve the lives of all people affected by diabetes, the American Diabetes Association funds research, publishes scientific findings, provides information and other services to people with diabetes, their families, health professionals and the public.

HEART DISEASE AND STROKE.....

WHAT:

Heart disease is the number one cause of death in Wisconsin and stroke is the third leading cause. In 2004, more than 16,000 Wisconsin deaths (about 35 percent) were due to heart disease, stroke, or other forms of cardiovascular disease. An estimated 280,000 Wisconsin adults (8 percent of adult population) suffered from heart disease and 74,000 adults (2 percent of adult population) suffered from stroke in 2004, a major cause of disability.

Nationally, the 2006 estimated total medical expenditures incurred by persons with heart disease will be \$148 billion and for stroke approximately \$37 billion (*Heart Disease and Stroke Statistics—2006 Update, American Heart Association, 2006*).

WHY:

- ❖ Many of the risk factors of heart disease and stroke, such as high blood pressure, high cholesterol, excess weight or obesity, can be prevented, modified or controlled by adopting a healthy lifestyle with adequate physical activity and appropriate nutrition.
- ❖ To reduce your risk factors, it is also important to know the warning signs and know how to respond quickly and properly if warning signs occur. Calling 9-1-1 is almost always the fastest way to get lifesaving treatment and prevent disability.

Heart Attack Warning Signs

- ❖ Most heart attacks involve discomfort in the center of the chest that lasts more than a few minutes, or that goes away and comes back. It can feel like uncomfortable pressure, squeezing, fullness or pain. However, women are somewhat more likely than men to experience some of the other common symptoms, particularly shortness of breath, nausea/vomiting, and back or jaw pain.
- ❖ Symptoms can include pain or discomfort in one or both arms, the back, neck, jaw or stomach.
- ❖ Shortness of breath may occur with or without chest discomfort.
- ❖ Other signs may include breaking out in a cold sweat, nausea or lightheadedness

Stroke Warning Signs

- ❖ Sudden numbness or weakness of the face, arm/leg, especially on one side of the body.
- ❖ Sudden confusion, trouble speaking or understanding.
- ❖ Sudden trouble seeing in one or both eyes.
- ❖ Sudden trouble walking, dizziness, loss of balance or coordination.
- ❖ Sudden, severe headache with no known cause.

RESOURCES:

Resources:

Heart Disease & Stroke Prevention Program

Wisconsin Department of Health & Family Services

(608) 266-3702. www.dhfs.state.wi.us/health/cardiovascular/ResouceandLinks.htm

Resources for professionals, patients, and family members: Burden Report, Surveillance Report.

American Heart Association/ American Stroke Association

1-800-AHA-USA-1 (242-8721).

www.americanheart.org

1-800-4-STROKE (478-4653).

www.strokeassociation.org

Resources on research, statistics, tips for healthy lifestyle and other services to people with cardiovascular disease, their families, health professionals and the public. Specific worksite information can be found at *Heart at Work*

<http://www.americanheart.org/presenter.ihtml?identifier=3040778>

MENTAL HEALTH

WHAT:

Mental health refers to the overall way people meet the demands of life due to successful performance of mental functioning and resulting in productive activities, fulfilling relationships with other people, and the ability to adapt to change and cope with adversity. *Mental illness* is the term that refers collectively to all diagnosable mental disorders. *Mental disorders* are health conditions that are characterized by alterations in thinking, mood, or behavior or some combination thereof, which are associated with distress and impaired functioning and result in problems that may include decreased functioning, disability, pain, or death.

Mental health and mental illness can be pictured as two points on a continuum with a range of conditions in between. However, these health conditions can affect anyone: young children, adolescents, adults, and older adults of all ethnic and racial groups, gender, educational, and socioeconomic level. When these conditions are serious they are referred to as mental illnesses and include affective disorders as major depression and bipolar disorder, anxiety disorders, and other diagnosable illnesses that most often benefit from treatment and support. Approximately 40 million Americans aged 18 to 64 years (22 percent of that age group) or one in four adults had a diagnosis of a mental disorder alone (19 percent) or a co-occurring mental and addictive disorder (3 percent) in the past year.

Forty-three percent of all adults have health effects from stress, and stress is linked to the six leading causes of death: heart disease, cancer, lung ailments, accidents, cirrhosis of the liver and suicide. In fact, chronic stress doubles a person's risk of having a heart attack. Both depression and chronic stress can weaken the immune system and make people vulnerable to a host of physical illness. Prolonged, uninterrupted, unexpected, and unmanageable stressors are the most damaging. Seventy-five percent of visits to doctors' offices concern stress-related ailments.

WHY:

Workplace stress causes about 1 million employees to miss work each day and is the second leading cause of absenteeism. One in four people report they have missed work as a result of work-related stress. Research indicates that the amount of stress employees experience on the job adversely impacts a company's bottom line. On average, businesses spend \$7,500 annually per employee due to stress and stress-related conditions.

Two of three adults or 66 percent of workers with a diagnosed mental disorder do not receive or seek treatment due to stigma, concerns about confidentiality, fear, lack of awareness, minimal information about where to go and access services, and variable insurance coverage. People who have untreated mental health issues use more general health services than those who receive mental health care when they need it.

As with cancer, diabetes, and heart disease, mental illnesses may have causes which are physical, biochemical, as well as social-emotional and psychological in nature. Mental health problems and mental illness can be related to several risk factors including excessive stress due to a traumatic event, psychological or physical abuse, reaction to environmental stressors or triggers at home or work or school, genetic or heredity factors, biochemical imbalances, or any combination of these. Symptoms may include changes in mood, affect, thinking, personality, personal habits, and/or social withdrawal. With appropriate treatment options often a combination of talk therapy and/or medication and support, individuals recover and incorporate coping and other skills in the recovery process to live full and productive lives.

Mental Health / Stress Management

The best coping strategies involve finding and maintaining a balance in lifestyle, so that a person incorporates a regular practice of health-enhancing and health promotional activities. The goal of a mentally and physically healthy lifestyle is achieved when individuals are encouraged and educated in improving their self-awareness to determine what works best for them. Employers can promote stress management and wellness opportunities; create mental health friendly changes in workplace policies, environment and culture; and increase education and awareness of mental health/mental illness and the warning signs of stress. Ultimately, a healthy workforce is good for business and good for employees.

RESOURCES:

Mental Health

Please note: Mental illnesses present as mental disorders with distinct and different signs and symptoms. The presentation of a mental disorder is unique to each individual's personality, heredity, biochemistry, affect, emotion, coping, resiliency, environment, and other risk factors. Several websites provide comprehensive information about signs and symptoms for all mental illnesses/mental disorders. A couple of examples of helpful sites are: www.healthyminds.org (American Psychiatric Association); www.mentalhealth.com (Internet Mental Health)

Wisconsin Department of Health and Family Services, Bureau of Mental Health and Substance Abuse Services

P: 608-266-1865

TTY: 608-267-7371

http://dhfs.wisconsin.gov/MH_BCMH/index.htm

Wisconsin United for Mental Health

Education and awareness of mental health and mental illnesses and stigma elimination

P: 866-948-6483

P: 800-448-5148 (Toll-free)

Email: www.wimentalhealth.org

WorkSource Wisconsin

The Employer's Guide on Disability and Employment

P: 1-866-460-9602 (Toll-free)

Email: www.WorkSourceWI.com

Partnership for Workplace Mental Health

A program of the APA Foundation

Email: www.workplacementalhealth.org

P: 703-907-8561

APPENDIX B - WORKSITE ASSESSMENT CHECKLIST

Worksite Wellness Assessment Checklist

#	Wellness Component	Yes	In Process	No	Potential Priority	Comments
INFRASTRUCTURE						
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 representative committee that meets at least quarterly to oversee worksite wellness programs?					
3	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?					
4	Does the worksite have a mission statement, clearly defined goals and an action plan to implement the program?					
5	Does the worksite have at least part-time dedicated staff time to implement a wellness program?					
6	Is there a worksite budget for employee health promotion that includes some funds for programming?					
Infrastructure area totals (# of Yes, In Process and No items)						
PROGRAM COMPONENTS						
7	Does the worksite offer educational programs for health areas such as physical activity, nutrition, breastfeeding, stress management and tobacco cessation?					
8	Does the worksite promote and encourage employee participation in its physical activity/fitness, nutrition education/weight management and stress management					

#	Wellness Component	Yes	In Process	No	Potential Priority	Comments
	<p>programs?</p> <p>Examples of ways to “promote and encourage employee participation” include:</p> <ul style="list-style-type: none"> ❖ Information at new employee orientation ❖ Information on programs provided within paychecks or email ❖ Flyers on the wall, bulletin boards or resource tables ❖ Letters mailed directly to employees ❖ Announcements at employee meetings ❖ Employee newsletter articles ❖ Incentive/reward programs ❖ Public recognition ❖ Health insurance discounts ❖ Sponsor employee sports teams 					
9	Does the worksite provide or arrange for health counseling, employee assistance programs or other support mechanisms to modify behavior?					
10	<p>Does the worksite provide incentives to encourage participation in worksite wellness activities? Examples would include:</p> <ul style="list-style-type: none"> ❖ Small merchandise (i.e. water bottles, pedometers) ❖ Gift certificates ❖ Monetary awards ❖ Health insurance rebates or discounts 					
11	Does the worksite offer or provide healthcare coverage for employees and their families for screening, prevention of and rehabilitation of chronic disease?					
12	Does the worksite offer wellness programming to family members of employees?					
13	Does the worksite provide on-site childcare to facilitate participation in wellness programs and activities?					
Component area totals (# of Yes, In Process and No items)						

#	Wellness Component	Yes	In Process	No	Potential Priority	Comments
HEALTH SCREENING AND MANAGEMENT						
14	Does the worksite offer health risk appraisals on a regular basis (at least every other year)?					
15	Does the worksite offer or provide easy access to free or reasonably priced health screenings (height and weight measurements, blood pressure checks, cholesterol screening, diabetes/blood sugar screening, stress or anxiety/depression screening, etc.?)					
16	Does the worksite use health risk appraisals and other screenings as a tool for planning their wellness program?					
Screening area totals (# of Yes, In Process and No items)						
PHYSICAL ACTIVITY						
17	Does the worksite support physical activity during duty time (flex-time)?					
18	Are employees provided with breaks during working hours and are employees encouraged to be active during break time?					
19	Does the worksite allow for “walk & talk” meetings instead of conference room meetings to encourage smaller amounts of activity?					
20	Can all employees use the worksite’s indoor/outdoor physical activity facilities outside of work hours?					
21	Does the worksite provide free, discounted, or employer subsidized memberships to fitness centers?					
22	Does the worksite map out on-site trails or nearby walking routes or encourage employees to map their own biking or walking route to and from work?					
23	Does the worksite provide bike racks in safe and convenient locations?					
24	Does the worksite provide prompts to promote physical activity near each stairwell or elevator and other key locations?					

#	Wellness Component	Yes	In Process	No	Potential Priority	Comments
25	Does the worksite provide outdoor exercise areas, playing fields, or walking trails for employee use?					
26	Does the worksite provide showers and/or changing facilities?					
27	Does the worksite provide an on-site exercise facility?					
28	Does the worksite provide or contract for fitness assessments such as cardiovascular fitness, % body fat, strength tests, etc.?					
29	Does the worksite offer company sponsored fitness oriented programs or clubs for employees other than at an exercise facility?					
30	Does the worksite provide on-site physical activity classes such as aerobics, kick-boxing, dancing, yoga, etc.?					
31	Does the worksite hold long-term (several weeks) physical activity campaigns?					
	Activity area totals (# of Yes, In Process and No items)					
NUTRITION						
32	Does the worksite promote healthy choices by modifying vending contracts to : ❖ Increase the percent of healthy options that are available ❖ Use competitive pricing to make healthier choices more economical					
33	Does the worksite on-site cafeteria follow nutritional standards that align with Dietary Guidelines for Americans and follow healthy cooking practices?					
34	Does the worksite provide protected time and dedicated space away from the work area for breaks and lunch?					
35	Does the worksite advertise or mark healthy options so that they stand out and limit advertising of less nutrition foods?					

#	Wellness Component	Yes	In Process	No	Potential Priority	Comments
36	Does the worksite provide nutritional labeling of foods?					
37	Does the worksite provide appropriate portion sizes or options for smaller portion sizes?					
38	Does the worksite promote the consumption of healthy foods in catering/cafeteria policies through motivational signs, posters, etc.?					
39	Does the worksite make water available and promote drinking water throughout the day?					
40	Does the worksite offer healthful food alternatives at meetings, company functions and health events?					
41	Does the worksite provide on-site gardening?					
42	Does the worksite make kitchen equipment (refrigerators, microwaves, stoves, etc) available for employee food storage and cooking?					
43	Does the worksite offer local fruits and vegetables at the worksite (i.e. farmer's market or a community-supported agriculture drop-off point.)?					
44	Does the worksite offer appealing, low-cost, healthful food options, such as fruits and vegetables, juices, whole grains, lean meats and low-fat dairy products in vending machines and snack bars and break rooms?					
45	Does the worksite provide interactive food opportunities such as taste testing and food preparation?					
46	Does the worksite provide opportunities for peer-to-peer modeling of healthy eating?					
47	Does the worksite have activities or long term (several week) campaigns that focus on healthy eating and weight management?					
48	Does the worksite provide an appropriate place for breastfeeding/pumping (Mother's Room)?					
49	Does the worksite provide refrigerated space for breast milk storage?					

#	Wellness Component	Yes	In Process	No	Potential Priority	Comments
50	Does the worksite provide flex time opportunities for breastfeeding employees to pump or breastfeed during the work day?					
51	Does the worksite insurance coverage include employee benefits that cover lactation visits and breast pumps?					
Nutrition area totals (# of Yes, In Process and No items)						
MENTAL HEALTH / STRESS MANAGEMENT						
52	Does the worksite provide flexible scheduling to attend or participate in mental health activities offered at work or to allow for medical appointments related to mental health?					
53	Does the worksite train supervisors to understand mental health issues and better assist employees?					
54	Does the worksite insurance coverage include mental health as part of the employee benefits?					
55	Does the worksite provide or contract for an Employee Assistance Program?					
56	Does the worksite provide stress reduction through “quiet rooms”, relaxation classes and proper lighting and sound reduction measures?					
Mental Health area totals (# of Yes, In Process and No items)						
TOBACCO USE						
57	Does the worksite policy prohibit tobacco use anywhere on the property?					
58	Does the worksite promote the Wisconsin Tobacco Quit Line (800-QUIT-NOW)?					
59	Does the worksite policy support participation in smoking cessation activities during duty time (flex-time)?					
60	Does the worksite provide cessation medications through health insurance?					
61	Does the worksite provide counseling through an individual, group, or telephone counseling program on-site					

#	Wellness Component	Yes	In Process	No	Potential Priority	Comments
	or through a health plan?					
Tobacco area totals (# of Yes, In Process and No items)						
EMERGENCY MEDICAL RESPONSE PLAN						
62	Does the worksite have a written plan for emergency response to medical events at their facility?					
63	Does the Worksite provide emergency training in Cardiopulmonary Resuscitation (CPR) and/or Automated External Defibrillators (AEDs) for response to cardiac events in the facility?					
64	Does the worksite have trained medical responders or equipment such as a defibrillator on-site?					
Response area totals (# of Yes, In Process and No items)						
ASSESSMENT AND EVALUATION						
65	Has your worksite completed an employee wellness interest survey within the past year?					
66	Has your worksite completed a worksite wellness assessment (such as this checklist) within the past year?					
67	Does your worksite have a formal evaluation process in place to evaluate its worksite wellness program? (Evaluation examples may range from participant counts for various campaigns to the return on investment of money spent on wellness vs. cost savings)					
68	Does your worksite do an annual wellness program review and report significant results to management?					
Evaluation area totals (# of Yes, In Process and No items)						

(See next page for results summary table)

Worksite Assessment - Results Summary

Worksite Scorecard (Totals for all categories)	Yes	In Process	No	Potential Priority	<i>Comments</i>
Infrastructure (6)					
Program Components (6)					
Health Screening and Disease Prevention (3)					
Physical Activity (16)					
Nutrition (20)					
Mental Health (5)					
Tobacco Use (5)					
Emergency Medical Response Plan (3)					
Assessment and Evaluation (4)					
Worksite Total (68)					

APPENDIX C - WORKSITE WELLNESS SURVEY

Sample Survey or Pre & Post Test

Worksite Wellness Survey

Wellness Questions

1. Current physical activity level.

Please read the statements below. Select the number of the statement that best describes your current level of physical activity. When considering time spent being active, count any time you are active for at least 10 minutes at a time. In other words, if you have three 10 minute "bouts" of activity in a day, record that as 30 minutes in a day. "Vigorous" exercise includes activities like jogging, running, fast cycling, aerobics classes, swimming laps, singles tennis and racquetball. These types of activities make you sweat and make you feel out of breath. "Moderate" exercise includes activities such as brisk walking, gardening, slow cycling, dancing, doubles tennis or hard work around the house.

- I don't exercise or walk regularly now, and I don't plan to start in the near future.
- I don't exercise or walk regularly, but I've been thinking about starting.
- I'm doing moderate or vigorous physical activities for at least 30 minutes on some days, but fewer than 5 days a week.
- I've been doing moderate or vigorous physical activities for at least 30 minutes in a day, on five or more days a week, and have been doing it for the last 1 to 6 months.
- I've been doing moderate or vigorous physical activities for at least 30 minutes in a day, on five or more days a week, and have been doing it for 7 months or longer.

2. When do you get most of your physical activity each day?

- Before work
- During work hours on break and lunch times
- After work
- None of the above. I am not physically active or am only active on weekends.

3. Fruits and Vegetables.

Please read the statements below. Select the statement that best describes your current intake of 100% juices and fresh, frozen and/or dried fruits and vegetables. A serving is ½ cup or 1 medium piece of most fresh or frozen fruits and vegetables, 6 ounces of 100% juice and ¼ cup of dried fruits or vegetables.

- I don't eat fruits and vegetables regularly now, and I don't plan to start in the near future.
- I don't eat fruits and vegetables regularly, but I've been thinking about starting.
- I'm eating some fruits and vegetables a day (total of 2 servings or less)
- I've been eating fruits and vegetables every day (total of 3 or more servings), for the last 0 to 6 months.
- I've been eating 5 or more servings of fruits and vegetables every day, for more than 6 months.

4. Fat in Foods.

Please read the statement below. Select the statement that best describes your current intake of low fat foods.

- I don't worry about the fat content of the food I eat & I don't plan to in the near future.
- I eat high fat foods daily, but I've been thinking about trying to reduce my intake.
- I limit my intake of high fat foods to 1-3 times/week.
- I eat high fat foods less than once/week and have been for the past 6 months.
- I eat high fat foods less than once/week and have been for more than 6 months.

5. Whole grains.

Please read the statements below. Select the statement that best describes your current intake of whole grain foods. The serving size for whole grains is one ounce (ex. 1 slice of bread, 1 oz. of cereal, ½ cup of cooked rice or pasta).

- I don't cook, eat or purchase whole grain foods now, and I don't plan to start in the near future.
- I don't cook, eat or purchase whole grain foods regularly, but I've been thinking about starting.
- I'm cooking, eating or purchasing whole grain foods 3-4 times a week.
- I've been cooking, eating or purchasing whole grain foods every day, for the past 1 to 6 months.
- I've been cooking, eating or purchasing at least 3 servings of whole grain foods every day, for 7 months or longer.

6. Tobacco Use.

Please read the statements below. Select the statement that best describes your current tobacco use.

- I don't smoke
- I'm not thinking about quitting, at least not in the next six months.
- I'm thinking about quitting someday, but not right now.
- I want to quit within the next month or two, and I want to know more about how to do it.
- I have just quit and I am going through withdrawal. (Action)
- I have quit smoking and I want to know more about how to never smoke again.

7. Anxiety.

About how often during the past 30 days did you feel nervous or anxious: would you say **all** of the time, **most** of the time, **some** of the time, **a little** of the time or **none** of the time?

- All
- Most
- Some
- A little
- None
- Don't know/not sure

8. Depression.

About how often during the past 30 days did you feel sad, blue or depressed- would you say **all** of the time, **most** of the time, **some** of the time, **a little** of the time or **none** of the time?

- All
- Most
- Some
- A little
- None
- Don't know/not sure

PARTICIPANT INTEREST AREAS

9. Please rate your interest in any of the following individual physical activity resources for that might be available.	Very Low	Low	Neutral	High	Very High
a. Attending regular presentations on physical activity topics					
b. Receiving regular physical activity tips via email					
c. Having access to web resources on physical activity					
d. Getting information on existing activities in the area					
e. Point of decision prompts to help you be active (stair/elevator signs)					

10. What physical activity topics are you interested in learning more about?					
11. Please rate your interest in any of the following group physical activity resources for that might be available.	Very Low	Low	Neutral	High	Very High
a. Joining small groups for regular activity (walking groups, yoga class)					
b. Forming clubs for particular physical activities					
c. Discounted memberships at local health clubs, recreation centers, etc.					
d. Participating in a division-wide fitness program initiative with friendly competition between groups					
12. Please rate your interest in any of the following nutrition resources that might be available?	Very Low	Low	Neutral	High	Very High
a. Attending regular presentations on nutrition topics					
b. Receiving regular healthy eating tips via email					
c. Having access to web resources on nutrition/healthy eating					
d. Getting information on existing food/diet groups in the area					
e. Recipes/healthy meal ideas					
f. Point of decision prompts to help you eat well (i.e. strategically placed healthy eating reminders)					
g. Joining small groups for regular information on diet (ex. Weight Watchers)					
13. What nutrition topics are you interested in learning more about?					
14. Please rate your support for any of the following policy or environmental worksite changes.	Very Low	Low	Neutral	High	Very High
a. Review healthy food options for the cafeteria & vending machines; healthy food options labeled					
b. Develop an organization recommendation on food choices for meetings and conferences					
c. Not schedule meetings within the organization on a specific day/time to allow for open time for wellness activities					

d. Provide preventive wellness screenings (blood pressure, body composition, blood cholesterol, diabetes)					
e. Provide Health Risk Appraisals					
f. Provide incentives for participation					
g. Develop policies to support breastfeeding women					
15. Please rate your interest in any of the following mental health resources that might be available?	Very Low	Low	Neutral	High	Very High
a. Attending regular presentations on mental topics					
b. Receiving regular mental health tips via email					
c. Having access to web resources on mental health					
d. Getting information on existing mental health groups in the area					
e. Joining small groups for regular stress reduction classes (relaxation or yoga classes)					
16. If more opportunities were available for wellness at the worksite, when would be the best time for you? Check all that apply:					
<input type="checkbox"/> Before work <input type="checkbox"/> During the workday on break and lunch times. <input type="checkbox"/> After work. <input type="checkbox"/> None of the above. I'm not interested in any physical activity or nutrition programming at work.					
17. What other things could be done in the worksite to help promote wellness? What would you like to see?					
Demographics. We would like to get some demographic information as background. The following questions are optional, but will really help tailor programs and potentially group areas of common interest.					
18. Gender					
<input type="checkbox"/> Male <input type="checkbox"/> Female					
19. Age					
<input type="checkbox"/> <20 <input type="checkbox"/> 20-29 <input type="checkbox"/> 30-39 <input type="checkbox"/> 40-49 <input type="checkbox"/> 50-59 <input type="checkbox"/> 60+					
20. Work Unit (customize if units are defined in the organization)					
<input type="checkbox"/> Administration <input type="checkbox"/> Regional staff <input type="checkbox"/> 1 st shift					

Note: Questions #1 (Physical Activity), #3 (Fruit and Vegetable Consumption) and #6 (Tobacco Use) all have answers corresponding to employee “readiness” and the stages of change described in Step 5 on page 34. You may want to see how many employees are at the various levels in deciding how to address the health behavior you want to improve.

Core Wording from questions 1, 3 and 6:

- ❖ I don't regularly now, and I don't plan to start in the near future. (Precontemplation)
- ❖ I don't regularly, but I've been thinking about starting. (Contemplation)
- ❖ I'ma day (x / week, but not daily) (Preparation)
- ❖ I've been every day for the last 0 to 6 months. (Action)
- ❖ I've been every day, for 6 months or longer. (Maintenance)

Remove this section prior to using this survey tool.

APPENDIX D - RECOMMENDATION TABLE

Recommendation Table

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

Importance	How important is the recommendation? 1 = Not at all important 3 = Somewhat important 5 = Very important
Cost	How expensive would it be to plan and implement the recommendation? 1 = Very expensive 3 = Moderately expensive 5 = Not expensive <i>NOTE: You can get an idea of relative cost by looking at the strategies in Step 4, which are arranged by low, medium and high resource needs.</i>
Time	How much time and effort would be needed to implement the recommendation? 1 = Extensive time & effort 3 = Moderate time & effort 5 = Low time & effort
Commitment	How enthusiastic would employees be about implementing the recommendation? 1 = Not enthusiastic 3 = Moderately enthusiastic 5 = Very enthusiastic
Reach	How many employees will likely be affected by this recommendation? 1 = Very few employees 3 = Some employees 5 = Most or all employees

Item #	Recommendations	Importance	Cost	Time	Commitment	Reach	Points / Ranking	Comments

APPENDIX E - ACTION PLAN WORKSHEET

Action Plan Worksheet

Recommendations	Describe the strategies selected from the Recommendation Table				
Activities	List the activities required to meet the recommendation				
Materials, Resources and Personnel	List the individuals who will do the work & the resources and tools they need to get the job done.				
Time Frame	When will implementation begin? How long will it take to finish?				
Evaluation	How will you measure your successes and/or misfortunes?				
Recommendations: Strategies to Implement	Activities	Materials, Resources & Personnel	Time Frame	Evaluation Method	Comments
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					

Recommendations: Strategies to Implement	Activities	Materials, Resources & Personnel	Time Frame	Evaluation Method	Comments
9.					
10.					
11.					
12.					
13.					
14.					
15.					
16.					
17.					
18.					
19.					

APPENDIX F - EXTENDING INTO THE HOME

How can you get greater effects from your worksite wellness initiatives? – extend them into the home setting. There are several things that people can do individually or together as a family to improve eating habits and increase physical activity levels. Below is a short list of “what works”. Studies show that if families choose to work towards healthier lifestyles together, they will have a better chance for succeeding.

GENERAL SUGGESTIONS:
1. Involve family members in your worksite wellness programming. <i>In many cases, the additional costs are minimal, but the likelihood of ongoing, increased participation rates of employees is a result because of the social effect when family members are involved.</i>
2. Turn off or limit TV and “screen” time (computer, videogames, etc.) or at least ensure physical activity time minimums are met prior to allowing large amount of screen time. <i>The general recommendation is to limit screen to 2 hours per day. Limiting TV leads to increased physical activity, and decreased exposure to food ads for high calorie, non-nutrition foods and beverages.</i>
3. Eat family meals together with the TV off while eating. <i>If you are at the dinner table, you are less likely to be watching TV while you are eating.</i>
4. Be a good role model: eat healthy and be active. <i>Parents serve as role models for their children. This assists with development of healthy eating and activity behaviors. Parents can motivate their children to change when many others factors fail and children can have the same influence with parents.</i>
5. See your medical provider regularly. Check with your physician about healthy weight for adults and children. <i>Medical check-ups provide an opportunity to evaluate body weight and receive counseling and treatment if necessary. Early identification increase likelihood of maintaining a healthy weight.</i>
PHYSICAL ACTIVITY SUGGESTIONS:
1. Sit down as a family and identify nearby destinations that you can visit regularly to promote physical activity: walk to the store, bike to the park. Integrate activity into your daily routine. <i>Most people’s base physical activity is walking. If there are “destinations” nearby that you visit or could visit on a regular basis, look to make that trip on foot, by bike, by skates or any other means that requires you to be physically active. Use the “Activity Zone” to measure nearby destinations: http://dhfs.wisconsin.gov/forms/DPH/dph40092.pdf</i>
2. Walk or bike to school with your children. <i>One way to guarantee regular activity in to walk or bike to school with your children. Currently only about 10 percent of children walk to school on a regular basis compared to 66 percent in 1970.</i>
3. Be active together. <i>Being active together appeals to people who need the extra motivation that only direct interaction can provide.</i>
4. Track or log your activity. <i>Recording and tracking activity increases the likelihood for long-term success. Make it a friendly competition between parent and child.</i>
5. Schedule your activity time. <i>Plan ahead. Make physical activity a regular part of your daily or weekly schedule and write it in on your calendar.</i>
6. Vary your activities. <i>Give yourself different opportunities to be active as a family.</i>
7. Make your yard or nearby park a recreation site. <i>Play outdoor games that require only a few participants and very little organization. Most activity is done in the immediate neighborhood. By using your yard or nearby park as a recreation site you provide regular opportunities for physical activity.</i>
NUTRITION SUGGESTIONS:
1. Choose exclusive breastfeeding as the method for feeding infants for the first 6 months of life. <i>There is a known link to decreased obesity later in life.</i>
2. Try to eat at least one meal together as a family per day; make family meal times a priority. <i>Eating meals together increases the chances that children will eat healthier and consume less calories. It also increases children’s self esteem because of interest shown by parents in</i>

<i>discussing how everyone's day went.</i>
3. If your family consumes whole or reduced fat (2%) milk, together make the switch to low fat (1%) or fat-free (skim) milk . <i>If your family collectively decides to try something new, having the support of each other will increase the likelihood that you'll stick to it.</i>
4. Plan Family Meals Ahead of time. <i>If you spend time prior to the start of the workweek planning meals, your family will be less likely to visit a fast-food restaurant. Make a Sunday shopping list with all the ingredients you will need. Make an extra batch so your family can have leftovers another night.</i>
5. Parents should provide healthful food and beverages choices for children. <i>Providing children with limits while allowing them to choose from healthier options, assists them with healthy eating behaviors.</i>
6. Provide opportunities for children and adolescents to participate in meal preparation. <i>Increase the likelihood that child or teen will try new foods</i>
7. Use lower fat substitutions in cooking and baking (i.e. apple sauce for oil, etc). <i>Lowers total calories and fat intake</i>
MENTAL HEALTH SUGGESTIONS:
1. Easy does it. This means taking care not to over-react to challenges. It means compromising with others who may not agree with you by Cooperating with them.
2. Learn safe ways to express your feelings. Pent-up feelings can explode in inappropriate ways. If you feel angry and tense, for example, try to figure out why and find a friend, family member, or professional counselor who will listen while you express your feelings as calmly as possible.
3. Don't brood. Often, a simple change of pace is a constructive way to "get away from it all." This means doing something positive and useful about a problem instead of dwelling on it.
4. Take one step at a time. Working toward a solution can relieve tension and help you avoid feeling trapped. By diverting your tensions and anger to worthwhile, tangible goals, you will see how much control you have over your life.
TOBACCO CESSATION SUGGESTIONS: <i>(from UW-Center for Tobacco Research & Intervention)</i>
1. Make an appointment with your healthcare provider. Your doctor can recommend medications that will help you through the process of quitting.
2. Call the Wisconsin Tobacco Quit Line at 1-800-QUIT-NOW to get started (800-784-8669).
3. Get support. Tell your friends and family that you are going to quit smoking. If they smoke, ask them not to smoke around you or to quit with you.
4. Clear the decks. Get rid of the things that remind you of smoking. Throw away all cigarettes, lighters and ashtrays.
5. Dangle the financial carrot. Give yourself a financial incentive to quit by putting the money you would have spent on tobacco products in a glass jar. For pack-a-day smokers, this can be \$1,500 a year or more! Watch your savings – and your resolve – grow.
6. Make a plan and set a quit date. Give yourself some time to prepare before launching into your quit attempt. Make a list of all your reasons for quitting and put this list where you will see it often. Think about reasons you smoke or chew, including routines that trigger tobacco use, and brainstorm how to change those routines and avoid cues that prompt you to light up or dip. Mark your quit date on your calendar and get mentally prepared.
7. Keep busy on your quit day. Change your routine. Plan a full day with enjoyable activities. Avoid alcohol because it can weaken your resolve. At the end of the day, do something (other than smoking) to celebrate.
8. Replace cigarettes with alternatives like gum, cinnamon sticks, suckers, toothpicks or low-calorie snacks like carrots, celery and apples wedges.
9. Start an exercise program. Taking a walk, doing aerobics and kickboxing or playing sports can take your mind off urges and remind you that quitting helps improve your lung capacity and overall health.

APPENDIX G - SAMPLE POLICIES

GENERAL POLICIES

California Sample Policies <http://www.dhs.ca.gov/ps/cdic/cpns/worksite/FitBusinessKit.htm#3>

PHYSICAL ACTIVITY POLICIES

Policy for Paid Time Off to Attend Worksite-sponsored Health Promotion Programs/Classes During Work Hours.

http://health.utah.gov/hearthighway/pdfs/Excercise_Release_Policy_worksites.pdf

Policy Supporting Physical Activity

http://health.utah.gov/hearthighway/pdfs/Excercise_Release_Policy_worksites.pdf

NUTRITION POLICIES

CA Healthy Meeting Policies – Snacks, Meals and Physical Activity Breaks

http://www.dhs.ca.gov/ps/cdic/cpns/worksite/download/FitBusinessKitTools/Healthy%20Meeting%20Policies_Final.pdf

MN: University of Minnesota School of Public Health: Guideline for offering healthy foods at meetings, seminars, and catered events

http://www.sph.umn.edu/img/assets/9103/Nutrition_guide.pdf

CO: Guidelines for offering healthful food alternatives at meetings, company functions, and health education events (Page 34)

<http://www.cdph.state.co.us/pp/COPAN/resourcekits/WorksiteWELLnessResource%20Kit.pdf>

NC: Eat Smart Move More North Carolina: Guidelines for Healthy Foods and Beverages at Meetings, Gatherings, and Events

http://www.eatsmartmovemorenc.com/programs_tools/worksites/docs/healthy%20meeting%20guide/ES_Hlthy_Mtg_Guide_HiRez.pdf

CA Vending Machine Food and Beverage Standards

http://www.dhs.ca.gov/ps/cdic/cpns/worksite/download/FitBusinessKitTools/Vending%20Machine%20Standards_Final.pdf

Sample Vending Standards

<http://www.healthcollaborative.net/assets/pdf/vendingcriteria.pdf>

CA Healthy Dining Menu Guidelines

http://www.dhs.ca.gov/ps/cdic/cpns/worksite/download/FitBusinessKitTools/Healthy%20Dining%20Menu%20Guidelines_Final.pdf

Establish workplace policies & programs that promote breastfeeding.

<http://dhfs.wisconsin.gov/health/Nutrition/Breastfeeding/bffriendlycomm.htm>

TOBACCO POLICIES

Policy prohibiting tobacco use anywhere on property.

http://www.cdc.gov/tobacco/research_data/environmental/etsguide.htm

100 percent Smoke-Free Workplace

http://www.mihealthtools.org/work/100_PERCENT_SMOKEFREE_POLICY.PDF

Smoke-Free Workplace with Designated Outside Smoking Areas

http://www.mihealthtools.org/work/Designated_Outside_Smoking_Areas_Policy.pdf

APPENDIX H - COORDINATOR'S GUIDE

This Section is designed to help “Coordinators” that might be providing facilitation, technical assistance or leadership to a worksite that wants to develop or expand a worksite wellness program. Coordinators might be employed directly by the worksite, providing contracted services for the worksite or assisting the worksite as part of a broader mission. Some examples of coordinators from outside the worksite would be healthcare provider staff, insurance provider staff, local health departments or local chambers of commerce.

6 EASY STEPS TO A WORKSITE WELLNESS PROGRAM: Coordinator Tips

STEP 1: WHY? CONVINCING ME I NEED A WELLNESS PROGRAM.

The extent of your program will depend on resources, but you could implement some no-cost components of a wellness program tomorrow! In fact, small businesses may be at an advantage in making simple policy and environmental changes because the business owner or boss can make the decision without other corporate input.

STEP 2: HOW DO I GET STARTED? I'M CONVINCED, BUT NEED HELP GETTING STARTED.

It's essential in starting out that management is fully supportive of developing or enhancing a worksite wellness program. If you are an outside coordinator not affiliated with the business, it may be worth while to list your responsibilities and the responsibilities of the business at the beginning. [A sample memorandum of understanding is at the end of this appendix.](#) Ideally the business will approach the coordinator with an interest for a wellness program, but regardless of who initiates the idea, senior management buy-in is essential. If that buy-in isn't apparent from the beginning, save everyone some time and effort and look to help somewhere else.

If you are an outside coordinator, make sure that you have solid worksite contacts. Factors to consider in evaluating your worksite contacts include available time, their enthusiasm for wellness programming, and their potential for reallocating some of their time to devote to a worksite wellness program. Many workers that aid in wellness programming often have other duties. It is important to differentiate between workers that want to help and workers that have the time available so that they really can help.

Developing a solid committee is crucial. Cross-sectional representation, for example members from senior management, human resources, and cafeteria management, makes it easier to implement wellness programming later. It is also important to have all members of the committee actively participate. Do not try to bring everyone in at this point. A few committed members during the planning process can accomplish much more than a larger committee with some uncommitted members.

STEP 3: HOW “HEALTHY” IS MY WORKSITE? DO AN ASSESSMENT.

1. Use the assessment tool in Step Three to assess your current worksite environment. **DON'T SKIP THIS STEP!** This step ensures that the worksite at least understands and considers the varied aspects of a worksite wellness program and doesn't just focus on activities.
2. Learn more from your employees: A sample survey can be found in Step Three.
3. Use health risk appraisals (HRA) and other data as tools providing specific information about your worksite. Establishing an effective HRA evaluation system can give you more

information about your workforce and suggest specific interventions, which is extremely useful in defining target areas. HRAs can also monitor health changes over time and aid in determining the effectiveness of wellness programming. Bottom line: tailor your wellness program based on everything you know about employees at your worksite because “one size does not fit all” when it comes to worksite wellness programs.

Once you finish the assessment, be practical in choosing priorities. More is not better, if it spreads resources so thin that the program is ineffective. Look first at the assessment for wellness components that your worksite already has in place or are in process. If you have sufficient resources to complete or improve those components, then look at the list of components that your worksite does not have and prioritize them using the tools in Step 5.

STEP 4: WHAT ACTIVITIES CAN I DO? SEE A LIST WITH ADDITIONAL RESOURCES.

There are many activities that you could include in your program. Read Step Four for a listing of program components. The components have been split into low, medium and high resource needs, so you can get a quick glance at what you might be able to quickly implement, and what might take more time or be too costly to include.

SHARING IDEAS: Consider developing a local meeting group to exchange information and ideas and to aid one another in initiating wellness programming. Example: Heart Healthy Waukesha County (HHWC) created a Learning Circle on Workplace Wellness that used the Wisconsin Worksite Resource Kit both as a toolkit and as an organizing framework for the educational portion of the group’s meetings. Part support group, part study circle, part leadership roundtable, the Learning Circle was developed by community, healthcare and business members from the local area. Heart Healthy Waukesha County and its partners provide circle members with process advisors, expert speakers and information specifically tailored to the needs of circle members. Circle members make a commitment to share data, as well as their personal knowledge and expertise, and to develop and implement a wellness action plan for their organizations. The circle has held monthly breakfast meetings since its inception.

STEP 5: WHAT DO I DO? WHAT DETERMINES PROGRAM COMPONENTS FOR MY WELLNESS PROGRAM? PICK AREAS OF INTEREST WHERE YOU HAVE RESOURCES TO DO WELL.

There are many components that you could include in your program. See the tools in Step Five that will help you determine priorities and set up a plan to make them happen. It also describes how you can clearly define the goals and objectives of your wellness program.

Try to incorporate more long-term components in your wellness programming. Environmental and policy changes have the potential to initiate considerable change with little or no cost and no ongoing resource needs. Try to stay away from one-time events such as health fairs, which are fun but have less lasting significance. Often doing one long-term event well is better than doing several short-term events.

If you are working with several worksites, consider using the same campaign or programming at multiple sites to lower cost and increase the number of employees impacted.

STEP 6: IS IT WORKING? HOW WILL I KNOW IF THE WELLNESS PROGRAM IS WORKING? THINK ABOUT EVALUATION WHEN YOU START THE PROGRAM.

Evaluation of your program can be very simple to very complex. You will need to evaluate the program at some point, so consider some type of evaluation from the beginning. An overview of

what to evaluate and how to do it can be found in Step Six along with a sample evaluation. A comprehensive Health Risk Assessment system that is already in place is very useful in the evaluation process.

SAMPLE MEMORANDUM OF UNDERSTANDING BETWEEN THE WORKSITE AND THE WELLNESS COORDINATOR

Worksite Wellness Program Responsibilities of Wood County Health Department (Coordinator)

1. Partner with business representatives to develop a job site employee wellness program.
2. Serve as a communication link between participating businesses; promote sharing and successful program development.
3. Encourage business to partner with their respective insurance plans for available health promotion programs.
4. Serve as a link to community resources, speaker's bureaus, grant opportunities, and opportunities through the Community Health Improvement Plan.
5. Assist business with problem solving as the worksite wellness program develops.
6. Serve as a supporting partner for grant applications.
7. Help to keep business abreast on new ideas and programs relating to worksite wellness health topics.

Worksite Wellness Program Responsibilities of Business Partners

1. Develop a worksite plan or policy that encourages and supports healthy lifestyles.
2. Commitment from management in:
 - ❖ Recognizing the value of employer-based worksite wellness initiatives
 - ❖ Allocating resources to develop and sustain a worksite wellness program
 - ❖ Developing incentives to encourage participation from employees
 - ❖ Evolving the worksite to support wellness activities
 - ❖ Ongoing awareness of the evolving needs of employees
 - ❖ Supporting and developing a pattern of communication between the program leader and the individual employees
3. Commitment to participate with other local businesses to share a common goal of worksite wellness development in Wood County.
4. Commitment to create a sustainable program that develops into a comprehensive promotion of healthy lifestyles in the workforce.

Wood County Health Department, Chronic Disease Team

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Arkansas Department of
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Worksite Wellness Materials

Colorado Dept of Public
Health & Environment
Worksite Resource Kit

Michigan Department of
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Cardiovascular Health,
Nutrition and Physical Activity
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Texas Department of State
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Worksite Wellness Index

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