Garfield County Workplace Well-Being Toolkit

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Overview

The purpose of the Garfield County Workplace Well-Being Toolkit is to guide you through the steps to design and sustain a well-being program that fits the scale and culture of your organization. The steps and resources provided in this toolkit will help to identify the strengths and weaknesses of your organization’s health and well-being efforts, and will assist in developing an action plan to implement or improve your workplace well-being program.

Below are the five steps of building a sustainable well-being program. They can be followed step by step, or you can choose to implement only the steps that are relevant to your organization.

- **Step 1: Making the Case for Workplace Well-Being**
  Learn how to make the case for workplace well-being by obtaining leadership support and buy in by sharing the need, importance, benefits, and positive impact of an employee well-being program.

- **Step 2: Leadership & Culture**
  Strong leadership support combined with a healthy workplace culture are essential elements in creating a sustainable culture of health and well-being. Learn how to gain support from all levels of management, create a healthy workplace culture, and form well-being teams and champions.

- **Step 3: Assessment & Data Collection**
  Assessments and data drive health improvement planning, resource allocation, program implementation, and outcomes evaluation. This step provides the strategies on what to assess and the types of data to collect.

- **Step 4: Program Planning & Implementation**
  Learn the key components of program planning and implementation:
  1. Annual Operating Plan
  2. Intervention Strategies
  3. Incentive Design
  4. Communications
  5. Creating a Supportive Environment

- **Step 5: Program Evaluation**
  Learn why and how to evaluate your workplace well-being program to provide information that can assist in modifying your program to better meet the needs of your employees and organization. Including tools to measure whether employee attitudes, behaviors, and health indicators that have changed as a result of the well-being program.
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STEP 1: Making the Case for Workplace Well-Being

Making the case for workplace well-being is the first step in creating a successful well-being program. According to the Centers for Disease and Prevention, Americans spend more than one-third of their day in the workplace. Therefore, the workplace is the perfect setting for health protection, health promotion, and disease prevention programs. Workplace well-being can lead to change at both the individual and the organization level. Making the case for workplace well-being and obtaining leadership support and buy-in is critical and achieved by sharing the need, importance, benefits, and positive impact of an employee well-being program.

How to Make the Case for Workplace Well-Being

1. **Consider the following questions before presenting your business case to your leadership:**
   - How does the program fit and support into the overall business goals?
   - What resources - including people, financial, supplies and other critical assets - are available?
   - Who are the key team members that will be setting the vision and direction and developing goals?
   - What is the organization’s environment, culture, demographics, etc.?
   - What aspects of your project plan, timelines, expectations, budget and resources can you tie to your company’s mission and to ensure sustainability?

2. **Research and include these key data driven components:**
   - Industry statistics that may relate to your organization
     Refer to: [WELOCA Making the Case for Workplace Wellness Programs](#)
   - U.S. health trends
     Refer to: [WELOCA Making the Case for Workplace Wellness Programs](#)
   - Cost of unhealthy behaviors (direct/indirect costs)
     Refer to: [WELOCA Making the Case for Workplace Wellness Programs](#)
   - Well-Being Program Case Studies from similar organization types
     Refer to: [Tacoma-Pierce County Health Department Case Study](#)
   - Organization specific health statistics (chronic disease, lifestyle related health risks)
   - Aggregate medical claims data from your employee population
   - Absenteeism and retention trends of your employee population
3. **State how your organization could benefit from a well-being program:**

- Positive employer image in the community, that aids in the recruitment of employees
- Improved employee health and well-being
- Managed and lowered health-care costs associated with lifestyle conditions that are preventable and reversible through healthy lifestyle choices
- Ability to affect workers’ compensation related expenses through integration of safety and well-being
- Reduction in absenteeism and increased productivity
- Improved employee job satisfaction and retention

4. **State how a well-being program could positively impact your organization:**

- Lowering modifiable health risks including high blood pressure, high cholesterol, and tobacco use
- Psychosocial work factors which are known to cause or exacerbate chronic disease and musculoskeletal disorders
- Musculoskeletal disorders, including low back, neck and shoulders
- Days absent due to illness/disability
- Increased employee engagement in the workplace
- Increased employee productivity and revenue

**Resources**

**CDC National Healthy Worksite: Making the Case for Worksite Health**
Comprehensive overview, tools and resources on how to make the case for workplace well-being

**CDC Workplace Health Promotion: Making the Business Case**
Comprehensive overview, tools and resource on how to make the case for workplace well-being
STEP 2:
Leadership & Culture

Strong leadership support combined with a great workplace culture are essential elements in creating a sustainable culture of health and well-being.

Leadership Support

Support from all levels of management (CEO’s, Senior Leaders, Business Owners, Middle Management, etc.) is a critical key component of developing and maintaining your workplace well-being program. Leadership has the ability to influence an organization’s commitment to well-being by:

- Share and support the well-being vision
- Integrate workplace health into the business strategy
- Influence and create a healthy workplace culture and supportive environment
- Recognize and overcome barriers to engagement
- Allocate funding/resources and determine priorities
- Set an example and celebrate employees' success
- Have a strong voice with employees
- Influence employee participation and engagement

Leadership can have a substantial impact on employee’s participation by serving as a role model for healthy behaviors and engaging in your company’s wellness activities. To demonstrate health and well-being role modeling for employees, they can:

- Make positive lifestyle changes visible to the organization
- Participate in company well-being activities
- Reduce the impact of poor modeling and attitudes
- Share well-being successes and challenges openly with employees
- Cascade the message
How to Gain Leadership Support for Workplace Health and Well-Being

1. Make the case for workplace well-being, share the need, importance, benefits and impact of an employee well-being program, both for the individual and the organization
   See ‘Making the Case for Workplace Well-Being’, pages 3-4

2. Interview leaders to gain important insight about their level of support, resource allocation, and commitment to actively engage
   Refer to: WELCOA Capturing C-Suite Support Critical Questions for Discussion

3. Assess your company’s leadership support for health and well-being, and provide a gap analysis
   Refer to: WELCOA Leadership Survey

4. Capture a CEO kick-off statement about the well-being program, and ongoing communications from all levels of management throughout the year
   Refer to: Sample Senior Leadership Communications

5. Align your well-being program strategy with organizational goals to ensure sustainability

6. Communicate frequently and consistently to all levels of leadership (from senior management, mid-level, and frontline managers) who are best-positioned to influence program success due to their daily interaction with employees

7. Invite and encourage leaders to visibly participate and engage in health and well-being events

8. Identify opportunities for leaders to serve as role models and well-being champions

9. Educate all management levels about the importance of the well-being program strategy and how to cascade the message

10. Make sure leadership support is consistently visible to employees

Resources

Capturing CEO Support (WELCOA)
Comprehensive overview of articles and case studies highlighting the importance and how to of capturing CEO support in wellness programing

Leading by Example
Leading by Example is a peer-to-peer communication campaign, featuring several reports that educates CEOs about the benefits of worksite health promotion and encourages employers to adopt effective practices to improve employee health
Workplace Culture

A healthy workplace culture is an environment where employee health, safety and well-being is valued, supported, and promoted. *Climate* refers to the programs and policies related to healthy behaviors. *Culture* involves the values, traditions, beliefs, interactions, behaviors, and attitudes of the workplace.

Examples of Healthy Workplace Climate and Culture:

<table>
<thead>
<tr>
<th>Healthy Workplace Climate</th>
<th>Healthy Workplace Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-Site Fitness Classes</td>
<td>Employees understand how their work contributes to living the organization’s vision and purpose</td>
</tr>
<tr>
<td>Healthy Food Options in Cafeteria and Breakrooms</td>
<td>Employees feel valued and supported by leadership (prioritizing health and thriving as the cultural norm)</td>
</tr>
<tr>
<td>Flexible Work Schedules</td>
<td>Leadership is cohesive</td>
</tr>
<tr>
<td>Sit to Stand Work Stations</td>
<td>Rules are clear and apply to everyone (is it ok to exercise during the day)</td>
</tr>
<tr>
<td>Safety Programs</td>
<td>Clear communication is prioritized and valued</td>
</tr>
<tr>
<td>Walking Clubs and Groups</td>
<td>Social norm is to participate in well-being activities during work</td>
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A healthy workplace climate provides employees with the tools and resources to participate in making healthy behaviors in the workplace. A healthy workplace culture creates the conditions for a supportive and encouraging environment, and influences the social norms.

How to Create a Healthy Workplace Culture

1. Obtain Leadership Support for Well-Being Program
   See ‘How to Gain Leadership Support for Workplace Health and Well-Being’ page 6

2. Create a Healthy Workplace Climate
   See ‘Program Planning & Implementation: Creating a Supportive Environment’ page 20-22

3. Create a Well-Being & Culture Strategy (Operating Plan)
   See ‘Program Planning & Implementation: Operating Plan’ page 12-13

4. Create a Well-Being Team and Champions to promote, market and role model
Well-Being & Culture Teams
The Well-Being & Culture Team is responsible for the creation, implementation and maintenance of the well-being program. This team is a vital component of a sustainable well-being initiative.

Well-Being & Culture Teams:
- Promote the well-being program and employee health
- Create program ownership, inspire creativity and provide ideas
- Plan and organize well-being activities
- Act as the eyes, ears, and voice for workplace health and well-being, and provide feedback
- Assist in spreading the workload and responsibilities

Characteristics of Well-Being and Culture Teams:

1. Institute Strong and Effective Leaders for Well-Being & Culture Team
   - Senior Executive Leader
   - Individual trained in health & well-being and/or an advocate for health & well-being

2. Members Formally Appointed by Senior Level Leadership
   - Demonstrates message that the team/committee is a priority and that members have definite roles and responsibilities
   - Employees feel value that they’ve been asked to serve

3. Leverage Existing Workplace Infrastructures
   - Safety Teams, Social Committees, Benefits, Green and Sustainability Committees, etc.

4. Diverse Team of Members
   - Representation from various departments, locations, and organizational roles
   - 2-15 Team/Committee Members (team large enough to represent your workforce)

5. Members Have Culture & Well-Being Written Into Their Job Description
   - Ensures health and well-being remain a fundamental priority within the organization
   - Serve as a peer coach

6. Is Promoted Throughout The Organization
   - Employees see that well-being is an organizational priority, and these individuals are there to help, support, and assist them in their personal health and well-being
   - Gives members a sense of importance that their roles are made known to the organization at large

7. Meets Regularly
   - Meet at least six times per year but, preferably monthly

8. Have A Formal Meeting Agenda And Keep Meeting Minutes
Well-Being Champions
Well-Being Champions are group of employees who work together to improve the health and culture of the workplace as part of the well-being program. The Well-Being Champions connect with others and help to educate coworkers about program offerings.

Well-Being Champions:

- Believe in workplace health and well-being by creating opportunities and encouraging others to engage in the well-being program
- Role model health and well-being and provide peer to peer support
- Reward success and recruit others
- Link employee interests and health risk priorities

Creating a Strong Network of Well-Being Champions:

1. Seek out employees who are passionate, have strong social skills and will serve as program advocates and role models to their peers

2. Encourage employees of all levels within organization to become a Well-Being Champion
   - ‘Talk the Talk’—Communicate that health and well-being are priorities
   - ‘Walk the Walk’—Positive role modeling of health and well-being

3. Determine the roles and responsibilities of Well-Being Champions
   - Helping to improve awareness of well-being programs and supporting a culture of health at the workplace
   - Role Model and serve as peer coach regarding the program
   - Recognize employee success and testimonials
   - Recruit additional Well-Being Champions

4. Communications
   - Establish a communication structure that empowers your champions with information worth sharing amongst their peers and leadership
STEP 3:
ASSESSMENT & DATA COLLECTION

Assessments and data collection is a necessary step in implementing a well-being program. Assessments and data drive health improvement planning, resource allocation, program implementation, and outcomes evaluation.

Assessments and Data Collection:
- Provide information about the factors that support or hinder the health and safety of employees
- Identify potential opportunities to improve or address health and safety risk factors
- Identify the current workplace health and well-being program, environment, and/or policies
- Identify gaps between leadership and employees regarding well-being programs (i.e. what leadership thinks employees want verses what employees say that want)
- Answers key questions;
  - What are the health, well-being, and safety issues affecting employees?
  - What factors at the workplace influence health, well-being, and safety?
  - What are the health, well-being and safety concern of the employees?
  - What strategies are most appropriate to address health, well-being and safety issues?

Determine the Following for Assessments and Data Collection

1. What type of data you will be collecting?
2. How the data will be collected?
3. Who will be responsible for collecting data?
4. What will be the timeframe for completing the workplace well-being assessment process?

Types of Assessments and Data

1. Demographic Data
   - Gender
   - Age
   - Race/Ethnicity
   - Job Classification
   - Language
   - Department
   - Location
2. **Organizational Data**
   - Current Workplace Health Policies, Environment, Programs, Benefits and Practices
   - Health and Well-Being Climate and Culture (perspective of your organization’s health and well-being norms and values)
   - Claims Data (Medical, Pharmacy, Disability, Workers’ Compensation)
   - Employee Productivity, Sick Leave, Absenteeism
   - Employee Engagement Data
   - Employee Retention
   - Retention and Turnover

3. **Employee Data**
   - Employee Health Risks (Employee Health Assessment and Biometric Screenings)
   - Employee Needs, Interests, and Perceived Barriers
   - Employee Use, Participation, and Satisfaction with Benefits, Services, and Programs

**How to Collect Data**

1. **Surveys**
   - Refer to: [WELCOA Leadership Survey](#)
   - Refer to: [WELCOA Needs and Interest Survey](#)

2. **Focus Groups**

3. **Employee Health Assessments/Biometric Screening Data**
   - Biometric Vendor, CEBT

4. **Claims Data (Medical, Pharmacy, Disability, Workers’ Compensation)**
   - Healthcare provider, CEBT, Human Resources

**Resources**

- [Collecting Data to Drive Health Efforts (WELCOA)](#)
  10 reasons data collection is important to your organization’s overall health and well-being initiative

- [CDC Workplace Health Promotion: Assessments](#)
  Comprehensive overview of assessments and data collection in workplace health promotion efforts
STEP 4: PROGRAM PLANNING & IMPLEMENTATION

Program planning and implementation is a critical step in building a comprehensive well-being program. The program plan is guided by the assessment and data collection process, assuring that appropriate strategies and interventions are implemented.

The key components of workplace well-being program planning and implementation are:

6. Annual Operating Plan
7. Intervention Strategies
8. Incentive Design
9. Communications
10. Creating a Supportive Environment

Annual Operating Plan
The well-being Operating Plan is a written document that articulates the vision, mission, goals and objectives, roles and responsibilities, timeline, budget, interventions, incentives, communications, and evaluation procedures for your well-being program.

1. Vision/Mission Statement for the Well-Being Program
   • Brief statement that communicates your organization’s overarching plan for what the well-being program will accomplish
   • Incorporate the organization’s core values and philosophy
   • Example:
     “Garfield County will strive to be the healthiest County in the state by providing resources that promote optimal health, safety, and well-being”

2. Develop Specific, Measureable Goals and Objectives
   • Serve as the building blocks of the well-being program, providing a foundation for future program evaluation
   • Goals are broad purpose statements, identifying what you want to achieve in specific areas
   • Objectives should be (SMART)—specific, measurable, achievable, realistic and time-bound statements
3. Choose Appropriate Intervention Strategies (Programs, Policies, and Environmental Supports)
   - See Program Planning & Implementation: Intervention Strategies, page 14-15

4. Choose Appropriate Incentive Design
   - See Program Planning & Implementation: Incentive Design, page 16-17

5. Create an Implementation Timeline
   - Identifies detailed action steps, dates, and responsible staff

6. Identify Roles and Responsibilities
   - Align roles and responsibilities with individual strengths/talents

7. Determine Communication Strategies
   - Promotion of the well-being program and intervention strategies
   - See Program Planning & Implementation: Communications, page 18-19

8. Determine Evaluation Procedures
   - Evaluate goals and objectives, intervention strategies, and the overall program
   - See Program Planning & Implementation: Evaluation, page 23-24

9. Develop Itemized Budget
   - Prioritize budget expenses based on what will add the most value
   - Develop budget on your program needs, don’t design your program to fit your budget
   - Consider hard costs such as assessments, environmental modifications, equipment purchases, communications, and incentives
   - Consider soft costs such as staff time, release time for employees to participate, and team strategic planning meetings

Resources

**Carefully Crafting an Operating Plan (WELCOA)**
Overview of the importance and reason behind crafting a strategic operating plan

**Carefully Crafting Your Organization’s Wellness Plan (WELCOA)**
Overview of the essential elements that can take your program from good to great
Intervention Strategies

The intervention strategies that comprise your well-being program will be driven by data collection and assessment, responding to the organizational needs and employee interests. This includes implementing intervention strategies that address the most common and/or costly health risks or lifestyle factors, in addition to employee interests and needs. A comprehensive well-being program will utilize multiple intervention strategies, including programs, policies, and environmental support.

Types of Intervention Strategies

1. Programs:
   - Support for individual health behaviors
   - Examples:
     - Individual health coaching (onsite, telephonic, video)
     - Health classes (lunch and learns)
     - Health and well-being challenges (individual and team challenges) focused on physical, financial, personal, and professional well-being

2. Policies:
   - Formal or informal statement to protect employee health
   - Examples:
     - Tobacco free campus
     - Healthy eating policies for company meetings/gatherings
     - Flexible work schedules

3. Environmental Supports
   - Physical factors that foster healthy choices
   - Examples:
     - Healthy vending/cafeteria options
     - Stairwell enhancements, walking paths, parking for bicycles
     - Stress management/relaxation rooms

Focus Areas and Topics

- Employee Health and Well-Being Assessments and Screenings
- General Health Education for Disease Prevention and Disease Risk Factors
- Physical Activity and Nutrition
- Personal Well-Being
- Professional Well-Being
- Community Well-Being
- Financial Well-Being
- Stress Management and Mindfulness
- Tobacco Cessation
How to Choose Appropriate Intervention Strategies

1. Determine what specific programs, policies, and environmental supports will be offered
2. Determine how intensive the interventions will be (awareness, education, behavior change, cultural enhancement)
3. Determine the cost and resources available
4. Determine how often the programs will be offered
5. Determine who they will be offered to (spouses, dependents, retirees)
6. Determine what incentives will be used

Suggested Intervention and Program Recommendations and Resources

Total Well-Being
Total Well-Being is a renowned provider of personalized Corporate Well-Being and Wellness Programs, and provides consulting expertise coupled with an easy to use technology platform for sustainable engagement.

WELCOA Incentive Campaigns
This WELCOA resource offers a library of challenge/programs to motivate and inspire employees. Each incentive campaign is comprehensive, providing coordinator resources, participant resources, and promotional materials.

The American Heart Association's Healthy Workplace Food and Beverage Toolkit
This toolkit offers specific guidance and nutrition standards for beverages, snacks and meals, topics addressed in the toolkit include healthy eating, creating a culture of health, how leadership and management can be involved, special events, meetings, vending machines, healthier cooking methods, resources and links.

American Cancer Society's Meeting Well: A Tool for Planning Healthy Meetings & Events
Meeting Well is a guidebook that offers companies healthy food ideas and suggestions for physical activity that energize meeting participants and demonstrate how easy it can be to live a healthier lifestyle every day.

National Health Observance Days
A comprehensive list of National Health Observance Days that can be promoted in the workplace to educate, motivate and inspire employees.

Weigh & Win
A free community weight loss program. Employees can participate individually, in team challenges, or create custom challenges to challenge a friend or coworker.
Incentive Design
A well-crafted incentive design can motivate employees to take steps toward improving their health and well-being. Incentives should be designed to be relevant, offer a lasting impression and be designed to be truly earned.

Incentive Design Strategies

1. **Participation-Based**
   - Incentive awarded for completing task or participating in health and well-being program (i.e. signing up for a health and well-being challenge, participating in a biometric screening or annual physical visit)

2. **Engagement-Based**
   - Incentive awarded for on-going engagement in health and well-being program (i.e. earning points for engaging in health and well-being challenges)

3. **Outcomes-Based**
   - Incentive awarded for achieving a health standard based on specific health outcomes (i.e. achieving specific markers in a biometric screenings)

Types of Incentives

1. **Intrinsic Incentives**
   - Psychological rewards

2. **Extrinsic Incentives**
   - Tangible rewards

<table>
<thead>
<tr>
<th>Intrinsic Incentives</th>
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<tbody>
<tr>
<td>Increased energy and better health</td>
<td>Merchandise (t-shirts, movie passes, massage, etc.)</td>
</tr>
<tr>
<td>Better sleep and stress management</td>
<td>Raffle Prize Drawings (Fitbit/wearable devices, fitness equipment, ski passes, etc.)</td>
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<tr>
<td>Employee Recognition</td>
<td>Time Off</td>
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<tr>
<td>Fun and Social</td>
<td>Cash/Gift Cards</td>
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<tr>
<td>Increased productivity in the workplace</td>
<td>Medical Plan Coverage Enhancement, Health Plan Premium Discounts, Health Spending Account, Health Reimbursement Account or Flexible Spending Account Contributions</td>
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How to Create an Incentive Design

1. Focus on intrinsic motivators first, such as it being fun, the social component, improved health, increased energy, better sleep, etc.

2. Determine what employee actions you want to increase or decrease with the use of an incentive.

3. Find out what motivates your employees, use surveys and focus groups to find out what incentives employees want.

4. Determine what incentive design (participation, engagement or outcomes based) is appropriate for your well-being program, consider your workforce population, workplace culture, resources, and budget.

5. To determine which incentives to use, consider the behaviors that you want to encourage and the incentive values that have the greatest potential for driving those behaviors—carrots are more effective than sticks.

6. Develop guidelines for achieving incentives – exactly what must an employee do to earn a particular incentives, and provide the incentive as closely to the completed task as possible.

7. Create a communication plan to introduce and promote the incentive program, and reward participants regularly.

8. The rules of the incentives must be clear and easy to understand.

9. All levels of management should strongly endorse the program by inspiring others and by participating themselves and role-modeling.

10. Remind employees of the incentives (intrinsic and extrinsic) through frequent, ongoing communications.

Resources

**National Healthy Worksite: Workplace Health Incentives** *(CDC)*
Comprehensive overview of the types and uses of incentives, designing an incentives based program, and Laws, Regulations and Ethical guidelines.

**Wellness Incentive Workbook**
This workbook details incentive strategies and best practices.
Communications

Communications are a vital aspect that promote and support the well-being program. Proper communication shows employees that the organization values their health and well-being. It is important to consider specific strategies when designing a communications plan that is relevant to your population.

Ways to Market and Communicate Well-Being:

- E-mail
- Videos (online or by broadcast on televisions around the building)
- Blogs (written by CEO’s, other executives and managers)
- Podcasts
- Intranet
- Hotline telephone number for well-being information or important announcements
- Newsletters
- Bulletin Boards (online or physical)
- Meetings (departmental or organization wide)
- Lunch and Learns
- CEO’s, Executives, Management walking around talking to employees
- Wellness Champions
- One-on-One Meetings (between employees and supervisors, or employees and wellness champions)
- Getting Employee Input (surveys and focus groups)
- Library of Resources (online or hard copy)

How to Create a Communications Strategy

1. Find out how your employees want to be communicated to—know your audience, use surveys and focus groups to find out their communication needs

2. Use communications as a way to create employee engagement and show them what they get for engaging in the well-being program (i.e. more energy, better sleep, improved health, cash, prizes, etc.)

3. Consistent messaging across all modes of communication—Read, See, Hear, Touch

4. Communications should come from Senior Leadership, Executives, Middle Management, and Well-Being Leaders and Champions

5. Lead by Example—make sure there is consistent messaging in actions and words from leadership, vocalizing their interest, participation, appreciation and importance of the well-being program
6. Create a Communications Calendar, including:
   • Date
   • Mode
   • Who (Messenger)

7. Communicate 7 Times, Using 3 Different Modes
   Use the KISS Principle: “Keep It Simple Stupid”
   • **READ:** Emails, Announcements/Promotions, Upcoming Events, Social Media, Intranet/Portal
   • **SEE:** Printed Flyers, Posters, Newsletters, Postcards
   • **HEAR:** Face to Face Communication (verbal, videos, etc.), Kickoff to Well-Being, Semi-Annual Updates of Company and Department Meetings, End of Year Results and Celebrations
   • **TOUCH:** Promotional Items (water bottles, shirts, etc.), Flyers/Brochures

8. Strategic placement of communications in places where employees will see the information, for example bathroom stalls, bulletin boards next to time clocks microwaves, stair wells, and table tents in break rooms, etc.

**Resources**

*American Heart Association Workplace Health Playbook: Communication Strategies*
Offers tips and resources for implementing workplace wellness a communication strategy

*CDC Workplace Health Promotion: Communications*
A comprehensive overview, tools, and resources on how to develop and market a workplace wellness communication plan
Creating a Supportive Environment

Creating a supportive and health promoting environment plays a critical role in helping employees to adopt healthier behaviors. In order for employees to engage and maintain healthier behaviors the environment must support the well-being program. For example, if a company provides weight management classes and coaching opportunities, but only provides high-fat, non-nutritious foods in their vending machines and cafeterias, it is unlikely that people will be able to maintain any long term behavior change.

To facilitate creating a supportive environment, strategies need to be developed that impact:

- Physical Activity
- Nutrition
- Tobacco Use
- Stress Management and Mindfulness
- Financial Well-Being
- Professional Well-Being
- Personal Well-Being
- Workplace Safety & Ergonomics

Physical Activity

- Onsite fitness facility
- Offer gym reimbursements
- Offer and promote walking trails onsite
- Offer parking for bicycles
- Provide signs/flyers/intranet communications encouraging physical activity
- Provide employees with an internet/intranet site with physical activity educational information
- Offer peer support groups and/or health coaching opportunities
- Promote community resources

Nutrition

- Offer healthy food options in vending machines
- Offer healthy food options at company meetings/functions
- Offer healthy food options in cafeteria and/or breakrooms
- Offer free healthy snacks for employees (Free Fruit Friday’s)
- Provide employees with an internet/intranet site with nutrition educational information
- Offer peer support groups and/or health coaching opportunities
- Promote community resources
Total Well-Being

Tobacco Use
- Reimbursement for tobacco cessation courses
- Prohibit the hiring the tobacco users
- Tobacco free campuses
- Provide employees with an internet/intranet site with tobacco cessation educational information
- Offer peer support groups and/or health coaching opportunities
- Promote community resources

Stress Management and Mindfulness
- Offer relaxation/quiet rooms
- Offer a free yoga class
- Offer ‘Well Days’ off for employees
- Promote EAP services
- Provide employees with an internet/intranet site with stress management and mindfulness educational information
- Offer peer support groups and/or health coaching opportunities
- Promote community resources

Financial Well-Being
- Provide employees with an internet/intranet site with financial educational information
- Educate about the tools available to employees regarding financial well-being tools (i.e. 401K, EAP services)
- Offer peer support groups and/or health coaching opportunities
- Promote community resources

Professional Well-Being
- Offer professional development courses for employees
- Provide employees with an internet/intranet site with professional educational information
- Offer peer support groups and/or health coaching opportunities
- Promote community resources

Personal Well-Being
- Provide employees with an internet/intranet site with educational information, such as EAP
- Offer peer support groups and/or health coaching opportunities
- Promote community resources
Workplace Safety & Ergonomics
- Provide employees with proper equipment, tools, and resources
- Monitor facility heating, lighting, ventilation, and other safety related workplace concerns
- Ensure all workstations are economically sound by providing ergonomic assessments
- Offer employees the option of standing desks
- Incorporate stretching and fitness breaks throughout the day
- Provide employees with an internet/intranet site with workplace safety and ergonomic educational information

How to Create a Supportive Environment
1. Evaluate the areas where there are currently no environmental supports in your organization (For example: there are currently no healthy food options for employees in the workplace)
2. Develop a specific program that your organization could implement (For example: Fresh Fruit Fridays, providing employees with free fresh fruit)
3. Consider the following questions:
   - How important is it?
     - It is very important to provide employees access to healthy snacks
   - How much will it cost to implement?
     - It will cost $1.25 per an employee each week
   - How much time and effort is needed?
     - Volunteers will be needed for 15 minutes each Friday to distribute fruit
   - How well does it match employee interests and other relevant data?
     - Surveys show that employees are motivated to eat healthier
   - How great is the potential to reach employees?
     - This has potential to reach all employees in the workplace
   - How will this benefit and impacted employees?
     - Employees will have a healthy snack, free of charge each Friday
     - Will impact workplace culture, by showing employees that leadership and the organization care about their health and well-being

Resources

Creating a Supportive Environment (WELCOA)
Overview of how to help employees adopt healthier lifestyles by utilizing environmental supports

Policies, Practices, and Promotions (WELCOA)
Overview of how to integrating wellness into your organization’s working environment
STEP 5: PROGRAM EVALUATION

Evaluating your workplace well-being program is essential in providing information that can assist in modifying your program to better meet the needs of your employees and organization, and to measure whether employee attitudes, behaviors, and health indicators have changes as a result of the well-being program. Program evaluation should be considered at all stages of your well-being program and encompass several evaluation criteria.

The following criteria should be included as evaluation targets in the program evaluation process:

**Participation**
- **WHAT:** Evaluates participation in a one-time event or activity (biometric screenings, signing up for a health challenge, attending a lunch and learn, etc.)
- **HOW:** Tracking Tools or Manual Tracking, Biometric Screening Vendor, CEBT
- **WHEN:** Evaluate Quarterly

**Engagement**
- **WHAT:** Evaluates on-going and consistent engagement in health and well-being programs
- **HOW:** Automated Tracking Tools or Manual Tracking
- **WHEN:** Evaluate Quarterly

**Participant Satisfaction**
- **WHAT:** Evaluates participant satisfaction regarding specific programs (lunch and learns or health and well-being challenge) in addition to satisfaction of the overall well-being program
- **HOW:** Annual Program Satisfaction Survey, Specific Program Survey (upon program completion), and Focus Groups (every 2-3 years)
- **WHEN:** Annually, Upon completion of programs

**Biometric Measurements**
- **WHAT:** Evaluates aggregate biometric measures to include such things as cholesterol levels, blood pressure, and BMI (body mass index) to evaluate cohort changes each year
- **HOW:** Onsite Screening Vendor, CEBT
- **WHEN:** Evaluate Annually

**Medical Claims & Costs**
- **WHAT:** Changes in the number and type of health insurance claims over time (e.g., hospitalizations, outpatient visits, or pharmacy claims), changes in health care utilization, Changes in direct medical costs due to illness or injury
- **HOW:** Healthcare Provider, CEBT
- **WHEN:** Evaluate Annually
Safety and Workers Compensation Claims & Costs
- **WHAT:** Change in number of claims and types of claims, risk score, and time away from work.
- **HOW:** Workers Compensation Vendor, Healthcare Provider, CEBT
- **WHEN:** Evaluate Annually

Absence and Disability Claims & Costs
- **WHAT:** Absenteeism among employees due to illness or injury, reduced overtime to cover absent employees, and costs to train replacement employees
- **HOW:** Human Resources, Disability Vendor
- **WHEN:** Evaluate Annually

Employee Retention
- **WHAT:** Turnover, length of service, employee perception of the workplace
- **HOW:** Human Resources, Engagement Surveys, Needs and Interest Surveys, and Cultural Needs Audits
- **WHEN:** Evaluate Annually

Considerations for Program Evaluation Design
1. Determine what outcomes you want and need to evaluate, considering who wants the results and what they are going to do with the data
2. Consider how long the well-being program has been underway, it is important to evaluate at all stages of the well-being program
3. Consider the goals of the program:
   a. Short and long-term outcomes?
   b. Are they measurable?
   c. How will they be evaluated?
4. Define your evaluation tools, timing and process before the well-being program begins
5. Determine how and to whom the results will be communicated to

Resources

**Carefully Evaluating Outcomes** *(WELCOA)*
Overview of the major reasons why people don’t evaluate their worksite wellness programs

**CDC Workplace Health Promotion: Evaluation**
Comprehensive overview of several evaluation measure with additional resources and tools
For more information or consulting on how to get started contact:

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