National Healthy Worksite Program (NHWP)
Worksite Health 101 Training Manual

Through the National Healthy Worksite Program (NHWP), numerous training opportunities will be provided within NHWP communities and nationally through webinar-based programs. The Worksite Health 101 training curriculum will be utilized for all NHWP training opportunities. Worksite Health 101 follows the Centers for Disease Control and Prevention’s (CDC) Workplace Health Model and provides a comprehensive approach to building healthier worksites.

Information and resources provided in the Worksite Health 101 Training Manual are intended to support training participants in each phase of worksite health program development. While attending all Worksite Health 101 training sessions is encouraged, there are numerous resources in this manual that can assist you in the development or enhancement of worksite health programs, regardless of your participation in all training sessions.

ACKNOWLEDGEMENTS
The Worksite Health 101 Resource Manual was developed in partnership by Viridian Health Management LLC and the CDC.
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## SESSION ONE

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The National Healthy Worksite Program

Faced with high health care costs, many employers are turning to workplace health programs to help employees adopt healthier lifestyles and lower their risk of developing costly chronic diseases while improving worker productivity. In October 2011, the Centers for Disease Control and Prevention (CDC) began the National Healthy Worksite Program (NHWP). The NHWP is designed to assist employers in implementing science and practice-based prevention and wellness strategies that will lead to specific, measureable health outcomes to reduce chronic disease rates. The program seeks to promote good health through prevention, to reduce chronic illness and disability, and to improve productivity outcomes that contribute to employers’ competitiveness.

For many employers, high health care costs place their businesses at a competitive disadvantage in global markets.

The rising gap between the growth in health care spending and overall economic growth means that a larger share of resources is being devoted to health relative to other expenses, such as wages and other employee benefits, capital expenditures, and business operations.

Health care costs cannot be controlled without maintaining and improving the health of employees and reducing employees’ risk of developing costly chronic diseases. Employers can create healthy work environments through workplace health promotion programs, policies, and practices that make it easier for employers to make healthy choices. Maintaining a healthier workforce can lower direct costs such as insurance premiums and worker’s compensation claims, and positively impact many indirect costs such as absenteeism and worker productivity.1-4

By implementing and expanding science-based strategies documented to effectively change unhealthy behaviors and improve health outcomes, comprehensive workplace wellness programs offer employers the opportunity not only to improve the health of their employees, but also to control health care spending driven largely by chronic diseases. For example, a 1% reduction in the following risk factors—excess weight and elevated blood pressure, glucose, and cholesterol—has been shown to save $83 to $103 annually in medical costs per person, much of which could accrue to employers in reduced premiums.5

The National Healthy Worksite Program will help employers resist short-term cost-cutting or cost shifting measures in favor of long-term sustainable investments in employee health.
The NHWP will assist up to 100 small, mid-sized and large employers in establishing comprehensive workplace health programs (WHPs) targeting employees at risk due to physical inactivity, poor nutrition, obesity and/or tobacco use. These WHPs will use science-based workplace programs, policies, practices and environmental supports to maximize employee participation in wellness-related activities, raise employee awareness and knowledge about health concerns, and establish a work environment aimed at supporting healthy lifestyle choices.

The goals of the NHWP are to:

- Reduce the risk of chronic disease among employees through science-based workplace interventions and promising practices.
- Promote sustainable and replicable workplace health activities and organizational practices.
- Promote peer-to-peer business mentoring.

Participating employers

Participating employers will be selected from seven local sites across the country. The seven local communities are: Somerset County, ME (Skowhegan); Shelby County, TN (Memphis); Marion County, IN (Indianapolis); Harris County, TX (Houston); Buchanan County, MO (St. Joseph); Kern County, CA (Bakersfield); and Pierce County, WA (Tacoma).

Each participating employer will receive intensive onsite support and expertise over a two-year period, putting in place a combination of program, policy, and environmental interventions to support physical activity, good nutrition, and tobacco cessation.
Worksites will participate in a stepwise approach to create or improve a workplace health program including the following science-based activities and promising practices:

- An assessment to define employee health and safety risks and concerns and describe current health promotion activities, capacity and needs.
- A planning process to develop a workplace health program that includes goal determination; selecting priority interventions; and building organizational infrastructure, such as establishing a wellness committee and engaging senior leadership.
- Program implementation involving all the steps needed to put selected health promotion programs, policies, practices, and environmental supports into place and make them available to employees, including but not limited to:
  - Stairwell enhancement, physical fitness/lifestyle counseling, walking trails/clubs, flexible scheduling policies.
  - Worksite farmer’s market, nutrition counseling/education, menu labeling, healthy foods in cafeterias and vending, weight management counseling.
  - Tobacco-free campus policy, subsidized quit-smoking counseling (quitlines, health plans).
- An evaluation of efforts to systematically investigate the reach, quality, and effectiveness of the workplace health program.

In addition to receiving significant support to establish comprehensive health promotion programs, participating employers will build their skill and capacity to manage and sustain their wellness and health promotion investments. Capacity-building activities include a series of trainings, as well as participation in community coalitions whose goal is to build networks and identify opportunities to leverage existing community-based resources.

On-going evaluation of the individual worksite health promotion programs will track changes in employee knowledge, behavior and productivity, as well as changes in employer health and safety culture. Evaluation efforts will also capture best practices for implementing core workplace health programs, and document unique challenges and barriers experienced by employers and strategies to overcome them.

Through technical assistance, case studies, success stories, and information forums, the information gathered throughout the program will be shared broadly with participating employers, as well as other employers and organizations nationwide interested in creating or expanding their own healthy worksite programs.

2011 also marked the launch of Million Hearts, a CDC and Centers for Medicare and Medicaid Services (CMS) initiative to prevent 1 million heart attacks and strokes over the next five years. The initiative focuses on two main goals: empowering Americans to make healthy choices, and improving care for people, focusing on the ABCS (Aspirin for people at risk, Blood pressure control, Cholesterol management and Smoking cessation.) The National Health Worksite Program supports Million Hearts efforts in the workplace.

For more information go to [www.cdc.gov/NationalHealthyWorksite/](http://www.cdc.gov/NationalHealthyWorksite/)
References:


CDC Workplace Health Model

www.cdc.gov/workplacehealthpromotion/model/index.html

Assessment

Individual (e.g. demographics, health risks, use of services)

Organizational (e.g. current practices, work environment, infrastructure)

Community (e.g. transportation, food and retail, parks and recreation)

Planning/Implementation

Programs (e.g. education and counseling)

Policies (e.g. organizational rules)

Health Benefits (e.g. insurance, incentives)

Environmental Support (e.g. access, opportunity, physical/social)

Evaluation

Worker Productivity (e.g. absenteeism, presenteeism)

Healthcare Costs (e.g. quality of care, performance standards)

Improved Health Outcomes (e.g. reduced disease and disability)

Organizational Change “Culture of Health” (e.g. morale, recruitment, retention, alignment of health and business objectives)

Workplace Governance (e.g. leadership support, dedicated resources, health improvement plan, staffing, partners/vendors, communications, informatics)

Contextual Factors (e.g. company size, company sector, capacity, geography)
**NHWP Training Opportunities**

<table>
<thead>
<tr>
<th>Training Type</th>
<th>Responsibility</th>
<th>Intensity</th>
<th>Reach</th>
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<tbody>
<tr>
<td><strong>PROGRAM PARTICIPANT</strong></td>
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<tr>
<td>Participating Employer Intensive On-site Training</td>
<td>VHM</td>
<td>More (Training)</td>
<td>Local</td>
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<tr>
<td>100 NHWP employers in 7 communities</td>
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<tr>
<td>PARTICIPATION MANDATORY</td>
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<td><strong>COMMUNITY PARTICIPANT</strong></td>
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<tr>
<td>Group Training</td>
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<tr>
<td>Additional employers in 7 NHWP communities</td>
<td>CDC</td>
<td>Less (Training)</td>
<td>National</td>
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<tr>
<td>PARTICIPATION VOLUNTARY</td>
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<tr>
<td><strong>NATIONAL PARTICIPANT</strong></td>
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<tr>
<td>Program Implementation Webinar Training</td>
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<tr>
<td>Employers and organizations nationwide</td>
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<tr>
<td>PARTICIPATION VOLUNTARY</td>
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<tr>
<td><strong>ALL PARTICIPANTS</strong></td>
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<tr>
<td>Healthy Worksite Topic-Based Webinars</td>
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<tr>
<td>Program, Community, and National Participants</td>
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<tr>
<td>PARTICIPATION VOLUNTARY</td>
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Worksite Health 101 Training Modules

Module 1 - Making the Business Case
- Relationship between health and performance
  - Impact of worksite health program
- Key components of a comprehensive worksite health program

Module 2 - Leadership and Culture
- Driving senior leadership support
- Creating a healthy worksite culture
- Building infrastructure and capacity

Module 3 - Data Collection
- Worksite health assessment process
- Types of data to collect
- Using data for program planning

Module 4 - Planning & Implementation
- Determining program goals and objectives
- Developing detailed worksite health plans
- Putting assessment and planning into practice

Module 5 - Program Evaluation
- Measuring process and outcomes
- Key evaluation metrics
The National Healthy Worksite Program
Community Training Opportunities

Health care costs cannot be controlled without maintaining and improving the health of employees and reducing employees’ risk of developing costly chronic diseases. For most employers, chronic diseases—such as heart disease, stroke, cancer, obesity, arthritis and diabetes—are among the most prevalent, costly, and preventable of all health problems. Employers can create healthy work environments through workplace health promotion programs, policies, and practices that make it easier for employees to make healthy choices.

The Centers for Disease Control and Prevention’s (CDC’s) National Healthy Worksite Program (NHWP) is designed to assist employers in implementing science and practice-based prevention and health promotion strategies that will lead to specific, measureable health outcomes to reduce chronic disease rates. The NHWP seeks to promote good health through prevention, reduce chronic illness and disability, and improve productivity outcomes that contribute to employers’ competitiveness.

Local training opportunities are available in seven NHWP communities for interested employers and organizations.

While a major focus of the NHWP is on creating employer-based comprehensive healthy worksite programs with up to 15 participating employers in each of seven NHWP communities, interested employers and organizations located in the NHWP communities—but who do not meet the eligibility requirements or are not selected for full program participation—are encouraged to join as “Community Participants.”

NHWP Communities:
Somerset County, ME (Skowhegan)
Shelby County, TN (Memphis)
Marion County, IN (Indianapolis)
Harris County, TX (Houston)
Buchanan County, MO (St. Joseph)
Kern County, CA (Bakersfield)
Pierce County, WA (Tacoma)
Benefits to Community Participants

Community Participants will be able to take advantage of the following training, networking, and mentoring opportunities beginning in spring 2012:

- Local trainings on the fundamentals of building and maintaining a healthy worksite
- Regular community meetings to build skills and share ideas among NHW Program and Community Participants
- Webinars on subjects such as leadership involvement, assessing your workplace, and implementing healthy worksite programs
- Tools and resources for worksite health program implementation and evaluation
- Links to organizations with similar interests and experience with healthy worksite programs
- Additional forums with national health promotion and safety experts on special interest topics or emerging worksite health issues such as the aging workforce, mental health, or identifying healthy worksite program champions

Registration information, tools, and resources will be available at www.cdc.gov/NationalHealthyWorksite

Learn how to create comprehensive healthy worksite programs

Beginning in spring 2012, Community Participants will join with NHWP participating employers in the seven NHWP communities to take part in the trainings and community meetings to increase their knowledge, skills, awareness and capacity in building, enhancing, and maintaining healthy worksite programs. Over the course of 12 months, Community Participants will master the fundamentals of implementing a healthy worksite program such as:

- Making the case for a healthy worksite and the importance of leadership support
- Data collection methods and tools
- Creating and implementing a comprehensive healthy worksite plan
- Strategies for employee health improvement and building an organizational culture of health
- Program evaluation
- Integration of health promotion and safety

Assessment and Evaluation Tools Available

Employers and organizations attending the community training sessions will also be provided with the assessment and evaluation tools being used in the NHWP, allowing them to effectively implement and evaluate a comprehensive healthy worksite program. These tools will assess employee knowledge, behavior and productivity, as well as the employer’s health and safety culture. Lessons learned from NHWP participating employers—including best practices, ways to overcome barriers, and success factors--will be shared with interested employers throughout the community.

To receive ongoing program communications and announcements for specific training and technical assistance dates and times, please contact us at NationalHealthyWork@cdc.gov.

For more information go to www.cdc.gov/NationalHealthyWorksite/
The National Healthy Worksite Program
National Training Opportunities

Health care costs cannot be controlled without maintaining and improving the health of employees and reducing employees' risk of developing costly chronic diseases. For most employers, chronic diseases—such as heart disease, stroke, cancer, obesity, arthritis and diabetes—are among the most prevalent, costly, and preventable of all health problems. Employers can create healthy work environments through workplace health promotion programs, policies, and practices that make it easier for employees to make healthy choices.

The Centers for Disease Control and Prevention’s (CDC’s) National Healthy Worksite Program (NHWP) is designed to assist employers in implementing science and practice-based prevention and health promotion strategies that will lead to specific, measureable health outcomes to reduce chronic disease rates. The NHWP seeks to promote good health through prevention, reduce chronic illness and disability, and improve productivity outcomes that contribute to employers’ competitiveness.

While a major focus of the NHWP is on creating employer-based comprehensive healthy worksite programs in seven local sites*, employers or interested organizations nationwide will have access to the following worksite health promotion trainings and resources beginning in summer 2012:

- Quarterly online trainings to guide employers through the process of building and maintaining a healthy worksite
- Access to tools and resources for worksite health program implementation and evaluation
- Links to organizations with similar interests and experience implementing healthy worksite programs
- Additional forums with national health promotion and safety experts on special interest topics or emerging worksite health issues such as the aging workforce, mental health, or how to identify healthy worksite program champions

Registration information, tools, and resources will be available at www.cdc.gov/NationalHealthyWorksite

*Somerset County, ME (Skowhegan); Shelby County, TN (Memphis); Marion County, IN (Indianapolis); Harris County, TX (Houston); Buchanan County, MO (St. Joseph); Kern County, CA (Bakersfield); and Pierce County, WA (Tacoma)
Webinars and teleconferences to focus on practical, skill-based training for employers

Employers and organizations can take part in a series of webinars and teleconferences to increase knowledge, skills, awareness, and capacity in building, enhancing, and maintaining worksite health promotion programs. Nationally recognized health promotion and safety experts, including employers who have implemented successful healthy worksite programs, will be part of the training faculty to discuss program implementation and evaluation. Each session will last no longer than 90 minutes. Over the course of 12 months, participants will master the fundamentals of implementing a healthy worksite program such as:

- Making the case for a healthy worksite and the importance of leadership support
- Data collection methods and tools
- Creating and implementing a comprehensive healthy worksite plan
- Strategies for employee health improvement and building an organizational culture of health
- Program evaluation
- Integration of health promotion and safety

Assessment and Evaluation Tools Available

Employers and organizations participating in the training sessions will also be provided with the assessment and evaluation tools being used in the seven local NHWP sites that will allow them to effectively implement and evaluate a comprehensive healthy worksite program. These tools will assess employee knowledge, behavior, and productivity, as well as the employer’s health and safety culture. CDC will also share key lessons learned and updates from the approximately 100 employers in the seven NHWP sites that will receive intensive support to build comprehensive healthy worksite programs. Best practices, barriers, and success factors gleaned from these sites will therefore benefit employers across the nation.

To receive ongoing program communications and announcements for specific training and technical assistance dates and times, please contact us at NationalHealthyWork@cdc.gov.

For more information visit www.cdc.gov/NationalHealthyWorksite/
Worksite Health 101 – Part 1

Making the Case for Worksite Health
Share information from the Making the Case for Worksite Health slides with key leaders in your organization to build support for the worksite health program.

For more information, visit the following CDC websites:
- Worksite Health Promotion Page
  www.cdc.gov/WorkplaceHealthPromotion
- Making a Business Case
  http://www.cdc.gov/workplacehealthpromotion/businesscase/index.html
- National Healthy Worksite Program
  www.cdc.gov/NationalHealthyWorksite/

For more information on the publications cited in the Making the Case for Worksite Health slides, see the reference list on pages 24-25.
Worksite Health 101

*Making the Case for Worksite Health*

NHWP Training and Assistance

**Module 1**
- Relationship between health and business performance
- Impact of worksite health programs
- Key components of a comprehensive worksite health program

**Module 2**
- Driving senior leadership support
- Creating a healthy worksite culture
- Building infrastructure and capacity

**Module 3**
- Worksite health assessment process
- Types of data to collect
- Using data for program planning

**Module 4**
- Determining program goals and objectives
- Developing detailed worksite health plans
- Putting assessment and planning into practice

**Module 5**
- Measuring process and outcomes
- Key evaluation metrics
Learning Objectives

*Understand the following:*  
- The relationship between employee health and individual and organizational performance  
- The positive impacts of a comprehensive worksite health program  
- The key components of a comprehensive worksite health program

Employee Health and Business Performance

*In this section:*  
- Impact of lifestyle and chronic disease on medical and productivity related costs  
  - Direct and Indirect costs of employee health  
  - How costs rise as employee health risks increase  
  - Effects of tobacco use, physical inactivity, overweight/obesity, and job related stress
Impact of Chronic Disease and Lifestyle

- In the U.S., 7 in 10 deaths are due to chronic diseases such as heart disease, stroke, cancer, and diabetes,* accounting for 75% of medical care costs**


- Modifiable risk factors lead to deaths from chronic disease, estimated to cause more than half of all deaths in the U.S.:
  - Tobacco Use: (19%)
  - High Blood Pressure: (16%)
  - Physical Inactivity: (8%)
  - Overweight – Obesity: (8%)


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Somerset County Health Statistics

Percent of Population (County, State, Nation) with Lifestyle-related Health Risks

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<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Smoking (2010)</td>
<td>26%</td>
<td>18%</td>
<td>17%</td>
</tr>
<tr>
<td>Obesity (2009)</td>
<td>26% 27%</td>
<td>26% 27%</td>
<td>24%</td>
</tr>
<tr>
<td>Physical Inactivity (2009)</td>
<td>26% 21%</td>
<td>24%</td>
<td></td>
</tr>
</tbody>
</table>

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Impact of Employee Health

**Healthcare (Direct Costs)**
- Medical
- Pharmacy

**Lost Productivity (Indirect Costs)**
- Presenteeism
- Short Term Disability
- Long Term Disability
- Absenteeism
- Workers Compensation

*Indirect Costs represent 2-3 times Direct Healthcare Costs*

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**Health Risk Status and Employer Costs**

<table>
<thead>
<tr>
<th>Health Risk Status</th>
<th>Low Risk (0-2 Risks)</th>
<th>Medium Risk (3-4 Risks)</th>
<th>High Risk (5+ Risks)</th>
<th>Employer Costs Rise as Employee Health Risks Increase</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>$4,685</td>
<td>$4,685</td>
<td>$4,685</td>
<td>$777</td>
</tr>
<tr>
<td></td>
<td>$415</td>
<td>$2,018</td>
<td>$3,070</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$1,190</td>
<td>$1,968</td>
<td>$1,968</td>
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</tr>
</tbody>
</table>

Yen L, Schultz AR, Schnuegger E, Edington DW. Financial Costs due to Excess Health Risks among Active.
Tobacco Use, Physical Inactivity, and Obesity

- During 2000–2004, cigarette smoking was estimated to be responsible for $193 billion ($96 billion in direct medical cost and $96.8 billion in lost productivity) in annual health-related economic losses in the United States.
  

- Sedentary employees incur $250 more in annual health care costs than moderately active (1-2 times/wk) and very active (3+ times/wk) employees.
  

- Obese employees (BMI > 35) have 4.2% higher health-related productivity loss, equal to $506 per employee per year.* Medical costs paid for obese individuals $1,429 higher annually than for normal weight.**

  

Worksite Contributions to Heart Disease Risk

- Psychosocial Stressors
  
  High Demands
  
  Low Job Control
  
  Social Isolation
  
  Effort / Reward Imbalance
  
  Danger Potential

- Schedules
  
  Shiftwork
  
  Long work hours

- Physical Job Demands
  
  Sedentary Work
  
  Static load
  
  Heavy physical exertion

- Toxic Chemicals
  
  Tobacco smoke
  
  Carbon monoxide
  
  Nitroglycerin
  
  Lead

- Environment
  
  Noise
  
  Heat
  
  Cold
  
  Lack of access to healthy foods

Adapted with permission from Paul Landsbergis, 2012 Center for Promotion of Health in the New England Workplace.
Impact of Job Stress on Heart Disease

• 30-40% employees report work as “very or extremely stressful”
  General Social Survey, 2006

• High job stress/strain associated with:
  – Heart disease, high blood pressure, depression, musculoskeletal disease
  – Increased lifestyle risks (overweight, smoking, heavy alcohol use, low physical activity)

• Job related stress contributes 10-30% of heart disease risk in working people

Impact of Comprehensive Worksite Health

In this section:

• Effects of worksite health programs on employee health

• Financial impact of a comprehensive worksite health program

• Benefits of worksite health programs
Impact of Worksite Health Programs

• Strong evidence exists for the effectiveness of worksite health programs to positively impact the following:
  – Tobacco use*
  – High blood pressure*
  – High blood cholesterol*
  – Days absent due to illness or disability*
  – Dietary fat intake*
  – Psychosocial work factors which are known to cause or exacerbate chronic disease and musculoskeletal disorders**
  – Musculoskeletal disorders including low back, neck, and shoulders**


Impact of Worksite Health Programs
Fieldale Farms

Through diet, exercise and medication changes, 26% of employees with elevated **blood pressure** and **cholesterol** lowered their risk.

202 Employees (26%) normalized their BP
345 Employees (26%) normalized cholesterol

Impact of Worksite Health Programs

Cianbro Corporation
Over the first two years of the Healthy Lifestyle Program
- 16% of participants decreased risk for **overweight**
- 20% improved their **blood cholesterol** levels
- 49% increased **physical activity** level

Highsmith Company
Learning and Development Wellness Program
- 53% decrease in number of employees whose **blood cholesterol** was “high risk”
- 52% decrease in number of employees whose **blood pressure** was “high risk”


Financial Impact of Worksite Health

- A 1% reduction in excess weight, elevated blood pressure, glucose, and cholesterol, has been shown to save $83 to $103 annually in medical costs per person


- An analysis of 22 large-employer studies showed significant positive impacts on healthcare costs and absenteeism:
  - Employee healthcare costs were reduced $3.27 for every $1 spent on comprehensive worksite health programs.
  - Absenteeism costs dropped by $2.73 for every $1 spent

Worksite Health Benefits

- Improved employee health and well-being
- Lower healthcare cost increases associated with lower employee health risks and improved health status
- Ability to impact workers’ compensation related expenses through integration of safety and health promotion
- Reduction in absenteeism and increased presenteeism and productivity
- Improved employee job satisfaction and retention
- Positive employer image in the community, which aids in recruitment of employees

Implementing a Comprehensive Program

*In this section:*
- Overview of CDC Comprehensive Worksite Health Model
- Key elements of a comprehensive program
- Worksite Health 101 Training Outline
- Additional worksite health resources
CDC Workplace Health Model

Assessment

Planning/Implementation

Evaluation

Individual (e.g. demographics, health risks, use of services)
Organizational (e.g. current practices, work environment, infrastructure)
Community (e.g. transportation, food and retail, parks and recreation)

Programs (e.g. education and counseling)
Policies (e.g. organizational rules)
Health Benefits (e.g. insurance, workplace)
Environmental Support (e.g. access, opportunity, physical barriers)

Worker Productivity (e.g. absenteeism, presenteeism)
Healthcare Costs (e.g. quality of care, performance standards)
Improved Health Outcomes (e.g. reduced disease and disability)
Organizational Change (e.g. morale, recruitment/retention, alignment of health and business objectives)

Workplace Governance (e.g. leadership support, dedicated resources, health improvement plan, staffing, partners/vendors, communications, informatics)

Contextual Factors (e.g. company size, company sector, capacity, geography)

NHWP Training and Assistance

Making the Business Case
Leadership and Culture
Data Collection
Planning & Implementation
Program Evaluation

Relationship between health and performance
Driving senior leadership support
Creating a healthy worksite culture
Building infrastructure and capacity

Impact of worksite health program
Types of data to collect
Using data for program planning
Putting assessment and planning into practice

Key components of a comprehensive worksite health program
Determining program goals and objectives
Developing detailed worksite health plans

Module 1
Module 2
Module 3
Module 4
Module 5

Making the Business Case
Leadership and Culture
Data Collection
Planning & Implementation
Program Evaluation

Measuring process and outcomes
Key evaluation metrics

Key components of a comprehensive worksite health program
Summary

• Employer costs rise as employee health risks increase
• Worksite health programs improve employee health status and reduce medical and lost productivity costs
• It takes a comprehensive worksite health program to generate these results
• The National Healthy Worksite Program uses the CDC Comprehensive Workplace Health Model and will offer national and local training to help employers build capacity, skills and knowledge

CDC Worksite Health Promotion Resources

www.cdc.gov/WorkplaceHealthPromotion  www.cdc.gov/NationalHealthyWorksite/
Slide #5:


Slide #6:
Tobacco Use Data (2010)
http://www.cdc.gov/brfss/index.htm

Physical Inactivity and Obesity Data (2009)

Slide #8:

Slide #9:


Slide #11:

Slide #13:


Slides 14 and 15:

Slide #16:

NOTES
Exercise: Identify 2-3 barriers to worksite health in your organization (consider leadership support, policies, environment, and work culture). For each barrier, identify 1-2 ways the barrier could be reduced or removed. Use this information for reference and incorporation into your worksite health plan (discussed later in Worksite Health 101 Planning and Implementation training).

Identify key people in the organization who are in positions of influence to support the worksite health team:
- Review the “Creating Leadership Support” slide (#7) and assess where key leaders fall on the continuum.
- Use the information from the Making the Case presentation to build support for the worksite health program among these individuals:
  - Link worksite health to the business strategy.
  - Link program outcomes to employee financial / health benefits.
  - Integrate worksite health responsibilities into job descriptions/annual reviews and job performance criteria.
  - Implement a senior-level worksite health pilot program.

Worksite Health Team Exercise:
- Assess what is in place:
  - Are you developing a new worksite health champion team?
  - Are you merging existing teams (i.e., wellness and safety)?
- Consider the components of effective worksite health teams in slides 14 – 19.
  - See sample worksite health team charter (pages 31-32).

Develop a program name and logo (see samples on pages 33):
- Leverage existing brand equity / integrate into corporate culture.
- Involve employees in name / logo process.
- Use images that reflect your employee population.
- Brand all program communications for consistency.
Action Steps Checklist:

- Identify barriers to the worksite health program
- Identify strategies to reduce the impact of barriers
- Build support for the worksite health program with key leaders in the organization
- Determine the worksite health champion team structure and representation
- Select worksite health team leader
- Formal/informal charter or mission statement developed
- Meeting frequency determined (monthly meetings recommended)
- Establish worksite health champion team budget
- Develop program name and logo
Example: Communication to Employees from Senior Management

To: All Employees of ABC Corporation
From: John Doe, CEO
Date: May 5, 2012
Re: Wellness Initiative

As the president and CEO of ABC Corporation I invite you join me as a participant in the new Employee Wellness program. ABC Corp. has long felt that its most valuable resource is its workforce. This program is designed to enhance the health of our people and set an example for our community.

Initially, a health risk appraisal will be presented to every employee and their dependents. Once completed, this confidential information will be reviewed by an outside contractor and a summary of its findings will be mailed to each participant individually. Aggregate results will be presented to our company to assist in planning interventions that will be relevant to the needs of our people.

Additionally, a “Needs and Interests” Survey given confidentially to each employee will assist our committee in addressing the “Wants” of our population. I encourage each of you to provide your candid answers to the questions so we may move forward effectively.

Finally, I thank you in advance for your contribution to our company’s success and to the preparation process invested into this wellness initiative. I look forward to seeing each of you at our program “Kick-Off” July 12 in the cafeteria. Please invite your families to join us for this celebration and orientation to the program.

With regards,

John Doe, CEO
May 5, 2012

Dear 1234 Corporation Employees,

I am pleased to announce the launch of 1234 Wellness, a free benefit for employees and their spouses who are currently enrolled in the Company’s medical benefits insurance through Blue Cross/Blue Shield. 1234 Corporation has long been committed to the health and wellness of its employees, and 1234 Corporation is a natural evolution of the wellness initiatives many of you have enjoyed through the years.

Through the 1234 Wellness program, you will gain tools, information, and incentives to help you make simple lifestyle changes to maintain or improve your health. The benefits of eating healthy, increasing physical activity, quitting tobacco, reducing stress, and getting regular medical care can make a real difference in your life.

The comprehensive 1234 Wellness program includes health screenings, a personal wellness assessment, educational sessions, wellness coaching, and lifestyle management programs. As an added benefit, 1234 Corporation employees and spouses who participate in 1234 Wellness will be eligible for lower medical insurance premiums.

If you have questions, please visit www.1234wellness.com or call 1-877-486-0141. This number will connect you to Viridian Health Management, the outside vendor who will be coordinating this program for 1234 Corporation. Remember, participation is voluntary and completely confidential. 1234 Corporation will only receive non-specific summary results for use in program planning.

I encourage you to begin working toward a healthier you today. Watch for upcoming information about the program and wellness services available to you at no charge.

Sincerely,

Jason B. Hunter
President / CEO
1234 Corporation
Dear Employees,

I am pleased to announce the launch of our Wellness Initiative—XYZ Better Health—a free benefit for XYZ Company employees and spouses. XYZ Company is committed to the health and wellness of our employees, and we are excited to bring this program to you.

Based on the results of our recent biometric screenings, we have a lot of work to do to help many of you improve your overall health. Our results are as follows:

- 80% are overweight or obese
- 67% suffer from high blood pressure
- 37% have high cholesterol
- 31% have high blood sugar
- 20% smoke

The benefits of eating healthy, quitting tobacco, increasing physical activity, reducing stress and getting regular medical care can make a real difference in your life. Through the XYZ Better Health program, you will have the tools, information and resources to make simple lifestyle changes to maintain or improve your health.

The comprehensive XYZ Better Health program will include annual health screenings, annual wellness assessments, wellness challenges and individual health coaching provided by Viridian Health Management, an external vendor who specializes in employee wellness programs.

XYZ Company employees who participate in the program will be eligible to receive incentives and prizes. Participation is voluntary and completely confidential. The company will only receive non-specific summary information for use in program planning.

I encourage you to begin working toward a healthier you today. Making changes can be challenging. But by keeping it simple and creating an environment of support, you can succeed through gradual lifestyle changes to improve the overall quality of your life. Viridian will be reaching out to every employee on a confidential individual basis starting in July to assist you with any changes you need to make. We STRONGLY encourage you to take advantage of this service.

Watch for upcoming information about the programs, screenings, and additional wellness services available to you at no cost.

If you have questions, please call Viridian at 1-877-486-0141, or visit www.XYZBetterHealth.com.

Sincerely,

John W. Smith
EVP, Human Resources
Mission Statement:
To support the health and productivity of all <<Company Name>> employees.

Operating Principles:
The <<Company Name>> Worksite Health Team commits to using the following framework in order to develop a sustainable, results-oriented wellness program:
1. Develop Structure – Leadership, infrastructure, and culture
2. Gather Information – Use data to drive programming
3. Develop a Program Plan – Ensure that programs match needs
4. Implementing a Program – Ensure that programs are carried out
5. Conducting Evaluations and Measuring Results
The Worksite Health Team will use a proactive approach to supporting employee health, with responsibility shared between employees and the company.

Methods/Structure:
• Participation on the Worksite Health Team is considered part of work duties, and supported by supervisor(s)
• Broad representation across <<Company Name>> divisions (Residential Care, Finance, HR, Maintenance)
• Broad knowledge base among team members with a strong commitment to employee health
• Regular reporting of results to Senior Management
• Commitment to engage employees in the identification, design and development of health related initiatives
• Minimum number of 5 team members maintained

Functional Roles:
1. Chair
The Chairperson shall serve as the administrator, presiding at all meetings of the members and shall be responsible for meeting arrangements, agendas, and notices. The Chairperson shall have the right to vote at such meetings. The Chairperson shall also perform such other duties as the team shall specify, including representation of the Worksite Health Team at outside meetings.

2. Vice Chair
The Vice-Chairperson shall perform the duties of the Chairperson in the absence of or at the request of the Chairperson and such other duties as may be assigned by the Chairperson, which may include serving as spokesperson representing the Worksite Health Team before the public.
3. **Secretary**
The Secretary shall keep an accurate record of the decisions, votes and actions with responsibilities noted, shall give notice of all meetings of the team, and shall perform such other duties as the Chair from time to time shall prescribe.

4. **Treasurer**
The Treasurer shall be responsible for oversight of the Worksite Health Team Budget held by the Finance Department and will report on the financial status of the Team at each meeting. It is preferable for this role to be filled by a representative from Finance Division.

**Expectations of Officers:**
- All officers shall serve for a term of one year, but may be elected to the same or different office to serve additional terms. Terms begin on January 1st.
- Officers shall serve no more than 3 years in any one or combined roles.
- Any member, including officers, may be dismissed by majority approval of the Worksite Health Team.
- Treat team members with dignity and respect

**Succession Planning:**
- Officers shall nominate candidates to ensure continuous fulfillment of officer roles

**Expectations of Team Members:**
- Serve a one year term on the committee. Terms begin on the date of the first meeting attended. (Allowed/encouraged to serve additional terms)
- Play an active role, including participation in at least one sub-committee
- Treat team members with dignity and respect

**Team Communication:**
- Regular Meetings: The team shall meet on a monthly basis.
- Ongoing Communication: In between monthly meetings the team will communicate via email, phone, or face-to-face.
- Sub-committees will provide regular updates to the wellness team

**Decision-Making Procedures:**
We adhere to the view that the "many are smarter than the few," and solicit a broad base of views before reaching any decision. For a motion to carry, it must have the support of a majority of the voting members (50% + 1). Voting may be obtained through face to face or electronic means, provided that all members have an opportunity for discussion.

**Wellness Team Committees:** Each of the following committees will have a chair, as indicated. In cases where a chair cannot fulfill duties, said chair or Nominating Committee will be responsible for finding a replacement.
- Activities Subcommittee – Activities Chair
- Nominating Committee - Worksite Health Team Chair
- Workplan Subcommittee – Workplan Chair
- Budget Subcommittee – Treasurer
- Wellness Basket Committee – Wellness Basket Chair
Sample Program Names and Logos

[Logos and program names listed]
Worksite Health 101

Leadership and Culture

NHWP Training and Assistance

Making the Business Case
- Relationship between health and business performance
- Impact of worksite health programs
- Key components of a comprehensive worksite health program

Leadership and Culture
- Driving senior leadership support
- Creating a healthy worksite culture
- Building infrastructure and capacity

Data Collection
- Worksite health assessment process
- Types of data to collect
- Using data for program planning

Planning & Implementation
- Determining program goals and objectives
- Developing detailed worksite health plans
- Putting assessment and planning into practice

Program Evaluation
- Measuring process and outcomes
- Key evaluation metrics

Module 1 Module 2 Module 3 Module 4 Module 5
Learning Objectives

Understand the following:

• The importance of senior leadership support and worksite health infrastructure
• How to create leadership support for worksite health
• How to create a healthy worksite culture
• How to build a strong infrastructure for worksite health

CDC Comprehensive Worksite Health Model
Importance of Senior Leadership

In this section:
- Why leadership support is important
- Creating management support
- How leaders and managers can impact program engagement and success

Leadership Support for Worksite Health

Leaders have the ability to:
- Integrate worksite health into the business strategy
- Create a healthy corporate culture with worksite policies and a supportive environment
- Recognize and overcome barriers to engagement
- Allocate resources and determine priorities
- Set an example and celebrate success
Creating Leadership Support

- Use multiple strategies for creating support among leaders and managers


Creating Leadership Support

- Build the business case for worksite health
  - Link employee health to business performance
  - Link the worksite health program to business strategy

- Lead by example
  - Participate in worksite health programs
  - Integrate worksite health responsibilities into job descriptions/annual reviews and job performance criteria
  - Implement a senior-level worksite health pilot program
  - Celebrate personal and organizational success
Driving Program Engagement

Leaders/Managers can identify and address barriers to participation

**Occupational Barriers:**
- Job type / industry (ex. Shift work)
- Geographically dispersed teams

**Employer Barriers:**
- Impact on productivity
- Convenience / availability to all shifts
- Lack of management support

**Employee Barriers:**
- Lack of time or manager support
- Fear of financial impact
- Confidentiality concerns
- Language and literacy

Creating a Healthy Worksite Culture

**In this section:**

- Creating a healthy worksite culture
- Developing worksite health infrastructure
- Implementing a worksite health champion team
A Healthy Worksite Culture

- A work environment where employee health and safety is valued, supported and promoted
- Leadership implements a comprehensive worksite health program, including policies, benefits, and environmental supports
- All levels of the organization are involved and the worksite health program is a routine part of business operations aligned with overall business goals
- Access and opportunities to participate are made available to all employees

Creating a Healthy Worksite Culture

*Leadership must:*

- **Communicate support**
  - Written communications, supportive policies, facility design
- **Allocate resources**
  - Worksite health team time, money and resources, and release time for programs
- **Participate/engage in programs**
  - Management at all levels participate in worksite health programs and process
Communications Support a Healthy Culture

• Develop a program name and logo
  – Leverage existing brand equity / integrate into corporate culture
  – Involve employees in name / logo process
  – Use images that reflect your employee population
  – Brand all program communications for consistency

• Consistently communicate
  – Utilize multiple communication channels for all communications
    • Posters / Flyers / Intranet / Email / Home Mailers
  – Provide actionable information
  – Consider multiple languages / low literacy

Worksite Health Infrastructure

Leadership Support → Document Outcomes

Senior Leaders - Steering Committee
- Data Collection
- Make Business Case
- Data Analysis
- Allocate Resources

Worksite Health Champion Team
- Identify Interest
- Communicate
- Provide Ideas
- Program Resource

Establish Health Improvement Priorities

Implement program activities

Drive Participation

Implement Policies and Environmental Support
Worksite Heath Champion Team Benefits

**Champion Teams:**

- Create program ownership
- Act as the eyes, ears, and voice for worksite health
- Help spread the work load
- Inspire creativity and provide great ideas

**Characteristics of a Champion**

*Worksite Health Champions:*

- Believe in worksite health
  - Create opportunities and encourage others to participate
- Are role models
  - Have frequently made a healthy lifestyle change
  - Provide peer-to-peer support
- Reward success and recruit others
- Link employee interests and health risk priorities
Assembling Your Champion Team

- Leverage existing worksite infrastructure:
  - Safety team; social committee; paid or volunteer coordinator
- Assemble teams based on employer size and need
- Select members from all levels and departments of the organization

<table>
<thead>
<tr>
<th>Senior Leaders</th>
<th>All Shifts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety Personnel</td>
<td>IT Support</td>
</tr>
<tr>
<td>Marketing/communication</td>
<td>Union Representation</td>
</tr>
<tr>
<td>Middle Management</td>
<td>On-site Medical</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Spouse/Retirees</td>
</tr>
</tbody>
</table>

Champion Team Structure

- Formal or informal charter or bylaws
  - Assures sustainability by defining roles, job descriptions, terms, and committees
- Effective team leader
  - Integrates worksite health vision with business strategy
  - Empowers others to be valued team members
  - Paid or volunteer coordinator
- Typically meet once per month
  - More often for large projects or at the start of your program
  - Alternate team members who lead meeting
- Provide Talking Points and Meeting Minutes for team members to share with managers and co-workers
Leadership Support for Teams

**Leaders can:**
- Create job descriptions that empowers the team
- Implement team recommendations, including policies, environmental changes, and programs
- Set alternating team member terms (1-2 years)
- Require periodic reports from the team and share progress across the organization
- Routinely recognize team and individual success

Leadership and Culture Summary

- Leadership support is critical to program success
- Tie worksite health to the business strategy
- Leaders have the ability to remove or reduce barriers to program participation
- Leadership must communicate, allocate, and participate
- Establish internal infrastructure and capacity to support the worksite health program
CDC Worksite Health Promotion Resources