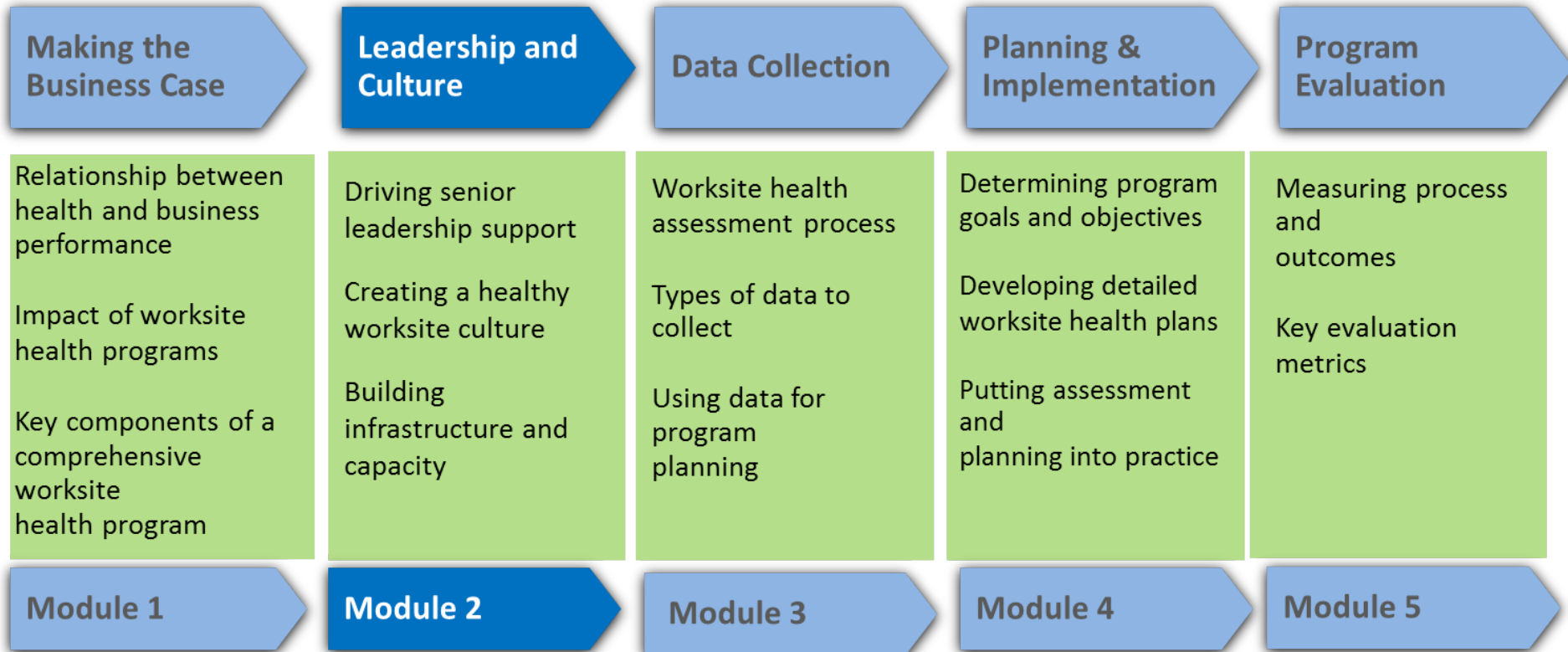




Worksite Health 101

Leadership and Culture

NHWP Training and Assistance



National Center for Chronic Disease Prevention and Health Promotion
Division of Population Health



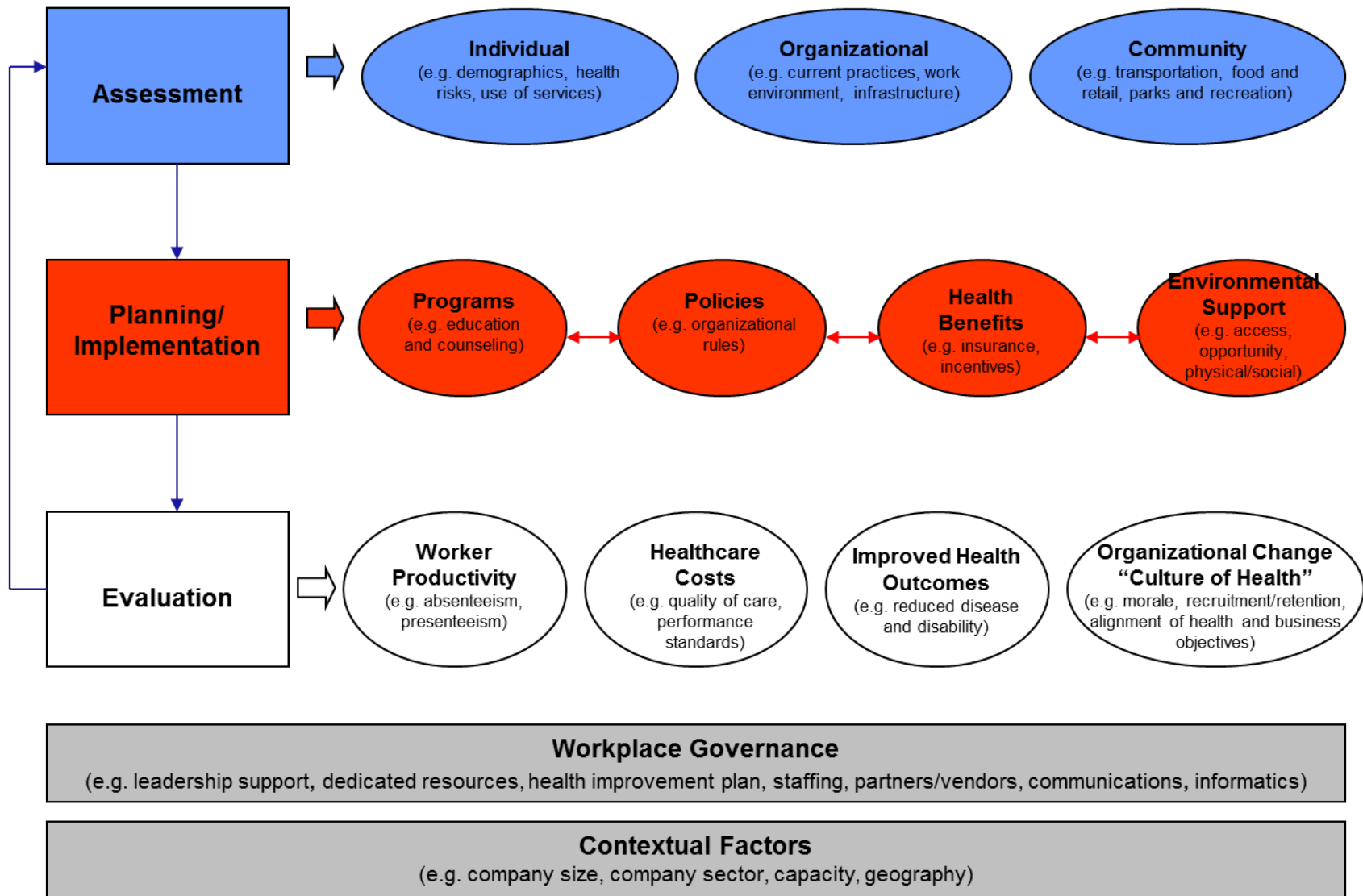
Learning Objectives

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



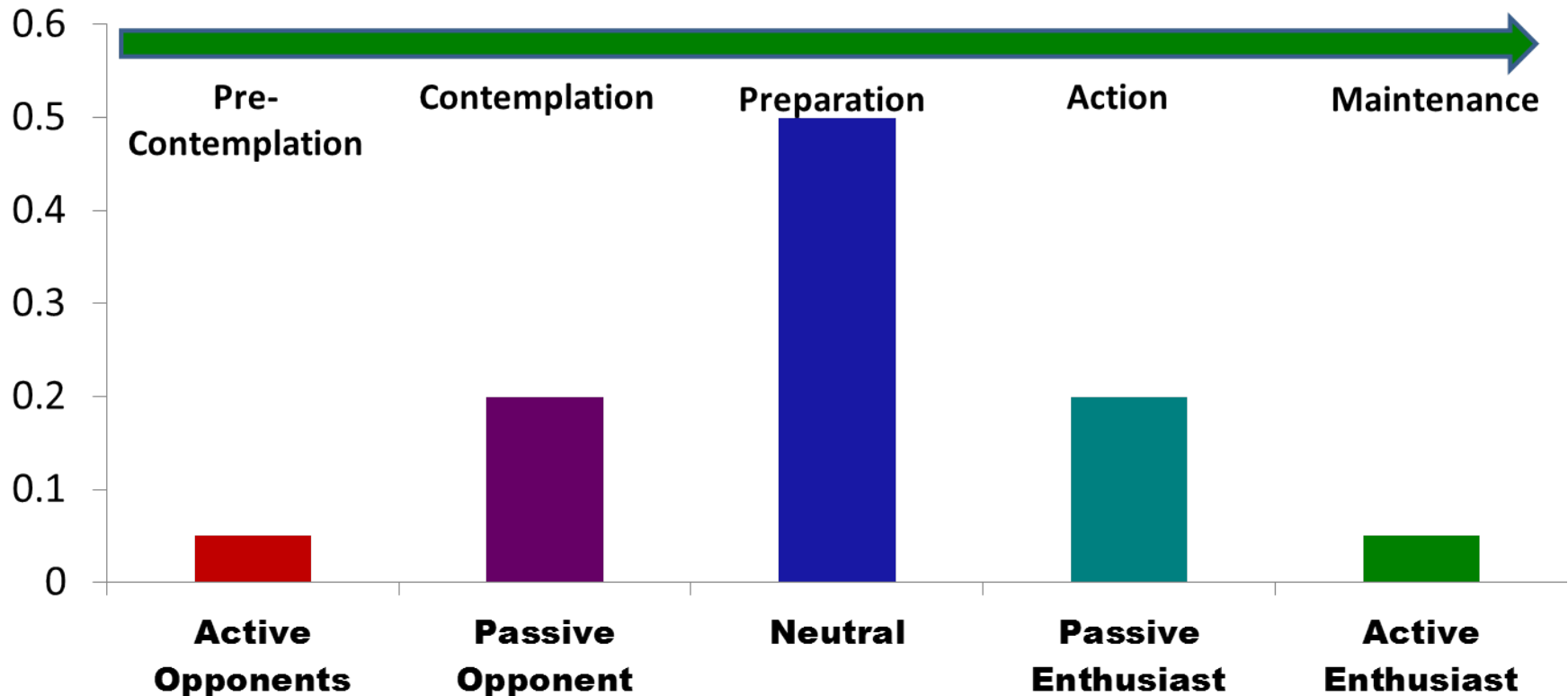
Leadership Support for Worksite Health

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

Linnan L, Weiner B, Graham A, Emmons K. Manager Beliefs Regarding Worksite Health Promotion. Am J Health Promo. 2007 Jul/Aug; 21(6):521-528.

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

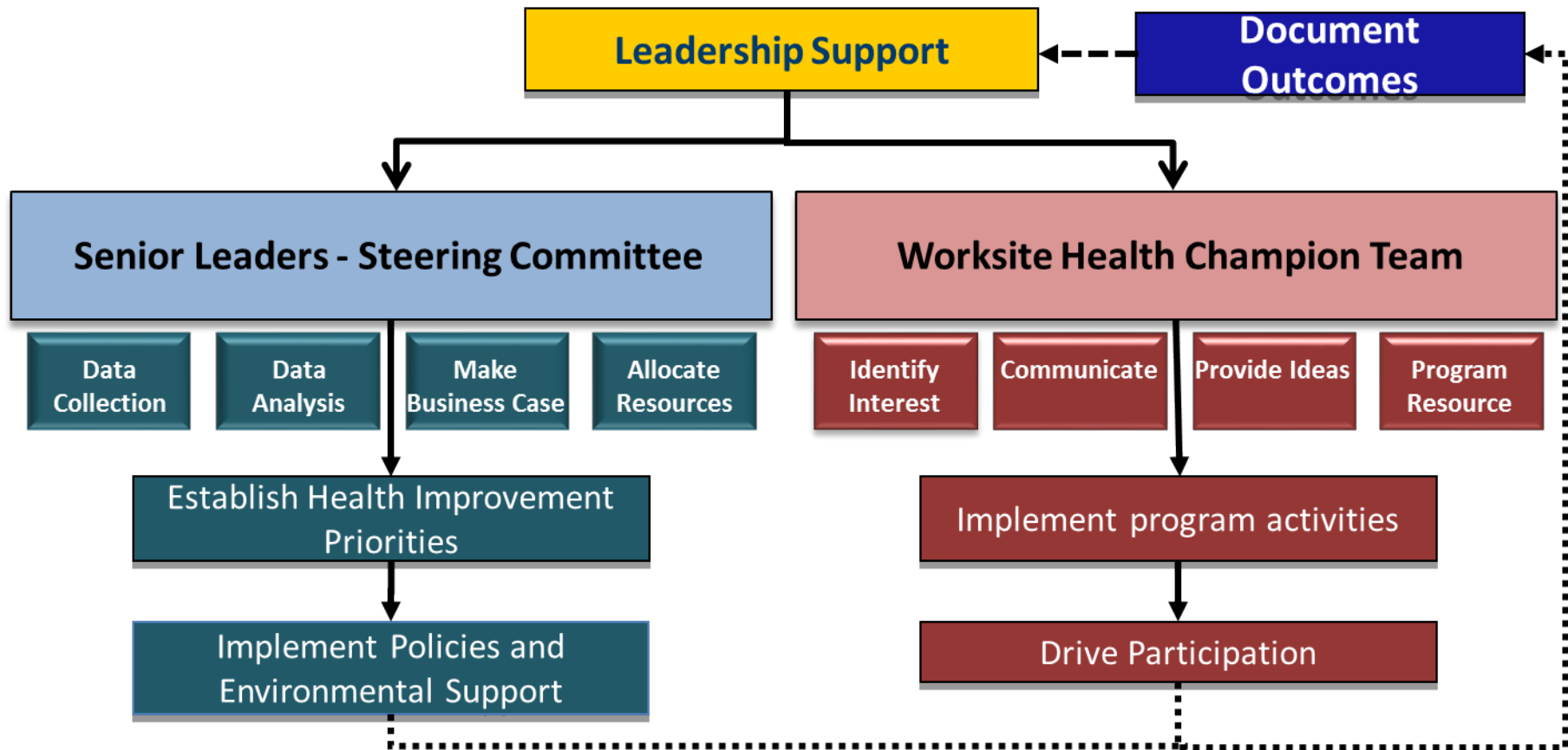


Communications Support a Healthy Culture

- 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



Worksite Health 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

Senior Leaders	All Shifts
Safety Personnel	IT Support
Marketing/communication	Union Representation
Middle Management	On-site Medical
Human Resources	Spouse/Retirees

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

www.cdc.gov/WorkplaceHealthPromotion

The screenshot shows the CDC Workplace Health Promotion website. At the top, it says "CDC Home" and "Centers for Disease Control and Prevention". Below that is a search bar and an A-Z index. The main heading is "Workplace Health Promotion". On the left, there is a navigation menu with items like "Home", "Making a Business Case", "Workplace Health Model", "Assessment", "Planning/Workplace Governance", "Health Topics Addressed", "Implementation", "Evaluation", "Help/FAQs", "Glossary", "References", "Links to Organizations", "Partners", and "Site Map". The main content area has a paragraph about the link between workplace and worker health. Below that, there are two columns: "Recommendations and Guidelines" with a diagram and "Workplace Health Toolkit Model" with a description of a coordinated approach. On the right, there is a "Contact Us" section with address, phone, and email information.

www.cdc.gov/NationalHealthyWorksite/

The screenshot shows the CDC National Healthy Worksite Program website. At the top, it says "CDC Home" and "Centers for Disease Control and Prevention". Below that is a search bar and an A-Z index. The main heading is "National Healthy Worksite Program". On the left, there is a navigation menu with items like "NHWP Home", "About NHWP", "Become a Healthy Worksite", "NHWP Communities", "Program Partners", and "Related Links". The main content area features a "Healthy Worksite - Healthy Workforce - Healthy Communities" banner. Below that, there are sections for "Worksite Health Webinars", "Become a Healthy Worksite", and "Program News". On the right, there is a "Contact Us" section with email and print options, and a "Million Hearts" logo.

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