



Promoting A Culture Of Health On A Small Budget: The Moore Agency

The Moore Agency (Moore) is an independent marketing services and consulting firm that focuses on advocacy, branding, digital, and bilingual/bicultural communications. Karen Moore, Chief Executive Officer (CEO), founded Moore in 1992. She expanded it from a one-woman communications and marketing company into a nationally recognized communications consulting group. Moore started her business by treating clients as partners and her employees as family. With that mantra in mind, she developed a company culture that values employees and supports them with a high-impact, low-cost wellness program.

Workplace Health, The Moore Way

Since the company's founding, Moore has promoted health and well-being among its employees. Moore's award-winning approach to workplace health promotion includes three components:

1. Employee benefits that support work-life balance and promote family wellness, including comprehensive health insurance and paid leave.
2. An on-site workplace health program called Moore Wellness that operates on an annual budget of just \$1,000, which is separate from their benefits budget.
3. An employee-led community outreach program called Moore Impact.

The health benefits offerings are an investment in our team...they establish the expectation that the company cares.

~ Terrie Ard, President

Employee Benefits And Annual Leave Allowances

Because of its small size, the company is not required to provide medical benefits for employees. Still, Moore provides its employees with a generous benefits package. This includes comprehensive health insurance, but unlike most other firms, Moore covers 100 percent of the premiums for this benefit. Moore budgets for its employee health insurance program separately from the Moore Wellness and Moore Impact



The Moore Agency: At A Glance

Locations: Headquartered in Tallahassee, FL, with additional sites in West Palm Beach, FL; New Orleans, LA; and Denver, CO

Size: 44 employees across all sites

Industry: Communications and marketing services consulting

North American Industry
Classification System (NAICS) Sector:
Professional, Scientific, and
Technical Services

programs. Moore's CEO described the insurance benefit as the foundation that supports the tailored Moore Wellness program.

Employee benefits also include annual paid vacation, four weeks of paid maternity and two weeks of paid paternity leave, and 11 paid holidays with additional time off around Christmas, all contributing to a positive work-life balance. Additional benefits support employees' physical health and promote family wellness. These include:

- Paid time off to care for immediate family members, including elderly parents
- Gym membership reimbursement through Moore's health insurance provider
- Flexible work time policies, which allow employees to work from home





Moore team members take a break from deadlines to participate in a 9-5 squats challenge.

Moore uses a comprehensive document—the Moore Manual—to describe all company benefits, policies, and procedures, including how to access assistance or support to improve health and well-being. Moore updates the Moore Manual annually to ensure that policies and procedures still make sense for the business. This approach has identified new employee needs. For example, the evaluation in 2016 led to the addition of vision insurance coverage in 2017. The Moore Manual also introduces Moore’s corporate focus on physical and mental health to new employees.

Moore Wellness

Moore Wellness builds upon the insurance and leave benefits with on-site programs to enhance employee health and well-being. Shannon Colavecchio—Senior Director, Certified Wellness Coach, and Personal Trainer—formalized Moore Wellness in 2013. With a modest budget of \$1,000 annually, she oversees the holistic program focused on nutrition, physical activity, and mental and emotional well-being. Programming centers on a health topic that changes quarterly, for example stress management or nutrition.

Workplace Health Awards

- Psychologically Healthy Workplace Award, 2016 (sponsored by the American Psychological Association)
- Best Places to Work, 2010–2017 (sponsored by Florida Trend Magazine)
- Best Workplaces, 2017 (sponsored by Inc. Magazine)

Colavecchio uses the Moore Wellness budget to buy supplies, like healthy snacks during events, and small participation incentives.

According to Colavecchio and the leadership team, two key approaches help make the program successful at all four Moore locations:

1. **Tailoring activities and communications.** Each office has an on-site wellness champion who tailors company-wide programs to its needs. For example, an outdoor activity for stress management may involve a nature hike in Denver or beach yoga in West Palm Beach.
2. **Engaging employees in the design of the program.** Moore gathers employee satisfaction data through informal meetings and electronic surveys. The wellness team asks for feedback about whether programming is suitable for all fitness levels and if it meets individuals’ needs.

Moore leadership goes above and beyond to make employees feel like part of the Moore family. David, an Associate Director who joined Moore in 2016, said he believes Moore leaders convey a respect toward his family. “[My] work-life balance has never been questioned. It’s just the Moore way.”

Moore Impact

Moore gives back to its local communities as a way to improve employees’ mental and emotional well-being and sense of connection. Moore Impact is a pro-bono community outreach program in which employees select local organizations to volunteer their time. One organization that has benefited from Moore Impact’s pro bono marketing and communications services is the Honor Flight Program, which recognizes World War II, Korean War, and Vietnam War veterans with a day-long trip to Washington, DC. Moore employees volunteered their branding, media relations, event planning, and community awareness services to support fundraising efforts that paid for the veterans’ trip. Moore Impact activities are employee efforts that typically occur during normal business hours.



Chef Justin Timineri leads a lunch and learn showing Moore team members how to make healthy meals on a tight schedule, using fresh local ingredients.

A Low-Cost Event To Reduce Stress

The Moore Wellness team hosted a pumpkin-carving contest during the business day as a fun stress reliever that promoted employee interaction. Moore used a small portion of its annual budget to buy the pumpkins. In follow-up messaging, the team encouraged employees to share their favorite healthy pumpkin recipes, which led to a healthy “fall foods” potluck inspired by employee feedback.

Strategies To Maximize A Small Budget

Moore promotes a culture of health while keeping day-to-day wellness program costs low in three key ways:

1. **Implement social and environmental supports** to make health a part of everyday business.
2. **Offer programs and activities** to encourage health and wellness without breaking the bank.
3. **Use existing, easy-to-implement communication channels** to engage employees in the program and gather feedback.

Implement Social And Environmental Supports

Moore leaders encourage employees to incorporate health and wellness activities into their daily work routines. They also model healthy behaviors in low-cost ways. For example, Moore leaders:

- Hold meetings in their dedicated outdoor patio area at the Tallahassee headquarters or hold walking meetings outside.
- Incorporate health education and physical activity into core business activities, including a wellness tip at the end of each biweekly team meeting.
- Bring events and healthy options on-site, such as puppy visits to raise morale and provide healthy snacks for employees.
- Encourage managers to work with their teams to define work hours that best fit their lifestyles, such as a later morning start to avoid rush-hour traffic and reduce stress.



Moore Wellness Director, Shannon Colavecchio, provides her colleagues with a grocery store tour, demonstrating how best to navigate healthy choices and understand nutrition labels.

Table 1. Low-Cost Programming And Activities In Place At Moore

Moore Wellness Programming

Nutrition	Physical Activity	Mental Health
<ul style="list-style-type: none"> • Hosted an annual “Eat Your Greens” potluck event to encourage the consumption of leafy green vegetables. • Used the Moore internal social media platform to share healthy recipes. • Hosted a holiday “Cookies and Crunches” event, which labels treats with the amount of exercise needed to burn off the calories. 	<ul style="list-style-type: none"> • Hosted exercise challenges that required minimal technology like planks or strength training. • Provided standing desks to encourage employees to avoid prolonged sitting. • Hosted “Walk Across the Country” challenges to promote friendly competition between Moore locations and encourage employees to track their steps to achieve a distance goal. 	<ul style="list-style-type: none"> • Provided guided yoga to help employees reduce stress. • Provided flexible work hours to help employees with work-life balance. • Promoted volunteerism through the Moore Impact program, creating community connection. • Provided communal areas where employees can take breaks and encouraged social connection.

The Moore website emphasizes its commitment to employee health and well-being.

When you treat team members like family, your focus shifts. You stop thinking of them as employees who are responsible only for meeting deadlines—and you start to think about the whole person. And you realize that true wellness springs from not just the body, but also the heart and the mind.

Offer Low-Cost Health And Wellness Programming And Activities

As director of Moore Wellness, Colavecchio develops and implements programs that meet the broad needs of employees. Her wellness programs are a recognized part of her role, and she works to make them affordable.

Table 1 lists examples of Moore's low-cost wellness activities, many of which repeat annually. This repetition allows Moore to update and reuse communication materials, and improve activities based on the previous year's feedback. These small improvements over time help Moore to keep the program costs low, while improving effectiveness.

Use Existing, Easy-To-Implement Communication Channels

The Moore Wellness team keeps employees engaged. They collect feedback using formal and informal methods to improve wellness activities and support. These methods are low cost and build upon in-house expertise and communication channels. They conduct focus groups and surveys to gain data about employees' needs and interests, as well as suggestions to keep programs relevant and on track.

While Moore does not track health-related outcomes formally, it relies on other metrics to measure its program's success. For instance, after formalizing Moore Wellness, the company saw a two-year drop in health care costs.

Engagement And Communication Strategies

- Share wellness tips and information about upcoming workplace health events in team meetings.
- Integrate health-promoting activities into team building and leadership-related activities.
- Use an internal social media mechanism, such as email, to publicize programs, share positive messages among employees, and gather program feedback.

In addition, while other professional and business services companies typically see annual turnover rates as high as 64 percent,¹ since 2008, employee turnover at Moore was less than 10 percent. Between 2008 and 2017, Moore's employee roster grew by 58 percent, while sick hours used, per employee, dropped 60 percent, from 11.5 hours in 2008 to 4.5 hours in 2017.

Future Plans

Moore is committed to providing comprehensive health benefits, and the Moore Wellness and Moore Impact programs. To remain relevant and targeted, it plans to continue annual evaluations of these offerings and the policies and procedures laid out in the Moore Manual.

Moore also plans to use web-based video conferencing to allow employees at all four locations to participate in activities at the same time. For example, when the company schedules a chef to give a healthy cooking demonstration at the Tallahassee office, staff at the other locations can participate via video conference. This promotes consistent messaging and a sense of inclusion, and lets all employees benefit from a single financial investment.

Recommendations For Action

- Learn the [business case](#) for investing in employee health and how it can help your bottom line. According to CEO Karen Moore, "Your wellness program is one of the best assets for creating and retaining a quality workforce."
- Make health and wellness a part of routine business.
 - Use lessons from the [Building Healthy Places Toolkit](#) when making decisions about the office environment, including what to consider when choosing new office locations.
 - Promote nutrition and physical activity using [9 Hacks to a Healthier Meeting or Conference](#).
 - Tailor communications about your company's wellness program and commitment to building a culture of health using strategies from [The Healthy Business Communications Guide](#).

The [CDC Workplace Health Resource Center \(WHRC\)](#) is a one-stop shop for organizations to find credible tools, guides, case studies, and other resources to design, develop, implement, evaluate, and sustain workplace health promotion programs. Visit <https://www.cdc.gov/WHRC> to find more case studies of workplace health programs in the field.

¹ United States Department of Labor, Bureau of Labor Statistics. Economic News Release: Table 16: Annual total separations rates by industry and region, not seasonally adjusted. [cited 2018 April 4]. <https://www.bls.gov/news.release/jolts.t16.htm>.