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.

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**CDC Comprehensive Worksite Health Model**

- **Assessment**
  - Individual (e.g., demographics, health, work, 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, benefits)
  - Environmental Support (e.g., access, opportunity, infrastructure)

- **Evaluation**
  - Workforce Productivity (e.g., absenteeism, productivity)
  - Healthcare Costs (e.g., quality of care, costs)
  - Improved Health Outcomes (e.g., reduced disease, mortality)
  - Organizational Change "Culture of Health" (e.g., safety, health and wellness, organizational alignment)

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**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)
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
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 (e.g., 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
- Data Analysis
- Make Business Case
- Allocate Resources
- Establish Health Improvement Priorities
- Implement Policies and Environmental Support

Worksite Health Champion Team
- Identify Interest
- Communicate
- Provide Ideas
- Program Resource
- Implement program activities
- Drive Participation
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.

<table>
<thead>
<tr>
<th>Senior Leaders</th>
<th>All Shifts</th>
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<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>
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<tr>
<td>Human Resources</td>
<td>Spouse/Retirees</td>
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</tbody>
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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 coworkers.
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