Worksite Health 101

Leadership and Culture
NHWP Training and Assistance

Module 1: Making the Business Case
- Relationship between health and business performance
- Impact of worksite health programs
- 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

NHWP
National Center for Chronic Disease Prevention and Health Promotion
Division of Population Health
CDC
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
In this section:

• Why leadership support is important
• Creating management support
• How leaders and managers can impact program engagement and success
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

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National Healthy worksite™
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
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

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

Leadership Support

Document Outcomes
**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>
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<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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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
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

www.cdc.gov/NationalHealthyWorksite/