Worksite Health 101

Program Planning
Webinar Agenda

• Background
  – Toye Williams, MSPH, CDC Contractor (Carter Consulting, Inc.)

• Writing the Plan
  – Lisa Erck, MS, Massachusetts Department of Public Health

• The Planning Process
  – Mari Ryan, MBA, MHP, CWWPC, CWP Advancing Wellness

• Strategies and Interventions
  – Lisa Erck and Mari Ryan

• Q & A
Program Planning and Implementation

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

Module 1

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

Module 2

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

Module 3

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

Module 4

Program Evaluation
- Measuring process and outcomes
- Key evaluation metrics

Module 5
Learning Objectives

Understand the following:

- The importance of program planning in a comprehensive approach to worksite health
- Using data to develop a detailed worksite health plan
- How to write objectives that drive effective program implementation
- How to set reasonable objectives for behavior change
- Three-year strategic planning process
In this section:

• The value of program planning

• Program planning as part of a comprehensive worksite health program

• Developing a detailed worksite health improvement plan

• Setting realistic behavior change expectations
Written worksite health improvement plans allow employers to:

- Focus on priorities
- Link worksite health to the business plan and strategic objectives
- Formalize efforts
- Set expectations and timelines
- Define roles and responsibilities
- Measure impact and validate programs
- Provide continuity through change
CDC Workplace Health Model

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)
The process of selecting science and practice-based interventions to create a healthy culture to support individual healthy lifestyle choices

- Identifies key areas of needs and interest based on data assessment results
- Includes programs, policies, environmental supports and health benefit design
- Supports outcomes evaluation
- Aligns resources and infrastructure
How to Write a Good Worksite Health Improvement Plan

Worksite Health Mission Statement

• Describes your program focus in one or two sentences

• Aligns with and should be an integral part of your overall corporate strategy

• Sample Mission: At L.L. Bean (Freeport, Maine)
  
  – The mission of the Employee Health Program is to work with area management and employees to achieve and maintain a healthy and safe workplace, and promote the health, safety, and fitness of employees
The Worksite Health Improvement Plan should address primary health concerns *identified through data collection and assessment*

- First: Identify **WHO** you are targeting in the objective
- Second: Identify **WHAT** you want the target group to do
- Third: Identify **HOW MUCH** you want the behavior to change
- Fourth: Identify **WHEN** you want to see the behavior change happen
Worksite Plan Objectives - *WHO*

- Is your target...
  - Employees
  - Management
  - Spouses
  - 3rd shift
Worksite Plan Objectives - *WHAT*

- Let your data decide
- What do you want your target group to do?
- What action(s) do you want them to take?
  - Increase physical activity
  - Decrease overweight/obesity
  - Decrease tobacco use
Worksite Plan Objectives – *HOW MUCH*

- How much do you want the behavior/outcome to change?
  - Increase/decrease your baseline measurement
    - From ___% to ___%
    - From 10 people to 20
    - At least 30%
    - No more than 10%
Worksite Plan Objectives – *WHEN*

- Set a specific date
  - Typically a twelve-month calendar
  - May be reasonable to set a longer date – up to two years

**Example:**

It is now January, but your new pharmacy benefit plan that includes nicotine replacement therapy (NRT) does not begin until June. It is reasonable to work 12 months out from June and set an 18-month time frame to give your employees a full year to quit using tobacco.
What is wrong with this objective?

- Increase participation in the health assessment
Increase participation in the health assessment:

**Who**

? 

**What**

Increase participation in the health assessment

**How Much**

? 

**By When**

?
Objective

Who  Employees and spouses

What  Increase participation in the health assessment

How Much  From 30% to 50% of employees and spouses

By When  By 12/31/2015
## Example Worksite Health Program Planning

### Strategic Focus

- Healthy Worksite Champion Team
- Organizational Policy Development
- Health Assessment (HA) & Biometric Screening
- Health Campaigns/Challenges
- Onsite Seminars
- Worksite Health Web Portal
- Health Coaching (On-site and Telephonic)

### Incentives:

- Gateway (1st Quarter) for Premium Differential: completion of HA and Biometric Screening
- 2nd – 4th Quarter Incentive: Health Coaching Compliance by Risk Level
- Program Branding and Logo
- Program Roll-out campaign
- Healthy Worksite Committee/Champions
- Monthly Newsletter
- New Hire Packets
- Monthly program talking points

### Services:

- Add: Quarterly company-wide challenges
- Healthy Worksite Champions trained in brief intervention
- Text Messaging Service
- Expand Healthy Worksite Champion Team to include spouses

- Add: Biometric screening will be mandatory for benefit enrollment
  - Preventative Screenings for further Worksite Health Incentives
  - HRA / HSA Contribution

- Add: Targeted communications by medical criteria
  - Program / satisfaction survey results
  - Healthy Bulletin Boards/Scorecard in central areas

### Marketing – Communications

- First Year Metrics
  1. HA/Biometrics participation
  2. Establish baseline health status measures
  3. Participation in all programs
  4. Medical plan renewals
  5. Participant Satisfaction
  6. Management satisfaction/experience

- Second Year Metrics
  Year 1 metrics plus the following:
  1. Perception of program effectiveness (employees and management)
  2. Worksite health event success results (via Committee or Champions)
  3. Policy compliance / utilization
  4. Preventive care utilization
  5. Use of maintenance drugs
  6. Change in health status

- Third Year Metrics
  Year 2 metrics plus the following:
  1. Overall medical costs & lifestyle specific diseases decline
  2. Change in health status
  3. Worksite health policies established (healthy food/activities at corporate events, flex work arrangements, work space modifications
  4. Changes in health care utilization

### Year 1 – Employee focus; create a healthy culture and reward participation

- Healthy Worksite Champion Team
- Organizational Policy Development
- Health Assessment (HA) & Biometric Screening
- Health Campaigns/Challenges
- Onsite Seminars
- Worksite Health Web Portal
- Health Coaching (On-site and Telephonic)

### Year 2 – Employee and spouse

- Gateway (1st Quarter) for Premium Differential: completion of HA and Biometric Screening
- 2nd – 4th Quarter Incentive: Health Coaching Compliance by Risk Level
- Program Branding and Logo
- Program Roll-out campaign
- Healthy Worksite Committee/Champions
- Monthly Newsletter
- New Hire Packets
- Monthly program talking points

### Year 3 – Employee and spouse; reward biometric improvement

- Gateway (1st Quarter) for Premium Differential: completion of HA and Biometric Screening
- 2nd – 4th Quarter Incentive: Health Coaching Compliance by Risk Level
- Program Branding and Logo
- Program Roll-out campaign
- Healthy Worksite Committee/Champions
- Monthly Newsletter
- New Hire Packets
- Monthly program talking points
# Health Improvement Planning Process

<table>
<thead>
<tr>
<th>OBJECTIVE (What?)</th>
<th>DATE (When?)</th>
<th>PROGRAM (What?)</th>
<th>PROCESS (How?)</th>
<th>RESPONSIBLE PARTY</th>
<th>EVALUATION (Who? What? By When?)</th>
</tr>
</thead>
<tbody>
<tr>
<td>70% or more of our employees will complete the Health Assessment (HA) by 1/5/13.</td>
<td>By 1/5/13</td>
<td>Conduct free Health Assessment for all employees</td>
<td>Outside vendor to distribute and collect HA at employee meetings between shifts</td>
<td>Tom Smith ABC Consulting</td>
<td># of participants</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td>“Satisfaction” survey</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Aggregate data</td>
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<tr>
<td></td>
<td>By 2/2/13</td>
<td>Healthy Heart campaign during Heart Month</td>
<td>Healthy cooking demonstration and health education activity for all shifts on meal break</td>
<td>Jane Doe to identify American Heart Association resource to come onsite</td>
<td>“Pre &amp; Post” knowledge survey</td>
</tr>
<tr>
<td>At least 90% of employees with at least one cardiac risk factor will increase their knowledge of preventing cardiovascular disease by 2/2/13.</td>
<td></td>
<td></td>
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<td></td>
<td>Satisfaction Survey</td>
</tr>
</tbody>
</table>
**Goal 2: Increase the number of ABC Company employees who get at least 30 minutes of physical activity every day**

**Objective 1:**
By 12/31/12, increase the percentage of employees who meet the Surgeon General’s Guidelines for Physical Activity (at least 30 minutes every day) from 23% to 26%.

**Evaluation Measures:** Conduct baseline and end-of-year surveys to determine if objective was met.

<table>
<thead>
<tr>
<th><strong>Intervention Strategies (What)</strong></th>
<th><strong>Process (How, When, Who)</strong></th>
<th><strong>Communications</strong></th>
<th><strong>Evaluation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Post signs at elevators, stairwell entrances and exits and other key locations that encourage employees to use the stairs.</td>
<td>Lisa to review plans with Joe from maintenance to improve lighting and paint stairwells by 4/30.</td>
<td>Announce using e-mail, newsletter, and company meeting.</td>
<td>Was strategy fully implemented? Status: Yes, on 6/10.</td>
</tr>
<tr>
<td>Anthony to obtain “point of decision prompt” signs from CDC or elsewhere, and post in key places by 5/15.</td>
<td>Hold stairwell walk kickoff.</td>
<td>Track the type, number, and reach of promotional communications. Status: Five communications received via e-mail by 100% of employees. Promoted during company meetings. Kickoff walk held.</td>
<td></td>
</tr>
<tr>
<td>Complete work by 6/15.</td>
<td>Post signs in other key spots, e.g., bathroom stalls, break rooms, encouraging stair use</td>
<td>Baseline and end-of-year assessment to determine if stair use increased. Status: Both assessments completed; 10% increase in stair use.</td>
<td></td>
</tr>
<tr>
<td>Provide environmental support for recreation or physical activity. Sheila to work with Joe to determine location for covered bike parking. (3/1)</td>
<td>Dean to purchase bike rack. (3/15)</td>
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</tr>
<tr>
<td>Danielle to purchase bikes and helmets and pedometers and set up check-out process for pedometers. (4/15)</td>
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<tr>
<td>Marissa to station bikes at parking rack and create sign-out procedure. (5/1)</td>
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<tr>
<td>Mary Cay to organize a lunchtime ride on National Employee Health and Fitness Day.</td>
<td>Go-promote the lunchtime ride, bike check-out, and bike rack.</td>
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<tr>
<td>Create walking path and mileage markers on property. (5/15)</td>
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<tr>
<td>Develop and promote flexible work scheduling policy to support increased physical activity.</td>
<td>Offer extended lunch breaks for physical activity.</td>
<td>Identify communication strategy.</td>
<td>Determine how intervention strategy will be measured.</td>
</tr>
</tbody>
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**National Healthy Worksites**

Division of Population Health

**National Center for Chronic Disease Prevention and Health Promotion**

**CDC**
• Further detailed planning for activities to support the worksite health improvement plan goals and objectives
  – Roles and responsibilities for team members
  – Timeline for each activity
  – Resources needed (financial/non financial)
  – Communication strategies
  – Data sources / Evaluation strategies
Setting Reasonable Expectations

- Creating a healthy worksite culture and changing individual behaviors takes time

- Expectations should be based on several factors:
  - **Difficulty** (ex: increasing the percentage of people who know their cholesterol numbers is much easier than losing weight or quitting smoking)
  - **Financial resources** dedicated to the worksite health initiative
  - **Policies/environmental changes** to support behavior change
  - **Benefit plan design** and incentive plan
  - **Personnel** necessary to develop and maintain the program
Areas for consideration:

• Driven by data collection and assessment
• Address most common or costly health risk or lifestyle factors
• Employee interests
• Budget/Time constraints
• Management expectations for the worksite health program
• Effective and science-based
Program Strategies and Interventions

- Leadership support
- Culture
- Work climate
- Facilities that support health
- Access and opportunities
- Relationship with management / coworkers
- Social support
- Health behaviors
- Risk factors
- Current health status
- Leadership support
- Culture
- Work climate
## Types of Worksite Health Interventions

<table>
<thead>
<tr>
<th>Programs</th>
<th>Policies</th>
<th>Environmental Supports</th>
<th>Health Plan Design</th>
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</table>
| • Support for individual health behaviors  
  • Individual health coaching / counseling; health classes | • Formal or informal statements to protect employee health  
  • Tobacco free campus; healthy food policies | • Physical factors that foster healthy choices  
  • Stairwell enhancement; walking paths | • Strategy to impact key risks and cost drivers by influencing behavior change |
Data drives the health improvement planning process
Multiple interventions are most effective
Balance employee interests and health and safety priorities
Link plan to business objectives and tie to employee performance
Mass in Motion: Better Health, It’s Your Move
Employer Workplace Wellness Programs

http://www.mass.gov/eohhs/consumer/wellness/healthy-living/at-work/for-employers.html
CDC Worksite Health Promotion Resources

www.cdc.gov/WorkplaceHealthPromotion  
www.cdc.gov/NationalHealthyWorksite/
<table>
<thead>
<tr>
<th>Name</th>
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<tr>
<td>Lisa Erck</td>
<td>Massachusetts Department of Public Health</td>
<td><a href="mailto:lisa.erck@state.ma.us">lisa.erck@state.ma.us</a></td>
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<td>Mari Ryan</td>
<td>Advancing Wellness</td>
<td><a href="mailto:mari@advwellness.com">mari@advwellness.com</a></td>
</tr>
</tbody>
</table>
• **Healthy Worksite Webinar**
  – Topic: Community Partnership Building
  – Date/Time: February 11, 2013 at 1:00 p.m. Eastern
  – Speakers:
    • Dawn Robbins - Oregon Public Health Institute
    • Monica Vinluan– Y of the USA
    • Andrew Webber – National Business Coalition on Health
  – Registration Link: [https://www3.gotomeeting.com/register/181923054](https://www3.gotomeeting.com/register/181923054)
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– Evaluation link: www.cdc.gov/tceonline/