



Healthy Worksite • Healthy Workforce • Healthy Communities

NHWP Special Topic Webinar

Worksite Health for Small Employers

September 12, 2013

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



National Healthy Worksite Program

Webinar Agenda

- Background and introductions
Toye Williams, MSPH, CDC Contractor (Carter Consulting, Inc.)
- Comprehensive worksite health and small employers

Andy Spaulding, MS, Viridian Health Management 

Dan Krick, MILR, Lincoln Industries 

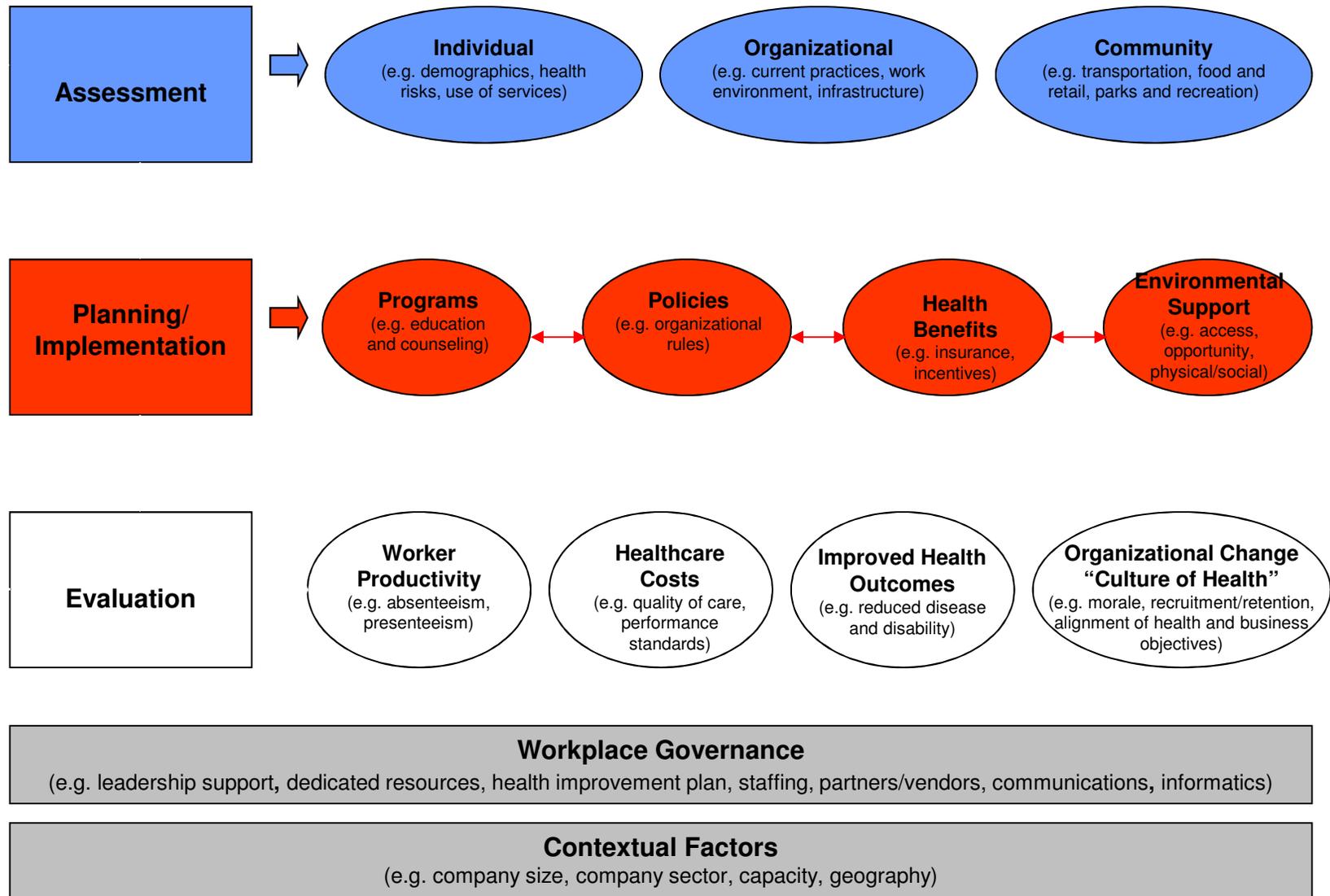
Anne Marie Snell, BS, Work Well Investments 

Ginny Hridel, BA, Council of Smaller Enterprises 

Disclaimer: The findings and conclusions in this presentation are those of the author and do not necessarily represent the official position of the Centers for Disease Control and Prevention



CDC Workplace Health Model



NHWP Approach

Making the Business Case

Relationship between health and performance

Impact of worksite health program

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

Lincoln Industries

Dan Krick, Vice President of People Resources

- Employs 500 people; Based in Lincoln, Nebraska
- Largest finishing company in the United States

Lincoln Industries invests heavily in the selection, development and wellness of their people.

- On the Great Places To Work Top 25 Medium Sized Companies list for five years
- Named as a “Model Employer” by the CDC and U.S. Chamber of Commerce
- Won the Koop Award in 2008
- Member of the HERO ThinkTank

Health Initiative, Inc.

Anne Marie Snell, Wellness Director, Health Initiative, and Chief Operating Officer of WorkWell Investments in St. Lawrence County, NY

- Promotes and supports small employer wellness program development across Northern New York.
- Assisted in creating a micro business wellness program model, which combined the buying power of multiple businesses with <75 employees to implement comprehensive wellness programs.
- New York State (NYS) Worksite Wellness Assessment Project: To determine what steps NYS could take to increase the number of small to medium sized businesses with comprehensive worksite health programs.

The Council of Smaller Enterprises (COSE)

Ginny Hridel, Product Manager, Health Insurance and Wellness Programs

- COSE is a small business support organization in Northeast Ohio
- Offers programs and support to help small businesses control health care costs by better managing chronic diseases, encouraging healthier lifestyles and reducing unnecessary health care utilization.
 - Assists in development and maintenance of worksite health programs
 - Offers educational programs, health screenings and risk assessments, seasonal wellness campaigns, fitness discounts, and more

Small Business Defined

- U.S. Small Business Administration: ≤ 500 employees*
- NHWP:
 - Small ≤ 100 employees
 - Mid-Sized ≤ 250 employees
- Regional and special definitions:
 - Massachusetts Wellness Tax Credit: ≤ 200 employees
 - Maine Community Rating Law: ≤ 50 employees

*U.S. Small Business Administration: Small Business Size Standards.
<http://www.sba.gov/content/guide-size-standards>

U.S. Small Business Statistics

U.S. Private Industry – Establishments and Employment (DOL – 2011)*

	<5	5 to 9	10-19	20-49	50-99	100-249	250-499	500-999
Employers	5,449,817	1,351,944	913,812	610,325	206,762	116,084	28,599	9,767
(%)	62.7%	15.6%	10.5%	7.0%	2.4%	1.3%	0.3%	0.1%
Cum. %		78.3%	88.8%	95.8%	98.2%	99.5%	99.8%	99.9%
Employees	7,639,916	8,960,382	12,359,767	18,365,930	14,197,239	17,299,627	9,755,153	6,637,650
(%)	7.2%	8.4%	11.7%	17.3%	13.4%	16.3%	9.2%	6.3%
Cum. %		15.7%	27.3%	44.6%	58.0%	74.3%	83.5%	89.8%

*U.S. Department of Labor - Bureau of Labor Statistics.

<http://www.bls.gov/cew/ew11table3.pdf>

Small Employers and Worksite Health

- Much of what we know about worksite health comes from large employer experiences.
- With the right approach small employers can build comprehensive programs that produce results.
- Increasing the number of small employer worksite health programs could have a significant effect on the health and productivity of employees, businesses, and communities.

Characteristics by Employer Size

There are unique worksite health program implications depending on the size of the employer.

Employer Size	Worksite Health Program Characteristics
1 - 30	Limited worksite health structure. Champions typically behind programs. Decisions made quickly. Heavy reliance on programs in the community.
30 - 125	Volunteers leading “activity oriented” programs. Data collection limited. Challenging to impact costs.
125 - 500	More comprehensive in scope with employer funding and structure in place. Uses data to drive programming. May contract with vendor or consultant. Potential to impact costs.

Leadership and Culture

- Link employee health to business performance
- Link the worksite health program to the business strategy
- High participation in worksite health programs
- Integrate worksite health responsibilities into job descriptions/annual reviews and job performance criteria
- Celebrate personal and organizational success
- Has a process and structure to support employee health

Leadership and Culture

Experiences from the field...

- Lincoln Industries
- Work Well Investments and the Health Initiative
- COSE

Lincoln Industries – Who We Are



- Lincoln, NE
- Founded in 1952
- Manufacturing
- 3 Shifts (24/7)
- 500 People
- 80% Male
- Average Age: 38
- 17 Nationalities
- 35% College Graduates

Wellness



“Wellness and healthy lifestyles are important to our success”

-Lincoln Industries Belief

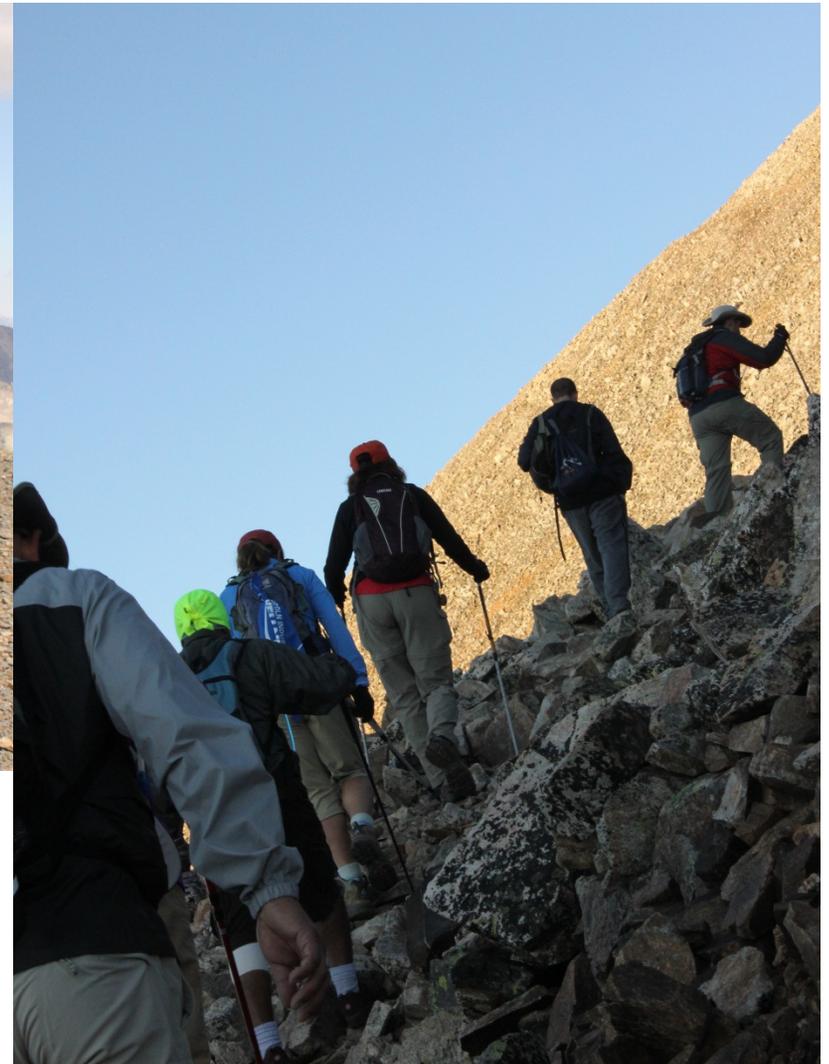
5 Strategic Pillars of Wellness

1. Leadership
2. Policies
3. Programs
4. Resources
5. Measurement

Hardwiring into the Culture

- Tobacco-free campus
- Pre-shift stretch program
- Performance management system – Wellness objectives tied to overall performance and pay (merit and incentives)
- Individual Wellness objectives for all people
- Mandatory semi-annual checks
- Post-offer functional capacity testing
- Tobacco-free discounts on health insurance
- Health Insurance designed with Wellness

14,000 ft+ Mountain Challenge – 2012 Go Platinum Climb - Mt. Democrat, Lincoln, and Cameron





HEALTHYU FIT



HEALTHYU

What we know about COSE small businesses

- Most COSE members have 1-9 employees
- “Not enough time, not enough money”
- Lack confidence in helping employees manage their health
- A business owner must be intrinsically motivated
 - Often, motivation comes from the “aha” moment, or an adverse health event
- Coercion doesn’t work
- Keep the healthy people healthy
- Senior leadership - small business owner - support is critical for successful culture change to a healthier workforce

COSE Health Insurance Survey 2013

- 33% of respondents said they aren't willing to invest in wellness.
- 43% said they didn't know how much they'd be willing to invest in wellness
- 42% said they personally participate in wellness activities
 - 29% said 4 or more times/week
 - 24% said 3 times/week
 - 18% said at least once/week
- 44.5% said they didn't participate in wellness activities

The Closet Factory Case Study

closet*f*actory

COSE  WellnessTracks

- Owner Bob Pietrick
- Personal change through education
 - Physical activity, nutrition, stress management
- Engaged employees
- Public presence in the showroom

The Closet Factory Results

closet*f*actory

- Over 50% engaged employees
- The refrigerator looks different
- Supportive peer pressure
- Better knowledge = success

“They’re doing things differently now.”



FIT Technologies Case Study

- IT services provider (25 employees)
- Inspired by NBC's "The Biggest Loser" to start a weight loss program for employees in 2004
- Doesn't hire smokers
- Physical activity, nutrition & health education
- Grand Prize Winner of Wellness@Work Awards in the "Under 250 employees" category
- "We wouldn't be able to do it on our own at that price point" ~ Michelle Tomallo, President of FIT on COSE programs

FIT Technologies



Worksite Health Assessment

- The process of gathering information about the factors that support or hinder the health and safety of employees
- Identifies potential opportunities to improve or address health and safety risk factors
- Helps to identify the current picture of worksite health as well as ways to improve it
- A necessary first step that drives health improvement planning, resource allocation, program implementation, and outcomes evaluation

Worksite Health Assessment Process

- **Creates connections** between the various types of health issues identified by assessment tools
- **Drives development** of a workplace health improvement plan
- **Answers key questions:**
 - What are the key health and safety issues affecting employees?
 - What factors at the worksite influence employee health?
 - What are the employees' health and safety concerns?
 - What strategies are most appropriate to address these health and safety issues?

Types of Worksite Health Data

- Demographic Data
- Organizational Data
 - Organizational Assessment
 - Health Climate Analysis / Health Culture Audit
 - Employee Needs and Interests
- Individual Data
 - Employee Health Assessment and Biometric Screening
- Medical, Disability, and Workers' Compensation Claims
- Community Data
 - Health data
 - Community resources

Worksite Health Assessment

Experiences from the field...

- COSE
- Work Well Investments and the Health Initiative
- Lincoln Industries

Free On-Site Health Screenings

- # of Participants Screened
 - 2008: 726 from 39 companies
 - 2009: 819 from 69 companies
 - 2010: 896 from 60 companies
 - 2011: 682 from 65 companies
 - 2012: 929 from 60 companies



Mini-Grants

Year	# of Grants	Amount of \$ Granted
2008	30	\$25,478
2009	75	\$67,900
2010	127	\$108,442
2011	230	\$146,752
2012	180	\$111,168



Free Y-Days Visits

Year	# of Visits
2008	323
2009	819
2010	5,192
2011	11,222
2012	15,574



WellnessTracks

- Launched April 2010
 - Ten 12-week courses (3x/year)
 - Over 450 participants so far
 - Average age 51
- Created WellnessTracks Masters class January 2013
 - 26 Masters graduates



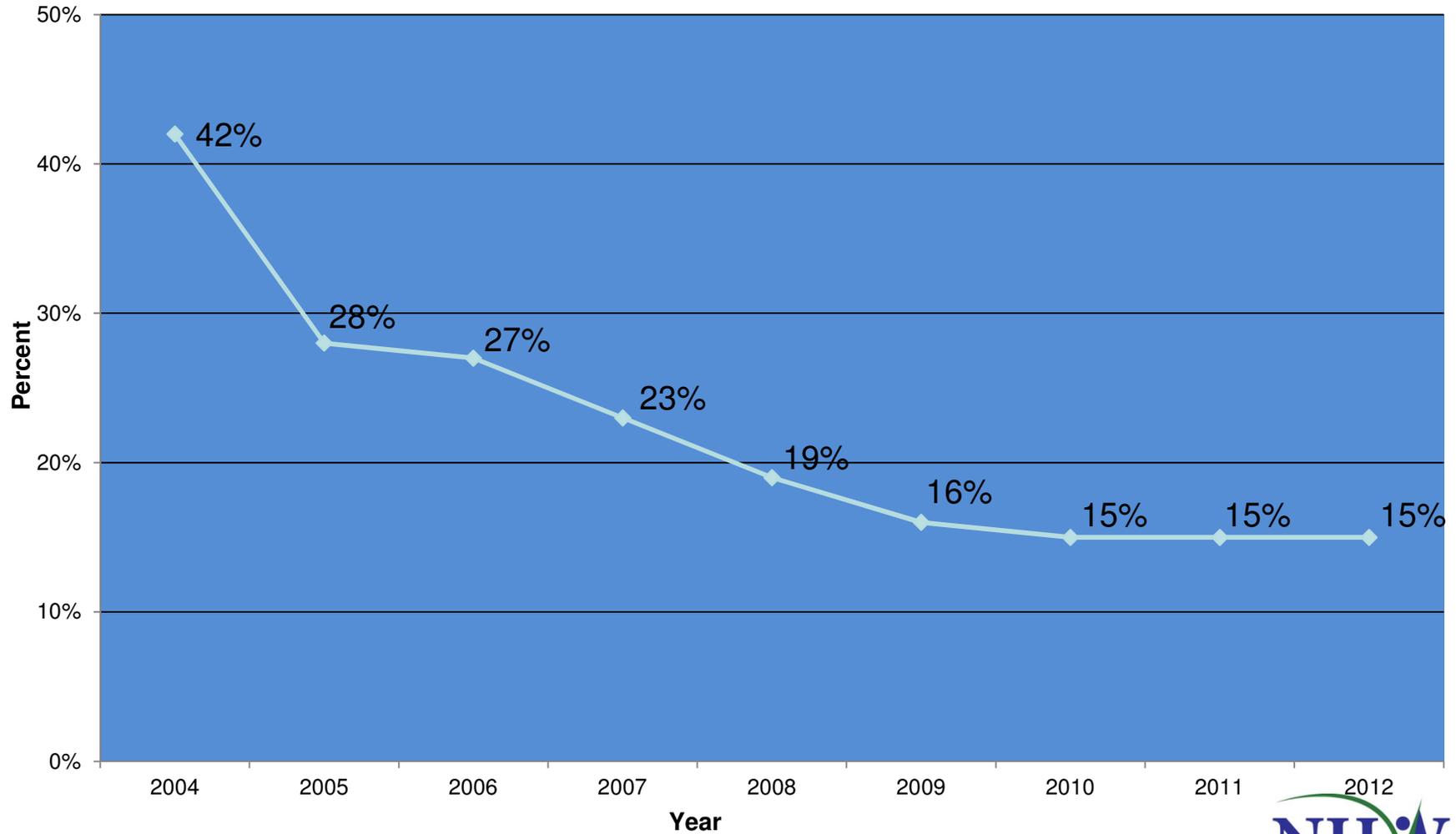




Lincoln Industries' Data Collection

- Annual Biometrics – Individual and Spouse
- Comprehensive Health Review
- Annual Well-Being Survey
 - Physical, Social, Financial, Emotional, Occupational
- Other

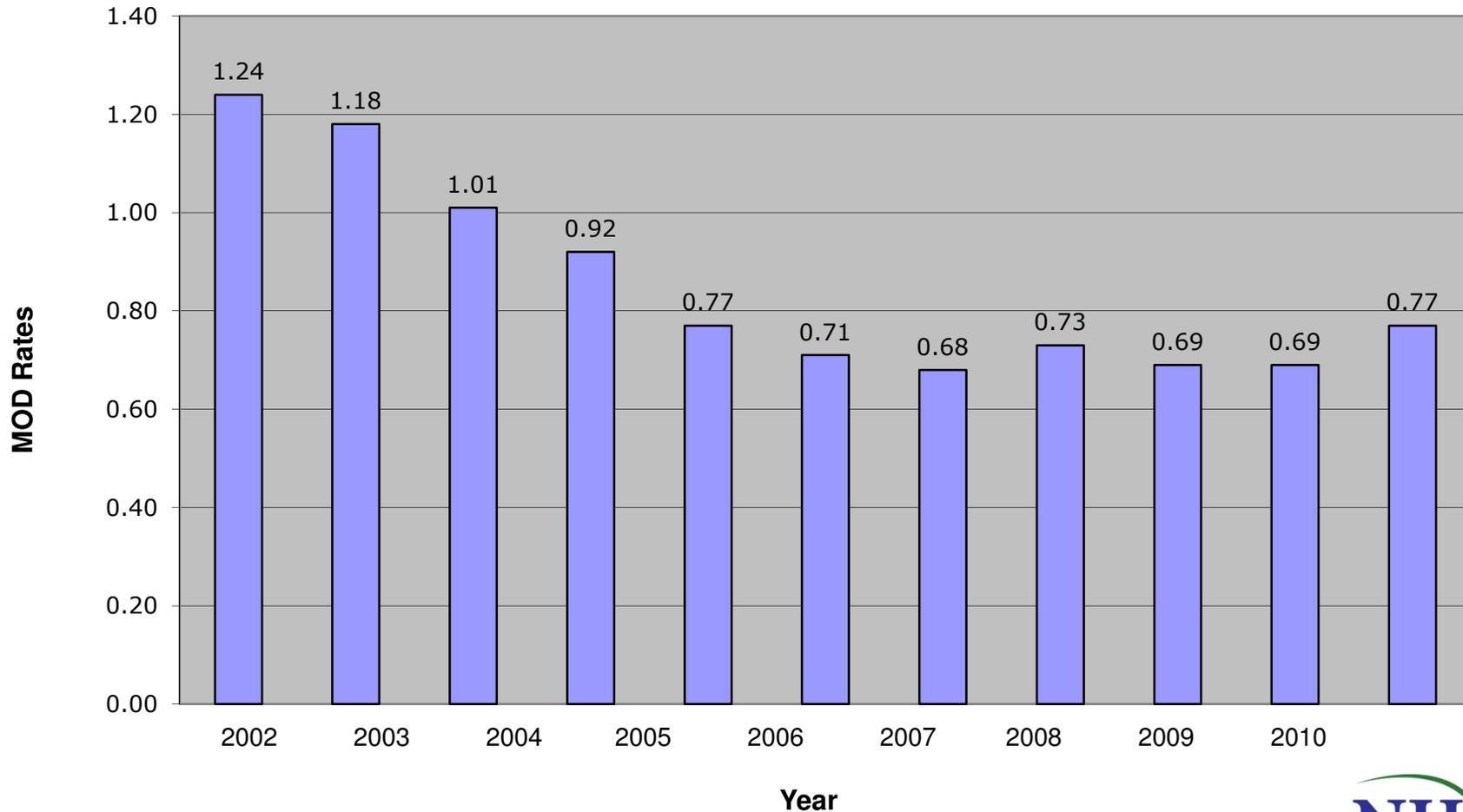
Tobacco Use Among Lincoln Industries People



Source: Lincoln Industries Annual Well-Being Data

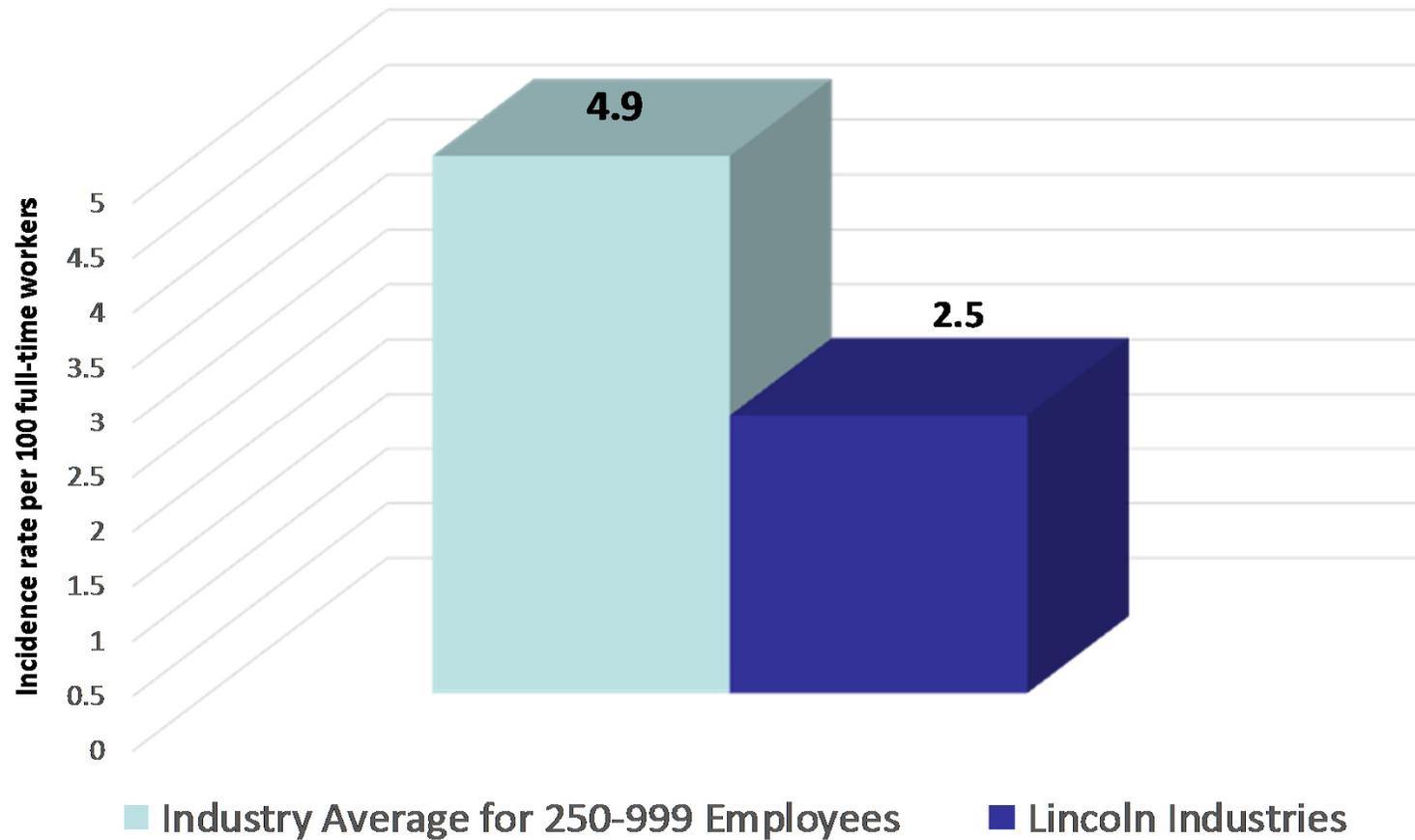


Lincoln Industries Workers' Compensation Experience Modification Factor (MOD) Rates



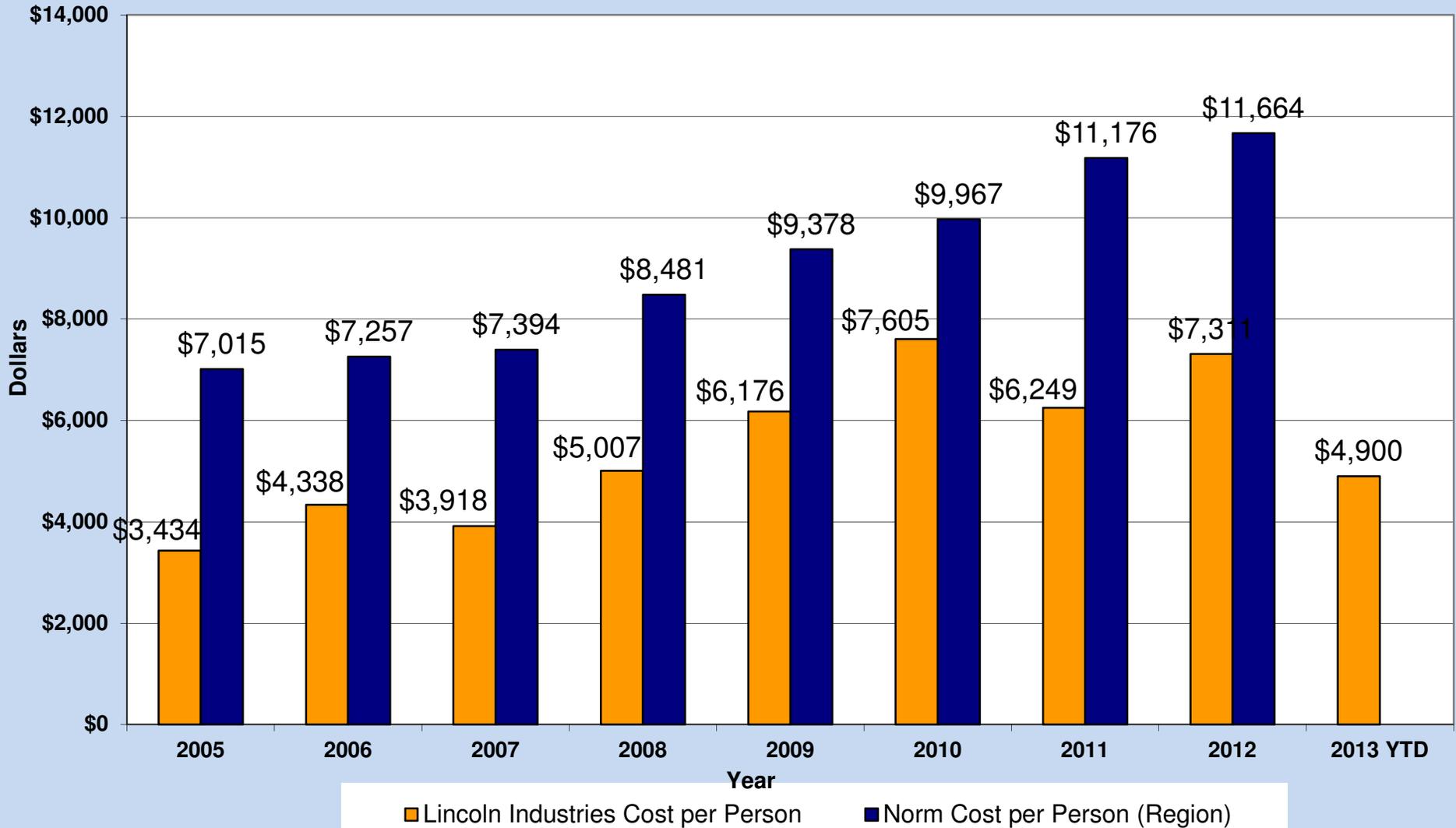
Source: Lincoln Industries Workers' Comp Data

Lincoln Industries OSHA Injury & Illness Rate



Source: U.S. Bureau of Labor Statistics, U.S. Department of Labor, October 2012

Lincoln Industries Health Care Costs



Planning, Implementation and Evaluation

- Identifies key areas of needs and interest based on data assessment results
- Includes programs, policies, environmental supports, and health benefit design
- Identifies resources and infrastructure needed for implementation
- Supports evaluation of programs and outcomes

The Worksite Health Improvement Plan

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

Health Improvement Planning Process

OBJECTIVE (What?)	DATE (When?)	PROGRAM (What?)	PROCESS (How?)	RESPONSIBLE PARTY	EVALUATION (Who? What? By When?)
70% or more of our employees will complete the Health Assessment (HA) by 1/5/13.	By 1/5/13	Conduct free Health Assessment for all employees	Outside vendor to distribute and collect HA at employee meetings between shifts	Tom Smith ABC Consulting	# of participants Satisfaction survey Aggregate data
At least 90% of employees with at least one cardiac risk factor will increase their knowledge of preventing cardiovascular disease by 2/2/13.	By 2/2/13	Healthy Heart campaign during Heart Month	Healthy cooking demonstration and health education activity for all shifts on meal break	Jane Doe to identify American Heart Association resource to come onsite	Pre & Post knowledge survey Satisfaction Survey

NHWP – Worksite Health 101 Training Manual

<http://www.cdc.gov/nationalhealthyworksite/join/Training-materials.html>

Types of Worksite Health Interventions

Programs

- Support for individual health behaviors
- Individual health coaching / counseling; health classes

Policies

- Formal or informal statements to protect employee health
- Tobacco free campus; healthy food policies

Environmental Supports

- Physical factors that foster healthy choices
- Stairwell enhancement; walking paths

Health Plan Design

- Strategy to impact key risks and cost drivers by influencing behavior change

Multiple Strategies are Most Effective

Comprehensive worksite health programs should strive to:

- Use multiple interventions, such as combining a policy and a health benefit strategy, for a single health issue
 - ***Combinations are more effective than any one intervention alone***
- Use interventions that address multiple health issues at the same time, which is more effective than addressing each health issue separately

Planning, Implementation, and Evaluation

Experiences from the field...

- Work Well Investments and the Health Initiative
- COSE
- Lincoln Industries

Small Business Wellness Approach

- Know Your Numbers
 - Health Screenings or annual physical
- Education & Awareness
 - Health education sessions, healthy food at the worksite, community
- Get Active
 - Just do something, pedometers, Y-Days, walking clubs, stand-up meetings

Contact Information

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CDC Worksite Health Promotion Resources

www.cdc.gov/WorkplaceHealthPromotion

www.cdc.gov/NationalHealthyWorksite/

Workplace Health Promotion

The workplace and the health of the workers within it are inextricably linked. Ideally, workplaces should not only protect the safety and wellbeing of employees but also provide them opportunities for better long-term health and enhanced quality of life. Effective workplace programs, policies, and environments which are health-focused and worker-centered have the potential to significantly benefit employers, employees, their families, and communities. This site is a toolkit for workplace health protection and promotion. It provides information, tools, resources, and guidance to practitioners interested in establishing or enhancing workplace health and safety programs.

Recommendations and Guidelines

A Purchaser's Guide to Clinical Preventive Services: Moving Science into Coverage
Developed in collaboration with the Centers for Disease Control and Prevention (CDC), the Purchaser's Guide translates clinical guidelines and medical evidence, providing large employers with the information they need to select, define, and implement preventive medical benefits such as colorectal cancer screening and tobacco use treatment.

Workplace Health Toolkit Model
A coordinated approach to workplace health promotion results in a organized and comprehensive set of programs, policies, benefits, and environmental supports designed to meet the health and safety needs of all employees. This toolkit involves a stepwise process that includes assessment, planning, implementation, and evaluation of workplace health activities.

Contact Us:
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Atlanta, GA 30333
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TTY: (888) 232-6348
24 Hours/Every Day
cdcinfo@cdc.gov

National Healthy Worksite Program

Become a Healthy Worksite

- Program Overview**
Program Overview and Information on CDC's Role. How CDC is creating sustainable workplace health programs. Other FAQ Resources...
- Resources**
CDC and program resources as well as Regional, State, and County Health and Worksite Health Resources
- Training**
Worksite health training for non-health professionals to assist in the delivery of a comprehensive, evidence-based wellness program
- Connect With Others**
Get Connected by Joining the ListServ, Working Groups, and connecting to other NHWP program workites and Success Stories
- Toolkit**
Assessment Tools, Implementation Guides, Tools, and other Resources...
- Case Studies**
Documented lessons learned and outcomes from Program Participants

Program News

- Worksite Health 101 Training Manual** (PDF - 4,352KB)
- Webinar: The Case for Worksite Health, Leadership and Culture**
June 18, 1-2:30 p.m. EDT
Making the Case (PDF - 2,266KB)
Leadership and Culture (PDF - 993KB)
- Webinar: Aging in the Workforce**
July 19, 1-2:00 p.m. EDT Register
- Webinar: Assessment and Data Collection**
Sept. 12, 1-2:30 p.m. EDT Register
- Webinars: More Information**
Click here.

Questions?
E-mail: NationalHealthyWork@cdc.gov

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Million Hearts
Get Involved

NHWP Communities
Local and State Resources, Training Opportunities, Participating Employers and Contacts.

National Healthy Worksite

Continuing Education Credit Redemption

- **IACET CEU:** The CDC has been approved as an Authorized Provider by the International Association for Continuing Education and Training (IACET), 1760 Old Meadow Road, Suite 500, McLean, VA 22102. The CDC is authorized by IACET to offer **0.2** ANSI/IACET CEU's for this program.
- **CECH:** Sponsored by the Centers for Disease Control and Prevention, a designated provider of continuing education contact hours (CECH) in health education by the National Commission for Health Education Credentialing, Inc. This program is designed for Certified Health Education Specialists (CHES) and/or Master Certified Health Education Specialists (MCHES) to receive up to **1.5 total** Category I continuing education contact hours. Maximum advanced level continuing education contact hours available are **0**. CDC provider number **GA0082**.
 - Evaluation link: www.cdc.gov/tceonline/

