



Worksite Health 101

Program Planning and Implementation



Program Planning and Implementation



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.

3

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Worksite Health Planning

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.

4

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The Value of Program Planning

Written worksite health improvement plans allow employers to:

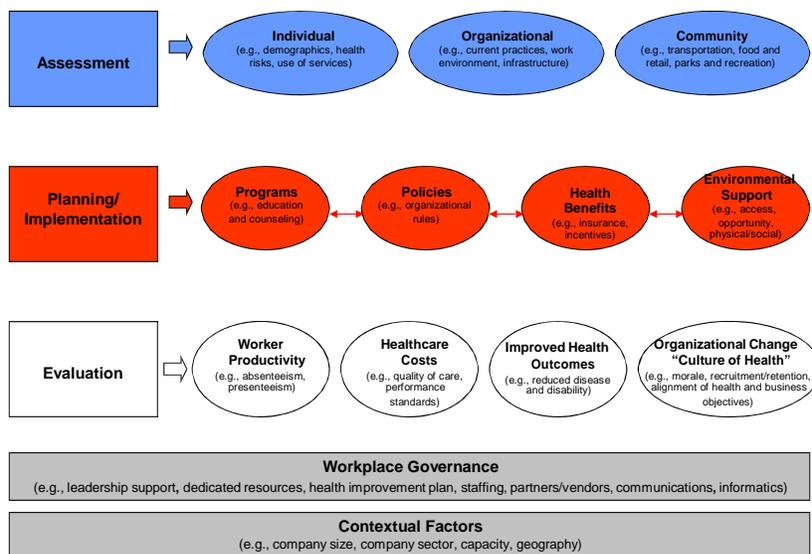
- Focus on priorities.
- Link worksite health to the business plan and strategic objectives.
- Formalize efforts.
- Set expectations and timelines.
- Define roles and responsibilities.
- Measure impact and validate programs.
- Provide continuity through change.

5

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CDC Workplace Health Model



6

Planning and Implementation

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.

7

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Worksite Health Improvement Planning

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 your corporate strategy.
- Sample Mission: At L.L. Bean (Freeport, ME)
 - 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.

8

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Writing 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.

9

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Writing the Worksite Health Improvement Plan

Worksite Plan Objectives - WHO

- Is your target...
 - Employees
 - Management
 - Spouses
 - 3rd shift

10

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Writing the Worksite Health Improvement Plan

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

11

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Writing the Worksite Health Improvement Plan

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%

12

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Writing the Worksite Health Improvement Plan

Worksite Plan Objectives – *WHEN*

- Set a specific date
 - Typically a 12-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.

13

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Writing the Worksite Health Improvement Plan

What is wrong with this objective?

- Increase participation in the health assessment.

14

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Worksite Health Planning Process

Increase participation in the health assessment:

Who	?
What	Increase participation in the health assessment
How Much	?
By When	?

15

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Worksite Health Planning Process

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

16

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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

17

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Action Planning

- 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/nonfinancial)
 - Communication strategies
 - Data sources/Evaluation strategies

18



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

19

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Planning Effective Interventions

In this section:

- Program strategies and interventions
- Types of worksite health interventions
- Intervention examples

20

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Worksite Health Interventions

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

21

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Program Strategies and Interventions



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

23

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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.

24

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Environmental Supports

Supportive Physical Environment

- Tobacco-free workplace/campus
- Showers and lockers to support physical activity
- Parking for bicycles
- Stress management room/relaxation room
- Ergonomically-sound workstations
- Healthy vending and cafeteria options
- Lactation room for nursing mothers

25

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Policy and Benefit Examples

Supportive Policies and Resources

- Tobacco-free campus and benefits
 - Tobacco cessation classes, counseling or quitlines
 - Insurance discounts to support quitting tobacco
 - Prescription and over-the-counter support for cessation drugs
- Flexible work schedule
 - Allow flex-time or company time for physical activity
- Healthy eating
 - Policy with rules or guidelines for what food can be served at company meetings or gatherings
 - Nutritional counseling offered through benefits plan

26

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Health Benefit Design Changes

Designing your benefit package to support worksite health

- Tobacco-cessation medication in prescription formulary
- Lower co-pay for disease management drugs
- Low- or no-cost preventive services
- Consumer driven health accounts to engage employees in responsible health choices

27

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Policy and Benefit Options

Linking worksite health to benefit design

- Discounted health insurance premiums for those that comply with specified wellness initiatives.
 - Currently allowed up to 20% of full cost of employee health insurance¹
 - Beginning in 2014, employer can offer incentives up to 30% of the cost of coverage²
- Can be designed to cover program costs.
- *Example: XYZ company provides a quarterly insurance premium discount to employees who complete a health screening and assessment and participate in health coaching throughout the year.*

1. HIPAA, 1996;

2. PPACA, 2010;

3. Georgetown University Health Policy Institute

<http://www.rwjf.org/files/research/74010.5713.premium.incentives.drive.wellness.022812.pdf>

28

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Creating a Culture of Health and Safety

- New hires introduced to the worksite health program at employee orientation.
- Supervisors
 - Support and enforce health and safety policies.
 - Encourage and reward employees for engaging in the worksite health program.
 - Allow flex time to support healthy lifestyles.
 - Are visible and actively participate.
- Worksite health becomes the norm and not the exception in all aspects of business.

29

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Worksite Health Program Budget

- Estimates suggest that a reasonable investment in comprehensive worksite health programs is at least \$150 per employee per year.
- Prioritize budget expenses based on what will add the most value.
 - Data Collection: Health assessment and screening
 - Interventions: Individual coaching/counseling
 - Environmental changes to support physical activity and healthy eating
 - Policies to decrease tobacco use, increase physical activity and healthy eating
- Develop your budget based on your program needs, don't design your program to fit your budget.

30

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Potential Low-Cost Resources

- Centers for Disease Control and Prevention (CDC)
www.cdc.gov/NationalHealthyWorksite
- Local/county/state public health departments
- County extension offices
- Local wellness councils or coalitions
- Local hospitals and colleges
- Health and human service agencies (American Cancer Society, American Heart Association, March of Dimes, etc.)
- Health and fitness clubs
- Coworkers

31

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Program Success Factors

- Encourage senior management participation.
- Catch people doing well – showcase success.
 - Caught in the Act Recognition
 - Hall of Fame/Monthly Success Stories
- Leverage your worksite health champions to promote your program.
- Use your committee to be creative and innovative.
- Don't reinvent the wheel – use existing worksite health resources.

32

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Planning and Implementation Summary

- 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.

33

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Example Worksite Health Program Planning

Strategic Focus	Year 1 – Employee focus; create a healthy culture and reward participation	Year 2 – Employee and spouse	Year 3 – Employee and spouse; reward biometric improvement
Services: <ul style="list-style-type: none"> • 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) 	Add: <ul style="list-style-type: none"> • Quarterly company-wide challenges • Healthy Worksite Champions trained in brief intervention • Text Messaging Service • Expand Healthy Worksite Champion Team to include spouses 	Add: <ul style="list-style-type: none"> • Client specific year long worksite health challenge • Mandatory screening for spouses to qualify for benefits 	
Incentives: <ul style="list-style-type: none"> • Gateway (1st Quarter) for Premium Differential: completion of HA and Biometric Screening • 2nd – 4th Quarter Incentive: Health Coaching Compliance by Risk Level 	Add: <ul style="list-style-type: none"> • Biometric screening will be mandatory for benefit enrollment • Preventative Screenings for further Worksite Health Incentives • HRA / HSA Contribution 	Add: <ul style="list-style-type: none"> • Reward Biometric Improvement • Mandatory screening for spouses to qualify for benefits 	
Marketing – Communications <ul style="list-style-type: none"> • Program Branding and Logo • Program Roll-out campaign • Healthy Worksite Committee/Champions • Monthly Newsletter • New Hire Packets • Monthly program talking points 	Add: <ul style="list-style-type: none"> • Targeted communications by medical criteria • Program / satisfaction survey results • Healthy Bulletin Boards/Scorecard in central areas 	Add: <ul style="list-style-type: none"> • Employee and Leadership focus groups 	
First Year Metrics <ol style="list-style-type: none"> 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 <p>Year 1 metrics plus the following:</p> <ol style="list-style-type: none"> 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 <p>Year 2 metrics plus the following:</p> <ol style="list-style-type: none"> 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 	

34

CDC Worksite Health Promotion Resources

www.cdc.gov/WorkplaceHealthPromotion

www.cdc.gov/NationalHealthyWorksite/



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