



Worksite Wellness Toolkit

A Basic Guide to Employee-Based
Wellness Program Implementation



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Introduction

What is worksite wellness?

The Montana Worksite Health Promotion Coalition defines worksite wellness as “an organized program intended to assist employees/retirees and families in making voluntary behavior changes that reduce health risks and enhance their individual productivity.” Why is worksite wellness important? Both employers and employees can reap a multitude of benefits by implementing a wellness program. Benefits frequently referenced are increased productivity, decreased absenteeism, and decreased health insurance costs. Along with these benefits, wellness programs have been shown to increase physical activity levels of employees, improve eating habits, decrease stress levels, and raise awareness about chronic diseases and disease prevention.

Wellness Program Planning

8 Steps to ensure a successful wellness program

1. Gain support from senior management/CEO's

Let your employees know that your CEO and Executive team strongly support workplace wellness. A letter or email is great, but the CEO's enthusiastic support and participation are the best ways to set the tone. Lead by example!

2. Select a wellness leader and form a wellness committee

A Human Resources staff member is often chosen to assume this responsibility, but it can be any employee. If you have someone who is passionate about health and wellness they may be the obvious choice. Your wellness leader can gain additional help by forming a health and wellness committee. A committee of 5-8 members is recommended for businesses with 0-300 employees. Each member can expect to spend 1-5 hours working on the wellness program per month.

3. Develop a mission statement and goals for the program

It is important to think about what you hope to accomplish by implementing a wellness program at your facility. The mission statement should reflect the overarching values of the program and what you will strive to achieve long term. Short-term goals should be included in the planning process too. Goals allow both employers and employees to see improvement and show that the program is worthwhile. Short-term goals could be anything from making break rooms more conducive to relaxation or reducing the use of sick leave from the previous year.

4. Determine the budget

This is a very important step in the process because it determines the types of programs and incentives you can offer employees. A successful wellness program does not need a large budget. There are many programs you can implement at no cost.

5. Choose what programs to offer

This may be done in a variety of ways. Most businesses conduct an employee interest survey to determine what types of programs their employees would like to participate in. However, this does not have to be done. You can choose what programs work best for your organization's resources and start from there.

6. Offer incentives

Keeping employees interested is one of the biggest challenges employers face when implementing a wellness program. Offering incentives such as gift cards to local businesses, gym membership discounts, or free health screenings are a great way to maintain or increase employee participation.

7. Advertise!

It is imperative that employees be informed about program offerings. The more information they receive the better! The form of advertising you choose is up to you. Regular emails are an easy way to keep employees informed. Posters placed on bulletin boards or in employee bathrooms or break rooms will also add visibility to your program.

8. Evaluate the program

Evaluating the program allows you to determine what is working and what is not. The employees can be a big help with the evaluation process. Sending out employee evaluation forms of the various programs provides information about employee satisfaction, participation, and if any part of the program needs to be changed.

Sample Programs: Physical Activity

1. Take The Stairs Initiative

- Start a “take the stairs” campaign in your hospital. Taking the stairs over the elevator is more demanding physically and can help increase an employee’s daily level of physical activity.
- The CDC has pre-designed posters on their website that can be printed and spread out throughout a hospital.
 - http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/stairwell/motivational_signs.htm

2. Walking Club

- Encourage employees who are on the same shifts to form walking clubs. They can meet during their lunch hour, before or after their shifts and go for a brisk 20-30 minute walk. Walking is an activity for adults of all ages. A walking club not only provides the benefit of increased physical activity but it also brings employees together and helps foster relationships at work.
- Walking challenges can also be created. For example, workplace teams could try to see who can reach 1,000,000 steps in a 3-month period. All teams that reach this goal are eligible for a prize drawing at the end.
 - To incentivize this challenge, provide participating employees with a free pedometer, gift cards, etc.
 - Sample step log in appendix or using [Fitbit Group Health](#), employees can invite each other to health challenges.

3. Biggest Loser Challenge

- Start a “Biggest Loser” challenge based on the TV show. Encourage employees to lose weight by increasing their physical activity and making healthy changes in their diets. The challenge should run for 3 months. Participating employees should weigh in on a weekly basis. The 3 employees with the highest percentage of weight loss at the end of the 3 months are entered into a drawing for prize. Smaller prize drawings may be done on a weekly basis to keep everyone interested in the challenge.
 - Sample weight tracker log in appendix.

4. Maintain, No Gain, Holiday Challenge

- The holiday season is one of the most difficult seasons for people to maintain their weight. There are so many sweets around and holiday parties to attend that it makes watching your diet difficult. This challenge is designed to motivate participants to maintain their current weight during the holidays.
 - Challenge runs from Thanksgiving through New Years.

- Employees weigh in each week, the goal is to maintain their current weight. Losing weight during the holidays is great but it is not the point of the challenge.
- A prize drawing could be held at the end of the challenge for all employees who successfully maintained their weight.
- Smaller weekly prize drawings may also be held to keep employees interested and motivated throughout the 6-week challenge period.
- Sample log in appendix.

5. Ten Minute Challenges

- This idea was taken from the *Eat Smart, Move More North Carolina* website. This challenge is designed to be held over an eight-week period, but can be modified to suit the needs of your committee and number of participating employees.
- Each week of the challenge focuses on one of the healthy behaviors—eating smart, moving more, quitting now and managing stress. Bi-weekly newsletters detail the benefits of practicing these healthy behaviors and give Ten-Minute Tips on how to fit these behaviors into our busy lives. Participants earn points each time they practice a Ten-Minute Tip.
- A challenge log is provided to record accumulated points. The newsletters keep participants interested and motivated to continue practicing healthy behaviors once the challenge is complete. Award participants with a certificate at the end.
 - All of these resources can be found on their website and can be downloaded for free.
<http://www.eatsmartmovemorenc.com/TenMinuteChallenge/TenMinuteChallenge.html>

6. Body Rock TV

- This online site offers free workout videos from high-intensity cardio workouts to yoga. If you have a room in your facility that employees can use during the day, you can host group fitness classes as an easy and free way to add physical activity during the work day (Having showers available would be a bonus). Most of these videos last 20-30 minutes, which allows time for showering and lunch afterwards. The only other items needed are a laptop computer, workout clothing and yoga mats.
 - <http://www.bodyrock.tv/>

NOTE: These ideas are geared toward facilities with limited budgets to dedicate to an employee-based wellness program. For the programs that have prize suggestions as incentives you could have interested employees pay a \$10 fee to participate in the challenge and then use this money to purchase prizes for the challenge.

Sample Programs: Nutrition

1. Healthy Vending Machine Options

- Fresh and Healthy Vending, a San Diego based business, provides vending machines stocked with healthy snack and beverage options. They have operations nationwide and in Montana they are based out of Bozeman. They will supply your facility with a Fresh and Healthy machine free of charge. A percentage of the profits from sales are returned to your facility and can be used however you would like. This company currently services Billings, Bozeman, Helena and Great Falls. If you are interested in getting one of their machines check out the company website at: <http://www.freshvending.com/>

2. Healthy Cafeteria Options

- Both employees and patients will benefit from having healthier options served in the cafeteria. Providing more options with low fat, low sodium and high protein is a good place to start, as well as including a salad bar or fresh fruit options if possible. Encourage employees to utilize the resources on the USDA's ChooseMyPlate site to help guide their cafeteria choices.
 - <http://www.choosemyplate.gov/>
 - This site allows you to track what you're eating and see how you are doing nutritionally. It provides suggestions, recipes and many other valuable resources. There are also free printable posters that could be placed in and around the cafeteria or vending machine locations.

3. 5 A Day Challenge

- This challenge was borrowed from the Texas Department of Health and it incorporates healthy eating, physical activity and stress-relieving activities. However, you could easily tailor the challenge to be nutrition specific. Challenge employees to eat the 5 servings of fruits and vegetables 5 days a week for 5 weeks. Fruits and vegetables can be eaten fresh or cooked but French fries and potato chips don't count!
 - The TDH challenge includes newsletters and recipes as well as participation logs and it can be accessed here for free: https://www.dshs.texas.gov/uploadedFiles/Content/Prevention_and_Preparedness/wellness/FIVEADAY%20complete.pdf

4. Healthy Hospital Initiative

- The Healthy Hospital Initiative began in 2012 and any hospital facility can participate free of charge. HHI is a national campaign to implement a completely new approach to improving environmental health and sustainability in the health care sector. There are several different challenges hospitals can participate in through the initiative, one of which

is a healthier food challenge. This is a simple and easy way to make some valuable nutritional changes in your facility.

- <http://healthierhospitals.org/hhi-challenges/healthier-food>

5. Offer Healthy Meals/Snacks during Meetings

- Offering only healthy options during department meetings ensures that employees are eating well for that meal or snack during the day and may influence their eating choices later on. *Eat Smart, Move More North Carolina* has several different ideas for meetings. These resources can be found at:

<http://www.eatsmartmovemorenc.com/HealthyMeetingGuide/HealthyMeetingGuide.html>

Other Programs or Promotions

1. Smoking Cessation Programs

- The Montana Quit Line offers free coaching sessions and resources to help people kick their nicotine addiction. Starting a “Kick the habit” campaign at your facility is a great way to help improve the health of employees who are currently smokers. Encourage employees to utilize the valuable resources the Montana Quit Line offers.
 - <http://tobaccofree.mt.gov/quitlinefactsheet.shtml>

2. Health Screenings

- Offering employees free health screenings is a great way to help them learn about their overall health status and what they can do about it. Several Montana organizations offer a variety of free tests from blood panels to mammograms for their employees. One local organization in particular, CTA Inc., has had great success with their free comprehensive screening. Four of their employees learned they had cancer but it was in a treatable stage and 2 others learned they had treatable heart conditions.
 - It may be valuable to survey your employees and see what they would be most interesting in having if you choose to offer this service.

3. Flu Vaccinations

- Free flu vaccinations are beneficial to everyone in the hospital. It helps prevent the spread of illness and keeps employees healthy.

4. Monthly Health Newsletters

- These could be themed around the national health observances each month or provide employees with a variety of wellness tips from stress management to quick healthy dinner recipes. They could also include information about upcoming wellness program events like a Biggest Loser Challenge.

5. Wellness Star Awards

- Each quarter 2 employees who have improved their health in any way or are pursuing a new healthy activity could be recognized. This is a great way to acknowledge employees who are actively pursuing a healthy lifestyle without providing a physical reward. A Wellness Star certificate could be distributed to the nominees each quarter or they could be recognized in a newsletter.

6. Gym Membership Discounts

- If your facility does not have an onsite fitness center, a great way to encourage employees to increase their physical activity is to sponsor part of a gym membership if your community has a fitness center. The amount

of the membership you choose to sponsor depends on your resources. Some facilities will also give group discounts if a certain number of employees join. Contact your local gym to find out more if this idea appeals to you.

7. Hang motivational posters in bathrooms and on bulletin boards
 - These posters could be geared towards a different wellness theme each month or quarter. Seeing an encouraging message each day can inspire people to make healthier food choices, exercise, or take some time for themselves to reduce stress.

Montana Worksite Health Promotion Guidelines

Nutrition



Healthful Foods/Beverages:

Effective _____, it is the policy of _____ that all activities, meetings, and functions sponsored or supported by this organization will always include opportunities for healthful foods, water, and non-sugar sweetened beverages. These options include fruit and vegetable choices; low-fat choices with no trans-fat or partially hydrogenated oils; lower-sodium options with no more than 480mg of sodium per entrée; 100% fruit juice with no added caloric sweetener; vegetable juices with ≤ 230 mg sodium per serving; water; plus a whole grain option.

Vending will have at least 40% variety of healthful alternatives using the following criteria:

- Less than or equal to 200 calories per serving (except for nuts and seeds without added fats, oils, or caloric sweeteners)
- No trans fat (0 grams per serving)
- 10% or less of DV from carbohydrate
- Less than or equal to 105 total calories from saturated fat per serving. *Note-- products containing nuts and seeds will be exempt from fat guidelines because the majority of fats they contain are considered "healthier" fats. Snack mixes and other foods of which nuts are a part must meet the above carbohydrate guidelines.*
 - Alternative Standard – Total fat: No more than 7 grams, Saturated Fat: No more than 2 grams (nuts, seeds, butters, cheese, combination products of dried fruit and nuts are exempt)
- Less than 230 milligrams sodium per serving

If beverages including juice are offered in the vending machines, the options should include 100% fruit juice (no added sugar), water, and caffeine-free selections.

Sources:

Tompkins County, NY. Five Sample Policy Statements for Encouraging Healthy Food Choices at the Worksite. <http://www.tompkinscountyny.gov/health/worksite> Accessed April 21, 2017

Eat Well Work Well. Organization Vending Policy. <http://www.eatwellworkwell.org/policies.htm> Accessed April 20, 2017

Eat Smart Move More North Carolina. Sample Healthy Foods Policy. <http://www.eatsmartmovemorenc.com/PhysicalActivityAndHealthyEatingPolicy/PhysicalActivityAndHealthyEatingPolicy.html> Accessed April 20, 2017

Resources:

<https://www.cdc.gov/workplacehealthpromotion/tools-resources/workplace-health/nutrition.html>

http://www.healcitiescampaign.org/employee_wellness.html

<https://www.preventioninstitute.org/publications/nutrition-policy-profiles>

<http://www.eatwellworkwell.org/vending.htm>

http://www.healthvermont.gov/sites/default/files/documents/2016/11/HPDP_PA%26N%20Worksite%20Creating%20a%20Healthier%20Worksite%20Resource.pdf

http://www.cdc.gov/salt/pdfs/DHDSP_Procurement_Guide.pdf

<https://www.cdc.gov/nccdphp/dnpao/index.html>

Physical Activity



Physical Activity during the workday:

Effective _____, it is the policy of _____ that activities, meetings and functions sponsored or supported by this organization will include opportunities for physical activity: walk breaks or stretch breaks will be written into the agenda. This organization sponsors fitness challenges; supports lunchtime walking/running clubs; and sponsors company sports teams.

This organization's health benefits plan offers reduced cost memberships to _____ health club.

This organization will discount health insurance premiums/reduce co-pay and deductibles in return for employee's participation in our health promotion program.

This organization allows employees flexibility in their schedules to encourage physical activity. Employees can arrive or leave earlier or later during work times to engage in physical activity, providing the working hours for the day or pay period remain the same.

Sources:

California Department of Public Health. Worksite Program California Fit Business Kit!
<http://www.cdph.ca.gov/programs/cpns/Pages/WorksiteFitBusinessKit.aspx> Accessed
April 20, 2017

Center of Disease Control and Prevention. Workplace Health Promotion.
<https://www.cdc.gov/physicalactivity/worksite-pa/>

Eat Smart Move More North Carolina. Sample Physical Activity Policy.
<http://www.eatsmartmovemorenc.com/PhysicalActivityAndHealthyEatingPolicy/PhysicalActivityAndHealthyEatingPolicy.html> Accessed April 17, 2012

Center of Disease Control and Prevention. Healthier Worksite Initiative: Alternative Work Schedules. http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/alt_work_schedules.pdf Accessed April 17, 2012

Resources:

<http://www.doh.wa.gov/CommunityandEnvironment/WorksiteWellness/HealthyNutritionGuidelines>

<http://www.dhs.wisconsin.gov/health/physicalactivity/sites/worksitekit.htm>

<http://www.eatsmartmovemorenc.com/PhysicalActivityAndHealthyEatingPolicy/PhysicalActivityAndHealthyEatingPolicy.html>

http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/alt_work_schedules.pdf

Appendix I: Sample Challenge Log Sheets

1,000,000 Steps

1,000,000 Steps Challenge!						
Month:			Team:			
Week 1						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 2						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 3						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 4						
Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday

This challenge should span 3 months. Employees can make teams or participate individually. Teams must complete 1,000,000 steps per member and individuals need only 1,000,000 steps. A member of the Wellness Committee should be responsible for collecting sheets and tallying step totals.

Biggest Loser Challenge

Biggest Loser Challenge!				
Participant Name:				
Starting Weight:				
Month:				
	Week 1	Week 2	Week 3	Week 4
Weigh-Ins				
Percentage Weight Lost:				
Month:				
	Week 1	Week 2	Week 3	Week 4
Weigh-Ins				
Percentage Weight Lost:				
Month:				
	Week 1	Week 2	Week 3	Week 4
Weigh-Ins				
Percentage Weight Lost:				
TOTAL Weight Lost:				
TOTAL Percentage Weight Lost:				

This challenge is modeled after the TV series “Biggest Loser”. All participants must weigh in at the outset of the challenge. Participants should weigh in at work each week some time during their shift. Each participant is responsible for his or her log sheet; however, it would be a good idea for a Wellness Committee member to also keep track of everyone’s numbers throughout the challenge. At the end of the challenge the 3 participants who lost the highest percentage of weight are eligible to win prizes. Sending motivational or encouraging emails to participants throughout the challenge is a good way to keep them interested and excited about the challenge.

Holiday Maintain, No-Gain Challenge

Holiday Maintain, No-Gain Challenge!							
Participant Name:							
Starting weight:							
Week 1							
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Activity							
Duration							
Fruits and Vegetables Consumed							
1							
2							
3							
4							
5							
6							
7							
8							
9							
Weight at the end of the week:				(+) Or (-) from starting weight?			

The goal of this challenge is to maintain your weight during the holiday season (Thanksgiving - New Years). Weight loss is ok but it is not the point of the challenge. Each week participants should record their starting weight and ending weight. Starting weights could be taken on Mondays and ending weights could be taken on Fridays. If possible participants should weigh in at work during their shift or use the same scale at home each time. Log sheets can be turned in to a Wellness Committee member after each week. The important information is the beginning and ending weight each week. The other information is for the participant's benefits. Filling this information in may help them see why they are gaining, maintaining or losing weight during the holidays. After New Years those participants who successfully maintained their weight could be entered into a prize drawing.

5 A Day Challenge Sheet

5 A Day Challenge Log Sheet						
Participant Name:						
Week:						
Mark down the 5 fruits and vegetables that you eat every day for the entire week.						
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
1)	1)	1)	1)	1)	1)	1)
2)	2)	2)	2)	2)	2)	2)
3)	3)	3)	3)	3)	3)	3)
4)	4)	4)	4)	4)	4)	4)
5)	5)	5)	5)	5)	5)	5)
Mark down the physical activity you perform each day for 5 days.						
DAY 1	DAY 2	DAY 3	DAY 4	DAY 5		
Mark down the stress-relieving activity you perform each day for 5 days.						
DAY 1	DAY 2	DAY 3	DAY 4	DAY 5		

This challenge can be modified to focus only on fruits and veggies or it can be more holistic and include exercise and stress relief. This is a 5-week challenge to help participating employees change their eating habits and get healthy. Incentivizing this challenge is optional however incentives do help improve participation and keep people motivated.

Appendix II: Sample Evaluation Sheet

Basic Evaluation Sheet

This evaluation sheet is very broad. It can be modified to fit the programs your facility chooses to offer. This is just to provide an example of a program evaluation sheet.

Please fill out the following evaluation sheet regarding the wellness programs we have provided this year. Comments and suggestions are welcome and encouraged. We are committed to improving this wellness program and would really appreciate your feedback.

Program	I've used this program and I like it.	I've used this program and it was ok.	I've used this program and I did not like it.	I have not used this program.	If you did not use or did not like a program, why?
Biggest Loser					
1,000,000 Steps					
Maintain, No Gain					
5 A Day					
Subsidized Gym Membership					
Blood Panel					
Flu Vaccine					
Additional comments, concerns or suggestions?					

Appendix III: Employee Interest Survey

Sample Employee Interest Survey

We want to develop an employee based wellness program to meet your health and wellness needs. Our goal with this survey is to determine what our employees are interested in and what they would like to see in a wellness program. Please take a few minutes to fill out this survey and return it to one of the Wellness Committee members. Thank you!

Male___ Female___
Age___

The following questions are about your current health habits and interests in pursuing a healthier lifestyle.

1. I exercise moderately for at least 30 minutes, 3-5 days a week. Yes___ No___
2. I regularly smoke cigarettes. Yes___ No___
3. I am more than 20lbs. over my ideal weight. Yes___ No___
4. I avoid eating too much fat. Yes___ No___
5. I manage my stress well. Yes___ No___
6. I have my blood pressure and cholesterol checked annually. Yes___ No___
7. I make an effort to eat whole grains, fruit and vegetables daily. Yes___ No___
8. I drink at least 64oz of water every day. Yes___ No___
9. I eat breakfast every day. Yes___ No___
10. I usually sleep well and wake rested. Yes___ No___

For those questions that you responded “No” to would you be interested in changing your habits? Why?

Please check the THREE health topics that most interest you.

Reducing cholesterol___ Weight management___ Controlling high blood pressure___

Headache prevention___ Quitting smoking___ Starting exercise___
Stress reduction___ Healthy eating___ Heart disease prevention___
Sleep Disorders___ Diabetes prevention___ Cancer prevention___

Would you be interested in and make use of the following activities? Please check all that apply.

Aerobic exercise class___ Weight management program___ Yoga___
Quitting smoking program___ Blood pressure and cholesterol screening___
Walking club___ Join a support group___ Annual health management session___

What category would you place yourself in?

- _____ I'm really not interested in pursuing a healthy lifestyle.
- _____ I have been thinking about changing some of my health behaviors.
- _____ I am planning on making a health behavior change within the next month.
- _____ I have made some health behavior changes, but I still have trouble following through.
- _____ I have had a healthy lifestyle for years.

In the last six months...

1. Have you been absent or sick due to illness or injury? Yes___ No___
2. How many times have you visited the doctor? _____
3. How many days were you in the hospital overnight as a patient? _____

If you would like to volunteer with the program please provide the following information:

Name: _____

Phone: _____

Email: _____

Please use this space for any additional comments or suggestions about the employee wellness program. Thank you!

Resources

http://www.cdc.gov/PCD/issues/2012/11_0324.htm

<http://onlinelibrary.wiley.com/doi/10.1111/j.1746-1561.2012.00716.x/full>

<https://www.cdc.gov/workplacehealthpromotion/index.html>

<http://www.beckershospitalreview.com/hospital-management-administration/18-most-popular-wellness-programs-for-hospital-employees.html>

<http://montanaworksitewellness.org/>

<http://www.eatsmartmovemorenc.com/>