

Minnesota Department of Health
Statewide Health Improvement Program



***Comprehensive Worksite
Wellness***

**Guide to Implementation
and Evaluation**

Fiscal Years 2012 and 2013

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Overview

Working adults in the United States comprise 65% of the population ages 16 years and older.¹ Members of this population group spend at least half of their waking hours in the workplace, an environment that can be used to promote health and prevent disease.

The health status of American employees has a significant impact on the overall cost of health expenditures in the U.S. Employer-sponsored health insurance is the leading source of health coverage, insuring 157-million Americans, or nearly 3 out of 5 nonelderly adults.² The cost of this coverage continues to increase even though employees paid more toward premiums in 2010, in many cases for less comprehensive coverage. According to the 12th Kaiser Family Foundation/Health Research and Educational Trust (Kaiser/HRET) Survey of Employer-Sponsored Health Benefits, average annual premiums in 2010 were \$5,049 for single coverage and \$13,770 for family coverage.³

In addition to costs associated with health insurance, workers' health affects the profitability of American companies in other significant ways. Poor health of employees is correlated with a 51% decrease in overall productivity, with lost employee productivity due to health issues costing companies an estimated \$225.8 billion annually, or \$1,685 per employee per year.⁴ Employers also incur costs associated with short- and long-term disability and Worker's Compensation.

For all of these reasons, comprehensive worksite wellness is an important, evidence-based SHIP strategy that employs policy, system and environmental changes to improve nutrition, increase physical activity and promote smoking cessation among Minnesota workers. It is a comprehensive strategy designed to improve the health of employees while reducing absenteeism and the health care costs incurred by employers – one worksite at a time.

¹ Katz et al.

² Kaiser Commission on Medicaid and the Uninsured. The uninsured: a primer. Menlo Park (CA): Kaiser Family Foundation; 2009 Oct [cited 2010 Jul 1]. Available from: http://www.kff.org/uninsured/upload/7451-05_Data_Tables.pdf

³ Claxton et al.

⁴ <http://www.uschamber.com/reports/healthy-workforce-2010-and-beyond>

SHIP Approach to Comprehensive Worksite Wellness

The SHIP approach to Comprehensive Worksite Wellness aims to reduce the risk of chronic disease by supporting changes that improve nutrition, increase physical activity and support tobacco cessation and a tobacco-free environment among employees. Objectives are to create an organizational culture of wellness and reduce health costs. Lessons learned from the previous two years of SHIP (2009-2011) public-private partnerships as well as emerging research revealed that worksite wellness initiatives addressing the healthy food, physical activity and tobacco-free environments are most effective when implemented comprehensively.

Prior to implementation, grantees will complete a set of planning steps, which can be found on pages 9-11, to help corporate partners identify their specific wellness and health improvement focus areas and plan for changes in policies, operations and the corporate culture.

Selection Criteria

Grantees will work with corporate partners to implement at least one component from each of the three categories that comprise comprehensive worksite wellness. These categories are: healthy food environment, physical activity environment and tobacco-free environment. Components for the three categories are listed in **Table 1** below.

Table 1. SHIP Comprehensive Worksite Wellness Categories and Components

<i>Categories (must address all three)</i>			
<i>Components (must select at least one for each category)</i>	Healthy Food Environment	Physical Activity Environment	Tobacco-Free Environment
	Vending	Active Transportation	Tobacco-Free Worksite Policies
	Cafeteria		
	Catering	Access to Facilities	
	Breastfeeding Support		

Furthermore, grantees will implement one policy change, one environmental support change and one social support change for each of the three components. This combination of work in all three areas with three deliverable component goals may sound like a lot to accomplish, but many of the components are easy to implement and the environment changes fit hand-in-hand with the wellness culture and policy implementation activities. This guide will provide important information and resources to assist grantees through the process of planning and implementing worksite wellness changes, and will provide tools to recruit corporate partners and help companies create a culture of wellness for their employees.

Outcomes

Standardized outcomes for comprehensive worksite wellness are still under development. The strategy will be measured primarily on policy, systems and environmental change outcomes and health behavior change outcomes, and then linked through literature projections to health care cost savings.

Evaluation measures		
Policy, Systems, Environmental changes Existing tools or MDH database	Health risks and behavior change Existing tools or medical records	Cost savings Actual savings or literature projections

Financial Guidance

MDH will provide financial guidance for this strategy at a later date.

SHIP in Worksites: A 3-Pronged Approach

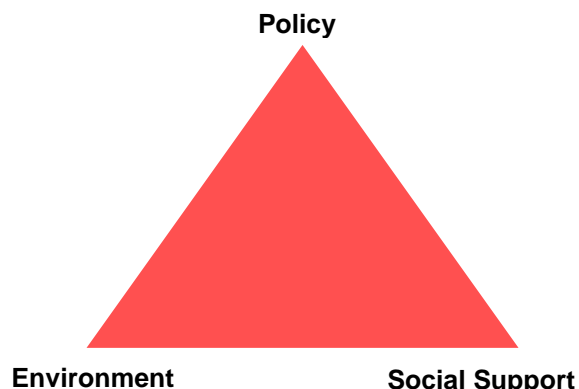
Using environmental changes and social support to complement policy adoption and implementation is an effective way to increase impact and achieve behavior change. Here’s one example for a physical activity focus:

Policy – Implement a written policy that allows and encourages staff to walk over the noon hour.

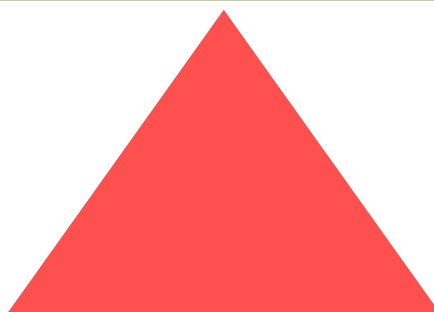
Environment – Map distances and routes for walking near the worksite and post the distances/maps in conspicuous places.

Social Support (for corporate/organizational culture change) – Conduct a six-week walking campaign that tracks steps or mileage.

This 3-pronged approach will likely be more successful because it addresses the issue from multiple perspectives. A more detailed example of a healthy food initiative is illustrated below.



Policy
 Adopt a healthy eating policy for foods served at meetings and conferences.
 Offer employees an incentive for owning a CSA share.



Environment
 Work with Community Supported Agriculture (CSA) to create a drop-off point at the worksite.
 Provide fruit at meetings instead of less healthy break options.

Social Support
 Teach employees how to plan meals ahead and provide examples of a weekly menu list.
 Provide fruit and vegetable recipes and tips for selecting and preparing them.

How to Use This Guide

This guide is organized into comprehensive worksite wellness categories: healthy food, physical activity, and tobacco-free worksite policies. Grantees will work with corporate partners to implement at least one component within each category (healthy food, physical activity, tobacco-free worksite policies) to achieve a comprehensive approach to worksite wellness.

Furthermore, grantees will support worksites to implement one policy change, one environmental support change and one social support change for each component selected. Note: Tribal grantees may need to engage their tribal governments throughout the planning and implementation of this strategy, or parts of this strategy, depending upon your particular environment.

Prior to strategy implementation, grantees will assist worksites to recruit and engage partners, characterized by the formation of a wellness committee. These steps are outlined in the Planning and Assessment section and summarized here:

- Management convenes a wellness committee and identifies a management champion/leader.
- Wellness committee conducts an assessment of the current worksite environment (e.g., wellness-related policies, available food choices, physical activity facilities, tobacco practices).
- Wellness committee, with management input, decides on priority areas for health improvement related to healthy food, physical activity and smoking cessation. Decision is made about working with outside contractor(s) or managing strategy in-house.
- Work plan is developed to implement changes in healthy food, physical activity and tobacco initiatives through organization-led actions.

For example, if there is a desire for tobacco-free grounds, the grantee will help the wellness committee draft an organization policy using model policy templates, provide sample signs to remind people that the grounds are smoke-free, and assist with planning and incentivizing employee attendance at an organization meeting explaining the new policy and changes to daily operations (for smoke breaks, employees must depart the grounds to a designated area). Organization-wide support for smoking cessation should be discussed in advance. Comprehensive, company-paid tobacco cessation insurance (if the company insures employees) should be on the table. Alternatives would include on-site cessation counseling classes, time-off for cessation counseling, incentives for quitting tobacco use, a company-sponsored Quit for Cash competition, a quit buddies program, and, at a minimum, an active cessation referral program. Cessation support should go hand in hand with adoption of the new tobacco-free grounds policy.

Planning and Assessment for Comprehensive Worksite Wellness

1. Recruit Partner Organizations

- A. Develop a list of area employers, including small businesses, county or tribal government, schools, hospitals and health clinics. Engage existing network of partners (first round SHIP partners).
 - i. Consider approaching local small businesses or those who sponsor community nutrition and physical activity programs, as well as health care organizations and health clinics.
- B. Contact human resources staff or community partnership specialists, if possible, to schedule in-person meetings.
 - i. Information about how prevention can fit in with the chamber of commerce, individual business or employee benefit goals.
 - ii. Ask to identify and invite any executive or employee wellness “champions” within their organization to attend the meeting.
- C. During meeting, discuss SHIP worksite wellness initiatives, including benefits and resources available (staff, funding, information), through discussion or presentation.
 - i. Review organization interest and motivation for pursuing wellness change.
 - ii. Determine level of interest and buy-in among organization leadership.

2. Convene a Wellness Committee

- A. Facilitate the formation of wellness committees at each participating worksite. Wellness committees markedly increase the success of implementation and sustainability. Grantees may also consider forming an area advisory committee including a county executive (SHCSAC member), chamber of commerce, and community nutrition, physical activity and smoking cessation leaders.
- B. The purpose of each company wellness committee is to determine priorities, provide input on the planning and implementation of strategy components, and assist with evaluation activities. Members may include (but are not limited to) an executive champion, a human resources manager, and employee representatives.
 - i. Ask organization point of contact or attendees of initial worksite partnership meeting to identify and confirm group members.
 - ii. Schedule meetings, ideally monthly or more often to track progress, conduct assessment and develop implementation plan.
 - iii. Utilize the first or second meeting to provide a general overview of SHIP and the SHIP worksite wellness strategy, including a suggested timeline and plan.

3. Conduct Baseline Assessment

Grantees will support corporate partners in conducting baseline assessments to determine:

- Organizational readiness to change.

- Quality improvement culture.
 - Current policies, systems, practices, and attitudes related to:
 - Healthy Food
 - Physical Activity
 - Corporate support for tobacco cessation and a tobacco-free worksite
- A. Select an assessment tool (see Resources below) or create a new one.
- i. Consider surveying employees to determine wellness priorities of employees.
 - ii. Check with the organization's health care provider or insurer, if applicable, to see what wellness services they provide. They may be able to help or even lead some aspects of the wellness program.
- B. Conduct assessments of the current worksite environment (e.g., wellness-related policies, available food choices, physical activity facilities, tobacco practices); office/organizational culture, key informant interviews with representatives from human resources, executive/leadership and employee areas.
- C. Analyze and share findings to determine organizational readiness to change and priority areas for health improvement related to healthy food, physical activity and smoking cessation.
- i. Involving leadership and upper management within the organization increases the likelihood of success; their buy-in and approval are crucial to implementing this strategy. The organization should have an overarching policy that supports healthy behavior in the worksite. The wellness policy should include general concepts like management support, flexible scheduling and encouragement of health promotion activities.
- D. Use findings to determine work plan priorities. Work plan priorities should align with Comprehensive Worksite Wellness components outlined in **Table 1** on page 4.

4. Develop Worksite Action Plans

Using results from the previous step, grantees will work with corporate partners to develop wellness action plans, including mapping current and proposed change process. Action steps included in the plan are based on what it will take to accomplish the worksite wellness strategy.

- A. Develop a work plan to implement changes in healthy food, physical activity and tobacco areas through organization-led actions. Be sure to include the following components:
- i. Goals and objectives
 - ii. Action steps
 - iii. Persons responsible
 - iv. Timeline
 - v. Technical assistance needs
 - vi. Measures (e.g., budget impact assessment and projected ROI data)

Resources

- Wisconsin Department of Health Services. **Worksite Wellness Resource Kit**. This document includes content on assessing your worksite.
<http://www.dhs.wisconsin.gov/health/physicalactivity/sites/Worksite%20pdfs/2010%20STEP%203.pdf>

Talking Points on Comprehensive Worksite Wellness Strategy

- A review of 72 wellness program related studies illustrates that for every dollar invested in a wellness program, there was a saving of \$4 in health care costs and a savings of \$5 in reduced absenteeism costs.⁵
- HRA participants averaged \$212 less annually in medical costs incentives.⁶
- A review of 42 worksite health promotion programs, covering 370,558 participants with an average program length of 3.60 years and 4.7 program components indicated a weighted average results show a 27.8% reduction in Sick Leave, a 28.7% reduction in Health Costs and a 33.5% reduction in Disability and Worker's Compensation Costs.⁷

⁵ Aldana, S.G. (2001). Financial impact of health promotion programs: A comprehensive review of the literature, *American Journal of Health Promotion*, 15(5), 296-320.

⁶ Serxner, S. A., Gold, D. B., Grossmeier, J. J., & Anderson, D. R. (2003). The relationship between health promotion program participation and medical costs: A dose response. *Journal of Occupational and Environmental Medicine*, 54(11), 1196-1200.

⁷ Chapman, L.S. (2005). *Proof Positive: An Analysis of the Cost-Effectiveness of Wellness*.

Healthy Food Environment

People who eat healthfully reduce their risk for heart disease, diabetes and some cancers. Most Minnesotans do not meet the recommended daily intake of 5 servings of fruits and vegetables per day.⁸ Many people cite time barriers and unhealthy work environments as their biggest barriers to eating a healthy diet. Worksites that provide fresh, healthy food on site and in meetings allow for individuals to make healthy food choices part of their daily lives.

People who consume a healthy diet will cost the organization less, affecting the bottom line and ultimately saving the organization money through lower expenditures to benefits and compensation plans. It can also reduce absenteeism and create a more productive workforce.

For the healthy food environment category, grantees must address at least one of the following healthy food components:

- **Vending.** Providing or improving access to healthy foods in vending and snack boxes for employees and customers.
- **Cafeteria.** Providing or improving access to healthy foods in cafeteria for employees and customers.
- **Catering.** Providing or improving access to healthy foods through catering operations (e.g., meetings, organization functions, and health education events).
- **Breastfeeding Support.** Establishing workplace policies and programs that promote and support breastfeeding for working mothers.

General *Healthy Food Environment* Resources

- **Eat Well, Work Well.** Includes sample healthy eating policies and to increase healthy eating in the workplace: www.eatwellworkwell.org

⁸ <http://www.health.state.mn.us/divs/hpcd/chp/cdr/obesity/pdfdocs/summaryBCBSaddressrootcausesobesity.pdf>

Getting Started

As previously mentioned in the “Selection Criteria” section of this guide on page 4, getting started on improving the healthy food environment in the worksite setting is comprised of three initial steps:

FIRST. Choose at least one of the Healthy Food Environment components below:

Vending

Cafeteria

Catering

**Breastfeeding
Support**

SECOND. Choose at least one policy (note: in some cases there may only be one option).

THIRD. Choose one environmental change and one social support change.

The policy, environmental and social support changes will complement each other to engage employees and create a work environment that supports healthy food. Details on policy, environmental, and social support changes as well as implementation steps are provided on pages 13-15.

Implementing Vending, Cafeteria, or Catering

Vending or Cafeteria

Grantees that selected either **Vending or Cafeteria** as a component for increasing access to healthy food within the worksite will work to **support organizations to enact an overarching policy to provide healthy food options in cafeteria, vending and snack boxes (P1)**. Grantees have the option to offer incentives for participation in healthy eating and weight management programs (P3) as another policy change. However, this would be in addition to P1 mentioned above. In addition, grantees will choose at least one environmental change and one social support change that support the policy change. The policy, environmental and social support changes will complement each other to engage employees and create a work environment that supports healthful eating. Please see **Appendix A** for a complete list of policies, environmental changes, and social support changes as well as resources.

Catering

Grantees that selected Catering as a component for increasing access to healthy food within the worksite will work to support organizations to create a policy that requires offering healthful food alternatives at meetings, organization functions, and health education events (P2). In addition, grantees will choose at least one environmental change and one social support change that support the policy. Together, the three changes will engage employees and create a work environment that supports healthful eating. Please see **Appendix B** for a complete list of policies, environmental changes, and social support changes as well as resources.

Suggested Action Steps for Vending, Cafeteria, or Catering

1. **Assist wellness committee to provide healthier food choices in vending machines, cafeteria, and catered events. (*Breastfeeding is covered in #2.*)**
 - A. Identify and recruit partners (individuals or organizations) that provide support healthy food in the workplace. These may include:
 - i. Local farmers
 - ii. Farmer's market organizations
 - iii. Catering companies
 - iv. Food service organizations
 - B. Assess current food environment in organization and, using available data, identify desired areas for improvement, whether vending, cafeteria or catering or a combination of more than one area. Data may include:
 - i. Worksite food assessments
 - ii. Employee surveys
 - iii. Sales data to decide which items to replace - consider a goal of 50% item replacement in the first year
 - C. Generate ideas to provide healthier food choices for selected components.
 - D. Create a list of healthier foods to purchase, including prices (e.g., healthier food products in vending machines, ingredients for healthier menu items in cafeteria, healthier options from catering menu). See financial guide for a general list of allowable expenses.
NOTE: MDH reserves the right to approve expenses on a case-by-case basis.
 - E. Develop system to implement ideas. These may include:
 - i. Ordering healthier vending stocks utilizing purchasing agreement structure (vending)
 - ii. Providing training to food service staff (cafeteria)
 - iii. Amending or initiating contract with food service/catering organization (catering)
 - F. Provide technical assistance and support to partner organization and wellness committee as necessary, including:
 - i. Promotion and marketing of initiatives within organization
 - ii. Training on food preparation and healthy menu planning for personnel responsible for on-site food preparation
 - iii. Sample materials:
 - a. Cafeteria menu boards and brochures that highlight healthy items
 - b. Taste testing for employees
 - c. Connection to local community sources for healthy foods
 - G. Maintain regular and consistent communication with wellness committee.
 - H. Solicit feedback from employees on systems changes and make adjustments as necessary.

Implementing Breastfeeding Support

Grantees that selected **Breastfeeding Support** as a component for promoting nutrition within the worksite will work to support organizations to **establish workplace policies and programs that promote and support breastfeeding (P4)**. In addition, grantees will choose at least one environmental change and one social support change that support the policy. Together, the three changes will engage employees and create a work environment that supports continued breastfeeding for working mothers. Please see **Appendix C** for a complete list of policies, environmental changes, and social support changes as well as resources.

Suggested Action Steps for Breastfeeding Support

1. Assist wellness committee to implement breastfeeding support changes.

- A. Identify partner businesses/health care organizations that can provide breastfeeding resources and equipment to worksite.
- B. Designate workspace that is/may only be used as a breastfeeding/pumping room.
- C. Designate time off to pump as needed for mothers.
- D. Create a list of breastfeeding supplies to purchase (e.g., chairs, spare pump supplies, refrigeration containers, labeling supplies). See financial guide for a general list of allowable expenses. NOTE: MDH reserves the right to approve expenses on a case-by-case basis.
- E. Provide technical assistance and support to organization and wellness committee as necessary, including:
 - i. Sample materials to assist with worksite changes (e.g., signage designating space for breastfeeding/pumping; sample policies or guidelines)
 - ii. Community resources and training for breastfeeding support
 - iii. Educational materials on breastfeeding, pumping, refrigeration and sanitation.
- F. Maintain regular and consistent communication with wellness committee.
- G. Solicit feedback from employees on systems changes and make adjustments as necessary.

Implementing Active Transportation or Access to Facilities

Active Transportation

Grantees that select **Active Transportation** as a component for promoting active commuting to work will provide support to organizations to **promote active commuting to work and biking and walking while at work by offering commuters and employees' special assistance through a policy (P5)**. In addition, grantees will choose at least one environmental change and one social support change that support the policy. Together, the three changes will complement each other to engage employees and create a work environment that supports active living. Please see **Appendix D** for a complete list of policies, environmental changes, and social support changes as well as resources. *For further details on community-based SHIP efforts that overlap with worksite active transportation goals, please download the SHIP Active Transportation guide.*

Access to Facilities

Grantees that select **Access to Facilities** as a component for increase access to facilities and opportunities for physical activity during the work day will support organizations to: **Create on-site facilities and/or classes that promote and encourage physical activity (P1)**; **Create a policy that offers flexible work hours to allow for physical activity during the day (before work, at lunch, after work, etc.) (P3)**; and, **Support physical activity breaks (i.e. walking, stretching) during the workday through a policy (P4)**. In addition, grantees will choose at least one environmental change and one social support change that support the policy. Together, the three changes will complement each other to engage employees and create a work environment that supports increased physical activity. Please see **Appendix E** for a complete list of policies, environmental changes, and social support changes as well as resources.

Suggested Action Steps for both Active Transportation and Access to Facilities

1. Assist wellness committee to provide activity options in the workplace.
 - A. Identify and recruit partners (individuals or organizations) that provide support active living in the workplace. These may include:
 - i. Bike and sporting goods shops
 - ii. Local schools or malls with walking tracks or indoor paths
 - iii. MN-DOT and local park and biking/walking path officials
 - iv. Fitness centers or similar community-based organizations (may be linked to company benefits program)
 - v. Local organizations that can install infrastructure like bike racks and shower facilities
 - B. Assess current work environment and, using available data, identify desired areas for improvement, whether active transport, access to facilities, or both. Data may include:

- i. Worksite fitness assessments
 - ii. Employee surveys
 - iii. Financial data to decide which items to purchase
- C. Generate ideas to provide activity choices in desired area (transportation or facility access).
- D. Create a list of activity-related equipment to purchase, including prices (e.g., bike racks, lockers or a changing room, stall shower installation).
- E. Develop a system to implement ideas. These may include:
 - i. Ordering fitness equipment utilizing purchasing agreement structure
 - ii. Designating empty office space for personal storage or activity during the workday
 - iii. Providing in-services, information sessions, maps for biking/walking to work
 - iv. Amending or initiating contract for installation of facility upgrades
- F. Provide technical assistance and support to partner organization and wellness committee as necessary, including:
 - i. Promotion and marketing of initiatives within organization, utilizing links through MN-DOT for walking/biking and public transportation (Cyclopath)
 - ii. Provide walkability and bikeability assessments through MDH
 - iii. Training for managers on incorporating walking meetings and activity breaks for employees
 - iv. Sample materials:
 - a. Fitness passes to trial gym facilities
 - b. Coupons for fitness equipment purchase or discounts on bike maintenance
 - c. Connection to local community resources for physical activity
- G. Maintain regular and consistent communication with wellness committee.
- H. Solicit feedback from employees on systems changes and make adjustments as necessary.

Tobacco-Free Worksite Policies

Sixteen percent of Minnesota adults smoke compared to a national average of 19.3%. Many of these smokers are employed, and many of them are covered by an employer-sponsored health benefits program.

Most Americans know that smoking is dangerous to their health, and a majority of people who smoke or use other tobacco products report in surveys that they want to quit. More than half (57%) of Minnesotans who smoke try to quit each year. Many tobacco users try to quit on their own, yet, numerous studies show that quitting tobacco use is extremely difficult. Using some form of tobacco cessation treatment doubles the chance of successfully quitting.

Worksites are well-positioned to support tobacco-free policies for their grounds and tobacco cessation programs for their workers. Increasing health care costs and the link between tobacco use, absenteeism and decreased productivity provide motivation for management to get involved. The financial costs of doing nothing are high. On average, smokers miss a greater number of days of work per year due to sickness, compared to nonsmokers. According to CDC research and analysis, the economic burden of smoking-related health care costs combined with lost productivity adds up to an estimated \$193 billion per year.

The benefits of a tobacco-free worksite are many. Tobacco users who quit will see improvements in their health almost immediately. Non-users will benefit from a safer, cleaner work environment. Working on the shared goal of improving health can strengthen supervisor-worker relationships, increase employee satisfaction and create a positive and healthy workplace culture.

For the tobacco-free environment category, grantees must address the following component:

- **Comprehensive tobacco-free worksite policies.** Providing first-dollar health plan coverage of tobacco cessation treatment for all employees (if the employer pays for health benefits), onsite support for and promotion of tobacco cessation treatment, and campus-wide tobacco-free policies.

Getting Started

As previously mentioned in the “Selection Criteria” section of this guide on page 4, getting started on improving the tobacco-free environment in the worksite setting is comprised of three initial steps:

FIRST. Choose the Tobacco-Free Environment component: **Tobacco-Free Worksite Policies**

SECOND. Choose at least one policy.

THIRD. Choose one environmental change and one social support change.

Details on policy, environmental and social support changes as well as suggested action steps are provided on page 20.

Implementing Comprehensive Tobacco-free Worksite Policies

Grantees working towards a comprehensive tobacco-free worksite will support organizations to **create a policy (or policies) that prohibits commercial tobacco use anywhere on worksite property** (e.g., Adopt and implement policies that create a tobacco-free work environment inside buildings and vehicles and outside building entrances, on sidewalks, in parking lots, essentially anywhere on company property) or **that connect employees to cessation services** (e.g., actively helps employees quit smoking or stop using commercial tobacco products through cessation services). In addition, grantees will choose at least one environmental change and one social support change that support the policy/policies. Together, the three changes will complement each other to engage employees and create a work environment that reduces tobacco use/exposure. Please see **Appendix F** for a complete list of policies, environmental changes, and social support changes as well as resources. *Note: It may be necessary for tribal grantees to consider involving tribal council throughout this process, from planning to implementation.*

Suggested Action Steps for Tobacco-Free Worksite Policies

1. Assist wellness committee to implement tobacco-free worksite policies.

- A. Identify partner businesses/health care organizations that can provide smoking cessation and tobacco-free grounds resources to the worksite.
- B. Provide case studies of same-sized businesses that have used innovative approaches to connect tobacco users with cessation services.
- C. Share business case evidence and ROI tools with management to encourage adoption of full coverage for comprehensive cessation services.
- D. Create a list of tobacco cessation resources and providers of cessation services. Make introductions, as appropriate. See financial guide for a general list of allowable expenses. NOTE: MDH reserves the right to approve expenses on a case-by-case basis.
- E. Provide technical assistance and support to organization and wellness committee as necessary, including:
 - i. Sample materials to assist with worksite changes (e.g., signage; sample policies or guidelines; referral program materials)
 - ii. Community resources and training for tobacco cessation
 - iii. Educational materials on the health benefits of tobacco cessation, the benefits of tobacco-free grounds, peer and co-worker support for successful cessation.
 - iv. Connection to face-to-face counseling for quitting and maintenance phases of becoming tobacco-free.
- F. Maintain regular and consistent communication with wellness committee.
- G. Solicit feedback from employees on systems changes and make adjustments as necessary.

Evaluation

This section is currently under development. MDH will be providing standardized tools for the evaluation of this strategy at a later date.

Appendix A: Implementing Vending OR Cafeteria

Grantees that selected either **Vending** or **Cafeteria** as a strategy for increasing access to healthy food within the worksite will work to support organizations to **enact an overarching policy to provide healthy food options in cafeteria, vending and snack boxes** (P1). Grantees have the option to offer incentives for participation in healthy eating and weight management programs (P3) as another policy change. However, this would be in addition to P1 mentioned above. In addition, grantees will choose at least one environmental change and one social support change that support the policy change. Together, the three strategies will complement each other to engage employees and create a work environment that supports healthful eating.

Policy with Environmental and Social Supports *(Choose at least one from each column)*

Policy	Environmental Support	Social Support
<p>P1 – Enact an overarching policy to provide healthy food options in cafeteria, vending and snack boxes. (Required)</p>	<p>E1 – Make water available throughout day. E2 – Make kitchen equipment (refrigerators, microwaves, stoves, etc.) available for employee food storage and preparation. E3 – Offer local fruits and vegetables at the worksite (i.e. farmer’s market or a community-supported agriculture drop-off point.) E4 – Provide on-site gardening. E5 – Promote healthy choices by: increasing the percentage of healthy options that are available; using competitive pricing to make healthier choices cost less; advertise or mark healthy options so that they stand out. E6 – Offer appealing, low-cost, healthful food options, such as fruits and vegetables, juices, and low-fat dairy products in vending machines, snack bars and break rooms. E7 – Promote the consumption of fruit and vegetables in catering/cafeteria through motivational signs, posters, etc. E8 – Have on-site cafeterias follow nutritional standards that align with dietary guidelines for Americans.</p>	<p>SS1 – Track or log food intake SS2 – Send healthy food messages to employees via multiple means (i.e. email, posters, payroll stuffers, etc.). SS3 – Include the employees’ family members in campaign promoting fruit and vegetable consumption. SS4 – Provide cafeteria taste tests of fresh, seasonal produce.</p>
<p>P3 - Offer incentives for participation in healthy eating and weight management programs. (Optional)</p>		<p>SS1 – Track or log food intake</p>

RESOURCE LIST for Vending and Cafeteria**Policy Resources**

P1 - Offer healthy foods in cafeteria, vending and snack boxes.

- Sample Cafeteria policy. <http://eatwellworkwell.org/pdfs/Sample%20Healthy%20Cafeteria%20Policy.ewww.pdf>
- Sample Vending policy. <http://eatwellworkwell.org/pdfs/VendingPolicyexample2.pdf>
- <http://www.eatwellworkwell.org/index.htm>
- Network for a Healthy California—Worksite Program: Vending Machine Food and Beverage Standards. <http://www.cdph.ca.gov/programs/cpns/Documents/Network-FV-WP-VendingMachineStandards.pdf>
- Healthy Vending Guidelines from the Fit City/Fit Schools Campaign, San Antonio, Texas. www.welcoa.org
- Article about Vista High School, Oceanside, California's change to a healthy vending program. Includes process information and outcomes. www.nutritionexplorations.org
- Bay Area/San Diego and Imperial Regional Nutrition Network Vending Machine Toolkit to help you assess, strategize and implement a healthier vending program in your organization and community. www.banpac.org
- Fit Pick - a nationwide health oriented vending program developed by Steps to a Healthier Clark County and the National Automatic Merchandising Association. www.fitpick.org

P3 – Enact an overarching policy to provide healthy food options.

- http://www.co.ramsey.mn.us/NR/rdonlyres/8888A875-C78B-4A92-A6EF-AE74D9927999/12511/worksite_wellness_policy_nutrition_0808.pdf
- <http://eatwellworkwell.org/pdfs/Sample%20Company%20Wide%20Nutrition%20Policy.pdf>
- <http://eatwellworkwell.org/pdfs/Sample%20Small%20Group%20Nutrition%20Policy.pdf>

Environmental Support Resources

E1 – Make water available throughout the day

- *How much water in a day.* These can range from inexpensive low resource items (water bottles) to high resource items (health insurance rebates). <http://www.mayoclinic.com/health/water/NU00283>

E3 - Offer local fruits and vegetables at the worksite (i.e. farmer's market or a community-supported agriculture drop-off point.)

- Minnesota Community Supported Agriculture (CSA) directory. <http://www.landstewardshipproject.org/csa.html>
- Minnesota search directory to find local farmers markets and CSAs. <http://www3.mda.state.mn.us/mngrown/?gclid=COmP88WfiKkCFZQbKgodhHcjpA>
- CA: Simple Steps to Ordering Farm Fresh Produce for the Worksite. <http://www.cdph.ca.gov/programs/cpns/Documents/Network-FV-WP- ProduceDelivery.pdf>

- CA: A Guide to Establishing a Worksite Farmers' Market.
<http://www.cdph.ca.gov/programs/cpns/Documents/Network-FV-WP-FarmersMarketTool.pdf>

E4 - Provide on-site gardening.

- <http://dhfs.wisconsin.gov/health/physicalactivity/gotdirt.htm>

E5 - Promote healthy choices by:

- <http://www.eatwellworkwell.org/pdfs/Healthy%20Cafeteria%20Program%20Strategies.e www.pdf>
- Increasing the percent of healthy options that are available.
<http://www.eatsmartmovemorenc.com/NCHealthSmartTlkt/EatSmartWrkBk.html>
- Using competitive pricing to make healthier choices more economical.
<http://www.tompkins-co.org/wellness/worksite/workwell/snackbowl.html>
- Advertise or mark healthy options so that they stand out. CA: Healthy Menu Dining Guidelines: <http://www.cdph.ca.gov/programs/cpns/Documents/Network-FV-WP-HealthyDiningMenuGuidelines.pdf>

E6 - Offer appealing, low-cost, healthful food options, such as fruits and vegetables, juices, and low-fat dairy products in vending machines and snack bars and break rooms.

- <http://www.eatwellworkwell.org/vending.htm>
- CA: Vending Machine Foods and Beverage Standards:
<http://www.cdph.ca.gov/programs/cpns/Documents/Network-FV-WP-VendingMachineStandards.pdf>

E8 - Have on-site cafeterias follow nutritional standards that align with dietary guidelines.

- <http://www.health.gov/DIETARYGUIDELINES/dga2005/document/pdf/DGA2005.pdf>

Social Support Resources

SS1 - Track/log intake.

- <http://www.mypyramidtracker.gov/>
- <http://www.fitday.com/>

SS2 - Send healthy food messages to employees via multiple means (i.e. email, posters, payroll stuffers).

- <http://health.nih.gov/>
- NC: Eating Smart Posters and Handouts:
<http://www.eatsmartmovemorenc.com/NCHealthSmartTlkt/EatSmartWrkBk.html>

Appendix B: Implementing Catering

Grantees that selected **Catering** as a strategy for increasing access to healthy food within the worksite will work to support organizations to **create a policy that requires offering healthful food alternatives at meetings, organization functions, and health education events (P2)**. In addition, grantees will choose at least one environmental change and one social support change that support the policy. Together, the three strategies will complement each other to engage employees and create a work environment that supports healthful eating.

Policy with Environmental and Social Supports *(Choose at least one from each column)*

<i>Policy</i>	<i>Environmental Support</i>	<i>Social Support</i>
<p>P2 – Create a policy that requires offering healthful food alternatives at meetings, organization functions, and health education events.</p>	<p>E1 – Make water available throughout the day</p> <p>E5 – Promote healthy choices by: increasing the percentage of healthy options that are available; using competitive pricing to make healthier choices cost less; advertise or mark healthy options so that they stand out.</p> <p>E7 – Promote the consumption of fruit and vegetables in catering/cafeteria through motivational signs, posters, etc.</p> <p>E9 – Management or meeting organizers will select food off on an approved list.</p> <p>E10 – Provide interactive food opportunities such as taste testing and food preparation skills.</p>	<p>SS1 – Track or log food intake</p> <p>SS2 – Send healthy food messages to employees via multiple means (i.e. email, posters, payroll stuffers, etc.).</p> <p>SS3 – Include the employees’ family members in campaign promoting fruit and vegetable consumption.</p>

RESOURCE LIST for Catering

General

- Eat Well Work Well. <http://eatwellworkwell.org/catering.htm>

Policy Resources

P2 - Healthy Meeting Policies

- <http://www.cdph.ca.gov/programs/cpns/Documents/Network-FV-WP-HealthyMeetingPolicies.pdf>

Environmental Support Resources

E1 – Make water available throughout the day

- *How much water in a day.* These can range from inexpensive low resource items (water bottles) to high resource items (health insurance rebates).
<http://www.mayoclinic.com/health/water/NU00283>

E5 - Promote healthy choices by:

- Increasing the percent of healthy options that are available.
<http://www.eatsmartmovemorenc.com/NCHHealthSmartTlkt/EatSmartWrkBk.html>
- Using competitive pricing to make healthier choices more economical.
<http://www.tompkins-co.org/wellness/worksite/workwell/snackbowl.html>
- Advertising or marking healthy options so that they stand out.
 - CA: Healthy Menu Dining Guidelines.
<http://www.cdph.ca.gov/programs/cpns/Documents/Network-FV-WP-HealthyDiningMenuGuidelines.pdf>
- <http://www.eatwellworkwell.org/pdfs/Healthy%20Cafeteria%20Program%20Strategies.e>
www.pdf

Social Support Resources

SS1 - Track/log intake.

- <http://www.mypyramidtracker.gov/>
- <http://www.fitday.com/>

SS2 - Send healthy food messages to employees via multiple means (i.e. email, posters, payroll stuffers).

- <http://health.nih.gov/>
- NC: Eating Smart Posters and Handouts:
<http://www.eatsmartmovemorenc.com/NCHHealthSmartTlkt/EatSmartWrkBk.html>

Appendix C: Implementing Breastfeeding Support

Grantees that selected **Breastfeeding Support** as a strategy for promoting nutrition within the worksite will work to support organizations to **establish workplace policies and programs that promote and support breastfeeding** (P4). In addition, grantees will choose at least one environmental change and one social support change that support the policy. Together, the three strategies will complement each other to engage employees and create a work environment that supports continued breastfeeding for working mothers.

Policy with Environmental and Social Supports *(Choose at least one from each column)*

<i>Policy Change</i>	<i>Environmental Support</i>	<i>Social Support</i>
P4 - Establish workplace policies and programs that promote and support breastfeeding.	E1 - Make water available throughout the day. E2 - Make kitchen equipment (refrigerators, microwaves, stoves, etc.) available for employee food storage and preparation. E11 – Provide an appropriate place for breastfeeding/pumping. E12 – Participate in MDH’s Worksite Breastfeeding Recognition Program	SS3 - Include the employees’ family members in campaign promoting fruit and vegetable consumption (worksite plus family strategy). SS5 – Provide lactation education programs.

RESOURCE LIST for Breastfeeding Support

General

- Golden Start Initiative. <http://mnbreastfeedingcoalition.org/2011/04/06/golden-start-breastfeeding-initiative-sponsors-best-practice-breastfeeding/>

Policy Resources

P4 - Establish workplace policies and programs that promote and support breastfeeding.

- Sample: <http://dhfs.wisconsin.gov/health/Nutrition/Breastfeeding/bffriendlycomm.htm>

Environmental Support Resources

E1 - Make water available throughout the day.

- *How much water in a day.* These can range from inexpensive low resource items (water bottles) to high resource items (health insurance rebates).
<http://www.mayoclinic.com/health/water/NU00283>

E11 - Provide an appropriate place for breastfeeding/pumping.

- New federal requirement for employers with 50 or more employees:
<http://www.dol.gov/whd/regs/compliance/whdfs73.pdf>

E12 – MDH Breastfeeding Recognition Program *(currently under development at MDH)*

Appendix D: Implementing Active Transportation

Grantees that select Active Transportation as a strategy for promoting active commuting to work will provide support to organizations to **promote active commuting to work and biking and walking while at work by offering commuters and employees’ special assistance through a policy (P5)**. In addition, grantees will choose at least one environmental change and one social support change that support the policy. Together, the three strategies will complement each other to engage employees and create a work environment that supports active living. *For further details on community-based SHIP efforts that overlap with worksite active transportation goals, please download the SHIP Community Active Transportation guide.*

Policy with Environmental and Social Supports *(Choose at least one from each column)*

<i>Policy Change</i>	<i>Environmental Support</i>	<i>Social Support</i>
<p>P5 – Promote active commuting to work and biking and walking while at work by offering commuters and employees’ special assistance through a policy.</p>	<p>E1 – Map out on-site trails or nearby walking routes. E2 – Provide shower and/or changing facilities on-site. E3 – Provide or support recreation leagues and other physical activity events (on-site or in the community). E4 – Explore discounted or subsidized memberships at local health clubs, recreation centers, or YMCAs. E5 – Provide an on-site exercise facility. E6 – Provide incentives for participation in physical activity and/or weight management/maintenance activities. E7 – Post motivational signs at elevators and escalators to encourage stair use. E8 – Post signs encouraging regular stretch breaks or set up standing work stations. E10 – Provide on-site childcare facilities to facilitate physical activity. E11 – Offer on-site fitness opportunities, such as group classes or personal training. E12 – Encourage walk-and-talk meetings. E13 – Provide outdoor exercise areas such as fields and trails for employee use. E14 – Provide bicycle racks in safe, convenient, and accessible locations.</p>	<p>SS1 – Provide exercise/physical fitness messages and information to employees SS2 – Start employee activity clubs (e.g., walking, bicycling). SS3 – Implement incentive-based programs to encourage physical activity, such as pedometer walking challenges SS5 – Provide maps of a variety of walking and biking routes from work. SS6 – Provide maps of 5, 10 and 15 minute walking routes for short “meetings” SS7 – Have employees map their own biking or walking route to and from work.</p>

RESOURCE LIST for Active Transportation**Policy Resources**

P5 - Promote active commuting to work and biking and walking while at work by offering commuters and employees special assistance.

- Consider: “pool bikes” for local travel near the worksite, information and maps on routes, distance and time to/from common destinations, umbrellas for walkers, emergency back-up travel/taxi services for cyclists and walkers, access to bike repair and equipment at the worksite and flexible spending accounts for bikers.

<http://www.gundluth.org/upload/docs/Services/CommunityPreventive/Active%20Commuting%20Toolkit.pdf>

Environmental Support Resources

E1 - Map out on-site trails or nearby walking routes.

- <http://walkingguide.mapmyrun.com/>

E4 - Explore discounted or subsidized memberships at local health clubs.

- *Contact your local YMCA, fitness centers or other health groups to discuss reduced group rates.*

E5 - Provide an on-site exercise facility.

- <http://www.cdphe.state.co.us/pp/copan/resourcekits/WorksiteWellnessResourceKit.pdf>
(pages 45-46)

E6 - Provide incentives for participation in physical activity and/or weight management/maintenance activities.

- <http://www.welcoa.org/freeresources/index.php?category=8>

E7 - Post motivational signs at elevators and escalators to encourage stair usage.

- http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/stairwell/motivational_signs.htm

E11 - Offer on-site fitness opportunities, such as group classes or personal training.

- <http://www.acefitness.org>

E12 - Host walk-and-talk meetings. *Employees are encouraged to participate in “walking” meetings for short check-ins with other staff and supervisors. Rather than sit in an office for a quick discussion, go for a walk in the hallway or on a short outside route to cover the same content, but in a nicer environment with the added benefit of a little physical activity. Supervisors will support this as a standard work practice.*

- <http://www.cdc.gov/women/planning/walk.htm>

Social Support Resources

SS1 - Provide exercise/physical fitness messages and information to employees.

- <http://wellnessprogramblog.com/tag/healthy-emails/>

SS2 - Start employee activity clubs (e.g., walking, bicycling).

- <http://aom.americaonthemove.org>
- <http://www.startwalkingnow.org/>
- A Guide to Creating Worksite Walking Clubs.
<http://www.cdph.ca.gov/programs/cpns/Documents/Network-FV-WP-WalkingClubTool.pdf>.

SS3 - Implement incentive-based programs to encourage physical activity, such as pedometer walking challenges.

- Pedometer walking program. <http://dhs.wisconsin.gov/forms/F4/F40075.pdf>

SS4 - Provide or contract for assessments such as cardiovascular fitness, % body fat, strength tests, etc.

- *Check with local YMCAs or fitness clubs to see what fitness assessments they offer.*

SS6 – Provide maps of 5, 10 and 15 minute walking routes for short “meetings”.

- www.mapwalk.com

SS7 - Have employees map their own biking route to and from work.

- <http://walkingguide.mapmyrun.com/>

Appendix E: Implementing Access to Facilities

Grantees that select **Access to Facilities** as a strategy for increase access to facilities and opportunities for physical activity during the work day will support organizations to: **Create on-site facilities and/or classes that promote and encourage physical activity (P1)**; Create a policy that offers flexible work hours to allow for physical activity during the day (before work, at lunch, after work, etc.) (P3); and, Support physical activity breaks (i.e. walking, stretching) during the workday through a policy (P4). In addition, grantees will choose at least one environmental change and one social support change that support the policy. Together, the three strategies will complement each other to engage employees and create a work environment that supports active living.

Policies with Environmental and Social Supports *(Choose at least one from each column)*

<i>Policy Change</i>	<i>Environmental Support</i>	<i>Social Support</i>
<p>P1 – Create on-site facilities and/or classes that promote and encourage physical activity.</p> <p>P3 – Create a policy that offers flexible work hours to allow for physical activity during the day (before work, at lunch, after work, etc.).</p> <p>P4 – Support physical activity breaks (i.e. walking, stretching) during the workday through a policy.</p>	<p>E1 – Map out on-site trails or nearby walking routes.</p> <p>E2 – Provide shower and/or changing facilities on-site.</p> <p>E3 – Provide or support recreation leagues and other physical activity events (on-site or in the community).</p> <p>E4 – Explore discounted or subsidized memberships at local health clubs, recreation centers, or YMCAs.</p> <p>E5 – Provide an on-site exercise facility.</p> <p>E6 – Provide incentives for participation in physical activity and/or weight management/maintenance activities.</p> <p>E7 – Post motivational signs at elevators and escalators to encourage stair use.</p> <p>E8 – Post signs encouraging regular stretch breaks or set up standing work stations.</p> <p>E9 – Allow for use of facilities outside of normal work hours (before/after work).</p> <p>E10 – Provide on-site childcare facilities to facilitate physical activity.</p> <p>E11 – Offer on-site fitness opportunities, such as group classes or personal training.</p> <p>E12 – Encourage walk-and-talk meetings.</p> <p>E13 – Provide outdoor exercise areas such as fields and trails for employee use.</p>	<p>SS1 – Provide exercise/physical fitness messages and information to employees</p> <p>SS2 – Start employee activity clubs (e.g., walking, bicycling).</p> <p>SS3 – Implement incentive-based programs to encourage physical activity, such as pedometer walking challenges</p> <p>SS4 - Provide or contract for assessments such as % body fat, cardiovascular fitness, strength, etc.</p> <p>SS6 – Provide maps of 5, 10 and 15 minute walking routes for short “meetings”</p>

RESOURCE LIST for Access to Facilities**Policy Resources**

P1 – Create on-site facilities and/or classes that promote and encourage physical activity.

- Organization culture that encourages physical activity and discourages sedentary behavior. *Management is active and visible in supporting the wellness program.*

P3 – Create a policy that offers flexible work hours to allow for physical activity during the day (before work, at lunch, after work, etc.).

- Supervisors to support this as a standard work practice.
<http://physicalfitness.org/nehf.html>

P4 – Support physical activity breaks (i.e. walking, stretching) during the workday through a policy.

- Supervisors to support this as a standard work practice.
<http://possibility.com/PowerPause/>

Environmental Support Resources

E1 - Map out on-site trails or nearby walking routes.

- <http://walkingguide.mapmyrun.com/>

E4 - Explore discounted or subsidized memberships at local health clubs.

- *Contact your local YMCA, fitness centers or other health groups to discuss reduced group rates.*

E5 - Provide an on-site exercise facility.

- <http://www.cdphe.state.co.us/pp/copan/resourcekits/WorksiteWellnessResourceKit.pdf>
(pages 45-46)

E6 - Provide incentives for participation in physical activity and/or weight management/maintenance activities.

- <http://www.welcoa.org/freeresources/index.php?category=8>

E7 - Post motivational signs at elevators and escalators to encourage stair usage.

- http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/stairwell/motivational_signs.htm

E11 - Offer on-site fitness opportunities, such as group classes or personal training.

- <http://www.acefitness.org>

E12 - Host walk-and-talk meetings. *Employees are encouraged to participate in “walking” meetings for short check-ins with other staff and supervisors. Rather than sit in an office for a quick discussion, go for a walk in the hallway or on a short outside route to cover the same content, but in a nicer environment with the added benefit of a little physical activity. Supervisors will support this as a standard work practice.*

- <http://www.cdc.gov/women/planning/walk.htm>

Social Support Resources

SS1 - Provide exercise/physical fitness messages and information to employees.

- <http://wellnessprogramblog.com/tag/healthy-emails/>

SS2 - Start employee activity clubs (e.g., walking, bicycling).

- <http://aom.americaonthemove.org>
- <http://www.startwalkingnow.org/>
- A Guide to Creating Worksite Walking Clubs
<http://www.cdph.ca.gov/programs/cpns/Documents/Network-FV-WP-WalkingClubTool.pdf>.

SS3 - Implement incentive-based programs to encourage physical activity, such as pedometer walking challenges.

- Pedometer walking program <http://dhs.wisconsin.gov/forms/F4/F40075.pdf>

SS4 - Provide or contract for assessments such as cardiovascular fitness, % body fat, strength tests, etc.

- *Check with local YMCAs or fitness clubs to see what fitness assessments they offer.*

SS6 – Provide maps of 5, 10 and 15 minute walking routes for short “meetings”.

www.mapwalk.com

Appendix F: Implementing Comprehensive Tobacco-Free Worksite Policies

Grantees working towards a comprehensive tobacco-free worksite will support organizations to **create a policy that prohibits commercial tobacco use anywhere on worksite property (P1)** and/or **policies connecting employees to cessation services (P2)**. In addition, grantees will choose at least one environmental change and one social support change that support the policy. Together, the three strategies will complement each other to engage employees and create a work environment that reduces tobacco exposure.

Policy with Environmental and Social Supports *(Choose at least one from each column)*

Policy Change	Environmental Support	Social Support
P1 - Create a policy that prohibits commercial tobacco use anywhere on worksite property.	E1 - Provide prompts and posters to support a no tobacco use policy.	SS1 - Provide cessation medications through health insurance. Provide support groups on site for those dealing with tobacco use
P2 - Policy supporting participation in smoking cessation activities during duty time. (flex-time)	E2 - Promote the Minnesota Tobacco Quit Line	SS2 - Provide counseling through an individual, group, or telephone counseling program on-site. SS3 - Provide counseling through a health plan sponsored individual, group, or telephone counseling program.

RESOURCE LISTS for Comprehensive Tobacco-Free Worksite Policies

Policy Resources

P1 - Policy prohibiting tobacco use anywhere on property.

- http://www.cdc.gov/tobacco/research_data/environmental/etsguide.htm
- “Make it Your Business: Strategies for a Tobacco-Free Workplace in Wisconsin” <http://archive.tobwis.org/employers/index.php>
- Prevention Minnesota - Tobacco free Workplace Policy http://www.preventionminnesota.com/employer_resource_detail.cfm?oid=6020

P2 - Policy that supports participation in smoking cessation activities during duty time.

- http://www.cdc.gov/tobacco/research_data/environmental/etsguide.htm

Environmental Support Resources

E1 - Provide prompts and posters to support a no tobacco use policy.

- <http://www.wellnessproposals.com/tobacco/tobacco-cessation-posters.htm>

Social Support Resources

SS2 - Provide counseling through an individual, group, or telephone counseling program on-site.

- <http://www.health.state.mn.us/divs/hpcd/tpc/quit.html>