

## HEALTHY WEIGHT AND HEALTHY BEHAVIOR INTERVENTIONS

### **Intervention #C-HWHB-W1**

Implement a comprehensive employee wellness initiative that provides health assessment with follow-up coaching; ongoing health education, and has policies and environment supports that promote healthy weight and healthy behaviors

### **DESCRIPTION AND SCOPE**

Technology has created more desk jobs and fewer active jobs. Larger proportions of our population are in the workforce, leaving less time at home to be active with children and prepare nutritious meals. Convenience food has become a staple in the work place and at home as a result of overscheduled families. Stairs in worksites are often difficult to find and do not provide easy access to destinations; office traffic signage often leads to the elevator. Sprawling communities and complicated lives make it difficult for employees to walk or bike to work.

A healthy, motivated workforce is vitally important and has a significant impact on a company's financial viability. Employers have a vested interest in health-related issues and reducing unnecessary medical costs that consume corporate profits. With a worksite health promotion benefit, a workplace can increase productivity, lower healthcare costs, reduce time lost to illness or injury, improve morale, and recruit and retain employees.

A comprehensive employee wellness initiative is a thoughtful approach to making the work environment, policies, and programs support positive lifestyle behaviors such as physical activity, healthy eating, no tobacco exposure, and low stress.

Components of a comprehensive employee wellness initiative include:

- The opportunity to take an annual health risk assessment with personalized follow-up
- A catering/vending policy that promotes healthy food choices
- Flexible work schedules that make it convenient for employees to add physical activity into their day
- Facilities that promote physical activity such as safe and accessible stairways, bike racks fitness equipment, space to relax, showers and lockers
- Private rooms for breast milk pumping and refrigerated storage
- A tobacco-free campus
- Opportunities for accessing comprehensive cessation benefits and services

An annual health risk assessment provides employees with effective ideas for improving health and reducing sickness. Follow-up to the assessment will include the invitation to health coaching, at least for those high risk/high cost employees, and access to wellness programs for other employees. The assessment provides participating employees with a personalized wellness plan.

Aggregate summaries from the annual health risk assessment provide employers with data with which to focus a comprehensive employee wellness initiative to ensure a

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healthy workforce. Strategic planning, communications, programming and benefits design can build from this foundation.

Implementation of this intervention in worksites across the state will help working adults better understand their modifiable health risks and health potential, and support them in improving their health behaviors through individualized prevention courses, focused on healthy weight management, increased physical activity, reduced tobacco use and more. This will lead to improved health and reduced chronic disease, as well as reduced health care costs, increased productivity, and lower absenteeism costs for Minnesota employers. Refer to Interventions #C-T-W1 through #C-T-W3, #C-PA-W1 and #C-PA-W2, and #C-N-W1 and #C-N-W2 for more detailed worksite interventions.

### **Target population/geographic area**

- Employers
- Employees at local worksites
- Across counties, county-wide, city-wide
- Employer-wide (if multiple worksites)

### **Recommended staff knowledge, skills, and abilities**

- Knowledge of policy, systems, and environment
- Knowledge of developing and implementing comprehensive employee wellness initiatives
- Ability to coordinate activities
- Ability to provide support for participating worksites with consultation and resources
- Ability to convene stakeholders

### **Recommended partners**

- Local employers
- Chamber of Commerce
- Parks and Recreation
- Food vendors
- Cafeterias/food outlets available to employees
- Insurance companies and payers
- Health care providers
- Community leaders

### **Acceptable use of funds**

- Staffing
- Mini-grants to employers to conduct environmental and organizational assessments and surveys
- Convening regional meetings for employers to share worksite health promotion experiences, current initiatives and resources

- *Funds may not be used to cover staff time for worksite health promotion benefit coordinators for individual employers or incentives for employees at individual worksites to participate in wellness programming*
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## **ACTION STEPS**

### **Core (Getting Started)**

1. Review existing research to learn what constitutes a comprehensive employee wellness initiative. The review might include best practices in environmental and policy change within the worksite and cost/benefits as well as understanding health risk assessments, health coaching and ongoing health education.
2. Meet with staff responsible for worksite health and employer outreach to discuss mutual goals in designing and promoting a comprehensive employee wellness initiative. This may include staff working in health promotion, chronic disease prevention and treatment, occupational health and human resources.
3. Identify interested local employers.
4. Conduct an assessment of existing worksite employee wellness culture, policies, practices and programs.
5. Engage employers, community partners and decision-makers in a workshop to address the importance of a comprehensive employee wellness initiative.
6. Develop an action plan as a result of the workshop. Steps in this action plan may be to identify worksite wellness administrators at each worksite; identify health risk assessments providers; work with insurance providers to maximize existing wellness resources; increase opportunities to be physically active during the workday; improve nutritional choices on the worksite grounds; and seek additional ways to promote tobacco cessation services. See Intervention #C-T-W2 for more information.

### **Intermediate (Moving Forward)**

1. Facilitate the formation of a worksite wellness committee at employer sites or meet with existing committee to review the initial action plan drafted at the workshop. Members of this committee should include representatives from senior leadership, human resources, safety, facilities, unions, and the employee assistance program. Further develop the action plan and build it into existing planning and programs. Finalize the action plan so next steps are clearly identified.
2. Work with employers to inventory their current wellness cultures and environments, past experiences, policies, health insurance benefits and resources. Consult with worksites to analyze results based on feasibility, cost, resources, priorities, and sustainability. Make recommendations for action.
3. Hold follow-up meetings with worksite health benefits administrators, wellness committees, community partners, and decision makers to review action plan. Prioritize and decide next steps.
4. Present the action plan to senior level executives, key decision makers, and other groups with a stake in employee wellness initiative.

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5. Create a coalition comprised of local employers to encourage the continued collaboration in this area.
6. Work with employers to further incorporate this comprehensive employee wellness initiative into their package of employee benefits. See Intervention #C-T-W3 for cessation benefits.
7. Assist employers with creating a communication plan to educate employees on existing wellness benefits.

### **Advanced (Looking Beyond)**

1. Facilitate adoption and implementation of comprehensive employee wellness initiatives.
  2. Facilitate the implementation of an annual health risk assessment for each employee that provides personalized feedback and follow-up coaching.
  3. Facilitate development of onsite facilities, policies, and educational programs on healthy eating, physical activity and tobacco cessation. Over time, this initiative will target all employees, from those with health risks to those who are maintaining a healthy lifestyle.
  4. Facilitate continued assessment and evaluation of the worksite culture and environment.
  5. Facilitate the sharing and reporting of results to management, staff, partners, and funders as a way to maintain and secure additional funding
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## **ASSESSMENT AND EVALUATION TOOLS**

**Also see Recommended Assessment and Evaluation Tools for Interventions #C-PA-W1 and #C-N-W1.**

### **Tool: Wisconsin Department of Health Services Worksite Wellness Survey**

**Source:** [Wisconsin Department of Health Nutrition, Physical Activity, and Obesity Prevention Program](#)

**Description:** This tool is designed to assess employees' nutrition, physical activity, tobacco use, and other health behaviors and conditions. This tool can be used as an assessment tool and then again as an evaluation tool to measure change in employees' health over time.

**Should be completed by:** This assessment should be completed by employees.

**Link:** (Copy and paste link)

[http://dhs.wisconsin.gov/health/physicalactivity/pdf\\_files/Worksite\\_toolkit/Appendix C.doc](http://dhs.wisconsin.gov/health/physicalactivity/pdf_files/Worksite_toolkit/Appendix_C.doc)

### **Tool: Health Enhancement Research Organization (HERO) Best Practice Scorecard**

**Source:** [Health Enhancement Research Organization](#)

**Description:** The Health Enhancement Research Organization Employee Health Management Best Practice Scorecard V3.0 is designed to help employers, providers, and other stakeholders learn about and determine employee health management best practice.

The tool is also available online, and employers receive a set of scores that can be compared to national averages.

**Should be completed by:** This assessment should be completed worksite management or human resources.

**Link:** <http://www.the-hero.org/HEROScorecardV3.pdf>

## **KEY EVALUATION STEPS**

### **Evaluating Implementation**

1. Outline the results of the assessment.
  - a. Describe existing policies, systems, and environments currently in place that are relevant to this intervention. Consider activities and initiatives already underway that are relevant to this intervention.
  - b. Identify current needs of the community that could be addressed by this intervention.
  - c. Document the extent to which the community supports activities relevant to this intervention. Include information about support from key leaders, elected officials, and community residents.
2. Assess the functioning of partnerships, coalitions, and the Community Leadership Team.
  - a. Determine the extent to which relevant interests and groups have been adequately represented in implementing this intervention. Describe how these partnerships contributed to the successful implementation of the intervention. Consider problems that arose from inadequate representation of interests or groups.
  - b. Describe how well these groups worked together to implement the intervention. Include information about the recruitment, engagement, and retention of members, as well as successes and challenges that arose as a result of members' differing goals and interests.
3. Describe the execution of key Action Steps that were essential for implementation of the policy, systems, and environmental changes supported by this intervention. Include analysis of the successes and challenges involved in completing these key steps.

### **Evaluating Effectiveness**

1. Describe the policy, systems, or environmental changes that were implemented.
2. If appropriate, approximate how many sites or organizations have been affected by this intervention.
  - a. Estimate the number of sites or organizations that this intervention could potentially affect.
  - b. Estimate the number of sites or organizations that intervention actually affected.
3. Approximate the number of people that have been affected by this intervention.
  - a. Estimate the number of people that this intervention could potentially affect.
  - b. Estimate the number of people that this intervention actually affected.

4. Document the changes in health behavior that have occurred as a result of this intervention.
  - a. Collect, analyze, and interpret information about health behaviors related to this intervention **prior** to the implementation of this intervention. Consider appropriate measures from the KEY OUTCOME MEASURES listed below.
  - b. Collect, analyze, and interpret information about health behaviors related to this intervention **following** the implementation of this intervention at regular intervals. Consider appropriate measures from the KEY OUTCOME MEASURES listed below.

### **Evaluating Sustainability**

1. Describe how the policy, systems, or environmental changes that were implemented are being enforced.
2. Describe how the policy, systems, or environmental changes that were implemented are being maintained.

### **KEY OUTCOME MEASURES**

#### **General Outcomes**

1. Worksites offer comprehensive employee wellness initiatives to their employees.
2. Tobacco use among employees has decreased, physical activity among employees has increased, and nutrition among employees has improved.

#### **Recommended Outcomes & Associated Methods**

1. Recommended Outcome: Documentation of critical actions and activities that have been (or are being) taken to offer comprehensive employee wellness initiatives.

##### Associated Methods:

- a. Policy Tracking
- b. Key Informant Interviews with worksite officials

2. Recommended Outcome: Increased percentage of worksites in the local jurisdiction that have a policy to offer comprehensive employee wellness initiatives to their employees.

##### Associated Methods:

- a. Administrative Data from worksites
- b. Key Informant Interviews with worksite officials
- c. Policy Tracking
- d. Surveys of worksite officials

3. Recommended Outcome: Increased percentage of worksites in the local jurisdiction that are actively and effectively enforcing a policy to offer

comprehensive employee wellness initiatives to their employees, of those that have a policy.

Associated Methods:

- a. Observational Studies of worksites
  - b. Key Informant Interviews with worksite officials
  - c. Surveys of employees
4. Recommended Outcome: Types of policies and environments that promote healthy weight and healthy behaviors in each worksite in the local jurisdiction.

Associated Methods:

- a. Observational Studies of worksites
  - b. Key Informant Interviews with worksite officials
  - c. Surveys of employees
  - d. Focus Groups with employees
5. Recommended Outcome: Tobacco use among employees has decreased, physical activity among employees has increased, and nutrition among employees has improved in worksites in which this intervention was implemented.

Associated Methods:

- a. Surveys of employees

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## **KEY RESOURCES**

### **General**

#### **Background**

- CDC Healthier Worksite Initiative.  
<http://www.cdc.gov/nccdphp/dnpa/hwi/index.htm>
- CDC Environmental Audits. (Copy and paste link)  
[http://www.cdc.gov/nccdphp/dnpa/hwi/program\\_design/environmental\\_audits.htm](http://www.cdc.gov/nccdphp/dnpa/hwi/program_design/environmental_audits.htm)
- Organizational Characteristics Survey. (Copy and paste link)  
[http://socialmarketing-nutrition.ucdavis.edu/Tools/SomarkToolsList.php?key\\_m=7](http://socialmarketing-nutrition.ucdavis.edu/Tools/SomarkToolsList.php?key_m=7)
- The Wellness Councils of America. This site contains beneficial information to your worksite wellness program. The importance of worksite health promotion, as well as key resources and worksite wellness products are discussed in depth.  
<http://www.welcoa.org>
- MDH Healthy Minnesota Workplace Initiative.  
<http://www.health.state.mn.us/hmwi>

#### **Toolkits**

- MDH Healthy Minnesota Workplace Initiative Toolkit.  
<http://www.health.state.mn.us/divs/hpcd/NGAtoolkit/toolkit.pdf>

- California's 5 A Day - Be Active! Worksite Program. (Copy and paste link)  
<http://www.dhs.ca.gov/ps/cdic/cpns/worksite/download/DHSWorksiteaudittool.pdf>

### Sample Policies

- MDH Healthy Minnesota Workplace Initiative Toolkit, p. 19 Section Resources that work – Sample worksite policies.  
<http://www.health.state.mn.us/divs/hpcd/NGAtoolkit/toolkit.pdf>
- CDC Policies – this website contains samples of CDC worksite policies.  
<http://www.cdc.gov/nccdphp/dnpa/hwi/policies/index.htm>
- North Carolina state employee comprehensive worksite wellness policy. (Copy and paste link) <http://www.osp.state.nc.us/rtablecomm/spc-actions/07Meetings/Worksite%20Wellness%20Policy.pdf>
- Physical Activity and Healthy Eating Policy (Copy and paste link)  
<http://www.eatsmartmovemorenc.com/PhysicalActivityAndHealthyEatingPolicy/PhysicalActivityAndHealthyEatingPolicy.html>
- Ramsey County Worksite Wellness - Click on Sample Policies.  
[http://www.co.ramsey.mn.us/ph/hb/worksite\\_wellness.htm](http://www.co.ramsey.mn.us/ph/hb/worksite_wellness.htm)
- Washington State Department of Health – Nutrition and Physical Activity Policy Resource Guide – Resource for helping to develop nutrition and physical activity policies. The guide includes a chart of policy options, examples and effectiveness. The policy examples are referenced but not contained within the document. (Copy and paste link)  
<http://www.doh.wa.gov/cfh/NutritionPA/publications/npa-policy-guide.pdf>
- Sample policies from Cater to Health. <http://www.catertohealth.org/policies.html>
- Eat Smart, Move More – North Carolina. (Copy and paste link)  
<http://www.eatsmartmovemorenc.com/PhysicalActivityAndHealthyEatingPolicy/PhysicalActivityAndHealthyEatingPolicy.html>
- Policy Supporting Physical Activity. (Copy and paste link)  
[http://health.utah.gov/hearthishighway/pdfs/Excercise\\_Release\\_Policy\\_worksites.pdf](http://health.utah.gov/hearthishighway/pdfs/Excercise_Release_Policy_worksites.pdf)
- 100% Smoke Free Policy – this sample policy contains useful language in “Assistance to smokers” clause. (Copy and paste link)  
[http://www.mihealthtools.org/work/100\\_PERCENT\\_SMOKEFREE\\_POLICY.PDF](http://www.mihealthtools.org/work/100_PERCENT_SMOKEFREE_POLICY.PDF)
- Smoke Free Workplace Policies Guide.  
<http://www.wmitchell.edu/tobaccoLaw/resources/SmokeFreeWorkplace.pdf>

### Talking Points

1. A healthy, motivated employee is vitally important to a workplace as a whole and has a significant impact on an employer's bottom line (MDH).
2. An investment in worksite health promotion (MDH):
  - Improves employees' health, productivity and quality of life;
  - Assists in the management of the cost of health care, benefits and insurance; and
  - Creates a desirable work environment.

3. About 80 percent of all employers with 50 or more employees now offer some form of health promotion program (MDH).
4. Minnesota loses \$2.6 billion annually from health care expenditures and lost productivity caused by tobacco-related illnesses. In the year 2000, an estimated \$495 million was spent in Minnesota treating diseases and conditions that would be avoided if all Minnesotan adults were physically active (MDH 2002).
5. Many health risks – overweight, lack of physical activity, poor food choices, tobacco exposure and use, stress and alcohol – can be modified and improved (MDH).
6. For multi-component worksite health promotion programs, the summary of evidence is very strong for average reductions in sick leave, health plan costs, workers compensation and disability costs of slightly more than 25% (Chapman 2005).
7. In the U.S., 5% of employees account for 80% of the health care costs. While it's important to support those that are very ill, it is especially important to keep your healthy individuals healthy. (Serxner 2006)
8. The annual return on investment for worksite wellness programs has been \$3-\$6 saved for every \$1 spent or a ROI of 3-6:1. It takes about 2 to 5 years after the initial program investment to realize these savings (Goetzel 1999, Pelletier 2001, Aldana 2001).

#### References for Talking Points

Work Well Healthy Minnesota Toolkit. Minnesota Department of Health..

<http://www.health.state.mn.us/divs/hpcd/NGAtoolkit/toolkit.pdf>

The Human and Economic Costs of Tobacco in Minnesota. 2002. Minnesota Department of Health. <http://www.health.state.mn.us/divs/hpcd/tpc/reports/sammec.pdf>

Health Care Costs of Physical Inactivity in Minnesota. Minnesota Department of Health. <http://www.health.state.mn.us/news/pressrel/inactivityfs.pdf>

Chapman, L.S. 2005 update. Meta-evaluation of worksite health promotion economic return studies. *Art of Health Promotion*. 6: 1-14.

Serxner, S., et al. 2006. Best practices for an integrated population health management (PHM) program. *The Art of Health Promotion newsletter*. May/June.

Goetzel, R.Z., Juday, T.R., and R.J. Ozminkowski. 1999. What's the ROI? A systematic review of the return on investment studies of 8 corporate health and productivity management initiatives. *AWHP's Worksite Health* Summer: 12-21.

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## **EVIDENCE**

- Aldana, S.G. 2001. Financial impact of health promotion programs: a comprehensive review of the literature. *Am J Health Promotion*. 15(5):296-320.
- Chapman, L.S. 2005. Meta-evaluation of worksite health promotion economic return studies: 2005 Update. *Am J Health Promotion* Jul-Aug; 19(6):1-11.
- Institute for Clinical Systems Improvement (ICSI). This resource provides a priority aim to establish a relationship with employers to promote the implementation of an annual health risk assessment for employees.
- National Institute of Diabetes and Digestive Kidney Diseases, National Heart, Lung, and Blood Institute. Promoting healthy weight and healthy behaviors in the worksite is currently being tested and evaluated through two National Institutes of Health research studies (one in the National Institute of Diabetes and Digestive Kidney Diseases and one in the National Heart, Lung, and Blood Institute).