

Why Wellness?

How to Start a Worksite Wellness
Program

A Wellness Tool Kit

Designed
by

PeaceHealth
LifeQuest Wellness Program

LifeQuest Wellness Program



St. John Medical Center
PeaceHealth

1. Develop Upper Level Management Support

Goal: Establish a worksite wellness program as part of your organization's structure

Objective: Create support and excitement for the program from all levels of the corporation: upper-level management, mid-level management, and front line employees.

- *Upper level management buy in is essential to starting and maintaining an effective program. Communication to employees that management supports the program is a must.*

To Do: Develop a team of managers responsible for high level decisions. This team should include CEO, COO, CFO, Communications officer, and other appropriate division level leaders and program experts as necessary.

Upper management executive team is responsible for:

- **Communication!** To all levels of management about the program. Helping to drive the integration of the worksite wellness program as a part of the organizations culture.
- **Funding!** Ensure financial and staffing resources are available for program planning and implementation.
- **Support!** Encourage employees to participate and to assist in "recruiting" other employees, build and keep the momentum going.
- **Communicate More!** Share success stories within the company, and continue to increase the perceived value of participation.

Our Experience:

We started our program with strong support from our upper level management in 2003. We continue to have strong support and the wellness initiatives are discussed briefly at meetings of our upper level management team, the team continues to support the wellness efforts of our Wellness Committee (see next page).

- Our Strategic Plan and Organizational Structure includes a worksite wellness program.
- We have committed one FTE and a small budget to our employee wellness program
- Monthly management meetings keep communication opportunities for managers to get involved in wellness in the for front.
- Regular strategic plan updates from our upper level management as well as CEO forums help communicate you upper level management support for our program.

2. Organize a Wellness Advisory Team

Goal: Create a working committee that consists of employees and essential functional parts of the organization.

Objective: To assist in reshaping the organizational culture to support employee-wellness activities by serving as messengers and supporters for the program.

To Do:

- The Wellness Advisory Committee will:
- Work with upper management and the wellness coordinator in the design, implementation, and evaluation of the program.
 - Create methods to enhance the acceptance and success of the activities of your worksite wellness program by encouraging employee ownership of the program
 - Hold periodic meetings to keep the committee informed of upcoming plans and events and to provide feedback to the program coordinator about their thoughts, ideas, and suggestions, and those of their co-workers.
 - Recommend policy and environmental changes that are aimed at improving the health and safety of employees.

Our Experience:

- We have a wellness steering committee that consists of a wellness coordinator, employees, manager of rehab/ wellness services, physician liaison, public affairs representative, human resources representative, benefits coordinator, staff training and development, employee health, security, facilities, and physical therapy/ exercise specialists.
- Committee meets quarterly.
- Committee works closely with organizational needs and changes related to wellness: health benefits design, smoking cessation/ tobacco free campus, employee engagement, employee celebrations, cafeteria, etc.

3. Conduct an Assessment of Financial and Human Assets and Liabilities

Goal: Create a baseline of information and identify employee and organizational needs
Objective: Review a variety of information to better understand past and current conditions regarding healthcare utilization, organizational culture, demographic overview, and health promotion initiatives.

- *Data collection plays an important role in planning, monitoring, and evaluating a wellness program. It will also set the baseline for continued and future evaluations of program efficiency, effectiveness, and feasibility.*

To Do:
Claims review:
In the past 3-5 years what have been the 5 most costly:
Major disease categories?
Therapeutic classes of drugs?
Prescribed and filled therapeutic classes of drugs?
Demographic analysis of employee population:
Number of employees by gender
Percentages of males and females by age groups
Other factors that may have affected the health of your employees and their use of the healthcare system.
Management survey:
Survey mid-level management for their concerns, level of interest, and buy-in.
Employee- interest survey:
Find out what the employees want and measure the level of participation, satisfaction, and success of any previous activities.
Risk data (health risk assessment):
Is there any data from health-risk appraisals over the past 3-5 years?
Participation in similar activities:
List and describe all past wellness initiatives, include participation rates
Design of the health plan, and anticipated changes:
Have there been any significant changes in the health plan’s design in the past five years, such as change from an HMO to a PPO, increased co-payments or deductibles, or increased employee contributions?

Our Experience:
Claims review healthcare/ pharmaceuticals/ demographics:

- We are self insured. We are able to view high level statistics and data related to the above information through our regional and system Human Resources Department. Because this is sensitive data no individual information is provided, we have typically used trend data in our planning. **Example:** increased use of headache medications may indicate increased levels of stress in employees, we would respond with making stress management classes available.
- **Management and Employee Interest Survey/ Participation:** Each January the wellness program sends a brief survey to all employees- we do not have a different survey for managers vs. non- managers (see attached survey example). We track participation in all wellness activities in a simple spreadsheet.
- **Health Risk Assessment/ design of medical plan:** We have worked with the One Care Street (Halean Group) for a health risk assessment of all benefit eligible employees for the past 2 years. Congregate data is available for help in planning wellness initiatives as necessary. As health insurance costs have risen we have seen changes in our health plan co-pays; our wellness program aims to help slow the growth of our employees out of pocket costs.

4. Create Clearly Stated Vision, Mission and Outcomes

Goal: Establish a clear vision of the program direction, expectations, and measures
Objective: Set vision, mission, goals and objectives to keep your worksite wellness program focused toward its desired outcomes. It will answer the question, “Where are we going?” and “How will we know when we get there?”

To Do:

Identify 2-5 clearly stated goals. Be sure that your program is capable of having an impact in the area desired, and be sure that you are capable of measuring that impact.

Example goal: Employees will have access to healthier food options

Establish 2-5 measurable objectives that specifically state what your program is going to accomplish, by when, and how it will be measured.

Example objective: Modify all vending machines to include 50% healthy food options.

Identify several activities that will help you achieve your objective, activities are very specific.

Example activity: Work with vending machine owners to identify healthfood options and restock with 50% of items that are healthier food options.

Identify who is going to do what, by when, and what resources are needed.

Example detail: The program coordinator will contact XXX vending company by September 30th.

Our Experience:

Our primary program goal is to support our employees as they work to maintain or improve their good health.

Goal: Help employees attain preventative health screenings to help prevent/ identify chronic health concerns.

Objective: Provide free cholesterol, blood glucose, posture, blood pressure, flu shots, and bone density screenings annually.

Activity: Free annual employee health fair with all screenings listed above free of charge.

Detail: Program coordinator works with necessary resources within the organization to coordinate the wellness event.

5. Develop a Comprehensive and Strategic Wellness Plan

Goal: A comprehensive worksite wellness program and plan

Objective: Development of a plan that consists of a variety of awareness, lifestyle and supportive environment programs, policies, and activities that will target risk behaviors, needs, and interests of employees.

- *Your worksite wellness program should provide an integrated, strategic approach specific to the needs, goals, and culture of your organization. It will be important to review and revise existing policies governing such areas as smoking, vending machines, and staff cafeteria. Also, it is useful to examine what worksite wellness or health promotion activities are offered under your existing health benefit plan.*

To Do:

Develop activities based on your program goals and the specific needs of your employees.

Focus on those topics that are of greatest interest to your employees and the greatest needs of your company, in that order. Avoid topics with narrow appeal.

Keep it simple. *Design the program so it's easy for the participants to understand and track. Let the employees focus their learning efforts on their own behavior, not on the rules and regulations of the program. Also, simplify the program administration. Let people record their own activities when possible; create a mixture of self-reported activities along with verified activities.*

Integrate *a combination of activities to include awareness, educational, and behavioral elements. Link the activities throughout the year to allow for desired behavior repetition.*

Select activities that every employee can participate in.

Examples:

Challenges: Focus on practicing a desired behavior for 4-8 weeks.

Learning experience (seminars, videos, classes): One-time activities, 30-60 minute focus on a specific topic. *These can precede "challenge activities" to prepare participants for behavior change*

Behavior changes (smoking cessation): Interventions may or may not be offered in the workplace.

Disease management/ New Skills (support and education groups for DM, HTN, CPR First Aid): these may be provided or supported by the company through disease management vendors, or by community, health, or religious organizations.

Screenings, wellness assessments, physical exams: Wellness assessments provides aggregate data that can be used in program planning and evaluation.

Program support (membership or leadership in wellness committee or challenge team): Reward those who work with you.

Community events: Reward participation in events like the heart walk or march of dimes walk.

Our Experience:

Challenges: 3 month weight loss and walking competitions

Learning Experience: Healthy Body 101 classes, Weight loss classes (Changing Weighs).

Behavior Change: Weight Intervention Network, weight loss classes, exercise classes, smoking cessation. Encourage participation in all off site programs/ opportunities too.

Disease Management/ New Skills: Healthy Body 101, individual referrals to healthcare providers, training and development and work place wellness provide CPR and skills trainings.

Screenings, wellness assessments, physical exams: Annual Employee Health Fair, One Care Street Health Risk Assessment.

Program Support: Incentives, LifeQuest Coin Plan.

Community Events: LifeQuest Coin Plan, Cowlitz County Tribal Walk, American Heart Association Walk, Harvest Classic, etc.

6 Develop an Incentive Strategy

Goal: To motivate and reward employee participation and completion.

Objective: Create a sense of interest in participation and completion of wellness activities.

- *Providing incentives and rewards will send an important message to the employees that the organization is committed to improving their health and will share the rewards that these changes will bring. It also plays a significant role in motivating individuals to participate.*

To Do:

- Identify what incentives employees value most.
- Identify what incentives the organization can provide.
- Integrate your incentives into your health benefits strategy.
- Ensure that every participant who achieves a goal receives some recognition.
- Offer participant incentives.
- Avoid offering incentives for the “best” or the “most”.
- Avoid rewards for biometric changes.
- Use incentives to promote your worksite wellness program through logos and branding.

Examples:

Paid time off, reduction in health insurance premiums or co-pays, cash incentives, discounts to health clubs, free pedometers, etc.

Our Experience:

- Put your logo on everything!
- T-shirts, gym bags, water bottles, and free coffee are great incentives.
- Starting this year we do have a reduced premium option with our health plan if employees participate in the One Care Street Health Risk Assessment.
- Competition builds involvement: LeanQuest, Walking Programs
- Health Club Discounts build interest. Our YMCA partners in Wellness Program started in December 2004 with 87 members; we now have 290.

7. Communication to Employees

Goal: Increase awareness of and participation in the worksite wellness program.

Objective: Promote the worksite wellness program to employees to encourage participation in activities and benefits.

- *A well designed communication strategy is paramount to successful program awareness and participation. Even a “world class” program design will not succeed if nobody knows that it is available or how to get involved. Employees who do not get involved in the program should be doing so because they choose not to participate, not because they did not know how, when, or where to participate.*

To Do:

Conduct a resource and communication audit to identify internal and external resources available to support your worksite wellness program, as well as to know how information will be disseminated.

Keep the program simple and concise: easy to read about, understand, and act upon.

Build the brand; make sure it’s something that employees can identify with. Add the brand to t-shirts water bottles, mouse pads, stress balls, etc.

Use a variety of media:

Print- brochures, flyers, posters, banners, paycheck inserts, newsletter articles, bulletin boards, literature racks, post cards.

Electronic- web, intranet, e-mail, closed circuit TV, sign lines, audio video productions.

Verbal- staff meetings and organization events; word of mouth.

Established- use existing channels of communication- What works best in your company? Be sure to know about all points of contact and systems of distribution.

Timing of communications:

Prior to the activity to create awareness and to educate.

During the activity to stimulate participation.

After an activity to report results.

Between activities to maintain momentum and interest.

Consistency of communications:

Use **branding**; maintain a consistent look, feel and tone of messages.

Maintain this consistency throughout the program.

Surveys and forms:

Collect information.

Disseminate information.

Our Experience:

Month prior: e-mail, newsletters, posters, management meeting announcements.

Week prior: e-mail, additional posters, staff meeting announcements

Day before: e-mail

Day of: e-mail, in person announcements

Ongoing advertising: Monthly electronic newsletter specific to wellness program, ads in existing bi-weekly employee information newsletter, standing agenda on employee forums, management, and staff meetings.

Example Employee Survey

LifeQuest Employee Wellness Survey

LifeQuest is your employee wellness program! As health care workers we take care of others very well, but often forget to take care of ourselves. LifeQuest is your employee wellness program and is free to all employees, volunteers and physicians who work for PeaceHealth in our region because we care about you as an employee. Please take a moment to answer the following questions so that we can plan a wellness program that will be meaningful and helpful to you.

This survey is anonymous

LifeQuest Employee Wellness Program

- 1. Have you heard of the LifeQuest Employee Wellness Program prior to filling out this survey?**

Yes

No

- 2. Have you ever participated in a LifeQuest Employee Wellness Program (circle programs you have participated in)?**

10K-A-DAY walking program

10K-A-DAY team walking program

Yoga/ Pilates

Annual Employee Wellness Health Fair

Healthy Body 101 education topic in staff meetings

Healthy Body 101 education topics at education day or other sites

YMCA Partners in Wellness Program

Individual fitness Assessment

Changing Weighs

W.I.N. (Weight Intervention Network)

- 3. Where have you heard about LifeQuest (circle all that apply)?**

E-mail

LifeQuest Moment

Posters

Web Page on crossroads

The Pulse

From my manager

At education day

At the health fair

Wellness Interests

- 4. Healthy Body 101 Wellness Education: If offered please choose which programs you would be interested in attending (circle all that apply)?**

Healthy Back

Heart Disease Prevention

Diabetes Prevention

Cholesterol Reduction

Stress Management

Effective communication within the worksite

Physical Activity (getting started)

Weight Management Programs Healthy Eating

- 5. Fitness Program: If offered what programs would you be likely to participate in (circle all that apply)?**

Personal Fitness Assessment / Personal Trainer

Stretching Programs

Core Strengthening (abs and back) class

Yoga/ Pilates

Walking Programs

YMCA membership discount

Free Screening Programs

6. Did you attend or do you plan to attend the Annual Employee Wellness Health Fair on January 19th 7 AM- 3:30 PM?
Yes
No
7. Did you or do you plan to take advantage of the free fasting cholesterol test offered at the health fair on January 19th?
Yes
No

Other Wellness Opportunities

8. If offered on site would you be likely to attend Smoking Cessation classes?
Yes
No

Timing of Wellness Opportunities

9. When would you be most likely to attend LifeQuest Events and classes (circle all that apply)?
- | | |
|--------------------------|------------------|
| Morning (7-9AM) | Lunch (12-1 PM) |
| Mid-afternoon (2-4PM) | Evening (5-7PM) |
| In regular staff meeting | At education day |

Comments:

10. Do you have any suggestions for your LifeQuest Employee Wellness Program?

11. Are there any classes/topics that you would like LifeQuest to provide for our employees in the future?

12. What department do you work in?