



# Colorado Worksites

Resources and Tools for Implementing Wellness



Colorado Department  
of Public Health  
and Environment



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# INTRODUCTION



## INTRODUCTION

Coloradans spend about a third of their lives at work. With obesity and chronic disease on the rise and health care costs skyrocketing, the workplace can play an important role in improving the health of all Coloradans.

The Colorado Worksite Wellness Framework developed by business and health experts outlines five steps to create and sustain a comprehensive worksite wellness program: Build, Assess, Plan, Implement and Evaluate. This guide, *Colorado Worksites: Resources and Tools for Implementing Wellness*, provides substance to the framework, giving employers the rich resources and critical information necessary to adapt the framework to the needs of their workplaces. With this guide, employers can implement a wellness program customized to their worksites and improve employee health and reduce health care costs.

The resources and tools outlined here are based on current evidence-based practices and are specifically designed for Colorado worksites. Employers and employees will learn the business case for worksite wellness programs; how to gather data to plan a program and evaluate success; how to set up an employee wellness team; how to motivate employees to engage in healthy behaviors; and how to develop programs and activities to keep your team healthier and more productive.

Health communications and marketing are a critical overlay to any successful worksite wellness plan and play an integral role in successfully implementing each of the five recommended steps. Motivational and informational health messaging delivered through an array of workplace communication channels is necessary to build enthusiasm and sustain the momentum of your individual wellness program. This guide will show you how to engage employees through print and electronic messaging, workplace meetings, company newsletters, employee wellness teams, interactive activities and community events.

A collaboration of public, private and nonprofit health and employment experts reviewed existing worksite wellness programs and business models, gathered feedback from regional forums and online surveys and consulted on best practices to develop the Framework and subsequent resources and tools offered here. This is the first release of a “living document” — one that we will update continuously with new research, evidence-based practices and wellness tools and resources.

Please review *Colorado Worksites: Resources and Tools for Implementing Wellness* as you develop your own worksite wellness program. A comprehensive worksite wellness plan that includes and sustains all five steps produces the best health outcomes and most significant health care cost reduction benefits. We hope you will use this guide to support your worksite’s wellness goals and our shared vision for a healthier Colorado workforce.



## Acknowledgements

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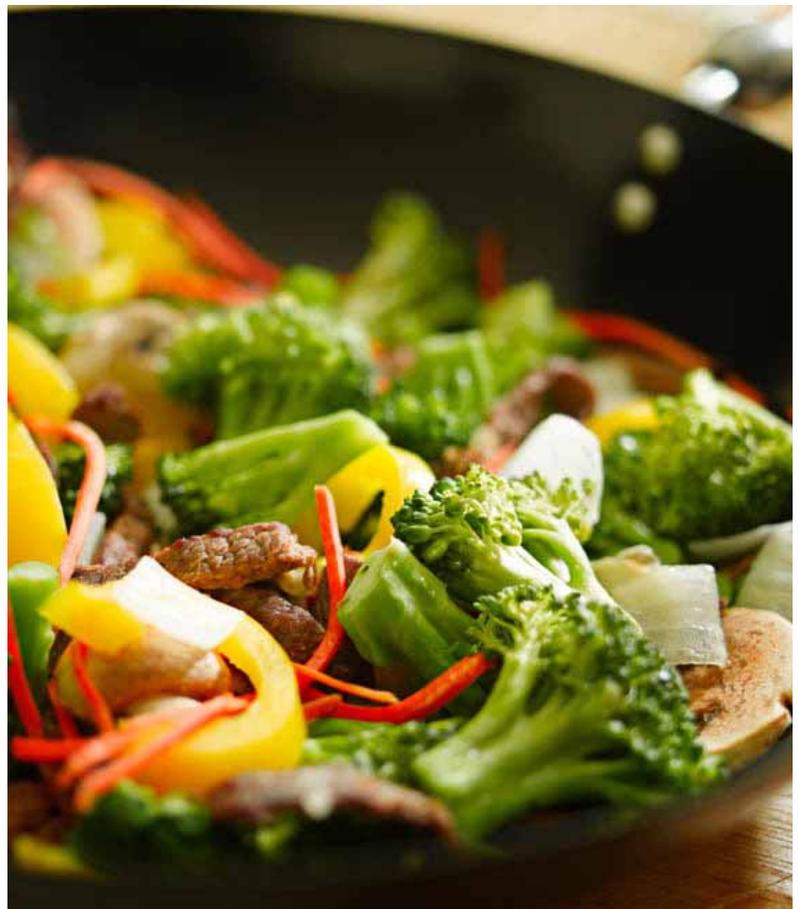
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## COLORADO'S WORKSITE WELLNESS FRAMEWORK

The Colorado Worksite Wellness Framework that forms the foundation for this guide recommends five steps to develop a successful worksite wellness program: Build, Assess, Plan, Implement and Evaluate. While health communications and marketing is not listed as a step, it is important to include throughout the process.

Although each step involves distinct activities, all steps are meant to be integrated and sustainable, with overlap between steps and the opportunity to repeat steps as needed. Continuing to build, plan, assess, implement and evaluate results as your program matures will help sustain an effective, integrated and comprehensive worksite wellness program.

**Step 1-Build** a strong worksite foundation to sustain the success of your wellness program. This section helps you gather information and insight to help you understand the worksite, prepare the business case, obtain senior level management support, form a wellness team and brand the program.

**Step 2-Assess** your worksite to create a data-driven program. Conducting a needs assessment can help employers understand the health and wellbeing of employees and the organization's work environment in order to design a program that responds to employee concerns and aligns with the organization's mission, goals and objectives. There are various strategies in this step to gather information, including employee interest surveys, health risk assessments, and environmental and cultural audits. In addition, pulling data from internal sources on health-care claims, workers' compensation expenses and other corporate cost measures will help guide development of a comprehensive plan that addresses specific individual and organizational needs.

**Step 3-Plan** your goals, objectives and activities. Worksites determine the long — and short-term goals for the program and develop concrete steps to accomplish them. The outcome of the planning process is a strategic plan that includes annual objectives, program interventions, a timeline, a budget and evaluation strategies.

**Step 4-Implement** engaging health programs. This is where most employers want to begin, but successful programs build a strong foundation first, with well thought out goals and objectives based on the needs of the workforce. Once you have a solid foundation, you can begin using this implementation section to get your workforce moving with a broad range of quality programs, documented strategies and evidence-based best practices.

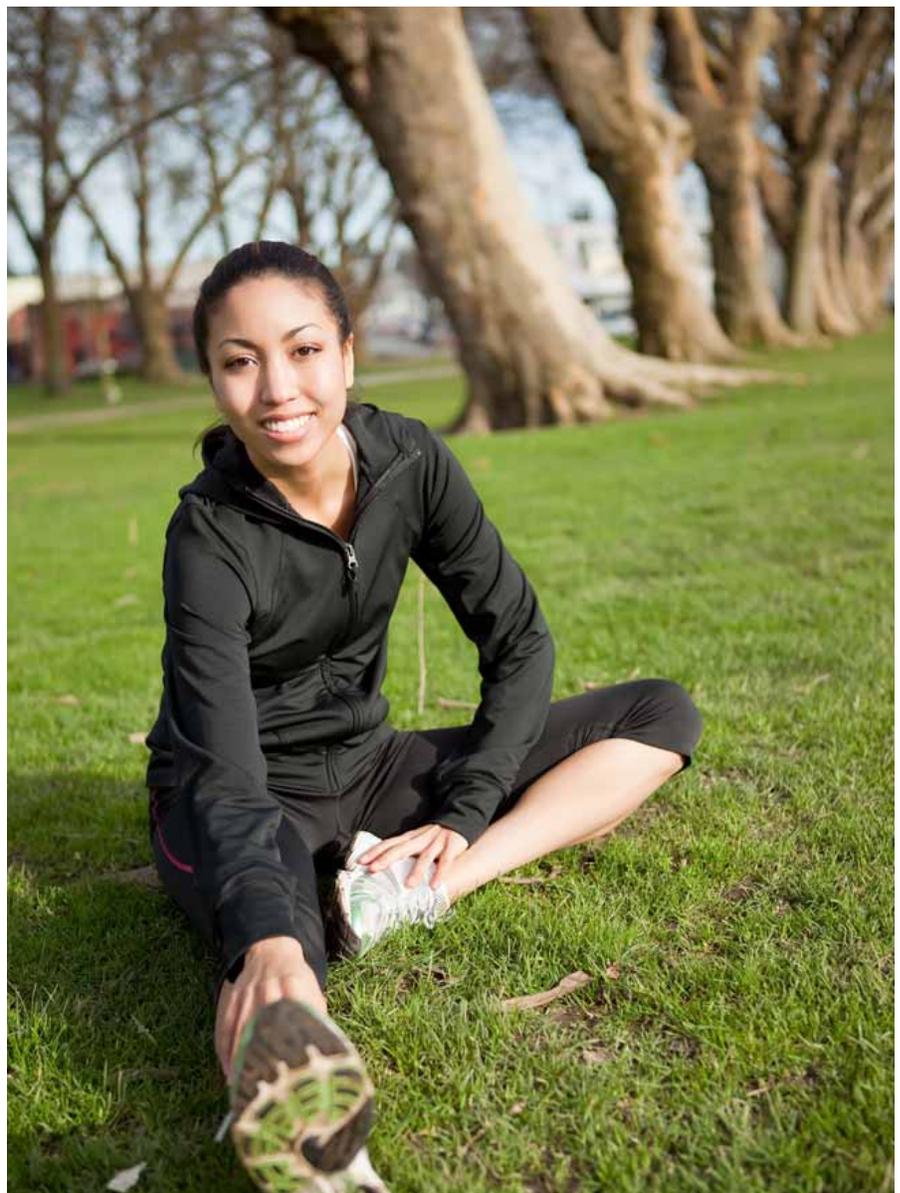
**Step 5-Evaluate** your program effectiveness and identify needed improvements. This section presents information on why evaluation is important, what evaluation methods are appropriate for your worksite, how to collect data, and how to assemble and present results to senior management and other stakeholders. Even though this is the last step in the model, the evaluation strategy takes place in the beginning to collect data relevant to measure success throughout the process. Evaluation is not a one-time activity; it takes place throughout your program cycle.



*A Health Communications and Marketing Plan* is essential through all steps of worksite wellness. Highly effective wellness programs establish a communications and marketing plan that engages employees to think about their health and motivates them to actively participate in their worksite wellness program. Branding a wellness program by creating a meaningful and recognizable look and feel to all communication efforts can help employees identify and support the program and its goals. Marketing the program with widespread distribution of targeted communication pieces through identified employee communication channels will drive and sustain participation.

According to consumer marketing research, consumers connect with a brand and/or message after seeing or hearing a message between five to seven times. Use a consistent mix of print, electronic and verbal messages to reach individual employees where they live, whether in the board room or the lunch room. Take advantage of your worksite's most popular communication channels — e-mails, newsletters, posters, flyers, company meetings or brown bag luncheons — to deliver well-crafted, authentic health messages that resonate with your unique employee base.

Such communication should be regular and positive to create, build and sustain momentum. Target the style and content of your messages to employee interest and education level, using educational messages to increase health awareness, motivational messages to prompt action and individualized encouragement messages to reward progress and maintain participation. Effective communications from leaders, wellness committee members and worksite opinion leaders can help shape employee health behavior and attitudes. An informed and motivated workforce will make the difference in the success of your wellness program.



## *The Businesses Case to Invest in Worksite Wellness*

### What is Worksite Wellness?

Worksite Wellness is defined by national expert Larry Chapman, MPH, president and CEO of Chapman Institute and Senior Advisor, for WebMD Health Services as: “An organized program in the worksite that is intended to assist employees and their family members (and/or retirees) in making voluntary behavior changes which reduce their health and injury risks, improve their health consumer skills and enhance their individual productivity and well-being.”

### Why Invest in Wellness?

On average, Americans spend 36 percent of their total waking hours at work. So what better venue than the workplace to promote a healthy lifestyle? Companies have discovered that worksite wellness programs are an effective strategy to inspire employees to take responsibility for their own health and contain health care costs.

Many Americans are at risk for chronic diseases such as cancer, diabetes or cardiovascular disease. Unhealthy diet, physical inactivity and tobacco use are major risk factors for chronic disease and major drivers of increased health care costs. These modifiable risk factors in conjunction with the non-modifiable risk factors of age and heredity, explain the majority of new cases of heart disease, stroke, chronic respiratory diseases and some cancers.

**Chronic Diseases are among the most prevalent and costly health problems, yet they are the most preventable.**





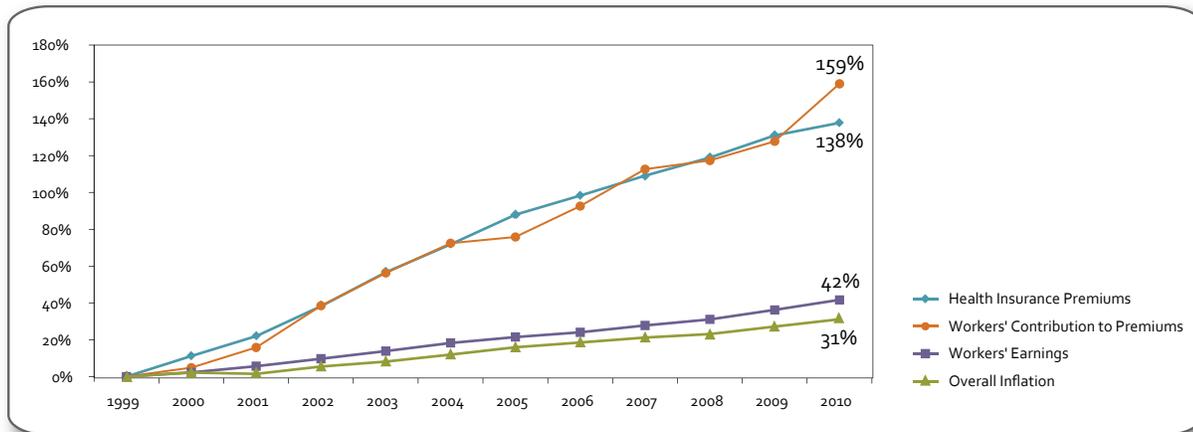
## The Value in Worksite Wellness

### Control health care costs

The rising cost of health care is perhaps the most challenging health policy issue facing the United States. In the business arena, the ability of companies across the nation to thrive and remain competitive is being threatened by the burden of poor health and the ever increasing costs of health care. Premiums for employer-based health insurance rose by 5 percent in 2008. In 2007, small employers, on average, saw their premiums increase 5.5 percent. Firms with less than 24 workers experienced an increase of 6.8 percent.<sup>1</sup>

Premiums for employer-sponsored health insurance in the United States have been rising four times faster, on average, than workers' earnings since 1999, according to the Kaiser Family Foundation and the Health Research and Educational Trust.<sup>2</sup>

**Table 1: Health Insurance Premiums Compared to Workers' Earnings:**



Source: Kaiser/HRET Survey of Employer-Sponsored Health Benefits, 1999-2010. Bureau of Labor Statistics, Consumer Price Index, U.S. City Average of Annual Inflation (April to April), 1999-2010; Bureau of Labor Statistics, Seasonally Adjusted Data from the Current Employment Statistics Survey, 1999-2010 (April to April).

Worksite health promotion has made tremendous progress in documenting its financial value over the past two decades, proving that employer spending on health promotion and chronic disease prevention is a good business investment. Programs have achieved a rate of return on investment ranging from \$3-\$15 for each dollar invested with savings realized within 12-18 months.<sup>3</sup>

<sup>1</sup> The Henry J. Kaiser Family Foundation, Employee Health Benefits: 2008 Annual Survey, September 2008.

<sup>2</sup> The Henry J. Kaiser Family Foundation, Employee Health Benefits: 2008 Annual Survey, September 2008.

<sup>3</sup> Anderson DR., Serxner SA., Gold DB., Conceptual framework, critical questions, and practical challenges in conducting research on the financial impact of worksite health promotion. American Journal of Health Promotion. May/June 2001, 12(5):281-295.

## Economic Costs of Obesity

Obesity in Colorado and the United States has reached epidemic proportions. Because obesity and overweight contribute significantly to chronic diseases such as heart disease, stroke and diabetes, eliminating this epidemic is of vital public health importance. The economic costs of obesity have been well documented. The direct and indirect costs of obesity in the United States are estimated at \$139 billion per year.<sup>4</sup>

In Colorado, medical spending attributable to obesity was estimated at \$874 million dollars in 2003, with \$139 million in Medicare costs and \$158 million in Medicaid costs. These estimates likely underestimate the true costs of overweight and obesity because they do not include the indirect costs of obesity or the direct or indirect costs of overweight.

Employers often pay for a larger portion of the indirect costs through increased absenteeism, disability, loss of productivity, presenteeism and workers' compensation.<sup>5</sup> Research shows that the higher a person's Body Mass Index (BMI, a measure of body weight relative to height), the greater the number of sick days, medical claims and health care costs. There is also an individual cost seen in increased health care and medication costs. In fact, an obese individual pays 36 percent more for health care and 77 percent more for medication than someone who is not obese.<sup>6</sup> Employers have the opportunity to reduce company and individual costs by promoting healthy behavior choices through health education, worksite policies and employment practices.

Medical Costs attributed to obesity and overweight employees are estimated to be \$395 (36%) higher annually than those of normal weight.

*Finkelstein E, Fiebelkorn C, Wang G. The costs of obesity among full-time employees. Am J Health Promot. 2005 Sept-Oct; 20(1):45-51.*



<sup>4</sup> Source: Levi J, Vinter S, Richardson L, Laurent RS, Segal LM. *F as in Fat: How Obesity Policies are Failing in America 2009*. Washington, DC: Trust for America's Health. 2009.

<sup>5</sup> Source: Levi J, Vinter S, Richardson L, Laurent RS, Segal LM. *F as in Fat: How Obesity Policies are Failing in America 2009*. Washington, DC: Trust for America's Health. 2009.

<sup>6</sup> See footnote 5.



**Table 2: Estimated Average Annual Cost Per Worker With Specific Health Conditions<sup>7</sup>**

MEDICAL CONDITION	PREVALENCE AMONG DOW WORKFORCE <sup>8</sup>	MEDICAL	ABSENCES	PRESENTEEISM	TOTAL COST WITHOUT MULTIPLIERS	TOTAL COST WITH MULTIPLIERS
Depression, anxiety, or emotional disorder	4.3%	\$2,017	\$1,525	\$15,322	\$18,864	\$25,771
Stomach/bowel disorder	3.4%	2,585	800	6,790	10,188	13,287
Back or neck disorder	7.0%	2,249	839	6,879	9,975	13,131
Diabetes	2.4%	3,663	514	5,414	9,620	12,021
Heart/circulatory	7.1%	2,531	613	6,207	9,359	12,147
Migraine/chronic headaches	3.1%	1,689	945	6,603	9,232	12,332
Arthritis/joint pain or stiffness	9.0%	2,623	441	6,095	9,127	11,839
Asthma	1.3%	1,782	383	5,661	7,870	10,304
Allergies	18.9%	1,442	377	5,129	6,947	9,205

Note: The mean absence multiplier for absences (1.41) is based on the distribution of The Dow Chemical Company's U.S. workers in nine different job categories and the job-specific multipliers reported in a recent study by Nicholson and colleagues. We assume that the appropriate multiplier for presenteeism is equal to the absence multiplier, and that the multipliers are the same for each health condition.

<sup>7</sup> Nicholson Ss, Pauly D, et al. How to Present the Business Case for Healthcare Quality to Employers. The Wharton School, University of Pennsylvania; November 2005. Available at: <http://knowledge.wharton.upenn.edu/papers/1303.pdf>. Accessed December 15, 2009.

<sup>8</sup> This is the percentage of surveyed Dow workers who report a particular medical condition as their "primary health condition." People who reported having more than one chronic condition are assigned in this table to the condition they indicate to be their primary condition, so these figures are underestimates of the incidence of a particular condition among the workforce.

## Decreased Absenteeism

Healthy employees are less likely to miss work. Research has shown that businesses with health promotion programs experience a 28 percent average reduction in sick leave absenteeism, an average 26 percent reduction in health-care costs, and a 30 percent average reduction in workers' compensation and disability management claims costs.<sup>9</sup> In addition, healthy behavior at an organization frequently carries over into an employee's home life and can result in an employee missing less work to care for an ill family member. The cost savings shown from a wellness program can also include reduced overtime and fewer temporary workers.<sup>10</sup>

## Greater Productivity

Healthier employees are more productive. Presenteeism is a measure of lost productivity cost due to employees showing up for work, but not being fully engaged and productive due to personal health and life distractions. Recent studies suggest that the cost of lost productivity is double or even triple the cost of health care. An organization that supports wellness through a healthy culture will have a larger percentage of employees showing up for work every day healthy, happy and ready to work.

## Improves Employee Morale and Enhances Organization's Image

An organization that cares about the health of its employees is a desirable place to work. Organizations save money by retaining employees and gain a competitive edge in recruitment of new employees.

Published studies show there is growing and sufficient evidence to conclude that investment in a comprehensive and well-designed health and wellness program is associated with a cost savings ranging from three to six times more than the total cost of the wellness program. Employers considering a worksite wellness program should look at both the tangible and intangible benefits such a program provides.

In conclusion, a comprehensive worksite wellness program can improve the health of your employees and your organization. Business leaders who embrace a culture of wellness and encourage healthier behaviors in the workplace can expect an engaged, active workforce with fewer chronic diseases and more energy. The economic return for investment in a comprehensive worksite wellness program comes quickly through increased productivity, decreased absenteeism and lower healthcare costs.

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<sup>9</sup> Aldana, SG. Financial impact of health promotion programs: a comprehensive review of the literature, *American Journal of Health Promotion*, 2001, volume 15:5: pages 296-320.

<sup>10</sup> Well Steps, *Worksite Wellness Implementation Guide*, page 3. Available at [http://www.wellsteps.com/resources/WellSteps\\_Implementation\\_Guide.pdf](http://www.wellsteps.com/resources/WellSteps_Implementation_Guide.pdf). Accessed April 9, 2010.

## STEP 1: BUILD



## STEP 1: Build a Wellness Foundation for Your Organization

### ORGANIZATION

Successful worksite wellness programs should be built on a solid foundation. A comprehensive worksite wellness program with dedicated staff and allocated time and resources will ensure an organization's successful shift to a sustainable culture of employee wellness. The following steps will help build the foundation:

- Understand organizational structure
- Gain leadership support
- Form a wellness committee
- Brand the wellness program

#### Understand How Your Organization Operates

Worksite wellness is not “one-size-fits-all.” Organizations should take time to gather data about specific organizational operations. They can begin by becoming familiar with information that is already available: mission and vision statements; health insurance coverage, claims and costs; and employee performance and productivity measurements. It is imperative that an organization looks at all pertinent factors to fully understand the operating structure of the worksite and align the wellness program and goals appropriately. Appendix A provides an “Understanding Your Organization Checklist.”

#### Gain Leadership Support

Gaining senior-level support and leadership is paramount to the development and sustainability of a successful worksite wellness program. As chief executive officers and other senior management recognize the potential benefits of the program, other sectors of the organization are likely to follow suit. In our review of winning wellness initiatives, leadership in these areas made a critical difference:

- **Accountability**—Senior-level leadership should demonstrate to the rest of the organization how improvements in health are linked to improvements in productivity and profitability.
- **Investment**—An effective worksite wellness program requires a substantial initial and continuing investment of time and money to improve employee health and yield quantifiable results. According to the Wellness Councils of America, the ideal investment for an organizational wellness initiative is somewhere between \$100 and \$150 per eligible employee per year.<sup>11</sup>

<sup>11</sup> *Absolute Advantage*, Vol. 6, No. 1, p.5





- **Commitment**—Senior-level leadership should support long-term strategic planning, dedication of sufficient resources, organizational policies, environmental changes, incentives and communication. In addition, senior-level leadership should commit to the integration of health and wellness into insurance plan benefits and program design.
- **Leadership by example**—For organizational change to be effective, organizations need a champion. There's no better champion for a worksite wellness program than the head of the worksite, the chief executive officer or someone in an equivalent position. CEOs who embrace health as a personal priority stand as role models for the rest of the organization and inspire more widespread participation in the worksite wellness program.
- **Encouragement**—Senior-level leadership support and participation sends a positive message that employee health is important. In return, employees are more likely to be inspired and encouraged to create a healthy work environment where healthy eating and physical activity are part of the culture.

"We're committed to providing the best workplace environment possible, and an active employee health and wellness program is a top priority for us. By doing so, we improve the health of our employees while producing positive results for our company overall."

— Margaret Sabin

*President & CEO, Penrose–St. Francis Health Services*

*Certified Fitness Instructor,  
American Council on Exercise*

## *Capturing Senior-Level Support: Three Questions To Ask*

1. What are the organization's short- and long-term strategic priorities?
2. What benefits can be expected from a wellness initiative and what is the potential value of health promotion to the organization?
3. What are the leadership styles, pressures, strengths and weaknesses of senior-level executives?

*Capturing Senior Level Support, WELCOA, 24 Sept. 2009,*

<http://www.welcoa.org/wellworkplace/index.php?cat=2&page=7>



## Form a Wellness Committee

The wellness team is the heart and soul of an organization's wellness initiative. While senior-level representation is important for this team, it's even more critical that it be diverse in its representation. The most successful programs have wellness teams comprised of members from all levels in a company, executive to front-line, who fully understand the team's purpose is to improve employees' health and contain health care costs. Organizations may want to consider recruitment of members who are enthusiastic about the proposed wellness program, as well as those who are skeptical, to maximize support from management and potential participants.

Here are more tips on forming an effective wellness team:

- **Voluntary or appointed**—Team members can either be recruited or managers could appoint representatives from different areas of the organization.
- **Diversity of skills**—Being a healthy and active employee in the organization is not a requirement for membership. It's important to include employees with diverse skills and at different levels of healthy behaviors.
- **Defined leadership**—Whether an organization decides to develop a wellness team structure with formal by-laws and elected positions or embrace a more informal structure with volunteer committee members, it is important to know who is steering the ship.
- **Commitment**—Make it clear that everyone on the wellness team is accountable for the success of the program.
- **Term length**—Some members may want their presence on the team to be temporary while others may want permanent seats. Give members the option to renew or discontinue involvement after a designated time commitment.
- **Alternates**—Designate an alternate for each committee member to ensure representation at every meeting.
- **Schedules**—Set meetings with defined dates and times with a facilitator designated to ensure the group stays focused, on task and respects the time commitment of its members.

*Operationally, the wellness team is generally responsible for:*

- Promoting the program
- Planning activities
- Communicating with management and employees
- Facilitating program evaluation

## Wellness Team Action Plan

Understand the team's purpose

Create S.M.A.R.T+ C. (specific, measurable, achievable, relevant, timed, and challenging) goals





## Branding a Wellness Program

Effective communication of a branded wellness program leads employees to greater awareness of the health goals of the organization and encourages program support and participation. While wellness program branding does not need to achieve the high level of creative marketing necessary to compete in the marketplace, it should include a name, logo and mission that employees find meaningful and recognizable. The wellness program brand should reflect the personality of the workforce and align with the organization's overall mission and vision. (See Appendix B for sample wellness program logos.)

Corporate mission statements can be very complex and quite lengthy. When creating a mission statement for a wellness program, it is best to keep it short and simple. Perhaps 1-3 sentences that reflect the reason for the program and some future desired goal(s). All employee participants should be able to understand the purpose of the wellness program by simply reading the mission statement. See appendix B for sample mission statements.

For an organization that does not have the internal marketing resources to develop a wellness program brand, enlisting employees to create a name and logo as part of a contest can boost involvement in the program. Additional branding resources may be found at: <http://www.adcracker.com/brand/3-0-1.htm>.

### Books on developing worksite wellness:

- The Overworked American | Schor
- New Work Habits for a Radically Changing World | Price Pritchett
- The Character of a Corporation | Rob Goffee & Gareth Jones
- The Carrot Principle | Adrian Gostick & Chester Elton
- Energizing Organizations | Michael Koscec
- Wellness Leadership | Judd Allen, Ph.D.
- Zero Trends | Dee Edington



## STEP 2: ASSESS



## STEP 2: ASSESS HOW TO HAVE A DATA DRIVEN PROGRAM

The Assess section guides worksites in creating a data-driven program. A needs assessment will help employers understand the health and well being of employees. A culture audit helps understand the work environment. Both are important data-gathering exercises that can help employers design a worksite wellness program that responds to employee concerns and aligns with the organization's mission, goals and objectives. Additional strategies to gather information include employee interest surveys, health risk assessments and environmental audits. In addition, pulling data from internal sources on health care claims, workers' compensation loss runs and other corporate cost measures will assist a worksite in developing a comprehensive plan addressing specific individual and organizational needs.

### Health Assessments

Health assessments are questionnaires that solicit information from employees on current medical conditions, lifestyle behavior and other key health-related issues. Individuals receive a personalized report that indicates a measurement of current health status and ideas for achieving optimal health. Employers receive aggregate reports that identify health risks and medical conditions prevalent in the organization, and willingness to engage in healthy activities. Depending on the type of assessment, the aggregate data may also reveal barriers to healthy behavior participation, health-care utilization patterns, productivity impacts and medical claims cost avoidance measures.

Health assessments can be found in various delivery formats — online, print or through personal data devices. Some health assessments automatically import each participant's biometric screening measures to provide a health status score. Some health assessments even offer tailored questions and follow-up activities based on the person's answers and health risks.

**Below are links to resources that can assist an organization in choosing a health risk assessment that meets their needs:**

[http://www.cancer.org/gahc/flash\\_gahc/flash.asp](http://www.cancer.org/gahc/flash_gahc/flash.asp)

Great American Health Check: American Cancer Society

<http://www.healthline.com/tools/risk>

Provides a number of tools from stress to alcoholism to cardiovascular disease.

<http://www.diabetes.org/diabetesphd/>

Diabetes PHD (Personal Health Decisions) is a powerful new risk assessment tool.

<http://www.cpmc.org/services/health-tools.html>

California Pacific Medical Center

Example of a complete health risk assessment — you have to register to get access.

<http://www.muschealth.com/familymedicine/assessment.htm>

A series of quizzes about a number of health risks.

<http://nsmc.staywellsolutionsonline.com/InteractiveTools/RiskAssessments/>

A number of risk assessment tools—North Shore Medical Center.

<http://www.nlm.nih.gov/medlineplus/interactivetools/index.html>

Dozens of health check tools from NIH.

<http://www.americanheart.org/presenter.jhtml?identifier=3003499>

Coronary disease risk assessment. American Heart Association.



## Culture Audits

A culture audit assesses an organization's overall culture as it relates to health and productivity. A good health culture audit will assess an organization's health norms, employees' individual attitudes about health and personal perceptions concerning health and well-being in relation to the organization.<sup>12</sup> The culture audit will ideally guide the actions of a wellness committee and help make the worksite more supportive of healthy behaviors through policy and environmental changes.

Culture change requires a scientific and systematic approach. Culture Change Resources from The Human Resources Institute, LLC has developed frameworks, principles, programs and materials that make it possible to join with others in bringing about lasting and positive change. For more information, visit: <http://www.healthyculture.com/>.

## Needs and Interest Surveys

An employee interest survey is an effective tool to gather health information from employees. An interest survey gauges employee health program needs and gives them a sense of ownership and involvement in the decision-making process. The survey should only request information that the health promotion program can accommodate in the near future. After evaluating the results, a program can be geared toward meeting those needs.

[Sample employee needs and interest surveys are included as Appendix C.](#)

Survey results can provide vital information that can help make changes in the workplace. The key to writing a successful survey is to keep your employee audience in mind at all times and to remember the mission and objectives of your wellness program.

The following tips will help you develop an effective employee interest survey:

- Keep it short (no longer than 10 minutes to complete).
- Make sure employees know the purpose of the survey. Rather than using all open-ended questions, which can be long and difficult to analyze, ask staff to choose from a drop-down list of possible responses.
- Ask for comments and suggestions in one open-ended question at the end.
- Make it confidential and anonymous with no employee identifiers.
- If including a list of possible programs or environmental changes, be sure the workplace has the facilities and resources to offer those programs or changes.

<sup>12</sup> Hunnicutt, D. (2007). The Power of Planning. WELCOA's Absolute Advantage Magazine, 6(7), 5-11.



## Benchmarking

Benchmarking the organization's progress is an important part of evaluation and can help ensure senior-level management support. By benchmarking progress, an organization can track and demonstrate health outcomes and return on investment. During the "Build" stage (Step 1), an organization gathers some baseline data about insurance claims, workers' compensation claims and other health costs. The "Assess" step also helps to gather baseline data through health risk assessments, sample interest surveys and culture audits. Another way to gather aggregate employee health data is by using a scorecard, which provides worksites with a snapshot of local policy, systems and environmental change strategies currently in place. These assessment tools then provide worksites with a national comparison to other organizations or can identify areas for improvement.

The HERO Employee Health Management (EHM) Best Practice Scorecard is a free tool designed to help wellness teams learn proven methods to measure employee health attitudes. Wellness teams should consider completing the scorecard as a way to learn best practices and reinforce an organization's strategic planning through comparison to national results. By sharing your organization's information, you are helping to build a major, national normative database that will further the understanding of the best practice approaches to EHM.

You can find the HERO Best Practice Scorecard — Version 3.0 at <http://www.the-hero.org/HEROScorecardV3.pdf>

### Genetic Information Nondiscrimination Act (GINA) of 2008

On May 21, 2008, President Bush signed into law the Genetic Information Nondiscrimination Act of 2008 ("GINA"). GINA provides broad protections in employment and health benefits against the improper collection, use or disclosure of employees' genetic information, in part by amending a number of major laws such as ERISA, HIPAA and the IRC.

In summary, an individual's genetic information has greater protections through new regulations issued October 1, 2009 by the U.S. Departments of Health and Human Services (HHS), Labor and Treasury. GINA defines "genetic information" to mean:

1. **An individual's genetic tests**
2. **The genetic tests of family members of the individual**
3. **The manifestation of a disease or disorder in family members of the individual**



## Impact on Employers

Title II of GINA outlines the prohibition of employment discrimination on the basis of genetic information. GINA prohibits employers, employment agencies, labor organizations and joint labor-management committees from discriminating against an employee or individual based on genetic information. It also prohibits employers from discriminating against employees because of genetic information in hiring, compensation, benefits or other conditions of employment. The interim final rule helps ensure that genetic information is not used adversely in determining health care coverage and will encourage more individuals to participate in genetic testing, which can help better identify and prevent certain illnesses.

Information presented here is presented in summary; for a full copy of GINA, visit:

Text of H.R. 493 [110th]: Genetic Information Nondiscrimination Act of 2008

<http://www.govtrack.us/congress/billtext.xpd?bill=h110-493&show-changes=>



## STEP 3: PLAN



## STEP 3: PURPOSEFUL PLANNING

With pressure mounting for worksite wellness program coordinators to demonstrate the effectiveness of health promotion programs, the topic of program planning becomes increasingly important. Organizations investing in worksite health management programs expect these initiatives to positively impact their bottom line, enhance employee productivity and contribute to employee satisfaction. With this pressure to perform, many coordinators gloss over the important planning step and go straight to implementation. This approach leads to a planning process that is often incomplete and unorganized. Worksite wellness program coordinators often have good intentions, but both themselves and committee members with other job responsibilities often overlook this important step.

Despite these obstacles, it is possible to develop a systematic operating plan based on best practices. This approach increases the likelihood that the team will stay on track and achieve positive outcomes for the program. Organizations that do not invest in planning can find it difficult to prove the worth of the program, while organizations that do will create a roadmap for success. The planning process helps build the foundation and identify the components of a successful program.

### Components to consider when developing an effective operating plan:

- Vision/Mission statement
- Specific long- and short-term goals and objectives
- Data collection
- Program design
- Programs and interventions
- Roles and responsibilities
- Timelines
- Itemized budget
- Marketing and communication strategies
- Evaluation protocol

**Neglecting to plan is most assuredly planning to fail.**

*Hunnicut, D. (2007). The Power of Planning. WELCOA's Absolute Advantage Magazine, 6(7), 5-11.*

### *4 Reasons Why Planning is Important*

1. Forces an organization to think through the detail in advance
2. Makes the wellness program transparent
3. Planning is Empowering
4. Creates Alignment

*Hunnicut, D. (2007). The Power of Planning. WELCOA's Absolute Advantage Magazine, 6(7), 5-11.*

## Vision / Mission Statement

When planning, keep in mind the mission statement for your wellness program that was developed in the “**Build**” Step. More information can be found at <http://www.cdc.gov/leanworks/plan/developmission.html> or in Appendix B, [Sample Mission Statements](#).

## Goals and Objectives

Goals and objectives are the heart of any wellness program plan. It is important to draft a clear statement of the desired changes sought from the current health status of the organization and identify the current level of functioning, behavior, attitude, knowledge or skills. Focusing clearly on the targeted change is key to creating useful goals and objectives. Taking the time, together as a team, to craft clear statements about your targeted health goals and objectives lays a solid foundation that will guide your organization to health and wellness.

Your goals identify what you want your wellness program to achieve in the next year, the next five years or the next ten. Your objectives are the specific steps you will take to achieve your goals. Objectives offer specifics of *how much*, *what* and *when*. For example, one objective might be, “By 2011 (*by when*), to increase by 20% (*how much*) the worksite menu options that include fruits and/or vegetables (*of what*).” Again, what is important is drafting clear statements of the targeted change in circumstances, status, level of functioning, behavior, attitude, knowledge or skills. This is what you want to achieve and the steps you will take to get there.

After your goals and objectives are written down and tentatively approved by your worksite wellness team, you need to identify how your goals and objectives will be measured. Measuring your goals and objectives will allow you to document program progress and success. Measurement can also show you where to improve your program.

**The best objectives have several characteristics in common. They are S.M.A.R.T. +C.:**

- They are **specific**. That is, they tell how much (e.g., 40%) of what is to be achieved (e.g., what behavior of whom or what outcome) by when (e.g., by 2010)?
- They are **measurable**. Information concerning the objective can be collected, detected, or obtained from records (at least potentially).
- They are **achievable**. Not only are the objectives themselves possible, it is likely that your organization will be able to pull them off.
- They are **relevant** to the wellness mission. Your organization has a clear understanding of how these objectives fit in with the overall vision and mission of the program.
- They are **timed**. Your organization has developed a timeline by which they will be achieved.
- They are **challenging**. They stretch the group to set its aims on significant improvements that are important to both staff and management.



### Examples of S.M.A.R.T. +C objectives:

By August 2010, designate space and purchase equipment for on-site facilities for individual exercise (or contract for services for group exercise classes in yoga, dance, aerobics, etc).

By August 2010, provide to all staff incentives or options for reduced fees to memberships and access to off-site health clubs, recreation centers or specific facilities (e.g., tennis courts, weight rooms, cardiovascular exercise equipment, swimming pool, etc).

## Data Collection

There are several methods of collecting data to determine the design of your worksite wellness program. Some of these include:

- **Benefits plan:** Review the benefits provided to employees, especially those under preventive services. Address issues that might be barriers to quality and appropriate care.
- **Claims & Pharmacy Data:** A thorough review of your annual health care and pharmacy costs will help determine trends, identify areas of concern and open doors of opportunity to collaborate with your health plan, wellness vendors and vendor partners to address the health conditions facing your employee population.
- **Health Assessment Data**  
Refer to Assess Step
- **Productivity Data (Absenteeism & Presenteeism)**
- **Employee Needs & Interest Surveys**  
Refer to Assess Step

## Program Design

The design of your program is what gives it structure and purpose. Employers have the opportunity to select the level of program they want to implement. In the chart below, Larry Chapman, MPH President and CEO of Chapman Institute, and Senior Advisor, for WebMD Health Services has identified three levels of programming and their associated impact and possible return on investment.

### Planning Tip

When planning your programs and strategies for the year, consider aligning with any National Health Observances. Health observances are special days, weeks, or months used to raise awareness of important health topics.

*National Health Observance Calendars and Resources:*

*National Health Observance Calendar 2010 by U.S. Department of Health and Human Services*  
(<http://www.healthfinder.gov/nho/2010nho/2010NHO.pdf>)

*Health Observances — WELCOA | Wellness Councils of America* (<http://www.welcoa.org/observances/>)



**Table 3: Planning Wellness**

Quality of Life Program	Traditional Program	Health & Productivity Management Program
<p><b>Primary Goal:</b></p> <ul style="list-style-type: none"> <li>• Improve Morale</li> </ul> <p><b>Program Components:</b></p> <ul style="list-style-type: none"> <li>• Health Fair</li> <li>• Lunch-and-Learn Sessions</li> <li>• Wellness Events</li> <li>• Massage</li> <li>• Free Food &amp; Potlucks</li> <li>• Wellness Materials in Company Newsletter</li> <li>• Community Sponsorship</li> </ul> <p><b>Low Budget:</b> \$10–\$45 / employee</p> <p><b>Expected ROI:</b> &lt; 1:1.5</p>	<p><b>Primary Goal:</b></p> <ul style="list-style-type: none"> <li>• Improve Health</li> </ul> <p><b>Program Components:</b></p> <ul style="list-style-type: none"> <li>• Health Risk Assessment</li> <li>• Biometric Testing</li> <li>• Fitness Center Memberships/Facility</li> <li>• Weight Management Program</li> <li>• Web-Based Health information</li> <li>• Health Cafeteria/Vending Options</li> <li>• Self Care Book</li> <li>• Preventive Medical Benefit Coverage</li> <li>• Wellness Newsletter</li> <li>• Short Term Incentive Programs</li> </ul> <p><b>Moderate Budget:</b> \$46–\$150 per employee without staff ng costs</p> <p><b>Expected ROI:</b> 1:1.5 to 1:3.5</p>	<p><b>Primary Goal:</b></p> <ul style="list-style-type: none"> <li>• Proactive offering of highly structured and substantial interventions designed to provide an infrastructure of health management activities offered to a large portion of employees and dependents. Strong incentives are used to drive high participation.</li> </ul> <p><b>Program Components:</b></p> <ul style="list-style-type: none"> <li>• Health Risk Assessment</li> <li>• Risk Stratification &amp; Interventions</li> <li>• Telephonic Coaching</li> <li>• Medical Self Care And Consumer Workshop</li> <li>• Injury Prevention</li> <li>• Benefit Linked Incentive</li> <li>• Wellness Achievement Incentives</li> <li>• Resiliency Initiative For Productivity</li> <li>• Dependents Are Included</li> <li>• Integrated Programming</li> <li>• Uses Population Health Management Model</li> </ul> <p><b>Budget:</b> \$151–\$450 per employee includes dedicated staff and/or vendor</p> <p><b>Expected ROI:</b> 1:6.0</p>

Source: 2006 Wellness Councils of America, Absolute Advantage, Volume 5, Number 4, Planning Wellness, Larry S. Chapman, Summex Corporation



## Benefit Plan Design

Wellness programs can be an integral part of your benefit plan design and consideration of such programs should be a part of your annual renewal negotiations. Plan design can include removing barriers to the cost of preventive screenings, reducing the cost share for pharmaceuticals that are critical for chronic conditions, offering more favorable employee contributions for participation in health management initiatives and ensuring appropriate medical management activities are in place. Also, employers can work with a wellness provider on implementing wellness programs and link data to the medical plan. Organizations can also highlight current health improvement activities that are part of the existing medical plan within the current benefits communication plan.

## Key Considerations

- **Understand Colorado Law for Colorado Health Management Legislation** ([Appendix D](#))
- **Coverage for Preventive Services**  
Reference *The Purchaser's Guide to Clinical Preventive Services Moving Science to Coverage*. <http://www.businessgrouphealth.org/benefitsttopics/topics/purchasers/fullguide.pdf> for specifics on preventive service recommendations.
- **Coverage for Lifestyle Programs**  
Employers can work with health plans or brokers to establish plans that cover or partially cover programs such as tobacco cessation and weight management. See page 75 of *The Purchaser's Guide to Clinical Preventive Services Moving Science to Coverage* for sample Summary Plan Description Language. (<http://www.businessgrouphealth.org/benefitsttopics/topics/purchasers/fullguide.pdf>)

## Excellent Resource

Check out the Purchaser's Guide to Clinical Services Moving Science to Coverage <http://www.businessgrouphealth.org/benefitsttopics/topics/purchasers/fullguide.pdf>

AND

Check out the Powerpoint Presentation on the Business Group on Health

[Using the Purchaser's Guide to Clinical Preventive Services to Promote Employee Health and Productivity](#)

A Purchaser's Guide to Clinical Preventive Services: Moving Science into Coverage Presentations

[Purchaser's Guide to Clinical Preventive Services: Moving Science into Coverage](#)  
*Kathryn Phillips Campbell, MPH Institute on Health and Productivity Management (IHPM), March 23, 2007*

[Using the Purchaser's Guide to Clinical Preventive Services to Promote Employee Health and Productivity](#)

*Council and Employee Health and Productivity*

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## The Case for Incentives

Employers implementing results-based worksite wellness programs have shown that you can demonstrate economic and productivity gains. The summary evidence reflects average reductions of 25 percent or better in sick leave, health plan rates, and workers' compensation and disability costs. Many organizations have indicated that their programs have provided indirect benefits as well. They have helped companies improve employee relations and recruiting and retention efforts. Based on these results and case studies, worksite health promotion represents one of the most significant investment strategies available for decreasing health-care costs and enhancing the productivity of American workers.

## Incentives Gaining Steam

To find more effective ways to control health care costs, many employers are providing incentives to drive employee participation, engagement and satisfaction. In Hewitt Associates' 10<sup>th</sup> Annual Health Care Report (2009), 63 percent of employers reported that they offer incentives as one of their primary tactics to address both cost and health concerns of their employees.<sup>13</sup>

## Types of Incentives

Cash bonuses and gift cards are still the most common type of incentive. However, employers are experimenting with different incentive plans to find the best combination of incentives that will not only motivate employees to participate in programs but to stay engaged in the programs over the long term.

### *Participation and Associated Participation Rates*

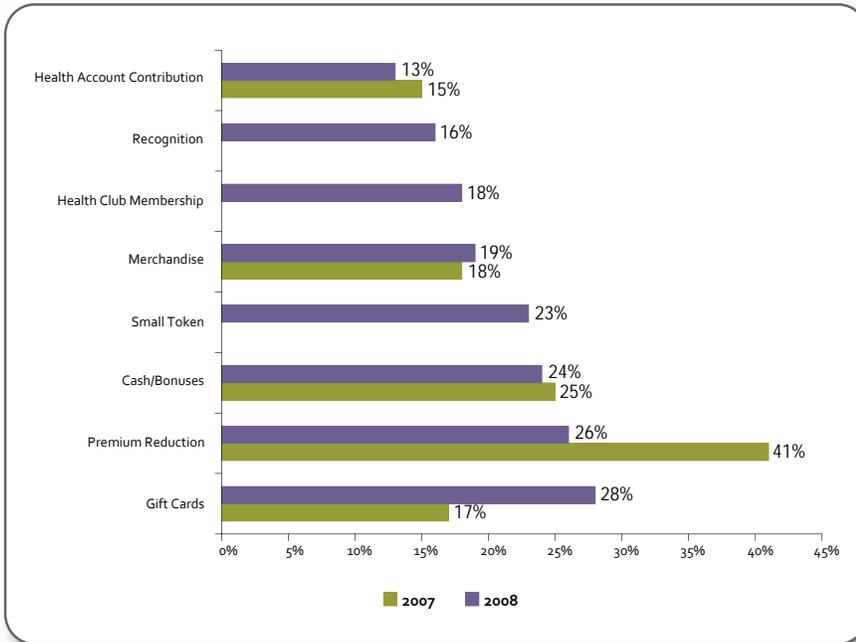
- Trinkets and T-shirts – 10-15%
- Merchandise – 15-50%
- \$25-\$50 Cash – 35-75%
- Premium Reductions on Healthcare – 50-80%

Source: WELCOA

<sup>13</sup> Challenges for Health Care in Uncertain Times, 2009: Hewitt's 10<sup>th</sup> Annual Health Care Report.



**Table 4: Types of Incentives Offered**



Source: IncentOne, *Employee Health & Productivity Management Programs: The Use of Incentives*, June 2008.

Make the incentives for employees desirable and worth the effort. Use a health interest and/or culture survey to identify what incentives would enhance employee participation. Sample health interest and culture surveys can be found in the Assess Step section under [Appendix C](#). Once you determine your employees' preference, consider some of the following types of incentives:

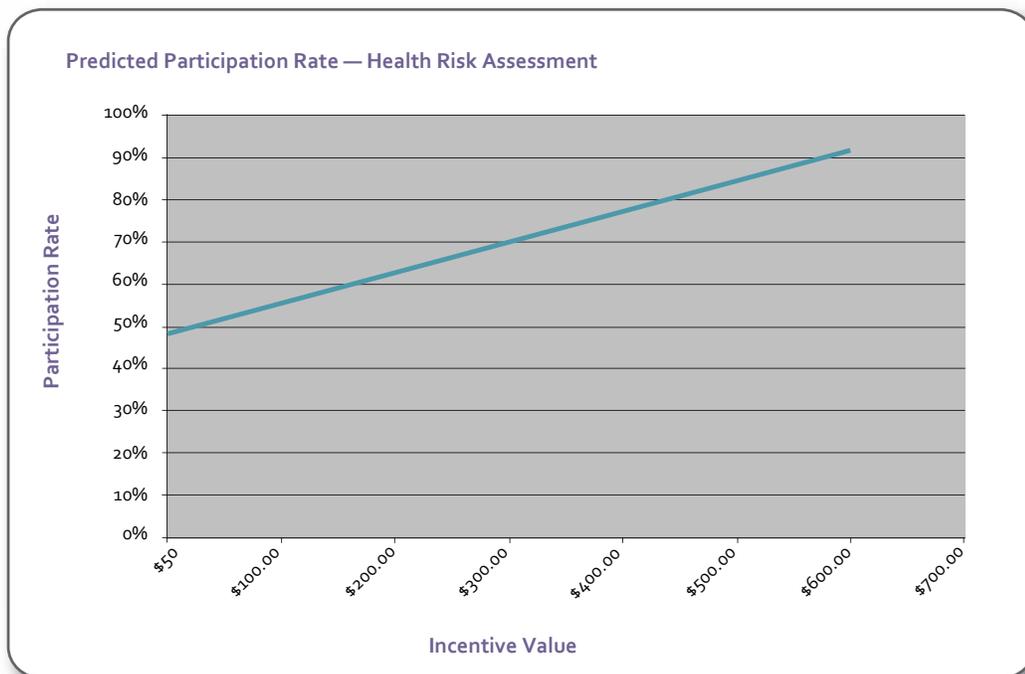
- **Achievement awards:** Verbal praise and a pat on the back are motivational to some, but a token of recognition may offer more. A colorful certificate to congratulate an employee for achieving a health-related goal is one example.
- **Public recognition:** Publicly recognizing employees who achieve wellness goals in employee newsletters, staff e-mails or at team meetings can encourage healthy behavior. Honoring employees who have attempted to make positive lifestyle changes can motivate others to do the same.
- **Merchandise Award:** Reward participants with a t-shirt, canvas bag, cap or other promotional items. Use the organization wellness logo on promotional items to reinforce the branding of the wellness program.
- **Workplace benefits:** In addition to cash incentives, employees may also respond to workplace benefits, such as administrative leave, health insurance premium discounts or designated parking spots.
- **Food:** Offer beverages and healthy snacks to employees who participate in onsite wellness programs. Use gift certificates to a local restaurant as door prizes.
- **Entertainment:** Hold a drawing for movie tickets, sporting events tickets or fitness store gift certificates for participants of wellness programs.



## Which Incentives are the most effective?

While cash may be king in some companies, other organizations may find that gift cards or time off may get the same or better results and be less expensive. Many organizations are finding success by integrating their wellness program with their benefits design. Typically, these organizations provide a health care premium reduction if an employee participates in certain components of the program. This approach may be structured in to be cost-neutral, allowing employers the opportunity to offer greater benefits for the same cost. The type of incentives used and employee response will be largely driven by your culture as shown in Table 5.

**Table 5: Predicted Participation Rate-Health Risk Assessment**



## What Incentive Amount Yields the Greatest Benefit?

Recent studies have investigated the amount of incentive and corresponding completion rates of health risk assessments (HRA). Researchers have focused on HRA completion because it is typically the first step for employees involved in a comprehensive health promotion program. One study of 36 employers (n = 559,988 employees) showed that the greatest rate of HRA participation gain occurred in incentive amounts of as much as \$100. On average, offering \$100 incentives resulted in participation rates of 50 percent to 60 percent.<sup>14</sup>

<sup>14</sup> Source: D. Anderson et al, ACSM's Health & Fitness Journal, Jul/Aug 2008.



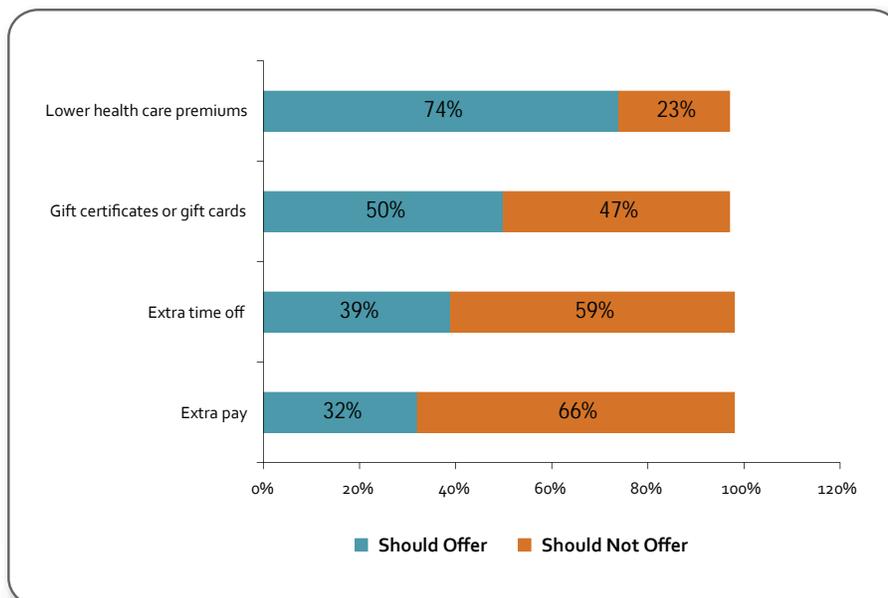
Another organization’s research indicated that an incentive value of \$163 would achieve a 60 percent participation rate.<sup>15</sup> Both of these organizations found that although financial incentives play an important role in driving participation in health management activities, there were wide variations in HRA participation at most incentive values. For example, at an incentive value of \$150, participation rates ranged from less than 40 percent to nearly 80 percent. This clearly illustrates that the role of incentives on participation rates is more complex than just the incentive value.

## Carrot or Stick Approach

In addition to the types of incentives and amounts, internal discussions always involve the use of “carrots” or “sticks” to encourage or discourage employees from engaging in certain behaviors. The more common approach is rewarding employees for positive lifestyle practices. These behaviors typically include enrolling in a program, completing a single event (e.g., a Health Risk Assessment) or completing a program. While some employers are putting more punitive practices in place in the hopes of reducing unhealthy behaviors, others have seen a backlash from employees for this approach.

Employees for the most part are in favor of rewards directly tied to the nature of the activity. For instance, in a recent Work Trends survey, three quarters of workers (74%) said employers should be allowed to give lower health care premiums to employees who participate in wellness programs. On the other hand, they are not supportive of penalizing employees who engage in potentially unhealthy behavior. See Table 6: Rewarding Employees and Table 7 for Penalizing Employees.

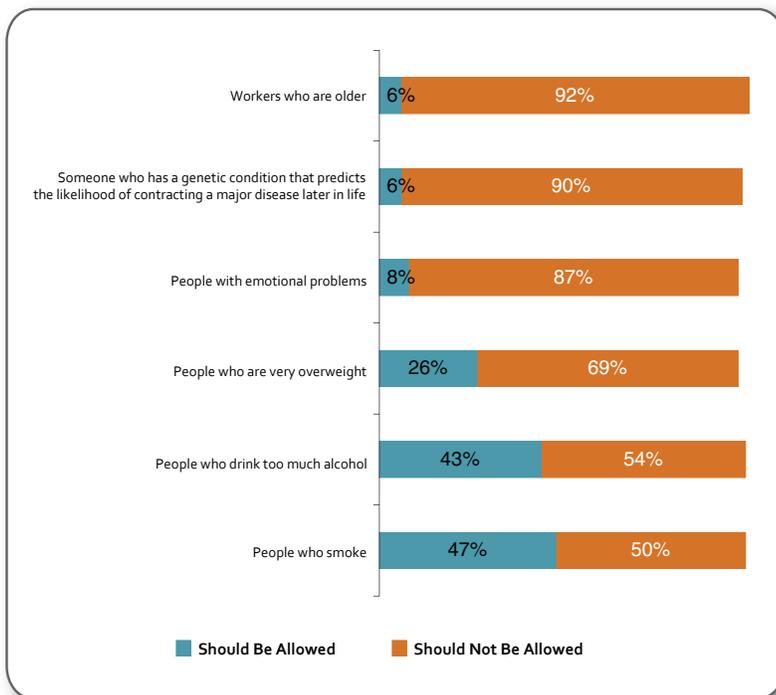
**Table 6: Rewarding Employees**



<sup>15</sup> Source: Research Review: Impact of Incentive Values on Participation in Comprehensive Wellness and Health Risk Assessments, IncentOne, 2009.



**Table 7: Penalizing Employees**



Source: WorkTrends Study, John J. Heldrich Center for Workforce Development, May 2009

## Programs and Interventions

Determining programs and interventions is one of the most important elements of a comprehensive plan. After all, this is what the employee sees. This is the high-touch, visible aspect of the program. When developing a programming plan or creating your annual program calendar, consider the levels of intervention in the diagram to the right. The goal of determining the right program mix is to have something for everyone.



- **Awareness Activities** may include posters, newsletters, blood drives or videos on health topics.
- **Motivational Activities** may include blood pressure screenings, health education seminars or individual dietary consultations.
- **Lifestyle/Behavior Change** may include multi-week sessions geared toward top risks such as weight, physical activity, stress or tobacco.
- **Supportive Environment** may include healthy meeting policies, weight scales in the restrooms, onsite fitness facilities or blood pressure machines in common areas.



## Roles and Responsibilities

As the plan develops, the number of tasks and programs to implement may become overwhelming. The key to tackling this is to share the burden. Make members of the wellness committee responsible for certain areas of the plan. Volunteer members of the committee can help with many of the following tasks or initiatives:

- Help identify community resources.
- Request samples and review informational materials.
- Assist in gathering budget information.
- Reserve conference rooms and coordinate speakers.
- Voice their opinions on incentive selection.
- Market and communicate program activities to employees.

Make sure to use volunteers in an organized and gracious manner. People may find volunteering to be fun and non-intimidating once they try it out a little at a time. When delegating, be clear about *Who* needs to do *What* by *When*.

### Timelines

Establishing a calendar of events for your program with specified dates for data collection, surveys, programs and evaluation is foundational to program success. Putting clear parameters on *when* and *how* activities are going to get done allows volunteers to help. Free, easy-to-use templates can be found at <http://office.microsoft.com/en-us/templates/default.aspx>.

### Itemized Budget

What is a plan without a budget? Identifying the buckets of money that need to be spent in the various areas is important for the organization of your program as well as for the leadership team that approves your budget. Use a detailed spreadsheet to manage your budget and assign one or two individuals to be responsible for managing the budget and tracking expenses. See [Appendix E for a sample wellness budget](#). You can also go to <http://office.microsoft.com/en-us/templates/default.aspx> for free easy-to-use templates.



## Communications and Marketing plan

Research shows that a receptive worksite culture and effective communications may be just as important as financial incentives. Your planning process should include the creation of a communications and marketing plan aimed at creating, building and sustaining participation. “Build it and they will come” simply does not apply to such programs. To engage employees, you must include communication in every step of program implementation.

In one of the studies mentioned above, researchers examined the factors that influence health assessment participation and found that the amount of the incentive had a significant impact on participation. However, effective communications had an equal or greater impact. Those companies that met the criteria for having a strong communications plan achieved a 12.8 percent greater participation rate than those companies with a weaker communications strategy. A “strong communications strategy” was defined as using an average of three different delivery channels (electronic, home, onsite) and four different communication tools (e-mail blasts, newsletters, flyers, meetings).

Successful communications and marketing plans include a mission statement, situational analysis, measurable objectives and specific strategies. The plan should identify appropriate communication channels and messages. Such plans are usually developed by the worksite wellness committee, ideally with the help of a member with some communications expertise. While the communications plan is important, it doesn’t have to be elaborate. Here are some things to think about:

- **Mission:** Put simply, the mission of any worksite wellness program communications plan is to build and sustain interest and maintain participation in the program and its activities.
- **Situational analysis:** During the Assess step is a good time to explore your employees’ preferred communication channels, awareness of health issues and health plan benefits, responsiveness or resistance to health messages and other factors that will influence your communications’ strategies. This assessment will guide development of messages and choice of communication channels.
- **Objectives:** Your objectives should be measurable and incremental, e.g. “Increase participation in program activities through targeted messages delivered through multiple communication channels.” The measurement in this case would be participation increases. Special offers embedded in such communication pieces or a yearly survey can also be used to measure the success of your communication objectives.
- **Strategies:** Communication strategies should include specific messages and messengers, appropriate communication channels and targeted audiences, e.g. Develop a payroll stuffer and flyer to encourage employees to take the stairs twice a day. You should include strategies that reach all employees, customizing messages that resonate with employees through their favorite communication medium.



Low participation rates are the single biggest obstacle to realizing the full potential of health promotion initiatives. In a recent survey assessing consumer attitudes towards wellness, 68 percent of those surveyed said they thought wellness was a good idea, but only 30 percent said they had participated in a wellness program during the past three years. While there is great hope and high expectations for worksite wellness programs, the challenge is to fully engage the workforce.

To maximize employee engagement, organizations must take into consideration not only the type and amounts of incentives, but must also assess worksite culture and develop solid communication plans that resonate with employee health attitudes.

7 in 10 employees think wellness programs are effective.

3 in 10 employees actually participate in wellness programs.

*Source: Guardian, Spotlight on Group Medical, 2008*

## Communication channels and messages

A key to a successful program is the mixed use of innovative marketing and communication strategies that provide employees with written, oral and electronic wellness messages. The communications should be professional, dynamic and appealing. Above all, make sure the messaging and tactics resonate with employees.

Promote written communications through the following approaches:

- **Bulletin boards** — Message boards are placed in centralized locations throughout the worksite, including break rooms, wellness center(s), stairwells and other heavy traffic areas.
- **Promotional flyers, information handouts & posters** — Tailored communication pieces that are specific to the branded program components are sent to all employees outlining services available. Flyers can be distributed in employee mailboxes or e-mailed to all employees.
- **Employee success stories** — Share motivating and inspiring success stories with all employees. These stories capture an employee's dedication, consistency, challenges and rewards of working towards personal health goals.
- **Employee personalized profile reports** — Create multi-faceted profiles that include pre- and post-measurements and the individual's average scores depicted in graph form. Also, a narrative summary outlines significant individual milestones the employee has met.
- **Individual health risk assessment or appraisal** — Develop a confidential report that contains the participant's measured results, including lab analysis, body measurements, behaviors, lifestyles and health history.
- **Organization Newsletters** — Include a wellness section in the company newsletter with success stories from employees, wellness tips, nutritious recipes, etc.
- **Internal website/Intranet information and reminders** — Use the internal website to post and highlight wellness initiative activities and milestones for the organization.

Try these methods for personal communications:

- **Leadership meetings** — Engage leadership in promoting wellness opportunities that are available to all employees and their dependents. Encourage these company leaders to lead by example and to participate in at least one component of a wellness program to build an active culture of health.
- **Wellness vendors** — Be sure to share vendor expertise with employees and allow vendors to educate staff as they provide services to the organization.
- **External wellness opportunities** — Provide employees with information on community events or happenings by either supporting or sponsoring an event through individual or team participation.
- **All employee meetings** — Company-wide employee meetings are great venues for giving employees the most recent wellness-related updates and educational materials.
- **Department meetings** — Utilize department meetings to promote and encourage healthy behaviors.
- **Employee orientations** — Give new employees an overview of the program, which includes the company's mission and vision, as well as the latest written communications about your wellness initiative. It's also a prime opportunity to retrieve information about new employees' lifestyle and wellness choices.
- **Phone calls** — Provide one-on-one communications with employees to address questions, concerns, behavior modification, interest and feedback.
- **One-on-one consultations** — Offer one-on-one opportunities to connect in person with individual employees and coach them toward their individual wellness intentions.
- **Lunch & Learns** — A lunch or break room is a great experiential venue to not only educate, but also promote preventative approaches to health and wellness goals.



As for electronic communications, consider these methods:

- **Daily activity reminders** — Send daily e-mail reminders to all employees to keep them informed of wellness services, challenges and opportunities.
- **Scheduler database** — Consider creating or purchasing a company database/scheduler which employees can use to reserve a spot in a wellness activity. Reports help track and analyze interventions offered each year.
- **E-mails** — E-mails often serve as the main source of wellness program marketing and communication strategies. They are an effective way to reach all employees at all sites in a timely manner.
- **Webinars** — Offer short webinars on a specific topic to reinforce and motivate employees. This could work well for organizations with multiple sites.

#### Resources:

- 7 Steps to a Healthier Wellness Program <http://www.workscape.com/Solutions/CommunicationsServices.aspx>
- Wellness Councils of America: [www.welcoa.org](http://www.welcoa.org)
- Scientific and Technical Information: Simply Put. Office for Communications, Centers for Disease Control and Prevention. [http://www.cdc.gov/dhdsp/CDCynergy\\_training/Content/activeinformation/resources/simpput](http://www.cdc.gov/dhdsp/CDCynergy_training/Content/activeinformation/resources/simpput)
- American Cancer Society Workplace Solutions Assessment: <http://www.acsworkplacesolutions.com/wpassessment.asp>

## Evaluation Protocol

Measuring employee engagement and participation is key to sustaining an effective wellness program. The **Evaluation Step** to better understand the pieces to consider when developing an evaluation protocol.



## STEP 4: IMPLEMENT



## STEP 4: IMPLEMENT BY PUTTING THE PLAN INTO ACTION

This Implementation section is supported by evidence-based worksite wellness practice for weight management, physical activity, nutrition, tobacco cessation and chronic disease management and prevention. Each organization should determine what level of implementation is right for them. For some, it may include only physical activity programs, while others may want to address policy and environmental changes or healthcare benefits design. The sections below provide recommendations and guidance for all levels.

The implementation step is often where worksite groups want to start. However, to create a comprehensive program that produces results, an organization should follow the framework by building a **strong foundation**, **collecting data**, and planning a **sustainable program** that is sure to fit their employees' needs. This process assures that your program is grounded in a plan that both management and employees can embrace.

## PHYSICAL ACTIVITY

### *Background for Physical Activity*

Employees who exercise have fewer illnesses, less stress, greater productivity and better outlooks toward work and work relationships. According to 2007 data collected through the Centers for Disease Control's Behavioral Risk Factor Surveillance System, only 54 percent of Colorado adults are getting the recommended 30 minutes of moderate or 20 minutes of vigorous daily physical activity. The percentage of adults who spend most of their day sitting increased from 36.8 percent in 2000 to nearly 40 percent in 2005. With the rate of sedentary lifestyles on the rise, there is no time to waste in addressing physical activity at the worksite. It is estimated that inactivity costs \$670-\$1,125 per person per year, according to Economic Costs of Obesity and Inactivity research.

### *A Healthy Workplace*

#### Environment

- Healthy food in cafeteria
- Smoke-free facility
- Physical activity opportunities
- Injury prevention policies

#### Programs

- Health promotion department/committees
- Recreation programs
- Employee assistance programs
- Coaching and mentoring

#### Culture

- Incentive systems
- Role models
- Communications
- Health education library

#### Policies

- Medical coverage for preventive care
- Flextime
- Guidelines to monitor and reduce stress

*Adapted from O'Donnell 2005  
(Art of Health Promotion)*

<sup>16</sup> Colditz GA. Economic Costs of Obesity and Inactivity. *Medicine & Science in Sports & Exercise* 1999; 31(11):S663-S667



Research continues to demonstrate a relationship between inactivity and obesity, diabetes, cardiovascular disease, depression and certain cancers. To fully understand the financial impact of physical inactivity at your organization, visit the CDC's cost calculator at [www.ecu.edu/picostcalc](http://www.ecu.edu/picostcalc). To get the greatest benefit from this specialized tool you will need the following information:

- Your state
- Number of working adults
- Number of adults 18+
- Percentage of adults over age 65
- Median per capita salary of workforce

The Federal Government issued its first ever guidelines for physical activity in September 2008. The 2008 Physical Activity Guidelines for Americans (<http://www.health.gov/paguidelines/factsheetprof.aspx>) published by the U.S. Department of Health and Human Services (HHS) is designed to provide information and guidance on the types and amounts of physical activity that provide substantial health benefits for Americans age 6 years and older. According to these guidelines, regular physical activity over months and years can produce long-term health benefits. Table 8 provides the impact physical activity can have on health.

**Inactivity is closely linked to obesity — in fact, a sustained reduction of just 10% in body weight can lead to substantial health and economic benefits.**

*Oster G, Thompson D, Edelsberg J, Bird AP, Colditz GA. Lifetime Health and Economic Benefits of Weight Loss Among Obese Persons. American Journal of Public Health 1999;89(10):1536-1542.*

*National Heart, Lung, and Blood Institute Obesity Education Initiative. The Practical Guide: Identification, Evaluation, and Treatment of Overweight and Obesity in Adults. National Institutes of Health. October 2000.*

**76% of National Weight Control Registry participants report walking as their most common activity.**

*Wing Rena R, Phelan Suzanne. Long-Term Weight Loss Maintenance, cited in American Journal of Clinical Nutrition 2005:82.*



**Table 8: Impact of Physical Activity on Health**

Strong Evidence	Moderate to Strong Evidence	Moderate Evidence
<ul style="list-style-type: none"> <li>• Early death                             <ul style="list-style-type: none"> <li>• Heart disease</li> <li>• Stroke</li> <li>• Type 2 diabetes</li> <li>• High blood pressure</li> <li>• Adverse blood lipid profile</li> <li>• Metabolic syndrome</li> <li>• Colon and breast cancers</li> </ul> </li> <li>• Prevention of weight gain</li> <li>• Weight loss when combined with diet</li> <li>• Improved cardiorespiratory and muscular fitness</li> <li>• Prevention of falls</li> <li>• Reduced depression</li> <li>• Better cognitive function (older adults)</li> </ul>	<ul style="list-style-type: none"> <li>• Better functional health (older adults)</li> <li>• Reduced abdominal obesity</li> </ul>	<ul style="list-style-type: none"> <li>• Weight maintenance after weight loss</li> <li>• Lower risk of hip fracture</li> <li>• Increased bone density</li> <li>• Improved sleep quality</li> <li>• Lower risk of lung and endometrial cancers</li> </ul>

Source: 2008 Physical Activity Guidelines for Americans (<http://www.health.gov/paguidelines/factsheetprof.aspx>)





## *Policy for Physical Activity*

Providing a healthy environment that supports regular physical activity is a positive way to influence healthy behaviors at the worksite. Empowering healthy choices through strong leadership can demonstrate that executives, managers and supervisors “walk the talk.” Policies such as those listed below create a positive environment for physical activity and are becoming common in the workplace.

### **Exercise/flex time policy**

Create time for physical activity through early release or extended lunch times one day a week. This policy could also include usage parameters for onsite fitness or recreation center participation.

### **Healthy meeting guidelines**

Encourage 10-minute stretch or activity breaks for any meeting that lasts 60 minutes or longer. Washington State Healthy Meeting Guidelines provide specific examples. [http://www.doh.wa.gov/cfh/NutritionPA/pdf\\_files/Energize-Your-Meetings.pdf](http://www.doh.wa.gov/cfh/NutritionPA/pdf_files/Energize-Your-Meetings.pdf)

### **Recreation/fitness center reimbursement or subsidy policy**

Offer discounted gym memberships. Discounted memberships encourage employees to start regular physical fitness programs, while also allowing them to save money. By participating, they can build outside relationships with co-workers, relieve stress, and be rewarded for maintaining a good level of physical fitness. We strongly encourage employers to consider establishing discounts or gym membership subsidies for a predetermined amount of facility utilization. (i.e. 25% of fees for using the gym at least 2 times per week). Discounted memberships can be a good alternative if creating an onsite fitness facility is not an option.

## *Programs for Physical Activity*

Programs for physical activity can range from a newsletter article on the benefits of fitness to a one-mile walk at lunch to a large scale, multi-week program that encourages regular physical activity. Examples of physical activity programs are listed below. Some are inexpensive and easy to implement, while others may take more time to implement and require greater resources.

### **Stairwell Campaign**

Encouraging the use of stairs over elevators is one way to encourage physical activity and decrease energy costs related to elevator usage. The CDC Healthier Worksite Initiative has a great deal of information in this area. Tools, resources and planning checklists to implement a stairwell campaign can be found at <http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/physicalactivity.htm>.

If you have the resources to offer onsite fitness opportunities, you'll likely see:

- Increased employee satisfaction and health
- Informal building of company networks
- Increased employee Engagement and energy
- Building of positive company culture
- Potential reduction in overall Health care
- Potential reduction in employee absences



## Walking Clubs/Groups

Establish a worksite walking club. Encourage employees to walk during breaks and lunch. Walking clubs provide employees with physical activity that is social and beneficial to their health. Walking improves flexibility and coordination, helps with weight management, reduces high cholesterol, lowers blood pressure, relieves symptoms of stress and depression, and reduces chronic disease risk factors. <http://www.cdph.ca.gov/programs/cpns/Documents/Network-FV-WP-WalkingClubTool.pdf>

## Walking Meetings

According to the 2008 *Physical Activity Guidelines for Americans*, short increments of physical activity count towards the daily goal of 30 minutes of moderate-intensity physical activity. Walking to the water cooler, to another office or during meetings increase an employee's physical activity. Encouraging co-workers to walk and talk rather than sit and talk for a meeting is a great way to support physical activity. Additionally, large group meetings can benefit from small group activities that allow a short walk to discuss options for a specific problem.

## Stretch Breaks

Encourage employees to take periodic stretch breaks or do yoga at their workstation. Flexibility and balance are components of physical activity and promote healthy aging while reducing the risk of injuries. The Centre 4 Active Living website has tips for doing stretches and yoga at your desk. <http://www.centre4activeliving.ca/workplace/trr/tools.html>

## Provide Local Resources

Employees appreciate learning about free or paid opportunities for physical activity near their workplace or in their communities.

- Post local race schedules and events on your intranet or bulletin board
- Provide walking and biking maps for your surrounding area(s)
- Provide links on your intranet to local trails:
  - <http://www.coloradotrail.org/>
  - <http://www.trails.com/findarea.aspx?state=CO>
  - [www.cpra-web.org/](http://www.cpra-web.org/)
- Create a map from your worksite that identifies 1- and 2-mile walking loops
- Encourage walking and biking to work as a means of transportation:
- Denver Regional Council of Governments (<http://drcog.org/index.cfm?page=RideArrangers>) and American Trails ([www.active.com/bicycleColorado](http://www.active.com/bicycleColorado):<http://bicyclecolo.org/>)



## Coordinate Discounted Memberships to Fitness/ Recreation Facilities

Discounted memberships encourage employees to start regular physical fitness programs, while also allowing them to save money. By participating, they can build outside relationships with co-workers, relieve stress and maintain a good level of physical fitness. We strongly encourage employers to consider providing discounts or subsidies for gym memberships based on usage (i.e. 25 percent off fees for using the gym at least 2 times per week). Discounted memberships can be a good alternative if creating an onsite fitness facility is not an option. The Healthier Worksite Initiative provides suggestions for getting a discount program started at your worksite. <http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/fitnessclub/index.htm>

## Celebrate & Recognize National Events that Support Physical Activity

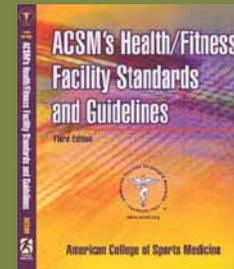
Recognize National Employee Health and Fitness Day (<http://www.physicalfitness.org/nehf.html>) on the third Wednesday of May by sponsoring an event such as a 5K fun run/walk. Hold your event at lunch with a course mapped out and a few scheduled activities, such as a raffle or a pre- or post-stretch. Invite your local newspaper and/or radio station to cover the event.

### Organization Sponsored Event

Sponsor a team of employees in a day race such as the “Race for the Cure.” Co-workers at different ability levels can participate as a group. Working together for the common good in local fundraising events can make everyone feel great physically and emotionally. Remember to recognize these individuals for taking part in a community event.

### Activity Clubs

Forming activity clubs can encourage employees with similar interests to get together for sports or recreation outside the office. These clubs can be formally or informally organized, depending on worksites resources. They can be initiated or coordinated by interested employees, wellness committees, or through an onsite fitness center. Activity clubs can be formed around any fun physical activity such as basketball, bicycling, walking, softball, running or volleyball.



Consult your legal counsel when taking the action step to provide onsite fitness classes or an onsite fitness center. Developing the appropriate forms including, The waivers, health history questionnaires, waivers and consent forms and rules are highly recommended. A great resource to get your started is the American College of Sports Medicine (ACSM) Health/Fitness Facility Standards and Guidelines, Third Edition

## Recreation Leagues

Supporting a recreational league could become a productive element of your worksite wellness program. When a company sponsors outside sports competitions, it feeds employees' playfulness and competitiveness. League play can also provide opportunities for employees to manage stress in a non-threatening environment and find a level of success not easily obtainable in their everyday work.

Local communities sponsor leagues for a variety of activities such as softball, bowling, tennis, volleyball and more. It is common for an organization to subsidize the team fee or pay a certain amount of individual fees up to a specified amount each year per employee.

## Host a Tournament

Host a golf league or day tournament in which employees, their families, customers and vendors participate. Designate a schedule and place for the league. Participants pay their own course fees or co-pay depending on budget allotted. The company can provide the prizes. Everybody benefits from this program — the company gets advertising and publicity; participants have some relaxing fun with colleagues.

## Dedicated Exercise Room

Employers can dedicate a small space such as an expanded cubicle or small conference room to provide fitness classes or set aside a larger space for a fitness center that might include cardiovascular equipment, weights, stretching areas or fitness class space.

Providing facilities for exercise at the worksite sends a strong message regarding your dedication to improving employee health. To determine what to provide employees, consider adding questions to your employee needs survey about types of classes desired, types of equipment needed, willingness to pay, etc. [See Appendix 7 for a sample Employee Needs and Interest Survey.](#)





## Coordinate Wellness Challenges

Research shows that incentive-based programs help employees maintain positive behavior change and promote peer support and camaraderie in the workplace. Incentives generate interest in a wellness program, offer rewards for changed behavior, and promote the organization's belief in and commitment to wellness.

## Physical Activity Wellness Challenges include the following components:

- Individual or team based
- 4-8 weeks in duration
- Designed to encourage more activity through the use of pedometers or tracking minutes or miles of activity
- Allow for multiple modes of activity including walking, running or biking
- Encourage different levels of participation, including beginner, intermediate and advanced
- Provide a tracking component to award points or tracks minutes
- Include health education materials and resources for employees to become more aware of the benefits of physical activity
- Include a program goal that includes total minutes, miles or days of activity achieved or tracks improvement from the beginning of the program
- Rewards individuals for participation, engagement and completion of program criteria

## Health Communications and Marketing

Health messages for physical activity programs should include health awareness messages on the benefits of physical activity, motivational messages to encourage participation and celebratory messages to recognize incremental success. Short, to-the-point handouts, e-mail links or brown bag sessions can make employees aware of the health benefits of different types of physical activity. Bright, colorful flyers, e-mail reminders or meeting announcements can motivate employees to participate in program activities. Company and wellness committee leaders can celebrate group success at meetings or in newsletters or individual success through short oral or e-mail notes of congratulations and encouragement. Consider your audience and tailor your messages to physical activity and educational levels.

Many publishers have designed out-of-the-box, camera-ready materials to promote physical activity. Research suggests that stair use can increase by as much as 54 percent with the use of motivational signage. Motivational signs can inform employees about health and weight-loss benefits and remind them to become more active. Samples can be found at [www.cdc.gov/nccdchp/hwi/toolkits/stairwell/motivationalsigns.html](http://www.cdc.gov/nccdchp/hwi/toolkits/stairwell/motivationalsigns.html).

## Cruisin' Colorful Colorado Program Overview

*Cruisin' Colorful Colorado* is an 8-week challenge designed to help individuals incorporate more physical activity into their day. Upon registering, all participants will receive a tracking log and informational packet. The tracking log maps the State of Colorado, using road signs to lead participants to various state attractions during their journey through the program. The program begins at Rocky Mountain National Park. Each road sign equals 20 or 40 minutes of physical activity, depending on the level chosen (Casual Cruiser or Champion Cruiser). Each time participants reach 20 or 40 minutes of activity, they place an "X" over that road sign. They continue tracking their activity until they reach the State Capitol.

*Cruisin' Colorful Colorado* is the perfect program for everyone in your organization to become more active and stay motivated to live a healthy lifestyle. This program can help participants increase the amount of activity they accumulate each week, gain current information regarding health-related topics and learn facts about the great State of Colorado. [Appendix F is the Worksite Coordinator Guide](#), which contains everything needed for a successful program at your worksite, including an implementation plan, promotional ideas, marketing materials, trivia, a flyer, registration form, participant packet and evaluation form.

## Resources for wellness challenges or physical activity programming

- America On The Move™: <http://aom2.americaonthemove.org/home.aspx>
- Centers for Disease Control & Prevention Healthier Worksite Initiative: <http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/physicalactivity.htm>
- American Heart Association START! Walking Program: <http://www.americanheart.org/presenter.jhtml?identifier=3053115>
- American College of Sports Medicine: <http://www.acsm.org/>
- Exercise is Medicine: <http://exerciseismedicine.org/>
- Wellness Councils of America: <http://welcoa.org/>
- The Colorado Physical Activity and Nutrition Program has a camera-ready challenge program called Cruisin' Colorful Colorado: [You can find the program in its entirety in Appendix F.](#)
- American Cancer Society Active For Life: <http://www.acsworkplacesolutions.com/activeforlife.asp>



## NUTRITION

### *Background for Nutrition*

Poor eating habits, including excessive caloric intake, low intake of fruits and vegetables and consumption of high fat foods, play a role in the development of obesity and other chronic conditions. According to data from the Colorado Behavioral Risk Factor Surveillance Survey, 74 percent of Coloradans are not eating the recommended amount of fruits and vegetables. What's more, 55 percent of Coloradans are overweight or obese.

The social environment in which people live and work plays a powerful role in the choices people make. Worksite wellness programs that encourage healthy eating provide opportunities for employees to improve their eating habits and health status.

It is difficult to substantiate the economic cost of poor nutrition because other factors such as physical inactivity and obesity must be included as part of the bigger healthcare cost picture. However, the cost of obesity in this country has been well established. In 2000, the total cost of obesity in the United States was estimated at \$117 billion — \$61 billion for direct medical costs and \$56 billion for indirect costs.<sup>17</sup>

### *Policy for Nutrition*

Employees eat and snack frequently in the workplace. We recommend creating an environment where healthy choices are available by creating policies and guidelines related to foods and beverages served at company sponsored meetings and events. Creating policies and guidelines doesn't mean that employers are dictating what foods employees must eat or policing employees, rather it involves creating opportunities for employees to make their own healthy choices.

### Healthy Meeting Guidelines

Create policies that encourage healthy food and beverage options at company-sponsored meetings or events. Examples of healthy alternatives include offering whole grain bagels and yogurt alongside traditional pastries and juice. Examples of healthy alternatives include offering whole grain bagels and yogurt alongside traditional pastries and juice. \*Appendix I to these Resources, the Smart Beverage Toolkit, also includes guidance for ensuring that healthy beverage choices are readily available in the workplace as well as at meetings and other official events. There are a number of existing resources that can help steer employers in the right direction.

- CDC: Choosing foods and beverages for healthy meetings, conferences and events ([http://www.cdc.gov/nccdphp/dnpa/pdf/Healthy\\_Worksite\\_food.pdf](http://www.cdc.gov/nccdphp/dnpa/pdf/Healthy_Worksite_food.pdf))
- American Cancer Society: Meeting Well: A Tool for Planning Healthy Meetings and Events (<http://www.acsworkplacesolutions.com/meetingwell.asp>)
- University of Minnesota: Guidelines for Offering Healthy Foods at Meetings, Seminars and Catered Events ([http://www.sph.umn.edu/img/assets/9103/Nutrition\\_Guide.pdf](http://www.sph.umn.edu/img/assets/9103/Nutrition_Guide.pdf))

A sustained 10 percent weight loss will reduce an overweight person's lifetime medical costs by \$2,200–\$5,300 by lowering costs associated with hypertension, type 2 diabetes, heart disease, stroke, and high cholesterol.

*Centers for Disease Control and Prevention*

<sup>17</sup> Accessed at <http://www.cdc.gov/chronicdisease/resources/publications/AAG/obesity.html> on June 29, 2010.



## Collaborate with Food Service Providers

Form collaborations with food service providers in cafeterias, cafes and snack/coffee bars in your facilities. Alter menus to include healthy food and beverage options, such as fresh fruits and vegetables, low-fat dairy products and whole grains. Work with providers to incorporate healthier food preparation practices, such as increased steaming and limited frying. Work together to find ways to adjust portion sizes and post nutrition information.

## Stock Healthy Choices in Vending Machines

Work with vending machine services to stock machines with healthy alternatives, such as granola bars, baked chips and nuts. Include point-of-sale communication that educates employees on how to make healthier snack choices. It is important to understand that vending machine services are looking to turn a profit, and profit margins vary. For instance, profits for soda are more than for juices and milk.

## Provide Amenities

Provide employees with a refrigerator, microwave, and sink so they have a place to safely prepare and store food at work. Even small refrigerators provide a place for employees to store perishable foods such as low-fat milk, yogurt and brown bag lunches.

## *Programs for Nutrition*

We recommend programs that target increased fruit and vegetable consumption because research shows that people who consume five to nine servings of fruits and vegetables each day may decrease their risk of chronic diseases such as cancer, heart disease, diabetes and stroke. The CDC and American Cancer Society recommend promoting increased fruit and vegetable consumption as part of any worksite wellness program.

## Promote “Fruits and Vegetables — More Matters” Campaign

Encourage employees to consume more fruits and vegetables through a simple communications campaign employing the use of company newsletters, intranet sites, flyers and payroll stuffers. Post educational quizzes on your company’s intranet and reward a select number of employees who respond with a gift certificate to a local supermarket or a subscription to a fruit and vegetable delivery service.



## Information on Access to Healthy Foods in the Local Community

Find and share information with employees on where to shop for healthy foods. Post information about local farmers markets, community gardens and fruit and vegetable co-ops. Share this information in company newsletters, payroll stuffers, on bulletin boards and the company intranet. Some companies have established a worksite farmers market. [See California's guide](#) for more information on this initiative. See the case study below describing Colorado's partnership with a vendor that delivers fresh fruits and vegetables to the workplace. The Produce Marketing Association has additional information at [www.pma.com/](http://www.pma.com/).

## Nutrition and Cooking Seminars

Offer nutrition seminars that promote skill-building activities such as meal budgeting and planning, eating healthy while dining out, cooking substitutions and more. Cooking demonstrations that provide hands-on techniques are another popular option and can be tailored to a number of cuisines and topics. Contract with local nutritionists, registered dietitians and chefs to deliver seminars onsite. Some professionals may deliver the service pro-bono while other professionals charge fees. For cooking demonstration contacts, visit <http://www.cookingschools.com/>.

## Wellness Challenges

Research shows that wellness challenge programs help employees maintain positive change and promote peer support and camaraderie in the workplace. Incentives generate interest in a wellness program, offer rewards for changed behavior, and promote the organization's belief in and commitment to wellness.

**Nutrition Challenges include the following components:**

- 4-8 weeks duration
- Encourage good eating habits by encouraging participants to track dietary intake
- Different levels of participation, including beginner, intermediate and advanced
- An online or print tracking component that awards points or tracks food intake
- Health education materials and resources for employees to become more aware of the benefits of good nutrition and tips for fitting it into a busy lifestyle
- Program goals, including increased fruits and vegetables achieved or improvement benchmarks
- Rewards for participation, engagement and completion of the program criteria



## Weight Management Classes/Diet Counseling

One-on-one and group diet counseling with a trained professional is described in more detail in the “Weight Management” section of this guide.

## Health Communications and Marketing

Posting signage that helps employees identify healthy food choices is a simple and inexpensive method for encouraging those choices. Signage in cafeterias, next to vending machines and on table tents in break areas can be effective. Employers can find many free or low-cost resources through the following:

- American Cancer Society: [www.cancer.org/eatrightchallenge](http://www.cancer.org/eatrightchallenge)
- American Heart Association: [www.americanheart.org](http://www.americanheart.org)
- Colorado Beef Council: [www.cobeef.com](http://www.cobeef.com)
- Western Dairy Association: [www.westerndairyassociation.org](http://www.westerndairyassociation.org)
- Produce for Better Health: [www.fruitsandveggiesmorematters.org/](http://www.fruitsandveggiesmorematters.org/)
- Colorado Dietetic Association: [www.eatrightcolorado.org](http://www.eatrightcolorado.org)
- Harvard Nutrition Site: [www.hsph.harvard.edu/nutritionsource/](http://www.hsph.harvard.edu/nutritionsource/)
- USDA: [www.nutrition.gov](http://www.nutrition.gov)
- USDA: [www.MyPyramid.gov](http://www.MyPyramid.gov)





## WEIGHT MANAGEMENT

### *Background for Weight Management*

Obesity rates in the U.S. have grown exponentially during the past 20 years. Though Colorado has maintained its status as one of the leanest states in the nation, state obesity rates have almost doubled since 1995. Approximately 19.1 percent of adult Coloradans were considered obese in 2008 compared to 10.1 percent in 1995.<sup>18</sup>

For additional state data, see *The Weight of the State: 2009 Report on Overweight and Obesity in Colorado*, by The Colorado Department of Public Health and Environment. <http://www.cdphe.state.co.us/pp/COPAN/ObesityReport.pdf>

Obesity is associated with a host of chronic conditions, including diabetes, heart disease and high blood pressure. Having one or more chronic conditions increases the likelihood of a worker being absent from work. Furthermore, the more chronic conditions a worker has, the more the average number of days lost increases. (National Health Interview Survey data 2005) In 2000, the total cost of obesity in the United States was estimated at \$117 billion — \$61 billion for direct medical costs and \$56 billion for indirect costs.<sup>19</sup> Unfortunately, employers bear a significant burden of obesity in related health care costs. One source found that private insurers pay \$1,140 more for overweight or obese patients than they pay for normal-weight beneficiaries.<sup>20</sup>

Research shows that obese individuals suffer 30%-50% more chronic medical problems than people who smoke or drink heavily.

*Sturm RJ. Health Affairs 2002; March/April, Vol 21 (2)245-253.*

Obesity prevention and control encompasses a wide range of strategies with particular emphasis on addressing nutrition and physical activity behaviors. Weight management and weight loss programs are the obvious choice for addressing the problem of obesity. Effective weight loss programs employ a number of strategies that engage participants in behavior change. The National Weight Control Registry (<http://www.nwcr.ws/>), a record of over 5,000 overweight individuals, was developed in 1994 by Rena Wing, Ph.D, Brown Medical School, and James O.Hill, Ph.D, University of Colorado. The registry is the largest prospective investigation of long-term weight loss maintenance of its kind. The registry tracks individuals who have lost at least 30 pounds and kept it off for at least one year. The registry shows that strategies such as group support, goal setting and self-monitoring drive sustainable weight loss.

### *Body Mass Index (BMI)*

Overweight and obesity are commonly measured using a screening tool known as body mass index (BMI). BMI is a measure of body weight relative to height. It does not directly measure fat, but it is a good predictor of health risks. To learn more about calculating body mass index visit:

[BMI Calculator](#)

*Adapted from O'Donnell 2005  
(Art of Health Promotion)*

<sup>18</sup> Colorado Physical Activity and Nutrition Program, "The Weight of the State: 2009 Report on Overweight and Obesity in Colorado" (Denver: Colorado Department of Public Health and Environment, 2009).

<sup>19</sup> Accessed at <http://www.cdc.gov/chronicdisease/resources/publications/AAG/obesity.htm> on June 29, 2010.

<sup>20</sup> Finkelstein EA, Trogon JG, Cohen JW, Dietz W. Annual Medical Spending Attributable To Obesity: Payer- And Service-Specific Estimates. *Health Affairs*. 2009; 28(5): w822-w831.





Employers have a number of opportunities to address obesity in the workforce through programs and policies that promote good nutrition and increased physical activity. From onsite weight management programs to telephonic coaching, employers can decrease the burden of obesity within their organization and influence employees' personal lives and professional work. Employers must understand that the costs of obesity are high, but obesity-related initiatives are costly as well and return on investment can take time. To better understand the return on investment associated with obesity prevention programs, CDC's **obesity cost calculator** was created to assist organizations in comparing costs and benefits associated with different programs.

A complete list of resources related to overweight and obesity issues can be found at <http://www.nal.usda.gov/fnic/pubs/bibs/topics/weight/consumer.pdf>. This contains links to best practice research, definitions, guidelines and much more.

78% of National Weight Control Registry participants eat breakfast every day.

*Wing Rena R, Phelan Suzanne. Long-Term Weight Loss Maintenance, cited in American Journal of Clinical Nutrition 2005;82 (suppl)222S-5S.*

## *Policy for Weight Management*

In today's healthcare environment, employers are increasingly providing employees with non-traditional benefits such as weight counseling programs. Insurance providers and private vendors offer such programs and benefit design can be structured in a number of ways. We encourage employers to weigh the costs of providing weight management options with their benefit plans. Cost often depends on number of employees, specific health risks and the ability of the organization to offer programs that are convenient and attractive. The organization should work with its insurance provider to explore all available options and determine if an affordable solution exists.

## **Body Mass Index Criteria**

Employers are using Body Mass Index (BMI) criteria to award wellness incentives or to encourage employees to work towards lower insurance premiums. Policies in this area are relatively new, so employers should consult legal counsel before going down this path.

## **Weight Loss Program Reimbursement**

Incentives to encourage employees to lower their BMI and health risks through a comprehensive weight management program are often included in company benefits. Employers may require key components such as individual counseling, exercise, journaling, education sessions or pre/post biometrics as mandatory components. Completion criteria may also be mandated in order to receive the benefit or reimbursement.



## Programs for Weight Management



Physical activity and nutrition programs and policies should be at the heart of any obesity prevention and control efforts. Employers are encouraged to utilize the evidence-based practices outlined in the Nutrition and Physical Activity sections of this guide. Other valuable resources

in getting started include the CDC's web-based toolkit: *Lean Works: Leading Employees to Activity and Nutrition*. This tool includes an obesity cost calculator.

In addition, we recommend that any worksite weight loss or weight maintenance program include strategies that help employees make real and lasting behavior change. Programs should include elements of social support (support groups) and techniques such as goal setting and self-monitoring (food and activity diaries) to drive outcomes. The following is a list of programs that promote effective weight management strategies.

A study of inactive, overweight men and women ages 40-65 found that 30 minutes a day of walking helped them lose weight, decrease waist size, and increase lean body mass—even without any special dietary changes.

*Archives of Internal Medicine, January 12, 2004. Secondary source, Cleveland Clinic.*

## Weight Watchers Community Discount

Weight Watchers meetings in the local community offer employees a way to find weight management resources in privacy and at their convenience. Offering a rebate or reimbursement for attendance of a set number of meetings provides an incentive for employee participation in this community resource. Learn more about Weight Watchers at Work programs at <http://www.weightwatchers.com/about/cpp/index.aspx>.

## Online Individual or Group Weight Management

There are a variety of private vendors who sell online individual or group weight management programs. These programs provide weight management opportunities for employees who prefer to participate in an online environment. Online programs typically offer a large knowledge center, online tools, discussion areas and targeted emails.

- The National Heart & Lung Blood Institute Aim for a Healthy Weight program at [http://www.nhlbi.nih.gov/health/public/heart/obesity/lose\\_wt/index.htm](http://www.nhlbi.nih.gov/health/public/heart/obesity/lose_wt/index.htm) can be posted on your intranet or used as a resource for an onsite weight management program or support group.

## Onsite Group Weight Management

Group weight-management classes allow participants to learn and synthesize weight management information in a group setting with the guidance of a trained health practitioner. Onsite group weight-management programs typically run 8 to 10 weeks and include one-on-one consultations with the facilitator. Pre- and post-biometrics including BMI, body weight, body fat percentage, waist circumference and other measurements, are conducted to measure program outcomes.



## Telephonic Coaching

Telephonic coaching is a tailored approach to behavior change that involves one-on-one counseling with a trained health coach. Participants receive weekly or monthly calls and are instructed to complete assignments and track food intake and daily physical activity over time.

## Wellness Challenges

Research shows that incentive-based programs help employees maintain positive change and promote peer support and camaraderie in the workplace. Incentives generate interest in a wellness program, offer rewards for changed behavior, and promote the organization's belief in and commitment to wellness.

**Weight Management Wellness Challenges include the following components:**

- Individual or team based
- 8-12 weeks in duration
- Encourage weight maintenance or weight loss individually or through team based competition.
- An online or print tracking component that involves biometric measurements (pre and post weigh-ins, BMI, body fat percentage, etc.) that usually awards points or tracks minutes
- Health education materials and resources for employees to become more aware of the benefits of weight loss or weight maintenance and tips for fitting good nutrition and physical activity into a busy lifestyle
- Program goals for safe weight loss or weight maintenance.
- Individuals rewards for participation, engagement and completion of the program criteria
- The Colorado Physical Activity and Nutrition Program has a camera-ready challenge program available for public use. The summary is on the next page. [You can find the program in its entirety in Appendix H.](#)





## The Great Holiday Weigh

The Great Holiday Weigh is a 7-week weight maintenance program designed to encourage employees to gain no more than two pounds during the holiday season. This program encourages healthy diet choices combined with physical activity during the holiday season. Participants form teams of three to six individuals and their goal is to maintain their weight (or not gain more than two pounds) from Thanksgiving through New Year's. The program consists of an initial weigh-in, a midpoint weigh-in and a final weigh-in. Teams submit only a team weight — no individual weights are collected. As long as the final team weight is less than 2 pounds more per team member, the team wins!

### CASE STUDY:

Eileen Duin, Wellness Coordinator for Denver Public Health coordinates the annual "Great Holiday Weigh" program in its third year. In its first two years, 100 percent of teams participating in the program maintained or lost weight. In the first two years of implementation, 414 participants lost a total of 430 pounds (just over one pound lost per participant). In post-program evaluations, 93.5 percent of respondents indicated that the program helped them maintain their weight through the holidays.

"The Great Holiday Weigh has been a wonderful team building activity for the departments of Denver Public Health. It has been great way to get senior management on board, with a number of executive staff members participating. The workforce of Denver Health is geographically and culturally diverse. This program provides the opportunity for all staff to participate without coming to the main campus."

Denver Health *Great Holiday Weigh* Participants had this to say about the program:

*"I really appreciate the focus of wellness here at the workplace. Its a hard thing in my life, but its so nice to have people to relate! I liked the thought around the holidays that I would actually think before I would eat a sweet! "*

*"I loved it, I will absolutely participate if it is available. It helped me maintain weight and served as a great bonding experience for our staff..."*

*"What a great idea. Getting folks together on a fun project is a real stress relief!"*

## Health Communications and Marketing

Communication for weight management programs should include messages that promote the availability and health benefits of nutritious food. Messages promoting nutrition activities should promote the ease and enjoyment of selecting and cooking nutritious food. Messages that celebrate weight loss through improved nutrition should be individual and encouraging so as not to embarrass employees with high BMI. Success stories communicated via company newsletter are especially helpful in modeling behavioral change for employees hesitant to try something new.

Because behavior change is continuous and dynamic, you never know what will trigger employee action. Health education information that provides weight loss tips, nutrition guidelines and physical activity information through payroll stuffers, newsletters and other communications is a critical element of wellness initiatives. Simple things such as "5 tips to maintaining your weight" or "tips for losing 5 pounds," can be incredibly helpful and motivating for employees.





## TOBACCO

### *Background for Tobacco*

Tobacco use results in huge costs to the nation as a whole and to employers in particular. The estimated cost to the health care system for treating smoking-related illness is more than \$1.3 billion for Colorado and \$96 billion for the United States.<sup>21</sup> Smokers consume more health care resources, experience greater absenteeism and tend to be less productive while at work. A study by the independent Health Enhancement Research Organization (HERO) evaluated the association between modifiable risk factors and medical expenditures. This study showed that a significantly higher level of medical expenses were associated with seven common health risks: depression, high stress levels, high blood glucose, body weight, tobacco use, high blood pressure and physical inactivity. This study estimated that individuals that use tobacco contribute to an additional \$350 of excess health spending annually.<sup>22</sup>

For more statistics like those listed in the call out box, go to <http://www.cohealthproviders.com/data/files/ACS260-11%20Bottom%20Line%20for%20Employers.pdf>. This document provides statistics on how tobacco use affects health care resources, absenteeism, productivity and worker's compensation.

Investing in an intervention can be a challenging step to take in current economic times. Using the Return on Investment (ROI) Calculator provided by American Health Insurance Plans at <http://www.businesscaseroi.org/roi/default.aspx> can help your organization determine the return on investment for offering comprehensive tobacco cessation benefits as part of your plan design.

The model estimates the number of participants, new quitters and program costs for a one-year program provided to smokers by the health insurance plan. ROI per participant and per member per month are estimated by comparing annual costs for each intervention.

Over a lifetime, women who smoke incur \$21,500 more in medical expenses and men incur \$19,400 more than do nonsmokers.

US Centers for Disease Control and Prevention. *Morbidity & Mortality Weekly Report*, July 1, 2005; 54(25):625-8 (adjusted for 2007 dollars).

Businesses pay an average of \$2,189 in workers' compensation costs for smokers, compared with \$176 for nonsmokers. This is not because they experience more injuries. It is because smokers' bodies cannot heal as quickly.

*The Association of Health Risks With Workers Compensation Costs. Journal of Occupational and Environmental Medicine. 43(6): 534-541, June 2001.*

<sup>21</sup> Centers for Disease Control and Prevention. Sustaining State Programs for Tobacco Control: Data Highlights 2006. U.S. Department of Health and Human Services Centers for Disease Control

<sup>22</sup> Goetzel, R., et al. "The Relationship between modifiable Health Risks and Health Care Expenditures: An Analysis of the Multi-Employer HERO Health Risk and Cost Database." *Journal of Occupational and Environmental Medicine*. 1998; 40(10):843-854.



## Policy for Tobacco

Tobacco-free workplaces are now common. When addressing tobacco at the worksite there are several important things to consider. First, an organization should research the state laws that are in place regarding tobacco. The Colorado revised law that went into effect Jan. 1, 2010 is explained in the box to the right. Second, it is important to know your local laws. These will help guide your organization and help you identify what your policies need to say in order to meet the laws and regulations. Finally, review current policies related to tobacco use at your organization. Consider what signage is in place, what people actually do compared to what your policies indicate, and what actions are needed to create a tobacco-free worksite. There are many great resources on tobacco in the State of Colorado, including the State Tobacco Education and Prevention Partnership (STEPP), with information at <http://www.cohealthsource.org/topics/tobacco.aspx>

### Colorado Law

Requires health plans to cover tobacco use screenings and tobacco cessation interventions by primary care providers. This coverage must be offered with no deductibles or coinsurance, though reasonable co-pays may apply. The legislation is unclear as to whether the interventions required include prescription drugs. This law went into effect January 1, 2010.

## Worksite Tobacco Policies

Research shows that creating a tobacco-free environment is one of the most effective actions you can take to help smokers stop smoking. In 2006, Colorado passed the Clean Indoor Air Act, which prohibits smoking in most enclosed public places. As an employer, it is important to ensure the law is enforced in your workplace. Companies can further support a smoker in the quitting process by creating a tobacco-free campus policy. For more information on the benefits and the steps an organization can take to implement such a policy, please visit: <http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/tobacco/index.htm>. A sample policy that was created for the Centers for Disease Control & Prevention can be found at [http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/CDC\\_tobacco\\_policy.pdf](http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/CDC_tobacco_policy.pdf).

## Tobacco Cessation Benefits

Since your company already pays when people use tobacco, why not come out ahead and provide the help employees want and need to kick their addiction? Research shows that the most effective help includes medications to treat the withdrawal symptoms of quitting and counseling to help develop new ways to cope with the behavioral and psychological effects. Smokers who have access to this kind of cessation treatment are at least six times more likely to be successful in stopping smoking than those who quit “cold turkey.”



Employers are often surprised that tobacco cessation, though a standard measure for quality care,<sup>23</sup> is not a standard benefit in many health plans. Effective health care benefits include medications and counseling or classes with little or no co-payment.

There are several great resources to help benefit managers, human resource generalists and others design an effective strategy for their benefit plan addressing tobacco cessation.

Recommendations for Worksite-Based Interventions to Improve Workers' Health Task Force on Community Preventive Services	<a href="http://www.thecommunityguide.org/worksite/Worksite2010Recommendations_TaskForce.pdf">http://www.thecommunityguide.org/worksite/Worksite2010Recommendations_TaskForce.pdf</a>
What Is the Role of Health Insurance Coverage in Tobacco Use Cessation?	<a href="http://www.cdc.gov/tobacco/quit_smoking/cessation/coverage/page2/index.htm">http://www.cdc.gov/tobacco/quit_smoking/cessation/coverage/page2/index.htm</a>
Save Lives and Money—Help State Employees Quit Tobacco	<a href="http://www.prevent.org/images/stories/2009/save%20lives%20and%20money%20-%20january%202010%20update.pdf">http://www.prevent.org/images/stories/2009/save%20lives%20and%20money%20-%20january%202010%20update.pdf</a>
Tobacco Cessation Insurance Coverage Benefits for Employers and Employees	<a href="http://www.cohealthproviders.com">http://www.cohealthproviders.com</a>
Decreasing Tobacco Use in Worksite Settings: Incentives and Competitions to Increase Smoking Cessation Among Workers	<a href="http://www.thecommunityguide.org/Tobacco/worksite/incentives.html">www.thecommunityguide.org/Tobacco/worksite/incentives.html</a>
Worksite Programs and Policies	<a href="http://www.businessgrouphealth.org/tobacco/worksite/index.cfm">www.businessgrouphealth.org/tobacco/worksite/index.cfm</a>
Health Insurance Benefits for Treatment of Tobacco Dependence	<a href="http://www.tcln.org/cessation/pdfs/1a.Insurance=rev%206-29-05web.pdf">www.tcln.org/cessation/pdfs/1a.Insurance=rev%206-29-05web.pdf</a>
Designing Health Insurance Benefits	<a href="http://www.cdc.gov/tobacco/quit_smoking/cessation/coverage/page3/index.htm">http://www.cdc.gov/tobacco/quit_smoking/cessation/coverage/page3/index.htm</a>

Determining what works best for your organization and your employees may take some time and discussion. However, using these resources to guide you and your decision makers determine the best path is essential to long-term success. In addition to making sure coverage of tobacco cessation includes all recommended medications and counseling, also consider avoiding common barriers. Plan design components such as co-pays, requirements on treatment protocol and limits on quit attempts can make it more difficult for employees that use tobacco to take advantage of treatment.

<sup>23</sup> National Committee for Quality Assurance (NCQA). HEDIS 2004. Health plan employer data & information set. Vol. 2, Technical specifications. Washington (DC): National Committee for Quality Assurance (NCQA); 2003. 374p.



## Programs for Tobacco

### Provide Local Resources

People are ready to quit at different times, and the average smoker tries several times before successfully quitting. That can be discouraging — for smokers, their families, their co-workers and their employers. A person who resumes smoking after trying to quit may be discouraged from trying again. That's why it's important to assure people that help is available when they are ready to quit. Persistence does pay off: of those who try to quit, half will ultimately succeed.<sup>24</sup> Union Pacific makes sure the employee is ready to quit before enrolling them in its cessation program. If they don't succeed the first time, Union Pacific pays for prescription medication a second time. Common sense, research and testimony from smokers and former smokers tell us they are unlikely to quit until they are ready. Thus, accessible information about how to get help can catch a smoker when he or she is prepared to quit. Employers are well positioned to provide this information.

#### Local Resources include:

- Colorado Quitline: <http://www.coquitline.org/>
- American Cancer Society Tobacco Resources: <http://www.cancer.org/Healthy/StayAwayfromTobacco/index>
- American Cancer Society Quit For Life Program: <http://www.acsworkplacesolutions.com/quitforlife.asp>
- American Cancer Society Fresstart Program: <http://www.acsworkplacesolutions.com/freshstart.asp>
- American Lung Association: <http://www.lungusa.org/>
- Health plans
- Local hospitals/healthcare providers

#### Sponsor an Event

The Great American Smokeout every November is designed to encourage tobacco users to quit for a day or longer. At the worksite, the provision of handouts, education materials, free seminars, benefit information and cessation tools and resources can help motivate employees along the behavioral change continuum.

## Health Communications and Marketing

When communicating tobacco programs, worksite and wellness committee leaders should be careful to offer assistance without assigning blame. Most smokers know they need to quit, so find specific, dramatic messages about the dangers of tobacco and secondhand smoke that resonate with employees. Though flyers, e-mail reminders and health benefits communication tools, explain company smoking policies and cessation benefits. Post “no smoking” signage throughout the facility. Research shows that many employees do not understand their health benefits or simply do not take the time to read them. Develop an awareness campaign for tobacco cessation and make sure that employees are being told what resources are available to them on a regular basis.

<sup>24</sup> Steven A. Schroeder, M.D., Professor, University of California/San Francisco: Tobacco Issues from the Provider Perspective, Presentation to Blue Cross-Blue Shield Association, Nov. 12, 2003.



# STRESS MANAGEMENT

## *Background for Stress Management*

In today's fast-paced and ever-connected world, stress has become a fact of life. Stress can cause people to feel overwhelmed or pushed to the limit. The American Psychological Association's 2007 "Stress in America" poll found that one-third of people in the U.S. reported experiencing extreme levels of stress. Nearly one in five report that they are experiencing high levels of stress 15 or more days per month. While low to moderate levels of stress can be good for you when managed in healthy ways, extreme stress takes both an emotional and physical toll on the individual.

A recent report from the U.S. Surgeon General states that "20 percent of the U.S. population suffers from diagnosable mental disorders each year, but less than half are receiving treatment."

With the consequences of poorly managed stress ranging from fatigue to heart disease and obesity, it is important to know how to recognize high stress levels and take action to handle them in healthy ways. Being able to control stress is a learned behavior, and stress can be effectively managed by taking small steps toward changing unhealthy behaviors.<sup>25</sup>

A medical economics study using the HERO database found that those with self-reported, persistent depression (n=997, 2.2% of the study sample) had affected annual health care expenditures 70% greater than those who reported not being depressed. The study also found that those with uncontrolled stress (n=8,641, 18%) had annual adjusted medical costs 46 percent greater than those who were not stressed. The finding that psychosocial risks were the most costly was unexpected and medically newsworthy. This study suggests that sufficient attention should be directed toward worksite depression, stress screening and the opportunity for adequate diagnosis and treatment.<sup>26</sup>

According to the Psychologically Healthy Workplace Organization (<http://www.phwa.org/>), there are five key areas to creating a workplace that fosters employee health and well-being while enhancing organizational performance and productivity. These include:

- Employee Involvement: <http://www.phwa.org/resources/creatingahealthyworkplace/employeeinvolvement/>
- Work/Life Balance: <http://www.phwa.org/resources/creatingahealthyworkplace/worklifebalance/>
- Employee Growth & Development: <http://www.phwa.org/resources/creatingahealthyworkplace/employeegrowth/>
- Health & Safety: <http://www.phwa.org/resources/creatingahealthyworkplace/healthandsafety/>
- Employee Recognition: <http://www.phwa.org/resources/creatingahealthyworkplace/employeerecognition/>

<sup>25</sup> Copyright 2007 American Psychological Association, Accessed 11/17/09 207 n Psychological 58H <http://apahelpcenter.mediaroom.com/index.php?s=pageA&item=42> American Psychological Association Media Room.

<sup>26</sup> October 1998 issue of the JOURNAL of OCCUPATIONAL and ENVIRONMENTAL MEDICINE, (Goetzel, Anderson, Whitmer, et.al., JOEM, (40) (10). October 1998; 1-12)



## *Policy for Stress Management*

Policies and benefits that help facilitate work-life balance acknowledge that employees have responsibilities and lives outside of work and can help individuals better manage these multiple demands.

### **Employee Assistance Program (EAP)**

Offer employees' access to an Employee Assistance Program (EAP). An EAP is a worksite-based program designed to assist organizations address productivity issues and employee clients in identifying and resolving personal concerns, including, but not limited to, health, marital, family, financial, alcohol, drug, legal, emotional, stress or other personal issues that may affect job performance. [Definition, International Employee Assistance Professionals Association (EAPA)]

### **Flex Time Policies**

Allowing flexible work arrangements, telecommuting and options for employees to manage elders and children can help maintain employee satisfaction and reduce costs associated with absenteeism and productivity.

### **Financial Benefits**

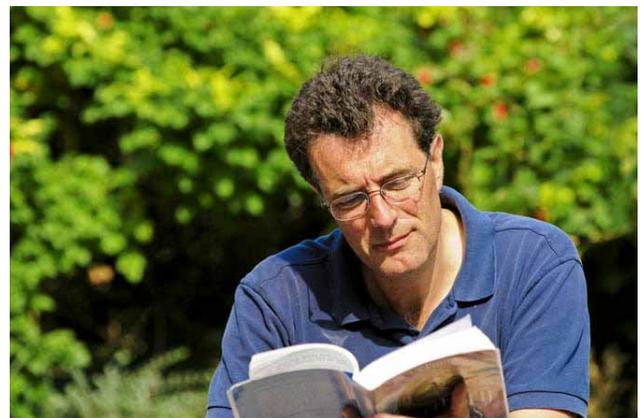
Many employees name financial concerns as one of their biggest stressors. Providing financial counseling, retirement benefits and other sources of retirement savings and information can help employees manage this stress.

### **Vacation/ Personal Time**

Provide vacation and personal time for employees to enjoy time off and manage life outside of work as needed.

### **Breaks**

Provide information on how lunch and other breaks should be handled by employees. Working through lunch may appear to be status quo in an organization but does not contribute to a low stress, highly productive environment.



## *Programs for Stress Management*

### Host Awareness Events/Campaigns

Support Mental Health Month in May and use the tools provided through the Mental Health Association at <http://www.mentalhealthamerica.net/go/may>. This resource provides health education materials, assessments and more to support employees in achieving a high quality of life and low stress in the workplace and in their personal lives.

### Training

Include trainings on organization, time management, deep breathing, relaxation and building resiliency in the organizational development plan. Educate employees on techniques to manage their stress. The feeling of being overwhelmed doesn't go away over night. A consistent effort to discuss work issues that are driving stress and develop effective strategies to combat or relieve stress can improve employee health and workplace productivity.

### Provide Counseling

Contact an Employee Assistance Program (EAP) provider or locate a professional through the Mental Health Association <http://www.mentalhealthamerica.net/> and host individual consultations during National Health Month or during Depression and Mental Awareness Month in October. Providing employees with multiple opportunities to ask for help is the key to addressing mental health at the worksite.

### Health Communications and Marketing

Remind employees to take breaks, use their vacation and take advantage of fringe benefits that support their overall health and well-being. Use written communications as well as verbal to emphasize that leadership cares about employees. Communicating in this way helps make the case that management supports a healthy work culture.





# LACTATION

## *Background for Lactation*

Support for nursing employees can have a positive effect on any organization's bottom line. For every \$1 invested in basic lactation programs, employers see a \$2 return on investment. Research shows that workplace lactation programs save money because:

- Breastfeeding employees miss work less. One-day absences to care for sick children occur more than twice as often for mothers of formula feeding infants.
- Breastfeeding lowers healthcare costs. Infants who are not breastfed visit the physician more often, spend more days in the hospital and require more prescriptions than breastfed infants. Mothers who breastfeed for longer amounts of time are at reduced risks for certain cancers, such as pre-menopausal breast cancer.
- Support for nursing mothers in the workplace results in lower employee turnover rates. Employees are more likely to return to work after childbirth because their workplace environment is supportive of breastfeeding. Employers benefit from returning employees because they do not have to incur the costs of recruiting, hiring and training new staff.
- Breastfeeding employees are loyal and productive. Companies that support breastfeeding report improved staff morale, job satisfaction and higher productivity.
- Support for breastfeeding employees portrays a positive image to the public and may enhance an organization's ability to draw potential applicants.<sup>27</sup>

<sup>27</sup> Accessed at <http://www.womenshealth.gov/breastfeeding/> on May 19, 2010. (U.S. Department of Health and Human Services)

## *Lower Absenteeism*

One-day absences to care for sick children occur more than twice as often for mothers of formula feeding infants.

*Cohen R, Mrtek MB, Mrtek RG. Comparison of maternal absenteeism and infant illness rates among breastfeeding and formula-feeding women in two corporations American Journal of Health Promotion. 1995;10(2),148-153.*

## *Keeping Valuable Employees*

Employee turnover is costly for business. Employers are interested in retaining valuable employees, including those who go on maternity leave. Providing family-centered programs to help employees balance family and work commitments can positively impact retention rates, resulting in potential cost savings to the company. A study of multiple companies with lactation support programs found an average retention rate of 94%.

*Ortiz J, McGilligan K, Kelly P. Duration of breast milk expression among working mothers enrolled in an employer-sponsored lactation program. Pediatric Nursing. 2004; 30(2): 111-119.*



The payoff is significant and gives a compelling reason for including support for nursing employees in a worksite wellness initiative. Another reason is it's the law. (Refer to Policy section below) Support for this initiative is growing rapidly nationwide. Many organizations collect data on individual state and local policies that protect breastfeeding. The Society for Human Resource Management has begun collecting data on worksites providing lactation accommodations. There is a proposed *Healthy People 2020* objective that describes increasing the percentage of employers who have worksite lactation programs. If the objective is retained, this data will be collected by states to demonstrate prevalence of supportive workplaces.

Mothers with infants are one of the largest and fastest growing segments of the U.S. workforce, particularly in retail, service and other hourly-wage industries where breastfeeding support is less common. Without worksite lactation support, many mothers in Colorado begin giving formula or completely wean their babies when they return to work.

## *Policy for Lactation*

Colorado's Workplace Accommodations for Nursing Mothers Act became effective Aug. 4, 2008, making Colorado the 16<sup>th</sup> state to pass legislation supporting breastfeeding in the workplace. The law defines an employer as a person engaged in business who has one or more employees. Employers are required to make the following accommodations for breastfeeding employees:

- Provide reasonable time (unpaid or paid break and/or meal time) for a mother to express milk for her nursing child until the child's second birthday.
- Make reasonable effort to provide a room or other location in close proximity to the work area, other than a toilet stall, where an employee can express milk in privacy. To view some ideas for lactation spaces, visit the Colorado Breastfeeding Coalition website Employers Page at [www.cobfc.org](http://www.cobfc.org).
- Ensure that nursing employees are not discriminated against and that before an employee may seek litigation for a violation, there must be nonbinding mediation between the employer and employee. A copy of the law, samples of workplace lactation policies and other resources are available on the Coalition's website at <http://cobfc.org/PDF%20files/Policy%20for%20Support.pdf> or [http://cobfc.org/PDF%20files/Sample\\_lactation\\_policy\\_-\\_simple.pdf](http://cobfc.org/PDF%20files/Sample_lactation_policy_-_simple.pdf)



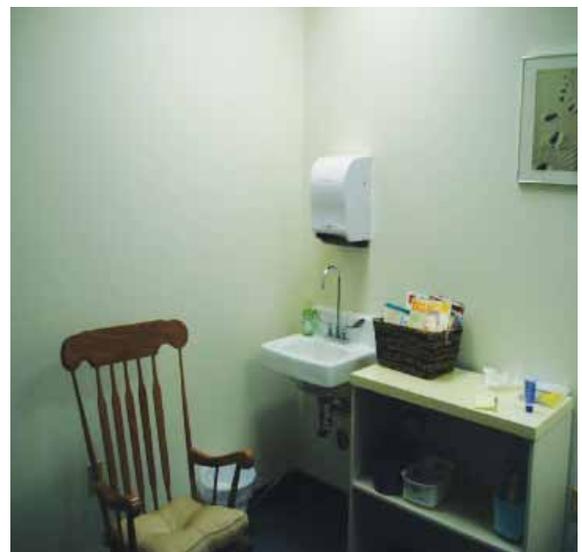
## Programs for Lactation

There are many resources and model lactation support programs to guide employers as they establish programs for their organizations. The U.S. Department of Health and Human Services Health Resource and Services Administration offers *The Business Case for Breastfeeding Tool Kit*, which includes employee and employer resources for breastfeeding at work. The kit includes samples of a worksite breastfeeding support policy, assessment forms, promotional flyers, newsletter communications and more. The National Business Group on Health also has a resource, *Investing in Workplace Breastfeeding Programs and Policies: An Employer's Toolkit*.

Additional resources for developing a lactation program that supports new mothers can be found at:

- United States Department of Health and Human Services, Business Case for Breastfeeding Steps for Creating a Breastfeeding Friendly Worksite  
<http://www.womenshealth.gov/breastfeeding/programs/business-case/>
- United States Breastfeeding Committee, Workplace Breastfeeding Support <http://www.usbreastfeeding.org/LinkClick.aspx?link=Publications%2fWorkplace-2002-USBC.pdf&ctabid=70&mid=388>
- National Business Group on Health, Workplace Breastfeeding Program  
<http://www.businessgrouphealth.org/lactationroom/>
- Centers for Disease Control and Prevention, Lactation Support Program  
<http://www.cdc.gov/nccdphp/dnpao/hwi/index.htm>
- Colorado Department of Labor and Employment, Division of Labor:  
<http://www.colorado.gov/cs/Satellite/CDLE-LaborLaws/CDLE/1248095305263>

Policies that allow parents to bring their children to work are becoming more common in the workplace. For more information, visit the Parenting in the Workplace Institute at [www.parentingatwork.org](http://www.parentingatwork.org).





# CHRONIC DISEASE PREVENTION AND MANAGEMENT

## *Background for Chronic Disease Prevention and Management*

One factor driving the rising cost of employee healthcare is treatment for chronic disease. Chronic diseases (cancer, diabetes, heart and respiratory disease, and stroke) account for 70 percent of deaths in the U.S. and 40 percent of total healthcare expenditures. Research suggests that nearly two-thirds of the chronic diseases underlying rising healthcare costs are preventable. In 2005, National Committee Quality Assurance (NCQA) identified 44.5 million sick days due to suboptimal care for hypertension and diabetes, two preventable chronic diseases. The lost productivity associated with these disorders exceeded \$7 billion.<sup>28</sup>

### *Chronic Disease: The Facts*

- Heart disease and stroke remain the first and third leading causes of death, accounting for more than 30% of all mortality.
- Nearly 24 million Americans have diabetes, and an estimated 57 million American adults have pre-diabetes symptoms and are at increased risk for developing type 2 diabetes.
- Cancer claims more than a half million lives each year and remains the nation's second leading cause of death.
- Nationally, one in every three adults and one in five children between the ages of 6 and 19 are obese. Obesity has been linked to increased risk for heart disease, high blood pressure, type 2 diabetes, arthritis-related disability and some cancers.
- An estimated 46 million adults in the United States reported being told by a doctor that they have some form of arthritis. Arthritis results in activity limitation for nearly 19 million Americans.
- 23 percent of adults have a metabolic syndrome categorized by the accumulation of the following risk factors: obesity, elevated blood pressure, insulin resistance, and high cholesterol.

*Fitch, K, Pyenson, B, Iwasaki, K, Metabolic Syndrome and Employer-Sponsored Benefits, March 2006, Milliman Consultants and Actuaries*

<sup>28</sup> National Committee for Quality Assurance. Executive Summary. In: The State of Health Care Quality 2004. Washington, DC; National Committee for Quality Assurance; 2005.





Disease management programs that focus on the high-risk population may seem like the best strategy, but research confirms that a major opportunity for economic impact is in keeping low-risk employees from moving into higher-risk categories. Healthcare costs increase \$350 per year for each high-risk employee and decrease \$150 per year for each low-risk employee, according to research completed by Dee Edington through the University of Michigan Health Management Research Center.<sup>29</sup>

Diabetes, heart disease, obesity and other costly conditions can be prevented when people engage in healthy behaviors at home and/or work every day. Employers who want to minimize chronic disease incidences and costs will develop healthy workplace policies and promote the increased utilization of workplace benefits and programs. Many times, the slightest barriers, such as *money, time* and *accessibility*, prevent employees from taking appropriate action. Consider the costs of removing these three key barriers compared to the potential claims for chronic diseases. When communicating workplace benefits and programs, employers should make employees aware of the risk factors, information and interventions available to them.

Research shows that employees who take advantage of preventive services have lower absenteeism, higher productivity and a stronger commitment to their employer.

*Finch RA. Preventive services: improving the bottom line for employers. Compensation and Benefits*

## *Policy for Chronic Disease Prevention and Management*

Effective company policies and benefits can provide support systems for employees and help them and their dependents manage chronic diseases. Policies in the area of chronic disease fall primarily to the benefits managers and human resource professionals at the worksite. The most common policies to address chronic disease follow:

### Utilize Health Risk Assessments/Questionnaires

Conducting periodic health assessments to track risk over time, increase awareness, and monitor the effectiveness of strategies and interventions is foundational in a comprehensive wellness program. Data collected is greatly beneficial to the individual and helps monitor health status. The aggregate data helps employers design benefit plans and determine wellness programming needs. A strong incentive for completion is recommended in order to drive the participation necessary to make the data meaningful and representative of the population. **Assess Step of HRA's.**

<sup>29</sup> Edington, D, Wellness at the Workplace Conference, 2006, [www.hmrc.umich.edu/reesearch/pdf/WW25Slides.pdf](http://www.hmrc.umich.edu/reesearch/pdf/WW25Slides.pdf)



## Disease Management

Disease management is a common benefit provided by employers. It addresses common chronic illnesses: coronary heart disease, chronic obstructive pulmonary disease, hypertension, kidney failure, obesity, diabetes, asthma, cancer, arthritis, clinical depression, sleep disorders, osteoporosis and others. Disease management providers use claims and pharmacy data to determine which plan members should be contacted for disease management. This can be an effective way of assisting employees with compliance and adherence to treatment protocols for their particular condition. We advise employers to request regular data from providers and make sure this service is delivering at a level desired by the organization.

## Plan Your Benefits based on Chronic Condition & Evidence Based Outcomes

The provision of preventive screening coverage as a benefit to employees regardless of their plan is important. It not only makes employees feel valued, it also makes a statement that an organization cares about the future of its workforce. The Purchaser's Guide to Clinical Preventive Services provides summary plan descriptions (SPD) and recommended clinical preventive services benefits in section II of the guide starting on page 37 (<http://www.businessgrouphealth.org/benefitstopics/topics/purchasers/fullguide.pdf>) This section of the guide will provide information for your human resources and benefits department.

The National Business Group on Health developed a document entitled, *Ten Recommendations for Planning Prevention*, which can be found at [https://www.businessgrouphealth.org/pdfs/ib\\_promotingprevention.pdf](https://www.businessgrouphealth.org/pdfs/ib_promotingprevention.pdf). This document provides some simple yet concrete ideas for promoting healthy behaviors while addressing benefit plan design options.





## *Programs for Chronic Disease Prevention and Management*

### Promote National Health Observances

Use resources available through national organizations like the American Heart Association or the Diabetes Association to inform and educate employees about chronic diseases. During the observation month, these organizations often provide access to practitioners for screenings or free handouts and webinars on their website. To learn more about National Health Observances go to: <http://welcoa.org/observances/>.

### Provide Local Resources

Take advantage of resources through local hospitals, nonprofit agencies and health facilities to provide additional opportunities for employees to manage their conditions. Work with health plans to provide information or professional resources in an area that is of particular concern.

### Support Groups

Support can aid more than physical aspects of health. A review of the literature, including 20 studies, shows that group support augments participants' emotional state and quality of life.<sup>30</sup>

### Provide Targeted Interventions & Resources for Common Chronic Diseases

#### **Asthma**

The Asthma & Allergy Foundation of America has a downloadable program for worksites. <http://www.aafa.org/display.cfm?id=4&sub=79&cont=353>

#### **Arthritis**

The Arthritis Foundation provides several resources to encourage exercise as a means of managing the condition. <http://www.arthritis.org/arthritis-walk.php>

In 2002, the average annual healthcare cost for a person with diabetes was \$13,243 as opposed to \$2,560 for a person without diabetes.

*Maciosek MV, Coffield AB, Edwards NM, Goodman MJ, Flottesmesch TJ, Solberg LI. Priorities among effective clinical preventive services: results of a systematic review and analysis. Am J Prev Med 2006;*

*31(1):52-61. Table reprinted from Am J Prev Med 2006; 31(1):52-61 with permission from the American Journal of Preventive Medicine.*

<sup>30</sup> Christakis NA, Fowler JH. The Spread of Obesity in a Large Social Network Over 32 Years. *The New England Journal of Medicine* 2007;357(4):370-379.



### Diabetes

Designing and implementing an effective diabetes management program is no small task. There are many steps involved with each stage of the process — from making the decision to implement a program to setting goals to developing specific program elements. To make this job easier, it is a good idea to take a methodical approach and to be aware of best practices established by the ADA and other reputable sources. By working slowly and carefully, employers will find the task less daunting and more productive.

<http://www.diabetesatwork.org/NextSteps/DesigningYourProgram.cfm>

### Heart Disease/ Stroke

The Healthy Lifestyle section on the American Heart Association website provides materials, quizzes and tools for employers to share with employees.

<http://www.americanheart.org/presenter.jhtml?identifier=1200009>

National Heart Lung Blood Institute also has informative programs, calculators, assessments and tools for the individual and the employer.

<http://www.nhlbi.nih.gov/educational/index.htm>

### Onsite Health Screenings

Providing routine screenings at the worksite for cholesterol, blood pressure, weight/BMI, and other risk factors can be invaluable. Screenings save lives because so many of these chronic conditions don't present symptoms until it is too late. These routine screenings, offered at low or no cost to employees, save employees a trip to their healthcare provider and time away from work. They also serve as the first level of intervention. Sometimes just becoming aware of one of these conditions can push an employee to early treatment.

### Individual Counseling

Keep in mind that poor health behaviors often lead to chronic conditions. Provide counseling and education to employees to help prevent and control chronic disease risk factors (e.g. poor nutrition, physical inactivity, hypertension, elevated blood sugar levels and tobacco use). *A Purchaser's Guide to Clinical Preventive Services: Moving Science into Coverage* recommends healthy diet counseling as a means of addressing risk factors that contribute to chronic disease.<sup>31</sup> This type of intervention has a good chance of producing medium to large changes in average daily intake of the components of a healthy diet.

### Medical Self Care Program

Implement a medical self-care program to empower employees and their families with the knowledge and skills to better manage their most common health problems and to let them know their employer cares about them. The proposed medical self-care program will supply every benefit-eligible employee with a self-care book containing practical information on the most common conditions.

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<sup>31</sup> *A Purchaser's Guide to Clinical Preventive Services: Moving Science into Coverage*  
<http://www.businessgrouphealth.org/benef tstopics/topics/purchasers/fullguide.pdf>



### *Benefits of a Medical Self Care Program Include*

Each organization has different reasons for implementing a self-care program. Most organizations do it with the intention of empowering employees to be informed consumers and to address high healthcare costs. Other benefits:

- Reduce unnecessary physician visits
- Reduce unnecessary emergency room visits
- Reduce healthcare expenses
- Reduce absenteeism
- Save time and out of pocket expenses for the individual
- Increase patient satisfaction with their care
- Improve quality of care
- Increase patient empowerment and sense of control

Several publishers, such as Mayo Clinic, <http://www.mayoclinichealthsolutions.com/products/EmbodyHealth-Guide-To-Self-Care-Medical-Advisors.cfm>, American Institute for Preventive Medicine, <http://www.healthylife.com/template.asp?pageID=34>, and the American Cancer Society provide best practice information and resources for implementing a medical self-care program.

### **Onsite Clinic or Health Practitioner**

Provide employees' access to an on-site occupational health nurse. Provide an on-site medical clinic to monitor and address chronic disease risk factors (e.g. high blood pressure, high cholesterol, blood glucose).

### **Health Communications and Marketing**

Communication is essential in the case of chronic disease management. Not only is it important that employees become aware of their condition but that they learn how to manage it. Through written materials in posters, newsletters and flyers, employers can provide health education information on common diseases such as asthma, arthritis, diabetes, heart disease and stroke. Promote and provide education on chronic disease prevention. Post signs reminding employees to get their blood pressure checked, to quit smoking and to avoid secondhand smoke.

Additionally, use these opportunities to inform employees of their benefit package as it relates to chronic disease management, wellness programs and prescription drug benefits. The more informed the consumer, the better.



## CANCER SCREENING (PREVENTIVE SCREENINGS)

### *Background for Cancer Screening*

The purpose of prevention is to avoid or delay disease by practicing healthy lifestyles. Early identification and treatment for such conditions can prevent further disability among individuals with the disease. When looking at prevention it is important to consider the three types: primary, secondary and tertiary. They are defined in detail in the box to the right.

The Purchaser's Guide to Clinical Preventive Services published by the U.S. Preventive Services Task Force provides guidelines and recommendations for employers on clinical preventive service benefit design. Clinical preventive services benefits recommended in the Purchaser's Guide address a range of health conditions that affect people of all ages. For a brief summary of clinical preventive services appropriate for different age groups and genders, please refer to the Life Course Charts featured in Part VIII: Resources & Tools (pages 477–484) which can be found at <http://www.businessgrouphealth.org/benefitstopics/topics/purchasers/fullguide.pdf>.

### *Prevention Helps Individuals Avoid Disease*

**Primary prevention** is aimed at preventing the onset of disease. One way of doing this is by controlling risk factors in healthy people that may lead to disease. Examples of primary prevention include 1) immunizations to prevent communicable diseases such as influenza or polio, and 2) the promotion of physical activity to prevent conditions such as obesity that can lead to disease (e.g., type 2 diabetes).

#### Prevention Modifies Risk

**Secondary prevention** is aimed at treating a disease after its onset, but before it causes serious complications. Secondary prevention includes 1) identifying individuals with established disease, and 2) treating those individuals in a timely way so as to prevent further problems (e.g., mammography screening to detect and treat breast cancer in its earliest stages).

#### Prevention Reduces Disability

**Tertiary prevention** is aimed at treating the late or final stages of a disease so as to minimize the degree of disability caused by that disease (e.g., administering a footcheck to a person with diabetes to identify infections that would require amputation if left untreated).

*Hoyert DL, Kochanek KD, Murphy SL. Deaths: Final Data from 1997. National Vital Statistics Report. Hyattsville, MD:National Center for Health Statistics; 1999.*

*U.S. Preventive Services Task Force. Aspirin for the primary prevention of cardiovascular events: recommendations and rationale. Rockville, MD: Agency for Healthcare Research and Quality; 2002 [cited 2006 May 12]. Available from: <http://www.ahrq.gov/clinic/3rduspstf/aspirin/aspr.htm>*





Prevention screening proves to be cost effective when compared with treatment in later stages. Cancer treatment alone can account for 10 percent of an employer's medical claims, according to one study. It is estimated that an employer would spend \$7.50 per member per month on screening compared to an estimated \$2,360 per member per month on cancer treatment costs.<sup>32</sup>

One half of cancer incidences and 65 percent of cancer mortality could be eliminated with primary and secondary prevention. The American Cancer Society estimates 368,000 cases of breast, cervical and colorectal cancer in 2005, with more than 100,000 of these cases resulting in death. Cancer screening detects these cancers at early and treatable stages. For cervical and colorectal cancer, screening can actually prevent disease by detecting growths before they become cancerous. Employers can improve employee access to cancer screening by providing an insurance benefit that eliminates out-of-pocket expenses (office visit co-pays, co-insurance and deductible charges) for these services. Improving employee screening rates will prevent loss of life from cancer. Increasing cancer screening rates will also reduce the cost of treating advanced cancer. [The American Cancer Society has a screening chart that can be referenced in Appendix G.](#)

As a nation, increasing our investment in high impact, cost-effective preventive services will not only save valuable healthcare dollars but, more important, will significantly improve the health status of the U.S. population. — Sam Nussbaum, WellPoint, Inc.

*Nussbaum SR. Prevention: The cornerstone of quality health care. Am J Prev Med 2006; 31(1): 107-108.*

For more information on Colorado's approach to cancer prevention visit the Colorado Cancer Coalition website at <http://www.coloradocancercoalition.org/>.



<sup>32</sup> Pyenson B, Zenner PA. Cancer Screening: Payer Cost/Benefit Thru Employee Benefits Programs. Available at: [www.c-changetogether.org/pubs/pubs/MillimanReport.pdf](http://www.c-changetogether.org/pubs/pubs/MillimanReport.pdf).





## Policy for Cancer Screening

In the area of cancer screenings and preventive coverage for age and gender specific testing we recommend providing comprehensive benefit coverage to cover the costs. Despite the documented benefits of timely preventive care, in 2002 only half of insured adults (52 percent) received preventive care and screening testing appropriate for their age and sex.<sup>33</sup> The underutilization of clinical services has a negative impact on beneficiaries' health status and on employers' overall health care costs.

## Preventive Screening Benefit Coverage

The provision of preventive screening coverage as a benefit to employees regardless of their plan is important. It not only makes employees feel valued, it also makes a statement that an organization cares about the future of its workforce. The Purchaser's Guide to Clinical Preventive Services provides summary plan descriptions (SPD) and recommended clinical preventive services benefits in section II of the guide starting on page 37 (<http://www.businessgrouphealth.org/benefitstopics/topics/purchasers/fullguide.pdf>) This section of the guide will provide information for your human resources and benefits department.

Provide full coverage (eliminate out-of-pocket costs) for breast, cervical and colon cancer screening. Cancer is the leading cause of death among working-age Americans. Screening for cancer allows for detection of disease early when it can be treated most successfully and cost effectively. To maximize this benefit, we recommend you cover cancer screening at 100 percent of allowed cost (no employee co-pay, co-insurance, or deductible requirement). Adding this benefit without requiring employee cost sharing will result in higher cancer screening rates. By eliminating employee cost sharing you can expect to improve cancer screening rates by 10 percent to 15 percent.<sup>34</sup>

With each \$1 spent on medical and pharmacy costs comes an additional \$2.3 lost in health-related productivity.

*Simpson JSA, Carlson LE, Trew ME. Effect of Group Therapy for Breast Cancer on Healthcare Utilization. Cancer Practice 2001;9(1):19-26.*

When employees don't feel well, they miss work regularly; while they're at work, they don't function as effectively.

*Loeppke R, Taitel M, Haufle V, Parry T, Kessler RC, Jinnett K. Health and Productivity as a Business Strategy: A Multiemployer Study. Journal of Occupational and Environmental Medicine 2009;51(4):411-428.*

<sup>33</sup> The Commonwealth Fund Commission on a High Performance Health System, Why Not the Best? Results from a National Scorecard on U.S. Health System Performance. The Commonwealth Fund. September 2006. Available from: [http://www.cmwf.org/publications/publications\\_show.htm?doc\\_id=401577](http://www.cmwf.org/publications/publications_show.htm?doc_id=401577)

<sup>34</sup> <http://www.acsworkplacesolutions.com/wpassessment.asp>



When determining the best approach for plan design, the following resources might be helpful.

- **Research Tested Intervention Programs**  
<http://rtips.cancer.gov/rtips/index.do>
- **Centers for Disease Control and Prevention, Cancer Prevention and Control**  
[www.cdc.gov/cancer/](http://www.cdc.gov/cancer/)

## Onsite Health Screenings

Providing routine screenings at the worksite for cholesterol, blood pressure, weight/BMI, and other conditions can be invaluable awareness opportunity. Screenings save lives because so many of these chronic conditions don't present with symptoms until it is too late. The idea of routine screenings at a low or no cost to employees saves employees a trip to their healthcare provider and time away from work. It also serves as the first level of intervention. Sometimes just becoming aware of one of these conditions can push an employee to early treatment and ultimately save everyone time and money.



## *Programs for Cancer Screening*

### **Medical Self Care**

Implement a medical self-care program to empower employees and their families with the knowledge and skills to better manage their most common health problems and to let them know their employer cares about them. The proposed medical self-care program will supply every benefit-eligible employee with a self care book, a resource containing practical information on the most common conditions.

#### *Benefits of a Medical Self Care Program*

Each organization has different reasons for implementing a self care program. Most organizations do it with the intention of empowering employees to be informed consumers and addressing high organizational healthcare costs. A list of potential benefits is below.

- Reduce unnecessary physician visits
- Reduce unnecessary emergency room visits
- Reduce healthcare expenses
- Reduce absenteeism
- Save time and out of pocket expenses for the individual
- Increased patient satisfaction with their care
- Improved quality of care
- Increased patient empowerment and sense of control

Several publishers such as Mayo Clinic and the American Institute for Preventive Medicine provide best practice information and resources for implementing a Medical Self Care Program.

### **Health Communications and Marketing**

Communication and education drive action. Using all communication channels to promote appropriate age and gender specific screenings is helpful in driving appropriate utilization of your benefits. There are publishing companies that assemble pamphlets and poster campaigns on these topics that would be low cost and appropriate for promoting cancer screenings.

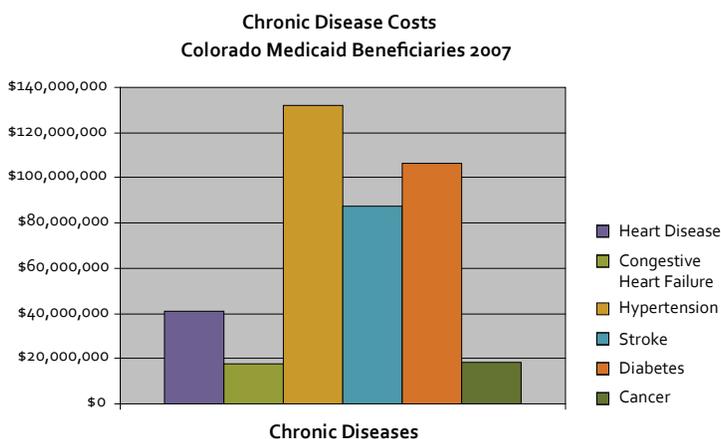
To learn more about recommended guidelines and descriptions of each test visit  
<http://www.cancer.org/Healthy/FindCancerEarly/index>



# CARDIOVASCULAR HEALTH (CVH)

## Background for Cardiovascular Health

Heart disease and stroke, the principle components of cardiovascular disease (CVD), are among the nation's leading causes of death and disability. Heart disease is a leading cause of permanent disability among working age adults. Heart disease and stroke are also the most expensive health conditions to businesses. Employees at risk for heart disease and stroke can raise the cost of doing business. The costs of absenteeism, workers' compensation, health benefits and low productivity all impact the bottom line.



In an analysis of insurance claims for about four million individuals covered by benefits plans of large US companies, the annual mean payment for those with heart-related health care claims was more than \$4,000 per patient, double the average payment of about \$2,000 for all other conditions.

Calculations for cost are based on the CDC cost calculator and uses estimates based on Medicaid expenditures for Colorado

According to a 2004 article in the Journal of Occupational and Environmental Medicine, individuals with heart disease are absent as a result of the condition 6.8 days per year, with a financial implication of \$1,257 per person.<sup>35</sup> The key to preventing these excess costs is to first and foremost provide the programs, resources and benefits to prevent the onset of cardiovascular disease. And, secondly, help those employees with diagnosed cardiovascular disease manage their conditions through lifestyle programming and quality health care provisions.

## Safety Team

Adopt an emergency response plan. Create a representative team that includes most or all work groups and all locations. Periodic trainings on CPR and First Aid in addition to automated external defibrillator (AED) should be mandatory. If done properly, this group will act as trained first responders and be able and empowered to respond to heart attacks, strokes and other emergencies related to cardiovascular disease and accidents.

<sup>35</sup> Goetzel RZ, Long SR, Ozminkowski RJ, Hawkins K, Wang S, Lynch W. Health, Absence, Disability, and Presenteeism Cost Estimates of Certain Physical and Mental Health Conditions Affecting U.S. Employers. JOEM 46(4):398-412, April 2004.



## Provide Automatic External Defibrillators (AED's)

AED's are the key to saving lives when it comes to heart attacks. While not mandatory at this point, worksites should consider having AED's in common areas to be prepared for possible heart-related emergencies. At a minimum, worksites can adopt a curricula or training program to raise awareness of the importance of calling 9-1-1 and raise awareness of the signs and symptoms of heart attacks and stroke.

## Utilize Health Risk Assessments Questionnaires

[Assess section of HRA's.](#)

## Disease Management

[Chronic Disease section disease management](#)

## Plan Your Benefits based on Chronic Condition & Evidence Based Outcomes

[Chronic Disease section](#)





## *Programs for Cardiovascular Health*

### Promote National Health Observances

Use resources available through national organizations like the American Heart Association or the Red Cross to inform and educate employees about heart disease. During the observation month, these organizations often provide access to practitioners for screenings or free handouts and webinars on their website. To learn more about National Health Observances go to <http://welcoa.org/observances/>.

### Promote Online Tools

There are many online heart disease risk tools that can help employees learn what their numbers mean and what they can do to improve their overall risk for heart disease. Linking these to your intranet is a great idea.

- **Risk Assessment Tool for Estimating Your 10-year Risk of Having a Heart Attack:**  
<http://hp2010.nhlbihin.net/atpiii/calculator.asp?usertype=pub>
- **Act In Time of a Heart Attack:**  
<http://www.nhlbi.nih.gov/actintime/index.htm>

### Provide Local Resources

Take advantage of resources available through local hospitals, nonprofit agencies and health facilities to provide additional opportunities for employees to manage their conditions. Work with health plans to provide information or professional resources in an area that is of particular concern.

#### Physical Activity Programs

Promote all programs under Physical Activity section of Implementation.

#### Nutrition Programs

Promote all programs under Nutrition section of Implementation.

#### Tobacco Free Workplace

Promote all programs under Tobacco section of Implementation.

#### Stress Management Programs

Promote all programs under Stress Management section of Implementation.

#### Support Groups

Support Groups under Chronic Disease

## Provide Blood Pressure Monitors at the Worksite

The provision of blood pressure monitors encourages employees to track their pressure on a regular basis. Monitoring as part of a comprehensive population health management program can motivate employees to log points or values for their blood pressure regularly.

## Individual Counseling

[Individual Counseling under Chronic Disease](#)

## Onsite Clinic or Health Practitioner

[Clinic or Health Practitioner under Chronic Disease](#)

## Heart and Stroke Healthy Community

The Heart Disease and Stroke Prevention Program (HDSPP) of the Colorado Department of Public Health and Environment has developed a community-based recognition program that provides evidence-based criteria so that worksites can conduct activities that will reduce the burden of heart disease and stroke. The Heart & Stroke Healthy Community initiative outlines steps and activities that need to be completed to achieve recognition as Heart and Stroke Healthy. The criterion for recognition covers four goal areas that focus on the primary interventions in CVD. Many of the activities included in the criteria are currently underway in worksites.

The four goal areas are:

1. **Primary prevention of risk factors: Smoking cessation, diet/nutrition and physical activity.**
2. **Risk factor assessment and risk reduction: hypertension and hyperlipidemia screening and Life Style Interventions.**
3. **Improving emergency response: early identification of signs of heart attack and stroke, CPR/AED.**
4. **Preventing recurrence and improving quality of life: risk reduction, disease management and rehabilitation.**

The Heart & Stroke Healthy Community Initiative is being piloted in two communities during early 2010. Information about the initiative and a listing of criteria will be available on the state website: <http://www.cdphe.state.co.us/pp/cvd/cvdhom.html>.

## Health Communications and Marketing

Provide consistent and frequent heart and stroke prevention messages to employees throughout the organization (e.g., posters, memos, newsletters, memos, e-mail and websites). Include CPR and First Aid information in messaging so that employees know signs and symptoms of heart attacks and are empowered to take appropriate action.

STEP 5: EVALUATE



## STEP 5: EVALUATE

Three options for evaluating a wellness program are presented in this section to provide choices that fit the needs of specific wellness programs and business circumstances. In general, useful and focused evaluation can help an employer ensure a wellness program is effective and worthwhile for employees and employers. Improving employee health and morale and reducing health care costs and absenteeism are realistic goals with an effective wellness program. Existing evidence-based programs have already received extensive evaluation to determine program effectiveness.

**Option 1** will guide worksites to measure employee participation and satisfaction of a wellness program.

**Option 2** expands upon option one and adds the measurement of health risk assessment data.

**Option 3** expands upon options 1 & 2 and provides a complex comprehensive guide that includes evaluation of worksite environment and culture, employee productivity and rate of return.





## Option 1—Are Employees Participating and Satisfied with the Program?

In October 2009, the Guide to Community Preventive Services (Community Guide) published its latest recommendations<sup>36</sup> for worksite health promotion programs, citing “strong evidence” of effectiveness. Recommendations from the Community Guide provide a solid foundation and defined guidelines to follow when building an effective wellness program adapted to meet the needs and circumstances of your worksite. Furthermore, these recommendations are key to identifying methods to evaluate your program.

The purpose of evaluation in Option 1 is to collect data showing whether original evidence-based practices are being implemented as intended. The emphasis is on monitoring the implementation of a program that has been deemed effective in similar settings, not on conducting a resource-intensive evaluation to determine the program’s effectiveness. This evaluation option is most appropriate when a wellness program mirrors or very closely resembles a program that has established itself as an evidence-based practice. Some sample questions:

- Did the program help to improve the health habits of those employees at greatest need?
- Was there a high level of awareness of the program?
- Did the program achieve high employee satisfaction?
- Has the program been successful in attracting and maintaining participation?

The types of evaluation data that should be collected for Option 1 include, but are not limited to: awareness, participation, reasons for non-participation, frequency of participation, intensity of participation and staff satisfaction with the program. Participation data need to be collected weekly or monthly depending on the program plan and purpose. Then, participation trends and results should be compiled and presented at least annually so staff can share in program progress and help determine additional program needs. This evaluation approach is useful for monitoring how well evidence-based programs are being implemented. Presentation of trends and results should show areas of participation progress, and where program changes may need to occur to increase or maintain participation.

For instance, a worksite that implements a program to increase the number of employees that walk during breaks might collect information on:

- How many employees know about the program
- How many more employees walked during the morning break
- How many more employees walked during the afternoon break
- How many more employees walked during the lunch break
- How far the employees walked
- How many staff members walk alone or with a group
- How many days a week the participants walked

<sup>36</sup> Task Force on Community Preventive Services: American Journal of Preventive Medicine 2009; 39 (4)



## Option 2—Are Employees Participating and are Health Scores Improving?

This evaluation option includes the same evidence-based focus and participation data described in Option 1, but adds new data to track changes in individual's Health Risk Appraisals (HRA). HRAs were introduced and described in the Assess section of this toolkit. For evaluation, the HRAs provide valuable information about changes in health and clinical indicators (e.g., cholesterol level, tobacco exposure, BMI, blood pressure). Depending on an organization's specific program, follow-up HRAs can be completed quarterly, semi-annually, or annually to show changes in health indicators. Compiling and presenting the participation data with the HRA data can provide convincing evidence that increases in participation correspond to decreases in health risk scores.

Following the walking example in Option 1, in this option a worksite can choose to also collect information on these health outcomes:

- Weight loss (change in BMI)
- Change in cholesterol level
- Change in A1C
- Change in the use of asthma medication (or other maintenance medications)
- Change in blood pressure
- Change in tobacco use

These changes can also be correlated with the information in Option 1. For instance, did those who walked further have better outcomes?





## Option 3 — Comprehensive Worksite Wellness Evaluation, What is the Return on Investment?

The Centers for Disease Control and Prevention (CDC) developed a “middle ground” evaluation methodology specifically for worksite health promotion programs that help employees to attain or maintain a healthy body weight. Using the Swift Worksite Assessment and Translation (SWAT) evaluation method, evaluators work collaboratively with individuals at specific worksites to collect program evidence that can be used to build a business case for health promotion. The SWAT method is useful when an innovative wellness program has been developed and a path of more rigorous evaluation to document and determine your program’s effectiveness will be implemented. The SWAT method is described in detail on CDC’s website.<sup>37</sup> It suggests that 2-3 trained program evaluators conduct an initial evaluation over a 2-day period. During this time key interviews are conducted, program data are collected, and worksite observations are recorded. Data are then compiled to describe the program, and to provide recommendations about specific program strengths and areas for improvement. Then, opportunities for implementing and supporting more rigorous evaluation methods for specific program are presented.



<sup>37</sup> [http://www.cdc.gov/nccdphp/dnpa/hwi/program\\_design/swat/index.htm](http://www.cdc.gov/nccdphp/dnpa/hwi/program_design/swat/index.htm)



## APPENDIX



## APPENDIX A

# BUILD SECTION UNDERSTANDING YOUR ORGANIZATION CHECKLIST

### 1. Organizational and Demographic Information

Mission statement \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Goals & objectives \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Type of industry \_\_\_\_\_

Number of locations \_\_\_\_\_

Demographic Information				
<b>Total Number of Employees:</b>				
<b>Age Group:</b>	<b># Male</b>	<b># Female</b>	<b>Race Ethnicity</b>	
<20 years			African American	
21-30 years			Asian	
31-40 years			Caucasian	
41-50 years			Hispanic	
51-60 years			Native American	
61+ years			Other _____	
Average Age				
Median Age				

Primary language(s):  English  Spanish  Other \_\_\_\_\_

Full-time versus part-time:  Full-Time  Part-Time

Salary and Wages	
<b>Salary Employees</b>	<b>Salary</b>
Median annual salary of salaried employees:	\$
Median annual value of fringe benefits of salaried employees:	\$
Percentage of employees paid a salary:	\$
<b>Hourly Employees</b>	<b>Salary</b>
Median annual wages of hourly employees:	\$
Median annual value of fringe benefits of hourly employees:	\$
Percentage of employees paid an hourly wage:	\$

Type of workers:  Office  Labor

Shift work:  Yes  No

Unions:  Yes  No

Fiscal year (budget cycle): \_\_\_\_\_

## 2. Insurance Arrangement

Plan year (renewal date): \_\_\_\_\_

Medical Insurance	
<input type="checkbox"/> Fully Insured	
<input type="checkbox"/> Partially Insured	
<input type="checkbox"/> Fully Funded	
Number of benefit eligible employees	
Percent increase in costs (premiums) for past 3 years	

Worker's Compensation	
<input type="checkbox"/> Fully Insured	
<input type="checkbox"/> Partially Insured	
<input type="checkbox"/> Fully Funded	
Percent increase in costs (premiums) for past 3 years	

### 3. Cost Information

Cost Information	
<b>Medical Claims – Most Costly</b>	
1)	
2)	
3)	
<b>Medical Claims – Most Frequent</b>	
1)	
2)	
3)	
<b>Pharmacy Claims – Top Prescription Drugs</b>	
1)	
2)	
3)	
4)	
5)	
<b>Worker’s Comp/Disability – Most Costly</b>	
1)	
2)	
3)	
<b>Worker’s Comp/Disability – Most Frequent</b>	
1)	
2)	
3)	
<b>Absenteeism or Sick Leave</b>	
Rates:	
Average Cost:	
<b>Turn-Over Rates (Attrition)</b>	

### 4. Wellness Data

Wellness programming efforts over the past 18 months: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Existing survey data:  Yes  No

Health risk questionnaire information (possibly from insurance providers):  Yes  No

Health screening information:  Yes  No

Environmental audits:  Yes  No

Culture audits:  Yes  No

## 5. Other Existing Resources

Past Wellness Program Data	
Types	
Participation	
Outcomes	

Provider Name & Address	Phone & Website
Employee Assistance Program	
Nurse Call Line(s)	
Benefit Provider	



## APPENDIX B

### Creating a Wellness Mission Statement – Sample Ideas

- a) To establish XYZ as an industry leader in worksite health promotion by developing a culture which enhances the health status of XYZ employees and their families.
- b) The XYZ Wellness Program is committed to improving the health and well-being of its' employees and their families.
- c) To establish XYZ as an industry leader in worksite health promotion through the provision of programs and services that assist employees in obtaining a healthy lifestyle.
- d) The mission of the XYZ Health Promotion Program is to develop a culture of wellness that will encourage lifelong healthy lifestyle choices and attitudes, which will benefit our employees, their families, and the community.
- e) To establish XYZ as an industry leader in worksite health promotion by developing a supportive environment for employees to improve their health and well-being.
- f) The XYZ Wellness Program is dedicated to providing a healthy work environment which assists employees and their families to adopt healthy lifestyle behaviors.
- g) To establish XYZ as an industry leader in worksite health promotion by developing a culture which facilitates the pursuit of healthy lifestyles of XYZ employees and their families.
- h) The XYZ Wellness Program is committed to creating a workplace which promotes a healthy, productive lifestyle for its employees and their families.
- i) The mission of the wellness program is to provide lifelong learning by providing programs and activities that enhance the mental and physical well-being of XYZ employees.
- j) The XYZ Wellness Program is dedicated to providing a supportive environment for employees to improve their health and well-being as well as establish XYZ an industry leader in worksite health promotion.



### **The Boulder County Wellness Program Mission**

“To educate and inspire employees to choose healthy behaviors that will optimize the utilization of health care services thus supporting individual employee wellness and the best in public service.”



### **Mission Statement**

The mission of the CDPHE Employee Wellness Committee is to educate, inform, and facilitate action among employees, and institute system change to promote healthier lifestyles.

### **Vision Statement**

The vision of the CDPHE Employee Wellness Committee is that all employees at the Colorado Department of Public Health and Environment will choose healthy behaviors and work in an environment that encourages healthy lifestyles and provides opportunities for all employees to develop healthy patterns in their daily lives.

## APPENDIX C

### EMPLOYEE WELLNESS SURVEY [INSERT DATE]

The Employee Wellness Committee is developing the [insert year] Employee Wellness Program and needs your help!

Please go to the attached link to cast your vote in the [insert wellness program title] Logo Contest and fill out a short survey to help plan the [insert year] Program.

The [inset wellness program title] would like to learn more about {insert organization} employees' health status and interest in wellness and health-related activities. Your responses will be used in planning the program and choosing activities for [insert year].

**This survey is completely anonymous *and confidential*; there is no way any individual's responses can be identified.**

**The first questions are about your health status and health behaviors.**

**Would you say that in general, your health is:**

- \_\_\_ Excellent
- \_\_\_ Very good
- \_\_\_ Good
- \_\_\_ Fair
- \_\_\_ Poor

### Physical Activity

Please check below the category that best describes your physical activity level (Other Than Work) for the previous year:

**NOTE: Moderate to vigorous activity implies the following...any aerobic activity which raises your heart rate to a level of 70% to 80% of your target heart rate:  $220 - \text{your age} = \text{Target Heart Rate}$ . When exercising at a moderate level, you should be able to talk comfortably while doing the activity. At a vigorous level, you may be sweating and/or breathing heavily (puffing.)**

- No Physical Activity.
- Moderate to vigorous exercise 1 time per week for at least 30 minutes.
- Moderate to vigorous exercise 2 times per week for at least 30 minutes, each time.
- Moderate to vigorous exercise 3 times per week for at least 30 minutes, each time.
- Moderate to vigorous exercise 5 times per week for at least 30 minutes, each time.

## Nutrition

**Please use this information in answering the next two questions:** One serving equals one of the following: a medium sized piece of fruit, 6oz glass of 100% fruit or vegetable juice, ½ cup cut up fruit or vegetables, ¼ cup dried fruit, 1 cup raw salad greens, ½ cup cooked beans or peas.

**How many servings of fruit do you eat per day?**

\_\_\_ Servings per day

**How many servings of vegetables do you eat per day?**

\_\_\_ Servings per day

**How often do you eat “fast food” or “junk food” such as candy, soda, or chips?**

daily

\_\_\_ Times per week

\_\_\_ Times per month

\_\_\_ Times per year

**In general would you say your typical daily diet is:**

\_\_\_ Excellent

\_\_\_ Very good

\_\_\_ Good

\_\_\_ Fair

\_\_\_ Poor

**The following questions address wellness activities and programming. Your input will drive the types of health promotion programs and activities that are offered this year. Your input is an IMPORTANT element to the success of the program.**

## Health Education

What health topics would you be interested in receiving information about? (check all that apply)

- |   |   |
|---|---|
| <input type="checkbox"/> Diabetes               | <input type="checkbox"/> Chronic low back pain  |
| <input type="checkbox"/> High blood pressure    | <input type="checkbox"/> Digestive problems     |
| <input type="checkbox"/> High blood cholesterol | <input type="checkbox"/> Fibromyalgia           |
| <input type="checkbox"/> Heart disease          | <input type="checkbox"/> Mental health problems |
| <input type="checkbox"/> Alcoholism             | <input type="checkbox"/> Tobacco cessation      |
| <input type="checkbox"/> Asthma                 | <input type="checkbox"/> Other: _____           |
| <input type="checkbox"/> Arthritis              |   |

How would you prefer to receive this information?

- |  |  |
|--|--|
| <input type="checkbox"/> Seminar (lunch & learn) | <input type="checkbox"/> web site referral                                 |
| <input type="checkbox"/> Printed material        | <input type="checkbox"/> I am not interested in receiving this information |
| Other _____                                      |  |

## Wellness Activities

How likely would you be to participate in each of the following activities if the Employee Wellness Committee sponsored them?

0 = Not likely

1 = Somewhat likely

2 = Highly likely

- |   |  |
|---|--|
| <input type="checkbox"/> Chair Massage  | <input type="checkbox"/> Stress management programs            |
| <input type="checkbox"/> Weekly or monthly physical activity classes  | <input type="checkbox"/> Monthly healthy lifestyle workshops   |
| <input type="checkbox"/> Weight management class  | <input type="checkbox"/> Cooking class/demonstration           |
| <input type="checkbox"/> Walking program  | <input type="checkbox"/> Confidential fitness/body fat testing |
| <input type="checkbox"/> CPR training   | <input type="checkbox"/> Confidential health screening         |
| <input type="checkbox"/> Self-care for specific medical conditions<br>(i.e. back care or diabetes management) | <input type="checkbox"/> Safety/accident prevention            |
| <input type="checkbox"/> Alcohol/drug abuse education   | <input type="checkbox"/> Tobacco cessation classes             |
| <input type="checkbox"/> Other: _____   | <input type="checkbox"/> Nutrition education programs          |
| <input type="checkbox"/> Complementary medicine lectures (i.e. herbs, supplements)                            |  |

**What type of programs or incentives offered at/through work would motivate you to make a change in your health behavior?**

**What barriers would keep you from participating in wellness activities offered by the Employee Wellness Committee?**

- None
- Job is too demanding
- Lack of support from direct supervisor
- Other: \_\_\_\_\_
- Don't like what is offered
- Don't want to sweat at work
- Lack of support from upper management

## Nutrition

**If you would like to participate in nutrition workshops, what topics would you like to see addressed?**

- Carbohydrates
- Vitamins/Minerals
- Recipe modification
- Cooking with kids
- Supplements
- Reading food labels
- Protein
- Vegetarian cooking
- Eating out
- Cooking for one
- Other
- Fat
- Quick & healthy cooking
- Holidays/parties/buffets/etc.
- Fad Diets

## Physical Activity

**Would you be interested in receiving information about local races and other physical activity events/opportunities outside of work?**

- Yes
- No

**If you would like to participate in physical activity classes, what activities would you like to see offered?**

- |  |   |  |
|--|---|--|
| <input type="checkbox"/> Low-impact aerobics   | <input type="checkbox"/> Yoga             | <input type="checkbox"/> Stretching        |
| <input type="checkbox"/> Kickboxing  | <input type="checkbox"/> Ski Conditioning | <input type="checkbox"/> Strength Training |
| <input type="checkbox"/> Pilates   | <input type="checkbox"/> Tai Chi          | <input type="checkbox"/> Exercise Ball     |
| <input type="checkbox"/> Boot Camp   | <input type="checkbox"/> Self Defense     | <input type="checkbox"/> Circuit Training  |
| <input type="checkbox"/> Abs and Back  | <input type="checkbox"/> Walking Club     | <input type="checkbox"/> Other             |
| <input type="checkbox"/> Arthritis exercise class (proven to lessen pain and increase mobility if attended twice per week) |   |  |

What is the likelihood that you would participate in a self-management program (for 2 hours twice per week) designed to assist with chronic disease conditions (arthritis, asthma, high blood pressure, pre-diabetes, cancer, depression, osteoporosis, cardiovascular disease, etc.)?

- Highly likely
- Likely
- Not very likely
- Highly unlikely

**What would motivate you to use the stairs more often? (i.e. reminders)**

**Would you like information about corporate memberships to health clubs or recreation centers?**

Yes  No

**If you were to receive information about activities, health topics, news or tips about healthy choices, what would be your preferred way to receive that information? (select one)**

- Dedicated bulletin board
- Weekly e-mail tips
- Weekly Broadcast
- Flyer
- Intranet
- Dedicated Employee Wellness website
- At staff meetings
- Other \_\_\_\_\_

Please contact [insert contact information for survey coordinator] or via email if you would like to be placed on the Employee Wellness Email list.

Would you be willing to pay a small fee for various workshops? \_\_\_ Yes \_\_\_ No

## Environment

If you could add one healthy food option to the cafeteria, what would it be?

If the cafeteria offered more healthy food choices how likely would you be to eat there?

\_\_\_ Much more likely

\_\_\_ More likely

\_\_\_ As likely

\_\_\_ Less likely

If you could change one thing about a policy or the physical environment at [insert organization] that would enhance your health, what would it be?

## Other Interests/Suggestions

Please list any positive or negative comments regarding the impact of the current Wellness Program.

Please list any further suggestions on how the [insert wellness program title] can improve the current program or suggestions on programs you would like to see implemented.

*Thank you for your help in completing this survey!*

## APPENDIX D

### Review of Colorado Health Management (Wellness) Legislation—2009

The State of Colorado passed key pieces of wellness-related legislation in 2009. **HB 1012** allows health insurance carriers to provide incentives for employers that provide healthy lifestyle and disease prevention activities. At the current time, many carriers are finalizing how they will offer incentives for wellness initiatives. CIGNA and Humana have revealed potential premium discounts of 2-8% for meeting participation requirements with certain wellness products. Please review to the following highlights of HB 1012:

- Incentives/rewards may include premium discounts, reduced out of pocket costs or changes in copayment/coinsurance
- REWARD must be tied to participation and not meeting an outcome
- Rewards may apply to an individual within a small group or all within the group
- Rewards applied uniform fashion and related to size or composition of small group
- Bill provides examples of wellness and prevention program: screenings, seminars, health fairs, EAPs, risk reduction programs (I.e. stress management), fitness memberships
- Entirely voluntary on the part of employees
- Participation is not a requirement of coverage
- Insurance companies are prevented from using the option as a marketing tool
- Carrier must use measures to protect personal health information
- Must comply with 5 standards of HIPAA — reward not exceed 20% entire premium, etc.
- Dept. of Insurance to collect info from carriers on nature wellness efforts, types of incentives and number of small groups participating
- Carrier can not impose a premium surcharge — treat all similar situated individuals in the same way
- Effective on 1/1/2009

Please be sure to inquire with your health insurance carrier about how your wellness efforts may lead to financial rewards.

**HB 1204** seeks to remove any barriers (co-payments, deductibles, co-insurance) that may prevent Coloradans from securing preventive services. Policies issued, renewed, or reinstated on or after January 1, 2010 must cover the total cost of the following preventive health care services:

- Alcohol misuse screening and behavioral counseling
- Cervical cancer screening
- Breast cancer screening with mammography
  - Member's out of pocket expense shall not exceed \$100 or the stated co-insurance/co-payment amount
    - ◆ Example: co-payment is \$50, member only pays \$50
  - Cholesterol screening for blood fat disorders
  - Colorectal screening for individuals with high risk
  - Childhood immunizations, influenza and pneumococcal vaccinations in accordance with Advisory Committee on Immunization Practices (ACIP)
  - Tobacco screening and cessation
    - ◆ Self-insured plans can't use the Colorado Quitline due to budget cutbacks; Please contact your Benefits Consultant for additional options.
    - ◆ Carriers must cover cessation for fully-insured plan members

Please refer to additional key components of this legislation:

- Small employer may purchase a basic health plan and be exempt from having to include this coverage; Still must include coverage for mammography; Basic health plan may include a high deductible health plan; Mandatory coverage of mammography and other services still apply
  - Recommend discussion with ERISA attorney if desire exemption as basic health plan
- Supplemental policies covering specific diseases or providing limited benefits are exempt
- If employer's master insurance policy delivered in another state, employer may be exempt from these requirements. Please check with your ERISA attorney.

**SB 244** expands health insurance coverage for autism.

**HB 1349** allows continuation of health insurance coverage after termination of employment at 65% of the premium if the employee is assistance-eligible. Assistance-eligible means eligible for continuation of coverage under 10-16-108, experienced a qualifying event, and is not eligible for participation in another group or federal health plan.

**HB 1059** requires all health plans to provide coverage for routine patient care costs during participation in a clinical trial or study.

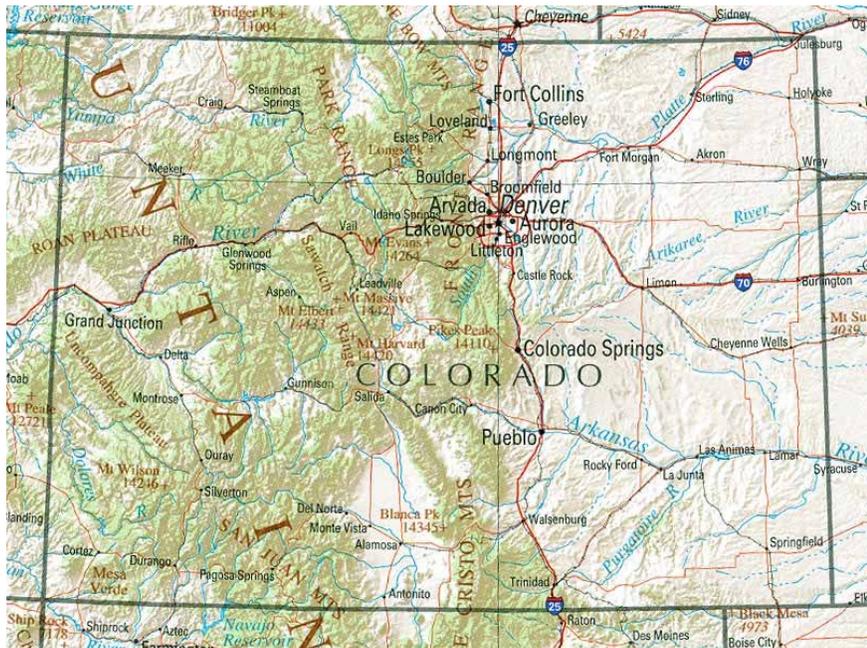
# APPENDIX E

## Projected Budget

Item	Qty.	Cost Per Employee or Program	Total Cost	Notes
<b>Staffing Costs</b>				
		\$ -	\$ -	
		\$ -	\$ -	
		\$ -	\$ -	
		\$ -	\$ -	
<b>Online Wellness Programs</b>				
Health Questionnaire		\$ -	\$ -	
Online Wellness Portal		\$ -	\$ -	
Electronic Newsletter		\$ -	\$ -	
		\$ -	\$ -	
<b>Onsite Wellness Programs</b>				
Awareness / Special Events		\$ -	\$ -	
Supplies/Incentives for Awareness Events		\$ -	\$ -	
Employee Wellness Seminars		\$ -	\$ -	
Seminar Door Prize		\$ -	\$ -	
Wellness Incentive Programs		\$ -	\$ -	
Employee Wellness Incentives		\$ -	\$ -	
Behavior Change Programs		\$ -	\$ -	
Memberships		\$ -	\$ -	
Health Education Materials		\$ -	\$ -	
General Office Supplies/Repro		\$ -	\$ -	
		\$ -	\$ -	
		\$ -	\$ -	
		\$ -	\$ -	
		\$ -	\$ -	
<b>Total Projected Budget</b>			\$ -	

# Cruisin' Colorful Colorado

## Activity Incentive Program



### Worksite Coordinator Guide

*This incentive program is being provided by the Colorado Physical Activity and Nutrition Program (COPAN) Worksite Task Force. No part of this program may be reproduced for any purpose beyond implementing this program at your organization. Cruisin' Colorful Colorado materials may not be resold.*



## I. Program Description

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Welcome to Cruisin' Colorful Colorado, an eight-week challenge designed to assist individuals to incorporate more physical activity into their day. Upon registering, all participants will receive a tracking log and informational packet. The tracking log outlines the State of Colorado and uses road signs to lead them to various state attractions during their journey through the program. The program begins at Rocky Mountain National Park. Each road sign equals 20 or 40 minutes of physical activity, depending on the level the participants chooses (Casual Cruiser or Champion Cruiser). Each time participants reach the 20/40 minutes, they place an "X" over that road sign. They continue tracking their activity until they reach the State Capitol.

Cruisin' Colorful Colorado is the perfect program for everyone in your organization to become more active and stay motivated to live a healthy lifestyle. This program can help participants increase the amount of activity they accumulate each week, gain current information regarding health-related topics, and learn facts about the great State of Colorado. This Worksite Coordinator Guide contains everything needed to implement a successful program at your worksite including:

- ✓ Sample Implementation Plan
- ✓ 10 Promotional Ideas
- ✓ Sample Marketing Materials
- ✓ Sample Trivia
- ✓ Sample Promotional Flyer
- ✓ Sample Registration
- ✓ Sample Evaluation
- ✓ Sample Participant Packet

We hope you will enjoy implementing this program at your worksite and your employees will reap the benefits of a more active life!

## II. Getting Started

---

### 1. Review all Program Materials

Please thoroughly review the Cruisin' Colorful Colorado Worksite Coordinator Guide, Participant Packet and Tracking Map prior to moving to the next step.

### 2. Complete the Implementation Timeline

To adequately plan for your program, complete the implementation timeline on the following page. Ideally, you will want to allow 60 days to launch your program.

### 3. Decide on Registration Fees

Depending on your budget, you may want to charge a registration fee for this program that will either a) fully support the program or b) help offset the cost of incentives.

### 4. Select Incentives

When considering incentives, consider price, quality, and quantity. The rule of thumb is to award incentives that your participants will value. This varies between worksites. Some participants like to receive an individual item (water bottles, workout towels, first aid kits, lunch bags, workout bags, etc.) for their efforts, while others prefer to have a chance to win a more expensive item(s) such as gift cards, travel vouchers, etc. Consider offering a promotional incentive to the first 15-20 people to register (i.e. massage or \$5 gift card).

### 5. Customize Marketing Plan

Use the templates provided in the coordinator guide to customize marketing for your organization. It is recommended that you use a minimum of two marketing mediums to promote your program (posters and emails). Ideally, a teaser email can be sent first, with subsequent flyers and promotional items as the event draws nearer.

### 6. Customize Materials

Personalize the materials with your specific dates/times, as well as logos and registration details. Be sure to proof your additions and print the appropriate amount.

### 7. Plan Program Events

Program events can consist of lunch-n-learns, or other educational sessions, group exercise classes, or even just supportive gatherings. It is always fun to have a kick-off and wrap-up event as well as something at the halfway point.

### 8. Customize the Participant Evaluation

Evaluating a program is important to assess outcomes and make improvements if you want to offer the program again. You will want to get feedback from everyone and create a program summary for future reference. Use the sample evaluation form to customize your own questions. It is imperative that you make submitting this form a requirement to be eligible for the end of program incentives to ensure completion.

### 9. Complete the COPAN Program Evaluation Form

### III. 10 Promotional Ideas

---

The ideas below are designed to either assist in the marking to kick off of your program or to reinforce and motivate participants during the program. If you offer utilize these ideas during the program, consider awarding “bonus minutes” for attendance.

1. **Colorado Map Sharing** ~ Do you have a favorite fishing spot/hike/waterfall/campground? Invite employees to share directions and descriptions of some of their favorite Colorado outdoor areas.
2. **Colorado-Recipe Potluck** ~ Hosting a potluck with healthy versions of some favorite Colorado recipes is a great way to encourage participants to make similar changes in their cooking. Assign recipes to each group to prepare and bring.
3. **Colorado Scavenger Hunt** ~ Pick a few Colorado landmarks, provide some easy and difficult clues, then challenge everyone to find the landmark based on your clues. Winners receive prizes based on that landmark. For example, if the landmark is the Denver Zoo, clues could include “I love animals”, “Lions and tigers and bears, oh my”, etc. The prize for this landmark could be tickets to the Zoo.
4. **Learn from the Pros** ~ Invite a Colorado native to give a short presentation on all that Colorado has to offer its residents.
5. **Relax Away the Stress** ~ Host a 30 minute stress management session for all participants. Encourage the use of stress management techniques in their daily lives. Provide 15-minute chair massages for participants if feasible.
6. **Colorado Picture Contest** ~ Invite everyone to email/mail in a favorite photo of any Colorado site to be entered into a contest. Have a few impartial judges pick their favorite and give away prizes to the winners.
7. **Colorado Challenges** ~ Create word finds, crossword puzzles, or trivia quizzes based on educational packet information. Reward participants for completing the games with small prizes. (see below for sample trivia)
8. **Colorado Story Exchange** ~ Invite everyone to share a favorite story about their travel adventures in Colorado.
9. **15 minute Exercise** ~ Offer 15-minute exercise classes; for example 15-minute abs, 15-minute buns and thighs, or even 15-minute arms. Try to use equipment that would be easy to find anywhere, or stick to all floor routines that could be done at home.
10. **Landmark Incentives** ~ Consider a drawing for incentives for each Colorado landmark reached on the tracking map. (i.e. map of Rocky Mountain National Park, etc.)

## IV. Sample Marketing Materials

---

### 10 Promotional Emails & Other Marketing Ideas

1. Email Teaser: Mark your calendars for this fall and don't miss out on (your organization's name) newest incentive program: Cruisin' Colorful Colorado. This program will challenge you to get more active and enlighten you with informative facts on the beautiful State of Colorado. Stay tuned for more information.
2. Colorado Factoids: Send an email with fun facts about Colorado. Do you know our state flower, animal, tree, bird, dance? (It's the square dance in case you're curious).
3. Colorado Map: Send an email with a map of Colorado and highlight the nine attractions each participant will "visit" throughout the program with facts about each site.
4. Exercise on the Go: Send an e-mail with 15-30 minute exercise routines that can fit into any part of the day or email an online newsletter to participants such as. Even power walking between stores as you shop can be a great way to squeeze in a few minutes of exercise.
5. Calorie Awareness: Place a list of common foods and snacks and their associated calories in the cafeteria, break rooms, etc. Use the Portion Distortion Quiz(es) found on the following website <http://hp2010.nhlbihin.net/portion/> to show how today's portions compare to those twenty years ago, as well as the amount of physical activity required to burn off those extra calories.
6. Flyers: Place flyers and posters around your building to promote the program. Be creative and make Colorado maps, or find pictures of some of the attractions participants will "visit" during the program to spark interest.
7. Scavenger Hunt: Use some facts from the sample trivia section to create a scavenger hunt for potential participants. The hunt can lead throughout your building to bring them to the registration form.
8. Desk Gifts: Walk around your building and hand out apples or small bags of trail mix with program information attached.
9. Healthy Vacation: Invite your local AAA or travel agencies to set up a booth near your registration table with ideas and resources for healthy vacations.
10. Weekly Walks: Schedule weekly walks leading up to the beginning of the program to help get people into the habit of exercising. Encourage everyone to bring a friend.

## Sample Trivia

---

Below are some facts about the State of Colorado. These can be used in weekly emails to teach participants fun facts about Colorado as they progress through the program or can be incorporated as periodic trivia questions with drawing prizes. Use the entire list of trivia to create a great "Cruisin' Colorful Colorado Quiz" that participants would complete to win prizes.

### **General**

**State Abbreviation** - CO

**State Capital** - Denver

**Largest City** - Denver

**Area** - 104,100 square miles [Colorado is the 8th largest state in the USA by area]

**Population** - 4,301,261 (as of 2000) [Colorado is the 24th most populous state in the USA]

**Major Industries** - agriculture (wheat, cattle, sheep), tourism (especially skiers), mining (gold, silver), oil, finance, and manufacturing

**Major Rivers** - Colorado River, Rio Grande, Arkansas River, South Platte River

**Major Lakes** - Grand Lake, Blue Mesa Reservoir, John Martin Reservoir

**Highest Point** - Mt. Elbert; 14,433 feet (4,399 m) above sea level

**Bordering States** - Arizona, Kansas, Nebraska, New Mexico, Oklahoma, Utah, Wyoming

**Origin of the Name Colorado** - The word Colorado is Spanish for the "color red," and refers to the muddy Colorado River

**State Nickname** - Centennial State, Colorful Colorado

**State Motto** - "Nil sine Numine" - Nothing Without Providence

**State Song** - Where the Columbines Grow

### **Animal Symbols:**

State Bird: Lark Bunting

State Animal: Rocky Mountain Big Horn Sheep

State Insect: Colorado Hairstreak Butterfly

State Fish: Greenback Cutthroat Trout

State Fossil: Stegosaurus

### **Plant Symbols:**

State Flower: Rocky Mountain Columbine

State Tree: Colorado Blue Spruce

State Grass: Blue Grama Grass

### **Earth Symbols:**

State Gemstone: Aquamarine

State Soil: Seitz

### **Miscellaneous Symbol:**

State Dance: Square Dance

Source: <http://www.enchantedlearning.com/usa/states/colorado/>

# American Cancer Society Tests to Find Cancer Early

*Ask your doctor or nurse about these tests.*

Cancer Type	Who	When	What	How Often
Breast cancer	Women*	Starting at age 20	<ul style="list-style-type: none"> <li>If you notice any change in your breasts such as a lump, tell your doctor or nurse right away. You may choose to do BSE (breast self-exam) to find breast changes.</li> <li>Have an exam of your breast by a doctor or nurse</li> </ul>	Every year Every 3 years
		Starting at age 40 and older	<ul style="list-style-type: none"> <li>Have a mammogram (x-ray) of your breasts and</li> <li>An exam of your breast by a doctor or nurse</li> </ul>	Every year
Cervical cancer	Women**	Starting about 3 years after you start having sex but no later than age 21	Have ONE of the following: <ul style="list-style-type: none"> <li>The regular Pap test OR</li> <li>The newer liquid Pap test</li> </ul>	Every year Every 2 years
		Starting at age 30	If you have had 3 normal Pap tests in a row, you may have: <ul style="list-style-type: none"> <li>The regular or liquid Pap test OR</li> <li>Pap test with the new HPV test</li> </ul> If you have NOT had 3 normal Pap tests in a row, then continue with you Pap tests every 1 or 2 years	Every 2 to 3 years Every 3 years
Prostate cancer	African American men OR men with a close family member with prostate cancer before age 65	Starting at age 45	<ul style="list-style-type: none"> <li>Have a blood test to check your PSA (prostate-specific antigen) and a rectal exam to check your prostate gland</li> </ul>	Every year
	All other men	Starting at age 50	Your doctor should offer you a blood test to check the PSA in your blood and a rectal exam to check your prostate gland. Your doctor should talk to you about how you might or might not benefit from prostate cancer testing so you can decide if you want to be tested or not.	Every year
Colon cancer	Men and women*	Starting at age 50	Have ONE of these tests: <ul style="list-style-type: none"> <li>Test to check for blood in your stool OR</li> <li>Test to look into the lower part of the colon (flexible sigmoidoscopy) OR</li> <li>Test to check for blood in your stool each year and a flexible sigmoidoscopy OR</li> <li>An x-ray of the colon (barium enema) OR</li> <li>A test to look into the entire colon (colonoscopy)</li> </ul> Your doctor or nurse will help you decide which of these tests are best for you.	Every year Every 5 years Every 5 years Every 10 years
Other cancers	Women	Starting at age 20	Your doctor or nurse should check your thyroid gland, mouth, skin, lymph nodes, and ovaries.	Whenever you have your regular check-up
Other cancers	Men	Starting at age 20	Your doctor or nurse should check your thyroid gland, mouth, skin, lymph nodes, and testicles.	Whenever you have your regular check-up.

\*You may need to begin testing for colon cancer or breast cancer earlier or be tested more often if you are more likely than other people to have these cancers. Talk to your doctor about this.

\*\*If you have had a hysterectomy (your uterus and cervix has been removed), you may choose to stop having the Pap test, unless the surgery was for cancer. If you are 35 or older and have had an inherited type of colon cancer called HNPCC or someone in your family has had this type of cancer, then you may need to be tested each year for cancer of the endometrium (lining of the uterus). This testing is done with a biopsy.

Be sure to tell your doctor or nurse if you have had any type of cancer or if your mother, father, brother, sister, or children have had cancer.



Don't use tobacco. If you do, ask your doctor or nurse about quitting.



Get at least 30 minutes of physical activity on 5 or more days of the week.



Eat a healthy diet with plenty of fruits and vegetables.



Maintain a healthy weight.



Drink less alcohol, if you drink at all.



Protect yourself from the sun with an SPF (sun protection factor) of 15 or higher.

1.800.ACS.2345  
www.cancer.org  
Hope. Progress. Answers.®



# The Great Holiday Weigh

A Holiday Weight Maintenance Challenge

A Complete Worksite Coordinator Guide



*The Colorado Physical Activity and Nutrition Program at the Colorado Department of Public Health and Environment developed this packet for use at worksites. No part of the packet may be reproduced for any purpose beyond implementing this program at your organization.*

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  - New Year's Recipes

## INTRODUCTION

As the holiday season approaches many employees' thoughts turn to shopping, decorating, and attending the many holiday festivities in which they are invited. It is less common for an employee to think about their health during this time, as evident by the average American gaining 5 – 7 pounds during the holidays. Well this year why not challenge your employees to have a healthier holiday season and perhaps even teach them how to enjoy this festive time more than maybe they have in the past?

The Great Holiday Weigh is a weight maintenance program designed to encourage your employees to gain no more than two pounds during this holiday season (Thanksgiving through New Year's). This program will encourage healthy choices for proper diet and physical activity during the holiday season. In this manual you will find detailed instructions for both you, as the coordinator, and also for the participants, your employees. To give you an overview though, here are some important facts about this program:

- 🌀 Eight-week incentive (one week each for weigh in and weight out, six weeks for actual weekly events)
- 🌀 Employees will sign up as teams consisting of 3 – 6 people
- 🌀 Each participant will receive a certificate of completion
- 🌀 Program can be adapted to fit all size budgets
- 🌀 Great Holiday Weigh is designed to accommodate all abilities
- 🌀 Adapting this program to your workplace needs is greatly encouraged

Why, you ask, should you lead your company in participating in the Great Holiday Weigh? The answer is because of all the benefits! Prioritizing an employee's health, and helping them become healthier or at least maintaining their current health means they are absent less frequently, they manage their stress better, are more productive at work and have increased self esteem. In the long run these benefits can help lower your company's insurance premiums. If you as a company are just beginning to offer worksite wellness programs – way to go! If your company has been involved in worksite wellness, why not start working with management to advance policies and improve the environment in your workplace to support this program? Things such as supporting physical activity during the day, implementing smoking bans or increasing healthy food options can all make a difference. With all these reasons to help an employee achieve better health and a better life, what are you waiting for? Let's get started!

# WORKSITE COORDINATOR'S GUIDE

## PROGRAM SPECIFICS

**GOAL:** *To maintain current weight, or gain no more than two pounds through the holiday season (Thanksgiving to New Year's)*

This program essentially consists of three steps: planning, implementing and evaluating. All three are necessary to ensure a successful program with positive outcomes.

### PLANNING

By allowing yourself plenty of time for planning, you are setting up your program to be well thought out and individually designed for your company. Good planning practices also allow you to develop the ability to illustrate to your management team how successful these programs can be and the benefits they bring to the workplace (The first page introduction can be presented to your management staff to give them deeper understanding of this program and its intention). If you do not have the suggested time allotment for each activity, consider where you can combine/shorten tasks. This program is designed to be flexible and easily adaptable to your workplace situation.

### IMPLEMENTING

Although implementation is part of the planning process, it is listed as the second major step due to the fact that you can have the best program in the world, but if it isn't implemented correctly, nothing is going to happen. All that planning you did in step one will really show when you implement the program. Having all dates aligned, rooms reserved as well as guest speakers, etc. booked prior to starting the program will make the implementation component run very smoothly. Keep in mind that even the best laid plans sometimes have kinks, so just be prepared to go with the flow and remain flexible.

### EVALUATING

Perhaps the most important component of the program, but generally the most forgotten is evaluation. Although listed as the third step, evaluation really begins in the planning phase because it is necessary to think about how you would like to evaluate the program. For your convenience we have included an Evaluation Form in the handout section that you can use as is or modify for your specific program. By gaining input and collecting data from participants, you will have valuable information to plan and implement future programs. In addition, you will have key information to present to management to help support and build sustainability for additional programming.

### UNDERSTANDING THE PROGRAM

1. Participants weigh in as a group on a planned date before Thanksgiving to get their baseline weight recorded.
2. Participants cannot gain more than two pounds each from their baseline weight by the end of the program.
3. Participants may lose weight – however there is no added incentive.
4. Participants weigh out as a group on a planned date after New Years thus completing the program.
5. As long as the team does not gain more than the allowed weight – THEY WIN!

## SUGGESTED TIME LINE

**Step One:** As soon as possible, do the following:

1. Select a Program Coordinator or Committee to implement all aspects of this program (If using a committee, set up a meeting to review the steps in the timeline and begin to assign tasks and deadlines.)

**Step Two:** Eight weeks prior to start date:

1. Review program materials and guidelines (all found in this guide)
  - a. Make any adjustments necessary for your organization

### Determine Program Implementation

2. Set program dates (start date, completion date, special seminar dates) to coincide with the holiday season. Since this is an eight-week program running from Thanksgiving to New Year's, begin in mid-November. This also includes scheduling dates for rooms to weigh in and weigh out. If at all possible, try to use the same location, the same scale, as well as the same designee for weighing teams. Look at the Promotional Ideas list and determine if you would like to implement any of these throughout the course of the incentive. Schedule these now. *(Note: You may want to consider having your weigh out the second week of January to accommodate individuals who may be on vacation.)*
3. Identify program budget
  - a. Items to consider when preparing budget include:
    - i. Incentives and prizes
      1. Consider price and quality as well as quantity
      2. Consider whether you want to provide individual prizes or team prizes (or both)
      3. Consider if you would like all participants to receive a prize for participating
      4. Popular prizes include: water bottles, workout towels, first aid kits, lunch bags, workout bags, T-shirts, pedometers, calendars (Have your company logo printed on these items)
    - ii. Coordinator's Cost/Time
    - iii. Cost of printing materials
    - iv. Cost of supplies needed for program
      - 4' x 4' Scale to use for Team Weigh-In (a large scale allows all team members to be measured as a group instead of individually)
        - For the Denver Metro Area, scales can be found at: American Scale 303.232.5656. (Note: As of 9/07 the cost of renting this scale is approximately \$150/ time that includes delivery.) Our recommendation is to do a pre-weigh in and a post-weigh which would cost approximately \$300 total).  
*Note: If a large scale cannot be obtained, each team member may weigh in confidentially and report their weight to the designee. This individual will then combine the participant's weight with the other team members for a total. This will be repeated at the weigh out.*

- v. Identify if there will be a cost to employees for program participation
  - vi. Consider whether you would like to host any special educational seminars, classes, or any of the suggested promotional ideas coinciding with this program – are they taught by staff or contracted out? What are the costs of these?
4. Prepare promotional material and identify what promotional ideas you would like to incorporate
    - a. Use templates provided (Handout Section), and add your company logo to them if you wish

**Step Three: Seven weeks to start date:**

1. Order Supplies
2. Order Incentives
3. Rent Scale

**Step Four: Six weeks to start date:**

1. Program promotion
  - a. Suggested ideas for program promotion include:

- ☞ Send an initial teaser E-mail to employees

Sample:

*Subject:* Don't forgot someone this Holiday Season  
*Body of Message:* Don't forgot someone this holiday season – YOU! The average American gains 5 – 7 pounds during the holidays. We don't want you to be average! Join the Great Holiday Weigh, a Holiday Weight Maintenance Challenge, and maintain your weight through the holidays. More details forthcoming!  
*Include contact information for any questions.*

- ☞ Post flyers announcing program and when registration will begin (Suggested registration beginning two to three weeks before initial weigh in).

1. Use company bulletin board if available to advertise
2. Advertise in your company newsletter

- ☞ Consider promotional incentives to those who first register (for example the first five teams to register will each receive a water bottle).

- ☞ Optional: Send out suggestions or ways to form teams, and suggest the team meet informally to get acquainted, develop team name, etc.

- ☞ Make it clear that if an individual can't find a team to participate with that they can still sign up, and will be placed on a team.

**Step Five: Five Weeks to Start Date**

- Compile packet that each participant will receive when they register.  
*Note: It is your decision how to distribute the various handouts that we have compiled for your use. You can distribute them all at once, or at any special seminars/events you have scheduled throughout the event. For example, if you have scheduled a Nutrition Seminar, you may want to hand out the Holiday Mock Tails recipes here, rather than in the initial packet. Another idea*

*is to provide a new 'tips sheet' each week of the program via E-mail to those registered and is our recommended format.*

- Identify tracking mechanism for your participants (Sample Excel Spreadsheet in appendix)

#### Step Six: Four Weeks to Start Date

- Send out E-mail Reminder

#### Step Seven: Two to Three Weeks to Start Date

- Registration Begins!  
Participants should submit team roster (only one needed for each team) and the commitment form signed by each person (SAME DOCUMENT). (Note: when teams are registering double check that each participant has included their E-mail address, as this will be a primary mechanism for contact during the program). Once this is submitted, the coordinator will contact the team to sign up for a weigh in time for the following week where all members must be present. Collect fee if applicable (If you prefer to do this a different way, that is fine.)

#### Step Eight: One Week to Start Date

- Registration Closes
- Enter teams/participants into Excel Spreadsheet for tracking
- Confirm all details

#### Step Nine: **KICK OFF WEEK!**

- Kick Off Meeting (Suggestion: select three different times to accommodate various schedules). At kick off meeting:
  - Review Rules (Best done first with all teams present)
  - Collect Team Fee if applicable
  - Team Weigh In
  - Distribute prizes if applicable
  - Hand out participant packet if applicable
- Distribute dates of any special seminars/events that will occur during the incentive

#### Step Ten: Second Week of Incentive

- Send motivational E-mail (include any reminders) with tip sheet
- Advertise any special activities scheduled for that week

#### Step Eleven: Third Week of Incentive

- Send motivational E-mail (include any reminders) with tip sheet
- Advertise any special activities scheduled for that week

#### Step Twelve: Fourth Week of Incentive

- Send motivational E-mail (include any reminders) with tip sheet
- Advertise any special activities scheduled for that week

#### Step Thirteen: Fifth Week of Incentive

- Send motivational E-mail (include any reminders) with tip sheet

- 🌀 Advertise any special activities scheduled for that week

**Step Fourteen: Sixth Week of Incentive**

- 🌀 Send motivational E-mail (include any reminders) with tip sheet
- 🌀 Advertise any special activities scheduled for that week

**Step Fifteen: WEIGH OUT WEEK!**

- 🌀 Hold final weigh out
- 🌀 Distribute survey (be sure to include a return by date and to whom) or consider use of an online surveying tool such as one found on [SurveyMonkey.com](https://www.surveymonkey.com)
- 🌀 Determine who is eligible for final prizes (Remember: any team that maintains their weight WINS!)
- 🌀 Have awards ceremony to celebrate successes

**Step Sixteen: Last Step! One to two weeks after event**

- 🌀 Complete final report and include the following items:
  - Results from the program evaluation
  - Suggestions for next year, and items you can adjust to run smoother
  - How many participants you had
  - Participants by division
  - Participants age group
  - Any policy changes that occurred with this program, or were suggested
- 🌀 Publicize final evaluation results to worksite including management

## PROMOTIONAL IDEAS

On the next two pages you will find a list of promotional ideas as well as marketing ideas. Please feel free to use any or all of these. This list is to just give you some ideas of things you can incorporate each week. Suggestions or ideas like these generally work best if you gear them to your worksite. If you are offering the program as a committee, encourage committee members to chair one of these events or take responsibility for sending out an E-mail to participants. Don't feel limited to this list, as this isn't meant to be all-inclusive. Search reputable websites for more ideas!

1. **Healthy Gift Exchange** ~ Host a healthy gift exchange and encourage participants to purchase presents with a healthy theme. Ideas include items related to physical fitness such as athletic socks, or healthy holidays recipe books, that are fairly inexpensive.
2. **Healthy Holidays Potluck** ~ Host a healthy holidays potluck where you provide recipes for modified traditional holiday foods that are healthier and have fewer calories. Encourage all participants to participate by preparing one dish for the event. This will demonstrate that healthy food can taste good also. Also provide serving sizes suggestions as well as nutritional information on each dish. (Be sure to provide nutritional guidelines to define what 'healthy' is).
3. **Learn from the Pros** ~ Invite a registered dietitian to provide a short presentation on healthy cooking and tips on how to survive the holidays. Include recipe modification guidelines.
4. **Relax Away the Holidays** ~ Host a 30-minute stress management session. Encourage the use of stress management techniques. Provide 15-minute chair massages for participants.
5. **Holiday Hat Day** ~ Dedicate one day in December to holiday hats and encourage participants to wear Santa or Elves hats. (Elf ears not necessary!)
6. **Holiday Scramblers** ~ Create holiday word finds, or crossword puzzles, even little quizzes to see who is reading the educational packet. Reward participants for completing the games.
7. **15 minute Physical Activity** ~ Provide 15 minute physical activity classes, for example 15 minute abs, 15 minute buns and thighs, or even 15 minute arms. Use equipment that is easy to find, or stick to floor routines that can be done at home or work.
8. **5 A Day** ~ Organize a fruit and vegetable day on December 5<sup>th</sup>, to promote consumption of fruits and vegetables during the holidays.
9. **Deck the Halls** ~ Since weather may be unpredictable this time of year, organize indoor walking routes at various times during the day.

## Promotional E-mails & Other Marketing Ideas

1. Thanksgiving is here! Send out an E-mail the Monday before Thanksgiving with tricks and tips to survive the holiday. Provide general ideas on how to stuff the turkey and not themselves, such as drinking plenty of water, eating only the meat of the turkey not the skin, filling up on the steamed veggies, and sticking with one small piece of pie instead of one piece of each kind of pie.
2. Efficient Holiday Shopping. Remind participants that it's easy to limit spending and get only what you need if you use cash only, divide the cash up and place it in individual envelopes for each person, and write on the envelope 3-4 gift ideas. This keeps you from overspending and wandering the mall.
3. Exercise on the go! This time of year exercise can be the last thing on anyone's mind. Send out an e-mail with 15-30 minute exercise routines that can fit in to any part of the day. Even power walking between stores as you shop can be a great way to squeeze in a few minutes of physical activity.
4. Holiday gift ideas. Compile a list of easy to find holiday gifts that are under \$30. This will be helpful when your participants are searching for that perfect gift for their co-worker. Don't forget to include some great exercise equipment like pedometers, exercise balls, or even strength training bands.
5. A week before Christmas. Send out an e-mail on stress management techniques that can be used when dealing with family gatherings. Taking a few deep breathes or counting to 10 are much better ways of dealing with the bossy sibling than avoiding them or starting a fight.
6. Posters. Have the teams make a poster with all of the member names and team weights and place it in a common area like the cafeteria or break room to remind them to stay conscious about their food decisions.
7. Calories. Remind participants about caloric intake by placing a list of common holiday foods and snacks and their associated calories in the cafeteria, break rooms, etc.
8. "Merry Mock-Tails". Provide recipes of how to make some popular alcoholic beverages the non-alcoholic way. A common culprit of holiday weight gain can be alcoholic beverages. (Note: Included in this packet is a handout with holiday mocktails.)
9. Happy New Year! Send an E-mail on setting and keeping New Year's resolutions is a great way to start off the New Year. Your e-mail can talk about goal setting and using the S.M.A.R.T analogy. S = specific, M = measurable, A = attainable, R = realistic, and T = timetable to complete the goal. Remind participants it is good to have short-term goals to help you reach your long term ones.

# PARTICIPANT INSTRUCTIONS

Congratulations on making the decision to participate in The Great Holiday Weigh, a team weight maintenance challenge aimed at preventing weight gain over the holidays.

**YOUR GOAL: To maintain your current weight, or gain no more than two pounds through the holiday season (Thanksgiving to New Year's)**

**🌀 Assemble Team**

Employees will register in teams ranging from 3 – 6 individuals.

Once a team is formed, team members will identify a team name and appoint a team captain.

**🌀 Register**

Once you have picked your team, fill out the registration/commitment form, and return during the registration period that has been designated. Remember that prizes may be awarded to the first teams to register!

**🌀 Weigh In Day**

The program begins with an initial weigh in as a group. Also at this time there will be a review of the rules and you will receive further information of upcoming events throughout program.

**🌀 Attend Educational Seminars, Classes, Etc.**

Your worksite wellness committee has put together a schedule of events to coincide with this incentive. You are encouraged to participate in these, as they will provide you with very valuable information and support throughout this challenge.

**🌀 Read your E-mails!**

In efforts to keep you on top of things, your wellness committee will be sending you weekly E-mails that will contain motivational tips and other important information, including tips on how to enjoy the holiday season, keep stress levels low, and keep yourself healthy.

**🌀 Weigh Out Day**

Teams will weigh out together to complete the program. All teams who have maintained their weight will win!

**IMPORTANT DATES**

**Registration with Location: \_\_\_\_\_**

**Weigh In Date and Location: \_\_\_\_\_**

**Weigh Out Date and Location: \_\_\_\_\_**

**REMEMBER THAT EVERYONE WINS AS LONG AS YOU  
MAINTAIN YOUR WEIGHT!**

# The Great Holiday “Weigh” Team Weight Maintenance Challenge

## Team Contract

We (team name) \_\_\_\_\_ do hereby certify that on \_\_\_\_\_ (today’s date) our Team Weight is \_\_\_\_\_ pounds. *(You will fill out the weight on the first weigh in.)*

We pledge, that through a sensible approach to eating, physical activity, and stress management, to enjoy this holiday season without gaining weight. We promise that we make every effort to support each other and participate in all the activities that are part of this program. Lastly, we promise to have fun!

We hereby commit to starting off the New Year right, by weighing no more than 6-12 lbs over our team weight at the post holiday “weigh out”.

Name	Phone Number	E-mail	Signature
*			

\*Indicates the Team Captain

**WEIGH IN DATE AND TIME:** \_\_\_\_\_

**WEIGH OUT DATE AND TIME:** \_\_\_\_\_

*(YOU MUST COME AS A TEAM.)*

Please return this form via \_\_\_\_\_ (fill in) \_\_\_\_\_.

For any questions please call \_\_\_\_\_.

# HANDOUTS

# The Great Holiday Weigh

## A Team Weight Maintenance Challenge

Round up your co-workers for this EIGHT-WEEK Holiday Weight Maintenance Challenge where the only goal is to:

**MAINTAIN YOUR WEIGHT THROUGH THIS HOLIDAY SEASON**

**(Thanksgiving to New Year's Day).**

### **A more in-depth explanation...**

**As a team you can't gain more than two pounds each during the incentive period. This means if you have three members on your team, you can't gain more than six pounds total if you want to win.**

### **There are six components of this program**

1. Assemble a team of 3 – 6 and appoint a captain (why not you?)
2. Sign up during the registration period (Put dates here)
3. Attend Group Weigh In (insert date and location)
4. Read weekly E-mails and try to participate in the activities offered
5. Attend Group Weigh Out (insert date and location)
6. Win!

**Note: The Weigh In and Weigh Out Sessions are done as a group meaning everyone steps on the scale at the same time so no individual weights are recorded.**

**Please contact (insert name) for any questions at Extension XXXX.**

## Tips for Exercising and Eating Healthily while Traveling

🌀 **Plan ahead.** Before leaving town, find out what type of workout facilities your accommodations will have or if there is a nearby park with jogging paths (weather permitting, of course). If you're staying with friends, ask if they belong to a gym where you can be their guest, or check on the web for nearby recreation centers offering day passes. Letting your host know ahead of time about your commitment to fitness can help them prepare to support you.

🌀 **Pack a resistance band and a jump rope in your suitcase.** These take up very little space, yet can provide you with a full body workout routine. See the next section for some sample exercises and try the routine at home once before you travel. Being comfortable with the exercises will help you do them correctly and efficiently while you're on the road.

🌀 **Be realistic.** You may not be able to fit in your normal weekly workouts. However, any exercise is better than no exercise. Do what you can, and feel good about having done any at all.

🌀 **Be creative.** Find unique, fun ways to be active instead of doing the same routine you do when you are at home. Does your vacation spot have activities that you don't get to do at home, such as water-skiing, beach volleyball, or a pedal boat excursion? If your host enjoys biking, hiking, playing touch football, or walking around the block, join in. Don't forget to pack comfortable workout attire that fits your destination's climate.

🌀 **Prepare snacks.** If your journey includes a lot of time in the car, be sure to pack some healthy snacks so you aren't forced to eat at fast food and convenience shops along the way.

🌀 **Don't deprive** yourself of local delicacies or your grandmother's molasses cookies. You can enjoy some special meals without going overboard. Just use moderation.

🌀 **When eating out,** ask how dishes are prepared, and request substitutes for high fat ingredients.

🌀 **Drink more water.** Flying is extremely dehydrating, which means your normal eight glasses of water a day might not be enough. Add an extra eight-ounce glass of water for every hour you spend in the air. Avoid alcohol and caffeine en route, choosing herbal teas and seltzers instead.

🌀 **Exercise before you travel.** Exercise reduces stress, improves circulation, lowers blood pressure and improves energy. You'll feel better in-transit and on arrival.

🌀 **Get on the local schedule.** Be careful of napping too long, daytime naps longer than 45 minutes can leave you groggy. Carb-heavy foods, such as bagels, etc. can also make you tired. Opt for high-protein, low-fat fare to boost your alertness. If you're approaching local bedtime and you're not tired, reverse the strategy, and let a complex-carbohydrate meal or snack woo you to sleep. To adjust quickly to the local time zone, expose yourself to natural light as soon as possible. Between the planes, trains and automobiles, try to hop outside for a peak at the sky.

🌀 **Be good to yourself.** Buy a suitcase with wheels. Don't take the red-eye. Give yourself extra time to get to the airport or through security. Take non-stop flights. Ask for a bulkhead seat. Get out of your seat every hour or two. Dress comfortably. Pack healthy snacks.

## Eat, Drink, Be Merry... and Be Well

Do you find it difficult to eat healthy foods during the holidays? If so, you are not alone. Most people find it difficult to resist the whipped-cream topped pumpkin pie, buttery mashed potatoes and homemade fudge that accompanies this time of year. Unfortunately, some of the holidays' best delicacies are high in saturated fat and calories. But you don't have to give up your favorite foods to stay fit. Making small adjustments can make a big difference in your health.

Don't deny. Do you have a favorite holiday food? Have some but indulge with temperance. Cutting out all the fun can leave you feeling depressed and deprived. Plan in advance how much you will enjoy.

Are you the host with the most? The most calories, that is. When you choose low-fat recipes, everyone benefits, and your gatherings are warmer for your thoughtfulness for you guests' wellness. Some simple ideas for modifying holiday meals include:

- Remove the skin from the turkey and include only a small amount on the serving platter
- Make a fresh cranberry sauce low in sugar
- Season sweet potatoes with orange juice instead of butter
- Use a low-fat gravy recipe
- Leave the butter dish in the kitchen

**Give healthy.** If you're known for your tasty holiday gifts, up the ante and become known for your guilt-free tasty holiday treats. Think of creative alternatives to high-fat snacks, or substitute healthier ingredients in your existing recipe.

**Receive healthy.** You don't have to eat the high fat gifts you receive. You also don't have to eat them all. Keep one or two pieces of your neighbor's award winning fudge for yourself, and take the rest to your book club meeting to share.

**Portion control.** Serve yourself smaller portions; you can always go back for seconds, but you may find you don't need to. Practice "focused eating." Enjoy one bite at a time. If you've been served more than you wish to eat, stop when you're full and compliment the chef.

**Drink in moderation.** Alcohol packs empty calories into your diet, and excessive drinking puts stress on your body's internal organs. Choose a non-alcoholic drink in-between each alcoholic beverage. See the next page for some "mocktail" suggestions. Or choose flavored waters or seltzers instead. When you're the host, be careful of over serving your guests. Have plenty of non-alcoholic choices available and stop serving alcohol at least an hour before the party ends.

### **Holiday Mock Tails**

#### **Cranberry Cooler**

2 oz. cranberry juice cocktail

1/2 oz. lime juice

Ginger ale

*Pour ingredients in a tall glass with ice and serve. Garnish with a slice of lime.*

#### **Virgin Fruit Daiquiri**

1 cup crushed ice

1/2 cup of fruit

1 tsp. sugar

*Combine ingredients in a blender.*

*Blend until smooth.*

#### **Lemonade Fizz**

1 oz. lemon juice

2 tsp. powdered sugar

Club soda

*Combine lemon juice and powdered sugar in glass and mix well. Add ice and club soda and stir. Garnish with a slice of lemon.*

#### **Virgin Mai Tai**

1/2 cup pineapple juice

1/4 cup club soda

1 tbsp. grenadine

1/4 cup orange juice

1 tbsp. cream of coconut

*Shake or stir to blend and pour over crushed ice.*

#### **Orange Fizz**

5 oz. orange juice

1 oz. sour mix

club soda

*Mix orange juice and sour mix together in a tall glass with ice and add club soda.*

#### **Orange Oasis**

1/3 cup frozen orange juice concentrate

1/2 cup milk

1/2 cup water

1/4 cup sugar

1/2 tsp. vanilla

5-6 ice cubes

*Combine all ingredients in blender.*

*Blend until smooth. Makes 2-3 servings.*

#### **Shirley Temple**

5 oz. ginger ale

1 tbsp. grenadine

*Pour ginger ale in a tall glass with ice.*

*Add grenadine and serve.*

**Recipes provided by:** NETS (Network of Employers for Traffic Safety) and the National Highway Traffic Safety Administration

## S t R e S S

Although stress is a part of everyday life, the holidays often bring about more than usual. Excessive stress can take a toll on your physical health, and can also lead to engaging in unhealthy behaviors that can further compromise your well-being. Here are some tips to help you have a great holiday season.

**Acknowledge.** Though our culture presents the holidays as a time of pure joy, many people secretly feel overwhelmed by the need to comply with societal expectations. If you feel burdened by extra family and financial obligations, you are more in line with the American norm than you might think. After fighting the crowds at the mall searching for just the right gift for critical Aunt Thelma, you've got to go home and bake, and wrap, and plan a party, and hang the decorations. And most of us do all this on top of our usual life duties. Tis' the season to feel stressed. You are not alone.

**Be Realistic.** Holiday stress sets in when you try to do it all. Plan a budget in advance and stick with it. Make a list of what tasks you have to do and do them one at a time, checking them off as they're completed. Give priority to the most important ones and do those first. Don't be afraid to decline a party invitation or eliminate a holiday tradition that is too much work.

**Communicate and connect.** It helps to talk to people who understand. Share your feelings with friends. Connecting with others is a central component of the holidays, even if connecting seems like complaining. If you feel isolated and unable to connect with friends and family, seek out a pastor, rabbi, nurse, doctor, or counselor to talk with. Knowing when to ask for help may help to avoid more serious problems later. If you're feeling out of touch with the true meaning of the holidays, volunteer for an organization to help the less fortunate, start a neighborhood canned goods drive or make a donation to your local food bank.

**Delegate.** If you're the host, ask your guests to bring a dish. Put your kids or spouse on house cleaning duty. Ask your sister or a friend to come over and help you bake. This can be a great time to catch up too.

**Expect.** Have realistic expectations. If you are striving for the perfect holiday season with cookies that never burn and a tree right out of Better Homes and Gardens, you may find yourself depressed when the holidays are over. Strive instead to connect with others, and perhaps with your spiritual self. If your goals are to be serene and connected to those around you, you may find that you can let go of your anger and disappointment more quickly when your 3-year old niece breaks your great-aunt's Wedgwood angel.

**Find time for you.** A few moments meditating, praying, exercising, or just sitting by the fire will help you relax. When stress builds up, try relaxation methods like deep breathing, visualization, stretching, and walking or focused muscle relaxation. Don't forget to have fun! Get enough sleep, at least 7-8 hours per night. Get some physical activity every day, and make regular exercise a priority.

**Get ready.** If you'll be sharing your holidays with a challenging family member, plan tactful communication in advance. Have realistic expectations for short family visits and don't try to solve past issues with family members over the holidays. Commit to making your short time together peaceful, and when the guests have gone you'll have no regrets. If Grandma is always critical of your housekeeping skills, or if your father-in-law has a history of making belittling remarks about your career, plan for these antagonisms in advance and choose your reaction ahead of time.

**Halt.** Stop stress before it leads to unhealthy behavior. Recognize when you may be engaging in emotional eating to fill up feelings of sadness, anxiety, or loneliness. Be aware of reliance on alcohol or stimulants.

**Invest in family activities.** Watch movies together, play a board game, bake cookies, and concentrate on the most important part of the holiday, time spent together.

**Just say no.** Sometimes there isn't enough time for everyone or everything. It is all right to tell someone that you just can't make the party, or event. If there is too much on your plate, don't add to it.

**Keepsake.** One of the greatest enjoyments of the holiday season can be creating keepsakes. Why not have a day when the family members scrapbook their favorite memory of this year and then add to it every year? If scrapbooking isn't for you, why not buy an ornament that represents that year?

**Laughter and love.** Don't take life too seriously especially this time of year when people get too caught up in the pressures of the holiday. Allow time to laugh about annoying situations. Reach out to those in need. This time of year can be a sad time for some people and the best gift they can get is love.

**Muscles.** Keep your muscles strong because they will help you lift groceries or those heavy shopping bags. A good way to maintain your muscle mass is to lift lightweights or do pushups. Don't neglect your exercise routine; exercise will help you make it through the holidays healthy, happy and relaxed.

**Nutrition and weight control.** Be aware of your calorie intake and the foods that you are eating at this time of the year. There are many temptations when it comes to fatty and sugary foods during the holiday season. Take the time to find healthy recipes and be aware of your portion sizes when eating out or at holiday parties.

**Opportunity.** Use this holiday as an opportunity to learn new things, discover new adventures, and learn more about your families' interests as well. Be adventurous, take the family on a sled ride, or include them when making the holiday meal.

**Prioritize and plan ahead.** Figure out what is needs to be done and create a plan. Prioritize which parties or events are most important to attend over others.

**Quality.** Use the holiday to spend quality time with family and friends.

**Review.** With the holiday rush of go, go, go, we may forget to stop and think. Review your feelings, thoughts and how you can manage them. Let go of any guilt that you may have built up. Find support if your feelings get out of control.

**Simplify.** Don't over schedule yourself. If there is too much on your plate, don't add to it. Make decisions that are less complicated for you. Instead of pulling out all the holiday decorations, limit them to your favorite ones. Instead of planning a holiday party, ask for friends to help you throw a healthy potluck holiday party. This will save time and money. If you don't have the time to go shopping for individuals, buy them gift certificates. Shopping on-line can save you time when shopping for multiple people.

**Tune into nature.** Nature can be relaxing and calming. There are many ways to connect with your natural environment. Find a nice park and watch the birds. Go skiing in the mountains, ride your bike on a new path or go for a hike.

**Understanding.** It is important to understand other people's frustration and stress at this time of the year. Don't take things too personally and try to remain calm when others are not. Be pro-active not re-active.

**Value.** Value the importance of family and friends. Show that you care for them with words and time rather than gifts. Evaluate the true meaning of the holiday.

**Worry less.** Time management can reduce stress significantly. Creating a to do list can help with time management as well as setting priorities.

**X-ray.** See through things to the end. The holidays are a short time and when you can't see clearly, they can become a long-standing fog. Don't let the season consume. Take advantage of the fun activities of the holiday.

**Years to come.** Like it or not, the holidays are here to stay. Embrace the joy of the holiday. Make it fun and don't let the small stuff bring you down. Create a tradition that will give you something to look forward to in years to come.

**Zest.** Bring out your true spiritual enjoyment. Be vigorous and spontaneous this holiday. Try something new such as skiing, or snowboarding. Rent a cabin in the woods, make creative gifts and have fun!

## Tips for Healthy Holiday Recipes

Eating healthfully during the holidays doesn't mean you need to avoid holiday food fare. Food often takes center stage today, causing fear of weight gain for many people. With some planning, fitting holiday treats into a healthful eating plan is easy.

You can eat smaller portions, replace high-calorie foods with low-fat option or slightly adjust recipes. By swapping out a few ingredients, even in Mom's classic dishes, you can reduce fat and calories without sacrificing taste. Here are some quick tips to help turn your holiday recipes into guilt-free pleasures:

- Use two egg whites in place of one egg.
- Try dried fruit instead of nuts.
- Use three tablespoons of cocoa powder and one tablespoon of oil in place of baking chocolate.
- Replace cream or whipping cream with evaporated skim milk.
- Try substituting an equal amount of applesauce for at least half the oil, margarine or butter in muffins and quick breads like banana bread.
- For dips, sauces and pie toppings use non-fat yogurt or fat-free sour cream.
- Top casseroles with almonds instead of fried onion rings.
- Choose reduced-fat cheeses for salads and casseroles.

Subtle modifications can improve your recipe's nutrition content without compromising taste!

*Provided by the American Dietetics Association*

Sample Team Registration Tracking Form

**THE GREAT HOLIDAY "WEIGH" Team Registration**

Team Name	Captain name, phone # and E-mail	Team Weight					

## Participant Evaluation

### The Great Holiday “Weigh” Program Evaluation

Please take a few moments to answer the following questions regarding the Great Holiday “Weigh” Program. Your input is important to us and essential in continually improving the program.

Please complete and return to \_\_\_\_\_ by \_\_\_\_\_

Please circle the answer that best describes your response.

1. Were the weigh-in and weigh-out times convenient?  
Yes                      No  
If no, what would be a better day and/or time? \_\_\_\_\_
2. As a result of the program, which best applies to your change in weight?  
1-5 lbs gained              No change in weight              1-5 lbs lost
3. Do you feel The Great Holiday “Weigh” program helped you maintain your weight through the holidays?  
Yes      No  
Excellent      Good              Average              Fair              Poor
4. Did your overall-eating habits improve as a result of your participation in this program?  
Yes              No                      Stayed the same
5. How would you rate the packet content?  
Excellent      Good      Average              Fair                      Poor
6. How would you rate the overall program?  
Excellent      Good      Average              Fair                      Poor
7. Did you find the incentives that were offered were helpful in motivating you to maintain your weight?  
Very motivating              somewhat motivating              not motivating at all
8. How did you feel about the length of the 8-week program?  
Too short                      Just right                      Too long

Comments: \_\_\_\_\_  
\_\_\_\_\_

Adjust Questions to fit the needs of your organization.

INSERT  
Company  
Logo

# *The Great Holiday Weigh*

Presented to

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for maintaining their individual weight during the 2007-2008 holiday season.

\_\_\_\_\_

Name

\_\_\_\_\_

Date

## Guidelines for physical activity in healthy adults under age 65

### Basic recommendations from ACSM and AHA:

Do moderately intense cardio 30 minutes a day, five days a week

*Or*

Do vigorously intense cardio 20 minutes a day, 3 days a week

*And*

Do eight to 10 strength-training exercises, eight to 12 repetitions of each exercise twice a week.

Moderate-intensity physical activity means working hard enough to raise your heart rate and break a sweat, yet still being able to carry on a conversation. It should be noted that to lose weight or maintain weight loss, 60 to 90 minutes of physical activity may be necessary. The 30-minute recommendation is for the average healthy adult to maintain health and reduce the risk for chronic disease.

### Tips for meeting the guidelines

With busy work schedules, family obligations, and packed weekends, it can often be difficult to get the recommended amount of physical activity. Try these tips for incorporating exercise into your life:

- **Do it in short bouts.** Research shows that moderate-intensity physical activity can be accumulated throughout the day in 10-minute bouts, which can be just as effective as exercising for 30 minutes straight. This can be useful when trying to fit physical activity into a busy schedule.
- **Mix it up.** Combinations of moderate- and vigorous-intensity physical activity can be used to meet the guidelines. For example, you can walk briskly for 30 minutes twice per week and jog at a higher intensity on two other days.
- **Set your schedule.** Maybe it's easier for you to walk during your lunch hour, or perhaps hitting the pavement right after dinner is best for you. The key is to set aside specific days and times for exercise, making it just as much a regular part of your schedule as everything else.
- **The gym isn't a necessity.** It doesn't take an expensive gym membership to get the daily-recommended amount of physical activity. Pair of athletic shoes and a little motivation is all you need to live a more active, healthier life.
- **Make it a family affair.** Take your spouse, your children, or a friend with you during exercise to add some fun to your routine. This is also a good way to encourage your kids to be physically active and get them committed early to a lifetime of health.

## The Great Holiday Weigh – A Holiday Weight Maintenance Challenge

### Nutritional Guidelines

Who would have thought you could fight cancer, diabetes, heart disease and stroke ... with a fork? Many people don't know it, but one of the most important things you can do to protect yourself from these diseases is to eat a healthy diet. Whether or not you have a family history of cancer, diabetes, heart disease or stroke, what you *eat* - and how much you eat - can help reduce your risk. As a matter of fact, if you are one of the many Americans who do not smoke, eating well – along with being active and maintaining a healthy weight – is your best defense against disease.

***Following a few simple recommendations from the American Cancer Society, American Diabetes Association and the American Heart Association can help you eat your way to a healthier weight – and a healthier YOU!***

#### Make Healthy Choices

Eat at least five servings of vegetables and fruits each day.

- Does “five” sound like a lot? Serving sizes are actually smaller than you might think!
  - One medium piece of fruit
  - ¼ cup of dried fruit
  - ½ cup chopped, canned or frozen fruit
  - 6 oz of 100% fruit or vegetable juice
  - ½ cup chopped, canned or frozen vegetables
  - 1 cup of leafy greens
- Focus on fruits and veggies that have the most color. They're generally the most nutritious.

Choose whole grains over processed (refined) grains and sugars.

- Choose whole-grain rice, bread, pasta and cereals.
- Not sure if it's whole grain? Look for “whole wheat” or another whole grain as the *first* ingredient on the label.
- Limit consumption of refined carbohydrates, including pastries, sweetened cereals, soft drinks and other foods high in sugar. .

Substitute healthier fats for not-so-healthy fats

- Choose monounsaturated and polyunsaturated fats such as olive oil, canola oil and peanut oil.
- Avoid trans fats, found in many margarines and baked goods.
- Limit your intake of saturated fats and cholesterol found in meats and dairy products.
  - Select lean cuts of meat (look for “round” or “loin”).
  - Trim excess fat from meats.
  - Choose low-fat and fat-free dairy products.
  - Choose poultry, fish and beans as alternatives to beef, lamb and pork.
- Add avocados and nuts to your diet. (These are high in healthy fats, but also high in calories, so don't go overboard!)

#### Watch Your Portion Sizes

No doubt about it – our portion sizes are getting bigger and bigger, and unfortunately, so are our waistlines. Beware of portion distortion, and help trim down the number of calories you eat each day.

- Use these visuals to help you judge what a normal portion size is:
  - ½ cup of vegetables or fruit is about the size of your fist.
  - A medium apple is the size of a baseball.
  - A three-ounce portion of meat, fish or poultry is about the size of deck of cards.
  - A single-serving bagel is about the size of a hockey puck.
  - 1½ ounces of cheese is the size of a pair of dice.

## The Great Holiday Weigh – A Holiday Weight Maintenance Challenge

- One tablespoon of peanut butter is about the size of the tip of your thumb.
- Eating out? Restaurant portions are frequently *two to three times larger* than normal portions. Remember these tips next time you dine out:
  - Split an entrée with a friend or save half of it for lunch the next day.
  - Have an appetizer and salad or soup as your main course.
- At home, serve appropriate portion sizes, and store the rest for leftovers. Avoid eating directly out of a bag or carton. Think about buying foods packaged in individual serving sizes to help you control portions. Serve dinner on your smaller salad plates instead of your dinner plates!

### Choose Foods That Help Maintain a Healthy Weight

In addition to watching your portion sizes, substituting lower calorie foods for higher calorie foods can help influence what your scale says.

- Substitute vegetables, fruits and other lower-calorie foods – lowfat dairy products, lean meats and cheeses, whole grains, and reduced sugar foods - for calorie-dense foods such as French fries, cheeseburgers, pizza, ice cream, doughnuts and other sweets
- Use evaporated (skim or whole) milk instead of higher-fat cream in baked goods, sauces and soups.
- Use reduced-fat or fat-free yogurt to replace all or part of the sour cream or mayonnaise in a recipe. Replace part of ricotta cheese with reduced-fat cottage cheese. Use a puree of cooked potatoes, onion, and celery as a creamy base for soups instead of cream or half-and-half.
- Sharp cheese gives extra flavor so that less can be used. This helps trim the fat.
- Select yogurt or milk products without added sugar or flavorings. Mix in fresh fruit for a flavor boost.
- Use low-fat cooking methods like roasting, baking, broiling, steaming or poaching. Limit deep-fat frying and sautéing in a lot of oil, butter or margarine. Use a cooking spray, broth or water to sauté meats.

## The Great Holiday Weigh – A Holiday Weight Maintenance Challenge

# WEB RESOURCES

Please use the following website resources for additional information. Some of designed for the coordinator while others would be appropriate to give to participants.

LiveWell Colorado - <http://www.livewellcolorado.com/>

American Dietetic Association -  
<http://www.eatright.org/cps/rde/xchg/ada/hs.xsl/index.html>

Colorado Dietetic Association - <http://www.eatrightcolorado.org/index.cfm>

National Institutes of Health - <http://www.nih.gov/>

United States Department of Agriculture - <http://www.usda.gov/wps/portal/usdahome>

American College of Sports Medicine - <http://www.acsm.org>

Wellness Councils of America - <http://www.welcoa.org/>

Mayo Clinic Health- <http://mayohealth.org>

Weight Control Information Network- <http://www.niddk.nih.gov/health/nutrit/win.htm>

American Heart Association- [www.americanheart.org](http://www.americanheart.org)

Nutrition Gov- [www.nutrition.gov](http://www.nutrition.gov)

USDA Food and Nutrition Information Center- [www.nal.usda.gov/fnic](http://www.nal.usda.gov/fnic)

International Food Information Council- [www.ific.org](http://www.ific.org)

American Institute of Stress- [www.stress.org](http://www.stress.org)

National Institute of Mental Health- [www.nimh.nih.gov](http://www.nimh.nih.gov)

Fruits and Veggies More Matters - [www.fruitsandveggiesmorematters.org/](http://www.fruitsandveggiesmorematters.org/)

The Great Holiday Weigh –  
A Holiday Weight Maintenance Challenge

# RECIPES

## The Great Holiday Weigh – A Holiday Weight Maintenance Challenge

### Kwanzaa Recipes

#### Curried Lentil Soup

*(This simple soup is made in a single pot and blends two North African staples—lentils and couscous. Serve it with cooked greens and fresh bread. Serves 8)*

1 cup lentils, rinsed  
1 onion, chopped  
2 celery stalks, sliced  
4 garlic cloves, minced  
1 teaspoon whole cumin seed  
8 cups water  
1/2 cup couscous or white basmati rice  
1 cup chopped tomatoes  
1-1/2 teaspoons curry powder  
1/8 teaspoon black pepper  
1 teaspoon salt

Bring the lentils, onion, celery, garlic, cumin seed, and water to a simmer in a large pot over medium heat. Cover and cook until the lentils are tender, about 50 minutes.

Stir in the couscous or rice, chopped tomatoes, curry powder, and pepper. Continue cooking until the couscous is tender, about 10 minutes. Add salt to taste.

*Nutrition information per 1-cup serving:* 111 calories, 6 g protein, 21 g carbohydrate, 0.2 g fat, 2% of calories from fat, 327 mg sodium

#### Cornbread

*(This cornbread is quick and easy to prepare and contains no eggs, cholesterol, or added fat. Serves 8)*

1-1/2 cups soymilk  
1-1/2 tablespoons vinegar  
1 cup cornmeal  
1 cup unbleached or whole wheat pastry flour  
2 teaspoons low-sodium baking powder  
1/2 teaspoon baking soda  
1/2 teaspoon salt

Preheat the oven to 425° F.

Combine the soymilk and vinegar and set aside. Stir the dry ingredients together in a large bowl, then add the soy milk mixture and mix until just blended. Spread evenly in a 9" x 9" baking dish that has been lightly sprayed with a nonstick spray and bake for 25 to 30 minutes. Serve hot.

*Nutrition information per 3" x 3" inch slice:* 124 calories, 3 g protein, 26 g carbohydrate, 0.6 g fat, 4% of calories from fat, 180 mg sodium

## The Great Holiday Weigh – A Holiday Weight Maintenance Challenge

### Black Bean Chili

(Serves 6 - 8)

2 cups dried black beans or 1 15-ounce can black beans  
6-1/2 cups water (if using dried beans)  
1 bunch cilantro, chopped (optional)  
1 tablespoon cumin seed  
1 tablespoon dried oregano  
1 teaspoon paprika  
1/2 teaspoon cayenne  
1 large onion, chopped  
1 green bell pepper, diced  
2 garlic cloves, minced  
1-1/2 cups chopped tomatoes  
1/2 teaspoon salt  
1/4 cup chopped green onion

*If you are using dried beans:* Wash beans and place in a large pan or bowl with 4 to 6 cups water. Soak overnight. Pour off soaking water and place in a kettle with 6 cups fresh water. Add cilantro, as desired, then bring to a simmer, and cook until the beans are tender, about 2 hours.

*If you are using canned beans:* Empty beans and liquid into a saucepan and simmer with cilantro, if you wish to use it.

In a small, dry skillet, heat the herbs and toast until fragrant. (Be careful not to inhale the fumes; the cayenne can be very irritating.)

In a larger skillet, braise the onion in 1/2 cup water for 2 minutes. Stir in the bell pepper, garlic, and herbs and cook until the onion is soft. Add to the beans when they are tender, along with the tomatoes. Simmer 30 minutes or longer if time allows (the flavor improves with longer cooking.) Add salt to taste.

Serve in individual bowls, topped with chopped green onion.

*Nutrition information per serving (with dried beans):* 261 calories, 16 g protein, 48 g carbohydrate, 1 g fat, 5% of calories from fat, 363 g sodium

*Nutrition information per serving (with canned beans):* 108 calories, 6 g protein, 19 g carbohydrate, 1 g fat, 9% of calories from fat, 627 g sodium

### Shepherd's Pie

(Serves 10)

*This is a hearty and satisfying vegetable stew with a top "crust" of fluffy mashed potatoes.*

4 large russet potatoes, diced  
1/2 - 1 cup soymilk  
1/2 teaspoon salt  
1/2 cup water or vegetable stock  
2 onions, chopped  
1 large bell pepper, diced  
2 carrots, sliced  
2 celery stalks, sliced  
1/2 pound (about 2 cups) mushrooms, sliced  
1 15-ounce can chopped tomatoes  
1 15-ounce can kidney beans, drained  
1/2 teaspoon paprika

## The Great Holiday Weigh – A Holiday Weight Maintenance Challenge

1/2 teaspoon black pepper  
2 tablespoons low-sodium soy sauce

Dice the potatoes and steam them until tender. Mash, adding enough soy milk to make them smooth and spreadable. Add salt to taste. Set aside.

In a large pot, heat the water or stock and cook the onions for 3 minutes. Add the pepper, carrots, and celery and cook for 5 minutes over medium heat. Add the mushrooms, then cover the pan and cook an additional 7 minutes, stirring occasionally. Add the tomatoes, kidney beans, paprika, pepper, and soy sauce, then cover and cook 10 to 15 minutes.

Preheat the oven to 350° F.

Put the vegetables into a 9" x 13" baking dish and spread the mashed potatoes evenly over the top. Sprinkle with paprika. Bake for 25 minutes, until hot and bubbly.

*Nutrition information per 1-1/2 - cup serving:* 217 calories, 6 g protein, 47 g carbohydrate, 0.4 g fat, 2% of calories from fat, 257 mg sodium

### Steamed Kale

*(Serves 2 – 4 )Kale is an excellent source of calcium and beta-carotene and simply delicious when prepared according to the recipe below. Try to purchase young, tender greens, as these have the best flavor and texture.*

1 bunch (about 1 pound) kale  
1/2 cup water  
1 teaspoon low-sodium soy sauce  
2 to 3 garlic cloves, minced

Wash the kale, remove the stems, and chop the leaves into 1/2-inch-wide strips. Heat the water and soy sauce in a large pot or skillet and add the garlic. Cook 30 seconds, then add the greens, toss to mix, cover, and cook over medium-low heat for 3 to 5 minutes. Add water, 1 tablespoon at a time, if necessary to keep the greens from sticking.

*Nutrition information per 1/2-cup serving:* 61 calories, 3 g protein, 11 g carbohydrate, 0.4 g fat, 6% of calories from fat, 101 mg sodium

### Fresh Peach Cobbler

*(Serves 8)*

1/2 cup raw sugar or other sweetener  
2 tablespoons cornstarch or arrowroot powder  
4 cups fresh peaches, sliced  
1 cup water  
ground cinnamon  
1 cup whole wheat pastry flour  
2 tablespoons sugar  
1-1/2 teaspoons baking powder  
1/4 teaspoon salt  
3 tablespoons margarine  
1/2 cup soymilk or water

Combine sugar and cornstarch in a saucepan, then stir in the peaches and water. Bring to a boil, then boil 1 minute, stirring constantly. Pour into a 9" square baking dish and sprinkle with cinnamon.

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Preheat the oven to 400° F.

Combine flour, sugar, baking powder, and salt. Cut in margarine until mixture resembles cornmeal. Stir in soymilk until mixed, then drop by spoonfuls onto the hot fruit. Bake until golden brown, about 25 minutes.

*Nutrition information per serving:* 206 calories, 3 g protein, 40 g carbohydrate, 5 g fat, 21% of calories from fat, 191 g sodium

### Yam Pie

*(Serves 8)*

*Similar in flavor to pumpkin pie, this tasty dessert is a rich source of beta-carotene.*

2 medium yams  
1/3 cup sugar  
3 tablespoons cornstarch or arrowroot powder  
1/2 teaspoon cinnamon  
1/4 teaspoon ginger  
1/8 teaspoon cloves  
1/8 teaspoon salt  
1-1/2 cups soymilk  
1 Fat-Free Piecrust (*recipe follows*)

Peel the yams and cut them into 1-inch chunks. Steam in a covered pot over boiling water until tender when pierced with a fork, about 40 minutes. Mash, leaving some chunks. You should have about 2 cups.

Preheat the oven to 350° F.

In a mixing bowl, whisk together the sugar, cornstarch, spices, and salt, then stir in the soymilk and mashed yams. Pour into the pre-baked fat-free crust or an unbaked 9" or 10" standard piecrust and bake for 35 minutes. Cool before cutting.

### Fat-Free Piecrust

*(Makes one 9" crust)*

1 cup Grape Nuts cereal  
1/4 cup apple juice concentrate (undiluted)

Preheat the oven to 350° F.

Mix together the Grape Nuts and apple juice concentrate. Pat into a thin layer on the bottom and sides of a 9" pie pan. Don't worry if there are some gaps. Bake for 8 minutes. Cool before filling.

*Nutrition information per 2" slice (with Fat-Free Piecrust):* 158 calories, 3 g protein, 36 g carbohydrate, 0.5 g fat, 3% of calories from fat, 152 mg sodium

*Nutrition information per 2" slice (with conventional crust):* 261 calories, 4 g protein, 42 g carbohydrate, 8 g fat, 28% of calories from fat, 155 mg sodium

*Nutrition information per 2-inch crust slice:* 68 calories, 2 g protein, 15 g carbohydrate, 0.1 g fat, 1% of calories from fat, 97 mg sodium

**Recipes by Jennifer Raymond from Eat Right, Live Longer and Food For Life by Neal D. Barnard, M.D.**

## The Great Holiday Weigh – A Holiday Weight Maintenance Challenge

### Thanksgiving Recipes Sure to be Family Favorites

#### Autumn Stew

*Based on traditional Native American foods—squash, corn, and beans—this stew is perfect for a Thanksgiving feast. For a festive presentation, try serving this in a hallowed, lightly baked pumpkin. (Serves 6)*

- 1-1/2 cups water or vegetable stock
- 1 tablespoon low-sodium soy sauce
- 1 onion, chopped
- 1 red bell pepper, diced
- 4 large garlic cloves, minced
- 1 pound (about 4 cups) kabocha squash or other winter squash
- 1 15-ounce can chopped tomatoes
- 1-1/2 teaspoons chili powder
- 1/2 teaspoon cumin
- 1/4 teaspoon black pepper
- 1 15-ounce can kidney beans
- 1-1/2 cups fresh or frozen corn

Heat 1/2 cup water and soy sauce in a large pot, then add the onion, bell pepper, and garlic and cook over medium heat until the onion is translucent and most of the water evaporates.

Cut the squash in half and remove its seeds, then peel and cut it into 1/2-inch cubes. Add squash cubes to the onion mixture, along with the chopped tomatoes, remaining 1 cup water, oregano, chili powder, cumin, and pepper. Cover and simmer until the squash is just tender when pierced with a fork, or about 20 minutes, then add the kidney beans with their liquid and the corn. Cook 5 minutes longer.

*Nutrition information per 1-1/2 - cup serving:* 185 calories, 6 g protein, 38 g carbohydrate, 0.8 g fat, 4% of calories from fat, 0 mg cholesterol, 314 mg sodium

#### Winter Squash and Red Lentil Stew

*This is another delicious stew using sweet winter squash, such as kabocha or buttercup. Serve over couscous or with wild rice dressing. (Serves 8)*

- 1 cup red lentils (masoor dal) or yellow split peas
- 4 cups water
- 1 onion, chopped
- 1/2 teaspoon each mustard seeds, turmeric, ginger, and cumin
- 1/4 teaspoon cinnamon
- 1/8 teaspoon cayenne
- 4 cups peeled and diced winter squash (about 2 pounds)
- 1 tablespoon lemon juice
- 1/2 teaspoon salt or to taste

## The Great Holiday Weigh – A Holiday Weight Maintenance Challenge

Place the lentils and 2 cups water in a pot and bring to a simmer. Cover loosely and cook until the lentils are tender, about 20 minutes.

Braise the onion in 1/2 cup water until soft and translucent, then add the spices, the remaining 1-1/2 cups water, and the diced squash. Cover and cook over medium heat until the squash is tender when pierced with a fork, about 15 minutes. Stir in the lemon juice, cooked lentils, and salt to taste.

*Nutrition information per 1-1/4-cup serving:* 122 calories, 6 g protein, 23 g carbohydrate, 0.5 g fat, 4% of calories from fat, 0 mg cholesterol, 136 mg sodium

### Wild Rice Dressing

*This dressing combines brown rice and wild rice. However, you can try substituting wehani or basmati rice for part of the brown rice. (Serves 6)*

4 cups water  
3/4 teaspoon salt  
3/4 cup long-grain brown rice  
3/4 cup wild rice  
1 tablespoon olive oil  
1 small onion, chopped  
1 pound fresh mushrooms, cleaned and sliced  
1/2 cup finely chopped parsley  
1 cup sliced celery  
1/4 teaspoon crumbled sage  
1/8 teaspoon each black pepper, dried marjoram, and dried thyme  
1/2 cup pecan halves, broken lengthwise

Bring water to a boil and add 1/4 teaspoon salt and both varieties of rice. Lower to simmer, then cover and cook until rice is tender but still crunchy, 30 to 40 minutes.

Preheat the oven to 350° F.

In a large ovenproof skillet, gently heat the oil and sauté the onion and mushrooms until the onion becomes transparent. Add the parsley, celery, cooked rice, seasonings, and pecans. Stir to mix, then cover and bake for 15 minutes.

*Nutrition information per serving:* 290 calories, 8.5 g protein, 60 g carbohydrate, 9.6 g fat, 29% of calories from fat, 0 mg cholesterol, 315 mg sodium

## The Great Holiday Weigh – A Holiday Weight Maintenance Challenge

### Delicata Squash

(Serves 6)

3 delicata squashes  
1-2 tablespoons seasoned rice vinegar or mirin  
1/4 teaspoon freshly ground black pepper

Cut the squashes in half lengthwise and remove the seeds. Place in a vegetable steamer over boiling water and steam until tender, about 15 minutes.

Preheat the oven to 350° F.

Remove the squashes from the steamer and pour off any accumulated liquid, then place in an ovenproof dish. Sprinkle with seasoned rice vinegar or mirin and freshly ground black pepper. Bake for 10 minutes.

*Nutrition information per 1-cup serving:* 92 calories, 2 g protein, 21 g carbohydrate, 0 g fat, 0% of calories from fat, 0 mg cholesterol, 9 mg of sodium

### Zesty Cranberry Sauce

(Serves 8)

2 cups fresh or frozen cranberries  
1/2 cup undiluted orange juice concentrate  
2 ripe pears, finely chopped  
1 medium apple, finely chopped  
1/4 teaspoon ground cinnamon  
1 teaspoon grated orange rind  
1/2 cup raw sugar or other sweetener

Combine all ingredients except sweetener in a saucepan, and bring to a simmer over medium heat. Continue cooking, uncovered, until cranberry skins pop and mixture thickens slightly, about 10 minutes. Add sweetener to taste if desired.

Serve hot or cold.

*Nutrition information per serving:* 124 calories, 0.7 g protein, 31.5 g carbohydrate, 0.3 g fat, 2% of calories from fat, 0 mg cholesterol, 0.9 g sodium

### Pumpkin Custard Pie

*In this recipe, cornstarch replaces eggs as a thickener. (Serves 6)*

#### Filling:

1-1/2 cups soymilk  
4 tablespoons cornstarch  
1-1/2 cups cooked pumpkin

## The Great Holiday Weigh – A Holiday Weight Maintenance Challenge

1/2 cup raw sugar or other sweetener  
1/2 teaspoon salt  
1 teaspoon ground cinnamon  
1/2 teaspoon ground ginger  
1/8 teaspoon ground cloves

### **Fat-free pie crust:**

*(makes one 9" crust)*

1 cup Grape Nuts cereal  
1/4 cup apple juice concentrate

### **For the filling:**

Preheat the oven to 375° F.

In a large bowl, whisk together the soymilk and cornstarch until smooth, then blend in remaining ingredients. Pour into pie shell (recipe follows) and bake for 45 minutes, or until firm. Cool before cutting.

### **Fat-free pie crust:**

Preheat oven to 350° F.

Mix the Grape Nuts and apple juice concentrate. Pat into a 9" pie pan. Bake for 10 minutes, then cool before filling.

*Nutrition information per slice:* 203 calories, 3.6 g protein, 47 g carbohydrate, 0.6 g fat, 3% of calories from fat, 0 mg cholesterol, 347 mg sodium

*Recipes by Jennifer Raymond from Eat Right, Live Longer and Food For Life by Neal D. Barnard, M.D.*

## The Great Holiday Weigh – A Holiday Weight Maintenance Challenge

### Healthy Chanukah Recipes

The following recipes for Broccoli Latkes and Potato Latkes are from *The Lowfat Jewish Cookbook* by Debra Wasserman published by the [Vegetarian Resource Group](#).

#### Broccoli Latkes

(Serves 5)

1 pound broccoli, chopped into small pieces  
2 pounds potatoes, scrubbed and cubed into small pieces  
1 onion, peeled and finely chopped  
3 cups water  
1/2 teaspoon celery seed  
salt and pepper to taste

Cook all the ingredients (except the oil) in a large covered pot over medium heat for 20 minutes. Drain mixture. Mash ingredients together.

Heat oil in large non-stick frying pan over medium heat. Form 10 pancakes. Fry 8 minutes on one side. Flip and fry for another 5 minutes on the other side. Serve warm.

*Nutrition information per serving:* 220 calories, 6.5 g protein, 44 g carbohydrate, 3.3 g fat, 13.5% of calories from fat, 0 mg cholesterol, 33 mg sodium

#### Potato Latkes

(Serves 4)

1-1/2 pounds potatoes, peeled and grated  
1 medium onion, peeled and grated  
3 tablespoons cornstarch  
1 tablespoon fresh parsley, finely chopped  
dash of pepper  
2 tablespoons tamari or soy sauce

Mix all the together in a large bowl. Form 3" patties and fry in a lightly oiled pan over medium heat for 10 minutes. Flip latkes and fry for another 10 minutes until crisp on both sides. Serve warm.

*Nutrition information per serving:* 189 calories, 4 g protein, 44 g carbohydrate, 0.2 g fat, 0 mg cholesterol, 275 mg sodium

The following recipes for Gourmet Applesauce for Latkes and Incredible Spread are from *The Jewish Vegetarian Year Cookbook* by Roberta Kalechofsky published by Micah Publications.

#### Gourmet Applesauce for Latkes

(Serves 8)

6 apples (Cortlands, Granny Smiths, or Macs)  
water

## The Great Holiday Weigh – A Holiday Weight Maintenance Challenge

1/4 cup sugar (or less)  
lemon juice to taste (optional)

Quarter the apples and place in pot with water almost to cover. Bring to a boil over medium-high heat, reduce to simmer, and cook until tender, about 10 minutes. Put through food mill. Add sugar and lemon juice to taste, if needed. Simmer about 3 minutes or until slightly thickened. Makes about 4 cups.

Nutrition information per serving: 86 calories, 0.2 g protein, 22 g carbohydrate, 0.4 g fat, 4% of calories from fat, 0 mg cholesterol, 0.08 mg sodium

*For less sweet-tasting latkes, umeboshi paste is made from pickled plums and sometimes called ume paste.*

## Incredible Spread

(Serves 8)

1 pound firm tofu  
1 tablespoon umeboshi paste  
1 tablespoon brown rice vinegar  
1-1/2 tablespoons oil  
3 - 4 large scallions, chopped fine

In a food processor fitted with a steel blade, process or pulse tofu for about 20 seconds until just smooth. Stir in remaining ingredients. Store in refrigerator.

Also excellent on sandwiches, as a spread, or stuffing for olives, mushrooms, or celery. Makes a nice holiday dip or spread.

Nutrition information per serving: 106 calories, 9 g protein, 2.7 g carbohydrate, 7.5 g fat, 0 mg cholesterol, 175 mg sodium

## The Great Holiday Weigh – A Holiday Weight Maintenance Challenge Christmas Recipes

### Roasted Garlic and Fava Bean Paté

(Serves 8)

1 16-ounce can fava beans  
1 medium tomato, diced  
2 - 3 cloves roasted garlic  
1/4 cup onion, diced  
1 tablespoon fresh parsley, chopped  
salt and pepper to taste

Press fava beans through a strainer to remove outer skins. Place in food processor and add tomato, roasted garlic, onion, and parsley. Purée ingredients. Add salt and pepper to taste. Serve with warm, crusty bread.

*Nutrition information per serving:* 62 calories, 3.3 g protein, 11.6 g carbohydrate, 0.3 g fat, 5% of calories from fat, 0 mg cholesterol, 127 mg sodium

### Mixed Greens with Pan Grilled Portobello Mushrooms

(Serves 8)

1/2 cup balsamic vinegar  
1/2 cup vegetable broth  
1 tablespoon olive oil  
2 tablespoons water  
2 cloves roasted garlic, crushed  
4 portobello mushrooms  
4 cups romaine lettuce, leaves torn  
2 cups radicchio, leaves torn  
2 cups endive, leaves torn  
salt and pepper to taste

Clean mushrooms, removing stems, and set aside. Whisk together balsamic vinegar and next 4 ingredients. Add half of vinegar mixture to a large skillet and heat until mixture starts to simmer. Add mushrooms, tops down. Cover, reduce heat to medium and cook 3 minutes. Turn mushrooms and cook an additional 4 to 5 minutes, until tender. Combine romaine lettuce and next 3 ingredients in a large bowl. Add remaining vinegar mixture, toss well. Divide lettuce equally between eight salad plates. Slice mushrooms and divide equally between eight plates. Add salt and pepper to taste. Serve immediately.

*Nutrition information per serving:* 86 calories, 5 g protein, 11.6 g carbohydrate, 1.8 g fat, 18% of calories from fat, 0 mg cholesterol, 86 mg sodium

### Rosemary New Potatoes

(Serves 8)

2 pounds red new potatoes, quartered  
1 teaspoon olive oil  
1/8 teaspoon sea salt  
1 teaspoon dried rosemary, crushed  
cooking spray

Preheat oven to 375°

## The Great Holiday Weigh – A Holiday Weight Maintenance Challenge

Place new potatoes in a large bowl. Drizzle with oil. Add sea salt and rosemary, mix thoroughly. Spoon onto heated non-stick baking sheet. Bake at 375° for 50 minutes.

*Nutrition information per serving:* 129 calories, 2.6 g protein, 28.7 g carbohydrate, 0.7 g fat, 4% of calories from fat, 0 mg cholesterol, 154 mg sodium

### Steamed Broccoli

(Serves 8)

8 cups broccoli florets  
3/4 cup vegetable broth  
1/4 cup water  
1 tablespoon lemon juice  
1 clove garlic, crushed  
2 tablespoons fresh parsley, chopped

In a large pot, add about one inch of water. Place steam basket inside pot. Add broccoli, cover and steam 2 - 3 minutes. Remove from steamer to large bowl.

Whisk together vegetable broth and next four ingredients. Pour over broccoli and mix thoroughly. Serve hot.

*Nutrition information per serving:* 30 calories, 2.4 g protein, 4.9 g carbohydrate, 0.1 g fat, 3% of calories from fat, 0 mg cholesterol, 116 mg sodium

### Spice Roast

*(Wheat gluten or wheat protein is a delicious substitute to meat. It is delicious baked and has a chewy, meat-like texture. It can be purchased in most health food stores. Serves 6)*

2 cups vital wheat gluten  
2 tablespoons nutritional yeast  
1 teaspoon thyme  
1 teaspoon marjoram  
2 cups vegetable broth  
1 tablespoon soy sauce  
1 small onion, sliced  
2 cups hot water  
2 tablespoons soy sauce  
1 Golden Gravy (*recipe follows*)

Combine first 4 ingredients in large bowl; make a well in the center of the mixture. Combine vegetable broth and soy sauce, add to dry ingredients and knead. Transfer mixture to a 9" x 5" x 3" non-stick loafpan. Add sliced onion to top of loaf. Combine hot water and soy sauce; pour over loafpan. Cover with foil and bake at 350° for 1-1/2 hours. Let cool before slicing. Serve with golden gravy.

### Golden Gravy

2 tablespoons safflower oil  
1/4 cup flour  
2 tablespoons nutritional yeast  
2 cups vegetable broth  
black pepper to taste

## The Great Holiday Weigh – A Holiday Weight Maintenance Challenge

Add safflower oil to saucepan. Place over medium heat until hot. Add flour and nutritional yeast, stirring constantly until mixture starts to bubble. Whisk in vegetable broth. Stir until mixture thickens and comes to a boil. Reduce heat and simmer 1 - 2 minutes, stirring occasionally. Add black pepper to taste.

*Nutrition information per serving:* 301 calories, 41 g protein, 16.8 g carbohydrates, 7.2 g fat, 21% of calories from fat, 0 mg cholesterol, 312 mg sodium

### Apricot Baked Apples

(Serves 8)

8 Rome apples, cored (or other baking apple)  
3/4 cup apricot preserves  
1/2 cup raisins  
1/4 teaspoon ground ginger  
1/4 teaspoon ground coriander  
1 teaspoon ground cinnamon

Preheat oven to 375°.

Mix apricot preserves with next 4 ingredients. Spoon apricot mixture into apples. Place apples in baking dish. Add 1/2 inch of water. Bake at 375° for 45 - 60 minutes, basting frequently.

Serve hot.

*Nutrition information per serving:* 185 calories, 0.6 g protein, 48 g carbohydrate, 0 g fat, 0% of calories from fat, 0 mg cholesterol, 1.2 mg sodium

**Recipes by Patricia Bertron, R.D.**

## The Great Holiday Weigh – A Holiday Weight Maintenance Challenge

### New Year's Recipes

#### Mushroom Barley Soup

*(Makes about 3 cups)*

This soup takes just minutes to make if you have cooked barley on hand.

2 cups plain rice milk  
2 tablespoons barley flour  
1 cup cooked barley  
1 4-ounce can mushrooms, including the liquid  
1/4 teaspoon garlic powder  
1/4 teaspoon salt  
pinch each of dried marjoram, sage, thyme, and dill weed

Place rice milk and barley flour in a blender. Blend on high speed for a few seconds. Add barley and blend on high for about 10 seconds, or until barley is coarsely chopped.

Add mushrooms with their liquid. Blend just enough to coarsely chop mushrooms.

Transfer the blended mixture to a medium-sized saucepan and add all the remaining ingredients. Cook over medium heat, stirring often, for about 5 minutes, or until the soup is hot and somewhat thickened.

Recipe from *Foods That Fight Pain* by Neal D. Barnard, M.D.; recipe by Jennifer Raymond.

#### Hoppin' John Salad

*(Makes about 5 cups)*

##### **For the salad:**

2 cups cooked black-eyed peas (1 cup dry) or 1 15-ounce can, drained  
1 1/2 cups cooked brown rice (1/2 cup uncooked)  
1/2 cup finely sliced green onions  
1 celery stalk, thinly sliced (about 1/2 cup)  
1 tomato, diced  
2 tablespoons finely chopped parsley

Combine all salad ingredients in a mixing bowl.

##### **For the vinaigrette:**

1/4 cup lemon juice  
1 tablespoon olive oil  
1/4 teaspoon salt  
1-2 garlic cloves, crushed

## **The Great Holiday Weigh – A Holiday Weight Maintenance Challenge**

Mix together the vinaigrette ingredients and pour over salad. Toss gently. Chill 1 to 2 hours before serving if time permits.

Recipe from *Turn Off the Fat Genes* by Neal D. Barnard, M.D.; recipe by Jennifer Raymond.

# SMART BEVERAGE TOOLKIT

Promoting Healthy Beverage Choices  
in the Workplace



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## APPENDIX I: INTRODUCTION

The Smart Beverage Toolkit provides guidance for improving employee health by reducing consumption of sugar-sweetened beverages in the workplace. It includes four key components:

1. A tool for assessing the quality of beverage choices available in your workplace
2. Guidance for creating a workplace environment that supports healthier beverage choices
3. An employee challenge program to encourage healthier beverage choices
4. Educational materials about beverages and health

Worksite wellness coordinators may use the information, tools and recommendations in this toolkit to design an action plan appropriate for their workplaces' needs and culture.

### Background: Why Focus on Beverages in Worksite Wellness?

One of every two adults in Colorado is considered overweight or obese. Between 1995 and 2008, the prevalence of adult obesity in Colorado nearly doubled from 10.1 percent to 19.1 percent.<sup>1</sup> An additional 36.2 percent of Colorado adults are now overweight, and the proportion of Coloradans maintaining a healthy weight continues to decrease. Obesity and overweight are associated with several chronic conditions such as heart disease and diabetes that greatly increase both health care costs and medical absences from the workplace.

While many factors contribute to the rising rate of obesity in Colorado, increasing consumption of sugar-sweetened beverages may be a contributor to this trend. Americans now consume 150–300 more calories per day than they did 30 years ago, and caloric beverages account for more than 50 percent of this increase.<sup>2</sup> Calories from beverages currently represent 21 percent of total daily energy intake in the American population.<sup>3</sup>

Drinking just one soda a day can lead to gaining as many as 10 extra pounds a year!



## *Definition: Sugar-Sweetened Beverages*

Sugar-sweetened beverages are beverages that contain added caloric sweeteners. Common sugar-sweetened beverages include soft drinks, soda, sports drinks, energy drinks, fruit punches, and sweetened coffee, tea and milk drinks.

## *The Facts: Sugar-Sweetened Beverages and Health*

- Sugar-sweetened beverages are the largest single source of added sugars in the U.S. diet.<sup>4</sup>
- The per capita consumption of all carbonated soft drinks increased 117 percent, from 24 gallons/year in 1970 to 52 gallons/year in 2005.<sup>5</sup>
- High soft-drink consumption increases risk of diabetes by 83 percent in women.<sup>6</sup>
- Reducing consumption of sugar-sweetened beverages has been shown to reduce weight and weight gain.

## **How to Use This Toolkit**

This toolkit is a supplement to *Colorado Worksites: Resources and Tools for Implementing Wellness*, which describes the Colorado Worksite Wellness Framework in detail. The Smart Beverage Toolkit models the steps outlined in the framework to guide worksite wellness coordinators in planning, implementing and evaluating thoughtful interventions to improve employee health.

### *Getting Started: Assessment*

Workplaces should begin by conducting the “Workplace Environment Audit for Beverages” in the following section of this toolkit. This assessment will allow worksite wellness coordinators to document the types of beverage choices currently available in their workplaces and to identify opportunities to support healthier options.

### *Next Steps: Planning and Implementing Interventions to Support Healthy Beverage Choices*

Using the information collected through the “Workplace Environment Audit for Beverages,” coordinators should engage their worksite wellness teams and senior management in planning interventions that would be appropriate for their workplaces. Research suggests the most effective strategies to improve employee health are those that include modifications to the workplace environment and policies to increase the availability and convenience of healthier choices. As a result, organizations should focus their efforts on the strategies described in the “Improving the Workplace Environment” section of this toolkit.

To support implementation of recommended environmental changes, this toolkit also contains resources for an employee challenge program and educational materials about the connections between beverages and health. Individual worksites may use these tools if appropriate. However, research suggests that organizations can achieve only modest health improvements by implementing employee challenges and advertising campaigns without accompanying environmental changes to the workplace.

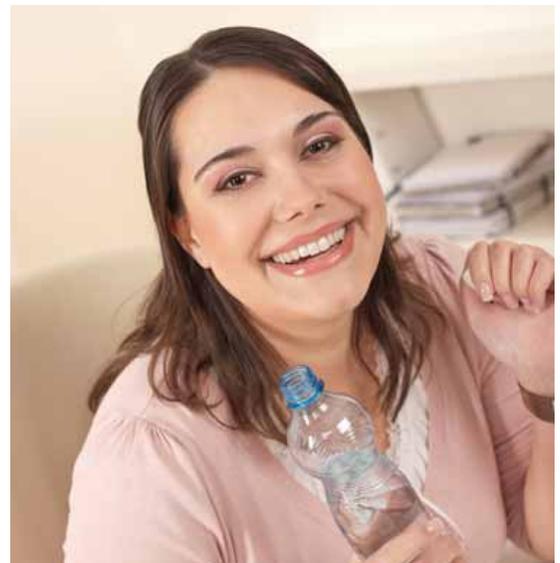
## APPENDIX I: GETTING STARTED

# WORKPLACE ENVIRONMENT AUDIT FOR BEVERAGES

Assessing the workplace environment is an essential first step for planning appropriate actions to support healthier beverage choices. Use this tool to document the types of beverage choices that are currently available in your workplace and to identify potential next steps for your organization.

### Vending Machines

1. Does your worksite have vending machines for employees to access beverages?  
 Yes, how many? \_\_\_\_\_  No, go to question 6
2. Are healthy beverage options\* available in your vending machines?  
 Yes  No  
  
\*Healthy beverage options include water, unsweetened coffee or tea, 100 percent fruit and vegetable juices, and skim or 1 percent milk.
3. Are labels on or near the vending machines provided to identify healthier beverage options?  
 Yes  No
4. Are all beverages priced equally?  
 Yes  No, which beverages cost more?  Healthy  Unhealthy
5. Who is responsible for ordering and stocking the beverages available in your workplace's vending machines? \_\_\_\_\_



### Cafeteria/Lunchroom

6. Does your worksite have a cafeteria, snack bar or food service for employees?

- Yes       No, go to question 11

7. Are “healthy” beverage options\* available in your cafeteria/lunchroom?

- Yes       No

\* Healthy beverage options include water, unsweetened coffee or tea, 100 percent fruit and vegetable juices, and skim or 1 percent milk.

8. Does your worksite cafeteria/lunchroom provide labels to identify healthier beverages?

- Yes       No

9. Are all beverages priced equally?

- Yes       No, which beverages cost more?    Healthy    Unhealthy

10. Who is responsible for operating and supplying the cafeteria, snack bar or food service at your workplace?

### Amenities

11. Do employees have easy access to a water fountain or faucet with drinkable water?

- Yes       No

12. Is there a water cooler or bottled water available to employees free of charge at all times?

- Yes       No

13. Does your worksite have a refrigerator for employees to use?

- Yes       No

### Surrounding Environment

14. Do employees frequently leave the worksite to purchase beverages from outside vendors or restaurants?

- Yes, where? \_\_\_\_\_       No

## APPENDIX I: NEXT STEPS

# TAKING ACTION TO CREATE A HEALTHY WORKPLACE

## IMPROVING THE WORKPLACE ENVIRONMENT

Research suggests that worksite wellness initiatives that modify the workplace environment to increase the availability and convenience of healthy choices are the most successful in improving employee health and behaviors.

The Centers for Disease Control and Prevention (CDC) has developed an evidence-based guide for reducing consumption of sugar-sweetened beverages. Recommended strategies include:

### 1. Ensure ready access to drinkable water

Clean drinking water should be available to employees at all times. Provide all employees with access to a water fountain, bottled water or water cooler in the workplace. Encourage employees to carry reusable water bottles to cut down on waste and help the environment.

### 2. Limit the availability of sugar-sweetened beverages

Work with vending machine suppliers or food service managers to stock workplace vending areas with healthy alternatives, such as bottled water, unsweetened tea, skim milk, and 100 percent fruit and vegetable juice. Include point-of-sale communication that clearly identifies healthier beverage choices.

Several organizations have developed sample beverage guidelines that workplaces can adopt for on-site vending:

- [New Hampshire Cafeteria and Vending Machine Guidelines](#)
- [Bay Area Nutrition and Physical Activity Collaborative Healthy Vending Machine Toolkit](#)
- [Alliance for a Healthier Generation Beverage Guidelines](#)

The Alliance for a Healthier Generation also publishes lists of healthy beverage choices available for purchase through popular bottling companies:

- [Recommended PepsiCo Beverages](#)
- [Recommended Coca Cola Beverages](#)



### 3. Promote access to and consumption of more healthful alternatives to sugar-sweetened beverages

To create a supportive environment, employers may adopt guidelines for foods and beverages served at company-sponsored meetings and events.

Resources for sample healthy meeting guidelines include:

- CDC: Choosing foods and beverages for healthy meetings, conferences and events
- American Cancer Society: Meeting Well: A Tool for Planning Healthy Meetings and Events
- University of Minnesota: Guidelines for Offering Healthy Foods at Meetings, Seminars and
- Catered Events

### 4. Decrease the relative cost of more healthful beverage alternatives through differential pricing of sugar-sweetened beverages

Research suggests that adjusting the prices of beverages sold in workplaces so that healthier options are less expensive than sugar-sweetened beverages significantly reduces consumption of less healthy beverages. Engage food service managers or vending machine providers at your workplace to alter the prices of beverage offerings to encourage healthier choices.

Model language for workplace beverage policies:

Only healthy beverage choices will be provided at meetings, conferences and other official company-sponsored events. These choices may include:

- Water
- Unsweetened teas and coffee
- Unsweetened non-fat or 1% milk or lactose/soy-free alternatives
- 100% fruit or vegetable juices
- Other drinks that contain fewer than 5 calories per serving as packaged



## RETHINK YOUR DRINK: CHOOSE THE SMART BEVERAGE EMPLOYEE CHALLENGE

### *Worksite Coordinator's Guide*

The Rethink Your Drink Challenge is a four-week program designed to motivate participants to decrease sugar-sweetened beverage consumption and drink healthier alternatives. This challenge will be most effective when offered in conjunction with modifications to the workplace environment that support healthier beverage choices.

This guide provides information and materials to implement the program.

Follow these simple steps to start your program:

1. Designate a program coordinator.
2. Review program materials and guidelines and make any changes that are appropriate for your worksite.
3. Set important program dates and locations (when, where and how to register for the challenge, announcement date, challenge start date, end date, etc.)
4. Determine incentives available to individuals who complete the program.
5. Advertise and promote the program four weeks before the start date. Put up marketing flyers, send e-mails, post in worksite newsletter and/or announce at work meetings or events. Use the sample marketing flyer provided or create your own.
6. Begin the program with a kick-off event. Increase enthusiasm for the challenge by holding a get-together for employees to discuss the challenge, ask questions and receive participant instructions and log sheets. Give out water bottles and have a manager or workplace leader speak about his/her support for the program.
7. Send weekly e-mails or newsletters or hold educational seminars throughout the duration of the challenge. It's important to keep participants motivated and engaged.
8. Remind participants of the challenge end date about one week in advance. Let them know how and where they should turn in their log sheets.
9. Collect participant log sheets and distribute participant evaluations. Consider adding an incentive for completing the evaluation form to increase the number of responses.
10. Notify winners within a couple days of the end of the challenge. Send an e-mail or place an announcement in the worksite newsletter congratulating winners and all participants for completing the program.
11. Evaluate the challenge. Use the sample evaluation survey to find out what participants found helpful and what they thought could be improved.

## Participant Instructions:

Congratulations on making the decision to participate in the Rethink Your Drink Challenge. This program will challenge you to decrease your consumption of sugar-sweetened beverages and replace them with healthier alternatives.

1. To begin, track how many SSBs you consume for one week. SSBs include soda, coffee with sugar or flavored syrup, juice, sport drinks, energy drinks and sweetened teas. This will give you an idea of the average number of SSBs you are currently consuming and help you to write a goal for the next three weeks.
2. Set a goal for the program, aiming to cut your total number of SSBs by at least half over the next three weeks.
3. Continue tracking your intake of SSBs over the next three weeks, focusing on replacing SSBs with healthier alternatives from the smart beverage guidelines.
4. Attend educational seminars and read your e-mails. Your wellness committee has put together a schedule of events, educational handouts and weekly e-mails that will provide you with valuable information and support throughout this challenge.
5. Turn in your completed tracking sheet to the program coordinator at the end of the four weeks and fill out the participant evaluation to be entered in the drawing for prizes.



# ReThink Your Drink—Choose the Smart Beverage



Name: \_\_\_\_\_

Goal: \_\_\_\_\_

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Total # of SSBs
Week 1 (Baseline)								
Date: _____								
Week 2								
Date: _____								
Week 3								
Date: _____								
Week 4								
Date: _____								

**Green = SMART Choice**

- Water
- Skim or 1% milk
- Unsweetened tea and coffee
- 100 % fruit or vegetable juice

**Yellow = Better Choice**

- Diet soda
- Artificially sweetened beverages with less than 25 calories per 8 ounce serving

**Red = Unhealthy Choice, drink infrequently**

- Regular soda
- Energy drinks
- Sport drinks
- Sweetened coffee or tea
- Other beverages sweetened with sugar or high-fructose

## Recommended Activities to Support the Rethink Your Drink Employee Challenge

1. Hold an employee challenge kick-off event on the start day of the program. Have the company chief executive officer, managers and other staff members there to show their support. Give out bottles of water or reusable water bottles to all participants. Sponsor a Smart Beverage taste test to introduce and promote healthier beverage choices.
2. Communicate with participants at least once a week! Send out weekly educational materials in worksite newsletters, e-mails, or handouts. Organize an educational lunch-and-learn, stock worksite with free bottles of water for challenge participants and be sure to offer only smart beverages at employee meetings.
3. Challenge incentives are a great way to motivate employees! Prizes can come in a variety of forms depending on available resources. Give all employees who complete the program the chance to win a grand prize. Hold a drawing for several winners or give all participants a prize for completing the program.

### *Ideas for prizes include:*

- Reusable water bottle
- Additional time off
- Fruit basket
- T-shirts
- Gift certificate
- Healthy recipe book or magazine
- Massage certificate
- Flowers



## Rethink Your Drink Challenge Employee Evaluation

Please take a few minutes to answer the following questions about the Rethink Your Drink Employee Challenge.

**Please answer the following questions using this scale:**

	1=Strongly agree	2=Agree	3=Disagree	4=Strongly Disagree	NS=Not sure
1. This program has influenced me to make healthier beverage choices.	1	2	3	4	NS
2. As a result of participating in this program, I drank more Smart Beverages.	1	2	3	4	NS
3. As a result of participating in this program, I learned valuable information about the association between sugar-sweetened beverages and health.	1	2	3	4	NS
4. I will continue to make healthier beverage choices in the future.	1	2	3	4	NS
5. The incentives were helpful in motivating me to choose Smart Beverages.	1	2	3	4	NS

The best part of the program was \_\_\_\_\_  
\_\_\_\_\_

This program could be improved by \_\_\_\_\_  
\_\_\_\_\_

Please complete and return to \_\_\_\_\_ by \_\_\_\_\_

Thank you for taking the time to complete this evaluation. Your feedback is important to us and is essential to improving this program.



# EDUCATION/AWARENESS MATERIALS

## “Are you pouring on the pounds?” Awareness Campaign

“Are you pouring on the pounds?” is an advertising campaign designed to increase awareness about the relationship between sugar-sweetened beverages and obesity. Worksites can implement this campaign in a variety of ways to support other efforts to encourage healthier beverage choices. Worksite coordinators can display campaign posters in prominent locations in the workplace, include information in an educational health bulletin to employees, highlight the campaign in the worksite newsletter or provide a link to the “Are you pouring on the pounds” commercial.

### Ordering Posters and YouTube video:

- [“Are you pouring on the pounds?” Poster](#)
- [NYC “Are you pouring on the pounds?” YouTube Video](#)

*Centers for Disease Control and Prevention: Rethink Your Drink Educational Brochure*

This handout provides information about the calories in beverages and how you can make better drink choices to reduce your calorie intake.

- [CDC Rethink Your Drink](#)

*Additional Resources:*

- [Liquid Candy: How Soft Drinks are Harming Americans’ Health](#)
- [Strategic Alliance for Healthy Food and Activity Environments](#)
- [Sugar Stacks](#)

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