



Healthy Iowa Worksites

*A Collection of Active & Eating Smart and
Tobacco Free Tools for
Building Your Worksite Wellness Program*



<http://www.idph.state.ia.us/iowansfitforlife/default.asp>



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Why Worksite Wellness?

Today in Iowa, three of every four health-care dollars is spent on the treatment of chronic disease. One in four Iowa adults is obese, inactive or suffering from heart disease. This poor state of health is driving health insurance premiums up -- increasing at an average rate of 13% across all Iowa employers in 2010 and up 132% over the past twelve years, according to the *2010 Iowa Employer Benefits Study*© by David P. Lind & Associates (DPL & A).

In order to begin to bend the health insurance cost curve, Iowa must move assertively toward a culture of wellness and prevention. In Iowa, many employers are driving that move.

A majority of Iowa adults receive health-care coverage through their employer. Most Iowans are employed by small businesses — 73 percent of Iowa jobs are at companies with fewer than 250 employees.

Many of Iowa's large employers have embraced wellness and prevention as a central part of their approach to health care. The 2010 DPL & A study showed that firms with more than 250 employees are more than six times as likely to provide health risk assessment, weight control, disease management or smoking cessation programs than firms with fewer than 250 employees. That's no surprise: Bigger businesses have more resources, are often self-funded in their health insurance and have the ability to analyze these programs' performance, vary premiums based on employee participation in wellness-oriented programs and directly measure their return on investment.

Smaller firms - especially the roughly 91,000 in Iowa with fewer than 100 employees - do not have the same resources, time or flexibility with their health plans. Less than one in five offer smoking-cessation help, despite proven savings and health benefits. Smaller businesses need help to get these valuable programs started to control their health-care costs and improve the health of their employees.

To deliver that help, the Iowa Department of Public Health's Health Promotion Unit and Tobacco Use Prevention and Control Division have dedicated resources to creating the *Healthy Iowa Worksites* toolkit. The toolkit offers resources that are proven to be effective in wellness and prevention. It has been assembled by reaching out to many of the leading organizations that promote wellness in Iowa as well as from businesses large and small that have successfully implemented wellness programs.

The toolkit is user-friendly and includes usable resources including templates and checklists designed to be easily printed and used by any Iowa employer. Further, the toolkit includes a resource directory so Iowa employers know where to go for even more help to improve wellness in their workplaces.

As with exercise for the individual, the toughest part of implementing a wellness program is taking the first step. This toolkit lays out a sequence for action to help employers get wellness off the ground.

Iowa employers offer some of the best opportunities in the nation. Implementing wellness and prevention will continue this tradition and improve the health of the Iowa work force.



Gaining Support

When building a wellness program, it is tempting to jump right in thinking “if you build it, they will come.” However, there are a series of recommended steps to take in creating a comprehensive, effective wellness program. The first is gaining support for the efforts and initiatives.

Why? Receiving support from all levels of the organization assists in ensuring employee participation in programs is allowed and hopefully encouraged. It also promotes a culture of wellness and will lead to sustainability of your efforts.

Who? First, identify whose support you will need. Consider the following:

- **Senior management**

Gaining support from management (including financial officers) is crucial to the success of wellness program efforts. Senior level support will help to secure wellness program funding, identify role models for employees and link the wellness program vision, mission, and goals to those of the organization. Ultimately, this link will lead to a healthy work environment that will support employees in reaching their health and wellness goals.¹

- **Unions**

Some businesses may have employees who are union members. Steps for working with unions on worksite wellness program initiatives:

- Identify the bargaining unit (type of union or the type of shop).
- Ask for management approval to proceed in working with union officials.
- Establish a working relationship with these bargaining units early in the wellness program planning process. Involve key union staff members in the planning and implementation processes.

“Lack of union support is the number one pitfall of public employee wellness programs,” Kathryn Parker, a nutrition consultant for the city, told the Center for State and Local Government Excellence in Washington, D.C. “Without union leaders behind your program, you will not achieve significant levels of employee participation.” <http://www.mma.org/labor-and-personnel/4151-wellness-programs-can-assist-with-health-cost-battle?return=on>



- **Human resources staff**

Gaining the support of the human resources department is also necessary. It provides the link between employee benefits and healthcare claims data and wellness programming. HR Departments deal with employee issues in a confidential manner, which helps to foster employee comfort, boost employee morale, and make sure that all employees are comfortable with the work environment.²

References

1. <http://www.carefirst.com/employers/WorkplaceWellness/gettingStarted.html>
2. <http://www.wisegeek.com/what-is-human-resources.htm>



- **Safety officials**

Including safety officials is an added benefit in worksite wellness programming. By including them on the wellness team, you can promote the safety policies of the business and seek their advice on safe wellness programming. There are a variety of ways that safety officials can integrate into the wellness program. Some examples are back injury prevention and ergonomics training.

Make Your Case - After identifying key stakeholder groups, the next step is to share the benefits of a wellness program with them. Build the case for change within the business with the following information¹:

- How would wellness programs benefit the company? Return on investment is important, but value of investment is also important. What value will employees find in the program? Will they be happier and sick less often? Improved morale, increased productivity, less absenteeism, and increased retention all contribute to the bottom line, too.
- What are the principles, objectives, and potential costs of the program?
- What measures, outcomes, evaluations, and overall results are expected?
- How will wellness efforts advance the overall goals of the business?
- What is the expected value of the wellness program to the organization?

Communicate - Once you've gained support from these groups, it is important to keep their support. Do this by keeping the lines of communication open. Be up front in sharing your program results and any concerns you may have. And always be sure to collect testimonials from participants. Success stories are powerful tools to use in maintaining support of your program.

References

1. <http://www.cdc.gov/leanworks/plan/gainsupport.html>



Forming a Wellness Team

Now that you've gained the support you will need for your efforts, form a wellness team with a designated leader. Team members should be from all levels or departments to fully integrate wellness into the organization's culture. Look for team members that are enthusiastic, task-oriented, likeable, willing to help others, committed to a healthy lifestyle, and willing to volunteer in this capacity. Related health promotion experience is not necessary.

Key Considerations:

- **Wellness Coordinator** – A winning team needs a captain. Identifying an individual to serve as the company's Wellness Coordinator, on either a part-time or full-time basis, is imperative for keeping your efforts on track. This person serves as the main point of contact, plans and schedules meetings, and communicates programming to employees. *See Appendix D for a sample Wellness Coordinator job description.*
- **Types of teams¹** –
 - **Wellness Team:** Consists of the wellness coordinator and wellness champions from a variety of departments in the organization. This team assists in determining what programming should be implemented and also serves as a communication channel for the wellness program by encouraging their co-workers to participate.
 - **Leadership Team:** If it fits with the organization's needs and mission for the program, you may choose to form a leadership team in addition to a wellness team. A leadership team is comprised of representatives from management, human resources and the wellness coordinator. This team approves and supports programming including any budget necessary.
- **Roles and Responsibilities** – Wellness team members must have a clear understanding of the roles and responsibilities for the capacity in which they'll serve. Be clear in defining and communicating these roles. This may be done verbally or preferably in a written format. *See Appendix E for a sample description of a wellness team member's roles and responsibilities.*
- **Ground Rules** – Develop and communicate the ground rules for meetings. Each team member must feel a sense of trust and respect. It is important to keep the lines of communication open and provide a non-threatening environment for interaction.

How to Make it Happen:

1. Identify company wellness champions.
2. Obtain senior level support for the wellness effort.
3. Designate a team leader/wellness coordinator.
4. Organize a team of wellness champions. Include members from upper and mid-level management to display senior level support to the business's employees.
5. Designate a meeting place and a meeting schedule. Can you meet on company time? Will serving on the wellness team be considered part of your job? What time would all parties, including senior level management, prefer the meetings be held?
6. Implement effective programs.
7. Commit to the program and lead by example.
8. Celebrate successes!

References

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



Assessing Needs and Interests

The goal of wellness programming in the worksite is to promote healthy employee behaviors in an effort to reduce risk factors for disease and related costs to the individual and the business. Collecting and evaluating data is one of the most crucial steps in creating and implementing effective wellness programs. Begin by collecting baseline data to demonstrate where you've been and continue collecting data to evaluate your efforts and show your program's success.

Why collect data?

- Learn about the worksite population's demographics, overall health status, lifestyle behaviors, and healthcare costs
- Ensure that the programming is tailored to specific needs and interests of the employees
- Use the data for evaluating success at anytime during or after the program

According to the Wellness Council of America, when it comes to collecting data, there are three primary sources that are considered non-negotiable.

1. Health Risk Appraisals	Used to provide the company with an aggregate overall look of employees' health status and to determine which risks are greatest. Check with your insurance provider. Many offer an HRA tool to their insured populations.
2. Health Culture Audits	Assesses the company's overall culture as it relates to health and productivity. Determines if the environment is supportive of healthy behaviors. Visit www.healthyculture.com to learn more.
3. Employee Needs & Interests	Ensures that employees are offered the programs and services that are important to them. Visit http://www.welcoa.org . Under Free Resources, click on Surveys & Samples.

There are other types of data you may wish to collect. Contact Human Resources for the following:

- Demographics
- Absenteeism rates
- Healthcare claims data
- Results and participation rates of previous wellness initiatives



Steps for Success:

1. Communicate often and give employees ample opportunity to complete HRAs and Needs & Interests Surveys.
2. Communicate using a variety of methods – intranet, e-mail, payroll stuffers, poster/flyers.
3. Put employees at ease by ensuring that data is collected in an aggregate form and will not be shared with their supervisor.
4. Collect data at regular intervals.
5. Make this process easy for employees. Allow them time to complete HRAs and surveys during their workday. Provide a private workstation for those who do not work at a desk.
6. Want to increase participation rates? Consider offering an incentive for completion.
7. Based on results and the common themes found within your worksite, prioritize your options and choose a wellness program.





Develop an Annual Work Plan

The annual work plan is a crucial part of a wellness program. It is a long-range plan that serves as a roadmap for your efforts. Its purpose is to clearly state where you're going, how you will get there, and how you will know if you've been successful. The annual work plan has several key elements:

Vision and Mission Statement

The vision and mission for your wellness program should align with the vision and mission of the organization. Linking the two provides unity and keeps everyone moving in the same direction. Clearly articulate the intended impact the wellness program will have on the company as a whole.

Goals and Objectives

Goals should support the company's priorities and be clearly stated. Objectives must be written in a SMART format so outcomes can be evaluated. If you specifically state what you plan to do, it will be easier to determine what you accomplished. When writing objectives, be SMART:

S	=	Specific
M	=	Measurable
A	=	Achievable
R	=	Realistic
T	=	Time Specific

Key Strategies, Activities & Programs

These are the steps you plan to take to accomplish your identified goals and objectives. The results of the assessments conducted will help determine what strategies and programs will be implemented. The programs will vary based on the types of interventions you choose – awareness, education, behavior change, or policy and environmental change. *The following section provides more information on the 5 easy steps of program planning.*

Determine Roles and Responsibilities

Specifically identify who or what group will be responsible for the strategies, activities and programs outlined in the work plan. Be clear in indicating who should do what and by when. Consider each individual's strengths when assigning roles and responsibilities.

Determine the Annual Budget

It is important to determine what budgetary needs are associated with the strategies, activities, and programs outlined in the work plan. Include income and funding sources such as expected employee participation fees, grant funds, and money from sponsorships. Many businesses include wellness programming in their annual budgets, but not all have the capacity to do so. You must also carefully consider the costs associated with your program. Typically wellness program costs include, but are not limited to, staff time, tax considerations, incentives offered, printing, equipment fees, communication needs, and space. CDC's LEAN Works! Toolkit provides additional budget information and a budget template that can be used. Visit <http://www.cdc.gov/leanworks/plan/identifybudget.html> to learn more.



Incentives are a feasible option for every budget and a very important consideration when creating your annual plan. Incentives have been shown to encourage participation in programs, which can lead to other positive outcomes such as, improvement in fitness and other test scores, changes in health service use behavior, and initiation and maintenance of healthy behaviors. Incentives are a stepping stone towards motivating employees towards change.¹

Incentive Examples for Every Budget	
Small Financial Commitment (\$0-\$25)	<ul style="list-style-type: none">• Hand-made traveling plaques or trophies• Recognition at company events• Special privileges (parking spots, purchases at the company store, waiver of wellness program fees, opportunity to earn well time off etc.)• Jeans days• Small trinkets (key chains, water bottles, etc.)
Moderate Financial Commitment (\$25-\$499)	<ul style="list-style-type: none">• Cash• Deduction on insurance premiums• Gift cards• T-shirts• Sweatshirts• Hats• Gym bags• Towels• Free lunch
Large Financial Commitment (\$500+)	<ul style="list-style-type: none">• Travel opportunities (cruise, free air flight, weekend stays at a local bed and breakfast or spa, etc.)• Home fitness equipment• Health club memberships

Create an Annual Evaluation Plan

Your evaluation plan will be developed based on the goals and objectives defined. Each program offered will include a form of process evaluation including tracking participation and soliciting participant feedback at the end of the programs. In your annual work plan, you will need to determine the impact and overall outcomes of your interventions. On an annual basis, evaluate the following compared to the baseline you established when assessing needs and interests:

- Participation trends
- Biometric test results
- Readiness, willingness, confidence to change
- Reduction in risk factors
- Change in health care claims
- Absenteeism rates
- Employee productivity

*For more information on evaluation, see the Evaluating Your Wellness Program section.
See Appendix F for a sample work plan template.*

References

1. http://www.welcoa.org/freeresources/pdf/aa_vol4_no7_jul05.pdf



Program Planning

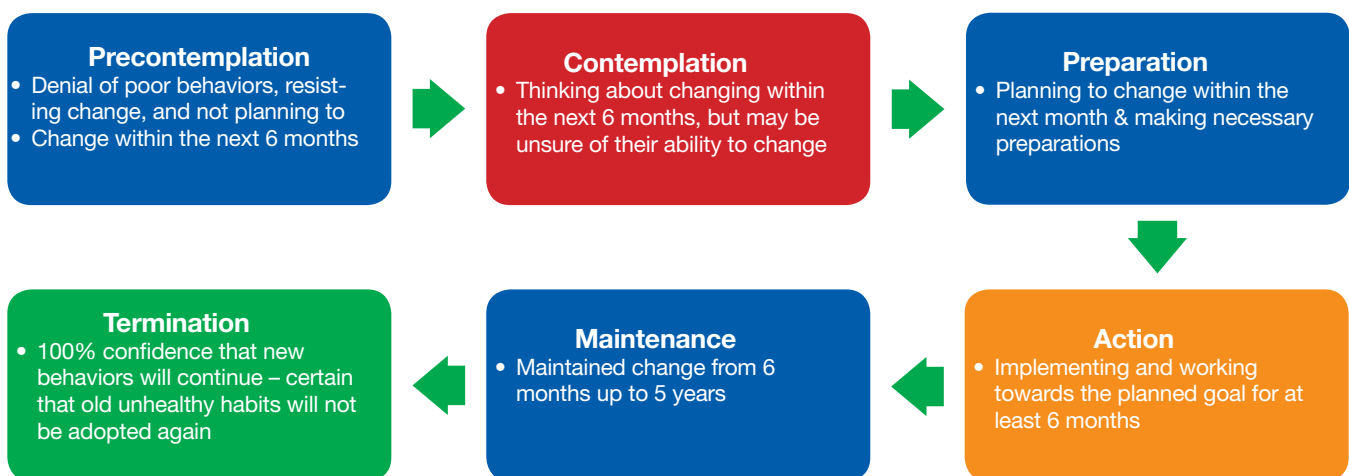
The results of your assessments and the goals and objectives identified in your annual work plan will drive your program planning efforts. To attain optimal participation levels, consider what employees want and need and the efforts that management will also participate in and support. After the data from the assessments is analyzed and management buy-in is obtained, begin planning your programs following these five steps.

- 1 Who is the target population?** Plan interventions to work with the behaviors and preferences of the target employees. Consider whether your programs are available to full-time and part-time employees. Will spouses and dependants also be allowed to participate? Ensure that your programs are truly available to everyone, giving careful consideration to when and where they are offered, especially if your organization is spread across multiple locations and if employees work different shifts.

Steps for Success:

Offer programs for employees at all risk levels. According to Dee Edington in his book *Zero Trends*, “It is far more cost-effective to keep low-risk individuals at low risk. The low-risk individuals are the champions of the population, and we have to create a culture that helps them maintain their champion status.” Keep the healthy people healthy.

When working with individuals in your programs, it is important to understand that each person is at a different health behavior stage. The Stages of Change model was first developed by Prochaska and others in 1977 to assess an individual’s readiness to act on a new health behavior. The model shows that change is a process involving progress through a series of six stages:



SMART goals should be set based on the stage to avoid setting unrealistic, inappropriate goals. Doing so will increase chances for success, which builds self-efficacy allowing the individual to progress through each stage. It is also important to realize that relapse into old behaviors is common, even when goals are appropriate to the individual’s stage of change. Providing a supportive environment and appropriate programs for your population will allow more opportunity for individuals to be successful in their process of adopting healthy lifestyle behaviors.



- 2 What is the timeline?** Determine when the program will be held and for how long. Clearly defining your timeline will keep the process moving forward. Other important dates to specify include the exact start date, exact dates for evaluation (before, during, and after implementation), and the exact end date of the program.
- 3 What is the program's budget?** It is important to determine what your budget is for each program implemented. Will you incur printing costs? Will an incentive be offered? Will an individual from outside of the organization be hired for any part of the program? This should directly relate back to the budget that was created in the annual work plan.

Six things to consider when choosing incentives:

- Work within your budget *See the Develop an Annual Work Plan section for incentive examples.*
- Pick incentives that will motivate employees. Ask employees what it would take to get them to participate.
- Choose incentives that will positively impact health, such as pedometers or a free pass to a local fitness center.
- Be fair and equitable in the distribution of incentives.
- Offer new incentives throughout the course of the program.
- Clearly define the rules. Be clear in communicating what employees must do to earn the incentive. Make sure they understand exactly what it is they will receive when they have met the requirements. Communicate any special circumstances surrounding the receipt of the incentive. For example, if the employee will be expected to pay a tax on a monetary incentive, be sure to communicate this at the beginning of the program.

- 4 Who can help?** There is significant power in leveraging community partnerships and utilizing resources available to you in planning your programs. Contact any of the following to provide free information to your employees, for incentive options, or for a lunchtime presentation on a wellness-related topic:
 - Iowa Department of Public Health – www.idph.state.ia.us
 - IDPH Community Partnerships in tobacco control – <http://www.idph.state.ia.us/webmap/default.asp?map=tobacco>
 - Local Public Health agencies
 - Wellness Council of Iowa – www.wellnessiowa.org
 - YMCAs – click here to find the YMCA nearest you <http://www.ymca.net/find-your-y/>
 - Other health clubs/fitness facilities
 - HyVee dietitians – <http://www.hy-vee.com/health/hy-vee-dietitians/default.aspx>
 - Health Plans
 - Area universities/colleges – utilize students in your efforts
 - Iowa State University Extension – <http://www.extension.iastate.edu/>
 - Hospital systems
 - Non-profit organizations such as the American Cancer Society, American Heart Association, American Diabetes Association and others
 - Restaurants with healthy options
 - City parks and recreation services
 - County conversation departments
 - Exercise equipment and outdoor activity retail stores



5 Develop your evaluation plan. For each program offered, track participation and survey employees for their feedback (a sample Wellness Lunch sign-in and Wellness Lunch feedback form can be found in Appendix H). Gather employee testimonials to demonstrate the positive impact of the program. *For more information on evaluation, see the Evaluating the Wellness Program section.*

The following three sections provide more information to support your program planning efforts, including:

- Sample programs and related resources
- Information on developing policies and an environment that is conducive to healthy lifestyles
- Government regulations you should take into account when planning and implementing wellness programs





Sample Programs and Related Resources

There are a variety of different programs you can plan for the employees in your workplace. As previously mentioned, they should be based on the results of the assessments conducted in an effort to achieve the goals and objectives listed in the annual work plan. There are four basic types of strategies or programs that can be implemented.

Awareness: Awareness campaigns are done by placing health and wellness information on bulletin boards, hanging posters, distributing flyers, etc. Specific populations are not targeted. Employees are free to read the information when they have time.

Education: Offering educational programs is a more targeted process to educate employees on specific health-related topics. Employees voluntarily participate in these types of programs and generally have an interest in the topic. An example of this type of program is wellness lunch learning sessions.

Behavior Change: These types of programs are offered for the specific purpose of modifying an individual's lifestyle behaviors. Employees choose to participate because they are motivated to make a change. Oftentimes, behavior change programs are complemented by educational programs. Examples of behavior change programs are smoking cessation classes, physical activity campaigns, or Fruits & Veggies More Matters® fruit & veggie consumption challenges.

Policy/Environmental Changes: The process of implementing supportive policies or environmental changes is not targeted at individuals, but rather the entire population. More information on these strategies is provided in the next section.



When planning programs, consider using the CDC's Community Guide to Preventive Services -

<http://www.thecommunityguide.org/worksites/index.html>. The Guide provides evidence-based recommendations for a variety of interventions that might be implemented at the worksite.

Other useful resources to reference in your planning processes are national health observances (<http://www.healthfinder.gov>) or other food and nutrition observances

(<http://www.foodandhealth.com/calendar/>). For example, May is National Employee Health and Fitness Month. Consider hosting a company walk or a healthy potluck to kick-off your wellness program or celebrate the past year's successes. Remember – always be sure to align your programs with your employees' identified needs and wants.

The following tables list examples of awareness, education, and behavior change programs/activities that could be implemented in most worksite settings. It also lists some key dates for you to consider in your planning processes.



Tobacco Cessation	
Awareness	<ul style="list-style-type: none"> Tobacco use cessation materials and posters can be found through local Community Partnerships implementing tobacco control in your county: http://www.idph.state.ia.us/webmap/default.asp?map=tobacco Refer employees to Quitline Iowa (1-800-QUIT-NOW), a toll-free tobacco use cessation telephone counseling hotline. Quitline Iowa materials can be resourced through local Community Partnerships implementing tobacco control in your county: http://www.idph.state.ia.us/webmap/default.asp?map=tobacco Engage employees in national events related to tobacco use prevention and cessation, such as the Great American Smoke Out (GASO), Kick Butts Day, and Through With Chew. Contact your local Community Partnership staff for details and local events. http://www.idph.state.ia.us/webmap/default.asp?map=tobacco
Education	<ul style="list-style-type: none"> For information on cessation options and education opportunities contact your local Community Partnership in tobacco control: http://www.idph.state.ia.us/webmap/default.asp?map=tobacco Some local organizations like area hospitals offer cessation classes. Contact your local Community Partnerships for cessation class opportunities in your area. http://www.idph.state.ia.us/webmap/default.asp?map=tobacco Have wellness staff take “Addressing Tobacco Use in Iowa: The Brief Tobacco Intervention.” It is a self-guided training course for health professionals. It teaches health care providers the skills needed to use the brief tobacco intervention and how to refer patients using Quitline Iowa’s fax referral program. To gain access to the self-guided course, https://www.quitnow.net/iowa/about/provider/ and fill out the short registration form.
Behavior Change	<ul style="list-style-type: none"> Adopt policy to keep the worksite Tobacco and Nicotine Free. For information contact IDPH 515-281-6225 or your local Community Partnership. http://www.idph.state.ia.us/webmap/default.asp?map=tobacco Refer employees to Quitline Iowa (1-800-QUIT-NOW), a toll-free tobacco use cessation telephone counseling hotline. English and Spanish-speaking coaches are available to assist.



	Weight Management
Awareness	<ul style="list-style-type: none"> Design bulletin boards to provide nutrition or physical activity related information – the importance of eating more servings of fruits and veggies daily, the value of staying properly hydrated, and the current physical activity recommendations are a few examples of topics to consider. March is National Nutrition Month September – National Fruits & Veggies More Matters® month http://www.fruitsandveggiesmatter.gov/
Education	<ul style="list-style-type: none"> Use the Healthy Eating for Healthy Living DVD series as a 6-week session of wellness lunches http://www.healthyeatingforhealthyliving.com/. Conduct a weight management wellness lunch using CDC's Healthy Weight information for presentation topics - http://www.cdc.gov/healthyweight/index.html.
Behavior Change	<ul style="list-style-type: none"> Live Healthy Iowa's 10 Week Challenge - www.livehealthyiowa.org Implement a "Block Walk" challenge. Employees form teams and take 15 minute walks during workday breaks on walking routes mapped out around the workplace. <i>See sample Block Walk flyer in Appendix G.</i> Conduct a challenge encouraging employees to eat recommended amounts of fruits & vegetables everyday. Eat Smart, Move More NC has one available at http://www.eatsmartmovemorenc.com/FruitsAndVeggiesChallenge/FruitsAndVeggiesChallenge.html. Consider offering the program during the summer months and conduct an employee sharing garden at the same time. <i>See the Sharing Garden sample flyer in Appendix G.</i>

	Pursuit of Preventive Services
Awareness	<ul style="list-style-type: none"> August – National Immunization Month. <i>See the sample Health e-tip in the Appendix G as an example of a flyer that could be placed in employees' mailboxes or sent as an e-mail attachment.</i>
Education	<ul style="list-style-type: none"> Provide wellness lunch learning sessions on the importance of practicing proper medical self-care. Provide a "Know Your Numbers" wellness lunch.
Behavior Change	<ul style="list-style-type: none"> Provide on-site screenings for employees.

Based on your assessments, there are a variety of other topics on which you might consider offering programs. These are:

- Stress management
- Safety/ergonomics programs – *See sample flyer on ergonomic assessments in Appendix G.*
- Financial management skills
- Work/life balance
- Employee Assistance Programs for substance abuse, family issues, personal issues, etc.

See the Additional Resources section of this toolkit for links to other resources that you might use in planning your programs.



How Do I Develop a Supportive Worksite Environment?

Developing a worksite culture that is supportive of employees' wellness efforts can be the key to long-term sustainability of your efforts. In his book *Zero Trends*, Dee Edington states, "We know that if individuals are to make a sustainable behavior change, they must be in an environment that supports that change. If someone changes a behavior and then returns to the same unhealthy environment that caused or aggravated the behavior, the chances are pretty good that they will return to their original behavior." This underscores the importance of considering the worksite as an environment which should be helping employees initiate or maintain healthy behaviors, rather than work against them. Implementing supportive policies or environmental changes also has the capacity to have a broader, far-reaching impact on your organization's population. Consider the pyramid below. It shows that as you move from individual behavior change efforts, which require significant time and effort, to policy and environmental change efforts, your impact and reach increase.



Adapted from CDC's Health Impact Pyramid

So, what can you do? Consider these environmental change and policy examples:

Environmental Change

- Having clean, well-lit staircases promotes use of the stairs. See what the CDC did to promote the use of stairwells in their "StairWELL to Better Health" project at http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/stairwell/stairwell_appearance.htm.
- Eliminate safety hazards.
- Maintain noise levels that are conducive to productivity.
- Fill your vending machines with healthy options – use the NEMS-V tool (www.nems-v.com) to assess your worksite's vending machines. Share the results with your vendor to see what changes can be made.



- Offer and promote healthy cafeteria options. Consider using pricing differentials – make unhealthy foods more expensive or healthy foods less expensive.
- Map out walking routes around the facility. Use the Walking with a Purpose tool at http://www.idph.state.ia.us/iowansitforlife/common/pdf/access_your_community.pdf to ensure that the routes are safe and walkable.
- Make bike racks, lockers, and showers available.
- Ensure that workstations are comfortable and comply with ergonomic standards.
- Designate your workplace and surrounding areas as a tobacco-free/nicotine-free campus. Sample policy can be found in the Appendix C – Tobacco-free/Nicotine-free Worksite Policy.

Supportive Policies

- Provide Employee Assistance Programs for substance abuse, family issues, personal issues, etc.
- Designate your workplace and surrounding areas as a tobacco-free/nicotine-free campus. Sample policy can be found in the Appendix C – Tobacco-free/Nicotine-free Worksite Policy. Visit http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/CDC_tobacco_policy.pdf to view the CDC's Tobacco-Free Campus policy.
- Ensure that emergency policies are developed, known, and well-practiced.
- Consider the ways in which wellness can be incorporated into your benefit plan design. Offer healthcare coverage that rewards good health.
- Allow flexible work schedules (flex-time for exercise, family functions, etc.). The CDC allows its employee to work alternative work schedules. View their policy at http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/alt_work_schedules.pdf
- Require seatbelt use in all company vehicles.
- Implement a policy that allows employees to receive partial or full reimbursement for a membership at a fitness facility.
- Walking meetings – allow employees to put their meetings on the go.
- Healthy Meetings and Events – require that all company-sponsored meetings and events serve healthy options, when applicable. For examples, visit <https://www.cspinet.org/nutritionpolicy/healthy-meeting.html>
- After conducting a NEMS assessment, enact a policy requiring a minimum number of healthy vending and cafeteria choices. Consider posting the nutrition information on cafeteria options.
- Enact policies that support breastfeeding mothers. Visit <http://www.womenshealth.gov/breastfeeding/government-in-action/business-case-for-breastfeeding/easy-steps-to-supporting-breastfeeding-employees.pdf> to download the toolkit.

For other policy samples, visit the following links:

- Section F – Develop a Wellness Plan in the WorkWell Healthy Minnesota Toolkit - <http://www.health.state.mn.us/divs/hpcd/NGAtoolkit/toolkit.pdf>
- Appendix G: Sample Worksite Wellness Policies in the Wisconsin Worksite Wellness Resource Kit <http://www.dhs.wisconsin.gov/physical-activity/Worksite/kit.htm>
- CDC's Healthier Worksite Initiative - <http://www.cdc.gov/nccdphp/dnpao/hwi/policy/index.htm>

You can find more information on creating a supportive worksite culture and environment on the Wellness Council of America's Web site. Visit <http://www.welcoa.org/wellworkplace/index.php?cat=2&page=12>.



Government Regulations Affecting Wellness

There are several laws that may impact the design of your wellness program. Regulations affecting wellness programming may periodically be introduced or updated through state or federal legislation. Consider the following and remember to always consult your organization's legal counsel prior to marketing the program to employees.

Genetic Information Non-discrimination Act (GINA)

- GINA prohibits discrimination in healthcare coverage and employment based on genetic information. The prohibited genetic information includes an individual's genetic tests, genetic tests of an individual's family members, genetic tests on the fetus of an individual or their family member, family history, or genetic services or participation in clinical research of an individual or family member.
- Requesting, requiring, or purchasing genetic information of an individual or an individual's family members, or using it for decisions regarding coverage, rates, or preexisting conditions is unlawful.
- GINA also prohibits employers from using genetic information to determine eligibility for hiring, firing, promotion decisions, additional benefits under the health plan, and other employment decisions.
- Collecting genetic information for Health Risk Assessments prior to or in connection with employment or enrollment is unlawful.
- Providing a reward or any type of incentive (including lower copayments and deductibles) in exchange for completing Health Risk Assessments that contain genetic information is also prohibited.
- Some state laws regarding this issue are already in place but to varied degrees, so GINA is considered the minimal law. If the state law is stricter, then that law must be followed.

<http://www.genome.gov/Pages/PolicyEthics/GeneticDiscrimination/GINAInfoDoc.pdf>

Health Insurance Portability and Accountability Act (HIPAA)

- HIPAA prohibits group health plans from basing eligibility on:
 - Health status
 - Medical conditions (physical and mental)
 - Insurance claims history
 - Receiving healthcare
 - Medical history
 - Genetic information (in accordance with the GINA laws)
 - Disability
 - Insurability (including domestic violence)
- HIPAA prohibits requesting higher premiums as a result of any of the above information.
- HIPAA allows lowering deductibles and copayments or discounting premiums as a result of participating in actual wellness programs. Therefore, wellness programs can offer incentives for participation as long as they are health behavior centered and do not discriminate based upon health status.
- There are four requirements for the program to be considered an actual wellness program according to the U.S. Department of Labor, U.S. Department of Health and Human Services, and the Internal Revenue Service:
 - The program must be designed to promote good health or prevent disease for individuals participating in the program. Individuals must have the opportunity for eligibility for incentives or rewards at least once/year.
 - Incentives or rewards that are offered must be limited. The departments suggest a limit of 10-20 % of the total cost of employee-only coverage.



- The incentives or rewards must be available to all individuals of similar situations, and an alternative standard must be available to any individuals that would find it unreasonable, due to a health factor, to meet the standard (or for those who are medically advised not to attempt to meet the standard).
- All wellness program plan materials that explain the terms of the wellness program must include information regarding the availability of the alternative standard.
- For more information, see the link: <http://www.dol.gov/ebsa/Regs/fedreg/final/2006009557.pdf>

American with Disabilities Act (ADA)

- ADA requires employers to offer accommodations to an employee with known disabilities.
- ADA prohibits employers from making medical inquiries or requiring medical examinations, unless the examination or inquiries are job-related and consistently practiced within the business.
- ADA prohibits negative employment action towards individuals that possess or appear to have a disability.

Equal Employment Opportunity Commission (EEOC)

- Conducting medical examinations and inquiries as part of a voluntary wellness program or health screening program is acceptable.
- Medical examinations and inquiries will not violate the ADA as long as no penalty (economic or otherwise) results from negative results or not participating.
- Any information obtained in a medical examination or inquiry is confidential and therefore must be treated as such.

See Appendix H for the following sample forms that can be used if employees are engaging in exercise classes or using an on-site fitness room:

- *Sample Release of Liability*
- *Sample readiness questionnaire (PAR-Q) from NASM*
- *Sample Physician's Consent for Exercise Program*

Adapted from the WorkWell Healthy Minnesota Toolkit



Affordable Care Act

The new rules of the Affordable Care Act (ACA) outline standards for wellness programs, which reward workers for meeting health goals. Among the rules, workplace wellness programs must be reasonably designed and not overly burdensome, reasonable alternatives for receiving a reward must be offered to employees with a medical condition that makes it difficult to reach the common standard, and the availability of an alternative must be disclosed in wellness materials in easy-to-understand language. Examples of health-contingent wellness programs include programs that provide a reward to those who do not use, or decrease their use of, tobacco, or programs that provide a reward to those who achieve a specified cholesterol level or weight as well as to those who fail to meet that biometric target but take certain additional required actions.

The ACA also implements changes that increase the maximum permissible reward under a health-contingent wellness program from 20 percent to 30 percent of the cost of health coverage, and that further increase the maximum reward to as much as 50 percent for programs designed to prevent or reduce tobacco use.

Evidence shows that workplace health programs have the potential to promote healthy behaviors; improve employees' health knowledge and skills; help employees get necessary health screenings, immunizations, and follow-up care; and reduce workplace exposure to substances and hazards that can cause diseases and injury. The proposed rules would not specify the types of wellness programs employers can offer, and invite comments on additional standards for wellness programs to protect consumers. The ACA website may be visited at <https://www.healthcare.gov/>.

The Affordable Care Act Helps Small Businesses find better coverage options and builds on the employer-based insurance market already in place. It gives the consumer and business owner more control and making health care coverage more affordable. Small businesses have historically paid 18 percent more for health coverage than larger employees. Today, a tax credit is available to businesses with 25 or fewer full-time-equivalent employees and average wages of \$50,000 or less. These tax credits will benefit an estimated two million workers who get their insurance from an estimated 360,000 small employers who will receive the credit in 2011. In 2014, small business owners will get more relief with tax credits and affordable insurance choices in the new Affordable Insurance Exchanges in every State.

For the first time ever, small businesses have access to a new tool that lets them research and compare their health insurance options in one place – HealthCare.gov. Just enter some basic information about your business, and you'll see a list of all the insurance options available in your area, broken down by how much they cost and what coverage they offer. And starting in 2014, Affordable Insurance Exchanges will make buying health insurance easy. Small business owners will be able to offer their employees a range of plans from different insurers just like big employers do, while still receiving a single bill and writing a single check. They'll also still be able to choose how much of their employees' insurance costs they want to cover. And because small business owners will be joining a much bigger risk pool, they'll no longer be vulnerable to sharp swings in their rates based on the health of a few employees.

With the passage of the ACA, the new 80/20 rule is now in place: insurance companies must spend at least 80 cents of a business' premium dollar on health care or improvements to care. Insurance companies must publicly justify their actions if they want to raise premiums by 10 percent or more for small businesses. And an increasing number of States have more power to block unreasonable premium increases from taking effect.



How the health care law protects you

Provides free preventive care - <https://www.healthcare.gov/what-are-my-preventive-care-benefits/>

Free preventive services

All Marketplace plans and many other plans must cover the following list of preventive services without charging you a copayment or coinsurance. This is true even if you haven't met your yearly deductible. This applies only when these services are delivered by a network provider.

Abdominal Aortic Aneurysm one-time screening for men of specified ages who have ever smoked

<http://healthfinder.gov/HealthTopics/Category/doctor-visits/screening-tests/talk-to-your-doctor-about-abdominal-aortic-aneurysm>

Alcohol Misuse screening and counseling

<http://healthfinder.gov/HealthTopics/Category/health-conditions-and-diseases/heart-health/drink-alcohol-only-in-moderation>

Aspirin use to prevent cardiovascular disease for men and women of certain ages

<http://healthfinder.gov/HealthTopics/Category/health-conditions-and-diseases/heart-health/talk-with-your-doctor-about-taking-aspirin-every-day>

Blood Pressure screening for all adults

<http://healthfinder.gov/HealthTopics/Category/doctor-visits/screening-tests/get-your-blood-pressure-checked>

Cholesterol screening for adults of certain ages or at higher risk

<http://healthfinder.gov/HealthTopics/Category/doctor-visits/screening-tests/get-your-cholesterol-checked>

Depression screening for adults

<http://healthfinder.gov/HealthTopics/Category/doctor-visits/screening-tests/talk-with-your-doctor-about-depression>

Diabetes (Type 2) screening for adults with high blood pressure

<http://healthfinder.gov/HealthTopics/Category/health-conditions-and-diseases/diabetes/take-steps-to-prevent-type-2-diabetes>

Diet counseling for adults at higher risk for chronic disease

<http://healthfinder.gov/HealthTopics/Category/health-conditions-and-diseases/diabetes/eat-healthy>

HIV screening for everyone ages 15 to 65, and other ages at increased risk

<http://healthfinder.gov/HealthTopics/Category/health-conditions-and-diseases/hiv-and-other-stds/get-tested-for-hiv>



Immunization vaccines for adults--doses, recommended ages, and recommended populations:

<http://healthfinder.gov/HealthTopics/Category/doctor-visits/shotsvaccines/get-important-shots>

- Hepatitis A - http://www.vaccines.gov/diseases/hepatitis_a/index.html
- Hepatitis B - http://www.vaccines.gov/diseases/hepatitis_b/index.html
- Herpes Zoster - <http://www.vaccines.gov/diseases/shingles/index.html>
- Human Papillomavirus - <http://www.vaccines.gov/diseases/hpv/index.html>
- Influenza (Flu Shot) - <http://www.vaccines.gov/diseases/flu/index.html>
- Measles - <http://www.vaccines.gov/diseases/measles/index.html>
- Mumps - <http://www.vaccines.gov/diseases/mumps/index.html>
- Rubella - <http://www.vaccines.gov/diseases/rubella/index.html>
- Meningococcal - <http://www.vaccines.gov/diseases/meningitis/index.html>
- Pneumococcal - <http://www.vaccines.gov/diseases/pneumonia/index.html>
- Tetanus - <http://www.vaccines.gov/diseases/tetanus/index.html>
- Diphtheria - <http://www.vaccines.gov/diseases/diphtheria/index.html>
- Pertussis - <http://www.vaccines.gov/diseases/pertussis/index.html>
- Varicella - <http://www.vaccines.gov/diseases/chickenpox/index.html>

Obesity screening and counseling for all adults

<http://healthfinder.gov/HealthTopics/Category/health-conditions-and-diseases/diabetes/watch-your-weight>

Sexually Transmitted Infection (STI) prevention counseling for adults at higher risk

<http://healthfinder.gov/HealthTopics/Category/health-conditions-and-diseases/hiv-and-other-stds/get-tested-for-chlamydia-gonorrhea-and-syphilis>

Syphilis screening for all adults at higher risk

<http://healthfinder.gov/HealthTopics/Category/health-conditions-and-diseases/hiv-and-other-stds/get-tested-for-chlamydia-gonorrhea-and-syphilis>

Tobacco Use screening for all adults and cessation interventions for tobacco users www.quitnow.org



Marketing the Wellness Program

Now that you've gained management support, formed a team, created a work plan, and planned programs to implement, the next step is to spread the word! Employees are inundated with messages every day, so make yours count. The ultimate goal is to motivate employees to participate by demonstrating the program's benefits. Communicating to all employees in the organization in a way that's attention-getting and meaningful can be difficult. The key is to be clear, concise, and to send a message that resonates. Communication is only successful when both the sender and receiver understand the same information as a result of the information.¹

Steps for Success:

1. Define your target audience.
2. Identify the program offered.
3. Keep the message short. Less is more.
4. Address only one topic per message.
5. Make the message positive and empowering!
6. Make sure your call to action is clear.
7. If your program has a logo, use it in all communications for consistency in branding.
8. Include contact information in case the reader has questions.
9. Determine what methods of communication to use.
10. Assess the effectiveness of messages & methods through post-program surveys.



Different methods of communication may include:

- Bulletin boards
- E-mails
- Company Intranet
- Text messages
- Posters/flyers
- Brochures/handouts
- Social networks (Facebook & Twitter)
- Newsletters
- Payroll stuffers
- Home mailings
- Voicemail messages
- Making brief announcements at meetings

See Appendix G for sample awareness-building and program flyer templates.

References

1. <http://www.mindtools.com/>



Implementing the Wellness Program

You've planned a great program, spread the word about it, and generated excitement. For a smooth and successful implementation of the program, be proactive in ensuring the program goes as planned.

Steps for Success:

- Be open to employee and management comments. Let the program plan be flexible so modifications can be made to keep it operating smoothly.
- Listen for success stories and ask for testimonials.
- Be respectful and engaging. Talk with employees & ask for their feedback.
- Give employees decision-making power & let them know they've been heard.
- Communicate clearly and openly.
- Give frequent recognition and praise to employees for their hard work and dedication.



Unfortunately, there will be times when things don't go as planned. The key to overcoming challenges is to be flexible and willing to make adjustments when needed. Challenges should be seen as lessons learned and a means for program improvement. Below is a list of several common challenges wellness practitioners face when implementing programs.

The Challenge	Our company has undergone a change in management. I no longer have the same level of support I once had for our wellness program.
Meeting the Challenge	As demonstrated in the Gaining Support section, having support from the top is crucial for the success of your program. Proper data collection efforts will pay off in this scenario. Arm yourself with the results of health risk appraisals, health care claims analysis, health culture audit, employee needs and interest survey, program participation rates, and success stories. Employee morale increases when employees feel their employer values and cares about them. This can minimize turnover rates and can also be used as a recruitment tool. Make your case by demonstrating how the business and employees both benefit from the program.



The Challenge	Employees no longer seem engaged and participation rates have dropped.
Meeting the Challenge	<ul style="list-style-type: none"> • Try implementing a team challenge. A little healthy competition can be fun and motivating. • Are you using incentives to encourage participation? Evidence shows that incentives play a crucial role in enticing program participation. Review the list of options presented in the <i>Develop an Annual Work Plan</i> section to see what options might work for you. • If you're currently using incentives, consider different options and allow participants choices. • Conduct an employee satisfaction survey and ask employees what it would take for them to participate. • Give employees decision-making power. If they help shape the program, they are more likely to take ownership in it and participate.

The Challenge	Employees are skeptical about my data collection efforts.
Meeting the Challenge	<ul style="list-style-type: none"> • Ensure that data collection efforts are anonymous. Allow employees the option of completing surveys and assessments in a private setting. • It is critical to communicate that assessment results are only presented in aggregate form and that all respondents have been de-identified. • Make it known that the collection of data ensures that programs are offered based on needs/interests. You will be better equipped to plan programs that meet their needs after data has been gathered and analyzed.



The Challenge	My company’s workday takes place over multiple shifts and in many decentralized locations.
Meeting the Challenge	<p>Planning wellness programs for this type of worksite can be tricky. Here are some tips to help:</p> <ul style="list-style-type: none">• Maintain consistency, communicate effectively through a variety of channels, and measure results company-wide and by each site.• Gain management support at each site.• Ensure that your wellness team members represent every location.• Keep programming and related policies consistent at the various sites.





Evaluating the Wellness Program

When it comes to evaluation, the common theme is, “You can’t change what you can’t measure.” There are a variety of reasons why wellness programs aren’t evaluated including lack of time or staff to do so properly, fear that the outcomes of the evaluation will be unfavorable or won’t show anticipated results, or uncertainty regarding what should be evaluated. Regardless, evaluation is a crucial part of your wellness program. Create your evaluation plan at the time you develop your annual work plan. This will help you determine where you’re going and allow you to identify when you get there.

Why?

Benefits of evaluation:

- To determine if your goals and objectives were met
- To show the benefit of the program
- To secure new or continued funding for the program
- To help determine if adjustments need to be made to program design
- To obtain feedback that will allow you to make adjustments and improvements to the program

How?

Determine the level of evaluation that is appropriate and compare against the baseline data you collected in your assessments. The three levels of evaluation are:

- Process – includes tracking participation rates and attendance. This should be done on an ongoing basis for each program or event held.
- Impact – includes changes in beliefs, attitudes, knowledge, and behaviors learned through surveys and success stories.
- Outcome – includes effects on the bottom line, productivity, and differences in rates of absenteeism. Conduct this type of evaluation on an annual basis.
- Examples of evaluation opportunities:
 - Knowledge and skills. What did participants learn from the intervention?
 - Risk factors. Can you show risk factors were reduced as a result of the intervention?
 - Satisfaction. Would the participant recommend the program to a friend?
 - Participation rates. Were participation goals met?
 - Costs. Did the program help reduce costs?
 - Healthcare claims. Are there changes in the claim trends?
 - Absenteeism rates. Have they decreased?
 - Environment. Is there a perceived change in the workplace environment?

Share Results

When evaluation results have been collected and analyzed, be sure to share them as appropriate. Some suggestions are:

- Communicate outcomes to management in reports or presentations. Give special attention to any cost savings that were achieved in addition to demonstrating the value of the program to employees.
- Submit articles in the company newsletter or make company-wide announcements touting the successes of the programs. Thank participants and recognize them for their contributions to making the organization a healthier place to work.



Cancer

The State Health Registry of Iowa estimates 17,300 Iowans would learn they have cancer and 6,400 will lose their lives to cancer in 2013.

But cancer statistics are more than numbers. They represent real people – you, your relatives, neighbors, co-workers, and friends. The Iowa Department of Public Health’s cancer programs educate, prevent, detect, and treat cancer, one person at a time.

Why:

Are cancer programs important to promoting and protecting the health of Iowans?

- Cancer touches nearly all Iowans.
- Many types of cancer can be prevented or when detected early through screening, can be successfully treated through the various cancer programs offered by the Iowa Department of Public Health.”

IDPH Resources:

- **Iowa Get Screened Program** – <http://www.idph.state.ia.us/igs/Default.aspx>

This program works with community partners, local public health offices, health care providers, and Federally Qualified Health Centers to provide colorectal cancer screening services to Iowans who are uninsured or underinsured, at or below 250 percent of the federal poverty level, 50 to 64 years of age, and those who are at average or an increased risk for colorectal cancer.

- **Iowa Care for Yourself Breast and Cervical Early Detection Program** - <https://www.idph.state.ia.us/CFY/>

This program helps underserved women access breast and pelvic exams, mammograms, and Pap tests. The program reimburses health care providers for screening and diagnostic services provided to eligible women.”

- **Iowa Comprehensive Cancer Control Program** - <http://www.idph.state.ia.us/CCC/>

This program focuses on reducing the burden of cancer in Iowa by working with individuals and partner organizations across the state to develop and implement the state cancer plan, supporting cancer control projects and provide cancer information to the public, legislators and colleagues across the country.

- **Iowa Cancer Consortium (ICC)** at www.canceriowa.org

The Iowa Cancer Consortium is a 501(c)(3) organization consisting of a diverse partnership of Iowans working together to conquer cancer. It is a collaboration of cancer survivors, researchers, caregivers, health-care providers, public health professionals, private sector representatives, family members, volunteers, and many others who are passionate about ending the suffering and sadness cancer causes for thousands of Iowans each year.

- **American Cancer Society (ACS)** at www.cancer.org

The American Cancer Society is the nationwide community-based voluntary health organization dedicated to eliminating cancer as a major health problem by preventing cancer, saving lives, and diminishing suffering from cancer, through research, education, advocacy, and service.



APPENDIX A: DISEASE SPECIFIC RESOURCES

- **National Cancer Institute – Cancer Information Service (NCI-CIS) at www.cancer.gov**

The National Cancer Institute (NCI) is a component of the National Institutes of Health (NIH), one of 11 agencies that compose the Department of Health and Human Services (DHHS). The NCI, established under the National Cancer Institute Act of 1937, is the Federal Government's principal agency for cancer research and training.

- **State Health Registry of Iowa at www.public-health.uiowa.edu/shri/**

The State Health Registry of Iowa is a fantastic statewide resource for determining the burden of cancer on the state's population and assessing trends in the occurrence of cancer over time.

- **Centers for Disease Control and Prevention at <http://www.cdc.gov/>**

The Centers for Disease Control and Prevention is the nation's premier public health agency – working to ensure healthy people in a healthy world. The CDC has information for the public and professionals about cancer, including research, statistics, and educational publications.



Other Cancer Resources & Information

The World Cancer Research Fund (WCRF) and the American Institute for Cancer Research (AICR) published the report *Food, Nutrition, and the Prevention of Cancer: a Global Perspective* in 1997. This report was a catalyst for change, creating great opportunities for advancement in the area of diet and cancer prevention. Its publication stimulated a surge in research in the field. Since then, advances in technology have revolutionized the way information is collected and analyzed. As a result, in 2001, WCRF/AICR established a new objective: to systematically review and assess the body of evidence on diet, physical activity and cancer and to publish a Second Expert Report in 2007. This report is the largest study of its kind and its conclusions are as definitive as the available evidence allows. The report can be accessed at <http://www.dietandcancerreport.org/>.

This Report is concerned with food, nutrition, physical activity, body composition, and the prevention of cancer, world-wide. Chapter 12 is the culmination of the Report. It explains the principles that guide the Expert Panel's decisions; lists and explains the Panel's recommendations to prevent cancer; and identifies appropriate dietary patterns. The recommendations are in the form of a series of general statements; public health goals designed to be used by health professionals; and recommendations for people — as communities, families, and individuals — who can also be guided by the goals. The eight general recommendations are :

Recommendations
<p>Body Fatness Be as lean as possible within the normal range of body weight</p>
<p>Physical Activity Be physically active as a part of everyday life</p>
<p>Foods and Drinks that Promote Weight Gain Limit Consumption of Energy Dense foods and avoid sugary drinks</p>
<p>Plant Foods Eat mostly foods of plant origin</p>
<p>Animal Foods Limit intake of red meat and avoid processed meat</p>
<p>Alcoholic Drinks Limit alcoholic drinks</p>
<p>Preservation, Processing, Preparation Limit consumption of salt</p>
<p>Dietary Supplements Aim to meet nutritional needs through diet alone</p>



Diabetes

What:

Diabetes is a disease in which the body has a shortage of insulin, a decreased ability to use insulin, or both. Insulin is a hormone that allows glucose (sugar) to enter cells and be converted to energy. Type 1 diabetes usually is first diagnosed in children and young adults, although the disease can occur at any age. Type 2 diabetes, which is linked to obesity and physical inactivity, most often occurs in people older than 40. Type 2 is associated with older age, obesity, family history of diabetes, history of gestational diabetes, impaired glucose metabolism, physical activity, and race/ethnicity.

Prediabetes is a condition when blood glucose levels are higher than normal but not high enough to be classified as diabetes. Gestational diabetes is a form of glucose intolerance diagnosed during pregnancy.

Source: National Diabetes Fact Sheet 2011, Centers for Disease Control and Prevention.

Why:

- An estimated 227,000 Iowa adults have diabetes (9.7 percent). Many more have undiagnosed diabetes or prediabetes. (2012, Iowa BRFSS)
- Lifestyle changes that include moderate weight loss and physical activity can prevent or delay the onset of Type 2 diabetes among people at high risk.
- People with diabetes can prevent complications, disability, and premature death by controlling blood glucose, blood pressure, and blood lipids and by receiving other timely preventive care.

Resources:

- **DiabetesAtWork.org** at www.diabetesatwork.org

DiabetesAtWork.org is a collaborative effort of the National Diabetes Education Program (NDEP), National Business Group on Health, National Business Coalition on Health, and America's Health Insurance Plans. Diabetes At Work can help reduce healthcare costs and improve productivity by keeping employees healthy.

- **American Diabetes Association (ADA)** at www.diabetes.org

The American Diabetes Association is the nation's leading 501(C)3 nonprofit health organization providing diabetes research services, information and advocacy. The mission of the Association is to prevent and cure diabetes and to improve the lives of all people affected by diabetes.

- **National Diabetes Education Program (NDEP)** at www.ndep.nih.gov

NDEP is a partnership of the National Institutes of Health, the Centers for Disease Control and Prevention, and more than 200 public and private organizations. Through messages and materials, NDEP and its partners work to improve the treatment and outcomes for people with diabetes, promote early diagnosis, and prevent or delay the onset of type 2 diabetes.



- **JDRF at www.jdrf.org**

JDRF is the leading global organization funding Type 1 diabetes research. JDRF's goal is to progressively remove the impact of Type 1 diabetes until a world without Type 1 diabetes is achieved."

- **Iowa Department of Public Health/Health Promotion and Chronic Disease Control Partnership at www.idph.state.ia.us/hpcdp/diabetes.asp**

The Partnership in the IDPH works to reduce the impact of diabetes through activity to promote awareness, improve access to resources, and reduce and prevent costs, complications and deaths. The program certifies community-based education programs that focus on diabetes prevention and control.

- **Centers for Disease Control and Prevention (CDC) at www.cdc.gov/diabetes**

The Centers for Disease Control and Prevention is the nation's premier public health agency – working to ensure healthy people in a healthy world. The CDC has information for the public and professionals about diabetes, including research, statistics, and educational publications."





Heart Disease and Stroke

In 2012, heart disease was the number one cause of death and stroke was the fourth leading cause of death in Iowa. 9,031 Iowa deaths were due to heart disease, stroke, or other forms of cardiovascular disease, and cardiovascular disease accounted for 32% of all deaths annually in Iowa. An estimated 90,000 Iowa adults (5.1% of adult population) suffered from heart disease and 60,000 adults (3% of adult population) suffered from stroke in 2012, a major cause of disability. (Sources: 2012 Vital Statistics of Iowa/BRFSS Annual Report)

Nationally, heart disease is the number one cause of death and stroke is the fourth leading cause of death. On average, more than 2,150 Americans die of cardiovascular disease each day, an average of 1 death every 40 seconds (2009). Coronary heart disease caused approximately 1 of every 6 deaths in the United States (2009). (Source: Heart Disease and Stroke Statistics—2013 Update, American Heart Association).

Many of the risk factors for heart disease and stroke, such as high blood pressure, high cholesterol, excess weight or obesity, can be prevented, modified or controlled by adopting a healthy lifestyle with adequate physical activity and appropriate nutrition. It is also important to know the warning signs and how to respond quickly and properly if warning signs occur. Calling 9-1-1 is almost always the fastest way to get lifesaving treatment and prevent disability.

Heart Attack Warning Signs

- Most heart attacks involve discomfort in the center of the chest that lasts more than a few minutes, or that goes away and comes back. It can feel like uncomfortable pressure, squeezing, fullness or pain. However, women are somewhat more likely than men to experience some of the other common symptoms, particularly shortness of breath, nausea/vomiting, and back or jaw pain.
- Symptoms can include pain or discomfort in one or both arms, the back, neck, jaw or stomach.
- Shortness of breath may occur with or without chest discomfort.
- Other signs may include breaking out in a cold sweat, nausea or lightheadedness.

Stroke Warning Signs

- Sudden numbness or weakness of the face, arm/leg, especially on one side of the body
- Sudden confusion, trouble speaking or understanding
- Sudden trouble seeing in one or both eyes
- Sudden trouble walking, dizziness, loss of balance or coordination
- Sudden, severe headache with no known cause



Resources

Heart Disease & Stroke Prevention Program

Iowa Department of Health

(515) 281-7689 or toll-free at 1-866-227-9878

Web site Links:

http://www.idph.state.ia.us/hpcdp/hdsp_home.asp

<http://www.idph.state.ia.us/WhatWeDo/Profiles.aspx>

(Profile description of the Heart Disease and Stroke Program)

http://www.idph.state.ia.us/hpcdp/hdsp_stateplan.asp

(Resources for professionals, patients, and family members: 2009 Burden Report, 2010-2011 Iowa Comprehensive Heart Disease and Stroke Plan)

American Heart Association/ American Stroke Association

1-800-AHA-USA-1 (242-8721). www.americanheart.org

1-800-4-STROKE (478-4653). www.strokeassociation.org

Resources on research, statistics, tips for healthy lifestyle and other services to people with Cardiovascular disease, their families, health professionals and the public.

Centers for Disease Control and Prevention

Division for Heart Disease and Stroke Prevention

www.cdc.gov/DHDSP

Provides information on state heart disease and stroke programs; includes maps of state heart disease burden for both men and women.

National Heart, Lung, and Blood Institute

National Institutes of Health

www.nhlbi.nih.gov

NIH plays a significant research role in the reduction of heart disease and stroke.



Tobacco Cessation

As an employer, it greatly benefits you to help your staff quit using tobacco. Tobacco use is the leading preventable cause of death in Iowa, killing about 4,500 people each year. On average, people who smoke die more than 10 years sooner than non-smokers. It also affects your bottom line. Smokers take four more sick days and use over \$1,000 more per year in health insurance benefits than non-smokers.

Unfortunately, most attempts to quit using tobacco end in failure. The average user has to try 5-10 times before they finally succeed. Why is it so hard? Because most people do not address both sides of the problem: the habit (behavioral) and the addiction (chemical). Most quit attempts are unaided (*cold turkey*) which succeed only five percent of the time.

In an ideal quit attempt, the quitter gets counseling to address the habit and medication to help with the addiction. The US Public Health Service Guideline: Treating Tobacco Use and Dependence (2008) states that:

Counseling and medication are effective when used by themselves for treating tobacco dependence. The combination of counseling and medication, however, is more effective than either alone. Thus, clinicians should encourage all individuals making a quit attempt to use both counseling and medication.

How do you help your employees quit? There are a few ways you can help.

Include treatment for tobacco addiction in your benefit plan.

There are seven medications approved by the FDA for tobacco cessation and all of them should be available to those wanting to quit. Three are available over-the-counter (nicotine patches, gum, and lozenges) while four require a prescription (nicotine inhaler, nicotine nasal spray, bupropion, and varenicline). It is recommended that people stay on these medications for 12 weeks while they quit.

While adding these to a benefit plan could increase the cost of premiums to the company, tobacco cessation is one of the top three most cost-effective medical treatments and the company usually can recoup the investment within a few years.

Provide counseling onsite and during work time.

Providing space and an hour once a week for a group counseling session can be very effective if you have a group of individuals who are interested in quitting together. An alternative to group counseling is to encourage staff to use Quitline Iowa, a telephone-based tobacco counseling service, during work time. Quitline Iowa services are described below.

Offer incentives for those trying to quit.

Every time a person quits using tobacco, the company gains thousands of dollars of potentially lost productivity and future medical expenses. Incentives could include personal days, a decrease in the employee contribution for health insurance, or just recognition at staff meetings or newsletters.

The rule of thumb is that a person has successfully quit if they have had no tobacco products in the past 30 days at their six month anniversary. The anniversary date is calculated based on the start date of their quit attempt.



Refer your employees to Quitline Iowa

Quitline Iowa (1-800-QUIT-NOW) is a great first step to helping your employees quit smoking. Counselors work with each individual to develop a quit plan and then aid them through the first weeks of quitting. For more information, visit the Web site at www.quitlineiowa.org or call 1-800-QUIT-NOW (1-800-784-8669). All services are free.

Quitline Iowa is funded by the Iowa Department of Public Health and the Centers for Disease Control and Prevention.





Tobacco-Free/Nicotine-Free Worksite Policy

Policy

Smoking or other use of tobacco/nicotine products (examples include but are not limited to cigarettes, electronic cigarettes, cigars, chewing tobacco, snuff, pipes, snus, etc.) during business hours or on company property, at any time, is strictly prohibited. This includes any emerging tobacco product or simulated smoking device. This also includes all nicotine products not regulated or approved by the Food and Drug Administration (FDA). Prohibition includes any and all buildings, owned, leased, rented and areas maintained by XXX; any grounds, parking lots, ramps, plazas or contiguous sidewalks; and in vehicles owned or leased by XXX. Use of tobacco or tobacco-like products in any vehicle of any employee, contractor, vendor or visitor when on XXX property is prohibited. This policy applies to all off-campus sites including clinics, office buildings or any XXX programs operated offsite. The distribution or sale of all tobacco products is prohibited.

There are no designated smoking areas within any XXX location or on any grounds. Ash receptacles and spittoons are not available on company property. All XXX employees, while representing the company, shall not use tobacco/nicotine products. Adherence to this policy requires that tobacco users refrain from using these products while on campuses and when at work/on company business.

All employees, physicians, students, visitors, patients, vendors, contract workers, volunteers or any person coming on grounds or to the facility must comply with this policy.

This policy is in compliance with regulations and directives of the Joint Commission standards.

The policy complies with the Iowa Smokefree Air Act in the Iowa Code. <http://www.iowasmokefreeair.gov/>

Responsibility

All persons coming onto XXX property and/or entering the buildings are required to comply with this policy. All employees share in the responsibility for enforcing the policy.

Procedures

- The policy will be communicated through XXX WEBSITE, intranet, job postings, media coverage and signage at each location.
- All persons are asked to extinguish and/or cease from using all tobacco/nicotine products before coming onto properties as noted above.
- Those who smoke or use tobacco/nicotine products shall ensure that the odor of tobacco is not present when on XXX property.
- Visitors or other non-employees will be politely informed of any policy violation and provided with information explaining the policy in a supportive and educational manner. Continued non-compliance may result in Security escorting the individual from the property.
- Applicants and interviewees will be advised that XXX is a tobacco-free/nicotine-free worksite. As a part of the application process each applicant will acknowledge in writing that they understand XXX's policy and attest that they do not use tobacco/nicotine as a requirement for further consideration.



- Employees are advised of the provisions of this policy during new employee orientation.
- All employees are authorized and encouraged to communicate and reinforce this policy with courtesy and diplomacy to any person whom they see violating the policy.
- Supervisors are responsible to ensure that employee violations of the Tobacco-Free/Nicotine-Free Worksite Policy are administered promptly and consistently.
- Employees, spouses and domestic partners who wish to quit using tobacco will be given information on recommended tobacco cessation programs, alternatives to tobacco use (e.g. Nicotine Replacement Therapy) and/or materials.
- Employees who violate the policy will be subject to disciplinary action up to and including termination as per XXX's progressive discipline process.

Effective Date for Current Employees

Date: _____

Effective Date for All New Hires

All new hires must comply with the Tobacco-Free Worksite policy as of date:



Company ABC **Wellness Coordinator Job Description**

Job Classification Department/Employee Group

Wellness Coordinator/ Human Resources

Job Summary

Responsible for the planning, organizing, implementation, evaluation, and administration of all components of the employee health and wellness programming.

Job Responsibilities

1. Develop and implement assessment plans to determine the population health and lifestyle needs; assemble data to design an Annual Wellness Work Plan.
2. Develop and deliver wellness programs/services that align with Company ABC strategic goals and needs/interests identified in assessments.
3. Collaborate with internal and external resources to provide a comprehensive plan of care with appropriately defined interventions.
4. Oversee program delivery while integrating cost-containment and cost-effectiveness aspects; evaluate the need for external vendor(s); and if contracted, then coordinate program delivery and quality control of external vendors.
5. Evaluate quality and effectiveness of programs and services on a regular basis for improvement: observe, compare, and monitor data to determine compliance and efficacy of determined interventions.
6. Coordinate program schedules; plan and maintain appropriate program service schedules to maximize program efficiency and adequately meet the needs of employees. Communicate with staff regularly and frequently to sustain schedules.
7. Form a cross-department employee wellness team. Schedule/facilitate regular meetings. Serve in lead role and as main point of contact.
8. Perform other such duties and functions as are necessary or incidental to the proper performance of this position.

Minimum Qualifications

Graduation from an accredited college or university with a degree in health promotion/management, human resource management, business or public administration, or related field with at least three (3) years of health programming experience and/or managerial capacity; or any such combination of education, experience, and training as may be acceptable to the hiring authority.

Knowledge, Skills, and Abilities

- Knowledge of health and wellness programming.
- Knowledge of and ability to use computers and Windows-based business software applications.
- Skill in effecting good employee relations including the ability to effectively manage conflict.
- Skill in oral and written communications, including the ability to draft, proof, and construct professional documents and correspondence using contemporary business standards.
- Effective organizational skills including ability to multitask and manage multiple projects at the same time and adaptability to changing priorities to meet demands of the business.
- Ability to develop and conduct training seminars and make presentations.
- Ability to establish and maintain effective working relations.



Company ABC

Wellness Team Member – Roles & Responsibilities

Position Overview

Wellness Team Members facilitate health promotion communication from the Leadership Team and the Wellness Team to employees of <Company ABC>.

Required Responsibilities:

- Attend a 1-hour Wellness Team Member training annually.
- Receive, open and read health promotion email messages from the Leadership Team and/or Wellness Coordinator.
- Communicate specified information to departmental employees (Examples include posting to department intranet, email to department managers, posting of flyer to bulletin board, etc).
- Complete wellness surveys no more than quarterly.
- Attend Wellness Team meetings as required.

Optional Responsibilities

- Assist in coordinating department brown bag wellness lunches.
- Assist in coordinating a healthy recipe exchange.
- Assist in coordinating physical activity programs.
- Implement a department wellness policy (Example: healthy food policy for meetings).
- Participate in wellness programs and encourage other employees to participate.
- Report on success stories.
- Report wellness policies implemented.



Company ABC
Wellness Program
Annual Work Plan

Vision:

Mission:

Goal 1:						
Objective 1.1:						
Baseline Measure:						
Justification/Comments:						
Key Strategies, Activities & Programs		Lead Role	Key Partners	Time Line	Budget	Evaluation Indicators
1.						
2.						
3.						

Goal 2:						
Objective 2.1:						
Baseline Measure:						
Justification/Comments:						
Key Strategies, Activities & Programs		Lead Role	Key Partners	Time Line	Budget	Evaluation Indicators
1.						
2.						
3.						

August

Health E-Tip

August is National Immunization Awareness Month

August is a particularly good time to highlight the importance of one of the greatest public health achievements in the 20th century: Immunizations. This month, parents enroll their children in school, teens venture off to college, and the flu establishes its presence.

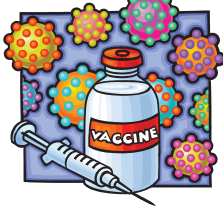
Now is a good time to make sure you and your family are up to date on vaccinations.

How Do Vaccines Prevent Disease?

Vaccines are responsible for the control of many infectious and deadly diseases such as: polio, measles, diphtheria, pertussis, rubella, mumps, and tetanus. Vaccines protect us by preparing our bodies to fight off serious, and potentially, deadly diseases.

Step 1:

A weakened form of the disease is injected into the body.



Step 2:

The body makes antibodies to fight off the invaders.



Step 3:

When the disease attacks in the future, the antibodies will still be there to destroy them.



Recommended Vaccines

Most vaccines are given to children in their first six years of life, when they are most vulnerable to infection. However, certain immunizations are recommended for adolescents and adults, and some require booster shots. Talk with your healthcare provider for more information.

Some recommended vaccines include:

For children: diphtheria, influenza, tetanus, pertussis, measles, mumps, rubella, chickenpox, polio, hepatitis A, hepatitis B, and others.

For Teens: tetanus, pertussis, diphtheria, meningococcal, HPV, hepatitis B, hepatitis A, HPV, and pneumococcal polysaccharide (PPV).

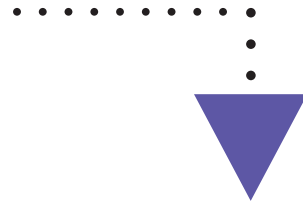
For Adults: influenza, zoster, pneumococcal disease, tetanus, and diphtheria.

For more information, please visit

www.idph.state.ia.us/ImmTB/Immunization.aspx?prog=Imm&pg=ImmHome

<http://www.cdc.gov/vaccines/vac-gen/default.htm>

Wellness Works



Sharing Garden

Share Your Garden Goods

Where:

When:

How:

Block Walk

Start date – End date



Get together with your co-workers. Create a team, and start taking walks over your 15 minute breaks!

The Block Walk program will provide teams with maps of 1-mile routes to walk near their offices. Log your routes. Compete against other teams!

Team with the most miles at the end of the challenge wins a prize

(limit of 3 miles/day)!

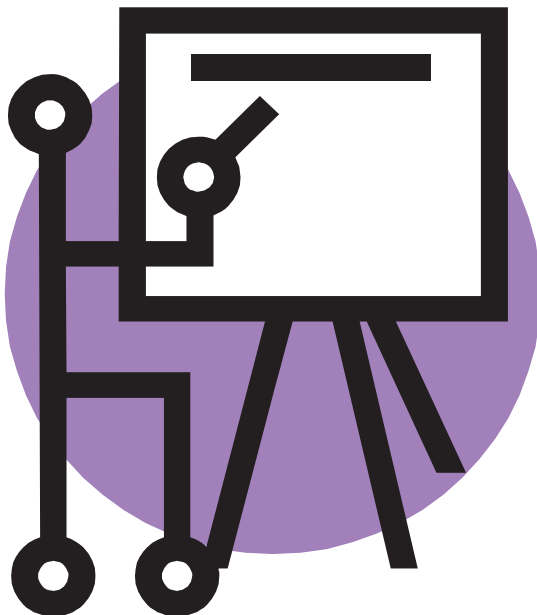
Contact Your Wellness Coordinator to enroll your team!

Walking: Best Exercise for your Heart!

Ergonomic Assessments

Only \$10

Registration deadline:



Date:

Time: 10-15 minute office assessment

Sign up for a quick office assessment over your break! A licensed Ergonomics and Physical Therapy Assistant will help you assess and improve your work conditions to keep you well and healthy! Cost is only \$10.00. Limited spots available.

Sign up for a time slot by contacting your wellness coordinator today!

Wellness Lunch

Date: _____

Time: _____

Location: _____

Instructor/Presenter: _____

Name	Department
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

Wellness Lunch Feedback

Date of Program: _____

Name of Presenter: _____

1. What was the most beneficial part of the presentation/discussion? (Circle all that apply)

- a.) Expanded my knowledge base
- b.) Showed real-world applications of the topics to my life
- c.) Empowered me to make healthier choices and changes in my life
- d.) Other: _____

2. How might the presentation/discussions be improved? (Circle all that apply)

- a.) Concentrate more on specific areas of interest to the employees
- b.) Provide more applications of the topics to my life
- c.) Provide more explanations of how to use the information I'm receiving
- d.) Other: _____

3. Did the presentation/presenter provide the information/experience you expected?

_____ Yes _____ No

If not, what were you expecting from the presentation/presenter?

4. Would you recommend this topic/presentation be offered again?

_____ Yes _____ No

5. Would you recommend this presenter?

_____ Yes _____ No

6. Other comments/suggestions:

AGREEMENT AND RELEASE OF LIABILITY

1. In consideration of being allowed to participate in the activities and programs of <Company Name> and to use its facilities, equipment, and machinery in addition to the payment of any fee or charge, I do hereby waive, release, and forever discharge <Company Name> and its officers, agents, employees, representatives, executors, and all others from any and all responsibilities or liability from injuries or damages resulting from my participation in any activities, or my use of equipment or machinery in the above-mentioned activities. I do also hereby release all of those mentioned, and any others acting upon their behalf, from any responsibility or liability for any injury or damage to myself, including those caused by the negligent act or omission of any of those mentioned or others acting on their behalf, or in any way arising out of or connected with my participation in any activities of the <Name of the Wellness Program> or the use of any equipment at the <Company Fitness Room>.

Please Initial _____

2. I understand and am aware that strength, flexibility, and aerobic exercise, including the use of equipment, are potentially hazardous activities. I also understand that fitness activities involve a risk of injury and even death, and that I am voluntarily participating in these activities and using equipment and machinery with knowledge of the dangers involved. I hereby agree to expressly assume and accept any and all risks of injury or death.

Please Initial _____

3. I do hereby further declare myself to be physically sound and suffering from no condition, impairment, disease, infirmity, or other illness that would prevent my participation or use of equipment or machinery except as hereinafter stated. I do hereby acknowledge that I have been informed of the need for a physician's approval for my participation in an exercise/fitness activity or in the use of exercise equipment and machinery. I also acknowledge that it has been recommended that I have a yearly or more frequent physical examination and consultation with my physician as to physical activity, exercise, and use of exercise and training equipment so that I might have his/her recommendations concerning these fitness activities and equipment use. I acknowledge that I have either had a physical examination and been given my physician's permission to participate, or that I have decided to participate in activity and use of equipment and machinery without the approval of my physician and do hereby assume all responsibility for my participation and activities, and utilization of equipment and machinery in my activities.

Date _____ Signature _____

Printed Name _____

APPENDIX H: OTHER SAMPLES



Data Collection Sheet

NAME: _____ DATE: _____

HEIGHT: _____ in. WEIGHT: _____ lbs. AGE: _____

PHYSICIANS NAME: _____ PHONE: _____

PHYSICAL ACTIVITY READINESS QUESTIONNAIRE (PAR-Q)

	Questions	Yes	No
1	Has your doctor ever said that you have a heart condition and that you should only perform physical activity recommended by a doctor?		
2	Do you feel pain in your chest when you perform physical activity?		
3	In the past month, have you had chest pain when you were not performing any physical activity?		
4	Do you lose your balance because of dizziness or do you ever lose consciousness?		
5	Do you have a bone or joint problem that could be made worse by a change in your physical activity?		
6	Is your doctor currently prescribing any medication for your blood pressure or for a heart condition?		
7	Do you know of <u>any</u> other reason why you should not engage in physical activity?		

If you have answered "Yes" to one or more of the above questions, consult your physician before engaging in physical activity. Tell your physician which questions you answered "Yes" to. After a medical evaluation, seek advice from your physician on what type of activity is suitable for your current condition.

APPENDIX H: OTHER SAMPLES



GENERAL & MEDICAL QUESTIONNAIRE

	Occupational Questions	Yes	No
1	What is your current occupation? _____		
2	Does your occupation require extended periods of sitting?		
3	Does your occupation require extended periods of repetitive movements? (If yes, please explain.) _____		
4	Does your occupation require you to wear shoes with a heel (dress shoes)?		
5	Does your occupation cause you anxiety (mental stress)?		
	Recreational Questions	Yes	No
6	Do you partake in any recreational activities (golf, tennis, skiing, etc.)? (If yes, please explain.) _____ _____		
7	Do you have any hobbies (reading, gardening, working on cars, exploring the Internet, etc.)? (If yes, please explain.) _____ _____		
	Medical Questions	Yes	No
8	Have you ever had any pain or injuries (ankle, knee, hip, back, shoulder, etc.)? (If yes, please explain.) _____ _____		
9	Have you ever had any surgeries? (If yes, please explain.) _____ _____		
10	Has a medical doctor ever diagnosed you with a chronic disease, such as coronary heart disease, coronary artery disease, hypertension (high blood pressure), high cholesterol or diabetes? (If yes, please explain.) _____ _____		
11	Are you currently taking any medication? (If yes, please list.) _____ _____ _____		

Physician's Consent for Exercise Program

Dear Dr. _____,

_____ is interested in taking part in the <Name of the Company Wellness Program> and using the fitness room for exercise. The participant has completed a PAR-Q readiness questionnaire which has highlighted the need for medical clearance. By completing this form, you are not assuming any responsibility for our program. If, however, you know of any reason why the participant should not undertake any of the exercise programs offered or use the unsupervised fitness room, we would be most grateful if you could indicate the reason below.

Thank you for your cooperation in this matter.

Patient: _____

_____ I know of no reason why the applicant may not participate.

_____ I believe the applicant can participate, but I urge caution because:

_____ The applicant should not engage in the following activities:

_____ I recommend that the applicant NOT participate.

Signature: _____ Date: _____

Address: _____

Telephone: _____



Additional Resources

Cost Calculators

Diabetes Cost Calculator for Employers - <http://www.ahrq.gov/populations/diabcostcalc/>
 Obesity Cost Calculator - <http://www.cdc.gov/nccdphp/dnpao/hwi/programdesign/costcalculators.htm>
 ROI Calculator - https://www.wellsteps.com/roi/resources_tools_roi_cal_health.php

Iowa Resources

Community Health Charities of Iowa - www.healthcharities.org/Iowa
 Division of Tobacco Use Prevention and Control - <http://www.idph.state.ia.us/TUPAC/>
 Employer Vaccination Toolkit - <https://safeguardiowa.wildapricot.org/employer-vaccination>
 Health Matters at Work - www.healthmattersatwork.org
 Healthier Workforce Center for Excellence - <http://www.public-health.uiowa.edu/hwce/>
 Healthy Eating for Healthy Living - <http://www.healthyeatingforhealthyliving.com/>
 Iowans Fit for Life - <http://www.idph.state.ia.us/iowansfitforlife/default.asp>
 Iowa Cancer Consortium - <http://www.canceriowa.org/>
 Iowa Department of Public Health - <http://www.idph.state.ia.us/>
 Iowa Public Health Association - <http://www.iowapha.org/>
 Iowa State Extension - <http://www.extension.iastate.edu/>
 Quitline Iowa - <http://www.quitlineiowa.org/>
 Wellness Council of Iowa - <http://www.wellnessiowa.org/>

National Resources

American Cancer Society Workplace Solutions - <http://www.acsworkplacesolutions.com/>
 American College of Sports Medicine - <http://www.acsm.org/>
 American Public Health Association - <http://www.apha.org/>
 CDC's current data on obesity trends - <http://www.cdc.gov/obesity/data/trends.html>
 CDC's Healthier Worksite Initiative - <http://www.cdc.gov/nccdphp/dnpao/hwi/index.htm>
 CDC's Physical Activity Topics - <http://www.cdc.gov/physicalactivity/index.html>
 County Health Rankings - <http://www.countyhealthrankings.org/>
 Dietary Guidelines for Americans - <http://health.gov/dietaryguidelines/Default.asp>
 Gallup-Healthways Well Being Index - <http://www.well-beingindex.com/>
 Institute for Health and Productivity Management - <http://www.ihpm.org/>
 National Business Group on Health - <http://www.businessgrouphealth.org/>
 National Institutes of Health (NIH) - <http://www.nih.gov/>
 Partnership for Prevention - <http://www.prevent.org/>
 Trust for America's Health - <http://healthyamericans.org/>
 USDA's Choose My Plate - <http://www.choosemyplate.gov/>
 Wellness Council of America - <http://www.welcoa.org/>

Resources for Schools

Alliance for a Healthier Generation - <http://www.healthiergeneration.org/>
 Iowa Department of Education, Team Nutrition Program –
<https://www.educateiowa.gov/pk-12/nutrition-programs/team-nutrition>
 Making Worksite Wellness Work at Your School -
http://www.idph.state.ia.us/iowansfitforlife/common/pdf/school_worksites_toolkit.pdf
 NC HealthSmart School Worksite Wellness Toolkit -
<http://www.eatsmartmovemorenc.com/SchoolWellnessTlkt/SchoolWellnessTlkt.html>
 School Employee Wellness - <http://www.schoolempwell.org/>



Other Toolkit Resources

Business Case for Breastfeeding -

<https://www.womenshealth.gov/breastfeeding/government-in-action/business-case.html>

CDC's LEAN Works! - <http://www.cdc.gov/leanworks/index.html>

Eat Smart Move More North Carolina Worksite Wellness Resources -

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

The Minnesota Department of Health WorkWell Healthy Minnesota Toolkit -

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

Successful Business Strategies to Prevent Heart Disease and Stroke Toolkit -

http://www.cdc.gov/dhdsp/pubs/employers_toolkit.htm

Wisconsin Department of Health Services Worksite Wellness Resource Kit -

<http://www.dhs.wisconsin.gov/physical-activity/Worksite/kit.htm>





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Barton Art

Bureau of Chronic Disease Prevention and Management, Iowa Department of Public Health

Cerro Gordo County Public Health

David P. Lind and Associates

Division of Tobacco Use Prevention and Control, Iowa Department of Public Health

Eat Smart, Move More North Carolina

Iowa Department of Public Health – Chronic Disease Prevention and Control Bureau

Iowa Department of Public Health – Division of Tobacco Use Prevention and Control

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Iowans for Wellness and Prevention

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Listening session participants

Minnesota Department of Health

Siouxland District Health Department

Skiff Medical Center

Wellness Council of Iowa

Wisconsin Department of Health and Family Services