American Heart Association®

life is why™

Workplace Health Playbook

Powered by the CEO Roundtable

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Editor's Note: The Workplace Health Playbook is best accessed online at www.heart.org/playbook for an interactive and customized user experience.

The American Heart Association CEO Roundtable

While many employers offer workplace health programs, few have the data they need to know what works best, and the know-how to implement best practices. That's why more than 20 CEOs from some of America's largest companies have joined the American Heart Association (AHA) to create the AHA CEO Roundtable, dedicated to disseminating evidence-based approaches to workplace health. Guided by the scientific expertise of the AHA, these CEOs are collectively engaging nearly seven million employees and family members, along with countless other community members, to transform the culture of health in America's workplaces and beyond.

> ***The AHA CEO Roundtable is uniquely positioned to create real changes in health and well-being by engaging nearly seven million people where they spend most of their day—at work.***
>
> *— Henry Kravis, Co-CEO & Co-Chair, KKR, CEO Roundtable Co-Chairman*

By testing, evaluating and sharing information about what works in workplace health, the CEO Roundtable is helping to scale up evidence-based standards and best practices to help support the AHA's goal of improving the cardiovascular health of all Americans 20 percent by 2020.

The AHA Roundtable CEOs have collectively pledged to:

Serve as role models in taking positive steps toward healthy living.

Promote AHA's Life's Simple 7 as an evidence-based common standard for tracking heart health.

Disseminate AHA research and other evidence-based outcomes on the science of workplace health among employers and employees.

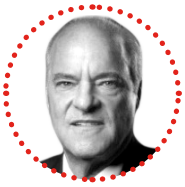
Recognize companies that build a culture of health and improved health outcomes for their workforce.

Incorporate innovative technologies that help employees build, monitor and maintain healthy lifestyle habits.

Amplify a clear call to action for other CEOs to take action in their own companies and communities.

> ***Our employees are what make our company great, and their health is an important part of our success. We know that, in the U.S., at least 200,000 deaths from heart disease could be prevented each year through changes in health habits. We need to make it easier for our employees to make these changes—to make healthy choices and lead healthy lives. That means leading by example.***
>
> *— Terry Lundgren, Chairman and CEO, Macy's, Inc., CEO Roundtable Co-Chairman*

American Heart Association CEO Roundtable Members



Henry Kravis
Co-CEO & Co-Chair
KKR
CEO Roundtable Co-Chairman

Terry Lundgren
Chairman & CEO
Macy's, Inc.
CEO Roundtable Co-Chairman

Nancy Brown
CEO
American Heart Association

Mitch Barns
CEO
Nielsen

Bruce Broussard
President & CEO
Humana

David Calhoun
Chairman
Nielsen
Senior Managing Director
Blackstone

Cathy Engelbert
CEO
Deloitte LLP

Eric J. Foss
CEO
Aramark

Ken Frazier
Chairman, President & CEO
Merck

James P. Gorman
Chairman and CEO
Morgan Stanley

Alex Gorsky
Chairman & CEO
Johnson & Johnson

Milton Johnson
President & CEO
HCA

Andrew Liveris
President, Chairman & CEO
The Dow Chemical Company

Mike Mahoney
President & CEO
Boston Scientific

Larry Merlo
President & CEO
CVS Health

George Paz
CEO
Express Scripts

Ginni Rometty
Chairman, President & CEO
IBM

Horacio D. Rozanski
President & CEO
Booz Allen Hamilton

Pietro Satriano
President & CEO
US Foods

Randall Stephenson
Chairman & CEO
AT&T

Bernard J. Tyson
Chairman & CEO
Kaiser Permanente

David West
President & CEO
Big Heart Pet Brands

Eric Wiseman
Chairman, President & CEO
VF Corporation

The Case for Workplace Health

Despite spending more on healthcare than any other country in the world, America's health lags behind other peer nations. According to the Centers for Disease Control and Prevention (CDC), approximately half of all American adults have a chronic disease,[1] and we spend more than eight out of every 10 dollars treating people with chronic conditions – many of them preventable. Worryingly, more than one in four Americans have multiple, concurrent chronic conditions, and these people suffer from suboptimal health outcomes and incur rising healthcare expenses.

Many people believe that the majority of costs are incurred by treating the elderly, however, spending on working adults accounts for two-thirds of healthcare costs. What's more, people don't know how unhealthy they are. According to a recent survey conducted by the American Heart Association and Nielsen, three-quarters of employees report being in good or very good health, yet nearly half of those employees also report being diagnosed with a chronic illness.[2] This isn't just a medical and public health crisis, it is also an economic crisis. Researchers at the Vitality Institute cite three key ways an unhealthy workforce undermines America's ability to compete in the global economy:

- Employees may be unable to work because of their own poor health, or have to leave the workforce to care for a sick relative.
- Employers must concurrently manage increased absenteeism and lower productivity with skyrocketing healthcare costs.
- For America as a nation, rising healthcare costs reduce other critical investments, including education, defense and infrastructure.[3]

Thankfully, America's employers increasingly view health and well-being programs as a strategic imperative rather than an added benefit.[4] Approximately half of all employers with 50 or more employees offer workplace health and wellness programs.[5] Furthermore, more than three-quarters of U.S. employers say they plan to increase support for health and productivity programs over the next two years.[6] The decision to invest in the health of employees has an additional benefit for their families and the communities where they live, potentially creating far-reaching benefits for the company. Employers report numerous benefits from these programs, including improved employee health, lower healthcare cost trends and increased employee satisfaction.[7] However, not all employee health programs have yielded these results, which has generated negative publicity and created doubt about the effectiveness of workplace wellness programs.[8]

Benefits of Employee Health Programs

✓ Improved employee health

✓ Controlled healthcare costs

✓ Increased productivity

✓ Reduced absenteeism

✓ Improved job satisfaction

✓ Improved employee recruitment and retention

Why the varied results?

While many employers offer workplace health programs, not all of them are truly comprehensive. The CDC defines a workplace wellness program as comprehensive if it meets five criteria (see table), yet, according to a 2004 national survey, less than seven percent of workplace wellness programs were comprehensive according to the CDC's definition. In general, larger companies are more likely to implement comprehensive programs when compared to smaller companies.

Five Elements of a Comprehensive Workplace Health Program

1. Health education focused on skill development and lifestyle behavior change
2. Supportive social and physical environments
3. Integration of a workplace program into an organization's benefits
4. Links between health promotion and related programs like employee health and safety
5. Health risk screenings followed by education and counseling[9]

To yield positive results, a workplace health program not only needs to be comprehensive, it also has to be fully implemented and rigorously evaluated. Not all businesses have the organizational capacity, resources and readiness to design, implement and evaluate their workplace health programs. Barriers often exist that undermine the justification for investing in comprehensive wellness programs. These include:

1. Lack of a sufficiently compelling and well-understood business case;
2. The pervasive belief that preventive services must save money to be worthwhile (as opposed to improving health like other healthcare services);
3. Lack of insight about what is required to effectively connect with community resources;
4. The complexity of working with multiple stakeholders in collaborative, long-term health initiatives; and
5. Lack of clarity on the most effective implementation models.[10]

An analysis of three high-profile workplace health promotion programs that yielded mixed results – and negative publicity – highlighted the following key lessons that can be learned from workplace wellness research and practice:

1. Multiple outcomes need to be considered when evaluating the overall effectiveness of programs (not just direct medical costs).
2. A long enough timeline is usually needed to show a positive return on investment (usually three or more years).
3. Evaluation methods need to be transparent when reporting results.[11]

A 2015 advisory from the AHA issued a set of recommendations to optimize workplace health using a common set of measures to recognize workplace health programs.[12] The AHA's Workplace Health Playbook is designed to help employers address challenges with comprehensive, credible and actionable advice about what works in workplace health.

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About the Playbook

The American Heart Association has launched an ambitious movement to build a culture of health and well-being throughout the country. We're putting our plan into action where most Americans spend a lot of time — at work. Through the AHA CEO Roundtable, we've combined the scientific expertise of the AHA with the experience of some of America's largest companies to test and promote evidence-based approaches to workplace health. The AHA Playbook is the result of this collaboration. With comprehensive, credible and actionable advice, the Playbook helps you better understand what works in workplace health, and design your programs accordingly.

Based on the latest research, AHA scientists have consolidated key elements of effective workplace health and well-being programs into seven pillars. AHA partnered with leading workplace health expert Dr. Ron Goetzel and his team at the Johns Hopkins University Bloomberg School of Public Health to outline current best practices within each pillar. In addition, AHA has punctuated this guidance with real-world case studies from AHA's CEO Roundtable companies, and information about Life's Simple 7, AHA's prescription for heart health.

The Pillars of Workplace Health

Life's Simple 7

Life's Simple 7

- Stop Smoking
- Eat Better
- Get Active
- Lose Weight
- Manage Blood Pressure
- Control Cholesterol
- Reduce Blood Sugar

The American Heart Association's 2020 Impact Goal of improving the cardiovascular health of all Americans 20 percent while reducing deaths from cardiovascular diseases and stroke by 20 percent underscores the organization's focus on prevention. Using the best available evidence, AHA developed a prescription for health called **Life's Simple 7** – the seven most important predictors of heart health and also a pathway for achieving ideal cardiovascular health. The Simple 7 include **four modifiable behaviors** (not smoking, healthy weight, eating healthy and being physically active) and **three biometric measures** (blood pressure, cholesterol and blood sugar). These seven factors are classified into three categories: ideal, intermediate and poor. For example, adults with a Body Mass Index (BMI) greater than 30 are classified as "poor," "intermediate" with a BMI 25–29.9 and "ideal" if they have a BMI 18.5-25 [see Table 1]. Individuals with ideal levels for all seven metrics are considered to have ideal cardiovascular health.

It is never too late to adopt healthier behaviors and habits — evidence shows that a 50-year-old with ideal cardiovascular health has substantially lower lifetime risk for cardiovascular disease and markedly longer survival.[1] Unfortunately, several surveys have shown that very few American adults have ideal cardiovascular health, perhaps as few as one percent of the population. In fact, only 18 percent of adults have five or more metrics with ideal levels, with lower prevalence among men (11%) compared to women (25%).[2] Studies have also shown that people who meet three to four of Life's Simple 7 measures reduce their risk of heart-related death by more than half. However, an AHA Nielsen study showed that most people do not know their Life's Simple 7 numbers and most U.S. adults overestimate their heart health: 39 percent of people surveyed thought they were in ideal cardiovascular health whereas studies show that only roughly one percent of Americans actually have ideal levels for all seven metrics.

An estimated 20 percent to 30 percent of companies' annual healthcare costs are spent on employees with 10 modifiable risk factors, seven of which make up Life's Simple 7.

An estimated 20 to 30 percent of companies' annual healthcare costs are spent on employees with 10 modifiable risk factors. These include the seven risk factors that make up Life's Simple 7: cigarette smoking, obesity, hypertension, high cholesterol, physical inactivity, poor diet and diabetes.[3] Employers can use the

Table 1. Definitions of Poor, Intermediate, and Ideal Cardiovascular Health for Each Metric in the AHA 2020 Goals for Adults Aged ≥20 Years

	Level of Health for Each Metric		
	Poor	**Intermediate**	**Ideal**
Current smoking	Yes	Former ≤ 12 months	Never or quit >12 months Never tried; never smoked whole cigarette
BMI*	≥30 kg/m²	25-29.9 kg/m²	18.5-25 kg/m²
PA†	None	1-149 min/week moderate or 1-74 min/wk vigorous 1-149 min/wk moderate + 2x vigorous >0 min <60 min of moderate or vigorous every day	≥150 min/wk moderate or ≥75 min/wk vigorous ≥150 min/wk moderate + 2x vigorous ≥60 of moderate or vigorous every day
Healthy diet pattern, number of components ‡	0-1	2-3	4-5
Total cholesterol	≥240 mg/dL	200-239 mg/dL or treated to goal	<200 mg/dL
Blood pressure	SBP ≥140 mmHg or DBP ≥90 mmHg	SBP 120-139 mmHg or DBP 80-89 mmHg or treated to goal	<120 mmHg/ <80 mmHg
Fasting plasma glucose	≥126 mg/dL	100-125 mg/dL	<100 mg/dL

AHA indicates American Heart Association; BMI, body mass index; DBP, diastolic blood pressure; PA, physical activity; and SBP, systolic blood pressure

*Represents appropriate energy balance (i.e., appropriate dietary quantity and PA to maintain normal body weight).

†Proposed questions to assess PA: (1) "On average, how many days per week do you engage in moderate to strenuous exercise (like a brisk walk)?" and (2) "On average, how many minutes do you engage in exercise at this level?" Other options for assessing PA available.

‡In the context of a healthy dietary pattern that is consistent with a Dietary Approaches to Stop Hypertension (DASH)–type eating pattern, to consume ≥4.5 cups/d of fruits and vegetables, ≥2 servings/ wk of fish, and ≥3 servings/d of whole grains and no more than 36 oz/wk of sugar-sweetened beverages and 1500 mg/d of sodium.

science of Life's Simple 7 to assess the heart health of their employees and monitor progress towards improved heart health. Furthermore, by promoting healthy lifestyle behaviors and addressing modifiable health behaviors in addition to biometric screenings, organizations can see an improvement in the overall heart health of their workforce.[4]

Based on the science of Life's Simple 7, AHA has also created **My Life Check®**, an innovative, science-based online heart health assessment tool. My Life Check leads users through a health assessment that identifies the greatest opportunity for improvement and generates a personal **Heart Health Score** and a customized action plan. When used in the workplace, My Life Check can support workplace health by providing employees with custom recommendations to track and improve their Life's Simple 7 metrics.

Learn more about how My Life Check can help you improve the health of your workforce at heart.org.

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The Pillars of Workplace Health

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Leadership

Strong leadership is essential to the success of all aspects of your business, and workplace health promotion is no exception. Leaders exert a powerful influence over workplace culture, and research has shown that leadership support for worksite health promotion results in improved health outcomes.[1,2] The American Heart Association's CEO Roundtable health survey revealed that employees think it is important to see the CEO setting a healthy example and that employees who feel encouraged by senior management to participate are more likely to report positive outcomes.[3] Leaders can support health promotion efforts by (1) establishing a clear vision and plan for the overall program, (2) connecting programs and policies to business goals, (3) leading by example in a visible and sincere way, (4) engaging the CEO and multiple levels of leadership in key communications and (5) providing the necessary resources for support. Taking these actions will help shape and maintain a healthy organizational culture.

Establish a Clear Vision and Plan for the Program

Establishing a clear vision and plan for your workplace health promotion program will help you develop and guide the program, and will help your employees understand why you are implementing the program.[4] To start, it is important to develop a health promotion mission and vision statement. There is a subtle but important difference between a mission statement and a vision statement: a mission statement describes the present and desired level of performance, whereas a vision statement defines where the program wants to be in the future and how to get there.[4] Start developing a mission and vision statement by forming an advisory or wellness committee (comprising employees from all parts of the company) to brainstorm ideas regarding (1) why they feel a workplace health promotion program is important, and (2) what they hope the program will accomplish.[4] Use the answers to the first question to draft your mission statement, and answers to the second question to draft your vision statement.[4] Developing a mission and vision statement specific to the needs and goals of your company can help provide purpose and meaning to the program, give it direction and act as a foundation from which the program can grow.[4] Additional online resources, with examples, are available to help you craft a mission and vision statement.[5–9]

Working Well: Tips for Leading Well

- ✓ Develop a health promotion mission statement
- ✓ Make well-being a central business goal
- ✓ Show senior leadership participating in health activities
- ✓ Communicate goals and activities around well-being from all levels of the organization
- ✓ Support programs by dedicating necessary time, money and space

Connect Programs and Policies to Business Goals

To ensure the longevity and success of your program, you must show leaders a clear and compelling connection between the health of your employees and your company's overall business goals.[10] Profitability is an extremely important goal of any business, and it can be tied directly to employee health because "people produce profit."[10] Employees are responsible for innovation, product development and services, all of which produce profit. Unhealthy and absent employees detract from the profitability of your business. For example, one study found moderately or extremely obese workers experienced a 4.2 percent health-related loss in productivity, which equated to an additional $506 in lost productivity per worker per year, and another study estimated that the indirect costs of lost productivity can be between two and three times the value of direct medical costs.[10–12] Employee health also directly impacts corporate financial performance by changing health insurance costs: employees with preventable health risks (such as smoking, extremely high body weight or high blood pressure) have much higher healthcare expenditures than people without those risk factors,[13,14] and employees and businesses end up bearing the brunt of these cost increases.[15] Fortunately, research has shown that high quality workplace health promotion programs produce a positive return on investment, or cost-benefit ratio.[16–20] While specific estimates of the return on investment (ROI) vary, they are often between $1.20 and $3.27 per dollar invested.[10,16,21,22] Other studies have found that wellness programs reduce average healthcare costs by about $30 per member per month.[23] In order to calculate your own return on investment, you should (1) identify the diseases and conditions that are driving healthcare costs, (2) determine the prevalence of those conditions in your workforce, (3) calculate how much those conditions are costing your business and (4) quantify potential cost savings if effective health management programs are in place.[10] The Health Enhancement Research Organization (HERO) and the Population Health Alliance have developed a guide that can help you calculate a program's ROI or value-on-investment (VOI), and you can also hire health analytics companies to help you do so. Then, present your findings to senior leadership to demonstrate how employee health is directly tied to company success. Keep in mind that wellness programs may provide value beyond what shows up in direct ROI calculations, such as in employee attraction and retention, improved morale, increased likelihood of achieving safety targets and enhanced company loyalty.[10,16]

Profitability is an extremely important goal of any business, and it can be tied directly to employee health because "people produce profit."

While profitability is always a core business objective, it is often not the sole objective. Your company may offer wellness and other benefits to employees simply because it is the right thing to do. It may be helpful to present these arguments for the workplace wellness program to middle managers, who spend more time interacting directly with employees, so they understand that employee health is a goal in its own right.[10] These non-monetary objectives can be incorporated into core business objectives by adding specific goals about employee health into the organization's overall mission and vision statements.[4]

Lead by Example in a Visible and Sincere Way

Good leaders not only design and implement workplace wellness programs, they also actively participate. Active participation shows employees that their leaders are truly committed to the health-related goals of the business.[24] As Dr. Cedric Bryant, chief science officer for the American Council on Exercise says, "Rank-and-file staff might worry that taking time out to go work out will be frowned upon by superiors. But then they see the top executive going to work out and everything changes."[25] Leaders can demonstrate the importance of health by biking at lunch with employees, attending educational seminars and publicly participating in wellness challenges.[24–27] More ambitious CEOs have, for example, led all-expenses-paid mountain climbing trips for employees who participated in 75 percent of the company's wellness program offerings.[28] Leaders who participate in their workplace health program alongside employees report the added benefit of getting to know their employees better, and in a more informal context.[27] For further insights and examples from business leaders with strong workplace health programs, the Partnership for Prevention has created a series of leading by example guides available for free online.[29]

Engage the CEO and Multiple Levels of Leadership in Key Communications

Effective communications campaigns often share similar elements. Specifically, experts recommend communications be (1) frequent, (2) varied in content, (3) multi-channel (e.g., email, face-to-face, newsletters) and (4) tailored to the target audience.[30,31] Communications coming from all levels of leadership can help achieve these targets. For example, email communications that come directly from top-level management let employees know that employee health is important to everyone in your organization, and that achieving health-related goals is a core value of the business.[32] Communications from middle-level managers can come more frequently, and may be better tailored to the needs and goals of employees in specific departments.[10] Communications can also come from "wellness champions," employee leaders from various departments who take on the role of liaisons between management and employees in regards to the wellness program. Messages from wellness champions may have the greatest impact, as the messages come from the employees' peers as opposed to being handed down from management.[32] Ensure your leadership communications come from all levels of management, through a variety of routes, to help ensure the right message gets through.

Provide the Necessary Resources for Support

Leaders who want their programs to succeed must provide adequate resources, including funding, staff, space and time.[26] This may include financial resources, such as purchasing equipment or supplies, printing educational materials, hiring staff to manage and oversee the program or including incentives in the budget.[5] Other resources may include dedicating staff time to planning and implementation, dedicating space to seminars or workout facilities and dedicating employee time for participation.[5] Keep in mind that these resources need not be costly. For example, it may be more cost effective to subsidize memberships to a local gym than to dedicate the space and money it would take to build a new gym on-site, and many educational materials can be found online for free.[33] Leveraging such partnerships and opportunities will allow you to provide the best possible combination of resources to your employees while minimizing the cost impact.

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Policies and Environment

For a comprehensive workplace health promotion program to succeed, evidence-based policies and a supportive environment must be in place.[1–4] Setting up exercise machines at the worksite and sending email reminders to eat fruits and vegetables are not enough on their own to motivate behavior change; these interventions must be supported by policies and environments that make health a strategic part of the overall company culture, values and mission.[2,4] Below, we describe key policies and environmental factors that research and practice-based evidence have shown can enhance the success and impact of workplace health promotion programs.

Build a Culture of Health

A culture of health means that employees' health and well-being are valued, supported and promoted through workplace wellness programs, policies and environments.[1–6] A culture of health has been described as the soil in which the seeds of healthy workplace initiatives are planted, underlying all health promotion efforts.[6] It extends beyond individual health improvement programs, becoming an integral part of the way the organization operates.[1–3] To build a culture of health, encourage company leaders to visibly demonstrate their support for healthy programs (e.g., take part in "lunch and learn" programs), issue communications that show employee wellness is important to the company (e.g., the company mission statement incorporates employee wellness as a main goal of the organization) and make sure employees feel comfortable joining company wellness initiatives (e.g., employees are encouraged to take a 30 minute break for physical activity, and they are assured that this will not be viewed as "slacking off" or "goofing around").[7–12] Other important components of a culture of health include rewards and recognition for making healthy choices, discouraging unhealthy behavior, teaching healthy skills, making people aware of all the programs and activities that support wellness, providing and encouraging peer support and developing wellness leaders who shape the wellness programs.[6] This culture should be present in all aspects of company life, becoming a routine part of your business operations and aligning with overall company goals and existing company culture.

Working Well: Tips to Improve Policies and Environment

- ✓ Ban smoking in your worksite
- ✓ Ensure employees have easy access to affordable, healthy foods
- ✓ Encourage employees to be more physically active and support being active with evidence-based policies and benefits
- ✓ Familiarize yourself with the laws, regulations and ethical issues surrounding workplace wellness programs

Institute Health-Promoting Policies

Workplace policies play a large role in employees' health and well-being and are key building blocks in creating an environment that supports health. Some examples of healthy organization-wide policies include

no smoking in the worksite, requiring healthy food options at company meetings, subsidizing the cost of healthy foods or allowing flex time so employees can get 30 minutes of physical activity each day to make it easier for staff to adopt and maintain healthy behaviors.[13] These policies should support existing programs, and make programs easy to use, accessible and relevant. For instance, well-designed financial incentives for physical activity can "supercharge" employee participation and consequent health benefits.[14,15] One study found that employees who were given $25 to attend the gym once, and an additional $100 to attend the gym once per week for the following eight weeks were more than twice as likely to continue using the gym relative to employees who received no incentive.[15,16] The effect persisted even after the financial incentive was removed, suggesting that the incentive helped motivate people to adopt and maintain healthy new behaviors.[15,16] Another study found that employees given a fixed payment of $50, plus up to $25 more per week for hitting walking/jogging goals, exercised nearly twice as much as a control group that was just given $75.[15,17] Designing health policies that support and encourage your health programs and goals will help maximize your program's impact.

Establish a Supportive Workplace Environment

In addition to health policies that encourage healthy lifestyles and personal responsibility, physical and social workplace environments play a large role in employees' health and well-being.[18] Offer employees access to a microwave and refrigerator along with filtered water to enable them to plan out meals and bring healthy food from home. To encourage healthy snacking, offer healthy food vending options, or promote fruit rather than cookies at the cafeteria cash register. Finally, make stairwells more inviting by adding artwork to walls or piping in music to encourage people to skip the elevator. These types of environmental changes help employees make healthy decisions and support progress towards health goals by 'making the healthy choice the easy choice.'[19–21]

Building supportive workplace connections improves employees' health and strengthens the business by encouraging teamwork and idea sharing opportunities.

In addition to providing healthy physical environments, creating a healthy social environment supports workplace health. Strong social support from peers and supervisors reduces job stress, burnout and desire to leave the company.[22,23] Social support also helps employees fight off illness, live longer and live happier lives.[24–30] To foster a supportive social environment, create and encourage employees to participate in workplace affinity or peer groups such as walking clubs and lunch-and-learns where workers have opportunities to meet face-to-face both at work and socially. Building supportive workplace connections improves employees' health and strengthens the business by encouraging teamwork and idea-sharing opportunities. In sum, supportive workplace environments, both physical and social, encourage healthy behaviors, boosting the impact of wellness programs and overall benefits to the organization.

Ensure that Programs are Legally and Ethically Compliant

When creating policies and environments to improve health, employers need to be aware of legal and ethical limits of their actions.[31–34] A large number of federal, state and local laws, statutes and regulations apply to wellness programs in the workplace. For example, the Age Discrimination in Employment Act (ADEA) prohibits workplace discrimination based on age and would, therefore, likely require any workplace wellness program to make accommodations for older persons. The Americans with Disabilities Act (ADA) requires that reasonable accommodations be made for those with disabilities who wish to participate in workplace wellness programs. The Health Insurance Portability and Accountability Act (HIPAA) establishes rules for financial incentive programs associated with healthcare plans, including their magnitude, types, exemptions and triggers.[7,33,35] HERO released a consensus statement on outcomes-based incentives that can help you design an incentives program that is compliant with HIPAA requirements. Regardless of whether incentives are linked to the health plan, you must ensure the privacy of employee information both to maintain trust and to maintain compliance with the Genetic Information Nondiscrimination Act, which prohibits individually identifiable genetic information from being shown to employers.[36] To ensure your program complies with all legal requirements, it is best to have it reviewed by legal counsel before implementation.[37]

In addition to legal considerations, ethical issues can arise from workplace wellness programs. Workers may feel it's an intrusion of privacy for employers to collect health information, or that certain incentive programs interfere with freedom of choice and unfairly penalize people for health issues they view as unrelated to their job performance.[7,38,39] To avoid, or at least address, these potential legal and ethical challenges:

1. Be aware of all laws that apply.
2. Avoid discrimination when creating or implementing a wellness program.
3. Treat all employees equally with respect to the wellness program.
4. Consider the impact of the program on subgroups such as older persons and persons with disabilities, and provide employees with necessary accommodations.
5. Make sure any rewards or penalties comply with legal limits (the Affordable Care Act currently limits rewards and penalties to 30 percent of the employee's health-based coverage for health metrics with a 50 percent allowance to address tobacco use).
6. Do not reduce employees' pay for health-related issues.[33]

Despite these potential pitfalls, it is important to note that legal problems, ethical violations or employee pushback are currently rare.[7] In fact, interviews with employers to date have almost exclusively shown that while employees may initially be wary of workplace wellness programs, they often come to appreciate the benefits the programs offer.[7,40] However, you should still consult with a lawyer or other legal counsel before implementing your program to reduce the likelihood of encountering legal problems later.

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Communications

An effective communications strategy is fundamental to any successful workplace health promotion program. Quite simply, if employees don't know about a program or understand its benefit, they are unlikely to participate. Effective communication strategies can amplify leadership commitment, increase program appeal, encourage employee trust and participation and help normalize and sustain desired behaviors.

Working Well: Tips to Improve Communications

✓ Survey employees to better understand audiences and tailor messages accordingly

✓ Use "scannable elements" to quickly capture employees' attention

✓ Create a system to identify and amplify employee successes

✓ Develop a communications calendar to plan, diversify and sustain communications over time

Understand Your Target Audiences and Tailor Messages Accordingly

Effective communications don't convince employees that they should do something, but that they want to do something. This starts with understanding your audience. How do your employees differ demographically or otherwise? Employees may seek different health and well-being resources at different stages in life or based on different demographic characteristics, predispositions, personality traits and social contexts.[1,2] What are their life goals, and how can you link the program to their health goals? Help workers find meaning in their choice of healthy behaviors, like feeling fit and full of energy and spending quality time with friends and family. An employee who doesn't like to exercise may enjoy the company of fellow workers engaged in a walking group. These types of insights inform how you frame programmatic offerings. To create persuasive messages, first talk to workers to understand their needs and interests. This can be done through surveys or in group discussions.

Be Clear, Concise and Consistent

While your programs may be informed by data and science, your communications should read like advertising. Employees are met with a daily onslaught of media, all of which are competing for their attention. Technical jargon will not add credibility to your program, but rather undermine employees' understanding, interest and participation. Use simple language and "scannable elements" like headlines, lists, captioned photos, charts and graphs to make your point clearly and quickly.[3] Wellness program branding is also considered a "best practice" by multiple entities.[4,5,6] Create a quality umbrella brand for your program, and apply a consistent voice and design to amplify communications and signal company commitment to the effort.

Make it Personal

Personalizing your communications with employee voices and stories (including those of company leaders) is a strategic way to add interest, invite participation and reward success. The World Health Organization cites employee involvement as one of the most consistent determinants of success in workplace health and well-being programs.[7] Create a communications plan that doesn't just speak to employees, but creates opportunities to speak with them. Social media present natural opportunities for this participation, but so do more traditional forms of communication. A newsletter that leads with an employee health success story is likely to garner greater interest than one that hooks with a generic health appeal. Create a system to identify and amplify employee champions and success stories.

Employ Multiple Delivery Channels

Message repetition matters. Sending a single "all staff" email introducing a new wellness initiative is unlikely to yield significant effect in itself. Capitalize on existing communications channels, and don't be afraid to employ new ones. Emails, newsletters and staff meetings are tried and true mechanisms for reaching employees. But don't forget about events (think healthy cooking demonstrations), text messages, Tweets, podcasts, videos and the array of creative opportunities when you view the walls, stairs, elevators and other surfaces in your workplace as a blank canvas awaiting your message.

Develop a Content Planning System

It's important to carefully plan how, when and to whom you will deliver information. By strategically sustaining message repetition over time through a combination of delivery channels, you increase the likelihood that your message will be seen and have impact.[8] Create a communications calendar that maps relevant internal and external events (from staff meetings to open enrollment to American Heart Month, National Healthy Eating Day, Great American Smokeout or National Physical Fitness and Sports Month), and schedules content clearly delineated by audience, message and media.

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Programs

Working Well: Tips for Successful Program Design and Implementation

- ✓ When looking for guidance, seek credible sources that employ scientific evidence and case studies
- ✓ Incorporate the five key elements of a comprehensive program
- ✓ Customize programs to serve employees with different levels of education, risk, tech savviness or readiness to change
- ✓ Use incentives to encourage participation
- ✓ Offer free, voluntary biometric screenings or health risk assessments

Programs, such as lifestyle interventions aimed at improving unhealthy behaviors, are at the heart of workplace health promotion initiatives. Choosing the right programs to implement, and fully implementing them in the recommended way, is critical to success. First, your choice of which programs to implement should be grounded in scientific evidence of what works and what does not. For example, research supports the recommendation that the best programs are comprehensive, meaning they address both individual and organizational health across multiple dimensions including physical, mental, social, emotional, financial and spiritual. Comprehensive programs also address many risk categories, for example smoking, diet, physical activity and stress. These programs can be delivered using multiple modalities including personal coaching, social media, video, competitions and lectures. Although electronically delivered interventions are an acceptable alternative to in-person interventions, current research shows that in-person interventions generally produce greater effects, such as weight loss in weight management programs.[1] Consequently, worksite wellness planners need to take into consideration the cost and effectiveness of the types of programs they select. Importantly, creating a healthy company culture in which health promotion programs reside is critical to the success of initiatives. Programs should be customizable, involving workers in their design and implementation, and adaptable, to ensure they reach vulnerable and hard to reach populations such as people with disabilities and ethnic minorities. To encourage employee engagement, programs can offer financial and non-financial incentives for participation. Incentives can boost enrollment in programs like voluntary biometric screenings and Health Risk Assessments (HRAs), which are effective tools only when paired with follow-up health education and behavior change interventions. Finally, leveraging internal organizational and community partnerships will aid program development. Below, we explain each of these elements in further detail.

Use Scientific Evidence to Guide Programmatic Decision Making

There is an unprecedented amount of information on workplace wellness available today, and not all is of the same quality. Scientific research into which interventions are effective, and which are not, is the best resource for determining which programs should be implemented at the workplace.[2] Research-oriented organizations, like the AHA and the CDC, offer expert recommendations based on sound research, and

back their recommendations with supporting evidence.[3,4] To learn more about the evidence supporting good program design and implementation, visit credible websites where references and links to case studies are provided. Some examples include: The Community Guide, AHA's Healthy Food & Beverage Toolkit and policy statements or position papers from AHA.

Offer Comprehensive Programs that Address Modifiable Unhealthy Behaviors

A comprehensive program addresses multiple health risks and health conditions at once, taking into account not just individual behaviors, but also health-related programs, policies, benefits and environmental supports.[5] To be comprehensive, your program should contain five key elements:

1. Health education, which focuses on skill development and lifestyle behavior change tailored to employees' interests and needs;
2. Supportive physical and social environments, which include organizational policies and behavioral interventions to promote health;
3. An integrated structure that's an integral part of how the organization thinks and operates;
4. Linkages to related programs like employee assistance programs (EAPs) and programs to help balance work and family, which support mental health; and
5. Worksite screening programs linked to follow-up and treatment.[5]

These five elements address a full spectrum of risk factors and health conditions in a coordinated way.

Make Programs Customizable

Because there is no "one size fits all" workplace program, wellness programs should be customizable to meet the current health needs and goals of your company's employees.[6] For example, some people prefer face-to-face, on-site health improvement coaching, whereas others prefer online coaching or even text messaging. Some people prefer yoga or relaxing walks, whereas others prefer high-intensity workouts. Some people may prefer simple pedometers that they can clip to their belts, whereas tech-savvy individuals may be more inclined to use smartphone apps or wearables that can offer reams of information on their daily physical activity levels.

Moreover, your company's employees may not all be equally ready to change their health behaviors. Some may be just starting to consider adopting healthier behaviors, others may be ready to change but not sure how to go about it, and still others may be already in the midst of adopting and maintaining a healthy lifestyle.[7] It is important to customize programs to employees' current readiness to change, in order to help people set appropriate goals and take appropriate actions.[7]

Customization also includes accounting for the different circumstances and backgrounds of employees.[6] For example, highly educated individuals may prefer more nuanced scientific reading on health improvement they can take home, whereas employees with less education may prefer simpler charts, facts and figures that can

be easily interpreted and applied to their lives.[8,9] Well-customized programs address all the health needs of employees, promote employee engagement and help maximize the positive health impact.

Reach Vulnerable and At-Risk Populations

Perhaps the most important groups for you to target are vulnerable and at-risk populations. For example, historically disenfranchised groups such as African Americans, Hispanics, older workers, disabled individuals, women and lesbian, gay, bisexual and transgender (LGBT) people may have different risk factors and different health needs, so it is important to consider each group when designing a workplace wellness program.[10] For example, African Americans are less likely than the rest of the U.S. population to use medications to help quit smoking, so counseling and group therapy may be more appropriate in this population.[11] Baby boomers respond best to messages that provoke a sense of personal empowerment, so it's important to frame communications for them in a way that lets them know they are in charge of their health.[12] People with less education may need extra help interpreting their biometric values, such as a blood pressure number, and applying that information to their lives. This means health professionals need to take extra time to explain how to address a risk factor like high blood pressure by monitoring it at home or even at work.[13,14] The CDC has developed a series of free, online guides to help reach vulnerable and at-risk populations, tailored to the needs of each population.[10]

Consider Using "Smart" Incentives to Encourage Participation

A workplace health promotion program can only succeed if people participate, and offering incentives is a proven method of encouraging participation.[15-19] A growing body of research suggests that incentives can increase enrollment, participation and completion of wellness programs.[19-21] Incentives designed to increase health risk assessments and programs are often related to health insurance costs (e.g., lower medical premiums or access to a more generous benefit plan), but they can be as simple as offering public recognition for health improvement acheivements.[6,19] An appropriate incentive should be sufficiently high to matter and be noticed by workers but not so high that it appears coercive. Recent reviews noted that annual financial incentives to promote participation were effective in the range of $152 to $557.[15,19,22]

A workplace health promotion program can only succeed if people participate, and offering incentives is a proven method of encouraging participation.

It is also important to consider whether your company's employees would better respond to rewards, penalties or some combination of the two.[23] While some research suggests people are more motivated to avoid losses, individuals are much more receptive to rewards than penalties. The best and most long-standing incentive programs are ones where employees can earn rewards in the form of cash or lower health insurance premiums by having good health habits to begin with, making strides in improving their health and achieving certain outcomes that they set for themselves, often with the support of a health coach.[18,23,24] Establishing a legal, ethical and practical incentive program can be a great motivator

for health improvement, and finding a model that is in line with the company's culture, employee needs and organizational goals is important.

The law requires that your incentive programs must offer reasonable accommodations to employees who cannot meet standards for participation ("reasonable alternative standard" provision), for example by allowing employees in wheelchairs the opportunity to exercise 30 minutes per day in lieu of taking 10,000 steps per day.[25] Appropriate goals and target levels should always be agreed to by the employee's healthcare provider, and preferably be individualized to each employee's needs. Various reputable organizations offer guidance to inform your implementation of workplace incentive programs, including joint industry collaborations that include the AHA.[24]

Offer Voluntary Biometric Screenings, Health Risk Assessments and Follow-up Health Education

Biometric screenings and HRAs are brief evaluations of a person's health status or risk factors.[26,27] They may involve the measurement of physical characteristics such as height, weight, blood pressure, blood cholesterol and blood glucose, and they may involve a survey or questionnaire.[26,27] The value of these tools is that (1) they can help guide the planning and design of workplace health promotion programs, and (2) they can help employees and their healthcare providers detect current or potential problems early on, when interventions are most likely to be most effective.[27,28] You can use the results of biometric screenings and HRAs to educate employees on their individual risk factors and ways they can use the workplace wellness program to address or change behaviors and improve their health profile.[27,28] Keeping participation in these programs voluntary will help you avoid potential ethical issues.[27,29] For more detailed information on how you can best implement biometric screening and HRA programs at the workplace, consult the AHA scientific advisory on worksite wellness screening or "Biometric Health Screening for Employers" guide developed by the HERO, American College of Occupational and Environmental Medicine and Care Continuum Alliance.[27]

Leverage Partnerships

Few employers can offer stand-alone, comprehensive workplace health promotion programs, so it is important to take advantage of available community linkages and other vendor programs already in place within an organization. Community organizations, such as health departments, health plans, provider groups, local gyms, YMCAs, faith-based organizations or health clinics can provide health-related programs and services that can complement what your company makes available internally. You can also leverage vendors that your company uses for human resources and related programs to offer health education and lectures, offer brief interventions or monitor and evaluate program impact.[30] Examples of internal company vendors whose services can be leveraged and better coordinated include employee benefits, occupational health and safety, risk management, employee assistance programs, organizational development and medical and absence/disability management. Using available community and internal company resources will allow your organization to offer a more comprehensive and customized workplace wellness program, often at less cost than trying to do it all alone.

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Engagement

Even a well-researched and well-planned program cannot achieve success without employee participation and active engagement. Your employees, and your business, will not receive any benefit if employees do not think the program is meaningful for them, personally, and believe they will gain from the experience. Thus, a successful health promotion program is one where people do more than simply "participate" – they need to feel engaged in a worthy endeavor where one's personal mission aligns with that of the organization. Here are some ways to achieve high engagement by employees.

Involve Employees in the Planning Process

One of the most obvious ways to engage employees is to involve them in the planning process for the program. This often involves **conducting a needs assessment** to inform program design. A needs assessment can be as simple as a survey or as complex as a series of focus groups with employees who are representative of the company as a whole.[1] An employee survey can be used to:

- Help establish a baseline for comparison after the program has been implemented;
- Gather information related to the specific health needs and current behaviors of your employees;
- Collect information on features of your organization that can be used to support the program; or
- Uncover organizational barriers that may stand in the way of specific activities or goals.[1]

Working Well: Tips to Boost Engagement

✓ Gather information from employees in a needs assessment or focus group

✓ Include leaders and representatives from many departments in your wellness committee

✓ Use appropriate incentives to encourage participation and reward success

✓ Use competitions, and allow family members to join

✓ Keep messages fresh and communicate regularly

Online resources, such as the Healthy Workforce 2010 Health Promotion Sourcebook for Employers[2] and AHA's Fit-Friendly website, can help you develop a survey of your own that determines employee needs and interests and worksite support for programs.

An alternative (or supplement) to a traditional survey is conducting focus groups. Focus groups usually involve 6-10 participants, are led by a facilitator or program champion and provide more in-depth information and feedback than a survey.[3,4] Focus groups give you a chance to further explore answers that interest you and may reveal problems or strengths you were not aware of. Duke University's Trinity College and the University of Kansas' Community Toolbox provide online guides to help you design your own focus group.

Identify Employee Leaders and Form Employee Advisory Groups (Wellness Committees)

A multi-disciplinary employee advisory group (sometimes referred to as a wellness committee) brings together members of the organization with different perspectives to advise the development and implementation of the wellness program. These committees may have a variety of responsibilities, including evaluation of current programs and services, assessment of employee needs and desires, development of the health promotion plan and implementation and monitoring.[5] Bring together a variety of people to form your committee so that you can ensure a diversity of perspectives and expertise. It is important to include representatives from departments that oversee employee health and have experience implementing policy changes. Including union representatives and managers from as many departments as possible is also necessary so that every employee group feels engaged in the process. Allowing employees to participate, or at least be represented, in the committee can lead to higher levels of commitment and satisfaction.[6] Finally, seek input from people affected by the policy changes to show you care about their needs and will work with them to create a program that fits the company culture and employee interests.

Encourage Participation and Reward Results with Incentives

Another proven method of increasing participation is offering incentives.[7-11] Incentives come in all shapes and sizes. They may take the form of a simple cash reward for completing a program activity, like an HRA, or merchandise or gift card—these tend to be the most popular form of incentives among employers.[7] Your incentive could even be a simple public recognition of employee achievements.[11] However, some employers offer incentives that are tied to employees' existing health benefits packages, like reducing their health insurance premiums.[7] There is some evidence that incentives linked to employee benefits have a stronger effect on participation.[9] Cash-based incentives may be more popular, but do have tax implications.

Incentives can also be linked to outcomes, like weight loss or lowering blood pressure and cholesterol.[11] There is not yet a consensus on outcome-based incentives' effectiveness to change health behaviors, but they continue to rapidly increase in popularity. AHA advocates the use of outcome-based incentives with appropriate consumer protections as part of a reasonably designed wellness program, making them worth considering as part of your strategy.[12]

Finally, you should consider the value of the incentives you offer. An effective incentive must be able to

An effective incentive must be able to motivate employees but should not feel coercive; one study found that each $20 increase in incentive value produced a 1.58 percent increase in participation.

motivate employees but should not feel coercive; one study found that each $20 increase in incentive value produced a 1.58 percent increase in participation.[9] You must also keep legal and ethical considerations in mind when choosing incentives, as there are legal requirements that your program may not discriminate based on health status and must provide reasonable accommodations for employees who cannot meet certain standards.

Tap into Competition

Young or old, most people have a streak of competitiveness in them, and tapping into it can help boost engagement. In fact, more than half of all employers surveyed either used competitions or planned to implement a competition within the next year.[13] However, participation in a competition should be voluntary, and there should be clear rules in place. Offer rewards to incentivize participation and highlight winning teams in company newsletters, emails and other communications to remind employees that the competition is ongoing. This strategy might work best in programs that have tangible outcomes like weight loss or lower blood pressure, or in challenges involving number of steps or minutes spent exercising, as these are easier to measure and track from month to month. Programs like the President's Challenge and apps can help you design your challenge and keep track of your employees' progress. AHA recommends My Life Check as a set of metrics.

Include Family Members

Another way to increase engagement and improve program success is to include family members in program activities. The extension of services to family members has also been identified as an element of a culture of wellness.[14] Studies have shown that when one spouse quits smoking, the other is more likely to follow suit, and that when one spouse exercises, the other is more likely to do so as well.[15,16] Thus, extending services to families may encourage employees to engage in healthier behaviors. Furthermore, interventions that target diet will be less effective if they fail to include family members who may purchase or prepare employees' food. As programs that offer services after work hours may also be seen as cutting into time that would normally be spent with family, inviting the entire family may overcome that barrier.

Keep in Touch

Employees can't participate in your program if they don't know it exists, so effective communication is key. In fact, past surveys have indicated that half of all workers who didn't participate were unaware that their worksite had a health promotion program.[7] It's not enough to send a message at the launch of your campaign; you must communicate regularly with employees to keep them up to date on events and activities and to maintain their interest in the program. Use multiple channels to deliver messages. Emails and bulletin boards are good for reminders and announcements, but in-person events like a health fair or a lunch and learn provide an opportunity to

Past surveys have indicated that half of all workers who didn't participate were unaware that their website had a health promotion program.

spread information while directly engaging employees in your program.[6] Using multiple channels also increases your potential audience, as different people may pay attention to different media and messages. One study found that organizations using multiple channels to deliver strategic, targeted communications achieved 12.8 percent greater participation than organizations using less thorough communications strategies.[9]

It is also important to keep messages fresh, because employees will lose interest if they receive the same material over and over. You can keep messages relevant and timely by incorporating local or business events, or even matching your strategy to the current season. For example, a physical activity program can focus on getting in shape for spring/summer and fighting off holiday weight gain in the fall, and a healthy eating program can provide healthy recipes for upcoming holidays.

Engagement is More than Participation

Although the above advice focuses mainly on program participation, true engagement involves much more. You can think of engagement as a two-step process: first, getting your employees to participate, and then getting employees engaged on a deeper, more personally meaningful level. This can be accomplished by aligning your program with workers' individual sense of purpose and life mission. Connecting your health promotion program's goals with your employees' purpose, beliefs and values will help maximize both program impact and personal engagement.[17] The importance of finding and pursuing a personal purpose in life inspired University of Michigan professor Vic Strecher to investigate the integral role "purpose" plays in encouraging people to lead a healthier lifestyle.[18] Connecting the program with employees' sense of purpose will not only boost program participation, it will motivate employees to achieve improved health and well-being on a much deeper level.

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Partnerships

To provide a comprehensive workplace wellness program—one which addresses the many and diverse needs and goals of employees—take advantage of partnership opportunities. Leveraging partnerships helps provide more and better services for employees than your organization could provide alone, leading to healthier employees, stronger community ties and an overall stronger company.

Working Well: Tips for Maximizing Partnerships

- ✓ Choose partners whose goals align with yours
- ✓ Capitalize on other organizations' free-to-use, ready-made materials to help design, implement and sustain your employee wellness programs
- ✓ Incorporate healthy activities into other company CSR activities
- ✓ Host multi-vendor summits to help align goals and improve coordination
- ✓ Engage unions from the start

Understand the Role of Your Corporation in the Community

Profit maximization is no longer the sole goal of corporations; instead, corporations play an important role in helping their local communities achieve social, economic, environmental and health-related goals.[1–5] In fact, many of today's business leaders consider it "good business" to have their employees contribute to the community in meaningful but not necessarily profit-driven ways.[5–7] Companies now sponsor community service days, encourage pro bono work and even donate portions of profits to worthy charities.[5–7] This philosophy of "doing the right thing because it is the right thing to do" can help you develop a culture of health within your organization, where employees feel encouraged by the organization to take care of their own and families' physical, mental, social, financial and spiritual health. Moreover, despite their altruistic aims, community engagement efforts can help businesses' bottom lines: businesses engaged in community health earn a reputation as being good corporate citizens, and have healthier, happier and more productive workers.[5] Additionally, being socially responsible attracts new talent and reduces turnover.[5,6] How the company addresses its role in the community, and thereby defines its purpose beyond profits, has an enormous impact on employee perceptions and, in turn, on its culture of health.[2–4]

Collaborate with Local Nonprofit, Faith-Based Organizations and Other Community Groups

Creating a comprehensive workplace health promotion program from scratch would be nearly impossible for most employers. Fortunately, a number of nonprofit organizations offer free-to-use, ready-made materials you can use to help design, implement and sustain your employee wellness programs. For example, AHA offers free materials to educate employees on heart health at work;[8] the American Diabetes Association offers a free, online tool to help assess Type 2 diabetes risk;[9] the National Diabetes Education Program offers free guides employers can use to help employees prevent and control diabetes at work;[10] and the American

Cancer Society provides free resources on smoking cessation, healthy eating and skin cancer prevention activities for the workplace.[11] Organizations like the YMCA may offer membership discounts to employers for their workers.[12]

While there are many free or low-cost community resources available to employers, it is important to choose community partners whose goals align with those of your organization.[5] Shared values, common vision and clear communication have been identified as important components of collaborations between companies and their community partners, because they help ensure that all stakeholders agree on the approaches and directions proposed.[5] Choose appropriate partners and take advantage of the many benefits that come from collaboration to enhance your organization's workplace wellness program.

Link Programs to Your Corporate Social Responsibility Strategy

Health promotion programs have long been considered a part of a corporation's social responsibility.[13] New studies have shown that corporate responsibility programs and, in particular, employee health programs are associated with higher stock prices.[14,15] Thus, including workplace wellness programs as part of your corporate social responsibility strategy may improve both employee health and the company's financial performance. Combining workplace wellness programs with corporate social responsibilities can also promote and sustain both programs. For example, moderate physical activity, such as 30 minutes of walking per day, is a great way to improve mental and physical health, and can be linked to existing community or charity projects such as company walkathons.[16] Employers can also encourage employees to volunteer as dog walkers at local animal shelters, which would simultaneously encourage walking and stress relief, or to create a company garden and compost cafeteria scraps, which would simultaneously promote physical activity, reduce stress and reduce waste. By linking wellness programs to corporate social responsibility, employees become engaged not only in an individual health-promoting activity but also one that involves charitable work, which is often tied to a broader humanistic endeavor tied to one's purpose and mission in life.

Leverage Vendor Relationships

A large portion of workplace health promotion programs are managed by external vendors, in part because of the many advantages vendors can offer.[17] For example, vendors can start a program quickly, cost about the same as internal management staff would, and can dedicate staff with knowledge and experience implementing and managing programs.[17] Select a vendor for a health promotion program as you would for any other program: evaluate how much support the program will need from the vendor, whether the vendor has the capability of providing that support, and whether there is a good "fit" between the vendor and company culture, established programs and personnel.[17] Remember, it is important to establish an agreement with the vendor where management and workers feel they have ownership of the program, not just the vendor.[17]

When using vendors' services, consider hosting multi-vendor summits. A vendor summit brings all organizations engaged in employee health (e.g., occupational health and safety, risk management, health plan, EAP, data vendors) together to discuss their respective roles and goals, and how they can better work together. These summits ensure coordination, non-duplication and efficient management.

Collaborate with Unions

Despite recent trends of declining union membership, 14.6 million U.S. workers belonged to a union in 2014 and an additional 1.6 million workers were non-members who worked under union contracts.[18] Labor unions have a long history of working to improve employee health and safety, and have collaborated with management to reduce chronic conditions and risk factors in the past.[19,20] However, unions have also worked against management-sponsored initiatives that aligned with their own interests because they were not always included in the policy-making process.[19] Thus, it is important to view unions as potential collaborators from the start of a program and work with them to build a foundation where workers feel they have a say. Interview employees about what their health goals and needs are, and encourage participation in "wellness committees" or advisory boards that design and modify the workplace health promotion program.[21,22] Also, identify "wellness champions" from all levels and departments of the company who will advocate for health and well-being to fellow employees.[21,22] Finally, communicate to employees that the goal of the program is to help people live better, healthier lives, not to punish unwanted behaviors or threaten jobs. Incorporating employees' needs and wishes into programs, and addressing their concerns, can create a sense of ownership of the wellness program among employees, reduce feelings that management is forcing the program upon them and boost employee morale and engagement.

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Evaluation and Reporting Outcomes

Measuring your program's progress and outcomes is essential for maintaining accountability and proving its effectiveness. Also, sharing information about progress and setbacks adds to the evidence base for continuing your program and for starting similar programs at other sites.[1–3] Creating an evaluation plan before beginning the program, regularly monitoring progress, collecting data on multiple outcomes over time and analyzing and reporting major outcomes will maximize the impact of your findings. HERO and the Population Health Alliance have created a measurement and evaluation guide that can help you create an evaluation plan.[4]

Create an Evaluation Plan Before the Program Starts

Creating an evaluation plan should be one of your very first activities, because developing the plan can help define the program's key goals and values. Also, it is important to know what outcomes you want to examine when collecting baseline data before the start of the program.[1,2] The first step of evaluation planning is to engage stakeholders, including those who are involved in the program, those who are served by the program and those who will be using the evaluation.[1] The next step is to describe the program, including its mission, objectives, goals and strategies.[1,3] Describing the program helps clarify goals and purpose to all stakeholders and helps connect particular program components to desired outcomes.[1] Include the following: the need the program addresses, its expected effects, planned activities, the resources it will use, what stage of development it is in (challenges differ between new and old programs) and how it fits into the workplace environment.[1] You may want to construct a logic model, a chart that helps you visualize how different components of the intervention will lead directly or indirectly to desired outcomes.

Working Well: Tips to Improve Evaluation and Outcome Reporting

- ✓ Have an evaluation plan before the program is started
- ✓ Keep track of implementation as you go, so you can make changes as needed
- ✓ Assign responsibility for data collection and schedule regular reports
- ✓ Collect data on short-, intermediate- and long-term outcomes
- ✓ Keep your audience in mind when preparing reports

Finally, you must choose the evaluation design. When choosing a design, you should consider: the purpose of the evaluation (gaining insight, changing practices and assessing effects are common purposes); who will use the evaluation results and how; what questions you want the evaluation to answer; what methods you will use; how rigorous of an evaluation you can conduct and what agreements you have made (e.g., legal contracts, protocols, memorandums).[1,3] You should also plan how you will collect data. Using multiple methods and involving stakeholders improves credibility, as does taking information from different sources

and examining multiple activities and outcomes.[1] While you want to maximize the quality and quantity of data, you must also consider the logistics and the limits of your organization and staff (or any outside evaluators you hire).[3]

Regularly Monitor Progress on Programmatic Implementation

Measuring program implementation can provide a wealth of important information, like the number of employees reached, the program's operating costs or the most successful locations in a multisite program.[2,3] A process evaluation also helps keep implementation on track and determines whether quality standards were met, which is especially important when programs underperform and you want to determine whether the cause was the design itself or poor implementation.[2,3] Research suggests that implementation is one of the most important factors affecting program success and outcomes, and that implementation can vary widely between sites, meaning that studying implementation and planning future improvements is crucial.[3,5]

Process evaluations regularly include several key components, and monitoring each throughout implementation enables you to make adjustments as needed. Process measures examine all the steps and activities taken in implementing a program and the outputs they generate. Fidelity is the overall assessment of whether the program was implemented as planned, and many of the other measures are included in this component.[6] These include: dose delivered (how many units were delivered, e.g., the number of pamphlets distributed), dose received (which includes exposure, or how much participants actively engage with the program, and their satisfaction) and reach (participation rate).[6] You may also include recruitment procedures and how the context of the environment influenced the program to further understand the implementation process.[6]

Collect Data on Multiple Outcomes Over Time

Outcome measures are what people often think of when it comes to evaluation: they show whether the program was effective at making changes in the target population.[2,3] Outcomes can be divided into short-, intermediate- and long-term measures. Long-term outcomes are related to the overall goal(s) of the program and take years to observe (e.g., reductions in disease or healthcare costs).[2] Short- and intermediate-term outcomes are often the stepping stones to achieving long-term outcomes, like individual behavior changes or the introduction of new policies and benefits.[2] When deciding what outcomes to measure, you should set SMART objectives, focusing on outcomes that are: specific, measurable, attainable (realistic for the program and organization), relevant (as an answer to the problem being addressed) and time-oriented. Once you have SMART objectives set, decide how often outcomes will be measured and assign the tasks of collecting data and providing regular reports to a specific individual or group to ensure accountability.[2]

There are four broad outcomes of interest to most employers: health outcomes, worker productivity, healthcare costs and organizational change.[2] These categories can be broken down in a variety of ways, and the choice of what to measure and how to measure it should be informed by the overall program's goals. For example, you might measure productivity by changes in absenteeism or health outcomes by uptake of desired behavior changes or changes in biometric health measures.

Analyze and Report Major Outcomes

When reporting data, you must ensure your conclusions are justified. This involves agreeing upon standards of success (and failure), the method(s) of analysis or synthesis that will be used and how results will be interpreted, as well as what judgments and recommendations will be included in the final report.[1,3] To ensure the evaluation will be used to take action:

- Design the evaluation with its final use in mind;
- Prepare for use (for example, by giving stakeholders hypothetical results and asking what changes they would make);
- Obtain feedback from stakeholders throughout the process;
- Follow up with users to prevent misuse; and
- Tailor dissemination materials to the intended audience.[1]

When creating a report or other dissemination materials, use clear, concise language and organize the information so that readers can easily understand how each conclusion was reached.[7] Use tables, graphs and figures to demonstrate trends and make projections, and to provide a quick takeaway for readers in a hurry.[6,7] Finally, you should organize the report around the needs of its intended audience. Different individuals may need different information: for example, leadership may want to know about leading risks and healthcare costs, while the wellness staff may want to know about employee needs and barriers.[7] Thus, it may be necessary to release multiple reports tailored to specific stakeholders.

One of the key reasons to develop an evaluation plan before starting the program is to collect baseline data that you can use to measure changes by comparing the baseline to post-program results.[2] You may also want to measure the value of the company's investment in the program using either ROI or VOI analysis. An ROI analysis examines how much is saved or earned for every dollar invested in the program, thus it usually examines tangible benefits like reduced medical costs or increased productivity.[7,8] Because ROI analysis focuses on tangible benefits, some benefits of health programs are not captured. VOI calculations allow intangible benefits, like morale, loyalty, retention and company image to be taken into account.[7-9] You must decide which analysis works best for your program and aligns with the desires of leadership.

Remember to collect baseline data that you can use to measure changes by comparing the baseline to post-program results.

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Case Studies

American Heart Association®
life is why™

AT&T's Chairman's Challenge

Company Background

AT&T has more than 243,000 employees, located throughout the world in the Americas, Asia, Australia, Europe, Africa and the Middle East. AT&T's employees represent a wide range of demographic diversity and work in a variety of different environments across office settings, retail stores, call centers and external installation and maintenance worksites. As one of the largest providers of healthcare in the private sector, AT&T is committed to helping its employees stay healthy by providing access to healthcare coverage for more than 1 million employees, retirees and dependents. AT&T realizes that employees need more than coverage to be healthy—they need information, empowerment and support.

AT&T's Best Practices

- ✓ Involve Employees in the Planning Process
- ✓ Identify Employee Leaders
- ✓ Encourage Participation and Reward Results with Incentives

About the Chairman's Challenge

In 2011, AT&T launched a comprehensive workplace wellness program called ***Your Health Matters (YHM)***. *YHM* provides a comprehensive suite of resources and tools for employees. After conducting a series of focus groups and quarterly surveys, AT&T identified that employees wanted an extra boost of support and inspiration from the company. Realizing that there is no better way to demonstrate employer support than to start with company leaders, the **Chairman's Challenge** was created.

Launched in the fall of 2012 by the Chairman himself from AT&T's global headquarters, the Challenge was open to approximately 100,000 employees.

> ***I am especially grateful to our Chairman for making a commitment to having conversations on how important healthy living is and that there is something each and every one of us can do.***
>
> *— AT&T Employee on Chairman's Challenge*

The Challenge invited employees to set their own health goals, and track their progress against those goals over a six-month period. The Challenge included monthly check-ins, where employees were able to share information about progress made in their wellness journey. This was done via a confidential microsite that was managed by a third party. Throughout the competition, *YHM* offered tools and resources to help employees pursue their Chairman's Challenge wellness goals, and encouraged peer-to-peer support. AT&T's grassroots employee "Champions" played a key role in sharing resources with other employees and supporting colleagues across departments as they worked to make healthier choices in their daily lives.

Realizing Impact, Recognizing Success

The Challenge engaged thousands of employees over the course of six months to take control of their health and wellness. Employees were left with the understanding that AT&T values its employees and is willing to invest in them because of a true concern for their health, welfare and personal success. There was also a strong sense of accomplishment among employees for the outcomes achieved in the Challenge.

15,000 employees

21,000 miles run

70,000 workouts

40,000 pounds lost

Employees reported **increased levels of physical activity**, **improved energy levels** and **better nutrition habits** following the onset of the Challenge.

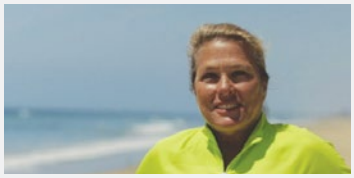
At the end of the six-month time period, finalists were selected by a leadership committee, and employees voted for five winners of the Challenge, one from each of the five main business unit groups at AT&T. The winners were announced during a live all-employee webcast hosted by the Chairman. Each winner received a $1,000 cash prize and a $5,000 donation to a charity of his/her choice, followed by additional individual recognition including supplementary video spotlights and multiple internal publication features. The following videos can be viewed on the AHA Workplace Health Playbook site at heart.org/playbook.

Joe Rayburn

Joe began his Chairman's Challenge journey just four months after losing his son to a battle with brain cancer. Fueled by the memory of his son's courage, Joe made his own health a priority.

Quiency Duggar

Quiency initiated the Chairman's Challenge with a pledge to achieve a healthy weight. By the time he was announced as a winner, Quiency had dropped a total of 165.5 pounds, and integrated physical activity into his daily routine.



Susan Taylor

Susan had attempted to quit her pack-a-day cigarette addiction in the past, but the Chairman's Challenge gave her the push to make it permanent.

Looking Forward: Chairman's Challenge II

The Chairman has recently convened his second challenge, Chairman's Challenge II, which is spanning much of 2015. Taking things a step further than before, the following components were added to the second Challenge:

- Additional employee populations are now included, such as non-management employees—with an international adaptation as well.
- Participants now have the ability to compete as teams.
- Participants have the option to track their progress (miles run, steps taken, hours slept, etc.), through a mobile-enabled tracking platform as they work to reach their goals. Participants also have the option to keep their journey private, or share their progress with their colleagues to garner support throughout the Challenge.
- Conveniently, participants can give an update on their journey via a series of questions within the tracking platform each month. The information provided in these check-ins will be used to help determine the finalists. After that, employees will again vote to determine the winners.
- Giving back to its communities is a responsibility AT&T doesn't take lightly. That is why AT&T decided to up the number of winners—and donation amounts—to offer the greatest possible impact to its communities.
  - » Winning individuals will receive a $5,000 donation to a charity of his/her choice.
  - » Winning teams will receive a $10,000 donation to a charity of their choice.
- All employees who complete the required check-ins will be considered Challenge finishers and will receive special recognition for their accomplishments.

> ***I always knew there was something special concerning the character of AT&T employees. Once we put our mind toward a goal, there's no stopping us.***
>
> *– AT&T Employee after the Chairman's Challenge*

Editor's Note: As this case study went to print, AT&T concluded Chairman's Challenge II and analysis of the results is underway.

Boston Scientific's Worksite Wellness Pilot Program: Building a Culture of Health On Site

Company Background

Boston Scientific is dedicated to transforming lives through innovative medical solutions that improve the health of patients around the world. A leading creator of medical products and technologies, Boston Scientific has approximately 24,000 employees around the globe and more than 11,000 employees across the United States.

Boston Scientific's Best Practices

- ✓ Establish a Supportive Environment
- ✓ Promote Programs through Multiple Communications Delivery Channels
- ✓ Leverage Partnerships

As a global healthcare company, Boston Scientific's commitment to improving patient health is clear. The company also believes there is an implied need to foster a culture of health and well-being for its own employees that allows them to work and perform at their personal best. For Boston Scientific, this concept of well-being reaches far beyond physical health, but focuses on a more holistic view of the work-life connection that ultimately can improve employee lives while elevating work productivity.

As with most global companies, Boston Scientific's approach to well-being varies by geography and cultural norms at each site, but the overall philosophy and goals remain the same. Their philosophy includes continuous evaluation, measurement and improvement to ensure they're meeting the needs of their employees.

Worksite Wellness Pilot Program: Creating On-Site Connections to Complement Virtual Resources

In 2013, Boston Scientific introduced a two-phased, on-site Worksite Wellness pilot program to address prevalent health conditions (e.g., physical inactivity, hypertension and stress) and raise employee awareness of the free resources available to them—like blood pressure monitoring stations, fitness centers, healthy food option labeling in the cafeterias and Employee Assistance and Health Improvement Programs. The pilot program was designed to focus on three health conditions identified as prevalent among the employee population: physical inactivity/being overweight, elevated blood pressure and stress.

The Worksite Wellness pilot program was initiated at two U.S. sites that captured nearly 50 percent of the Boston Scientific U.S. employee population, approximately 4,555 people. In total, more than 700 employees participated in the program. The key differentiator between the pilot program and Boston Scientific's existing telephonic/web-based wellness program was that the pilot program incorporated

on-site interventions, enabling the company increased communication with employees and opportunities to build a culture of health within the workplace. For example, the pilot incorporated a **Worksite Wellness Champion Program**, which engaged employees to serve as both the voice of their peers and as promoters of the programs being offered at their worksites. Boston Scientific kicked off the pilot with a four-day on-site campaign themed **It's Your Choice,** which educated employees about new and existing worksite wellness programs available to them. In addition, the company engaged senior leadership at these locations to provide encouragement and support engagement.

Over the course of the pilot, Boston Scientific employed a full agenda of activities to promote, educate and reinforce the benefits of the available programs. Activities included 45-minute workshops like Every Choice Counts, Balanced Eating and The Silent Threat: Lifestyle Management of Blood Pressure; 20-minute skill building sessions like how to read food labels or do yoga at your desk; and 15-minute one-on-one consultations. Employees were most interested in programs pertaining to weight management, blood pressure management and stress management. Boston Scientific aimed to make all activities relevant, targeted, accessible and engaging to ensure greatest success.

To help you navigate the agenda, look for these icons to find activities that will be relevant to you:

Find Balance with Weight Management	Relax with Stress Management	Shine with Blood Pressure Management
Intro Activities:	**Intro Activities:**	**Intro Activities:**
☑ Every Morning, Every Day! ☑ Don't Drink Your Calories ☑ Not all Meal are Created Equal	☑ Balloon Aren't Just for Kids ☑ The Power of Words ☑ Mood Makeovers through Music	☑ Hidden Sources of Sodium ☑ Not all Meals are Created Equal ☑ Balloon Aren't Just for Kids ☑ The Power of Words ☑ Mood Makeovers through Music
Workshops:	**Workshops:**	**Workshops:**
☑ Every Choice Counts: Healthy Choices for Weight Loss	☑ Everyday Stress Management: Techniques for Everyday Life	☑ The Silent Threat: Lifestyle Management of Blood Pressure
Skill Builders:	**Skill Builders:**	**Skill Builders:**
☑ Food Label Reading ☑ Cooking Techniques ☑ Portion Distortion ☑ Weight Tracking & Accountability ☑ Calories Count	☑ Yoga at Your Desk ☑ Stress Plan ☑ Visualization and Breathing	☑ Blood Pressure Tracking ☑ Food Label Reading ☑ Cooking Techniques ☑ Yoga at Your Desk ☑ Stress Plan ☑ Visualization and Breathing
One-on-One Consultations:	**One-on-One Consultations:**	**One-on-One Consultations:**
☑ Find out your BMI, body fat, and waist circumference: What do they tell you about your weight? Discuss where you are and where you want to go. Get answers to your questions.	☑ Create a personalized stress plan or use this time to practice a stress management technique with an expert.	☑ Discuss steps you can take to improve your blood pressure through physical activity and improve eating habits.

Measuring Impact: Awareness, Participation, Health and Culture

Boston Scientific measured pilot program results via a number of mechanisms. Through employee feedback surveys, the company was able to measure increased awareness of resources. In addition, on-site events resulted in over 700 unique participants across offerings, a 93 percent satisfaction rate and 75 referrals into telephonic coaching programs (25% of participants engaged with a coach following the event). A single challenge for weight management resulted in:

423 participants, **58 percent** of whom were in the overweight/obese category

64 percent of overweight participants and **79 percent** of obese participants lost weight with a total net loss of over **800 lbs**

Boston Scientific has also identified important and lasting improvements to its culture of health. Employees, champions and leaders from local resources (fitness centers, cafeterias and the on-site clinics) were able to form relationships that are still in place and enhanced today. Stress, a previously sensitive topic at the workplace, is now a topic that employees discuss and understand how to manage with access to the numerous company resources in place to assist with stress management. Finally, the pilot confirmed the need for an on-site component of the company's wellness program. Feedback, participation and results indicated that having offerings accessible and visible at the worksite is valued by employees and has led to a variety of on-site challenges and activities at Boston Scientific's U.S. locations since the conclusion of the pilot.

Boston Scientific rolled out Phase 2 of the pilot in 2014 with similar success. The company has seen improvements in its health metrics nationwide, which it at least partially attributes to increases in wellness program offerings and utilization as part of the pilot initiative. Continual improvements have been made to the available programs, and plans are now in place to roll out a network of Wellness Champions at Boston Scientific worksites across the United States.

Humana's Well-Being: Measuring, Motivating and Reporting Impact

Humana.

Company Background

Over the course of 54 years, Humana has transformed the ways it brings help and care to the people it serves. As a leader in the healthcare industry, Humana has evolved from a company with the episodic customer relationships of a traditional health insurer to a company dedicated to helping people improve their health and well-being, which has become part of the company's culture. That shared enterprise purpose came into even sharper focus last spring when Humana publically announced a goal to improve the health of the communities it serves 20 percent by 2020, by making it easy for people to achieve their best health.

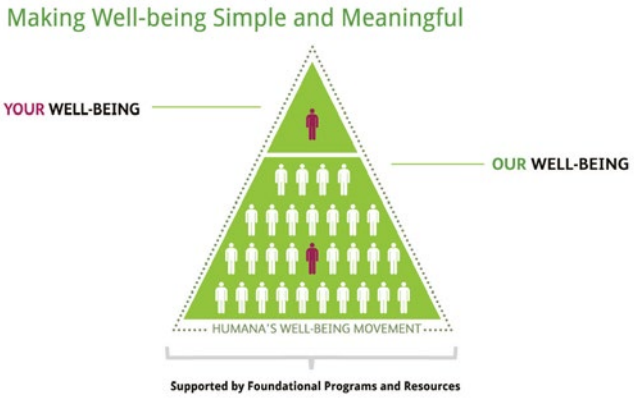
Humana's Best Practices

- ✓ Create a System to Identify and Amplify Employee Successes
- ✓ Collect Data on Multiple Outcomes Over Time
- ✓ Analyze and Report Major Outcomes

Humana took the goal a step further for its internal associate community: achieve the results by the end of 2017. Humana believes that, by changing the lives of associates, the company is more able and inspired to help others do the same. Early results are promising. Since 2012, the associate community has reversed the trend toward declining health seen elsewhere in the nation[1] and has seen substantial improvements in all dimensions of well-being.

Creating Impact on Well-Being through Measuring, Communicating and Motivating Progress

Humana's vision for improving associate well-being is built around a social movement that connects people to the company's purpose and one another in a way that is personally meaningful to them. This internal movement is designed to inspire, support and sustain personal transformation in all aspects of health, improve population outcomes and accelerate shared learning about what works. Among key objectives is creating a culture that stimulates action and behavior change, highlighting individual responsibility and shared commitment to one another. Humana views conversations about well-being as a critical part of its commitment to help associates be their best and live more fully. By normalizing openness around personal well-being as a way to work, conversations and connections fuel the social movement ultimately intended to make well-being easier.



Humana assesses and communicates well-being through four dimensions: purpose, health, belonging and security. Having a gauge on where each associate is on his or her individual journey, as well as where people are together, are important components in bringing the movement to life. The measurement and communication on well-being takes a multifaceted approach:

- Leader and associate behaviors:
  - » Creating a different tomorrow requires knowing where one is today
  - » Talking openly normalizes different thinking about routines and support
- How the story is told:
  - » The journey is personal; people's experiences matter even more than programs
  - » A sense of achievement is an important element of well-being
- Focused on individuals, their team and the enterprise community as a whole
- Focused on whole person well-being across the four well-being dimensions

Participation, engagement and outcome measures at the individual, team and organizational level demonstrate how programs, resources and inspirational stories come together to make lives better.

The journey toward lifelong well-being, and the actionable information that fuels it, is shared as "Yours" and "Ours."

Your Well-Being

Humana offers associates two types of reports for their personal health and well-being journey: a Personal Well-Being Report, which provides a holistic, self-reflected view, and a HumanaVitality® Personal Health Report, which provides a current view of individual status, actions and behaviors.

Hi Member,
Humana Well-Being Assessment Personal Report 2014 Well-being Index®

Well-being is important to having high levels of energy. The good news is we can measure well-being and we can change it.

The information in this personal report was gathered from your responses to Humana's Well-being Index, a comprehensive measure of your individual well-being.

We're on a well-being journey. We hope this report inspire you to think about your own well-being journey. While your sense of well-being changes over time, you can use this personal report as an opportunity to think about areas you may not have considered before and how you can take action to move your well-being forward.

Your Overall Well-being Index Results

Your Average 2.08
Our Community Results 3.53
0 1 2 3 4 5
LOW WELL-BEING HIGH WELL-BEING

Your overall well-being Index results give you a good idea of how you're doing overall. Read on for how each dimension of well-being contributes to this score.

Humana.
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Humana confidential and proprietary
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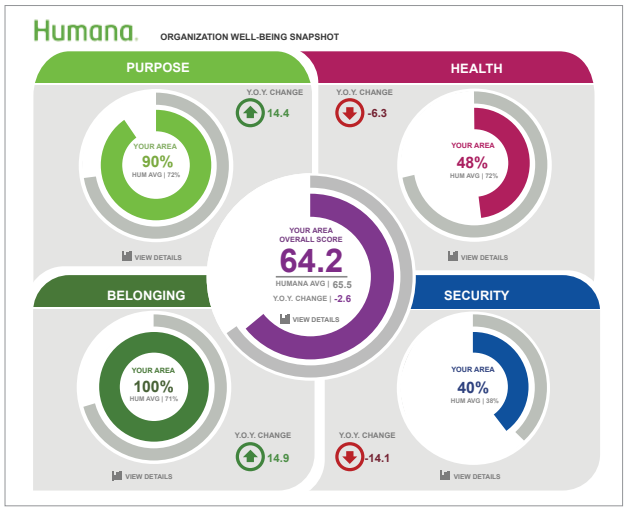
- The **Personal Well-Being Report** gives associates a generalized look at their personal well-being after completing the Humana Well-Being Index® Survey.
- The **Humana Well-Being Index®** uses a personal perspective of well-being as a validated predictor of current and future well-being, covering the dimensions of purpose, health, belonging and security. It was developed in partnership with the University of Michigan. A score is provided for each well-being dimension. The **score** is an average of three areas of the dimension. For example, the overall score for health looks at how a person is doing on his or her physical, emotional and spiritual health.
- The **HumanaVitality® Personal Health Report** provides associates on the company health plan an overall picture of their individual health based on completion of a biometric screening and Vitality

Check health assessment. The report includes a Vitality Age®, letting the associate know if he or she is living older or younger than his or her actual age based on lifestyle and habits.

Our Well-Being

Humana looks at the collective well-being journey two ways. The Organization Well-Being Snapshot provides leaders and associates with a simple online dashboard on the state of well-being within their department. The Humana Well-Being Annual Report provides everyone with a transparent and inspirational look at how the entire enterprise is moving the well-being needle. Both instruments share associates' progress together, helping unite everyone in the effort.



- Humana's **Organization Well-Being Snapshot** reports results at team levels of 250 or more associates. It compares the organization to the Humana enterprise and shows progress toward goals set around the four dimensions of well-being. Goals were established by collaborating with external and internal health and well-being subject matter experts, and most health-related goals were derived from well-publicized public health benchmarks, such as Healthy People 2020 and the CDC's Healthy Days measure.

- The **Humana Well-Being Annual Report** provides an interactive, online experience of narrative, data and individual associate stories. It includes all Organization Snapshot metrics along with supplemental data points, and captures progress over multiple years toward goals.

The **Humana Well-Being Snapshot** and **Humana Well-Being Annual Report** include data from multiple internal and partner sources, including:

- Associate Engagement Survey
- Biometric Screenings
- Internal Social Network
- Retirement Savings
- HumanaVitality® engagement
- Volunteer Network
- WOW! Working on Well-Being® Account
- And much more

All data are reported as a group. Any information that may identify individuals is removed to protect privacy.

Making Strides Toward Better Lives

Since inception in 2012, more and more associates have engaged in sharing their well-being journeys. The multidimensional looks have helped change the ways individuals and teams think about, talk about and do something about their well-being.

Furthermore, new cultural practices have surfaced. For example, increasingly associates share personal stories about their struggles and triumphs in living better, prompting discussion of health and well-being to be the number-one topic of internal social media, by far. Well-being has also become a regular part of team meetings. In addition, knowing the state of individual and collective well-being has triggered meaningful changes in routines that influence health. Simple things like stretching at a desk, participating in "walking meetings" and engaging in group activities supporting health are practiced more often. Also, team volunteering and enterprise step challenge participation have both increased substantially and are now well-ingrained within Humana's culture.

This energized culture has inspired associates to live happier and healthier lives. It has helped produce real results.

- The average number of biometric risks per associate has dropped: for associates employed since 2012, four out of 10 have improved their overall health and seven out of 10 have either stayed the same or lowered their number of health risks.
- Associates who started exercising regularly in the past two years reduced their health risks by 16 percent.
- Associates who improved their health collectively lost 194,000 pounds.
- From 2012 to 2014, associates' volunteer hours increased by 25 percent.
- Roughly 85 percent of associates actively participate in the HumanaVitality wellness platform, with 65 percent actively setting and/or achieving health goals.
- Since 2012, use of preventive health services has increased by 40 percent.

Sustaining Success

As Humana moves forward on its well-being journey, supporting associates on their individual and collective paths, CEO Bruce Broussard and other company leaders have shaped a dream into a focused destination. As Bruce recently shared, "I'm inspired by the progress we're making toward taking better care of ourselves as a means to achieving lifelong well-being. What we're doing has a big impact not only on us, but in the communities we're a part of." These efforts have helped spark a social movement and they nurture health and well-being in Humana's culture in a way that can be experienced by associates and customers alike.

Along the way, the journey is a way for every member of the team to live and experience Humana's company values to:

- Inspire health
- Cultivate uniqueness
- Rethink routine
- Pioneer simplicity
- Thrive together

Our Values

Inspire health
We inspire health by making conscious choices every day and motivating others with our positive example. We care about each other and actively contribute to an environment of well-being.

Rethink routine
Innovation emerges from a culture that cultivates curiosity. We spark creativity by challenging ourselves to think differently.

Cultivate uniqueness
We find ways to connect with each other and our consumers. Respecting one another, listening with an open mind, and seeking different perspectives result in richer solutions.

Thrive together
We focus on shared success by breaking down silos, inviting collaboration and mentoring others. We believe in, and act with, positive intention to create an environment of trust and integrity.

Pioneer simplicity
We make life easier and believe that less can be more. When we empower associates with responsibility, we are able to create an agile organization and an exceptional experience.

These values make the company most successful…most human…most Humana.

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Johnson & Johnson's Healthiest Workforce Commitment

Johnson & Johnson

Company Background

"Caring for the world, one person at a time" has inspired Johnson & Johnson for over 125 years. With 128,000 employees in 60+ countries, Johnson & Johnson is the world's largest, most diverse healthcare company, touching the lives of more than a billion people every day.

Johnson & Johnson's Best Practices

✓ Build a Culture of Health

✓ Establish a Clear Vision and Plan for the Program

✓ Offer Comprehensive Programs that Address Modifiable Unhealthy Behaviors

Caring for employee health and well-being is central to Johnson & Johnson's company culture, demonstrated through its commitment to employee wellness for over 100 years. Johnson & Johnson is a forerunner in creating a Culture of Health, which is cultivated by a global environment that supports healthy choices, provides innovative programs and initiatives and takes a holistic approach that includes mental, emotional and physical well-being to drive and sustain better health and wellness. At Johnson & Johnson, it starts with active leadership support and participation beginning with the CEO, and is carried throughout the organization with the support of Health Champions who lead by example and ensure that employee health is part of the business agenda. Health Champions are part of a network of positive influencers who can provide leadership as well as strategic and practical support. With the help of these champions, Johnson & Johnson is able to foster an environment where wellness isn't a program or offering, but a core value.

Johnson & Johnson's Vision for a Healthy Employee

Individuals who actively invest in their health and well-being to achieve their own personal best; they achieve balance in body, mind and spirit, igniting full engagement and purpose at work, at home and in their communities. Additionally, they work in an environment that fosters and supports healthy choices.

Leadership Commitment

Johnson & Johnson continually applies new and innovative approaches to help achieve the company's vision of having the healthiest employees in the healthiest company for years to come. In 2010, the Johnson & Johnson Executive Committee launched **Healthy Future 2015**, outlining enterprise-wide goals. These goals drive program development and participation at all levels within the organization, and progress against each of the goals is reported externally on an annual basis. Leadership commitment includes publically setting and communicating health goals that are part of the Healthy Future 2015 sustainability goals.

These health goals are focused on three interrelated areas: access to Culture of Health programs; employee participation in Health Assessments; and driving a low health risk culture. Progress toward these goals is reported annually in the Johnson & Johnson Citizenship and Sustainability Report.[1]

Goal 1: Improve access to culture of health programs

To support a Culture of Health, Johnson & Johnson established a 12-program framework that provides core essential elements across all locations, while permitting customization according to location, culture and local health risks. Since lifestyle changes are deeply rooted in personal choice and behaviors, Johnson & Johnson is creating an environment that will further cultivate the right choices. This goal aims to provide employees across the globe access to a rich and fully implemented set of health programs and services that are centered on **Prevention, Protection and Performance**.

Prevention programs aim to keep employees healthy, via preventative services, innovation and education. Some examples include:

- ✓ **TOBACCO FREE** worksite and support for those who want to quit the use of tobacco products[2]
- ✓ **HEALTH ASSESSMENT** to help employees know their key health numbers and risks
- ✓ **EMPLOYEE ASSISTANCE PROGRAMS (EAP)** access to confidential, professional counselors that support mental health and well-being
- ✓ **PHYSICAL ACTIVITY** movement opportunities such as gyms, walking trails and exercise classes
- ✓ **HIV/AIDS POLICIES AND PROGRAMS** providing a nondiscriminatory work environment in regards to HIV/AIDS status, with access to confidential testing and treatment
- ✓ **EDUCATION/AWARENESS** of how to prevent chronic diseases, providing choices and education around healthy foods on site and for catered meetings and creating understanding of preventative causes of and appropriate screenings for cancer

Protection programs and services are those designed to keep employees safe through compliance with regional regulations and adherence to Johnson & Johnson's standards and quality care. Some examples include:

- ✓ **ON-SITE SERVICES** to provide general first aid and work-related injury/illness care and follow up
- ✓ **TRAVEL HEALTH** for the business traveler, with health services and health care access
- ✓ **MODIFIED DUTY** to assist employees to return to work and wellness after an illness or injury
- ✓ **MEDICAL SURVEILLANCE** exams and check-ups to ensure you remain safe and healthy while on the job

Performance programs link good health and well-being to high performance. Some examples include:

- ✓ **STRESS PREVENTION/RESILIENCY TRAINING** training available upon request to help employees deal with stress in a positive way
- ✓ **WORK LIFE BALANCE** programs that respect the need for flexibility in when, where and how employees work, providing resources to meet work, family and personal responsibilities
- ✓ **ENERGY FOR PERFORMANCE IN LIFE** a program designed to help employees manage and maximize their energy to achieve balance in body, mind/emotion and spirit

Goal 2: Increase employee participation in Health Risk Assessments

Recent research conducted by AHA and Nielsen suggests that many employees across America do not know their numbers for key measures of health, like blood pressure or cholesterol. This may make it more difficult for these individuals to accurately assess their health, set health goals and make simple behavior changes – like being more active and monitoring blood pressure – to achieve them. Johnson & Johnson seeks to ensure that every employee has the ability to voluntarily participate in a personal health risk assessment. By "knowing their numbers" in context of their lifestyle habits and health risk scores, employees can face their personal truth and reflect on the changes that need to be made that are unique to their situation.

> ***Our employees are our greatest asset, and we believe that by investing in their health, we are investing in the success of our business.***
>
> *— Alex Gorsky, CEO, Johnson & Johnson*

Goal 3: Increase the percentage of employees that are "low" health risk

As a result of activities supporting its first two goals, Johnson & Johnson has made great progress in improving employee health. Johnson & Johnson defines employees with "low" health risks as those who have 0-2 health risks as derived from the Health Assessment.

Results

Since 2010, Johnson & Johnson has made great progress toward meeting its Healthy Future 2015 goals.

Healthy Future 2015 Goals	Results as of September 2015
Goal 1 90 percent of employees have access to Culture of Health (COH) programs	90 percent of all employees have access to all 12 fully implemented COH programs • Overall increase of 56 percent since 2010 • Outside the U.S.: 85 percent access in 2014 (an increase of 78 percent since 2010)
Goal 2 80 percent of employees have completed a health risk assessment and "know their numbers"	87 percent of all employees (unique participants) have completed a health assessment • 57 percent increase since 2010 • For the U.S.: 95 percent • Outside the U.S.: 80 percent, with a 66 percent increase since 2010
Goal 3 80 percent of assessed population is considered "low" health risk	Data not available until early 2016

The future focus for Johnson & Johnson is to continue to foster a workplace with an environment that encourages healthy choices and enables employees to achieve their personal best at work, home and in the community.

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Kaiser Permanente's Healthy Workforce Program

KAISER PERMANENTE®

Company Background

Kaiser Permanente is committed to helping shape the future of health. Recognized as one of the nation's leading health providers and not-for-profit health plans, Kaiser Permanente currently serves more than 10 million members in eight states and the District of Columbia.

Kaiser Permanente's Best Practices

✓ Identify Employee Leaders

✓ Encourage Participation and Reward Results with Incentives

✓ Collaborate with Unions

Founded in 1945, Kaiser Permanente's mission is to provide high-quality, affordable healthcare services and to improve the health of its members and the communities it serves. Care for members and patients focuses on their total health with the use of industry-leading technological advances and tools for health promotion, disease prevention, state-of-the-art care delivery and world-class chronic disease management.

Kaiser Permanente's vision for workplace health is to create the healthiest workforce in the healthcare industry by building a culture of health for the organization's 175,000 employees and nearly 18,000 physicians.

About the Healthy Workforce Program

Kaiser Permanente's **Healthy Workforce** program was launched in 2010. Through Healthy Workforce, Kaiser Permanente supports employees and customers to improve their health, well-being and productivity with industry-leading health and wellness resources. Program development was informed by clearly identified needs from employee focus groups, interviews with regional leadership and a partnership with the Coalition of Kaiser Permanente Unions.

Kaiser Permanente believes that "Health is a Team Sport." To that end, all Healthy Workforce programs:

- **Foster Leadership Support:** Senior leaders, including union leaders, demonstrate engagement and commitment to creating a healthy workplace culture and are encouraged to reward and reinforce a culture of health. Leaders, including the CEO and regional presidents at the top of the organization, support wellness and have shared their personal stories with employees many times.
- **Develop Champions:** Healthy Workforce has developed a network of 1,300 volunteer employee Champions who create, develop, implement and promote programs to build a culture of health by focusing on prevention and behavior change.

- **Build a Culture of Health:** Kaiser Permanente develops and offers programs that help people make healthy lifestyle choices, and integrates all aspects of the Healthy Workforce vision, policies and programs into the operations of the organization.

Kaiser Permanente held launch events to ensure employees had the resources and information they needed to begin the program.

Within Healthy Workforce, Kaiser Permanente implements several initiatives to promote employee engagement, one of which is the **Total Health Incentive Plan (THIP)**.

THIP is a voluntary program that rewards employee groups for getting healthier and builds a culture of health within each Kaiser Permanente-defined region. The rewards and incentives used with THIP help Kaiser Permanente accomplish three objectives—build a culture of wellness, reward health improvements and become and remain the best place to work.

At Kaiser Permanente, health is not only understood to be the responsibility of the individual, but also of the community in which they are a part and the culture which surrounds them. The concept of "Total Health" encapsulates the notion that health includes physical and emotional well-being and that individual behavior, the environment and culture all play a role in shaping health and wellness. With 130,000 eligible employees, including managers, THIP is an example of how an incentive program helps employees get healthy and stay healthy.

The plan leverages its partnership with the Coalition of Kaiser Permanente Unions, known as the Labor Management Partnership, to explore groundbreaking approaches that encourage employees to take care of themselves with the support of high-quality, affordable care and excellent service to members. THIP is a unique financial incentive that rewards collective group outcomes rather than individual achievements, is completely voluntary and has no penalties. This collective approach to incentivizing healthy behavior is unique, as the standard practice in employee wellness incentive programs is to reward employees individually for meeting specific wellness goals.

THIP participation involves three steps:

Gate 1 Total Health Assessment online completion

Gate 2 Tracking Biometric Measures: Keeping up to date on four key biometric screenings (Body Mass Index [BMI], smoking, cholesterol and blood pressure)

Gate 3 Incentive Eligibility: If a region meets Gates One and Two, eligible employees can earn an additional $200 for meeting this goal. This bonus is paid if the region shows a collective average improvement in its at-risk population of at least 1.7 percent across the four biometric measures, with no increase in any of the areas.

THIP held launch events to ensure employees had the resources and information they needed to begin the program. Kickoff events were held for the initial launch of THIP in 2014 and again to re-launch the program at the beginning of 2015. On-site events to promote the program happen throughout each year and vary by location.

In addition, Kaiser Permanente created a video to educate managers and support their efforts in engaging employees through THIP.

The video can be viewed on the AHA's Workplace Health Playbook site at heart.org/playbook.

Data collected through THIP tells a positive story. Between 2012 and 2014:

More than **81,000** employees took the Total Health Assessment

83 percent of the employees who took the assessment have up-to-date biometric screenings

Building on Past Successes and Looking to the Future

Kaiser Permanente constantly evaluates its programs and solicits feedback from employees. Each year, all Kaiser Permanente employees are invited to participate in People Pulse, an online survey designed to assess whether the organization is creating an environment that promotes engagement and a high-performance culture. Embedded in People Pulse are questions regarding the culture of health within the organization. The questions allow Kaiser Permanente to measure progress in creating a workplace culture of health.

In addition, workforce wellness scorecards are produced quarterly. The most recent data show progress since the workforce health program launched in 2010:

As of June 2014, BMI is flat

Smoking rates have dropped **30 percent**

Total cholesterol has seen a **10 percent** improvement

Blood pressure for **94 percent** of the population is at healthy levels, which is considered excellent

Kaiser Permanente has received numerous awards and recognition for its workplace health efforts. The implementation of THIP and new wellness programs continues Kaiser Permanente's leadership in creating a culture of health and promises to improve its workforce wellness scores even more.

KKR's First Aid Training

KKR

Company Background

KKR is a leading global investment firm that manages investments across multiple asset classes. KKR aims to generate attractive investment returns by following a patient and disciplined investment approach, employing world-class people and driving growth and value creation at the asset level. Core to KKR's values is the belief that thoughtful management of environment, social and governance issues is smart business and an essential part of long-term success.

KKR's Best Practices

- ✓ Engage Senior Leadership to Lead by Example in a Visible and Sincere Way
- ✓ Make Programs Customizable for a Global Workforce
- ✓ Promote Programs through Multiple Communications Delivery Channels

With more than 1,200 employees, consultants and advisors around the world, KKR is committed to fostering an internal culture of health and wellness. Launched in 2011, KKR **Wellness Works** is a health and wellness platform that engages KKR's employees in a variety of ways. Core to KKR Wellness Works is the idea that employees who know their key health indicators are able to make better decisions for their health and ultimately improve their well-being. KKR provides annual incentivized biometric screenings to its employees, as well as resources to help employees better understand and respond to their results. Throughout the Wellness Works program, employee privacy is of utmost importance.

Offering First Aid Training to a Global Workforce

In 2013, as part of its Wellness Works program, KKR completed a firm-sponsored cardiopulmonary resuscitation (CPR)/automated external defibrillator (AED) training and certification campaign. AED training programs prepare trainees to save the life of a coworker, friend, family member or stranger. Through the training, KKR aimed to increase the chances of survival for people who have heart-related emergencies at the workplace.

Why offer first aid programs for employees?

- Four out of five cardiac arrests happen at home, but employees will be prepared for an emergency anywhere.
- Approximately 360,000 out-of-hospital cardiac arrests occur in the United Sates every year.
- Evidence shows that for every 30 people who receive bystander CPR, one additional life is saved.

Beginning in October 2013, KKR provided all employees access to on-site, no-cost CPR and AED training administered by the American Heart Association's HeartQuarters Training. The program was a full-service, national training solution that was able to be adapted for KKR's international worksites, including London, Dublin, Paris, Dubai, Singapore, Seoul, Tokyo, Mumbai, Hong Kong, Beijing, Riyadh, Sydney and Sao Paulo.

KKR offered employees a flexible learning approach to receive consistent, high-quality training in first aid, CPR and AED use. The training employed both online and on-site trainings, offering convenient, 24/7 access to online programs available as well as on-site, hands-on training and certification.

KKR engaged Executive Champions, including the Co-Chairmen and CEOs and other senior leadership, to participate in the training and earn their certification, demonstrating the importance of the program. Furthermore, a global communications plan and highly organized digital and on-site event management system were critical to the success of KKR's training program.

Results

More than 450 employees, nearly 40 percent, completed the online CPR training curriculum, and over 400 of those employees were certified to administer CPR and AED in emergency situations. Following the training program, KKR purchased and installed new AEDs.

In 2015, KKR was recognized for their lifesaving efforts with a Heartsaver Hero Award during a record-setting CPR Relay in Times Square.

> ***At KKR, we believe investing in health and wellness programs isn't just the right thing to do for our employees, it's the best thing to do for our business.***
>
> *– Henry Kravis, CEO, KKR*

Macy's Annual 5K Run/Walk

Company Background

Macy's, Inc. is one of America's premier retailers. With fiscal 2014 sales of $28.1 billion, the company operates more than 880 stores in 45 states, the District of Columbia, Guam and Puerto Rico under the names Macy's, Bloomingdale's, Bloomingdale's Outlet and Bluemercury, as well as the macys.com, bloomingdales.com and bluemercury.com websites. Macy's diverse workforce includes approximately 166,900 employees, located across the country.

Macy's Best Practices

- ✓ Engage Senior Leadership to Lead by Example in a Visible and Sincere Way
- ✓ Include Family Members in Program Activities
- ✓ Tap into Competition

Macy's believes good health begins with knowledge, making smart choices and practicing preventive care. Macy's offers the **Live Healthy** program to help all its associates be as healthy as possible. At Macy's locations across the country, associates are encouraged to Live Healthy every day. As part of Live Healthy, Macy's sponsors programs, many including incentives, such as "Know Your Numbers" screenings, lifestyle coaching, disease management and tobacco cessation programs, flu shot clinics, wellness challenges and much more. In addition, Macy's Healthy Choices medical options offer free preventative care coverage to enrolled associates and their families – as well as a 24/7 nurse line to answer questions any time, day or night. In recent years, Macy's introduced a 5K Run/Walk as part of its Live Healthy Program.

Macy's Annual 5K Run/Walk

Macy's annual 5K Run/Walk is a signature event and a favorite among employees, where they celebrate the company's passion for giving back and living healthy. The event is a fun-filled morning for Macy's employees, joined by senior leadership, colleagues, friends and family to walk and run together while raising funds for charity.

Macy's Chairman and Chief Executive Officer, Terry Lundgren, places a high value on following a total wellness lifestyle, so Macy's created this event as a new way to blend giving back and living healthy. The company had never organized its own 5K event before, but noticed its teams respond well to competition. Building on that notion, Macy's created an event that would support physical well-being through friendly, workplace competition.

Macy's senior leadership, including CEO Terry Lundgren, lead by example at the annual 5K event. View the inspirational video online at heart.org/playbook.

With the goal of supporting a total wellness lifestyle, Macy's seeks to make the 5K event as inclusive and comprehensive as possible. The event is open to all of Macy's New York-based corporate employees, as well as their family and friends. In addition, the race has multiple winner categories including, youth, male, female and over 40.

Finally, while the main activity of the event is the 5K run/walk, Macy's also holds a light workout to kick off the race, offers healthy breakfast, lunch and snack options, features photo booths and entertainment, and even partners with local gyms to be on site at the event offering discounted memberships and fitness tips.

Results

The Macy's 5K Run/Walk continues to be a success, with participation rates and the overall event size increasing yearly. In 2015, the third year of the event, it drew approximately 500 participants, which is nearly 10 percent of Macy's total New York corporate employee population. Following the event, Macy's sends out a survey to collect qualitative and quantitative data regarding the race and overall participant experience. The 2015 event garnered a very positive response, with participants rating the experience a 4.78 out of 5.

The American Heart Association's Smoke-Free Meeting Policy

American Heart Association®
life is why™

Company Background

With more than 3,000 employees and 156 offices nationwide, the American Heart Association (AHA) is the nation's oldest and largest voluntary organization dedicated to fighting heart disease and stroke. AHA's mission is to build healthier lives, free of cardiovascular diseases and stroke. That single purpose drives all the association does, including funding innovative research, fighting for stronger public health policies and providing critical tools and information that save and improve lives.

AHA's Best Practices

- ✓ Use Scientific Evidence to Guide Programmatic Decision-Making
- ✓ Institute Health Promoting Policies
- ✓ Understand the Role of Your Corporation in the Community

AHA also plays an active role in the federal legislative and regulatory arenas, including promoting policies that prevent and reduce tobacco use and protect non-smokers from exposure to secondhand smoke (SHS). The American Heart Association was a leading advocate for the landmark 2009 Family Smoking Prevention and Tobacco Control Act, which for the first time granted the Food and Drug Administration (FDA) the authority to regulate the manufacture, distribution, sale, labeling, advertising and promotion of tobacco products to protect public health. AHA's state and federal advocacy activities continue to prioritize the reduction and prevention of tobacco use on numerous fronts: comprehensive smoke-free laws, tobacco excise taxes, increased funding for tobacco cessation and prevention programs, FDA regulation of newer tobacco products like e-cigarettes and evidence-based tobacco cessation coverage in private/public healthcare plans.

Building Tobacco-Free Communities

Although adult smoking rates declined from approximately 42 percent in 1965 to 18 percent in 2013, roughly 42 million adults still smoke.[1] In the workplace, smoke-free policies have dramatically reduced exposure to second-hand smoke, however, one in five non-smoking working adults are still exposed to SHS smoke at least one day a week.[2] There is no safe level of exposure to SHS. In fact, SHS exposure causes more than 41,000 deaths a year among non-smokers[3] and increases the risk of heart disease and lung cancer up to 30

Employees who smoke take more sick days each year compared to non-smokers, and non-smoking employees exposed to secondhand smoke have higher medical costs due to smoke-related illnesses.

percent.[4] Employees who smoke take more sick days each year compared to non-smokers, and non-smoking employees exposed to SHS have higher medical costs due to smoke-related illnesses. The risks of exposure to SHS are even greater for workers in the hospitality industry, who often have to inhale smoke over their entire work shifts.

Because AHA is a highly visible organization to volunteers, donors, the medical community, the media and the public—and because of the driving force of the mission—the Association has a strict tobacco-free policy for all AHA buildings, whether leased or owned. Additionally, the use of tobacco products or smoking in any form is prohibited during the sessions of any meeting, conference, seminar or assembly being held under the sponsorship of AHA regardless of location, or when otherwise representing AHA.

AHA has long advocated for laws that require all indoor workplaces and public places to be smoke-free. The Association's advocacy is based on the research that shows the immediate negative health effects of SHS on acute cardiovascular events. Therefore, it is against the association's values and mission to hold events in venues that expose attendees and/or employees to SHS.

Creating a Smoke-Free Meeting Policy

In 2014, AHA implemented a more stringent smoke-free meeting policy that requires all AHA meetings be held in smoke-free venues (effective December 31, 2014) and in communities with comprehensive smoke-free laws that cover restaurants and bars (effective July 1, 2017). This policy covers any meeting, conference, seminar or assembly being held under AHA sponsorship, and on all Association premises. The previous policy did not specifically require that meetings be held in smoke-free venues or smoke-free communities.

AHA's smoke-free meeting policy requires that all AHA meetings be held in smoke-free venues and in communities with comprehensive smoke-free laws.

The new policy also extended the smoke-free requirement to local events, whereas the previous policy simply stated that reasonable efforts should be made to conduct events in smoke-free communities or in venues with smoke-free policies. AHA wanted the policy to be consistent across the entire organization in order to protect AHA volunteers and staff.

Exceptions to this policy may be granted under special circumstances, but require the highest levels of approval. If it is impractical to host a national or local event in a smoke-free community, the responsible Executive Vice President (EVP) is required to analyze and substantiate the claim, reporting these special circumstances to the General Counsel, who will notify the CEO and Chairman of the Board. The Chairman and CEO, at their discretion, may overrule the EVP's decision.

AHA implemented the new policy during the fall of 2014 using multiple communication strategies, which included two national webinars offered to all AHA staff, separate calls with the AHA's National Meetings team and direct calls with Affiliate staff. Technical assistance resources, including a decision flowchart, were made available on the company intranet.

Outcomes

Despite the short implementation period to date, there have been relatively few exceptions granted. However, many states, including Texas (where AHA is headquartered), do not have smoke-free laws that meet AHA's standards. Consequently, some Dallas-based meetings have relocated 20-30 minutes north to Plano, which implemented the Plano Smokefree Regulation in 2007, restricting smoking in all public places (including restaurants and bars) and all places of employment. The regulation was amended in 2014 to include the use of e-cigarettes, vaping and all other electronic vaping devices. Despite these challenges, as a science-based and mission-driven organization, AHA remains committed to ensuring that its staff, volunteers and guests are not exposed to second hand smoke at its meetings.

In addition, the AHA's smoke-free meeting policy helped influence the New Orleans city council to pass a strong smoke-free law in January 2015. Shortly after the meeting policy was adopted, AHA staff met with the New Orleans Chamber of Commerce and city council members to tell them AHA would no longer bring conferences to the city unless a strong smoke-free law was adopted. The loss of conferences was cited numerous times by council members during the debate of the ordinance. The new smoke-free law, which requires all restaurants, bars and casinos to be smoke-free went into effect on April 22, 2015.

> ***The reduction and prevention of tobacco use is a key priority for AHA. Our commitment to holding AHA meetings in locations that share our smoke-free values, helps protect our staff, volunteers and guests from secondhand smoke.***
>
> *– Nancy Brown, CEO, American Heart Association*

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Resources

American Heart Association®
life is why™

Available from our website at heart.org:

Healthy Workplace Food and Beverage Toolkit

Helps organizations improve their food environment and promote a culture of health. It provides practical action steps and suggestions that are easy to understand and apply.

Worksite Walking Guide

Access a step-by-step manual to make implementation easy.

Available on the AHA Workplace Health Playbook site at heart.org/playbook:

Tobacco Control in the Workplace: An Implementation Resource for Employers

Implementing comprehensive tobacco policies in the workplace can rapidly reduce the risk of cardiovascular disease, gradually reduce the additional risk for cancers, improve worker productivity and therefore reduce the direct and indirect medical costs of tobacco use.

Available from our Journal Circulation at circ.ahajournals.org:

Workplace Wellness Recognition for Optimizing Workplace Health: A Presidential Advisory from the American Heart Association

This advisory highlights current gaps, including the lack of common standards around comprehensive workplace wellness programs. The included recommendations improve the design, measurement and recognition of workplace health programs, which could, when adopted by employers, significantly impact efforts to improve the cardiovascular health of the American workforce. It underscores the utility of Life's Simple 7 as an objective, scientific way to measure the ideal cardiovascular health of the workforce.

The Role of Worksite Health Screening: A Policy Statement from the American Heart Association

Takes an in-depth look at the role of health screening in the workplace and provides guidance for how these initiatives can be structured to best benefit both employees and employers. Recommends the use of Life's Simple 7 as a common, science-based metric for assessing the cardiovascular health of employees.

Electronic Cigarettes: A Policy Statement from the American Heart Association

This statement reviews the latest science concerning one of the newest classes of products to enter the tobacco product landscape—electronic cigarettes (e-cigarettes), also called electronic nicotine delivery systems (ENDS)—and provides an overview on design, operations, constituents, toxicology, safety, user profiles, public health, youth access, impact as a cessation aid and second hand exposure.

Consumer & Patient Education Materials

AHA believes everyone deserves to live a healthier, longer life. That is why we have created many educational booklets and videos to help people make healthier choices to reduce their risk of heart disease and stroke, manage disease or care for a loved one. Our health education resources help you reinforce disease management and prevention, create awareness and inspire change. Many titles are available in Spanish or Spanish/English bilingual editions.

Enhance your current wellness program with our health education materials. You can also customize the materials by adding your organization's logo, name and contact information to the back cover of most brochures and booklets. And, you can save up to 35 percent with volume discounts!

Visit www.kramesstore.com/aha to access AHA's catalog of health education materials.

Employees are a company's most valuable asset. When leadership builds a culture that emphasizes health, everyone succeeds.

— Nancy Brown, CEO, American Heart Association