Investing in Workplace Wellness: Cut Costs and Boost Productivity

Make workplace wellness programs work for you

You’re already doing a lot to ensure the health and well-being of your employees and their families. The health insurance you provide enables your employees to receive care when they are ill, get screenings for preventable or treatable conditions, and avoid financial ruin should they or a family member suffer a traumatic injury or catastrophic illness.

But what if you could do even more to help your employees get and stay healthy without compromising your bottom line—and, in many cases, actually boosting it? By adopting a workplace wellness program, you may be able to do just that. As thousands of employers large and small across the country are discovering, programs and policies that inspire workers to get more active, lose weight, improve their diets or give up unhealthy habits make good business sense. Need more proof? Take a look at these examples:

• By lowering their insurance premiums – healthier employees cost less to insure.
• By reducing absenteeism – healthier employees don’t miss as much work.
• By increasing productivity – healthier employees have higher output and are more able to focus on their jobs.
• By lowering turnover – healthier employees are generally happier and have higher morale.
• And by reducing workers’ compensation and disability claims – healthier workers are better able to avoid injuries and recover faster if they are injured.

These benefits sound promising, but maybe you’re wondering just how well workplace wellness programs would work for you. Maybe you’re not sure you have the money, facilities, time or staff to get such programs up and running. Or perhaps you’re not sure it’s even your place to become more involved in your employees’ health than you already are. Take note: With health care costs rising at the rate of about 7 percent annually and with more North Carolinians suffering from the ill-effects of preventable conditions like obesity, diabetes and heart disease each year, you can’t afford not to take a more proactive approach to your employees’ health.

Employers who commit to workplace wellness programs invariably find that the advantages outweigh the disadvantages. As it turns out, some of your initial doubts may turn out to be misconceptions that still surround the concept of workplace wellness. Let us uncover the myths for you – and why they just aren’t true.

1. “I won’t see any return on my investment in workplace wellness.”

Most investment managers would be thrilled to achieve the kind of ROI that successful workplace wellness initiatives deliver. Many studies have demonstrated ROIs ranging from $1.49–$13 per dollar invested, depending on the type of program. ROI generally includes direct medical savings and reduced absenteeism costs. According to a review of such studies by Ron Z. Goetzel, Ph.D., an expert in the economics of workplace wellness promotion, the median ROI is approximately $3.14 in benefits per dollar spent. And those benefits are realized fairly quickly: According to Dr. Goetzel, companies with comprehensive workplace wellness programs achieve a 25-30 percent reduction in medical and absenteeism costs in about 3.6 years.2

2. “Workplace wellness programs are too expensive.”

While workplace wellness initiatives aren’t free, they can be surprisingly affordable. For instance, some companies have found that bringing in a nutritionist or physical fitness trainer for a day of consulting with employees costs only a few dollars per worker – and often motivates people to take better care of themselves. Dr. Goetzel points out that an investment of $100–$250 per employee per year can achieve results for most companies.3
When factored against the positive ROI that comprehensive workplace wellness programs produce, the up-front costs become more manageable. In fact, a recent survey of 255 large employers in the U.S. found that employers with highly effective health and productivity management programs have cost increases that are:

- 5 times lower for sick leave;
- 4 ½ times lower for long-term disability;
- 4 times lower for short-term disability; and,
- 3 ½ times lower for general health care coverage.4

Sometimes there are few or no hard costs. Take the case of the small North Carolina city that allows its employees and their families to use municipal pools, gyms and other recreation facilities for free. What revenue city leaders forsake is more than made up by the goodwill the program generates, not to mention its potential to improve people’s health.5

3. “Workplace wellness programs take too much time and effort.”

Although having a dedicated workplace wellness coordinator certainly makes it easier to manage wellness programs, it’s definitely not required. Many companies have discovered that spreading the responsibility for managing and monitoring programs across a committee minimizes the impact on staff workload. And you can start with programs and initiatives that don’t require a lot of oversight and resources.

For instance, replacing the snack machine in the break room with one that dispenses healthier fare takes little more than a phone call to a vendor, yet can have a positive effect on your employees’ diet. Other easy-to-implement programs include creating a smoke-free area or entirely smoke-free workplace and launching a topic-specific health awareness campaign using posters, leaflets and intranet articles. In the end, creativity and commitment trump big budgets and dedicated staff.

4. “The worksite isn’t an appropriate place to have a wellness program.”

Working adults spend the bulk of their waking hours in their offices, plants, labs or stores. They’re with their bosses and colleagues more than they are with their spouses and children, sharing a common purpose and culture. So it makes sense that they’re influenced by what they see and hear at work each day.

So why not use the trust you’ve gained and relationship you’ve developed to promote the benefits of healthy lifestyles? Coffee and lunch breaks provide an ideal time to introduce wellness programs, especially those related to nutrition and fitness. What’s more, employees will support each other in achieving their wellness goals, whether it’s eating healthier, quitting smoking or becoming more physically active because of the friendships they’ve established during working hours. And the workplace is the most logical place to introduce incentives to help motivate employees to achieve their health goals. In fact, nearly half – 49 percent – of large employers surveyed currently offer such incentives to encourage workers to monitor and improve their health, and as many as 70 percent are expected to do so by 2009, according to the 2007/2008 Staying@Work survey.6

In fact, a recent study by the Research Triangle Institute showed that employees who were offered a modest sum for every one percent of body weight they lost were five times more likely to lose five percent of their body weight than employees who weren’t offered any money to shed pounds.7 An employee at a North Carolina-based boat manufacturer was so inspired by his company’s wellness program that he lost 50 pounds, earning him $1,000 from his employer—and the stamina to compete in triathlons.8

5. “The health of my employees shouldn’t be my responsibility.”

A recent report by BCBSNC suggests a disconnect between employers’ attitudes about the importance of the health of their workforce and the role of employers in promoting good health.9 But there’s no getting around the fact that unhealthy workers cost their employers money. In North Carolina, the annual cost of unhealthy nutrition, overweight and obesity, physical activity and tobacco use is approximately $4,768 per employee.10

The health conditions that drive up employer premiums are, with few exceptions, related to lifestyle choices, and can therefore be prevented or modified. Employees with seven modifiable risk factors—high blood pressure, high cholesterol, overweight or obesity, high blood sugar, high stress and physical inactivity—cost employers an astonishing 228 percent more than their healthier colleagues.11 The fact is, employers who don’t help at-risk employees improve their health status will be most susceptible to the effects of health care cost inflation, which shows no signs of slowing.

Your plan for better health.
It all begins with you

While the decision to invest in workplace wellness is ultimately yours alone, you don’t have to go it alone. BCBSNC has a number of resources to support you. First, we have an easy, seven-step plan your company can follow to develop a workplace wellness program. These steps include:

• Building support for the program at all levels.
• Forming a workplace wellness committee.
• Gathering data to identify needs and expectations.
• Establishing goals and objectives.
• Developing a detailed action plan.
• Choosing and implementing your plan.
• Monitoring and evaluating your plan.

Our Workplace Wellness Toolkit provides ideas on how to ensure that your employees are taking full advantage of the preventive health and wellness tools and programs that come with your policy; it also contains information on easy-to-do programs. Our Physical Activity Toolkit provides ready-made physical activity programs and challenges, and our Tobacco Cessation Toolkit offers advice on how to support tobacco cessation in the workplace.

Together, you and your employees can start now to create a healthier future. The sooner you begin your workplace wellness program, the faster you can realize both financial and health benefits. After all, you’ve got little to lose except some collective pounds, inches and a few unhealthy habits.

8 “Working Well: 2007 State of Preventive Health.” Published by Blue Cross and Blue Shield of North Carolina. October 2007
9 Ibid
Build a Workplace Wellness Program in seven easy steps

Are you thinking about starting a wellness program at your workplace? According to a recent survey by Aon Consulting, 43 percent of the companies surveyed have adopted a formal worksite wellness program and another 19 percent have been asked by senior management to explore the idea. A workplace wellness program can be an effective way to encourage your employees to become healthier, resulting in a more productive workforce and better control over your medical costs. But where do you start? Here are seven easy steps you can follow to develop a workplace wellness program, as recommended by Fit Together, which is a partnership between BCBSNC and the NC Health and Wellness Trust Fund.

STEP 1: Set the Foundation: Build Support Among All Levels of the Organization
A successful workplace wellness program requires management commitment and employee involvement. Senior management sets the vision and provides the resources from which action plans flow. It is key that senior management be visible supporters and role models for your workplace wellness program. Employees need to be involved so that they feel ownership of the wellness program. Employees are the program stakeholders! All employees should have an opportunity to provide input and feedback. The information gathered should be used to plan programs that target those needs and interests to ensure participation, buy-in and support.

STEP 2: Form a Workplace Wellness Committee
An active workplace wellness committee ensures employee involvement, provides buy-in and management support, and maintains a crew that is ready to take action to integrate wellness programs. The committee should be a team of employees and managers who formally meet to plan and implement activities to promote healthier employee lifestyles. Your committee should be representative of all levels of the company and should reflect all stages of wellness. Consider all areas of the workforce – multiple sites, shift workers, diversity (race, gender, ethnicity), and departments.

Typical functions of a workplace wellness committee:
- Reviewing needs and interests
- Brainstorming program ideas
- Planning activities
- Coordinating wellness events
- Developing communication plans
- Promoting programs to coworkers
- Serving as champions of the workplace wellness programs
- Assisting with evaluation

STEP 3: Gather Data to Identify Key Needs and Expectations
The next critical component is to base the workplace wellness program on the needs and interests of your company and its employees. Completing a thorough needs assessment is vital to the success of your wellness program. Gather data on items like:
- Demographic information
- Health risk factors
- Medical claims
- Injury rates and causes
- Workers’ compensation claims
- Short- and long-term disability claims
- Absenteeism

Options to help gather this information include:
- Health risk assessments
- Screenings
- Employee needs and interests survey
- Focus groups
- Policy and environment survey
- Management survey
If you want to benchmark the overall health of your company and employees, you can use Fit Together’s Workplace Health Gauge, a tool that can be found online at fittogethernc.org. This organization-specific health risk assessment can help identify your wellness policy's strengths and weaknesses, as well as make personalized recommendations on how to improve your company’s wellness program and employee health.

**STEP 4: Establish Goals and Objectives**
The first consideration is a mission statement for your workplace wellness program, which is the overall expression of what you want to accomplish by implementing a wellness program. It’s the first impression employees and others will have about what wellness will look like in their workplace. The goals and objectives further define your mission and are based on your needs assessment. Objectives need to be easily measurable within a set timeframe.

**STEP 5: Develop a Detailed Action Plan**
There is no such thing as over-planning! The best of intentions can get lost, overstepped, or forgotten without adequate planning, and then it would be all for naught. The workplace wellness committee should set out a plan for the entire year that outlines goals and objectives, as well as provides details for marketing and evaluating the program.

If you want ideas from other companies similar in size and resources to yours, Fit Together also provides a searchable database of workplace wellness program examples that other organizations across North Carolina have implemented. You can find dozens of innovative programs, lessons learned and contact information for successful program managers.

**STEP 6: Choose and Implement a Plan**
It’s now time to put your plan into action! Important considerations include:
- **Formal introduction:** Plan to formally introduce the workplace wellness program and consider policy statements that state the importance of the wellness program.
- **Communicate your program:** The best-planned program will not be beneficial if your employees don’t know about it or do not understand the options or how to participate.

- **Removal potential barriers:** Completing a management survey and policy/environment review can help identify organizational barriers or contradictions that may send mixed messages to your employees.
- **Use incentives:** Incentives can both support and motivate participation among employees. Consider both formal or company incentives and informal or program rewards and prizes from local resources to reinforce participation in workplace wellness programs. Either way, it’s important to provide incentives that are attractive and meaningful to your employees.

**STEP 7: Monitor and Evaluate Your Workplace Wellness Program**
Evaluation is a necessary step to keep a program on target, as well as to ensure that the program is reaching its goals or achieving the desired results. Program evaluation may be the last step, but it should be planned at the beginning of your efforts! Evaluation helps you identify what parts of the program are working well and what parts need improvement. Then, based on the evaluation data, adjustments can be made to fine-tune your wellness program. Adjusting the program based on evaluation data is critical to its continued success.

For more information about how BCBSNC can support your workplace wellness program efforts, contact your BCBSNC Account Representative. For more information about Fit Together, visit fittogethernc.org.

1 Source: Aon press release, 6/23/2005, photo
A well-structured Wellness Committee plays a critical role in implementing wellness in the workplace. The committee can be responsible for setting your organization’s wellness goals and objectives, creating an operating plan each year, assisting with the implementation of various wellness events and programs, and publicizing the wellness program to all employees.

There are several key steps to developing a successful worksite wellness committee which are outlined below:

1. Obtain Leadership Support for Worksite Wellness and the Wellness Committee

A worksite wellness program requires support and involvement from leadership to be successful. Once management agrees to move forward with a wellness program for employees, it is critical that leadership communication to employees be clear and should outline, broadly, what employees should expect. It should encourage their participation and indicate that leadership will be engaged in the program as well. A letter or e-mail to all employees introducing the program and some upcoming events can launch the program. Once the key message has been presented, supervisors can reinforce the message in staff meetings and other settings. A key factor of on-going success is whether leadership is viewed as engaged and supportive of the on-going efforts of the wellness program, so frequent communications are critical.

2. Determine Members of the Wellness Committee

Select representation for the Committee - Identify who needs to be part of the process. Be sure to include representation for all areas of the organization. This doesn’t have to mean large numbers; often an employee has worked in a number of areas in the organization.

Outline the Committee Structure - Determine the time each employee will serve on the committee, whether they can serve more than one term, how often the group will meet and for how long. Also determine what the structure of the committee will be - i.e. full committee with chairperson, sub-committees, workgroups, etc.

Reflect committee membership in employee’s work plan - Each employee involved should have their membership on the Wellness Committee listed as part of their work plan. This encourages engagement and holds the member accountable for attendance and participation.

Identify Chairperson - The chairperson is a critical position within the committee. It should be someone that knows the organization, has some authority but will not intimidate other members, and someone that can keep the group on task and summarize work to date.

3. Determine What Role(s) the Committee Will Have

The role(s) of the wellness committee may vary depending on the needs and culture of your organization. Some roles for the committee may be:

Program Planning - Gather and review data, wellness history and other key components to review and assure the program is based on the needs and interests of leadership and the employee population.

Advocacy/Feedback - The committee is in a unique position to represent the requirements of management but to be aware of the needs of employees. Ignoring the needs or interests of the employees limits the potential success of any wellness program.

Fiscal Planning - When leadership designs the criteria/role for the wellness committee there should be a decision about a budget for wellness and how the committee seeks approval to use resources and by what criteria.
Collaboration with Local Groups/State Resources -
A member of the committee should check with local public health, Healthy Carolinians and other resources to assess whether there are resources that can support their focus and partner for greater success (EHP team will assist with this).

Direct Interventions - The committee may only be involved with planning, communication and advocacy. However if there isn’t wellness staff the members may also be involved in implementing the wellness plan and strategies and addressing evaluation.

Evaluation - Determine if the committee has responsibility for planning or developing any component of evaluation of wellness activities.

4. First Meeting of the Committee
Introduce group and provide meeting dates and times (after discussion)
Provide committee role, responsibilities and charge. Outline time frame for key benchmarks.
Outline what resources are available i.e. BCBSNC, budget, internal staff, etc.
Provide an overview of current state of health benefits, including BCBSNC reports, HRA results, any HR related information, disability patterns, absenteeism, history of organizational wellness, surveys, health fair/screening results…

Outcome: Committee understands purpose and sets goals for next meeting.

5. Next meeting and subsequent meetings
After review of data and other pertinent information, the committee starts the process of establishing goals and objectives for the wellness program’s impact on employee health and health outcomes. Based on the data, the objectives should target strategies for both low-risk and high-risk employees and should reflect a focus on weight management/nutrition and physical activity as well as specific chronic conditions as identified in the EHP report of key cost drivers.

Once the goals, objectives and strategies have been determined, the committee can move forward with developing the Annual Wellness Plan. The value of the annual plan is to focus on key objectives and strategies and then to evaluate the success of that focus at the year’s end to determine whether modification is needed and what should be changed.

Outcome: The committee should have a wellness plan within three to four meetings. Once completed, the plan can be reviewed by leadership for consistency with the charge given to the committee and the criteria provided.
Dear Employee,

ABC Company cares about its employees and we’re continually making improvements to make ABC Company a great place to work. I would like to take this opportunity to tell you about an exciting new initiative. In January 2008 we will be launching our wellness program, <name of program here>. This program will provide all of us with opportunities to participate in health promotion activities and receive information about ways to improve our health.

Our ultimate goal is to ensure that ABC Company supports each employee in maintaining a healthy lifestyle and supports the choices you make every day to improve and maintain your health.

There are several steps in implementing a wellness program and you will be hearing more about these shortly. Over the coming weeks and months, there will be several opportunities for you to offer ideas, be involved and, ultimately, make choices that can positively influence your health.

Although a healthy lifestyle is a personal choice, our wellness program will provide you with information and opportunities to make it easier for you to make healthy choices. I encourage you to take advantage of this opportunity to the fullest.

<< Leader Name>>
<< Leader Title>>
Employee Wellness Interest Survey

We are working to enhance our employee wellness program. Please take a few minutes to complete this survey to let us know what wellness activities and programs you would be interested in. Your participation in this survey is voluntary and anonymous. Thank you!

1. How likely would you be to participate in each of the following programs if they were offered at work during the next year?

<table>
<thead>
<tr>
<th>Healthy Fair</th>
<th>Not Likely</th>
<th>Very Likely</th>
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<tbody>
<tr>
<td>Health Fair</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Health Risk Assessment</td>
<td>1 2 3 4 5</td>
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<tr>
<td>(Questionnaire to identify your risks)</td>
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<thead>
<tr>
<th>Screenings:</th>
<th>Not Likely</th>
<th>Very Likely</th>
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<tbody>
<tr>
<td>Cholesterol</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Blood Pressure</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Blood Glucose (Diabetes)</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Body Fat (BMI)</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Mammogram – N/A (male)</td>
<td>1 2 3 4 5</td>
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<tr>
<th>Educational Programs:</th>
<th>Not Likely</th>
<th>Very Likely</th>
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<tbody>
<tr>
<td>Healthy Cooking/Healthy Eating</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Controlling High Blood Pressure</td>
<td>1 2 3 4 5</td>
<td></td>
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<tr>
<td>Reducing Cholesterol</td>
<td>1 2 3 4 5</td>
<td></td>
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<tr>
<td>Weight Management</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Starting to Exercise</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Cancer Prevention &amp; Detection</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Preventing Heart Disease</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Preventing Strokes</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Diabetes Prevention &amp; Care</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Asthma Prevention &amp; Care</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Prenatal Care</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Headaches/Migraines</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Smoking/Tobacco Cessation</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Back Care</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Men's Health</td>
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<tr>
<td>Women's Health</td>
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<tr>
<td>Stress Reduction</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Depression</td>
<td>1 2 3 4 5</td>
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<tr>
<td>Sleep Disorders</td>
<td>1 2 3 4 5</td>
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Other (please specify): __________________________________________________________
Other Programs:
Walking Program 1 2 3 4 5
Stretching & Toning Program 1 2 3 4 5
Gym Discounts 1 2 3 4 5
Healthy Living Challenge/Competition 1 2 3 4 5
Weight Watchers at Work 1 2 3 4 5
Healthy Vending Machine Choices 1 2 3 4 5
Grocery Store Tour with Nutritionist 1 2 3 4 5
On-site Nurse 1 2 3 4 5
On-site Pharmacy 1 2 3 4 5
On-site Nutritional Counseling 1 2 3 4 5
Self-care Book 1 2 3 4 5
Other (please specify):

2. If you were to attend organized programs, when could you participate?
Please put a “1” by your first choice, “2” by your second choice, etc.
__ Before work
__ Over lunch
__ After work
__ Other (please specify: ________________________________

3. Have you had the following screenings or examinations in the past 12 months?

<table>
<thead>
<tr>
<th>Screening</th>
<th>Yes</th>
<th>No</th>
<th>Not Applicable</th>
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<tbody>
<tr>
<td>Blood Pressure Check</td>
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<tr>
<td>Cholesterol Check</td>
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<td>Blood Sugar Check</td>
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<tr>
<td>Mammogram</td>
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4. Have you heard about the following programs and services offered through Blue Cross and Blue Shield of North Carolina?

<table>
<thead>
<tr>
<th>Program</th>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>Health Line Blue</td>
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<td>Blue Points</td>
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<td>Online Healthy Living Programs</td>
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<td>Member Health Partnerships modules:</td>
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<tr>
<td>Diabetes</td>
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<td>Asthma</td>
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<td>Pregnancy</td>
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<td>Migraine</td>
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<td>Fibromyalgia</td>
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<td>Heart Disease</td>
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<td>Weight Management</td>
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<td>Blood Pressure Management</td>
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<td>Cholesterol Management</td>
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<tr>
<td>Tobacco Cessation</td>
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</table>
5. How many days in a normal week do you exercise for at least 30 minutes doing moderate to vigorous activity (for example, walking, jogging, bicycling, aerobics)?

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<thead>
<tr>
<th>Days</th>
<th>0</th>
<th>1</th>
<th>2</th>
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<td>None</td>
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<td>&lt;1 day</td>
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<td>1 day</td>
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<td>2 days</td>
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<td>3 days</td>
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<td>4 days</td>
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<td>5 or more days</td>
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6. How ready are you to exercise more?

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<tr>
<th>Readiness</th>
<th>1</th>
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<th>6</th>
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<tr>
<td>Not ready</td>
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<td>Very ready</td>
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<tr>
<td>I already exercise regularly</td>
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7. Do you currently smoke or use tobacco products?

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<th>Yes</th>
<th>No</th>
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</tr>
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</table>

8. If you answered “yes” to Question 7, how ready are you to stop smoking/using tobacco products?

<table>
<thead>
<tr>
<th>Readiness</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not ready</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very ready</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

9. How often do you eat a healthy diet – for example, eat whole grains, choose low-fat foods, skip fried foods, eat 5-9 fruits and vegetables each day?

<table>
<thead>
<tr>
<th>Never</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

10. How ready are you to eat a more healthy diet?

<table>
<thead>
<tr>
<th>Readiness</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not ready</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very ready</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I already eat healthy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

11. Would you be interested in incentives for participating in wellness activities? Please check any of the following that would motivate you to participate. (You may choose more than one.)

<table>
<thead>
<tr>
<th>Incentive Description</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Not interested in incentives</td>
<td></td>
</tr>
<tr>
<td>Prizes: t-shirt, sweatshirt, baseball cap, insulated lunch bag, basketball, etc.</td>
<td></td>
</tr>
<tr>
<td>Time off from work</td>
<td></td>
</tr>
<tr>
<td>Cash (may be taxable)</td>
<td></td>
</tr>
<tr>
<td>Gift certificate to restaurant or store</td>
<td></td>
</tr>
<tr>
<td>Discount on health insurance</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>
12. Are you currently enrolled in the health insurance plan offered through Blue Cross and Blue Shield of North Carolina?
___ Yes
___ No

13. What is your gender?
___ Female
___ Male

14. What is your age?
___ 18-24  ___ 25-34  ___ 35-44  ___ 45-54  ___ 55+

15. What department do you work in?
___ Department 1  ___ Department 4
___ Department 2  ___ Department 5
___ Department 3  ___ Department 6

16. Are you an hourly employee or a salaried employee?
___ Hourly
___ Salaried

Thanks for taking time to fill out this survey!
Please return it to:

[Contact information here]
Management Survey on Employee Wellness

We are considering enhancing our employee wellness program. It is important for us to understand management’s opinions on employee wellness. Please indicate the degree to which you agree or disagree with the following statements. Your participation in this survey is voluntary and anonymous. Thank you!

<table>
<thead>
<tr>
<th>Statement</th>
<th>Disagree</th>
<th>Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals can maintain and improve their health as they age.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>It is cheaper to prevent disease than to treat it.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Unhealthy employees are less productive than healthy employees.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>People will choose to change their behavior if they are informed, motivated and supported.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>The workplace has little or no impact on what people choose to do about their health.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Having a healthy workplace is critical to the success of (NAME OF COMPANY).</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>(NAME OF COMPANY) has a responsibility to help employees maintain and improve their health.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Employee health care costs are a serious problem for (NAME OF COMPANY).</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>The workplace environment at (NAME OF COMPANY) encourages a healthy lifestyle.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>I have employees whose health is affecting their job performance or productivity.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>I am interested in improving my health or adopting a healthier lifestyle.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>My employees are interested in improving their health or adopting a healthier lifestyle.</td>
<td>1 2 3 4 5</td>
<td></td>
</tr>
<tr>
<td>Statement</td>
<td>Disagree</td>
<td>Agree</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------</td>
<td>----------</td>
<td>-------</td>
</tr>
<tr>
<td>I would participate in a Health Risk Assessment (a survey to identify...</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>I would encourage my employees to participate in a Health Risk Assessment...</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>I would participate in health screenings (e.g., blood pressure, cholesterol)...</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>I would encourage my employees to participate in health screenings if they were offered at the workplace.</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>I would attend an educational session on a health topic (e.g., healthy eating, high blood pressure) if it were offered at the workplace.</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>I would encourage my employees to attend an educational session on a health topic if it were offered at the workplace.</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>I would participate in an interactive program, such as a walking program or fitness challenge, if it were offered through the workplace.</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>It would be difficult to have wellness activities in my department. (Please indicate barriers in the comments section below.)</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>I am familiar with programs and services offered through our health insurance carrier, Blue Cross and Blue Shield of North Carolina, that support wellness (for example, Blue Points, Health Line Blue).</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

Please provide any additional comments:
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
ABC Company Employee Wellness Policy & Environment Survey

**Directions:**
- Please circle your answer to each of the questions.
- Choose N/A on any question that does not apply to your worksite.

1. Does your worksite have any written policy or policies recommending the use of healthier foods for staff meetings or holiday celebrations?  
   - Yes
   - No
   - Not Sure
   - N/A

2. If yes, are employees told about the healthy foods policy or policies during orientation?  
   - Yes
   - No
   - Not Sure
   - N/A

3. Does your worksite have a refrigerator designated for food for employees to use?  
   - Yes
   - No
   - Not Sure
   - N/A

4. Does your worksite have equipment and a sink available for employees to use to prepare and eat meals?  
   - Yes
   - No
   - Not Sure
   - N/A

5. Does your worksite have any vending machines?  
   - Yes
   - No
   - Not Sure
   - N/A

6. If yes, do the vending machines offer at least five healthy choices? (Healthy choices include water, whole grain snacks, baked chips, etc.)  
   - Yes
   - No
   - Not Sure
   - N/A

7. Has information on healthy food choices been provided to employees in the past year? How?  
   - Yes
   - No
   - Not Sure
   - N/A

8. Does your worksite have any written policy or policies encouraging physical activity during the workday?  
   - Yes
   - No
   - Not Sure
   - N/A

9. Does your worksite have stairs?  
   - Yes
   - No
   - Not Sure
   - N/A

10. If yes, are the stairs safe, clean and well-lit?  
    - Yes
    - No
    - Not Sure
    - N/A

11. Does your worksite have a safe place for walking or other activities on-site or nearby? Name of nearby facility:  
    - Yes
    - No
    - Not Sure
    - N/A

12. Does your worksite sponsor any physical activities, teams or clubs? Name of activity:  
    - Yes
    - No
    - Not Sure
    - N/A

13. Does your worksite sponsor any community-based activities, teams or clubs? Name of activity:  
    - Yes
    - No
    - Not Sure
    - N/A
14. Has information on physical activity been provided to employees in the past year? Yes No Not Sure N/A
   How provided? ____________________________________________

15. Does your worksite have any written policy or policies supporting and encouraging communication that is open, two-way and respectful of employee diversity? Yes No Not Sure N/A

16. Does your worksite have any place for employees to reduce the physical and mental stress of the workday? Yes No Not Sure N/A

17. Has/have any activity/activities been provided for dealing with significant changes in the worksite in the past two years? A significant change may be a change in management, high staff turnover or loss, or changes in work conditions. What was done? ____________________________________________

18. Has/have any program(s) or material(s) for managing stress been provided at your worksite in the past year? This might be a class for supervisors, relaxation, communication, or time management. What was provided? ____________________________________________

19. Does your worksite have any written policy or policies that prohibit or restrict smoking at the worksite? Yes No Not Sure N/A

19a. If yes, is smoking permitted outside on worksite grounds? Yes No Not Sure N/A

19b. If yes, is smoking permitted anywhere in worksite buildings? Yes No Not Sure N/A

20. If yes to 19a or 19b, are signs posted for smoking or non-smoking areas? Yes No Not Sure N/A

21. Are tobacco vending machines or vendors restricted or prohibited at the worksite? Yes No Not Sure N/A

22. Has any information on health effects of tobacco been provided to employees in the past year? Yes No Not Sure N/A
   How? ____________________________________________________

23. Have smoking or tobacco cessation programs been offered on-site during the last year? Yes No Not Sure N/A
   What type of program? _______________________________________

THANK YOU!
Worksite Wellness Action Plan

Company Name: ____________________________________________

Program Coordinator/s: ______________________________________

Other Chairs: ______________________________________________

Action Plan for Period from ________________ to ________________
**Goal:** Obtain Leadership Support for Developing and Implementing a Worksite Wellness Program

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Step 1:</strong></td>
<td>Obtain leadership support for worksite wellness and developing and implementing a worksite wellness program.</td>
</tr>
<tr>
<td><strong>Step 2:</strong></td>
<td>Establish a wellness committee. Include representation from all areas of the organization. Define roles and expectations of members.</td>
</tr>
<tr>
<td><strong>Step 3:</strong></td>
<td>Implement surveys to gain insight into employees’ wellness interests as well as barriers (Employee Interest Survey, Management Survey, Policy and Environment Survey).</td>
</tr>
<tr>
<td><strong>Step 4:</strong></td>
<td>Evaluate and revise current organizational policies. Do policies support wellness? Do barriers exist?</td>
</tr>
<tr>
<td><strong>Step 5:</strong></td>
<td>Develop communication strategy and communication plan.</td>
</tr>
</tbody>
</table>
Goal: Increase Awareness of BCBSNC Resources

<table>
<thead>
<tr>
<th>Step</th>
<th>Promotion</th>
<th>Responsible Member(s)/Staff</th>
<th>Communication to Employees</th>
<th>Date of Implementation</th>
<th>Results (Outcomes)</th>
</tr>
</thead>
</table>
| Step 1 | Promote Member Health Partnerships  
- Audio Visual Presentation  
- MHP Communication Toolkit*  
(Flyer, Poster, Brochure, Newsletter Article, Buckslip) | | | | |
| Step 2 | Promote “Your Health Profile,” BCBSNC’s Health Risk Assessment  
- Flyer  
- Poster  
- Postcard  
- Newsletter articles | | | | |
| Step 3 | Promote Health Line Blue  
- Flyer  
- Postcard with magnet  
- Newsletter article or testimonial | | | | |
| Step 4 | Promote Blue Points  
- Flyer  
- Brochure  
- Newsletter article or testimonial | | | | |
| Step 5 | Promote Online Healthy Living Programs  
- Flyer  
- Newsletter article  
- Link on intraweb or e-mail | | | | |
| Step 6 | Use Employer Communication Toolkits on health topics  
- 8 different topics | | | | |

*Available from your BCBSNC representative
<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Step 1:</strong></td>
<td>Promote BCBSNC resources using the Physical Activity Communication Toolkit* (Flyer, Poster, Newsletter Article, Buckslip)</td>
</tr>
</tbody>
</table>
| **Step 2:** | Conduct a physical activity challenge among your employees  
- Choose one from the Worksite Wellness Physical Activity Toolkit*  
- Hold a Blue Points Competition |
| **Step 3:** | Encourage employees to “Take the Stairs”  
- Post “Take the Stairs” posters*  
- Paint stairwells, hang artwork |
| **Step 4:** | Provide pedometers* to your employees |
| **Step 5:** | Encourage gym memberships  
- Promote the discounts available from BCBSNC  
- Subsidize your employees’ memberships |

*Available from your BCBSNC representative

**Goal:** Increase Physical Activity
## Goal: Improve Nutrition

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Step 1</strong>:</td>
<td>Promote BCBSNC resources using the Weight Management Communication Toolkit* (Flyer, Poster, Newsletter Article, Buckslip)</td>
</tr>
</tbody>
</table>
| **Step 2**: | Conduct a healthy lifestyle/nutrition challenge  
  - Online Healthy Living Nutrition Program  
  - Fruit and Veggie Challenge |
| **Step 3**: | Promote the six free nutritional counseling visits available through Member Health Partnerships  
  - Arrange for on-site nutrition counseling with a dietician |
| **Step 4**: | Stock vending machines with healthier options |
| **Step 5**: | Provide healthy food choices at company events |
| **Step 6**: | Offer free healthy snacks at the workplace  
  - Fruit on Fridays  
  - Make your own trail mix bar |

*Available from your BCBSNC representative
**Goal:** Decrease Tobacco Use

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Responsible Member(s)/Staff</th>
<th>Communication to Employees</th>
<th>Date of Implementation</th>
<th>Results (Outcomes)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Step 1:</strong></td>
<td>Promote BCBSNC resources using the Tobacco Cessation Communication Toolkit* (Flyer, Poster, Newsletter Article, Buckslip)</td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
| **Step 2:** | Develop a tobacco free policy  
| **Step 3:** | Subsidize costs of nicotine replacement therapy for your employees                             |                             |                           |                        |                    |
| **Step 4:** | Offer the American Lung Association’s Freedom From Smoking classes at the worksite  
- For more information visit HYPERLINK “http://www.lungusa.org” www.lungusa.org |                             |                           |                        |                    |
| **Step 5:** | Hold a Great American Smokeout event every 3rd Thursday in November  
- For more information visit HYPERLINK “http://www.cancer.org” www.cancer.org |                             |                           |                        |                    |
| **Step 6:** | Become a smoke free campus  

*Available from your BCBSNC representative
Year-End Evaluation Summary:

Employee Satisfaction Survey Results: __________________________
___________________________________________________________

Policy and Environmental Survey
(completed by wellness committee only) Pre and Post Results:
___________________________________________________________
___________________________________________________________

Recommendations from the Committee for the Year 20xx:

Successes: _________________________________________________

Lessons learned and/or barriers: _______________________________

Programs/activities to continue: _______________________________

Programs/activities to discontinue: _____________________________
Program Evaluation

Name of Program __________________________________________ Date ____________________

Presenter’s Name __________________________ Location_________________________

Your feedback on this event is important to us. Please answer the questions below to help us evaluate and improve our program. Thank you.

Please check the box that accurately reflects your opinion.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>The program offered was beneficial.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>The program met my objectives.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>The presenter was knowledgeable and helpful.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>The setting was satisfactory.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Scheduling to attend the presentation was easy and convenient.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please answer the following questions.

A. What did you like most about this event? __________________________________________

B. What could be improved? _________________________________________________________

C. Would you recommend this event to others? _______________________________________

D. What other kind of wellness programs would you like to see offered? _______________
Samples

Please contact your Group Representative to get these files

Final Generic Materials

Physical Activity Wellness

Asthma

Blue Points

MHP

Healthy Living