

Knox County Health Department **Worksite Wellness Toolkit**

A guide to implementing wellness programs at work



Knox County
Health Department
Every Person. A Healthy Person



KNOXVILLE
CHAMBER

140 Dameron Avenue • Knoxville, Tennessee • (865) 215-5170

Introduction

Worksite wellness programs are organized programs for employees and, indirectly, their families, to learn more effective ways to take care of their health. They are designed to enrich employee lives both physically and mentally. Businesses implement worksite wellness programs with the major goal of lowering health care costs by reducing claims. Employers also may see an increase in productivity, greater employee retention and a reduction in workers compensation claims. In addition, employee well-being is enhanced by a worksite wellness program and the results could mean a more efficient workforce.

The Knox County Health Department Worksite Wellness Toolkit provides resources and tools to create wellness programs and activities. It is a comprehensive guide for creating a program which will be enriching to all those involved. No two businesses are the same in their structure and practices, so this toolkit allows for customization as needed. Knox County Health Department (KCHD) would like to thank Knoxville Chamber for helping distribute this toolkit. The staff of Knox County Health Department's Healthy Weight Program also are available to offer assistance. Contact us at (865) 215-5170 or by e-mail at health@knoxcounty.org.



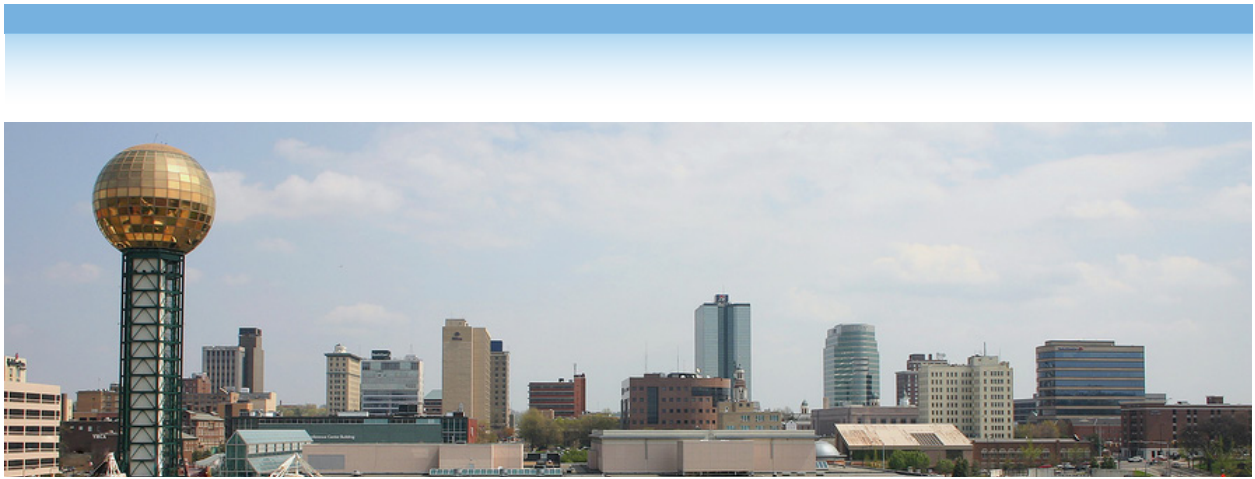


Table of Contents

Making a Case for Worksite Wellness	5
Why Invest in a Worksite Wellness Program?	6
Financial Benefits	7
Associated Cost	8
Steps to Establishing a Worksite Wellness Program	9
Wellness Program Components	12
Program Implementation and Tips to Increase Participation	15
Measuring Success	16
Conclusion	18

Appendices

Appendix A (Worksite Wellness Committee Information)	19
Appendix B (Meeting Agenda Item Examples)	20 - 21
Appendix C (Worksite Wellness Employee Interest Survey)	22 - 23
Appendix D (Employee Interest Survey Score Sheet)	24 - 25
Appendix E (Worksite Policy and Environment Survey)	26 - 29
Appendix F (Policy and Environment Survey Score Sheet)	30
Appendix G (SMART Objectives)	31
Appendix H (Committee Action Plan Worksheet and Example)	32 - 33
Appendix I (Incentive Examples)	34
Appendix J (Important Questions to Consider)	35 - 36
Appendix K (Employee Worksite Activity Evaluation)	37
Appendix L (Employee Worksite Wellness Program Satisfaction Survey)	38
Appendix M (Employee Satisfaction Survey Results Form)	39
Appendix N (Wellness Committee Evaluation by Members)	40
Appendix O (Year-End Evaluation/Summary)	41
Appendix P (Useful Resources)	42
References	43

Making a Case for Worksite Wellness

Health Care and the Bottom Line



Health insurance costs affect business profitability and productivity. Many of these costs are related to preventable illnesses such as diabetes, heart disease and high blood pressure. Nearly \$1.6 billion was spent in Tennessee on health care costs related to obesity alone in 2008, according to America's Health Rankings (a collaborative report from United Health Foundation, the American Public Health Association and Partnership for Prevention)¹. The estimate for 2013 jumps

to \$2.8 billion if the current obesity trends continue. Health care costs are rising at a faster rate than inflation. It is time to take pre-emptive measures.

More and more employers are focusing on prevention and investing in worksite wellness as a way to curb the costs of employee health care insurance and/or other worker benefits. A healthy employee is vitally important to the workplace as a whole and has a significant impact on an employer's bottom line. Worksite wellness will:

- Improve employee health, productivity and quality of life
- Reduce the cost of health care, benefits, insurance and worker's compensation
- Create a more desirable work environment

Changing Behavior to Reduce Costs

The majority of an employer's health care costs are driven by preventable lifestyle-related behaviors of employees. According to the United Health Foundation's 2009 report on America's Health Rankings, employers in Tennessee may have a greater need to focus on lifestyle behaviors such as eating habits, exercise and tobacco use.

Tennessee:

- Ranks as the fourth most obese state in the nation.
- Has the fifth highest prevalence of diabetes.
- Has a population with the eighth lowest level of physical activity.
- Is sixth from the top in the United States for the number of adults who smoke.

These lifestyle behaviors have a direct financial impact on businesses. In 2008, the average health insurance premium increased by ten percent in Tennessee. Those numbers will continue to increase if action isn't taken.

Why Invest in a Worksite Wellness Program?

There are many reasons to implement a worksite wellness program. Employers can expect reductions in:

- sick leave and absenteeism
- health care costs
- workers compensation claims and disability management
- employee turnover

Employees will enjoy these benefits:

INCREASED	DECREASED
✓ Productivity	✓ Blood Pressure
✓ Mental Alertness	✓ Heart Rate
✓ Energy	✓ Weight/Body Fat
✓ Morale/Self-esteem	✓ Cholesterol
✓ Overall Well-being/Health	✓ Blood Sugar
✓ Understanding of Body Function	✓ Stress Level

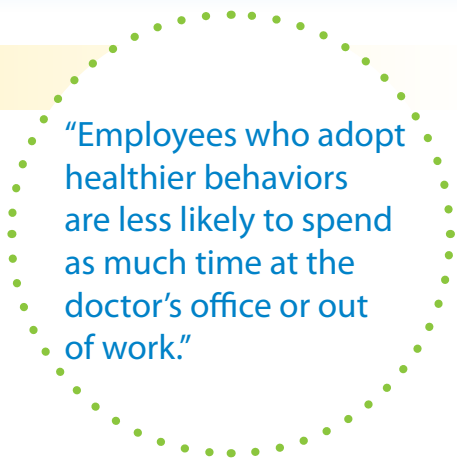
An unhealthy workforce results in both direct and indirect business costs. The important question is:

*“Why not invest
in worksite
wellness?”*




Financial Benefits

There is a clear and measurable correlation between a healthy lifestyle and good health. Because most employees spend more than half of their waking hours at work, establishing a wellness program in the workplace is ideal. Employees who adopt healthier behaviors are less likely to spend as much time at the doctor's office or out of work. Therefore, productivity may increase. This also will reduce health insurance premiums. But what about the money spent starting a wellness program? What will the Return on Investment (ROI) be?



"Employees who adopt healthier behaviors are less likely to spend as much time at the doctor's office or out of work."

According to The Wellness Councils of America (WELCOA), the amount of ROI varies depending on the type of program you choose to createⁱⁱ.

- 
- Most quality of life programs are designed to improve employee morale. They are primarily "paper programs," providing self-esteem boosters, tips and require voluntary participation from the employee. **The cost to benefit ratio for this type of program is 1:1.5.**
 - Traditional wellness programs have a broader focus by taking steps to change the work environment, and providing health and wellness information to employees. They are intended to offer a wide variety of activities in which the employees take part in program development and implementation. The goal is to reach as many employees as possible with a wide range of activities to attract the most people. **The ROI on this type of program is 1:1.5 - 1:3.5.**
 - Finally, the most extensive and comprehensive worksite program is intended to provide a very structured and well-documented health management program with activities offered to both employees and their families. It covers all aspects of healthy lifestyles and might involve onsite fitness classes and seminars. **The cost to benefit ratio is the highest at: 1:3.6 – 1:7.0.**

How to calculate ROI

Calculating return on investment may take two or more years. For the most accurate cost calculation, the program must be documented thoroughly *from the very beginning*. The most important data impacting cost of doing business must be determined and then analyzed. Examples include absenteeism, employee turnover, variations in insurance costs and workers compensation, etc. For maximum return, documentation must reflect employee interest. This, in turn, will maximize participation.

Associated Cost

Staff Time

Establishing a successful worksite wellness program requires time in addition to employees' current workloads. The amount of time needed is largely determined by how extensive the wellness program is, business size and the number of employees participating in planning and implementation (the wellness committee is discussed on page 9).

Financial Cost

Monetary costs can fluctuate widely, depending on whether the employer pays all the costs or if they are shared by the employees. WELCOA estimates the cost per employee to be between \$100 and \$150 per year (\$0.27 - \$0.41 per day) *for an effective wellness program*. In turn, an effective wellness plan will produce an average \$300 to \$450 return on investmentⁱⁱⁱ. Other corporations report the following ROI:

- DuPont had a yield of \$1.42 in lower absentee costs for every dollar invested in workplace health promotion over a two year period.
- Travelers, the insurance giant, claims a \$3.40 return for every dollar spent on health promotion, yielding a total corporate savings of \$146 million in benefits costs.



- By lowering health care claims, medical costs decreased 16% for the city of Mesa, Arizona's employees who participated in their comprehensive health promotion program. Mesa realized a return of \$3.60 for every dollar invested in the health of their employees.
- CIGNA's Healthy Babies prenatal program delivered an average \$5,000 savings per birth by providing expectant mothers with educational materials and rewarding early and regular prenatal care. Eighty percent of the participants had normal births without complications versus 50% for non-participants.
- To prevent back injuries, a California county targeted blue collar workers, offering classes and fitness training. As a result, there was a significant increase in employee morale, reduced worker's compensation claims, medical costs and sick days related to back injuries, producing a net cost-benefit ratio of 1 to 1.79.

Steps to Establish a Worksite Wellness Program

Step 1: *Get the Support of Organization Leaders*

Establishing and maintaining a successful worksite wellness program depends on getting management and/or leadership support from the highest levels. Leadership must be willing to contribute time during the development stage and participate in some of the new wellness activities. Their influence can help “sell” the program to middle management and other employees, and will show the company’s commitment to healthy living.

Step 2: *Establish a Worksite Wellness Committee*

After gaining leadership support, developing a worksite wellness committee is crucial. The committee can have as few as five members, but should proportionally represent departments and satellite sites of the business. The worksite wellness committee:



- is a team of employees who formally meet and plan activities to promote good health for themselves and for their co-workers,
- represents employees from all organizational levels, shifts, departments, etc.,
- communicates information about known health risks and the value of worksite initiatives to employees,
- promotes participation in both individual and group activities,
- advocates for worksite policies that improve employee health,
- documents, monitors and evaluates the activities and programs offered to employees and,
- serves as the “Champions for Wellness” at the worksite.

Wellness committee candidates should be aware participation is a long-term commitment requiring extra hours of work. The wellness committee organizational structure will vary depending on company needs. At the minimum, a **committee chairperson** should be appointed to schedule and lead all meetings, maintain the proper documentation and ensure committee members are fulfilling their responsibilities (Refer to Appendix A). The wellness committee will need to meet at least five or six times before the launch of the program. Therefore, the committee should plan on three to six months preparation time before the program start date. See Appendix B for examples of worksite wellness committee meeting agenda items.

Step 3: *Collect Data*

Tracking the progress of a worksite wellness program requires organization and various forms of data collection. The committee must formulate measures of success, establish how successes will be tracked and gather all the necessary data before the program is rolled out. Some data collection tools to consider include:

- Employee Interest Survey (See Appendix C)
- Medical claim information including types of services, types and quantities of prescription medications used, etc. from the company's insurance provider
- Health Risk Appraisal from the company's insurance provider
- Policy and Environment Survey (See Appendix E)

Step 4: *Develop a Plan*

Once the business needs and employees wishes have been determined, development can begin. The following is a handy step-by-step guide:



Establish the program basics.

- What type of wellness program will be offered (quality of life, traditional, comprehensive)?
- Who will oversee the program?
- Will the program be named?
- Establish an estimated launch date and time.



Create Program Goals.

- Select measurable objectives to meet program goals.
- See Appendix G to identify strategies to achieve those objectives.
- Use Appendix H and its example to plan your strategies.
- Will the focus be on awareness, education or behavior changes?
- Will the program be continual or will it have an end date?
- Do any pre- or post-testing measurements need to be performed?



Will the program include employee incentives? Examples include:

- Earned time off
- Gift certificates
- Recognition
- Longer lunch breaks or flexible work time to perform the activity (See Appendix I for more suggestions.)



Identify/develop program resources and materials. (See Appendix J.)
Plan to measure cost effectiveness and success. This may include:

- Yearly insurance claims comparisons
- Worker's compensation claims
- Absenteeism rates
- Employee satisfaction and morale
- Participant logs and progress charts
- Employee Evaluation of the Activity (See Appendix K.)



Create a communication plan.

- How will activities be promoted to the work force?
- Who is responsible for overseeing communication?
- Who is the program contact person?



Launch the program!

- Will there be a launch party to generate excitement?



Continually evaluate, refine and adapt the program to keep employees interested and spark interest in those who have not yet participated.

Note: Wellness programs don't have to be located on company property.
Other options include:

- Encouraging employee participation in community events and activities such as fundraiser walk/runs, hikes, biking, etc.
- Subsidizing gym memberships for employees
- Encouraging various health screenings such as blood cholesterol, bone density, body fat percentage, blood pressure

“PetSafe believes in employee satisfaction just as much as customer satisfaction. At PetSafe, employees are able to bring their pets to work with them which has created an atmosphere of positivity and smiles. Our associates love to come to work and in return, I have a team who is productive and happy which allows us to be very successful.”

- Randy Boyd, CEO PetSafe



Wellness Program Components

All wellness programs should contain two components: **Education and Awareness** and **Policy and Environmental Changes**. To help the program become successful, worksite wellness committee members need to incorporate both into the program design. Listed below are various wellness categories and ways to incorporate both education and awareness and policy and environment changes into each area.



I. General Health Education: Health education opportunities can be as simple as providing a healthy message on a paycheck stub or having seminars and “lunch and learns” at work. Whatever method, health education should focus on behavior change by addressing attitudes, beliefs, and the skills needed to make healthy decisions. Teaching prevention costs very little.

A. Education and Awareness examples:

- Self breast and/or testicular exam cards in the restrooms or locker rooms
- “Lunch and learns” on the human body, the importance of exercise or mental health issues
- Classes with hand outs to teach proper lifting techniques
- Obtaining general health information from the employees and responding to any needs appropriately (BMI screenings, blood pressure screenings, etc.)

B. Policy and Environment Changes:

- Allowing employees to use flex time to extend their lunch period if they attend a lunch and learn
- Using incentives (see Appendix I) to encourage employees to have regular health checks such as blood pressure, blood glucose, gynecological exams, dental exams, and prostate checks

II. Nutrition: Healthy eating habits play a vital role in maintaining overall health and a healthy weight. Eating more fruits and vegetables helps prevent chronic diseases and can improve weight management. Because employees are likely to eat at least one meal at work, nutrition education is a great program to implement.

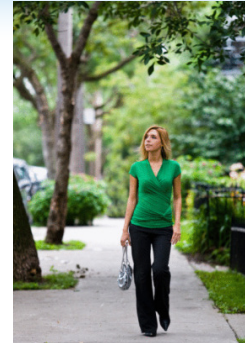


A. Education and Awareness examples include:

- Teaching “Nutrition 101” to employees
- Explaining diabetes and its’ relationship to nutrition
- Providing nutrition tips via payroll stuffer or mass email

B. Policy and Environment changes:

- Establishing healthy meeting menu guidelines.
- Creating healthy vending machines (The Knox County Health Department also offers a Toolkit for this, visit http://knoxcounty.org/health/vending_toolkit.php or call 865-215-5170)



III. Physical Activity: The 2008 Physical Activity Guidelines for Americans provided by the Department of Health and Human Services recommends a minimum of 150 minutes (2 hours and 30 minutes) of moderate-intensity physical activity every week to obtain significant health benefits. In addition, the long-term cost/benefit ratio of a well-developed physical activity program for employees has been shown to reflect a positive result on investment.

A. Education and Awareness examples:

- Point of decision prompts: Signs posted by an elevator encouraging employees to use the stairs or signs posted in the break room encouraging employees to choose a healthy snack or take a walk during their break or lunch time
- Yoga, or other flexibility classes
- Weight training classes
- Walking groups or clubs

B. Policy and Environmental changes:

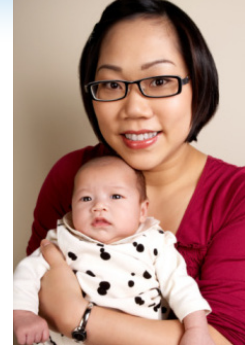
- A dressing room and shower available for employees to use before and after exercise
- Support Groups designed to encourage employees to exercise
- Stairwells are clean, well-lit and accessible
- Flex time to allow employees the opportunity to exercise during work hours

IV. Tobacco Cessation: Smoking is the leading cause of preventable death in the United States. Those who smoke are more likely to visit the doctor for a health related issue than someone who does not. Therefore, it is clear why smokers cost their employers more money than non-smokers. Tobacco cessation programs, though they might require more resources up front, are key to lowering healthcare costs. By changing policy, environment and individual behaviors, a company may see significant return in as little as two years. The key to tobacco programs is marketing. If policies are going to be changed, it is important to get the word out to employees so company morale is not dramatically impacted.



A. Education and Awareness examples:

- Smoking cessation classes (See Appendix P for helpful resources)
- Point of decision prompts encouraging employees to quit
- Education on the effects of smoking on the body and what second-hand smoke does to those around the smoker



B. Policy and Environment changes:

- Put policies in place to only allow smoking in certain designated areas
- Implement a no smoking policy on company property
- Create smoking support groups and incentives for those who quit

V. Encouragement and Support for Breastfeeding:

Nursing benefits both the mother and the baby which in turn, can impact healthcare costs. Breast milk contains essential antibodies which protect infants from viral and bacterial infections and decrease the risk of obesity, diabetes and certain cancers. In addition, nursing also helps a new mother return to her pre-pregnancy weight more easily. See Appendix P for some helpful resources.

A. Education and Awareness examples:

- Breastfeeding education classes
- Support World Breastfeeding Week, August 1-7 and/or Women's Health Week which is in May around Mother's Day
- Place flyers of support and education in the women's rest rooms or locker rooms

B. Policy and Environment changes:

- Create support policies to give nursing mothers additional time to nurse or pump breastmilk at various times of the day
- Provide a private, clean and comfortable room (outside the bathrooms) to nurse or pump breastmilk

VI. Other categories of wellness to consider:

- Injury Prevention/ Workplace Safety
- Stress Reduction
- Disease Prevention

Remember, every business is unique. Use the Employee Interest Survey (Appendix C) to realize employee needs and requests. The most successful worksite wellness programs are those tailored to employees needs and interests.

Program Implementation and Tips to Increase Participation

Once the type of wellness program is decided upon, the next step is executing it. Following the principles below will ensure the wellness committee is fulfilling the objectives established early on in the development process. They also will help increase employee participation.

- Be sure to communicate with organization leadership and employees well before the program begins so everyone is aware of what is about to happen.
- Fulfill all the objectives set forth in the development stage.
- Document all procedures and compare them to the set timeline and budget.
- Monitor and track all employee changes, input, successes and barriers.

TIPS FOR INCREASING PARTICIPATION:

- 1) Involve employees from all departments and levels in the planning.
- 2) Ask employees what they want and, when it's reasonable and appropriate, include their suggestions in the implementation.
- 3) Provide incentives (See Appendix I).
- 4) Promote the program.
- 5) Include top leadership in the activities. Leading by example has great impact.
- 6) Make programs/activities easily accessible.
- 7) Provide as many choices as possible.
- 8) Periodically ask for employee feedback on improving the activities/programs.



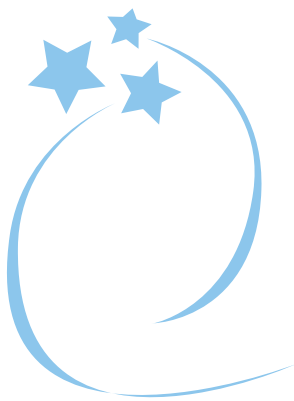
Measuring Success

Evaluating the success of a worksite wellness program provides valuable insight into cost effectiveness and creates an opportunity to learn valuable lessons. These measures should be a part of the entire process of development and implementation. There are two types of evaluations to conduct: Process and Outcome.

Performing a **process evaluation** compares the actual implementation of the program with the original action plan. This process includes analyzing the materials, personnel and performance to see how closely the program has adhered to its design. The following questions must be answered for process evaluation:

- | | |
|---|---|
| 1) Were the activities implemented as outlined? | 5) Were the participants' needs met? |
| 2) How many employees participated? | 6) Were there any time constraints/ issues? |
| 3) Who is using the program? | 7) What resources were used? |
| 4) Which activities are most popular? | 8) What ingredient made this program a success? |

An **outcome evaluation** determines the effectiveness of the program's goals and objectives including any social and behavior changes. This type of evaluation is more difficult to obtain as it requires data before the program is implemented *and* after its conclusion (continual programs require regularly scheduled evaluations). Some examples of ways to conduct outcome evaluations are:



Quizzes

Pre- and post- biometric measures (blood pressure, weight, etc.)

Monitoring vending machine sales

Surveying employees' opinions

Cost/Benefit Analysis

Insurance Claims Data Analysis

HRA Data Analysis

Employee Turnover/Retention

Onsite injury/lost work time

The following questions also should be considered:

- What was the impact on the participants' behaviors, skills, knowledge or attitudes?
- Who did the program most benefit?
- Can the results be attributed to the program itself?
- Did the program meet its stated objective?
- For those who are not participating in the worksite wellness program: Why not? What changes could be made to encourage their participation?

Evaluation demonstrates the effectiveness of a program and can be used to obtain continued support from management and key stakeholders. By conducting regular evaluations, programs which were not as successful as planned can be revised or modified to meet employee needs. ***Programs should be updated as business needs and employee interest indicates.***

• • • • •
• "The Clayton Wellness Program positively
• impacts our culture by boosting morale,
• supporting work/life balance, building
• team spirit and reducing absenteeism.
• Healthier team members are happier
• and more productive; a little wellness
• goes a long way in a company setting.
• A comprehensive wellness program just
• makes good business sense."
• • • • •

• - Mark Clayton, CEO Clayton Homes
• • • • •



Conclusion

Worksite wellness programs offer employees opportunities and incentives to make healthier choices, and there are numerous benefits for both the employees and the employer. By utilizing this toolkit as a guide, businesses can create programs and evaluate success.

Remember the following important steps:

- Get the support of organizational leaders
- Establish a Worksite Wellness Committee
- Collect data
- Develop a plan
- Evaluate the program

Continuous cycling through the steps will keep the program fresh and relevant for many years. Through worksite wellness initiatives, businesses can achieve a healthier and happier workforce.

In keeping with Knox County Health Department's vision of Every Person a Healthy Person, the Healthy Weight Program staff is available to offer assistance to businesses working to create healthier worksites. Feel free to contact the Healthy Weight staff at (865) 215-5170 or by email at health@knoxcounty.org.

Worksite Wellness Committee Information

Worksite Name:

Committee Name:

Committee Chairperson:

Wikipedia describes a mission statement as a formal, short, written statement of purpose of a company or organization. The mission statement should guide the actions of the organization, spell out its overall goal, provide a sense of direction, and guide decision making.

Mission Statement:

Committee Members

Name	E-mail	Phone
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		

Meeting Agenda Item Examples

Meeting 1

- Establish the wellness committee. (Refer to page 9).
 - Vote on a Chairperson.
 - Get everyone's contact information (See Appendix A).
 - Create a mission statement (Also Appendix A).
 - Create a meeting schedule.
 - Make sure all organization leaders are on board.
 - Establish a communication plan with employees (email, posters, payroll stuffers, etc.)
 - Review the Employee Interest Survey (Appendix C).
 - Distribute the Policy and Environmental Survey (Appendix E) for the wellness committee to complete. Designate someone to compile the results. (Appendix F).
-

Meeting 2 (2 weeks to 1 month later)

- Resolve any old business.
 - Make plan for obtaining employee opinions: How will the employee survey be distributed? What is the deadline for returning completed surveys? Note: The results need to be compiled before the next meeting (Appendix D).
 - Discuss ways to encourage participation (Appendix I).
 - Discuss the results of the Policy & Environment Survey (Appendix F).
 - What worksite-related issues need to be discussed? Are structural changes necessary or possible?
 - Discuss program funding and other details (See Appendix J for questions to consider).
 - Confirm the next meeting time and date.
-

Meeting 3 (2 weeks to 1 month later)

- Review employee survey results (Score sheet is Appendix D). How many participated? What were their reactions?
- Develop the wellness plan (page 10 and Appendix H) based on survey results.
- Identify short term (more easily Implemented) and long term goals.
- Delegate committee members to investigate and decide implementation for each program and be prepared to present findings at the next meeting.
- Develop a system for receiving employee feedback on activities, such as email, written surveys (Appendix K), etc.
- Select a date for the wellness program launch. Who is planning the activities surrounding the launch (such as a party)? What other resources are needed for the launch? Balloons? Posters?
- Confirm the next meeting time and date.

Meeting 4

(2 weeks to 1 month later)

Items for discussion:

- Resolve any old business.
 - Progress made toward program implementation.
 - Employee reaction to the upcoming changes?
 - Any problems or obstacles?
 - Needed revisions?
 - Possible additions to improve the current plan?
 - Updates on action plan as needed.
 - Update on the launch, including communicating plans to employees.
 - Confirm the next meeting time and date.
-

Meeting 5

(2 weeks to 1 month later)

- Assess the progress of each program plan with committee members.
 - Discuss any obstacles or problems encountered.
 - Make any changes as necessary.
 - Create a plan for measuring the program's success.
 - Set the post-launch meeting schedule. (In these examples, there is only one meeting left before the launch.)*
 - Complete all launch details.
 - Is there any unfinished business?
 - Invite all company leaders to attend the next meeting. Confirm the next meeting time and date. It will be important for everyone to attend.
-

Meeting 6

(2 weeks to 1 month later)

- Welcome the company's leadership in attendance.
- Each committee should present its program plan to the group.
- Make last minute adjustments if necessary.
- All details should be finalized for the launch. Make sure everyone is clear on their assignments for launch day.

* Note: The Committee should plan to meet approximately every month to evaluate the progress and success of the wellness programs and determine any additions or changes needing consideration.

Worksite Wellness Employee Interest Survey

In order to plan worksite programs to help improve health and wellness for all employees, please provide honest input on your interests and needs. Please contact _____ if you have any questions or concerns.

Directions: Indicate your interest for each of the following by circling:

1: Little or no interest

2: Some interest

3: Very Interested

1) Learning about more healthy food choices.	1	2	3
2) Learning how to incorporate fruits and vegetables into my diet.	1	2	3
3) Participating in "tasting" events to sample healthy foods.	1	2	3
4) Learning about healthier food choices and portions to help manage my weight.	1	2	3
5) Having healthy snacks available for purchase at work.	1	2	3
6) Learning more about the benefits of physical activity.	1	2	3
7) Increasing my physical activity level.	1	2	3
8) Participating in team activities.	1	2	3
9) Walking to increase physical activity.	1	2	3
10) Learning ways to cope with feelings of stress.	1	2	3
11) Time management skills.	1	2	3
12) Improving my communication skills.	1	2	3
13) Learning skills to cope with change.	1	2	3
14) Organized social events with my co-workers. (such as holiday party or summer picnic)	1	2	3
15) Participating in wellness activities within my regular work schedule.	1	2	3
16) Participating in wellness activities before work.	1	2	3
17) Participating in wellness activities after work.	1	2	3
18) Short activities (10-15 minutes) I can do two to three times a day.	1	2	3

Directions: Indicate your interest for each of the following by circling:

1: little or no interest

2: some interest

3: very interested

- | | | | |
|---|---|---|---|
| 19) Activities lasting 30-60 minutes. | 1 | 2 | 3 |
| 20) Health information I can read, listen to,
or watch on my own. | 1 | 2 | 3 |
| 21) Participating with a group to learn more about wellness. | 1 | 2 | 3 |
| 22) Working in a tobacco-free environment. | 1 | 2 | 3 |
| 23) Working with others to reduce second-hand
smoke in my workplace. | 1 | 2 | 3 |
| 24) Learning about the importance of breastfeeding. | 1 | 2 | 3 |
| 25) Having space provided to allow nursing
and/or milk expression. | 1 | 2 | 3 |

Answer the following questions for yourself as well as an immediate family member.

- | | | | | |
|--|-----|---|---|---|
| 26) Getting information about quitting tobacco use. | N/A | 1 | 2 | 3 |
| 27) Attending information sessions or classes about
quitting tobacco use. | N/A | 1 | 2 | 3 |
| 28) Using my meal break time to learn about quitting
tobacco use. | N/A | 1 | 2 | 3 |
| 29) Using time before or after work to learn about
quitting tobacco use. | N/A | 1 | 2 | 3 |

Please return this survey to: _____

By this date: _____

Employee Interest Survey Score Sheet

Name of Worksite: _____

Number of Surveys distributed: _____

Number of Surveys returned: _____

- Directions:
1. Collect all completed Employee Surveys.
 2. For each question, add the response number circled from all surveys.
This will give a score. **For example:** If five completed surveys were collected and all five answered "2" for Question # 1; The score would be: $2+2+2+2+2=10$
 3. Place the score in the corresponding row below.

EATING SMART	TOTALS
1. I am interested in learning more about healthy food choices.	
2. I am interested in learning how to incorporate fruits and vegetables into my diet.	
3. I am interested in participating in "tasting" events	
4. I am interested in learning about healthier food choices and portions to help manage my weight.	
5. I am interested in having healthy snacks available for purchase at work.	
PHYSICAL ACTIVITY	
6. I am interested in learning more about the benefits of physical activity.	
7. I am interested in increasing my physical activity level.	
8. I am interested in participating in team activities.	
9. I am interested in walking to increase physical activity.	
MANAGE STRESS	
10. I am interested in learning ways to cope with feelings of stress.	
11. I am interested in time management skills.	
12. I am interested in improving my communication skills	
13. I am interested in learning skills to cope with change.	
14. I am interested in organized social events with my co-workers (holiday party, summer picnic)	
WHEN EMPLOYEES WOULD MOST LIKELY PARTICIPATE IN PROGRAMS	
15. I am interested in participating in wellness activities within my regular work schedule.	
16. I am interested in participating in wellness activities before work.	
17. I am interested in participating in wellness activities after work.	
HOW LONG EMPLOYEES WANT PROGRAMS TO LAST	
18. I am interested in 10-15 minute activities I can do two to three times a day.	
19. I am interested in activities that last 30-60 minutes.	
INDIVIDUAL OR GROUP ACTIVITIES	
20. I am interested in health information that I can read, listen to or watch on my own.	
21. I am interested in participating in group activities to learn more about wellness.	

Continued

Page 2, Score Sheet for Employee Interest Survey

SMOKEFREE WORKPLACE	TOTALS
22. I am interested in working in a tobacco-free environment.	
23. I am interested in working with others to reduce secondhand smoke in my workplace.	
LACTATION SUPPORT	
24. I am interested in information about the importance of lactation support.	
25. I am interested in a space available to support nursing/milk expression.	
QUIT NOW	
26. I am interested in getting information about quitting tobacco use.	
27. I am interested in attending information sessions or classes about quitting tobacco use.	
28. I am interested in using my meal break time to learn about quitting the use of tobacco.	
29. I am interested in using time before work or after work to learn about quitting the use of tobacco.	

Subjects or activities with larger scores indicate higher employee interest.

Worksite Policy and Environment Survey

Note: This survey is to be completed by the worksite wellness committee as a team.

Directions: Please circle your answer to each question. Choose N/A on any question not pertaining to your worksite.

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

1a. If Yes, are employees told about the healthy foods policy or policies during orientation? Yes No Not Sure N/A

1b. How are your policies enforced? Not Sure N/A

2. Does your worksite have a refrigerator designated for employees' food? Yes No Not Sure N/A

3. Does your worksite have equipment and sink access available for employees to use to prepare meals? Yes No Not Sure N/A

4. If your worksite has vending machines, do they have at least five healthy choices? Examples: fresh fruits, whole grain chips, or baked chips, etc. Yes No Not Sure N/A

5. If your worksite has a cafeteria, does it offer healthy choices like 100% juice products, fresh fruits, low fat dairy, or whole grain products? Yes No Not Sure N/A

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

How?

Continued, page 2
Employee Policy and Environment Survey

7. Does your worksite have any written policies encouraging physical activity during the work day?	Yes	No	Not Sure	N/A
7a. Were the policies discussed at orientation?	Yes	No	Not Sure	N/A
7b. How are the policies encouraged?	Not Sure	N/A		
<hr/>				
<hr/>				
<hr/>				
8. If your company has stairs are they safe, clean and well-lit?	Yes	No	Not Sure	N/A
9. Does your worksite have a safe place for walking or other exercise on-site or nearby?	Yes	No	Not Sure	N/A
Name of near-by facility: <hr/>				
10. Does your worksite sponsor any physical activities, teams or clubs?	Yes	No	Not Sure	N/A
Name of activity: <hr/>				
11. Has information on physical activity been provided to employees in the past year?	Yes	No	Not Sure	N/A
How? <hr/>				
12. Does your worksite have any place for employees to reduce the physical and mental stress of the work day?	Yes	No	Not Sure	N/A
13. Has any activity been provided for dealing with significant changes in the worksite in the past two years? A significant change may included management change, high staff turnover or loss, or changes in work conditions.	Yes	No	Not Sure	N/A

Continued, page 3

Employee Policy and Environment Survey

14. Has any program or material for managing stress been provided at your worksite in the past year? This might be a class for supervisors, relaxation techniques, communication skills, or time management.	Yes	No	Not Sure	N/A
15. Is there a written policy to prohibit or restrict smoking at the worksite?	Yes	No	Not Sure	N/A
15a. If Yes, is smoking prohibited outside on the worksite grounds?	Yes	No	Not Sure	N/A
15b. If Yes, is smoking prohibited anywhere inside the worksite buildings?	Yes	No	Not Sure	N/A
15c. If yes to 15 a or b, are signs posted for smoking or non-smoking areas?	Yes	No	Not Sure	N/A
16. Are tobacco vending machines or vendors restricted or prohibited on the worksite?	Yes	No	Not Sure	N/A
17. Has any information on the health effects of tobacco been provided to employees in the past year?	Yes	No	Not Sure	N/A
17a. If yes, how? _____				
18. Have smoking or tobacco cessation programs been offered on-site during the last year?	Yes	No	Not Sure	N/A
18a. If yes, what kind? _____				
19. Is there a written policy specific to breastfeeding support?	Yes	No	Not Sure	N/A
19a. If yes, is the policy introduced at employee orientation?	Yes	No	Not Sure	N/A
19b. Are women reminded of the policy before maternity leave?	Yes	No	Not Sure	N/A
20. Is there a clean, private space provided for nursing mothers to use?	Yes	No	Not Sure	N/A
20a. If yes, where? _____				
21. Is any breastfeeding education provided for the interested employee?	Yes	No	Not Sure	N/A

Continued, page 4
Employee Policy and Environment Survey

22. What methods of communication are used at your worksite?

22a. Newsletter?	Yes	No	Not Sure	N/A
22b. E-mail?	Yes	No	Not Sure	N/A
22c. Posted signs/bulletin boards?	Yes	No	Not Sure	N/A
22d. Direct communication with supervisor?	Yes	No	Not Sure	N/A
22e. Other? _____	Yes	No	Not Sure	N/A

23. Are there written policies pertaining to work place safety?

Yes No Not Sure N/A

23a. If yes, how often are the employees retrained on these policies? _____

24. Are annual/regular safety training sessions held?

Yes No Not Sure N/A

24a. If yes, what type? _____

25. Is there a system in place to report and correct safety concerns?

Yes No Not Sure N/A

Please return this survey to: _____

By this date: _____

Policy and Environment Survey Score Sheet

Name of Worksite: _____

Number of Completed Surveys: _____

Count the total number of "YES" responses for questions 1– 6 This is the NUTRITION score.	_____ Out of a possible score of 7
Count the total number of "YES" responses for questions 7– 11 This is the PHYSICAL ACTIVITY score.	_____ Out of a possible score of 7
Count the total number of "YES" responses for questions 12 – 14 This is the STRESS MANAGEMENT score.	_____ Out of a possible score of 3
Count the total number of "YES" responses for questions 15 – 18 This is the SMOKING/TOBACCO USE score.	_____ Out of a possible score of 7
Count the total number of "YES" responses for questions 19 – 21 This is the BREASTFEEDING SUPPORT score.	_____ Out of a possible score of 5
Count the total number of "YES" responses for question 22 This is the COMMUNICATION score.	_____ Out of a possible score of 5
Count the total number of "YES" responses for question 23 – 25 This is the SAFETY score.	_____ Out of a possible score of 3

Look at the scores for seven policy/environment areas. High numbers indicate areas of strength. Low numbers show areas where policy and environmental changes are most needed.

SMART Objectives

Goals and objectives are very important tools to consider when planning worksite wellness programs. Goals are broad statements of intent that provide a general focus for planning. They are not specific, measurable or have an associated time frame. For example, a goal may be:

“To decrease workers compensation claims.”

Objectives state clear, concise statements of commitment and answer all the details of how a goal will be accomplished. Using the acronym SMART ensures all the relevant issues will be covered when designing wellness programs.

• **Specific**

Planners may ask: *What are we going to do, who will be involved and who are we trying to reach?* The outcome should be clearly defined and stated in numbers, percentages, frequency, reach, scientific outcome, etc. Without specific details, the committee may not be thorough enough in its planning, and key program components may be overlooked.

• **Measurable**

How are we going to measure what we do? The objective should be able to be measured and the measurement source should be identified. If the objective cannot be measured, the project’s success or failure may never be known.

• **Achievable**

Can we get it done in the proposed time frame and within budget? The objective must be achievable and realistic. Be sure to consider both obstacles and opportunities which may influence accomplishing the objective, such as the project time frame, allocated resources, employee needs, etc.

• **Relevant**

Will accomplishing the objective lead to the desired results? Results should directly support program goals.

• **Time-bound**

When will we accomplish this objective? Be sure to state clearly when the objective will be achieved. A time line will keep the committee on task and better able to create measurable outcomes for review upon the program’s completion.

A possible SMART objective that would be relevant to our goal example may be:

“By the end of the fiscal year 2012, 75% of our employees will complete the online Workplace Safety Training Module as measured by evaluations completed.”

Appendix H
Committee Action Plan Worksheet

Fill out one worksheet per program idea.

Program to be implemented:

Goal (Include both a long, and short term goal):

Date to be implemented:

Subcommittee Chair:

Subcommittee Members:

Description/Outline of Program

Smart Objective (See Appendix G)	
Action Steps	
Responsible Members(s)	
Communication To Employees	
Results (Outcomes)	

Appendix H - Example
Committee Action Plan Worksheet

Fill out one worksheet per program idea.

Program to be implemented:

Stretching Classes for employees

Goal (Include both a long, and short term goal):

To improve the well-being and fitness status of our employees

Date to be implemented:

September 1, 2011

Subcommittee Chair:

Jim Smith

Subcommittee Members:

Ron Brown, Mary Price, Paul Lambert and Susan Thomas

Description/Outline of Program

Smart Objective (See Appendix G)	By September 1, 2012, using pre and post-testing measurements as well as employee surveys, 50% of participating employees will report feeling less stress and tension in the workplace, as well as a better understanding of the relationship between our bodies, stress, flexibility and work.
Action Steps	1) Find a qualified instructor, 2) Determine location of classes, 3) Determine class schedule – frequency and duration? 4) Find necessary resources or equipment, 5) Estimate costs, 6) Determine main contact for the program, 7) Make an advertising plan for class, 8) Plan for evaluations – how often?
Responsible Members(s)	Mary Price: In charge of marketing the classes Ron Brown: Find out costs involved Paul Lambert: In charge of pre and post-tests as well as surveys Susan Thomas: Search for instructor and room for the class
Communication To Employees	1) Announce in staff meetings, 2) Posters in hallways and break rooms 3) Email to all company users, 4) Possible media coverage (?)
Results (Outcomes)	Pre-test done before September 1, 2011 Surveys: Distributed in Feb and August Post test done before September 1, 2012 *Results to be compiled and presented at Staff Meeting in November 2012

Incentive Examples

Be unique and inventive when deciding on employees incentives. Here are some helpful examples -- or simply ask your employees.

- Discounts on health club memberships
- Paid time off (accrue a certain amount of time with the completion of activities).
- Recognition in company newsletter/bulletin board
- Plaque, ribbon or achievement certificates given at an awards ceremony
- Party for participants with healthy snacks
- Premium items such as water bottles, drink insulators, t-shirts, baseball caps, insulated cooler/bag, or sweatshirt
- Thirty-minute massage sessions with a local, certified therapist
- Coupons for local, healthy restaurants, grocery stores or sporting goods stores
- Provide a special lunch for participants
- Additional break or lunch time to perform wellness activities
- Workout equipment such as flex bands or stress balls
- Subscription to a health-related magazine
- Pedometer
- Cash prizes
- Reserved parking spot
- Free or low cost screenings
- Participation in special events during work hours, such as a guest motivational speaker or personal trainer
- Prize drawings for smaller accomplishments (Ex: George Foreman grill)
- Flexible spending account
- Reduction in what employees pay for health insurance premiums

Important Questions to Consider

1) What are the expectations from the organizational leaders? _____

2) What specific results is the committee trying to achieve by implementing this program? _____

3) Do the programs include as many employees as possible? (After reviewing employee interests) _____

4) Will there be group support (clubs, buddy system, support groups) and/or individual support (self-studies, one-on-one counseling, webinars)? _____

5) Will the program include policy and/or environment changes (see examples on pages 12 –14)? Who can authorize these changes? _____

6) Will there be onsite physical activity classes? Is there funding available for an instructor? Are any employees certified to teach exercise classes? _____

7) If onsite exercise classes are planned, is there a clean, private, place for employees to change clothes and shower if needed? If not, what is the plan to work around this possible obstacle? Who authorizes the plan? _____

8) What skills, if any, do the program supervisors/instructors need to have in order to ensure safety and reliable information? Are they available? Is there any cost connected to retaining them? _____

Again, who can approve those resources? _____

Continued, page 2

Important Questions to Consider

9) What is the proposed budget (to be authorized by the appropriate person)? _____

10) How can necessary funds be obtained, and who will manage those funds? _____

11) What incentives will be offered? (See Appendix I for suggestions.) _____

12) What resources are needed? Examples: educational materials, printing costs and equipment such as blood pressure cuffs, hand-weights, mats, etc. _____

13) Is there appropriate space available to conduct programs and classes? Where? _____

If not, are any structural changes possible? _____

14) Are there any legal issues to consider? Research state and federal laws such as the Americans with Disability Act (ADA), the Equal Employment Opportunity Commission (EEOC), and The Health Insurance Portability and Accountability Act (HIPAA). Ask the company's legal or risk management department to review the proposed wellness program or invite a department representative to be part of the committee.

15) Consider gathering a focus group to make sure communication methods and messages are effective and understood. Who would be objective focus group members?

16) Does your organization have a strategic plan? How does worksite wellness tie in? _____

17) Additional comments, questions or concerns? _____

Employee Worksite Activity Evaluation

You recently participated in _____, an activity provided by your Worksite Wellness Committee.

Please take a moment to fill out this evaluation form. This information will enable the Wellness Committee to know your preferences and create the best possible wellness programs/activities. Thank you!

Please indicate your level of satisfaction using this scale:

1: Completely dissatisfied	2: Dissatisfied	3: Satisfied	4: Completely Satisfied	NS: Not sure
1. This activity influenced me to make healthier lifestyle choices:	1	2	3	4 NS
2. I would participate in similar activities in the future:	1	2	3	4 NS
3. I would recommend this activity to my co-workers	1	2	3	4 NS

The best part of this activity was: _____

This activity can be improved by: _____

4. Please check any topics you would like to see provided:

- ☐ Healthy Eating
 ☐ Quit Tobacco Use
 ☐ Breastfeeding Support
☐ Physical Activity
 ☐ Stress Management
 ☐ Workplace Safety
☐ Other: _____

Please return this form to: _____

Employee Worksite Wellness Program Satisfaction Survey

(To be administered semi-annually or annually)

Please help improve our worksite wellness program by answering the following questions:

- | | | |
|---|-----|----|
| 1. Are you aware your worksite has established a Worksite Wellness Program? | Yes | No |
| 2. Are you interested in receiving information concerning the Worksite Wellness Program? | Yes | No |
| 3. Have you attended and/or participated in any of the wellness activities provided? | Yes | No |
| 4. Have you made healthier lifestyle choices since the Worksite Wellness Program was established? | Yes | No |

If yes, check all the areas where you have made healthier lifestyle choices:

- | | | |
|---|---|--|
| <input type="checkbox"/> Eating healthier | <input type="checkbox"/> Quit Tobacco Use | <input type="checkbox"/> Increased Physical Activity |
| <input type="checkbox"/> Reduced Stress Level | <input type="checkbox"/> Breastfeeding | <input type="checkbox"/> Workplace Safety |
| <input type="checkbox"/> Other: _____ | | |

- | | | |
|---|-----|----|
| 5. Would you attend and participate in future wellness activities at your worksite? | Yes | No |
|---|-----|----|

6. What improvements would you like to see made to the Worksite Wellness Program?

Thank you for taking the time to complete this survey.

Please return this survey to: _____

By this date: _____

If you would like more information from the Wellness Committee at your worksite, either contact the person named above, or (enter your name and contact information) below:

Employee Satisfaction Survey Results Form

Name of Worksite: _____

Report Prepared by: _____

Number of Surveys distributed (A): _____

Number of Surveys returned (B): _____

Response Rate: (B divided by A): _____

Based on the number of surveys returned, calculate:

Percent (%) of employees aware of worksite wellness program: _____

Percent (%) of employees aware of worksite wellness committee: _____

Percent (%) of employees who participated in worksite wellness activities: _____

Percent (%) of employees who reported lifestyle changes
due to a worksite wellness activity. _____

Percent (%) of employees who would like to participate
in future activities. _____

Example: The committee received 300 surveys back. Of the 300, 200 employees **were** aware of the worksite wellness program in place. Therefore: 200 divided into 300 = 0.66 or 66% of the employees were aware of the program.

Wellness Committee Evaluation by Members

This questionnaire is designed to help the committee assess its worksite wellness program, including the committee's strengths and weaknesses. It is intended to guide discussions of how well the committee functions and how the wellness programs could be improved. Feel free to add questions necessary to achieve this goal.

1. Are all areas of your worksite represented on your committee? Yes No
 1a. How could this be improved? _____

2. Is management represented on your committee? Yes No

3. In what ways has management been supportive of your efforts? _____

4. In what ways could management be more supportive? _____

5. Has the committee completed a written action plan? Yes No

5a. Does the action plan have at least one short-term and one long-term goal? Yes No

5b. Have you implemented any activities from your action plan? Yes No

5c. On which behavior(s) does your action plan focus?

☐ Healthy Eating ☐ Physical Activity ☐ Quit Tobacco Use

☐ Stress Management ☐ Breastfeeding Support ☐ Workplace Safety

☐ Other: _____

6. What would help your committee do a better job of working together? _____

7. In what ways is your wellness program helping your employees? _____

8. What could the committee do to make the program more effective? _____

Comments: _____

Year-End Evaluation/Summary
(To be completed by the Wellness Committee)

1. Results of the last employee satisfaction survey.

2. What changes were made based on the original Policy and Environment Survey?

3. Are all the programs meeting the needs of the participants, their families and staff?

4. Does the program have all the needed personnel, equipment and financial resources to meet its goal?

5. List successful programs: _____

6. Programs/Activities to change or discontinue: _____

7. Programs/Activities to add: _____

8. Comments/Suggestions/Ideas: _____

Useful Resources

Many resources are available to enhance worksite wellness programs.

Below are just a few examples:

1) Knox County Health Department Healthy Weight Program

- Workplace Consultation: 865-215-5170
- Khrysta Baig khrysta.baig@knoxcounty.org

2) East Tennessee Wellness Roundtable

- Wellness Networking: 865-215-5170

3) Tennessee Department of Health

- Get Fit Tennessee: www.getfittn.com

4) WELCOA (Wellness Council of America)

www.welcoa.org

5) Centers for Disease Control and Prevention (CDC)

- Workplace Safety: www.cdc.gov/workplace
- Nutrition/Physical Activity: www.cdc.gov/leanworks
- Stress: www.cdc.gov/niosh/topics/stress
- Breastfeeding: www.cdc.gov/breastfeeding/pdf/BF_guide_2.pdf

6) Smoking Cessation

- American Lung Association: www.lungusa.org
- American Cancer Society: www.americancancersociety.org
1-800-ACS-2345
- Tennessee Department of Health Tobacco Quit Line: 1-800-QUIT-NOW
- Smoke Free Knoxville: www.smokefreeknoxville.com
Kerri.thompson@knoxcounty.org
- Kerri Thompson:

7) Breastfeeding Support

- National Business Group on Health: www.businessgrouphealth.org/benefitsttopics/breastfeeding.cfm
- United States Breastfeeding Committee: www.usbreastfeeding.org
- Business Case for Breastfeeding
 - Knox County Health Department: 865-215-5170
- East Tennessee Breastfeeding Coalition: www.breastfeedtennessee.org
workplace@breastfeedtennessee.org
- Workplace Resource:

References

i Americas Health Rankings: Contributors include: Brian D. Smedley, Director, Health Policy Institute, Joint Center for Political & Economic Studies , Deborah Deatrick, Vice President, Community Health, Maine Health and Andrew Coburn, Professor and Director, Population Health and Health Policy, Muskie School of Public Service, University of Southern Maine, Richard Hofrichter, Senior Analyst, Health Equity, National Association of County & City Health Officials, Andrew Webber, President and CEO, National Business Coalition on Health, Pam Silberman, President and CEO, North Carolina Institute of Medicine and Elizabeth Walker, Project Coordinator, Cecil G. Sheps Center for Health Services Research, University of North Carolina at Chapel Hill. Retrieved from <http://www.americashealthrankings.org/Obesity.aspx?st=TN>

ii Adapted from WELCOA. 2006. Planning wellness: Getting off to a good start, Part I. Absolute Advantage (5)4, p. 1-92.

iii WELCOA presents, "A WELCOA expert interview, The Cost of Wellness." Ron Goetzel, Director, Cornell University Institute for Health and Productivity Studies and Vice President of Consulting and Applied Research, Medstat. 05/05/2004.

iv Du Pont: The effects of workplace health promotion on absenteeism and employment costs in a large industrial population. Robert L. Bertera. American Journal of Public Health, September 1990, vol. 80, no.9, pp. 1101-1105.50

v The Travelers: A benefit-to-cost analysis of a worksite health promotion program. Thomas Golaszewski, David Snow, Wendy Lynch, Louis Yen, Debra Solomita. Journal of Occupational Medicine, December 1992, vol. 34, no. 12, pp. 1164-1172. Impact of facility-based corporate fitness program on the number of absences from work due to illness. Wendy Lynch, Thomas Golaszewski, Andrew Clearie, David Snow, Donald Vickery. Journal of Occupational Medicine, 1990, vol. 32, no. 1, pp. 9-12.

vi City of Mesa: Influence of a mobile worksite health promotion program on health care costs. S.G. Aldana, B.H. Jacobson, C.J. Harris, P.L. Kelley, W.J. Stone. American Journal of Preventive Medicine, 1994, vol. 9, no. 6, pp. 378-382.

vii CIGNA: CIGNA Healthy Babies program is delivering healthier babies. National Underwriter, Sept. 12, 1994. Stewart Beltz, Director of CIGNA Employee Health management, press release.

viii California County: A cost-benefit analysis of a California county's back injury prevention program. L. Shi. Public Health Reports, 1993, vol. 108, no. 2, pp. 204-211.