

MAKING CHANGE STICK

Policies for Worksite Wellness



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Shane Warehime (**WELLCOM**)

Justin Holes (**WELLCOM**)

Nicole Osborne (Nebraska Safety Council and WorkWell)

Jessica Davies (Panhandle Worksite Wellness Council)

Brian Coyle (Nebraska Department of Health and Human Services)

Kayla Abel (Nebraska Department of Health and Human Services)

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Cirrus House

Hexagon

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Health Department

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Health Department

CONTACT INFORMATION

Shane Warehime
Grant Coordinator
WELLCOM

Community Engagement Center, 219
University of Nebraska at Omaha
6001 Dodge Street, Omaha, NE 68182
(402) 934-5795
swarehime@elevatingwellness.org

Nicole Osborne
Services Manager
Nebraska Safety Council and WorkWell

Nebraska Safety Council, Inc.
3243 Cornhusker Hwy, Ste A10
Lincoln, NE 68504
(402) 483-2511 x102
NOsborne@nesafetycouncil.org

Jessica Davies
Assistant Director
Panhandle Worksite Wellness Council

808 Box Butte Ave.
Hemingford, NE 69348
(308) 487-3600 x101
jdavies@pphd.org

Brian Coyle
Physical Activity Coordinator
**Nebraska Department of Health
and Human Services**

Nutrition and Activity for Health, DHHS
301 Centennial Mall South
P.O. Box 95026
Lincoln, NE 68509
(402) 471-1045
Brian.coyle@nebraska.gov

INTRODUCTION

PURPOSE

The purpose of this guide is to provide the information required to successfully implement wellness policies in various workplaces.

WELLNESS POLICY: Any plan or course of action designed to influence and determine wellness-related decisions (Horner, D., Thompson, S., McLellan, R.K., Fuston, A., & Marrow, M., 2012).

HOW TO USE THIS GUIDE: This guide is designed as a tool for individuals within any worksite looking to improve or sustain the wellness of employees by implementing a wellness policy. The contents of this guide discuss the benefits of wellness policies, important foundational information, steps required to successfully implement and carry out a wellness policy, and wellness policy templates and real-world examples.

GUIDE CONTENTS

- ▲ What is a Wellness Policy?
- ▲ Why Have a Wellness Policy?
- ▲ Characteristics of Effective Policies
- ▲ Types of Policies
- ▲ Six Steps of Developing a Wellness Policy
- ▲ Policy Templates
- ▲ Model Policies
- ▲ References



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WHAT IS A WELLNESS POLICY?

A policy is a plan or course of action designed to influence and determine decisions (Public Health Law Center [PHLC], 2012). Policies outline the procedures and processes that are required to attain a specific goal (World Health Organization [WHO], 2012). They can also be used to outline priorities as well as the roles or individuals and groups. Lastly, policies can be helpful in educating people and building consensus in a group (WHO, 2012).

A wellness policy is just like other policies with specific intent to improve employee wellness. Wellness policies are an essential component of an organization's wellness programming. Policies help maximize benefits derived from efforts to modify individual behavior by providing structured, durable support mechanisms (PHLC, 2012). Wellness policies support current and future wellness efforts, provide a framework for comprehensive wellness programming, and ensure longevity of wellness culture.

It is noteworthy that, in some cases, the term policy comes with a stigma. Although policies can be viewed as supportive, they might also be perceived as overreach. Additionally, some policies are too restrictive in organizations that prefer fluidity and flexibility in operating. Further, policies may increase risk of discrimination if opportunities to participate are not available to all employees. These factors, among others, may reasonably foster apprehension for some considering implementing a wellness policies. Yet, it is the goal of this guide to provide assistance in overcoming these barriers as many of these issues may be addressed with appropriate policy development, writing, and implementation.

With that, if the stigma of policy remains, consider utilizing the contents of this guide to implement other sustainable wellness efforts. An unwritten policy may be a feasible substitute; or perhaps procedures and/or processes are terms better suited. Whatever the case may be, formal, long-term efforts to facilitate employee wellness can result in several positive outcomes and it is the purpose of this guide to increase their chances of success.

Wellness policies are an essential component of an organization's wellness programming.

WHY HAVE A WELLNESS POLICY?



BENEFICIAL TO EMPLOYEE AND EMPLOYER

Wellness policies can be effective at improving employee health and wellness. Notably, the benefits of many wellness efforts included in policies are robust and can benefit both the employee and employer.

WHAT ARE THE BENEFITS?

EMPLOYEE

- ▲ Reduced risk of several of the top causes of morbidity (sickness) and mortality (death) (Carnethon et al., 2009)
- ▲ Improved mood and job satisfaction (Faragher, Cass, & Cooper, 2007)
- ▲ Increased productivity and reduced absenteeism (Schultz & Edington, 2007)

EMPLOYER

- ▲ Sustain wellness culture
- ▲ Increased opportunities for positive interactions between employer and employees
- ▲ Visibly support wellness
- ▲ Value on investment (see below)
- ▲ Viewed as “an employer of choice”



UNIQUE BENEFITS OF WELLNESS POLICIES

In addition to the benefits associated with other wellness efforts, wellness policies come with benefits that are unique and specific to themselves.

- ▲ Wellness policies compliment wellness culture and are essential to the sustainability of said culture. Wellness policies put into writing what may be implied within an organization's wellness culture. This is critical during times of transition. For instance, having a wellness policy in place ensures wellness remains a priority even if a supportive leader leaves the organization. Wellness policies also make it clear what is required from the organization and employees and prevents wellness efforts from falling out of sight.
- ▲ Policy implementation likely requires approval from the higher tiers of an organization. Thus, a wellness policy shows employees that wellness is important to leadership. This may foster a sense of caring and support between employer and employee as well as serve to increase the attractiveness to potential employees.
- ▲ The use of a wellness policy is supported by evidence-based theory. The social ecological model is widely used in health behavior research and provides a comprehensive framework for understanding and influencing behavior (Sallis, Owen, & Fisher, 2015). The social ecological model identifies five levels of variables that influence individuals' behavior. The levels are individual, interpersonal, organizational, environmental, and policy (Figure 1) (Sallis et al., 2015). Notably, each level interacts with other levels and has different mechanisms for behavior change. The social ecological model illustrates the importance of multi-level efforts, generally, and the use of policy to compliment other efforts and broadly impact a population, specifically.

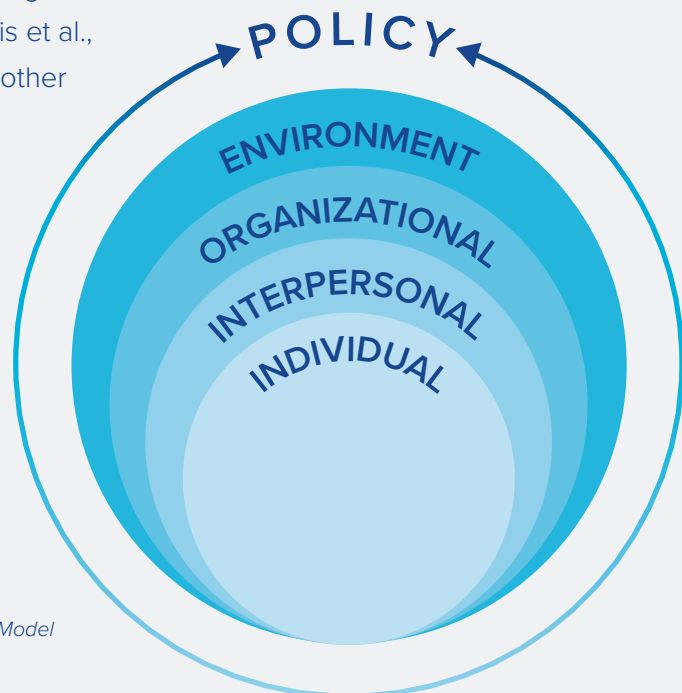


Figure 1 Social Ecological Model

PUBLIC HEALTH BENEFIT

From a broader, public health perspective, worksite policies provide an opportunity to improve the health and wellness of large swaths of the population. In the past, worksite policies have been used to improve population health with a large degree of success (Asay et al., 2016; Carnethon et al., 2009; Schultz & Edington, 2007). As part of the anti-smoking campaign, worksites played a major role in reducing tobacco use in the United States over the past few decades. Now, at a point when other behaviors (e.g., sedentariness, improper nutrition) have become prevalent and resulted in widespread lifestyle-related diseases (e.g., cardiovascular disease, diabetes), worksites policies can once again play a key role in improving public health.

VALUE ON INVESTMENT

A linear relationship exists between employee wellness and costs, in that employees with higher wellness are much “cheaper” than those with low wellness. Traditionally, return on investment (ROI) has been used to describe the economic benefit of wellness efforts. However, recent research indicates slight to moderate ROI’s are most common, and in some cases a small negative ROI may exist (Baxter et al., 2014). This does not mean employee wellness should be neglected—instead the term value on investment (VOI) may be more appropriate when discussing wellness returns. VOI includes ROI metrics as well as intangible benefits of wellness efforts (i.e., productivity, employee morale) that should be considered (Ozminkowski et al., 2016). See the next page.

VOI includes ROI metrics as well as intangible benefits of wellness efforts that should be considered.

▲ ROI

- ▲ 97.9% of organizations see positive ROI with wellness investments (Baxter et al., 2014)
- ▲ ROI vary based on wellness policy
- ▲ Mild to moderate ROI's (1.1 - 1.2) are possible, but not certain. In some cases, a small negative ROI may exist (Baxter et al., 2014)
- ▲ ROI will likely not exist immediately. It may take more than one year to see positive ROI

▲ Disability and Worker Compensation

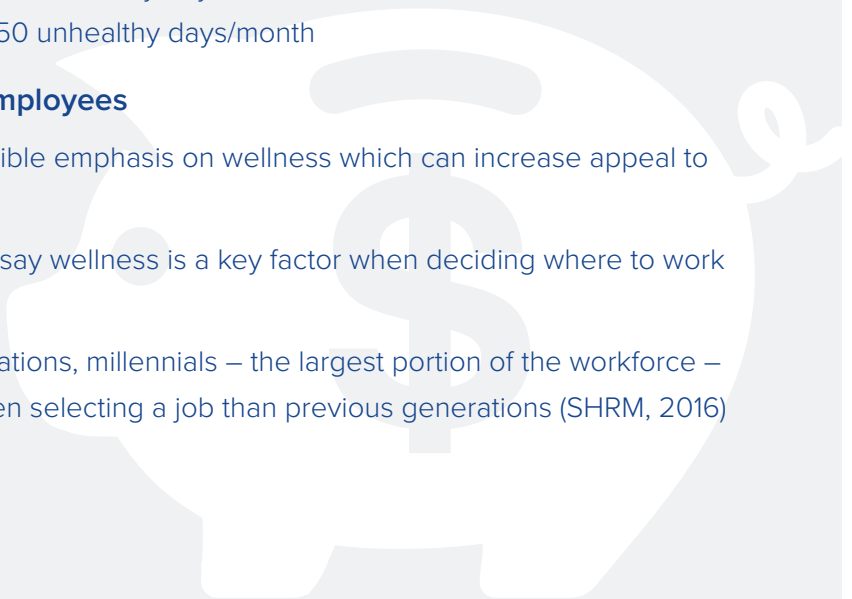
- ▲ Disability and worker compensation claims can be reduced by as much as 25% through wellness initiatives (Chapman, 2012)

▲ Absenteeism

- ▲ Absenteeism costs employers \$16-\$286 per employee each year (Asay, Roy, Lang, Payne, & Howard, 2016)
- ▲ \$153 billion lost annually in the U.S. due to loss of productivity associated with absenteeism (Gallup, 2011)
- ▲ Unexpected absenteeism may cause employees to “waste” PTO. This creates reduces the flexibility of employees’ schedules and creates a vicious cycle of further reduced wellness
- ▲ Improving employee health is associated with reductions in absenteeism (Gallup, 2011)
 - No chronic condition = 0.35 unhealthy days/month
 - 1-2 chronic conditions = 1.08 unhealthy days/month
 - 3+ chronic conditions = 3.50 unhealthy days/month

▲ Attractiveness to Potential Employees

- ▲ Wellness policies create a visible emphasis on wellness which can increase appeal to qualified workers
- ▲ More than half of employees say wellness is a key factor when deciding where to work (SHRM, 2016)
- ▲ Compared to previous generations, millennials – the largest portion of the workforce – prioritize wellness higher when selecting a job than previous generations (SHRM, 2016)



CHARACTERISTICS OF EFFECTIVE POLICIES

BASIC REQUIREMENTS



* Many of these characteristics are relevant for effective unwritten policies, as well. Details related to the format or written language can be safely disregarded for unwritten policies.

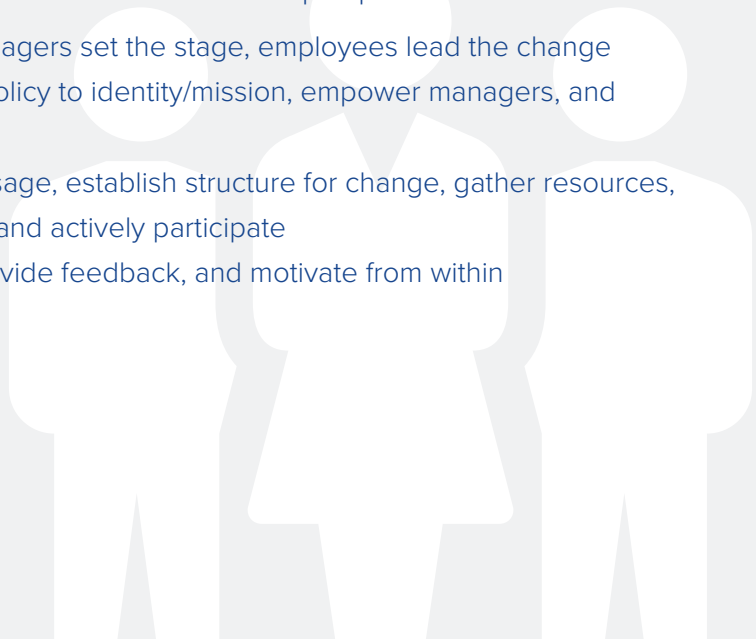
ADDITIONAL CHARACTERISTICS

▲ Compliance

- ▲ Wellness policies are subject to compliance issues
- ▲ It is important to include Human Resources in policy development and use legal consultation when needed
- ▲ Ensure compliance with the Affordable Care Act (ACA) and the Equal Employment Opportunity Commission (EEOC)

▲ Multi-level support

- ▲ Engage leadership to ensure the policy will be supported and enforced
- ▲ Engage employees in development process to increase later buy-in
 - Include people that are not “health nuts” to hear all perspectives
- ▲ Leadership leads the way, managers set the stage, employees lead the change
 - **Leadership:** Tie wellness policy to identity/mission, empower managers, and actively participate
 - **Management:** Deliver message, establish structure for change, gather resources, motivate and support staff, and actively participate
 - **Employees:** Participate, provide feedback, and motivate from within



▲ Evidence-based

- ▲ It is important that the contents of the policy are evidence-based and that the evidence is current and high quality
- ▲ Providing sound evidence will increase likelihood of achieving policy support
- ▲ Where to find evidence:
 - Scientific literature (e.g., Google Scholar, worksite wellness journals)
 - Data from previous efforts within your organization
 - Data from other local organizations (e.g., Nebraska Department of Health and Human Services, **WELLCOM**, Nebraska Safety Council, WorkWell, Panhandle Worksite Wellness Council, local public health departments)

▲ Implementation and enforcement

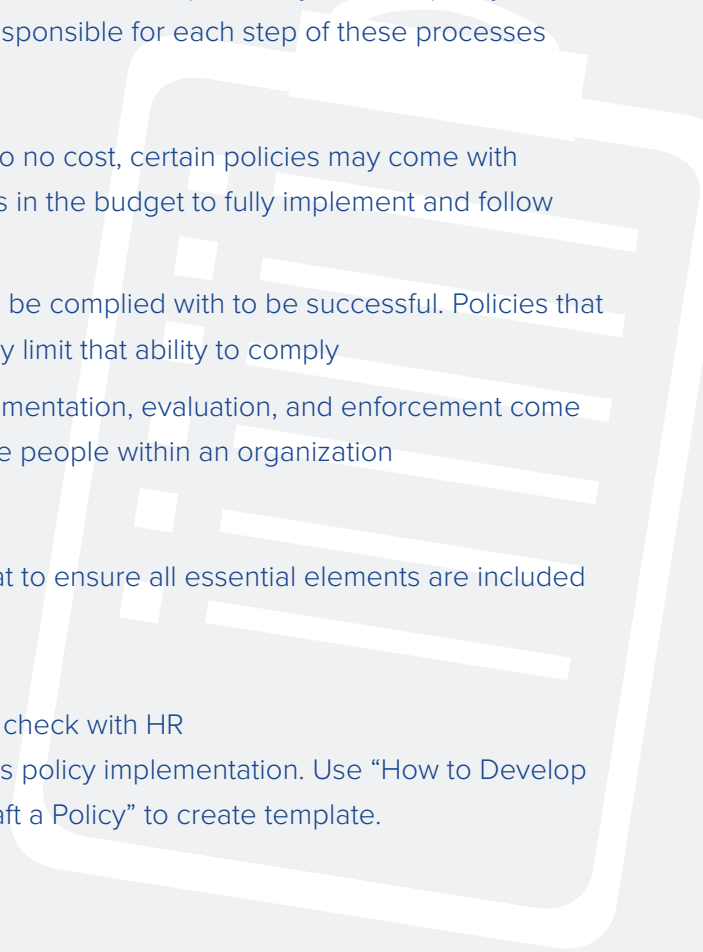
- ▲ Just as important as having a policy is having a clear, thorough implementation and enforcement plan
- ▲ At conception, allocate time and energy to determine specifically how the policy will be implemented/enforced and who is responsible for each step of these processes

▲ Feasible

- ▲ Cost: Although most policies have little to no cost, certain policies may come with financial requirements. Thus, be sure it is in the budget to fully implement and follow the policy
- ▲ Ability to follow: Policies must be able to be complied with to be successful. Policies that are overly ambiguous or too specific may limit that ability to comply
- ▲ Time: Policy development, writing, implementation, evaluation, and enforcement come with time commitments from one or more people within an organization

▲ Formatted appropriately

- ▲ Policies should all follow the same format to ensure all essential elements are included and clearly defined
- ▲ Use a policy template
 - May be preexisting in organization – check with HR
 - If not, develop one for future wellness policy implementation. Use “How to Develop a Wellness Policy, Step 4: How to Draft a Policy” to create template.



▲ Simple, clear, concise

- ▲ Assume reader has only basic knowledge of policy being described
- ▲ Avoid dense, lengthy descriptions
- ▲ Include information only pertinent to the policy

▲ Evaluated and revised

- ▲ A good policy is evaluated and revised regularly
- ▲ Evaluations and revisions provide the opportunity to make small changes that lead to big results
- ▲ See “How to Create a Wellness Policy Step 6: Evaluation and Revise the Policy” for more details



TYPES OF POLICIES



Figure 2

The first step in creating a wellness policy is to understand the types of wellness policies. There are four main types of wellness policies: Informational, opportunity, incentives, and behavioral (Dunton, G. F., Cousineau, M., & Reynolds, K. D., 2010). Each type of policy has different mechanisms for improving wellness, resources and enforcement needs, capacities to improve wellness, and overall applicability. The different types of policies build on and complement one another, meaning it is important to follow a systematic approach: **INFORMATIONAL** ► **OPPORTUNITY** ► **INCENTIVE** ► **BEHAVIORAL**. This is further illustrated in Figure 2. More information regarding the different types of policy can be found on the following pages.

The different types of policies build on and complement one another, meaning it is important to follow a systematic approach.



INFORMATIONAL

▲ Description:

- ▲ Informational policies can promote/prevent behaviors by providing information about the benefits/risks of that health/unhealthy behavior

▲ Mechanism:

- ▲ Change motivation, attitudes, and beliefs
- ▲ If the full benefit/risk of the behavior is unknown, motivation, attitudes, and beliefs toward behavior change will be unfavorable

▲ Examples: *(additional examples can be found in the Policy Templates on pp. 22-28)*

- ▲ Installing point of decision prompts (i.e., posters that and list the benefits of taking stairs near stairwells, stickers indicating healthy vending options)
- ▲ Holding educational sessions to go over health screening results

PROS

- ▲ Cost-effective
- ▲ Easy to implement

CONS

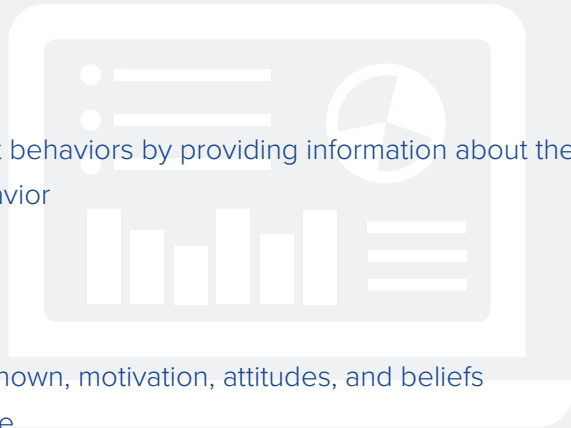
- ▲ Limited long-term effectiveness

BEST USE

- ▲ Most effective if majority of employees have not considered improving wellness through behavior change
- ▲ Good starting point if no previous policies or wellness efforts have been made or if employees are unknowingly partaking in wellness reducing behavior

HOW NOT TO USE

- ▲ May be redundant in well-educated (related to wellness) workforce and/or where employees have already considered improving wellness through behavior change





OPPORTUNITY

▲ Description:

- ▲ Policies may be used to increase opportunities for activities that increase wellness and/or decrease opportunities for inactive behavior

▲ Mechanism:

- ▲ Reduce perceived barriers.
- ▲ Increase self-efficacy and intrinsic motivation towards behaviors
- ▲ Provides stimulus control
 - By constantly seeing/interacting with stimulus that encourages a behavior, individuals are more likely to participate in that behavior

▲ Examples: *(additional examples can be found in the Policy Templates on pp. 22-28)*

- ▲ Providing bike racks, showers, fitness equipment, etc.
- ▲ Flexible arrival, lunch, and departure times for active commuters

PROS

- ▲ Shows visible form of support for wellness
- ▲ Require little enforcement/oversight

CONS

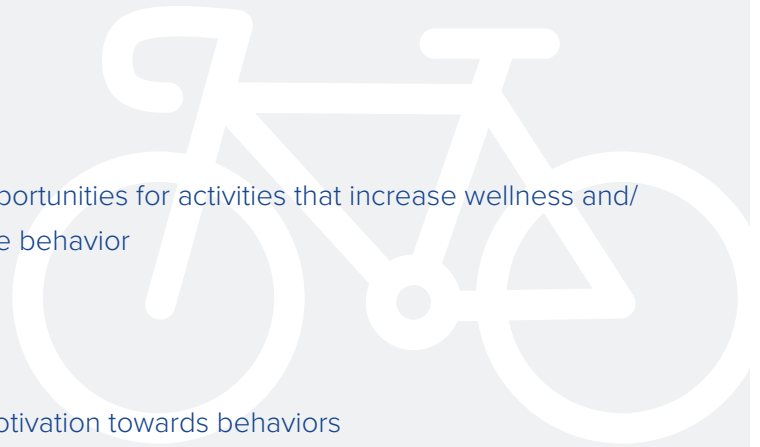
- ▲ Can be costly
- ▲ Will likely be ineffective for employees that are not interested in changing their behavior
- ▲ Requires certain level of understanding related to behaviors and their outcomes from employees

BEST USE

- ▲ After employees are aware of benefits/risks of behavior, the next step is to remove barriers and/or provide opportunities to change behaviors

HOW NOT TO USE

- ▲ Should not be used before informational policies are in place/employees are well-informed





INCENTIVE

▲ Description:

- ▲ Policies that offer a reward and/or savings for engaging in beneficial activities

▲ Mechanism:

- ▲ External motivation
- ▲ Reinforce preexisting behaviors

▲ Examples: *(additional examples can be found in the Policy Templates on pp. 22-28)*

- ▲ Offering a financial incentive or discount on health insurance premiums for participating in employee wellness programs
- ▲ Partial/full reimbursement for the purchase of health club membership

PROS

- ▲ Reinforces short-term behavior to a long-term habit.
- ▲ Money talks – incentives can motivate those that were not motivated by previous policies

CONS

- ▲ Requires precise development, implementation, and enforcement
- ▲ Can damage employer-employee relationship
- ▲ Can shift intrinsic motivation (preferred) to extrinsic motivation (not preferred)

BEST USE

- ▲ Compliant with Equal Employment Opportunity Commission (EEOC) and Affordable Care Act provisions
- ▲ Target participation, not performance
- ▲ Tangible, noticeable incentives are more effective (i.e., \$50 check vs. \$50 added to paycheck)
- ▲ Should have room for individual tailoring to meet everyone's needs

HOW NOT TO USE

- ▲ To initiate new behaviors – behaviors should already be occurring (due to informational and opportunity policies)
- ▲ Target specific behaviors that may lead individual employees to feel alienated (i.e., eating certain foods, sedentariness)
- ▲ As disincentives – disincentives require much more precision and are more likely to result in adverse outcomes (e.g., disgruntled employees, lawsuits)



BEHAVIORAL

▲ Description:

- ▲ Policies that require or prohibit behavior

▲ Mechanism:

- ▲ External motivation
- ▲ Compliance with environmental environment, external forces
- ▲ Avoid consequences

▲ Examples: *(additional examples can be found in the Policy Templates on pp. 22-28)*

- ▲ Mandatory physical activity breaks at team meetings
- ▲ Ban on sugar-sweetened beverages



PROS

- ▲ Shows strong commitment to wellness by organization
- ▲ Ensures wellness promoting behaviors occur
- ▲ Can drastically shape wellness culture in employees

CONS

- ▲ May reduce voluntary wellness promoting behavior outside of work setting (e.g., increased fatigue, reduced leisure time energy)
- ▲ Require delicate development to avoid compliance issues

BEST USE

- ▲ In organizations with a strong history of wellness
- ▲ To solidify wellness culture/strategies that are adopted and well-accepted

HOW NOT TO USE

- ▲ As first wellness policy – follow logical progression
- ▲ To drastically change behavior (i.e., no daily step requirements to 10,000 daily steps required)

SIX STEPS OF DEVELOPING A WELLNESS POLICY

STEP 1 IDENTIFY A NEED

Assess Organization*

- ▲ **Current needs and future goals**
 - Improving employee wellness can accomplish the objectives of larger goals (see “Why have a wellness policy”)
- ▲ **Current wellness culture/environment**
- ▲ **Current/past policies**
 - If no wellness policies currently exist, it is important to build a foundation with smaller, less invasive policies (see “Types of Policies”)
 - Starting small reduces issues with compliance, practicality, finances and makes it easier to gain upper level support
- ▲ **Ability to enforce policy**
- ▲ **Funds and materials available**

* It is recommended that some form of organizational assessment be completed to help determine a starting point. The Centers for Disease Control and Prevention (CDC) offers an organizational assessment, known as the Worksite Health Scorecard (CDC, 2016). This tool provides key information regarding the current state of an organization’s starting point – primarily from an environmental and policy perspective.

STEP 2 GAIN SUPPORT

- ▲ **Management:** Will they support a wellness policy (e.g., endorse, enforce, provide funds)?
- ▲ **Human Resources:** Will they help design/place/implement the policy?
- ▲ **Employees:** Is there interest in implementing a wellness policy? What type of policy?



STEP 3 CREATE A WELLNESS COMMITTEE*

- ▲ Wellness committees are critical in implementing wellness policies. Wellness committees can plan, promote, and implement wellness policies. The committee establishes continuity, motivation, and broad ownership of the policy, and provides an excellent means for communication.
- ▲ When deciding who should be on the wellness committee, think about what groups of individuals will be helpful to the policy and what groups of individuals the program will affect. Consider appointing the following people/departments to your committee:
 - Top management within your company
 - Union representatives
 - Human resources department
 - Employee assistance program
 - Information technology
 - Legal/compliance
 - Communications
 - Health and safety department
 - Employees interested in health and wellness
- ▲ Refer to the Nebraska Worksite Wellness Toolkit for more information on creating a wellness committee: <http://dhhs.ne.gov/publichealth/WorkplaceWellnessToolkit/Pages/Start.aspx>

* Creating a wellness committee may not be possible in smaller organizations. Depending on the size of the organization, an employee(s) might take on these responsibilities. Another option is adding wellness-related discussion to regular staff meetings to equally distribute wellness responsibilities.



STEP 4 DRAFT AND REVIEW POLICY

Plan and Draft Policy

Use the following as a checklist to initiate the development of a wellness policy.

- Identify and clarify the issue that the policy is addressing
- Determine if the organization has authority to enact the policy
- Identify person(s) responsible for drafting the policy
- Identify and involve key stakeholders
- Identify sample or model policies, procedures, and/or processes
- IF WRITTEN – Draft policy
- Review policy (see “Policy Review” on following page)
- Check for conflicts with existing policies or laws
- Review draft policy with stakeholders
- Review draft policy with legal counsel or legal technical assistance
- Review and finalize policy
- Complete the approval process for the policy
- Publicize and implement the policy
- Measure & evaluate
- Communicate the results



Policy Review

Once a draft of the policy is written, use the following checklist to ensure the policy contains all pertinent information and is structured appropriately.

Structure

- Is all of the relevant information included?

Findings

- Are the findings evidence-based?
- Do the findings support the purpose of the policy?
- Do the findings anticipate challenges?

Purpose

- Does the purpose explain the goal(s) of the policy?
- Are all the key terms defined?
- Are any unnecessary terms defined?
- Do the definitions anticipate new concepts or products?

Main Policy Provisions

- Are all the requirements and prohibitions reasonable?
- Do the provisions address the purpose?
- Are the provisions consistent with other policies and laws?
- Are the provisions clearly stated?
- Is it clear who the policy applies to?

Exceptions

- Are the exceptions or exemptions limited and written as narrowly as possible?

Enforcement

- Does the policy state who is responsible for enforcement?
- Does the policy state the consequences for violation?
- Does the policy explain any appeal procedures?

Stylistic Considerations

- Are the same terms used for the same concepts consistently throughout the policy?
- Is the policy clear and concise?
- Is the tone consistent?
- Is the person consistent?
- Is active voice used throughout?

STEP 5 IMPLEMENT THE POLICY

- ▲ **Publicize**
 - Disseminate information about new policy
 - Intranet, organization wide email/newsletter, social media, etc.
- ▲ **Training**
 - Hold a training to educate employees on new policy
 - Why it is a policy, what the policy entails, how to adhere to the policy, etc.

STEP 6 EVALUATE AND REVISE THE POLICY

Evaluate policy process

- ▲ **Things to evaluate:**
 - **Policy content:** Does the content communicate goals of policy? What are the intended changes?
 - **Implementation:** Was the policy implemented as intended? Who/what were the facilitators in implementation? Were there any barriers in implementation?
 - **Impact:** Did the policy produce the intended outcomes? Were there any adverse outcomes of the policy? (CDC, 2015)

Plan the evaluation when writing and implementing the policy

- ▲ Initial evaluations should be planned AND structured. Later evaluations can be scheduled less frequently or on an as needed basis.

Revise

- ▲ With results of evaluation, make revisions as needed
- ▲ Search for updated evidence to proactively make improvements during periods of revision
- ▲ Be prepared to abandon a policy if it is ineffective



POLICY TEMPLATES

The following section includes basic templates for policies that are targeting physical activity and nutrition. This template is intended to provide a skeleton to build a policy around. Additional information will likely be required based on your organization's processes.





PHYSICAL ACTIVITY POLICY TEMPLATE

WHEREAS:

[Name of organization] aims to improve and maintain the wellness of our employees.

WHEREAS:

Employees are interested in opportunities to increase their physical activity;

WHEREAS:

Many of the top causes of morbidity and mortality are associated with lack of physical activity;

WHEREAS:

Physical activity can improve employees' cognitive function, mood, and productivity;

THEREFORE:

Effective [date], it is the policy of [name of organization] that [select from list on following page]

SIGNATURE

NAME OF ORGANIZATION

DATE





PHYSICAL ACTIVITY EXAMPLES

INFORMATIONAL

- ▲ **Point of decision prompts** – Point of decision prompts displaying the benefits of walking will be added by each stairwell.
- ▲ **Walking maps** – Walking maps including nearby routes and/or locations that are accessible via walking will be posted in the break room and at every entrance to the building.
- ▲ **Educational signage** – Signage communicating the importance of participating in regular physical activity in a commonly used workspace (i.e., breakroom).
- ▲ **Educational sessions** – Sessions how to increase physical activity will be offered on-site during work hours every quarter.

OPPORTUNITY

- ▲ **Provide equipment** – *[Insert type of equipment (i.e., bike rack, fitness equipment)]* will be available on-site for use by employees.
- ▲ **Paid time for work** – Employees will be allowed 30 minutes of flex time in addition to other breaks to participate in physical activity.
- ▲ **Flexibility in arrival and departure** – Employees that choose to activity commute will be provided flexibility in arriving and departing from work. Employees will be given paid time to actively commute to and from meetings with 2 miles of the office.
- ▲ **Dress code** – Employees will be able to wear *[insert clothing item (i.e., athletic shoes, business casual attire)]* to allow employees to comfortably activity commute and/or participate in physical activity breaks throughout the workday.
- ▲ **Emergency ride home** – An emergency ride home service *[provide detail]* will be offered to employees to facilitate active commuting.
- ▲ **Walking meetings** – Employees will have the option to choose a walking meeting, when appropriate.



INCENTIVE

- ▲ **Parking reimbursement** – Employees that choose to actively commute will be compensated in the amount of the cash value of renting the parking space they no longer use.
- ▲ **Transit reimbursement** – Employees will be reimbursed for public transit fare up to (dollar amount) each month
- ▲ **Bicycle commuting reimbursement** – Employees can provide a receipt to receive up to (dollar amount) each year to as reimbursement for a bicycle and/or bicycle equipment (e.g., tire pump, helmet)

BEHAVIORAL

- ▲ **Meeting breaks** – Any meeting lasting longer than 30 minutes will include at least one, two-minute structured physical activity break.
- ▲ **Physical activity breaks** – Employees will participate in three, five-minute physical activity breaks throughout the day.





NUTRITION POLICY TEMPLATE

WHEREAS:

[Name of organization] aims to improve and maintain the wellness of our employees.

WHEREAS:

Employees are interested in opportunities to maintain proper nutrition;

WHEREAS:

Many of the top causes of morbidity and mortality are associated with a poor diet;

WHEREAS:

Proper nutrition can improve employees' cognitive function, mood, and productivity;

THEREFORE:

Effective [date], it is the policy of [name of organization] that [select from list on following page]

SIGNATURE

NAME OF ORGANIZATION

DATE





NUTRITION EXAMPLES

INFORMATIONAL

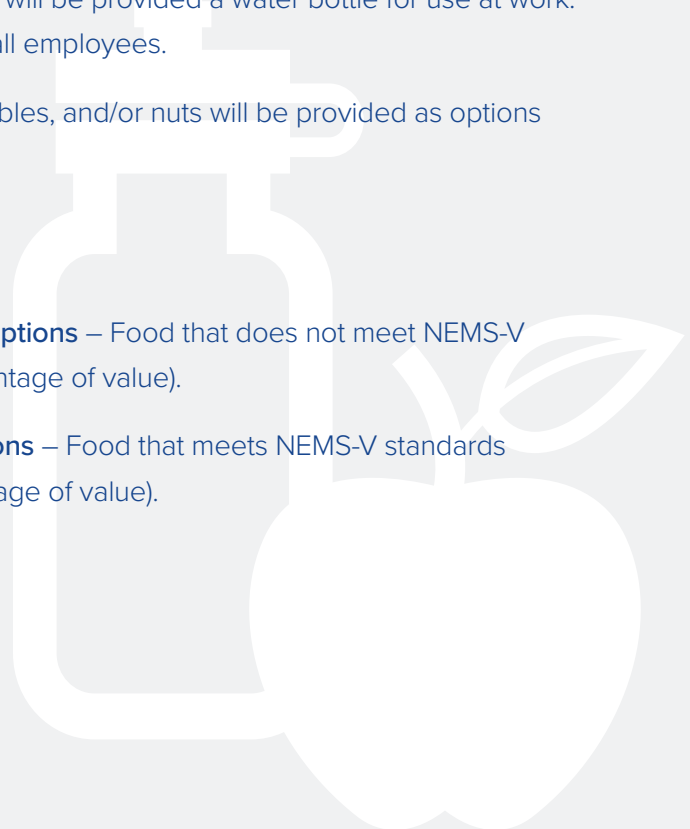
- ▲ **Point of decision prompts** – Point of decision prompts indicating nutritious options will be installed on/near all on-site vending machines.
- ▲ **Educational signage** – Signage communicating the importance of eating fruits and vegetables in a commonly used workspace (i.e., breakroom).
- ▲ **Educational newsletters** – Regular newsletters about proper nutrition will be sent to all employees.
- ▲ **Educational sessions** – Sessions on proper nutrition will be offered on-site during work hours every quarter.

OPPORTUNITY

- ▲ **Healthy vending options** – At least 50% of vending options will meet Nutrition Environment Measurement Survey–Vending (NEMS-V)* standards.
- ▲ **Water and water bottles** – Every employee will be provided a water bottle for use at work. A water cooler will be readily accessible to all employees.
- ▲ **Options for healthy snacks** – Fruits, vegetables, and/or nuts will be provided as options during meetings where food is available.

INCENTIVE

- ▲ **Increasing the cost of unhealthy vending options** – Food that does not meet NEMS-V standards will have an added cost of (percentage of value).
- ▲ **Reducing the cost of healthy vending options** – Food that meets NEMS-V standards will be offered at a discounted rate (percentage of value).





BEHAVIORAL

- ▲ **Ban on sugar-sweetened beverages*** – Employees will not be offered sugar sweetened beverages during work hours.
- ▲ **Healthy vending** – Only foods/beverages that meet NEMS-V** standards will be offered in on-site vending machines (see Healthy Vending Toolkit for contract language).
- ▲ **Healthy meeting snacks** – Only foods that meet NEMS-V** will be offered as snacks during meetings where food is available.
- ▲ **Healthy meeting/workshop/conference meal option** – Provide at least one healthy meal option at large events where a meal will be served.

* More information can be found in the Healthy Beverage Guide:
<http://www.healthylincoln.org/initiatives/bevinit/healthybeveragesworkplace.html>

** NEMS-V is widely accepted and utilized by nutrition and health professionals. More information can be found in the Healthy Vending Toolkit, or at their website: <http://www.nems-v.com/>



MODEL POLICIES

The following section includes examples of wellness policies from organizations across Nebraska. These examples illustrate successful policies and may be used to guide policy development in other Nebraska organizations.





CIRRUS HOUSE

Meetings/Socials and Snack Policy

If a snack is served during a social, agency meeting or group activity fruit and/or vegetables will be offered as a healthy choice.

Meal Time Policy

Cirrus House will adopt dietary guidelines to be used for meal planning. A monthly menu will be planned using the USDA menu planning resource.

At least of cup of fruit and one cup of veggies will be served with every noon meal. Menus will be displayed in plain sight; entrée menu should be published monthly; daily menu will identify food groups and portion size.

Cirrus House club house will provide a free breakfast once a month which will include education on dietary guidelines for a health breakfast and the importance of eating breakfast.

8' (or smaller) dinner plates will be used for all meals.

Cirrus House will limit serving desserts to three meals per week a lunch time only.

- ▲ A concerted effort should be made to serve healthy alternative desserts.
- ▲ Pies and cakes should be saved for special occasions.
- ▲ On days when desserts are not served at lunch a healthy afternoon snack will be offered.

Healthy Beverage Policy

When offering meals, coffee will be served at two of the three daily meals. Sweet drinks will not be served as a meal beverage. Coffee and sweet drinks may be offered during special events as determined by the program coordinator.

Cirrus House will maintain a Reverse Osmosis system accessible to employees and persons served.

Fitness Policy

The agency will offer access to a fitness center at both business locations. They will promote daily fitness activity and at least one fitness challenge a month.

All Cirrus House sponsored social activities and agency meetings will begin with 5 minutes of physical activity.



HEXAGON

Office Parties

Hexagon will offer healthy options at office parties. This will be accomplished by meeting the following requirements:

- ▲ Up to one office party per month
- ▲ Must include a sign-up sheet to ensure a variety of healthy foods
- ▲ At least 50% of the food provided must be healthy
- ▲ At least 2 fresh fruit and vegetable options must be available
- ▲ At least 1 item from each of the following food groups must be included:
 - Fruit, vegetable, grain, protein, dairy
- ▲ Any sauces, condiments, and/or dressings must be served on the side
- ▲ Any treats must be in miniature form or an individually wrapped package
- ▲ Plates 6' or smaller will be used



CENTRAL DISTRICT HEALTH DEPARTMENT

Physical Activity Promotion

The Central District Health Department (CDHD) is committed to promoting and supporting the health and well-being of its employees by encouraging physical activity. This will be supported by the following procedures:

- ▲ CDHD will hold at least one organization sponsored physical activity event each year
- ▲ CDHD allows time in addition to normal breaks for employees to participate in physical activity during work hours.
 - Employees who engage in physical activity over their break may receive an additional 5 minutes in addition to their 15-minute break when time and workloads allow.
- ▲ CDHD encourages employees to walk to meetings or work-related destinations within 0.5 miles and will be allotted the walking time to get to their destination
- ▲ CDHD will incorporate low impact physical activity into all monthly staff meetings and other meetings containing more than 5 people. The staff member in charge of the meeting shall be responsible for incorporation of the activity.



LIVE WELL OMAHA

TRANSPORTATION BENEFITS

Live Well Omaha provides the following benefits to eligible employees to encourage transit and bicycle use:

Transit

Live Well Omaha will use the Qualified Transportation Fringe (QTF) Benefits program and will purchase and distribute 10-day passes (some with transfer, some without, depending on the Employee's needs). The date, number of passes, and employee using the pass will be documented to ensure compliance with the QTF program. Passes may only be used for trips to and from work, or work-related trips during the day).

- ▲ Full-time employee gets up to 24, 10-day passes per year.
Value: \$25/mo or \$300/year if no transfer, \$30/mo or \$360/year with transfer
- ▲ Part-time employee gets up to 12 10-day passes per year.
Value: \$12.50/mo or \$150/year if no transfer, \$15/mo or \$180/year with transfer

Bicycle

Full-time employees get up to \$150/year reimbursed as taxable income.

Part-time employees get up to \$75/year reimbursed as taxable income. New part-time employees are eligible on the first day of the month after 90 calendar days of employment.

Eligible expenses include bike maintenance, repair, and equipment that makes biking for work purposes easier. Examples include, but are not limited to:

- ▲ bike pump
- ▲ bike helmet
- ▲ bike tune-up
- ▲ tires & tubes
- ▲ chains
- ▲ new bike
- ▲ bike panniers/bags
- ▲ gloves, vests and other gear
- ▲ other reasonable bike commuting expenses



DOUGLAS COUNTY HEALTH DEPARTMENT

Physical Activity Promotion

The Douglas County Health Department adopted a set of guidelines to provide healthier snack and beverage options in vending machines (See *Healthy Vending Toolkit* for more information)

Physical Activity Breaks

The Douglas County Health Department established a policy to ensure that prolonged sitting is broken up. Employees are allowed and encouraged to take a 3 minutes physical activity breaks for every 60 minutes of sitting.

Physical Activity Meetings

The Douglas County Health Department established a policy that allows opportunities for physical activity during meetings. Employees can either conduct a “walking meeting” or take a physical activity break at the beginning or middle of a scheduled meeting.

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