
Worksite Wellness: Creating a Culture of Health

**New Coordinator webinar
April 1, 2015**

Rebecca Pawlak, Tamara Burkovskaia

**Health Promotion and Chronic Disease Prevention Section
Public Health Division**



Objectives

- What is a culture of health
- Why worksite wellness is important
- How to get employers' buy-in
- “Nuts and Bolts” of establishing a Wellness Committee



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During the presentation, we will talk about why building a culture of health is so important, the role worksite wellness plays in this process and “Nuts and Bolts” of establishing a Wellness Committee and developing a wellness policy.

Why building a culture of health is so important?

Leading causes of death in U.S. at the turn of the 20th and 21st centuries

1900

**pneumonia
influenza
tuberculosis**

2000

**heart disease
cancer
stroke
lung disease
diabetes**

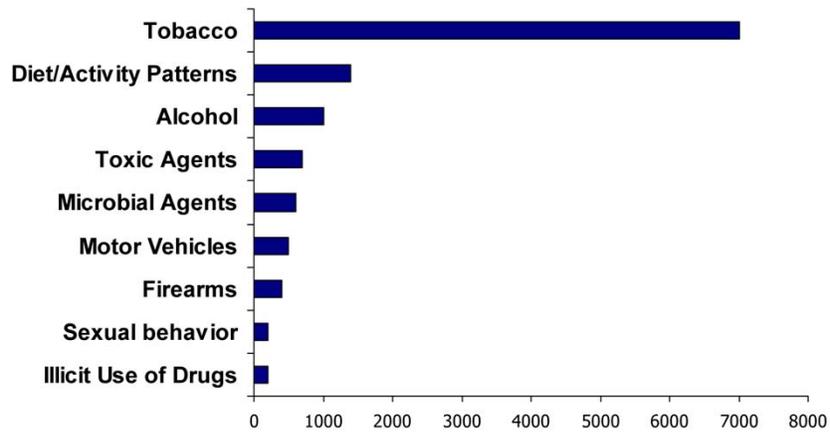
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In public health, our mission is to promote health and prevent the leading causes of death, disease and injury in Oregon. We've done a pretty good job – immunizations, clean water, access to services have expanded life expectancy and tackled the previous killers of pneumonia, influenza and tuberculosis.

But now, heart disease, cancer, stroke, lung disease and diabetes top the list. These conditions are not only killing Oregonians, but they are costly and debilitating.

Let's take a closer look at what's really killing Oregonians.

What's Really Killing Oregonians?



* Includes alcohol-related crashes

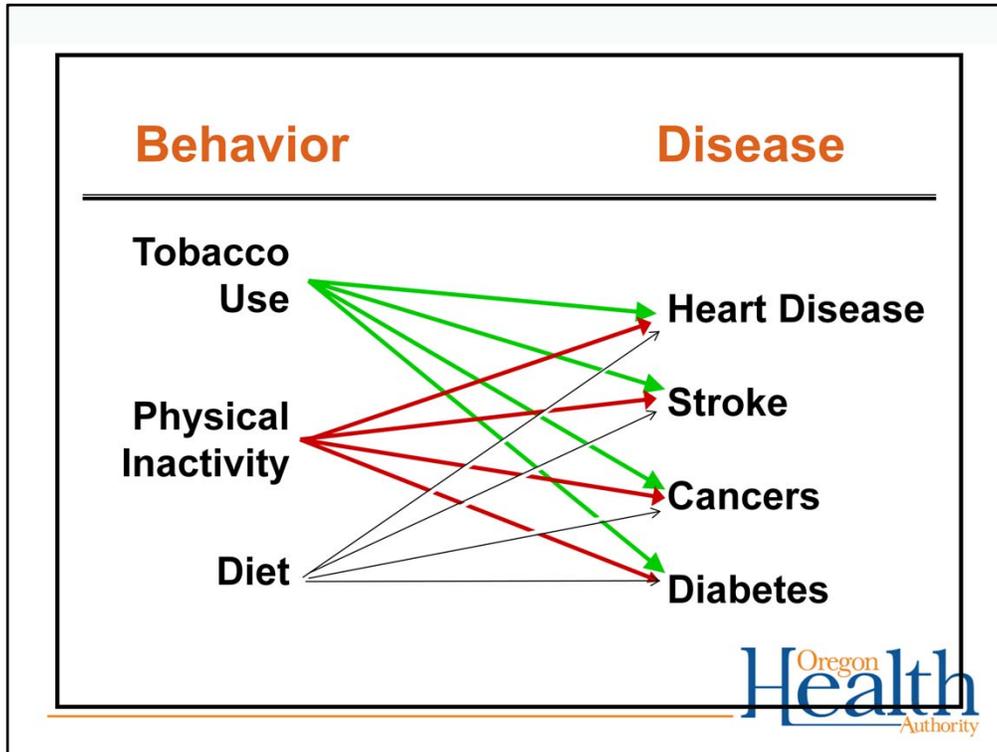
Source: CD Summary, July 17, 2012, Vol. 61, No. 15

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We can see that what's really killing people is largely preventable:

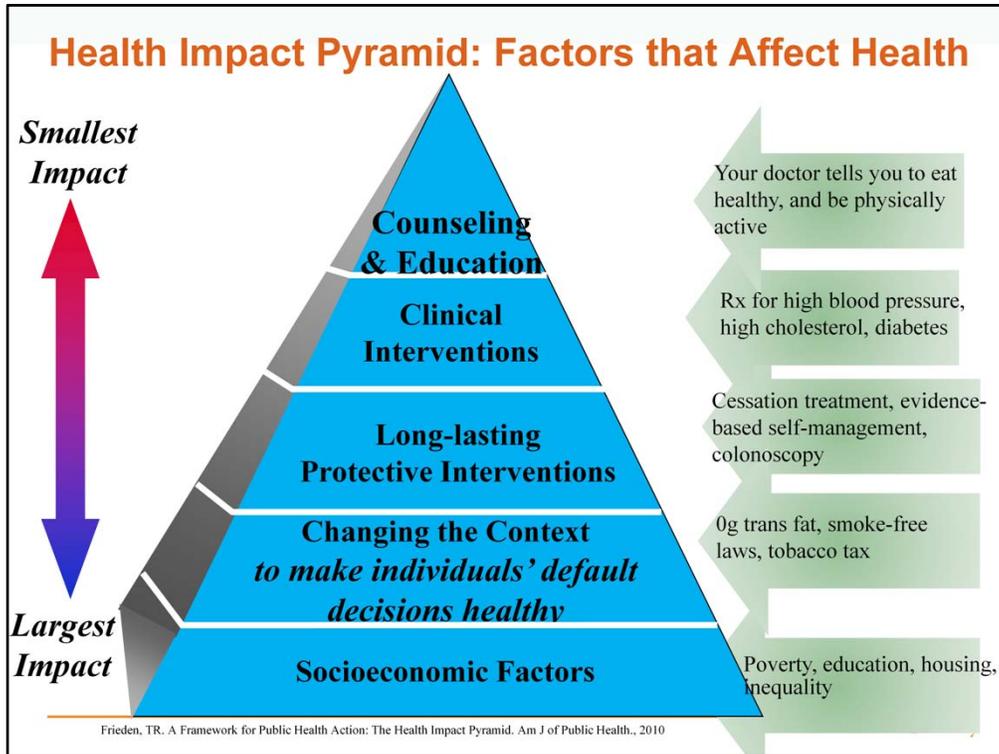
Tobacco use kills 7,000 Oregonians a year, diet and activity patterns lead to 1500 deaths.

What does this mean for public health? We need to change behavior at a population level.



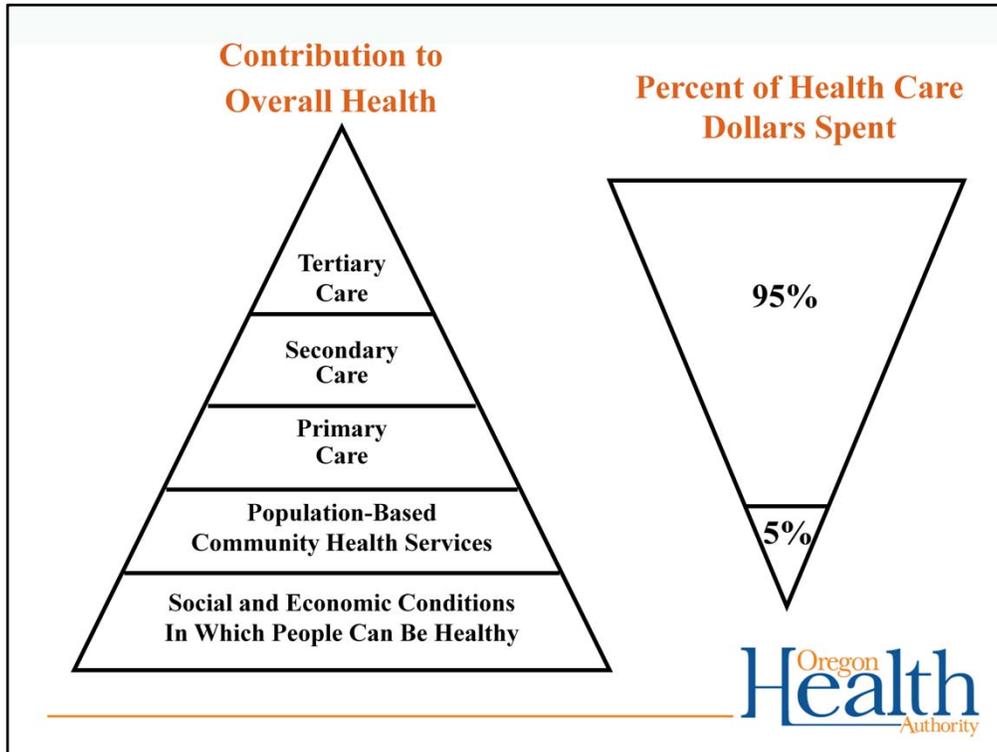
Behaviors underlying the diseases that present the biggest burden can be modified through implementing changes at community and worksite level.

Changing behaviors around tobacco use, physical activity and diet will impact prevalence of heart disease, stroke, cancer and diabetes, the main killers of the 21st century.



This pyramid was developed by CDC’s director Dr. Thomas Frieden. It serves as a way to gauge interventions based on a population health impact.

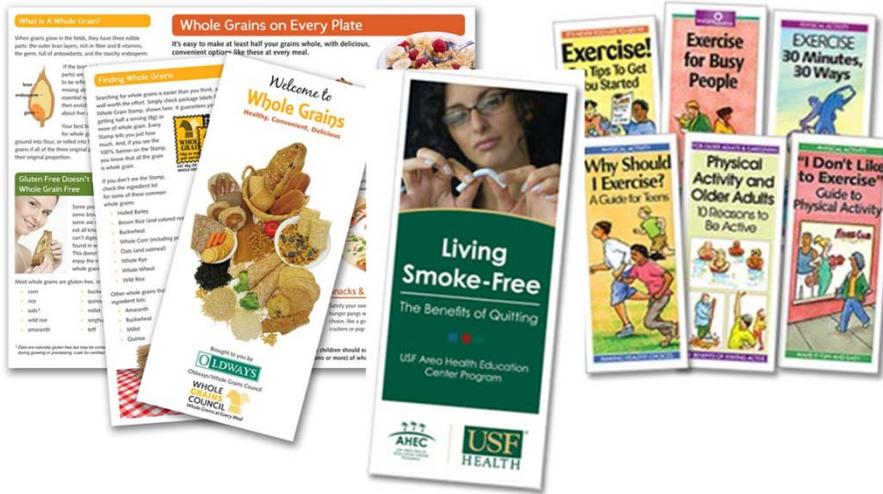
The two bottom sections of the pyramid – this is where the biggest impact happens and this where public health is working at population and community level.



Two more pyramids: public health is working in areas that produce the biggest impact, but the percentage of funding spent on public health is just a tiny fraction of health care funding.

We can do a lot with a little only if we change the culture of health. How can we work toward this goal?

Traditional Public Health Approach



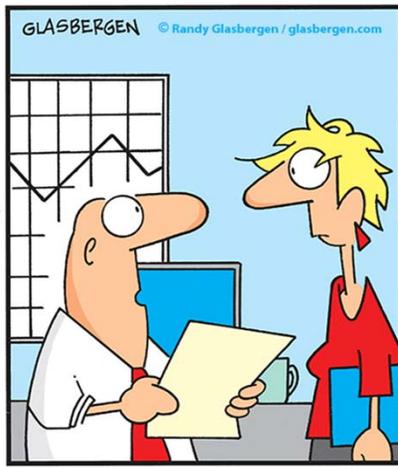
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This is the traditional public health approach. We know brochures and education alone don't change behavior.

Why this doesn't work?

Think about a personal health goal you may have. Everyone has a goal – sleep more, eat better, walk more, drink less soda, stay tobacco-free, etc.

Workplace Culture



"We're having a big meeting tomorrow to kick off our Employee Wellness Campaign. Who's in charge of bringing the soda and donuts?"



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But how can you achieve your goals if the surrounding is not conducive of healthy behavior? Now think about your personal goal in the context of your workplace where you spent a chunk of time every weekday. Does it support or hinder your goal?

How do you change **Culture** so that making healthy choice becomes an easy choice?

Creating a Worksite Culture of Health



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This is the culture of health framework - creating a culture of health that includes supportive workplaces that provide the optimal setting for employees to take personal charge of their health.

Worksites are a priority public health setting. While the work around the policy issues is being done at the state and community level, we can start in the places we spend the majority of our day.

The optimal work conditions to support people in taking personal responsibility – or take charge of their health – stands on pillars of employee benefits and supportive workplace environments.

What can be done at worksites to create a culture of health?

Creating a Supportive Workplace: Policy, Systems and Environmental Strategies



- **Policy** strategies may be a law, ordinance, resolution, mandate, regulation, or rule (both formal and informal).
- **Systems** strategies are changes that impact all elements of an organization, institution, or system.
- **Environmental** strategies involve physical or material changes to the economic, social, or physical environment.

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Take a look at the Supportive Workplace section of the pyramid. This is where you can work on creating a supportive workplace and culture of health. One way to approach this is with policy, systems and environmental change strategies.

Policy/System/Environment strategies are not programs or events. Programs and events are very important pieces of a comprehensive, long term strategy but they do not change the culture of health. Policy/System/Environment approaches do **change culture**.

Culture of Health: Tobacco Example

Employee Benefits:

- Barrier-free
- Systemic Promotion

Supportive Workplace:

- Policy, Systems, Environmental Changes

If there is a tobacco free campus policy – does it contribute to creating supportive workplace and culture of health? Yes it does!

If you implement a system change by introducing referral to the quit line through open enrollment - does it contribute to creating supportive workplace and culture of health? Yes, it does!

If we offer benefits to cover participation in self-management programs, be it smoking cessation or physical activity programs, and promote these benefits, so that employees aren't confused about what their benefit is or how to access it, does it contribute to creating supportive workplace and culture of health? Yes, it does!

If we do an environmental change, which is conducive of healthier behavior, for example convert smoking shelter into a bike rack, does it contribute to creating supportive workplace and culture of health? Yes, it does! (BTW, this is a real example of something that happened at Boeing.)

So, policy, systems and environmental strategies are not one-time measures, like health fair, for example, but something that stays and has a long-term impact.

Culture of Health: Self-Management Example

Employee Benefits:

- Barrier-free
- Systemic Promotion

Supportive Workplace:

- Policy, Systems, Environmental Changes

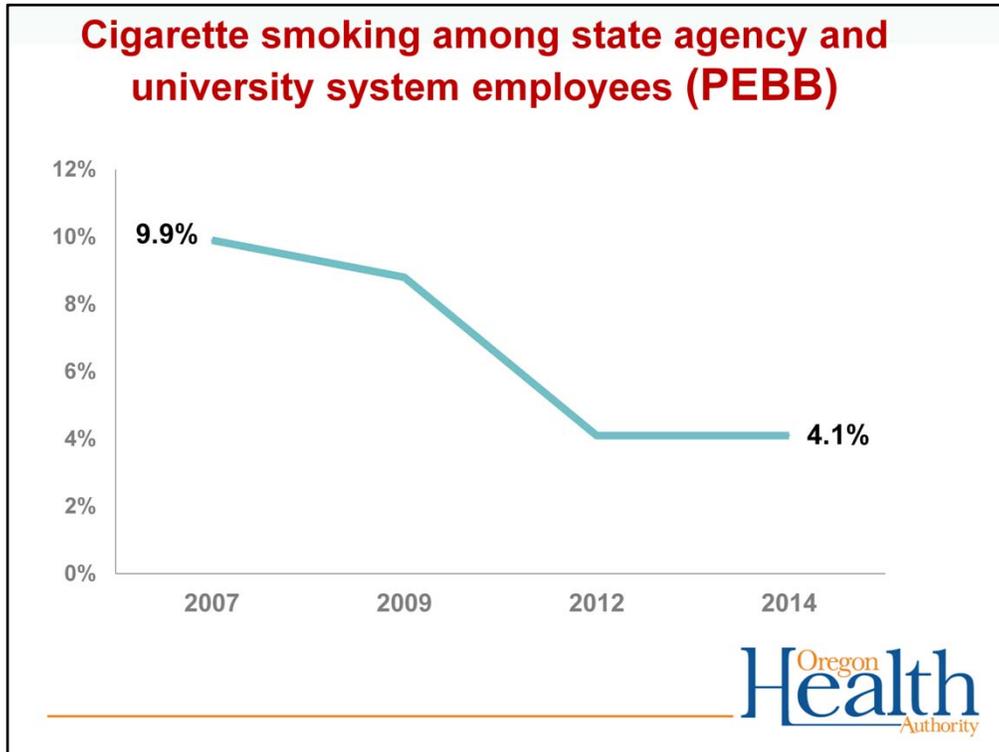
These are examples of what can be done at worksites to create a culture of health:

Policies: healthy meetings or nutrition standards in cafeterias

System: work facilities can be used to host classes or workshops

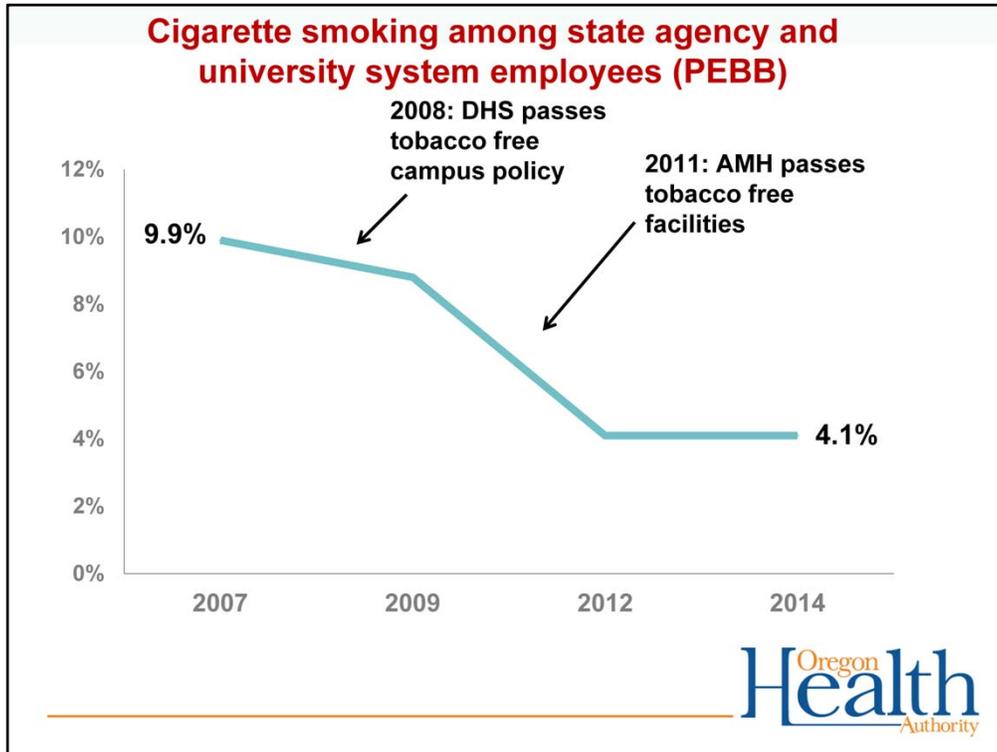
Environmental: stairwells are welcoming, inviting, open and clean

Later in this presentation, we will give you more examples of how policy, systems and environmental changes work.



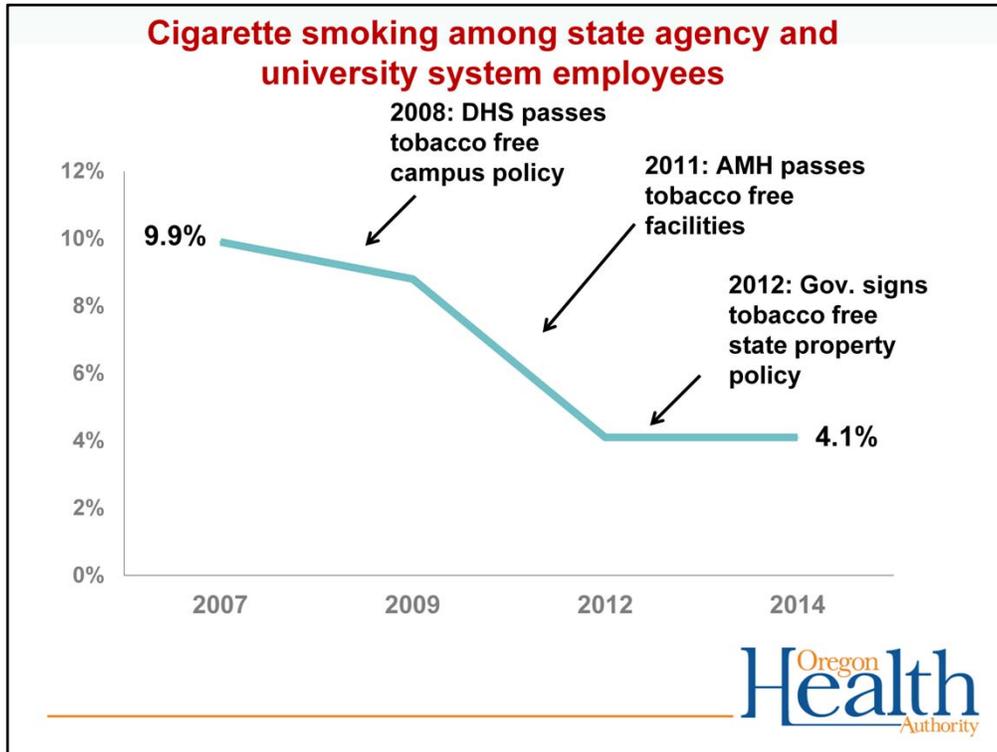
This chart shows a reduction in smoking among state agency and university system employees.

Why did this happen?



In 2008, the Department of Human Services passed a tobacco-free campus policy, which affected about half of the PEBB population.

In 2011, the Department of Addictions and Mental Health passed a policy that required all residential treatment facilities for mental health and substance abuse to have tobacco free campuses.

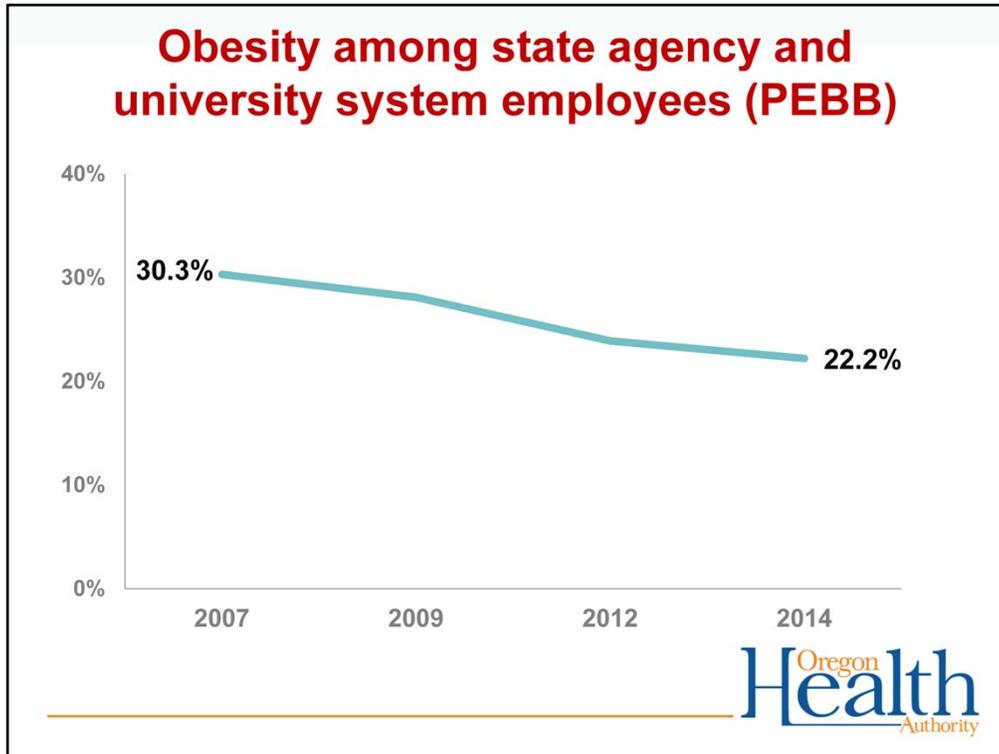


In 2012, Governor Kitzhaber passed an executive order, which expanded tobacco-free campuses to all state properties.

In the Fall of 2012, many public state universities went tobacco-free.

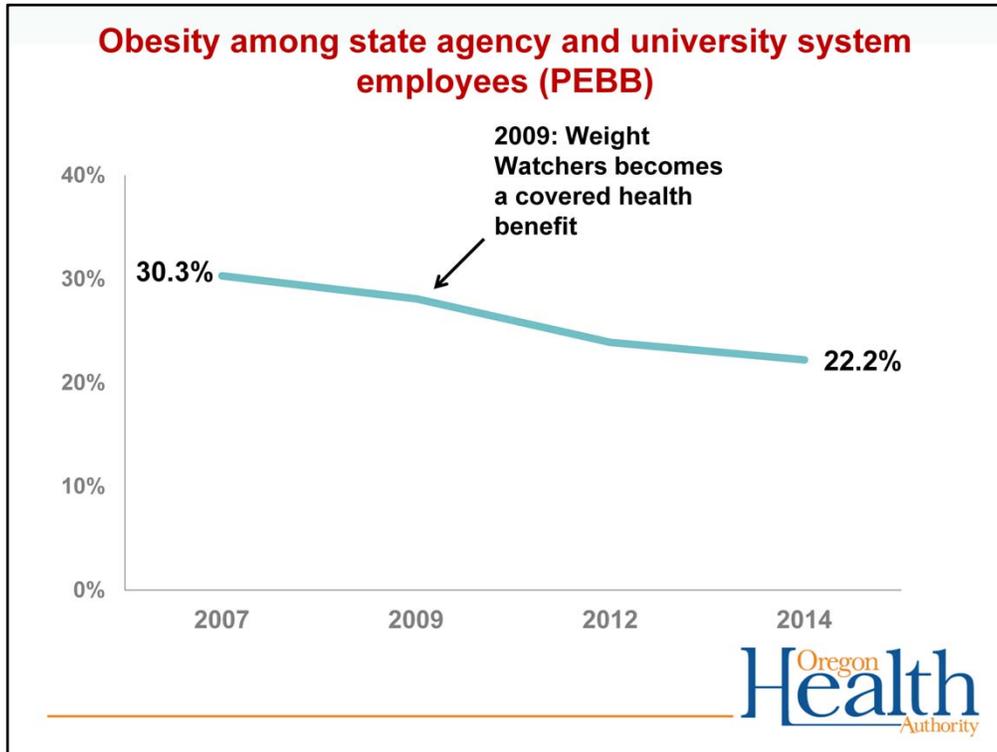
As you can see, even before the Executive Order was passed, we saw a large and surprising decrease in smoking among PEBB employees. The results from the 2014 survey confirmed the reduction. This means that cigarette smoking has decreased by nearly 60 percent in the PEBB employee population since 2009.

This is an example of an impact that a worksite wellness policy produced among state agency and university system employees.



Another example of what a policy can do:

We have also seen a fairly large decrease in obesity among PEBB employees.



In 2009, Weight Watchers and other weight management programs became a covered health benefit for PEBB employees and their families.

In the first 3 months after Weight Watchers was implemented into the benefit plan (Jan-Mar 2009):

- ~1,600 employees attended worksite classes

- ~1,800 employees received vouchers to attend outside classes

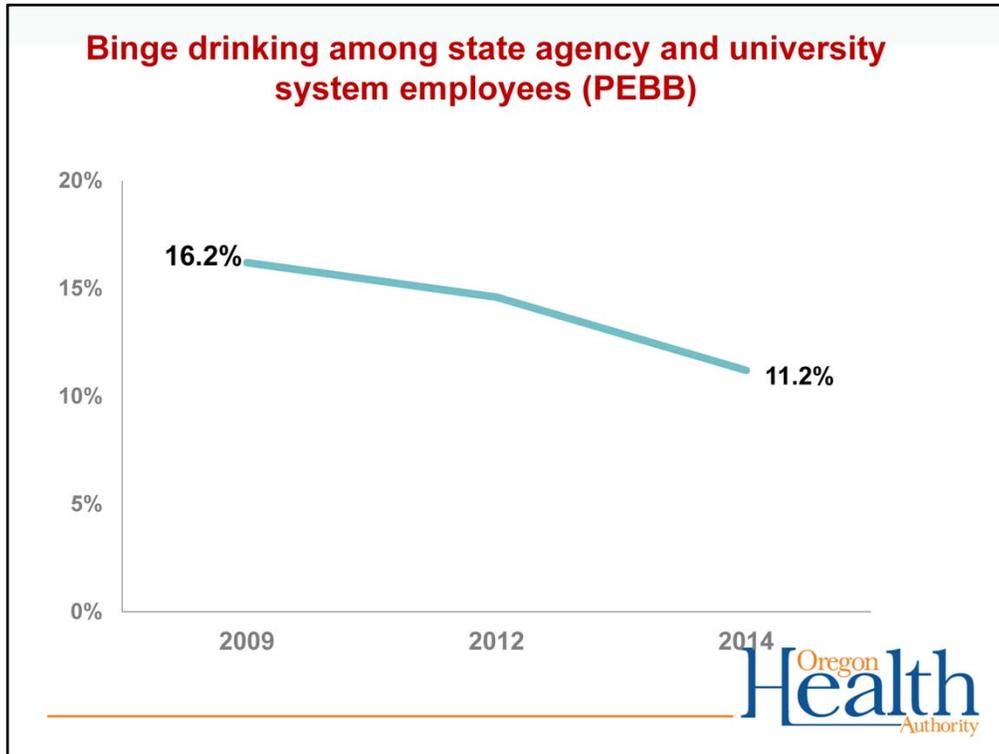
- ~1,250 employees signed up for online membership

And nearly 18,000 pounds were lost among the worksite class attendees, which is an average of 11 pounds lost per person who participated.

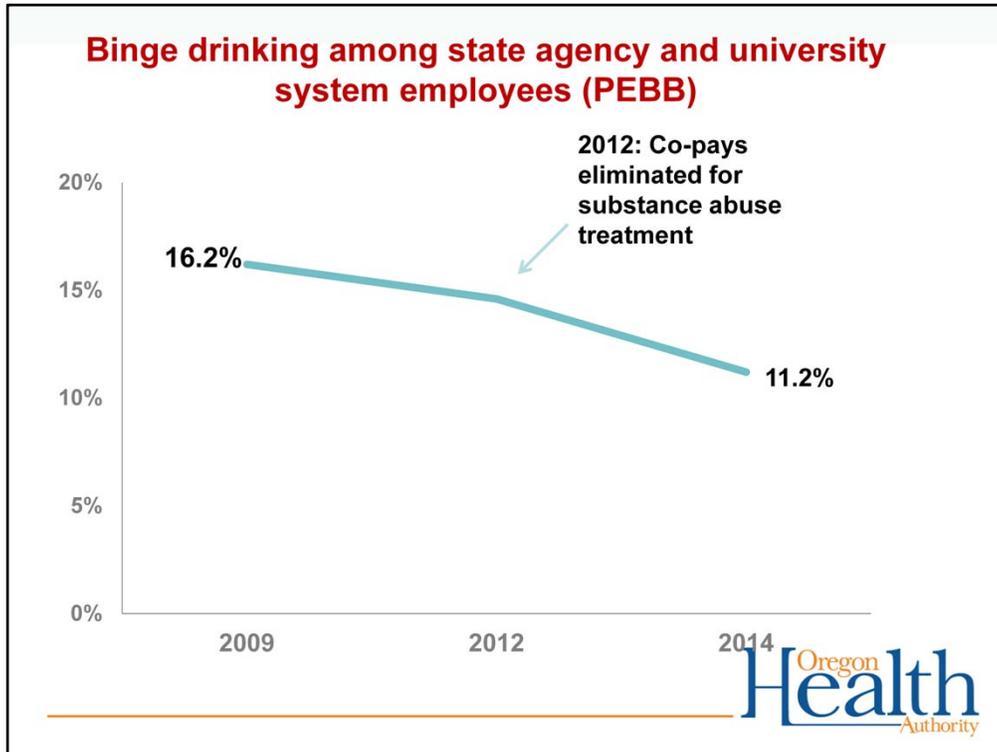
Over a 2 year period, more than 4,000 state workers enrolled in the worksite classes and have tallied a total weight loss of more than 100,000 pounds.

Since 2007, obesity has decreased by 27 percent in the PEBB employee population. This was happening while the state-wide prevalence of obesity was continuing to increase.

Impressive? Yes!



And finally, we have binge drinking as a more current example – it also dropped.



Binge drinking is defined as consuming 5 or more drinks on one occasion for men, and 4 or more drinks on one occasion for women during the past 30 days.

Alcohol and other substance abuse had been identified by the PEBB and OEGB as a priority area based on 2009 data.

In 2012, co-pays were eliminated for substance abuse treatment, therefore removing the cost barrier that some people face when seeking treatment.

Since 2009, binge drinking among the PEBB employee population has decreased by over 30%.

Similar trends for smoking rates, obesity and binge drinking were observed in Oregon Educators' Benefit Board (OEGB) employees that had similar benefits.

Impressive – yes!

Policy, environmental, and systems change can prevent or reduce chronic disease



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Even though choices about eating and physical activity are ultimately made by individuals, we are influenced by the environment we live and work in. Environments can support or constrain the individual decisions that people make.

Through policy, environmental, and systems change strategies we can prevent or reduce the impact of risk factors and chronic disease prevalence.

By creating and implementing policies on smoke- and tobacco-free properties, developing nutrition standards that include healthy vending for worksites, and offering benefits that cover wellness programs, we can help employees make healthy choice an easier choice.

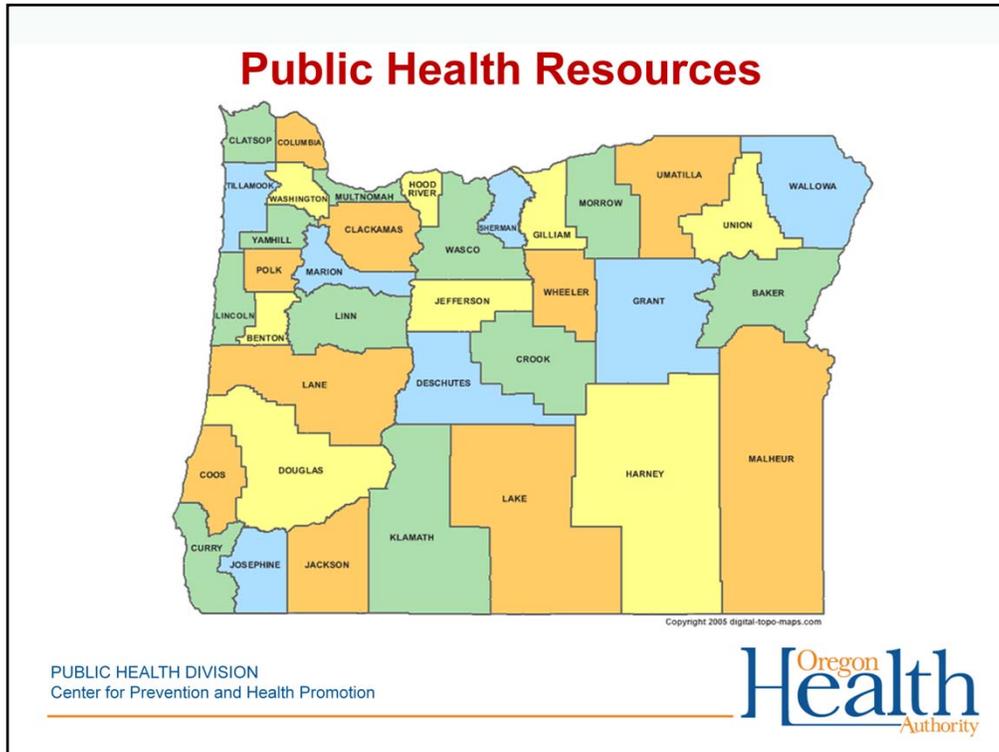
**In it together --
Building a culture of health**

“A single instrument cannot perform a symphony, and a comprehensive Culture of Health cannot be built by the health care system alone.”

Risa Lavizzo-Mourey
President and CEO
Robert Wood Johnson Foundation

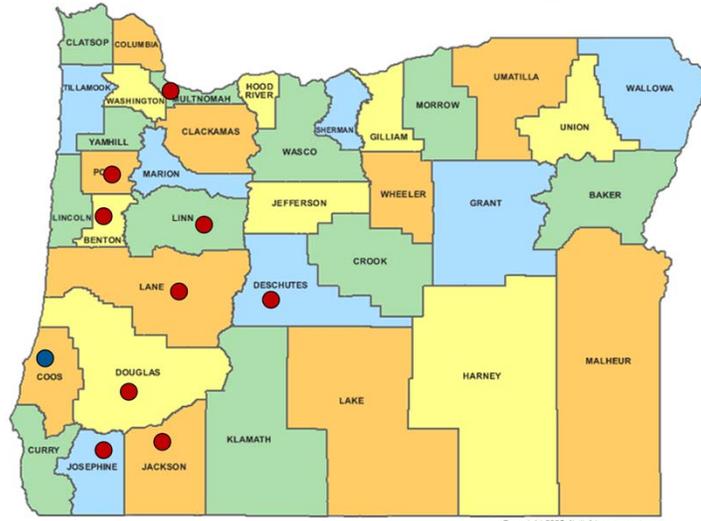
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Building a culture of health starts with seemingly small steps, just as any long journey does.



We have resources in every county to trigger the changes:
 Every county and tribe in Oregon has at least one tobacco prevention and education coordinator.

Healthy Communities Programs

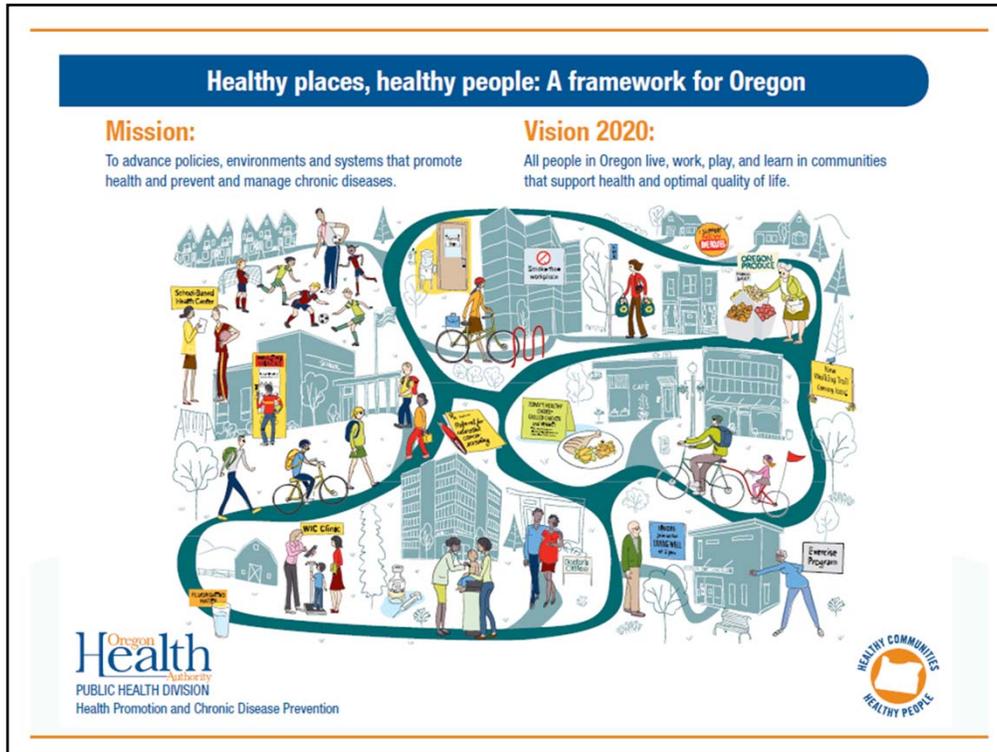


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Nine counties and one tribe have Healthy Communities grants.

We have SPArC, SRCH, sodium and other grants to support efforts towards building a culture of health.



The Framework honors the important leadership role public health plays: population-based approaches that change the social context that influences community health. And this model is transferrable to worksites: with robust wellness policies, you can create healthy worksites for healthy employees.

Healthy worksites are an important element of the Healthy Places, Healthy People framework. To prevent chronic diseases, public health is working to make these environments supportive of health. And a lot starts with worksites and communities.

Why worksite wellness is important?

- Productivity losses due to absenteeism cost employers \$1,685 per employee per year
- Work-related injuries and illnesses, chronic diseases, absenteeism and sick employees who return to work before getting well cost U.S. employers billions of dollars each year.
- Such factors like stress, fatigue and depression impact employers' medical costs and employees' productivity.

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Because it is costly not to take care of employee wellness. How to make a case for worksite wellness? By using data.

Why worksite wellness is important?

- Obese persons are estimated to have annual medical costs that are \$1,429 higher than non-obese persons
- People going to work when they are sick (presenteeism) account for nearly two-thirds of the total costs of worker illness*

*Source: Harvard Business Review

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And more data.

An aging workforce and factors like stress, fatigue and depression all impact employers' medical costs and employees' productivity.

Why worksite wellness is important?

- Improve employee/employer relations
- Retain employees
- Recruit GREAT employees
- Reduce medical expenses

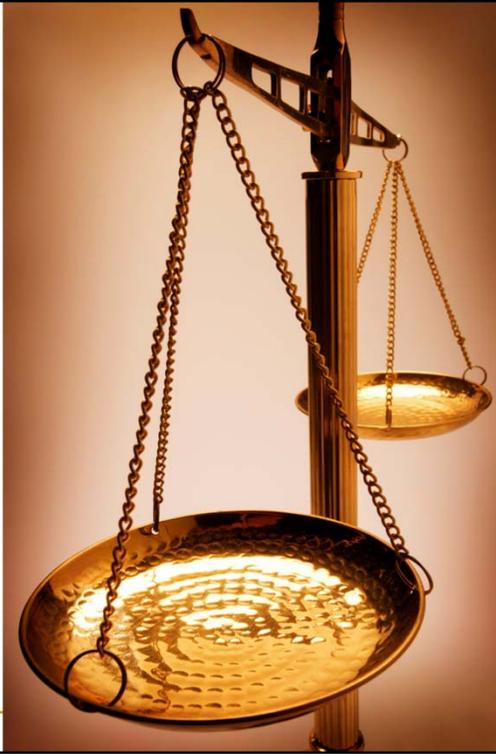
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By creating a culture of health through wellness infrastructure, communication and policy, employers can reduce health care costs, sick leave and workers' compensation costs, while increasing productivity and employee morale.

No matter the size of the business, promoting safe and healthy practices can increase profitability and productivity. Businesses with robust worksite wellness programs minimize healthcare costs, have higher productivity, and are better at attracting and retaining a high-performing workforce.

**It pays back to
invest in employee
wellness!**



If you do not have a worksite wellness policy, start with your worksite, talk to other businesses about what good worksite wellness policies can do.

Steps to building a wellness program

1. Identify Committee members
2. Establish the Committee
3. Establish Communication
4. Develop and Action Plan
5. Programming
6. Monitor Program Progress
7. Evaluate
8. Sustain the program



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Now that we know how important it is to have a worksite wellness program, let's talk how you can work toward it. Some of you already have well-established wellness committees and wellness programs in your counties; others are working on this. We hope that you can use this information to establish or enhance wellness committees in your counties and provide technical assistance to other employers as they work on establishing their wellness committees and developing wellness policies.

Here are eight basic steps toward building a wellness committee and a robust wellness policy.

Obviously, someone needs to take the lead, and this would be an appropriate role for a HC or TPEP Coordinator. An important prerequisite for your success is to engage your leadership: if they are on board, it will make things a lot easier.

1. Identify your committee members

- Invitation
- Soliciting
 - Flyers
 - Newsletter
 - Email
- Healthy potluck
- Staff meetings



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Invitation: If you know people who are passionate about wellness – reach out to them personally.

Soliciting:

Flyers

Newsletter

Email

Healthy potluck: people who will show up are potential WWC members!

Staff meeting: have leadership buy-in and ask them to encourage people to respond to your solicitation.

2. Establish the Committee

- ✓ Get acquainted and develop mission statement
- ✓ Determine meetings specific: frequency, duration, location
- ✓ Choose a chair or leader
- ✓ Select method for collecting information and feedback from staff
- ✓ Discuss communications strategies
- ✓ Set goals
- ✓ Develop an action plan
- ✓ Determine how you will monitor your success
- ✓ Consider methods for evaluating your program



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It takes if not a village than a committee to move this work forward!

Committee check-list for first 6-12 months:

- ✓ Get acquainted and develop mission statement
- ✓ Determine meetings specific: frequency, duration, location
- ✓ Choose a chair or leader
- ✓ Select method for collecting information and feedback from staff
- ✓ Discuss communications strategies
- ✓ Set goals
- ✓ Develop an action plan
- ✓ Determine how you will monitor your success
- ✓ Consider methods for evaluating your program

3. Establish Communication

Communication is key!

- Face to face
- Announcement
- Email messages
- Newsletters
- Websites
- Social media
- Bulletin boards
- Payroll inserts
- Group information sessions
- Presentations
- And much more!



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You can use variety of communication channels.

Be creative! You know better what works best in your setting!

4. Develop and action plan



GET CONNECTED



- Strategic planning can take 3-6 months
- Requires information gathering and data collection
- Identify your resources

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You can use surveys to inform your planning: what do your employees and employers want in wellness program?

Classes? Programs? Infrastructure? Benefits?

When conducting surveys, it is important to ask the right questions. The HPCDP Surveillance Team can help you with developing questions that will help you to get the information you need. Talk to your Liaison how you can get assistance from the HPCDP Surveillance Team.

5. Programming

Basic wellness program goals:

- Quit smoking
- Move more
- Eat smart
- Lose weight
- Stress less



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Determine the behavior(s) your employees are most interested in.

These can be individual or group programs oriented at behavior change, health awareness promotion and serving to improve culture and moral.

How to accomplish these goals?

- Policy, systems and environmental changes
- Health awareness
- Health education
- Health promotion



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1. The strongest and long lasting effect is through adopting policies.

Examples: tobacco free policies; healthy meetings policy; healthy food in vending machines policy; benefits covering self-management programs; physical activity policy support, including flex time; providing place for exercising, onsite shower or lockers; fragrance-free worksite policy; Policy supporting alternative transportation incentives; Indoor air quality policy supportive of asthma control, Weight Watchers subsidy, and other policies

2. Take advantage of communication campaigns, such as the Great American Smokeout, Diabetes Awareness month. Colorectal Screening, Arthritis Pain Reliever and other campaigns to raise awareness. Wellness tips in newsletters on bulletin boards, FB page, website; inspirational events/social gatherings (healthy potlucks, outdoor events, community walks).

3. Provide information to decision-makers, employers and staff about what can be done at worksites.

Healthy eating coaching; healthy cooking classes; healthy snack club; soup club; educational sessions during lunch hour; stress management techniques;

4. Enhance leadership and staff involvement and promote buy-in and support to creating wellness programs and benefit system to support these programs: fitness classes at worksite, maybe during lunch break; solicit local trainers to keep the costs down; weight watchers at work; bike to work day.

6. Monitor program progress

- Surveys
- Participation rates
- Testimonials
- Feedback
- Focus groups



7. Evaluate

- Culture change
- Behavior change
- Participation rates
- Absenteeism
- Health care costs
- Satisfaction level



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Again, you can use support from HPCDP Surveillance Team to evaluate your successes and analyze challenges.

8. Sustain the program

- Broadcast successes
- Cultivate, promote, encourage grassroots wellness efforts
- Inspire
- Celebrate



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Wellness programs need continuous nurturing.

Broadcast successes:

- Leadership Team presentations
- Staff presentations
- Awards
- Wellness Champions

Cultivate, Promote, Encourage grassroots wellness efforts:

- Veggie Club
- Wellness Wednesdays
- Walking Clubs
- Staff Wellness day

Inspire:

- Celebrate successes (biggest loser, most miles on bike)
- Recognition
- Gift cards
- Wellness “grants”
- Testimonies

These are suggested steps to take towards building an effective Wellness Committee.

Department of Human Services & Oregon Health Authority

- Two of the State's largest agencies
- Serve one in three Oregonians each year
- Employ over 11,000 people
- Hold hundreds of governmental agreements with county partners



The Oregon Health Authority and Department of Human Services are two of the largest state agencies that jointly employ over 11,000 people. Last year, DHS and OHA served 1.4 million Oregonians.

DHS-OHA Clients and Consumers



Smoking and obesity are higher among:

- American Indian & Alaska Natives
- African Americans
- Latinos
- People with disabilities
- People with mental illness
- Gay or bisexual men and women
- Oregon Health Plan members
- People with fewer resources



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People with fewer resources, communities of color, people with mental illness/substance use conditions and those with disabilities are overrepresented in the OHA/DHS client population and are more likely to be disproportionately affected chronic disease, including tobacco use and obesity.

Overview: CAHIP

A partnership among staff across Department of Human Services and Oregon Health Authority who are working together to improve the health of our clients, consumers and employees.

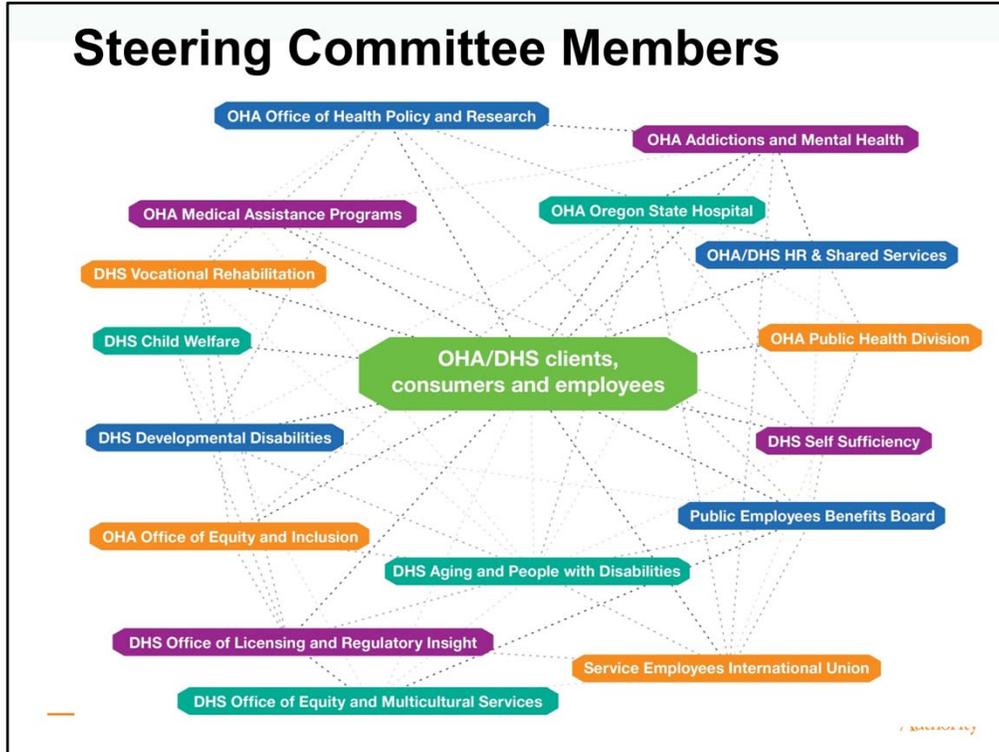
Policies implemented by CAHIP ensure culturally and linguistically appropriate practices and encourage:

- Worksite wellness
- Tobacco-free living
- Improved nutrition and physical activity



CAHIP is a partnership involving the highest level of leadership from Oregon Health Authority (OHA) and Department of Human Services (DHS) that aims to improve the health of its employees, clients and consumers. Steering committee members work across agencies to implement culturally and linguistically appropriate policies to encourage worksite wellness, stress management, tobacco-free living, and improved nutrition and physical activity among OHA and DHS employees, clients and consumers.

Steering Committee Members



The CAHIP steering committee includes representatives from 12 divisions and programs across OHA and DHS, as well as the COOs of OHA/DHS, HR & Shared Services, PEBB and SEIU. The steering committee meets quarterly to review progress related to its activities in the 2013-2015 CAHIP workplan and informs potential wellness-related policies for OHA and DHS. In-between meetings, CAHIP staff connects with individual members to provide support and technical assistance related to implementing workplan activities.



Operational Policy

Policy title:	Employee Wellness Policy		
Policy number:	DHS-060-042		
Original date:	2/3/2015	Last update:	Version 1 (2/3/2015)
Approved:	Approved for DHS by Jim Scherzinger, Chief Operating Officer (2/3/2015) Approved for OHA by Linda Hammond, Chief Operating Officer (1/28/2015)		

Purpose

Allow employee participation in implementing evidence-based and culturally relevant worksite wellness programs and activities that:

1. Raise awareness among employees regarding the importance of behaviors that promote health and provide employees with information and resources on how to reduce risk for chronic diseases;
2. Promote changes to workplace policies and environments that support employees in eating better, moving more, quitting tobacco, and taking charge of their health;
3. Provide programs and activities at the workplace that offer employees increased opportunities for eating better, moving more, quitting tobacco and taking charge of their health;
4. Elicit ongoing feedback to plan and implement programs that meet the needs and interests of employees.

Description

DHS-OHA employees are the agencies' most valuable resources as they provide Oregonians with essential services – ensuring public safety; supporting families, children, and seniors; protecting communities and promoting health. Healthy, empowered and engaged employees are integral to the effective delivery of DHS-OHA services.

DHS and OHA recognize the benefits to both employers and employees of workplace programs that promote and support health and wellness. Worksite wellness programs have been shown to increase productivity, reduce absenteeism and on-the-job injuries, and improve morale and quality of life for employees. Additionally, wellness programs can play a role in containing health care costs for employers and individual employees.

Evidence-based wellness programs are comprehensive and focus on prevention and promotion. Wellness programs and activities can increase opportunities to help employees achieve their personal health goals by eating better, moving more, quitting tobacco and managing stress and chronic conditions.

DHS-OHA Employee Wellness Policy



<https://inside.dhsoha.state.or.us/asd/hr/safe-well/health-and-well-being.html>

The impact of policy, systems and environmental change in Oregon

- Worksite Wellness committees are established
- Worksites are adopting tobacco free campuses and food purchasing guidelines
- Businesses offer benefits covering participation in self-managements programs: smoking cessation, physical activity
- Businesses adopt healthy policy meetings



Today, we've shared several examples of what can be done locally, examples showing that worksite wellness works in Oregon and is producing a strong impact. The work we do in communities, including under HC and TPEP grants, is bringing positive results:

- Worksite Wellness committees are established
- Worksites are adopting tobacco free campuses and food purchasing guidelines
- Businesses offer benefits covering participation in self-managements programs: smoking cessation, physical activity
- Businesses adopt healthy meetings and events policies

The process is not easy and there are challenges on the way, but these challenges can be if not eliminated, then at least mitigated through comprehensive programs addressing policies, environments, and systems that promote health and prevent and manage chronic diseases. And this is what we are trying to do through the TPEP and HC grants.

There is a simple recipe for success!



[This slide summarizes what we talked about today:](#)

Inspire: Lead by example and inspire others to embrace health. Model healthy behavior and healthy choices.

Engage: Everyone, from the front line to the top executive, needs to be involved in changing what is valued, expected, and done at the workplace to invest in health.

Inquire: Find your starting point. Understand employer and employee needs and motivations. Use data to set wellness goals that align with your mission.

Act: Craft a plan with specific actions that charts out the what, who, when, and how of your program.

This approach works!



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The experience we reviewed today demonstrates it.

Resources

HPCDP Connection

- <https://partners.health.oregon.gov/PreventionWellness/HealthyCommunities/HealthyWorksites/Pages/index.aspx>

Oregon Public Health Institute

<http://www.wellnessatworkoregon.org/>

CDC

- <http://www.cdc.gov/workplacehealthpromotion/>

Oregon Institute of Occupational Health Sciences

<http://www.ohsu.edu/xd/research/centers-institutes/oregon-institute-occupational-health-sciences/oregon-healthy-workforce-center>

WELCOA (The Wellness Council of America)

- <https://www.welcoa.org/>



These resources can help you in your work.

Thank you!

- Rebecca Pawlak, MPH

Rebecca.L.Pawlak@state.or.us

- Tamara Burkovskaia

Tamara.V.Burkovskaia@state.or.us

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