

Vermont Worksite Wellness Resource



Table of Contents

Steps to Creating Healthier Workplace Environments

Foreword	1
Six Steps to a Worksite Wellness Program: Overview	3
Step 1: Form a Committee or Workgroup	4
Step 2: Assess Needs, Interests, and Resources of Worksite	9
Step 3: Create Goals and Objectives	13
Step 4: Plan Activities to Meet Goals and Objectives	16
Step 5: Implement the Program	26
Step 6: Evaluate and Modify Your Program	32
Conclusion	35

Appendices

Appendix A: Worksite Wellness Assessment Checklist	A-1
Appendix B: Sample Worksite Wellness Survey	A-13
Appendix C: Programming Strategies	
1. General Health Education of Disease Risk Factors	A-20
2. Physical Activity	A-23
3. Nutrition	A-26
4. Tobacco Cessation	A-30
5. Breastfeeding	A-32
Appendix D: Activity Prioritizing Tool	A-34
Appendix E: Action Plan Worksheet	A-36
Appendix F: Sample Evaluation Tool & Measures	A-38

Healthy Eating Guidelines for Worksites

Healthy Eating Guidelines for Worksites	1
Menu Ideas for Meetings and Conferences	2
Making Healthier Food Choices	4
Offering Seasonal and Local Foods at Conferences and Meetings	7
Visualize a Serving Size	8
Vending Machine Guidelines	9
What to Look for on a Food Label	10
References	11

Vermont Worksite Healthy Eating Pledge

Steps to Creating Healthier Workplace Environments



Table of Contents

Foreword	1
Six Steps to a Worksite Wellness Program: Overview	3
Step 1: Form a Committee or Workgroup	4
Step 2: Assess Needs, Interests, and Resources of Worksite	9
Step 3: Create Goals and Objectives	13
Step 4: Plan Activities to Meet Goals and Objectives	16
Step 5: Implement the Program	26
Step 6: Evaluate and Modify Your Program	32
Conclusion	35

Congratulations on your decision to create and implement a worksite wellness program at your organization. This resource, as part of the Fit and Healthy Vermonters Obesity Prevention Program, will guide you through the steps to help make your program a success. This Resource, as well as many other worksite wellness tools and resources, can be found at <http://healthvermont.gov/family/fit/worksitewellness.aspx>.

In addition to the general health and economic benefits, studies show the following benefits of worksite wellness programs:

- They are associated with decreased absenteeism, employee turnover, and health-care costs.
- Healthier employees spend fewer days away from work due to illness, saving the company thousands and even millions of dollars on downtime and temporary help.
- They can help employees manage their time and stress levels better, both of which are contributing factors to missed work days, and
- By sending the message that management cares about the general well-being of employees, morale and dedication to the company will increase.

In this Resource, you will find steps to aid in planning, developing, implementing, and evaluating a worksite wellness program, focusing on the major risk factors related to chronic disease: poor nutrition, physical inactivity and tobacco use. Breastfeeding resources are also provided because research supports breastfeeding as contributing to decreased obesity in children later in life. Finally, this step-by-step guide also includes examples of Vermont businesses that have successful worksite wellness programs.

There is no question that tobacco use, obesity, and overweight are a burden to individuals, as well as our health care and economic systems:

- Tobacco use and obesity are the two leading causes of preventable death in the United States.
- In Vermont, 60% of adults are overweight or obese (2008).
- Overweight and obesity increases the risk for many chronic health conditions such as diabetes, heart disease, osteoarthritis, stroke, gallbladder disease and certain types of cancer.
- Adult obesity costs the state of Vermont approximately \$183 million dollars annually in health care costs.
- Tobacco is the leading cause of preventable death. In 2006, more than 800 Vermont deaths were attributed to smoking.
- In addition to lives lost, smoking related illnesses cost the state of Vermont at least \$233 million dollars.

Although treatment of obesity-related health conditions and tobacco use cessation are crucial, more initiatives are looking to prevention to promote optimal well-being and significantly reduce the burden to individuals, families, employers and states. Worksites are in a key position to lead these prevention efforts.

For more information call the Vermont Department of Health toll-free at 866-331-5622 or 802-863-7330 or email <http://healthvermont.gov/contact/contact.aspx>.

Six Steps to a Worksite Wellness Program: Overview

Committee → Assessment → Goals → Planning → Implementation → Evaluation

Step 1: Form a committee or workgroup

How do I get started?

Read Step 1 for an overview of forming a wellness committee for the planning, programming and evaluation of your worksite wellness program. You'll learn about conducting effective meetings and getting management buy-in for the program.

Step 2: Assess needs, interests and resources of worksite

How healthy is my worksite? What are my employees looking for in a wellness program?

Step 2 discusses how to do an assessment of current wellness aspects in the company and as well as areas where there may be gaps. You will also learn how to find out what your employees want to get out of a worksite wellness program.

Step 3: Create goals and objectives

What are the goals and objectives I want the wellness program to accomplish?

Having clearly stated and measurable goals and objectives will keep the program well directed and organized, in addition to providing a standard for future evaluations.

Step 4: Plan activities to meet goals and objectives

What activities can I do?

This section provides tables with both Vermont and national resources for general health, physical activity, nutrition, tobacco cessation and breast-feeding interventions for you to get ideas of activities you can offer in your worksite. The strategies are divided into low, medium, and high resource needs, so you can quickly determine what you may be able to implement, or what may be too costly to include.

Step 5: Implement the program

How do I prioritize? How do I decide which activities are best to include?

There are many activities to choose from in implementing your wellness program. This section provides information and tools on prioritizing and setting up a plan to make it happen. Learn how policy and small environmental changes in the workplace can have a great impact on employee behavior with little or no cost.

Step 6: Evaluate and modify the program

Is it working? How can I tell if the wellness program is making an impact and meeting its goals and objectives?

Think about evaluation from the start of the wellness program. A well-documented evaluation will help identify areas where change is needed and can also justify a continued or bigger budget for program activities in the future. Different types of evaluations are described, and a sample tool is provided in this section.

Step 1: Form a Committee or Workgroup

Committee → Assessment → Goals → Planning → Implementation → Evaluation

Prior to assembling your workgroup, it is crucial to gain support from all levels of management. Inform the managers about the initiative to start a program, and encourage their participation. Be clear about the goals of the program, and present the staff and budget resources needed to ensure success. Focus on the benefits the entire organization will enjoy as described in the foreword of this kit: decreased absenteeism, increased morale and productivity, etc. Communication is essential for a thriving program. With the blessing of management, you are ready to form the committee or workgroup.

What are the functions of the workgroup?

- Assessing the health risks and current lifestyle behaviors of the organization
- Evaluating existing resources and gaps in service
- Planning and implementing the program
- Fiscal planning
- Establishing and enhancing relationships with other community organizations and government agencies
 - For example, consider partnering with environmental agencies and groups to encourage walking or biking to work. This increases physical activity and decreases pollution; a win-win situation.

Step 1: Form a Committee or Workgroup

Committee → Assessment → Goals → Planning → Implementation → Evaluation

Who should be in this group?

It is extremely important to have representation from the entire organization to ensure all departments have a voice in the program. The following are additional tips for creating your workgroup:

- Size of your committee is dictated by the size of the organization and the scope of the program. In large companies it may be effective to break up into teams.
- Be sure to include employees who:
 - Work in departments that impact health and well-being of the staff (e.g. human resources/benefits office, employee cafeteria).
 - Work in departments that affect environmental and policy change (facilities and operations, legal department).
 - Have skills in marketing and communication.
- If your workplace is small, consider joining with other small businesses, nonprofit organizations and government agencies to form a health and wellness promotion council.
- Again, be sure to be clear with management about the resources and staffing needed for the workgroup.
- If your company has a few dedicated and motivated employees, start the committee with them and then build upon it as interest in the program grows.
- To increase commitment of the wellness committee members, institute a formal or informal contract of participation.

Step 1: Form a Committee or Workgroup

Committee → Assessment → Goals → Planning → Implementation → Evaluation

Conduct meetings to assess the needs, interests and resources available.

Now that the workgroup or committee has been selected, it's time to hold meetings. It is crucial that these meetings are an effective use of staff time and resources, especially in the assessing and planning stages of development. The following are suggestions on how to conduct a smooth and constructive meeting environment:

- Designate a coordinator to manage the program and facilitate meetings.
- Select a minute taker, timekeeper.
- Meet on a regular basis; meetings may be more frequent in the initial planning stages.
- Regularly include new members and maintain a connection to management.
- Consider team leaders of smaller subcommittees depending on the size of the organization and scope of the program.
- Review a list of tasks to be done at each meeting.
- Make meetings fun!

Step 1: Form a Committee or Workgroup

Committee → Assessment → Goals → Planning → Implementation → Evaluation

So how much will it cost?

Cost will vary widely from company to company, depending on whether the employer or employee pays all costs or if the costs are shared. The Wellness Councils of America (WELCOA) estimates the cost per employee to be between \$100 and \$150 per year produce a return on investment of \$300 to \$450. Another note: more comprehensive programs will likely result in a greater return on investment due to lower healthcare costs and decreased absenteeism. Calculators are available to estimate the cost that certain lifestyle choices and chronic diseases have on your organization.

These can be found on the Centers for Disease Control website:

<http://www.cdc.gov/nccdphp/dnpao/hwi/programdesign/costcalculators.htm>

One more thought...

If the task of planning, implementing, evaluating and modifying a worksite wellness program is beyond the resources afforded by your organization, contracting with an outside company to provide programming is also an option. The most important thing is to offer a beneficial program to the company and the opportunity for employees to make positive lifestyle changes. The Wellness Councils of America website provides a list of companies that provide programmatic management of worksite wellness programs. Follow the link to learn about what services are available: <http://www.welcoa.org/ppn.php>. Also, your local hospital likely provides programming tools and is a good resource for health expertise and technical assistance.

Continuing education opportunities

There are many professional continuing education opportunities for employees who would like to expand their knowledge on workforce health promotion, including workshops, seminars and certificates.

Please refer to the link from the Centers for Disease Control and Prevention:

http://www.cdc.gov/nccdphp/dnpa/hwi/program_design/continuing_ed.htm

Step 1: Form a Committee or Workgroup

Committee → Assessment → Goals → Planning → Implementation → Evaluation

Vermont success story

RUTLAND HIGH SCHOOL

Ignited by the Department of Education's Coordinated School Health Initiative, **Rutland High School** (76 – 150 employees) internally publicized the formation of a wellness committee. This committee focuses on nutrition and physical activity initiatives for students, faculty and staff. School nurse, Ann Bannister, attributes the success of this committee to the representation of its members. In addition to "traditional" members, such as the nurse and health teacher, "nontraditional" members, such as special education teachers, social studies teachers and an employee of the finance office, have also become an integral part of the achievements of the wellness program. The committee meets regularly, once a month, after school hours and on volunteer time.



Step 2: Assess Needs, Interests and Resources of Worksite

Committee → **Assessment** → Goals → Planning → Implementation → Evaluation

With the workgroup assembled, and with knowledge of how to hold effective meetings, you are ready to assess your worksite, an integral step in the process.

Why do an assessment?

- To gather initial assessment results, which are used as a baseline measure for evaluation and can be compared to follow-up assessments in the future.
- To determine how current company policies either hinder or support healthy lifestyles.
- To generate recommendations to create a more supportive work environment.
- To measure employees' current lifestyle practices, needs, interests and specific health conditions.
- To identify different areas of support throughout the organization, in addition to external resources available.
- To increase employee interest in the wellness program.

Additional tips on assessment:

- Use the assessment as a starting point for your wellness initiative.
- Establish regular times the workgroup will meet to monitor progress for continuous improvement and accountability over time.
- Consider cultural factors that may impact the program (for example, the current employee attitude around healthy eating and being active).
- Get employee input in the form of surveys and focus groups.

Step 2: Assess Needs, Interests and Resources of Worksite

Committee → **Assessment** → Goals → Planning → Implementation → Evaluation

Worksite Wellness Assessment Checklist (Appendix A, p A-1)

This checklist provides a reference point of aspects in your organization that support a healthy lifestyle, as well as an overview of some of the items that should be considered when developing a comprehensive wellness program. The following are included:

Six major categories:

- General
- Physical Activity
- Nutrition
- Tobacco Use
- Breastfeeding

Instructions for completing:

- **Status:** check whether you currently have (“Yes”), are planning (“In Process”) or do not have (“No”) the component. By subtotalling each of the columns and then totaling all the categories, you will have an idea of where your organization stands across all categories.
- **Potential Priority:** indicate which components you do not have or which ones will serve as your first areas on which to focus.

Step 2: Assess Needs, Interests and Resources of Worksite

Committee → **Assessment** → Goals → Planning → Implementation → Evaluation

Getting employee input

It is important to ascertain a good understanding of current employee behaviors and interest areas. This information will help you tailor the wellness program to your organization. Additionally, initial data gathered can serve as a baseline for future evaluation. There are many methods for collecting employee input:

- Employee survey ([Sample Worksite Wellness Survey, Appendix B, p A-13](#))
 - Make paper versions or computer/Internet versions available.
 - Make the survey as easy as possible and consider incentives or prizes to encourage completion.
 - Examples:
 - Healthy Workforce 2010 (pages 62-64): www.prevent.org/images/stories/Files/publications/Healthy_Workforce_2010.pdf
 - Sample Worksite Wellness Survey (Appendix B, p A-13)
- Input from the workgroup or committee.
- Focus groups.

Step 2: Assess Needs, Interests and Resources of Worksite

Committee → **Assessment** → Goals → Planning → Implementation → Evaluation

Vermont success story

NORTHFIELD SAVINGS BANK

At **Northfield Savings Bank**, (76–150 employees) wellness is always on the mind of Work Center Manager, Timothy Barre. To gain the perspective of the bank employees, a “Needs and Interests Survey” was completed to aid in tailoring the wellness program. Additional ideas are generated from Internet resources. Barre states, “If there is a wellness resource out there, I’ll find it!” With a dedicated budget for wellness programs, the company subscribes to wellness newsletters, creates monthly quizzes and supports an annual exercise challenge program, complete with prizes.



Step 3: Create Goals and Objectives

Committee → Assessment → **Goals** → Planning → Implementation → Evaluation

Using the information gathered in the assessment step, you can now establish goals and objectives for the program. First, let's define goals and objectives.

- **Goals:** statements that describe in broad terms what is to be accomplished.
- **Objectives:** precise statements that describe the changes necessary to reach a goal.

Objectives state the expected amount of change in behavior, attitude, knowledge or condition to whom by when. The specificity of an outcome objective makes it different from a non-specific goal statement, although the goal statement is the first step in the crafting of a more specific objective. Objectives should:

- Have measurable language such as "increase" or "decrease."
- Identify a specific target population.
- Clearly identify the behavior, attitude, condition or knowledge to be changed.
- Establish the time frame within which an activity takes place.
- Determine the magnitude of the anticipated change (when possible).
- Contain a precise definition of the way change is measured.

Make Your Objectives "SMART"

- **Specific**
- **Measurable**
- **Achievable**
- **Realistic**
- **Time sensitive**

Step 3: Create Goals and Objectives

Committee → Assessment → **Goals** → Planning → Implementation → Evaluation

Goals and objectives can be formed during workgroup meetings. It is crucial that these goals are clearly stated and measurable in order to be used for continuous evaluation (evaluation is discussed in Step 6).

Examples:

Goal 1: Our workplace will offer food items in the cafeteria that align with the Dietary Guidelines for Americans.

- Objective 1: By February 2012, a list of foods to be served will be generated.
- Objective 2: By March 2012, recipes will be modified with chef.
- Objective 3: By March 2012, cost estimates will be gathered from different vendors for the selected foods and ingredients.

Goal 2: Our workplace will promote an active lifestyle.

- Objective 1: By July 2012, a policy will be in place allowing flextime for physical activity.
- Objective 2: By August 2012, maps of nearby trails and walking routes will be provided to all employees.

Goal 3: Our workplace will be smoke free.

- Objective 1: By January 2012, a written policy will be in place prohibiting smoking anywhere on the property.
- Objective 2: By January 2012, promotional signs and paycheck stuffers will be distributed promoting the toll-free Vermont Quit Line (1-877-YES-QUIT).

Goal 4: Our workplace will be breastfeeding friendly.

- Objective 1: By February 2012, a written policy will be in place which supports a woman's choice to breastfeed and outlines the accommodations and benefits available to her.
- Objective 2: Educational packets about breastfeeding will be developed and provided to all expectant parents.

Prioritizing these goals will depend on the main concerns of the employees and of the organization as a whole. In Step 4 of this Resource (“Plan activities to meet goals and objectives”), you will look more closely at the different components of your program using programming strategy tables, and prioritize activities you would like to implement in your organization.

Step 3: Create Goals and Objectives

Committee → Assessment → **Goals** → Planning → Implementation → Evaluation

Vermont success story

ENGLEBERTH CONSTRUCTION

Engleberth Construction (150–500 employees) has created the health goals of increasing flexibility (thereby decreasing risk of injury) and reducing the risk of chronic diseases. Employees are encouraged to meet flexibility standards and three out of four health criteria in order to receive a discount on health insurance. The company works with partner organizations Injury and Health Management Solutions and Fletcher Allen Health Care to achieve these goals.



Step 4: Plan Activities to Meet Goals and Objectives

Committee → Assessment → Goals → **Planning** → Implementation → Evaluation

With the assessment and goals/objectives phases complete, it's time to plan the program. When planning the activities, always remember to consider evaluation, which is paramount in determining if the wellness program is meeting the stated goals and objectives. What are the strategies that will work best in your organization? In the following section you will find some strategies which have been proven to work. Also, be sure to check out the Vermont businesses that presently have thriving wellness programs in place and have received recognition from the Vermont Governor's Council on Physical Fitness and Sports: <http://www.vermontfitness.org/awards.html>.

In this Resource, the programming strategies (Appendix C, p. A-20-A-33) have three functions:

- To present an overview of the amount of resources needed to implement an activity.
- To ascertain in which level (individual, environmental/organizational or policy) changes need to occur.
- To identify additional resources available.

The strategies are based on five focus areas:

- General Health Education for Disease Risk Factors (Appendix C, p. A-20)
- Physical Activity (Appendix C, p. A-23)
- Nutrition (Appendix C, p. A-26)
- Tobacco Cessation (Appendix C, p. A-30)
- Breastfeeding (Appendix C, p. A-32)

The programming strategies provide an outline of changes that can be made in your institution. Please be sure to review the resources available in each table along with the tools provided in the links below.

Step 4: Plan Activities to Meet Goals and Objectives

Committee → Assessment → Goals → **Planning** → Implementation → Evaluation

Physical activity

People who are more physically active have a reduced risk of heart disease, diabetes and some types of cancer, in addition to lower stress levels. All of these benefits likely contribute to a happier and more productive employee and saves the company money through reduced use of costly health benefits and compensation plans as well as reduced employee absenteeism.

It is important to note that while physical activities are crucial to a successful wellness program, always consider liability and legal issues associated with their initiation. It is wise to require employees to consult with their physicians and/or sign a consent form prior to beginning any exercise program.

Resources for planning worksite physical activity programs:

- See Physical Activity Programming Strategies, Appendix C, p. A-23 for ideas and resources.
- As part of Fit and Healthy Vermonters, the Blueprint For Health's Community Component, and Vermont's Governor's Council on Physical Fitness and Sports Get Moving Vermont is available statewide. Get Moving Vermont is a program designed to encourage and support Vermonters with beginning and maintaining personal physical activity programs. Worksites can form teams and join competitions statewide, go to: www.getmoving.vermont.gov. Check with your local Department of Health district office for physical activity opportunities in your area: http://healthvermont.gov/local/district/district_office.aspx
- See: Tips for Assessing Community Physical Activity Resources at: <http://healthvermont.gov/family/fit/worksitewellness.aspx> under Fact Sheets and Information.
- Provide maps/guides of local bike paths around the organization. Check out the maps available from Blue Cross and Blue Shield of Vermont for walks around in different communities around the state: <https://secure.bcbsvt.com/walking-supplies.php>.
- Map out your own walking route around your office or building to encourage activity during the workday.
- Consider having walking meetings when possible instead of sit-down.

Step 4: Plan Activities to Meet Goals and Objectives

Committee → Assessment → Goals → **Planning** → Implementation → Evaluation

- Post signs near the elevators and stairwell encouraging employees to “step up to health!”
 - Check out these supportive signs from the Centers for Disease Control and Prevention: http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/stairwell/motivational_signs.htm.
 - Use trivia questions in the stairwells to encourage people to keep climbing, for samples, see Stairwell Trivia.

Looking for more technical assistance?

The Vermont Department of Health is here to help!

Contact the district office in your area http://healthvermont.gov/local/district/district_office.aspx. Or call 802-863-7200 or toll-free in Vermont 800-464-4343.

Step 4: Plan Activities to Meet Goals and Objectives

Committee → Assessment → Goals → **Planning** → Implementation → Evaluation

General health education for disease risk factors

It is crucial to provide the background information and resources needed for a successful worksite wellness program. Also, a company culture in which wellness is encouraged will reinforce healthy behavior. Review the strategies in Appendix C, p. A-20 to ensure you are covering all the bases.

One excellent resource that helps with the initiation and continued implementation of wellness programs is the Health Risk Appraisal (HRA). HRAs may require increased company resources, but they are useful and of great benefit in planning activities for a worksite wellness program. Benefits include:

- Identifying risk factors.
- Providing individualized feedback.
- Linking a person with at least one intervention to promote health, sustain function, and/or prevent disease.

More information on HRAs can be found on the CDC Web Site:

http://www.cdc.gov/nccdphp/dnpao/hwi/programdesign/health_risk_appraisals.htm

Additionally, your local hospital likely has community outreach, that assists in planning for worksite wellness programs, especially in providing expertise and technical assistance for performing HRAs. For more information, contact your local hospital.

Step 4: Plan Activities to Meet Goals and Objectives

Committee → Assessment → Goals → **Planning** → Implementation → Evaluation

Nutrition

Healthy eating improves overall wellness and, in addition to physical activity, decreases risk of obesity and chronic disease. As most employees are likely to eat and drink while at work, promoting and offering healthier choices, such as fruits and vegetables, will encourage employees to make healthier food choices. Meetings, conferences, vending machines, and cafeterias are all places more nutritious foods can be promoted. Additionally, by offering more opportunity for employees to store and prepare food at work, the less likely they are to eat out.

Resources for planning worksite nutrition activities:

- See Nutrition Programming Strategies, Appendix C, p. A-26 for ideas and resources.
- Vermont Health Department's Eat for Health Web Site provides extensive nutrition resources: <http://healthvermont.gov/eatforhealth/index.aspx>
- Healthy Eating Guidelines for worksites, <http://healthvermont.gov/family/fit/worksitewellness.aspx#tool>, provides:
 - Menu ideas and offering seasonal and local foods for meetings and conferences
 - Making healthier food choices
 - Vending machine guidelines
 - What to look for on a food label
 - How to visualize serving sizes
- Invite a registered dietitian to your company to present nutrition topics to staff or to conduct one-on-one nutritional assessment and counseling www.eatrightvt.org.

Step 4: Plan Activities to Meet Goals and Objectives

Committee → Assessment → Goals → **Planning** → Implementation → Evaluation

Tobacco cessation

Smoking can cost Vermont business over \$5,000 dollars per year, per smoking employee. In addition, smoking has been associated with increased risk for some cancers, heart disease and other chronic diseases.

Resources for planning tobacco cessation activities

See Tobacco Cessation Programming Strategies, Appendix C, p. A-30 for ideas and resources.

- Go to: http://healthvermont.gov/prevent/tobacco/quit_at_work.aspx for the Quit@Work tool, an extensive resource that contains:
 - Information on Vermont smoking laws.
 - Ideas for setting policy.
 - Sample model policy.
 - Printed samples and other materials for employers.
 - Information on Vermont's free quit smoking services.
 - Sample text for memo's, e-mails, letters, web, etc.
 - Ideas for distributing information, incentives and contests.

Looking for more technical assistance?

The Vermont Department of Health is here to help!

Contact the district office in your area http://healthvermont.gov/local/district/district_office.aspx. Or call 802-863-7200 or toll-free in Vermont 800-464-4343.

Step 4: Plan Activities to Meet Goals and Objectives

Committee → Assessment → Goals → **Planning** → Implementation → Evaluation

Breastfeeding

Research suggests that breastfeeding has significant health benefits for infants and for mothers. It may impact childhood and adult obesity rates. Studies have found lower rates of several chronic diseases throughout childhood and into adulthood among children who were breastfed, including recent findings suggesting that breastfeeding may reduce the risk of type 1 and type 2 diabetes. Your breastfeeding employee also receives important health advantages, including reduced risk breast and ovarian cancer, reduced risk of type 2 diabetes and a more rapid return to pre pregnancy weight. For more information on how to make your workplace breastfeeding friendly, please visit the Vermont Department of Health's Breastfeeding Friendly Employer Project website and the links below. The links for mothers are also provided for you to give to new employees and expecting parents.

Resources for planning worksite breastfeeding support activities:

- See Breastfeeding Programming Strategies, Appendix C, p. A-32 for ideas and resources
- Encouraging mothers to breastfeed: http://healthvermont.gov/family/breastfeed/documents/Obesityplan_breastfeed.pdf.
- Prevention of obesity: <http://healthvermont.gov/family/fit/obesity.aspx>.

Information for employers:

- The Vermont Department of Health's breastfeeding web site, <http://healthvermont.gov/family/breastfeed/employers.aspx> provides information such as:
 - The business case for breastfeeding.
 - The breastfeeding friendly employer checklist.
 - Sample policy for workplace breastfeeding.
 - Breastfeeding Friendly Employer Project: http://healthvermont.gov/family/breastfeed/employer_project.aspx.

Step 4: Plan Activities to Meet Goals and Objectives

Committee → Assessment → Goals → **Planning** → Implementation → Evaluation

Information for mothers:

- The Vermont Department of Health's breastfeeding web site, <http://healthvermont.gov/family/breastfeed/workingmothers.aspx>, provides information such as:
 - Your breastfed baby in the childcare setting.
 - Pumps and milk supply.
 - Sample letter to your employer.

Looking for more technical assistance?

The Vermont Department of Health is here to help!
Contact the district office in your area http://healthvermont.gov/local/district/district_office.aspx. Or call 802-863-7200 or toll-free in Vermont 800-464-4343.

Step 4: Plan Activities to Meet Goals and Objectives

Committee → Assessment → Goals → **Planning** → Implementation → Evaluation

Narrowing the scope

Use the Activity Prioritizing Tool (Appendix D, p. A-34) to help narrow the scope of your wellness program. Once you have identified possible areas on which to focus, you will use this tool to rate the chosen activities based on: importance, cost, time, commitment and reach. Keep in mind that addressing easier changes in the beginning and gaining some early success shows that the wellness plan is working and encourages continued participation. Also, “packaging” activities so they can build off each other will be more effective than implementing a set of unrelated activities. Worksites have also had success in reaching out to the greater community to support programs and collaborate in projects. Remember to refer back to your stated goals and objectives when planning the program activities.

Communication is KEY!

Be sure to recruit staff members with marketing and communication skills to be part of the wellness committee.

- Activity Prioritizing Tool (Appendix D, p. A-34)
 - Each area will have its own activities.
 - Prioritize different aspects by looking at company resources available and which activities will reach the greatest number of employees.
 - Have education readily available in the form of presentations, printed materials and Web resources.

In order to generate ideas and themes, your workplace could follow monthly observance calendars. Check out www.healthfinder.gov/nho/default.aspx.

Step 4: Plan Activities to Meet Goals and Objectives

Committee → Assessment → Goals → **Planning** → Implementation → Evaluation

Vermont success story

NORTHFIELD SAVINGS BANK

The Recreation and Health Committee of **Northfield Savings Bank** (76–150 employees) plans activities for the wellness program based on the mission statement: To provide employees with “knowledge of health & wellness awareness through activities, programs, and wellness education.” The different events and activities (e.g. monthly wellness topics, physical activity challenges) are planned based on meeting this overarching goal. They are tracked and organized on an events calendar, with ever-changing opportunities for employees. This keeps the program fresh.



Step 5: Implement the Program

Committee → Assessment → Goals → Planning → **Implementation** → Evaluation

Now that you have looked at the needs and interests of your employees, determined what your organization already offers, established goals and objectives of the company, identified resources needed to implement different activities and prioritized the activities, it's time to implement the program. This step provides considerations such as the workplace environment and employee readiness.

Supportive environment

- Make healthy decisions the norm.
- Implement policies that encourage positive behavior change. For example, a policy that provides breaks to breastfeeding mothers to express milk.
- Create policy and environmental changes that require the lowest amount of resources and reach the greatest number of people.

Levels of Change & Scope of Impact The Goal is Behavior Change



Step 5: Implement the Program

Committee → Assessment → Goals → Planning → **Implementation** → Evaluation

Employee readiness

Readiness is another important factor which influences the outcomes of your wellness program. Using data from your employee surveys and focus groups (Step 2), you can determine how motivated and ready employees are to improve their lifestyles. Below are the 5 stages of change. People can move from one stage to another in order, and they can also move back and forth between stages until they adopt a behavior for good. A slip is not a failure but an important part of the behavior change process.

1. Precontemplation: People are not thinking about changing behavior in the near future.
2. Contemplation: People are beginning to think seriously about changing their behavior (in the next six months).
3. Preparation: People have tried to change behavior at least once in the past year and are thinking about trying again within the next month.
4. Action: People are taking real steps to actively change their behavior. This is the stage where a slip is most likely to occur.
5. Maintenance: People have changed their behavior for more than six months and are now maintaining.

Action plan and worksheet

With your priorities decided, use the Action Plan Worksheet (Appendix E, p. A-36) to map out your Action Plan.

Your action plan will include:

- Overall goals and objectives of the wellness program.
- Specific recommendations on clearly stated and measurable strategies.
- Chosen activities.
- Staff, resources and materials needed to make it happen.
- Time frame for completion.
- Evaluation plan to measure results.

Step 5: Implement the Program

Committee → Assessment → Goals → Planning → **Implementation** → Evaluation

Maintaining employee interest and motivation

Your employees will likely be in varying stages of behavior change at the initiation of your wellness program. Some have already changed behaviors and are living healthy lifestyles, while others are in the pre-contemplation stage and have not even thought about making such changes. The majority of employees in most organizations can make positive changes given the right programming and motivation. Below are some tips to help keep your staff motivated to stick with it!

- Consider key factors:
 - Time: Try to work activities into people's existing schedules, i.e. providing flex time at work for physical activity.
 - Access: Is the program on site? Is it accessible outside of normal business hours?
 - Knowledge: People need to know why they are participating, and how to access resources on wellness topics.
 - Cost: No cost or reduced-cost programs increase participation rates.
 - Incentives: Useful, especially when getting started (see below).
- Consider key time periods
 - Six weeks: If people can start and stay consistent with a program through the first six weeks, they have made a fairly serious commitment to incorporate habits into lifestyle.
 - Six months: If people make it through the first six months of a program, they have a very good chance of making the changes permanent.
- Goal setting: Set individual and team goals. Team goals can lead to better participation and a stronger commitment (e.g. team goal of walking the equivalent of the Long Trail).
- Campaigns/Promotion: Keep the activities and messages visible.
- Peer support: Motivated and successful employees can be great advocates for the program inspiring participation in their co-workers.

Step 5: Implement the Program

Committee → Assessment → Goals → Planning → **Implementation** → Evaluation

- Incentives:
 - Achievement awards: Verbal praise and tokens of achievement for those who have reached personal goals. Try not to focus on those who attain the “most” (e.g. walk the most miles or steps), but on those who have been making the most significant behavior change.
 - Public recognition: Announce at wellness program events, in worksite newsletters or on bulletin boards.
 - Entertainment: Hold events for the wellness program.
 - Merchandise: Offer sports equipment, gift certificates as able.
 - Monetary awards or rebates on health insurance.
 - Time off from work.
 - Looking for incentive ideas to help motivate your employees? Check out these resources:
 - www.bennettbrothers.com
 - www.chooseyourgift.com, where employees can earn points based on your program activities, then choose their prize based on earned points.

Step 5: Implement the Program

Committee → Assessment → Goals → Planning → **Implementation** → Evaluation

Vermont success story

ROCK TENN MISSIQUOI MILL

There are many opportunities for wellness at **Rock Tenn Missiquoi Mill** (76–450 employees), many of which are provided through the corporate headquarters. Some examples are monthly telephone conferences on wellness topics, free fitness club memberships and the ability to earn “points” based on levels of physical activity. These “points” are converted into money, an incentive to continue with the program. The company participates in the ScoreHealth program, provided by Northwestern Medical Center, a Health Risk Appraisal program.

Vermont success story

RICHFORD HEALTH CENTER

Richford Health Center (1–75 employees) has recently expanded the wellness benefit of 50% of the cost (to a maximum of \$200) from gym memberships only, so that it now includes smoking cessation resources, home fitness equipment, and weight management programs such as Weight Watchers. In addition to this, the company has purchased a corporate membership to a local golf course for employees to get out and be active. When planning meetings and events, the staff is mindful of incorporating nutritious foods and physical activity. Fitness is exemplified by the top levels of management, with the medical director and CFO engaging in physical activity and nurses participating in daily lunch walks.

Step 5: Implement the Program

Committee → Assessment → Goals → Planning → **Implementation** → Evaluation

Vermont success story

HUSKY INJECTION MOLDING SYSTEMS

Husky Injection Molding Systems (151–500 employees) exemplifies implementation of activities to meet the needs and interests of its employees. Each month, the company holds at least one “Lunch and Learn” event on a wellness topic. Feedback from employees regarding these lunches helps determine what types of activities to continue. For example, chair massages were popular with employees and are now regularly scheduled. To maintain employee interest in the program, the company provides reminders in multiple locations (e.g., bulletin boards, weekly newsletters, TV on the way into the cafeteria) of the upcoming events.

Vermont success story

MANUFACTURING SOLUTIONS, INC.

Manufacturing Solutions, Inc. (1–75 employees) has a dedicated health and wellness coordinator who plans wellness events. Bimonthly wellness topics focused on prevention are presented. One way that ideas for new topics are generated is by using the National Health Observances calendar (found at www.healthfinder.gov/library/nho/nho.asp). For example, March is National Nutrition Month, so a nutrition topic may be scheduled for that month. To keep employees motivated, the wellness coordinator seeks out peer advocates to encourage continued participation.

Step 6: Evaluate and Modify the Program

Committee → Assessment → Goals → Planning → Implementation → Evaluation

It is essential to evaluate your wellness program to assure it is meeting individual and organizational goals.

- Are employees making appropriate decisions to improve quality of life?
- Are changes in employees attitudes, behaviors, and health indicators a result of your worksite program?
- Have absenteeism turnover and health-care costs decreased as hoped?
- Are there weaker areas of the program that require modification?

Keeping careful and consistent records during the program can provide valuable information for evaluation purposes. Evaluation is an ongoing activity and can be measured by process indicators and outcome evaluations.

Process indicators:

Easier to measure and provide quicker feedback on employee acceptance of a program.

Examples:

- Number of staff enrolled and participating.
- Tracking of policy/environmental changes.
- Observation or counts (e.g., the number of people walking in the afternoons).

Step 6: Evaluate and Modify the Program

Committee → Assessment → Goals → Planning → Implementation → Evaluation

Outcome evaluations

Must have clear markers and baseline data from which to compare and determine impact.

Examples:

- Pre/post surveys that measure changes in attitude, knowledge and lifestyle habits from initial assessment to completion of program.
- Quizzes.
- Tracking of popular vending machine items.
- Changes in Health Risk Appraisals, risk factors for chronic diseases.
- Corporate costs and return on investment. The cost of running the wellness program compared to savings from reduced health-care claims, lost work days, etc.

Evaluation determines what works in the program and what needs improvement. Documentation also justifies continued funding to run the program. Below is a sample evaluation tool with measures of change to aid in evaluation of your wellness program. Also provided is a link to the CDC program evaluation tool.

Resources

- Sample Evaluation Tool and Measures (Appendix F, p 39).
- CDC Healthier Worksite Initiative Evaluation Resources:
www.cdc.gov/nccdphp/dnpao/hwi/programdesign/evaluation.htm

Step 6: Evaluate and Modify the Program

Committee → Assessment → Goals → Planning → Implementation → Evaluation

Vermont success story

MILTON CAT

Milton CAT (1–75 employees) is a branch of a 1200-employee company that spans across state lines. The company funds an outside firm, Wellness USA, to manage the wellness program. Senior-level management sees an economic benefit to funding their wellness program; return on investment financial data are coming soon. The company also provides Health Risk Appraisals to employees and evaluates the wellness program based on improvements to employee health and reduced risk of chronic disease. An assigned regional “Wellness Coach” visits Milton CAT weekly, armed with wellness topics. She meets with each employee one-on-one and also provides group lessons. A yearly weight-loss initiative, called “The Biggest Loser” culminates with individual and branch prizes. Incentives, such as pedometers, are provided.



Conclusion

You have made an important decision to implement a wellness program within your organization. With this Resource, you have the tools necessary to take you through the essential steps to make the program a success. With improved eating habits, increased physical activity and cessation of the use of tobacco products, you can help prevent and reverse the prevalence of obesity and related chronic diseases in your workforce.

Acknowledgements and resources:

- State of Wisconsin Department of Health and Family Services
<http://dhfs.wisconsin.gov/health/physicalactivity/Sites/Worksitekit.htm>
- Vermont Governor's Council on Physical Fitness and Sports
www.vermontfitness.org
- Centers for Disease Control and Prevention Health Worksite Initiative
www.cdc.gov/nccdphp/dnpa/hwi/index.htm
- Fit and Healthy Vermonters Worksite Wellness Workgroup
- All of the employers who leant feedback, success stories and ideas

Vermont Department of Health District Offices in your area can be a resource, please see: http://healthvermont.gov/local/district/district_office.aspx. or call 802-863-7200 or toll-free in Vermont 800-464-4343.

Appendices



Table of Contents

Appendix A: Worksite Wellness Assessment Checklist	A-1
Appendix B: Sample Worksite Wellness Survey	A-13
Appendix C: Programming Strategies	
1. General Health Education of Disease Risk Factors	A-20
2. Physical Activity	A-23
3. Nutrition	A-26
4. Tobacco Cessation	A-30
5. Breastfeeding	A-32
Appendix D: Activity Prioritizing Tool	A-34
Appendix E: Action Plan Worksheet	A-36
Appendix F: Sample Evaluation Tool & Measures	A-38

Appendix A: Worksite Wellness Assessment Checklist

GENERAL						
#	WELLNESS COMPONENT	YES	IN PROCESS	NO	POTENTIAL PRIORITY	COMMENTS
1.	Do you have a commitment from key stakeholders such as senior management, human resource managers, safety officers, staff members, etc.?					
2.	Does the worksite have a current policy outlining the requirements and functions of a comprehensive worksite wellness program?					
3.	Does the worksite have a representative committee that meets at least once a month to oversee worksite wellness programs?					
4.	Does the worksite have a wellness plan in place that addresses the purpose, nature, duration, resources required, participants involved, and expected results of a worksite wellness program?					
5.	Does your new employee orientation include an explanation of worksite wellness programs, and are new employees given copies of any physical activity, nutrition, and tobacco use policies?					
6.	Does the worksite offer educational programs for health areas such as physical activity, nutrition, and tobacco cessation?					

Appendix A: Worksite Wellness Assessment Checklist

GENERAL						
#	WELLNESS COMPONENT	YES	IN PROCESS	NO	POTENTIAL PRIORITY	COMMENTS
7.	<p>Does the worksite promote and encourage employee participation in its physical activity/fitness and nutrition education/weight management programs? Examples of ways to “promote and encourage employee participation” include:</p> <ul style="list-style-type: none"> • Information at new employee orientation • Information provided within paychecks • Flyers on walls or bulletin boards • Letters mailed directly to employees • Announcements at employee meetings • Employee newsletter articles • Incentive/reward programs • Public recognition • Health insurance discounts • Sponsor employee sports teams 					
8.	Does the worksite provide or arrange for health counseling or other support mechanisms to modify behavior?					
9.	Does the worksite offer or provide adequate healthcare coverage for employees and their families for prevention of and rehabilitation of chronic disease?					
10.	Is there a worksite budget for employee health promotion that includes some funds for programming and/or a portion of a salary for a coordinator?					
GENERAL AREA TOTALS (# of Yes, In Process and No items)						

Appendix A: Worksite Wellness Assessment Checklist

PHYSICAL ACTIVITY						
#	WELLNESS COMPONENT	YES	IN PROCESS	NO	POTENTIAL PRIORITY	COMMENTS
11.	Does the worksite have a company culture that discourages sedentary behavior like TV viewing on breaks and sitting for long periods of time?					
12.	Does the worksite support physical activity during duty/work time (e.g. offer or allow flextime for physical activity)?					
13.	Are employees provided with breaks during working hours, and are employees encouraged to be active during break time?					
14.	Does the company map out on-site trails or nearby walking routes?					
15.	Does the company encourage employees to map their own biking or walking routes to and from work?					
16.	Does the company allow for “walk & talk” meetings instead of conference room meetings?					
17.	Does the worksite provide exercise/physical fitness messages and information to employees?					
18.	Does the worksite provide prompts to promote physical activity near each stairwell or elevator?					
19.	Does the worksite provide bike racks in safe and convenient locations?					

Appendix A: Worksite Wellness Assessment Checklist

PHYSICAL ACTIVITY							
#	WELLNESS COMPONENT	YES	IN PROCESS	NO	POTENTIAL PRIORITY	COMMENTS	
20.	Does the worksite provide showers and/or changing facilities?						
21.	Does the worksite provide outdoor exercise areas, playing fields, or walking trails for employee use?						
22.	Does the worksite provide or support a broad range of competitive and non-competitive physical activities that help develop the skills needed to participate in lifetime physical activities?						
23.	Does the worksite offer company sponsored fitness oriented programs or clubs for employees other than at an exercise facility?						
24.	Does the worksite provide free, discounted, or employer-subsidized memberships to fitness centers?						
25.	Does the company offer incentive-based programs to encourage activity (e.g. pedometer walking campaigns)?						
26.	Does the worksite provide on-site physical-activity classes such as aerobics, kickboxing, dancing, etc.?						
27.	Does the worksite provide an on-site exercise facility?						

Appendix A: Worksite Wellness Assessment Checklist

PHYSICAL ACTIVITY						
#	WELLNESS COMPONENT	YES	IN PROCESS	NO	POTENTIAL PRIORITY	COMMENTS
28.	Does the worksite provide incentives for engaging in physical activity (e.g. merchandise, coupons, money, etc.)?					
29.	Can all employees use the worksite's indoor/outdoor physical-activity facilities outside of work hours?					
30.	Does the worksite provide on-site child-care coverage to facilitate physical-activity participants?					
ACTIVITY AREA TOTALS (# of Yes, In Process and No Items)						

Appendix A: Worksite Wellness Assessment Checklist

NUTRITION						
#	WELLNESS COMPONENT	YES	IN PROCESS	NO	POTENTIAL PRIORITY	COMMENTS
31.	Does the company send healthy-eating messages to employees (delivered via e-mail, messages, payroll stuffers, bulletin boards, etc.)?					
32.	Does the worksite promote the consumption of fruit & vegetables in catering/cafeteria policies through motivational signs, posters, etc.?					
33.	Does the worksite provide protected time and dedicated space away from the work area for breaks and lunch?					
34.	Does the worksite offer appealing, low-cost, healthful food options, such as fruits and vegetables, juices, and low-fat dairy products in vending machines, snack bars, and break rooms?					
35.	Does the worksite promote healthy choices by: <ul style="list-style-type: none"> • Increasing the percent of healthy options that are available • Using competitive pricing to make healthier choices more economical • Advertising or marking healthy options so that they stand out 					
36.	Does the worksite have on-site cafeterias follow healthy cooking practices?					

Appendix A: Worksite Wellness Assessment Checklist

NUTRITION						
#	WELLNESS COMPONENT	YES	IN PROCESS	NO	POTENTIAL PRIORITY	COMMENTS
37.	Does the worksite have on-site cafeterias follow healthy cooking practices?					
38.	Does the worksite provide appropriate portion sizes, provide portion size information via labeling food to show serving size and calories, and use food models and pictures or portable food scales for weighing portion sizes?					
39.	Does the worksite offer healthful food alternatives at meetings, company functions, and health events?					
40.	Does the worksite make water available throughout the day?					
41.	Does the worksite make kitchen equipment (refrigerators, microwaves, stoves, etc) available for employee food storage and cooking?					
42.	Does the worksite offer local fruits and vegetables (i.e. farmer's market)?					
43.	Does the worksite provide on-site gardening?					
44.	Does the worksite provide interactive food opportunities such as taste testing, food preparation skills, and peer-to-peer modeling?					

Appendix A: Worksite Wellness Assessment Checklist

NUTRITION						
#	WELLNESS COMPONENT	YES	IN PROCESS	NO	POTENTIAL PRIORITY	COMMENTS
45.	Does the worksite provide incentives for participation in nutrition and/or weight management/maintenance activities (These can range from inexpensive low- resource items like water bottles to high-resource items like a health insurance rebate)?					
46.	Does the worksite include the employees' family members in campaigns promoting fruit and vegetable consumption (worksite plus family intervention)?					
NUTRITION AREA TOTALS						
(# of Yes, In Process and No items)						

Appendix A: Worksite Wellness Assessment Checklist

HEALTH SCREENING and DISEASE PREVENTION and MANAGEMENT						
#	WELLNESS COMPONENT	YES	IN PROCESS	NO	POTENTIAL PRIORITY	COMMENTS
47.	Does the worksite offer health risk appraisals?					
48.	Does the worksite offer or provide easy access to free or reasonably priced health screenings (height and weight measurements, blood pressure checks, cholesterol screenings, diabetes/blood sugar screenings, and individual health risk appraisals for employees at a minimum of one time a year)?					
SCREENING AREA TOTALS (# of Yes, In Process and No items)						

Appendix A: Worksite Wellness Assessment Checklist

TOBACCO USE						
#	WELLNESS COMPONENT	YES	IN PROCESS	NO	POTENTIAL PRIORITY	COMMENTS
49.	Does the worksite offer healthful food alternatives at meetings, company functions, and health events?					
50.	Does the company post prompts/posters to support the no-tobacco-use policy?					
51.	Does the company promote the toll-free Vermont Quit Line (877-YES-QUIT)?					
52.	Does company policy support participation in smoking cessation activities during work time (e.g. allowing flextime to attend cessation classes)?					
53.	Does the company provide counseling through an individual, group, or telephone counseling program on-site?					
54.	Does the company provide counseling through a health-plan sponsored individual, group, or telephone counseling program?					
55.	Does the company provide cessation medications through health insurance?					
TOBACCO AREA TOTALS (# of Yes, In Process and No items)						

Appendix A: Worksite Wellness Assessment Checklist

BREASTFEEDING						
#	WELLNESS COMPONENT	YES	IN PROCESS	NO	POTENTIAL PRIORITY	COMMENTS
56.	Does the company have a written policy that states your company's support of a woman's choice to breastfeed her infant(s) and describes the worksite accommodations and/or benefits available to her?					
57.	Does the company provide a private area for nursing or expressing milk? (It should be quiet, clean, and have enough room for a comfortable chair.)					
58.	Does the worksite provide lactation education programs?					
BREASTFEEDING AREA TOTALS (# of Yes, In Process and No items)						

Appendix A: Worksite Assessment - Results Summary

WORKSITE SCORCARD						
	YES	IN PROCESS	NO	POTENTIAL PRIORITY	COMMENTS	
General (10)						
Physical Activity (20)						
Nutrition (16)						
Health Screening and Disease Prevention Management (2)						
Tobacco Use (7)						
Breastfeeding (3)						
WORKSITE TOTALS (58)						

Appendix B: Worksite Wellness Survey (sample)

WELLNESS QUESTIONS

1.

Current Physical Activity Level

Please read the statements below. Select the number of the statement that best describes your current level of physical activity. When considering time spent being active, count any time you are active for at least 10 minutes at a time. In other words, if you have three 10 minute bouts of activity in a day, record that as 30 minutes in a day. "Vigorous" exercise includes activities like jogging, running, fast cycling, aerobics classes, swimming laps, singles tennis, and racquetball. These types of activities make you sweat and make you feel out of breath. "Moderate" exercise includes activities such as brisk walking, gardening, slow cycling, dancing, doubles tennis, or hard work around the house.

- I don't exercise or walk regularly now, and I don't plan to start in the near future.
- I don't exercise or walk regularly, but I've been thinking about starting.
- I'm doing moderate or vigorous physical activities for at least 30 minutes on some days, but fewer than 5 days a week.
- I've been doing moderate or vigorous physical activities for at least 30 minutes in a day, on five or more days a week, and have been doing it for the last 1 to 6 months.
- I've been doing moderate or vigorous physical activities for at least 30 minutes in a day, on five or more days a week, and have been doing it for 7 months or more.

2.

When do you get most of your physical activity each day?

- Before work
- During work hours on break and lunch times
- After work
- None of the above. I am not physically active or am only active on weekends.

3.

Fruits and Vegetables

Please read the statements below. Select the statement that best describes your current intake of 100% juices and fresh, frozen and/or dried fruits and vegetables. A serving is 1/2 cup or 1 medium piece of most fresh or frozen fruits and vegetables, 6 oz. of 100% juice and 1/4 cup of dried fruits or vegetables.

- I don't eat fruits and vegetables regularly now, and I don't plan to start in the near future.
- I don't eat fruits and vegetables regularly, but I've been thinking about starting.
- I'm eating some fruits and vegetables a day (total of 2 servings or more servings) for the last 0 to 6 months.
- I've been eating fruits and vegetables every day (total of 3 or more servings), for the last 0 to 6 months.
- I've been eating 5 or more servings of fruits and vegetables every day, for 7 months or longer.

4.

Fat in Foods

Please read the statement below. Select the statement that best describes your current intake of low fat foods.

- I don't cook, eat, or purchase low fat foods now, and I don't plan to start in the near future.
- I don't cook, eat, or purchase low fat foods regularly, but I've been thinking about starting.
- I'm cooking, eating, or purchasing low-fat foods 1-2 times a day.
- I've been cooking, eating or purchasing low-fat foods every day, for the past 1 to 6 months.
- I've been cooking, eating, or purchasing low-fat foods every day, for 7 months or longer.

Appendix B: Worksite Wellness Survey (sample)

WELLNESS QUESTIONS

5. **Whole Grains**
Please read the statements below. Select the statement that best describes your current intake of whole grain foods. The serving size for whole grains is one ounce (e.g. 1 slice of bread, 1 oz. of cereal, 1/2 cup of cooked rice or pasta).
- I don't cook, eat, or purchase whole grain foods now, and I don't plan to start in the near future.
 - I don't cook, eat, or purchase whole grain foods regularly, but I've been thinking about starting.
 - I'm cooking, eating, or purchasing whole grain foods 3-4 times a week.
 - I've been cooking, eating, or purchasing whole grain foods every day, for the past 1 to 6 months.
 - I've been cooking, eating or purchasing at least 3 servings of whole grain foods every day, for 7 months or longer.

6. **Tobacco Use**
Please read the statements below. Select the statement that best describes your current tobacco use.
- I don't smoke
 - I'm not thinking about quitting, at least not in the next six months.
 - I'm thinking about quitting someday, but not right now.
 - I want to quit within the next month or two, and I want to know more about how to do it.
 - I have just quit and I am going through withdrawal.
 - I have quit smoking and I want to know more about how to never smoke again.

Appendix B: Worksite Wellness Survey (sample)

PARTICIPANT INTEREST AREA: INDIVIDUAL PHYSICAL ACTIVITY

Please rate your interest in any of the following resources that might be available.

		VERY LOW	LOW	NEUTRAL	HIGH	VERY HIGH
7a.	Attending regular presentations on physical activity topics					
7b.	Receiving regular physical activity tips via email					
7c.	Having access to Web resources on physical activity					
7d.	Getting information on existing activities in the area					
7e.	Point-of-decision prompts to help you be active (stair/elevator signs)					
8.	What physical activity topics are you interested in learning more about?					

PARTICIPANT INTEREST AREA: GROUP PHYSICAL ACTIVITY

Please rate your interest in any of the following resources that might be available.

		VERY LOW	LOW	NEUTRAL	HIGH	VERY HIGH
9a.	Joining small groups for regular activity (walking groups, yoga class)					
9b.	Forming clubs for particular physical activities					
9c.	Discounted memberships at local health clubs, recreation centers, etc.					
9d.	Participating in a division-wide fitness program initiative with friendly competition between groups					

Appendix B: Worksite Wellness Survey (sample)

PARTICIPANT INTEREST AREA: NUTRITION						
Please rate your interest in any of the following resources that might be available.						
		VERY LOW	LOW	NEUTRAL	HIGH	VERY HIGH
10a.	Attending regular presentations on physical activity topics					
10b.	Receiving regular physical activity tips via email					
10c.	Having access to Web resources on physical activity					
10d.	Getting information on existing activities in the area					
10e.	Point-of-decision prompts to help you be active (stair/elevator signs)					
10f.	Point-of-decision prompts to help you eat well (i.e. strategically placed healthy eating reminders)					
10g.	Joining small groups for regular information on diet (e.g. Weight Watchers)					
11.	What nutrition topics are you interested in learning more about?					

Appendix B: Worksite Wellness Survey (sample)

Please rate your support for any of the following policy or environmental worksite changes.						
		VERY LOW	LOW	NEUTRAL	HIGH	VERY HIGH
12a.	Review healthy food options for the cafeteria & vending machines; healthy food options labeled.					
12b.	Develop an organization recommendation on food choices for meetings and conferences.					
12c.	Schedule meetings within the organization on a specific day/time to allow open time for wellness activities.					
12d.	Provide preventive wellness screenings (blood pressure, body composition, blood cholesterol, diabetes) .					
12e.	Provide Health Risk Appraisals.					
12f.	Provide incentives for participation.					
12g.	Develop policies to support breastfeeding women.					
13.	<p>If more opportunities were available for physical activity and nutrition at the worksite, when would be the best time for you? Check all that apply.</p> <p><input type="radio"/> Before work.</p> <p><input type="radio"/> During the workday on break and lunch times.</p> <p><input type="radio"/> After work.</p> <p><input type="radio"/> None of the above. I'm not interested in any physical activity or nutrition programming at work.</p>					
14.	<p>What other things could be done at the worksite to help promote physical activity and healthy eating? What would you like to see?</p>					

Appendix B: Worksite Wellness Survey (sample)

DEMOGRAPHICS

We would like to get some demographic information as background. The following questions are optional, but will really help tailor programs and potential group areas of common interest.

15.	Gender <input type="radio"/> Male <input type="radio"/> Female
16.	Age <input type="radio"/> < 20 <input type="radio"/> 20-29 <input type="radio"/> 30-39 <input type="radio"/> 40-49 <input type="radio"/> 50-59 <input type="radio"/> 60+
17.	Work Unit <input type="radio"/> Administration <input type="radio"/> Regional Staff <input type="radio"/> 1st Shift

Appendix B: Worksite Wellness Survey (sample)

NOTE

Questions #1 (Current Physical Activity level), #3 (Fruits and Vegetables), and #6 (Tobacco Use) all have answers corresponding to employee “readiness” and the stages of change described in Step 5 on page 26. You may want to see how many employees are at the various levels in deciding how to address the health behavior you want to improve.

Core wording from questions 1, 3, and 6:

- I don't ... regularly now, and I don't plan to start in the near future. (Precontemplation)
- I don't ... regularly, but I've been thinking about starting. (Contemplation)
- I'm ... a day (x / week, but not daily). (Preparation)
- I've been ... every day for the last 0 to 6 months. (Action)
- I've been ... every day, for 6 months or longer. (Maintenance)

Remove this section prior to using this survey tool.

Appendix C - 1: General Health Education of Disease Risk Factors Programming Strategies

LOW RESOURCES				
I = Individual level E/O = Environmental/Organizational level P = Policy level		I	E/O	P
1.	Have a current policy outlining the requirements and functions of a comprehensive worksite wellness program			X
2.	Have a worksite wellness plan in place that addresses the purpose, nature, duration, resources required, participants in, and expected results of a worksite wellness program		X	
3.	Orient employees to the wellness program and give them copies of the physical activity, nutrition, tobacco use and breastfeeding policies	X	X	
4.	Promote and encourage employee participation in its physical activity/fitness, and nutrition-education/weight-management program		X	
5.	Provide health education information through newsletters, publications, Web Sites, email, libraries, and other company communications	X	X	
MEDIUM RESOURCES				
I = Individual level E/O = Environmental/Organizational level P = Policy level		I	E/O	P
1.	Have a representative committee that meets at least once a month to oversee worksite wellness program		X	
2.	Offer regular health education presentations on various physical activity, nutrition, and wellness-related topics. Ask voluntary health associations, health-care providers, and/or public health agencies to offer on-site education classes	X	X	
3.	Host a health fair as a kickoff event or as a celebration for completion of a wellness campaign	X	X	
4.	Designate specific areas to support employees such as diabetics and nursing mothers		X	
5.	Provide health education information through newsletters, publications, Web Sites, email, libraries, and other company communications		X	
6.	Provide confidential Health Risk Appraisals	X	X	
7.	Offer on-site weight management/maintenance programs for employees	X	X	

Appendix C - 1: General Health Education of Disease Risk Factors Programming Strategies

HIGH RESOURCES				
I = Individual level E/O = Environmental/Organizational level P = Policy level		I	E/O	P
1.	Have a worksite budget for employee health promotion that includes some funds for programming and/or a portion of a salary for a coordinator. (Budget amount will determine level of resources)		X	
2.	Provide adequate health-care coverage for employees and their families for prevention of and rehabilitation of chronic disease		X	
3.	Add weight management/maintenance, nutrition, and physical activity counseling as a member benefit in health insurance contracts		X	

Best General Resource

Wellness Councils of America (WELCOA) for a variety of general wellness information:
<http://www.welcoa.org/freeresources/index.php?category=12>

Resources for the General Health Education Recommended Strategies

Low resources

1. Develop policies outlining the functions of a comprehensive worksite wellness program, resource for examples: www.cspinet.org/nutritionpolicy/index.html.
2. Provide health education information through newsletters, publications, websites, email, libraries, and other company communications. See free resources available from the American Cancer Society, workplace solutions web site where you can sign up for free newsletters <http://www.acsworkplacesolutions.com/index.asp>.

Medium resources

1. Form a representative wellness committee. For tips on “how to”, see: http://www.cdc.gov/nccdphp/dnpao/hwi/programdesign/wellness_committees.htm.
2. Plan a health fair to get the word out about wellness opportunities for your employees. See the CDC’s Healthier Worksite Initiative resources: <http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/screenings.htm> or the Health Fair planning Guide created by the Texas Cooperative Extension: http://fcs.tamu.edu/HEALTH/health_fair_planning_guide/health_fair_planning_guide.pdf.
3. Designate specific areas at your worksite to support employees such as people with diabetes and nursing mothers. For “how to tips” see <http://www.eeoc.gov/facts/diabetes.html> for people with diabetes, and for nursing mothers go to: http://healthvermont.gov/family/breastfeed/employer_project.aspx.
4. Offer preventive wellness screenings or confidential Health Risk Appraisals for blood pressure, body composition, blood cholesterol, and diabetes. See CDC’s Healthier Worksite Initiative “Preventive Health Screenings Toolkits”: <http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/screenings.htm> or contact your local hospital community outreach program for possible resources.

High resources

1. Provide healthcare coverage for prevention of and rehabilitation of chronic disease. http://www.prevent.org/images/stories/Files/publications/Preventive_Services_Helping_Employers_Expand_Coverage.pdf.

Appendix C – 2: Physical Activity Programming Strategies

LOW RESOURCES				
I = Individual level E/O = Environmental/Organizational level P = Policy level		I	E/O	P
1.	Create a company culture that discourages sedentary behavior, like TV viewing on breaks and sitting for long periods of time			X
2.	Offer flexible work hours to allow for physical activity during the day			X
3.	Support physical activity breaks during the workday, such as stretching or walking			X
4.	Map out on-site trails or nearby walking routes		X	
5.	Host “walk & talk” meetings		X	
6.	Post motivational signs at elevators & escalators to encourage stair use		X	
7.	Provide exercise/physical fitness messages and information to employees		X	
8.	Have employees map their own biking or walking route to and from work	X		
9.	Provide bicycle racks in safe, convenient, and accessible locations		X	
MEDIUM RESOURCES				
I = Individual level E/O = Environmental/Organizational level P = Policy level		I	E/O	P
1.	Provide shower and/or changing facilities on-site		X	
2.	Provide outdoor exercise areas such as fields and trails for employee use		X	
3.	Provide or support recreation leagues and other physical activity events (on-site or in the community)		X	
4.	Start employee activity clubs (e.g., walking, bicycling)	X	X	
5.	Explore discounted or subsidized memberships at local health clubs, recreation centers, or YMCAs		X	
6.	Implement incentive-based programs to encourage physical activity, such as pedometer walking challenges	X	X	

Appendix C - 2: Physical Activity Programming Strategies

HIGH RESOURCES				
I = Individual level E/O = Environmental/Organizational level P = Policy level		I	E/O	P
1.	Offer on-site fitness opportunities, such as group classes or personal training		X	
2.	Provide an on-site exercise facility		X	
3.	Provide incentives for participation in physical activity and/or weight management/maintenance activities		X	
4.	Allow for use of facilities outside of normal work hours (before/after work)		X	
5.	Provide on-site child-care to facilitate parents engaging in physical activity		X	

Best general resource

Vermont Department of Health, "Get Moving Vermont!" website provides excellent information:
<http://getmoving.vermont.gov>.

Resources for the Recommended Physical Activity Strategies

Low resources

1. Offer flexible work hours to allow for physical activity during the day. See the CDC's Alternative Work Schedules example that allows CDC employees to vary daily arrival/ departure times within a flexible band of time and extend lunch periods up to and additional 1½ hours that can be used to exercise and to carpool: <http://www.cdc.gov/nccdphp/dnpao/hwi/policy/index.htm>.
2. Support physical activity breaks during the workday. Supervisors will support this as a standard work practice.
3. Map out on-site trails or nearby walking routes. Have employees map their own biking route to and from work: <http://getmoving.vermont.gov> or <http://www.mapmyrun.com>.
4. Post motivational signs at elevators and escalators to encourage stair usage:
 - Use VDH's Stairwell Trivia Signs and/or
 - The CDC's motivational signs: <http://www.cdc.gov/nccdphp/dnpao/stairwell/index.htm>.

Medium resources

1. Start employee activity clubs (e.g., walking, bicycling). See the American Heart Association's "Start! For Employers" program: <http://www.americanheart.org/presenter.jhtml?identifier=3053115>.
2. Implement incentive-based programs to encourage physical activity, such as pedometer walking challenges. The American Cancer Society offers a 10-week interactive physical activity program called 'Active for Life Online', to learn more, see: <http://www.acsworkplacesolutions.com/activeforlife.asp>.

High resources

1. Offer on-site fitness opportunities, such as group classes or personal training. <http://www.acefitness.com>.
2. Provide an on-site exercise facility <http://www.cdphe.state.co.us/pp/COPAN/resourcekits/WorksiteWellnessResourceKit.pdf> (page 46).

Appendix C – 3: Nutrition Programming Strategies

LOW RESOURCES				
I = Individual level E/O = Environmental/Organizational level P = Policy level		I	E/O	P
1.	Send healthy eating messages to employees via multiple means (e.g. email, posters, payroll stuffers, etc.)	X	X	
2.	Promote the consumption of fruit and vegetables in catering/cafeteria through motivational signs, posters, etc.	X	X	
3.	Provide protected time and dedicated space away from the work area for breaks and lunch			X
4.	Offer appealing, low-cost, healthful food options, such as fruits and vegetables, juices, and low-fat dairy products in vending machines, snack bars, and break rooms		X	
5.	Promote healthy choices by: <ul style="list-style-type: none"> • Increasing the percentage of healthy options that are available • Using competitive pricing to make healthier choices more economical • Advertising or marking healthy options so that they stand out 		X	
6.	Have on-site cafeterias follow healthy cooking practices		X	
7.	Have on-site cafeterias set nutritional standards that align with the Dietary Guidelines for Americans		X	
8.	Provide appropriate portion sizes, provide portion size information via labeling food to show serving size and calories, and use food models and pictures or portable food scales for weighing portion sizes		X	X
9.	Offer healthful food alternatives at meetings, company functions, and health education events		X	X
10.	Make water available throughout the day		X	

Appendix C – 3: Nutrition Programming Strategies

MEDIUM RESOURCES				
I = Individual level E/O = Environmental/Organizational level P = Policy level		I	E/O	P
1.	Make kitchen equipment (refrigerators, microwaves, stoves, etc.) available for employee food storage and preparation		X	
2.	Offer local fruits and vegetables at the worksite (i.e. farmers market)		X	
3.	Provide on-site gardening		X	
4.	Provide interactive food opportunities such as taste testing, food preparation skills, and peer-to-peer modeling		X	

HIGH RESOURCES				
I = Individual level E/O = Environmental/Organizational level P = Policy level		I	E/O	P
1.	Provide incentives for participation in nutrition and/or weight management/maintenance activities. (These can range from inexpensive low, resource items, water bottles, to high-resource items, like health insurance rebates)	X	X	
2.	Include the employees' family members in campaigns promoting fruit and vegetable consumption (worksite plus family intervention)	X	X	
3.	Hire a registered dietitian on a consulting basis to do nutrition screens and counseling		X	

Best general resource

Vermont Department of Health, “Eat for Health” Web Site (part of the Fit and Healthy Vermonter Obesity Prevention Plan) has many resources for general improvements to nutritional habits: <http://healthvermont.gov/eatforhealth/index.aspx>.

Resources for the Recommended Nutritional Strategies

Low resources

1. Send healthy eating messages to employees via multiple means (e.g. email, posters, payroll stuffers, etc.). Sign up for a free nutrition e-newsletter at: http://www.fruitsandveggiesmorematters.org/?page_id=89.
2. Promote the consumption of fruit & vegetables in catering/cafeteria through motivational signs, posters, etc. See North Carolina's HealthSmart Worksite Wellness Toolkit posters: <http://www.eatsmartmovemorenc.com/NCHHealthSmartTIkt/WorksiteTIkt.html>.
3. Offer appealing, low-cost, healthful foods, such as fruits and vegetables, juices, and low-fat dairy products in vending machines and snack bars and break rooms. See Vermont's Healthy Eating Guidelines for Worksites: http://www.healthvermont.gov/family/fit/documents/WorksiteWellness_HealthyEatingGuidelines.pdf, and <http://www.eatsmartmovemorenc.com/NCHHealthSmartTIkt/WorksiteTIkt.html> for a number of documents related to healthy food policies and resources.
4. Use competitive pricing to make healthier choices more economical: <http://www.co.tompkins.ny.us/wellness/worksite/workwell/snackbowl.html#obj10>.
5. Have on-site cafeterias set nutritional standards that align with dietary guidelines for Americans. <http://www.health.gov/DIETARYGUIDELINES/dga2005/document/pdf/DGA2005.pdf>
6. Provide appropriate portion sizes and provide portion size information via labeling food to show serving size and calories and by using food models and pictures or portable food scales for weighing portion sizes. For tips and resources on portion size, see: http://www.healthvermont.gov/family/fit/documents/WorksiteWellness_HealthyEatingGuidelines.pdf or <http://lanaster.unl.edu/food/PortnDis.pdf>.
7. Offer healthful food alternatives at meetings, company functions, and health education events. See the following for ideas on how to do this: http://www.healthvermont.gov/family/fit/documents/WorksiteWellness_HealthyEatingGuidelines.pdf.
8. Make water available throughout the day: <http://www.mayoclinic.com/health/water/NU00283>.

Resources for the Recommended Nutritional Strategies

Medium resources

1. Provide on-site farmers markets, <http://www.cdph.ca.gov/programs/cpns/pages/worksitefitbusinesskit.aspx>, or gardening opportunities: <http://www.burlingtongardens.org/welcome.htm>
2. Provide interactive food opportunities such as taste testing, food preparation skills and peer-to-peer modeling: <http://www.vtnohunger.org/info/cooking.php>

High resources

1. Provide incentives for participation in nutrition and/or weight management/maintenance activities. These can range from inexpensive, low resources items, such as water bottles, to high resource items, such as health insurance rebates.
2. Hire a registered dietitian on a consulting basis to do nutrition screens and counseling. List of registered dietitians in Vermont: <http://www.eatrightvt.org>.

Appendix C - 4: Tobacco Cessation Programming Strategies

LOW RESOURCES				
I = Individual level E/O = Environmental/Organizational level P = Policy level		I	E/O	P
1.	Policy prohibiting tobacco use anywhere on the property			X
2.	Provide prompts/posters to support no-tobacco-use policy		X	
3.	Promote the Vermont Quit Line (1-877-YES-QUIT)		X	
MEDIUM RESOURCES				
I = Individual level E/O = Environmental/Organizational level P = Policy level		I	E/O	P
1.	Policy supporting participation in smoking cessation activities during duty time (flextime)			X
MEDIUM RESOURCES				
I = Individual level E/O = Environmental/Organizational level P = Policy level		I	E/O	P
1.	Provide counseling through an individual, group, or telephone counseling program on-site	X	X	
2.	Provide counseling through a health-plan sponsored individual, group, or telephone counseling program	X	X	
3.	Provide cessation medications through health insurance	X	X	

Resources for the Recommended Tobacco Cessation Strategies

Low resources

1. Policy prohibiting tobacco use anywhere on the property
http://healthvermont.gov/prevent/tobacco/documents/Model_Smoke_Policy_000.doc
2. Provide prompts and posters to support no-tobacco-use policy. The CDC offers free resources:
http://apps.nccd.cdc.gov/osh_pub_catalog/PublicationList.aspx
3. Promote the Vermont Quit Line (1-800-QUIT-NOW).
<http://www.vtquitnetwork.org/>

High resources

1. Provide counseling through an individual, group, or telephone counseling program on-site:
http://healthvermont.gov/prevent/tobacco/quit_smoking.aspx

Appendix C – 5: Breastfeeding Programming Strategies

LOW RESOURCES				
I = Individual level E/O = Environmental/Organizational level P = Policy level		I	E/O	P
1.	Establish policy that promotes breastfeeding			X
2.	Provide educational packet about breastfeeding to all expectant parents		X	
MEDIUM RESOURCES				
I = Individual level E/O = Environmental/Organizational level P = Policy level		I	E/O	P
1.	Establish programs that promote and support breastfeeding		X	X
2.	Allow flexible break or flextime for expressing milk		X	
HIGH RESOURCES				
I = Individual level E/O = Environmental/Organizational level P = Policy level		I	E/O	P
1.	Provide lactation education programs		X	
2.	Provide an appropriate private place with a lock on the door for breastfeeding/pumping. Include a comfortable chair, a refrigerator for milk storage, and a nearby sink with running water		X	
3.	Allow maternity leave for up to 12 weeks (6 weeks paid)	X		X
4.	Provide lactation consultants, either as member benefit of insurance or paid by employer		X	X

Resources for the Recommended Breastfeeding Strategies

Low resources

1. Establish policy which promotes breastfeeding, for a sample policy, see: <http://healthvermont.gov/wic/documents/SamplePolicy.pdf>.

Medium resources

1. Provide educational packet about breastfeeding to all expectant parents <http://healthvermont.gov/wic/food-feeding/breastfeeding/workingmothers.aspx>.
2. Allow flexible break or flex time for expressing milk.

High resources

1. Provide lactation education programs <http://www.workandpump.com>.
2. Provide an appropriate private place with a lock on the door for breastfeeding/pumping. Include a comfortable chair, refrigerator for milk storage, and a nearby sink with running water. See the following Work Site Breast Feeding Support document for more tips and resources: <http://www.usbreastfeeding.org/Workplaceaccomodations/tabloid/105/default.aspx>.
3. Provide lactation consultants, either as member benefit of insurance or paid by employer. For a list of Vermont breastfeeding consultants, see: <http://www.breastfeeding.com/directory/states/vermont.html>.

Appendix D: Activity Prioritizing Tool

INSTRUCTIONS

Rate each of the recommendations identified in the Worksite Wellness Assessment on the following aspects: importance, cost, time, commitment. Rate each on a scale of 1–5 using the chart below. Higher scores should indicate priority items to implement.

Importance: How important is the recommendation?

1 = Not at all important 3 = Somewhat important 5 = Very important

Cost: How expensive would it be to plan and implement the recommendation?

1 = Very expensive 3 = Moderately expensive 5 = Not expensive

NOTE: You can get an idea of relative cost by looking at the programming strategy tables, which are arranged by low, medium, and high resources needs.

Time: How much time and effort would be needed to implement the recommendation?

1 = Extensive time and effort 3 = Moderate time and effort 5 = Low time and effort

Commitment: How enthusiastic would employees be about implementing the recommendation?

1 = Not enthusiastic 3 = Moderately enthusiastic 5 = Very enthusiastic

Reach: How many employees will likely be affected by this recommendation?

1 = Very few employees 3 = Some employees 5 = Most or all employees

Item #	Recommendations	Importance	Cost	Time	Commitment	Reach	Points/Ranking	Comments

Appendix D: Activity Prioritizing Tool

Item #	Recommendations	Importance	Cost	Time	Commitment	Reach	Points/Ranking	Comments

Appendix E: Action Plan Worksheet

Recommendations: Describe the strategies selected from the Activity-Prioritizing Tool.

Activities: List the activities required to meet the recommendation.

Time: How much time and effort would be needed to implement the recommendation?

Materials, Resources and Personnel: List the individuals who will do the work and the resources and tools they need to get the job done.

Time Frame: When will implementation begin? How long will it take to finish?

Evaluation: How will you measure your successes and/or misfortunes?

Recommendations	Activities	Materials, Resources and Personnel	Time Frame	Evaluation	Comments

Appendix E: Action Plan Worksheet

Recommendations	Activities	Materials, Resources and Personnel	Time Frame	Evaluation	Comments

Appendix F: Sample Evaluation Tool & Measures

SAMPLE PROCESS OBJECTIVES	2007	2008	CHANGE
Number of staff enrolled and participating (participation rates)			
Company wellness website hits			
Observation or counts (e.g. track number walking at noon)			
Participant satisfaction (via survey, focus groups, interviews, stakeholder survey, etc.)			
Policy or environmental changes/tracking. (Use Worksite Wellness Assessment Checklist and compare list of policy or environmental changes from initial site assessment with later follow-up at one year, two years, etc.)			
SAMPLE OUTCOME OBJECTIVES	2007	2008	CHANGE
Pretest/posttest surveys can measure changes in attitude, knowledge, current eating and physical activity habits from initial assessment to completion of a specified program or campaign			
Quizzes: test of knowledge on various topics			
Vending items being chosen (arrange with vendor to track selections)			
Cafeteria menu options			
Health indicators/reduced risk factors. Comparison of company aggregate screening measures such as blood pressure, cholesterol, body weight, BMI, etc. before and after a specified program or campaign			
Corporate costs and return on investment. The expense side, or what it costs to run your wellness program, can be fairly easy to quantify. However, computing savings from reduced healthcare claims, lost work days or absenteeism may be harder to calculate. Work with your human resources and benefits contacts to determine what can be measured and then set a baseline figure to compare against later.			

Healthy Eating Guidelines for Worksites



Table of Contents

Healthy Eating Guidelines for Worksites	1
Menu Ideas for Meetings and Conferences	2
Making Healthier Food Choices	4
Offering Seasonal and Local Foods at Conferences and Meetings	7
Visualize a Serving Size	8
Vending Machine Guidelines	9
What to Look for on a Food Label	10
References	11



Healthy Eating Guidelines for Worksites

Why offer healthy foods at meetings, conferences and seminars?

The physical and social environment of the workplace influences health-related behaviors. Work is where many people spend most of their time; therefore, food available at a person's workplace frequently determines what they eat throughout the day. Workplace gatherings can promote healthier food choices by following the recommendations put forth by the Dietary Guidelines for Americans by offering:

- More fruits and vegetables
- Non- or low-fat milk products
- Whole grains
- Foods low in saturated and trans fats
- Smaller serving sizes (see page 8 for examples of proper serving sizes)

General guidelines:

- Emphasize fruits, vegetables, whole grains, low-fat dairy and lean protein sources
- Offer low-fat and low-calorie foods
- Serve smaller portions of higher calorie foods (e.g. mini, halved or quartered bagels, muffins or cookies)
- Include a vegetarian option with meals and snacks
- Offer seasonal and local foods when possible (see page 7)
- Use lower fat versions of condiments (e.g. dressings, mayo, cream cheese, sour cream, dips)
- For mid-morning and mid-afternoon meetings, consider serving only beverages
- Serve only 100% juice, and use glasses or containers that are 12oz or smaller
- Serve low-fat or skim milk with coffee and tea
- Offer water with meals and snacks
- If registration forms are used, provide space to indicate food allergies or dietary restrictions



Whole Grains Tip:

When buying whole-grain products, the first or second ingredient must list “whole” before the grain (e.g. whole wheat, whole oats, whole corn meal, whole rye). Wheat, rye, pumpernickel, 12-grain and multi-grain breads are not necessarily whole grains.



Menu Ideas for Meetings and Conferences

Employers can make it easier for people to make healthy food choices by providing healthy food at meetings and other events they sponsor. Here are sample menus that offer healthy foods.

Breakfast

- Fruit pieces (offer seasonal, local fruit whenever possible)
- Low- or non-fat yogurt
- Small muffins (2-3oz) or large muffins cut in half (look for whole-grain muffins)
- 100% whole-grain bread and/or whole-grain English muffins
- Whole-grain cereals (serve with skim or 1% milk)
- Mini whole-grain bagels or larger bagels cut in half

Spreads to offer:

Single servings of peanut butter, jam, jelly, low-fat cream cheese, trans fat free spread

Beverages:

- Bottled water
- Skim or 1% milk
- Coffee and tea (offer skim and 1% milk)
- 100% juice in containers that are 12oz or smaller

Mid-morning meetings

Consider only serving beverages (see beverage list on page 4).

Lunch

- Low-sodium meat-based broth or low-sodium vegetable-based soup
- Green or vegetable salad (offer light vinaigrettes or low-fat dressings on the side)
- Pasta or rice salad (made with light vinaigrettes or low-fat dressings)
- Potato salad (use combination of low-fat mayo and yogurt, and dress lightly)
- Whole-grain rolls with trans fat free spread (if offering butter, use single-serving packets)
- Pizza (choose vegetable topping and avoid pepperoni, sausage and extra cheese)



Sandwich Ideas:

- Whole-grain breads, rolls, wraps (cut sandwiches in half for smaller portions)
- Lean roast beef, lean poultry without skin, ham, tuna fish with low-fat mayo, hummus (always offer a vegetarian choice)
- 1oz slices of reduced-fat cheese
- Vegetable toppings
- Packets of mustard and low-fat mayo

Beverages:

- Bottled water
- Unsweetened iced tea
- Flavored water (no sugar)
- Skim or 1% milk
- Coffee and tea (offer skim and 1% milk)

Beverage Tip:

Consider not offering soda and juice. If offered, provide diet soda and 100% juice in containers that are 12oz or smaller.

Menu Ideas for Meetings and Conferences

Mid-afternoon meetings

Consider only serving beverages.

Snack ideas:

- Baked chips with salsa
- Fruit pieces or fruit salad
- Low- or non-fat yogurt
- Raw veggies with low-fat dip, hummus and/or bean dip
- Whole-grain pita bread with hummus and/or bean dip
- Whole-grain crackers with cheese (1oz portions of cheese)
- Dried fruit with and without nuts
- Pretzels and plain popcorn

Beverages:

- Bottled water
- Unsweetened iced tea
- Flavored water (no sugar)
- Skim or 1% milk
- Coffee and tea (offer skim and 1% milk)

Snack Tip:

Consider not offering food at staff meetings. Calories from one extra bagel per week equals to a weight gain of 5 pounds per year.



Dinner

Work with the conference center or caterer to select entrées that have less than 15 grams of fat per serving and always include a vegetarian option.

- Green or vegetable salad (with light vinaigrettes or low-fat dressings on the side)
- Whole-grain rolls with trans fat free spread (if offering butter, use single-serving packets)
- Pasta with marinara sauce
- Lean meats, skinless poultry, fish or tofu that is grilled, broiled, roasted or baked
- Serve at least two vegetables with meals (e.g. steamed vegetables, salad)
- Request seasonal and local vegetables (avoid butter and cream sauces)

Beverages:

- Bottled water
- Unsweetened iced tea
- Flavored water (no sugar)
- Skim or 1% milk
- Coffee and tea (offer skim and 1% milk)

Beverage Tip:

Consider not offering soda and juice. If offered, provide diet soda and 100% juice in containers that are 12oz or smaller.

Dessert

- Fresh fruit pieces or fruit salad (with low-fat yogurt dip)
- Angel food cake with fruit topping
- Low-fat ice cream or frozen yogurt, sherbet or sorbet
- If cookies are offered, consider whole-grain cookies such as oatmeal or offer lower-fat varieties and smaller sizes (2-3oz)
- If cake is offered, cut into 2" squares

Making Healthier Food Choices

Conference centers and caterers should be willing to work with you or your planning committee to develop a healthy menu. Use the list below as a guide when talking to the chef or caterer. These guidelines are appropriate for meetings off-site or in the office.

	BEST	GOOD	LIMIT / AVOID
BEVERAGES	skim or 1% milk fat-free half & half soy milk tea coffee water sugar-free flavored water unsweetened iced tea 100% fruit or vegetable juice in 8oz containers diet soda	2% milk fruit juice	regular soda whole milk and cream sweetened tea lemonade sweetened fruit drinks sports drinks
FRUIT	fresh frozen canned in own juice	canned in light syrup dried	canned in heavy syrup sweetened canned fruit
VEGETABLES	all fresh or frozen without added fat and sauces low-sodium vegetable-based broth or soup soups made with vegetable puree or skim milk	canned stir-fried but not battered oven-baked potatoes vegetable-based broth or soup	fried battered served with cheese or butter sauce cream-based soups (such as cream of broccoli)

Making Healthier Food Choices

	BEST	GOOD	LIMIT / AVOID
MILK & MILK PRODUCTS	skim milk non-fat cream non-fat yogurt low-fat and part skim cheese fat-free cream cheese fat-free or low-fat cottage cheese	1% milk low-fat or whipped cream cheese low-fat yogurt low-fat cheese	whole milk and cream full-fat cheese and cream cheese processed cheese spread
BREADS, CEREALS & PASTAS	whole-grain or whole wheat: rolls, bread, English muffins or bagels low-fat granola and granola bars whole-grain cereal oatmeal whole-grain pasta brown rice	white: rolls, bread, English muffins or bagels mini-muffins unsweetened cereals grits pancakes French toast white pasta and rice corn bread	Danishes croissants doughnuts sweet rolls large muffins pastries sweetened cereals pasta with cheese, meat or Alfredo sauce pasta salad made with mayonnaise or creamy dressing crackers made with trans fat (see page 10)
MEAT, POULTRY, FISH, EGGS, BEANS & NUTS	extra-lean ground meat trimmed beef and pork skinless chicken and turkey tuna canned in water grilled, broiled, roasted or baked fish and shellfish beans split peas lentils tofu egg whites egg substitute	lean ground beef meat stir-fried in olive oil low-sodium and low-fat lunch meats broiled hamburgers Canadian bacon low-fat hot dogs tuna canned in oil nuts whole eggs cooked without added fat	fried meat or fish untrimmed beef and pork bacon sausage pepperoni ribs hot dogs chicken and turkey with skin lunch meats whole eggs cooked with fat

Making Healthier Food Choices

CONDIMENTS

BEST	GOOD	LIMIT / AVOID
catsup mustard vinegar Tabasco® non-fat or low-fat dressings non-fat cream cheese 100% fruit jam trans fat free margarine	whipped margarine and butter jelly low-fat mayonnaise oil-based dressings peanut butter low-fat sour cream	stick margarine and butter mayonnaise cream cheese creamy dressings sour cream gravy tartar sauce cream sauce cheese sauce

DESSERTS

frozen fruit juice bars ice milk bars low-fat frozen yogurt and ice cream sherbet sorbet fig bars ginger snaps fresh fruit pieces or fruit salad with low-fat yogurt dip angel food cake with fruit topping whole-grain cookies such as oatmeal (or lower-fat varieties)	dark chocolate cocoa cakes and pies cut into 2" squares 2-3oz cookies	cookies and cakes pies cheese cake ice cream milk or white chocolate candy
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Offering Seasonal and Local Foods at Conferences and Meetings

Why use seasonal and local foods?

- It supports our local community, economy and agriculture, and protects Vermont's farmland.
- It is better for the environment. Seasonal and local foods do not need artificial heat and light to create year-round growing conditions. Traditional systems of local farming are often small and diverse, reducing the need for synthetic pesticides, herbicides and artificial fertilizers. Additionally, fewer fossil fuels are burned on foods that travel short distances from farm to table and don't require as much packaging for transport.
- Food tastes better in season.
- Food in season can be less expensive, especially if you buy in bulk or purchase "seconds" (produce that is cosmetically damaged, but otherwise just fine).
- Local foods require less travel time; they'll be fresher and taste better, and are bred for taste, not for durability on the road. When food tastes better, you don't need to add calories, salt and fat in the form of sauces to increase flavor.
- Local producers and processors usually do not add preservatives or other artificial ingredients.

Remember to ask the chef to use local foods. Most hotels and conference centers will accommodate when asked. Here are some simple-to-serve, easy-to-find local items:

- Milk
- Cider
- Cream for coffee
- Yogurt
- Cheese
- Fresh vegetables (in season)
- Garden salad (in season)
- Fresh fruit (in season - apples most of the year)
- Granola (maple sweetened)
- Local beef, chicken, turkey, pork, lamb, sausage, lunchmeat
- Honey (as tea sweetener and spread) and maple syrup
- Butter
- Herbs (garnish, salad, seasoning)

For more detailed information on substituting local ingredients into common meeting and conference menus, visit the "Buy Local/ Buy Vermont" section at www.vermontagriculture.com or call (802) 828-2416.



The Vermont Fresh Network can also be a great resource for chefs and customers who want to do more with local foods. Their mission is to connect local farmers with local restaurants. You can find out more and search their membership at www.vermontfresh.net.

Visualize a Serving Size

When cutting food to serve at meetings or when discussing menus with chefs, visualize these standard serving sizes to help keep portions in check.



3 ounces of meat: size of a deck of cards



3 ounces of fish: size of a checkbook



1 ounce of cheese: size of four dice



1 medium potato: size of a computer mouse



2 tablespoons of peanut butter: size of a ping pong ball



1 teaspoon of butter or margarine: size of the tip of your thumb



1 cup of pasta: size of a tennis ball



1 cup of mashed potatoes or broccoli: size of your fist



1 average bagel: size of a hockey puck



1 ounce of nuts or dried fruit: size of a golf ball

Vending Machine Guidelines

Vending choices and pricing can promote healthy purchases over high fat or low fiber choices. If you are not a key decision maker, it is important to get support in your organization for any changes you would like to implement. Identify the person in your organization who handles vending contracts, and work with that person to make healthier choices available in vending machines. Start with a goal to have 50% of foods meet the guidelines and remember that smaller snack portions are preferred.

BEVERAGE RECOMMENDATIONS	
FRUIT/VEGETABLE JUICE	beverages that contain at least 100% fruit or vegetable juice package size no larger than 12oz
BOTTLED WATER	water without any added ingredients
DAIRY PRODUCTS	low-fat or non-fat milk, flavored milk or drinkable yogurt (with or without artificial sweeteners) package size no larger than 16oz and less than 300 total calories
OTHER BEVERAGES	low-calorie* diet soda, low-calorie iced tea, low-calorie sports drinks (with or without artificial sweeteners) *low-calorie: 40 calories or less per serving
SNACK RECOMMENDATIONS	
CHEESE	regular and reduced-fat cheese - portion size: 1.5oz or smaller
YOGURT	low-fat or non-fat yogurt: no larger than 8oz package (with or without artificial sweeteners) 8oz should have less than 200 calories per serving 6oz should have less than 150 calories per serving
NON-DAIRY SNACK FOODS	fat: No more than 35% of total calories from fat with less than 10% of calories from saturated fat or less than 1 gram of saturated fat and no trans fat. Exception: nuts, nut butters, and seeds sugar: No more than 35% sugar by weight and no more than 30 grams per 8 ounce portion, with the exception of fruits sodium: less than 230mg of sodium with the following exceptions: vegetables with sauce and soups with less than 480mg sodium and containing one or more of the following: more than 2 grams of fiber; or more than 5 grams of protein; or more than 10% Daily Value of Vitamin A,C,E, folate, calcium, magnesium, potassium, or iron; or 1/2 serving (1/4 cup) of fruit or vegetables

What to Look for on a Food Label

Limit saturated and trans fats

Diets low in saturated fat and cholesterol and as low as possible in trans fat may reduce the risk for heart disease. Look for foods that have 5% or less daily value for fat.

To identify trans fat look for the words “hydrogenated” or “partially hydrogenated” on the food label.

Watch cholesterol

A food that is low in cholesterol contains less than 20mg of cholesterol per serving and less than 2 grams of saturated fat per serving.

Limit sodium

Adults should consume less than 2,300mg (approximately 1 teaspoon) of salt per day, less for those with health problems or a family history of high blood pressure. Low sodium foods have less than 140mg of sodium per serving.

Look for fiber

Adults need at least 25 grams of fiber everyday. High fiber foods contain at least 5 grams per serving. Fruits, veggies and whole grain foods are naturally good sources of fiber.

Nutrition Facts	
Serving Size 3 oz. (85g)	
Servings Per Container 4	
Amount Per Serving	
Calories 220	Calories from Fat 140
% Daily Value*	
Total Fat 16g	25%
Saturated Fat 5g	25%
Trans Fat 2g	
Cholesterol 55mg	18%
Sodium 640mg	27%
Total Carbohydrate 3g	1%
Dietary Fiber 1g	4%
Sugars 0g	
Protein 14g	
Vitamin A 4%	• Vitamin C 4%
Calcium 2%	• Iron 4%
<small>*Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs.</small>	

Example of a food label

References

U.S. Department of Health and Human Services & U.S. Department of Agriculture (2005).
Dietary Guidelines for Americans 2005.
Available at: <http://www.healthierus.gov/dietaryguidelines/>

University of Minnesota School of Public Health (2004).
Guidelines for Offering Healthy Foods at Meetings, Seminars and Catered Events.
Available at: http://www.ahc.umn.edu/ahc_content/colleges/sph/sph_news/nutrition.pdf

New York State Department of Health Center for Community Health (2004).
Guidelines for Healthy Meetings.
Available at: <http://www.health.state.ny.us/nysdoh/prevent/guidelines.htm>

Vermont Worksite Healthy Eating Pledge

As an employer, we are committed to helping our employees achieve optimal health and well-being. The relationship between diet and health makes supporting nutritious choices at work an important part of our commitment.

This pledge, and the Healthy Eating Guidelines for Worksites, are designed to make selecting healthy food and beverages an easy choice in the workplace. For more information on the guidelines and specific suggestions, go to the Fit & Healthy Vermonters page at HealthVermont.gov.

We pledge to:

- Include healthy choices whenever food and beverages are provided in the workplace.
- Consult the Vermont Healthy Eating Guidelines for Worksites when ordering food and beverages for meetings, conferences and events.
- Serve food only at meetings that take place during regular meal times and only offer healthy beverages at mid-morning or mid-afternoon meetings.
- Include healthy food choices in vending machines.
- Work with farmers, community organizations and food suppliers to provide seasonal and locally grown foods whenever possible. Ask caterers about their local food options when ordering food for meetings or events.
- Educate employees, managers and supervisors about the pledge and its part in our commitment to the health and well-being of our staff.

We acknowledge that:

These guidelines are not intended to dictate what individuals eat or drink themselves, or bring into the worksite to celebrate special occasions. They are designed to help staff make healthy food and beverage choices available at all employer-funded meetings, trainings and events.

SIGNED

DATE

