

# WORKSITE WELLNESS GUIDEBOOK

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Worksite  
Wellness  
Overview

## Worksite Wellness Program Development Model



### Components of a Successful Worksite Wellness Program

The following is an overview of the planning steps for creating a wellness program:

- 1 Secure Organizational Commitment**  
For the success of any wellness program, it is important that Senior Management support the efforts and work to drive participation in the wellness program.
- 2 Create a Wellness Team**  
A designated person and team are identified and provided with resources and a budget for incentives. A project structure is established for planning, executing, and evaluating the effort.
- 3 Research and Identify Needs**  
Organizational data is gathered, relevant to the worksite population and existing programs. The material is evaluated to answer specific questions and identify key characteristics about the target population. It is also evaluated to identify and document interests and needs for the proposed worksite wellness program.

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## Worksite Wellness Overview

- 4 Formulate Goals and Objectives**

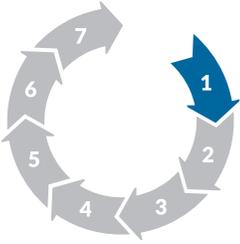
Wellness program goals and objectives are defined using information from the research and discovery activities.
- 5 Establish Wellness Policies**

Existing policies are revised or new ones developed to help support employees achieve healthy lifestyles.
- 6 Develop Action Plan and Execute**

Interventions are selected and program activities defined. The anticipated effect and outcome measures are identified. The detailed program proposal is developed and submitted for review and approval. The plan is then communicated extensively and implemented with ongoing review and adjustment by the wellness team.
- 7 Evaluate the Outcome**

Once in place for 12 months or more, the wellness program should be evaluated in terms of participation, satisfaction, and if possible, improved productivity and attendance.

Source: MA Department of Public Health Worksite Wellness Program Toolkit, June 2012 <http://www.mass.gov/eohhs/docs/dph/mass-in-motion/worksite-wellness-toolkit.pdf>



## Secure Organizational Commitment

# Secure Organizational Commitment

## Why Wellness?

Data shows that there is an incremental increase in health care and productivity related costs for each increase in risk factors.

- ▶ In addition to managing health conditions and high risk individuals, a critical program goal should be to keep the healthy people healthy. Without targeted interventions, the low risk population will ultimately increase their risk level.

## Wellness Culture: Foundations for Empowered Workforce

Senior Leadership Support

Management & Supervisor Support

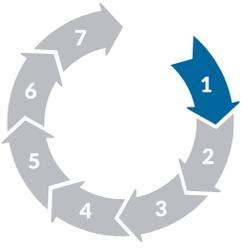
Employee Champions

The greatest success will come from a top-down and bottom-up approach to implementing a wellness program. Top-down support from senior leadership, managers and supervisors plays an essential role in creating a culture of health; while support and participation of employees from the bottom-up is equally vital to long-term success. Below are opportunities to improve support throughout the organization.

## Senior Leadership Support (CEO/executive management)

- ▶ Communication in support of health and wellness initiatives and rationale
  - Employees – unique messages
  - Management – unique messages
- ▶ Create policies throughout organization that support health and wellness efforts
- ▶ Include health and wellness in company vision and mission statement
- ▶ Include health and wellness goals as component of manager or employee bonus plans

**You must stand behind your actions for a culture to truly take root.**



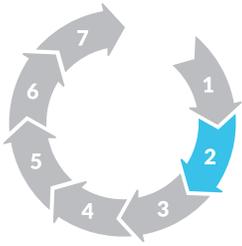
## Secure Organizational Commitment

### Management and Supervisor Support

- ▶ Attendance at company events involving health and wellness activities
- ▶ Promote management experiences in health and wellness initiatives through video or email testimonials
- ▶ Discuss current wellness events at staff meetings and employee events
- ▶ Provide opportunities during the work day to engage in health and wellness activities
- ▶ Lead by example

### Employee Champions

- ▶ Appoint a Full Time Employee (FTE) wellness coordinator to run the program or assign wellness coordination duties to existing staff.
- ▶ Create an employee wellness team (leadership and decision making)
- ▶ Create an employee wellness champion group to assist the committee and reach a broader audience
- ▶ Share employee success stories related to health and wellness
- ▶ Post company results of employee participation in wellness events



## Create a Wellness Team

# Create a Wellness Team

## The Wellness Team

A wellness team is an essential part of a Worksite Wellness Program infrastructure. The role of the wellness team is to communicate, participate, motivate, and support the Worksite Wellness Program. These are the key components to a successful wellness team:

- ▶ All employees have the opportunity to volunteer for the team. If specific departments require representation, those members can be appointed.
  - Alternatively, the team can start as part of an established, related team such as the Safety Team.
- ▶ Members have wellness responsibilities written into job descriptions.
- ▶ The team is publicized throughout the organization so employees know that wellness is an organizational priority.
- ▶ There is a dedicated manager in charge of the wellness team and who can develop agendas, define priorities, communicate and support wellness initiatives, and motivate others.
- ▶ Members represent all segments of the employee population (including shift workers and workers with disabilities). The team should also include human resources and representatives from major business areas, divisions, and worksite locations.
- ▶ The team meets regularly to assess company needs and design, implement, and evaluate the Worksite Wellness Program.
- ▶ The team has a clearly defined budget, and other resources are identified to support the effort.

The team should assess the needs and desires of employees and evaluate the work environment. Together with a clearly defined budget, the team uses this information to develop a tailored program.

The wellness team may identify external partners to help implement the program. For example, if a large number of employees have weight concerns, the employer might negotiate with a local “Y” or gymnasium for group membership rates or with the city or town to create new walking or bicycle paths.

[your logo]

## Worksite Wellness Committee Recruitment

[Date]

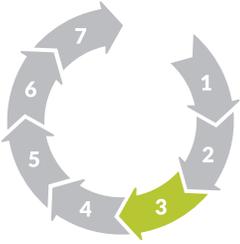
Dear [Company] Employees,

I would like to take this opportunity to tell you about an exciting opportunity to participate in an employee health promotion program here at [Company]. Worksite wellness programs have been implemented in companies around the country and achieved impressive results. Research has shown that promoting health and fitness in the workplace can reduce absenteeism, lower health care costs, improve employee morale, reduce employee turnover, and enhance employee recruitment.

I think a wellness program has the potential to benefit our organization and employees, and I hope you will support our efforts to encourage health and wellness at the workplace. We are looking to create a team of leaders interested in helping our company develop, implement, and evaluate such a program. If you think you might be interested in participating on the Wellness Committee, please let me know by [date].

I think your support of this program will make it a real success, and I look forward to discussing the details of with you soon.

Sincerely,



## Research and Identify Needs

# Research and Identify Needs

## Evaluating current metrics to establish the baseline:

- ▶ Attendance and absenteeism rates
- ▶ Quantifiable medical (claims) costs and information on employee conditions that are preventable and are increasing costs
- ▶ Employee satisfaction and retention rates
- ▶ Disability and workers' compensation costs

## Identifying your population's health risk factors:

- ▶ A confidential, online Personal Health Assessment (PHA) survey tool is often used to identify a population's modifiable health risks and behaviors.
- ▶ Survey results provide you with valuable information to target interventions.
- ▶ Find valuable tools and resources to help you plan, promote and implement an employee PHA campaign at [tuftshealthplan.com/destinationwellness](http://tuftshealthplan.com/destinationwellness).
- ▶ Tufts Health Plan's PHA tool takes 15-20 minutes to complete and is available to members free of charge in [mytuftshealthplan.com](http://mytuftshealthplan.com).

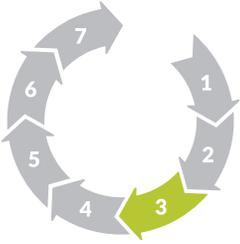
## Understanding employee needs and interests:

- ▶ An employee needs and interest survey is a low-cost way to gather information on what employees are interested in doing.
- ▶ Survey results serve as an informative tool when planning new programs and policies.
- ▶ Download an employee needs and interests survey template at [tuftshealthplan.com/destinationwellness](http://tuftshealthplan.com/destinationwellness).

## Identifying environmental barriers to wellness behavior change:

- ▶ Review your worksite for physical and other barriers that prevent employees from making healthy choices and attaining optimal health.
- ▶ Review current human resources and facility policies to assess whether or not they support wellness programming throughout the organization.
- ▶ Review health insurance coverage to determine if benefits should be adjusted to encourage compliance with healthy behavior.
- ▶ Consider subpopulations that may require special attention, i.e., the disabled, non-English speaking, shift workers, those who work in remote locations, those who may not have access to computers, etc.
- ▶ Download a comprehensive list of ideas to help your organization enhance a culture of health at [tuftshealthplan.com/momentum](http://tuftshealthplan.com/momentum).

Once gathered, the information collected during this phase can be used by your workplace wellness committee to design a meaningful program that meets your company's business goals and the interests of your employees. For more information about worksite wellness programming, contact your account manager.



Research and  
Identify Needs

## Assessing Your Opportunities

### Cultural and Environmental Opportunities

Take a look at where you are now and where you want your company to go. The following initiatives impact lifestyle practices and can transform the workplace environment into one that truly supports the health of employees. Use this activity to help facilitate conversation on how to help a culture of health take hold in your work community.

**Employee benefits can promote and encourage wellness and wise medical consumerism via preventive care coverage, plan design, etc.**

Primary benefits in place today: \_\_\_\_\_

\_\_\_\_\_

Benefits in planning: \_\_\_\_\_

\_\_\_\_\_

Future improvement: \_\_\_\_\_

\_\_\_\_\_

**Health and wellness policies promote a caring environment that supports health as a corporate vision.**

Primary policies in place today: \_\_\_\_\_

\_\_\_\_\_

Policies in planning: \_\_\_\_\_

\_\_\_\_\_

Future improvement: \_\_\_\_\_

\_\_\_\_\_

**Nutrition promotes healthy food choices in all dietary delivery systems and opportunities for food selection in the work place (i.e. cafeteria, vending, meetings, etc.).**

Primary policies in place today: \_\_\_\_\_

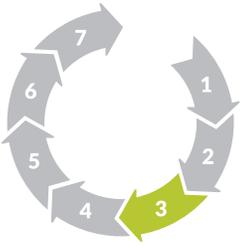
\_\_\_\_\_

Policies in planning: \_\_\_\_\_

\_\_\_\_\_

Future improvement: \_\_\_\_\_

\_\_\_\_\_



Research and Identify Needs

**Physical Activity promotes fitness and physical activity opportunities.**

Primary policies in place today: \_\_\_\_\_  
\_\_\_\_\_

Policies in planning: \_\_\_\_\_  
\_\_\_\_\_

Future improvement: \_\_\_\_\_  
\_\_\_\_\_

**Safety promotes a safe work environment.**

Primary policies in place today: \_\_\_\_\_  
\_\_\_\_\_

Policies in planning: \_\_\_\_\_  
\_\_\_\_\_

Future improvement: \_\_\_\_\_  
\_\_\_\_\_

**Managing Stress promotes work-life balance and offers unique work opportunities to assist the needs of the employees (i.e. flextime, children day care; onsite food options, work at-home, etc.).**

Primary policies in place today: \_\_\_\_\_  
\_\_\_\_\_

Policies in planning: \_\_\_\_\_  
\_\_\_\_\_

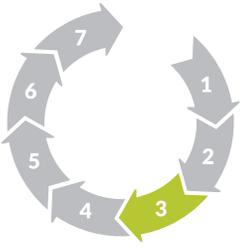
Future improvement: \_\_\_\_\_  
\_\_\_\_\_

**Tobacco free campus promotes tobacco cessation**

Primary policies in place today: \_\_\_\_\_  
\_\_\_\_\_

Policies in planning: \_\_\_\_\_  
\_\_\_\_\_

Future improvement: \_\_\_\_\_  
\_\_\_\_\_



## Research and Identify Needs

### Culture Survey

The survey below will help you take an objective look at where your program is today. It will allow you to see the areas in which you excel and the areas that you have room to grow. It will help to set goals and priorities for the program. Take this survey throughout the program and it will help to create a picture of what the population responds to.

#### Program Goals & Objectives / Management Expectations

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

1) Are health and productivity management aligned with the overall business strategy of the organization?

- Yes     No

2) What are the primary reasons for having a Health Promotions program?

- Health cost control  
 Improve Productivity  
 Quality of life enhancement  
 Employee morale/goodwill  
 other: \_\_\_\_\_

3) What is the probability of active senior management support?

- High     Moderate     Low

4) What is the probability of active mid-management support?

- High     Moderate     Low

5) Will managers be incentivized to promote the program?

- Yes     No

6) Regarding the Health Promotions Program, what is the planned frequency of communications to the employee population?

- Weekly     Monthly     Quarterly     Bi-annually     Annually

7) What is the planned frequency of communications from the CEO/executive management to the employee population?

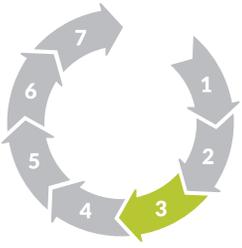
- Weekly     Monthly     Quarterly     Bi-annually     Annually

8) Who is delegated to manage the program?

\_\_\_\_\_

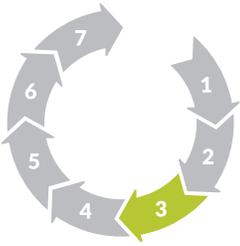
9) For the person designated to manage the Health Promotions program, what percent of their job/time is dedicated toward this purpose?

- 100% (FTE)     75%     50%     25%     <25%



## Research and Identify Needs

- 10) Is there a Wellness Committee?  
 Yes     No
- 11) Is there a Wellness Champions group?  
 Yes     No
- 12) Do you have a budget for your wellness activities?  
 Yes     No
- 13) Do you have a tobacco free campus?  
 Yes     No
- 14) Do you have a tobacco free policy?  
 Yes     No
- 15) Do you offer healthy options in your cafeteria and/or vending machines?  
 Yes     No
- Or, if you don't have a cafeteria or vending machine, do you have a refrigerator or microwave?  
 Yes     No
- 16) Have you provided any Wellness programs in the past?  
 Yes     No
- What types of programs? \_\_\_\_\_
- What was the participation in these programs? \_\_\_\_\_
- 17) Do you encourage physical activity in your workplace?  
 Yes     No
- 18) Does everyone have access to a computer in your workplace?  
 Yes     No
- 19) Is there a gym on site?  
 Yes     No
- 20) Are there shower facilities?  
 Yes     No
- 21) How many locations do you have? \_\_\_\_\_
- 22) What does your workforce look like?
- What is the primary language spoken by the staff? \_\_\_\_\_
- How many of the staff work shifts? \_\_\_\_\_
- How many of your staff work remotely? \_\_\_\_\_
- How many of your staff have access to a computer? \_\_\_\_\_



Research and  
Identify Needs

## Employee Wellness Interest Survey

Employee Wellness may mean different things to different people. The purpose of this survey is to find out which wellness activities interest you and what your wellness goals and priorities might be. We want you to feel better and live healthier – your feedback will help us to help you!

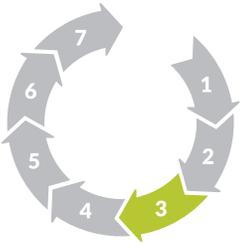
**Please take a few moments to complete this survey on potential Wellness activities. All answers are anonymous and confidential.**

1. Would you personally take part in a wellness program if we offered one?  
 Yes     No     Don't know/Not sure
  
2. Which, if any, of the following programs/seminars would you take part in, if offered? Select all that apply.  

<input type="checkbox"/> Exercise/Physical Fitness Program	<input type="checkbox"/> Healthy Back
<input type="checkbox"/> Stress Management	<input type="checkbox"/> Stop Smoking Program
<input type="checkbox"/> Nutrition	<input type="checkbox"/> Other (Please specify) _____
<input type="checkbox"/> Weight Management	<input type="checkbox"/> None of the above
  
3. Which, if any, of the following screenings/clinics would you take part in, if offered? Select all that apply.  

<input type="checkbox"/> Blood Pressure	<input type="checkbox"/> Flu Shots
<input type="checkbox"/> Diabetes	<input type="checkbox"/> Nutrition Counseling
<input type="checkbox"/> Cholesterol	<input type="checkbox"/> None of the above
<input type="checkbox"/> Body Fat Analysis	
  
4. Which, if any, of the following physical activities would you take part in, if offered? Select all that apply.  

<input type="checkbox"/> Yoga	<input type="checkbox"/> Running Clubs
<input type="checkbox"/> Tai Chi	<input type="checkbox"/> Biking Clubs
<input type="checkbox"/> Fitness Classes	<input type="checkbox"/> Other (Please specify) _____
<input type="checkbox"/> Meditation	<input type="checkbox"/> None of the above
<input type="checkbox"/> Walking Clubs	
  
5. Would you participate in the wellness program on your own personal time? (e.g., before work, after work, or during lunch)  
 Yes     No     Don't know/Not sure  
  
If yes, What would be the best time for you to be involved in a wellness activity?  
 Before work     During lunch     After work



## Research and Identify Needs

6. What is the biggest barrier that would keep you from participating in a worksite wellness program? Select all that apply.

- Time
- Location
- Schedule
- Motivation
- Privacy
- Other (Please specify) \_\_\_\_\_

7. What changes, if any, could be made to the work environment to better promote health and wellness? Please be specific.

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### Just a few more questions about you...

8. Please indicate your gender:

- Female
- Male

9. What is your age?

- 18 to 29
- 30 to 39
- 40 to 49
- 50 to 59
- 60 or older

10. Do you currently have any health or fitness goals that you are trying to reach?

- Yes
- No

If yes, which of the following describes your health or fitness goals?  
Select all that apply.

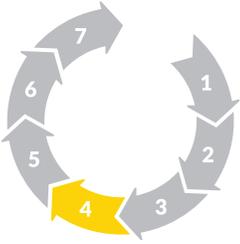
- Lose weight
- Get more exercise
- Eat healthier foods
- Reach a fitness goal (such as running a 10K race)
- Have better work/life balance
- Improve a health problem I have now/Prevent future health problems
- Other (Please specify) \_\_\_\_\_
- None of the above

11. Do you smoke?

- Yes
- No

### Wellness Planning

If you would be interested in working on the Wellness Committee to help plan and deliver programs, or to serve as a contact for your department, please contact Human Resources.



Formulate  
Goals and  
Objectives

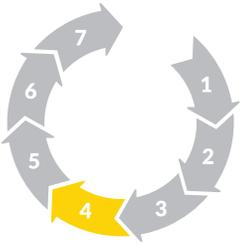
## Formulate Your Goals and Objectives

### Sample Goals and Objectives

Once research has been done to identify areas of greatest need, it's time to formulate goals and objectives that help guide development of the program and ensure that the outcome contributes to overall business success. It's important for program goals to be specific and quantifiable so an effective post-evaluation can be done.

Sample Program Impact Goals	Sample Objectives
Support corporate culture that encourages healthy lifestyles.	<ul style="list-style-type: none"> <li>▶ Identify a wellness champion and appoint a wellness manager with defined wellness responsibilities.</li> <li>▶ Form a Wellness Team with clearly defined membership, budget, and goals.</li> <li>▶ Conduct an environmental audit and health needs assessment.</li> <li>▶ Execute and evaluate an ongoing wellness plan.</li> </ul>
Increase productivity through reduced absenteeism, improved presenteeism, and reduced disability.	<ul style="list-style-type: none"> <li>▶ Achieve a 10% reduction in sick leaves over 2 years.</li> <li>▶ Achieve a 5% reduction in workers' compensation claims in 3 years.</li> <li>▶ Achieve a 10% reduction in short-term disability due to injuries in 3 years.</li> </ul>
Increase integration of wellness into employee benefits and corporate policies.	<ul style="list-style-type: none"> <li>▶ Integrate wellness elements (e.g., PHA) with health benefit coverage during the open enrollment process, for example:                             <ul style="list-style-type: none"> <li>• To have 100% of health-benefit-eligible associates and benefit-covered spouses complete a PHA.</li> <li>• To have 50% of associates attend a program roll-out workshop/webinar.</li> <li>• To have another 25% of associates complete the Web-based version of the program rollout workshop.</li> </ul> </li> </ul>

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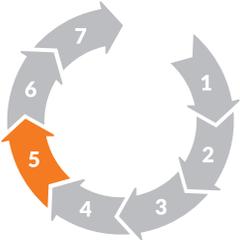


Formulate  
Goals and  
Objectives

## Your Goals and Objectives

Use this blank chart to organize program impact goals and objectives for your organization.

Program Impact Goals	Objectives



Create  
Supportive  
Environment

## Create a Supportive Environment

Once you have identified your wellness program goals and objectives, it's a good idea to review and adjust worksite policies or develop new ones.

- ▶ Policies help create an environment that supports and encourages healthy lifestyles by making the healthy choice the easy choice.
- ▶ Policies provide the opportunity to practice and reinforce skills that may have been learned in a program, and endure long after the program is completed.
- ▶ Be sure to include a step in your program's work plan for evaluating and adjusting your workplace wellness policies.

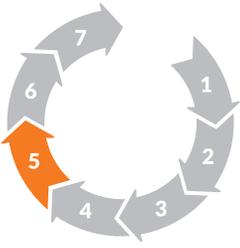
Focus policy development on key components of your wellness goals. For example:

- ▶ Increased Health Awareness and Education
- ▶ Losing Weight and Eating Healthier Foods
- ▶ Increased Physical Activity
- ▶ A Smoke-Free Workplace
- ▶ Reduced Stress

### Sample Healthy Foods Policy

[Company name] is dedicated to providing a work environment that supports health and weight management through good nutrition. There is a general consensus today that certain dietary factors are associated with the prevention of chronic diseases such as heart disease and cancer. We will, therefore, provide employees with healthy food choices when foods are served in the workplace that support their efforts to lose weight, prevent disease, and attain optimum health.

<b>SAMPLE GOALS</b>	<ul style="list-style-type: none"><li>▶ Increase healthy food options for employees.</li></ul>
<b>SAMPLE OBJECTIVES</b>	<ul style="list-style-type: none"><li>▶ Vending machines will include healthy food choices.</li><li>▶ Meetings/functions will offer healthy foods and snacks.</li><li>▶ The cafeteria and/or lunchroom will offer healthy foods, drinks, and snacks.</li></ul>
<b>SAMPLE POLICIES</b>	<ul style="list-style-type: none"><li>▶ Vending machines will offer a variety of snack foods. 30% of the items will be healthful alternatives that are low-sugar, trans fat-free, and low-fat food options.</li><li>▶ Drink machines will provide fruit juices as well as sugar-free and caffeine-free soda selections.</li><li>▶ Food choices that are low in fat will be offered at company meetings and functions. When foods high in fat, sugar or sodium are served, food purchased with company funds must include a healthy alternative.</li><li>▶ Menus for dining rooms/cafeterias shall be consistent with the latest guidelines recommended by leading health organizations.</li></ul>



Create  
Supportive  
Environment

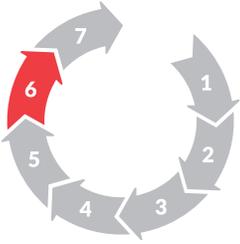
## How do you create new policies?

- 1 Identify worksite policies
- 2 Identify environmental changes
- 3 Seek approval for changes
- 4 Implement changes

### Legal Boundaries of Wellness Programs

As employers increasingly turn to creative solutions to the increasing costs of health care, such as wellness programs, they should be aware of applicable regulations, including the Health Insurance Portability and Accountability Act (HIPAA), Americans with Disabilities Act (ADA), Affordable Care Act (ACA), Genetic Information Non-Discrimination Act (GINA), and the Equal Employment Opportunity Commission (EEOC). The following are general guidelines:

- ▶ Participation in the wellness program must be voluntary.
- ▶ Medical information obtained in the course of conducting the plan must remain confidential.
- ▶ Should not be used for making any employment related decisions
- ▶ Reasonable alternative standards must be available for certain types of programs



Develop  
Action Plan  
and Execute

## Develop an Action Plan and Execute

### Action Plan Checklist

-  Based on goals and objectives, identify interventions for each objective
-  Identify all the delivery elements required to implement the intervention
-  Identify the recruitment activities to engage employees
-  Identify the marketing and communication tactics to promote the intervention

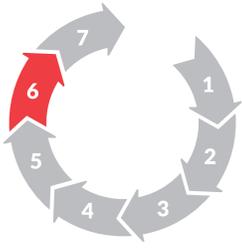
### Implementation Consideration

Putting your worksite wellness program into action may require a phased approach such as conducting a pilot with a small portion of the population before initiating a full program launch. This option should be considered based on the available budget and resources and level of investment required by the proposed interventions.

### Project Management

A system and process should be established to manage financial, human, and technical resources needed to carry out the plan. Identify the many detailed tasks that are required to execute the program, who is responsible, and timelines. Consider using tools such as Microsoft Excel worksheets and charts to facilitate decision making and manage the details.

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## Develop Action Plan and Execute

### Communication and Promotion

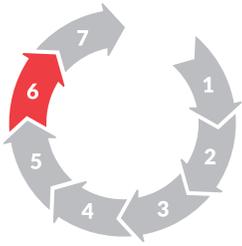
Effective marketing and promotion will help ensure high levels of participation.

- ▶ Create a “brand” or program identity including logo and standardized promotion guidelines to build awareness and appeal for the program.
- ▶ Use a variety of media, such as posters, e-mail, letters, and web information.
- ▶ Create attractive and professional materials to capture attention.
- ▶ Promote the overall wellness program as well as individual interventions.
- ▶ Plan a kick-off event to introduce your initiative and create a positive image for the program.
- ▶ Marketing and promoting the wellness program needs to be ongoing throughout the life of the project.

### Strategies for Enhancing Participation

Participation in the wellness program is critical to the program’s success. Without it, the expected outcomes for health status improvement and economic return will not be realized. Consider the following strategies to encourage participation:

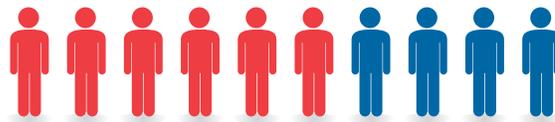
- ▶ Alignment between participants and areas of interest
- ▶ Easy access to programs
- ▶ Ongoing promotional activities
- ▶ Increased level of policy and environmental reinforcement
- ▶ Strong leadership and management support and visibility
- ▶ Use of meaningful incentives



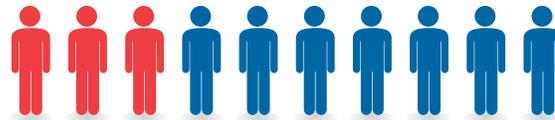
Develop  
Action Plan  
and Execute

## Driving Engagement Through Incentives

### Why Use Incentives?



**6 in 10 employees**  
think worksite wellness  
is a good idea



**3 in 10 employees**  
actually participate in  
worksite wellness

Guardian, Spotlight on Group Medical, 2008

Incentives play an important role in getting employees engaged in worksite wellness programs. While some will engage in worksite wellness programs, most need a friendly nudge to get involved. Providing the right motivating incentive strategy for your population can help ensure good population engagement.

#### **Incentives can:**

- ▶ Improve employer wellness program participation
- ▶ Advance readiness to change
- ▶ Motivate continued participation
- ▶ Activate learning about health and wellness and begin changes in behavior

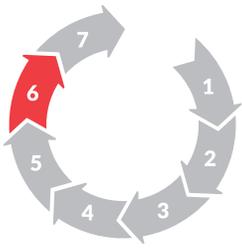
#### **Incentives are typically used to increase participation in distinct activities, such as:**

- ▶ Personal Health Assessments (PHA)
- ▶ Biometric Screening
- ▶ Behavior change programs

Or to reward for achieving health outcomes, such as healthy blood pressure or cholesterol numbers.

### Types of Incentives

Develop an incentive strategy that meets the interests of participants and the culture and budget of the organization. Incentive strategies can be designed within any budget. It is important to consider both tangible incentives such as merchandise, cash, prizes and benefits as well as intangible incentives such as recognition and camaraderie.



## Develop Action Plan and Execute

Consider perceived value of the reward with perceived effort to earn it. If the amount of effort to achieve incentive is low, a lower value incentive is acceptable. If perceived effort to earn incentive is high, the incentive should be adequately motivating. Whenever possible, reward everyone who reaches the criteria such as a program goal or activity completion.

Sweepstakes and prize drawings are helpful if required due to low budgets, but if too few prizes are distributed to a larger population, the lower odds of winning will cause the incentive to lose some impact. Not everyone will be motivated by the same incentive. Try to offer a variety of incentives throughout the program. Choice of gift card or prize in a given value range helps encourage a diverse set of interests. Benefit based incentives can be a very effective population-based approach to tying wellness engagement to corporate culture.

For maximum relevance and impact try to link your incentive back to your program. Examples include fitness equipment, massage certificates, vacation certificate or paid time off, insurance contribution reductions, or a healthy reward luncheon.

Please note that tangible incentives such as cash, gift cards, and prizes could be subject to taxes while most employee benefits based incentives are pre-tax.

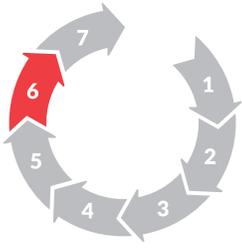
Tangible	Intangible
<ul style="list-style-type: none"> <li>▶ Merchandise (consider tax consequences and fulfillment needs)</li> <li>▶ Cash/cash equivalent (consider tax consequences/fulfillment)</li> <li>▶ Prize drawings and sweepstakes</li> <li>▶ Benefit related (premiums; deductible; coinsurance; richer plan option, paid time off)</li> <li>▶ Health Saving Accounts (FSA, HSA, HRA)</li> </ul>	<ul style="list-style-type: none"> <li>▶ Belonging</li> <li>▶ Acceptance or approval</li> <li>▶ Recognition</li> <li>▶ Mix with managers</li> <li>▶ Self mastery</li> <li>▶ Creative outlet</li> <li>▶ Personal challenge</li> <li>▶ Group competition</li> </ul>

### Incentive Value Recommendations

For an annual goal or incentive, evidence suggests that incentives in the \$100– \$300 value range are generally effective. It is important to understand your population’s incentive threshold however. Populations with higher compensation averages may need higher incentive than those with lower compensation packages.

Consider offering incentives for key activities within your program such as completing the Personal Health Assessment. Depending on the activity and perceived effort of the activity, single incentives tend to range between \$25 – \$50 value.

If you plan to implement an outcomes-based program that ties incentives to individual biometric values, then a larger incentive is recommended. Value-based incentives usually require incentives greater than \$300 due to the stricter legal requirements for this type of program but can have significant impact on behavior change.



Develop  
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and Execute

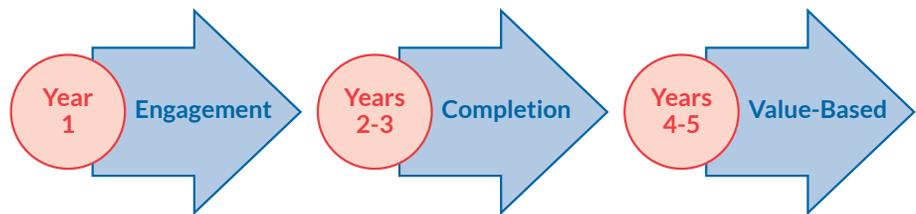
Keep in mind that such a plan has to include a reasonable alternative or waiver for employees who may not be able to participate for medical reasons. There are also limits on the total value of awards. Finally, the opportunity to qualify for the reward or incentive in a wellness program must take place at least once per year.<sup>1</sup>

### Gradual Incentive Strategy Over Time

It is important to ensure that your incentive strategy grows with your program. Starting with more outcomes-based incentives may be too aggressive in year one, while offering an incentive just for the Personal Health Assessment year after year may not be enough to change behavior. It is important to ensure that the strategy and program moves at a manageable yet challenging pace for your population.

For illustrative purposes:

- ▶ **In year one** you may want to focus on Personal Health Assessment completion to ensure you gather good baseline data and encourage engagement in health improvement programs offered.
- ▶ **In years two and three** you may consider introducing next phase of programming such as targeted behavior programs or health coaching.
- ▶ **As you progress to years 4 and 5** you may consider outcomes-based strategies by tying incentives to biometric values in range or improved biometric values.



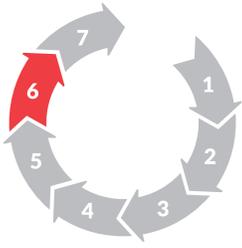
### Incentives Within a Culture of Health

Incentives are one tool to use in a comprehensive wellness program. Incentives alone are less likely to result in long-term behavior changes and over time may lose perceived value. To encourage and reinforce healthy behaviors, companies should also focus on creating a culture of wellness through senior leadership commitment to wellness, and supportive environments, policies, and programs.

### Additional Incentive Considerations

Consider the unique culture of your populations. What opportunities exist to drive meaningful tangible and intangible incentives for your population? Is this a population interested in technology that would be interested in the newest technological gadget, would time with senior management and recognition have big impact, would ties to benefits be well received?

Decide who will be eligible for incentives. Will you start with insurance eligible employees or will you include all employees? Note that you need to offer incentives to all employees at a minimum. You may also consider including insured spouses as they also contribute to medical claims and household decisions.



## Develop Action Plan and Execute

Build programs and incentive strategies that everyone has access to. Make every effort to remove barriers to access and provide reasonable alternatives. Remember to consult your legal counsel on relevant federal rules and regulations relating to the design and implementation of wellness programs including the Affordable Care Act, HIPAA, GINA, and ADA compliance requirements, and tax implications when developing a wellness program.

Ensure your incentive strategy is simple to communicate and easy to understand. If it is difficult to understand, effectively earning the incentive may also be difficult. Simple incentive strategies are also easier to administer and fulfill.

Consider opportunities to offer incentives to new hires so that they are encouraged to join the wellness program immediately.

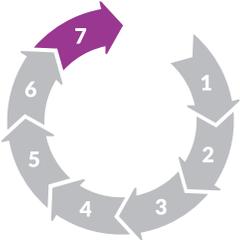
### Federal Rules and Regulations

Ensure compliance with the following, seeking legal counsel if necessary:

- ▶ Affordable Care Act incentive requirements
- ▶ American Disabilities Act (ADA)
- ▶ Health Insurance Portability and Accountability Act (HIPAA)
- ▶ Genetic Information Discrimination Act (GINA)
- ▶ Tax implications of incentives

#### Sources used:

1. O'Donnell, M. The Science of Lifestyle Change-Editor's Notes. Am J Health Promot 2012; 26 [5].
2. Joint Consensus Statement: Guidance for a Reasonably Designed, Employer-Sponsored Wellness Program Using Outcomes-Based Incentives. JOEM 2012; 54 [5].
3. Chenoweth, D. Promoting Employee Well-Being. SHRM Foundation 2011.
4. National Business Group on Health: Wellness Programs: New Rules for 2014 and Beyond. January 2013.
5. National Business Group on Health [http://www.businessgrouphealth.org/resources/topics/incentives\\_1.cfm](http://www.businessgrouphealth.org/resources/topics/incentives_1.cfm)
6. Affordable Care Act: <http://www.healthcare.gov/news/factsheets/2012/11/wellness11202012a.html>



Evaluate  
the Outcome

## Evaluate the Outcome

There are several good reasons why you should evaluate your worksite wellness program:

- ▶ To obtain feedback so that you can adjust and improve your programming efforts
- ▶ To measure change and demonstrate success
- ▶ To validate the need and value of your program
- ▶ To secure ongoing resources and support

### Evaluation Objectives

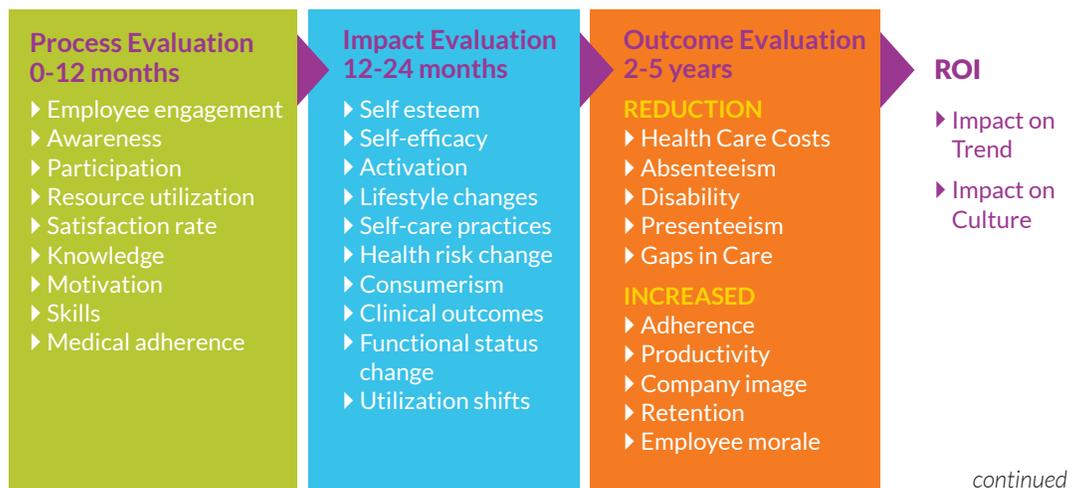
An evaluation of your wellness program should measure the success of its administration, as well as overall outcomes of the program, including cost/benefit analysis, if possible. Through analysis of a specified time frame, you may want to determine:

- ▶ how many employees successfully completed the program
- ▶ how satisfied participants were with program components
- ▶ whether identified objectives were achieved

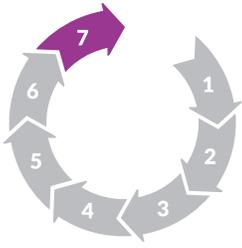
### Evaluation Framework and Metrics

The model below illustrates organizing performance measures into a logical and sequential roadmap for setting goals and expectations at specific intervals. The foundational assumption is that each measure, when shown to record a favorable outcome, is a marker for the increasing likelihood that subsequent measures also will record outcomes changing in the desired direction.

As a program is launched, the focus should be on program implementation and **process** evaluation metrics to ensure that the program is gaining early acceptance and traction within the eligible population. **Impacts** can be assessed as soon as repeat measures are available for comparison. However, enough time must be permitted to pass before significant impacts can be expected. **Outcomes** that require cultural support and significant intervention (e.g., weight management) may take up to two years to see in terms of population-level shifts in health trends.



*continued*



## Evaluate the Outcome

### **Process Evaluation:**

#### **Occurs both during and after the first year of the program**

Process evaluation is also known as program evaluation, which assesses the basic operational success of the program, including how well the program was implemented, employee awareness of the program and satisfaction. An annual survey can be used to measure these areas.

Another key indicator of the program's success is the level of employee participation. This can be measured throughout the program's implementation by using sign-in sheets at various seminars, health education classes, fairs, screenings, as well as, vendor reports for health assessments, etc.

Sample program administration assessment questions:

- ▶ Has the program been successful in attracting and keeping participants?
- ▶ Who is using the program?
- ▶ Were all activities implemented as planned?
- ▶ Which activities are most popular?
- ▶ Did the program meet the participants' needs?
- ▶ Are participants happy with class instructors, program materials, incentive choices, etc.?
- ▶ Are there policy or management barriers that prevent employees from participating?

### **Impact Evaluation:**

#### **Occurs one-two years after the start of a comprehensive program**

Impact evaluation focuses on the effects of the various interventions introduced to your employee population. Was the program able to accomplish the desired results? A Health Assessment can be used to establish baseline data for your evaluation at the beginning of your program and can be used to assess whether improvements in behavior or risk factors have occurred.

### **Outcome Evaluation:**

#### **Occurs 2-5 years after the start of comprehensive program**

An outcome evaluation focuses on the ultimate goal of the program, generally measured by financial and health outcomes. Use available data, such as health care claims costs, employee absenteeism data, health risk status information, utilization of disability and workers' compensation benefits and costs; and employee satisfaction surveys to measure employee morale.

Sample outcomes objectives:

- ▶ Reduced health care costs
- ▶ Improved morale
- ▶ Reduced workers' compensation costs
- ▶ Reduced absenteeism and turnover

# ONLINE HEALTH AND WELLNESS RESOURCE CENTER FOR EMPLOYERS

At [tuftshealthplan.com/momentum](http://tuftshealthplan.com/momentum) you'll find information, resources and downloadable materials such as worksheets, posters, fliers, email content and more to help you support a culture of health.

The [Worksite Wellness Toolkit](#) helps you get started or expand and refresh your existing program:

- ▶ Seven-step worksite wellness development workbook
- ▶ Worksite Wellness Made Simple on-demand webinar series
- ▶ Resources to help qualify for Massachusetts Small Business Wellness Tax Credit
- ▶ Do-it-yourself wellness kits
- ▶ Worksite walking programs

In the [Employees Programs](#) section you'll find a library of tools to help you encourage healthy behaviors, increase demand for preventive health, and drive enrollment in Tufts Health Plan's health and care management programs.

- ▶ Preventive care benefits
- ▶ Health coaching
- ▶ Condition management programs
- ▶ Care management programs
- ▶ Healthy eating and weight control
- ▶ Exercise and fitness
- ▶ Managing stress and heart health
- ▶ Cancer prevention
- ▶ Tobacco cessation



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