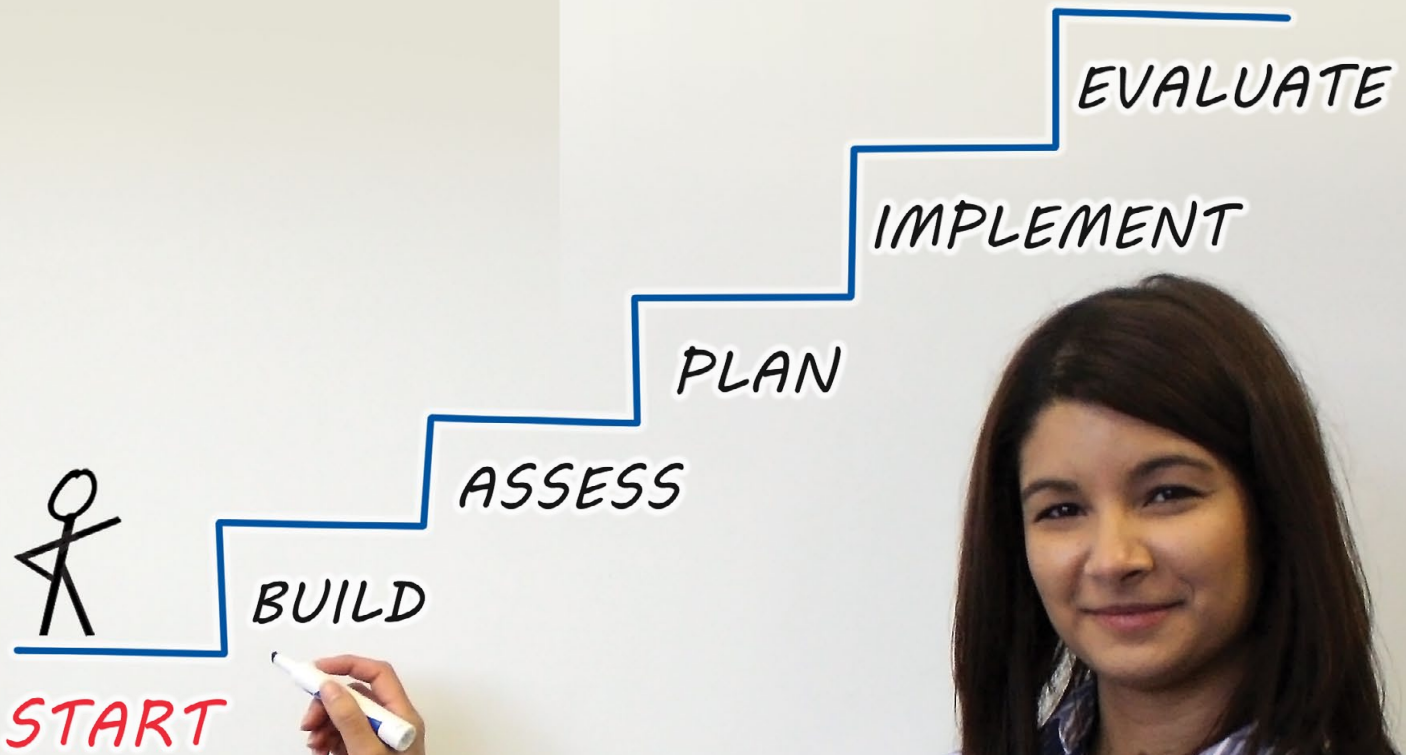


NEBRASKA
WORKSITE
WELLNESS

Toolkit

www.worksitewellness.ne.gov



Department of Health & Human Services



In partnership with:





STEP 3:

CREATE A WELLNESS PLAN

STEP 3 Action Items

1. Create a mission statement
2. Construct a written wellness plan
 - Use data to identify 1 to 3 priority areas
 - Develop measurable objectives to address priority areas
 - Determine methods to measure outcomes
3. Build a wellness budget
4. Draft a long-range plan

Mission statement samples:

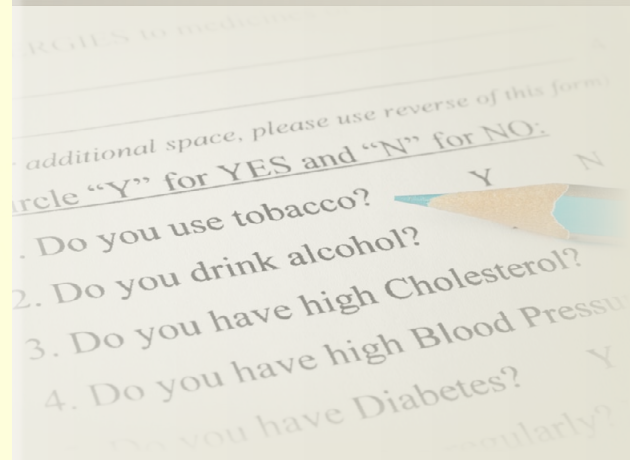
"To encourage employees' personal and professional productivity and physical and mental well-being, the mission of (Organization Name's) Worksite Wellness Program is to promote a worksite culture that supports employees' desire to make healthy lifestyle choices."

Written wellness plans:

- ▶ Formalize efforts.
- ▶ Focus on priority health issues.
- ▶ Measure impact and validate the program.
- ▶ Provide continuity through personnel/wellness team changes.
- ▶ Link wellness to the corporate strategic plan.

1. Create a mission statement

To keep the wellness program on track, create a mission statement to guide planning efforts. Keep the mission statement short and simple, reflecting the focus of the wellness program in one to two sentences. Be sure to communicate the mission statement with employees. By reading the wellness program mission statement, employees should be able to understand the purpose of the program, as well as how program goals will be attained and how achievement of those goals will be confirmed. Mission statements should align with corporate strategy—or better yet—wellness should be an integral part of the overall corporate strategic plan.



2. Construct a written wellness plan

Ideally, the wellness plan will consist of purposefully developed and implemented wellness programming as well as policies and activities that target appropriate health risk behaviors and the interests of the employees. The next chapter of this toolkit will provide examples of each of these types of strategies. To create a wellness plan, identify priority areas and create measurable objectives to address those areas. Taking the time to determine objectives beforehand is the only concrete way to demonstrate the outcomes achieved as a result of wellness program efforts. The objectives will serve as benchmarks for future evaluation of the program and will help determine where to focus future efforts.

▶ *Use data to identify priority areas*

The written wellness plan should address primary health concerns as identified by the data. When reviewing data to identify priority areas, remember that addressing health concerns that are consistent with both the organization's needs and the interests of employees will have the highest impact. In addition, it is advisable to start with a need or interest area that can be resolved quickly and with little effort. For example, if the data show that employees desire healthier options in the vending machines, this interest could be easily addressed by working with the vendor to substitute for healthy options. Achieving success in these "low-hanging fruit" issues will build visibility, momentum, and support for the program. Focusing on 1 to 3 priority areas at a time will ensure that sufficient resources can be dedicated to each of the target areas. Once improvement is seen in those areas, add new issues to address in future wellness plans.

Nebraska Case Study

[Nebraska Methodist College](#) in Omaha, has integrated wellness into the college's strategic plan to ensure that the culture of wellness continues to be an important part of the college. The President's Council on Wellness has aligned its Operating Plan's action steps with one of the college's three cornerstones: People, Process, and Purpose. The alignment of the plan with the college's strategic plan makes it clear that wellness is a critical component of the organization's ultimate success.





STEP 3:

CREATE A WELLNESS PLAN

Special considerations for small businesses

To get started:

- a. Focus your efforts on one or two priority areas from your data to avoid taking on too much too quickly.
- b. Write objectives with whole person numbers rather than percentages to more easily track progress over time.
- c. Create objectives that are achievable to build momentum as you succeed, which will allow you to continually build your program. The most achievable objectives will be based on the interests of the employees, but programs addressing tobacco cessation, stress reduction and injury prevention tend to yield quick results.

▶ Create measurable objectives

Once priority areas have been selected, the next step is to create measurable objectives to address the priority areas. Clear objectives can help leadership and employees understand the reason for supporting and participating in the wellness program. Objectives should be specific, measurable, achievable, relevant and time-bound (SMART).

▶ How to write SMART objectives

- ▶ Identify WHO is targeted in the objective.
Example: employees.
- ▶ Identify WHAT change is desired. Let the data decide.
Example: reduce tobacco use.
- ▶ Identify HOW MUCH the behavior needs to change. Include baseline and desired change.
Example: from 30% to 28%.
- ▶ Identify BY WHEN the change should occur. Set a date! Most wellness plans are set on a twelve month calendar; however, it may be reasonable to set a longer date – up to two years.
Example: by December 2015.

After identifying these pieces of information, the **example objective would be:** Reduce tobacco use among the organization's employees from 30% to 28% by December 2015.

Enter your measurable objectives into a [wellness plan template](#).

View a [sample wellness plan](#) addressing tobacco cessation that follows the recommendations listed for creating achievable objectives.

► *Types of objectives*

There are three types of objectives that will frame the creation and evaluation of the program:

- **Process Objectives** refer to what the program will implement. This type of objective is especially important for businesses that are just starting a wellness program.
Example: *By December 2013, the program will recruit 40% of its employees to participate in nutrition classes to increase their knowledge of healthy eating behaviors.*
Example: *By March 2014, the program will conduct two weekly fitness classes to increase opportunities for involvement in physical activity behaviors among employees.*
- **Impact Objectives** refer to what the program is expected to achieve as a result of its activities in the short term. Impact objectives should be health-related. Choose at least one impact objective to focus on each year.
Example: *By December 2013, increase the number of employees who are taking daily walking breaks from 10% in 2012 to 20%.*
Example: *By May 2014, increase the number of employees who consume the recommended amount of fruits and vegetables daily from 5% in 2013 to 8%.*
- **Outcome Objectives** refer to what the program is expected to achieve as a result of its activities in the long-term. These can be either health-related, or focused on reducing costs in more advanced programs.
Example: *By December 2015, reduce the percentage of employees who are overweight or obese from 45% in 2012 to 40%.*
Example: *By May 2015, decrease the percentage of employees who use tobacco from 12% in 2013 to 6%.*

Nebraska Case Study

In Wilber, the worksite wellness movement started in 2009 when the [Saline County Commissioners](#) and the Saline Safety Committee partnered to create a 24-hour fitness center offering free membership to employees. After completing a Health Risk Assessment in 2012, they discovered that many of their employees suffered from high blood pressure and high cholesterol. They started adding articles and tips in the employees' paychecks, as well as sending out information through email about how exercise and healthy eating can help improve those conditions. They also offered healthy snacks to employees for lower prices than what is available in the worksite vending machine.

Saline County learned that it is important to have a big goal in mind, but to make small goals to help achieve that goal. Reaching each small goal is a little victory and motivates people to not give up.



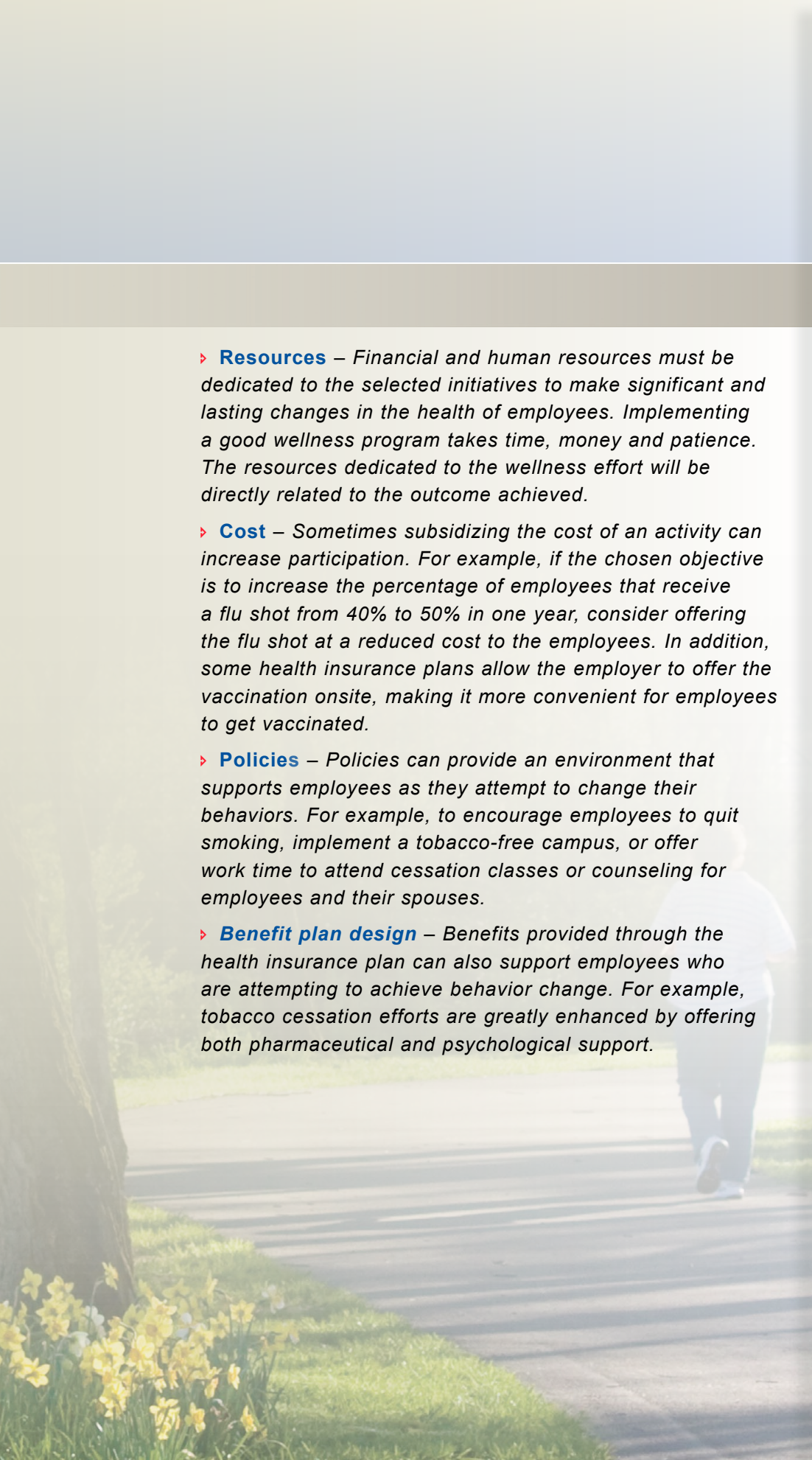
STEP 3: CREATE A WELLNESS PLAN

Read more about the [stages of change](#) and how to reach employees in each stage.

▶ *Achievable objectives*

When developing objectives, keep in mind that the resources dedicated to those objectives can impact how quickly they are achieved. Consider the factors listed below when setting objectives:

- ▶ **Difficulty** – *Certain behaviors are easier to change than others. For example, companies that implement an aggressive tobacco cessation and weight loss campaign can reasonably expect up to about a 3% change in one year. Other behaviors, such as utilization of preventive services (annual physicals, flu shots, dental cleanings, etc.), may improve more quickly, depending on the resources, cost, policies and benefits that are utilized to support the change.*
- ▶ **Readiness** – *Most people experience five “stages of change” as they work through changing a behavior. People can move through these stages in order, but may also move back and forth between stages as they encounter and overcome barriers before achieving permanent behavior change. In addition, people often attempt to change a behavior several times, moving through the stages again, before experiencing success. Some Health Risk Assessments include questions that will provide information about the stage of change that the majority of employees are currently at regarding specific health behaviors. If information about readiness is available, keep the stages in mind when developing objectives to minimize the chance that the program’s primary focus will be on a health issue that employees are not yet ready to change.*
- ▶ **Benchmarking** – *Some Health Risk Assessments allow comparison of results with like-industry companies, state data or national data. This feature is especially helpful for organizations that have never provided a Health Risk Assessment before, since it provides a way to “benchmark” results against other organizations and focuses attention on priority areas in which the organization is below average.*

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- ▶ **Resources** – Financial and human resources must be dedicated to the selected initiatives to make significant and lasting changes in the health of employees. Implementing a good wellness program takes time, money and patience. The resources dedicated to the wellness effort will be directly related to the outcome achieved.
 - ▶ **Cost** – Sometimes subsidizing the cost of an activity can increase participation. For example, if the chosen objective is to increase the percentage of employees that receive a flu shot from 40% to 50% in one year, consider offering the flu shot at a reduced cost to the employees. In addition, some health insurance plans allow the employer to offer the vaccination onsite, making it more convenient for employees to get vaccinated.
 - ▶ **Policies** – Policies can provide an environment that supports employees as they attempt to change their behaviors. For example, to encourage employees to quit smoking, implement a tobacco-free campus, or offer work time to attend cessation classes or counseling for employees and their spouses.
 - ▶ **Benefit plan design** – Benefits provided through the health insurance plan can also support employees who are attempting to achieve behavior change. For example, tobacco cessation efforts are greatly enhanced by offering both pharmaceutical and psychological support.

“It’s easy to throw a wellness program or initiative out and hope it works. At [Cabela’s](#), we develop the wellness program, get leadership support, educate those leaders, and work through our different management levels. The key is that when we plan a program, it considers all of the different steps of the worksite wellness model.”

– Brian Neppl, Wellness Manager, Cabela’s, Sidney, Nebraska



STEP 3:

CREATE A WELLNESS PLAN

Nebraska Case Study

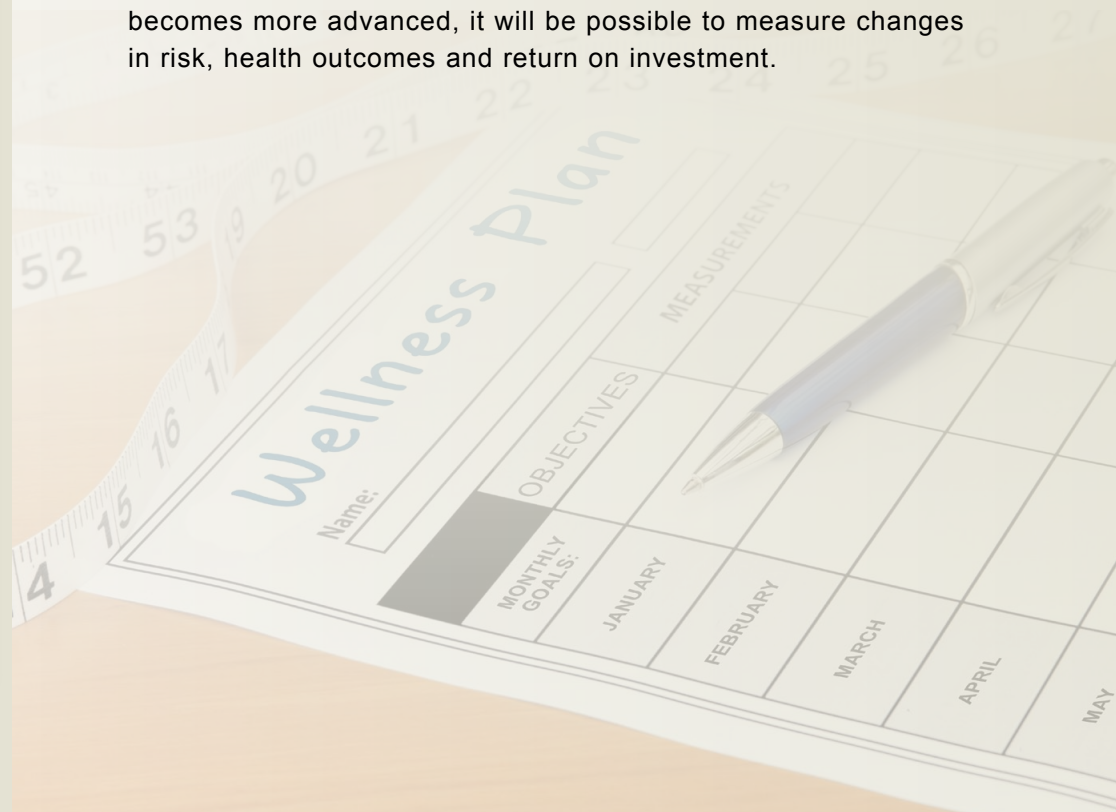
Health Risk Assessment results from [Mary Lanning Healthcare](#) in Hastings, showed that 35% of employees were exercising at least 3 days per week, and 52% wanted to start an exercise program in the next six months. With an objective of increasing the percentage of employees exercising each week, they offered the "Healthy Me" program, in which employees set a goal for each of the five areas of wellbeing: career, social, financial, physical, and community and had the opportunity to meet with a coach. They found that the percentage of employees exercising at least 3 days per week increased from 35% to 46%.

▶ Determine methods to measure outcomes

When developing the wellness plan, keep in mind what baseline data are available, and how to measure anticipated changes so the effectiveness of the program can be determined. It may help to think about these questions when planning:

- ▶ *What is the objective?*
- ▶ *Is the objective measurable?*
- ▶ *Does the organization have the capability to evaluate the program?*
- ▶ *What is necessary to put in place before the program begins in order to be able to measure outcomes?*

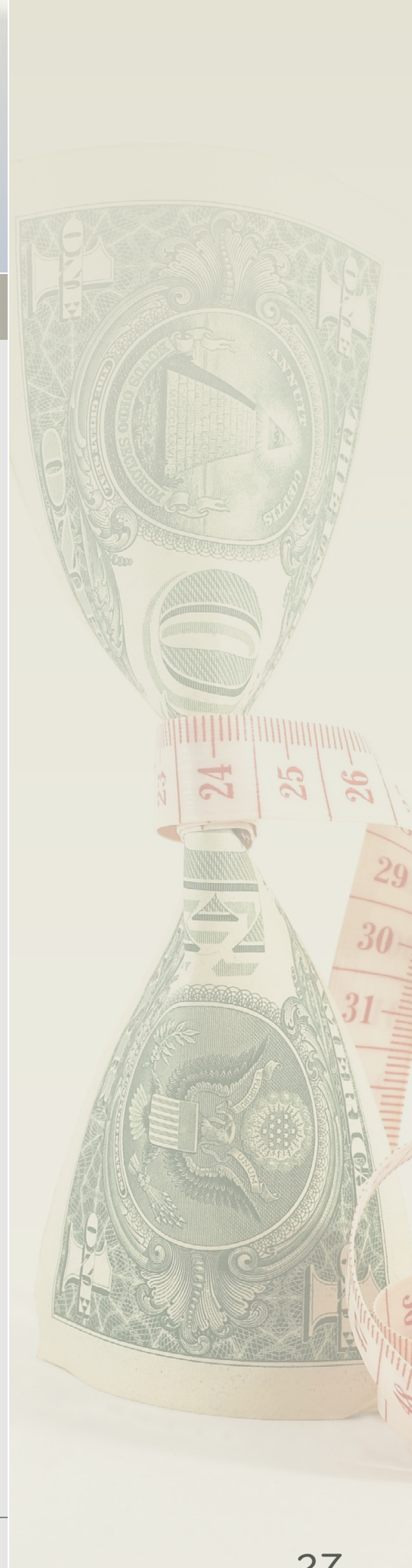
At a minimum, measure the participation in each of the activities that are offered as part of the wellness program, and attempt to measure change in knowledge or behavior as a result of the activities. Consider tracking changes in policies, benefits and the worksite environment as a result of the program. As the program becomes more advanced, it will be possible to measure changes in risk, health outcomes and return on investment.



3. Build a wellness budget

When establishing a new wellness program, it is common to begin with a limited budget that may increase with proven success. If possible, try to develop the budget based on the objectives and employees' needs so that the program can incorporate the elements that will make it successful. The budget should include items like printing, materials, Health Risk Assessments, health screenings, staff time, release time for employee participation, incentives and evaluation costs. An accurate, comprehensive budget will allow the wellness committee to weigh program costs against program outcomes during evaluation.

Like all investments, the benefits the organization receives will be proportional to the initial amount invested. Programs that require moderate investments are more likely to achieve cost-savings than low-budget programs. The budget should be adjusted based on the amount and types of resources available in the organization. Most middle level budgets hover around \$150 per employee per year, while organizations with nationally-recognized wellness programs may dedicate more than \$1000 per employee per year. On the other end of the spectrum, some small businesses and non-profit organizations offer worksite wellness programs with no official budget, but rather depend on employee contributions and donations from community organizations to fund their programs. Be creative when looking for ways to financially support wellness efforts. Perhaps the company already offers a wellness-related benefit or incentive to employees. The cost to the organization if each employee were to take advantage of that benefit can serve as seed money for the wellness program.





STEP 3:

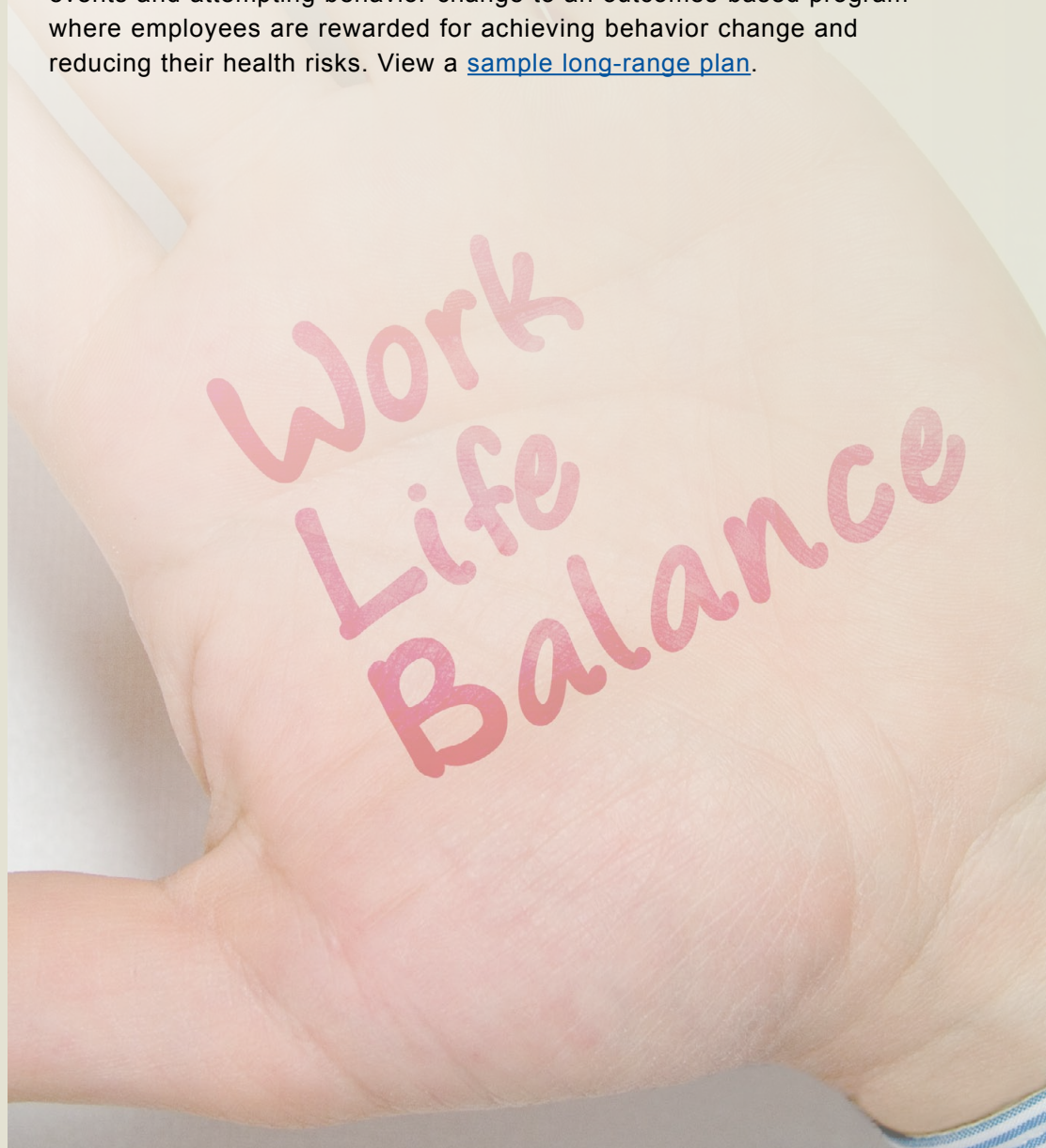
CREATE A WELLNESS PLAN

4. Draft a long-range plan

Vision statement

You may also choose to develop a vision statement for your program outlining where you want to be and answering the question, "Why are we here?" by listing where you see the program some years from now. Like the mission statement, the vision statement should connect with the organization's strategy.

It may be overwhelming if there are several areas that the wellness committee and/or the leadership would like to address through the program. Creating a long-range plan based on outcome objectives will allow for the achievement of small successes while moving toward a larger goal. For many organizations, a long-range plan will include transitioning the wellness program from a participation-based program in which employees are rewarded for participating in wellness program events and attempting behavior change to an outcomes-based program where employees are rewarded for achieving behavior change and reducing their health risks. View a [sample long-range plan](#).



Create a Wellness Plan Checklist -

- Created a mission statement

COMMENTS: _____

- Developed a written wellness plan

- Used data to identify 1 to 3 priority areas
- Created measurable objectives to address priority areas
- Determined methods to measure outcomes

COMMENTS: _____

- Created a wellness budget

COMMENTS: _____

- Created a long-range plan

COMMENTS: _____

Sample Vision Statements:

To make a positive difference in the lives of our workforce and benefit [State Farm](#) by improving results in health care costs, absenteeism and employee engagement through a Culture of Wellness.

- State Farm,
Lincoln, Nebraska

[Talent Plus](#) strives to be a leader in facilitating good health within our Talent Plus family and community. It is important to associates that Talent Plus is known for its commitment to creating healthy lifestyles through listening to people's needs, building supportive relationships and employing a holistic approach to health.

- Talent Plus,
Lincoln, Nebraska