

## To the worksites of Colorado:

### **Why should worksites encourage employees to be physically active and improve eating habits?**

Obesity has reached epidemic proportions in the United States. Every year, U.S. businesses spend billions of dollars on the health care of their employees for diseases that are impacted by obesity and inactivity such as heart disease, hypertension, and diabetes. As technology continues to improve, the need for physical exertion on the job continues to decrease. Longer work weeks, fast-paced lifestyles, family commitments, as well as other reasons, are driving Americans to eat more on the go than ever before. For employees, demands of the job and fast-paced lifestyles pose a significant challenge to maintaining individual health. For employers, poor employee health leads to lower productivity, lower morale, and higher insurance claims.

If our communities are going to make strides in reducing obesity and employers are going to offset the rising costs of health care, then we need to reach employees where they spend most of their day...at work. Worksite health promotion programs are a convenient option for assisting employees in health and lifestyle areas that ultimately affect the company's bottom line if left unattended. Research continues to show a return on investment to employers when they invest money in the health of their employees through comprehensive health promotion programs. Additionally, worksite health promotion programs continue to gain popularity as an outstanding recruitment and retention tool to attract and maintain high quality employees that are healthier and more productive. Whether the employee or employer takes the initiative, worksites can be a great environment to create and support change.

The Colorado Physical Activity and Nutrition Program Worksite Task Force believes a healthy worksite is an essential component to reducing the growing rate of obesity in the U.S. This Worksite Resource Kit was designed for all worksites, large or small, to gain resources and program ideas to start or further worksite wellness initiatives. Although this kit primarily focuses on improving physical activity and nutrition and is not designed to be a blueprint for a comprehensive program, it provides an array of strategies and action steps that could be built into overall program efforts.

We encourage you to review this kit and use the resources, strategies, and program ideas to further wellness efforts at your worksite.

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## Table of Contents

**Introduction: Blueprint for success**

**Acknowledgments**

**Section 1: Health education**

**Section 2: Physical activity**

**Section 3: Healthful eating**

**Section 4: Worksite environment**

**Appendix**

**References**

## Introduction: Blueprint for success

Creating a blueprint for a healthy work environment can be a very complex process. However, the process can be simplified by understanding the overall problem, outlining good goals and objectives, understanding available resources, and implementing proven strategies and methods. This resource kit will provide some of the many strategies and resources available to worksites in order to help employees lead healthier lifestyles. It is not intended to be a comprehensive guide, but rather a supplemental resource that focuses predominantly on the areas of physical activity, nutrition, and weight management.

### **Alarming trends**

- ◆ Diets are not meeting recommended nutrient levels.
- ◆ Desirable physical activity levels are not being met.
- ◆ Obesity rates are increasing.

### **How worksites can get started**

- ◆ Gain commitment from stakeholders such as senior management, human resource managers, safety officers, staff members, etc.
- ◆ Assess the needs of your worksite.
- ◆ Create a wellness council or team that involves a good cross-section representation of your organization.
- ◆ Set goals and objectives, and prioritize them.
- ◆ Develop an action plan with appropriate strategies to address specified goals.
- ◆ Implement the plan.
- ◆ Monitor progress and make necessary changes.
- ◆ Evaluate the outcomes.
- ◆ Continue to revise the plan to maintain a healthy environment for all employees.

### **What worksites can do**

- ◆ Conduct awareness activities surrounding National Health Observances, such as National Employee Health and Fitness Month in May or National 5 A Day Month in September.
- ◆ Offer health education seminars and workshops.
- ◆ Conduct health screenings.
- ◆ Provide wellness and other self-help information through print or electronic means.
- ◆ Offer on-site behavior change programs such as weight management, smoking cessation, etc.
- ◆ Coordinate special events such as Bike to Work Day.
- ◆ Administer incentive programs for improvement of health and fitness behaviors.
- ◆ Offer employees a health risk assessment.

### **How to use the Worksite Resource Kit**

- ◆ This kit is divided into four sections: health education, physical activity, healthful eating, and worksite environment.
- ◆ Within each section are descriptions of specific action steps, including information and resources on how to implement each action step.
- ◆ Once your worksite wellness team has determined priorities, goals and objectives, use this kit to select specific programs or policies to implement in your worksite.

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## Section 1: Health education

**Promote social support interventions and/or health education activities in the workplace.**

### **Action Steps:**

1. Offer regular health education presentations on various physical activity, nutrition, and wellness-related topics.
2. Provide health education information through newsletters, publications, websites, email, libraries, and other company communications.
3. Conduct preventive wellness screenings for blood pressure, body composition, blood cholesterol, and diabetes.
4. Provide confidential health risk appraisals.
5. Host a health fair.
6. Provide healthy cooking demonstrations with taste tests.
7. Start employee activity clubs (e.g., walking, bicycling).
8. Offer on-site weight management/maintenance programs at a convenient time for employees.

## **1 Offer regular health education presentations on various physical activity, nutrition, and wellness-related topics.**

**Why:** Providing health and wellness information to employees at the workplace demonstrates an organization's concern for the well-being of its employees. The information they gain from health education seminars may empower employees to take better care of their health, start a habit, or become a better consumer. This, in turn, may assist the organization to positively impact such things as health care costs, absenteeism, and productivity.

### **How:**

- ◆ Understand your employee demographics such as gender, age, insurance coverage, overweight population, smoking population, etc.
- ◆ Conduct an employee interest survey to collect information on the topics that would be of most interest to staff and to determine the best time of day for health education seminars.  
*Sample topics:* Physical activity, healthful eating, stress management, heart health, etc.
- ◆ Select the best time of day for a presentation and consider offering it at multiple times. For traditional work schedules, the lunch hour is often a popular time. However for employees with shift work, it may be beneficial to offer the presentation at various times throughout each shift. In addition, you may want to videotape the presentation and make it available for those who were not able to attend.
- ◆ Select the length of the seminar according to your organization's needs. Seminars most commonly last one hour (approximately 45 minutes of presentation and 15 minutes for questions), but can vary according to the environment.
- ◆ Once a topic has been selected, contact local organizations that can provide speakers on the topic. Specify the date (s) and time (s).
- ◆ Promote the seminars through all marketing media available such as e-mail, flyers, and meeting announcements.
- ◆ Consider encouraging employees to pre-register if materials are needed.
- ◆ Offering snacks or a door prize often will increase participation.
- ◆ Develop an evaluation or request that the presenter provide you with an evaluation that can be given out to attendees. See Appendix A for a sample presenter evaluation.

### **Resources:**

Contact the following organizations to inquire about low or no-cost speakers:

- ◆ **American Cancer Society:** [www.cancer.org](http://www.cancer.org)
- ◆ **American Diabetes Association:** [www.diabetes.org](http://www.diabetes.org)
- ◆ **American Heart Association:** [www.americanheart.org](http://www.americanheart.org)
- ◆ **Colorado Dietetic Association:** [www.eatrightcolorado.org](http://www.eatrightcolorado.org)
- ◆ **Colorado State University Cooperative Extension:** [www.ext.colostate.edu](http://www.ext.colostate.edu)

Other organizations to consider for speakers:

- ◆ **Employee assistance providers**
- ◆ **Fitness organizations**
- ◆ **Health departments**
- ◆ **Hospitals**
- ◆ **Nonprofit organizations**
- ◆ **Recreation centers/YMCAs**

## **2 Provide health education information through newsletters, publications, websites, email, libraries, and other company communications.**

**Why:** Providing health education information to employees is one way to encourage them to make positive lifestyle changes and responsible health care decisions.

**How:**

- ◆ Provide information in newsletters. Subscribe to pre-written health and wellness newsletters or create your own.
- ◆ Start a health education library of books, magazines, newsletters and/or videos.
- ◆ Include bookmarks or brochures in paycheck envelopes.
- ◆ Send weekly or monthly tips through email.
- ◆ Offer internet access stations for employees who do not have individual access.

*Be sure to consider the following when determining the information to provide:*

- ◆ Budget
- ◆ Company culture
- ◆ Company demographics
- ◆ Employee interest
- ◆ Target audience

**Resources:**

- ◆ **American Cancer Society Workplace Outreach:** [www.acsworkplace.org](http://www.acsworkplace.org)  
*Because We Care newsletter*
- ◆ **Berkeley Wellness Letter** [www.berkeleywellness.com](http://www.berkeleywellness.com)
- ◆ **Center for Science in the Public Interest:** [www.cspinet.org](http://www.cspinet.org)  
*Nutrition Action newsletter*
- ◆ **Harvard Health Publications:** [www.health.harvard.edu](http://www.health.harvard.edu)
- ◆ **Hope Health:** [www.hopehealth.com](http://www.hopehealth.com)
- ◆ **National Institutes of Health:** [www.nih.gov](http://www.nih.gov)
- ◆ **Oakstone Wellness Publishing:** [www.oakstonewellness.com](http://www.oakstonewellness.com)
- ◆ **Tufts University Health and Nutrition Letter:** [www.healthletter.tufts.edu](http://www.healthletter.tufts.edu)
- ◆ **Wellness Councils of America:** [www.welcoa.org](http://www.welcoa.org)

## **3** Conduct preventive wellness screenings for blood pressure, body composition, blood cholesterol, and diabetes.

**Why:** Health screenings help identify risk of serious illness. Preventive wellness screenings provide measurements or evaluations of certain “biomarkers” that indicate a person’s degree of risk for specific diseases. Many preventable diseases and the “biomarkers” are interrelated. For example, an individual with excess body fat is also at risk for high blood pressure and cardiovascular disease.

Inconvenience and cost are barriers that often prevent people from getting routine health screenings. When offered at work, these screenings are very convenient and cost-effective. Early identification of risk can often prevent the development of more serious health issues. When serious risk is identified, early intervention will lead to better outcomes.

### **How:**

- ◆ Offer health screenings as part of a health fair.
- ◆ Host periodic screening events as an alternative to full health fairs.
- ◆ Host a 9Health Fair or encourage employees to attend a 9Health Fair in their community.
- ◆ Offer different wellness screenings each month along with an educational program on that specific topic. This allows people to focus on different topics and reinforces wellness and prevention throughout the year. For example, during February, American Heart Month, offer cholesterol and blood pressure screenings.
- ◆ Many companies pay for part or all of the screenings for their employees. Other companies do not have this option, but can still offer convenient, lower-cost worksite screenings. Screening/wellness companies should be able to offer reasonable rates for their services on a cash (no insurance) basis.

### **Preventive Wellness Screenings**

A variety of health screenings are easy to offer in the workplace. Listed below are some of the most common screens for cardiovascular disease, diabetes, osteoporosis, and cancer.

- ◆ **A1c:** People who have been diagnosed with diabetes should ideally have this test four times a year. A1c level is a good measure of a person’s average blood glucose level over the previous two to three months, which indicates his or her glucose control. It is not used to diagnose diabetes.
- ◆ **Blood pressure:** Elevated blood pressure, also called hypertension, is a major risk factor for heart attack and stroke. About 60 million Americans have it, and nearly one-third do not know it. High blood pressure is closely related to lifestyle and dietary factors. A normal blood pressure reading is 120 (systolic)/80 (diastolic).
- ◆ **Body composition or body fat:** Measuring the percentage of body fat and lean muscle mass is a better indicator of health than weight alone. Two people weighing exactly the same could have very different percentages of fat and muscle. Several different methods can be used to measure body composition: underwater weighing (expensive and requires special equipment), skin fold measurement using calipers (should be done by someone skilled with caliper use), and bioelectrical impedance (easy to use, requires handheld or standing equipment).
- ◆ **Body mass index (BMI):** Body mass index is the measurement of choice for many physicians and researchers studying obesity. Body mass index uses a mathematical formula that takes into account both a person's height and weight. Body mass index equals a person's weight in kilograms divided by height in meters squared ( $BMI = \text{kg}/\text{m}^2$ ). Body mass index, rather than scale weight, is a more accurate assessment of an individual’s risk for obesity.



- ◆ **Bone density:** Bone density screenings measure a person's risk for osteoporosis. Portable screening devices use sonogram technology to measure the bone density of the heel. Measurements of the heel have about an 85 percent correlation with the hip. The test is quick and painless. More than 28 million Americans have osteoporosis. One of every two women and one of every eight men over age 50 will break a bone due to osteoporosis.
- ◆ **Comprehensive chemistry screen:** This blood test usually includes 30 different tests that measure cholesterol levels, thyroid function, liver function, and various enzyme levels.
- ◆ **Glucose levels:** This test measures the amount of a simple sugar called glucose in the blood. High levels of blood glucose indicate risk for diabetes. An estimated 16 million people in the United States have diabetes; and about one-third of them have not been diagnosed.
- ◆ **Lipid profile** (also called a cholesterol check): This blood test measures total cholesterol, LDL (bad cholesterol), HDL (good cholesterol), triglycerides (a form of fat carried in the blood stream), and provides a coronary risk ratio that indicates a person's risk of coronary heart disease.
- ◆ **PSA screening for prostate disease:** This blood test measures a protein made by the prostate gland. Elevated PSA levels may indicate prostate cancer cells or other non-cancerous prostate conditions. The American Cancer Society recommends PSA testing every year for men over age 50, or age 40, if they have prostate cancer in the family.
- ◆ **Push-up test:** This test measures an individual's level of muscular endurance.
- ◆ **Rockport one-mile walk test:** This test measures an individual's level of aerobic fitness.
- ◆ **Sit-and-reach test:** This test measures an individual's range of motion or flexibility.
- ◆ **Stroke screening:** This screening identifies problems with vascular circulation. Using Doppler ultrasound technology, problems such as blockages of the carotid arteries, aneurysm of the aorta, and circulation problems of the legs, can be identified before symptoms occur.

**Resources:**

- ◆ **9Health Fair:** [www.9HealthFair.org](http://www.9HealthFair.org)
- ◆ **American College of Sports Medicine:** [www.acsm.org](http://www.acsm.org)
- ◆ **HEALTHBREAK, Inc.:** [www.healthbreakinc.com](http://www.healthbreakinc.com)
- ◆ **Life-Span Wellness:** [www.lindyspharmacy.com/wellness.htm](http://www.lindyspharmacy.com/wellness.htm)
- ◆ **Med-Well, Inc.:** [www.medwellinc.com](http://www.medwellinc.com)

Other organizations to consider for screenings:

- ◆ **Health departments/agencies**
- ◆ **Hospitals**
- ◆ **Insurance providers**
- ◆ **Recreation centers/YMCAs**
- ◆ **Screening/wellness companies**

## **4** Provide confidential health risk appraisals.

**Why:** A Health Risk Appraisal is a technique for determining the presence of disease and estimating the risk that someone with certain characteristics will develop disease within a given time span. The three components of a Health Risk Appraisal are: 1) questionnaire, 2) risk calculation, and 3) educational reports.

Health Risk Appraisals:

- ◆ Are easy to use.
- ◆ Are popular with clients and may increase participation in health promotion programs.
- ◆ Provide a systematic approach to organizing preventive health information and tend to emphasize modifiable risk factors.
- ◆ May provide data on stages of change for behavioral risk factors.
- ◆ Provide group data that summarize major health problems and risk factors.
- ◆ May increase motivation to make positive behavior changes, when integrated into a broader health promotion program.

Limitations of the Health Risk Appraisal:

- ◆ It does not diagnose disease.
- ◆ It does not provide a complete medical history, nor is it a substitute for a medical exam.
- ◆ It is not a predictor of an individual's medical future, chances of death, or most likely cause of death.
- ◆ It is not an assessment of social or environmental risk factors.
- ◆ It is not a health promotion program in itself.

**How:**

On average, a Health Risk Appraisal costs \$15-\$50 per employee.

Computer-based appraisals

- ◆ Most cost-efficient
- ◆ Most popular
- ◆ Require a computer-literate population

Pen and paper appraisals

- ◆ Staff intensive
- ◆ Take longer for feedback

**Resources:**

- ◆ **HEALTHBREAK, Inc.:** [www.healthbreakinc.com](http://www.healthbreakinc.com)
- ◆ **Institute for Health and Productivity Management:** [www.ihpm.org](http://www.ihpm.org)
- ◆ **Johnson and Johnson Health Care Systems:** [www.jjhcshealth-fitness.com](http://www.jjhcshealth-fitness.com)
- ◆ **Mayo Clinic Health Management Resources:** [www.mayoclinichmr.org](http://www.mayoclinichmr.org)
- ◆ **Med-Well, Inc.:** [www.medwellinc.com](http://www.medwellinc.com)
- ◆ **Occupational Health Strategies:** [www.healthyself.org/handbook1.htm](http://www.healthyself.org/handbook1.htm)  
*Handbook of Health Assessment Tools*
- ◆ **StayWell:** [www.staywell.com](http://www.staywell.com)
- ◆ **Summex Corporation:** [www.summex.com](http://www.summex.com)
- ◆ **Wellsource:** [www.wellsource.com](http://www.wellsource.com)

## **5** Host a health fair.

**Why:** Corporate health fairs are an effective way to provide valuable health information and screening services to large numbers of employees in a convenient “one-stop shop” format.

**How:** There are several ways to plan a health fair. Some companies may choose to host their own health fair for employees. Others may choose to host an organized third-party health fair for the community such as a 9Health Fair. With either option, planning follows some basic steps.

Establishing a Health Fair Planning Committee is the first step to a successful event. This committee should include a cross section of employees interested in healthy living and willing to commit time to the planning process. This committee may do the following tasks:

- ◆ Select a date and location
- ◆ Create goals and objectives
- ◆ Develop a budget
- ◆ Contact vendors or exhibitors
- ◆ Create a theme
- ◆ Market the event
- ◆ Solicit volunteers to help with the event
- ◆ Create evaluations for both vendors and participants
- ◆ Analyze the evaluations
- ◆ Submit a post-event report to management

Health fairs should complement the workplace environment and provide services in a convenient manner for employees. No matter the size of the event, offering some services on-site encourages employees to examine their lifestyle and health. Simply increasing awareness of health issues may be the greatest benefit of the event.

**Resources:**

- ◆ **9Health Fair:** [www.9HealthFair.org](http://www.9HealthFair.org)
- ◆ **Wellness Councils of America:**  
<http://infopoint.electricpulp.com/blueprints/healthfairs/index.html>  
*5 Elements of a Successful Health Fair*

## **6 Provide healthy cooking demonstrations with taste tests.**

**Why:** Cooking demonstrations at the worksite make a great lunchtime seminar or health fair attraction. Demonstrations can be tailored to fit a variety of settings and time limitations. Seeing and tasting foods prepared quickly and easily can provide people the incentive they need to get creative in the kitchen.

**How:**

- ◆ Host a one-hour cooking demonstration over the lunch hour or as part of a health fair.
- ◆ Create a theme for your demonstration such as “meals in minutes”, “bone up for good health”, “take nutrition to heart” or “healthy holidays”.
- ◆ Invite a chef to participate in cooking demonstrations or health fairs.
- ◆ Consider cold recipes if adequate equipment is not accessible.
- ◆ Start a video lending library of cooking videos.
- ◆ Offer a cooking class that includes a demonstration, hands-on participation, and sampling.

**Resources:**

- ◆ **American Heart Association:** [www.americanheart.org](http://www.americanheart.org)  
*Cooking for Life program:* 303.369.5433
- ◆ **Colorado Dietetic Association:** [www.eatrightcolorado.org](http://www.eatrightcolorado.org)

Other resources to consider:

- ◆ **Cooking schools**
- ◆ **Cooking videos**
- ◆ **Food section or cooking class calendars in local and statewide newspapers**
- ◆ **Insurance providers**
- ◆ **University culinary departments**

## **7 Start employee activity clubs (e.g., walking, bicycling).**

**Why:** Employee activity clubs encourage employees with similar interests to interact in an environment outside of the workplace. Activity clubs help foster camaraderie, improve physical fitness, reduce stress, and build self-esteem.

**How:** These clubs can be formally or informally organized, depending on the company's resources. They can be initiated or coordinated by either interested employees, wellness committees, or through on-site fitness center or wellness staff.

Here are some guidelines for the activity club coordinator to follow:

- ◆ Obtain support and permission from your organization's management, often human resources.
- ◆ Request any necessary budget for the program.
- ◆ Check with your legal department for possible liability issues with the activity club. The American College of Sports Medicine resource listed below has sample liability forms and a health history Par-Q (Physical Activity Readiness Questionnaire) that participants may need to sign.
- ◆ Send out an interest advertisement that follows company communication policies.
- ◆ Establish a meeting time and location for the activity.
- ◆ Advertise the activity club via the intranet, company newsletter, email, or flyers in high traffic locations.

Examples of activity clubs:

- ◆ Basketball
- ◆ Bicycling
- ◆ Hall walking/Walking Wednesdays
- ◆ Softball
- ◆ Running
- ◆ Volleyball

### **Resources:**

- ◆ **American College of Sports Medicine:** [www.acsm.org](http://www.acsm.org)
- ◆ **Colorado On The Move™:** [www.americaonthemove.org/colorado](http://www.americaonthemove.org/colorado)

## **8 Offer on-site weight management/maintenance programs at a convenient time for employees.**

**Why:** Ongoing programs, such as weight management classes, provide the support and motivation employees need to facilitate lasting behavior change.

**How:**

- ◆ Conduct an employee survey to determine interest in such a program and best day of the week and time of day to host it.
- ◆ Determine which program you want to offer. Research your options and take into consideration program reputation, class content, instructor credentials, cost, etc.
- ◆ Offer an on-site program before work, over the lunch hour, or after work.
- ◆ Consider subsidizing the program so that the employer and employee each pay half of the class registration.
- ◆ In smaller communities where programs might not be available, invite a registered dietitian or exercise physiologist to speak about nutrition and physical activity.

**Resources:**

- ◆ **American Cancer Society:** [www.cancer.org](http://www.cancer.org)  
*Active for Life Program*
- ◆ **American Heart Association:** [www.americanheart.org](http://www.americanheart.org)  
*Slim for Life, Cooking for Life, Active for Life programs: 303.369.5433*  
*Choose to Move Program: [www.choosetomove.org](http://www.choosetomove.org)*
- ◆ **Colorado Dietetic Association:** [www.eatrightcolorado.org](http://www.eatrightcolorado.org)
- ◆ **Think Light!:** [www.thinklight.com](http://www.thinklight.com)

## Section 1: Website resource descriptions

**9Health Fair:** [www.9HealthFair.org](http://www.9HealthFair.org).

This nonprofit organization provides health screenings and education to individuals through In the Community, In the Classroom, and On the Job programs.

**American Cancer Society (ACS):** [www.cancer.org](http://www.cancer.org)

This site provides information about different types of cancer, prevention, and treatment options. The American Cancer Society dietary guidelines and common questions about cancer and diet are covered.

**American Cancer Society Workplace Outreach:** [www.acsworkplace.com](http://www.acsworkplace.com)

This site provides information on sample worksite wellness policies, tools for starting a wellness program, and information for company employees on being active, quitting tobacco, staying sun smart, and being aware. There are also recipes, resources, and *Meeting Well* guidelines under the “eat smart” link.

**American College of Sports Medicine (ACSM):** [www.acsm.org](http://www.acsm.org)

The American College of Sports Medicine advances and integrates scientific research to provide educational and practical applications of exercise science and sports medicine. This site contains health and fitness information on aerobic activity, strength training, and stretching.

**American Diabetes Association (ADA):** [www.diabetes.org](http://www.diabetes.org)

This site has two home pages, one for professionals and one for laypersons, that provide a comprehensive resource on diabetes.

**American Dietetic Association (ADA):** [www.eatright.org](http://www.eatright.org)

The American Dietetic Association is an organization of registered dietitians. This site offers information on food and nutrition, as well as upcoming conferences and events. You may also access registered dietitians in your area using this site.

**American Heart Association (AHA):** [www.americanheart.org](http://www.americanheart.org)

The American Heart Association is a national voluntary health agency whose mission is to reduce death and disability from cardiovascular disease and stroke. Information on health, physical activity, nutrition, and overweight/obesity can be found on this site.

**Berkeley Wellness Letter** [www.berkeleywellness.com](http://www.berkeleywellness.com)

The Berkeley Wellness Letter was rated #1 by *US News & World Report*, *The Baltimore Sun*, *Money Magazine*, and the *Washington Post* for its “brisk” and “reasoned” coverage of health issues.

**Centers for Disease Control and Prevention (CDC)/Overweight and Obesity:**  
[www.cdc.org/nccdphp/dnpa/obesity/index.htm](http://www.cdc.org/nccdphp/dnpa/obesity/index.htm)

This site provides information and statistics on obesity, as well as a *Resource Guide for Nutrition and Physical Activity Interventions to Prevent Obesity and Other Chronic Diseases*.

**Center for Science in the Public Interest:** [www.cspinet.org](http://www.cspinet.org)

Order the *Nutrition Action Newsletter* on this site.

**Colorado Department of Public Health and Environment (CDPHE)/Physical Activity and Nutrition Program:** [www.cdphe.state.co.us/pp/copan/](http://www.cdphe.state.co.us/pp/copan/)

This site has the *Colorado Physical Activity and Nutrition State Plan 2010*, which includes strategies for improving nutrition and physical activity in schools, worksites, and communities.

**Colorado Dietetic Association (CDA):** [www.eatrightcolorado.org](http://www.eatrightcolorado.org)

The Colorado Dietetic Association is a membership organization for dietetic professionals. This group serves the public through the promotion of optimal nutrition, health, and well-being.

**Colorado On The Move™:** [www.americaonthemove.org/colorado](http://www.americaonthemove.org/colorado)

Colorado On The Move™ is an affiliate of American On The Move. This site has programs and resources available for worksites to help employees start making lifestyles changes to increase physical activity and improve nutrition.

**Colorado State University Cooperative Extension:**

[www.ext.colostate.edu](http://www.ext.colostate.edu) or [www.cahs.colostate.edu/fshn/extension](http://www.cahs.colostate.edu/fshn/extension)

These sites provide information on nutrition resources and programs.

**Harvard Health Publications:** [www.health.harvard.edu](http://www.health.harvard.edu)

A range of health issues are discussed in the various publications offered on this site. Articles are comprehensive yet clearly written and provide careful explanations of medical terminology.

**Hope Health:** [www.hopehealth.com](http://www.hopehealth.com)

Order newsletters, brochures, calendars, and pamphlets on this site. Articles include information on general health, nutrition, physical activity, and more.

**HEALTHBREAK, Inc.:** [www.healthbreakinc.com](http://www.healthbreakinc.com)

HEALTHBREAK, Inc. is a health promotion company that provides consulting, wellness program management, and fitness center management services.

**Institute for Health and Productivity Management:** [www.ihpm.org](http://www.ihpm.org)

The Institute for Health and Productivity Management is a nonprofit corporation that promotes the relationship of employee health to workplace productivity.

**Johnson and Johnson Health Care Systems:** [www.jjhcshealth-fitness.com](http://www.jjhcshealth-fitness.com)

Johnson and Johnson Health Care Systems offers a variety of services from health risk appraisals to full scale fitness center management. Many resources can be found on this site.

**Life-Span Wellness:** [www.lindyspharmacy.com/wellness.htm](http://www.lindyspharmacy.com/wellness.htm)

This site includes information on preventive screening services offered by Life-Span Wellness. It also includes an extensive health library with information on health conditions, body systems, vitamins, minerals, herbs, homeopathy.

**Mayo Clinic:** [www.mayoclinic.org](http://www.mayoclinic.org)

The Mayo Clinic is a nonprofit organization that provides patient care through integrated clinical practice, education, and research.

**Med-Well, Inc.:** [www.medwellinc.com](http://www.medwellinc.com)

The Med-Well Corporate Wellness Program offers a variety of services including seminars, on-site health fairs, blood chemistry profiles, remote online access health risk appraisals, and more.



**National Institutes of Health (NIH):** [www.nih.gov](http://www.nih.gov)

This site provides health information on a variety of topics including nutrition and physical activity.

**Oakstone Wellness Publishing:** [www.oakstonewellness.com](http://www.oakstonewellness.com)

The *Top Health* newsletter can be offered in print format, in Spanish, and customized with a company's logo. Topics include physical activity, anger management, stress relief, and smoking cessation.

**Occupational Health Strategies:** [www.healthyself.org/handbook1.htm](http://www.healthyself.org/handbook1.htm)

Occupational Health Strategies publishes the *Handbook of Health Assessment Tools*, a resource to assist health professionals in selecting and implementing health assessment tools.

**StayWell:** [www.staywell.com](http://www.staywell.com)

The StayWell companies provide publications, educational materials, training programs, and web-based services to assist health care professionals in reaching consumers.

**Summex Corporation:** [www.summex.com](http://www.summex.com)

This site offers a variety of Health Risk Appraisals and other population health risk management tools for worksites.

**Think Light:** [www.thinklight.com](http://www.thinklight.com)

Think Light! is a weight management/healthy eating program. This low-cost kit includes a variety of educational materials, recipes, menus, and meal planning ideas.

**Tufts University Health and Nutrition Letter:** [www.healthletter.tufts.edu](http://www.healthletter.tufts.edu)

This Tufts University publication includes reliable health and nutrition information based substantially from the research and expertise of Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy.

**Wellness Councils of America:** [www.welcoa.org](http://www.welcoa.org)

This nonprofit membership organization promotes healthier lifestyles through health initiatives at the worksite and serves as a national clearinghouse and information center on worksite wellness.

**Wellsource:** [www.wellsource.com](http://www.wellsource.com)

This site includes a number of resources for worksite wellness programs including an Online Wellness Center, Coronary Risk Profile Online, disease management tools, and WellAssured® Guides.

## Section 2: Physical activity

Explore opportunities for increased physical activity.

### Action Steps:

1. Support physical activity breaks during the workday, such as stretching or walking.
2. Implement incentive-based programs to encourage physical activity, such as pedometer walking challenges.
3. Host “walk-and-talk” meetings.
4. Post motivational signs at elevators and escalators to encourage stair usage.
5. Offer flexible work hours to allow for physical activity during the day.
6. Support recreation leagues and other physical activity events (on-site or in the community).
7. Offer on-site fitness opportunities, such as group classes or personal training.
8. Provide incentives for participation in physical activity and/or weight management/maintenance activities.
9. Explore discounted memberships at local health clubs, recreation centers, or YMCAs.

## **1 Support physical activity breaks during the workday, such as stretching or walking.**

**Why:** Stretch breaks, also known as active breaks, micro breaks or mini breaks, will help reduce muscle tension caused when muscles remain static or fixed in one position for too long. When remaining static, muscles fatigue more easily, circulation decreases, you become uncomfortable, and tasks become more difficult. Stretching can help relieve discomfort due to repetitive movements, awkward postures, and excessive force.

Repetitive Strain Injury occurs from repeated physical movements, doing damage to tendons, nerves, muscles, and other soft body tissues. Occupations ranging from meatpackers to musicians have characteristic Repetitive Strain Injuries that can result from the typical moves they make. The rise of computer use and flat, light-touch keyboards that permit high speed typing have resulted in an epidemic of injuries of the hands, arms, and shoulders.

Four factors are associated with the development of Repetitive Strain Injury:

- ◆ Force
- ◆ Posture
- ◆ Repetition
- ◆ Insufficient rest

The human body has great recuperative powers, given the opportunity to repair itself. Regular incorporation of stretch breaks throughout the day not only helps to avoid Repetitive Strain Injury, but may help improve alertness and decrease fatigue.

### **How:**

- ◆ Stretch breaks can be self-initiated or formally led by an instructor.
- ◆ Employees can schedule their own breaks in Outlook software or by email calendar.
- ◆ Software is available that will automatically notify you when it's time for a break and will lead you through some exercises.
- ◆ Hang posters of stretching exercises on the walls for people without Internet access.
- ◆ Incentive programs can also be incorporated.

Instructor led-format:

- ◆ Include stretching, strength exercises, walking, or relaxation techniques in instructor-led activities.
- ◆ Keep sessions to 5-15 minutes in length.
- ◆ Offer stretch breaks 2-3 times per week depending on managerial approval.

The program design is intended to be:

- ◆ Convenient: instructor goes to the worksite area and usually uses a conference room
- ◆ Flexible: days and times are set up to accommodate employee work schedules
- ◆ Adaptable: customized sessions are provided for each group; i.e. stretching vs. walking vs. relaxation tapes vs. strength exercises with or without prop use vs. mini massage or a combination of all of the above
- ◆ Informational: discussions regarding health awareness including self-care, nutrition, physical activity, stress management, safety, etc.

Use resources within the corporation for design and implementation. Resources can include:

- ◆ Physical therapy
- ◆ Massage therapy
- ◆ Risk management
- ◆ Safety and ergonomics

Assessment methods for workday physical activities:

- ◆ Attendance
- ◆ Evaluations (participants and managers)
- ◆ Workers' compensation claims
- ◆ Initial assessment (flexibility, blood pressure, etc.) can be taken with a follow-up to determine program effectiveness

**Resources:**

- ◆ **Park Nicollet:** [www.healthsource.org](http://www.healthsource.org)  
*Take A Break* posters and two-sided laminated cards featuring stretching and strengthening exercises
- ◆ **Power Pause:** [www.possibility.com/PowerPause/](http://www.possibility.com/PowerPause/)
- ◆ **Yoga Everywhere:** <http://yogaeverywhere.com/home.html>

## **2 Implement incentive-based programs to encourage physical activity, such as pedometer walking challenges.**

**Why:** Research shows that incentive-based programs help employees to maintain positive change. Encouraging employees to add physical activity to their day can help them make permanent lifestyle changes.

**How:** Depending on a company's budget, an incentive-based program can be small or large. Program planners should consider that employees with all levels of physical fitness will be participating and that prizes may be offered for different levels of effort. Prizes can be awarded to all those who successfully complete the program or on a raffle basis.

A sample program might consist of a 12-week walking challenge in which employees wear a pedometer, track steps, and get prizes for most steps per day, week, or month. Another option would be to have employees keep track of their physical activity on a score card or tracking sheet. Employees would then get "points" for participating in various types of physical activity (walking, dancing, swimming, biking, gardening, strength training, stretching, etc.).

For more information on a sample incentive-based program, see Appendix B for the Colorado On The Move™ fact sheet and *Get Your Worksite Started* checklist.

Sample incentives:

- ◆ Gift certificates to sporting goods stores, health food stores, or a massage therapist
- ◆ Company "dollars" to use towards benefits such as flex spending or annual leave
- ◆ Water bottles
- ◆ Pedometers
- ◆ T-shirts
- ◆ Workout bags
- ◆ Lunch bags
- ◆ Cookbooks
- ◆ Workout journals

**Resources:**

- ◆ **Colorado On The Move™:** [www.americaonthemove.org/colorado](http://www.americaonthemove.org/colorado)
- ◆ **Health Enhancement Systems:** [www.hesonline.com](http://www.hesonline.com)
- ◆ **National Association for Health and Fitness:** [www.physicalfitness.org/nehf.html](http://www.physicalfitness.org/nehf.html)
- ◆ **Wellness Councils of America:** [www.welcoa.org](http://www.welcoa.org)

### **3** Host “walk-and-talk” meetings.

**Why:** The 1996 Surgeon General’s Report on Physical Activity and Health reported for the first time that small bouts of physical activity accumulates towards the daily goal of 30 minutes of moderate intensity physical activity. Thus, walking to the water cooler or to another office, or having walking meetings all increase an employee’s physical activity. Physical activity has been shown to improve a person’s mood, decrease stress and depression, and increase creativity.

**How:** When planning a meeting with a small number of participants, suggest a walking meeting. Be sure to ask meeting participants if this works for them, and keep in mind that not all meetings are appropriate to do this. When the agenda is mostly talking, not writing, and there are only a few attendees, consider a “walk-and-talk” meeting.

Pick a location to meet and then “walk-and-talk.” Suggestions for walking locations include:

- ◆ Hallways
- ◆ Around the building
- ◆ Outside the building
- ◆ Around parking lots
- ◆ Nearby parks or walking trails
- ◆ Other safe locations close to the worksite

**Resources:**

- ◆ **Centers for Disease Control and Prevention:** [www.cdc.gov/nccdphp/sgr/sgr.htm](http://www.cdc.gov/nccdphp/sgr/sgr.htm)  
*1996 Surgeon General’s Report on Physical Activity and Health*

## **4** Post motivational signs at elevators and escalators to encourage stair usage.

**Why:** Taking the stairs regularly is a promising intervention for increasing physical activity. Deciding between using the stairs and using an elevator or escalator is a lifestyle choice that often occurs daily. Using the stairs requires little or no additional time and no additional cost because the building codes require stairs.

**How:** Posting motivational signs at points-of-decision around a building is important in encouraging people to use the stairs. However, messages and artwork that are motivating to one audience may be a turn off to another, which is why it is important to test them with members of your audience first. Whether the messages are inspirational, factual, health-related, or humorous, find out what motivates your audience and tailor your messages and artwork accordingly.

- ◆ Put the signs next to the elevator buttons at eye-level or in a place where elevator and escalator users will easily see them as they approach.
- ◆ Vary the messages from time to time to keep people reading and interested.
- ◆ Post the first sign at all elevator sites for a week or two. Periodically post new signs.
- ◆ Consider doing a survey before posting the signs to find out how often people use the stairs.

### **Resources:**

- ◆ **Centers for Disease Control and Prevention:**  
[www.cdc.gov/nccdphp/dnpa/stairwell.index.htm](http://www.cdc.gov/nccdphp/dnpa/stairwell.index.htm)  
*StairWELL to Better Health Project*

## **5 Offer flexible work hours to allow for physical activity during the day.**

**Why:** Your corporate physical activity strategy needs to reflect and compliment your corporate plan – matching your goals, objectives, needs, and resources.

Employees who do physical activity on a regular basis make up a more fit and healthy workforce. The benefit is having a workforce that is more efficient and loses fewer days from illness and stress. Individuals improve their self-esteem, increase their personal satisfaction, have less psychological stress, can relax more easily, and show greater mental alertness.

Having flexible work hours allows employees to participate in specific physical activities before work, during the lunch hour, or during the work day.

**How:**

- ◆ Assist management in developing a corporate policy statement supporting flexible work hours and distribute it to all managers and staff.
- ◆ Define supervisory responsibilities in the policy for approving work hour flexibility for physical activity while maintaining staff coverage and workflow.
- ◆ Offer flexible working hours allowing people to arrive at work a little later or leave a little earlier to help them add physical activity to their day.
- ◆ Provide and maintain male and female locker rooms that will support employees in midday physical activity. Locker rooms could include showers, hair dryers, towels, etc.

**Resources:**

*Sample policy for providing rental lockers:*

(Ideas for defining a policy for providing employee lockers should include rental fees and locker sizes.)

Lockers may be rented for a quarter and include a combination lock; no outside locks will be allowed. Belongings must be removed from rental lockers by the last week of each quarter. Belongings left in the locker and/or locker room after the end of the rental period will be put into Lost and Found for a period of two weeks. If not claimed in that time, they will be donated to local charitable organizations.

*Sample policy statement from former Utah Governor Mike Leavitt:*

“I urge you and your employees to attend the Healthy Utah Lifestyle Assessment and Wellness Connection workshops... I would like to remind you that worksite health promotion programs can increase employee morale, decrease absenteeism, lower medical utilization rates and, most importantly, increase our employees' chances of living healthy and productive lives... In order to encourage maximum employee participation resources, I will support these programs by approving three hours release time for participating employees. I also urge you to support additional health promotion programs in your departments throughout the year.”



## **6 Support recreation leagues and other physical activity events (on-site or in the community).**

**Why:** When a company sponsors outside sports competitions, it feeds employees' desire to play the game and win. At the same time, the company provides a way for employees to manage stress or frustration in a non-threatening environment and gives them opportunities to win that they may not have in their jobs.

**How:**

*Recreation League*

- ◆ Sponsorship of outside sports leagues may be the company's best route since the least amount of organizational support is required. Local city and county organizations run leagues for a variety of activities such as softball, bowling, tennis, volleyball, etc. Usually the company can pay a team fee, as well as individual fees. Coworkers get together outside the business at least once a week for physical activity and team building.

*Activities/Events*

- ◆ Host a golf league or day tournament, in which employees, their families, customers, and suppliers can participate. Designate a schedule and place for the league. Participants pay their own course fees or co-pay depending on budget allotted. The company can provide the prizes. Everybody benefits from this program. The company gets advertising and publicity, and participants have some relaxing fun.
- ◆ Recognize National Employee Health and Fitness Day by sponsoring an event such as a 5K fun run/walk. This event can be held at lunch with a course mapped out and a few scheduled activities, such as a raffle for participants, a pre-stretch, or a post-stretch. The local newspaper and/or radio station could be invited to cover the event.
- ◆ Sponsor a team in a day race such as the Bolder Boulder. A group of coworkers can all participate at their level of ability. The event sponsors encourage team participation and provide team prizes and incentives.

**Resources:**

- ◆ **Active:** [www.active.com](http://www.active.com)
- ◆ **American Cancer Society:** [www.cancer.org](http://www.cancer.org)
- ◆ **American Diabetes Association:** [www.diabetes.org](http://www.diabetes.org)
- ◆ **American Heart Association:** [www.americanheart.org](http://www.americanheart.org)
- ◆ **Colorado Parks and Recreation Association:** [www.cpra-web.org](http://www.cpra-web.org)
- ◆ **National Association for Health and Fitness:** [www.physicalfitness.org/nehf.html](http://www.physicalfitness.org/nehf.html)

## **7 Offer on-site fitness opportunities, such as group classes or personal training.**

**Why:** The benefits of on-site fitness opportunities include:

- ◆ Increased employee satisfaction and health
- ◆ Informal building of company networks
- ◆ Increased employee engagement and energy
- ◆ Building of positive company culture
- ◆ Potential reduction in overall healthcare costs
- ◆ Potential reduction in employee absences

On-site fitness opportunities can include:

- ◆ Group fitness classes led by an instructor
- ◆ Group fitness classes following a fitness video
- ◆ Dedicated room with fitness basics such as stretching mats, exercise balls, small hand weights, exercise videos, a TV, VCR or DVD player, etc.
- ◆ On-site shower facilities

**How:**

NOTE: It is strongly recommended that you read the following book before creating any on-site fitness opportunities: *ACSM's Health/Fitness Facility Standards & Guidelines, Second Ed.*, American College of Sports Medicine, 1992

- ◆ Survey employee population to ascertain desired videos and/or classes.
- ◆ Work with employer to find an appropriate existing space such as a conference or meeting room.
- ◆ Partner with a local health club for fitness class ideas and for qualified instructors. See Appendix C for more detailed information on instructor credentials.
- ◆ Purchase TV, VCR or DVD player, and fitness videos.
- ◆ Research potential liability issues.
  - Contact your employer's legal department regarding participant waivers, necessary insurance, and any other liability concerns.
  - See Appendix D for more detailed information on liability issues.
- ◆ Provide shower facilities for employees who want to bicycle/run to work or exercise over the lunch hour.
- ◆ Provide bike racks or other bike storage facilities.

**Resources:**

- ◆ **American Council on Exercise:** [www.acefitness.com](http://www.acefitness.com)
- ◆ **Ball Dynamics:** [www.balldynamics.com](http://www.balldynamics.com)
- ◆ **Collage video:** [www.collagevideo.com](http://www.collagevideo.com)
- ◆ **Fitness Wholesale:** [www.fwonline.com](http://www.fwonline.com)
- ◆ **Human Kinetics:** [www.humankinetics.com](http://www.humankinetics.com)  
*Health Fitness Management, A Comprehensive Resource for Managing and Operating Programs and Facilities*, by William C. Grantham/Robert W. Patton/Tracy D. York/ Mitchel L. Winick, 1989.

## **8 Provide incentives for participation in physical activity and/or weight management/maintenance activities.**

**Why:** Most wellness programs are designed to change a health behavior such as increasing physical activity or losing weight. Health behavior is difficult to change, and therefore, wellness program coordinators must recognize that people often need external motivators and reasons to change. Incentives generate interest in the wellness program, offer rewards for changed behavior, and promote the company's belief in and commitment to wellness.

Incentives are useful and effective because of their direct impact on the universal human need for personal recognition and reward. An incentive is “an anticipated positive or desirable reward designed to influence the performance of an individual or group.” By reinforcing behaviors and rewarding results, successful program outcomes can be achieved. Among other things, incentives can be expected to: 1) increase program participation and completion rates, 2) provide a purpose for participants to make health behavior changes, and 3) improve long-term adherence to a behavior.

**How:** In order for an incentive to be effective, the participant needs to find it desirable and worth the effort. Finding out what incentives motivate your participants can be accomplished in many ways including preference surveys, focus groups, structured interviews, pilot testing different incentives with small groups, or just randomly asking key people what they think.

Experts recommend that incentives be kept as small as possible while achieving program goals. Small but effective incentives are always more cost-effective. Smaller external incentives are more likely to help individuals internalize their new behaviors and maintain them over the long term without ongoing external rewards. The bottom line is that participation rates will increase if an incentive is offered.

Types of incentives can be categorized as follows:

- ◆ **Achievement awards.** Verbal praise and a pat on the back are motivational to some, but a token of recognition of achievement may offer more. A colorful certificate to congratulate an employee for achieving a health-related goal is one example.
- ◆ **Public recognition.** Most people love to see their names in print. Publish the names of wellness program participants in your employee newsletter. This will honor the employees who have attempted to make positive lifestyle changes and can motivate others to do the same.
- ◆ **Merchandise.** Award a t-shirt, canvas bag, cap, or an AM/FM radio to participants who sign up and/or complete a program. Your company logo may be imprinted on these items as well.
- ◆ **Monetary rewards.** Offer an employee \$10 for completing a wellness program. Discount health insurance premiums for participants. Reimburse employees for attending a health-related educational training seminar.
- ◆ **Food.** Offer beverages and healthy snacks to employees who participate in on-site wellness programs. Use gift certificates to a local restaurant as door prizes.
- ◆ **Entertainment.** Hold a drawing for movie tickets, sporting events tickets, or fitness store gift certificates for participants of wellness programs.
- ◆ **Time off.** Allow employees to take an extended lunch break or a half-day of leave for completing a long-term, company-sponsored wellness program.

### **Resources:**

- ◆ **Summex Corporation:** [www.summex.com](http://www.summex.com)  
*Using Wellness Incentives—Positive Tools for Healthy Lifestyles*

## **9 Explore discounted memberships at local health clubs, recreation centers, or YMCAs.**

**Why:** Discounted memberships encourage employees to start regular physical fitness programs, allowing them to save money. By participating, they can build outside relationships with co-workers, relieve stress, and get rewarded for maintaining a good level of physical fitness.

Discounted memberships are also a good alternative to creating an on-site fitness facility.

### **How:**

- ◆ Contact individual health clubs (commercial fitness centers, fee-based, nonprofit agency fitness centers, and hospital-affiliated fitness/wellness centers) to inquire about corporate rate packages.
- ◆ Evaluate which clubs participate in company discounts and offer the best programs and amenities.
- ◆ Try to find a program that extends the discount to family members.
- ◆ Provide the human resources department with all of the information.
- ◆ Create a menu of fitness centers for employees to use as a resource.
- ◆ Promote the program/discount to employees.

### **Resources:**

- ◆ **Colorado Parks and Recreation Association:** [www.cpra-web.org](http://www.cpra-web.org)
- ◆ **YMCA of Metropolitan Denver:** [www.denverymca.org](http://www.denverymca.org)

## Section 2: Website resource descriptions

**Active:** [www.active.com](http://www.active.com)

This site provides a calendar of events including individual and team sports and park and community events in every state.

**American Cancer Society (ACS):** [www.cancer.org](http://www.cancer.org)

This site provides information about different types of cancer, prevention, and treatment options. The American Cancer Society dietary guidelines and common questions about cancer and diet are covered.

**American College of Sports Medicine (ACSM):** [www.acsm.org](http://www.acsm.org)

The American College of Sports Medicine advances and integrates scientific research to provide educational and practical applications of exercise science and sports medicine. This site contains health and fitness information on aerobic activity, strength training, and stretching.

**American Council on Exercise (ACE):** [www.acefitness.org](http://www.acefitness.org)

The nonprofit fitness certification and education provider is widely recognized as "America's Authority on Fitness." The American Council on Exercise continually sets standards and protects the public against unqualified fitness professionals and unsafe or ineffective fitness products, programs, and trends.

**American Diabetes Association (ADA):** [www.diabetes.org](http://www.diabetes.org)

This site has two home pages, one for professionals and one for laypersons, that provide a comprehensive resource on diabetes.

**American Heart Association (AHA):** [www.americanheart.org](http://www.americanheart.org)

The American Heart Association is a national voluntary health agency whose mission is to reduce death and disability from cardiovascular disease and stroke. Information on health, physical activity, nutrition, and overweight/obesity can be found on this site.

**Ball Dynamics:** [www.balldynamics.com](http://www.balldynamics.com)

This site provides information on using exercise balls and an on-line catalog for ordering FitBall Products, exercise bands, workout videos, and more.

**Centers for Disease Control and Prevention:**

[www.cdc.gov/nccdphp/dnpa/stairwell.index.htm](http://www.cdc.gov/nccdphp/dnpa/stairwell.index.htm) *StairWELL to Better Health Project*

[www.cdc.gov/nccdphp/sgr/sgr.htm](http://www.cdc.gov/nccdphp/sgr/sgr.htm) *1996 Surgeon General's Report on Physical Activity and Health*

**Collage Video:** [www.collagevideo.com](http://www.collagevideo.com)

This site sells videos for all types of physical activity including aerobic fitness, strength training, stretching, yoga, Pilates, intervals, etc.

**Colorado On The Move™:** [www.americaonthemove.org/colorado](http://www.americaonthemove.org/colorado)

Colorado On The Move™ is an affiliate of American On The Move. This site has programs and resources available for worksites to help employees start making lifestyles changes to increase physical activity and improve nutrition.

**Colorado Parks and Recreation Association:** [www.cpra-web.org](http://www.cpra-web.org)

Colorado Parks and Recreation Association is a private, non-profit, membership organization advocating parks and recreation. Currently there are 1,000 individual members representing more than 140 agencies throughout Colorado.

**Fitness Wholesale:** [www.fwonline.org](http://www.fwonline.org)

This site sells a variety of fitness equipment including books, music, videos, posters, hand weights, tubing, exercise bands, fitness balls, stretching mats, and more.

**Health Enhancement Systems:** [www.hesonline.org](http://www.hesonline.org)

This site provides information on health promotion programming, and incentive-based programs including 10K A Day and Colorful Choices.

**Human Kinetics:** [www.humankinetics.com](http://www.humankinetics.com)

Human Kinetics produces textbooks, consumer books, software, videos, journals, and distance education for teachers, coaches, researchers, sports participants, and fitness enthusiasts.

**National Association for Health and Fitness:** [www.physicalfitness.org/nehf.html](http://www.physicalfitness.org/nehf.html)

This site describes the benefits for employers and employees in beginning worksite wellness initiatives. It also provides information on National Employee Health and Fitness Month and programs available for worksites including Let's Get Physical 2003 and Make Your Move!

**Park Nicollet:** [www.healthsource.org](http://www.healthsource.org)

This site sells a variety of health publications as well as worksite services such as consultation, fitness center management, and health risk assessments.

**Power Pause:** [www.possibility.com/PowerPause/](http://www.possibility.com/PowerPause/)

For \$10 a month, this site will automatically prompt you to take a stretch break. The program also leads you through a variety of stretches.

**Summex Corporation:** [www.summex.com](http://www.summex.com)

This site offers a variety of Health Risk Appraisals and other population health risk management tools for worksites.

**Wellness Councils of America:** [www.welcoa.org](http://www.welcoa.org)

This non-profit membership organization promotes healthier lifestyles through health initiatives at the worksite and serves as a national clearinghouse and information center on worksite wellness. You can also order incentive-based campaigns such as Step-By-Step, On The Go!, and Healthtrip.

**YMCA of Metropolitan Denver:** [www.denverymca.org](http://www.denverymca.org)

The YMCA offers a variety of fitness opportunities, activities, and programs for youth and adults.

**Yoga Everywhere:** <http://yogaeverywhere.com/home.html>

This site provides a variety of information on yoga including yoga exercises, teachings, teaching directory, vacations, merchandise, and more.

## Section 3: Healthful eating

Explore opportunities for healthful eating.

### Action Steps:

1. Offer appealing, low-cost, healthful food options, such as fruits and vegetables, juices, and low-fat dairy products in vending machines, snack bars, break rooms, and/or cafeterias.
2. Promote the adoption of 5 A Day in catering/cafeteria policies.
3. Offer healthful food alternatives at meetings, company functions, and health education events.
4. Post motivational signs about 5 A Day, nutrition, and healthful eating in the cafeteria.
5. Make water available throughout the day.
6. Provide protected time and dedicated space away from the work area for breaks and lunch.
7. Make refrigerators available for employees' food storage.
8. Provide incentives for participation in nutrition and/or weight management/maintenance activities.

## **1 Offer appealing, low-cost, healthful food options, such as fruits and vegetables, juices, and low-fat dairy products in vending machines, snack bars, break rooms, and/or cafeterias.**

**Why:** Offering appealing, low-cost, healthful food options at the worksite is one way to promote healthful eating to employees. Vending machines are a quick and convenient way for employees to purchase these types of food. If cafeterias or snack bars are not available, vending machines may be the only option for employees to purchase foods and beverages.

**How:** Here is one example of how to get healthful food options at the worksite.

**Step 1:** Identify employee representative (s) to assess the need and interest in changing vending machine offerings.

**Step 2:** Conduct a vending machine inventory asking employees to determine their interest in having healthful foods available in machines. Identify preferences for vending machine items such as fruits, vegetables, milk, water, energy bars, pretzels, etc.

**Step 3:** Identify worksite staff that deal with vending companies. Identify the date of the vending machine contract renewal and schedule your plans to initiate changes with vending machine companies several months in advance of this renewal date.

**Step 4:** Meet with a vendor representative to:

- ◆ Explain the 5 A Day campaign (i.e. focus on environmental changes at work to facilitate dietary change); share the program guidelines.
- ◆ Share the results of the survey that support employees' desire for healthful food options with the vendor.
- ◆ Provide the vending company with suggestions for healthful food choices and determine which are appropriate to include.
- ◆ Seek permission from the vendor to label fruit and vegetable products with nutrition information on the vending machine.
- ◆ Explore opportunities for reducing the cost of healthful food options.

**Step 5:** Recruit employee representatives to publicize and promote the healthful changes in vending options.

- ◆ Post signs near the vending machines encouraging the purchase of new products; place labels on the machines that indicate healthful choices and provide nutrition education.
- ◆ Continue to publicize the offerings; monitor and maintain labels and signs; and track sales of healthful food items.

### **Resources:**

- ◆ **Working Well Works:** [www.tompkinsco.org/wellness/worksite/](http://www.tompkinsco.org/wellness/worksite/)



## **2** Promote the adoption of 5 A Day in catering/cafeteria policies.

**Why:** Nutrition experts currently recommend that Americans eat five to nine servings of fruits and vegetables a day. Americans should include fruits and vegetables with a spectrum of colors: red, yellow/orange, blue/purple, white, and green, since they contain a variety of healthful antioxidants. Diets that are high in vitamins A and C and fiber may reduce risk of chronic diseases. Fruits and vegetables are rich sources of these nutrients. People who eat five or more servings of fruits and vegetables daily have half the risk of developing cancer as those who eat only one to two servings a day. Thirty-five percent of all cancer deaths may be related to poor dietary habits. Nearly \$250 billion are spent each year in the U.S. on healthcare costs for diseases related to unhealthy eating habits.

**How:** Here are some ways to promote the 5 A Day campaign:

- ◆ Promote 5 A Day month/week in September.
- ◆ Host an employee health fair and include information on fruits and vegetables.
- ◆ Involve cafeterias and vending companies in promoting fruits and vegetables.
- ◆ Give Farmers' Market coupons as employee recognition awards.
- ◆ Hold cooking demonstrations using fruits and vegetables.
- ◆ Write 5 A Day articles for your corporate newsletter.
- ◆ Solicit articles, recipes, and events related to 5 A Day from employees for your newsletter
- ◆ Offer fruits and vegetables at work-related events and meetings.
- ◆ Develop policies on having fruits or vegetables served at all worksite meetings where food is offered.

See Appendix E for ideas on 5 A Day at Work.

### **Resources:**

- ◆ **About Produce:** [www.aboutproduce.com](http://www.aboutproduce.com)
- ◆ **Colorado Department of Public Health and Environment/5 A Day Program:** [www.cdphe.state.co.us/pp/copan/5aday.html](http://www.cdphe.state.co.us/pp/copan/5aday.html)
- ◆ **National Cancer Institute:** [www.5aday.gov](http://www.5aday.gov)
- ◆ **Produce for Better Health:** [www.5aday.org](http://www.5aday.org)

## **3 Offer healthful food alternatives at meetings, company functions, and health education events.**

**Why:** By offering healthful food choices at company meetings and functions, employees have increased opportunities for making healthy food choices at work that, in turn, benefit their health. Also, offering healthy food choices and alternatives at company functions shows employees that their employer cares about their health and well-being.

**How:** Here is a list of suggestions for healthful meals and snacks:

### **Breakfast meetings**

- ◆ Fruit and/or 100 percent fruit juices
- ◆ Whole grain cereal and low-fat milk
- ◆ Low-fat yogurt
- ◆ Bagels and reduced-fat cream cheese
- ◆ English muffins

### **Lunch meetings**

- ◆ Baked chicken with vegetables and brown rice
- ◆ Pasta with vegetables
- ◆ Box lunches: sandwiches with fruit
- ◆ Veggie pizza
- ◆ Vegetable soups
- ◆ Green salads
- ◆ Bean and veggie burritos
- ◆ Lean meats

### **Afternoon or mid-morning meetings**

- ◆ Fruit: apples, oranges, grapes, raisins, 100 percent juice
- ◆ Sliced vegetables with low-fat dip
- ◆ Low-fat milk or yogurt
- ◆ Pretzels
- ◆ Nuts, trail mixes
- ◆ Baked tortilla chips with salsa
- ◆ Reduced-fat crackers, graham crackers, animal crackers
- ◆ Air-popped popcorn

### **Resources:**

- ◆ **American Cancer Society:** [www.cancer.org](http://www.cancer.org)  
*Meeting Well: A Tool for Planning Healthy Meetings and Events*
- ◆ **Healthy Eating and Active Living in Northern British Columbia:**  
<http://healbc.ca/work.htm>
- ◆ **Prevention Institute:** [www.preventioninstitute.org/CHI\\_Workplace.html](http://www.preventioninstitute.org/CHI_Workplace.html)
- ◆ **University of Minnesota School of Public Health:**  
[www.ahc.umn.edu/ahc\\_content/colleges/SPH/index.cfm](http://www.ahc.umn.edu/ahc_content/colleges/SPH/index.cfm)  
*Guidelines for Offering Healthy Foods at Meetings, Seminars, and Catered Events*
- ◆ **Working Well Works:** [www.tompkinsco.org/wellness/worksite/](http://www.tompkinsco.org/wellness/worksite/)

## **4** Post motivational signs about 5 A Day, nutrition, and healthful eating in the cafeteria.

**Why:** Motivational signs can act as both a reminder and decision prompt when posted in a cafeteria. Encouraging healthful eating near the point-of-purchase of foods can influence decisions. Signage posted in various locations presents reminders for on and off -site eating habits. Good nutrition has been linked to improved health and increased energy.

**How:**

- ◆ Motivational signs can be posted in a variety of places. Unconventional locations usually have more impact. Examples are trash cans, walls, ceilings, vending machines, and restroom doors.
- ◆ Don't limit your signage to the cafeteria. Post signs in other places such as break rooms, hallways, elevators, restrooms, etc.
- ◆ Posters are not the only possibility. Try making table tents, window signs, flyers, or hanging displays. Laminating the information helps to keep it in good shape longer. Depending on the size/type, framing or mounting on foam core also lengthens the life of the sign and adds to the professionalism of the message.

**Resources:**

- ◆ **Fitness Wholesale:** [www.fwonline.com/charts.htm](http://www.fwonline.com/charts.htm)
- ◆ **National Cancer Institute:** [www.5aday.gov/media-posters.shtml](http://www.5aday.gov/media-posters.shtml)
- ◆ **Produce for Better Health:** [www.shop5adaycatalog.com/acatalog/Posters.html](http://www.shop5adaycatalog.com/acatalog/Posters.html)
- ◆ **Project Lean:** [www.californiaprojectlean.org/popups/pdfs/lowfatposter.pdf](http://www.californiaprojectlean.org/popups/pdfs/lowfatposter.pdf)
- ◆ **United States Department of Agriculture/Center for Nutrition Policy and Promotion:** [www.usda.gov/cnpp/](http://www.usda.gov/cnpp/)  
*Food Guide Pyramid and Dietary Guidelines*

## **5** Make water available throughout the day.

**Why:** Drinking water is essential for keeping your body functioning normally and preventing dehydration. Water, one of the most important and often overlooked nutrients, plays many roles in body processes. Water regulates body temperature, transports nutrients to cells, carries waste products away, helps cushion joints, protects organs and tissues, and helps in weight loss efforts.

Dehydration, the loss of body water, can have a detrimental effect. Dehydration can begin as thirst, but can quickly progress to effects such as fatigue, headache, dizziness, weakness, and delirium, and in the worst case, even death. In Colorado's dry climate, it is always important to drink water regularly. It's even more important when being physically active.

Water is a great alternative to soda and high-calorie beverages that offer little nutritional value. Many vending machines in the workplace are fully stocked with soda and sugar-filled beverages. Providing water at company functions and making it more available and visible to employees may help them choose water more often.

### **How:**

- ◆ Educate employees about the importance of water and hydration through the company newsletter, emails, and posters/table tents in the cafeteria or around the building.
- ◆ Incorporate the message of drinking more water into existing health and fitness programs offered in the worksite. Encourage employees to set goals to drink more water along with other health and fitness goals.
- ◆ Make water available through water fountains and water coolers in break rooms, hallways, and lobbies. If budgetary constraints do not allow for purchase of water, initiate a program to get employees to contribute a small monthly donation that would fund bottled drinking water.
- ◆ Serve bottled water or water from pitchers at staff meetings as an alternative to coffee and soda. Try adding lemons and/or limes; toss in some fresh mint leaves; or mix in a bit of orange juice to add variety.
- ◆ Make water available in vending machines. Discuss with the vending representative the potential for adding water to the beverage inventory.

### **Resources:**

- ◆ **MEDLINEplus:** [www.nlm.nih.gov/medlineplus/ency/article/000982.htm](http://www.nlm.nih.gov/medlineplus/ency/article/000982.htm)  
*Preventing Dehydration*

## **6 Provide protected time and dedicated space away from the work area for breaks and lunch.**

**Why/How:** Having protected time and space for breaks and lunch helps employees to get away and re-energize before coming back to work. Break and lunch time for some employees is mandated by the Colorado Minimum Wage Order 22. This order regulates wages, hours, working conditions and procedures for certain employers and employees for work performed in the following industries: Retail and Service, Commercial Support Service, Food and Beverage, and Health and Medical. The order is in Title 8, Articles 1, 4, 6, and 12, Colorado Revised Statute 1997; it became effective August 1, 1998.

Regarding meal periods, the law states, “Employees shall be entitled to an uninterrupted and ‘duty free’ meal period of at least a 30-minute duration when the scheduled work shift exceeds five consecutive hours of work. The employees must be completely relieved of all duties and permitted to pursue personal activities to qualify as a non-work, uncompensated period of time. When the nature of the business activity or other circumstances exist that makes an uninterrupted meal period impractical, the employee shall be permitted to consume an ‘on-duty’ meal while performing duties. Employees shall be permitted to fully consume a meal of choice ‘on the job’ and be fully compensated for the ‘on-duty’ meal period without any loss of time or compensation.”

Regarding rest periods the law states, “Every employer shall authorize and permit rest periods, which, insofar as practicable, shall be in the middle of each four-hour work period. A compensated ten-minute rest period for each four hours or major fractions thereof shall be permitted for all employees. Such rest periods shall not be deducted from the employee’s wages. It is not necessary that the employee leave the premises for said rest period.”

*Sample flextime policy:*

“Employees can adjust their working hours in a flexible manner within a two-week period. The two timesheets for the pay period must total 80 hours. The additional hours above the 40 hours can be on either the first or second timesheet. Employees shall post their hours either as positive or negative to specific accounts.”

**Why/Dedicated space:** This worksite initiative is well worth it. Consider specifically identifying a break room and lunch center which reflects healthy lifestyles, personal expression, and encourages “active breaks”. The defined space—away from the intensity of the work environment—will provide a better, healthier and more meaningful experience for everyone. Workers will welcome breaks and lunch periods because the space is so pleasant.

**How/Dedicated space:** Employees and management can work together to define a policy and assure its distribution to all employees.

### **Resources:**

- ◆ **Colorado Department of Labor and Employment, Division of Labor:**  
[www.coworkforce.com/LAB/WageOrder22.pdf](http://www.coworkforce.com/LAB/WageOrder22.pdf)  
*Colorado Minimum Wage Order Number 22*

## **7** Make refrigerators available for employees' food storage.

**Why:** Increasing opportunities for employees to store food safely at work may help them make smart food choices and save money. Simple modifications such as installing refrigerators in break rooms allow employees to bring perishable foods such as fruit, yogurt, low-fat milk, and brown bag lunches to work. Creating space in cabinets and on countertops in break rooms or workrooms also makes it easier for employees to bring non-perishable foods to work.

**How:**

- ◆ Assess the worksite environment. Determine where it is possible to increase food storage space. Identify closet spaces that could house a refrigerator, if no break room exists.
- ◆ Arrange a meeting with management and the facilities department to discuss purchasing a refrigerator if needed. Research opportunities to allocate funds from other projects or programs to cover the cost.
- ◆ Find protected spaces for employee food storage such as closets with old filing cabinets that could be cleaned and reorganized allowing for extra space.
- ◆ Encourage employees to store healthy food choices, such as fruit bowls, in visible locations with a great deal of foot traffic, like the top of a filing cabinet or in a corner cubicle.
- ◆ Initiate a healthy snack program and enlist the help of a wellness committee or motivated employees to administer the program. Individual serving sizes of healthy food choices are organized and priced affordably and placed in the snack bowl for purchase by employees.
- ◆ Provide reminders for employees to bring brown bag lunches. Include tips for how to bring non-perishable lunches and snacks such as peanut butter on whole grain bread, canned or dried fruit, and vegetable juice.
- ◆ Organize a lunch club where employees are assigned a specific day or week to make brown bag lunches for the group.
- ◆ Consider providing insulated lunch bags for employees to keep foods cold throughout the day.

**Resources:**

- ◆ **Colorado State University Cooperative Extension:** [www.ext.colostate.edu](http://www.ext.colostate.edu) or [www.caahs.colostate.edu/fshn/extension](http://www.caahs.colostate.edu/fshn/extension)
- ◆ **Fight BAC!:** [www.fightbac.org](http://www.fightbac.org)
- ◆ **Working Well Works:** [www.tompkinsco.org/wellness/worksite/](http://www.tompkinsco.org/wellness/worksite/)

## **8 Provide incentives for participation in nutrition and/or weight management/maintenance activities.**

**Why:** Most wellness programs are designed to change a health behavior such as increasing consumption of fruits and vegetables or losing weight. Health behavior is difficult to change, and therefore, wellness program coordinators must recognize that people often need external motivators and reasons to change. Incentives generate interest in the wellness program, offer rewards for changed behavior, and promote the company's belief in and commitment to wellness.

Incentives are useful and effective because of their direct impact on the universal human need for personal recognition and reward. An incentive may be defined as an anticipated positive or desirable reward that influences individual or group performance. By reinforcing behaviors and rewarding results, successful program outcomes can be achieved. Among other things, incentives can be expected to: 1) increase program participation and completion rates, 2) provide a purpose for participants to make health behavior changes, and 3) improve long-term adherence to a behavior.

**How:** In order for an incentive to be effective, the participant needs to find it desirable and worth the effort. Finding out what incentives motivate your participants can be accomplished in many ways including preference surveys, focus groups, structured interviews, pilot testing different incentives with small groups, or just randomly asking key people what they think.

Experts recommend that the incentives be kept small while achieving program goals. Small but effective incentives are always more cost-effective. Smaller external incentives are more likely to help individuals internalize their new behaviors and maintain them over the long term without ongoing external rewards. The bottom line is that participation rates will increase if an incentive is offered.

Types of incentives can be categorized as follows:

- ◆ **Achievement awards.** Verbal praise and a pat on the back are motivational to some, but a token of recognition of achievement may offer more. A colorful certificate to congratulate an employee for achieving a health-related goal is one example.
- ◆ **Public recognition.** Most people love to see their names in print. Publish the names of wellness program participants in your employee newsletter. This will honor the employees who have attempted to make positive lifestyle changes and can motivate others to do the same.
- ◆ **Merchandise.** Award a t-shirt, canvas bag, cap, or an AM/FM radio to participants who sign up and/or complete a program. Your company logo may be imprinted on these items as well.
- ◆ **Monetary rewards.** Offer an employee \$10 for completing a wellness program. Discount health insurance premiums for participants. Reimburse employees for attending a health-related educational training seminar.
- ◆ **Food.** Offer beverages and healthy snacks to employees who participate in on-site wellness programs. Use gift certificates to a local restaurant or grocery stores as door prizes.
- ◆ **Entertainment.** Hold a drawing for movie tickets, sporting events tickets, or health food store gift certificates for participants of wellness programs.
- ◆ **Time off.** Allow employees to take an extended lunch break or a half-day of leave for completing a long-term, company-sponsored wellness program.

### **Resources:**

- ◆ **Summex Corporation:** [www.summex.com](http://www.summex.com)  
*Using Wellness Incentives—Positive Tools for Healthy Lifestyles*

## Section 3: Website resource descriptions

**About Produce:** [www.aboutproduce.com](http://www.aboutproduce.com)

About Produce offers information on fruits and vegetables, including recipes and cooking, health, and nutrition. It is maintained by the Produce Marketing Association and Produce for Better Health Foundation.

**American Cancer Society (ACS):** [www.cancer.org](http://www.cancer.org)

This site provides information about different types of cancer, prevention, and treatment options. The American Cancer Society dietary guidelines and common questions about cancer and diet are covered.

**American Cancer Society Workplace Outreach:** [www.acsworkplace.com](http://www.acsworkplace.com)

This site provides information on sample worksite wellness policies, tools to starting a wellness program, and information for company employees on being active, quitting tobacco, staying sun smart, and being aware. There are also recipes, resources, and *Meeting Well* guidelines under the “eat smart” link.

**Colorado Department of Labor and Employment, Division of Labor:**

This site includes information on Colorado's job market, job hunting, job availability, and Social Security. Key components to labor market resources and laws are also included.

**Colorado Department of Public Health and Environment (CDPHE)/Physical Activity and Nutrition Program/5 A Day:** [www.cdphe.state.co.us/pp/copan/](http://www.cdphe.state.co.us/pp/copan/)

This site has the *Colorado Physical Activity and Nutrition State Plan 2010*, which includes strategies for improving nutrition and physical activity in schools, worksites, and communities. This site also has information about the 5 A Day for Better Health campaign.

**Colorado State University Cooperative Extension:**

[www.ext.colostate.edu](http://www.ext.colostate.edu) or [www.caahs.colostate.edu/fshn/extension](http://www.caahs.colostate.edu/fshn/extension)

These sites provide information on nutrition resources and programs.

**Fight BAC!:** [www.fightbac.org](http://www.fightbac.org)

Sponsored by the Partnership for Food Safety Education, this site has a wealth of information on the basics of food safety.

**Fitness Wholesale:** [www.fwonline.com](http://www.fwonline.com)

This site sells a variety of fitness equipment including books, music, videos, posters, hand weights, tubing, exercise bands, fitness balls, stretching mats, and more.

**Healthy Eating and Active Living in Northern British Columbia:**

<http://healbc.ca/work.htm>

This is a group of individuals, organizations, and communities working to prevent Type 2 diabetes. This project is funded by Health Canada and sponsored by the Northern Health Authority. They educate about healthy eating and active living through projects, e-lists, newsletters, news releases, presentations, networking, workshops, and the HEAL website.



**MEDLINEplus:** [www.nlm.nih.gov/medlineplus/ency/article/000982.htm](http://www.nlm.nih.gov/medlineplus/ency/article/000982.htm)

MEDLINE plus is a source of health information from the world's largest medical library, the National Library of Medicine. MEDLINEplus has extensive information from the National Institutes of Health and other trusted sources of over 600 diseases and conditions.

**National Cancer Institute (NCI):** [www.cancer.gov](http://www.cancer.gov)

This site contains information on current research, food preparation tips, and dietary guidelines for people looking for ways to reduce risk of cancer.

**Prevention Institute:** [www.preventioninstitute.org/CHI\\_Workplace.html](http://www.preventioninstitute.org/CHI_Workplace.html)

The institute addresses complex health and social issues and advocates for solutions to improve community health. The organization builds on the successes of a variety of fields such as injury and violence prevention, traffic safety, health disparities, nutrition, physical activity, and youth development, and applies them to new challenges in areas.

**Produce for Better Health:** [www.5aday.org](http://www.5aday.org)

Information and resources on the 5 A Day The Color Way campaign can be found here.

**Project Lean:** [www.californiaprojectlean.org/popups/pdfs/lowfatposter.pdf](http://www.californiaprojectlean.org/popups/pdfs/lowfatposter.pdf)

California Project LEAN (Leaders Encouraging Activity and Nutrition) is a public awareness campaign to promote low-fat eating by working with state and local physical activity and nutrition leaders to conduct programs in communities throughout California.

**Summex Corporation:** [www.summex.com](http://www.summex.com)

This site offers a variety of Health Risk Appraisals and other population health risk management tools for worksites.

**University of Minnesota School of Public Health:**

[www.ahc.umn.edu/ahc\\_content/colleges/SPH/index.cfm](http://www.ahc.umn.edu/ahc_content/colleges/SPH/index.cfm)

This site has the *Guidelines for Offering Healthy Foods at Meetings, Seminars, and Catered Events*.

**United States Department of Agriculture/Center for Nutrition Policy and Promotion:** [www.usda.gov/cnpp/](http://www.usda.gov/cnpp/)

Find the *Food Guide Pyramid* and *Dietary Guidelines for Americans* at this site.

**Working Well Works:** [www.tompkins-co.org/wellness/worksite/](http://www.tompkins-co.org/wellness/worksite/)

This site provides information about starting worksite wellness programs. One of the sections, *Fruit and Snack Bowl*, provides guidelines on healthful snacks in the workplace.

## Section 4: Worksite environment

**Alter worksite environment and/or policy to encourage health and wellness.**

### **Action Steps:**

1. Provide bicycle racks in safe, convenient, and accessible locations.
2. Provide clean, safe, and aesthetically appealing stairwells, and promote their use.
3. Establish on-site fitness rooms or exercise facilities.
4. Designate specific areas to support employees with sensitive health issues, such as diabetics and nursing mothers.
5. Establish workplace programs that promote breastfeeding.
6. Add weight management/maintenance, nutrition, and physical activity counseling as a member benefit in health insurance contracts.
7. Create a company culture that discourages sedentary behavior, such as TV viewing on breaks and sitting for long periods of time.
8. Create a company culture that minimizes consumption of low-nutrient foods and beverages such as cakes at parties, candy bowls, and sweets as rewards.

## **1 Provide bicycle racks in safe, convenient, and accessible locations.**

### **Why:**

- ◆ Bicycling can be a safe, healthy behavior.
- ◆ Placing bicycle racks in prominent locations may encourage people to ride to your location.
- ◆ Bicycle parking is inexpensive to provide compared to automobile parking.
- ◆ Studies have proven that people who exercise in the morning are more alert when they get to work.

### **How:**

- ◆ Contact your facilities manager and/or city government to find out if a specific type of bicycle rack is required or if there are specific locations that bicycle racks must be installed on your property.
- ◆ If there is no standard rack, look for the inverted-U rack. This type of rack offers the best of short-term cycle parking and is widely regarded as the recommended standard.
- ◆ Determine a location that is convenient to access on a bicycle. Ideal locations are visible, well lit, and close to the building entrance. Make sure that curb ramps are in place so the bicyclist can ride directly to the rack. Keep in mind that bicyclists will park as close as they can to their destination. If your building has multiple entrances, make sure you install bike racks in multiple locations.
- ◆ To encourage bicycling, ask your local police department about bicycle registration. Many cities offer to engrave a number on bicycles so that if they are ever stolen, they can be traced back to the owner. You could host a bicycling event at your worksite and have the police come to register bicycles.
- ◆ To encourage bicycle commuting, your worksite should have showers, locker room, and storage for bicycles.
- ◆ Advertise the location of all bike racks to employees.
- ◆ Offer bicycle safety training on-site. Talk to departments of transportation, local bicycle vendors or police officers about making a presentation about rules of the road and bicycle safety tips.
- ◆ Give free or low-cost helmets and/or retro reflective gear to bicycle commuters.
- ◆ Encourage employees to participate in Colorado Bike to Work Day, held the last Wednesday in June.
- ◆ Encourage employees to ride to work during June, Colorado Bike Month.

### **Resources:**

- ◆ **Bicycle Colorado:** [www.bicyclecolo.org/site/intro.cfm](http://www.bicyclecolo.org/site/intro.cfm)
- ◆ **Colorado Department of Transportation Bicycle/Pedestrian Program:** [www.dot.state.co.us/BikePed/BikePedManual.htm](http://www.dot.state.co.us/BikePed/BikePedManual.htm)  
*Colorado Bicycling Manual*
- ◆ **Municipal government**
- ◆ **Police department**
- ◆ **Vendors that sell bicycle racks, safety gear, etc.**
- ◆ **Zoning or planning department**

## **2 Provide clean, safe, and aesthetically appealing stairwells, and promote their use.**

**Why:** An important motivator in encouraging people to take the stairs is making stairwells more inviting.

**How:** Consider the following ideas:

- ◆ Motivational signs at elevators and escalators (refer to Section 1 for more information)
- ◆ Adding carpet and rubber treading
- ◆ Creative lighting
- ◆ Artwork or mirrors on the walls
- ◆ Theme stairwells (tropical rainforest, cartoons, etc.)
- ◆ Include an electronic message board
- ◆ Add footsteps that lead from the elevators to the stairs
- ◆ Post arrows showing the way to the stairs
- ◆ Create a fitness zone inside the stairwell with a sign: “You are now entering the Fitness Zone”
- ◆ Put numbers on the doors to let users know which floor they are on. Start at the bottom floor and give each stair a number so that users can easily track their progress.
- ◆ Allow users to add their signatures to each floor creating a graffiti wall

**Resources:**

- ◆ **Centers for Disease Control and Prevention:**  
[www.cdc.gov/nccdphp/dnpa/stairwell.index.htm](http://www.cdc.gov/nccdphp/dnpa/stairwell.index.htm)  
*StairWELL to Better Health Project*

### **3 Establish on-site fitness rooms or exercise facilities.**

**Why:** On-site fitness facilities can range from a TV and VCR or DVD in your conference room available for employees to participate in lunchtime fitness classes, to a fully equipped and staffed, state-of-the-art gymnasium-type facility. It is important to match your company's goals (i.e. employee satisfaction vs. reduction in healthcare costs) with financial resources available for employee benefits.

Liability Issues:

It is extremely important to assess your company's liability when considering an on-site exercise facility. Talk to your company's legal department and see Appendix D for more detailed information on liability issues.

NOTE: It is strongly recommended that you review the following two books before implementing any on-site fitness room or exercise facility:

- ◆ *ACSM's Health/Fitness Facility Standards & Guidelines, Second Ed.*, American College of Sports Medicine, 1992.
- ◆ *Health Fitness Management, A Comprehensive Resource for Managing and Operating Programs and Facilities*, by William C. Grantham/Robert W. Patton/Tracy D. York/Mitchel L. Winick, Human Kinetics, 1989.

Benefits of an on-site facility

- ◆ Potential reduction in overall healthcare costs
- ◆ Potential reduction in employee absences
- ◆ Improved employee health and fitness
- ◆ Increased employee satisfaction
- ◆ Increased employee engagement
- ◆ Informal building of community networks
- ◆ Can aid in the recruitment of top talent
- ◆ Can help facilitate a positive company culture

Possible limitations of an on-site facility

- ◆ Cost prohibitive
- ◆ Space prohibitive
- ◆ Falls outside the realm of core business
- ◆ Considered a fringe benefit
- ◆ Difficult to prove return on investment

**How:** Steps to take:

- ◆ Purchase the two books listed above.
- ◆ Read the books to learn about standards, guidelines, liability, and other issues.
- ◆ Create a survey to assess employee interest in an on-site facility.
- ◆ Talk with your legal department regarding liability issues.
- ◆ Consider hiring a qualified consultant or fitness management company to assist in the design, start-up, and possible management of your exercise facility.
- ◆ Work closely with your company's facilities department to assess cost and space issues.
- ◆ Write a business plan for your proposed on-site fitness center.

Cost ranges of an on-site facility

*Minimum*

- ◆ Minimal or no staff (not recommended due to liability issues)
- ◆ No locker rooms
- ◆ Conference room with TV, VCR or DVD, mats, and exercise balls
- ◆ COST: up to \$500\*

*Intermediate*

- ◆ Minimal staff
- ◆ Locker rooms or shower facilities on site
- ◆ Dedicated exercise space
- ◆ Universal weight-training machine
- ◆ 2-5 pieces of cardiovascular equipment
- ◆ COST: \$5,000-\$20,000\*

*Advanced*

- ◆ Staffed with qualified personnel
- ◆ Locker rooms
- ◆ Fully-equipped gym with strength training and cardiovascular equipment
- ◆ Fitness and health promotion programs
- ◆ Annual cost: \$50,000 - \$500,000\*

\* Cost averages do not include facility construction costs.

**Resources:**

- ◆ **American College of Sports Medicine:** [www.acsm.org](http://www.acsm.org)
- ◆ **Collage video:** [www.collagevideo.org](http://www.collagevideo.org)
- ◆ **Fitness Wholesale:** [www.fwonline.com](http://www.fwonline.com)
- ◆ **HEALTHBREAK, Inc.:** [www.healthbreakinc.com](http://www.healthbreakinc.com)
- ◆ **Human Kinetics:** [www.humankinetics.com](http://www.humankinetics.com)
- ◆ **Johnson & Johnson Health Care Systems:** [www.jjhcshealth-fitness.com](http://www.jjhcshealth-fitness.com)
- ◆ **Wellness Councils of America:** [www.welcoa.org](http://www.welcoa.org)

## **4 Designate specific areas to support employees with sensitive health issues, such as diabetics and nursing mothers.**

**Why:** Title I of the Americans with Disabilities Act of 1990, which took effect July 26, 1992, prohibits private employers, state and local governments, employment agencies, and labor unions from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment. An individual with a disability is a person who: 1) has a physical or mental impairment that substantially limits one or more major life activities, 2) has a record of such an impairment, or 3) is regarded as having such an impairment. Diabetes is a disability when it substantially limits one or more of a person's life activities or causes side effects or complications that substantially limit a major life activity. Most sensitive health issues are covered by the Americans With Disabilities Act. Nursing mothers are not covered, however. See page 48 for the benefits associated with supporting breastfeeding women.

**How:** A qualified employee or applicant with a disability is an individual who, with or without reasonable accommodation, can perform the essential functions of the job in question. Reasonable accommodation may include, but is not limited to:

- ◆ Making existing facilities used by employees readily accessible to and usable by persons with disabilities;
- ◆ Job restructuring, modifying work schedules, reassignment to vacant positions; and
- ◆ Acquiring or modifying equipment or devices, adjusting modifying examinations, training materials, or policies, and providing qualified readers or interpreters.
- ◆ Regular work schedules, meal breaks, a place to test blood sugar levels, or a rest area for employees with diabetes.

An employer is required to make an accommodation to the known disability of a qualified applicant or employee if it would not impose an "undue hardship" on the operation of the employer's business. Undue hardship is defined as an action requiring significant difficulty or expense when considered in light of factors such as an employer's size, financial resources, and the nature and structure of its operation.

An employer is not required to lower quality or production standards to make an accommodation, nor is an employer obligated to provide personal use items such as glasses or hearing aids.

Other workplace goals:

- ◆ Develop a supportive work environment so that employees with sensitive health issues, such as diabetes, feel comfortable adopting and performing the behaviors that promote good control.
- ◆ Provide encouragement and opportunities for all employees to adopt healthier lifestyles that reduce risk for chronic diseases.
- ◆ Demand the highest quality medical care for people with sensitive health issues.
- ◆ Establish workplace programs that promote breastfeeding.

### **Resources:**

- ◆ **Americans with Disabilities Act:** [www.ada.gov](http://www.ada.gov)
- ◆ **Centers for Disease Control/Disability and Health:** [www.cdc.gov/ncbddd/dh](http://www.cdc.gov/ncbddd/dh)
- ◆ **Equal Employment Opportunity Commission:** [www.eeoc.gov/facts/diabetes.html](http://www.eeoc.gov/facts/diabetes.html)
- ◆ **Diabetes Advocate:** [www.diabetes.org/main/community/advocacy/default.jsp](http://www.diabetes.org/main/community/advocacy/default.jsp)

## **5 Establish workplace programs that promote breastfeeding.**

### **Why:**

- ◆ Reduces turnover; mothers are more likely to return to work after having a baby.
- ◆ Reduces sick time; breastfed babies are less likely to be ill.
- ◆ Improves productivity, loyalty, employee satisfaction, and morale.
- ◆ Creates a reputation of a company concerned for the health and wellness of its employees and their families.
- ◆ Offers a recruitment incentive for women.
- ◆ Can lower health care costs by an average savings of \$400 per baby over the first year.
- ◆ Can decrease the cost of health insurance.

### **How:**

- ◆ Develop a support system by creating a breastfeeding task force.
- ◆ Provide a clean, private comfortable space to pump or breastfeed (not a bathroom), with a sink nearby for hand washing and washing of pump parts.
- ◆ Communicate breastfeeding support policies to all employees.
- ◆ Consider flexible scheduling options, part-time work, or job-sharing for breastfeeding women.
- ◆ Allow sufficient break time for mothers to breastfeed or express milk.
- ◆ Be aware of and support breastfeeding promotion policies in legislation.

### **Examples of Colorado mother-friendly businesses include:**

- ◆ *American Century, Littleton*: provides company lactation rooms, discounts on nursing supplies, and flexible schedules.
- ◆ *Colorado Department of Public Health and Environment, Denver*: provides a lactation room and flexible work schedules.
- ◆ *Coors Brewing Company, Golden*: provides lactation rooms with refrigerators and electric pumps, and sells kits to employees.
- ◆ *First Data Corporation, Denver*: provides flexible work schedules and free lactation equipment
- ◆ *United Services Automobile Association, Colorado Springs*: provides onsite childcare, lactation room with electric pumps, videos, and instruction booklets.
- ◆ *United States Department of Agriculture Food and Nutrition Service, Denver*: provides a lactation room with an electric pump.

### **Resources:**

- ◆ **Colorado Parent:** <http://colorado.parenthood.com>
- ◆ **Congresswoman Carolyn Maloney addresses federal breastfeeding legislation:** [www.house.gov/maloney/issues/breastfeeding](http://www.house.gov/maloney/issues/breastfeeding)
- ◆ **LaLeche League International:** [www.la lecheleague.org](http://www.la lecheleague.org)
- ◆ **International Lactation Consultant Association:** [www.ilca.org](http://www.ilca.org)
- ◆ **National Women's Health Information Center:** [www.4woman.gov/Breastfeeding](http://www.4woman.gov/Breastfeeding)
- ◆ **United States Breastfeeding Committee:** [www.usbreastfeeding.org](http://www.usbreastfeeding.org)
- ◆ **Washington Business Group on Health:** [www.wbgh.org](http://www.wbgh.org)



## **6 Add weight management/maintenance, nutrition, and physical activity counseling as a member benefit in health insurance contracts.**

**Why:** In the new environment of health care, many plans and programs are changing to include non-traditional benefits. Weight management/maintenance, nutrition, or physical activity benefits are on the horizon as employers recognize the benefits of promoting a healthier lifestyle to create better health.

**How:** This action step may be difficult to achieve. To accomplish this action step, you may have to advocate for your company with your healthcare provider. Awareness of policy issues and policy content will help to achieve your goal.

First, contact your company healthcare provider to see what is already included in your policy. Many programs include a “behavior and health” section. Some programs include continuing education for employees, if requested by the company. Use this benefit to address nutrition and physical activity topics.

Second, be sure to compare and contrast provider benefits for nutrition and physical activity when the company is negotiating with health insurance providers. Depending on the cost/benefit, you may want to upgrade your package to include nutrition and physical activity benefits.

The Colorado legislature is also attempting to help employers with insurance issues. With the passage of the 2003 Colorado House Bill 1164, insurance companies can now offer discounts of up to 25 percent to small companies (less than 50 employees). Previously, rates were based on the health status and claims experience of all small businesses in a geographic area.

### **Resources:**

- ◆ **Company healthcare provider**

## **7 Provide a safe walking environment on facility grounds.**

### **Why:**

- ◆ Walking is a safe, healthy behavior.
- ◆ Walking is a form of physical activity that does not require equipment, has a low risk of injury, and has been proven to improve wellness.
- ◆ Walking trails and sidewalks can be aesthetically appealing. With a little investment, you can make your walkways look much nicer.
- ◆ If facilities for walking are in place, employees are more likely to use them.

### **How**

- ◆ Talk to your city engineers and planners to find out about any restrictions for building trails or sidewalks on your facility grounds.
- ◆ Work with an architect to develop plans to make your facility more walkable. The design should focus on connectivity and interesting design.
- ◆ Consider amenities like benches, water fountains, and signage.
- ◆ If you have large parking lots, designate areas for pedestrian access in the lots. This enhances safety and allows sites to connect disjointed areas.
- ◆ Keep pedestrian safety and comfort in mind. Tree lawns, lighting, and signage make walking more enjoyable and safer.

### **Resources:**

- ◆ **Colorado Parks and Recreation Association:** [www.cpra-web.org](http://www.cpra-web.org)  
Get a free map of Colorado walking, bicycling, in line skating trails (metro Denver, Northern Colorado, Southern Colorado, etc.)
- ◆ **National Center for Bicycling and Walking:** [www.bikewalk.org](http://www.bikewalk.org)
- ◆ **Pedestrian and Bicycle Information Center:** [www.walkinginfo.org](http://www.walkinginfo.org)

## **8 Create a company culture that discourages sedentary behavior, such as TV viewing on breaks and sitting for long periods of time.**

## **9 Create a company culture that minimizes consumption of low-nutrient foods and beverages such as cakes at parties, candy bowls, and sweets as rewards.**

**Why:** A sense of culture exists among groups of individuals who come together for work. One definition by Merriam-Webster.com defines culture as “the set of shared attitudes, values, goals, and practices that characterizes a company or corporation.”

Employee health directly impacts productivity. Poor diets and inactivity decrease alertness and creativity. Healthy employees equal a healthy and productive organization. Creating a company culture that discourages inactivity and promotes healthy eating makes it easier for employees to adopt those lifestyle changes. This means not only creating an environment conducive to an active and healthy lifestyle but also one that encourages it.

### **How:**

- ◆ Ask management to help create a culture that promotes healthy eating and regular physical activity.
- ◆ Develop programs from the grassroots level for added success.
- ◆ Create or identify change agents who can be leaders to push for a healthier more active worksite.
- ◆ Boost enthusiasm by using group programs to create team efforts and foster healthy competition within the company.
- ◆ Creating cultural change is an ongoing process that involves periodic re-evaluation. According to the Human Resources Institute, Inc. (2001), the “Normative Systems Culture Change Process” involves four phases:
  - Phase 1 Analysis, Objective Setting and Leadership Commitment
  - Phase 2 Systems Introduction
  - Phase 3 Systems Integration
  - Phase 4 Evaluation, Renewal, Extension

### **Resources:**

- ◆ **Healthy Culture:** [www.healthyculture.com/Articles/Ccplannier.html](http://www.healthyculture.com/Articles/Ccplannier.html)
- ◆ **The Organizational Culture website:** [www.organizational-culture.com/](http://www.organizational-culture.com/)
- ◆ **Workforce Management:** [www.workforce.com](http://www.workforce.com)
- ◆ **Book review:** [www.tricare.osd.mil/hcr/newsletter/review3.html](http://www.tricare.osd.mil/hcr/newsletter/review3.html)  
*Managing at the Speed of Change*
- ◆ **Case study:** [www.sedl.org/change/issues/issues54.html](http://www.sedl.org/change/issues/issues54.html)  
*Confronting and Managing Culture in a Changing Environment*

## Section 4: Website resource descriptions

**American College of Sports Medicine:** [www.acsm.org](http://www.acsm.org)

The American College of Sports Medicine advances and integrates scientific research to provide educational and practical applications of exercise science and sports medicine. This site contains health and fitness information on aerobic activity, strength training, and stretching.

**Americans with Disabilities Act:** [www.ada.gov](http://www.ada.gov)

This site provides information on people with disabilities, accessibility guidelines, research questions and answers, as well as many other subjects pertaining to promoting the health of people with disabilities.

**Ball Dynamics:** [www.balldynamics.com](http://www.balldynamics.com)

This site provides information on using exercise balls and an on-line catalog for ordering FitBall Products, exercise bands, workout videos and more.

**Bicycle Colorado:** [www.bicyclecolo.org/site/intro.cfm](http://www.bicyclecolo.org/site/intro.cfm)

This non-profit organization is a statewide coalition of individuals, organizations, and bicycling-related businesses who promote and encourage bicycling, increased safety, improved conditions, and provide a voice for cyclists in Colorado.

**Centers for Disease Control and Prevention:**

[www.cdc.gov/nccdphp/dnpa/stairwell.index.htm](http://www.cdc.gov/nccdphp/dnpa/stairwell.index.htm)

This site has information on the StairWELL to Better Health Project.

**Centers for Disease Control and Prevention/Disability and Health:**

[www.cdc.gov/ncbddd.dh](http://www.cdc.gov/ncbddd.dh)

This website provides information on people with disabilities, accessibility guidelines, research questions and answers, as well as many other subjects pertaining to promoting the health of people with disabilities.

**Collage Video:** [www.collagevideo.com](http://www.collagevideo.com)

This site sells videos for all types of physical activity including aerobic fitness, strength training, stretching, yoga, Pilates, intervals, etc.

**Colorado Department of Transportation Bicycle/Pedestrian Program:**

[www.dot.state.co.us/BikePed/index.htm](http://www.dot.state.co.us/BikePed/index.htm)

This program promotes walking and bicycling for transportation and recreation purposes. Information on Colorado Bike Month, Bike to Work Day, and Walk to School Colorado can be found at this site.

**Colorado Parent:** <http://colorado.parenthood.com>

This publication provides a yearly review of Colorado's best companies for working families. It also features an events calendar and activities for kids.

**Congresswoman Carolyn Maloney addresses federal breastfeeding legislation:**

[www.house.gov/maloney/issues/breastfeeding](http://www.house.gov/maloney/issues/breastfeeding)

Carolyn Maloney is a senator with interests in breastfeeding rights for women. This website describes her issues and legislation and is a way to communicate concerns with her.

**Colorado Parks and Recreation Association:** [www.cpra-web.org](http://www.cpra-web.org)

Colorado Parks and Recreation Association is a private, non-profit, membership organization advocating parks and recreation. Currently 1,000 individual members representing over 140 agencies throughout Colorado belong

**Diabetes Advocate:** [www.diabetes.org/main/community/advocacy/default.jsp](http://www.diabetes.org/main/community/advocacy/default.jsp)

This site is a source of legislative news for people with diabetes.

**Fitness Wholesale:** [www.fwonline.com](http://www.fwonline.com)

This site sells a variety of fitness equipment including books, music, videos, posters, hand weights, tubing, exercise bands, fitness balls, stretching mats, and more.

**HEALTHBREAK, Inc.:** [www.healthbreakinc.com](http://www.healthbreakinc.com)

HEALTHBREAK, Inc. is a health promotion company that provides consulting, wellness program management, and fitness center management services.

**Healthy Culture:** [www.healthyculture.com/Articles/Ccplannier.html](http://www.healthyculture.com/Articles/Ccplannier.html)

This site features resources on culture change including videos, books, and training.

**Human Kinetics:** [www.humankinetics.com](http://www.humankinetics.com)

Human Kinetics produces textbooks, consumer books, software, videos, journals, and distance education for teachers, coaches, researchers, sport participants, and fitness enthusiasts.

**Johnson and Johnson Health Care Systems:** [www.jjhcshealth-fitness.com](http://www.jjhcshealth-fitness.com)

Johnson and Johnson Health Care Systems offers a variety of services from health risk appraisals to full scale fitness center management. Many resources can be found on this site.

**LaLeche League International:** [www.lalecheleague.org](http://www.lalecheleague.org)

This group was founded to give information, encouragement, and personal help to all mothers who want to breastfeed. This website includes breastfeeding information, a calendar of special events, and access to local groups. La Leche League provides a collection of materials in English and many other languages.

**International Lactation Consultant Association (ILCA):** [www.ilca.org](http://www.ilca.org)

This association of International Certified Lactation Consultants has a website that offers recent news releases regarding breastfeeding, information on finding a local Lactation Consultant, breastfeeding research, and more.

**National Center for Bicycling and Walking:** [www.bikewalk.org](http://www.bikewalk.org)

This site provides information on how to create active environments in neighborhoods and communities where people can walk and bike.

**National Women's Health Information Center:** [www.4woman.gov/Breastfeeding](http://www.4woman.gov/Breastfeeding)

This project of the U.S. Department of Health and Human Services Office of Women's Health provides basic breastfeeding information, frequently asked questions, recent news releases, and more. Information on this website can be accessed in English, Spanish, or Chinese.

**Pedestrian and Bicycle Information Center:** [www.walkinginfo.org](http://www.walkinginfo.org)

This walking organization is a clearinghouse for information on health, safety, engineering, advocacy, education, enforcement, access, and mobility.

**The Organizational Culture website:** [www.organizational-culture.com/](http://www.organizational-culture.com/)

This site provides tools and information about organizational culture. Organizational culture is the set of beliefs, values, norms, and rules (both written and unwritten) with which an organization functions.

**United States Breastfeeding Committee:** [www.usbreastfeeding.org](http://www.usbreastfeeding.org)

This website provides position papers on *Breastfeeding in the Workplace*, *The Economic Benefits of Breastfeeding*, *The Benefits of Breastfeeding*, *State Breastfeeding Legislation*, and *Breastfeeding and Childcare*.

**Washington Business Group on Health:** [www.wbgh.org](http://www.wbgh.org)

This site has publications and materials on establishing a lactation room at a worksite, support for breastfeeding women at the worksite, and working and breastfeeding.

**Wellness Councils of America (WELCOA):** [www.welcoa.org](http://www.welcoa.org)

This non-profit membership organization promotes healthier lifestyles through health initiatives at the worksite and serves as a national clearinghouse and information center on worksite wellness.

**Workforce Management:** [www.workforce.com](http://www.workforce.com)

This site is dedicated to helping professionals get the information they need to drive business results for their organizations. Workforce has 80 years of experience in identifying trends in human resources and providing tools to be successful.

**APPENDIX A**

**Presenter Evaluation**

Title:

Date of Seminar:

Presenter:

*Please take a minute to complete this evaluation. Your feedback is very important to us.  
On a scale of 1-5, please rate the following with 5 being the highest.*

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. Did the speaker present the information in an understandable manner?              | 1 | 2 | 3 | 4 | 5 |
| 2. Was the information presented useful to you in either work or your personal life? | 1 | 2 | 3 | 4 | 5 |
| 3. Was the time of the presentation convenient?                                      | 1 | 2 | 3 | 4 | 5 |
| 4. Would you recommend this presentation to other employees?                         | 1 | 2 | 3 | 4 | 5 |
| 5. How would you rate the presenter?   | 1 | 2 | 3 | 4 | 5 |
| 6. Overall, how would you rate this presentation?                                    | 1 | 2 | 3 | 4 | 5 |

What topics would you recommend for future presentations?

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Comments:

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Thank you for participating in today's presentation.

**APPENDIX B****Colorado On The Move™**

**What:** Colorado on the Move!™ is a statewide initiative to prevent obesity and improve health by increasing lifestyle physical activity and decreasing 100 calories per day. Colorado on the Move!™ has programs to increase physical activity in schools, worksites, and communities. The programs use step counters to help participants monitor and increase physical activity. The goal is to increase walking by 2,000 steps a day, the equivalent to walking about one mile. This small and achievable increase in physical activity could stop the weight gain seen in the population of Colorado the past decade. Increased steps also can help maintain a weight loss in those who have lost weight.

**Why:** The prevalence of obesity has increased rapidly since the mid 1980s and shows no signs of abating. The 1999-2000 report from the National Health and Nutrition Examination Survey (NHANES) shows that 31 percent of the adult population is obese, and another 34 percent is overweight. This represents a substantial increase in obesity from the previous NHANES survey conducted from 1994-1998. The U.S. Surgeon General issued a call to action to deal with this serious threat to the public health.

**How:**

- ◆ *Step One: Get a step counter.* A step counter (pedometer) is a small, battery-operated device that clips to your waistband and counts the steps you take. Just push a button to reset your counter to zero. Then clip the counter to your waist and go!
- ◆ *Step Two: Find your baseline.* Your baseline is the number of steps you usually walk each day. Add your total steps for each day and divide the sum by seven. Now you've got your baseline number, and you're ready to set your personal step goals!
- ◆ *Step Three: Set your personal goal.* To set your goal, take your baseline number and simply add 2,000 steps to it. For example, if your baseline number is 4,500 per day, use 6,500 as your step goal.

**Resources:**

**Colorado On The Move™:** [www.americaonthemove.org/colorado](http://www.americaonthemove.org/colorado)



## Get Your Worksite Started

Below is a checklist to help you start a Colorado On The Move™ program:

- ◆ Designate a coordinator who
  - Assumes overall responsibility for the program
  - Along with committee, determines length of the program
  - Plans the next phases of "On the Move" - considering seasonal activities
  - Determines any contests to challenge participants
- ◆ Form an "On The Move" committee
- ◆ Secure upper management support
  - Emphasize health and economic benefits for a healthy work force
  - Encourage and get permission for active breaks during the work day
  - Encourage managers to lead by example and join employees for walks
  - Use as an opportunity to help employees create healthy families
  - Use as a tool to unify a company with many work sites
  - Show employees that they are valued
- ◆ Look for existing programs or activities within the worksite with which to link such as wellness programs, or company sports teams like baseball, volleyball, basketball, etc.
- ◆ Advertise your "On the Move" program through e-mail, brochures, newsletters
- ◆ Sign up interested participants
- ◆ Plan a kick-off event
  - Order healthy snacks or have a brown bag lunch
  - Arrange for speakers
  - Get buy-in from upper management
  - Choose an appropriate location
  - Order step counters
  - Prepare materials such as log sheets/books, instruction sheets, Quick Start Guide
- ◆ Determine how long you will collect data using log sheets, on-line forms, etc.
- ◆ Hold a kickoff event
  - Create a fun, festive atmosphere (balloons, decorations)
  - Consider who will speak at the event to draw more attendees
  - Distribute step counters
  - Provide participants with details of program log sheets, contests, or events
  - Provide participants with a list of upcoming physical activity events
- ◆ Provide weekly reminders to increase steps and decrease calories using e-mail, newsletters, or posted signs in and around the worksite
- ◆ Ask participants to share ideas and stories through the company newsletter
- ◆ Consider holding a "halfway there" event at 6-7 weeks
  - Give prizes for progress to date
  - Recognize individuals or groups
  - Set up an opportunity for sharing
- ◆ Collect best or funniest ideas for moving forward
- ◆ Provide input to America on the Move on hints and ideas from your worksite
- ◆ Start advertising the next "On the Move" phase at your worksite

Remember, this is only the beginning. Starting with simple fun activities will lead to more progress than trying to do everything at once. Keep your messages and goals small and attainable. Keep moving forward with new ideas to constantly refresh your program.

**APPENDIX C****Instructor Credentials**

**Exercise Specialist/Personal Trainer:** Minimum qualifications should be a bachelor's degree in exercise science, exercise physiology, kinesiology, sports medicine, athletic training, or a closely related field. Ideally the person should have a four-year degree and certification from a nationally recognized organization such as the American College of Sports Medicine, National Strength and Conditioning Association, or the American Council on Exercise.

**Group Exercise Instructor:** A group exercise instructor should have at least one certification from a nationally recognized organization like the American Council on Exercise or the Aerobic and Fitness Association of America. Ideally this person would have a two or four-year degree in exercise science or another health-related field. Look for someone who has experience working with your target population (kids, adults, elderly, diabetics, etc.) and the type of class you would like to offer (yoga, step aerobics, strength training, etc.)

**Registered Dietitian:** Look for a registered dietitian with "RD" next to his or her name. Earning this title requires a four-year college degree approved by the American Dietetic Association that includes course work in biochemistry, biology, and diet therapy. Registered dietitians have also passed a nationally administered examination, completed on-the-job training, and are required to keep their knowledge current through continuing education.

To find a registered dietitian near you, ask your doctor for a referral, or contact local hospitals, nearly all of which employ dietitians on staff. You can also call the American Dietetic Association's nationwide Nutrition Network Referral Service at 800.366.1655 for names and telephone numbers of registered dietitians in your area. The referral service is a much more reliable source than the phone book, which typically lists both qualified professionals and people who may not have legitimate nutrition training.

**APPENDIX D****Liability Issues**

Liability is a major concern when dealing with on-site physical activity and wellness programs and must be addressed prior to any program implementation. The issue of liability is broad. Use the following as a guide and not an all-inclusive resource.

The law varies from state to state; therefore every company should check with legal counsel before implementing a health or fitness program. Many participant forms are needed to release your company from liability before participants start a program. Areas to consider:

- ◆ Always start by checking with your company's legal department.
- ◆ Have participants fill out a Physical Activity Readiness Questionnaire (PAR-Q), Health History Questionnaire, physician statement and clearance form, agreement and release of liability, and an informed consent agreement (all of these forms can be found in *ACSM's Health and Fitness Facility Standards and Guidelines*).
- ◆ Any personal health information collected from fitness center participants is considered confidential and should be treated as such. Be sure to understand all current guidelines for storing and archiving all personal health information.
- ◆ Be certain that all outside fitness vendors have the appropriate certifications and liability coverage on their insurance policies (for example, aerobics instructors, massage therapists, etc.)

The American College of Sports Medicine is considered the gold standard for all fitness and/or wellness programs and operations. It is highly recommended, though not mandatory, to follow the guidelines set forth by the American College of Sports Medicine. By following these guidelines, your company will limit its liability exposure.

The following standards are cited directly from *ACSM's Health and Fitness Facility Standards and Guidelines, Second Edition*:

It is the position of the American College of Sports Medicine that any business or entity that provides an opportunity for individuals to engage in activities that may reasonably be expected to involve placing stress on one or more of the various physiological systems (cardiovascular, muscular, thermoregulatory, etc.) of a user's body must adhere to the six standards.

1. A facility must be able to respond in a timely manner to any reasonably foreseeable emergency event that threatens the health and safety of facility users.
2. A facility must offer each adult member a pre-activity screening that is appropriate to the physical activities to be performed by the member.
3. Each person who has supervisory responsibility for a physical activity program or area at a facility must have demonstrable professional competence in that physical activity or program.
4. A facility must post appropriate signage alerting users to the risks involved in their use of those areas of a facility that present potential increased risk (s).
5. A facility that offers youth services or programs must provide appropriate supervision.
6. A facility must conform to all relevant laws, regulations, and published standards.

**APPENDIX E****5 A Day in the Workplace****Bag Lunch**

- ◆ Add vegetables such as spinach, tomatoes or peppers to your sandwich.
- ◆ Add a piece of fruit to your lunch. Carry soft fruit in a plastic container to prevent squishing.
- ◆ Have sliced vegetables instead of chips. Keep a container of vegetables ready to go on the top shelf of your refrigerator or buy pre-cut veggies.
- ◆ Bring leftover salad or cooked vegetables and dress lightly with salad dressing.

**Cafeteria or Restaurant**

- ◆ Have a bowl of vegetable or bean soup with your meal.
- ◆ Pile up those vegetables at the salad bar.
- ◆ Choose entrees with vegetables like beef stew or stir-fried chicken and vegetables.
- ◆ Ask if you can replace French fries or breads with salad, tomato slices, or a vegetable side dish.
- ◆ Top off your pizza with lots of healthful fruits and vegetables.

**Fast Food Restaurant**

- ◆ Choose a restaurant that has a salad bar or serves other fruits and vegetables.
- ◆ Ask for orange juice instead of soda pop.
- ◆ Replace French fries with a baked potato, salad, corn on the cob, coleslaw, or beans.
- ◆ Have some fruit or juice when you return to work.

**Snacks**

- ◆ Eat trail mix loaded with dried fruit.
- ◆ Try a V8 drink.
- ◆ Have some pre-cut vegetables or fruit and dip.
- ◆ Eat a piece of fruit, the original grab-and-go food.

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