



A Guide to  
Employee Wellness  
Initiatives for  
North Carolina  
Counties



NORTH CAROLINA  
ASSOCIATION OF COUNTY COMMISSIONERS

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# A Message from the NCACC President



Fellow NCACC Members:

I am pleased to present the Healthy Living Toolkit, which is designed to assist our counties in establishing and promoting employee wellness programs. The link between employee wellness and the bottom line is clear and consistent. Employers who integrate wellness in their overall objectives find they experience reduced absenteeism, increased morale, and reduced health risks and overall healthcare costs. We all benefit from a healthier workforce.

The Healthy Living Task Force has developed this best-practice guide to encourage and help you launch your own worksite wellness program. If you already have a program, but are not receiving the results you expected, please review the ideas featured in this toolkit as you continue to promote healthy habits within your county.

Some estimates say that at least 50 percent of healthcare expenditures are lifestyle-related, and therefore, potentially preventable. Research shows that worksite wellness programs are effective, and the average reduction in healthcare costs, sick leave, disability costs, and workers' compensation is more than 25 percent for well-designed programs.

Worksite health promotion provides a long-term approach to help keep employees well. The single most important thing you can do for your employees is to start a worksite wellness program now. If we are going to have a positive behavior change, we need to learn to live healthy by choice, not by chance.

Yours in health,

A handwritten signature in black ink that reads "Kenneth Edge". The signature is written in a cursive, flowing style.

Kenneth Edge



# What is Wellness?

While some may think that wellness is merely the absence of disease, in reality it is much more complex. Wellness is a proactive and preventive approach of becoming aware of and practicing healthy choices to create a more successful, balanced and healthy lifestyle. When practiced over extended periods of time, wellness will improve personal health and quality of life.



**Mecklenburg County employee boot camp**

Wellness is a multidimensional state of being that incorporates social, occupational, spiritual, physical, intellectual, emotional, environmental, financial, mental and medical aspects. For an individual to be truly well, all aspects must be addressed for positive change or maintenance of those aspects already within a healthy range.

# What is a Workplace Wellness Initiative?

A workplace wellness initiative is a plan employers can implement in order to promote the health and well-being of their employees and respective families. A variety of tools and strategies can be utilized—some with accompanying costs, but also a significant number without—to improve or maintain the health and wellness of employees.

There is no perfect “one size fits all” approach in implementing a workplace wellness initiative. Like any business in the private sector, North Carolina counties are unique in their needs and in the number of resources at their disposal.

A basic initiative can include services with little to no cost, such as periodic emails or newsletters sent to employees with tips for living a healthier life style, health fairs, or even nutrition and smoking cessation support groups.

County leadership can choose to invest in programs and services that may come with an initial financial investment, such as employee health screenings and health risk assessments, ergonomic evaluations, health and wellness classes, and incentive-based fitness activities for their employees.

Studies have shown that for wellness programming to be effective, the environment and culture of the workplace must also support the larger principles of health and employee wellness. For example, adding healthy options to office vending machines or implementing a campus-wide tobacco free policy will immediately show a commitment to wellness.

Regardless of available resources, all counties can work to improve the wellness of their employees. All that is required is a dedicated county, a motivated wellness committee, a little time and effort, and a plan of action. If your county currently has a worksite wellness initiative, this toolkit is for you as well. Look for ways to refresh stale programs and use the contacts and resources provided to learn more about how to push your current program even farther.

# Why Invest in a Wellness Initiative?

## Significant Cost Savings

Historically, many employers have decided to offer competitive health insurance policies in order to attract highly qualified employees and to keep their existing employees healthy. This is challenging for many counties due to rapid increases in health insurance and medical costs.

Some counties have tried to lower their healthcare expenses by experimenting with cost sharing or cost shifting measures, managed care plans, risk ratings, and cash-based rebates or incentives. These methods merely shift costs around and neglect to address many of the root causes of rising healthcare costs. Comprehensive worksite wellness programs are a viable, long-term solution for reducing healthcare costs by helping to keep employees healthy and preventing or delaying chronic disease.

A significant number of chronic health conditions are largely preventable by making modest lifestyle-related changes. Poor eating habits, a lack of physical activity, and tobacco use contribute heavily to the development of chronic health conditions.<sup>1</sup> These chronic conditions only increase the direct cost of health care through insurance premiums, hospitalizations, and workers' compensation claims. Research suggests that cost savings of \$3-\$5 can be expected for every dollar spent towards a comprehensive worksite wellness program.<sup>2</sup>

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<sup>1</sup> Eat Smart, Move More NC, "WorkWell NC Toolkit," *ABC News*, 7 May 2012 <[www.eatsmartmovemorenc.com/Worksites/Toolkit/Texts/Toolkit%201-17-12.pdf](http://www.eatsmartmovemorenc.com/Worksites/Toolkit/Texts/Toolkit%201-17-12.pdf)>.

<sup>2</sup> Baicker, K., "Workplace Wellness Programs can Generate Savings," *HealthAffairs.org*, Jan. 2010, 6 April 2011 <[content.healthaffairs.org/content/early/2010/01/14/hlthaff.2009.0626.abstract](http://content.healthaffairs.org/content/early/2010/01/14/hlthaff.2009.0626.abstract)>.

## **Increase Employee Productivity**

Not only do chronic health conditions impact the costs of health care, they can also impact work performance and absenteeism. Simply put, when employees are healthy, they will miss less work. Additionally, healthy behaviors of employees often positively influence their family members. Healthy behavior creates less time employees must spend at home caring for sick family members.

The potential return on investment and money saved by implementing even basic wellness initiatives can be significant, and county employees will be happier, healthier, and feel more appreciated.

# How to Get Started

## Step One: Acquire Senior Level Support

Any major initiative needs the support of county leaders (i.e. commissioners, county managers, and department heads) in order for it to successfully come to fruition. Implementing a wellness initiative is certainly no different, and having the support of these leaders is critical. When seeking senior level support, use information and statistics to show the potential benefits of implementing new wellness policies. Speak of the health benefits for employees as well as the potential cost savings for the county.



**Wake County Commissioner Joe Bryan after completing the Richmond Marathon**

In order to obtain any level of financial support for wellness programming, county leaders will have to spearhead the cause. These leaders also have the ability to affect office culture by making wellness a significant part of the county government's mission. Their support can provide assistance to the wellness committee by helping the committee link initiative goals to county outcomes. This will help the wellness initiative become a fundamental part of the county vision.

County leaders also show support by participating in programs that promote wellness. When leadership participates in a comprehensive worksite wellness program, employees take notice and will be more willing to follow suit.

## Further Information

For more in depth information about the importance of obtaining senior level support, consider reading Wellness Council of America's (WELCOA) "The Need for Senior Management Support," which can be accessed here:

**[infopoint.welcoa.org/blueprints/blueprint1/publications/wi\\_need\\_for\\_senior.htm](http://infopoint.welcoa.org/blueprints/blueprint1/publications/wi_need_for_senior.htm)**

WELCOA also has an article containing 10 proven tips and strategies that can be used to encourage senior level support that a worksite wellness initiative is necessary. This can be accessed here:

**[infopoint.welcoa.org/blueprints/blueprint1/publications/wi\\_ten\\_strategies.html](http://infopoint.welcoa.org/blueprints/blueprint1/publications/wi_ten_strategies.html)**

## Sample Letter of County Leadership Support

(Date)

Dear           (name of county employee)          :

I'm sure many of you are well aware of the alarming nationwide trends of obesity and obesity-related diseases. A recent study published in the *American Journal of Preventative Medicine* predicts that by 2030, 42% of all Americans will be obese, with about one-quarter of that group being severely obese.<sup>3</sup> This epidemic is also responsible for significant increases in health insurance costs over the past few decades.

Recently, several county leaders (commissioners, county manager, and department heads) came together and discussed the importance of improving and maintaining the wellness of our county workforce. Over the course of the coming weeks and months, we plan to launch a new wellness initiative aimed at enhancing and fostering the health and well-being of our county employees.

If you would be interested in learning more about our plans for the future and about having a role in implementing them, I invite you to apply to serve on the           (county name)           County Worksite Wellness Committee. The primary responsibilities of this committee include developing and implementing policies for the board of county commissioners to approve that support worksite health and wellness. The committee will promote participation in county-planned wellness activities and evaluate the effectiveness of the new wellness initiative.

Sincerely,

*(Signature of Supervisor or Manager)*

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<sup>3</sup> Carrie Gann, "Fat Forecast: 42% of Americans Obese by 2030," *ABC News*, May 7, 2012 ([abcnews.go.com/blogs/health/2012/05/07/fat-forecast-42-of-americans-obese-by-2030/](http://abcnews.go.com/blogs/health/2012/05/07/fat-forecast-42-of-americans-obese-by-2030/)).



## Step Two: Develop a Wellness Committee

The purpose of the wellness committee is to develop and implement the worksite wellness initiative. The initial members of the committee should consist of management level employees who have the ability to effect positive change, such as an assistant county manager, department heads, or the clerk to the board of commissioners. Establishing an active wellness committee provides opportunities for both management and employee collaboration and involvement.

The first priority of the committee should be to recruit additional members. When adding members to the committee, consider the following:

- The committee can either request volunteers or invite specific employees to participate.
- The committee should be representative of all county employees. Consider all areas of the workforce: multiple levels of employees, diversity (e.g. race, gender, ethnicity, etc.), and different departments.
- Ensure that candidates joining the committee have energy and dedication for the initiative. Hold members of the committee accountable.
- Make sure that committee members are not penalized for attending meetings that may conflict with their work schedule.

Depending on the composition of the county's employees, consider representatives from some of the following areas:

- Assistant managers or executive assistants;
- Human resources representatives;
- Staff members for health department;
- Risk management or safety board employees;
- Employees without permanent office location (e.g., maintenance staff, janitorial staff, etc.).

Many counties stated that it is imperative for their wellness committee to include all departments. Each representative serves as a conduit to and from their department. When considering policy change or implementation, new events or additions to the county wellness program, it is beneficial for the entire committee to be in agreement and then be able to easily reach each department to promote the changing culture.

The Committee should meet regularly with an agenda and specific action items to address. Committee members need to firmly believe in both the greater cause of the committee and that their participation is valuable and worthwhile. As the wellness initiative is implemented, it will be the task of the wellness committee to champion the changes and new programming within the county government.

### **Mission Statement**

A precise mission statement for the wellness committee will help keep the team focused during the implementation of the wellness initiative. It is important to consider how the initiative fits within the county's general mission and how it can also save the county significant costs.

Consider the overall purpose of the wellness committee and how it hopes to affect county staff and its overall culture. Speak to the county manager if not on the wellness committee and get input from all departments represented.

# Sample Wellness Committee Agendas

## Gaston County Wellness Committee Agenda April 19, 2012 2:00 PM

**Welcome & Approval of Agenda** 2 minutes

**Minutes: March 22, 2012** 2 minutes

### Wellness Plan

- Presentation 10 minutes
- Vending Machine Update 10 minutes
- Wellness Evaluation of Facilities 10 minutes
- MyFitnessPal.com Presentation 30 minutes

**2012 Wellness Field Day** 5 minutes

### Programs

#### Activities and Leagues

- Senior Center 1 minute
- Bowling 1 minute
- Zumba 1 minute
- Yoga 1 minute
- Staircase Project 2 minutes

#### New Business/Other

- 2012 Health Fair 1 minute
- Fruit & Veggie Challenge 1 minute
- Mini Stress Fair 1 minutes
- Softball Game 2 minutes
- Meeting Day/time 5 minutes

**Coordinator Update** 5 minutes

### Adjourn

**Orange County Employee Relations Consortium Wellness Committee**  
**Agenda**  
**August 24, 2009**

1. Introductions/Announcements
2. Administrative
  - a. Meeting Notes: Sign-up
3. Status Report
  - a. August Wellness Open House
  - b. August “Re-Think Your Drink” Water Bottle Project
  - c. SportsPlex Special County Employee Program (August 29<sup>th</sup> 10-11 AM)
  - d. Orange Alive articles/ads submitted for September and October
4. Future Projects
  - a. NCACC Wellness Grant
    - i. Anti-tobacco campaign requirement
    - ii. Programs?
      1. Online Community Forum
      2. Incentives
  - b. Walktober
  - c. Holiday Challenge
5. Marketing
  - a. Wellness section on HR Website
  - b. Summary/Next Action steps

**Next Meeting:** Monday, September 28, 10-1:30 PM  
Health Department Conference Room

## **Generic Wellness Committee Agenda**

- I. Call Meeting to Order**
- II. Introductions**
  - a. Committee members introduce themselves
  - b. Sign communication list (name, email, and phone number)
  - c. Non-committee member attendees introduce themselves
- III. Committee Name**
  - a. Determine appropriate name for committee and overall wellness initiative
- IV. Mission Statement**
  - a. Develop appropriate mission statement
- V. Discussion of Surveys**
  - a. Worksite Wellness Promotion Checklist
  - b. Worksite Wellness Individual Interest Survey
  - c. Health Risk Assessments
  - d. Medical Care Cost Data Analysis
- VI. Assign Tasks to Each Committee Member**
- VII. Schedule Future Meetings**
- VIII. Adjourn**



## Sample Mission Statements

**Catawba County:** “The mission of the Catawba County Wellness Committee is to promote and maintain an organization that encourages environmental and social support for wellbeing and a healthy lifestyle through education, communication and resources that will benefit all Catawba County staff and their families.”

**Cumberland County:** “To promote positive health behaviors and increase employee awareness through health education, special wellness, and preventative services.”

**Lee County:** “The mission of County of Lee Employee Wellness (CLEW) is to provide resources and opportunities for Lee County employees to engage in healthy lifestyles.”

**McDowell County:** “It is with genuine concern for our employee’s health as well as the effectiveness of our services that McDowell County government is sponsoring programs, activities, incentives, and services that will reduce unhealthy habits, prevent illness, and optimize wellness. This partnership is based on both the County organization and the employee doing their part to achieve a healthy lifestyle and maintaining a more productive workplace.”

**Orange County:** “The mission of the [Orange County Employee Relations Consortium Wellness Committee] ERC-WC is to listen to, share, and advocate on behalf of Orange County (OC) employees; and to assist the OC Employee Relations Consortium (ERC) in planning and implementing health promotion strategies to encourage healthy lifestyle choices and improve the health status of OC employees.”

**Generic Mission Statement:** “The mission of the \_\_\_\_\_ County Wellness Committee is to develop a long-term strategy that will promote healthy lifestyles, reduce overall health risk factors, and improve the overall well-being of the county workforce.”



# Sample Wellness Committee Bylaws

## Pitt County Employee Wellness Program Advisory Council “Making Pitt Fit”

### Article I: Name

The name of this organization shall be the Pitt County Employee Wellness Program Advisory Council, hereinafter referred to as “the Council.”

### Article II: Mission

It shall be the mission of the Council to work to improve and enhance employee health and thereby impact healthcare costs. The Wellness Program will promote a healthy lifestyle through a variety of risk identification and risk reduction services and activities. Council members will serve as a liaison between employees and Wellness Program staff providing input and information on employees’ health needs and interests, as well as providing information on programs and services offered.

### Article III: Purpose

The purpose of the Council is to:

- Develop, implement, and evaluate a comprehensive risk identification and risk reduction plan for Pitt County government employees.
- Create an environment in Pitt County government that encourages and promotes a healthy lifestyle.
- Provide resources and support for employees to make lifestyle behavior changes.

### Article IV: Membership

The Council shall consist of at least one representative for departments with 25-50 employees; at least two representatives for departments with 51-100 employees; at least three representatives for departments with 101-200 employees; and at least four representatives for departments with 201 or more employees. Offices employing fewer than 25 people will be grouped together and served by at least one

representative. See Appendix for current list of representatives.  
Council members shall not receive compensation for services.

**Section 1: Structure of the Council**

1. The Wellness Program staff
2. Council Members

**Section 2: Selection of Council Members**

The Council shall not exceed 25. Initial selection of Council members shall be made by department heads. This selection will be with requested assistance from Wellness Program staff. The Council shall include a representative from the Personnel/Benefits Department.

**Section 3: Terms of Membership**

Council members will serve a three-year term. Members may serve more than one term, based on the recommendations of the Wellness Program staff and/or department heads.

**Section 4: Attendance**

Attendance is required at all meetings. Lack of attendance or non-representation at two consecutive meetings without prior notification will merit a call to the designated representative to assess the need to designate another representative.

**Section 5: Vacancies**

Vacancies on the Council shall be filled by the recommendation of the vacating member with the approval of the appropriate department head. Vacating members shall turn over to their successors all official materials within 30 days.

**Section 6: Resignations**

Notice of resignation shall be made in writing to the Council Chair.

**Article V: Officers:** The Wellness Program Coordinator, with assistance from the Nutrition and Nursing Coordinators, shall serve as Chair of the Council. The Health Promotion/Health Education Division Program Assistant shall serve as Secretary to the Council.

**Article VI: Duties of Officers**

**Section 1: Chair**

The chair of the Council shall preside over meetings of the Council, make necessary presentations to department heads, county management, etc. and shall perform all duties as outlined in the job

description on file at the Health Department. The Nutrition and/or Nursing Coordinator shall preside over meetings in the absence of the Wellness Program Coordinator.

**Section 2: Secretary**

The Secretary to the Council shall prepare minutes of business meetings, assist with communications to the membership, maintain a permanent file for the Council, and shall perform other duties as may be designated.

**Article VII: Meetings**

**Section 1: Regular Meetings**

Regular meetings of the Council shall be held on the third Wednesday of every other month at 8:30 AM.

**Section 2: Special Meetings**

Special Meetings can be called by the Council Chair. The purpose of the meeting shall be stated in the call. Special meetings may include a planning retreat in the spring or fall annual review meeting.

**Section 3: Quorum**

One third the membership of the Council shall constitute a quorum.

**Section 4: Open Meetings**

All meetings of the Council shall be open for attendance by all county employees.

**Section 5: Voting**

Any agenda items that need to be voted upon will be done so by all members of the Council with the exception of the Wellness Program staff. Majority rules in all voting procedures.

**Article IX: Amendment to Bylaws**

These bylaws may be amended at any regular meeting of the Council by a majority vote of those present, provided that the amendment has been submitted to the members in writing ten days prior to the meeting.

## Generic Wellness Committee Bylaws

### Article I: Name

Section 1: The name of this organization shall be     (wellness committee name)    , hereafter referred to as the Wellness Committee.

### Article II: Purpose

Section 1: This purpose of the Wellness Committee is     (mission statement)    .

### Article III: Membership

Section 1: The membership of the Wellness Committee shall be composed of current     (county name)     County employees. Membership in this group shall be open to all who are interested and     (list membership criteria, if there is any)    .

### Article IV: Officers

Section 1: The officers of the Wellness Committee shall consist of:

1. President – The president shall     (list of duties of the president)    .
2. Vice President – The vice president shall     (list of duties of the vice president)    .
3. Secretary – The secretary shall     (list of duties of the secretary)    .

Section 2: The qualifications for each office are     (list the qualifications, if there are any)    ).

Section 3: The selection of officers shall be done by     (clearly state election rules and all voting procedures)    .

Section 4: The term of each office shall be     (length of term)    .

Section 5: Should an officer’s position become vacant during their term, the procedure for filling the vacancy shall be \_\_\_\_\_ (clearly state the procedure for filling vacancies) \_\_\_\_\_.

**Article V: Meetings**

Section 1: Regular meetings of the Wellness Committee shall be held \_\_\_\_\_ (consider how often the committee should meet and who should call the meetings) \_\_\_\_\_.

Section 2: Special meetings of the Wellness Committee shall be held \_\_\_\_\_ (consider who has authority to call these meetings and how much notice should be required) \_\_\_\_\_.

**Article VI: Amendments**

Section 1: These bylaws shall be amended by a vote of \_\_\_\_\_ ( $\frac{2}{3}$ ,  $\frac{3}{4}$ , etc.) \_\_\_\_\_ membership at any regular or special meeting. [Note: it should not be easy to amend the constitution frequently].



## Step Three: Develop an Operating Plan

Creating a useful operating plan is critical to ensure that all stakeholders remain focused during the development of the wellness initiative. It allows for members of the committee to work independently from each other on certain tasks while remaining aligned with the team's greater goals.

A worksite wellness initiative also requires the use of explicit goals in order to achieve the wellness committee's mission statement. Clearly stated goals hold the members of the committee accountable for their particular assignments and for the eventual outcomes and effects of the wellness initiative.

When developing a list of goals for the committee, consider both the short- and long-term. It will probably take a few years for all of the accomplishments of the wellness committee to become evident; however, there are certainly goals that can be achieved within a matter of months. When developing both short- and long-term goals, tie them to a challenging—yet achievable—timeline.

### Sample short-term goals:

- Within one year, at least 25 employees will have responded to incentives (monetary or otherwise) to regularly participate in more physical activity.
- Starting immediately, all employees will have an email or newsletter sent to them on a monthly basis providing information about specific risk factors and tips on how to significantly reduce them.
- Within six months, 50% of



all snacks in vending machines will be healthy (i.e. fewer than 200 calories per package, no more than 30% calories from fat, no more than 35% sugar by weight, etc.).

**Sample long-term goals:**

- Within two years, the amount of sick time requested by employees will be reduced by 5%.
- Within three years, health insurance premiums will be reduced by 5%.
- Within three years, 20% of employees will report a higher quality of life than before the wellness initiative was implemented.

## Step Four: Assess Employees' Needs and Interests

Once the wellness committee is formed, determine the focus and priorities for the wellness initiative. Complete an assessment of the worksite and current employees to determine what the county does well and what the county needs to improve upon. The data obtained from these assessments will provide the wellness committee with specific information that can be utilized to create the most effective program possible.



**Franklin County employee softball game**

Employees need to be involved on multiple levels so that they take ownership of the new culture of wellness as they will be the program's primary stakeholders. During the planning stages, all employees should be given the opportunity to provide input and feedback through surveys and other tools. The information

gathered should be used to plan programs that best target employees' expressed needs and interests.

### **Worksite Wellness Promotion Checklist**

Completing the Workforce Health Promotion Checklist will help to provide a clearer picture of the resources, benefits, and policies already available to the employee. The Wellness Committee will complete this checklist as a group to guarantee discussion and various perspectives from all departments of the county.

The Wellness Committee should provide this checklist to all county employees as well. Completion of this survey by all employees will give the wellness committee an idea of how employees view the organization and provide the committee with an understanding of the

culture of wellness within the organization. Since all departments may not be represented on the committee, this data will help them understand what they are already doing well to promote wellness and what opportunities are available for improvement.

### **Worksite Wellness Individual Interest Survey**

Have employees complete a brief interest survey to better understand their current health practices and needs. This survey will also help to gauge their levels of interest in various health interventions and their readiness to change their unhealthy behaviors. Keep in mind that some employees already practice healthy behavior so their current habits may not need to be improved. It is important to still provide motivation to the healthy population of employees, however, because they can help to motivate others within the county workforce that may otherwise be disinterested in worksite wellness.

### **Readiness to Change**

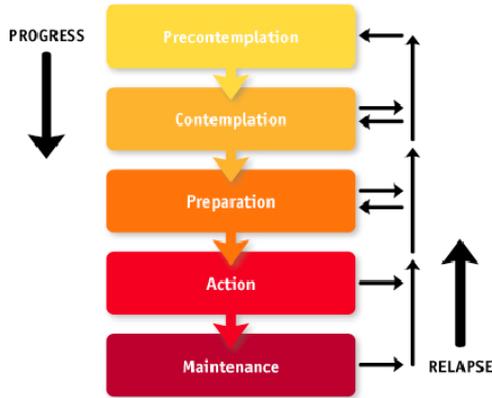
There are five stages of the Transtheoretical Model of Change (sometimes also referred to as the “Readiness to Change” continuum).<sup>4</sup> When the wellness interest survey is distributed, the vast majority of county employees are probably within one of the first three steps. Explain this model to employees to help them understand that change may not happen overnight and that recognizing these steps of change may help them progress to a place where positive change can occur.

1. **Pre-contemplation:** The person is not even considering making changes to improve their wellness. They may not be aware of their health risks or may have even tried unsuccessfully to make changes in the past.
2. **Contemplation:** The person is ambivalent about making changes.

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<sup>4</sup> Velicer, Wayne F., Prochaska, James O., Fava, Joseph L., Norman, Gregory J., Redding, Colleen A., “Smoking Cessation and Stress Management: Applications of the Transtheoretical Model of Behavior Change,” *Homeostasis in Health and Disease*, 216-233.

3. **Preparation:** The person is open to the idea of experimenting with modest changes.
4. **Action:** The person takes decisive action to make changes.
5. **Maintenance & Adoption:** The person maintains the new behavior over a long period of time.



### Health Risk Assessments

A Health Risk Assessment (HRA) is a brief survey (often taken online by each participant) that can assess the health and lifestyle behaviors of the individual employee. The results of the HRAs can determine helpful interventions and set a baseline to measure future results of the wellness initiative against.

### Biometric Screening and Counseling

Similar to HRAs, Biometric Screenings can provide specific information regarding the health and well-being of employees. The most essential interventions or questions that should be incorporated into the biometric screenings process according to Dr. Eduardo Sanchez, Vice-President and Chief Medical Officer of Blue Cross and Blue Shield Texas, are the following:

1. Height & Weight
2. Blood Pressure
3. Tobacco Screening and counseling

4. Nutrition and active lifestyle counseling
5. Alcohol screening and counseling
6. Lipid profile – cholesterol
7. Blood glucose – if indicated
8. Cervical Cancer – vaccine and PAP
9. Breast Cancer screenings and prevention
10. Colorectal cancer screenings and prevention



Yancey County health fair

Biometric Screenings can provide essential information. The testing may cost \$15-50 per employee. However, many insurance providers (e.g. BCBSNC, Aetna, and Cigna) include

Biometric Screenings as a part of some benefits

packages. After the biometric data is collected, employers may provide their employees with health counseling led by a health educator, nurse practitioner, licensed practical nurse, registered nurse, or other healthcare professional. Counseling sessions may include goal setting, disease and wellness education, or lifestyle/behavior modification support. Armed with the results of the biometric screenings, the counselor will have even more supporting evidence for convincing employees of the need to make healthy changes to their lives.

### **Medical Care Cost Data Analysis**

Gather organizational data on items such as modifiable healthcare claims, basic demographics, and rates of absenteeism. This information can be useful in determining the effectiveness of the wellness initiative.

Once this data is collected, the wellness committee should review the results and begin planning and prioritizing programs that are most meaningful to the employees. The process of collecting this information may be time-consuming and laborious, but the resulting information will go a long way in ensuring the effectiveness and relevance of the wellness programming.

## Further Information

For additional examples of worksite wellness surveys, look at WorkWell NC's Policy and Environment Survey, which can be found here:  
[www.eatsmartmovemoreenc.com/Worksites/Toolkit/Committee/AppJ\\_PolicyEnvSurvey.pdf](http://www.eatsmartmovemoreenc.com/Worksites/Toolkit/Committee/AppJ_PolicyEnvSurvey.pdf)

The Vermont Department of Health has also published a Worksite Wellness Resource containing an extensive, multi-faceted worksite wellness survey:  
[healthvermont.gov/family/fit/documents/WorksiteWellness\\_Resource.pdf](http://healthvermont.gov/family/fit/documents/WorksiteWellness_Resource.pdf)



# Sample Interest and Environment Surveys

## Vance County Individual Interest Survey

### 1. Demographics

<b>Age:</b>	
Less than 35 yrs	
35-44 yrs	
45-54 yrs	
55+ yrs	
<b>Gender:</b>	
Male	
Female	

- 2. Opinion Statements:** Please give your opinion to the following statements. Check one box that represents how you currently feel (Strongly agree, agree, neutral, disagree, or strongly disagree).

Statement	SA	A	N	D	SD
Vance County cares about the health of its employees.					
Management supports my participation in wellness activities.					
Having a wellness program is an important benefit to employees.					
I would participate in a wellness program.					
At work, living a healthy lifestyle is considered important.					
Managers in this department are role models for healthy lifestyles.					
Healthy food/beverage choices are available at my worksite.					
My immediate co-workers exercise, at work, at least 3x/week.					

**3. Health Promotion Programs:** Indicate how likely you would participate in each of the following health promotion programs/seminars if offered at work.

<b>Educational &amp; Behavior Change Programs</b>	<b>Extremely</b>	<b>Likely</b>	<b>Somewhat</b>	<b>Unlikely</b>
Back Safety				
Cancer Prevention				
Heart Disease Prevention				
Stroke Prevention				
Cholesterol Prevention				
Home Safety				
Cold/Flu Prevention & Treatment				
Resistance Training				
Metabolic Rate				
Managing Chronic Pain				
Arthritis Education				
Blood Pressure Reduction				
Type II Diabetes Education				
Nutrition Education (various topics)				
Combating Depression				
Financial Wellness				
Osteoporosis				
Time Management				
Smoking Cessation				
Other (please list):				
<b>Fitness Programs</b>	<b>Extremely</b>	<b>Likely</b>	<b>Somewhat</b>	<b>Unlikely</b>
On-site 30-45 minute Strength Training Class				

On-site 15 minute stretching Class				
Walking Programs/Challenges				
8-12 Week Fitness Challenges				
8-12 Week Weight Loss Challenges				
Other (please list):				
<b>Nutrition &amp; Relaxation Programs</b>	<b>Extremely</b>	<b>Likely</b>	<b>Somewhat</b>	<b>Unlikely</b>
Healthy Cooking				
Healthy Recipes				
Onsite Vending Machines with Healthy Items				
Weight Management Programs				
Stress/Relaxation Techniques				

4. Indicate how likely you would be to participate in health promotion programs during the following times:

<b>Time of Day</b>	<b>Extremely</b>	<b>Likely</b>	<b>Somewhat</b>	<b>Unlikely</b>
Before work				
During lunch at work				
After work				
During staff meetings				

5. **Health Screenings:** Which of the following health screenings have you had tested in the past 2 years? Check all that apply.

Tested in the Past 2 Years	Y	N	Don't Know
Blood Pressure			
Cholesterol (Total, LDL, HDL) fasting			
Cholesterol non-fasting			
Glucose diabetes			
BMI			
Body Fat			
Bone Density			
EKG			
PAP			
Vision			
Hearing			
Dental			
Thyroid			
Full Blood Panel			
Mammogram			
Skin Cancer Screening			
Self-Breast Exam			

6. **Incentives:** Indicate how likely these items would incent/motivate you to participate in a wellness program.

Incentives	Extremely	Likely	Somewhat	Unlikely
Workout Gear (bags, t-shirts, towels, etc.)				
Workout Equipment				
Gift Card				
Pedometer				
Staff Recognition				
Gas Cards				
Cash				

Incentives				
PTO (paid time off)				
Movie Tickets				
Other (please specify):				

**7. Interest Statements:** Please give your opinion to the following statements. Check one box that represents how you currently feel.

<b>Are You Interested in the Following?</b>	<b>N o</b>	<b>Maybe</b>	<b>Yes</b>	<b>I do this sometimes</b>	<b>I do this all the time</b>
Participant on the Wellness Committee.					
Increasing current physical activity.					
Losing weight.					
Increasing fruit and veggie intake.					
Decreasing the amount of candy & sweets I eat each day.					
Participating in worksite health & fitness challenges.					
Participating in nutritional programs.					
Participating in onsite screenings.					
Exercising during the day.					
Learning to use a resistance band.					
Learning how to fit exercise into your					

travel schedule.					
Ergonomic evaluation of computer workstation.					
Other (please specify):					

**8. Barriers:** Indicate the barriers that would stop you from participating in a wellness program.

Barriers	Definitely	Somewhat	Not at All
Time, as in "I don't have any."			
Changing clothes for an onsite fitness class.			
No shower available.			
Travel too much to get involved.			
Sweat.			
Work demands (usually work through lunch).			
Arthritis pain prevents activity.			
Stress.			
I don't want to do it alone.			

**9. Buddy:** If you had a person to exercise with during the workday, would you exercise more, less, or the same?

More	
Less	
The Same	

**10. Do you currently smoke?**

Yes	
No	

**11. If you smoke, do you want to quit?**

Yes	
No	

## Wayne County Individual Interest Survey

The County Employee Wellness Facilitators Committee requests that you complete the following survey. Your input will assist with planning programs for 2008-09. Listing your name is optional.

Male \_\_\_\_\_ Female \_\_\_\_\_ Age \_\_\_\_\_

1. How many days per week do you engage in exercise (walking, swimming, cycling, aerobics, gardening, etc.) for at least 30 minutes?  
 No exercise program  
 One to two days per week  
 Three days per week  
 Four or more days per week
2. How often do you eat fast food meals such as hamburgers, tacos, fried chicken, hot dogs, French fries, milk shakes, etc.?  
 Four or more times per week  
 Two to three times per week  
 Two to four times per month  
 Seldom or never
3. Do you eat breakfast each morning?  yes  no
4. How many different kinds of fruits or vegetables do you eat per day?  
 Zero  
 One to three  
 Three to Five  
 Five or more
5. How many 8 oz. glasses of water do you usually drink each day?  
 One or less  
 Two to five  
 Five to seven  
 Eight or more
6. Do you smoke?  yes  no  
If yes, have you ever tried to stop?  yes  no
7. Are you overweight?  yes  no

8. Do you have an established family physician? \_\_\_\_\_ yes \_\_\_\_\_ no
9. Have you ever been told that you have high blood pressure?  
\_\_\_\_\_ yes \_\_\_\_\_ no
10. Have you ever been told that you have high blood cholesterol?  
\_\_\_\_\_ yes \_\_\_\_\_ no
11. Have you ever been told that you have diabetes? \_\_\_\_\_ yes \_\_\_\_\_ no
12. Please check those health issues/concerns you would like to see addressed through the County Employee Wellness Program during 2008-09:

Diabetes  Weight Management  High Blood Pressure   
 Quitting Smoking  Healthy Aging  Stress Management   
 Thyroid Disorders  General Nutrition  Substance Abuse   
 Heart Health  Healthy Skin  Exercise  Cancer

Others areas of interest: \_\_\_\_\_

13. Did you make any changes this past year to improve your health and if so what were those changes? Feel free to share any success stories you are most proud of:  
\_\_\_\_\_
14. What are lifestyle changes you would like to make to be a healthier individual during 2008-09?  
\_\_\_\_\_
15. What were your thoughts regarding this past year's wellness topics and speakers?  
\_\_\_\_\_

## Generic Individual Interest Survey

**Directions:** Indicate your interest for each of the following by circling:  
**1: little or no interest      2: some interest      3: very interested**

**Learning more information about:**

**Additional**

General health topics	1	2	3	
Healthy food choices	1	2	3	
Benefits of physical activity	1	2	3	
Weight management	1	2	3	
Ways to better cope with stress	1	2	3	
Time management/organizational skills	1	2	3	
Communication skills	1	2	3	
Injury prevention	1	2	3	
Other, please specify	1	2	3	

**Comments**

**Participating in:**

Healthy food “tasting events”	1	2	3	
Wellness activities within regular work schedule	1	2	3	
Wellness activities before work	1	2	3	
Wellness activities after work	1	2	3	
Group wellness seminars	1	2	3	
Tobacco free environment	1	2	3	
Other, please specify	1	2	3	

**What activities do you currently participate in?**

Regular exercise programs	Yes	No	
Organized sports activities	Yes	No	
Weight loss programs	Yes	No	
Counseling for personal issues	Yes	No	
Other, please specify	Yes	No	

**How often do you perform physical activity for the purpose of good health?**

- 0 times per week
- 1-2 times per week
- 3-5 times per week
- 6-7 times per week

**Do you feel you get enough exercise?**

- Yes
- No

**Describe your current exercise regimen.**

**If you do not exercise regularly, what are the primary reasons preventing you?**

- Too busy
- Not enough equipment at home or at work
- Unsure of how to operate exercise equipment
- Don't like to sweat during the work day
- No one to provide childcare during the time I would exercise
- Health issues make exercise uncomfortable
- I do not like to exercise
- Other, please specify:

**If group fitness activities were periodically organized through work would you participate?**

- Yes      No
- Comments:

**How would you describe your health?**

- Excellent
- Very good
- Good
- Fair
- Poor

**What incentives would motivate you to become healthier?**

- Money
- Paid leave or flex time
- Gym membership
- T-shirt, hat, water bottle, etc.
- Special recognition
- Comments:

## Policy and Environment Survey

Is there a workplace policy regarding serving healthy food and drinks during meetings?	Yes	No	Not Sure	N/A
If so, are employees informed of this policy?	Yes	No	Not Sure	N/A
Is there a workplace policy regarding healthy foods and beverages being made available in vending machines?	Yes	No	Not Sure	N/A
Are employees guaranteed at least one thirty minute meal break?	Yes	No	Not Sure	N/A
Is there an on-site kitchen with a refrigerator, microwave, and oven for employee use?	Yes	No	Not Sure	N/A
Does your employer have a policy that encourages physical activity during the day?	Yes	No	Not Sure	N/A
Does your employer have a policy that offers flexible work hours to allow for physical exercise and activity during the day?	Yes	No	Not Sure	N/A
Does your employer offer membership discounts for gym memberships, sports teams, etc.?	Yes	No	Not Sure	N/A
Does your employer offer an on-site exercise facility?	Yes	No	Not Sure	N/A
Does your worksite have a well-lit, clean stair case?	Yes	No	Not Sure	N/A
Does your worksite have safe areas for walking or other activities nearby?	Yes	No	Not Sure	N/A
Does your employer sponsor any sports teams or clubs?	Yes	No	Not Sure	N/A
Does your worksite have an area dedicated to where they can reduce mental stress from their daily activities?	Yes	No	Not Sure	N/A
Does your employer have a written policy banning tobacco on all campus property?	Yes	No	Not Sure	N/A
Does your employer regularly offer tobacco cessation programs to employees?	Yes	No	Not Sure	N/A
Is there an employee at your worksite whose position is to promote workforce wellness?	Yes	No	Not Sure	N/A
Do employees have access to affordable and quality healthcare?	Yes	No	Not Sure	N/A
Are health screenings provided at the workplace?	Yes	No	Not Sure	N/A
Are there on-site behavioral counseling resources available to the workforce?	Yes	No	Not Sure	N/A

## Further Information

For additional examples of worksite wellness surveys, look at *WorkWell* NC's Policy and Environment Survey, which can be found here:

**[www.eatsmartmovemorenc.com/Worksites/Toolkit/Committee/AppJ\\_PolicyEnvSurvey.pdf](http://www.eatsmartmovemorenc.com/Worksites/Toolkit/Committee/AppJ_PolicyEnvSurvey.pdf)**

The Vermont Department of Health has also published a Worksite Wellness Resource containing an extensive, multi-faceted worksite wellness survey:

**[healthvermont.gov/family/fit/documents/WorksiteWellness\\_Resource.pdf](http://healthvermont.gov/family/fit/documents/WorksiteWellness_Resource.pdf)**

## Step Five: Budgeting

There are a significant number of different wellness initiatives an organization can implement, all with varying levels of effectiveness, required commitment, and financial costs. Programs that are extremely inexpensive to implement are certainly better than no programs at all. Include the wellness initiative in the annual county budget with any other efforts that are important to the success of the county workforce.



There is no “one size fits all” formula for creating an effective wellness strategy. Counties have varying degrees of resources at their disposal and the needs of employees differ from one county to another, but do consider the following potential expenses:

- Staffing (internal salaries or consultant fees);
- Incentives and rewards for healthy behaviors (e.g. discounts on insurance premiums for non-smokers or frequent gym attendees);
- Individual counseling, especially for higher risk employees;
- Programming (e.g. tobacco cessation classes or subsidization of healthier foods in vending machines);
- Risk reduction strategies;
- Basic medical supplies and drugs; and
- Communication and marketing.

Zero-based county budgeting (every line item of the budget must be approved, rather than only changes from a previous budget) is ideal for providing the wellness initiative with the most long-term success both financially and in terms of sustainability. Be sure to itemize every piece of the wellness initiative. Itemize the expenses of similar wellness

initiatives in neighboring counties and look into splitting future project expenses with them. Look into partnering with local organizations to share wellness services.

Be prepared with data on the expected short- and long-term benefits of the proposed strategies. Flu vaccinations, weight loss or nutrition programming, and tobacco cessation groups can produce short-term results, whereas significant cost savings will come from strategies that have been implemented over the long-term.

In order to save money in the county's existing budget, be sure to negotiate with the health insurance provider to see if rates can be lowered after the wellness programming is implemented.

Study the budgeting principles, overall culture, and mission of the county. Receiving funding may prove to be a challenge, but those who don't request financial support will definitely not receive any. Initially request a reasonable and realistic level of funding specifically for the programming that will likely be the most successful early on. The first year will typically be the most difficult to receive budget approval for the wellness initiative, but with positive feedback and diligent data compilation, it is possible to show the county leadership exactly how employees have responded positively to the initiative and why the new culture of wellness needs further financial support.

## Further Information

WELCOA has a paper titled “Building Your Wellness Budget” by Joseph A. Leutzinger that offers conceptual ideas about putting together a wellness budget. This can be accessed here:

**[welcoa.org/freeresources/pdf/wellness\\_budget.pdf](http://welcoa.org/freeresources/pdf/wellness_budget.pdf)**

The Wisconsin Department of Health Services offers two sample budgets that can be used when developing a budget for a county wellness program:

**[www.dhs.wisconsin.gov/health/physicalactivity/sites/Worksite%20pdfs/2010%20Appendix%20H%20Budget.pdf](http://www.dhs.wisconsin.gov/health/physicalactivity/sites/Worksite%20pdfs/2010%20Appendix%20H%20Budget.pdf)**



## Sample County Wellness Budgets

### Proposed County Wellness Budget

#### Employee Clinic (40 hours per week):

		11-12	FY 12 Est.	FY 13	Increase or
		Budget	Expend.	Requested	Decrease
1210	Salaries-Wages Regular	42,481	31,861	169,922	127,441
1270	Salaries-Wages Longevity	0	0	0	0
1810	Social Security Contribution	3,250	2,438	12,999	9,749
1820	Retirement Contribution	2,961	2,221	11,843	8,882
1824	401K County	425	319	1,699	1,274
1830	Medical Insurance Expense	4,782	4,782	19,128	14,346
1860	Workers Compensation	317	317	1,266	949
1935	Contracted Personnel	0	0	0	0
	<b>Subtotal</b>	<b>54,216</b>	<b>41,938</b>	<b>216,857</b>	<b>162,641</b>
2110	Janitorial Supplies	600	600	1,000	400
2381	Drugs	100	100	100	0
2601	Office Supplies	615	615	2,000	1,385
299A	Computer Hardware	6,100	6,100	0	(6,100)
2992	Dept. Supplies & Materials	4,175	4,735	6,000	1,825
2994	Misc. Furniture & Equipment	15,124	15,124	0	(15,124)
2995	Computer Software	975	975	0	(975)
3203	Laboratory Xray	0	0	15,000	15,000
3420	Insurance & Bond	0	0	360	360
3440	Postage	0	0	100	100

3445	Telephone	2,175	2,175	1,500	(675)
3450	Photocopier Charges	100	100	500	400
3455	Printing	0	0	500	500
3470	Travel	0	0	500	500
3474	Training	0	0	500	500
	<b>Subtotal</b>	<b>29,964</b>	<b>29,964</b>	<b>28,060</b>	<b>(1,904.00)</b>
	<b>Total Expenditures</b>	<b>84,180</b>	<b>71,902</b>	<b>244,917</b>	<b>160,737</b>

### Employee Wellness

		11-12 Budget	FY 12 Est. Expend.	FY 13 Requested	Increase or Decrease
1210	Salaries-Wages Regular	31,421	23,566	37,025	5,604
1270	Salaries-Wages Longevity	236	0	0	(236)
1810	Social Security Contribution	2,422	1,017	2,833	411
1820	Retirement Contribution	2,206	1,646	2,581	375
1824	401K County	317	238	370	53
1830	Medical Insurance Expense	6,376	6,376	6,376	0
1860	Workers Compensation	75	75	74	(1)
1935	Contracted Personnel	0	0	0	0
	<b>Subtotal</b>	<b>43,053</b>	<b>32,918</b>	<b>49,259</b>	<b>6,206</b>
2393	Educational Supplies	0	0	1,000	1,000
2601	Office Supplies	250	250	500	250
299A	Computer Hardware	1,900	1,900	0	(1,900)
2992	Supplies/Materials	820	820	0	(820)
2994	Misc. Equipment	3,474	3,474	0	(3,474)
2995	Computer Software	325	325	0	(325)

3419	Misc. Expenses	0	0	100	100
3420	Insurance And Bonds	0	113	120	120
3440	Postage	0	0	50	50
3445	Telephone	775	775	500	(275)
3450	Photocopier Charges	250	0	250	0
3455	Printing	0	250	500	500
3470	Travel	0	244	400	400
3474	Training	0	0	100	100
	<b>Subtotal</b>	<b>7,794</b>	<b>8,151</b>	<b>3,520</b>	<b>(4,274)</b>
	<b>Total Expenditures</b>	<b>50,847</b>	<b>41,069</b>	<b>52,779</b>	<b>1,932</b>

**Employee Pharmacy:**

		11-12 Budget	FY 12 Est. Expend.	FY 13 Requested	Increase or Decrease
1210	Salaries-Wages Regular	36,750	27,563	147,000	110,250
1270	Salaries-Wages Longevity	0	0	0	0
1810	Social Security Contribution	2,812	2,109	10,738	7,926
1820	Retirement Contribution	2,562	1,922	10,246	7,684
1824	401K County	359	269	1,470	1,111
1830	Medical Insurance Expense	3,188	3,188	12,752	9,564
1860	Workers Compensation	88	88	353	265
1935	Contracted Personnel	0	0	0	0
	<b>Subtotal</b>	<b>45,759</b>	<b>35,139</b>	<b>182,559</b>	<b>136,800</b>
2110	Janitorial Supplies	400	400	900	500
2381	Drugs	20,000	20,000	300,000	280,000
2601	Office Supplies	500	500	750	250
299A	Computer	4,800	4,800	0	(4,800)

	Hardware				
2992	Dept. Supplies & Materials	2,315	2,315	1,000	(1,315)
2994	Misc. Furniture & Equipment	6,182	6,182	0	(6,182)
2995	Computer Software	2,650	2,650	0	(2,650)
3390	Contracted Services	0	0	0	0
3404	Bank Service Charges	0	0	200	200
3406	Dues And Subscriptions	0	0	200	200
3420	Insurance And Bonds	0	0	240	240
3440	Postage	0	0	100	100
3445	Telephone	1,475	1,475	1,450	(25)
3450	Photocopier Charges	100	100	500	400
3455	Printing	0	0	500	500
3470	Travel	0	0	500	500
3474	Training	0	0	500	500
	<b>Subtotal</b>	<b>38,422</b>	<b>38,422</b>	<b>306,840</b>	<b>268,418</b>
3610	C.O. Equipment	8,000	8,000	0	(8,000)
	<b>Subtotal</b>	<b>8,000</b>	<b>8,000</b>	<b>0</b>	<b>(8,000)</b>
	<b>Total Expenditures</b>	<b>92,181</b>	<b>81,561</b>	<b>489,399</b>	<b>397,218</b>

## Rowan County Wellness Budget

Well Workplace Newsletter (900 electronic copies @ \$.10/copy	900	900	0
Salisbury Civic Center Rental Fee for Health Fair	250	250	0
Monthly exercise program rewards	360	360	0
Well Workplace Newsletter rewards	100	100	0
Wellness Seminar Participation rewards	400	400	0
Health Fair Set-up Supplies	50	50	0
Vendor Services for Health Fair	240	240	0
Participation Awards for Health Fair	700	700	0
Health Fair Attendance Incentives	4,600	4,600	0
Healthy Snack/Lunch Supplies for Health Fair	400	1,400	1,000
<b>Total Expenditures</b>	<b>8,000</b>	<b>9,000</b>	<b>1,000</b>



## Step Six: Plan and Implement Program

The data obtained from the completed assessments (covered in Step Four), will provide information needed to determine what the primary focus of the wellness initiative should be.

- Brainstorm activities or resources that the county does not provide that employees may have requested in their surveys.
- Look for requests made by employees in their individual interest surveys.
- Concentrate on providing information relevant to the health concerns of county employees.



Edgcombe County employee health fair

Examples of programming to consider include awareness and educational programs, and lifestyle/behavior change programs.

### Awareness/Educational Programs

Awareness programs are the simplest and most inexpensive programs that can be used. Such programming typically consists of increasing the level of interest or awareness of wellness-related topics among employees.



Jackson County employee walk

- Information can be presented in the form of a pamphlet, newsletters, bulletin board displays, or even emailed health messages.
- Most health fairs would also be considered awareness programs as vendors would provide basic information to employees.

- These sorts of programs do not require extensive time or financial commitments. They may not, however, be the most effective in terms of leading to noticeable positive change.
- Ideally, awareness programs would complement and reinforce other programs.

## **Lifestyle/Behavior Change**

Lifestyle/behavior change programs go into further depth about a given health topic than awareness programs but typically command a greater financial cost and commitment on the part of both the employer and the employee. Instead of merely raising awareness about a particular topic, these programs go further by encouraging participants to create behavioral change.

- Such programs are often designed as a series of workshops or sessions that provide health and wellness education, address barriers, and provide opportunities to practice the desired skills.
- Examples include support for tobacco cessation, weight loss and weight management, or ongoing fitness programs.
- Provide incentives for employees to regularly attend fitness classes, weight management groups, and other activities that promote wellness.

## **Supportive Environment**

Environmental support is probably the most critical piece of any wellness initiative. County leadership has an obligation to reinforce the healthy behaviors promoted in awareness and lifestyle/behavior change programming.



**Franklin County employee flag football**

- Some of these strategies may require special attention and effort, but the results will pay off. Consider if each strategy should also incorporate a policy change or not. Many strategies fade quickly because there was no policy change to complement the effort.
- Examples of ways to create a supportive environment include:
  - Offer healthy food and beverage choices at functions where food is provided.
  - Subsidizing healthy foods and drinks in all office vending machines or in the cafeteria.
  - Provide flex-time policies for employees who exercise regularly.
  - Promote the use of stairs over elevators as a way to get more physical activity.
  - Adopt a tobacco-free policy on all county property.
  - Offer monetary incentives or insurance discounts to employees for regularly using fitness clubs or gyms. Also offer fitness center subsidies.
  - Post signage that reinforces the principles of the wellness initiative and encourages employees to participate in programming.
  - Install exercise equipment in a designated space on county property.
  - Have department competitions to encourage employee participation.
  - Offer nutrition tips in the break areas.
  - Post health messages in waiting areas.
  - Offer an onsite medical clinic and pharmacy.
- Ideally, the wellness initiative would include some or all of these suggestions. The more comprehensive and integrated the approach, the more successful the results will ultimately be.

## **Marketing Strategy**

It would be difficult for the wellness strategy to have the greatest potential effect if employees are not familiar with the accompanying programming. All employees must be aware of how they can get

involved. There are several inexpensive ways to promote the wellness initiative:

- Announcements at all meetings conducted by county leadership;
- County Leadership must explain all wellness components to all department heads and receive a commitment that they will not only support the new wellness initiative, but will also be a model for their staff.
- Flyers hung in strategic places around the office (especially in the break room);
- Bulletin board materials;
- Newsletter articles;
- Postings on the county’s internet/intranet site;
- Payroll inserts;
- Mailings or distributions;
- Email or telephone messages; and
- Word of mouth.



Henderson County "Amazing Race"

When implementing the wellness initiative, consider introducing new programming gradually. Before offering programs that require a greater financial or time commitment (such as subsidies for fitness center membership or even on-site medical clinics), begin by offering programs that require less initial commitment (such as signage in workplace stairwells or bulletin boards with relevant information in high traffic areas). By starting off small and gradually working up to more complex strategies, one can gauge the initial interest of the workforce and encourage employees to buy in to other more effective programs.

## Further Information

For ideas about specific types of programming that can be sponsored at the worksite, view *WorkWell* NC's webpage. Here one will find a number of tools for implementing six turnkey programs, including a scavenger hunt, a fruit and veggies challenge, and more:

**[infopoint.welcoa.org/blueprints/blueprint1/publications/wi\\_need\\_for\\_senior.htm](http://infopoint.welcoa.org/blueprints/blueprint1/publications/wi_need_for_senior.htm)**

Eat Smart, Move More NC has useful literature and materials that can be used to implement a worksite stairwell initiative. The website also provides attractive posters that can be printed out and hung:

**[www.eatsmartmovemorenc.com/StairwellGuide/StairwellGuide.html](http://www.eatsmartmovemorenc.com/StairwellGuide/StairwellGuide.html)**

The University of Scranton Center for Health Education and Wellness recently sponsored a worksite wellness competition open to all university employees patterned after the NBC hit television show *The Biggest Loser*. For the specific guidelines used for the program, view:

**[matrix.scranton.edu/studentlife/studentaffairs/chew/images/Biggest%20Loser/Competition%20Guidelines.pdf](http://matrix.scranton.edu/studentlife/studentaffairs/chew/images/Biggest%20Loser/Competition%20Guidelines.pdf)**

The American Institute of Preventative Medicine published the paper "Wellness on a Shoestring Budget," written by Don R. Powell, that offers 350 ideas for low-cost or no-cost workplace wellness activities:

**[healthatworkokc.org/sites/default/files/Wellness\\_Shoestring.pdf](http://healthatworkokc.org/sites/default/files/Wellness_Shoestring.pdf)**

The Texas Department of State Health and Services offer free wellness program guide books on their website. Each guide book offers detailed information on a specific wellness activity and any necessary supporting documents: **[www.dshs.state.tx.us/wellness/worksiteresources.shtm](http://www.dshs.state.tx.us/wellness/worksiteresources.shtm)**



Franklin County

# Franklin County 1st Annual Employee Health Fair



**Date:** May 30th, 2008

**Time:** 8:30am-2:30pm

**Location:** Vance Granville

**Multipurpose Room**

All Employees are invited to attend Franklin County's 1st Annual Employee Health Fair. Local Vendors will be attending ready to answer questions, give away prizes, provide various free screenings.

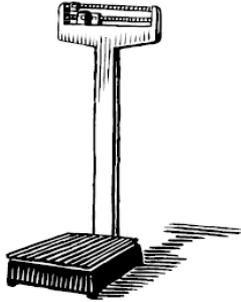
**Make plans today to come out!**

**Massage therapists will be on site!**

**Sponsored by the W.O.W. Committee**

## Anson County

### BIGGEST LOSER CONTEST FOR COUNTY EMPLOYEES



**WEIGH-IN:** ANSON COUNTY HEALTH DEPARTMENT  
SEPTEMBER 7 4:00-5:00PM  
SEPTEMBER 8 4:00-5:00PM  
SEPTEMBER 9 1:00-4:30PM

**WEIGH-OUT:** ANSON COUNTY HEALTH DEPARTMENT  
DECEMBER 8 8:30AM-3:00PM

**INCENTIVES FOR ALL PARTICIPANTS: \$2/POUND LOST (\$50 MAXIMUM)**

**GRAND PRIZES: MANAGER'S MYSTERY PRIZES**  
**ONE PRIZE FOR LARGEST NUMBER OF POUNDS LOST; ONE PRIZE FOR GREATEST**  
**PERCENTAGE LOST (POUNDS LOST/BEGINNING WEIGHT)**  
**\*ONLY ONE GRAND PRIZE PER PERSON\***

**THE HEALTH DEPARTMENT NURSES WILL KEEP A RECORD OF START WEIGHT AND FINAL WEIGHT. ALL**  
**INCENTIVES AND GRAND PRIZES WILL BE ANNOUNCED AND AWARDED AT THE ANNUAL COUNTY**  
**CHRISTMAS LUNCHEON ON FRIDAY, DECEMBER 9.**

**SLEEP APNEA**

**Thursday, May 10, 2007**

**9:00 am and 10:30 am**

**Wayne Center**

**Speaker: Michael D. Johnson, MD, FACS  
Goldsboro ENT Sleep Diagnostics**

**\*Attendance counts as a wellness credit\***

**\*No Registration Required\***



## Step Seven: Evaluate and Maintain Program

What does success resulting from the worksite wellness initiative look like? This question can be answered by looking at the established short- and long-term goals. Use significant facts and figures to measure the program's progress. Program evaluation may be the last step of the process, but the criteria for evaluating the program should be established early on (Step Three).

Evaluation helps to identify which parts of the initiative are working well and which parts need improvement. Based on the evaluation data, adjustments can be made to further fine-tune the wellness strategy. This is critical to the initiative's continued success and to ensure the highest possible return on your investment in wellness.

Once the evaluation data is collected, it needs to be reviewed and summarized by the wellness committee. During the evaluation process, there will be positive results that need to be shared with the county leadership. Be sure to collect and emphasize positive anecdotal stories about the wellness initiative and link the outcomes to the mission statement and to the bottom line whenever possible.

### Evaluation Data Collection Options

- Employee Focus Groups
- Online Employee Surveys
- Suggestion Box Input
- Attendance Tracking
- Health Risk Assessment
- Aggregate Health Insurance Data

**Be prepared to readily answer the following questions with tangible evidence, facts, and figures:**



- How many employees has the wellness program reached?
- Has worker morale increased (use anecdotes or individual evaluation surveys)?
- Have health risks decreased as a result of the greater culture of wellness? Health risks may include, but are not limited to, hypertension, high cholesterol, weight gain, obesity, tobacco use, stress levels...etc.
- How well is the committee managing the resources it has been given for the wellness initiative? Resources such as employee time taken to participate, various equipment or rooms that are utilized, etc.
- Where and how has the budget been spent?

### **Communicate Program Success with Employees**

While most wellness initiatives start out as a priority for an organization, the most successful ones are those that maintain their momentum and have a well-defined long-term strategy. Creating a culture of wellness is the first step, but nurturing it for an extended period of time is an ongoing challenge. When trying to recruit new participants, be sure to let them know about success stories from their fellow employees and have these fellow employees assist in championing the wellness program. Post photographs from wellness events, recognize participants, and highlight success stories to encourage further participation.



**Durham County employee marathon**

### **Communicate Program Success with Other Counties**

The NCACC has created a networking page on Facebook.com where counties are encouraged to promote worksite wellness. The wellness champion in your county received an invitation to join the Well County NC Facebook group. Share the following items and get to know the other wellness champions across North Carolina.

- Descriptions of current wellness events and programs in the county
- New ideas about how to get county employees more involved
- Successes and failures within the county
- Recognition received for the county wellness efforts
- Links to wellness-related grants
- New resources that will help better worksite wellness programs
- Pictures of wellness-related county events and programs

This is your page to mold as you see fit. It is a vehicle to promote worksite wellness and healthier North Carolina counties. If your county would benefit from “liking” the Well County NC Facebook page and would like to begin networking and sharing pertinent information with others through the website, please do so.



**Wake County Commissioner Joe Bryan (left) and wife Jennifer, NCACC Deputy Director Kevin Leonard and Pitt County Commissioner Glen Webb after the Race to Healthy Counties Run/Walk at the 2012 NACo Annual Conference.**



## Sample Participation Survey

### Gaston County Participation Survey

1. **Your overall experience during this program was excellent.**

Strongly Agree	Agree	Agree Somewhat	Disagree	Strongly Disagree	N/A
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2. **The communications you received prior to starting the program were informative and timely.**

Strongly Agree	Agree	Agree Somewhat	Disagree	Strongly Disagree	N/A
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3. **The instructions you received (both written and verbal) on how to complete the tasks you were asked to perform were clear.**

Strongly Agree	Agree	Agree Somewhat	Disagree	Strongly Disagree	N/A
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4. **The program objectives, as described on the first day, were met.**

Strongly Agree	Agree	Agree Somewhat	Disagree	Strongly Disagree	N/A
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5. **Participating in the program increased your awareness in physical activity.**

Strongly Agree	Agree	Agree Somewhat	Disagree	Strongly Disagree	N/A
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6. **Would you participate in this program again?**

Yes	No	Maybe
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7. **Would you recommend this program to another employee?**

Yes	No	Maybe
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8. **What are you looking to accomplish in an exercise/wellness program?**

Lose Weight	Improve Physique	Feel Better	More Energy	Get in Shape
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9. **What are you looking to accomplish in an exercise/wellness program?**

10. **What did you enjoy or value the most about this program?**

11. **Do you currently participate in Blue Points?**



# County Success Stories

## Anson County

Anson County is a beautiful, rural county with a population of 26,948 according to the 2010 census. Anson County Government has a long standing practice of providing 100% county-paid health insurance for all 240 full-time employees.



The county's employee wellness program was initiated in early 2011 with a \$1,500 wellness grant from the NCACC as a way to control rising health insurance costs, which had been escalating at rate of 10% to 15% per year over the past five years. The county was rapidly reaching the point where employees would have to share in the cost of their monthly health insurance premiums or the county would have to significantly reduce the quality of coverage to make it more affordable for taxpayers. Neither of these two options seemed feasible for employees still struggling with a poor economy.

A cross-functional wellness team made up of employees from the health department, law enforcement, social services, elderly services, emergency services and the county manager was established. The kick-off activity was a very successful Summer Wellness Fair in June 2011 at the local community college. Although attendance was voluntary, 90 % of employees attended. The wellness fair offered free health screenings and information on nutrition, disease control, exercise, generic medications and smoking cessation. A free healthy lunch, outdoor games, door prizes and ice cold watermelon were provided.

The wellness fair was followed with a number of employee wellness activities:

- Weekly walking program called "Walk at Five"
- Biggest loser contest, with contestants earning \$2 for each pound lost over a three month period

- 86% of employees completed the BCBS-NC Health Assessment (vs. goal of 75%)
- 80% of employees were given a physical exam (vs. goal of 60%)
- The Anson County Health Department established a “minute-clinic” for employees, to help reduce emergency room visits for non-emergencies.

The bottom line result of our wellness program was a 6.9% reduction in health insurance premiums for FY 2012-13. This allowed for another year of county-paid health insurance. This is the first time we have had a reduction in premiums in recorded history, and we contribute much of this success to our wellness initiatives, which will be continued.

## Robeson County



The Robeson County Wellness Program began in 2008 as a division of the human resources department with a proactive initiative to encourage employees to engage in healthy behaviors. After one year the program expanded into a separate department and moved into the Old Agricultural building. The wellness program became known as the Wellness Center, and over the last five years has developed into three separate components working collaboratively to support health education, healthcare services, and a low-cost pharmacy. The staff includes a Wellness Director, Physician Assistant, Pharmacist, two Pharmacy Technicians, Medical Lab Assistant, and a Medical Receptionist.

The Wellness Center provides services to more than 1,100 county employees with 99% participation rates. Employees registered in the Wellness Program are recognized and rewarded for their participation by offering a premium discount of \$75 per pay period for health insurance coverage. Employees can be seen in the wellness clinic at no charge and also enjoy lower co-pays in the pharmacy with low or no-cost generic medications. Program goals include a yearly health risk assessment, 300 activity points for each time period, age specific health screenings, a tobacco cessation program for smokers and weight management programs for individuals with a BMI over 30.

The first and original component of the Wellness Center is the health education component. It is designed to improve, maintain and safeguard overall health through coaching and compliance tracking to increase proactive participation and to minimize existing risk levels by way of organized activities. Employees are required to earn 300 activity points each time period. Points are earned by participation in group activities sponsored by the county and coordinated by the wellness committee. Wellness activities include a spring and fall 5k walk, fall volleyball tournament, spring softball tournament, monthly seminars in the form of lunch and learns, nutrition classes, health fairs, dance classes and various types of aerobic activities. Employees can also earn

wellness points by participation in walking programs, bicycling, water aerobics, gym memberships and other individualized plans under the supervision of the Wellness Director.

The second component of the Wellness Center is healthcare services provided by the wellness clinic. The wellness clinic became a full time clinic in 2009. This component identifies and measures the unique health conditions of participating plan members prior to their manifestation as acute illness; establishes intervention plans focused on each participant's individual needs; establishes positive partnerships between health plan sponsors and members to collectively address health service inflation; provides lower cost, convenient, primary care service that supports effective management of emerging health conditions including diagnosis and treatment of minor medical conditions, blood analysis, prescriptions, injections, and flu vaccinations; provides services to manage chronic conditions consistent with nationally accepted clinical protocols; and assists employees with scheduling of appointments with physician specialist and outpatient services.

The pharmacy component was added in October 2010. The pharmacy dispenses prescriptions to employees written by the wellness clinic and area physicians. Patients are provided with education materials and have the opportunity to discuss any questions or concerns about the medications with the pharmacist.

With respect to the financial success of the program, our county commissioners highlighted in the 2012 annual retreat the cost savings. In the 2011-2012 calendar year, 65% of all medications were dispensed from the Robeson County Pharmacy with a decreased cost of 47%. The annual cost avoidance to county for employees seen in the wellness center was more than \$108,750. Employees are more productive and absenteeism rates are lower.

Overall The Robeson County Wellness Center receives positive feedback from employees, management and county commissioners. Employees affirm the Wellness Center is a proactive initiative that offers assistance to them and their family members encouraging behavior changes,

offering health education, enhancing individual productivity and overall well-being.



**Robeson County Employee Walk with Commissioner Noah Woods (in cap) leading by example**





## Rockingham County



**Previous State:** Rockingham County has 641 full time employees and approximately 150 part-time employees. The county has had a Wellness Program in place for more than 20 years, but it was a typical program that did not have buy-in from upper management commitment or encourage employee involvement. The program lacked commitment from the top and had little inspiration for employees to participate. It did and still does have a mission statement, purpose statement and a list of objectives and health incentive awards.



Rockingham County health screenings

The Wellness Committee consisted of only frontline employees, mostly employees in clerical support positions, and participation was minimal.

**Changes Made:** In May 2009 the Safety & Risk Manager was charged with the responsibility of ‘chair’ on the Wellness Committee with a mission of improving upper management commitment and increasing employee participation. The County Manager was fully committed in giving this person freedom to be creative with the committee and recommend changes to enhance the program.

The program experienced two major changes – employee health risk factors were measured and managed by a third party, and new initiatives were developed that inspired employees to participate.

In October 2009 the county contracted with a third party to conduct annual health risk assessments for every ‘benefit eligible’ employee. A Wellness clinic was set up on site to serve the employees for both treatment of measured risk factors and basic medical treatment. The facility is provided by the county, and the nurse practitioner is an employee of the contractor. The nurse practitioner is available 24 business hours per week. All services are free of charge to the employee.

Employees that do not participate in the annual risk assessments do not receive the \$10 per pay period premium discount to their health insurance, therefore a \$10 deduction is made biweekly from their pay.

The contractor tracks compliance to the program with follow-ups after initial assessment. The number of visits per year is dependent on the number of risk factors.



**Rockingham County Employee Walk with County Manager Lance Metzler (right)**

**Wellness Initiatives to Inspire Employee Participation:** It was

evident that the previous program did not spark enough interest and camaraderie as the program was stagnate and never changed. There was not enough variety in activities as it was evident that “one size does not fit all.” Outlined below is a list of initiatives the county has conducted. Aside from the ‘earning points,’ all other initiatives have an end date and then another initiative starts.

**Wellness Points:** Employees can earn ‘wellness points’ for each mile walked or jogged and each 30 minute cardio-type exercise event. Employees earn 1 point for each day they drink 64 oz of water and 1 point for each day they eat at least 6 servings of fruits/vegetables. We tried to keep it very simple. By earning a set amount of points for a defined number of consecutive months, employees can earn accrual time. Wellness points and safety points can be used to purchase items from an online third party with a selection of thousands of name-brand award items.

**Walking Initiatives:** The County complex is located in a rural area surrounded by walking trails and low traffic roads. Walking initiatives are established that last from 9 to 13 weeks. Each initiative has a goal of total miles to reach. Example: The Fourth of July Challenge was to walk the roundtrip distance from our location to Washington, D.C. Each mile an employee walks earns a chance for a drawing at the end for a gift card. If the goal is met the prize is doubled. Additionally each week we draw two names to receive a Subway Meal Deal coupon.

**Bowling League:** The county has a bowling lane nearby. The lane worked out a special rate for our employees to have



Rockingham County bowling league

their own league. It is not the typical league that takes all night. It was designed to get people out immediately after work for a quick, easy workout together with other employees they might not even know.

The teams consisted of only two members bowling only two games. Practice starts at 5:20 p.m., bowling starts at 5:30 and everyone is pretty much done by 6:15 p.m. Family members were welcome to join. The season is short. The first rotation begins the first week after Labor Day and ends the week before Thanksgiving. The second rotation begins the first week after New Year's and ends the week before Easter.

**Spring Walk:** Each year during the month of May the county has a spring walk. Booths for vendors are set up outside along with snacks and refreshments. The Animal Shelter is approximately a half-mile from the complex. Employees must walk to the Animal Shelter, pick up a ticket and return to the complex. At the end of the day door prizes are drawn to all participants. The walk gets employees outdoors and also exposes them to the Animal Shelter, which might encourage animal adoption. One of the door prizes is a 'fee waiver' for an animal adoption.

**5K Fun Walk/Run:** This year the Spring Walk ended with a 5K fun walk/run followed up with a cookout. Almost 60 employees participated and more than three-fourths of the participants said it was their first 5k experience. A \$100 gift card was drawn for the door prize.

**Zumba Classes:** Our Public Health Department has an employee who is a certified Zumba instructor and volunteered to give free classes immediately after work. The County has an Army Reserve Armory just down the street and received permission to use the facility for these classes

**Weight Watchers at Work:** The County established a registration 'portal' on Weight Watchers web. Once 20 participants were registered the 'at-work' program was initiated. To keep the program going the county must average 12 'weigh-ins' per week. The portal gives employees a special discount to Weight Watchers and free e-Tools. During the past year five employees became life time members, and the program continues. One male employee lost 110 pounds. To encourage participation the County conducts a drawing every 12 weeks for participants in Weight Watchers. The award is a \$100 gift card. The winner must have attended at least nine of the 12 prior weeks.

**Maintain-No Gain Over the Holiday:** It was noted that the average American gains 8-12 pounds over the Thanksgiving to New Year's Holiday season. The County took from a model already established by having employees interested in participating to register at the Wellness Clinic and pay a \$10 'investment.' At the end of the holiday season if they did not gain more than two pounds they got their money back. Everyone participating was eligible for a drawing for a \$100 gift card.

**Free Fitness Center:** The County Manager partnered with the president of our local community college just across the street from the Governmental Center to use their fitness center free of charge. Interested employees must sign a waiver. Once signed they only need to show their ID badge to use the facility.

**Annual Recognition Luncheon:** Each February we invite all safety and wellness committee members, all department directors, County Commissioners and employees to be recognized. We recognize three departments in safety and three departments for their wellness efforts. We distribute five department leadership awards, 10 safety superstar designations and 10 wellness superstar designations along with several outstanding individual employee recognitions for their participation, contribution or leadership in safety or wellness initiatives. We have been doing this for six years. Our insurance carriers sponsor the program, and it is considered their meeting, therefore they pick up the tab. About 110 employees attend this meeting.

**Results:** Most of the initiatives outlined in this report have been successful and have become an annual or ongoing initiative. Participation rates have increased to almost 50% from less than 12%. Participation rates in the annual health risk assessment is greater than 96%. Employees regularly suggest new ideas, which is where most of the current initiatives came from. Currently the committee is considering setting up a ‘horseshoe’ tournament and a volleyball league.

Prior to the ‘rebirth’ of our Wellness Program, our health insurance rates were increasing at the trending rate of 8-12%. Since then our rates have been below trend. Last renewal our rate was 4.9% and we have been told that our renewal this year will for sure be flat if not a reduction as compared to the previous year. Our renewal month is October.



## Wake County



Wake County implemented a formal wellness program in 2008 as part of the Health and Human Services Division. They contracted with a wellness professional to develop Wake’s program and formed a wellness committee. Some of the earlier programs implemented were:

- Incentivizing employees \$50 for obtaining a biometric screening and \$50 for taking a health risk assessment.
- A countywide walking program and a “Points to Health” program rewarding employees who participated in certain wellness activities.
- The county’s first 5K event was held in 2009. This year was the county’s fourth 5K event in which we almost doubled our participation.

In order to identify problem areas of the population and build a program around our needs, the wellness committee began analyzing medical trends to determine the top cost drivers. The county saw the justification and need for a wellness position and hired a fulltime Wellness Coordinator in 2010; the position transferred to the Human Resources Department to work directly with benefits. Listed below are several things the position, committee and department accomplished.

- The wellness committee created a five-year wellness strategy for the county.
- The Benefit Manager, Wellness Coordinator, and HR Director met over a three-month period with the county’s Medical TPA and Pharmacy Benefit Management team to develop a three-year strategic plan.
- The Wellness Coordinator continued to analyze medical utilization trends to identify Wake’s top five chronic conditions and built wellness programs to help educate and engage employees in preventing and managing their health risk factors.

- Implemented a pilot diabetes management program in 2011 for 50 employees.
- Implemented a formal Diabetes Management program in 2012 for 100 employees to include prediabetes and free strips and testing meters for participants.
- Implemented the “Know Your Numbers Campaign 2012”. All covered employees and spouses are asked to obtain a biometric screening. If they do not, each non-participant will not receive the \$20 per month decrease in January 2013.
- Wake Wellness offers monthly lunch and learns and onsite educational programs.
- Wake County is also preparing an RFP and considering adding an onsite wellness clinic to help reduce healthcare costs by utilization, and to incorporate additional wellness strategies.
- Onsite Weight Watchers
- Onsite and ongoing physical activity classes to include, Pilates, yoga, and plycore classes
- Yearlong onsite nutritional counseling classes
- Annual wellness surveys

Wake County has been successful in engaging employees and finding out what they want and need to help them live healthier lifestyles.

# Information & Links to Grant Opportunities

**Golden Leaf Foundation:** The purpose of Golden LEAF is to fund projects that promise to bring significant economic improvement to the tobacco-dependent, economically distressed, and/or rural communities of North Carolina. We welcome eligible entities to submit a grant application for a project that is consistent with Golden LEAF's priorities. ([goldenleaf.org/seekers.html](http://goldenleaf.org/seekers.html)).

**Federal Grant Opportunities:** Grants.gov is your source to find and apply for federal grants. The U.S. Department of Health and Human Services is proud to be the managing partner for Grants.gov, an initiative that is having an unparalleled impact on the grant community. Learn more about Grants.gov and determine if you are eligible for grant opportunities offered on this site. ([www.grants.gov](http://www.grants.gov)).

**NC Department of Health and Human Services:** This site lists Request for Applications available within the NC Department of Health and Human Services. ([www.ncdhhs.gov/grantopportunities/](http://www.ncdhhs.gov/grantopportunities/)).

**North Carolina Community Foundation:** Our statewide network of affiliate foundations sponsors annual grant cycles for local nonprofits. Information about grants available in your area can be found by selecting your local affiliate. ([www.nccommunityfoundation.org/grants](http://www.nccommunityfoundation.org/grants)).

**Blue Cross and Blue Shield of North Carolina Foundation:** Our primary objective is to invest in clearly defined and results-oriented projects that further our mission of improving the health and well-being of North Carolinians. We embrace an outcomes approach to grantmaking and are committed to proactively supporting organizations and programs capable of attaining *measurable results*. ([www.bcbsncfoundation.org/grants/](http://www.bcbsncfoundation.org/grants/)).

**Let's Move:** Funding Available to Help End Food Deserts and Improve Local Economies. This is a part of First Lady Obama's Let's Move Initiative.

**([www.letsmove.gov/blog/2011/06/09/funding-available-help-end-food-deserts-and-improve-local-economies](http://www.letsmove.gov/blog/2011/06/09/funding-available-help-end-food-deserts-and-improve-local-economies))**.

**Kate B. Reynolds Charitable Trust:** If your organization is interested in partnering with the Trust, please ask yourself: Is your organization located or operating in North Carolina? Does your organization's work focus on improving low-income North Carolinians' quality of life and quality of health? If your answer is yes to *both*, visit this site to understand the types of funding that are available. (**[www.kbr.org/](http://www.kbr.org/)**).

**The Duke Endowment:** We focus our expertise and resources on vulnerable children, healthcare, higher education and rural United Methodist churches in North Carolina and South Carolina, balancing direct aid in the present with strategic investment for the future. (**[www.dukeendowment.org/grants/for-grantseekers?Itemid=75](http://www.dukeendowment.org/grants/for-grantseekers?Itemid=75)**).

**United Way:** This Fundraising & Grants Directory is provided at no cost to visitors. Since 1996 Fundsnet Services has provided resources information about grants, fundraising, philanthropy, foundations and 501(c)(3) non-profits organizations to those in need of funding and research for their philanthropic efforts and missions. (**[www.unitedwaync.org/grant-information-and-links](http://www.unitedwaync.org/grant-information-and-links)**).

**Eat Smart Move More Community Grants Program:** The Eat Smart, Move More Community Grants Program supports local health departments in North Carolina in their efforts to develop community-based interventions that encourage, promote and facilitate physical activity and healthy eating. They provide funding to local communities that advance the goals and objectives of North Carolina's Obesity Prevention Plan. (**[www.eatsmartmovemorenc.com/Funding/CommunityGrants.html](http://www.eatsmartmovemorenc.com/Funding/CommunityGrants.html)**).

## Reliable Organizations and Resources

**Active Living By Design:** Founded in 2001 by the Robert Wood Johnson Foundation and a founding program in its Active Living initiative, Active Living By Design creates community-led change by working with local and national partners to build a culture of active living and healthy eating. ALBD is part of the North Carolina Institute for Public Health at the UNC Gillings School of Global Public Health in Chapel Hill.

**([activelivingbydesign.org/](http://activelivingbydesign.org/))**

**American Cancer Society:** The American Cancer Society is available to help take steps every day to stay well. Resources, information, and support to stay motivated to eat right and get active, quit smoking or help a loved one kick the habit and understand what cancer screenings are necessary for good health. This website helps people understand ways to reduce cancer risk. Tips, tools, and online resources are available for all.

**([www.cancer.org/index](http://www.cancer.org/index))**

**American Heart Association:** The mission of the (AHA) is to build healthier lives, free of cardiovascular diseases and stroke. Visit this website for countless resources related to cardiovascular disease maintenance and prevention as well as stroke prevention.

**([www.heart.org/HEARTORG/](http://www.heart.org/HEARTORG/))**

**American Institute of Stress:** The American Institute of Stress is a non-profit organization that provides information to enhance the understanding of the role of stress in health and illness with a focus on stress in the workplace. **([www.stress.org](http://www.stress.org))**

**County Health Rankings & Roadmaps:** The *County Health Rankings & Roadmaps* program helps communities create solutions that make it easier for people to be healthy in their own communities, focusing on specific factors that are known to affect health, such as education and income. Ranking the health of nearly every county in the nation, the *County Health Rankings* illustrate what we know when it comes to what's making people sick or healthy. The *County Health Roadmaps* show what we can do to create healthier places to live, learn, work and play. ([www.countyhealthrankings.org/app/](http://www.countyhealthrankings.org/app/))

**Eat Smart, Move More, Weigh Less:** The mission of Eat Smart, Move More, Weigh Less is to reverse the rising tide of obesity and chronic disease among North Carolinians by providing tools and encouraging them to make smarter eating and exercising choices. ([esmmweighless.com/](http://esmmweighless.com/))

**Institute for Emerging Issues:** See how improvements in food insecurity, graduation rates, obesity levels, smoking and number of creative jobs can affect your county's health score. You might be surprised by some of the connections. See the connections and share with your county leadership. Use this information to explore how to improve your community's health. ([www.ncsu.edu/iei/index.php/tools-resources/county-health-tool](http://www.ncsu.edu/iei/index.php/tools-resources/county-health-tool))

**Mayo Clinic Health Solutions:** The Mayo Clinic suite of integrated employee and member wellness products, services and programs are designed to empower people with the information, tools and support they need to take charge of their health. The tools in our solution set help people address a wide spectrum of needs across the health continuum. ([www.mayoclinichealthsolutions.com/](http://www.mayoclinichealthsolutions.com/))

**MedlinePlus:** This website provides the world’s largest online medical library, provided by National Institutes of Health. Search for information on various health topics, drugs and supplements or access various health videos, resources and tools for your events and programs.

**([www.medlineplus.gov](http://www.medlineplus.gov))**

**NC Prevention Partners:** The mission of NC Prevention Partners is to bring together leaders from business, health insurers, schools, hospitals, foundations, researchers, consumers, public health, and advocacy organizations to improve the health of North Carolinians and to control costs. **([www.ncpreventionpartners.org/dnn/](http://www.ncpreventionpartners.org/dnn/))**

**Shape Up America!** This national initiative promotes healthy weight and increased physical activity and is committed to raising awareness of obesity as a health issue. The Shape Up America! website offers tools and information for both individuals and health professionals.

**([www.shapeup.org](http://www.shapeup.org))**

**Substance Abuse and Mental Health Services Administration’s Division of Workplace Programs:** This website provides employers resources for implementing alcohol and drug abuse prevention programs within worksite wellness initiatives. The Workplace Resource Center provides specific resources including a drug-free workplace kit, fact sheets and brochures, and links to certified testing laboratories.

**([www.workplace.samhsa.gov](http://www.workplace.samhsa.gov))**

**Quitline NC:** Employers should know they have a great opportunity to help their employees quit tobacco. Employees who use tobacco cost you money in disease treatment, productivity, cleaning and maintenance. According to The Guide for Community Preventive Services, cessation coverage that reduces the price of quit smoking assistance (counseling and cessation medications) increases the chances that your employees will be able to quit smoking for good. Having a strict no-smoking policy in your business (even including grounds and company vehicles) is another proven way to encourage your employees to quit tobacco. QuitlineNC provides resources and tools to help your business encourage a tobacco free environment.

**[www.quitlinenc.com/](http://www.quitlinenc.com/)**

**Wellness Council of America:** The Wellness Council of America (WELCOA) was established as a national not-for-profit organization in the mid-1980s through the efforts of a number of business and health leaders. Today, WELCOA has become one of the most respected resources for workplace wellness in America. With a membership in excess of 3,200 organizations, WELCOA is dedicated to improving the health and well-being of all working Americans. (**[www.welcoa.org/](http://www.welcoa.org/)**)

**WorkWell NC:** A project of East Smart, Move More, WorkWell NC seeks to provide small businesses with the expertise and resources to implement an affordable and effective worksite wellness program (**[www.eatsmartmovemorenc.com/Worksites/Worksites.html](http://www.eatsmartmovemorenc.com/Worksites/Worksites.html)**).

## Concluding Remarks From Valerie Foushee, Task Force Chair

It has been an honor to serve as chair of the Healthy Living Task Force. I am grateful to President Kenneth Edge for the opportunity to work with some of the best county staff, who are not only experts in their fields, but are indeed caring, compassionate professionals. From the very beginning they showed enthusiasm for, and a commitment to, providing a product that will benefit all 100 counties in our great state. This toolkit is the culmination of their hard work and dedication to our task.

The current economic climate dictates that County Commissioners make the most of every tax dollar collected as we struggle to meet the needs of our constituents. It does not, however, lessen our desire to provide the best compensation for those on the front lines who actually deliver the services to county residents. As President Edge stated in his June 2012 communication, our hope is that this toolkit identifies cost-effective strategies to help county employees lead healthier, happier and more productive lives.

The Healthy Living Task Force greatly appreciates the coordination, facilitation, and the support provided by Alissa Willett, Legislative Grassroots Coordinator, and John Eick, NCACC Intern. The success of this project in large part is due to their efforts to ensure that access to experts and information was never a challenge to our work. Thank you to the North Carolina Division of Health and Human Services/Division of Public Health, NACo, The Texas Association of Counties Risk Management Services and several North Carolina counties who were willing to review and provide pertinent feedback for the success of our vision.



Valerie Foushee, Healthy Living Task Force Chair  
Orange County Commissioner

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