

A Model Wellness Guide

Investing in Good Health





{ Worksite wellness programs succeed in organizations that are driven by
the needs and desires of the people for whom they are designed. }

Table of Contents

This Model Wellness Guide has three main sections. Section I has general information on the importance of healthy lifestyles and preventing and controlling chronic diseases. This section has been written for consumers, community leaders, insurance brokers and payers. Section II has a guide for employers developing worksite wellness programs. Section III has general resources on wellness as well as detailed resources for employers.

SECTION I

The importance of healthy lifestyles for the prevention and control of chronic diseases..... 2-3

SECTION II

Evidence-based Interventions and Best Practices for Worksite Wellness Programs 4-19

- A. Visible Leadership Support..... 5
- B. Supportive Organizational Culture 6-8
- C. Strategic Planning to Drive Wellness Initiative:
 - Research and Discovery/Needs Assessment 8-11
 - D. Program Design and Intervention Selection 11-15
 - E. Program Implementation 16
 - F. Benefit Design 17-18
 - G. Integrated Incentives 18
 - H. Data and Evaluation Management. 19

SECTION III - RESOURCES

Resources are organized by setting. The first area includes resources of general interest, followed by resources for consumers and for communities 21-32

Footnotes..... 32

A Model Wellness Guide

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SECTION I

The Importance of Healthy Lifestyles for the Prevention and Control of Chronic Diseases



Most chronic diseases can be prevented or controlled. For example, quitting smoking and reducing weight can help a person reduce blood pressure while protecting against heart disease, stroke, diabetes, asthma and arthritis.

In addition the conditions where we live, work, play and go to school can all support healthy lifestyles. A healthy environment can help:

- healthy people to stay healthy
- all people reduce their risks for developing chronic diseases
- people who have chronic diseases to better control these diseases

For example, communities can encourage us to walk more by providing clean sidewalks in good condition, that have rest stops available like park benches. Communities can also form walking clubs and develop safe and well-lit walking routes. Local restaurants can offer healthy options, smaller portions and use less salt. Local corner grocery stores can offer fresh fruits and vegetables that are reasonably priced. Communities can restrict smoking in public housing and enforce underage purchase of cigarettes.

A graphic illustration of a red tomato falling into a splash of clear water. The tomato is shown in a three-quarter view, and the water is depicted with white, radiating lines and bubbles.

Communities can also sponsor diabetes testing, blood pressure monitoring and flu clinics at senior sites or at the local health departments. They can also provide programs that have been proven effective for controlling weight, stopping smoking or controlling diabetes. (Section II of this guide offers specific suggestions of what work sites, both large and small, can do to improve the health of employees.)

Finally, people with chronic diseases can take steps to control their disease and avoid complications. They can take medications as prescribed and make sure to keep all appointments with their health care providers. They can also join Chronic Disease Self Management groups to share and solve common problems with others who have the same disease. Please refer to Section III for finding Chronic Disease Self Management groups.

Financial benefits of healthy choices

Being healthy and staying healthy long into advancing age is a reward in itself. However, sickness and chronic diseases are costly not only to the individual, but to all residents of Massachusetts. In 2009, total hospital charges in Massachusetts approached \$6.8 billion for chronic diseases.ⁱ That's over \$1,000 for every man, woman and child living in this state and it only counts hospitalizations. Adding doctor's appointments and medications further increases the cost.



To reduce these healthcare costs, the state is now offering incentives to employers to change policies that make healthy choices easier. Financial and other incentives should be considered for consumers to make healthy choices, participate in wellness programs or care management services, keep follow-up appointments with healthcare providers, and take medications as prescribed.

The promise of new technologies and social media for promoting health and wellness

Using technology can also help both consumers and health care providers. For example, text messages and tweets can help remind people to take medications. Patients can communicate with healthcare providers via email and send in their latest blood sugars or blood pressures. Virtual groups can be set up to manage health risks such as weight control, smoking cessation and even Chronic Disease Self Management groups. Computer applications can help consumers stay healthy or control their weight by tracking their physical activity and daily calorie intake.

“ it’s important to design programs that meet the different needs of different employees in a company. ”

SECTION II

Evidence-based Interventions and Best Practices for Worksite Wellness Programs

A best practice is a program or approach that gives good results – in this case, it is a program that has been shown to reduce the risk of chronic disease. Section II lists best practices that can work for large and small companies.

Studies show that participation in wellness programs is often better among higher-wage and white-collar employees. Yet, low-wage and blue-collar employees have just as many or more chronic diseases as high-wage workers. To make sure all employees have equal access to wellness programs, it’s important to design programs that meet the different needs of different employees in a company. For example, wellness programs should take into account that some employees work night shifts, have frequent overtime, stand for extended periods of time at work, or have jobs that are physically demanding.

Studies also show that wellness programs shouldn’t focus exclusively on quitting smoking, losing weight, and other personal health behaviors. Businesses should also be sure they provide healthy working conditions and have adequate workers’ compensation insurance policies as part of health and safety. For example, programs that include information on health and safety hazards are more effective in reducing chronic diseases.^{ii-v}

It’s important to know that much of the research on worksite wellness best practices has focused on larger worksites. For smaller companies, employers may reduce the size and complexity of programs to fit the size of the company. In each of the topic areas below, you will find strategies that have been proven to work for large worksites but can also be effective for small employers.

The best practices are categorized in these main topic areas:

- A. Visible Leadership Support**
- B. Supportive Organizational Culture**
- C. Strategic Planning to Drive Wellness Initiative:
Research and Discovery/Needs Assessment**
- D. Program Design and Intervention Selection**
- E. Program Implementation**
- F. Benefit Design**
- G. Integrated Incentives**
- H. Data and Evaluation Management**



A. Visible Leadership Support

Two critical components of successful wellness programs are:

- 1. Strong leadership commitment and involvement**
- 2. Communication that describes available wellness options and encourages employees to participate**

Leadership Commitment

Senior management controls the resources needed to plan, implement, and evaluate the wellness program. Middle managers and supervisors are the direct link to workers; they play a key role in motivating and communicating with employees. A method of gaining support with middle managers and supervisors is to provide them with training that will help them understand “the link between health, productivity, and total economic value.”^{vi}

Middle managers and supervisors are the direct link to workers; they play a key role in motivating and communicating with employees.

Strategies:

- Communicate the importance of achieving and maintaining health
- Provide written communication on the value and benefits of the wellness program
- Incorporate wellness into the structure of the organization (e.g., mission and vision)
- Participate as role models
- Budget for health and wellness programs
- Reward and recognize safety and health performance achievements
- Emphasize policies that promote respectful and fair workplace climate
- Add wellness responsibilities to job descriptions

Strategies adapted for small businesses:

- Develop a written vision and mission for your business that includes wellness
- Determine a realistic budget for wellness (include both in-kind or financial commitments)
- Practice what you preach, take care of your health

Communication Plan

A key attribute of demonstrating highly visible management support for employee wellness is communication. All communications should be clear and concise and should promote the importance of wellness as a key business priority. In addition, communication should continually articulate the value of the wellness program, progress made, and action steps that will be taken.



Strategies:

- Provide written correspondence by senior management
- Include wellness as a standard agenda item at organization/company meetings
- Establish a marketing and communication plan including strategies for reinforcement
- Communicate the importance of the program during open enrollment, in newsletters, and at other important activities

Strategies adapted for small businesses:

- Share your vision and mission with all employees
- Communicate regularly either in person or via email with all employees about the wellness program

B. Supportive Organizational Culture

Two additional critical components of successful wellness programs are:

1. A workplace culture that values health as a critical part of company performance
2. A framework to develop and implement health related programs

Worksite wellness programs succeed in organizations that are driven by the needs and desires of the people for whom they are designed. Elements that create this culture include: workplace policies that encourage healthy lifestyles, a supportive environment that provides opportunities to practice and reinforce healthy behaviors, a safe working environment free of workplace hazards, and a strong employee





leadership network to manage the program. Creating and implementing these types of policies and environmental supports in the organization necessarily requires leadership from senior managers and strong cross-functional collaboration outside of the traditional structures for workplace health, safety, and wellness.

Evidence also suggests that the key to long-term, sustainable workplace health safety and wellness programs may depend on participation by the workers who stand to benefit most from these programs.^{vii}

Strategies:

- The organization's culture and physical plant provides employees with opportunities to engage in healthy behaviors (e.g., providing a clean space for eating and sufficient equipment like microwave ovens and refrigerators for the number of employees)
- Employers promote opportunities and flexible schedules to access community-based resources
- Access and opportunities to participate are made available to all employees
- Workers are actively involved in making improvements to the work place and developing new policies
- Establish systems to prevent and promote workplace safety
- Establish routine labor-management communication on health, safety, and wellness

Strategies adapted for small businesses:

- Involve all employees in making suggestions to improve the physical plant environment to promote health and safety
- Learn and promote employees' use of locally available existing resources, like the "Y" or farmer's markets

Wellness Team/Employee Health Structure

Organizations will benefit from coordinating all aspects of health, wellness, and safety. If the organization has separate committees, there should be a way to ensure communication and collaboration between committees. Employers and employees should be well represented on a wellness team that helps design and implement the worksite wellness program. The team should consist of representatives from all segments of employees. This leadership circle plays a key role in planning, communicating, motivating, and overseeing the program.

Employees need to be involved in all aspects of the design and implementation of the program. Engaging employees in the process can greatly contribute to program quality and sustainability because employees can become key stakeholders and champions.

Strategies:

- Have a dedicated wellness team leader/champion(s) responsible for the wellness team, as well as communicating and supporting wellness initiatives
- Establish a multi-level management-labor health and safety committee
- Have wellness responsibilities written into job description(s) and performance reviews of team members
- Ensure that members of the committee represent all segments of the employee population (including shift workers, salaried and hourly wage earners, and workers with disabilities)
- Obtain union support
- Actively engage employees in the process

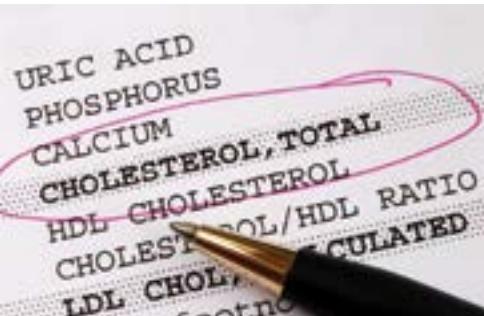


Strategies adapted for small businesses:

- Share the responsibilities for wellness and safety among employees
- Actively engage all employees

C. Strategic Planning to Drive Wellness Initiative: Research and Discovery/Needs Assessment

For programs to be effective in engaging workers, they need to reflect the priority health concerns of the workers themselves. Employee interest surveys, focus groups, employee health risk appraisals, health screening results, and health insurance claims data can be used to build a solid foundation for the wellness program. In addition to assessing the workplace environment, it is necessary to understand the specific interests and health risks of employees. Employers may choose to hire an external vendor to collect this data. Please see Section III for guidance on choosing a vendor.





Organizational Data

Collect data on the policies, programs, practices, benefits, and services offered by the organization to support employee health such as:

- Sick leave, absentee data, and turnover rates
- Current practices in occupational safety and health as well as wellness (vending, cafeteria, hazards, etc.)

Strategies:

- Collect organizational data on an annual basis to understand:
 - ◆ Claims, sick leave, absenteeism (Health care utilization, Workers Compensation, Disability, EAP, OSHA logs of occupational injuries and illnesses, etc.)
 - ◆ On-site programs, policies, and environmental changes
 - ◆ Workplace safety and health concerns
- Understand current practices, work environment, and infrastructure
- Review injury logs
- Compare DART rates among comparable industry rates

Strategies adapted for small businesses:

- Examine your policies related to sick leave – do you allow employees to take time for regular doctor's visits? Or to participate in wellness programs?
- Do you have a high employee turnover? If yes, do you know why?
- Examine worksite hazards – are you doing everything possible to keep employees safe? Is the environment safe?

Individual Data

The following data sources provide information about employee needs, interests, and health behaviors. Employee information can be collected through surveys, interviews, and focus groups and should at all times be completely confidential.

Strategies:

- Collect employee data on an annual basis to understand:
 - ◆ Perceived health status, needs, and program interests
 - ◆ Barriers to healthy behaviors and to program participation
 - ◆ Readiness to change regarding specific behaviors (smoking cessation, exercise initiation, etc.)

- 
- ◆ Productivity measures to capture the impact of health conditions on work performance and absenteeism
 - ◆ Employee satisfaction with the quality of work-life, (e.g., perceived respect from others, management attention to potential discrimination or harassment)
 - ◆ Use of services and participation in programs
- Analyze demographic characteristics (number of workers by wage level, job type (white vs. blue collar), educational requirements, age distribution, gender, ethnicity, etc.)
 - Analyze work organization characteristics that might influence time or motivation for program participation (shift work, overtime, contract work, etc.)
 - Understand employee health status and risk patterns (e.g., percentage of workers who are physically inactive, obese, hypertensive, diabetic, etc.) using a health risk appraisal (HRA) and biometric screenings conducted on-site, via local labs, or through their personal physicians
 - Assess what employees want out of a Wellness Program

Strategies adapted for small businesses:

- Encourage employees to have regular wellness appointments with their healthcare provider
- Ask your employees regularly about their health needs, program interests, barriers to either staying or becoming healthier
- Know your employees work schedules and shifts and provide flexible work schedules to allow employees to participate in wellness activities

Community Resources



Resources can be identified and communicated to help employees maintain their lifestyle changes when they are not at work. Parks may have walking trails, bike paths, or community gardens that are available to employees and their families. By identifying these resources, employers will be able to provide employees with additional opportunities to practice healthy behaviors.

Strategies:

- Collect community data to understand employee access to:
 - ◆ Healthy food choices
 - ◆ Parks and recreation
 - ◆ Transportation
 - ◆ Retail

- 
- Partner with others:
 - ◆ Local municipal and state health department
 - ◆ Not-for-profit organizations
 - ◆ Physicians, pharmacists, and community hospitals
 - ◆ Local health clubs
 - ◆ Academia
 - ◆ Business health coalitions
 - ◆ Health plans
 - ◆ Health promotion vendors

Strategies adapted for small businesses:

- Know your community and encourage your employees to know their communities and then if possible adapt work schedules to take advantage of existing community resources

D. Program Design and Intervention Selection

Strategic Planning

A strategic planning effort for a worksite wellness program includes participation of senior managers:

- to identify how the program fits with the overall organizational strategy, and the wellness team
- to develop the operating plan for carrying out the program

Specific goals and objectives need to be identified as part of the overall plan. They should include both long-term (three - five years) and annual goals. The objectives should be specific, measurable, achievable, relevant and timely.



The plan should be based on needs assessment that gathers information on a variety of aspects of the workforce population served by the program. Elements for Is may include: health claims data, workers compensation and injury data, risk assessment, employee assessments (needs and interest, or health risk), demographic data, and short-and long-term disability data.

Considerations in developing a baseline needs assessment

The baseline data of employee health risks and behaviors will paint a picture of the health status of the employee population. The key to making data collection work is confidentiality. Employees need to be assured that the employer will not have access to any individual employee health data. In addition, it should be communicated that the employer will receive only aggregate reports of the overall findings. The

size of the business can also present a challenge in regard to HIPAA regulations, under which an employee's personal health information is protected from being disclosed to the employer. If the company itself is collecting health-related data on its employees, the data must be collected anonymously, without any personal identifiers. If these data are collected by a third-party entity the data must likewise contain no identifiers from which the employer could identify a particular employee.

Strategies:

- Develop a vision statement for the wellness program to document what the wellness program will accomplish
- List specific goals that the initiative will achieve
- Document objectives to reflect the specific steps that need to be taken in order to achieve the established goal
- Set a timeline for implementation/completion of each activity
- Identify the individual responsible for each activity
- Document budget

Strategies adapted for small businesses:

- Identify specific and do-able wellness goal(s) for a year and 3 years
- Determine specific steps that will be taken to accomplish the goal(s)
- Determine a budget to accomplish the goal(s)

Program Design

Program design is based on the analysis of the available data and stated goals and objectives. Programs should be designed to meet organizational needs while addressing employee's interests and health risks. One size does not fit all when designing programs. Consider aspects of the worksite such as location, design, health and safety experience, and resources. In addition, consider your audience and their skills, access and use of technology (e.g., a computer for on-line assessments or individual lifestyle coaching). Also, consider the characteristics of employees such as age, education, cultural diversity, gender, and physical and mental abilities. Topics for programs in both large and small businesses should be designed to include three areas:

- **Education and Awareness**
- **Individual Behavior Change**
- **Supportive Environment**



Education and Awareness



The first step to assisting individuals in making a change in their behavior is to provide them with background information to increase their awareness of the problem or the consequence of their actions. Awareness interventions take many forms from health communication strategies such as brochures, posters and point-of-purchase information in the cafeteria, to educational programs like lunch-and-learn sessions, or online health information. Examples include, but are not limited to:

- Post signs or send emails on healthy choices (e.g., taking the stairs, healthy food choices)
- Provide a series of educational seminars, workshops, and classes or post availability of community seminars
- Inform employees about health insurance/benefits coverage or community programs aimed at improving employee health (e.g., tobacco cessation medication or counseling, mental health counseling, etc)
- Provide brochures/videos/pamphlets/news articles or other written supports that address the benefits of engaging in employee health
- Communicate the value of preventive services such as immunizations (e.g., influenza, tetanus) and screenings (e.g., diabetes, mammography) that are offered by your health plan

Individual Behavior Change



Behavior change activities help people adapt a behavior or habit, set goals, and build group support. These strategies are regularly used in smoking cessation or weight reduction programs. The most successful programs are focused on activities that help a person reflect and change behaviors to overcome obstacles or barriers to making a change, combined with goal setting exercises, and support to tryout a behavior change. Examples include but are not limited to:

- Provide free or subsidize one-on-one or group lifestyle coaching and/or counseling (e.g., for depression or high blood pressure)
- Subsidize or provide discounts for engaging in healthy activities
- Provide education opportunities to teach skills to make healthy choices

Supportive Environment

An organization's worksite environment and culture/norms are the most profound influences on how employees behave and work at the workplace. Research conducted over the last decade shows that policy-driven health promoting environments actually increase the level of wellness participation.^{viii} Moreover, specific policies that foster release time for employees to participate in wellness initiatives during the workday can systematically increase participation. In addition, policies ensuring that health-promoting activities are available to shift workers as well as employees located at remote sites can make a significant impact on employees' health.^{ix} Examples include but are not limited to:

- Demonstrate organizational commitment and support of worksite health promotion at all levels of management
- Provide incentives for participating in wellness programs
- Implement policies ensuring healthy food choices at on-site cafeteria/vending
- Implement policies restricting employee tobacco use on-site
- Provide opportunities for employee participation in organization decisions regarding workplace issues that affect job stress (e.g., involve workers in scheduling decisions for shift work and overtime to promote family balance and mental health)
- Ensure that workloads are moderate enough to avoid excessive fatigue and risk of injury
- Implement policies permitting employees to participate in on-site wellness activities during work time
- Involve workforce in identifying and remediating physical ergonomic hazards

In order to be effective, workers need to be involved in identifying and prioritizing the health targets of the program, as well as designing the way the program will be implemented. Employees' knowledge of the work environment is needed to assess opportunities and obstacles to better health behaviors. All programs should be designed with the idea of meeting all regulatory state and federal requirements, and maintaining employee privacy and confidentiality. Workers need to be assured that their information will be kept confidential.



Employee benefits
provided to employees
salaries. In instances w
wages for some other
'non-salary sacrifice' o



Strategies:

- Offer a variety of options such as disease management programs, coaching sessions, risk reduction counseling, care management, and other health promotion and maintenance programs
- Monitor health insurance claims to ensure that all employees are treated equally and are offered the same treatment regardless of race, language, age, or ability
- Keep the healthy people healthy by offering health maintenance programs such as preventive screenings
- Provide high-risk populations with the necessary resources to manage their conditions and reduce their risk of developing additional chronic diseases
- Design evidence-based strategies that follow established best practices in the field of health promotion or public health
- Interventions should address awareness and education, behavior change, and supportive environment dimensions
- Design action steps and evaluation measures
- Focus on adherence to recommended clinical preventive screenings and services
- Incorporate injury prevention and return-to-work programs as strategies for maintaining a healthy and productive workforce
- Incorporate safety and ergonomics training and protection; adjust lighting and tools to reduce physical demands on employees
- Evaluate lighting and air quality and adjust as needed to meet health standards
- Provide reasonable accommodations based on individual employee's needs
- Provide clean well equipped meal and break areas
- Develop policies protecting meal and rest breaks.

Strategies adapted for small businesses:

- Based on the needs and desires of your employees, offer a variety of programs or ensure they have access to community-based programs
- Encourage employees to have regular check-ups with their health care providers
- Incorporate injury prevention where ever possible and remedy areas of possible injury; for example from repetitive motion, poor visibility or lighting and machine hazards

Together
Everyone
Achieves
More

E. Program Implementation

A comprehensive communications, marketing, and promotion plan should be developed and implemented during both the planning and implementation of a wellness program. This plan should identify methods for marketing the program that will recruit participants. As all wellness programs are voluntary, the plan should include motivational strategies and incentives to encourage employees to want to participate. The communication plan should also provide updates to key stakeholders on the progress and results of the program.

Resources are widely available online including multiple health topics, health risk appraisals, and insurance benefits. Section III lists online resources by topic for employers.

Strategies:

- Utilize a wide range of marketing strategies to ensure that employees are aware of the programs and services available to them
- Don't overlook the power of face-to-face and peer-to-peer interactions
- Incorporate wellness into the new hire recruitment and orientation process
- Choose a topic(s), based on employees' health and interests and then implement strategies from each of the three areas (*Education and Awareness, Individual Behavior Change and Supportive Environment*) on that topic to better ensure changes in health

Strategies adapted for small businesses:

- Talk with employees to encourage participation and/or to find out why they are not participating
- Choose a topic(s), based on employees' health and interests and then implement strategies from each of the three areas (*Education and Awareness, Individual Behavior Change and Supportive Environment*) on that topic to better ensure changes in health
- Change offerings based on employee feedback
- Incorporate wellness as part of the new hire orientation

F. Benefit Design

Employee benefits can impact employee health and they can help attract and retain employees. Health care insurance benefits should be designed to address both prevention and treatment. For example, to encourage Americans to receive recommended preventive health services, such as screenings, vaccinations, and counseling, the Affordable Care Act requires health plans to cover certain types of preventive care without any out of pocket expenses such as co-payments, co-insurance, or deductibles. The Affordable Care Act also increases the reward for wellness programs and for programs designed to prevent or reduce tobacco use (See resource list for programs to prevent or reduce tobacco use).



Another strategy is to promote value-based insurance design. Value-based insurance design uses plan incentives to encourage participants to adopt use of high value services, adopt healthy lifestyles, and use of providers who use evidence-based treatment guidelines.^x The use of value-based designs is increasing among employers and is viewed as a promising strategy for improving quality and decreasing costs (read more about value-based insurance design in the “Integrated Incentives” section below).

Specifically for smaller employers in Massachusetts, Chapter 288 of the Acts of 2010 provided for the creation of small business group purchasing cooperatives, as a method to give smaller businesses additional access to purchasing power.^{xi} To date, the Division of Insurance has approved three organizations as purchasing cooperatives. The cooperatives are required to include wellness programs targeted to improve the health of all subscribers. For information on group purchasing cooperatives contact: *Bureau of Managed Care, Division of Insurance, Office of Consumer Affairs and Business Regulations, 1000 Washington Street Suite 810 Boston, MA 02118, Tel: (617) 521-7372, Fax: (617) 521-7773, E-mail: bmc.mailbox@state.ma.us, www.mass.gov/doi*



Smaller employers who implement wellness programs may also be eligible for a new tax credit starting in calendar year 2013 (mass.gov/wellnesstaxcredit).

Strategies:

- Research wellness discounts and value-based insurance design
- Implement a worksite wellness program for your employees
- Apply for the Small Employer Wellness Program Tax Credit
- Explore opportunities to join a group purchasing collaborative
- Use the Purchaser's Guide when negotiating health benefit contracts and developing health care strategies (see resource list below)

G. Integrated Incentives

Incentives are considered a standard part of worksite wellness programs and are considered a ‘best practice’ in effective programs. Incentives have traditionally been used to drive employee participation in programs by creating awareness, strengthening communications, and rewarding initial efforts toward behavior change.

Program impact and outcomes are dependent on participation. The effectiveness of incentives is determined by the percent of the eligible population that responds to the incentive and completes the required action or behavior. While cash and merchandise have traditionally been used as rewards, more employers are linking financial incentives in the form of health insurance premium reductions and extra time off.

A value-based benefit design is an incentive approach that is increasingly being adopted by large employers. Value-based design is intended to use incentives built into the health plan to encourage participants to use high value services, including certain prescription drugs and preventive services; adopt healthy lifestyles; and use providers who meet quality standards for evidence-based treatment. Commonly used incentives in value-based design include reduced co-pays, deductibles or co-insurance; eligibility for a broader benefit plan; or access to a specific benefit. Please refer to Section III for additional information on premium differentials for wellness programs in the Affordable Care Act.

Strategies:

- Survey your employees to understand what type of incentives will motivate them
- Determine the role incentives will have in your worksite wellness program

Strategies adapted for small businesses:

- Talk with your employees to understand what type of incentives they would like that you can afford

H. Data and Evaluation Management

Evaluation efforts are critical to ensuring and measuring success. It is the primary way to determine whether objectives are being met, to identify areas that need improvement, and to assess the value and participation in wellness interventions. Commonly used examples of interventions to measure change include pre and post tests, attitudinal surveys, biometric changes, attendance numbers, organizational changes in absenteeism or health claims, and accident and disability claims.

Strategies:

- Develop an approach to capture:
 - ◆ Process data (e.g., number of classes held, types of resources used, survey response rates). Also, measures of employee participation in the process, such as brainstorming program targets, prioritizing the goals, designing specific activities, etc.
 - ◆ Output and Impact Data (e.g., participation rates, satisfaction surveys, web site hits, how many people stopped smoking)
 - Both of these types of data should be collected with information on income levels or job type (white vs. blue collar), gender, etc., so that participation can be evaluated for sub-groups
 - ◆ Outcomes (e.g., changes in absenteeism, employee retention, decreased workers' compensation costs)
- Evaluate on an ongoing basis
- Think about evaluation strategies as you design and implement your program
- Assess the program effectiveness and Return on Investment (ROI) of the worksite wellness program by analyzing absenteeism, employee turnover, FLA costs, workers compensation costs, disability costs, productivity, and/or health insurance claims costs

Strategies adapted for small businesses:

- Track employee participation in all of the wellness offerings either on site, in the community and regular appointments with healthcare providers
- Track absenteeism rates before and after and note any changes after wellness programs started



SECTION III RESOURCES

Resources are organized by setting. The first area includes resources of general interest, followed by resources for consumers and for communities.

- General resources
- Resources by area of planning and developing evidence based interventions for wellness programs. This follows the topics in section II
- Resources by topic for wellness program intervention



**This resource list is intended to provide suggestions
for further reading and research,
and is not intended to be comprehensive.**

General

Massachusetts Health Promotion Clearinghouse

The Clearinghouse provides free health promotion materials for Massachusetts residents, health care providers, and social service providers. www.maclearinghouse.org

Commonwealth of Massachusetts Department of Public Health Mass in Motion Initiative

The Mass in Motion Initiative promotes wellness through the prevention of overweight and obesity. Mass in Motion stresses the importance of creating conditions that encourage, nurture and promote wellness. www.mass.gov/massinmotion

Massachusetts Health Council

Health Resource Guide – a comprehensive compilation of Internet resources for disease management and control. www.mahealthcouncil.org/2012-ResourceGuide.pdf

Occupational Health and Safety Administration

Resources for small businesses on safety and health. www.osha.gov/dcsp/smallbusiness/index.html

Community

Work Group for Community Health and Development at the University of Kansas

Community Tool Box ctb.ku.edu/en/default.aspx

Centers for Disease Control and Prevention

Guide to Community Preventive Services www.thecommunityguide.org

Consumer

Massachusetts Department of Public Health

Mass in Motion www.mass.gov/massinmotion

General Worksite Health Promotion

Commonwealth of MA Working on Wellness Toolkit

Toolkits designed specifically for the Working on Wellness program, provides an evidence-based approach to planning and implementing a worksite health promotion program. This site also includes case studies on organizations that participated in the DPH Working on Wellness capacity building program.

www.mass.gov/eohhs/consumer/wellness/healthy-living/at-work/for-employers.html

Worksite Wellness Council of MA

A non-profit organization dedicated to creating awareness and providing resources for businesses on the topic of worksite health promotion. www.wwcma.org

Centers for Disease Control and Prevention – Total Worker Health

This NIOSH resource provides a strategy integrating occupational safety and health protection with health promotion to prevent worker injury and illness and to advance health and well-being. www.cdc.gov/niosh/TWH/

General Worksite Health Promotion (cont.)

Center for Disease Control and Prevention – National Healthy Workplace Project

This national project offers a variety of educational materials and tools.

www.cdc.gov/workplacehealthpromotion/nhwp/index.html www.cdc.gov/nationalhealthyworksit.../index.html

National Institute of Occupational Safety and Health

This federal agency's website offers a variety of educational materials and tools. www.cdc.gov/niosh

Worksite Wellness Council of America

This resource offers a variety of free tools on worksite health promotion topics. www.welcoa.org

National Business Group on Health

A non-profit organization non-profit organization devoted exclusively to representing large employers' perspective on national health policy issues and providing practical solutions to its members' most important health care problems.

www.businessgrouphealth.org

World Health Organization

Main Healthy Workplaces webpage: www.who.int/occupational_health/healthy_workplaces/en/index.html

Factsheet: www.who.int/occupational_health/5keys_healthy_workplaces.pdf

32-page booklet for employers at: www.who.int/occupational_health/publications/healthy_workplaces_model.pdf

Slides: www.who.int/occupational_health/publications/launch_hwp_22april.pdf

European Network for Workplace Health Promotion

Healthy Employees in Healthy Organizations - The European Network for Workplace Health Promotion (ENWHP) promotes good practice in workplace health promotion and advocates the adoption of such practice in all European workplaces

www.enwhp.org

Institute for Work, Health and Organizations (UK)

Academic Research Center at the University of Nottingham www.nottingham.ac.uk/iwho/index.aspx

A and B Visible Leadership and Supportive Organizational Culture

A New Way of Thinking: Examining Strategies for Gaining Leadership Support for Health Promotion

www.welcoa.org/freeresources/pdf/new_way_thinking.pdf

Centers for Disease Control and Prevention- Wellness Committees

www.cdc.gov/nccdphp/dnpao/hwi/programdesign/wellness_committees.htm

The North Carolina State Health Plan

www.eatsmartmovemorenc.com/NCHealthSmartTlkt/CommitteeWrkBk.html

C. Strategic Planning to Drive Wellness Initiative: Research and Discovery/ Needs Assessment

Centers for Disease Prevention and Control Worksite Health ScoreCard

www.cdc.gov/dhdsp/pubs/worksuite_scorecard.htm

Centers for Disease Prevention and Control Worksite Health ScoreCard

www.cdc.gov/dhdsp/pubs/worksuite_scorecard.htm

Health Enhancement Resource Organization (HERO) Scorecard

www.the-hero.org/scorecard_folder/scorecard.htm

National Healthy Worksit Program

www.cdc.gov/nationalhealthyworksit.../index.html

Guidelines for Choosing Health Promotion Vendors

The following wellness program vendor guidelines should assist you in the selection of a vendor

1. Experience in developing wellness programs for companies in your industry
2. Secured data systems
3. Online portal and other means of collecting protected health data and providing guidance
4. HRA and biometric analysis software
5. Knowledge of legal and regulatory compliance
6. Access to certified health professionals, health coaches and counselors
7. Personnel with strong business backgrounds and analytical skills
8. Wellness vendors and the tools they utilize could possess the following certifications:
NCQA = National Committee for Quality Assurance;
URAQ = Utilization Review Accreditation Commission.
9. References

D and E. Program Design and Intervention Selection and Program Implementation

Partnership for Prevention www.prevent.org/Topics.aspx?eaID=1&topicID=52

Guide to Community Preventive Services www.thecommunityguide.org

Keeping America Healthy: A Catalog of Successful Programs - Partnership to Fight Chronic Disease
promisingpractices.fightchronicdisease.org/programs

Guide to Community Preventive Services www.thecommunityguide.org

National Healthy Worksite Program training webinars www.cdc.gov/nationalhealthyworksit/index.html

Centers for Disease Prevention and Control Workplace Health Model
www.cdc.gov/workplacehealthpromotion/model/index.html

NIOSH Essential Elements of Effective Workplace Programs and Policies for Improving Worker Health and Wellbeing
www.cdc.gov/niosh/TWH/Essentials.html

The CDC Community Health Resources Page apps.nccd.cdc.gov/dach_chaps/Default/index.aspx

Creating a Culture of Health Report: Organizational Approaches to Protecting and Promoting Employee Health
www.mass.gov/eohhs/docs/dph/mass-in-motion/worksite-survey-report.pdf

National Registry of Evidence Based Programs www.nrepp.samhsa.gov/Index.aspx

The Cochrane Library www.cochrane.org/cochrane-reviews

American Journal of Health Promotion www.ajhpcontents.com/toc/hepr/25/3

Robert Wood Johnson Foundation Issue Brief: How Can Wellness Programs Save Employers Money While Making Employees Healthier and More Productive? www.rwjf.org/content/dam/farm/reports/issue_briefs/2012/rwjf40183

F. Benefit Design

Commonwealth Fund Realizing Health Reform's Potential: Small Businesses and the Affordable Care Act of 2010

www.commonwealthfund.org/Publications/Issue-Briefs/2010/Sep/Small-Businesses.aspx

A Purchaser's Guide to Clinical Preventive Services: Moving Science into Coverage (Purchaser's Guide)

www.businessgrouphealth.org/preventive/background.cfm#guide

Employers and the Exchanges Under the Small Business Health Options Program: Examining the Potential and the Pitfalls

www.commonwealthfund.org/Publications/In-the-Literature/2012/Feb/Small-Business-Health-Options-Program.aspx

Employee Benefit Research Institute. Fast Facts - Health Plan Differences: Fully-Insured vs. Self-Insured

www.ebri.org/pdf/FFE114.11Feb09.Final.pdf

Health Affairs Designing Insurance To Improve Value In Health Care content.healthaffairs.org/content/29/11.toc

Kaiser Family Foundation and Health Research and Educational Trust - Employer Health Benefits: 2012 Annual Survey.

ehbs.kff.org

Massachusetts Department of Insurance – Small Group Health Insurance Rates

www.mass.gov/ocabr/government/oca-agencies/doi-ip/small-group-health-insurance-rates

MetLife –Annual Study of Employee Benefit Trends

www.metlife.com/business/insights-and-tools/industry-knowledge/employee-benefits-trends-study/index.html#highlights

National Business Coalition on Health – Value Based Benefit Design www.nbch.org/VBPGuide

Society for Human Resource Management, 2012 Employee Benefits: The Employee Benefits Landscape in a Recovering Economy

www.shrm.org/research/surveyfindings/articles/pages/2012employeefeatureresearchreport.aspx

Urban Institute Impact of Health Reform in Massachusetts

www.urban.org/health_policy/Massachusetts-and-Health-Reform.cfm

The Effects of Health Reform on Small Businesses and Their Workers

www.urban.org/publications/412349.html

G. Integrated Incentives

Internal Revenue Service - Incentives for Nondiscriminatory Wellness Programs in Group Health Plans

[Proposed regulations, pending approval] www.dol.gov/ebsa/pdf/wellnessproposedregulation.pdf

Guidance for a Reasonably Designed, Employer-Sponsored Wellness Program Using Outcomes-Based Incentives.

Consensus statement of Health Enhancement Research Organization, American College of Occupational and Environmental Medicine, American Cancer Society, American Diabetes Association and American Heart Association.
www.the-hero.org/learning_series/incentives_joint_consensus.html

32-page booklet for employers at: www.who.int/occupational_health/publications/healthy_workplaces_model.pdf

Slides: www.who.int/occupational_health/publications/launch_hwp_22april.pdf

Articles

Erin L. D. Seaverson, Jessica Grossmeier, Toni M. Miller, and David R. Anderson (2009) The Role of Incentive Design, Incentive Value, Communications Strategy, and Worksite Culture on Health Risk Assessment Participation. American Journal of Health Promotion: May/June 2009, Vol. 23, No. 5, pp. 343-352.
ajhpcontents.org/doi/abs/10.4278/ajhp.08041134

Stefan B. Gingerich, David R. Anderson, and Heidi Koland (2012) Impact of Financial Incentives on Behavior Change Program Participation and Risk Reduction in Worksit Health Promotion. American Journal of Health Promotion: November/December 2012, Vol. 27, No. 2, pp. 119-122. ajhpcontents.org/doi/abs/10.4278/ajhp.110726-ARB-295

Larry S. Chapman, MPH, D'Ann Whitehead, PsyD, and Megan C. Connors (2008) The Changing Role of Incentives in Health Promotion and Wellness The Art of Health Promotion. American Journal of Health Promotion: September/October 2008, Vol. 23, No. 1, pp. TAHP-1-TAHP-12 ajhpcontents.org/doi/abs/10.4278/ajhp.23.1.TAHP-1

Larry Hand, Carrots & Sticks: Employers prod workers to adopt behaviors that improve health. Harvard Public Health Review, Winter 2009 hsp.harvard.edu/news/magazine/files/winter09_incentivesWEB.pdf

Towers Watson. Boosting Wellness Participation Without Breaking the Bank.
www.towerswatson.com/assets/pdf/2395/2395.pdf

Surveys

The Use of Incentives – A Major Survey of US Employers
www.incentone.com/index.php?option=com_smarterform&Itemid=174

The Affordable Care Act and Wellness Programs

Implementing and expanding employer wellness programs may offer our nation the opportunity to not only improve the health of Americans, but also help control health care spending.

The Affordable Care Act creates new incentives and builds on existing wellness program policies to promote employer wellness programs and encourage opportunities to support healthier workplaces.

In November 2012, the federal Departments of Health and Human Services (HHS), Labor and the Treasury released proposed rules on wellness programs to reflect the changes to existing wellness provisions made by the Affordable Care Act and to encourage appropriately designed, consumer-protective wellness programs in group health coverage. These proposed rules would be effective for plan years starting on or after January 1, 2014.

The proposed rules continue to support workplace wellness programs, including “participatory wellness programs.” The Health Insurance Portability and Accountability Act (HIPAA) of 2006 divides wellness programs into two categories: “participatory wellness programs,” which make up the majority of wellness programs, and “health contingent wellness programs.”

Participatory wellness programs are programs that are available to all similarly situated individuals, and that either do not provide a reward or do not include any conditions for obtaining a reward that are based on an individual satisfying a health standard. Examples of such programs include fitness center memberships and no-cost health education seminars. This type of wellness program is NOT required to comply with any additional requirements contained within HIPAA regulations.

The rules also outline amended standards for nondiscriminatory “health-contingent wellness programs,” which generally require individuals to meet a specific standard related to their health to obtain a reward. Examples of health-contingent wellness programs include programs that provide a reward to those who do not use, or decrease their use of, tobacco, or programs that provide a reward to those who achieve a specified cholesterol level or weight as well as to those who fail to meet that biometric target but take certain additional required actions.

The Affordable Care Act and Wellness Programs (cont.)

The proposed rules also implement changes in the Affordable Care Act that increase the maximum permissible reward under a health-contingent wellness program from 20 percent to 30 percent of the cost of health coverage, and that further increase the maximum reward to as much as 50 percent for programs designed to prevent or reduce tobacco use. Health contingent wellness programs must meet five regulatory requirements, according to HIPAA regulations:

- Frequency of opportunity to qualify: Individuals eligible for the program must receive the opportunity to qualify for the reward at least once per year. www.dol.gov/ebsa/newsroom/fswellnessprogram.html
- Size of reward: The proposed rules would continue to limit the total amount of the reward for health-contingent wellness programs with respect to a plan, whether offered alone or coupled with the reward for other health-contingent wellness programs. The current reward limit is 20%, increasing under the Affordable Care Act to 30% in January 2014.
- Uniform availability and reasonable alternative standards: The same, full reward must be available to individuals who qualify for the program. A reasonable alternative standard must be provided to individuals who qualify by satisfying the program's otherwise applicable standard.
- Reasonable design: The health-contingent wellness programs must be reasonably designed to promote health or prevent disease must not be overly burdensome, must not be a subterfuge for discrimination based on a health factor, and must not be highly suspect in the method chosen to promote health or prevent disease.
- Notice of other means of qualifying for the reward: Plans and issuers would be required to disclose the availability of other means of qualifying for the reward or the possibility of waiver of the otherwise applicable standard in all plan materials describing the terms of a health-contingent wellness program.

Additional information about the Affordable Care Act and wellness programs can be found here:

www.dol.gov/ebsa/newsroom/fswellnessprogram.html.

H. Data and Evaluation Management

Framework for Program Evaluation in Public Health

www.cdc.gov/workplacehealthpromotion/evaluation/index.html

Evaluation Planning- What is it and how do you do it?

www.cdc.gov/healthmarketing/pdf/EvaluationPlanning.pdf

How to Plan, Implement and Evaluate a Worksite Wellness Program

www.health.ny.gov/prevention/worksites/how_to_plan.htm

Evaluating Health Promotion at Worksites

www.cdc.gov/dhdsp/pubs/worksites_scorecard.htm

Econometrics

www.chenoassociates.com/Econometrics.htm

Resources for specific wellness program intervention topics

Nutrition

Commonwealth of Massachusetts Department of Public Health Nutrition, Physical Activity and Obesity

This site contains information on basic health information, programs and initiatives from the Commonwealth of MA, publications and resources and facts and figures. www.mass.gov/eohhs/consumer/wellness/wellness

University of MA Center for Agriculture

Food and nutrition resource directory ag.umass.edu/information-resources/topics/food-nutrition

Nutrition (cont.)

John C. Stalker Institute of Food and Nutrition Framingham State University

The John C. Stalker Institute of Food and Nutrition (JSI) supports healthy students and schools in Massachusetts with The A-List, an up-to-date and ever-expanding list of vending and snack products that meet the **Massachusetts Nutrition Standards for Competitive Foods and Beverages in Public Schools**
www.johnstalkerinstitute.org/alist

Boston Public Health Commission

Eat Your Fruit and Veggies

www.bphc.org/programs/cib/chronicdisease/heal/gethealthy/fruitsandveggies/Pages/Home.aspx

United States Department of Agriculture, Center for Nutrition Policy and Promotion

The USDA Center for Nutrition Policy and Promotion (CNPP) works to improve the health and well being of Americans by developing and promoting dietary guidance that links scientific research to the nutrition needs of consumers.
www.cnpp.usda.gov

Massachusetts Dietetic Association

Massachusetts Dietetic Association represent nearly 2,000 registered dietitians in Massachusetts

www.eatrightma.org

Center for Science in the Public Interest

Center for Science in the Public Interest is a nutrition advocacy organization. They have a Nutrition Action Health newsletter, information on food safety, Eating Green and other food policies. www.cspinet.org

American Heart Association

Nutrition Resource Center

www.heart.org/HEARTORG/GettingHealthy/NutritionCenter/Nutrition-Center_UCM_001188_SubHomePage.jsp

American Cancer Society

Eat Healthy and Get Active Resources www.cancer.org/healthy/eathealthystartactive/index

US Breastfeeding Committee

Resources for employers and employees on breastfeeding in the workplace.

www.usbreastfeeding.org/Employment/tabid/57/Default.aspx

Tobacco

Commonwealth of MA QuitWorks

QuitWorks is a free, evidence-based stop-smoking service developed by the Massachusetts Department of Public Health in collaboration with all major health plans in Massachusetts.

www.quitworks.org

Make Smoking History

A website for smokers that includes expert advice, and self-directed quitting tools, resources and information.

makesmokinghistory.org

US Department of Health and Human Services Smoke Free

Resources for smokers www.smokefree.gov

Center for Disease Control and Prevention

Smoking and Tobacco Use www.cdc.gov/tobacco

Implementing a Tobacco-Free Campus Initiative in Your Workplace

www.cdc.gov/nccdphp/dnpao/hwi/toolkits/tobacco/index.htm

Factsheets www.cdc.gov/tobacco/data_statistics/fact_sheets/index.htm

Women and Smoking www.cdc.gov/tobacco/data_statistics/sgr/2001/index.htm

Smokeless Tobacco www.cdc.gov/tobacco/data_statistics/fact_sheets/smokeless

National Institutes of Health

Information and resources on tobacco cessation www.nlm.nih.gov/medlineplus/quittingsmoking.html

Tobacco (cont.)

Tobacco Free Massachusetts

Tobacco Free Mass is a privately-funded coalition that advocates for funding and policies that support tobacco prevention and reduction of the public's exposure to secondhand smoke www.tobaccofreemass.net

Tobacco Cost Calculators

Calculators that estimate the amount of money saved by quitting smoking www.csgnetwork.com/smokingcostcalc.html
www.ucanquit2.org/calculator/Default.aspx

Health Canada

Towards a Healthier Workplace: A Guidebook on Tobacco Control Policies
www.hc-sc.gc.ca/hc-ps/pubs/tobac-tabac/work-trav/index-eng.php

Professional Assisted Cessation Therapy

Employers Smoking Cessation Guide
www.endsmoking.org/resources/employersguide/pdf/employersguide-2nd-edition.pdf

North Dakota Department of Health

Make it Your Business: Insure a tobacco-free workforce Employer's Toolkit
www.ndhealth.gov/tobacco/Businesses/ToolkitBooklet.pdf

Massachusetts Hospital Association

Information and resources on cessation efforts, tobacco free policies, success stories and marketing materials
www.mhalink.org/AM/customsource/tobaccofree2/tobaccofree.html

Diabetes

Commonwealth of MA Diabetes Prevention and Control Program

The DPCP is a population-based public health program responsible for designing, implementing, and evaluating public health prevention and control strategies to reduce disability and death related to diabetes and its complications.
www.mass.gov/dph/diabetes

Centers for Disease Control and Prevention

Type 2 Diabetes Prevention and Control
www.cdc.gov/workplacehealthpromotion/implementation/topics/type2-diabetes.html

National Diabetes Education Initiative

Online health care professionals community for professional diabetes education, clinically relevant information, and skillfully designed programs that address practice gaps in diabetes www.ndei.org

US Department of Health and Human Services National Diabetes Information Clearinghouse

Clearinghouse of resources, information and publications www.diabetes.niddk.nih.gov

Diabetes at Work

Diabetes at Work is a collaborative effort of the National Diabetes Education Program (NDEP), National Business Group on Health, National Business Coalition on Health, and America's Health Insurance Plans. NDEP is a partnership of the National Institutes of Health, the Centers for Disease Control and Prevention, and more than 200 public and private organizations.
diabetesatwork.org

MA Clearinghouse

Diabetes resources from the Massachusetts Clearinghouse www.maclearinghouse.com/category/DIAB.html

Diabetes Initiative

Resources for self-management of diabetes, a national program from the Robert Woods Johnson Foundation
diabetesnpo.im.wustl.edu/index.html

Lifestyle Balance Initiative

The evidence-based Group Lifestyle Balance™ program, adapted from the Diabetes Prevention Program, is designed to help patients make lifestyle changes to both prevent diabetes and prevent or treat the metabolic syndrome.

www.diabetesprevention.pitt.edu/grouplifestyleoverview.aspx

Physical Activity

Physical Activity Toolkits

Toolkits designed specifically for work sites to encourage physical activity and may contain checklists, step-by-step guides, budgets, and other tools that aid in program planning, design, and management.

www.cdc.gov/nccdphp/dnpao/hwi/toolkits/physicalactivity.htm

Physical Activity Guidelines for Americans

Guidelines explaining the suggested types and amounts of physical activity that Americans should receive.

www.fitness.gov/be-active/physical-activity-guidelines-for-americans

Physical Inactivity Calculator

This is an easy-to-use tool that can provide an estimate of the financial cost of physically inactive people to a particular community, city, state or business. www.ecu.edu/picostcalc

Active Living Every Day

An evidence-based program for increasing physical activity. www.activeliving.info

Walk Boston

Resources to make walking safer and easier. www.walkboston.org

Obesity

F as in Fat: How Obesity Threatens America's Future 2012

A report on obesity and the implications for America. healthyamericans.org/report/100

Centers for Disease Control and Prevention

A free web-based resource that offers interactive tools and evidence-based resources to design effective worksite obesity prevention and control programs, including an obesity cost calculator to estimate how much obesity is costing your company and how much savings your company could reap with different workplace interventions. www.cdc.gov/leanworks

Commonwealth of MA Physical Activity, Nutrition and Obesity

This site contains information on basic health information, programs and initiatives from the Commonwealth of MA, publications and resources and facts and figures. www.mass.gov/eohhs/consumer/wellness/wellness

Healthy Food In Healthcare

A website to promote increasing access to sustainable, local and healthy food choices. www.healthyfoodinhealthcare.org

Asthma

Centers for Disease Control and Prevention NIOSH

NIOSH site with resources on asthma in the workplace www.cdc.gov/niosh/topics/asthma

Centers for Disease Control and Prevention

CDC general information and resources on asthma www.cdc.gov/asthma

Commonwealth of MA Occupational Health Surveillance Program

A population-based public health program responsible for preventing workplace injuries and illnesses.

www.mass.gov/dph/ohsp

Commonwealth of MA Asthma Program

A population based public health program responsible for asthma and the environment. www.mass.gov/dph/ohsp

Commonwealth of MA Indoor Air Quality Program

Indoor Air Quality Program in public buildings throughout the Commonwealth

www.mass.gov/eohhs/gov/departments/dph/programs/indoor-air-quality.html

United States Department of Labor

Information on occupational asthma and OSHA standards. www.epa.gov/iaq/largebldgs/index.html

Cardiovascular Disease

Commonwealth of MA Heart Disease and Stroke Prevention

A public health program responsible for heart disease and stroke prevention.

www.mass.gov/eohhs/provider/guidelines-resources/services-planning/diseases-conditions/heart-disease-stroke

Centers for Disease Control and Prevention

Resources and information on high blood pressure www.cdc.gov/bloodpressure

Centers for Disease Control and Prevention

Successful business strategies to prevent heart disease and stroke toolkit.

www.cdc.gov/dhdsp/pubs/employers_toolkit.htm

National Business Group

A Purchaser's Guide to Clinical Preventive Services www.businessgrouphealth.org/pub/f2f59214-2354-d714-5198-3a8968092869

National Heart Lung and Blood Institute

The goal of the National Cholesterol Education Program is to contribute to reducing illness and death from coronary heart disease (CHD) in the United States by reducing the percent of Americans with high blood cholesterol.

www.nhlbi.nih.gov/about/ncep

Centers for Disease Control and Prevention

Division of Heart Disease and Stroke Prevention - resources, educational material and statistics www.cdc.gov/dhdsp

Mental Health

MA Workplace Mental Health Initiative

Free workplace mental health program available to MA employers.

www.mentalhealthscreening.org/programs/workplace/MA%20WMHI%20Flyer%202012.pdf

Screening for Mental Health

Workplace resources on mental health screening for MA businesses. www.mentalhealthscreening.org/programs/workplace

Families for Depression Awareness

A national nonprofit organization helping families recognize and cope with depressive disorders, to get people well and prevent suicides. www.familyaware.org

The Association of Community Mental Health Centers of Kansas Inc.

Workplaces That Thrive: Resources for Creating Mental Health Friendly Work Environments, A Mental Health Friendly Workplace booklet www.acmhck.org/common/modules/documentcenter2/documentview.aspx?DID=70

Partnership for Workplace Mental Health

The Partnership for Workplace Mental Health is a program of the **American Psychiatric Foundation**, a subsidiary of the **American Psychiatric Association**. The Partnership works with businesses to ensure that employees and their families living with mental illness, including substance use disorders, receive effective care. It does so in recognition that employers purchase healthcare for millions of American workers and their families. www.workplacementalhealth.org

Portal for Mental Health Promotion

Toolkit for promoting mental health and well-being at work. www.Mentalhealthpromotion.net

University of Massachusetts - Lowell

The Center for the Promotion of Health in the New England Workplace

The Center for the Promotion of Health in the New England Workplace (CPH-NEW) is a Center of Excellence to evaluate multiple models for integrating health promotion with occupational health interventions, with a strong emphasis on musculoskeletal, cardiovascular, and mental health outcomes; the underlying role of work organization; and the importance of worker involvement in program design and implementation. www.uml.edu/Research/centers/CPH-NEW

Mental Health (cont.)

International Labor Organization

Stress Prevention at Work Checkpoints www.ilo.org/global/publications/books/WCMS_168053/lang--en/index.htm

The Boston College Center for Work and Family

The Boston College Center for Work & Family (BCCWF) helps organizations create effective workplaces that support and develop healthy and productive employees. www.bc.edu/centers/cwf

Stress

University of Massachusetts - Lowell

The Center for the Promotion of Health in the New England Workplace

The Center for the Promotion of Health in the New England Workplace (CPH-NEW) is a Center of Excellence to evaluate multiple models for integrating health promotion with occupational health interventions, with a strong emphasis on musculoskeletal, cardiovascular, and mental health outcomes; the underlying role of work organization; and the importance of worker involvement in program design and implementation. www.uml.edu/Research/centers/CPH-NEW

International Labor Organization

Stress Prevention at Work Checkpoints www.ilo.org/global/publications/books/WCMS_168053/lang--en/index.htm

The Boston College Center for Work and Family

The Boston College Center for Work & Family (BCCWF) helps organizations create effective workplaces that support and develop healthy and productive employees. www.bc.edu/centers/cwf

Ergonomics and Health & Safety

National Institute for Occupational Safety and Health

This site provides information on ergonomics and musculoskeletal disorders in the workplace. It includes a list of ergonomics programs and interventions, evaluation of risk factors for lifting tasks, back injuries, keyboard and display terminal analysis, and the effects of vibration. www.cdc.gov/niosh/topics/ergonomics

Occupational Safety and Health Administration (OSHA)

This site provides materials on ergonomic outreach and assistance. It includes ergonomic eTools, cooperative programs, training and education, and industry-developed guidelines. www.osha.gov/SLTC/ergonomics/outreach.html#etools

Nonprofit Risk Management Center Resources

This site provides information on workplace safety climates and cultures. Links to a variety of tools for improving workplace safety. nonprofitrisk.org/tools/workplace-safety/public-sector/wsp-ps.htm

It includes a checklist of what leadership and supervisors can do to strengthen safety culture and climate.

[www.nonprofitrisk.org/tools/workplace-safety/public-sector/concepts/orgchk-ps.htm](http://nonprofitrisk.org/tools/workplace-safety/public-sector/concepts/orgchk-ps.htm)

Oregon Health and Science University

This site provides materials on innovations in safety climate. It includes free webinars on transforming safety climate, intervention paths for climate, and employee safety in healthcare.

www.ohsu.edu/xd/research/centers-institutes/croet/outreach/innovations-in-safety-climate.cfm

Harvard School of Public Health Center for Work Health and Well-being

One of three NIOSH funded Centers of Excellence with the goal of supporting and expanding multi-disciplinary research, training, and education pertaining to worksite health, safety, and health promotion.

centerforworkhealth.sph.harvard.edu/index.php/niosh

Arthritis

Center for Disease Control and Prevention

CDC and its partners are working to implement recommendations in the

National Arthritis Action Plan: A Public Health Strategy and A National Public Health Agenda for Osteoarthritis

www.cdc.gov/arthritis

Arthritis Foundation

The Arthritis Foundation is the largest national nonprofit organization that supports the prevention, control, and cure of more than 100 types of arthritis and related conditions. www.arthritis.org

American Autoimmune Related Diseases Association

AARDA is the only national nonprofit health agency dedicated to bringing a national focus to autoimmunity, the major cause of serious chronic diseases. www.aarda.org

National Institute of Arthritis and Musculoskeletal and Skin Diseases

The National Institute of Arthritis and Musculoskeletal and Skin Diseases supports research into the causes, treatment, and prevention of arthritis and musculoskeletal and skin diseases; the training of basic and clinical scientists to carry out this research; and the dissemination of information on research progress in these diseases. www.niams.nih.gov

Cancer

Center for Disease Control and Prevention

Cancer Prevention and Research resources www.cdc.gov/cancer

National Cancer Institute

Information and research resources www.cancer.org

Association of Cancer Resources Online

ACOR is a unique collection of online cancer communities designed to provide timely and accurate information in a supportive environment. www.acor.org

Oncolink

Oncolink was founded by the Abramson Cancer Center at the University of Pittsburgh with a mission to help cancer patients, families, health care professionals and the general public get accurate cancer-related information at no charge. www.oncolink.org/resources

MA Cancer Registry

The **Massachusetts Cancer Registry** collects information on all newly diagnosed cases of cancer in the state. These data provide important information for monitoring the impact of environmental and occupational hazards. The data are also used when designing and evaluating cancer prevention and control programs. www.mass.gov/dph/mcr

Footnotes

ⁱ Massachusetts Division of Health Care Finance and Policy, MassCHIP, Uniform Hospital Discharge Dataset System (UHDDS) 2009.

ⁱⁱ The Research Compendium: The NIOSH Total Worker Health™ Program: Seminal Research Papers 2012 www.cdc.gov/niosh/docs/2012-146/

ⁱⁱⁱ ACOEM Guidance Statement--Workplace Health Protection and Promotion: A New Pathway for a Healthier and Safer Workplace www.acoem.org/uploadedFiles/Public_Affairs/Policies_And_Position_Statements/Guidelines/Guidelines/Workplace%20Health%20Protection%20and%20Promotion.pdf

^{iv} CDC, NIOSH Essential Elements of Effective Workplace Programs and Policies for Improving Worker Health and Wellbeing www.cdc.gov/niosh/docs/2010-140/pdfs/2010-140.pdf

^v Ohio Bureau of Workers Compensation www.ohiobwc.com/employer/programs/safety/WellnessGrants.asp Obtained December 10, 2012

^{vi} NIOSH, WorkLife Initiative www.cdc.gov/niosh/worklife/essentials.html Obtained December 1, 2008

^{vii} Henning R, Warren N, Robertson M. Workplace Health Protection and Promotion through Participatory Ergonomics: A Participatory Approach. Public Health Rep 2009; 124 (Suppl 1): 27-28

^{viii} Pronk, N. (editor) ACSM's Worksite Health Handbook: A Guide to Building Healthy and Productive Companies, 2nd Edition. (Chapter 9) Human Kinetics, 2009

^{ix} Pronk, N. (editor) ACSM's Worksite Health Handbook: A Guide to Building Healthy and Productive Companies, 2nd Edition. (Chapters 7 & 23) Human Kinetics, 2009

^x Value-Based Benefit Design: A Purchaser's Guide, National Business Coalition on Health, 2009

^{xi} Commonwealth of Massachusetts General Laws, www.masslegislature.gov/Laws/SessionLaws/Acts/2010/Chapter288

This Model Wellness Guide was developed by the Department of Public Health pursuant to, and in fulfillment of, the requirements of Section 259 of Chapter 224 of the Acts of 2012. In developing this guide, the Department consulted with health care stakeholders, including but not limited to employers, providers and provider organizations, health carriers, public payers, researchers, community organizations, consumers, and other government agencies, including the Group Insurance Commission, the Health Connector, the Division of Insurance, the Executive Office of Housing and Economic Development, and the Executive Office of Administration and Finance. The Department thanks these entities for their collaboration and input, and looks forward to continued partnership in promoting the health and wellness of all in the Commonwealth. The Department is releasing this Model Wellness Guide as a draft document and intends to update this guide periodically, based on changes in the field and in response to further stakeholder feedback.



For information about the wellness tax credit
visit: www.mass.gov/wellnesstaxcredit