

WASHINGTON WELLNESS

WASHINGTON WELLNESS WORKSITE

2010 HANDBOOK



A Washington Wellness Worksite is a worksite that has met a set of criteria to establish a healthy work culture. The criteria are a group of standards that when performed together increase the likelihood for improved workforce health and productivity.



For more information:
www.washingtonwellness.gov
info@washingtonwellness.gov

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Expert Stakeholders	<p>Mike Sellars, DOP Kateri Wimsett, Thurston Co. Public Health & Social Services Vic Colman, Uncommon Solutions Julie McDowell, Association of WA Cities Sheryl Hall, DRS June Hershey, DSHS Gina Wilson-King, DIS Mary Fliss, HCA Richard Onizuka, HCA Peggy Zimmerman, ESD Steve Reneaud, AGO Caroline Whalen, King County Jeff Harris, UW</p>
Create a Healthy Work Culture	<p>Jeanine Livingston, WFSE Annette Taylor, ESD June Hershey, DSHS Vic Colman, Uncommon Solutions Kateri Wimsett, Thurston Co. Public Health & Social Services</p>
Understand Your Population	<p>Julia Dilley, ESD Julie McDowell, Association of WA Cities Tricia Mackin, DOP Kathy Radcliff, DOT Steve Reneaud, AGO</p>
Leverage Community Linkages	<p>Oscar Green, DOL Norma Wallace, House of Representatives Gina Wilson-King, DIS Gladys Guzman, GA Jennifer Nuse, WSP Gail Newkirk, OIC Sheryl Hall, DRS Elizabeth Kohlenberg, DSHS Kathy Radcliff, DOT Tricia Mackin, DOP Betsy Hagen, HECB Ellen Drumheller, DSB Desiree Lee, Lottery Diana McCutcheon, OAH Lisa Lockhart, ESD Kari Ramirez, DOH Christie Stelzig, HCA</p>
Test Effective Wellness Activities	<p>Gary Kessler, DNR Mary Fliss, HCA Michele Ritala, HCA Aura MacArthur, DSHS Brandon Prall, DOH Carolyn Sabin, DFI Jennifer Spence, HEALTHBREAK Inc.</p>

Use Information and Measurement	Kjerstin Riedel, DSHS Lydia Andris, UW Marcia Ridely, Premera Blue Cross Rhoda Donkin, Senate Sheryl Hall, DRS Shawna Lang, HCA
Reshape the Internal Work Environment	Beth Dupre, HCA Ken Skillen, GA Gina Wilson-King, DIS Kari Ramirez, DOH
Engage Employees and Families	Jeanine Livingston, WFSE Douglas Spohn, LNI Jennifer Nuse, WSP Betsy Hagen, HECB Michelle George, HCA
Washington Wellness Senior Leaders	Steve Hill, HCA Mary Selecky, DOH John Williams, HCA
Health and Productivity Committee	John Boesenberg, SBCT Caroline Whalen, King County Kimberly Contris, LNI Don Hall, WFSE Jean-Luc Devis, PRT Karen T. Lee, ESD Karen Moton-Tate, HECB Christopher Parsons, ECY Mike Sellars, DOP Stew Souders, DNR
Washington Wellness Staff	Scott Pritchard Kathleen Clark Sara Eve Sarliker Shyloh Wideman Amelia Holl

OVERVIEW

What is a Washington Wellness Worksite?

A Washington Wellness Worksite is a worksite that has met a set of criteria to establish a healthy work culture. The criteria are a group of standards that when performed together increase the likelihood for improved workforce health and productivity.

How were the criteria developed?

The Health Care Authority's Integrated Employee Health and Productivity division led the development of the criteria from best-practice literature and field testing by state agencies participating in the Healthy Worksite Initiative demonstration project. The criteria have been shaped by a wide array of experts including wellness coordinators, agency senior leaders, academic - University of Washington and Department of Health staff; public and private organization health and productivity program staff and labor representatives. View a complete list of contributors under "Acknowledgements."

What are the benefits of being a Washington Wellness Worksite?

Employees are more likely to be on the job and performing well when they are in good health. They are also more likely to be attracted to and remain with an employer who clearly values them. These employees are in turn more committed to agency performance goals and are better able to contribute to meeting them.

Results from the Healthy Worksite Initiative and research show that employers who have changed their work environment and culture to demonstrate support of employee health have gained:

- Employees who are more productive, cope better with change, make better decisions, and deal with stress more effectively.
- A way to show employees that the employer cares. Supporting employee health builds a sense of community and teamwork.

The organization is assured that it is using the most effective methods to support workforce health.

How are Washington Wellness Worksites recognized?

Worksites that achieve the Washington Wellness Worksite status can receive:

- An official recognition letter from HCA Administrator Steve Hill and Secretary of Health Mary Selecky
- A Washington Wellness Worksite decal for display on external doors
- A framed recognition plaque to display at the worksite
- Recognition on the Washington Wellness web site
- The right to use the "Washington Wellness Worksite" title in all internal and external communications, including recruitment
- Ongoing collaboration with other Washington Wellness Worksites
- Eligibility for grant funds that require Washington Wellness Worksite status

PROCESS

How to become a Washington Wellness Worksite

Many agencies have started working on supporting the health of their employees; especially those agencies with active Washington Wellness Coordinators. However, wellness coordinators by themselves cannot transform the agency's culture into a workplace that supports employees at all management levels and processes. The criteria can be used as an assessment tool to determine where the agency's strengths and gaps are in creating a healthy work culture. Most agencies with active wellness coordinators and full agency support may achieve the criteria in 12-15 months. All agencies who are interested in becoming a Washington Wellness Worksite are encouraged to submit an application, even if all criteria are not met.

What defines a worksite?

In most cases, an entire state agency with all of its locations is a worksite. However, for this initial designation period of 2010-2011, an agency with more than 1,000 employees may submit an application for a defined population of 500 or more employees for which the criteria can be met.

What is the first step?

Determine if you are applying for Washington Wellness Worksite status now, or the intent to become a Washington Wellness Worksite. Use the criteria checklist to decide which option fits for your agency.

Application Process

Complete the application form and the criteria checklist. Provide documentation for those criteria that your agency meets.

Timeline

The application including documentation to demonstrate achievement of the criteria is due December 15, 2009 to Integrated Employee Health and Productivity/HCA MS 42700. The review and determination of agency designation will be completed by January 15, 2010. Agencies will be notified of the outcome by January 29, 2010.

The Washington Wellness Worksite status is valid until June 30, 2011. Organizations will need to re-apply by completing a renewal application.

Review Process

The review process will be conducted by Washington Wellness staff. Reviewers will look for documentation which demonstrates the achievement of the criteria. Each applicant will receive a summary of the review with constructive comments for improvement.

For More Information

Contact: Sara Eve Sarliker
Integrated Employee Health & Productivity/Washington Wellness
360.923.2747
saraeve.sarliker@hca.wa.gov

APPLICATION INSTRUCTIONS

Step #1: Determine which option your agency is choosing with regards to achieving the Washington Wellness Worksite status.

Option A: *Our agency is applying for designation.* This option is for agencies that can provide documentation for all 20 criteria and are ready to be considered for the Washington Wellness Worksite status now.

Option B: *Our agency is interested in becoming a Washington Wellness Worksite in the future.* This option is for agencies that intend to work towards designation within the next three years. Agencies that choose this option use the criteria checklist as an assessment of where they are in the process. These agencies go through the criteria checklist and submit documentation for those criteria that are met.

Option C: *Our agency is applying to be in the Washington Wellness Worksite Collaborative, a structured route towards designation in June 2011.* A description of the Washington Wellness Worksite Collaborative is on page 7. Agencies that choose this option use the criteria checklist as an assessment of where they are in the process. These agencies go through the criteria checklist and submit documentation for those criteria that are met. Agencies would then reply to a request for proposal to will be available on the Washington Wellness website www.washingtonwellness.gov in early November.

All options require that the criteria checklist and documentation be submitted by December 15, 2009.

All applicants will receive a written review of the criteria documentation by January 15, 2010.

Step #2: Complete the Application Form.

Step #3: Complete the criteria checklist and documentation. The guidance is on page 8.

Step #4: Submit the completed criteria checklist, documentation, and application form to:

Amelia Holl
Health Care Authority
MS 42700
Olympia, WA 98504-2700

Washington Wellness Worksite Collaborative

Description

The purpose of the Washington Wellness Worksite Collaborative is to partner with participating agencies as they move through the changes necessary to create a healthy work culture and meet the criteria for the Washington Wellness Worksite designation. The 'Collaborative' is a structured learning model that supports organizations in *how* to make changes throughout the work environment that translate into improved workforce health and productivity. Participating agency teams use a set of high-level changes to guide the work within their own unique culture. Washington Wellness staff provides leadership and support while agency teams learn from each other. A common set of measures is used to measure improvement.

How Does the Agency Benefit?

- Proven and supported methodology for improving workforce health and productivity
- Work is focused on meeting criteria for Washington Wellness Worksite designation
- Washington Wellness provides leadership and support at little to no cost
- Small grants available to participating agencies

Timeline

The Washington Wellness Worksite Collaborative starts in March 2010 and ends in June 2011. The request for proposal will be released in November, due by January 5.

Eligibility Requirements

- Agencies with 100 or more employees or work units of greater than 200 employees for agencies larger than 2,000 total employees
- Completion of criteria checklist and documentation by December 15, 2009.
- Evidence of Senior Management support with a commitment of up to 0.5 FTE equivalents for this project.
- Designation of a 3-person team to lead the program internally and participate in the Collaborative process. The team will include but not be limited to: a wellness coordinator, a senior leader as defined by a leader in the top five managers of the agency; and one of the following-wellness committee member, mid-level manager, or senior-level office support/administrative staff.

Expectations of Participating Agencies

- Team participates in five all-day face-to-face Learning Sessions to be held in the Olympia area
- Participation in monthly one-hour teleconferences.
- Active participation in the Washington Wellness Worksite online knowledge management "virtual community" to increase the speed of change through peer interaction.
- Provide an internal infrastructure capable of implementing innovative solutions based on best practices. This includes support from HR, IT, Communications, and Facilities.
- Test policy and environmental changes that encourage desired behavior change to accomplish the criteria for Washington Wellness Worksite status.
- Actively promote employee participation.
- Submit regularly scheduled progress reports and track required process and outcome measures.
- Share your work with other participating agency teams and beyond.

For more information, contact Kathleen Clark at 360-923-2751 or kathleen.clark@hca.wa.gov

How to Use the Criteria Checklist

The criteria to become a Washington Wellness Worksite have been divided into seven categories:

Create a Culture of Health
Understand Your Population
Leverage Community Linkages
Test Effective Wellness Activities
Use Information and Measurement
Reshape the Internal Work Environment to Foster Wellness
Engage Employees and Families

The categories have been ordered so that the word “culture” is spelled out using the first letter of each category title. Washington Wellness Worksites are creating a healthy work *culture*.

Each category has between one and five criteria which are identified with a number. The criteria numbers are sequential and start over at number one for each category. Each criterion has one or more measures of success. These are statements that tell the agency what documentation it needs to demonstrate that the criteria have been achieved. The underlined space in front of each measure of success statement is for the agency to check-off when it is completed.

Example Criteria

Category: Create a Healthy Work Culture
Criterion: 1. The Senior Leadership demonstrates commitment to supporting the health of employees.
Measure of Success: Documentation that senior leader promotes and participates in at least 1 wellness activity

The checklist is the abbreviated version of the criteria and measures for success. Bolded text with asterisks means there is a more detailed description in the next section titled Criteria Descriptions and Examples on page 9. This document serves as a resource for agency staff who have questions or need further clarification about a particular criterion or measure of success.

For most agencies, the criteria checklist is an assessment of which criteria have been met and which need further work before the agency can become designated. It can be used to guide health and productivity planning for the next year with a goal of meeting the designation criteria during that timeframe.

APPLICATION

Due by December 15, 2009

Basic Information

Contact Name _____

Position _____

Organization _____

Address _____

City _____ State _____ Zip Code _____

Email _____

Telephone _____ Fax _____

Number of Employees _____ Number of Physical Worksites _____

Application Option

Check one of the following:

Option A: Our agency is applying for designation

Option B: Our agency is interested in becoming a Washington Wellness Worksite in the future.

Option C: Our agency is applying to be in the Washington Wellness Worksite Collaborative, a structured route towards designation in June 2011.

Washington Wellness Worksite Application

AGENCY: _____ SUBMITTER: _____

PART 1 OF 7 CREATE A HEALTHY WORK CULTURE

1. The Senior Leadership demonstrates commitment to supporting the health of employees.

- Documentation that senior leader promotes and participates in at least 1 wellness activity
- Signed letter of commitment to be a Washington Wellness Worksite
- Documentation of communication of expectations to mid-level managers
- Written summary of regularly scheduled meetings with wellness team for progress updates

2. There is a health and productivity management plan that is approved by Senior Leadership.

- Health and productivity management is integrated into the agency's strategic plan OR
- Written annual plan for employee health and wellness actions and evaluation of the success of the plan approved by senior leadership

3. The agency has a baseline of its employees' perception of how supportive the worksite/agency is of their health.

- Report*** that demonstrates employees' perception of agency support of their health. *This will serve as a baseline for improvement. The health and productivity management field is still in the discovery phase of how best to describe and measure this. This serves as a start.*

Washington Wellness Worksite Application

AGENCY: _____ SUBMITTER: _____

PART 2 OF 7 UNDERSTAND YOUR POPULATION

1. A profile of health-related characteristics of the agency's workforce is compiled on a scheduled basis.

A workforce population description report which includes the following minimum data: number of employees, ***age breakdown****, gender, ***ethnicity****, ***job category****, geographic locations, and ***health risk assessment population results**** is updated annually.

2. The profile that describes the workforce population is used to plan health and productivity management strategies and activities.

Demonstration of two examples of how the workforce population description was used to plan agency actions or programs to support employee health within the last 12 months.

Washington Wellness Worksite Application

AGENCY: _____ SUBMITTER: _____

PART 3 OF 7 LEVERAGE COMMUNITY LINKAGES

1. The *agency partners** with at least one *community organization** to promote *employee/family health**.

- Provide the following documentation of one new community partnership that has occurred within the last year.
 - ___ promotional materials have both the name of the agency and the community partner listed.
 - ___ communication to employees of the outcomes of the linkage.
 - ___ agency attendance at planning meetings or evidence of communication between agency and community partner.

Washington Wellness Worksite Application

AGENCY: _____ SUBMITTER: _____

PART 4 OF 7 TEST EFFECTIVE WELLNESS ACTIVITIES

1. At least 1 *worksite wellness program** is fully implemented.

- Addresses one of the four Washington Wellness focus topics as demonstrated by a description of the activity. These four topics are: nutrition, physical activity, preventive health, and living tobacco free.
- Demonstrates at least six of the following eight attributes of a fully implemented program:
 - The rationale for offering the activity is based on information/data collected on the employee population
 - Activity has been successful in other organizations
 - Activity*** is promoted by Washington Wellness
 - Agency leadership supports the activity
 - Activity has a goal and a measure of success
 - % participation is defined and reported
 - Description of how activity provides alternatives to meet needs of the **target population***
 - Description of how activity is coordinated with community

2. Wellness coordinator or designate attends Washington Wellness trainings.

- Wellness Coordinator attends four or more Washington Wellness trainings during the year as determined by attendance records maintained by Washington Wellness.

Washington Wellness Worksite Application

AGENCY: _____ SUBMITTER: _____

PART 5 OF 7 USE INFORMATION AND MEASUREMENT

1. A set of measurements to evaluate progress towards outcomes for agency workforce health and productivity is maintained and used to improve agency action.

- Documented process for updating and using a *core set of measures** that demonstrate improvement over time.
- Annual employee satisfaction of health and productivity program is reported.

2. Progress in workforce health and productivity is communicated at all levels of the agency.

- Documented communication to employees, mid-level managers, and senior leaders about progress towards agency health and productivity goals.

3. Decision-making is driven by recommended science-based guidelines and industry accepted rationale regarding actions taken to drive improvement.

- Documented supporting information used to determine agency action

4. Demonstrate improvement in the workforce for at least one of the following outcomes: physical activity, healthy eating, living tobacco free, use of preventive screenings, flu shot.

Increase percent of employees who:

- are physically active OR
- meet fruit and vegetable intake guidelines or meet fat intake guidelines OR
- stop using tobacco or participate in Free and Clear tobacco cessation program OR
- complete any one of the cancer screenings: pap, mammogram, colorectal OR
- get a flu shot

Washington Wellness Worksite Application

AGENCY: _____ SUBMITTER: _____

PART 6 OF 7 RESHAPE THE INTERNAL WORK ENVIRONMENT TO FOSTER WELLNESS

1. Complete an assessment of the work environment using an *acceptable assessment tool**.

- Summary of recommendations from an approved worksite environment assessment that was completed in the last twelve months.

2. A wellness policy or meaningful standard of organizational support of employee health is adopted by the agency.

- A written policy or guidance document which states how the agency supports the health of its employees.

3. One or more *workplace environmental strategies that support healthy choices is adopted.**

- Communication plan or guidance document and photos of one strategy implemented that increases access to healthy food or physical activity OR
- Proof of *tobacco-free campus**

4. A *group that is representative of the employee population implements the health and productivity work plan.**

- Committee member organizational chart or written description which defines the employee representation and committee roles.
- Written annual work plan.
- Screen shot of agency wellness program represented on the agency intranet.

5. Organizational resources including designated Wellness Coordinator are deployed to implement the work plan.

- Agency Wellness Coordinator contact info on Washington Wellness website.
- Written annual budget for health and productivity plan.
- Report of at least one internal resource mobilized to accomplish the health and productivity plan. May include IS, HR, or Communications.

Washington Wellness Worksite Application

AGENCY: _____ SUBMITTER: _____

PART 7 OF 7 ENGAGE EMPLOYEES AND FAMILIES

1. HRA completion promotion occurs to continue a \geq 30% completion rate.

- Communication plan***, which includes:
 - ___ Objective
 - ___ Target audiences defined
 - ___ Message(s)
 - ___ Communication Vehicles
 - ___ Schedule/timeline
 - ___ Evaluation
- Report of % HRA completion and interpretation

2. Employee input in decision making for wellness activities occurs in a planned and systematic way.

- Written description for getting employee input which includes:
 - ___ Method of reaching **representative employee workgroups***
 - ___ Schedule for getting input
 - ___ Report of employee input results
- Demonstrate one example of how employee input was used in program planning and how this was communicated back to employees.

3. Actively promote health plan benefits and behavior change tools.

- Provide an example of a campaign that includes promotion of health plan benefits, based on the health-related characteristics profile in the last 12 months and in one of the following areas:
 - ___ Cancer screenings (colorectal, breast and cervical)
 - ___ Flu prevention
 - ___ Maintain a relationship w/healthcare provider
 - ___ Chronic disease management tools from health plan
 - ___ Tobacco cessation benefit

CRITERIA DESCRIPTIONS AND EXAMPLES

This document provides descriptions of the criteria categories and further explanation of some of the criteria and measures of success. It is a companion document to be used with the criteria checklist especially if agency staff need further clarification of a criteria or measure of success. Wherever there is an asterisk (*) on the Criteria Checklist, more information about the topic is here under the same criteria category.

Create a Healthy Work Culture

Each workplace has a culture all its own. Although hard to define exactly, how it “feels” to work in a particular job is a concept most can understand. We also know that the culture of an organization shapes how we interact with it – the more we feel comfortable and supported, the more likely we are to find suggestions credible and well intentioned. When considering health behavior changes, the number one attribute that correlates with successful change is the attitude toward that change. A Healthy Work Culture sets the stage for all of the other strategies that you use to improve health behaviors of employees: the culture becomes the important context in which suggestions and interventions are presented and can positively or negatively impact the attitude of individuals to make the change. The support for wellness needs to be reflected throughout the organization and include considerations of both mental and physical health. Making wellness a priority throughout the organization is critical to success. Employees expect leaders to walk the talk and model the pursuit of improved health behaviors.

Example

Criteria	Subject	Description	Examples
#3	Report of employee perception	Determine a baseline of what employees think about agency support of their health. This could be as basic as an employee workplace satisfaction survey Key perception question to ask when possible: <i>Overall, my agency supports me in living a healthier life.</i>	Results from last DOP survey or similar survey Focus group that represent all levels of the workforce Key informant interviews Random employee phone survey Internal survey that includes the key perception question

Understand Your Population

This category emphasizes the need to meet people where they are. Understanding key characteristics of your employee population will assure that the correct information and support is provided in the most appropriate way. Use information from surveys, health risk assessments and biometric screenings to better understand the health status of your employee population. This assessment informs how the agency focuses its action to improve workforce health and productivity. The information must always be used with full respect for the individual's personal health information.

Criteria #1 – Profile of health-related workforce characteristics. The data required to achieve the Washington Wellness Worksite designation is listed in the table below. A greater than or equal to 30% completion rate for the health risk assessment is a prerequisite to meeting the data requirements.

Data	Source	Definition	Notes
Number of employees	Agency	Number of full and part-time employees	
Age Breakdown	Agency	18-24 25-44 45-64 65+ Unknown	Need this breakdown for comparison across the entire employee population.
Gender	Agency	Male Female Unknown	
Ethnicity	Washington State Employment Application or Personnel Questionnaire	American Indian or Alaskan Native Asian Black/African American Native Hawaiian or Other Pacific Islander White/Caucasian Unknown	This information is voluntary on the part of the employee so that the agency report may not be reflective of its employees as a whole.
Job category	Agency	Office of Economic Opportunity (OEO)	
Geographic Location	Agency	Number of office locations; may include city/county, # of employees at each location	
Health risk assessment population results	Washington Wellness/Health Plans		Need \geq 30% completion rate to obtain aggregate results

Leverage Community Linkages

Employers do have the ability to influence others in their community. Encouraging community activities that promote wellness, raising awareness about certain health issues and advocating for policies that support wellness are powerful adjuncts to your workplace wellness initiatives. Employers can provide links to community resources and programs that provide further support to employee health.

Definitions

“partners with” – agency has representation in the planning/implementation of the event/activity; representation can be demonstrated by attendance at planning meetings; multiple e-mail correspondence; or name of agency and community organization on promotional materials.

“community organization” – any organization that is not under the authority of the agency’s Senior Leader.

“promote employee/family health” – events, activities, or awareness campaigns that promote physical activity, healthy eating, living tobacco free, or getting preventive screenings done.

Test Effective Wellness Activities

A number of workplace activities and programs have been studied and have demonstrated effectiveness. Agencies are encouraged to use these proven programs along with employee input to create a menu of effective programs and activities that meet your specific employee needs.

Description

Criteria	Subject	Description	Examples
#1	Worksite wellness program	<p>These are programs or activities that invite employees to participate AND are aimed at improving or supporting healthy behavior change around physical activity, nutrition, preventive care, or living tobacco free. This DOES NOT include worksite environment changes such as healthy meal guidelines; healthy vending; fitness equipment; wellness rooms.</p> <p>Your agency probably does many wellness activities. Think of one or two of your bigger activities or programs that invite individual employees to participate. Go through the measures of success to see if one of them meets the criteria. Not ALL activities your agency does need to meet these criteria.</p>	<p>Flu Shot Clinic Brown Bag Talks Competitions Tracking goals Fitness classes Online health programs Group health classes</p>
#1	Washington Wellness Promoted Programs	Activities that Washington Wellness encourages agencies to participate	<p>Governor’s Health Bowl Flu Shot Campaign</p>

Use Information and Measurement

With limited resources, employers must focus on what works. This category encourages development of the systems to collect and use information to assure that what you are doing is efficient and effective to benefit your employees and their health choices. Sharing “best practices” is also encouraged to optimize the benefits for all.

Description – Criteria #1

The table below lists the required core measures that an agency needs to follow over time. Most of the measures come from the group of employees who complete their HRA with Group Health, Uniform Medical Plan, or Aetna Public Employees’ Plan. The data will be provided by Washington Wellness to agencies who have an HRA completion rate of greater than or equal to 30%.

Required Core Measures Tracked Over Time

Measurement	Definition	Source
Physical activity	% of employees who meet guidelines	HRAHWI survey
Healthy eating	% of employees who meet fruits/vegetable guidelines OR % meeting fat intake guidelines	HRA/HWI survey
Living tobacco free	% decrease in tobacco use or % increase in use of Free and Clear	HRA/HWI survey and Claims data
Perception of healthy work culture	Results of survey question: Overall my agency supports me in living a healthier life. Or, to be determined by the agency as long as the results can be measured over time. See examples in <i>Create a Healthy Work Culture</i> category above.	Agency
Obesity/overweight	% overweight/% obese	HRA/HWI Screening
Well-being score	Employee perception of overall health/quality of life	HRA/HWI Survey
Presenteeism	Currently available for Healthy Worksite Initiative agencies ONLY	WLQ
Preventive screenings	% employees who received breast, cervical, and colorectal cancer screening as defined per health plan. Data is available only for employees who are UMP members.	Claims data (UMP only)
Flu shot	% of employees with annual flu shot. Data is available only for employees who are UMP members.	HRA (UMP only)
HRA completion	% of employees who complete HRA	Washington Wellness

Criteria	Subject	Description	Example Sources
#3	Use of scientific guidelines and industry-accepted rationale	Use this information to guide program planning.	Washington Wellness staff Department of Health staff Centers for Disease and Prevention Centers for Disease Control and Prevention Healthier Worksite Initiative http://www.cdc.gov/nccdphp/dnpa/hwi/ U.S. Preventive Services Community Guide http://www.thecommunityguide.org/worksites/index.html

Reshape the Internal Work Environment to Foster Wellness

The work experience itself can play an important role in influencing behavior. Integrating wellness, safety and inclusion of employees in making changes are important strategies to empower employees to improve health. Worksites can also support employees to use available community resources and health plan benefits, including those supporting behavioral change strategies to improve health. Responsiveness in handling problems and an emphasis on continuous improvement in the workplace also support changes in personal behavior.

Criteria	Subject	Description	Examples
#1	Work environment assessment	The purpose of completing the assessment is to identify the worksite's strengths and areas in need of improvement. The assessment will lead the agency to recommend actions for changes to make the worksite more supportive of healthy behaviors (i.e. healthy food choices in vending machines, policies to enforce no tobacco use on worksite grounds or encouraging walking during break times). The assessment results can also be used as a baseline measure for evaluation. The initial assessment can later be compared with a follow-up assessment several months later to note progress.	Thurston County WorkWell's Action Planning for a Healthy Workforce Assessment http://www.co.thurston.wa.us/health/personalhealth/wellness/Planning.html Checklist of Health Promotion Environments at the Worksite (CHEW) http://www.cdc.gov/nccdphp/dn/pa/hwi/program_design/environmental_audits.htm
#3	Work environment strategy	A change in policy, procedures, and/or physical surroundings of the worksite that contributes to improvement physical activity, nutrition, preventive care, or living tobacco free.	Implementation of Energize Your Meeting guidelines. Fit Pick or other Healthy Vending Program Take the Stairs Campaign Walking meetings Showers Bike racks Bikes to travel to another building Fitness equipment Wellness room
#4	Group representative of the employee population	Representation needs to be defined by the agency.	May be: Geographic Job category Gender Age Health Level of participation

Engage Employees and Families

This category encourages using strategies that work to engage employees and families in improving their health. Ultimately, health behaviors are individual choices. While healthy behaviors are encouraged, it is important to emphasize that employees have the locus of control. However, we know that encouraging individuals and families to reflect on their behaviors and share ideas on how to improve behaviors and pursue a healthier lifestyle can be a catalyst for change. This includes connecting employees to existing resources and helping employees optimize how they use their health plan benefits.

Description

Criteria	Subject	Examples
#1	Communication Plan	Template at http://www.washingtonwellness.gov/resources_started_communications.shtml
#2	Method for getting employee input	Informal employee interviews by wellness committee members. Key informant interviews: Pre-select a few representative employees to get input Random phone interview Paper surveys at staff events Online survey