



Steps to Wellness

*A Guide to Implementing the
2008 Physical Activity Guidelines for
Americans in the Workplace*



National Center for Chronic Disease Prevention and Health Promotion
Division of Nutrition, Physical Activity, & Obesity



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Letter from CDC

Dear Leader,

In 2008 the U.S. Department of Health and Human Services released the *2008 Physical Activity Guidelines for Americans*, a comprehensive resource that provides guidance on the importance of being physically active. Applicable to policy makers, physical educators, health professionals, and the public, the Physical Activity Guidelines present information about the value of physical activity and the health benefits that can be gained through regular physical activity.

The Physical Activity Guidelines call for action to help Americans become more physically active. Businesses and workplaces can play a significant role in helping to make these changes possible. By taking small steps to create a working environment where health and wellness are valued, you can assist in creating a healthier workforce in your company and in America.

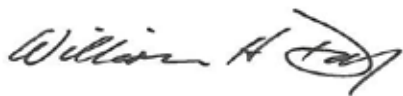
To assist in this process, the Centers for Disease Control and Prevention (CDC), Division of Nutrition, Physical Activity, and Obesity has created *Steps to Wellness: A Guide to Implementing the 2008 Physical Activity Guidelines for Americans in the Workplace*. In addition to providing an overview of the *Physical Activity Guidelines for Americans*, this resource offers ideas and suggestions for how to create a wellness culture by incorporating physical activity programs in the workplace. Many companies have improved productivity by creating a culture that values physical activity and the overall wellness of its employees. This resource offers examples of what other companies have done to promote physical activity and wellness, and provides resources to help you establish or strengthen a wellness program at your place of business.

Creating a culture of wellness starts with a vision and taking steps to incorporate physical activity in the workplace. This resource will show you ways to begin and promote such programs.

Adult Americans spend a significant amount of the day at the workplace, and many struggle to be physically active, so the worksite is a logical place to find new and innovative ways to encourage and promote physical activity. It also makes good business sense for the bottom line. Creating a culture of wellness that promotes physical activity starts with a vision and requires a plan. This resource will show you ways to begin and promote such programs.

Changing behaviors is never easy, for employers and employees alike, but the benefits to the workplace and the workforce are great when physical activity and wellness programs are implemented. We hope this resource will provide you with the information and tools necessary to create or strengthen programs in your company.

Sincerely,



William H. Dietz, M.D., Ph.D.

Director

Division of Nutrition, Physical Activity, and Obesity

Introduction

The *2008 Physical Activity Guidelines for Americans* is the first set of guidelines on physical activity released by the federal government. Being physically active is a key step that Americans can take to improve their health.

According to the guidelines, increasing physical activity lowers the risk of many adverse health outcomes, including heart disease, stroke, high blood pressure, and colon and breast cancers. It can also help prevent weight gain, improve cardiovascular and muscular fitness and strength, prevent falls, improve bone strength, and reduce symptoms of depression.

Adult Americans spend a lot of time in the workplace. Creating a culture of wellness at the worksite may improve employees' health, and a full wellness program can have financial and human benefits. Physical activity should be a major part of any wellness plan. Increasing physical activity in the workplace can make existing wellness programs more comprehensive and is a great way to start a new program.

Steps to Wellness can help businesses create or improve worksite physical activity and wellness programs, and create or strengthen a culture of wellness. It includes:

- A case for why your business should create a culture that values physical activity for its employees and encourages them to take part in workplace physical activity and wellness programs.
- Steps you and your business can take to promote physical activity and create a culture of wellness in your workplace.
- ***Tools and Templates*** to help your business plan, promote, and implement physical activities at your workplace.
- Additional resources about physical activities and worksite wellness programs, including an overview of the *2008 Physical Activity Guidelines for Americans*.



Terms used within this document:

- **Worksite wellness or workplace health promotion program or initiative** – The various education and other activities that a worksite may implement to promote healthy lifestyles for employees and their families and produce a healthier workforce.
- **Physical activity** – Any body movement that helps you use more energy than you would when resting. Exercise, on the other hand, is a type of physical activity that is planned, structured, repetitive and usually has an objective, like physical fitness and weight loss.
- **Health enhancing physical activity** – Activity that, when added to the baseline activities of daily life (standing, walking slowly, lifting lightweight objects), produces health benefits.
- **Corporate culture** – The norms or “how things get done” within a company. A particular set of attitudes and behaviors that define your company and how employees work together.
- **A culture of wellness, a culture of health** – This is how the company promotes health and wellness for its employees within the company. In a culture of health or wellness, employees know that making decisions to help them be as healthy as possible is important to company leadership.

A culture of wellness starts with leadership and vision. It requires both individual employees and groups to work together and support each other’s health goals. Successful programs align wellness with the values of the company and ensure that the goals and objectives of the program are linked to the company’s strategic priorities.¹

Physical activity should be a company priority and should be communicated often to the employees in multiple ways. *Steps to Wellness* provides 7 specific steps to create, maintain, and sustain physical activity and wellness programs.

¹ Hunnicutt, D. (2007). Carefully Crafting Your Organization’s Wellness Plan. WELCOA’s Absolute Advantage, 6(7), 12-19.

Step 1: Building Support – This step may be necessary if the company, especially management, has not considered starting a wellness program. Making the business case for a culture of wellness that values physical activity among its employees is a critical first step, but building support is something that needs to be maintained and it is a continual process.

Step 2: Planning and Assessing – This step describes how to develop a Wellness Committee and the importance of creating and following time lines. It also describes several types of assessments to consider when creating or enhancing your programs.

Step 3: Promoting – This step describes ways to market the programs and activities to employees and discusses different incentives and rewards to consider when encouraging employee participation.

Step 4: Implementing – This step describes four different tracks a company can follow to implement a physical activity program in the workplace. An informal quiz found in the *Tools and Templates* section can help determine which track may be most relevant for your company.

Step 5: Evaluating – This step provides examples of different types of evaluations and discussions about why evaluating programs is important.

Foundations of a Corporate Culture of Wellness

- **Corporate Leadership Buy-In or Key Stakeholder Support** – Ensure that your leaders and other key stakeholders are a part of the process to develop your culture of wellness. With their support and buy-in, your physical activity programs are more likely to succeed.
- **Corporate Policies** – Ensure that your company's policies—both written and other—are supportive of a culture of wellness. Review your policies with the appropriate leaders in your company and make recommendations for changes that can support your culture of wellness.
- **Corporate Practices** – Ensure that your company's practices are aligned with a culture of wellness. Take a look at how you do your work and how you conduct your business, as well as your organization's physical environment. See if there are practices you can adjust or physical changes you can make to support your culture of wellness.
- **Financial Commitment** – Ensure that your company is committed to developing your culture of wellness by working with your organization's leadership to secure funding for your programs. Your culture of wellness will be supported by the programs' return-on-investment.

Step 6: Sharing Results – This step provides ideas on how to share your program successes with others—both internal and external to your company.

Step 7: Sustaining – This step provides information on maintaining buy-in, locating additional sources of funds, and leveraging state and national programs.

Physical activity is one area of focus for a worksite wellness program. Others include nutrition and healthy eating practices, screenings (e.g. blood pressure, cancer, diabetes), breastfeeding support, stress management, and smoking cessation, among others. *Steps to Wellness* focuses on physical activity. If you are interested in broader workplace wellness efforts, please visit the **Resources** section of this guide.

The promotion of physical activity in the workplace can be an effective way to initiate or enhance a wellness program, but it is something that needs to be approached with care. Not all business leaders are interested in creating wellness programs. Similarly, employees may not want to participate in physical activity in the workplace.



- Physical activity should be a part of any wellness program and can be the gateway for wellness in the company.
- Small changes that increase daily physical activity can have an effect.
- The activities presented in this resource can be done at any level and in workplaces of all sizes.

Be sensitive to these and other issues that may arise as you look at this resource and evaluate your own company's interest in creating or building upon a physical activity program. Starting small is often the best way to introduce a physical activity program, slowly gaining the support of corporate leadership and encouraging employee participation.

Introduction

Below is an overview of the weekly amounts of physical activity recommended for adults. It may seem a daunting task to achieve, but by following some simple steps, you can help your employees reach the recommended level of physical activity per week.

Total Weekly Amounts of Aerobic Physical Activity According to the 2008 Physical Activity Guidelines for Americans			
Levels of Physical Activity	Range of Moderate-Intensity Hours a Week	Summary of Overall Health Benefits	Comment
Inactive	No activity beyond baseline	None	Being inactive is unhealthy.
Low	Activity beyond baseline but fewer than 2½ hours a week	Some	Low levels of activity are clearly preferable to an inactive lifestyle.
Medium*	2½ hours to 5 hours a week	Substantial	Activity at the high end of this range has additional and more extensive health benefits than activity at the low end.
High**	More than 5 hours a week	Additional	Current science does not allow researchers to identify an upper limit of activity above which there are no additional health benefits.

Note: The amount of time spent participating in physical activity does not need to be done at one time nor in the workplace during work hours. Performing 10-minute bouts of physical activity of any type provides benefits and is better than not moving at all. Examples of moderate- and high-intensity activities are provided on the next page.



***Types of Moderate-Intensity Activities**

Walking briskly — 3 miles per hour or faster.

Bicycling — less than 10 miles per hour.

Water aerobics.

Ballroom dancing.

Gardening.

Tennis – doubles.

****Types of High-Intensity Activities**

Jogging.

Running.

Race walking.

Hiking uphill.

Swimming laps.

Jumping rope.

Tennis — singles.

Aerobic dancing.

How to Use the Resource

Steps to Wellness provides...

- an overview of the Physical Activity Guidelines. Use these to guide the rest of your work. One of your goals should be to help your employees meet the recommended levels of physical activity per week.
- a business case to help you gain support for your company's leadership. Use this to help show the potential return-on-investment of starting a program. There is a customizable one-pager in the Resources section for your use.
- 7 specific steps to create, maintain, and sustain physical activity programs. Use these steps to develop a program for your company.
- four different tracks of activities for you to consider, depending on where your company may be in its readiness to implement a program. Be sure to review each track, even if your company may not be in that track, as there may be information or activities that are useful for your program.
- resources for you to use in developing, strengthening, and sustaining your physical activity program. Some of these can be used as is and all can be adapted for your company's needs.

Steps to Physical Activity

Step 1: Building Support

It is important to obtain leadership support. Without support, a physical activity program is less likely to succeed. A champion from within the company can help promote physical activity among employees. A physical activity champion is someone who supports this cause, helps to achieve it, and is also active in your employee wellness program.

Any one who champions worksite physical activity programs needs to know and communicate how such programs can enhance the wellness of employees and the company. The

The Champion Should:

Recognize the benefits of the program for the company or workplace.

Promote the Program.

Participate in the Program.

Recognize Employee Involvement in the Program.

Recognize Employee Achievement in the Program.

Evaluate the Program.

Create a Culture of Wellness.





Without the support of a champion, a physical activity program is less likely to succeed. A champion needs to promote and participate in the program.

champion will give time and resources to make the program succeed. In addition, a champion should ensure the program becomes a part of the company's culture. This requires the program be linked to the company's priorities, strategic goals, and business objectives.

In addition, consider inviting someone from a different company that has a physical activity or wellness program or a strong culture of

wellness to speak with your company's leadership. This peer-to-peer sharing of experience can go a long way.

There are other key stakeholders that you should consider involving early, including human resources staff, company safety staff, mid-level management and employees who have shown an interest in being more physically active. These

stakeholders can help the champion make the case to company leadership and form the nexus of a wellness committee (see ***Step 2: Planning and Assessing*** for more on Wellness Committees).

On the following pages you will find *Making the Case: Why Businesses Should Care about Physical Activity in the Workplace*, a resource to help you sell the idea of starting such programs in your company. In the ***Tools and Templates*** section you will find a customizable one-pager that can be used as part of your pitch, as well as a customizable presentation to use in any pitch to a potential champion.



Making the Case: Why Businesses Should Care about Physical Activity in the Workplace

Health care costs are a significant and growing element of overall employment costs for businesses offering benefits, and companies of all sizes are affected by absenteeism and lost productivity from employee illness, injury, obesity, or chronic conditions. One study reports that obesity alone has been estimated to cost employers almost \$2,500 per employee per year, including direct medical expenditures and absenteeism.¹



The 2008 Physical Activity Guidelines for Americans report that regular physical activity reduces the risk of premature death as well as coronary heart disease, diabetes, arthritis, osteoporosis, and certain types of cancerous diseases that affect nearly half of all American adults.² *The Physical Activity Guidelines* recommend at least 2 ½ hours per week of moderate intensity aerobic physical activity or 1 ¼ hours per week of vigorous intensity aerobic physical activity, in bouts of at least 10 minutes at a time, or an equivalent combination of both. They also recommend moderate or high intensity muscle strengthening activities that involve all major muscle groups at least 2 days per week.

The vast majority of U.S. citizens are linked in some way to a worksite. That gives you the unique opportunity to improve employees' lives and transform the workplace.

An employee's overall level of physical activity is strongly influenced by workplace factors. For example, sedentary jobs have been steadily growing as a percentage of U.S. occupations for several decades.³

A comprehensive wellness program that includes a physical activity component may improve employee health and potentially lower the health costs per employee.

The introduction of a worksite wellness program has the potential to:

- Help create a healthier workforce.
- Increase employee productivity.
- Decrease employee absenteeism.
- Potentially lower employer health care costs.
- Increase employee morale.
- Attract and retain good employees.

1 Finkelstein E, Fiebelkorn C, Wang G. "The costs of obesity among full-time employees." *Am J Health Promot.* 2005. Sep-Oct; 20(1): 45-51.

2 Wu SY, Green A. Projection of chronic illness prevalence and cost inflation. Santa Monica, CA: RAND Health; 2000.

3 Hunnicutt D. 30 great ideas. Presentation given April 14, 2002, at West Virginia State Health Education Council annual conference. Omaha, NE: Wellness Councils of America, 2001.

One way to achieve these results is by starting a physical activity program.

The **return-on-investment** for wellness programs has increased over the years. A 2008 study of 192 companies of varying sizes using the same workplace wellness program, which includes physical activity promotion, found program costs of around \$300 per employee per year. After a year, 7 of 10 targeted risk factors had improved, resulting in medical savings of 59% and productivity gains of 41%.⁴ A 2010 study showed that for every dollar spent on wellness programs medical costs fell by approximately \$3.27 and costs associated with absenteeism fell by approximately \$2.73.⁵ Although there is no conclusive evidence that a standalone physical activity program can produce such a return-on-investment, physical activity itself is a pillar of any comprehensive wellness program and is one way to shift your company's culture toward a culture of wellness.



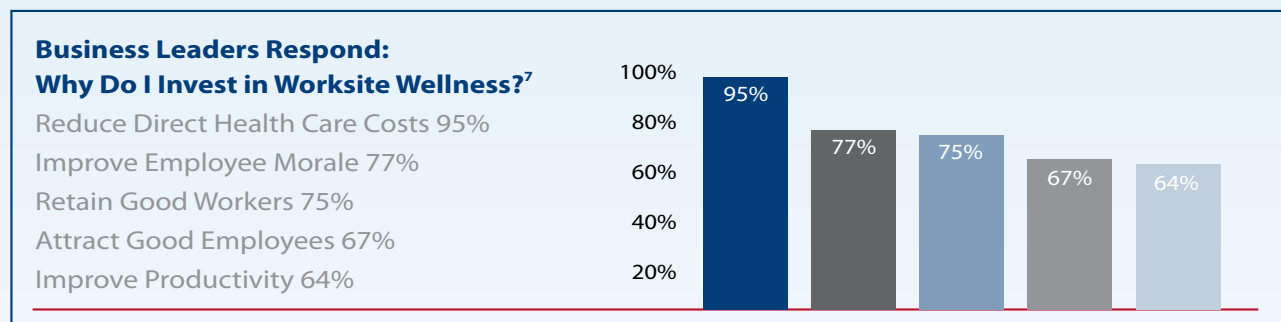
"...When employers demonstrate that there is value placed on the well-being of every individual, at every stage of health, a company's collective health, and business performance, may very well improve."

- Samuel Cramer, M.D.,
Health Management Corporation

It has been estimated that nearly 60% of employers offer health promotion programs, although the percentage for smaller employers is much closer to 15%.⁶ The U.S. Department of Health and Human Services' National Worksite Health Promotion survey lists the reduction of direct healthcare costs as the number one reason business leaders invest in workplace wellness programs. Other reasons to invest include improving employee morale, retaining and attracting good workers, and improving productivity.⁷ By

developing a culture of wellness that promotes physical activity in the workplace, you are able to support the needs of your employees and create opportunities for them to meet the recommended levels of physical activity.

When you initiate a corporate physical activity program, you join the ranks of leaders who are improving the health of their employees and transforming the way they do business.



4 Baker KM, Goetzel RZ, Pei X, Weiss AJ, Bowen J, Tabrizi MJ, Nelson CF, Metz RD, Pelletier KR, Thompson E. "Using a return-on-investment estimation model to evaluate outcomes from an obesity management worksite health promotion program." J Occup Environ Med. 2008 Sep;50(9):981-90.

5 Baicker K, Cutler D, Song Z. "Workplace Wellness Programs Can Generate Savings." Health Affairs. 2010 Feb; 29(2): 304-311.

6 "U.S. employers offer and value wellness programs." Reuters, <http://www.reuters.com/article/idUSTRE49K9RY20081021>, accessed February 28, 2010.

7 1999 National Worksite Health Promotion Survey: Report of Survey Findings Conducted by the Association for Worksite Health Promotion; William M. Mercer, Incorporated; and the U.S. Department of Health and Human Services, Office of Disease

Steps to Physical Activity - Step 1: Building Support

When you create a comprehensive wellness program that includes a physical activity component for your employees, you may see a return on investment financially as well as a potential reduction of employee absenteeism, disability claims, and workers' compensation costs. Adults who meet the recommended amounts of physical activity gain health benefits.

Health Benefits of Physical Activity according to the 2008 Physical Activity Guidelines

Strong Evidence	<ul style="list-style-type: none">■ Lower risk of the following:<ul style="list-style-type: none">○ Early death.○ Heart disease.○ Stroke.○ Type 2 diabetes.○ High blood pressure.○ Adverse blood lipid profile.○ Metabolic syndrome.○ Colon and breast cancers.■ Prevention of weight gain.■ Weight loss when combined with diet.■ Improved cardiorespiratory and muscular fitness.■ Prevention of falls.■ Reduced depression.■ Better cognitive function (older adults).
Moderate to Strong Evidence	<ul style="list-style-type: none">■ Better functional health (older adults).■ Reduced abdominal obesity.
Moderate Evidence	<ul style="list-style-type: none">■ Weight maintenance after weight loss.■ Lower risk of hip fracture.■ Increased bone density.■ Improved sleep quality.■ Lower risk of lung and endometrial cancers.

In this step...

- A champion is identified and begins to promote the concept of increasing physical activity in the workplace.
- The wellness committee has not yet been formed, but interested employees are being identified by the champion to participate on the committee.

CASE STUDY | A Penny Saved: Meredith Corporation Spends to Save

The Meredith Corporation, a media and marketing company based in Des Moines, Iowa with offices throughout the United States, began its wellness program in 2006 as a way to encourage its employees to be more active and make healthier lifestyle choices. As a part of the program, Meredith offered its employees a fitness club membership. Though they have offices spread across the country, close to 40% of the employees went to one franchise club. After crunching the numbers of how often employees who opted for this benefit actually went to the gym, it was determined that few took advantage of the program.

“We realized that we were paying almost \$56 per employee visit to offer this benefit,” stated Tim O’Neil, Manager of Employee Health and Financial Wellness for Meredith. “It was not in our best interest to offer full-club memberships.”

Instead, employees were offered a subsidized membership, the value of which is determined on the basis of the number of visits to the fitness club an employee makes per month. If an employee goes twice per month, they will get 25% of the membership subsidized. If they go eight times per month, 100% is subsidized. This change saved the company approximately \$200,000 per year, which in turn was reinvested in other wellness areas, and in fact, resulted in a 10% increase in employees who signed up for the program.

Meredith also offered Health Risk Appraisals for all employees, with a goal of having 85% of the employees take part. After three years, Tim and his colleagues began to look at the impact the programs were having on employee health and the company’s bottom line. Of the employees who took part in the company’s programs and the Health Risk Appraisal, 97 % were in the low to medium health risk category after 18 months. For those employees in the low risk category, there was a 9% decline in insurance claims. For employees in the medium risk category, there was a 39 percent decline in claims. For the 3% in the high risk category, there was a 30% increase in claims.

The return-on-investment for Meredith has truly paid off. Reviewing the actual number of dollars, Tim and his colleagues realized that their investment in physical activity and wellness programs over the course of 4 years resulted in a savings of \$3.50 for every \$1.00 spent.

“Investing in these programs doesn’t just make sense,” said Tim. “It makes cents. Literally.”

Step 2: Planning and Assessing

Planning is an essential step of any worksite wellness program. The planning process helps to gain support and to create a program that is both meaningful and lasting.

One of the first steps is to create a wellness committee to help guide the process. Members of the Wellness Committee should represent the many different aspects of your company, from management and safety to human resources and facilities. The size of your committee will depend on the size of your company, and quite possibly the scope of your program. If your company has a small number of employees, consider having your Champion work directly with the owner or owners to engage employees.

One of the initial tasks of the Wellness Committee is to make the employees aware of the *2008 Physical Activity Guidelines* and the amount of physical activity each individual should strive for each week. It is important to keep the guidelines at the forefront of the program as you develop your physical activity programs.

A Wellness Committee should:

- provide guidance to the worksite health program.
- represent your employees and your employees' interests as you create your wellness programs.
- include employees from across the company.
- include employees who work in the field or in satellite locations.
- meet on a regular basis.

For more information on the creation of Wellness Committees, see *The Saving Dollars and Making Sense Committee Guide from North Carolina's Eat Smart Move More* program: http://www.eatsmartmovemorenc.com/Worksites/Toolkit/WsTk_Committee.html.

Examples of Wellness Committee Members

Human resources specialist.

Employee nurse.

Union Leadership.

Legal Representative.

Executive Leadership.

Marketing Personnel.

Interested Staff.

Facilities Representative.

Assessing Needs

An assessment is a way to collect information that can help measure skills, knowledge, beliefs, or attitudes. Assessments can provide input on how to approach a new program or strengthen pre-existing programs. These come in various forms, from questionnaires to surveys to focus groups. Assessments can also measure policy, organizational, and environmental changes that you may implement as part of your physical activity program.



It is important to consider assessing the needs and interests of your employees when beginning a physical activity program. By assessing their needs and interests, you will have a better understanding about what your employees currently do to be physically active and in what types of programs they may be interested.

In addition, assessments can help provide a baseline with which you can evaluate your program. These types of assessments can help measure your program's progress over time. For instance, in the first year, employees who participated averaged 15 minutes per lunch hour of activity and by the 3rd year, the average was up to 30 minutes per lunch hour.



When thinking about physical activity programs, it is important to conduct one or more assessments to make sure feedback is obtained from a wide variety of sources.

Steps to Physical Activity - Step 2: Planning and Assessing

Assessments can measure and identify:

- Baseline data necessary for evaluation purposes.
- The feasibility of starting a wellness program at a given workplace.
- Support for a wellness program at various levels of the organization.
- Employee needs and interests.
- How company policies support or present obstacles to healthy lifestyles.
- Features of the workplace environment that support or present obstacles to healthy lifestyles.
- Cultural aspects of the organization that could affect the program.
- Internal and external resources available for program planning and implementation.
- Current employee lifestyle behaviors.
- Medical care costs.
- Productivity costs.
- Priorities for financial and other resources.

The information gained from assessments can serve as a baseline for the remainder of the steps. In addition, they provide data to be able to use in the evaluation of the program or activities. For more assessment tools, see the **Resources** section of this guide.

Assessment responsibilities of your wellness committee may include:

- Evaluating the current wellness programs.
- Assessing company policies.
- Assessing company practices.
- Assessing employee needs and preferences.
- Assisting in implementing, monitoring, and evaluating activities.

For more information, visit <http://www.cdc.gov/nccdphp/dnpao/hwi/programdesign/index.htm#Assessment>

Michigan's Healthy Workplaces Resource Guide also provides examples of several assessment tools: http://www.michigan.gov/documents/mdch/WorksiteWellnessWeb4_281713_7.pdf

The assessments below can help you evaluate your workforce and workplace. Although only a sampling of the types of assessments is available, they can provide baseline data to help with planning and evaluation and provide insight into your colleagues' views about incorporating physical activity in the workplace.

- **Health Risk Appraisal (HRA):** A Health Risk Appraisal is a way to collect information from your employees to identify specific health risk factors. These may include weight, body mass index (BMI), blood pressure, cholesterol, and other potentially adverse health conditions that may limit participation in physical activity programs. There are several types of HRAs that collect different types of information. Specify the sort of information you want to collect and how you plan to use this information. Engage your human resources department when using an HRA to ensure the information you collect is kept confidential and does not raise ethical issues. The CDC provides a comprehensive overview of HRAs and how to find an HRA that is right for your company: http://www.cdc.gov/nccdphp/dnpao/hwi/programdesign/health_risk_appraisals.htm
- **Employee Needs and Interests Survey:** This survey helps determine what wellness programs employees may be interested in, what health information employees would like to receive, and how likely an employee would be to participate in worksite programs or services. A survey to assess employees' current levels of physical activity and possible workplace activities is included in *Tools and Templates*. A broader employee wellness survey can be accessed at: http://www.welcoa.org/freeresources/pdf/ni_survey.pdf
- **Walkability Assessment:** This assessment helps determine how walkable a location is by evaluating several factors. It can help plan or strengthen a walking program, one of the easier physical activity programs to implement. It is important to look at this assessment early in the planning process if your company is new to walking programs.
<http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/walkability/index.htm>
<http://www.nhtsa.gov/people/injury/pedbimot/ped/walkingchecklist.pdf>
<http://www.unc.edu/~jemery/WABSA/index.htm>

In addition to the walkability assessment, your company may choose to develop its own walking maps of an area. This resource helps promote walking trails and encourages employees to move more.

<http://www.eatsmartmovemorenc.com/WalkingMapGuide/WalkingMapGuide.html>

- **Environmental Audits:** The physical work environment provides opportunities for employees to practice healthy behaviors, such as physical activity, or can discourage unhealthy behaviors, such as using tobacco products. Employers can assess how well their worksites enable employee health by using environmental audit tools to assess the physical features of the workplace. When you are selecting an environmental audit tool, recognize that they may be narrow or broad, and you can customize an audit tool to meet your needs. In addition, you can review other local worksite programs and buildings for ideas on how to improve your facility. CDC has links to several different environmental audits: http://www.cdc.gov/nccdphp/dnpao/hwi/programdesign/environmental_audits.htm

Steps to Physical Activity - Step 2: Planning and Assessing

Reviewing Company Policies

As you plan or expand your wellness programs, it is important to review existing corporate policies, procedures, and guidelines to ensure that they do not hinder physical activity in the workplace. The review may include human resources, facilities management, or legal policies and procedures.

Changing policies is not an easy task. Making changes will take time and resources. It is essential to work with employees throughout the company to determine what works best and how best to proceed. A questionnaire to help guide this process can be found in the *Tool and Templates* section.

Reviewing Company Practices

The results of a policy review can lead your wellness committee to recommend changes to make the worksite more supportive of physical activity.

Policies that May Promote Physical Activity:

- Allowing employees to use paid time (not lunch or breaks) to be active during the workday.
- Allowing employees to use flex time. This means starting earlier or later than the typical workday or permitting employees to work longer hours on some days to allow for additional time off later.
- Allowing for incentives or rewards for employees who are physically active.

Policies that May Hinder Physical Activity:

- Requiring a strict dress code policy.
- Mandating employees to be on-site at all times.
- Scheduling mandatory meetings during the lunch hour.



It is also a good idea to assess the physical setting(s) of your business. Some specific areas include:

- Availability of changing rooms, lockers, or showers.
- Installation and location of bike racks.
- Opening the stairwells.
- Dedicated space for physical activity.



The checklist in the ***Tools and Templates*** section can help determine what company practices are already in place. Be sure to complete one for each company worksite. If you are interested in broader assessment of comprehensive wellness practices, consider completing a Worksite Wellness Index. For more information on Worksite Wellness Indexes, please see the ***Resources*** section of this guide. www.dshs.state.tx.us/wellness/resource/wwibody.pdf

Reviewing Other Information

If your company has a human resources department, check with them to see if there is additional information from other sources that may be useful in developing and evaluating your physical activity and wellness program. Examples of existing data might include:

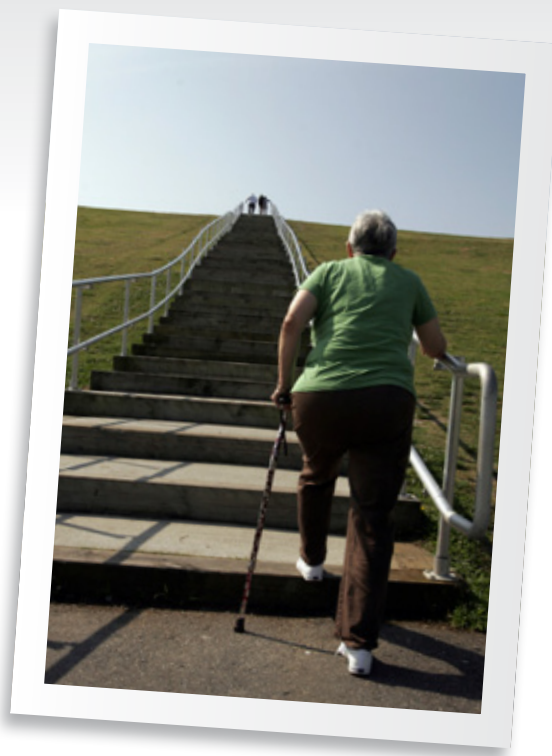
- Demographic data about your employees.
- Absenteeism rates.
- Employee satisfaction data.
- Workers compensation claims.
- Health claims and prescription claims data.

Steps to Physical Activity - Step 2: Planning and Assessing

Planning for Physical Activity

At this point you have completed some sort of assessment: employee needs, organizational practices, or organizational policies. Have your Wellness Committee refer to the questions below or develop new questions as your company determines what action steps are most appropriate for your worksite.

- What practices do we have now that we want to expand or improve? What policies need to be revised to allow employees to be more physically active? What do employees want and how can we accommodate their needs and requests?
- What can we reasonably provide to employees? Information? A walking path? A fitness room? Bike storage? Showers?
- How can we make the best use of existing space? Could we improve the stairwells or use an empty room for fitness equipment?
- How can we better use community resources? Can we partner with a fitness center for reduced membership fees? Are there facilities in the community our employees can use?
- Could we include physical activity in existing company events or meetings, such as a company picnic or retreat?



These questions will help guide the process of generating ideas for what can be done to increase physical activity in your workplace. From here, your wellness committee will be able to narrow down the scope of the program. For more on planning resources, visit http://www.cdc.gov/nccdphp/dnpao/hwi/programdesign/planning_resources.htm

Deciding What To Do

With all the information, it is time to decide what to do. If you have created a Wellness Committee, have them generate a list of possible strategies to increase physical activity among employees. List them on the Planning Worksheet, included in the ***Tools and Templates*** section. Have each committee member comment on the recommended strategies based on the following criteria:

- Importance – How important is it to use the recommended strategy?
- Cost – How expensive will it be?
- Time – How much time and effort will it take?
- Commitment – How enthusiastic will employees be about participating in it?
- Reach – How many employees will be affected?

Lead a discussion around each strategy on the basis of the five criteria and rank which ones would be most feasible to implement within your company. Use these as a basis for recommendations to your champion.

Budgeting

Physical activity programs take resources. These programs do not need to be expensive, but some resources should be devoted to the effort.

There are certain expenses that need to be considered when developing a program:

- Staff Time – This depends on how large your program is and how many employees are on the Wellness Committee. Some companies have full- or part-time wellness coordinators.
- Promotional Costs – These costs are for the promotion of the program to your employees. These may include the cost of items to make employees aware of the program, such as flyers or posters. For more information on marketing the physical activity program to your employees, see **Step 3: Promoting**.
- Administrative Costs – These costs are associated with each initiative you implement. There are a variety of costs that may be associated with an activity, including facility updates or space rental.



Steps to Physical Activity - Step 2: Planning and Assessing

- Incentive Costs – These are the investments that the company makes to encourage employee participation, including branded water bottles, fitness gear, paid time off, and possible reductions to insurance premiums. For more information on incentives, see **Step 3: Promoting**.

You may also want to have a separate budget for larger expenses, such as Health Risk Appraisals, wellness screenings or health insurance premium reductions, because these can be considerably more expensive than water bottles or pedometers.

Cost per employee and cost per participant are two ways to approach budgeting for a program. For cost per employee, factor all company employees into the cost of the program. This is the easiest way to begin budgeting for a new program, as it allows all to participate. It also provides a budget baseline from which you can begin.



Later you can decide if it would be more appropriate to budget each activity on a per participant basis. This approach allows you to narrow your budget to those who participate and to be more prudent with your spending.

The actual costs will vary depending on the resources available and who is actually going to pay. Some employers pay all costs associated with the program, others have employees pay a portion or all of the costs. In general, the more you invest, the greater the potential impact and return.

A budgeting worksheet is included in the **Tools and Templates** section. For more information on budgeting, please see the following Web site:
http://infopoint.welcoa.org/blueprints/blueprint1/publications/wi_budget.html

Developing a Time Line

Time lines fall into short-term and long-term categories. Short-term time lines focus on individual projects whereas long-term time lines look at the larger picture of the entire program. Long-term time lines may include many short-term time lines. If only one or two events are planned, the time line will be short and simple. However, a more comprehensive approach may take between 6 and 12 months. An example is provided below.

Stage 1: Gain leadership support. (1–3 months)

Stage 2: Begin the assessment process. (3–6 months)

Stage 3: Look at the assessment information. (1 month)

Stage 4: Initial implementation. (8–12 months)

Stage 5: Evaluation. (Ongoing)

Some of the activities may overlap other activities. An example of a time line is provided in the ***Tools and Templates*** section.

Steps to Physical Activity - Step 2: Planning and Assessing

Special Circumstances

There are several special work circumstances that wellness committees should consider when planning physical activity programs:

- Weather conditions.
- Shift work.
- Decentralized or multiple locations.
- Active jobs.

Weather Conditions

When planning physical activity programs, be aware of your surroundings and the weather. Weather can both encourage and discourage people from doing physical activities. A warm spring morning or brisk autumn afternoon may entice some to take part in a walk and talk meeting, but rain, snow, and extreme heat or cold can inhibit individuals from going outside.

When planning physical activity competitions or encouraging employees to increase their activity level, be aware of the weather and how it may affect participation, as well as the physical effects it has on individuals. Consider your region's climate as well. Some areas of the United States are prone to extreme heat or cold more than others. However, a heat wave or deep freeze can affect almost all regions and put a damper on planned events.

When planning a single or multiple day event that takes place outdoors, have a contingency plan in place should weather threaten your activities. Be sure to monitor employee activities carefully when holding an event. Heat-related injuries, including heat exhaustion, heat stroke, and dehydration, can happen when weather may not be considered severely hot. Be certain to have enough water on hand for all participants to keep them hydrated throughout the event. Likewise, extended exposure to cold temperatures that are not below freezing can still lead to hypothermia and other cold-related injuries. Ensure someone from your Wellness Committee is trained in CPR and first aid to monitor for signs of heat- or cold-related injuries.



If you have an outside worksite where employees perform physical labor, be sure to educate your employees about how to monitor for signs of heat- or cold-related injuries, so they can monitor themselves and others. Provide ample time for breaks to either cool down or warm up and provide appropriate beverages to keep employees hydrated.

Shift Work

Not all work is accomplished during a 9–5 shift. If your company requires multiple shifts, it is important to ensure that all employees are afforded opportunities to be physically active and participate in wellness programs, no matter what time they work. For example, it may not be prudent for employees to go for walks outside during breaks or have walking meetings outside at night. Think about ways to use your buildings' resources to get employees moving, including tracking distances of hallways and encouraging stair usage. Consider physical activity competitions that encourage employees to record activity performed outside of work, to ensure overnight employees can participate. If you offer fitness center memberships or discounts, look for 24-hour centers.

Decentralized or Multiple Locations

When planning your programs, consider where your employees work. Not all worksites contain all employees. In fact, it is more and more common to find businesses of all sizes spread across multiple locations. Be certain to include all work



Steps to Physical Activity - Step 2: Planning and Assessing

locations and employees. If you establish a fitness center at headquarters, be sure to offer similar equipment in other locations, or at least subsidize fitness center memberships for those located elsewhere. Ensure that information from lunch and learn programs is shared through intranet, wellness pages, or e-mail for easy access by all employees.

Think of how to use multiple locations as a way to foster interest in physical activity through interoffice competitions. Have each location create their own wellness committee and encourage them to create their own programs. Walking clubs may not be effective in offices located in the North during the winter months, but may be very possible for locations in the South and Southwest. Create programs that encourage the different offices to compete against each other. If the company is able to come together occasionally during the year (for business meetings or retreats), find ways to foster the inter-office programs and recognize individuals and teams from all locations.

Consider ways to engage individuals who telecommute. Develop walking programs or physical activity challenges that individuals can do that allow them to record their results. If you have many staff who telecommute or work remotely, set aside a specific time of the day or week to encourage them to get away from their computers or phones and participate in different physical activities. Although they may not be physically together as they do their physical activities, it can create a sense of camaraderie in that they are all doing it at the same time. Consider facilitating a call after the dedicated time to find out who did what during their physical activity break.



Active Jobs: Balancing Physical Fitness for Active Employees

Some employees are active because of the physical nature of the work they perform. Restaurant wait staff may walk several miles in the course of a shift, and construction workers may lift hundreds of pounds of material over the course of a day. However, an active job does not guarantee that the employees will be able to get the moderate- to vigorous-level aerobic and muscle-strengthening activities they need to meet the recommended guidelines.

Consider developing programs for your employees that build upon the types of physical work they perform and that help them increase their fitness levels to meet the recommended levels of activity. Ensure it balances the need to perform muscle strengthening activities for all major muscle groups with the amount of aerobic activity they need. Also ensure that employees who engage in physical work know how to do their work safely, reducing the likelihood of injury.

In this step...

- A champion helps create the wellness committee and supports their efforts in assessing and planning for physical activity programs in the workplace.
- The wellness committee is formed and conducts assessments to determine what types of activities can be done in the workplace. They create their plan, budget, and time line on the basis of their assessments.

One Step at a Time: Gwinnett Medical Center Adapts to Ensure Physical Activity

As a hospital and medical facility, the Gwinnett Medical Center plays a very important role in its community's health. It provides necessary emergency and medical care 24 hours a day, 7 days a week in the North Atlanta metro area.

To ensure that those who care for the community are cared for themselves, the Gwinnett Medical Center has taken many

actions to ensure all of its employees have the opportunity to be physically active, no matter what shift they may work. To support those who have to be on their feet 8 hours or more a day, fitness classes

were developed and offered in a conference room several times a week. Employees could buy into the classes for a minimal fee to support the cost of the trainers, and the fee was set up as a payroll deduction to make it easier to participate. Pilates, Tai Chi, yoga and aerobics classes are offered, with new classes being offered on the basis of employee interest and trainer availability.

“Being open 24 hours a day, 365 days a year requires a different approach to worksite physical activity than a traditional 9-5 office,” says Tim Gustavson, Health

Education Specialist at Gwinnett Medical Center.

“When creating our wellness programs, we took into consideration those who work overnight shifts as well as the type of work they do.”

Because trainers may not be available for overnight shifts, Tim and his colleagues found creative ways to offer physical activities to all. They opened the

stairwells and provided signage promoting the use of stairs to go between floors. They painted a central hallway to be more appealing and relocated employee bulletin boards to the hall to encourage staff to walk more. The Medical Center's campus has a series of trails throughout, which connect



buildings and adds additional distance to the walk. They also actively promote using “walk and talk” meetings — encouraging meetings that can take place while on the move, be it inside the Center using the hallway or outside using the trails.

The small changes have made a difference. “We have heard from our colleagues that they are moving more, no matter what shift they may work,” said Tim. “By taking small steps, we can make great changes.”

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Step 3: Promoting

Once your program is planned you should let employees know about it. Let them know early and often about this new opportunity. Your messages should be focused and highlight the value to the company and the employees. Be sure your Champion is involved in promoting the program, and in getting the company's leadership on board as well. The more visible the leadership is promoting the activities, the more likely the employees will want to take part.

Tips for Successful Communication or Marketing

If your company has any kind of marketing, public relations or communications staff, use them to help get the word out to employees. Use established methods of communications. If possible, use more than one form of communication.

Include messages from senior leadership. Have the President or CEO send an e-mail encouraging employees to be active. If you are unionized, have a union leader endorse the efforts. Encourage leaders who promote physical activities to take part as well.

As a rule of thumb, most adults need to have a message shared with them at least 3 times and ideally in 3 different ways, for it to be adequately reinforced—the marketing “Rule of Three.”²

Besides sharing information on the programs, be sure to have a way to solicit and receive feedback from your employees. Their continued input along the way will help ensure that the program meets their needs and interests, and can lead to more sustainable programs.

Ways to Promote Your Programs:

- Brief announcements at staff meetings.
- E-mails.
- Letters/flyers sent home.
- Company intranet, Web site, or social media.
- Paycheck stuffers.
- Signs in the break room.
- Articles in company newsletters.
- Word of mouth.

2 Krugman, H. “Why Three Exposures May Be Enough.” *Journal of Advertising Research* 12, 6 (1972): 11-14.

CASE STUDY

Getting the Message Across: Gwinnett Medical Center Spreads the Word

When you have an employee base of more than 4500 people that work around the clock, it is difficult to get messages out, especially when not everyone has access to e-mail or the company Web page on a regular basis. Tim Gustavson, a Health Education Specialist at the

Gwinnett Medical Center, realized the difficulty he faced when promoting the center's physical activity and wellness programs.

He and his colleagues found that they needed multiple ways to get the message out. When promoting their physical activity programs, they sent out mass e-mails to all staff at the medical center.

In addition, these emails were posted in the center's wellness intranet site. Knowing that not all staff has the same access to e-mail and the Internet, flyers were also made to post at different locations around the medical center campus. But most important has been the use of the Health Quest Ambassadors.

Each department at the Gwinnett Medical Center has a representative to serve as a Health Quest Ambassador. This individual works with the Employee Wellness Department to promote the programs and

activities to their department. The Employee Wellness Department makes use of email and interoffice mail to get the information to the Ambassadors and the Ambassadors ensure their departments are informed of the goings-on.

However, the communication path is not one-way. The ambassadors also serve as a source of information to survey their individual departments to bring feedback and input back to the wellness department and provide guidance on employee wants and needs. They meet on a quarterly basis to share the input and to plot a course for the coming months.

Not everyone at the Gwinnett Medical Center takes part in the physical activity programs, but it is not because they do not know about the programs. When it comes to getting the message across, their multifaceted approach ensures everyone is aware of what is going on.

Steps to Physical Activity - Step 3: Promoting

Incentives

Incentives for participation get people interested and get them to step up and take part. They also send an important message to employees. It shows that the company is committed to the program.

Different incentives can be used throughout your programs. For example, pedometers can be given to employees who sign up for a walking program. T-shirts can be given to those who complete the program, and a prize can be given to the person who walked or improved the most over the duration of the program. In addition, consider subsidizing some or all of a fitness center membership.

If you are considering using incentives, it is important to solicit feedback from employees to determine which incentives will truly motivate them to participate. After hearing suggestions, determine what the company is able to provide for the program.

Try to find incentives that work for all. Not all employees work in the same location and have access to the same resources at their worksites. Realize those who work part-time or swing shifts may not have the same opportunities to participate in physical activity during their own workday. Be sure to be fair about the types of incentives being offered.

If you do use incentives to encourage participation, be sure to work with your colleagues from human resources and legal to ensure all incentives are appropriate. Some rewards, such as cash prizes, paid time off, or insurance reductions may have tax implications.

Types of Incentives:

- Employee recognition.
- Promotional items (e.g., water bottles, t-shirts, pedometers).
- Reduced insurance premiums.
- Additional paid time off.
- Money.
- Reduced or free fitness club memberships.

In this step...

- A champion lends his or her name to the program and helps to ensure the word gets out to the employees about the importance of increasing physical activity in the workplace.
- The wellness committee promotes the programs or activities to their fellow employees through a variety of means and looks for incentives to get them on board.

CASE STUDY | Incentives: Increasing Rewards, Increasing Participation

When Meredith Corporation, a national media and marketing company, decided to invest in wellness programs in 2006, the wellness team knew an important part of its success would be providing employees with incentives to participate. It started with an insurance premium discount for those who participated in a company-wide Health Risk Appraisal (HRA). Employees who voluntarily completed the HRA received \$300 toward their portion of the health insurance costs. From there, the incentives have only grown.

To increase the level of physical activity among its employees, Meredith reimburses for fitness club

memberships on a sliding scale — the more you go to the gym, the more you receive toward the monthly membership fee. They offer reimbursements for weight loss and nutrition programs, and pay up to \$750 per employee for tobacco cessation programs. Meredith employees are encouraged to bicycle to work and those who do receive a \$20 per month incentive to be applied toward cycling gear, including helmets, reflective vests, locks and general bike maintenance.

Recently, they started their “Wellness Bucks” program to engage employees throughout the year. Each

physical activity or wellness program the employee takes part in or completes is worth a certain number of Wellness Bucks. For example, an employee may earn five Wellness Bucks for each Wellness Bingo card completed, or a bicycle commuter may earn one Wellness Buck for each week of commuting. Wellness Bucks are stored in an employee “account” and may be applied toward qualified purchases—shoes, shirts,

shorts or other workout gear, fitness and wellness trainers, massage therapy, and other pre-approved purchases up to the amount of Wellness Bucks they have earned.

“We found that incentives such as water bottles or shirts do not appeal to all,” says Tim O’Neil, Manager of

Employee Health and Financial Wellness at Meredith. “What one person likes does not work for all, with the Wellness Bucks, people have more options and can get what they truly want or need.”

The results have been impressive. Since initiating the Wellness Bucks program, and letting employees choose their own rewards, participation in the company’s wellness programs has increased dramatically.



Step 4: Implementing

You have identified your Champion and made the case for why your company should create physical activity programs in the workplace. Your Champion and other stakeholders have established a Wellness Committee that has assessed the policies and practices of your company and have surveyed their colleagues on what sort of programs would be beneficial. They have come up with their plans, budgets, and time lines. Now is the time to begin implementing a physical activity program in the workplace. Remember, one of your goals is to provide opportunities for your employees to meet their recommended levels of physical activity. Implementing the program is where the rubber meets the road, or more appropriately, where you hit the track running.

This section has four tracks for you to follow:

- Track One: Getting Started – Easy activities for those just beginning.
- Track Two: Building Momentum – Moderate activities for those who have some experience in implementing programs.
- Track Three: Moving Forward – More advanced activities for those who have established programs.
- Track Four: Keeping the Pace – Activities to help sustain programs and extend them outside the company into the community.



Each track will build upon the earlier track. To determine which track your company may be in, please refer to the informal Organizational Assessment in the **Resources** section. Remember, the four tracks are only guides to help you increase the level of physical activity in the workplace. Each track provides recommendations and examples of activities that can be done easily by you and your Wellness Committee. Though your company may be in one of the later tracks, you may find useful ideas in the earlier tracks.

Track One: Getting Started

Ideas in this area are simple and easy to implement. This is the place to start if you are new to implementing physical activity or wellness activities in your workplace.

- ➔ Promotional information.
- ➔ Brown bag lunch sessions.
- ➔ Active Breaks
- ➔ Individual goal setting.

“For all individuals, some activity is better than none. Physical activity is safe for almost everyone, and the health benefits of physical activity far outweigh the risks.”

- 2008 Physical Activity Guidelines for Americans

Steps to Physical Activity - Step 4: Implementing

Promotional Information

How it works: Employers serve as a resource for employees. Provide information about the benefits of physical activity. Share the *2008 Physical Activity Guidelines for Americans* and the amount of recommended physical activity per week. Provide information about any upcoming programs and what employees can look forward to. And share community resources that may be available.

Whom it affects: All employees

Why it works: Employees may not have the information they need to decide to become or stay physically active. If this type of information is easily available in the workplace, employees may be willing to use it and ultimately become more physically active. Employees may also believe that the company prioritizes this issue and, thus, they may take it more seriously.

What it takes: Depending on how your company is structured, this information may be posted on a bulletin board, intranet, Web page, or made available in employee lounges, break rooms, or human resource or manager offices. Use the *2008 Physical Activity Guidelines for Americans At-A-Glance* in the **Resources** section or adapt your own.

Types of information to include:

- Benefits of physical activity: <http://www.cdc.gov/physicalactivity/everyone/health/index.html>
- Physical activity guidelines for adults: <http://www.cdc.gov/physicalactivity/everyone/guidelines/adults.html>
- Adding physical activity to your life: <http://www.cdc.gov/physicalactivity/everyone/getactive/index.html>
- Local resources and classes

Evaluation: A comment or suggestion box to allow feedback from employees.



Brown Bag Lunch Sessions

How it works: Invite speakers in for a brown bag “lunch and learn” session.

Whom it affects: All employees or a specific group, depending on the topic.

Why it works: Employees may not have the information they need to decide to become or stay physically active. These sessions provide the information for why it is important to be physically active and can provide ideas about how to get started or how to incorporate new activities into an existing routine.

What it takes:

- Choose a topic.
- Choose a speaker.
- Plan a date and select a location.
- Promote.

If you do not have staff in your company who can present a topic, consider someone from the community. Speakers can come from the local health department, a hospital, a fitness center, the parks and recreation department, YMCA, or other health or fitness resource in your community.

Some topics to consider:

- Introduction to the *2008 Physical Activity Guidelines for Americans*: Use information provided in the **Resources** section to share the recommended levels of physical activity with your employees. Be sure to include all areas of the Guidelines.
- Quick and easy fitness: How to get small bouts of physical activity throughout the day. Examples might be to park at a remote lot and walk further to the office, take the stairs instead of the elevator, or hold a walking meeting. A sample session “Quick and Easy Ways to be Physically Active” is outlined here; use the materials included in the **Tools and Templates** section to host a brown bag session or create your own.
- Physical activity and weight loss: Explain how physical activity can help employees lose weight. Examples can be the amount of physical activity needed for weight loss, activities that burn significant amounts of calories, ways to maintain weight loss, and how physical activity combined with calorie reduction is the most effective strategy for weight loss..
- Highlights of activities: Demonstrates several types of activities to help employees choose one that is right for them. Examples might include yoga, kickboxing, Zumba, or Pilates.

Steps to Physical Activity - Step 4: Implementing

Evaluation: When providing a brown bag lunch session, most of the time is spent sharing information. You can evaluate this type of activity in several different ways.

- You might be interested in the effect of the presentation. An example question might include: “What did you like best about the presentation?” or be tailored the questions for specific materials to determine if anything was learned.
- Consider asking about the materials and whether they were useful, or if the presentation was easy to understand.
- If you want to evaluate how the meeting worked, you might ask “Was the time allotted for this information too much, too little or just right?”
- You may also want to ask about the meeting space: “Was the location convenient? Was there enough space? Was the room temperature comfortable?”
- Consider tracking how many people participated, or how well they liked the information on a scale from 1 to 5. All of this information could be obtained through a 1-page feedback form completed during the last 5 minutes of the presentation. An example feedback form can be found in the ***Resources*** section.

Active Breaks

Implementing active breaks in your workplace is a way to incorporate some physical activity into the workday. It is also easy to do during work hours. For companies where employees may feel “chained to their desks” it can be a way to get them moving during work hours.

Encouraging active breaks can be customized for your work environment. Employers can encourage employees to take a 10-minute walk outside during their lunch hour or coffee break. Promoting the use of public transportation can result in daily walks to and from transit stops.

Employees with disabilities or medical or mobility issues should be encouraged to take active breaks that are suitable for them. For example, employees who use wheelchairs can go around the block at lunch with co-workers.

Encourage employees to team with co-workers in supporting fundraising events, such as a run or walk for charity. Employees can train daily or weekly during their breaks. This approach leads to team-building in the workplace.

Consider developing a Lunch Hour Physical Activity program. Or choose two or three times that work for several groups of employees, such as right before or after work. Try to choose an activity that employees can do on their own time as well.

Components of Physical Fitness

According to the *Physical Activity Guidelines*, physical fitness is the ability to carry out daily tasks with vigor and alertness, without undue fatigue, and with ample energy to enjoy leisure-time pursuits and respond to emergencies. Physical fitness includes a number of components, including aerobic or cardiorespiratory endurance, skeletal muscle endurance, power and strength, flexibility, balance, speed of movement, and body composition. Aerobic activity is when the body's large muscles move in a rhythmic manner for a sustained period. Examples are walking, running or bicycling. Aerobic activity improves cardio-respiratory fitness.

Strength is an aspect of physical fitness that is the ability of a muscle or muscle group to exert force.

Flexibility is an aspect of physical fitness that is the range of motion possible at a joint. Flexibility exercises enhance the ability of a joint to move through its full range of motion.

Steps to Physical Activity - Step 4: Implementing

EXAMPLE

Quick and Easy Ways to be Physically Active at Work

Time: 30 minutes

Supplies needed: PPT Presentation

Rationale: Lack of time is one of the reasons many people are not active on a regular basis. This session will show employees quick and easy ways to fit physical activity into their day.

- 1) 5 minutes: Give a brief overview of the benefits of regular physical activity and provide the 2008 *Physical Activity Guidelines for Americans* key guidelines for adults. Introduce the idea of meeting the guidelines each week, in part by activities that can be done at work. Highlights the following:
 - 2 ½ hours per week of moderate intensity aerobic physical activity or 1 ¼ hours of vigorous intensity aerobic physical activity, or an equivalent combination of both. These can be spread out throughout the week and should be in bouts of at least 10 minutes at a time
 - Muscle strengthening activities for all major muscle groups at least 2 days per week
- 2) 10-15 minutes: Continue to build the idea of accumulating physical activity throughout the day to a total of 2 ½ hours per week. Distinguish between doing at least 10 minute bouts of physical activity and simply beginning to move more throughout the day, which does not count toward meeting the guidelines. Depending on where your wellness program is, you may provide examples of both types of activities, but keep the benefits clear to your employees.



To move on a more regular basis:

- Print to a different printer. Try printing to a printer located further away from your work area. Consider printing one floor up or down and take the stairs.
- Take the stairs rather than the elevator. Every time you change floors, use the stairs instead of the elevator.
- Park at a remote parking lot and walk to the office. The further away you park, the more activity you can include in your day.
- Walk and talk. Have a walking meeting or step in place while talking on the phone.
- Start meetings with 5-10 minutes of stretching or activity, or add in stretch or activity time mid-way through long meetings.
- Do 60 to 90-second standing breaks for every hour you sit.
- Keep a set of hand weights by your desk. Use them 3-4 times a day for muscle strengthening.

To accumulate at least ten minutes of physical activity to help meet the Guidelines:

- Organize walking meetings – keep a brisk, walking pace for at least 10 minutes
 - Get off one stop early. If you take public transportation to or from work, get off one stop early and walk the rest.
 - Use your breaks – take a 10-15 minute walk with a colleague during your break or lunch time
 - Consider a lunch hour physical activity program.
-
- 3) 5-10 minutes: Allow participants to add additional ideas of how to fit physical activity into their day. Encourage employees to add to both lists. Show that leadership is supportive of their ideas.
 - 4) 2-3 minutes: Evaluation. Have participants fill out the 1-page feedback form. Ask them to recall the physical activity recommendations.
 - 5) Follow up: Post a copy of the Physical Activity Guidelines At-A-Glance in a well traveled area in your office. Also post the list of recommended activities your employees can do during the workday, highlighting the ones the employees have identified.

Steps to Physical Activity - Step 4: Implementing

Get Moving with an Active Break

Below are some ideas that employers can suggest to employees for active breaks. Remember just 10 minutes of moderate intensity aerobic physical activity counts toward meeting the guidelines.

Take an active break: During your regular or impromptu breaks, go for a short walk outside or indoors, every day. Try to increase the distance you walk over time.

In an afternoon slump? Get up and get moving! Go for a walk during your coffee break. If you can take a 10-minute brisk walk, it will help clear your head and help you meet the physical activity recommendations.

Many of your co-workers probably feel the afternoon slump too. Get together with your co-workers to come up with strategies to increase your activity levels. Not all activities will count toward your recommended weekly level of activity, but remember, some activity is better than no activity. Here are two easy ideas to get you started:

- A group walk around the office building (including taking some stairs) to liven things up.
- A walk-and-talk meeting in place of a sitting meeting. Instead of sitting in a meeting room, walk around the block to discuss your business

You may not be able to meet the recommended levels all at once. It may take some small adjustments to increase your daily level of physical activity. So if you need to, start out slowly, but remember each small step adds up.

Steps to Physical Activity - Step 4: Implementing

Individual Goal Setting

How it works: The company provides information about how employees can create individual physical activity goals that are specific, measurable, achievable, realistic, and time-oriented (SMART).

Whom it affects: All employees who actively participate.

Why it works: Employees receive basic health coaching and are able to receive tools to help them make healthy and informed decisions around physical activity, nutrition and general wellness.

What it takes: A series of classes with either internal resources (e.g., company nurse, occupational therapist) or external resources (e.g., local health department official, Red Cross/Y trainer, etc.) for creating individual wellness goals. The first session focuses on SMART objectives. Subsequent sessions can focus on physical activity goal setting, nutrition goal setting, and other wellness goals. An *Individual Wellness Goal Setting* template is provided in the **Resources** section. If employees are willing to share their objectives, try to incorporate them in other company activities.

Evaluation: At the end of the program (e.g., 1 year), have the participants come together to share their successes. Share with the larger company audience.



Track Two: Building Momentum

Ideas in this track are more complex, but still easy to implement. The focus is on helping individual employees increase their level of physical activity by creating more opportunities to be active during the day.

- ➔ Partner with a local fitness center.
- ➔ Healthy stairwells.
- ➔ Bicycling commuter program.
- ➔ Promote local walking paths or trails.

“Adults gain most of these health benefits when they do the equivalent of at least 150 minutes of moderate intensity aerobic physical activity (2 hours and 30 minutes) each week. Adults gain additional and more extensive health and fitness benefits with even more physical activity. Muscle-strengthening activities also provide health benefits and are an important part of an adult’s overall physical activity plan.”

- 2008 Physical Activity Guidelines for Americans

Partner with a Local Fitness Center

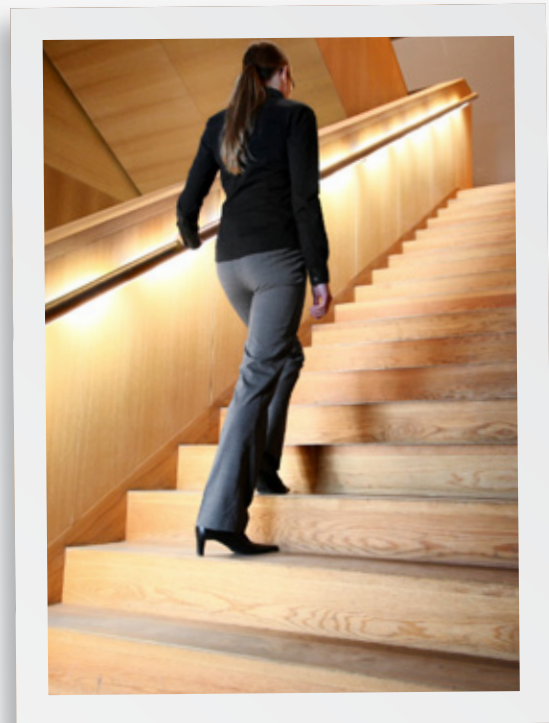
How it works: The company negotiates a discount for employees (and perhaps dependents) at one or more local fitness centers.

Whom it affects: All employees and possibly dependents

Why it works: Employees have the opportunity to use a fitness center for a reduced rate and this gives employees an opportunity to be more physically active outside the work environment.

What it takes: Depending on the size of the company, the fitness center may not charge the company for providing a reduced rate. If the company can guarantee a certain number of employees will sign up, the fitness center may provide a group discount. However, if that is not possible, the company may have to subsidize the reduced rate use for employees. Consider a sliding scale reimbursement to reward those who actively attend the fitness center (*e.g.*, 50 visits per year = 50% of the cost covered). Additional resources are available at: <http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/fitnessclub/index.htm>

Evaluation: After a set period (*e.g.*, 1 year), determine how many employees used this program. This information can be gathered from the fitness center(s). Re-evaluate this program on a regular basis to see if it is still being used or if additional centers need to be added to keep up with demand.



Steps to Physical Activity - Step 4: Implementing

Healthy Stairwells

How it works: Stairwells are opened and made safe and attractive to make them more accessible and appealing for employees to use. Then, by using a simple marketing plan, employees are encouraged to use the stairwells.

Whom it affects: All employees

Why it works: Taking the stairs is one easy way to be more physically active. At work, employees are often presented with a choice between taking the stairs and taking an elevator or escalator. Choosing the stairs instead of the elevator is a quick way for people to add physical activity to their day. Although it may not count toward the 10-minute bouts of moderate intensity aerobic physical activity, it still gets individuals to think about choices they can make to become more physically active.

What it takes: One reason employees may not use the stairs at work is because they perceive them as unattractive or unsafe or they have just become accustomed to using elevators. Depending on the current state of the stairs in your building, several actions may be needed. However, before implementing anything, be certain to work with the building management to ensure you are able to use the stairwells.

One way to make the stairwells more appealing is to use artwork that matters to your employees. Consider having a rotating gallery of artwork created by your employees' children. Indicate the name and age of the child as well as the employee's name. Rotate the art every few months and hold a "gallery opening" with each set of new artwork.

In addition, consider partnering with a local school to have students create artwork for the stairwells. Each stair landing or floor can have artwork from a different grade (first graders on first floor, second graders on second floor, etc.). Invite the students for the opening of the "gallery." Invite the local media to cover the event, focusing on both the community partnership with the school and your company's promotion of the arts, as well as your company's commitment to employee wellness.

- Unlock all stairwell doors. Make sure no one can get locked in or out of the stairwell. If for some reason one or more floors need to be locked or have restricted access, post this information clearly so employees know which floors they can access.
- Make sure the stairs are in a safe condition. If the stairs are damaged, repair them. If the surface is uneven, make alterations such as adding carpet to the stairs. Consider adding rubber treads or another surface that will increase the safety of the stairs. Ensure there is adequate light in the stairwell.
- Paint the walls and add artwork or motivational signs. This makes the stairs more appealing for employees. Motivational signs can be found at: http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/stairwell/motivational_signs.htm#MessageIdeas
- Consider adding music to the stairwell. This also makes taking the stairs more appealing for employees.

Evaluation: Once changes are made to your stairwell, a simple way to judge the effectiveness of the project is to evaluate the use of the stairwell. You may be interested in how many employees have started to use the stairs because of the changes, compared with before you made the improvements. If you want to compare, be certain to track usage prior to the changes to the stairwell so you can make a more accurate comparison. For ideas on tracking use visit <http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/stairwell/tracking.htm>

For more information on healthy stairwells, visit <http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/stairwell/index.htm>

Steps to Physical Activity - Step 4: Implementing

Bicycling Commuter Program

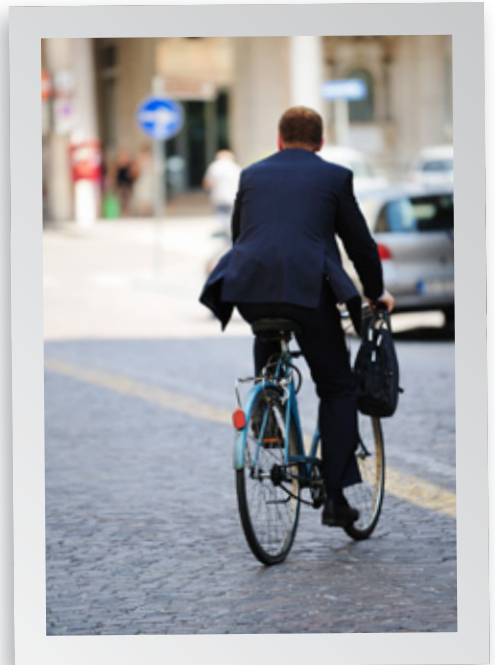
How it works: A Bicycling Commuter Program encourages employees to ride their bikes to work. It should provide information on cycling and health. The program can provide tips on safe routes to work and how to ride in bad weather. It can also teach roadside bicycle maintenance.

Whom it affects: All employees who own bicycles.

Why it works: A Bicycling Commuter Program allows employees to fit a workout into their busy workday. The program also allows for decompression after a full day of work. It also allows the employee to avoid parking hassles and costs. It is a low cost, environmentally friendly, and physically beneficial means of transportation.

What it takes: The program requires convenient, secure, well-lit, bike parking located near a main entrance. Ideally this area is covered, but this is not always a possibility. Accessible changing facilities, showers and lockers are also helpful, if possible. Your company can partner with a local bike shop to offer bicycle proficiency training, cycle maintenance workshops, and bike rentals. Incentives can help promote participation among employees. Rewards can include helmets, reflective vests, and other cycling items, as well as discounts at local bike shops. Competitions can be created for individuals or between groups such as divisions, departments, or floors.

Evaluation: Survey employees who participate in the program to see if the physical changes made were appropriate and if additional changes are needed. Ask them to record number of hours, miles, or days they ride per week to and from work, and use this information to promote the program to others.



Steps to Physical Activity - Step 4: Implementing

Promote Local Walking Paths or Trails

How it works: Locate walking paths or trails that are near the company and promote the use of the trails to employees.

Whom it affects: This activity has the potential to impact all employees as well as the company's image as the local community sees the company using local resources.

Why it works: Encouraging employees to walk regularly helps to get them in the habit of regular physical activity. Providing a resource for where they can walk near the worksite takes it one step further and allows them to know where to go.

What it takes: Find local parks close to your office or call the local municipal parks department to find parks nearby or if there are specific trails or paths for walking. Request maps if available or use free mapping software (*e.g.*, Google Maps or Map My Run) to create maps of safe walking routes around your worksite. With the Wellness Committee, walk the paths with the maps before sharing with employees and others to ensure accuracy and safety. Ensure distance is indicated on the maps, especially if there are different routes. In addition, consider rating trails on level of difficulty (if appropriate).

Share the map with employees through e-mail or posting on a bulletin board. If close to your building, promote use of path for "Walk and Talk Meetings." Encourage use during lunch or breaks. Host a monthly or quarterly company walk on the path, and provide trail maintenance and clean up during these walks.

If pre-existing paths are not available, use a Walkability Assessment to find an appropriate place for your employees to walk:

<http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/walkability/index.htm>

<http://www.nhtsa.gov/people/injury/pedbimot/ped/walkingchecklist.pdf>

Evaluation: Twice a year, poll employees to gauge how many use the maps and paths and how often.

For more information on walking paths:

http://www.eatsmartmovemorenc.com/WalkingMapGuide/Texts/WalkingMapGuide_lowrez.pdf



Track Three: Moving Forward

Ideas in this track will be more complex and provide ideas to help employees increase or maintain their recommended levels of physical activity while fostering a sense of teamwork across the company.

- ➔ Sponsor a walking competition.
- ➔ Walk and talk meetings.
- ➔ Wellness exams.
- ➔ Physical activity and fitness coaching.

“Adults have many options for becoming physically active, increasing their physical activity, and staying active throughout their lives. In deciding how to meet the Guidelines, adults should think about how much physical activity they’re already doing and how physically fit they are. Personal health and fitness goals are also important to consider.”

- 2008 Physical Activity Guidelines for Americans

Sponsor a Walking Competition

How it works: Invite employees to join a team or walk on their own. Encourage employees to find a walking buddy. Each participant enters their daily or weekly walking totals (in number of steps or miles). The employee who walks the most or improves the most wins a prize.

Whom it affects: All employees.

Why it works: Encouraging employees to walk regularly helps to get them in the habit of regular physical activity.

What it takes:

- Pedometers.
- Walking route maps.
- Distance tracking forms.
- Prizes or incentives for participation.

Use a variety of ways to promote the competition (see **Step 3: Promoting** for more ideas). Have a member of senior management participate and encourage participation, or challenge employees to meet a certain mileage mark. Once the competition starts, send regular reminders with motivational messages to keep employees committed to the competition. Have prizes for those teams or individuals who logged the most miles.

Use the distance tracking templates in the *Tools and Templates* section or create your own; these templates can be used “as is” or can be customized with your company’s logo or other information.

Evaluation: Track the number of participants, and ask participants to complete a 5-minute survey when the competition is over.

Steps to Physical Activity - Step 4: Implementing

Walk and Talk Meetings

How it works: Encourage employees to walk during small group meetings that do not require technology or note taking. Use interior hallways (as appropriate), outside sidewalks, or walking paths. Ensure the meeting is at least 10 minutes long and the walking is brisk for employees to meet the recommended levels of physical activity.

Whom it affects: Walk and talk meetings affect all employees. Be sensitive to those who may have disabilities or conditions that could prohibit participation.

Why it works: Employees are able to get moving while doing necessary work. When modeled by senior leadership, staff will be more likely to consider a walk and talk meeting instead of a traditional meeting in a conference room.

What it takes: A walk and talk meeting requires an agenda to keep everyone on track, comfortable shoes, water, a destination or route to follow, and a sense of adventure.

Evaluation: Request informal feedback after each meeting. Conduct a more formal evaluation by using an employee questionnaire annually. Include a question or two about location of trails and distance, as well as comfort level in participating in such meetings.



Wellness Exams

How it works: Employees are screened for selected health conditions. If a company is sponsoring or promoting physical activity programs in the workplace, a health screening can be conducted to help employees feel that they are medically able to participate. This may include checking blood pressure and resting heart rate. However, the *2008 Physical Activity Guidelines for Americans* state that physical activity is safe for almost everyone, and the health benefits of physical activity far outweigh the risks. People without diagnosed chronic conditions (*e.g.*, diabetes, heart disease, or osteoarthritis) or symptoms (*e.g.*, chest pain or pressure, dizziness, or joint pain) generally do not need to consult with a health care provider about participating in physical activity. Wellness exams help employees understand more about their health and have the potential to uncover previously undetected conditions.

Depending on the resources available, the types of screenings can be expanded to include the following:

- Health Risk Appraisal (HRA).
- Body Mass Index (BMI).
- General blood work.
- Cholesterol.
- Diabetes.
- Cancer.
- Thyroid.
- Skin.
- Vision.
- Hearing.

If you plan on collecting specific information gained from the wellness exams for any reason (*e.g.*, baseline data, insurance premium reduction), please be certain to work with your human resources and legal departments to ensure information collected complies with the Health Insurance Portability and Accountability Act (HIPAA) privacy and security rules. For more on HIPAA privacy and security rules, please visit: <http://www.hhs.gov/ocr/privacy/hipaa/understanding/index.html>

Steps to Physical Activity - Step 4: Implementing

Whom it affects: Wellness exams affect employees who voluntarily participate.

Why it works: Offering opportunities for employees to take part in wellness exams may encourage them to be more invested in their health. It can provide incentive for them to take part in physical activities. Even the most physically fit individual may have an unseen condition that may not be detected without screening.



What it takes: Depending on your budget, the company can partner with a local clinic or an insurance company-recommended provider to perform specific screenings. If you are looking at only blood pressure and resting heart rate, check with your local health department to see if they offer onsite screenings. Be prepared to provide your employees with information should something be uncovered. Many national organizations have free material to help individuals learn more about conditions. Consult with the person administering the exam for what information should be available and where employees can go for further information.

Check with your local Red Cross chapter about holding a blood drive—this can accomplish two things at once. All donors get their blood pressure and heart rate checked as part of the donation process, and your company can help replenish the local blood supply.

Evaluation: Administer a questionnaire to participants to understand what additional screenings they would take. In addition, ask individuals how they used the information they received. Consider asking employees about future physical activity programs they would be interested in having as part of the program.

Personal Fitness Training and Coaching

How it works: When resources allow for it, hire a physical activity or fitness coach to work with employees. It can help employees have the appropriate training to know how to do the activities safely.

Whom it affects: Personal fitness training affects all employees who take advantage of the physical activity and fitness programs.

Why it works: Individuals who take on a new physical activity or fitness program without knowing how to do the activities or exercises properly are at risk of harming themselves. Some individuals are afraid of beginning new exercise programs or trying all the different exercise machines and equipment. By offering physical activity and fitness coaching, employees become more informed on how to incorporate physical activity and exercise into their lives in small, measured steps. They can be shown how to be safe, reducing the chance of injuries and possibly increasing the participation rate.

What it takes: If your worksite has an exercise room, consider bringing in a trainer to work with employees on a regular basis. Trainer can work with the individual employees to develop their SMART Wellness Goals (See *Tools and Templates*) and help them track their progress over time.

If your company does not have an on-site facility but rather contracts with a fitness center near your location, consider having physical activity and fitness coaching as

Wellness Coaching

Different from Fitness Coaching, wellness coaching looks at all aspects of employee health. Wellness coaches can provide not only advice on physical activity and fitness, but also work with the employees on reading and interpreting Health Risk Assessments (HRAs) and other wellness exams, healthy eating habits and nutrition, and other areas of general wellness. Wellness coaching sessions can be face-to-face or over the telephone, depending on the type of Wellness Coach hired or the available resources.

Steps to Physical Activity - Step 4: Implementing

part of the contract. This will allow all employees who take advantage of the center to be able to work with the trainer. Apply this approach to subsidized fitness plans as well. If you reimburse for an employee's health club membership, consider reimbursing for fitness coaching sessions as part of the contract. Depending on your budget, these could be done once a year, once a month or as frequently as desired.

If funding is limited, consider group coaching instead of individual coaching. This can offer the same transfer of knowledge from coach to individuals, but may not allow for the same level of personal attention. Consider grouping individuals on the basis of wellness goals and preferences. These groups could then form the nexus of fitness clubs for future team competitions.

In this step...

- A champion takes active part in the activities and encourages the company's leadership to do the same.
- The wellness committee puts their plans into place and leads the activities and programs.

Evaluation: Evaluate the program annually. Track the number of participants. Ask how often they met with the trainer. Have them evaluate the trainer. Ask if they are meeting their wellness goals. And review any fitness center contacts you may have annually to ensure physical activity and fitness coaching is provided.

Track Four: Keeping the Pace

Ideas in this section are complex and focus on all areas of the workplace. This is the place to come if your worksite already has a wellness program. It offers ideas and projects that can serve as resources to your wellness committee as you look to expand your company's offerings.

- ➔ Create an employee walking club.
- ➔ Create wellness teams and extended competitions.
- ➔ Partner with your community.
- ➔ Identify and create safe walking routes.
- ➔ Environmental strategies.

“Adults who are already active and meet the minimum guidelines (the equivalent of 150 minutes of moderate-intensity aerobic activity every week) can gain additional and more extensive health and fitness benefits by increasing physical activity above this amount. Most American adults should increase their aerobic activity to exceed the minimum level and move toward 300 minutes a week. Adults should also do muscle-strengthening activities on at least 2 days each week.

One time-efficient way to achieve greater fitness and health goals is to substitute vigorous-intensity aerobic activity for some moderate-intensity activity. Using the 2-to-1 rule of thumb, doing 150 minutes of vigorous-intensity aerobic activity a week provides about the same benefits as 300 minutes of moderate intensity activity.”

- 2008 Physical Activity Guidelines for Americans

Steps to Physical Activity - Step 4: Implementing

Create an Employee Walking Club

How it works: A small group or groups are created to walk together during breaks, lunch, or other approved times. Participants convene at regular times to walk anywhere from 2 – 3 times per week to daily. Routes are preplanned but can vary from day to day and can have a destination (*e.g.*, walking to a weekly farmers' market). If possible, do a walkability assessment of the different routes to ensure appropriateness and safety (for more on Walkability Assessments, see **Step 2: Planning and Assessing**).

Whom it affects: Walking clubs affect all employees who choose to actively participate.

Why it works: Walking is an easy way to be physically active and most people can participate.



What it takes: Walking clubs need the following: a planning committee to determine the walking route or routes; maps showing distances of the routes, (this can be generated from online mapping programs); promotional information on the walking club; prizes and rewards for those participating in the club; a kick-off event; and ongoing support from the champion and wellness committee.

Evaluation: Keep records of who attends each walk to be able to track increases or decreases in participation. Have a bi-annual questionnaire to determine participant satisfaction, appropriateness of the route(s) and any other factors the participants want to share.

For more information on Walking Clubs, visit: <http://www.cdph.ca.gov/programs/cpns/Documents/Network-FV-WP-WalkingClubTool.pdf>

Create Wellness Teams and Extended Competitions

How it works: Employees create teams (based around internal departments or across departments) to train together and participate in a series of planned competitions. Depending on the number of events, the teams can remain together for several months to more than a year, competing against other teams along the way. The team that wins the most competitions by the end of the program is declared the winner. In addition, individuals within the teams can be recognized for their achievements, such as most participation or most improved.

Whom it affects: Wellness teams affect all employees who participate.

Why it works: Because they are interacting and working as a team, individual employees work to support their team members to achieve their individual goals and the recommended amount of physical activity.

What it takes: Having wellness teams that compete against each other requires coordination on multiple levels. Team members should organize to ensure all individuals participate. The Wellness Committee should plan a series of competitive activities. These activities can stand alone and be scheduled periodically or they can build upon each other, culminating in a challenge event between teams.

Some ideas for competition are:

- Extended walking challenge.
- Stairwell challenge.
- Office olympics.
- Fitness field day.

Evaluation: Each individual event or activity should be evaluated separately, with an additional evaluation at the end of the larger competition. Questions should be asked about how the competitions help individuals achieve their physical activity goals. Additional questions should be asked about the value of longer-term teams and the types of activities throughout the entire program.

Steps to Physical Activity - Step 4: Implementing

Partnering with Your Community

How it works: Physical activity programs create opportunities for your company to partner with the local community. Local organizations such as the YMCA or the local branch of the American Heart Association and health agencies are often eager to collaborate on activities that benefit the community. These can be one-time events or long-term relationships.

Whom it affects: Partnering with your community affects all employees who choose to actively participate, the surrounding community, or beneficiary agency.

Why it works: Your company is able to:

- Tap into or expand employees' existing social connections.
- Demonstrate corporate citizenship and social leadership.
- Promote the health of the community.

By connecting your programs to local organizations and agencies, all participants can benefit. Connecting to the community can be done in a relatively new program by having a kickoff event or in an existing program to increase sustainability and maintain interest. In addition, you can find existing programs the other organizations have and see how you can participate.

What it takes: Get to know your community. Become more knowledgeable about the community and its economic conditions, political structures, norms and values, demographic trends, history, and experience with business engagement efforts. Some of this knowledge can be gleaned by simply talking to other businesses or nonprofit businesses in the community. Connect with local hospitals and health agencies to understand community health issues and what community efforts already exist to promote physical activity in the community.

Evaluation: Consider evaluating how many new partnerships are established because of reaching out to the community. Determine how much time was dedicated to community outreach and document what the results of these efforts have been for promoting physical activity among employees and within the community. Share the results with employees and other key stakeholders in the community. Use this as an opportunity to share your corporate citizenship and social leadership.

Identify and Create Safe Walking Routes

How it works: Your company partners with the community to identify and create safe walking routes for all to use.

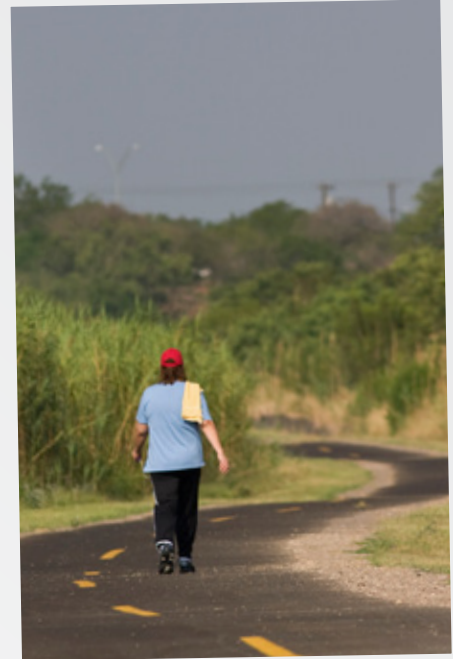
Whom it affects: Safe walking routes affect all employees and the community. By partnering with a local community organization, your company can build and create goodwill.

Why it works: Access to and promotion of a safe place to walk helps increase the likelihood that employees and the local community will make walking part of their regular routine and help them achieve the recommended levels of physical activity per week. This project can be an opportunity to publicize what you do within the larger community.

What it takes: This will vary from community to community and worksite to worksite. It may take land, tools, and volunteers to develop a trail. A pathway of brush and foliage may need to be cleared and other potential improvements, such as paving or wood-chipping may be needed to ensure routes are safe.

If your company owns its property, consider using part of the undeveloped land to create a trail. Work with your legal department to determine if public use is appropriate. If your company does not have property it can use, contact the local parks and recreation department to suggest a partnership to develop undeveloped municipal or county property near your office. Consider partnering with the Boy Scouts or Girls Scouts, YMCA, Big Brothers Big Sisters, or other community groups. Establish a planning committee to chart the path and determine what is needed to create route. Hold one or more work weekends to get the work done. Publicize the opening of the path in the local media, being sure to highlight both the partnership it took to create the trail as well as the health benefits the trail will provide to the local community.

If you do not have access to land that can be developed for a trail, do a walkability assessment of the area surrounding your worksite. Determine what routes are safe for employees to use. Share results with the local municipality and other companies in the area and determine if there are areas that can be improved for better walkability. Combine efforts to make these improvements, partnering with local organizations.



Steps to Physical Activity - Step 4: Implementing

Use internet mapping programs (*e.g.*, Google Maps, Map My Run) to create maps for the safe walking routes, which include mileage for the different routes. Distribute these maps to employees and share with other businesses in the area. In addition, if you have permission, place mileage markers along the routes. Include information on the mileage markers about the *Physical Activity Guidelines*, reinforcing the concept of how many hours per week should be dedicated to physical activity.

Evaluation: Conduct a survey among employees about how often they use the new walking routes. If you are able, consider a paper survey and survey collection box along the walking routes (perhaps along with maps for the walking routes) to see what other groups or individuals may be using the routes. If you partnered with others to develop the safe walking routes, ask them how often they use the routes. Work with your community partners to do spot “man-on-the-street” surveys along the walking route to find out who is using the routes and why. Create a survey Web page and provide a link to it on the maps you create for the new walking routes.

Key Points for Partnering with the Community

- **Know what you want to do.** Before approaching a community or community-based organization it is important to articulate what you want to do, what you anticipate will be the outcome of your efforts, and who you want to impact.
- **Know whom to engage.** By knowing your community and what you want to do, you will already have a sense of who needs to be involved in the process and the best way to get them involved.
- **Identify and use community assets.** Community engagement is best sustained by identifying and mobilizing community resources and building the community’s capacity to take action for improved health.



Environmental Strategies

How it works: The wellness committee works with human resources and facilities management to implement a change based on the Company Policy Checklist (found in the *Tools and Templates* section). The change helps to make the work environment more conducive to physical activity and general wellness. Examples of changes include:

- Bike racks for employees who want to bicycle to work.
- Creating attractive and safe stairways to allow employees to walk between floors versus riding the elevators.
- Measuring distance in the hallway and making in internal walking lap within the building or facility.
- Creating an exercise facility on company property to encourage employees to use breaks, lunches, and time before or after work for exercise.
- Installing showers or changing facilities to allow employees who take advantage of alternative commute options or who are physically active during the day to shower or change clothes.

Whom it affects: Environmental strategies affect all employees.

Why it works: Changing the physical environment affords your employees more opportunities to be more physically active and shows them the commitment the company leadership is willing to make in investing in their health.

What it takes: Environmental strategies require assessments of what sort of physical changes can be made and estimates of the costs. Some are less expensive than others (*e.g.*, hallway laps, bike racks), and some can cost considerable amounts of money (*e.g.*, installing a fitness center). Get input from your employees through an Employees Needs Assessment, or do surveys to find out what sort of changes would help them be more physically active.

Evaluation: Survey employees to measure the number of participants and to find out how often they take advantage of the changes made. Ask if they have made their own changes based on the company's physical changes. For example, they now take the stairs after the stairs opened or ride their bikes to work a certain number of days a week after the bike racks were installed. Inquire what other changes may be required to sustain or increase interest.

Steps to Physical Activity - Step 4: Implementing

Family Involvement

Your programs can expand beyond your employees to their families as well. There are several ways you can involve families in your programs:

- **Lunch and Learn or After Work Activity Time** — Encourage your employees to invite their families to attend lunch and learn sessions or schedule the activity after work. Develop specific sessions that focus on activities families can do together to increase their physical activity levels. Consider having age appropriate activities at the lunch and learn for children who may attend the session.
- **Wellness Exams** — If you offer wellness exams to your employees, consider their families as well. Check your insurance policy or with your insurance carrier to see what may be covered when extending this type of program.
- **Fitness Center Memberships** — If you provide fitness center memberships to your employees, consider offering it to their families. Or offer a sliding compensation for family members who actively go to the centers.
- **Fitness or Wellness Coaching** — Consider offering Fitness or Wellness Coaching for family members. This can help them in creating and maintaining their own fitness goals and could help keep the employee active as well.
- **Walking and Other Fitness Competitions** — Open some of your competitions to family members, especially ones that measure physical activity outside of the workplace.



In addition, consider family fitness challenges. Create a family-oriented fitness event leading up to a company-wide family picnic or event. Whatever the competition, ensure that it is age appropriate to allow all family members to participate. At the company-wide event, recognize all participants and have awards for different age categories.

Encourage parents and care-givers to be role models for their children. The *2008 Physical Activity Guidelines for Americans* recommends a minimum of 1 hour a day of physical activity for children.

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Step 5: Evaluation

Evaluating your efforts lets you know if the program is working. What that means depends on what you want from the program. Results can show that the programs are affecting health care costs, getting the right employees to participate, or using your resources appropriately. An evaluation also can show you what is not working and what needs fine-tuning.

Evaluation should be considered early in the planning process. After thinking about what programs or activities to offer, consider how they will be evaluated. Evaluation can be as simple as recording the number of participants who take part in a program or the number of minutes or hours per week each employee dedicates to physical activity. Or evaluation can be a one-time survey where employees provide feedback about a specific event. Evaluation also can be much more complex. An example is collecting data over time and across several areas such as employee performance, health status, or expenses.



Tie your evaluation data to the original assessments done by the Wellness Committee. Consider creating evaluations that can use the assessment data as baseline information and help you get better results. These results can be used by the champion and the wellness committee to show how effective the programs are and why company leadership should continue to support them. Building support and making the case is an ongoing process, and the evaluation can help with this process.

Without evaluation data, it is difficult to determine if the physical activity programs have had any effect on your employees.

Setting Goals

Goal setting is an important part of the evaluation process. Have the Wellness Committee set goals early in the planning process, and document changes to these goals over time.

Goals can be simple. For example, by the end of June, at least 50 employees will be registered for the walking competition. In addition, goals can be more complex. For example, by the end of the fiscal year, the company will have at least three written and approved policies to support physical activity in our workplace.

For additional goal examples, visit: http://www.preventionminnesota.com/objects/Resources_for_Employers/PA/PA2_Samplegoals.pdf

Types of Evaluation

There are three main types of evaluation that may be helpful to your company. The type of evaluation or evaluations you use should be decided in the planning process. You should consider developing your evaluation questions at this time so that everyone involved understands what will be evaluated at the end of the program.

Information gathered will allow you to see what parts of the program or activity were well received and how you can make them better. Feedback from employees will let you focus on their needs and your company's culture of wellness.

Before you choose the type of evaluation, consider the following:

- How will the information be used? Is it for internal use only? This may determine what type of information you collect.
- What type of information would you like to collect? Descriptive information such as employee quotes or reactions (*e.g.*, "I really like the yoga class")? Quantitative data, such as number of minutes per day used for physical activity or number of policies created? You may decide to collect both types.

Steps to Physical Activity - Step 5: Evaluation

- How often will you collect the information? Is it important to gather data before and after the program to determine if there was a change? Are you only interested in information after the program is complete?
- Who will collect the data, the instructor of the class or one specific person from the wellness committee?
- Where will the information be stored? Will it be stored on a shared drive or in a locked file cabinet? Consider the sensitivity of the information collected, and determine which type of security level is needed.

Example Types

Process evaluation looks at the process of administering the activity, event or program and is considered the most basic level of evaluation. The results of this evaluation may help determine the usefulness of the activity, event or program.

Example questions for a process evaluation might be:

- Time-related: Was the time allotted for the program too much, too little or just right?
- Location: Was the location where the event was held convenient? Was there enough space? Was the room too cold or too warm?
- Materials: Were the materials developed for the physical activity presentation useful? Was the presentation easy to understand?

Outcome evaluation looks at whether the goals of the program or activity were met. In outcome evaluation, questions should determine if a goal was or was not met. The results of this evaluation may help you fine tune future programs or activities.

Example questions for an outcome evaluation might be:

- How many people participated in the activity?
- How many started at the beginning of the program? How many completed the program?

- How many minutes of activity did you record last week?
- On a scale of 1 to 5, do you enjoy walking on the trail?
- Would you recommend this program to other employees?
- How many policies were created?

Impact evaluation looks beyond the goals set and determines the effects of the program or activity, both intended and unintended. Questions here may be linked directly to a goal, but other open-ended questions should be posed to learn what other benefits may have been achieved. The results may help you revise the goals or expectations for the activity or program going forward.

Example questions for an impact evaluation might be:

- What did you like best about this activity?
- What did you like least about this event?
- How many resources were spent?
- Do you feel more productive after walking meetings?

There are multiple evaluation resources in the ***Tools and Templates*** section. You can use these templates to support individual activities outlined in this resource or create your own.

For more information and resources about evaluation, visit: <http://www.cdc.gov/physicalactivity/professionals/interventions/index.html>

Step 6: Sharing Results

We learn from each other. Some of the stories in this resource may have inspired you to try something new or different at your company, or perhaps it made you steer clear of an idea. Sharing ideas and experiences will help determine what works and what does not in physical activity programs at the worksite. Sharing individual successes is as important as sharing program results and can inspire other employees to participate and make them feel more a part of the program.

Having program evaluation results available to your employees and other interested parties is also important for the sustainability of the program. Having the data you collect from the assessments before the program starts as well as after it is completed will allow you to show the value of your program to others, including corporate leadership. This will make it easier to make the case for future programs.

Sharing results may help in other ways. Many grant applications or other requests for funding ask for information about what programs or activities your company is currently offering or has offered in the past. Stockholders, such as community members or shareholders, may find your commitment to employee wellness one more reason to support the company.

Ideas of Where to Disseminate Results

- **Employee newsletter:** Your employees are the ones who make the programs a success. Share success with them so they will continue to move forward. They will be the ones who influence the company leadership to keep resource and support coming to the programs.
- **Company newsletter or website:** Your partners, stock holders and others will be interested to learn what has been done to encourage physical activity at the company.
- **Professional organizations:** For example, a small business cooperative, a human resources group, or trade group. You could present at their national or regional meeting or include an article on their webpage or newsletter.
- **Unions:** If your company is unionized, highlight your company program on the union website or in a meeting.
- **Local newspapers:** Your company will be highlighted for what it is doing for employees. This may improve the company reputation in the community or encourage qualified applicants to seek employment with your company.

Guidance for Writing Stories

Stories do not have to be all about success. The things that did not work as well as they had been planned are also lessons learned that can be used by others. Share both. Share program results in your stories and find interesting individual successes that can be highlighted.

A story is not a run down of everything you did on a day to day basis to make the program or activity work.

Like any good story, you want there to be a clear main idea. Keep your audience in mind when writing. Make the story interesting for that group.

Once you decide on the topic and audience, it is time to start writing. Depending on where you plan to share the results, there may be very specific guidelines you need to follow; such as a word count limit.

Use the Story Template in the *Tools and Templates* section or create your own.

For additional guidance on how to write a success story please visit: http://www.cdc.gov/HealthyYouth/stories/pdf/howto_create_success_story.pdf

Points To Consider With Stories:

- What do I want to talk about?
- Who will be reading this story?

Guidelines for Stories:

- ✓ Stick to the facts: For example we had 100 people attend the session. The session took 4 weeks to plan.
- ✓ Use quotes from participants when possible. This provides a real life angle.
- ✓ Do not use opinions (except for the direct quotes).
- ✓ Use plain language. Avoid jargon, unless it is appropriate for the audience. The message may be lost if people do not understand the words.
- ✓ Avoid acronyms or spell them out
- ✓ Keep the message clear and concise. Unless specifically requested, keep a success story to around 500 words or less.
- ✓ Provide contact information for readers who want more information.

Step 7: Sustainability

Sustainability means the ability of your physical activity program to survive or grow over time. By taking a few extra steps, you can ensure sustainability.

The Champion and the Wellness Committee should think long-term. If your company only hosts a brown bag lunch and learn session, sustainability is not an option. If your Wellness Committee plans a comprehensive program that builds upon itself, then it is more likely that the program will be sustained. Taking care of your employees is a long-term issue and requires a long-term commitment.

Securing and maintaining buy-in begins the sustainability process. This goes back to the first step, building support, but also to maintain that support along the way. If wellness becomes part of the corporate culture, chances are the physical activity programs will be sustained over time.

Maintaining Buy-In

Work with the original Champions and leaders as well as the new members of the Wellness Committee on a regular basis. Keep them involved. Have them evaluate your company's programs, policies, and practices to ensure that you are providing the best you can for your employees. Continually look for others who can be involved. In addition, consider adding Wellness Committee responsibilities to employee job descriptions for those employees who have volunteered to help out. Even allowing 5% of their time to be used toward committee work may help solidify their engagement.

Ways to Maintain Buy-In

- Identify leaders and employees who are active in your programs.
- Have them encourage others to take part in the programs.
- Get them involved in the Wellness Committee.
- Have them become physical activity ambassadors, promoting the program in their offices or divisions.

Finding Financial Resources

Sustaining physical activity and wellness programs over time takes resources. Budgeting is an important part of planning for your programs. Equally as important is maintaining funding. There are many places you can go to find information about potential funding opportunities, including foundations and nonprofit organizations and government agencies.

In addition, have your benefits manager determine if your state offers tax incentives to establish or maintain employee wellness programs. Many states are looking to provide small and medium sized businesses with tax breaks for such programs. The savings can be put back into the program.

For more on funding, visit: <http://www.cdc.gov/nccdphp/dnpao/hwi/programdesign/funding.htm>

Legislative Support for Physical Activity and Wellness Programs

Some states have legislated programs that provide incentives to small- and medium-sized businesses that implement worksite wellness programs. These incentives may be in the form of tax or financial credits, which can in turn be reinvested in physical activity and wellness programming. To determine if your state has a program to encourage physical activity and wellness programming, contact your local state representative.

Leveraging State and National Programs

There are several local, state, and national programs that are well-established to help encourage adults to increase physical activity, including CDC's LEAN Works! and the President's Council on Fitness, Sports and Nutrition. These programs can serve as resources to you and your Wellness Committees as you look to build upon your program, and many of the programs can be adapted for the workplace. Check with your local or state health department to see what resources they may have to support your programs. And consider what programs are available through local chapters of the American Heart Association, American Cancer Society, and the American Red Cross, among others.

Resources

In this section you will find resources, tools, and templates that will help support you in creating and maintaining your physical activity programs. These can be used to help you and your employees better understand the *2008 Physical Activity Guidelines for Americans*, build your case to leadership about why physical activity in the workplace makes good business sense, assess your company's policies and practices for physical activity in the workplace, and support your Wellness Committee's work. These resources can be used as-is or adapted for your own company use. In this section are the following resources:

2008 Physical Activity Guidelines for Americans

- 2008 Physical Activity Guidelines for Americans At-A-Glance.
- Overview of the 2008 Physical Activity Guidelines for Americans.

Tools and Templates

- The Case for Physical Activity in the Workplace.
- Organizational Assessment.
- Reviewing Company Policies.
- Reviewing Company Environment and Practice.
- Employee Physical Activity Needs and Interests Survey.
- Planning Worksheet.
- Physical Activity Program Budget Costs.
- Sample Time Line for Project Implementation.
- Individual Wellness Goal Setting.
- Brown Bag Lunch Template.
- Brown Bag Lunch-n-Learn Evaluation Form.
- Individual Distance Tracking Log.
- Success Story Data Collection Tool.

Additional Resources

2008 Physical Activity Guidelines for Americans At-A-Glance

The *Physical Activity Guidelines for Americans* are needed because of the importance of physical activity to the health of Americans. The latest information shows that inactivity among Americans remains relatively high, and little progress has been made to increase levels of physical activity.

Key Guidelines for Adults

Substantial health benefits are gained by doing physical activity according to the Guidelines for adults provided below:

- Adults should do 2 hours and 30 minutes a week of moderate-intensity, or 1 hour and 15 minutes (75 minutes) a week of vigorous-intensity aerobic physical activity, or an equivalent combination of moderate- and vigorous-intensity aerobic physical activity. Aerobic activity should be performed in episodes of at least 10 minutes, preferably spread throughout the week.
- Additional health benefits are provided by increasing to 5 hours (300 minutes) a week of moderate-intensity aerobic physical activity, or 2 hours and 30 minutes a week of vigorous-intensity physical activity, or an equivalent combination of both.
- Adults should also do muscle-strengthening activities that involve all major muscle groups performed on 2 or more days per week.

For all individuals, some activity is better than none. Physical activity is safe for almost everyone, and the health benefits of physical activity far outweigh the risks. People without diagnosed chronic conditions (*e.g.*, diabetes, heart disease, osteoarthritis) or symptoms (*e.g.*, chest pain or pressure, dizziness, joint pain) do not need to consult with a health care provider about physical activity.



Health Benefits of Physical Activity According to the 2008 Physical Activity Guidelines	
Strong Evidence	<ul style="list-style-type: none"> ■ Lower risk of: <ul style="list-style-type: none"> ○ Early death. ○ Heart disease. ○ Stroke. ○ Type 2 diabetes. ○ High blood pressure. ○ Adverse blood lipid profile. ○ Metabolic syndrome. ○ Colon and breast cancers. ■ Prevention of weight gain. ■ Weight loss when combined with diet. ■ Improved cardiorespiratory and muscular fitness. ■ Prevention of falls. ■ Reduced depression. ■ Better cognitive function (older adults).
Moderate to Strong Evidence	<ul style="list-style-type: none"> ■ Better functional health (older adults). ■ Reduced abdominal obesity.
Moderate Evidence	<ul style="list-style-type: none"> ■ Weight maintenance after weight loss. ■ Lower risk of hip fracture. ■ Increased bone density. ■ Improved sleep quality. ■ Lower risk of lung and endometrial cancers.

Overview of the 2008 Physical Activity Guidelines for Americans

Being physically active is one of the most important steps that Americans of all ages can take to improve their health. The *2008 Physical Activity Guidelines for Americans* provides science-based guidance to help Americans aged 6 years and older improve their health through appropriate physical activity.

These guidelines are designed to provide information and guidance on the types and amounts of physical activity that provide substantial health benefits. This information may be useful to interested members of the public. The main idea behind the guidelines is that regular physical activity over months and years can produce long-term health benefits. Realizing these benefits requires physical activity each week.

The *Physical Activity Guidelines for Americans* describes the major research findings on the health benefits of physical activity:

- Regular physical activity reduces the risk of many adverse health outcomes.
- Some physical activity is better than none.
- For most health outcomes, additional benefits occur as the amount of physical activity increases through higher intensity, greater frequency, or longer duration.
- Most health benefits occur with at least 150 minutes (2 hours and 30 minutes) a week of moderate-intensity physical activity, such as brisk walking. Additional benefits occur with more physical activity.
- Both aerobic (endurance) and muscle-strengthening (resistance) physical activity are beneficial.
- Health benefits occur for children and adolescents, young and middle-aged adults, older adults, and those in every studied racial and ethnic group.
- The health benefits of physical activity occur for people with disabilities.
- The benefits of physical activity far outweigh the possibility of adverse outcomes.



Resources

The following are key guidelines included in the Physical Activity Guidelines for Americans:

Key Guidelines for Adults

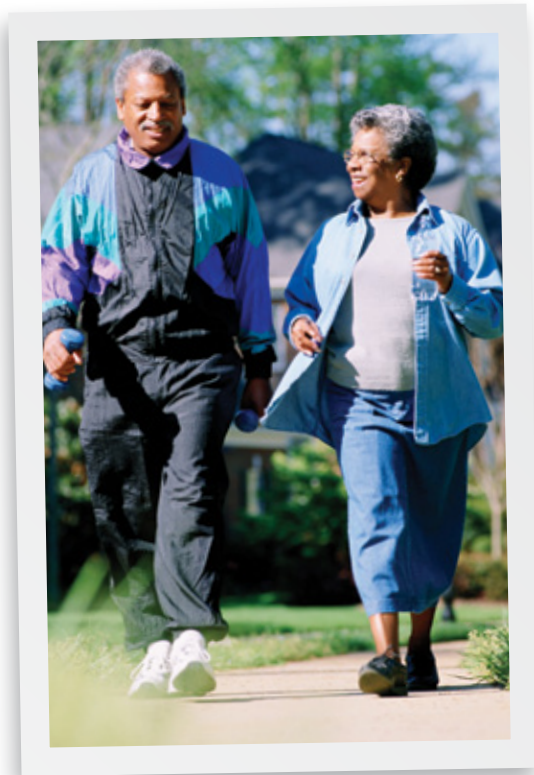
- All adults should avoid inactivity. Some physical activity is better than none, and adults who participate in any amount of physical activity gain some health benefits.
- For substantial health benefits, adults should do at least 150 minutes (2 hours and 30 minutes) a week of moderate-intensity, or 75 minutes (1 hour and 15 minutes) a week of vigorous-intensity aerobic physical activity, or an equivalent combination of moderate- and vigorous-intensity aerobic activity. Aerobic activity should be performed in episodes of at least 10 minutes and preferably spread throughout the week.
- For additional and more extensive health benefits, adults should increase their aerobic physical activity to 300 minutes (5 hours) a week of moderate-intensity, or 150 minutes a week of vigorous-intensity aerobic physical activity, or an equivalent combination of moderate- and vigorous-intensity activity. Additional health benefits are gained by engaging in physical activity beyond this amount.
- Adults should also do muscle-strengthening activities that are moderate- or high-intensity and involve all major muscle groups on 2 or more days a week as these activities provide additional health benefits.



Key Guidelines for Older Adults

The Key Guidelines for Adults also apply to older adults. In addition, the following guidelines are just for older adults:

- When older adults cannot do 150 minutes of moderate-intensity aerobic activity a week because of chronic conditions, they should be as physically active as their abilities and conditions allow.
- Older adults should do exercises that maintain or improve balance if they are at risk of falling.
- Older adults should determine their level of effort for physical activity relative to their level of fitness.
- Older adults with chronic conditions should understand whether and how their conditions affect their ability to do regular physical activity safely.



Key Guidelines for Women during Pregnancy and the Postpartum Period

- Healthy women who are not already highly active or doing vigorous-intensity activity should get at least 150 minutes of moderate-intensity aerobic activity a week during pregnancy and the postpartum period. Preferably, this activity should be spread throughout the week.
- Pregnant women who habitually engage in vigorous-intensity aerobic activity or who are highly active can continue physical activity during pregnancy and the postpartum period provided that they remain healthy and discuss with their health care provider how and when activity should be adjusted over time.

Key Guidelines for Adults with Disabilities

- Adults with disabilities who are able should get at least 150 minutes a week of moderate-intensity or 75 minutes a week of vigorous-intensity aerobic activity or an equivalent combination of moderate- and vigorous-intensity aerobic activity. Aerobic activity should be performed in episodes of at least 10 minutes and preferably spread throughout the week.
- Adults with disabilities who are able should also do muscle-strengthening activities of moderate- or high-intensity that involve all major muscle groups on 2 or more days a week as these activities provide additional health benefits.

Resources

- When adults with disabilities are not able to meet the guidelines, they should engage in regular physical activity according to their abilities and should avoid inactivity.
- Adults with disabilities should consult their health care provider about the amounts and types of physical activity that are appropriate for their abilities.

Key Messages for People with Chronic Medical Conditions

- Adults with chronic conditions obtain important health benefits from regular physical activity.
- When adults with chronic conditions do activity according to their abilities, physical activity is safe.
- Adults with chronic conditions should be under the care of a health care provider. People with chronic conditions and symptoms should consult their health care provider about the types and amounts of activity appropriate for them.

The U.S. National Physical Activity Plan

The U.S. National Physical Activity Plan is a comprehensive set of policies, programs, and initiatives that aim to increase physical activity in all segments of the American population. The Plan is the product of a private-public sector collaborative. Hundreds of organizations are working together to change our communities in ways that will enable every American to be sufficiently physically active. The Plan aims to create a national culture that supports physically active lifestyles. Its ultimate purpose is to improve health, prevent disease and disability, and enhance quality of life.

The Plan focuses on making recommendations to eight different sectors in society:

- Business and industry
- Education
- Health care
- Mass media
- Parks, recreation, fitness and sports
- Public health
- Transportation, land use, and community design
- Volunteer and non-profit

Approaches on how to leverage each sector to increase physical activities are offered. For more information on the National Physical Activity Plan can be found at www.physicalactivityplan.org.

{Insert company logo here}

{DATE}

The Case for Physical Activity in the Workplace

As health care costs continue to grow as part of the overall employment costs for businesses offering benefits, it is important to look at ways to improve the health and wellness of {company name}'s employees. According to the *2008 Physical Activity Guidelines for Americans*, increasing physical activity lowers the risk of many adverse health outcomes, including heart disease, stroke, high blood pressure, and colon and breast cancers. In addition, increasing physical activity can help prevent weight gain, improve cardiovascular and muscular fitness strength, prevent falls, improve bone strength, and reduce symptoms of depression.³

Adult Americans spend a lot of time in the workplace. Creating a culture of wellness in the worksite may improve employees' health, and a full wellness program can have financial and human benefits. Physical activity should be a major part of any wellness plan.⁴ Increasing physical activities in the workplace makes existing wellness programs more effective and is a great way to start a new program.

Worksite wellness programs are designed by companies to support employees in their health decisions. These programs focus on areas such as nutrition, stress reduction, smoking cessation, breast-feeding, health screening and management, and of course, physical activity. The introduction of a worksite wellness program has the potential to:

- Help create a healthier workforce.
- Increase employee productivity.
- Decrease employee absenteeism.
- Lower employer health care costs.
- Increase employee morale.
- Attract and retain good employees.

The return-on-investment for establishing wellness programs in the workplace can be significant. A study of 192 companies found that after a year of wellness programming, including physical activity promotion, 70% of targeted risk factors had improved.⁵ A 2010 study showed that for every dollar spent on wellness programs, medical costs fell by approximately \$3.27, and costs associated with absenteeism fell by approximately \$2.73.⁶ Physical activity is an important component of any wellness program.

In positioning {company name} as a leader in our industry and our community, we need to look at the well-being of our clients and employees. By creating opportunities for our employees to be physically active during the workday, we will be able to show them the investment we are making in them while simultaneously yielding a return of increased productivity, reduced absenteeism, and possibly lower health care costs.

3 U.S. Department of Health and Human Services. 2008 National Physical Activity Guidelines for Americans.

4 Soler, R., Leeks, K., Razi, S., et.al. A Systematic Review of Selected Interventions for Worksite Health Promotion: The Assessment of Health Risks with Feedback. *American Journal of Preventative Medicine*. 2010; 38(2S):S237–S262.

5 Baker KM, Goetzel RZ, Pei X, Weiss AJ, Bowen J, Tabrizi MJ, Nelson CF, Metz RD, Pelletier KR, Thompson E. "Using a return-on-investment estimation model to evaluate outcomes from an obesity management worksite health promotion program." *J Occup Environ Med*. 2008 Sep;50(9):981-90.

6 Baicker K, Cutler D, Song Z. "Workplace Wellness Programs Can Generate Savings." *Health Affairs*. 2010 Feb; 29(2): 304-311.

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Organizational Assessment

This informal organizational assessment is intended to provide guidance on the specific tracks of the implementation section of *Steps to Wellness: A Guide to Implementing the 2008 Physical Activity Guidelines in the Workplace*. Human resources managers, Wellness Committee members, or others who are looking to begin new or strengthen existing physical activity programs in their company can use this organizational assessment to capture some baseline information that will help in determine the readiness of the organization to plan physical activity programs.

For each question, mark the answer that best represents what you are doing in your company. Your response may direct you to a specific “track” to consider. The tracks provide guidance on physical activity initiatives you may be interested in, but you may find activities in other tracks that may be relevant as well.

Implementation Tracks for Organizational Assessment
Track One – Getting Started: This track focuses on activities that can serve as an introduction to workplace physical activity programs.
Track Two – Building Momentum: This track focuses on activities that are easy to implement for companies that have already begun programs or have been preparing for programs and have completed many of the initial steps.
Track Three – Moving Forward: This track focuses on activities that may be appropriate for companies that have been implementing physical activity programs and are looking to further expand their scope.
Track Four – Keeping the Pace: This track focuses on activities that help to maintain and sustain the physical activity programs by creating inter-office teams and clubs as well as encouraging linkages with the local community.

1) Does your company currently have a wellness program at your worksite?

Yes No

If Yes, proceed to question 2.

If No, choose Track 1 to begin.

2) Does your wellness program include physical activity components?

Yes No

If Yes, proceed to question 3.

If No, you may want to briefly review Track 1, and choose Track 2 to begin.

3) Does your program provide any type of health assessment for employees or program assessment for planners?

Yes No

If Yes, proceed to question 4.

If No, consider reviewing Tracks 1-2 and choose Track 3 to begin.

4) Does your program have the support of the company's leadership in creating and maintaining worksite physical activity programs?

Yes No

If Yes, proceed to question 5.

If No, consider reviewing Tracks 1-2 and choose Track 3 to begin.

- 5) Does your company have a committee or workgroup that focuses on physical activity program planning?

Yes No

If Yes, proceed to question 6.

If No, consider reviewing Tracks 1-2 and choose Track 3 to begin.

- 6) Are the physical activity initiatives in your worksite a part of a larger program?

Yes No

If Yes, consider reviewing Tracks 1-3 and choose Track 4 to begin.

If No, consider reviewing Tracks 1-2 and choose Track 3 to begin.

The steps and tracks in this guide are guides to help you through the process, but it takes more than just a single resource to begin, maintain, and sustain physical activity programs—it also takes the support of your leadership, the input of your employees, and some creative ideas.

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Reviewing Company Policies

The following checklist can help Wellness Committees evaluate some of your company policies. For each question check either **yes** or **no**. Information on each question is provided. Consider reviewing the results with your human resources and legal departments to see what sort of changes can be implemented to support physical activity policies at your company. Also be certain that any recommendations to change company policy are supported by company management.

- 1) Does your company allow for paid work time to be used for physical activity or other wellness programs?

Yes

No

Comment: _____

Paid Time Off: To promote physical activity in the workplace, some companies allow employees to use paid time to be physically active. This is beyond required breaks and lunch. Paid time off may be a set amount of time per week or month and can be focused around a company-led activity, group activity, or individual activity.

- 2) Does your company have a policy for “flex time”?

Yes

No

Comment: _____

Schedule: By implementing policies that afford employees to be flexible in their arrival and departure times, as well as extending the amount of time allocated for lunch, employees may have more time during the workday to take part in physical activities and may be more likely to use alternative modes of transportation to commute to work.

3) Does your company have a strict dress code?

Yes No

Comment: _____

Dress Code: Requiring business dress each day can limit participation in physical activity. By creating a policy to allow business casual attire, employees may be able to participate in light physical activity programs (e.g., lunch walks, group stretch). In addition, consider the workplace physical environment. Where possible, consider the potential of locker rooms and showers. Locker rooms and showers help promote alternative forms of transportation and participation in more rigorous physical activity.

4) Does your company have a policy that requires employees to be on-site at all times during the workday?

Yes No

Comment: _____

Breaks: Some jobs require that employees be present at the worksite or in a building at all times during the workday. While requirements may necessitate this, allowing employees to go outside during breaks or at lunch can help them to “recharge” and provide the opportunity to be more physically active. If it is not possible to allow employees to exit the building during the workday, consider allocating space within the building to be allocated for physical activity, including meeting space for lunchtime physical activities, or measure the distance of hallways and encourage walking indoors.

- 5) Does your company provide incentives for employees to be more physically active (e.g., reduced health insurance premiums, alternative transportation reimbursements)?

Yes

No

Comment: _____

Incentives: The use of incentives can increase employee motivation to take part in wellness activities. Incentives can include pedometers and company-branded workout gear for those who take part in company wellness initiatives, reduced insurance premiums for employees who complete a Health Risk Assessment, or reimbursements to employees who actively go to a local fitness center. For more information on Incentives, please see **Step 3: Promoting**.

- 6) Does your company offer subsidized or reduced rate health or fitness club memberships?

Yes

No

Comment: _____

Fitness Center Memberships: Subsidizing health club memberships is one way to encourage physical activity among your employees. Consider locations within walking distance to the worksite, which may provide locker room or shower options for alternative commuters, or allow employees to select their own options near their home. To control costs and prevent employees from signing up but not actually using this benefit, consider reimbursing employees on a sliding scale. For example, each documented visit to the fitness center can represent a 1% reimbursement (e.g., 100 visits per year = 100% reimbursement; 50 visits per year = 50% reimbursement).

For more information on fitness center memberships, visit:

<http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/fitnessclub/index.htm> or
<http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/fitnessclub/selecting.htm>

7) Does your company offer health screenings to your employees?

Yes

No

Comment: _____

Employee Health Screenings: To encourage employees to learn about and maintain their health, consider providing annual or bi-annual health screenings. Consider Health Risk Assessments as a way to gather baseline data about your employees and find specific areas your physical activity and wellness programs can target to improve employees' health and well-being..

For more information on Health Risk Appraisals, visit:

http://www.cdc.gov/nccdphp/dnpao/hwi/programdesign/health_risk_appraisals.htm or

http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/HRA_checklist.pdf

8) Does your company reimburse or provide for alternative commute expenses or needs (e.g., public transportation reimbursement, bike racks)?

Yes

No

Comment: _____

Transportation: Encourage employees to take alternative forms of transportation to work, including carpooling, public transportation, cycling, and walking. Consider reimbursements or subsidies for employees who take alternative forms of transportation, including monthly public transportation card reimbursements or subsidies or allowances for gear for those who bicycle or walk to work

For more information on alternative transportation, visit:

http://www.cdc.gov/nccdphp/dnpao/hwi/policy/alternative_transportation.htm or

http://www.bv.com.au/file/file/RTW/BICY%20-%20Cycle-Fndly%20Workplaces_v12.pdf

Reviewing Company Environment and Practice

The following checklist can help Wellness Committees evaluate some of your company practices. For each question, check either yes or no. Additional information on each question is provided after the question. Consider reviewing the results with your human resources and legal departments to see what sort of changes can be implemented within the company to support physical activity programs.

- 1) Does your company's physical location(s) have changing rooms, lockers, or showers available for employee use?

Yes

No

Comment: _____

Changing Rooms or Lockers or Showers: Having dedicated space available for employees to change, store gear and clothes, and shower can help facilitate participation in alternative forms of transportation to work, including bicycling, walking, or running. In addition, it can encourage physical activity during lunch breaks. If the physical location does not have space available, consider fitness centers within walking distance that can be used for such purposes.

- 2) Does your company's physical location have bike racks?

Yes

No

Comment: _____

Bike Racks: Installing bike racks in well-lit areas near main entrances can encourage employees to bicycle to work. For more information on bike-to-work programs, including the Bicycle Commuter Act that encourages qualified bicycling commuting reimbursements, visit the League of America Cyclists webpage:

<http://www.bikeleague.org/resources/commuters>

3) Does your company's physical location require that stairwells be used for emergencies only?

Yes No

Comment: _____

Stairwells: Building owners and property managers often restrict the use of stairwells for anything other than emergency situations. By working with the owners or property managers to open the stairwells, you are providing an easy opportunity for employees to increase the amount of physical activity they can do during the workday.

For more information on opening and encouraging the use of stairwells, visit the CDC's StairWELL to Better Health Web page:

<http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/stairwell/index.htm>

4) Does your facility have space that can be dedicated for physical activity?

Yes No

Comment: _____

Space for Physical Activity: Dedicated space for physical activity and changes in that space to make it more appealing can encourage employees to be physically active. Depending on resources available, space can be anything from a small conference room with mats on the floor for stretching and yoga to a room remodeled and equipped for a fitness center. If dedicated space is not available, find creative ways to use existing space, including measuring distance in hallways and corridors or in covered parking areas and promote walking in these spaces as appropriate. And look for existing trails in the immediate proximity to your location, or create your own paths by using existing sidewalks.

Employee Physical Activity Needs and Interests Survey

Generally, physical activity refers to bodily movement that enhances health. There are two categories of bodily movement: baseline activity and health enhancing activities. Baseline activity includes light-intensity activities of daily life, such as standing, walking slowly, and lifting lightweight objects. Health enhancing physical activity is activity that, when added to the baseline activity, produces health benefits. These activities can include brisk walking, jumping rope, dancing, lifting weights, and tennis, among others.

Please read the statements below. Select the statement that best describes your current level of physical activity. When considering time spent being active, count any time you are active for at least 10 minutes at a time. In other words, if you have three 10-minute “bouts” of activity in a day, record that as 30 minutes in a day. Vigorous exercise includes activities like jogging, running, fast cycling, aerobics classes, swimming laps, singles tennis and racquetball. These types of activities make you sweat and make you feel out of breath. Moderate exercise includes activities such as brisk walking, gardening, slow cycling, dancing, doubles tennis or hard work around the house.

- ☐ I don't engage in physical activity or walk regularly now, and I don't plan to start in the near future.
- ☐ I don't exercise or walk regularly, but I've been thinking about starting.
- ☐ I'm doing moderate-intensity physical activity during the week, but for less than 150 minutes per week.
- ☐ I've been doing moderate-intensity physical activity for at least 150 minutes per week, and have been doing it for the last 1 to 6 months.
- ☐ I've been doing vigorous-intensity physical activity for at least 75 minutes per week, and have been doing it for the past 1 to 6 months.
- ☐ I've been doing a combination of moderate- and vigorous-intensity physical activity that totals at least 150 minutes (when adding total time, count every minute of vigorous activity counts as two minutes) and have been doing it for the past 1 to 6 months.
- ☐ I've been doing moderate-intensity physical activity for at least 150 minutes per week, and have been doing it for 7 months or longer.
- ☐ I've been doing vigorous-intensity physical activity for at least 75 minutes per week, and have been doing it for 7 months or longer.
- ☐ I've been doing an equivalent combination of moderate- and vigorous-intensity physical activity and have been doing it for 7 months or longer.

1) Please indicate what you do to stay physically active?

- a) Walking
- b) Jogging
- c) Gardening
- d) Running
- e) Aerobics
- f) Swimming
- g) Hiking
- h) Mowing yard or raking leaves
- i) Stretching (Yoga, Pilates)
- j) Weight training
- k) Jump Rope
- l) Housework, such as sweeping or vacuuming
- m) Bicycling
- n) Other (please explain below)

Other: _____

2) Do you think there are benefits to participating in exercise or physical activity in a group?

YES NO

Please explain your answer: _____

3) Do you think your work environment is suitable for physical activity during a normal workday?

YES NO

If you marked No, what changes do you recommend be made to the work environment?

4) Do you have a fitness center membership?

YES NO

If yes, where do you go (optional): _____

5) If you could find time during your workday or week, would you be more physically active at work?

YES NO

Please explain your answer: _____

6) If your company created a wellness committee or group to organize company-wide physical activity programs, would you participate in the programs?

YES NO

- 7) If you are interested in participating in a physical activity program, what would be your preferred method of communication about the activities, any updates, tips?
- a) Email
 - b) Newsletter
 - c) Memo
 - d) Other: _____
 - e) Not interested in participating
- 8) During what times would you be likely to participate in physical activity (check all that apply)?
- ☐ Before work
 - ☐ During working hours on break and lunch hour
 - ☐ After work
 - ☐ On the weekend
 - ☐ None of the above
- 9) Please list the kinds of physical activities you would be interested in doing in a company-wide program for health and wellness.
- _____
- _____
- _____
- 10) Please offer your own ideas for implementing physical activity programs in our workplace.
- _____
- _____
- _____

Adapted from the Wisconsin Department of Health Worksite Wellness Toolkit: Worksite Wellness Survey

Planning Worksheet

On the basis of input that your wellness committee gathers from different sources (e.g., employee interest surveys, policy assessments, practice assessments), generate a list of recommended strategies your company can implement to increase physical activity in the workplace. List the strategies in a table like the one below.

Have committee members comment on each strategy by using the following criteria:

Importance – How important is this recommendation to the company?

Cost – How much might this recommendation cost?

Time – How much time might this recommendation take to implement?

Commitment – How receptive might the employees or participants be to this recommendation?

Reach – How many employees might be affected by this recommendation.

Recommended Strategy	Importance	Cost	Time	Commitment	Reach

Facilitate a discussion around each strategy, comparing comments and ideas. As a group, rank the top five recommended strategies, and list them in a table like the one below. From the conversation, also list what it may take to implement the recommended strategies:

Recommended Strategy	What it takes

With this information, you will be able to decide where to allocate your human, fiscal, and material resources more effectively and efficiently.

Physical Activity Program Budget Costs

The following are basic expenses you need to consider when budgeting for a worksite physical activity program.

Staff Time – This is hours dedicated per month or program by wellness committee members to ensure success. Note: The value of staff time is dependent on the salary of each wellness committee member and cannot easily be quantified. Consider working with individual managers to determine the actual monetary value of the time spent on the planning of the programs.

Promotional Costs – These are costs associated with marketing the programs to employees.

Individual Program Costs – These costs are associated with individual programs (materials or equipment for the program).

Incentive Costs – These costs are investments made to encourage employee participation.

In addition, consider the costs of larger incentives that help with the planning of physical activity and wellness programs as a whole, such as Health Risk Assessments or wellness screenings.

Use the worksheet below to help estimate your program costs. If you are just starting, use total number of employees. If you know on average how many employees actually participate, consider doing a per participant cost. This information can help you justify a physical activity program and create a baseline for how much to spend on programming.

Wellness Committee Staff Hours:

Number of Staff	X	Hours per staff per week	X	Number of weeks	=	Total Staff Hours
	X		X		=	
Total Staff Costs.						

Promotional Costs:

Type of promotion	Quantity	x	Cost per item	Total
		x	\$	\$
		x	\$	\$
		x	\$	\$
Total Promotion Cost				

Individual Program Costs:

Material, equipment or service	Quantity	x	Cost per item	Total
		x	\$	\$
		x	\$	\$
		x	\$	\$
Total Individual Program Cost				

Incentive Costs:

Type of incentive	Quantity	x	Cost per incentive	Total
		x	\$	\$
		x	\$	\$
		x	\$	\$
Total Incentive Cost				

Special items (*e.g.*, Health Risk Assessment, wellness screening):

Item	Quantity	x	Cost per item	Total
		x	\$	\$
		x	\$	\$
		x	\$	\$
Total Special Item Cost				

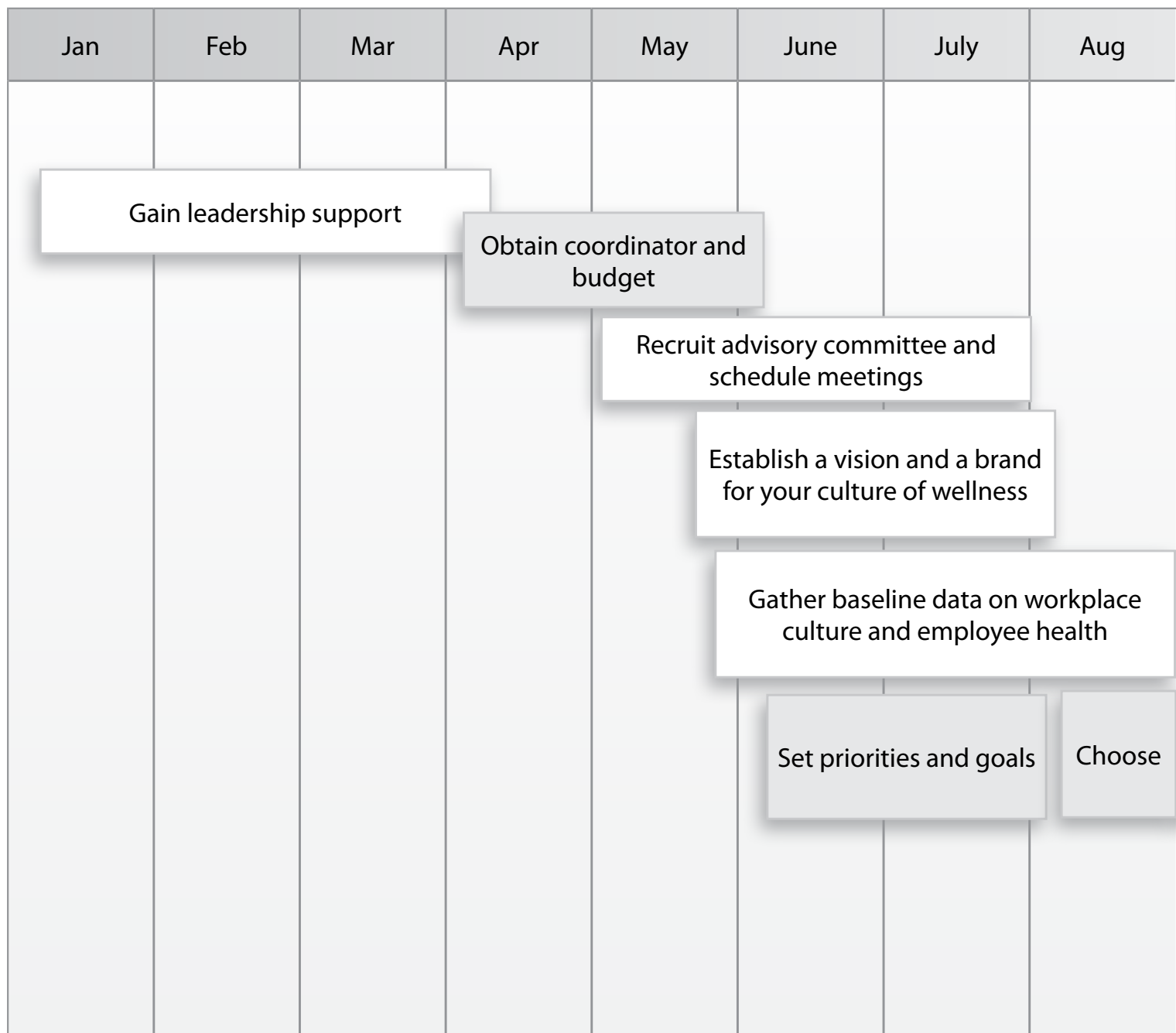
Grand Total:

Item	Total
Staff	\$
Promotion	\$
Individual Program	\$
Incentive	\$
Special Items	\$
GRAND TOTAL	\$

Finally, to determine cost per employee (or participant), divide total cost by the total number of employees (or participants) in the company.

Grand Total	/	# of Employees/Participants	Cost per Employee/Participant
\$			\$

Sample Time Line For Project Implementation



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Individual Wellness Goal Setting

Employee Name:		Start Date:		End Date:
GOAL:				
Specific Objective (What are you going to do?)	Measurable Outcome (How will you measure if you have achieved the objective?)	Achievable Action (How can you get the objective done?)	Realistic (How realistic is this approach to meeting the objective?)	Time (When will you achieve this objective?)
Physical Activity Objective 1				
Physical Activity Objective 2				
Physical Activity Objective 3				
Nutrition Objective 1				
Nutrition Objective 2				
Nutrition Objective 3				
Other Wellness Objective 1				
Other Wellness Objective 2				
Other Wellness Objective 3				

“Brown Bag Lunch Template”

Time: 30 minutes

{try to keep it to 30 minutes from start to finish}

Supplies needed: {List Supplies Needed Here}

Rationale: {Brief description of the topic}

- 1) 5 minutes: Give a brief overview of the topic
- 2) 10-15 minutes: Provide content of the topic. Breakdown the content into sub-points below to ensure all points are covered.:
 - ✓ Sub-point 1
 - ✓ Sub-point 2
 - ✓ Sub-point 3
 - ✓ Etc.
- 3) 5-10 minutes: Allow participants to discuss topic, add their own ideas
- 4) 2-3 minutes: Evaluation. Have participants fill out 1-page feedback form.

{Insert Program Name Here}

Evaluation Form — Brown Bag Lunch-n-Learn

Date: _____

Please rate the usefulness of the {NAME OF PROGRAM HERE} with the following scale:

1 = Strongly Disagree 2= Somewhat Disagree 3= Agree 4= Strongly Agree N/A=Not Applicable

1. The information shared during the Brown Bag Lunch-n-Learn was informative.

1 2 3 4 N/A

2. The materials provided during the session are useful.

1 2 3 4 N/A

3. I intend to apply the information I learned during the session in my work day.

1 2 3 4 N/A

Please list the information you found most useful:

4. The time allotted for the Lunch-n-Learn was enough for this type of session.

1 2 3 4 N/A

5. The location/meeting space for the session was comfortable.

1 2 3 4 N/A

6. I intend to participate in future Brown Bag Lunch-n-Learn sessions.

1 2 3 4 N/A

Please list what topics you would be interested in participating in for future sessions:

Please provide any additional information you feel may be useful for the Wellness Committee:

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Individual Distance Log

Name:

Team Captain's Name:

Team Name:

Team Captain's Phone Number:

Directions:

- Record your **daily distance to the nearest ¼ mile** on this Individual Mileage Log.
- Provide your weekly total miles to your Team Captain **every Monday**. Also report any successes you have had (like feeling better, spending more time with your family, sleeping better, losing weight, lower blood pressure, clothes fitting better, watching less TV, etc.).
- When Walking Challenge is over, total all your miles.
- Turn in this form along with your completed Walking Challenge Wrap-Up form to your Team Captain after the 8th week.

Miles Walked								
	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8
Sunday								
Monday								
Tuesday								
Wednesday								
Thursday								
Friday								
Saturday								
Total miles each week (add numbers in the column)								

Total miles you walked during 8 weeks (add all weekly total miles in above table)

On average, how long does it take you to walk a mile? _____

Source: University of Arkansas, Division of Agriculture, Research and Extension

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Success Story Data Collection Tool

Success Story Item	
Contact name:	Address: E-mail: Office number: Cell phone:
Focus of the Story	
Proposed Title of the Success Story:	
Focus/Theme of the story:	
Audience(s):	
Background of the Story	
Time period of achievement:	
Location of the story:	
Target group:	
Name and contact information of one participant to interview:	
What was the physical activity or wellness program Provide description:	
Environmental context and barriers to success:	
Key results or implications of success:	
Quote from a participant:	
Implications of the Story	
Next Steps:	
Lessons learned:	
Publication Information	
Do you have a photo? Please attach photo (.jpg file) and release form.	Yes No
Do you have a program logo?	Yes No If yes, please include an electronic copy with your submission.

By submitting this form, I am agreeing to allow () to use this information to develop a success story to be used in presentations and written forms of communication. I have reviewed all of the information above.

Signature: _____

Title: _____

Date: _____

Adapted from Centers for Disease Control and Prevention. Communities of Practice

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Additional Resources

Selected Federal Resources

2008 Physical Activity Guideline for Americans – This Web site provides the full set of guidelines, as well as other resources that can help you implement the guidelines in your workplace.

<http://www.health.gov/PAGuidelines>

Centers for Disease Control and Prevention (CDC) – The Centers for Disease Control and Prevention is charged with a mission to collaborate with partners, stakeholders, and others to create expertise, information, and tools that people and communities need to protect their health through health promotion, prevention of disease, injury and disability, and preparedness for new health threats.

www.cdc.gov

Division of Nutrition, Physical Activity and Obesity (DNPAO) – CDC’s DNPAO takes a public health approach to address the role of nutrition and physical activity to improve the public’s health and prevent and control chronic diseases. The scope of DNPAO activities includes epidemiologic and behavioral research, surveillance, training and education, intervention development, health promotion and leadership, policy and environmental change, communication and social marketing, and partnership development.

www.cdc.gov/nccdphp/dnpao

Healthier Worksite Initiative – CDC has developed a program for its own employees with the vision of making CDC a worksite where “healthy choices are easy choices,” and sharing the “lessons learned” with other federal agencies. These lessons can also be shared with you and your employees.

www.cdc.gov/nccdphp/dnpao/hwi/aboutus/index.htm

LEAN Works! – CDC’s LEAN Works! was developed in direct response to organizations asking the Centers for Disease Control and Prevention (CDC) for help in addressing the obesity epidemic. Specifically, they asked “what works?” CDC’s response, grounded in science, identified interventions that work to prevent and control obesity.

www.cdc.gov/leanworks/about.html

Workplace Health Promotion - This CDC Web site is a toolkit for workplace health protection and promotion. It provides information, tools, resources, and guidance to practitioners interested in establishing or enhancing workplace health and safety programs.

www.cdc.gov/workplacehealthpromotion

President’s Council on Fitness, Sports and Nutrition – The President’s Council on Fitness, Sports and Nutrition has a mission to engage, educate and empower all Americans across the lifespan to adopt a healthy lifestyle that includes regular physical activity and good nutrition.

www.fitness.gov

National Highway Traffic Safety Administration (NHTSA) – NHTSA is a federal agency that works to increase the safety of America's highways and streets. This includes safety for pedestrians and bicyclists. NHTSA has developed resources for pedestrians and cyclists that can help identify safe walking and riding routes.

www.nhtsa.gov/Driving+Safety/Pedestrians

www.nhtsa.gov/Bicycles

US Environmental Protection Agency (EPA) – The EPA has developed walkability and bikability resources for communities to use as a part of their Smart Growth program.

www.epa.gov/smartgrowth/scorecards/component.htm

State Resources

Many state health departments have a worksite wellness or health promotion program that is available for businesses to access and use in their workplace. Search your state health department's Web site to find your state's worksite program and see what resources can be adapted for your company. And look at the programs in other states for additional ideas and resources.

Local Resources

Some local public health jurisdictions have created their own worksite resources for their residents. Not only will they provide these to you for your workplace, but it is possible they will train you and your Wellness Committee on how to use and adapt the materials. The local public health jurisdiction may also be able to provide speakers for your activities or provide staff to assist with health screenings.

Additional Selected Resources

American Cancer Society — The American Cancer Society (ACS) is a nationwide, community-based voluntary health organization dedicated to eliminating cancer as a major health problem. ACS has resources you can share with your employees on the importance of healthy living, including increasing physical activity. And consider reaching out to your local ACS chapter for information and support.

www.cancer.org

www.cancer.org/Healthy/EatHealthyGetActive/GetActive/index

American Heart Association — The American Heart Association (AHA) works to build healthier lives, free of cardiovascular diseases and stroke. AHA provides information about the link between physical activity and reducing the risk of heart disease, among others. Consider reaching out to your local AHA chapter for more information and support.

www.heart.org

http://www.heart.org/HEARTORG/GettingHealthy/PhysicalActivity/Physical-Activity_UCM_001080_SubHomePage.jsp

American Red Cross — By partnering with your local chapter of the American Red Cross, you can both help your employees and your community. Consider hosting a blood drive as a part of your program to support the blood supply needs of the community. Have members of your wellness committee become trained in First Aid and CPR to ensure you have staff trained in the event that something happens during one of your programs. The local Red Cross chapters may also have a speakers bureau or can direct you to other local resources that can be useful to your program.

www.redcross.org

Partnership for Prevention — Partnership for Prevention was founded in 1991 by leaders dedicated to making disease prevention and health promotion a national priority, and America, a healthier nation. Partnership seeks to increase understanding and use of clinical preventive services and population-based prevention to improve health. Partnership for Prevention has also developed a series of resources entitled *Leading by Example*, which provides examples of companies taking strong leadership roles in community health initiatives, including worksite programs.

www.prevent.org

<http://www.prevent.org/Initiatives/Leading-by-Example.aspx>

Prevention Institute — The Prevention Institute serves as a focal point for primary prevention practice, promoting policies, organizational practices, and collaborative efforts that improve health and quality of life. The Institute is committed to preventing illness and injury, to fostering health and social equity, and to building momentum for community prevention as an integral component of a quality health system. The Prevention Institute has tools to support the development of healthy environments.

www.preventioninstitute.org

<http://www.preventioninstitute.org/focus-areas/supporting-healthy-food-a-activity.html>

National Safety Council —The National Safety Council saves lives by preventing injuries and deaths at work, in homes and communities, and on the roads through leadership, research, education, and advocacy. The Council provides information on safety at work as it relates to active jobs as well as resources on healthy behaviors for employees and families.

<http://www.nsc.org/Pages/Home.aspx>

http://www.nsc.org/safety_work/otjsafety/Pages/welcome.aspx

Wellness Council of America — The Wellness Council of America (WELCOA) is dedicated to improving the health and well-being of all working Americans. WELCOA produces worksite wellness publications and health information, conducts trainings that help worksite wellness practitioners create and sustain results-oriented wellness programs, and creates resources that promote healthier lifestyles for all working Americans.

www.welcoa.org

Web site addresses of and references to nonfederal organizations are provided solely as a service to readers. Provision of an address does not constitute an endorsement of this organization by CDC or the federal government, and none should be inferred. CDC is not responsible for the content of other organizations' Web pages.

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