



PHYSICAL ACTIVITY IN WORKSITES

A Healthy Arizona Worksites Program Toolkit



Physical Activity Interventions

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INTRODUCTION

You can't have a healthy company without healthy employees. Increasing physical activity among employees is a key strategy in preventing and managing obesity as well as other chronic conditions, such as diabetes and heart disease. Improving access to outlets for physical activity at the worksite is a promising way to combat chronic conditions because most Americans spend a substantial part of their time at work. Workplaces are critical both as an environment that can contribute to physical activity as well as a location to reach targeted populations for health education, awareness, behavior change, and targeted interventions aimed at increasing physical activity at the worksite as well as off-site.

According to the Society for Human Resource Management Foundation (SHRM), a large majority of workers are obese (63%) and nearly half are physically inactive (49%) (SHRM Foundation, 2011). By engaging in healthy worksite efforts to increase physical activity, employers can decrease costs related to obesity and other related conditions. For example, the excess medical costs related to obesity for an at-risk employee is \$1,351 per year, and \$982 for employees who are physically inactive. Physical inactivity alone accounts for nearly 5% of lost workload each year (SHRM Foundation, 2011). As little as a 1% reduction in excess weight, elevated blood pressure, glucose, and cholesterol has been shown to save \$83 to \$103 annually in medical costs per person. (Henke, et al. 2010).

By conducting a comprehensive needs assessment of the health risks and interests of your employee population, you can determine the modifiable risk factors (e.g., daily amount of physical activity) and the chronic diseases (e.g., obesity, diabetes, heart disease) that are impacting employee health. Armed with this information, your worksite can identify the most promising strategies that will help to improve the health of your employees while also contributing to improved employee morale and productivity. This toolkit offers multiple strategies to increase physical activity among your employees with varying levels of:

- **Outcomes**, or degree to which the intervention can be expected to bring about significant improvements in employees' physical activity
- Potential for **sustainability**, meaning the extent to which the intervention can continue to be in place and be effective with minimal ongoing resources required
- Required **resources** (financial and human)

Your worksite can use these three variables to identify the strategies, or interventions, that most effectively meet your healthy worksite goals and objectives. Physical activity strategies are categorized by type of intervention:



- Policies
- Environmental supports
- Employer-offered health benefits
- Programs
- Awareness and educational efforts
- Additional ideas that impact healthy worksite culture

Policy and environmental support interventions are generally the most effective and most sustainable of all strategies. These interventions create change that can be maintained on a permanent basis, impact larger numbers of employees, and while sometimes may require a larger initial investment, often require only minimal resources to keep in place. Policy and environmental support interventions provide the conditions that can make healthy behaviors more appealing, accessible, and easy, such as ensuring that employees have ample time and flexibility to fit physical activity into their workday and safe and pleasant routes to walk near the worksite.

Research has shown that the more strategies that are implemented together, the more successful the outcome and impact will be (CDC Workplace Health Promotion, 2014). For maximum effectiveness, your worksite should aim to utilize multiple strategies, and integrate at least some policy and environmental strategies.

The following information is offered for each intervention, as appropriate:

- Purpose
- Costs and materials: staff time, equipment or materials, promotional costs, administrative costs, incentives, and other costs to plan and implement
- Steps for implementation
- Recommended communication activities
- Opportunities for incentives (where relevant)
- Examples (such as policies)
- Potential evaluation measures: process, short-term and mid-term outcomes
- Additional resources

Worksite investment in wellness initiatives can vary widely, and within nearly every intervention, there is opportunity to scale the activity to fit the size of your worksite and the resources you have to devote.

Special considerations

Differing characteristics of your employees and worksite

It is valuable to make efforts to include everyone in worksite health efforts, taking into consideration the demographics of your workforce in addition to many other factors that may



influence their participation in healthy worksite activities. Offering options or alternatives so that everyone can participate regardless of the kind of work they do, where they are situated, and in what industry or sector your worksite is in, will help you get closer to full participation in healthy worksite efforts.

For example, the participation levels in wellness programs and therefore the benefits of these programs are often more pronounced in employees of higher socioeconomic status (e.g., white-collar vs. blue-collar jobs) (Champagne et al., 2012). Therefore, it is important to ensure that programs are offered in such a way that all employees have equal access, and that at least some program offerings are tailored to the particular needs and constraints of the low-wage workforce (ranging from night shifts to frequent overtime to the fatigue resulting from prolonged standing at work). Know your “audience” – your employees—not only in terms of what physical activity interventions might most appeal to them, but also in terms of the work environment and the nature of the work that they do.

Evidence also suggests that the key to long-term, sustainable workplace health protection and health promotion programs may depend on engaging employees at all levels of the worksite. This includes assessing needs and offering all employees opportunities to participate in identifying strategies and activities to address those needs (Henning et al., 2009). For example, one worksite had success in implementing wellness breaks, both with management and union approval: unionized employees were allowed to combine two 15-minute breaks with a 45-minute lunch if employees used that 75-minute block on a wellness activity (E. Erck, personal communication, June, 10, 2014).

Analyze demographic characteristics of your workforce (number of workers by wage level, job type, educational requirements, age distribution, gender, ethnicity, physical ability, etc.). Also consider work organization characteristics that might influence time or motivation for program participation (shift work, overtime, contract work, etc.). Be sure to consider:

- Sedentary jobs (e.g., desk jobs)
- Physically demanding jobs or jobs requiring significant mobility (such as construction, food service, nursing)
- Shift work
- Decentralized or multiple locations, telecommuters, employees whose jobs require significant long-distance or local travel
- Union vs. non-union employees
- Salaried vs. hourly employees
- Industry sector
- Size of business



Partner with others

Worksite wellness is not a “one size fits all” activity. Worksites can help each other by sharing resources and best practices. Another way to support an individual company’s healthy worksites efforts is to band together with other local companies, community leaders, and local experts, forming a worksite collaborative. Collaboratives, or employee coalitions, provide the opportunity to compare program successes and challenges and share solutions with peers. A collaborative approach may also offer small companies the chance to combine forces to improve purchasing power for wellness-related programs. For example, companies in the same office park could all contribute resources to make a walking path with mile markers and signage to encourage employees to walk during the day (see “Walking routes” on p.15). One such example is the Greater Fall River Small Worksite Wellness Project, which is making incentives and other resources available to small businesses to promote healthy employee outcomes, as well as collect valuable data (<http://www.gfrpartners.com/WorksiteHealthSmallWorksite.html>). Your worksite can consider partnering with others and tap into the expertise of local human service organizations, not-for-profit organizations, health plans, business coalitions, local health clubs, health promotion vendors, community-based organizations and academic institutions.

Physical ability

Consider your “audience” – your employees – not only in terms of what interventions might most appeal to them, but also where there may be important limitations or challenges to be addressed or overcome. For example, modifying your worksite to foster more physical activity could present challenges to older employees or those with differing physical ability. Some employees may not be physically able to take advantage of certain health benefits, policies, or environmental supports that foster physical activity. Be mindful of accommodating the needs of all your employees, offering options that everyone can participate in, and ensuring that no one feels excluded or alienated by programs or changes in your workplace. For example, a walking program can become a “walk and wheel” program.

Engagement and Retention

In order for healthy worksite efforts to be widely supported and utilized, the wellness champion or team must actively promote their efforts from the very beginning. Engaging employees as champions of healthy worksite efforts as early as during the assessment and planning stage will increase employee investment and engagement. Similarly, gaining support and buy-in from management is key to success and needs to start early with the planning process. Engagement from and ongoing communication with management can help to preempt or address concerns that might be raised, such as with the implementation of new policies. Management can also help to model healthy behaviors and participation in healthy worksite efforts, ultimately contributing to a healthy worksite culture.



When planning interventions, try to anticipate where there may be resistance or concern and plan for how you will address it. Working closely with management, for example, can help to unearth specific concerns and how they may be addressed, such as demonstrating employee support through a survey or showing effectiveness without negative effects through a pilot program. Other barriers might be posed by the general worksite culture or simple resistance to change. Regular communication is key to building broader buy-in and participation.

Communications

Communicate your healthy worksite program in a way that builds anticipation and excitement and takes all opportunities to portray the activity as the fun and easy thing to do. See the “Recommended communication activities” section for each healthy worksite intervention for specific ideas about effectively communicating your efforts to increase employee physical activity.

Incentives

Interventions can be even more successful when incentives are introduced, and they demonstrate that the worksite is committed to the effort. Incentives serve not only as rewards but more importantly as reinforcements for engaging in healthy behaviors. They can be used to reward a variety of behaviors, such as participation, registration, completion, or adherence (continued participation). Incentives vary from simple forms of recognition to prizes and financial incentives. For example, in the case of a walking challenge, staff emails recognizing individual progress and achievements can serve as encouragement while having the added benefit of increasing the perception (norm) that employees are engaging in regular physical activity. T-shirts, water bottles, or visors can serve as rewards while also facilitating participation in a walking group, for example. Gift cards or other cash-based prizes can reward winners of a challenge or those who have made the greatest individual progress. Vacation time or other special privileges can serve as incentives as well. Getting feedback from employees on incentive items will help you identify the most effective incentives.

When offering incentives, try to avoid rewarding individuals for being the “best” or doing the “most.” This strategy may promote excessive behavior, discourage those who are most likely to benefit from participating, and can create elitism. The best designed incentive programs are based on goals that are attainable by most individuals, and allow all participants who achieve the goals to receive an incentive (Nebraska Department of Health & Human Services, 2014).

Legal liability

There are also legal liabilities to consider in implementing interventions that foster physical activity. Ensure that all participants in any healthy worksite efforts involving new or different physical activities provide a signed liability waiver to be kept on file with your human resources department.



Additional resources:

Example liability waiver for employees participating in fitness activities at the worksite:

<http://info.dhhs.state.nc.us/olm/forms/dhs/dhhs-0002.pdf>



WORKSITE CULTURE ENCOURAGING AND FACILITATING PHYSICAL ACTIVITY

Worksite culture is a powerful force in encouraging and supporting employees to be physically active. It is the set of attitudes and behaviors that define the company and how employees work together (CDC Nutrition, Physical Activity, and Obesity: Steps to Wellness, 2012). Think of worksite culture as informal policy - unwritten “rules” or guides that are publicly supported and widely communicated.

As defined by the CDC, a culture of health “is the creation of a working environment where employee health and safety is valued, supported and promoted through workplace health programs, policies, benefits, and environmental supports” (CDC Workplace Health Promotion, Glossary of Terms, 2014). Building a culture of health is the responsibility of all levels of the organization, particularly upper as well as middle management, who should not only support a healthy work environment but actively demonstrate the organization’s commitment to it. Adopting and maintaining a culture of health establishes healthy worksite activities as a routine part of business operations aligned with overall business goals.

In addition to adopting the policies and environmental supports for physical activity outlined in this toolkit, there are many simple ways in which being active can become more the norm at your worksite, increase productivity, and improve employee morale. It is also important to be mindful of employees of differing physical ability. Encourage employees with disabilities or other medical and mobility issues to participate in ways that are suitable to them, and offer a variety of options that different people can take advantage of.

Here are some ways that your worksite can support employees in being more physically active during the workday (such as engaging in easy, small amounts of physical activity) or in a way associated with your worksite (such as through a company-based sports team or volunteerism). These kinds of activities can help to shape healthy norms and create a culture of health at your worksite.

Short “bursts” of physical activity

In order to help employees achieve the recommended amount of physical activity, engaging in even 10-minute bouts of physical activity of any type offers health benefits (CDC Nutrition, Physical Activity, and Obesity: Steps to Wellness, 2012).

Convergence Partnership’s recommendations for healthy eating and active living:
<http://www.convergencepartnership.org/atf/cf/%7B245a9b44-6ded-4abd-a392-ae583809e350%7D/PROMISING STRATEGIES-07.18.11.PDF>



Active meetings and breaks

Adopt organization-wide healthy meetings guidelines that encourage regular breaks for physical activity, and offer ideas and information for how to be active. When planning meetings, reserve a meeting room large enough to allow for participants to stretch or move during a break.

Survey employees or meeting participants to learn if anyone is a certified trainer or instructor – these people can lead the group in a short stretching exercise, yoga, Zumba, or other kind of activity.

You can also encourage employees to be active when taking workday breaks or lunch, either alone or in pairs or groups.

You can find ideas for active icebreakers on page 15 of Meeting Well:

http://www.acsworkplacesolutions.com/wpassets/meetingwell_guidebook_f251300.pdf

For creative ideas for moving during breaks, see page 81 of North Carolina's Move More Worksite Wellness Toolkit:

http://www.eatsmartmovemorenc.com/NCHealthSmartTlkt/1_docs/move_more/mm_entireworkbook.pdf

Here are some additional ideas for strategies to increase physical activity:

- **Encourage employees taking public transportation to get off at an earlier stop** in order to walk for at least 10 minutes.
- **Take a 10- to 15-minute brisk walk** alone or with a colleague during a break or lunchtime.
- **Do the stairs:** 10 minutes of stair walking can count as moderate- to high-intensity activity, depending on your speed.
- **Map several walking routes of varying lengths** (e.g., 10 minutes, 15 minutes etc.) inside or outside your workplace and encourage employees to hold walking meetings. See “Walking routes” on p.15 for additional detail.
- **Establish a buddy program.** Post a sign-up board where employees can join a group or find a buddy to participate in physical activity with.
- **Establish a stretch break** as part of the start to each workday or shift.

Additional resources

American Cancer Society's Meeting Well Guidebook provides tips for planning healthy meetings and events: http://www.acsworkplacesolutions.com/wpassets/meetingwell_guidebook_f251300.pdf

CDC Steps to Wellness lists ways to encourage employees to move on a more regular basis at work, though an activity of less than 10 minutes generally does not help in meeting recommendations for



physical activity. For ideas, visit:

http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/Steps2Wellness_BROCH14_508_Tag508.pdf

Some ways to move more during the workday include taking stairs instead of an elevator, printing to a printer further away from one's work area, doing brief standing breaks (60 to 90 seconds) for every hour of sitting, stretching, and using hand weights 3 to 4 times a day for muscle strengthening.

“Walk and talk” meetings

Encourage your employees to take appropriate, small group meetings outside and walk while talking, rather than sitting at a desk or in a meeting room. Walk and talk meetings not only get people active, but research has also demonstrated that it can foster creativity (Oppezzo & Schwartz, 2014). Ensure that company policy or culture clearly supports “walk and talks” and provide suggestions and/or maps for walking routes (see “Walking routes”). Senior leadership modeling is helpful.

Walking briskly (at 3 miles per hour or faster) is considered a moderate-intensity activity (CDC Nutrition, Physical Activity, and Obesity: Steps to Wellness, 2012) and can count toward physical activity recommendations if done for at least 10 minutes. Ideally employer dress codes allow for clothing that can be comfortable to walk in, and in order to walk a reasonable distance, employees need to have and be allowed to wear comfortable shoes. Weather may prevent “walk and talks” during the most intense heat or cold, but with the proper clothing and gear, employees can engage in walk and talks a majority of the year – or find indoor sites within the workplace or nearby. Remember that employees in wheelchairs can also engage in these meetings and may be able to accumulate some active time, as well.

Some strategies are emerging to help employees be physically active while they are working, for those who are in more sedentary roles (requiring sitting at a desk or workstation for long periods of time). Research on the effectiveness of some of these strategies, including “treadmill workstations,” is limited, but offers some promising approaches to making traditionally sedentary jobs more active. For example, workstations incorporating a treadmill, at which the employee walks at a slow pace while conducting their work, has shown some effectiveness for employees in sedentary, computer-based office environments. Workstations that allow for standing while working are another relatively new strategy.

Company-based sports

Whether it's a regular pick-up game or a company team in an organized sports league, worksite-supported sports not only get people moving, but demonstrate a company commitment to supporting physical activity. Your wellness team, wellness coordinator, or a group of motivated employees can:



- **Schedule regular pick-up games** during breaks, lunch, or before or after work. Ideal sports include basketball, soccer, volleyball, kickball, or flag football. Your worksite may have indoor or outdoor facilities to offer, or you can make use of nearby parks or recreation centers.
- **Organize a company-wide league** in which teams or small groups participate in a competition across a season or even for just an afternoon, such as a half-court basketball tournament.
- **Identify opportunities to participate in existing leagues**, such as softball, bowling, or kickball.

Communicate the opportunity to all employees and be clear that participants of all skill levels are welcome. Teambuilding and getting employees active is the goal, not winning. Ensure that this is frequently communicated.

Active volunteerism

Worksites can encourage or even financially support the forming of teams to participate in fundraising events such as walks or runs. Training for a walk or run results in employees being active on more than just the day of the event, and also fosters teambuilding. If you form a team for a charity event, be mindful of any non-solicitation policies your company might have and ensure no employee feels pressured to give or participate.

Other volunteer opportunities can be active as well, such as partnering with a municipality or community-based organization for a clean-up day, gardening, or other improvement projects. Your company can look for volunteer opportunities or reach out to organizations that may benefit from a team willing to volunteer.



POLICIES

Worksite policies provide the foundation for healthy behaviors by codifying rules, processes, and guidelines that can contribute to healthy behaviors. Policies that facilitate increased employee physical activity demonstrate the organization's commitment to helping employees be healthy, provide an environment that supports and encourages healthy behaviors, and also promotes an overall healthy worksite culture.

Flexible schedules fostering physical activity

Evidence:

Convergence Partnership/recommended:

<http://www.convergencepartnership.org/atf/cf/%7B245a9b44-6ded-4abd-a392-ae583809e350%7D/PROMISING%20STRATEGIES-07.18.11.PDF>

Purpose

Encourage and support physical activity by allowing employees to engage in physical activity around or during the workday.

Lack of time and access to outlets for physical activity are major barriers to physical activity. Employers can help to alleviate these barriers by allowing employees to engage in physical activity before/after their workday or during a break time. Flexible times for beginning and ending a work day, or "flex time" policies, allows opportunities for employees to engage in physical activity during the day while working their expected number of work hours. Such policies allow employees to shift their work schedules, such as starting their work day earlier or later, or taking a lunch break at alternate times or for an extended period (CDC Workplace Health Promotion: Physical Activity, 2014). Such a policy can require that employees acquire supervisor approval or mutual agreement in order to take advantage of flex time. Employers can further increase accessibility by allowing employees to engage in physical activity during the workday while "on the clock."

Costs and materials

No costs are associated with enacting flexible schedules, as employees are expected to work the same number of hours. (Your worksite may choose to enact a policy that sets aside a designated amount of time within an employee's schedule for physical activity; Therefore, the cost is based on employee salaries and the amount of time employers allow for "on the clock" physical activity.) Time is required to draft the policy, gain buy-in from managers, and communicate it to employees (Healthy Maine Partnerships, 2004).

Steps



Use the Healthy Arizona Worksites Program's Worksite Health Improvement Plan to outline tasks and timeframe, who is responsible, and communication and evaluation activities.

1. **Identify a team** to be involved in the development of the policy, representing human resource, management, and general employee interests.
2. **Develop a policy** that takes into consideration the staffing and demands of your worksite, including workflow, shifts, team needs, and customer or client needs.
3. **Identify examples of flex time policies and activities** ideal for your worksite. Here are a number of examples, including some addressed in other healthy worksite interventions:
 - Provide access to community-based programs, such as a fitness class at the YMCA
 - Encourage employees to walk during breaks
 - Provide on-site fitness classes during lunch
 - Promote “deskercise” (stretching, strength-building with weights, and other exercises easily done at one’s desk or workstation)
 - Implement a company-wide scheduled physical activity time
 - Incorporate walking meetings (“walk and talks”)
 - Implement a “Walk with the CEO” program, which could be an annual event to demonstrate commitment to worksite wellness (see example at <http://sparrowtv.org/videos/walk-with-the-ceo-2014/#.VAzC0sVdWSo>) or more frequent.
4. **Communicate the policy to managers and gain support.**
5. **Communicate the policy to employees and encourage use** of flex time to be physically active.
6. **Evaluate success** in how the intervention was implemented, participation in the intervention, and whether the intervention helped to meet your healthy worksite objectives.

Recommended communication activities

- **Share the policy and its purpose with managers** in management meetings, allowing for dialog to address questions or concerns. Emphasize the benefits of employee physical activity. Acknowledge that some work teams or employees in specific roles may not be able to participate in flex time due to the nature of their work.
- **Communicate the new policy and how it works to employees** through staff meetings, employee newsletters, bulletin boards, and other forms of update.
- **Encourage physical activity and use of flex time policies**, demonstrating the value and benefits of physical activity and the way in which flex time makes it easier to be more active. Offer specific ideas for being active utilizing flex time and consider using employee success stories. To see the success story data collection tool, see page 111 of the CDC, found at <http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/pa-toolkit.htm>



Example

- Example flex time policy, from Healthy Maine Partnerships Good Work! Resource Kit (page 100): <http://www.healthymainepartnerships.org/documents/Good-Work-Kit.pdf>
- Sample policy, including a flex time clause, from DHS Oregon Public Health Division Healthy Worksites Initiative: <http://public.health.oregon.gov/PreventionWellness/HealthyCommunities/HealthyWorksites/Documents/flextimeexample.pdf>

Potential evaluation measures

- Number of employees engaged in at least 30 minutes of physical activity a specified number of days of the week (Healthy Maine Partnerships, 2004)
- Number of employees who report initiating a physical activity routine as a result of the flex time policy (Healthy Maine Partnerships, 2004)
- Number of employees utilizing flex time to engage in physical activity, and how frequently

Strategies adapted for small businesses

Official policies, as well as informal or unwritten policies, can be relatively easy to enact in smaller employers. By offering flexible scheduling, smaller employers can gain a competitive advantage, foster a mutually beneficial work environment, and encourage employees to improve health and engage in physical activity during the workday.

Additional resources

The Essential Guide to Effective and Flexible Workplaces:

<http://www.familiesandwork.org/workflex-the-essential-guide-to-effective-and-flexible-workplaces-2/>



ENVIRONMENTAL SUPPORTS

The worksite environment can facilitate or limit physical activity. The work environment can be structured in ways that give people increased opportunities for and reduced barriers to physical activity. Whenever possible (e.g., when completing a new construction or renovation or moving to a new office), consider and create opportunities for physical activity. Points to consider include access to showers and changing areas, safe and appealing stairwells, and opportunities for walking or engaging in other physical activity.

Walking routes

Evidence:

CDC ScoreCard #50 (3 pts)

Convergence Partnership/recommended:

<http://www.convergencepartnership.org/atf/cf/%7B245a9b44-6ded-4abd-a392-ae583809e350%7D/PROMISING%20STRATEGIES-07.18.11.PDF>

County Health Rankings/Scientifically supported:

<http://www.countyhealthrankings.org/policies/access-places-physical-activity>

Purpose

To make walking in the area of the worksite more accessible and appealing by creating designated walking routes or “trails” for employees.

This intervention involves creating access to and promoting a safe place for employees and others to walk. It can be particularly effective in fostering physical activity, because it helps to provide environmental supports that can keep employees active long-term (provided that walking routes are maintained over time). Creating walking routes can help to facilitate and support other strategies such as “walk and talk” meetings or active breaks. Walking routes are a valuable prerequisite for the creation of walking groups and/or a steps challenge. Finally, creating walking routes, particularly if done in collaboration with the community, provides your company an opportunity to demonstrate goodwill and receive positive publicity.

Costs and materials

Staff time will be required in the planning, implementation, maintenance, and evaluation of walking routes. Materials and other direct costs for the creation of a walking route will vary from community to community and worksite to worksite. For example, a walking route may be in a more urban area and therefore entirely concrete, or may be able to take advantage of fields, forest, or undeveloped land. Trails may require clearing (of brush or foliage) and improvements such as paving or wood-chipping (CDC Nutrition, Physical Activity, and Obesity: Steps to Wellness,



2012). Tools and volunteers might be required to develop a trail. If in an urban or suburban area, creating a trail may require clearing of trash or other obstacles, improvements to sidewalks, signage, or other kinds of maintenance or safety measures (such as installation or replacement of lights).

Walking maps of the trail as well as other promotional efforts come with minimal costs. Signage and mile markers can cost several hundred dollars to produce and install, but are optional. There may be costs associated with incentive items if your worksite chooses to offer them, and staff time and other resources might be required to maintain routes.

Steps

Use the Healthy Arizona Worksites Program's Worksite Health Improvement Plan to outline tasks and timeframe, who is responsible, and communication and evaluation activities.

1. **Build a team** of employees who are invested in and enthusiastic about encouraging their coworkers to get walking.
2. **Consider whether there are opportunities to partner** with others in the community, including other worksites, community-based organizations, or the municipality. This can create goodwill, help to pool resources, and ultimately increase use of walking routes among a variety of audiences. Partnership or collaboration with other groups or the municipality (such as the parks and recreation department) may be required if there is not land your company has immediate access to for a walking trail.
3. If you are creating a trail on your worksite's campus or company-owned land, **map out a route and lay out a plan for steps to take to get the trail walking-ready**. Depending on the amount of work to be completed, select days for groups of people to volunteer, including employees and/or groups like the Boy Scouts/Girl Scouts or Big Brothers Big Sisters, or other community groups (CDC Nutrition, Physical Activity, Obesity: Steps to Wellness, 2012). Plan for volunteer days by acquiring all the necessary tools, supplies, and refreshments volunteers will need, and promote volunteerism.
4. If you are not developing an entirely new trail, **conduct a walkability audit or assessment of the area surrounding your worksite**. This will help you to identify what routes are safe for walking and where there may be improvements to make. Step-by-step assessment guidance, including an audit tool, can be found at: http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/walkability/audit_tool.htm. The audit examines walking surfaces, pedestrian safety, maintenance status, accessibility, aesthetics, and other factors. Share results with the municipality and other companies in the area to determine whether there are opportunities to combine resources and make improvements.



5. Whether the walking route is on company or other property, **determine if there are opportunities for aesthetic improvements** to make the trail more appealing and pleasant for walkers. This could include planting flowers or trees or adding outdoor artwork.
6. **Create a walking map of your trail and share with employees** and, if appropriate, other community members. Internet mapping programs such as Google Maps or Map My Run can be used to create maps and show distance.
7. If possible, **physically map out route(s) with signage or markers**. This can include a sign identifying the walking route as well as mileage markers.
8. **Promote use of the walking route** internally and (if appropriate) publicize the walking route to the larger community.
9. **Encourage further use of the walking route** by creating walking groups or holding a steps challenge with employees.
10. **Create a maintenance plan** delineating aspects of the train to be maintained, with what frequency, and responsibility.
11. **Evaluate success** in how the intervention was implemented, participation in the intervention, and whether the intervention helped to meet your healthy worksite objectives

Recommended communication activities

- **Announce the start of the walking route effort and seek volunteers** for the planning committee.
- **Communicate the progress of the walking trail** to create anticipation and interest, and offer opportunities for employees to contribute (such as in clearing trails).
- **Consider holding a steps challenge** to encourage employees to try out (and continue to utilize) the walking route.
- **Promote the use of the walking route** in walk and talk meetings and active breaks.
- If your worksite chooses to create a walking group, **promote the group in conjunction with the walking route**, and recognize employees who are using the route.

Opportunities for incentives

- Offer pedometers to employees who show interest in utilizing the walking route or engaging in a steps challenge or walking group.
- Offer other incentive items (such as T-shirts or visors) to walking group or challenge participants, and consider a higher-value raffle item (such as an iPod Nano or Fitbit) for participants.

Potential evaluation measures

- Number of employees using the walking trail – self-reported or through observation
- Number of trail miles walked (self-reported)



- Number of non-employees using the trail (may be conducted with a paper survey along the trail, an online survey, “person-on-the-street” interviews, or through collaboration with other groups that contributed to the development of the trail)

Additional resources

American Heart Association Activity Tracker and personalized Walking Plan:

http://www.startwalkingnow.org/mystart_tracker.jsp



Support walking/biking to work

Evidence:

CDC ScoreCard #50 (3 pts)

Convergence Partnership/recommended:

<http://www.convergencepartnership.org/atf/cf/%7B245a9b44-6ded-4abd-a392-ae583809e350%7D/PROMISING%20STRATEGIES-07.18.11.PDF>

County Health Rankings/some evidence:

<http://www.countyhealthrankings.org/policies/multi-component-workplace-supports-active-commuting>

Purpose

Increase employee physical activity by encouraging and supporting biking and walking to work.

Also known as “active commuting,” employers can offer improvements to infrastructure that make biking and walking (as well as using public transportation) to work easier and more appealing for employees, and can be particularly effective when done in combination with promotional or educational efforts (County Health Rankings & Roadmaps, 2014). Some active commuters can achieve more than 80% of their recommended daily physical activity through their commute (County Health Rankings & Roadmaps, 2014).

Costs and materials

Costs for supporting active commuting can vary and can also be expended in increments as support for and participation in active commuting increases. Staff time for planning and implementation is required, and will vary depending on the amount of investment the worksite plans to make in active commuting. It is possible to modestly support active commuting with little financial investment.

Financial investments can be as small as offering bike maintenance supplies (air pumps, tire repair kits), first aid kits, and modest employee incentives. Mid-range investments can include the purchase and installation of bike racks (for which there may be subsidies available) or lockers for active commuter use, and greater investments may include the provision of showering and changing areas on site.

Steps

Use the Healthy Arizona Worksites Program’s Worksite Health Improvement Plan to outline tasks and timeframe, who is responsible, and communication and evaluation activities.



1. **Identify a “champion” or team** to create buy-in for active commuting efforts and promote participation, including representatives of facilities or human resources. Ideally some of those involved are active commuters themselves. Such a person or team can serve as a point of contact for active commuter concerns and offer support to those new to biking or walking to work.
2. If biking is an active commuting strategy you want to pursue, **survey employees for interest in biking to work**, particularly to gauge interest in use of bike parking facilities.
3. **Identify potential partners**, including organizations that have successfully implemented walking/biking supports or neighboring offices willing to share in costs.
4. For bike commuting: **Identify and create a bike parking area** that is well lit and easily accessible, and has designated signage. Ideally this area is sheltered from weather and is secure, such as in a locked room or garage. If bike racks or a secure area aren’t options, consider allowing employees to store bikes in their offices or in a locked storage room. Some municipalities, such as Tucson, offer subsidized bike racks to employers. Local transportation or parks and recreation departments may be resources.
5. For bike commuting: **Identify and share safe routes for biking**. The Arizona Department of Transportation Bicycle and Pedestrian Program (<http://www.azbikeped.org/index.asp>) offers many resources including bicycle and pedestrian maps. Aim to provide additional information on topics like safe biking and bike maintenance at the start of the program and periodically thereafter.
6. For walkers: If possible, **conduct a walkability audit** to assess the walking conditions around your worksite (see “Walking routes”), and share information with your employees about routes that are the safest and most accessible.
7. **Make biking and walking to work more appealing by offering shower facilities** and ideally one securable gym locker to store work clothes for every long-term bicycle commuter (Bike to Work Metro DC). A designated, locked changing area for active commuters is a good start for employers unable to offer or invest in showers. Employers can also offer subsidized memberships to nearby gym facilities or create partnerships that allow employees to use gym facilities for showering and changing.
8. **Offer incentives that encourage and support biking and walking** (see “Opportunities for incentives” below).
9. **Communicate all worksite offerings related to active commuting to employees** (see “Recommended communication activities” below).
10. **Evaluate success** in how the intervention was implemented, participation in the intervention, and whether the intervention helped to meet your healthy worksite objectives.

Recommended communication activities

- **Communicate to employees all the supports and incentives** in place for active commuting, as well as the benefits of being active through walking or biking to work.



Starting active commuting efforts with a challenge can help to increase participation and allow participants to experience the benefits of active commuting directly.

- **Reserve an area in your employee newsletter or on a bulletin board** for bicycle-related information.
- **Track and post** miles biked, miles walked, calories burned, and the related amount of carbon dioxide reduced and gallons of gas saved.
- **Hold workshops** on bicycle commuting, maintenance, safety, and other biking and walking topics. Seek workshop leaders from the Arizona Department of Transportation Bicycle and Pedestrian Program (see contact list at <http://www.azbikeped.org/contacts.asp>), local transportation departments, local bike share programs, biking clubs, and bike shops.
- In May, **promote bike to work day** <http://www.biketoworkmetrodc.org/>.
- **Use evaluation success to promote the program** to others.

Opportunities for incentives

Financial incentives:

- Provide bike helmets or a subsidy for helmets, and other safety items such as reflective clothing or lights. Consider a bike raffle for those who wish to commute by bicycle.
- Offer subsidized memberships to bike-sharing programs or employee access to a fleet of company bikes.
- Provide pedometers to walking commuters.
- Offer an active commuting challenge, or award points to employees for bicycling and walking to work, to accumulate and be redeemed for cash or prizes (Commuter Connections).
- Employers may provide a reimbursement of up to \$20 per month for reasonable expenses incurred by employees in conjunction with their commute to work by bicycle through section 132 of the IRS code. Learn more at <http://bikeleague.org/content/bicycle-commuter-benefit>.
- Restricted or limited parking can increase the number of employees actively commuting to work. Parking fees or free off-site parking, when combined with other worksite supports for active commuting, can be effective (County Health Rankings Multi-Component Workplace Supports for Active Commuting).

Other non-financial incentives for employees:

- Permit a more relaxed dress code on specified biking days.
- Recognize active commuters in company-wide communication or meetings.
- Allow bikers to utilize flex-time schedules (see "Flexible schedules fostering physical activity" on p.12) to avoid rush hour traffic or darkness.
- Allow bicycle commuters time to shower or freshen up after commuting and before work.



- Investigate “Guaranteed Ride Home” programs that offer emergency rides home, and communicate eligibility for such resources.
- Bicycle parking, showers, and changing areas also serve as incentives.
- Provide a company car for employees to use for off-site meetings.
- Implement your own company’s bike share program (see example at <http://www.memphisbusinessgroup.org/blog/posts/employee-bike-share-programs->)

Potential evaluation measures

- Number of safe walking routes identified; number of safe biking routes identified
- Number and success of participants in a challenge or points system
- Number of employees using bike rack (self-report or number of bikes on rack each day)
- Number of employees who are participating in active commuting
- Employees’ self-reported active commuting (number of miles, hours, or days on which employee actively commuted to work)
- Changes in employee interest and needs regarding active commuting (as measured by an employee survey)



Provide an exercise facility or area onsite

Evidence:

CDC ScoreCard #48 (3 pts)

Community Guide/recommended: <http://www.thecommunityguide.org/obesity/workprograms.html>

Community Guide/recommended: <http://www.thecommunityguide.org/pa/environmental-policy/improvingaccess.html>

County Health Rankings/Scientifically

supported: <http://www.countyhealthrankings.org/policies/access-places-physical-activity>

Purpose

To offer facilities at the worksite that support and encourage increased physical activity.

The provision of a fitness facility demonstrates the company's commitment to employee wellness. There are a variety of ways in which worksites can foster on-site physical activity, from a fully-equipped workout facility to ad-hoc space used for easily transportable equipment and/or fitness classes. Options for equipment and facilities might include stretching mats, exercise balls, treadmills or elliptical machines, stationary bikes, strength training equipment, and DVD player and monitor for use of fitness DVDs or online videos. Fitness facilities can be permanent, but other spaces can also do the job; unused office areas, large conference rooms, cafeterias with moveable furniture, and work bays or safe warehouse areas can serve as fitness areas on a temporary or periodic basis (NC Worksite Wellness Toolkit). Outdoor fitness areas may be an option for your worksite, if your company has a campus or owns land on which all-weather fitness equipment can be installed. This can be a good complement to a walking trail (see "Walking routes" on p.15) or a walking group's activities (see "Walking program/groups" on p.33). It is most effective to offer a worksite fitness facility in conjunction with showers or changing facilities, as well as lockers.

A fitness facility requiring a more significant investment may include:

- Individual workout area for cardio and strength training equipment
- Group exercise area for classes such as yoga, Zumba, t'ai chi
- Stretching area
- Change rooms with showers and lockers
- Small office for professional staff
- Counseling room for fitness assessments

Costs and materials:

Costs and other resources required for a fitness facility can vary widely. A fitness area can be modestly equipped with simple items including fitness balls and other accessories for only a few



hundred dollars. Purchase and installation of professional-grade equipment as well as shower and changing facilities requires an investment of thousands of dollars, as does the creation of an outdoor fitness area with all-weather equipment. Some larger employers may hire companies to design, build, and manage on-site fitness facilities, ideally offering access after work hours as well. While such costs are significant, some companies that have invested in extensive facilities have experienced a return on investment in three to five years (Trifit Workplace Fitness Facilities, 2002). Costs can be offset with membership fees, which can be collected through payroll deduction.

Whether the facilities are modest or extensive, it's important to consider equipment and facility maintenance costs and factor this into decisions about an on-site facility. Liability insurance costs will vary, and personnel time will be required for planning and continued administration related to the fitness facility.

Steps

Use the Healthy Arizona Worksites Program's Worksite Health Improvement Plan to outline tasks and timeframe, who is responsible, and communication and evaluation activities.

1. **Identify a team** to be involved in the development of the facility, representing human resource, management, and general employee interests. This team should include employees who will use the facility and promote its use among other employees.
2. **Assess the options for creating a fitness facility** based on the nature of your worksite, the space available and possibilities for build-out, and budget.
3. **Survey your employees to assess their needs and interest** in a fitness facility, including the specific kinds of facilities and provisions they will be most likely to use.
4. **Collaborate with a fitness consultant or company** to design and develop the fitness facility, purchase, and install equipment.
5. **Try to combine the development of a fitness facility with individual assessments**, goal setting, and monitoring (see "Free or subsidized physical fitness assessments with follow-up counseling and education" on p.29).
6. Depending on the capacity of the facility, **develop programming to maintain interest and provide instruction**, such as training on the use of particular equipment, or new routines or circuits.
7. **Assess the worksite's liability insurance and develop a legal waiver** for those using the facility and require that all employees who will be using the facility submit a signed copy before use. Ensure that it is clear on the waiver and through optional signage that the facility is not monitored and use is voluntary. Other security measures can be taken for built facilities, such as card access and security phones.
8. **Evaluate success** in how the intervention was implemented, participation in the intervention, and whether the intervention helped to meet your healthy worksite objectives.



Recommended communication activities

- **Promote the existence of the facility and its features**, as well as the benefits of being physically active.
- **Have an information board in or near the facility providing instructional information** about use of the facilities and equipment.
- **Periodically promote the facility by sharing users' success stories:** Success Story Data Collection Tool: CDC Steps to Wellness page 111:
http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/steps2wellness_broch14_508_tag508.pdf

Opportunities for incentives

Offering on-site fitness facilities is an incentive in itself; however, offering additional incentive items can facilitate the use of facilities (such as water bottles or gym gear) and increase visibility among other employees.

Sample

Liability waiver: <http://info.dhhs.state.nc.us/olm/forms/dhs/dhhs-0002.pdf>

Potential evaluation measures

- Use of facility in terms of number of employees, frequency of use, and duration of visit

Additional resources

Promoting Fitness, Protecting People fact sheet on workplace fitness centers:

<http://www.acwajpia.com/filecabinet/rmnopw/09-10-0583.pdf>

American College of Sports Medicine's Health Fitness Facility Standards and Guidelines – 4th Edition



EMPLOYER-OFFERED HEALTH BENEFITS

Your worksite can encourage employee physical activity as part of an overall compensation package including health insurance coverage as well as other services or discounts related to employee health. Such benefits can widely vary and be modest to more costly in terms of employer investment, from as simple as identifying and offering an employee health insurance package that includes an annual subsidy for membership to a fitness facility, to offering individual assessment and self-management physical activity programs and on-site facilities.

Subsidized or discounted onsite or offsite exercise facilities

Evidence:

CDC ScoreCard #55 (3 pts)

Community Guide/recommended: <http://www.thecommunityguide.org/obesity/workprograms.html>

Convergence Partnership/recommended:

<http://www.convergencepartnership.org/atf/cf/%7B245a9b44-6ded-4abd-a392-ae583809e350%7D/PROMISING%20STRATEGIES-07.18.11.PDF>

According to the Community Guide, as quoted in the CDC Discount Fitness Club Network, "*People will become more physically active in response to the creation of or improved access to places for physical activity, combined with distribution of information. On the basis of strong evidence of effectiveness, the Task Force recommends implementing such efforts*" (CDC Healthier Worksite Initiative, 2014).

While not an evidence-based community guide(<http://www.thecommunityguide.org/>) recommendation, employers can provide opportunities and reduce barriers related to access or cost by partnering with local fitness facilities. Implementing an incentive where memberships are provided to local fitness facilities and physical activity programs and membership fees are reduced or subsidized can increase access and reduce barriers such as cost for employees. (CDC Workplace Health Promotion: Physical Activity, 2014).

Purpose

Promote physical activity by increasing access to places for physical activity and/or making use of such facilities more financially feasible for employees.

When combined with communication efforts, enhancing access to places for physical activity is an effective strategy for increasing employee physical activity. Offering free or discounted access to on-site exercise facilities can reduce or eliminate many barriers to physical activity for some employees (See "Provide an exercise area or facility onsite" on p.23). However, many employees do not have access to on-site fitness facilities or programs, might prefer to use facilities close to their home rather than work, or might find fees for off-site fitness facilities prohibitive. Your worksite



can create partnerships with fitness facilities to offer discounted or subsidized membership, your worksite can offer its own subsidy to fitness facility membership, and/or you can offer health insurance benefits that offer a fitness reimbursement.

Costs and materials

Establishing partnerships and/or discounts or subsidies for use of fitness facilities requires primarily staff time, minimal costs associated with promotion through communication activities, and may or may not involve direct costs for discounted or subsidized use of fitness facilities. Fitness centers may offer a reduced rate to employees at no charge to the company. Your worksite might want to consider other incentives (beyond a discount or subsidy), which can also vary in cost.

Steps

Use the Healthy Arizona Worksites Program's Worksite Health Improvement Plan to outline tasks and timeframe, who is responsible, and communication and evaluation activities.

1. **Identify a wellness champion or team** to assess, plan, and implement health benefits. Human resources or management input will be necessary. The champion or a team member should serve as a liaison between the worksite and the partner fitness facility (ies).
2. **Assess the need and interest for discounted or subsidized fitness facilities** as well as employee preferences.
3. **Develop criteria for selection of services and consider options for partnership** including local gyms, YMCAs, and community centers or community-based organizations offering fitness facilities.
4. **Develop partnerships or select programs** that meet employees' needs and wants. Negotiate a reduced membership rate for employees if possible.
5. **Promote the benefit and its value to employees** (see "Recommended communication activities" below).
6. **Evaluate success** in how the intervention was implemented, participation in the intervention, and whether the intervention helped to meet your healthy worksite objectives

Recommended communication activities

- When the benefit is ready to be offered to employees, **communicate the opportunity to employees** through channels such as staff meetings, e-newsletters, and other updates. Demonstrate the cost savings employees can enjoy through the discount or subsidy, as well as the health-related benefits they can experience through increased physical activity. Repeat these messages with some frequency; employees will be at different stages of readiness or interest in utilizing fitness facilities, and the key is for them to hear the message when they are ready to adopt a behavior.
- **Consider a challenge and/or offering incentive items** to employees who utilize the new benefit. Communicate employees' success to others.



Opportunities for incentives

- Consider offering company-branded items that support employees in utilizing the benefit, such as T-shirts, water bottles, or gym bags, to all employees who initiate membership.
- Higher-value items, such as an iPod Nano or Fitbit, can be used as raffle items for those who initiate membership or for a challenge.
- Your company can offer a “sliding scale reimbursement” so that those who use the fitness center more get a higher discount. This can also help prevent employees from signing up but not using the benefit, which can cost your company (see p. 45 of the CDC Steps to Wellness:
http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/Steps2Wellness_BROCH14_508_Tag508.pdf).

Sample

Policy for fitness subsidy: http://tcrc320.org/benefits/Physical_Wellness_Study.pdf

Potential evaluation measures

- Number of inquiries received about discounted or subsidized services from employees
- Number of fitness club guest passes issued
- Number of employees that joined a fitness center (CDC Healthier Worksite Initiative, Discount Fitness Club Network Example)
- Number of visits to fitness facility reported by facility, or self-reported number of visits

Additional resources

CDC Discount Fitness Club Network Toolkit:

<http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/fitnessclub/>

CDC Discount Fitness Club Network Planning Checklist:

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



Free or subsidized physical fitness assessments with follow-up counseling and education

Evidence:

CDC ScoreCard #55 (3 pts)

Community Guide/insufficient evidence, recommended with education efforts and with or without other interventions: <http://www.thecommunityguide.org/worksites/ahrf.html>

Purpose

To offer employees information about their health-related risks and counseling to change behaviors that will improve their health.

Assessing individual employees' health risks, while offering feedback and education, can be effective in improving employee health outcomes. The Community Preventive Services Task Force Community Guide states that health promotion activities tailored to an individual's specific needs, such as the individual physical fitness assessment, increase the likelihood of beginning an exercise program and increase the frequency of exercise. Individualized programs such as this have led to a 35% increase in the amount of time individuals spend in physical activity (CDC Workplace Health Promotion: Physical Activity, 2014).

This intervention generally involves an assessment of personal health habits and risk factors (that may also include biometric measures such as body mass index, cholesterol, etc.), an assessment of future risk of death or other adverse health outcomes, and feedback including educational messages and counseling about how changing one's behavior can change the risk of disease or death. An assessment of health risks with feedback (AHRF) can be implemented as a stand-alone strategy or more ideally as part of a broader program that includes health education and other health promotion components offered as follow-up to the assessment (The Guide to Community Preventive Services, 2014). Counseling and education can include setting personalized goals and monitoring progress, building social support for healthy behaviors (including at the worksite), developing problem-solving strategies for maintaining healthy behaviors, and reinforcing behaviors with rewards (CDC Workplace Health Promotion: Physical Activity, 2014). Activities following the assessment can be implemented through coaching or counseling, or through self-management programs. Employee health screenings can also serve the purpose of helping employees feel they are medically able to participate in physical activity, and help to identify individuals who can benefit from disease management services.

Costs and materials

Costs for physical fitness assessments, follow up, and other activities supporting individual change can vary widely depending on the depth of the assessment and the extent of follow up services your worksite provides. Significant staff time, particularly from a wellness coordinator and/or human



resources staff member, will be required in the planning and implementation of assessments and follow up. Ongoing administration of the follow-up activities will likely be required as well. You may be able to utilize resources from your health insurance carrier or business coalitions or professional associations for either assessments and/or follow-up services. There may be costs associated with self-management programs, or training or coaching, which your worksite may or may not offer. Costs related to communication activities and incentives can be minimal.

Steps

Use the Healthy Arizona Worksites Program's Worksite Health Improvement Plan to outline tasks and timeframe, who is responsible, and communication and evaluation activities.

1. **Identify a human resources staff person or wellness coordinator** to plan and implement the intervention. A larger team can help to plan and coordinate, particularly related to follow-up educational efforts and/or health promotion interventions such as fitness classes or activities for employees.
2. **Determine what screenings or exams will be assessing or measuring**, such as a health risk appraisal and/or biometrics like body mass index, cholesterol, and heart rate. Screenings can also include conditions such as diabetes and cancer, for example. Your budget or available resources may influence the kinds and extent of screenings you are able to offer, as well as the follow-up counseling you can provide.
3. **Identify the product you want to offer your employees**, such as feedback in the form of a written report, online feedback, and/or feedback in individual or group meetings. Then identify resources or partner organizations to implement screenings and counseling or coaching. Local health departments, community health centers, and other clinics may serve as partners. Your company's insurance provider may offer recommendations, and business health councils or coalitions (such as WELCOA) can also offer recommendations and/or services. Counseling or coaching can be conducted by individual experts or by companies that provide coaching via telephone. Coaching can focus on fitness-related activities and/or a broader wellness approach that addresses the results of health risk appraisals and other behaviors such as physical activity.
4. **Ensure that your worksite can offer resources and supports to help individuals** act on their assessment and any individual plan or goals that may be put in place. Tailor the screening and overall assessment product to the follow-up resources your worksite can offer.
5. Working with your human resources or legal departments, **ensure that any specific information collected complies with HIPAA** (Health Insurance Portability and Accountability Act) privacy and security rules (see <http://www.hhs.gov/ocr/privacy/hipaa/understanding/>). Identify a space to conduct the exams or screenings that allows for employee privacy and confidentiality.



6. **Ensure that you are prepared to provide information** should health conditions or other concerns be uncovered. Local health departments, CDC, NIH, your company's health insurance provider, and other national organizations such as the American Heart Association may offer free materials.
7. **Promote voluntary wellness exams or screenings** as drop-in or schedule exams with interested employees. Start promotional efforts several weeks before the scheduled date(s).
8. **Offer exams or screenings on one day or across a period of several days and promote them** as they are being conducted to achieve as much employee participation as possible.
9. If your worksite offers counseling or coaching, **promote the resource before, during, and after exams or screenings take place.**
10. **Offer worksite activities that help to create social support for employees to engage in healthy behaviors.** See ideas in the "Programs" on p.33. Promote other worksite interventions of all types (policies, benefits, and environmental supports) that can help individuals reach fitness goals.

Recommended communication activities

- **Promote physical activity assessments** starting several weeks before their implementation. Emphasize the resources that will be offered as part of your program, such as education, counseling, coaching, and other worksite activities that will promote physical activity. It is important that employees know there will be opportunities to be active through the worksite and support for changing their behavior.
- **Be clear about what the assessment will measure and what kind of feedback will be offered, as well as the confidential nature of the assessment,** in order to increase employee's comfort level and create expectations for the kind of information that will be learned.
- If possible, **offer the assessment periodically** in order to reach employees when they are at a stage of "readiness" to engage in the assessment.
- **Engage in employee education efforts that help support healthy behaviors.** This can include awareness-building about the benefits of physical activity, resources for being active, and employee success stories.
- **Promote activities at the worksite for employees to be physically active** as opportunities for employees to achieve their own personal goals
- **Utilize employee newsletters, email, meetings, and posters and written materials** in high-traffic areas (such as a break room or cafeteria) for your promotional and educational efforts.

Opportunities for incentives

- One-time incentives, such as water bottles or T-shirts, can be offered to those who engage in the assessment process.



- Higher-value items or cash rewards can serve as incentives as individuals reach milestones in their individual plans and/or engage in worksite activities (such as a walking group). These kinds of incentives may be built into a packaged follow-up or coaching program, or you may build them into your worksite's customized program.

Potential evaluation measures

- Number of employee assessments
- Number of employees who participate in assessments
- Number of counseling sessions
- Number of employees who participate in counseling sessions

Additional resources

Health Risk Assessment Checklist:

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

Individual Wellness Goal Setting plan, CDC Steps to Wellness page 105:

http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/steps2wellness_broch14_508_tag508.pdf

American Cancer Society's Active for Life online, 10-week program can be adapted to individual employees: <http://www.acsworkplacesolutions.com/activeforlife.asp>

WELCOA (Wellness Council of America) offers a wide variety of worksite wellness resources and services with membership, as well as some free resources: <http://www.welcoa.org/>



PROGRAMS

Programs that encourage physical activity can generate enthusiasm, participation, and visibility – such as in the creation of a walking group. Engaging in a physical activity program can also teach individuals skills for being physically active, such as how to do an activity (e.g., yoga or t'ai chi) or how to set and meet individual goals (e.g., one's number of steps as part of a walking challenge). Such programs are ideally part of a multi-strategy approach or plan to increase physical activity at the worksite, as programs often have limitations as well. Programs such as a challenge or group activity like yoga require active participation on the part of the individual, and only those who participate are impacted. Programs also generally require ongoing resources, whether it is staff time and/or financial resources, and often cannot continue without ongoing investment. Physical activity programs should complement other strategies for maximum impact, such as in offering a walking program in combination with a flex time policy that provides employees time during the workday to participate.

Walking program/groups

Evidence:

CDC ScoreCard #52 (3 pts)

Purpose

Create a walking group or club to increase social support for being physically active.

A group or multiple groups (that could be based on physical ability, work schedule, or even interests) are created to walk together during breaks, lunch, before or after work, or during “on the clock” times if your company allows. The group may walk together from twice a week to every day, and may involve a particular destination (such as a regular farmer’s market), or regular route. Walking groups are highly accessible to most employees as it’s a relatively easy activity for most people requiring little equipment other than a pair of walking shoes. Such a program does not need to be limited to walkers; a walk and wheel club can accommodate those using wheelchairs.

Integrating a walking group into other interventions can be particularly successful. Flexible schedules (see “Flexible schedules fostering physical activity” on p.12) for physical activity can facilitate participation by creating the time for walking, and a steps challenge can help to increase motivation to participate. If your worksite has the resources to engage in a walkability audit of the



campus or area surrounding your site, and even create a walking route or make modest improvements to the walking environment, you will be setting up your walking group up for even greater success. Keep in mind the needs of wheelchair users when you select or make improvements to routes as well.

Costs and materials

A walking group can be created with minimal costs, though integrating a walking group with other efforts such as a steps challenge or investment in a walking route can incur additional costs. Some staff time will be required to plan, implement, and maintain the group, though human resources personnel time is not necessarily required. Promotional communication efforts require little investment, and your worksite can identify and stay within a budget for incentive items. Incentives can be inexpensive or can be higher value rewards for participants who achieve walking milestones.

Steps

Use the Healthy Arizona Worksites Program's Worksite Health Improvement Plan to outline tasks and timeframe, who is responsible, and communication and evaluation activities.

1. **Identify a planning committee** inclusive of members who will lead or actively participate in the walking group. This group may share interest with anyone also interested or participating in active commuting (See "Support walking/biking to work" on p.19).
2. **Coordinate your walking group efforts with a walking routes intervention.** Assess the walking route options in the worksite's vicinity, and select routes that are safe and appropriate using a walkability audit. Step-by-step assessment guidance can be found at http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/walkability/audit_tool.htm, including an audit tool. See "Walking routes" on p. 15 for more information.
3. **Identify routes, including those that may have a destination, and create walking maps.** Municipalities or parks and recreation departments may also offer walking maps. If walking routes near your worksite are not ideal, identify other highly walkable areas that can be easily accessible before or after work, for example.
4. **Assess employee needs and interest related to a walking group,** such as preferences for time of day and days of the week to walk, areas or destinations for walking, and incentive items or other supports that would increase participation. Try to engage non-walkers in your assessment, to learn about barriers to walking that you can help to address.
5. **Determine whether there are times of the year when walking isn't feasible due to weather or high pollution advisories,** and/or whether there are parameters to follow related to extreme heat or cold.
6. **Consider what kinds of additional supports can facilitate participation in the group,** such as providing rain gear, sunscreen, and/or alternate activities for poor weather. Make sure that participants always stay hydrated, either by offering bottled water or making sure everyone is equipped with a reusable water bottle.



7. **Promote the walking group** including details about time and routes, including a contact person. Co-promote with a steps challenge, if your worksite is implementing one (see “Organized individual or group physical activity programs” on p.36).
8. **Offer incentives for participation** in the group, starting with pedometers. Consider other incentives related to milestones for participants – such as number of days participated, number of miles walked, etc.
9. **Hold a kick-off event** with giveaways. Create a sign-in sheet for interested employees in order to promote participation through follow-up communication.
10. **Evaluate success** in how the intervention was implemented, participation in the intervention, and whether the intervention helped to meet your healthy worksite objectives

Recommended communication activities

- **Promote the walking group** including details about time and routes, as well as the benefits of walking. Co-promote with a steps challenge, if your worksite is implementing one.
- **Repeat promotional efforts periodically** so that employees know they can join at any time and when they feel ready.
- **Share participant success stories** both within and outside the walking group.
- **Maintain communication with participants**, including those that don’t participate regularly or haven’t participated for a while. Remind “lapsed” participants that they can participate at any time.
- **Suggest that participants or interested participants come with a friend.**

Opportunities for incentives

- Pedometers
- T-shirts, visors, water bottles
- High-value or cash rewards for reaching significant milestones (such as a Fitbit or gift cards for athletic stores)

Sample

Liability waiver: <http://info.dhhs.state.nc.us/olm/forms/dhs/dhhs-0002.pdf>

Potential evaluation measures

- Number of participants tracked by each meeting of the walking group
- Number of miles walked assessed through personal logs or a record of the group
- Bi-annual questionnaire to assess participant satisfaction, appropriateness of the route(s), and other motivators and barriers to participation (CDC Nutrition, Physical Activity, and Obesity: Steps to Wellness, 2012).



Additional resources

Individual distance log: CDC Steps to Wellness, page 109

http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/steps2wellness_broch14_508_tag508.pdf

Organized individual or group physical activity programs

Evidence:

CDC ScoreCard #52 (3 pts)

Purpose

To increase employees' physical activity through programs offered over a period of time that bring employees together

Your worksite can consider a wide variety of activities to offer, such as stretching, yoga, Zumba, Pilates, t'ai chi, dance, low impact aerobics, or any other low- to moderate-intensity physical activity. Ideally such programs are led by a trainer, certified teacher, or some other kind of expert. However, your worksite can also offer easy and inexpensive group programs making use of a video. A steps/walking challenge or competition is another kind of program your worksite can offer, and can be done on an individual basis or as teams.

Costs and materials

Costs for individual or group activity programs are relatively low, and in some cases, can require little in the way of investment. Staff time will be required to plan and implement a program, as well as ensure that all necessary safeguards are in place (such as employee liability waivers). There may be costs associated with the use of appropriate space for group classes if they don't exist on-site. The cost of having a trainer or certified instructor lead classes may be your largest investment, but in some cases, employees with such credentials may be willing to offer classes at no cost. Incentives can vary from modest to higher value, particularly for team challenges.

Steps

Use the Healthy Arizona Worksites Program's Worksite Health Improvement Plan to outline tasks and timeframe, who is responsible, and communication and evaluation activities.

1. **Identify a champion or form a team** to plan and implement the program. Ensure that they bring commitment to participate in the program.
2. **Determine what kind of activity you want to offer.** You may first decide to survey your employees to gauge their interest in different activities and intention to participate, or you may first want to identify the resources that are available to you (see next step).



3. **Identify resources for offering a group program.** Consider the kinds of facilities, equipment, and expertise you have access to. Survey employees to determine who may be a trainer or other certified instructor and whether they are willing to offer classes. YMCAs, recreation centers, and local gyms may also be able to offer instruction and use of facilities. For a steps challenge, your insurance carrier may offer free pedometers to employees.
4. If your program involves a challenge or competition, **determine the structure for the competition, incentives, and other forms of recognition.** Your challenge or competition can be individual or team based (such as by department, location, or randomly selected).
5. If you are implementing a steps challenge, **secure and distribute pedometers, walking route maps, and distance logs** (see “Walking program/groups” on p.33). Employees will document their steps each day and total them on a weekly basis, for example, to identify winners. A variety of activities can be converted into steps, and be sure to offer alternate activities to those with physical or medical challenges.
6. **Locate and secure an appropriate space,** if necessary. Make sure it accommodates the amount of space you’ll need, is either clear or can be cleared of furniture and other barriers, and provides for the right kind of climate control.
7. **Ensure that any instructor has the necessary liability insurance and that liability waivers are collected and filed** for all participants. Also make sure that there are policies and procedures in place at your worksite for a health emergency.
8. **Promote your program** (see “Recommended communication activities” below).
9. **Evaluate success** in how the intervention was implemented, participation in the intervention, and whether the intervention helped to meet your healthy worksite objectives.

Recommended communication activities

- **Publicize the activity,** including details about when and where it is offered. Be clear about what kind of equipment or clothing is needed, and the skill level required. Ideally the activity is easy for beginners and can accommodate a variety of skill levels.
- **Promote the benefits of physical activity** as part of your efforts. You may want to focus specifically on the activity you are offering; For example, see the benefits of yoga on page 77 of North Carolina’s Move More Worksite Wellness Toolkit:
http://www.eatsmartmovemorenc.com/NCHHealthSmartTlkt/1_docs/move_more/mm_enti_reworkbook.pdf
- **Promote your program frequently,** making it clear that people can participate at any point and are always welcome.
- **Consider featuring individual participants and/or success stories** in communication efforts. See the Success Story Data Collection Tool: CDC Steps to Wellness page 111:
http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/steps2wellness_broch14_508_tag508.pdf



Opportunities for incentives

- Pedometers
- Company-branded items that will promote participation in the program, such as T-shirts, visors, and water bottles
- High-value or cash rewards for individuals reaching significant milestones (such as an iPod Nano, Fitbit, or gift cards for athletic stores). Similar items can be used as prizes to winning teams in a challenge, or your worksite can offer prizes that are ideal for teambuilding, such as a catered meal or lunch out for a team, tickets for sports events, or a group training session.
- When offering incentives, try to avoid rewarding individuals for being the “best” or doing the “most.” This strategy may promote excessive behavior, discourage those who are most likely to benefit from participating, and can create elitism. The best designed incentive programs are based on goals that are attainable by most individuals, and allow all participants who achieve the goals to receive an incentive (Nebraska Department of Health & Human Services, 2014).

Sample

Liability waiver: <http://info.dhhs.state.nc.us/olm/forms/dhs/dhhs-0002.pdf>

Potential evaluation measures

- Number of classes offered and number of employees who participated
- Number of participants in a challenge and steps logged



AWARENESS AND EDUCATIONAL EFFORTS

Building awareness about the value of being physically active and educating employees so that they can engage in healthier behaviors is an important component of a multi-strategy effort to increase physical activity. Awareness and educational efforts can help to get attention, shape attitudes, contribute to healthy norms or worksite culture, and build skills so that individuals can be more active. Educational efforts can offer employees some of the “tools” they need to in order to engage in healthy behaviors, such as understanding how physical activity is related to overall health and how to work physical activity into one’s day.

Information and education are often the foundation for the success of other complementary strategies, such as in building understanding of the value of even short bursts of physical activity. However, awareness or educational efforts alone have limited effect given that they rely solely on individuals making the healthy choice, rather than the healthy choice being the easiest or most affordable choice. For example, providing an on-site fitness facility that is free or low-cost, and is easy to utilize during the day with flex time, offers many of the circumstances employees need in order to be active. Awareness and educational strategies should ideally support other strategies and be part of an overall healthy worksite plan that utilizes multiple strategies.

Promote the benefits of physical activity

Evidence:

CDC ScoreCard #53 (1 pt.)

Purpose

Motivate employees to be more physically active by increasing awareness about how much physical activity is recommended and the benefits they can enjoy by engaging in physical activity.

This intervention provides information to employees about the amount of recommended weekly physical activity based on the 2008 Physical Activity Guidelines for Americans and promotes the benefits they can enjoy by being active. Such efforts can be implemented alone or ideally as a complement to other worksite strategies promoting physical activity, but should always offer employees resources and information for being more physically active. Such efforts can have the added benefit of helping to shape positive social norms around physical activity, particularly if you feature individual success stories as part of your effort.

Costs and materials

Costs associated with this primarily communication effort are minimal. Some staff time is required to plan and implement the intervention, and to be most appealing to employees, a graphic designer would create any promotional pieces. Your worksite may have internal graphic design capacity or



an employee may be able to offer their amateur graphic design skills. You may choose to produce any materials on a color printer at your worksite to minimize production costs.

Steps

Use the Healthy Arizona Worksites Program's Worksite Health Improvement Plan to outline tasks and timeframe, who is responsible, and communication and evaluation activities.

1. **Identify the individual or team to plan and implement** this promotional effort; this can be the wellness coordinator, another physical activity champion, or small team. Team members should be enthusiastic “ambassadors” of messages promoting the benefits of physical activity.
2. **Identify opportunities for employees to be physically active** at your worksite as well as resources for being more active outside the office. This may include easy ideas for being more active in your regular day, to community-based resources for individual or family activities. Parks, YMCAs and other recreation centers, and community events are great outlets for physical activity.
3. **Plan and implement your communication campaign** (see “Recommended communication activities”). See “Additional resources” for information about recommended physical activity and its benefits. Consider different creative approaches, such as featuring employee success stories. See the Success Story Data Collection Tool: CDC Steps to Wellness page 111:
http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/steps2wellness_broch14_508_tag508.pdf
4. **Evaluate success** in how the intervention was implemented, participation in the intervention, and whether the intervention helped to meet your healthy worksite objectives.

Recommended communication activities

- **Create a simple communication plan** that outlines the information you intend to share, through what formats and channels, and the timeframe. The plan should also establish goals and objectives to help provide structure. Try to coordinate communication activities with seasonal activities, relevant community events, health awareness months (see <http://healthfinder.gov/NHO/>), and worksite happenings. The ideal approach is:
 - To provide general wellness programming to all employees at least once a month
 - To use at least three formats and channels (see below) to promote the benefits of regular physical activity
 - To annually review communication and promotion vehicles for effectiveness and cost



- **Utilize the company intranet, employee newsletters, bulletin boards, and well-trafficked areas** such as a break room, cafeteria, or human resources office as channels to share your message. On-line articles, posters, handouts, or flyers to go into pay stub envelopes are good options for format.
- **Ensure there is enough repetition of messages** so that employees see and hear each message several times (generally required in order for a message to be truly received).
- **Be sure to always offer employees resources and information for being more physically active**, whether on or off the worksite.

Potential evaluation measures

- Changes in awareness about the recommended amount of weekly physical activity and the benefits of being active
- Intention to engage in physical activity
- Changes in the amount of physical activity employees report engaging in

Additional resources

Overview of 2008 Physical Activity Guidelines for Americans:

CDC Steps to Wellness page 77-80:

http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/steps2wellness_broch14_508_tag508.pdf

How much physical activity do adults need? (CDC):

<http://www.cdc.gov/physicalactivity/everyone/guidelines/adults.html>

Health benefits of physical activity according to the 2008 Physical Activity Guidelines:

CDC Steps to Wellness page 12:

http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/steps2wellness_broch14_508_tag508.pdf

The benefits of physical activity (CDC):

<http://www.cdc.gov/physicalactivity/everyone/health/index.html>

Poster examples promoting the benefits of physical activity:

North Carolina's Move More Worksite Wellness Toolkit page 33-39:

http://www.eatsmartmovemorenc.com/NCHealthSmartTlkt/1_docs/move_more/mm_entireworkbook.pdf



Provide seminars, workshops, brown bags, classes on physical activity

Evidence:

CDC ScoreCard #54 (2 pts)

Community Guide/recommended: <http://www.thecommunityguide.org/obesity/workprograms.html>

Purpose

To offer employees more in-depth information and build skills to help increase physical activity.

Whatever you may choose to call them – workshops, brown bags, lunch-and-learns – such educational events are intended to build interest in physical activity, provide resources, and build skills so that more employees can engage in more physical activity. Ideally your worksite can offer such educational events as part of a broader effort to increase physical activity, inclusive of programs, policies, and environmental supports promoting physical activity.

Costs and materials

Offering educational events such as workshops, classes, or “brown bag” lunches can be low-cost. In addition to staff costs of planning and implementing the events, speaker fees and refreshments may be the only direct costs. Depending on the resources you are able to identify, you may be able to avoid speaker fees, and refreshments can be as simple as beverages and fresh fruit.

Steps

Use the Healthy Arizona Worksites Program’s Worksite Health Improvement Plan to outline tasks and timeframe, who is responsible, and communication and evaluation activities.

1. **Identify the individual or team to plan and implement** this educational effort; this can be the wellness coordinator, another physical activity champion, or small team. Team members should be enthusiastic “ambassadors” of messages promoting the benefits of physical activity.
2. **Select the areas you want to address through educational events.** You might start by assessing available resources or by surveying employees for their interests and preferences. Some topics to consider include: recommended levels of physical activity, how to easily work small “bursts” of physical activity into your day, physical activity and weight loss, and highlights of different physical activities so that employees can choose what is best for them (CDC Nutrition, Physical Activity, and Obesity: Steps to Wellness, 2012).
3. **Identify the resources you can tap into for speakers who can address a variety of topics.** Employees who are trainers, certified fitness instructors, or have other areas of expertise may be able to present a topic. Reach out to local health departments, fitness centers, the parks and recreation department, YMCA, and other community-based organizations for speakers.



4. **Ensure that speakers understand who they will be addressing**, including demographics of your employees, the type of work they do, and the general work environment.
5. **Identify further resources you will be able to offer employees** who participate in the event and want to learn more or become more active. Speakers may be able to provide brochures or handouts. Ensure that you offer resources specific to the topic; for example, when highlighting different kinds of physical activities, share information about how employees can pursue that activity (such as yoga at a local fitness center for which memberships is subsidized by your company).
6. **Determine the best time of day to offer the educational event.** Lunch is often the best time because it is a natural break in the day for many employees. You can also offer educational events “on the clock” during work hours. Offering lunch or refreshments can help increase participation.
7. **Promote the educational event** through multiple channels, such as employee newsletters, posters, and at meetings.
8. If you are able to offer multiple events, **assess the effectiveness of each event** to help make improvements to future events.
9. **Evaluate success** in how the intervention was implemented, participation in the intervention, and whether the intervention helped to meet your healthy worksite objectives.

Recommended communication activities

- **Promote the educational event by highlighting what employees can gain from participating:** For example, new information, familiarity with new activities, or how easy it can be to incorporate physical activity into your daily routine. Tie the event in with seasonal activities or worksite happenings, if possible. Feature any incentives you may be offering for participation.

Opportunities for incentives

- Refreshments
- Raffle item for participants
- Company-branded items such as water bottles

Potential evaluation measures

- Changes in knowledge or intention to become more physically active (such as with a pre- and post-test)
- Effectiveness of the presentation (measured through a post-presentation feedback form)

Considerations for shift workers

- **Offer the trainings or seminars at different times** on different days so that workers have maximum flexibility in deciding when to attend. Don’t forget about night or weekend



workers. All employees should have access to educational seminars during regular work hours.

- **Schedule back-to-back sessions** at the end of one shift and the beginning of the next one to maximize scheduling and reduce costs.
- **Record seminars or sessions** so that employees can watch on their own time.
- **Offer a train the trainer session** so that managers or employees can learn the material and deliver the training at a later date.
- **Consider offering on-line trainings.**

Additional resources

Feedback form:

CDC Steps to Wellness page 107:

http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/steps2wellness_broch14_508_tag508.pdf



Encourage use of stairs

Evidence:

CDC ScoreCard #51 (3 pts)

County Health Rankings/scientifically supported:

<http://www.countyhealthrankings.org/policies/point-decision-prompts-physical-activity>

Community Guide/recommended: <http://www.thecommunityguide.org/pa/environmental-policy/podp.html>

Recommended: The New York Academy of Medicine and Trust for America's Health. A Compendium of Proven Community-Based Prevention Programs: <http://www.nyam.org/news/publications/research-and-reports/hp-190.html>

Stairwell makeovers

Evidence:

County Health Rankings/scientifically supported:

<http://www.countyhealthrankings.org/policies/point-decision-prompts-physical-activity>

<http://www.palgrave-journals.com/jphp/journal/v30/nS1/full/jphp200855a.html>

Purpose

Encourage and support employees in being more physically active by taking stairs rather than using elevators or escalators

If your worksite has more than one floor, then all employees (who are physically and medically able to use the stairs) have an opportunity to be more active. “Point of decision” prompts serve as cues for people to engage in a healthy activity, such as choosing to use stairs over the elevator. This can build stair use as a habit, as well.

This intervention can involve a variety of activities, including “point-of decision” prompts, or signs, at stairwells and elevators/escalators. Such signs, even without any improvements to stairwells, have been shown to be effective in increasing stair use (CDC Nutrition, Physical Activity, Obesity, 2011). Efforts to improve the appeal and accessibility of stairwells through a “stairwell makeover” help to provide environmental support for stair use. If your worksite is relocating or building a new facility, strategic placement of stairwells and elevators can help to increase stair use.

Your worksite can integrate a challenge into the campaign as well. While more stair use is the goal, be sure to keep elevators/escalators accessible to those who are unable to regularly use the stairs and do not make anyone feel alienated with your stairwell effort.

Costs and materials



Costs for stairwell efforts will vary depending on the number and state of your stairwell(s). Staff and other costs may be minimal if major renovations or improvements are not required. A “makeover” may require paint and artwork. Your worksite may decide to make further investments such as adding music to stairwells or providing incentives for stair use.

Steps

Use the Healthy Arizona Worksites Program’s Worksite Health Improvement Plan to outline tasks and timeframe, who is responsible, and communication and evaluation activities.

1. **Identify a wellness champion or team** to lead the effort. If you will be making major improvements to a stairwell, a team may be necessary.
2. **Open up stairwells that may be locked**, and make sure that there is no possibility for people getting locked in or out of the stairwell. If there is restricted access, post signs making this clear.
3. **Assess the state of your stairwell(s)**. Ensure that stairs are well-lit, clean, and safe. Carpeting or treads can help with safety. Work with building management or operations if improvements need to be made and determine what costs the company may be responsible for.
4. **Consider making stairwells more appealing** with colored paint, pleasant lighting, motivational signs, artwork – and maybe even music. Artwork can rotate, such as featuring artwork of employees’ children, or partnering with a local school or community-based organization to have children create a gallery with their own artwork. If music is an option, a digital satellite music system can provide a wide variety of music options.
5. **Make sure any renovations or improvements are compliant with fire and building codes**.
6. **Determine whether you want to incorporate a challenge or incentives** into your effort. You can reward people for reaching milestones such as walking a certain number of flights, award a prize to the person(s) who does the most flights, or hold a raffle for those who are making use of the stairs.
7. **Develop signs or use existing signs to post at “decision points”** – stairwells and elevators/escalators.
8. **Consider using point of decision signs in other locations**, such as the parking lot, to encourage people to park further away and walk longer distances. You can find sample signs in North Carolina’s Move More Worksite Wellness Toolkit page 21: http://www.eatsmartmovemorenc.com/NCHHealthSmartTlkt/1_docs/move_more/mm_enti_reworkbook.pdf
9. **Evaluate success** in how the intervention was implemented, participation in the intervention, and whether the intervention helped to meet your healthy worksite objectives.



Recommended communication activities

- **Communicate to employees the effort to make stairwell improvements** before it begins, and if possible, allow employees the opportunity to share ideas for aesthetic improvements, such as artwork.
- When stairwells are ready, **post your “decision point” signs at elevators and stairwells.** These can inform employees about stairwells’ accessibility and any improvements that have been made, as well as offer motivational messages about the value of using stairs. Ideas for signs can be found at http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/stairwell/motivational_signs.htm, or you can use the signs available for download. More ideas for signs can be found in North Carolina’s Move More Worksite Wellness Toolkit page 33-39 and 85-86: http://www.eatsmartmovemorenc.com/NCHealthSmartTlkt/1_docs/move_more/mm_enti_reworkbook.pdf
- **Communicate success in increased stair use**, potentially featuring employees who regularly use the stairs.
- **Tie “taking the stairs” into worksite sustainability efforts.** Communicate the impact of taking the stairs on energy consumption as well as health improvement). See <http://www.nyu.edu/sustainability/campus.projects/energy.strategy/stair.campaign.php> for ideas.

Opportunities for incentives:

- Recognition for employees who use stairs
- Company-branded items
- Cash prizes for challenge winners
- The opportunity to select artwork to feature (including one’s own or family artwork).

Potential evaluation measures

- Number of employees who use the stairs. To assess changes in stair use before and after your efforts, be sure to gather baseline data – the number of employees using the stairs prior to improvements or a campaign. For guidance on how to measure use by direct observation, infrared sensors, or video cameras, go to <http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/stairwell/tracking.htm>.

Additional resources

Additional detail and creative ideas: CDC StairWELL to Better Health

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

Take the Stairs: http://www.eatplaylivebetter.org/wp-content/uploads/2014/03/Take_the_Stairs_Toolkit1.pdf



Smart Steps stairwell checklist and ideas for a group challenge: North Carolina's Move More
Worksite Wellness Toolkit page 16-17

http://www.eatsmartmovemorenc.com/NCHHealthSmartTlkt/1_docs/move_more/mm_entireworkbook.pdf



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