
Employee Wellness Toolkit

More information can be found at
www.HealthierGeneration.org/schools



Employee Wellness Criteria at a Glance

BRONZE LEVEL AWARD	
501	A school employee wellness leader or committee has been identified
502	A school employee wellness needs or interest assessment has been conducted yearly with staff
503	School staff have opportunities to participate in physical activities OR healthy eating programs
SILVER LEVEL AWARD	
	Meets Bronze
504	School staff have opportunities to participate in physical activities AND healthy eating programs
GOLD LEVEL AWARD	
	Meets Silver
505	School staff are actively participating in physical activity and healthy eating programs
506	School or district annually evaluates the employee wellness program
507	District has a comprehensive employee wellness program
508	District insurance coverage provides obesity prevention and treatment services for staff

Rationale

The Employee Wellness (EW) criteria provide schools a systematic means of addressing staff wellness within the context of the healthy school environment. Healthy teachers and staff are integral in the promotion of behavior change among students. Healthy employees are more productive, have increased energy and reduced stress and set a positive example for students.

Principles that Guided the Development of the Employee Wellness Criteria

- Employee wellness programs can directly affect employee absenteeism, health care costs, productivity and disability
- Employee wellness programs should be integrated into coordinated school health programs
- Programs should be tailored to the needs of the staff
- Wellness programs should start small and build a strong foundation
- Successful programs are supported across the school community
- Healthy role modeling for students

501	A school employee wellness leader or committee has been identified
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Rationale

The employee wellness committee is a team of employees who formally meet and plan activities to promote good health for themselves and their fellow workers and serve as the leaders/champions for wellness activities at their school/district. Establishing, supporting and maintaining an employee wellness committee provides opportunities for all employees (both administrators and support staff) to create a healthy worksite, foster collaboration and partnerships and establish healthy lines of communication between support staff, teachers, principals and superintendents. A committee will assist the leader in implementing activities, collecting data, sharing program news, etc. and most importantly, prevent leader burnout and create program sustainability.

Action Steps

Identify an Employee Wellness Leader

The employee wellness leader may be an existing employee with a commitment to health such as a health educator, physical educator, nurse, psychologist, counselor or another member of the school staff. The district school health coordinator might also fulfill the role of school employee wellness leader in some cases. They will coordinate the development, implementation and evaluation of the employee wellness program, including needs assessments and data collection.

Identify Committee Members

The school wellness council or a subcommittee could also serve as the employee wellness committee. When recruiting members, think about asking people from the following categories:

- People who the program will affect (school staff)
- Administrators (with access to superintendent)
- School District Managers (HR, EAP, workers comp, benefits, insurance, risk management)
- Community Resources/Representatives (local health department, physical and mental health providers, recreational and fitness facilities, insurance carriers, voluntary health organizations)

The Employee Wellness Leader and Committee:

- Convene (and participate in) regular meetings of the employee wellness committee
- Conduct a yearly employee wellness needs and/or interest assessment
- Provide a variety of opportunities for staff to participate in physical activities AND healthy eating programs
- Offer incentives to staff participating in the wellness program activities
- Collect participation data
- Communicate with school staff, using channels such as e-mail messages, websites, print newsletters, posters and announcements
- Communicate regularly with the administration about the status of employee wellness activities and make recommendations and suggestions for program planning
- Identify resources for and schedule employee wellness activities
- Evaluate the wellness activities/programs offered
- Participate in the development and/or implementation of the district's comprehensive employee wellness program
- Develop relationships with community health providers, recreational facilities, voluntary health organizations and other community members who can provide resources or support for school employee wellness activities
- Advocate for the district's insurance coverage to include obesity prevention and treatment services for staff

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Recognition Documentation

Complete the following:

Primary contact person for this committee: _____

Primary contact person's position: _____

Primary contact person's email: _____

Other members (if applicable):

Name	Position/Title

Resources

- [Alliance for a Healthier Generation Employee Wellness Page](#) (Alliance for a Healthier Generation)
- [School Employee Wellness Committee Roster \(Appendix A\)](#) (Alliance for a Healthier Generation)
- [LEAN Works!](#) (Centers for Disease Control and Prevention)

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502	A school employee wellness needs or interest assessment has been conducted yearly with staff
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Rationale

Needs assessments and interest surveys provide key data to develop support for and plan a program. The data about employee wellness programs is gathered to:

- Assess the status of employee wellness activities
- Identify the interests of school employees
- Determine baseline health-related costs and risks in the district to justify investment in the program and to demonstrate progress and cost savings after implementation

Many districts complete a needs assessment at the district level and provide information for district wide planning for employee wellness programs. To address the interests of school staff at individual schools, an interest survey provides more appropriate and immediately useful information regarding the specific interests in activities related to health issues at the school level. The interest surveys helps ensure that programs are being created that specifically meet the interests of the staff and, in turn, set the stage for a more successful program. The data collected at the outset will provide a baseline for monitoring, evaluating and adapting the program over time.

Action Steps

- Conduct a needs assessment or an interest survey (Employee Wellness Interest Survey Appendix A or Employee Wellness Needs Assessment Appendix B)
- Develop a written employee wellness action plan created based on results of the needs or interest assessment. (Employee Wellness Action Plan Template Appendix C)
- Collect data annually to assist in making program changes that address changing employee interests and needs. Several strategies could be utilized to collect this data:
 - Placing interest surveys in staff mail boxes
 - Providing e-mail surveys (SurveyMonkey.com™)
 - Conducting a questionnaire or soliciting surveys during staff meetings or in-service activities
- The data collected could answer questions such as the following:
 - What are employees' health concerns?
 - What are employees' health interests?
 - How is our school currently addressing employee wellness?
 - How ready are our employees to participate in a program?
 - What are employees already doing?
 - What health risks do we need to target?
 - In what types of activities would staff be willing to participate?
 - What time of the day best meets the needs of our staff?

Recognition Documentation

Provide a detailed summary of the results of the needs assessment or interest survey conducted with staff.

Resources

- [Employee Wellness Interest Survey \(Appendix B\)](#) (Alliance for a Healthier Generation)
- [Employee Wellness Baseline Assessment \(Appendix C\)](#) (Alliance for a Healthier Generation)
- [Saving Dollars and Making Sense Committee Guide](#) (Eat Smart Move More North Carolina)

503	School staff have opportunities to participate in physical activities OR healthy eating programs
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Rationale

According to *School Employee Wellness: A Guide for Protecting the Assets of Our Nation's Schools*, authored by the Directors of Health Promotion and Education: "A number of studies have documented the benefits of investing in employee wellness programs. Districts with such programs report that participating employees increased the proportion of low fat foods in their diet, stopped smoking and lowered their cholesterol, thus changing behaviors that contribute greatly to most illnesses and deaths in this country.

Programs that emphasize physical activity, stress management and nutrition increase teacher morale, reduce absenteeism and result in higher levels of general well-being and ability to handle job stress among teachers. Districts with employee wellness programs have also found that a focus on health promotion attracts new employees and earns the loyalty of current employees. Moreover, school employees interested in their own health are more likely to take an interest in the health of their students; students, in turn, are more likely to engage in health-promoting activities when school staff models such behaviors."

Action Steps

- Base physical activities OR healthy eating programs on interest or needs assessments.
- Make sure that activities represent the interests of the majority of those who completed the interest and/or needs assessments. This ensures buy-in for the program.
- Introduce only one or two activities at a time.
 - Start with a simple activity that is easy to implement and that provides school or district-wide visibility at little or no cost.
- Use engaging strategies to raise awareness of the employee wellness program (posters, newsletters, payroll stuffers, email and school website postings, announcements at employee meetings and individuals to spread the word).
- Offer health screenings or organize a health fair to make participants aware of his/her health risks, provide the leader with ways to identify those who need help and to motivate individuals to participate in the employee wellness program.
- Provide monthly/weekly health tips by email or employee wellness newsletter.
- Plan a kick-off event with special activities that entice people to join the school employee wellness efforts.
- Have the principal, superintendent or other key wellness champions provide an endorsement for the program to promote participation.
- Set SMART Goals in your Employee Wellness Action Plan
 - 1. Specific**
It's easier to reach goals when they are specific, so try to keep yours short and to the point. For example, the general goal to "be healthier" can be broken down into more specific steps—such as exercising four times per week or getting at least eight hours of sleep each night.
 - 2. Measurable**
Goals with a numeric component are easier to measure. If you can't measure the goal, you can't determine your progress in reaching it. Rather than an ambiguous goal such as "Eat better," consider something that is measurable. "Eat three meals per day," "Don't skip breakfast," or "Eat five fruits and vegetables per day," can be quantified. Decide how you want to advance throughout the year (for example, setting a higher goal every couple of months) and measure your improvement.
 - 3. Attainable**

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Set goals that are within reach but still challenge you. Trying to “swallow the elephant” right from the start may result in more set-backs than progress. If you are new to exercise, for example, don’t set a goal to go to the gym five days per week. Start slowly, first resolving to exercise one or two days per week—then gradually increase frequency over time.

4. Realistic

Think practically: Can I live with this goal in the long term, day-in, day-out? Will it cause me to neglect other important areas in my life? If so, you may need to reassess your schedule and reconsider how much you can handle. If there are areas you need to readjust, set new goals accordingly.

5. Timely

If a particular time of year is extremely busy for you, set goals during those times when you can devote full energy and effort. Start small, then build up. Always try to reward yourself along the way to stay motivated.

Examples of S.M.A.R.T. Objectives:

- By August 2013, designate space and purchase equipment for on-site facilities for individual exercise (or contract for services for group exercise classes in yoga, dance, aerobics, etc.).
- By August 2013, provide to all staff incentives or options for reduced fees to memberships and access to offsite health clubs, recreation centers or facilities (e.g., tennis courts, weight rooms, cardiovascular exercise equipment, swimming pool, etc.).

Adapted from: Wellness Corporate Solutions

Recognition Documentation

Please complete the chart below explaining how physical activity **OR** healthy eating programs are being implemented:

Check the component implemented	Action Plan Components	Detailed explanation of how this component has been implemented:
<input type="checkbox"/>	Physical activity	
<input type="checkbox"/>	Healthy eating	

Resources

- [Alliance for a Healthier Generation Employee Wellness Page](#) (Alliance for a Healthier Generation)
- [School Worksite Wellness Committee Workbook](#) (Eat Smart Move More North Carolina)
- [Hope Health Employee Wellness Newsletters](#) (Hope Health)
- [School Employee Wellness: A Guide for Protecting the Assets of Our Nation's Schools](#) (Directors of Health Promotion and Education)

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504	School staff have opportunities to participate in physical activities AND healthy eating programs
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Rationale

According to the Centers for Disease Control and Prevention, obesity and the health conditions associated with it, such as hypertension, type two diabetes, stroke, coronary heart disease and certain types of cancer, are responsible for much of the increase in health care spending by employers. Obese persons spend 77 percent more money for necessary medications than non-obese persons. Schools can benefit directly by improving employee health through an employee wellness program and/or weight management program. A survey of CEO's found that "healthier employees" is the number one reason why companies choose to implement health promotion programs. Additionally, well-designed programs have the potential to extend beyond the primary employee and positively influence their dependents and thereby reduce a school district's health care costs overall.

Interventions that combine physical activity and nutrition are effective in helping employees lose weight and keep it off in the short term. These interventions use combinations of activities and support, such as nutrition education classes, aerobic and strength training, training in goal setting and lifestyle skills, self-help materials or specific dietary plans and group exercise sessions. Research has found that these combinations resulted in an average weight loss of at least four pounds at six months or more after beginning the program.

Action Steps

Implement opportunities for staff to participate in physical activities AND healthy eating programs

Sample Employee Wellness Activities:

- Distribute pedometers to promote walking (10,000 steps a day)
- Organize walking clubs
- Schedule health-related sessions as part of staff development
- Provide healthy snacks and beverages at staff meetings
- Create a healthy recipe swap
- Designate an indoor fitness trail on school grounds
- Offer assistance with smoking cessation or weight management
- Distribute water bottles, fitness club passes, paid registration for a local 5k, etc.
- Bring activities to your school for staff - provide Zumba on-school grounds by a registered instructor from the YMCA, invite a chef to provide healthy cooking tips, invite Weight Watchers at Work® to your school, etc.
- Establish a yearly cycle of activities based on a monthly theme or seasons of the year
- Offer chair massages at an in-service or faculty meeting
- Provide Pilates/Yoga classes for staff
- Offer a "10 Pound-10 Week" challenge to encourage the adoption of healthy behaviors such as increased physical activity or improved nutritional habits, resulting in healthy sustained weight loss

Recognition Documentation

Please complete the chart below explaining how physical activity **AND** healthy eating programs are being implemented:

Action Plan Components	Detailed explanation of how each component has been implemented:
Physical activity	
Healthy eating	

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Resources

- [Fitness Trail Stations](#) (Alliance for a Healthier Generation)
- [Step-By-Step Incentive Campaign: Walking Your Way to Wellness](#) (Wellness Councils of America)
- [Take Action! A Worksite Employee Wellness Program](#) (California Department of Public Health)
- [Move and Crunch Challenge](#) (Illinois NET Program; Northeastern Illinois University's Department of Health, Physical Education, Recreation and Athletics)

505	School staff are actively participating in physical activity and healthy eating programs
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Rationale

Tracking participation rates is a simple way for employee wellness leaders and committee members, as well as administration, to gauge employee engagement and participation within school/district sponsored health promotion programs. Research conducted by the University of Michigan Health Management Research Center (HMRC) has shown that the more an employee participates in health promotion activities, the less employers pay in health and productivity-related costs. Motivating your staff to participate in a number of wellness activities within a specific time period (e.g., 12–24 months) is critical for realizing desired outcomes such as risk reduction, risk avoidance, reduced health costs and improved productivity measures. (*Healthy Workforce 2010*)

Research shows that a receptive worksite culture and effective communications may be just as important as incentives. Your action planning process should include the creation of a communications and marketing plan aimed at creating, building and sustaining participation. To engage employees, you must include communication in every step of program implementation. A recent study found that employee wellness programs that had a strong communications plan achieved a 12.8 percent greater participation rate than those with a weaker communications strategy. A “strong communications strategy” was defined as using an average of three different delivery channels (electronic, home, onsite) and four different communication tools (e-mail blasts, newsletters, flyers, meetings). To maximize employee engagement, schools must take into consideration not only the type and amounts of incentives, but must also assess the school culture and develop solid communication plans that resonate with staff health attitudes. (*CO Worksite Wellness Toolkit*)

Action Steps

- Offer wellness activities at different times of the day/week to increase participation
- Provide incentives for staff participation
- Infuse wellness activities into staff meetings, celebrations and professional development trainings
- Conduct challenges to increase staff participation
- Environmental supports to encourage physical activity, such as walking trails, staff sports programs, onsite fitness centers and/or fitness classes, etc.
- Assign wellness ambassadors to help promote programs within their respective grade levels
- Recognize and promote “wellness champions” who have succeeded in their own health pursuits or have motivated others
- Offer healthy food selections in the cafeteria, vending machines, teachers’ lounge and at staff meetings
- School sponsorship and active participation in community health events
- Organize onsite health fairs/screenings
- Discuss the wellness program’s respect for the privacy of individual health information
- Coordinate employee wellness initiatives with benefits department so that incentives are related to health benefit credits or other benefit-related programs

Recognition Documentation

Provide the number of staff members that are in your building:

Based on the activities described in response to question 504, describe how your school offers physical activity and healthy eating opportunities that appeal to a wide variety of staff, and how the school encourages employee participation.

What percentage of your school staff have participated in at least one employee wellness activity during this school year?

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Resources

- [Alliance for a Healthier Generation Employee Wellness Page](#) (Alliance for a Healthier Generation)
- [Healthier Worksite Initiative](#) (Centers for Disease Control and Prevention)
- [LEAN Works! Guidance on Conducting Program Evaluation](#) (Centers for Disease Control and Prevention)
- [Guidelines for Offering Healthy Foods at Meetings](#) (University of Minnesota)

506	School or district annually evaluates the employee wellness program
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Rationale

Evaluation involves taking a close look at your goals and objectives and determining whether they have been achieved. This process allows you to celebrate goals that have been met, help to identify needed changes, find out how well objectives are being met, determine the effects of the program and identify ways to improve the program. The employee wellness committee should decide who will conduct the evaluation and work to develop an evaluation plan. Evaluation starts when the program is established, with needs assessments and surveys that provide a baseline for measuring progress.

A program assessment is not a one-time action but should be an ongoing activity. Your program should be evaluated at regular intervals in order to:

- Evaluate whether or not the program is effective
- Determine whether or not goals and objectives were met
- Share your employee wellness program results with your staff through an annual “Health Report Card” and other school communications
- Compare the effectiveness of different types of activities
- Determine successes and identify areas for improvement
- Identify next steps and report results to your stakeholders

Action Steps

- Collect information through staff surveys done (paper or electronic versions)
- Create charts and graphs to show before-and-after participation as well as behavior change of participants
- Participation data can be collected and managed and tallied by math or computer class students
- Success stories and case studies provide process and outcome evaluation data and can be used to motivate others to participate
- Use questions to evaluate the program’s process:
 - Does the program offer health education tailored to employees’ needs and interests that focuses on skill development and lifestyle behavior change?
 - Are the social and physical environments supportive, including the district’s expectations about healthy behaviors and implementation of policies that promote health and reduce the risk of disease?
 - Are screening programs offered? If so, are they linked to risk-reduction activities or medical care to ensure follow-up and appropriate treatment as necessary?
 - Are education and resources offered to help employees become knowledgeable of healthy foods, physical activity opportunities, health screenings, etc.?
- Determine your program’s impact or outcome of the program by answering the following questions:
 - What percent of the school population participates in employee wellness activities?
 - Have participants increased their physical activity?
 - Have participants increased their consumption of fruits and vegetables and/or decreased the consumption of less healthy foods?
 - How much has tobacco use decreased?
 - Have health risks such as high cholesterol, high blood pressure and excess weight decreased?
 - Has employee absenteeism due to illness or injury (separate from absenteeism due to jury duty or family emergencies) decreased?
 - Has there been a cost benefit or positive economic effect (e.g., reduced health care costs, reduced spending for substitute teachers, fewer workers’ compensation claims)?

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Recognition Documentation

Describe how the employee wellness program is being evaluated:

Attach evaluation results as supporting documentation (*i.e. summary of feedback surveys, program participation data, areas for improvement, etc.*)

Resources

- [Healthier Worksite Initiative: Evaluation](#) (Centers for Disease Control and Prevention)
- [Saving Dollars and Making Sense Committee Guide](#) (Eat Smart Move More North Carolina)
- [Employee Wellness Tip Sheet: Calculating Savings](#) (Directors of Health Promotion and Education)
- [The Fundamentals of Evaluation](#) (Wellness Councils of America)

507	District has a comprehensive employee wellness program
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Rationale

The economic, social and personal benefits of promoting health in the workplace are clear. Health promotion in schools holds the promise of an even greater impact than health promotion at other worksites. As one of the nation's largest employers, school districts reach more than 6.7 million adults. Through these adults, schools have the potential to affect the academic achievement and well-being of the more than 54.7 million students who pass through the school doors every day. Programs that are integrated throughout school and district culture and support the district's mission are more likely to receive support than unincorporated stand-alone activities. School staff health promotion serves the district's mission by benefiting teaching and learning. Incorporating a coordinated approach to wellness for all persons in the school community—students and their families, school staff, as well as volunteers and the community—can increase effectiveness and sustainability. For a school employee wellness program to be successful and sustainable, it needs the support of the superintendent and school board at the district level and the principal and vice principal(s) at the school level.

Creating this policy early on ensures buy in and sustained involvement over the course of time, regardless of individuals fulfilling these various leadership roles. A comprehensive district employee wellness program can be key to maintaining a healthy, optimistic environment where students and employees thrive. Although implementing a district-wide employee wellness program can be complex and demanding, those who have pursued its development found that the rewards far outweighed the challenges. (*Guidelines for a Coordinated Approach to School Health Connecticut State Department of Education*)

Action Steps

- Determine whether or not your school district has created a wellness policy
- Create an Employee Wellness Program Scorecard with a breakdown of evaluation measures, such as:
 - High-risk to low-risk (employee risk factor status)
 - Healthcare costs
 - Assessment checklist
 - Policy and environmental changes to encourage wellness
 - Participation rates
 - Participant satisfaction
- Meet with your school district and/or school board to provide employee wellness programming evaluation results and share your school's score card
- Evaluate whether or not your school district policy addresses employee wellness for all staff
- Review both the school board policy and accompanying administrative regulations or procedures to determine if the local policy addresses all of the elements

Recognition Documentation

Provide documentation from the district describing the comprehensive employee wellness program that addresses employee wellness programs for all school staff.

Resources

- [Employee Wellness Tip Sheet: Calculating Savings](#) (Directors of Health Promotion and Education)
- [Communicating Your Evaluation Results](#) (Wellness Councils of America)

508	District insurance coverage provides obesity prevention and treatment services for staff
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Rationale

In 2008, overall medical care costs related to obesity for U.S. adults were estimated to be as high as \$147 billion compared to \$74 billion in 1998. People who were obese had medical costs that were \$1,429 higher than the cost for people of normal body weight and employers lose roughly \$73 billion per year in obesity-related costs in health care services, absenteeism and loss of productivity. (*Robert Wood Johnson Foundation - Leadership for Healthy Communities, 2011*)

The Washoe County School District Wellness Program (2008 Koop National Health Honorable Mention certificate recipient) in Reno, Nevada emphasizes healthy living for employees, retirees and dependents. The program is funded by mandatory monthly contributions from all employees; the contribution is waived for employees who both participate in risk assessments for tobacco use, blood pressure and Body Mass Index and follow up with steps to address their personal health risks. **A cost-benefit analysis found that each dollar spent on the program saved an average of \$15.60 a day in reduced absenteeism.**

Health benefits to address the prevention and treatment of obesity are crucial to tackling this epidemic. Sample benefits offered could include follow-up visits to a primary care provider, visits to a registered dietitian, telephonic health coaching and other resources to support an individual in maintaining a healthy lifestyle. Obesity negatively impacts both the health of the individual and that of the healthcare system due to the severe financial costs associated with the condition over the life of the diagnosed.

Action Steps

Planning for this criterion requires input at several levels:

- Start discussions with the school principal, director of human resources, school superintendent and possibly the school board to ensure that obesity prevention and treatment services are covered on health insurance policies
- Discuss this criterion during the initial stages of obtaining administrative support because health insurance policies are determined by different representatives depending on the school or district
- Make sure administrators and policymakers understand the objectives of the school employee wellness program. Provide information on:
 - Employee participation in fitness activities
 - Decreases in health risks such as tobacco use and cholesterol levels
 - Decreases in employee absenteeism
 - Cost benefits that can be documented
- Provide data about the link between school employee wellness activities and your district's goal to raise student achievement and prepare students for life after high school
- Begin negotiations for this criterion when decisions are being made regarding health insurance policies for teachers and staff
- Ask the employee wellness leader to participate in meetings with potential medical insurers to explain this criterion and the obesity prevention and treatment services needed for staff and their dependents

Recognition Documentation

Attach a copy of your district insurance policy highlighting coverage of obesity prevention and treatment options.

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Resources

- [Evidence-Based Approaches to Worksite Wellness](#) (North Carolina Teacher' and State Employees' Comprehensive Major Medical Plan)
- [A Purchaser's Guide to Clinical Preventive Services: Moving Science into Coverage - Summary Plan Description Language](#) (National Business Group on Health)
- [LEAN Works! Obesity Cost Calculator](#) (Centers for Disease Control and Prevention)

Appendix A – Employee Wellness Committee Roster**EMPLOYEE WELLNESS COMMITTEE MEMBERS**

School Name _____

NAME	POSITION	Leader Contact Information
1.(Committee Leader)		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Appendix B - Employee Wellness Interest Survey

This short survey is designed to determine staff members' interests, while at the same time giving staff a chance to better understand the concept of a wellness program. This information will be used to plan health and wellness activities. All responses will be kept anonymous.

For each of the following, please indicate your level of interest in participating:

Healthy Activities	Very interested	Might be interested	Not interested
Developing a personal fitness plan			
Aerobics/Pilates/fitness classes			
Improving balance, flexibility, muscle endurance			
Dancing			
Team sports			
Walking Program			
Strength training			
Yoga			
Bicycle/Trail riding			
Fitness Testing			
Health screenings (blood pressure, blood sugar, cholesterol, BMI, etc)			
Other (list):			
Other (list):			
Weight Management Informational sessions			
Stress Management			
A Weight management program such as Weight Watchers			
Healthy cooking and meal planning			
Label and menu reading			

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For the following, please select one number for each question:

4= Very likely, 3= Somewhat likely, 2= Not very likely, 1= Not at all likely

1. I would buy heart-healthy snacks during the day if they are available (for example, pretzels, yogurt, fresh fruit, 100 percent juice, dried fruit, etc.).
4 3 2 1
2. During my planning time or before or after school, I would participate in a physical activity like stretching, aerobics, yoga or walking if there were a place to do it.
4 3 2 1
3. During my planning time or before or after school, I would participate in a physical activity like stretching, aerobics, yoga or walking if there were a group of us.
4 3 2 1
4. I would eat fruits and vegetables if available at our staff meetings.
4 3 2 1
5. I would participate in group activities encouraging healthy eating or physical activity if they were offered to staff.
4 3 2 1
6. I would like to get at least 30 minutes of physical activity most days of the week.
4 3 2 1
7. I would participate in a health promotion program for staff if it were offered.
4 3 2 1
8. I would be more likely to participate in a health promotion program for staff if there were incentives such as (please list): _____
4 3 2 1
9. I would read health tips (articles, recipes, information on upcoming events) via email, bulletin board, newsletter or other source.
4 3 2 1
10. I would like to improve my eating habits.
4 3 2 1
11. I would participate in wellness activities before school.
4 3 2 1
12. I would participate in wellness activities right after school.
4 3 2 1

Suggestions and comments are welcome. Please use the back of this sheet of paper.

If you want to know more about this program and how you can help, please contact_____.

Sources: Adapted from Tompkins County, New York, Worksite Wellness Program Working Well Works, Arkansas Department of Health, and WEA Trust.

Appendix C – Employee Wellness Baseline Assessment

How Is Our School Employee Wellness Program Doing?

Baseline Assessment

The checklist below is designed to help track school employee wellness activities, based on the four stages of systemic change. The items are not necessarily in sequential order, but all relate to the development and institutionalization of a school employee wellness program. Items that score a “1” or “2” can indicate areas for improvement or identify items for an action plan.

The checklist uses the following Likert scale:

4 = “agree strongly”

3 = “agree somewhat”

2 = “disagree somewhat”

1 = “disagree strongly”

	INITIATION	
	The following understand the benefits of school employee wellness and agree that a relationship exists between school employee wellness and the district’s mission:	
	School board members	4 3 2 1
	School superintendent	4 3 2 1
	School principal(s)	4 3 2 1
	School employees	4 3 2 1
	The following understand what a school employee wellness program is:	
	School board members	4 3 2 1
	School superintendent	4 3 2 1
	School principal(s)	4 3 2 1
	School employees	4 3 2 1
	Bargaining units/unions understand and support school employee wellness efforts.	4 3 2 1
	ADOPTION	
	The administration has approved the establishment of a school employee wellness committee.	4 3 2 1
	The district has identified a school employee wellness leader.	4 3 2 1

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	A job description for the school employee wellness leader clearly establishes roles, responsibilities, and accountability.	4	3	2	1
	The school employee wellness leader has time, space, and other necessary resources to carry out activities.	4	3	2	1
	Membership and responsibilities of a school employee wellness committee are clearly defined.	4	3	2	1
	A school employee wellness committee has been recruited.	4	3	2	1
	The committee has received training and understands its responsibilities.	4	3	2	1
	The committee has attended a wellness conference, if one is offered in the state.	4	3	2	1
	Building and bargaining unit liaisons/coordinators have been recruited.	4	3	2	1
	Building and bargaining unit liaisons/coordinators have been trained.	4	3	2	1
	The school employee wellness committee has inventoried school employee wellness activities in the district.	4	3	2	1
	The school employee wellness committee has established a baseline for, and tracks health-related costs.	4	3	2	1
	Employees are screened for health risks, such as blood pressure and cholesterol.	4	3	2	1
	Surveys are conducted to determine:				
	Employee health self-assessments	4	3	2	1
	Employee health interests	4	3	2	1
	Employee readiness	4	3	2	1
	Employee feedback	4	3	2	1
	The school employee wellness committee has a vision.	4	3	2	1
	The school employee wellness committee has a plan with realistic goals, clearly defined objectives, designated roles and responsibilities, a timeline, and a budget.	4	3	2	1
	IMPLEMENTATION				
	The school employee wellness program includes:				
	Ongoing activities to promote and reinforce awareness	4	3	2	1
	Periodic health screenings	4	3	2	1

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	Provision for follow-up to screenings	4	3	2	1
	Interest surveys	4	3	2	1
	Health education	4	3	2	1
	Staff development days	4	3	2	1
	Stress management	4	3	2	1
	Nutritional choices	4	3	2	1
	Tobacco cessation programs	4	3	2	1
	Opportunities for physical activity	4	3	2	1
	An employee assistance program	4	3	2	1
	A supportive environment	4	3	2	1
	Incentives for participation	4	3	2	1
	Resources to promote self-care	4	3	2	1
	Provisions for worksite safety	4	3	2	1
	Provisions for healthy air quality	4	3	2	1
	Other (specify)	4	3	2	1
	Other (specify)	4	3	2	1
	Other (specify)	4	3	2	1
	The school employee wellness program collaborates with community resources, such as the health department and hospitals.	4	3	2	1
	The district has an emergency preparedness plan.	4	3	2	1
	Employees have been trained on emergency procedures.	4	3	2	1
	The school employee wellness program is prepared to address the needs of diverse cultures.	4	3	2	1
	INSTITUTIONALIZATION				
	District policies support and incorporate school employee wellness.	4	3	2	1
	The district budget includes a line item that supports school employee wellness.	4	3	2	1
	There is provision for transition from one school employee wellness leader to the next.	4	3	2	1
	The program regularly solicits employee input.	4	3	2	1

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	Progress toward implementation is evaluated regularly.	4	3	2	1
	The program is adapted, based on evaluation findings.	4	3	2	1
	New employees are informed about the availability and benefits of school employee wellness activities.	4	3	2	1
	The program has survived a change in leadership.	4	3	2	1
	Goals are incorporated into the district's improvement plan.	4	3	2	1

Source: Adapted from Directors of Health Promotion and Education, *Protecting Our Assets: Promoting and Preserving School Employee Wellness*.

Appendix D – Employee Wellness Sample Action Plan/Template

School Employee Wellness Action Planning Chart (SAMPLE) 2011 - 2012

Action Step	Steps to Achievement	Lead Person(s)	By When?	Resources	Evidence of Success
<i>Fill in based on Prioritization Results</i>	<i>Steps that need to be taken to accomplish Action Step</i>	<i>Who will take responsibility to ensure steps are accomplished?</i>	<i>By what date will you accomplish each step to achievement</i>	<i>What resources (people, tools, technical support, funding) are needed to accomplish action steps?</i>	<p>1) What evidence is needed to demonstrate implementation of the HSP Framework?</p> <p>2) What evidence is needed to demonstrate implementation of Steps to Achievement?</p>
Identify a school employee wellness leader or committee	Invite volunteers to be part of committee	Rachael Runner	August 2011	Employee Wellness Toolkit	Provide name, position and email of school employee wellness point person Complete SEW committee roster
Conduct a school employee wellness needs assessment with staff	Distribute interest survey to staff via mail boxes Follow up survey in two weeks to those who don't reply	Tom Triatholon	September 15, 2011	Employee Wellness Toolkit 2. 3.	Copy of the needs assessment tool used and a summary of the results

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Action Step	Steps to Achievement	Lead Person(s)	By When?	Resources	Evidence of Success
Develop a written school employee wellness action plan based on the results of the needs assessment that at a minimum includes opportunities related to physical activity and healthy eating	5 a Day fruit and vegetable challenge Move across America challenge	Felicia Fruit will create spread sheet and assign teams Steve Swimmer	September- January February-June	Employee Wellness Toolkit California 5 a Day program America on the Move	Copy of employee wellness action plan
Implement a school employee wellness action plan that at a minimum includes opportunities related to physical activity and healthy eating	Participate in Move Across America challenge 5 a day Fruit and vegetable challenge	Steve Swimmer Felicia Fruit	September-January February-June	Employee Wellness Toolkit California 5 a Day program American on the Move	Description of how action plan components are being implemented.
Evaluate school employee wellness action plan annually	Collect attendance sheets from quarterly challenges. Determine participations levels of staff. Survey staff to determine benefits and barriers relating to challenges	Naomi Number	June 30, 2012	Employee Wellness Toolkit	Description of how school employee wellness program is being evaluated.

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Action Step	Steps to Achievement	Lead Person(s)	By When?	Resources	Evidence of Success
Include weight management opportunities in the school employee wellness action plan	Participate in Weight watchers at Work or create our own 10lb 10 week challenge	Wanda Watcher	August- December	Employee Wellness Toolkit Weight Watchers at Work	Description of how action plan components are being implemented.
Include stress management opportunities in the school employee wellness action plan	Create staff safe zone where staff can go to relax, practice deep breathing and not be disturbed.	Bob Builder	January 2012	Employee Wellness Toolkit Paint from Lowes Relaxation tapes	Description of how action plan components are being implemented.
Include tobacco cessation opportunities in the school employee wellness action plan	Provide support group through American Cancer society for staff attempting tobacco cessation	Susy Smoker	March 2012	Employee Wellness Toolkit American Cancer Society	Description of how action plan components are being implemented.
Sell and serve only food and beverages in the staff lounge and at school-sponsored staff functions that meet at least the Alliance High School Beverage and Competitive Food Guidelines	Complete competitive food and beverage inventory for High School guidelines Replace foods in faculty lounge with those that meet guidelines	Joe Snacker	April 2012	Employee Wellness Toolkit Walk the Talk: Reach the gold: Serving up Healthier Foods and beverages for staff.	Copy of the School Snack and Beverage Inventory for School Employee Wellness.