



DELAWARE HEALTH AND SOCIAL SERVICES
Division of Public Health
Physical Activity, Nutrition, and Obesity Prevention Program



Mathematica®
Progress Together



Advancing Healthy Lifestyles Learning Series: Workplace/Employee Wellness

Friday, March 3, 2023, 12:00–1:30pm EST



Agenda

Topic	Panelist
Welcome and introduction	Dan Finkelstein, Principal Researcher, Mathematica
Overview of the Advancing Healthy Lifestyles initiative	Shebra Hall, PANO Program Administrator, Delaware DHSS/DPH
Benefits of workplace wellness	Jason Lang, Team Lead – Worksite Health Programs, CDC
State of Delaware’s workplace wellness policy and toolkit	Aaron Schrader, State Human Resource Administrator, Delaware DHR/SBO
Workplace wellness efforts in Delaware Executive Branch agencies	Jaime Buffaloe, Training Administrator, Delaware DHSS/DSS Terra Taylor, Deputy Commissioner, Delaware DOC C.R. McLeod, Director of Community Relations, Delaware DOT



Promoting workplace wellness is one of three strategic components to achieve AHL's goal

AHL's goal is to reduce adult and childhood obesity, along with other chronic conditions, to achieve long-term health equity for schools, communities, and workplaces throughout Delaware.



Component strategies



School

Establish partnerships between youth-serving organizations and public schools to implement an evidence-based health promotion program for school-age children.



Community

Support community partners with planning, implementing, and evaluating community-based lifestyle interventions.



Workplace

Work with the State to implement a workplace wellness policy for all Executive Branch agencies.



Benefits of Workplace Wellness

CDC Workplace Health Program AHL Learning Series: Workplace/Employee Wellness

March 3, 2023

JASON LANG, MPH, MS

DIVISION OF POPULATION HEALTH/NCCDPHP/CDC

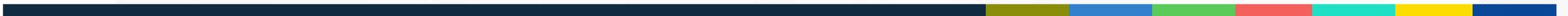
Centers for Disease Control and Prevention
National Center for Chronic Disease Prevention and Health Promotion

Division of Population Health

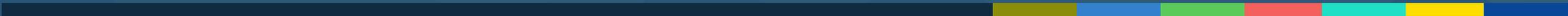


Learning Objectives

- Workplace Health and Well-being benefits to employers and employees
- Current state of Workplace Health and Well-being in the United States
- CDC Workplace Health tools and resources



WORKPLACE HEALTH AND WELL-BEING BENEFITS TO EMPLOYERS AND EMPLOYEES



Health Management in the Workplace



Source: Edington, DW , UM Health Management Research Center. 1981, 1995, 2000.

Why Have a Workplace Health Promotion Program

Potential benefits to *employers*:

- Reduce employee turnover
- Attract best talent
- Decrease absenteeism
- Reduce cost for chronic diseases
- Improve worker satisfaction
- Demonstrate concern for your employees
- Enhance organizational commitment to health

Potential benefits to your *employees*:

- Greater productivity/teamwork
- Improve fitness and health/resilience
- Improve morale
- Lower out-of-pocket costs for health care services
- Social opportunity/connectedness and source of support within the workplace
- Safer work environment
- Worklife balance



Workplace Health Promotion Works

Financial Outcomes

Return-on-Investment (ROI)

- Medical costs
- Absenteeism
- Short term disability
- Safety/Workers' Comp
- Presenteeism

Health Outcomes

Population Health

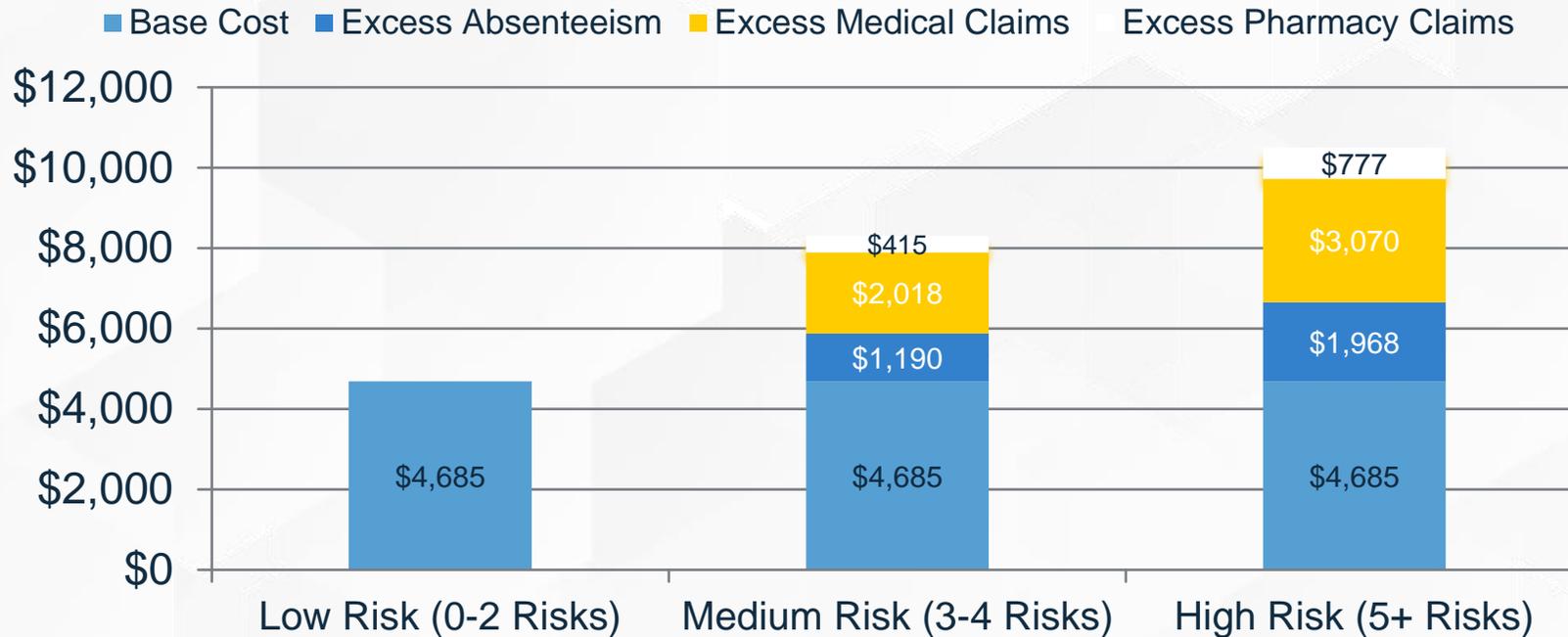
- Adherence to evidence based medicine
- Behavior change, risk reduction, health improvement

Quality of Life and Productivity Outcomes

Value-on-Investment (VOI)

- Improved “functioning” and performance
- Attraction/retention of talent – employer of choice
- Employee engagement/connectedness
- Corporate social responsibility
- Corporate reputation

Excess Costs Due to Excess Health Risks*



*Includes 15 risk factors such as BMI, blood pressure, smoking, safety belt use, stress

Source: Yen L, Schultz AB, Schnueringer E, Edington DW. Financial Costs due to Excess Health Risks among Active Employees of a Utility Company. JOEM. 48(9):896-905, 2006.

Financial Impact of Worksite Health

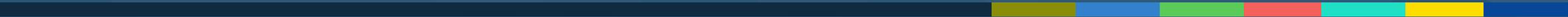
- A 1% reduction in excess weight, elevated blood pressure, glucose, and cholesterol, has been shown to save \$83 to \$103 annually in medical costs per person

Henke, R.M., Carls, G.S., Short, M.E., Pei, X., Wang, S., Moley, S., et al. The Relationship between Health Risks and Health and Productivity Costs Among Employees at Pepsi Bottling Group. *J Occup Environ Med.* 2010;52(5):519–527.

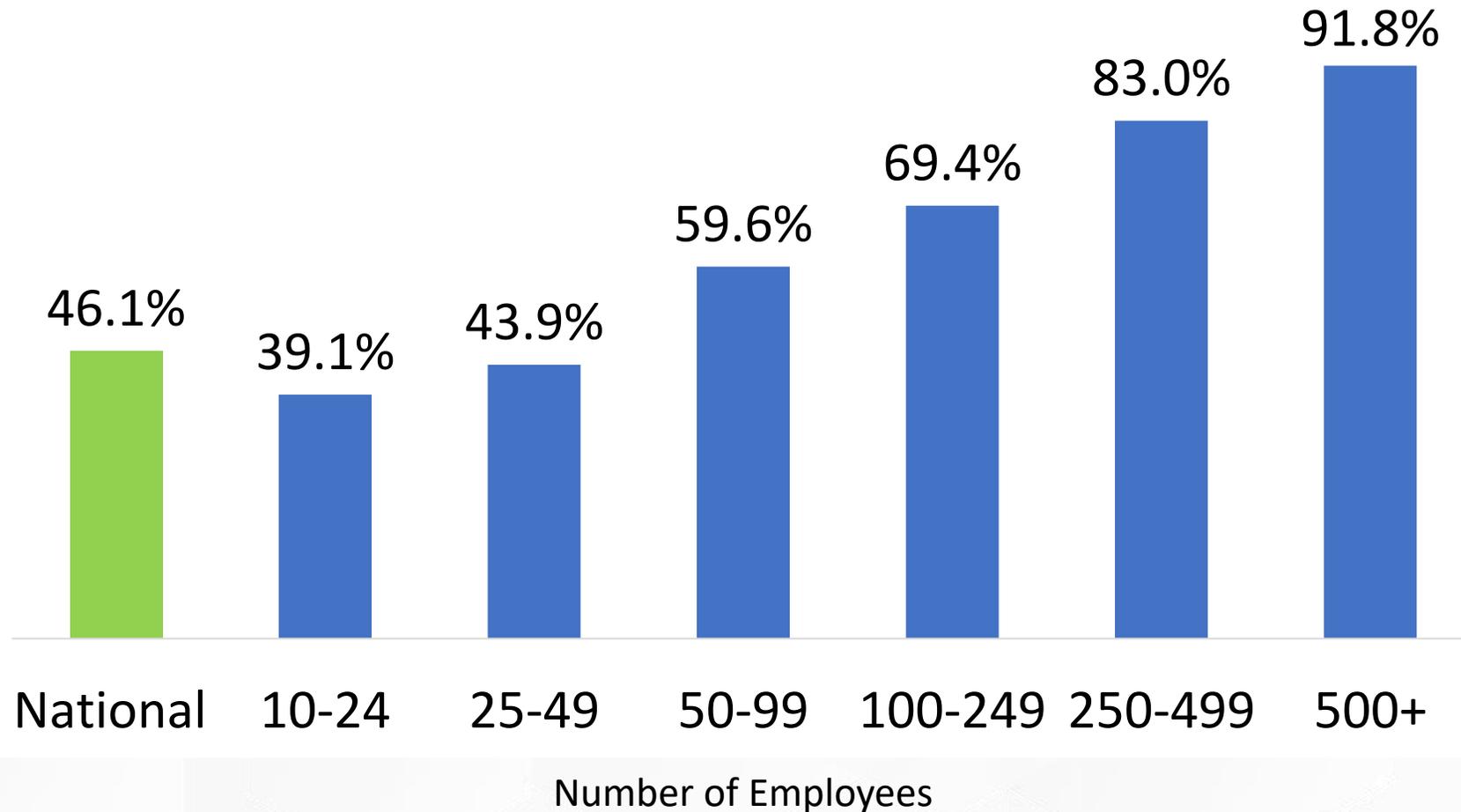
- An analysis of 22 large-employer studies showed significant positive impacts on healthcare costs and absenteeism:
 - Employee healthcare costs were reduced \$3.27 for every \$1 spent on comprehensive worksite health programs.
 - Absenteeism costs dropped by \$2.73 for every \$1 spent

Baiker K., Culter D., Song Z. Workplace wellness programs can generate savings. *Health Affairs.* 2010;29(2):304-311.

CURRENT STATE OF WORKPLACE HEALTH AND WELL-BEING PROGRAMS IN THE UNITED STATES



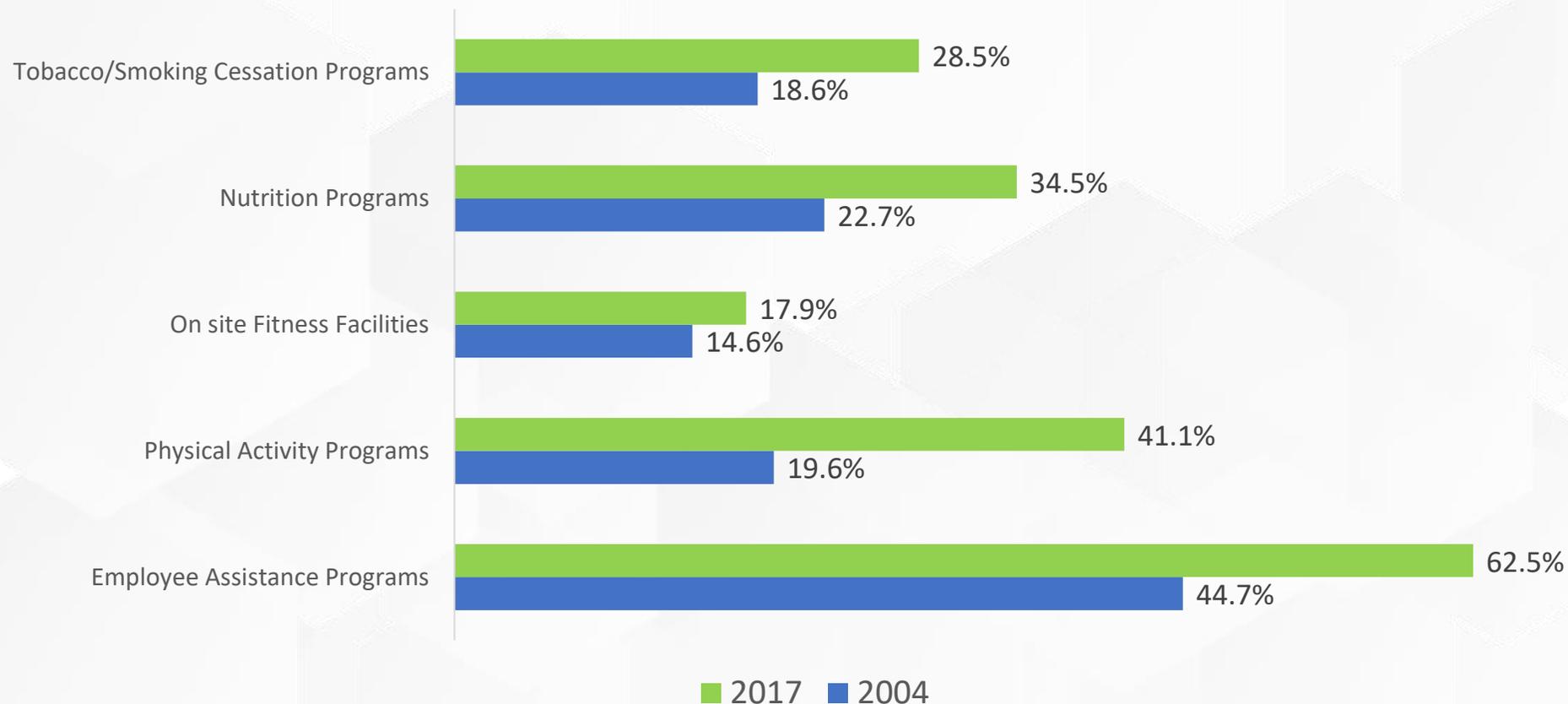
Percentage of U.S. Worksites Offering Any Type of Health Promotion Program by Worksite Size, 2017



Note: Percentages based on weighted estimates.

Source: CDC Workplace Health in America Survey, 2017

Comparing U.S. Worksites with Specific Health Programs between 2004 and 2017



Note: Percentages based on weighted estimates.

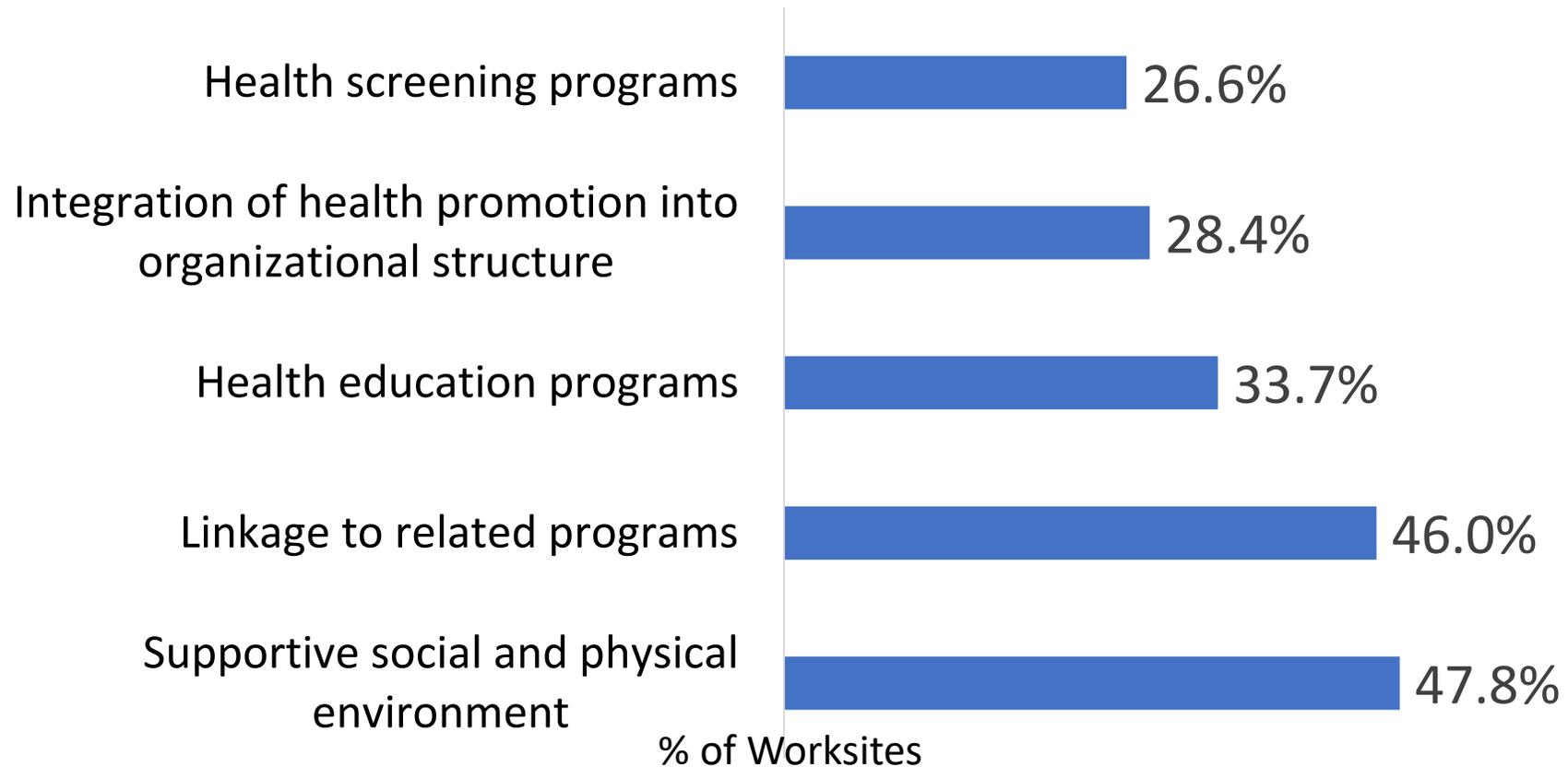
* Estimate is significantly different from previous year shown ($p < .05$).

The 2017 sample was adjusted to be comparable to the 2004 national worksite health promotion survey results by removing worksites with fewer than 50 employees and those in the public administration industry group.

CDC WORKPLACE HEALTH IN AMERICA SURVEY, 2017
NATIONAL WORKSITE HEALTH PROMOTION SURVEY, 2004

But Less than 20% of Employers Have Comprehensive Programs

Percentage of U.S. Worksites with Each Element of a Comprehensive Health Promotion Program, 2017



Note: 5 elements of a comprehensive health promotion program as defined by Healthy People 2010.
Percentages based on weighted estimates.

Source: CDC Workplace Health in America Survey, 2017

WORKPLACE HEALTH MODEL

1 ASSESSMENT

INDIVIDUAL

(e.g. demographics, health risks, use of services)

ORGANIZATIONAL

(e.g. current practices, work environment, infrastructure)

COMMUNITY

(e.g. transportation, food and retail, parks and recreation)

4 EVALUATION

WORKER PRODUCTIVITY

(e.g. absenteeism, presenteeism)

HEALTHCARE COSTS

(e.g. quality of care, performance standards)

IMPROVED HEALTH OUTCOMES

(e.g. reduced disease and disability)

ORGANIZATIONAL CHANGE, "CULTURE OF HEALTH"

(e.g. morale, recruitment/retention, alignment of health and business objectives)

2 PLANNING & MANAGEMENT

LEADERSHIP SUPPORT

(e.g. role models and champions)

MANAGEMENT

(e.g. workplace health coordinator, committee)

WORKPLACE HEALTH IMPROVEMENT PLAN

(e.g. goals and strategies)

DEDICATED RESOURCES

(e.g. costs, partners/vendors, staffing)

COMMUNICATIONS

(e.g. marketing, messages, systems)

3 IMPLEMENTATION

PROGRAMS

(e.g. education and counseling)

POLICIES

(e.g. organizational rules)

BENEFITS

(e.g. insurance, incentives)

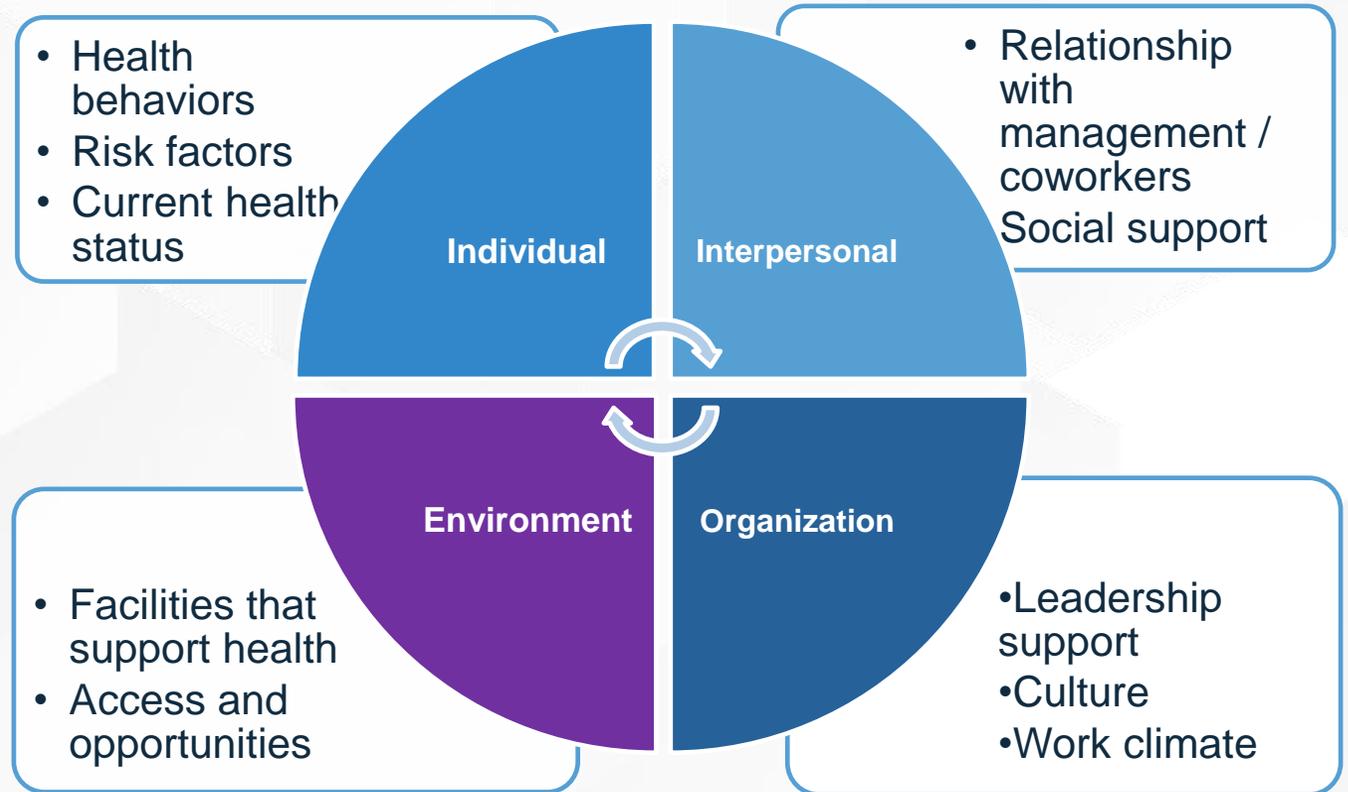
ENVIRONMENTAL SUPPORT

(e.g. access points, opportunities, physical/social)



Best Practices

- Culture of health
- Leadership commitment
- Specific goals and expectations
- Strategic communications
- Employee engagement in program design and implementation
- Best practice interventions
- Effective screening and triage
- Smart incentives
- Effective implementation
- Measurement and evaluation



Use Multiple Types of Worksite Health Interventions

Programs

- Support for individual health behaviors
- Individual health coaching; health education classes

Policies

- In/Formal statements to protect employee health
- Tobacco free campus; healthy food policies

Environmental Supports

- Physical factors that foster healthy choices
- Stairwell enhancement; walking paths

Health Plan Design

- Strategy to impact key risks and cost drivers by influencing behavior change



CDC WORKSITE HEALTH SCORECARD
WWW.CDC.GOV/WHP

CDC Worksite Health ScoreCard

CDC Worksite Health ScoreCard Manual

An Assessment Tool to Promote Employee Health and Well-Being



Centers for Disease Control and Prevention
National Center for Chronic Disease Prevention and Health Promotion

Updated January 2019

2014 Corporate Benchmark Report

Resources for Action ↑ Score increased from prior year ↓ Score decreased from prior year

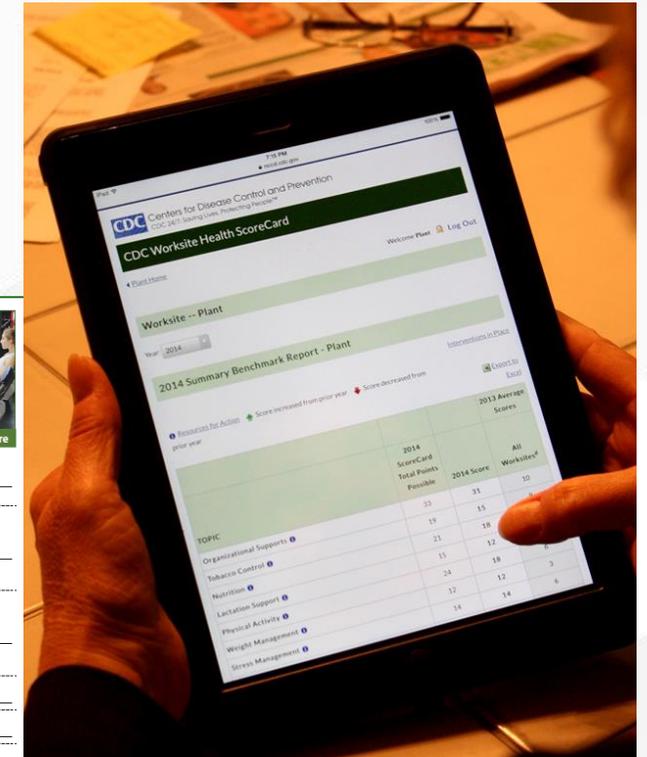
TOPIC	Total Points Possible	2014 Score	2013 Average Scores
			All Worksites ^d
Organizational Supports	33	20	8
Tobacco Control	19	13	8
Nutrition	21	5	4
Lactation Support	15	7	5
Physical Activity			
Weight Management			
Stress Management			
Depression			
High Blood Pressure			
High Cholesterol			
Diabetes			
Signs and Symptoms of Heart Attack and Stroke			
Emergency Response to Heart Attack and Stroke			
Occupational Health and Safety			
Vaccine Preventable Diseases			
Community Resources			
TOTAL			

Physical Activity

During the past 12 months, did your worksite:

	Yes	No	Score
1. Provide educational materials that address the benefits of physical activity? Answer "yes" if, for example, your worksite offers brochures, videos, posters, or newsletters that address the benefits of physical activity, either as a single health topic or along with other health topics.	<input type="checkbox"/>	<input type="checkbox"/>	(1 pt) (0 pts)
2. Provide and promote interactive educational programming on physical activity? Answer "yes" if, for example, your worksite offers timely reminders/prompts to move, or "lunch and learns," seminars, workshops, or classes that teach and promote physical activity. These programs may be provided in group or individual settings; in-person or virtually (online, telephonically, mobile app); on or off site; through vendors, on site staff, health insurance plans/programs, community groups, or other practitioners.	<input type="checkbox"/>	<input type="checkbox"/>	(2 pts) (0 pts)
3. Provide and promote free or subsidized lifestyle coaching/counseling or self-management programs that equip employees with skills and motivation to set and meet their personal physical activity goals? Answer "yes" if these programs are provided in group or individual settings; in-person or virtually (online, telephonically, mobile app); on or off site; through vendors, on site staff, health insurance plans/programs, community groups, or other practitioners.	<input type="checkbox"/>	<input type="checkbox"/>	(3 pts) (0 pts)
4. Provide an exercise facility on site?	<input type="checkbox"/>	<input type="checkbox"/>	(1 pt) (0 pts)
5. Subsidize or discount the cost of on or off site exercise facilities?	<input type="checkbox"/>	<input type="checkbox"/>	(1 pt) (0 pts)
6. Provide or promote other environmental supports for recreation or physical activity? Answer "yes" if, for example, your worksite provides trails or a track for walking/jogging, maps of suitable walking routes, a basketball court, treadmill workstations, sit-stand workstations, lockers, a shower, or changing facility.	<input type="checkbox"/>	<input type="checkbox"/>	(3 pts) (0 pts)
7. Encourage stair use by posting signs and making stairwells more inviting to use? Answer "yes" if, for example, signs encouraging stair use are posted at elevators, stairwells, and other key locations; enhancements such as artwork or music are available; and stairwells are kept clean and well-lit.	<input type="checkbox"/>	<input type="checkbox"/>	(3 pts) (0 pts)
8. Provide and promote organized physical activity programs for employees (other than the use of an exercise facility)? Answer "yes" if, for example, your worksite organizes walking groups, stretching programs, group exercise classes, recreational leagues, or buddy systems to create supportive social networks for physical activity.	<input type="checkbox"/>	<input type="checkbox"/>	(3 pts) (0 pts)

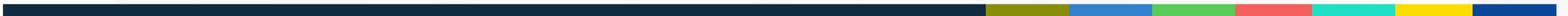
Continued



<http://www.cdc.gov/workplacehealthpromotion>
<http://www.cdc.gov/healthscorecard/index.html>

How is the CDC Worksite Health ScoreCard Organized?

- 154 Yes/No questions assesses best practice health promotion interventions (policies, programs, environmental supports, health benefits) in 18 topic areas
 - Organizational supports
 - Tobacco use
 - Nutrition
 - Physical activity
 - Maternal health and lactation support
 - Weight management
 - Stress management
 - Depression
 - High blood pressure
 - High cholesterol
 - Prediabetes and diabetes
 - Heart attack and stroke
 - Sleep and fatigue
 - Occupational health & safety
 - Vaccine-preventable diseases
 - Musculoskeletal disorders
 - Alcohol and other substance use
 - Cancer



CDC Worksite Health ScoreCard Administration

[CDC HSC Admin Home](#) > [NGT Team](#) > [Cambridge](#)

Worksite -- Cambridge

2019 Worksite ScoreCard

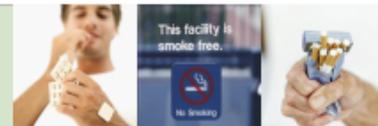
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Tobacco Use

Topic 3 of 19

Tobacco Use

During the past 12 months, did your worksite...



26. Have **and** promote a written policy banning tobacco use at your worksite?

Answer "yes" if, for example, your policy bans cigarettes and/or other tobacco products and is communicated to employees regularly through emails, newsletters, or signage in public places.

Yes No

27. Provide educational materials that address tobacco cessation?

Answer "yes" if, for example, your worksite offers brochures, videos, posters, or newsletters on tobacco cessation, including referral to 1-800-QUIT-NOW or smokefree.gov, either as a single health topic or along with other health topics.

Yes No

28. Provide **and** promote interactive educational programming on tobacco cessation?

Answer "yes" if, for example, your worksite offers "lunch and learns," seminars, workshops, or classes on tobacco cessation. These programs may be provided in group or individual settings; in-person or virtually (online, telephonically, mobile app); onsite or offsite; through vendors, onsite staff, health insurance plans/programs, community groups, or other practitioners.

Yes No

29. Provide **and** promote free or subsidized lifestyle coaching/counseling or self-management programs that equip employees with skills and motivation to quit using tobacco?

Answer "yes" if these programs are provided in group or individual settings; in-person or virtually (online, telephonically, mobile app); onsite or offsite; through vendors, onsite staff, health insurance plans/programs, community groups, or other practitioners. This may include referral to 1-800-QUIT-NOW or smokefree.gov.

Yes No

30. Prohibit the sale of tobacco products on worksite premises?

Yes No

31. Provide financial incentives for being a current non-smoker **and** for current smokers who are actively trying to quit tobacco by participating in a free or subsidized, evidence-based cessation program?

Answer "yes" if, for example, your organization provides discounts on health insurance, additional life insurance for non-smokers, or other benefits for non-smokers and smokers who are actively trying to quit.

Yes No

32. Provide health insurance coverage with free or subsidized out-of-pocket costs for FDA-approved prescription tobacco cessation medications?

Answer "yes" if, for example, your organization provides coverage for inhalers, nasal sprays, bupropion (e.g., Zyban) or varenicline (e.g., Chantix).

Yes No

33. Provide health insurance coverage with free or subsidized out-of-pocket costs for FDA-approved over-the-counter nicotine replacement products?

Answer "yes" if, for example, your organization provides coverage for nicotine replacement gum, patches, or lozenges.

Yes No

Save

Tobacco Use

Topic 3 of 19

CDC Worksite Health ScoreCard Reports

ScoreCard Results Report Name	Format	Description
Summary Benchmark Report	Table	Scores listed by topic; comparisons by year, worksite, all employers
Detailed Benchmark Report	Table	Detail of answers and points by question; comparisons by year, worksite, percentage employers
Interventions In Place	Chart	Number of good, better, and best interventions in place at worksite- overall and by topic
Scores for Employers (for employer accounts with multiple worksites)	Chart	Comparisons of worksites by overall score, by topic, and by year
Program Progress Report	Table	% of total points by quartile showing program development

Program Progress Report

Program Progress Report - Any Town Office Park

2019 - Present Report Show Quartiles

■ **Beginner** - 0% to 25% of total points
 ■ **Developing** - 26% to 50% of total points
 ■ **Competent** - 51% to 75% of total points
 ■ **Advanced** - 76% to 100% of total points

Topic	Total Possible	2019		2020	
		Score	Percent	Score	Percent
Organizational Supports	44	44	100	44	100
Tobacco Use	18	9	50	12	67
High Blood Pressure	16	9	56	16	100
High Cholesterol	13	9	69	13	100
Physical Activity	22	10	45	22	100
Weight Management	8	4	50	8	100
Nutrition	24	11	46	22	92
Heart Attack and Stroke	19	7	37	19	100
Prediabetes and Diabetes	15	9	60	15	100
Depression	16	10	63	16	100
Stress Management	14	8	57	5	36
Alcohol and Other Substance Use	9	3	33	7	78
Sleep and Fatigue	9	4	44	7	78
Musculoskeletal Disorders	9	6	67	6	67
Occupational Health and Safety	18	8	44	13	72
Vaccine Preventable Diseases	14	7	50	12	86
Maternal Health and Lactation Support	15	8	53	9	60
Cancer	11	6	55	7	64
TOTAL	294	172	59	253	86

2012 - 2018 Report Show Quartiles

■ **Beginner** - 0% to 25% of total points
 ■ **Developing** - 26% to 50% of total points
 ■ **Competent** - 51% to 75% of total points
 ■ **Advanced** - 76% to 100% of total points



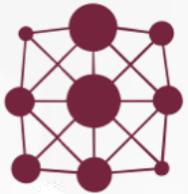
CDC Workplace Health Resource Center

Make Wellness Your Business

CDC WORKPLACE HEALTH RESOURCE CENTER (WHRC)
WWW.CDC.GOV/WHRC

What Can I Find in the WHRC

750+ resources and growing



Case studies



Emerging issues
(e.g., using
technology, sleep)



Workplace health
strategies for small
businesses



Evidence-based
summaries, issue
briefs, toolkits, and
templates



Library of webinars
and videos

WHRC Employer Case Studies



CDC Workplace Health Resource Center
Make Wellness Your Business

Empowering Employees To 'Find Their Why' For Wellness: Great River Energy

Great River Energy (GRE) is committed to a rewards-based, or "carrot," approach to employee wellness. Over the last 10 years, the program has seen steady or improved health outcomes and high participation rates. Company employees, program staff, and leadership attribute the success of the program to a culture that cares about and empowers employees, diverse and dynamic well-being opportunities, and the program's high visibility throughout the company.



Great River Energy: At A Glance

Locations: Headquartered in Maple Grove, MN, with additional sites in Minnesota and North Dakota

Size: Approximately 264 employees at headquarters and 613 employees at other sites

Industry: Electricity

North American Industry Classification System (NAICS) Sector: Utilities

GRE's Wellness Program

A focus on wellness has been a part of GRE since 1982, beginning with weekly walks for employees and healthy food options in the cafeteria at discounted prices. In 2007, GRE engaged a private vendor to administer its Health Management Program (HMP), which set up a financial incentive structure and online portal for the program. Over time, the program evolved and expanded its definition of wellness beyond physical well-being to include financial; intellectual and personal; emotional, mental, and spiritual; and community well-being.

GRE's wellness program is led by Jason Vollbrecht, Leader, Benefits. Carol Jacobs, Benefits Analyst, supports the program, and Kandace Olsen, GRE's Chief Culture Officer, provides input and approval when needed. GRE's corporate and employee-driven wellness offerings are largely organized through the HMP and the HMP portal. The HMP is available to all employees and their spouses or domestic partners, regardless of insurance status. Employees can earn up to \$1,000 each year for participating in the program; they can earn \$300 for completing a health risk questionnaire, and additional \$700 for completing a biometric screening and participating in a wide variety of programs and events.

Employees may earn points toward the \$700 through company-led wellness programs and events, as well as through opportunities provided by the private vendor. Many of these activities come from GRE's wellness committees, which are employee-driven groups that plan wellness challenges, events, and educational offerings. As GRE expanded the wellness program, it integrated new offerings into the incentive structure. For example, employees can earn points for using GRE's employee assistance program (EAP), which offers eight free mental health sessions per year and other assistance with stressful life events. The GRE wellness

program team partnered with staff from GRE's retirement group to develop opportunities for financial well-being. Employees can earn points for attending financial education sessions, for meeting with financial advisors, or for viewing information online related to their retirement plans.

Workplace Health Awards

- Well Workplace Award, 2017 (Gold Level) (sponsored by the Wellness Council of America)
- 100 Healthiest Workplaces in America Award, 2014–2017 (sponsored by Healthiest Employers)

GRE's Success

Multiple national awards have recognized GRE's success, and participation in the HMP has stayed consistently high. Between 83 percent and 85 percent of GRE employees

National Center for Chronic Disease Prevention and Health Promotion
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CDC Workplace Health Resource Center
Make Wellness Your Business

'The Right Way': American Cast Iron Pipe Company

American Cast Iron Pipe Company (American) was founded in 1905 by John Joseph Eagan, who led his company to follow the Golden Rule: Treat others the way you would like to be treated. Operating under the company slogan, "The Right Way," American has long been committed to a culture of wellness, emphasizing injury prevention. By 1914, Eagan had opened the company's first on-site health clinic, staffed by a nurse, to treat injuries at the foundry. Over the last century, this effort has grown into a comprehensive worksite wellness program called WellBody. In a physically demanding industry, WellBody incorporates safety and injury prevention into its approach to worker health and wellness.



AMERICAN
THE RIGHT WAY

American Cast Iron Pipe Company: At A Glance

Locations: Headquartered in Birmingham, AL, with subsidiary sites in Alabama, Michigan, Minnesota, Oklahoma, South Carolina, Texas, and Brazil

Size: Approximately 2,300 employees

Industry: Ductile iron pipe, steel pipe, valves and hydrants for the waterworks industry; steel pipe for the oil and natural gas industries; and static castings for the agriculture and mining industries

North American Industry Classification System (NAICS) Sector: Manufacturing

WellBody: A Good Health Movement

American's approach to worksite wellness includes safety and injury prevention, and improved physical health. The wellness team works with the safety department to prevent injuries and support employees who return to work after an injury.

Program History

American identified a need for physical and nutritional wellness programs in the early 1990s. The timeline below (figure 1) shows major events in the WellBody Program. These include hiring the first Wellness Coordinator, adding an incentive program, and providing on-site physical therapy to prevent and treat work injuries.

American's leaders found that musculoskeletal injuries could put their employees' health and safety at risk. To address this concern and reduce future risk, American partnered with a physical therapy provider in 2009.

Figure 1. Timeline of American's WellBody Program



National Center for Chronic Disease Prevention and Health Promotion
Division of Population Health



CDC Workplace Health Resource Center
Make Wellness Your Business

Promoting A Culture Of Health On A Small Budget: The Moore Agency

The Moore Agency (Moore) is an independent marketing services and consulting firm that focuses on advocacy branding, digital, and bilingual/bicultural communications. Karen Moore, Chief Executive Officer (CEO), founded Moore in 1992. She expanded it from a one-woman communications and marketing company into a nationally recognized communications consulting group. Moore started her business by treating clients as partners and her employees as family. With that mantra in mind, she developed a company culture that values employees and supports them with a high-impact, low-cost wellness program.



The Moore Agency: At A Glance

Locations: Headquartered in Tallahassee, FL, with additional sites in West Palm Beach, FL; New Orleans, LA; and Denver, CO

Size: 44 employees across all sites

Industry: Communications and marketing services consulting

North American Industry Classification System (NAICS) Sector: Professional, Scientific, and Technical Services

Workplace Health, The Moore Way

Since the company's founding, Moore has promoted health and well-being among its employees. Moore's award-winning approach to workplace health promotion includes three components:

- Employee benefits that support work-life balance and promote family wellness, including comprehensive health insurance and paid leave.
- An on-site workplace health program called Moore Wellness that operates on an annual budget of just \$1,000, which is separate from their benefits budget.
- An employee-led community outreach program called Moore Impact.

The health benefits offerings are an investment in our team... they establish the expectation that the company cares.

— Terrie Ard, President

Employee Benefits And Annual Leave Allowances

Because of its small size, the company is not required to provide medical benefits for employees. Still, Moore provides its employees with a generous benefits package. This includes comprehensive health insurance, but unlike most other firms, Moore covers 100 percent of the premiums for this benefit. Moore budgets for its employee health insurance program separately from the Moore Wellness and Moore Impact

programs. Moore's CEO described the insurance benefit as the foundation that supports the tailored Moore Wellness program.

Employee benefits also include annual paid vacation, four weeks of paid maternity and two weeks of paid paternity leave, and 11 paid holidays with additional time off around Christmas, all contributing to a positive work-life balance. Additional benefits support employees' physical health and promote family wellness. These include:

- Paid time off to care for immediate family members, including elderly parents
- Gym membership reimbursement through Moore's health insurance provider
- Flexible work time policies, which allow employees to work from home

National Center for Chronic Disease Prevention and Health Promotion
Division of Population Health



Heart Disease and Stroke Products to Address the Nation's #1 Killer

CDC Workplace Health Resource Center
www.cdc.gov/workplacehealth

CALLING ALL EMPLOYERS
 Supporting the well-being of your employees benefits them, and it also makes good business sense!

HEART DISEASE AND STROKE ARE BAD FOR BUSINESS

Cardiovascular disease costs the U.S. more than **\$329 BILLION** each year, more than any other health condition.

AVERAGE YEARLY COST PER EMPLOYEE over a week in absences and **\$1,100** more in lost productivity!¹

\$199 BILLION² Direct Costs (medical and pharmacy costs)

\$130 BILLION³ Indirect Costs (productivity loss from premature mortality)

\$53.2 BILLION in high blood pressure alone!

16% of employers provided information⁴ to their employees last year on how to manage cardiovascular disease!⁵

23% of employers provided at least one of these screenings to their employees last year: blood pressure (23%), cholesterol (20%), diabetes (19%)!⁶

THERE'S MORE EMPLOYERS CAN DO, AND IT DOESN'T HAVE TO COST A LOT

- 1** Provide Onsite Screenings
- 2** Go for a Walk
- 3** Go Smokefree

Visit the Workplace Health Resource Center for more information and ideas.
www.cdc.gov/whr/

CDC

CDC Workplace Health Resource Center
 Make Wellness Your Business

Workplace Best Practices for Heart Healthy Employees

Prevent Employee Heart Attacks and Strokes

Heart disease and stroke are among the leading causes of death, and are costly.¹ At nearly \$555 billion each year in medical expenses and lost productivity from premature death, heart disease, stroke, and their risk factors are expensive health conditions—in fact, cardiovascular disease (CVD) is the most costly disease in the United States.²

High blood pressure, high LDL cholesterol, and smoking are key risk factors for heart disease. About half of Americans (49%) have at least one of these risk factors.³ Other medical conditions and lifestyle choices can increase a person's risk for CVD that includes diabetes, overweight and obesity, poor diet, consuming too much salt, physical inactivity and excessive alcohol use.⁴

Work sites are a natural place to improve heart health. The chance of developing cardiovascular disease is 50% at age 45,⁵ which represents a significant portion of the workforce.

Work Site Wellness Efforts can Address One or More Risk Factors.

Use the Centers for Disease Control and Prevention (CDC) Workplace Health Resource Center to see what heart disease and stroke prevention interventions might be right for you.

1. Assessment. What information about my employees and my work site can I use to select appropriate interventions?
2. Planning and Management. How will I empower and encourage my employees to participate?
3. Implementation. What supports do I need to put in place to make the interventions successful?
4. Evaluation. How will I measure whether the interventions are successful and sustainable?

1 in 3 US adults have high blood pressure.⁷

2x Adults with high cholesterol have about twice the risk of heart disease as people with lower levels.⁸

15% of adults are current smokers.⁹

9% of adults in the United States have been diagnosed with diabetes.¹⁰

68% of adults in the United States are overweight or obese.¹¹

US adults consume on average 3,400 milligrams of sodium per day, more than the 2,300 milligrams recommended in the US Dietary Guidelines.¹²

Approximately half of US adults do not get enough aerobic physical activity.¹³

Drinking too much alcohol can raise blood pressure and the risk for heart disease. It also increases levels of triglycerides, a form of cholesterol, which can harden your arteries.¹⁴

National Center for Chronic Disease Prevention and Health Promotion
 Division of Population Health

CDC

CDC Workplace Health Brief

CDC Workplace Health Resource Center
 Make Wellness Your Business

A Flexible Approach to Wellness Leads to Reduced Risk for Heart Disease and Stroke at Hussey Seating

Background

The Human Resources Department at Hussey Seating is responsible for identifying strategic initiatives to develop the workforce for the future needs of the business.

Opportunities

Started in 2002, Hussey Seating's wellness program supports a workforce with physically demanding jobs including heavy lifting, working with metal, press operation, engineering, as well as a number of traditional assembly jobs in an upholstery shop that involves a lot of sitting. Employees complete this work in two shifts. With an average employee age of 47 years, Hussey Seating is concerned with increased risk for heart disease, stroke, and associated risk factors among its employees.

Wellness Activities

Hussey Seating has a flexible approach to onsite wellness activities including connecting employees to their primary care providers. The wellness program is managed by an on-site, 20-hour per week wellness coach/nurse. The coach tracks risk factors (e.g. high blood pressure, high cholesterol, obesity), counsels employees throughout the year, and tracks outcomes like employee retention and corporate and social responsibility. The Hussey wellness program continually evolves to meet employees' needs, although assessment and referral, coaching, education, environmental supports, and leadership role modeling are all core wellness approaches.

"The bottom line is, we know that if we can help employees maintain their health, then they're going to be more productive."
 — Cindy Talbot, Director of Human Resources

Health Risk Assessment and Coaching

The wellness program at Hussey centers on the annual health risk assessment (HRA). The wellness program at Hussey centers on the annual health risk assessment (HRA). Employees enrolled in the medical plan, their spouses, and adult children participate in an HRA, which includes risk factors for heart disease and stroke: nicotine use, weight status, blood pressure, glucose, cholesterol (LDL and HDL), and triglycerides. All participants meet with the coach, whether they have identified health risks or not, and during that meeting develop a plan for improving their health over the next year. The health coach checks in frequently with employees with multiple risk factors and connects employees with their primary care providers to monitor care. Employees participating in the HRA receive a discount on health insurance premiums, per Hussey's insurance carrier.

At-a-Glance Hussey Seating

- Established 1835, Family owned
- Industry: Manufacturing
- Location: North Berwick
- 293 employees

Hussey Seating is a world in design and manufacture stadium, theater and gym seating. Founded in 1835 are a family owned business with a history of manufacturing long furrowed plows to the rocky New England's fire escapes and ski lifts, spectator seating, which began manufacturing in 1911. They say their secret is "It's not a manufacturing company. We're an innovation center. Employees work in engineering, sales, manufacturing, product management, marketing, human resources, and other departments. The average of employees is over 20 years old."

CDC

Workplace Health Programs in the U.S.

Forty-six percent of employers have some type of health promotion program. Employers who have had a wellness program for more than five years are three times more likely to have a comprehensive program than employers with less program experience which includes:

- health education,
- supportive social and physical environments,
- integration of the worksite program into the organization's culture,
- links between health promotion and related programs,
- health screening with follow up.

Worksite Spending on Health Promotion

The size of workplace wellness budgets varies.

Annual Health Promotion Budget Among Worksites with a Health Promotion Program

18% No Budget, 36% <\$1,000 and below, 18% \$1,001-\$10,000, 10% \$10,001-\$20,000, 7% \$20,001-\$100,000, 11% \$100,001 and above

Employers Providing Screenings by Employer Size

High Blood Pressure, High Cholesterol, Any Other Screening*

*Includes diabetes/pre-diabetes, obesity, mammography, colorectal cancer, cervical cancer, depression, and arthritis/other musculoskeletal problems

Blood Pressure Screening by Region

5.0-14.9%, 15.0-24.9%, 25.0-34.9%, 35.0% and above

Cholesterol Screening by Region

5.0-14.9%, 15.0-24.9%, 25.0-34.9%, 35.0% and above

Screening and Referral Efforts to Identify Cardiovascular Risk Factors

Health screening is important because it catches conditions early, and referring employees to health care providers for follow up can help them better manage their health issues. The survey asked employees about their efforts to provide screenings for several heart disease and stroke risk factors and follow-up referral to a health professional for those at high risk for those conditions.

CDC Workplace Health Brief 2

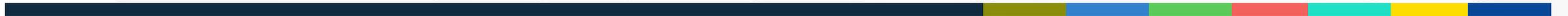
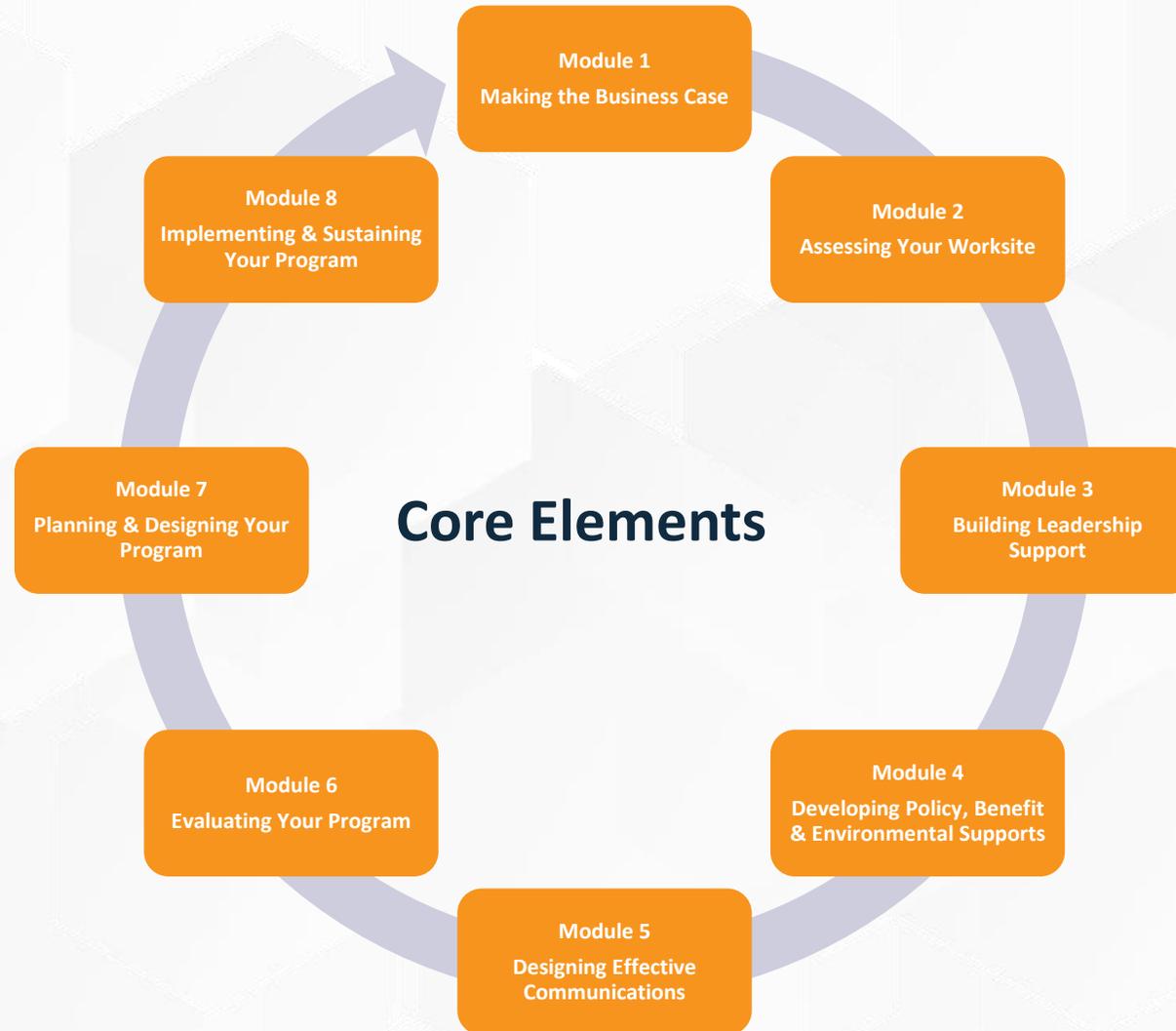


work@health

Training Employers | Promoting Health | Maximizing Performance

CDC WORK@HEALTH EMPLOYER TRAINING PROGRAM
WWW.CDC.GOV/WHP

Employer Curricula



Eligibility Requirements

Participants must:

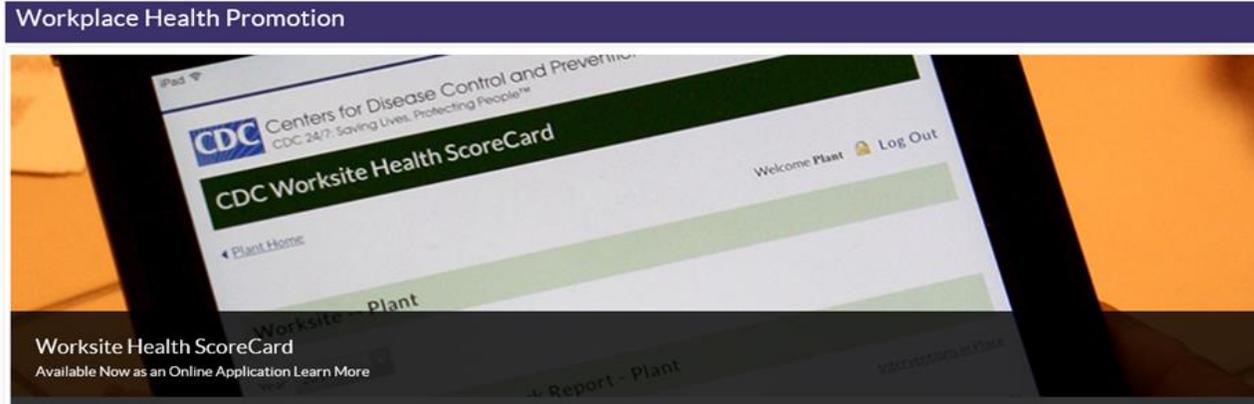
- Have 20 or more employees.
- Have been in operation for at least one full year.
- Have Internet connectivity for training participants.
- Offer health insurance to employees.
- Have minimal experience in workplace health programs.
- Be a U.S. based, domestic employer.
- Sign a participant agreement.

Becoming “Choice Architects”

- Choice-making is never neutral
- Directing default options toward health can be powerful
- Subtle “nudges” toward healthier choices can better outcomes
- Policy interventions provide the basis for better choices
- Incentives and spotlights can motivate
- Provide structure around complex choices

CDC WORKPLACE HEALTH PROMOTION

www.cdc.gov/workplacehealthpromotion



Worksite Health ScoreCard
Available Now as an Online Application [Learn More](#)



On average, Americans working full-time spend more than one-third of their day, five days per week at the workplace. The use of effective workplace programs and policies can reduce health risks and improve the quality of life for American workers. Learn more about workplace health promotion and how to design, implement, and evaluate effective workplace health programs.

Workplace Health Resource Center



Searchable, research-based tools and resources to help employers develop or

expand a workplace health promotion program that supports their employees' physical, mental, emotional, and financial

Workplace Health Model



A comprehensive approach with interventions that address multiple risk

factors and health conditions at the same time. The model recognizes that the interventions and strategies chosen influence each employee and the

Work@Health Program



An employer-based training program to improve the health of participating

employers and certified trainers, with an emphasis on reducing chronic disease and injury risk and improving worker productivity.

Worksite Health ScoreCard



A tool designed to help employers assess if they are implementing science-based health promotion

interventions in their workites to prevent heart disease, stroke, and related

Thank you

E-mail: jlang@cdc.gov

Web

<http://www.cdc.gov/workplacehealthpromotion>

<http://www.cdc.gov/healthscorecard/>

Centers for Disease Control and Prevention
National Center for Chronic Disease Prevention and Health Promotion

Division of Population Health

The findings and conclusions in this report are those of the authors and do not necessarily represent the official position of the Centers for Disease Control and Prevention.





State of Delaware's workplace wellness policy and toolkit



State of Delaware's Work in Developing the DHR Workplace Wellness Policy & Procedures and Toolkit

AHL Learning Session on "Workplace/Employee Wellness"
March 3, 2023

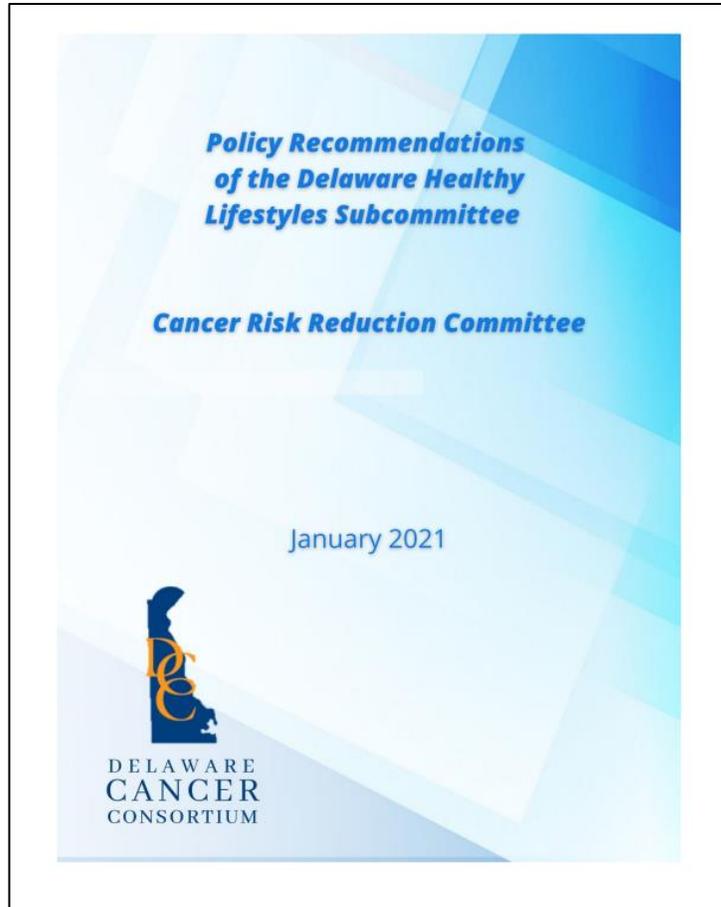


Background & Development Efforts

- **January 2017:** Governor John Carney released the *Action Plan for Delaware*
- One of the objectives: “Improve health outcomes and reduce health costs for all Delawareans”
- A suggested action item: “Investigate ways to incentivize better health and wellness among State employees”
 - Identified for the Delaware State Employee Benefits Committee (SEBC) and the Department of Human Resources (DHR)
- Promoting employee health and well-being is a component of the mission statement of the SEBC’s Group Health Insurance Plan (GHIP) Strategic Framework
- Statewide Benefits Office (SBO) functions as the “administrative arm” of the SEBC



Background & Development Efforts



- Cancer Risk Reduction Committee of the Delaware Cancer Consortium took responsibility for developing a strategy for implementing priority initiatives
- **December 2019:** Kickoff of Healthy Lifestyles Subcommittee (HLSC)
- Representative from SBO, DHR participated in the HLSC as a member
- **January 2021:** HLSC produced its final report which included policy recommendations related to workplace wellness:
 - Create a formal workplace wellness program infrastructure for State employers; Encourage non-State employers to adopt workplace wellness program infrastructure
 - Strengthen breastfeeding supports in the workplace and other settings, including anti-discrimination protections

Background & Development Efforts

- Build upon the existing draft of the Workplace Wellness Policy by working with key stakeholders
- Goals of the policy recommendation were to:
 1. Create a Workplace Wellness Policy for the State workforce that included language on equity to protect workers from inequitable impact and that reflected the Centers for Disease Control and Prevention (CDC) Workplace Health Model;
 2. Memorialize Delaware's recent healthy vending policies, healthier food, and snack guidelines; and
 3. Address behavioral health
- Recommended that State agencies adopt the policy first



Background & Development Efforts

- SBO, DHR worked with DPH's Physical Activity, Nutrition, and Obesity Prevention Program (PANO) under the statewide Advancing Healthy Lifestyles initiative, to implement the recommendations related to workplace wellness for State employees
- **March 2021:** With the support of the DPH-contracted vendor, Mathematica, SBO, DHR and PANO formed the Workplace Wellness Policy Workgroup
- Workgroup continued to develop the Workplace Wellness Policy and Procedures:
 - Gathered input from workgroup members and reviewed available policies and documents from several states
 - Consulted representatives from a small sample of these states and the Team Lead of Workplace Health Programs at CDC for feedback



Background & Development Efforts



WORKPLACE WELLNESS POLICY AND PROCEDURES	
DHR-Policy #: To be assigned.	Authority: 29 Del. C. § 9003D. General powers and duties.
Effective Date: June 10, 2022	Supersedes: N/A
Application: Executive Branch Agencies	Signature: 

- 1. Policy Purpose Statement**

The Workplace Wellness Policy provides guidance on the foundation and infrastructure for Executive Branch agencies to establish and maintain workplace wellness initiatives. Workplace wellness initiatives focus on promoting a healthy lifestyle — including exercise, healthy eating, tobacco cessation, and preventive care — as well as supporting employees' social and emotional wellness — including stress management and mental health. As the state's largest public employer, the State of Delaware, has a responsibility to lead by example by promoting a culture of health; reducing health care costs, unplanned absences, and disability and workers' compensation claims; improving health-related productivity; and enhancing morale and staff retention.
- 2. Scope**

This policy applies to Executive Branch agency employees. Casual/seasonal employees may be approved for wellness initiatives based on operational needs and agency discretion. Delaware's Legislative Branch, Judicial Branch, Elected Offices, School Districts, Charter Schools, Delaware Technical Community College, Delaware State University, and Non-State Participating Groups (e.g., University of Delaware, towns, and cities) may elect to adopt the policy and take responsibility for administering the policy with their employees.
- 3. Definitions and Acronyms**
 - **Absences** – Absences are when employees are not working during their regularly scheduled hours or other hours that the employee has agreed to work. Absences may be planned (e.g., annual leave) or unplanned (e.g., due to illness or injury).
 - **Agency Leadership** – Agency head or their chosen designee for decision-making purposes.
 - **Culture of Health** – Creation of a working environment where employee health and safety are valued, supported, and promoted through workplace wellness initiatives, policies, benefits, and environmental supports. Building a culture of health involves all levels of the organization and establishes the workplace wellness initiative as a routine part of business operations aligned with overall business goals.

Workplace Wellness Policy and Procedures – FINAL 6.10.2022 1 | Page

- **June 2022:** In celebration of June as “National Employee Wellness Month,” launched the *DHR Workplace Wellness Policy and Procedures* and associated documents to Executive Branch agencies
 - Workplace Wellness Policy and Procedures FAQs
 - Liability Waiver for Participation in Workplace Fitness Activities
 - Media Release Form
 - Workplace Wellness Toolkit
- Access the policy and associated documents:
<https://dhr.delaware.gov/policies/index.shtml>

Thank You



Phone: 1-800-489-8933

Email: benefits@delaware.gov

Website: de.gov/statewidebenefits

Like us on Facebook: [delawarestatewidebenefits](https://www.facebook.com/delawarestatewidebenefits)



Workplace wellness efforts in Delaware Executive Branch agencies



Profiles of three Delaware Executive Branch agencies

Department of Health and Social Services, Division of Social Services

Department of Correction

Department of Transportation

Delaware DSS – Agency Characteristics

Division of Social Services (DSS) 780+ Employees

Merit, Casual/Seasonal and Contractor/Temporary Staff

Community Partner Support Unit (CPSU)

Group Violence Intervention (GVI)

Dual Generation Center (Dual Gen)

Hybrid Workforce



DELAWARE HEALTH AND SOCIAL SERVICES

Division of Social Services



Dual Generation Center
STUBBS EARLY EDUCATION CENTER

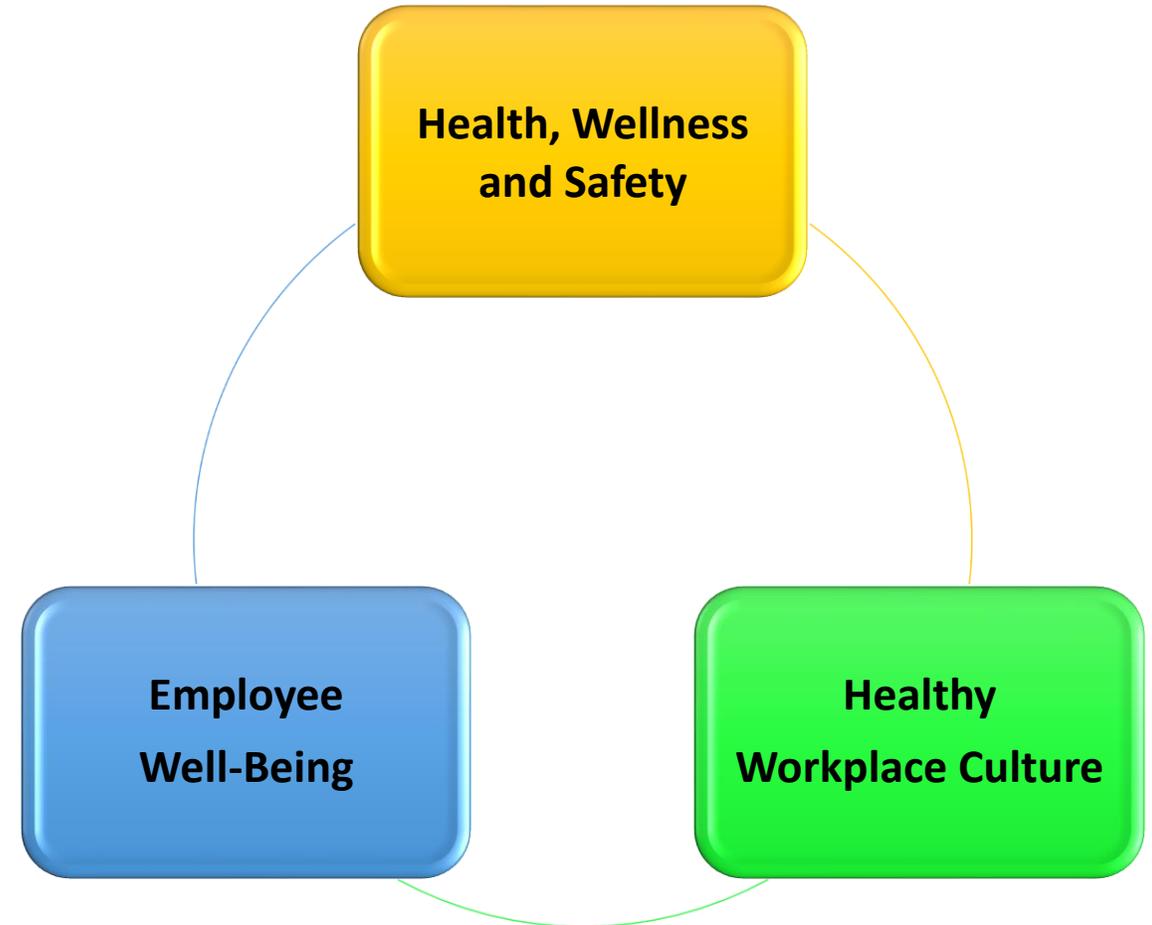


Powered by the State of Delaware & United Way of Delaware



Division of Social Services (DSS) Wellness Workplace Initiative

- Continued impact of COVID-19 Pandemic
- 24 Sites, 7 Operations Areas and 53 Service Teams
- Increased Trauma
- Increased Clientele
- Compassion Fatigue
- Employee Burnout
- High Employee Turnover



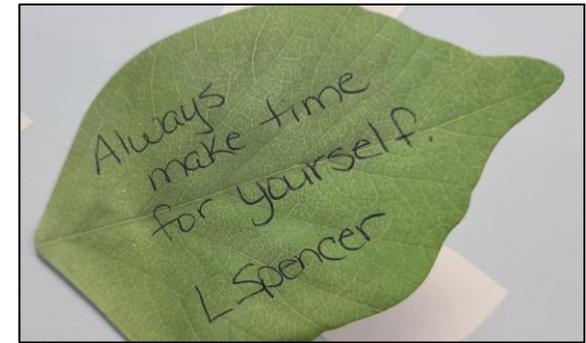
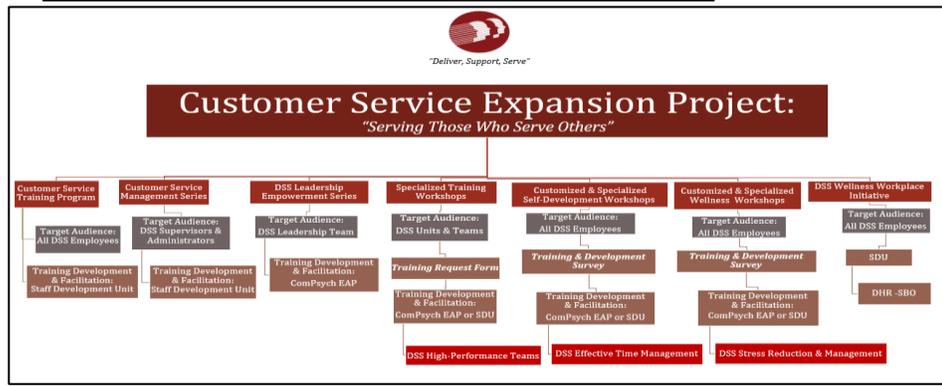
Interest in Workplace Wellness

- FY21: DSS issued over \$450 million in Federal Benefits
- February 2022 Vacancy rates:
 - Merit: 11.48%
 - Seasonal: 62.89%
 - Temporary: 31.62%
- The PHE contributes to (or has contributed to) the development of compassion fatigue, employee burnout, behavioral health issues and physical challenges.



Ongoing Workplace Wellness Efforts

- Trauma-Informed Care
- DSS Team Spirit Agency Events
- Customer Services Expansion Project
- ComPsych Guidance Resources
- DSS, How Do You Self-Care Tree
- Domestic Violence Liaisons
- Annual Employee Recognition Week
- Diversity Core Group
- My Healthy Rocks/SNAP Education
- Employee Engagement Surveys
- DSS Newsletter Employee Kudos
- Casual Dress Code Passes
- Leadership Team Planning Meetings



Plans for Future Workplace Wellness Efforts



Develop an Agency Wellness Plan



Design an Employee Workplace Wellness Infrastructure



Enhancing Mental Wellness in the Workplace



Develop an Occupational Health and Safety Program



Utilize Wellness Leaders and Committees



Conduct Needs Assessment and Quality Monitoring

DELAWARE HEALTH AND SOCIAL SERVICES
Division of Social Services

Division of Social Services (DSS) Wellness Workplace Committee/Focus Group Application Form

Please fully complete the application form with all applicable information. Applications will be reviewed by the Staff Development Unit (SDU) - Customer Service Expansion Project (CSEP) Team. Deadline to submit your completed application is **Monday, March 6, 2023**. Please send you completed application to the SDU Training Mailbox: DHSS_DSS_Training@delaware.gov

Applicant Information:						
NAME:			APPLICATION DATE:			
DSS OFFICE/UNIT/TEAM:		POSITION/TITLE:		MANAGER/SUPERVISOR:		
DSS OFFICE/UNIT/TEAM ADDRESS:			CITY:	COUNTY:	POSTAL CODE:	
DSS OFFICE/UNIT/TEAM TELEPHONE NUMBER:			DO YOU TELECOMMUTE FULL-TIME YES <input type="checkbox"/> NO <input type="checkbox"/>			

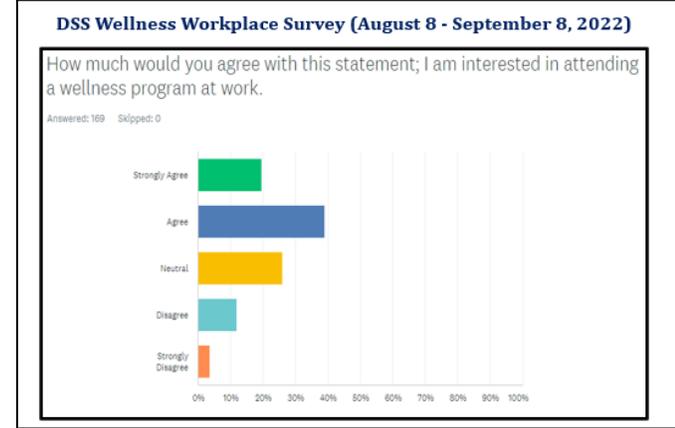
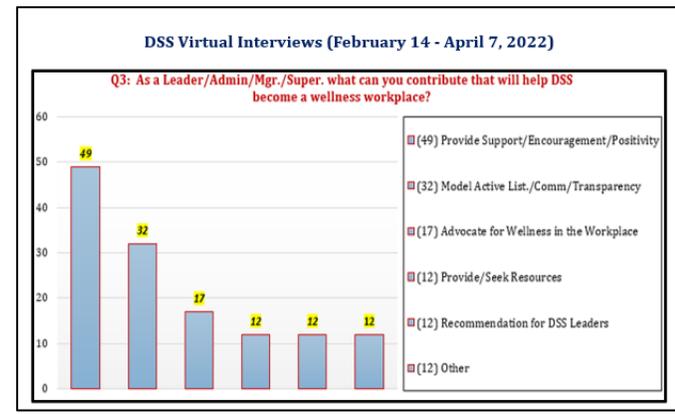
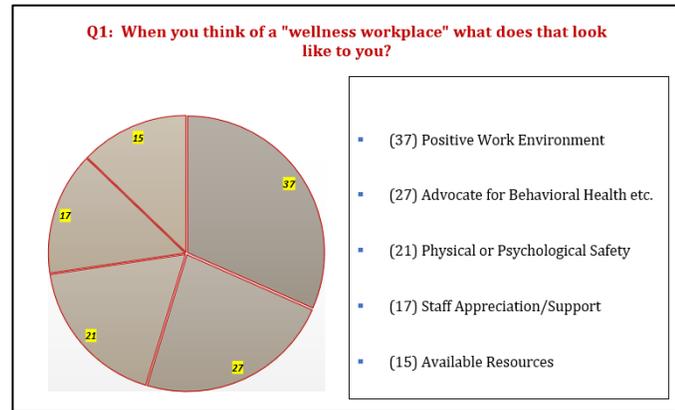
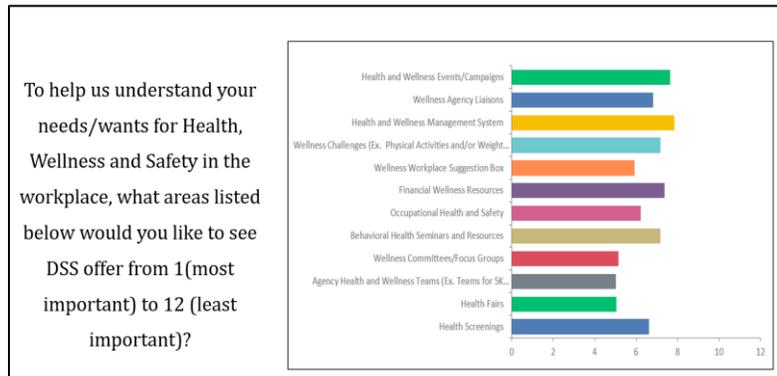
I am interested in participating in the following groups. Check all that apply:

- DSS Wellness Workplace Committee Member
- Health, Wellness and Safety Focus Group Project Manager
- Health, Wellness and Safety Focus Group Member
- Healthy Workplace Culture Focus Group Project Manager
- Healthy Workplace Culture Focus Group Member
- Employee Well-Being Focus Group Project Manager
- Employee Well-Being Focus Group Member

How many hours a month can you commit to the DSS Wellness Workplace Initiative:

DAYS & HOURS AVAILABLE TO WORK	Day	Monday	Tuesday	Wednesday	Thursday	Friday
	From					
	To					

DELAWARE HEALTH AND SOCIAL SERVICES | DIVISION OF SOCIAL SERVICES



Thank you

Please feel free to contact us if you have any questions!



DSS Director's Office

- Phone: 302-255-9631
- E-mail: marilyn.brill@delaware.gov

Gina Jimenez - Staff Development Unit

- Phone: 302-318-2752
- E-mail: gina.jimenez@delaware.gov

Jaime Buffaloe - Staff Development Unit

- Phone: 302-318-2753
- E-mail: jaime.buffaloe@delaware.gov



Delaware Department of Correction Employee Wellness



DOC Employee Wellness Training

Sworn and Non-Sworn Basic Academy Training

- ✓ Correctional Fatigue to Fulfillment
- ✓ Mental Health First Aid

Refresher Training

- ✓ Staff Resiliency
- ✓ Comprehensive Officer Resilience
- ✓ Crisis Intervention Training

2022 - “Partners in Public Safety Solution” First Responders Wellness Conference



DOC Wellness Initiatives

In 2020 and 2021, DOC partnered with the University of Delaware to offer 100 employees free health coaching, which included:

- ✓ Trained health coach
- ✓ One-on-one sessions
- ✓ Individualized wellness plans
- ✓ Access to health and wellness webinars

In 2020, The Delaware Department of Correction won the Lt. Governor's Wellness Leadership Challenge for its initiative to improve staff and emotional well-being.



2022 Commissioner's Fitness Challenge

The 6-week DOC Fitness Challenge.

Goal: Support the health and wellness of employees with practical, simple tips and lots of encouragement.

- ✓ Self-paced and designed for employees of every fitness level.
- ✓ Top participants were entered into a drawing to win a Fitness Challenge prize pack.





Critical Incident Stress Management

The Purpose of the **Critical Incident Stress Management (CISM)** program is to provide peer support that encourages emotional recovery and stability for the DDOC staff and their families after being impacted by a traumatic or critical incident.

*DOC Policy 8.38



Future Initiatives

- Designated employee wellness space in facilities.
- Host off-site wellness events.
- Participation in events such as Special Olympics Law Enforcement Torch Run.
- Employee wellness training





Employee Outreach





DelDOT Employee Wellness Group

- **Goals**

- Create, maintain and support a safe and respectful environment that is inclusive across all divisions of the Department

- **Tools**

- Newsletter column
- Dedicated wellness page on employee intranet
- Events



DelDOT Employee Wellness Group

- **Created in 2020**
 - How can we support employees during pandemic?
 - Provide resources on a number of areas identified through employee feedback:
 - Physical Health
 - Mental Health
 - Workforce and Workplace Safety
 - Employee Engagement
 - Unity



How Do We Connect with Employees?

- **Challenges**
 - **Decentralized** - More than 2,000 employees in more than 30 locations statewide
 - **Accessibility** - Not all employees have email access
 - **Diverse Roles** - Wide variety of roles from frontline workers interacting with public to administrative and technical positions
 - **Sustainability** – Maintain interest and continuity



Questions?

