Advancing Healthy Lifestyles Learning Series: Workplace/Employee Wellness

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

<table>
<thead>
<tr>
<th>Topic</th>
<th>Panelist</th>
</tr>
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<tbody>
<tr>
<td>Welcome and introduction</td>
<td>Dan Finkelstein, Principal Researcher, Mathematica</td>
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<tr>
<td>Overview of the Advancing Healthy Lifestyles initiative</td>
<td>Shebra Hall, PANO Program Administrator, Delaware DHSS/DPH</td>
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<tr>
<td>Benefits of workplace wellness</td>
<td>Jason Lang, Team Lead – Worksite Health Programs, CDC</td>
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<tr>
<td>State of Delaware’s workplace wellness policy and toolkit</td>
<td>Aaron Schrader, State Human Resource Administrator, Delaware DHR/SBO</td>
</tr>
</tbody>
</table>
| 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
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

Healthier Person → Productive Employee → Gains for the Organization

Lifestyle Choices

Health Management Programs

Job Performance
- Individual attitudes
- Group attitudes
- Energy levels
- Vitality
- Resilience
- Empowerment

Gains for the Organization
- Health Status
- Life Expectancy
- Health Care Costs
- Productivity
  - Absence
  - Disability
  - Worker’s Compensation
  - Presenteeism
- Recruitment & Retention
- Company Visibility
- Social Responsibility

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*

<table>
<thead>
<tr>
<th>Risk Level</th>
<th>Base Cost</th>
<th>Excess Absenteeism</th>
<th>Excess Medical Claims</th>
<th>Excess Pharmacy Claims</th>
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</thead>
<tbody>
<tr>
<td>Low Risk (0-2 Risks)</td>
<td>$4,685</td>
<td>$4,685</td>
<td>$4,685</td>
<td>$4,685</td>
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<tr>
<td>Medium Risk (3-4 Risks)</td>
<td>$2,018</td>
<td>$2,018</td>
<td>$1,968</td>
<td>$1,968</td>
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<tr>
<td>High Risk (5+ Risks)</td>
<td>$415</td>
<td>$777</td>
<td>$3,070</td>
<td>$3,070</td>
</tr>
</tbody>
</table>

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

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


• 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

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

- National: 46.1%
- 10-24 employees: 39.1%
- 25-49 employees: 43.9%
- 50-99 employees: 59.6%
- 100-249 employees: 69.4%
- 250-499 employees: 83.0%
- 500+ employees: 91.8%

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

- Health screening programs: 26.6%
- Integration of health promotion into organizational structure: 28.4%
- Health education programs: 33.7%
- Linkage to related programs: 46.0%
- Supportive social and physical environment: 47.8%

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)

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)

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)
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
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 Reports

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

<table>
<thead>
<tr>
<th>Topic</th>
<th>Total Possible</th>
<th>Score</th>
<th>Percent</th>
<th>Score</th>
<th>Percent</th>
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<td>Organizational Supports</td>
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<td>100</td>
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<td>Tobacco Use</td>
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<td>12</td>
<td>67</td>
<td>12</td>
<td>67</td>
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<td>High Blood Pressure</td>
<td>16</td>
<td>16</td>
<td>100</td>
<td>16</td>
<td>100</td>
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<tr>
<td>High Cholesterol</td>
<td>13</td>
<td>13</td>
<td>100</td>
<td>13</td>
<td>100</td>
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<tr>
<td>Physical Activity</td>
<td>22</td>
<td>22</td>
<td>100</td>
<td>22</td>
<td>100</td>
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<tr>
<td>Weight Management</td>
<td>8</td>
<td>8</td>
<td>100</td>
<td>8</td>
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<td>Nutrition</td>
<td>24</td>
<td>22</td>
<td>92</td>
<td>22</td>
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<tr>
<td>Heart Attack and Stroke</td>
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<td>19</td>
<td>100</td>
<td>19</td>
<td>100</td>
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<td>Pre-diabetes and Diabetes</td>
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<td>Depression</td>
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<td>5</td>
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<td>Alcohol and Other Substance Use</td>
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<td>7</td>
<td>78</td>
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<td>Sleep and Fatigue</td>
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<td>7</td>
<td>78</td>
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<td>Musculoskeletal Disorders</td>
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<td>6</td>
<td>67</td>
<td>6</td>
<td>67</td>
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<td>Occupational Health and Safety</td>
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<td>13</td>
<td>72</td>
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<td>Vaccine Preventable Diseases</td>
<td>14</td>
<td>10</td>
<td>86</td>
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<td>Maternal Health and Lactation Support</td>
<td>15</td>
<td>9</td>
<td>60</td>
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<tr>
<td>Cancer</td>
<td>11</td>
<td>7</td>
<td>64</td>
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<td>64</td>
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<td><strong>TOTAL</strong></td>
<td><strong>294</strong></td>
<td><strong>253</strong></td>
<td><strong>86</strong></td>
<td><strong>253</strong></td>
<td><strong>86</strong></td>
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</table>

2012 - 2013 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
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

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

Great River Energy (GRE) is committed to a healthy work environment for its approximately 2,500 employees. Over the last 10 years, the program has seen steady growth and improved health outcomes. GRE has increased employee satisfaction, reduced absenteeism, and improved program engagement. GRE’s wellness program, known as the Great River Energy At A Glance, includes a variety of health and wellness initiatives.

GRE’s Wellness Program

A focus on wellness has been a part of GRE since 1982, beginning with weekly wellness classes and a flu shot clinic in the cafeteria on discounted prices. In 2007, GRE engaged a private vendor to administer its Health Management Program (HMP), which set up a financial Incentive structure and an online portal for the program. Now, the program evolved and expanded to include the definition of wellness beyond physical health; benefits include financial, emotional, social, professional, educational, personal, and mental, and current wellbeing.

GRE’s wellness program is led by Susan Hileman, lead, benefits and wellness. Susan Hileman, supports the program, and Sarah Baker, GRE’s Chief Labor Officer, provides input and support. GRE’s program is recognized for its comprehensive approach and has been recognized through the HFM and the FMP Preparation. The HFM is available to all employees and their families as a personal partner, regardless of insurance status. Employers can earn up to $1,500 each year for participating in the program; they can earn $100 for completing a health risk questionnaire, and an additional $500 for completing a biometric screening and participating in a wide variety of programs and events.

Employers may earn points toward the HFM through computerized wellness programs and events, as well as through opportunities provided by the private vendor. Many of these points come from GRE’s wellness committee, which are employee-driven groups that develop wellness programs and initiatives. GRE’s wellness program has expanded to include financial wellness initiatives, supported by the Office of the Chief Labor Officer. The program now offers an online portal with personalized health and wellness tools, as well as access to financial planning resources.

Workplace Health Awards

- **Well-Hを持たれ、2017** (Gold Level) 
- **Healthy Weight for America Award**, 2017 (sponsored by HealthManager Employee Health)

GRE’s Benefits

Multiple在全国范围内接受的医疗保险方案, and participation in the FMP has played a key role, increasing employee satisfaction by 30 percent and 15 percent of GRE’s employees.

Contact for CE: Jessica P. Travis and Prevention + Health Promotion

The Right Way: American Cast Iron Pipe Company

American Cast Iron Pipe Company (ACIP) was founded in 1905 by John Southgate, who hired his brother to follow in his footsteps. The company was founded to create a safer and more reliable method of connecting pipes. ACIP has grown into a global leader in cast iron, ductile iron, and other engineered products.

Wellbody: A Good Health Movement

American Cast Iron Pipe Company is committed to workplace health and wellness and an injury-free environment. The company started a wellness program to support employees and improve preventive care. Wellbody, a comprehensive nutrition team, is a nutritionist nutritional program and a personal training program. The program includes education, nutrition counseling, and fitness training.

Wellness Awards

- **Wellbody Award, 2017** (Gold Level) 
- **Healthy Weight for America Award**, 2017 (sponsored by HealthManager Employee Health)

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

The Moore Agency (Moore) is an independent marketing, advertising, and public relations firm. Founded in 1996 by Tom Moore, the agency has grown to be recognized as one of the leading health communications firms in the country. The company focuses on developing innovative and creative campaigns that promote healthy lifestyles and behaviors.

Workplace Health, The Moore Way

The company, known as the Moore Agency, provides comprehensive mental and emotional wellness programs that encourage the use of mental health services. The agency has developed a comprehensive mental health and wellness program, which includes a mental health support team and access to mental health services.

Employee Benefits and Annual Leave

While still small, the company is proud to provide a comprehensive benefit package that includes health insurance, life insurance, and retirement plans. The company also provides annual leave to its employees, allowing them to take time off and recharge.

Contact for CE: Jessica P. Travis and Prevention + Health Promotion

American Cast Iron Pipe Company

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Contact for CE: Jessica P. Travis and Prevention + Health Promotion

WWW.CDC.GOV/WHRC
Heart Disease and Stroke Products to Address the Nation’s #1 Killer

Worksite Health Programs in the U.S.

Ten to 20 percent of employees offer health screening programs to their employees but only 40% of employees actually use them. The percent differs by company size, with larger companies more likely to offer health screening programs. The most common type of health screening program offered is general health screening, followed by blood pressure screening. The most common types of health screening programs offered are cholesterol testing, blood pressure testing, and general health screening. The most common type of health screening program offered is general health screening, followed by blood pressure screening. The most common types of health screening programs offered are cholesterol testing, blood pressure testing, and general health screening. The most common types of health screening programs offered are cholesterol testing, blood pressure testing, and general health screening. The most common types of health screening programs offered are cholesterol testing, blood pressure testing, and general health screening.

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 Company is responsible for identifying strategies that can help people lead longer, healthier lives. In order to do so, they decided to implement a wellness program at their company.

Objectives

One of the goals of Hussey Seating’s wellness program is to reduce the prevalence of chronic diseases such as heart disease and diabetes. Another goal is to improve employee health and well-being through increased physical activity levels.

Worksite Wellness Activities

The wellness program is designed to provide employees with opportunities to engage in physical activity and to learn about healthy lifestyle choices. Activities include fitness classes, nutrition education sessions, and stress management workshops.

Wellness Benefits

Eligible employees are offered wellness benefits such as discounted gym memberships, access to on-site fitness facilities, and reimbursement for certain fitness-related expenses.

A Glance

- Medical Wellness Plan
- Medical Insurance
- Life Insurance
- Disability Insurance
- Employee Assistance Program
- Retirement Plan
- Career Development
- Other Employee Benefits

Screening and Referral Efforts to Identify Cardiovascular Risk Factors

Cardiovascular screening is important because it can help identify employees who may be at risk for heart disease or stroke. This is especially important for employees who have risk factors such as high blood pressure, high cholesterol, or a family history of heart disease. The screening process typically involves obtaining a medical history, performing a physical examination, and conducting laboratory tests. The results of the screening are then used to identify employees who may need further evaluation or treatment.

Health Risk Assessment and Coaching

The wellness program also includes a health risk assessment, which is a tool used to identify areas where employees may need additional support or resources. The assessment is administered online and includes questions about lifestyle factors such as smoking, alcohol consumption, and physical activity levels. The results of the assessment are used to create a personalized coaching plan, which includes recommendations for improving health outcomes.

Workplace Health Programs can reduce the risk of heart disease and stroke. By offering a comprehensive wellness program, companies can help their employees live healthier lives and reduce their risk of chronic diseases. This can create a positive impact on employee well-being and overall business performance.
CDC WORK@HEALTH EMPLOYER TRAINING PROGRAM
WWW.CDC.GOV/WHP
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

THEMES FROM THALER R, SUNSTEIN, C: NUDGE IMPROVING DECISIONS ABOUT HEALTH, WEALTH, AND HAPPINESS, 2008
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.
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
• **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”
  
  o 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:
  
  o Create a formal workplace wellness program infrastructure for State employers; Encourage non-State employers to adopt workplace wellness program infrastructure
  
  o 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:
  o Gathered input from workgroup members and reviewed available policies and documents from several states
  o Consulted representatives from a small sample of these states and the Team Lead of Workplace Health Programs at CDC for feedback
Background & Development Efforts

• 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
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 Health and Social Services
Division of Social Services (DSS)
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
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
- Domestic Violence Liaisons
- DSS, How Do You Self-Care Tree
- 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

Customer Service Expansion Project:
"Serving Those Who Serve Others"

6 Guiding Principles to a Trauma-Informed Approach:
1. Safety
2. Truth/Turffairness & Transparency
3. Peer Support
4. Collaboration & Mutuality
5. Empowerment & Choice
6. Cultural, Historical, & Gender Issues

Employee Engagement Surveys
Diversity Core Group
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

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

Q1: When you think of a “wellness workplace” what does that look like to you?

- (37) Positive Work Environment
- (27) Advocate for Behavioral Health etc.
- (21) Physical or Psychological Safety
- (17) Staff Appreciation/Support
- (15) Available Resources

**DSS Virtual Interview (February 14 - April 7, 2023)**

Q2: As a Leader/Manager, what can you contribute that will help DSS become a wellness workplace?

- [ ] Promote Support/Employee Engagement/Place
- [ ] Medical-Related/Club/Membership
- [ ] Advocate for Wellness in the Workplace
- [ ] Provide/Seek Resources
- [ ] Other

**DSS Wellness Workplace Survey (August 8 - September 8, 2022)**

How much would you agree with this statement: I am interested in attending a wellness program at work.

- [ ] Strongly Agree
- [ ] Agree
- [ ] Neither
- [ ] Disagree
- [ ] Strongly Disagree

To help us understand your needs/wants for Health, Wellness and Safety in the workplace, what areas listed below would you like to see DSS offer from 1(most important) to 12 (least important)?
Thank you

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

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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.
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
• **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
• 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?