

Serve Up a Healthier You

North Carolina Child Nutrition Services Staff Wellness Toolkit



**Developed by the N.C. Nutrition Education and Training Program
N.C. Department of Public Instruction
N.C. Division of Public Health**



In accordance with Federal Law and U.S. Department of Agriculture policy, this institution is prohibited from discriminating on the basis of race, color, national origin, sex, age, or disability. To file a complaint of discrimination, write USDA, Director, Office of Adjudication, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410 or call toll free (866) 632-9992 (Voice). Individuals who are hearing impaired or have speech disabilities may contact USDA through the Federal Relay Service at (800) 877-8339; or (800) 845-6136 (Spanish). USDA is an equal opportunity provider and employer. 04/12
www.ncdhs.gov • www.nutritionnc.com • <http://childnutrition.ncpublicschools.gov>

Written and Developed by:

Tracey Bates, MPH, RD, LDN – N.C. Nutrition Education and Training Program Coordinator, Nutrition Services Branch, N.C. Division of Public Health

Stephanie Peters, MS, RD, LDN – Nutrition Consultant, Nutrition Services Branch, N.C. Division of Public Health

Camella Rising, MS, RD, LDN – Nutrition Consultant, Nutrition Services Branch, N.C. Division of Public Health

Advisory and Review Committee:

Karen Burke – Child Nutrition Manager, Craven County Schools

Sharon Burton – Child Nutrition Manager, Asheville City Schools

Kim Chesanek, RD – Child Nutrition Supervisor, Mooresville Graded School District

Alice Cole – Child Nutrition Supervisor, Beaufort County Schools

Mimi Cooper – Child Nutrition Manager, Wake County Public Schools

Stephanie Cox – Training Manager, Henderson County Schools

Kelly Green – Child Nutrition Supervisor, Randolph County Schools

Denise Hastings – Child Nutrition Manager, Henderson County Schools

Amy Hendrick Buttrick, RD – Child Nutrition Supervisor, Rowan-Salisbury Schools

Kelly Holbrook – Child Nutrition Director, Crossnore School

Lois Hood – Child Nutrition Director, Richmond County Schools

Craig Lowry – Child Nutrition Director, Robeson County Schools

Rita Moore – Child Nutrition Director, Wesleyan Education Center

Libby Post, MS, RD, LDN – Child Nutrition Director, Rowan-Salisbury Schools

Carol Sykes, MS, SNS – Child Nutrition Director, Dare County Schools

Janet Willingham – Child Nutrition Manager, Thomasville City Schools

Donna Winecoff – Child Nutrition Manager, Brunswick County Schools



Developed by the Nutrition Education and Training Program, Division of Public Health, N.C. Department of Health and Human Services with funding from Child Nutrition Services, N.C. Department of Public Instruction. In accordance with Federal Law and U.S. Department of Agriculture policy, this institution is prohibited from discriminating on the basis of race, color, national origin, sex, age, or disability. To file a complaint of discrimination, write USDA, Director, Office of Adjudication, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410 or call toll free (866) 632-9992 (Voice). Individuals who are hearing impaired or have speech disabilities may contact USDA through the Federal Relay Service at (800) 877-8339; or (800) 845-6136 (Spanish). USDA is an equal opportunity provider and employer. 04/12
www.ncdhhs.gov • www.nutritionnc.com • http://childnutrition.ncpublicschools.gov

Serve Up a Healthier You

North Carolina Child Nutrition Services Staff Wellness Toolkit

Serve Up a Healthier You, from the North Carolina Department of Public Instruction, Child Nutrition Services, and the North Carolina Division of Public Health, Nutrition Services Branch, is a staff wellness toolkit tailored for Child Nutrition professionals in North Carolina offering resources and strategies for eating smart, moving more and living healthy.

Need **Why is there a need for staff wellness?**

Poor nutrition and physical inactivity have a significant health and economic impact.¹⁻⁵

- The number of adults who are overweight or obese has increased.⁶
- An unhealthy lifestyle increases the risk of weight gain and many chronic diseases such as heart disease, diabetes, osteoporosis, and certain cancers.^{1,4,5}
- Employees spend a significant part of each day at work.
- Obesity and its related health conditions are responsible for much of the increase in health care spending by employers.
- Obesity and chronic disease can also decrease productivity and increase absenteeism.^{5,7-9}



Yield **What are the benefits of staff wellness?**

Effective employee wellness programs offer direct and indirect benefits, including promotion of a healthy work environment and support of staff in taking steps to protect or improve their health.⁷⁻¹⁶

- Healthier employees
- Reduced health care costs
- Decreased absenteeism
- Increased presenteeism
- Enhanced productivity
- Reduced workers' compensation and disability management claims costs
- Increased employee satisfaction and morale
- Reduced employee turnover⁷⁻¹¹



The Centers for Disease Control and Prevention Cost Calculator estimates the costs of obesity and the return on investment from targeted interventions to reduce obesity.⁷



A review of published worksite health promotion program studies showed an average \$3.50 to \$1 savings-to-cost ratio in reduced absenteeism and health care costs.¹¹

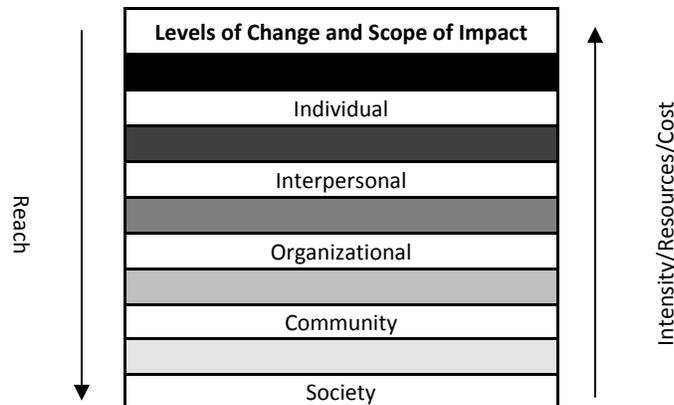
Ingredients What should a staff wellness initiative include?

The U.S. Department of Health and Human Services Office of Disease Prevention and Health Promotion, the national Task Force on Community Preventive Services, and the North Carolina Institute of Medicine advise a comprehensive workforce health promotion program.¹²⁻¹⁴

Comprehensive Worksite Health Promotion Program Five Key Elements:

- Health education focusing on skill development and lifestyle behavior change
- Supportive social and physical work environments, including established norms for healthy behavior and policies that promote health and reduce the risk of disease
- Integration into the organization’s administrative structure (i.e., staff, budget, resources)
- Related programs, such as safety and employee assistance programs
- Screening programs, preferably linked to medical care service delivery to ensure follow-up and appropriate treatment as necessary and to encourage adherence¹²

Wellness programs that solely focus on health education or behavior change lack sustainability. To effect a lasting impact on employee health, organizations need to change the work environment and culture.¹⁵ Healthy workplaces and healthy employees are a shared responsibility. Worksite policies must clearly define the expectation regarding health behavior. A supportive social and physical environment enables employees to make the healthy choice. Policies and changes in the work environment influence individual behavior at work, which may lead to change outside of work and at home.

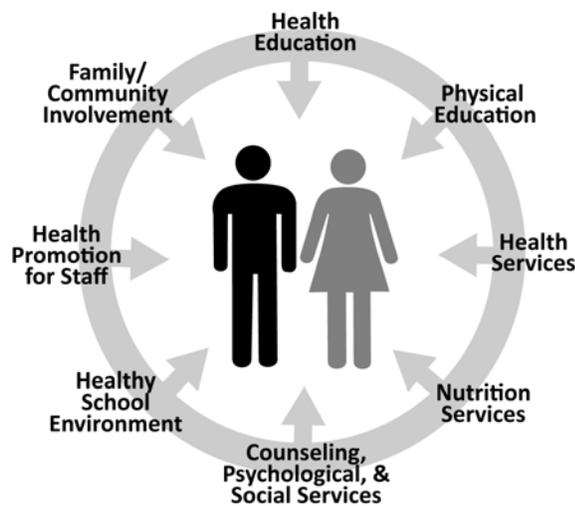


Wellness strategies should be directly linked to organization outcomes. Although wellness strategies should address multiple levels, it is important to focus on areas yielding the greatest potential benefit. Interventions targeting individual behavior change require greater resources but impact only one person at a time. Policy and higher level interventions targeting communities and organizations, such as schools or Child Nutrition Programs, have a much greater potential impact.⁸

Wellness initiatives for school staff support both the Coordinated School Health Program model and Local Wellness Policy implementation. Child Nutrition professionals play a vital role in school wellness and have an opportunity to set a healthy example for students, other school staff, and families.¹⁸⁻¹⁹

Schools What about Coordinated School Health and Wellness Policy?

A Coordinated School Health Program (CSHP) model consists of eight interactive components. At least two of the components directly link to staff wellness: Health Promotion for Staff and a Healthy School Environment. The remaining six components support both staff and school wellness.



Health Promotion for Staff is defined as opportunities that encourage school staff to pursue a healthy lifestyle that contributes to their improved health status and morale and a greater personal commitment to the school's overall coordinated health program. This personal commitment often transfers into greater commitment to the health of students and creates positive role modeling. Health promotion activities improve productivity, decrease absenteeism, and reduce health insurance costs.

A Healthy School Environment is defined as the physical and aesthetic surroundings and the psychosocial climate and culture of the school. Factors that influence the physical environment include the school building and the area surrounding it, any biological or chemical agents that are detrimental to health, and physical conditions such as temperature, noise, and lighting. The psychological environment includes the physical, emotional, and social conditions that affect the well-being of students and staff.¹⁸

Recognizing that schools play a critical role in promoting student health, preventing childhood obesity, and combating problems associated with poor nutrition and physical inactivity, Congress passed laws (P.L. 108-265 and P.L. 111-296) requiring that each local educational agency (LEA) participating in a program authorized by the Richard B. Russell National School Lunch Act or the Child Nutrition Act of 1966 establish a Local Wellness Policy. The legislation places the responsibility of developing a wellness policy at the local level so the individual needs of each district can be addressed. In the Local Wellness Policy, school districts must set goals for nutrition education and promotion, physical activity, campus food provision, and other school-based activities designed to promote student wellness. Employee wellness initiatives can be incorporated into the Local Wellness Policy with the intent to promote overall wellness for students and staff. School staff play a critical role in teaching, role modeling and encouraging students to build habits for a healthy lifestyle.¹⁹

Recipe Where should a staff wellness initiative start?

Commit and Support

Gaining and maintaining commitment and support from all levels of administration or management is critical to the success of any employee wellness program. The wellness initiative must become an integral part of the culture of the organization. Wellness must become a mutual goal for employer and employees. For example, in workplaces where an employer has not addressed environmental hazards or other occupational safety issues, wellness initiatives will not be valued by employees.^{7-8,15-17}

Role of Administration:

- Create a supportive work environment and implement policies or practices that make adopting healthy behaviors the easy choice for employees.
- Provide the wellness committee with the resources needed to develop and implement effective programs.
- Approve and set parameters for employee participation in wellness activities.
- Ensure staff have access to health care and employee assistance programs.
- Demonstrate support by participating in wellness activities.
- Set an example by taking steps toward a healthy lifestyle.^{8,15}

Organize

Establishing, supporting and maintaining a wellness committee provides opportunities to create a healthy worksite, model healthy behaviors for students and the community, foster collaboration, and build healthy lines of communication among staff from all organizational levels. Diverse representation from all levels encourages input, involvement and shared ownership of the program by employees. Staff should be asked about their interest in and willingness to serve on the wellness committee. Committee members who volunteer provide energy and enthusiasm to champion wellness for all employees.^{7-8,15-16}

Role of the Wellness Committee:

- Plan, develop and implement group and individual activities to support employees who want to adopt healthy behaviors.
- Gain support for the wellness program from co-workers and encourage participation.
- Promote programs, policies or practices and environments that support healthy living.
- Evaluate the results of wellness programming, activities, policies and practices.^{7-8,15-16,20}

The size of the wellness committee will depend on the size of the local Child Nutrition program and the goals and activities of the wellness initiative. A chairperson for the committee should be selected. The chairperson is responsible for planning and conducting meetings, documenting the committee's work, and reporting for the committee. An activity chairperson can be chosen to coordinate wellness activities, or responsibilities can be shared among the committee members for individual activities or events. Additional leadership responsibilities could include a communications chair to plan and coordinate marketing of the wellness program and activities, an evaluation chair to distribute and collect surveys and analyze and report results, and an action plan chair to document and track goals, strategies and related activities. Revitalize the committee by rotating members and roles and responsibilities within the committee.^{7-8,15-16,20}

The wellness committee should select a name and write a mission statement. The mission statement may include a description of what the employee wellness committee wants to accomplish and the value of the initiative to the Child Nutrition program and staff.

The frequency of meetings will depend on what the committee chooses to accomplish. Meeting location and schedule should be selected based on convenience for most committee members.^{7-8,15-16,20}

Assess

A worksite assessment should be completed as a starting point for the initiative. The assessment should include an analysis of the current worksite environment and policies, a survey or other mechanism for employee input, and collection and examination of any existing data that may be helpful in decision-making.

Surveys, focus groups or informal interviews of employees yield insight into their current habits and interest in various wellness programming or activities. Survey return rates will vary based on ease and time to complete the survey and interest in wellness. Voluntary survey completion tends to attract individuals with greater interest. Anonymous survey submission and incentives to increase participation will provide a more informative picture of the situation. Whatever method is used to gather information should make it easy and comfortable for employees.

Analyzing aggregate human resources or health insurance data can detect the most significant health issues for employees and allow for a more targeted focus on these issues for the greatest impact. Examples of such existing data may include employee demographic information, absentee rate or sick days, workers’ compensation claims, health claims and pharmaceutical use.

Completing the assessment identifies strengths and areas in need of improvement. The assessment can guide the wellness committee in recommending actions for changes to make the worksite more supportive of healthy behaviors and in identifying areas of focus for wellness programming and activities. The assessment results can also serve as a baseline for evaluation of the wellness initiative. Follow-up assessments allow the committee to monitor progress toward goals. The Employee Survey and the Environment and Policy Survey in the toolkit can help with the assessment.^{7-8,15-17,20}

Essential Elements of Effective Employee Wellness Programs²¹	
Organizational Culture Leadership	
Develop a human centered-culture	
Demonstrate leadership	
Engage mid-level management	
Program Design	
Establish clear principles	
Integrate relevant systems	
Eliminate recognized occupational hazards	
Be consistent	
Promote employee participation	
Tailor programs to the specific workplace and the diverse needs of workers	
Consider incentives and rewards	
Find and use the right tools	
Adjust the program as needed	
Make sure the program lasts	
Ensure confidentiality	
Program Implementation and Resources	
Be willing to start small and scale up	
Provide adequate resources	
Communicate strategically	
Build accountability into program implementation	
Program Evaluation	
Measure and analyze	
Learn from experience	

Protect

The Health Insurance Portability and Accountability Act (HIPAA) (P.L.104-191) was enacted by the U.S. Congress in 1996. The U.S. Department of Health and Human Services (HHS) issued the Privacy Rule to implement the requirements of HIPAA. The Privacy Rule standards address the use and disclosure of individuals' health information, called "protected health information," by organizations subject to the Privacy Rule, called "covered entities," as well as standards for individuals' privacy rights to understand and control how their health information is used. Within HHS, the Office for Civil Rights (OCR) has responsibility for implementing and enforcing the Privacy Rule. A major goal of the Privacy Rule is to assure that individuals' health information is properly protected while allowing the flow of health data needed to provide and promote quality health care and to protect the public's health and well-being.²²

The Genetic Information Nondiscrimination Act of 2008 (GINA) (P.L. 110-233) restricts the ability of employers and insurers to collect and disclose genetic information, including family medical history. According to GINA regulations issued in 2009, no financial incentive can be offered for completion of a health risk appraisal (HRA), if the HRA contains questions about family medical history.²³

Employers may offer financial incentives for participation in and completion of wellness programs. Some link rewards or penalties to the attainment of certain health benchmarks, such as body mass index (BMI) or blood pressure level. These rewards can either be for improvement in the measure or attainment of certain absolute levels. HIPAA regulations require that wellness programs satisfy five nondiscrimination requirements.²⁴

HIPAA Employee Wellness Program Nondiscrimination Requirements:

- The total reward for all the plan's wellness programs that require satisfaction of a standard related to a health factor is limited—generally, it must not exceed 20 percent of the cost of employee-only coverage under the plan. If dependents (such as spouses and/or dependent children) may participate in the wellness program, the reward must not exceed 20 percent of the cost of the coverage in which an employee and any dependents are enrolled.
- The program must be reasonably designed to promote health and prevent disease.
- The program must give individuals eligible to participate the opportunity to qualify for the reward at least once per year.
- The reward must be available to all similarly situated individuals. The program must allow a reasonable alternative standard (or waiver of initial standard) for obtaining the reward to any individual for whom it is unreasonably difficult due to a medical condition, or medically inadvisable, to satisfy the initial standard.
- The plan must disclose in all materials describing the terms of the program the availability of a reasonable alternative standard (or the possibility of a waiver of the initial standard).²⁴

The North Carolina Office of State Personnel Worksite Wellness Policy provides the foundation for state entities to develop activities and modify work environments and policies to support the health and well-being of state employees. Liability issues should be addressed related to the nature of the wellness activity. Participation in wellness activities is voluntary; therefore, the State is not liable for injuries sustained to employees during their participation in these activities. As a general reference, injury that occurs during non-pay status is not compensable. Non-pay status is defined as before work, after work and non-paid time during the normal workday. Safety and maintenance guidelines for wellness areas should be developed to ensure that equipment and areas for wellness activities do not present hazardous conditions. Employees shall be required to sign a wellness activity liability acknowledgement form prior to participating in any worksite wellness activity/event that involves physical movement. Employees should be informed of all related wellness policies.²⁰

Production

How should staff wellness be implemented?

Plan

An action plan serves as a road map to move the wellness initiative from point A – identifying areas to work on – to point B – behavior change by employees – to point C – culture change in the LEA, Child Nutrition program and schools. Short-term goals should focus on individual or group strategies. Results of the employee interest survey can guide short-term goals in the action plan. Long-term goals should focus on environment or policy strategies. Results of the policy and environmental survey can guide long-term goals in the action plan. As policy and environmental changes occur, new action plans can be created to address other issues. In the action plan, measurable strategies and steps should be identified for both short-term and long-term goals along with who is responsible for each step, resources needed, dates for implementation and how the strategies will be evaluated. Results or outcomes should be recorded after each activity. A sample Wellness Action Plan is available in the toolkit.^{7-8,15-16,20}

Goals and Strategies should be:

S = Specific
M = Measurable
A = Achievable
R = Realistic
T = Time-oriented
E = Evaluated
R = Reevaluated²⁵

Communicate

Communication is key to program success. Many Child Nutrition employees are creative and skilled in promoting school meals. Their talents should be recruited in marketing the wellness initiative. The Child Nutrition program and administration should convey both their concern for the health of employees and their commitment to the wellness initiative. Everyone should be informed of the name and mission of the wellness program. A kickoff event can promote awareness and excitement. The kickoff and other wellness activities can be marketed through email, fliers, posters, announcements at staff meetings and word of mouth. Having wellness committee members and co-workers championing the program and activities with one-on-one promotion can make a difference. A sample recruitment flier is available in the toolkit.^{7-8,15-17,20}

Act

To adequately improve the health of employees at all levels, the workplace environment and culture must change through a comprehensive workforce health promotion program. The worksite wellness program must be integrated into the administrative structure with demonstrated commitment. Supportive social and physical work environments are key, including established norms for healthy behavior and policies that promote health and reduce the risk of disease. The Worksite Wellness Program Model, Multi-Level Approach to Changing Behaviors, and the Worksite Strategies by Resource Level in the Appendix can offer guidance.^{7-8,10-17,20}

Health education should focus on skill development and lifestyle behavior change. *Serve Up a Healthier You* Mini-Lessons cover diverse wellness topics in three modules: Take Care of You, Eat Smart and Move More. The mini-lessons are designed as short educational wellness activities that can be delivered during Child Nutrition Program staff meetings or professional development or through school level staff training provided by Child Nutrition managers. The mini-lessons encourage learning and behavior change as well as setting and reaching goals toward a healthy lifestyle.

Role of the Employee:

- Participate in wellness activities.
- Adopt healthier behaviors.
- Encourage and support co-workers.
- Talk with Administration and the Wellness Committee about what is needed to support healthy behaviors.¹⁵

Serve Up a Healthier You

Worksite wellness activities afford employees the opportunity to practice and adopt strategies for healthy lifestyle behavior. The interests, suggestions and requests of employees should be honored in planning the kickoff or other wellness activities. Just as in the practice of *Offer versus Serve*, offer a variety of programming to accommodate the abilities and educational and social preferences of employees (i.e., small group versus large group, lecture versus hands-on, etc.). Consider the different schedules of Child Nutrition staff in choosing the day of the week, time of day and length of any event. Select a location that is easily accessible and provide an address, directions and contact phone number. A sample Wellness Activity Planning Worksheet is included in the toolkit.^{8,15-17,26}



Resource

Seek resources and support from within the LEA, schools or community for the wellness initiative. School nurses, counselors or Physical Education and coaching staff may be willing to offer assistance with educational activities. Trained and credentialed professionals are available in the community. A medical facility, county Cooperative Extension or Parks and Recreation, or local YMCA can be resources for programming. Businesses or gyms may provide incentives. School Nutrition Association of North Carolina districts or chapters could also be partners.

Eat Smart Move More North Carolina offers a variety of worksite wellness resources, including the N.C. HealthSmart School Worksite Wellness Toolkit, guides for management and environmental changes, sample healthy eating and physical activity policies, and wellness activity tools and handouts. All of the resources can be found at www.eatsmartmovemorenc.com.

The N.C. Nutrition Education and Training (NET) Program offers nutrition education and wellness materials, including curricula, handouts and links to additional nutrition, physical activity and staff wellness resources (www.nutritionnc.com/resourcesforschools/index.htm). The NET Resource Library offers professional resources, educational materials, and audiovisuals for loan.

The State Health Plan for Teachers and State Employees (Plan) Comprehensive Wellness Initiative (CWI) was developed (N.C. General Assembly S.L.2009-16) to encourage Plan members to make healthier lifestyle choices. The CWI provides supports to help Plan members quit tobacco use and maintain a healthy weight (<http://statehealthplan.state.nc.us/comp-wellness.html>). Health coaches are available 24 hours a day. The Personal Health Portal of the N.C. HealthSmart website offers a Personal Health Assessment and personal action plan, a personal health webpage, symptom diary and medication list, and interactive tools and lifestyle programs for nutrition, physical activity and smoking cessation. The Personal Health Assessment (PHA) is a simple, easy-to-complete survey, available online and by phone, that provides individuals with a comprehensive personal action plan to help in identifying personal health risks. Additional health education resources include a telephone and audio library, health videos, printed materials that can be mailed, and email updates and screening reminders.²⁷

Directories:

- North Carolina health departments and health directors
www.ncalhd.org/county
- Local Agency Resources, North Carolina Public Health Nutritionists
www.nutritionnc.com/wic
- Find a Registered Dietitian
www.eatright.org
- Community health professionals
www.eatsmartmovemorenc.com

Review

How should a staff wellness initiative be evaluated?

Document

Wellness events and activities should be documented. Documentation helps in recording what the wellness committee and initiative have accomplished, evaluating strategies, implementing and adapting the action plan, and communicating successes to administration, employees and others.

Evaluate

Evaluation will provide information to modify the wellness initiative programming and activities to better meet employee needs (process measures) and measure whether employees' attitudes, behaviors and health indicators have changed as a result (impact measures). Process measures include participation numbers, employee satisfaction collected through activity evaluations, and tracking of environment and policy changes. Outcome measures can include pre/post tests or quizzes to assess knowledge gained, eating and activity logs, aggregate employee health data (i.e., blood pressure, cholesterol, Body Mass Index) and a comparison of program costs and return on investment (i.e., reduced workers' compensation claims or absenteeism). The Wellness Activity Evaluation, Environment and Policy Survey, Employee Wellness Evaluation, Wellness Initiative Evaluation, and the What I Eat and How Active I Am logs in the toolkit can be used to assist in evaluation.^{7-8,16-17}

Tips for Documentation:

- Write a short summary of the activity.
- Count the number of employees who participate in each activity.
- Take pictures. Pictures can be used in promoting future events.
- Distribute evaluation surveys for activities and/or the initiative.
- Review the evaluations and write a short summary of successes and lessons learned.
- Record the information on the Wellness Action Plan.¹⁶

Success

How should achievement be recognized?

Celebrate

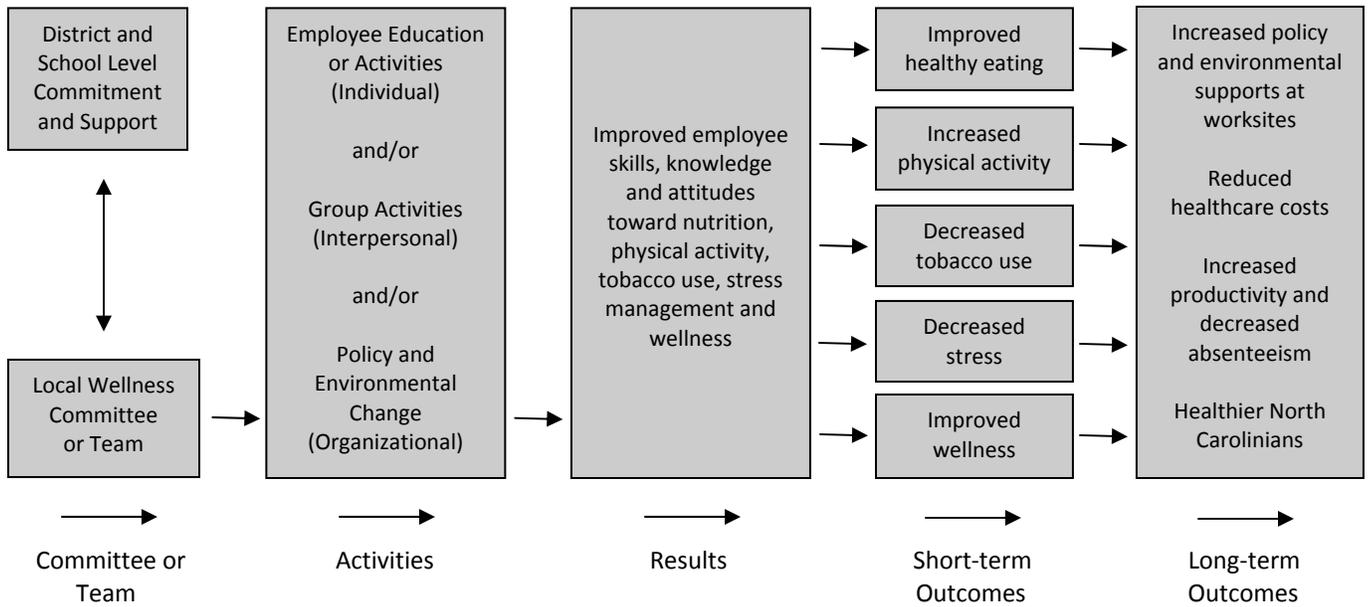
Employees should be recognized for their participation in the wellness initiative and for progress made. LEA and school administration can be notified of employee participation. Achievements can be celebrated at the local or state level through the use of school or community media, success stories, certificate presentations, or submission for awards. Templates for a superintendent letter, principal letter, certificate, and press release are available in the toolkit.

Recognition Ideas:

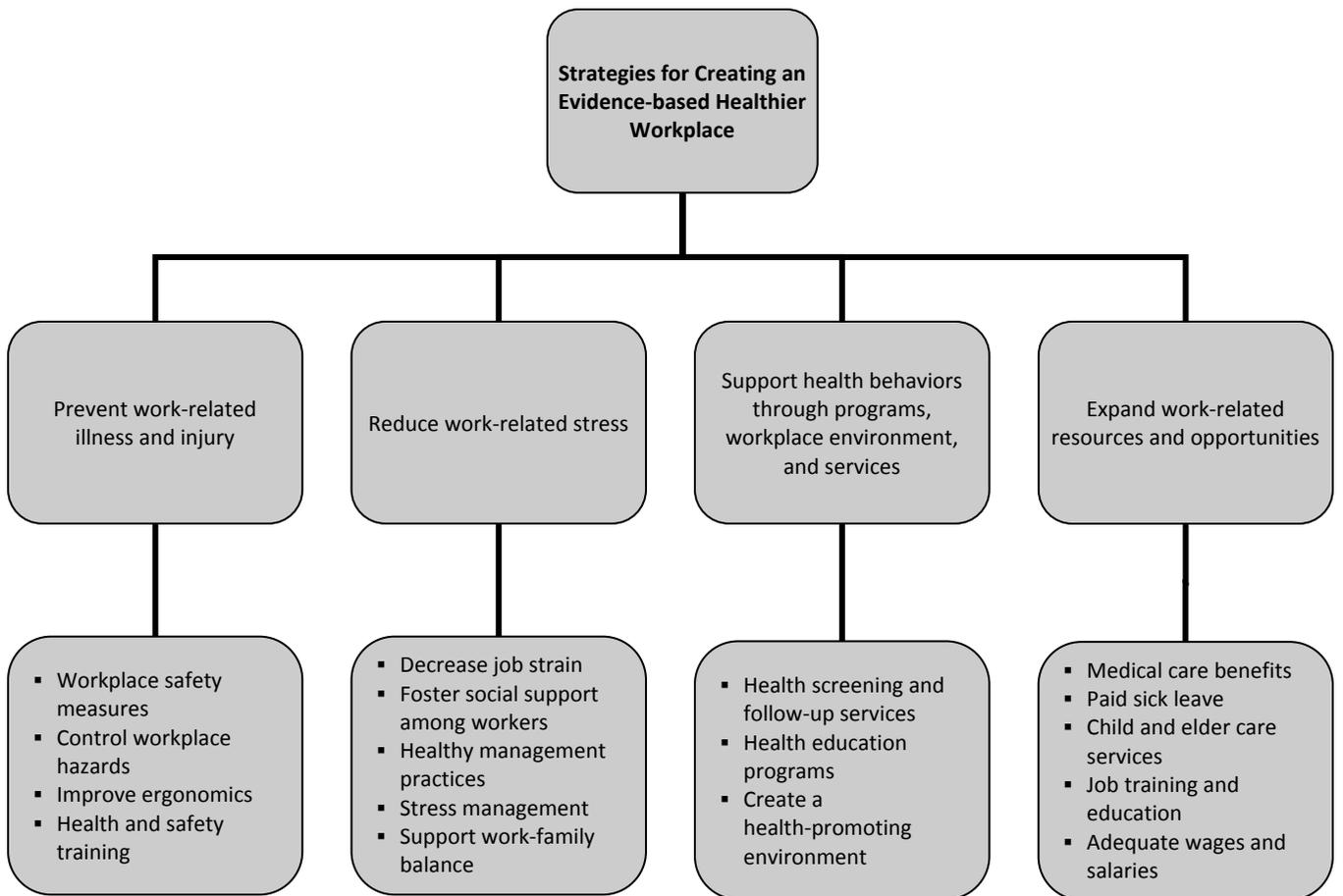
- USDA Best Practice Awards²⁸
- North Carolina Department of Public Instruction Child Nutrition Awards for Excellence²⁹
- School Nutrition Association School Nutrition Employee Week, Tray Talk, District of Excellence Distinction in School Nutrition and District of the Year³⁰

Healthy workplaces, healthy employees, healthy communities are a shared responsibility. Successful wellness programs promote a healthy work environment and encourage staff in taking steps to protect or improve their health. *Serve Up a Healthier You* offers the resources and guidance, ingredients and recipe, to yield an effective wellness program that allows Child Nutrition professionals to play a vital role in school wellness and set a healthy example for students, other school staff, and families.

Worksite Wellness Program Model



Adapted from N.C. HealthSmart School Worksite Wellness Toolkit¹⁶



Adapted from Work Matters for Health, Commission to Build a Healthier America, Robert Wood Johnson Foundation³¹

Multi-Level Approach to Changing Behaviors

	Level	Application
Policy and Environmental Strategies (Systems Level Change)	Society	<p>Developing and enforcing state policies and laws that can increase beneficial health behaviors. Developing media campaigns that promote awareness of the health needs and advocacy for change.</p> <p>Examples: Partnering with the N.C. Department of Agriculture for Farm to School to expand the availability of fruits and vegetables; passing legislative laws that all government property, public buildings and restaurants are smoke-free.</p>
	Community	<p>Coordinating efforts and all members of a community (organizations, community leaders, and citizens) to bring about change. Developing and enforcing local policies and ordinances that support beneficial behaviors.</p> <p>Examples: Forming a community coalition to assess physical activity facilities; developing a media advocacy strategy promoting the need for environments that support healthy eating.</p>
	Organizational	<p>Changing policies, practices and the physical environment of an organization (a worksite, health care setting, school, Child Nutrition Program, faith organization, or other type of community organization) to support behavior change.</p> <p>Examples: Implementing the Local Wellness Policy; setting policy about healthy foods and beverages at meetings or events; including stretch breaks in meetings or holding walking meetings; establishing a tobacco-free policy in a Local Education Agency or school.</p>
Individual and Interpersonal Strategies	Interpersonal	<p>Recognizing that groups provide social identity and support, interpersonal interventions target groups, such as family members, peers, or fellow employees.</p> <p>Examples: Developing buddy systems and support groups at work that promote weight management, walking clubs and quitting tobacco use.</p>
	Individual	<p>Motivating change in individual behavior by increasing knowledge and influencing attitudes or challenging beliefs.</p> <p>Examples: Offering educational classes, one-on-one counseling, and incentives; promoting health coaching, interactive websites, and health education through displays.</p>

Adapted from N.C. HealthSmart School Worksite Wellness Toolkit¹⁶

Wellness Strategies by Resource Level

Staff Wellness Structure	I	E/O	P
Low Resources			
Have a current policy outlining elements/function of a comprehensive staff wellness program			X
Have a worksite wellness action plan in place that addresses the purpose, nature, duration, resources required, targeted participants, and expected results of a staff wellness program		X	
Demonstrate administrative support of the staff wellness initiative		X	
Orient employees to the wellness program and provide copies of the wellness-related policies	X	X	X
Promote and encourage participation in the staff wellness initiative		X	
Solicit employee input and feedback regarding wellness programming and activities	X	X	
Medium Resources			
Have a representative committee that meets regularly to oversee the staff wellness program		X	X
Evaluate effectiveness of wellness programming and activities		X	X
High Resources			
Have a budget for staff wellness, including funds for programming and coordination		X	X
Ensure adequate healthcare coverage, including prevention, for employees and their families		X	X
Connect staff to Employee Assistance Programs and community resources		X	X
Health Risk Appraisal	I	E/O	P
Low Resources			
Utilize confidential Web-based appraisals for employees to include an assessment of their current and future health and suggestion of specific interventions to improve health	X	X	
Medium Resources			
Offer confidential preventive health screening for employees	X	X	
High Resources			
Examine assessment data over time to guide wellness programming and evaluate effectiveness		X	
Physical Activity	I	E/O	P
Low Resources			
Provide moving more messages/information to employees through varied communication	X	X	
Promote physical activity through motivational signs, posters, etc.		X	
Offer education regarding benefits and ways to move more		X	
Encourage tracking/logging of physical activity by employees	X		
Host walk-and-talk meetings or offer activity/stretch breaks during meetings		X	X
Support physical activity breaks		X	X
Map out on-site trails or nearby walking routes		X	
Encourage employees to map their own biking or walking route to and from work	X	X	

I = Individual level

E/O = Employee/Organizational Level

P = Policy Level

Wellness Strategies by Resource Level

Physical Activity	I	E/O	P
Medium Resources			
Implement programs to encourage physical activity, such as walking challenges		X	
Allow access to on-site exercise facility		X	X
Identify outdoor exercise areas such as fields and trails for employee use		X	
Start employee activity clubs (i.e., walking, bicycling)		X	
Support recreation leagues or other physical activity events (on-site or in the community)		X	
Explore discounted memberships at local health clubs, recreation centers or YMCAs		X	
High Resources			
Install bicycle racks in safe, convenient, and accessible locations		X	X
Offer on-site fitness opportunities, such as group classes		X	X
Provide incentives for participation in physical activity wellness programming	X	X	
Allow for use of facilities outside of normal work hours (before/after work)		X	X
Nutrition	I	E/O	P
Low Resources			
Provide eating smart messages/information to employees through varied communication	X	X	
Promote healthy eating through motivational signs, posters, etc.		X	
Promote healthy choices by <ul style="list-style-type: none"> - Increasing the percentage of healthy options that are available - Using competitive pricing to make healthier choices more economical - Advertise or mark healthy options so that they stand out 		X	X
Offer healthy food and beverage choices at staff meetings, training, and wellness events		X	
Encourage tracking/logging of food and beverage intake by employees	X		
Medium Resources			
Arrange for refrigerator/microwave to be available for employee food storage and preparation		X	X
Offer access to fruits and vegetables (i.e., community supported agriculture drop-off site)		X	X
Provide interactive nutrition education opportunities (i.e., taste testing, culinary demo, food preparation skills)		X	
Support opportunities for peer-to-peer modeling of healthy eating	X	X	
Establish workplace policies and programs that promote and support breastfeeding		X	X
Provide an appropriate place for breastfeeding/pumping		X	X
High Resources			
Provide incentives for participation in nutrition wellness programming	X	X	
Include the employees' family members in campaign promoting eating smart	X	X	
Offer in-person, online or telephone individual or group counseling	X	X	
Provide lactation education programs		X	

I = Individual level

E/O = Employee/Organizational Level

P = Policy Level

Wellness Strategies by Resource Level

Tobacco Cessation	I	E/O	P
Low Resources			
Policy prohibiting tobacco use anywhere on property			X
Provide tobacco cessation messages/information to employees through varied communication			
Provide prompts/posters to support no tobacco use policy		X	
Promote QuitlineNC		X	
Medium Resources			
Policy supporting participation in tobacco cessation activities			X
High Resources			
Offer in-person, online or telephone individual or group counseling	X	X	
Mental Health	I	E/O	P
Low Resources			
Provide mental health information/messages to employees through varied communication	X	X	
Promote stress management through motivational signs, posters, etc.		X	
Identify a quiet room or stress reduction room at the worksite		X	X
Medium Resources			
Offer stress reduction presentations on varied topics: conflict resolution, managing multiple priorities, project planning, personal finance planning, etc.		X	
High Resources			
Provide incentives for participation in stress management programming	X	X	
Offer in-person, online or telephone individual or group counseling	X	X	

I = Individual level
 E/O = Employee/Organizational Level
 P = Policy Level

Adapted from Wisconsin Worksite Resource Kit to Prevent Obesity and Related Chronic Diseases⁸

References:

1. U.S. Department of Health and Human Services, Public Health Service, Office of the Surgeon General. The Surgeon General's call to action to prevent and decrease overweight and obesity. U.S. Government Printing Office, Washington, DC; 2001. Available at www.surgeongeneral.gov/topics/obesity.
2. Finkelstein EA, Fiebelkorn IC, Wang G. National medical spending attributable to overweight and obesity: How much, and who's paying? *Health Affairs* 2003;W3;219–226.
3. Finkelstein EA, Fiebelkorn IC, Wang G. State-level estimates of annual medical expenditures attributable to obesity. *Obesity Research* 2004;12(1):18–24.
4. Obesity Education Initiative. Clinical Guidelines on the Identification, Evaluation, and Treatment of Overweight and Obesity in Adults. National Institutes of Health, National Heart, Lung and Blood Institute. Available at www.nhlbi.nih.gov/guidelines/obesity/ob_gdlns.pdf.
5. Obesity: Halting the Epidemic by Making Health Easier. U.S. Department of Health and Human Services, Centers of Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion; 2009. Available at www.cdc.gov/chronicdisease/resources/publications/AAG/pdf/obesity.pdf.
6. Flegal KM, Carroll MD, Ogden LR. Prevalence and Trends in Obesity Among US Adults, 1999–2008. *2010*;303(3):235–241.
7. LEAN Works! Leading Employees to Activity and Nutrition. U.S. Department of Health and Human Services, Centers of Disease Control and Prevention. Available at www.cdc.gov/leanworks/index.html.
8. Wisconsin Worksite Resource Kit to Prevent Obesity and Related Chronic Disease, September 2007. Department of Health and Family Services, Division of Public Health, Nutrition and Physical Activity Program, Wisconsin Partnership for Activity and Nutrition. Available at <http://dhfs.wisconsin.gov/health/physicalactivity/index.htm>.
9. Chapman LS. Meta-evaluation of worksite health promotion economic return studies. *The Art of Health Promotion*. 2003;6(6):1–16.
10. Linnan LA. The business case for employee health: what we know and what we need to do. *NC Med J*. 2010;71(1):69–74.
11. Aldana SG. Financial impact of health promotion programs: a comprehensive review of the literature. *Am J Health Promotion*. 2001;15(5):296–320.
12. Healthy People 2010. U.S. Department of Health and Human Services, Office of Disease Prevention and Health Promotion. Available at www.healthypeople.gov.
13. The Guide to Community Preventive Services. Recommendations and Promising Practices. Available at www.cdc.gov/leanworks/resources/communityguide.html.
14. Evidence-Based Approaches to Worksite Wellness and Employee Health Promotion & Disease Prevention. North Carolina Teachers' and State Employees' Comprehensive Major Medical Plan. North Carolina Institute of Medicine and Center for Health Improvement. Durham, NC and Sacramento, CA. April 2005. Available at www.nciom.org/projects/STEWAC/STEWACreport.pdf.
15. Saving Dollars and Making Sense: A Comprehensive Guide to Workforce Health Promotion. North Carolina Department of Health and Human Services, Division of Public Health, Physical Activity and Nutrition Branch. Available at www.eatsmartmovemorenc.com/ManagementGuide/ManagementGuide.html.
16. N.C. HealthSmart School Worksite Wellness Toolkit. North Carolina Department of Health and Human Services, Division of Public Health, Physical Activity and Nutrition Branch. Available at www.eatsmartmovemorenc.com/SchoolWellnessToolkit/SchoolWellnessToolkit.html.
17. Tu HT, Mayrell RC. Employer wellness initiatives grow, but effectiveness varies widely. *National Institute for Health Care Reform. Research Brief*. 2010; 1:1–13. Available at www.nihcr.org/Employer-Wellness-Programs.pdf.
18. Healthy Youth: An Investment in Our Nation's Future. U.S. Department of Health and Human Services, Centers of Disease Control and Prevention, 2004. Available at www.cdc.gov/nccdphp/aag/pdf/aag_dash2004.pdf.
19. Wellness Policy. U.S. Department of Agriculture, Food and Nutrition Service. Available at www.fns.usda.gov/tn/Healthy/wellnesspolicy.html.
20. Worksite Wellness Policy, Work Environment and Health. North Carolina Office of State Personnel Manual. July 2010; Section 8: 45–52. Available at www.osp.state.nc.us/manuals/manual99/Worksite%20Wellness%20Policy.pdf.
21. Essential Elements of Effective Workplace Programs and Policies for Improving Worker Health and Wellbeing. National Institute for Occupational Safety and Health, NIOSH Worklife Initiative. October 2008. Available at www.cdc.gov/niosh/worklife/pdfs/worklifeessential.pdf.
22. Health Insurance Portability and Accountability Act of 1996 (HIPAA) (P.L.104-191), HIPAA Privacy Rule. U.S. Department of Health and Human Services, Office of Civil Rights. Available at www.hhs.gov/ocr/privacy/hipaa/understanding/index.html.
23. Genetic Information Nondiscrimination Act of 2008 (GINA) (P.L. 110-233), Prohibiting Discrimination Based on Genetic Information, Interim Final Rules. U.S. Department of the Treasury, U.S. Department of Labor, U.S. Department of Health and Human Services. Available at www.hhs.gov/ocr/privacy/hipaa/understanding/special/genetic/ginaifr.pdf.
24. FAQs about the HIPAA Nondiscrimination Requirements. U.S. Department of Labor. Available at www.dol.gov/ebsa/faqs/faq_hipaa_ND.html

References, continued:

25. Doran, GT. "There's a S.M.A.R.T. way to write management's goals and objectives." *Management Review*, 1981;70(11).
26. Richard B. Russell National School Lunch Act. 7 CFR 210.10, Section 9(a)(3).
27. North Carolina State Health Plan for Teachers and State Employees, Comprehensive Wellness Initiative. Available at www.shpnc.org/comp-wellness.html.
28. U.S. Department of Agriculture. Best Practices Award. Available at www.ncpublicschools.org/childnutrition/awards.
29. North Carolina Department of Public Instruction, Child Nutrition. Awards for Excellence. Available at www.ncpublicschools.org/childnutrition/awards.
30. School Nutrition Association. Tray Talk, District of Excellence Distinction in School Nutrition and District of the Year. Available at www.schoolnutrition.org.
31. Work Matters for Health. Issue Brief 4. Commission to Build a Healthier America, Robert Wood Johnson Foundation, Washington, DC; 2008. Available at www.commissiononhealth.org.

Developed by the North Carolina Nutrition Education and Training (NET) Program, a partnership of the N.C. Department of Public Instruction, Child Nutrition Services, and the N.C. Division of Public Health, Nutrition Services Branch. The N.C. NET Program instructs educators in nutrition education, trains food service personnel in nutrition and nutrition education, develops educational materials and curricula, and supports healthful school environments through implementation of Local Wellness Policy.



Developed by the Nutrition Education and Training Program, Division of Public Health, N.C. Department of Health and Human Services with funding from Child Nutrition Services, N.C. Department of Public Instruction. In accordance with Federal Law and U.S. Department of Agriculture policy, this institution is prohibited from discriminating on the basis of race, color, national origin, sex, age, or disability. To file a complaint of discrimination, write USDA, Director, Office of Adjudication, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410 or call toll free (866) 632-9992 (Voice). Individuals who are hearing impaired or have speech disabilities may contact USDA through the Federal Relay Service at (800) 877-8339; or (800) 845-6136 (Spanish). USDA is an equal opportunity provider and employer. 04/12
www.ncdhhs.gov • www.nutritionnc.com • <http://childnutrition.ncpublicschools.gov>