

# TOOLKIT



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# WHY EMPLOYEE HEALTH IS INTEGRAL TO YOUR BOTTOM LINE

## HEALTHCARE COSTS ARE CONTINUING TO RISE.

Businesses are seeing unsustainable increases in their healthcare related expenses. According to the *2004 National Worksite Health Promotion Survey*, 47 percent of surveyed businesses reported health care cost increases greater than 10 percent in recent years, while 18.7 percent reported increases greater than 20 percent.<sup>1</sup> The average employer cost for health insurance rose from \$1.60 to \$2.59 per employee per hour between 1999 and 2005.<sup>2</sup> Private health insurance premiums increased 5.0% between 1997 and 2000; the rate of increase then nearly doubled to 9.2% between 2000-2005.<sup>3</sup> Businesses are no longer seeking solutions to stop these climbing costs, but are seeking strategies to help slow down the rise.



## EMPLOYEE HEALTH IS A COMPONENT OF BUSINESS PRODUCTIVITY.

Chronic health conditions also impact indirect costs such as short- and long-term disability, absenteeism, and impaired daily work performance.<sup>4,5</sup>

- Poor employee health status is attributed to a 5 percent to 10 percent decrease in overall productivity. Companies not only incur additional costs associated with medical expenditures and disability leave, but also experience significant decreases in output of their goods and services.<sup>6</sup>
- Productivity losses related to personal and family health problems cost U.S. employers, on average, \$225.8 billion annually, or \$1,685 per employee per year.<sup>7</sup>

When considering the costs of poor employee health, indirect costs contribute up to three-fourths of the total cost burden.<sup>8</sup> Therefore, taming both direct and indirect costs becomes an important strategy to improving your bottom line.

## WHAT IS CONTRIBUTING TO THIS RISE?

In the United States, a high percentage of deaths and chronic health conditions (cardiovascular disease, cancer, diabetes, etc.) are caused by modifiable, lifestyle-related behaviors. Tobacco use, poor nutrition, and physical inactivity contribute heavily to the development of chronic health conditions and can lead to death. Chronic health conditions increase the direct cost of healthcare through healthcare premiums, hospitalizations, workers' compensation claims, medical and pharmaceutical claims.

## USING COST-SHIFTING STRATEGIES CAN BACKFIRE.

The percentage of U.S. employers that offer employee health benefits has decreased from 69% in 2000 to only 60% in 2007. This decrease was primarily driven by the reduction in smalls firms (3-199 employees) who offer health benefits.<sup>9</sup> In addition, many employers are likely to increase the amount workers contribute to premiums, deductible amounts, office visit co-pays, or prescription drug premiums.<sup>9</sup>

While these strategies may quickly impact a business' direct healthcare costs, they may not be effective in reducing indirect costs. Higher copayments or coinsurance as a cost-shifting strategy may create the following barriers for employees:<sup>10</sup>

- Reduce participation in preventive health screenings
- Lower medication adherence for management of chronic health conditions
- Delay healthcare treatment decisions

Businesses may expend 3 to 10 times more in lost productivity and absenteeism by utilizing cost containment strategies that shift direct costs onto their employees.<sup>11</sup>

## WHAT ARE EFFECTIVE COST-CONTAINMENT STRATEGIES?

Current research shows that it is more cost-effective to invest in an integrated strategy to address the health needs of all employees across the continuum of health care.<sup>12, 13, 14</sup>

By providing an integrated approach to employee health, businesses can improve their employees' health by:

- Encouraging low risk employees to remain low risk
- Helping moderate risk employees maintain or possibly decrease their risks
- Providing high risk employees more opportunities to better manage their health

Developing a healthier workforce can increase a company's success and profitability. Research has found that the potential savings from average employee risk reduction is

\$153 per employee and \$350 per maintained low-risk employee.<sup>12</sup> It is also important to note that risk is not static. By not providing an integrated approach to employee health, an estimated 2-4% of the employee population is likely to move from the low-risk category to a higher-risk category within one year,<sup>12</sup> thus further contributing to healthcare costs.

## EMPLOYEE HEALTH DISTRIBUTION<sup>15</sup>

Risk Category	# Risk factors*	Costs	Workforce Target Percentage	Implications for Employee	Implications for Employers
High Risk	5 or more	\$\$\$	15% or less	<ul style="list-style-type: none"> <li>• Higher probability of chronic health condition(s)</li> <li>• Higher out-of-pocket medical and pharmaceutical costs</li> <li>• More pain and suffering</li> <li>• Lower quality of life</li> <li>• Lower personal effectiveness on and off the job</li> </ul>	<ul style="list-style-type: none"> <li>• Higher prevalence of chronic health conditions</li> <li>• Higher direct medical costs</li> <li>• More absenteeism</li> <li>• Higher disability and workers' compensation costs</li> <li>• Lower productivity due to lower employee effectiveness on the job</li> </ul>
Moderate Risk	3-4	\$\$	25% or less	<ul style="list-style-type: none"> <li>• Higher probability of chronic health condition(s)</li> <li>• Higher out-of-pocket medical and pharmaceutical costs</li> <li>• More pain and suffering</li> <li>• Lower quality of life</li> <li>• Lower personal effectiveness on and off the job</li> </ul>	<ul style="list-style-type: none"> <li>• Higher prevalence of chronic health conditions</li> <li>• Higher direct medical costs</li> <li>• More absenteeism</li> <li>• Higher disability and workers' compensation costs</li> <li>• Lower productivity due to lower employee effectiveness on the job</li> </ul>
Low Risk	0-2	\$	60% or greater	<ul style="list-style-type: none"> <li>• Greater independence/ health</li> <li>• Lower medical costs</li> <li>• Greater energy and vitality</li> <li>• Increased life and job satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Healthier, productive workforce</li> <li>• Lower direct and indirect health-related costs</li> </ul>

\*Risk factors are defined as family history, unhealthy biometric measures (e.g. body weight, cholesterol, blood pressure, etc.) and/or high-risk behaviors (e.g. tobacco use, poor eating habits, etc.)

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# COMPREHENSIVE WORKSITE HEALTH PROMOTION PROGRAMS: A STRATEGY TO IMPROVE EMPLOYEE HEALTH AND YOUR BOTTOM LINE

## WHAT IS A COMPREHENSIVE WORKSITE HEALTH PROMOTION PROGRAM?

Healthy People 2010, a national framework for health promotion developed by the U.S. Department of Health and Human Services, defines a comprehensive workforce health promotion program as containing each the following five core elements:<sup>1</sup>

**1. Individual health education that focuses on skill development and lifestyle behavior change**

**2. Supportive social and physical work environments, including established norms for healthy behavior and policies that promote health and reduce the risk of disease**

**3. Integration of the worksite program into the organization's administrative structure**

**4. Linkage to related programs, such as employee assistance programs**

**5. Screening programs, preferably linked to medical care service delivery to ensure follow-up and appropriate treatment as necessary and to encourage adherence**

## ARE THEY EFFECTIVE IN CONTROLLING HEALTH RELATED COSTS?

Sound research and evidence support investing in worksite health promotion programs as a strategy to improve employee health, increase productivity and control direct and indirect health related costs. As previously mentioned, research has found that the potential savings from average employee risk reduction is \$153 per employee and \$350 per maintained low-risk employee.<sup>2</sup> Furthermore, a review of over 56 studies indicates that worksite health promotion programs show an average:<sup>3</sup>

- 27% reduction in sick leave absenteeism
- 26% reduction in health care costs
- 32% reduction and workers' compensation and disabilities claims costs

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# BUILDING YOUR HEALTH PROMOTION PROGRAM FOUNDATION



## LEADERSHIP IS A CRITICAL ROLE.

Long-term leadership accountability and support is crucial to the success of any worksite health promotion program. Successful health promotion leadership not only understands the connections between employee health and business economics, but also has a firm grasp on the cost of unhealthy employees to their business' bottom line. Effective leadership believes that a healthy, productive workforce is a core component of their business' strategies. This leadership is committed to increasing their workforce's health and productivity and ensures their health promotion program is an integral part of their business' culture.

## WORKSITE HEALTH PROMOTION STAFFING

In addition to strong leadership, the *2004 National Worksite Health Promotion Survey* found that companies were 10 times more likely to offer a health promotion program with all five of the core comprehensive components if they had a staff person dedicated to health promotion.<sup>1</sup> While a comprehensive worksite health promotion program with dedicated staff is ideal, it may not be economically feasible for small- to medium-sized businesses or those that are just beginning to consider worksite health promotion programs. However, it is a benchmark that all businesses should strive to achieve over time.

Businesses should also consider convening worksite health promotion teams/committees to help develop and execute their employee health promotions programs. These teams/committees can vary in size depending upon the number of employees at each worksite. Teams/committees can have as few as four and as many as 12 or more members. Be sure to include members from key departments such as human resources, administrative, support staff, etc. These teams/committees should work closely with leadership and/or dedicated employee health promotions staff.

*Effective leadership believes that a healthy, productive workforce is a core component of their business' strategies.*



## REFERENCE

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# DEVELOPING AND EXECUTING YOUR PROGRAM

**In order to build and execute an effective worksite health promotion program it is recommended that you follow a 4-step process: *Assess, Plan, Implement, and Evaluate*. Review the following pages to learn more about the role each step plays in the success of your business' worksite health promotion program. Recall from the previous section that leadership and teams/committees support the foundation of your worksite health promotion program. Be sure that you have a solid foundation before beginning.**



## STEP 1: ASSESS

### *Why is an assessment necessary?*

The purpose of an assessment is to identify your business' strengths and weaknesses as they pertain to worksite health promotion. Data collected during the assessment process will help to determine

the focus and direction of your worksite health promotion program. The initial assessment data can also serve as the baseline for your current efforts and help you establish benchmarks for your future efforts.

### *What should be assessed?*

There is a variety of information that can be included in the assessment process. Below are suggestions for

data sources that can be included in the assessment.

- |   |  |   |
|---|--|---|
| <ul style="list-style-type: none"> <li>• Review of current worksite health promotion policies, environments, and programs.</li> <li>• Participation rates in your current worksite health promotion programs</li> <li>• Employee health promotion interest surveys</li> </ul> | <ul style="list-style-type: none"> <li>• Employee Health Risk Appraisal data</li> <li>• Health claims data—cost per employee and top claims by health condition</li> <li>• Pharmacy use data</li> <li>• Absenteeism data</li> <li>• Accident/safety reports</li> </ul> | <ul style="list-style-type: none"> <li>• Short-term and long-term disability claims</li> <li>• Workers' compensation claims</li> <li>• Employee retention data</li> <li>• Employee demographics data</li> </ul> |
|---|--|---|

The assessment data you collect should then be summarized in a brief report. Use this report to highlight your employee's interests; key concerns noted in your Health Risk Appraisals and various claims

data sets; and your business' health promotion strengths and weaknesses. This brief report will play a key role in planning your business' worksite health promotion program.

### *Where should you start?*

The depth and breadth of the assessment will vary depending upon the data your business collects, your ability to obtain certain data from your health insurance carrier, the staffing you can commit to the process and the age or stage of development of your current program. For businesses that are just beginning, you may want to focus on data that would be easy to collect and synthesize such as (1) employee health promotion interest surveys, (2) review of current worksite health promotion policies, environments, and programs, and (3) health claims data. If it is easily available, you may also want to include additional data from the above list. For businesses that have already started, you will want to review the data you already collect to ensure it encompasses the basics (specified in items one through three above). You may then opt to include additional data from the above list, if it is easily available to you. Those with more advanced programs are encouraged to utilize all the data sources suggested above and any data your business collects that you feel is relevant to your program's development.

## STEP 2: PLAN

### *Why is a plan necessary?*

Your assessment report will serve as a building block for the next step—planning. During planning, the findings in your assessment report will guide decisions about your health promotion program’s priorities and define its framework.

### *What should be in a plan?*

Regardless of whether your business is just beginning, has already started, or is advanced in its worksite health promotion program, a written operational plan should be developed. There are seven key components that should be included in your written operational plan.

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**1. Vision/Mission Statement:** This statement should be concise and declare the overall purpose of your health promotion program.

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**2. Program Goals and Strategies:** Program goals and strategies are the backbone of your worksite health promotion program. You will need to refer to your brief assessment report as you develop your program goals and strategies. Use the brief assessment report to identify key issues that impact your business’ goals (e.g. escalating health claims cost, disability costs). If you identify many key issues, it may be helpful to narrow them down to a few where minor improvements will give the greatest benefit to your business.

Next, develop specific goals for the key issues you select. You should refer back to your brief assessment report for specific data on how this key issue is currently affecting your business. Your written goals should

include a benchmark measurement to strive for—what do you want to change about your key issues and to what extent. It is extremely important to include an expected benchmark. If your goals do not indicate exactly what you want to accomplish, later it will be difficult to determine how well you have done or where you need to make improvements.

Once your goals have been determined and written, the next step is to determine what strategies you will use to accomplish your goals. This is more easily stated as identifying and selecting the best solutions for your business (e.g. supportive worksite policies, specific interventions, health benefits design, etc). As you begin to select possible strategies you may want to refer to *Section 5: Program Matrix: Quick Reference Guide* for possible suggestions. Again, as you develop your strategies it is important to be as specific as possible. This will ensure that you will later be able to determine how well you have done and how to make improvements. For example, the stated strategy “provide employee policies to support physical activity” is fairly vague. Stating this strategy in the following manner, “develop and implement an employee policy that

provides 30 minutes of paid time for exercise each work day,” is much more specific.

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**3. Timelines:** Your operational plan should also include timelines of when each strategy should be achieved. As you determine your timeline, keep in mind the staff time and overall capacity your business is able to commit to your worksite health promotion program. Setting timelines that are unrealistic for your business’ staffing and capacity will not be beneficial to the short- or long-term success of your worksite health promotion program. Be sure to critically review the timelines selected for each individual strategy and for the overall operational plan.

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**4. Roles and Responsibilities:** As with any business plan, identifying specific roles and responsibilities for staff is a must. This will provide staff with a clear understanding of what goals and strategies they are tasked with accomplishing and in what timeline.

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**5. Budget:** Documenting expected budget needs should be part of the operational planning process. This will allow you to better anticipate how much you will be investing in your worksite health promotion program. In addition, staff will have a clear understanding of the budget funds they will have available to accomplish each of their assigned tasks. It is imperative that you include anticipated direct costs/purchases in your budget estimates. This may include items such as materials printing costs, equipment purchases, incentives,



contractual fees for external vendors, or other associated costs. You may also choose to document indirect costs such as your worksite health promotion staff salary or salary dollars associated with staff participation in your program on work time.

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## 6. Marketing/Communications

**Strategies:** Simply put, employees must know your worksite health promotion program exists and how they can participate in order for your investment to succeed. Therefore, your leadership and health promotions staff/committee should take the time to think through how they will market your program to employees.

There are several things to consider as you develop your marketing/communications strategies.

- Through what mechanisms do employees already receive information—written notices, emails, direct communication with their supervisors, or some other method?
- Which of these mechanisms are the most successful within your business?
- How will you use these mechanisms to make your employees aware of your worksite health promotion efforts?
- What is the key information you can provide about your health promotion efforts that will entice your employees to participate?

You may opt to develop an overall program marketing/communications plan that raises general awareness and encourages participation.

Or you may also choose to develop additional marketing/communications plans for specific worksite health promotion strategies you will plan to implement. For example, if your operational plan indicates your Health Risk Appraisal benchmark is 80% employee participation, you may want to develop marketing strategies specific to this activity to ensure you meet your benchmark. Regardless of the extent of your marketing/communications plan, it should be included in your operational plan.

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## 7. Evaluation Strategies:

Determining and including evaluation methods in your operational plan is important for two reasons:

1. It provides a framework for documenting the results of your program.
2. It provides staff a clear understanding of what they will be responsible for measuring in relationship to their roles and responsibilities.

Evaluating your program will provide you with a clear indication of whether you are accomplishing your program's goals and strategies, how well you have implemented the operational plan, and what changes may need to be considered for future efforts.

If you were diligent in using your assessment report to develop your plan's goals and strategies, you will find that the data collected for the assessment can contribute to your evaluation strategies. Your plan can and should also include data such as employee participation

and satisfaction and changes in supportive worksite policies, environment and culture. As you finalize your evaluation plans, be sure to review your overall operational plan to ensure the data you plan to collect links directly back to your program's goals and strategies.

### *How complex should the plan be?*

The complexity of your operational plan should be reflective of your organization's worksite health promotion capacity. For businesses that are just beginning, developing a simple operational plan with a few focused goals and strategies may serve you well. For businesses that have already started you may wish to use the planning step to refine and expand your current program's plan. For businesses with more advanced programs, you may already have an operational plan in place. You may wish to use this step to review/revise your current plan to ensure all seven elements are included in addition to refining and expanding your program.

## STEP 3: IMPLEMENT

### *What are the elements to implementation?*

Simply put, implementation is putting your operational plan into play. Day-to-day staff time, activity coordination and program management move your plan from paper into action. Key elements to implementation include:

- **Leadership involvement**—Leadership shows commitment to this effort by participating in the program development and leading by example.
- **Internal coordination**—Provide regular opportunities for the health promotion staff/committee to communicate with each other

regarding the status of their tasks and coordinate their overall efforts (e.g. disseminating program materials, coordinating and scheduling onsite opportunities).

- **Marketing/communications**—Ensuring employees regularly receive information about the program and how they can participate.
- **External coordination**—Provide regular opportunities for the health promotion staff to coordinate efforts with external community-based programs or wellness vendors.
- **Data collection**—Data collection plans are emphasized. Health promotion staff is provided the necessary tools to collect the data for which they are responsible. There are regular opportunities to share data updates with the health promotion staff.

#### ***How much effort should be devoted to implementation?***

The amount of effort you devote to implementation is typically reflective of your operational plan's complexity. The operational plan's complexity should also align with your worksite health promotion capacity. For businesses that are just beginning, a simple operational plan with a few focused goals and strategies should take minimal effort to implement. For businesses that have already started you will want to look closely at your operational plan and your capacity to address the key implementation elements above. If you find your operational plan is too aggressive for your capacity, you will want to make appropriate adjustments. For businesses with more advanced programs you may already be implementing complex operational plans which require greater levels of effort/capacity. This is a perfect opportunity to review

your implementation capacity. You may find that investing in further increasing your capacity can lead to greater opportunities to advance the complexity your program and increase the benefits to your employees and your business.

## **STEP 4: EVALUATE**

### ***What are the benefits of evaluating the program?***

As mentioned previously, evaluating your program will provide you with a clear indication of whether you are accomplishing your program's goals and strategies. Therefore, it is imperative that during the program implementation period the health promotion staff utilize the evaluation strategies that were included in the operational plan. At the completion of the operation plan, the evaluation results should be synthesized into a brief report that highlights the progress toward meeting the benchmarks

outlined in the operational plan. This report should be shared with your business' leadership. In addition, key elements should be communicated with your employees.

### ***How much effort should be devoted to evaluation?***

For businesses that are just beginning, a simple operational plan with a few focused evaluation strategies should take minimal effort. For businesses that have already started look closely at your evaluation capacity—do you have the staff time, how complex is the data collection? Adjust your evaluation strategies as necessary. Evaluation needs may be greater for businesses with more advanced programs or complex operational plans. This presents an opportunity to determine if you would like to continue devoting your internal capacity to this need, or if using a third-party vendor would be a wise strategy.



## **WHAT COMES NEXT?**

At the completion of this 4-stage process, your business will begin the process again to develop the next stage of your health promotion program. The evaluation report from this operational plan should be considered as a data source for Step 1: Assess. The data contained in this report can provide valuable information on current benchmark measurements, program successes and barriers and suggested changes for future efforts. This data will be crucial as you develop your new operational plan.

# PROGRAM MATRIX: QUICK REFERENCE GUIDE

The following pages provide a *Program Matrix: Quick Reference Guide* for possible programming elements your business would like to include in their employee health promotion program. This matrix is designed around the five core elements of a comprehensive worksite health promotion program and includes suggestions for businesses that are just beginning, have already started, or are advanced in their programs. There are separate matrices for tobacco cessation, physical activity, nutrition, mental health/stress management, and disease management. The information provided in the matrices is for guidance only. Your business is free to select any programming element it feels is appropriate and is supported by your program interests, employee needs, and resources available.

**In addition, the Patient Protection and Affordable Care Act (PPACA) was signed into law on March 23, 2010.** This law amended Section 7 of the Fair Labor Standard Act and supports workplace accommodations to support and protect breastfeeding. Per the PPACA, employers are required to:

1. Provide “reasonable break time for an employee to express breast milk for her nursing child for one year after the child’s birth each time such employee has need to express the milk.”
2. Provide “a place, other than a bathroom, that is shielded from view and free from intrusion from coworkers and the public, which may be used by an employee to express breast milk.”

All employers covered by the Fair Labor Standard Act are included in this regulation, but those with less than 50 workers do not have to comply if they show that complying with the law would cause an undue hardship. An employer fact sheet with more specific compliance guidance can be found here: <http://www.dol.gov/whd/regs/compliance/whdfs73.htm>.

A specific *Program Matrix: Quick Reference Guide* for including breastfeeding support within your worksite health promotion program has been provided. The PPACA minimum requirements are seen in bold. This Program Matrix is a helpful resources regardless of how you position your breastfeeding support practices within your business—as a component of your worksite health promotion program or as a separate worksite program.



Program Component	Just Beginning	Already Started	Advanced
<b>Health Education</b>	<ul style="list-style-type: none"> <li>• Provide a Health Risk Appraisal every 12 months.</li> <li>• Promote community-based tobacco cessation programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide targeted interventions onsite—print, online, or telephone resources.</li> <li>• Subsidize the cost of approved cessation programs and medications.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide health behavior coaching.</li> <li>• Provide cessation programs and medications at no cost.</li> </ul>
<b>Supportive social and physical work environments</b>	<ul style="list-style-type: none"> <li>• Establish and communicate tobacco-free policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide support groups, mentors, and other nicotine withdrawal strategies for those quitting.</li> <li>• Highlight successful quit attempts.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide space for support groups to meet during or after-hours.</li> <li>• Provide incentives for those quitting.</li> </ul>
<b>Integration into the administrative structure</b>	<ul style="list-style-type: none"> <li>• Leadership communicates the impact of tobacco use on excess healthcare cost and the impact on business goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Periodically provide all employees with information about the prevalence of tobacco use in your workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate tobacco-cessation programs into disease management interventions (asthma, COPD, heart disease).</li> </ul>
<b>Linkage to related programs</b>	<ul style="list-style-type: none"> <li>• Provide information about tobacco use and increased occupational and safety hazards. Use in safety meetings as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide customized health messages for employees that use tobacco.</li> </ul>	<ul style="list-style-type: none"> <li>• Through health benefits design, waive or lower employee costs for cessation programs, medications and health behavior coaching.</li> </ul>
<b>Screening programs</b>	<ul style="list-style-type: none"> <li>• Ensure tobacco-use screening questions are integrated into Health Risk Appraisals.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage network providers and health plan providers to screen for tobacco use.</li> </ul>	<ul style="list-style-type: none"> <li>• Through health benefits design, reduce cost and barriers to preventive health screenings.</li> </ul>

Program Component	Just Beginning	Already Started	Advanced
<b>Health Education</b>	<ul style="list-style-type: none"> <li>• Provide a Health Risk Appraisal every 12 months.</li> <li>• Promote community-based physical activity programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide targeted interventions onsite.</li> <li>• Provide workshops or printed materials on the benefits of physical activity.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide health behavior coaching.</li> </ul>
<b>Supportive social and physical work environments</b>	<ul style="list-style-type: none"> <li>• Promote walking trails or stairwell use.</li> <li>• Negotiate discounted gym memberships.</li> <li>• Allow use of work space for after-hours fitness classes.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide onsite fitness facilities, locker rooms, and/or showers.</li> <li>• Subsidize gym memberships.</li> <li>• Allow flexible work hours to support physical activity during the work day.</li> <li>• Highlight physically active employees.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and support employee athletic teams.</li> <li>• Provide employee incentives for reaching fitness goals.</li> <li>• Support and encourage active transport to work (walking, cycling, mass transit use, etc.)</li> </ul>
<b>Integration into the administrative structure</b>	<ul style="list-style-type: none"> <li>• Leadership communicates the impact of physical inactivity on excess healthcare cost and the impact on business goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Periodically provide all employees with information about the prevalence of tobacco use in your workforce.</li> <li>• Institute physical activity breaks during all organizational meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate physical activity programs into disease management interventions (arthritis, heart disease, diabetes, etc).</li> <li>• Integrate physical activity breaks into all company sponsored events.</li> </ul>
<b>Linkage to related programs</b>	<ul style="list-style-type: none"> <li>• Integrate physical activity into safety programming.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide customized health messages communicating the link between physical inactivity and increased employee safety risks.</li> </ul>	<ul style="list-style-type: none"> <li>• Through health benefits design, waive or lower employee costs for health behavior coaching.</li> </ul>
<b>Screening programs</b>	<ul style="list-style-type: none"> <li>• Ensure physical activity screening questions are integrated into Health Risk Appraisals.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide employees with fitness self-testing guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide additional screenings (body fat percentage, flexibility, muscular strength, etc.).</li> </ul>

Program Component	Just Beginning	Already Started	Advanced
<b>Health Education</b>	<ul style="list-style-type: none"> <li>• Provide a Health Risk Appraisal every 12 months.</li> <li>• Provide information and resources related to healthy eating and weight control.</li> <li>• Promote community-based nutrition programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide targeted weight control interventions.</li> <li>• Subsidize enrollment or membership fees for company-approved weight management programs.</li> <li>• Provide regular communications on the association between poor nutrition, unhealthy weight and chronic health conditions such as diabetes, heart disease and hypertension.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide health behavior coaching.</li> <li>• Provide workshops or print materials highlighting healthy eating strategies such as preparing more meals at home, drinking fewer calorie-containing beverages, using healthy cooking techniques, and eating smart while on the go.</li> </ul>
<b>Supportive social and physical work environments</b>	<ul style="list-style-type: none"> <li>• Provide healthy food options in vending machines/cafeterias.</li> <li>• Provide healthy food options at company meetings.</li> <li>• Make water freely available.</li> </ul>	<ul style="list-style-type: none"> <li>• Label and promote healthy food choices in vending/cafeterias.</li> <li>• Provide space to store, prepare and eat meals from home.</li> <li>• Highlight employees that make healthy food choices.</li> </ul>	<ul style="list-style-type: none"> <li>• Institute competitive pricing of healthy foods in vending/cafeterias.</li> <li>• Provide access to an onsite farmer's market.</li> </ul>
<b>Integration into the administrative structure</b>	<ul style="list-style-type: none"> <li>• Leadership communicates the impact of poor nutrition on excess healthcare cost and the impact on business goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Periodically provide all employees with information about the prevalence of poor nutrition in your workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate healthy eating programs into disease management interventions (heart disease, diabetes, etc).</li> <li>• Require healthy food options at all company sponsored events.</li> </ul>
<b>Linkage to related programs</b>	<ul style="list-style-type: none"> <li>• Integrate healthy eating/weight management into safety programming.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide customized health messages communicating the link between unhealthy weight and increased employee safety risks.</li> </ul>	<ul style="list-style-type: none"> <li>• Through health benefits design, waive or lower employee costs for health behavior coaching.</li> </ul>
<b>Screening programs</b>	<ul style="list-style-type: none"> <li>• Ensure body weight screening questions are integrated into Health Risk Appraisals.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide employees with the opportunity for additional screening (dietary intake, food behavior, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Based on HRA and other results, encourage network providers and health plan to refer for metabolic syndrome screening as necessary.</li> </ul>

# MENTAL HEALTH/ STRESS MANAGEMENT

## PROGRAM SUGGESTIONS

Program Component	Just Beginning	Already Started	Advanced
<b>Health Education</b>	<ul style="list-style-type: none"> <li>• Provide a Health Risk Appraisal every 12 months.</li> <li>• Provide information and resources related to stress management, substance abuse and other mental health topics.</li> <li>• Promote community-based programs and resources as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide targeted mental health/stress management interventions.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide health behavior coaching.</li> </ul>
<b>Supportive social and physical work environments</b>	<ul style="list-style-type: none"> <li>• Establish and communicate policies specific to substance abuse and workplace violence.</li> <li>• Ensure workplace is clean, safe and attractive.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide mental health education to supervisors.</li> <li>• Routinely provide information promoting community-based mental health programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish onsite anonymous treatment programs.</li> <li>• Ensure workplace is ergonomically suitable for all employees.</li> </ul>
<b>Integration into the administrative structure</b>	<ul style="list-style-type: none"> <li>• Leadership communicates the impact of mental health on excess healthcare cost and the impact on business goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Periodically provide all employees with information about the prevalence of mental health concerns in your workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop workforce mental health goals that align with business goals.</li> </ul>
<b>Linkage to related programs</b>	<ul style="list-style-type: none"> <li>• Integrate workplace violence and substance abuse policies into safety programming.</li> <li>• Provide linkages to worksite EAP and external (AA, NA, etc.) programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide customized health messages communicating the link between mental health concerns and increased employee safety risks.</li> </ul>	<ul style="list-style-type: none"> <li>• Through health benefits design, waive or lower employee costs for health behavior coaching and/or counseling.</li> <li>• Establish internal policies that provide intervention referrals while maintaining confidentiality.</li> </ul>
<b>Screening programs</b>	<ul style="list-style-type: none"> <li>• Ensure depression, substance abuse, violence, stress management, financial health, and other mental health screening questions are integrated into HRAs.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement and enforce pre-employment and employment substance abuse screening policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Based on HRA results encourage network providers and health plan providers to refer for further mental health screening as necessary.</li> </ul>

### (ARTHRITIS, ASTHMA, CANCER, DIABETES, HEART DISEASE, STROKE)

Program Component	Just Beginning	Already Started	Advanced
<b>Health Education</b>	<ul style="list-style-type: none"> <li>• Provide a Health Risk Appraisal every 12 months.</li> <li>• Provide information and resources related to chronic diseases such as asthma, cancer, diabetes, heart disease and stroke, etc.</li> <li>• Promote community-based programs and resources as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide targeted disease management programs onsite.</li> <li>• Provide workshops on patient/physician communication.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide targeted disease management programs onsite without any cost to the participant.</li> <li>• Provide health coaching/nurse advice line.</li> </ul>
<b>Supportive social and physical work environments</b>	<ul style="list-style-type: none"> <li>• Ensure worksite policies and environments provide support for tobacco cessation, physical activity, nutrition, and mental health/stress management.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure workforce members have adequate access to onsite disease management programs by offering flexible work scheduling.</li> <li>• Offer incentives for participating in disease management programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure workforce has adequate access to onsite disease management programs by allowing participation on company time.</li> <li>• Offer incentives for successful self-care and/or adherence with treatment guidelines.</li> </ul>
<b>Integration into the administrative structure</b>	<ul style="list-style-type: none"> <li>• Leadership communicates the impact of chronic disease on excess healthcare cost and the impact on business goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Periodically provide all employees with information about the impact of unmanaged diseases in your workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop workforce disease management goals (such as improved self-care, treatment adherence, etc.) that align with business goals.</li> </ul>
<b>Linkage to related programs</b>	<ul style="list-style-type: none"> <li>• Ensure all workforce members are educated on their health benefits.</li> <li>• Provide CPR and first aid training.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate disease management programs/resources with Return-to Work programs and policies.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish internal policies that provide intervention referrals while maintaining confidentiality.</li> </ul>
<b>Screening programs</b>	<ul style="list-style-type: none"> <li>• Ensure screening questions specific to disease management and self-care are integrated into HRAs and identify high-risk individuals.</li> </ul>	<ul style="list-style-type: none"> <li>• Based on HRA results encourage network providers and health plan providers to refer to additional disease management and self-care programs as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Based on HRA results encourage network providers and health plan providers to refer to high risk case management programs as necessary.</li> </ul>



Program Component	Just Beginning	Already Started	Advanced
<b>Health Education</b>	<ul style="list-style-type: none"> <li>Promote community-based programs and resources as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Provide a lactation consultant on an “as needed” basis.</li> </ul>	<ul style="list-style-type: none"> <li>Employ a lactation consultant to provide support upon demand and coordinate maternal care practices.</li> <li>Provide breastfeeding education to expectant mothers and fathers.</li> </ul>
<b>Supportive social and physical work environments</b>	<ul style="list-style-type: none"> <li><b>Provide a clean, private comfortable space for mothers to express milk.</b></li> <li><b>Provide reasonable break time for mothers to express milk.</b></li> <li>Communicate breastfeeding support policies</li> </ul>	<ul style="list-style-type: none"> <li>Provide a clean, private comfortable space <i>exclusively</i> for mothers to express milk.</li> <li>Provide an electric breast pump for mothers’ use.</li> <li>Provide cold packs/coolers for the storage of expressed milk.</li> </ul>	<ul style="list-style-type: none"> <li>Time used to express milk is compensated as paid work time.</li> <li>Policies provide for onsite breastfeeding.</li> <li>Provide designated refrigeration space for expressed milk.</li> <li>Provide more than one electric breast pump and one pump kit per breastfeeding mother.</li> </ul>
<b>Integration into the administrative structure</b>	<ul style="list-style-type: none"> <li>Leadership communicates the impact of maternal care practices on business goals.</li> </ul>	<ul style="list-style-type: none"> <li>Periodically provide all employees with information about the role of working mothers in your workforce.</li> </ul>	<ul style="list-style-type: none"> <li>Develop maternal care goals that align with business goals and support the retention of female staff.</li> </ul>
<b>Linkage to related programs</b>	<ul style="list-style-type: none"> <li>Provide linkages to your organization’s FMLA programs and policies.</li> </ul>	<ul style="list-style-type: none"> <li>Provide customized health messages communicating the link between supportive maternal care practices and the benefits for the employee, child, and business.</li> </ul>	<ul style="list-style-type: none"> <li>Integrate maternal care practices into work scheduling policies and programs (telecommuting, home-based, part-time employment, compressed work week, etc.).</li> </ul>
<b>Screening program</b>	<ul style="list-style-type: none"> <li>Ensure lactation support screening questions are integrated into maternal return-to-work policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Provide employees with additional lactation self-assessment guidelines and referral to lactation consultant as needed.</li> </ul>	<ul style="list-style-type: none"> <li>Encourage network providers and health plan providers to refer for further lactation support consultation as necessary.</li> </ul>

# ADDITIONAL RESOURCES

## AARP

This website offers a range of articles, tips, and resources to address the needs of mid-life adults. In particular, a variety of health promotion topics, tools and programs for keeping active, healthy, and fit are provided. [www.aarp.org](http://www.aarp.org)

## America on the Move

America on the Move is a national initiative that recommends making small achievable change to live a healthy life. This website provides a variety of interactive resources for employees, family members, and health promotion professionals. There is also an online support community and users can register for free. [www.americaonthemove.org](http://www.americaonthemove.org)

## American Cancer Society (ACS)

The goal of the ACS is to prevent cancer, save lives, and diminish suffering from cancer. This website provides up-to-date fact sheets on cancer risks and treatment fact sheets; advocacy and public policy opportunities; and community programs and services that aim to educate the public about cancer prevention, early detection, treatment, survival, and quality of life. [www.cancer.org](http://www.cancer.org)

## American College of Sports Medicine

This website provides a range of resources geared to employees, family members, and health promotion professionals. Most materials are downloadable or available for free. [www.acsm.org](http://www.acsm.org)

## American Diabetes Association

The mission of the American Diabetes Association is to prevent and cure diabetes and to improve the lives of all people affected by diabetes. The Association funds research, publishes scientific findings, provides information and other services the public. Information such as fact sheets on lifestyle, fitness, nutrition and diabetes prevention, symptoms and self-care can be found on this website, as well as linkages to local programs. [www.diabetes.org](http://www.diabetes.org)

## American Dietetic Association (ADA)

ADA provides a wide range of nutrition information the general public and health professionals. Information topics include nutrition for life, food safety, obesity/weight management, disease management, and other topics of interest. Tips of the day, recall announcements, an online bookstore and a searchable network listing of registered dietitians is also available. [www.eatright.org](http://www.eatright.org)

## American Heart Association

This website provides several heart healthy resources such as individual guides, quizzes, and decision making/self-care tools. This site also provides a wide range of heart disease and stroke prevention resources related to healthy eating, physical activity, stress management, weight control and tobacco cessation. [www.americanheart.org](http://www.americanheart.org)

## American Institute of Cancer Research (AICR)

AICR provides reliable, accurate, and current information on a variety of subjects related to diet, nutrition, and the prevention and treatment of cancer. [www.aicr.org](http://www.aicr.org)

## American Institute of Stress

The American Institute of Stress is a non-profit organization that provides information to enhance the understanding of the role of stress in health and illness with a focus on stress in the workplace. [www.stress.org](http://www.stress.org)

## American Lung Association (ALA)

ALA's website provides a range of information on topics such as cessation, asthma, and lung cancer. Adults that want to quit tobacco use can also enroll for free in the Freedom From Smoking online cessation program. [www.lungusa.org](http://www.lungusa.org)

## American Psychological Association (APA)

APA is a scientific and professional organization that represents psychology. The website offers information on several psychology and mental health topics such as addictions, anxiety, depression, stress, violence, workplace issues, and other topics. [www.apa.org](http://www.apa.org)

## Arthritis Foundation

The Arthritis Foundation is the only national not-for-profit organization that supports the more than 100 types of arthritis and related conditions. The Arthritis Foundation offers information and tools to help people live a better life with arthritis, including linkages to local chapters and programs. [www.arthritis.org](http://www.arthritis.org)

## Center for Value-Based Health Management

Provides free information and support in the planning and implementation of value-based health management initiatives as well as benchmarking and program assessment tools. [www.centervbhm.com](http://www.centervbhm.com)

## Centers for Disease Control and Prevention's Division for Heart Disease and Stroke Prevention (DHDSP)

DHDSP is the lead federal agency for the coordination of public health leadership to improve cardiovascular health for all, reduce the burden, and eliminate disparities associated with heart disease and stroke. This website provides a resource library containing heart disease and stroke fact sheets, online resources, podcasts, and a variety of publications and other print resources. [www.cdc.gov/dhdsp/](http://www.cdc.gov/dhdsp/)

## Centers for Disease Control and Prevention's Office on Smoking and Health (OSH)

OSH is the lead federal agency for comprehensive tobacco prevention and control. This website provides statistics on tobacco and smoking, linkages to tobacco control and prevention programs, and specific resources for individuals interested in quitting tobacco use. [www.cdc.gov/tobacco](http://www.cdc.gov/tobacco)

### **Cooper Institute**

The Cooper Institute is an organization focused on preventive medicine research and education. It offers training, certification programs, tools and resources for health promotion professionals and health professionals. [www.cooperinst.org](http://www.cooperinst.org)

### **Diabetes at Work**

DiabetesAtWork.org is a collaborative effort of the National Diabetes Education Program (NDEP), National Business Group on Health, National Business Coalition on Health, and America's Health Insurance Plans. This website provides guidance to employers in assessing the impact of diabetes on their business and designing and implementing worksite diabetes management programs. [www.diabetesatwork.org](http://www.diabetesatwork.org)

### **Eat Smart, Move More NC**

Eat Smart, Move More North Carolina (ESMM NC) is a statewide movement that promotes increased opportunities for healthy eating and physical activity wherever people live, learn, earn, play and pray. The ESMM NC website provides a variety of tools and resources to improve health in a variety of settings, including worksites. [www.eatsmartmovemorenc.com](http://www.eatsmartmovemorenc.com)

### **Healthfinder®**

This U.S. Department of Health and Human Services' website is a free resource for individuals, family members and health promotion and other professionals. This site provides information on over 1,600 health topics; personal health tools; links to local services and providers; and email updates on the latest health news. [www.healthfinder.gov](http://www.healthfinder.gov)

### **Healthy Worksite Initiative**

This site, offered by the Centers for Disease Control and Prevention, provides a variety of tools and resources for health promotion program planners. On this website are sample policies, sample toolkits, and guidelines for planning and implementing worksite health promotion programs. [www.cdc.gov/nccdphp/dnpao/hwi/index.htm](http://www.cdc.gov/nccdphp/dnpao/hwi/index.htm)

### **Institute for Health and Productivity Management (IHPM)**

The Institute for Health & Productivity Management is an organization that documents and disseminates vital information on the relationship between employee health and workplace productivity. On this website, you can access publications and presentations that support the investment in worksite health promotion programs as a sound business strategy. [www.ihpm.org](http://www.ihpm.org)

### **MayoClinic.com**

This website provides medical and health information and tools for healthy living. Information is also provided in topics such as diseases and conditions; symptoms; drugs and supplements; and testing and treatment options. [www.mayoclinic.com](http://www.mayoclinic.com)

### **MedlinePlus**

This website is the world's largest online medical library, provided by the National Library of Medicine at the National Institutes of Health. Information on this site is current, accurate, and appropriate for individuals and health professionals. Users can search for information on various health topics, drugs and supplements or access various health videos and tools. This website can also be displayed in Spanish. [www.medlineplus.gov](http://www.medlineplus.gov)

### **National Business Coalition on Health**

The Coalition provides expertise, resources, and a leadership for close to 60 local employer-led coalitions across the country. This website provides business focused publications, linkages to local coalitions, membership specific tools and general information on programs and events. [www.nbch.org](http://www.nbch.org)

### **National Business Group on Health (NBGH)**

NBGH provides leadership for large and multi-national corporate employers in a variety of health initiatives. This website provides access to a variety of worksite health promotion and productivity publications, employer case studies, and health policy information. [www.businessgrouphealth.org](http://www.businessgrouphealth.org)

### **National Cancer Institute**

The cancer topics section of the National Cancer Institute's website provides extensive information about the cancer risk factors, fact sheets, links to other websites, publications, treatment information, information about clinical trials, and extensive information about the impact of tobacco use. [www.cancer.gov](http://www.cancer.gov)

### **National Center for Chronic Disease Prevention and Health Promotion Tobacco Information and Prevention Source (TIPS)**

A variety of information is available on this website including information on stop-smoking campaigns and events; how to quit smoking; other educational materials; and the Surgeon General Reports. Users are also provided useful links to other sites and can also search the smoking and health database. [www.cdc.gov/nccdphp](http://www.cdc.gov/nccdphp)

### **National Center on Physical Activity and Disability**

The NCPAD provides information on physical activity for people with different types of disabilities. The information ranges from research to a variety of factsheets and downloadable videos for different kinds of activities for the physically disabled. [www.ncpad.org](http://www.ncpad.org)

### **National Council on Alcoholism and Drug Dependence (NCADD)**

The NCADD website provides addiction fact sheets, education, and general information for individuals and health promotion professionals. Links to local affiliates and other programs are provided on this site. [www.ncadd.org](http://www.ncadd.org)

### **National Heart, Lung, and Blood Institute (NHLBI)**

This website offers publications, tools and resources on a variety of health topics, including asthma, cholesterol, heart disease, high blood pressure, obesity and physical activity, and smoking. Information tailored to women's health issues is also a highlighted on this site. [www.nhlbi.nih.gov/health/pubs/pub\\_gen.htm](http://www.nhlbi.nih.gov/health/pubs/pub_gen.htm)

### **National High Blood Pressure Education Program (NHBPEP)**

The NHBPEP is coordinated by the National Heart, Lung, and Blood Institute. This website focuses on resources to help individuals control their blood pressure. General information on behaviors that can influence high blood pressure, healthy eating tips and interactive quizzes can be found on this website. [www.nhlbi.nih.gov/about/nhbpep/index.htm](http://www.nhlbi.nih.gov/about/nhbpep/index.htm)

### **National Institute of Occupational Safety and Health (NIOSH) WorkLife Initiative**

The WorkLife Initiative's goal is to sustain and improve worker health through better work-based programs, policies, and practices. This website provides downloadable topic papers, fact sheets and information on research to practice. [www.cdc.gov/niosh/programs/worklife/](http://www.cdc.gov/niosh/programs/worklife/)

### **National Institute of Mental Health**

The National Institute of Mental Health, a part of the National Institute of Health, works to improve mental health through research. This website provides a variety of fact sheets and resources on a range of mental health topics such as depression, bipolar disorders, anxiety, coping strategies, etc. [www.nimh.nih.gov](http://www.nimh.nih.gov)

### **National Wellness Institute (NWI)**

NWI's mission is to serve health promotion and wellness professionals and organizations. The NWI membership and its website offers webinar, professional development and additional services for health promotion and wellness professionals and organizations. The NWI also hosts The National Wellness Conference annually. [www.nationalwellness.org](http://www.nationalwellness.org)

### **Office on Women's Health (OWH)**

OWH, U.S. Department of Health and Human Services, is the leader in dissemination of women's health issues. This website supports culturally sensitive, educational programs and publishes fact sheets, resource papers, and articles on a range of women's health issues. [www.womenshealth.gov/owh](http://www.womenshealth.gov/owh)

### **PEP—A Personal Empowerment Plan**

The Personal Empowerment Plan (PEP) is a 12-week self-directed worksite program to promote healthy eating and moderate physical activity. The Coordinator's Guide will walk you through the PEP Steps to implementing a wellness program: planning, promoting, implementing, and evaluating respective programs. [www.cdc.gov/nccdphp/dnpa/pep.htm](http://www.cdc.gov/nccdphp/dnpa/pep.htm)

### **Shape Up America!**

Shape Up America! is a national initiative to promote healthy weight and increased physical activity. The Shape Up America! website offers tools and information for both individuals and health professionals. [www.shapeup.org](http://www.shapeup.org)

### **SmokeFree.gov**

This website is offered by the Tobacco Control and Research Branch of the National Cancer Institute and other national partners. The website offers immediate assistance to anyone wanting to quit tobacco use in the form of an online step-by-step cessation guide, publications, and access to local, state and national quitlines. [www.smokefree.gov](http://www.smokefree.gov)

### **Substance Abuse and Mental Health Services Administration's Division of Workplace Programs**

This website provides employers resources for implementing wellness programs at their worksites with attention to the integration of alcohol and drug abuse prevention. The Workplace Resource Center provides specific resources including a drug-free workplace kit, fact sheets and brochures, and links to certified testing laboratories. [www.workplace.samhsa.gov](http://www.workplace.samhsa.gov)

### **United States Breastfeeding Committee**

The United States Breastfeeding Committee is a national organization that supports the coordination of breastfeeding support policies and practices across the nation. This website provides resources and information on breastfeeding support practices, linkages to local coalitions, and specific information related to the workplace breastfeeding requirements in the 2010 Patient Protection and Affordable Care Act. [www.usbreastfeeding.org](http://www.usbreastfeeding.org)

### **U.S. Department of Agriculture—Center for Nutrition Policy and Promotion**

This website includes the *Dietary Guidelines for Americans* and other resources related to healthy eating, such as the updated Food Pyramid (*MyPyramid*) and other individual based healthy eating tools. [www.cnpp.usda.gov](http://www.cnpp.usda.gov)

### **WebMD®**

One of the Web's leading health information sites, WebMD offers a wide variety of health and wellness tools, symptom checklists, pharmacological information, current news from the medical industry, and space to store personal medical information online. The message board feature allows for topic-specific discussions with users around the world. [www.webmd.com](http://www.webmd.com)

### **Wellness Councils of America (WELCOA)**

WELCOA offers a step-by-step blueprint to help employers design and implement worksite wellness programs, and also recognizes excellence in worksite health promotion via its prestigious awards program. [www.welcoa.org](http://www.welcoa.org)

### **WorkWell NC**

WorkWell NC is a partnership between several state agencies, private organizations and academic institutions. Their web-based resource center provides businesses expertise and guidance for implementing comprehensive worksite health promotions programs. The site includes a variety of tools, resources and success stories. [www.workwellnc.com](http://www.workwellnc.com)

### **2008 Physical Activity Guidelines For Americans**

Provides science-based guidance to help Americans aged 6 and older improve their health through appropriate physical activity. Developed with health professionals and policymakers in mind, the Guidelines provide useful information on the benefits of physical activity, activity recommendations, and injury prevention. [www.health.gov/PAGuidelines/guidelines/default.aspx](http://www.health.gov/PAGuidelines/guidelines/default.aspx)