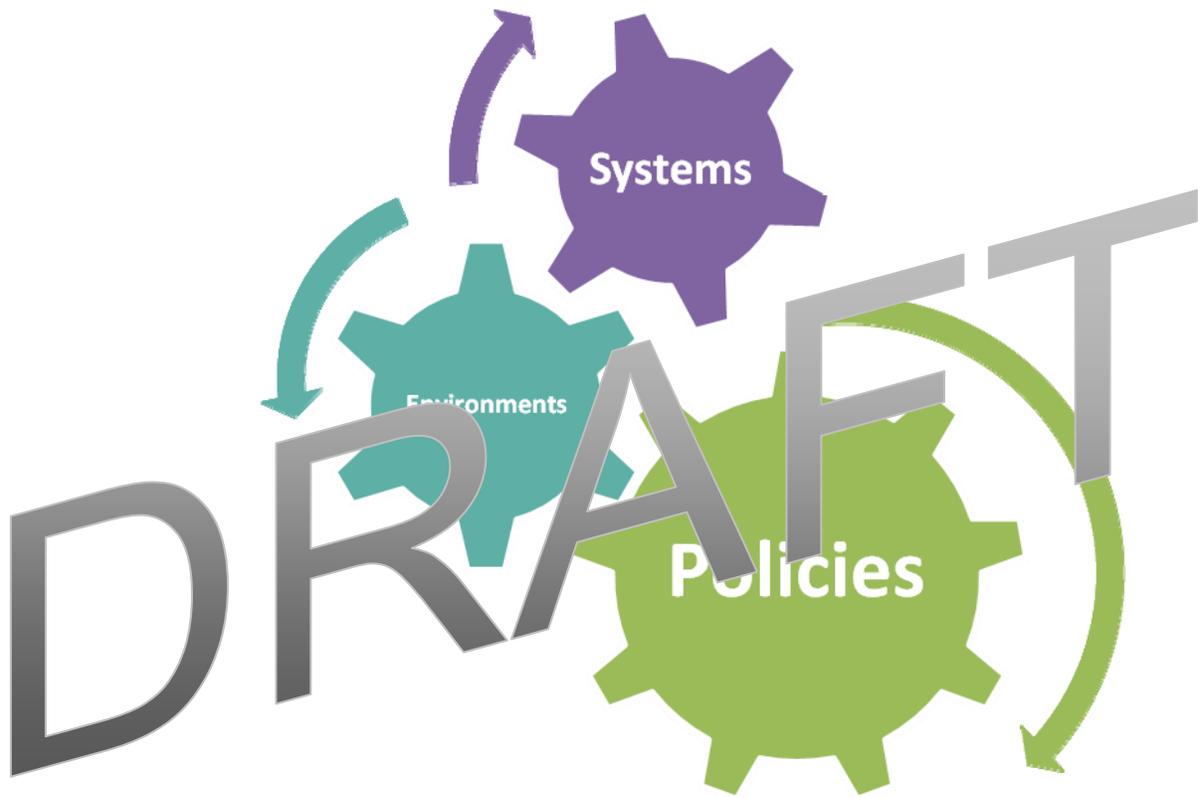
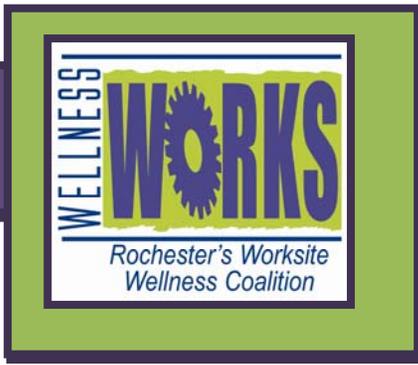




Wellness Works: Policy, Systems, & Environmental Change Guidelines





Acknowledgements

Wellness Works was formed in 2008 to promote improved health for employees in the Rochester area. Wellness Works vision is to offer a place for employees in the Rochester area to integrate the latest topics, trends and research in worksite health promotion, network with other worksite health professionals, and exchange ideas for maximizing program participation and out-comes. Worksite Wellness is designed to help employers educate employees about health, empower them to take control of their health decision-making, change negative health behavior, and evaluate the improvement of employee well-being over time.

This document can be used as a resource for worksites to improve the health of their workforce through long-lasting, sustainable change. Included in this guide are

- Suggested steps for working on **policy, systems** and **environmental** change related to nutrition, physical activity and tobacco
- Resources including **policies, systems** and **environmental** change examples

The majority of the information in this document is from the Minnesota Department of Health's Community Health Boards Guide to Implementing and Evaluation Interventions. A complete copy of the document is available at

http://www.health.state.mn.us/healthreform/ship/implementation/Guide_CHB_rev2August09.pdf

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Why Policy, Systems, and Environmental Change?

A healthy, motivated workforce is vitally important and has a significant impact on a company's financial viability. Employers have a vested interest in health-related issues and reducing unnecessary medical costs that consume corporate profits. With a worksite health promotion benefit, a workplace can increase productivity, lower healthcare costs, reduce time lost to illness or injury, improve morale, and recruit and retain employees.



A comprehensive employee wellness initiative is a thoughtful approach to making the work **environment, policies, systems** and programs support positive lifestyle behaviors such as physical activity, healthy eating, no tobacco exposure and low stress.

Components of a comprehensive employee wellness initiative include:

- The opportunity to take an annual health risk assessment with personalized follow-up
- A catering/vending **policy** that promotes healthy food choices
- Flexible work schedules that make it convenient for employees to add physical activity into their day
- Facilities that promote physical activity such as safe and accessible stairways, bike racks fitness equipment, space to relax, showers and lockers
- Private rooms for breast milk pumping and refrigerated storage
- A tobacco-free campus
- Opportunities for accessing comprehensive cessation benefits and services

Policy interventions may be laws, ordinances, resolutions, mandates, regulations, or rules (both formal and informal). Examples are laws and regulations that restrict smoking on company grounds and organizational rules that provide time off during work hours for physical activity or require healthy items in vending machines.

Systems interventions are changes that impact all elements of an organization, institution, or system; they may include a **policy** or **environmental** change strategy. An example includes a worksite implementing a healthy catering/meeting policy in all locations where when the organization provides food for functions healthy options must be included.



Environmental interventions involve physical or material changes to the economic, social, or physical environment. Examples include improving the **environment** of stairwells to entice employees to utilize stairs versus elevators or implementing tobacco-free grounds **policies** to eliminate exposure to second-hand smoke.

Understanding the role of **Policy, Systems, and Environmental (PSE)** change in efforts to change health behavior is illustrated in the *Spectrum of Prevention*. This is a method for identifying the multiple levels of intervention; it encourages people to move beyond the perception that prevention is only about educating individuals on healthy behaviors.

Level of Spectrum	Definition of Level
6. Influencing Policy and Legislation	Developing strategies to change laws and policies to influence outcomes
5. Changing Organizational Practices	Adopting regulations and shaping norms to improve health
4. Fostering Coalitions and Networks	Convening groups and individuals for broader goals and greater impact
3. Educating Providers	Informing providers who will transmit skills and knowledge to others
2. Promoting Community Education	Reaching groups of people with information and resources to promote health
1. Strengthening Individual Knowledge and Skills	Enhancing on individual's capability of preventing illness

Source: Prevention Institute – Available at http://www.preventioninstitute.org/too_spectrum.html

Typically, worksite wellness activities have focused on levels 1 and 2, however health behaviors are affected by a wide variety of factors beyond individual motivation and knowledge. The **environment** in which people live, work and play can either support or hinder their ability to adopt healthy behaviors. Worksite **policies** that support healthy lifestyles and creating **environments** to support these lifestyles will result in healthier physical and organizational **environments** for all. **PSE** change interventions in worksites impact the entire workforce by targeting physical and organizational structures.

While programs can, and often do, lead to health behavior changes in workers, unless they are scaled up and institutionalized through formal and informal **PSE** changes, programs may not be far-reaching or sustainable over the long term. Wellness Works encourages the continued use of programs for worksite wellness activities but emphasizes the importance of the inclusion of **PSE** efforts for more sustainable change. The purpose of this guide is to provide **PSE** examples for worksites to help strengthen and sustain wellness efforts.

The success or failure of a worksite wellness program hinges on the extent and nature of senior management support. Management needs to give visible support by participating in planning, communicating approval, and acting as role models. Another key piece to success includes forming a wellness committee to plan, implement, and evaluate wellness efforts.

Source: Minnesota Department of Health's Community Health Boards Guide to Implementing and Evaluation Interventions – available at http://www.health.state.mn.us/healthreform/ship/implementation/Guide_CHB_rev2August09.pdf

PSE Change: Nutrition

Improving the nutrition **environment** in the workplace can be an effective way to support the healthier lifestyles that enhance employee productivity, lower health care cost, and improve employee morale.



The Surgeon General advises Americans to eat plenty of fresh, healthy, foods like fruits, vegetables, and whole grains for optimal health. American diets are low in these foods and too high in refined sugars and fat. Many people do not have consistent access to healthy foods, and many more are unaware of the nutritional content of the ready-to-eat foods that are available to them.

Eating fruits and vegetables is essential to good health because they are a great source of most of the vitamins, minerals, and nutrients that are protective against chronic diseases. Fresh fruits and vegetables are filling and can replace more calorie-dense foods. Including fruits and vegetables at every eating occasion will help to meet the dietary guideline of 9 one half-cup servings per day (roughly 4 tennis balls) The workplace can be a supportive **environment** for employees striving to meet this goal.

Common problems have emerged as major contributors to the difficulty of accessing wholesome, healthy foods in the workplace:

- Vending Machines – Vending machine choices are usually high in fat, calories, and sugar. For many organizations, replacing all unhealthy items in their vending machines with all healthy choices may not be realistic. Switching to healthier vending choices may require replacing equipment with machines that can accommodate the size and shape of a more desirable product. There are still strategies that can be done to encourage healthy choices.
- Meetings, Seminars and Catered Events – There are many healthier options for foods and beverages offered at work-related events. It is important to offer foods that are lower in fat and calories, of which fruits and vegetables are always a good alternative. Providing smaller portion sizes is another practice to consider in supporting healthy eating behaviors. Be mindful that employees sitting in a day-long meeting require fewer calories and have fewer opportunities to burn off excess calories.
- Informed Choice – Information is vital to empowering employees to make choices that promote overall health and weight management. Point-of-decision prompts in vending machines or at meetings can help employees make informed choices. A survey was conducted in New York in response to their new menu labeling law. Ninety-seven percent of the people surveyed said they were surprised by the calorie content. The prompts can be as simple as color-coding which choices are good, better, or best in

terms of calories, fat, or sodium. This is an **environmental** change that cost little to no extra dollars but can lead to significant returns in terms of lower health care costs.

- Access— One of the most important dietary changes one can make to improve overall health is to increase the number of fruits and vegetables consumed each day. The human body needs over 40 nutrients to sustain life, and most of them are found in fruits and vegetables which are generally low in calories and fat and high in fiber. Employers can support overall employee health by facilitating programs that increases employee access to more fruits and vegetables in the work place.

Worksites around the country are beginning to set goals to bring healthy and affordable foods within easy reach of their employees. The following examples will provide some ideas of how to implement **PSE** changes related to nutrition.

Vending

There is increasing evidence that creating an **environment** which supports healthy food choices leads to true and lasting behavior change. While few businesses have cafeterias, many have vending machines. According to *Cater to Health*, not only do the majority of work sites have vending machines, but recent studies have shown that:



- People want—and are more prone to buy—food out of vending machines if the selections are healthier.
- Reducing the price of low-fat vending items was associated with increases in sales of these items, with no negative effect on machine profits.

The following are recommended steps to consider when addressing healthier vending:

- An important initial step when addressing vending is to learn about the existing vending machine contract including terms, sales history, profit/loss margins, and best-selling products.
- Work with the vendor to alleviate contractual constraints as soon as possible.
- Consult with Olmsted County Public Health Services staff to conduct a healthy vending assessment.
- Develop or adopt a set of food standards to identify healthier vending options. (links to **policy** examples are below)
- Work with the vendor to see what food items are available and compatible with the current vending equipment. Rank or prioritize the list based on the adopted standards.
- Consider new equipment if that is an option.
- Consider pricing healthiest items lower.
- Solicit input and decide whether to change all the options at once, phase in the changes over time, and which products to offer. Transparency of the process is important to its acceptance.

- Create a labeling system to help employees select the healthiest items. Consider flipping packages around in vending machines so nutrient labels are facing out.
- Create a plan to promote the new changes by emphasizing the benefits of healthy snacking. Understand that creating a demand for healthier snacks starts with exposure.

Resources:

Guidelines for Vending Items:

- Consider which options to feature - <http://www.cdc.gov/nccdphp/dnpa/hwi/>
- Healthy Vending Machine and Cafeteria Choices - <http://www.dhhs.nh.gov/DHHS/NHP/LIBRARY/Fact+Sheet/worksite-food.htm>
- Cater to Health - <http://www.catertohealth.org/Healthier%20choice%20vending%20guidelines.pdf>
- Activate Tucson: Healthy Vending Guidelines from Tucson, AZ - <http://www.activatedtucson.org/fileCore/HealthyVending20061128.pdf>

Sample Policies

- County of Monterey http://www.banpac.org/pdfs/healthy_vending/co_monterey_vending_machine_pol_2010.pdf
- Cater to Health - <http://www.catertohealth.org/policies.html>
- California Center for Health Advocacy - http://www.publichealthadvocacy.org/PDFs/01_San%20Diego%20Parks%20and%20Rec%20Vending%20Fact%20Sheet_FINAL.pdf
- Contra-Costa County - <http://www.co.contra-costa.ca.us/DocumentView.aspx?DID=2089>
- Ramsey Co. Public Health - http://www.co.ramsey.mn.us/NR/rdonlyres/8888A875-C78B-4A92-A6EF-AE74D9927999/12511/worksite_wellness_policy_nutrition_0808.pdf

Sample Healthy Vending Contracts

- National Policy & Legal Analysis Network - <http://nplanonline.org/products/model-healthy-beverage-vending-agreement>
- Bay Area/San Diego and Imperial Regional Nutrition Network Vending Machine Toolkit - http://www.banpac.org/healthy_vending_machine_toolkit.htm

Meetings, Seminars and Catered Events

Many foods available at catered events and in cafeterias today are high in calories and fat and low in nutritional value. According to Cater to Health, worksites can improve catered events and support healthier eating behaviors by:

- Make an educated choice when choosing a caterer. Use the catering survey to find caterers who serve healthy items
- Adopt a healthy catering policy
- Educate employees about healthier choices
- Display nutritional information for all food items served at work



The following are recommended steps to consider when addressing healthier meetings, seminars and catered events:

- Start to create a new norm that food does not have to saturate every event.
- Do include fruits and vegetables at every event.
- Work with the caterer to select entrees that are meatless, broiled, baked, steamed, or grilled as opposed to sautéed or fried.
- Limit food at mid-morning and mid-afternoon meetings to fresh fruits, vegetables, and healthy beverages.
- Adopt guidelines or **policies** that ensure healthier choices of foods are served during meetings.
- Provide alternatives to foods high in calories, fat, or sodium.
- Make half portions a normal offering alongside full-sized portions.

Resources:

Sample Guidelines/Policies

- University of Minnesota school of Public Health Guidelines for Food at Meetings - http://www.ahc.umn.edu/ahc_content/colleges/sph/sph_news/Nutrition.pdf
- Cater to Health. <http://www.catertohealth.org/>
- American Cancer Society Meeting Well http://www.cancer.org/docroot/PED/content/PED_1_5X_Meeting_Well.asp

Informed Choice

Providing nutritional information can help employees make educated decisions about the foods they eat. At times, marketing and advertising of food can cause confusion regarding what truly is a healthy choice. Eliminate the confusion by providing information about the foods available in the worksite.



The following are recommended steps to consider when addressing informed choice:

- Recruit staff as well as external sponsors to help decide what, when, where, and why to place point of decision information.
- Design marketing materials for vending and meetings.
- Publicize your efforts. Reinforce the messages with newsletters, email, and other forms of communication.
- Use endorsements where applicable. If the item fits the guidelines under the American Heart Association, Produce for Better Health or the Cancer Society (for example), say so.

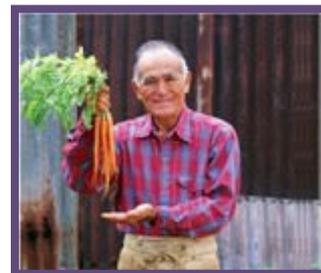
Resources:

- 5 A Day in Worksites – Ideas - http://www.cancer.org/downloads/COM/OH5aDayGuide_Worksite.pdf
- Healthy Snacks at Work - <http://www.peelregion.ca/health/workplace/news/2008/mar08.htm>

Access

Assisting employees with better access to fruits and vegetables can be as simple as starting a fruit basket program. The following are recommended steps to consider when addressing access to fruits and vegetables:

- Develop a plan to promote access to fruits and vegetables. Provide a fruit/vegetable of the month complete with nutrition information and recipes or strategically place baskets where employees can share a bumper crop from home gardens during the growing season, or create an honor system where employees contribute \$0.25 for a piece of fruit.
- Consider organizing a farm-to-work program that promotes the direct marketing of fruits and vegetables to employees.
- Improve cafeteria options.



- Rent or purchase refrigerated vending machines that dispense fruits and vegetables.
- Subsidize the cost of fruits and vegetables so employees pay less for produce than they do for less healthy items.

Resources:

- Farm to Work, Texas Department of State Health Services - <http://www.dshs.state.tx.us/obesity/nutritionfarmtowork.shtm>
- Fruits and Vegetables and Physical Activity at the Worksite - <http://www.phi.org/pdf-library/dhs-worksite.pdf>
- An Example of a farm-to-work system - <http://www.farmfresh toyou.com/index.php?cmd=howitworks>

PSE Change: Physical Activity

According to the Center for Disease Control and Prevention, regular physical activity is important to having a healthier, longer life. Physically active people have a lower risk of heart disease, high blood pressure, diabetes, and some types of cancer. To be successful in getting people to increase physical activity, physical activity must be built into all aspects of daily life – at home, at work, at school, at play and in between.



In 2000, the Minnesota Department of Health reported an estimated \$495 million was spent in Minnesota treating diseases and conditions that would be avoided if all Minnesotan adults were physically active. The benefits of physical activity include improved mental well-being, healthier weight, and more strength and flexibility. The Department of Health and Human Services report employees who exercise have fewer illnesses, are less stressed, and have better outlooks toward work and better relationships at work.

The Partnership for Prevention states enhancing the work **environment** to improve access to places where people can be physically active has been proven to increase physical activity and may lead to loss of weight or body fat. Many simple and inexpensive changes can be made in the workplace to create an **environment** that encourages being active. Employees are more physically active when employers make physical activity more accessible and convenient for employees by installing showers and changing rooms, providing free storage of bikes, rooms with exercise equipment; subsidizing gym memberships and allowing use of flex time to fit in physical activity during the day.

Worksites around the country are beginning to implement **PSE** changes to increase physical activity levels of employees. The following examples will provide some ideas of how to implement **PSE** changes related to physical activity.

Environments that Support Physical Activity

Active worksites provide safe and convenient opportunities for physical activity; commonly referred to as opportunities for active living. Active living integrates physical activity into daily routines such as walking or biking for transportation or recreation, playing in the park, working in the yard, or using recreation facilities.

There may be a variety of recreation facilities at the worksite and around the worksite grounds. They may include indoor and outdoor walking routes, paths and trails; rooms with equipment for stretching and strengthening activities; rooms for group classes such as yoga, aerobics, and

dance; on-site fitness center, showers and locker rooms; bike racks, bike lockers and other bike parking and storage facilities; and parks and other open outdoor space.

Ideally, worksite recreation facilities are conveniently located at or close to the worksite; affordable; age-, ability-, and culturally-appropriate; and safe, clean, and aesthetically appealing.

Resources:

Examples of **environmental** changes to support physical activity include:

- Sidewalks, walking and biking paths, and bike lanes
- Safe and convenient pedestrian street crossing features such as crosswalks, stop signs, stop lights, and other street crossing elements
- Motorist traffic calming and speed-reduction measures
- Street landscaping and pedestrian-level street lighting
- Bike racks, lockers, or other bike parking and storage facilities
- Install point-of-decision prompts to increase stair use
- Improve the environment of stairs through music, lighting and art to increase use
- Provide stretch bands and instructions/examples of proper use in the worksite setting



Toolkits:

- Centers for Disease Control –

<http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/index.htm#Exercise>

- Alberta Centre for Active Living –
<http://www.centre4activeliving.ca/workplace/trr/resources.html>
- Washington State -

http://www.washingtonwellness.gov/downloads/resources/physical/W3_Physical_Activity_Toolkit_2010.pdf

Policies that Support Physical Activity

According to Blue Cross and Blue Shield of Minnesota, the goal of developing new **policies** for physical activity is to make healthy choices easier for employees. Employers can provide support, programs or incentives for employees to be physically active. Workers who report getting this support are more likely to be physically active on their breaks and results suggest that employer support may also influence workers' activity during time *away* from work as well. This highlights the potential influence that employers' **policies** and workplace **environments** may have on employees. Once your **policies** are created, promote them frequently and include them in your organization's policy review cycle.

One of the most notable benefits of adopting a physical activity policy in a workplace is the way in which the workforce perceives the **policy**. Unlike many other **policies** which may appear restrictive to the employee, a physical activity **policy** makes a very positive

statement about the value a company places on the health and well-being of its workforce. Adopting such a **policy** is a very practical way of improving company public relations both internally and externally.

Why a **policy**?

- A physical activity **policy** is a written document which includes a statement of intent about how a company proposes to address physical activity issues in the workplace.
- A **policy** offers the opportunity for management to demonstrate a formal commitment to the health of your employees.
- A **policy** will outline physical activity goals with clear direction and methods for achieving these goals.
- A **policy** offers a structured and coordinated approach to improving the physical activity status of your workforce.
- A **policy** offers a basis for consultation with staff over the matter and is likely to be well received. Staff involvement is also an important step in encouraging people to take more control over their physical activity choices.
- A physical activity **policy** will be complementary to any existing policies within the company such as tobacco or alcohol.
- A **policy** will give recognition to the good physical activity practices already present in many companies.

Source: Health at Work – UK Available at: <http://www.healthatwork.org.uk/pdf.pl?file=haw/files/PhysicalActivityPolicy.pdf>



The benefits of the **policy** may include:

- Healthier and more energetic staff
- Better physical activity habits among staff
- Less sickness and long-term health problems linked to physical inactivity
- Improved staff relations
- Good company public relations
- Reduced absenteeism
- Increased productivity
- Enhanced employee recruitment

Resources:

Sample Guidelines/Policies

- Carver County - http://www.co.carver.mn.us/departments/PH/workplace_wellness.asp
- Blue Cross and Blue Shield of MN - http://www.preventionminnesota.com/objects/Resources_for_Employers/PA/PA5_policies.pdf
- Centers for Disease Control and Prevention - http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/alt_work_schedules.pdf
- State of Oregon - <http://www.oregon.gov/DHS/ph/worksites/toolkit/docs/flextimeexample.pdf>
- State of Utah - http://health.utah.gov/hearhighway/pdfs/Excercise_Release_Policy_worksites.pdf

PSE Change: Tobacco

Improving the tobacco **environment** and helping employees quit at the workplace can be an effective way to support the healthier lifestyles that enhance employee productivity, lower health care cost, and improve employee morale. All indoor workplaces in Minnesota are required by law to be smoke free. Extending your organization's tobacco **policy** to cover workplace grounds as well as buildings provides the strongest support for your employees to quit smoking.

Many worksites in Olmsted County are interested in improving the health of their workforce by helping employees quit tobacco. The workplace **environment** can support employees in quitting by implementing tobacco free outdoor grounds **policies** and by connecting employees to cessation resources.

A tobacco-free workplace may prevent non-smokers from starting to smoke, move current smokers to consider quitting or smoke-less, support employees who are trying to quit smoking, and protects the health of all employees. Research shows that smokers who are employed in workplaces with tobacco free **policies** tend to consume fewer cigarettes per day, are more likely to be considering quitting and quit at a greater rate than smokers employed in workplaces with no or weaker policies (Brownson, 2002).

A tobacco-free workplace is not only good for the health of employees, but it's also good for the wealth of your business. Every tobacco user that quits saves your company money in costs associated with absenteeism, smoke breaks, productivity, life insurance, healthcare and more.

By addressing this issue in the workplace, it demonstrates to employees and their families that your organization is committed to their health and well-being. It also sends a strong message to the community that you are playing an active part in eliminating the harm caused by tobacco.



Tobacco-Free Campus Policy and Connecting Employees to Cessation Resources

The following are recommended steps to consider when addressing a tobacco-free campus:

- Conduct an assessment
- Form a workgroup
- Develop an action plan
- Draft a policy statement
- Become familiar with cessation resources
- Develop a communication plan
- Prepare for implementation
- Implement policy/promote cessation resources

- Enforce policy
- Conduct evaluation and continue monitoring

Conduct an assessment

Before implementing a tobacco-free grounds **policy** at your worksite it is recommended to conduct an assessment to determine what **policies** already exist, what cessation services are covered by insurance, to identify key decision-makers, and to determine the level of support by management and employees.

Some of the main questions you will want to ask, through a focus group or survey include:

- What is your current tobacco use **policy**? (No tobacco use in buildings or on grounds, tobacco use allowed on grounds but only in designated spaces away from the buildings, no tobacco-use **policy**).
- Why are you developing or enhancing your tobacco-use **policy**? (employee health, employee complaints, create a positive work culture, litter, healthcare costs, improve safety, decrease secondhand smoke).
- Where do people smoke now? (in front of the doors when visitors come, in a designated location, in the parking lots)
- Who in your organization's top management supports the implementation of a stronger tobacco-use **policy**?
- What are your organization's expectations of a tobacco-free worksite? How will you measure success?
- Approximately what percentage of your employees uses tobacco?
- What types of tobacco products (cigarettes, cigars, spit tobacco, cigars, pipes, etc.) will be covered by the **policy**? (eliminating just cigarettes sends the message that cigars, spit tobacco, cigars, pipes are not as bad for you)
- What tobacco cessation programs and resources can your organization provide to employees? Do you currently offer smoking cessation programs on site? Do you refer employees to existing cessation resources available in the community? Do you currently have a tobacco quit medication benefit—either over the counter nicotine replacement therapy or prescription or counseling—through your health plan?
- How does your organization plan to enforce the **policy**?
 - Security enforce the policy, supervisors enforces the **policy**, it is all employees responsibility to enforce the **policy**

“Providing a tobacco-free environment is one of the most effective ways we know to protect the health of employees, clients and visitors to our facilities. By creating tobacco-free worksites, not just smoke-free ones, we are addressing all health risks associated with tobacco use and supporting healthy choices.”

*Questions to ask before implementing a tobacco-free campus **policy**:*

http://www.preventionminnesota.com/objects/Resources_for_Employers/TWF2/08TFW1&13_Questions%20&%20worksheet%20tobacco%20free%20workplace.pdf

Form a Workgroup

When changing **policies** it is important that employees feel part of the **policy** development and implementation. If your organization has a wellness committee that meets regularly, that group may serve as the workgroup.

- Get leadership support- it is one of the most often cited keys to successfully implementing a tobacco-free **policy**.
- Identify a champion for health improvement initiatives.

- This person should be able to discuss the importance of employee health improvement to the organization's leaders. This person's role will be to coordinate the health improvement initiatives, communicate with leadership, and evaluate initiatives.
- Include human resource staff. Having these individuals involved can help you sell the initiatives to others.
- Identify a committee chair (or co-chairs).
 - Select someone who is a supporter of the tobacco-free **policy**, is a person of authority, is able to handle controversy, is well respected in the workplace and has experience working with people.
- Define the purpose and role of the committee and describe how wellness supports your organization's mission.
 - Senior leadership must be able to see how wellness initiatives will move the organization towards its goals. Employee wellness gives some organization a competitive edge.
- Identify and recruit members (the team should represent the diversity of the workplace).
- Schedule the team to meet regularly on paid time.

Develop an action plan

Develop an action plan with the workgroup based on the assessment findings. The action plan should include goals, a timeline, and ideas about the **policy** and **policy** communication.

Sample goals:

http://www.preventionminnesota.com/objects/Resources_for_Employers/TWF2/05TFW11_Sample%20goals%20for%20implementing%20a%20tobacco%20policy.pdf

Sample timeline:

http://www.preventionminnesota.com/objects/Resources_for_Employers/TWF2/07TFW2_Sample%20timeline.pdf

Draft a policy

What is the purpose of the **policy**?

- The **policy** should briefly explain why your organization is introducing the **policy**.

When will the **policy** go into effect?

- Think about using dates on which individuals might be trying to quit smoking, such as the New Year, the Great American Smoke Out or Kick Butts Day.

Who will be subject to the **policy**?

- Include all individuals at your workplace. This may include but is not limited to union employees, non-union employees, contractors, vendors, and visitors. Make sure enforcement equitable across all employees. If you plan to include union workers, you'll want to work closely with union representatives to make sure the policy fits with any collective bargaining agreements.

Drafting a policy

What is the rationale for the policy?
 Who does the policy apply to?
 What tobacco products does the policy include?
 Where is it in effect?
 How is it enforced?

What tobacco products will be included?

- Ideally, include all tobacco products: cigarettes, cigars, chewing tobacco, snuff and pipes.

Where will smoking be prohibited?

- Ideally, include all buildings and grounds, parking lots and private vehicles parked on company property. Determine what makes sense given your physical location(s).

How will the **policy** be enforced?

- It may be easiest to make this policy as consistent with other workplace **policies**. Decide who will monitor and enforce employee behavior.

Where will permanent no-smoking signage be posted?

- Plan for signage at building entrances and entrances to the grounds.

What department/individual can employees contact with questions about the **policy**?

- Many organizations enact this **policy** as a Human Resources policy; if so, employees can be directed to the appropriate HR person or department.

When/how often will **policy** be reviewed?

- At a minimum, plan to review the **policy** according to the standard policy review cycle used by your organization. Looking at the **policy** one year after it has been implemented might be a good idea.

What resources will be provided for employees who want to quit smoking?

- The best-practice combination of is a stop-smoking program AND access to low- or no-cost quit medications.

Sample Policies:

http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/CDC_tobacco_policy.pdf

http://www.co.ramsey.mn.us/NR/rdonlyres/8888A875-C78B-4A92-A6EF-AE74D9927999/12513/worksite_wellness_policy_tobacco_smokefree_0808.pdf

“Tobacco cessation services are more powerful when they are delivered within a workplace culture that supports quitting”

Become familiar with cessation resources

There are a number of effective cessation resources and quit medications available. Determine what your health plan covers for tobacco cessation. If your organization’s goal is to reduce employee tobacco use, make every effort to cover cessation programs and quitting medications.

If your health plan doesn’t cover cessation programs or quit medications, determine whether there are community resources that you could refer employees to or think about offering an onsite cessation program or referring employees to

community resources.

Cessation Resources:

<http://www.co.olmsted.mn.us/health/docs/OlmstedCountyTobaccoCessationResourceList.pdf>

http://www.ctri.wisc.edu/Employers/Legacy_coverage_tob_treat.pdf

Develop a communication plan

Plan to communicate with employees often before implementation of the **policy**. Use various communication avenues. Have some of the communications come from the workgroup and some from your company leader. Set a positive tone by stating the purpose of the **policy** is to support employees who use tobacco and who want to quit. It is not intended to force anyone to quit smoking.

Once the policy is implemented, permanent signs should be placed at campus entrances and building entrances.

Provide all employees with a copy of the **policy**. Place a form in each employee's file stating that the employee has received a copy of the **policy** and enforcement procedures and has agreed to abide by the **policy**.

Sample communication ideas:

http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/TFC_example_plan2.pdf

http://www.preventionminnesota.com/objects/Resources_for_Employers/TWF2/14TFW29R_employee_feedback.pdf

Prepare for implementation

- Remove all ashtrays from building entrances.
- Remove any smoking “huts” from the property.
- Clean outdoor areas formerly used as smoking areas.
- Place permanent signage at entrances
- Provide information sheets on new policy, including maps of property lines.
- Send day-of memo to all employees to remind them of **policy**.
- Promote cessation programs and quit-medications.
- Have leaders and workgroup members remind people of the **policy**.
- Plan a celebration implementation day .

Implement the Policy/Promote cessation!!!

Enforce the policy

Identify a date to fully enforce policy. It might be helpful to fully enforce the policy a week or two weeks after the policy has been adopted and implemented.

Collect data and monitor results

If your organization has a regular cycle for reviewing **policies**, add the tobacco **policy** to this review process.

To maintain leadership support, measure and report on the success of the tobacco **policy**, based on your organization’s goals and your available data.

Example Success Story:

<http://www.healthymainepartnerships.org/MCVHP/documents/Campus038-05.pdf>

http://www.healthymainepartnerships.org/pdfs/Good_Work/Opp_to_Quit_Smoking.pdf

References:

Blue Cross Blue Shield of Minnesota-Tobacco-Free Workplace **Policy**

- http://www.preventionminnesota.com/employer_resource_detail.cfm?oid=6020

Centers for Disease Control- Implementing a Tobacco-Free Campus Initiative in Your Workplace

- <http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/tobacco/index.htm>

Healthy Arkansas- How to Make Your Worksite Tobacco-Free

- http://www.arkansas.gov/ha/pdf/har_tobacco_broch.pdf

Minnesota Department of Health's Community Health Boards Guide to Implementing and Evaluation Interventions

- http://www.health.state.mn.us/healthreform/ship/implementation/Guide_CHB_rev2August09.pdf

Utah Department of Health- Utah Tobacco-free Workplace Toolkit

- <http://www.tobaccofreeutah.org/shsworksitekit.pdf>