



Project Proposal

PROJECT NAME: Comprehensive Worksite Wellness Program for Allegan County Government

PROJECT ID: 2012-045

SUMMARY: Implement a comprehensive worksite wellness program for Allegan County with the intent of improving employee health and wellness and positively influencing future health care expenditures for employees and the county.

STRATEGIC FOCUS: Engaged Workforce and Financial Stability

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1.0 BACKGROUND:

See attached Comprehensive Worksite Wellness Plan.

2.0 PURPOSE:

Implement a comprehensive worksite wellness program for Allegan County with the intent of improving employee health and wellness and positively influencing future health care expenditures for employees and the county.

3.0 OUTCOMES / BENEFITS / DELIVERABLES:

- Improved employee health and wellness
- Health care cost containment
- Improved work culture and employee satisfaction
- Decreased absenteeism
- Reduced injury rates
- Reduced disability costs
- Increased productivity
- Improved retention and recruitment

4.0 STAKEHOLDERS & ROLES:

See attached Comprehensive Worksite Wellness Plan.

5.0 PROJECT COSTS:

See attached Comprehensive Worksite Wellness Plan - Appendix B: Five-Year Wellness Budget

6.0 BUDGETARY CONSIDERATIONS:

Funding for this project is available through a surplus in the county’s self insurance fund where medical insurance, workers’ compensation and short term disability contributions are kept. Over the last few years, the county has been paying more into these funds than has been expended in claims resulting in a surplus. The county’s auditors have indicated that the surplus can be used to fund wellness activities. If successful, the wellness initiative would reduce claims and help contain the county’s future health insurance costs.

7.0 SCHEDULING CONSIDERATIONS:

The plan is ready to execute if approved.

8.0 PERSONNEL CONSIDERATIONS:

See attached Comprehensive Worksite Wellness Plan - Appendix C: Wellness Coordinator Position Description

9.0 OTHER CONSIDERATIONS:

None

10.0 STRATEGY MAP ALIGNMENT:

CUSTOMERS

- *Deliver affordable and accessible services* – Employees that are healthy and well are able to focus more energy on providing quality customer service.

FINANCIAL STABILITY

- *Develop and maintain a balanced operational budget* – Positively influencing health care expenditures will help the county maintain a balanced budget with less hardship on employees and without having to reduce services.
- *Execute long-term financial planning* – Positively influencing health care expenditures will give the county more flexibility to make strategic investments as the economy recovers.

PROCESSES

- *Be efficient and cost effective* – Dedicating resources to case management should achieve quicker and better outcomes to the benefit of the affected employee and the county.
- *Measure and learn from outcomes* – The program will be closely monitored and metrics generated at regular intervals to evaluate progress and success.
- *Seek and implement innovative solutions* – Pursuing worksite wellness as a strategy to influence health care costs is not a new idea, however, we will utilize innovative strategies to address and positively influence our organizations' specific areas of need.

ENGAGED WORKFORCE

- *Foster a positive, team-based work environment* – Lasting improvement in wellness attitudes and behaviors is best achieved in a positive work environment where employees are encouraged and supported as they make voluntary lifestyle improvements.
- *Employ and retain high performing, quality employees* – Employees that are healthy and well have more energy and are more productive.
- *Promote safety and wellness* – Promoting safety and wellness is the primary goal for implementing the worksite wellness program outlined in the attached plan.

11.0 QUESTIONS AND ANSWERS:

Does this plan have support among county employees?

This plan has been presented and discussed by the Administrative Leadership Team (ALT). The ALT supports the plan and individual members indicated a strong willingness to participate in the worksite wellness program should it come to fruition.

Almost all union contracts contain the following statement about wellness benefits: "The employer shall offer any additional wellness / prevention benefits, which are offered in the future by the County of Allegan to employees in general."

Do any major employers in the area have worksite wellness programs?

Perrigo Company, Kalamazoo County, Kent County, Gentex Corporation, the City of Holland, Steelcase, Spectrum Health, Kalamazoo Valley Community College and Oakland County have wellness programs. Below is contact information for the coordinator responsible for some of those programs.

Sue Rodia - Senior Employee Benefits Analyst
Perrigo Company - Human Resources Department
(269) 673-9158
sue.rodia@perrigo.com
515 Eastern Avenue
Allegan, Michigan 49010

Jo Woods - Director HR
Kalamazoo County
(269) 383-8998
201 West Kalamazoo Avenue, Room 202
Kalamazoo, Michigan 49007-3777

Kim Busscher, Wellness Coordinator
Gentex Corporation
(616) 772-1590 Ext. 4213
kim.busscher@gentex.com
600 N. Centennial Street
Zeeland, Michigan 49464

Nancy Scarlett – Director HR
Oakland County
(248) 858-0530
Oakland County Human Resources, Dept 440
2100 Pontiac Lake Road, Bldg 41 West
Waterford, Michigan 48328

Can available funds support higher-than-estimated participation rates in the wellness program?

The surplus is adequate to cover higher participation rates and their use may be warranted if successful outcomes and savings can be demonstrated.

Will the wellness program be offered to non-general fund funded entities?

Yes. Funding is coming from health insurance contributions and therefore wellness participation and incentives would be available to all county employees offered county health insurance.

Will those who opt out of the county's health insurance be eligible?

Yes.

What is the minimum level of participation required to be counted as a participant in the worksite wellness program and receive an enrollment incentive award?

An employee must complete the program enrollment form and participate in an annual HRA (health risk assessment) and biometric screening.

Will personal health data from HRAs (health risk assessments) and biometric screenings be available to the county?

Individual personal health data will not be available to the county, only aggregate data.

What department will the Wellness Coordinator report to?

This position will report to Human Resources.

Will a 24-hour position be adequate to implement this plan?

This is a reasonable place to start given the funding available without tapping into the general fund.

Will fitness center fees being used to implement this program?

Not as presented in this budget. It is felt strongly that those paying fees to the fitness center would like their contributions re-invested into maintaining and improving the fitness center, not used to help fund a wellness program for other employees. Some fitness center funds could be used to cover the Wellness Coordinator costs directly associated with managing the fitness center.

Project Proposal

Presentation to the Board of Commissioners 10/25/2012

Project Name: Comprehensive Worksite Wellness Program
for Allegan County Government

Purpose: Improve employee health and wellness and positively influence future health care expenditures for employees and the county



Agenda

- Why wellness as a strategy?
- Goals and objectives
- Budget
- Impact
- Evaluation



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Remember the Strategy Map?



Why Wellness?



Identified Benefits:

- Improved employee health and quality of life
- Improved work culture and employee satisfaction
- Improved retention and recruitment
- Reduced injury rates
- Decreased absenteeism
- Health care cost containment
- Reduced disability costs
- Increased productivity

Why Wellness?

- Each employed smoker costs \$3,391 per year -- including \$1,760 in lost productivity and \$1,623 in excess medical expenses (U.S. Centers for Disease Control).
- Employees who exercise once a week have health care costs of \$680 annually compared to \$1,360 for those who do not. (Strategic Employee Benefits Service) 56% of AC employees reported they do not get enough exercise (Allegan County Employee Wellness Interest Survey 2010).
- 78.5% inadequate fruit and vegetable consumption (Michigan Behavioral Risk Factor Surveillance System 2008-2010).
- Medical expenses for obese employees are estimated to be 42% higher than for a person of healthy weight.
- Depression is our highest-cost health issue and accounts for 16% of our total health care costs -- 77% higher than Blue Cross Blue Shield market average of 9% (AON).
- Private and public sectors realize return on investment (ROI) of 3 to 1 (Wellness Council of America).

Wellness is Supported

Worksite wellness programs are becoming standard. More than 81% of employers invest in worksite wellness programs to manage rising health care costs and improve employee health. (Wellness Council of America)



- Federal Government encourages worksite wellness programs
- Governor of Michigan is a worksite wellness proponent
- The right thing for Allegan County beginning in 2013

2010 Employee Wellness Survey Results

- 57% (203/359) employees completed survey;
- 79% reported they *would* participate in a comprehensive wellness program;
- 51% reported they *are not* satisfied with their current state of health; and
- 51% reported they *would* participate in lunch- & break-time wellness activities.

Wellness Plan

Foundational Elements of the Wellness Plan:



- Continuation of the **Wellness Team** is intended to provide wellness program advisement for outcomes analysis, program modification based on evolving goals, and future strategies; as well as to serve as department liaisons. Taking this peer leadership approach will increase employee awareness and buy-in. The Wellness Team will include broad employee representation.
- Establishment of a **Wellness Coordinator** is vital for the coordination and execution of wellness programming, Wellness Team leadership, promotion, outcome tracking, health-related expenditure analysis, claims case management, and strategy evaluation.

Wellness Program Target Areas

Evidence, research and our employee survey support the following 5 target areas:

1. Obesity
2. Food and Nutrition
3. Exercise
4. Tobacco
5. Stress

STRATEGY:
Promote Safety
and Wellness

Wellness Program Goals

- GOAL I:** Reduce the proportion of employees who are overweight or obese.
- GOAL II:** Increase access to food and nutrition information and healthy food choices at the workplace.
- GOAL III:** Increase the proportion of employees who engage in exercise (leisure-time physical activity).
- GOAL IV:** Reduce tobacco use by employees.
- GOAL V:** Improve the mental and emotional health status of employees.

Goals are listed in no particular order.

Funding the Wellness Plan

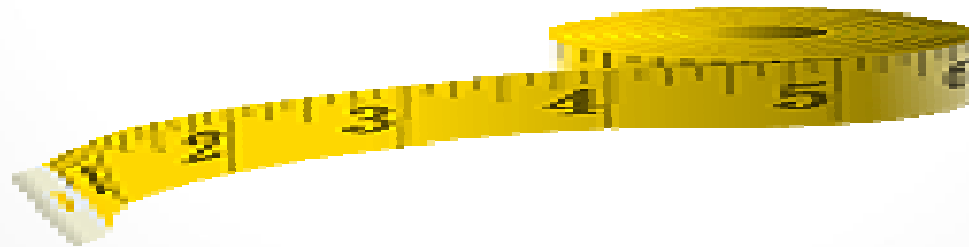
See Appendix C: Five-Year Wellness Budget



Measuring Success: Program Evaluation

Outcome evaluation of the Wellness Plan has two facets.

1. The impact on employee wellness
2. The impact on county and employee finances



Facet 1: Impact on Employee Wellness

A few specific measures include:

- Workforce health risk profile obtained through yearly aggregate data from individual health risk appraisals and biometric screenings.
- Number of employees enrolled in the wellness program and participating in wellness activities.
- Health indicators such as aggregate BMI and self-reported tobacco use.
- Satisfaction rates for the wellness program.
- Self-reported wellness knowledge and demonstration of healthy behaviors such as healthy items purchased from vending machines.

Facet 2: Impact on County and Employee Finances

A few specific measures include:

- Health care utilization and insurance costs.
- Injury rates and worker's compensation claims.
- Disability costs.
- Overall prescription drug usage.
- Return on investment.



ROI

Return on Investment

- ROI is measured by reduced or contained:
 - Health insurance rates
 - Injury rates
 - Absenteeism rates
 - Disability costs
- The national average ROI for worksite wellness programs is 3 to 1. That is, for every \$1 invested, \$3 are saved (Wellness Council of America).
- It typically takes 3 to 5 years after the initial program investment to begin realizing these savings.
- Worksite wellness programs that are comprehensive, supported by workplace policies, and have participation rates exceeding 70% will yield the strongest ROI.

Thank You for Your Support

We need your continued support as we promote employee safety and wellness and sustain productive, high-performing Allegan County employees.



Comprehensive Worksite Wellness Plan for Allegan County

I. Rationale for pursuing worksite wellness

A) Public health literature substantiates wellness programs.

Extensive research documented in public health literature has shown that comprehensive worksite wellness programs make a significant contribution to employee health and organizational success as measured by outcomes such as:

- 1) Improved employee health and quality of life
- 2) Improved work culture and employee satisfaction
- 3) Improved retention and recruitment
- 4) Reduced injury rates
- 5) Decreased absenteeism
- 6) Reduced health care costs
- 7) Reduced disability costs
- 8) Increased productivity

Workplace wellness programs have the potential to positively influence social norms; establish health policies; promote healthy behaviors; improve employees' health knowledge and skills; help employees get necessary health screenings, immunizations, and follow-up care; and reduce their on-the-job exposure to substances and hazards that can cause diseases and injury. When done well, using evidence-based and best practices, comprehensive worksite wellness programs can yield on average a \$3 return on every dollar spent, over a 3 - 5 year period.¹

B) Private sector outcomes are compelling.

Companies actively pursuing wellness programs have realized improved employee wellness and a significant return on investment. A few examples include:

- 1) Motorola found that wellness program participants experienced an increase of only 2.4% in health care costs whereas non-participants experienced an 18% increase in health care costs. The return on investment was \$3.93:1.²
- 2) Citibank's comprehensive health management program showed a \$4.56:1 return on investment in reduced total health care costs.³

C) The U.S. Federal Government encourages worksite wellness programs.

In 2010, based on the positive results reported by a growing number of case studies on workplace wellness programs, the U.S. Department of Health and Human Services launched an initiative called Healthy People 2020. This initiative outlined new 10-year goals and objectives for health promotion and disease prevention in the U.S. Among its many objectives are increasing the proportion of worksites that offer an employee health promotion program to their employees and increasing the proportion of employees who participate in such employer-sponsored health promotion activities.⁴

Implementing evidence-based workplace wellness programs offers our nation the opportunity to not only improve our national health status, but also control healthcare spending.

- D) The Governor of Michigan encourages worksite wellness programs.

Michigan's Governor, Rick Snyder, has also weighed in as a wellness proponent, advocating the importance of building a healthier Michigan in his September 2011 Special Message on Health and Wellness. In outlining various goals and objectives, he made the following call to action: "Employers can also play an important role in alleviating Michigan's health problems. Research has shown that employers who promote their employees' healthy life choices reap direct economic benefits in the form of reduced health care costs and increased productivity. One recent study concluded that each employer dollar spent on intervention resulted in \$6 worth of savings. Accordingly, I call on employers to consider both the economic and civic benefits of instituting employee wellness programs. Throughout Michigan, a number of private and public employers, including Steelcase, Peckham, and Oakland County, have instituted a variety of successful wellness programs. These programs help employees improve their quality of life, increase productivity at work, and reduce both employer and employee health care costs."

As part of this overall wellness initiative, the Governor recently endorsed the national 4x4 Plan for wellness which promotes four key healthy behaviors: a healthy diet, regular exercise, an annual physical, and avoiding all tobacco use. In addition to promoting these behaviors, another goal of the 4X4 Plan is to increase awareness of the importance of monitoring four key health measures which are: body mass index (BMI), blood pressure, cholesterol level, and blood sugar level.⁵

II. Allegan County wellness plan

- A) Wellness Team

Consistent with these federal and state health initiatives, the county has recognized the strategic importance of supporting a united and engaged workforce, identifying the promotion of employee safety and wellness as a key focus area. In October 2010, Allegan County established a Wellness Team as a sub-team of the Employee Engagement Team, tasking them to research health issues within the organization and develop a plan for a comprehensive worksite wellness program. Members of this team include:

Jennifer Callaway, Circuit Court Clerks
Angie Cameruci, Health Department
Bill Hekker, Allegan County Medical Care Community
Chris Kuhn, Sheriffs Department
Scott Matice, Sheriffs Departmen
Kristin Vanatter, Finance / Human Resources
Amy Doeden, Health Department
Angelique Joynes, Health Department

Kevin Ricco, County Development
Lisa Shirey, Human Resources
Cindy Stiles, Health Department
Jason Walters, Facilities
Vickie Herzberg, Ad Hoc Member, Human Resources
Rob Sarro, Ad Hoc Member, Administration

Continuation of the Wellness Team is foundational to the wellness plan. The team is intended to provide wellness program advisement for outcomes analysis, program modification based on evolving goals, and future strategies; as well as to serve as department liaisons. Taking this peer leadership approach will increase employee awareness and buy-in. The Wellness Team will include broad employee representation.

B) Wellness Coordinator

Although the Wellness Team has identified primary wellness tasks and clear goals and objectives for the program, it does not have the capacity to execute these tasks in the persistent manner that would result in sustainable changes to employee wellness within the organization. Thus, a second key element of the wellness plan is to secure the resources necessary to successfully carry it out. This would be a part time position slated for 24-hours per week.

Establishment of a Wellness Coordinator is vital for the coordination and execution of wellness programming, Wellness Team leadership, promotion, outcome tracking, health-related expenditure analysis, claims case management, and strategy evaluation. See Appendix C: Wellness Coordinator Position Description.

C) Wellness primary tasks

Another foundational element of the wellness plan is the establishment of wellness task focus areas or areas of responsibility. Several primary tasks pertaining to employee health and wellness have been identified for the Wellness Coordinator to execute. These activities are as follows:

1) Wellness promotion

Today's concept of wellness goes beyond simply promoting physical health, exercise and nutrition. Wellness is about improving an individual's overall quality of life and is achieved by making small incremental positive changes to one's social, emotional, spiritual, environmental, occupational, intellectual and physical wellness. As the employee realizes an improved quality of life, the employer should see improved morale, increased productivity and reduced costs.

Changing employees' perspective on wellness is accomplished by creating an environment within the organization that promotes and supports their efforts to make positive changes to their current lifestyle. This is achieved by providing wellness opportunities for employees, promoting participation in wellness activities, supporting individuals as they make changes to their lifestyle, and

ensuring that workplace policies support wellness. Because lifestyle changes usually happen in small increments, a focused, systematic and sustained effort is needed.

2) Comprehensive worksite wellness program

A key activity for the wellness plan is to launch a comprehensive worksite wellness program with the following 5 goals to be achieved over a 5 year period. Proposed wellness program details including goals and objectives, actions, rationale, and measures of success are presented in Appendix A: Wellness Program Goals and Objectives. Following are the 5 primary goals that have been established for the employee wellness program.

- a) Reduce the proportion of employees that are overweight or obese.
- b) Increase access to healthy food choices at the workplace
- c) Increase the proportion of employees who engage in physical activity
- d) Reduce tobacco use by employees
- e) Improve the mental and emotional health status of employees

3) Case management

The essential purpose of case management of FMLA (Family Medical Leave Act), disability, and workman's compensation claims is to maximize the well-being and functional capability of an individual whose life has been disrupted and sometimes permanently altered by an accident, injury, or chronic health problem. An optimal outcome is often hampered by:

- a) Lack of understanding of medical terminology by the patient
- b) Failure of the patient to follow medical or rehabilitation recommendations
- c) Miscommunication between all parties involved
- d) Lack of pertinent information being made available to the medical provider in a timely manner
- e) Difficulty making contact with medical or rehabilitation providers outside of treatment sessions
- f) Lack of coordinated care among medical or rehabilitation providers
- g) Differences of opinion between the patient and the medical or rehabilitation provider
- h) Feelings of frustration in the patient
- i) Lack of care coordination between stages of care

Successful case management outcomes benefit the employee by reducing the stress of navigating the system to get the care they need, the employer by returning the individual to work in as quickly as possible, and everyone by having a single knowledgeable point of contact that can coordinate between the employee, employer and care providers in a timely manner. The county would benefit from having a single dedicated resource with a responsibility to handle case management for the county.

4) Tracking and analyzing expenditures

Analyzing aggregate health and health benefit expenditure data is one strategy that employers are increasingly using to identify opportunities to save themselves and their employees money without reducing benefits packages. Data analysis:

- a) Reveals information about the overall health of the employee population
- b) Allows an employer to track wellness trends within the organization
- c) Guides the focus, implementation and execution of wellness initiatives
- d) Identifies available benefits that are being underutilized or no longer needed
- e) Facilitates more accurate benefit budgeting and forecasting

Many benefit providers enable and provide data analysis tools, but the county has not made this a priority and dedicated resources to pursue it. Given the 17% of the county budget spent on health benefits, the County needs to start tracking and analyzing aggregate health and health expenditure data using these tools to turn data into actionable information and measurable outcomes to help control future costs.

5) Developing future strategies

The comprehensive worksite wellness program outlines specific goals to be achieved in the next five years. Based on success in achieving these goals and other information analyzed about the county's health-related expenditures, additional initiatives and strategies will need to be developed to reflect the county's worksite wellness priorities.

D) Funding the wellness plan

The total cost for implementing the comprehensive worksite program over a five year period is estimated at \$1,000,076. The two largest cost components are the \$199,176 estimated operational costs of the wellness program over 5 years and the \$800,900 estimated cost for carrying out the program over 5 years. A detailed five-year budget is provided in Appendix B.

Funding for this project is available through a surplus in the county's self insurance fund where medical insurance, workers' compensation and short term disability contributions are kept. Over the last few years, the county has been paying more into these funds than has been expended in claims resulting in a surplus. The county's auditors have indicated that the surplus can be used to fund wellness activities. If successful, the wellness program would reduce claims and help contain the county's health insurance costs.

Research shows a return of \$3 on every \$1 invested in a comprehensive worksite wellness program once it is successfully implemented which typically takes 3-5 years.¹ This return on investment would be realized primarily through decreased health

insurance claims costs resulting in lowered future rates for the County's self-insurance premiums.

E) Measuring success – program evaluation

The success of the wellness plan has two facets - the impact on employee wellness and the impact on county and employee finances.

- 1) The impact of the wellness plan on employee wellness will be measured and evaluated in terms of employee participation in wellness opportunities, aggregate annual health risk appraisal (HRA) and biometric screening data, achievement of outlined goals and objectives, and employee healthcare usage. Specific objectives and measures for each of the goals outlined for the comprehensive employee wellness program can be found in Appendix A: Wellness Program Goals and Objectives. A few specific measures include:
 - a) Number of employees participating in wellness activities and enrolled in the wellness program
 - b) Positive changes in health indicators such as aggregate BMI and proportion of employees that use tobacco
 - c) Satisfaction rates for the worksite wellness program
 - d) Increased wellness knowledge and healthy behaviors such as healthy items purchased from the vending machines

- 2) The impact of the wellness plan on county and employee finances will also be measures and evaluated. A few specific measures include:
 - a) Changes in health care utilization and insurance costs
 - b) Injury rates and worker's compensation claims
 - c) Disability costs
 - d) Overall prescription drug usage
 - e) Return on investment (ROI)

Attainment of wellness plan goals will be closely monitored and regularly reported. We recognize that organizational and lifestyle changes can't happen overnight, and that it will take several years before the outcomes and success of the program can be determined. Thus, implementing this plan requires at least a five year commitment to pursue the comprehensive worksite wellness program.

Appendix A: Goals and Objectives - Comprehensive Worksite Wellness Program

Goal I: Reduce the proportion of employees who are overweight or obese.

Objective 1.1: Establish a baseline through aggregate enrollment data that includes an HRA (health risk appraisal) and biometric screening.

Objective 1.2: Over 5 years, achieve a 25% reduction in the proportion of overweight or obese enrolled employees.

Objective 1.2: Provide at least 2 weight management events or educational opportunities per year.

Objective 1.3: Increase employee access to healthy weight and BMI (body mass index) information and resources through newsletters, intranet, etc.

Actions:

- Encourage employees to have an annual wellness examination completed by their primary healthcare provider.
- Incentivize wellness program enrollment including required biometric health screening and HRA (health risk appraisal).
- Actively promote program and enrollment through various communication methods.
- Offer health coaching option based on personal health report.
- Increase awareness of overweight- and obesity-associated health risks.
- Inject fun and excitement into effective healthy weight management events and educational opportunities.
- Maintain and promote use of county employee fitness center.

Rationale:

- 69.2% of Allegan County residents are obese or overweight per MiBRFSS data (Michigan Behavioral Risk Factor Surveillance System, 2008-2010).⁶
- Medical expenses for obese employees are estimated to be 42% higher than for those of a healthy weight.⁷
- Workplace obesity prevention programs can be an effective way for employers to reduce obesity and lower their health care costs, lower absenteeism and increase employee productivity.

Measures:

- Proportion of employees enrolled in the wellness program.
- Proportion of wellness program enrollees classified as overweight or obese.
- Number of healthy weight management events offered per year.
- Healthy weight management event participation.

Appendix A: Goals and Objectives - Comprehensive Worksite Wellness Program

Goal II: Increase access to food and nutrition information and healthy food choices at the workplace.

- Objective 2.1:* Offer at least 2 educational events on food and nutrition per year.
- Objective 2.2:* Increase to 75% the proportion of healthy vending machine/snack bar offerings at worksites.
- Objective 2.3:* Encourage the provision of a healthy food option at workplace meetings where food is provided.

- Actions:*
- Research and work with vendors to improve vending machine/snack bar offerings.
 - Create awareness of improved vending choices and healthy eating information through various communication methods.
 - Educate and assist meeting coordinators in providing healthy food options.
 - Use innovative approaches to engage employees in participation.

- Rationale:*
- 78.5% inadequate fruit and vegetable consumption nationally per BRFSS data 2008-2010.⁶
 - Our vending machines offer convenient, readily available food but most of the options are unhealthy.

- Measures:*
- Number of healthy items dispensed and proportion of healthy items offered in vending machines.
 - Consumption rate of fruits, vegetables, and whole grain foods as reported through health risk assessments.

Appendix A: Goals and Objectives - Comprehensive Worksite Wellness Program

Goal III: Increase the proportion of employees who engage in exercise (leisure-time physical activity)

Objective 3.1: Create a workplace culture that encourages and recognizes regular and workplace exercise.

Objective 3.2: Increase employee access to information that promotes exercise.

Objective 3.3: Provide events and opportunities for employees to engage in exercise.

Objective 3.4: Over 5 years increase to 80% the proportion of employees who engage in regular exercise.

Objective 3.5: Over 2 years reduce to 10% the proportion of employees who never or rarely exercise.

Actions:

- Provide information and resources that educate and create awareness of the benefits of regular exercise.
- Create awareness of opportunities to participate in exercise at the workplace.
- Post motivational signs at elevators to encourage use of stairs and provide worksite walking routes and mileage information.
- Obtain employee discounts at local fitness facilities.

Encourage employees to:

- Enroll and participate in workplace and local fitness programs.
- Use the cost-effective county employee fitness center.
- Take physical activity breaks during the workday, such as stretching or walking.

Encourage management to:

- Support physical activity breaks during the workday and offer flexible work hours to allow for exercise during the workday.

Rationale:

- Only 43% employees reported regular exercise and 24% employees reported rare or no exercise
- Annual health care costs employees who exercise 1X per week 50% less than non-exercisers (\$680.20 vs. \$1,360.40) (SEBS {Strategic Employee Benefits Service}).
- 64% of employees reported they would use a 15 minute break for exercise.

Measures:

- Proportion of employees who engage in: 1) regular exercise and 2) rare or no exercise per HRA (health risk assessment) data.
- County employee fitness center utilization and participation in workplace fitness programs and exercise-related events and opportunities.
- Employee perception of workplace culture regarding exercise.

Appendix A: Goals and Objectives - Comprehensive Worksite Wellness Program

Goal IV: Reduce tobacco use by employees.

Objective 4.1: Encourage a tobacco-free workplace and smoke-free campuses.

Objective 4.2: Increase awareness of tobacco cessation resources, the harms of tobacco use, and the benefits of quitting.

Objective 4.3: Provide workplace tobacco cessation classes.

Actions:

- Promote and encourage participation in workplace tobacco cessation classes.
- Investigate covering partial cost of nicotine replacement therapy and other cessation medication.
- Develop prompts, communication and policies to create a workplace environment that discourages tobacco use.
- Promote the Michigan QuitLine, the Michigan Smoker's Quit Kit, and other state and national resources.

Rationale:

- 23.6% use tobacco per MiBRFSS data 2008-2010.
- Smoking costs the nation \$193 billion a year in healthcare costs and lost worker productivity. Each employee that smokes costs the County of Allegan government an estimated \$3,391 per year including \$1,760 in lost productivity and \$1,623 in excess medical expenses. (CDC)
- Employers have twice as much lost production time per week for smokers as for workers who have never smoked.
- Smoking cessation programs have shown some immediate return on investment and a significant return on investment in a relatively short time period (2+ years).

Measures:

- Proportion of employees reporting tobacco use through HRA (health risk appraisal) aggregate data.
- Participation in worksite tobacco cessation programs.
- Number of employees reporting tobacco cessation.

Appendix A: Goals and Objectives - Comprehensive Worksite Wellness Program

Goal V: Improve the mental and emotional health status of employees.

Objective 5.1: Increased employee exposure to educational resources, screening and management tools related to stress and depression.

Objective 5.2: Improved employee stress management skills.

Objective 5.3: Reduced proportion of employees who self-report a high stress level or depression.

Actions:

- Provide messages and information that increase the awareness and understanding of the cause-and-effect relationship between mental and physical health.
- Provide individual health coaching and group education and events on managing stress and depression.
- Communicate information about programs and resources using multiple delivery methods.
- Research and utilize stress management products from the government and non-profit organizations.
- Encourage policies that support flex time for exercise and personal/family care.

Rationale:

- A comprehensive worksite wellness program includes a mental health component.
- Optimal health can be achieved when both physical and mental health are addressed.
- Depression is our highest-cost health issue and accounts for 16% of our total health care costs which is 77% higher than the Blue Cross Blue Shield market average of 9% according to AON.
- Early screening and detection of depression is important because it can be severely disabling. Avoiding severe depression can lead to savings of up to \$36,000 per member according to AON.
- 73% employees indicated that emotions impact their eating.
- 37% of employees reported that they practice some type of stress management on a regular basis.

Measures:

- Mental/emotional healthcare expenditures.
- Participation in stress and depression-related programs, screenings and health coaching.
- Employee Assistance Program utilization (HelpNet).
- Employee mental/emotional health status and stress management self-reported through HRA (health risk appraisal).

Appendix B - 5-Year Wellness Budget

Category	2013	2014	2015	2016	2017	5-year Total
WAGES/SALARY (WELLNESS COMMITTEE)						
IRR-PT Wellness Coord. annually 24hrs/wk-52wks	\$24,388	\$25,364	\$26,379	\$27,434	\$28,531	
IRR-PT Mbr Benefits - annually	\$10,263	\$10,388	\$10,515	\$10,645	\$10,780	
Total:	\$34,651	\$35,752	\$36,894	\$38,079	\$39,311	\$184,687
HARDWARE/SOFTWARE						
Phones	\$400	\$0	\$0	\$0	\$0	
Computers	\$2,000	\$0	\$0	\$0	\$0	
Total:	\$2,400	\$0	\$0	\$0	\$0	\$2,400
OFFICE SUPPLIES						
Ink, paper, pens, envelopes, etc. (annual cost)	\$519	\$532	\$545	\$559	\$573	
Total:	\$519	\$532	\$545	\$559	\$573	\$2,728
EDUCATION/TRAINING/CONF. (WC "ONLY")						
Wellness Coordinator only	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	
Total:	\$1,100	\$1,100	\$1,100	\$1,100	\$1,100	\$5,500
ORGANIZATION AFFILIATIONS						
Annual Membership Cost	\$400	\$400	\$400	\$400	\$400	
Total:	\$400	\$400	\$400	\$400	\$400	\$2,000
PUBLICATIONS						
American Journal (Online + Print) - annual cost	\$354	\$363	\$372	\$381	\$391	
Total:	\$354	\$363	\$372	\$381	\$391	\$1,861
CONTRACTED SERVICES						
Wellness Program	\$73,800	\$81,000	\$88,500	\$103,200	\$117,900	
Personal Health Survey						
Wellness Website						
Mail/Phone Support						
Wellness Events						
Health "Wellness" Coaching						
Health Edu. Presentations						
Health Edu. Literature						
Health Risk Assessments						
Biometric Screenings						
Total:	\$73,800	\$81,000	\$88,500	\$103,200	\$117,900	\$464,400
OTHER						
Annual costs - BCBSM Health Connection Card (for Non-BCBSM members)	\$1,848	\$1,848	\$1,848	\$1,848	\$1,848	
Total:	\$1,848	\$1,848	\$1,848	\$1,848	\$1,848	\$9,240
INCENTIVES						
Annual Incentives for HRA completion	\$12,300	\$13,500	\$14,750	\$17,200	\$19,650	
Annual Incentives (Other)	\$3,900	\$4,500	\$5,500	\$6,000	\$7,000	
Annual Incentives for Biometric Screenings	\$12,300	\$13,500	\$14,750	\$17,200	\$19,650	
Health Educations Incentives - \$25pp, max 2x annually	\$22,752	\$25,152	\$27,652	\$32,552	\$37,452	
Total:	\$51,252	\$56,652	\$62,652	\$72,952	\$83,752	\$327,260
TOTAL Investment	\$166,324	\$177,647	\$192,311	\$218,519	\$245,275	\$1,000,076
Average ROI for an effective, comprehensive wellness program is 3 times the investment in health-related costs.						
It typically takes 3-5 years after the initial program investment to begin realizing these savings.						
References: Wellness Councils of America (WELCOA), Wellsource, University of Michigan, Cornell University.						

Appendix D: Wellness Coordinator Position Description

SUMMARY

This position is responsible for planning, implementing and evaluating the organization's comprehensive worksite wellness program for staff members.

Essential Duties and Responsibilities:

- Act as a liaison between the Human Resources director, Health Director and the Wellness Team.
- Facilitate Wellness Team meetings.
- Collaborate with the community and public health resources to design, coordinate, promote and carry out health events and wellness activities for employees.
- Collaborate with the Director of Human Resources or other designated person(s) in preparing and maintaining records and databases.
- Coordinate and provide case management for FMLA, Disability and Workers Compensation.
- Manage the Allegan County Fitness Center - monitor usage and work with Facilities to maintain and replace equipment.
- Collect data by reviewing the history of the organization's wellness mandates, medical claims, employee surveys, demographics, relevant health risk information and available health plan benefits.
- Collect, analyze, interpret and report health-related data on employee wellness plan to the Wellness Team.
- Identify, develop and manage incentives and rewards for wellness program participants.
- Create and manage tasks and budgets for employee wellness plan.
- Evaluate wellness participant satisfaction.
- Participate in meetings and workshops relative to the wellness program.
- Prepare quarterly activity and annual reports for the purpose of providing written support, ensuring accuracy of information, developing recommendations and/or conveying information in evaluating the outcomes of the wellness program.
- Respond to employee inquiries about wellness.

KNOWLEDGE, SKILLS & ABILITIES: To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- **Education and/or Experience** – A Bachelor’s degree (B.S.) in Public Health, Exercise Science or related field with post graduate degree preferred, and three to five years’ employee wellness experience in an Organization, corporate or clinical setting, or any similar combination of education and experience. Previous disease management, health promotion and health/community education experience a plus. Affiliation with the American Organization Health Association and or the American Public Health Association is recommended. Familiarity with holistic approach to wellness promotion, including an extensive knowledge of disease management, health promotion, and wellness is preferred.
- **Communication/Language** – Requires effective oral and written communication skills, excellent interpersonal skills. Ability to read, analyze, and interpret common scientific and technical journals, financial reports, and legal documents.
- **Reasoning** – Ability to define problems collects data, establish facts, and draw valid conclusions.
- **Planning and Organization** – Ability to plan and organize programs and events efficiently and effectively.
- **Certificates, Licenses, Registrations – First Aid, CPR**
- **Computer Literacy/General Office Equipment** – Microsoft Office Suite,

PHYSICAL DEMANDS/WORK ENVIRONMENT

- **Regularly** – Sit , Talk or hear
- **Frequently** – Use hands to finger, handle, or feel, Reach with hands and arms
- **Occasionally**
 - Stand and walk
 - Stoop, kneel, crouch, crawl
 - Climb or balance
 - Lift and/or move up to 50 pounds
 - Outside weather conditions
- **Vision** – Close vision, Ability to adjust focus
- **Noise** – Moderate to loud
- **Stress** – Moderate

Appendix D: Wellness Plan References

¹WELCOA Wellness Council of America*. (2011). Making the Case for Workplace Wellness Programs. Retrieved from http://www.welcoa.org/freeresources/pdf/making_the_case0311.pdf

²U.S. Department of Health and Human Services. (2003). Prevention Makes Common Cents.

³(1999). *Journal of Occupational and Environmental Medicine*. 14(1):5131-43.

⁴Healthy People 2020. Retrieved from http://www.healthypeople.gov/2020/TopicsObjectives2020/pdfs/HP2020_brochure_with_LHI_508.pdf.

⁵(2012) Our Health Begins with: The Michigan Health and Wellness 4 X 4 Plan. Retrieved from http://www.michigan.gov/documents/healthymichigan/Michigan_Health_Wellness_4x4_Plan_387870_7.pdf.

⁶Michigan Behavioral Risk Factor Surveillance System (MiBRFSS)**

⁷U.S. Centers for Disease Control. Retrieved from <http://www.cdc.gov/leanworks>.

Aldana, S.G. (2001). Financial Impact of Health Promotion Programs: A Comprehensive Review of the Literature. *American Journal of Health Promotion*. 2001. 296.

Wellness Council of America. (2012). De-Mystifying ROI: What You Can Expect From Workplace Wellness Programs. Retrieved from <http://www.welcoa.org/freeresources/pdf/rongoetzel011912.pdf>.

Partnership for Prevention.*** 2011. Leading by Example: The Value of Worksite Health Promotion to Small- and Medium-Sized Employers. Retrieved from http://www.prevent.org/data/files/initiatives/lbe_smse_2011_final.pdf.

*WELCOA: Wellness Council of America. WELCOA was established as a national nonprofit organization in the mid 1980's through business and health leaders and has become one of the most respected resources for workplace wellness in America. With a membership in excess of 3,200 organizations, WELCOA is dedicated to improving the health and well-being of all working Americans. National headquarters is in Omaha, Nebraska.

** Michigan Behavioral Risk Factor Surveillance System (MiBRFSS) comprises statewide, annual telephone surveys of Michigan adults aged 18 years and older and is part of the national BRFSS coordinated by the CDC (U.S. Centers for Disease Control).

***The Partnership for Prevention is a nonpartisan organization of business, nonprofit and government leaders working to make evidence base disease prevention and health promotion a national priority.