



Healthier Ussm

PLAYBOOK

The California workplace wellness program—
by state employees for state employees.



CALHR | SEIU LOCAL 1000
CALIFORNIA STATE TREASURER'S OFFICE | CALIFORNIA STATE CONTROLLER'S OFFICE
CALPERS | KAISER PERMANENTE | SIERRA HEALTH FOUNDATION



THE GAME

EVERYBODY WINS.

Healthier U is the California workplace wellness program—by state employees for state employees.

As a Wellness Coordinator, you develop your department's wellness game plan to fit your culture—with equal input from employees and management. Healthy eating, physical activity and stress management are all ways to bring wellness into the workplace, but ultimately your Healthier U game plan depends on what works best for you and your peers.



THE RULES

Don't worry, be healthy. This is all voluntary. It's an opportunity for good fun and might include activities such as healthy food potlucks, friendly competitions, mid-day walk breaks, stretching sessions or whatever your team comes up with.



THE PLAYERS

Healthier U requires input from employees at every phase of the game. Employees who want to take a lead role may become a booster or join an advisory workgroup. The Wellness Coordinator keeps the team focused on achieving its goals.

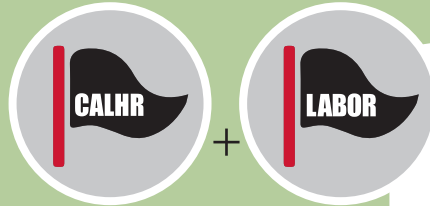


THE WINNERS

- Employees feel healthier, happier, and engaged
- Improved departmental morale and productivity
- State saves money on healthcare
- In short, everybody wins



THE PLAYERS



CALHR + LABOR

- Consult with the **Wellness Coordinator** and **department leadership** to develop and implement the program.
- Provide training, guidance, and support to **Wellness Coordinator**.

EXECUTIVES

Executive leadership champions the program, identifies and empowers the **Wellness Coordinator**, ensures buy-in from mid-level management, supports employee leadership, and promotes activities.



COMMUNICATIONS TEAM

The Communications Team meets regularly with the **Wellness Coordinator** and designated **labor (employee) representative** to discuss quarterly tasks, plan, and establish communication guidelines such as approval process for emails, fliers, and newsletters.



WELLNESS COORDINATOR

The Wellness Coordinator takes the lead on Healthier U, working with management, CalHR, and employees to:

- Organize the team
- Design, coordinate, and execute the game plan

EMPLOYEE ENGAGEMENT COMMITTEES



Design Committee: Made up of 4-6 **employees** with an equal number of **managers** and represented employees, this temporary committee identifies environmental assets and barriers to success and surveys employees' interest in wellness activities.

Advisory Committee: This ongoing committee also contains an equal number of represented **employees** (representative of all levels of the organization) and **managers**. They know the work culture and contribute to program planning, employee engagement, communications, activity implementation, and evaluation.



BOOSTERS

Employees recruited and trained to be "wellness champions." Working with the **Wellness Coordinator**, they promote and support Healthier U activities and conduct activities within their units such as organizing healthy potlucks, stretch breaks, and leading walks.

WORKGROUPS

These Advisory Committee subgroups focus on specific time-limited activities such as competitions or on ongoing topics such as communication or evaluation.



DISABILITY ADVISOR

Having a Disability Advisor on the Advisory Committee supports the ability to choose or adapt activities for those with varying physical abilities.





THE GAME PLAN

1 ESTABLISH SUPPORT

- Obtain leadership commitment; discuss departmental goals
- Identify and empower the Wellness Coordinator

2

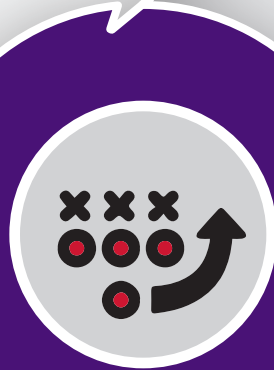
RECRUIT

- Temporary Design Committee members to conduct environmental assessment and employee interest survey to inform the game plan
- Ongoing Advisory Committee members to plan and implement the game plan
- Boosters to support Healthier U activities and implement small activities within their unit

5

EVALUATE

- Document outcome measures
- Document lessons learned
- Communicate successes
- Revise as needed



4 IMPLEMENT

- Start the game with a kickoff event
- Promote Healthier U at every level (e.g., executive, manager-supervisor, and staff meetings)
- Promote team competition and publicly recognize success

3

LAY GROUNDWORK

- Review and adopt Healthier U goals, framework and outcome measures
- Conduct environmental assessment and employee interest survey
- Develop communication and engagement strategies to maximize employee participation



THE PLAYBOOK

Healthier U Vision: To create a model wellness program designed by state employees for state employees that creates and sustains a worksite culture of health.



WHY HEALTHIER U

Since state employees spend most of their waking hours at work, the State of California wants to create a workplace that promotes and sustains a culture of health to enhance the overall well-being of the state workforce so that employees are happy, healthy, and productive.

A 2012 [Urban Institute Study](#) of CalPERS medical care expenditures in 2008 found that 22.4 percent (\$362 million) was attributable to chronic diseases amenable to prevention through changes in diet and physical activity. A five percent reduction among state employees in the prevalence of preventable conditions could save the state \$18 million annually.

Healthier U is about improving productivity, lowering absenteeism and reducing workers' compensation claims. It's about helping employees meet their wellness goals so they can lead healthy lives at work and at home.

MAKING WORKPLACE WELLNESS WORK: A LABOR MANAGEMENT APPROACH

Healthier U was developed by a unique partnership between CalHR, SEIU Local 1000, State Treasurer's Office, State Controller's Office, CalPERS, Kaiser Permanente and Sierra Health Foundation with support from The California Endowment and The California Wellness Foundation.

Healthier U is built on a unique labor-management approach that actively solicits and incorporates employee feedback by:

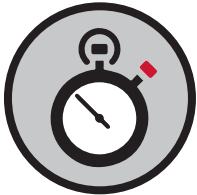
- engaging all levels of the organization;
- establishing equal representation of labor and management on committees and workgroups;
- building on employees intrinsic motivation through friendly competition and peer support;
- securing executive leadership support;
- actively utilizing "boosters" or wellness champions to make small changes in their individual work areas and to help support wellness efforts; and
- meeting employees where they are so employees can pursue their own personal goals.

Each Healthier U program is unique to the department that is building it.

- It is not a one-size fit all.
- It is not a wellness program in a box.
- It is your wellness program designed by and for you.



THE QUICK START GUIDE



1 SECURE STAFFING AND EXECUTIVE LEADERSHIP SUPPORT

- Identify wellness coordinator (preferably, at least half-time employee dedicated to wellness – ideally, a full-time wellness coordinator).
- Hold initial meeting with executive leadership, in consultation with CalHR and Labor to confirm support and discuss goals and framework.

2 ESTABLISH EMPLOYEE ENGAGEMENT COMMITTEES

Design Committee

Establish the Design Committee comprised of an equal number of represented employees and managers to serve 2-3 months. It would generally consist of no more than 4-6 employees depending on department size. Represented employees are recruited by Labor; managers recruited by department leadership. The Design Committee will:

- Identify environmental barriers and communication structures, including process for emailing employees.
- Conduct [environmental assessment](#) of worksite to establish baseline in collaboration with CalHR.
- Conduct [employee interest survey](#) to identify areas of interest for wellness initiatives and to recruit volunteers in collaboration with CalHR.
- Analyze environmental assessment and employee interest survey and prepare report for executive leadership.

Advisory Committee

Establish the Healthier U [Advisory Committee](#) that is equally comprised of represented employees and managers using responses from employee interest survey. Represented employees are recruited by Labor; managers recruited by department leadership. The Advisory Committee (AC) should reflect diversity across classifications. The AC will:

- Establish AC workgroups, when needed.
- Identify and address barriers.
- Organize wellness efforts into categories.
- Develop calendar of activities that supports visions and goals of Healthier U.
- Adopt outcome measures (e.g., participation goals).

Booster Program

Using responses from the wellness interest survey, identify boosters (wellness champions) to help promote health and wellness in their work environment. Each department determines the number of boosters needed and time allotment for their activities.



3 LAY GROUNDWORK

- Identify wellness program elements already in place at the worksite.
- If your department is using the Healthier U logo, review branding policy and submit request for approval to CalHR (HealthierU@calhr.ca.gov).
- Wellness goals and outcomes are developed, reviewed, and adopted by the Advisory Committee.
- Review employee engagement best practices.
- Draft a calendar of current year wellness activities aligned with departmental goals and interest survey responses.
- Define program marketing and communication strategy, including calendaring events, highlighting employee success stories, and outlining approval process.
- Review wellness policies, templates, and guidelines.

4 IMPLEMENTATION PHASE

- Incorporate marketing and communication strategy to promote wellness approach to all employees, including direct email from executive leadership.
- Present or promote wellness at all levels: executive, manager-supervisor meetings, division meetings, unit meetings, all staff meetings, etc.
- Launch Healthier U with a kick-off event.

5 EVALUATION PHASE

- In consultation with the Advisory Committee, assess campaigns and activities based on communication and overall outcome measures (e.g., participation), document lessons learned, and revise strategy or approach, if needed.
- Communicate successes and challenges to executive leadership and employees.

ESTABLISH SUPPORT



Secure staffing and executive leadership support

IDENTIFY WELLNESS COORDINATOR

Allocating dedicated staffing and program resources are critical to the sustainability of your program. While departments may have designated a wellness resource as required by [Executive Order W-119-95](#), a small percentage of time is actually spent on wellness since the Wellness Coordinator often times has multiple job duties (i.e., EAP coordinator, health and safety officer, ergonomics coordinator, etc.). Utilizing existing resources, we found that dedicating a half-time (for a medium-sized department) or full-time (for a large or complex department) position to wellness has proven to be optimal in developing and maintaining a viable wellness program that promotes and sustains a culture of health. When wellness program participation is high and sustained, the Return on Investment (ROI) in terms of morale and productivity more than offsets the investment of time. The sample [duties and characteristics](#) can be used as a guide in determining the best person to fill the wellness coordinator role.

The department Wellness Coordinator will be the lead staff person on Healthier U, serving as a project coordinator and working in consultation with wellness staff from CalHR and Labor. Active involvement by a senior executive is a key success factor. If possible, the Wellness Coordinator should report directly to someone in the Director's office. If the reporting manager is outside the Director's Office, the Wellness Coordinator should have direct access to the department's executive leadership.



HOLD INITIAL MEETING

(with executive leadership, in consultation with CalHR and Labor, to confirm support and discuss goals and framework.)

Explicitly confirming participation by all partners is important for launching the process. As a labor-management partnership, the partners involved in Healthier U include your department's Director's Office, Wellness Coordinator, CalHR, and Labor.

Ask for executive commitment to Healthier U

Once the Director's Office understands Healthier U and all that is involved in integrating the model into the department, ask for the Director's commitment to the initiative. →

Healthier U's framework includes alignment with the department's strategic plan and executive commitment—making sure the executive leadership is knowledgeable about Healthier U will facilitate that alignment.

Explain the importance of building infrastructure before launching activities

Some may want to see activities offered to employees soon after agreeing to the Healthier U model. Explaining the importance of building the infrastructure—establishing the labor-management partnership, designating staffing, setting up the Advisory committee, and recruiting employee leaders—will help set realistic expectations. Communicate to executive leadership that building a solid foundation will ensure a stronger and more successful initiative—wellness research supports this time and time again.

Strengthen partner relationships

A key element of Healthier U's success is the ability of the partners composed of the Directorate and department Wellness Coordinator, in consultation with CalHR and Labor to work together in a different manner than their traditional labor-management channel. Healthier U is a true partnership where decisions are made collaboratively, goals are mutually determined, and all parties are respected.

Understanding union involvement

Departments may connect union involvement to labor relations. Healthier U resides outside of the normal labor relations process. SEIU Local 1000 became a partner in the project because they want their employees to lead happy, healthy, and productive lives.

RECRUIT



Establish Employee Engagement Committees

DESIGN COMMITTEE

Establish the Design Committee comprised of an equal number of represented employees and managers to serve 2-3 months. It would generally consist of no more than 4-6 employees depending on department size. Represented employees are recruited by Labor and managers are recruited by department leadership.

Identify environmental barriers and communication structures, including process for communicating with employees.

Not all employees may have an email address or access to a computer. Identifying best methods to communicate to all employees is critical to success. Impediments to a healthy environment need to be identified so efforts can be addressed as part of the wellness program.

Conduct environmental assessment of worksite to establish baseline.

To better understand the culture of health at the worksite, begin by conducting an “environmental scan” of the department to determine conditions that support wellness or present areas to improve. While there are many such tools available online that you can use or adapt, Wellness Coordinators can work with CalHR (HealthierU@calhr.ca.gov) to utilize an [existing assessment](#).

Conduct employee interest survey to identify areas of interest for wellness initiatives and to recruit volunteers.

Specific departmental related questions may be added. Labor’s involvement in this step is critical in ensuring that questions developed will be relevant to employees of all classifications and to increasing the participation rate. Wellness Coordinators can work with CalHR to utilize an [existing employee interest survey](#).

(See “Important Considerations in Developing Your Employee Interest Survey,” page 7)

Analyze environmental assessment and interest survey results and prepare report for executive leadership.

Presenting this data to executive leadership keeps them engaged in the process. After informing executive leadership, it is also important to provide the results to all employees.



Important Considerations in Developing Your Employee Interest Survey

- 1 Because this survey is likely to be one of the first Healthier U communications your department employees receive, it is important to use it as an opportunity to introduce the initiative and explain its unique elements:
 - Let employees know that Healthier U is a labor-management partnership, with a high level of employee engagement—including visible employee leadership.
 - Communicate that the employee interest survey will provide information to determine how to build a culture of health at the worksite, what activities will best suit the employees' needs, and identify barriers to workplace wellness. The survey should inform your decisions on what activities to offer.
- 2 Plan to share aggregate results in employee communications/newsletters so they know their collective voice was heard and what the data showed. As you promote activities, remind your employees that you are offering them in response to the survey data.
- 3 Include the survey as part of your employee engagement and communications strategies to ensure high participation rates. These strategies include one-on-one communication and visual messaging and are more than simply sending an email to employees and expecting responses.
 - Have the survey come from executive leadership, with encouragement to participate as part of bringing Healthier U to the department.
 - Involve Labor in outreaching to employees to encourage them to complete the survey.
 - Create a Healthier U email address.
- 4 Include the survey in your evaluation plan: set a goal for percentage of employees who complete the survey, and set a "stretch" goal to aim for an even higher success rate.
- 5 Use the opportunity to recruit potential leaders for the Advisory Committee and booster program.
- 6 Pre-test your survey with several employees before you launch it and make changes to improve the survey based on their feedback.



ADVISORY COMMITTEE

Establish the Healthier U Advisory Committee comprised of an equal number of represented employees and managers. Represented employees are recruited by Labor and managers are recruited by department leadership. The Advisory Committee should reflect diversity across classifications.

Determine composition and parameters for Advisory Committee using Healthier U model

Before you begin recruiting boosters and planning wellness activities, you will want to create the Advisory Committee (AC). The AC plays a crucial role by providing ongoing input from those working at the site. They know the work culture, environment, and employees best and will make invaluable contributions to program planning, employee engagement, communications, activity implementation, and evaluation. Most workplace wellness programs have some sort of wellness committee, but few have equal representation of both represented employees and managers.



Desired characteristics of Advisory Committee members

- 1 Passionate about building a culture of health at the workplace.
- 2 Demonstrated leadership skills or clear potential for leadership in promoting wellness at the workplace.
- 3 Willingness to make a commitment to assist with planning and implementation of Healthier U activities.
- 4 Ability to work well with others and in a group.
- 5 Comfort participating in and supporting a labor-management partnership.

Considerations when establishing the Advisory Committee:

- Consists of equal number of represented employees and managers to support all levels of participation.
- Reflects diversity with regard to classification and personal or professional background.
- Allows release time for employees with approval from department leadership.
- Involves department leadership and Labor in recruitment, screening, and selection process.

In consultation with Labor, develop a plan to recruit, interview and select AC members. Recruitment should be integrated into the employee engagement and communication strategies. In addition to using responses from the wellness interest survey, recruitment might involve an email from the Director inviting applications; identification of potential leaders by Wellness Coordinator or Labor followed by one-on-one conversations; announcements at staff meetings; notices in newsletters; posting fliers, etc.

The Wellness Coordinator, in collaboration with executive leadership, should interview and select managers and decide who to accept to the AC to ensure the body meets the composition and parameters previously defined. Labor, in collaboration with the Wellness Coordinator, should interview and select represented employees. Each employee approved for the AC should sign the [commitment form](#), and get their manager or supervisor's signature, and return it to the Wellness Coordinator.

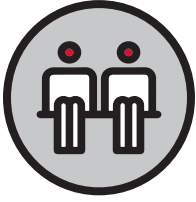
Involving experts on disability issues, such as a reasonable accommodation coordinator, Disability Advisory Committee member, or a member appointed by the Office of Civil Rights, in program planning is critical for reaching employees with disabilities or limited mobility. Creating a seat on the AC for a disability advisor will support the AC's ability to choose or adapt activities that will be accessible to employees with varying physical abilities.

Hold initial orientation meeting with Advisory Committee.

Functions of the Advisory Committee:

- Establish AC workgroups, when needed.
- Identify and address barriers.
- Organize wellness efforts into categories.
- Develop calendar of activities that supports visions and goals of Healthier U.
- Adopt outcome measures (e.g., participation goals).





WORKGROUPS

In addition to providing input on planning and implementation, the AC can also do work such as reaching out to speakers or instructors, setting up logistics for events, staffing events, or leading events. Setting up workgroups can help focus this work. Workgroups can be based on topics such as competitions, communication, evaluation, and addressing barriers; or focused on specific time-limited activities. Consider requiring AC members to serve on at least one workgroup.

If workgroups are established, the AC should define the **focus, role and responsibility** of each one. Workgroups can be chaired or co-chaired by wellness coordinators or employees. The model of an employee chair provides an excellent opportunity to develop their leadership skills, including creating meeting agendas, facilitation, building teams, and overseeing follow-up.

A comprehensive wellness program includes creating a healthy environment – impediments to that environment need to be identified and addressed, whenever possible. Ways to capture barriers include utilizing the **barriers form** that employees can submit to the wellness coordinator, or having a regular place marker on the AC agenda that allows for discussion of barriers.

Sometimes it is a perceived barrier that doesn't actually exist, but the misperception of it needs to be dispelled. As barriers are identified, the Wellness Coordinator should research and bring them to the AC to discuss possible solutions and determine who will follow up to find out if the solutions generated are feasible. In some cases, barriers will need to be brought to the executive leadership for their action. Barrier forms can also be sent to CalHR Healthier U (HealthierU@calhr.ca.gov) if there is a state impact.

Organize wellness efforts into categories.

Wellness is more than just physical activity and nutrition. It also can be defined differently for each individual. Aspects of wellness may include, but are not limited to, financial, environmental, social, occupational, intellectual, emotional, nutritional, and physical wellness. Using survey data, organize wellness efforts into categories and set clear goals. During the planning phase, the AC will develop a calendar of activities that supports visions and goals of Healthier U and adopt outcome measures.





Establishing and maintaining boosters is a top priority that should not be overshadowed.

ESTABLISH BOOSTER PROGRAM

Identify boosters (wellness champions) to help [promote health and wellness](#) in their work environment. The booster role is an opportunity for departments to offer employees leadership development.

Recruiting boosters should be part of your employee engagement and communication strategies. Each department determines number of boosters needed and time allotment.

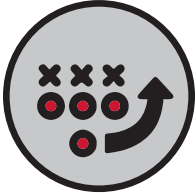
Holding regular orientations will allow employees to learn about the [role and responsibilities of a booster](#), and ask questions. The Wellness Coordinator, in consultation with Labor, should discuss the role of the booster with the employee to get their understanding and commitment. The [commitment form](#) is a way for their manager to understand the release hours involved and the role the employee will play as a leader in the Healthier U initiative.

Having up to three hours of release time per month for six months to promote activities and attend booster trainings has proven valuable and integral to the success of Healthier U. After the designated release time period, those boosters may continue to act as a booster on their own time.

Host regular booster “meet-ups”

The Wellness Coordinator can provide ongoing training and support to boosters by holding regular “meet-ups” where they come together to share ideas, problem-solve, and learn new information and skills. Examples include: how to lead stretch breaks, how to promote activity among co-workers, how to have a one-on-one conversation to encourage employee participation in larger department-wide wellness activities, etc.

LAY GROUNDWORK



Identify wellness program elements already in place at the worksite.

If you already have a wellness effort in place, you will need to work with those involved in your wellness team to transition to the Healthier U model. Communicate to those involved in current wellness activities that the department will be adopting the Healthier U model and solicit their support for and involvement in the transition process. It is important that you recognize and celebrate the work that has already been done.

Adopt Healthier U mission

Review and adopt the Healthier U [mission, vision, and goals](#). Review your department's mission, vision and strategic plan and identify how Healthier U is in alignment.

Adopt general Healthier U outcomes

Articulating outcomes provides the basis to check on progress. Choose 2-3 manageable outcomes and measures. For example, you might choose high level of employee engagement (measured by participation numbers) and improved workplace wellness culture (measured through an employee survey).

If your department is using the Healthier U logo, review branding policy and submit request for approval to CalHR (HealthierU@calhr.ca.gov).

The Healthier U logo is the property of the Healthier U Steering Committee. If using the Healthier U logo, the department must comply with certain goals, including that it be a labor-management partnership. ([branding policy and approval form](#))

Wellness goals and outcomes are presented, reviewed and adopted by the Advisory Committee.

Determine Department's Annual Healthier U goals

In collaboration with the AC, establish a process to develop an [annual plan](#) for Healthier U at your department, including goals for the year and accompanying campaigns and activities. All activities should align with the goals adopted by the AC.



Employee Engagement Best Practices to Include

Strategies for:

- Encouraging all employees to participate in Healthier U activities
- Increasing participation in employee surveys
- Recruiting and training employee leaders (AC and boosters) and providing ongoing support
- Soliciting input from employees to identify barriers for participation in wellness activities

Through methods such as:

- Employee to employee conversations
- Healthier U staff to employee conversations (by department Wellness Coordinator or Labor)
- Leadership promotion: announcements at executive meetings, manager/supervisor meetings, division/section/unit staff meetings
- Mid-level manager engagement (to participate in activities; to serve on the AC)
- Email, intranet, social media, fliers at elevators or in break rooms, items in online or print newsletters

Review employee engagement best practices.

Determine methods for achieving broad employee participation

Employee engagement in Healthier U is one of the key elements of the model. Engagement means promoting participation among all levels of employees, including represented employees and managers, and across a diverse range of classifications. It also means identifying potential leaders and training them to develop and promote wellness activities at the workplace. The involvement of Labor is crucial in this area because of their expertise in employee engagement, particularly the ability to reach a broad range of employees, identify and train potential leaders, and provide support to keep them involved.

Determine how to most effectively reach employees and promote their participation in wellness. Traditional communications (email blasts, wellness intranet page, fliers, etc.) should be combined with personal conversations with represented employees and mid-level managers. This combined approach is much more effective in achieving employee engagement than general communication methods alone.

Confirm motivation methods for engaging employees

Healthier U found offering wellness activities that encourage employees to work in teams, promote friendly competition toward a collective goal, show visible leadership support, and provide recognition are effective motivation methods. The [motivation guidelines](#) will provide a framework, but tailor the guidelines to meet the needs of your department. Review workplace wellness literature on intrinsic motivation as part of your process. Make sure that your employee engagement and communication strategies align with the motivation guidelines.

Draft a calendar of current year wellness activities aligned with departmental goals and interest survey responses.

There are many ways to involve employees in developing the annual calendar. Whatever format you use (e.g., half-day retreat, during AC meetings, etc.), make sure to:

- Provide a chance for AC members to initially talk in pairs or small groups so those who tend to be quieter have a chance to think through and develop their ideas before sharing in the larger group.
- Have large group discussion for everyone to provide input on the pros and cons of the ideas generated.
- Give employees the opportunity to indicate their priorities. →

Comprehensive marketing and communication strategy will consider:

Content

- Launch Healthier U with department directorate support to help employees understand the department's commitment to promote workplace wellness activities
- Ongoing messaging to promote a culture of wellness

Methods

- Leadership promotion at all levels
- One-on-one communications
- Visuals (e.g. fliers, print materials promoting events, etc.)

Guidelines

- Complement the employee engagement strategy
- Use Healthier U motivation guidelines as basis to promote activities
- Demonstrate departmental leadership support
- Highlight employee success stories
- Consider timing for communications (best days of week, time of month, etc.)

Partner roles and resources

- Define role each partner will play in communications
- Clarify resources each partner brings (e.g., access to all employees, templates, amount of staff time)

Decide what campaigns and activities to implement

Campaigns and activities should be fun, easy to do, and involve teamwork as much as possible. They should also support your goals and align with the Healthier U framework. Campaigns require more planning to implement, so consider balancing the state online challenge—Healthier U Connections—(www.calhrwellness.com) with smaller activities throughout the year.

Factors to consider when choosing activities:

- Employee priorities as expressed in the employee interest survey.
- Resources required (financial, staff, and employee time).
- Providing enough activities, but not so many as to overwhelm employees.
- Facilities available (rooms, outside space, etc.).
- Other events taking place that you don't want to compete or conflict with.
- Timeline for implementation to maximize participation.

Define program marketing and communication strategy, including calendaring events, highlighting employee success stories, and outlining approval process.

Set up a meeting with your department's communication office. Determine process for implementing your marketing and communication strategy (i.e., frequency of meetings with communication team, approval process for emails, posting fliers, and writing newsletters).

Once the annual wellness calendar is decided, the communications strategy should be expanded to incorporate promotion of all calendared activities.

Review wellness policies, templates, and guidelines.

Department wellness coordinators seek guidance in implementing wellness programs. Healthier U has found that it is the absence of **policies** that sometimes create confusion. Can a vendor sell on state property? Can state funding be used to support wellness activities? Is there authority to implement a wellness program? The toolkit contains the statutory authorizations and existing regulations that affect wellness. **Templates** and **guidelines** on various topics (implementing wellness fairs, template event fliers, etc.) are available to assist in developing and implementing the marketing and communication strategy to promote employee engagement.

IMPLEMENT



Incorporate marketing and communication strategy to promote wellness approach to all employees, including direct email from executive leadership.

Utilize marketing and communication strategy to launch wellness efforts. Receiving an email directly from executive leadership demonstrates to employees that wellness is supported and valued.

Present or promote wellness at all levels: executive, manager-supervisor meetings, division meetings, unit meetings, all staff meetings, etc.

Prepare executive team, managers, and supervisors for Healthier U

At executive leadership and manager/supervisors meetings, present an overview of Healthier U and its benefits. Include information that clearly indicates the department's intent to establish a culture of wellness:

- Explain the importance and unique elements of Healthier U.
- Outline the process and timeline: building infrastructure, designating staff and other resources, planning, and implementation.
- Emphasize the importance of manager engagement in the program as well as their support for employee participation.
- Keep them informed of any campaigns or activities and explain how it will be executed.

Launch Healthier U with a kick-off event

The Advisory Committee will provide valuable input on effective ways to implement wellness in your department. Generate “buzz” by planning a kick-off event that is fun, visible, and engages employees.

EVALUATE



In consultation with the Advisory Committee, assess campaigns or activities based on communication and overall outcome measures (e.g., participation), document lessons learned, and revise strategy or approach, if needed.

Outcome measures need to be developed before you launch any campaigns or activities so that data can be collected before, during, and/or after the event. The Wellness Coordinator, in consultation with the AC, CalHR and Labor, should outline outcome measures that may include participation numbers and engagement surveys. The Healthier U pilot evaluation workgroup developed a [logic model](#) as a guide to evaluate the program. To ensure consistency and alignment in the initiative, outcome measures should be based on the adopted department goals.

Develop a timeline, collect and analyze data, and make adjustments as needed, and utilize data to improve future strategies and activities.

Once the outcome measures have been determined, create a timeline and process for data collection, analysis, and reporting to the AC and/or executive leadership. At each stage that data is analyzed, identify how the information can be used to improve the design and implementation of wellness activities. Use the information to refine the employee engagement and communication strategies to improve employee participation.

Communicate successes and challenges to executive leadership and employees.

Documenting lessons learned, including successes and challenges should take place throughout the initiative so that improvements can be made. Use the feedback from your evaluation to continually improve strategies and activities, and to assess whether you are achieving your desired outcomes. Your evaluation process should be revisited at least annually. And remember to celebrate and share your successes with all partners, department leadership, and employees!

[Acknowledgments](#)