

a toolkit for

creating

a healthier
workplace

NashVitality



NashVitality is the spirit that creates healthy places in Nashville.

Where we live, work, learn, worship, and play are important factors in determining our health and well-being.

NashVitality is working to create healthy workplaces that lead to healthy people through the Prescription for a Healthier Workplace. By implementing the prescription, an organization can make the healthy choice the easy choice for its employees.



NashVitality
*The spirit of a
healthy, active and green city*

The statistics about our health in Tennessee and across the US are sobering. Rising health care costs and an unhealthy workforce are becoming a major strain on governments and businesses alike. And the major drivers of high medical costs, illness, and early death are rooted in unhealthy diets, lack of physical activity, and tobacco use.

We can do better, and we will. Nashville is already making some great strides towards better health. Under Mayor Dean's leadership, and with a boost from the NashVitality campaign, there is a growing movement to make healthy living easier for everyone in Nashville.

We've got a great system of parks and greenways, which Mayor Dean highlighted in his Walk 100 Miles challenge and the Mayor's 5k. Our schools continue to move ahead on making school food healthier and more appealing. In neighborhoods across Nashville there is a big movement toward healthy food choices via farmers markets, gardening, and healthier stores in neighborhoods where they now seem out of reach. More people are bicycling, and Nashville GreenBikes puts riding within reach for more people.

As part of this community-wide movement, employers have a great opportunity to move toward improving health in the workplace. Many employers in Nashville have been working on wellness for a long time. Some are just starting. Either way, our hope is that healthy changes are easier to put in place and sustain as part of a community-wide effort. When we succeed, Nashville will not only be the Health Care Capital, but we will also be known for our healthy people.

This toolkit provides some of the necessary pieces to help provide a healthier environment for employees. Many of these pieces take hard work and commitment, and some of them cost money. However, there are many changes that can be applied immediately with no cost and little effort. This toolkit can be used to select the correct prescription for your unique workplace, and move healthy efforts forward with the expectation that a healthy workforce is good for the bottom line.

The workplace prescription offered here is based on five key policies that support healthy living in the workplace. Programs that engage employees in organized wellness efforts are good, but experience is showing that healthy workplace policies are essential building blocks for long term success. This document provides tools and best practices that you can consider as you focus on improving health for employees and their families. We hope you find it useful.

Thank you for your interest in making your workplace a healthier one.

*Dr. Bill Paul
Director - Metro Public Health Department*

Prescription for a Healthier Workplace

1 Physical Activity Policy: The organization will adopt a policy that supports access to physical activity in the workplace. The policy may include access to physical activity breaks during the workday and support a work environment that will encourage employees to be active by promoting safe walking routes and stairwell usage.

2 Healthy Foods and Beverages Policy: The organization will adopt policies that support access to healthy food and beverage choices in the workplace.

- A **Healthy Meeting** policy will provide guidelines for food and beverages served at organization sponsored meetings and events.
- A **Healthy Vending** policy will provide guidelines for food and beverages offered in vending machines in the workplace.
- A **Water** policy will ensure all employees have access to water in the workplace.

3 Lactation Support Policy: The organization will adopt a policy to support employees who are breastfeeding to include the following three criteria:

- Allow for reasonable break time for an employee to express milk.
- Private lactation rooms with a locking door will be provided for breastfeeding employees.
- Access to a refrigerator for storage of breast milk and sink for proper clean-up.

4 Tobacco-Free Policy: The organization will adopt a policy that supports a tobacco-free workplace.

5 Active Transportation Policy: The organization will adopt a policy that supports active and alternative forms of transportation such as walking, biking, and mass transit.

Why Invest in a Healthy Workplace?



Why focus on the workplace?

Every year, U.S. businesses spend billions of dollars on healthcare. The majority of these costs are used to treat obesity-related diseases such as hypertension, diabetes, and heart disease. Poor employee health can lead to lower productivity, lower morale, higher absenteeism, and subsequently, higher insurance claims. For employees, demands of the job and fast-paced lifestyles pose a significant challenge to maintaining good health.

By creating a healthier workplace, businesses can simultaneously encourage and support healthy lifestyle behaviors. Healthy employees will aid the organization in saving money and reduce healthcare costs.

Why focus on workplace policy?

Healthy workplace policies can create long lasting, sustainable change in an organization's environment and culture that supports an employee's efforts to be healthy. Additionally, healthy workplace policies attract and maintain high quality employees that are healthier and more productive.

Why should employers get involved?

A healthier workplace helps to control cost. An investment in the health of an organization's employees will lower, or at least slow, the increase in healthcare costs.

Most healthcare costs are dedicated to the treatment of chronic diseases. Many individuals with chronic diseases rely on prescriptions and medication as a form of treatment which can increase an organization's healthcare costs. Having a healthy workforce can reduce preventable chronic diseases. As a result, healthier employees will require fewer medications and insurance premiums may be lowered.

Policy versus Program

Policies are written rules or executive directives that provide firm guidance to an organization. Policies can be written at any level, such as workplaces and communities, and are a more sustainable approach to environmental change.

Programs are activities or events that can be used to support policy initiatives. As the environment changes, programs adapt to meet the organization's needs.

Why Invest in a Healthy Workplace?

A Healthier Workplace is a more productive workplace.

Employees can be at work, but may not be performing at their full potential due to poor health, stress, or sleep deprivation. Simply being present at the workplace does not imply productivity.

A Healthier Workplace can reduce absenteeism.

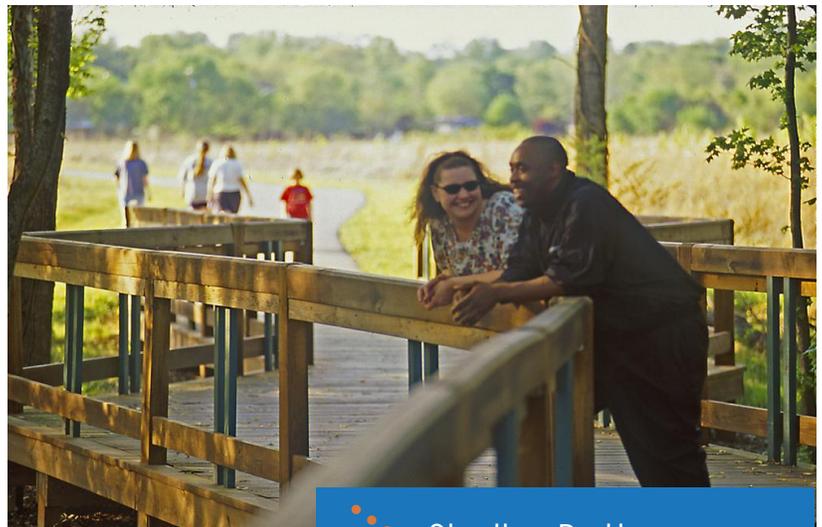
Companies that adopt healthy workplace strategies and strive to create a healthy culture have a greater percentage of employees at work every day.

A Healthier Workplace can improve recruitment and reduce turnover.

Creating a healthy workplace improves employee morale, lowers employee turnover, and sends a clear message that management values their well-being.

“Disability days are 20 percent lower and disability per-capita costs are 32 percent lower after implementing a wellness program.”

-Prudential Insurance Research Study



Shelby Bottoms

Create a Healthy Workplace

The five steps for implementing the Prescription for a Healthier Workplace:



Step 1 - Build a Foundation for a Healthy Workforce

Acquire support from leadership

The first step in creating a healthier workplace is to gain the support from the organization's leadership. Gaining high level support is crucial to sustainability and success of the program. A substantial and continuing investment of time will be needed to improve employee health and produce desired results. Support from organizational leadership is also necessary to establish policy and environmental changes that directly affect employees' health.

Name the initiative

Now it is time to brand the initiative. Successfully branding the organization's healthy workplace initiative will greatly enhance the promotion of the program along with increasing participation.

Gather the team (see next page)

Once leadership support has been secured, it will be necessary to build the organization's healthy workplace team. If the organization does not already have a healthy workplace team, it is crucial to form one comprised of employees from all levels of the organization.

“The ideal investment for an organizational wellness initiative is somewhere between \$100 and \$150 per eligible employee per year.”

-Wellness Councils of America

Tips for Selecting your Healthy Workplace Team

Appoint members

Leadership or senior management shows its commitment to change by making membership appointments even if participation is voluntary.

Recruit diverse membership

Recruit members for the team that represent different levels of employees from within the organizational structure. If there are several departments, buildings, or locations, attempt to have representation from the various worksites. Being a healthy and active employee in the organization is not a requirement for membership. It's important to include employees with diverse skills and at different levels of health.

Have a clear purpose

Leadership or senior management should provide expectations about the role and responsibilities of the team.

Schedule meetings on the clock, during work hours

The team should be encouraged to hold meetings during normal work hours when possible.

Conduct regular meetings

A regular meeting schedule increases the ability of members and their supervisors to plan ahead. Participation is crucial.

Require progress notes

Record all meeting minutes. This will allow your organization to stay informed of progress and provides a record for members to review.

Focus on short-term success

Set goals that are reasonable or modest. The team should understand their ultimate goal, but projects or activities should be broken down into what can be accomplished within 3-6 months. Too often, employers attempt to implement changes that take more time and effort than they have allotted.

Step 2 – Assess the Workplace

Get the lay of the land

The second step is to assess the organization's operations and begin gathering data that can be used to monitor the effectiveness of the healthy workplace policies. Health insurance claims and costs, along with employee performance and productivity, are helpful measures in assessing the health of an organization and its employees.

Conduct formal assessment

A needs assessment (*Workplace Environmental Assessment* – see Appendix B) will help an organization understand the health, well-being, and needs of its employees. The information gathered from the assessment can help create policies and build programs that respond to the employee's concerns and needs.

An organizational culture survey (see Appendix B) assesses an organization's feeling towards health and what policy or environmental changes are needed to create a workplace that is more supportive of healthy behaviors.

Additional tools that can be used to build a data-driven, effective program are health risk assessments and employee interest surveys (see Appendix B). Health risk assessments are questionnaires that gather information on employees' current medical conditions, lifestyle behaviors, and other health-related issues. Employee interest surveys are useful to determine what programs or activities that an organization should consider offering to its employees.

Step 3 – Develop an Implementation Plan for the Prescription for a Healthier Workplace

Create your organization's plan

Organizations invested in healthy workplace initiatives can expect policies and programs to positively impact employee morale and their bottom line.

Conversely, organizations that do not plan effectively may find it difficult to realize value in their healthy workplace initiatives.

Now is the time to plan the goals, policies, objectives, and activities of the healthy workplace initiative using the data gathered from the needs assessment, organizational culture audit, and employee interest surveys.

The plan should include an overall vision, mission statement, annual objectives, timeline, budget, and evaluation measures. Program design, data collection, and communication strategies may also be considered in the plan.

Develop SMART objectives?

Taking the time to create clear goals and objectives for a healthy workplace initiative is crucial in laying a solid foundation. Goals should reflect what the organization hopes to achieve in one year, three years, or five years. Once the goals have been identified, the objectives will determine specific steps that will help the organization be successful. The objectives should be detailed and written using the SMART formula.

Use the **SMART FORMULA** in the *box to the right* to help create your objectives.

SMART FORMULA

Specific: How much, of what, by when? (i.e. 20% of employees that use tobacco will quit or reduce their tobacco use by 2014)

Measurable: Is data available to measure this objective? (i.e. health data, employee morale, biometrics)

Achievable: Is this objective possible for the organization and/or employee?

Relevant: Do these policies or strategies align with the organization and its goals?

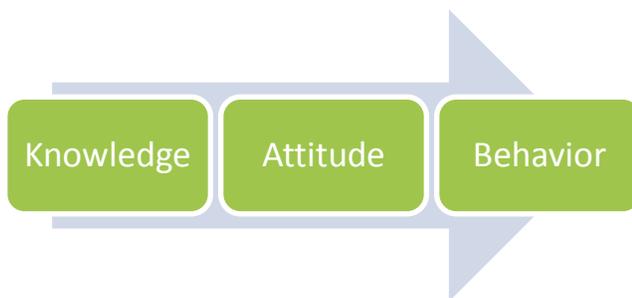
Timely: Is there a timeline for achieving this objective?

Many employers are providing incentives to encourage employee participation, engagement and satisfaction.

Step 3 – continued

Communicate effectively

Communication is key to engaging employees. A comprehensive communication plan will utilize a variety of communication tools on an ongoing basis such as e-mail blasts, flyers, newsletters, meetings, and websites. Providing education assists an organization's ability to improve employee's **knowledge** of health, increase readiness to change (**attitude**), and lead to the adoption of a healthier lifestyle (**behavior**). Communication helps to serve as a marketing tool to reinforce organizational support.



Create a timeline

Creating a timeline for program activities and measurements is fundamental to a healthy workplace initiative. Aligning program activities with national health observances, such as the Great American Smokeout or Breast Cancer Awareness Week, can increase the awareness of specific health topics.

Allocate a budget

Monetary costs can fluctuate widely depending on the organization. It is important for the organization to set a budget for employee wellness. Annual cost for an effective wellness program is estimated to be between \$100 and \$150 per employee.

When to use incentives

- Use as a reward for completing a health assessment.
- Use as a reward for completing related follow-up activities to the assessment. (i.e. health behavior change programs such as tobacco cessation)
- Use a points system to encourage employees to participate in activities.
- Reward healthy behaviors, such as attending a weight loss course, rather than rewarding health outcomes, such as actual weight loss.

Type of incentives

Workplace benefits: In addition to cash incentives, employees may also respond to workplace benefits, such as administrative leave, flexible scheduling, health insurance premium discounts, or designated parking spots.

Achievement awards: Verbal praise and a pat on the back are motivational to some, but a token of recognition may offer more. A colorful certificate to congratulate an employee for achieving a health-related goal is one example.

Public recognition: Recognize and honor employees who are attempting to make positive lifestyle changes to motivate others.

Merchandise award: Reward participants with t-shirts, canvas bags, hats, or other promotional items. Use the organization's healthy workplace logo on items to reinforce and promote the initiative's brand.

Food: Offer healthy beverages and snacks to employees who participate in healthy workplace initiatives.

Entertainment: Hold a drawing for movie Tickets, sporting events, or similar activity for participants of healthy workplace activities.

Step 4 – Implement the Plan for a Healthier Workplace

Once your foundation has been established, data has been collected, and needs and interests have been assessed, then planning the implementation of the prescription can begin.

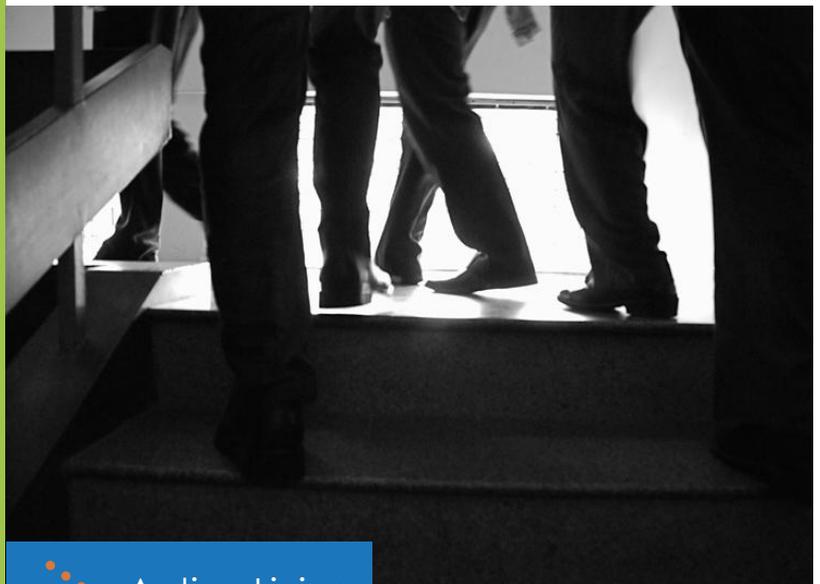
Prescription for Physical Activity

Why physical activity in the workplace is important

Providing an environment that supports physical activity is a positive way to influence healthy behaviors in the workplace. Physical activity policies can range from offering physical activity guidelines for breaks in meetings to providing flexible schedules for physical activity breaks during the workday. By establishing an environment that encourages physical activity during the workday, an organization can create a culture of wellness.

Prescription for Physical Activity

The organization will adopt a policy that supports access to physical activity in the workplace. The policy may include access to physical activity breaks during the workday and support a work environment that will encourage employees to be active by promoting safe walking routes and stairwell usage.



 Active Living

Steps to Implement a Physical Activity Policy

Ideas for physical activity breaks

Physical activity breaks during meetings will help employees stay more focused and alert.

- Slowly stretch neck, shoulders, arms, hands, back, legs, and feet—avoid bouncing and jerky movements.
- Move arms, head, and torso in circles.
- Lead a brisk walk around the room, the inside of the building, or outside. Consider including the stairs, if available.
- March in place.
- Suggest that participants lift knees higher or pump their arms if they want to get a more vigorous workout, but only if it is comfortable.

Ideas for safe walking routes

- Walking routes should have destination points with measured distances between them and each one should be clearly marked with signage.
- Provide time for walking and have a volunteer lead a walk before or after lunch.
- Create a map of walking (or biking) routes near the workplace.

Ideas for increasing stairwell usage

- Promote stairwell usage by placing point of decision prompts at elevators and stairwells. (i.e. motivational posters)
- Check stairwells for safety.
- Improve stairwell aesthetics by adding artwork.
- Communicate with employees about the health benefits of taking the stairs.

1. Develop policies and guidelines for physical activity.
(See Appendix A)
2. Share the policy with senior management and discuss how to introduce to employees.
3. Create a marketing campaign to communicate policy change with staff to increase knowledge and awareness about physical activity in the workplace.

Best Practices for Physical Activity in the Workplace

Minimum Resources

- Implement a stairwell campaign
- Create walking club/groups
- Hold walking meetings
- Provide walking maps and time to walk
- Provide stretch breaks
- Promote local health and wellness resources
- Celebrate and recognize national events that support physical activity
- Conduct physical activity breaks at meetings

Medium Resources

- Provide safe walking routes
- Provide flex time to employees
- Provide dedicated fitness space

High Resources

- Participate in recreational leagues
- Host a softball or volleyball tournament

Prescription for Healthy Foods and Beverages

Why access to healthy foods and beverages in the workplace is important

The social environment in which people live, work, learn, worship, and play performs a powerful role in influencing the choices people make. Employees eat and snack frequently in the workplace. By changing the work environment, organizations have the opportunity to create a workplace where healthy choices are readily available. Providing healthy choices can be achieved by implementing policies and/or guidelines related to foods and beverages served at organization sponsored meetings, events, and vending. When given the choice and opportunity to consume healthy foods, employees are more likely to make the healthy choice.

Prescription for Healthy Foods and Beverages

The organization will adopt policies that support access to healthy food and beverage choices in the workplace.

A **Healthy Meeting** policy will provide guidelines for food and beverages served at organization sponsored meetings and events.

A **Healthy Vending** policy will provide guidelines for food and beverages offered in vending machines in the workplace.

A **Water** policy will ensure all employees have access to water in the workplace.

Programming Opportunity: Nutrition and Cooking Seminars

Offer nutrition seminars that promote skill building activities such as meal budgeting, meal planning, and eating healthy while dining out. Cooking demonstrations that provide hands-on techniques are another popular option and can be tailored to a number of cuisines and topics. Contract with local nutritionists, registered dietitians, and chefs to deliver seminars onsite. Some professionals may deliver the service pro-bono while other professionals charge fees.

HEALTHY MEETING

A healthy meeting policy provides clear protocol for foods and beverages served at organization sponsored meetings and events. Developing healthy meeting guidelines will also show a commitment to health and guides employees towards creating a healthy work environment.

Healthy meetings start with healthy foods

Breakfast	Lunch/ Dinner	Snacks	Beverages
<ul style="list-style-type: none">• Fresh fruit• High fiber cereals• Hard boiled eggs• Yogurt• Whole grain bagels• Whole grain English muffins• Granola bars	<ul style="list-style-type: none">• Salads• Whole grain bread• Raw or steamed vegetables• Pre-cut sandwiches• Low-fat condiments	<ul style="list-style-type: none">• Fruit or vegetable trays• Granola bars• Whole grain crackers• Pretzels or baked chips• Trail mix• Cheese sticks• Yogurt	<ul style="list-style-type: none">• Water• Unsweetened teas and coffee• 100% Juice

For sample healthy meeting guidelines please see Appendix A.

Healthy Vending

A healthy vending policy creates opportunities for food and beverages offered in vending machines in the workplace. Organizations should begin by offering at least 25% healthy options in vending machines with the goal of reaching 50% within 12 months after policy implementation.

Pricing and placement should be considered when creating a vending policy. Healthy options should be priced equal to or less than the choices that do not reach the agreed upon standards. Healthy options should also be placed within the top third of the machine at eye level or down the right or left side of the machine.

Steps to Implement the Healthy Meeting Policy

1. Develop a healthy meeting policy and guidelines. (See Appendix A)
2. Share the policy and guidelines with senior management and discuss how to introduce to employees.
3. Create a marketing campaign to communicate the policy change with staff.
4. Provide healthy food and beverage guidelines to directors, staff, and vendors who cater your organization's meetings and events.
5. Use the guidelines to select menu options for meetings, conferences, and events.

Healthy Vending – Continued

Suggested Healthy Vending Guidelines

Steps to Implement a Healthy Vending Policy

1. Review the current vendor contract. Approach the vendor about healthy options and provide the new policy and adopted guidelines.
2. Propose gradual introduction of 25-30% healthy options in vending for six months with the goal of receiving 50% within 12 months after policy implementation.
3. Gather input and create employee support by using surveys, focus groups, and taste tests.
4. Create ongoing marketing and educational campaigns to communicate the policy change with staff around new healthy vending options.
 - *Educate employees about the physical activity required to burn calories associated with each vending item. (i.e. How many stairs do you have to climb to burn the calories in one candy bar?)*
 - *Place point of purchase prompts on healthy choices. (i.e. stickers)*
 - *Create an incentive program to promote the healthy vending options.*
5. Audit vending quarterly.

Snack Guidelines

No more than 35% of total calories from fat

No more than 10% of total calories from saturated fat

Zero trans fats

No more than 35% of total calories from sugar

Optional Snack Guidelines

No more than 230mg sodium

No more than 200 calories per serving

Beverage Guidelines

100% vegetable or fruit juice

Fruit based drinks containing 100% fruit juice and no added caloric sweetener

All non-caloric beverages, including diet soda

Water

Healthy Vending: Food Examples

Pretzels
100 Calorie Packs
Fruit Cups
Single-Serving Oatmeal Packs
Single-Serving Whole Grain
Cereal Cups
Protein Bars
Cereal Bars

Sunflower Kernels
Baked Chips
Reduced Fat Popcorn
Granola Bars
Peanuts
Trail Mix
Dried Fruit

Granola
Almonds
Applesauce
Pita Chips
Tuna or Chicken Packs
Reduced Sodium Soup

Water Access

Why provide access to water

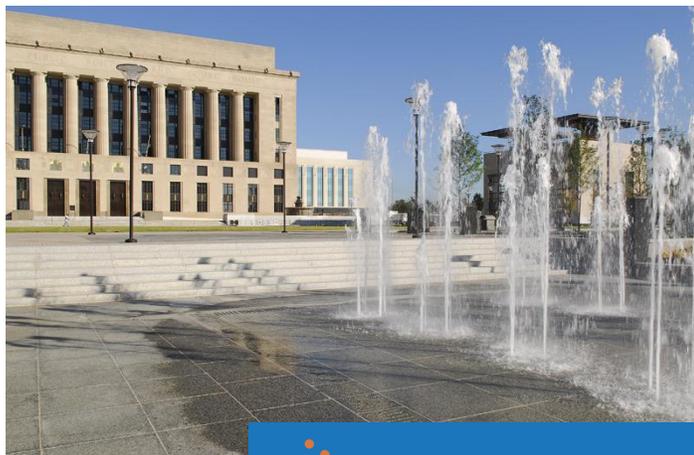
Typically, the most common beverage options in workplace vending machines are soft drinks. Water offers a quality alternative to popular, high calorie, sugar-laden drinks that offer little nutritional value. Providing water at organization functions and making water available and visible in the workplace may help encourage water consumption as an alternative to soft drinks.

How to implement a water policy

- Make clean drinking water available to employees at all times. An easy and affordable solution can be to use existing water fountains or coolers. Providing all employees with access to bottled water can be another option.
- Encourage employees to carry reusable water bottles to cut down on waste.
- Educate employees about the importance of water and hydration through the organization’s newsletters, emails, and posters.
- Incorporate the message of drinking more water into existing health and fitness programs offered in the workplace. Encourage employees to set goals to drink more water.
- Serve bottled water or water from pitchers at staff meetings as an alternative to coffee and soda.
- Make water available in vending machines.

Host a “Rethink your Drink” Smart Beverage Employee Challenge

The “Rethink your Drink Challenge” is a 4 week program designed to encourage employees to increase their consumption of healthy beverages. This challenge could be a great kick-off event for the introduction of the organization’s water policy.



 Public Square Fountains

Prescription for Lactation Support

Why lactation support in the workplace is important

Providing support for breastfeeding employees can have a positive effect on an organization. For every \$1 invested in basic lactation programs, employers may see a \$2 return on investment. Mothers are the fastest-growing segment of the workforce. Approximately 70% of employed mothers, with children younger than three, work full-time. Mothers who continue breastfeeding after returning to work need the support of their coworkers, supervisors, and others in the workplace. Organizations can create an atmosphere that supports employees who choose to breastfeed.

Tennessee Law (TCA 68-58-101)

Permits a mother to breastfeed in any location, public or private, that the mother is authorized to be, and prohibits local governments from criminalizing or restricting breastfeeding. Specifies that the act of breastfeeding shall not be considered public indecency as defined by § 39-13-511; or nudity, obscene, or sexual conduct as defined in § 39-17-901. (HB 3582)

Tennessee Law (TCA 50-1-305)

Requires employers to provide daily unpaid break time for a mother to express breast milk for her infant child. Employers are also required to make a reasonable effort to provide a private location, other than a toilet stall, in close proximity to the workplace for this activity. (1999 Tenn. Law, Chap. 161; SB 1856)

Steps to Implement a Lactation Support Policy

1. Develop a lactation support policy. (see Appendix A)
2. Implement programs to support breastfeeding policy. (see next page)
3. Establish a lactation room.
4. Create a marketing campaign to communicate the policy change.
5. Promote location of lactation room.

Prescription for Lactation Support

The organization will adopt a policy to support employees who are breastfeeding to include the following three criteria:

- Reasonable break time for an employee to express milk.
- Private lactation rooms with a locking door.
- Access to a refrigerator for storage of breast milk and sink for proper clean up.

Components of Comprehensive Lactation Support in the Workplace

Provide privacy for milk expression

In many organizations, employees share workspace and do not have a private office to use for pumping. Being able to comfortably and safely express milk during the work day is a primary concern of every breastfeeding mother returning to work. Women must be relaxed for efficient milk expression.

Allocate space

Lactation rooms can be as simple or elaborate as the organization deems appropriate. The space should be large enough to fit a chair and a small table to hold a breast pump. The space will need access to an electrical outlet, should have usable locks, and be located near a source of water and refrigeration.

Determine how many rooms

After surveying the organization, determine how many rooms will be needed. Some companies have created lactation suites by putting up curtains in the lactation room to allow for multiple users.

Establish milk storage options

Milk storage options should be discussed with the mothers that will be using the lactation rooms. Many women feel more comfortable storing their milk in a private refrigerator or cooler. Breast milk should always be labeled with the date and employee's name.

Organize room usage

Rooms can be organized for usage by providing the following:

- "Occupied" sign
- Sign-in sheet
- Computerized sign-in that would allow the employees to log in and choose the times that they would prefer to pump

Quick Tip:

Check with your organization's insurance carrier to explore policies and benefits for breastfeeding employees. Insurance companies may cover breastfeeding resources and services such as breast pumps or lactation consultation.

Optional Best Practice: provide breast pump

Most women will own their own pump, however some organizations choose to contract with a breast pump company to purchase or rent a breast pump for their employees.

Components of Comprehensive Lactation Support in the Workplace - continued

Keep the room clean

The organization should provide anti-bacterial wipes or other necessary cleaning supplies.

Allow flexible breaks

Women typically need 2-3 pumping sessions each day for approximately 15 minutes each. This does not include time to go to and from the lactation room, and can usually be managed within regular break times. If extra time is needed, employees could be offered a more flexible structure to their work day.

Provide opportunities for education

A variety of educational tools can be offered for expecting or breastfeeding employees:

- Prenatal education
- Postpartum lactation counseling
- Back to work consultation
- Brochures

Develop support

Breastfeeding employees need the support of their supervisors and coworkers. It is important that all supervisors are educated on the policies and programs available for breastfeeding employees.

‘Breastfeeding Welcomed Here’

‘Breastfeeding Welcomed Here’ highlights a city and business community that welcomes and supports breastfeeding moms and is part of a much larger campaign to make Nashville a healthier city and ultimately to increase breastfeeding rates in Davidson County.

To learn more visit:

<http://nashvitality.org/healthy/healthy-places-of-work-worship/breastfeeding.aspx>



Prescription for a Tobacco-Free Workplace

Why a tobacco-free workplace is important

A tobacco-free environment creates a safe and healthy workplace by eliminating workers' exposure to secondhand smoke. Additionally, tobacco-free environments have been shown to encourage employees that use tobacco to reduce or quit tobacco use.

Research by the 'Campaign for Tobacco-Free Kids' has shown that \$2.16 billion dollars are spent in tobacco-related healthcare costs annually in Tennessee. Additionally, the CDC reports that Tennessee employers lose an annual \$2.96 billion in smoking-caused productivity losses. Indirect costs, such as costs from maintenance and preventable fires, can also be reduced by implementing a tobacco-free workplace policy.

Prescription for a Tobacco-Free Workplace

The organization will adopt a policy that supports a tobacco-free workplace.

Employee support for tobacco-free workplaces

- Provide information about tobacco cessation on a regular basis
- Promote the Tennessee Tobacco Quitline (1-800-QUIT NOW)
- Provide tobacco cessation self-help materials
- Provide employees with information on tobacco cessation resources within their community
- Offer cessation aids or classes to employees
- Offer cessation medications to employees

Steps to Implement a Tobacco-Free Workplace Policy

1. Develop a tobacco-free policy. (See appendix A)
2. Create a marketing campaign and communication plan.
3. Promote tobacco cessation to employees.
4. Monitor and enforce the policy.

Best Practices for a Tobacco-Free Workplace

Minimum resources

- Enact 100% tobacco-free workplace policy
- Provide self-help tobacco cessation materials
- Promote the Tennessee Tobacco Quitline

Medium resources

- Offer tobacco cessation classes onsite to employees
- Ensure tobacco cessation counseling and medications are covered in insurance plans

High resources

- Provide monetary incentives to encourage employee cessation efforts
- Provide tobacco cessation aids (patch, gum, lozenge) to employees



The Tennessee Nonsmoker Protection Act

On June 11, 2007, Governor Phil Bredesen signed the Act into law, which makes it illegal to smoke in most workplaces in Tennessee. Under this law, smoking is illegal in all enclosed public places within the State of Tennessee with a few exceptions. The smoking ban applies, but is not limited to:

- Restaurants
- Public and private educational facilities
- Healthcare facilities
- Hotels and motels
- Retail stores and shopping malls
- Sports arenas, including enclosed public areas in outdoor arenas
- Restrooms, lobbies, reception areas, hallways and other common-use areas
- Lobbies, hallways and other common areas in apartment buildings and other multiple-unit residential facilities
- Child care and adult day care facilities

Employers and business owners are required by law to do the following:

- Post "No Smoking" signs at every entrance.
- Notify and inform all existing and prospective employees that smoking is prohibited.
- Inform patrons and customers who are found smoking on the premises that it is prohibited

For more information about the Tennessee Nonsmoker Protection Act, call 1-800-293-8228 or go to the following website: <http://health.state.tn.us/smokefree/tennessee/index.htm>

Prescription for Active Transportation

Why active transportation policy in the workplace is important

An active transportation policy supports use of alternate modes of transportation. Policy options include supporting ridesharing, promoting use of mass transit, and providing bicycle racks at the workplace.

Implementing an active transportation policy provides an opportunity for physical activity to become incorporated into the employee's lifestyle and is shown to substantially improve health outcomes. In addition to the health benefits, alternate modes of transportation have benefits toward equity, safety, reduced air and noise pollution, and healthy community design.

Prescription for Active Transportation

The organization will adopt a policy that supports active and alternative forms of transportation such as walking, biking, and mass transit.

Best practices for active transportation in the workplace

Minimum resources:

- Provide a storage area for active commuters (i.e. lockers)
- Form walking or bicycle clubs
- Provide flexible scheduling to accommodate for active commuters
- Designate parking spaces for carpools and vanpools
- Create a carpool directory and networking website

Medium resources:

- Incentivize public transit (i.e. MTA's "Easy Ride" program)
- Install visible bike racks
- Organize "Walk-to-Work" or "Bike-to-Work" day(s)
- Provide safety equipment for active commuters

High Resources:

- Create contracts for vanpools for employees

Steps to Implement an Active Transportation Policy

1. Develop an active transportation policy. (See Appendix A)
2. Share the policy with senior management and discuss an implementation plan on how to roll out to employees.
3. Create a marketing campaign to increase knowledge and awareness about active transportation.

Step 5 – Evaluate the Workplace Policies and Programs

Why evaluation of the workplace is important.

Evaluation is an important step to building a healthier workplace. It is important for the organization to spend time designing and planning an evaluation plan for its initiatives. Evaluation aids an organization in understanding the effectiveness of policies and programs and identifies areas for improvement. The evaluation process will also assist the organization in determining savings in healthcare costs, absenteeism, and productivity.

How to evaluate?

It is important that the Healthy Workplace team chooses the evaluation tools that will best fit the needs and capacity of the organization. There are many tools that can be used toward evaluation. Evaluation can be as simple as using program registration sheets, participant satisfaction surveys, and self-reported behavior surveys. A more detailed evaluation would include health risk appraisals, productivity questionnaires, organizational culture surveys, and medical claims comparisons.

Research shows that organizations can save anywhere from \$3 to \$15 for every dollar spent on improving the health of the organization

-Wellness Council of America

What to evaluate?

- 1. Policy or environmental changes:** Determines the number of policies in place at the beginning of the initiative and reevaluates that number at the end of the initiative.
- 2. Participation rate:** Determines the number of employees participating in healthy workplace initiatives.
- 3. Participant satisfaction:** Determines employee satisfaction in healthy workplace initiatives.
- 4. Observation:** Counts the number of people attending an event.
- 5. Behavior change:** Measures changes in health attitudes and behaviors.
- 6. Health risk appraisals:** Measures lifestyle risks of employees.
- 7. Biometric measures:** Evaluates past, present, and potential medical issues.
- 8. Return on investment:** Measures the cost effectiveness of your policies and programs.

Evaluation is not a one-time activity. It must continue through the life of the program to be successful.

Conclusion and Additional Support

A coordinated approach to workplace health promotion results in a planned, organized, and comprehensive set of programs, policies, benefits, and environmental supports designed to meet the health and safety needs of all employees – Center for Disease Control

Implementing the ‘Prescription for a Healthier Workplace’ can help to distinguish your business as a leader in health.

Now that you have read through the prescription, take a look at the five areas and see how you can make your workplace a healthier place to work for all employees.

- *Physical Activity*
- *Healthy Foods and Beverages*
- *Lactation Support*
- *Tobacco-Free*
- *Active Transportation*

Many businesses may not immediately be able to implement the full prescription, but any expansion of policies and programming is a step in the right direction.

This toolkit can be used to help create policies and programming that is tailored for your organization and workforce. Not every organization is the same, however every organization can work towards improving health in the workplace.

As you move forward, identify what programming you are already providing, and look for opportunities to expand and implement new programs. However, make sure that you are also looking for opportunities to create sustainability in your healthy workplace programming, through implementing healthy workplace policies.

Technical Assistance and Support is available through the Metro Public Health Department.

Contact: Webmasters.Health@Nashville.gov

Resources

General

Healthy Communities Network

<http://www.healthynashville.org/>

Welcoa: Wellness Council of America

<http://www.welcoa.org/>

“Lean Works” Center for Disease Control (CDC)

<http://www.cdc.gov/leanworks/>

Physical Activity

Boston Public Health Commission

<http://www.bphc.org/programs/cib/chronicdisease/heal/takethestairs/Pages/Home.aspx>

Eat More Move Smart North Carolina

<http://www.eatsmartmovemorenc.com/Worksites.html>

Move More North Carolina: A Walking Map Guide

http://www.eatsmartmovemorenc.com/WalkingMapGuide/Texts/WalkingMapGuide_lowrez.pdf

Working on Wellness Massachusetts Health Department

http://www.mass.gov/Eeohhs2/docs/dph/mass_in_motion/worksite_toolkit.pdf

StairWell Campaign

http://www.letsgo.org/For_You/documents/StairWELLCampaignToolkit2008.pdf

Lift Off! 10 Minute Physical Activity Breaks

www.ph.ucla.edu/cehd/activity_breaks.htm

Healthy Foods and Beverages

Healthy Meetings

CDC Healthy Meeting Foods Resources

<http://www.cdc.gov/workplacehealthpromotion/implementation/topics/nutrition.html>

The University of Minnesota School of Public Health, *Guidelines for Offering Healthy Foods at Meetings, Seminars and Catered Events*

http://www.sph.umn.edu/img/assets/9103/Nutrition_Guide.pdf

The American Cancer Society, *Meeting Well – A Tool for Planning Healthy Meetings and Events*
American Cancer Society, 2000

<http://www.cancer.org/Healthy/MoreWaysACSHelpsYouStayWell/meeting-well-description>

What's Your Reach Toolkit

http://www.whatsyourreach.org/UI/documents/HMG_for_print_6-10.pdf

UC Berkeley

<http://uhs.berkeley.edu/facstaff/pdf/healthmatters/healthymeetings.pdf>

Sample Healthy Meeting Policy

<http://www.catertohealth.org/Catering%20Policy%20Template.pdf>

Sample Healthy Meeting Policy

http://www.healthymainepartnerships.org/panp/site/226-009-03_kit.pdf

Healthy Vending

FDA Vending Regulations

<http://www.fda.gov/downloads/Food/LabelingNutrition/UCM249278.pdf>

Fit Pick

http://www.fitpick.org/about_acknowledgements.php

Knox County Healthy Vending Toolkit

http://www.knoxcounty.org/health/pdfs/vending_toolkit.pdf

California 5 A Day

<http://www.cdph.ca.gov/programs/cpns/Pages/WorksiteFitBusinessKit.aspx#3>

Access to Water



American Cancer Society Meeting Well Tool

www.cancer.org

Heals Cities Campaign

http://www.healcitiescampaign.org/employee_wellness.html

Rethink Your Drink Program

http://www.cdc.gov/healthyweight/healthy_eating/drinks.html

Colorado Smart Beverage Toolkit

<http://www.coloradocultureofhealth.org/coloculture/index.cfm/annual-conference/2010-leveraging-healthier-workforce/2010-breakout-sessions/smart-beverage-toolkit-strategies-to-reduce-consumption-of-unhealthy-beverages-in-the-workplace/>

Lactation Support



Lactation Support Program – Center for Disease Control (CDC)

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

Business Case for Breastfeeding

<http://www.womenshealth.gov/breastfeeding/government-programs/business-case-for-breastfeeding/>

Illinois Businesses Know Breastfeeding is Smart Business

[http://www.illinoisbreastfeeding.org/media/Breastfeeding\\$20is\\$20Smart\\$20Business\\$20Brochure\\$5B1\\$5D.pdf](http://www.illinoisbreastfeeding.org/media/Breastfeeding$20is$20Smart$20Business$20Brochure$5B1$5D.pdf)

North Carolina Blue Print for Action

<http://www.nutritionnc.com/breastfeeding/PDFS/bf-stateplanFINAL.pdf>

Breastfeeding Welcomed Here Campaign - Metro Public Health Department

<http://nashvitality.org/healthy/healthy-places-of-work-worship/breastfeeding.aspx>

Tobacco-Free

Sample Tobacco-Free Workplace Policy - Americans for Nonsmokers' Rights

<http://no-smoke.org/document.php?id=217>

Coverage for Tobacco Use Cessation Treatments - TN Department of Health

http://www.cdc.gov/tobacco/quit_smoking/cessation/coverage/index.htm

<http://health.state.tn.us/tobaccoquitline.htm>

Davidson County tobacco cessation resources - Metro Public Health Department

http://health.nashville.gov/HAE/hae_Tobacco.htm#WantToStopSmoking

Implementing a Tobacco-Free Campus Initiative at Your Workplace

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

Save Lives, Save Money: Make Your Business Smoke-Free

http://www.cdc.gov/tobacco/basic_information/secondhand_smoke/guides/business/pdfs/save_lives_save_money.pdf

Coverage for Tobacco Use Cessation Treatments

http://www.cdc.gov/tobacco/quit_smoking/cessation/coverage/index.htm

Active Transportation

Health Impact Assessment Project UCLA School of Public Health,

http://www.ph.ucla.edu/hs/health-impact/docs/MassTransitHIA_June2008.pdf

Centers for Disease Control and Prevention: Prevalence of overweight, obesity and extreme obesity among adults: United States, trends 1960-62 through 2005-2006.

http://www.cdc.gov/nchs/data/hestat/overweight/overweight_adult.htm

National Diabetes Surveillance System - Centers for Disease Control and Prevention:

<http://www.cdc.gov/diabetes/statistics/index.htm>. Retrieved 11/16/2010

Crashes vs. Congestion – What's the Cost to Society? - AAA 2008

<http://www.aaanewsroom.net/Assets/Files/20083591910.CrashesVsCongestionFullReport2.28.08.pdf>

APPENDIX A:

Sample Healthy Workplace Policies

Included:

- Sample Physical Activity Policy
- Sample Healthy Meeting Policy
- Sample Healthy Meeting Guidelines
- Sample Healthy Vending Policy
- Sample Lactation Support Policy
- Sample Tobacco Policy
- Sample Active Transportation Policy

Sample Physical Activity Policy

Whereas:

_____ (fill in organization name here) is concerned about the health of our employees and;

Whereas:

People have become more and more interested in eating smart and moving more and;

Whereas:

Heart disease, cancer and stroke--the top three causes of death in Tennessee--are largely affected by what we eat and how physically active we are and;

Whereas:

Regular physical activity provides for increased quality of life through improved endurance, strength, flexibility and balance, as well as reduced risk of chronic diseases, injury and perception of stress and;

Therefore:

It is the policy of _____ (fill in your organization's name) that activities and events sponsored or supported by this organization will always include opportunities for physical activity by:

1. Building physical activity breaks into meetings

Examples include facilitated activities such as stretch breaks.

2. Identifying physical activity opportunities

Examples include maps with walking routes and local attractions, identification of recreational and exercise facilities, organization of walking groups, and other group activities.

3. Providing encouragement from group leadership to engage in physical activity

Examples include community promotion of healthy lifestyles, employee leadership promoting physical activity for employees, and group leadership being role models for physical activity.

Signature

Title

Name of Organization

Date

Sample Healthy Meeting Policy

Whereas:

_____ (fill in your organization's name here) is concerned about the health of our employees and;

Whereas:

People have become more and more interested in eating smart and moving more and;

Whereas:

Heart disease, cancer and stroke--the top three causes of death in Tennessee--are largely affected by what we eat and how physically active we are and;

Whereas:

Foods such as fruits, vegetables, whole grain breads and pastas, and low-fat dairy products are better choices for preventing many diseases and;

Therefore:

It is the policy of _____ (fill in your organization's name) that all food and beverages offered at activities sponsored or supported by this organization will always include opportunities for healthy foods and beverages by:

1. Providing healthy foods and drinks at all company sponsored events such as meetings, potluck events, catered events and community-sponsored events.
2. Providing healthy foods that meet the adopted Healthy Meeting guidelines at meetings, activities and events. Examples may include, but are not limited to, fresh fruits and vegetables, granola bars and low-fat yogurt.
3. Providing access to water and/or flavored water with less than 50 calories per serving, 100% fruit or vegetable juices (6 - 8oz or less), regular and decaffeinated coffee or tea (no sugar added). Sugar-sweetened beverages that do not meet the above criteria will not be provided.

Signature

Title

Name of Organization

Date

Sample Healthy Meeting Guidelines

Purpose

_____ (fill in organization's name here) acknowledges and understands the importance of healthy eating and active living to an individual's health. Foods such as fruits, vegetables, whole grain breads and pastas, and low-fat dairy products are healthier choices for preventing many diseases. Furthermore, heart disease, cancer, stroke and diabetes, the top causes of death in Tennessee, are largely affected by diet and lifestyle.

Therefore, _____ (fill in organization's name here) adopts the following Healthy Meeting Guidelines to promote and model healthy behaviors. These guidelines will be utilized for all meetings, seminars and catered events hosted by _____ (fill in organization's name here).

Refreshments

- When refreshments are being served at a meeting or event, include water and fresh fruit or vegetable options (at a minimum).

Meals and Snacks

- Emphasize fruit, vegetables, whole grains, and nonfat or low fat dairy products.
- Include lean meat such as skinless poultry, and fish. Beans, tofu, eggs, nuts, and seeds are also appropriate.
- Remember to include a vegetarian option and consider a vegan option for larger groups.
- Select foods with no trans fat and low in saturated fat, sodium, and added sugar.
- Choose food that is prepared by grilling, baking, or sautéing with healthy fats.
- Serve healthy portions.

Beverages

- Water should always be included, preferably served in bulk containers such as water pitchers rather than individual plastic bottles.
- Other healthier beverage choices include:
 - Non-caloric beverages such as coffee or tea.
 - Carbonated water or iced teas, flavored or unflavored, with no added sweeteners.
 - Nonfat milk, 1% milk or dairy-free alternatives (soy, rice milks, lactaid).
 - 100% fruit or vegetable juices (6-8 ounces or less).
 - When possible, serve beverages in bulk.

Suggestions for Healthy Choices*

In General

Choose More of These	Instead of These
Healthy portions and half portions	Large portions
Food prepared by baking, roasting, broiling, grilling, poaching, steaming, stir-frying	Fried food, food prepared or served with added oil, fat, mayonnaise, and/or dressing
Foods prepared with healthy fats such as olive, canola, and soybean oils	Foods prepared with oils or spreads made from trans fat (partially hydrogenated fat), butter or cream
Whole grain products without trans fat, high-fructose corn syrup (HFCS), or added sugar	Baked goods with white flour, trans fats, HFCS, and/or high sugar content
Fruit and vegetables in a variety of colors, platters with half fruit and/or vegetables to complement entrées	Starchy sides without fruit and vegetables and platters with only refined carbohydrate choices

Snacks

Choose More of These	Instead of These
Fruit: whole or sliced such as berries, melon, pineapple, grapes, apples, kiwi, banana, and dried fruit	Baked goods high in sugar and/or fat such as cakes, pastries, cookies, and pies
Vegetables (raw, grilled or roasted), whole or sliced vegetables such as baby carrots, pear/cherry tomatoes, broccoli, cauliflower, celery, and bell pepper	Vegetables prepared with added fat, fried or served with dips or dressings high in fat
Nuts and seeds that are low in added sugar & salt	Nuts and seeds that are high in added sugar & salt
Baked chips, pretzels, low fat popcorn, breadsticks, rice cakes, “puffed” or “popped” snacks	Fried chips, regular buttered popcorn
Whole grain crackers, breads, pita and tortillas	White flour crackers, breads, pita, and tortillas
Spreads and dips: hummus, olive tapenade, salsa, low-fat dips	Spreads and dips, salami, or dips that are high in fat such as ranch

Beverages

Choose More of These	Instead of These
Water and carbonated water, unflavored or flavored without sugar (try adding fruit slices)	Soda and other sweetened drinks (fruit-flavored drinks, juice, and sports drinks)
Coffee & hot tea* (decaf or regular), herbal tea <i>*Offer skim or low fat milk in addition to half & half</i> 100% fruit or vegetable juices, less than 6-8 ounces	Sports and energy drinks with caloric sweetener and/or high caffeine content Juices less than 100% fruit, fruit-flavored drinks, portions of juice greater than 6-8 oz.
Unsweetened iced teas	Sweetened iced teas
Nonfat (skim) or 1% milk, nondairy alternatives	Whole or 2% milk, milk with added sweetener

Breakfast

Choose More of These	Instead of These
Fruit: fresh, frozen, canned unsweetened or whole or sliced such as berries, melon, pineapple, grapes, apples, kiwi, banana, dried fruit	Fruit canned in syrup or sweetened
Eggs prepared with minimal added fat, egg white dishes, vegetable omelets	Egg dishes with added fat such as butter, cream, meat and/or cheese
Lean sausage and bacon (or meat substitute)	Regular bacon and sausage
Low-fat yogurt, cottage cheese or fruit parfaits	Regular fat and sugar yogurt or cottage cheese; yogurt with high fructose corn syrup
Low-fat/high fiber granola	Regular granola with high fat, high sugar, and low in fiber
Nonfat or low-fat spreads such as low-fat cream cheeses or fruit spreads, salsa; nut butters	Butter or regular cream cheese spreads
Baked alternatives to fried potatoes/hash browns	Fried food such as hash browns and French fries
Nuts and fresh or dried fruit such as berries or apples to top cereal and yogurt	
Unsweetened cereals	Sweetened cereal
Mini bagels, muffins, whole grain waffle	Regular or large baked goods and/or croissants

Lunch, Dinner & Boxed Lunches

Choose More of These	Instead of These
Vegetables: fresh, steamed, oven roasted or grilled	Vegetables fried or cooked in butter, cream, or mayo sauces such as béchamel, hollandaise, aioli
Whole grain breads, pasta, tortillas, corn tortillas, brown rice, and wraps	Breads, pasta, and tortillas made with white flour, white rice, biscuits, and croissants
Lean protein such as skinless turkey or grilled chicken, fish, tofu, beans/legumes and nut butters	Higher fat/saturated fat proteins such as ham, beef, poultry with skin, and cheese
Platters of half-sandwiches or tortilla wraps cut into pieces	Large pre-portioned sandwiches
Dressings made from olive, vegetable or nut oils	Cream-based dressings
Soups and sides made with clear stock base, vegetables, beans and legumes	Soups and sides made with cream base, cheese and/or meat high in saturated fat
Condiments: mustard, oil & vinegar, salsa, spreads made w/healthy fats, served on the side	Condiments: butter, mayonnaise, sour cream, cheese or cream sauces
For boxed lunches: whole grain & lean protein or vegetable as the main entrée with fruit or vegetable side(s) and dessert from healthy choices below	Boxed lunches with high carbohydrates or saturated fat main dishes, sides (pasta, potato, egg & macaroni salads, or fried chips)

Desserts

Choose More of These	Instead of These
Fresh fruit or fruit salad (served with low-fat dip such as yogurt, if desired)	Large portions of baked goods (cake, pie, cookies) with no fruit ingredients
Small/half portions of baked goods (1 oz or smaller) that are made with fruit ingredients and whole grains	Desserts high in fat and calories such as ice cream, cake, pie, cheesecake, cookies and pastries
Desserts: small portions or desserts low in fat and calories: fruit, angel food, low-fat yogurt, meringues, sherbet, sorbet, mints, and hard candy	

**Guidelines from Eat Well Berkeley*

Food recommendations included in the above guidelines are based on the Dietary Guidelines for Americans issued in 2000 by the U. S. Department of Health and Human Services and the U. S. Department of Agriculture. The Dietary Guidelines for Americans are science-based recommendations that provide advice for healthy Americans aged 2 years and over about food choices to promote health and prevent disease.

Additional Resources:

University of Minnesota School of Public Health. Guidelines for Offering Healthy Foods at Meetings, Seminars, and Catered Events. Available at http://www.ahc.umn.edu/ahc_content/colleges/sph/sph_news/Nutrition.pdf *

Adopted By:

Date:

Sample Healthy Vending Policy

Whereas:

_____ (*fill in organization name here*) is concerned about the health of our employees, guests, and customers and;

Whereas:

According to the 2007 County Health Snapshot developed by the Tennessee Institute of Public Health, 67.4% of the Nashville population was considered overweight or obese and;

Whereas:

Snack food products that are lower in fat and sugar are better choices for preventing many diseases and;

Therefore:

_____ (*fill in organization name here*) adopts the following policy to promote and model healthy behaviors:

1. All vending will provide at least 35% healthy options and will transition to 50% healthy options within 12 months of adoption of “Healthy Vending” policy.
2. To be deemed a “healthy option”, a product must meet the following guidelines:
 - No more than 35% of calories from fat
 - No more than 10% of calories from saturated fat
 - No more than 35% of calories from sugar
 - No more than 200 calories per serving
 - No more than 230 mg of sodium per serving
3. To be deemed a “healthy option” a beverage must meet the following nutritional guidelines.
 - 100% vegetable or fruit juice
 - Fruit based containing 100% fruit juice and no added caloric sweetener
 - All non-caloric beverages, including diet soda
 - Water

Signature

Title

Name of Organization

Date

Sample Lactation Support Policy

Whereas:

_____ (fill in organization name here) is concerned about the health of our employees and;

Whereas:

The American Academy of Pediatrics strongly recommends breastfeeding as the preferred feeding for all infants, including preterm infants and;

Whereas:

Providing lactation support rooms for employees can lead to healthier mothers, infants and a healthier society overall and;

Therefore:

It is the policy of _____ (fill in organization name here) to comply with federal guidelines and to promote and model healthy behaviors by:

1. Providing a Lactation Support Room for breastfeeding employees to breastfeed their child or express milk.
 - A private space (not a restroom) will be available for employees to breastfeed their child or express milk. The space will have:
 - Electrical outlet for a breast pump
 - Table and comfortable chair with armrests
 - Nearby sink for washing hands and rinsing pump parts
 - Employees may temporarily store their breast milk on the premises.
 - A refrigerator will be available for safe storage of breast milk. Breastfeeding women will provide their own containers. Milk stored in the refrigerator will be clearly labeled with name and date. If a refrigerator is not available, mothers may bring in a small ice chest for storing breast milk.

2. Breastfeeding employees will be allowed a flexible schedule for nursing or pumping.

Signature

Title

Name of Organization

Date

Sample Tobacco-Free Campus Policy

Whereas:

_____ (*fill in organization name here*) understands and acknowledges that the use of tobacco products, especially smoking, creates health and safety hazards that present serious and harmful consequences for both users and non-users alike and;

Whereas:

20.4% of Davidson County residents currently use tobacco products and;

Whereas:

Tobacco-related diseases, such as heart disease and cancer, are two of the leading causes of death for Davidson County residents and;

Therefore:

_____ (*fill in organization name here*) adopts the following policy regarding the use of tobacco products:

The use of all tobacco products is prohibited on all premises, in all buildings and vehicles under the jurisdiction of _____ (*fill in organization name here*) with the exception of personal vehicles. Prohibited tobacco use includes any use of tobacco products. Examples include smoking cigarettes, cigars, or pipes and using smokeless tobacco products.

Signature

Title

Name of Organization

Date

Sample Active Transportation Policy

Whereas:

_____ (fill in organization name here) is concerned about the health of our employees and;

Whereas:

Commuting constitutes a substantial proportion of travel in middle Tennessee and;

Whereas:

Respiratory conditions, cancer and neurological effects—are largely affected by the commuting choices we make and how active we are and;

Whereas:

Active and alternative forms of transportation are associated with physical and environmental health benefits and;

Therefore:

It is the policy of _____ (fill in organization name here) to provide opportunities and access for active and alternative forms of transportation by:

1. Providing incentives for employees to use active or alternative transportation.
 - Examples may include, but not limited to flexible scheduling; parking benefits for car and vanpools, safety equipment for active commuters, and a subsidized public transit program (ie-MTA's "Easy Ride").
2. Developing systems and environmental changes to support active and alternative transportation
 - Examples may include, but not limited to the installing visible bike racks, providing access to storage area (Lockers and bike storage), developing directory for carpools and vanpools, organizing "Walk-to-Work" or "Bike-to-Work" day, and forming walking/ bicycling club or network.

Signature

Title

Name of Organization

Date

Appendix B: Assessment and Survey Resources

Included:

- Workplace Health Culture Audit
- Workplace Environmental Assessment
- Employee Interest Survey

Workplace Health Culture Audit

The purpose of a workplace health culture audit is to assess an organization's existing social norms. Information from the audit can be used to identify existing organizational strengths as well as opportunities for improvement as the organization strives to develop and sustain an organizational culture that promotes and supports good health. Working to improve the health culture within your organization will make your workplace more supportive of healthy behaviors and assist in creating a workplace environment where making the healthy choice the easy choice.

Links to Sample Health Culture Audits:

CDC Lean Works

<http://www.cdc.gov/leanworks/plan/needsassessment.html>

North Dakota Worksite Wellness

http://www.ndworksitewellness.org/docs/Company_Health_Culture_Audit.pdf

Workplace Environmental Assessment

The purpose of a workplace environmental assessment is to assess the workplace environment developing a better understanding of the components of the workplace that may support or impede efforts to develop a healthier workplace.

Link to Sample Workplace Environmental Assessment:

Centers for Disease Control Healthy Workplace Initiative

http://www.cdc.gov/nccdphp/dnpao/hwi/programdesign/environmental_audits.htm

The link provides the following:

Checklist of Health Promotion Environments at Worksites (CHEW)

The CHEW is an observational measure of environments in and around work sites that may affect health behaviors. Survey, administration procedures, and scoring methods are provided.

Designing Healthier Environments at Work Assessment Tool

This online assessment was developed to help you determine ways to create a healthier work site environment – one that supports employees in moving more, eating better, and leading a tobacco-free lifestyle. It is presented by the Michigan Department of Community Health's Cardiovascular Health, Nutrition and Physical Activity Section.

Heart Check – Assessing Worksite Support for a Healthy Lifestyle

A survey provided by the New York State Department of Health "Healthy Heart Program" that assesses how well a work site environment supports a variety of health behaviors.

Worksite Wellness Questionnaire

An example of a tool that assesses the work site environment is available in this publication from Partnership for Prevention.

Employee Interest Survey

Employee interest surveys are an effective way to obtain information from the workforce and provide an organization with vital information to assist their efforts to create a healthier workplace. Employee interest surveys gather input and give employees a feeling of ownership and involvement in the decision making process.

Links to Sample Employee Interest Surveys:

Healthy South Dakota Worksite Wellness Program Employee Interest Survey

<http://www.healthysd.gov/Workplace/PDF/EmployeeInterestSurvey.pdf>

Worksite Wellness for Tompkins County: Worksite environments that support good nutrition and regular physical activity

<http://www.tompkins-co.org/wellness/worksite/survey/surveyex1.html>

Michigan Health Tools

http://www.mihealthtools.org/work/Sample_Employee_Survey.pdf