The first quarter of 2015 was filled with exciting industry movement as evidenced through a variety of conferences taking place around the world. IAWHP was well represented at those conferences and this newsletter will provide you with a bit of the action covered at some of those events!

Concurrent to the ACSM Health & Fitness Summit held in Phoenix, Arizona this year, IAWHP hosted another successful pre-Conference Summit. Dozens of worksite health promotion (WHP) professionals participated in workshops and lectures presented by industry leaders. In addition to the group sessions, IAWHP hosted a poster opportunity for innovative research. Those presentations can be viewed here. Aimee Dyal, Ph.D. and Lyric Hayden-Lanier’s article on health literacy was derived from their poster presentation and can be found in this newsletter.

Every month, the boundaries and utility of WHP efforts are pushed and altered. Our IAWHP committees are in the midst of developing several very exciting projects aimed at helping advance the science and best practices of WHP. These projects and other IAWHP efforts utilize our access to industry-wide collaboration opportunities in order to build and share knowledge with a broad spectrum of individuals tasked with WHP strategies. If you would like to join us, please contact any member of our leadership team listed on the IAWHP website.

Of the many organizations involved in this constantly evolving industry, IAWHP has continued to lead the way toward developing international WHP interests. Our regional leadership team covers Nigeria, UAE, and India while Board membership extends interests into Brazil and across Europe. Gathering the global leaders of industry to increase their involvement in WHP, you will find our members actively creating opportunities for innovation and research all around the world.

Be sure to read the article provided by IAWHP’s immediate past-president Wolf Kirsten in this issue. Wolf is leading the work of the Global Healthy Workplace Awards & Summit and writes about this year’s event which was held at the Costao do Santinho Resort in Brazil. Portions of the summit are available for view. As a growth organization, the GHWA&S is positioned to lead the development of WHP innovation and leadership around the world. As the efforts of WHP expand beyond large multi-national corporations and find a need among international small to medium-size businesses, GHWA&S will be there to track their success and share knowledge!

We hope that you find all of the articles in this quarter’s newsletter enlightening and informative. If you would like to propose a submission for our next issue, please contact the editor, Mary Ellen Rose for submission guidelines.

Mary Ellen Rose, Ph.D.
CSO and Founder, Institute for Healthy Destination Accreditation

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Strategic Programming for Optimal Impact: What Works for the Capital Metro Transportation Authority

The Capital Metro Transportation Authority Employee Wellness Program (CMTAEPW) was initially designed in 2003 to tackle the specific cost drivers of the Authority's health care claims. Addressing key aspects of employee health—physical activity, nutrition, safety, weight management, stress reduction strategies and tobacco cessation, the CMTAEPW has surpassed all expectations, and resulted in millions of dollars in savings on projected health care costs and lost productivity.

The foundation of Capital Metro’s Wellness Program is comprised of four 24-hour onsite wellness centers which are staffed and managed by full time MediFit Corporate Service Health and Wellness professionals.

The Challenge

Diabetes, hypertension, sleep apnea, cancer, stroke, among other chronic conditions require treatments that routinely cost hundreds of thousands of dollars. These illnesses often lead to steep decreases in productivity and in many cases prevent an operator from securing or renewing a commercial driver’s license. In 2010, approximately 34 percent of Capital Metro bus operator applicants were unable to obtain the standard medical certification of two years required for obtaining a commercial license. Of these applicants, at least 98 percent had previous transit experience, further highlighting the need for transit companies to offer their employees opportunities to improve their health in order to obtain work and stay employed.

The Solution

To combat this trend, the Wellness Department designed a DOT Preparation Program to help operators and mechanics work to obtain the medical clearance card required to keep their commercial license in good standing. Participants in the program meet with a Health Fitness Specialist at least three months before their exam, and are administered the same biometric exam required by the Department of Transportation. Participants who receive test results outside the healthy range are given a nutrition and exercise prescription and monitored throughout the course of the program to ensure they receive at least a one year card. Employees and contractors that do not pass are subject to deferment, resulting in an average loss of 29.5 days of productivity as well as thousands of dollars in retesting fees. These specific, employee need-based programs helped Capital Metro save $300,000–$600,000 in costs associated with absenteeism.

Expanding Wellness Goals Through Targeted Programming

Physical Activity

Many transit employees face numerous time constraints, such as changing schedules, route updates and extended location layovers. Those unable to visit the wellness center can participate in group stretch breaks, exercise band classes, biometric screenings, walking groups, or “stretching on the bus” videos that are broadcast on break room televisions. Additionally, Get Up and Kinect incorporates a 42” LCD television and XBOX Kinect gaming system (on a portable media cart) in the driver's

Interested in Contributing? We are always looking for articles to include and expand the IAWHP newsletter. If you are interested in submitting a manuscript or have an idea for a new section, contact the newsletter editor at MERosePhD@gmail.com with your section idea, topic/title of your article, a brief outline, the section of the newsletter in which your article would fit, and a "complete by" date.

Worksite Health is published quarterly and serves as the official publication of the International Association for Worksite Health Promotion (IAWHP). Inquiries about submissions can be directed to Mary Ellen Rose, PhD, Senior Editor, at MERosePhD@gmail.com

IAWHP’s Mission

To advance the global community of worksite health promotion practitioners through high-quality information, services, educational activities, personal and professional development and networking opportunities.

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Learn more about IAWHP at www.iawhp.org.
ready room to provide hours of active-based sports and activity games to provide hours of friendly competition and physical activity.

Health & Safety

Capital Metro recognizes that healthy employees are safe employees. The Wellness Team works closely with the Safety Department to design and implement programs specifically tailored to the needs of each department. For operators, programs and challenges that focus on core strength, proper sleeping habits, reactionary and agility training as well as stress management are highlighted. Mechanics, on the other hand, require proper lifting and squatting training in addition to eye and ear safety awareness. Administrative employees are educated on proper workstation ergonomics, including our most recent pilot program, which provided several stand up workstations to designated employees as well as a treadmill desk to reduce the negative health aspects of sitting for extended periods of time.

Mental Health

Stress and mental health are silent contributors to the high costs of absenteeism and health care. Many transit employees are often forced to deal with personal issues on and off the job, many of which can be dealt with if detected early enough. For individuals seeking counseling, Capital Metro provides an employee assistance program. This program provides counseling free of charge for a wide array of concerns such as, but not limited to, job performance, anger management, marital issues, parenting support, depression and anxiety, substance abuse, bereavement, legal and financial issues, as well as elder care resources.

Stress has a considerable influence on productivity. Daily stress triggers operators face—traffic jams, road construction, unruly customers and schedule changes—often have a negative effect on transit workers. To help combat these stresses stressors, CMTAEWP initiated bicycle loan and chair massage programs. Four bikes are available for check out and can be ridden on designated bike trails around a nearby lake, enabling the rider to enjoy in the serenity and relaxation only nature can offer. Two days per week, massage therapists are on site to provide massage services at a discounted rate.

Healthy Eating

Recognizing nutrition as an integral part of employee health strategies, Capital Metro provides in person Registered Dietician services to provide employees with the tools to make healthy food choices. Employees have the opportunity to meet with the Dietician for individual counseling sessions or in a group setting, such as weekly weight management classes, monthly lunch and learns and healthy cooking demonstrations.

To help make healthy food readily available, the Dietician partnered with the employee cafeteria to design and implement a healthy options menu and coupon program. These programs give employees the opportunity to purchase foods which are lower in calories, fat and sodium at a reduced cost. In addition, the Dietician worked closely with the vending contractor to adopt a healthy vending program, making healthier food options more abundant at a lower cost. Employees unable to eat in the cafeteria can stop by Wellness to pick up a map designating all restaurants in a five-mile radius that offer healthier options.

Tobacco Cessation

Capital Metro is dedicated to helping employees quit tobacco use. The employee health plan offers 100 percent cost coverage for all forms of nicotine replacement therapy. CMTAEWP offers “Freedom from Smoking” classes for employees, household members and the community free of charge several times throughout the year.

As an organization, Capital Metro is the industry leader in eliminating tobacco use from the workplace and transit facilities. In 2012, they extended their commitment to passenger health by requiring all transit facilities become tobacco free. In 2013, they approved a 100 percent tobacco-free campus policy eliminating tobacco use from all leased or owned Capital Metro properties and vehicles. In addition, the Capital Metro Transportation Authority implemented a ground breaking tobacco-free policy at all bus stops and park & rides aimed at improving community health and creating a better riding experience for our passengers.

Cost Savings & Participation Rates

In the past year, we have moved to a contracted labor business model, and insured the future sustainability of the program by requiring our major contractors to contribute financially to the wellness program on a per-employee basis.

Although healthcare and absenteeism costs have continued to rise around the country, the CMTAEWP has helped save Capital Metro approximately $4,500,000 year-over-year and total over $27 million. In comparison to the national average, CMTAEWP has produced an average return of $3.30 for every $1 invested over the past 7 years.

In 2014, 62 percent of the eligible population was considered a “unique” participant, meaning more than half of the entire workforce was actively engaged in one or more wellness led programs or activities.

Awards & Achievements

Over the years, Capital Metro has collaborated with numerous health, safety and risk management organizations to create a culture of wellness that has been recognized locally and nationally for its efforts to address the costs and dangers associated with preventable diseases and low employee morale. Since its inception the Wellness Program has received numerous awards such as the American Public Transportation Association’s “Innovation in Transportation,” Mayor’s Fitness Council “Gold” membership, CEO Cancer Gold Standard award, winner and continued finalist as Central Texas’ Healthiest Employer, Texas Mother Friendly worksite award, PRIMA Risk Management Achievement award, Worklife Achievement award and the American Heart Association’s “Fit-Friendly” worksite recognition program.
The Bottom Line

By looking beyond standard budget-cutting efforts proposed by many agencies, Capital Metro has established an award-winning, nationally recognized program that serves as a model for transportation companies looking to improve the physical, mental and emotional health of their staff. The future of employee wellness and preventative care is now. By continuing to expand the wellness program to not only employees and contractors, but household members and the community as well, we will build upon a dream that Capital Metro can lay claim to be the originator of one of the most comprehensive and successful transportation wellness programs in the country.

Timothy Kelly, MediFit Corporate Service

Improving Health Literacy Through Workplace Health Promotion (WHP) Programming

WHP has evolved over the years to respond to changes in the workplace, workforce, and society at large. The current research demonstrates yet another way in which WHP is evolving in order to address the health needs of the American workforce.

The current response involves the incorporation of a priority area from the healthcare setting. Improving health communications, specifically health literacy, has been identified as a Healthy People 2020 goal, and the Department of Health and Human Services published an action plan dedicated to it.

Steps for improvement include access, cultural sensitivity, and developmentally appropriate educational materials. The steps for improvement are respectable, but they are all related to the healthcare delivery system. There are no steps that describe improvements in the development or reception of health literacy in the intended population, which may be why the struggle for health literacy improvement is approaching the 10-year mark. It is largely being treated as a one-sided concept when it is clearly a two-way street.

This is not to diminish the existing efforts in any way, where an emphasis on delivery is the priority because access to patients is intermittent at best. There needs to be a more comprehensive approach that seeks to improve health literacy in both delivery and reception, which sets the stage for WHP as a vehicle to address the reception piece of the puzzle. WHP provides access to the patient population in a setting outside of the doctor’s office: a setting where the opportunities for reception and application are numerous. The following describes the research related to a WHP program that was used as a vehicle to improve health literacy in the workforce.

A municipal work setting in metro Atlanta, Georgia with an authorized strength of 1,500 individuals in a variety of job descriptions was recruited primarily because it houses an award-winning wellness program that is comprehensive in nature but incorporates specificity with design, delivery, and evaluation.

The wellness program goes to great lengths to provide evidence-based best practices that focus on providing employees with knowledge, skills, and application opportunities that improve health. The latest push for programming improvements is related to health literacy, whereby program elements reflect health literacy features related to knowledge, skills, and application.

Specific health literacy skills were identified in the healthcare literature and were modified for the workplace and WHP incorporation to reflect the Rauscher and Myers concept of occupational health literacy (OHL) for this setting translation.

The specific skills for this translation were related to verbal and numerical comprehension: prose literacy, document literacy, and numeracy (see descriptions below). However, there are a number of additional skills that were identified for future incorporation related to technology and communication.

- **Prose Literacy**: Reading comprehension skills that involve critical searching and scanning of continuous text materials, such as disease management instructions, recommended guidelines, and general educational materials (fact sheets, follow-up communication, etc.).
- **Document Literacy**: Reading comprehension skills that involve critical searching and scanning of disjointed text materials, such as medical history forms, HRA results, and Explanation of Benefits (tables, graphs, etc.).
- **Numeracy**: Reckoning skills required to identify and perform computations, either alone or sequentially using numbers embedded in printed material (food labels, cost comparison, etc.).

WHP program planners incorporated the three health literacy skills into program offerings over the course of a year with assessment occurring via several modalities: annual health risk appraisal with a health literacy component, focus groups, and exit interviews. Examples of incorporation and assessment are as follows:

Christopher Robbins/Digital Vision/Thinkstock
Document Literacy: Blood draws are conducted once a year for employees, and results are reviewed with professionals at the employee annual health fair. A WHP program offering educational lunch and learn classes was designed to accompany the blood draw event to help employees understand their results with strategies for tracking, follow-up, and follow-through so that employees could get the most out of the health fair review process.

Numeracy: A grocery store tour was offered to employees to help them identify the healthier options available to them on each aisle of the grocery store. The tours were capped at a certain amount of employees so that crowding was eliminated. They were also offered numerous opportunities for participation at various time points. Part of the tour included food label reading which addressed the numeracy health literacy skill. An exit interview followed the tour to assess the usefulness of the skill training to inform healthy choices: “Following the grocery store tour, how likely are you to use food labels to guide your grocery shopping?”

Prose Literacy: Employees were provided fact sheets at the completion of their health fair review. The hand-outs provided a summary of what the lunch and learn classes offered as well as a list of additional resources for further information.

Upon completion of this study, annual HRA data revealed increases in health literacy among program members: 29 percent experienced an overall improvement in FY2013-14 (n=383) with specific skill increases as follows:

- Prose Literacy: 35 percent
- Document Literacy: 69 percent
- Numeracy: 45 percent

Additionally, focus groups were conducted at six-month intervals to discuss program development and assessment of health literacy translation into the workplace. Priority areas have emerged to reflect the following:

- Emphasis on critical review of health promotion print materials (continuous/disjointed)
- Skill-based offerings that promote practice with tabulating percent values of intake and output
- Behavior change offerings that focus on communication between practitioners and recipients of health-related services

The current research was successful in utilizing WHP as a means to improve health literacy so that employees have the tools to obtain and use health-related information no matter the setting of the delivery system. There are many implications related to these findings, such as:

- HRA data tells a story about the way information is being processed
- Redefining of the settings approach to WHP design and delivery
- Going beyond the research to practice gap to address the setting to setting translation gap
- Setting the stage for further health literacy incorporation to include communication and technology skills

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Introduction

In three years, Slippery Rock University progressed from having no coordinated wellness program to being recognized as one of the top 100 healthiest employers in the United States. Importantly, the rapid, successful development of the wellness program was completed through a systematic approach, utilizing the best practice dimensions for worksite health promotion program design outlined by Pronk (2014). Throughout this article, these “best practices” are in bold type. Although this case study describes the successful creation and implementation of a wellness program at a university, many of the key concepts are applicable to institutions of any kind.

Slippery Rock University employs approximately 950 faculty, staff, and administrators and enrolls about 8,500, mostly undergraduate, students. The University is home to a Student Health Center, staffed with nurse practitioners, a comprehensive recreational center, and a variety of health/wellness related academic departments. Historically, several individuals from these various departments occasionally led wellness initiatives, but these programs were disjointed and not necessarily sustainable. The majority of employees share a health insurer.

Leadership

A faculty member called a meeting of “wellness champions” who were recognized leaders across campus and were known to be passionate about improving health/wellness. This process ensured a partnership across a variety of divisions and departments within the organization. The representative from the university’s health insurer was also part of this gathering. Nearly 90 percent of employees complete an annual online Health Risk Assessment (HRA) and interest survey provided by the insurer. It was determined that the results of this HRA would be used to guide many of the efforts of the committee, thus ensuring relevance of programming. The committee established the following vision:

“A culture that embraces wellness as an essential facet of life for all individuals in the University and surrounding communities”

Committee leadership met with the university’s President, Provost, Board of Trustees, and Cabinet to explain the vision and mission and to ensure support, sustainability, and funding. As a result of these meetings, wellness was added to the university’s strategic plan. Since the university allocates resources based on its strategic plan, this addition ensured funding and sustainability. Further, the president decided to elevate the committee to be called the “SRU President’s Commission on Wellness.” Leaders of the commission developed a constitution that ensured representation would always include a diverse group of employees and all dimensions of wellness would be represented. The strategies developed were geared, in part, toward engagement across the entire university and tying the function of the commission to the strategic plan of the university.

Communications

The Commission utilized the Public Relations department to create a logo (see figure 1). Each leaf on the logo represents a dimension of wellness. This design allows for leaves to be used individually to identify activities or services on campus that are specific to a wellness dimension. Pamphlets and banners were created to generate awareness, educate employees about wellness, and announce programming. A commission member from Human Resources agreed to send mass emails to employees for announcements and educational materials. She also accepted responsibility for compliance to ensure that all programming met regulatory requirements.

Implementation

To demonstrate management’s commitment to the cause and to begin an awareness campaign, wellness programming was kicked
off by “The President’s 5K run/2K walk” on campus where the president welcomed everyone and participated. On a different day, a Zumba® flash mob including 200 students was organized in a busy part of campus at a time when faculty, staff, and administrators were passing by, and educational materials were distributed.

A comprehensive strategy for wellness programming was developed to include education, support, screenings, and a wide variety of activities. Free classes were offered every weekday during the fall and spring semesters with certified volunteer or paid instructors (figure 2). A walking program was developed wherein employees could purchase a pedometer for a few dollars and keep track of daily steps. They responded to a weekly email with their step counts. This approach allowed participants to walk wherever and whenever they chose. Various incentives were offered for reaching self-created goals, and success stories were shared via email. Competitions were available for those who wanted them. Additionally, the Physical Education faculty offered free movement classes with instruction including swimming, table tennis, stand-up paddling, cross-country skiing, and jogging. Didactic classes lasting 6-10 weeks were offered by Exercise Science faculty on healthy weight loss and stress reduction techniques.

**Figure 2: Free Class Offerings**

The Exercise Science academic program collaborated with the Recreation Center to provide inexpensive one-on-one personal training ($75 for 20 sessions plus testing) for employees by utilizing senior students as trainers supervised by faculty. Participants in this program were also guided to create their own wellness vision and receive coaching to help them make progress towards this vision. Students from various academic programs contributed to two health fairs per year directed to the needs and interests of the campus community. Free blood pressure and body composition assessments were provided as well as screenings for osteoporosis and cholesterol. Free flu shots were offered to all employees. A fun way to recognize employees for taking positive action for their own wellness was the “Random Rewards” program. For this program, t-shirts were designed with the Wellness Commission logo on the back and the words “SRU Wellness Warrior” on the front. Each week, an employee who was “caught” acting in a way that would improve their own or campus wellness, was summoned to the president’s office to receive a shirt and congratulations for aiding in creating the culture of wellness on campus.

A final critical part of the new wellness program was the support provided through the university’s health insurer. In conjunction with the online HRA, the insurer provided online educational modules on various health topics, provided telephone wellness coaching, and provided the opportunity for employees to reduce premiums by utilizing these online offerings or participating in the on-site programming described above. The insurer prepared an aggregate wellness profile detailing a wide variety of data ranging from usage and satisfaction rates to employee needs/interests and claims data. They also provided a behavior change report with year-to-year comparisons on numerous health-related behaviors. These reports allowed the wellness commission to make data driven assessments and program planning to ensure continuous improvement.

**Evaluation and Impact**

In the first three years of the wellness program, 85 percent of employees participated in online offerings, while 77 percent participated in at least one on-site program. Qualitative feedback was reviewed for recurring themes and was overwhelmingly positive. Examples can be found in Figure 3. Reports from the health insurer demonstrated that SRU was above the industry average in every category and substantial cost avoidance was achieved through improved behaviors and biometrics.

**Figure 3: Participant Feedback**

SRU was ranked 2nd among the Healthiest Employers of Western Pennsylvania and awarded the 77th Healthiest Workplace in America. SRU ranked 64th in the world in the Green Metrics World University Rankings for its environmental sustainability practices (environmental wellness), and the Chronicle of Higher Education listed SRU among its Great Colleges To Work For. Although the wellness program at SRU is early in its trajectory, utilizing a “best practice” approach has allowed quick success and has accelerated the progress towards the envisioned future of a culture that embraces wellness as an essential facet of life.
The 2015 Global Healthy Workplace Awards Winners

The 3rd Annual Global Healthy Workplace Awards and Summit was held May 18-19, 2015 in the beautiful Florianópolis, Brazil. The Summit was co-hosted by the Global Centre for Healthy Workplaces and FIESC/SESI, a non-profit organization whose mission is to promote industrial competitiveness of Brazilian companies and enhance the quality of life of industrial workers in the state of Santa Catarina. With over 250 attendees from 25 countries, every continent was represented for a truly global exchange of emerging trends and innovative ideas in workplace wellness. Many more were able to join via live stream.

Global Healthy Workplace Award Winners

Out of applications from 25 countries, six finalists with the highest scoring programs presented their comprehensive healthy workplace initiatives before a panel of judges and summit attendees. The winners of the awards were:

- **Small-Medium Sized Enterprise**: Lan Spar Bank, Denmark
  Since launching their “Bank in Motion” program in 2009, their revenue has more than tripled, customer satisfaction has improved, and employee sick leave has been reduced from 8 to 4 days per year.

- **Large Enterprise**: Unilever Brazil
  Unilever Brazil has adapted Unilever’s global health strategy to meet the particular needs of their workforce with great success achieving a positive ROI (return-on-investment).

- **Multinational Enterprise**: GlaxoSmithKline, UK
  GSK introduced the global leadership expectation to release energy, which directs all leaders to accomplish their objectives in a way that fosters healthy, energizing, and inclusive ways of working that do not compromise well being.

The esteemed runners-up were Naya Jeevan of Pakistan (Small-Medium Enterprise), Vanderbilt University of the United States (Large Enterprise), and Chevron of the United States (Multinational Enterprise).

Summit Highlights and Key Takeaways

The following global trends and challenges were identified by a global panel of 20 speakers from private enterprises, government, international aid organizations, and NGOs:

1. Healthy workplaces enhance market success. Investors are beginning to look at the strength of a company’s human capital and related risks as a key metric predicting a safer, more profitable investment.
2. It’s time to improve the mental well-being of employees via comprehensive approaches. A joint report from Buck Consultants and the Global Centre for Healthy Workplaces showed that addressing employee stress is the number one priority for employers across the globe.
3. Physical disabilities often result in mental health issues, highlighting the crucial link between employee safety and employee health.
4. There are unique opportunities to improve employee health and safety in emerging markets. Intersectoral partnerships across different ministries in the government, private companies, and NGOs can form a powerful advocacy group for worker health and productivity that leads to synergistic gains in the success of these programs.
5. Leadership support is necessary for programmatic success. This support is needed from C-level executives and top leadership, as well as line managers, who are often the implementers or gate-keepers of employee health and safety programs.
6. More employers need to measure health promotion program outcomes. With the right metrics, employers can find the interventions that work, and that work quickly.
7. Engaging women in the workplace is a necessary measure for higher productivity, equitability, and wellbeing in communities.

Global Observatory for Global Health Promotion in the Workplace

The event ended with the announcement of the creation of a Global Observatory for best workplace health practices in partnership with FIESC/SESI. FIESC President Glauco José Côrte was named the Global Ambassador for Global Health Promotion in the Workplace. The IAWHP is represented on the advisory board comprised of key experts in workplace health promotion from around the globe.
This year’s summit proved to be an important forum to share the diversity of initiatives being undertaken worldwide to address the unique needs of specific countries and industries. With thoughtful contributions from multiple stakeholders including government officials, CEOs, investors, and employees the summit acted as a catalyst for improving the state of workplace wellbeing globally.

For more information on the Global Summit (including slides, videos and profiles) as well as the Global Centre for Healthy Workplaces click here.

Wolf Kirsten
Co-Director, Global Centre for Healthy Workplaces
Tucson, USA/Hamburg, Germany

Editor’s Corner

Wellness. Health Promotion. Health Education. Health, Safety & Productivity. Healthy Culture. Corporate Fitness. Employee Well-being. Last quarter I wrote a little bit about the words used to describe what we do in this industry. One thing we have all noticed is that the more the field expands, the wider the vocabulary spectrum becomes.

At IAWHP, we are holding firm to the phrase worksite health promotion (WHP) to represent the many interests encompassed by this constantly evolving industry. Worksite health promotion is unique in that it truly incorporates a comprehensive approach to the goals of optimal health, safety and productivity in the workplace. Additionally, worksite health promotion considers the employer’s efforts in regard to education, culture, behavior, communication, environmental elements and job satisfaction.

Rather than focusing on singular interests such as wellness programming, fitness center activities or biometric testing needs, WHP considers all of those elements and more.

• WHP covers the employee fitness and diet interests, which tend to focus primarily on the physical state of the body. (Physical health)
• WHP covers health education interests, which focus on learning and health literacy. (Intellectual health)
• WHP covers the mind-body connection so often referred to as mental health and emotional intelligence. (Emotional health)
• WHP includes communication interests, relationship-building, organizational behavior elements resulting from interpersonal dynamics. (Community health)
• WHP understands and incorporates all of the natural and synthetic environmental elements that contribute to the health, safety, and productivity of employees. (Environmental health)
• WHP directs and defines the idea behind a culture of health and wellness or well-being in the workplace. (Spiritual health)

Each of these PIECES® work in tandem to create an optimal worksite health promotion effort that will result in moving the needle toward improved health, safety and productivity in the workplace.

Simple, right? But the secret to attending to these PIECES® effectively is understanding the elements of best practices that surround those six components of wellness. Leaders must understand how to apply WHP knowledge to their particular organization’s worksite health promotion efforts. How does one accomplish this goal?

Ask questions. 

Develop a strategy. 

Utilize WHP best practices. 

Does your organization respond to a more “high tech” or “high-touch” approach? Are your programs relevant to the population? Is leadership on board and active in the program? These are just some of the best practice elements that research has shown to be essential when building an effective WHP strategy.

The breadth and depth of knowledge and experience across the variety of disciplines involved in WHP can be overwhelming—especially if managing your WHP effort is a sideline responsibility of your primary work focus. IAWHP understands this challenge. One of the projects we are undertaking is the development of a course to guide the efforts of corporate wellness committees and wellness champions that are not health promotion professionals. We want to provide willing leaders with simple yet comprehensive and practical tools that will enable them to lead with confidence.

Worksire health promotion efforts can be as complex or simple as an organization wants to make them. They can involve a single program, a series of initiatives, or an entire department of personnel focused on one goal. IAWHP is working to develop programs, services, and outreach opportunities that will help your efforts wherever you stand on the spectrum. Ask us to help. Get us involved in your efforts. Use our resources. We are here to help you move the needle toward what works.

Note: PIECES® is a registered trademark of Mary Ellen Rose, PhD. The acronym represents the Physical, Intellectual, Emotional, Community, Environmental and Spiritual components of health and is used as a model for data analysis, program development and WHP training.

Mary Ellen Rose, Ph.D.
CSO and Founder, Institute for Healthy Destination Accreditation