

# Case Studies of Effective Wellness Programs

*from a Municipality to a  
Trucking Company*



## Agenda

- **What is Trending in Wellness?**  
Risk Factors that impact your employees' health
- **What are the New Legal Requirements?**  
ADA, HIPAA and other laws
- **Best Practices for Designing and Implementing Wellness Programs**  
Case Studies
  - Culture
  - Participation
  - Incentives
  - Supportive Programming
  - Barriers: *Individual and Organizational*
- **Reminders**

## Risk Factors We Measure



**BMI**

**Blood Pressure**

**Cholesterol**

**Glucose**

**Tobacco**

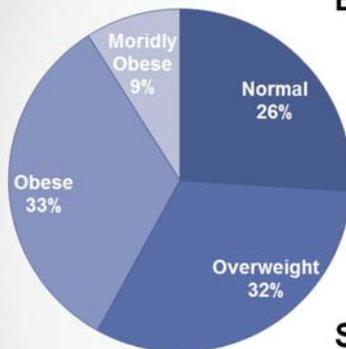
**Stress**

**Sleep**

**Nutrition**

**Exercise**

## Risk Factors We Measure



### BMI Reported screening

- 26% of our participants are normal weight
- 32% of our participants are overweight
- 33% of our participants are obese
- 9% of our participants are morbidly obese

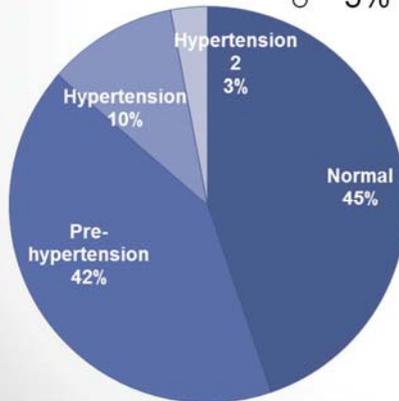
### Self Reported BMI

- 25% of our participants are normal weight
- 33% of our participants are overweight
- 32% of our participants are obese
- 8% of our participants are morbidly obese

## Risk Factors We Measure

### Blood Pressure

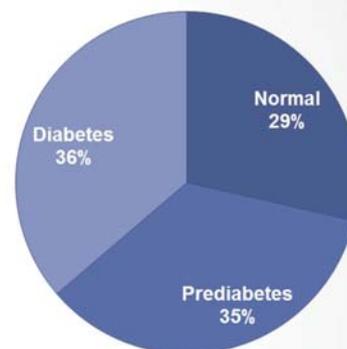
- 44.8% Normal under 120/80
- 41.6% Pre-hypertension 120/80 - 139/89
- 10.6% Hypertension 140/90 - 159/99
- 3% Hypertension STD 2 160/100 or higher



## Risk Factors We Measure

### Glucose

- 71% Normal 70-100
- 21.5% Prediabetes 101-125
- 7.4% Diabetes Over 125



**86 million Americans have prediabetes, 29 million have type 2 diabetes.**

**Having diabetes doubles your risk of Alzheimer's. Dementia has been labeled Diabetes Type 3.**

## Risk Factors We Measure

### Tobacco Use

#### Lab Data

- 31% Nicotine/cotinine in the blood

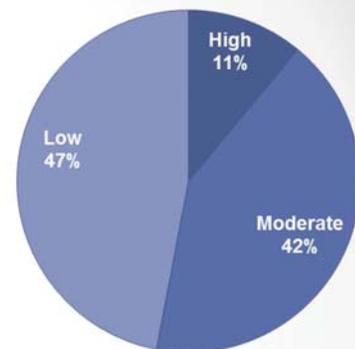
#### Self Reported Data

- 15% Smoke cigarettes, cigars, etc.
- 20% Exposed to secondhand smoke
- 4% Use smokeless tobacco

## Risk Factors We Measure

### Stress

- 11% Report High Stress
- 42% Report Moderate Stress
- 47% Report Low Stress
- 22% Had More than 2 stressful events in the past year
- 34% Had 1 stressful event in the past year
- 44% No stressful events



## Risk Factors We Measure

### Why Measure Stress?

- Stress has been labeled the “health epidemic of the 21<sup>st</sup> century,” costing American businesses up to \$300 billion per year.
- Stress contributes to 60 to 80% of all work related injuries.
- 75% to 90% of primary care visits are linked to stress.

## Risk Factors We Measure

### Sleep

- 1% Report 10-12 Hours of Sleep
- 58% Report 7 to 9 Hours of Sleep
- 29% Report 6 Hours
- 9% Report Less than 6
  
- 46% Report Waking Up Refreshed
- 54% Report Poor Sleep Quality: wake repeatedly, groggy, fitful sleeping, etc.

## Risk Factors We Measure

### Why Measure Sleep?

- Lack of sleep costs the American economy \$63 billion a year in lost productivity alone – Harvard Medical School
- Sleep deprivation can be as hazardous as drunk driving.

**4 hours of sleep loss produces as much as impairment as a six pack of beer.**

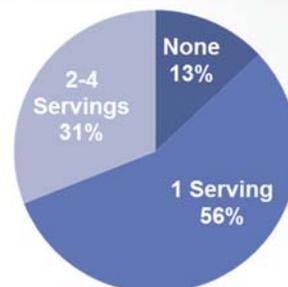
**Whole night of sleep loss = BAC of .19**

## Risk Factors We Measure

### Healthy Eating

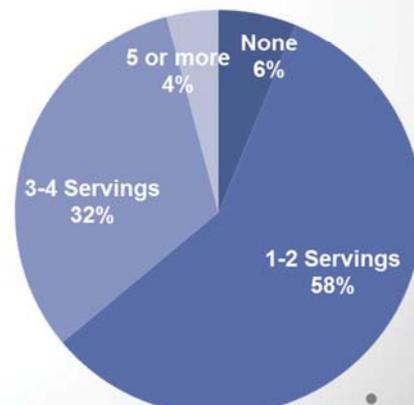
#### Daily Servings of Fruit

- 13% Report 0 Servings
- 56% Report 1 Serving
- 31% Report 2-4 Servings



#### Daily Servings of Vegetables

- 6% Report 0 Servings
- 69% Report 1-2 Servings
- 22% Report 3-4 Servings
- 4% Report 5 or more Servings



## Risk Factors We Measure

### Exercise

#### Aerobic Exercise

- 39% Report 0
- 32% Report 1 - 2 days per week
- 21% Report 3 - 4 days per week
- 8% Report 5 - 7 days per week



#### Strength Training

- 56% Report 0
- 29% Report 1 - 2 days per week
- 15% Report 3 or more days per week

**59% report no flexibility training**

## Following the Legal Requirements HIPAA, GINA, ERISA, ADA



## HIPAA

### Healthcare Reform Changes

– Plan Years beginning January 1, 2014

- ✓ **Participation Based Programs**
- ✓ **Health Contingent Based Programs**
  - ✓ **Activity only wellness programs**
  - ✓ **Outcome based wellness programs**

## HIPAA - Five Standards

- **Limited value of reward: 30 to 50%**
- **Promote health or prevent disease**
- **Annual qualification (can be more often)**
- **Reward available to all similarly situated individuals**
- **Full disclosure of alternative standards and waiver opportunity**

## Full disclosure of alternative standards and waiver opportunity.

### Include this wording into your wellness materials:

“Your health plan is committed to helping you achieve your best health status. Rewards for participating in a wellness program are available to all employees. If you think you might be unable to meet a standard for a reward under this wellness program, you might qualify for an opportunity to earn the same reward by different means. Contact us at \_\_\_\_\_ and we will work with you and, if you wish, with your doctor to find a wellness program with the same reward that is right for you in light of your health status.”

## Other Laws that May Apply

**ERISA-** Wellness programs are generally subject if they provide medical care. Requirements: wrap document or SPD, Plan document, 5500 requirement and claim procedures if not tied to medical plan.

**GINA-** Do not ask family health history questions on your HRA if you are doing at the time of enrollment or if you are providing an incentive.

**ADEA-** Prohibits employers from discriminating against employees and job applicants on the basis of age with regard to employment and benefits. Do not discriminate against any employee over age of 40.

**FLSA-** If mandatory participation, any time completed could be considered compensable time.

**HIPAA Administrative Simplification-** Privacy, Security, EDI, Use summary health information.

**Healthcare Reform-** Summary of Benefit and Coverage requirement (SBC). If subject to ERISA, they are subject to the SBC requirements.

## New Final Regulations from EEOC

Federal Register May 17, 2016

- **New Notice requirements**
- **Limits the amount of the reward to 30% of total cost of employee only coverage for both participation and health contingent based plans.**
- **Information obtained can only be used on an aggregate basis and used to design the wellness plans.**
- **Definition of Voluntary. Does not require participation, does not deny coverage under any of its group health plans or particular benefit package or limit extent of benefits.**
- **Program must have a reasonable chance of improving the health. Must use information collected to develop wellness programs and educate at risk employees about their health coaches.**  
**\*\*\*A program is not reasonably designed if it exists mainly to shift costs from covered entity to targeted employees based on their health.**

## Case Studies Municipalities vs. Long Haul Trucking Company



## Case Studies

### City Government

#### Located in Northwest Indiana

- Wellness program since 2010
- Participation Based Program
- Participate in any of the 12 challenges and you get money deposited in HSA account
- Excellent Participation

### Long Haul Truck Driving Company

#### Located in Northwest Ohio

- Wellness program since 2013
- Health Outcome Based Program
- Must receive Health Score of 75 or improve 10% from preceding year **or** participate in pedometer program or nutrition program.
- Excellent Participation over 98%

## Best Practices – Corporate Culture

### City

- Excellent upper level management support
- Culture of Trust and Transparency
- Tied to Mission Statement and policies
- Cohesiveness, integrated, friendly, open

### Company

- Excellent Upper Management support
- Paternal culture and structured environment.
- Industry - isolated, work on own
- Wellness program met with resistance at implementation. Now part of their culture.

**Know your culture when designing your program.**

## Best Practices for Participation - Communication

### City

- HR Director
- Wellness Committee
- Supervisors
- Lunch Seminars
- Mayor

### Company

- Flyers
- Vice President of Operations
- No Wellness Committee

**Communication is frequent and many different forms. Aggregate results are shared with the employees**

## Best Practices for Participation - Incentives

### City

Employees and spouses can earn money into their HSA account by participating in certain events.

- \$50 for attending lunch seminars.
- \$100 for employee and additional \$100 spouses for participating in pedometer challenge (250,000 steps)
- Health Screening provided at no charge.
- \$100 for financial check up. 2 per year.
- \$100 for check up challenge (preventive exams)
- \$100 for completing tobacco free affidavit
- Running or Walking Active Program
- \$100 for participating in community 5K
- \$200 for participating in 10K
- \$500 for participation in Marathon
- \$50 for participating in 2K walks
- \$100 for participating in team sports such as softball, etc.
- \$100 if children participate in extracurricular activity, etc.
- \$100 for participating in yoga, Pilates, step, spin class, etc.
- \$100 for active gym or fitness membership

Contributions are made quarterly into the HSA. If employee walks 1 million steps and meets the quarterly challenge, they get an extra contribution.

## Best Practices for Participation - Incentives

### Company

Employees and spouses can earn premium discounts if they are a qualified participant.

- Must receive a score of 75 or higher or
- Improve their health score by 10% since last measurement
- Participate in pedometer program. Must receive 500,000 steps within the qualification time period or participate in point program.

Incentive uses 30% premium differential.

	Qualified Participant	Non Qualified Participant
Employee	\$15 per week	\$40 per week
Emp/Ch	\$30 per week	\$70 per week
Emp/Sp	\$30 per week	\$80 per week
Family	\$40 per week	\$120 per week

## Best Practices for Participation – Supportive Programming

### Develop tailored program based on results from initial Summary Risk Report.

- Use your aggregate data to comply with the new ADA /EEOC guidelines.
- Receive feedback from wellness committee (City).
- Decide what challenges work and what new challenges to add.

# Customized Wellness Challenges



- Lifestyle
- Physical Activity
- Community Centered
- Family Focused
- Sleep Hygiene
- Mindfulness
- Financial Wellness
- Healthy Eating
- Weight Loss

### FAST FOOD Challenge

Commit to one month free of fast food for and earn 100 points toward your wellness incentive. For those hungry for healthy and increased flow of fat, leave the drive-thru and get out. Take your time, take a walk, and let your body absorb the rich whole foods that will help you reach your goals.

**Discretionary Points Fast Food Additions:**

- 100 additional points for each day you have a healthy meal.
- 50 additional points for each day you have a healthy meal and go for a walk.
- 25 additional points for each day you have a healthy meal and go for a walk and take a class.
- 10 additional points for each day you have a healthy meal and go for a walk and take a class and read.

### Well Rested Challenge

Get Some Rest and Adopt Helpful Bedtime Habits to Improve your Wellbeing.

Resolve one point each day you report 7 or more hours of sleep to your Wellness Portal.

Additional points can be earned by completing **Recommended Daily Bedtime Rituals** also listed in your Wellness Portal.

**THE IMPORTANCE OF SLEEP**

According to the National Sleep Foundation, with an 8.5 sleep per night...

### ABC COMPANY Walks the WALK

5K CHARITY WALK

September 16, 2017  
8:00 am - 10:00 am  
Twin Falls  
Twin Falls, ID

Get Active to Support a worthy Cause & Join Your Team Across the Finish Line!

Register: October 9  
By August 15, 2017  
Four 5K Registration Fee: \$10  
All other registrations: \$15

### Sweet Freedom Challenge

Test your willpower with 30 days of freedom from desserts, packaged foods, and beverages with added sugar.

Make your health goals during the Spring by taking a 30-day challenge. You'll receive 100 additional points for each day you complete the challenge. The "health" menu will receive the most of 100 points.

### Mile-A-Day Cardio Challenge

With the intent to improve the health of our employees, we are offering our Wellness Incentive. This challenge is a 30-day walking or running goal for our employees. Participants who complete the challenge will receive 100 additional points.

100 Miles in 30 Days  
100 Miles in 30 Days  
100 Miles in 30 Days

**ARE YOU**

### Rethink Your Finances

Master Critical Financial Exercises That Improve Money Habits and Enrich Your Financial Outlook.

Changing money can be scary and even emotional. It turns out that financial security is the foundation of our future and most people do not have it. We are offering our Wellness Incentive. This challenge is a 30-day financial goal for our employees. Participants who complete the challenge will receive 100 additional points.

**RULES OF THE GAME**

1. Complete all eight. Each week complete a new exercise designed to help you achieve your financial goals.
2. Complete all eight. Each week complete a new exercise designed to help you achieve your financial goals.
3. Complete all eight. Each week complete a new exercise designed to help you achieve your financial goals.

### FIND YOUR ZEN

Find your zen with meditation and the power of your mind.

Week 1: Introduction to meditation. Learn the basics of meditation and how to get started.

Week 2: Transcendental meditation. Learn the basics of Transcendental meditation and how to get started.

Week 3: Mindfulness meditation. Learn the basics of Mindfulness meditation and how to get started.

Week 4: Vipassana meditation. Learn the basics of Vipassana meditation and how to get started.

Week 5: Zen meditation. Learn the basics of Zen meditation and how to get started.

Week 6: Buddhist meditation. Learn the basics of Buddhist meditation and how to get started.

Week 7: Tibetan Buddhist meditation. Learn the basics of Tibetan Buddhist meditation and how to get started.

Week 8: Tibetan Buddhist meditation. Learn the basics of Tibetan Buddhist meditation and how to get started.

### Healthy Family Table

Make family mealtimes a tradition to encourage proper nutrition and a sense of mental and emotional wellbeing.

How to Host a Healthy Family Table

Make 5 habits:

1. Plan ahead. Plan your meals for the week.
2. Eat together. Eat together at least once a week.
3. Turn off the TV. Turn off the TV during mealtimes.
4. No cell phones. No cell phones at the table.
5. Be present. Be present at the table.

### Master Meditation

Master Meditation is a 30-day challenge designed to help you achieve your financial goals. Participants who complete the challenge will receive 100 additional points.

100 Miles in 30 Days  
100 Miles in 30 Days  
100 Miles in 30 Days

### New Year New You Weight Loss Challenge

This is the year you can choose to eat well, move more, and be the best version of yourself! We are here to help you every step of the way with opportunities to learn and grow along with us to master food intake and physical activity.

Individuals who complete the weight loss challenge will be awarded 100 points to use toward their incentive. Challenge participants who register their goal on or before 1/1/17 will also win a \$25 gift certificate to the Health Food Shoppe that will be mailed to them on or before 1/15/17.

**LOSE WEIGHT, Reshape Your Body, & Transform Your Life!**

- 100 additional points for each day you lose 1 lb.
- 50 additional points for each day you lose 2 lbs.
- 25 additional points for each day you lose 3 lbs.
- 10 additional points for each day you lose 4 lbs.

### Get Active Fitness Challenge

Take Strides to Improve Your Health

Accumulate points toward your wellness incentive by tracking your physical activity on the Wellness Portal through July 31, 2017.

Earn 10 Points for Every 10,000 Steps  
OR  
Earn 5 Points for Every 30 Minutes of Moderate-Intensity Exercise

The average American only moves about 7 hours each day putting our bodies at increased risk for weight gain, low cholesterol, cancer, and heart disease. Regular physical activity such as walking, cycling, swimming and strength training can help overcome these health risks.

### StairWell Competition

Track the number of flights you climb on your Wellness Portal to earn points.

Try to climb to the top of these American skyscrapers to see who reaches the top of the challenge.

10 33 46 57 61 73 102 110

102 = Top of Chrysler 102 = Top of Empire State Building

### Color Challenge

Get the most colorful plate you can make. It's all about eating the rainbow!

**Rules of the Game**

- Take your daily plate of food and separate it into your "rainbow" food groups. Each group should be a minimum of 1/2 cup (or 1/4 cup for oils, nuts, seeds, and dried fruit).
- Use 2 servings of vegetables to make 2 points.
- Use 1 serving of fruit to make 1 point.
- Use 1/2 cup of whole grains to make 1 point.
- Use 1/4 cup of protein to make 1 point.
- Use 1/4 cup of healthy fats to make 1 point.
- Use 1/4 cup of water to make 1 point.

### Journey to SELF-LOVE

Learn to love yourself and your body. It's all about self-love!

**Rules of the Game**

- Take a selfie every day and post it to your social media.
- Write a letter to yourself every day.
- Practice self-love every day.
- Use the word "I love myself" every day.
- Use the word "I am beautiful" every day.
- Use the word "I am strong" every day.
- Use the word "I am smart" every day.
- Use the word "I am kind" every day.
- Use the word "I am patient" every day.
- Use the word "I am forgiving" every day.
- Use the word "I am understanding" every day.
- Use the word "I am compassionate" every day.
- Use the word "I am loving" every day.
- Use the word "I am caring" every day.
- Use the word "I am helpful" every day.
- Use the word "I am cooperative" every day.
- Use the word "I am obedient" every day.
- Use the word "I am respectful" every day.
- Use the word "I am responsible" every day.
- Use the word "I am accountable" every day.
- Use the word "I am committed" every day.
- Use the word "I am dedicated" every day.
- Use the word "I am determined" every day.
- Use the word "I am motivated" every day.
- Use the word "I am inspired" every day.
- Use the word "I am encouraged" every day.
- Use the word "I am comforted" every day.
- Use the word "I am supported" every day.
- Use the word "I am helped" every day.
- Use the word "I am assisted" every day.
- Use the word "I am aided" every day.
- Use the word "I am relieved" every day.
- Use the word "I am eased" every day.
- Use the word "I am soothed" every day.
- Use the word "I am calmed" every day.
- Use the word "I am settled" every day.
- Use the word "I am content" every day.
- Use the word "I am satisfied" every day.
- Use the word "I am pleased" every day.
- Use the word "I am happy" every day.
- Use the word "I am glad" every day.
- Use the word "I am pleased" every day.
- Use the word "I am delighted" every day.
- Use the word "I am overjoyed" every day.
- Use the word "I am ecstatic" every day.
- Use the word "I am thrilled" every day.
- Use the word "I am excited" every day.
- Use the word "I am happy" every day.
- Use the word "I am glad" every day.
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- Use the word "I am thrilled" every day.
- Use the word "I am excited" every day.

### VOLUNTEER

Give back to your community and be a part of something bigger. Discover the needs of the people in your community and use your talents to work through public service.

**You Can Make A Difference!**

Help of public service has been shown to strengthen an employee's physical, mental and emotional health. Volunteering with your community makes us happier, and is recognized as one of the most meaningful activities.

### Community CLEAN-UP

Lend a Hand to Beautify Your Community

Sidewalk Clean Up & Trash Removal  
 Sites @ 1212 Main Street  
 Saturday July 21, 2018  
 9:00 am - Noon

Participants that register by July 17<sup>th</sup> will be awarded with a Free Shovel from Health City.

Will Provide: Free Shovel, Shovel, and a Free Shovel.

### FITNESS PHOTO CHALLENGE

This creative fitness challenge will nurture your inner athlete and artist. Get active this summer and snap a photo during your fitness routine using a camera or smartphone. Go ahead. Show us what you're made of!

Week 1      Week 3

### 25 DAYS OF FITNESS

To the Season for Family, Fun, and Fitness. Give yourself the ultimate gift this year by engaging in one daily activity that will have you feeling and looking like a million bucks.

Day	Activity	Points
Day 1	Walk 10 minutes	10
Day 2	Stretch 10 minutes	10
Day 3	Yoga 10 minutes	10
Day 4	Run 10 minutes	10
Day 5	Swim 10 minutes	10
Day 6	Strength train 10 minutes	10
Day 7	Walk 10 minutes	10
Day 8	Stretch 10 minutes	10
Day 9	Yoga 10 minutes	10
Day 10	Run 10 minutes	10
Day 11	Swim 10 minutes	10
Day 12	Strength train 10 minutes	10
Day 13	Walk 10 minutes	10
Day 14	Stretch 10 minutes	10
Day 15	Yoga 10 minutes	10
Day 16	Run 10 minutes	10
Day 17	Swim 10 minutes	10
Day 18	Strength train 10 minutes	10
Day 19	Walk 10 minutes	10
Day 20	Stretch 10 minutes	10
Day 21	Yoga 10 minutes	10
Day 22	Run 10 minutes	10
Day 23	Swim 10 minutes	10
Day 24	Strength train 10 minutes	10
Day 25	Walk 10 minutes	10

### Budget Challenge

Based in your financial wellbeing by creating a personalized budget to set saving goals and track spending. Setting a plan to plan to prevent overspending, control money and regain healthy spending habits. Earn your budget, give it a go, and watch your wealth grow!

### 30 WEEKS OF GRATITUDE

Health psychologists recommend people cultivate gratitude as a way of life, as opposed to a temporary state.

Gratitude what you are grateful for by creating journal entries related to the weekly theme using your Wellness Portal.

1. Love      16. Volunteer  
 2. Love      17. Start

### 100 Calorie Challenge

Burn 100 Calories. Earn 100 Points. Feel 100x Better

If you are looking to lose weight and improve your health it's time to start small. Set 100 calories.

Track your progress activity track log 10<sup>th</sup> - November 15th using your Wellness Portal and receive points for each day you burn 100 calories or more in the goal of burning 100 points by the November 15<sup>th</sup> deadline.

Burn 100 Calories

- Walk 10 minutes
- Run 10 minutes
- Swim 10 minutes
- Strength train 10 minutes
- Yoga 10 minutes
- Stretch 10 minutes
- Walk 10 minutes
- Run 10 minutes
- Swim 10 minutes
- Strength train 10 minutes
- Yoga 10 minutes
- Stretch 10 minutes

### 21 DAY DETOX CHALLENGE

The perfect opportunity to eat clean, meet, and meet your wellness goals.

Complete the 21 Day Detox Challenge by eating clean, meeting, and meeting your wellness goals. The perfect opportunity to eat clean, meet, and meet your wellness goals.

### H2O CHALLENGE

Drink more water during the week to stay hydrated and avoid fatigue. Drinking water is vital to your health, and it's a simple way to stay healthy and hydrated.

Drink 100 ounces of water every day. The average person needs 100 ounces of water every day. The average person needs 100 ounces of water every day.

### Get Fit, Don't Sit Pedometer Challenge

Take Steps to Improve Your Health & Secure Your Tomorrow

Earn 10 Points for every 10,000 Steps you Track Through September 17<sup>th</sup> on the Wellness Portal

Walk to lose weight, lower stress, and support heart health.

## Best Practices for Participation – Supportive Programming

### Stop Diabetes. Start Living Well.

Stop Diabetes is a 12-week state of the art program designed to empower participants to take control of their health with a focus on self-discovery, education, and transformation. Our program provides real, sustainable solutions for anyone longing to lead a healthier life while providing education on preventing, managing, and reversing Type 2 Diabetes.



**Setting the Stage** Participants complete a baseline Health Screening one week prior to the start of the program. Biometrics and laboratory results are delivered to participants in a private, personalized wellness portal where they can track their nutrition, physical activity, weight, and lifestyle behaviors. The wellness portal also features a coaching tool, giving participants ongoing access to their program instructor. Employer will receive a Summary Risk Report showing aggregate baseline data and risk factors.

- Week 1 Program Introduction: Track Your Way to Better Health
- Week 2 The Skinny on Fat and Sugar
- Week 3 Eat Well to Be Well
- Week 4 Starting a Movement
- Week 5 Fitness for Life
- Week 6 Metabolism & Weight Management: A Love Story
- Week 7 Taking Charge of Your Health: Responding to Social and Environmental Cues
- Week 8 Problem Solving for Progress
- Week 9 Reacting to Slips and Negative Self-talk
- Week 10 Eating Healthy When Eating Out
- Week 11 Meal Planning: Plan, Prepare, Empower
- Week 12 Maintaining Motivation

**Program Wrap Up** Participants attend a follow-up Health Screening upon completing the 12-week program in order to measure progress and program outcomes. Participants will also complete a program survey via their wellness portal. Employer will receive a formal Risk Improvement Report showing program outcomes and participant feedback.



## Best Practices for Participation – Supportive Programming

### Developing and Implementing Wellness Programs

- Consider Organization's Culture
- Meet Them Where They are At
- Remove Barriers

## Barriers – Organizational

### Organizational Barriers

- Upper management or mid management does not support program
- Low participation for health screening
- Employees not computer savvy
- Employees not all at one location
- No money for a wellness program
- Don't know how or do not have the staff

## Barriers – Individual

### Individual Barriers Reported in Benefit Survey

- Work commitments 47%
- Lack of motivation 37%
- Costs associated with health lifestyles 37%
- Family responsibilities 33%
- No personalized guidance 17%
- Unrealistic goals for health 11%

## Return On Investment

- **Lowered BMI.** 1 point reduction in BMI equates to \$202.30 in annual medical claims per Cigna. New Study: Fivefold increase in duration of workers compensation claims when claimants are obese.
- **Lowered Blood Pressure.** Recent studies show the number one killer is high blood pressure and if you can reduce it to under 120/80 risks of heart attacks, heart failure, and strokes are reduced by a third and their risk of death reduced by nearly a quarter.
- **Reduced Number of Tobacco Users.** Smokers cost \$6000 more per year in direct medical costs and lost productivity. At work, smokers tend to have more MSDs and are at a greater risk for CO poisoning.

## Reminders

- Tailor to needs of the individuals.
- Provide incentives. Premium discounts work very well if the participants have a chance of receiving them. For example, improving a health score by 10% is feasible while having a BMI under 30 may not be attainable.
- Communicate clearly and frequently. Makes health a core value, tie to mission statement and linked to business objectives.
- Share your aggregate organizational results.
- Provide screenings at no cost and at convenient times and provide free resources on how to live a healthy lifestyle.
- Provide activity challenges so employees and dependents actually do the healthy behaviors.
- Build in your reasonable alternative standards. The employees who participated in the challenges because they were afraid they would not improve, improved the most.

## More Information

*Need help or have questions?*

Linda Passmore & Alyssa Bolinger

# CWS

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