

Participating in CDC's Work@Health® Program

Lois Temple of Korbel Champagne Cellars' employee health services had respected the Centers for Disease Control and Prevention (CDC) for years, but was not aware that the agency was working in the area of worksite health promotion. After learning that Work@Health® was a CDC program, she quickly signed up and attended the hands-on training session in Oakland, California, in March 2014.

With training and effort, employers of all sizes and types can plan and implement a workplace health program. Employers can learn from the experiences of employers like Korbel about how to plan strategies and anticipate implementation challenges.

The [Work@Health®](#) program is designed to teach employers how to improve the health of their workers (and workers' families) by using prevention and wellness strategies that focus on chronic health conditions. Well-designed, science-based, and comprehensive workplace

wellness programs can improve the health of individuals and companies, lower health care costs, and increase worker productivity. After the training, participants received 6-10 months of technical assistance in the form of coaching, webinars, and interactions with peers.

Temple said the material covered in the training was "almost too much, too fast" but that it gave her a good sense of what was needed. She learned the common elements of an effective wellness programs, as well as how to analyze data, evaluate a program, and survey employees to determine their needs.

Program Overview

Getting Approval and Support to Begin

Temple knew how to write a plan and get approvals for her initiatives at Korbel. She was highly motivated after completing the Work@Health® training, and in the following 2 weeks, she wrote a plan for a worksite health promotion program and sent it to the company's leadership for review and approval.

Organization Background

Korbel Champagne Cellars

- « Established in 1882
- « Family-owned
- « Industry sector: Manufacturing
- « Location: Guerneville, California
- « 400 Employees
- « 36% women, 64% men

Korbel Champagne Cellars has produced fine California *méthode champenoise* champagnes for 133 years. To address the dangers common in large-scale champagne production, Korbel has a strong, long-standing safety program. A few years ago, the company decided to take action to promote workplace health as well.

Lois Temple, who works in Korbel's Employee Health Services, remembers that day well because it was her second day on the job. The vice president of human resources asked Temple to take on wellness activities in addition to her other duties. As a nurse, Temple had a background in clinical care, but not in worksite wellness. A call to the Sonoma County Economic Development Board (Korbel is located in Sonoma County) steered her to the Work@Health® program.

"It didn't take long for approvals from the board and owner," Temple said. "They knew there were recommendations and incentives to support worksite wellness being developed through the Affordable Care Act. They were spurred by the fact [that] new recommendations for wellness programs and group health coverage were to be mandated after January 2014. It allowed me to do what my boss had asked me to do."



*Korbel Champagne Cellars.
Source: www.korbel.com.*

To put her health promotion plan into action, Temple first recruited volunteers to form a wellness committee. She wanted to make sure the committee had a diverse membership, so she reached out to assembly line workers, distribution staff, and the company's senior chef (because nutrition was a key focus area). The committee's first action was to develop goals and objectives. For the first year, it focused on informing employees that a wellness program was coming. In the beginning, Temple said, "few knew, cared, or understood what [wellness] meant."

To generate interest and support, the committee surveyed employees about what they wanted in a health promotion program and what types of healthy snacks they would prefer in the workplace. Temple explained that one of the committee's major nutritional concerns was doughnuts. Korbel had provided employees with fresh doughnuts every day for many years. Starting each shift with an assortment of pastries was a part of the culture that employees were used to.

The Hard Work of Dumping Doughnuts

Even though she knew getting rid of doughnuts might be challenging, Temple said, "I felt this was the biggest thing I could undertake in year one."

To convince management and employees at all levels that this significant change was needed, she gave presentations to board members, foremen, supervisors, and employees. She and the company chef presented information about the nutritional content of doughnuts. They also presented results from employee surveys, which indicated that 72% of employees were willing to substitute fruit, granola bars, and oatmeal for the doughnuts. Korbel leadership approved the change, and the committee, along with the company's Hospitality Department, began providing the healthier options to employees each morning.

Employees were surveyed 2 weeks after the change to determine what they liked and didn't like. On the basis of employee preferences, half of the snacks provided at Korbel now are fruit and the other half are high-fiber items. One day a month, employees are offered doughnut holes.

"The senior chef with the company was so happy," Temple said. As an added bonus, the healthier options cost much less than the \$60,000 annual cost of the doughnuts. Just a few months after the change, complaints about the lack of doughnuts dwindled, and Temple said she expects them to stop completely as the healthier options become the new norm.

Employers selected to participate in Work@Health® were assigned to one of three models, all of which delivered the same comprehensive workplace health curriculum.

1. The hands-on model was an on-site, instructor-led one-day training workshop held in one of six regional locations.
2. The online model allowed employers to move through the curriculum independently over several weeks using a web-based learning platform.
3. The blended model included a combination of hands-on and online learning strategies.

Broader Food Policy Changes

Dumping the doughnuts was just the start of positive changes at Korbel. With the approval of the company chef, the wellness committee helped develop a policy to require healthy food options at meetings and wine-tasting events with Korbel guests. The policy does not eliminate sweets, but it makes healthy options more available and easier to choose.



Photo provided by Pixabay.com.

Increasing Physical Activity

Korbel has also worked to increase employee opportunities for physical activity. The wellness committee encouraged workers to walk more instead of using golf carts on the winery's 1,500

acres. It developed walking paths with maps and route descriptions that allowed employees to enjoy the surrounding redwood forest and vineyards. The committee also arranged for discounts at local gyms, spurring employees to be more active.

Communicating and Integrating with Other Programs

The wellness committee used a variety of communication channels, such as e-mails, newsletters, and flyers on bulletin boards, to share health promotion information with employees. Employee Health Services staff also began holding monthly tailgate meetings to present information about safety issues, teach CPR and first aid, and offer free flu shots. Pairing Korbel's concern for employee health with its established concern for employee safety gave additional credibility and attention to the new health promotion program.

Program Success

Like all of the employers participating in the Work@Health® program, Korbel used the [CDC Worksite Health ScoreCard](#) to assess the extent to which it had evidence-based health promotion strategies in place before and after the program. The ScoreCard is a free tool that employers can use to assess their health promotion and disease prevention programs, identify gaps, and set priorities across health topics.

Strategies assessed by the ScoreCard include health-promoting counseling services, environmental supports, policies, health plan benefits, and other worksite programs shown to be effective in preventing heart disease, stroke, and related health conditions.

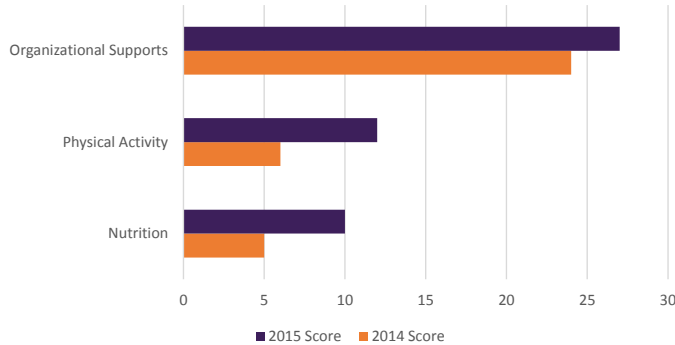
Korbel increased its total ScoreCard score from 153 to 173 out of a possible 264 points. It showed the largest improvement in the number of evidence-based strategies it offered that focused on nutrition and physical activity.

Examples of evidence-based strategies Korbel put in place during its Work@Health® training using the ScoreCard that it did not have in place in 2014 included:

- Subsidizing or providing discounts on healthier foods and beverages offered in vending machines, cafeterias, and snack bars, and at other purchase points.
- Providing educational seminars, workshops, and classes on nutrition.
- Providing brochures, videos, posters, pamphlets, newsletters, and other written or online information on the benefits of physical activity.
- Providing educational seminars, workshops, and classes on physical activity.

Korbel also increased its score in the Organizational Supports module, which assesses the extent to which organizations have a foundation in place to support and maintain a health promotion program. After the Work@Health® training, Korbel conducted employee needs and interests assessments to help the company plan future health promotion activities and set up a health promotion committee.

CDC Worksite Health ScoreCard Overall Score In Wellness Programming, 2014-2015



"In one survey, we asked about weight reduction and diabetes. In the other survey, we asked [employees] to choose the kind of foods they would want: fruits, granola bars, oatmeal. We tallied that up, and we said these are the foods you would like as a substitute, so let's give it a go."

—Lois Temple, Korbelt Employee Health Services

Learning from Work@Health®

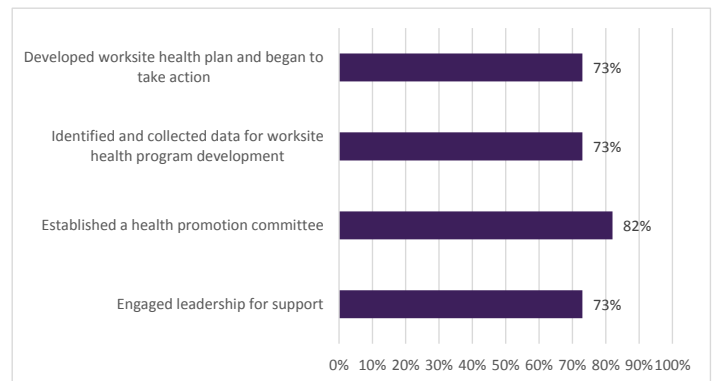
In a survey after the Oakland hands-on training session in 2014, 94% of participants said they understood how to apply what they had learned, and 95% said they would be able to use what they had learned at their jobs. After they completed the technical assistance portion of the program, all participants were asked to list the top three lessons they had learned. Temple said she had learned the following:

1. There's always more to learn.
2. The wellness committee is a fabulous resource.
3. You need a budget; funding is necessary to conduct a program.

About 6 months later, participants were asked to complete a survey about what they had done since the training. Most had established a health promotion

committee or team, engaged leadership support, and started collecting data to set up or enhance their worksite health promotion programs.

How Work@Health® Trainees in the Oakland, CA, Hands-on Model are using the Information They Learned in the Program



Challenges

Because of its long history and deeply rooted culture, introducing change at Korbelt was challenging. With leadership support, Temple took the time upfront to get buy-in for the change by promoting it at all levels of the organization and by gathering input from staff.

Like other manufacturing organizations, Korbelt has staff who work in offices and staff who work in areas

like the bottling line where they do not have regular access to work e-mail. The wellness committee used multiple communication channels to make sure all employees had access to educational materials and information about program activities. The committee also used ongoing safety meetings to share information about the health promotion program.

What's Next?

Over the next 12 months, the challenge is to keep the momentum going and to offer new activities that keep employees interested and involved. The wellness committee plans to continue building on the healthy changes made, and it hopes to offer the following in the future:

- Healthy cooking demonstrations.
- Vending machine changes that offer healthier options.
- Free healthy recipes.
- Additional lunch-and-learn presentations on health topics.
- Referrals to local wellness programs off campus.
- An expanded walking program.
- A “for women only” informational session.
- Stress reduction classes.
- “Team Korbel” participation in local activity challenges.
- Participation in the 2016 Korbel Safety Fair for employees.



The Work@Health® employer-training program is an initiative of the U.S. Centers for Disease Control and Prevention (CDC) to promote workplace wellness through employer education, training, and technical assistance. Work@Health® training provides employers with knowledge and tools through a comprehensive curricula to promote good health in their work places to prevent or reduce chronic illness and disability, and improve productivity.