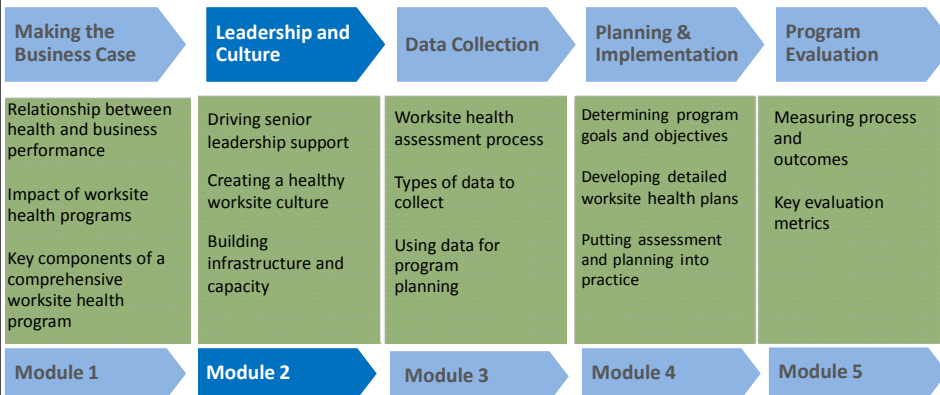




## Worksite Health 101

### *Leadership and Culture*

## NHWP Training and Assistance



# Learning Objectives

*Understand the following:*

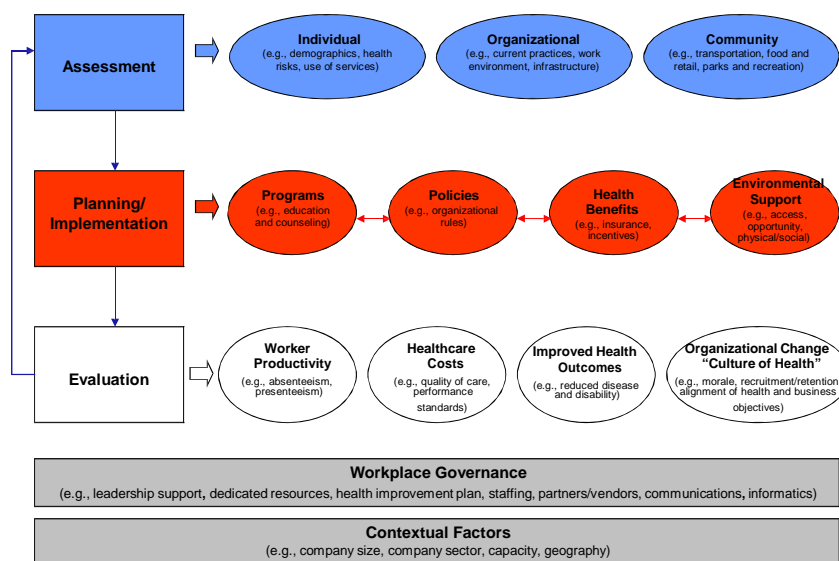
- The importance of senior leadership support and worksite health infrastructure.
- How to create leadership support for worksite health.
- How to create a healthy worksite culture.
- How to build a strong infrastructure for worksite health.

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# CDC Comprehensive Worksite Health Model



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## Importance of Senior Leadership

*In this section:*

- Why leadership support is important
- Creating management support
- How leaders and managers can impact program engagement and success

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## Leadership Support for Worksite Health

*Leaders have the ability to:*

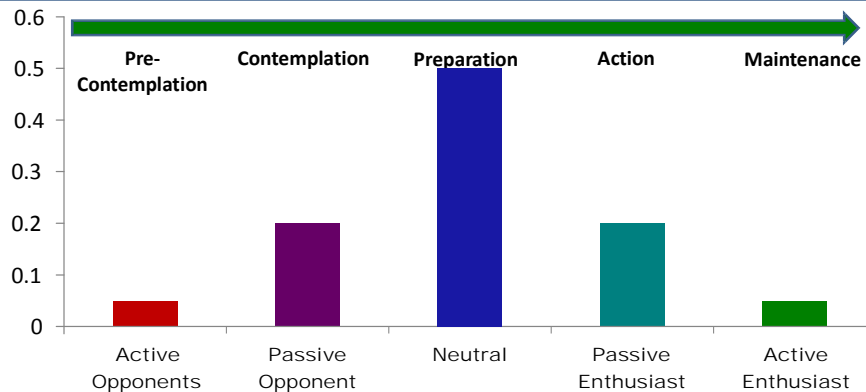
- Integrate worksite health into the business strategy
- Create a healthy corporate culture with worksite policies and a supportive environment
- Recognize and overcome barriers to engagement
- Allocate resources and determine priorities
- Set an example and celebrate success

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## Creating Leadership Support



*Use multiple strategies for creating support among leaders and managers*

Linnan L, Weiner B, Graham A, Emmons K. Manager Beliefs Regarding Worksite Health Promotion. Am J Health Promo. 2007 Jul/Aug; 21(6):521-528.

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## Creating Leadership Support

- Build the business case for worksite health
  - Link employee health to business performance
  - Link the worksite health program to business strategy
- Lead by example
  - Participate in worksite health programs
  - Integrate worksite health responsibilities into job descriptions/annual reviews and job performance criteria
  - Implement a senior-level worksite health pilot program
  - Celebrate personal and organizational success

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# Driving Program Engagement

*Leaders/Managers can identify and address barriers to participation*

**Occupational Barriers:**

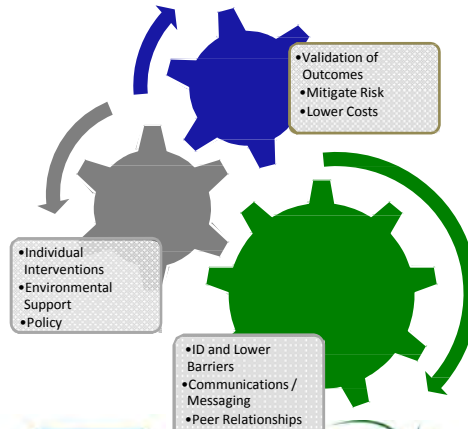
- Job type/industry (eg., shift work).
- Geographically dispersed teams.

**Employer Barriers:**

- Impact on productivity.
- Convenience/availability to all shifts.
- Lack of management support.

**Employee Barriers:**

- Lack of time or manager support.
- Fear of financial impact.
- Confidentiality concerns.
- Language and literacy.



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# Creating a Healthy Worksite Culture

*In this section:*

- Creating a healthy worksite culture.
- Developing worksite health infrastructure.
- Implementing a worksite health champion team.

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## A Healthy Worksite Culture

- A work environment where employee health and safety is valued, supported and promoted
- Leadership implements a comprehensive worksite health program, including policies, benefits, and environmental supports
- All levels of the organization are involved and the worksite health program is a routine part of business operations aligned with overall business goals
- Access and opportunities to participate are made available to all employees

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## Creating a Healthy Worksite Culture

### *Leadership must:*

- **Communicate support**
  - Written communications, supportive policies, facility design
- **Allocate resources**
  - Worksite health team time, money and resources, and release time for programs
- **Participate/engage in programs**
  - Management at all levels participate in worksite health programs and process

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# Communications Support a Healthy Culture

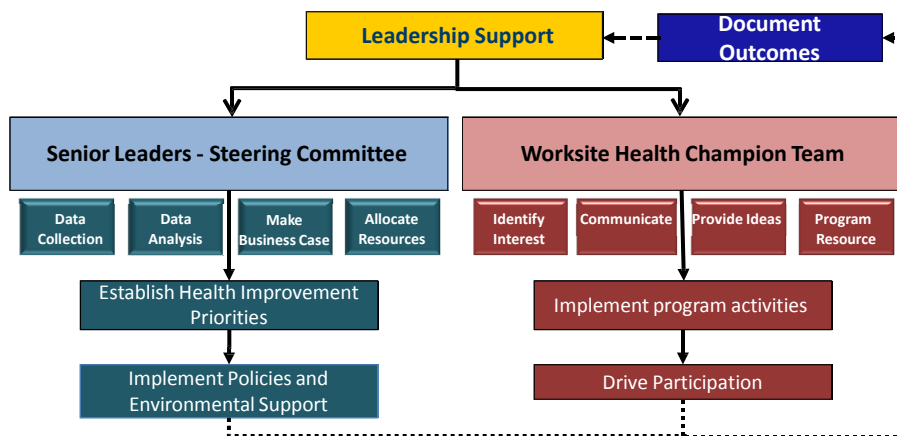
- Develop a program name and logo
  - Leverage existing brand equity / integrate into corporate culture
  - Involve employees in name / logo process
  - Use images that reflect your employee population
  - Brand all program communications for consistency
  
- Consistently communicate
  - Utilize multiple communication channels for all communications
    - Posters / Flyers / Intranet / Email / Home Mailers
  - Provide actionable information
  - Consider multiple languages / low literacy

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# Worksite Health Infrastructure



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## Worksite Health Champion Team Benefits

### *Champion Teams:*

- Create program ownership
- Act as the eyes, ears, and voice for worksite health
- Help spread the work load
- Inspire creativity and provide great ideas

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## Characteristics of a Champion

### *Worksite Health Champions:*

- Believe in worksite health
  - Create opportunities and encourage others to participate
- Are role models
  - Have frequently made a healthy lifestyle change
  - Provide peer-to-peer support
- Reward success and recruit others
- Link employee interests and health risk priorities

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## Assembling Your Champion Team

- Leverage existing worksite infrastructure:
  - Safety team, social committee, paid or volunteer coordinator.
- Assemble teams based on employer size and need.
- Select members from all levels and departments of the organization.

Senior Leaders	All Shifts
Safety Personnel	IT Support
Marketing/Communication	Union Representation
Middle Management	On-site Medical
Human Resources	Spouse/Retirees

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## Champion Team Structure

- Formal or informal charter or bylaws
  - Assures sustainability by defining roles, job descriptions, terms, and committees.
- Effective team leader
  - Integrates worksite health vision with business strategy.
  - Empowers others to be valued team members.
  - Paid or volunteer coordinator.
- Typically meet once per month
  - More often for large projects or at the start of your program.
  - Alternate team members who lead meeting.
- Provide talking points and meeting minutes for team members to share with managers and coworkers.

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## Leadership Support for Teams

### *Leaders can:*

- Create job descriptions that empowers the team
- Implement team recommendations, including policies, environmental changes, and programs
- Set alternating team member terms (1-2 years)
- Require periodic reports from the team and share progress across the organization
- Routinely recognize team and individual success

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## Leadership and Culture Summary

- Leadership support is critical to program success
- Tie worksite health to the business strategy
- Leaders have the ability to remove or reduce barriers to program participation
- Leadership must communicate, allocate, and participate
- Establish internal infrastructure and capacity to support the worksite health program

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# CDC Worksite Health Promotion Resources

**Workplace Health Promotion**

The workplace and the health of the workers within it are inseparably linked. Ideally, workplaces should not only protect the safety and wellbeing of employees but also provide them opportunities for better long-term health and enhanced quality of life. Effective workplace programs, policies, and environments which are health-focused and worker-oriented have the potential to significantly benefit employees, employees' their families, and communities. This site is a toolkit for workplace health protection and promotion. It provides information, tools, resources, and guidance to practitioners interested in establishing or enhancing workplace health and safety programs.

**Recommendations and Guidelines**

**A Purchaser's Guide to Clinical Preventive Services: Moving Beyond Adequate Coverage of Services**  
Developed in collaboration with the Centers for Disease Control and Prevention (CDC), the Purchaser's Guide translates clinical guidelines and medical evidence, providing large employers with the information they need to select, define, and implement preventive medical benefits such as colorectal cancer screening and tobacco use treatment.

**Workplace Health Toolkit Model**  
A coordinated approach to workplace health promotion results in a integrated and comprehensive set of programs, policies, benefits, and environmental supports designed to meet the health and safety needs of all employees. This toolkit includes a stepwise process that includes assessment, planning, implementation, and evaluation of workplace health activities.

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800-372-4633  
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24 hours/7 days a week  
cdc@cdc.gov

**National Healthy Worksite Program**

**Worksite Health Model**

**Become a Healthy Worksite**

**Program News**

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