

**Well Workplace Award  
Executive Summary**

**City Of Jacksonville, FL  
Gold Award**

Information in this publication is carefully reviewed for accuracy. Questions, comments, or ideas are welcome. Please direct to Dr. David Hunnicutt, Executive Editor, at the address below.

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**WELLNESS COUNCILS  
OF AMERICA**

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## **General Information**

### **WELL WORKPLACE**

*Gold Application*

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#### Basic information

Name of Organization: City of Jacksonville, Florida

Address of Organization: Jacksonville, Florida

Council Affiliation: Wellness Council of Florida (Jacksonville)

Contact Person: Donna Raulerson

Title: Chair, Wellness Committee, City of Jacksonville

Work Telephone:

Fax Number:

E-Mail Address:

Alternate Contact: Debbie Bryant, Vice-Chair, Wellness Committee

Parent Organization: N/A

Number of Sites Covered by this Application: Over 400

Number of Employees Covered by this Application: Over 8,000

Nature of Business or Industry: Consolidated City-County Government

Name of CEO: Daniel A. Kleman

Date of Application: June 15, 2004

## **Preface: Organizational and Program Background**

### **Overview**

The City of Jacksonville, Florida, designated as one of the top ten best places to live in America, is a vibrant fast growing metropolis with about 800,000 residents. Located in northeast Florida, Jacksonville is a consolidated city-county government. It is the largest municipality in the United States encompassing 841 square miles with more than 400 City work locations. It has a diversified workforce of over 8,000 employees, beginning with Mayor John Peyton, CEO Daniel Kleman, and 24 other elected officials, including the Sheriff, Tax Collector, Supervisor of Elections, Property Appraiser, the Clerk of the Circuit Courts, and City Council members. Public Safety (Police and Fire) personnel comprise about half of the workforce, and the balance provides a wide array of services.

### **Background**

The City has long recognized that a healthier and happier workforce performs better and contributes more to society, both on and off the job. Wellness has been part of the Employee Benefits program at the City since 1980 when fully insured health insurance contracts were required to provide wellness features to participants, and this continues. With the formation of a Wellness Committee in the early 80's and the City's membership in the Wellness Council of America thereafter, major emphasis has been placed on employee health initiatives. The City's strong commitment to wellness will be shown throughout this application.

### **Vision and Mission**

The City's **Vision:** "To make Jacksonville's local government the most responsive and effective city government in America, and Jacksonville the best place in the nation to live, work and raise a family." **Mission:** "Serving you, meeting today's challenges, and focusing on the future." The

**Vision** of the Wellness Committee: “Optimum health for all City employees and their families, encompassing mind, body and spirit.” The **Mission**: “Promote a healthy lifestyle for City employees and their families through education, wellness initiatives and increased awareness of services available through our insurance providers.”

### **Organizational Fit**

Please see attached organizational charts.

### **Seven Critical Benchmarks**

Senior level support at the City is validated by the policies and directives that have been in place for years. Mayor Peyton has been committed to wellness from an early age and it is reflected in his administration’s support of wellness initiatives.

The Wellness Program was established to identify, develop, and implement health promotion programs for all City employees, retirees, and their family members. The Wellness Committee ensures that the mission of the program is accomplished. A set of strategic initiatives have been identified to help accomplish this goal:

- Study needs assessments and program evaluations to identify and prioritize needs
- Develop an annual Operating Plan
- Choose health promotion programs
- Identify needed resources
- Plan, market and implement programs
- Evaluate programs
- Communicate results to management and others

The Committee is represented by each City Department, City Council, the Mayor's office, Independent Authorities, and retirees. Representatives are allowed time to attend meetings or work at wellness functions. Agenda items may include upcoming Lunch and Learn programs, health screening schedules, data collection, reporting, and planning. Members provide research, obtain vendor/speakers, distribute flyers, or make presentations.

All employees may participate in health fairs and screenings throughout the year during work hours. The Health Risk Assessment (HRA), Employee feedback surveys, and health claims experience are the main sources of data collection used in evaluating programs and assessing the needs/wants of employees, and plan future programs.

An Operating Plan has been outlined to define the goals and objectives, and to create an action plan to continuously improve the scope of health initiatives. The goal is to successfully implement programs through expansion of participation, accessibility, and subject matter. The Operating Plan includes the Vision and Mission, goals and objectives, timelines for implementation, delineation of roles and evaluation procedures, strategies for communication, and participation. Programs implemented within the last twelve months have been sickle-cell testing and more behavioral modification seminars. A contract with a local gym was also enacted.

We review the wellness education initiative each month and measure results. Information is disseminated through live presentations, electronic media, and hard copy. Wellness education and safety programs are also a vital part of departmental or divisional staff meetings.

Employees are provided with a supportive environment through Employee Benefits, EAP and Safety offices. Insurance programs offered are health, dental, vision, employee and dependent life. Some other benefits are: generous annual leave, family medical leave, leave of absence, flexible spending accounts, parking and transportation accounts, retirement investment programs, tuition reimbursement, career path development, liberal training programs, and paid administrative leave for some humanitarian projects.

### **History of Wellness Initiative**

In 1979, under the leadership of Millie Reeves, Employee Benefits Administrator, partnerships were formed with all City insurance vendors to provide wellness features to reduce health insurance claims costs and still provide appropriate benefits. The Wellness Committee was formed in 1982 to expand already existing programs offered by Employee Benefits. The Sheriff's Office established an Employees' Assistance Program in 1984 and the City followed in 1986. The EAP became an integral part of the wellness initiative. Millie believes "Nothing is more important than having good health and happiness. The City's commitment to wellness over the past 25 years has been phenomenal."

### **Strengths**

With the strong support of the Mayor and other elected officials, the Committee, and numerous vendors, quarterly health fairs and other ac hoc events provide the opportunity for employees to receive flu shots and critical health screenings such as blood pressure, diabetes, cholesterol, carotid artery and abdominal scans, bone density, sickle-cell, hepatitis, skin cancer, hearing tests, and glaucoma at no cost to the participant. The events are held at different times and dates to accommodate workers at many City locations for their convenience. Participants are encouraged

to receive free, confidential Health Risk Assessments when they do screenings. The HRA provides statistical information and feedback for the purpose of evaluating the health risks and needs for the program to be successful in the future. Many additional programs sprout from this information, such as intensive diabetes testing when it was discovered that a large segment of the population tested positive for diabetes. Group health insurance needs are identified, as well. All group health plans are evaluated and possibly changed based on feedback from participants and screening results.

The City *E-News*, a bi-monthly electronic newsletter, an employee news magazine, *The Consolidator*, issued every two months, pension newsletters, *REACT*, the retirees' association monthly newsletter, flyers, and various union newsletters are excellent media tools for communicating wellness information to everyone. A permanent Wellness website is also available to all employees via the IntraCity location at [empben.coj.net/wellness](http://empben.coj.net/wellness). The site provides up to date information and includes power point presentations of past Lunch and Learn Programs that employees can view anytime. Other IntraCity sites offer information on tuition reimbursement, leave plans, educational opportunities and career development, all employee benefits through the Employee Benefits Office and the EAP. Lunch and Learns are given at various locations with staggered lunch times to accommodate employees. The willingness and dedication of the Committee to meet the challenges of providing so many programs, is a profound statement of the commitment we have to this program.

Retirees' screenings are usually held separately even though they can come to in-house screenings. The purpose is to accommodate their special needs with specific tests more

appropriate for an older population, accessibility to facilities, and parking. The City has always been strongly committed to its retired employees.

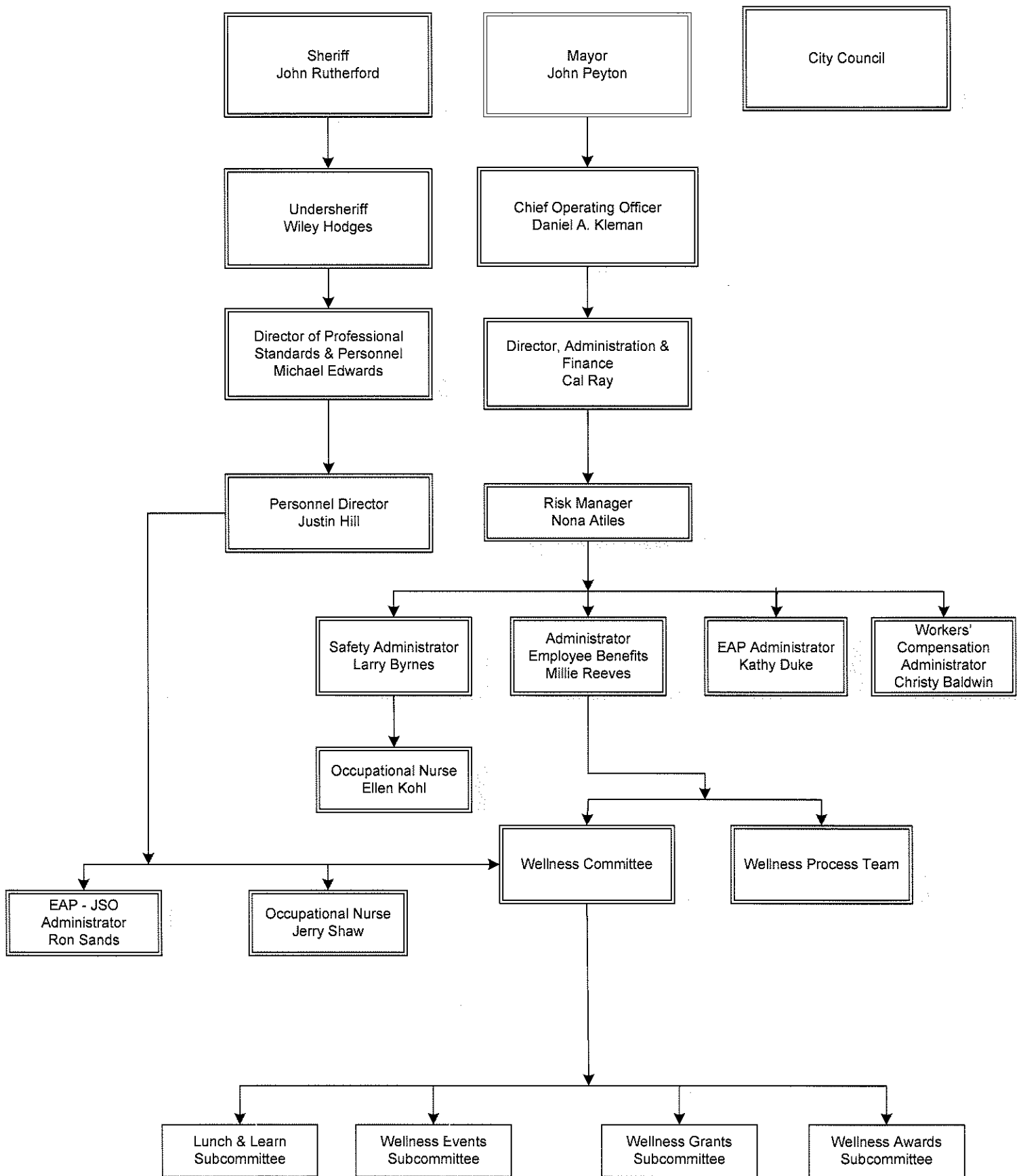
### **Popular Programs and Activities**

The most popular programs are the Lunch and Learn programs. A wide array of subjects is covered, based on survey results from employees and other data. Free health fairs and screenings are also popular because they are given at convenient times and locations. Many serious health problems have been discovered that may not have been detected otherwise. Weight loss programs and on-site exercise classes after hours have been very successful. Most major police and fire stations have exercise equipment and the City has contracted with a local gym to provide nine facilities for all employees, retirees, and their dependents at minimum cost.

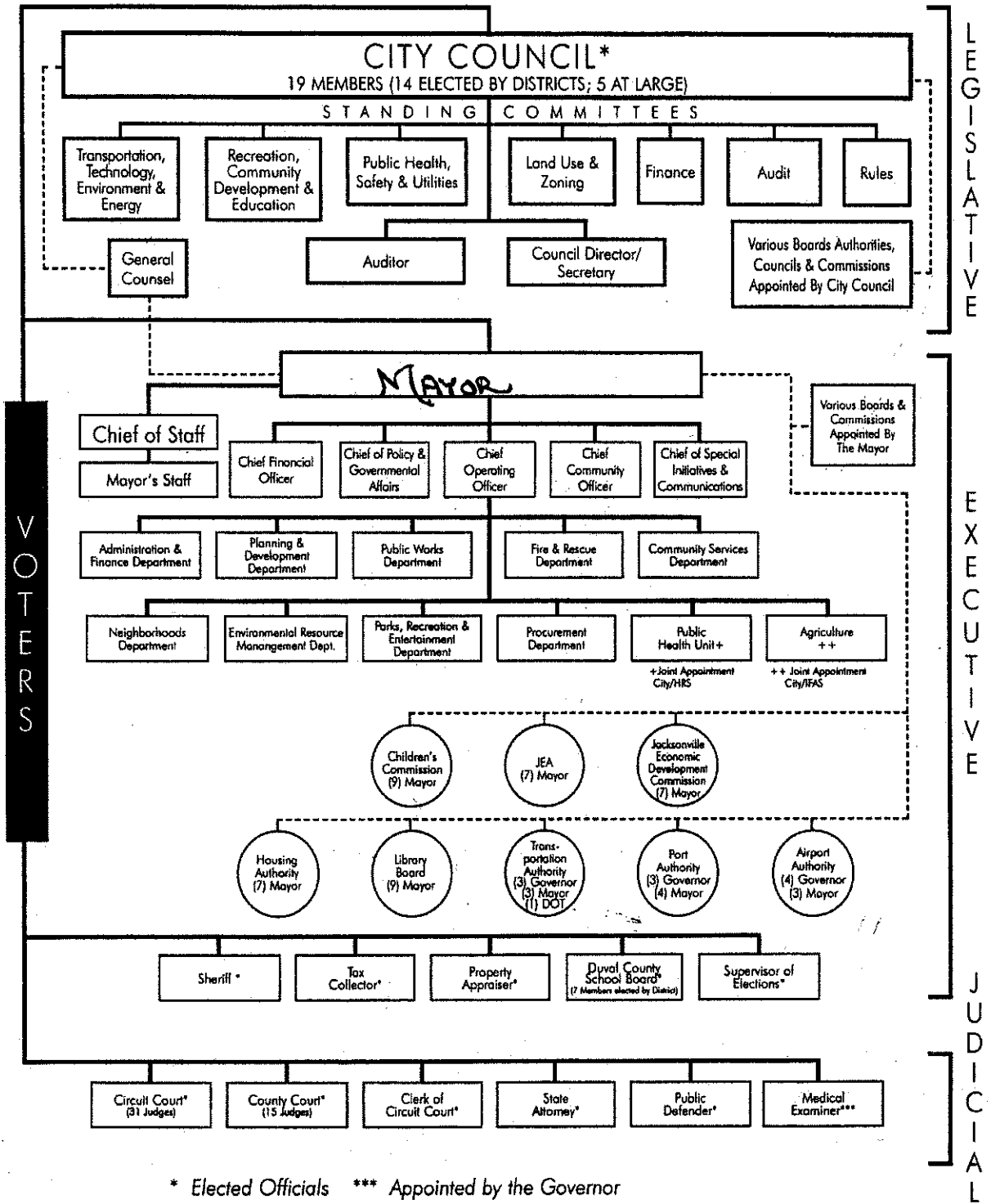
### **Other Pertinent Information**

The Heart of the Wellness Committee is in its cohesive effort to provide the best possible program for City employees, retirees, and dependents. All areas of the City have representation and every committee member is personally involved to ensure all employees have the most up to date information, accessibility, and screenings. Education of employees is shared on an activity level whether a presentation is for five employees or over 100. Everyone is important and programs are geared to accommodate the needs of the individual no matter what position they hold or their work schedule. We want our employees to have the best!

# City of Jacksonville Wellness Committee Organizational Chart



# CITY OF JACKSONVILLE, FLORIDA



LEGISLATIVE

EXECUTIVE

JUDICIAL

VOTERS

## 2003-2004 ANNUAL BUDGET