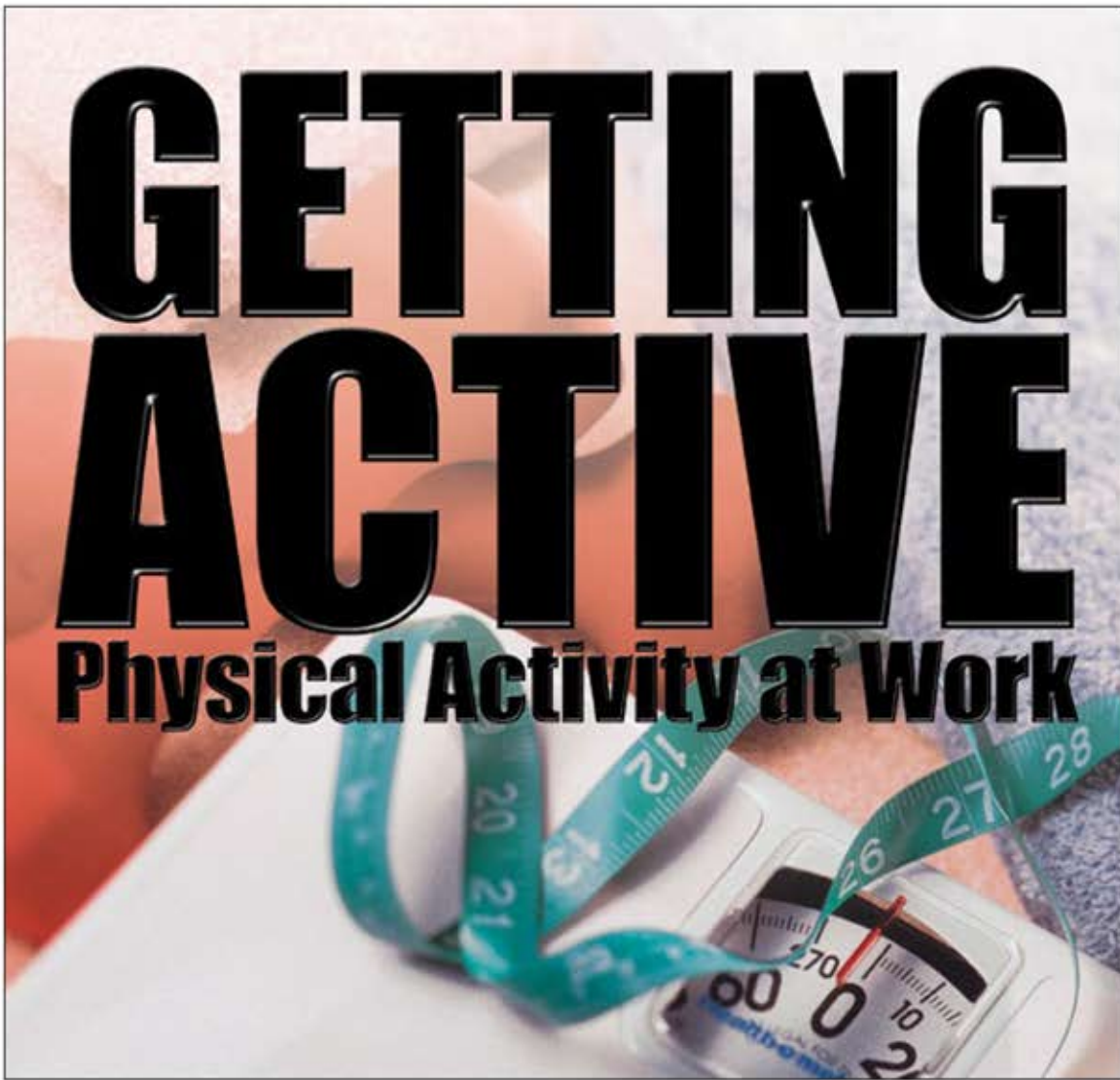


Absolute ADVANTAGE

A WELCOA CLASSIC

THE WORKPLACE WELLNESS MAGAZINE



GETTING ACTIVE

Physical Activity at Work



This issue of *Absolute Advantage* is dedicated to addressing physical activity in the workplace.

By focusing on expert information related to practical models, tips and strategies, this edition is

guaranteed to give you great ideas to increase physical activity at the workplace.

Each month you can learn more about the articles in *Absolute Advantage*.

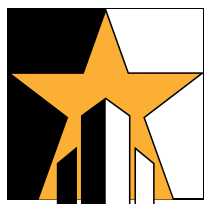
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THE WELLNESS COUNCILS OF AMERICA

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From The Executive Editor

Getting Active Physical Activity at Work



This issue of *Absolute Advantage* is dedicated to addressing physical activity at the workplace. Considered by many to be the “magic bullet,” physical activity is a key to any

organizations wellness initiative. To that end, we have provided a variety of important articles in this issue.

Specifically, we’ll examine information that will help you get your employees more physically active. In addition, we’ll present a model for developing corporate fitness programs. We’ll also provide you with an interview that was conducted with fitness legend, Jack LaLanne. Last, but not least, we’ll put forth fifty great ideas that will jump-start your thought process concerning physical activity at the workplace.

With physical activity remaining a national imperative, we hope that you can use the information in this issue of *Absolute Advantage*.

As always, we would like to thank our guest authors and contributors for their contributions and insights.

We hope that you enjoy this issue of *Absolute Advantage*.

Yours in Good Health,

Dr. David Hunnicutt
President, Wellness Councils of America



David Hunnicutt, PhD



In this issue of *Absolute*

Advantage, we’ll put forth

fifty great ideas that will

jump-start your thought

process concerning physical

activity at the workplace.



Absolute ADVANTAGE

THE WORKPLACE WELLNESS MAGAZINE

Organizational Founder, William Kizer, Sr.

WELCOME

Absolute Advantage is the interactive workplace wellness magazine that helps large and small employers link health and well-being to business outcomes. *Absolute Advantage* arms business leaders and wellness practitioners with leading-edge workplace wellness information straight from the field's most respected business and health experts.

With its online component, *Absolute Advantage* provides the industry's most current and accurate information. By logging on to the magazine's interactive website, you can access a whole new world of health promotion—including in-depth interviews with national health promotion experts and insider's information about industry products.

SUBSCRIPTION INFORMATION

For information about subscribing to *Absolute Advantage*, contact the Wellness Councils of America at (402) 827-3590 or via e-mail at wellworkplace@welcoa.org.

Ab-sol-ute Ad-van-tage:

When a company can produce more than its competitors—even though they have the same amount of resources—it has an absolute advantage.

We believe wellness is that advantage.

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Dr. Hunnicutt is President of the Wellness Councils of America. As a leader in the field of health promotion, his vision has led to the creation of numerous publications designed to link health promotion objectives to business outcomes.

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DIRECTOR OF DESIGN & TECHNOLOGY | Justin Eggspuehler

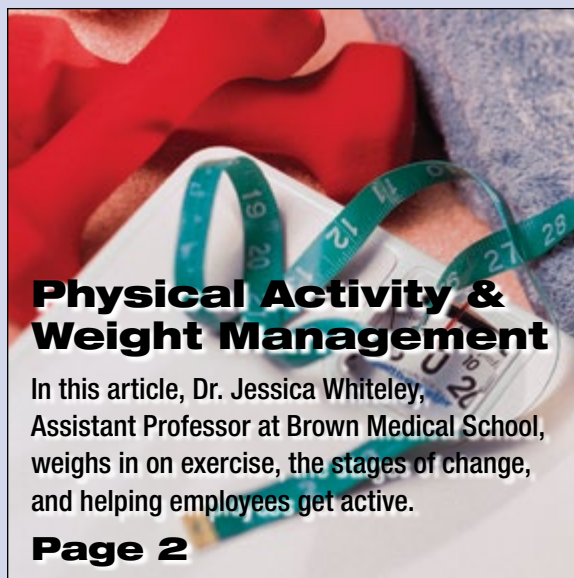
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Adam joined WELCOA in early 2005. With corporate experience in design and videography, He brings a wealth of talent to WELCOA's publication. In the capacity of a multimedia designer, Adam contributes to the publications of *The Well Workplace* newsletter and *Absolute Advantage* magazine.

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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Physical Activity & Weight Management

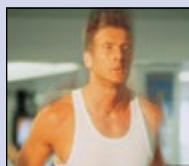
In this article, Dr. Jessica Whiteley, Assistant Professor at Brown Medical School, weighs in on exercise, the stages of change, and helping employees get active.

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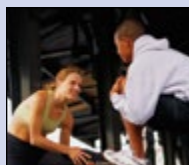
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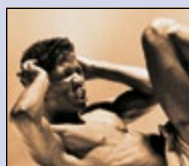
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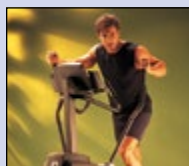
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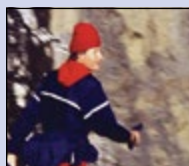
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Physical Activity & Weight Management

By Jessica A. Whiteley, PhD

No diet will bring long-term weight management unless a healthy dose of physical activity is mixed in.

In this article, Dr. Jessica Whiteley, Assistant Professor at Brown Medical School, weighs in on exercise, the stages of change, and helping employees get active.

Currently, 60 to 70 percent of the United States population is not physically active. Research has shown that while diet and nutrition are critical for weight loss, physical activity is one of the best ways to help maintain that loss. Other benefits of physical activity include preventing and controlling heart disease, stroke, some cancers, osteoporosis, diabetes, and obesity. Physical activity can also help improve mood, stress levels, and energy. With so many benefits, physical activity is great to promote at the workplace to improve the health—and possibly the productivity—of your workforce.

Physical Activity Recommendations

The current recommendations from the American College of Sports Medicine (ACSM) and Centers for Disease Control (CDC) have shifted from an emphasis on vigorous exercise, such as jogging, to moderate amounts of moderate-intensity activity. The current recommendations for physical activity are as follows.

Thus, the recommendations are to accumulate at least 30 minutes of moderate-intensity activity at least five days per week. This activity can also be done in 10-minute bouts totaling 30 minutes rather than 30 continuous minutes. If someone is healthy and interested in vigorous activity, the recommendations are to do at least 20 minutes, 3 days per week. Finally, for weight loss, the recommendations are to do 60 minutes of moderate-intensity physical activity at least 5 days per week. This increase in duration burns more calories and improves weight loss efforts.

There are two things that are important to consider regarding these recommendations. First, a health assessment, such as the Physical Activity Readiness Questionnaire (PAR-Q) and/or physician consent should be obtained before anyone begins a physical activity program. (The book, *Motivating People to be Physically Active* by Marcus and Forsyth is an excellent resource on this topic. The Resources section of this article includes the full reference to this publication.) Second, many sedentary individuals will need to start gradually and eventually work up to the recommended levels of activity.

Defining “Moderate” And “Vigorous” Activity

To better understand the difference between moderate and vigorous physical activity, a few examples will be provided. First, moderate activity is the equivalent of a three to four mile-per-hour brisk walk (about a 15 to 20 minute-mile). Other examples include general gardening, housework, golf without a cart, and bicycling. Another way to think of moderate intensity activity is that it is similar to the pace you walk when you are running late to an appointment. Often, there is an increase in breathing and heart rate. Walking is the most common

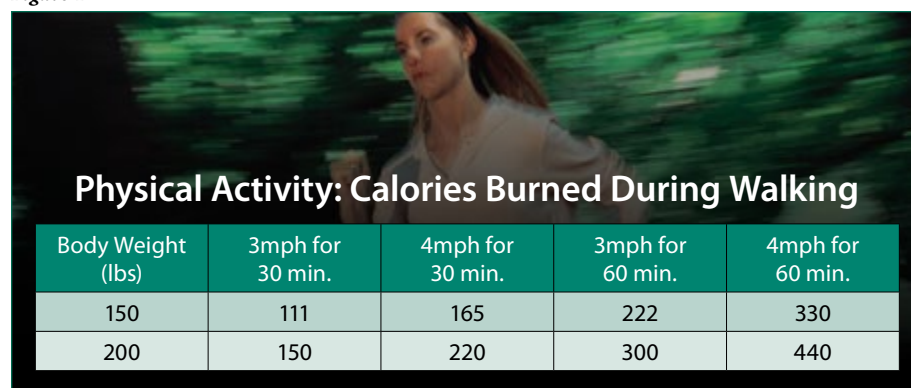
physical activity and one of the easiest to do in that it only requires good walking shoes. You may recommend that individuals walk for all of their activity or that they chose a variety of activities that are enjoyable. Vigorous intensity activities are more strenuous and include things like jogging or running, jumping rope, swimming laps, taekwon do, and basketball.

The Weight Loss Connection

Physical activity is very important for maintaining weight loss but can also boost the amount of calories burned in a day to improve weight loss. The amount of calories burned while exercising depends on the intensity and duration of the activity as well as the weight of the individual. An example of the variance is shown in **Figure 1**.

Lifestyle physical activity, or activities that are incorporated into daily living, help boost calories burned beyond what is provided by the structured exercise. For example, you can park your car farther away from work or the grocery store, take the stairs instead of the elevator, or take a short walk around the block. Climbing up two flights of stairs burns 15 calories while walking around the block burns about 30 calories. All of this adds up to improved health and weight loss.

Figure 1



One To One: Promoting Physical Activity On An Individual Level

There are a number of theoretically-based strategies that have been shown to be effective in promoting physical activity. These principles include logging activity, goal setting, feedback, social support, recognizing the benefits of physical activity and problem solving for the barriers of physical activity, and increasing confidence

Figure 2

Effective Strategies For Promoting Physical Activity		
Strategy	Why It's Important	How To Apply It
Logging Activity	Logging helps people recognize their patterns of activity. They may realize there are certain things like the weather that acted as a barrier on one day (it rained) and a facilitator on another (it was mild and sunny).	Provide a calendar for each month with a space on each day to record the activity and the duration of the activity. Encourage people to log their activity every day, even if it is a zero.
Goal Setting	Goals should be specific and manageable with short-term goals to achieve the long-term goals. Goals help give a person something concrete to work toward, help measure progress, and give a sense of accomplishment as they are achieved.	Have people write down their long-term and specific, short-term goals. For example, a long-term goal might be to lose 20 lbs. A short-term goal might be to walk Monday, Wednesday, and Friday for 20 minutes after work.
Feedback	Feedback helps people know when they have met a goal and when to set a new, more challenging goal.	People can use their activity logs for personal feedback and recognition of their efforts. A health education leader or fitness instructor might provide positive feedback when progress is seen.
Social Support	Social support can facilitate physical activity because it can be helpful in removing some of the barriers to being active and provides encouragement.	Encourage people to exercise with a spouse or friend, receive praise from someone for being active, or find someone to watch the kids while exercising.
Pros & Cons	It is important to understand the benefits (pros) in order to recognize why it is important to be physically active. The barriers (cons) are what prevent people from becoming active and need to be addressed in order to become active.	Have people divide a piece of paper in two, listing the pros on one side and the cons on the other. The pros can serve as reminders of why they are becoming active (e.g., to lose weight, or to feel better about themselves) and the cons can be a starting point for problem solving (e.g., not having enough time to exercise).
Confidence	How confident a person is in his or her ability to be physically active will be directly related to how active they are.	Confidence can be increased if a person addresses his/her barriers, learns more about physical activity, seeks an active role model, and gradually increases activity to achieve a sense of mastery.

in one's ability to be active. These strategies are detailed in **Figure 2**.

Another important model that can help promote physical activity is one that uses strategies matched to a person's level of motivational readiness. This model proposes stages of change that individuals move through when becoming active, see **Figure 3**. For a comprehensive review of strategies, and how to assess stages of change, again, I recommend the book, *Motivating People to be Physically Active*.

Using a stage-based approach can be an excellent way to promote physical activity in a worksite where people will be in any of the five stages and therefore at different motivation levels. After assessing a person's stage, certain strategies are utilized depending on the person's stage of motivational readiness. Examples are listed in **Figure 4**.

One To Many: Promoting Physical Activity At The Workplace

The strategies listed above can be applied when working one-on-one with individuals or in a group. Finding ways to promote physical activity to a large number of people can be challenging. Here are a few ideas.

1. Set up walking clubs to walk before, during, or after lunch.
2. Make stairs user friendly, safe, and accessible (music in stairwell, slip guards, etc.).
3. Provide flex-time for exercising during the day.
4. Provide employees with the opportunity to take a 10-minute break to walk during the day.

Figure 3

Stages Of Change	
Stage 1	Not active and not intending to become active
Stage 2	Not active but intending to become more active
Stage 3	Doing some physical activity
Stage 4	Regularly active (meeting ASCM guidelines)
Stage 5	Has made regular physical activity a habit

5. Offer physical activity promotion classes at the worksite that cover the strategies listed above such as logging activity, goal setting, and enlisting social support.
6. Provide pedometers to encourage activity.
7. Provide stage-matched materials (see the Resources section).
8. Distribute a newsletter with exercise tips and strategies.
9. Use bulletin boards, office mail, email, or paycheck stuffers to send physical activity messages.
10. Provide speakers that dispel common exercise myths and discuss the benefits of exercise or weight loss strategies.
11. Conduct a health fair that offers free physical fitness assessments.
12. Set up a library of educational resources about physical activity (and weight loss).
13. Start an email based program that provides tips of the day and strategies for increasing activity.
14. Provide activity logs for all employees.
15. Create an incentive system for being active that includes contests and prizes.

Figure 4

Effective Strategies For Promoting Physical Activity		
Stage	Sample Strategies	Goals For These Strategies
Stage 1	<ol style="list-style-type: none"> 1. List the benefits and barriers of physical activity. 2. Seek information about physical activity from a health magazine, the Internet, or a library. 3. Ask someone who is physically active how they were able to become active. 	Move this person towards thinking about being physically active.
Stage 2	<ol style="list-style-type: none"> 1. List the benefits and barriers of physical activity. 2. Start to problem-solve solutions for the barriers. 3. Set a goal for a manageable amount of exercise such as a five-minute walk several times per week. 4. Look up the calories burned for activities of interest. 	Help this individual plan how to become active and set a date for starting the activity.
Stage 3	<ol style="list-style-type: none"> 1. Differentiate between true barriers and excuses. 2. Set a goal to enlist social support. 3. Set concrete goals for increasing physical activity. 4. Provide tips for enjoying physical activity. 	Help this individual develop additional strategies to increase physical activity.
Stage 4	<ol style="list-style-type: none"> 1. Explore benefits of physical activity not yet realized. 2. Think about obstacles that might get in the way in the future. 3. Discuss any negative thoughts that might be getting in the way of being active. 4. Encourage a variety of activities. 	This individual is already meeting the guidelines but may need help in figuring out ways to maintain this level of activity.
Stage 5	<ol style="list-style-type: none"> 1. Work on ways to increase enjoyment. 2. Add in other activities. 3. Encourage social support. 4. Find a race or event in the community to join. 	This individual has made exercise a habit but might need to consider future obstacles and discuss ways to keep activity enjoyable.

Time To Get Moving

In conclusion, few people are meeting the guidelines of 30 minutes of moderate-intensity physical activity at least five days per week. Even fewer people are meeting the guidelines for weight loss of 60 minutes each day. Physical activity has many health and psychological benefits that may result in not only weight loss, but fewer missed days of work and increased productivity while at work. Using some of the tips and strategies listed in this article to promote physical activity at the workplace can be an excellent way to improve the quality of life of your employees. ★

RESOURCES

You may find the following materials helpful in your worksite physical activity programming efforts.

1. Marcus, B.H. and Forsyth, L. (2003). *Motivating People to be Physically Active*. Human Kinetics, Champaign, IL. www.HumanKinetics.com
2. *JumpStart. Stage matched manuals*. To order, call 401-793-8176 or email LSExercise@lifespan.org.

ABOUT: Jessica A. Whiteley, PhD

Dr. Whiteley is an Assistant Professor of Psychiatry and Human Behavior at the Centers for Behavioral and Preventive Medicine at Brown Medical School and a Staff Psychologist at The Miriam Hospital. She graduated with her degree in clinical psychology in 2001 with a specialty in health psychology. Dr. Whiteley has been doing health promotion research for over 10 years with a particular interest in physical activity and women's health. Currently, she is working on a number of different physical activity and smoking cessation research studies that are delivered via phone, print, and the Internet as well as in the community setting of the YMCAs. You can contact Jessica Whiteley at JWhiteley@lifespan.org.



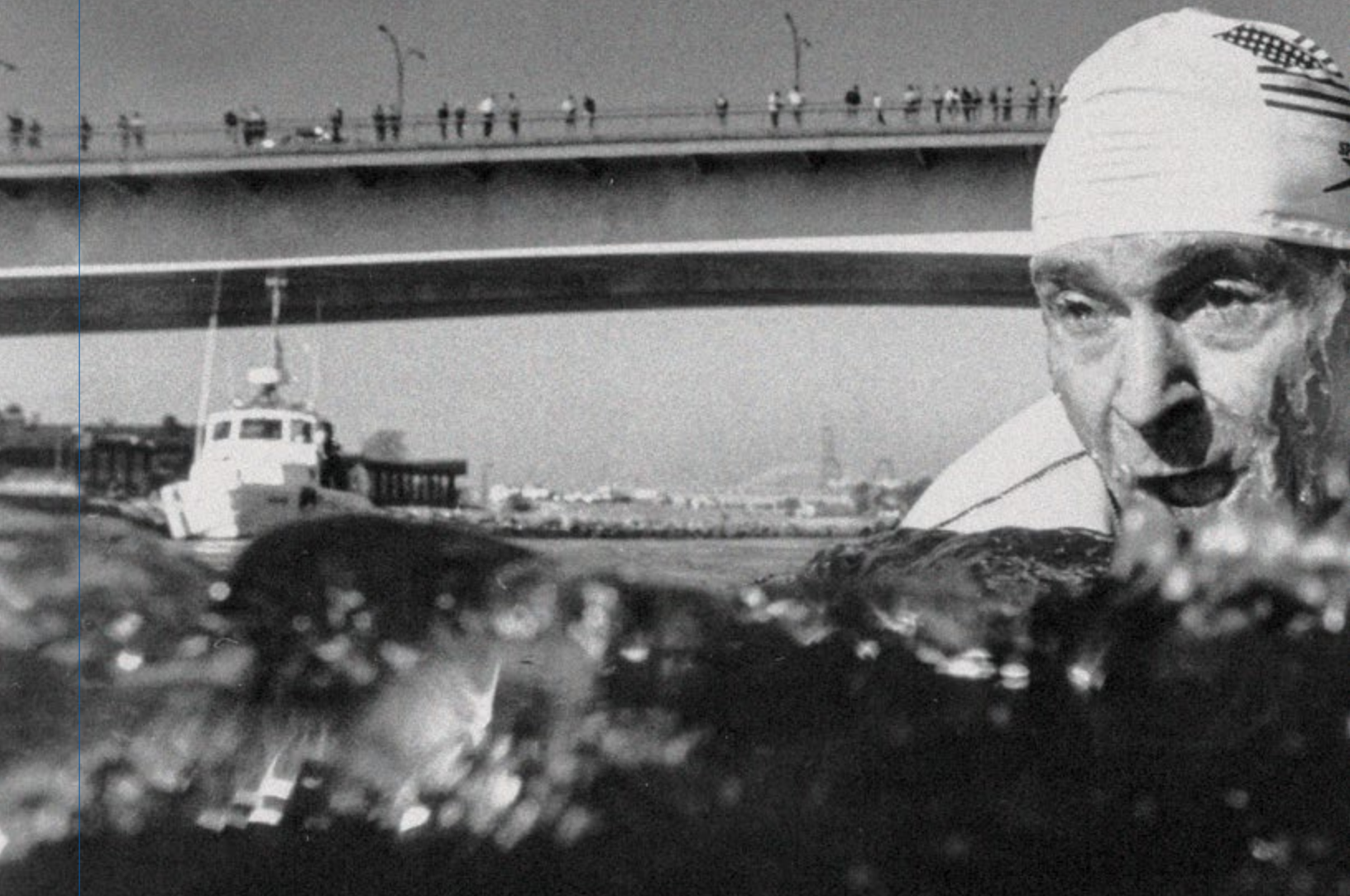
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BLAZING

THE FOUNDING FATHER OF

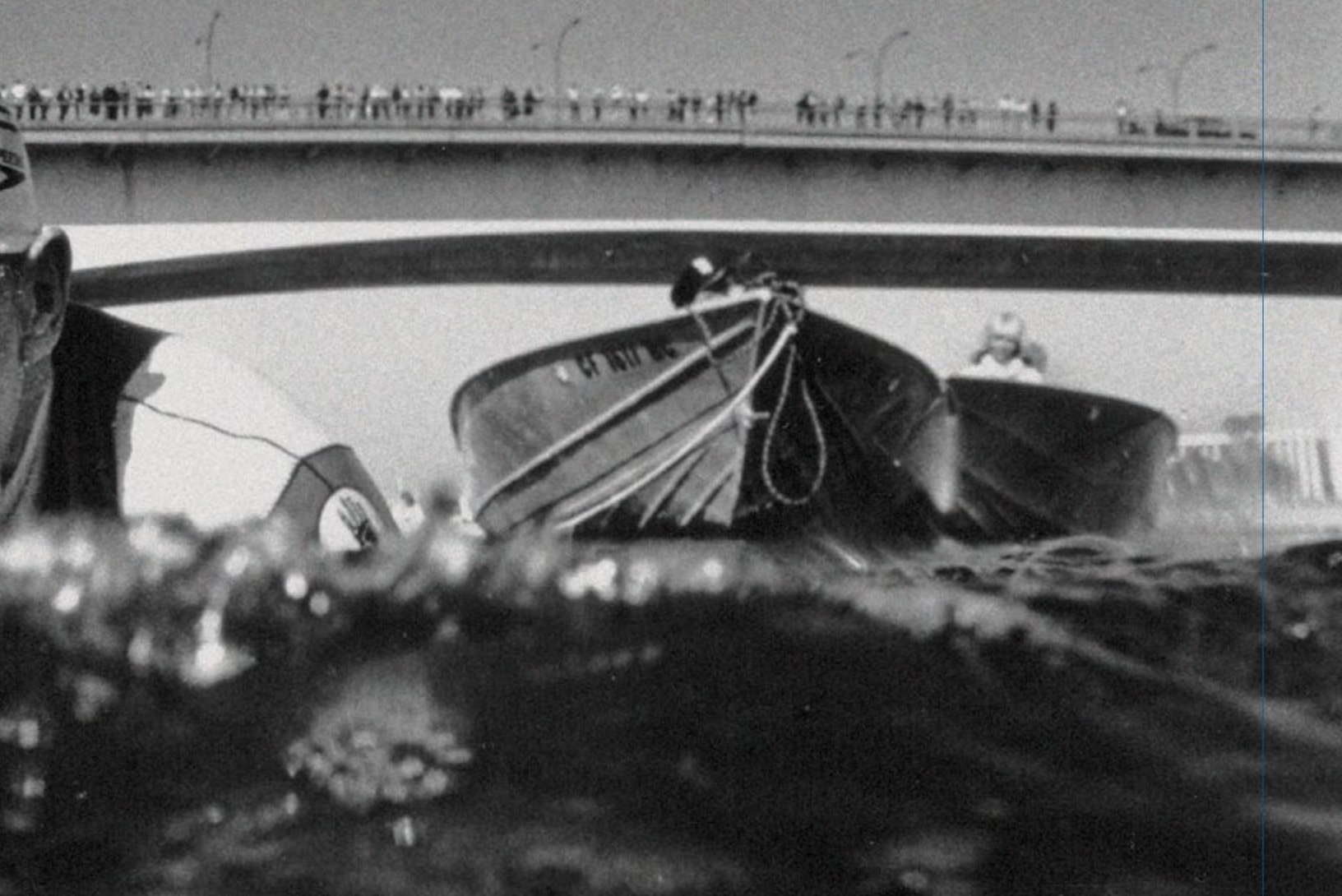
When Jack LaLanne opened the nation's first health club in 1936, people thought he was nuts. When he went on the air 1951 with the nation's first fitness television show, people thought it wouldn't last. Today, at the ripe young age of 91, his TV show is still on the air, he is in better shape than most Americans and he is still going strong.



THE TRAIL

FITNESS SHARES HIS STORY

In this exclusive WELCOA Interview, fitness pioneer Jack LaLanne talks with WELCOA President David Hunnicutt, PhD about LaLanne's lifetime of fitness and what it's going to take for Americans to get and stay healthy through their golden years.



Jack, when did you get religion about the benefits of physical activity?

I got religion when I was 15 years old. I was a weak, sick kid. I was such an irritable child that my mother—just to appease me—would have me suck on a washcloth soaked with water, sugar and starch. By the time I was four, my baby teeth were all rotted out. When I was 13 or 14, I was 30 pounds underweight, and I began experiencing god-awful, blinding headaches. Not to mention the fact that I was a troublemaker in school. By the time I was old enough to drive, my health was so poor I dropped out of school for six months.

Oddly enough, it was during this time that my mother and I attended a health lecture that changed my life. I remember it to this day. It was held at the Oakland Women's City Club in Oakland, California. This man—Paul Bragg—paced up and down the stage speaking passionately about health. I remember him saying, “My dear friends, it matters not what your present physical condition is, and it matters not what you age is. If you obey nature's laws, you can be born again.” This advice saved my life. There I was, this skinny little fouled-up kid who couldn't play sports, who didn't have friends, who was constantly getting beat up—and some guy was telling me I could be born again. I listened intently to that lecture and when I got home that night, I got down on my knees and prayed, “Dear God, give me the willpower to stop eating these foods that are killing me.” From that day on, I cut refined sugars and flour from my diet, I became a vegetarian for six years, and I joined the Berkeley, California YMCA. The rest is history.

That's an amazing story, Jack. When did you see changes in your health?

Almost immediately. Within a couple of days, or maybe a week, my headaches disappeared and I haven't had another since. It's still hard for me to believe. And another thing, it changed my personality. I had a terrible, uncontrollable temper, but after changing my health behaviors my temper disappeared. For me, it gives credence to the statement, “You are what you eat.” I was doing everything wrong. I was eating all the wrong things and I wasn't exercising. When I changed my ways, I saw results immediately. I was taking care of myself,

and my body was taking care of me. Let me be perfectly clear: I'm almost positive that I wouldn't be talking to you today if I hadn't made those changes.

I imagine messages about exercise and fitness were rare, if not radical, at that time. Would you agree?

Absolutely. We're talking the late 1920s and early 1930s. Fitness wasn't something people talked or even thought about. When I was in high school, just 15 years old, I started my first gym in 1931. My first clients were the police officers and firemen who failed their physical exams. I had them all come to my gym—which, incidentally, was my back yard at the time. And after spending a little time getting them back into shape, every single one of them passed their physicals and went on to become police officers and firefighters.

Health and wellness wasn't a popular concept in those days. I remember being captain of the Berkeley High School football team. I was strict vegetarian. Can you imagine a vegetarian in high school in 1929? It was radical to say the least. Another strange concept was weight training, which was something else I was doing. Few days went by without me hearing, “LaLanne, you're working out with those weights too much. You keep that up and you'll get muscle bound. You won't be able to run, swim or throw a ball.” That was back in the early 1930s, and not much had changed by the time I went on television in 1951. Again, I'd hear people saying, “I can't believe that station picked him up—that muscle guy getting 80-year-old-people, women and athletes working out with weights. Give him six weeks and he'll be off the air.” Thirty-four years later, I'm still on the air. Back then physical fitness was just unheard of.

Speaking of your television show, tell us how you got your start on TV?

I was minding my own business, just working at my gyms in Oakland and San Francisco, when I got a call from a friend managing the ABC Affiliate in San Francisco, KGO Channel 7. He told me they had this 90-year-old guy with a product he called the Kebowet. It was a health wafer he believed contributed to his longevity and health. He wanted to sell it on TV, but there weren't any TV shows

appropriate for the product. My friend was looking for someone to run a TV show to fit this guy's advertisements. Off the bat I told him, "What the hell do I know about television. I don't have the looks, the voice or anything else for television." I tried my hardest to get out of the show, but before I knew it, I was in a stretch limousine heading towards Hollywood.

As we left my drive, this guy says to me, "Now Jack, if you had a television show, what would you do? I'm gonna give you some time to think about it. It's a 45-minute drive to our Hollywood studios." An hour later we pull up to a big, beautiful building with people running all about. In his office we sat down and he asked me again, "Now, Jack, if you had a television show, what would you do?"

He had a big gut on him so I said, "Scoot down in your chair and pull your knees tightly to your chest...now straighten your legs...now bring them back..." I had him do this about 10 or 12 times and he said, "Man, I can feel it right in my waistline." We went through six or seven more exercises while sitting in his chair. He got the picture and asked what else I'd do. I told him that I'd give the audience a quick nutritional tip and inspirational pep talk every day to keep them motivated and on the right track.

And no kidding, just like that he called his secretary and said, "Mary, get OJ in New York on the phone." Five minutes later, "OJ, stop all auditions; I've found my man." They were auditioning hundreds of people throughout the country, and if I had known this guy was the one making the decision, I would've been too nervous. Anyway, the next thing I knew, I was on the air with the first-ever health and fitness TV show.

You mentioned offering your television audience quick nutritional tips. What types of tips did you offer?

First and foremost, "If man makes it, don't eat it." Think about all the junk people eat these days. Cakes, pies, candy, ice cream and soda pop—it's killing people. We're not eating enough fresh fruits and vegetables, and the same was true back then. I always told my audience, "Exercise is king...nutrition is queen...Put them together and you've got a kingdom."

I would also tell my audience that by not using their bodies they were hurting their bodies. It's not a calendar

First and foremost, "If man makes it, don't eat it." Think about all the junk people eat these days. Cakes, pies, candy, ice cream and soda pop—it's killing people. We're not eating enough fresh fruits and vegetables, and the same was true back then. I always told my audience, "Exercise is king... nutrition is queen... Put them together and you've got a kingdom."



Jack and his wife Elaine LaLanne travel throughout the world, lecturing and inspiring people to greater heights through exercise and nutrition.

that makes someone old—it's inactivity! Think for a second about all those 80 or 90-year-old folks in nursing homes thinking back to "the good old days." If they'd just get out there and do something, they'd double their strength, their energy, and endurance in as little as six or eight weeks. Research shows just how dangerous physical inactivity really is. These poor folks in retirement homes have let themselves go, and they're dying from inactivity.

As a true pioneer of health and wellness, you've seen a lot over the years. Are you encouraged about the health status of Americans today, or are you concerned?

On one hand, I'm very encouraged by the number of people exercising today. There are more people exercising than I've ever seen before. On the other hand, there are more fat people today than ever before in our nation's history. Our message isn't reaching as many people as it



Ever the innovator, Jack LaLanne used television to reach out to millions of Americans with his message of, "Get up, work out and feel better." Jack's original shows can be seen daily on ESPN Classic, 7-10 a.m. EST and 4-7 a.m. PST.

needs to. We should be talking to kids in kindergarten and first grade. We should be teaching them about physical activity and nutrition. It's just as important for developing their brains as is reading, writing and arithmetic.

We should also instill a philosophy of pride and discipline in our children. No one should ever forget those two words—pride and discipline. It's what life is all about. Pride is about being your best, looking your best, and being the best person you can be. Discipline is about being able to make things happen. Our children should have pride in the way they look and feel, and pride in how they treat people.

Something else that worries me is the advertising on television today. It's killing Americans, and we have to do something about it. Just watch TV for an hour and you'll see people—especially athletes—selling their souls for millions of dollars to endorse the very items making people fat and unhealthy—cakes, pies and soda pop. Athletes should sell products that are beneficial, healthy, and good for Americans. Instead, they choose to sell their souls. If I counted all the dumb commercials I've turned down over the years, the money I could have earned would be in the millions of dollars. You wouldn't believe some of the stuff people wanted me to endorse—and I didn't endorse them because I didn't believe in what they offered. In all honesty, the people out there who are taking advantage of others, especially those who are practically killing themselves to get healthy, just make my blood boil. There are all sorts of "health" ads on TV for three-minute workouts, Buttmaster and you name it. People see these commercials, they buy the stuff, and they think they've improved their health. You can't buy improved health. It comes through hard work. A person has 640 different muscles in their body, and they all need a certain amount of work and a certain amount of stretching. A person must maintain their cardiovascular health through exercise. This is what people need, not the junk on TV. People have to realize that it takes some work, but the payoff is priceless.

What do you do, Jack, to maintain your physical activity?

I'm in the gym every morning by 5 or 5:30. I work out for two hours; I never miss. My daily workout consists of an hour to an hour-and-a-half on the weights and another half hour in the swimming pool. As I mentioned earlier,

“I think it’s important for people to change their routines every 30 days. We get bored doing the same things day after day. Think about it, if you ate only carrots for the rest of your life, how bored and undernourished would you be?”

the human body has 640 muscles, and I work them all. One day I work my upper body, and the next day I’ll work my waist, arms or maybe legs. When it comes to swimming, I have a number of workouts. In fact, I change my workout every 30 days. I might tie myself into place and swim for 30 minutes. Thirty days later I might swim sprints, swimming 25 yards, resting for 10 seconds, and swimming another 25 yards. Sometimes I swim laps for 30 minutes straight.

I think it’s important for people to change their routines every 30 days. We get bored doing the same things day after day. Think about it, if you ate only carrots for the rest of your life, how bored and undernourished would you be? It’s exactly the same reason people should change their routine, and it’s exactly why there are hundreds of exercises. Changing your routine keeps your mind and body alert, responsive and safe.

I also believe in challenging myself. In all honesty, any stupid person can die; dying is easy. Living is tough. You have to exercise and stay fit; you have to eat well and think well. People should challenge themselves to make the most of their lives. In my lectures, I tell people they need to forget about the past and their old behaviors. Today is the day—it’s the only important thing in their lives because it controls the future. The only thing about the past that’s relatively important is not repeating the same mistakes. If a person begins exercising and eating better today, they’ll be healthier tomorrow, living a longer, higher quality life.

I also want people to realize that they don’t necessarily have to work out seven days a week, two hours a day like I do. Really, it’s ridiculous. It’s an ego thing with me; I just want to see how long I can keep this up. The important thing is, however, that they be doing something active. Inactivity is killing Americans.



Tell us, Jack, what do you do to maintain good nutrition?

For breakfast I have a soy drink containing 50 grams of protein. I also take 40 or 50 all- natural, vitamin supplements. For lunch, I have five pieces of fresh fruit and four egg whites. For dinner I have 10 raw vegetables finely chopped, and three ounces of fish. When I eat grains, I only eat natural whole grains or brown rice. And lastly, my wife and I always have a glass of red wine with dinner. In all honesty, I’d rather see people drink a glass of wine than a glass of milk. I believe more people are killed by dairy fat—cream, butter, cheese, ice cream, and so on—than anything else in this country. There is just too much fat in most dairy products.

Jack, the extreme challenges you’ve designed for yourself are certainly amazing and very well known. Tell us about these physical challenges and how they came about.

When I turned 40, I was Mr. America and weight training intensely. But believe it or not, some people were still telling me I was too muscle bound and limited in what I could do physically. I also realized I was finally over the hump. I wanted to find something to prove those naysayers wrong, and challenge myself physically. I started thinking about the fact that no one ever successfully escaped from Alcatraz Prison in the middle of the San Francisco Bay. I decided to attempt the escape. On my 40th birthday I swam handcuffed from Alcatraz Island across the San Francisco Bay to the City of San Francisco. I not only proved those naysayers wrong, but my little swim made international publicity. My swim helped other people realize they don’t have to

“If someone’s looking to lose or maintain weight, they should consume somewhere in the neighborhood of 1,500 calories per day, and exercise regularly. When someone consumes 1,200 calories in one meal, they’re not exactly on the fast track to maintaining or losing weight. In all honesty, it’s no wonder we’re so fat.”

be limited if they don’t want to be. I received calls from gyms all over the nation whose membership jumped 20 or 25 percent. Some people told themselves, “Gee, if that 40-year-old guy can do that, I can do something, and I’m going to start working out.

Every three or four years following my “escape,” I’d try something different, something more challenging. One year I swam underwater below the Golden Gate Bridge to and back from San Francisco twice. Another time I towed a one-half-ton boat handcuffed and shackled from shore to shore under the Golden Gate Bridge. Another year, on one ski, I skied behind a helicopter for more than 70 miles between Fairlong Island and San Francisco. And my 70 at 70 occurred on my 70th birthday. I towed 70 boats a mile and a half with both my feet and hands tied.

On my 90th birthday, I’d like to try another extreme challenge. I’m planning on swimming underwater from Catalina Island to Los Angeles just as I did under the Golden Gate. It should take 22 hours to swim the 26 miles, and I’ll need to change air tanks every hour or so. I’ve been planning this challenge for several years now, but I’ve honestly been too busy to train as thoroughly as I should for such a swim. My wife also says she’ll divorce me if I dare try that swim.

Obesity is becoming a serious problem among our nation’s children. What advice do you have for parents regarding their children’s health?

First and foremost, parents should set a good and positive example for their children. Because children behave as their parents behave, parents need to live healthy lifestyles, especially in regard to exercise and nutrition. It’s important for parents to make sure there’s no junk food in the house. Too often parents don’t take control of their kids. Kids are looking to peers for examples, not their parents. And when these kids get away from home, they start eating hamburgers and hot dogs and ice cream and all that junk their friends eat. If parents set a positive example and help their children understand why it’s important to eat well and exercise regularly, we’ll be heading in the right direction.

The fast food industry is taking some heat for the nation’s obesity epidemic. What do you think about fast food in the United States, Jack?

It’s terrible! It’s why so many Americans are overweight and obese. It’s killing us and it’s killing our children. Most people don’t understand fast food hamburgers have anywhere from one thousand to twelve hundred calories. That’s about the number of calories—in just one meal—a person needs over the course of their entire day. If someone’s looking to lose or maintain weight, they should consume somewhere in the neighborhood of 1,500 calories per day, and exercise regularly. When someone consumes 1,200 calories in one meal, they’re not exactly on the fast track to maintaining or losing weight. In all honesty, it’s no wonder we’re so fat.

Jack, you’re 89 years old. How do you feel?

I don’t feel any different than I did when I was 40. I’m keeping busy and active and I love it. My lectures and juicer keep me on the go. Have you seen my juicer? It’s great. It’s the most successful product in the history of television advertising, and we’re selling them around the world—France, Germany, England, China, Russia, everywhere.



Jack LaLanne, on his 70th birthday, pulling 70 boats with 70 people for a mile and a half with his feet and hands tied.

This juicer is the real deal. Doctors want us to consume six servings of raw vegetables and five pieces of fresh fruit per day. And it's not always easy. But with my juicer, you put your six raw vegetables in the juicer—a whole potato or tomato, maybe a cucumber, whatever. In 25 seconds, you've got a day's worth of fruits and vegetables right there in your glass. You go to a restaurant and the vegetables you're served consist of a piece of lettuce and maybe a little piece of tomato. By juicing, you get the whole thing. And when you've made your juice, you've also got the pulp to make a variety of wonderful things—healthy deserts, soups, you name it. It's been great. We've received all sorts of letters with people saying our juicer saved their lives, they've lost 40 pounds, they've never felt better, their aches and pains are gone, or they're sleeping better. It's all because they're putting live, vital foods into their bodies.

If you put dead foods in your body, pretty soon you're going to be dead. By eating poorly, you're working on dying. People need to work on living.

If you could offer any advice to Americans, Jack, what would you say?

The first thing I'd say is don't lose your sense of humor. That's the trouble with people today. People today are much too serious. We have to laugh a little bit. Life is wonderful! Life is great! It's fantastic. You've got to laugh and enjoy yourself. I tell everybody, "This is the moment I've waited for. This is the moment, boy. Enjoy it." Too many people have a mindset where they think, "Oh, I used to do this," or "I used to do that." Well, how about today?

People need to work harder at living. As I said earlier, anybody can die. Hell, I don't care how long I live. It

really doesn't mean that much to me. I do, however, want to be active while I'm still living. My wife and I go to rest homes, and we see these poor people just sitting around being miserable and sick and tired with their aches and pains. It just kills me to see it. If they'd just eat right, try juicing, and get up and get some exercise, their lives would be dramatically improved.

We also need to change what kids are eating, especially in schools. Just look at what they're being fed sometime. It's horrible, if not criminal. It's also a major reason older people have a hard time eating better themselves. They were fed poorly in school, they've developed bad habits, and those habits are hard to change. They've become ingrained in their behavior.

Lastly, do you know what the power underneath my muscles is? It's my wife. Without her, there's not much to me. She's a helluva lady. She's come all this way with me. Sometimes this profession is tough. Moving all the time, negative publicity—especially when I first got started. But she's the one who's kept me going all these years.

Jack, 50 years from now, what do you want people to say about you? How do you want to be remembered?

I'll be here in 50 years—stick around and find out. ★



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Fitness In 50

By Lisa Lee and Diana Thomas

The 5D Model of Fitness Center Management lays the groundwork for a complete employee fitness program.

Transforming the 5D Model into practice involves application of the following five steps: strategic program planning (**design**), **development** of a staff model and staff selection, **disseminating** information and increasing awareness through marketing, **delivering** the program, and finally, re-evaluation and **re-design**. The main objective throughout the implementation process is to create a program that will speak to the client base at hand whether it be a commercial club, community center, traditional corporate employee center, municipality or university to attain maximum participation of that population. Programs that are strategically developed in this manner can consistently exceed the industry participation average of 30 percent.

Implementing The 5D Model

D1 Design

The first step in this process is to assist in establishing the client's needs and populations served. Through this, physical space allocation, equipment, programming and staffing needs can be clearly identified and a financial model created. Additional support is provided through interfacing with architect/interior designers, recommending fitness equipment, creating lay-out/traffic-flow designs, locker room systems, and member management software. Design should also include identifying the infrastructure support needs such as: HVAC (Heating/Ventilation/Air Conditioning), electrical, plumbing and lighting requirements.

D2 Develop A Staffing Model: Staff Selection And Development

The staffing model for any given site is predicated on the needs and expectations of the client and/or corporate partner. Considerations include the budget allocated to operate the program and desired level of service and programming. At Club One, the management team, which includes both on-site managers and support-center based Regional Managers, is responsible for ensuring that the needs of the client, program, and members are met. Because of this, much emphasis needs to be placed on the selection of team members and staff as well as on the hiring process. Candidates for managerial positions should possess Bachelor or Master's degrees in related fields including Corporate Wellness, Sports & Recreation, Psychology or Exercise Physiology. While a strong background in member service and staff management should be a key consideration in hiring the management team, a great emphasis should also be placed on more qualitative criteria such as passion for and commitment to the health and wellness industry, and resonance with the organization's vision and values.

To ensure that all candidates go through a thorough screening process, a Pre-Hire and Post-Hire checklist should be utilized to ensure that the right employees are hired and that they are oriented properly into their new roles. All employees should go through initial phone screenings, several face-to-face interviews with upper level management, reference checks and a liaison/client approval process.

After hire, all employees should undergo intensive training on the company's standards of excellence/quality assurance, vision and values, and member service philosophy. They would spend a week training in their operational and job-specific functions. A five-day follow-up is recommended to ensure a thorough understanding of what was learned in the first week of employment, and a date should be set for the 90-day evaluation. Managerial staff would undergo a more extensive initial training which includes accounting, human resources, payroll, budget management, staff management, safety, and operations training.

To ensure a high level of ongoing capability among staff, a strong commitment to the growth and development of team members should be built into the plan. A process should be put in place for continually examining and revising as needed, the organizational structure to allow for growth from within and to best support the corporate/vendor partnership. To support this upward growth, a quarterly and annual review system based on the attainment of set goals and objectives should be implemented to identify current status, past progress and future direction.

Supplying internal and external training resources will support team members in achieving their career development objectives. As an example, Club One ProServices (COPS) offers many in-house continuing education and development opportunities. Quarterly COPS Academy training highlight high-level initiatives or new policies being implemented within the company and provide managers with the knowledge base they need

“Successful integration and participation ensure a higher retention/usage rate. It has been demonstrated that interacting with new members in this manner can reduce center member attrition rates to well below the industry average.”

to effectively roll out these initiatives. Recent examples of these trainings include roll out of a new company-wide safety program, Building Block program, and Stages of Change Implementation for all staff members at all sites.

Essential to the success of managing employee fitness centers for a single corporation with a number of locations is the ability to keep managers located around the country connected to what's happening within the company. One method of meeting this challenge is to publish a weekly news bulletin. This can be distributed via email to all managers and can contain information on company updates, upcoming initiatives, career opportunities and employee news. Using today's technology to advantage, an intranet site can be a channel for housing human resources, accounting, payroll, safety and operations documents as well as a training and development page which includes a lending library and other pertinent topical resources of use to the fitness center staff.

An example of this is PTontheNet, an intranet-based resource for personal trainers, which provides on-going training and development to team members as well as tools to build customized programs for members.

A Best Practices page can be placed on the intranet to serve as a vehicle for managers to share those programs which have had the greatest impact and success.

On a less technological and virtual note, staff can also attend professional conferences such as the annual IHRSA convention which provides networking as well as professional growth and development opportunities.

Dependent on the organization's needs, it may be decided that the center will be non-staffed and the services provided specifically limited to those of design, development and equipment procurement only. In this situation, additional support may need to be allocated in assisting with creating the financial model and recommendation of program management software in lieu of the absence of a formal on-site staff in the fitness center.

D3 Dissemination: Marketing Of The Program And Services

Stage-based, tailored marketing can increase overall health and fitness by targeting inactive as well as active individuals. Channels used for marketing include new hire orientations, departmental stretch breaks, websites, blanketed

and targeted emails, and in-center marketing. Posting of monthly health topics and hosting of stress management and other wellness seminars enables one to reach the pre-contemplator and contemplator not yet ready to step foot into the fitness center or to participate in other health related activities and programs. In-center marketing such as flyers and member newsletters can keep members actively involved in a centers' programs and services.

D4 Deliver The Program: Day-To-Day Operations

When operating corporate fitness centers, strategies which target resource maximization and outsourcing can enable and support a high level of service in fitness center management while containing costs for corporations and their employees. Outsourced services can include facility design, membership administration, marketing, equipment procurement, and access to professional teams of wellness and fitness experts. Further outsourcing of additional support services such as massage, health screenings, physical therapy and group activities can further enable customization of programs to fit specific corporate and employee needs.

Streamlined, yet customizable, operational strategies are necessary in supporting the day-to-day operations of such diverse centers and programs. Getting started orientations and programs introduce new members to the center and allow staff to build meaningful one-on-one relationships. Successful integration and participation ensure a higher retention/usage rate. It has been demonstrated that interacting with

Figure 1

ROI Examples	
Motorola	\$3.93 to 1 ROI (overall) and \$5.10 to 1 (fitness center participants). Reduced lifestyle related health costs by 2.5 percent for fitness center participants while non-participants increased by 18 percent during the same period.
San Jose Fire	For program participants, health cost savings of \$360/yr and 22 percent reduction in lost work days.
Chevron	Fitness center participants had 37 percent lower inpatient health expenditures and 54 percent fewer lost work days than non-fitness center participants.

new members in this manner can reduce center member attrition rates to well below the industry average.

Member tracking systems and databases are needed to ensure that member follow-up takes place to ensure a high rate of retention and participation. Incentive programs, workshops and niche-targeted activities enable one to effectively support members in achieving their health and wellness goals. Enhancing fitness center site-based programming with online technology such as customer relationship management software, personal home health pages, tailored fitness prescription software, and lifestyle coaching allow one to reach a broader audience to include the pre-contemplators and contemplators. Online technology also leverages limited staff ratios, letting them provide service to an expanded number of members and participants. Internet-based programming also provides 24/7 anywhere, anytime access to fitness and wellness programs and activities for both employees and their families.

Recognizing that the successful relationship between the on-site staff and the corporate liaison is critical to the success of the program/center, it is imperative for the corporate fitness center managers and their supervisors to effectively monitor this relationship to provide the highest level of professionalism and communication. Matching the fitness center program manager to the client is a strategic and specialized service/technique with the goal being seamless integration at the corporate site. Clear understanding of the Corporation's/Client's goals, philosophy and product is critical to further enhance the successful integration and participation of members/employees. Weekly

meetings between the on-site fitness center program manager and the corporate client include the review of statistical/financial data, processes and procedures. This increases efficiency of operation and ensures updated information pertaining to the ever evolving needs of the member/participant/client.

D5 Design Again

It is important to acknowledge that the program/center is designed to be flexible and driven to accommodate the needs of the client/corporation to further enhance and positively affect the lives of the employees/members. Establishing measurement tools will ensure that you are constantly aware of the business and the evolving needs of your employees/members. Maintaining accurate and timely data as it relates to changes in the fitness industry, health and wellness studies, and opportunities to reach and further educate employees/members will ensure that you have the ability to react quickly and pro-actively. The ability to react to change (albeit through on-going education and/or facility/program re-design) will be critical to the program's sustained success.

The success of implementation strategies should be assessed in monthly and quarterly reports submitted to the clients and corporate partners. Policies and procedures should be outlined and tracked in a comprehensive checklist of all safety, human resource, and member service standards consistent across all sites. Safety standards ensure that all sites are in compliance with OSHA and Worker's Compensation laws and have established consistent safety protocols regardless of size, staffing model and location.

A variety of metrics should be tracked in order to be able to verify what improvements should be made in the program and to document effects of the program on behavior, risk factors, and economic variables. The following are examples of the types of metrics that can be tracked and managed to evaluate the success of the program and facility as well as providing direction for future re-design:

User Profiles

Participation Statistics—The ultimate evaluation of customer satisfaction is in the overall program participation.

Key Statistic Reports—These operational trend reports reflect key indicators for success and include usage, membership count, attrition analysis, total employee participation, class and event participation, financial summary and labor summary.

Detailed Usage Reports—These reports include daily usage, month-to-date usage, and specific facilities, fitness, group exercise, and wellness programs used by general membership and specific members.

Retention Reports—These reports detail cancellations by name and membership number, the reason for cancellation, the duration of membership before cancellation, month- and year-to-date cancellations, and retention percentage for month- and year-to-date.

Participation Feedback

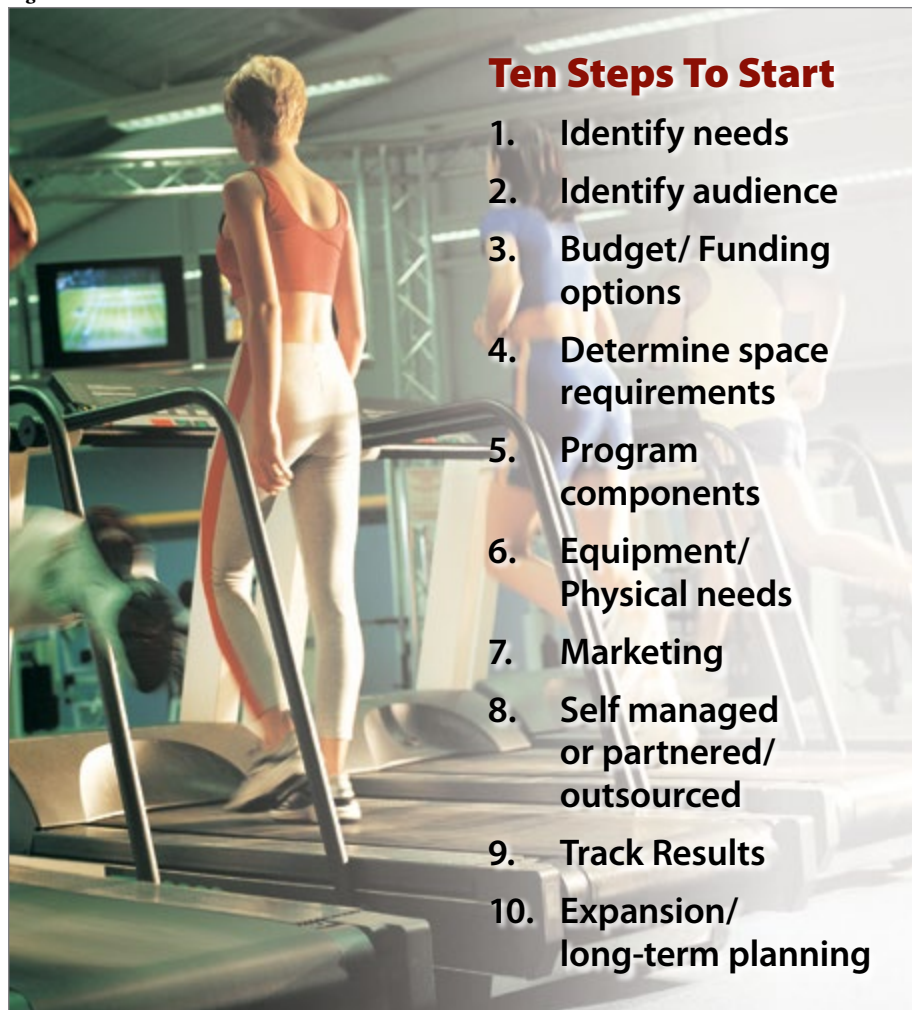
Comments, Comment Cards—Members/ employees are encouraged to provide feedback via hardcopy cards which are available at the centers or comments can be delivered via the intranet of the company if available.

Staff Interaction and

Accountability—Staff should be trained to interact with members with as much regularity as possible. This consistent interaction is invaluable in assessing and responding to member concerns and comments. Each staff person should be empowered to take accountability for responding to member comments and concerns in an appropriate manner.

Focus Groups—It is often effective to conduct focus groups or key stakeholder meetings to gain valuable feedback on current and future programming. These sessions often help to resolve key operating issues or questions as well as creating greater member/corporate buy in and program ownership.

Figure 2



Self-Reported Behavior

Annual Health Risk Appraisals

Data reporting includes but is not limited to the following: prevalence of health risk and healthy behaviors, changes in risk factor over time, comparative distribution of risk factors in the population, individual interests and needs, and stage of readiness to change.

Event-Specific Satisfaction

Surveys—As an integral part of each event, activity or service related to the fitness/wellness program, there is a survey instrument used to solicit customer satisfaction regarding that particular event or activity.

Ten Steps To Start

1. Identify needs
2. Identify audience
3. Budget/ Funding options
4. Determine space requirements
5. Program components
6. Equipment/ Physical needs
7. Marketing
8. Self managed or partnered/ outsourced
9. Track Results
10. Expansion/ long-term planning

Testing And Screening Results

Health Screenings—Biometric measurements include blood pressure, weight/height, cholesterol, blood chemistry, resting heart rate, triglycerides and other tests as indicated by the corporation. Data elements encompass change in values over time, frequency distribution of those who are at low, medium and high risk for each test, and average levels for all participants.

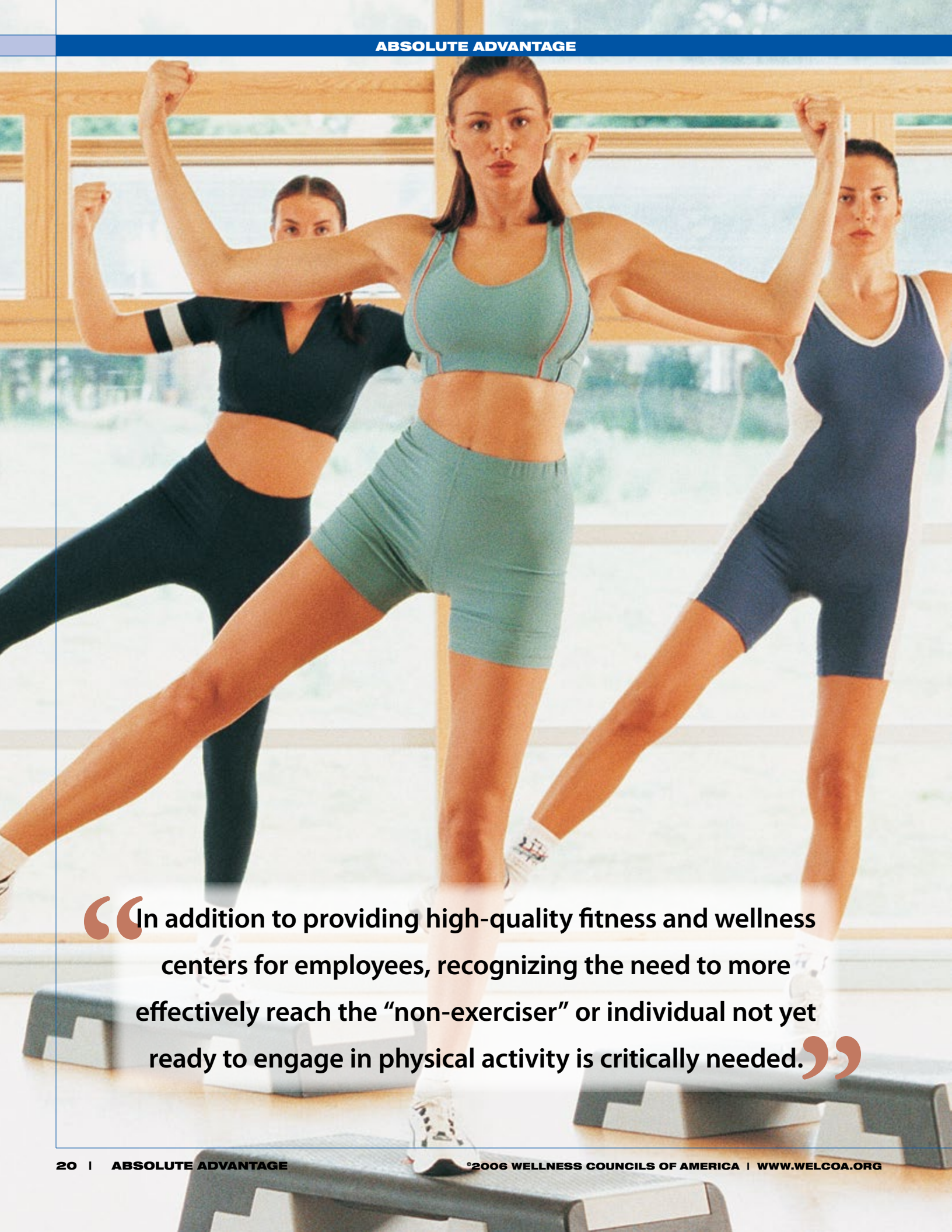
Fitness Testing—Fitness testing is necessary to help employees improve their health as well as to provide aggregate reporting to management on the overall health of their employee populations. Testing might include:

- Composition Testing (including body fat testing)
- SubMaximal Cardiovascular Testing
- Flexibility Testing
- Anthropometric Measurements
- Strength Testing
- Resting Blood Pressure
- Resting Heart Rate

Program Objectives

Surveys—Annual or biannual customer satisfaction surveys. These surveys are designed to provide direct feedback on areas for growth and development respective to employee needs and desires. Surveys are conducted at the employee level as well as for liaison contacts.

Management By Plan (MBP)—This management tool aligns staff goals with site program goals and company goals. The creation of the MBP is a collaborative process, between the fitness center management staff



“In addition to providing high-quality fitness and wellness centers for employees, recognizing the need to more effectively reach the “non-exerciser” or individual not yet ready to engage in physical activity is critically needed.”

and the client, in which goals and objectives are shared. The MBP is established on a quarterly basis and rated to evaluate each employee's performance on an ongoing basis.

Management Walk-throughs—

Managers visit each site with regularity to observe operating and service conditions. Particular attention is paid to member service satisfaction areas.

Program Costs And Cost/Benefit

Financial Reports—Complete monthly income statement and balance sheet reports include monthly and year-to-date performance versus budget with detailed percentage variations and supporting schedules.

Direct Cost Data—Review fitness facility operating and staffing costs, capital expenses, vendor contracts, communication materials, program subsidies, incentive costs, educational costs, staffing, equipment and space-related costs.

Indirect Cost Data—This report measures value of lost productivity, injuries and lost work time.

Key Organizational Trends

Program Analysis—This report encompasses specific information pertaining to each distinct activity or program and includes data on revenue and attendance.

Membership Reports—These reports include beginning membership balance, new memberships, cancelled memberships, ending membership balance and percentage of membership goals.

Marketing Event Analysis

Reports—These reports detail the cost of promotions, expected results, actual results and cost per membership.

This Can Work For You

A staggering \$270 billion is spent each year treating preventable conditions relating to tobacco, adult-onset diabetes, and obesity. Corporations bear the brunt of these costs through escalating healthcare costs, lost productivity, increased absenteeism and worker's compensation costs. In addition to providing high-quality fitness and wellness centers for employees, recognizing the need to more effectively reach the "non-exerciser" or individual not yet ready to engage in physical activity is critically needed. Through application of the science of health promotion such as the Stages of Change Model as well as other behavior change strategies, and the individualization and customization of marketing, programs and services, one can actively reach out to this population. This tailored approach is not only important for corporations who can realize decreased healthcare costs and greater ROI, but to individuals struggling with obesity, poor eating habits, and high risk for cardiovascular disease. Strategic management of fitness centers can contribute to reducing health related costs in these areas, increase productivity at work, and enhance morale. Employees' lives and the lives of their families can be positively affected in as well as outside of the work environment. ★

ABOUT: Lisa Lee

Lisa Lee began her career with Club One as a personal trainer in 1996. She entered corporate management as Program Manager of Cadence Design Systems' fitness center. After 2 ½ years at Cadence, Lisa assumed management of other Club One management contracts and moved on to become a Regional Manager eventually overseeing 13 corporate accounts. As Club One grew in both the number and diversity of contracts, Lisa's position evolved into supporting all 73 accounts as Regional Project Manager. Lisa currently oversees all training and development, manager communication and reporting, launching of key company initiatives, and projects designed to streamline operations and create efficiencies. Lisa holds a Bachelor's Degree in Psychology and served in the US Army for four years as a Korean Linguist. She lives in San Jose, CA with her daughter, Briana. You can reach Lisa at lisa.lee@clubone.com.

ABOUT: Diana Thomas

Diana Thomas offers 20+ years of experience spanning all aspects including: programming, operations, sales and staff development. Presently she is the Commercial Management Regional Director for Club One Professional Services, located in San Jose, California. Prior to this she has held the positions of: General Manager of Reebok Sports Club/NY in Manhattan; General Manager Spectrum Athletic Clubs—Orange County, CA; General Manager Sequoia Athletic Clubs—Orange County CA; and Director of Family Programming for Sequoia Athletic Clubs/Racquetball World locations in Southern California. Coupled with her extensive knowledge of this industry, Ms. Thomas holds a degree from Cal State. She currently resides in San Francisco with her husband and their pet. Contact Diana at diana.thomas@clubone.com.



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50 GREAT IDEAS

Getting the American workforce fit is not a new idea. But, due to rising health care costs and declining health status, it is now a national imperative. The good news is that getting employees fit can be accomplished. In fact, many companies are already doing it, and doing it well.

Chevron Corporation, one of the world's largest petroleum companies, employs an estimated 28,000 people. Most of their programs are delivered on company time, resulting in extraordinary participation rates—exceeding 70%. The Health Quest Fitness Center Study demonstrated cost savings in both medical expenditures and lost workdays. In addition, regular participants of the fitness centers experienced 54% fewer lost workdays than non-participants.¹⁷

Think your company's not affected?
Think again.



S FOR GETTING ACTIVE



1 Get in touch. There's no way around it—if you really want your program to be successful, you're going to have to prepare way in advance. Logan Aluminum, located in south central Kentucky, carefully analyzes employees' data before diving into any health promotion programs. When they devise the plan, they're sure that the plan addresses the needs and interests of Logan employees and clearly identifies behavior change and health outcome goals.

>> **TAKE ACTION!** Answer the following questions immediately: What's the average age of your worker population? What activities would your employees be interested in? What percentage of your population is male/female? What percentage of your population is overweight or obese? What percentage of your population would you estimate is sedentary?

2 Take away all excuses. Make your work environment such that no one can make up reasons not to get active. Townsend Engineering is a prime example. In 1978, founder Ray Townsend built a 30,000 square foot fitness facility, which includes an aerobic studio, weight room, a gym with two basketball courts, a fitness testing room, two racquetball courts, space for childcare, and a four lane bowling alley.

>> **TAKE ACTION!** Identify the five most significant barriers that keep people in your organization from exercising. Common barriers include: lack of senior level support, no time set aside during work hours, lack of awareness about the need of physical activity, no convenient location to exercise, and no budget.

3 Figure out where you're at. Worried about employees getting injured or hurt as a result of your physical activity programs? Have no idea on the physical health status of your employees? Cut out any guessing games and do a health assessment. An efficient assessment should address previous exercise patterns, current physical activity (frequency, duration, and intensity), any chronic illnesses, and any extreme motor limitations due to conditions such as arthritis. The Gallup Organization, a research company located in 30 countries, provides online health risk appraisals (HRAs) resulting in feedback targeted to each individual's stage of readiness for change. Check out the website below for an ideal assessment and questionnaire.

>> **TAKE ACTION!** Check out this website for an ideal assessment and questionnaire—http://www.physsportsmed.com/issues/1999/10_15_99/kligman.htm.

4 Teach the basics before tackling the big stuff. Before trying to incorporate exercise programs, or even if you've already started, it is always important to learn the basics of exercising—such as stretching, proper running techniques, appropriate weight lifting methods, etc. While it may seem elementary, it is estimated that as many as 65% of runners alone are injured every year.¹ With this in mind, it is crucial that employees stay safe and healthy. Also, promote the use of safety precautions, such as bike helmets, back braces, proper footwear, sunscreen, etc.

>> **TAKE ACTION!** To get information concerning the basics of physical activity and exercise, log on to www.runnersworld.com.

5 Right message. Right time. Women who have recently given birth, people who have just stopped smoking, or individuals who have just suffered from a heart attack are a few populations who especially need to incorporate physical activity in their life. For example, recent heart attack sufferers need special cardio-rehabilitation programs that are less intense than programs of healthy individuals. This gives you an opportunity to make a personal approach. A simple e-mail letting them know that you're aware of their special situation is a good place to start.

>> **TAKE ACTION!** One significant milestone where people examine their health status is turning 40. In your organization, identify everyone's birthday and target those who will be turning 40 and send them a message about the risks of being sedentary and the benefits associated with an active lifestyle.

6 Get in the game. Giving your employees the opportunity to participate in team sports such as volleyball, softball, bowling, and basketball can encourage teamwork. A study reveals that activities involving teams increases enjoyment and adherence to physical activity—resulting in greater attraction and a lower number of late arrivals and dropouts.²

>> **TAKE ACTION!** Contact your local department of parks and recreation for league information—and have them come out to make a presentation to your employees.

7 Attack from multiple fronts. Messages need to be constantly reinforced. People don't respond to a single exposure. Take a tip from fast food restaurants—as a whole, they spend about \$4 billion a year on advertising. And their efforts are obviously

effective when you take into account that the typical American consumes about three hamburgers and four orders of french fries a week.³ If you want a successful program, you're going to have to get aggressive with your promotional techniques. If you're starting a new exercise program, do what DaimlerChrysler did—using orientations, department team meetings, newsletters, flyers, and an internal TV network to promote programs. Doing this will reach a diverse population.

>> **TAKE ACTION!** List the ten most effective communications vehicles (e.g., newsletters, Intranet, meetings, etc.) within your organization and get your message out.

8 **There's no 'I' in team.** Any good worksite wellness initiative needs to be backed by a well-rounded team. While one person can do a lot to impact the health status of a workplace, that one person cannot do everything. A team consisting of diverse individuals—people from various departments of the company—will provide a wide perspective and essential feedback when starting and implementing programs. A broad range of people and personalities will help prevent any “Health Nazis” from taking over—the people who think that taking a 10 mile jog in the morning, working out at lunch, and packing in a two hour aerobics class everyday should be included in everyone's workout regimen. Try modeling your team like Fujitsu Network Communications Inc. Their team is composed of a variety of individuals, including senior VP's, supervisors, managers, engineers, support staff, shift workers, and remote site employees.

>> **TAKE ACTION!** Recruit your organization's key personnel (e.g., Benefits, Accounting, Safety, Human Resources, Occupational Health, etc.) to serve on your wellness team—or better yet, get your senior management to appoint a team.

9 **Innovation is everything.** Employees with conditions such as arthritis, back pain, or asthma are probably restricted to moderate activity. To increase participation levels with this population, be sure to offer less strenuous activities—programs like water aerobics or leisure walking. Also, keep in mind that your obese employee population most likely won't be physically able to hop right on the treadmill or hit the free weights. Again, moderate activity is the idea—encourage them to take walks, and then they can work their way up to more strenuous activity, if desired.

>> **TAKE ACTION!** Offer a class or program that allows employees to begin slow—this could be in the form of a walking club over the lunch hour or an educational session that targets those who are just getting started.

10 **Let's get physical.** Bring in health care professionals or encourage employees to visit their doctor for physicals. This will help you determine how active and healthy your employee population is. Health screenings are especially important for male employees over 40 and female employees over 50 because of increased risk factors.

>> **TAKE ACTION!** Contact your company's health care provider to schedule an appointment to learn more about the health screening services they offer—and associated costs.



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Giving your employees the opportunity to participate in team sports can encourage teamwork.

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Encourage employees to set aside some free time each day when they can use exercise tapes, ride a bike, or simply take a walk.



11 Highlight testimonials. If certain employees have done extremely well and made significant changes in the area of physical fitness, encourage them to share their stories. Let these individuals speak at company-wide meetings or parties. This could serve as an indicator that your program really works, as well as inspire others to make similar lifestyle changes. Some testimonials can also take away any excuses. Take for instance the former CEO of Fortis Health, Ben Cutler. In addition to his oversight of the company and commuting between Phoenix and Milwaukee, Cutler managed to work out everyday. He averaged 10 hours a week of physical activity—in a year Cutler estimated he ran 1,500 miles and biked about 3,500 miles. And this didn't even include his weekly weight lifting and swimming regimen.

>> **TAKE ACTION!** Create a visible wellness “Hall of Fame” that features real life success stories of your employees each and every month.

12 Think inside the box. Feedback can spark ideas and give you an insight as to how you can get your people more active. Although it's oftentimes hard to hear what employees are really thinking, it's essential if you want to create great programs. Oh, and by the way, when employees make good suggestions, make sure they get positive acknowledgement and recognition for their idea.

>> **TAKE ACTION!** Make a suggestion box and display it near break rooms, cafeterias, or fitness centers where employees can drop off suggestions.

13 Offer information about buying exercise equipment. With all the equipment and new technology, buying something as simple as a treadmill now seems to require a PhD. With this in mind, don't throw your employees to the lions—offer information and tips about exercise equipment. One company, for example, has contracts with vendors of home

exercise equipment to provide discounts to employees. Also be sure to inform employees about the scams, empty promises, and overnight solutions that are often seen on late night TV infomercials.

>> **TAKE ACTION!** Get with local fitness vendors and work out a deal for your employees.

14 Men are from Mars. A recent study shows that understanding gender-based differences in physical activity is important for developing appropriate interventions to increase participation activities. Men and women often vary in the types of physical activity they enjoy—men often like running, golf, and weight lifting, while women usually prefer aerobics, gardening, and exercise machines.⁴ Make sure the activities you offer are well suited for your population.

>> **TAKE ACTION!** Determine the percentage of your population that is male and female. Based upon your findings, offer one to two classes tailored specifically to each population.

15 Start at the top. The best way to get your employees involved is to set a good example. Some of the best wellness programs have excellent support and leadership from their CEO.

>> **TAKE ACTION!** Get the most influential senior level executive to take part in your next physical fitness activity—and don't take no for an answer.

16 Ride the storm out. Offer indoor activities when the weather compromises optimal performance—rain, cold, or heat can hinder or put a halt to any activity. The West Virginia based Bluefield Regional Medical Center provides employees with two aerobic studios and an indoor track, which allow them to stay active, no matter what the forecast may entail. Conditions such as rain or heat don't mean your employees have to stay inside.

>> **TAKE ACTION!** Develop a tip sheet on how to dress for exercising in all kinds of weather. You can access this information from the American College of Sports Medicine at www.acsm.org. Also, you can use a dry erase board to keep your employees informed of current weather conditions and to remind them what type of clothing is important.

17 Provide childcare services. If you're in this for the long haul, then you may want to seriously consider this one. It will be hard, but ask any parent what one of the biggest barriers to exercise is, and

they'll be sure to tell you—kids. For those employees who have children, childcare services will allow them to work out without having to worry about their young ones. Sherman Health Systems (SHS) provides their employees with home based childcare through Home Based Care Corporation (HBCC)—a not-for-profit corporation created by SHS.

>> **TAKE ACTION!** Contact your state's Department of Health and Human Services and get the standards for setting up temporary childcare. The guidelines are available free of charge—and it's easier than you think!

18 Disguise physical activity. For some people, the mere mentioning of physical activity will automatically turn them off. So, organize interventions that promote activity without labeling them as such. This could get the active opposers involved. Set up a volleyball, badminton, or horseshoe tournament at a company picnic.

>> **TAKE ACTION!** Take advantage of every opportunity to set up things like volleyball, frisbee, softball, or a horseshoe tournament for your employees.

19 Consider home based programs. A study has shown that a home based physical activity format may be more convenient and effective for participants.⁵ Encourage employees to set aside some free time each day when they can use exercise tapes, ride a bike, or simply take a walk. You can still stay involved with employees' progress by prescribing the amount and type of exercise they should do. In turn, they'll report back with their achievements.

>> **TAKE ACTION!** Develop a handout of ten things that employees can do while they're at home to get physically active (e.g., sit ups during commercials, washing the car on their own, etc.).

20 De-myth-defied. For many people, it's over before it starts. This is simply because they don't have their facts straight. For instance, some people believe that doing sit-ups will make their waistline smaller, when in reality sit-ups can build strong abs but won't necessarily slim down their middle. Putting up posters throughout the organization, conducting seminars and workshops, distributing pamphlets, etc., will educate employees and better inform them of what they should and should not expect. DaimlerChrysler, for example, provides workshops for employees on specific

topics (based on HRAs and health screenings) to help raise the level of awareness and better understand the link between behavior and health.

>> **TAKE ACTION!** Contact the following organizations to obtain more information on exercise posters and other educational material: MAYO Clinic—www.mayohhealth.org; Personal Best—www.personalbest.com; Wellness Councils of America—www.welcoa.org.

21 For the record. Get people to go on record. Develop contracts where participants agree to follow a specific program and attain a specific goal. Although these “contracts” are not legally binding, the goals are more likely to be achieved when they’re in writing. A study found that a written goal-oriented exercise prescription, in addition to verbal advice, is a useful tool for general practitioners in motivating their patients to increase physical activity.⁶

>> **TAKE ACTION!** Create an exercise contract and have employees sign it when they begin their exercise protocol. To learn more, log on to www.creativewalking.com.

22 Set up swap shops. Many people don’t exercise because they lack the tools to do so. Give employees the opportunity to swap exercise videos, jump ropes, weights, golf clubs, tennis racquets, bicycles, etc. You can simply use a bulletin board or even e-mail to get the message out. Provide the list of items that are available for exchange and set up a specific time and place to do the swapping.

>> **TAKE ACTION!** Create a bulletin board where employees can list the information they’re looking for or currently have for sale.

23 What’s the frequency, Kenneth? According to a survey, two-thirds of overweight adults try to lose weight through physical activity—that’s the good news. However, only one-fifth of those trying to lose weight actually met the national recommendations of physical activity—exercising for at least thirty minutes a day, most days of the week. Despite exercising 30 minutes or more per session, the majority of these individuals were active less than five days a week, proving that frequency is just as important as duration.⁴

>> **TAKE ACTION!** Promote the recommendation of moderate physical activity for at least 30 minutes a day, most days of the week, continuously at all levels of your organization. To learn more, check out the Surgeon General’s Report on Physical Activity, available from the Centers for Disease Control.

24 GOOOAALLL! In any exercise program it’s key for participants to have the right goals. The goals should be specific, attainable, and catered to the individual. Not everyone will need the same lifestyle adjustments, so develop intervention strategies to meet individual needs. For example, one person’s goal might be to lose 10 pounds, while another wishes to be able to run a 5K race. Whatever the objective might be, make sure to write it down and post it up—put it everywhere so participants are constantly reminded of what they’re working toward.

>> **TAKE ACTION!** Have every participant formulate their own set of goals for physical activity—and make sure that they put them everywhere (e.g., desk, refrigerator, bathroom, etc.).

25 Subscribe to health and fitness magazines. Disperse them in fitness centers, cafeterias, and break rooms. These publications can provide additional health information to keep employees educated on various health topics. Keep old issues and start a “fitness library.”

>> **TAKE ACTION!** Create a lending library where employees can access current and other information related to physical activity.

26 It’s all in the family. According to the Surgeon General, social support from family and friends has been consistently and positively related to physical activity.⁷ Employees might be more willing to participate and more importantly, stay involved if they can enjoy the company of a good friend or family member. For example, Fujitsu Network Communications Inc. has allowed employees and spouses to participate in Healthy Connections—a program that focuses on a number of activities that promote health and well-being. To strongly support employees’ and their families’ health, you may want to consider paying the full cost of the program.

>> **TAKE ACTION!** Have your participants invite the most supportive family members and/or friends to join them in their physical activity pursuits—make sure to welcome visitors with open arms.

27 You’ve got mail. Using e-mail to survey employee interests is free, fast, and convenient. A quick e-mail can allow you to find out what type of activities your employees are

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Employees might be more willing to participate and more importantly, stay involved if they can enjoy the company of a good friend or family member.



interested in. Response rates will give you a rough estimate of how many people will most likely participate, as well as give you an idea of how to best allocate your resources.

>> **TAKE ACTION!** Develop a compelling e-mail message requesting information about employees interests, concerns, barriers, and favorite activities.

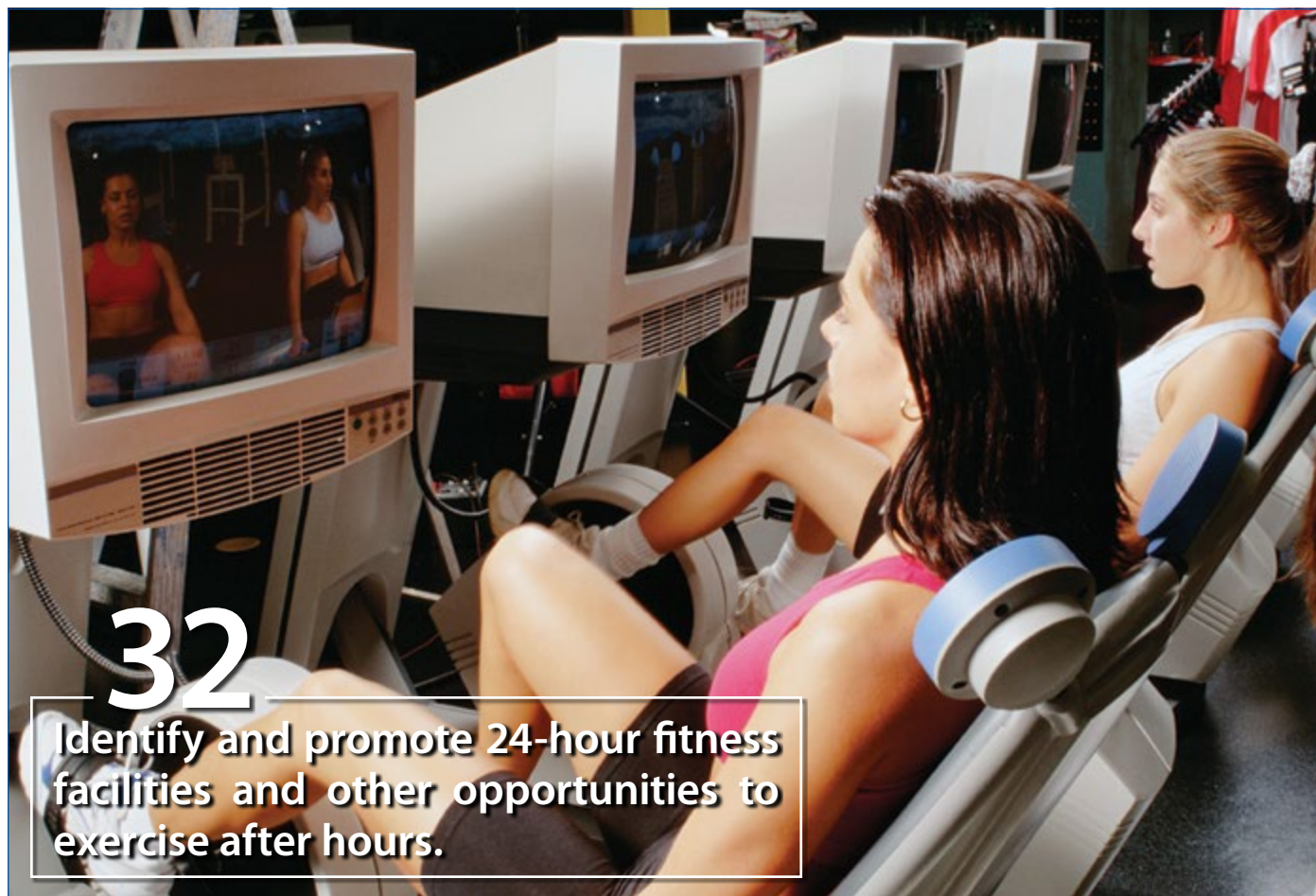
28 **Begin a walking program.** Walking is an activity that appeals to a wide range of individuals, including those that are limited in what they can do. Normally, men and women prefer different activities, however a survey reported in The Journal of the American Medical Association revealed that walking was the most frequent reported activity between both sexes (37.7% for men and 52.5% for women).⁴ Tucson Airport Authority, in Tucson, Arizona, has provided a lunchtime walking program for its employees. As participants' conditioning improved, the wellness team increased the pace and eventually many employees went on to roller-blading, weight lifting, and other activities.

>> **TAKE ACTION!** Contact a representative from your local YMCA to come out and help you start a walking club.

29 **Make a safe haven.** A recent study suggests that a safer environment is associated with higher levels of physical activity.⁸ If employees feel threatened or insecure about any aspect of their work environment, they will most likely be less inclined to get active. Provide proper lighting on walking trails or in any other fitness facilities and encourage safety in numbers, such as a buddy system. Also inform employees of phone numbers to be used during an emergency to contact company security.

>> **TAKE ACTION!** Identify and promote five conveniently located areas and/or facilities where employees can safely engage in physical activity. Contact your local city/county health department to distinguish maps and locations.

30 **Happy trails.** Rails To Trails Conservancy (RTC) is a 501(c)(3) nonprofit organization with more than 100,000 members and supporters. Founded in 1986, Rails-to-Trails Conservancy is located in Washington, D.C., with state and regional offices in California, Florida, Massachusetts, Ohio and



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Identify and promote 24-hour fitness facilities and other opportunities to exercise after hours.

Pennsylvania. RTC promotes policy at the national and state levels to create the conditions that make trail building possible.⁹

>> **TAKE ACTION!** Log on to <http://www.trailink.com/> to find trails in your area.

31 Spread the word. Set consistent, mandatory meetings to promote activity. This can be as little as a brief session once a month to get your message out. For example, your wellness committee could be allowed 15 minutes at a mandatory monthly safety meeting. You could use this precious time to promote your programs and bring in key speakers.

>> **TAKE ACTION!** Identify the most popular agenda to promote physical activity within your company—and get on it! Make sure your presentation is engaging and that you have plenty of leave-behind materials.

32 Who gives a shift? The U.S. Labor Department estimates that one in five full-time American workers does not work the normal nine-to-five workday. That's 14 million people—the population of Colorado and Michigan combined. If your worker population works at odd hours of the day, be sure to keep them in mind when scheduling program times to accommodate all shifts. Many companies now provide “around the clock,” portable, flexible programming in order to reach workers on all shifts.

>> **TAKE ACTION!** Identify and promote 24-hour fitness facilities and other opportunities to exercise after hours.

33 Failures ARE allowed. Always have ways to keep participants motivated, even if they don't quite reach their goals. You could do this by giving out rewards or incentives. This way those who didn't reach their goal will still feel as though they accomplished something. The type of rewards can be unlimited and really depends on budget. An excellent example is found in Provena St. Joseph Medical Center, located in Joliet, Illinois. In the past, they have provided program participants with “wellness” cards, which document participation in activities and regular exercise. When the punch card is filled, it can be turned in for “wellness checks,” which can then be used as cash in the Medical Center's gift shop, cafeteria, or pharmacy and can even be applied to a hospital bill.

>> **TAKE ACTION!** Obtain a copy of the book, 1001 Ways to Reward Employees, by Bob Nelson. It's available on www.amazon.com.

34 Pace yourself. Educate your employees on the importance of starting out slowly. Jumping into a new exercise program with full force will most likely lead to injury. Participants will typically stick with an exercise program if they're not suffering from soreness or any other ailment after overdoing it. Starting out slowly is especially ideal for people who had previously been sedentary. Studies have shown that for this population, moderate intensity workouts have fewer health risks than vigorous activity.¹

>> **TAKE ACTION!** Promote an employee who is just getting started in a physical activity program to Honorary Chairperson. Record and report on their progress, frustrations, and ultimate successes—making sure to emphasize slow and steady wins the race.

35 Everything counts. A recent study reveals that general lifestyle physical activities can be as effective as regimented, structured exercise programs for improving your overall condition.¹⁰ Lifestyle activities are defined as 30 minutes of moderate-intensity physical activity—which may include housework, yard work, washing your car, and walking—for most days of the week.¹¹

>> **TAKE ACTION!** For more information on nutrition, physical activity and weight control, visit <http://win.niddk.nih.gov/publications/index.htm>.

36 Promote spring training. Don't underestimate the number of people who get hurt during recreational sports. According to U.S. Consumer Product Safety, sports injuries among 35 to 54-year-olds are rising—up almost 33% nationally in the past decade.¹² A great way to prevent injuries and prepare employees for any type of league sport is to get them involved in pre-season training. This can involve stretching and strength training programs, as well as light cardio workouts to get them warmed up before the season starts. Participants will probably respond more positively to the idea of training when it's for the good of the team as opposed to just reading it in a brochure or pamphlet.

>> **TAKE ACTION!** Start a “Weekend Warrior Program” to train and condition employees well in advance of common activities like softball, golf, and tennis.

37 **Sell, sell, sell.** Senior level support is key to the success of your program. These apex predators provide the essential resources needed to implement and follow through with the health initiative. A great way to get senior level executives to support your program is to demonstrate the possible bottom line results.

>> **TAKE ACTION!** Subscribe to *The American Journal of Health Promotion*—this publication provides statistics and studies you'll need to make your case.

38 **Step it up.** The American Heart Association recommends using the stairs as an easy way to get in some exercise each day. A person climbing stairs at the rate of two steps per second uses, on average, 18 calories per minute or 360 calories in 20 minutes.¹³ Hang up posters by elevators encouraging employees to take the stairs. One study revealed that the number of people taking the stairs increased from 5 to 14% after a sign reading “Your heart needs exercise: here’s your chance” was posted by the stairs.¹⁴ Even if employees work on a high level, they can take the elevator part of the way and use the stairs for the remaining floors.

>> **TAKE ACTION!** Identify the locations of stairwells and encourage employees to utilize them.

39 **Promote competition.** Competitions can give employees something to work toward. Holding events such as corporate olympics, races, or any team sport can spark motivation. Physical activity doesn't seem like such a chore when all you're focusing on is winning. The frequency of these events is really up to you—they can be annual, in which participants can train all year, or they can be monthly, in which participants continually stay involved and frequently try to improve their results.

>> **TAKE ACTION!** Sponsor a “walk out on your job” day. Encourage employees to form teams, and the team that walks the most miles wins prizes and gets company recognition.

40 **Mix it up.** Many people get bored quickly with monotonous exercise routines. In fact, 50% of Americans drop their exercise programs after six months.¹⁵ In other words, if employees start a program that's unappealing to them, and there are no other options for them to turn to, they're most likely going to quit altogether. The key here is variety. For example, Lab Safety Supply, located in Janesville,

Wisconsin, offers on-site aerobics, personal strength training, as well as walking programs to their employees. Other options to keep employees consistently active could include yoga, self-defense workshops, and cycling classes.

>> **TAKE ACTION!** Survey employees for new areas of interest. Promote your findings company wide, and be sure to list class times, start dates, contact information, and other important info on how they get—and stay—involved.



41 **Consider bringing on a personal trainer.** Yes, they're expensive. Yes, they're effective. A professional trainer can give expert advice and guidance to those employees in need of assistance. Having someone available on-site is convenient and helps ensure that employees are correctly exercising—thus reducing the possibility of injury. Highsmith, Inc. employs the part-time services of a local personal trainer who provides support for at-risk employees.

>> **TAKE ACTION!** To learn more about personal trainers and the services they provide, invite local professionals in for a lunch-time panel presentation. This gives employees

time to interact with the professionals—allowing the best to emerge. For more information on the qualifications for certified personal trainers, go to the American College of Sports Medicine’s website at www.acsm.org.

42 **Log in.** Persuade employees to keep exercise logs. Employees should keep track of what types of physical activity they participate in,



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If you cannot provide on-site fitness facilities, get with local gyms and fitness centers and arrange employee discounts.

along with the frequency, intensity, and duration of the exercise. By doing so, the individual can note their progress and actually have a record of their improvements. Also, provide different measurement tools they can utilize to scale their progress, such as weight scales, tape measures, or calipers for skin fold measurements.

>> TAKE ACTION! For a great example of an exercise log that can be used by your employees, check out <http://www.health-fitness-tips.com/downloads/>.

43 **Get political.** Employees may be more moved to make positive health changes if they feel they are contributing to the nation’s health

agenda. The current goal for physical activity, as stated by Healthy People 2010, is to increase the proportion of adults who engage regularly, preferably daily, in moderate physical activity for at least 30 minutes a day.¹⁶ If you do your part to get more employees physically active on a regular basis, then you won’t be lying to them when you tell them that they really are making a difference in the nation’s health agenda.

>> TAKE ACTION! Get a copy of Healthy People 2010—the nation’s report card for achieving its health objectives. Healthy People 2010 documents are available online at www.healthypeople.gov.

44 **All that glitters is not gold.** Educate your employees on possible outcomes of exercise. Let your employees know that they’re most likely going to feel sore and tired at first. But not to worry—this is normal. Tell participants that they can ice sore muscles, and that the best way to get back on track is to resume the same activity at a lower intensity after a day of rest.¹³

>> TAKE ACTION! Promote the value of stretching as well as activities that help to aid in recovery (e.g., icing, hot baths, massage, etc.).

45 **Showcase success.** Those employees who take the extra step to become more physically active should be recognized for their efforts. This can be as simple as putting out a monthly “Wellness Salute” with a photo of an employee who has made a positive behavior change in your company publications.

>> TAKE ACTION! Sponsor an annual luncheon to recognize your employees who have adopted and maintained healthier lifestyles. Don’t forget to take pictures and video record the testimonials—they’re worth their weight in gold!

46 **Offer discounts.** If you can’t provide on-site fitness facilities, get with local gyms and fitness centers and arrange employee discounts. The key here is to offer multiple options for your employees. You want the gym to be 12 minutes or less from the employee’s home or work for them to continue to use it for more than 12 weeks. Consider offering discounted corporate rates at local community fitness centers so employees can join the club that’s most convenient and “right” for them. You may want to consider reimbursing employees on a per-visit basis. In doing so, you won’t waste company money if an



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Develop company awards—like medals, trophies, or t-shirts—for your wellness heroes.

employee joins for a whole year, and only ends up going to the gym once.

>> **TAKE ACTION!** At a minimum, get to know your local fitness club reps and begin negotiating discounts for your employees. Remember that it is going to take some “haggling”—but it’s worth it.

47 **Go global.** The World Wide Web offers a vast array of wonderful resources that may supplement your exercise program. Just one word of warning here—the World Wide Web also offers a vast array of worthless resources. One reputable source to check out is the American Heart Association. This site features a free online exercise diary that allows you to track progress toward a chosen fitness goal. Participants can record their daily, weekly, or monthly exercise regimen, and in return, feedback reports and statistical summaries are given—<http://www.justmove.org/diary/login.cfm>.

>> **TAKE ACTION!** Develop a list of reliable and engaging sites that your employees can access. A good place to start for more information is www.healthfinder.gov.

48 **It’s gotta be the shoes.** In 2000, Americans spent \$15 billion on athletic footwear—a total of 405.4 million pairs of shoes. However, according to a report published by the Sporting Goods Manufacturers Association, most people buy athletic shoes for casual wear. With this in mind, it’s important to inform your employees of the basics when it comes to athletic wear.

>> **TAKE ACTION!** Consider bringing in a shoe or apparel expert to educate your employees. Encourage employees to bring in their current shoes so the expert can analyze them and give advice for areas such as fit and comfort.

49 **Celebrate good times.** Have a party when goals are achieved—it’s a great time to recognize and reward those who participated in the programs. In the past, Lincoln Plating Company, in Lincoln, Nebraska, has held monthly “Champions Meetings.” Participants would share a meal, special recognition was given to worthy employees, and wellness team scores were announced and distributed in brochures.

>> **TAKE ACTION!** Develop company awards—like medals, trophies, or t-shirts—for your wellness heroes. Although it might seem hokey, people never get tired of personal recognition.

50 Evaluate, evaluate, evaluate. Most people are afraid to evaluate, often because they confuse evaluation with research. Research proves the worth of your program, while evaluation improves your program. Don't forget this element, it's crucial to the continuing success and longevity of your program!

>> **TAKE ACTION!** Force yourself to articulate the ultimate goal and related objectives associated with your fitness program. It sounds simple, but most programs fail because there are no goals. ★

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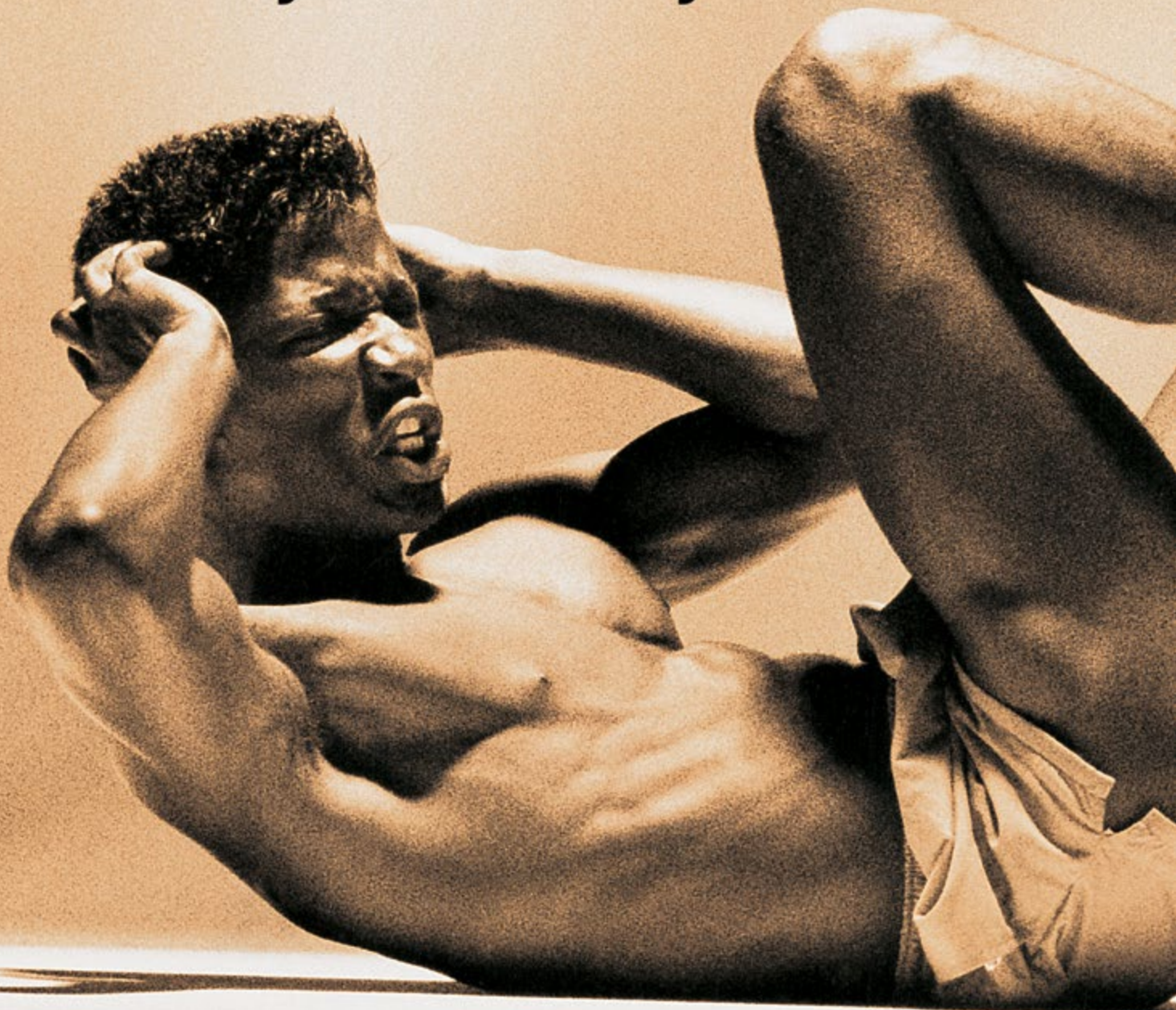


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NOTABLE &

Maxims, Mantras, And Notable



QUOTABLE

Quotes About Getting Active



When it comes to getting active, notable quotes abound. The quotes below have been researched by staff at The Wellness Councils of America. We encourage you to replicate these quotes in publications and information that you develop. As with all information, statistics change rapidly. Be sure to check the continued accuracy of some of this information as it may change.

Top 10 Signs You're Not Going To Win The NYC Marathon

10. You're losing precious time with your frequent Marlboro breaks.
9. They surprise you at the starting line with the rule about "no cars."
8. Suddenly it doesn't seem so damn smart to carry your luggage with you so you can go right to the airport after the race.
7. Your three favorite words in the English language are "More pie, please."
6. Before you've gone two miles, one of your four-inch heels snaps off.
5. Bad idea to just "duck into" the DMV to get your license renewed.
4. You run so damn fast against the rotation of the Earth that you go back in time to when they didn't even have marathons and the old-time New Yorkers gather around you and make fun of your running shorts and then beat the crap out of you.
3. You get winded licking stamps.
2. Instead of the Eye of the Tiger, you've got the Dull Stare of the Dairy Cow.
1. You've just finished last year's marathon.

—David Letterman's Book of Top Ten Lists and Zesty Lo-Cal Chicken Recipes¹

In 1990, according to individual death certificates, the leading cause of death in the U.S. was heart disease—claiming 720,000 lives.

"The type of individual who adopts athletic behavior is not protected from coronary heart disease if regular exercise is discontinued."²

—Guide to Clinical Preventive Services, 2nd Ed.

"Getting an idea is like sitting on a pin. It should make you jump up and do something."

—E.L. Simpson

"How come it's good when aerobics makes your heart pound faster, but bad when coffee does the same thing? Why can't you get a good workout by just trekking down to the local diner every morning and drinking a gallon of Maxwell House while doing a crossword puzzle in the New York Times?"

—Unknown

"My doctor recently told me that jogging could add years to my life. I think he was right. I feel years older already."

—Milton Berle

"No less than two hours a day should be devoted to exercise."

—Thomas Jefferson

"If the man who wrote the Declaration of Independence, was Secretary of State, and twice president, could give it two hours, our children can give it 10 or 15 minutes."

—John F. Kennedy, in response to Thomas Jefferson's commitment to exercise

Approximately 25% of U.S. adults are not active at all.³

—A Report of the Surgeon General

The best predictors of intention to exercise are different for men and women. In women, participation is best predicted by attitude toward exercise, perceived control over their lives in general, their assessment of the benefits of exercise, and self-efficacy. In men, attitude toward exercise is the only predictor.⁵

—The Physician and Sportsmedicine

"Health Promotion recognizes the quality of the individual and the value of them to the company. But just getting down to the dollars and cents of the matter, we've identified about \$40 million of health care costs that we incur due to unhealthy lifestyles. That's an easy target for us to focus on."

—Richard Davidson, Former Chairman and CEO of Union Pacific Railroad

One stair equals approximately seven inches. If you climb 2,143 stairs, you could make it to the top of the Empire State Building. If you climb 49,762 stairs, you could have climbed Mount Everest.⁴

—365 Health Hints, by Don Powell, Ph.D.

“Everywhere is walking distance if you have the time.” —Steven Wright

Today, research shows that moderate physical activities are worthwhile and are highly effective in maintaining weight, promoting health, and reducing stress. In addition, there is increased respect for the process of exercise—doing something daily, regardless of the amount of fitness produced.⁶

—*The Physician and Sportsmedicine*

At least one-third of all cancers are attributed to poor diet, physical inactivity, and overweight.⁷

—*American Cancer Society*

In 1992, the American Heart Association named physical inactivity as an independent risk factor for cardiovascular disease (CVD).⁸

“The good news is—you don’t have to train like an Olympic athlete to enjoy the benefits of a healthy lifestyle.”⁹

—*U.S. Department of Health and Human Services*

According to surveys conducted in five states, people who are most likely to be inactive are people who say their neighborhoods are unsafe.¹⁰

—*Center for the Advancement of Health*

“Fitness is not perfection. It’s progression.”

—*Unknown*

Physical activity need not be strenuous to achieve health benefits.³

—*A Report of the Surgeon General*

It has been suggested that as much as \$5.6 billion would be saved annually to the medical care system if 10% of sedentary adults began a walking program.¹¹

—*The Physician and Sportsmedicine*

“If you’re going to do something different with your life because you’ve found out you’ve got a disease, then you’re not living as you should be.”

—*Arlo Guthrie*

“Generally speaking, I look upon [sports] as dangerous and tiring activities performed by people with whom I share nothing except the right to trial by jury.”

—*Fran Lebowitz*

Lack of activity destroys the good condition of every human being, while movement and methodical physical exercise save it and preserve it.

— *Plato*

People who are usually inactive can improve their health and well-being by becoming even moderately active on a regular basis.³

Americans spend \$15 billion on athletic footwear. Yet, more than 60% of all adults still do not achieve the recommended amount of physical activity.³

—*A Report of the Surgeon General*

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Star Trac
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| By Steve
President

INING TAR

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Star Trac is an international leader in commercial-quality fitness equipment, best known for user-focused Pro Series treadmills and exercise bicycles. Star Trac's full line of commercial-quality fitness equipment is used daily by more than three million people in over 70 countries. In 2002 the company partnered with Mad Dogg Athletics and became the exclusive manufacturer of the official Johnny G Spinner® bikes used for Spinning® programs throughout the world.

Star Trac's best practice capability focuses around combining user-friendly, innovative products as well as education for beginners to advanced athletes. We're dedicating ourselves to making exercise such a compelling experience, that people want to make health and fitness a lifelong commitment. Our mission statement is to provide products that mold lifelong habits for health and fitness. It is important to Star Trac to support people's fitness, overall health, and well-being over the long haul.

Since 1979, Star Trac has designed and manufactured distinctive exercise equipment built to empower everyone who uses it. From break-through treadmills to trailblazing stationary bikes, our design process mirrors our dedication to provide products that stand alone in a crowded fitness market. Working with professional partners like Designworks USA, a BMW Group company, our product development team continues to break new ground in the world of fitness. The result is world class cardio equipment that looks, feels and performs like no other. Never satisfied with the status quo, the company continues to expand design and manufacturing capabilities with a commitment to constantly developing more motivational and rewarding exercise experiences.

Fitness Center Strategy Design

Ten years ago Star Trac realized that it was not supporting its employees' needs when it came to health and fitness. It came to our attention that our own employees were signing up for an advertised weight loss program that

had been attached to their paycheck by Human Resources. As a fitness industry leader, this incident caused us to take a step back and re-evaluate our message because we were not taking care of our own. We were missing the mark with our own people. As a company, we were not "walking the talk," our own employees were not living our mission statement. This was not the way we wanted to see ourselves in terms of leading the way for our own employees' fitness and overall health. After further examination and reflection, we felt our first priority should be to educate our own employees about health and fitness and then create a program to support their needs in these areas. We believed that it was up to us to take the initiative for designing an internal program that fit with our mission of molding lifelong habits for health and fitness.

Healthy Habits Is Born

Before Healthy Habits was implemented, Star Trac embarked on a process to find out what was right for our employees so that the program could be designed to meet their needs and interests. "Walk It Off" was then launched at the worksite, and we began to see employees who continued walking before work, during breaks and after work rather than being inactive for the majority of their day. Our next attempt at an on-site wellness program began when former President James "Mac" McPartland challenged employees to a "MacMarathon". This event took place in January 1999 at the San Diego Marathon. Twenty five percent of Star Trac employees participated, and 55 of them actually completed the event. Some employees chose to run the entire marathon while others were on relay teams. The large turnout of employees for this program contributed support for designing a true on-site worksite wellness program which was called, "100 Days of Fitness." The underlying concept of this program was to encourage, inspire and motivate Star Trac employees to earn points based on different physical activities throughout the 100 days of the program. Eighty people signed up for the first "100 Days of Fitness." One hundred five employees signed up for the second edition, this

time including many of our remotely-based sales team (47 percent employee participation).

Healthy Habits, Star Trac's employee wellness and fitness program, was designed to focus on encouraging active lifestyles, team building and interaction among co-workers from a largely manufacturing population. Healthy Habits is comprised of a 10-week program held three times a year that encourages employees to incorporate physical activity into their lives. Employees are divided into teams which are led by team captains. At the beginning of each program employees receive a list of activities with point breakdown structure. Points are earned by doing one of the activities for a specific time period. Employees earn more points by working out with two or more other participants (team building). All participants must work out for a minimum of 30 minutes to earn points. Many of our employees choose to work out a couple of times a day. Captains collect points weekly and team points are posted in the company employee newsletter, The Star Land News.

Employees are offered incentives based on the number of points they earn during the 10-week program. Our incentives are Target gift cards. Employees earn points within a three-tier structure. Based on the amount of points they have earned they receive either a \$25, \$45 or \$65 gift card to Target. These incentive rewards are given out at a wrap-up luncheon at the end of each 10-week session. In addition, at the luncheon each captain announces the two people they have chosen from their team who were the most improved, most valuable, or most dedicated to the program and improving their health. Those employees receive a plaque and a Star Trac gym bag. We also give everyone in the program a raffle ticket as they enter the luncheon and do a drawing at the end of the event for T-shirts, water bottles, and movie passes. But even more important, our employees at Star Trac are ultimately rewarded with a healthier lifestyle, weight loss, muscle growth and better quality of life.

Redesign

Star Trac looked at the success of these programs and obtained input from employees as to what else they would have an interest in regarding improving their health. Based on this information, we re-designed the program several times, going through a number of revised formats until we found the right fit. You need to ask employees what they like to do. The program should be designed around them. The right fit is when you have consistent participation, employees are setting and achieving goals, and people are having fun and working together. In 2002, the Healthy Habits program was formed, and the program has been going strong ever since. We are constantly working to expand the program so that our employees have options for growth. We offer weekly on-site Spinning® classes, team challenges, lunch-&-learn seminars, newly added 5K races, and constant support throughout the program.

One of the many benefits that we offer to employees is the use of a fitness facility. Many of our employees come in before work to use the on-site fitness facility, which has an arrangement of cardio and strength training machines and free weights. Star Trac took a unique approach by creating a fitness center in a corner of our manufacturing floor with no lockers or showers to keep costs low. At Star Trac we felt this facility, in its unique location, could serve multiple functions:

- 🕒 **It provides a place for our employees to work out that is convenient to their work.**
- 🕒 **It provides an opportunity for us to showcase our equipment when customers visit.**
- 🕒 **It allows us to conduct research on the usability and functionality of our equipment and the equipment of our competitors.**

There are groups of employees who work out at specific times to earn the extra points: 5:00 AM, 10:30 AM, 11:00 AM, 11:30 AM, 12:00 PM, 2:30 PM and after work. Our employees enjoy improved health and Star Trac learns what individuals want and are willing to use with regards to future product development.

Of the 100 employees in the current Healthy Habits program, 84 participants are located in our Irvine location and use the fitness facility. The other 16 employees are not located at our corporate office. We run two Spinning® classes a week, one Monday evening at 5:15 PM and the other Tuesday morning at 10:45 AM. Evening class averages 7 to 10 employees and the morning class averages 12-16 employees. Because the management team understands the value of the Healthy Habits program, employees feel supported and motivated to participate.

Getting The Word Out

Our program is marketed in various ways. The Star Land News, a bi-monthly newsletter, keeps our employees informed about wellness program activities and includes points updated. Based on employee input, we have recently added a fitness section where we highlight a different topic designed to educate our employees about some current health or fitness topic. Some of our recent newsletters included tips on working out in the summer, how to choose the correct exercise/protein bars, and what are the different types of carbohydrates. Information about programs and activities are also shared at staff meetings during the normal course of business and by line supervisors on the manufacturing floor. One of the biggest success factors for a wellness program is support from senior management. Employees are encouraged to work out during their breaks, and it is evident to employees that their participation is supported from the highest level of management (President) on down to their direct floor supervisor.

Success Stories

Here are two examples of Star Trac employees who have taken the opportunity to join the on-site wellness program and their accomplishments.

One employee, who has worked in our machine shop for eight years, used to smoke two packs of cigarettes a day and carried an extra 50 pounds on his 5' 6" frame. The opportunity presented itself for him to join one of the very first Star Trac wellness programs called, "Walk

It Off.” “The program motivated me to start doing something. I always wanted to do some type of physical activity but I procrastinated,” he said. What he liked about the Star Trac program was how it worked into his lifestyle. He started power walking with a group of Star Trac employees who provided inspiration and co-worker support. After two weeks, he started running the course.

This same employee is currently 58 years old and has been continuously physically active for eight years; he has completed 38 marathons and one 78-mile ultra-marathon. Despite three knee operations in the last 18 months, you can still find him riding a recumbent bike during his break, since running is currently not permitted by his physician. “I could not see life without exercise - it is my life.”

Another Star Trac success story is the 27-year old mother of two who has been an employee with Star Trac for five years. “No one in my family ever exercised,” she said, as someone who had always been overweight. Working out at work or joining the on-site wellness programs was not part of her lifestyle until one day, three years ago, when her daughter came home in tears because a neighborhood kid had told her she was fat. She said it was the proverbial “aha.” She realized that her daughter was going to deal with the same childhood problems that she dealt with growing up. From that day forward she started walking on the treadmill during her break. Without changing her poor eating habits she still lost 30 pounds. As time went on she changed her diet and started incorporating healthy foods. To date, she has lost 40 pounds, exercises daily, and last November competed in her

Tips To Starting An Employee Wellness Program

1. Executive level support
2. A defined budget for the program
3. A leader to monitor and run the program with the support of additional team captains
4. Identify a variety of activities
5. Implement a reward system
6. Have a tracking system for employee activities and points during the program
7. Have a tracking system for cost analysis, benefits, and return on investment

first 5K run. Today her family eats well and exercises together daily. By adding exercise and proper eating she also feels more confident. “When I was heavy, I’d try not to make eye contact, but now I walk with my head held high.”

More Employee And Star Trac Benefits

Healthy Habits has brought together departments and created an environment of fun when it comes to the work place. Our employees work hard and play hard. Many of them have taken their new passion for healthy lifestyles and passed it on to their families.

At Star Trac we have also seen absenteeism drop with employees - total sick hours have continued to drop over the years. Before we implemented our employee wellness program in 2000, total salaried sick hours were 4715.98. In 2003, total salaried sick hours were reduced to 3824.02 despite an increase in the number of employees. Healthcare cost reductions have also been realized since the Healthy Habits program began.

Starting A Program

There are a number of priorities for planning, designing, and implementing on-site wellness programs. First, you must have management support. If you don’t have it, build it by presenting the business case for why this is a good idea in terms that are important to them. Find out not only what the employees want and need, but what management and the company wants and needs in order for them to support this type of program.

Then, you need to have a champion, someone who will put the time into creating a fun environment. Your program can start out with something as simple and as low cost as a walking/running group to see how it will be perceived by employees. Bring in a trainer to discuss the benefits of adding walking to a daily routine. Map out routes around the office so that your employees can work towards specific goals, like walking a mile.

You need a sound communication process for marketing the program to potential participants. Create an

environment—both physical and mental—that is supportive of employees’ participation. Include appropriate incentives to motivate individuals to engage in and continue the activity over the long term. This does not have to be costly. Some of the most effective incentives in the workplace are supervisor and co-worker support, not free T-shirts.

As a company, we take the time to listen to our employees to better understand their health and fitness needs. This resulted in the design, development, and implementation of our Healthy Habits employee wellness and fitness program. Listening over the long term assists Star Trac in continuing to provide a robust and viable wellness and fitness program for employees that benefits the individual, their family and the corporation. Star Trac is proud that our employees not only live our mission statement to “mold lifelong habits for health and fitness” but are advocates to their families, friends, and in their communities on how to “walk the talk” by living a healthier lifestyle. ★

ABOUT: Steve Nero, BS, MBA

Recently named President and COO of Star Trac, **Steve Nero** received a BS in Electrical Engineering from Worcester Polytechnic Institute in Worcester, Massachusetts, and a Global Executive MBA from Duke University—a two-year executive-level educational program given around the world with industry leaders. He has worked as a hardware and software engineer in the computer and aerospace industries, and he spent the last 12 years in Silicon Valley working for a medical imaging company, ADAC Labs. Steve has an energy and a passion for the fitness industry that ignites enthusiasm. His hobby is just as intense as his work ethic. He has traveled around the globe on rock climbing and ice climbing expeditions. He has scaled 2000-foot rock walls and frozen waterfalls, and has climbed mountains more than 18,000 feet. He also enjoys spending time with his beautiful wife of 8 years, Lisa, and two daughters, Cassie and Jessica. You can contact Steve at snero@startrac.com.



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WELCOA provides worksite wellness products, services, and information to thousands of organizations nationwide. For more information visit www.welcoa.org.

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MISSING THE BOAT

A person wearing a red beanie, a dark blue jacket with white stripes, and red pants is walking on a paved path. The person is seen from the side, moving towards the right. The background is a blurred natural setting, possibly a park or trail.

365 days, 20 million footsteps, 1.6 million calories of food, 24 blisters, five major snowstorms and three pairs of shoes. That's what physical activity expert Robert Sweetgall experienced on his 50 state walking trek across America. In this exclusive interview, WELCOA President David Hunnicutt, PhD talks with Robert about the state of physical activity in America today and why Americans are missing the boat when it comes to exercise and health.

Robert, how would you describe the state of physical fitness in America today?

Right now—in the year 2004—we're not doing well at all. In fact, we're missing the boat by a long shot. For the past several decades we've seen a general decline in the physical activity levels of the average American, and there are a number of reasons for this. One of the reasons includes the motorization of America. We're relying on motorized transportation more today than ever before. Automobiles, elevators, escalators and moving walkways are just a few examples of the motorization trend. Another cause is the increasing time crunch Americans are experiencing. We're busy at work, we're running errands and we're taking care of everything else under the sun—that is to say except our health. Americans are so busy these days they can't take 30 to 60 minutes a day to take care of themselves, to protect their health by exercising. But it's not just an adult problem. The physical activity situation in our nation's schools is deplorable. Our government's No Child Left Behind Program isn't helping either! The aggressive academic testing of No Child Left Behind forces educators to cut physical education classes and recess in order to meet rigorous academic criteria.

From children, to baby boomers, to seniors, physical activity is declining and on its way out. The enthusiastic throng of exercisers, marathon runners and lifetime fitness club members represent only a small ray of hope compared to the vast majority of sedentary Americans.

A major focus of weight loss and weight management today concentrates more on diet and much less on physical activity. What are your thoughts about this trend?

First, it's certainly a fair assessment of what people are focusing on right now in terms of the obesity epidemic and weight loss in general. I give anywhere from 200 to 300 seminars per year, and it's not uncommon to get sidetracked talking about a particular diet or a certain way of eating food. The minute the subject turns from physical activity to nutrition, I get a barrage of questions about diets from the audience. I think nutrition gets the attention it does because it's a subject people love and

live to talk about—eating. The same is true for worksite health promotion programs in general. Nutrition comes across as a more likeable subject. Who doesn't like to eat? When you mention diet, people's ears perk up. When you mention exercise, however, people respond, "Whoah, let's not go there!" This is not to say people aren't interested in physical activity. Many definitely are. But I do feel we need to emphasize physical activity much more. Even Jack LaLanne—the founding father of physical fitness—has his own juicer for sale now.

Ultimately, the question we have to ask ourselves is, "What's more important, nutrition or physical activity?" The answer is they're both important. In the end, it's not a question of which one is more important. To improve the health status of Americans, we have to focus on a balanced lifestyle. Right now, we're too focused on nutrition, and we should be paying more attention to physical activity. We've done a great job clearing up the food guide pyramid, creating food labels and guidelines and learning more about omega fatty acids and everything else. But where are we with physical activity? What we've done just isn't enough. People aren't getting the message.

For example, just a few years ago I spoke at the national conference of the American Association of Diabetes Educators. I was looking over the 200 to 300 session conference agenda and, with the exception of my presentations, there were hardly any sessions focused on physical activity. Almost none. And the same is true for many of the conferences I and everyone else in the field of health promotion attend. Just look at the conference agendas and you'll see all sorts of presentations on diet and nutrition and stress and everything else. Then count the number of sessions focused on physical activity. In some cases it's such a small number it's a joke.

I don't want to give the impression that I don't believe in the nutrition side of the equation, because I do. I certainly think it's important. The benefits of optimized nutrition are many. Among them are weight loss, improved cholesterol levels, improved blood pressure, increased calcium for strong bones and the list goes on. On the physical activity side—in addition to weight loss and other health improvements—are other tangible benefits that include an improved outlook on life, reduced stress, increased positiveness, improved social life, spiritual well-being and intellectual well-being. When you look at the five components of wellness, physical activity touches on them all.



In addition to worksite programs, Robert has developed an entire package of school walking programs appropriate for kindergarten to college levels.

***“I truly believe
our children will function
better intellectually
if teachers took their
classes for a 10 or
15-minute walk each day.
Children’s minds
would expand.”***

What are the benefits Americans can expect to experience, Robert, as a result of increased physical activity and exercise?

When you look at the five areas of wellness—the intellectual, the spiritual, the social, the emotional and the physical—the benefits are numerous. On the physical side, the benefits are obvious in terms of energy, looseness of joints, increased flexibility, range of motion, muscle tone, as well as noticeable improvements in endurance and cardiovascular capacity. Additionally, one can expect modest weight loss and fat reduction, especially if a person follows reasonable eating habits and doesn’t double their portion sizes. Lastly, physical activity contributes to better balance and better posture.

From the emotional side, physical activity can reduce stress and increase control over one’s life. When a person gets up and gets moving, they feel as if they have more control over their life. Even a little physical activity will help a person feel better about him or herself, so there are confidence and self-esteem factors at work as well.

Socially, physical activity allows friends to get together. When this happens, people bond better, they have more fun and they improve their relationships as a result of improved communication. Here too, physical activity can

reduce stress if people exercising together talk with each other about problems and worries.

Exercise also provides a number of spiritual benefits. Exercise allows a person to gain better understanding of life by providing an opportunity to look into the sky and examine life, discovering what they could be doing to make things better for the entire world. Physical activity enables people to develop a better understanding of their purpose in life and how they can serve God. Exercise is, indeed, a spiritual enhancer.

Lastly, something that is often overlooked is the intellectual benefit exercise provides. Exercise helps the brain function better. Movement that gets both hemispheres of the brain moving—exercises such as walking, jogging, in-line skating or even swimming—help a person’s brain function better. When people exercise, they think better, they solve problems faster and they think more creatively. As I mentioned earlier, No Child Left Behind and the various budget cuts are a tragedy—they’re threatening the health of our children for the purpose of test scores.

I truly believe our children will function better intellectually if teachers took their classes for a 10 or 15-minute walk each day. Children’s minds would expand. I think I’m a classic example of this. Growing up, I was kind of an academic nerd. My varsity sport was

math. I was valedictorian of my high school but had a great deal of trouble with writing. Now that I've embraced a physically-active lifestyle, I've written 17 books, and many of the ideas for these books came to me on my walks. The words just flow for me after a nice, long walk. I strongly believe people benefit intellectually when they exercise.

Should strength training play a role in improving the health status of Americans?

Strength training provides a number of very important benefits. It plays an important role in bone building, quality of life and independent living. It's also important, obviously, in the metabolic process of enhancing body metabolism through increased muscle mass. So strength training certainly plays an important role in health status whether someone is trying to lose weight, firm up or simply preserve the ability to do the things he or she wants in life instead of having to hire someone to lift groceries when they're 68 years old. Lastly, but still related, exercise helps individuals avoid injuries and prevent lower back or joint problems, which may occur during the course of a person's life. There are many reasons to incorporate strength training as an element of physical activity, and a number of studies demonstrate how strength training improves overall quality of life with age.

Are you optimistic about the future health status of the American people?

I am very optimistic about a number of the programs many worksites are beginning to offer. These programs are simple, safe and sensible and they involve physical activity at moderate levels. I'm confident in the ability of these programs to address the health problems we're experiencing in the United States. From my experiences working with many companies and organizations throughout the nation, I'm confident in their programs, and confident in their ability to get employees moving for improved health.

As I mentioned before—where I think we've missed the boat is the current path our nation is pursuing in terms of physical activity. We're constructing neighborhoods that de-emphasize physical activity with suburban malls, lack of pedestrian pathways, as well as the ways in which our

The Ten Commandments of GOYAASMA!

Employees often face a barrage of information—much of it good and some of it bad—when it comes to physical activity. How much exercise do I need? How long should I exercise? What should I do for exercise? All too often, the answers to such questions are long, drawn out responses that further confuse and frustrate people simply wanting to do the right thing for their health. To help simplify things for Americans, GOYAASMA.com offers 10 practical commandments for physical activity.

The Ten Commandments

1. Cherish physical activity as a blessing.
2. Stop procrastinating and just do something—everyday.
3. Play more and enjoy activities with a smile.
4. Do safe, sensible and sustainable activities for life.
5. Do a variety of activities in all four seasons.
6. Dedicate 3% (43 minutes/day) of your life to active living.
7. Keep a journal of your physical activities.
8. Honor your heart and lungs.
9. Strengthen your muscles, and stretch daily.
10. Spread the word of GOYAASMA.

So, What Exactly is GOYAASMA?

Founded by fitness expert Robert Sweetgall, GOYAASMA.com is a website dedicated to providing Americans easy-to-understand and easy-to-use information to help them GOYAASMA (Get Off Your Ass And Start Moving Around). Sure, the name sounds a little intense, but it's all in fun. With three out of every four Americans living relatively sedentary lives, and obesity hitting all-time historic and epidemic levels, GOYAASMA's mission is simply to motivate Americans to move more. Check out the site, and share it with your employees—it may be just be the push they need to GOYAASMA. Go to www.goyaasma.com. You'll also want to check out Robert's book titled "It's Your Move". This 80-page guide to GOYAASMA discusses in further detail the ten commandments of how people can get more physical activity in their lives today.

schools address—or aren't allowed to address—the physical activity challenges facing our children. Such challenges increase stress on society as a whole and are ultimately detrimental to our health and the health of society.

Ultimately, I think about the future of our nation's health status like the stock market. I'd sell in the short run, but buy in the long run. In terms of this stock market analogy, I'm bullish on physical activity because it can't get much worse than it already is. Our healthcare system is a runaway freight train, with costs pushing \$2 trillion. That's 15 percent of our nation's GDP going to disease management, healthcare premiums and pharmaceutical companies. A major problem we have is the fact we



Robert Sweetgall, on his 50-state walking trek across America.

spend disproportionate, miniscule amounts on preventive medicine and wellness programs. Sure, when you look at the top 50 companies, you see a nice, rosy image, but it's not reality for most companies in America. When you look at the big picture, what we as a nation are spending on health promotion—on preventing disease from the outset—is only one-tenth of one percent of what we're spending on treating disease.

The reason I'm optimistic about the long term is because it's a matter of survival. If things continue the way they're going, we'll be bankrupt. If the United States doesn't address prevention and make it a priority, we're in real trouble so we have to do something. But it's not enough to implement "token" programs such as six-week fitness extravaganzas that leave employees on the sidelines for 46 weeks of the year. And too many programs reach the fit, the people that need these programs the least. We also need to get more men involved in health programs. Right now we're still following the pendulum. We haven't reversed it. Obesity is on the rise, diabetes is on the rise and stress is on the rise. Healthcare costs are skyrocketing. We have to reduce the incidence of chronic diseases from the outset. Just imagine the compounding effect on our healthcare costs. Where is the money going to come from? It's going to come from our salaries. It will come from merit raises and our savings accounts. Think about it. People will ask what happened to their annual raise and they'll hear, "Well look, your health insurance went up by \$1,800 this year. Sorry."

I honestly don't understand how employers can even afford health insurance for their employees today. In Wisconsin, some school districts are dealing with \$10,000 to \$12,000 health insurance premiums which double every eight years. This means, by the year 2024, they'll be paying \$80,000 per year for health insurance premiums. That's more than teachers make in a year, maybe in two years. What school system, what society, what corporation can afford these cost increases? Very few, if any.

The fact of the matter is, we have to do something, and we have to get back on track because we're running out of time and we're running out of options. ★



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Absolute ADVANTAGE

Getting Active Physical Activity at Work



This issue of *Absolute Advantage* is dedicated to addressing physical activity at the workplace. Considered by many to be the “magic bullet,” physical activity is a key to any organizations wellness initiative. To that end, we have provided a variety of important articles in this issue.

Specifically, we’ll examine information that will help you get your employees more physically active. In addition, we’ll present a model for developing corporate fitness programs. We’ll also provide you with an interview that was conducted with fitness legend, Jack LaLanne. Last, but not least, we’ll put forth fifty great ideas that will jump-start your thought process concerning physical activity at the workplace.

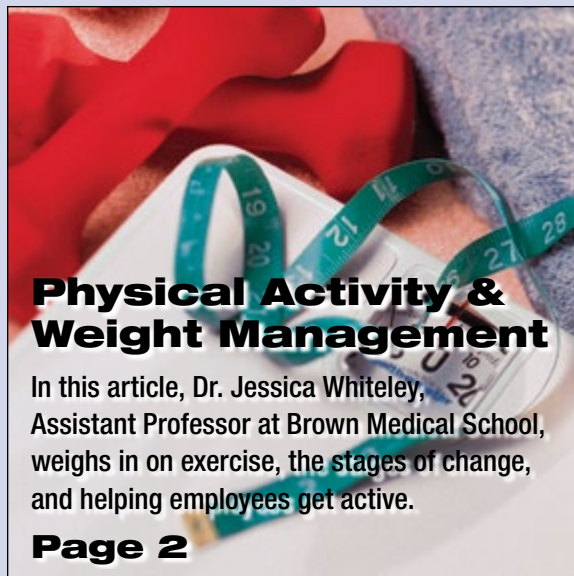
With physical activity remaining a national imperative, we hope that you can use the information in this issue of *Absolute Advantage*.

As always, we would like to thank our guest authors and contributors for their contributions and insights.

We hope that you enjoy this issue of *Absolute Advantage*.

Yours in Good Health,

Dr. David Hunnicutt
President, Wellness Councils of America



Physical Activity & Weight Management

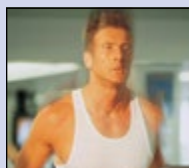
In this article, Dr. Jessica Whiteley, Assistant Professor at Brown Medical School, weighs in on exercise, the stages of change, and helping employees get active.

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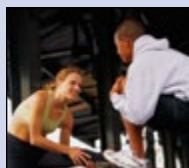
6 Blazing The Trail

In this exclusive interview, fitness pioneer Jack LaLanne talks about his lifetime of fitness and what it's going to take for Americans to get and stay healthy through their golden years.



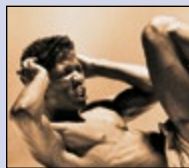
14 Fitness In 5D

The 5D Model of Fitness Center Management lays the groundwork for a complete employee fitness program.



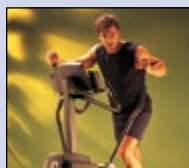
22 50 Great Ideas

Getting the American workforce fit is not a new idea. But, due to rising health care costs and declining health status, it is now a national imperative. The good news is that it can be accomplished.



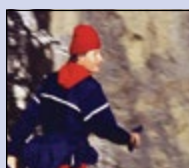
36 Notable & Quotable

Maxims, mantras and notable quotes about getting physically active.



40 Shining Star

Star Trac walks the talk when it comes to delivering quality fitness equipment and programs to their customers and employees.



44 Missing The Boat

In a recent interview, Robert Sweetgall talks about the state of physical activity in America today and why Americans are missing the boat when it comes to exercise and health.