

Absolute ADVANTAGE

THE WORKPLACE WELLNESS MAGAZINE

Carefully Crafting An Operating Plan

Developing Results-Oriented Wellness Programs
One Company At A Time



IN THIS ISSUE:

In this issue of *Absolute Advantage*, we zero in on the concept of carefully crafting an operating plan. Specifically, we've outlined the importance of planning as well as highlighted the elements of a wellness plan that can take your program from good to great. To complete this issue, we've provided a case study from the City of Gainesville and an expert interview with one of the nation's best practitioners, Mike Wanetka.

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

Simply log on to WELCOA's members only website to get more in-depth coverage of the topics that matter most to you. Find full-length interviews, expert insight, and links to additional information that will help you do your job better!

THE WELLNESS COUNCILS OF AMERICA

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LETTER FROM THE **EXECUTIVE EDITOR** | DAVID HUNNICUTT, PhD

Carefully Crafting An Operating Plan

Developing Results-Oriented Wellness Programs One Company At A Time

This issue of *Absolute Advantage* focuses on the notion of carefully crafting your organization's wellness plan.

The fourth of the seven critical benchmarks of success, *Carefully Crafting Your Organization's Wellness Plan* is a crucial step in developing a results-oriented, worksite wellness program. To do this topic justice, we've devoted the entire issue to addressing this subject matter.

To kick things off, we've included an article entitled, "The Power of Planning." In this article, we present four important reasons why planning is crucial to any results-oriented wellness initiative.

Having laid this foundation, we then outline the specific elements that should be included in your organization's wellness plan. Drawing from the practices of America's healthiest companies, we set forth an effective model for developing your company's wellness plan.

Turning our attention from theory to implementation, we next present a case study of the City of Gainesville. As one of America's healthiest companies, this case study provides important insights on how the City of Gainesville created a world-class wellness initiative.

Last but not least, we've included an expert interview from one of the nation's best wellness practitioners. In this interview, Mike Wanetka of ConAgra Foods speaks out on the art and science of planning corporate wellness initiatives. With more than a decade of experience, Mike shares a number of very important insights in this interview.

We hope that you enjoy this issue of *Absolute Advantage* and find it useful in your quest to fully implement the seven benchmarks of success within your organization.

Yours in good health,

Dr. David Hunnicutt
President

“The fourth of the seven critical benchmarks of success, *Carefully Crafting Your Organization's Wellness Plan* is a crucial step in developing a results-oriented, worksite wellness program.”



Absolute ADVANTAGE

VOLUME 6, NUMBER 7

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.

EXECUTIVE EDITOR | David Hunnicutt, PhD

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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A 2001 graphic design graduate from Iowa State University, Justin studied design in Rome, Italy before joining the WELCOA design staff. He is responsible for the layout and design of many publications including *The Well Workplace* newsletter and *Absolute Advantage* magazine.

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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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The Power of Planning

A good plan today is better than a perfect plan tomorrow. Read on to learn more about the importance of developing a results-oriented plan.

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In this article, we present the essential elements that can take your program from good to great.



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In 1992, responding to escalating healthcare costs, the City of Gainesville launched a wellness program that would become one of the nation's finest. Read on to learn more about how they did it.



46 Expert Interview: Mike Wanetka

In this interview, Mike Wanetka shares his perspective and insights on how the wellness planning process works in a real life setting. You won't want to miss this WELCOA expert interview.



WELCOA's Well Workplace Initiative

The Seven Benchmarks of Success



IN THIS ISSUE:
OPERATING PLAN

For the past 20 years, the Wellness Councils of America has dedicated its efforts to studying and promoting the efforts of America's Healthiest Companies. During that period, WELCOA developed its patented Well Workplace process. At the core of the Well Workplace model, we have identified seven key benchmarks of success. Specifically, these seven benchmarks are inherent in companies that have built results-oriented workplace wellness programs.

Benchmark #1

Capturing CEO Support

From our experience, CEO support is essential to the process of developing best-in-class programs. Indeed, we know of very few programs that have contained costs and improved employee health that don't have strong senior level support.

Benchmark #2

Creating Cohesive Wellness Teams

Once CEO support has been captured, the next task is to create a cohesive wellness team. Teams are essential to building great wellness programs because they help to distribute the responsibility for wellness throughout the organization.

Benchmark #3

Collecting Data To Drive Health Efforts

The team's first and primary responsibility is not to start offering programs, but rather to step back and gather important data. The data will be collected using corporate culture audits, health risk appraisals, and knowledge and interest surveys. This data is extremely important because it will reveal the specific areas of health needs and interests within the organization.

THIS ISSUE

Benchmark #4

Carefully Crafting An Operating Plan

With essential forms of data having been collected, the task is now to develop an operating plan for health and wellness within the organization. This operating plan will serve as the roadmap and will guide the company's efforts and investments in workplace wellness.

Benchmark #5

Choosing Appropriate Interventions

With the first four benchmarks completed, it is now appropriate to begin choosing and implementing the appropriate health and productivity interventions. These interventions will most likely include tobacco cessation, physical activity, weight management, self-care, and stress management. But, they also may include things like fatigue management and ergonomics—depending on what the company's data reveals.

Benchmark #6

Creating A Supportive Environment

Once the appropriate health promoting interventions are up and running, it's time to create a supportive environment. Indeed, by having a supportive environment, organizations can be confident that employees will be supported in their efforts to lead healthier lives. Environmental interventions may take the form of policies, physical modifications, and rewards and incentives.

Benchmark #7

Carefully Evaluating Outcomes

The seventh and final benchmark in the Well Workplace model is carefully evaluating outcomes. It is within this benchmark that companies will religiously keep score when it comes to their wellness program. Evaluation targets include things like participation, participant satisfaction, behavior modification, and cost containment.

WELCOA's Well Workplace model has been adopted by more than 1,000 companies across the U.S.



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The Power of P

A GOOD PLAN TODAY IS BETTER THAN A PERFECT

↩ By David Hunnicutt, PhD



Planning

PLAN TOMORROW



One of the biggest mistakes that we run across in helping companies to build results-oriented wellness programs is that people don't spend enough time planning. It's easy to see how this happens. With employee health and wellness programs presenting a great business opportunity for organizations—people don't want to “waste time” with the planning process. As a result, in the name of urgency, people fast forward into implementation in hopes of meeting management's expectations and capitalizing on this great opportunity.

But that's not the only reason that companies fail to plan.

In fact, some companies skip the planning process because they are already behind the curve with respect to developing a comprehensive wellness program. (As an aside, it's no secret that the companies who are thriving today built their programs years ago). For those who are now just getting into the arena, it's obvious that they are feeling the very real pressure to get the initiative up and running. And in their minds, the fastest way to do this is to skip the planning process.

Whatever the reason, failing to plan is most assuredly planning to fail.

No doubt you will hear the stories of companies who piecemealed a program together and achieved positive results. But, from where we sit, even a broken clock is right twice a day. The smart money follows the notion of creating a comprehensive plan and then working that plan to achieve the desired outcomes. In fact, 99.9% of the time, this is how the great programs are built.

Specifically, there are important reasons why you should undertake a systematic planning process when building a results-oriented wellness initiative.



4 Reasons Why Planning Is Important

➡1

Planning Forces You To Think Through The Details In Advance

➡2

Planning Makes Your Program Transparent

➡3

Planning Is Empowering

➡4

Planning Creates Alignment



**“We’ve found
from numerous
successful wellness
practitioners that
it’s unrealistic to
think that you can
develop a great
plan in a couple
of days.”**



➤ REASON #1 Planning Forces You To Think Through The Details In Advance

One major reason people don't like to plan is because it's hard work. It's not that it's physically exhausting, but there's no question it can be mentally draining. That's because developing a great plan requires a lot of intellectual energy to think through what you're going to do in the next

one to three years. And because people don't want to work through this creative tension, they simply forgo the planning process and move right into implementation.

This is a big mistake.

By carving out adequate time to plan and strategize you are exponentially increasing the likelihood of succeeding in your quest

to improve employee health and contain costs. So the question ultimately becomes, "How do you make the planning process less intellectually draining?" In our minds, that's the \$64,000 question and the one that deserves an answer.

In working with companies who have successfully navigated the rough waters associated with planning, the key seems to be doing it in small doses. And this makes a lot of sense. We've found from numerous successful wellness practitioners that it's unrealistic to think that you can develop a great plan in a couple of days. In all reality, it's really more like a couple of months—but it's not that it's a 24/7 grind during this time. The really successful practitioners carve out a couple of hours each day for several months, and as a result, they get their plans done, and they get to keep their hair and sanity throughout the process.



➤ REASON #2 Planning Makes Your Program Transparent

For worksite wellness programs, transparency is everything. By transparency we mean that the entire health management process from beginning to end is an open book. Obviously, we're not referring to individual health information or health status here. However, we are referring to the notion that the great wellness programs let everyone know how the program works, what's expected, how rewards are achieved, and when victory will be declared. Make no mistake; the planning process is the key ingredient to making your program transparent.

Think about it. When you develop your plan, you are in essence

announcing to the world (or at least to everyone in your organization) what, when, and how you're going to run the wellness initiative. If you don't do a good job in the planning process, there'll be a lot of people who won't know or understand how your program works. And this can be a bad thing—especially if something goes wrong.

For example, consider a similar situation in two different companies. The first company didn't spend enough time developing and communicating their wellness plan to senior management or the associates on the front line. And when there was confusion about the distribution of monetary incentives, the people who took the fall were the wellness practitioners. On the other hand, consider the company who spent significant

time in the planning process and every constituent throughout the organization was crystal clear on how the program worked and how incentives could be achieved. When the same problem arose, it was just a matter of reiterating what had been set forth and communicated in the wellness plan. The wellness practitioners received full support from senior executives because they had covered their bases through the planning process.

In essence, your plan is your contract. And by adhering to what you say you're going to do in your plan, you are essentially fulfilling your overt obligations to the organization. It's not a mysterious or secretive process. Rather, the whole thing is transparent and everybody is clear on what needs to be done and who's going to do it.

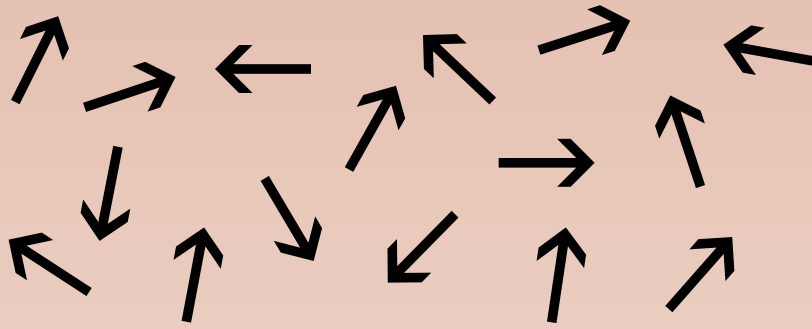
“When you develop your plan, you are in essence announcing to the world (or at least to everyone in your organization) what, when, and how you're going to run the wellness initiative.”



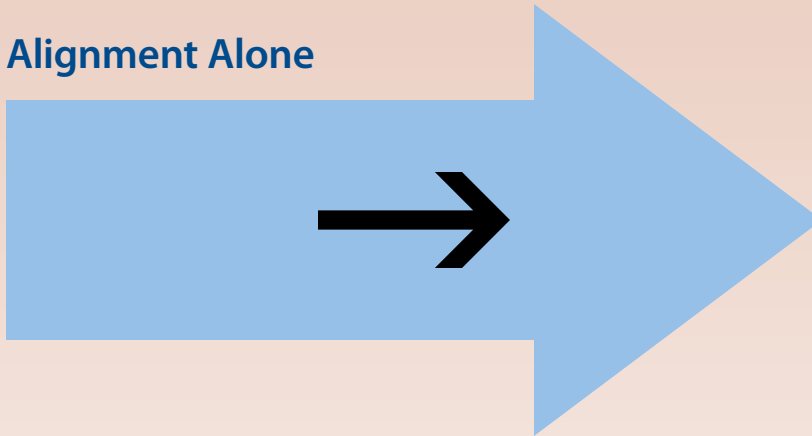
PLANNING CREATES EMPOWERMENT AND ALIGNMENT

Adapted from Steven Senge's, *The Fifth Discipline*, these graphics demonstrate the importance of coupling empowerment with alignment. For more information on this topic, be sure to read Senge's classic book.

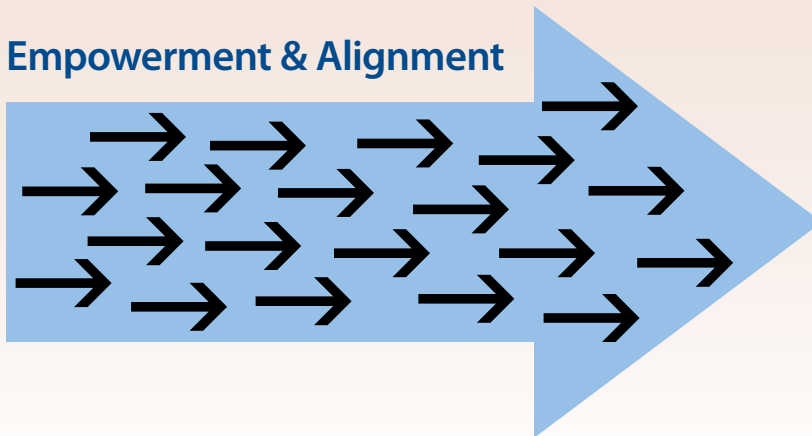
Empowerment Alone



Alignment Alone



Empowerment & Alignment



REASON #3

Planning Is Empowering

When you develop your wellness plan and get the organization's stamp of approval, you are, in a sense, fully empowered to get moving and to get things done. The plan is the essential element in giving you this power to be productive.

Indeed, in those organizations that don't spend time on the planning process, you'll generally find wellness practitioners who sit around waiting for someone to approve the things that they'd like and need to do. If only they'd spent time developing a comprehensive plan and getting it approved at the beginning of the fiscal year, they'd be fully empowered to make things happen. But without a plan, they have to get the green light on each new activity and that can really bog things down.

Moreover, this inertia takes a serious toll on talented wellness practitioners because good people don't want to spend their time sitting around and waiting for approval to do things that make good business/health sense. And, perhaps worst of all, a lack of empowerment ensures that your employees will get very frustrated with the wellness program because there's too much stop/start going on. To be successful, you need to develop an organizational rhythm and the plan helps you to accomplish this.

If you fail to plan, you can pretty much expect to spend a lot of time waiting during the course of the year—and that's not healthy for anybody.



4 Reasons Why Planning Is Important

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Planning Forces You To Think Through The Details In Advance

➡2

Planning Makes Your Program Transparent

➡3

Planning Is Empowering

➡4

Planning Creates Alignment

➡ REASON #4 Planning Creates Alignment

Finally, when you develop a good wellness plan—and you get the blessing from the powers that be—it creates organizational alignment. This means that people at all levels in the company are committed to executing the information and strategies that are contained within the plan. And when you get this kind of commitment and focus, it's a very powerful thing.

Metaphorically speaking, alignment is analogous to everybody rowing in the same direction. If you don't think that this is important, consider the hard lessons learned by organizations that get blown about by every wind of change that

comes through the field of health promotion. For example, we've seen organizations initiate important health promotion programs at the beginning of the business year, only to change them because some new report was issued on another entirely different health topic.

For organizations that have a plan in place, this doesn't happen. Certainly program priorities change, but not on a spur of the moment basis. Moreover, what's really nice about having a plan in place is that you don't have to spend a lot of time politicking and trying to convince people to do certain things. Again, the plan is your contract and your key to getting everyone in the organization behind you. And if you do a good job, organizational alignment is a great byproduct.

Summary

In this article, we've discussed four reasons why planning is an essential part of developing a results-oriented wellness program. We can't stress enough how important this step is to the entire process. To neglect the planning process, is to roll the dice not only on the success of your program, but on the health and well being of your employees as well. ★



Dr. David Hunnicutt is the President of the Wellness Council 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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Carefully Craft Organization's

The Essential Elements That Can Take
Your Program From Good To Great

➤ By David Hunnicutt, PhD



ing Your Wellness Plan

The Essential Elements

➤ Vision/Mission Statement	GOOD	BETTER	BEST
➤ Goals and Objectives	GOOD	BETTER	BEST
➤ Timelines	GOOD	BETTER	BEST
➤ Roles and Responsibilities	GOOD	BETTER	BEST
➤ Itemized Budget	GOOD	BETTER	BEST
➤ Marketing Strategies	GOOD	BETTER	BEST
➤ Evaluation Procedures	GOOD	BETTER	BEST



In building a results-oriented worksite wellness program, it is essential to have an operating plan. Indeed, this is the fourth benchmark in the WELCOA model.

From where we sit, the operating plan is the central document that serves as the key piece of communication as to what your program will accomplish. Believe it or not, many organizations underestimate the value and utility of the wellness operating plan. Time and time again, we have seen organizations fail in their attempts to establish a worksite wellness initiative and much of it can be linked back to the lack of an operating plan.

At the Wellness Councils of America, we believe that there are seven essential components of an exceptional operating plan. These seven components include:

- 1. A Vision/Mission Statement For The Wellness Program That Incorporates The Organization's Core Philosophies;**
- 2. Specific Goals and Measurable Objectives That Are Linked To The Company's Strategic Priorities;**
- 3. Timelines For Implementation;**
- 4. Roles And Responsibilities For Completion Of Objectives;**
- 5. Itemized Budget Sufficient To Carry Out The Wellness Plan;**
- 6. Appropriate Marketing Strategies To Effectively Promote The Wellness Plan;**
- 7. Evaluation Procedures To Measure The Stated Goals And Objectives.**

When taken together, these seven components become very powerful in providing you with the empowerment and alignment essential to keep your program moving forward. No matter what the sophistication of your present efforts, your operating plan will need attention and updating every single year. With that in mind, let's take a brief look at each of the seven essential components of a results-oriented operating plan.

1 Vision/Mission

In essence, the vision/mission statement is simply a one or two sentence declarative on what you'd like your program to ultimately accomplish. While many times people struggle with the idea of developing the vision/mission statement, it really doesn't have to be so complicated. Literally, the word vision means "to see." Consequently, the vision statement is what you see in the future for your program. For example, a large health care system developed the vision statement of "Health From Hire To Retire," as their ultimate declarative destination. You can see in one simple phrase, this company has a unique vision of what they want and see for their employees throughout their working history.

THE ESSENTIAL ELEMENTS

1	Vision/Mission Statement Incorporating The Organization's Core Philosophies;
2	Goals and Measurable Objectives Linked To The Company's Strategic Priorities;
3	Timelines For Implementation;
4	Roles And Responsibilities For Completion Of Objectives;
5	Itemized Budget Sufficient To Carry Out The Wellness Plan;
6	Appropriate Marketing Strategies To Effectively Promote The Wellness Plan;
7	Evaluation Procedures To Measure The Stated Goals And Objectives.



➤ 2 Goals & Objectives

Goals and objectives are an extremely important part of any results-oriented operating plan. In fact, clear goals and measurable objectives will ultimately tell you if you are moving in the right direction. Believe it or not, if you don't have clear goals and objectives, you can't really evaluate any outcomes—because your outcomes are based on what you said you would accomplish. Sadly, many programs don't wrestle with writing goals and objectives up front and as a result, suffer greatly when it comes to demonstrating outcomes. Specifically, you should strive to write SMART objectives.

S = Specific

M = Measurable

A = Achievable

R = Relevant

T = Time Based

➤ 3 Timelines

Picking up from where the goals and objectives section leaves off, it is important to declare specific timelines on when things should get done. Timelines are absolutely important in any operating plan because they overtly state not only what you would like to accomplish, but also when you would like to get it done. Timelines help to hold everyone accountable and provide an excellent measure for how your team is doing. Be warned, timelines are not difficult to write, but they are very challenging to meet. There is an art to setting timelines. Think of it like a pressure cooker—not enough heat and nothing gets done, too much heat and a meltdown occurs.

➤ 4 Roles & Responsibilities

Identifying the specific roles and responsibilities that your team members should play is the fourth critical part of a results-oriented operating plan. Although it seems straightforward, it is surprising how many operating plans don't specifically identify

Outcome-Based SMART Goals & Objectives



S
M
A
R
T

Specific
Measurable
Achievable
Relevant
Time Based





The key is to align and empower individuals with roles and responsibilities that fit their unique strengths and talents.

who or what group is going to be doing what and what they should be doing. When you think about assigning roles and responsibilities, it is important to think of this component in terms of individual strengths and talents.

In essence, the people on your team will bring three basic and innate talents/strengths to the table. First, there are relators. Relators are “people” people. They like to interact and they’re good at establishing relationships. These people are very important to any team because they bring the human element. Second, there are achievers. Achievers are those people who are uniquely wired to get things done. They like checklists and specific tasks and challenges. These kinds of people are critical to the success of teams because they keep the team on track in terms of getting things done. Finally, there are thinkers. Thinkers like to analyze what needs

to be done and to carefully think through how things fit together. Thinkers are critical when it comes to tasks like analyzing data and thinking through the strategic ramifications of this kind of information.

The bottom line on roles and responsibilities is this. Roles and responsibilities should be aligned with individual strengths/talents. Saddling a “thinker” with “relating” responsibilities will only frustrate and complicate the dynamics of your team. Once again, the key is to align and empower individuals with roles and responsibilities that fit their unique strengths and talents.

➤ 5 Itemized Budget

The itemized budget is the fifth component of a results-oriented wellness program. Although budgeting doesn’t get most people excited,





“When taken together, these seven components become very powerful in providing you with the empowerment and alignment essential to keep your program moving forward.”



“The key is to align and empower responsibilities that fit their u



over individuals with roles and unique strengths and talents.”

it is a very important part of the planning process. It's important because it forces you to think through what you plan to invest in your wellness program and specifically what everything will cost. You'll want to include not only the costs associated with things like health risk appraisals, newsletters, brochures, and incentives, but also to think through what the “softer” costs will be. Softer costs include things like staff time, release time for employees to participate, and team strategic planning meetings. All of these things have very real price tags, so if your budget is to be complete and accurate, it's important to think through how much everything will cost.

➤ 6 Marketing Strategies

The sixth component of a results-oriented operating plan is the execution of innovative marketing communications strategies. While this section sounds more complicated than it needs to be, there really is no mystery in this component. Marketing and communication strategies simply force you to think through how you're going to communicate the program to your employees and specifically what the messages should be. A good mix of marketing and communication strategies should be used. This mix should include written, oral, and electronic messages. In essence, no one in your organization can be expected to get involved in the program if they don't know what's going on and specifically how they can participate. That's the challenge and the purpose of this component.

➤ 7 Evaluation

The evaluation section of your plan is the seventh and final component of a results-oriented operating plan. The evaluation section simply and straightforwardly outlines how you plan to measure and evaluate the results that occur from your program. Evaluation measures can and should include things like participation, participant satisfaction, changes in knowledge, attitudes and behaviors, and ultimately changes in environment and culture. Some like to think of evaluation in terms of keeping low-risk employees at low-risk and helping high-risk employees return to low-risk status. However you choose to structure your evaluation efforts, it is essential that your evaluation methods link back directly to the program's goals and objectives.

➤ Summary

These seven elements should be considered essential to your operating plan. By paying particular attention to the details in each of the elements, you will increase your chances for success exponentially. Remember, the old adage of “failing to plan is planning to fail,” is absolutely true when it comes to worksite wellness programs. ★



Dr. David Hunnicutt is the President of the Wellness Council 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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City of G



Gainesville

The City of Gainesville, Florida was founded in 1854 and incorporated in 1869. Since 1927, the City has operated under a Commission-Manager form of Government. The City Commission consists of five Commissioners. On March 24, 1987, the voters changed the manner of electing the members of the City Commission. Three members of the City Commission are elected from single member districts and two members are elected City-wide. In March 1988, Gainesville citizens elected their first directly elected Mayor since 1927. Previously, mayors were elected from among the commission. The City Charter prohibits consecutive service on the Commission for more than two 3-year terms. In March 1992, the voters approved the addition of two Commissioners, one district and one at-large, when Gainesville's population reached 110,000. The population is currently at approximately 141,000 residents.



CITY OF GAINESVILLE

every path starts with passion

FLORIDA



A WELCOA Case Study



In 1992, responding to escalating healthcare costs, the City of Gainesville launched LifeQuest, a wellness program designed to help employees take charge of their own healthcare. The concept was simple: educate employees to make the small changes in lifestyle that would make big differences in their personal and professional lives.

This case study is dedicated to helping you learn more about the practices of one of America's healthiest workplaces.

Specifically, this case study is divided into five sections.

- **Section One** provides information on the organizational overview and business environment. This information is useful because it provides the overall business context in which the wellness programs take place.
- **Section Two** addresses the company's present approach to corporate health. In this section, you will find information related to the vision/mission statements and the strategic wellness priorities and practices.
- **Section Three** of this case study is devoted to highlighting documented outcomes. Specifically, the impact of health programs on health risks and overall cost containment and return-on-investment are recorded here.
- **Section Four** addresses the lessons learned in the process. This information is particularly valuable to the reader because the same mistakes are often made over and over again—this information may help to break that vicious cycle.
- **The Fifth and Final Section** is the company's vision for health in the new millennium. Contained in the section are the company's future BHAG's—big, hairy, audacious goals.

We hope that you enjoy this case study. Our goal is to help you learn as much about designing and delivering results-oriented wellness programs as is possible. Our hope is that you will take the information and put it to good use.



*The mission statement of the City of Gainesville is:
Make Gainesville the most livable and best managed City by providing
courteous and quality services through teamwork, innovation, and
a total Commitment to Excellence. This is their story.*



City of Gainesville's Business Context And Background

History And Evolution Of The Organization

The City was founded in 1854 and incorporated in 1869. Since 1927 the City has operated under a Commission-Manager form of Government.

The City Commission consists of five Commissioners. On March 24, 1987, the voters changed the manner of electing the members of the City Commission. Three members of the City Commission are elected from single member districts and two members are elected City-wide. In March 1988, the citizens of Gainesville elected their first directly elected Mayor since 1927. Previously, mayors were elected from among the commission. The City Charter prohibits consecutive service on the Commission for more than two three-year terms. In March 1992, the voters approved the addition of two Commissioners, one district and one at-large, when the City of Gainesville's population reached 110,000. The population is currently at approximately 141,000 residents.

The City Commission currently appoints a City Manager who is responsible for the operation and management of all facets of City government and the implementation of policy directives of the Commission. The Commission also appoints a City Attorney, a Clerk of the Commission, a General Manager for Gainesville Regional Utilities and an Internal Auditor, which are all responsible directly to the Commission.

Corporate Vision/Mission Statement

The mission statement of the City of Gainesville is: We are committed to providing exceptional services that enhance the quality of life for the Gainesville Community.

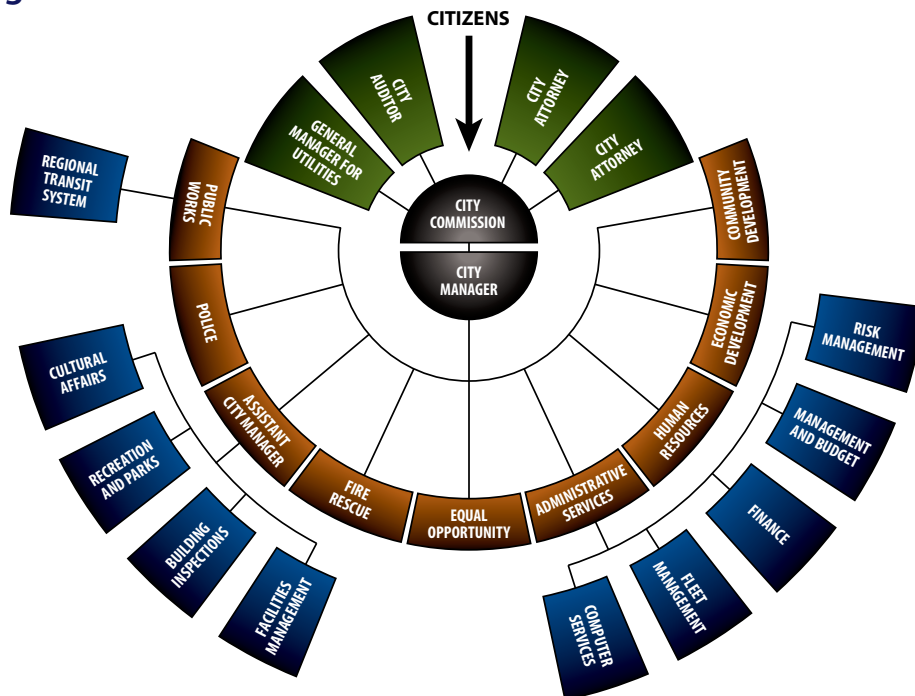
Distinctive Services And Traits Of Our Organization

The City provides a full range of municipal services to its citizens including police and fire protection; comprehensive land use planning and zoning services; code enforcement and neighborhood improvement; streets and drainage construction and maintenance; traffic engineering services; refuse collection (through a franchised operator); recreation and parks; cultural services; and necessary management and administrative services to support these activities. Additionally, the City owns a regional transit system serving the City and a portion of Alachua County, a regional electric, water/wastewater, and gas utilities system that also provides mass communications via GRU.com.

Present Competitive Position Within Our Industry

The City of Gainesville offers a complete range of municipal services unlike many other municipalities of similar size. In addition to providing police and fire protection, the City provides power, water, waste/water, gas, communications and transit.

Organizational Chart





LifeQuest's mission is: Reduce healthcare costs through positive lifestyle changes.

Core Values Of The Organization

The City of Gainesville recently developed a new Values Statement which was created by employees from various areas of government.

Integrity: We will be open, honest and honor our commitments.

Diversity: We will maintain a viable work force that reflects our community.

Teamwork: We will work cooperatively to build and maintain productive working relationships.

Citizen and Customer Satisfaction: We will strive to meet our citizens' and customers' needs in a professional and courteous manner.

Quality: We will aspire to the highest level of excellence in our products and services.

Financial Accountability: We will provide responsible stewardship of the City's assets and resources.

Challenges Our Organization Faces In The Present Business Environment

- Electric de-regulation
- Reduction in State revenue sharing

- Reduction in telecommunication tax
- Decreased dependence from the County for fire-rescue services
- Reduction of Airport fire services
- Increase in insurance premiums due to escalating claims

Demographic Overview Of Organization's Workforce

- There are 1,857 total employees
- 5.82% are officials and administrators
- 13.57% are professionals
- 16.24% are technicians
- 13.95% are protective service personnel
- 16.59% are administrative support
- 23.97% are skilled craftsmen
- 9.86% are service/maintenance personnel
- The average age of employees is 42.46 years
- There are 1,319 total male employees, 71.03% of the organization
- There are 538 total female employees, 28.97% of the organization



Gainesville's Present Approach To Corporate Health

History Of Wellness Within The Organization

In 1992, responding to escalating healthcare costs, the City of Gainesville launched LifeQuest, a wellness program designed to help employees take charge of their own healthcare. The concept was simple: educate employees to make the small changes in lifestyle that would make big differences in their personal and professional lives. Today LifeQuest is a multi-phased program for City of Gainesville employees, retirees and their dependants, involving diet and nutrition workshops and one-on-one counseling, smoking cessation programs, health screenings, seminars on health-related issues, and physical fitness programs in and out of the gym. Treating each employee as an "Occupational Athlete," the City of Gainesville designs training programs tailored to the challenges faced by each individual. And, it's working! Our healthcare costs have consistently remained below the national average since 1995; and LifeQuest participants are better able to serve the citizens of Gainesville and enjoy a greater quality of life.

Employees of the City of Gainesville are a team and, like all great teams, we know what it takes to stay on top. It takes hard work and an unyielding commitment to excellence to serve our community by the standards we set for ourselves. Like an athlete, each member of the team has to be at his or her best at all times: healthy, physically fit, safe, sharp and productive. Whether we are battling fires, fighting crime, stringing wire, trimming hedges or typing letters, we owe it to ourselves and our team to be in top form. The City of Gainesville recognizes this and has made a commitment to the overall well being of our team through LifeQuest.

Corporate Wellness Vision And Mission Statements

The mission statement of the City of Gainesville is: Make Gainesville the most livable and best managed City by providing courteous and quality services through teamwork, innovation, and a total Commitment to Excellence.

The Risk Management Department, in conjunction with LifeQuest, will identify and analyze the City's exposure to risk, develop innovative and cost-effective programs to manage those risks as well as provide the most efficient, effective and affordable health care and wellness programs in order to foster a healthier, more fit lifestyle for City employees, retirees and their families.

LifeQuest's mission is: Reduce healthcare costs through positive lifestyle changes.

Wellness And Strategic Priorities Of The Organization

LifeQuest falls within the department of Risk Management (i.e. group benefits, safety engineering, etc.). Placed within the Risk Management Department, LifeQuest is more able to identify employee needs and health issues through the frequency of health insurance claims and worker's compensation claims.

LifeQuest's number one function is the implementation of awareness through education and behavior change programs. This is accomplished by offering individual counseling using our registered dietitian and certified athletic trainer. In addition, we employ two registered occupational health nurses and one registered nurse who work under the direction of our Medical Director to screen employees while on the job. We offer classes throughout the work schedule including shift change for our employees that work the evening/midnight shift. Each department specifies which times and days are best to facilitate getting our message out while not interfering with getting the job done. LifeQuest is available 24 hours day, 7 days week. Although most goals are accomplished during regular working hours, departments such as police, fire, electric, gas and streets and parks are better educated at shift change.

We also provide internship opportunities for students at the University of Florida College of Health and Human Performance. The Department of Health Science Education assign students who help with promotion and




implementation of programs, and the Department of Exercise and Sports Science assign graduate students with expertise in the areas of athletic training and exercise physiology who assist with screenings and individual workout programs for our employees, retirees and their dependants.

The Operating Model And Theoretical Underpinnings For The Wellness Initiative

The Risk Management Department contracts with Blue Cross and Blue Shield to provide annual reports on our health insurance programs. The report is broken down into three categories: In-Patient Visits, Out-Patient Visits and Physician Visits. In addition, we are provided an annual Drug Utilization Analysis Report. Together these two documents provide us with information on what the healthcare issues are.

The LifeQuest team analyzes these issues department by department as well as the City as a whole in various venues. Pre-employment health assessments are mandatory and provided by our Occupation Health Nurses and reviewed by our Medical Director. Physical examinations are offered every five years to all employees beginning at the age of 30. Regional Transit System employees receive bi-annual physical examinations. Members of our Police and Fire Departments receive annual physical examinations. Each employee is screened for health related issues before hiring. If follow-up is necessary in the areas of obesity, hypertension, hypercholesterolemia, hyperlipidemia or diabetes, the employees are then referred to the registered dietitian and/or athletic trainer for a personalized program.

LifeQuest provides on-site screenings in each department every two years to determine the incidence of hypertension and abnormal blood sugar levels. Follow-up is encouraged when needed following each screening, information is provided through lectures with questions and answers. In addition, employees have access to ongoing communications with the healthcare professionals via telephone, e-mail and our web page.

Expert speakers are invited to participate in our educational programs. Cancer survivors speak on prostate cancer. The Occupational Health Nurses provide blood draws on site for Prostate Specific Antigens (PSA). Employees are followed closely if values are out of range and encouraged to seek medical attention when necessary. Our screenings involve easy access to medical professionals through Employee Health Services and LifeQuest.

Health Behaviors Within The Organization



Cardiovascular disease is the number 1 killer at the City and it's affecting our spouses at an alarming rate. In September 2001 in an effort to begin including spouses in our program, the first annual Women's Extravaganza was held. With funding from the Risk Management Department and Pfizer Pharmaceuticals, over 300 women enjoyed an evening learning about pertinent health issues. Blood sugar screenings, blood pressure screenings, body composition analysis, cholesterol screenings and bone density analysis were available free of charge. Dinner was provided, and after adequate time to partake in the food and screenings, experts in the fields of heart disease, menopause, diet and exercise, and pharmaceuticals provided information based on peer reviewed literature, and answered questions. This event provided LifeQuest with valuable information from the screenings. Out of a possible 300 screenings, 150 women were screened for blood cholesterol; 100 were screened for blood sugar and 80 were screened for bone density. Based on this information, we are organizing another Women's Extravaganza for September 12th, 2002. This event will emphasize the importance of controlling blood pressure. Also, screenings will be provided for bone density.

Heart disease in men is being addressed at the work-sites with ongoing blood pressure, blood sugar, blood cholesterol and body composition screenings. In addition, a newly created program, Heart Disease in Men (HIM) was developed at the request of employees from one of our power plants. Due to the overwhelming incidence of heart disease among co-workers, management has agreed to build a gym at the facility available to all shift workers.

Quest



LifeQuest participates in the annual Heart Walk sponsored by the American Heart Association. Employees are encouraged to bring their families along for the 3 mile walk. Money is raised for research in biomedical engineering and cardiovascular disease and stroke.



Aerobic classes are available throughout the workday at both the City Hall gym and GRU Wellness Center. Club 500 is ongoing for those folks interested in keeping track of their mileage. Our registered dietitian and athletic trainer are available for individual appointments.



Depression is another issue being addressed at the supervisor level. With funding and assistance from Pfizer Pharmaceuticals, the LINK Signs and Symptoms of Depression at Work will be available for upper level management. Employees can partake in counseling services through our Employee Assistance Program. There are three free visits annually in the area of marital/family* drug/alcohol* emotional* Harassment/Abuse* Financial and Work Issues.



Cancer is an area of concern for many employees. Although it ranks lower on our list of claims, it is still of vital importance. Prostate Cancer Awareness was offered to every area of the work force. We were blessed to have Leonard Jackson, Ed.D. a prostate cancer survivor, volunteer to speak to our employees. Presentations were given to the police department during shift changes, fire departments month long training program, and early in the morning before work began to both men and women. Based on these visits, five employees were diagnosed with prostate cancer that was confined to the prostate. Several opted for surgical removal of the prostate, one opted the “wait and see” approach and another chose to have pellets implanted. Because of the positive response by our male employees to the PSA test, Risk Management Department added PSA screenings to the wellness provision package in the insurance program.



Breast cancer is always a concern and, in spite of the fact that it is the third leading cause of death in women, many women rank it as their number one health risk. In an effort to participate in cancer awareness, several employees annually participate in the annual Relay for Life fundraiser. One year our campsites theme, “Rounding Up a Cure” won the Best Campsite Award. Several employees have taken the role of committee chair to facilitate the success of this event. Another Cancer Society Campaign, the “Tell-

A-Friend”, involves many of our employees who volunteer to call five friends, family or co-workers to remind them of the importance of annual mammography. A representative from the American Cancer Society is provided booth space, free of charge, at our annual Employee Rally. During this time over 1,000 employees have access to materials, information, free samples and coupons.



Because many of our employees work in the sun, and many spend free time out doors, volunteers from the University of Florida’s Dermatology and Skin Cancer Center visit our Employee Health Services Department twice annually. These experts screen employees with a suspicious spot. This event is so popular appointment spots are filled within an hour of making our telephone broadcast. In an effort to reach those who do not sit by a telephone all day, we have a special day reserved just for those departments who are out in the field.



Diabetes, especially type 2, is of epidemic proportions. Screenings are available during business hours every day through Employee Health Services and LifeQuest. Several times throughout the year, employees are encouraged to donate a “drop of blood” and, when necessary, a full fasting profile is recommended. Each year the University of Florida’s Diabetes Center of Excellence participates in our Employee Rally. Screenings and information are made available during the event attended by over 1,000 employees.



In an attempt to get a handle on the “Battle of the Bulge”, LifeQuest initiated Club 500 in January 2002. These groups of individuals wear a pedometer and each month report their mileage to their team captain. In the spirit of competition, there are two teams – one representing City Government and the other representing Gainesville Regional Utilities. The goal is to walk 500 miles in a year. Each time the team member’s mileage matches with the same distance to another city, they receive a token from that city. The team captain post their top five walkers each month and the two teams compete for numbers of miles walked. Within three months of implementation, several employees had successfully walked 500 miles and collectively the entire group walked 25,315 miles. We believe we set the mileage too low.



In addition, there is an ongoing support group of employees fondly known as “The Binge Busters” who meet weekly to encourage others to maintain a healthy weight.





The annual Spring Into Fitness Expo allows employees to purchase exercise equipment and/or memberships at local fitness centers through payroll deduction that is interest free.

Our web site contains heart healthy meal plans to follow, nutrition and fitness information and selected web sites to visit that emphasis health, fitness and nutrition. These web sites have been pre-viewed by our licensed healthcare professionals for their substance and credibility in the industry.



Finally, due to our no smoking policy, we do not have many employees who use tobacco products.

For those that do, we have offered smoking cessation classes using volunteers from the local chapter of the American Cancer Society, as well as employees who are former smokers. Unfortunately, the drop out rate is quite high and therefore we have not offered a class in quite some time.

Two of our largest departments, police and fire, have included a prohibition against smoking clause in their hiring contract implemented in 1987.

Most Innovative Approach

One of our most novel goals is to have a gym within walking distance of every City owned facility. We are pleased to have 15 gyms at the time of this application, two currently in the blue print stage to be implemented within the next fiscal year. This leaves only two more facilities needing gyms. All gyms are in the process of meeting American College of Sports Medicine's Standards and Guidelines. We have recently extended usage to spouses at two of our facilities. Each person wanting access must first have an American College of Sports Medicine (ACSM) fitness assessment performed by our certified athletic trainer. Afterwards a fitness program is designed with personal goals of the employee and/or spouse. Security cards are then administered to be used when visiting the assigned gym facility.



Another novel/innovative approach to reduce healthcare dollars is our annual Spring Into Fitness Expo. Introduced in 1993, this event has generated over \$679,415.22 to local fitness and health center vendors. Employees can purchase exercise equipment and/or memberships at local fitness centers through payroll deduction that is interest free. The event is held each March at the Thomas Center.

Making Strategic Health Decisions

The City of Gainesville is self-insured and Blue Cross and Blue Shield provide annual reports indicating where insurance dollars are being spent. Based on this information and our screenings for blood pressure, blood sugar and body composition, programs are developed. In addition, Blue Cross and Blue Shield provide a report on Drug Utilization Analysis which lists drugs being prescribed and the volume utilized. Based on these reports, LifeQuest staff develops the appropriate presentations to help employees understand how life-style changes that include nutrition and fitness can reduce the need for medications and doctor visits. They also encourage those who need to take medication to then take as prescribed.

Addressing At-Risk Populations

Newly hired employees begin their jobs with a health assessment through our Employee Health Services Department. During this evaluation, health related issues are addressed. During new employee orientation, LifeQuest services are explained using a power point presentation which provides testimonials and details the cost savings since implementation. A brochure is provided with telephone numbers and web-page address. Everyone is encouraged to participate in LifeQuest.

Employees are encouraged by supervisors and colleagues to utilize the services and programs offered by LifeQuest such as individual counseling with our registered dietitian and athletic trainer.

Our web-page is continuously updated with information of interest to employees, retirees and their dependants.

Classes and appointments are available to all employees, retirees and dependants for issues relating to stress management, nutrition and fitness.

Keeping Low Risk Populations At Low Risk

ProClub is our incentive program geared towards rewarding employees who are at low-risk. The intention

is to recruit high-risk individuals who through lifestyle changes become low-risk. ProClub reimburses \$100 on insurance claims to those members qualifying for the reward. Points are earned in various categories and then totaled in December. Those individuals qualifying are notified. ProClub is available to both the employee and spouse. Together they can earn points.

Each year the LifeQuest staff selects an employee as the "LifeQuest Athlete of the Year" for their successful effort achieving and maintaining a healthy body weight as indicated by a reduction and/or elimination of certain medications that are life-style related. This special person receives a plaque and a watch. They are given this distinction at the annual Employee Rally. In addition, each department selects a "Departmental Athlete of the Year" by choosing an individual who engages in and exemplifies a healthy life style, does not use tobacco products and actively engages in some form of regular exercise and weight training on a regular basis. These employees receive a Certification of Achievement.

Ensuring The Functionality Of Wellness Initiatives In The Future

The Mission Statement for the Risk Management Department included in their financial and operating plan 2002-2004, and approved by the City Commission: *"The Risk Management Department will identify and analyze the City's exposure to risk, develop innovative and cost-effective programs to manage those risks, as well as provide the most efficient, effective and affordably health care and wellness programs to foster a healthier, more fit lifestyle for City employees, retirees and their families."*

Outlined in the Goals, the report bullets include:

- **Promote employee wellness via LifeQuest**
- **Offer various free health care screenings and classes through the LifeQuest program.**

The services initiative for the Risk Management Department for FY 2002-2004 included language to *"Expand Wellness Center/LifeQuest Availability to Covered Spouses"*. Finally, included in this same report under the Long Range Goals (2-5 years) *"Promote utilization of the wellness programs for containment of workers compensation and health care costs and expand participation in LifeQuest to include retirees and dependants."*



“The City of Gainesville consistently falls below the national insurance trends when comparing premiums to other employers in the south.”



Outcomes

The Impact Of Health Promotion Programs On Health Risks

LifeQuest has successfully increased awareness of the relationship between a healthy lifestyle and reduced healthcare expenditures as illustrated by our insurance premiums. When compared to other municipalities as well as other insurance plans, the City of Gainesville has consistently fallen below the national average since 1995.

In addition to increasing awareness, employees are accessing the services of the Employee Health Services Department for diagnostic testing for blood sugar, blood cholesterol, PSA, and Hepatitis. Blood draws prior to going to the physician and having the results available at the appointment saves time and money by eliminating a return office visit and additional time away from the job.

Pre-employment health exams include blood pressure and pulse, hearing and visual screening, urine and blood draws, history, weight and height prior to seeing the physician which saves time and money.

Fire-rescue personnel and police officers have annual physical assessments which include blood pressure and pulse, hearing and visual screening, urine and blood draws. Our Regional Transit System employees receive the same physical assessments on a biannual basis.

Inoculation for flu, hepatitis and pneumonia are available for both employees, retirees and their dependants free of charge. Employees can stop by Employee Health Services or make arrangements to have our Occupational Health Nurse visit the work sites.

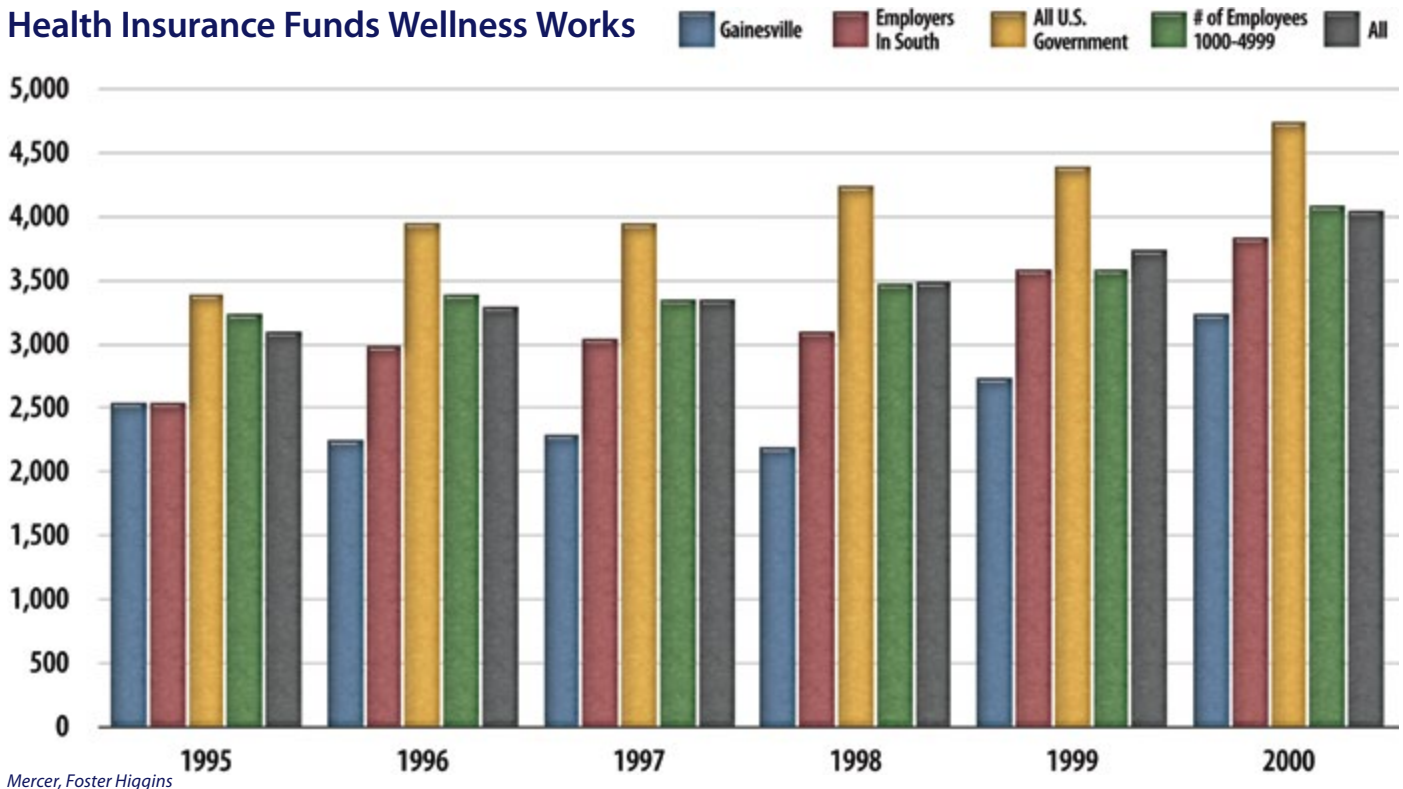
Because our screening activities are ongoing and provide services to both actives and retirees, we have been able to negotiate greatly reduced rates with local labs for hearing, visual blood pressure, diabetes, PSA, cholesterol, cancer testing and numerous other screenings.

Initial and follow up handling of non-critical Workers Compensation cases, including work with doctors and Worker's Compensation Third Party Administrators, help to facilitate return to work.

Initial handling of sick or personal injury for both actives and retirees saves money by precluding unnecessary visits to physicians.

Our safety specialist provides first aid and CPR training of operation personnel in all areas of our organization. This provides onsite employees trained to render care until emergency personnel can respond.

Health Insurance Funds Wellness Works



The Employee Assistance Program (EAP) is another valuable work life benefit. This program is designed to assist employees and their families who may be having personal problems by providing confidential consultation and referral. This program is provided to all regular employees and their dependants. EAP may assist with problems such as family or marital problems, alcohol or drug abuse, emotional strain, domestic violence, eating disorders, financial problems, harassment issues and other difficulties.

Participating in the EAP does not jeopardize job security. Counseling services are free of charge up to three visits/year. Long-term or recurrent treatment is not provided free of charge, however, a portion of all such therapy may be covered under the City's group benefit plan.

Financial Outcomes As A Result Of Wellness Efforts

As illustrated earlier in this section, the City of Gainesville consistently falls below the national insurance trends when comparing premiums to other employers in the south; to all US Governments; all employers with between 1000 – 4999 employees. This ranks our premiums among the lowest in the nation and we have held this rating since 1995.

Blue Cross/Blue Shield Major Accounts Performance Report

		2000-01	2001-02
PPO/Inpatient Fee			
Digestive System	49.6% reduction	\$4,500/claim	\$2,300/claim
Skin/Subcutaneous	40.0% reduction	\$8,800/claim	\$5,300/claim
Respiratory System	69.1% reduction	\$2,919/claim	\$901/claim
PPO/Outpatient Fee			
Signs/Symptoms	28.8% reduction	\$213/claim	\$152/claim
Skin/Subcutaneous	18.5% reduction	\$381/claim	\$310/claim
Endocrine/Metabolic	40.1% reduction	\$138/claim	\$84/claim
PPO/Professional Fee			
Cardiovascular	26.4% reduction	\$529/claim	\$459/claim
Care Manager/Inpatient Fee			
Respiratory	77.8% reduction	\$8,072/claim	\$1,800/claim
Care Manager/Outpatient Fee			
Circulatory	32.3% reduction	\$638/claim	\$432/claim
	20.0% reduction	25 visits	20 visits
Care Manager/Professional Fee			
Cardiovascular	72% reduction	\$1,317/claim	\$363/claim

In addition, the City offers two health plan, Care Manager and Preferred Patient Options. These two plans were designed to compliment the differences in employee's health care needs. In other words, the healthier employees routinely select participation in Care Manager and those employees needing more extensive utilization of the health plan choose Preferred Patient Options.

Based on our Third Party Administrator's Utilization Report of 2000 – 2002, the City of Gainesville experienced a decline in the utilization of health care in all three categories: Inpatient Facility Fee for Service; Outpatient Facility Fee for Service and Professional Fee for Service. We feel these numbers represent an increased awareness in wellness which results in lower level of intervention, thus saving money.

Advancing The Business Objectives

Combining the services of our Employee Health Services Department with our LifeQuest Wellness Program, the City of Gainesville has been able to maintain a hedge against medical care costs through awareness, early detection and motivating employees to take charge of their health. The City has witnessed a return on investment by successfully maintaining insurance premiums below the national average. This advantage assists with recruitment and retention of employees and enhances our overall compensation package and productivity.

Our Certified Athletic Trainer is available to assist when physical therapy is no longer necessary. Our fitness center at City Hall located next to our Employee Health Services Department offers convenient care for employees as they re-condition themselves from an injury. This hands-on care helps get the employee to return to work in good to excellent physical condition. In addition, the added value of this service saved our health plan between \$16,750-\$21,960 in 2001-2002 in physical fitness assessments, injury assessments and reconditioning sessions.

Our Registered Dietitian works with employees individually and/or in-groups to assist in areas of weight control, diabetes, hypertension, and hypercholesterolemia. All employees, retirees and their dependants have access to this benefit via office appointments or Internet. The savings to our health plan for dietary consults in 2002 was \$42,700. The coordination of the wellness program is the secondary responsibility of the dietitian and saves the health plan an additional \$50,000/year.



Gainesville's Wellness Services Improve Health And Save Money

Cost Savings Of Wellness Intervention:

PROSTATE CANCER

In Florida, prostate cancer rates of incidence and mortality are higher for black men than white men. This is consistent across all ages. For many, the disease shows no symptoms until the cancer has spread to other organ systems.

According to the Florida Cancer Data System, 440 black males and 457 white males out of every 100,000 were diagnosed with prostate cancer between 1990-1996. Early detection is critical to reduce the number of fatalities...

SITE	City of Gainesville LifeQuest Wellness Program
CLIENT	Approximately 1000 employees
INTERVENTION	Prostate cancer survivor shared experience with diagnosis, surgery and long-term recovery. Employees were provided PSA screenings
HEALTH OUTCOME	150 employees volunteered to have PSA blood test 5 employees diagnosed with prostate cancer confined to prostate.
RESOURCES SAVED	Reduced need for long-term hospitalization and rehabilitation Reduced need for chemotherapy, radiation therapy and physical therapy.
INTERVENTION COST	\$0 cost to our health plan. \$15 out of pocket for blood test paid by employees
INTERVENTION BENEFIT	\$18,135.50 SAVINGS TO OUR HEALTH PLAN for physician visits \$3,241.50 SAVINGS TO OUR HEALTH PLAN for PSA tests
TOTAL: \$21,377.00	

Although we were unable to determine the cost savings of finding 5 employees with prostate cancer confined to the prostate verses finding the cancer had metastased to other organ systems, it stands to reason that there was a considerable savings to the health plan by early intervention and awareness.

Reference: Blue Cross and Blue Shield, Gainesville, Florida



WOMEN'S EXTRAVAGANZA 2001

The City of Gainesville's health insurance claims revealed that the average claims cost per year for children was \$925; active employees was \$1,800; retired employees was \$2,500 and spouses was \$3,100. The need for more intervention to spouses and retirees is evident.

The Women's Extravaganza was LifeQuest's first attempt to reach out and educate spouses. The number one killer of women is cardiovascular disease. Approximately 44% of annual female deaths are caused by cardiovascular disease.

SITE	City of Gainesville LifeQuest Wellness Program
CLIENT	Insurance claims reveal spouses and retirees have highest claims with heart disease at the top
INTERVENTION	Evening dedicated to educating and providing free screenings 300 women participated 90 received blood sugar screenings 130 received blood pressure screening 150 received blood cholesterol screenings 80 received osteoporosis screenings
HEALTH OUTCOME	No abnormal blood sugars 50% had elevated blood pressures 51% had elevated blood cholesterol values 10% had osteopenia 18% had osteoporosis
RESOURCES SAVED	Reduced need for physician visits Reduced need for unnecessary medications Reduced risk for long term health problems relating to cardiovascular disease, diabetes and osteoporosis
INTERVENTION COST	\$15,000 funded by Pfizer Pharmaceuticals \$3,000 provided by Risk Management
INTERVENTION BENEFIT	\$9,990 SAVINGS TO HEALTH PLAN – DIABETES \$6,630 – \$15,730 SAVINGS TO HEALTH PLAN – BP \$7,650 – \$18,150 SAVINGS TO HEALTH PLAN – CHOL \$4,080 – \$9,600 SAVINGS TO HEALTH PLAN – OSTEO \$11,360 SAVINGS TO HEALTH PLAN FOR BONE SCAN TOTAL: \$29,710 - \$64,830

****Potential long term savings to health plan based on national statistics:**

- ♦ Cardiovascular disease in women @\$6,700/year under the age of 64 to \$30,700/year over the age of 65
- ♦ Diabetes @\$5,550/year under the age of 64 to \$25,000/year over the age of 65
- ♦ Osteoporosis @\$29,400/year regardless of age.

References: Blue Cross and Blue Shield, Gainesville, Florida; Analysis Group/Economics in Boston



OSTEOPOROSIS

Osteoporosis is a gradual thinning and weakening of bones, which can lead to bone fractures. Over 28 million Americans, 80% of whom are women, have or are at risk of developing this condition. Osteoporosis is often referred to as a “silent killer” since many are likely to find out they have it after suffering a painful bone fracture.

Osteopenia is the beginning of Osteoporosis. Osteopenia can be reversed in most cases with diet and exercise and, therefore, Osteoporosis can be prevented IF diagnosed in the early stages.

SITE	City of Gainesville LifeQuest Wellness Program
CLIENT	Local 2157 – Gainesville Fire Rescue 27 members (20 males/7 females)
INTERVENTION	2 hour lecture on Osteoporosis ½ hour for each DEXA screening
HEALTH OUTCOME	5 males diagnosed with Osteopenia Reduced need for hospitalization for hip fracture/replacement Reduced need for physical therapy, medications, early retirement and nursing home care
RESOURCES SAVED	Medical intervention to treat Osteoporosis
INTERVENTION COST	\$5,000 from Risk Management
INTERVENTION BENEFIT	\$1,387.53 - \$3,264.03 savings to our health plan for physician visits \$3,835.35 savings to our health plan for DEXA scans

****Potential long term savings to our health plan based on national average cost/person with osteoporosis each year @ \$29,400 = \$147,00/year**

*****Based on this pilot study, the entire department could save our health plan \$735,000/year.**

*References: Blue Cross and Blue Shield of Gainesville, Florida
American Academy of Orthopaedic Surgeons/American Association of Orthopaedic Surgeons:
Position Statement: Hip Fracture in Seniors: A Call for Health System Reform*

SKIN CANCER

Half of all new cancers are skin cancers, according to the American Cancer Society. More than one million new cases of skin cancer will be diagnosed in the United States this year. That includes basal cell carcinoma and squamous cell carcinoma, the most common skin cancers, and melanoma, which – although the rarest skin cancer – is also the deadliest.

SITE	City of Gainesville LifeQuest Wellness Program
CLIENT	Approximately 1800 employees
INTERVENTION	120 employees were screened due to time constraints
HEALTH OUTCOME	5 employees were diagnosed with skin cancer – all were encouraged to seek a second opinion One employee was diagnosed with melanoma and told to get another opinion within 48 hours and to contact Employee Health Services if he was unable to arrange.
RESOURCES SAVED	Lives and limbs Reduced need for extensive surgery, hospitalization and repeated visits to plastic surgeons
INTERVENTION COST	\$0
INTERVENTION BENEFIT	\$10,800 based on the limited number of employees screened. Monetary value hard to tally for those diagnosed with skin cancer. Early intervention costs range: \$700 - \$1500 for each surgical removal of cancer.
	TOTAL BENEFIT: \$10,800

Reference: Skin Cancer Center- University of Florida, Gainesville, Florida



DIABETES – TYPE 2

Currently there are approximately 18 million Americans with diabetes. Only 5% have type 1 which requires insulin injection for life. The remaining 95% have type 2 and only half have been diagnosed. Of the 95% with type 2 diabetes, 80% are too fat and need to change their lifestyles in lieu of going on medications. Unfortunately, type 2 diabetes can go undiagnosed for almost 15 years. The projected cost to the healthcare system in the United States is \$44 billion to \$98 billion a year.

SITE	City of Gainesville LifeQuest Wellness Program
CLIENT	Water/Waste Water Department
INTERVENTION	250 male employees attended ½ hour diabetes class Blood sugar screenings were offered at no cost 125 volunteers participated
HEALTH OUTCOME	11 were found to have abnormal blood sugars Reduced complications from long term elevated blood sugars including: blindness, amputations, stroke, impotence, cardiovascular disease, renal failure
RESOURCES SAVED	Long term complications
INTERVENTION COST	\$0
INTERVENTION BENEFIT	Total savings: \$13,750 to health plan for physician visits and blood test Potential savings to plan: \$60,500
SITE	City of Gainesville LifeQuest Wellness Program
CLIENT	Employees from Streets, Parks & Recreation
INTERVENTION	125 male employees attended training on Diabetes. Blood sugar screenings were offered at no cost. 63 male volunteers participated 9 were found to have abnormal blood sugar readings
HEALTH OUTCOME	Early screening for type 2 Diabetes Reduced complications from long term elevated blood sugars include: blindness, amputations, stroke, renal failure, impotence and cardiovascular disease.
RESOURCES SAVED	Lives and limbs need for medications
INTERVENTION COST	\$0
INTERVENTION BENEFIT	Total savings: \$6,993 to our health plan Potential savings to health plan: \$49,950
SITE	City of Gainesville
CLIENT	1800 employees during Open Enrollment 2002
INTERVENTION	Approximately 800 employees participated in diabetes screenings Approximately 60 had abnormal blood sugar readings Each encouraged to seek another random test Those with extremely high (>200) blood sugars were encouraged to see their physician
HEALTH OUTCOME	Early detection of abnormal blood sugars Reduced complications from long term elevated blood sugars including: blindness, amputations, stroke, renal failure, impotence and cardiovascular disease
RESOURCES SAVED	Long term complications Medications and hospitalizations
INTERVENTION COST	\$0
INTERVENTION BENEFIT	Total savings: \$52,800 to health plan for physician visit and random blood sugar test Potential long term savings: \$333,000/year

References: Blue Cross and Blue Shield, Gainesville, Florida; Analysis Group/Economics in Boston



NUTRITION IN PREVENTIVE CARE

These case studies represent selected employees who participated in individual counseling through the City of Gainesville's wellness program, LifeQuest.

The goals of preventive care are to keep people healthy, to reduce the incidence and severity of preventable disease, to improve health and quality of life, and to reduce total medical cost, particularly costs for hospitalization and extended care.

SITE	City of Gainesville LifeQuest nutritional program
CLIENT	40 year-old white female with hypertension and morbid obesity
RD INTERVENTION	Individualized treatment: 5 visits
HEALTH OUTCOME	Weight reduction from 300 pounds to 230 pounds. Lowered blood pressure
RESOURCES SAVED	Potential lifetime need for hypertension lowering medications
INTERVENTION COST	\$150.00
INTERVENTION BENEFIT	\$10,000 for physician's visits for monitoring. \$19,504 for medications for client's lifetime
SITE	City of Gainesville LifeQuest nutritional program
CLIENT	37 year-old white female with irritable bowel syndrome
RD INTERVENTION	Individualized treatment: 5 visits
HEALTH OUTCOME	Improved control of digestive functions. Reduced number of visits to physicians and need for medication
RESOURCES SAVED	Medications to control irritable bowel syndrome
INTERVENTION COST	\$150.00
INTERVENTION BENEFIT	\$9,400 for physician's visits for monitoring. \$23,000 for medications for client's lifetime
SITE	City of Gainesville LifeQuest nutritional program
CLIENT	37 year-old white male with hypertension and morbid obesity
RD INTERVENTION	Individualized treatment: 9 visits
HEALTH OUTCOME	Weight reduction from 317 pounds to 254 pounds Blood pressure lowered from 150/90 to 140/90
RESOURCES SAVED	Potential lifetime need for hypertension lowering medications
INTERVENTION COST	\$270.00
INTERVENTION BENEFIT	\$9,000 for physician's visits for monitoring. \$16,848 for medications for client's lifetime
SITE	City of Gainesville LifeQuest nutritional program
CLIENT	34 year-old black female with morbid obesity and a strong family history of obesity, diabetes, and hypertension. Twin brother morbidly obese and on blood pressure lowering medications.
RD INTERVENTION	Individualized treatment: 23 visits
HEALTH OUTCOME	Weight reduction from 256 pounds to 197 pounds.
RESOURCES SAVED	Potential lifetime use of insulin and blood pressure lowering medications
INTERVENTION COST	\$690.00
INTERVENTION BENEFIT	\$11,250 for physician's visits for monitoring. \$362,070 for insulin for client's lifetime \$21,387 for hypertension medications for client's lifetime

(Continued on next page)



SITE	City of Gainesville LifeQuest nutritional program
CLIENT	25 year-old white female with hypercholesterolemia
RD INTERVENTION	Individualized treatment: 5 visits
HEALTH OUTCOME	Weight reduction from 128 pounds to 115 pounds. Reduced cholesterol from 246 mg/dl to 194 mg/dl. Triglycerides remained at 80 mg/dl
RESOURCES SAVED	Potential lifetime need for cholesterol lowering medications
INTERVENTION COST	\$150.00
INTERVENTION BENEFIT	\$13,500 for physician's visits for monitoring. \$30,000 for medications following menopause for client's lifetime
SITE	City of Gainesville LifeQuest nutritional program
CLIENT	43 year-old white male with hypercholesterolemia, a strong family history of heart disease and diabetes
RD INTERVENTION	Individualized treatment: 2 visits
HEALTH OUTCOME	Weight reduction from 227 pounds to 203 pounds. Reduced cholesterol from 341 mg/dl to 287 mg/dl. Triglycerides reduced from 353 mg/dl to 178 mg/dl. HDL elevated from 39 mg/dl to 41 mg/dl.
RESOURCES SAVED	Reduced need for cholesterol lowering medications and insulin
INTERVENTION COST	\$60.00
INTERVENTION BENEFIT	\$7,500 for physician's visits for monitoring. \$33,060 for cholesterol lowering medications for client's lifetime. \$241,380 for insulin for client's lifetime.
SITE	City of Gainesville LifeQuest nutritional program
CLIENT	45 year-old white male with hypercholesterolemia
RD INTERVENTION	Individualized treatment: 5 visits
HEALTH OUTCOME	Weight reduction from 193 pounds to 230 pounds. Reduced cholesterol from 233 mg/dl to 207 mg/dl. HDL elevated from 39 mg/dl to 44 mg/dl.
RESOURCES SAVED	Potential lifetime need for hypertension lowering medications
INTERVENTION COST	\$150.00
INTERVENTION BENEFIT	\$7,000 for physician's visits for monitoring. \$33,856 for medications for client's lifetime
SITE	City of Gainesville LifeQuest nutritional program
CLIENT	50 year-old black male with severe, obstructive sleep apnea due to morbid obesity: required sleep monitor.
RD INTERVENTION	Individualized treatment: 5 visits
HEALTH OUTCOME	Weight reduction and cessation of sleep apnea
RESOURCES SAVED	Eliminate need for sleep monitor.
INTERVENTION COST	\$150.00
INTERVENTION BENEFIT	\$123,678 cost of sleep monitor for lifetime

THE CITY OF GAINESVILLE SPENT:Nutrition Intervention: **\$1,700.00****THE CITY OF GAINESVILLE SAVED:**

Physicians' Visits: **\$67,650.00** (1,691.25 per year)
 Medications: **\$904,783.00** (22,619.58 per year)
 TOTAL: **\$972,433.00** (\$24,310.83 per year)
550% RETURN ON INVESTMENT



Lessons Learned

Real Life Lessons Learned

The wellness movement wasn't new to members of Local 2157 of the Gainesville Fire-Rescue Department in 1992. In fact, there were four previous attempts to motivate the Local to become more fitness minded, all of which lasted a short period of time. What made LifeQuest so successful with this department was the individualized approach offered by professionals with real-life experiences. Each member was given attention to his or her personal needs. Combining the skills necessary to successfully combat a live burn and that of their medical needs was the key to success. Once the Union bought in to the idea it spread throughout the City. Other members of other Unions took notice. Upper management was already on board due to the steady increase in insurance premiums. Having Union support was, and is still, essential to success.

Visiting employees at their worksites exemplifies the support from both labor and management. An open door policy for the wellness staff is necessary to get the job done in a timely fashion. Flexible hours and being available on weekends is critical to reach those individuals who work odd hours and days. This illustrates to the employees that their health is important to all concerned.

Recognition to those employees who demonstrate a willingness to try to change unhealthy habits is necessary to encourage folks to work towards something positive. Our annual Departmental Athlete of the Year and our LifeQuest Athlete of the Year awards are part of the ongoing support from management that demonstrate that, together, labor and management can agree on something so vitally important to the success of any business.

Learning Opportunities

One of the most humbling experiences the LifeQuest staff witnessed was while gathering surveys from employees for the Wellness Council of America's Gold Medal Application. Wanting to survey all areas of the City, we saw folks in one of our departments helping those folks who couldn't read or write well answer the questions. This clearly demonstrated the enthusiasm of fellow employees to help others learn more about the importance of a healthy lifestyle.

Following an in-service on prostate cancer, several employees took charge of their own health and immediately made a visit to our Employee Health Service Department to have a PSA blood draw. Five employees had increased PSA that warranted medical attention. The

following year, Risk Management added this screening to the "Well Man" section of the insurance program.

During our first annual Women's Extravaganza held in 2001 we learned that the women were not concerned about high blood pressure readings. They were very unconcerned about the impact on their long-term health. This was most shocking. In addition, we found 10% of those screened with osteoporosis and 20% screened with osteopenia. Our concern was the obvious misunderstanding of the real concerns about these women's health in later years, specifically heart disease and osteoporosis.

Several years ago one of our department supervisors wanted to allow her staff time to go to the gym and/or walk during their breaks. At that time employees were allowed two – fifteen minute breaks. She was successful in convincing her assistant general manager to allow her staff to combine these breaks into one thirty-minute break which now makes exercise an on-going part of the culture in her department.

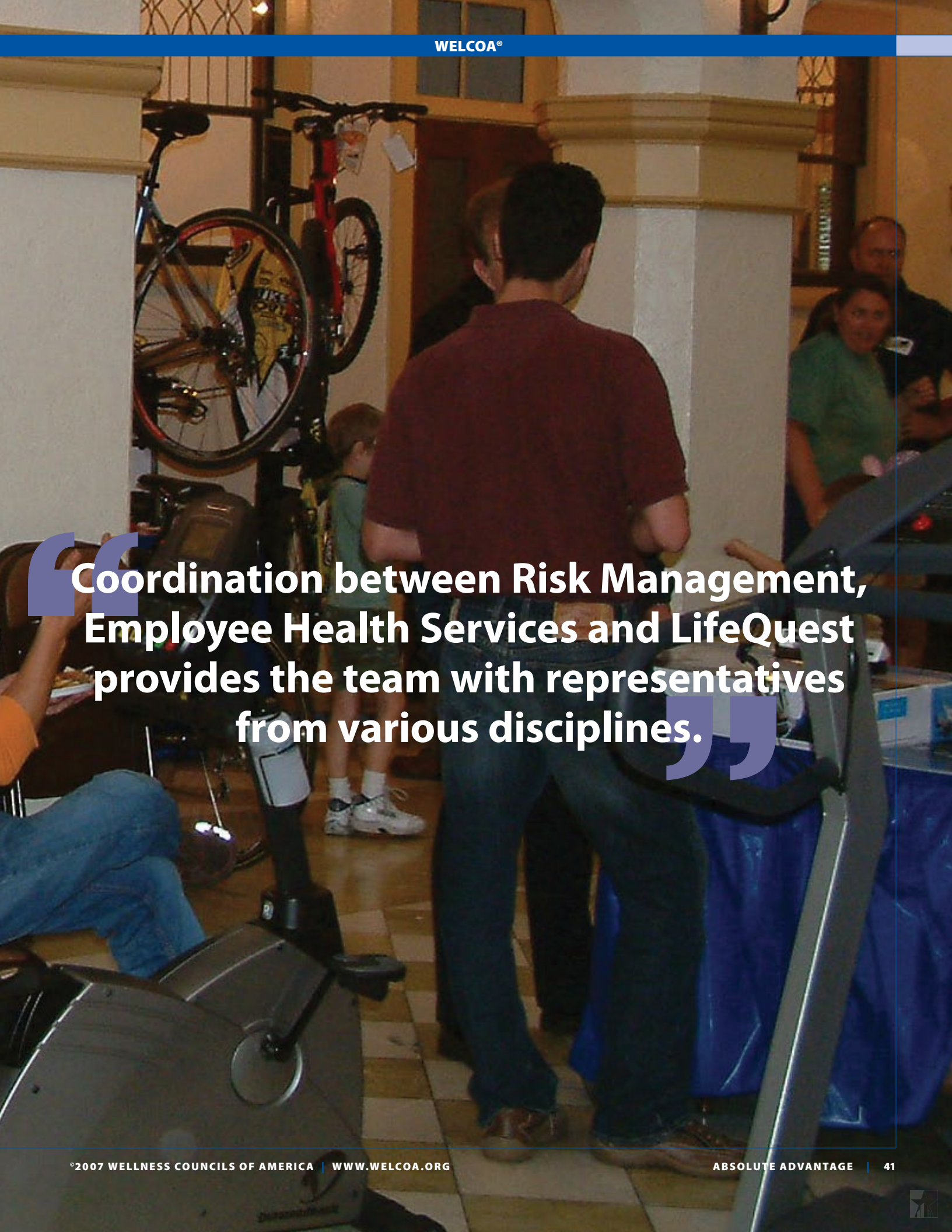
Recommendations For Other Practitioners

Wellness works, no doubt. Successful wellness programs have support from the very top on down the ranks. Coordination between Risk Management, Employee Health Services and LifeQuest provides the team with representatives from various disciplines. Together, the knowledge base from each area provides excellent resources for a successful wellness program. The wellness team needs to be experienced and trustworthy. Health is a very personal matter and one mistake can ruin a very good program. Each employee should be treated individually and comprehensively. The entire wellness team needs to respect the wishes of the employee with the rules and regulations of the employer. Group cooperation will flourish when this is accomplished.

Labor and Management must both agree of the wellness coordinator. This may best be accomplished by using an outside consultant. Employees will know that this person is unbiased and that they are not working for either side but for all sides.

Each department has their own needs. Staying within the time limit requested and delivering your message so that the audience can understand is crucial. Visiting the department before giving a talk or providing screenings so you can talking with employees to find out how "the family" is doing and learning ahead of time what their issues are.





“Coordination between Risk Management, Employee Health Services and LifeQuest provides the team with representatives from various disciplines.”



Vision For Health In The New Millennium

Organization's Intent for Protecting Employee Health And Well-Being

The Risk Management Department, in conjunction with LifeQuest, will identify and analyze the City's exposure to risk, develop innovative and cost-effective programs to manage those risks as well as provide the most efficient, effective and affordable health care and wellness programs in order to foster a healthier, more fit lifestyle for City employees, retirees and their families.

The BHAGS That Drive Our Efforts

Currently there are two BHAGS that will drive the company's efforts as we enter the new millennium.

1 The first is to have an ACSM qualified fitness center within walking distance of every City owned facility. To-date, we have 15 such facilities in operation. In the next fiscal year we plan to open two more fitness centers, leaving only two more required to accomplish our goal.



One of our most novel goals for the City of Gainesville is to have a gym within walking distance of every City owned facility.

In addition, we will be expanding our internship program by offering two internships for certified athletic trainers from the University of Florida's College of Health and Human Performance. Because of the increase in demand for our staff in our fitness centers, we will need more personnel to provide fitness assessments, seminars and workout programs.

There are several employees who have had a personal interest in the fitness centers for many years, although they have no formal education or certification. In a effort to express our appreciation for their ongoing recruitment and enthusiasm, we will be offering them a certification program through the College of Health & Human Performance. This program will be paid for by Risk Management and include a four-day course on evidence-based research regarding fitness and nutrition. Each department will be asked to pay these selected employees to attend. Departments to be included in this effort are fire, police, RTS, water/wastewater, streets and parks. Those employees who participate will receive a certificate of participation which will help in our efforts to get the correct information to our employees, retirees and dependants.

Centers currently in operation:

- LifeQuest @ City Hall
- LifeQuest @ GRU Wellness Center
- LifeQuest @ Springhill
- LifeQuest @ Gainesville Police Department
- LifeQuest @ Gainesville Fire Rescue (includes 7 fire stations)
- LifeQuest @ Main Street Water Reclamation Center
- LifeQuest @ Murphree Water Plant
- LifeQuest @ Kanapaha Water Treatment Center
- LifeQuest @ Martin Luther King, Jr. Recreation Center

Those fitness centers to be opened in 2002-2003 include:

- LifeQuest @ Deerhaven Power Plant
- LifeQuest @ 39th Avenue Compound

Those fitness centers to be opened at a later date include:

- LifeQuest @ Regional Transit Center
- LifeQuest @ GRU Com Center on 53rd Avenue



The Resources Allocated To Accomplish The Objectives

Because of the ongoing commitment by the City to expand, modernize and maintain their exercise equipment, a cost-efficient relationship has developed with a company that sells nationally. The City has contracted to purchase re-possessed equipment in excellent-to-new condition for approximately 30 cents on the dollar. This allows all fitness centers to enjoy the same state-of-the-art atmosphere. The message is that management is paying attention to the details.

Each year LifeQuest allocates \$10,000 for this effort. Each department is asked to chip in half of the expense to maintain and/or purchase new equipment. The combined effort on the part of management and labor makes for successful utilization of the fitness centers.

Currently, the Risk Management Department provides funding for one certified athletic trainer for a total of 20 hours/week. This position will be changed to include two internships for a total of 26 hours/week.

Outcomes That Will Be Achieved And How The Company Will Declare Victory

Expanding utilization of the fitness centers to retirees and dependants will be measured by the number of fitness assessments performed by our certified athletic trainers. Currently, security cards are necessary to access several fitness centers. These cards expire in two years. Security cards that have to be re-issued will be another effort to measure outcomes. In addition, the security cards provide information about traffic flow and hours of utilization for each center.

This provides accurate information about the “personality” of the respective centers so that LifeQuest staff can offer support and supervision. Finally, research shows that fit employees do not cost the health care system as those unfit. We will be able to compare those claims by employees who engage in regular exercise against those who do not engage in any exercise to better evaluate cost-effectiveness.

2 The second BHAGS, and probably the most cost effective plan is to implement a Telemedicine Program through the Employee Health Services. Because of innovations in computing and telecommunications technology, many elements of medical practice can be accomplished when the patient and health

care provider are geographically separated. The separation for this application is “across town”. Broadly defined, telemedicine is the transfer of electronic medical data (i.e., high resolution images, sounds, live video and patient records). Currently, there are mandatory annual physical examinations for the police and fire departments. These total approximately 400 visits to the physician’s office, trips to the laboratory for blood draws, and an additional appointment for EKG’s when necessary. It is estimated that about 4.25 hours is spent per employee to gather all the needed tests and the physician’s visit. This figure includes travel to and from each appointment(s) as well as waiting-room time. This can be a drain on both the employee and their departments who are left with finding adequate coverage. In addition, our Regional Transit employees have mandatory physicals every two years with the same amount of effort involved as police and fire departments.

Telemedicine can streamline the amount of time away from the job. In addition, Telemedicine can be used for skin cancer screenings and in the future for home care for diabetes. The potential is unlimited.

The Resources Allocated To Accomplish The Objectives

LifeQuest is applying for a grant to begin this project. The cost is not prohibitive as optical fiber cables are already installed in every building receiving power across the City. Access to the technology needed currently includes two televisions – one at the satellite physician’s office and the other at Employee Health Services. The cost is estimated to be \$50,000.

For the last ten years, employees have been able to purchase computer software through payroll deduction. This popular option will allow employees to participate in Telemedicine from their homes, specifically through interactive web sites.

Outcomes That Will Be Achieved And How The Company Will Declare Victory

ANNUAL PHYSICALS

Due to the streamlining of employee time away from work to accomplish the mandatory annual physicals, departments will feel the impact in their overtime budgets. Less time will be spent paying for adequate coverage while employees are out taking care of their health. The potential savings here is estimated at least \$24,000/year within police and fire departments and at least \$10,200/



year in RTS department. The convenience of telemedicine should increase employee participation and satisfaction.

SKIN CANCER SCREENINGS

When using telemedicine for skin cancer screenings, the potential savings would approximate \$90,000/year to the Risk Management budget which ultimately influences insurance premiums. This figure is based on current screenings mentioned earlier in this application. Due to this streamlining, we can screen many more employees and record through photography suspicious spots year after year and record the photos for future reference.

DIABETES SCREENINGS

In the United States there are over 18 million people with diabetes. Approximately 95% have type 2 and only half are aware of the problem.

The Diabetes Complications and Control Trials (DCCT) and the United Kingdom Prospective Diabetes Study (UKPDS) revolutionized the way diabetes has been managed since the early 90's. "Intensive therapy" involves frequent blood sugar testing, shots and understanding the relationship between nutrition, exercise and blood sugar levels. The ultimate goal is a hemoglobin A1C value of 7. Both studies showed a statistically significant reduction in retinopathy by 76%; nephropathy by 54% and neuropathy by 60%. In addition, "Intensive therapy" results in additional complication-free years: peripheral retinopathy by 4.7 years; blindness by 7.7 years; end-stage renal disease by 5.8 years; neuropathy by 10.9 years; lower extremity amputation by 5.6 years. The cost savings from early detection and treatment is millions annually.

Intensive therapy involves a taxing and invasive regimen of insulin injections, blood glucose testing and monitoring of diet and activity. Quarterly visits to physicians are the standard of care and these visits disrupt work schedules. Frequent contact with health care providers has been proven to improve blood glucose control, reduce stress and the costly complications of diabetes. Telemedicine will help facilitate care in the management of diabetes.

Based on our insurance data, heart disease is the most costly disease. Because the American Heart Association has recognized diabetes as a co-morbid condition to heart disease, the City has aggressively screened employees and can confidently report that, of those screened, 10% show abnormal blood sugar levels and are referred to their physicians for follow-up.

Telemedicine can help with the management of these individuals through three venues: (1) Web-based education and treatment monitoring by our registered nurses, registered dietitian and certified athletic trainer. (2) Remote videoconference with a diabetes specialist and Employee Health Services (3) Home videoconferencing family therapy and counseling programs with our registered nurse, registered dietitian and certified athletic trainer. The goal is that "Intensive therapy" will be convenient for the employee and their family. This will ultimately reduce the patient's hemoglobin A1C which will result in reduced sick days as well as save healthcare dollars as indicated by research studies. The estimated savings without complications, based on our current screening program, is \$270,000/annually. ★

This article was written in 2000. Since that time, our program is larger with more staff and more cost effectiveness information.



David Hunnicutt, PhD | President, WELCOA



If you have questions or comments concerning this case study, please contact Dr. David Hunnicutt, President of the Wellness Councils of America. WELCOA is one of the nation's premier resources for workplace wellness. Dr. Hunnicutt can be reached at dhunnicutt@welcoa.org or by visiting WELCOA's website at www.welcoa.org.

To contact the City of Gainesville's LifeQuest Director, Kathryn Parker R.D., L.D., email her at parkerka@cityofgainesville.org.



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“LifeQuest’s number one function is the implementation of awareness through education and behavior change programs.”





Rolling Up Your Sleeves

One of the nation's best wellness practitioners speaks out on the wellness planning process.

By David Hunnicutt, PhD





To get an insider's view on how the planning process works within a company, we interviewed one of the nation's leading worksite wellness practitioners. In this interview, Mike Wanetka of ConAgra Foods shares his perspectives and insights on how the wellness planning process works in a real life setting.

Q Mike, from your perspective, how important is the planning process to health promotion within an organization as a whole?

Wanetka: It's probably the most critical component in the entire process. The way I think about it is in terms of building a great house. And, if you're going to build a house that you love and want to live in for a long time, it's important that you start with the foundation. If the foundation is solid, then everything else will fall into place. I think that's the way it is with planning. So, in all of the programs that I've managed, planning has been a very, very high priority for me.

Q How long does it take to develop a good wellness operating plan?

Wanetka: If you're going to do a good job, it's going to take anywhere from three months at a minimum to maybe six or seven months at a maximum. Of course this depends on your experience, the cooperation and patience you receive within your organization. But in general, it's going to be three to seven months—and you can bank on that.

Q For some people, that's going to come as quite a surprise. Why does it take this long to develop a good plan?

Wanetka: It's going to take this long because you've got four hoops that you have to jump through. The first is the assessment phase—in your model, you refer to it as collecting data. Whatever you call it, it takes time. In

fact, in this first phase, you're going to have to conduct a health risk appraisal and/or health screenings. In addition, you're going to have to analyze your current medical claims experience to determine what portions of your costs are potentially modifiable. You're also going to have to scour the company's overall strategic plan and annual reports to get an idea of how to position wellness so it fits with the priorities of the organization. And that's just phase one of the process—and for anyone who's ever done these things, you know it's going to take some time and effort.

Q So what's the second phase?

Wanetka: So once you've collected and analyzed the data, then you're ready to move on to the second phase which is analyzing the culture. In this phase, you have to take a look at things like how supportive management is; how engaged the employees are; and what the overall sentiment is toward the organization. This information is going to be critical in helping you develop your plan because this is the information you need to best position the health and productivity needs that were uncovered in the previous phase.

Q You mentioned that there's a third and a fourth phase. Can you elaborate?

Wanetka: Once you have collected data and analyzed the culture, your next challenge is to familiarize yourself with the organization's benefit plan. In fact, in order to do a good job in the planning process, you'll need to know what the medical and prescription plans look like. But more important, you're going to need to know what it's going to look like in the next three to five years. This means that not only do you have to rigorously review the company's existing documents that relate to health



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**If you're going to build a house
that you love and want to
live in for a long time,
it's important that
you start with
the foundation.
If the foundation
is solid, then
everything else
will fall into
place.**

”

and prescription benefits, but you also need to interview the leaders within this area to get an idea of where the whole thing is going. Like collecting data and analyzing corporate culture, this is going to take some time.

The fourth and final phase from my perspective is synthesizing all of this information to figure out how you're going to integrate this within the organization. It's kind of like connecting all of the dots. And while it may not sound like it's that hard, in my experience, this is indeed the most difficult challenge. You have to have a good handle on a lot of things not only internally, but externally as well. For example, not only do you need to know where the company's benefits will be in five years, but you also need to know who are and will be the vendors and insurers who will provide these services.

You can see that this final phase really requires a good understanding of the information gathered in the first three phases as well as the ability to integrate it and position it within the organization as a whole.

G Mike, you're not kidding when you say that it's going to take three to seven months to develop your wellness plan.

Wanetka: Unless you go into the planning process with your eyes wide open, a lot of people can get discouraged. But again, I liken it back to the idea of building a great house. Some people would rather buy a pre-fab home because it can be put together with relatively little effort. I'd rather take the long way around and make sure I'm building a house that's going to be around for a long time—especially if I'm the one who has to live in it.

G So, from your perspective, this is a pretty intense process.

Wanetka: Yes, I think that's accurate. And, the whole process can really go south on you if you don't have enough time to get these things done. I look back early on in my career, and I realize now that I acted too fast when it came to putting together a good wellness plan. I simply didn't allow enough time to put a great plan together with a solid foundation and complete understanding of issues that could potentially impact the wellness program. But, you live and you learn. Now, as a result of 10 years



worth of experiences, I think I'm a much better strategic planner. However, it would have been nice if someone would have told me that need to set aside three to seven months to complete this process because I believe many think this task should be completed ASAP.

Great stuff. What's the hardest part of the planning process for you personally?

Wanetka: From my perspective, the hardest part for me personally is planning to reach the high-risk population. This is a very difficult thing to do ahead of time. You have no idea how many people in the at-risk category will actually step forward and embrace the health management process. Moreover, you have no idea how easy or hard it will be to get these health conditions under control—it could take a month or it could take years. Trying to incorporate that into a good plan so that you can project some type of impact is a really difficult thing to do. And what's really interesting is that it's been the hardest part for me at all of the great companies I've been with—so I guess I'm just going to have to get better at embracing this kind of creative tension.

So let's say that you've completed the four phases mentioned previously and you've got a beautiful, clean, and well-written plan sitting on your desk. How do you go about getting it approved from the powers that be?

Wanetka: At ConAgra Foods, I work closely with benefits. Because our goal is to improve the health and well being of our employees including positively influencing their costs and the company's costs, we align ourselves with the benefits department. So, in this case, I have support from my bosses and company leaders on the rationale and merits behind this document.

It's pretty straightforward because I have completed the four phases I previously mentioned. By taking this approach, I'm going in armed with a great understanding



of our employee health status, a working knowledge of our organization's culture, complete clarity on our benefits package, and understanding the corporation's strategic priorities. By including this information into my plan, I really don't have much to worry about in terms of getting things approved.

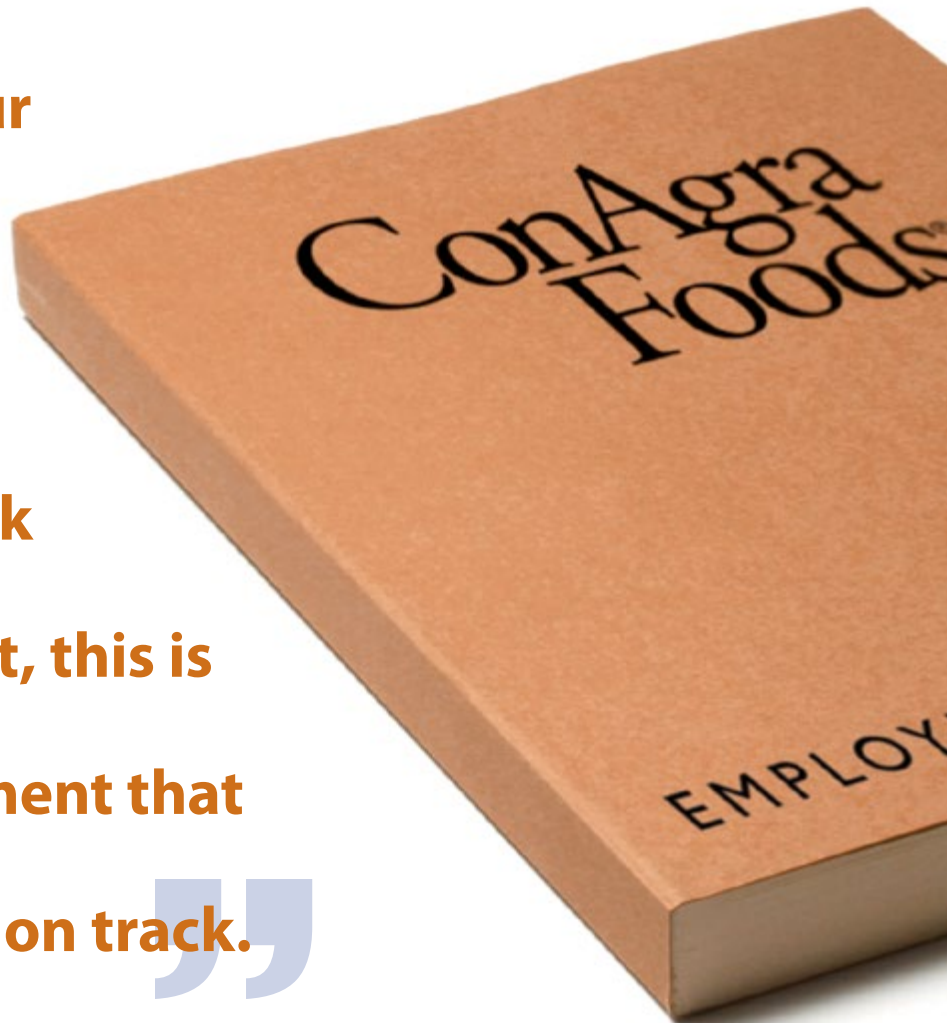
Let's say your plan has been approved and everything is up and running. How often during the course of the year will you refer back to your plan?

Wanetka: The answer to that question is found in two words: a lot. In fact, if I'm just getting going within the organization, it's not uncommon for me to refer back to my plan on a daily basis. Now if I've been working that plan for a while, I'll probably use it once a week.

But I can also tell you this; the plan is the foundation for our staff meetings. Everything we do has to link back to the plan. In fact, this is the central document that keeps everybody on track. To use another metaphor, this is our sheet music. We all refer to it and we all sing the same song.

Sometimes I wonder what it would be like to try to lead a program without a plan in place. I'm guessing it would be

The plan is the foundation for our staff meetings. Everything we do has to link back to the plan. In fact, this is the central document that keeps everybody on track.



pretty chaotic. Some companies do it, but I don't know how they can keep things on track.

One final question. How often will you update your senior executives on your progress?

Wanetka: For my immediate supervisors, I'll share results about once a month. I think this is a good interval as it ensures that my bosses get enough information without taking up too much of their time. That information is always available to the senior executives and I can tell you they are very engaged in what we are doing for employee health

and wellness. Formerly, we do scorecard reports at the most senior levels.

Any final thoughts?

Wanetka: I'd just like to say this. The plan is a living, breathing document. It's fun to watch how the plan influences the actions and outcomes of a program. Having said this, I think it's also critically important to understand that the process can be bumpy at times. Implementing the plans sometimes doesn't go exactly the way that you envisioned it. But after 10 years, I've come to accept that. As long as I stick to the plan, I know that things are going to get done. There are going to be a few bumps along the way, but that's to be expected, as nobody can predict the future. ★

About Mike Wanetka

Mike holds a Master's degree in nutritional science with emphasis in exercise physiology. Mike began his career as a Registered Dietitian doing outpatient nutrition counseling at a medical center. Over the course of nine years at the medical center, Mike expanded his role to become Health Promotion Manager. In 2004, Mike became Project Manager at Coors Brewing Company, delivering health and productivity management interventions to more than 5,000 Coors employees nationwide. Achievements include the 2002 Platinum Well Workplace Award by the Wellness Council of America, in addition to obtaining the 2003 and 2006 Corporate Health and Productivity Management Award. Mike joined ConAgra Foods in April 2007 as Wellness Manager. His duties include managing the delivery, implementation, evaluation and benefits integration of all ConAgra Foods health services to more than 20,000 employees nationwide.

Contact Mike at mike.wanetka@conagrafoods.com.



Dr. David Hunnicutt is the President of the Wellness Council 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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The Well Workplace Checklist

Operating Plan

For more information, log on to WELCOA's InfoPoint website:



The Well Workplace Checklist—a copyrighted and trademarked tool of WELCOA—is an interactive assessment that will help you determine how your organization is doing with respect

to worksite wellness. To complete the online assessment, you'll need to log on to *InfoPoint*—WELCOA's members only website. Once there, the Checklist should take you about 20 minutes to finalize. Once you are finished, you will be able to download a short report outlining your overall scores. Shortly thereafter, a full report will be emailed directly to you.

To assess your operating plan, we encourage you to answer the following eight questions. If you're interested in getting a score and a response to these questions, be sure to log on to InfoPoint—WELCOA's members only website—and take the Well Workplace Checklist in its entirety. In so doing, you will receive a set of scores for each of the seven benchmarks as well as a customized, in-depth report on your company's overall wellness efforts.

- 1 **Our operating plan contains an overall vision/mission statement for the wellness program that is consistent with our organization's core philosophies.**
☐ Yes ☐ No
- 2 **Our operating plan contains clear, concise, and measurable objectives that are linked to and supported by our employees' health concerns.**
☐ Yes ☐ No
- 3 **Our operating plan links our wellness goals and objectives to the organizations' strategic priorities and outcomes.**
☐ Yes ☐ No
- 4 **Our operating plan incorporates specific timelines indicating when activities/tasks are to be completed.**
☐ Yes ☐ No
- 5 **Our operating plan assigns specific responsibilities to an individual or group for the completion of important tasks.**
☐ Yes ☐ No
- 6 **Our operating plan includes an itemized budget sufficient to carry out our wellness plan.**
☐ Yes ☐ No
- 7 **Our operating plan incorporates appropriate marketing strategies to effectively promote and communicate our programs to the employees and their dependents.**
☐ Yes ☐ No
- 8 **Our operating plan evaluates the stated goals and objectives.**
☐ Yes ☐ No

About The Wellness Council of America [WELCOA]



Based in Omaha, Nebraska, WELCOA was founded in 1987 as a national non-profit membership organization dedicated to promoting healthier life styles for all Americans, especially through health promotion initiatives at the worksite. Organizationally, WELCOA serves as an umbrella, linking communities and coalitions together into a supportive network that includes locally affiliated Wellness Councils, Well City initiatives, Well Workplaces, and individual and corporate members throughout the United States.

Working Well—Specifically, WELCOA focuses on building Well Workplaces—organizations that are dedicated to the health of their employees. The Well Workplace process provides business leaders and members with a structure or blue print to help their organizations build results-oriented wellness programs. Ultimately these programs help employees make better lifestyle choices, and positively impact the organization's bottom line. To date, over 700 companies have received the prestigious Well Workplace award. In addition, nine cities have been designated as Well Cities—Jacksonville, FL; Omaha, NE; Chattanooga, TN; Hobart, IN; Lincoln, NE; Kearney, NE; Kanawha Valley, WV; and Gainesville, FL and Bangor, ME—while several other cities have made the commitment to join this exclusive group.

Leading Edge Wellness Information—In addition to helping organizations build structurally sound wellness programs, WELCOA serves as a national clearinghouse and information center on worksite wellness. WELCOA responds to thousands of requests for information and materials by publishing a number of source books, a monthly health and wellness newsletter, an extensive line of brochures, as well as conducting numerous training seminars.

Wellness Council of America [WELCOA]

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WELCOA's

Seven Benchmarks of Success

For the past 20 years, the Wellness Councils of America has dedicated its efforts to studying and promoting the efforts of America's Healthiest Companies. During that period, WELCOA developed its patented Well Workplace process. At the core of the Well Workplace model, we have identified seven key benchmarks of success.

Specifically, these seven benchmarks are inherent in companies that have built results-oriented workplace wellness programs.

Benchmark #1: Capturing CEO Support

From our experience, CEO support is essential to the process of developing best-in-class programs. Indeed, we know of very few programs that have contained costs and improved employee health that don't have strong senior level support.

Benchmark #2: Creating Cohesive Wellness Teams

Once CEO support has been captured, the next task is to create a cohesive wellness team. Teams are essential to building great wellness programs because they help to distribute the responsibility for wellness throughout the organization.

Benchmark #3: Collecting Data To Drive Health Efforts

The team's first and primary responsibility is not to start offering programs, but rather to step back and gather important data. The data will be collected using corporate culture audits, health risk appraisals, and knowledge and interest surveys. This data is extremely important because it will reveal the specific areas of health needs and interests within the organization.

Benchmark #4: Carefully Crafting An Operating Plan

With essential forms of data having been collected, the task is now to develop an operating plan for health and wellness within the organization. This operating plan will serve as the roadmap and will guide the company's efforts and investments in workplace wellness.

Benchmark #5: Choosing Appropriate Interventions

With the first four benchmarks completed, it is now appropriate to begin choosing and implementing the appropriate health and productivity interventions. These interventions will most likely include tobacco cessation, physical activity, weight management, self-care, and stress management. But, they also may include things like fatigue management and ergonomics—depending on what the company's data reveals.

Benchmark #6: Creating A Supportive Environment

Once the appropriate health promoting interventions are up and running, it's time to create a supportive environment. Indeed, by having a supportive environment, organizations can be confident that employees will be supported in their efforts to lead healthier lives. Environmental interventions may take the form of policies, physical modifications, and rewards and incentives.

Benchmark #7: Carefully Evaluating Outcomes

The seventh and final benchmark in the Well Workplace model is carefully evaluating outcomes. It is within this benchmark that companies will religiously keep score when it comes to their wellness program. Evaluation targets include things like participation, participant satisfaction, behavior modification, and cost containment.

Wellstream

Health Risk Assessment

WELCOA's Online Health Risk Assessment

The Wellness Councils of America, one of the nation's premier resources for workplace health promotion, is proud to introduce *Wellstream*. *Wellstream* is an innovative, user-friendly health risk assessment. This powerful online tool will help your employees to assess and monitor their personal health status. More importantly, *Wellstream*—through its aggregate reporting function—will allow you as an employer to decipher important organizational health trends and introduce the appropriate health management interventions.

Wellstream Is More Than Just An HRA

With more than two decades in the business of worksite wellness, WELCOA can help you set up an aggressive and effective communication campaign and incentives to drive up participation. So when you purchase *Wellstream*, you'll get much more than just an online assessment...you'll get a partner who is committed to helping you succeed.

Wellstream Can Be Customized

If you're looking for a custom tool, we can help you create a look and feel that's uniquely your own. From adding your logo to complete customization, *Wellstream* can fit any desire.

Wellstream Is Affordable And Cost Effective

When choosing a health risk assessment, cost is always a factor. That's why we've chosen to price *Wellstream* competitively. In fact, you'll find that *Wellstream* is perhaps the most cost effective HRA in the industry. Please contact a *Wellstream* representative at **402.827.3590** or send an email to info@wellstreamonline.com to inquire about custom pricing.

Contact Wellstream Today for Your Price Quote

Phone: 402.827.3590

Email: info@wellstreamonline.com

Web: www.getwellstream.com



Carefully Crafting An Operating Plan

Developing Results-Oriented Wellness Programs One Company At A Time



This issue of *Absolute Advantage* focuses on the notion of carefully crafting your organization's wellness plan.

The fourth of the seven critical benchmarks of success, *Carefully Crafting Your Organization's Wellness Plan* is a crucial step in developing a results-oriented, worksite wellness program. To do this topic justice, we've devoted the entire issue to addressing this subject matter.

To kick things off, we've included an article entitled, "The Power of Planning." In this article, we present four important reasons why planning is crucial to any results-oriented wellness initiative.

Having laid this foundation, we then outline the specific elements that should be included in your organization's wellness plan. Drawing from the practices of America's healthiest companies, we set forth an effective model for developing your company's wellness plan.

Turning our attention from theory to implementation, we next present a case study of the City of Gainesville. As one of America's healthiest companies, this case study provides important insights on how the City of Gainesville created a world-class wellness initiative.

Last but not least, we've included an expert interview from one of the nation's best wellness practitioners. In this interview, Mike Wanetka of ConAgra Foods speaks out on the art and science of planning corporate wellness initiatives. With more than a decade of experience, Mike shares a number of very important insights in this interview.

We hope that you enjoy this issue of *Absolute Advantage* and find it useful in your quest to fully implement the seven benchmarks of success within your organization.

Yours in good health,

Dr. David Hunnicutt
President

The Power of Planning

A good plan today is better than a perfect plan tomorrow. Read on to learn more about the importance of developing a results-oriented plan.

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Carefully Crafting Your Organization's Wellness Plan

In this article, we present the essential elements that can take your program from good to great.



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WELCOA Case Study: City of Gainesville

In 1992, responding to escalating healthcare costs, the City of Gainesville launched a wellness program that would become one of the nation's finest. Read on to learn more about how they did it.



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Expert Interview: Mike Wanetka

In this interview, Mike Wanetka shares his perspective and insights on how the wellness planning process works in a real life setting. You won't want to miss this WELCOA expert interview.

