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Introduction

Since Wellness Committees function as part of the Workplace Wellness Program, it is important to start with brief information on the program first. One of the most important goals of a Workplace Wellness Program (WWP) is to improve the work environment to support healthy lifestyle behavior change of employees and reduce their risk for chronic disease. Strategies on the wellness program plan may consist of health promotion at one location or organization-wide activities, programs, and/or policies that support healthy behavior and improve health outcomes at work. Some program activities may consist of health education and coaching, weight management programs, health screenings, and on-site fitness programs.

Examples of policies intended to promote employee health are:

- Every hour provide 5-minute physical activity breaks at all company meetings
- Offer healthy food options in vending machines
- Promote "walk and talk" meetings
- Provide incentives for participation in health screenings or no tobacco use

As employees' behaviors change and their health improves, it is critical that the policies, practices and physical environment of the worksite also change to support their healthy lifestyle improvements. Wellness goes beyond supporting healthy behavior and reducing employees’ risk of chronic disease, but also includes the promotion and support of improved well-being for all employees. Wellness Committees play a significant role in the entire WWP.

For your benefit, we have included examples and sample documents from one of our successful large multi-site employer group’s worksite wellness committee and programs. Resources and information provided can also be utilized by small and employer groups.

Wellness Committees

A Wellness Committee is a group of employees and management who meet together to support good health and well-being for all employees. They can be volunteer or appointed by senior leadership. They work together to promote the worksite wellness program, plan activities, recruit other members, and conduct evaluations. Depending on the size of the organization, the committee can also be called a
team. A large or multi-site organization may have a Wellness Committee and teams. A small employer may only have a team. Small business can have a successful Wellness Committee even if they have less than 300 employees. All of the success steps and tips mentioned in the guide are pertain to small as well as large organizations. A list of additional success tips for small business is located in Appendix A.

Your organization may have tried wellness committees before. However, if you follow the provided success steps and tips, your organization can build and sustain a thriving wellness committee and program. Success steps and tips can be found in Appendix Z. This Wellness Committee Guide will direct you on how to choose the right individuals, build strong goals and objectives, and focused activities. It will also help with setting realistic timelines, collecting data, and results will be lowering risks for chronic disease and well-being for employees.

**Steps to Success**

**Success Step 1: Gain Senior Leadership Support**

**Senior Leadership Support**

Consistently Worksites Wellness Programs that have a strong management support, have shown successful results in health promotion. Leadership support is a critical factor that affects program success. Managers are key role models and can motivate employees toward healthy or unhealthy behavior change. This support is important to achieve in the very beginning of health and wellness program planning. An example of a CEO letter is included in Appendix B.

Showing leadership their own personal health status can create buy in. Involving leaders in health screenings before implementing for employees can give managers an awareness of their own health risks. This can quickly gain support for wellness programs and environmental change needed at the workplace.

If strategically shown the opportunities for improvement, senior management may have the monetary resources to invest in wellness programs. Once they understand the need, they begin to connect how short or long-term investment is viable. Less resistance is built by demonstrating value not just informing them.

**Success Step 2: Establish Committee Criteria and Roles**
Committee Representation

The committee should be diverse with representation from all areas of the organization, especially if you have multiple sites. Include a representative from most departments, levels, shifts, and health status. Examples are support staff, line supervisors, middle and top management, union representatives, human resources, and employees representing all job classes if possible. Think about any existing committees or clubs that may be related to wellness, such as safety, walking clubs, or weight watchers members. These individuals can be excellent prospects.

Composition

The number of Wellness Committee members depends on the size and type of organization as well as the scope of the activities or program. A large organization may consist of 8-15 committee members and teams of 4-8 at each site. Another employer may only have a Wellness Committee of 4-6 members. There is not a mandatory minimum or maximum number. The most important factor is to have the size that is manageable yet large enough to represent your workforce.

Success Tip 1: Recruit the Right Type of Members

Committee Members

A common mistake is to have only active and healthy members. It is more important they possess skills to motivate team members to succeed. They can be recruited by announcement in e-mail, posted signs, fliers, or any other venue you use to communicate with employees presently. You can find an example of a Wellness Committee Invitation Poster in Appendix C.

Members may be appointed if not volunteers. Individuals might submit applications to designated Senior Leadership for member selection. This position appointment by Senior Leadership demonstrates the organizations support for the wellness program. In other words, it tells the employees “my company cares about my health”. Another way to recruit is to send a letter to department, site, or human resource managers requesting their nominations for the committee. There is an example of the manager email in Appendix D. The members should not participate without supervisor approval. Members should be willing to commit to one or two years and rotate off the committee. The committee should be term limited so there will be members from new areas represented and fresh ideas. Once you have nominations, you can send out committee nomination letters shown in Appendix E.

Committee Chair

Committee or team leaders do not have to be the healthiest or most active employees. It is best for the Committee Chair to be enthusiastic, a strong communicator, and committed to building a healthy
workplace. The Chair is responsible for conducting the meetings, paperwork, and reporting to the committee. They send meeting reminders, may do minutes for the meeting, and document tasks done by the committee. They are also responsible to submit documentation to management of meetings, activities, correspondence, evaluations, and any requests.

**Success Tip 2: Delegate Work**

It is not the responsibility of the Chair to do everything. It is recommended they are a good delegator. Find someone to take notes and write the minutes or appoint a Secretary. A copy of sample minutes are provided in Appendix P. Committee members feel more a part of the group and have more buy in if they are involved.

**Committee Coordinator**

The Committee Coordinator, or sometimes referred to as Wellness Coordinator is voted into term by the members described under Chair. They serve as the backup for the Chair and conduct meetings in their absence or extended absence. The Coordinator responsibilities are to coordinate the employee program activities with the Chair or other members’ assistance as needed.

**Election**

Any process can work for the selection of the Chair and Coordinator, as long as it is fair. Consider requiring Chair candidates to conduct a 5-minute presentation to the members on why they are interested in wellness and especially workplace wellness, prior to the vote. You can also have them provide an essay with the similar information.

It is best if the Committee Chair and Coordinator are not chosen until the first meeting. The committee votes the Chair into the position. A problem can arise when the committee isn’t allowed to participate in the selection of the Chair. Member selection of the Chair creates more respect and acceptance to follow their direction.

The largest vote determines the Chairman and the second highest will become Coordinator. In the case of a tie, they will both be asked if they would accept the duties of the Coordinator. If they both are unwilling, there will be a drawing of their name by members.

**Success Tip 3: Have a Backup Leader**
A common mistake is having one person in charge and no backup. If the person leaves the company or no longer has the time commitment, the committee often falls without leadership. Always be prepared; anything can happen that can leave the committee without direction. In addition, if one person is responsible for the bulk of the work, it can easily lead to burnout. Again, work of the committee needs to be distributed and delegated out to share the load and utilize other talents and skills.

**Team Lead, Captains, and Wellness Champions**

The importance of having team leaders/captains at each location is to reach all employees. If you are a multi-site or large organization, consider having a Wellness Team at each location or region that reports to your larger Wellness Committee. Each Wellness Team will need a Leader or Captain to coordinate the planned events at each site. We call these individuals our Wellness Champions. It is crucial that employees on shift work and other work conditions have a Wellness Champion to motivate and encourage them. Remember, they do not have to be the most active or healthiest individual. Depending on size, type and structure, each organization will determine their own size of their Wellness Committee and Teams. An example of a Wellness Champion recruiting letter is provided in Appendix F.

**Success Step 3: Hold Regular Committee Meetings**

**Committee Meetings**

The committee should meet on a regular basis for consistency and predictability. The meetings should be held at least quarterly. Depending on the activities scheduled and size of the organization, the frequency could increase to monthly. Having set meetings will allow members to plan it into their work schedule. Regularity also signifies the commitment and accountability of the team. There should always be an agenda and documented notes or also known as minutes taken. This becomes essential if the program or committee has an allocated budget to track. Sample minutes are located in Appendix P.

**Success Tip 4: Refreshments = Higher Attendance**

**Kickoff Meeting**

There is a lot of business to accomplish at the first meeting. However, don’t forget to keep it fun too! Ice Breakers are great tools to use for introductions. A sample Ice Breaker is given in Appendix G. Be a role model. If there are going to be snacks, make them healthy snacks or at least provide healthy options. There are always more attendees at meetings with food and beverages provided. Be sure to track attendance for record purposes. A copy of a members list is located in Appendix H. A sample first meeting agenda is provided in Appendix I.
**Agenda**

Suggested agenda items for the first meeting are:

- Self-introductions, contact information sheets
- Select Chair & Coordinator
- Choose a Name for the Wellness Committee
- Create a Mission Statement
- Distribute the Policy & Environmental Survey
  - Announce the return due date. It should be before the next meeting.
  - Instructions for the Policy & Environmental Survey is included in Appendix J.
  - A sample Policy & Environmental Survey is included in Appendix K.
  - Instructions for scoring the Policy & Environment Survey is located in Appendix L.
- Distribute Employee Interest Survey to members, if one was not previously completed.
  - The Coordinator is responsible for distributing, collecting, and scoring the Employee Interest Survey.
  - This survey should be distributed to employees before the third meeting. Discuss the best way to distribute to all employees.
  - Instructions for the Employee Interest Survey is located in Appendix M.
  - An example of an Employee Interest Survey is provided in Appendix N.
  - Instructions for scoring the Employee Interest Survey is provided in Appendix O.
- Meeting Schedule
  - Schedule future meetings based on committees availability

**Minutes**

Minutes are simply brief notes or a summary of the meeting that took place. Make sure to document if anyone has been assigned something, if there is going to be a follow-up, or a due date has been set. A sample of minutes can be found in Appendix P.

**Success Tip 5: Send out Meeting Reminders**

When discussing your future meetings, it is wise to schedule at least your first six months meetings. The first three meetings should be close together to get the committee foundation formed, preferably monthly. The Chair should send a reminder one to two-week prior to all Committee meetings.

**Success Tip 6: Establish a Committee Mission Statement**

**Mission/Vision Statement**
The mission or vision statement is a position the Workplace Wellness Committee takes about wellness and what they want to accomplish. Consider the work environment, when writing mission statements. For example below is a sample mission statement.

“To encourage our associates’ personal and professional productivity, and physical and mental well-being, the mission of the XYZ Wellness Committee shall be to promote a culture that supports our associates’ desire to make healthy lifestyle choices both at work and at home.”

Additional sample mission statements are provided in Appendix Q.

Success Tip 7: Complete Assessments

Identify any existing data, reports, assessments, or evaluations previously completed that may provide a picture of wellness needs or current health status, and culture of health. The first are aggregate Health Risk Assessments or Biometric Screening results. These should be taken into consideration along with the Policy and Environmental Survey and Employee Interest Survey.

Policy and Environmental Survey

The survey is designed to assess how well the workplace environment and policies are supporting employee healthy lifestyles. The Wellness Committee or designated group completes this survey. By completing the survey, the low scores lead to the gaps and prioritize the opportunity for change. Most environmental and policy change take time and that is why they are labeled as long-term goals, sometimes 3-5 years. The survey also gives you a starting baseline measurement to re-evaluate progress. A sample Policy and Environmental Survey is located in Appendix K. Instructions for scoring the Policy and Environmental Survey is located in Appendix L.

Success Tip 8: Increase Survey Return Rate

Employee Interest Survey

The survey is to get a better understanding of your employees’ health habits and areas of interest. It can also tell the day and time they prefer and even if they are ready to change. It can be administered written or electronically. Computer based surveys can save both time and ease by collecting and analyzing data, such as Survey Monkey. If computer access is a problem and written surveys must be distributed, consider team leaders or designees manually collecting them in person for a better return rate.
If resources are limited, focus groups or informal interviews could take the place of surveys. Whatever the approach, making it easy is the key to participation. Participation rates above 30% are considered good while those exceeding 50% are excellent. Just as in the environmental survey, the data can be used as baseline for future measurements. Remember this information will assist in designing your short-term activities on your action plan and at what level your program needs to begin. An Employee Interest Survey is located in Appendix N.

Instructions for scoring the Employee Interest Survey can be found in Appendix O.

Second Meeting
Always pick up where you left off from the last meeting and cover any old business first. At the second meeting, start to discuss action plans for the committee and developing goals and objectives. They are systematically planned not just picked. Implementing the surveys assists in developing what is needed and wanted at your worksite. The committee should be working on short-term and long-term positive changes at the same time.

Suggested agenda items for the second meeting are:
- Old Business
- Develop Employee Communication Plan
  - To announce program/activities
- Review Policy & Environmental Survey Results
  - Long-term goal (no more than 1-2)
- Introduce Committee Action Plan
- Discuss Employee Interest Survey Distribution – Coordinator
  - When the surveys will be distributed
  - Results will be reviewed at third meeting
- Next Meeting Date

Employee Communication Plan
Establish a plan for communicating with employees that announces the formation (or continuation) of the wellness committee, provides information to employees about upcoming programs and events, and provides employees with periodic updates about the wellness program. A sample of the Wellness Committee Announcement Poster is provided in Appendix R.
Examples of ways to communicate with employees include:

- Kick-off events
- Announcements through agency — intranet service
- Posters on bulletin boards, entrance and restroom doors
- Newsletter articles
- Email announcements
- Employee letters
- Payroll stuffers
- Intercom announcements
- Staff meetings
- Employee celebrations

**Success Step 4: Develop an Action Plan**

**Action Plan**

**Third Meeting**

Around the third meeting, the Coordinator will go over the results of the Employee Interest Survey. By now, there is enough information gathered to get a good sense of both the current environment and existing needs of your workplace. It will start to become clear what needs to go on the action plan worksheet as long and short-term goals. However, some may not be attainable goals. Be realistic and list them if you can achieve them. A sample of a completed Action Plan Worksheet is shown in Appendix S. There is also a blank template provided in Appendix T.

Suggested agenda items for the third meeting are:

- Old Business
- Employee Interest Survey Results
- Action Plan Worksheet – what stands out?
- Goals and objectives
- Evaluation for activities

Don’t try to add more than one to two long-term goal(s) at a time. These take a long time for your organization and committee to see a success. If you are just starting a wellness program, be kind to your committee. It’s exciting and easy to get over eager and make too many goals and activities in the
A good place to start is with one long-term policy and environment goal and two to four short-term goals, depending on the size of the organization and committee. Plan it where you have activities occur in different months and at least quarterly. This prevents overload on the committee and spreads activities over the year for employees. You can update and revise the action plan at anytime but at least revisit and evaluate annually.

**Action Plan Worksheet**

Always try to reach a consensus on the wellness activities that will go on the annual action plan. You may be unfamiliar with developing an action plan worksheet or ensuring you receive feedback of every committee member. Below is an easy way for members to share their opinion without feeling intimidated.

1. Start with short-term activities.
2. Have flip chart pages written before the meeting. Write only one item from the Employee Interest and Policy and Environmental surveys that stand out as high needs/interests. Make additional ones if they come up during the committee’s survey review.
3. Post the pages on the wall around the room. Have enough markers for each person to have one.
4. Ask each member to go up and rate a 1, 2, and 3, for what they feel should be the top 3 areas or activities to go on the action plan. They do not have to know the strategies the committee will use to work on the problem yet.
5. After each person has selected their top 3, including the Chair and Coordinator, tally the numbers.
6. If there is a tie for any area, see if a consensus can be reached by the group without the flip charts.
7. This process assists the committee to determine top priority areas/activities but also gives the members ownership to the action plan.
8. Continue the same procedure for rating the long-term policy and environmental items.
9. If an activity that scores high cannot be realistically achieved, don’t set the committee up for disappointment by placing it on the action plan. Don’t dismiss it either. It may require a conversation with others or be better approached at another time. In addition, sometimes there are steps that must precede the needed activity and it may be worth consideration to add other actions that will eventually lead to the outcome desired.
10. Group the activities in separate categories, such as nutrition, physical activity, stop smoking, stress, and other lifestyle areas.
11. Discuss and select the category the members want to work on that score the highest.
12. Give a brief explanation for those who may not know the difference between goals and objectives.
Success Tip 9: Develop Goals and Objectives

**Goals and Objectives**

Once you have the activities wanted for the action plan worksheet, it’s time to discuss goals and objectives. Discuss with the members what they are trying to accomplish by successfully completing this activity. You would not go on a long road trip without a map and the same here. We know where we want to go but how are we going to get there?

Success Tip 9: Make Objectives SMART

**Objectives**

To write complete objectives you want all the questions below answered. For sample objectives, refer to the Wellness Action Plan Worksheet in Appendix O. The most successful process is to make SMART Objectives: **Specific, Measureable, Attainable, Realistic, and Timely.** While writing objectives always ask these questions about future activities:

1. What do we want to accomplish?
2. When do we want it completed?
3. Is the task realistic?
4. Can we accomplish what we planned?
5. What do we need to track to make sure we succeeded and how?

An example of a SMART objective is:

By December 2012, there will be 3 wellness events held for employees of XYZ Company evidenced by event satisfaction surveys.

Once objective one is done, move on to the next activity until all are completed for the category.

**Goals**

Goals and objectives are commonly confused. Goals are an overarching principle that guides decision-making. They are broad and less detailed than objectives. Rarely are they written to be measured. See goals on the sample Wellness Action Plan Worksheet in Appendix S.

In writing the goal(s) first look to see if the activities/actions and objectives just developed have anything in common, besides the category. Look at the big picture. For example, the objectives may all be
“providing opportunities for employees to have access to physical activity at the workplace”. Will they all fit under one goal? If they have different purposes, the objectives should be separated into different goals.

**Success Step 5: Obtain Funds**

**Funding**

It’s not a well-kept secret anymore that Business’ is realizing the cost savings in Employee Wellness than ever before. They are seeing the benefits of healthy employees in reduced absenteeism and presenteeism, reduced health care utilization and cost, improved employee morale and productivity, and improved general overall well-being. Many are allocating annual budget dollars for wellness. Others still struggle with finding the resources to cover the expenses needed for Wellness Programs, especially small companies. If your Wellness Committee needs help in this area, we have provided a few helpful suggestions.

**Donations**

If your organization has ever been approached for a donation, it wouldn't be surprising. Everyone lacks funding and are looking for ways to acquire some. Often we think about monetary donations, but what about volunteer time. When you sponsor wellness events, do you ever need staff to work at the events? Depending on the type of organization, several large businesses have employee volunteer programs. Their employees will volunteer at your organization. For their employees’ hours, the business will donate from $250 to $1,000 grant funding.

Many Public Health Agencies in your community are willing to collaborate with organizations to promote health and wellness. The health department may be able to provide health educators, health seminars, health promotion literature, small give aways for events, health screenings, and onsite no/low cost vaccination clinics. Chronic Disease Associations or Societies can be contacted for health promotion material and resources. Many times, they are available for seminars and presentations. They also are a good resource for health screenings and health fairs. Some examples are the American Heart Association, American Cancer Society, and American Diabetes Association. These organizations also have annual walks or events for your company and employees to participate.

Another resource is the Cooperative Extension System, a partner with the USDA – National Institute of Food and Agriculture. The Cooperative Extension is a nationwide, non-credit educational network. Each
state has an office at its land-grant university and a network of local or regional offices. Staff at the Cooperative provides a valuable community resource for providing food, nutrition and health seminars, cooking classes, and health literature. They even help organizations start worksite gardens.

**Fundraising**

You don’t always have to sell candy or other fatty edibles to raise money. Ask other community organizations for merchandise for fundraising. Many businesses use the donations for prizes at events. One suggestion is to use the merchandise as silent auction items. Place items on a table with a piece of paper in front of item. Write a starting dollar amount or bid of the least amount you want for the item on the paper. Make sure you include an area for attendees to add their name and amount they will pay. Throughout the event, attendees will add their information. At the end of the event or specified time, the highest bid attendees are announced and winners pay for their items. The money raised can go to your wellness committee or to fund your program.

Everyone loves to see his or her name in writing. How about a recipe book? Have employees donate their favorite recipe(s) and make a recipe book. Be creative with fabric, ribbon, buttons, colored paper and other items for the covers. Sell the books for a minimal amount to employees. Make sure to cover your copying costs.

A fun contest is to create the best face that demonstrates health using only fruits and vegetables. All employees at each site vote for their winner. Pictures are taken of all top picks and overall winner. You can show the runners up in the newsletter or other organizational communication. Be creative in your prizes for the winner and runners up. You may also consider charging an entry fee. Split the entry fee with the winner; the other half goes to the committee. Find some way to acknowledge all entries (see recognition below).

Have your own Step or Walkathon. If possible, provide pedometers that you may be able to get donated. You can design it like a charity community walk fund-raiser. Have employees get sponsors to pay an amount per step or mile and/or flat rate.

There is always the good ole car wash, or clean up the neighborhood for contributions. You can even collect recyclables door to door or collect them at the worksite and redeem for cash. Be sure to have a donation box or jar to support the Wellness Committee at all events.
**Grants**

Health and Wellness is a hot topic in the grant world, especially for the workplace. Get on a few email distribution lists for grant providers to receive notifications when requests for applications are announced. One agency to check is your State Health Department. They fund community projects and may list on their website funding opportunities or suggest others to search. For additional funding opportunities, refer to the grant list in Appendix U.

**Success Step 6: Recognize Employees**

**Recognition**

Recognizing employees’ participation in wellness is extremely important for continued engagement and retention. That’s why incentives play a key role in programs. Be sure to remember your committee’s efforts. Depending on your organization size and budget, you may only be able to do the minimum.

**Awards**

There are many ways to show your appreciation to the Committee Members. For example, have a ceremony and senior leadership present the committee members with a certificate of appreciation each year. Very little cost but highly coveted. It shows that their organization is telling them thank you for dedicating the time and effort for the health of fellow coworkers.

If possible, purchase shirts for your committee and team leaders. They want to be recognized as part of the Wellness Committee and Wellness Champions. Check with your local larger businesses. They may donate or pay a portion to get their logo on the shirts along with yours, especially if they know they are going to be worn in the public.

**Success Step 7: Conduct Evaluations**

**Evaluations**

**Types of Evaluations**

Planning for evaluation should be one of the early steps of developing your program. Annual assessments and employee surveys provide information for measuring areas that need attention and show success. Your goals will determine your survey details. Not all examples will match your type of workplace.
There are three main types of evaluations used to document your wellness efforts, process, impact, and outcome. Many businesses combine these three evaluation types into two, such as process and impact, or impact and outcome. Whether you choose all three or combine, they’re all important to be reviewed.

**Process Evaluation**

Process evaluations measure how a program or activity is implemented to assure or improve the quality of delivery. You can discover how employees felt about the program, if they attended, why they attended and if they did not attend, why? A sample Employee Evaluation of a Worksite Activity is shown in Appendix V. Process indicators are a little easier to measure than other evaluations and give quicker feedback on how well your program is being accepted by employees.

Examples of process measures are:

- Number of staff enrolled and participating (participation rates)
- Observation or counts (for example, the number of employees walking at noon)
- Participant satisfaction (via survey, focus groups, interviews, etc.).
  - A sample of an Employee Satisfaction Survey with the Wellness Program is provided in Appendix W.
  - An Annual Employee Satisfaction Survey Results summary is provided in Appendix X.
- Policy or environmental changes/tracking (compare list of policy or other environmental changes from initial site assessment by wellness committee).
  - A copy of the Policy and Environmental Survey is in Appendix K. A copy of the score sheet for the survey is in Appendix L.

**Impact Evaluation**

Impact evaluation looks at what you can observe. Measurements look at employees’ behavior and risk factors. It is the effect of the program leading to the outcome you intended. Impact evaluations are the changes that happen because the program was implemented.

Examples of impact measures are:

- Pre/post survey (measure attitude, knowledge, as well as eating, physical activity and emotional well-being).
- Physical activity and diet log sheets, journals, smartphone apps

An example of the Wellness Committee’s Evaluation of the committee’s efforts is located in Appendix Y.
**Outcome evaluation**

Outcome evaluations can be more difficult and take longer to show success. Outcome is the ultimate goal or completed product of a program. It can measure costs, biometric and health improvements, risk factor improvements, turnover, etc.

Examples of outcome measures are:

- Health care costs, prescriptions, office visits, preventive screenings
- Presenteeism - the time employees are at work but not productive
- Absenteeism - the time employees are not at work
- Turnover – measured by the percentage of employees that leave the company annually

Additional examples, explanation and methods of Process, Impact, and Outcome evaluations are located in Table 1.

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**Table 1: Examples of Evaluation Methods**

<table>
<thead>
<tr>
<th>Method</th>
<th>Evaluation Type</th>
<th>Evaluation Example</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Direct Observation</strong></td>
<td>Process</td>
<td>Evaluators participate in the program and access the interactions between professionals and other participants, the behaviors of the participants, and any problems or issues associated with program content and delivery.</td>
</tr>
<tr>
<td><strong>Expert Panel Reviews</strong></td>
<td>Process</td>
<td>A small group of professionals that have experience and knowledge related to the program but are not associated with it volunteer to collect data, analyze, and make recommendations on the strengths and weaknesses of the program.</td>
</tr>
<tr>
<td><strong>Wellness Quality Team</strong></td>
<td>Process</td>
<td>Program staff meets regularly to discuss the strengths and weaknesses of the wellness activity or program. They make recommendations for improvement.</td>
</tr>
<tr>
<td>Method</td>
<td>Type</td>
<td>Evaluation Example</td>
</tr>
<tr>
<td>-------------------------------</td>
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<td>---------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Focus Groups</td>
<td>Process, Impact</td>
<td>A trained moderator uses an interview guide to ask questions about new programs, activities, ideas or topics. Their purpose is to find out the attitudes, opinions, and preferences of a group. The group size is usually 6 – 12 individuals represent the priority population.</td>
</tr>
<tr>
<td>Surveys</td>
<td>Process, Impact</td>
<td>Data is collected through written or electronic questionnaires. It allows evaluators to draw general conclusions about the priority population. Data can also be collected from face-to-face or telephone interviews.</td>
</tr>
<tr>
<td>In-Depth Interviews</td>
<td>Process, Impact</td>
<td>This formal interviews with program participants generally lasting a half-hour or longer with the use of a script and interview guide. Allows evaluators to observe body language and facial expressions to prompt for additional questions.</td>
</tr>
<tr>
<td>Informal Interviews</td>
<td>Process, Impact</td>
<td>Brief interviews with program participants. More like a conversation instead of a formal interview.</td>
</tr>
<tr>
<td>Key Informant Interviews</td>
<td>Process, Impact</td>
<td>Qualitative, in-depth interviews with individuals who may not be participants but who understand the priority population and can represent their attitudes, values and opinions to evaluators.</td>
</tr>
<tr>
<td>Program &amp; Evaluation Forms</td>
<td>Impact</td>
<td>Forms collected before the program launch can provide information such as what motivates participation, helps identify goals, and past participation. Evaluation forms collected at the conclusion of a program measure the awareness, knowledge, attitudes, skills, behaviors, satisfaction, and feedback on the program.</td>
</tr>
<tr>
<td>Health Risk Assessment (HRA)</td>
<td>Impact, Outcome</td>
<td>A health questionnaire used to provide individuals with an evaluation of their health risks and quality of life. Topics of the questions include demographic characteristics, lifestyle habits, medical history, and attitudes and willingness to change behavior.</td>
</tr>
<tr>
<td>Cost-Effective Analysis</td>
<td>Outcome</td>
<td>This type of analysis indicates how much it costs to produce a certain effect and measures dollars spent on a program.</td>
</tr>
</tbody>
</table>

Steps to a Successful Wellness Committee
Conclusion

We hope you find this step-by-step instructional guide useful for establishing and maintaining a workplace Wellness Committee. By following the steps and tips provided will ensure you have a successful and engaged Wellness Committee. Feel free to customize any of our resources provided for your organization. For additional questions, contact your Anthem Health & Wellness representative.

For your benefit, we have provided a summary of the Seven Success Steps and Ten Success Tips in Appendix Z.