

# Community Health Assessment, Policy Tracking & Environmental Response Tool



## (NJ CHAPTER) - Worksite Sector



The Worksite Sector includes places of employment, such as:

1. Retail Sales
2. Bank or Credit Union
3. Restaurant, Food Service
4. Hotel/Motel
5. Auto and/or Repair Shop
6. Grocery Store/Food Market
7. Manufacturing, Factory, Warehouse
8. Healthcare (e.g. clinic, hospital, medical practice)

**Please note:** Target workplaces that have 100 or more employees. For this category, schools are excluded as a potential worksite to visit.

### Directions

In the two response columns in each of the following modules (Healthy and Safe Physical Environments, Active Living and Healthy Eating, Tobacco-Free Living, High Impact Quality Clinical and Preventive Services, and Social and Emotional Wellness) please indicate the appropriate number (#) from the scales on this page that best represents your answer for each item.

Provide both a Policy Response # and Environment Response # for each statement in the appropriate column. Response # 99 should be used only when the policy or environmental change strategy is not applicable at your site (for example, stair promotion not suitable in one-story building). Detailed examples for each scaled item is located on the next page.

**Definitions for this sector begin on page 10.**

### Scale

| Response # | Policy   | Environment                |
|------------|--|----------------------------|
| 1          | Not identified as problem                        | Elements not in place      |
| 2          | Problem identification/gaining agenda status     | Few elements in place      |
| 3          | Policy formulation and adoption                  | Some elements are in place |
| 4          | Policy implementation                            | Most elements are in place |
| 5          | Policy evaluation, adjustment and/or termination | All elements in place      |
| 99         | Not applicable                                   | Not applicable             |

**Below we have provided examples of how you might apply the Scale above using real policy and environmental strategies.**

| <b>Response #</b> | <b>Policy</b>   | <b>Environment</b>  |
|-------------------|---|---|
| <b>1</b>          | <p>This stage represents the time when the issue has not yet been identified as a concern or a problem.</p> <p>For example, the worksite has never discussed a stairwell promotion policy; complaints have never been filed and issues have not been raised by employees or visitors.</p>   | <p>At this point, no elements are in place in the environment.</p> <p>For example, there are no appropriate signs or maps to locate stairs, no positive visual appeal of the stairwell including new paint, lighting, carpet, or artwork, no posted motivational signs, and no music.</p>                             |
| <b>2</b>          | <p>This stage involves getting a problem onto the radar screen of the authoritative body that must deal with the issue. This is usually done when the issue or problem is categorized as a social or public problem.</p> <p>For example, the worksite discusses instituting a stairwell promotion policy after complaints are filed by patients and visitors who do not feel safe using the stairs because they are dark and uninviting; policy implications and issues are being considered.</p>   | <p>At this point, only a few elements are in place in the environment.</p> <p>For example, there are appropriate signs or maps to locate stairs, but there is no positive visual appeal of the stairwell including new paint, lighting, carpet, or artwork, no posted motivational signs, and no music.</p>           |
| <b>3</b>          | <p>This stage involves analyzing policy goals and solutions, the development or creation of alternative recommendations to resolve or address the identified public problem, and final selection of a policy.</p> <p>For example, the worksite developed and approved the policy, but it has not yet been implemented. It will be implemented in the next fiscal year.</p>  | <p>At this point, there are some elements in place in the environment.</p> <p>For example, there are appropriate signs or maps to locate stairs, and there is positive visual appeal of the stairwell including new paint, lighting, carpet, or artwork, but there are no posted motivational signs and no music.</p> |
| <b>4</b>          | <p>This occurs within organizations directed to carry out adopted policies. Implementation begins once a policy has been formulated and adopted, and administrators have made a decision about how to deploy necessary resources (human and financial) to actualize the policy.</p> <p>For example, the stairwell promotion policy was established and passed last year by the worksite, communicated to patients, and implemented this year. The end of this year will be the review and comment period of the policy.</p>               | <p>At this point, most elements are in place in the environment.</p> <p>For example, there are appropriate signs or maps to locate stairs, there is positive visual appeal of the stairwell including new paint, lighting, carpet, or artwork, and there are posted motivational signs, but there is no music.</p>    |
| <b>5</b>          | <p>This stage involves determining to what extent the policy has been enforced, and what occurred as a result of the policy. Based on the evaluation results, adjustments can be made to the current policy to ensure effectiveness.</p> <p>For example (examples provided correspond to item #1), the stairwell promotion policy was in place last year, and a comment period was held. The policy was revamped, and is now implemented with revisions including increased funding for stairwell improvements and promotional items.</p> | <p>At this point, all elements are in place in the environment.</p> <p>For example, there are appropriate signs or maps to locate stairs, there is positive visual appeal of the stairwell including new paint, lighting, carpet, or artwork, there are posted motivational signs, and there is music.</p>            |
| <b>99</b>         | <p>This type of policy is not appropriate for this worksite.</p>  | <p>This type of policy is not appropriate for this worksite.</p>  |

## Worksite: Demographics

**General Instructions:** Please indicate your answer by marking an 'X' or the correct information in the appropriate box for your response. Please use Census.gov and the CDC CTG Designated Rural Area List to complete this section.

|                              |
|------------------------------|
| <b>Name of organization:</b> |
| <b>Name of interviewee:</b>  |

| <b>Number of Employees</b> (choose ONE only):      |  |
|--|--|
| <100 (Only in special circumstances, contact NJPN) |  |
| 100 - 249  |  |
| 250 - 499  |  |
| 500 - 999  |  |
| 1,000 - 1,499                                      |  |
| 1,500 +  |  |

| <b>Type of Worksite</b> (choose ONE type only):      |  |
|--|--|
| Retail Sales   |  |
| Bank or Credit Union                                 |  |
| Restaurant/Food Service                              |  |
| Hotel/Motel  |  |
| Auto and/or Repair Shop                              |  |
| Grocery Store/Food Market                            |  |
| Manufacturing, Factory, Warehouse                    |  |
| Healthcare (e.g. clinic, hospital, medical practice) |  |
| Other, please specify:                               |  |

| <b>Sector Type</b> (choose ONE only): |  |
|---------------------------------------|--|
| Private                               |  |
| Public                                |  |

| <b>Worksite Questions</b>  |  |
|--|--|
| Do you have an Employee Assistance Program?                          |  |
| Do you have onsite fitness equipment?                                |  |
| Do you have onsite bike parking?                                     |  |
| Do you have vending machines? If yes, do they offer healthy options? |  |
| Do you have onsite health screening programs?                        |  |

| <b>Profit Type</b> (choose ONE only): |  |
|---------------------------------------|--|
| For-Profit                            |  |
| Not-for-Profit                        |  |

| <b>Best description of the community setting</b> (choose ONE only): |  |
|---|--|
| Rural*  |  |
| Suburban  |  |
| Urban   |  |
| <b>*Please see CDC's CTG Designated Rural Areas List</b>            |  |

## Worksite: Healthy and Safe Physical Environments

- Based on knowledge of your organization, please use the Policy and Environment scales included in the “Directions” on page 1 to indicate the most appropriate responses for each statement.
- Provide both a Policy Response # and Environment Response # for each statement in the appropriate column.
- You may use the “comments” section to provide additional information.
- Response # 99 should be used only when the policy or environmental change strategy is not applicable at your site (e.g., stair promotion not suitable in one-story building).

**For definitions of underlined terms, see page 10.**

| <i><b>TO WHAT EXTENT does the worksite address the following in policies:</b></i>   | <b>Policy Response #</b> | <b>Environment Response #</b> |
|---|--------------------------|-------------------------------|
| 1. Promote access to public transportation (e.g., bus stops, light rail stops, van pool services, subway stations) within <u>reasonable walking distance</u> ?                                    |                          |                               |
| 2. Provide a safe area outside (e.g., through lighting, signage, crime watch) or a walking path on or near building property to allow constituents and employees to walk or be physically active? |                          |                               |
| 3. Provide bicycle parking (e.g., bike rack, shelter) for employees?  |                          |                               |

**Describe a successful environmental strategy, policy or practice in this area that you would like to highlight and provide more information about.** Provide a brief description of the policy, who it targets or impacts, and how it makes your worksite healthier or safer.

## Worksite: Active Living and Healthy Eating

- Based on knowledge of your organization, please use the Policy and Environment scales included in the “Directions” on page 1 to indicate the most appropriate responses for each statement.
- Provide both a Policy Response # and Environment Response # for each statement in the appropriate column.
- You may use the “comments” section to provide additional information.
- Response # 99 should be used only when the policy or environmental change strategy is not applicable at your site (e.g., stair promotion not suitable in one-story building).

**For definitions of underlined terms, see page 10.**

| <i><b>TO WHAT EXTENT does the worksite address the following in policies:</b></i>   | <b>Policy Response #</b> | <b>Environment Response #</b> |
|---|--------------------------|-------------------------------|
| 1. Institute only <u>healthy food and beverage options</u> at <u>company-sponsored meetings and events</u> ?  |                          |                               |
| 2. Institute only <u>healthy food and beverage options</u> in vending machines, in onsite cafeteria, and food venues?   |                          |                               |
| 3. Institute healthy food purchasing practices (e.g., to reduce the caloric, sodium, and fat content of foods offered) for onsite cafeteria and food venues?                                |                          |                               |
| 4. Provide safe, unflavored, drinking water at no cost to employees?  |                          |                               |
| 5. Provide refrigerator and microwave access for employees?   |                          |                               |
| 6. Provide direct support (e.g., money, land, a pavilion, sponsorship, donated advertising) for community-wide nutrition opportunities (e.g., farmers' markets, <u>community gardens</u> )? |                          |                               |
| 7. Promote stairwell use (e.g., make stairs appealing, post motivational signs near stairs to encourage physical activity)?   |                          |                               |
| 8. Provide <u>flexible work arrangements</u> or break times for employees to engage in physical activity?   |                          |                               |
| 9. Support clubs or groups (e.g., walking, biking, hiking) to encourage physical activity among employees?  |                          |                               |
| 10. Provide access to offsite workout facility or <u>subsidized membership</u> to local fitness facility?   |                          |                               |

**Describe a successful environmental strategy, policy or practice in this area that you would like to highlight and provide more information about.** Provide a brief description of the policy, who it targets or impacts, and how it makes your worksite healthier or safer.

## Worksite: Tobacco-Free Living

- Based on knowledge of your organization, please use the Policy and Environment scales included in the “Directions” on page 1 to indicate the most appropriate responses for each statement.
- Provide both a Policy Response # and Environment Response # for each statement in the appropriate column.
- You may use the “comments” section to provide additional information.
- Response # 99 should be used only when the policy or environmental change strategy is not applicable at your site (e.g., stair promotion not suitable in one-story building).

**For definitions of underlined terms, see page 11.**

| <i><b>TO WHAT EXTENT does the worksite address the following in policies:</b></i>   | <b>Policy Response #</b> | <b>Environment Response #</b> |
|---|--------------------------|-------------------------------|
| 1. Institute a <u>smoke-free policy 24/7 for outdoor public places</u> ?  |                          |                               |
| 2. Institute a <u>tobacco-free policy 24/7 for outdoor public places</u> ?  |                          |                               |
| 3. Provide insurance coverage for <u>tobacco cessation services</u> or <u>products</u> (e.g., <u>pharmacological quitting aids</u> , medicines)?                            |                          |                               |
| 4. Implement a <u>referral system</u> to help employees access tobacco cessation resources or services, such as a <u>quitline</u> (e.g., 1-800-QUIT-NOW or 1-866-NJ-STOPS)? |                          |                               |

**Describe a successful environmental strategy, policy or practice in this area that you would like to highlight and provide more information about.** Provide a brief description of the policy, who it targets or impacts, and how it makes your worksite healthier or safer.

## Worksite: High Impact Quality Clinical and Other Preventive Services

- Based on knowledge of your organization, please use the Policy and Environment scales included in the “Directions” on page 1 to indicate the most appropriate responses for each statement.
- Provide both a Policy Response # and Environment Response # for each statement in the appropriate column.
- You may use the “comments” section to provide additional information.
- Response # 99 should be used only when the policy or environmental change strategy is not applicable at your site (e.g., stair promotion not suitable in one-story building).

**For definitions of underlined terms, see page 12.**

| <b><i>TO WHAT EXTENT does the worksite address the following in policies:</i></b>   | <b>Policy Response #</b> | <b>Environment Response #</b> |
|---|--------------------------|-------------------------------|
| 1. Provide routine screening, follow-up counseling and education to employees to help address chronic diseases and related risk factors (e.g., poor nutrition, physical inactivity, hypertension, high cholesterol, elevated blood sugar levels, tobacco use and exposure)?   |                          |                               |
| 2. Provide employees with a health insurance plan that includes coverage for <u>preventive services</u> ? (If no health insurance plan is offered, please enter #99.)   |                          |                               |
| 3. Provide access to a free or low cost employee <u>health risk appraisal</u> or <u>health screenings</u> ?   |                          |                               |
| 4. Promote access to chronic disease self-management programs (e.g., weight loss programs, <u>Take Control of Your Health</u> , etc)?   |                          |                               |
| 5. Promote chronic disease prevention (e.g., post signs reminding employees to get blood pressure checked, quit smoking, or avoid secondhand smoke) to employees?   |                          |                               |
| 6. Have a health promotion budget?  |                          |                               |
| 7. Provide office-based <u>incentives</u> (e.g., discounted insurance premium, gift certificates, time-off) to employees participating in health risk assessments, initiatives, or support groups that promote chronic disease prevention measures (e.g., quit smoking, log miles walked, blood pressure or cholesterol screening)? |                          |                               |
| 8. Participate in community coalitions and partnerships (e.g., food policy council, tobacco-free partnership, neighborhood safety coalition) to address chronic diseases and related risk factors (e.g., poor nutrition, physical inactivity, tobacco use and exposure)?  |                          |                               |
| 9. Have a <u>wellness coordinator and/or a wellness committee</u> ?   |                          |                               |

**Describe a successful environmental strategy, policy or practice in this area that you would like to highlight and provide more information about.** Provide a brief description of the policy, who it targets or impacts, and how it makes your worksite healthier or safer.

## Worksite: Social and Emotional Wellness

- Based on knowledge of your organization, please use the Policy and Environment scales included in the “Directions” on page 1 to indicate the most appropriate responses for each statement.
- Provide both a Policy Response # and Environment Response # for each statement in the appropriate column.
- You may use the “comments” section to provide additional information.
- Response # 99 should be used only when the policy or environmental change strategy is not applicable at your site (e.g., stair promotion not suitable in one-story building).

**For definitions of underlined terms, see page 13.**

| <i><b>TO WHAT EXTENT does the worksite address the following in policies:</b></i>   | <b>Policy Response #</b> | <b>Environment Response #</b> |
|---|--------------------------|-------------------------------|
| 1. Have a mission statement (or a written policy statement) that includes the support or commitment to employee health and well-being, specifically social and emotional wellbeing? |                          |                               |
| 2. Institute a <u>drug free workplace policy</u> ?  |                          |                               |
| 3. Promote an <u>Employee Assistance Program</u> , which includes programs such as stress management, parenting programs, mental health and addiction services?                     |                          |                               |
| 4. Institute company-sponsored health promotion programs that focus on social and emotional wellness such as stress management workshops?   |                          |                               |
| 5. Implement scheduling policies that promote work-family balance such as <u>flexible work arrangements</u> ?   |                          |                               |

**Describe a successful environmental strategy, policy or practice in this area that you would like to highlight and provide more information about.** Provide a brief description of the policy, who it targets or impacts, and how it makes your worksite healthier or safer.



## Dialogue Question

Is there any information we can provide you on additional policies that you might want to adopt?

## **Definitions:**

**Policy:** Laws, regulations, rules, protocols, and procedures, designed to guide or influence behavior. Policies can be either legislative or organizational in nature. Policies often mandate environmental changes and increase the likelihood that they will become more permanent (institutionalized or sustainable). Examples of legislative policies include taxes on tobacco products, provision of county or city public land for green spaces or farmers' markets, regulations governing the National School Lunch Program, or clean indoor air laws. Examples of organizational policies include schools requiring healthy food options for all students, a district ban on the sale of less than healthy foods throughout the school day, menu labeling in restaurants, required quality assurance protocols or practices (e.g., clinical care processes), or a human resources policy that requires healthy foods to be served at meetings.

**Environment:** Physical, social, or economic settings designed to influence people's practices and behaviors. Examples of alterations or changes to the environment include:

**Physical:** Structural changes or the presence of programs or services, including the presence of healthy food choices in restaurants or cafeterias, improvements in the built environment to promote walking (e.g., walking paths), the availability of smoking cessation services to patients or workers, and the presence of comprehensive school health education curricula in schools.

**Social:** A positive change in attitudes or behavior about policies that promote health or an increase in supportive attitudes regarding a health practice, including an increase in favorable attitudes community decision makers have about the importance of nonsmoking policies or an increase in non-acceptance of exposure to secondhand smoke from the general public.

**Economic:** The presence of financial disincentives or incentives to encourage a desired behavior, including paying higher prices for tobacco products to decrease their use or the provision of nonsmoker health insurance discounts to encourage smoking cessation.

### **Healthy and Safe Physical Environments Module (Pg. 4)**

**Reasonable walking distance:** One mile is considered a reasonable distance to walk. More information can be found at: [http://www.cdc.gov/pcd/issues/2008/jul/pdf/07\\_0087.pdf](http://www.cdc.gov/pcd/issues/2008/jul/pdf/07_0087.pdf).

### **Active Living and Healthy Eating (Pg. 5)**

**Healthy food and beverage options:** Healthy foods are fruits, vegetables, whole grains, and related combination products, and nonfat and low-fat dairy that are limited to 200 calories or less per portion as packaged. Healthy beverages are water without flavoring, additives, or carbonation, low-fat and nonfat milk, 100% fruit juice, and caffeine-free. More information can be found at:

- Dietary Guidelines for Americans, 2005: <http://www.health.gov/dietaryguidelines/dga2005/document/pdf/DGA2005.pdf>
- Institute of Medicine: <http://www.iom.edu/~media/Files/Report%20Files/2007/Nutrition-Standards-for-Foods-in-Schools-Leading-the-Way-toward-Healthier-Youth/factsheet.ashx>

**Company-sponsored meetings and events:** Guidelines for selecting foods and beverages for breaks or meals at meetings, conferences, and other work-related events can be institutionalized at a worksite. Guidelines for healthy food and beverage options, which include whole grains, low sugar, fat-free and low-fat options as well as fruits and vegetables, at meetings and events can be found at [http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/Healthy\\_Worksite\\_Food.pdf](http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/Healthy_Worksite_Food.pdf)

**Community gardens:** The process of growing, processing, and distributing food in and around cities and suburbs or urban agriculture provides individuals and families with many benefits. Advantages of urban agriculture include

an alternative source of fresh produce, improved life satisfaction, and a way to preserve cultural identity and traditions. Most importantly, community gardening and urban farming have the potential to provide a supplemental source of fruits and vegetables. Urban agriculture may be done on land owned by a community group, institution, municipality, land trust, or some other entity. Food grown on these plots can be kept for personal consumption or used to procure supplemental income. Additional benefits of urban agriculture beyond food provision include building job skills, improving self-esteem, and contributing to community revitalization. Characteristics of community gardening initiatives comprise: land and supply procurement; organization of participants; reduction of barriers to fresh produce; production of primary or alternative source of fresh produce; and entrepreneurial gardens.

**Flexible work arrangements:** When the work hours established by the employer are changed at the request of the employee. A flexible work arrangement is often requested by an employee who is trying to successfully meet work obligations while fulfilling a personal need or concern. Examples include: telecommuting, compressed work week, and flextime.

**Subsidized Membership:** A free or reduced-price membership, which is fully and/or partially financially supported by the employer.

### Tobacco-Free Living (Pg. 6)

**Smoke free policy 24/7 for outdoor public places:** Prohibit smoking in all outdoor areas of the work site (e.g., walkways, parking lots, company-owned vehicles) and at sponsored events, 24 hours a day, 7 days a week by anyone (e.g., employees, visitors). Smoke-free policy can be extended to private residences used as work sites to provide childcare, foster care, adult care or similar social services. The policy does not apply to the use of tobacco for cultural or traditional purposes. More information can be found at:

- [http://www.cdc.gov/tobacco/basic\\_information/secondhand\\_smoke/guides/business/index.htm](http://www.cdc.gov/tobacco/basic_information/secondhand_smoke/guides/business/index.htm)
- <http://www.thecommunityguide.org/tobacco/worksite/smokefreepolicies.html>
- <http://www.surgeongeneral.gov/library/secondhandsmoke/factsheets/factsheet5.html>

**Tobacco free policy 24/7 for outdoor public places:** Prohibit the use of all tobacco products in all outdoor areas of the work site (e.g., walkways, parking lots, company-owned vehicles) and at sponsored events, 24 hours a day, 7 days a week by anyone (e.g., employees, visitors). Tobacco-free policy can be extended to private residences used as work sites to provide childcare, foster care, adult care or similar social services. The policy does not apply to the use of tobacco for cultural or traditional purposes. More information can be found at:

- <http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/tobacco/index.htm>
- <http://www.thecommunityguide.org/tobacco/worksite/index.html>

**Tobacco cessation services:** Health care delivery administrators, insurers, and purchasers can promote the treatment of tobacco dependence through a systems approach. Purchasers (often business entities or other employers, State or Federal units of government, or other consortia that purchase health care benefits for a group of individuals) should make tobacco assessment and coverage of treatment a contractual obligation of the health care insurers and/or clinicians who provide services to them. Treating Tobacco Use and Dependence, a Public Health Service-sponsored Clinical Practice Guideline, can be found at:

- <http://www.surgeongeneral.gov/tobacco/>
- <http://www.ncbi.nlm.nih.gov/books/NBK63952/>

**Tobacco cessation products:** Over-the-counter nicotine patch, gum, or lozenge; prescription varenicline, bupropion SR, nicotine inhaler, or nasal spray. More information can be found at:  
<http://www.ahrq.gov/clinic/tobacco/medsmoktab.htm>

**Pharmacological quitting aids:** Because nicotine is a physical addiction, many smokers are better able to quit with Nicotine Replacement Therapy (NRT) products. These aids include nicotine gum, nicotine patch, nicotine

inhaler, or other FDA approved products. Many of these are available without a prescription. Some smokers also can benefit from the anti-depressant drugs Zyban® or Welbutrin®, which require a prescription.

**Referral system:** A resource to which patients are referred for more intensive interventions that supplement the tobacco-use treatment delivered by a healthcare provider. Patients can be referred to programs or services within the healthcare delivery system itself or in the larger community. A quitlines, the American Lung Association, and the American Cancer Society are examples of possible referral resources.

**Quitline:** An information and counseling service that offers telephone support for people who want to quit using tobacco. Some quitlines offer additional services such as nicotine replacement therapy, online cessation information and programs, and referral to tobacco-use treatment programs in the community. Quitlines that have proactive services provide clients with multiple scheduled follow-up sessions with quitline counselors during the quit process that do not need to be initiated by the client.

### **High Impact Quality Clinical and Other Preventive Services Module (Pg. 7)**

**Preventive services:** Screenings, immunizations, or counseling which can help you avoid illness and improve your health. For a list of preventive services covered by the Affordable Care Act visit <http://www.healthcare.gov/news/factsheets/2010/07/preventive-services-list.html>

**Health risk appraisal:** An assessment tool used by health promoters to evaluate a person's health. The appraisal usually takes the form of an extended questionnaire that enquires into personal lifestyle, and personal and family medical history. The appraisal may also include a physical examination, laboratory tests of blood chemistry (e.g. of cholesterol level), blood pressure, and physical fitness levels. The outcome is a profile identifying specific risks (e.g. heavy smoking and sedentary lifestyle) with strategies and targets for reducing the risks.

**Health screenings:** Screening refers to a test or exam done to find a condition before symptoms begin. Screening tests may help find diseases or conditions early, when they are easier to treat. Some conditions that doctors commonly screen for include: breast cancer and cervical cancer in women, colorectal cancer, diabetes, high blood pressure, high cholesterol, osteoporosis, and prostate cancer in men. Which tests are needed depends on age, sex, family history and risk factors for certain diseases. For example, being overweight may increase risk of developing diabetes.

**Take Control of Your Health:** New Jersey based peer-led evidence-based workshops that give older adults with chronic conditions and/or their caregivers the knowledge, skills and confidence to take a more active role in their health care. Participants report the following benefits: Improvements in physical activity, stamina and pain control; better communication with their health care providers; and reduced doctor and hospital visits. For more information visit <http://www.state.nj.us/health/senior/cdsmp/index.shtml>

**Incentives:** Factors (financial or non-financial) that provide a motive for a particular course of action, or count as reasons for preferring one choice to the alternatives. Examples are: certificates of appreciation or certificates of participation in the program, movie passes, transportation passes or tokens, phone cards, meal certificates, and cash.

**Wellness coordinator and/or wellness committee:** This position or committee organizes and develops programs and activities to improve the health of a community or workplace. The coordinator has ability to educate and inspire people to recognize the rewards of good health and work toward achieving those goals. Working with either human resources or community health methods a coordinator would utilize to improve health include educational programs, examining policies or insurance plans, implementing physical health and nutrition programs, screenings or other preventive services.

## **Social and Emotional Wellness (Pg. 8)**

**Drug Free Workplace Policy:** A policy that prohibits the manufacture, use, and distribution of controlled substances in the workplace and provides specific consequences for violating this policy.

**Employee Assistance Program:** As defined by the International Foundation of Employee Benefit Plans, it is “an employment-based health service program designed to assist in the identification and resolution of a broad range of employee personal concerns that may affect job performance. These programs deal with situations such as substance abuse, marital problems, family troubles, stress and domestic violence, as well as health education and disease prevention. The assistance may be provided within the organization or by referral to outside resources.”

**Flexible work arrangements:** When the work hours established by the employer are changed at the request of the employee. A flexible work arrangement is often requested by an employee who is trying to successfully meet work obligations while fulfilling a personal need or concern. Examples include: telecommuting, compressed work week, and flextime.