

## Participating in the CDC's National Healthy Worksite Program

### Motivated to Start

One Click Ventures did not have a formal workplace health promotion program in place when it applied to be part of CDC's National Health Worksite Program (NHWP). Some of the barriers the company cited were the cost, and identifying the most relevant health and lifestyle areas to address with a program. OCV wanted to be part of the NHWP because it aligned with the organization's core value—"people matter the most." Leaders at OCV believed that a healthier workforce would be happier and more productive. They just didn't know how to make that happen. When Terra Hamilton

OCV applied principles of implementing a comprehensive health promotion program learned during the NHWP by putting in place a combination of programs and environmental supports to address multiple areas of employee health.

joined OCV as the Director of Human Resources, the small startup didn't have a human resources infrastructure in place, so Hamilton had to establish business-essential policies and procedures before she could focus on an employee wellness program.

### Setting Goals Based on Employee Health Needs

Hamilton was the only dedicated staff person for the wellness program but received additional support from CDC to build the company's wellness program. OCV had a culture team and shortly after joining the NHWP it merged the culture team with employees interested in volunteering on a wellness team. The new team branded OCV's program, "One Click Wellness." One of the first NHWP activities all employers completed was a baseline assessment in 2013. The NHWP assessments included employee health surveys covering health conditions, healthy behaviors, and perceptions about the work environment, as well as biometric screenings. Like all of the employers participating in the NHWP, OCV also completed the [CDC Worksite Health ScoreCard](#), a validated organizational tool designed to help employers assess how they have implemented evidence-based health promotion interventions. The employees'

## Organization Background

### One Click Ventures

- « Established in 2005
- « Industry: Retail
- « Location: Greenwood, Indiana
- « 60 Employees

Established in 2005, One Click Ventures (OCV), was the first retailer to offer consumers a personalized experience to buying eyewear online. OCV is a growing ecommerce company near Indianapolis, Indiana. When it started the CDC National Healthy Worksite Program in 2013, OCV had about 40 employees, but it grew by 50% during the program. Slightly more than half of the employees are female and nearly 80% are younger than 35 years. The main groups of OCV employees include customer service representatives, programmers who maintain OCV's online presence, the marketing department, and warehouse staff who fill and ship orders. OCV employees work hard, but they also have fun at work and are encouraged to express their individual styles in their workspaces.

health needs assessment revealed priority areas based on the health risks that had the highest prevalence among OCV employees. The team set goals around three priority areas:

- Nutrition.
  - Improve nutrition by increasing fruit and vegetable consumption and improving healthy offerings at the worksite.
- Physical Activity.
  - Increase the number of employees who get regular physical activity by 40% by developing a walking program and other physical activity opportunities at work (before the NHWP, 48.6% of OCV employees reported regular physical activity).
- Stress Management.
  - Support stress management through education.

*"It's more about the people here than anything else."*

*-Terra Hamilton, Director of Human Resources*

Hamilton participated in all of the NHWP trainings and webinars offered to participating employers that covered the main developmental stages for a wellness program—assessment, planning, implementation, and evaluation. She also regularly attended in-person trainings and meetings with other local NHWP employers during the first several months of the program. These meetings gave Hamilton and the other employers in the community an opportunity to share their strategies for overcoming common challenges and to encourage and support one another. She noted that the meetings provided a foundation to help her get organized and figure out how to move forward. Through the program, Hamilton also had monthly technical assistance calls with CDC staff to share updates and to obtain advice and information resources.

## Program Overview

After completing the baseline assessments, OCV relocated to a more spacious worksite. Although the move created additional work, it also provided opportunities for putting several healthy environmental supports in place. Hamilton remained the primary driver behind implementing One Click Wellness, while the wellness team primarily provided ideas and input on activities. Hamilton estimated that she spent about 20% of her time on the program. She had support from the CEO and other top leaders, and a budget of about \$12,000 for the first year to start a comprehensive program addressing multiple health topics with a combination of strategies. The wellness team took advantage of several communication channels, including e-mails, social media, meeting announcements, physical signs, and word of mouth, to promote program activities and build awareness for the worksite wellness program.

### Making a Healthy Choice an Easy Choice

To address its nutrition goal, OCV used a combination of programs, policies, and environmental supports.

OCV has a large breakroom with a kitchen and tables. The company provides free snacks to employees in the kitchen and these initially included sugary cereals, donuts, and candy. One of the wellness team's first interventions was to make more than 50% of food and beverage choices available in the break area and during all-company



*Dining area in the OCV breakroom with bulletin board and healthy snacks against the wall. Photo provided by OCV.*

meals healthier items, including fruits, vegetables, and whole grains. The wellness team evaluated the snacks offered and agreed on a plan. The new snack choices were announced via e-mail notifications and signs posted in the break room. During meetings and other OCV events where food is provided—instead of providing things like pizza—Hamilton worked with administrative staff members to make sure they ordered options like sandwiches and salads.

Hamilton said there was some initial resistance to the change and the candy bowl ultimately stayed, but the majority of the items provided were healthy. During meetings, employees rarely complained about food that was provided, suggesting that once the less-healthy options were out of sight, they were also out of mind.

The wellness team worked to raise awareness and knowledge by posting signs in the snack area that listed the nutritional information of the food offered. The team collaborated on creating these signs and ensured each sign was appropriately posted and maintained. Hamilton also arranged quarterly wellness-focused lunch-and-learn sessions, usually with external experts. Some of these focused on nutrition and cholesterol.

*“Our Wellness Program makes it easy for me to stay active and motivated—whether it’s on-site Pilates classes, a fridge full of fruits and veggies, informative lunch and learn sessions, or a water drinking challenge to encourage friendly competition. I’ve enjoyed watching our program grow into something we can truly take pride in at OCV. It’s encouraged all us not only to live healthier, but to have fun with our coworkers and cheer each other on, too.”*

*--Molly Borter, OCV Content Manager*

## Moving More at Work

The majority of OCV employees sit nearly all day. To address the wellness program’s physical activity goal, the wellness team tried to incorporate more opportunities to move during the workday. A big asset at the new location was the on-site gym OCV leadership invested in equipping with several cardio machines and free weights. The space is large enough for group classes, and part of the wellness team’s budget was used to bring in instructors for Pilates and other fitness classes. The wellness team recognized that the facility was only beneficial if employees used it, so the team developed a campaign to promote the gym and used a sign-in sheet to track usage. The wellness team also surveyed employees to ensure OCV was

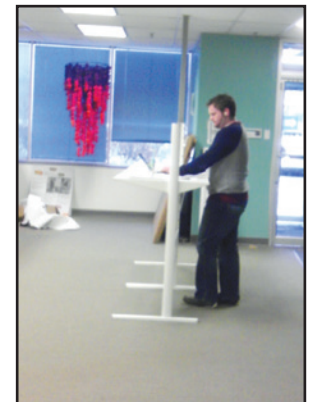
offering classes that employees were interested in attending. The wellness team held a gym challenge and awarded gift cards to the five employees who used the gym most frequently during the challenge period.

The wellness team tracked gym use and found that 47% of employees used the on-site gym equipment in the first year it was available and about 60% of employees participated in at least 1 fitness class.

OCV also implemented other strategies to increase physical activity:

- Provided pedometers to team members.
- Organized incentivized walking challenges.
- Developed a map of walking areas around the worksite to share with employees.
- Purchased a bike rack for the parking lot.

While participating in the NHWP, OCV introduced some standing workstations for employees to try. To encourage their use, the wellness team held a “sitting is killing you” campaign and incorporated the standing desks into a challenge. Employees received points for using the standing desks and engaging in physical activity during the workday. The winner received a gift card to a local obstacle course and zipline facility, a fun way to engage in more physical activity with family or friends.



*OCV employee using a standing workstation. Photo provided by OCV.*

At the end of the NHWP program, OCV had six standing desks and was getting ready to convert eight additional cubicles to standing stations for rotating employee use. Approximately 16 more employees were using convertible standing desk accessories, allowing them to sit or stand using their existing desks.

## Breaking for Less Stress

OCV’s goal for stress management was to provide support and educational resources to employees



Game tables in OCV's breakroom.  
Photo provided by OCV.

on stress management and work and life balance. To educate employees, the wellness team arranged two lunchtime sessions with external experts. The team also included information about stress and burn-out in the employee newsletter. During periods when OCV employees experienced particularly high workloads, OCV handed out inexpensive toys and encouraged employees to take breaks. OCV also raffled off movie tickets for employees to take a mental break on the weekend.

## Program Success

By early 2015, Hamilton was confident that wellness was part of OCV's culture and part of employees' lives. She estimates that it took a little more than a year to have wellness integrated in the culture. She noted that when she doesn't publicize the next new activity or challenge, employees notice and ask her about it. Employees are taking the initiative to support healthy changes. For example, the group responsible for ordering equipment has taken it upon themselves to send out inquiries asking if employees wanted standing workstations.

OCV's 2015 results on the CDC Worksite Health ScoreCard showed growth from where the organization started in 2013. OCV's score improved from 28 to 154 out of a possible 264 points in 2015. OCV's Health ScoreCard indicates that they have implemented evidence-based interventions and increased their scores in their goal areas of nutrition, physical activity, and stress; as well as across the other ScoreCard modules. Some examples of the evidence-based strategies OCV received points for in its 2015 ScoreCard that it did not have in place in 2013 include the following:

When designing the breakroom in the new location, OCV made the space consistent with the company's work-hard-and-play-hard culture and the relatively young workforce. It covered the floor of the large space with artificial turf, used picnic tables, and strung outdoor-type lights, providing a sense of being outside any time of the year. The room invites employees to take a break with ping pong and foosball tables, and a large sectional sofa for relaxation.

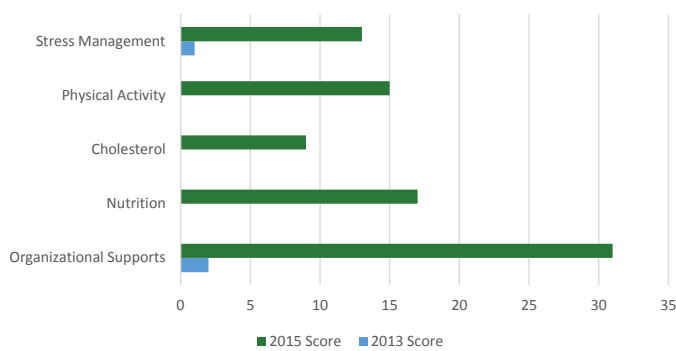
### Leading by Example

Senior leaders at OCV visibly participate in the wellness activities. The chief operating officer participates in weekly on-site Pilates classes and sends out reminders to employees about the classes. When employees see her take a physical activity break during the workday, it sends the message that it is acceptable and encouraged. Hamilton made sure that OCV managers participated in all of the healthy challenges to reinforce the message that participation by all employees is encouraged.

- Making more than 50% of the food and beverage choices available in vending machines, cafeterias, snack bars, or other purchase points be healthy food items.
- Offering or promoting on-site or nearby farmers' market where fresh fruits and vegetables are sold.
- Providing free or subsidized cholesterol screening (beyond self-report) followed by directed feedback and/or clinical referral when appropriate.
- Providing an exercise facility on-site.
- Providing organized individual or group physical activity programs for employees (other than the use of an exercise facility).
- Providing work-life balance and life-skills programs.
- Tailoring some health promotion programs and education materials to the language, literacy levels, or culture of the workforce.



**CDC Worksite Health ScoreCard Overall Score  
in Wellness Programming, 2013-2015**



OCV greatly improved its score in the Organizational Supports module which assesses the extent to which organizations have a foundation and infrastructure in place to support and maintain a workplace health promotion program. OCV's 2015 ScoreCard indicated that its program now has an annual budget, an active committee, and engages in other health initiatives in the community.

In 2013, 35 employees completed the health assessments. In 2015, 29 employees completed the assessments, including 13 of the original 35 who were assessed in 2013. The following tables summarize the assessment data related to some of the issues that the wellness team focused its efforts on.

<b>2013 Employee Health Issues and Lifestyle Risks Profile (Employees = 35 )</b>	
<b>Self-Reported Health Assessment Survey</b>	
Eat at least 5 daily servings of fruits and vegetables	3%
Engage in little or no physical activity	51%
High stress	20%
<b>Biometric Screening</b>	
High cholesterol ( $\geq 240$ mg/dl)	9%
Pre-hypertension (systolic 120-139 mmHg or diastolic 80-89 mmHg)	37%

<b>2015 Employee Health Issues and Lifestyle Risks Profile (Employees = 29)*</b>	
<b>Self-Reported Health Assessment Survey</b>	
Eat at least 5 daily servings of fruits and vegetables	7%
Engage in little or no physical activity	35%
High stress	48%
<b>Biometric Screening</b>	
High cholesterol ( $\geq 240$ mg/dl)	4%
Pre-hypertension (systolic 120-139 mmHg or diastolic 80-89 mmHg)	31%
<i>*Percentages include all employees who provided data in 2015, including those who did not complete the 2013 assessments.</i>	

Overall, the amount of physical activity OCV employees engaged in was higher in 2015 compared with 2013 and OCV nearly reached its goal. Employee stress ratings were also higher in 2015 compared with 2013, which may have been a result of company growth. Hamilton explained that OCV went through a company-wide rebranding during the program implementation period and it required many employees to work long hours. OCV did achieve its goal of supporting stress management through education.

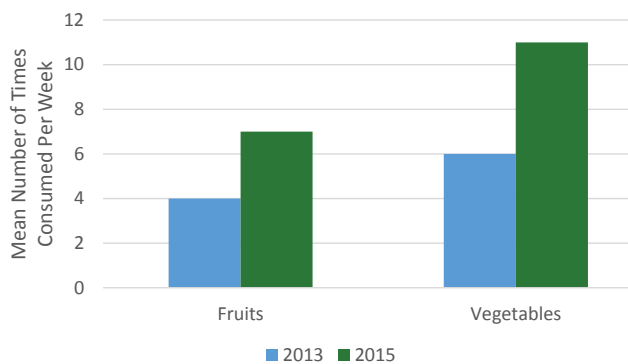
Although the number of OCV employees who reported eating 5 or more servings of fruits and vegetables per day did was small, employee attitudes and eating behaviors did begin to change. In 2015, 86% of employees agreed that OCV provided them the opportunity

*"Being able to integrate wellness with the culture took a little over a year. Now, when new people come in it's easier to get them on board."*

*-Terra Hamilton, Director of Human Resources*

to eat a healthy diet, compared with 77% in 2013. Employees who completed both the 2013 and 2015 assessments reported increased fruit and vegetable consumption. In 2013 these employees ate fruit an average of 4 times per week and in 2015 this increased to an average of 7 times per week. Similarly, in 2013 these employees ate vegetables an average of 6 times per week and in 2015 this increased to 11 times per week.

### OCV Employees' Weekly Fruit and Vegetable Consumption Among the 13 Employees Who Responded in 2013 and 2015



The majority of OCV's workforce is young and only a few employees had high cholesterol or high blood pressure at either the 2013 or 2015 assessment. None

of the employees reported taking medication to control their cholesterol or blood pressure in 2013 or 2015. The One Click Wellness program provided blood pressure awareness materials and offered blood pressure screening followed by directed feedback and clinical referral when appropriate. Nearly half of the employees who participated in both the 2013 and 2015 assessments had blood pressure readings in the pre-hypertensive range in 2013, but only 23% were in this range in 2015. The changes OCV made to address cholesterol and blood pressure are a proactive step to help young healthy employees stay healthy.

Nearly all employees (96%) who completed the survey in 2015 indicated that they were aware of health and wellness opportunities at the worksite and most (92%) were also supportive of environmental changes that create a safe and healthy culture.

## Challenges

Hamilton cited balancing wellness and health with the regular workload as one of the program's biggest challenges. This included her own workload and the workload of employees participating in One Click Wellness. OCV has high goals and expectations as a young startup. It is difficult to convince some people that it's acceptable to participate in wellness activities during the day. Hamilton tried to overcome this by encouraging leaders and managers to visibly participate. Some managers have not been

comfortable letting employees go to participate in wellness program activities. Like other workplace wellness programs, it's challenging to find healthy activities and offerings that all different types of people will feel comfortable with and be able to try. For example, OCV warehouse employees have had lower participation in activities, in part because of less flexibility in work schedules. The wellness team has tried to make sure there are activities scheduled at times that can accommodate these employees.

## What's Next?

OCV changed the work environment to encourage employees to make healthier choices. The employee-level data indicate that some have begun to adopt healthier behaviors, but changing health outcomes takes time. OCV plans to continue building upon the changes they have made and hope to do the following:

- Offer a quiet "relaxation station" for employees to visit to de-stress during the workday.
- Periodically offer the opportunity for employees to sign up for on-site chair massages.
- Continue offering educational sessions with outside experts.



*The National Healthy Worksite Program was designed to help employers put into action science- and practice-based disease-prevention and wellness strategies that would lead to specific measurable health outcomes to reduce chronic disease rates. From 2013-2015, each participant received support, training, and technical assistance to put in place a combination of program, policy, and environmental interventions to support physical activity, good nutrition, and tobacco-use cessation.*