MASSACHUSETTS

a**healthy**me®
Everything to live a healthier life

Culture of Well-being Assessment & Toolkit

Keep your employees healthy

Take your
assessment
today

→

How It Works

These four categories contribute to a healthy and productive work environment.
See how your company is doing now.

1. Physical Activity	2. Nutrition	3. Resilience	4. Built Environment

Take the Assessment
NOW

Take the Assessment
NOW

Take the Assessment
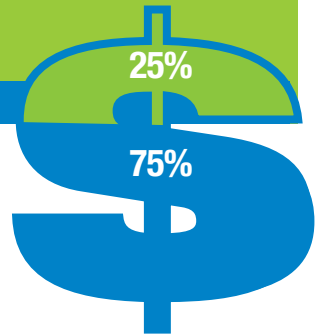NOW

Take the Assessment
NOW

READ THE EXECUTIVE SUMMARY HERE

Culture of Well-being Assessment & Toolkit
Executive Summary

25%
75%

The true cost of unhealthy employees

■ Personal health costs (medical care & pharmacy)
■ Health-related productivity costs

When it comes to health and well-being, the verdict is clear: unhealthy employees place a drain on the organization, and are responsible for an increase in health care costs, absenteeism, and presenteeism. Additionally, these unhealthy, stressed employees possess lower levels of cognitive ability and suffer from diminished creativity. Conversely, healthy employees with a strong sense of well-being bring optimism, productivity, and heightened engagement to the workplace.

Unhealthy employees can be a sizeable cost burden for any company. In fact, three-fourths of health care spending goes toward treating chronic, lifestyle health care conditions[1]—and that's only the tip of the iceberg. Productivity lost as a result of a health issue costs employers 2 to 3 times more than annual health care expenses. On the other hand, higher levels of well-being are associated with a decreased risk of disease, illness, and injury as well as better immune functioning, speedier recovery, and increased longevity.[2]

According to the National Business Group on Health (NBGH), employers are placing a new emphasis on workplace wellness programs. Many of these programs use rewards to encourage employees to participate in wellness activities. But employers are finding that incentives alone are not enough to drive sustainable behavior change. Instead they are beginning to leverage their most important asset—the workplace. In a survey of 500 employers (each with a minimum of 1,000 employees), the National Business Group on Health found that by the year 2018, over two-thirds of employers expect that building a Culture of Health and Well-being will be their primary strategy to promote healthy living.
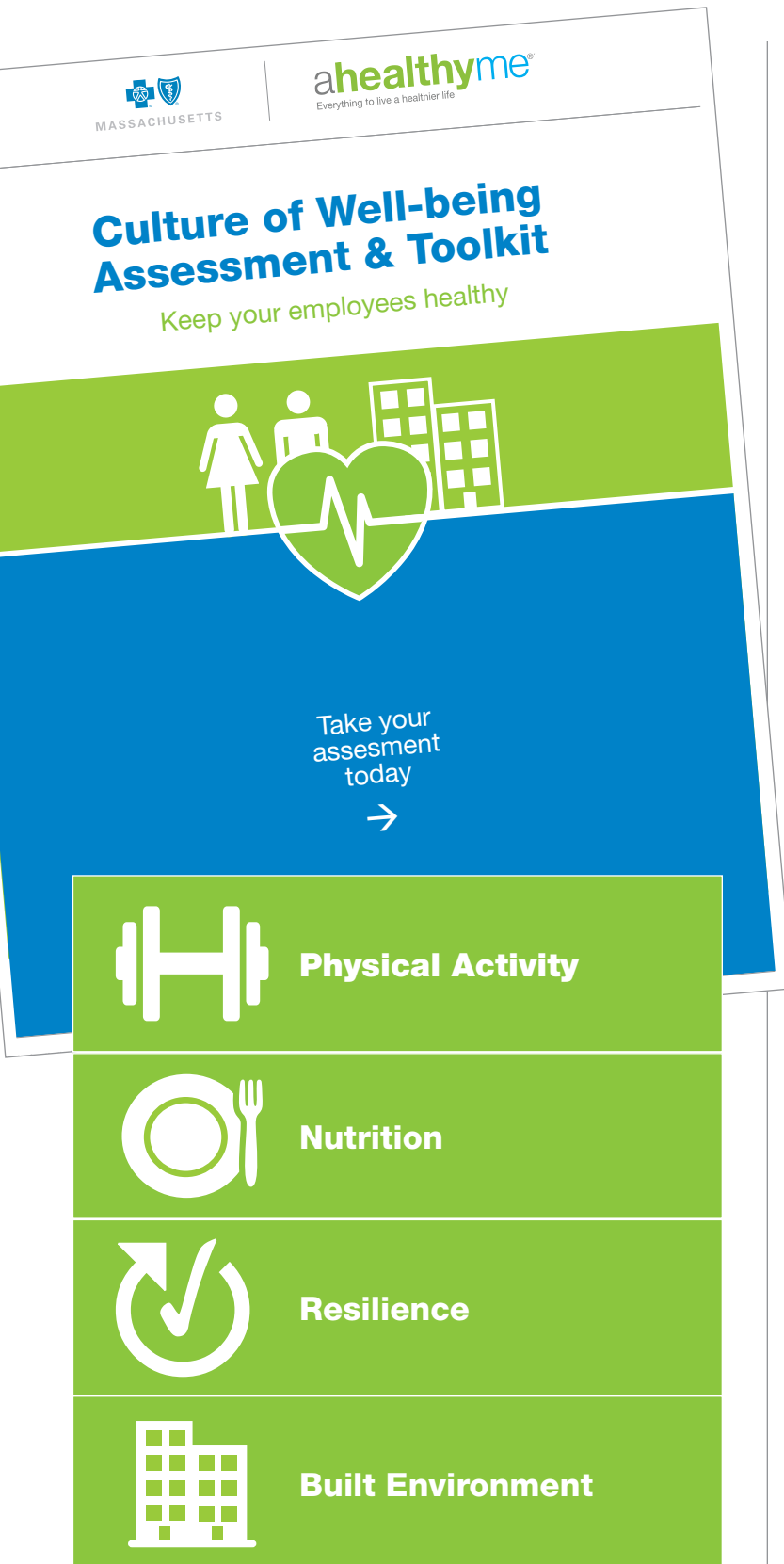
Laura Putnam, author of *Workplace Wellness that Works,* tells the story of two young goldfish out for a walk. They passed an elderly fish that nodded and said amiably,

"The water sure is nice today!" The young goldfish looked at each other after he had passed and asked, "What is water??" The story illustrates her driving principle—our culture is what surrounds us; it is so ubiquitous that we don't even see it, yet it shapes our life behaviors in ways we can't imagine. BJ Fogg, a Stanford professor, echoes Laura's sentiment—his research shows that human behavior is systematic. Goal setting alone is not enough; it must be supported by environmental change.[3]

Assuming a standard 40-hour workweek, employees spend nearly a third of their time in the office. Employers have the opportunity to make a significant impact on the health and well-being of their employees through the built environment, workplace policies and norms, training programs, tapping in to social networks, and direction from senior leadership.[4]

Because at Blue Cross Blue Shield of Massachusetts we are passionate about helping our employer-customers optimize their health and well-being, we have developed an assessment and toolkit designed to support the expansion and impact of their workplace wellness programs. The following pages feature thought-provoking questions, examples from other companies, and ideas for making changes within your organization to make your employees happy, healthy, and more productive.

1   Ariana Huffington. Thrive: The Third Metric to Redefining Success and Creating a Life of Well-Being, Wisdom, and Wonder (2014) Kindle edition.
2   cdc.gov/hrqol/wellbeing.htm
3   BF Fogg. Designing Environments to Sustain Well-being. (Webinar) Virgin Pulse Webinar Series (2015).
4   American Journal of Health Promotion, Volume 29, Number 6, July/August 2015.

Culture of Well-being
Assessment & Toolkit: Executive Summary

Culture of Well-being Assessment & Toolkit

Keep your employees healthy

Take your assesment today →

Physical Activity

Nutrition

Resilience

Built Environment

What to Expect:

The assessment and toolkit take a holistic approach to workplace wellness that empowers employees to make healthy choices, supports a positive work-life balance, and produces an environment that supports their health. It's broken into four sections: Physical Activity, Nutrition, Resilience, and Built Environment. Each section is designed as a standalone module to be completed at a pace determined by you and your Wellness Consultant. You may notice that some sections are significantly longer than others. Please note that the length of each section is not representative of its importance, but rather the breadth of interventions that can potentially be used in that category.

Each section includes assessment questions, interventions, and industry best practices. The assessment isn't intended to generate a score or rating, but to provide a starting place for conversations regarding opportunities to better support employee health and well-being. The interventions included in this toolkit are broken out between quick wins and longer-term solutions in order to provide a range of options based on your available resources.

We've also included best practices to illustrate the real-world application of these interventions within top performing organizations, as well as strategies that have been successful in improving the culture of well-being here at Blue Cross Blue Shield of Massachusetts.

Your Wellness Consultant will be your guide and partner throughout the change process. It takes time, resources, and energy to change the culture and environment of an organization. As your strategic partner, your Wellness Consultant will help to identify quick wins, as well as longer-term projects for an overall strategy—that works.

Who Is This Assessment and Toolkit Appropriate For?

This assessment and toolkit are most appropriate for clients who are already actively engaged in our wellness programming. Ideally, participants have already built and promoted incentive campaigns within the ahealthyme website and have offered on-site challenges and/or events. The interventions of this toolkit are intended to build on an existing foundation of wellness in the organization, and will be most effective when used in this way.

How Should the Assessment Be Completed?

We recommend that the assessment be completed either on-site or on the phone with your Wellness Consultant. We understand that your organization may be comprised of multiple locations, requiring input from individuals at each site, so in this case a conference call may work best.

It's likely that you'll need input from others at your company (as detailed below), and we understand it may be difficult to get everyone to participate in this discussion at one time. If this is the case, we recommend you complete the assessment to the best of your ability, send appropriate sections to others for completion, and discuss the results with your Wellness Consultant in a follow-up meeting or call.

Who Should Participate?

It's likely that several people from your organization will be needed to complete the assessment and discuss possible solutions. Consider including:

- C Suite Leadership
- Your on-site wellness team
- Staff from your wellness committee or advisory board
- Human Resources staff
- Sustainability officers
- Employee Training and Development staff
- Selected middle and senior leadership staff
- Selected non-leadership staff

Information Needed to Participate:

The assessment asks about policies and programs offered at your organization. Items that you may want to pull together before beginning the assessment are:

- Employee handbook
- Complete listing of company policies and procedures
- Results of your most recent employee survey(s)
- An overview of all wellness programming offered at your organization
- An overview of the training and development courses offered to employees at your organization
- Complete listing of employee perks and benefits

What Happens When You Aren't Sure of an Answer?

As you go through the assessment, you may not know the answer to every single question. Do your best to answer accurately. You'll talk through the results of the assessment with your Wellness Consultant, so there will be opportunity for discussion about the questions. Many of the questions have an "I don't know" option. Alternatively, if you're really stuck and unable to determine an answer, you may leave it blank. Please do this only if you aren't able to make a "best guess."
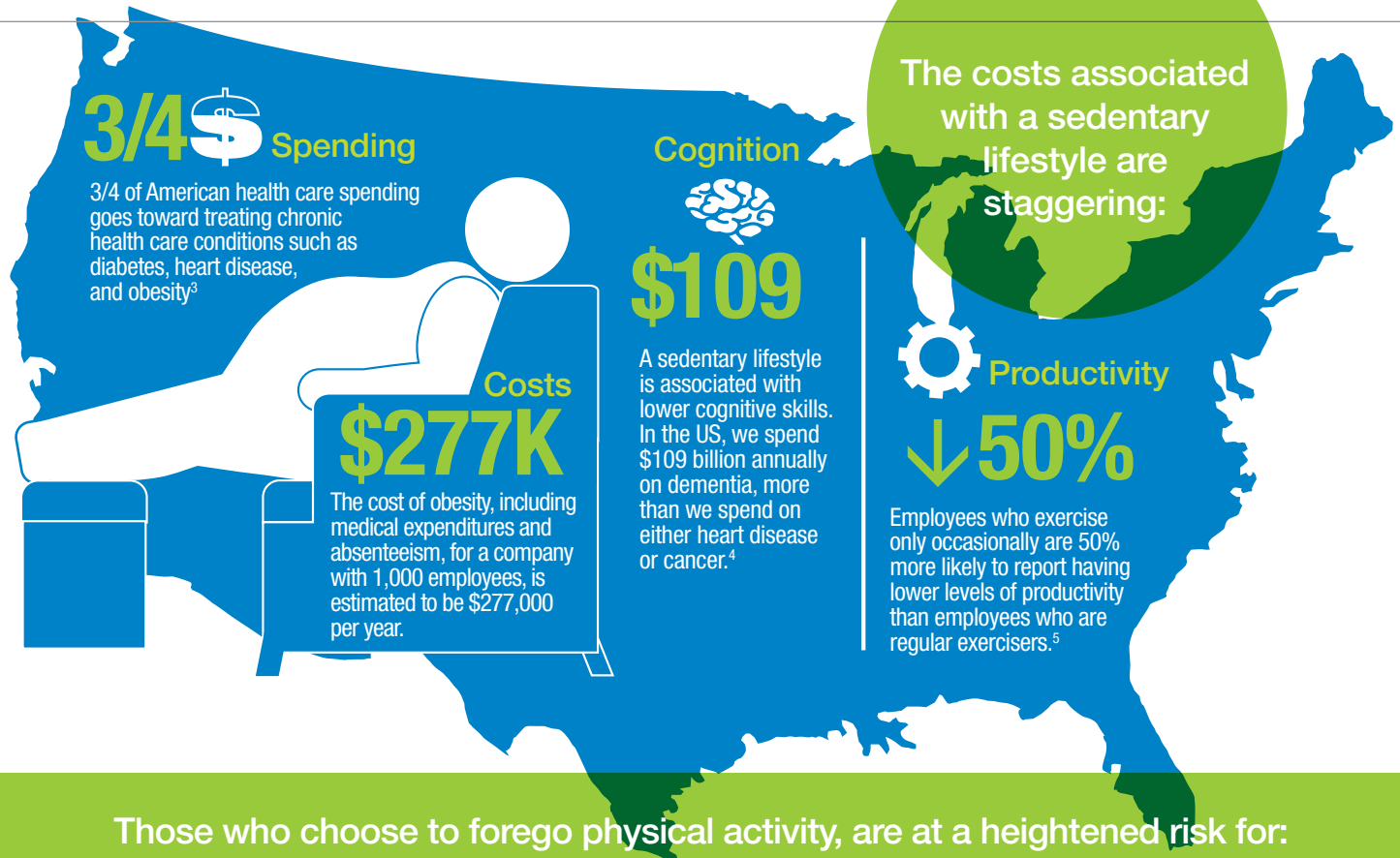
Physical Activity

Recent research has determined that physical fitness is critical to good health. A strong and healthy body directly impacts the brain's functionality—which means that regular physical activity has a direct connection to increased cognitive flexibility, alertness, concentration, memory, attention, and motivation. Physical activity, specifically vigorous aerobic exercise, is proven to be a path to good physical and mental health.[1]

Physical activity[2]

- increases our ability to effectively manage stress
- strengthens the immune system
- may reverse and may prevent insulin resistance
- reduces the risk of many types of cancers
- improves sleep
- helps to prevent obesity

1   John Ratey. *Go Wild: Free Your Body and Mind from the Afflictions of Civilization.* (2014) http://www.johnratey.com/Books.php
2   Ratey, *Go Wild: Free Your Body and Mind from the Afflictions of Civilization*

Physical Activity: Workplace Impact

3/4 $ Spending

3/4 of American health care spending goes toward treating chronic health care conditions such as diabetes, heart disease, and obesity[3]

Costs
$277K

The cost of obesity, including medical expenditures and absenteeism, for a company with 1,000 employees, is estimated to be $277,000 per year.

Cognition
$109

A sedentary lifestyle is associated with lower cognitive skills. In the US, we spend $109 billion annually on dementia, more than we spend on either heart disease or cancer.[4]

The costs associated with a sedentary lifestyle are staggering:

Productivity
↓50%

Employees who exercise only occasionally are 50% more likely to report having lower levels of productivity than employees who are regular exercisers.[5]

Those who choose to forego physical activity, are at a heightened risk for:

- obesity
- congestive heart failure
- coronary artery disease
- angina and myocardial infarction
- hypertension
- stroke
- type 2 diabetes
- dyslipidemia
- gallstones
- breast cancer

- colon cancer
- prostate cancer
- pancreatic cancer
- asthma
- chronic obstructive pulmonary disease
- immune dysfunction
- osteoarthritis
- rheumatoid arthritis
- osteoporosis
- and a range of neurological dysfunctions

In almost all of these cases, the causes of the disease are directly linked to inactivity.[6]

The great news is that the workplace is an ideal environment for promoting physical activity and exercise programs because of the existing organizational structure, the potential for a large number of participants, social support, and the high percentage of time individuals spend at the office.[7]

[3] Ariana Huffington. *Thrive: The Third Metric to Redefining Success and Creating a Life of Well-Being, Wisdom, and Wonder* (2014) Kindle edition.
[4] Ratey, *Go Wild: Free Your Body and Mind from the Afflictions of Civilization.*
[5] Researchers from Brigham Young University (BYU), the Health Enhancement Research Organization (HERO) and the Center for Health Research at Healthways helped craft this wide-ranging study using cross-sectional survey data from 19,803 employees working at three large, geographically dispersed companies.
[6] Ratey, *Go Wild: Free Your Body and Mind from the Afflictions of Civilization.*
[7] *American Journal of Health Promotion,* Volume 29, Number 6, July/August 2015

Physical Activity: Workplace Assessment

On-site Resources & Services

1. **What opportunities do your employees have for incorporating physical activity into their day at the workplace? (Choose all that apply.)**
    - ○ Walking trails
    - ○ Walking meetings
    - ○ Treadmill workstations
    - ○ Height-adjustable desks
    - ○ On-site fitness center and/or fitness classes
    - ○ Employee-led walking or running groups
    - ○ Easily accessible stairs
    - ○ Gym or fitness subsidy
    - ○ On-site personal trainers and/or group exercise instructors
    - ○ ahealthyme activity and/or steps challenges
    - ○ Sidewalks/walkable neighborhoods
    - ○ Other: _____
    - ○ None

2. **Do you offer step-tracking devices (such as pedometers or fitbits®) to your employees? (Choose all that apply and specify device type if applicable.)**
    - ○ Yes, for free upon hire _____
    - ○ Yes, at a subsidized rate _____
    - ○ Yes, we raffle them off as prizes _____
    - ○ Yes, offered to employees in the following way _____
    - ○ No, and we don't intend to.
    - ○ No, but we'd be interested in adding a program like this.

3. **Do you have any gym equipment and/or fitness rooms on-site?**
    - ○ Yes   ○ No

4. **Do you offer any on-site fitness classes?**
    - ○ Yes   ○ No

5. **Do you have a partnership with any local gyms for discounted memberships?**

   O Yes   O No

6. **Do you have locker rooms/showers available in your office or office building?**

   O Yes   O No

Programming & Events

1. **Does your company organize fitness-related activities for employees to participate in? (Choose all that apply.)**

   O Company 5K

   O Walking or physical activity challenges

   O Set times for running or walking groups

   O On-site physical activity seminars or programs (Please explain.) _____

   O Other: _____

   O No

2. **Does your worksite wellness program incentivize employees for participating in physical activities?**

   O Yes. Please describe: _____

   O No

   O I don't know.

3. **Do you offer ergonomic workstations and assessments for employees?**

   O Yes, we have a service that can be requested to assess employees' workstation, measuring things like desk height, monitor height, keyboard type, mouse position, lighting, etc.

   O No, and we don't intend to.

   O No, but we'd be interested in adding a program like that.
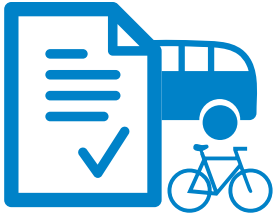
↗ **Suggestions**

See Quick Wins, Longer Term Solutions, Industry Best Practices, and what Blue Cross is doing at the end of the assessment

Physical Activity: Workplace Assessment

Policy & Commuting

Suggestions

See Quick Wins, Longer Term Solutions, Industry Best Practices, and what Blue Cross is doing at the end of the assessment

1. **Is there a policy or cultural norm at your organization that gives employees the flexibility to work out during the work day?**
   - ○ Yes, we have a policy. Please describe: _____
   - ○ Yes, we offer on-site classes during the work day.
   - ○ Yes, other: _____
   - ○ No, and we don't intend to.
   - ○ No, but we'd be interested in adding a policy and/or communicating this to our employees.

2. **Do you have visible participation/support from middle management and senior leadership in above groups and programs?**
   - ○ Yes. Please describe: _____
   - ○ No
   - ○ I don't know.

3. **Do you offer incentives to employees who walk or bike to work?**
   - ○ Yes. Please describe: _____
   - ○ No
   - ○ I don't know.
   - ○ We'd be interested in learning more.

4. **Does your company have any policies regarding public transportation or offer reimbursement for using public transportation?**
   - ○ Yes. Please describe: _____
   - ○ No

5. **Is your office in close proximity to public transportation?**
   - ○ Yes – our building is within walking distance of the nearest public transportation hub such as bus station, subway station, or commuter rail.
   - ○ No

6. **Does your office have proper storage areas for bikes?**
   - ○ Yes
   - ○ No

On-site Resources & Services
Take Action Now

Quick Wins

- Create mini workout stations placed throughout organization to relieve stress by providing easy access to fitness while at work.
- Create storage unit for bikes.
- Provide step/activity trackers to employees to encourage more activity and allow them to track data for step challenges.
- Create and distribute walking maps of the area around your office site(s).

Longer Term Solutions

- Create an on-site fitness center.
- Offer height-adjustable desks.
- Install treadmill desks to increase productivity, reduce stress, and improve health.
- Build walking trails, or, if considering a move in office buildings, consider proximity to sidewalks/walkable neighborhoods/walking trails.
- Build locker rooms and showers in your office building(s).

Culture of Well-being Best Practices

- Brocade, a communications company, offers an on-site fitness center for employees. Their cafeteria boasts an all glass wall that looks out on to an athletic field. This frequent reminder encourages employees to get out and use the field.
- MD Anderson Cancer Center designed "BeWell Stations," which are mini workout stations placed throughout their organization designed to relieve stress by providing easy access to fitness while at work.
- General Electric centered their staircase in the middle of the floor and set their elevators to run slowly, thereby encouraging employees to take the stairs instead.
- In an effort to have more active meetings, Google purchased Conference Bikes for their meetings. These bikes have 6-8 seats facing a center table. Participants' pedaling powers the 3-wheeled vehicle and one rider steers the entire group. This allows meetings to maintain a collaborative nature while also building physical activity into participants' days.
- FinishLine has an on-site outdoor track for employees to use, making workouts easy and convenient.
- SAIF, a workers' compensation company, offers a free medical clinic for employees and their dependents. This makes it easy for employees and their families to get medical care with minimal disruption to their workday.
- **Blue Cross Blue Shield of Massachusetts**
  - Offers height adjustable desks to all associates.
  - Has open-air internal stairways connecting every three floors.
  - Has a wellness room with yoga mats, yoga blocks, and hand weights that provides employees a quiet, open space to perform stretching, yoga, or other physical activity.
  - Offers showers and locker rooms.
  - Provides treadmill desks for employee use.

Notes:

Programming & Events
Take Action Now

Quick Wins

- Create employee walking and running groups.
- Lead employees in stretch breaks during the workday.
- Implement an ergonomics assessment and/or offer an ergonomics assessment.
- Promote Blue Cross fitness reimbursement, available through your medical plan.
- Participate in Blue Cross walking or physical activity challenges and motivate employees through incentives for participating or being a top team/performer.
- Enroll in a local/charity fitness event such as a 5k as a company and promote employee participation.

Longer Term Solutions

- Hire an on-site fitness trainer to run classes on a weekly, bi-weekly, or monthly basis.
- Hire a fitness advisor or health coach to provide individual fitness coaching.
- Develop a company-sponsored event such as a 5K or a charity walk.

Culture of Well-being Best Practices

- Honda offers a 2-week fitness program for new hires to prepare people for the job physically and mentally.
- A Nissan plant in Smyrna, TN practices morning calisthenics each day for employees.
- Chevron asks fitness trainers to infiltrate the workspace to lead employees in stretch breaks during the workday.
- At an LL Bean manufacturing plant, employees are engaged in three 5-minute stretch breaks per day. LL Bean estimates a 100% ROI in increased productivity (a 15-minute stretch break led to an additional 30 minutes of productivity per day).
- FinishLine has weekly walking and running groups and recreational sports teams.
- SAIF provides activity based on-site classes (yoga, kick boxing, cycling).
- Norfolk Southern encourages employees to participate in fitness-related charitable events in return for $1,000 charitable donation.
- **Blue Cross Blue Shield of Massachusetts**
  - Has a company fitness advisor available to all associates for individual exercise counseling.
  - Has walking/running groups that meet at least once per week.
  - Offers regular stretching and yoga classes.
  - Runs and promotes multiple physical activity challenges per year through the wellness program.

Notes:

Policy & Commuting
Take Action Now

Quick Wins

- Establish corporate policies that encourage physical activity during work hours.
- Encourage walking meetings throughout the day.
- Subsidize race entry fees for fitness events.
- Offer additional fitness subsidies.
- Incentivize employees for participating in any of the above programs or events through a prize, money, charitable donation, or wellness day off.

Longer Term Solutions

- If senior leadership and/or middle management aren't very supportive of wellness, share the included executive summary in this toolkit with them and/or invite them to a meeting with your dedicated wellness consultant to discuss the positive business impacts of investing in wellness.
- Incentivize employees who walk or bike to work.
- Offer reimbursement for using public transportation.

Culture of Well-being Best Practices

- LinkedIn's CEO schedules his meetings on the walking trails. This cues the rest of the company to follow suit. (It also frees up conference room space.)
- At Sioux Empire United Way every day, twice per day, coworkers walk a mile. Rain, snow, or shine they walk at 10:00 a.m. and 2:30 p.m. The CFO started this program 11 years ago. The regularity of this activity has become embedded in the company's culture.
- In an effort to have more active meetings, Google purchased Conference Bikes.
- **Blue Cross Blue Shield of Massachusetts**
  - Sponsors and subsidizes many race and walk entry fees for fitness and cause events.
  - Offers a $300 fitness reimbursement and $300 weight loss reimbursement program to employees, in addition to the fitness reimbursement program included in medical plan.
  - Walking meetings are common and encouraged throughout the company.
  - Covers up to the allowed amount of public transportation costs in accordance with IRS guidelines to encourage healthier commuting.
  - Is convenient to public transit and the company provides a shuttle service from MBTA to its Hingham office.

Notes:

Nutrition

While a combination of a healthy diet and exercise is the most effective way to manage one's weight, research shows that nutrition has a greater impact on weight than any other modifiable factor alone.[1] According to the Centers for Disease Control and Prevention, more than one-third of American adults are obese.[2] Obesity contributes directly to an array of health conditions including high blood pressure, high cholesterol, heart disease and stroke, type 2 diabetes, osteoporosis, some cancers, and depression.[3]

A Healthy Diet Is a Healthy Mind

Obesity itself leads to decreased productivity in the office, but the link between poor nutrition and productivity extends beyond obesity.
Poor dietary habits can lead to:

- Fatigue
- Decreased mental effectiveness
- Irritability
- Lower energy levels
- Reduced ability to think clearly
- Higher levels of stress and depression
- Decreased productivity[4]

1 Lukas Schwingshacki, Sofia Dias, and Georg Hoffman. "Systematic Reviews," systematicreviewsjournal.com/content/3/1/130
2 "Adult Obesity Facts". cdc.gov/obesity/data/adult.html. Last updated 9/21/15. Accessed 6/30/2016.
3 Schwingshacki, Dias, and Hoffman. "Systematic Reviews,"
4 "Cognitive Function". Oregon State University. Drake, Victoria.

Nutrition: Why it matters

Healthier · More Productive · Happier · More Engaged · Cost Less

There's a direct link between proper nutrition and how you feel.
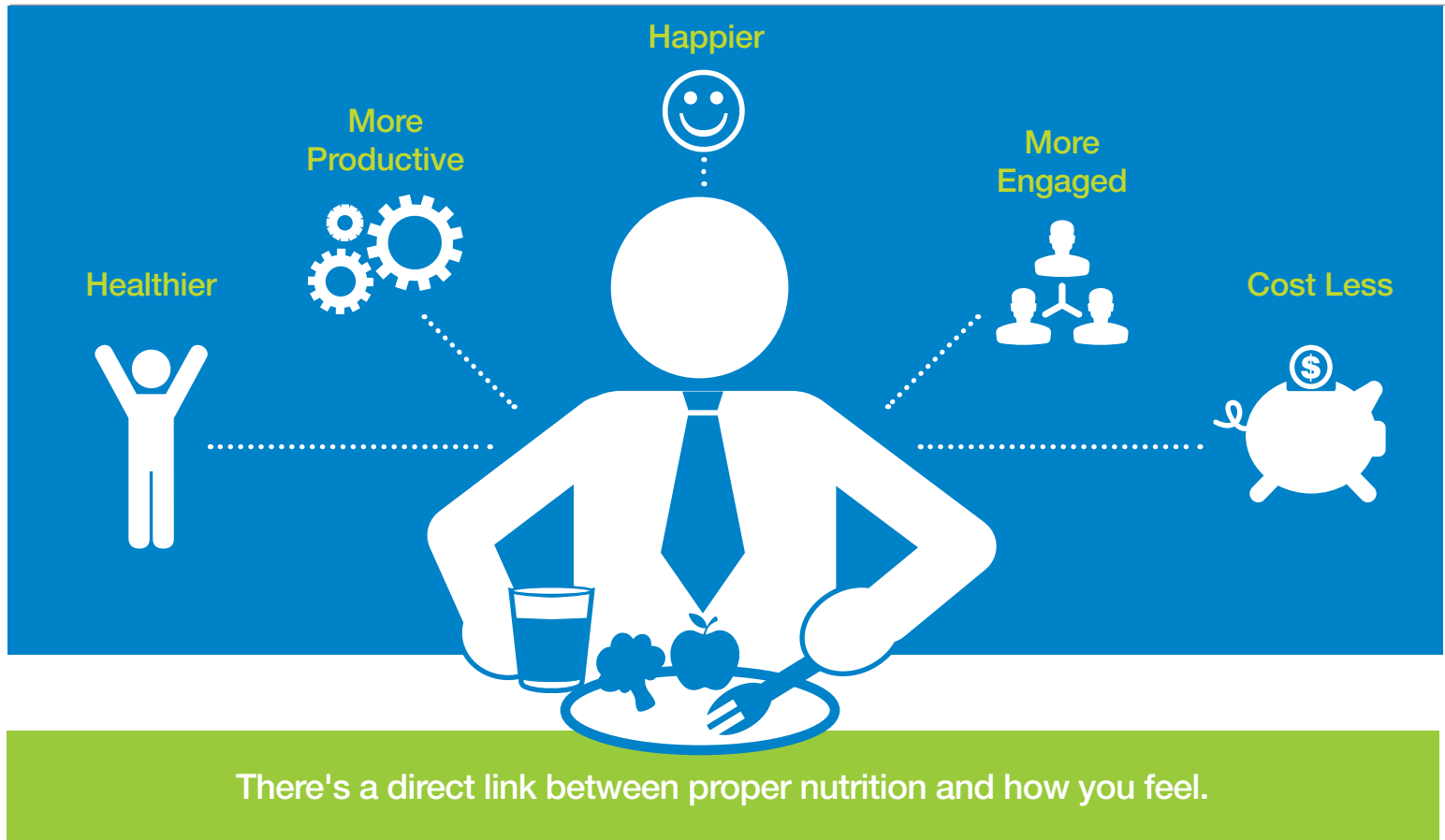
In addition to physical health outcomes, recent research is showing a direct link between proper nutrition and feelings of engagement, meaning, and purpose in life. In a 2015 study published in the *British Journal of Health Psychology*, participants reported their food consumption, mood, and behaviors over a period of 13 days. Researchers then examined the ways in which people's food choices influenced their daily experiences. They found that the more fruits and vegetables people consumed, the more fulfilled, engaged, and creative they tended to be.[5]

Impact of the Workplace

The evidence is clear—employees with proper nutritional habits are healthier, happier, and more productive in the workplace. Simply put, the better your employees' eating habits, the more successful your organization will be.

Due to the amount of time individuals spend at work, employers have the potential to make a meaningful impact when it comes to the nutritional habits of their employees. Such impact can be made through a combination of tactics such as cafeteria and vending machine offerings, company policies, nudges and cues, and well-being program offerings.

[5] "On carrots and curiosity: eating fruit and vegetables is associated with greater flourishing in daily life." *British Journal of Health Psychology.* Connor TS et al. May 2015.

Nutrition: Workplace Assessment

Suggestions

See Quick Wins, Longer Term Solutions, Industry Best Practices, and what Blue Cross is doing at the end of the assessment

Cafeteria

1. **Does your company have an on-site cafeteria?**
   - Yes
   - No (If no, skip to the next section.)

2. **How would you describe the nutritional quality of the food options your cafeteria offers?**
   - Only unhealthy options available
   - Primarily unhealthy options available
   - Even combination of healthy and unhealthy options
   - Primarily healthy options available
   - Only healthy options available

3. **Has your company established a policy and/or goals for healthy dining options?**
   - Yes (Please explain.) _____
   - No

4. **What type of health promotion or nutritional signage (if any) does your cafeteria have? (Choose all that apply.)**
   - None
   - Signs or labeling to indicate healthier food options
   - Signs or labeling of nutritional contents
   - Generic signs to promote healthy food choices, tools to track nutritional intake, etc.
   - Other: _____

5. **Which of the following sustainable food options does your company focus on? Please explain in further detail where appropriate.**
   - None
   - Organic _____
   - Local_____
   - MSC certified seafood _____
   - Humanely raised _____
   - Antibiotic free _____
   - Fair trade _____

6. **What type of (if any) subsidization on cafeteria food does your company offer?**
   - ⭘ None
   - ⭘ All food is subsidized equally.
   - ⭘ Healthy food is subsidized more heavily than unhealthy food.

7. **Check off all that apply to the cafeteria layout and placement of food selections.**
   - ⭘ Salad bar is in the center of the cafeteria and quickly and easily accessible.
   - ⭘ Unhealthy options within salad bar are harder to reach and accompanied by smaller serving spoons.
   - ⭘ Unhealthy food is farther back in the cafeteria or less visible than healthier options.
   - ⭘ Sodas are placed below eye level and healthy choices such as water are in clear view.

↗ **Suggestions**

See Quick Wins, Longer Term Solutions, Industry Best Practices, and what Blue Cross is doing at the end of the assessment

Vending Machines

1. **Does your company have vending machines on-site?**
   - ⭘ Yes   ⭘ No (if no, please skip to the next section)

2. **How would you describe the nutritional quality of the food options your vending machines offer:**
   - ⭘ Only unhealthy options available
   - ⭘ Primarily unhealthy options available
   - ⭘ Even combination of healthy and unhealthy options available
   - ⭘ Primarily healthy options available
   - ⭘ Only healthy options available

3. **What type of labeling (if any) do your vending machines have:**
   - ⭘ No labeling
   - ⭘ Food selections are marked as being healthy or unhealthy in some way.
   - ⭘ Nutritional content such as calories, sodium levels, sugar levels, etc. are presented in vending machine.

Nutrition: Workplace Assessment

↗ **Suggestions**

See Quick Wins, Longer Term Solutions, Industry Best Practices, and what Blue Cross is doing at the end of the assessment

Hydration

1. **Does your company have filtered water coolers or hydration stations available?**
   - ○ Yes   ○ No (If no, please skip to question 3.)

2. **Please indicate where filtered water coolers or hydration stations are available:**
   - ○ Cafeteria or kitchen
   - ○ Common areas on each floor (check off if your company only inhabits one floor)
   - ○ Select meeting rooms
   - ○ Other areas (indicate here) _____

3. **Are employees given a reusable water cup or bottle?**
   - ○ Yes   ○ No
   - ○ We gave some away a year or more ago, but not recently.

4. **Does your company offer soda or other beverages aside from water?**
   - ○ Yes (Please explain.) _____
   - ○ No

↗ **Suggestions**

See Quick Wins, Longer Term Solutions, Industry Best Practices, and what Blue Cross is doing at the end of the assessment

Policy

1. **Please select all that apply to lunch breaks.**
   - ○ Middle and senior management promote taking breaks for lunch and lead by example. As a result, most employees break for lunch as well.
   - ○ Middle and senior management don't promote breaking for lunch, however most employees still break for lunch.
   - ○ Although the company promotes taking breaks for lunch, most employees still work through lunch in order to meet deadlines and complete their tasks for the day.
   - ○ The culture of the company promotes working through lunch in order to increase efficiency and productivity.

2. **How long is your lunch break?**
   - ○ _____

3. **Please indicate all that apply to eating areas.**
   - ○ There's a designated eating area that is always available for its intended purpose.
   - ○ There's a designated eating area, however sometimes meetings or seminars are held there, even during the lunch hour.
   - ○ We don't have a designated eating area.

4. **Please indicate all that apply to lunch hour meetings.**
   - ○ We have a formal policy against scheduling meetings during the lunch hour.
   - ○ While not a formal policy, it's strongly discouraged to schedule meetings during the lunch hour.
   - ○ While avoided whenever possible, people still schedule meetings during the lunch hour quite often.
   - ○ People schedule meetings during the lunch hour all the time.

5. **Does your organization have a formal healthy meeting policy or employee healthy meeting practices?**
   - ○ Yes (Please explain.) _____
   - ○ No

Programming

1. **Please select each of the following types of nutritional programming you offer:**
   - ○ ahealthyme Nutrition Challenges
   - ○ ahealthyme Active promotion of Nutrition Workshops
   - ○ Food Demonstrations
   - ○ Smoothie Demonstrations
   - ○ Healthy snack breaks
   - ○ On-site Weight Loss Programs (e.g. Weight Watchers)
   - ○ Full subsidization of on-site or off-site weight loss programs (e.g. Weight Watchers)
   - ○ None
   - ○ Other (Please explain): _____

↗ **Suggestions**

See Quick Wins, Longer Term Solutions, Industry Best Practices, and what Blue Cross is doing at the end of the assessment

Nutrition: Workplace Assessment

Suggestions

See Quick Wins, Longer Term Solutions, Industry Best Practices, and what Blue Cross is doing at the end of the assessment

Other

1. **Does your company have a refrigerator and microwave available to all employees?**
   - Yes, we have both.
   - We have a refrigerator, but not a microwave.
   - We have a microwave, but not a refrigerator.
   - No, we have neither.

2. **Do you have a healthy Fast Food Guide aimed to guide employees toward healthier choices when eating out for lunch?**
   - Yes
   - No

3. **Do you have nearby farmers markets?**
   - Yes
   - No (If no, skip to question 5.)

4. **Do you have organized trips out to the local farmers markets?**
   - Yes, multiple times per week
   - Yes, weekly
   - Every now and then
   - Not organized, but people often go together
   - No, people don't normally go

5. **Does your company have a healthy take-home meal program?**
   - Yes, and it's subsidized.
   - Yes, but it's not subsidized.
   - Yes, but it isn't very healthy.
   - No, we don't have that available.

6. **Do you offer free fruit or other healthy snacks in the office?**
   - Yes, daily
   - Yes, weekly
   - Every now and then
   - No

Cafeteria
Take Action Now

Quick Wins

Implement signs in the cafeteria to:
- Call out healthier food choices.
- Promote apps employees can use to track their food intake (such as ahealthyme's "HealthyNow" app or MyFitnessPal).
- Establish a policy and/or goals for healthy dining options.

Longer Term Solutions

- Work with your cafeteria vendor to offer more healthy options and fewer unhealthy options.
- Offer subsidization on healthier food options and/or increase pricing on unhealthy food options.
- Establish company wide sustainable food goals and procurement process.
- Reconsider food placement in order to make healthy food more visible/accessible and unhealthy options less visible/accessible.
- Add on-site food options such as healthy vending or employee cafeteria.

Culture of Well-being Best Practices

- Google posts signs in their cafeteria that promote the use of reduced calorie consumption.
- Nintendo branded their healthy options as "Green Arrow" options and subsidizes them heavily to encourage and reward healthy choices.
- **Blue Cross Blue Shield of Massachusetts**
  - Provides an online program where associates can select their lunch, view nutritional content and then order in the cafeteria.
  - Places healthy food options in accessible areas of the cafeteria, while many unhealthy options are placed out of direct eyesight or are more difficult to reach. For example, the salad bar is placed centrally with bright lighting. Cheese is placed in center of salad bar (harder to reach) and spoons are smaller.
  - Provides a healthy snack break in the afternoon once a month.
  - Subsidizes healthy lunch options more than unhealthy options.
  - Labels healthy food options in the cafeteria as "FIT" so employees can easily select the healthier option.
  - Uses local and organic food in the cafeteria as frequently as possible.

Notes:

Nutrition:: Solutions

Vending & Hydration
Take Action Now

Quick Wins

- Label food options as being healthy or less healthy.
- Present nutritional content of each food item in vending machine.
- Provide all employees with reusable water cup or bottle and continue to provide to new hires.
- Reduce or eliminate the offering of soda or sugary beverages to employees in meetings, at company lunches, and/or in the cafeteria.

Longer Term Solutions

- Evaluate your vending options and increase healthy options/decrease unhealthy options.
- Place filtered water stations on every floors less visible/accessible.
- Replace traditional vending machines with a fresher, healthier option (e.g. Lean Box).

Notes:

Culture of Well-being Best Practices

- **Blue Cross Blue Shield of Massachusetts**
  - Includes labeling of nutritional contents of food items in vending machines and labels "FIT" snacks.
  - Filtered water included on each floor of building and in many conference rooms.
  - Water bottles are provided to associates.

Nutrition: Solutions

Programming & Policy
Take Action Now

Quick Wins

- Participate in ahealthyme's Nutrition Challenge(s) and incent employees for participating and meeting the challenge goal.
- Actively promote ahealthyme's Nutrition Workshop.
- Offer Food Demonstrations and/or Smoothie Demonstrations through Blue Cross Blue Shield of Massachusetts.

Longer Term Solutions

- Offer on-site or off-site weight loss programs (e.g. Weight Watchers or Savory Living).
- Offer subsidization of on-site or off-site weight loss programs (e.g. Weight Watchers or Savory Living).
- Hire a health coach to provide nutritional coaching to employees on-site.
- Develop and implement policies for employees regarding lunch breaks (e.g. no meetings scheduled during the lunch hour).
- Build or designate a dedicated lunch area for employees to break for lunch.

Culture of Well-being Best Practices

- **Blue Cross Blue Shield of Massachusetts**
  - Offers an on-site nutritionist to all associates to create personalized eating programs.
  - Wellness coaching is offered to all employees.

Notes:

Nutrition: Solutions

Other
Take Action Now

Quick Wins

- Offer free fruit or another healthy snack in the office (either daily or less frequently depending on resources).
- Create a Fast Food Guide aimed to guide employees toward healthier choices when eating out for lunch.
- Encourage middle and senior management to promote taking breaks for lunch, and lead by example.

Longer Term Solutions

- Make refrigerator and microwave available to all employees.
- Implement a healthy take-home meal program.
- Implement a formal policy against scheduling meetings during the lunch hour.
- Implement a healthy meeting policy.

Culture of Well-being Best Practices

- FinishLine offers free fruit throughout the office to encourage healthy snack decisions.
- **Blue Cross Blue Shield of Massachusetts**
  - Operates two company gardens in Hingham and Quincy where associates care for plots and take home organic vegetables.
  - Organizes trips out to a local farmer's market twice per week during the season. Even more, those who participate earn points toward their wellness incentive program.
  - Offers a healthy take-home meal program to associates.

Notes:

Notes:

Resilience

According to the Oxford Dictionary, resilience is "the ability to recover quickly from difficulties." The workplace is inherently challenging, and having employees that are equipped to creatively approach the task at hand and design solutions, are integral to an organization's success. But while understanding the type of employee your organization needs is simple—finding, maintaining, and retaining this type of employee is far more complex. Creating a workplace filled with productive, engaged, optimistic and positive employees requires a combination of hiring practices, employee benefits, people policies, and workplace programs, as well as management and senior leadership committing to this goal.[1]

The upside is that a resilient employee can bring tremendous value to an organization:

A positive mood buoys people into a way of thinking that is creative, tolerant, constructive, generous, undefensive, and lateral[2]

Research suggests that more happiness actually leads to greater productivity[3]

Higher levels of well-being are associated with decreased risk of disease, illness, and injury; better immune functioning; speedier recovery; and increased longevity[4]

Individuals with high levels of well-being are more productive at work and more likely to give back to their communities[5]

1 "Motivation & Productivity in the Workplace," smallbusiness.chron.com/motivation-productivity-workplace-10692.html
2 Martin E.P. Seligman. *Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Lasting Fulfillment* (2004)
3 Seligman. *Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Lasting Fulfillment*
4 "Health-Related Quality of Life," cdc.gov/hrqol/wellbeing.htm
5 "Health-Related Quality of Life"

Resilience:

Without resilient (productive, engaged, and motivated) employees, the financial burden can be tremendous for an organization:
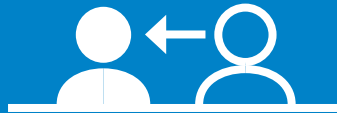
Productivity Loss
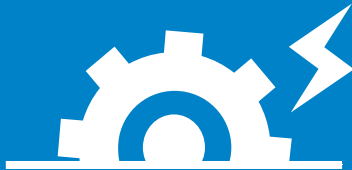
-$225.8
BILLON ANNUALALY

Productivity losses related to personal and family health problems cost U.S. employers $1,685 per employee per year, or $225.8 billion annually[6]

Employee Replacement

10-30%
OF AN EMPLOYEE'S SALARY

The cost to replace an engaged, healthy employee can be as high as 10-30% of an employee's salary[7]

Employee Pressure

40%
FEEL OVERWORKED,

40% of all workers today feel overworked, pressured, and squeezed to the point of anxiety, depression, and disease[8]

Cost of Depression

$44 BILLION
SINGLE MOST EXPENSIVE AILMENT

According to the American Psychological Association, depression is the single most expensive ailment costing $44 billion dollars in lost productivity every year[9]

Depression Diagnoses

x2
MORE LIKELY TO BE DIAGNOSED WITH DEPRESSION

Those who were actively disengaged in their careers in 2008 were nearly twice as likely to be diagnosed with depression over the next year[10]

Organizations have the opportunity to positively influence employee resilience. People with high career well-being are more than twice as likely to be thriving in their lives overall (compared to those without).[11]

Consider this study of more than 3,000 workers in Sweden:
For workers who felt their manager was incompetent, their risk of heart disease increased by 24%. But, for employees with a manager who is primarily focusing on an the employees' strengths, the chance of those employees being actively disengaged is just 1%.[12]

6   "Workplace Health Promotion," cdc.gov/workplacehealthpromotion/businesscase/reasons/productivity.html
7   "Engage Employees And Increase Productivity With an Employee Wellness Program," huffingtonpost.com/dr-tiffany-d-sanders/engage-employees-and-incr_b_5007328.html
8   "Engage Employees And Increase Productivity With an Employee Wellness Program"
9   "Engage Employees And Increase Productivity With an Employee Wellness Program"
10   Tom Rath and Jim Harter. Wellbeing: The Five Essential Elements (2010)
11   Rath and Harter. Wellbeing: The Five Essential Elements
12   Rath and Harter. Wellbeing: The Five Essential Elements

Resilience:

Employee Feedback

1. **Do you conduct regular employee surveys?**
   - ⭕ No (If you answered no, please skip to question 3.)
   - ⭕ Yes, 1x/year
   - ⭕ Yes, more than 1x/year
   - ⭕ Yes, less than 1x/year

2. **If so, do your employee surveys include specific questions around:**

   Engagement
   - ⭕ Yes (Please provide a copy of your employee survey for discussion. Highlight questions related to this topic.)
   - ⭕ No

   Productivity
   - ⭕ Yes (Please provide a copy of your employee survey for discussion. Highlight questions related to this topic.)
   - ⭕ No

   Job satisfaction
   - ⭕ Yes (Please provide a copy of your employee survey for discussion. Highlight questions related to this topic.)
   - ⭕ No

   Stress levels
   - ⭕ Yes (Please provide a copy of your employee survey for discussion. Highlight questions related to this topic.)
   - ⭕ No

3. **Do your employees have the tools and resources they need to do their job efficiently and effectively?**
   - ⭕ Yes. Please describe: _____
   - ⭕ No
   - ⭕ I don't know

Resilience:

4. How do you assess your organization for question 3?

- We have never assessed for this.
- We have assessed for this via an employee survey. (Please provide your most recent results for discussion.)
- We are planning to assess for this, but haven't yet.
- We have not formally assessed for this, but have anecdotal evidence. (Please provide a summary of employee feedback for discussion.)

Employee Expectations & Recognition

1. Do you formally recognize employees for excellent work? If so, how often and at what level? (Choose all that apply.)

- Yes, we give formal organizational-wide awards annually, bi-annually, quarterly.
- Yes, we give formal departmental awards annually, bi-annually, quarterly.
- Yes, we have formal peer-to-peer awards annually, bi-annually, quarterly.
- Yes, we have awards, but they differ from the choices above. (Please prepare an overview for discussion.)
- No, we don't have formal employee awards.

2. Are employees clear on what the expectations for their performance are? How do you assess for this? (Choose all that apply.)

- Yes, we do annual goal setting and review goals annually, bi-annually, quarterly, and/or as needed. (Circle one or more as applicable.)
- Yes, we regularly review with our employees their job description and how closely their responsibilities align with it.
- We include a question about the clarity of performance expectations on our employee surveys.
- I don't know.

3. Do you regularly assess your managers' and senior leaders' managerial and leadership skills?

- Yes, we have clearly defined leadership metrics for our managers and senior leaders and we review those with our managers and leaders annually, bi-annually, quarterly. (Circle one.)
- No

Resilience:

4. **Have you identified the key characteristics you are looking for in an employee?**
   - ○ Yes, we have identified key characteristics for our employees.
   - ○ No, we have not.

5. **Are the identified key characteristics included in hiring practices and performance reviews? (Choose all that apply.)**
   - ○ Yes, they're included in hiring practices.
     Please describe: _____
   - ○ Yes, they're included in performance reviews.
     Please describe: _____
   - ○ No, and we don't intend to include in either.
   - ○ No, but we'd like to implement a program like this.

Work-Life Integration & Balance

1. **Are your employees required to work more than a standard 40-hour workweek? (Choose all that apply.)**
   - ○ Yes, our workday is either formally or culturally longer than eight hours.
   - ○ Yes, our employees work specific hours with pre-determined breaks.
   - ○ No

2. **Does your workplace culture contribute to long working hours? (Choose all that apply.)**
   - ○ Yes, leaders in our organization regularly send emails after 7:00 PM or before 8:00 AM.
   - ○ Yes, leaving early or coming in late is frowned upon.
   - ○ Yes, while we don't have a formal start and end time to our workday, most people stay longer than 8-9 hours.
   - ○ Yes, and for reasons that are not listed above.
     Please describe: _____
   - ○ No, the above items do not apply to our organization.

3. **Do you have any workplace policies about unplugging from work during off-time (after hours, weekends, and vacation)?**
   - ○ Yes. Please describe: _____
   - ○ No, and we don't intend to.
   - ○ No, but we'd consider implementing this type of a policy.

Resilience:

4. Does your workplace culture contribute to employees working during off-time?

    ⭘ Leaders in our organization regularly respond to email while they are on vacation or out sick.

    ⭘ Leaders in our organization regularly send emails after 7:00 PM or before 8:00 AM.

    ⭘ Most employees and/or leaders take their laptop with them during vacation or a sick day.

    ⭘ No, the above items don't apply to our organization.

    ⭘ Yes, and for reasons that aren't listed above.
       Please describe: _____

5. Do you have any policies around appropriate meeting times? (Choose all that apply.)

    ⭘ Yes: no meeting Fridays.

    ⭘ Yes: no meetings on Fridays after 3:00 PM.

    ⭘ Yes: no lunchtime meetings.

    ⭘ Yes. Other: _____

    ⭘ No, and we don't intend to.

    ⭘ No, but we'd consider implementing this type of a policy.

6. Do your employees have flexible work hours?

    ⭘ Yes. Please describe: _____

    ⭘ No, and we don't intend to offer this.

    ⭘ No, but we'd consider implementing this type of a policy.

    ⭘ No, and the business justification is: _____

7. Are workers equipped and encouraged to work remotely when appropriate?

    ⭘ Yes. Please describe: _____

    ⭘ No, and we don't intend to offer this

    ⭘ No, but we'd consider implementing this type of a policy

    ⭘ No, and the business justification is: _____

Resilience:

8. **Do you have any policies that support employees in managing their time during the summer and/or holidays?**
   - ○ Yes, employees have the option to front load hours during the week for a shortened Friday and/or Friday off during the summer.
   - ○ Yes, we close between Christmas and New Year's Eve.
   - ○ Yes. Other: _____
   - ○ No, and we don't intend to.
   - ○ No, but we'd consider implementing this type of a policy.

9. **Do your employees feel that they have the autonomy to balance and integrate their working and home life?**
   - ○ Yes. Please provide the data to support this answer or explain: _____
   - ○ I don't know.
   - ○ No

10. **How do you assess for employees' perception of work-life integration? (Choose all that apply.)**
    - ○ It's part of our annual, bi-annual, quarterly survey.
    - ○ It's a part of the annual review and regular check-in between leaders and their employees.
    - ○ Other. Please describe: _____

Educational Programming

1. **Does your organization provide employees with health education around well-being best practices?**
   - ○ Yes, annually
   - ○ Yes, bi-annually
   - ○ Yes, quarterly
   - ○ Yes, at a different interval than described above: _____
   - ○ No, and we don't intend to, (Skip to the next section.)
   - ○ No, but we'd consider implementing this type of programming. (Skip to the next section.)

Resilience:

2. **What topics are covered? (Choose all that apply.)**
   - ○ Nutrition
   - ○ Physical activity
   - ○ Cardiovascular health
   - ○ Stress management
   - ○ Environmental health
   - ○ Community and social support
   - ○ Intellectual and occupational well-being
   - ○ Spiritual connectedness
   - ○ Other: _____

3. **How are those presented?**
   - ○ Workshops
   - ○ Lunch & learns
   - ○ Team building exercises
   - ○ Online
   - ○ Other: _____

4. **If you do offer health education programming, does it cover the correlation of engaging in healthy behaviors to improved productivity and increased energy?**
   - ○ Yes
   - ○ No
   - ○ I don't know.

↗ Suggestions

See Quick Wins, Longer Term Solutions, Industry Best Practices, and what Blue Cross is doing at the end of the assessment

Stress

1. **Is your organization in a high-stress or high-burnout industry? (Choose all that apply.)**
   - ○ Yes, working hours in our industry are typically long.
   - ○ Yes, our work is cyclical, with high-stress busy periods.
   - ○ Yes, the work is emotionally draining.
   - ○ Yes, the work is seasonal with not enough work to go around year round.
   - ○ Yes, other: _____
   - ○ No
   - ○ I don't know.

Resilience:

2. **Do your employees feel stressed or a high degree of pressure in the workplace?**
   - ○ Yes, please describe: _____
   - ○ No
   - ○ I don't know.

3. **Do you regularly assess employees' stress level or perception of pressure in the workplace?**
   - ○ Yes, it's part of our annual, bi-annual, quarterly survey.
   - ○ Yes, it's a part of the annual review and regular check-in between leaders and their employees.
   - ○ Other. Please describe: _____
   - ○ No, but we'd consider implementing such an assessment.
   - ○ No, and we don't intend to.

4. **Do you have an employee assistance program (EAP)? (If no, please skip to question 7.)**
   - ○ Yes
   - ○ No
   - ○ I don't know.

5. **What is the utilization?**
   - ○ 0-20%
   - ○ 21-40%
   - ○ 41-60%
   - ○ 61-80%
   - ○ Greater than 80%
   - ○ I don't know.

6. **What efforts do you make to promote the program?**
   - ○ New hire orientation
   - ○ New hire guide
   - ○ Annual wellness fair
   - ○ Newsletters
   - ○ Other: _____

Resilience:

7. Do you have any of the following on-site activities designed to support employees in managing their stress levels?
   - ○ On-site meditation
   - ○ On-site yoga
   - ○ Seated massages
   - ○ On-site massage therapist
   - ○ Other: _____

8. Do you offer a health coaching program?
   - ○ Yes
   - ○ No
   - ○ I don't know.

9. If you answered yes to question 8, what is the utilization?
   - ○ 0-20%
   - ○ 21-40%
   - ○ 41-60%
   - ○ 61-80%
   - ○ Greater than 80%
   - ○ I don't know.

Employee Training

1. Do you provide management training for new managers?
   - ○ Yes, mandatory. Please describe: _____
   - ○ Yes, optional. Please describe: _____
   - ○ No, and we don't intend to.
   - ○ No, but we'd consider implementing this type of training.
   - ○ I don't know.

2. Do you provide ongoing management and leadership training for your staff?
   - ○ Yes. Please describe: _____
   - ○ No, and we don't intend to.
   - ○ No, but we'd consider implementing this type of training.
   - ○ I don't know.

Resilience:

3. Do your employee review policies include identifying and cultivating employee strengths? (Choose all that apply.)
    - Yes, this is part of an employee's annual review.
    - Yes, employees are offered a strengths assessment such as StrengthsFinder®.
    - No, and we don't intend to.
    - No, but we'd consider implementing this type of policy.
    - I don't know.

4. Do you offer formal employee development programs?
    - Yes. Please describe: _____
    - No, and we don't intend to.
    - No, but we'd consider implementing this type of program.
    - I don't know.

5. If you answered yes to question 4, are there programs available for all levels of employees?
    - Yes, all programs are open to all employees.
    - Yes, programs are specifically designed to be appropriate for specific grade levels and/or career goals.
    - No, and we don't intend to.
    - No, but we'd consider implementing this type of program.
    - I don't know.

6. Do you have a formal mentoring or coaching program for employees?
    - Yes. Please describe: _____
    - No, and we don't intend to.
    - No, but we'd consider implementing this type of program.
    - I don't know.

Office Culture

1. As a general rule, are your employees and leaders positive and upbeat during the workday?
    - Yes
    - No
    - I don't know.

Resilience:

2. **Do your employees have opportunities to interact socially during the workday?**
   - ○ Yes
   - ○ No
   - ○ I don't know.

3. **Do you have any policies to support employees in taking breaks throughout the day?**
   - ○ Yes. Please describe: _____
   - ○ No
   - ○ I don't know.

4. **Do you have a dedicated space where employees feel comfortable to take a break (e.g. relaxation rooms)?**
   - ○ Yes. Please describe: _____
   - ○ No
   - ○ I don't know.

Resilience: Solutions

Employee Feedback, Expectations & Recognition
Take Action Now

Quick Wins

Conduct employee surveys at least once per year, including questions on the topics of:

- Engagement
- Productivity
- Job satisfaction
- Stress levels and perception of pressure in the workplace
- Whether or not employees have the tools required to do their job successfully
- Clarity of job expectations/performance
- Ability to balance and integrate working and home life.

Longer Term Solutions

- Implement policies based on feedback and suggestions from employee survey (if one was done)

- Give organizational-wide, department-wide, and/or peer-to-peer awards on annual, bi-annual, or quarterly basis.

- Create an employee recognition and/or rewards program

- Review job performance expectations with employees regularly

Culture of Well-being Best Practices

- Deloitte and Intuit have created employee recognition programs that focus on their companies' mission and goals.

- Staten Island University Hospital's Radiology Lab developed a peer-recognition program called "Go the Extra Mile" (GEM). When an employee recognized another going the extra mile, they would nominate them for a GEM certificate.

- **Blue Cross Blue Shield of Massachusetts**
  - Conducts annual engagement surveys with results and key actions communicated by the CEO.
  - Conducts quarterly pulse surveys to check in on engagement progress.
  - Has a "Reward Blue" reward and recognition platform that facilitates peer nominations and recognition.

Notes:

Resilience: Solutions

Work-life Integration and Balance
Take Action Now

Quick Wins

Implement policies around appropriate meeting times such as:

- ○ No meeting Fridays
- ○ No meetings on Fridays after 3:00 PM
- ○ No lunchtime meetings

○ Provide employees with flexible work hours and make this option known

○ Offer flexible working hours and a formal policy in place for employees wishing to implement a consistent non-traditional schedule (including e-worker, mobile/ shared space associate, part-time, job sharing, and compressed workweeks).

Discourage working during time off by discouraging/prohibiting:

- ○ Leaders regularly responding to email while on vacation or out sick
- ○ Leaders in organization sending out emails after 7:00 PM or before 8:00 AM
- ○ Employees and/or leaders taking their laptop with them during vacation or sick day

○ Formalize standard work hours for employees

Longer Term Solutions

○ Implement workplace policies about unplugging from work during off-time (after hours, weekends, and vacation).

Implement the following policies that support employees in managing their time during the summer/holidays such as:

- ○ Provide the option to front load hours during the week for a shortened Friday/Friday off during the summer
- ○ Close between Christmas and New Year's Eve

○ Give employees a bonus for taking all of their vacation

○ Prioritize mobile technology to make it possible for employees to collaborate and work together across multiple locations

Culture of Well-being Best Practices

- Full Contact (a contact management company) gives employees a bonus for taking all of their vacation. The caveat? They must fully unplug from work (no checking email, etc) to be eligible for the bonus.
- Volkswagon provides non-essential employees work cell phones that turn off automatically after hours to clearly demonstrate that they value employees unplugging during non-work hours.
- **Blue Cross Blue Shield of Massachusetts**
  - Offers flexible working hours and has a formal policy in place for employees wishing to implement a consistent non-traditional schedule (including e-worker, mobile/shared space associate, part-time, job sharing, and compressed workweeks).
  - Has on-site nursing mother's rooms and on-site daycare in Quincy and Hingham.
  - Offers robust technology to support employees working off-site.

Notes:

Resilience: Solutions

Programming & Stress
Take Action Now

Quick Wins

- Actively promote Your Employee Assistance Program (EAP)

Offer some of/all of the following on-site activities once or twice weekly to support employees in managing their stress levels:

- On-site meditation
- On-site yoga

Offer some of/all of the following on-site activities bi-annually, quarterly, or monthly to support employees in managing their stress levels:

- Seated massages
- On-site massage therapist
- Implement ahealthyme's telephonic or on-site health coaching options and actively promote it to employees

Longer Term Solutions

- Designate a space where employees feel comfortable taking a break throughout the day, such as a relaxation room. Ideally this room should include soft lighting, reclining chairs, and ambient décor

Provide employees with health education around well-being best practices at regular interval such as bi- annually or quarterly, including some or all of the following topics:

- Stress management
- Community and social support
- Intellectual and occupational wellbeing
- Spiritual connectedness
- Correlation of engaging in healthy behaviors to improved productivity and increased energy

Culture of Well-being Best Practices

- Aetna made yoga, acupuncture, and meditation available to employees. According to a study by Duke on the cost savings, they experienced a 7% drop in health care costs in 2012, 69 minutes of additional productivity from employees who participated, and 33.3% stress reduction from doing yoga one hour each week.[13]

- The Huffington Post has on-site nap rooms. In Ariana Huffington's book, *Thrive*, she cites a Science study which calculated that for the sleep deprived, an extra hour of sleep can do more for their daily happiness than a $60,000 raise.[14]

- Microsoft rebranded their EAP as "Microsoft Cares" and significantly increased utilization.

- **Blue Cross Blue Shield of Massachusetts.**
  - Has an on-site relaxation room as part of the wellness center with soft lighting, reclining chairs, and ambient décor.
  - Offers on-site meditation and yoga twice weekly during lunch time for associates to participate in (points are also awarded toward employee wellness incentive program for attending).

Notes:

[13] "Aetna Delivers Evidence-based Mind-Body Stress Management Programs," news.aetna.com/news-releases/=aetna-building-a-case-for-a-mind-body-approach-to-stress-management/
[14] Ariana Huffington. Thrive: The Third Metric to Redefining Success and Creating a Life of Well-Being, Wisdom, and Wonder (Harmony Books, NY 2014) First edition.

Resilience: Solutions

Employee Training
Take Action Now

Quick Wins

○ Offer strengths assessments (e.g. StrengthsFinder) to all employees, and implement results into group work sessions and/or employee reviews

○ Create a formal policy in which goals are set on annual, bi-annual, or quarterly basis and reviewed at least quarterly

○ Identify key characteristics you're looking for in an employee to ensure proper culture and performance fits, and include these characteristics in hiring practices and performance reviews

Longer Term Solutions

○ Provide ongoing management and leadership training for your staff

○ Have clearly defined leadership metrics defined for managers and senior leaders

○ Implement a formal mentoring or coaching program for employees

○ Offer educational assistance for employees.

Culture of Well-being Best Practices

- Amazon offers all new hires an intensive, month-long training and leadership program prior to start date to foster ownership and leadership from the start.

- AT&T has a learning and development program branded "AT&T University", which offers leadership and management development to employees.

- Microsoft rebranded their EAP as "Microsoft Cares" and significantly increased utilization.

- **Blue Cross Blue Shield of Massachusetts.**
  - Has a formal learning and development department that offers: web courses, on-site training, and employee development programs for all levels of employees.
  - Supports continuing education through tuition reimbursement options.

Notes:

Built Environment

It's estimated that people today spend close to 90% of their time indoors, including home, school, and work. While efforts around "greening" buildings have matured successfully through standards such as the U.S. Green Building Council's (USGBC) Leadership in Energy and Environmental Design (LEED) certification, a focus on how our workplaces effect our health is also emerging, providing new opportunities to support employee well-being.

The costs associated with unhealthy buildings

The built environment in the workplace can impact our health in many ways— sometimes negatively and sometimes positively. While we traditionally think of air pollution as something that occurs outside, pollutants actually tend to concentrate inside whether from outdoor or indoor sources. Paint on the walls, furniture and workstations, soaps and cleaners, and carpets, can all unknowingly expose employees to a range of harmful chemicals that contribute to chronic disease over time, while negatively impacting productivity and even morale.

Built Environment: Why it matters

Healthy built environments aren't just about removing the bad.
They're also about scaling and promoting the good.

Asthma Related to Cleaning Products
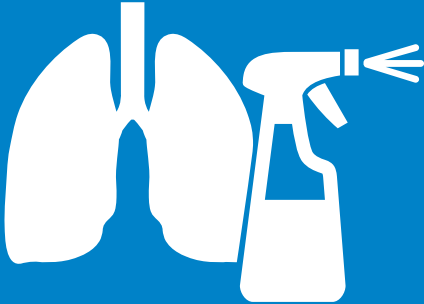
13%

13% of all work-related asthma cases in MA were due to cleaning products[1]

Meeting Physical Activity Guidelines

50%

People who live near trails are 50% more likely to meet physical activity guidelines[2]

Improved Cognitive Function

+26%

Workers in green-certified buildings had 26% higher cognitive function scores[3]

Our buildings can be restorative, reduce stress and improve comfort, and increase collaboration. Providing access to natural light, bringing nature and green into the office, and focusing on proper ergonomics are just some of the ways companies are using what we know about human exposure to healthy environments to support employee well-being.

[1] Massachusetts Toxics Use Reduction Institute TUR and Disease Prevention Fact Sheet, 2012
[2] Correspondence Between Perceived and Observed Measures of Neighborhood Environmental Supports for Physical Activity (Boehmer, Hoehner, Wyrwich, Ramirez, Brownson, 2008) humankinetics.com/acucustom/sitename/Documents/DocumentItem/5438.pdf
[3] "Impact of Green Buildings on Cognitive Function", Harvard, 2016. chgeharvard.org/resource/impact-green-buildings-cognitive-function
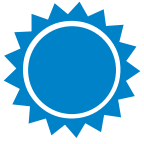
Built Environment: Workplace Assessment

Light

1. How much access to natural light do your employees have?

- ○ All or most employees have views of natural light.
- ○ About half of employees have views of natural light.
- ○ Very few employees have views of natural light.

2. Do you provide supplemental task/desk lighting to illuminate writing and reading tasks in workstations?

- ○ Yes   ○ No

Biophilia (Natural Environment)

1. To what extent are plants located throughout your office?

- ○ Plants are located sparsely throughout the space.
- ○ Plants are located in several locations throughout the space.
- ○ Employees are encouraged to have plants in offices and workstations.
- ○ There are no plants in the office.

2. How many employees have views of nature?

- ○ 0%
- ○ 1-30%
- ○ 31-60%
- ○ 61-99%
- ○ 100%

3. Do employees have access to walking paths or nature trails?

- ○ Yes   ○ No

↗ **Suggestions**

See Quick Wins, Longer Term Solutions, Industry Best Practices, and what Blue Cross is doing at the end of the assessment

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See Quick Wins, Longer Term Solutions, Industry Best Practices, and what Blue Cross is doing at the end of the assessment

Built Environment: Workplace Assessment

Air Quality

1. **Does your company or building have a campus non-smoking policy?**
   - Yes – employees are not allowed to smoke anywhere on the premises.
   - Yes – employees are only allowed to smoke in a designated smoking area.
   - No – we do not have a non-smoking policy.

2. **Does your company use low or no VOC (volatile organic compound) paints when constructing or repairing walls?**
   - Yes
   - No

3. **Does your facilities team regularly check ventilation systems for proper airflow?**
   - Yes
   - No

4. **Is a process in place for employees to report air quality issues?**
   - Yes
   - No

5. **Are humidity levels actively kept low to prevent mold?**
   - Yes
   - No

Cleaning Products/Lawn Care

1. **Does your office have a lawn that is cared for?**
   - Yes
   - No

2. **If so, is it treated with pesticides or herbicides?**
   - Yes
   - No

3. **Are cleaning products that are used in your office natural and biodegradable?**
   - Yes
   - No

4. **Does your office use hand soaps that are labeled "antibacterial" or "antimicrobial"?**
   - Yes
   - No
   - Mix between the two

Built Environment: Workplace Assessment

Equipment and Furniture

1. Is your furniture free of flame-retardant chemicals?
   - Yes
   - No, but we have established a FR-free policy for future purchases.
   - No

2. Are printers or other noise producing equipment placed as far away from employees as possible?
   - Yes   - No

Waste

1. Which of the following waste disposal programs does your company offer? (Choose all that apply.)
   - Trash
   - Single stream recycling
   - Compost

2. What type of wares (plates, bowls, forks, spoons, cups, etc.) does your cafeteria use?
   - Reusable
   - Plastic
   - Compostable

3. Does your company have a formal initiative to reduce paper waste?
   - Yes (explain) _____
   - No

4. Does your company actively encourage practices to minimize printing?
   - Yes (explain)_____
   - No

Built Environment: Solutions

Light & Biophilia (Natural Environment) Take Action Now

Quick Wins

- Provide proper task lighting for all employees
- Upgrade overhead lighting to LED if possible
- Increase the number of plants throughout the office and workstations
- Place imagery of nature and water on office walls where appropriate
- Establish a non-smoking campus policy
- Establish a perfume/cologne-free office policy
- Ensure office and building ventilation is working properly
- Establish a process for employee complaints

Longer Term Solutions

- Place workstations on the outer edges of building with access to windows
- Ensure meeting rooms and offices have clear windows/ doors to allow as much natural light to come through as possible
- Locate new offices in areas with heavy tree density
- Use zero-VOC paint and materials when renovating office space
- Locate new offices away from highways and industrial sites
- Explore building a living wall in the office
- Build walking paths and/or nature trails

Culture of Well-being Best Practices

- Nintendo's building has interior lights that dim and brighten according to natural light levels outside.
- Amazon's new headquarter complex in Seattle, slated to open in 2018, will include jungle-like terrariums with 3,000 species of exotic plants.
- **Blue Cross Blue Shield of Massachusetts**
  - 97% of seated spaces have access to natural light; workstations are placed on outer edges of building with access to windows, meeting rooms and offices have clear windows/doors to allow as much natural light to come through as possible.
  - A living plant wall stretches two floors of the building.
  - Each office is properly ventilated and equipment is placed defined distances from employees.

Notes:

Built Environment: Solutions

Air Quality & Cleaning Products
Take Action Now

Quick Wins

- Establish a non-smoking campus policy
- Establish a perfume/cologne-free office policy
- Ensure office and building ventilation is working properly
- Use green certified/biodegradable cleaning products in cafeterias, bathrooms, and workspaces
- Use traditional hand soaps which are not labeled anti-bacterial/microbial
- Use fragrance-free hand sanitizers

Longer Term Solutions

- Use zero-VOC paint and materials when renovating office space
- Locate new offices away from highways and industrial sites
- Switch to all organic lawn care products

Culture of Well-being Best Practices

- Google has been known to conserve energy by cutting its main campus lawn with goats instead of lawn mowers. This also helps eliminate the need for fertilizer.
- **Blue Cross Blue Shield of Massachusetts**
  - Each office is properly ventilated and equipment is placed defined distances from employees.
  - All cafeteria, bathroom, and office cleaning products are non-toxic.
  - Pesticides are avoided in lawn care.

Notes:

Built Environment: Solutions

Equipment and Furniture
Take Action Now

Quick Wins

- Place printers and copiers as far away from employees as possible
- Establish a flame retardant-free procurement policy for future furniture purchases

Longer Term Solutions

- Replace older furniture with flame retardant-free furniture and workstations
- Design open areas of the office for collaborative work along with secluded areas that provide a quiet environment for solo work

Culture of Well-being Best Practices

- **Blue Cross Blue Shield of Massachusetts**
  - Office furniture is flame retardant-free and a new flame retardant-free policy guides all future purchases.
  - Workspaces are designed to make meetings more collaborative (white boards in all meeting rooms, click-share technology to make screen sharing easy, video capability on all laptops for virtual meetings, low cube walls, booths and chairs located throughout for impromptu meetings or discussions.

Notes:

Waste & Sustainability
Take Action Now

Quick Wins

- Offer recycling bins desk side for each employee
- Educate employees on proper recycling procedures
- Develop policies to reduce printing and/or paper waste.

Longer Term Solutions

- Start an office composting program
- Offer only compostable wares in your cafeteria

Culture of Well-being Best Practices

- Google keeps its operations carbon neutral by reducing energy use, using renewable energy, and offsetting carbon emissions.
- **Blue Cross Blue Shield of Massachusetts**
  - All associates have single stream recycling at their desks.
  - All cafeteria food scraps are composted.
  - All wares in the cafeteria are compostable.

Notes: