WELL-BEING PROGRAMS

A step-by-step guide

Together, all the way.
Healthy workplace, healthy employees

Helping your employees start and keep a healthy lifestyle is good for them. And your organization. This starter guide provides a blueprint to help start or improve a wellness program in your workplace.

You’ll play a leading role in the wellness charge for your organization. And Cigna is with you every step of the way. With the programs, tools and support you need to be successful. We can also offer resources. Our Health Promotion and Engagement Resources team is here to help. Just ask your account team for details.

A successful wellness program starts with thoughtful planning. We suggest that you read through this guide before getting started.

Step 1: Get the support of senior management

Your organization’s senior management will need to support your wellness initiatives. And they can help you access the rest of the organization. With their support, it will be easier to get others on board. It will also be very important to get management approval for any funding that your wellness program will need.

Management is ultimately concerned with profits. (For nonprofit groups, the focus is on accomplishing their mission while staying within budget.) So you need to show them proof that:

› Improving the health of your employees pays off for the organization
› A wellness program helps improve healthy behaviors

How you get senior management support is important. Do your research on the benefits of wellness programs. Come prepared to discuss that research and what you need from your leadership team.

Research these questions about your company:

› Is absenteeism high?
› Are retention rates low (high turnover)?
› Are accidents on the rise, or is quality of work slipping?
› Are disability or workers’ compensation claims a major concern?
› Are health care costs rising quickly (and where are costs not increasing)?

Let your executive team know that wellness programs have shown improvements in:

› Health care costs
› Absenteeism
› Workers’ compensation claims
› Productivity

They might also improve:

› Morale
› Loyalty
› Retention

Gain senior management support by showing them how a wellness program can help increase the organization’s competitive advantage. You can do this with specific data and examples.
Step 2: Form a health improvement committee

Once you have senior management support, start forming a health improvement committee. A team offers many advantages over going it alone:

› You get representation from many parts of your organization
› You spread the work around
› You get diverse ideas
› You have stability and continuity when people leave

How do you decide who should be on the committee?

One key is diversity. Members should come from all parts and levels of the company. The group should represent the organization. For instance, it should include people with health risk factors. (Such as people who are overweight and smokers.) They can give you realistic feedback on the initiatives. And input on the likelihood of success. They also give credibility. Many wouldn’t identify with a team made up of only healthy and fit people. If your company has a union, they should also be considered for representation.

Also, think about the skill sets that will be needed. You need people who:

› Are good at organizing events and motivating people
› Know the politics of the organization and can get things done
› Can do research and write convincingly
› Are respected and liked by other employees

Another thought is whether team members should be appointed (and if so, by whom). Or if you should ask for volunteers. Often a blend of invited and volunteer members works best. Go to senior managers and others whose opinions you respect. Ask them to suggest team members. They might also be willing to ask those persons to join. Members should know that a certain number of hours per week will be needed, over a period of at least a year. This is not a one-and-done task.

About eight to 12 members is a good size. If you have space after inviting members, you could open it to volunteers. The upside of including volunteers is that they are likely to be motivated. The downside is you might get members who aren’t a good fit.

Finally, the team will need a leader who:

› Knows the organization’s strategic priorities
› Knows the wellness team’s role and vision
› Is able to blend the two

The leader should have a healthy lifestyle and truly care about health. He or she should be a good communicator and motivator. And have the people skills to lead a diverse group. This person could be you, someone chosen by senior management or someone you ask to serve in that role.

The scheduling of team meetings should be flexible. You will likely meet more often in the beginning and when a new initiative is underway. The group should meet at least quarterly.

Step 3: Do a needs assessment to guide your efforts

Some companies make the mistake of planning wellness activities without knowing the needs of the workforce. There are several problems with this approach:

› You don’t know where you can get the best returns for your efforts. Imagine planning an expensive tobacco cessation program only to learn that you have very few smokers.
› You don’t know what your employees want. Therefore, you don’t know whether they will embrace the chosen activities. For example, you couldn’t justify the cost of installing a fitness center unless you surveyed employees to see if they’d use it.

Without comprehensive before and after data, you won’t be able to show measurable results. For example, if your absenteeism rate is 15% after starting a wellness program, how will you know if that’s an improvement? You should make sure to measure data in the same way before and after the program for consistency.

A thorough needs assessment will help you start a first-rate program.
You’ll need to collect data that shows:

› How the business can gain the most from a wellness program.
› What the employees want from such a program.

These are some sources of data for your needs assessment:

1. Data to determine business needs

› Health assessments can give a lot of useful data on health-related strengths and weaknesses of your employees. They have the advantages of being standardized, reliable and repeated over time. This gives you multi-year data on:
  – Demographics of your population
  – Health risks, wellness habits, preventive screening rates and chronic conditions
  – Employees’ interests in specific wellness activities
  – Employees’ readiness to change - helps you target efforts where they will do the most good
  – Perceptions of your organizational culture and ideas for improving it (see Step 7)
  – Productivity, presenteeism and absenteeism rates

› Medical and behavioral health care claims. They find most costly diagnoses, procedures and drugs. And the highest utilizing demographic groups. Your Cigna account team can help.

› Employee Assistance Program (EAP) usage data (where applicable). Look at:
  – The most common presenting problems
  – Demographics of use
  – Most frequent reasons for management referrals
  – Types of post-EAP referrals

Your program should offer a benefit to the business. If it doesn’t, it may fail for lack of management support. Also, it should provide activities that employees want and will embrace. If it doesn’t, it may fail for lack of support among those it is meant to help. The team will need to combine these objectives into recommendations that maximize both.

Tip:
If possible, you may want to separate data for each worksite and department. Make sure the groupings are large enough to keep the anonymity of employees. This helps you tailor events to each group’s needs. And target promotions to underutilizing groups.

Cigna offers our customers an online, state-of-the-art health assessment. Talk to your Cigna account team if you are not using this already.
Data to find out what employees want

- Do an online employee interest survey (see Appendix II).
- Look at usage patterns of earlier wellness offerings. What was popular? What wasn’t? For example, if you offered fitness club discounts, did people use them? If not, were the discounts too small to be meaningful? Or club locations inconvenient?
- Consider doing focus groups with employees from different departments, locations and levels.

The next step is to analyze the data you’ve gathered. Figure out what it can tell you. Then make recommendations based on the results.

The analysis should ask these kinds of questions about the data:

- What are the greatest health- and wellness-related problems and challenges of the employees? Look at direct and indirect costs.
- What are the main reasons employees leave? What do they say would keep them? (A wellness program may not help, but it may be worth asking if retention is a concern.)
- What are the rates of accidents and disability claims? What are the main causes of each?
- Is absenteeism too high? What are the main reasons for it?
- What are some of the main sources of stress in the workplace? Is it a problem?
- Think about the answers to the above questions. Which areas can we impact most quickly? And how? Where can a wellness program make a difference?
- What is the cost for each of the intervention opportunities? Which would likely give the greatest benefit per cost?
- What do the employees say they want?
- Which topics do they sound most passionate about?

Now the task is to put it all together and make recommendations for program goals, objectives and activities. This is a complex balancing act that requires integrating many sources of information. These recommendations will need to take into account:

- Where the needs are greatest
- Where a wellness program can actually change health outcomes
- Which activities offer the greatest return for the time, money and resources needed to make them a success
- Which activities are likely to be embraced by employees

The final task for Step 3 is to make a formal report. This is important. Tap someone from the team with good writing skills. Have it critiqued, revised, and then proofread. Senior management is more likely to respond positively to a thoughtful, professional document.

An important caution: You have gathered some potentially sensitive data – at both the individual and organizational level. You must take precautions to keep it confidential. Ensure that you are following all laws and any organizational guidelines on information protection.

Step 4: Build an operating plan

Now it’s time to make an operating plan and put it in writing. This step is helpful for a number of reasons:

- Senior management will most likely require one.
- It gives vision and direction to the wellness team and other interested parties. It shows what needs to happen and when.
- It holds people accountable by listing who is responsible for what.
- It provides continuity through changes in staff. New team members can read the plan and get up to speed quickly.
A wellness program operating plan should have at least these components:

**Introduction**

Explain the reasons for deciding to implement a wellness program. Answer these questions: Why is this program good for the organization? And how will it help employees and their families? You can cite national data and organizational data you’ve gathered. You may want to include a mission statement that captures the purpose of your wellness program in a sentence or two. For example: “It is the mission of this program to encourage and help our employees and their family members choose healthy lifestyles and reach the highest state of health they can achieve.”

**Tip:** Choose goals and objectives that are easy to measure. It’s easier, for example, to measure health assessment completion rates than fitness club usage.

**Program goals**

Goals are broad and high-level, in comparison with objectives, which are specific. Goals show your wellness program targets, based on your needs assessment in Step 3. Goals let you know when you have succeeded. They help show the way toward specific objectives and activities. For example, one of your goals might be to reduce health care costs (or slow their rate of increase) for lifestyle-related medical conditions.

**Specific objectives**

Objectives should each be tied to one of your goals. They should be SMART: specific, measureable, achievable, realistic and time-specific. Each goal will likely have many objectives tied to it. An example of an objective for the above goal might be: Achieve 35% participation in the health assessment by [month, year].

**Implementation strategy, timelines and responsibilities**

This section of the operating plan, plus “Step 5: Choosing appropriate activities” are likely to be accomplished at the same time. Based on your objectives, you need to decide on:

- Specific activities
- How to implement them
- Timelines
- Persons responsible for each activity or task

**Methods of communication and promotion**

Effective communications help promote wellness program activities with your employees and their families. To find the best way, start by looking at your workforce:

- How do they like to get communications from the organization?
- What media and approaches work best for them?
- Do they like games? Competitions?
- Are they all located in one – or a few – locations? Or are they spread out?
- What kind of budget and in-house capabilities do you have for communications?

Based on the answers, communications can include:

- Emails
- Newsletters
- Posters
- Home mailings
- Flyers
- Intranet

Using many communication methods and frequent repetition is recommended.

Promotional strategies can include:

- Themed ad campaigns that tie to seasons or holidays (like the New Year or Spring).
- Competitions, challenges and a Health Awareness Day event.
- Activities tied to national health observances. A list of these is available from the National Health Information Center of the U.S. Department of Health and Human Services – [http://healthfinder.gov/nho/default.aspx](http://healthfinder.gov/nho/default.aspx).

**Budget**

It’s possible to start a limited wellness program with little or no new funding. However, you can do a lot more if you are given a budget. Remind those who approve the budget that it’s an investment, not just an expense. Be sure to put the money where you’re likely to get the best returns. Once approved, include your itemized budget in this section of your operating plan.

**Evaluation plan**

This section shows how to evaluate the results of your wellness program after a specific time period, usually a year. You will measure outcomes to find out where the program was – and was not – successful. And what you need to change and keep doing.

An evaluation plan flows naturally from your needs assessment, goals and objectives. The needs assessment gives much of the before data, which you compare with after data at the point of evaluation. We will go into detail about the evaluation process in “Step 8: Evaluate the results”.

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Step 5: Choose appropriate activities

If these steps are done well, choosing activities will be the fun and easy part. Just be sure your choices are based on the data you’ve collected. This will help you get the best results from your program.

Following is a classification of wellness program activities you might find useful. Appendix I lists ideas for specific activities to get you started.

1. Education, awareness and support. Topics can span a broad spectrum. For example:
   - Exercise
   - Heart-smart nutrition
   - Stress management
   - Minimizing your risk for certain health issues, like Lyme disease or skin cancer
   - Preventive care reminders
   - Work/life balance
   - Financial planning

   The information may be delivered in different ways. Such as:
   - Lunch-and-learn or brown-bag seminars
   - Workplace posters
   - Tip sheets sent as email or home mailers
   - Intranet web pages

2. Preventive health screenings. Preventive health (or biometric) screenings help find health conditions or risks so they can be addressed early. These are often performed at Health Awareness Day events. Screenings may include:
   - Diabetes/glucose levels
   - Cholesterol
   - Body fat or BMI
   - Waist circumference
   - Blood pressure

3. Demonstrations. Usually done at a health awareness event, these are “how to” demos by experts. Topics could include:
   - Healthy cooking
   - Exercise and fitness
   - Yoga
   - Relaxation techniques - and more

4. Lifestyle or behavior change. Lifestyle, or behavior change, programs are among the most robust wellness activities you can offer. (For example, Cigna’s Lifestyle Management Programs include weight loss, tobacco cessation and stress management.) These programs offer personal health coaching to help employees who want to make major behavior changes.

Breast, cervical, colon and prostate cancer screenings must be done in a clinical setting. However, you can use an onsite event to raise awareness of the benefits of having these, and other, screenings done. Flu shots can also be offered.
5 **Chronic condition programs.** These programs (such as Cigna’s Your Health First® program) aim to manage the whole person, and not just the disease. Examples of conditions addressed in this program are:

- Diabetes
- Heart disease
- Depression
- Low back pain
- COPD
- Metabolic syndrome

6 **Physical activity.** This includes efforts to encourage more exercise during or after the work day. Examples include:

- Onsite fitness centers or exercise rooms
- Lunchtime walking or running groups
- Mind/body classes
- Stretch breaks
- “Walk 10K a day” programs
- Team sports, such as softball and volleyball

7 **Safety and prevention.** This category includes:

- Ergonomic education
- Workplace safety policies and procedures
- Back injury prevention training
- Identity theft avoidance
- Other types of crime prevention

8 **Stress relief and workplace culture.** This is a broad category. It includes activities aimed at creating a more positive, relaxing and fun workplace. Some examples are:

- Visiting massage therapist
- Book discussion group
- Stretch breaks
- Yoga classes
- Group luncheons or celebrations
- Various after-hours activities

Of course, these activities should not affect productivity. Be sure to leverage your EAP if you have one. It will most likely have many relevant offerings, most of which have already been paid for by your organization. Cigna offers its EAP customers these services at no extra charge:

- Assessment and short-term counseling for a variety of concerns, such as substance use, stress, relationships and work
- Wellness seminars (brown-bag or lunch-and-learns) on dozens of topics (ask for a list)
- Online self-assessment tools, tutorials and articles on many wellness-related subjects
- Information on child care, senior care, legal and financial services
- Health fair representation, with literature and giveaways
- Management referrals to EAP for issues that are impacting an employee's performance

**Other resources for wellness activities**

**Internal departments:**

- Human Resources – for information on health plans, EAP and other benefits
- Safety or Corporate Security – for information on safety procedures, accident prevention and avoiding crime victimization
- Occupational Health – for first aid training and health screenings

**External resources:**

- Your other benefits vendors
- National public-service organizations such as:
  - National Cancer Institute at www.cancer.gov
  - American Diabetes Association at www.diabetes.org
  - American Heart Association at www.americanheart.org
  - National Heart, Lung, and Blood Institute at www.nhlbi.nih.gov
  - Centers for Disease Control and Prevention at www.cdc.gov
  - Healthy People 2020 at www.healthypeople.gov
  - WebMD at www.webmd.com
  - National Institute of Mental Health at www.nimh.nih.gov
  - National Institutes of Health at www.nih.gov
  - U.S. Department of Health and Human Services – Substance Abuse and Mental Health Services Administration at www.samhsa.gov
Other local people in the health care field may offer free lectures, demos and screenings. Check with local:
- Doctors
- Hospitals
- Dentists
- Nutritionists
- Personal trainers
- Fitness centers
- Chiropractors
- Pharmaceutical reps
- Mental health centers
- Other health professionals

Tips for planning wellness activities

- A Health Awareness Day is an excellent way to reach a large number of employees and accomplish many of your objectives at one time. To succeed, it should be fun, interactive and feature as much variety as possible. For information on how to plan and carry out a successful Health Awareness Day, speak to your Cigna account team.
- Talk to others who have implemented wellness programs. Ask them what they learned and what they recommend.
- Build evaluation into your activities. Plan ahead for the data you’re going to need. And know how you’ll collect it. For example, record how many attended your Health Awareness Day. And how many got blood pressure screenings. Or how many participated in the walking club and how many miles they walked. Or how baked fish and veggies are selling in the cafeteria, compared with corn dogs and fries.
- Give employee satisfaction surveys at all events. Always leave space on the form for ideas.
- Take photographs at events and use them in newsletters, on bulletin boards, on the Intranet, etc., to promote future activities.
- Build on successful events by holding them regularly (annually or more often).

Step 6: Boost participation

The next task is to get people to actually take part in your wellness programs. This isn’t always as easy as it sounds. People must be motivated, energized and believe that there’s something in it for them. If not, the program could fail for lack of enthusiasm.

Don’t leave it to chance. Take proactive steps to promote the program. Following is a list of ideas for how to do this:
- Get the active support of managers at all levels. They should send out communications about the program and announce specific activities. Managers should encourage and praise participation and positive behavior changes. They should also join in themselves and allow for participation (like scheduling meetings around the event so employees can take part).
- Start a strategic incentive program (see next section for details).
- Use many channels of communication. Repeat the message often.
- Tell employees what they can gain from a certain activity. For instance, when promoting a lunchtime walking program, offer a list of short- and long-term benefits from walking an extra half hour or 5,000 steps a day.
- Tap into people’s competitive nature. For example, offer a “Well Workplace” award to sites that engage and participate actively in the wellness program. Give other competitions, such as walking groups.
- Make participation easy and convenient. When possible, get permission for activities to occur during work hours. Schedule at pleasant and convenient locations. Serve refreshments when appropriate, even if you have to rotate volunteers to bring them.
- Tie into national health observances and themed promotions. For example, American Heart Month, National Nutrition Month or National Immunization Awareness Month. This is just another medium for your message. Hearing information from different sources can help the message get through and be more believable.
Make it fun. Offer employees a pleasant escape from a stressful workday. Help them relax and enjoy the program.

Put a personal face on it. Get out and talk to employees. Not just about the wellness program, but about how they’re doing in general. Really listen to what they have to say. It shows them that you care about their well-being. This can help get them interested in what you have to offer.

Incentive programs
There’s a lot of research on how to use incentives effectively. Carefully consider where to put your incentive money to get the most cost-effective results. You don’t want to waste money on incentives where it won’t do any good. Focus on rewarding behaviors that:

› Have the greatest payoff for the organization.
› Are likely to happen with incentives, but not likely to happen without them.

Incentives can reward steps toward a goal, rather than just the final goal. Take tobacco cessation as an example. You might give small incentives for enrolling in a cessation program. And then offer larger incentives for quitting smoking and completing the program. Next, you can offer still larger incentives for staying tobacco-free for periods of time. Like one month, six months and one year. Make sure you’re compliant with state and federal laws on wellness programs and incentives.

Cigna can help you tailor an incentive program that is customized for your organization. Ask your Cigna account team about our MotivateMe® incentive program.

Step 7: Make wellness a part of your organization’s culture

A wellness program won’t thrive in an unhealthy organizational culture. Step back for a moment and look at your organization.

How do you feel when you walk into your workplace? Is it bright, cheerful and inviting? How do employees feel about coming to work? Are they cheerful? Do they take time to chat about their weekends and their families? Or do they go to their desks and stay there? Are the policies old, rigid and impractical? Or are they flexible, helpful and logical?

Organizational culture includes environment, policies and people’s behavior. It can strongly influence the level of participation in health promotion programs and the health of employees. Culture can help your company be considered an “employer of choice.” It can also help you lift your organization to new levels of competitive advantage. Here are some ways of doing this:

› Top management should be vocal about health and its value to the business. They should talk about the responsibility of both the organization - and its employees - to be healthy. And they should support wellness programs in every reasonable way. Language about health and wellness could even be added to your vision or mission statement.
› Hold managers at all levels accountable for facilitating a healthy work setting. Reward them for success.
› Change outdated or dysfunctional policies, rules and practices. Put them through the “mission filter.” Ask: “Does this policy help us carry out our workplace mission?” If not, scrap it.
› Implement and enforce policies that support healthy habits. Such as:
- Seatbelt use
- No smoking
- Appropriate alcohol and drug use
- No sexual harassment
- No tolerance for violence or threats
- Respect for diversity
Where feasible, start policies that reduce stress and increase job satisfaction. Consider flex-time, cross-training, telecommuting, teleconferencing (to reduce travel and expense) and a bring-your-child-to-work day.

Create ways for employees to get involved in new projects. It helps to challenge them, tap into their creativity and broaden their skills.

Involve employees as much as possible in decision making, problem-solving and developing new systems and procedures.

Create flexible work schedules. This helps employees attend children's school events, exercise during the day, etc.

Offer opportunities to exercise. Such as a walking and jogging path, fitness room with lockers and showers, discounted or subsidized fitness club memberships and lunchtime walking or running groups.

Include plenty of healthy food choices in your cafeteria and vending machines. Have a comfortable place to eat. And a food preparation area including a refrigerator, microwave, toaster oven and a sink. This will facilitate healthy eating.

Provide a full service EAP and actively promote its use.

Tailor medical plan coverage to encourage appropriate treatment and preventive care. Include a benefit design that gives incentives for proper management of chronic health conditions (like a disease management program). Consider adding a disability management program.

Have an enthusiastic person, perhaps a member of the team, inform new employees about your wellness program.

Offer onsite wellness seminars such as “lunch-and-learns.” Perhaps the organization can provide lunch as an incentive to attend.

Eliminate safety hazards and give training on safety equipment and procedures.

Provide ergonomically appropriate workstation furniture and equipment.

Assure healthy environmental conditions. Make sure there's plenty of light, adjustable heating and cooling and noise levels that help focus.

Ban smoking on the premises.

**Step 8: Evaluate the results**

Evaluation is the last step in the cycle of a wellness program. It’s often done once the program has been in place for a year and then at one-year intervals. However, parts of the evaluation process should be ongoing all year.

The purpose of evaluation is to find out the value of what you’ve done. The information should inform the next cycle of your program. It should also promote your achievements to senior leadership and employees. Evaluation should show:

- Whether or not you met each of your goals and objectives
- Whether it was worth the cost
- Which parts of the program should be continued, changed or eliminated

Most likely, management will be concerned about the value or cost savings of a wellness program. The biggest potential areas for cost savings are:

- Health care claims
- Absenteeism
- Productivity
- Disability

In Step 3 you gathered **before** data on most of these variables. To show a change, you’ll need to collect **after** data and then compare the two.

To measure cost savings, you’ll need to record all program expenses. Then give a dollar value to improvements in things like:

- Claims
- Absenteeism
- Productivity
- Disability
- Retention
Next, subtract the expenses from the dollar value of the improvements.

A percentage reduction in a trend can be treated as cost savings. For example, if health care or other costs have been rising at 11 percent a year, and after having a wellness program these costs only rise six percent, that’s a savings.

The process of measuring cost savings, however, is complex. And it can be costly. Know that it may take three or more years to see significant savings, especially in health care costs. But there are many other meaningful ways to measure the success of a wellness program that can show results the first year.

These include:

› **Reduced risk factors.** This refers to major changes in health-related behaviors and associated risks. Some examples are the number of employees who quit smoking, reduce their blood pressure, BMI or cholesterol, or start and stay with an exercise program.

› **Other behavior changes.** These are the little things that add up. For example, the number of employees who:
  – Ate healthier foods in the cafeteria and from the vending machines
  – Joined a fitness club or walking group
  – Enrolled in a disease management program (if they had a chronic health condition)
  – Got preventive cancer screenings

› **Perception of organizational culture.** This includes employees’ feelings toward the work environment, job satisfaction and work/life balance. You could do a **before** survey, make relevant changes, then do an **after** survey.

› **Participation rates.** Record the number of participants in all wellness activities. Ask your Cigna account team about programs for which we can provide this information.

› **Participant satisfaction.** For key activities, give participants satisfaction surveys to complete. The survey should collect quantitative data. For example, use a five-point rating scale from excellent to poor. And also ask open-ended questions like “How could we do it better next time?”

Evaluation is easier if you’re prepared. In Step 4 you chose clear and measurable goals and objectives. Be sure to collect data all year to measure the strength of your program.

Honesty and candor in reporting your results is important. We hope that all of our efforts are successful, but that is unlikely. Some will work out. Some won’t. And negative results are just as useful as positive results. They tell you something needs to change. So resist the temptation to gloss over disappointing data. Or to spin everything in a positive light. Tell it like it is.

And finally, it’s important to share the results of your work and its evaluation. Here are some ideas:

› Present them to your management. Hopefully the results will justify the existing budget. Or even show that a budget increase is warranted.

› Use the results to plan what to do differently in the coming year.

› Report the results to your employees.

Choose the data and comments that are most relevant to employees. Avoid loading them up with too many details. Reporting good results is a great way to grow future participation.

Having a strong wellness program today can mean a better company tomorrow. It’s an investment in your organization’s future. Cigna can help by providing tools and resources. We hope that you take this information and develop your own initiative, with Cigna as a long-term partner in your employees’ health and well-being. We’re there for you. Every step of the way.
Appendix I: Ideas for wellness program activities

Your choice of activities should be informed by your needs-assessment data, goals, objectives, employee interests and budget. There are many different directions you can take. Here are some examples of activities and programs to start your thinking process. Cigna can help – ask your account team about our health and well-being programs that are available to your employees.

Preventive health screenings:
› Blood pressure
› Body-fat testing
› Breast cancer screening
› Cholesterol
› Depression screenings
› Diabetes
› Eye exams
› Fitness testing
› Flu shots
› Posture screening, spinal analysis
› Skin cancer screening

Awareness, education and support:
› Lunch-and-learn or brown-bag wellness seminars
› Nutrition awareness, healthy cooking demos
› Fitness/exercise demos
› Healthy food alternatives in your vending machines and cafeteria
› Food storage and preparation facilities to encourage healthier eating
› Cancer survivor support groups
› Elder care information
› Financial education
› Healthy pregnancy education

Stress relievers and morale boosters:
› After-hours activities
› Book discussion group
› Group lunches or celebrations
› Laughter bulletin board where employees can post jokes and cartoons (in good taste)
› Stretch breaks
› Visiting massage therapist

Lifestyle behavior change programs:
› Physical activity/exercise
› Stress management
› Tobacco cessation
› Weight management/nutrition

Chronic condition management programs:
› Asthma
› Low back pain
› Depression
› Diabetes
› Heart disease
› Metabolic syndrome
› COPD

Safety and prevention programs:
› Back-injury prevention training
› Ergonomic education
› Fire extinguisher use
› Hand-tool safety

Physical activities:
› Bike rack on premises so employees can ride to work or during lunch
› Host an exercise equipment swap
› Mind/body classes (e.g., yoga, tai chi)
› Onsite fitness center or exercise room
› Subsidized fitness club memberships
› Team sports (volleyball, basketball, softball)
› Walking and/or running club (during lunch hour or breaks)
(Your company) is planning to start (or enhance) a wellness program to help employees live healthy lives. We would like to know your interests and preferences. Please indicate with an X those topics that you would be interested in learning more about. Check as many as you would like:

**Personal health issues**
- [ ] Smoking cessation
- [ ] Weight control
- [ ] Nutritional cooking
- [ ] Physical activity, exercise and fitness
- [ ] Stress management
- [ ] Skin cancer
- [ ] Breast cancer
- [ ] Prostate cancer
- [ ] Alternative medicine
- [ ] Heart disease
- [ ] Other

**Emotional health issues**
- [ ] Anxiety
- [ ] Depression
- [ ] Postpartum depression
- [ ] Alcohol and drug abuse
- [ ] Coping with cancer
- [ ] Other

**Parenting and child care**
- [ ] Finding child care
- [ ] Talking with teenagers
- [ ] Teenage nutrition
- [ ] Teenage pregnancy
- [ ] Teenage drug education
- [ ] Parenting newborns
- [ ] Discipline
- [ ] Attention-deficit/hyperactivity disorder
- [ ] Single parenting
- [ ] Step parenting
- [ ] Balancing work and personal life
- [ ] Other

**Elder care issues**
- [ ] Alzheimer’s disease
- [ ] Parkinson’s disease
- [ ] Elder care
- [ ] Housing for the elderly
- [ ] Elder law
- [ ] Other

**What times and methods work best for you for educational programs**
- [ ] Lunchtime sessions
- [ ] After-work sessions
- [ ] Before-work sessions
- [ ] Webinars
- [ ] Telephone sessions
- [ ] Printed material
- [ ] Email
- [ ] Intranet posting
- [ ] Other

**Do you currently participate in any physical fitness activities? Indicate with an X those that apply to you:**
- [ ] Biking
- [ ] Walking
- [ ] Tennis
- [ ] Team sports
- [ ] Swimming
- [ ] Aerobics
- [ ] Running
- [ ] Weightlifting
- [ ] Other

**Indicate with an X any of the following activities that you may be interested in:**
- [ ] Yoga
- [ ] Meditation
- [ ] Running
- [ ] Massage
- [ ] Tai chi
- [ ] Biking
- [ ] Dance lessons
- [ ] Stretching techniques
- [ ] Lunchtime walking program
- [ ] Team competitions
- [ ] Individual goal contests
- [ ] Other

**Would other members of your household be interested in any of the above topics? If yes, list the topics.**

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**Would you be interested in attending a Health Awareness Day, which might offer employees and their household members information and screenings for such things as cholesterol, blood pressure, hearing, posture, body fat, depression and breast cancer?**
- [ ] Yes
- [ ] No