UCR Wellness Toolkit for Managers and Supervisors
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Communication from UCR Faculty/Staff Wellness Program

Managers and supervisors are uniquely positioned to create a healthy and safe workplace by creating a wellness culture and supporting staff who want to achieve and/or maintain healthy lifestyles. The benefits of having healthy employees are numerous, from improved health and productivity to lower healthcare costs and risks. Your staff spends a huge amount of time at work and identifying ways to support their well-being and quality of life is key to maintaining a high performing workforce. Invest in your most valued asset – your staff – and help move UCR towards a healthier culture and working environment.

The UCR Faculty/Staff Wellness Program would like to support you in these efforts. We have created a Manager and Supervisor Wellness Toolkit that consists of the following:

- Sample Leadership Letter to Employees
- Wellness Toolkit for Managers and Supervisors Checklist
- Healthy Culture Audit
- Healthy Meeting and Events Guide (email julie.chobdee@ucr.edu for a hardcopy)
- Wellness Leadership Survey from Welcoa
- Healthy Meal Sample
- Instant Recess DVD/Link
- Sample PowerPoint for you to customize and use for staff presentations and meetings
- Leading Towards a Healthy Culture
- Tip Sheets
  > Tips for Managers to Support Wellness at Work
  > WorkWell – Healthy Habits at Work
  > EatWell – Healthy Eating at Work
  > FitWell – Physical Activity at Work
  > BreathWell – Tobacco-Free Policy
  > BeWell – Stress Management at Work
  > Healthy Work Habits
- Resource/Contact List

As an individual with influence you are in a position to positively support and impact the creation, promotion, and sustainability of a healthy campus culture. By working together, we’re making a difference in both employee health and the health of UCR. We look forward to partnering with you on these efforts.

Wellness Team,
Julie Chobdee, MPH
Wellness Program Coordinator
Julie.chobdee@ucr.edu
(951) 827-1448
Managers and supervisors play a key role in making Worksite Wellness Programs a success. There are several ways that managers and supervisors, and leadership, can help to support and motivate employees such as setting a good example, providing the tools and resources that your employees need to keep themselves on the right track, communicating wellness messages, and creating a supportive environment and culture. The benefits of having healthy employees are numerous, from improved health and productivity to lower healthcare costs and risks. The following checklist can be used to help guide you to create a model “Wellness” department/unit. For recommendations or questions, please contact Julie Chobdee, Wellness Program Coordinator.

☐ Commitment from Senior Leadership (VC, AVC, Executive Director) for health and wellness.

☐ Leadership team discusses and prioritizes wellness and values the connection between the health of their employees and the health of the organization.

☐ Incorporate wellness performance factors into Performance Management process and/or other formal Manager/Supervisor Evaluation process.

☐ Sponsors/Offers Wellness Programs – makes it convenient, accessible and customized.

☐ Support for Wellness Program participation or other health and wellness activities.

☐ Communicates the importance of health and wellness in both written format and verbal conversations.

☐ Identifies environmental and cultural opportunities to make the healthy choice, the easy choice.

☐ Has at least 1 Wellness Ambassador.

☐ Individuals in leadership role actively involved in wellness efforts on campus.

☐ Rewards and recognizes employees for engaging in healthy behaviors and activities.
Healthy Department Recognition — Housing, Dining & Residential Services

An Interview with Cheryl Garner, Executive Director of Dining, Catering, and Conferencing Services and Susan Marshburn, Executive Director of Housing Services

Management support is critical to the success of any wellness initiative. And creating a culture of health and wellness visibly demonstrates and cultivates a workplace that values good health. UCR Housing, Dining, and Residential Services (HDRS) provides organizational resources to foster awareness about personal health and to build a supportive workplace environment that encourages and motivates employees to take daily healthy actions. They are a truly committed unit that makes health and wellness a priority. Here are excerpts from a conversation with Cheryl and Susan.

Tell me about the leadership support in HDRS for Wellness

HDRS leadership, including AVC Andy Plumbley are committed to providing opportunities to support all employees to be healthy, productive, and injury free.

Do you reward and recognize employees for healthy behaviors? What?

We recognize healthy and safe work habits – like flu prevention and integrate health and safety into every employee’s performance evaluation.

What programs/activities do you offer related to wellness?

Dining Services:

- We integrate health and safety into all aspects of our operations for both staff and students.
- We partnered with the Faculty/Staff Wellness Program to offer a 6 month Wellness Works Program
- We also provide education and health & wellness campaigns such as the “My Plate” Nutrition campaign.
- Each week we distribute a “Recipe for Safety Success” which includes topics about self-care, knife safety, slips trips and falls and monthly health and safety posters.
- We require all employees who work with a computer to take the Ergo iSeat Training and support and budget for Ergonomic Equipment.
- We provide safety shoes and fatigue mats to assist employees who are on their feet all day.

Housing Services:

- We partnered with the Faculty/Staff Wellness Program to offer a 6 month Wellness Works Program
- We sponsored an employee-led “Boot Camp” weight loss competition
- We hold MobileFit, Zumba, and stretch classes
- For both Dining and Housing, there are several Wellness Ambassadors representatives, all with such passion and energy to be involved in the wellness efforts on campus. What’s exciting is that employees are ASKING their management for Wellness Programs!
Why is wellness important to your leadership and your unit?

- We have an aging workforce with high risk for injuries. Wellness is important because healthy employees means happier and more productive employees.
- We want to be responsive to our employee’s health need and help them achieve their goals. We care and are always looking for new strategies to improve health.

What impact have you seen from wellness program participation and individual efforts?

- The outcomes from the Wellness Works Program was very positive - both in reducing risk, changing health behaviors, and increasing social support and camaraderie among our employees.
- We’ve also made huge strides in reducing injuries.
- Employees are proud to be part of the Wellness Works Program and show off their T-shirts.

What are some key strategies/recommendations you have for other units/departments pursuing a healthy department status?

- Show your support for your employees.
- Role model healthy behaviors.
- Obtain manager and supervisor buy-in and interest.
- Show employees that you care about them.
- Integrate and overlap HEALTH/Wellness with Safety.

What is your vision for a healthy HDRS?

- Incorporating holistic health into work life and life at home.
- Improve health and reduce injuries.

How do YOU stay healthy? Describe your role as a role model.

- Cheryl eats healthy, usually chicken breast, grilled vegetables, and salad with dressing on the side.
- Susan is part of a walk/run group training for a ½ Marathon. She walk/runs at least 5 miles 3x/week!

For more information, contact Cheryl Garner at Cheryl.garner@ucr.edu or Susan Marshburn at susan.marshburn@ucr.edu.
Contact List

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Appendix
Sample Communication Letter

Date

To:

From:

Re: Wellness and Health

As your leader in (Department), I would like to encourage and support you to live a healthy lifestyle. It is important that we take care of ourselves and our families so we can experience a high quality of life at work and at home. Make YOUR health a priority today!

For managers and supervisors, you can help shape our culture and inspire a commitment to health and well-being by empowering the people you work with to learn more about their health. By participating in health promoting activities and encouraging your co-workers to take small steps towards a healthier lifestyle, you can make a difference.

The University offers several programs and services available through the Faculty/Staff Wellness Program and other partners, to improve your health and well-being. I hope you will take advantage of these benefits so that you can experience improved health, energy, mental functioning, productivity, and less injuries and illnesses.

Help us create a culture of health and wellness at UCR. Think HEALTH on the job and support your colleagues to be healthy. Our leadership team would like you to be healthy and take part in the wellness movement. UCR values your health and well-being and as your leader, I would like to encourage all of you to be part of making UCR a healthier campus, starting with yourself and the choices you make.

(Add personal touch or story)

If you have any questions, feel free to contact me at (email/phone).

To Your Health,

(Name)
(Title)
(Contact Information)
Wellness Toolkit for Managers and Supervisors PowerPoint

>> Download the PowerPoint
Wellness Toolkit Training for Managers and Supervisors

Presented by:
Julie Chobdee, MPH
UCR Wellness Program Coordinator
Leanna Bowles, MS, PHR
UCR Wellness Program Specialist

Disability Management
Wellness Workers’ Compensation
Ergonomics

UCR is committed to a campus culture that promotes wellness through healthy lifestyles that enhance the quality of life for our faculty, staff and students.

Kim A. Wilcox, Chancellor

It is a lifestyle; a way of living that encourages good physical and mental health.
It is a balanced lifestyle that includes an emphasis on the body, mind and spirit.

For Faculty and Staff
UCR Wellness Program
To provide UCR faculty and staff with integrated and comprehensive health and wellness programs and services to support a healthy and productive workforce and healthy campus environment.

To create and sustain a healthy campus culture that educates, motivates and empowers UCR faculty and staff to adopt and maintain healthy lifestyle behaviors.

Wellness as a Priority
UCOP — UC Living Well
In 2006, UCOP created “UC Living Well” wellness initiative
- Contain rising health care costs
- Increase productivity
- Reduce absenteeism and presenteeism

In 2006, UCOP Risk Management initiative, Be Smart About Safety, rolled out

In 2007, the UCR Campus Wellness Oversight Committee was formed.
Wellness programs were developed to integrate health promotion and health protection.

UCR Wellness Program Oversight
A collaborative approach
- Campus Wellness Oversight Committee (CWOC)
- Human Resources Benefits, Wellness, Workers’ Compensation, Disability Management, Ergonomics
- Environmental Health & Safety
- Recreation Center
- Dining Services
- Housing Services
- Campus Health Center
- The Well
- School of Medicine
- Department of Psychology
- Business and Admin. Services
- Faculty representative: Professor of Bioengineering

UCR Wellness Model
7 Dimensions of Wellness
- Emotional
- Environmental
- Intellectual
- Occupational
- Physical
- Social
- Spiritual

Introductions
Name and Title
Health and Wellness issue that is important to YOU or staff you supervise

Background
- Chronic diseases such as heart disease, stroke, cancer, obesity and diabetes are among the most prevalent and costly health problems for employers and employees.
- Preventable illness comprises of over 2/3 of health care costs
- A healthy diet and regular physical activity can prevent or delay the onset of many of these chronic health conditions and their associated health care costs.
- Small changes can improve health.
- Focus on keeping healthy people healthy and managing chronic conditions.
An investment in health

The Latest Research....

According to the American Journal of Health Promotion's in-depth analysis, employers with worksite health promotion programs see on average:

- 27% reduction in sick leave absenteeism
- 26% reduction in health costs
- 32% decrease in workers' compensation and disability claims

Healthy lifestyles contribute to increased productivity, energy, improved mental health and function, and quality of life.

Cost of Poor Health

What are the BENEFITS of a healthy workforce to:
- The staff?
- The supervisor?
- The University?

Benefits of Wellness

Why the Worksie?

Employers are in a unique position to promote the health and safety of their employees.

Workers typically spend more than one-third of their day on the job and usually consume at least one meal during that time.

Social/Peer Support

According to the Centers for Disease Control & Prevention, more than 75% of employees' healthcare costs and productivity losses are related to employee lifestyle choices.

Benefits of a Healthy Organization

Workplace health programs contribute to the success of the organization by:

- Improving the health and well-being of employees and their family members
- Improving productivity
- Improving morale and job satisfaction
- Reducing injuries and illnesses
- Reducing absenteeism, presenteeism, and lost time
- Improving recruitment and retention
- Lowering costs for employees and the University
- Creating a culture of health

Benefits to the Employees

Employees reap the benefits:

- Improved health status
- Reduced risks
- Improved quality of life
- Improved energy and performance
- Supportive environment to make personal lifestyle changes.
- Resources to be healthier employees and more effective workers

Value Proposition

Our faculty and staff are the university's most important and valuable asset. Having a healthy and productive workforce is crucial to our ability to be successful in research, teaching and public service.

Managers and Supervisors

Successful worksite wellness programs all have common elements, and among the most important are leadership and commitment from the top.

YOUR role as Manager/Supervisor

As an individual with influence you are in a position to positively support and impact the creation, promotion, and sustainability of a healthy campus culture.

Be a ROLE MODEL for Wellness

Encourage YOUR staff/peers to embrace Wellness
### Role of Managers and Supervisors
- Managers and Supervisors play a key role in making a Worksite Wellness Program a success.
- Management support is critical to the success of any wellness initiative.
- Invest in your most precious resources – your people!
- The following checklist can be used to help guide you to create a model "Wellness" department/unit.

### Wellness Checklist
- **Commitment from Leadership**
  - Wellness is discussed and prioritized
  - Wellness goals
  - Sponsor/offer Wellness programs
  - Support participation in wellness activities
- **Wellness Communications**
  - Make healthy choice the easy choice
  - Wellness Ambassador
  - Leadership involved in wellness efforts
  - Rewards and recognition for healthy behaviors

### What Can YOU do to Support Wellness
- Consider creating, promoting and sustaining a healthy campus culture through the following suggested actions:

#### Communicate the importance of healthy lifestyles to increased productivity, energy, improved mental health and function.

#### Engage and empower staff to take personal responsibility for their health and well-being.

#### Encourage staff to take advantage of the available Wellness programs and services available at www.wellness.ucr.edu.

### What Can YOU do to Support Wellness
- Allow time at all meetings for a wellness message
- Look for ways to include Wellness in your staff’s life and work environment
- Encourage/support participation in personal wellness activities (i.e. physical activity, etc.) or campus wellness activities.
- Recognize and reward staff for practicing positive health behaviors or meeting their wellness goals through public praise and verbal acknowledgement (with their consent).

### Stretch Break – Get up and move!
- 10 minute break

### Creating a Wellness Culture
- Identify at least one Wellness Ambassador
- Use the UCR Healthy Meeting and Events Guidelines to ensure healthy choices are offered at all unit and department meetings, events, and celebrations.
- Support flex time to support staff to participate in physical activity, participation in wellness programs, and balance of work/life needs.

### Balancing work and personal
- Support programs and strategies that enable employees to better balance work and personal demands.
- Consider employee requests:
  - To attend health and wellness trainings.
  - For flexible work schedules to be physically active during the workday.
  - For flexible work arrangements for employees who face challenges in balancing work with personal or family demands.
  - Actively develop management skills that contribute to fostering a healthy workplace environment, healthy work culture and healthy work relationships.

### Achieving a Healthy Department
- Conduct a needs assessment of your department/unit
- Healthy Culture Audit
- Engage staff along with leadership to provide recommendations and suggestions for improvement
- Department pledges to stay healthy and to offer training and information on their healthy workplace efforts

### Creating a Culture of Wellness
- Put wellness on staff meeting agendas
- Assess your office culture, identify interests/needs, and discuss ideas to integrate wellness into your workplace.
- Role model "Move More for 3-4" by fitting activity into each workday and encourage staff to do the same:
  - Promote walking and stretch breaks
  - Hold walking meetings
  - Take stairs more
  - Standing Desks
  - Activity breaks during long meetings
  - Instant Recess breaks

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Healthy Culture Audit
- Learn how your work environment can be improved to support healthy lifestyle habits for faculty and staff.
- This tool can guide you to create a healthy workplace and identify priorities for your department.
- After completing the audit, review the results with your department leaders, managers, and others that can help you champion for a healthier work environment and culture.
- Establish baseline and assess annually

Creating a Healthy Workplace
- What are some barriers to being “well”?
- What does a “Well Workplace” look like?
- What can you do to support health at work?

Lead by Example
- Create your own personal Wellness vision – goals, objectives, action plan
- Include support for Wellness and healthy behaviors integrated into your performance management objectives.
- “How will I promote and encourage healthy behaviors and create a culture of Wellness”
- Re-evaluate norms to allow time to exercise at lunch or breaks, flextime, work/life balance, and healthy company celebrations, walking meetings, etc.

Discussion
- Let’s share ideas on other ways you can encourage a healthy culture in your unit or positively reinforce healthy behaviors?

Healthy Department Recognition
- Dining Services
- Housing Services

Tip Sheets In Your Toolkit
- WorkWell
- EatWell
- FitWell
- BreatheWell
- BeWell
- Ergonomics

EatWell
- Follow the UCR Healthy Meeting and Events Guidelines to ensure healthy choices are included at all unit and department meetings, events, potlucks and celebrations
- At minimum, offer fresh fruits, vegetables, and water
- Make it convenient for employees to bring their lunches and snacks from home
- Provide a clean place to store, heat, wash food
- Ensure schedules allow adequate time for eating

FitWell
- Allow flexible work/break time to support employees to engage in physical activity.
- Encourage breaks from prolonged sitting for meetings longer than one hour.
- Promote and encourage transit service, walking and bicycling opportunities to and from work.
- Post signage, where appropriate, to take the stairs.
- Invest in standing workstations
- Organize walk-n-talk meetings for small groups
BreatheWell
- Support and promote the UC Smoke/Tobacco-Free Policy
- Ask all staff to respectfully comply with the policy
- Address non-compliance and chronic violators
- Communicate cessation resources available and encourage quitting

BeWell
- Provide dedicated space where employees can engage in relaxation activities such as meditation, yoga, or biofeedback.
- Sponsor or organize social events throughout the year (including team building events, employee sports teams).
- Train managers and supervisors on how to recognize and address workplace stress-related issues
- Provide resources relating to stress management and mental health

Working Together for a Healthier U
- UCR has made a commitment to invest in you
- We need your commitment and support to achieve a high level of participation to be successful.
- We will do our part to help you by:
  - Providing communication tools and messages,
  - Delivering programs and assisting you in creating a supportive environment
  - Providing and advocating for supportive policies.

UCR Wellness Programming
For Faculty and Staff
- Behavior Change Programs
- Wellness Workshop Series
- Educational Sessions
- Wellness Information and Resources
- Health Screenings
- Consultations
- Health Assessment

Current Wellness Programs
- WalkingFit
- MobileFit
- Wellness Ambassador Program

Upcoming Wellness Programs

UC goes Smoke/Tobacco-Free... January 2014!
- No smoking, use of smokeless tobacco, e-cigarettes, or any unregulated nicotine products allowed on UC owned or leased property.
- Cessation Support and Resources
- Communications
- Education/Trainings

TobaccoFree.ucr.edu

Commitment to Wellness
Wellness is a journey, not a destination
Are you ready?

More Information on Wellness
wellness.ucr.edu
951-827-1488
julie.chobdee@ucr.edu
Wellness Tool Kit PowerPoint for Employees

>> Download the PowerPoint
Wellness Presentation
Presented by:
Disability Management
Wellness Workers’ Compensation
Ergonomics

Chancellor Endorsement
“UCR is committed to a campus culture that promotes wellness through healthy lifestyles that enhance the quality of life for our faculty, staff and students.”
Kim A. Wilcox, Chancellor

UCR Wellness Model
7 Dimensions of Wellness
- Emotional
- Environmental
- Intellectual
- Occupational
- Physical
- Social
- Spiritual

An investment in health
The Latest Research....
According to the American Journal of Health Promotion’s in-depth analysis, employers with work site health promotion programs see on average:
- 27% reduction in sick leave absenteeism
- 20% reduction in health costs
- 32% decrease in workers’ compensation and disability claims
- Healthy lifestyles contribute to increased productivity, energy, improved mental health and function, and quality of life.

UCR Wellness Model
Why the Worksite?
Employers are in a unique position to promote the health and safety of their employees.
- Workers typically spend more than one-third of their day on the job and usually consume at least one meal during that time.
- Social/Peer Support
- Resources and environment that support healthy behaviors
- According to the Centers for Disease Control & Prevention, more than 75% of employers’ healthcare costs and productivity losses are related to employee lifestyle choices.

Benefits of a Healthy Organization
- Workplace health programs contribute to the success of the organization by:
  - Improving the health and well-being of employees and their family members
  - Improving productivity
  - Improving morale and job satisfaction
  - Reducing injuries and illnesses
  - Reducing absenteeism, presenteeism, and lost time
  - Improving recruitment and retention
  - Lowering costs for employees and the University
  - Creating a culture of health

Benefits to the Employees
- Employees reap the benefits:
  - Improved health status
  - Reduced risks
  - Improved quality of life
  - Improved energy and performance
  - Supportive environment to make personal lifestyle changes
  - Resources to be healthier employees and more effective workers

Benefits to the Employees
Your Choices Make a Difference
- 70% of deaths are attributed to lifestyle choices
- Leading chronic conditions (diabetes, heart disease, stroke, cancer) are primarily caused by poor lifestyle choices, mostly the “Big Three”:
  - Poor diet
  - Lack of exercise
  - Smoking
Wellness and (Your Department)

Why is it important to us?
How can we be a healthier department or unit?

An Investment in YOU

Wellness is an investment in YOU!
Encourage and support you to live a healthy lifestyle.
It is important that we take care of ourselves and our families so we can experience a high quality of life at work and at home.
Make YOUR health a priority today!

Stretch Break – Get up and move!

10 minute break

Ways to Integrate Wellness at Work

There are many ways to integrate wellness at work.
Let’s look at a few....

EatWell

Follow the UCR Healthy Meeting and Events Guidelines to ensure healthy choices are included at all unit and department meetings, events, potlucks and celebrations.
At minimum, offer fresh fruits, vegetables, and water.
Make it convenient for employees to bring their lunches and snacks from home.
Provide a clean place to store, heat, wash food.
Ensure schedules allow adequate time for eating.

FitWell

Allow flexible work/break time to support employees to engage in physical activity.
Encourage breaks from prolonged sitting for meetings longer than one hour.
Promote and encourage transit service, walking and bicycling opportunities to and from work.
Post signage, where appropriate, to take the stairs.
Invest in standing workstations.
Organize walk-n-talk meetings for small groups.

BreatheWell

Support and promote the UC Smoke/Tobacco-Free Policy.
Ask all staff to respectfully comply with the policy.
Address non-compliance and chronic violators.
Communicate cessation resources available and encourage quitting.

BeWell

Provide dedicated space where employees can engage in relaxation activities such as meditation, yoga, or biofeedback.
Sponsor or organize social events throughout the year (including team building events, employee sports teams).
Train managers and supervisors on how to recognize and address workplace stress-related issues.
Provide resources relating to stress management and mental health.

Working Together for a Healthier U

UCR has made a commitment to invest in you.
We need your commitment to live a healthy lifestyle.
We will do our part to help you by:
- Providing tools and messages.
- Opportunities for programs and assisting you in creating a supportive environment.
- Providing and advocating for supportive policies.
Discussion

- What’s Important to You?
- How can (Department) XX/UCR Support Your Efforts to Live a Healthier Lifestyle?
- Let’s share ideas on other ways you can encourage a healthy culture in our unit or positively reinforce healthy behaviors?

Faculty/Staff Wellness Program

Programs and Services

UCR Wellness Program

For Faculty and Staff

To provide UCR faculty and staff with integrated and comprehensive health and wellness programs and services to support a healthy and productive workforce and healthy campus environment.

UCR Wellness Programming

For Faculty and Staff

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- Wellness Information and Resources

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- Cessation Support and Resources
- Communications
- Education/Trainings
- TobaccoFree.ucr.edu

Commitment to Wellness

Wellness is a journey, not a destination
Are you ready?

More Information on Wellness

wellness.ucr.edu

951-827-1488

julie.chobdee@ucr.edu
**Leadership Support Indicator**

The following questions assess the quality and quantity of leadership support for healthy lifestyles. To assess leadership support for wellness in your group, rate your level of agreement with the following statements using the following scale:

- **5** Strongly Agree
- **4** Agree
- **3** Neither Agree Nor Disagree
- **2** Disagree
- **1** Strongly Disagree

*My immediate manager or supervisor…*

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<td>Explains why wellness is important to the organization.</td>
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<td>Explains how employees can benefit from wellness.</td>
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<td>Explains how employees can participate in the wellness program.</td>
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<td>Demonstrates support for wellness through his or her personal lifestyle choices.</td>
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<td>Participates in wellness activities.</td>
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<td>Adopts policies and procedures that make it easy for people to adopt and maintain healthy lifestyle practices such as physical activity, healthy eating and stress management.</td>
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<td>Helps reduce barriers to achieving healthy lifestyle goals.</td>
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<td>Recognizes people’s wellness achievements.</td>
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<td>Sets wellness goals for our work group.</td>
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<td>Celebrates the success of the groups in achieving shared wellness goals.</td>
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How did your leaders do? If you are a manager or supervisor, how might your employees rate your leadership? Most people could find ways to improve their wellness leadership efforts. Review your answers and discuss strategies on how to improve your scores. Contact the Wellness Team for assistance.

*Source: Human Resources Institute, LLC (2011)*
Leading Towards a Healthy Culture

Leaders can learn to support wellness by sharing the wellness vision, serving as effective wellness role models, and aligning cultural touch points. Successful organizations combine support for individual change with supportive environments.

Wellness programs must add culture change strategies whereby healthy behavior becomes “the way we do things around here.” A wellness culture makes it more likely that employees will succeed in achieving and maintaining their personal health improvement goals and not adopt unhealthy behaviors. Leaders at all levels have a responsibility for shaping the workplace culture. That responsibility includes fostering a workplace culture that supports employee health and safety.

Strategies for wellness culture change:

- Share the wellness vision, including how wellness is being defined, why it is important and how employees can participate in the wellness initiative.
- Serve as a role model by participating in the wellness program and by adopting a healthy lifestyle.
- Align cultural touch points which are formal and informal policies and procedures such as rewards, communication and training with wellness.
- Monitor and celebrate success so that individual and group-level wellness goals are set and progress recognized.
- Explain worksite wellness programs and how they can be accessed.
- Announce your support for participating in wellness programs.
- Remind employees about wellness activities that require broad participation such as completing wellness program surveys and health assessments.
- Include a conversation about healthy lifestyles and the wellness initiatives during a new employee’s first days of employment.

Wellness Traditions

Specific acts and traditions carry special meaning in a culture. Such traditions and symbols should be aligned with wellness. Some senior leaders, for example, have shown their support by moving their designated parking spot away from the front entrance. A daily tradition such as a stretch break can be a powerful statement in support of wellness. Other traditions could take place annually, such as participation in an annual wellness celebration. These symbolic acts explicitly show that health is genuinely valued in the work culture.

Making the Healthy Choice the Easy Choice

In a culture of wellness, healthy choices should be the most affordable, convenient and most attractive alternatives. Do employees have the time, space, equipment and other resources needed to pursue positive practices? Proper resources can eliminate barriers and show that health is a priority in the workplace.

Source: Human Resources Institute, LLC (2011)
Healthy Meeting and Events Guide

>> Download the PDF

Email julie.chobdee@ucr.edu for a hardcopy.
<table>
<thead>
<tr>
<th></th>
<th>Breakfast</th>
<th>Midmorning Snack</th>
<th>Lunch</th>
<th>Midafternoon Snack</th>
<th>Dinner</th>
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<tbody>
<tr>
<td><strong>Monday</strong></td>
<td>• Oatmeal&lt;br&gt;• Plain preferred, then add your own&lt;br&gt;• fruit, nuts, etc.&lt;br&gt;• 1-2 Hardboiled eggs</td>
<td>• Celery sticks with&lt;br&gt;• 2 Tbsp peanut butter</td>
<td>• Chicken Caesar Pita sandwich:&lt;br&gt;• 6 oz. grilled skinless chicken breast&lt;br&gt;• strips&lt;br&gt;• 2 Tbsp Caesar dressing&lt;br&gt;• 2 slices tomato&lt;br&gt;• 1-2 leaves of romaine lettuce, or&lt;br&gt;• 1/4 cup spinach&lt;br&gt;• 1/8 cup red onion&lt;br&gt;• 1 whole wheat pita&lt;br&gt;• Fruit on the side</td>
<td>• 1/4 cup of plain almonds&lt;br&gt;• 1/4 cup raisins</td>
<td>• Halibut w/Lemon &amp; Garlic&lt;br&gt;• 5 oz. Tilapia&lt;br&gt;• 1-2 cups of spinach salad&lt;br&gt;• 1 medium baked potato&lt;br&gt;• 1 cup of mixed fruit&lt;br&gt;• on the side</td>
</tr>
<tr>
<td><strong>Tuesday</strong></td>
<td>• Vegetable omelet&lt;br&gt;• 3-4 whole eggs&lt;br&gt;• Onions, bell peppers, mushrooms,&lt;br&gt;• spinach, cheese (add to taste)&lt;br&gt;• Hot sauce to taste&lt;br&gt;• 1 whole wheat English Muffin topped with cottage cheese</td>
<td>• 1 medium apple&lt;br&gt;• 1 stick of string cheese</td>
<td>• 1 cup Low-Sodium Vegetable Soup&lt;br&gt;• PBJ Sandwich on Whole Wheat&lt;br&gt;• Side of carrot and celery sticks&lt;br&gt;• Fruit on the side</td>
<td>• 6 oz cottage cheese&lt;br&gt;• with salsa or fruit</td>
<td>• Chicken Kabobs&lt;br&gt;• 5 oz of cubed chicken&lt;br&gt;• Onions, red bell pepper, zucchini,&lt;br&gt;• tomatoes&lt;br&gt;• skewered on a kabob and grilled&lt;br&gt;• 1/2 cup of cooked rice&lt;br&gt;• Salad on the side&lt;br&gt;• 1 medium orange</td>
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<tr>
<td>Wednesday</td>
<td>Breakfast</td>
<td>Midmorning Snack</td>
<td>Lunch</td>
<td>Midafternoon Snack</td>
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<td></td>
<td>8 oz. Greek Yogurt, plain--top with fresh fruit or honey 1 slice of whole wheat toast topped with peanut butter 2 hardboiled eggs</td>
<td>4 large graham cracker rectangles w/4 Tbsp peanut butter</td>
<td>Chicken Taco Salad: 6 oz. ground chicken prepared with taco seasoning 2 cups shredded romaine lettuce 1/2 cup diced tomato 1/4 cup red onion, chopped 1/4 cup shredded Mexican blend cheese 1/2 cup of black beans Top with salsa, sour cream, guacamole Fruit on the side</td>
<td>Peanut butter &amp; honey sandwich on whole wheat bread</td>
<td>Turkey Burgers: 5 oz. ground turkey 1-2 leaves romaine lettuce 2 tomatoes 1-2 oz. of sliced cheese 2 thick slices red onion 1 whole wheat bun Ketchup, mustard, etc. to taste Side mixed green salad 1 medium peach</td>
</tr>
<tr>
<td>Thursday</td>
<td>1 whole &quot;Bagel Thin&quot; topped w/ Peanut Butter and low-sugar jam 1 medium banana</td>
<td>6 oz. of cottage cheese topped with salsa, or fruit</td>
<td>Turkey Sandwich on Whole Wheat 6 oz of roast turkey Top with tomatoes, lettuce, cheese Fruit on the side Side salad</td>
<td>Carrot sticks w/ a side of Italian or Ranch Dressing</td>
<td>Fajitas 5 oz. chicken, fish or lean beef cut into strips &amp; prepped with fajita seasoning Red bell pepper Onions Tomatoes Lettuce Sour cream Whole wheat tortillas 1 cup of rice on the side 1 medium orange</td>
</tr>
<tr>
<td>Time</td>
<td>Breakfast</td>
<td>Midmorning Snack</td>
<td>Lunch</td>
<td>Midafternoon Snack</td>
<td>Dinner</td>
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<tr>
<td>Friday</td>
<td>Breakfast Burrito</td>
<td>6 oz. Yoplait Lite</td>
<td>Turkey Chili w/beans</td>
<td>4 large graham cracker</td>
<td>Veggie soft tacos:</td>
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<td></td>
<td>3 whole eggs, scrambled</td>
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<td>2 cups, low sodium variety</td>
<td>rectangles w/4 Tbsp</td>
<td>1/4 cup low-sodium black beans</td>
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<td></td>
<td>1/4 cup black beans</td>
<td></td>
<td>Top with onions and cheese</td>
<td>peanut butter</td>
<td>1/8 cup cooked corn</td>
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<td></td>
<td>1/4 cup bell peppers, diced</td>
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<td>1 whole wheat roll on the side</td>
<td></td>
<td>1/8 cup cooked zucchini</td>
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<td></td>
<td>1/4 small potato, diced</td>
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<td>Side salad</td>
<td></td>
<td>Shredded carrots and cabbage</td>
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<td></td>
<td>1/8 cup red onion</td>
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<td>as topping</td>
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<tr>
<td></td>
<td>1 slice of avocado, diced</td>
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<td></td>
<td>2 corn tortillas</td>
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<td></td>
<td>1/4 cup shredded Jack cheese</td>
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<td>1 medium orange</td>
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<td></td>
<td>Hot sauce to taste</td>
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<td></td>
<td>1 large tortilla</td>
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</table>
Tips for Managers to Support Wellness at Work

- Management support is critical to the success of any wellness initiative. Studies show that management style and perception of management support are strong influences on participation in worksite wellness/health promotion programs. Developing a broad base of leadership support is an important wellness strategy.

- Make Wellness a part of your core business strategy. Build in leadership accountability for supporting wellness initiatives and driving participation.

- Hold managers and supervisors at all levels responsible and rewarded for wellness policy compliance and support of initiatives as part of their performance evaluations.

- Embed wellness and health promotion in each aspect of organization structure - adding agenda items to new hire orientations, manager training, staff meetings, and vendor/health plan relationships to create opportunities to communicate and reinforce wellness as a strategic priority.

- Facilitate wellness program participation — along with teamwork, job autonomy, vacation time, appropriate use of sick leave, and access to work/life/health benefits — to help create an atmosphere where employees can thrive.

- Visibly demonstrate and cultivate a workplace that values good health (i.e. exercise on lunch breaks, participate in wellness events, promote good nutrition, and keep team workloads and stress levels manageable).

- Introduce and endorse wellness initiatives and programs through videos, broadcast emails or postings on the intranet.

- Recognize wellness achievements and efforts toward becoming more savvy healthcare consumers.

- Commit organizational resources to foster awareness about personal health and to build a supportive workplace environment that encourages and motivates employees to take daily healthy actions.

*Source: Human Resources Institute, LLC (2011)*
Creating healthy habits that you incorporate into your day is an essential component to living a healthy life. Once you develop a habit, you don’t have to think about making that healthy decision continuously or rely on willpower. It will become automatic. Your habits may be different than those of your coworker; the key is to find a few that fit into your day and help you reach your individual goals.

- Take time to get to know your co-workers. People with a strong social network and support system are better able to manage stress.
- Keep a pair of walking shoes at your desk so you never have an excuse not to take a walk (better yet, wear comfortable shoes every day!)
- Have an Ergonomics assessment completed to avoid discomfort due to your office environment. Contact the campus ergonomist to set up an appointment today!
- Try creating a standing workstation space in your area so you can periodically stand throughout the day. It doesn’t need to be fancy; it could be a simple file box sitting on your desk. Just make sure it is stable and secure.
- Download CtrlWORK software on your computer to remind you to take movement breaks. You should spend at least 3-4 minutes moving for every hour you spend sitting at your desk.
- Research shows that an organized office increases productivity and motivation. If your desk is cluttered and messy, take a few minutes each day or week to organize your workspace.
- Office desks are really dirty places! Unless you regularly disinfect them, your keyboard, computer mouse, and phone are covered in germs. Keep some disinfecting wipes at your desk to wipe down your surfaces on a weekly basis. (Maybe right after you tidy your workstation.)
- Spend all day working at a computer? Your eyes need a break too. When you get up to take a short walk around the office, make sure you focus your eyes on something far away and look side to side.
- When you talk on the phone, avoid cradling the phone between your ear and neck. Try using a headset or the speaker phone instead (and maybe stand up too).
- Your muscles get tight from sitting in one position all day. Visit www.wellness.ucr.edu for some stretches that you can do at your desk.
**EatWell — Healthy Eating at Work**

Roughly half of your weekly meals are consumed during the time you spend at work. Set yourself up for success and make eating healthy a little bit easier even when you are at work. When a snack attack hits at 3pm, will you be ready?

- Think ahead! If you have nothing else to eat and are hungry, you will get the candy bar out of the vending machine.
- Keep popcorn, dried fruit, nuts, or jerky in your desk for easy, healthy snacks that won’t spoil quickly.
- But put it away and maybe up high! Research shows that having food sitting in plain sight may lead to eating more, even when you are not hungry.
- Consider keeping some perishable items in the office fridge: yogurt, cheese, and fruit are all great options.
- Bring a reusable water bottle to leave in your office. When you are thirsty, fill it at the fountain instead of grabbing a soda out of the vending machine. Maybe even fill it up in an adjacent building for a few extra steps.
- If you eat at your desk, pay attention to what you put in your mouth. Mindless eating while multi-tasking can lead to overeating without even realizing it.
- Bring your lunch to work. When you plan ahead and pack a lunch before you are hungry, you are more likely to make healthy choices.
- Think about food safety, keep your lunch in the office refrigerator or in an insulated lunch sack (like the one you can receive for participating in WalkingFit) to keep your lunch from becoming a bacteria haven.

Healthy options include:

<table>
<thead>
<tr>
<th>Breakfast</th>
<th>Lunch</th>
<th>Snacks</th>
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</thead>
<tbody>
<tr>
<td>fresh fruit</td>
<td>vegetable soup (ex. tomato basil, minestrone)</td>
<td>fruit</td>
</tr>
<tr>
<td>whole grain bagel thin/toast with peanut butter</td>
<td>turkey, tuna, or chicken sandwich on whole grain bread/wrap</td>
<td>baby carrots</td>
</tr>
<tr>
<td>yogurt *</td>
<td>pasta salad with vegetables</td>
<td>cheese and crackers</td>
</tr>
<tr>
<td>Special K breakfast bar</td>
<td>chicken and vegetables</td>
<td>nuts</td>
</tr>
<tr>
<td>oatmeal with fruit and nuts</td>
<td>leftovers from dinner</td>
<td>trail mix (no M&amp;M’s)</td>
</tr>
<tr>
<td>egg sandwich on whole grain bread (no bacon)</td>
<td></td>
<td>popcorn</td>
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</tbody>
</table>

*Be careful of the sugar content in yogurt. Yogurt that is packed with sugar is sometimes more like a dessert than a healthy breakfast choice. Aim for 12 g of sugar per 6 oz. container.
FitWell – Move More at Work

One study found that sitting for 11 or more hours each day increased the risk of death by 40%, regardless of any other activity during the day. Unfortunately, even a daily trip to the gym can't undo the effects of an entire day spent sitting. To keep your body functioning properly, you need to move your body in a variety of ways all through the day.

- Stand up to do some tasks. Need to take notes or brainstorm, try standing up.
- Stretch and move during conference calls and webinars.
- Use your cell phone and a set of headphones to walk around campus during a conference call.
- Use the stairs instead of the elevator.
- Attend MobileFit sessions close to your office. MobileFit classes are 30 minutes long held across campus and free to attend.
- Try a walking meeting. Not all meetings need to happen in an office. Creative and brainstorming meetings can be more successful while your body is moving. Additional guidelines are available online at www.wellness.ucr.edu.
- By drinking the minimum eight glasses of water a day, you'll be back and forth from your desk to the water fountain to the bathroom.
- Use CtrlWORK software on your computer to remind you to take breaks to move. You should spend at least 3-4 minutes moving for every hour you spend sitting at your desk.
- Stand while talking on the phone.
- Don’t keep a printer in your office. Print to a printer down the hall so you can get up and move.
- Wear a pedometer to hold you accountable, log your steps online for WalkingFit to earn prizes while you are at it!
- Take stairs every chance you get and walk to meetings instead of driving. Many times you can walk quicker than driving to a meeting (we all know parking can be hard to come by).
- Stretch your shoulders, neck and back throughout the day to overcome some tightness from typing on a computer all day.
- Find a walking partner to make walks fun and create accountability!

Find more tips to MoveMore at work on the Wellness website.
BeWell – Stress Management at Work

While there is no way to remove ALL of the stress from work, you can take some daily steps to help lower and manage the stress from your job.

- Connect with others in your office and around campus. Developing friendships with co-workers can help you better manage the negative effects of stress.
- If you see the downside of every situation and interaction, you’ll find yourself drained of energy and motivation. Try to think positively about your work and avoid negative co-workers.
- In stressful moments, give yourself a 2-minute break from what is bothering you and focus instead on your breathing. Sit up straight, close your eyes, and put one hand on your belly. Slowly inhale through your nose and out your mouth. Try to make your hand on your belly raise and lower.
- A good belly laugh does more than distract you from your stress; it helps you better able to manage it. Laughing lowers your body’s stress hormones while increasing chemicals that boost your mood. Have you laughed today?
- Not only does a clean desk help increase your productivity and motivation, but can relieve stress. Spending a little time to get organized can save you time and unnecessary stress.
- Take a few movement breaks throughout the day. Movement gives the body a chance to practice dealing with stress. It forces the body's systems - all of which are involved in responding to stress - to communicate more closely than usual. The more sedentary we get, the less efficient our bodies are in responding to stress.
- Keep a simple stress ball on your desk for those times when stress gets out of hand. It lets you fiddle while your mind wanders, which is good for your hands and wrists as well as your stress level.
- Get other points of view. Talk with trusted colleagues or friends about the issues you're facing. They might be able to provide insights or offer suggestions for coping. Sometimes simply talking about a stressor can be a relief.
- Have an outlet. Set aside time for activities you enjoy — such as reading, socializing or pursuing a hobby.
BreatheWell — Smoke and Tobacco Free Policy

Who? This policy applies to all members of the UC Riverside community including students, faculty, staff, volunteers, contractors, visitors, and anyone entering onto University-controlled properties. It is applicable twenty-four (24) hours a day, seven (7) days a week.

What? The policy covers the use of all tobacco products, including cigarettes, cigars, and smokeless tobacco, as well as electronic cigarettes and any unregulated nicotine product.

When? UCR is tobacco-free as of January 2, 2014.

Where? Tobacco use will be prohibited anywhere on UCR owned or leased property, including parking lots and residential housing.

How? Enforcement will primarily be educational. The success of this policy relies on the respectfulness, consideration, and cooperation of both tobacco users and non-tobacco users. All members of the university community share the responsibility of adhering to and enforcing the policy, and have the responsibility for bringing it to the attention of visitors and guests.

Why? As a leading education, research, and service University, UCR must take a proactive role in addressing the impact of smoking and tobacco use. The scientific evidence on the health risks associated with tobacco use and exposure to secondhand smoke are now well documented.

Tobacco use remains the single largest preventable cause of disease and premature death in the U.S.

What Can I do to Help?

- Respectfully inform others about the policy.
- Politely ask violators to extinguish their cigarettes, etc. or discontinue their tobacco use.
- Communicate the policy to visitors and event attendees who may be unaware of the policy. UCR is committed to providing a healthy, productive, and safe environment for students, staff, faculty, guests, and visitors.

For more information, please visit www.tobaccofree.ucr.edu.
Healthy Work Habits

In addition to having the proper equipment, maintaining good posture and adopting healthy work habits help keep you comfortable at work and reduce your risk of injury. To evaluate your postural and behavioral practices, please check all of the following that apply to you:

- I take short hourly breaks
- I leave my desk at lunchtime
- I rest my eyes regularly when working on the computer
- I stretch throughout the day
- I avoid forward head posture and keep my ears over my shoulders
- I sit upright and do not slouch or lean forward
- I sit back in my chair rather than perch on the edge of my seat
- I rest my feet on the ground or a footrest, not on the base of my chair
- My hands “float” when I type or mouse
- I keep my mouse and keyboard close to avoid reaching
- I relax my hands when I am not actively typing or using the mouse
Healthy Culture Audit
Assess your department’s culture by completing this audit tool and learn how your work environment can be improved to support healthy lifestyle habits for faculty and staff. This tool can guide you to create a healthy workplace and identify priorities for your department.

**Healthy Culture, defined:**

“In a culture of health, employee well-being and organizational success are inextricably linked. It aligns leadership, benefits, policies, incentives, programs and environmental supports to reduce barriers to active engagement and sustainability of healthy lifestyles across the healthcare continuum.”

After completing the audit, review the results with your department leaders, managers, and others that can help you champion for a healthier work environment and culture.

If you have any questions, contact

Julie Chobdee, MPH, Wellness Program Coordinator X-2-1488, julie.chobdee@ucr.edu
<table>
<thead>
<tr>
<th>Checklist Item</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does our leadership team promote and support the health and well-being of faculty/staff in the department through participation, communication, and/or policies?</td>
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<tr>
<td>Does our department culture encourage participation in health improvement/wellness programs on campus, on-line, or in the community?</td>
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<tr>
<td>Does leadership send out at least one department-wide communication about the importance of health and wellness and encouraging use of campus programs and/or resources?</td>
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<tr>
<td>Does our department communication include wellness messages or program announcements at least once a month (email, newsletter, and staff meeting)?</td>
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<tr>
<td>Do our department bulletin boards include postings of wellness flyers and brochures?</td>
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<tr>
<td>Does our department ensure that healthy food and beverage options (fruits, vegetables, whole grains, water) are included in all department sponsored meetings or events?</td>
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<tr>
<td>Does our department promote that healthy food, snacks, and beverage choices be included in all celebrations, potlucks, and office activities?</td>
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<tr>
<td>Do faculty and staff have access to a refrigerator, microwave, and hot water for storing/preparing food and beverages they bring to work?</td>
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<tr>
<td>Are healthy snacks such as fresh fruit, vegetables, and whole grains the norm when food is shared throughout the department?</td>
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<tr>
<td>Do most of your department faculty and staff pack a healthy lunch?</td>
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<td>Is leadership supportive of flex work arrangements to allow faculty and staff to be physically active before, after, or during the workday?</td>
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<tr>
<td>Does our department encourage faculty and staff to participate in alternative transportation to and from campus such as walking or biking to work?</td>
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<tr>
<td>Does our department culture encourage and support staff to be more active at work: walk during morning or afternoon breaks, take the stairs throughout the day, and get up from workstations to stretch and move around?</td>
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<tr>
<td>Are there signs posted near elevators encouraging stair use?</td>
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<tr>
<td>Does our department encourage walking to meetings on campus rather than driving?</td>
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<tr>
<td>Does our department hold walk and talk meetings?</td>
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<tr>
<td>Does our department take walking or stretch breaks for 3-4 minutes every hour throughout the day?</td>
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<tr>
<td>Are all department faculty and staff aware of the campus Tobacco-Free Policy?</td>
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<tr>
<td>Are all department faculty and staff aware of the tobacco cessation resources available?</td>
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<tr>
<td>Does the department support flex time for physical activity or participating in a health improvement activity?</td>
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<tr>
<td>Does the department orient new faculty and staff to campus wellness resources?</td>
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<td>Do managers/leadership support and promote staff attendance at wellness workshops and programs?</td>
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<tr>
<td>Does our department provide social/ peer support groups around health and well-being?</td>
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Date completed: ________________
1. What position best describes your attitude toward health promotion?

- I am enthusiastic about health promotion and actively promote it at the workplace.
- I am enthusiastic about health promotion, but do not actively contribute to our workplace health promotion effort.
- I am neutral about whether or not we should have a health promotion program here.
- I am opposed to health promotion, but I am not actively working to stop health promotion programs.
- I am opposed to health promotion and I am doing what I can to stop health promotion programs at the workplace.

The following questions ask your opinion about management culture at your workplace. In “The Current Situation” column, fill in the circle that represents your level of agreement that the behavior is currently normal practice among managers and supervisors you work with. In “The Way You Would Like It To Be” column, fill in the circle that indicates your level of agreement that the behavior is desirable.

There are no right or wrong answers. Please select the answer that seems most accurate to you. Use the following scale.

<table>
<thead>
<tr>
<th>STRONGLY DISAGREE</th>
<th>DISAGREE</th>
<th>UNDECIDED/DON'T KNOW</th>
<th>AGREE</th>
<th>STRONGLY AGREE</th>
</tr>
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<td>1</td>
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<td>3</td>
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<td>5</td>
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</table>

<table>
<thead>
<tr>
<th>It is normal practice among managers and supervisors to…</th>
<th>The Current Situation</th>
<th>The Way You Would Like It To Be</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Be able to explain the overall vision and functions of the health promotion program.</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
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<tr>
<td>3. Recognize how supporting employee health supports the mission and purpose of the organization.</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
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<tr>
<td>4. Recognize both financial and human benefits of health promotion at the workplace.</td>
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<td>1 2 3 4 5</td>
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<tr>
<td>5. See to it that employees are kept informed about health promotion programs.</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
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<tr>
<td>6. Explain to new employees, to customers and to the public that the wellness program is an important benefit of the organizational culture.</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>7. Suggest new wellness initiatives that would enhance the health promotion program.</td>
<td>1 2 3 4 5</td>
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<tr>
<td>8. Model healthy lifestyle choices.</td>
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<tr>
<td>9. Tell about past and current personal efforts to adopt healthier lifestyle practices.</td>
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<tr>
<td>10. Participate in health promotion activities.</td>
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<tr>
<td>11. Support participation in health promotion activities by allowing flexible work schedules.</td>
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<tr>
<td>12. Participate in health promotion planning efforts.</td>
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<tr>
<td>13. See to it that health promotion programs are of high quality.</td>
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<tr>
<td>14. Set organizational health promotion goals.</td>
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<tr>
<td>15. See to it that there is adequate financial and logistical support for wellness programs.</td>
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<td>16. Follow through on commitments made to the wellness initiative.</td>
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<tr>
<td>17. Be open to discussing employee lifestyle improvement goals and plans.</td>
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<td>18. Stay informed about employee lifestyle improvement efforts.</td>
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<td>19. Recognize employees’ attempts to adopt healthier lifestyles.</td>
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<tr>
<td>20. Track the benefits of health promotion programs.</td>
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<tr>
<td>21. Celebrate employees’ lifestyle change successes.</td>
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<tr>
<td>22. Celebrate the achievement of organizational health goals (such as reduced absenteeism, disability claims, and accident rates).</td>
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</tbody>
</table>

Online data entry, statistical analysis and recommendations based on Wellness Leadership Survey findings are available at www.healthyculture.com. For further information call (802) 862-8855.