

Workplace Wellness Implementation Guide

STATEWIDE HEALTH IMPROVEMENT PARTNERSHIP (SHIP)

Workplace Wellness Implementation Guide

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Definition of Strategy

A well-designed workplace wellness initiative offers an organizational structure and a physical environment that supports employee health and encourages positive lifestyle behaviors such as adequate physical activity, healthy eating, tobacco-free environments and support for nursing moms.

Working adults in the United States spend most of their day in the workplace, leaving the work environment with significant potential to influence health. Workplace wellness efforts have a significant potential to influence health.

Background

Healthy, motivated employees are important to the workplace and can have a positive impact on an employer's bottom line. Workplace wellness initiatives can help employers manage the cost of health care benefits and insurance by providing a positive return on investment (ROI). A meta-analysis (a look at a number of research studies) placed the annual return on investment for medical costs for a comprehensive workplace wellness initiative at \$3.25 and savings on absenteeism costs at \$2.70 for every \$1 spent on wellness programs.¹ SHIP can provide the foundation to a comprehensive program.

A newer measurement has captured the attention of employers who see wellness as an organizational culture tool. Value of investment (VOI) looks employee morale, worksite productivity, employee absence and workplace safety, according to the 2015 Willis Health and Productivity Survey.

More organizations are realizing that the expectation of an immediate return on investment (ROI) for their wellness programs through medical cost reduction may be unlikely. Companies who adopt a culture of health are more likely to have increased profitability and employee retention for the long run.

Employers who described themselves as more VOI-focused:

- 66 percent were more likely to value building a culture of health than organizations with an ROI focus (51 percent);
- 48 percent were more likely to value building teamwork and morale than organizations with an ROI focus (25 percent);
- 51 percent were more likely to be concerned about improving productivity with their health management programs than organizations with an ROI focus (40 percent).

Strategy objectives

- Understand workplace wellness goals and strategies
- Implement activities to support workplace wellness initiatives through three tasks:

Start Up and Sustainability – gaining leadership support, forming a wellness committee, developing a brand and communications timeline, securing a budget and assessing the workplace environment to begin planning.

Strategies – employers will work with one or more strategies to improve the work environment in healthy eating, active living, tobacco reduction, breastfeeding support, or resiliency (formerly called stress management).

Networking Meetings – grantees will continue to build a group of employers working on wellness in their communities through regular networking meetings to sustain the initial work started in the collaborative.

Data sources

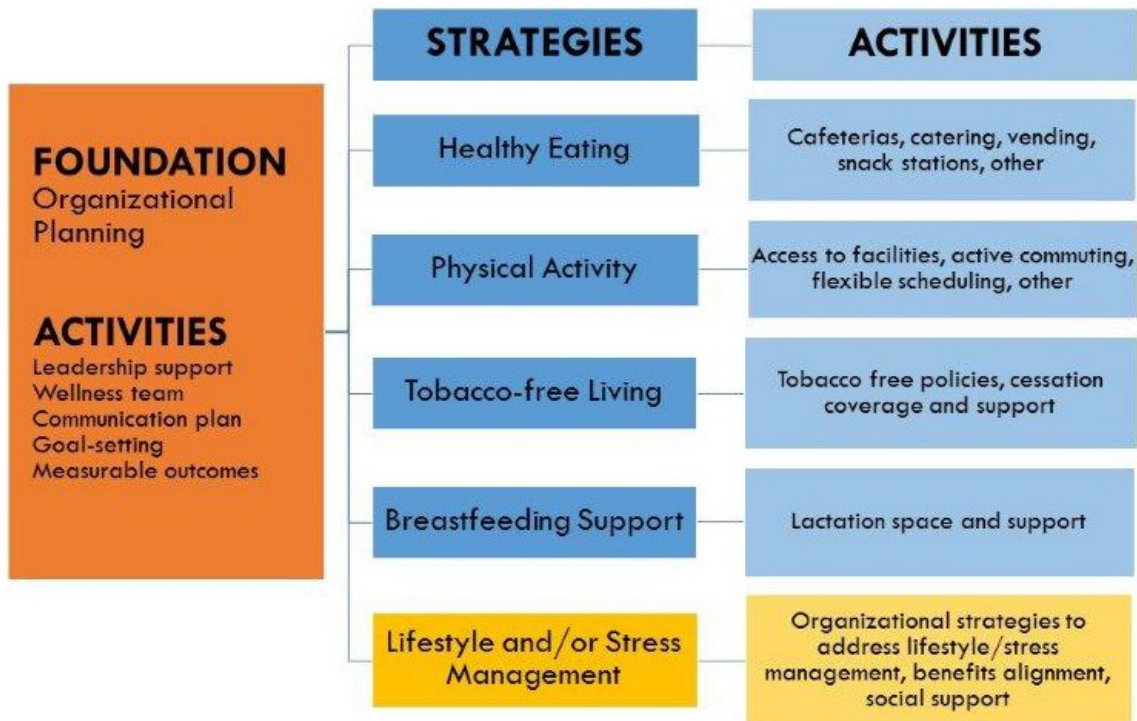
Workers' health affects the profitability of American companies in other significant ways. Poor health of employees is correlated with a 51 percent decrease in overall productivity, with lost employee productivity due to health issues costing companies an estimated \$225.8 billion annually, or \$1,685 per employee per year.ⁱⁱ

“Workplace health promotion and prevention is a means to reduce the burden of chronic illness, improve health, and slow the growth of health care costs.” Affordable Care Actⁱⁱⁱ

Goal

Workplace wellness is an important, evidence-based SHIP strategy to improve healthy eating, increase physical activity, increase tobacco-free environments, and provide breastfeeding support through policy, systems, and environmental changes.

Figure 1: SHIP 4 Workplace Wellness Framework



Priority populations

While SHIP continues to focus efforts across the entire population, in order to impact communities with the greatest health disparities, priority populations for the workplace include:

- Workplaces with fewer than 100 employees. Minnesota and national data show they are least likely to have established wellness initiatives.
- Workplaces with more adults over the age of 45 compared to the general Minnesota adult population. Workforce projections show a continued growth of older employees as a percentage of the workforce. These employees enter an age where preventable chronic diseases are more apparent.
- Industries that historically offer lower wages (and may not offer health care benefits) such as hospitality, retail, service, some manufacturing and care-provider industries.

- Workplaces that employ a significant number of limited or non-English speaking workers and/or workers who have limited education.
- Workplaces that employ a population with a high percentage of workers who are experiencing health disparities identified through county-specific data.

Data sources

- [Minnesota Environmental Tracking Program \(https://apps.health.state.mn.us/mndata/\)](https://apps.health.state.mn.us/mndata/): county health data
- [Minnesota Department of Employment and Economic Development \(https://mn.gov/deed/data/data-tools/\)](https://mn.gov/deed/data/data-tools/)

Dementia and workplace wellness

Employees and employers within workplaces may be dealing with dementia in a variety of ways:

- Employees may be caregivers of parents with dementia. Eldercare issues can create absences and lost productivity as employees struggle to balance work, home and the care of parents.
- Employees may experience dementia. Early onset dementia is rare, but is a possibility for diminished performance. As the working population ages, it's important to note that working longer into retirement is actually correlated with reducing dementia!

Awareness is the key

- Helping employers understand dementia, dispelling myths, learning about resources, and supporting employees as caregivers are all ways SHIP can support this work. Resources include:
 - [Act on Alzheimers \(http://www.actonalz.org/dementia-friendly-work\)](http://www.actonalz.org/dementia-friendly-work): an awareness program to assist employers in educating employees about Alzheimers disease.
 - **Employee Assistance Program (EAP)** – Most employers have their own EAP offered as part of their benefits plan. EAPs offer resources and support to caregivers and can offer help to employees.
 - [Minnesota Board on Aging \(http://www.mnaging.net/\)](http://www.mnaging.net/): Offers resources on many aspects of aging, as well as information about dementia.

Start Up and Sustainability

Grantees will engage employers as partners in workplace wellness by implementing the fundamental elements that build a wellness infrastructure within workplaces. With the infrastructure in place, workplaces can begin to address the strategies of healthy eating, physical activity, tobacco-free environments and breastfeeding support.

Foundational practices include:

- Engage organizational leadership and other stakeholders
- Convene a workplace wellness team
- Conduct a wellness assessment (CDC Health ScoreCard)
- Develop a vision and brand
- Write a plan with specific, measureable goals
- Measure changes in policy, systems, environment and social supports

Once these activities have been accomplished, workplaces will address one or more of the following strategies:

- **Tobacco-free living:** Tobacco-free environments, including grounds and vehicles, and cessation support.
- **Healthy eating:** Increase fruit and vegetable consumption, and decrease sodium, added sugar, and saturated fat by addressing vending/healthy snack station, catering and/or cafeteria food.
- **Breastfeeding Support:** Accommodate and support nursing mothers.
- **Active Living:** Increase access to facilities and opportunities for physical activity and active transportation.
- **Stress Management:** An optional strategy after Healthy Eating and Active Living strategy work has been completed. Organizational activities that address stress from a policy, systems and environment perspective.

Requirements

Technical assistance and training

Grantees will budget for at least one staff to attend regional in-person trainings and one two-day statewide meeting per year. Workplace strategy topics will be incorporated into these events. Announcements on trainings and meetings will be provided in the Making it Better Log and on the Workplace Basecamp Calendar.

Training and technical assistance opportunities include:

- Comprehensive workplace wellness training
- Training in using the Employer Collaborative method, which allows grantees to work with a group of employers to maximize staff time and efforts
- Distance learning online modules, trainings and webinars
- In-person workplace training focused on specific topic area/s, by request (e.g., assessment, strategy specific trainings, communications, etc.)
- Peer-to-peer learning through regional networking opportunities
- Assistance from contractors and MDH staff

Tobacco-free certification requirement

Because one of the goals of SHIP is to reduce the percentage of Minnesotans who use or are exposed to commercial tobacco, it is important that SHIP grantees model appropriate tobacco-free policies. All grantees must show evidence that their workplace is tobacco-free. If not, grantees should work toward a comprehensive tobacco policy. See model policy and supporting resources in [Appendix A - Basecamp](#). However, if a comprehensive policy is not attainable, at a minimum, the grantee is required to have 100 percent tobacco-free public health buildings, grounds, and events without designated smoking areas or exemptions. The grantee should incorporate this in their workplace wellness work plan.

Grantees will complete the certification form ([See Appendix A - Basecamp](#)) during the grant application process and/or provide a copy of the written policy. Grantees that do not have a written policy may submit with the application a letter of commitment to develop such a policy. The Tobacco-Free Certification Form must be signed and dated by an official of the CHB or county.

Employer organization requirements

When working with employers, each employer must agree to complete the following tasks to be eligible for the program:

- Convene workplace wellness committee meetings regularly (recommend monthly)

- Complete pre and post comprehensive organizational wellness assessment (CDC ScoreCard)
- Develop a written vision statement and brand (logo with program name)
- Create a wellness plan with measurable goals
- Implement at least one required strategy by making policy, environment, systems, and social support changes (Year 1) and create a plan to implement three (required) remaining activities in subsequent years
- Measure changes in policy, systems, environment and social support

Recommendations

Staffing

- Minimum staffing – to conduct a workplace collaborative or support 6-12 employers, a minimum of .25 FTE is strongly recommended for the workplace strategy. If a grantee is supporting more than 12 employers and/or providing ongoing support to previous partners, additional staff time may be needed.
- Technical assistance contracts – grantees with limited capacity are encouraged to hire contractors to implement the workplace strategy.
- Staff or contractors involved in providing workplace wellness support to workplace partners are strongly encouraged participate in training offered by MDH to work effectively in this setting.

Partners

Partners generally fall into one three categories: organizations that can provide support for recruiting, workplaces interested in implementing workplace wellness, and those that can lend their expertise by presenting topics at meetings, sponsoring events and/or garnering additional community support. Keep in mind that some partners may fall into more than one category.

Recruitment allies: Organizations to help you identify and recruit workplaces.

- Local business organizations such as: Chamber of Commerce, Society of Human Resource Managers (SHRM), Rotary Club, Lions Club, etc.
- Department of Economic Development
- Regional service cooperatives
- Area visitors center
- Community Health Boards and Community Leadership Teams
- Health insurance brokers

Workplace partners: Employers interested in developing or expanding workplace wellness initiatives at their workplace(s).

- Area employers: private, non-profit and public, including schools, cities, counties, and health care facilities
- Local health care organizations

Supporting partners: Use “expert” organizations to speak at collaborative meetings to identify support in the community:

- Minnesota Breastfeeding Coalition and regional chapters and other breastfeeding support organizations
- Departments of Health, Human Services, etc.

- Organizations working on workplace wellness or related health improvement efforts (e.g. Center for Prevention Blue Cross and Blue Shield of Minnesota, American Lung Association, American Heart Association, American Diabetes Association, etc.)
- Other MDH programs (e.g. Eliminating Health Disparities Initiative, Tobacco Free Communities, CDC grants, etc.)
- Local businesses with an interest in wellness or community initiatives

Recruiting Workplaces

The key to starting workplace wellness initiatives is to recruit 6-16 worksites to commit to a year-long process to implement wellness programs in their organizations. This is called a Collaborative Model, in which you provide the tools and free consultation, and they commit to implementing foundational steps to start their programs. They attend regular meetings facilitated by SHIP staff, learn from other members, work to create a healthier workplace, and contribute to building a healthier community. It's rewarding for all players involved. See Figure 2 for the steps, with a written description of each step below.

Figure 2: Creating a workplace collaborative



Create list of potential employers

Develop a list of area employers and organization within your community. For example, obtain the local Chamber of Commerce, Rotary Club membership lists, Minnesota Department of Employment and Economic Development list of employers, individual/small businesses, county government, schools, hospitals and health clinics.

Using a health equity lens, consider working with employers who employ mostly hourly workers or those who offer traditionally low-wage jobs (some manufacturing, food service, retail, and hospitality industries). Working people with lower incomes have fewer health care options and fewer opportunities to be optimally healthy. Worksite wellness may offer them more resources.

Choose from the group method or selective recruitment outlined below to create a list of employers to invite to a collaborative process.

Group method

Meet with your local Chamber of Commerce President, Rotary Club President, or other business organization leaders in your community to provide an update on how you can assist employers in creating a sustainable workplace wellness program through SHIP. Provide information about how prevention can fit in with the chamber of commerce, individual business or employee benefit goals. Ask for their support to:

- Provide their membership list (in print) so that you may reach out to members to participate in SHIP.
- Invite you to speak at an existing/upcoming membership meeting to deliver a brief announcement or a presentation about SHIP.

Selective recruitment: Develop a list of area employers and organizations. For example, obtain the local Chamber of Commerce, Rotary Club membership lists, Minnesota Department of Employment and Economic Development list of employers, individual/small businesses, county or tribal government, schools, hospitals, and health clinics. Engage existing network of partners (previous SHIP partners).

- Ideally, identify the name of a senior leader within the organization and/or the human resources leader.
- Consider organizations that sponsor community nutrition and physical activity programs, as well as health care organizations and health clinics.
- Some grantees have chosen to focus on a particular employer niche, such as schools as worksites, assisted living facilities, group homes, etc. This method offers possible professional connections to leverage when recruiting and when meeting with a more cohesive group who share similar work situations.

Recruit employers

From the list of potential employers, are there some that may be more receptive to wellness, based on their community involvement activities? Are there employers that publicly take an interest in the welfare of their employees? Do you or others you know have contacts within these organizations? Start with these employers and recruit with these steps:

- Write a letter to invite the employer/organization to participate in the SHIP workplace initiative. See [Appendix A - Basecamp](#) for a sample letter. Or, call the employer directly.
- Via phone, contact human resources staff or senior leader to schedule an in-person meeting, if possible.
- Explain how prevention can enhance individual business or employee health goals.
- Ask contacts to identify and invite executive or employee wellness “champions” within their organization to attend an informational meeting.
- In advance of the meeting, find out what you can about past health and wellness initiatives, community programs and company information to help guide your questions about their culture and work issues.
- During the meeting, discuss SHIP workplace wellness initiatives, including benefits and resources available (staff, funding, information).
- Review organization’s interest and motivation for pursuing wellness change.
- Determine the level of interest and buy-in among organization leadership.

Secure commitment

- Conduct an informational/interest meeting to continue recruitment with all potential employers (this is optional, but has worked well for employers to better understand the process and their commitment). Or, secure commitment with individual employers as employers as they indicate interest in the initiative at a face to face meeting or in a follow-up call. When you receive commitment, have the organization contact person complete the Intake Form and invite them to the first meeting, if scheduled.

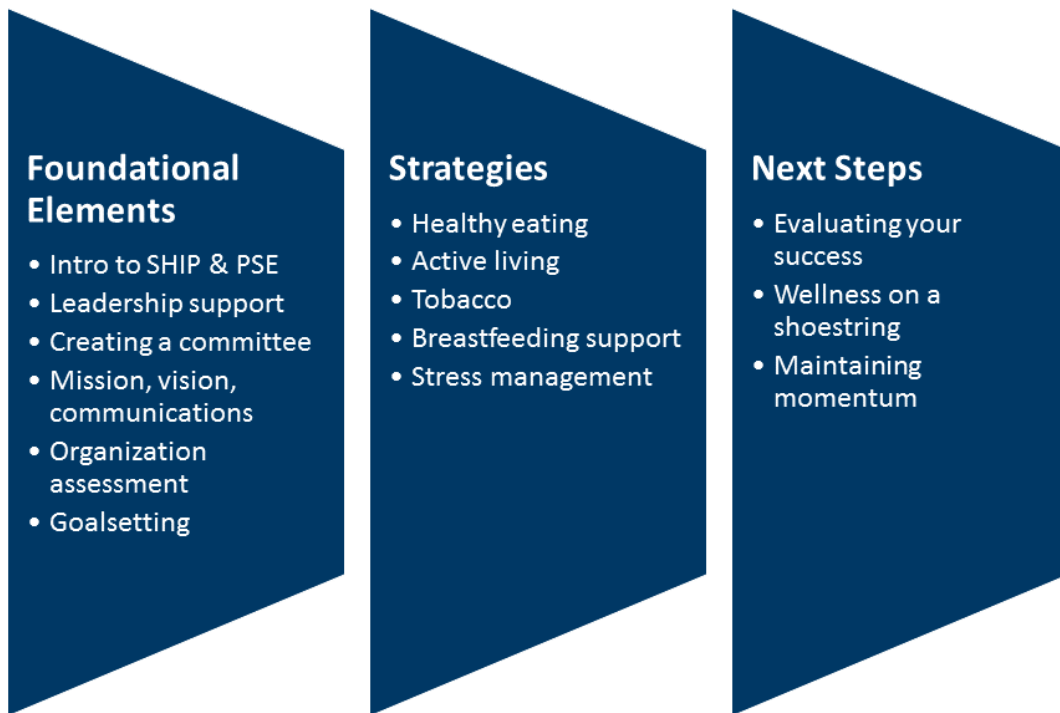
-This form acknowledges commitment by the leaders of the organization that they intend to participate in the SHIP workplace initiative.

-It gives you contact information to create a roster of participating employers.

Prep for collaborative meetings

- Once a group of 6-12 employers has committed to participate, you will lead them through a process over a year, meeting with them regularly to create a wellness program foundation. The steps to create this foundation are listed in Figure 3 on the next page, with a detailed description following. You will then coach them through one of several strategies (healthy eating, physical activity, tobacco reduction or breastfeeding support). See [Appendix A - Basecamp](#) for all the tools.
- **Work individually only in rare cases:** Smaller grantees may choose to support employers by meeting individually, but this model is discouraged. The tools and practices are the same, but there are disadvantages: it takes more time to meet individually, it does not build community, employers do not learn from each other, and it duplicates effort for the grantee.
- **Stages of collaborative:** In the first year, the collaborative can be referred to as a “learning collaborative” and after the first year, employers can move into a “Networking collaborative” that is made up of all past collaborative attendees. The best practice for these groups is to meet quarterly to continue working on PSE with additional strategy areas. Some employers prefer to continue on with the next new learning collaborative if they missed steps or need additional support.
- **Review all materials:** Review all PowerPoint presentations and the SHIP Workplace Employer Workbook to gain an understanding of the curriculum. See an overview of the topics for each meeting and review the PowerPoint presentations found on Basecamp.

Figure 3: Meeting topics



Meeting schedule: The meeting schedule can vary according to your recruiting area and employers' schedules. The recommended schedule is to meet monthly or bi-monthly for a year to form the group and support members in completing the foundational steps in the program. After the first few meetings, employers do not need to meet as often as they are on their way to completing foundational tasks and have momentum with their committee to move forward. Longer, quarterly meetings work in locations that are geographically spread out. In all meeting models, one-on-one meetings with each employer provide extra attention to ensure they have the support to complete their tasks and be successful. See the figures below for sample meeting schedules.

Figure 4: Suggested quarterly meeting format

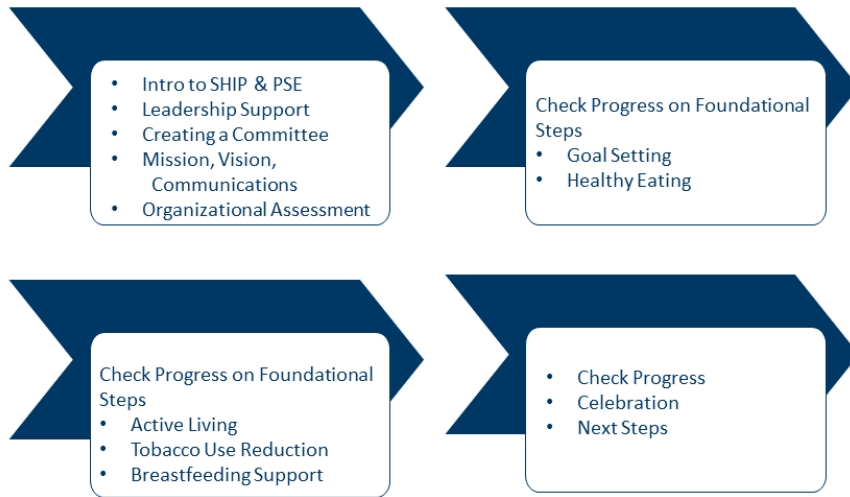


Figure 5: Suggested bi-monthly meeting format



Figure 6: Suggested 8+ times meeting format



- **Create each meeting agenda:** Once you review all PowerPoint presentations and the SHIP Workplace Employer Workbook and have an understanding of the curriculum, create your “lesson plans” for each meeting. Each meeting agenda should include:
 - an icebreaker
 - Check in on progress (most employers’ favorite part!)
 - New material
 - Wrap up and next steps: homework, reminder of next meeting
- **Consider a City or County Advisory Council:** To strengthen your work and build a network of community members interested in economic growth and community development, Grantees may consider forming an area advisory committee including a county economic development executive (e.g. State Community Health Services Advisory Committee member), Chamber of Commerce representative, and community leaders in schools, recreation, healthcare, and interested community members. This advisory group can inform and support all SHIP work, and grow a team that can look to all aspects of a community to attract, maintain, and keep healthy community members. Refer to [Appendix A - Basecamp](#) for more details.

Figure 7: Creating a wellness program



A complete description of each step above is detailed in the Employer Workbook, a new tool you can print or send to employers to bring to each meeting. Read this document thoroughly to facilitate each step of the process.

Start with the CDC Health ScoreCard

Strong workplace wellness programs begin with an environmental assessment to determine what the organization has in place and in which areas the organization has weaknesses. The CDC ScoreCard is the tool for employers to take at the start of their time working with you, and then they will receive a yearly reminder to complete it again to check on their progress and learn about new ways to improve their program.

The ScoreCard provides:

- **CONTROL:** As a grantee, you can view data from your employer cohort if you are listed as a co-administrator when your employer completes the ScoreCard.
- **ADDITIONAL WELLNESS STRATEGIES:** Educates employers about other wellness strategies that can help create a comprehensive program beyond SHIP.
- **PLATFORM:** A public platform for employers to check on their progress year over year, beyond their involvement with SHIP. Workplaces receive comparisons of their progress over the years, and will be using a tool that is continually updated.
- **PRIVACY:** Some employers have been concerned about MDH having their data. MDH will receive only de-identified data from the CDC. The local public health entity will be able to see each employer’s data.

The ScoreCard consists of 16 topic areas related to the leading health conditions driving health care and productivity costs. The ScoreCard includes 125 yes/no questions based on many

evidence-based and best-practice strategies and interventions that are part of a comprehensive worksite health.

Several training tools are provided on Basecamp to assist you in learning how to use this tool:

1. Grantee User's Guide to the CDC ScoreCard
2. Webinars
3. CDC Tutorials

Please review the webinar and the User Guide and consult your TA provider or MDH Worksite Specialist if you have questions.

NEW: SHIP Workplace Strategies Evaluation Toolkit

Evaluating the work is important for both you and your employers to learn where they are successful and what needs improvement. In response to a grantee request, the SHIP Workplace Strategies Evaluation Toolkit has been created to help employers track a strategy's progress and identify how to make the strategy better. The toolkit describes different ways to collect information around awareness, use, and satisfaction with the strategy. Information gathered can be used to fine tune the strategy and can be shared with senior leadership. Employers are not required by SHIP to conduct this type of evaluation.

You, as the Worksite Consultant, can introduce this toolkit as employers determine what they would like to do for their strategy, after they have implemented their strategy, or in the networking phase for employers who have worked with SHIP in the past. See [Appendix A - Basecamp](#) for more details.

Resources

- SHIP Employer Workplace Wellness Workbook
- Tools and templates provided by MDH available on Basecamp Appendix A
- [Wisconsin Department of Health Services \(PDF\)](#)
(<https://www.dhs.wisconsin.gov/publications/p4/p40135.pdf>): Workplace Wellness Resource Kit
- [North Carolina Worksite Toolkit \(http://www.eatsmartmovemorenc.com/Worksites.html\)](http://www.eatsmartmovemorenc.com/Worksites.html)
- [CDC Workplace Health Promotion](https://www.cdc.gov/workplacehealthpromotion/index.html)
(<https://www.cdc.gov/workplacehealthpromotion/index.html>)
- [CDC Health at Work Resources \(http://www.cdc.gov/workathealth/resources.html\)](http://www.cdc.gov/workathealth/resources.html)
- [Health Enhancement Research Organization \(HERO\): \(http://hero-health.org/scorecard/\)](http://hero-health.org/scorecard/)

These activities create a strong foundation for a workplace wellness initiative. They are critical for long-term, sustained improvements.

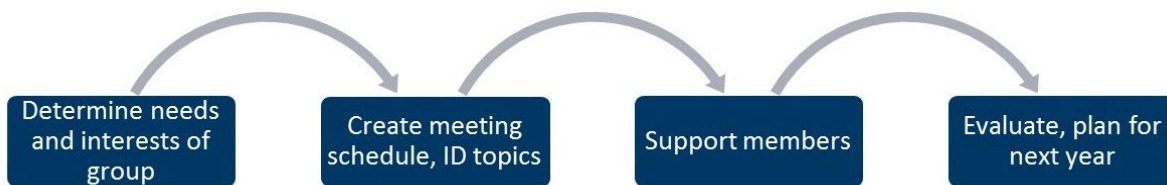
<p>Leadership</p>	<p>It all starts with LEADERSHIP</p> <p>Top leaders that understand the importance of healthy employees and why an approach that champions improvements in environment, policy, systems, and social support is best. Leadership:</p> <ul style="list-style-type: none"> ▪ Places workplace wellness in organization’s strategic plan ▪ Authorizes resources (wellness committee and budget) and actively participates on committee ▪ Ensures supervisors support the wellness initiative ▪ Models behavior ▪ Communicates regularly to all staff about wellness initiative
<p>Assessment</p>	<p>Complete the CDC Health ScoreCard to benchmark best practices</p> <p>Administer climate survey (such as the CDC’s INPUTS Survey)</p> <p>Administer an employee interest survey to assess the environment and support available for employees to make healthy choices at work</p> <p>Consider administering bi-annual health assessment for employees (with completion incentive). [Tie incentive to completion of both interest survey and health assessment.]</p>
<p>Formation</p>	<p>Workplace wellness vision statement identifying the culture the organization supports</p> <p>Wellness committee (along with internal staff support) to guide the workplace wellness initiative</p> <p>Budget</p> <p>Written goals (plus tracking of progress, which then becomes a measurement plan)</p> <p>Annual review for leadership and managers includes support for workplace wellness</p>
<p>Communications</p>	<p>Communications plan and staff support</p> <p>Wellness brand (name and logo for wellness initiative)</p>

Transitioning to Networking Meetings

The goal of transitioning to networking meetings is to continue developing relationships with employers who have completed a SHIP Workplace Wellness Collaborative, and to expand employers' efforts to continue to build their programs. Establishing networking groups builds workplace wellness sustainability and contributes to healthier communities.

How can relationships be fostered in a way that will encourage participants to continue to work on healthier communities? Participants' work capacity and the level of employers' commitment will guide you on how to proceed. The chart below provides the next steps to help you transition your collaborative into a networking group.

Figure 8: Forming your networking group



Determine the needs and interests of the group

As your collaborative meetings end, encourage employers to continue to participate SHIP. Here are some suggestions:

- **Stay connected:** Keep a current database of employer contacts and periodically call former participants to check on outcomes.
- **Conduct one-on-one exit interviews:** Ask participants how the collaborative progressed. What are their goals for the program and their workplace? What support do they need to continue? A sample exit interview is available at the end of the guide.
- **Individual follow up:** Conduct separate interviews with employers when they have activities that complete for their comprehensive wellness initiative.
- **New collaborative:** Encourage employers to create a new collaborative that focus on a new PSE topic that has been identified as a priority through the workplace assessment and/or other data. They can opt out of the first few training sessions if their foundational work is complete. If a new staff member has taken on the wellness coordinator role, this offers an opportunity for training on the PSE approach to wellness.
- **Encourage past participants to take the workplace assessment annually:** The new results can help participants prioritize their wellness strategies or share success stories with new collaborative members. Also, let them know that the assessments can have updates.
Please transition your group to the new CDC ScoreCard.

- **Have a current Networking Group?** You may already have a Networking Group going after a previous collaborative. This is a perfect time to fold the newest group into the established group.

Create a schedule of meetings and topics

If there is interest for the group to continue to meet, here are some suggestions:

Offer regular (bi-monthly/quarterly) networking meetings. Participants can make connections and they will benefit from support and ideas that can advance wellness efforts.

Offering information on relevant SHIP topics and networking opportunities can keep participants involved and coming to meetings. Employers appreciate helpful information and peer support that sustains wellness initiatives. Offer presentations on current wellness programs by “veteran” employers.

Use the Networking Group Tools A variety of tools have been developed to assist grantees in providing fresh topics, such as Engaging Families in Workplace Wellness, Worksites as community Partners, Hundreds of Ideas, and more are being developed. In addition, there is a list of TED Talks to show and discuss, and a Book List of wellness program-related books that could be the start of book club, where people can discuss new ideas. All of these are found on Basecamp.

Partnerships with other stakeholder organizations (Service Cooperatives, local Chambers of Commerce, Safety Councils, etc.) can increase your reach and numbers. Consider offering networking meetings; they can provide ways to recruit employers into future partnerships. Try working across CHBs to share the workload and to capitalize on employer locations that are more likely to attract participants who live or work in that area.

Sample agenda for networking meetings

The information below offers ideas to structure your networking meetings. Consider:

- Include your group in the planning and ownership of meetings to encourage investment and reduce workload. Ask employers to host meetings, plan the agenda or present their program success.
- Gauge member involvement and commitment to ensure successful meetings.
- Poll your group to learn about their meeting preferences. The best times for meetings are early morning, lunch time or at the end of the day. Keep meetings under two hours.

SAMPLE NETWORKING MEETING AGENDA

1. Introductions

Have the group introduce themselves with an icebreaker activity. Sample icebreakers include:

- Describe your most recent wellness program success.
- Share a resource.
- What information are you seeking?
- Share your favorite wellness activity; your favorite seasonal food; a wellness habit you'd like to achieve; what keeps you stress-free at work.

2. Discuss the meeting's purpose

"We are here to continue the good PSE work that was started in the Collaborative. Our goal is to share resources and support each other so we can deepen wellness efforts in our organizations..."

3. Presentation. Choose from:

- A group member's success story presentation.
- A presentation on a specific topic area. Limit it to one per meeting and discuss challenges, and successes and provide new resources, ideas and a group discussion.
- A speaker's presentation on a topic of interest.
- A webinar followed by a discussion. Ideas could include: I will create a list...
- A TED Talk about a skill or wellness topic, followed by a discussion.
- A panel discussion on a relevant topic.
- Group brainstorming sessions and discussions about a topic, such as.; ways to include more physical activity; healthy eating; stress management; and leadership encouragement and support in your workplaces.

4. **Resource sharing:** Encourage participants to share a community health related activity or resource.

5. **Wrap up:** Discuss and summarize follow-up items; plan and schedule your next meeting.

Support collaborative members

Whether or not you form a Networking Group, grantees have shared these best practices through:

- **E-Blasts:** Start a collection of articles and information (engagement opportunities, resources, ideas for new activities, invitation to trainings, etc.) on workplace wellness. Two to four times a year, send an email blast that includes past participants' success stories and topics of interest to your group.
- **Check-in:** Four to six months after the collaborative ends, meet with employer contacts to review the goals document: Check on progress, offer support and encourage them to expand goals.

Evaluate and plan for next year

Think of ways to keep your Networking Group fresh and vibrant. Use the Networking Group as an invitation for other organizations doing wellness (but did not go through the collaborative) to join. They may be interested in joining an upcoming collaborative if they see what they gain from participating!

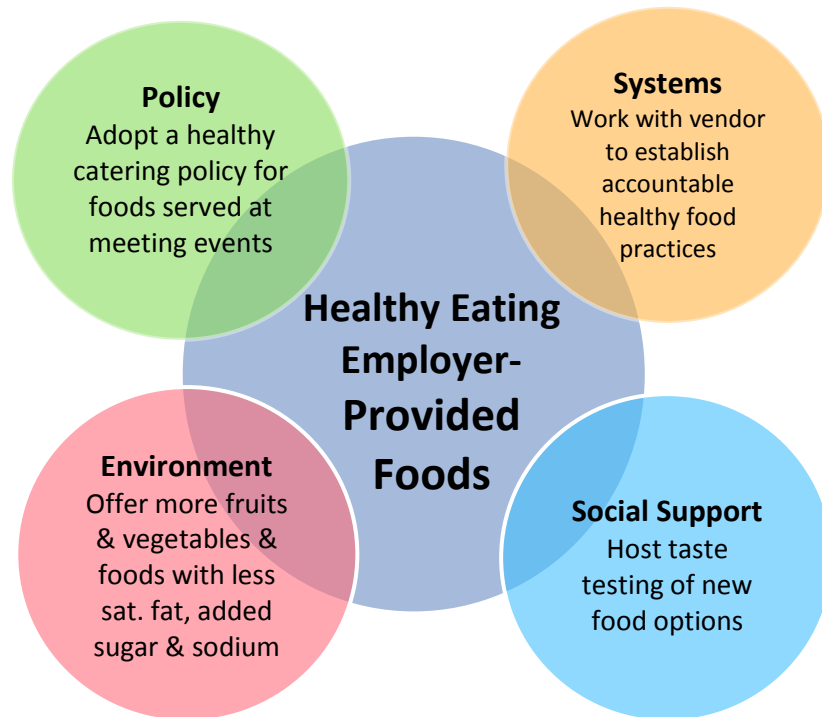
Activity Definitions

Healthy eating goals

- Increase access to fruits and vegetables
- Decrease access to added sugars
- Decrease access to saturated fat
- Decrease access to sodium

People who eat healthfully maintain a healthier weight and reduce their risk for many chronic diseases and even some cancers. Most Minnesotans do not meet the recommended daily intake of at least five servings of fruits and vegetables per day.^{iv} Many people cite time barriers and unhealthy work environments as their biggest barriers to eating a healthy diet. Studies show that people make an average of 230 food decisions a day. The food environment is a key factor influencing those decisions.^v Workplaces that provide fresh, healthy foods on site and in meetings allow for individuals to make healthy food choices part of their daily lives.

Figure 4: Healthy eating shows the relationship between healthy food choices and what is involved in improving the food environment and related policies, systems and social support.



Getting started: Healthy eating

Improving the healthy eating environment and building a culture of health in the workplace setting is comprised of these initial steps:

- Assess eating environment in the workplace.
- Choose at least one of the Healthy Eating Environment components in Table 2.
- Choose at least one policy (note: in some cases there may only be one option).
- Choose one environmental change, one system change, and one social support change.

The combinations of policy, environmental, systems, and social support changes complement each other to engage employees and optimize healthy eating opportunities at the worksite.

For the healthy food environment category, grantees will coach organizations to focus on at least one of the following healthy food environments as well as address the related policy, systems, and social supports.

Table 2: Healthy eating activities

Healthy Eating	
Environment	Vending Healthy snack station creation Cafeteria improvements Meetings and events
Policy	Policies that sustains healthy eating environment
Systems	RFP/contracts for vending services Vending quality assurance practices Pricing structure that encourages health food purchases Catering guide Management of healthy snack station Labeling and signage
Social Support	Taste testing Employee interest survey Lunch and learns Healthy food sharing events

For more Information about healthy eating activities, see [Appendix A – Basecamp](#)

Healthy food resources

- Healthy eating resources available on Basecamp in the Workplace Wellness Folder
- [SHIP Healthy Eating Guide \(PDF\)](https://www.health.state.mn.us/communities/ship/support/docs/implementation/healthy_eating.pdf)
(https://www.health.state.mn.us/communities/ship/support/docs/implementation/healthy_eating.pdf)
- [2010 Dietary Guidelines for Americans \(http://health.gov/DietaryGuidelines/\)](http://health.gov/DietaryGuidelines/)

- [2010 Dietary Guidelines for Americans \(PDF\)](http://www.health.gov/dietaryguidelines/dga2010/DietaryGuidelines2010.pdf)
(<http://www.health.gov/dietaryguidelines/dga2010/DietaryGuidelines2010.pdf>)
- [Health and Sustainability Guidelines for Federal Concessions and Vending Operations \(PDF\)](https://www.cdc.gov/obesity/downloads/guidelines_for_federal_concessions_and_vending_operations-2012.pdf)
([https://www.cdc.gov/obesity/downloads/guidelines for federal concessions and vending operations-2012.pdf](https://www.cdc.gov/obesity/downloads/guidelines_for_federal_concessions_and_vending_operations-2012.pdf))
- [Guidance for Healthy Eating at Work \(PDF\)](http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/healthy_worksite_food.pdf)
([http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/healthy worksite food.pdf](http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/healthy_worksite_food.pdf))

Resources for healthy vending

[Nutrition Environment Measurements Survey \(http://www.nems-v.com/Index.html\)](http://www.nems-v.com/Index.html)

Resources for healthy snacks

[Choose My Plate \(https://www.choosemyplate.gov/myplate-mywins-tips-hacking-your-snacks\)](https://www.choosemyplate.gov/myplate-mywins-tips-hacking-your-snacks)

Physical activity options

Physical activity goals

- Increase lifelong physical activity skills
- Increase walking and bicycling
- Increase recreational physical activity
- Increase workplace physical activity

People who are physically active are more likely to maintain a healthier weight, improve their stress response, and reduce their risk for many chronic diseases and some cancers. The recommended level of physical activity to produce health benefits is 30 minutes of moderate activity at least five days per week, or 20 minutes of vigorous activity at least three days per week. Only 53 percent of Minnesota adults are meeting the recommendation.^{vi}

For the physical activity environment category, grantees must address at least one of the following components:

- **Active transportation.** Encouraging active commuting, making it easier to be active during breaks, and/or incorporating physical activity into the workday by promoting biking and walking.
- **Access to facilities.** Increase access to fitness facilities in the workplace by offering an on-site fitness center/workout room, having bicycles for employees to use during the workday, offering on-site fitness classes, showers, lockers, and connection to other area facilities. Studies indicate that attendance of fitness classes is greater for those offered on-site (8-12 percent) compared to those offered off-site (1 percent).^{vii}
- **Access to opportunities.** Allow for work-time opportunities to be active by encouraging walking meetings, standing meetings, sit/stand desks and daily stretch breaks. Identify areas around the work campus to be active such as mapping walking/biking trails and distances from the campus, and flexible scheduling to increase activity throughout the day.

Getting started: Physical activity

Improving the physical activity environment in the workplace setting is comprised of these initial steps:

- Assess the physical activity environment at the worksite.
- Choose at least one of the Physical Activity Environment components below:

Access to facilities and/or access to opportunities

- Choose at least one policy (note: in some cases there may only be one option).
- Choose one environmental change, one system change and one social support change.

The policy, environmental, systems, and social support changes will complement each other to engage employees and optimize healthy eating opportunities at the worksite.

Table 3: Physical activity options

Physical Activity	
Environment	Mapped walking routes Bike racks, showers, lockers Physical activity room/space
Policy	Employees can combine breaks for physical activity time, dress code, walking meetings, work accommodations that support physical activity
Systems	Trainings for managers to develop flexible schedules to accommodate PA at work, walking meetings framework, active transportation
Social Support	Walking clubs Stretch breaks Exercise classes Team building challenges

For more examples of physical activity options, see [Appendix A – Basecamp](#).

Implementing active transportation and access to facilities

Access to facilities

Grantees will support organizations to create on-site facilities and/or classes that promote and encourage physical activity (refer to financial guide for funding guidance); create a policy that offers flexible work hours to allow for physical activity during the day (before work, at lunch, after work, etc.); and support physical activity breaks (i.e. walking, stretching) during the workday through a policy.

In addition, employers will choose at least one environmental change and one social support change that support the policy. Together, the three changes complement each other to engage employees and create a work environment that supports increased physical activity.

Active transportation

Grantees that select this component will provide support to organizations to promote active commuting to work and biking and walking while at work by offering commuters and employees special assistance through a policy.

In addition, grantees will choose at least one environmental change, one systems change, and one social support change that support the policy. Together, the changes will complement each other to engage employees and create a work environment that supports active living. *For further details on community-based SHIP efforts that overlap with workplace active transportation goals, please download the SHIP Active Living in Communities guide.*

Access to opportunities

Grantees that select this component will support organizations to: create a policy that offers flexible work hours to allow for physical activity during the day (before work, at lunch, after work, etc.) and, support physical activity breaks (i.e. walking, biking, stretching) during the workday through a policy; create a policy that allows for walking and/or standing meetings, daily physical activity breaks, and/or sit/stand desks.

In addition, grantees will choose at least one environmental change, one systems change, and one social support change that support the policy. Together, the changes will complement each other to engage employees and create a work environment that supports increased physical activity.

Suggested action steps for physical activities

Assist wellness committee to provide activity options in the workplace.

- Identify and recruit allies (individuals or organizations) that support active living in the workplace. These may include:
 - Local schools or malls with walking tracks or indoor paths
 - MnDOT and local park and biking/walking path officials
 - Fitness centers or similar community-based organizations (may be linked to company benefits program)
 - Local organizations that can install infrastructure like bike racks and shower facilities
 - Bike and sporting goods shops
- Assess current work environment and, using available data, identify desired areas for improvement, whether active transport, access to facilities, or both. Data may include:
 - Employee surveys
 - Environment audits, walkability and bike-ability assessments
 - Funding opportunities
- Generate ideas and prioritize activity choices in desired area (facility access or transportation).
- Identify equipment needed to support activities (e.g., bike racks, lockers or a changing room, bicycles, fitness equipment, stall shower installation).
- Implement changes. These may include:
 - Designate empty office space for personal storage or activity during the workday
 - Order fitness equipment utilizing purchasing agreement structure
 - Provide information sessions, maps for biking/walking to work
 - Amend or initiate contract for installation of facility upgrades
- Provide technical assistance and support to partner organization and wellness committee as necessary, including:
 - Promotion and marketing of initiatives within organization, utilizing links through MnDOT for walking/biking and public transportation (Cyclopath)
 - Provide walkability and bikeability assessments through MDH
 - Training for managers on incorporating walking meetings and activity breaks for employees

- Maintain regular and consistent communication with wellness committee.
- Solicit feedback from employees on systems changes and make adjustments as necessary.

Comprehensive Tobacco-Free Living Activities

The negative health effects of tobacco use are well-known. Smoking is the leading cause of preventable U.S. deaths each year, and the associated diseases and health care costs are significant. Smokers incur more medical costs, see physicians more often and are admitted to hospitals for longer periods than nonsmokers.

Tobacco use poses a heavy burden on the U.S. economy, medical care system, and employers. Economic costs attributed to smoking in the United States estimated for the years 2009-2012 were more than \$289 billion annually, including:

- At least \$133 billion for direct medical care of adults and more than \$156 billion in lost productivity
- \$5.6 billion (2006 data) for lost productivity due to secondhand smoke.^{viii}

Tobacco use is thus one of the nation's deadliest and most costly public health challenges.

In addition to direct health effects to tobacco users, employees who do not smoke can be impacted by secondhand smoke. Committing to a completely tobacco-free workplace (buildings, grounds, and vehicles) and promoting cessation will positively impact all employees.

While the [Minnesota Clean Indoor Air Act \(MCIAA\)](https://www.health.state.mn.us/communities/environment/air/mciaa/index.html) (<https://www.health.state.mn.us/communities/environment/air/mciaa/index.html>) protects the majority of workers from secondhand smoke in the workplace, it does not protect all workers such as those in the blue-collar and service sectors. Examples of some indoor exemptions include hotels, multi-unit housing, smoking rooms in licensed residential healthcare facilities, and tribally owned casinos. These exemptions create a health equity issue for workers in these industries.

Additionally, MCIAA does not regulate smoking outdoors such as patios, smoking near windows or doorways, or for workplaces primary outdoors such as construction sites.

Goals

- Eliminate tobacco use at work
- Reduce the number of tobacco users in the workplace by offering quit support

Tobacco-Free Environments	
Environment	Completely tobacco-free worksite: buildings, grounds, vehicles
Policy	Tobacco-free worksite policy
Systems	Free quit medications - pharmacy benefit fully covers over-the-counter (OTC) quit medications and prescription quit meds with no (or minimal) copay or deductible
Social Support	Tailored tobacco-cessation program through health plan or QUITPLAN® Services (uninsured and underinsured Minnesotans)

For more detailed examples of tobacco-free environments, [Appendix A - Basecamp \(Tobacco\)](#).

Resources for tobacco-free environments

- American Lung Association Toolkit “Making Your Worksite Tobacco-Free” found on Basecamp under “tobacco toolkit”
- [2014 Surgeon General's Report: The Health Consequences of Smoking—50 Years of Progress \(https://www.cdc.gov/tobacco/data_statistics/sgr/50th-anniversary/index.htm\)](https://www.cdc.gov/tobacco/data_statistics/sgr/50th-anniversary/index.htm)

Suggested action steps for a tobacco-free workplace

- Implement a new or enhance current comprehensive tobacco-free workplace policy. Please see [Appendix A – Basecamp Tools](#) for more details.
- If the employer offers group insurance benefits, ensure that tobacco cessation medications – both over-the-counter and prescription – are covered under the prescription drug plan. Tobacco cessation drugs are classified under “prevention,” which works well for high deductible plans to offer the coverage at no cost to the member as a preventive benefit. It is recommended to offer the cessation drugs at the lowest cost possible under traditional plans, and also to employees who opt out of health benefits.
- All Minnesota-based health plans offer a smoking cessation program. It is recommended that grantees actively promote the cessation program on a quarterly basis or more. Health plan members should access their health plan’s program. Be sure to promote QUITPLAN of Minnesota, as this program is available for any Minnesota resident or employee [who works in Minnesota] who does not have insurance.

Breastfeeding Support

Breastfed babies are at a lower risk for many health problems, such as ear and respiratory infections, diarrhea, asthma and obesity, and mothers who breastfeed are less likely to develop diabetes or breast or ovarian cancer.^{ix} For the health of babies and mothers, health experts recommend women *exclusively breastfeed their babies for at least six months*, and continue breastfeeding through one year or longer. According to data collected from the National Immunization Survey, 80 percent of babies born in 2006 in Minnesota were breastfed, 52 percent were breastfed six months or more (15 percent exclusively for the first six months) and 25 percent were breastfed 12 months or more.

Returning to work is a critical transition for breastfeeding women. Many choose to quit breastfeeding because of the challenges with expressing milk while at work with little or no support from employers. Federal and Minnesota laws now require workplaces to accommodate breastfeeding moms because breast milk is the optimal food for infants.

In Minnesota, employers must support for nursing moms with a space and time to express milk. Minnesota Statute “181.939 NURSING MOTHERS” states ... “An employer must provide reasonable unpaid break time each day to an employee who needs to express breast milk for her infant child. The break time must, if possible, run concurrently with any break time already provided to the employee. An employer is not required to provide break time under this section if to do so would unduly disrupt the operations of the employer. The employer must make reasonable efforts to provide a room or other location, in close proximity to the work area, other than a toilet stall, in that is shielded from view and free from intrusion from coworkers and the public and that includes access to an electrical outlet, where the employee can express her milk in privacy. The employer would be held harmless if reasonable effort has been made. For the purposes of this section, ‘employer’ means a person or entity that employs one or more employees and includes the state and its political subdivisions. An employer may not retaliate against an employee for asserting rights or remedies under this section.”

Minnesota law also protects women beyond the workplace - it allows a mother to breastfeed in any location, public or private, where a mother and child are allowed to be and includes locations like parks, restaurants, or stores.

Suggested action steps for breastfeeding support

- Provide a place for new moms to express milk. Create a mother’s/lactation room that meets minimum standards. (A mother’s room is a private room that is clean and locks from the inside; contains an electrical outlet and comfortable room and a surface to place pump; and is near a source of water.)
- Enact a breastfeeding support policy. The policy ensures that a place will be available for nursing moms, that women who need extra time (beyond their standard break time) for expressing milk can make up that time during the same week/pay period, and ensures that information regarding the mothers room is included in new employee materials/orientation and in the FMLA leave packet. In addition, managers will be

encouraged to notify moms-to-be of the mothers room prior to the employee going on maternity leave. Refer to [Appendix A-Basecamp](#) for more details.

Goals

- Reduce barriers to breastfeeding for nursing mothers returning to work
- Provide a safe, clean, private space for mothers to express milk

Breastfeeding Support	
Environment	Lactation room: Locks from inside, chair, table, breast pump, electrical outlet, clean, near water source, place to store milk
Policy	Breastfeeding support policy that includes lactation room, FMLA leave, and management role in supporting new mom’s
Systems	Training for management staff is developed and implemented
Social Support	Ongoing nursing mother’s support group Provide resources for breastfeeding support

For more detailed examples of breastfeeding support activities, see the Strategies Charts document on Basecamp in the Workplace project section.

Resources for breastfeeding support

- [MDH Breastfeeding-Friendly Workplace award \(http://www.health.state.mn.us/breastfeedingfriendly/\)](http://www.health.state.mn.us/breastfeedingfriendly/): Encourage your employers to consider becoming breastfeeding-friendly with simple steps found here
- [Minnesota Breastfeeding Coalition \(https://mnbreastfeedingcoalition.org/workplace/\)](https://mnbreastfeedingcoalition.org/workplace/)

Stress Management (optional activity)

Stress can be connected with chronic diseases, higher health care costs, decreased quality of life and a reduction in performance.

When thinking about stress management, it's easy to jump to programs and activities to help an individual cope with stress. In the SHIP framework, the goal is to improve policies, systems and the environment to assist employers in creating healthier, sustainable environments in which their employees can work.

The National Institute of Occupational Safety and Health took a position on workplace stress by commenting: "Although the importance of individual differences cannot be ignored, scientific evidence suggests that certain working conditions are stressful to most people. The excessive workload demands and conflicting expectations ... are good examples. Such evidence argues for a greater emphasis on working conditions as the key source of job stress, and for job redesign as a primary prevention strategy."^x

Job conditions that may lead to stress

- **The design of tasks.** Heavy workload, infrequent rest breaks, long work hours, and shiftwork; hectic and routine tasks that have little inherent meaning, do not utilize workers' skills, and provide little sense of control.
- **Management style.** Lack of participation by workers in decision-making, poor communication in the organization, lack of family-friendly policies.
- **Interpersonal relationships.** Poor social environment and lack of support or help from coworkers and supervisors.
- **Work roles.** Conflicting or uncertain job expectations, too much responsibility, too many "hats to wear."
- **Career concerns.** Job insecurity and lack of opportunity for growth, advancement, or promotion; rapid changes for which workers are unprepared.
- **Environmental conditions.** Unpleasant or dangerous physical conditions such as crowding, noise, air pollution or ergonomic problems.^{xi}

Stress is the result of many issues and conditions, and is the body's response to increasing pressure from those issues. Focusing on the stressors can help with an employee's stress. Climate surveys can measure stress, and policies such as flex time, allowing family leave on sick time, flexible FMLA policies, and allowing flex time for exercise can provide employees flexibility in juggling work and family responsibilities.

Personal life issues can leak into professional work, and employee assistance programs (EAPs) offer counseling services for interpersonal issues at work and home. Personal finances are another source of stress, and providing policies and a climate allowing employees to understand their finances can support that effort. EAPs offer financial assistance and legal assistance programs as part of the benefits package; offering progressive retirement savings options also help alleviate stress.

It is required that either the healthy eating or active living strategies or both are in place prior to working on the stress management strategy. Healthy eating and active living are two crucial building blocks to help individuals build resilience.

Stress Management	
Environment	Optimize opportunities for physical activity and healthy eating in the workplace Quiet room/space
Policy	Optimize support for employee health by addressing: sick leave, PTO time, flex time, etc. Optimize employee performance and job satisfaction through: supervisor trainings that address support of employee work load, job fit, clear expectations, etc.
Systems	Management training (staff development, coaching, causes of stress in the workplace) Annual review for managers includes support of employees and workplace wellness Employee involvement in decision making
Social Support	Includes all events related to improved health such as: walking clubs, stretch breaks, exercise classes, healthy food events, etc. Mindfulness skills support

For more information about stress management activities, see [Appendix A - Basecamp tools \(Stress\)](#).

Stress management resources

- [NIOSH Stress at Work: http://www.cdc.gov/niosh/docs/99-101/default.html](http://www.cdc.gov/niosh/docs/99-101/default.html)
- [Eat Smart Move More Manage Stress Toolkit \(PDF\) \(http://www.eatsmartmovemorenc.com/Worksites/Toolkit/Manage%20Stress/Manage%20Stress%201-17-12.pdf\)](http://www.eatsmartmovemorenc.com/Worksites/Toolkit/Manage%20Stress/Manage%20Stress%201-17-12.pdf)

Appendix A – Basecamp Tools

Basecamp is an online community for people engaging in SHIP work in Minnesota. On Basecamp, you will find all the tools needed to start a collaborative with meeting agendas for a year of meeting meetings to move the collaborative toward developing the SHIP foundation for their wellness programs.

Request access to Basecamp by emailing your Community Specialist or Health.MakingitBetter@state.mn.us. Include your name, email address, title and organization. Also, indicate which team(s) you would like access to (see below for list).

Basecamp teams

- Active Living
- Breastfeeding Friendly Recognition
- Child Care
- Communications/Media
- Community Engagement/Health Equity
- Evaluation
- Health Care
- Healthy Eating
- Schools
- SHIP Grantees
- Tobacco Prevention and Control
- Workplace Wellness

Docs & Files

Review the Docs & Files section within the Workplace Wellness team for resources, including the Workplace Wellness Workbook, webinar information, regional training materials, grantee orientation and training materials and collaborative materials.

Labels used in Basecamp

Use this chart to see the labels attached to documents to use to search on Basecamp. Documents will have more than one label. Look under “Types of Document” or to be more specific, either “Topic” or “Collaborative Tools” to find a document.

Types of Document (A-Z)	Topic (A-Z)	Collaborative Tools
Agenda	Active Living	Recruitment
Articles	Breastfeeding	Onboarding
Assessment	Financial Guidelines	Introductory Materials
Communications	Healthy Eating	Foundational Materials
Meeting Tools	Physical Activity	CDC ScoreCard
Policy	Stress Management	Celebration
PPT	Tobacco	Maintaining Momentum
Presentation	Vending	Sustaining Partnerships
Press Release	Workplace Wellness	Networking Groups
Survey	PSE	
Training	Bike-Friendly Workplace	
Grantee Training		
Webinars		



ⁱ Baicker, Katherine, David Cutler, and Zirui Song. 2010. Workplace wellness programs can generate savings. *Health Affairs* 29(2): 304-311. Baicker, <http://nrs.harvard.edu/urn-3:HUL.InstRepos:5345879>

ⁱⁱ Stewart WF, Ricci JA, Chee E, Morganstein D. Lost productive work time costs from health conditions in the United States: results from the American productivity audit. *J Occup Environ Med.* 2003;45(12):1234-1246.

ⁱⁱⁱ Affordable Care Act: <http://www.healthcare.gov/law/>

^{iv} Physical Activity and Healthy Eating in Minnesota, May 2010:
<https://www.health.state.mn.us/people/obesity/docs/panutritbrief.pdf>

^v Wansink B, (2007) *Environment and Behavior*

^{vi} Healthy Minnesota 2020 Chronic Disease and Injury (PDF)
https://www.health.state.mn.us/data/apcd/docs/20160127_chronicconditions.pdf

^{vii} Goetzel, R. Z., Jacobson, B. H., Aldana, S. G., Vardell, K., & Yee, L. (1998). Health care costs of worksite health promotion participants and non-participants, *Journal of Occupational and Environmental Medicine*, 40(4), 341-346.

^{viii} U.S. Department of Health and Human Services. *The Health Consequences of Smoking—50 Years of Progress: A Report of the Surgeon General.* Atlanta: U.S. Department of Health and Human Services, Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion, Office on Smoking and Health, 2014 [accessed 2014 Feb 6].

^{ix} (U.S. Department of Health and Human Services: www.womenshealth.gov)

^x The National Institute of Occupational Safety and Health (NIOSH): <http://www.cdc.gov/niosh/docs/99-101/>

^{xi} The National Institute of Occupational Safety and Health (NIOSH):