

Sustainable

for County
Operations

Action Plan

Health and Wellness Chapter • April 2012



PIMA COUNTY SUSTAINABILITY PROGRAM

Introduction

The Health and Wellness Chapter is an addition to the Sustainable Action Plan that aims to further advance the sustainability goals of Pima County by enhancing our culture of health and wellness. By strengthening existing programs and developing new opportunities to encourage employees to adopt healthier behaviors, the County will advance the sustainability goals identified in Resolution No. 2007-84 while also improving the health, wellness and productivity of its workforce. This opportunity to expand the Sustainable Action Plan was made possible thanks to funding from the Communities Putting Prevention to Work (CPPW) grant to the Health Department.

Guiding Principles

The chapter recommends 14 guiding principles that were used to direct the development of the goals and planned activities. The guiding principles are meant to help ensure that the planning and implementation of the chapter and future health and wellness initiatives moves forward in a way that is consistent with the original vision.

Planned Activities

Following the guiding principles the chapter recommends 13 planned activities that the County can initiate in order to encourage a healthier workforce. These recommendations are for the first phase of the action plan, which will begin at the time of adoption by the Board of Supervisors and run through the end of FY 2012/13.

Recommendations for the second phase of the Health and Wellness Chapter will be included in the 2013 Sustainable Action Plan update. The primary goals for the first phase of the chapter are to produce a baseline profile of the health status of Pima County employees and to develop a framework from which we can continue to enhance as well as advance our culture of health and wellness.

Success Indicators

The chapter also establishes seven success indicators to enable the County to regularly measure its progress towards greater operational sustainability in regard to employee health. Progress will be reported to the Health and Wellness Executive Committee on a regular basis and to the Board of Supervisors and the public on an annual basis.

The chapter includes an appendix that contains three items that summarize the health and wellness data currently available for the County's workforce. This data is provided for reference only. Future chapter updates will include baseline data from which we can measure our progress, once a standardized method for data collection and evaluation has been determined.

Appendix A shows that 81% of employees participated in the Healthy Lifestyle Discount in fiscal year 2011/2012, the first year that the discount was offered. By participating in the Healthy Lifestyle Discount, which reduced employee premiums by \$5 per pay period, employees collectively realized a cost avoidance of approximately \$561,340. The high participation rate suggests that employees are motivated to reduce their out-of-pocket health-care costs and will be responsive towards more aggressive initiatives that call for greater accountability in exchange for a greater discount.

On the Path to Progress

The intention of the Health and Wellness Chapter is to establish a collaborative framework that encourages the County workforce and all County departments to work together to develop innovative solutions for the mounting health-care challenge that lies ahead of us.

As stated in the original Sustainable Action Plan for County Operations, this document is intended to be an adaptive plan that will be responsive to new ideas, technologies, partnerships, and shifts in available resources, with the goal of every new adaptation taking us down an even better and more sustainable path. If fully implemented the chapter has the potential to save the County substantial money in terms of health-care costs, and no additional funding is needed. Everything proposed can be accomplished with existing County resources.

Highlights of Current Successes

Pima County already:

- Boasts an Employee Wellness Program that has been recognized for leadership in work site health promotion by the Wellness Council of Arizona and National Partnership for Wellness and became a *Gold Level Start! Fit Friendly Company* in 2007.
- Promotes the use of active transportation through the Pima County Travel Reduction Program and the Green Bike Program.
- Offers established on-going programs such as the seasonal fitness challenge and work site walking clubs, as well as annual programs like the holiday No Weight Gain contest and Spring Health Fair.
- Educates employees about health topics through the use of newsletters, workshops, posters, websites, educational events and an annual health fair.
- Provides 100% coverage for preventive care for all employees and their dependents who receive medical insurance through the County.
- Offers a Healthy Lifestyle Discount on medical insurance premiums for employees that engage in eligible healthy lifestyle actions.

Sustainability Goals

- To maximize the health and wellness of Pima County employees through innovative work-based programming and policies.
 - To improve the health status of Pima County employees in order to reduce health-care costs and increase employee productivity.
 - To position Pima County as a leader in innovative employee wellness practices that will help attract and retain high-quality employees and serve as an example to other employers in the region.
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Guiding Principles

The County will:

1. Create a culture of wellness that takes a prevention-driven approach toward overall health management, focusing on policies, behavior and environmental changes that promote and maintain the health and vitality of our workforce, including support for disease management and mental health.
2. Adopt policies that support and empower employees to take preventive health actions, such as engaging in healthy behaviors and following the recommended preventative health screening guidelines.
3. Increase awareness of chronic disease management and mental health issues and educate employees about available resources to help them cope with and manage related health issues.
4. Foster a “spirit of place” that celebrates our diverse community of employees and respects and encourages individual rights, cultural heritage, and spirituality.
5. Create and maintain an emotionally healthy workplace that values respect and civility among all employees and encourages a work-life balance.
6. Provide a safe work environment for all County employees that is in compliance with OSHA and general health and safety standards.
7. Support healthy activities by removing barriers, providing opportunities and encouraging participation inside and outside of the workplace.
8. Encourage healthy food choices by offering nutrition education programs as well as providing space for food storage and preparation.
9. Provide opportunities to be active during the workday and encourage the use of active transportation modes in order to travel to and from work as well as for work-related trips.
10. Offer incentives to engage in healthy behaviors such as preventative screenings and participation in employee wellness activities.
11. Provide and actively promote free and low-cost opportunities to learn about and engage in healthy and active lifestyles.
12. Continue to provide affordable medical insurance to employees and their families.
13. Provide resources and space for employee wellness activities.
14. Provide the capacity to evaluate and track the impact of all the County’s sustainability initiatives.

Health and Wellness Chapter

Action Plan

Activity	FY 2012/13 Quarters				Responsible Departments	Supporting Departments
1.) Develop annual employee health and wellness survey to track key indicators and trends. Subtasks: <ul style="list-style-type: none"> • Administer the first survey to establish baseline measurements. • Identify leading health concerns of employees, based on survey results and other available data. • Develop an annual work plan to adjust programming in order to better address the leading health concerns. • Publish results in annual sustainability report card. 				Human Resources	Health Department, Sustainability and Conservation, Risk Management	
2.) Continue to offer and expand preventative lifestyle and chronic disease management programs that respond to employees leading health concerns. Subtasks: <ul style="list-style-type: none"> • Conduct an evaluation of current programming to determine which activities have been most effective and to find where there are gaps. • Research the costs and potential benefits of purchasing a computer-based health-coaching program in order to reach more employees. 				Human Resources	Health Department, Risk Management	
3.) Enhance the Employee Wellness Program by: <ol style="list-style-type: none"> a.) Expanding education and outreach through the use of informational posters, fliers, websites, social media, monthly newsletter and targeted messaging. b.) Offering educational opportunities for employees to review all available benefits and programs that the County offers. In addition, explore the following opportunities for enhancement: c.) Developing and implementing a monthly health education series utilizing existing expertise within Pima County and its partner organizations (a nutrition class in collaboration with the Health Department, or a bike safety class in collaboration with the DOT). d.) Strengthening the role and support of the Wellness Action Committee. 				Human Resources Human Resources Human Resources Human Resources	Risk Management, Wellness Action Committee Wellness Action Committee County Administration	
4.) Revise Healthy Lifestyle Medical Premium Discount to incorporate more preventative health actions, and to offer additional discounts to those who participate in multiple actions. Preventive health actions may include: <ul style="list-style-type: none"> • Health assessment • Preventative health screenings • Tobacco-free living • Healthy lifestyle actions 				Human Resources		
5.) Offer confidential biometric screenings (health screenings that determine employee risks for common diseases and medical conditions) at worksites.				Human Resources		
6.) The Pima County Health Insurance Benefit and Wellness Advisory Committee shall advise the County Administrator on health benefits and wellness issues.				Human Resources		

Action Plan

Activity	FY 2012/13 Quarters				Responsible Departments	Supporting Departments
7.) Incorporate health and wellness messaging and topics into the monthly employee newsletter eScoop such as: <ul style="list-style-type: none"> • A photo and story about a nominated employee "Eco Champion" and "Wellness Champion" • A profile of a county-operated park or trail to promote employee use • Advice/tips to help employees make better food choices • Local events and opportunities that promote the benefits of a healthy lifestyle 					Communications	Health Department, Human Resources, Sustainability and Conservation
8.) Encourage the use of active transportation through the promotion of regional commuter challenges and other incentives. <p>Subtasks:</p> <ul style="list-style-type: none"> • Inventory and advertise existing bike lockers. • Explore options to expand County incentives for employees. • Send employees reminders about PAG Commuter challenge and other active transportation incentives. • Research funding opportunities and tax benefits in order to offer employees additional incentives for using active transportation modes. 					Department of Environmental Quality	Human Resources, Department of Transportation, Facilities Management
9.) Promote the Green Bike Program and other active transportation modes to travel for work-related travel to meetings and offer assistance for those interested. <p>Subtasks:</p> <ul style="list-style-type: none"> • Determine if there is interest in expanding the Green Bike Program to other sites. 					Department of Transportation	Human Resources, Sustainability and Conservation, Department of Environmental Quality, Risk Management
10.) Conduct feasibility study to explore the costs and potential benefits of implementing "Earn a Bike" program.					Department of Transportation	Human Resources, Risk Management
11.) Develop a healthy vending machine program to increase the availability of healthier options in vending machines located in County-occupied facilities with the plan to adopt a formalized County policy for healthy vending, when feasible. <p>Subtasks:</p> <ul style="list-style-type: none"> • Educate employees about healthy vending machine options. • Develop work plan and milestones to measure progress. 					Health Department, Facilities Management	Human Resources
12.) Revise County Building Design Guidelines for new construction to include facilities known to support employee health such as: <ul style="list-style-type: none"> • wellness rooms (a designated quiet room for employees for use during breaks for activities such as naps, meditation/yoga, personal phone calls, and pumping breast milk) • bicycle lockers and storage • lunchrooms with space for food storage and preparation • access to healthy food options • easily accessible staircases for employee use and • indoor/outdoor space for physical activity, relaxation, and gathering. 					Facilities Management	Health Department, Sustainability and Conservation, Risk Management
13.) Work with appointing authorities, managers and supervisors to create a work environment that supports and encourages employees to participate in health and wellness-related activities during their break times. Management will work with local gyms and recreation providers to offer wellness activities that fit employee schedules and needs.					Human Resources	All Departments

Health and Wellness Chapter

Success Indicators

1. Percentage of employees who use active transportation (bike, walk, public transit) to travel to and from work.

Baseline:

Administer PAG Travel Reduction Program Employee Survey in Spring 2012 to establish the baseline.

Target:

A target will be determined once the baseline is established.

2. Percentage of employees who participate in Healthy Lifestyle Medical Premium Discount program.

Baseline:

81% of medically insured employees participated in the 2011-2012 Healthy Lifestyle Discount. Refer to Appendix A for a summary of participant responses to the Healthy Lifestyle Discount questions.

Target:

Increase participation in 2012

3. Provision of health and wellness education for County employees

Targets:

1. Publish 12 monthly articles annually promoting various programs and opportunities available to employees that encourage healthy lifestyle behaviors and recognize employee achievements through the eScoop newsletter.
2. Publish four articles annually that promote the use of the Green Bike Program and other modes of active transportation for travel to work-related meetings
3. Provide annual educational opportunities for employees to review all benefits and programs the County offers.

4. Implementation of annual health and wellness survey for employees

Baseline:

A standardized survey that can be tracked year to year will be developed and implemented by the end of FY 2012/2013, after which a baseline will be established. Appendix B, Pima County Health Assessment Summary 2009, is included for reference only.

Target:

Increase response rates of County employees after the 2013 Sustainable Action Plan for County Operations update.

Health and Wellness Chapter

Success Indicators *continued*

5. Percentage of items purchased in applicable Healthy Vending machines that are designated as “green” or “yellow”

Baseline:

Establish baseline using data from the evaluation report, when available.

Target:

A target will be determined once the baseline has been established.

6. Participation in preventative lifestyle and chronic disease management programs.

Baseline:

Refer to Appendix C, Employee Wellness Program Participation Summary, for the established baselines for current programs.

Target:

Increase employee participation.

7. Health status profile of Pima County Employees

Baseline:

Establish a baseline profile using data from all available resources.

Target:

Improve employee health outcomes through targeted interventions after the 2013 Sustainable Action Plan for County Operations update.

Appendix A:**Summary of Pima County employee participant responses to Healthy Lifestyle Discount questions**Total number of employees with medical coverage: **5326**Total discounts earned: **4318** • Percentage of employees with medical coverage: **81.1%**

1. I have been tobacco-free for at least the past six months.			
	Number of respondents	% of Resp.	% of Total
Yes	3781	87%	71%
No	549	13%	10%
Unanswered	996		19%
Total respondents per question	4330		
2. I'm tobacco-free OR will enroll in QuitPower by 9/30/11.			
	Number of respondents	% of Resp.	% of Total
Yes	3745	87%	70%
No	563	13%	11%
Unanswered	1018		19%
Total respondents per question	4308		
3. I have taken the HA on myuhc.com within the past year			
	Number of respondents	% of Resp.	% of Total
Yes	1476	34%	28%
No	2803	66%	53%
Unanswered	1047		20%
Total respondents per question	4279		
4. I have exercised 150+ minutes a week for the past 6 months.			
	Number of respondents	% of Resp.	% of Total
Yes	3234	75%	61%
No	1096	25%	21%
Unanswered	996		19%
Total respondents per question	4330		
5. I have had a preventive health exam within the past year.			
	Number of respondents	% of Resp.	% of Total
Yes	3285	76%	62%
No	1035	24%	19%
Unanswered	1006		19%
Total respondents per question	4320		
6. I have had a preventive health screening within the past year.			
	Number of respondents	% of Resp.	% of Total
Yes	2963	69%	56%
No	1351	31%	25%
Unanswered	1012		19%
Total respondents per question	4314		

Appendix B: Pima County Employee Health Assessment Summary 2009

Survey format provided by University of Michigan Health Management Research Center

Pima County HRA Group Summary Report

March 23, 2009

Executive Summary: Number of HRA Participants: 182 Participation Rate: N/A

Demographic Information

- Male: 29.1%
- Female: 70.9%
- Average Age: 44.7
- Average Wellness Score: 86.4

Risk Status

- Low Risk (0-2 risks): 67.6%
- Medium Risk (3-4 risks): 21.4%
- High Risk (5+ risks): 11.0%
- Average number of risks: 2.0

Health Risks Prioritized for an Individual

The top three:

1. Body Weight, 24.2%
2. Zero Risk Management, 20.9%
3. Physical Activity, 11.5% and Stress, 11.5%

Health Risks by Prevalence in the Population

The three most prevalent health risks in the population are:

1. Body Weight, 42.9%
2. Stress, 28.6%
3. Life Satisfaction, 20.9%

Health Problems Self-Reported

The three most prevalent are:

1. Allergies, 37.4%
2. High Cholesterol, 16.5%
3. Back Pain, 14.3%; Heartburn/Acid Reflux, 14.3% and High Blood Pressure, 14.3%

Preventive Health Services

The preventive health services with the least compliance are:

- Colon Cancer Screen, 55.6%
- Tetanus Shot, 46.7%
- Rectal Exam, 39.0%

Health Enhancement Changes

The top three behaviors participants are planning to change during the next six months are:

1. Increase Physical Activity, 83.0% of the participants
2. Lose Weight, 77.5% of the participants
3. Reduce Fat/Cholesterol Intake, 54.4% of the participants

**Appendix C:
2003 to 2011 Pima County Wellness Program Employee Participation Number Comparison Report**

Programs:	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	Notes:
Biometric Screenings				600	603	470	629	n/a	
Increase from 08-09 to 09-10 most likely due to screenings being offered at additional worksites.									
Mammograms	67	119	154	147*	183	206	341	134	Includes January 2006 screenings
Decrease could be in part due to UHC coverage of every other year vs. annual									
Flu Shots	2003	0	1672	1875	2095	1872	1981	1741	
Health Fair	600	600	600	745	850	650*	425*	350	Pima County only
Decrease due to only one fair in one location and difficulty in measuring actual participation.									
Trick or Treat Walk			233	250	260	120	108	243	
Increase most likely due to change in day of the week									
5 A Day/Nutrition Month Challenge				279	193	122	135	161	
No Weight Gain Contest		345	420	495	655	874	916	849	
Number of worksites					18	34	31	35	
Poker Walk / Start! Walk at Work Day			200	210		200	293	101	
Health Fair held in the same week so same events not held in 2010-2011									
Weight Watchers at Work	100	110	121	128	392	193	235	327	Per 10-week series
Number of series held:					14	5	7	7	
Average number of people per series					28	38	34	47	
Yoga-Downtown, Free		12		223	819	2043	3882	2932	Number represents class visits
Wellness Workshops (non-series)	595	306	547	320	605	518	973	838	
Number of classes					36	30	73	56	Number represents class visits
Gold's Gym Vouchers					42	92	51	29	
Decline most likely due to numbers of employees with memberships. Gold's no longer requires the vouchers.									
LA Fitness Vouchers					199	227	191	246	
Increase most likely due to opening of new club in town.									
Website visitors						14179	13749	13889	

Acknowledgement

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