

WORKING WELL

Planning a wellness initiative takes a lot of effort. The good news is that you do not have to start from scratch when it comes to determining a program to use for your initiative.

Using Evidence-Based Programs

There are already several evidence-based programs available for you to implement. Evidence-based programs are programs which research has shown to produce consistently good outcomes. Therefore, using an evidence-based program within your initiative can add credibility to your project.



SAMHSA Model Programs are evidence-based programs that have been screened and tested in communities, schools, social service organizations and workplaces across the nation. These programs have provided solid proof that they have prevented or reduced substance abuse and other related high-risk behaviors. SAMHSA Model Programs have also been reviewed by SAMHSA's National Registry of Effective Programs (NREP). To learn more about these programs, visit: <http://modelprograms.samhsa.gov>.

The Small Business Wellness Initiative delivered two evidence-based programs to small business workplaces. The following SAMHSA model programs were adapted to fit the needs of the project:

- *Team Awareness*, an 8-hour team building/social health program developed at Texas Christian University that interweaves communication skills, peer referral and stress management, was modified to a 4-hour program called *Team Awareness Small Business*. This program was modified to a 4-hour training to meet the needs of the small businesses. For more information on *Team Awareness*, visit www.organizationalwellness.com.
- *Healthy Workplace*, a multi-component health promotion approach developed by ISA Associates, was modified to *Choices in Health Promotion*, a customized program based on a needs assessment with the small business operator. *Choices in Health Promotion* modules included various topics, including Active Lifestyle; Healthy Eating; Alcohol, Drugs & Health; and Managing Stress. For more information on *Healthy Workplace*, visit www.centerforworkforcehealth.com.

There are many factors to consider when selecting an appropriate program for your initiative, including:

- Does the program address the risk and protective factors identified as a priority?
- Would our community be comfortable with the specified intervention components?

Prevention professionals have recognized the necessity to be culturally competent in implementing programs. Awareness of, and attention to, cultural issues in the planning and implementation stages should be considered.

Both of the Small Business Wellness Initiative programs were adapted to be culturally appropriate by using information collected in an initial needs assessment with the small business manager. For more information about the adapted programs, visit us at: www.sbwi.org.

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The Small Business Wellness Initiative adapted two evidence-based programs to meet the specific needs of the project.

Working Programs

If you haven't already previewed and downloaded the programs utilized in the Small Business Wellness Initiative project, you can do so by visiting us at: www.sbwi.org. The programs are available for use, free of charge. Each program includes a PowerPoint presentation and handouts.

Team Awareness Small Business

Team Awareness Small Business is a team-based training program, modified from the original Team Awareness model program, developed by Dr. Joel Bennett and colleagues at Texas Christian University. The training was designed specifically to increase the awareness of behavioral health as a group concern rather than an individual burden.



Choices in Health Promotion

Choices in Health Promotion, adapted from the Healthy Workplace model program developed by ISA Associates, is a customized health promotion program based on a needs assessment with the small business operator or manager. The Choices in Health Promotion program used a combination of modules including the following: Active Lifestyle; Alcohol, Drugs and Health; Healthy Eating; Family Connection; Managing Stress; Safety & Moderation; Team Awareness modules; and Time and Presence.

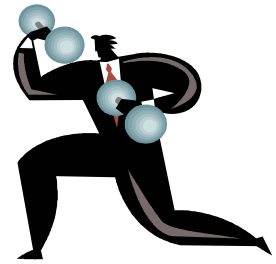
<i>Active Lifestyle</i>	<ul style="list-style-type: none"> • Motivate participants to adapt or enhance an active lifestyle • Identify steps to incorporate physical activity into daily routine • Demonstrate different types of exercise activities
<i>Alcohol, Drugs & Health</i>	<ul style="list-style-type: none"> • Increase knowledge of alcohol and its effects • Increase or reinforce awareness about alcohol and dangers of abuse • Encourage self-reflection of personal level of alcohol use and potential risks
<i>Healthy Eating</i>	<ul style="list-style-type: none"> • Motivate participants to adopt or enhance healthy eating habits • Provide information on elements of a healthy diet • Identify factors associated with calorie and fat intake
<i>Family Connection</i>	<ul style="list-style-type: none"> • Engage participants at an emotional level • Demonstrate how to talk to children about alcohol and drugs • Help participants develop better parenting skills
<i>Managing Stress</i>	<ul style="list-style-type: none"> • Raise awareness of the impact that stress places on health and productivity • Encourage awareness of healthy options for dealing with stress • Improve or enhance stress coping skills
<i>Safety & Moderation</i>	<ul style="list-style-type: none"> • Heighten awareness of workplace safety concerns • Increase awareness of the relationship between stress and safety • Encourage focus on solution to safety issues
<i>Team Awareness Small Business*</i>	<ul style="list-style-type: none"> • Improve team building and communication skills • Decrease tolerance and enabling of problem behaviors • Identify ways to enhance team health and reduce risks <p><i>*Denotes a four-hour training program</i></p>
<i>Time & Presence</i>	<ul style="list-style-type: none"> • Heighten awareness of the problem of time compression • Encourage presence and spiritual health as a solution • Help understand the value of time/intimacy in life
<i>Tobacco Use</i>	<ul style="list-style-type: none"> • Provide general education on tobacco risks • Motivate participants to reduce or eliminate tobacco use • Provide an introduction to three tools relevant for tobacco cessation

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Careful planning and preparation can help ensure the successful implementation of your wellness initiative and program. Planning and preparation can also lead to better outcomes.

Gearing Up for Wellness

Once you have recruited a business to participate in your initiative, it is ideal to set up an initial meeting with the individual who will help coordinate the program at the participating business. This meeting helps build rapport with the business and provides your training staff with a logistics overview. There are several important topics to address at the initial meeting, including the following:



- **Needs Assessment**-The needs assessment is designed to assist in customizing a unique program that reflects the participating business' needs. By completing a needs assessment with an organization, you will gain information that will help determine needs and options to create a program suitable to the business. Be sure to record demographic information and special needs.
- **Scheduling**-It is important to address scheduling at the initial meeting with a participating business. Keep in mind that you will need to be flexible to accommodate multiple work groups and various work shifts. Bring along a calendar with possible program dates.
- **Facilities**-It can be very useful to visit the facility where the program will be delivered. The program should take place in an area that is conducive to learning—where there is enough room, comfortable temperature, convenient location, etc. Another important factor to consider when selecting a program location is equipment. Try to visit the facility and determine your equipment needs prior to the program delivery date.
- **Workplace Tour**-If allowed, it can be helpful to tour the workplace where you will deliver the program. A tour often offers insight into the workplace culture and nature of the business. This will help the trainer get a better understanding of some of the workplace issues that may arise. In addition, a tour guide often provides additional information about the history of the organization.
- **Policies and Procedures**-If possible, obtain copies of policies and procedures relevant to the program. Some businesses may be reluctant to offer these documents, but you can reassure them that they will only be used to customize and incorporate organizational policies and procedures into the program materials.
- **Employee Participation**-You should find out at the initial meeting how the participating business plans to promote the program to employees. Some businesses may mandate the program or incorporate the program into its regular training schedule for employees. Offer additional ideas for promoting participation among employees, including posting promotional flyers in employee break rooms and in employee pay stub envelopes.
- **Confidentiality**-It is vital that participating employers and employees know that all information and policies collected from them during the course of the initiative will be kept confidential. Be sure to cover your confidentiality policy with all participating employers. This will help staff and employees to be more open when sharing information.

If the above information is not obtained in the initial meeting with the participating business, it is imperative to obtain the information through follow-up meetings or conversations. After you have the necessary information, you can begin planning and preparing for program delivery.

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There are a number of wellness tools available for you to use to implement your wellness initiative. The tools discussed in this section are available from the Small Business Wellness Initiative.

Using Wellness Tools

Needs Assessment

Once a needs assessment is conducted with a participating business, the data should be analyzed and shared with the trainer conducting the program. The needs assessment provides valuable information needed to customize a program for a participating business. The Small Business Wellness Initiative developed a needs assessment for the small business operator. For more information, visit us at: www.sbwi.org.



Customization

In addition to downloading and using the Small Business Wellness Initiative program, you may customize or adapt these programs to meet the needs of your initiative. Several of the programs used in the project were customized to meet the specific needs of a participating business. For examples of customization, view the initiative's research report available on our web site at: www.sbwi.org.

In some cases, the initiative included supplementary slides to existing programs to highlight employee assistance programs and emphasize workplace policies. We also recognize that organizations may want to customize the program to reflect their own initiative. There are a few ways to customize and/or incorporate the existing programs into your initiative:

To modify the slide master or title master in the PowerPoint program:

1. Select one of the slides associated with the master you want to change.
2. Do one or both of the following:
On the View menu, point to Master, and then click Slide Master.
On the View menu, point to Master, and then click Title Master.
3. Make the changes you want. For example, change the font type, change the color or size of the text, change the bullet character, or add a picture or text box. Be sure you don't delete or add characters in the placeholder text.
4. On the Master toolbar, click Close.

To create and include a new slide in the PowerPoint program:

1. On the Insert menu, click New Slide.
2. Scroll through the layouts, click the one you want, and then click OK.

Additional Resources

At the back of this manual, you will find contact information for the Small Business Wellness Initiative partners. The collaborating partners offer additional resources, including technical assistance and train-the-trainer workshops, to assist you in implementing your wellness initiative. For more information about our resources and services, please visit us at: www.sbwi.org.

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One difficult challenge in implementing an effective evidence-based program is finding the right balance between maintaining program fidelity and promoting adaptation of the program to reflect the community where it is being implemented.

Maintaining Program Fidelity

Fidelity is the degree to which a program is implemented as the program developer intended. While adaptation may be required for your specific project, it is worth noting that maintaining program fidelity is a key factor in ensuring consistent outcomes of your program.

The Small Business Wellness Initiative developed a fidelity checklist for each program. Along with the fidelity checklist, each presentation included a program outline, as well as handout and supply checklists. It is also essential to conduct a series of train-the-trainer sessions to adequately prepare and coach trainers in effective program delivery.

Sample Fidelity Checklist

Choices in Health Promotion Preparation Points for Trainers

GENERAL OBJECTIVES

- All materials (handouts, slideshow) are prepared and organized in sequence for easy access and so that participants are not distracted by any lack of organization
- Material is presented in a well-paced and organized manner with adequate time for questions and answers
- Trainer speaks clearly and well paced (not too fast or too slow); There are adequate pauses for participant questions
- Trainer maintains balance between presentation of materials and facilitated interaction
- Trainer self-disclosure is appropriate and facilitates interest among participants
- Trainer shows grasp of general theory and customization process behind *Choices in Health Promotion* (makes reference to ideas that led to the development of *Choices*)
- Trainer states objectives of overall training and each module
- There is a flow within each module and from module to module
- Trainer encourages participant involvement
- Trainer presentation exhibits vitality and healthy manner
- Trainer shows memory for previous participant comments and integrates into flow of the training
- Trainer is sensitive to self-disclosures and maintains atmosphere of confidentiality
- Trainer works with classroom distractions and easily reorients distracted participants
- Trainer keeps atmosphere of team-work; preventing any one participant from dominating discussions

Supply Checklist

While the supplies needed for program delivery will vary from program to program, most programs will require the following:

- Laptop
- Projector
- Screen
- Pens
- EAP or Supplementary Handouts
- Training Evaluations
- Flipcharts
- Markers
- Tape
- Extension Cord
- Power Strip
- Easel
- Incentives

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Just as some initiatives work better than others, some workplace wellness programs may be more successful than others. As with any program, increasing awareness must occur before people can take action and maintain a change.

Evaluating Net Worth

You developed some goals and objectives in the first part of this manual. While there are several ways to evaluate the success of a program, it is best to evaluate your success based upon your established goals and objectives. In addition, you may also want to highlight some of your successes:

- How many businesses participated in your initiative?
- Were participants satisfied with the program?
- Which aspects of the program were best received?
- Did the program improve knowledge about wellness issues?
- Did the program change behavior?



The Small Business Wellness Initiative used an experimental design with pre, post and follow-up surveys to determine effectiveness of our programs. For a full research report, visit www.sbwi.org/research/research.htm.

For a variety of measurement tools and options in evaluating program effectiveness, visit our partner, Organizational Wellness & Learning Systems at: www.organizationalwellness.com.

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Wellness and prevention programs can sometimes be difficult to implement and often face many challenges. It may be helpful to forecast what these challenges or barriers might be and generate possible solutions for dealing with them.

Overcoming Obstacles

Certain obstacles may arise when implementing a wellness initiative targeted at small businesses. However, there are several things you can do to ensure successful implementation of your programs. Some of those things include:

- Having an infrastructure in place to effectively communicate and market the benefits of the initiative and its programs
- Ensuring staff receive thorough orientation and training to learn and distinguish the primary components of the initiative
- Establishing working relationships with community organizations and agencies to recruit businesses to participate and to direct participants in need of help outside of the initiative's area of expertise
- Having supportive relationships and promoting a team environment among collaborators and staff
- Planning ahead to appropriate adequate costs and efforts to recruitment and retention activities
- Having access to services and agencies that can provide assistance to workers in various areas of health and wellness



Small businesses also pose a challenging market. Things that should be considered when working with small businesses include:

- Employers, especially at smaller firms, sometimes do not feel that they have the resources, staff or time to implement such programs
- Small business employers sometimes believe they are immune to problems evident in larger corporations
- Finding an internal champion within the small business can be essential to the successful recruitment of a small business
- Internal miscommunication within the small business can sometimes be challenging
- Finding the right mix between programs and scheduling may differ from one business to the next
- Initiative staff must demonstrate ability to be flexible to accommodate small business needs and schedules
- Various literacy levels of a small, but important, number of workers in some settings
- Seasonal differences in receptivity to participate from small business owners

Congratulations!

You have successfully completed the *Wellness Pays* replication manual. In the last section, you should have covered:

- **Using evidence-based programs**
- **Working programs**
- **Gearing up for wellness**
- **Using wellness tools**
- **Maintaining fidelity**
- **Evaluating net worth**
- **Overcoming obstacles**

The Small Business Wellness Initiative would like to congratulate you on your efforts in implementing a wellness initiative. We hope that by now you have evaluated and achieved your goals and objectives set forth in the first section. We know that you have already laid a great foundation for your initiative. We would love to hear about it. As mentioned in previous sections, additional resources, including technical assistance and train-the-trainer workshops are available to organizations like yours. Please feel free to contact us.

