

Creating a Healthy Workplace

IN THE QUAD CITIES



Create an environment that supports employee wellness through policies that promote healthy eating, physical activity, and healthy vending

WELCOME

Thank you for taking the first step in providing a healthy workplace at your place of business. Within this booklet you will find tips, suggested guidelines and sample policies for creating a healthy workplace environment. The goal of this publication is to help create a social and physical environment that encourages healthy lifestyles. This resource is meant to complement screening, education and exercise programs that may already be in place at your business.

Building a healthier environment for your employees is not difficult, but it does require leadership and a concentrated effort. It may mean changing what is offered in your vending machines, providing healthy food at meetings or putting incentives in place that encourage physical activity in your workforce. I ask that you read through the information and think carefully about the changes you could champion at your workplace.

To begin, fill out the “Creating a Healthy Workplace Assessment” form at the back of this booklet and return it to the email/address listed. This assessment is intended to guide your workplace to some areas where you can, through use of the strategies in this booklet, begin making progress on creating a healthy environment. The information shared by returning the completed form will help track changes throughout the Quad Cities Area. At the end of this booklet, you will find some examples of agencies and businesses that are already making a difference.

Assistance may be available to help guide you through the changes outlined in this booklet. Just look for the contact information listed on the back of this booklet.

Thank you for helping to create a healthier community.

Creating a Healthy Workplace was developed in cooperation with:

**Community Health Care
Genesis Occupational Health
Lane & Waterman
Palmer College of Chiropractic
Quad City Health Initiative
Scott County Family YMCA
Two Rivers YMCA
UnityPoint Health-Trinity**

This booklet and policy templates contained herein are available for download at www.qcymca.org

TABLE OF CONTENTS

WHY CREATE A HEALTHY WORKPLACE?	p. 3
What Can Your Workplace Do?	p. 4
How Does Your Workplace Get Started?	p. 4

INITIATIVE 1: CREATE HEALTHY FOOD GUIDELINES

Why Offer Healthy Food Alternatives?	p. 5
Making Change Happen	p. 5
Other Tips	p. 5
Menu Ideas	p. 6
Sample Healthy Food Policy	p. 7

INITIATIVE 2: CREATE HEALTHY VENDING GUIDELINES

Why Target Vending Machines?	p. 8
Making Change Happen	p. 8
Other Tips	p. 8
Sample Vending Policy	p. 9

INITIATIVE 3: CREATE GUIDELINES THAT PROMOTE PHYSICAL ACTIVITY

Why Promote Physical Activity?	p. 10
Making Change Happen	p. 10
Other Tips	p. 10
Sample Physical Activity Policy	p. 11

HEALTHY WORKPLACE BEST PRACTICES

SOURCES	p. 14
----------------	-------

ASSESSMENT TOOL	p. 15
------------------------	-------



WHY CREATE A HEALTHY WORKPLACE?

The problems facing employers today are many, and controlling healthcare costs tops the list. Rising levels of obesity and chronic disease in the workforce not only increase the cost of insurance premiums at an alarming rate, but also lead to rising absenteeism and lower productivity. This all affects the bottom line of your business.

The problem is illustrated by the following statistics:

- The average annual single premium (\$5,615) in 2012 is 3% higher than the average annual single premium in 2011 (\$5,429), and the average annual family premium (\$15,745) is 4% higher than the average annual family premium in 2011 (\$15,073).
- The \$15,745 average annual family premium in 2012 is 30% higher than the average family premium in 2007 and 97% higher than the average family premium in 2002.
- In one national survey, employers reported that they can absorb only a 9% health care cost increase, in contrast to the expected annual increase of 14%.
- Each single health risk factor exhibited by an individual (high blood pressure, glucose or cholesterol, being obese or overweight, diabetes – type II, cancer) increases health care costs by \$1,500-\$3,000.
- Workers that exhibit high risk factors average 7 hours less in productivity per week than those that are at low risk. That is a difference of over 2 months of productivity per year.
- High risk employees are absent 6-20 days per year, compared to 0-3 days for low risk employees.
- An average hospitalization for a heart attack ranges from \$8,000-\$13,000, for diabetes it is \$3,300 and for COPD it is \$5,500. For the most part, all of these conditions could be managed effectively through lifestyle changes, thus avoiding costly hospitalization which gets passed on to the employer through increased healthcare costs.
- Around \$100 billion a year is spent in medical care costs for individuals that are obese. Overweight employees cost their employers 39 million lost work days each year. The costs for healthcare average to be about \$2,325 per employee in medical expenses. Sadly employers will spend about 38% more on obese employees than their healthy co-workers.

There is good news! Creating a healthier workplace environment and encouraging healthy lifestyle changes in your employees can have a positive impact on your bottom line. Through implementing health promotion measures, your workplace can realize:

- An average \$3.50 to \$1.00 savings-to-cost ratio in reduced absenteeism and health-care costs.
- An average of 27% reduction in sick leave absenteeism
- An average of 26% reduction in health costs
- An average of 32% reduction in workers' compensation and disability management claims cost
- A \$1 investment in wellness programs saves \$3 in health care costs, according to the Wellness Council of America.

“It is unreasonable to expect that people will change their behavior easily when so many forces in the social, cultural and physical environment conspire against such change.”

- Institute of Medicine

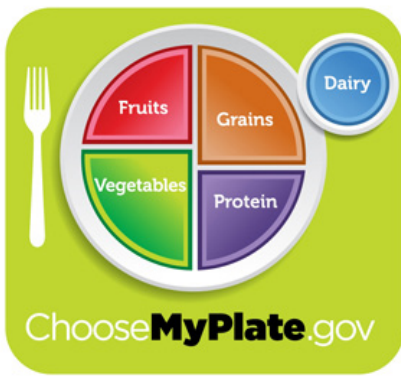
WHAT CAN YOUR WORKPLACE DO? _____

Begin looking at your workplace culture and policies regarding vending, food and physical activity. Implementing policies that promote healthy vending choices, serving healthy food at meetings and encourage or reward physical activity, can make a definite impact on the health of your workforce.

These policies should be viewed as an integral part of an overall wellness plan that includes health screening for employees, interpretation of the results and health and wellness education programs which encourage physical activity or good nutrition in your workplace.

HOW DOES YOUR WORKPLACE GET STARTED? _____

- Gain commitment from your CEO and management staff to create a healthier environment for all your staff.
- Review the examples of guidelines for food, healthy vending and encouraging physical activity that are included in this booklet.
- Review the best practices from local organizations for ideas that have proven to be successful in the workplace.
- Develop guidelines that work for your organization and begin creating your own healthy environment.



Initiative 1: CREATE HEALTHY FOOD GUIDELINES

WHY OFFER HEALTHY FOOD ALTERNATIVES?

By offering healthful food choices at company meetings and functions, employees have increased opportunities for making healthy food choices at work. Also, offering healthy food choices at company functions shows employees that their employer cares about their health and well-being.

MAKING CHANGE HAPPEN

- Offer healthy food choices at breakfasts, lunches, dinners, potlucks and receptions. Offer fruits, vegetables, and baked, roasted or grilled meats and fish. Promote small portion sizes.
- Re-think mid-morning or mid-afternoon meeting breaks. Consider not offering food at breaks, or if you do, offer only fruits and vegetables. Try offering a “physical activity” break instead.
- Identify and promote healthier food and beverage providers. Identify and promote businesses and caterers that are willing to alter their menu offerings or adjust their recipes to decrease fat and/or increase fruit and vegetable options.
- Keep food safe to eat. Use safe food practices to ensure foods are free from harmful bacteria and viruses. Keep cooked and raw foods separate, cook and chill foods to proper temperatures and maintain through serving.

OTHER TIPS

- Ask the caterer or business providing food to serve added fats, like dressings or condiments, on the side.
- Include whole grain breads and skip the butter or margarine.
- Choose entrees with tomato-based sauces rather than cream, butter or cheese sauces.
- Include at least one vegetable, fresh or steamed, without any sauces added.
- Skip dessert or choose lower fat and calorie desserts such as cut up fresh fruit with low-fat yogurt dip, low-fat ice cream or frozen yogurt, sherbet or sorbet, angel food cake with fruit topping.
- Make sure the CEO or company president is fully behind the initiative and sets the tone that employee health is a priority.

MENU IDEAS

BREAKFAST

- Fruit and / or 100 percent fruit juices
- Whole grain cereal and low-fat dairy or soy milk
- Yogurt—flavored non-fat or fat-free
- Whole grain bagels (3 1/2" diameter or less) with reduced fat cream cheese or jam
- Muffins - small or mini (5g fat or less per muffin)
- Fruit bread (5g fat or less per 1 oz. slice)
- Granola bars
- English muffins with jam
- Hard boiled eggs

LUNCH OR DINNER

- Entrée should contain no more than 12-15 grams of fat
- Baked chicken with vegetables and brown rice
- Pasta with vegetables
- Boxed lunches - sandwiches with fruit. Sandwiches should include whole grain breads or pita wraps with low-fat meats and no added mayonnaise or butter. Toppings may include lettuce, sprouts, tomatoes and low-fat mayo, mustard and ketchup.
- Meats, poultry or marinated tofu - low fat (3g fat per oz.)
- Veggie pizza
- Vegetable soups
- Whole grain breads (skip the butter or margarine)
- Green salads (dressings on the side)
- Bean or veggie burritos
- Grilled chicken/turkey wraps

RECEPTIONS

- Cut-up fresh fruit and vegetables with fat-free yogurt dip
- Pasta and vegetable salads with fat-free or low-fat dressing
- Cheese—3/4" squares or smaller
- Whole grain crackers
- Lean meats—1 oz. slices

MID-MORNING OR AFTERNOON MEETINGS

- Consider a "physical break" instead of a food break: lead a group walk around the meeting facility or do stretching or yoga exercises
- Apples, oranges, grapes, raisins or 100 percent fruit juice
- Sliced vegetables with low-fat dip
- Low-fat yogurt
- Pretzels
- Nuts, trail mixes
- Baked tortilla chips with salsa
- Reduced fat crackers
- Popcorn (air-popped or low fat - 5g fat or less per serving)

SAMPLE HEALTHY FOODS POLICY

FOR USE WITHIN ANY WORKPLACE WHERE FOODS OR BEVERAGES ARE SERVED

Whereas:

_____ (your organization name here) is concerned about the health of our _____ (employees, members);

Whereas:

People have become more and more interested in eating smart and moving more;

Whereas:

Heart disease, cancer and stroke are largely affected by what we eat and how active we are;

Whereas:

Foods such as fruits, vegetables, whole grain breads and pastas, and low-fat dairy products are better choices for preventing many diseases;

Therefore:

Effective _____ (today's date), it is the policy of (your organization) that all activities and events (examples of events may include: meetings, potluck events, catered events, community-sponsored events, like health fairs, etc.) sponsored or supported by this organization will always include opportunities for healthy foods and beverages by:

- Purchasing and serving one or more of these healthier items:
 - Fruits and/or vegetables—Examples include fresh, frozen, canned or dried fruits (such as grapefruit, oranges, apples, raisins or 100% fruit juices), and fresh, frozen, or canned vegetables
 - Low-fat milk and dairy products—Examples include skim/non-fat or 1% milk (also lactose-free); low-fat and fat-free yogurt; cheese and ice cream; and calcium-fortified soy beverages
 - Foods made from whole grains—Examples include low-fat whole-wheat crackers, bread and pasta; whole-grain ready-to-eat cereal; low-fat baked tortilla chips; pita bread
 - Water—will be available
- Identifying healthy eating opportunities
 - Examples include identification and selection of restaurants, caterers and vendors where healthy food choices are readily available.
- Providing encouragement from group leadership to select healthy foods
 - Examples include leadership promotion of healthy lifestyles and modeling of healthy food choices.

Signature

Title

Name of Organization

Date



Initiative 2: CREATE HEALTHY VENDING GUIDELINES

WHY TARGET VENDING MACHINES?

Research shows that our social environment strongly influences what we eat by determining what is available and what is affordable. Seventy percent of the population spends time at a worksite, and most eat at least one meal a day at work. At work, vending machines are one of the few, sometimes only, sources for food or snacks. Thus, focusing on increasing healthier options in vending is a policy change that can make a big difference for a large group of people, compared to one-on-one education or one time events. In addition, many businesses are concerned about rising health care costs and recognize that the choices available to employees through traditional vending contribute to poor diets and an unhealthy workforce.

MAKING CHANGE HAPPEN

- Secure top-level support. The CEO or company president must be fully behind the initiative and set the tone that employee health is a priority.
- Appoint a point person. This person will coordinate with the vendor and report to the CEO or a wellness committee.
- Work with the vendor. Be open about your organization's standards for vending and monitor the products regularly. It is easy for things to slip back to the 'status quo' if items don't sell well at first.

OTHER TIPS

- Get your employees on board. Educate employees on why the change is happening and get 'buy-in' prior to the change taking place. Make it a part of a larger emphasis on wellness at your company.
- Host a healthy vending food fair complete with tasting samples. Have employees rate their top choices of healthy items to be included in the machines.
- Financial incentive. Lower the price of healthy snacks, such as baked chips or trail mix so they are .10, .15 or .25 cents or more below the price of unhealthy items.
- Be patient. Change happens slowly, especially where food is involved. Make a commitment to support a change for at least 6 to 12 months.

SAMPLE VENDING POLICY

Examples of healthy vending items:

Lowfat granola bars
Baked chips
Pretzels
Trail mix
Dried fruit
Fat-free popcorn
Beef jerky - 95% fat free
Whole-grain fruit bars
Animal crackers
Graham crackers
Plain & salted nuts
Fruit leather
Whole grain crackers
Low fat Chex mix
Rice cakes
Sunflower kernels
Water
Whole fruit juices

FOR USE WITHIN ANY WORKPLACE WHERE FOODS OR BEVERAGES ARE SERVED

Whereas:

_____ (your organization name here) is concerned about the health of our _____ (employees, members);

Whereas:

People have become more and more interested in eating smart and moving more;

Whereas:

Heart disease, cancer and stroke are largely affected by what we eat and how active we are;

Whereas:

Snack food products that are lower in fat and sugar are better choices for preventing many diseases;

Therefore:

Effective _____ (today's date), it is the policy of _____ (your organization) that all snack and beverage vending offered by this organization will always include items that meet the following standards:

Nutrition Standards

At least _____ % of foods served in vending machines should meet these standards:

- Have no more than 35% of its calories from total fat (not including nuts and seeds)
- Have no more than 10% of its calories from saturated fat
- Contain no trans fats
- Have no more than 35% sugar by weight (not including dried fruits, NO candy)

In addition, all efforts will be made to include the following:

- Items that have no more than 360 mg of sodium per serving
- Items that contain at least 2 grams of dietary fiber per serving

Beverage Standards

At least _____ % of beverage vending machine offerings must include

- Beverages that contain 100% fruit or vegetable juice with no added sweeteners
- Water
- Nonfat or 1% lowfat milk
- Beverages that are limited to a portion size no greater than 12 ounces (no limit on water). If juices are available in smaller-sized portions (6 oz.) they would be preferred.

Pricing /Placement Standards

- Beverage and food items meeting the mandatory standards must be sold at a price that is equivalent to or lower than the price of items in the vending machine that do not meet these nutrition standards.
- Items meeting the mandatory standards must be placed in the top third of the vending machine so that they are visible at eye level.

Signature

Title

Name of Organization

Date



Initiative 3: CREATE GUIDELINES THAT PROMOTE PHYSICAL ACTIVITY

WHY PROMOTE PHYSICAL ACTIVITY?

Physical activity can be a significant factor in preventing disease and improving one's outlook on life. Studies show that increased energy generated by physical activity increases employee productivity and decreases absenteeism. In addition, increasing your employees' physical activity can lead to overall better health which may assist your organization in curbing rising health care costs.

MAKING CHANGE HAPPEN

- Reimburse employees for fitness facility memberships. If an employee utilizes a fitness facility for a minimum number of times per month, the organization reimburses them for 25%, 50% or 100% of the membership cost.
- Provide paid time for employees to work out during their day. Authorize employees to take 30 minutes a day, up to 3 days per week, to engage in physical activity. This may be as part of a walking or other physical activity program based on-site or possibly swimming or biking off-site.
- Provide incentives to your employees for the hours of activity they log. Incentives could include discounts on the employee-paid portion of health care premiums or monetary rewards for hours of physical activity logged.
- Create a "stress-free zone". A fitness space consisting of a mat for stretching, small hand weights, an exercise ball and bands can provide quick stress relief for your employees.
- Provide an on-site fitness facility. For some organizations this may not be practical, but for those that are able, an on-site facility encourages physical activity for the "time-crunched" and also provides peer support.
- Spruce up your stairwells. Many businesses have "built-in" exercise facilities in the form of stairwells. With additional lighting, bright paint and a "take the stairs" campaign, your employees can reap the benefits of a workout in the course of their normal day.
- Map out or create walking routes. Create a map of the neighborhood around your business that includes .5, 1, or 2 mile walking routes. Employees can choose one that fits the time that they have. Also, they can compare the time it takes them to walk a particular route over a period of weeks and measure their improvement.

OTHER TIPS

- Make it a time issue - slowing down the elevator by 20 seconds or more encourages people to take the stairs.
- Make it fun - Post "use our free stairmaster" signs on stairwell doors.
- Utilize local talent - work with local high school and college art departments to design and paint murals to brighten the stairwells.
- Get moving - Have a company-wide break time each day where music is played for 10 minutes throughout your workplace and employees are encouraged to stretch, walk or simply move.

SAMPLE PHYSICAL ACTIVITY POLICY

FOR USE WITHIN ANY WORKPLACE _____

Whereas:

_____ (your organization name here) is concerned about the health of our _____ (employees, members);

Whereas:

People have become more and more interested in eating smart and moving more;

Whereas:

Heart disease, cancer and stroke are largely affected by what we eat and how active we are;

Whereas:

Physical activity can be a significant factor in preventing disease, improving one's outlook on life and increasing employee productivity;

Therefore:

Effective _____ (today's date), it is the policy of _____ (your organization) to acknowledge the role physical activity plays in a healthy workforce and to create a healthier workplace through the following:

Making Environmental Changes:

- Stairwells and elevators—Create attractive stairwells to encourage their use and take measures to decrease use of elevators.
- Stress-free zones—Provide spaces for employees to “recharge,” which may include mats for stretching, simple hand weights, exercise balls or bands.
- Resources - Create resources which encourage physical activity such as maps for walking routes in the neighborhood of your business.

Providing Incentives:

- Gym reimbursements – Provide partial or full reimbursements based on number of facility visits
- Paid time for workouts during the day – Provide 30 minutes per day for up to three days a week for a supervisor approved, physical activity program such as a walking club.
- Monetary reimbursement or insurance premium reduction – for hours logged in physical activity in a defined amount of time.

Providing Encouragement:

- Includes leadership promotion of healthy lifestyles and modeling physical activity.

Signature

Title

Name of Organization

Date

HEALTHY WORKPLACE BEST PRACTICES

AUGUSTANA COLLEGE

- Employees and their spouses may participate in the “Guiding Life” wellness program which offers blood screening, smoking cessation, and an online portal.
- A registered nurse is available for assistance in setting personal goals.
- Healthy food and drink options are available at employee meetings, the cafeterias and at the snack bars.
- A mapped “poker walk” is conducted in the spring and fall. Employees can earn numerous items such as gift certificates to a spa, River Bandits tickets, or Celebration Belle River Cruises, to name a few.

BI-STATE REGIONAL COMMISSION

- Bi-State promotes transportation alternatives: bus, walk, bike as part of clean air initiative.
- Posters are placed in hallways that encourage employees to take part in outdoor activities.
- Healthy foods and snacks are encouraged for meetings..
- A water cooler is available for employees to use throughout the day.
- A managed work week (flex schedule) is available to all employees to accomplish personal matters, such as going to a fitness facility in the early morning or afternoon.

EAST MOLINE METAL PRODUCTS CO.

- Employees are provided with the option to lower their insurance premiums by participating in an insurance-based wellness program.
- A registered dietitian conducts “lunch and learn” sessions throughout the year.
- Vending machines include healthy options such as water, juices, baked chips and whole wheat sandwiches.
- An annual “poker walk” is held. Employees participate by walking a mapped-out route during lunch breaks. Incentives include gift cards to places like Lowe’s and Menards, instead of providing restaurant gift cards.

GENESIS HEALTH SYSTEM

Genesis Health System, which includes two hospitals in the Quad City area (Davenport and Silvis) has established the following initiatives to promote worksite wellness:

- Established a food policy, physical activity policy and a wellness team. Wellness staff and activities are included in Genesis’ budget.
- Employees and their spouses have access to metabolic screening, risk reduction classes and wellness incentive programs, such as discounts and gift cards that are awarded for participation in wellness programs
- Based on the USDA’s choosesmyplate.gov website, the cafeteria has “MyPlate” selections every day. Detailed nutritional information is provided for all entrees.
- Employees have access to cooking classes and programs on topics such as weight management and diabetes care.

GUARDIAN INDUSTRIES CORPORATION

- Employees can track their individual physical activity minutes and earn gift cards through the “Health Guard” wellness program.
- Employees are reimbursed for entry fees paid for participating in any Quad City area running/walking event.
- Themed employee wellness activities have included a weight loss challenge and cholesterol-lowering challenge.
- Fresh fruit is provided free of charge to all employees on “Fruity Fridays”.
- Vendors are required to offer at least thirty percent healthy options on all vending machines.

METROLINK

- As part of orientation and training, employees are given a presentation and brochure about worksite wellness.
- Posters are posted promoting the use of stairs.
- A wellness nurse is available once a week to employees for consultation and blood pressure checks free of charge.
- Vending machines having healthy options like, fruit, baked chips, granola bars, fruit juices, and water.
- Healthy food and drink options are provided at meetings.

MOLINE DISPATCH COMPANY LLC

Moline Dispatch, supported by senior staff, has established a worksite wellness program:

- Free wellness screenings, discounted flu shots, discounts to join Jenny Craig.
- Free, on-site yoga classes are available to employees. Signs near the elevators to encourage employees to take the stairs.
- Water is offered in vending machines and nutritious food choices are offered at meetings.

ROYAL NEIGHBORS OF AMERICA

- Established a goal to implement one Health and Wellness initiative each quarter.
- Established a tobacco free campus.
- Employees pay lower prices at vending machines for healthier choices.
- Nutritional labels have been added to vending machines and healthy items are marked by green symbols.
- Employer pays difference in cost of healthier items to vendor.
- Employees are provided with fruit of the month.
- Mapped walking routes and pedometers are provided to employees.

UNITY POINT HEALTH-TRINITY

Unity Point Health-Trinity, which includes three hospital campuses in the Quad City area (Bettendorf, Moline and Rock Island), has established the following initiatives to promote worksite wellness:

- Unity Point Health-Trinity, has established a company food policy which includes “Wellness Meals” - low fat/low calorie options. Additionally, all activities, events and meetings include healthy food and beverage options.
- Employees have access to Health Aware screenings, a wellness dietitian and an exercise specialist, wellness walks, monthly education sessions, an annual health fair and discounts to local fitness clubs.
- Physical activity breaks for employees are encouraged under the “Sit for 60, Move for 3” initiative.

UNITED NEIGHBORS, INC.

- Employees are encouraged to bring their lunch from home with servings that include fruit and vegetables.
- Walking during break and lunch hour is encouraged.
- Healthy options such as water and orange juice are provided in vending machines.
- Summer program lunches include fruits and vegetables.

SOURCES

PAGE 3

Leading by Example, “Leading Practices for Employee Health Management,” U.S. Chamber of Commerce and Partnership for Prevention, 2007

“The Business Case for Employee Health & Well-being,” Benefitdecisions, Inc. (wellness consulting practice)

“The Growing Crisis of Chronic Disease in the United States,” Partnership to Fight Chronic Disease.

“When it Comes From You – The Power of CEO Support in Advancing a Small Business Wellness Initiative,” David Hunnicutt, PHD, www.WELCOA.org/2008 Wellness Council of America – Absolute Advantage, pp.11-15.

Employee Health Benefits 2012 Annual Survey, Kaiser Family Foundation, www.kff.org

How much money do you lose on overweight employees? www.businessknowledgesource.com

PAGE 5

Adapted from “Eat Smart North Carolina” and “California 5 a Day – Be Active! Worksite Program”

PAGE 7

Adapted from “Eat Smart North Carolina Sample Healthy Foods Policy”

PAGE 8

Adapted from “Wisconsin Worksites Provide Healthier Vending,” Wisconsin Comprehensive Cancer Control Program & Wisconsin Nutrition and Physical Activity Program.

PAGE 9

Information adapted from the California 5-a-Day – Be Active! Worksite Program.

PAGE 10

Adapted from “Eat Smart North Carolina” and “California 5 a Day – Be Active! Worksite Program”

PAGE 11

Adapted from “Eat Smart North Carolina Sample Healthy Foods Policy”

CREATING A HEALTHY WORKPLACE ASSESSMENT

Company: _____ Contact Name: _____

Please return copy to: Cam Torres, Two Rivers YMCA • fax: 277-0056 • email: ctorres@ymcatr.org

STATEMENT	AGREE	DISAGREE	N/A
Overall Employee Health and Well-Being			
Employees are introduced to health and well-being policies and practices at time of hire.			
Employee health and well-being policies and practices are enthusiastically promoted across all departments.			
Employees have the opportunity to participate in physical activities and enjoy healthy eating while at work.			
Employees are provided access to health education, health screenings, and other health promotion opportunities.			
There is a staff person(s) who is designated, as part of their job description, to ensure and promote the organization's healthy workplace initiatives.			
CEO/Management staff are committed to a healthy work environment for their employees.			
Comments			
Healthy Eating Options at Meetings and Events			
Meetings and events have nutritious food and drink choices.			
Fundraisers utilizing food have nutritious food and drink choices.			
Comments			
Healthy Vending			
Vending machines have nutritious food choices.			
Vending machines have nutritious drink choices.			
Comments			
Promoting Physical Activity			
Stairways are attractive and safe for all (light, color, decoration, surfaces).			
There is signage encouraging use of stairwells.			
Hallways and walking tracks are attractive and safe.			
There are safe and attractive outdoor walking paths.			
There are areas that encourage physical activity. (stress free zone with balls, bands, etc.)			
Comments			
Policies			
There are written policies/guidelines that encourage healthy eating at meetings and events.			
There are written policies/guidelines that ensure healthy eating options in vending machines and snack areas.			
There are written policies/guidelines that encourage physical activity.			
Comments			



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