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Under the Care of the City of Fremont: Employees Embrace a Healthier Lifestyle through Worksite Wellness

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**Under the Care of the City of Fremont:
Employees Embrace a Healthier Lifestyle through Worksite Wellness**

by
Kelly Wright

A Thesis Quality Research Project
Submitted in Partial Fulfillment of the
Requirements for the
Masters Degree in

PUBLIC ADMINISTRATION

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The Graduate School
San José State University

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SECTION I: INTRODUCTION

“In a world where people are living longer, companies have been forced to address the effects of an aging workforce on their bottom line” (Jamison & Kleiner, p. 1). Increasingly, both private and public organizations offer workplace wellness programs designed to help employees stay healthy and provide support to employees with health risks encouraging better eating, losing weight and improving their physical health. This can be accomplished through sponsored exercise and fitness programs, educational seminars, tobacco cessation programs and health screenings (Jamison & Kleiner, 2016). Wellness programs support employees in taking preventive measures for addressing lifestyle choices, a short term illness or chronic diseases. Additionally, employers can consider investing in workplace wellness programs and initiatives as a way to reduce healthcare costs and improve the physical and mental well-being of employees.

Health challenges that employers face on a regular basis in the workplace include “acute health issues, short-term problems like colds and influenza, as well as reparable damages to the body like broken bones, ergonomics and migraines” (Riccuci, p. 77). However, chronic health conditions such as “physical impairments like cancers, dysfunctional organs, and paralysis, as well as mental impairments like depression, schizophrenia, and anxiety disorders” (Riccuci, p. 77) are also considered to be health challenges in the workplace, and their effects can be lasting not only in lost time at work, but financially as well. “Nearly 50 percent of adults in America have at least one chronic condition, resulting in more than 75% of all health care expenditures” (Riccuci, p. 77). Chronic health issues, such as heart disease, stroke, diabetes and arthritis caused by obesity and overweight, may also result in mental health issues (Riccuci, 2012).

“Chronic health issues reduce workers’ ability to perform essential job functions; hence, they cause disabilities” (Riccuci, p. 79) and the trend is not on a downward slide. “Employers should be concerned as forecasts suggest that by 2030, 42% of the adult population will be obese” (Lankford, Lang, Bowden, & Baun, p. 40), which creates increases in diabetes, poor mobility and lethargy. “Although chronic diseases like obesity are among the most common and costly of all health problems, adopting healthy lifestyles can help prevent them” (Centers for Disease Control and Prevention [CDC], para. 3). Working together, employers and employees can make significant improvements to these statistics.

A worksite wellness program may not be a quick solution to address health conditions of employees; however, the goal of a program is to provide convenient options, such as on-site health screenings and educational workshops, that will improve the general health and well-being of a target population while creating an environment conducive to healthy habits (Lin Fu, Bradley, Viswanathan, Chan, & Stampfer et al., 2016). Specific wellness program benefits may include reducing absenteeism, improving productivity and morale, reducing turnover rates, and lowering health care costs. Worksite wellness programs are vital in helping employees attain and maintain a healthy lifestyle, improving morale, attracting new employees and strengthening the culture of the organization (Klingner et al., 2010).

Background/History

The League of California Cities and the California Center for Public Health Advocacy initiated a Healthy Eating Active Living (HEAL) Cities Campaign in 2008, which focuses on supporting cities that strive to become a healthier place to live and work (League of California Cities, 2012). The HEAL Cities Campaign, funded by Kaiser Permanente, also provides model policies and resources to support California Cities that participate in the health and wellness

initiative. As a result, many California cities have implemented policies and resolutions to support employee wellness in an effort to address obesity and provide options that support a healthy lifestyle (League of California Cities, 2010). This is appealing as “health-care costs impose an increasing burden on city budget, and obesity and physical inactivity” (Dickson, p. 1), prompting communities to participate in programs, such as the HEAL Cities Campaign.

“A city council resolution or mayor’s executive order can set the stage for wellness policies and practices” (Dickinson, p. 1). In 2010, the City of Fremont utilized a sample resolution, which outlined policy goals to support employee wellness and joined the HEAL Cities Campaign. The resolution adopted by the City of Fremont includes various components to support employee wellness, including: (1) coordination of flu vaccinations; (2) encouragement of physical activity; (3) dissemination of wellness-related e-newsletters; and (4) promotion of employee health incentives that are available through medical benefit providers (City of Fremont, 2010).

In March 2014, the City of Fremont’s organizational development team, consisting of management representatives from various departments, expressed interest in implementing a wellness program to improve the overall health and wellness for approximately 850 city employees. Specifically, the organizational development team had an interest in a wellness program that would initially focus on the following: health and wellness promotion for employees; building a culture of wellness within the City of Fremont; improving employee morale; and engaging the workforce in healthy lifestyle choices and activities.

In April 2014, a wellness committee comprised of department staff from Human Resources, Risk Management, Police, Fire, Environmental Services and Public Works was formed with the sole purpose of planning, promoting and implementing an employee wellness

program. The initial phase involved identifying the needs and health interests of employees through an anonymous online survey that was conducted in May 2014. Based on the employee feedback from the survey, the wellness committee identified the following activities to support the wellness program: health education workshops, flu shots, health screenings, weight loss programs, healthy eating seminars, health fairs, physical activity classes, walking programs and newsletters.

Data obtained from the survey was also used to help formulate the mission statement, goals and objectives for the wellness program. The mission of Fremont's wellness program is: *To establish and sustain a workplace culture that encourages and supports healthy lifestyle choices through health education and activities.* The established goals and objectives are to:

1. Encourage employee engagement and participation in wellness activities
2. Improve awareness of healthy habits and options
3. Promote a healthy work environment

The wellness committee decided to execute the wellness program in multiple phases. During the planning phase, the focus was on creating a brand to build awareness and appeal for the program. Figure 1 includes the wellness logo, which was designed to portray a positive image for the marketing and promotion of wellness activities. A Wellness Program Action Plan (Appendix A) was also developed to include wellness strategies, employee activities and a timeline of deliverables that align with the goals and objectives of the program. Currently, the Wellness Program Action Plan serves as a guide to address specific health and wellness areas that rated among the highest by employees who completed the wellness survey.



Figure 1. City of Fremont Wellness Program Logo

Initially, limited funding was available to start up the City of Fremont's wellness program. However, the wellness committee sought to leverage internal and external resources to support wellness activities during the development and implementation phases. For example, Managed Health Network (MHN), the provider for the city's employee assistance program, has provided monthly lunch time health education workshops for employees. In addition, instructors from a local yoga studio offered free yoga classes to employees twice each month during lunch time. With a renewed focus on health and wellness, organized weekly walking groups were initiated by employees and a partnership was also established with Whole Foods Market to provide healthy food tours and demonstrations for City of Fremont employees. A health and wellness fair was also held as a way to introduce the wellness initiative with the City of Fremont's benefit providers in attendance to educate employees about the health and wellness benefits. Flu shots and health screenings were also provided at no cost to employees who attended the event.

In September 2014, the wellness committee was successful in securing a wellness grant sponsored by Kaiser Permanente and Keenan & Associates as a result of a proposal that was submitted to the League of California Cities Workforce Health Program. The City of Fremont was selected as one of five cities to receive a best practices workforce health consultation and a \$5,000 grant to support wellness efforts. The grant funding became available in January 2015

and wellness committee members partnered with the grant sponsors to brainstorm wellness ideas, activities and incentives that would attract participants and maintain participation while meeting the goals and objectives of the wellness program.

Determined to have a successful health and wellness program, research was conducted regarding best practices and a proposal for wellness champions was initiated. This high reaching “strategy to enhance employee participation in wellness programs, promote a culture of health and wellness at the worksite, and impact workplace healthy living behaviors” (Wieneke et al., p. 215) had a proven track record that could not be ignored. Department management selected one or two employees from their respective departments to serve as wellness champions. Wellness champions are considered ambassadors for the worksite wellness program and they are responsible for promoting and communicating information to staff regarding city sponsored health and wellness activities. Wellness champions also serve as a source for collecting feedback from wellness participants. Appendix B was included to provide an overview of the wellness champion role and responsibilities.

The City of Fremont’s wellness program was created to provide the foundation for developing activities and modifying work environments to support the well-being of employees. Since May 2014, the wellness committee has made significant strides with efforts to improve the health and wellness of employees by offering physical activities, education seminars, health fairs, flu shots and health screenings. Table 1 includes a summary of the employee participation for the health fair, flu shots and cholesterol/glucose health screenings that have been offered during the period 2014 to 2016.

Table 1. Employee Participation in Wellness Activities

Wellness Activities	Total Number of Participants		
	2014	2015	2016
Health Fair	150	179	150
Flu Shots	129	122	129
Cholesterol/Glucose Health Screenings	74	67	57

As neighboring cities and wellness grant recipients, Fremont and Newark partnered in 2015 and 2016 to implement 8-week citywide inter-agency wellness challenges. This friendly competition initiative was intended to promote physical activity and reinforce healthy eating habits and behaviors. Employees logged and tracked their daily physical activities online and through the utilization of a mobile app. The wellness challenges also provided employees with online access to daily health, nutrition and exercise tips. Employees and teams had the opportunity to win wellness awards and incentives, such as gift cards and fitness activity trackers. Recognition of teams was highlighted in the city’s newsletters, emails and meetings. In addition, Fremont and Newark held a joint wellness luncheon to recognize participants. As part of the 2015 *Thrive Across America* inter-agency wellness competition, Fremont and Newark had an interest in giving back to the community. At the conclusion of the friendly wellness challenge, Fremont was victorious as the team with the overall score. As the losing city of the wellness competition, Newark contributed \$500 of their wellness grant to Fremont, which was ultimately donated to CALICO, a local charity. CALICO is the only child advocacy center in the Alameda County that brings together law enforcement officers, child welfare workers, prosecutors and other professionals to respond to allegations of child abuse. Appendix C was included to provide an overview of the 2015 *Thrive Across America* employee 8-week wellness challenge. In addition, Appendix D was included to provide an overview of the 2016 8-week

Health Trails challenge. Table 2 includes a summary of the participation for the two wellness challenge events.

Table 2. Fremont and Newark Wellness Challenge Participation

City	Total Number of Wellness Challenge Participants	
	2015 Thrive Across America	2016 Health Trails
Fremont	240	154
Newark	74	47

The City of Fremont’s wellness program has been recognized by the American Heart Association (AHA) as a Gold Fit-Friendly Wellness Worksite for promoting health and wellness activities in the workplace. Figure 2 includes the AHA Gold Fit-Friendly Wellness Worksite logo, which is utilized for employee wellness worksite communications. Additionally, the City of Fremont’s Human Resources Department received the 2016 Agency Award for Excellence from the Northern California Chapter of International Public Management Association – Human Resources (NCCIPMA-HR) for the innovative inter-agency wellness challenge that was initially implemented in 2015 between Fremont and Newark. Participation in the wellness program is critical to the program’s success. Without it, the expected outcomes for health status improvement would not be realized.



This workplace has been recognized by the American Heart Association for meeting criteria for employee wellness.

Figure 2. American Heart Association Fit-Friendly Worksite Logo

As part of the assessment by the wellness program administration, the committee is interested in learning about the following areas since the implementation of the program in 2014: (1) employee participation; (2) popularity of wellness program activities; (3) wellness activities that meet participants' needs; and (4) barriers that may prevent employees from participating. Communication strategies and promotion of wellness activities are two other factors that need to be explored in order to determine if the activities have been implemented as planned.

The City of Fremont's organizational development team, key decision makers for the wellness program, understands the importance of wellness in the workplace and they intend to continue to support the program initiatives. An annual amount of \$10,000 was approved in the budget for fiscal years 2015-16 and 2016-17 to fund wellness initiatives and activities. Collectively, the organizational development team and wellness committee is prepared to enhance the existing wellness program to make it sustainable for employees as a means to improve their physical, mental and psychological health. The advent of the wellness program has demonstrated the City of Fremont's proactive efforts to improve the health and wellness for employees and mitigate the increasing health care costs.

"Companies have opted to take a proactive approach rather than a reactive one when it comes to health, and ultimately the health care costs, associated with their employees" (Jamison & Kleiner, p. 1). In addition, employers can commit to promoting a variety of initiatives and activities to support a wellness program. Flu shots, health screenings, health education workshops, fitness challenges, weight loss programs, health fairs, physical activity classes, walking groups and newsletters are examples of wellness program activities that the City of Fremont can and does offer to employees.

Statement of the Problem and Purpose of the Study

The purpose of this study was to determine: (1) if the City of Fremont has effectively implemented wellness activities that promote health and wellness for employees; and (2) what strategies can the City of Fremont use to encourage and increase employee participation in workplace sponsored health and wellness program activities.

SECTION II: LITERATURE REVIEW

Introduction

According to the Centers for Disease Control and Prevention (CDC), “a workplace health program is a health promotion activity or organization-wide policy designed to support healthy behaviors and improve health outcomes while at work” (*Wellness at Work*, p. 1). With people living and working longer, coupled with an increase in obesity throughout America, workplaces in the public and private sectors face a variety of health challenges which have prompted employers to invest in wellness programs for their employees. These programs are intended to assist in improving overall health and fitness. They are also designed to “encourage employees to make healthy lifestyle choices” (Walters & Szafran, p. 40) not just in the short-term, but on a permanent basis.

Encouraging employees to develop a healthy lifestyle can benefit an organization by decreasing absenteeism, increasing productivity and saving money on insurance premium costs (Benavides & David, 2010). In addition, promoting healthy behaviors for employees at worksites are important in the prevention of diseases, which is a key element to overall wellness (Kirkland, p. 961). Employers play a critical role in creating a supportive environment in an effort to reduce health care costs and improve productivity (Lankford, Lang, Bowden, & Baun, 2013). Employers who offer worksite wellness programs by providing opportunities for physical activity and access to healthy foods can be instrumental in addressing disease management and prevention of weight gain (Lankford et al., 2013).

Wellness programs in the workplace provide a variety of offerings in an effort to keep employees healthy, reduce healthcare costs, reduce turnover, improve productivity and improve

morale (Ginn & Henry, 2003). This can be achieved through a combination of activities, including “screening, treatment, fitness and nutritional-related initiatives, which are common traditional program offerings” (Mrkvicka, p. 30). Encouraging employees to develop a healthy lifestyle can benefit an organization by decreasing absenteeism, increasing productivity and saving money on the insurance premium costs (Benavides & David, 2010). Benevides and David (2010) explained that “the right wellness program can accomplish increased employee awareness and reduce health care costs while creating a positive return on funds invested by an organization” (p. 302) and “the implementation and continued growth of employee wellness programs among local government organizations is a good thing for everyone involved” (p. 302).

Wellness in the workplace is not a new issue that organizations are addressing. “Wellness programs have been around for decades, and they have just been more firmly rooted in American law, culture, and work through their expansion under the Affordable Care Act” (Kirkland, p. 986). The Prevention and Public Health Fund (PPHF) of the Affordable Care Act (ACA) was set up in an effort to address prevention areas, including “community prevention, clinical prevention, public health infrastructure and training, and research and surveillance focused on workforce wellness” (Anderko et al., para. 5). The PPHF is committed to investing in prevention provisions, including “waiving cost sharing for preventative services, providing new funding for community preventive services, and creating workplace wellness programs” (Anderko et al., para. 11). With the PPHF firmly in place, workplace wellness programs are becoming a common practice and starting to expand among larger employers (Kirkland, p. 986). In addition, “workplace wellness programs are designed to improve the health of an existing workforce” (Kirkland, p. 978) without discrimination. “Wellness is supposed to be a process

that everyone in any condition can begin, but this universal openness combines with an actually quite narrow regimen of activities and acceptable outcomes” (Kirkland, p. 982).

According to a 2013 study, “data suggest that nationally about half (51 percent) of all employers with 50 or more employees offer a wellness program, ranging between 44 percent of heavy industry employers and 66 percent of government employers, although this difference is not statistically significant” (Mattke et al., p. 18). Figure 3 displays an overview of the employers that offer a wellness program by type of industry.

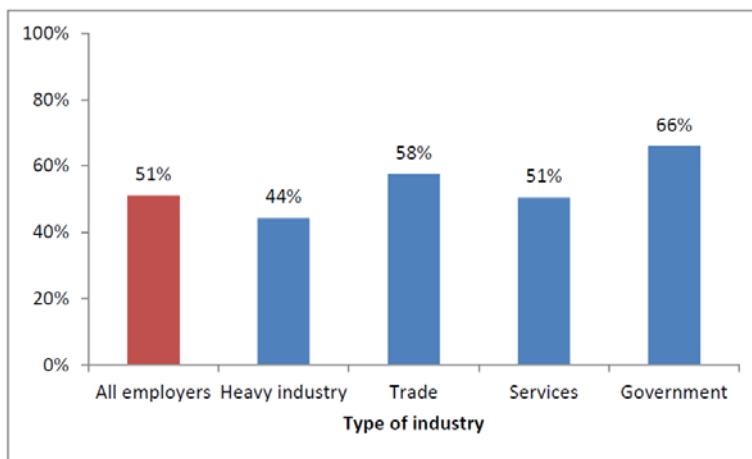


Figure 3. Percentage of Employers Offering a Wellness Program by Industry Type

Notes: The graph represents information from employers with at least 50 employees. There is no significant difference in the distribution of wellness programs ($p > 0.05$).

Wellness Programming

Wellness programming is considered a priority for many employers. “Wellness programming has become an important part of the workplace in higher education for both students and employees, in nonprofits, and also within municipalities” (Kirkland, p. 972). Many organizations and local governments are focusing on offering wellness programs as a means to assist employees in making sensible health care decisions and “help before risk factors turn into high-cost health-care issues” (Benevides & David, p. 303).

Over time, the function of wellness programs has evolved. For example, “the traditional program focused almost exclusively on alcohol abuse” (Klingner et al., p. 294). Contemporary programs, however, address a variety of other issues including “family problems, emotional and psychiatric problems, legal counseling and financial counseling” (Klinger et al., p. 294). Stress is another key area where wellness plays a huge role. Stress is not only a leading cause of absenteeism, but it may also result in “physical disabilities such as high blood pressure, stroke and heart disease” (Klingner et al., p. 294). Alcohol and drug abuse are coping mechanisms employees often use when dealing with stress and other pressures (Klingner et al., 2010).

Promoting physical activity in the workplace is ideal for a variety of reasons. With the average work week lasting 40 hours or more, the majority of waking hours are spent at work. Co-workers in the same position are available to provide support and encouragement, and with on-site physical fitness, there is easy access for employees (Karch, 2010). There are also many initiatives in support of physical activity in the work place. “The CDC Healthier Worksite Initiative and the National Physical Activity Plan, encourage various environments, including the workplace setting, to facilitate regular physical activity and reduce sedentary behavior” (Karch, p. i74).

Organizational leaders should understand the importance of wellness programs in the workplace and provide support for wellness program initiatives. Benavides and David (2010) explain that according to research, “an effective wellness program must have support from the top level of management on down” (p. 303). This modeling encourages employees at all levels of an organization to show support for a wellness program (Benevides & David, 2010), which will aid in gaining momentum for newly initiated wellness programs. Since managers and supervisors have daily interaction with employees, they can promote employee engagement and

work to create a culture of wellness by connecting employees to wellness resources.

Organizational leaders are instrumental in helping employees manage stress by “promoting good health habits, substituting meditation, exercise, or work breaks for unhealthy stress reducers and providing health counseling” (Klingner et al., p. 294). Senior leadership support is also important in ensuring appropriate wellness resources are obtained and available.

Communication about these resources and the fact that worksite wellness is a priority for the organization, is essential.

In order for employees to understand which wellness programs and services are available to them, organizations must develop an effective communication strategy. Mattke et al. determined five effective communication strategies that can promote wellness program success, which is provided in Table 3.

Table 3. Five Key Factors That Promote Wellness Program Success

Factors	Description
Effective Communication Strategies	Outreach strategy entails use of multiple communication channels to ensure that employees know the services that are available and how to access them; organizational leaders deliver clear messages about the importance and goals of programs.
Opportunity for Employees to Engage	Activities are convenient, easily accessible, and address the underlying needs of targeted employees.
Leadership Engaged at all Levels	Senior management views wellness as an organizational priority and invests in building a culture of wellness; direct supervisors respond to the needs of workers, generate excitement, and connect employees to available resources.
Use of Existing Resources and Relationships	Organization leverages existing resources and builds relationships, often with health plans to expand offerings at little to no cost.
Continuous Evaluation	Organization conducts employee needs assessments, continually improves feedback processes, and evaluates program outcomes.

Source: Mattke et al., 2013

Creating awareness and encouraging participation in a worksite wellness program can be executed through various communication methods. For example, “the most common methods for communicating wellness initiatives include benefit pamphlets, brochures and newsletters; health fairs, seminars and speakers; and nurse advice hotlines” (Mrkvicka, p. 30). Regardless of which format for communication is chosen, the messaging “about wellness initiatives must be diversified and constant” (Grillo, p. 6).

Participation and Incentives

Organizations are often faced with the challenge of showing wellness program cost savings when there is a lack of employee participation (Benevides & David, 2010), making it critical that systematic efforts are made to keep long term, sustainable participation high. Many evaluation studies of wellness programs compare employees who enrolled in programs to those who did not, and the challenge is “to show that wellness programs can do more than just reward the already healthy or prompt improvements that will yield benefits” (Kirkland, p. 963). This challenge is exasperated by barriers to wellness implementation, which include “not enough time for workers to participate, dispersed population and difficulty keeping momentum going with efforts” (Mrkvicka, p. 31).

Incentives for employee wellness participation are a key ingredient for the success of a wellness program (Bray, 2012) and employers may want to consider offering such motivators as a means to increase participation. Examples of incentives or wellness program rewards include money, gift cards, or discounted medical care if employees complete specific goals within the program (Bray, 2012). “Surveys found that employers with wellness programs were paying out around \$430 to \$460 in incentives per employee per year” (Bray, p. 41). As Lin Fu et al. (2016) explains “employers can offer financial incentives for participation in wellness programs and

achieving health standards, provided they are reasonably designed to promote health or prevent disease” (p. 1). In addition, employers have the opportunity to tailor wellness program incentives that they offer based on the interests, needs and lifestyles of employees. For example, “case studies corroborate that employers commonly offer small rewards to encourage engagement in wellness programs” (Mattke et al., p. 72). In addition, as shown in Figure 4, according to a 2012 RAND survey, novelty items, such as t-shirts and gift cards, are considered popular incentives that are offered by employers to encourage wellness program participation.

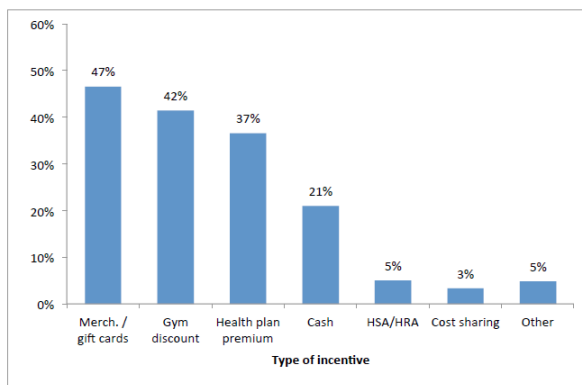


Figure 4. Percentage of Employers that Use Incentives for Participation

Source: RAND Employer Survey, 2012

Note: The graph represents information from the subset of employers with at least 50 employees that offer a wellness program (51percent). HSA = Health Savings Account.

Mattke et al. (2013) explained that “incentives are associated with higher participation rates” (p. 26). Figure 5 shows the relationship of incentives and wellness program participation.

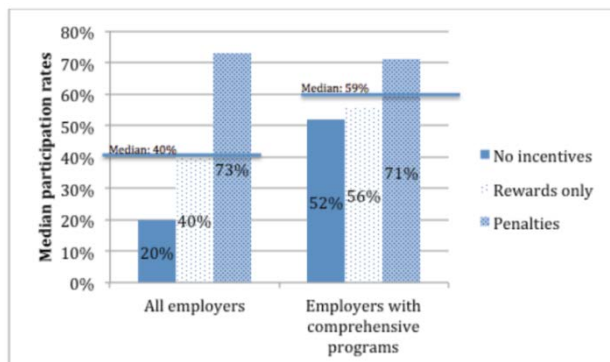


Figure 5. Relationship of Incentives and Program Configuration to Participation

Source: RAND Employer Survey, Mattke et al., 2014

Lowe (2014) explained that “programs with the highest participation offered incentives, took a comprehensive approach (e.g., offering a combination of fitness, education, counseling, nutrition, health risk assessments, stress management, smoking cessation, etc.) and focused on multiple health behaviors rather than just physical activity” (2014, p. 4). Mrkvicka (2015) concurs stating that “the most common wellness initiatives to which organizations attach incentives are health risk assessments/appraisals (HRAs), health screenings, smoking-cessation programs and fitness programs” (p. 30). Health risk assessments are considered a means for introducing a wellness program to employees and “when employers incentivize employees with rewards or penalties for completing or not completing the health risk assessment, this is a form of participatory wellness program” (Pomeranz, p. 304). These assessments typically consist of “biometric or clinical measures, such as weight, blood pressure, or blood lipid levels, as well as health-risk questionnaires, which seek information about risk factors and behaviors like the employee’s level of physical activity and smoking status” (Pomeranz, p. 303). In addition, in an effort to promote and encourage employee participation for completing a health risk assessment, employers use multiple forms of incentives as well (Pomeranz, 2015).

Effects on Healthcare Costs

In an effort to control health care costs, increasing numbers of employers are implementing workplace wellness programs. “Employers and other employee benefit consultants agree that wellness programs are the current wave in health care cost containment and productivity improvements” (Benevides & David, p. 295). In a survey conducted by the Deloitte Center for Health Solutions and the Employee Retirement Income Security Act (ERISA) Industry Committee, “organizations are increasingly turning to employee wellness programs to

get a handle on rising health care costs, and most believe these programs will have a long-term impact” (Benevides & David, p. 295). In addition, the survey results proved that “365 of the nation’s leading corporations found that 62 percent of companies say they implemented wellness programs to improve employee health” (Benevides & David, p. 295) and “of those companies with a wellness program, 64 percent said rising health care costs were a big factor in their decision” (Benevides & David, p. 295). Although the impacts of health care savings may not be immediate, a well-designed comprehensive worksite wellness program may yield a reduction in costs and return on investment over time.

Wellness Program Measurement and Return on Investment

There are various ways in which worksite wellness programs can be measured. For example, “decreased direct healthcare costs, improved healthcare utilization, increased performance measures, lower rates of absenteeism, and a reduced prevalence of chronic disease” (Carnethon et al., p. 1727) are wellness program elements that can be measured (Carnethon et al., 2009). According to a 2010 National Business Group survey, “only one-third of employers have measurable goals/targets for their health improvement programs, and 59% of employers don’t know their return on investment (ROI)” (Barlow & Weber, p. 8). In addition, many human resources departments are not measuring the cost savings or ROI (Barlow & Weber, 2012).

Charting a wellness program’s progress and achievements can be beneficial for employers to determine the effects it has over time. For example, quantitative data can be obtained for areas including program participation, employee satisfaction, health behavior changes and biometric changes (Bray, 2012). Employers can also focus on gathering baseline data prior to implementation of a wellness program in order to utilize before and after comparisons. Quantitative data for program participation and evaluations of wellness activities

can be obtained at regular intervals and administered through surveys. Tracking employee participation and creating channels for employees to provide feedback are effective methods that can be used for evaluating a wellness program (Bray, 2012). Wellness program changes take time, so employers need to focus on monitoring and tracking the effectiveness of program activities on an ongoing basis and implement adjustments as necessary.

Participation, satisfaction, organizational support, health impact, financial outcome, productivity and performance, as well as value on investment are considered seven process, impact and outcome measures that are essential to evaluate the wellness program evaluation strategy (Grossmeier, 2015). Participation measures are considered for the capture of completion rates of various wellness program activities, such as worksite wellness challenges or health assessments. Obtaining participant feedback is useful in highlighting the overall satisfaction with the wellness activities, program components and communications. Organizational support focuses on “the degree to which an organization commits to employee health” (Grossmeier, p. 41). Health impact encompasses “the impact of wellness programs on the physical health, mental/emotional health, health behaviors and overall health risk status of a workforce” (Grossmeier, p. 41). Financial outcome measures can take “two to five years to realize the impact of wellness programs on health care cost trends” (Grossmeier, p. 42), but measures are important when explaining how health and wellness aids in supporting the bottom line. Productivity and performance can be assessed based on absences from work and job productivity due to poor health conditions (Grossmeier, 2015). Figure 6 highlights the seven categories for process, impact and outcomes measurement.



Figure 6. Seven Categories for Process, Impact and Outcomes

Source: Program Measurement and Evaluation Guide, HERO and PHA, 2015

Wellness programs are considered a strategy that employers can commit to in an effort to help control health insurance costs and improve the health of the workforce. Prior to Obamacare, there was an increase in health care costs for public employees that resulted in a reduction and in some cases, an elimination of health care benefits (Benevides & David, 2010). Public and private organizations were look to for identification of ways to reduce the overall health care costs or elimination of benefits (Benevides & David, 2010). Benevides and David (2010) explain that “studies have shown that wellness type programs can reduce health care costs and employee absenteeism as well as improve employee productivity” (p. 297), but the results for reducing health care costs and improving the physical and mental health of employees may take up to two years (Benevides & David, 2010). Furthermore, “wellness programs not only

increase the health of the employee, but also have a direct impact on the insurance premium paid to a managed care organization” (Benevides & David, p. 297).

Local governments realize the importance of containing costs and identifying options in an effort to reduce insurance costs (Benevides & David, 2010). However, local governments need more than just an understanding of the issue to gain support by organizations. “The League of California Cities adopted a resolution to create a clearinghouse of information that cities can use to promote wellness policies and healthier cities” (Benevides & David, p. 298). For example, “increased employee wellness through employer directed wellness programs is essential to reducing rising healthcare costs and empowering employees to make healthy lifestyle choice” (Benevides & David, p. 303). Lowe (2014) explains “employers who promote employee health and safety reap cost savings and productivity advantages, as well as a healthier workforce” (p. 6).

Local Government Wellness Programs

Local government agencies have implemented worksite wellness programs that focus on promoting healthy behaviors. For example, the City of Chicago launched a wellness program in 2012 that was supported whole-heartedly by its leaders. The goal of the City of Chicago’s program was to “promote a healthier workforce and counter rising health insurance costs” (City of Chicago, para. 1). In addition, the comprehensive program was a collaborative effort between city representatives and unions, which included offerings such as biometric screenings, health risk coaching, on-site programming and incentives (City of Chicago, 2012).

The City of Houston is another local government agency that created a wellness program. In 2012, according to the Centers for Disease Control and Prevention (CDC), “the City of Houston was named the fattest city in America” (Eburnlomo, Hare-Everline, & Weber, p. 11). In

an effort to address the health concerns related to obesity, the city's wellness team implemented a program to encourage employees to manage their health (Ebunlomo et al., 2015). In addition, "the program aimed to improve participant's healthy lifestyles in order to improve biometric numbers" (Ebunlomo et al., p. 11). Program elements involved 12 weeks of group sessions focusing on stress management, disease prevention/management, and healthy eating (Ebunlomo et al., 2015). Incentives were incorporated for employee participation, which included complimentary before and after biometric screenings, t-shirts for tracking physical activity online, as well as access to telephone resources (Ebunlomo et al., 2015). The program resulted in high satisfaction ratings by participants, significant weight loss, body fat reduction, and an increase in physical activity (Ebunlomo et al., 2015) amongst most participants. In response, the City of Houston plans to continue wellness efforts through "education, empowerment, and promotion of sustainable lifestyle changes" (Ebunlomo et al., p. 13).

According to Bernard-Guerin (2015), "the measure of success for a wellness program is truly dependent on the quantifiable factors that show that employers and employees will benefit in the long run because of their commitment to health and wellness overall" (p. 35). The City of Cupertino implemented a wellness program in 2007 for its employees and gathered data through surveys, semi-structured interviews and a focus group interview (Bernard-Guerin, 2015) in order to track increasing participation. "The purpose of the focus group interview was to involve a group of employees who were interested in providing their personal opinions on the program" (Bernard-Guerin, 2015, p. 37). This proved to be a successful measure as "the intent of the survey was to capture the larger employee population on their thoughts on and participation in the program" (Bernard-Guerin, 2015, pp. 37-38). These semi-structured interviews "were meant

to gain insight into management’s perspective on the program” (Bernard-Guerin, 2015, p. 38) in order to fully understand the underlying successes, weaknesses, opportunities and threats.

The City of Mountain View is yet another local government agency that offers a wellness program to employees. Their focus is to “incorporate health and wellness strategies in the workplace for City employees, ranging from onsite exercise classes and nutrition awareness seminars to competitive, team-based programs to increase physical activity and healthier nutrition” (Castro & Wolfe, p. 1). City administrators realize the importance in offering a variety of worksite wellness activities to support the needs and lifestyles of all employees.

Summary

Overall, employers and employees can benefit from worksite wellness programs. As health care costs continue to increase, employers realize the importance for developing and implementing worksite wellness programs. Many employers have been motivated to create wellness programs in order to enhance employees’ health and provide a good return on their investment. Ongoing wellness program measurement allow employers to track and monitor progress at regular intervals in an effort to enhance wellness programming and improve the health and well-being of employees. Evidence shows that worksite wellness programs improve employees’ health, increase productivity, improve morale and reduce absenteeism. These programs also provide employees with an opportunity to learn about preventive care, health and nutrition, stress management, and practical, convenient lifestyle changes. As employers take proactive measures for chronic disease management and prevention, worksite wellness programs can have a significant impact on employees and employers.

SECTION III: METHODOLOGY

Introduction

As part of the effort to evaluate the effectiveness of the City of Fremont's Wellness program, various sources were utilized to provide baseline data related to employee participation in wellness program activities. Historical information regarding the implementation and evolution of the City of Fremont's Wellness Program was obtained from surveys that were conducted in 2014. Wellness program activity participant records, the intranet site and informational flyers captured relevant information for the City of Fremont's Wellness Program. A comprehensive literature review highlights key areas regarding wellness program measurement, return on investment, and the importance of wellness programming, incentives and leadership support. These are examples of key areas that were considered as part of the research design for the City of Fremont's wellness program. Descriptive research analysis was also applied to obtain data from a survey and semi-structured interviews.

Research Questions

Key research questions are outlined below to obtain information on the effectiveness for the implementation of wellness program activities and the status of the City of Fremont's current wellness program participation.

1. Has the City of Fremont effectively implemented wellness activities to promote health and wellness for employees?

- a. Have the activities been implemented as planned?
- b. Are the wellness activities meeting the program goals and objectives?
- c. Which wellness program activities are the most popular and why?

2. How can the City of Fremont encourage and increase employee participation in wellness program activities?

- a. Is the wellness program meeting the needs of the participants?
- b. Are there barriers that prevent employees from participating?
- c. Are the wellness communications effective for promoting wellness activities?
- d. Is the use of incentives effective for encouraging and increasing employee participation?

Research Design and Data Resources

Descriptive research analysis was utilized as the method to obtain information regarding the key research questions that have been identified. The research design for the City of Fremont’s wellness program focused on key areas that include how to increase employee participation and the effectiveness of implementing wellness activities. As presented in the introduction, the goals and objectives for the wellness program include the following: (1) encourage employee engagement and participation in wellness activities; (2) improve awareness of healthy habits and options; and (3) promote a healthy work environment.

City of Fremont employees were included in the study to obtain information regarding the wellness program. A combination of an online survey and semi-structured interviews were conducted to capture employee perspectives and experiences as they relate to the participation and implementation of the wellness program activities. Based on information received from City of Fremont employees, the wellness committee may consider making necessary changes in an effort to increase participation and enhance the implementation of wellness program activities. Table 4 includes a summary of the research questions and the type(s) of primary research method(s) that were utilized to obtain data for this study.

Table 4. Research Questions and Primary Research Method

Research Questions	Primary Research Method	
	Employee Wellness Survey	Semi-Structured Interviews
1. Has the City of Fremont effectively implemented wellness activities that promote health and wellness for employees?		
a. Have the wellness activities been implemented as planned?	✓	✓
b. Are the wellness activities meeting the program goals and objectives?	✓	✓
c. Which wellness program activities are the most popular and why?	✓	✓
2. How can the City of Fremont encourage and increase employee participation in wellness program activities?		
a. Is the wellness program meeting the needs of the participants?	✓	✓
b. Are there barriers that prevent employees from participating?	✓	✓
c. Are the wellness communications effective for promoting wellness activities?	✓	✓
d. Is the use of incentives effective for increasing the likelihood of employee participation in wellness activities?	✓	✓

Secondary research information was obtained from employees as part of online surveys that were administered in 2014 and 2017 by Fairbank, Maslin, Maullin, Metz & Associates (FM3), a survey research company. For the purposes of this study, the information obtained from those two employee surveys was utilized as supplemental data in addition to the research methods. The FM3 online surveys that were administered created an opportunity for the city’s employee community to provide voluntary input regarding their work environment. The surveys included a section that focused on the wellness program and that portion related to the specific research questions for this study. Appendix E includes a summary of the three questions that were included in the 2014 survey. Appendix F includes seven questions that were included in

the wellness section of the 2017 survey. Table 5 includes a summary of the research questions and the type(s) of secondary research method(s) that were utilized to obtain data for this study.

Table 5. Research Questions and Secondary Research Method

Research Questions	Secondary Research Method	
	2014 FM3 Employee Survey	2017 FM3 Employee Survey
1. Has the City of Fremont effectively implemented the wellness activities that promote health and wellness for employees?		
a. Have the wellness activities been implemented as planned?	*Not included	✓
b. Are the wellness activities meeting the program goals and objectives?	*Not included	✓
c. Which wellness program activities are the most popular?	✓	✓
2. How can the City of Fremont encourage and increase employee participation in wellness program activities?		
a. Is the wellness program meeting the needs of participants?	✓	✓
b. Are there barriers that prevent employees from participating?	*Not included	✓
c. Are the wellness communications effective for promoting wellness activities?	✓	✓
d. Is the use of incentives effective for increasing the likelihood of employee participation in wellness activities?	**Not included	**Not included

**These questions were not included in the 2014 FM3 Employee Survey since the City of Fremont's Wellness Program was implemented that year; however, the questions were included in the 2017 FM3 Employee Survey.*

***This research question was not included in the 2014 FM3 Employee Survey.*

The employee survey that was administered during the period September 29, 2014 to October 20, 2014, was provided to 818 employees and the overall response rate was 46% (FM3, 2014). The employee survey that was conducted during the period January 6, 2017 to February 2, 2017, was provided to 863 employees and the overall response rate was 56% (FM3, 2017).

Survey Instrument

As part of the primary research, an online survey instrument was designed and administered to 853 full-time City of Fremont employees who are eligible to participate in the City of Fremont's Wellness Program. The overall intent of the survey was to obtain information from employees regarding whether the wellness activities are meeting the needs of employees; if there are barriers for participating; if the communication strategy has been effective for promoting activities; if the wellness activities have been implemented as planned; if the wellness activities are meeting the program goals and objectives; and which wellness activities are the most popular.

Employees were initially notified about the voluntary survey on February 15, 2017 in an email (Appendix G), which included the link to the online survey (Appendix H). Employees had two weeks to complete the online survey: February 15, 2017 to March 1, 2017. A reminder email was sent to employees on February 27, 2017, which included the online survey link and an incentive to provide their name and contact information at the end of the survey for an opportunity to receive a gift card from Whole Foods. For privacy reasons, employee names and entry in the raffle would not be connected to their survey responses. Answers to survey questions were submitted via Survey Monkey and the identity of the participants remained anonymous. The online survey included a combination of 17 qualitative and quantitative questions and the estimated completion time was approximately five minutes. Quantitative questions focused on demographic information, including gender, age group, job category, department and work location. In addition, qualitative questions focused on key areas to obtain employees' preferences regarding wellness activity participation, communication methods for learning about wellness activities, and the implementation of these activities. The anticipated

response rate was 25% based on the prior employee wellness interest survey that was administered in 2014.

Semi-structured Interviews

Semi-structured interviews were conducted with five of the 18 (27%) wellness champion employees located in the City of Fremont Public Works, Economic Development, Information Technology, Police and Community Development Departments. Wellness champions were identified as part of this research because they have contributed to the coordination and implementation efforts for the wellness program activities. The wellness champions who participated in the semi-structured interviews were selected based on their level of involvement and how active they have been in promoting wellness activities within their department. The purpose of conducting semi-structured interviews with the wellness champions was to understand their viewpoint regarding the implementation of wellness activities, communication strategies, and employee participation in wellness program activities. In addition, conducting semi-structured presented the opportunity to discuss and explore what modifications, if any, need to be implemented as part of the City of Fremont's Wellness Program. A standardized set of open-ended questions was utilized as part of the semi-structured interview process in order to obtain qualitative data. All participants were asked identical questions and they were encouraged to provide their perspectives and experiences regarding the city's wellness program. Semi-structured interviews were held in February and March 2017 and the duration of each interview was approximately 15 minutes. A total of 11 questions were developed for the semi-structured interviews (Appendix I).

Data Analysis

The information obtained from the survey and semi-structured interviews was reviewed and organized by category in order to align with key research questions as they relate to employee participation and whether the wellness activities have been effectively implemented to promote health and wellness for employees. Data obtained from the semi-structured interviews with the wellness champions is summarized in Appendix J. Qualitative and quantitative data obtained during the study was intended to identify trends, as well improvement areas in an effort to increase participation and enhance wellness programming and communications. The anticipated results from the research may indicate changes to the program involving the need to improve communication strategies in an effort to create awareness for the wellness program offerings.

SECTION IV: FINDINGS

Introduction

The data obtained from the primary and secondary research methodologies provided insight on the City of Fremont's Wellness Program research areas for this study. These included employee participation, whether the program is meeting the needs of participants or not, if there are barriers to participating in activities, the effectiveness of wellness communications, and the implementation of activities as planned. The qualitative and quantitative data obtained through the research methods also generated information regarding participants' perspectives, which was helpful to determine wellness program areas that can be enhanced.

The semi-structured interviews that were conducted in February and March 2017 with six wellness champions resulted in useful information for answering the targeted research questions. The online survey that was distributed to 853 full-time employees on February 15, 2017 generated information regarding employees' preferences on wellness program activities, as well as the overall effectiveness of the program since the inception in 2014. The survey opened with general demographic questions regarding gender, age, department, job category and work location. Of the 240 (28%) survey respondents, the majority of participants were female (138) as compared to their 102 male counterparts as shown in Figure 7. In addition, the majority of survey respondents ranged in age between 40 to 59 years old as depicted in Figure 8. Survey participants included employees that represented all City of Fremont Departments and a summary of the survey respondents by department is reflected in Figure 9. Figure 10 defines job categories of the survey respondents and Figure 11 includes a summary of the primary work location of the survey respondents.

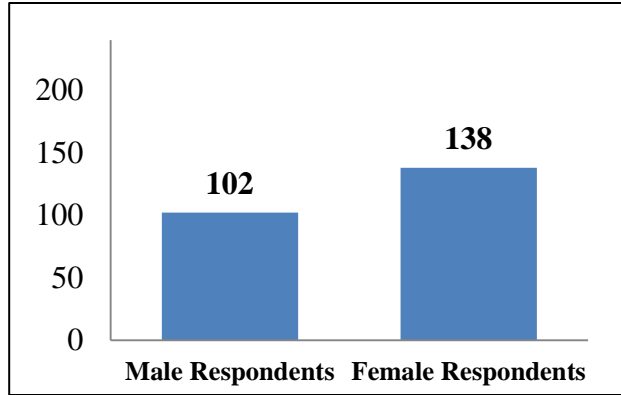


Figure 7. Gender of Survey Respondents

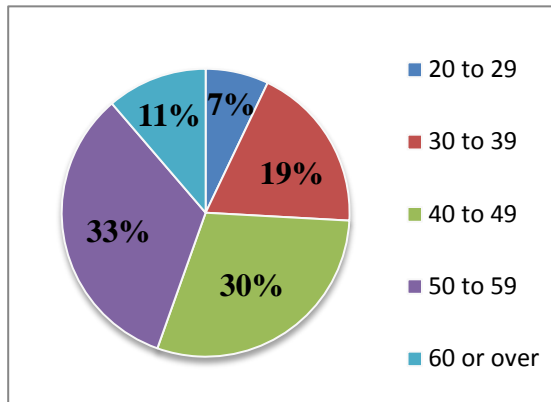


Figure 8. Age Group of Respondents

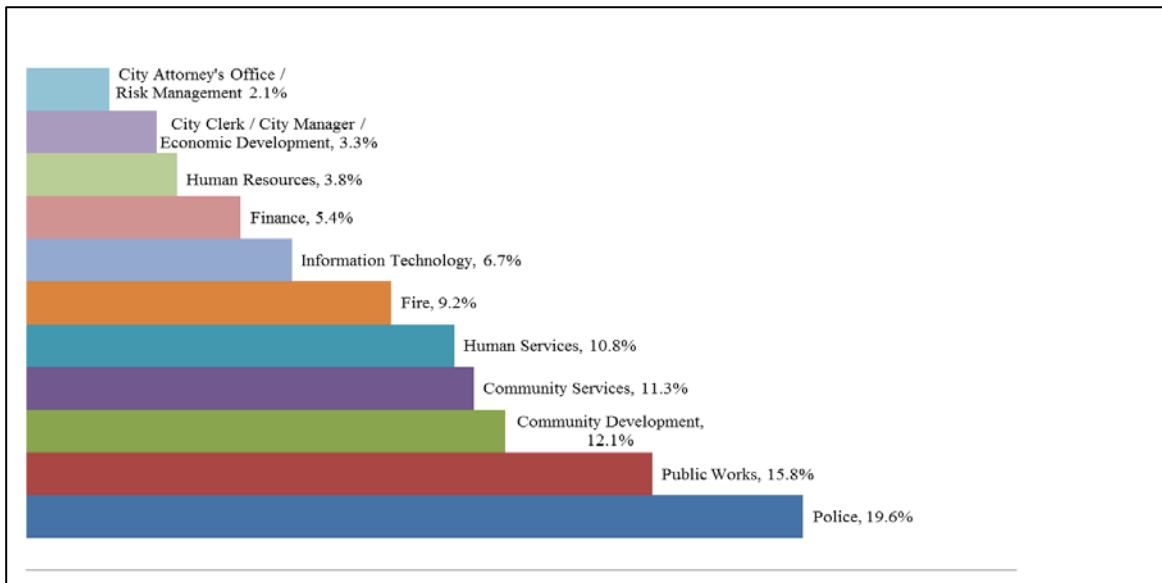


Figure 9. Department Assignment of Survey Respondents

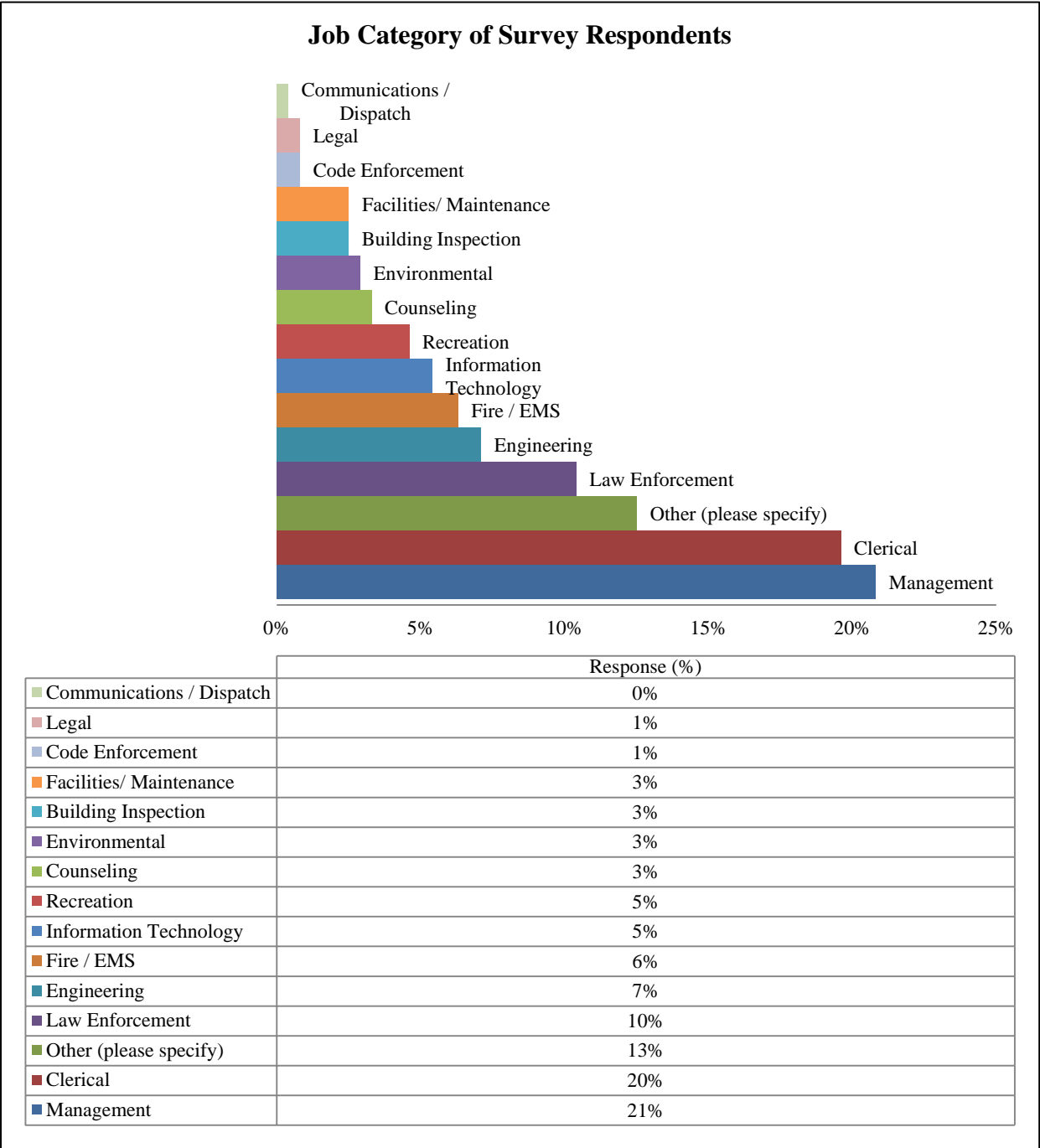


Figure 10. Job Category of Survey Respondents

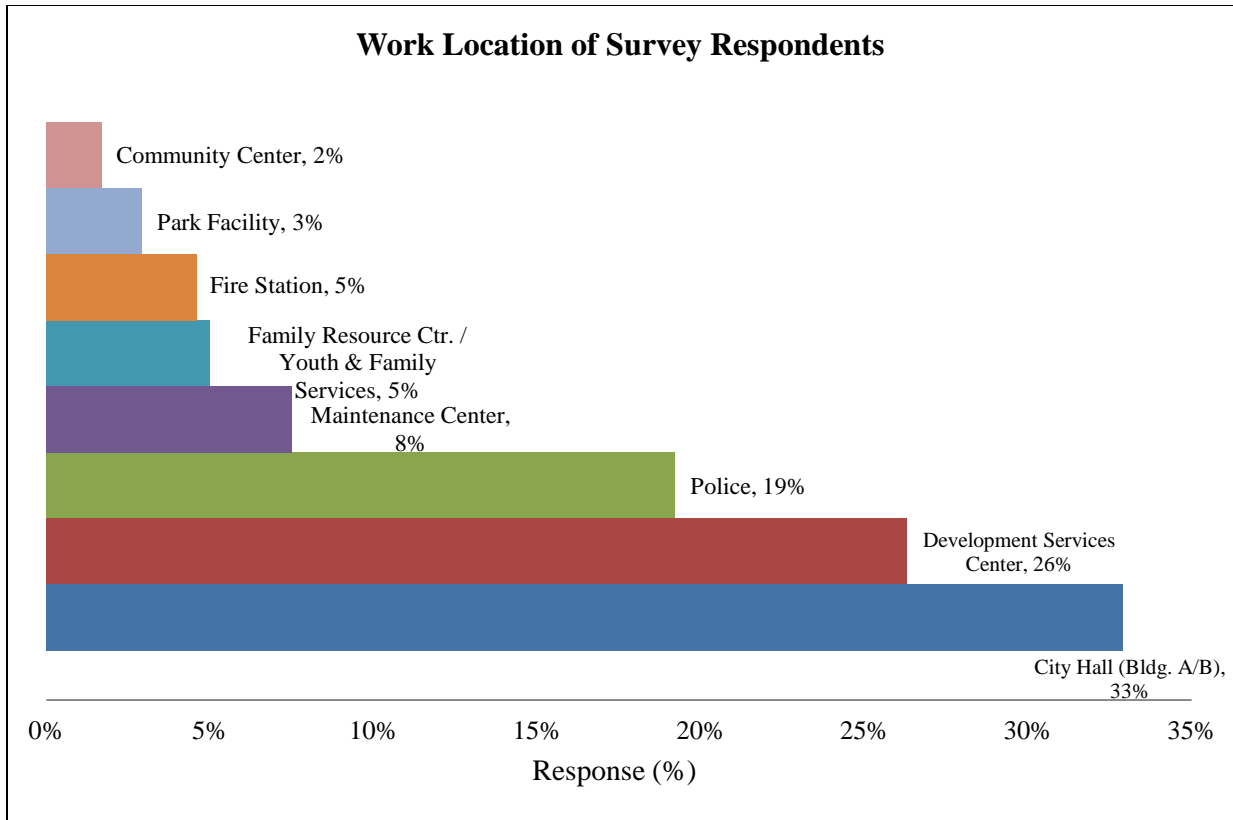


Figure 11. Work Location of Survey Respondents

Research Questions and Findings

1. Has the City of Fremont effectively implemented wellness activities to promote health and wellness for employees?

a. Have the activities been implemented as planned?

Forty-two percent of respondents believe the wellness program has improved their health and wellness and 30% of respondents do not believe the program has improved their health and wellness. In addition, 28% indicate that learning to improve health and wellness through worksite wellness activities was not applicable. Figure 12 includes an overview of survey responses regarding whether employees believe the worksite wellness activities have or have not improved their health and wellness.

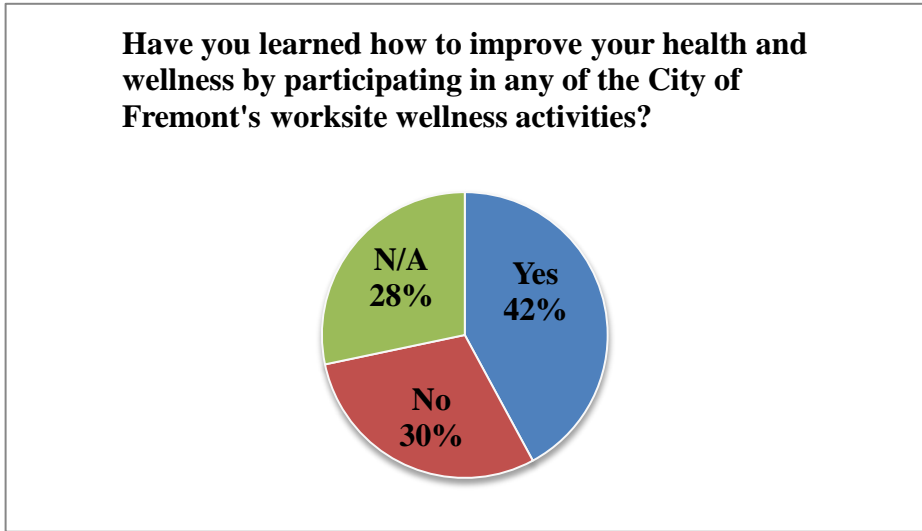


Figure 12. Improvement of Health/Wellness – Wellness Program Participation

The input obtained from the wellness champions during the semi-structured interviews indicated that overall, the wellness activities have been implemented as planned. Feedback was also provided indicating activities should include ongoing communications regarding wellness program offerings and health and wellness education so employees are aware of the health and wellness opportunities that are available to them.

According to the secondary research that was conducted by FM3 in the 2017 employee survey, almost half of the respondents indicated that they learned to improve their health and wellness as a result of the program. Table 6 includes a summary of the FM3 employee survey results based on the participants' responses.

Table 6. Worksite Wellness Program – Employee Feedback

FM3 SURVEY QUESTION	Responses (%)
As a result of the City of Fremont's Wellness Program, have you:	
Learned to improve your health and wellness	46%
Increased your physical activity	32%
Gained interest in physical activities	22%
None of the above	25%

Source: Fairbank, Maslin, Maullin, Metz & Associates, 2017

b. Are the wellness activities meeting the program goals and objectives?

The intent of this research study was to gather insight regarding the following overall program goals and objectives: (1) encourage employee engagement and participation in wellness activities; (2) improve awareness of healthy habits and options; and (3) promote a healthy work environment.

The survey included three questions to address specific program goals and objectives. Sixty-six percent of the respondents indicated that the wellness program has encouraged employee engagement and participation in wellness activities. Twenty percent of the respondents indicated that the survey question was not applicable and 14% determined the wellness program has not encouraged employee engagement and participation in wellness activities. The survey results are depicted in Figure 13.

Feedback obtained from wellness champions during the semi-structured interviews indicates that overall, the wellness program has encouraged employee engagement and participation in wellness activities. However, communication for promoting a healthy work environment must be ongoing and not done in a sporadic manner. In addition, wellness champions believe that highlighting information in a wellness newsletter may be useful for employees and that management should support and encourage employees to participate in city sponsored wellness activities.

Overall, do you think the City of Fremont's Wellness Program has encouraged employee engagement and participation in wellness activities?

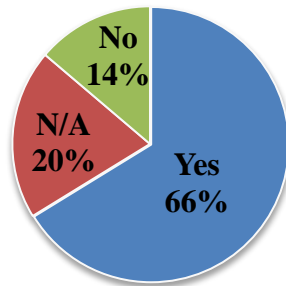


Figure 13. Encouragement of Employee Engagement and Participation

The survey sought to obtain feedback regarding whether the program has improved awareness of healthy habits and options. A majority of respondents (65%) indicated that the wellness program has improved their awareness of healthy habits and options. Twenty-three percent indicated the survey question was not applicable and 12% indicated that the wellness program has not improved their awareness of healthy habits and options. The survey results are displayed in Figure 14.

Input provided by wellness champions suggest that overall, the wellness activities have improved awareness of healthy habits and options. However, there may be opportunities to expand the wellness areas by offering health education workshops on a regular basis to inform employees about healthy habits and options. Topic areas could also focus on healthy eating, nutrition, weight loss and the importance of sleep.

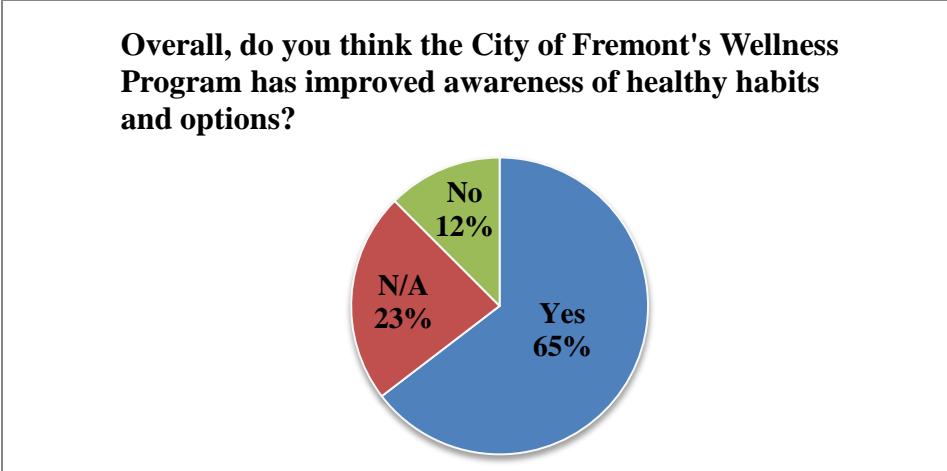


Figure 14. Improved Awareness of Healthy Habits and Options

Sixty-five percent of respondents indicated that the wellness program has promoted a healthy work environment. Twenty-two percent indicated the survey question was not applicable and 13% responded that the wellness program has not promoted a healthy work environment. The survey results are displayed in Figure 15.

During the semi-structured interviews, wellness champions indicated that the wellness program has promoted a healthy environment. In addition, input was provided that management should continue to support and promote a healthy work environment for employees.

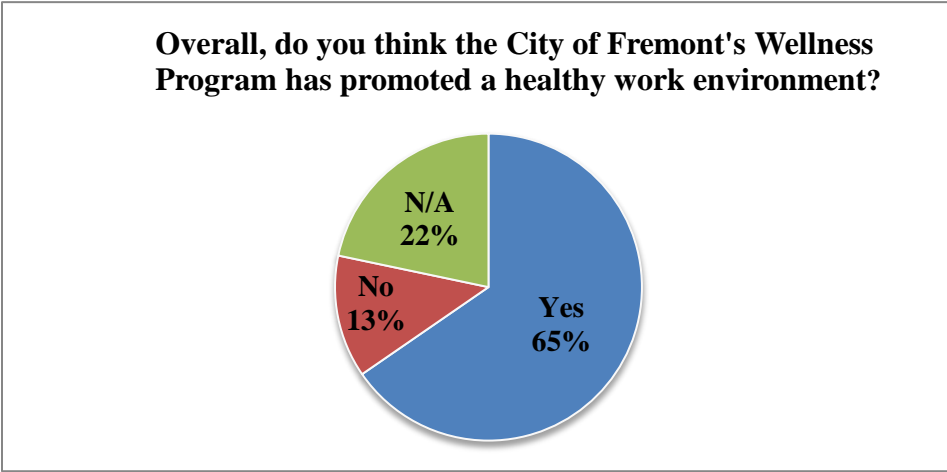


Figure 15. Wellness Program – Healthy Work Environment

c. Which wellness program activities are the most popular and why?

Based on the wellness activities that have been offered since the implementation of the wellness program, health and wellness fairs, on-site flu shots, health education classes, on-site health screenings and financial wellness classes were identified as the most popular wellness program activities according to input that was provided in the employee survey. Figure 16 highlights the survey results, which reflect the respondents' interest level for the various wellness activities.

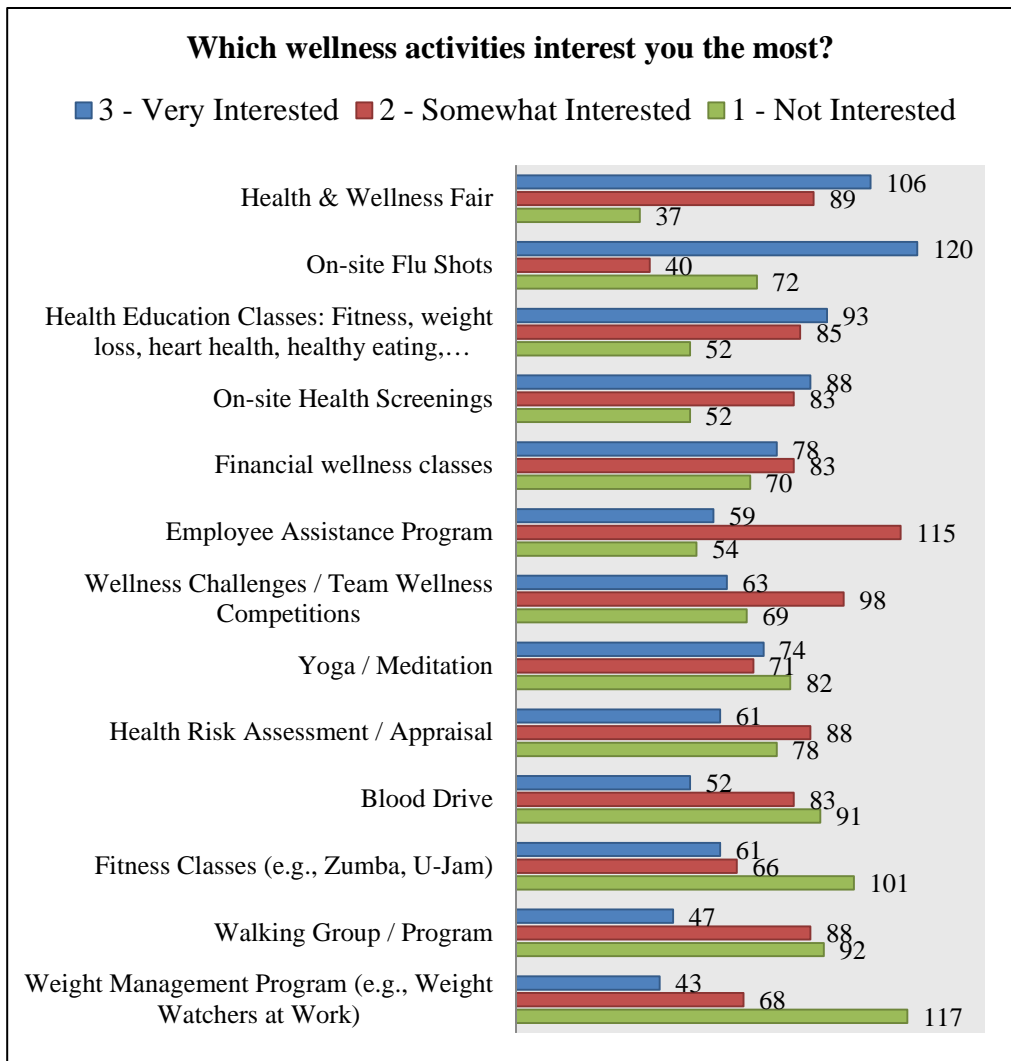


Figure 16. Level of Interest in Wellness Activities

Wellness champions considered the health fair, wellness challenges and flu shots to be the most popular wellness activities based on feedback they received from employees. In addition, the wellness champions reported they observed employees were more active and focused on losing weight during the two wellness challenges that were provided in 2015 and 2016.

According to the secondary research that was compiled by FM3 from the 2017 FM3 employee survey, flu shots and the health fair were considered the most popular wellness activities for employees. Figure 17 displays the results from the FM3 2017 employee survey.

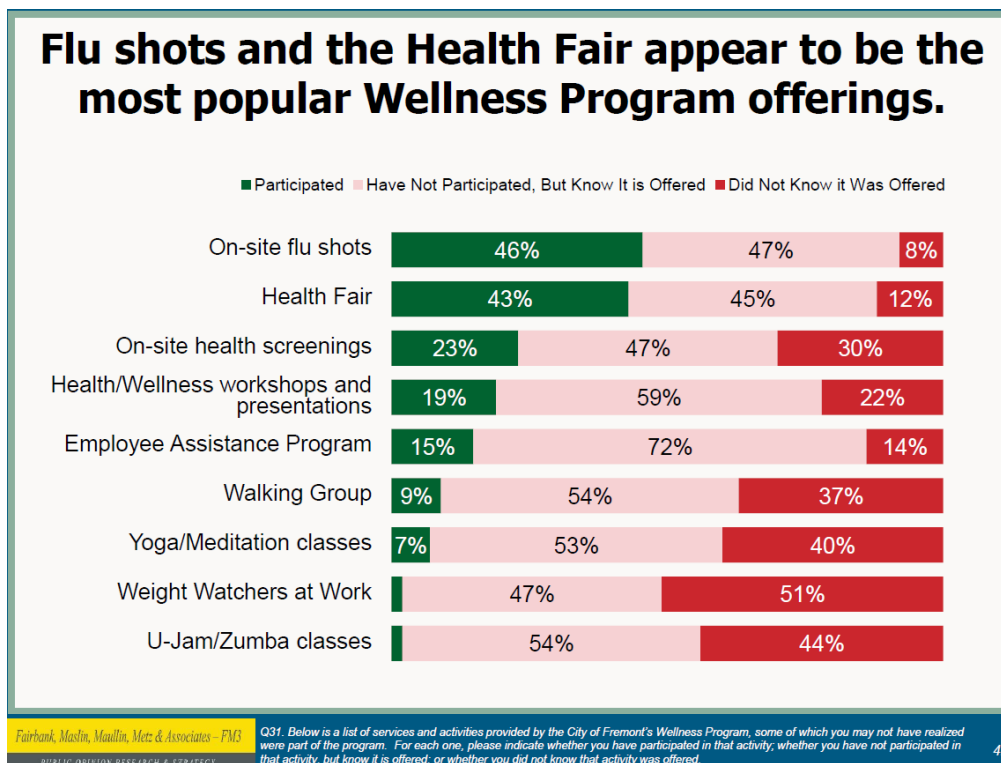


Figure 17. Popular Wellness Program Offerings

Source: Fairbank, Maslin, Maullin, Metz & Associates, 2017

2. How can the City of Fremont encourage and increase employee participation in wellness program activities?

a. Is the wellness program meeting the needs of the participants?

The research focused on how successful the wellness program is in meeting the needs of participants. Of the 240 survey respondents, 96 (40%) indicated that the question was not applicable; 92 (38%) indicated that the program has met their needs; and 52 (22%) stated the program has not met their needs. Figure 18 provides a summary of the survey responses. However, this question generated additional input from respondents. For example, a few respondents commented that they have not taken full advantage of the wellness program offerings. In addition, some indicated that they did not know wellness program activities were offered. Respondents also indicated that they would like the city to offer more wellness classes, such as yoga and Zumba. Increasing wellness program communications was also highlighted as a suggestion.

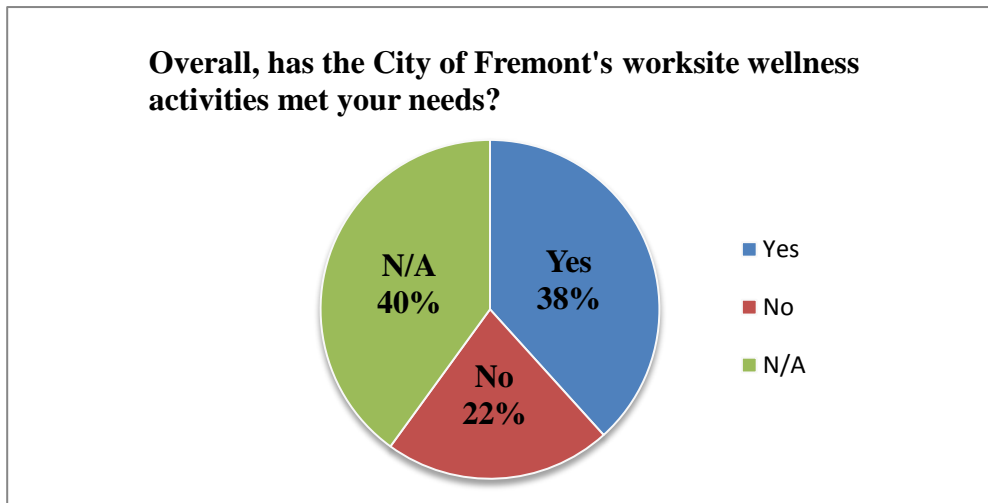


Figure 18. Worksite Wellness Activities and Needs of Participants

Based on feedback from survey respondents as part of the 2014 and 2017 surveys conducted by FM3, overall employees were satisfied with the wellness program. In comparison to the 2014 survey data, the total satisfaction rate increased by 8% and the total dissatisfaction rate increased by 2%. Table 7 summarizes the 2014 and 2017 survey results. “Three in ten employees report participating in the city’s wellness program, and those that have participated like the program” (Fairbank, Maslin, Maullin, Metz & Associates, pp. 40-41).

Table 7. Wellness Program Satisfaction Level

FM3 Survey Results: Satisfaction Level	2014	2017
TOTAL SATISFIED	38%	46%
Very Satisfied	22%	20%
Somewhat Satisfied	16%	26%
Neither Satisfied nor Dissatisfied	61%	26%
TOTAL DISSATISFIED	2%	4%
Somewhat Dissatisfied	1%	3%
Very Dissatisfied	1%	0%

Source: Fairbank, Maslin, Maullin, Metz & Associates, 2017

b. Are there barriers that prevent employees from participating?

The intent of this research question focused on identifying the reason for the barrier(s) that prevented employees from participating in wellness activities at work. Over half (57%) of the respondents indicated that lack of time during the work day was a barrier. The timeliness of activities being inconvenient was the second highest barrier according to 66 (32%) of respondents. Fifty-two (25%) respondents confirmed that they were already involved in other similar programs or activities. In addition, 51 (24%) respondents indicated that they were not interested in a health and wellness program, regardless of any other factors. Figure 19 summarizes the results from the survey.

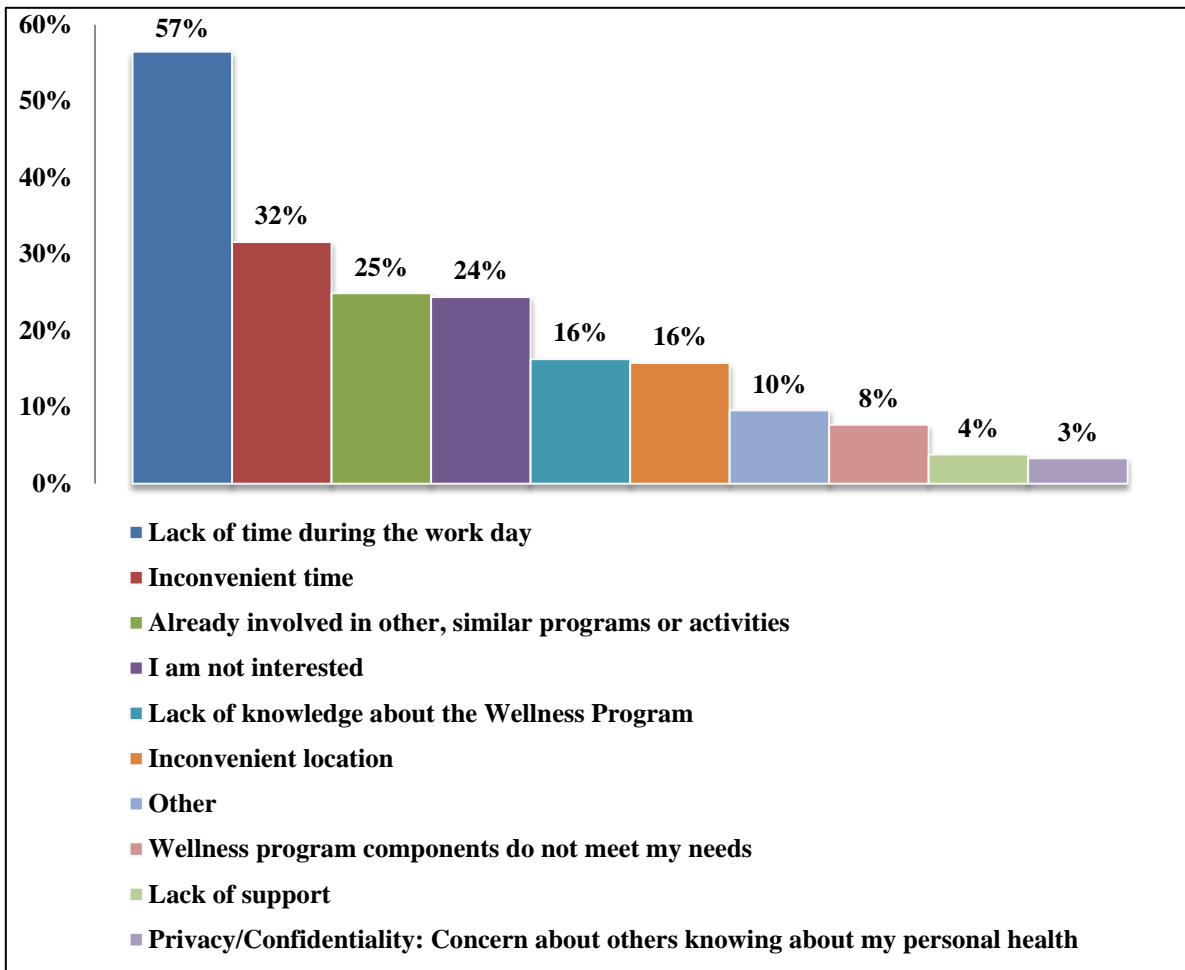


Figure 19. Reason or Barrier(s) for Worksite Wellness Participation

As part of the semi-structured interviews with the wellness champions, the areas that were identified as barriers or reasons that have prevented employees from participating in wellness activities include time constraints, inconvenient locations for some of the wellness offerings, workload demands, and lack of personal motivation. Another barrier that was discussed was the fact that some employees have only 30 minutes to participate in activities due to short lunch breaks. A suggestion was offered to provide wellness classes at different work locations in an effort to increase participation activities.

According to the 2017 employee survey conducted by FM3, results indicate that lack of time was considered to be a major barrier for employee participation in worksite wellness activities. Figure 20 includes a summary of the FM3 survey results for barriers to worksite wellness participation.

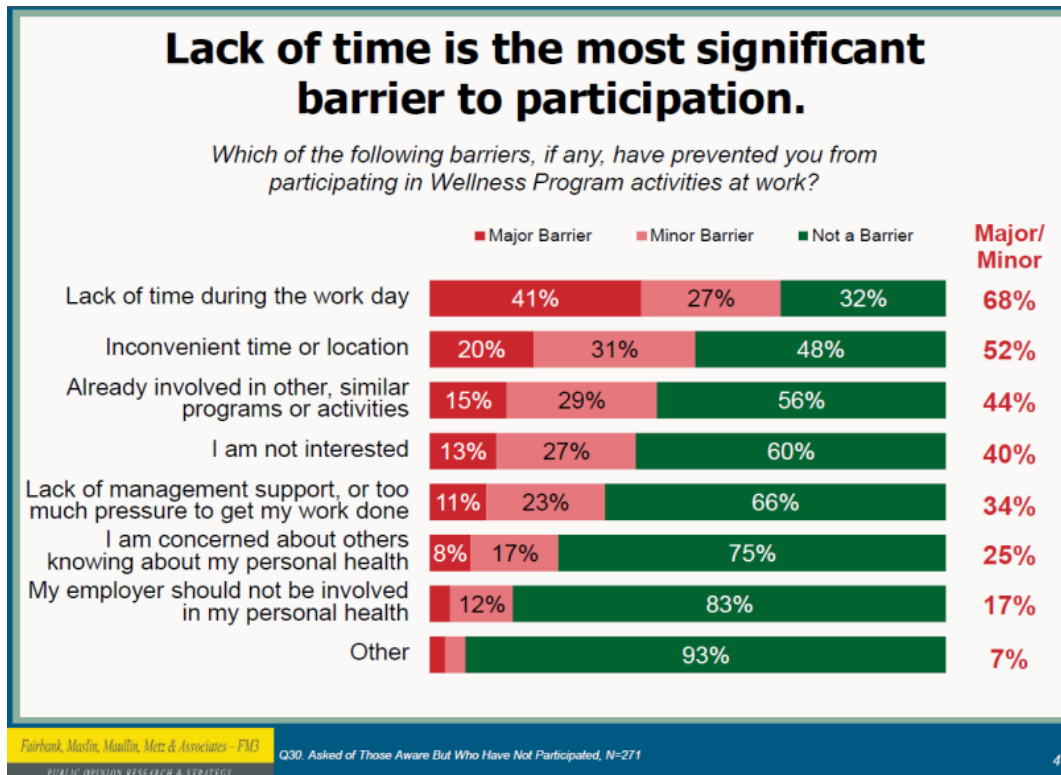


Figure 20. FM3 Survey Results: Barriers to Worksite Wellness Participation

Source: Fairbank, Maslin, Maullin, Metz & Associates, 2017

c. Are the wellness communications effective for promoting wellness activities?

The employee survey focused on obtaining information regarding the effectiveness of the various communication methods that were utilized to promote wellness activities. The majority of respondents indicated that email was very effective. Word of mouth was also identified as an effective communication method for learning about wellness activities. The City of Fremont’s employee newsletter, health fair, department/staff meeting, intranet and flyers posted on bulletin

boards were generally considered to be somewhat effective communication methods. Figure 21 provides a summary of communication methods for learning about wellness activities.

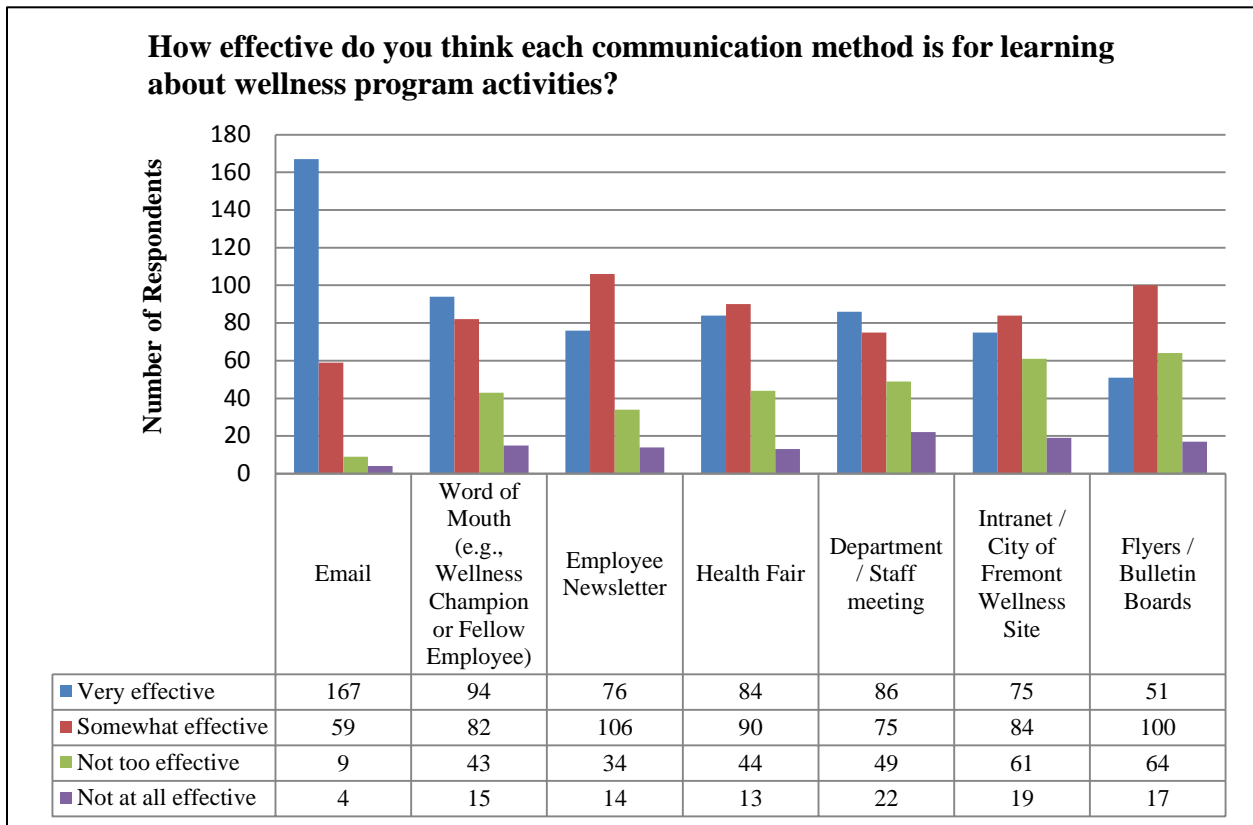


Figure 21. Wellness Communication Methods

Overall, the feedback provided by the wellness champions was generally consistent with employee survey results and it was reported that email was the most effective communication method for promoting wellness activities. Word of mouth and posting informational flyers were also mentioned as effective communication methods for encouraging participation. A suggestion was made to broaden the network of wellness champions to various work groups by increasing representation for supporting the wellness program initiatives. Finally, increasing communication of various wellness program activities emphasizing benefits was another recommendation provided during the semi-structured interviews.

According to the secondary research from the FM3 2017 survey, department/staff meetings were considered to be the most effective communication method for employees learning about wellness activities. Word of mouth was also considered to be an effective communication method. Table 8 includes a summary of the participants' responses.

Table 8. Wellness Program Communication Methods

Communication Method	Very Effective	Somewhat Effective	Not too Effective	Not at all Effective	Very / Somewhat Effective	Not at all Effective
Department Staff Meeting	70%	23%	5%	2%	93%	7%
Email	32%	40%	19%	8%	72%	28%
Employee Newsletter	28%	45%	19%	8%	74%	26%
Health Fair	32%	41%	21%	6%	73%	27%
City of Fremont Intranet Site	29%	45%	19%	6%	74%	26%
Flyers / Bulletin Boards	22%	44%	24%	10%	66%	34%
Word of Mouth (e.g., Wellness Champion or Fellow Employee)	34%	45%	17%	5%	79%	21%

Source: Fairbank, Maslin, Maullin, Metz & Associates, 2017

d. Is the use of incentives effective for increasing the likelihood of employee participation in wellness activities?

The feedback obtained from the employee survey indicates that approximately half (53%) of the respondents would participate in wellness activities without an incentive or reward. In addition, half of the respondents indicate that they would participate in wellness activities with a buddy or in a group. Forty percent of respondents indicated they would participate in wellness activities if there were raffles for gifts, such as exercise gear, gift cards, and t-shirts. Figure 22

includes a summary of the respondent results regarding the likelihood for participating in wellness activities.

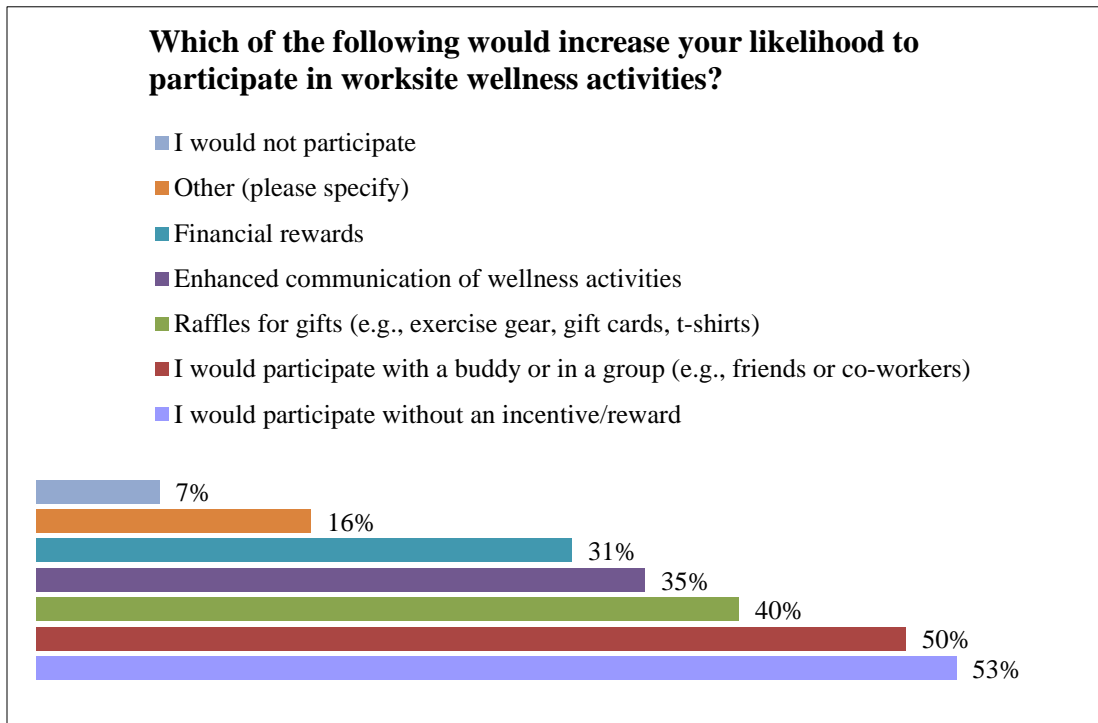


Figure 22. Likelihood of Employees to Participate in Wellness Activities

As part of the semi-structured interviews, the wellness champions indicated that incentives, such as prizes and gift cards, can encourage and increase the participation in wellness activities. In addition, offering healthy food and recognizing employees who do participate in activities, could potentially increase wellness participation among other employees.

SECTION V: ANALYSIS AND CONCLUSION

The City of Fremont has made a commitment to its employees to implement a robust worksite health and wellness program. A combination of employee surveys, semi-structured interviews and a comprehensive literature review of like-programs indicate the city has been effective in encouraging employee engagement, improving awareness of healthy options, and promoting a healthy work environment. By addressing the identified barriers, improving communications and increasing encouragement through incentives, the City of Fremont can continue to thrive while providing a happy and healthy workforce with convenient choices for better living.

Following a method of descriptive research analysis, careful consideration of data collected and the results of this research suggest that overall, the City of Fremont's Wellness Program activities have been effectively implemented as planned and do meet the following wellness program goals and objectives: (1) encourage employee engagement; (2) improve awareness of healthy habits and options; and (3) promote a healthy work environment.

Thematic results from the research emerged in areas related to wellness program effectiveness. Healthier behaviors, employee engagement, improved awareness of healthy habits and the promotion of a healthy work environment are examples of areas that have been realized in part due to the City of Fremont's Wellness Program. The findings indicate the city should continue to offer the health and wellness fair, on-site flu shots, health screenings and wellness competitions because those activities were considered to be effective and the most popular wellness activities according to the data obtained from the survey and semi-structured interviews. A continued offering will ensure employees have access to health and wellness

resources at work; saving them time and creating a convenient incentive for participation. The use of other incentives has also proven to be effective. Although approximately half of the survey respondents indicated that they would participate even without an incentive or reward, the City of Fremont should continue to provide incentives for participation since 40% of survey respondents indicated that raffles for gifts (e.g., exercise gear, gift cards, t-shirts) would increase their likelihood for participating in wellness activities. As highlighted in the literature review, offering incentives to employees is considered to be a viable option that employers can use to encourage participation in wellness activities. In addition, financial rewards, such as money and gift cards, can be offered to employees if they complete specific goals within the wellness program (Bray, 2012).

Several other themes emerged in the study that suggests there are wellness program areas that could be enhanced, presenting opportunities for the City of Fremont's Wellness Committee to consider in an effort to increase employee participation in activities. For example, flexible work schedules would enable staff to take longer lunches on exercise days and increase participation in classes, such as yoga. Allowing family members to participate in the health and wellness fairs could improve buy-in and create a whole generation of healthier families. Finally, promoting healthy activities by encouraging competitive teambuilding events between department heads and their staff would provide opportunities to communicate support for all health and wellness programs by leadership.

Communication is important for promoting wellness activities and although email, word of mouth and department staff meetings were identified as effective tools, many employees were not aware of the various wellness program offerings. This implies that wellness communications must be enhanced in order to create awareness and encourage participation to all employees,

including newly hired staff. New hires should also be provided an overview of the wellness program during their new employee orientations and onboarding activities. Ongoing and consistent communications to all staff is necessary for keeping health and wellness at top of mind awareness while continuing to advertise and promote city sponsored wellness activities. In addition, since wellness champions serve as a key resource for disseminating information to employees about wellness program activities, the City of Fremont's Wellness Committee should consider expanding the representation of wellness champions among the various departments. As discussed in the literature review, communication strategies should focus on a combination of communication methods to ensure that employees are aware of the services that are available to them (Mattke et al., 2013).

The research findings provided common themes related to barriers that prevent employees from participating in wellness activities and improvement of wellness communications. The data implies a lack of time on the part of busy staff and inconvenient activity times during the work day prevent participation in wellness activities. Lack of time was also discussed in the literature review as the top barrier for employees that had an interest in participating in wellness activities.


In summary, the City of Fremont is committed to investing in health and wellness activities for employees with the overall intent to encourage employees to adopt healthy habits and behaviors that will improve their quality of life. The results of this study suggest that in an ongoing effort to increase wellness participation, the City of Fremont's Wellness Committee should focus on enhancing wellness communications to ensure employees are aware of program offerings. Specifically, communications regarding wellness program offerings should be provided regularly and on an ongoing basis to highlight the benefits of the activities. In addition,

the results from this study indicate that the City of Fremont should continue to provide on-site flu shots and health and wellness fairs. There is enough interest in health education classes, health screenings and wellness challenges to imply the city should continue to offer those activities as well. While lack of time at work is considered to be a major barrier in preventing employees from participating in wellness activities, the City of Fremont should continue to explore options that would allow employees to participate in wellness program offerings, regardless of their lunch schedules and workload. For example, management should encourage employees to take breaks to ensure employees have time to eat a healthy meal or snack, go for a walk, and participate in worksite wellness activities.

Overall, the results of this study show that the City of Fremont's workplace is a good place to educate employees on the importance of health and wellness. The city's wellness program can have a positive impact on employees for improving health, as well as creating a culture that supports health and wellness. Part of this effort for increasing participation involves management's attention and support of the wellness program, as well as an investment in incentives for participants. The literature review suggests that this kind of support is critical to ensuring the success of a wellness program. The findings from the combined survey responses and semi-structured interviews reveal that the study aligns with the literature review and shows that workplace wellness programs should be designed to "encourage employees to make healthy lifestyle choices" (Walters and Szafran, p. 40). The City of Fremont's worksite wellness program is intended to not only serve as a resource for employees, but also to promote health awareness and provide healthy lifestyle options for its employees. By continuing to provide and promote health and wellness activities, the City of Fremont's employees becomes healthier, happier and better with every step toward a healthy living.

SECTION VI: APPENDICES

Appendix A: City of Fremont Wellness Program Action Plan

 Wellness Program Action Plan			
<p><i>The mission of the City of Fremont's Wellness Program is to establish and sustain a workplace culture that encourages and supports healthy lifestyle choices through health education and activities.</i></p>			
Goal #1 Encourage employee engagement and participation in wellness activities			
	Strategy	Status	Target Due Date
1	Recruit wellness champions from departments	Complete	3/31/2015
1.1	Define role/responsibilities of wellness champions	Complete	2/27/2015
1.2	Communicate and obtain support from the Organizational Development Team and the Citywide Leadership Team to recruit wellness champions from departments/divisions	Complete	2/27/2015
1.3	Solicit wellness champions through citywide communications	Complete	3/1/2015
2	Facilitate employee health assessments	Not Started	
3	Post and share testimonials from employees that participate in wellness classes/activities	Ongoing	
4	Post wellness signage in visible areas (i.e., break rooms)	Ongoing	
5	Share information with employees about Health Parks activities	Ongoing	
Goal #2 Improve awareness of healthy habits and options			
	Strategy	Status	Target Due Date
1	Post and share healthy recipes (i.e., citywide communications)	Ongoing	1/28/2015
1.1	Provide healthy recipes contests/employee sharing	Not started	
2	Health & fitness challenge/competition: "Thrive Across America" Fremont vs. Newark	Complete	2015 / 2016
2.1	Provide incentives and rewards for the health fair, wellness challenge, flu shots and health screenings	Ongoing	
3	Coordinate/Publish wellness newsletter (quarterly)	Ongoing	Ongoing
3.1	Include employee wellness success and inspirational stories	Ongoing	
3.2	Include wellness articles; Include videos that focus on various wellness topics (i.e., proper sitting at workstation; exercises/stretching at work, etc.)	Not started	
Goal #3 Promote a healthy work environment			
	Strategy	Status	Target Due Date
1	Encourage standing and/or walking meetings; walking breaks (mid-morning/afternoon)	Ongoing	
2	Offer sit/stand workstation options for employees	Ongoing	
3	Promote stretching exercises before meetings	Ongoing	
4	Computer program reminders about stretching, etc.	Ongoing	
5	Offer ergonomics trainings	Ongoing	
6	Provide Recognition Awards for employees that participate in wellness classes/activities	Complete	4/1/2016
7	Implement a walking challenge and/or Biggest Loser contest	Complete	2016 / 2017
8	Identify one employee quarterly and write positive impacts of wellness	Ongoing	
9	Send reminders to employees about exercise, recipes, eating well, etc.	Ongoing	
10	Consider implementing wellness policies	Not Started	
11	Offer class sessions on cooking/preparing healthy meals, etc.	Not Started	
12	Promote a germ-free environment and ensure hand wipes/hand sanitizers are accessible	Ongoing	

Appendix B: City of Fremont Wellness Champion Leadership Opportunity Flyer

HR and the Wellness Committee Present:
Wellness Champions
A Leadership Opportunity



Human Resources and the Wellness Committee are looking for Wellness Champions to serve as a resource for the City's Wellness Program!

Wellness Champion Role

- Strive to build a culture of wellness within the City of Fremont
- Support the Wellness Program to achieve goals
- Assist in communicating and promoting wellness activities/events to department staff
- Encourage participation in wellness activities
- Serve as a source for collecting feedback and input from wellness participants

Attributes of a Successful Wellness Champion

- Passion for personal health & wellness
- Desire to help others
- Energetic
- Strong communication skills

Benefits

- Leadership opportunity to interact and collaborate with employees from other departments.
- Participate in the planning of wellness activities
- Recognition opportunities

Length of Wellness Champion Volunteer Opportunity

One (1) year; however, the extended length of this leadership volunteer opportunity may be available.

Time Commitment

Approximately two (2) hours each month.

Diversity

HR and the Wellness Committee seek representation from all levels and locations within the organization to ensure appropriate

How to Become a Wellness Champion?

1. Discuss the opportunity with your supervisor and obtain department approval.
2. Department management will notify Human Resources.
3. HR and the Wellness Committee will notify Wellness Champions.



Questions? Email humanresources@fremont.gov

Appendix C: 2015 Thrive Across America Employee Wellness Challenge Flyer



HR and the Wellness Committee Present: **Fremont vs. Newark**

8-week Wellness Competition—Thrive Across America



Get Moving. Be Inspired. Be a Winner.
The winning City receives a \$500 donation
to a preferred Charity!



The Competitions

Thrive Across America is an 8 week, team based (4-10 team members), online activity challenge. Participants are encouraged to log 30 minutes of activity each day. Each day a participant is successful in logging 30 minutes of activity, they earn a star. Participants are encouraged to earn 30 stars during the duration of the challenge.

Fremont vs. Newark challenge: This will be an inter-agency competition based on the average number of stars per team. The City with the highest overall team average of stars will receive a \$500 donation to the charity of their choice.

male performers at each city will be awarded a Fitbit Flex. Teams who have each member successfully complete the challenge (earn 30 stars) will be entered into a raffle where each team member will receive a \$50 Visa Gift card.

- Encourages lifelong healthy behaviors.
- Access to Health/Wellness Resources. Participants can access tips on nutrition and exercise along the way.

Participation

- Open to all City of Fremont and Newark full and part time employees.
- Log your activity as you go. Tracking and logging activity can be accessed online or by using the Thrive Across America mobile app at no cost.

Important Dates

- July 20: Registration and team formation begins
- August 3: Challenge starts
- August 14: Team formation closes
- September 27: Challenge ends

Starting July 20 please visit
www.citychallenge.thriveacrossamerica.com
to register for the challenge.

Benefits

- Promotes Teamwork and Exercise. Inspire and encourage others to reach healthy/wellness goals.
- Recognition/Awards. At the end of the 8-week competition, the highest overall female and

Questions? Email mszenderski@keenan.com
This program is in partnership with Kaiser
Permanente and Keenan & Associates.

Appendix D: 2016 Health Trails Employee Wellness Challenge Flyer



HR and the Wellness Committee Present: Fremont vs. Newark 8-Week Wellness Competition Part II

Take the Path to Better Health...

The Challenge:

- 8-week team-based (4-10 team members), online wellness competition between Fremont and Newark that focuses on reinforcing healthy habits.
- Team scoring is based on the team's average miles/day while traveling on a virtual trail.
- The goal is for participants to travel 50 or more virtual miles each week (400+ miles for 8 weeks). Participants can earn additional mileage by taking a Daily Tip Quiz.
- The following health activities/behaviors will count towards mileage while traveling on a virtual trail:

	Minimum	Maximum
1. Exercise	30 min/day, 5 days/week	90 min/day, 7 days/week
2. Produce / Vegetable Servings	5 1-cup servings, 5 days/week	9 1-cup servings, 7 days/week
3. Sleep	7-9 hours, 5 days/week	7-9 hours, 7 days/week

Maximum number of mileage participants can earn each week:

- Exercise minutes: 63 total miles/week
- Produce servings: 37.8 miles/week
- Sleep: 28 miles/week

Benefits:

- Promotes teamwork and exercise.
- Inspire and encourage others to reach health/wellness goals.
- Encourages lifelong healthy behaviors.
- Participants will have access to health and wellness resources, including healthy recipes and nutrition tips.

HealthTrails



Participation:

- Open to all City of Fremont employees.
- Participants are encouraged to log activity throughout the competition. Tracking and recording activity can be accessed online or by using the "HealthTrails" mobile app at no cost.

Learn More:

- Attend a HealthTrails Kick-off Demo on February 1, 12:00-1:00 p.m., ITS Admin B Conference Room.

Key Dates:

- February 1: Registration and team formation begins
- February 15: Challenge starts
- February 22: Registration and team formation closes
- April 10, 9:59 p.m. (PST): Challenge ends
- April 11, 9:59 p.m. (PST): Last day to log activity to count towards the team challenge

Starting February 1, participants can register for the challenge at: www.citychallenge.healthtrails.com



This workplace has been recognized by the American Heart Association for meeting criteria for employee wellness.

Questions? Email humanresources@fremont.gov

Appendix E: 2014 Employee Survey Wellness Questions Administered by FM3

1. Have you participated in any City of Fremont Wellness Program services or activities organized by Human Resources & the Wellness Committee within the last five months? These include things like meditation, yoga, health/wellness workshops, walking group, U-Jam or Zumba. If you did not know that the City has a Wellness Program, you can indicate that too.
 - a. Yes, I have participated in the program
 - b. No, I have not participated, but I am aware of the program
 - c. I was not aware of the program

2. Overall, how satisfied are you with the City of Fremont's Wellness Program?
 - a. Very satisfied
 - b. Somewhat satisfied
 - c. Neither satisfied nor dissatisfied

3. Below is a list of services and activities provided by the City of Fremont's Wellness Program, some of which you may not have realized were part of the program. For each one, please indicate whether you have participated in that activity; whether you have not participated in that activity, but know it is offered; or whether you did not know that activity was offered.
 - a. Walking Group
 - b. Yoga/Meditation classes
 - c. Health/Wellness workshops and presentations
 - d. Health Fair
 - e. On-site health screenings
 - f. Weight Watchers at work
 - g. Employee Assistance Program
 - h. U-Jam/Zumba classes
 - i. On-site flu shots

Appendix F: 2017 Employee Survey Wellness Questions Administered by FM3

1. Have you participated in any City of Fremont Wellness Program services or activities organized by Human Resources & the Wellness Committee within the last five months? These include things like meditation, yoga, health/wellness workshops, walking group, U-Jam or Zumba. If you did not know that the City has a Wellness Program, you can indicate that too.
 - Yes, I have participated in the program
 - No, I have not participated, but I am aware of the program
 - I was not aware of the program

2. Overall, how satisfied are you with the City of Fremont's Wellness Program?
 - Very satisfied
 - Somewhat satisfied
 - Neither satisfied nor dissatisfied

3. As a result of the Wellness Program, have you:
 - Learned to improve your health and wellness
 - Increased your physical activity
 - Gained interest in physical activities
 - None of the above

4. Which of the following barriers, if any, have prevented you from participating in Wellness activities at work?
 - Inconvenient time or location
 - Lack of time during the work day
 - Already involved in other, similar programs or activities
 - My employer should not be involved in my personal health
 - I am concerned about others knowing about my personal health
 - Lack of management support, or too much pressure to get my work done
 - I am not interested
 - Other (please specify)

5. Below is a list of services and activities provided by the City of Fremont’s Wellness Program, some of which you may not have realized were part of the program. For each one, please indicate whether you have participated in that activity; whether you have not participated in that activity, but know it is offered; or whether you did not know that activity was offered.

- Walking Group
- Yoga/Meditation classes
- Health/Wellness workshops and presentations
- Health Fair
- On-site health screenings
- Weight Watchers at work
- Employee Assistance Program
- U-Jam/Zumba classes
- On-site flu shots

6. Next, here is a list of ways you could learn about Wellness Program activities at work. Please select how effective you think each would be in informing you of these activities. (check all that apply)

	Very effective	Somewhat effective	Not too effective	Not at all effective
Department/Staff Meeting	○	○	○	○
Email	○	○	○	○
Employee Newsletter	○	○	○	○
Health Fair	○	○	○	○
Intranet / City of Fremont Wellness Site	○	○	○	○
Flyers / Bulletin Boards	○	○	○	○
Word of Mouth (e.g., Wellness Champion or Fellow Employee)	○	○	○	○

7. **Optional:** Is there anything you would like to add that was not addressed in the questions above that reflect your perceptions of and/or thoughts on the City of Fremont Wellness Program?

Appendix G: Employee Invitation for Wellness Program Online Survey

Hello «First_Name»,

The City of Fremont's Human Resources Department is conducting a voluntary wellness program survey and is interested in your feedback to fine-tune and enhance the implementation of wellness activities. This brief survey will take approximately 5 minutes. Your responses will remain anonymous and confidential, and only aggregate results will be compiled.

[Take the Survey](#)

Participants that provide their name (optional) at the end of the survey will be randomly selected to receive a **Whole Foods gift card**.

Deadline to Participate: Please complete the survey by **Wednesday, March 1, 2017**.

If there are questions, please call **(510) 494-4666** or humanresources@fremont.gov.

Appendix H: Online Survey Instrument



The City of Fremont recognizes the importance for employees to be healthy and for providing opportunities to make a difference in their well-being. Please take a few minutes to complete the Employee Wellness Program Survey. Responses to the survey questions will be helpful in the ongoing efforts to enhance and fine-tune the City's wellness program.

All survey responses are voluntary and will remain anonymous and confidential - you do not need to provide your name. However, there is the option to do so if you are interested in providing additional feedback to improve the wellness program.

1. What is your gender?

- Male
- Female

2. What is your age group?

- Under 20
- 20 to 29
- 30 to 39
- 40 to 49
- 50 to 59
- 60 or over

3. What department / office do you work in?

- City Attorney's Office / Risk Management
- City Clerk / City Manager / Economic Development
- Community Development
- Community Services
- Finance
- Fire
- Human Resources
- Human Services
- Information Technology
- Police
- Public Works

4. What is your job category?

- Administration / Management
- Clerical / Administrative Support
- Building Inspection
- Code Enforcement
- Communications / Dispatch
- Counseling
- Engineering
- Environmental
- Facility Services / Maintenance
- Fire and Emergency Management Services
- Information Technology
- Law Enforcement
- Legal
- Recreation
- Other (please specify)

5. Please specify your primary work location.

- City Hall (Building A or B) – 3300 Capitol Ave.
- Community Center
- Development Services Center – 39550 Liberty St.
- Family Resource Center / Youth & Family Services – 39155 Liberty St.
- Fire Station
- Park Facility
- Police – 2000 Stevenson Blvd.
- Maintenance Center – 42551 Osgood Rd.
- Tiny Tots Center

6. Below is a list of wellness activities that have been offered since the implementation of the Wellness Program in 2014. For each activity, please indicate if you participated in the activity; whether you have not participated in the activity; or whether you did not know the wellness activity was offered.

Wellness Activity	Participated	Did NOT participate; I was an employee at the time the activity was offered	Did NOT participate; I was NOT an employee at the time the activity was offered.	Did NOT know the activity was offered; I was an employee at the time the activity was offered.
2016 Citywide Wellness Challenge – Health Trails (Fremont vs. Newark)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2015 Citywide Wellness Challenge – Thrive Across America	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health & Wellness Fair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health/Wellness Education Workshops	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-site Flu Shots	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-site Health Screenings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Walking Group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Weight Watchers at Work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fitness Classes: U-Jam /Zumba	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoga/Meditation Classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee Assistance Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Blood Drive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. If you have NOT participated in any wellness activities and you were an employee at the time the activity was offered, what is the reason or barrier(s) that have prevented you from participating in wellness activities at work? (Select all that apply)

- Inconvenient time
- Inconvenient location
- Lack of time during the work day
- Already involved in other, similar programs or activities
- Privacy/Confidentiality; Concern about others knowing about my personal health
- Lack of knowledge about the Wellness Program
- Lack of support
- Wellness program components do not meet my needs
- I am not interested
- Other (please specify)

8. Which wellness activities interest you the most? Please rank your preference below.

Wellness Activity	1 – Not Interested	2 – Somewhat Interested	3 – Very Interested
Wellness Challenges/Team Wellness Competitions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-site Flu Shots	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
On-site Health Screenings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fitness Classes (e.g., Zumba U-Jam)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health & Wellness Fair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health Education Classes: Fitness, weight loss, heart health, healthy eating, nutrition, stress management, smoking cessation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial wellness classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Walking Group / Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Weight Management (e.g., Weight Watchers at Work)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health Risk Assessment / Appraisal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yoga / Meditation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Blood Drive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee Assistance Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other wellness activities (please specify):	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Which of the following would increase your likelihood to participate in worksite wellness activities (Select all that apply):

- I would participate without an incentive/reward
- Financial rewards
- Raffles for gifts (e.g., exercise gear, gift cards, t-shirts)
- I would participate with a buddy or in a group (e.g., friends or co-workers)
- Enhanced communication of wellness activities
- I would not participate
- Other (please specify)

10. Have you learned how to improve your health and wellness by participating in any of the City of Fremont's worksite wellness activities?

- Yes
- No
- Not applicable

11. Please rate how helpful the City of Fremont's worksite wellness activities have helped you increase your physical activity?

- Extremely helpful
- Somewhat helpful
- Not helpful
- Not applicable

12. Overall, has the City of Fremont's worksite wellness activities met your needs?

- Yes
- No
- Not applicable

13. Below is a list of communication methods for learning about wellness activities. Please indicate how effective you think each method would be for learning about wellness program activities.

	Very effective	Somewhat effective	Not too effective	Not at all effective
Department/Staff Meeting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Email	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee Newsletter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health Fair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intranet / City of Fremont Wellness Site	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flyers / Bulletin Boards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Word of Mouth (e.g., Wellness Champion or Fellow Employee)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. Overall, do you think the City of Fremont’s Wellness Program has encouraged employee engagement and participation in wellness activities?

- Yes
- No
- Not Applicable

15. Overall, do you think the City of Fremont’s Wellness Program has improved awareness of healthy habits and options?

- Yes
- No
- Not Applicable
- Other (Please specify)

16. Overall, do you think the City of Fremont’s Wellness Program has promoted a healthy work environment?

- Yes
- No
- Not applicable

17. What other comments or suggestions do you have that was not addressed in the previous questions that reflect your perceptions of and/or thoughts on the City of Fremont's Wellness Program?

18. Optional: If you would like to provide any additional feedback about the wellness program, please provide your contact information below.

Employees that include their name below will be randomly selected to receive a gift card to Whole Foods. *This survey is anonymous and your name and entry in the raffle will not be connected to your survey responses.*

Name:

Phone:

Email:

Comments/Feedback:

Thank you for participating in the wellness program evaluation process.

Appendix I: Semi-structured Interview Questions

Encouraging and Increasing Participation in Wellness Program Activities

1. How did you promote wellness activities and encourage participation within the department?
2. Which communication methods do you think were most effective for promoting wellness activities?
3. What other resources, if any, would be helpful to you in promoting and encouraging employees to participate in wellness activities?
4. Do you have management support for encouraging employees to participate in wellness activities? Please explain.
5. Are you aware of any barriers that prevented employees from participating in wellness activities?
6. What are other ways that you think the City of Fremont can do to increase employee participation in wellness program activities (i.e., offer incentives)?

Implementation of wellness activities to promote health and wellness for employees

7. Which wellness activities do you think have been the most popular among employees in your department?
8. Do you think the wellness activities that have been offered meet the following goals and objectives that have been established for the wellness program: Yes, offer healthy recipes, highlight newsletter with health tips/nutrition.
9. What feedback did you receive from employees within your department regarding the wellness activities that the City of Fremont has offered?
10. What do you consider to be the benefits that have been realized as a result of this program?
11. Is there any other feedback or input that you would like to share?

Appendix J: Summary of Wellness Champion Semi-Structured Interview Responses

Research Areas	Summary of Wellness Champion Feedback
1. Implementation of wellness activities	
a. Have activities been implemented as planned?	<ul style="list-style-type: none"> ● Yes, the wellness program activities have been implemented as planned.
b. Most popular wellness activities	<ul style="list-style-type: none"> ● On-site flu shots and health screenings, citywide wellness competition, health & wellness fair.
c. Are the activities meeting the wellness program goals and objectives?	<ul style="list-style-type: none"> ● Yes, overall the activities are meeting the wellness program goals and objectives related to: 1) Encourage employee engagement and participation in wellness activities; 2) Improve awareness of healthy habits and options; and 3) Promote a healthy work environment.
2. Encouraging and Increasing Employee Participation	
a. Is the wellness program meeting the needs of participants?	<ul style="list-style-type: none"> ● Yes, the program is meeting the needs of the participants.
b. Barriers that may prevent employees from participating in wellness activities	<ul style="list-style-type: none"> ● Lack of time / No time during the work day ● Inconvenient time or location ● Workload demands ● Lack of personal motivation
c. Wellness communications	<ul style="list-style-type: none"> ● Most effective methods: Email, word of mouth, department meetings, and informational flyers ● Wellness intranet site should be enhanced to include health and wellness resources for employees ● Consider including more wellness champions that can represent the various work locations ● Personal communication works well because additional information regarding the wellness activity benefits can be explained in more detail.
d. Use of Incentives	<ul style="list-style-type: none"> ● Consider including incentives as part of the employee contracts and/or use a point system and reward employees with vacation time if they participate in wellness activities at work or outside of work.

Appendix K: Wellness Program Evaluation Work Plan

City of Fremont Wellness Program Evaluation	2016-2017 WORK PLAN				
Research Method Tasks	DEC	JAN	FEB	MAR	APR
1. Develop and finalize questions for research methods (survey and interviews with wellness champions)	✓	✓			
2. Obtain approval to conduct wellness survey and interviews		✓			
3. Conduct online wellness survey			✓	✓	
4. Identify and coordinate employees to participate in interviews		✓			
5. Conduct semi-structured interviews			✓	✓	
6. Assemble and analyze data			✓	✓	
7. Prepare report with findings and summary of results				✓	✓
8. Present a summary of the results and recommendations to the Wellness Committee					✓
9. Develop action plan to implement recommended changes					✓

SECTION VII: REFERENCES

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