



LEADERSHIP SUPPORTED EMPLOYEE WELLNESS

GUIDE & TOOLKIT



BetterHealth
Better you.

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ALBUQUE
RQUE** human
resources

Insurance and Benefits Division

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OVERVIEW

PRINCIPLE ACTIVITIES OF A LEADER IN WELLNESS

Wellness leaders make it easier for members of your work group to practice healthy lifestyles of their own choosing. Leadership is about removing barriers to success. Wellness leaders describe how to create conditions that support employees in their quest for health and happiness.

Wellness Leaders:

- Encourage participation by sharing the wellness vision. Your explanation for why wellness is important, how employees can get personally involved and what the organization is doing to make it easier for people to achieve healthier lifestyles.
- Serve as role models. Any visible demonstration of your commitment to wellness through your own behavior and participation.
- Remove barriers by aligning cultural touch points. This includes influences such as the physical environment, rewards, feedback and training.
- Recognize participation, dedication and success of BetterHealth Ambassadors. BetterHealth Ambassadors play a key role in advancing the culture of health within our organization. BetterHealth Ambassadors serve as liaisons between the City's BetterHealth Program and employees at their work locations, promoting health and wellness among coworkers and engaging them to participate. Encourage the role of a BetterHealth Ambassador for your department and facilitate on going communication to support their role.

Reference: Wellness Leadership: creating supportive environments for healthier and more productive employees. Judd Allen, Ph.D.

- **Prioritize Employee Health & Wellness**
With our new self funding structure for medical insurance and in alignment with the BetterHealth 5-Year Strategic Plan (FY19-FY23), the Insurance and Benefits Division will assist senior leaders, managers and supervisors (~855 City employees) with:
 - Elevating employee wellness to an internal organizational priority like our equity, inclusion and diversity priority.
 - Role modeling organizational alignment around wellness so employers in the community can learn from us how to do it.
 - Becoming more supportive leaders for wellness.

- Understanding their role in creating an organizational climate that allows employees to be successful in choosing healthy behaviors.
- Prioritizing their own individual health so they can support employees in doing the same by being visible, modeling balance, participating in wellness events and initiatives, and upholding new traditions that contribute to a strong worksite culture.

In FY20 we assessed norms, values, beliefs, and readiness by leaders to increase their level of support for employee wellness. We also assessed how leaders would like to be held accountable for participating and promoting initiatives (See Leadership Focus Group Summary Report on Page 48)

ABOUT THIS TOOLKIT

- **WHO'S IT FOR?**

Leaders for the City of Albuquerque including Directors, Managers and Supervisors. You are an essential part of creating a well workplace culture! This is for anyone seeking to play a positive role in supporting wellness.

- **HOW TO USE IT**

This toolkit was developed to help you effectively and efficiently support wellness among your work groups within the City of Albuquerque.

- The goal is to establish strong norms for healthy lifestyle practices and for successful lifestyle improvement.
- This toolkit will help you to leverage your influence and increase the likelihood that employees will successfully achieve their wellness lifestyle goals.





STRATEGIC PLAN

BETTERHEALTH WORKSITE PROGRAM FOR CITY OF ALBUQUERQUE AND 17 GOVERNMENT ENTITIES

The 5-Year Strategic Plan is a focus tool to collaboratively create a supportive, health conscious work environment and provide programs to improve physical activity, nutrition and brain health. Science based strategies will be used to reach employees and their families. Positive changes that emerge over five years will demonstrate to Albuquerque citizens, businesses, and other governments that the City of Albuquerque truly values health and well-being.

[See the 2019-2023 Strategic Plan on page 51](#)



ENGAGING LEADERS AND BUILDING A WELLNESS INFRASTRUCTURE

JANUARY-MARCH

- Leaders receive annual BetterHealth Program calendar
- BetterHealth Ambassadors are trained

APRIL-JUNE

- Leaders show presence at Run for the Zoo and walk with us too!

JULY-SEPT

- Senior Leader opens and closes training event for leaders

OCTOBER-DECEMBER

- Leaders show presence at Health & Benefits Fair (last Friday of October)
- Leaders assist in identifying BetterHealth Ambassadors

KEY WELLNESS ROLES

- The Mayor – Mayor supports a culture of wellness in the workplace and encourages department-level support as indicated in the strategic plan.
- Wellness Coordinator – drive City-wide program implementation, train BetterHealth Ambassadors, support department programs.
 - Wellness Assistant
 - Health & Wellness Contractors
 - Collaborate with (Employee Assistance Program (EAP), Employee Learning Center, etc.)
- Department Leaders (Directors, Managers, Supervisors) – identify and support department BetterHealth Ambassadors, support a culture of wellness at the department and division level.
- BetterHealth Ambassadors – drive employee engagement in City-wide and department programs, drive departmental programs.

A Senior Leader will...

Help kickoff the wellness leadership training in September hosted by the Wellness Coordinator for department heads. The objective of this event will be to

- Explain the value of the BetterHealth program to the Department Leaders.
- Educate leaders about wellness and demonstrate their role in establishing a well workplace.

The Wellness Coordinator will...

Build a Wellness Team to Implement the City's Wellness Plan

- The Wellness Coordinator will provide ongoing support to the department leaders in the form of an annual plan, training, resources, monitoring and reporting.
- Provide Department Leaders with concise program overviews, key talking points and suggestions on how to promote upcoming wellness initiatives. These materials will be distributed before the launch of each City-wide wellness program. Throughout the course of the program, the Wellness Coordinator will accept leadership

feedback on each department needs and provide training and resources.

- The Wellness Coordinator and Wellness Contractor will focus on City-wide initiatives, such as the Personal Health Assessment (PHA), behavior change programs, wellness challenges, coordinate health and benefit services, evaluate incentives and develop the overall annual plan.
- The Wellness Coordinator oversees the Wellness Assistant in day to day program scheduling, materials distribution, tracking and event set-up.
- The Wellness Coordinator leads the BetterHealth Ambassador Annual Training and quarterly meetings.
- The Wellness Coordinator leads periodic Wellness Committee Meetings to encourage collaborations between all wellness contractors and health service providers.

Promote and collaborate with the Employee Assistance Program (EAP) counselors

- EAP provides individual and group services to promote mental and emotional well-being.
- EAP also provides online resources and group workshops on mental health issues such as anger management, depression in the workplace, overcoming anxiety, bullying in the workplace, communication and conflict resolutions, parenting, stress management, and dealing with difficult people.

Work with the Employee Learning Center

- To help expand the wellness team's ability to provide organizational wellness support, such as meditation, management consultation, and management training on behavioral health in the workplace.
- The Employee Learning Center facilitates development and evaluation of tailored interventions specific to City employees and departments such as mandatory CPR/AED and first aid training.

Distribute communication materials such as posters and flyers.

- To assure that communications reach employees a variety of communication and distribution tactics will be necessary.

Department Leaders will...

Embrace and support the wellness plan.

- At the direction of the Mayor, department leaders will support a culture of workplace wellness for the City, including:
 - Participating in periodic wellness leadership training.
 - Identifying a supportive and engaged champion to lead wellness efforts as a BetterHealth Ambassador and develop a department-specific plan.
 - Providing continued support to the department's BetterHealth Ambassador.
 - Conveying the value of wellness, garnering support from all managers and supervisors to spread the word to employees.
 - Identifying communication channels best suited to reach employees.
 - Ensuring department-level wellness programs align with department service objectives. BetterHealth Ambassadors will need review, approval and support for initiatives.
 - Reviewing and adopting department policies that support wellness in the workplace.
 - Striving to meet or exceed annual wellness criteria outlined in the department scorecards (Once developed).
 - Leading by example and modeling healthy behaviors.

Identify Department BetterHealth Ambassador(s).

The BetterHealth Ambassador program started in 2014. Annually, the Health and Benefits that takes place on the last Friday in October will kick off the BetterHealth Ambassador recruitment and application period. The BetterHealth Ambassador is a volunteer or designee selected to build the department wellness structure and promote wellness

efforts for the department. Large departments or those with multiple locations should consider multiple BetterHealth Ambassadors. As a starting point, the wellness program recommends a ratio of 1:100 employees or one Ambassador per location.

The Ambassador is the departments wellness liaison coordinating with both the wellness coordinator and the department leader. Roles and responsibilities of this position are outlined to assist department leaders in identifying potential candidates and are shared in the recruitment process. It is expected that this person has approximately two hours dedicated to wellness each month and that the role does not interfere with other job responsibilities.

Ambassadors model healthy behaviors, promote programs, maintain enthusiasm, and enlist support throughout the department for participation. Engagement in collaborative Ambassador trainings and meetings will be essential to build Ambassador skills, share knowledge and inspire and support other Ambassadors.

Strive to achieve the criteria set forth in the annual Department Scorecard.

(Coming)

BetterHealth Ambassadors will...

Attend training provided by Wellness Coordinator.

Each January, the Wellness Coordinator provides a 3-hour training on upcoming City-wide programs and outlines the role of the Ambassadors in promoting wellness activities. One of the strongest communications channels within the City is the on-the-ground, department level, peer-to-peer distribution. Ambassadors are trained so they can effectively use branded templates and messaging are provided, including how to customize, display and distribute. Training will address increasing awareness, promoting activities, leveraging existing resources and free services, implementing policy and environmental changes.

Ambassadors will share ideas and participate in data collections, reporting, communications, wellness programming, implementing policy and environmental changes, and strategies to encourage participation.



MOTIVATION

ENGAGING EMPLOYEES IN WELLNESS

ENCOURAGEMENT

Department leaders will actively demonstrate support for wellness programs.

Department leaders will demonstrate an active commitment to wellness that is visible to employees. This could include providing messages of support, attending department wellness events, encouraging and facilitating employee participation in wellness activities, providing department-level recognition for wellness program participants.

Creative ways to demonstrate support include leading a group walk, sharing a personal story, incorporating wellness into a holiday party with an activity such as a scavenger hunt or offering 50% healthier food options. These activities encourage well-being and participation. Please refer to Page 27 for a list of informal ways leaders can demonstrate personal commitment to wellness.

Wellness Coordinator will offer City-wide challenges to promote peer support and healthy competition.

Challenges range from four weeks to ten weeks in duration and encourage a specific behavior change. Many challenge platforms include features, such as creation of teams, message boards, leader boards, and other social networking opportunities to generate peer support and competition. Challenges also motivate by creating a common goal and encouraging interaction among co workers related to wellness. The wellness coordinator will provide ideas and materials for mini challenges that can be implemented by the individual departments through their BetterHealth Ambassadors.

BetterHealth Ambassadors will leverage peer support.

Peer support drives initial engagement and continued success. For example, a department begins to host an optional weekly salad day where employees are encouraged to bring in one ingredient for a group salad lunch. These social events lead to employees sharing other healthy recipes and supporting each other in healthier lunch choices not only on salad day but every day. Other employees hear about salad day and more join in. Over time, a culture that promotes healthy lunches takes hold as a social norm. Programs that include peer support tend to be more sustainable as peer support acts as a long-term motivator. Another example of a department-level initiative that uses peer support is a walking buddy program.

Branded and engaging communications to support the wellness plan.

Effective program communications can help foster a positive work culture in which employees on all levels embrace wellness. In turn, a healthy workplace culture will facilitate an open exchange of ideas that drive wellness programming forward. The wellness coordinator will collaborate on content distribution with Ambassadors and other employees who manage departmental intranets, break room postings and email announcements.

REMOVING BARRIERS

The Wellness Coordinator and BetterHealth Ambassadors will expand onsite programs.

Improving access to fresh foods, providing spaces or promoting ways to be active, and offering health education lunch and learns are all ways workplaces can lower barriers for employees. The Wellness Programs section of this toolkit addresses specific onsite programming in more detail. During the BetterHealth Ambassador trainings, the Wellness Coordinator will introduce new resources and teach new skills that facilitate the BetterHealth Ambassador's ability to offer more services to employees at the departments.

The Wellness Coordinator will expand discounts to a broad range of wellness services.

Currently, the City offers many fitness and community centers at low or no cost to employees. The City's Health Plan offers a gym benefit giving access to a variety of gyms throughout the City at low or no cost. The City also offers employees program that address areas of nutrition, stress management and tobacco cessation at no cost.

If there is department interest in a program or discount, please contact the Wellness Coordinator to explore the program for all City employees.

The Wellness Coordinator will expand and update the BetterHealth section of the eweb website.

Employee feedback suggests there should be multiple modes of wellness communication but one central location they can go to when looking for more information. The Wellness Coordinator will enhance the existing eweb site to house information about the various wellness programs offered throughout the City including resources offered through the health plan as well as resources for leaders and BetterHealth Ambassadors. The City's Health Plan offers the Wellness at Work website to facilitate employee participation in City-wide initiatives. The Wellness Coordinator will work with the Health Plan to design a member experience that guides employees to the activities best for them. BetterHealth Ambassadors will assist in providing information such as success stories and upcoming events to include on Eweb. The Wellness at Work website serves as a database of digital tools and resources that employees can access as their schedules permit.

The Wellness Coordinator will outline what time can be used for wellness activities.

Sick leave is appropriately used for care and consultation with medical providers including, but not limited to, biometric screenings, flu shots and other preventive care and assessments. The Wellness Coordinator will issue specific instructions including the leave code to be used if authorized for specific wellness events.

REWARDS

The Wellness Coordinator will investigate options for developing a financial incentive program.

Over the course of the program, any monetary incentives will be limited to participation and completion of programs aimed to improve wellness (such as participation in a tobacco cessation program or completing a nutrition program).

The Wellness Coordinator and BetterHealth Ambassadors will consider participation-based rewards.

Non-financial rewards for participation can be as effective as financial incentives if the reward is valued by the participants. Participation-based rewards can help nudge potential participants who are on the fence. They can also get people talking about the program. The Wellness Coordinator considers various merchandise as rewards. An example includes providing a physical activity tracking device to those that complete a challenge. With advanced technology these devices have become more sophisticated and may even motivate in the absence of or after a challenge.

Departments should consider low cost participation-based rewards to complement the program. For example, departments can provide everyone who joins a department walking group with a water bottle. Examples of participation-based rewards: water bottles, \$5 gift cards, stress balls, healthy snacks, lunch bags, etc.

The Wellness Coordinator and departments will offer prizes.

The BetterHealth program may offer prizes for participation in a survey, focus group, or attending an event. Departments should consider prizes for department-specific events and programs. Much like encouragement from leaders, prizes get people talking. When people are talking about wellness activities more people will know about them and therefore more people are likely to participate. Prizes differ from participation-based rewards in that not everyone will receive a prize. Prizes, such as a gift card are usually based on a random drawing of entries among participants. When providing prizes as part of the wellness program, it is important that the prizes encourage continued healthy behaviors and avoid sending a mixed message. Examples of wellness-related prizes: bicycle helmet, gift card for a massage, produce box, digital fitness tracker, gym bag.

RECOGNITION

The City Council will present quarterly wellness recognition awards.

The City of Albuquerque quarterly employee recognition award in the health and wellness category gives recognition for providing outstanding leadership and setting an example in support of the City's pursuit of enhanced organizational effectiveness through improvements in the health and wellness of employees.

All classified and unclassified employees of the City are eligible for the award except for Division Manager positions or above. Employees must not have received disciplinary action within the last 2 years of nomination. Each award recipient will be given one full day of paid leave to be used within one year of award.

In addition, the Wellness Coordinator will work to provide a formal annual recognition of progress and success. The BetterHealth program will host a healthy breakfast to recognize success stories and engaged leaders and departments.

BetterHealth Ambassadors and department leaders will provide opportunities for recognition. Recognition is powerful, whether it comes from supervisors or peers. The Wellness Coordinator will dedicate periodic flyers and posters to highlight success stories, report participation statistics and acknowledge creative and supportive leaders.

Purpose - Recognition for providing outstanding leadership and setting an example in support of the City's pursuit of enhanced organizational effectiveness through improvements in the health and wellness of employees.

Eligibility - All classified and unclassified employees of the City are eligible for the award except for Division Manager positions or above. Employees must not have received disciplinary action within the last 2 years of nomination.

Awards - Each award recipient will be given one full day of paid leave to be used within one year of award. Plaques or other non-monetary gifts also may be awarded. Awards will be delivered at City Council meetings.



WELLNESS PROGRAMS

AWARENESS AND EDUCATION

Wellness Coordinator will...

- Develop wellness campaigns
- Provide an annual calendar to coordinate wellness education across the City
- Provide training and resources for BetterHealth Ambassador and Leaders

BetterHealth Ambassadors will...

- Set a positive example by modeling healthy behaviors
- Distribute awareness materials provided by the wellness coordinator
- Use the annual wellness calendar and resources provided to coordinate Departmental educational presentations, demonstrations, and activities

PROGRAMS

Wellness Coordinator will...

- Offer one personal health assessment to all employees
- Coordinate City-wide contracts to offer biometric screenings and flu shot clinics onsite
- Offer City-wide challenges to promote healthy behaviors
- Provide training and resources to help BetterHealth Ambassadors expand onsite programming
- Explore expanding wellness services through health plan and EAP
- Provide structure for wellness coaching

Department Leaders and BetterHealth Ambassadors will...

- Strongly encourage participation in the personal health assessment
- Identify space for wellness activities
- Coordinate onsite biometric screenings and flu shot clinics
- Coordinate onsite presentations with support of Wellness Coordinator

The BetterHealth program will continue to build on employee wellness initiatives that have already started in many City departments.

Most programs should exist across the City, be offered consistently, and be complemented by education and resources to support individual change. All existing initiatives provide a strong foundation and valuable lessons learned in facilitating City-wide employee wellness.

AWARENESS AND EDUCATION

The Wellness Coordinator and BetterHealth Ambassadors will use the annual wellness calendar to plan activities. See Page 28 for the current wellness calendar.

The following approach offers a variety of initiatives offered at intervals ranging from one-day to year-round. Here is an example:

JUL – SEP	OCT – DEC	JAN – MAR	APR – JUN
Ex: City-wide Initiatives			
<ul style="list-style-type: none"> • Leader Wellness Training • Behavioral Health Resources 	<ul style="list-style-type: none"> • Flu/FIT Events • Annual Health & Benefits Fair 	<ul style="list-style-type: none"> • Tobacco Cessation • Personal Health Assessment 	<ul style="list-style-type: none"> • Open enrollment • Run for the Zoo • Blood Pressure Checks
Ex: Department Initiatives (Supported with Wellness Coordinator resources)			
<ul style="list-style-type: none"> • Resistance band training 	<ul style="list-style-type: none"> • 30-day gratitude mini challenge 	<ul style="list-style-type: none"> • Salad Bar Potluck 	<ul style="list-style-type: none"> • Heart health lunch and learns • Walking groups
Relevant National Health Observances, such as Bike to Work Day and the Great American Smokeout will also be promoted to align with City employee wellness initiatives.			

The calendar focuses on major and preventable health risks to align communication and programming efforts across the City throughout the year. Aligning efforts with relevant National Health Observances increases the odds that messages seen at work will be reinforced by messages on television and local event planning.

Quarterly themes may be selected in future if deemed to affect positive change in the workplace.

The creation of an annual wellness calendar unites various departments while also allowing departments to choose the programming, most suitable to them. The Wellness Coordinator will provide resources and tools to BetterHealth Ambassadors and leaders that support themes and initiatives as appropriate.

BetterHealth Ambassadors will provide awareness materials and educational programming.

To support the annual wellness calendar topics, national health observances, and information about health benefits, the Wellness Coordinator will provide BetterHealth Ambassadors with educational materials for distribution through the departments. To increase the impact of education efforts, the Wellness Coordinator will also provide suggested strategies for promoting and sharing this information, as well as research and provide local speakers that departments can draw upon for lunch and learns. To assure that communications reach employees, onsite Human Resource contacts and BetterHealth Ambassadors will assist in posting materials provided by the Wellness Coordinator. In addition, Johnny Boards have been set up at multiple satellite, Pino Yards, and Solid Waste locations to reach employees with less access to email.

Examples of potential BetterHealth Ambassador-led awareness and education:

- Take the stairs campaign
- How much sugar is in your drink? demonstration
- Stretch break
- Wellness exam campaign

PROGRAMS

The Wellness Coordinator will offer the Personal Health Assessment to all City employees.

The Personal Health Assessment (PHA) is a questionnaire that gathers self-reported health information to determine current health-related behaviors, attitudes, and overall well-being. The PHA will inform employees about the health impacts of their lifestyle choices and is used as a tool to help employees develop a targeted health improvement strategy.

The Wellness Coordinator will develop a promotional strategy to encourage participation, and help people make the most of their PHA results. All individual results for the PHA are completely confidential. The Wellness Coordinator will be able to use aggregate results to track the impact of the wellness plan and the overall well-being of employees. Department leaders and BetterHealth Ambassadors can support PHA participation by taking the assessment and using department-specific communication channels to spread the word.

The Wellness Coordinator will also offer the Wellness Culture Survey to all City employees at a three year interval to measure and improve employee working environments as it relates to health and wellness.

The Wellness Coordinator will offer biometric screenings to all employees during open enrollment and the Annual Health & Benefits Fair. In addition, the Wellness Coordinator will work with departments to schedule biometric screenings.

The Wellness Coordinator will collaborate with BetterHealth Ambassadors and department directors to offer biometric screenings.

Biometrics screenings are offered to employees, spouses and domestic partners at open enrollment event in May and the at the annual Health & Benefits Fair in October.

The Wellness Coordinator will collaborate with BetterHealth Ambassadors or department leaders to offer biometric screenings onsite for departments by request. These screenings will be used to engage individuals in their own health, communicate the value of preventive care, and encourage an active relationship with their treating physician. The screening provides measures of cholesterol, blood sugar, blood pressure and body mass index. Biometric screenings provide valuable feedback to employees about their cardiovascular risk factors. Upon completion of the biometric screening, the employees receive an immediate review of all results and recommendations for improvement. Screening events are an excellent opportunity to make employees aware of programs and benefits that are personally relevant and beneficial. Department leaders and BetterHealth Ambassadors can support biometric screening participation by attending the screening, reminding employees through department specific communication channels and offering alternatives to employees who cannot participate the scheduled time.

To coordinate the screenings, BetterHealth Ambassadors will need to decide if it is appropriate to partner with other co-located departments to maximize resources, or if multiple screenings will be needed at multiple locations.

The Health and Wellness Coordinator will collaborate with department contacts and BetterHealth Ambassadors to host onsite flu shot clinics at departments.

Onsite flu clinics increase immunization rates by increasing convenience. Onsite flu shot clinics are free for employees, but quantities are limited.

The Wellness Coordinator will administer City-wide wellness challenges.

One to four City-wide challenges will be administered annually. Challenges are typically four to ten weeks in duration and encourage specific behavior change. Wellness challenges require careful crafting to remain aligned with evidence-based recommendations and engage higher risk individuals. For example, a weight loss challenge may encourage participants to lose a significant amount of weight in a short period of time, inadvertently promoting unhealthy eating habits that are unsustainable. If a physical activity challenge rewards individuals for logging the most steps in the shortest time, it will dissuade less active employees from participating. Because these challenges are being offered to the entire population, challenges typically focus on promoting behaviors that are beneficial to the general population, such as healthy eating, physical activity, weight management, and stress management. Department leaders and BetterHealth Ambassadors can support challenge participation by registering or starting a team, using department-specific communication channels to spread the word, implementing complementary programming like a walking group during a physical activity challenge, hosting a kickoff, and offering prizes to those who register for the challenge by a specific date.

The City provides an Employee Assistance Program (EAP).

Currently, EAP offers voluntary, confidential, no cost brief solution-focused counseling and information program for employees and their family members. EAP staff are licensed counselors and psychotherapists who provide assessment, short-term therapy (up to six sessions), referrals and follow-up for individuals, couple, families and groups regarding personal or work-related issues such as stress, marital conflicts, family and relationship problems, anger management, substance abuse, work performance issues, emotional difficulties, and any concern that becomes a problem in one's life. EAP staff offer consultation to City supervisors, managers, and human resource professionals. The EAP staff is also available for meditation/conflict resolution sessions, workplace violence prevention and Critical Incident Stress Debriefings following a traumatic event.

The City's Health Plan provides many Behavioral Health Services.

Behavioral health services are made available at no cost as in person visits, online support, phone and text therapy. See Page 37 for a comprehensive listing of behavioral health resources available to City employees and eligible family members.

City employees have access to City and County community centers.

City employees have access to City and County community centers at no or low cost.

The City's Health Plan provides a gym membership benefit for all benefit's eligible employees and family members.

Employees must enroll for the gym benefit during open enrollment. The benefit is no cost but is a taxable benefit. Employees will be taxed a small percentage based on their salary.

Departments will offer wellness classes.

The BetterHealth program offers a variety of wellness classes and the wellness coordinator will assist any department leaders or BetterHealth Ambassadors interested in offering wellness classes onsite. = BetterHealth Ambassadors will report back on classes offered, participation and satisfaction as applicable.

The BetterHealth program also offers more targeted and extended courses, such as the Diabetes Prevention Program for individual with pre-diabetes.

The wellness coordinator will identify evidence-based wellness services.

Three health risks were identified in the development of this 5-year wellness plan: cardiovascular disease, diabetes, and cancer.

A variety of health behaviors can impact these conditions: use of preventive services, physical activity, healthy diet and eating habits, healthy weight, not smoking and using other forms of tobacco, normal blood pressure, normal cholesterol and triglyceride levels, stress management, sleep and sufficient social support.

The wellness coordinator will evaluate services offered through the health plan as well as other vendors to determine the personal services that will have the most impact on the health outcomes and healthcare costs of employees. Some services may be appropriate to offer in the workplace while others may be accessible outside of work.

The BetterHealth program will pilot health coaching service onsite. Wellness coaching allows individuals to work independently online or one-on-one with a wellness coach to set goals, take action toward meeting those goals, and overcome barriers in adopting a healthier lifestyle. Onsite health coaching may be scheduled by departments.

The Wellness Coordinator will apply for healthy worksite awards.

The wellness coordinator will review awards for healthy worksite, such as the American Heart Association's Fit-Friendly Workplace and the Produce for BetterHealth Foundation's Role Model Award.

Departments will review safety policies and align with wellness as appropriate.

Departments should ensure that injury and illness prevention programs are up-to-date and actively monitored. Though not part of the wellness plan, safety is a critical component to employee health and well-being. Departments can consider involving Safety Officers as BetterHealth Ambassadors, and addressing workplace safety as part of their departmental wellness program offerings.



DATA, EVALUATION AND REPORTING

CULTURE OF WELLNESS DATA

- Leader Survey
- Department Culture Assessment
- Department Wellness Program Surveys
- Program Participation
- Program Feedback

WELL-BEING DATA

- Personal Health Assessment (PHA)
- Biometric Screenings
- Engagement in Preventive Care

HEALTH OUTCOMES AND COST DATA

- Medical Plan Claim Information
- Healthcare Costs

EMPLOYMENT DATA

- Leave
- Workers' Compensation
- Job Category

Insurance and Benefits administer health insurance benefits for City employees, retirees and their eligible family members. As such it will manage data collection and analysis related to health metrics for this population, in accordance with federal laws that protect individual privacy. The chart above outline four types of data that will be collected in conjunction with the wellness plan.

Comprehensive performance measurement is a critical component of the wellness plan and will include data collection and tracking, evaluation, and results reporting. Evaluation will be completed at various times throughout the program. This will ensure that programs are succeeding, measure participant satisfaction, guide future programming, and measure progress toward short-term and long-term objectives. In the short-term, baseline information will be used to guide programming choices and refine the performance measurement process. In the mid-term, reported results will identify potential trends in employee health and inform wellness program development. In the long-term, results of the performance measurement program will identify trends in employee engagement, health risk factors and healthcare costs, which will be used to evaluate the impact and merits of the wellness plan.

DATA SOURCES

The BetterHealth Program will use a variety of tools to access the adoption of a culture of wellness.

- The wellness coordinator will administer a Culture Survey in FY20, FY23 and as scheduled following. Questions review organizational support of wellness and policies and environmental factors related to wellness such as tobacco control, nutrition, physical activity, weight management, stress management. Employees will report their perceptions about the employer's and managements support of wellness programs.
- BetterHealth Ambassadors will complete periodic Department Wellness Program Surveys that reports needs and interests of the department as well as usefulness of training and materials, program offered, participation, and employee satisfaction.

- The wellness coordinator will report participation in City-wide initiatives, such as challenges, participation in programs offered by department, and participation in any targeted programs.
- In addition to these quantitative measures, the BetterHealth program will seek ongoing employees, BetterHealth Ambassador, and leadership feedback on the adoption of a culture of wellness.

The BetterHealth Program will assess employee well-being.

The Personal Health Assessment (PHA) provides valuable information about individual lifestyle choices, attitudes, and feelings related to their well-being. All individual information is completely confidential. The PHA provides the City with a baseline to assess the wellness program as well as insight into what interventions are most appropriate for this population.

An important component of well-being is proactively taking care of one’s health. The wellness coordinator will work with the health plan to assess employee participation in age and gender appropriate preventive screenings and visits. To promote engagement in preventive care, the wellness coordinator will offer biometric screenings onsite at departments. Participation in biometric screenings provides the participants with insight into their cardiovascular risk and reminds them of the importance of preventive screenings and having a relationship with their treating provider. Survey feedback from the screenings will provide the wellness coordinator insight on the value of these screenings. Onsite biometric screenings allow departments to demonstrate their commitment to the wellness of employees and allow promotion of support services.

The BetterHealth Program will track health conditions and healthcare costs using claims data.

The Department of Insurance & Benefits will use a claims database that will enable streamlined tracking and reporting of claims data from the health plan. This database will contain medical and Rx claims and will form the core of the benchmarking system. The claims database will provide information necessary for cost analysis, quality metric improvement, plan design based on coverage and utilization and rate setting.

The BetterHealth Program will report on health risk management services provided by the health plan.

Assessment of existing services offered by the health plan, such as telephonic wellness coaching and disease management, is needed. The wellness coordinator will work with the health plan to improve the understanding of the utilization and impact of these programs and provide a summary of findings and recommendations for improvement in 2021. Participation in other behavioral health services offered will also be reported.

EVALUATION

The wellness coordinator and departments will use interest and satisfaction surveys to guide programming efforts.

In addition to using objective data to inform the target of programs and best practices to identify the most appropriate interventions, the wellness coordinator and BetterHealth Ambassadors will use a variety of interest and satisfaction surveys to inform decisions about program planning. For example, sample surveys were provided to all BetterHealth Ambassadors at their training if they wanted to gain further insight on needs and interests of their department. Surveys will also be administered at department biometric screenings. At the end of all wellness presentation series a satisfaction and recommendation for future topics survey will be administered. Other avenues for seeking employee feedback include City-wide surveys and focus groups.

The wellness coordinator will survey BetterHealth Ambassadors on training and materials.

To assure the wellness program support provided is valuable to departments, satisfaction questions will be included as part of the final BetterHealth Ambassador meeting each December.

The wellness coordinator will survey leaders to identify their needs.

In FY 20 and again in FY 23, a survey will be administered to Directors, Managers and supervisors asking for feedback on materials provided and ideas to better support the leaders in promoting wellness. In addition, attendees at each leadership training will receive satisfaction questions.

REPORTING

The wellness coordinator will deliver an Annual Wellness Report.

The report will include the following components:

CULTURE OF WELLNESS

The culture of wellness section addresses the progression towards adopting practices that support wellness in the workplace. Data to assess this will come from:

- City-wide policy changes
- Culture assessment results
- Wellness Program surveys
- Personal Health Assessment or survey questions related to workplace culture and the support of leadership.

Department Scorecard

The scorecard will set annual criteria to assure that the wellness program is implemented, and participation goals are met. Data to assess this will come from:

- Leadership training attendance records
- Champion training attendance records.
- Department Wellness Surveys completed by BetterHealth Ambassadors.
- Personal Health Assessment (PHA) participation rates
- Challenge participation rates
- Other wellness program participation rates as appropriate.

Targeted Program or Pilot Program Outcomes

An evaluation of any specific targeted programs or pilot programs will be provided.



LOGISTICS

THREE-YEAR PLAN HIGHLIGHTS

2020-2021	2021-2022	2022-2023
GOAL		
Communicate the value of employee wellness to the City. Build infrastructure and collect baseline well-being data.	Promote personal engagement in improving well-being and continue department level healthy habit initiatives.	Expand services and expand target population to include family members.
INCENTIVE STRATEGY		
Reward completion of the Personal Health Assessment (PHA).	Reward action toward well-being with incentive.	Consider plan design changes, such as points program to reward action toward well-being.
MAJOR ACTIVITIES		
<ul style="list-style-type: none"> Engage Leaders Continue to build BetterHealth Ambassador network Assess baseline culture Personal Health Assessment (PHA) 	<ul style="list-style-type: none"> Direct employees to existing services to improve their well-being Promote challenges Expand biometric screenings to departments City-wide challenge Personal Health Assessment (PHA) 	<ul style="list-style-type: none"> Expand services to include more targeted services based on health risks. Reassess Culture City-wide challenges. Survey Leaders Personal Health Assessment (PHA) Family programming
DATA, EVALUATION, REPORTING		
<ul style="list-style-type: none"> Develop department head scorecard Annual Report 	<ul style="list-style-type: none"> Department head scorecard results Department Wellness Program Surveys Annual Report 	<ul style="list-style-type: none"> Analysis of past three years Culture Assessment comparison Leader Survey comparison PHA comparison 5-year strategy



TOOLS

THIS SECTION PROVIDES TOOLS AND RESOURCES TO ASSIST LEADERS IN THEIR ROLE OF SUPPORTING AND ROLE MODELING WELLNESS.

- BetterHealth Program Calendar
- Educational Presentation: Employee Wellness
- Staff Meeting Agenda
- Culture Audit Flip Book
- Monthly Health Observances Talking Points
- Behavioral Health Resources
- Daily Stretches
- Health & Wellness Leadership Coaching
- Wellness Coordinator Contact Information (provide feedback, request wellness information or training for employees.)
- BetterHealth Ambassador Contact List
- Wellness websites: Eweb & Wellness at Work

2021 BetterHealth Program



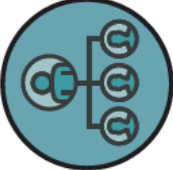

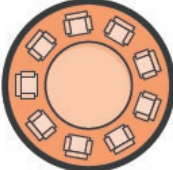
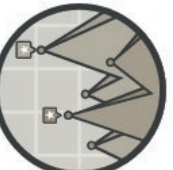


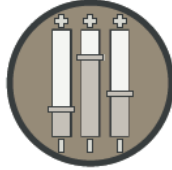
INITIATIVES	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
One-Day Events					Run for the Zoo and Walk with Us too!	Annual Health Academy				Annual Health & Benefits Fair (Oct 29)		
Assessment & Screening	Personal Health Assessment (PHA)											
	Mobile Health Center											
					Open Enrollment				Flu/IT Events (Flu Shot and Colorectal Cancer Assessments)			
					Mammography Van Screenings					Mammography Van Screenings		
BetterHealth Ambassador Training	BetterHealth Ambassador Training		BHA Meeting			BHA Meeting			BHA Meeting		BetterHealth Ambassador Application	BHA Meeting
Blood Pressure												
Diabetes Prevention												
Nutrition												Onsite Cooking Demo with 'Maintain Don't Gain Challenge'
Physical Activity												
Stress Management												
Tobacco Cessation												
CABQ Leaders												



BetterHealth

- Wellness Programs throughout the year at NO COST to employees
- Blood Pressure Stations at more than 80 work locations across the city
- Nutrition, Diabetes, and Weight-Loss Programs
- Mindfulness Based Stress Reduction
- Mother's Room
- Quit for Life – A Tobacco Cessation Program
- Annual Health Fair

WELCOA's Seven Benchmarks of Results-Oriented Wellness Programs

	BENCHMARK 1 Committed and Aligned Leadership		BENCHMARK 4 Crafting an Operating Plan
	BENCHMARK 2 Collaboration in Support of Wellness		BENCHMARK 3 Collecting Meaningful Data to Evolve a Wellness Strategy
	BENCHMARK 5 Choosing Initiative that Support the Whole Employee		BENCHMARK 6 Cultivate Supportive Health Promoting Environments, Policies and Practices
			BENCHMARK 7 Conduct Evaluation, Communicate, Celebrate, and Iterate





BetterHealth

PERSONAL HEALTH ASSESSMENT

- Complete your Personal Health Assessment every Fiscal Year and receive a \$25 Gift Card
- Both employee and spouse or Domestic Partner are eligible each Fiscal Year (July through June)

Visit [cabq.gov/benefits/insurance-benefits/health-plan-benefits](http://www.cabq.gov/benefits/insurance-benefits/health-plan-benefits) for instructions
<http://www.cabq.gov/humanresources/employee-benefits/insurance-benefits/health-plan-benefits>



NAME OF MEETING OR GROUP
DATE
LOCATION, TIME

GROUND RULES:

- Give high priority to all meetings
- Be open-minded; respect viewpoints; take nothing personally.
- Read meeting materials ahead of time.
- Meeting \leq 60 minutes must include a 5-minute break.
- 5 minutes or less for attendee well-being recommended for all meetings.

MEETING ATTENDEES:

AGENDA

Topic	Facilitator Name	Time
Introductions		XX:XX – XX:XX
Seated stretch		XX:XX - XX:XX

NEXT MEETING DATE:



Managers on the Move in Action

CULTURE AUDIT FLIP BOOK GUIDELINES

The Culture Audit Flip Book is designed to generate more authentic conversations around culture within your team. A first step in improving the culture of a team or of an organization is to assess and engage in an honest dialogue. This flip book can serve as a wonderful tool for sparking conversation within your team – either in one-on-one conversations or as a group.

Below are the questions you can ask your team members (and in this order):

- If you were to ask the average employee in our organization to identify the image that best depicts their day-to-day experience when they are at work, which one would they pick?
- What about the average member of our team? Which one would they pick?
- How about you? Which one of these images best depicts *your* day-to-day experience at work?
- Now, pick the one that best depicts where you would *like* to be.
- How about where you would like to see the team?
- And, how about the organization?

A couple of tips along the way:

- Let people know that it's OK to select the same image for any of these prompts.
- Follow up with "Tell me more..." instead of "Why?" (The former invites more of a conversation and is less likely to put the other person on the defensive.)

Follow up these prompts with broader questions about culture and well-being. Below are some sample ones you might consider.

- What does this exercise tell us about the culture of our team?
- How about our overall well-being?
- What steps might we take together as a team?
- What do you need from me as your team leader?

For more information, contact Laura Putnam, author of Workplace Wellness That Works and CEO of Motion Infusion at laura@motioninfusion.com.

Follow Laura on LinkedIn at [LinkedIn.com/in/lauraputnam](https://www.linkedin.com/in/lauraputnam) or on Twitter @motioninfusion.



Talking Points for 2021 Wellness Themes

RESILIENCY

- Resilience is the ability to recover quickly or 'bounce back' from difficulties.
- Taking the time to build and cultivate resilience is probably one of the single best things you can do to improve your health, relationships and happiness levels.

Work on one or several of these resilience-boosting skills. The more you practice them, the better you'll become at dealing with challenges and improving resilience over time.

- Increase optimism. To build optimism, focus on what you can do when faced with a challenge and identify positive, problem-solving steps that you can take.
- Strengthen connections. Support systems can play a vital role in resilience. Bolster your existing social connections and relationships and find opportunities to build new ones.
- Be Active. Activity and exercise have been correlated with stronger levels of resilience. Adding a regular exercise, or movement activity habit to your lifestyle can benefit you in more ways than one.
- Eat Well. Stress causes inflammation, and less-healthy food choices can contribute to inflammation.

To boost your resilience, eat nutritious meals. that include an abundance of antioxidants from fruits, veggies, and whole grains. "Nutritious" does not have to mean complicated – nutritious meals can be simple and easy to prepare!

- Reframe your situation. Reframing involves changing your perspective on a given situation to give it a more positive or beneficial meaning to you. It helps to challenge the implied assumptions behind your thoughts. Even when our inner voice has something negative to say, a positive intention can be found if we look for it.
- Take a journey of Self-Discovery. Self-discovery can mean learning something new about yourself or it can also be about learning to do something new. It could be a skill, an interest or a hobby that you continue to develop.

HEART HEALTH

- It is recommended by the American College of Sports Medicine (ACSM) to get 30 minutes of moderately intense physical activity on most, and preferably all, days of the week.
- Exercise is a key component to your overall heart health and wellness.

NUTRITION

- When trying to eat healthy, one of the best ways to stay on track is to prepare your own food.
- Packing your lunch can help you eat balanced, well-portioned meals and save money and time.
- To ensure you are eating a balanced meal follow this guideline: Fill half of your plate with non- starchy vegetables, one quarter with lean protein, and one quarter with whole grain or starchy vegetable.

SLEEP HEALTH

- Sleep is involved in healing and repair of your heart and blood vessels. 6 steps to better sleep.
- Stick to a sleep schedule- Set aside no more than eight hours for sleep. The recommended amount of sleep for a healthy adult is at least seven hours. Try to go to bed and get up at the same time every day.
- Pay attention to what you eat and drink. Don't go to bed hungry or stuffed. Try and avoid heavy or large meals within a couple hours of bedtime.
- Create a restful environment. Creating a room that's ideal for sleeping. Often this means cool, dark, and quiet.
- Limit daytime naps. If you choose to limit yourself to up to 30 minutes and avoid late in the day.

- Include physical activity in your daily routine. Regular physical activity can promote better sleep.
- Manage worries. Try and resolve your worries or concerns before bedtime. Jot down what's on your mind and set it aside for tomorrow. Building and Cultivating Your Resilience!

MENTAL WELL-BEING

- If you want to be happier, studies suggest that you should focus on your relationships and social connection.
- Be a good listener. Connect better with people by showing empathy and understanding to their stories, hardships and passions.
- Practice gratitude. Appreciate all the social connections you have today, as well as those in the past that may have had an influence on your life.

BRAIN HEALTH

- Physical Exercise improves blood flow and memory, boosts brain power and learning, improves mood, enhances concentration, improves balance, and increases decision-making skills.
- Nutrition is a critical component of brain health. Research indicates that the Mediterranean diet may reduce the risk of Alzheimer's disease. Omega-3 rich fish, green leafy vegetables, olives, nuts and whole grains maintain brain health.
- Sleep and Relaxation improve your immune function and may reduce the buildup of abnormal proteins in the brain called beta-amyloids. Meditation, stress reduction, positivity, gratitude and happiness can support brain health.
- Social Interaction, stimulating conversation and spending time with family and friends protects you against memory loss.
- Controlling Medical Risks such as hypertension, diabetes, obesity, high cholesterol, and head trauma protect your brain.
- Mental Fitness is just as important as physical fitness and it too can be trained! The old saying "use it or lose it" has never been truer than when it comes to mental fitness. Study, learn new languages, partake in hobbies, enjoy the arts, and play!

ENVIRONMENTAL AWARENESS

- The core principle of environmental wellness is respect—respect for all nature and all species living in it.
- Environmental wellness does not mandate that you join a movement or organization, but it does encourage you to practice habits that promote a healthy environment.
- When you become environmentally aware, you will be able to realize how your daily habits affect the environment.

Suggestions to help you become more environmentally aware.

- Conserve energy.
- Recycle.
- Volunteer with environmental organizations.
- Become aware of Earth's natural resources. Identify and understand the role of our natural resources.
- Spend time outdoors and boost your vitamin D at the same time!

FINANCIAL HEALTH

- Financial wellness is about being confident about your financial situation and feel well equipped to handle unexpected expenses in the future.

Here are some ways you can work your financial muscles!

- Talk with your company's Retirement Plan Advisor to see if you're taking advantage of all the benefits of your company's retirement plan.
- Start a budget- and stick to it! There are many great website and apps to help with this.

PREVENTIVE HEALTH

- When you see your primary care provider for an annual checkup you can ask questions, get important screenings and vaccinations, and identify risks early so you can better protect your health.
- Schedule your annual checkup and use this checklist to help you start the conversation with your primary care provider.
- If you or someone in your household would like to quit tobacco, the Quit for Life program is confidential and available to employees and family members at no cost. Visit eweb for website and phone number.

MUSCULOSKELETAL HEALTH

- A musculoskeletal disorder is an injury or disorder to the human body's musculoskeletal system. The system is made up of tendons, ligaments, nerves, soft tissue, and is designed to enable your body to move.
- Musculoskeletal Disorders are the leading cause of pain, suffering and disability in the American workplace.

Take steps to improve the strength of your musculoskeletal system:

- Move more- Bones, muscles, and joints need movement to stay healthy
- Eat a balanced diet- Proper nutrition is just as important to musculoskeletal health as it is to overall health. Eating a balanced diet that includes whole fresh foods and try to avoid processed foods.
- Go outside- The sun helps bodies produce Vitamin D, which helps us absorb calcium and strengthen bones.
- Do weight-bearing exercises- Walking, joggings and resistance exercises such as weightlifting can improve bone density.
- Stay hydrated- Drinking water makes muscles stronger
- Quit Smoking- Smoking contributes not only to cardiovascular disease but also osteoporosis
- Get rest- A good night's sleep helps your body repair

WORK-LIFE INTEGRATION

- Work-life integration is about bringing work and life closer together.
- Build intentional breaks into your day. A simple way to practice work-life integration is to get intentional about taking breaks.

SELF-CARE

- Self-care is any action or behavior that helps a person avoid health problems.
- Say no to others and say yes to your self-care.
- Take a self-care break and get outside for 15 minutes.
- Take 15 minutes to get organized.



BetterHealth

CITY OF ALBUQUERQUE AND
PARTICIPATING GOVERNMENT ENTITIES

Last updated: May 2019

Better you.



Behavioral Health Services

	Service	Eligibility	Hours	Address	Website	For Appointment
Employee Assistance Program	<ul style="list-style-type: none"> Professional counselors Employee counseling Crisis intervention Referral services Confidential, private, covered by HIPAA. 	<p>Available to employee and household family members</p> <p>No Cost</p>	On Call 24/7 & by appointment	<p>City of Albuquerque 400 Marquette Ave NW, Albuquerque, NM 87102</p> <p>Entities 1240 Pennsylvania NE, Suite C Albuquerque, NM 87110</p>	Eweb/EAP www.solutionsbiz.com	<p>City of Albuquerque Appointment 505-768-4613</p> <p>Entities Appointment 505-254-3555</p>
NM Crisis and Access Line	A professional mental health crisis line. Masters level clinicians provide mental health services to all persons experiencing any kind of emotional crisis, mental health or substance use concern.	<p>Available to employee and household family members</p> <p>No Cost</p>	24/7	Phone Hotline	www.nmcrisisline.com	855-662-7474
Presbyterian Talkspace	<p>Behavioral coaching app ages 18 and older. With Talkspace text therapy you can:</p> <ul style="list-style-type: none"> Engage with a therapist the same day that help is needed, not weeks later Get matched to a therapist based on your unique needs Develop a one-on-one relationship with the same therapist throughout your engagement Live a happier, healthier life 	<p>Available to employee and household family members with Presbyterian Health Plan</p> <p>No Cost</p>	24/7	Remote application and desktop	www.talkspace.com/php	Download on the App Store or Google play
Presbyterian Outpatient Behavioral Health Care	<ul style="list-style-type: none"> Individual and group therapy Medication evaluation Medication management Psychological testing 	<p>Available to employee and household family members with Presbyterian Health Plan</p> <p>Applicable Copayment</p>	Hours vary based on provider	<p>Presbyterian 8312 Kaseman Ct NE Albuquerque, NM 87110</p>	www.phs.org/doctors-services/services-centers/behavioral-health	505-291-5300
Presbyterian Inpatient Behavioral Health Services	<ul style="list-style-type: none"> Acute psychiatric stabilization Diagnostic evaluation Medication management Group therapy Psychosocial evaluation Family engagement Inpatient care for child, adolescent, adult and geriatric patients 	<p>Available to employee and household family members with Presbyterian Health Plan</p> <p>Applicable Copayment</p>	M-F 6am-7pm, Weekends/ Holidays 3pm-5pm	<p>Presbyterian Kaseman Hospital 8300 Constitution Blvd NE, Albuquerque NM 87110</p>	www.phs.org/doctors-services/services-centers/behavioral-health	505-291-2560



BetterHealth

CITY OF ALBUQUERQUE AND PARTICIPATING GOVERNMENT ENTITIES

Better you.



Behavioral Health Services

Last updated: May 2019

	Service	Eligibility	Hours	Address	Website	For Appointment
Wellness at Work resources	<ul style="list-style-type: none"> • Online portal • Create personalized health improvement plans • Personal Health Assessment (PHA) • Biometric screening results • Workshops • Articles and much more! 	<p>Available to benefits-eligible employees, spouses and domestic partners.</p> <p>No Cost</p>	24/7	Desktop application	www.mypres.org	Access through MyPres
On to Better Health	<ul style="list-style-type: none"> • Online programming for common challenges, such as trouble sleeping, feeling down, feeling tense or anxious. • Helpful tips and videos based on your interests and needs. 	<p>Available to employee and household family members with Presbyterian Health Plan</p> <p>No Cost</p>	24/7	Series of applications available remote and desktop	www.ontobetterhealth.com/php	Download on the App Store or Google play
Stress Stop	<p>Online suite of stress management and resilience-building resources which includes:</p> <ul style="list-style-type: none"> • Training videos • Relaxation music • Meditation • Stress tests • A journaling feature and much more 	<p>Available to benefits-eligible employees, spouses and domestic partners.</p> <p>No Cost</p>	24/7	Remote application and desktop	https://mystresstools.com/registration/tsg-coa	Access through www.solutionsbiz.com

<5 minutes of Wellness in the Office

What about leading your team in daily stretches? Here are some to get started:

SET YOUR BASE

1. Set feet apart (need support of legs and torso).
2. Sit forward on chair and breathe fully.

HANDS AND WRISTS

1. Z's – Press palms together, fingers in opposition to create a 'Z' shape.
2. Wrist Rolls – Clasp hands together; roll hands in both directions.

SHOULDERS AND NECK

1. Chest opening – Clasp hands behind; reach interlaced hands behind and up.
2. Neck Rolls – Drop head to one side, roll through center, turn chin toward shoulder, nod up and down; reverse direction.

SPINE

1. Spinal Extension/Flexion – Arch the back, inhale; round the back, exhale.
2. Spiral Staircase – Rotate the spine from the sacrum to the top of the head while keeping the feet pressing down and out against the floor; let arms slide naturally.
3. Side Stretches – Stretch to the side, round through center, side stretch, return to upright position; allow arms to hang down naturally.

LEGS

1. Seated Hamstring Stretch – Imagine having a seat belt across the waist, extend one leg forward on to floor, foot flexed, lean forward at the waist.
2. Cross-Over – Calf bone on top of thigh bone, keep foot flexed, drape body over leg; reach arms up and let float out to side as lean forward, let head drop.
3. Calf and Quad Stretch – Come around to back of chair, reach back one leg at a time, press heel down and stretch calf, first with straight leg and then bent; reach back with hand, pick up foot behind you and stretch quad.

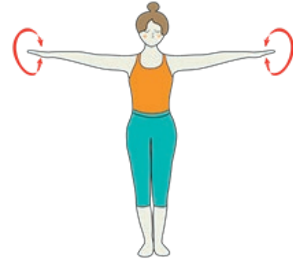
5-Minute Yoga Stretches



1. Palm Tree Pose



2. Upward Salute Side Bend Pose



3. Standing Arm Circles



4. Standing Shoulder Rolls



5. Shoulder Stretch Flow Flexion And Extension



6. Standing Neck Stretch



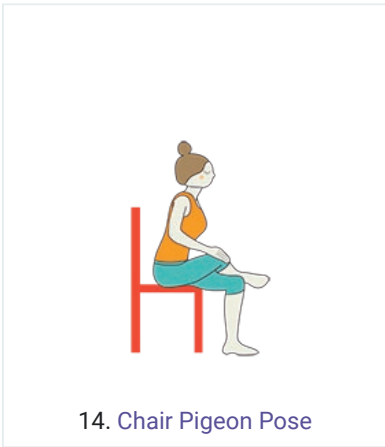
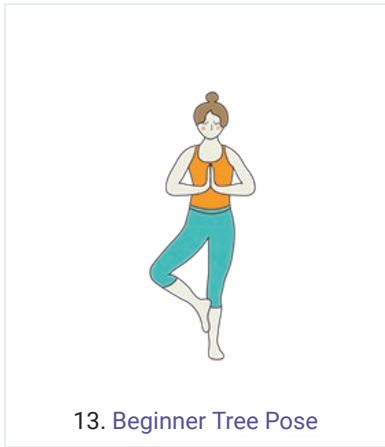
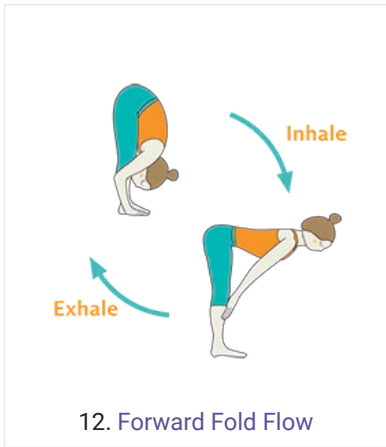
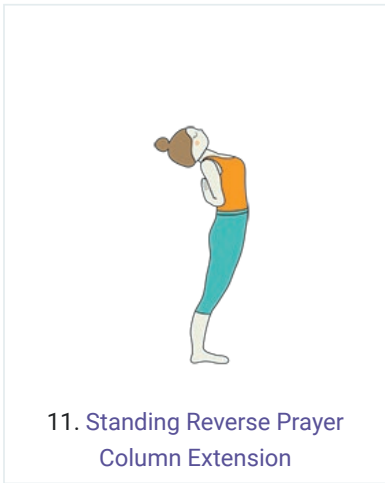
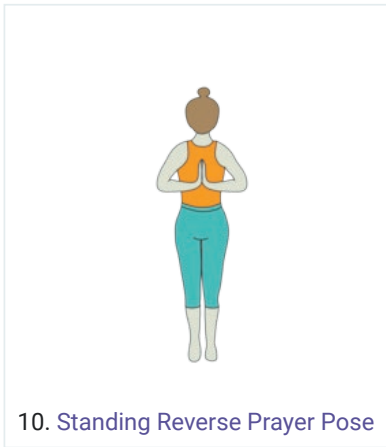
7. Standing Deltoids Stretch

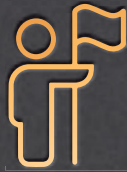


8. Mountain Pose Eagle Arms Beginners Variation



9. Standing Wrist And Forearm Stretch





HEALTH & WELLNESS

LEADERSHIP COACHING

Your leadership position at the City of Albuquerque includes health and wellness services through the BetterHealth Wellness Program.

Your health coach will ensure that you receive preventive screening recommendations to best meet your needs, focusing on important areas of your health, such as heart health, diabetes, physical activity and nutrition.

Appointments take place virtually using a HIPAA-compliant online platform. Together with your health coach, you will work on developing your personal wellness plan to implement throughout the year.

LEADERSHIP COACHING ADVANTAGES:

- Direct access to BetterHealth Wellness Program events and services
- Health coaching and customized wellness plan
- Guided participation and role modeling

Complete the Survey Monkey registration to get started. You will receive a call to schedule your first appointment.

WWW.SURVEYMONKEY.COM/R/CABQVIP



BetterHealth

CITY OF ALBUQUERQUE

Better you.

raChelle Karman
Health and Wellness Program Coordinator
Insurance and Benefits Division
505-768-2921 TTY 711

Wellness Coordinator Contact Information

(provide feedback, request wellness information or training for employees.)

raChelle Karman, MS

Health and Wellness Program Coordinator



400 Marquette Ave, NW, Room 702,
Albuquerque, NM 87102



505.768.2921



rkarman@cabq.gov

2021 BetterHealth Ambassadors

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	Michelle Gonzales	michellegonzales@cabq.gov
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Transit	Brigitte Casaus	brigittecasaus@yahoo.com
	Jonell Tafoya	jtafoya@cabq.gov
Village of Los Ranchos	Danielle Sedillo-Molina	dmolina@losranchosnm.gov
Village of Tijeras	Nick Kennedy	nkennedy@villageoftijeras.com
Water Authority	Kathy Leonard	kleonard@abcwua.org

2020 BetterHealth Staff

Department	Name	Email	Phone	Work Location
HR	Devon Eret	deret@cabq.gov	505-768-2921	7th Floor City Hall, Insurance & Benefits

Presbyterian Healthcare Services/The Solutions Group

Department	Name	Email	Phone	Work Location
The Solutions Group	Liz Chavez	echavez9@phs.org	505-923-5012	Health & Wellness, Presbyterian
	Rachel Mittleman	betterhealthcoach@phs.org		Health Coach (All Employees, Spouses, Domestic Partners)
	Kathy Olson	betterhealthcoach@phs.org		Health Coach (Directors, Managers, Supervisors)

* previous years as a BetterHealth Ambassador

WELLNESS WEBSITES:

EWEB <http://www.cabq.gov/humanresources/employee-benefits/better-health-program>

WELLNESS AT WORK available after logging into your **mypres.org** account

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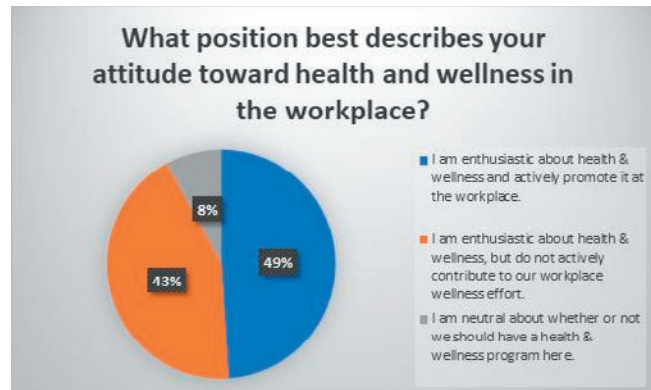
RESOURCES



City of Albuquerque BetterHealth Wellness Program
 Leadership Focus Group Summary Report
 October 1, 2019

EXECUTIVE SUMMARY

- Approximately 35 leaders (Directors, Managers and Supervisors) participated in three separate focus groups
- 390 leaders responded to the CABQ Wellness Leadership Survey
- 92% of responses from the CABQ Wellness Leadership Survey, state they are enthusiastic about workplace wellness



Key Takeaways from Focus Groups

Some Great Ideas	Process Augmentations	Communication Enhancements
<ol style="list-style-type: none"> 1. Monthly or quarterly 5-minute wellness presentations at Director’s meetings 2. Produce and provide an annual wellness calendar 3. Video directive from Mayor Keller that wellness is part of sustainability 4. Provide a leadership tool-kit 5. Provide leadership training and resources on wellness and how to manage it for our staff 6. Create an overall wellness employee participation goal for the city 7. Have Directors participate in short interviews on personal wellness goals and program participation 8. Encourage teaming up with other departments for presentations, participation, or friendly competition 	<ol style="list-style-type: none"> 1. To build commitment from leaders, create a participation check off box for leaders; ask them to check off prior to rolling out initiatives 2. Make wellness culture systemic by leaders modeling messages such as; think through sending that Friday night email, or leaving work on time 3. We don’t talk enough about preventive mental health 4. Dispel concerns, fears or misguided beliefs such as, you can’t take a walk break 5. Individual goals can provide encouragement, bonding, and opportunity to provide resources; therefore, adding a wellness goal to annual reviews could be beneficial 	<ol style="list-style-type: none"> 1. Leaders need and want to understand what the wellness initiatives are, when they’re offered, topic overviews and sending them nudges or reminders 2. Provide more stress and mental health resources 3. Share the message or approaches on how to flex time to fit in wellness 4. Be proactive, empower through information 5. Increase communication on the employee wellness recognition award process; most of the leaders were not aware of this award 6. Less than 10% of employees do performance objectives through talent management. The system is broken; more training and accountability is needed for managers to this process

General Comments and Reminders

- Make wellness fun and make wellness easy
- Give people options
- Two great quotes from managers who use them to encourage wellness participation:
 - “Add days to your life and life to your days”
 - “As we get older, it matters”
- How do you make wellness work for field staff?
- How do you talk to employees about wellness without crossing lines?
- I feel like a hypocrite, I need to practice what I preach
- As leaders we have to be aware of how employees receive wellness information

Constraints

- Time and competing priorities
- Don’t want to be bossy or preachy
- Do as I say, not as I do—not taking time for lunch, etc.
- Schedules not flexible
- Stereotype that we are too busy and there is no time for wellness
- Directors need to support wellness time for their managers and supervisors too
- Schedules are tight so the more lead time the better for participating in wellness initiatives

FOCUS GROUP DETAIL FEEDBACK

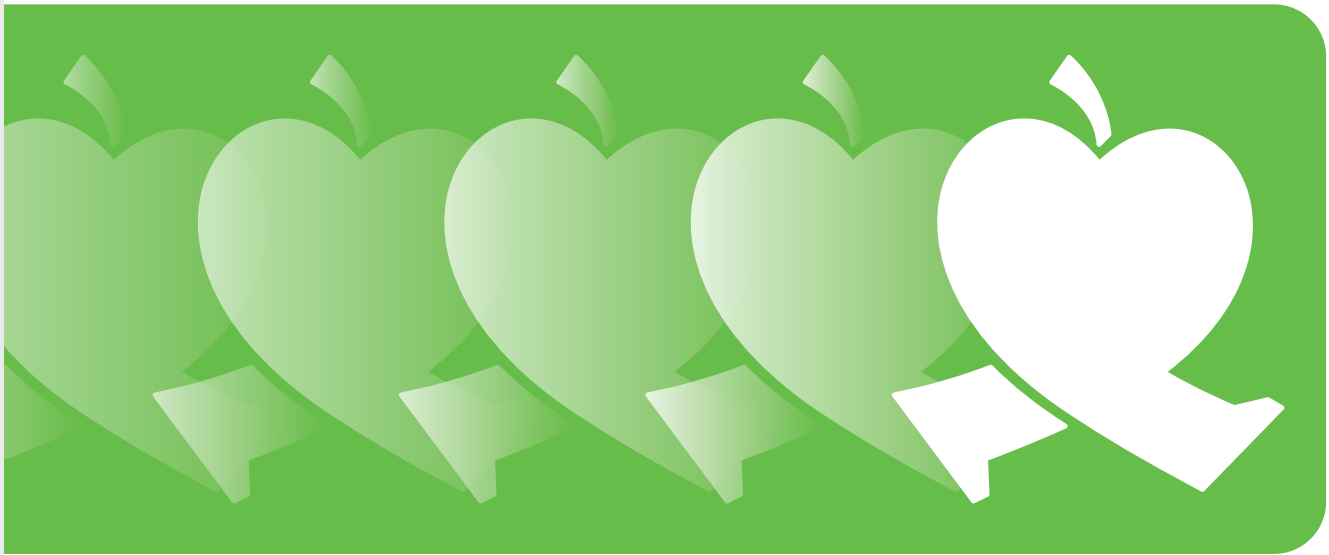
	Ideas for Action or Initiatives	Ideas for Process	Ideas for Communication
SHARING THE WELLNESS VISION	<i>When it comes to participating in wellness initiatives, how can we help you and other leaders be more involved?</i>		
	Monthly or quarterly 5 minute wellness presentations at Director’s meetings.	Provide program information to leaders prior to launching programs to give them the option to commit early and place on calendars.	Explain to leaders why wellness is important and provide direction on how leaders can help.
	Provide a quarterly or annual calendar of events, programs and initiatives.	To build commitment, create a participation check off box for leaders; ask them to check off prior to rolling out initiatives/programs.	Need to understand what the initiatives are and when they’re offered, including: wellness orientation, topic overviews, providing nudges and reminders.
	Create a Leadership Buddy System.		Promote availability of locations and facilities where the services are being offered.
	Encourage teaming up with other departments to participate in initiatives, scheduled presentations, networking and cohorts.		Communicate options for Directors where they can say, “I see myself in this space”; therefore building familiarity with programs and initiatives.
	Video directive from Mayor Keller that wellness is part of sustainability initiative.		
	Pseudo-mandatory meetings to learn about and be given an overview of wellness or programs offered.		
	<i>What resources or training can help you and other leaders with a wellness leadership role?</i>		
	Provide a toolkit with: broad range of topics, talking points, fact sheets per initiative, wellness tips and statistics.	Integrate: what’s in it for the participant, what will they gain by participating, what will the manager gain?	Email key wellness initiative communication directly to Directors.
	Invite BetterHealth Ambassador to staff meetings to hear success stories and hear the energy/enthusiasm for wellness.	Make culture systemic by leaders modeling message, think through sending that Friday night email, or leaving work on time.	Provide stress and mental health resource list.
	Include a wellness activity or initiative in an annual all staff meeting appreciation events.	Encourage taking a break to avoid burnout and increase productivity.	Share message on how to flex time to fit in wellness; reinforce policies so they know what they can do in their 8 hour work schedule.
	Cover wellness within supervisor training and teach leaders how to manage their staff toward wellness.		Customize the wellness newsletter when possible.
	Provide pamphlets on programs for employees who are not online.		The more you (leaders) know, the more they can support wellness.
	Provide training and resources on: role modeling, mental health, emotional struggle, signs of distress, ongoing self-care, how to motivate and encourage.		

SERVING AS A ROLE MODEL	<i>What resources might we leverage to help you and other leaders protect their health and become healthier?</i>		
	Confidential Leader Concierge including: 1-on-1 biometric screening, personal health coaching, action planning, new habit transitioning.	Build easy steps to wellness where possible, i.e., "here is what simple change looks like and this is the positive impact."	Promote local resources listed by location including: gym benefits, APD gym, North Domingo Baca Community Center, other centers and activities.
		Don't validate overworking or working late.	Use breakroom tables for communicating wellness messages such as table tents with healthy option information.
		Allow for more flexibility to get a break, take walks.	
	<i>How can we help you and other leaders be more visible when it comes to our wellness program?</i>		
	Designate a BetterHealth Ambassador for each division.	Create a wellness profile for leaders where it can link to an activity and be quoted.	Highlight the leaders who participate in events such as Run for the Zoo.
	Willing to be part of lunch or launch events, but need lead time.	Check in with BetterHealth Ambassadors; ask How can I help you with your role?	
	Have Directors participate in short interviews on personal wellness goals and program participation.	Capture stories of several leaders who are current active and stand out role models for health lifestyle.	
	Set up City Employee Sports Leagues.		
	Set aside a day to do some activity as a department; sometimes it's nice to do something that is not work related.		
ALIGNING CULTURAL TOUCH POINTS	<i>What opportunities do we have to adopt or strengthen wellness policies?</i>		
	Provide informative information such as high caffeine drinks, better choice stickers on vending machines, etc.	Don't talk enough about preventive mental health.	Strengthen message to employees that wellness is valued and stated in our city goals.
		Provide incentives.	
	Make the employee wellness recognition award more visible.	Recast wellness as sustainability.	Educate leaders on the quarterly employee wellness recognition award process.
		Consider recognition like, small steps to change, for the wellness recognition award.	
	<i>How can we help you and other leaders consistently promote wellness at regularly scheduled staff meetings?</i>		
	Role model ideas: take care of self, change up candy bowl for healthy options; replace bad habits with new, healthy ones.	Develop this habit. Provide mechanism to make it a habit to include wellness in staff meetings.	Be proactive, empower through information.
	Have periodic (quarterly, monthly) active gatherings; e.g. department swim, yoga, team bonding.	Dispel concerns, fears, or misguided beliefs that you can't take a walk break, or clear your head during work hours.	
MONITORING & CELEBRATING SUCCESS	<i>How can you and other leaders be held accountable to participate and promote BetterHealth programs?</i>		
	Offer points for participating and engaging.	Make sure managers and supervisors have broad spectrum of wellness resources, topics, and tools to share to support employees.	Tie safety, workforce compensation, healthcare savings correlation to wellness.
	Create light and fun competition between departments.	Have BetterHealth Ambassador at every location; help them utilize their time well in this role.	When leaders show up to activities, then more employees will show up too.
	<i>What do you think about including a wellness goal in performance objectives for each employee?</i>		
	Create an overall goal for the city instead of individual goals.	Individual goals can provide encouragement, bonding, and opportunity to provide resources.	Talk can lead to some understanding for flexibility.
	Provide some question examples to open the conversation.	Make it optional and at the discretion of the employee and no ratings.	Less than 10% of employees do performance objectives through talent management; this system is broken.

BetterHealth

5-YEAR STRATEGIC PLAN

Fiscal Years 2019-2023



BetterHealth Worksite Program for City of Albuquerque and 17 Government Entities

The 5-Year Strategic Plan is a focus tool to collaboratively create a supportive, health conscious work environment and provide programs to improve physical activity, nutrition and brain health. Science based strategies will be used to reach employees and their families. Positive changes that emerge over five years will demonstrate to Albuquerque citizens, businesses, and other governments that the City of Albuquerque truly values health and well-being.



City of Albuquerque | Human Resources Department | Insurance and Benefits Division
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CITY OF ALBUQUERQUE

Office of the Mayor/ Chief Administrative Officer



June 5, 2018

Dear Colleagues:

The health and well-being of City of Albuquerque employees and their families matter greatly and we are committed to supporting a culture of health. The goals outlined in the BetterHealth Worksite Wellness Program 5-Year Strategic Plan provide an effective roadmap for advancing healthy lifestyles and reducing medical costs.

We recognize the progress, efforts, and achievements of the many who have contributed to the City's worksite wellness program. We want to build on this success over the next five years so employees value wellness benefits. Even more than before, we want to encourage employees to get involved and continue telling others how the wellness program makes the City of Albuquerque a desirable place to work, thereby retaining talented employees.

We understand that by creating a health conscious work environment and extending efforts to family members at home, we can help to create an environment that supports all of our wellness goals. We recognize that healthy employees tend to have high morale, use sick leave less often, and tend to be more productive and positive at work. By providing new and effective initiatives to enhance knowledge and skills around eating healthy food, getting enough physical activity, improving our minds, and completing health screenings at appropriate intervals, we will succeed together.

We encourage senior leaders, directors, and managers to role model and share in this commitment to better health. We will also share in the vision of a healthy work culture and support all employees with living healthier lives. All leaders are encouraged to participate, engage employees in health and wellness programs, and contribute to related collaborative projects. Together, we can manage our limited financial resources to effectively implement proven strategies that will promote good health.

This comprehensive 5-Year Strategic Plan demonstrates our dedication to the mission of enhancing the quality of life of employees and their families. The City of Albuquerque will continue serving as a healthy role model organization to other governments and businesses as we achieve the goals set forth in this plan.

Best regards,

Timothy M. Keller
Mayor

Sarita Nair
Chief Administrative Officer

Albuquerque - Making History 1706-2006

EXECUTIVE SUMMARY

The BetterHealth Employee Wellness Program 5-Year Strategic Plan for Fiscal Years 2019-2023 is a comprehensive guide to address increasing medical costs for the City of Albuquerque and 17 participating government entities enrolled in the City's health benefit plans. Some medical costs associated with certain chronic conditions can be prevented by reducing modifiable risk factors of poor nutrition, insufficient physical activity, and tobacco use. Programs over the next 5 years will enhance knowledge and skills around quitting smoking, mindfulness, what and when we eat, and how physically active we are. New programs will be introduced on the importance of sleep and how thoughts, emotions, and sense of direction influence health behaviors. During the 5-year timeframe, strategies also will be implemented to enhance support for health behaviors from co-workers, managers, and supervisors.

The City of Albuquerque will work with numerous external and internal wellness partners, the BetterHealth Wellness Committee, and BetterHealth Ambassadors to accomplish the four goals outlined in the plan:

1. Deliver practical and accessible programs to prevent, detect, and reduce modifiable risk factors for cardiovascular disease, diabetes, and cancer.
2. Create a health conscious work environment.
3. Build wide support, collaboration, and organizational alignment.
4. Evaluate and continuously improve initiatives.

New initiatives will be adopted over five years to capture leadership support, enhance cohesiveness among existing wellness teams, and create the supportive health environment at work that is necessary for employees to thrive. New and effective programs also will be adopted to reach more employees than in previous years.

All BetterHealth programs will reach City of Albuquerque employees, and many will reach spouses, domestic partners, and additional family members living in the household. The 17 government entities participating in the City's medical plan are encouraged to participate in wellness benefits offered through the medical plan and to align their own employee interventions with priorities contained in this strategic plan.

A comprehensive marketing plan will be employed to ensure all employees are aware of services available to them.

Interventions will be evaluated and results will be analyzed to determine if financial and human resources are being used effectively and if any changes should be made in future years. An annual progress report will be delivered to senior leaders and other key stakeholders.

DESCRIPTION

The BetterHealth Employee Wellness Program 5-Year Strategic Plan for Fiscal Years 2019-2023 is a comprehensive guide to address high annual medical costs for the City of Albuquerque and 17 participating government entities enrolled in the City's health benefit plans.

The BetterHealth Employee Wellness Program is dedicated to supporting the City of Albuquerque Mission:

*"We, the employees of the City of Albuquerque, pledge to provide our citizens with courteous, efficient and timely professional service. As guardians for future generations, we will work to create a safe and sustainable community in which we and our children enjoy adequate water resources, a clean environment, **good health**, transportation, recreation and other services intended to improve and enhance the **quality of life** within our city."*

BetterHealth Mission – Identify and provide effective resources to employees and their families regarding the modifiable risk factors for cardiovascular disease, diabetes, and cancer.

BetterHealth Vision – Employees and their families are physically active, eat healthy food, avoid tobacco, sleep enough, get health screenings at appropriate intervals, use cognitive skills to reduce stress, and find support from co-workers, family, supervisors, managers, senior leaders and within city facilities.

BetterHealth Goals

1. Deliver practical and accessible programs to prevent, detect, and reduce modifiable risk factors for cardiovascular disease, diabetes, and cancer. Modifiable risk factors include:
 - ✓ inadequate physical activity
 - ✓ unhealthy diet and eating habits
 - ✓ being overweight or obese
 - ✓ smoking and using other forms of tobacco
 - ✓ elevated blood pressure
 - ✓ prediabetes
 - ✓ abnormal cholesterol and triglyceride levels
 - ✓ high stress
 - ✓ Lack of sleep and insufficient social support influence a person's ability to make wise health decisions
2. Create a health conscious work environment
3. Build wide support, collaboration, and organizational alignment
4. Evaluate and continuously improve initiatives

Employees and their families are physically active, eat healthy food, avoid tobacco, sleep enough, get health screenings at appropriate intervals, use cognitive skills to reduce stress, and find support from co-workers, family, supervisors, managers, senior leaders and within city facilities.

The plan builds on the positive BetterHealth Program that employees have grown to appreciate and want to use. National organizations have awarded BetterHealth for the comprehensive nature of the program and for promoting physical activity and nutrition. The American Heart Association awarded BetterHealth with four annual Gold Fit-Friendly Worksites Awards (2013 – 2016). BetterHealth received the Honoree Award in the Large Company

Category of New Mexico's Healthiest Employer contest in 2011, 2012, 2013, 2014 and 2017. Produce for Better Health Foundation awarded BetterHealth with a Fruits and Veggies—More Matters® Role Model Organization award in 2013, 2014, 2016 and 2017.

BetterHealth is led by the City of Albuquerque Human Resources Department, Insurance and Benefits Division. One full-time Health and Wellness Coordinator manages the program with support from a dedicated Senior Office Assistant. The City of Albuquerque dedicates approximately \$81 for every benefits-eligible City employee per year for wellness interventions. Water Utility Authority has one dedicated full-time Wellness Specialist. Sandoval County, the Southern Sandoval County Arroyo Flood Control Authority, and the remaining 14 participating government entities have identified staff to promote wellness in addition to their primary administrative roles.

The BetterHealth Wellness Committee includes City of Albuquerque employees with health-related jobs, wellness contractors, other benefit plan account representatives, and representatives from the 17 participating government entities. The committee is tasked with integrating program offerings. One example of integration is the Mobile Health Center staff referring employees to the tobacco Quit for Life program and the Good Measures nutrition and diabetes programs. Within the City of Albuquerque there are two additional Health and Wellness Coordinators. A coordinator from the Risk Management Division/Employee Health Services manages the Albuquerque Police Department (APD) gym and provides fitness assessments, ergonomic assessments, and CPR training. The APD wellness coordinator manages the Police Academy gym and conducts annual readiness assessments for police officers.

BetterHealth Ambassadors play a key role in engaging employees from their work locations. The Ambassador program was initiated in 2016. Ambassadors are employees with a personal interest in health, and they are selected through an application process to serve 1 year terms. With approval from supervisors, Ambassadors set aside 1-2 hours per month on the job to encourage co-workers to participate. Then Ambassadors offer support to employees who engage in programs. Examples of Ambassador projects in 2016 and 2017 include establishing wellness bulletin boards and a health library; coordinating health education workshops; sending weekly wellness emails; and recruiting co-workers to participate in the annual Run for the Zoo. Ambassadors also help staff events such as the annual City of Albuquerque health fair and health academies.

National, regional, and local organization partners also contribute to the success of the BetterHealth Program, including the organizations listed below. These partners share best practices and lessons learned, materials, technical assistance, and other valuable resources.

- American Cancer Society
- American Diabetes Association
- American Heart Association
- American Lung Association
- New Mexico Breastfeeding Task Force
- New Mexico Coalition for Healthcare Value
- New Mexico Department of Health, Chronic Disease Prevention and Control Bureau
- Produce for Better Health Foundation
- State and Local Government Benefits Association
- U.S. Centers for Disease Control and Prevention

The City of Albuquerque is a member of the Board of Directors for the New Mexico Coalition for Healthcare Value. The Coalition is an employer-led, multi-stakeholder, nonprofit group. The Coalition developed as a positive result of the work of the former New Mexico Coalition for Healthcare Quality, an initiative funded by the Robert Wood Johnson Foundation Aligning Forces for Quality (AF4Q) program. As members of the Coalition the City of Albuquerque and other members work toward the goals of better health, better care, transparency and healthcare cost reform. The Coalition encourages member organizations to adopt the Diabetes Prevention Program (DPP) for employees and family members. In 2017, the City of Albuquerque introduced DPP and will introduce two new diabetes control programs in 2018.

In Fiscal Year 2017, the City of Albuquerque continued its contractual Clinical Performance Measures with Presbyterian Health Plan focused on diabetes and hypertension with agreed upon financial penalties to the health plan if goals were not met. In Fiscal Year 2018, new learning measures were adopted to identify the number of 1) children with upper respiratory infections who were not dispensed antibiotic prescriptions (antibiotics are warranted in some cases but are greatly overused); and 2) adolescents 13 years of age who completed the series of Human Papilloma Virus (HPV) vaccine by their 13th birthday (the vaccine protects against cervical and other cancers caused by HPV). Reporting measures were established for depression management, acute care episodes, opioid data, multiple prescriptions per month (7 or more), value-based provider agreements, non-emergent emergency room visits, and the percentage of medical plan members who receive colorectal cancer and cervical cancer screenings according to the U.S. Preventive Services Task Force guidelines. Appropriate cancer screenings can lead to identifying colon, cervical, and breast cancers in their earliest stages and increasing the chance for successful treatments. In 2016, the City of Albuquerque collaborated with the American Cancer Society and New Mexico Department of Health to develop a sustainable on-site colorectal cancer screening assessment protocol. Participants age 50 and over who are at average risk for colorectal cancer receive a take home kit and follow-up communication from a wellness provider.

BACKGROUND

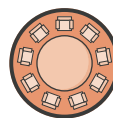
Employees are the organization's most valuable asset. When employees are healthy, they cost employers less in healthcare expenditures and lost productivity. The workplace is an ideal setting to reach employees because of the amount of time people spend at work. For these reasons, the City of Albuquerque remains committed to offering wellness benefits to employees and their families and creating a culture of health within the organization.

In his 2009 book *Zero Trends*, Dr. Dee Edington explains evidence he and his colleagues collected over 30 years of researching worksite wellness programs. The bottom line is fewer health risks among individuals translate into fewer healthcare costs. Dr. Edington stresses the importance of 1) keeping healthy people healthy (at low risk for chronic conditions); 2) helping individuals regain health by reducing modifiable risks factors (such as losing weight and quitting smoking); and 3) supporting individuals with conditions to not get worse (especially employees with metabolic syndrome – 3 or more significant health risk factors). In his subsequent book published in 2015, *Shared Values Shared Results*, Dr. Edington and Dr. Jennifer Pitts identified psychological, social and surrounding factors that impact individual and organizational health. These mental, social, and organizational factors help employees 1) reach their potential; 2) remain engaged on the job, with their families and in their communities; and 3) find life balance, connection, meaning and purpose. Leading national worksite health conferences, including Wellness Council of America (WELCOA), American Journal of Health Promotion, and business health coalitions prominently feature this added direction for worksite programs, and strongly encourage greater collaboration among employee wellness programs and employee assistance programs (EAP). In 2017, the City of Albuquerque added an 8-week Mindfulness Based Stress Reduction program to its wellness offerings. Participants learned new skills to manage their minds and reported reductions in stress, healthier eating, and smoking fewer cigarettes.

The Wellness Council of America (WELCOA) has identified seven benchmarks of successful worksite wellness programs. The City of Albuquerque BetterHealth Program aligns with the benchmarks.



BENCHMARK 1
Committed and Aligned Leadership



BENCHMARK 2
Collaboration in Support of Wellness



BENCHMARK 3
Collecting Meaningful Data to Evolve a Wellness Strategy



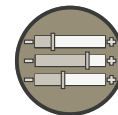
BENCHMARK 4
Crafting an Operating Plan



BENCHMARK 5
Choosing Initiatives that Support the Whole Employee



BENCHMARK 6
Cultivate Supportive Health Promoting Environments, Policies, and Practices



BENCHMARK 7
Conduct Evaluation, Communicate, Celebrate, and Iterate

TARGET POPULATION

All BetterHealth programs are designed to reach City of Albuquerque employees. Many programs include spouses and domestic partners, and some include additional family members living in the household. Due to the dedicated intervention budget for City employees only, the 17 government entities participating in the city's medical plan are encouraged to collaborate and participate in wellness benefits offered through the shared medical plan, such as onsite influenza vaccinations and personal health assessments.

Participating entities are also encouraged to align their own employee wellness interventions with priorities contained in this strategic plan. In past years, the Water Utility Authority has aligned priorities by conducting successful weight loss challenges for its employees and offering enhanced gym membership benefits. Sandoval County has provided fitness challenges and other wellness opportunities to its employees. The Southern Sandoval County Arroyo Flood Control Authority adopted an administrative leave incentive for its small number of employees (9) to complete wellness initiatives each quarter.

Programs are open to participants on a voluntary basis. Programs may be tailored to employees of select departments to accommodate shift workers and field employees who do not use computers daily.

City of Albuquerque Employee Statistics (2017)

- 5,672 benefits-eligible employees
- 92% enrolled in city medical plan
- 66% male, 34% female
- 41% enrolled in 1 of 7 unions
- 45 - average age of employees
- 22 departments
- 168 work locations
- 62% of all city employees work at 1 of 9 locations, and 25% of all city employees work in the vicinity of City Hall

17 Participating Government Entities

1. Albuquerque Bernalillo County Water Utility Authority
2. Albuquerque Housing Authority
3. City of Belen
4. Middle Rio Grande Conservancy District
5. Sandoval County
6. Southern Sandoval County Arroyo Flood Control Authority
7. Town of Bernalillo
8. Town of Cochiti Lake
9. Town of Edgewood
10. Town of Mountainair
11. Village of Bosque Farms
12. Village of Corrales
13. Village of Cuba
14. Village of Jemez Springs
15. Village of Los Ranchos de Albuquerque
16. Village of San Ysidro
17. Village of Tijeras

ASSESSMENT

Each year since 2007, the City of Albuquerque has delivered effective employee wellness interventions. Participants have lost weight, improved diets, increased levels of physical activity, decreased blood pressure, blood glucose, and blood lipids, quit smoking, and reduced stress. Since 2012, the number of wellness encounters among the City of Albuquerque and participating entities increased by 1041%. Fifteen new health improvement programs were adopted over the 5 years, and 5 new sustainable wellness projects and policies were implemented. This includes the BetterHealth Ambassador program, self-monitoring blood pressure stations, and lactation rooms in City Hall, BioPark Zoo, and 311 Citizen Contact Center. The revised smoking policy for the City of Albuquerque now includes e-cigarettes and smokeless tobacco. The most utilized BetterHealth initiatives are the Mobile Health Center (approximately 2,900 visits per year) and the Presbyterian Gym Membership Benefit (56% of employees plus their spouses and dependents over 18 are enrolled). Other wellness programs have reached employees and families in the previous 5 years but not on the grand scale needed to impact the health of the entire population. Further efforts are needed to embrace BetterHealth at every level of leadership and in each of the 168 work locations. It is clear from recent aggregate reports that efforts must continue because the health and well-being of employees and family members still need improvement.

- 23% of employees and family members covered by City of Albuquerque medical insurance had at least one chronic condition (diabetes, hypertension, coronary artery disease, congestive heart failure, asthma and chronic obstructive pulmonary disorder) between August 2016 and July 2017, compared to 21% in the previous 12 months. According to Segal Consulting, the cost to treat these individuals accounted for 44% of the total medical plan costs during the 12 month period, compared to 41% from the previous 12 months.
- Approximately 18% of all employees smoke cigarettes and 7% of male employees use smokeless tobacco. These estimates are based on adult smoking rates in Bernalillo County (2014-2016) and adult smokeless tobacco use rates in New Mexico (2016).
- 15% of covered employees and family members were diagnosed with stress, anxiety, depression or other mental health conditions between August 2016 and July 2017.
- Among 314 employees screened onsite in Fiscal Year 2017 at health fairs and open enrollment meetings
 - 76% had high body mass index (BMI), with 37% of employees classified as overweight and 39% classified as obese. For most people, BMI provides a reasonable estimate of body fat. However, BMI doesn't directly measure body fat, so some people, such as muscular athletes, may have a BMI in the obese category even though they don't have excess body fat;
 - 61% had elevated blood pressure readings, with 44% classified as pre-hypertension and 17% classified as hypertension;
 - 51% out of 178 employees had elevated blood cholesterol, with 40% classified as borderline high and 11% classified as high;
 - 31% out of 178 employees had elevated fasting blood glucose, with 24% classified as impaired blood glucose and 7% classified as diabetes;
 - 23% of 328 employees screened in calendar year 2017 had metabolic syndrome (at least three risk factors that raise a person's risk for heart disease, diabetes, stroke and other health problems).



With current national health trends, it is expected the percentage of employees and family members with diabetes, hypertension, and coronary artery disease will continue to climb unless risk factors are reduced on a grand scale. For the BetterHealth Employee Wellness Program to make a difference in these chronic conditions among the entire work force, we must employ effective and new strategies to reach more employees than in previous years.

The good news is City employees want to be healthy. When asked in July 2017 what motivated them to participate in the gym membership benefit, the majority of 706 employee respondents wanted to improve health, feel better, lose weight, increase level of physical activity, and prevent health problems. Similar responses were received when employees were asked why they joined the Good Measures nutrition program or attended the Healthy Weight Academy in 2017.

INTERVENTIONS AND EVALUATION

Only evidence-based interventions aligned with the 4 BetterHealth goals will be offered over the course of this 5-year Strategic Plan. Interventions will be tailored to individual employees and family members, teams of employees, managers and senior leaders. Additional interventions to enhance the work environment and culture will be adopted along with policies to protect and promote employee health. The City of Albuquerque procurement procedures will be utilized to identify the best vendors and programs.

This comprehensive approach is needed because health behaviors are complex and multi-faceted. Individual and team-based interventions utilize behavior science to educate participants and heighten awareness, and they often include social support and relevant incentives for reaching program milestones. Some personalized interventions include activity monitors, fun challenges, friendly competition, online technology platforms, and qualified health coaches who hold participants accountable. Health coaches also help participants create individual action plans based on the participants' readiness to change.

Trainings for supervisors, managers and senior leaders provide the rationale for BetterHealth and ways in which leaders can support the program, employees, and model positive behavior.

Improvements to the work environment and work culture demonstrate the organization is supportive. Employees are more likely to achieve health in a supportive environment. Health promotion and protection policies are effective because they affect large groups of employees simultaneously.

All interventions will be evaluated to assess health improvements, behavior change, participation, satisfaction, how well programs are implemented, and recommendations for future improvement. Evaluation results are analyzed to determine if financial and human resources are being used effectively and if any changes should be made in future years. An annual progress report will be delivered to senior leaders and other key stakeholders.

Goal 1: Deliver practical and accessible programs to prevent, detect, and reduce modifiable risk factors for cardiovascular disease, diabetes, and cancer. Modifiable risk factors include:

- ✓ inadequate physical activity
- ✓ unhealthy diet and eating habits
- ✓ being overweight or obese
- ✓ smoking and using other forms of tobacco
- ✓ elevated blood pressure
- ✓ prediabetes
- ✓ abnormal cholesterol and triglyceride levels
- ✓ high stress
- ✓ Lack of sleep and insufficient social support also influence a person's ability to make wise health decisions.

Intervention	Timeline
Gym Membership Benefit	FY19 and review annually
Quit for Life tobacco quit line and Clickotine mobile application	FY19 and review annually
Wellness at Work health challenges	FY19 and review annually
Personal Health Assessment with feedback, health education, health coaching, online wellness platform, and incentive for CABQ completers.	FY19 and review annually
8-week Mindfulness-Based Stress Reduction Program	Quarterly in FY19 and review annually
Diabetes Prevention Program	FY19. Request for Proposals for FY20-23
Combined nutrition and physical activity program with intensive behavioral dietary counseling	Full Plate Living in FY19 and Request for Proposals for FY20-23
Technology-supported intervention that includes activity monitors to increase physical activity and reduce weight	Nuvita Weight Loss Challenge in FY19 and Request for Proposals for FY20-23
American Heart Association's Check. Change. Control.™ blood pressure reduction program	Annually in conjunction with Open Enrollment meetings
Run for the Zoo...and Walk with Us Too!	FY19 and review annually
Annual Health Academies such as Healthy Weight Academy, Cholesterol, Blood Pressure, Diabetes	Annually in June
NEW Evidence-based Programs (topics such as brain health, chronic stress reduction, cognitive skills, decision making, habit design, happiness, intrinsic motivation, life purpose and meaning, mental toughness, overcoming obstacles, peak performance, personal growth, relaxation, resilience, self-care, self-direction, self-regulation, sleep, walking, and work and home life balance)	Request for Proposals for FY20-23

Goal 2: Create a health conscious work environment

Intervention	TIMELINE
Onsite Mobile Health Center	Ongoing
Post health education and program marketing posters and flyers in all departments and JohnnyBoards locations	Monthly
Mother's Room in City Hall, 311, BioPark Zoo and other locations	Ongoing
Self-monitoring Blood Pressure Stations and employee training on how to use blood pressure monitors	Ongoing and training in conjunction with Check Change Control program
Distribute wellness newsletter	Monthly
Onsite health screenings at annual health fair and open enrollment meetings: BMI, blood pressure, lipid panel, and colorectal cancer screening assessment	Annually in May and October
Onsite mammography van	Annually in May and October/ November
Onsite seasonal influenza vaccinations	Annually in September and October
NEW Develop videos and written and verbal communications from senior leaders with their commitment to employee well-being and self-care.	FY20-21
NEW Adopt or strengthen existing wellness policies, such as healthy vending standards	As identified FY19-23
NEW Conduct initiatives to design healthy habits into work culture	Request for Proposals for FY20-23

Goal 3: Build wide support, collaboration, and organizational alignment

Intervention	TIMELINE
BetterHealth Ambassadors annual recruitment and activities throughout year	Ongoing
Convene quarterly Wellness Committee and BetterHealth Ambassador meetings	Every 2 nd and 3 rd month per quarter
Provide Wellness for Supervisors trainings in Public Service University	Annually every Quarter
Collaborate with medical plan's Disease Management program	Ongoing
NEW For each employee add performance objectives related to healthy workforce	FY21-22
NEW Adopt accountability measure for leaders and managers to participate and promote BetterHealth programs	FY21-22

Goal 4: Evaluate and continuously improve initiatives

Activity	TIMELINE
Evaluate all BetterHealth initiatives	Ongoing
Distribute annual progress report	Annually in October

MARKETING PLAN

Motivational reminders will be routinely posted in common areas encouraging healthful activities. To ensure all employees are aware of services available to them, materials and program announcements will be distributed in annual benefits booklets, Eweb, email, posters, home mailings, www.cabq.gov/BetterHealth, and office lobby monitors.

BetterHealth staff maintain a distribution list of 4,560 City employees and spouses who have participated in previous BetterHealth interventions. These individuals receive direct email invitations to participate. Another 424 names from the 17 participating government entities are on the distribution list for initiatives that include the entities.

HR Coordinators, Executive Assistants to Directors, BetterHealth Ambassadors, and representatives of the 17 participating government entities also play a large role in communicating to employees about BetterHealth programs by sending emails, posting posters, and recruiting participants.



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Insurance and Benefits Division

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