

BetterHealth

5-YEAR STRATEGIC PLAN

Fiscal Years 2024-2028

BetterHealth Worksite Program for the City of Albuquerque and Participating Government Entities

The 5-Year Strategic Plan is a focus tool to collaboratively create a supportive, health-conscious work environment and provide initiatives to help improve all elements of well-being, including career, social, financial, physical, emotional, and community. Science-based strategies will be used to reach employees and their families. Positive and meaningful 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.



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CITY OF ALBUQUERQUE



September 27, 2022

Dear Colleagues:

Nothing is more important than our employees and their family’s health and well-being. We know that many of you are looking for easy, attainable ways to enjoy a healthy lifestyle, and we are committed to helping you reach your personal goals. The goals outlined in the BetterHealth Worksite Wellness Program Five-Year Strategic Plan provide an effective roadmap that supports a culture of health by addressing career, social, financial, physical, emotional, and community well-being.

As we reflect on the previous five years, the well-being needs of our employees and the program offerings have advanced in response to the ever-changing workplace and the changing circumstances of each individual. Health and well-being experiences and initiatives are important – to pause from the day-to-day tasks, connect with others, and support a better you. We invite you to learn about our well-being strategies and encourage you to seek out the many resources available through the BetterHealth Program. Share with others how the wellness program makes the City of Albuquerque a desirable place to work by supporting the retention of our talented and service-oriented employees.

Creating a culture of health is the City's commitment and willingness to demonstrate, *through attitude, words, and action* - support for the well-being of employees.

When we focus on well-being

PO Box 1293

Today we feel immediate benefits, like more energy and more joy. We are more engaged and productive at work and play.

Albuquerque

Tomorrow the daily benefits accumulate to better our health and help us avoid chronic conditions and injury.

NM 87103

In the Future, the quality of our retirement life will improve.

www.cabq.gov

Raising awareness depends on the support and well-being of the City’s leadership. We encourage senior leaders, directors, and managers to role model and share in the vision of healthy work culture by supporting all employees toward their best selves. All leaders are encouraged to participate and engage employees in health and well-being and contribute to related collaborative projects.

The City of Albuquerque will continue serving as a healthy role model organization to other governments and businesses as we achieve the goals outlined in this plan. We look forward to embarking upon this journey to better health with you.

Be well,

Timothy M. Keller
Mayor

Lawrence Rael
Chief Administrative Officer

Albuquerque - Making History 1706-2006



EXECUTIVE SUMMARY

Workplace wellness is essential for reducing chronic diseases, absenteeism, and presenteeism, by addressing employee well-being needs for the City of Albuquerque and participating government entities enrolled in the City’s health benefit plans. The following goals outlined in the BetterHealth Worksite Wellness Program Five-Year Strategic Plan provide an effective roadmap to help foster a thriving culture of wellness:

1. Provide valued, tangible employee benefits by delivering whole-person programs to prevent, detect, and reduce modifiable risk factors for cardiovascular disease, diabetes, and cancer.
2. Empower employees with healthy work environments and lifestyle practices that enable them to achieve their best possible health, creating a health-conscious work environment.
3. Build wide support, collaboration, and organizational alignment
4. Evaluate and continuously improve initiatives.

In addition to the above goals, career, social, financial, physical, emotional, and community well-being will also be addressed in fiscal years 2024 – 2028 to encourage individuals to recognize the whole person.

Over the next five years, programs will foster a culture of well-being by enhancing knowledge and skills that encompass health behavior modification in the areas of mindfulness, nutrition, physical activity, tobacco cessation, sleep, connection, sustainability, safety, and personal growth. Initiatives will be introduced on psychological and physical safety, financial well-being, and how achievement and growth influence health behaviors and community involvement. During the 5-year timeframe, strategies will continue to be implemented to enhance support from co-workers, directors, managers, and supervisors. There will be new opportunities to create and support microcultures of well-being at the department and entity levels.

The BetterHealth Program aims to mitigate rising healthcare costs by increasing engagement in disease management programs provided through our health plan and community as well as increasing prescription adherence in conjunction with lowering the need for prescription use.

New initiatives will be adopted over five years to increase 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, spouses, domestic partners, and additional family members living in the household. The 18 government entities participating in the City’s medical plan are encouraged to participate in wellness benefits offered through the medical plan and BetterHealth Program aligning their employee interventions to best utilize resources available. An extensive marketing plan with a variety of communication avenues will ensure employees are aware of the services available.

Ongoing feedback is collected for all interventions to continuously improve wellness offerings and provide sustainable resources. Results are analyzed to determine if financial and human resources are used effectively. An annual progress report will be delivered to senior leaders and other key stakeholders.

FRAMEWORK

The BetterHealth Employee Wellness Program 5-Year Strategic Plan for Fiscal Years 2024-2028 is a comprehensive guide to addressing employee well-being in the City of Albuquerque and 18 participating government entities enrolled in the City’s health benefits plan. The BetterHealth Employee Wellness Program strives to help employees make healthy decisions by offering educational resources, encouragement, recognition, and access to meaningful programming to enhance well-being and workplace engagement.

The BetterHealth Employee Wellness Program is dedicated to supporting the City of Albuquerque’s 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 – To advance a culture that fosters the well-being of city employees, their families, and the community; achieved by identifying and providing effective resources that promote the six elements of wellbeing: career, social, emotional, financial, physical, and community.

BetterHealth Vision - The City of Albuquerque will be a leading government organization for creating an inclusive, thriving, and resilient work community. Leadership will support employees and their families at all levels of well-being by increasing physical activity, improving nutrition, avoiding tobacco, getting enough sleep, reducing stress, and health screenings at appropriate intervals.

A new core value has been added and is described to **sustain a health-conscious work environment.**

- Employees and leaders are committed to better health by sustaining a health-conscious work environment through improving physical activity, nutrition, and brain health.
- Employees and leaders will role model, participate, and engage others and family members to participate in health and wellness programs.
- Employees and leaders are committed to improving the quality of life for themselves and their families.

BetterHealth Goals

1. Provide valued, tangible employee benefits by delivering whole-person programs to prevent, detect, and reduce modifiable risk factors for cardiovascular disease, diabetes, and cancer. Supported behaviors include:
 - ✓ increased movement and physical activity
 - ✓ nutritious and balanced eating habits
 - ✓ cessation of unhealthy substances
 - ✓ manageable stress
 - ✓ sleep
 - ✓ personal growth
 - ✓ community service
 - ✓ financial empowerment
 - ✓ social connection



2. Empower employees with healthy work environments and lifestyle practices that enable them to achieve their best possible health, creating a health-conscious work environment.
3. Build wide support, collaboration, and organizational alignment
4. Evaluate and continuously improve initiatives

The plan builds on the established and meaningful BetterHealth program, which 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. Recently, the City of Albuquerque was certified as a Platinum Well Workplace. By achieving this designation, the City has been recognized by the Wellness Council of America as one of the nation's healthiest companies in 2022. The American Heart Association awarded BetterHealth four annual Gold Fit-Friendly Worksite Awards (2013 – 2016). BetterHealth received the Honoree Award in the Large Company Category of New Mexico's Healthiest Employer contest for five years (2011-2014 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. On February 2, 2022, the Wellness Councils of America (WELCOA) published a blog titled: *Leadership, Culture, Strategy – The City of Albuquerque's Blueprint for Building a Healthy Workforce with Wellness*. The post shares the City's long-term commitment to wellness and our continued efforts to embed whole-person practices into our culture.

The BetterHealth Program falls under the City of Albuquerque Human Resources Department, Insurance and Benefits Division. One full-time Health and Wellness Coordinator manages the program with a dedicated Senior Office Assistant. For wellness interventions, the City of Albuquerque dedicates approximately **\$81 per every benefits-eligible employee** each year.

Water Authority has one dedicated full-time Wellness Specialist. Middle Rio Grande Conservancy District and the remaining 18 participating government entities have identified staff to promote wellness in addition to their primary administrative roles.

In 2021, the City of Albuquerque added a new Core Value: *Sustaining a Health-Conscious Work Environment*, providing an opportunity for communication about the BetterHealth Program and support of employee well-being to direct reports.

The BetterHealth Wellness Committee integrates program offerings and includes City of Albuquerque roles that impact employee well-being, wellness contractors, other benefit plan account representatives, and representatives from the 18 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.

The City of Albuquerque has three additional Health and Wellness Coordinators:

1. A Wellness Coordinator from Risk Management Division/Employee Health Services manages the APD gym and provides fitness assessments, ergonomic assessments, and CPR training;
2. APD's Wellness Coordinator administers their Wellness program to officers and APD personnel and conducts annual readiness assessments for police officers, and
3. AFR's Wellness Coordinator oversees the wellness program for Albuquerque Fire Fighters and staff.

BetterHealth Ambassadors play a crucial role in engaging employees from their work locations. The Ambassador program was initiated in 2016. Ambassadors are employees with a personal interest in well-being and are selected through an application process to serve one year at a time. 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 2021 and 2022 include establishing wellness bulletin boards and coordinating health education workshops. Ambassador projects also included

- the addition of a Wellness Space at the City Greenhouse,
- participating on a project team for the Annual Health Fair planning,
- sending weekly wellness emails,
- recruiting co-workers to join in the annual Run for the Zoo and
- staff events such as the annual health fair and healthy academies.

Collaboration with national, regional, and local organization partners contributes to the success of the BetterHealth Program; organizations such as the American Cancer Society, American Diabetes Association, American Heart Association, American Lung Association, the New Mexico Breastfeeding Task Force, U.S. Centers for Disease Control and Prevention, and the Wellness Council of America (WELCOA). These partners share best practices and lessons learned, materials, technical assistance, and valuable resources.

Through the Fiscal Year 2022, the City of Albuquerque continued its contractual Clinical Performance Measures with Presbyterian Health Plan around diabetes and hypertension with agreed-upon financial penalties to the health plan if goals were not met. In the Fiscal Year 2022, learning measures continued to include

- children with upper respiratory infections who did not receive antibiotic prescriptions
- adolescents 13 years of age who completed the series of Human Papillomavirus (HPV) vaccines by their 13th birthday
- appropriate access to prenatal and postpartum care, depression medication 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 identify colon and cervical cancers in their earliest stages and increase the chance of successful treatments.



BACKGROUND & BENCHMARKING

Employees are the organization’s most valuable asset. Employees in good health are more likely to deliver optimal performance in the workplace. Healthy employees have a better quality of life and benefit from having a lower risk of disease, illness, and injury, increased work productivity, and a greater likelihood of contributing to their communities (“Engaging Employees in Their Health and Wellness”, 2018). Strategically changing workplace conditions to foster employee well-being improves employee health and can bring about beneficial organizational outcomes (“7 Strategies to Improve Your Employees’ Health and Well-Being”, Harvard Business Review, 2021). For these reasons, the City of Albuquerque remains committed to offering wellness benefits to employees and their families; and will continue to solve for access, quality, and cost while creating a culture of health within the organization.

The Milken Institute is a nonprofit, nonpartisan think tank determined to increase global prosperity by advancing collaborative solutions that widen access to capital, create jobs, and improve health.

The chart below includes the direct costs of healthcare services to treat these diseases—costs paid by individuals, families, insurance companies, and employers—and indirect costs related to work absences, lost wages, and reduced economic productivity. This graph depicts what could be the forecasted avoidance of future costs by offering well-being programs that make a positive impact on employees and dependents covered under the City’s health plan.

Costs per Individual for Each Health Condition		
Condition	Cost per Case, 2016	
	Direct	Indirect
Chronic Back Pain	\$2,098	\$11,848*
Coronary Heart Disease	\$4,329	\$7,497
Diabetes Type 2	\$7,109	\$12,633
Dyslipidemia	\$791	**
End Stage Renal Disease	\$7,285	***
Hypertension	\$843	\$12,423
Stroke	\$5,951	\$6,111

* For chronic back pain, the indirect costs amount is calculated by applying the median proportion of direct vs. indirect costs from literature review of the costs of back pain, resulting in a range of estimates of indirect costs in the U.S. in 2014 from \$84.1 to \$624.8 billion, or \$5,127 to \$38,091 per case.

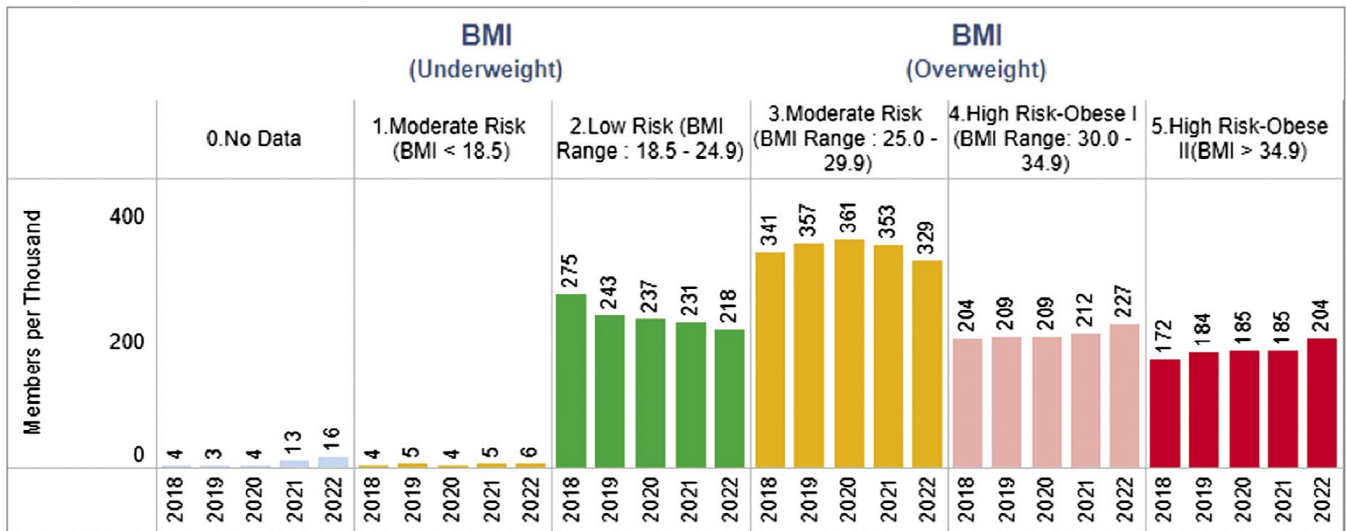
** Included in heart disease, diabetes, and stroke.

*** Included in diabetes and hypertension.

Source: Milken Institute

The graphs below are provided by TSG/PHS data management - Tableau Reports, which include all employees and family members with the City of Albuquerque and participating government entities covered under the City’s healthcare plan.

The graph below shows changes in Body Mass Index (BMI) risk categories for the years 2016-2022, both validated and self-reported measures, of participants in an aggregated format. (Aggregate means not necessarily the same individuals year over year but all employees that logged a weight in any year).

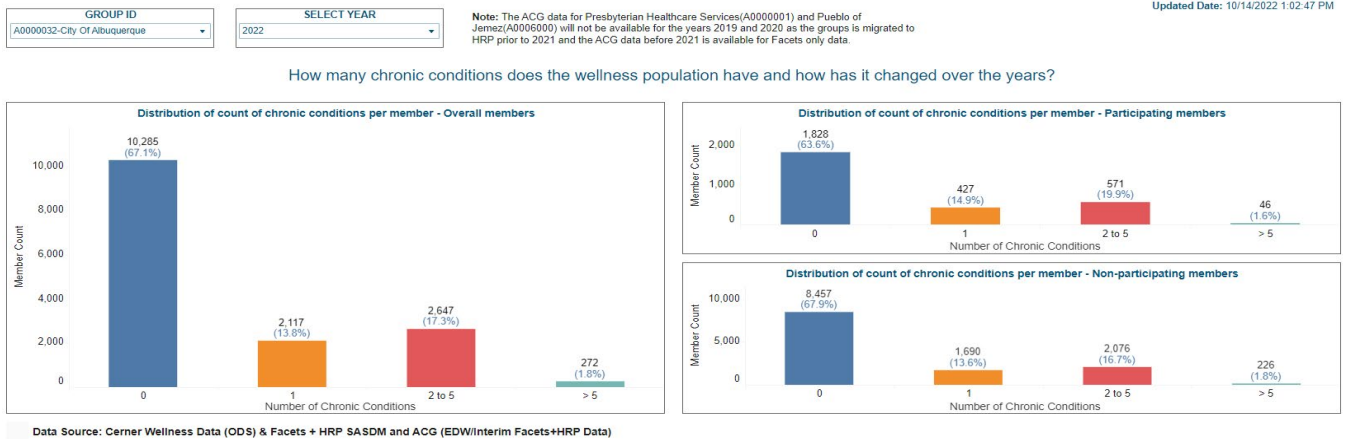


BMI					
Risk Type	2018	2019	2020	2021	2022
0.No Data	4	3	4	13	16
Underweight					
1.Moderate Risk (BMI < 18.5)	4	5	4	5	6
2.Low Risk (BMI Range : 18.5 - 24.9)	275	243	237	231	218
Overweight					
3.Moderate Risk (BMI Range : 25.0 - 29.9)	341	357	361	353	329
4.High Risk-Obese I (BMI Range: 30.0 - 34.9)	204	209	209	212	227
5.High Risk-Obese II(BMI > 34.9)	172	184	185	185	204
Grand Total	1,000	1,000	1,000	1,000	1,000

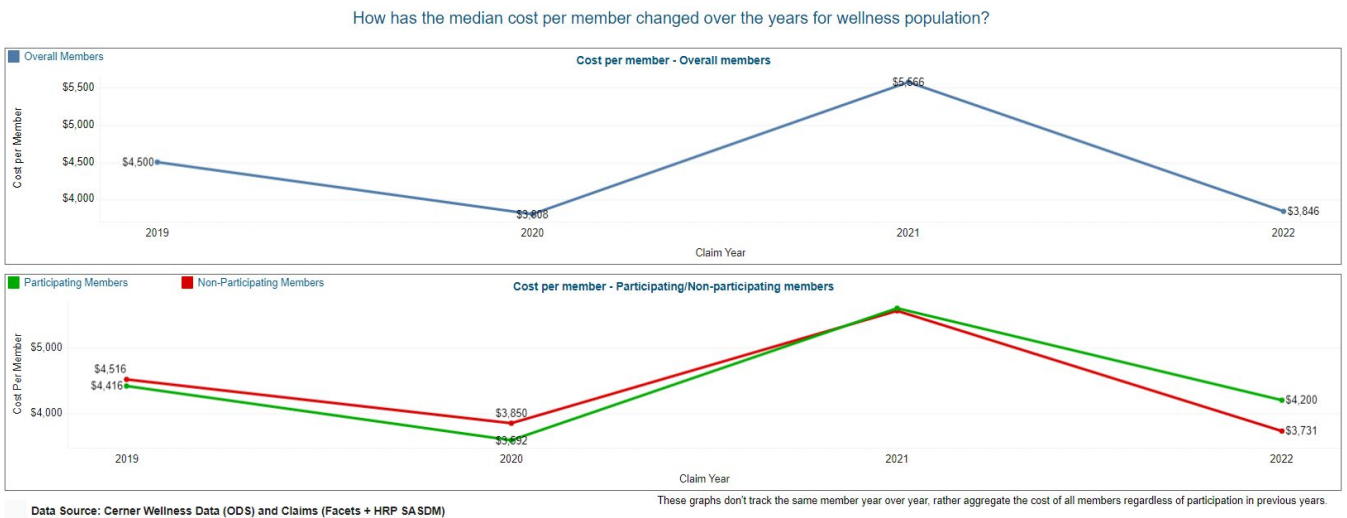
Definition Source: https://www.cdc.gov/healthyweight/assessing/bmi/adult_bmi/index.html



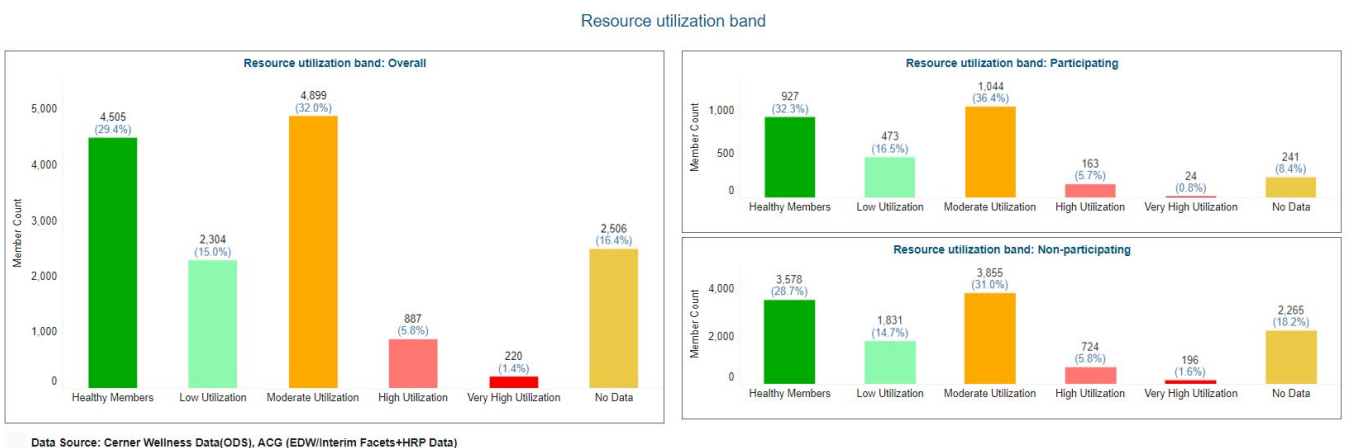
The graph below shows the distribution of chronic condition counts per member for the following populations (overall population, participating in wellness members, and non-participating in wellness members).



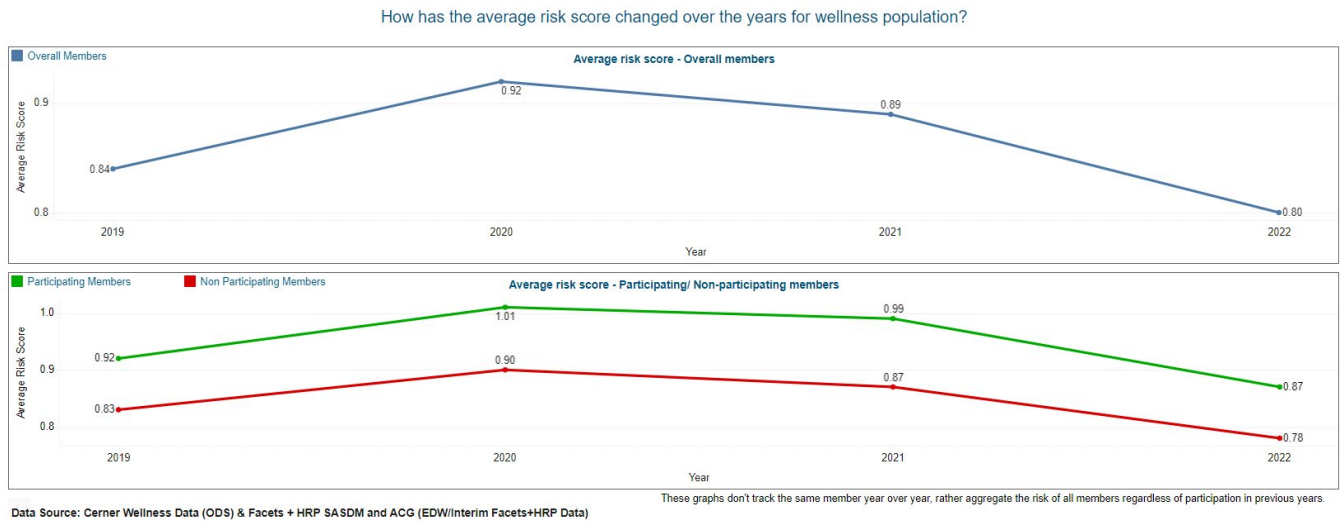
The graph below shows median cost data per member over the years.



The graph below shows the Resource Utilization Band (RUB) for members over the years.



The graph below shows the average risk score for members using the John Hopkins Adjusted Clinical Group data.



In his 2009 book *Zero Trends* (Edington, 2009), Dr. Dee Edington explains evidence he and colleagues collected over 30 years of researching worksite wellness programs. The bottom line is that fewer health risks among individuals translate into fewer healthcare costs. Dr. Edington stressed 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 not to worsen (especially employees with metabolic syndrome – 3 or more significant health risk factors).

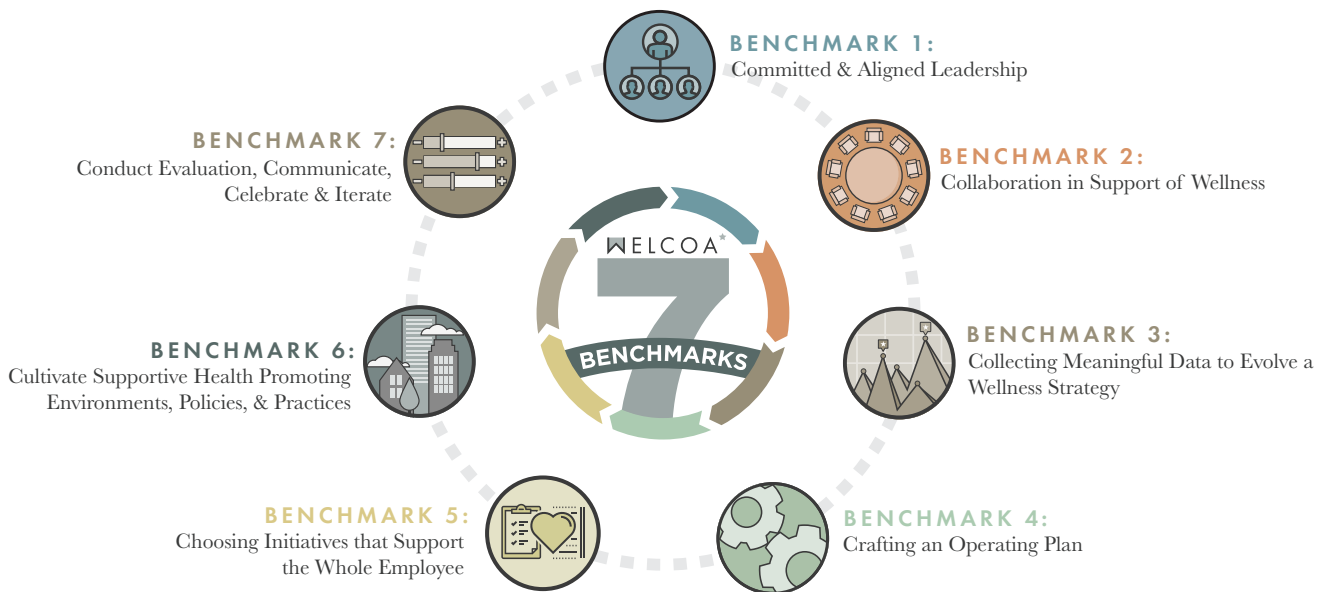
In his subsequent book published in 2015, *Shared Values Shared Results* (Edington & Pitts, n.d.), Dr. Edington and Dr. Jennifer Pitts identified psychological, social, and surrounding factors impacting individual and organizational health. These mental, social, and corporate factors help employees 1) 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. The Wellness Council of America (WELCOA), American Journal of Health Promotion, and business health coalitions prominently feature direction for worksite programs and strongly encouraged greater collaboration among employee wellness programs and employee assistance programs (EAP).



WELCOA has identified seven benchmarks of successful worksite wellness programs (“WELCOA 7 Benchmarks”, 2022):

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

WELCOA’s 7 Benchmarks



The City of Albuquerque BetterHealth program aligns with the benchmarks and, beginning in 2020, takes the WELCOA checklist annually to benchmark progress in all seven areas. In 2022, the BetterHealth Program opened opportunities for BetterHealth Ambassadors in City departments and participating Entities to become members and take the checklist to gain more insight into how the microcultures that exist within the City & Government Entities can be better supported by

1. Capturing leadership support
2. Creating cohesive wellness teams
3. Collecting data to drive health efforts
4. Carefully crafting an operating plan
5. Choosing appropriate interventions
6. Creating a supportive health environment
7. Carefully evaluating outcomes

STRENGTHS

(Benchmarks we collectively scored highest)



BENCHMARK 3



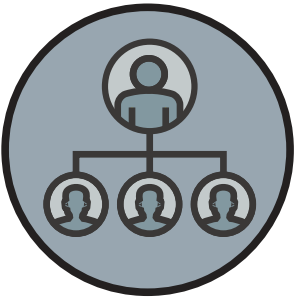
BENCHMARK 4



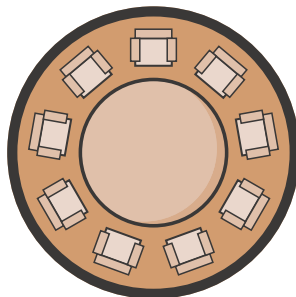
BENCHMARK 6

INVESTMENTS

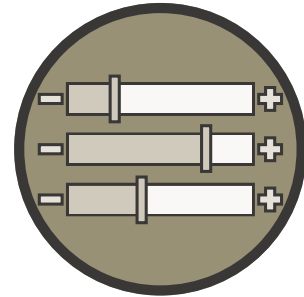
(Benchmarks we collectively scored lowest)



BENCHMARK 1



BENCHMARK 2



BENCHMARK 7

In his 2008 book *Wellness Leadership* (Allen, 2008), Dr. Judd Allen outlines a model for how leadership can make it possible to create supportive environments for healthier and more productive employees. The BetterHealth program administered a Culture Survey in 2019, looking at the viewpoints of employees and leaders within the City of Albuquerque. Future surveys will be distributed to report culture shifts.

In the 2021 book *Wellbeing at Work*, authored by Jim Clifton and Jim Harter (Clifton & Harter, 2021), five key elements of wellbeing are defined. Career wellbeing is the first because Gallup finds that this element is the very foundation of “the best possible life.” “People want a job that uses their God-given strengths every day with a manager who encourages their development. The five key elements of well-being are career, social, financial, physical, and community - in that order.”



VALUE ON INVESTMENT

ROI means “return on investment” proof that organizations received the same amount of money back, or more, than they invested.

VOI, or Value on Investment, is defined as intangible assets that contribute heavily to an organization’s performance.

Source: U.S. Chamber of Commerce

Three primary reasons for investing in employee health and wellness programs:

1. Reduction in employee health risks
2. Reduction in healthcare costs
3. Improvement in employee productivity

Additional benefits of employee wellness programs:

- Reduce employee health risks
- Improve employee job satisfaction
- Improve employee productivity
- Improve employee morale
- Attract or retain talented employees
- Improve employee energy levels at work
- Increase on-the-job safety
- Impact business performance and profitability
- Improve comradery and team effectiveness
- Reduce presenteeism
- Have fun

VOI measures that can be determined through ongoing periodic culture surveys (2019, 2022, 2025...):

- Morale
- Recruiting
- Retention
- Employee Engagement
- Productivity
- Presenteeism
- Positivity

BETTERHEALTH POPULATION

All BetterHealth initiatives are designed to reach City of Albuquerque employees. Many programs include spouses and domestic partners, and some have additional family members living in the household. The 18 government entities participating in the City’s medical plan are encouraged to collaborate and participate in wellness benefits offered through the BetterHealth Program and shared medical plan. A dedicated wellness administrator is highly encouraged to facilitate the communication and implementation needed for program success.

Participating entities are also encouraged to align their employee wellness interventions with priorities contained in this strategic plan.

- In recent years, MRGCD has actively promoted relevant programs, scheduled onsite delivery when available, and set up regular avenues of communication.
- An employee from AMAFCA was given a performance goal by his manager to support progress in his role as BetterHealth Ambassador, which demonstrates a leadership strategy for supporting employee and organizational well-being.
- Water Authority has aligned with the BetterHealth goal to deliver practical and accessible programs, conducting successful physical activity initiatives and nutrition challenges for their employees.

Programs are open to participants voluntarily. 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 (2021)

- 5,672 benefits-eligible employees
- 92% enrolled in the City’s medical plan
- 66% male, 34% female
- 41% enrolled in 1 of 7 unions
- 45 - the 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

18 Participating Government Entities

- | | | |
|--|---|--|
| 1. Albuquerque Bernalillo County Water Utility Authority | 6. Mid-Region Council of Governments (MRCOG) | 13. Village of Corrales |
| 2. Albuquerque Housing Authority | 7. Southern Sandoval County Arroyo Flood Control Authority | 14. Village of Cuba |
| 3. Albuquerque Metropolitan Arroyo Flood Control Authority (AMAFCA) | 8. Town of Bernalillo | 15. Village of Jemez Springs |
| 4. City of Belen | 9. Town of Cochiti Lake | 16. Village of Los Ranchos de Albuquerque |
| 5. Middle Rio Grande Conservancy District | 10. Town of Edgewood | 17. Village of San Ysidro |
| | 11. Town of Mountainair | 18. Village of Tijeras |
| | 12. Village of Bosque Farms | |

ASSESSMENT

Since 2007, the City of Albuquerque has delivered effective employee wellness interventions. Participants have lost weight, improved diets, increased physical activity levels, decreased blood pressure, blood glucose and lipids, quit smoking, and reduced stress. Since 2012, the number of wellness encounters among the City of Albuquerque and participating entities continues to increase with the addition of BetterHealth Ambassadors, JohnnyBoard postings, and leader-directed communications. New health improvement programs continue to be adopted. New sustainable wellness projects and policies will be implemented, including adding entities to the BetterHealth Ambassador program, self-monitoring blood pressure stations, and new Wellness Spaces throughout the city. We must continue to increase participation in key program initiatives such as the Personal Health Assessment (PHA), Blood Pressure Management programs, and Diabetes Prevention.

The most utilized BetterHealth initiatives are the Mobile Health Center and the Presbyterian Gym Membership Benefit (employees, spouses, and dependents over 18 are enrolled). Other popular initiatives include flu shot clinics, educational webinars, the annual Employee Health & Benefits Fair, and the annual Run for the Zoo event. Other wellness programs have reached employees and families in the previous five years but not on the grand scale needed to impact the population's health. The new on-site health clinic will support efforts to improve communication and engagement in the BetterHealth programs.

Workplace Clinic

The Workplace Health Clinic provides convenient, on-site, and virtual health care services for employees and spouses enrolled in the City's health plan. BetterHealth Goals for the NEW clinic include increased engagement in the following:

- Recommended preventive care screenings and immunizations.
- Personal Health Assessments (PHA).
- Chronic condition management.
- Employee health and wellness coaching.
- BetterHealth Program referrals.

Further efforts are needed to embrace BetterHealth at every leadership level and in the 168 work locations. Efforts must continue because the health and well-being of employees and family members are critical to achieving a culture of health. The BetterHealth Employee Wellness Program goes beyond upholding work-life balance and improving overall health and is exploring additional wellness benefits such as recognition, leadership training, and community volunteer projects to improve well-being and overall workplace engagement.

- 36% of employees and adult family members (18+) covered by City of Albuquerque medical insurance were identified as at-risk or diagnosed with at least one chronic condition (diabetes, hypertension, coronary artery disease, congestive heart failure, asthma, and chronic obstructive pulmonary disorder) between January 2021 and December 2021.

- Among 760 employees reporting biometrics in the Fiscal Year 2021
 - » 78% had a high body mass index (BMI), with 34% of employees classified as overweight and 44% classified as obese. For most people, BMI provides a reasonable estimate of body fat. However, BMI does not directly measure body fat, so some people, such as muscular athletes, may have a BMI in the obese category even though they do not have excess body fat;
 - » 71% had elevated blood pressure readings, with 52% classified as pre-hypertension and 19% classified as hypertension;
 - » 51% out of 138 employees had elevated blood cholesterol, with 42% classified as borderline high and 9% classified as high;
 - » 22% out of 103 employees had elevated fasting blood glucose, with 17% classified as impaired blood glucose and 5% classified as diabetes.
- 20% of 292 employees screened on-site at the FY22 health fair in 2021 had metabolic syndrome (at least three risk factors that raise a person’s risk for heart disease, diabetes, stroke, and other health problems).

The current national health trends show that the percentage of employees and family members with diabetes, hypertension, and coronary artery disease will continue to climb without significantly reducing risk factors. For the BetterHealth Employee Wellness Program to make a difference in these chronic conditions among the entire workforce, we must employ effective and new strategies to reach more employees than in previous years.

The good news is that City employees want to be healthy. When asked what motivates them to participate in wellness, respondents wanted to improve health, feel better, have more energy, lose weight, increase physical activity, reduce stress, and prevent health problems. All BetterHealth initiatives were evaluated with program satisfaction surveys; 97% or more of survey respondents said the program they participated in was helpful for their health and wellness. 80% or more were satisfied with the program or service.

COVID-19 restrictions created many health and program challenges for the City of Albuquerque (COA) employees and participating government entities. However, significant progress continued toward improving employees’ physical and mental health by creating a supportive environment for well-being. Staff engagement continues to be a priority, and we will continuously look for ways to meet the needs of our ever-changing work population.

In 2021, the City of Albuquerque added a new Core Value: Sustaining a Health-Conscious Work Environment. The additional core value provides an opportunity for communication about the BetterHealth Program and support of employee well-being to direct reports.

Performance Evaluations have traditionally been a forum for anxious feelings and ambiguous feedback; however, evaluations are an opportunity for employees to communicate feedback and needs to the organization in 2022. In addition, the conversation can focus on how leaders can support employees in their well-being journey.

Managers can use this time to cover well-being subjects with their employees, such as whether an employee has been working late or their interests and growth aspirations are outside their work life. Open discussion of employee well-being assists in realistic and well-thought-through goals that foster a safe and more psychologically secure working environment, which translates directly to improved employee well-being. Engaging with employees by actively encouraging well-being and relaying interest in their future creates a flourishing, positive culture.

This core value is described as sustaining a health-conscious work environment.

- Employees and leaders are committed to better health by sustaining a health-conscious work environment through improving physical activity, nutrition, and brain health.
- Employees and leaders will role model, participate, and engage others and family members to participate in health and wellness programs.
- Employees and leaders are committed to improving the quality of life for themselves and their families.

How to open discussion on this Core Value:

Imagine a ladder with steps numbered from zero (on the bottom rung) to 10 (the top rung). The top of the ladder represents the best possible life for you, and the bottom of the ladder represents the worst possible life for you.

On which step of the ladder would you say you stand right now?

On which step do you think you will stand five years from now?

What are you doing to improve your well-being?

What can the organization do to provide support and help you improve your place on that ladder?

What can the organization do to improve its well-being?

Natural Segway for specific needs and further discussion. Here are some programs/resources we can connect you with immediately.

INTERVENTIONS & MEASURES OF SUCCESS

Evidence-based interventions that align with the four BetterHealth goals will be offered throughout this 5-year Strategic Plan and tailored to individual employees and family members, teams of employees, managers, and senior leaders. The BetterHealth Program will adopt additional interventions to enhance the work environment, culture, and policies to protect and promote employee health. The City of Albuquerque will utilize procurement procedures to identify the best vendors and programs that align with the BetterHealth Program.

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 appropriate 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 participant’s readiness to change.

Training and coaching for supervisors, managers, and senior leaders provide the rationale for BetterHealth and how leaders can support the program and employees and model positive behavior. Implementing the new core value of *Sustaining a Health-Conscious Work Environment* with the annual performance review is a way to communicate the program’s benefits and success stories and provide an opportunity for program feedback and improvement. Recognizing individuals and specific units, departments, and locations will enhance the value of employee well-being within the City and government entities.

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

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 the coming years. An annual progress report will be delivered to senior leaders and other key stakeholders.

Goal 1: Provide valued, tangible employee benefits by delivering whole person programs to prevent, detect, and reduce modifiable risk factors for cardiovascular disease, diabetes, and cancer. Supported behaviors include:

- ✓ increased movement and physical activity
- ✓ nutritious and balanced eating habits
- ✓ cessation of unhealthy substances
- ✓ manageable stress
- ✓ sleep
- ✓ personal growth
- ✓ community service
- ✓ financial empowerment
- ✓ social connection

Intervention	Timeline
Gym Membership Benefit	FY24 and review annually
Tobacco quitline and mobile application	FY24 and review annually
Platform well-being habit challenges	FY24 and review annually
Personal Health Assessment with feedback, health education, health coaching, online wellness platform, and incentive for CABQ & Entity completers.	FY24 and review annually
Mindfulness-Based Stress Reduction Program	Quarterly in FY24 and review annually
Diabetes & Heart Disease Prevention Program	Request for Proposals for FY24-28
Combined nutrition and physical activity program with intensive behavioral dietary counseling for chronic condition management	Physical Health Program(s) in FY24 and Request for Proposals for FY24-28
Technology-supported intervention that includes activity monitors to increase physical activity and reduce weight	Best Practice Challenge(s) in FY24 and Request for Proposals for FY24-28
Blood pressure self-monitoring.	On-going
Run for the Zoo...and Walk with Us Too! with a training program.	FY24 and review annually
Annual Health Academies such as Embrace Your Health Now Academy, Cholesterol, Blood Pressure, Diabetes Prevention, Positive Psychology	Annually in June
Evidence-based Programs (topics such as brain health, chronic stress reduction, cognitive skills, financial empowerment, decision making, habit design, happiness, intrinsic motivation, life purpose and meaning, emotional well-being, positive psychology, overcoming obstacles, peak performance, personal growth, relaxation, resilience, self-care, self-direction, self-regulation, sleep, walking, and work-life harmony)	Request for Proposals for FY24-28
Opportunities for employees and family members to connect socially through shared interests and activities that support their well-being	Request for Proposals for FY24-28
NEW A Musculoskeletal intervention suitable for the workplace that helps prevent or reduce injury, and increases strength and flexibility	Request for Proposals for FY24-28
NEW System to encourage decision making of strongly recommended preventive health screenings.	Request for Proposals for FY24-28

Goal 2: Empower employees with healthy work environments and lifestyle practices that enable them to achieve their best possible health, creating a health-conscious work environment.

Intervention	Timeline
Mobile Health Center promotion	Ongoing
Onsite Health Clinic promotion	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 BP program
Distribute wellness newsletter	Monthly
Onsite health screenings at the annual health fair and open enrollment meetings: BMI, blood pressure, lipid panel, and A1c	Annually in May and October
Onsite mammography van promotion	Annually in May and October/ November
Onsite seasonal influenza vaccinations and other vaccines as required	Annually in September and October
Develop videos and written and verbal communications from senior leaders with their commitment to employee well-being and self-care. Share team success imagery and stories.	FY24-28
Adopt or strengthen existing wellness policies, such as healthy vending standards	As identified FY24-28
Conduct initiatives to design healthy habits into the work culture for various work locations or departments	Request for Proposals for FY24-28

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

Intervention	Timeline
BetterHealth Ambassadors’ annual recruitment and custom request activities throughout the year	Ongoing. Request for Proposals for FY24-28
Convenes quarterly Wellness Committee and BetterHealth Ambassador meetings	Every 2nd and 3rd month per quarter
Provide BetterHealth Program presentation for Supervisors training in the Employee Learning Center	Every Month
Collaborate with medical plan’s Performance Improvement, Health Plan, and Disease Management programs.	Ongoing
Provide awareness around <i>Healthy Workforce Goal</i> and how to incorporate it in regular communication and practices of all team leaders.	FY24-28
Provide Supervisor Training classes related to <i>Sustaining a Health-Conscious Work Environment</i> core value.	FY24-28
Benchmark <i>Well Workplace Checklist</i> to support department level and entity micro-cultures	FY24-28

Goal 4: Evaluate and continuously improve initiatives

Activity	Timeline
Evaluate all BetterHealth initiatives	Ongoing
Distribute annual progress report	Annually in October
Recognition & Awards for BetterHealth Program	Ongoing



MARKETING PLAN

Motivational reminders will be routinely posted in common areas encouraging healthful activities. Materials and program announcements will be distributed in annual benefits booklets, E-web, emails, posters, home mailings, the BetterHealth Website, and office lobby monitors to ensure all employees know the available services.

BetterHealth staff maintain a distribution list of more than 6,500 city employees and spouses who have participated in previous BetterHealth interventions. These individuals receive direct email invitations to participate. Contacts from the participating government entities are on the distribution list for BetterHealth initiatives that include the entities.

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

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BetterHealth

Better you.

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