

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.



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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

PO Box 1293
Albuquerque
New Mexico 87103
www.cabq.gov

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 Worksite 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

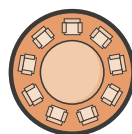
Employees are the organization’s most valuable asset. When employees are healthy, they cost employers less in healthcare expenditures and lost productivity. The workplace is an ideal setting to reach employees because of the amount of time people spend at work. For these reasons, the City of Albuquerque 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



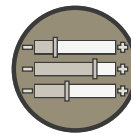
BENCHMARK 4
Crafting an Operating Plan



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. <i>Control</i> .™ 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.



City of Albuquerque

Human Resources Department
Insurance and Benefits Division
7th Floor City Hall, Room 702
PO Box 1293
Albuquerque, NM 87103