

2016 Worksite Well-Being Report: Executive Summary

2016 Highlights

Champion Program

The Well-Being Team:

- Hosted the first annual Champion Appreciation Event.
- Supported 241 Champions.
- Doubled the number of Champion Communities to 10.
- Offered three major training topics (nutrition, physical activity, flu/healthy holidays). 29 trainings were offered: 12 were offered at the Champions' work locations. The rest were in-person at HSS or webinars. On average 41% of Champions attended trainings on the three major topics.
- Created a structure that supports Champions and leaders in creating a culture of well-being in the workplace through resources and recognition. This structure is called Well-Being@Work and launches in the first quarter of 2017 through a new website, myhss.org/well-beingatwork.

City-wide Programs

Nutrition Program: *eat better, FEEL BETTER* Campaign & Colorful Choices Challenge

- The first-ever nutrition challenge was offered and exceeded participation in the previous years' physical activity challenge by 6%.
- 2039 employees participated compared to 1923 in the 2015 Shape Up Walking Challenge.

Physical Activity Program: Move More, Feel Better Campaign & Get Fit on Route 66 Challenge

- Participation exceeded past challenge participation by 22%:
- 2,342 employees and family members participated, compared to the 1,923 participants enrolled in the Shape Up Challenge.
- Get Fit on Route 66 also attracted many new participants as 68% had not participated in the previous Shape Up movement challenge.

Flu Shot Program (campaign and onsite clinics)

- The flu program continues to grow every year with the largest number of vaccinations yet: 4158. The number of clinics remained the same: 26.

Healthy & Happy Holidays: Maintain, Don't Gain and 12 Days of Relaxation Email Campaign Pilots

- A new healthy holiday campaign addressed stress, relaxation, and weight management for the first time.
- There were 629 participants for Maintain, Don't Gain.
- There were 824 participants for 12 Days of Relaxation.

Onsite Activities & Pilots at Departments

- There were a total of 175 activities (seminars, coaching, and screenings) that took place at the worksite. This is a 52% increase from 2015.
- Healthy Weight Series pilot was a success and will be a new program in 2017.
- Diabetes Prevention Program research study completed recruitment with 156 participants. The research will conclude in the summer of 2017.

- We facilitated relationships between 7 departments and REC to provide 13 group exercise classes in the workplace.

2017 Initiatives and Projects

Well-Being@Work

1. Champion Recruitment, Training, and Support
 - Launch the enhanced Champion website and the new Well-Being@Work brand as a way to organize materials, resources, and expectations.
 - Create an Access database to track Champion metrics and Coordinator tracking.
 - Enhance and update all Champion recruitment materials
 - Recruit annually (opt-in) at the beginning of each calendar year.
 - Make Champion engagement a category in the Award Application. Provide more points for lower Champion to employee ratios.
 - Identify one Award Lead Champion for each department to provide one contact for completing the Award Application.
 - Establish more Champion Communities and support the current ones.
 - Create an annual survey for Champions to provide feedback on Champion support and trainings.
 - Improve the Champion experience and respond to requests:
 - Start to use Eventbrite to send training invitations to Champions.
 - Enhance the Champion survey to align with onsite events that Champions request.
 - Continue to
 - Provide training in a variety of formats: Provide in-person Champion trainings at the various Champion Communities and HSS.
 - Have Well-Being Coordinators attend and support onsite events at departments.
2. Department Leadership Engagement
 - Increase in-person opportunities to interact with leaders: a kick-off meeting with leaders, Champion Appreciation Event, two meetings for points in the Award.
 - Identify a Department Lead to support Champions and help complete the Award Application.
3. Resources: Activities & Grants
 - Continue to offer and sponsor activities at the workplace such as seminars, coaching and health screenings.
 - Offer the Healthy Weight Program (slightly modified version of the Healthy Weight Series pilot) to all interested City departments.
 - In partnership with REC, HSS will sponsor up to 20 group exercise classes at department locations in 2017.
 - Explore additional vendors to expand activities at the workplace.
 - Add an additional funding opportunity to allow departments to purchase items to assist in bringing a culture of well-being to the workplace (Well-Being@Work Grants).
4. Recognition: Awards & Spotlights
 - Provide Awards to departments that make efforts in three areas: Organizational Commitment, Healthy Behaviors, and Emotional Well-Being (Q1 2018).
 - Use the Award categories to:
 - Promote implementation of policies that influence well-being and employee engagement
 - Promote participation in City-wide programs and EAP

- Encourage leadership to take a more active role in creating a culture of well-being
- Develop toolkits and trainings to support successful implementation of Award point categories.
- Host the 1st Annual Well-Being@Work Award Event which will allow Champions to be recognized in front of other Champions and department leadership (Q1 2018).
- Implement a formal recognition of Champion on a quarterly basis through the Well-Being@Work Spotlights.

City-wide Programs

1. Develop a new tagline that serves to unite all well-being initiatives. Create a campaign to launch the tagline.
2. Continue to offer campaigns and challenges City-wide as a way to create momentum for well-being in the workplace.
 - Healthy Start Campaign
 - Spring Physical Activity Campaign & Challenge
 - Summer Nutrition Campaign & Challenge
 - Fall Flu Prevention Campaign & Onsite Clinics
3. Provide “off the shelf” campaigns/challenges that departments/Champions can implement when is best for their department and allows additional well-being topics to be addressed.
 - Relaxation
 - Volunteering
 - Maintain, Don't Gain
 - Did You Know Campaign for EAP
4. Create a consistent process to report back to Champions and leaders on activities, challenges and City-wide campaigns.

Pilot Programs

1. Pilot at least one new initiative annually as pilots provide valuable feedback for the program.
2. Analyze Diabetes Prevention Program study results to determine how/if the program should be made available in the future.

Part 1: Champion Program

2016 Highlights

The Well-Being Team:

- Hosted the first annual Champion Appreciation Event.
- Supported 241 Champions.
- Doubled the number of Champion Communities to 10.
- Offered three major training topics (nutrition, physical activity, flu/healthy holidays). 29 trainings were offered: 12 were offered at the Champions' work locations. The rest were in-person at HSS or webinars. On average 41% of Champions attended trainings on the three major topics.
- Created a structure that supports Champions and leaders in creating a culture of well-being in the workplace through resources and recognition. This structure is called Well-Being@Work and launches in the first quarter of 2017 through a new website, myhss.org/well-beingatwork.

Recommendations

Champion Appreciation

1. Continue to offer a Champion Appreciation Event every year to celebrate Champions. In 2018, this event will most likely be combined with at the 1st Annual Well-Being@Work Award Event which will allow Champions to be recognized in front of other Champions and department leadership.
2. Implement a formal recognition of Champions on a quarterly basis through the Well-Being@Work Spotlights.

Champion Recruitment

1. Recruit annually at the beginning of each calendar year.
2. Make Champion engagement a category in the Award Application. Provide more points for lower Champion to employee ratios.
3. Identify one Award Lead Champion for each department to provide one contact for completing the Award Application.
4. Identify a Department Lead to support Champions and help complete the Award Application.
5. Enhance and update all Champion recruitment materials
6. Create an Access database tool to track Champion metrics and Coordinator tracking.

Champion Support

1. Establish more Champion Communities and support the current ones.
2. Launch the enhanced Champion website and the new Well-Being@Work brand as a way to organize materials, resources, and expectations.
3. Improve the Champion experience and respond to requests:
 - Start to use Eventbrite to send training invitations to Champions.
 - Enhance the Champion survey to align with onsite events that Champions request.
 - Create an annual survey for Champions to provide feedback on Champion support and trainings.
4. Continue to
 - Provide training in a variety of formats.
 - Have Well-Being Coordinators attend and support onsite events at departments.

- Provide in-person Champion trainings at the various Champion Communities and HSS.

Champion Appreciation

This year was the first Champion Appreciation Event. The goal was to provide a celebration and networking event for Champions that highlighted the successes that took place 2015. The event included healthy snacks, a photo booth, a recap of the events throughout the year, guest speakers and awards. The guest speakers included Supervisor Farrell, Catherine Dodd, Director of HSS and Micki Callahan, Director of HR.



There were a total of 32 Champions that attended the event. All Champions were given a sweatshirt, a certificate and trophy as token of appreciation for their hard work throughout the year.



HSS provided Champions and department leaders the opportunity to nominate Champions who had done an excellent job in creating a culture that supports well-being at the workplace. All Champions who were nominated were given an additional gift. These gifts were donated by the three health plans: Kaiser Permanente, United Healthcare and Blue Shield of CA. Giveaways included Fitbits, cookbooks, folding bikes and more. Champion stories were posted on a wall

where other Champions could read about the events and activities they offered through the year at the worksite.



Due to the positive response from this event, the HSS Well-Being Team will continue to provide the Champion Appreciation Event annually.

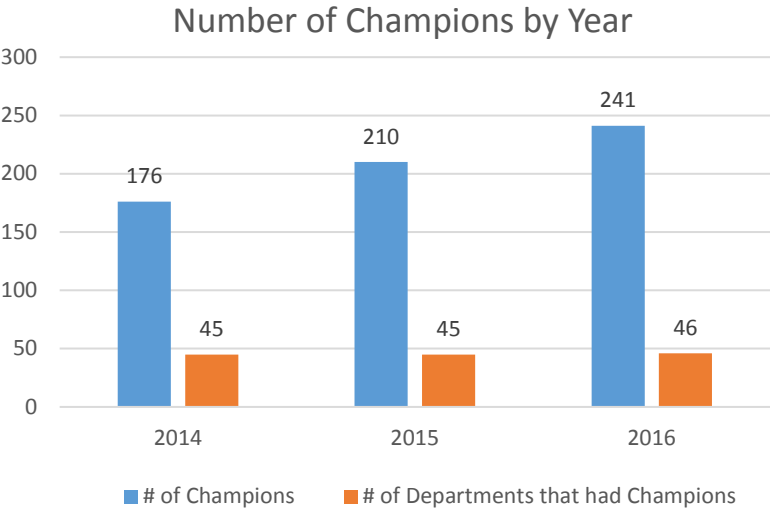
Champion Recruitment

To support Champion recruitment in 2014 and 2015, a meeting to gather Department heads was called to discuss the importance and continued support of well-being activities at the workplace through the Champion network. In 2016, the recruitment process solely relied on emails to existing Champions. There wasn't a process to remove those Champions who didn't reach back out to HSS to express interest in continuing on for another year. Therefore Champions may have remained on the list because they failed to opt out. Although this resulted in an increase in 31 new Champions in 2016 (a 15% increase from 2015), it resulted in a high level of disengaged Champions.

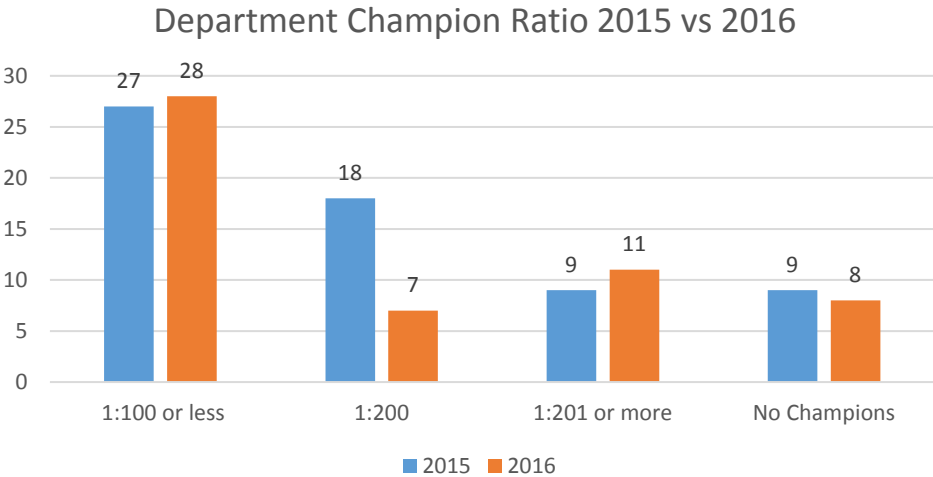
Due to this, there will be efforts to re-engage department leaders to help in recruitment.

Additionally, current Champions that don't actively re-commit, will be removed from the list in 2017.

HSS recommended a Champion to employee ratio of at least 1:200, however there has been greater success in participation among the City-wide initiatives when the ratio is less than 1:100 (1 Champion for every 100 employees). Below represents the employee to Champion ratio by department.



In 2016, 52% (28) of the departments had a 1:100 Champion to employee ratio, 13 % (7) of departments had a 1:200 Champion to employee ratio and 20% (11) of departments exceeded the 1:200 Champion to employee ratio. There were 8 departments that had no Champions.



Champion Support

The HSS Well-Being Coordinators (Coordinators) provided several forms of ongoing support and communications to Champions. The Coordinators support and interact with Champions through phone calls, emails, trainings and via the Champion website. In 2016, a new Well-Being Coordinator was added to the team, which allowed for the ability to increase the number of phone calls made to Champions and allowed the opportunity to increase the number of trainings provided to Champions at their worksite.

Champion Communities

In order to better support Champions in their role, the HSS Well-Being Coordinators started to initiate “Champion Communities” in 2015. A Champion Community consisted of gathering Champions who reside in buildings nearby each other or who all work for the same department. The HSS Well-Being Coordinators often start by driving the meetings, but some communities have become quite independent and the Coordinator serves more as an advisor. In 2016, there were 10 Communities compared to 5 in 2015.

Goals of the Champion Communities

- Provide an opportunity to have an in-person touch point with Champions
- Offer onsite trainings at their location making it more convenient for Champions and increasing the number of Champion trained
- Champions get to network with other Champions nearby or in their department
- Champions share ideas and brainstorm around current initiatives.

Current Champion Communities

2015	2016	Champion Community	Notes
X	X	1145/1155 Market Street	Partners together to support events at both locations

X	X	Mission Corridor	Partners together to support events at all locations, Champion trainings, Meetings to support Pilot programs
	X	City Hall	Partners together to support events at the location, Champion trainings
X	X	One South Van Ness	Partners together to support events at the location, Champion trainings, Meetings to support Pilot programs
	X	LIB	Department community, meets monthly to share ideas and partner strategies at various locations to support well-being at work
	X	CON	Department community, meets monthly to plan and discuss activities to support well-being at the workplace
X	X	25/30 Van Ness	Partners together to support events at both locations, Champion trainings
	X	PRT	Department community, meets monthly to share ideas and partner strategies at various locations to support well-being at work
X	X	ADM	Only met one time in 2016 to share ideas
	X	PUC	Started to establish a community in 2016, however struggled to obtain consistency

Champion Training

When working with Champions HSS wanted to focus on bringing trainings to the Champions at their location. In 2016, HSS expanded training to various Champion Communities. These communities are identified by either physical location or by department. Benefits of offering an onsite training include:

- Allowing Champions to get to know other Champions in their area
- Encouraging Champions to support each other for events taking place in their building
- Customizing training for the department/location and allowing the Champions to strategize for their department/location

These trainings were an exciting addition. Champions appreciated the opportunity and convenience of attending a training close to where they work. A total of 29 trainings were offered to Champions in 2016. Of these, 12 were offered at various Champion workplaces.

In 2015, on average there were 10 trainings offered per campaign, with an average of 99 attendees per training. In 2016, on average there were 10 trainings offered per campaign with an average of 85 attendees per training.

The trainings provided an overview of the campaigns. Trainings were offered in-person at HSS, in-person at various Champion worksites, and via webinar. Traditionally make-up trainings were also offered. On average, 41% of Champions attended the in-person trainings.

Trainings offered in 2016 include:

Campaign	Challenge	# of Trainings	# of Champions Trained
<i>eat better, FEEL BETTER</i>	Colorful Choices	8 (4 in-person at HSS, 1 of which was a	109

		make-up; 2 at Champion Communities and 2 webinar make up trainings)	
Move More, Feel Better	Get Fit on Route 66	10 (5 in-person at HSS, of which 2 were make-up trainings; 4 at Champion community locations and 1 make-up training webinar)	96
Flu & Healthy Happy Holidays	Maintain, Don't Gain and 12 Days of Relaxation Email Pilots	11 (5 in-person at HSS, two of which were a make-up training and 6 at Champion community locations)	93

Wellness Councils

HSS often participates and serves as a member of Wellness Councils at departments that have a Wellness Council in place. A Wellness Council are made individuals within a department that come together to help make decisions around well-being at the workplace and disseminate that information out to their respective employee groups.

Currently, HSS Supports MTA Wellness Council and the DPH Central Administration Worksite Wellness Group.

Individual Meetings

Individual in-person meetings are typically on an as needed basis to support a Champion prior to an onsite event, orient a new Champion about the Champion program, resources and tool or brainstorm potential opportunities on how the Champion can support well-being at the workplace.

The Well-Being Coordinators made a concerted effort to participate more frequently on the event planning calls with Champions and the vendors. Participation in these calls been helpful for Coordinators to provide insight to department needs and discuss adjustments and customizations for the department locations for events.

Phone Calls

One goal of the Well-Being Coordinators is to make phone contact with each Champion at least once a quarter. Phone calls were used to follow up on Champion training activities, to obtain feedback from current well-being campaigns and to provide additional support to onsite activities. Coordinators also connect with Champions to orient a new Champion about the Champion program, resources and tool or brainstorm potential opportunities on how the Champion can support well-being at the workplace.

Emails

Communication through email continues to be one of the more frequent uses of communication between the Coordinators and the Champions. Emails occur at least once a month, however based on the current initiatives and program offerings, it can be as frequent as once a week. Email communications often provide reminders, information on what immediate marketing tools Champions should post and/or message to get out to their co-workers. It's also an avenue to provide updates to programs, provide tools and resources to assist Champions with supporting a healthy worksite, and participation results.

Champion Website

The Champion website houses all of the information for Champions to access if/when needed. All of the quarterly training materials were posted after each quarterly training in addition to resources to help that can be used at the worksite. The website provides Champion contact lists, updates for existing City-wide initiatives and action items. A goal in 2016 was to develop and launch a new Champion website that would be more user-friendly and could serve a larger population that includes leaders. HSS worked with a vendor to assist in the development of a new enhanced website and it will launch in February 2017.

Surveys

Surveys were provided to participants at onsite activities and have been a means for HSS to obtain feedback on the vendor and help the Champion identify if the program was successful. This tool is being reconsidered to improve efficiencies in 2017. Champions were also asked to complete a survey for the event. This helped HSS to improve the process for ordering, understand Champions support needs, and report back to the vendor. The goal is to update and enhance this in 2017.

Part 2: City-Wide Programs

Description

In 2016, the HSS Well-Being Team promoted the following programs City-wide:

- Nutrition Program: *eat better, FEEL BETTER* Campaign & Colorful Choices Challenge
- Physical Activity Program: Move More, Feel Better Campaign & Get Fit on Route 66 Challenge
- Flu Shot Program (campaign and onsite clinics)
- Healthy & Happy Holidays: Maintain, Don't Gain and 12 Days of Relaxation Email Campaign Pilots

To align with each program, Champions are provided training that outlines a number of different resources and ideas they can implement at the worksite to support the themes of the various campaigns and challenges. These activities focus on:

- Raising awareness by educating employees
- Offering programs and create a culture to support well-being at the workplace
- Recognizing and celebrating employees for making healthy choices

2016 Highlights

Nutrition Program: *eat better, FEEL BETTER* Campaign & Colorful Choices Challenge

- The first-ever nutrition challenge was offered and exceeded participation in the previous years' physical activity challenge by 6%.
- 2039 employees participated compared to 1923 in the 2015 Shape Up Walking Challenge.

Physical Activity Program: Move More, Feel Better Campaign & Get Fit on Route 66 Challenge

- Participation exceeded past challenge participation by 22%:
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Flu Shot Program (campaign and onsite clinics)

- The flu program continues to grow every year with the largest number of vaccinations yet: 4158. The number of clinics remained the same: 26.

Healthy & Happy Holidays: Maintain, Don't Gain and 12 Days of Relaxation Email Campaign Pilots

- A new healthy holiday campaign addressed stress, relaxation, and weight management for the first time.
- There were 629 participants for Maintain, Don't Gain.
- There were 824 participants for 12 Days of Relaxation.

Recommendations: City-wide Programs

1. Create a consistent the process to report back to Champions and leaders on activities, challenges and city-wide campaigns.
2. Continue to offer campaigns and challenges City-wide as a way to create momentum for well-being in the workplace.
3. Consider ways to address topics in addition to flu, nutrition, and physical activity annually.
4. Consider if it is appropriate to incorporate successful practices from one campaign/challenge into another.

5. Create communications that focus on individuals who are not currently engaging regularly in the targeted health behavior.
6. Provide resources that appeal to the variety of ways people like to receive information (print, online, social media, etc.)
7. Continue to use City-wide email as a communication tactic as it significantly drives participation.
8. Always pair a challenge with a larger communication campaign to provide resources and awareness to those who may not be ready to make a change or aren't interested in the specific style of program.

Champion-Organized Activities

The following activities were provided to Champions for the various campaigns and challenges that occurred in 2016.

<i>eat better, FEEL BETTER & Colorful Choices</i>	Move More, Feel Better & Get Fit on Route 66	Flu Healthy & Happy Holidays
Fruit and Vegetable Discussion activity	Idea Boards	Flu quiz
Bulletin Board samples	Physical Activity Quote	Bulletin boards
Serving Size demonstration	Physical Activity Charades	Handouts / Flyers
Colorful Choices program	Fitness Personality Test	Onsite Clinic
Onsite activities: <ul style="list-style-type: none"> • Coaching • Seminars 	Videos	Volunteer
Healthy recipe sharing	Live each day the health way! Goal Setting Card	Inspiration Quotes
Lunch/breakfast club	Get Fit on Route 66	Holiday Jeopardy
Snack Club	Onsite activities: <ul style="list-style-type: none"> • Coaching • Seminars 	Idea Boards
Farmers Market Trips and Community Supported Agriculture	Take the Stairs	Calendar
High 5 for getting your 5	Walking to Work	Goal Setting Cards
Prizes	Charity Walks	Maintain, Don't Gain emails
	Get up and Move Cube	Weigh In events
	Workout of the Week	Onsite activities: <ul style="list-style-type: none"> • Coaching • Seminars
	Fitspiration Station	Movement Breaks
	I Move More	Healthy Holiday Socials
	I Find 30	Caught Being Healthy cards
	1 Feel Better	Success Stories
	Celebration	

Nutrition Program: *eat better, FEEL BETTER* Campaign & Colorful Choices Challenge

“The Colorful Choices Program was awesome! The healthy competition and team atmosphere really motivated me to eat as healthy as possible. The 6-week program/competition was just long enough for me to form healthy eating habits that no longer require conscious decisions! I naturally gravitate to more healthy options now. I’ve had noticeably more energy since starting the colorful choices program. Can’t wait to continue the healthy eating journey!”

Description

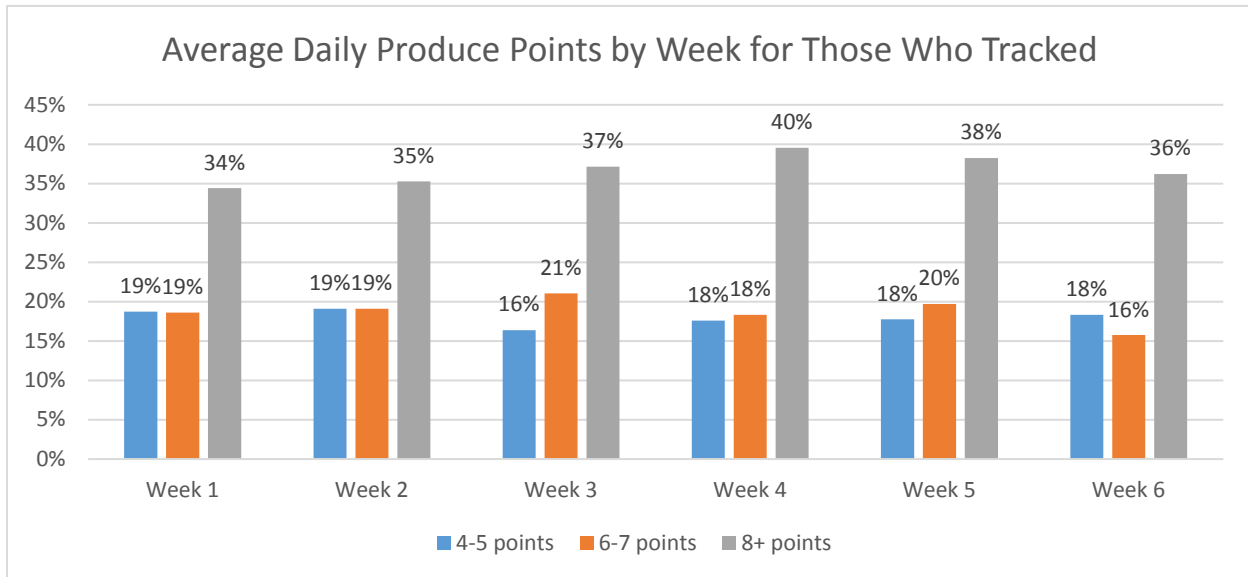
The 2016 Nutrition Program had two major components:

1. ***eat better, FEEL BETTER***, a campaign to encourage fruit and vegetable consumption. Components of this included: onsite activities at the departments, resources on myhss.org, education sent in the HSS enews and City-wide emails.
 - **Objective:** The campaign elements were designed to inspire individuals to eat more produce regardless of whether or not they were ready to and/or interested in participating in Colorful Choices.
2. **Colorful Choices**, a six-week online challenge to track fruit and vegetable consumption. There was the ability to participate as an individual or a team.
 - **Objective:** Participants in the challenge will practice behavior change (consumption of more produce and/or at least 5 servings daily) for an extended period of time.

Colorful Choices Highlights

1. Participation exceeded past challenge participation by 6%:
 - 2039 employees participated compared to 1923 in the 2015 Shape Up Walking Challenge.
2. Colorful Choices attracted participants who were not currently meeting the recommendations for fruit and vegetable intake:
 - 65% of participants were not consuming 5 servings of fruits and vegetables.
3. There was engagement City-wide:
 - 96% of departments had teams
4. Produce consumption increased slightly among active participants. Among the 54% of participants that actively logged their produce points:
 - 38% increased produce consumption
 - 34% achieved approximately 5 or more servings

- Over half of all participants who logged weekly achieved an average of 4-5 servings of fruits and vegetables across the 6 weeks.



Note: 3 servings = 5 produce points (1 fruit & 2 veg), 4 servings = 6 produce points (2 fruit & 2 veg), 5 servings = 8 produce points (2 fruit & 3 veg)

5. Participants on a team tracked more consistently and consumed more produce:
 - 65% of participants joined a team.
 - Those on a team logged 25 days on averaged compared to 15 days for individual participants.
 - They earned an average of 6 points compared to 3 points for individual participants.
6. Participants who downloaded the app tracked more consistently and consumed more produce:
 - 27% of participants downloaded the app.
 - Those who downloaded the app tracked 27 days on average compared to 20 days in online users.
 - They earned an average of 6 points compared to 5 points in online users.

Champion Stories

Champions organized a variety of creative activities to encourage produce consumption: Find them here: <http://myhss.org/well-being/downloads/2017ColorfulChoicesChampionStories.pdf>.

Recommendations

1. Encourage joining a team.
2. Encourage downloading the mobile app.
3. Continue weekly contests.
 - The weekly contests where participants submitted stories, recipes, photos, and more were beneficial in providing qualitative information of the participants' experience.
4. Adjust the awarding of prizes and communicate widely.
 - Many were not aware of the various prizes that were available for participants and teams that actively logged, increased produce consumption, and achieved 5 servings of produce per day.
 - Not everyone who registered logged their points, thus providing an incentive (e.g. t-shirt) may encourage more people to actively participate.

- 79% of Champions reported that doing a weekly raffle, specifically for those who tracked, would encourage higher rates of tracking. 45% also suggested that HSS send out weekly reminders about prizes to people who registered.

Find the complete Nutrition Program Report: http://myhss.org/well-being/downloads/2016_Nutrition_Report.pdf.

Physical Activity Program: Move More, Feel Better Campaign & Get Fit on Route 66 Challenge

"I had a nagging knee injury and was required to take the last year off impact exercise. I gained a lot of weight due to not working out. With starting walking in the Route 66 plan, I have been able to start rebuilding my fitness and lost 10 pounds very quickly."

Description

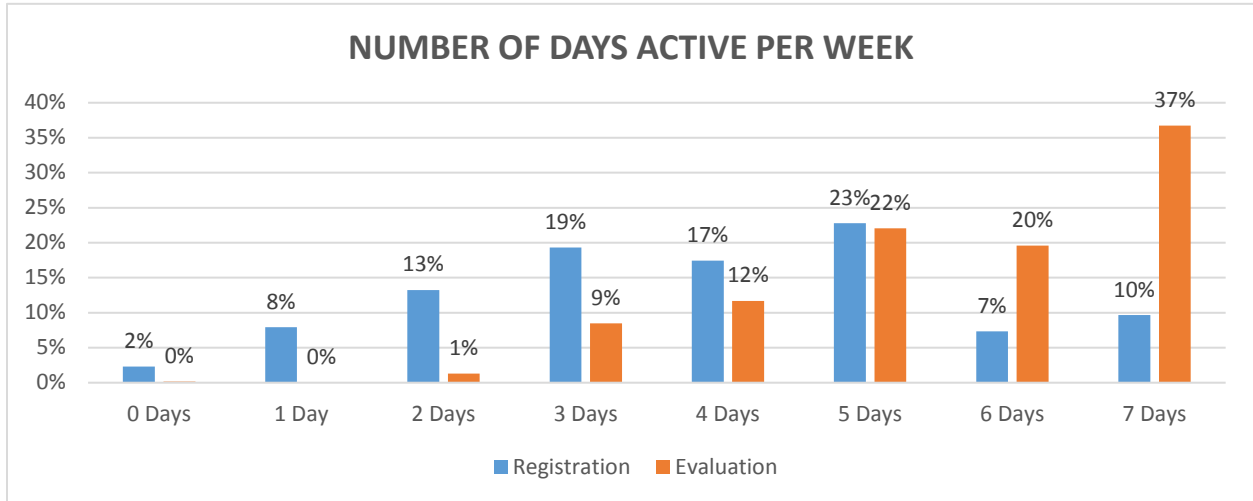
The 2016 Physical Activity Program had two major components:

1. **Move More, Feel Better**, a campaign to encourage physical activity. Components of this included: onsite activities at the departments, resources on myhss.org, education sent in the HSS enews and City-wide emails.
 - **Objective:** The campaign elements were designed to inspire individuals to move more to regardless of whether or not they were ready to and/or interested in participating in Get Fit on Route 66.
2. **Get Fit on Route 66**, a six-week online challenge to track minutes of physical activity. There was the ability to participate as an individual or a team.
 - **Objective:** Participants in the challenge will practice behavior change (moving more daily and/or reaching the recommendation of 30 minutes of physical activity on 5 or more days each week) for 6 weeks.

Get Fit on Route 66 Highlights

- Participation exceeded past challenge participation by 22%:
 - 2,342 employees and family members participated, compared to the 1,923 participants enrolled in the Shape Up Challenge.
 - Get Fit on Route 66 also attracted many new participants as 68% had not participated in the previous Shape Up movement challenge.
- Get Fit on Route 66 attracted participants who were not currently meeting the recommendations for physical activity:
 - 60% of participants were not meeting the 5 days per week recommendation
 - 52% of participants did not have a regular physical activity program that they had been sustaining for more than 6 months.
- Engagement improved among Route 66 participants compared to Colorful Choices. This may have been attributed to the prizes attached to tracking at least three times per week and completing the evaluation survey.
 - 72% logged at least once during Get Fit on Route 66 compared to 54% of participants who logged at least once during Colorful Choices.
 - 698 participants (29%) completed the registration and evaluation (pre- and post-) survey for Get Fit on Route 66 compared to 245 participants (12%) who completed the registration and evaluation survey for Colorful Choices.
- Physical activity increased slightly among active participants.

- Among the 72% of participants that actively logged their physical activity, 46% consistently recorded 5 or more days and collected 5 or more road signs (30+ minutes of physical activity)
- Among the 30% who completed the evaluation survey, 99% were active at least three days per week.



- 73% of active participants reached the end of Route 66 during the 6 week time frame, which means they logged at least 816 minutes of physical activity (an average of 20 minutes 7 days/week or 30 minutes 5 days/week).
- Team participation increased compared to Colorful Choices.
 - 52% of the 2365 participants joined a team for Get Fit on Route 66 compared to 37% of participants who joined a team for Colorful Choices.
 - Participants who downloaded the app tracked more consistently and were more active
 - 32% Route 66 participants downloaded the app compared to 27% of Colorful Choices participants.
 - Among active participants, those who downloaded the app tracked 35 days on average compared to 33 days in online users. They earned an average of 33 road signs compared to 29 road signs in online users.

Champion Stories

Champions organized a variety of creative activities to encourage physical activity. Find them here: <http://myhss.org/well-being/downloads/2017PhysicalActivityChampionStories.pdf>

Recommendations

1. Consider how to provide a variety of tracking mechanisms that support a variety of interests in technology.
2. Consider a 4 week or 30 day challenge.
3. Explore ways to engage more males in challenges.
4. Continue to:
 - Develop and implement in-house weekly contests and weekly emails with resources tailored to member.
 - Encourage joining a team and providing an opportunity for family members to join: Social support is an important component for challenge participants.
 - Align prizes with desired outcomes and promote regularly.

Find the complete Physical Activity Program Report: http://myhss.org/well-being/downloads/2016_PhysicalActivityReport.pdf.

Flu Shot Program (campaign and onsite clinics)

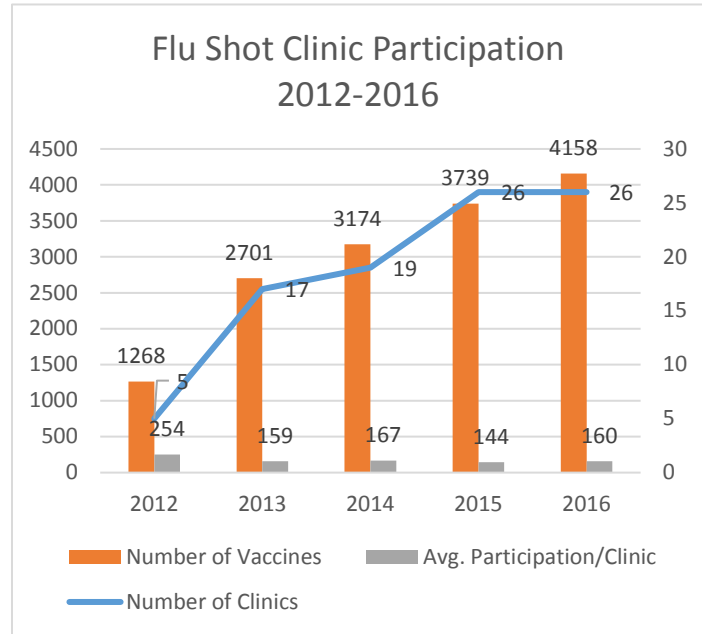
Description

The 2016 flu shot program included:

1. Worksite and health fair flu clinics
2. A home mailing to Medicare-retirees
3. Worksite education

Clinic Highlights

1. Participation in clinics increased by 11% (4158 shots) while the number of clinics remained the same (26).
2. More Combined Events with Open Enrollment:
 - The majority of larger clinics were arranged in October, so that Benefit Analysts could be present to answer questions about Open Enrollment, new benefits and collect applications.
 - Benefit Analysts attended 13 clinics (50% of total clinics). Staff consulted with over 1400 members, which was 33% of flu shot clinic attendees.
3. Two New Health Fairs:
 - HSS created the City Hall and One South Van Ness Health Fairs, which provided 1190 shots and 455 visits with member services.
4. Promotion of EAP:
 - EAP staff promoted EAP benefits at 11 clinics (43% of clinics), which provided exposure to 2719 employees, 65% of the total number of members vaccinated.
5. City-wide Emails:
 - A series of emails were sent to all City employees advertising the flu shot clinics and Open Enrollment at varying times over the season.
6. Online Calendar of Events:
 - Launched the first-ever flu event website and online calendar as a tool to increase promotion and communications. These online resources provided details about all HSS sponsored Open Enrollment events, health fairs and flu shot clinics.
7. Enhanced Data Collection:
 - Data regarding whether employees worked in the building of the clinic or at a different work location was collected to determine if people are traveling for flu shots. 61% of those vaccinated worked in the building of the clinic site.
8. New Clinics:
 - Three additional clinics were introduced in 2016.



Champion Stories

Champions worked hard to coordinate the 26 clinics and spread the word about the importance of flu vaccination. Find them here: <http://myhss.org/well-being/downloads/2017FluChampionStories.pdf>.

Recommendations

1. Debrief with Operations staff to determine how to best coordinate efforts in future years.
2. Debrief with clinic hosts and identify desired improvements/changes for 2017 clinics.
 - Discuss data needs with hosting departments to refine participation data collection process.
3. Focus 2017 clinic efforts on streamlining procedures around the combined flu/Open Enrollment events.
 - Develop a tentative calendar that will include the large events in October, space out clinics within close proximity, and balance staffing needs with the best dates/times available.
4. Consider additional clinics only when requested by a department or for areas with demonstrated need.
5. Seek ways to improve the flu and Open Enrollment calendars to increase clarity for members.
6. Repeat the City Hall and One South Van Ness Benefits Fairs.
7. Determine the most effective staffing strategies to maximize promotional efforts around well-being and EAP.
8. Update educational materials to
 - Correct misconceptions about the flu shot.
 - Encourage participants to keep verification of the flu shot for their records.

Find the complete Flu Program Report: http://myhss.org/well-being/downloads/2016_FluShotClinicReport.pdf.

Healthy & Happy Holidays: Maintain, Don't Gain and 12 Days of Relaxation Email Campaign Pilots

Description

When examining the research in preparation for Healthy and Happy Holidays, the following themes emerged:

- Most of the annual weight gain occurs during the holidays and this holiday weight gain is not lost.
- Most people do not keep their resolutions for more than one month due to unrealistic expectations and feelings of failure.
- People experience more stress and fatigue during the holidays.

These themes led to the development of a two-part campaign: Healthy and Happy Holidays was designed to raise awareness and promote resources to help members make healthy choices during the holidays. The campaign was offered from November to January.

Healthy Holidays

- Program Objective: Prevent weight gain by providing healthy eating and movement resources
- Key Message: Maintain your weight during the holiday season by weighing yourself weekly, eating mindfully, focusing on what matters, and squeezing in healthy habits.

- Email Pilot: Maintain, Don't Gain

Happy Holidays

- Program Objective: Promote mental well-being and stress management by promoting relaxation and gratitude resources.
- Key Message: Relax, be grateful, and connect.
- Email Pilot: 12 Days of Relaxation

Healthy & Happy Holidays Highlights

- There were 629 Participants for Maintain, Don't Gain.
- 16% (100) of registered participants completed the post survey for Maintain Don't Gain
- 68% maintained or lost weight when asked "How did your weight change from before Thanksgiving to after the New Year?"
- 96% found that participating in the challenge kept them more conscious of choices that would impact their ability to maintain their weight.
- There were 824 Participants for 12 Days of Relaxation.
- 15% (124) of registered participants completed the post survey for 12 Days of Relaxation
- 60% found the daily tips helpful and 40% will use them again.

Champion Stories

Champions organized a variety of creative activities to encourage healthier choices during the holidays. Find them here: <http://myhss.org/well-being/downloads/2017HolidayChampionStories.pdf>.

Recommendations

Maintain, Don't Gain Email Pilot:

1. Continue to promote Maintain, Don't Gain as a program that Champions can use during the holiday season.
2. When possible encourage Champions to include additional components, such as cooking recipe swaps and walking groups, to increase the impact.

12 Days of Relaxation Email Pilot:

1. Continue to promote a relaxation campaign as an "off the shelf" program that can be used throughout the year, without the holiday theme.
2. Continue to include the following program components based on member feedback:
 - Relaxation videos: meditation, yoga, deep breathing
 - Provide a variety of relaxation tools: coloring, visualization techniques
 - Gratitude components: explore options outside of journal entries

Find the complete Healthy & Happy Holidays Report: http://myhss.org/well-being/downloads/2016_HealthyHappyHolidaysReport.pdf.

Part 3: Onsite Activities & Pilots at Departments

Description: Onsite Activities and Pilots

In 2016, HSS continued to sponsor activities various worksites across the City. These included

- Seminars
- Health screenings
- Onsite coaching
- Group exercise

Additionally, HSS partnered with Kaiser Permanente to offer two pilot programs:

- Diabetes Prevention Program research study: Getting in Balance
- Healthy Weight Series

2016 Highlights

- There were a total of 175 activities that took place at the worksite. This is a 52% increase from 2015.
- Diabetes Prevention Program research study completed recruitment with 156 participants. The research will conclude in the summer of 2017.
- Healthy Weight Series pilot was a success and will be a new program in 2017.

Champion Stories

Champions were asked to submit their stories on events and activities they offer at their department throughout the year. Find them here: <http://myhss.org/well-being/downloads/2017OnsiteEventsChampionStories.pdf>.

Recommendations:

On-site Activities

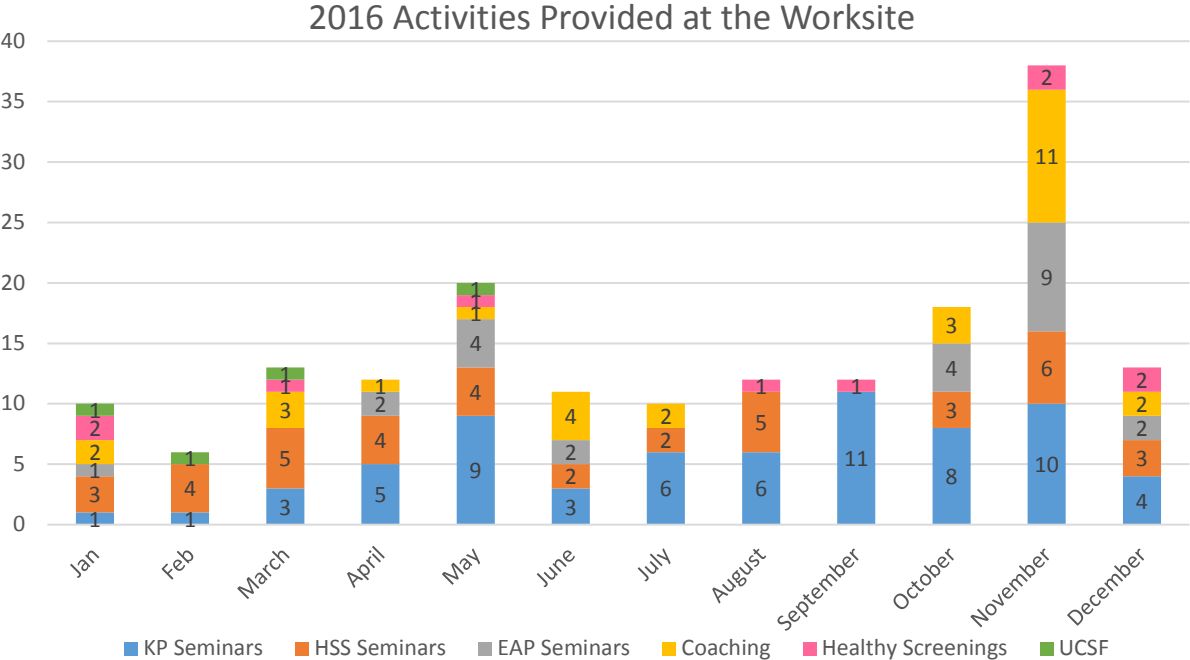
1. Continue to offer and sponsor activities at the workplace such as seminars, coaching and health screenings.
2. Explore additional vendors to expand activities at the workplace.
3. HSS will sponsor up to 20 group exercise classes at department locations in 2017.
4. Add an additional funding opportunity to allow departments to purchase items to assist in bringing a culture of well-being to the workplace (Well-Being@Work Grants).

Pilot Programs

1. Analyze Diabetes Prevention Program study results to determine how/if the program should be made available in the future.
2. Offer the Healthy Weight Program (slightly modified version of the Healthy Weight Series pilot) to all interested City departments.
3. Pilot at least one new initiative annually as pilots provide valuable feedback for the program.

Number of Activities

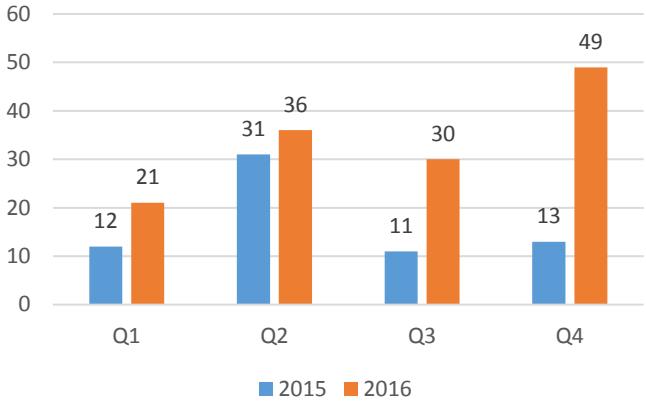
There were a total of 175 activities that took place at the worksite. This is a 52% increase from 2015.



Seminars

Seminars were the most popular activity that was requested among Champions and makes up 78% of all activities requested in 2016. There were 136 seminars offered at the worksite which represents a 103% increase when compared to 2015. Of the seminars offered, Kaiser Permanente provided 50% of the offerings, HSS Well-Being provided 30% and EAP provided 20% of the onsite offerings.

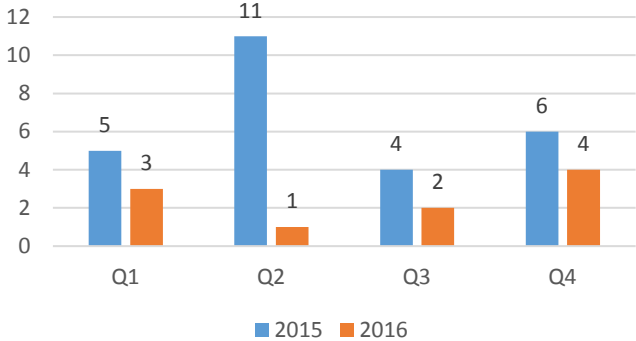
Number of Seminar Offerings at the Worksite 2015 vs. 2016



Health Screenings

There were a total of 10 screenings offered at the worksite in 2016. This is a 260% decrease from 2015. 2015 was the first year HSS launched worksite activities including screenings. Screenings were highly promoted by HSS in 2015 and less so in 2016. In 2016, they were encouraged to compliment other activities. The slight increase in the last two quarters can be associated with screenings for the Healthy Weight Series and screenings ordered as part of the Maintain, Don't Gain initiative.

Number of Health Screening Offered at the Worksite 2015 vs. 2016

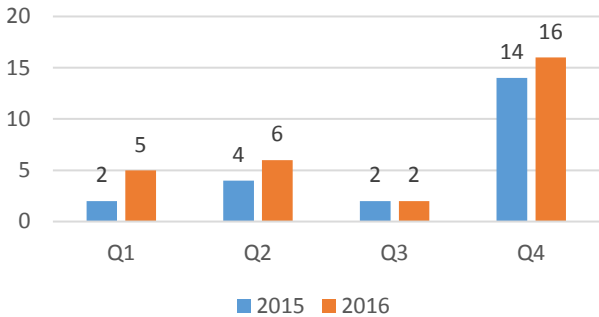


Onsite Coaching

There were 29 onsite coaching days. This is an increase of 32% when compared to 2015. Quarter 4 had the highest number of coaching days which aligns with the Maintain, Don't Gain program that was offered at the end of the year in 2015 and 2016. Maintain, Don't Gain focused on maintaining weight during the holiday and encouraged individuals to weigh in before Thanksgiving, meet with a health coach to set goals to maintain weight during the holiday. 55% of all coaching appointments took place in the fourth quarter.

Specific programs such as Maintain, Don't Gain led departments to request an onsite coach. Some departments that have offered a health screening have offered a coach during their event to meet with individuals to discuss their screening results and help set goals. At one of the HSA locations, coaching has been a huge success and they have offered it several days. It has led them to explore offering the Healthy Weight Series in 2017.

Number of Coaching Sessions Offered at the Worksite 2015 vs. 2016



HSS piloted small group coaching at the Wellness Center. Groups of 2 to 8 individuals met as a group with a health coach to discuss various health topics, set goals and receive tools and resources to assist participants in their journey to achieve their goals. It was not incredibly popular, but participants did have favorable feedback. Therefore, it will be suggested to departments that may be interested in a different format for coaching.

Coaching has evolved and is flexible enough to be offered several different ways based on the department need and the work environment. It has shown to be successful in some locations where as not so successful in others.

Group Exercise

HSS started to receive department inquiries about having group exercise classes onsite. In 2015, HSS provided a training to Champions on how they could bring a group exercise class to their department through the partnership with REC. Onsite classes in 2016 were funded by the individual departments. Since then a number of departments have reached out to REC to bring onsite classes and the onsite offerings have expanded. There were a total of 13 group exercise classes happening at department locations in partnership with REC. HSS's goal in 2017, is to fund classes for existing general fund departments and expand these offerings to other departments.

In 2016, the following departments partnered with REC to bring group exercise classes to the workplace.

- PUC offered Yoga one a day a week at one of their locations and average 4 participants per class.
- PRT offered a total of three classes a week. They provided one Yoga and one Zumba at Pier 1 and expanded their program to offer one yoga class at Pier 40. Pier 1 classes average 8 participants per week whereas Pier 40's class average 4 participants.
- DBI offered two Zumba classes a week and averaged 8 classes a week.
- DEM offered four yoga classes a week and averaged 4 participants per class.
- JUV offered one class and replaced their yoga class with Zumba. There is an average of 8 participants per class.
- WAR started offering two classes at the end of 2016.
- AIR brought on a yoga class in 2016, however then no longer offer this class through REC.

Champion-Inspired Activities

Champions have developed a host of creative ideas and events for their departments. Some departments have existing wellness programs that services are not represented in this report: Two good examples are the AIR and MTA. Some examples of onsite activities that Champions have offered are walking groups, healthy potlucks, recipe swaps, meeting energizers, walking meetings, 1 minute meditation breaks and more. HSS strives to keep communications open with Champions to share these creative ideas. In 2017, HSS will provide Champions a more consistent format for sharing through the spotlight program.

Pilot Programs: Diabetes Prevention Program (DPP)

HSS partnered with Kaiser Permanente's Division of Research to implement a Diabetes Prevention Program (DPP) across the City. 35% of adults aged 20 years and older have prediabetes and without lifestyle changes, 15-30% of people with prediabetes will develop type 2 diabetes (T2D) within 5 years. The DPP has been studied in partnership with NIH and CDC looking at two interventions impacting 3,234 participants in a community setting.

DPP Goals:

- 7% reduction in weight
- 150 minutes/week of physical activity

HSS Study Goals:

- Evaluate the impact of a worksite-based Diabetes Prevention Program on engagement and outcomes

- Compare an online program to an in-person program

The program is a randomized control trial to compare the Diabetes Prevention Program administered at the workplace to a program administered online to determine the most effective intervention modality for City employees.

HSS launched their first site for the study in September of 2015 at One South Van Ness and have expanded to six additional locations in 2016; a total of seven study locations. There are a total of 156 participants in the study. Below provide a breakdown of site location, number of participants and dates the program is running.

Site	Dates	Number of Participants
One South Van Ness	September 2015 – September 2016	26
DPW	January 2016 – January 2017	22
PUC Golden Gate	February 2016 – February 2017	16
HSS Wellness Center	March 2016 – March 2017	21
Library – Main (Larkin)	May 2016 – May 2017	27
Laguna Honda	June 2016 – June 2017	16
1650 Mission Street	July 2016 - July 2017	28
Total		156

Pilot Programs: Healthy Weight Series

“Thank you so much for providing these types of programs at work.”

Description

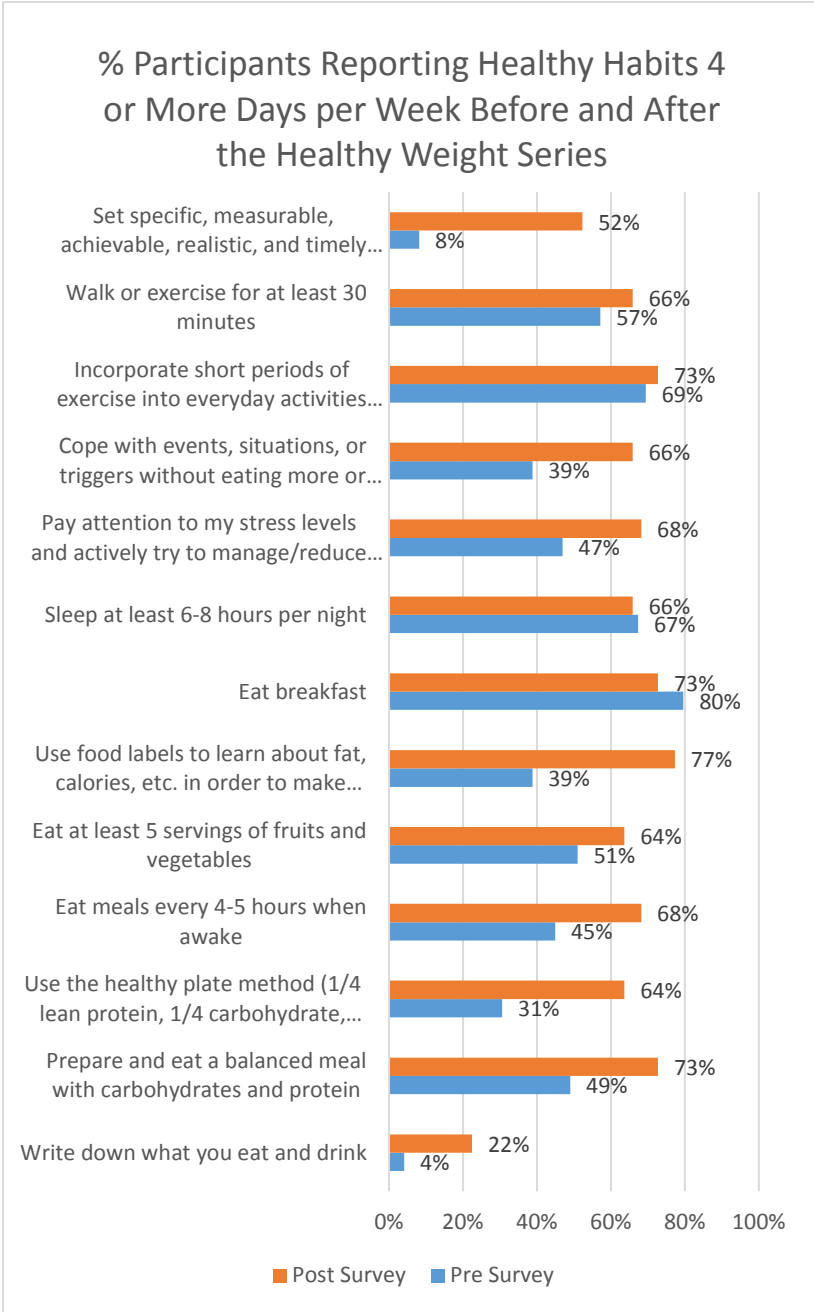
The Healthy Weight series is a fourteen week program. Week one was positioned as an orientation with a biometric screening ordered as a “weigh in” component for the program. Week fourteen was positioned as a celebration alongside a biometric screening ordered as a “weigh out”. This celebration provided participants an opportunity to formally close out the program. The main components of the program series included 6 weeks of consecutive classroom style meetings followed by three coaching sessions every other week for the next 6 weeks.

In this three-month program, participants worked with a Health Coach to tackle issues in their day-to-day life which make weight loss difficult, such as stress, lack of sleep, easy access to unhealthy food, and finding time to exercise. Participants learn how to make healthy lifestyle choices, including regular exercise, proper nutrition, and staying motivated. Social support was built into the program as each meeting was in a group setting. This group setting allowed for discussion that could lead to learning from one another and meeting others who could relate to similar goals and obstacles.

We partnered with Kaiser Permanente’s South San Francisco’s Health Education team to modify the existing Medical Center Healthy Weight course to be offered in the worksite setting. This program was piloted with two City and County of San Francisco departments: Airport (AIR) and the Pier 50 location of the Port (PRT). All employees at these locations were eligible to participate.

Pilot Highlights

1. Both pilot locations were able to recruit enough participants to have a group:
 - There were 51 pilot participants (12 at the PRT, 39 at the AIR).
 - 86% completed the pre and post surveys.
2. Retention in the pilot was high:
 - 85% of the participants remained active in the program during the 14 weeks.
3. Participants reported healthy behaviors more frequently at the end of the program than at the beginning. The largest changes in percentage of participants reporting a behavior were:
 - Setting goals – 44% increase
 - Using food labels – 38%
 - Using the healthy plate method – 33%
 - Coping with emotional eating – 27%
 - Preparing balanced meals – 24%
 - Eating every 4-5 hours – 23%
 - Actively managing stress – 21%
4. Offering the program at work was a valuable feature of the program:
 - 99% of participants agreed with this statement.



Recommendations: Healthy Weight Pilot

1. Offer the Healthy Weight Series to all departments on an ongoing basis. Rename it the Healthy Weight Program to convey a commitment.
2. Update promotional materials based on the following:
 - Set clear expectations: The goal of the Healthy Weight Series is to provide participants with the tools to work toward a healthy weight. The expectation is not that participants will lose weight during the program.

- Consider strategies to increase male involvement.
3. Improve the following components of the program:
 - Increase the access to coaching by offering it 6 instead of 3 times.
 - Eliminate the pre and post screening. Provide an orientation and the opportunity to weigh in throughout the program instead.
 - Update the workbook to more accurately reflect the course timeline.
 4. Continue all existing components of the program excluding those mentioned in #3.
Specifically:
 - Allow participants to select between small group and 1:1 coaching.
 - Provide the opportunity for follow up coaching after the program is complete.
 5. Provide follow up services to support participants who have completed the program:
 - Provide tailored options that support the learning objectives that are set in the program: healthy eating, physical activity, stress management, and motivation.
 - Offer continued health coaching services.

Find the complete Healthy Weight Series Pilot Report: http://myhss.org/well-being/downloads/2016_HealthyWeightReport.pdf.

Appendix 1: Champions by Department

There were a total 15 departments that increased their number of Champions and five Departments that decreased Champions. There was one department that didn't have any Champions that obtained one in 2016.

Department	# Champions		Difference
	2015	2016	
AAM			
ADM	16	24	8.00
ADP	2	2	0.00
AIR	3	3	0.00
ART	1	1	0.00
ASR	1	1	0.00
BOS	1	1	0.00
CAT	1	2	1.00
CCD	3	1	(2.00)
CFC	1	1	0.00
CHF	1	1	0.00
CON	5	8	3.00
CPC	1	1	0.00
CRT	1	1	0.00
CSC	1	1	0.00
CSS	3	3	0.00
CWP*			
DAT		1	1.00
DBI	3	3	0.00
DEM	6	7	1.00
DHR	2	2	0.00
DPH	14	17	3.00
DPW	10	10	0.00

ECN	3	3	0.00
ENV	1	2	1.00
ETH			
FAM			
FIR	5	3	(2.00)
HHP	4	3	(1.00)
HRC			
HSA	20	23	3.00
HSS	3	4	1.00
JUV	2	2	0.00
LIB	9	12	3.00
LLB			
MTA	2	2	0.00
MYR	4	6	2.00
PAB	1	1	0.00
PDR			
POL	39	38	(1.00)
PRT	6	10	4.00
PUC	5	9	4.00
REC	10	10	0.00
REG	1	1	0.00
RET	2	2	0.00
RNT	1	1	0.00
SCI			
SHF	3	3	0.00
TIS	1	4	3.00
TTX	3	3	0.00
USD	3	5	2.00
WAR	1	1	0.00

WOM	1	1	0.00
WTR	4	1	(3.00)

*There are a number of PUC Champions that support CWP. They are currently noted under PUC.

Appendix 2: Glossary of Employer & Department Codes

Code	EMPLOYER/DEPARTMENT	DEPT Code	EMPLOYER/DEPARTMENT
AAM	Asian Art Museum	HHP	Hetch Hetchy
ADM ADM-RES ADM-MOD	Administrative Services Real Estate Mayor's Office on Disability	HRC	Human Rights Commission
ADP	Adult Probation	HRD	Human Resources
AIR	Airport Commission	HSA	Human Services Agency
ART	Art Commission	HSS	Health Service System
ASR	Assessor	JUV	Juvenile Court
BOS	Board of Supervisors	LIB	Public Library
CAT	City Attorney	LLB	Law Library
CCD	City College District	MTA	SF Municipal Transportation Agency
CCSF	City & County of San Francisco	MYR	Mayor
CFC	Children & Families Commission	PAB	Board of Appeals
CHF	Children Youth & Families	PDR	Public Defender
CON	Controller	POL	Police
CPC	City Planning		
CRT	Superior Courts	PRT	Port
CSC	Civil Service Commission	PUC	Public Utilities Commission (WTR, HHP, CWP reported separately)
CSS	Child Support Services	REC	Recreation and Parks Commission
CWP	Clean Water	REG	Elections Department
DAT	District Attorney	RET	Retirement Services
DBI	Building Inspection	RNT	Rent Arbitration Board
DEM	Department of Emergency Management	SCI	Academy of Sciences
DPH	Public Health	SHF	Sheriff
DPW	Department of Public Works	TIS	Department of Technology
ECN	Economic, Workforce Development	TTX	Treasurer/Tax Collector
ENV	Environment	USD	Unified School District
ETH	Ethics Commission	WAR	War Memorial
FAM	Fine Arts Museum	WOM	Department on the Status of Women
FIR	Fire Department	WTR	Water Department