

## Appendix B: “Menu” of Worksite Strategies

When working with employers, NAPA encourages them to implement strategies from each of the following categories: policy/procedure strategies; environment/access strategies; and education/motivation strategies. We consider “recommended” strategies to be those recommended by the *Community Guide*, and “promising” strategies to be those proposed by other authoritative sources. We also include in this “menu” several strategies that have been suggested and piloted by Montana employers and employees. The strategies below address physical activity and nutrition for employees. The “menu” also includes four strategies to make worksites more “breastfeeding friendly” for employees returning from maternity leave.

### Physical Activity

Area	Strategies (with Socio-Ecological Model level & sources)
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Policy/ Procedure	<p><b>Written or announced policy/procedure for providing financial coverage of all or part of health club membership</b>            SEM Level: Organizational/Institutional            Source: <i>Community Guide</i>, <u>Recommended</u>            “People will become more physically active in response to the creation of or improved access to places for physical activity, combined with distribution of information. On the basis of strong evidence of effectiveness, the Task Force (on Community Preventive Services) recommends implementing such efforts.... Such changes include creating walking trails, building exercise facilities, or providing access to existing nearby facilities. (1)</p> <p><b>Written or announced policy/procedure for allowing for breaks, flex time or paid activity time</b>            SEM Level: Organizational/Institutional            Source: COPAN, <u>Promising</u>            “Support physical activity breaks during the day, such as stretching or walking,” and “Offer flexible work hours for physical activity during the day.” (2)</p> <p><b>Written or announced policy/procedure for including all employees in wellness program (i.e., volunteers, shift workers, part-time staff)</b>            SEM Level: Organizational/Institutional            Source: Alberta Center for Active Living, <u>Promising</u>            “Physical activity program policies and procedures should ensure that all employees have equal access to appropriate program opportunities.” (3)</p>
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	<p><b>Written or announced procedure for formally recognizing participation in wellness program</b>  SEM Level: Organizational/Institutional  Source: Alberta Center for Active Living, <u>Promising</u>  “Formally recognize participation in programs.” (4)</p> <p><b>Written policy supporting use of alternative transportation (bike/walk) to and from work</b>  SEM Level: Organizational/Institutional  Source: Southern Nevada Health District, <u>Promising</u>  “Offer incentives for employees who walk, bike, take public transit or carpool to work.” (5)</p> <p><b>Dress codes that allow for comfortable clothing conducive to physical activity</b>  SEM Level: Organizational/Institutional  Source: ACOEM, <u>Promising</u>  “Consider having at least one casual dress day a week. A recent study found that when employees dressed casually, they were more physically active.” (6)</p>
<p>Environmental/ Access</p>	<p><b>Regular on-site instructor/video led group classes during work day</b>  SEM Level: Interpersonal  Source: <i>Community Guide</i>, <u>Recommended</u>  “Social support interventions in community settings: These interventions focus on changing physical activity through building, strengthening, and maintaining social networks that provide supportive relationships for behavior change (e.g., setting up a buddy system, making contracts with others to complete specified levels of physical activity, or setting up walking groups or other groups to provide friendship and support... On the basis of strong evidence of effectiveness, the Task Force (on Community Preventive Services) recommends implementation of these efforts....In all 9 studies reviewed, social support interventions in community settings were effective in getting people to be more physically active, as measured by various indicators (e.g., blocks walked or flights of stairs climbed daily, frequency of attending exercise sessions, or minutes spent in physical activity)... These interventions were effective in various settings, including communities, worksites, and universities, among men and women, adults of different ages, and both sedentary people and those who were already active.” (7)</p>

**Provide equipment and instruction to promote physical activity (i.e. pedometers, free weights, exercise balls, resistant bands)**

SEM Level: Individual

Source: *Community Guide*, Recommended

“People will become more physically active in response to the creation of or improved access to places for physical activity, combined with distribution of information. On the basis of strong evidence of effectiveness, the Task Force (on Community Preventive Services) recommends implementing such efforts... Many of these programs also train participants to use the equipment and offer health behavior education...”

(8)

**Mapping and promoting safe walking routes and activity areas near work.**

SEM Level: Individual

Source: *Community Guide*, Recommended

“People will become more physically active in response to the creation of or improved access to places for physical activity, combined with distribution of information. On the basis of strong evidence of effectiveness, the Task Force (on Community Preventive Services) recommends implementing such efforts... Such changes include creating walking trails, building exercise facilities, or providing access to existing nearby facilities... In all 10 studies reviewed, creating or enhancing access to places for physical activity was effective in getting people to exercise more.” (9)

**Enhancing stairwells to increase safety and attractiveness.**

SEM Level: Individual

Source: *Community Guide*, Recommended

“People will become more physically active in response to the creation of or improved access to places for physical activity, combined with distribution of information. On the basis of strong evidence of effectiveness, the Task Force (on Community Preventive Services) recommends implementing such efforts... Such changes include creating walking trails, building exercise facilities, or providing access to existing nearby facilities... In all 10 studies reviewed, creating or enhancing access to places for physical activity was effective in getting people to exercise more.” (10)

**Provide showers/changing facilities**

SEM Level: Organizational/Institutional

Source: WI - NAPA, Promising

“Provide shower and/or changing facilities on-site.” (11)

**Identify and promote outdoor exercise areas near work, such as parks and trails**

SEM Level: Individual

Source: *Community Guide*, Recommended

“People will become more physically active in response to the creation of or improved access to places for physical activity, combined with distribution of information. On the basis of strong evidence of effectiveness, the Task Force (on Community Preventive Services) recommends implementing such efforts... Such changes include creating walking trails, building exercise facilities, or providing access to existing nearby facilities... In all 10 studies reviewed, creating or enhancing access to places for physical activity was effective in getting people to exercise more” (12)

**Health club access increased through financial backing**

SEM Level: Individual

Source: *Community Guide*, Recommended

“People will become more physically active in response to the creation of or improved access to places for physical activity, combined with distribution of information. On the basis of strong evidence of effectiveness, the Task Force (on Community Preventive Services) recommends implementing such efforts... Such changes include creating walking trails, building exercise facilities, or providing access to existing nearby facilities.” (13)

**Create buddy systems and/or team challenges (i.e. walking groups, interdepartmental competitions)**

SEM Level: Interpersonal

Source: *Community Guide*, Recommended

“Social support interventions in community settings: These interventions focus on changing physical activity through building, strengthening, and maintaining social networks that provide supportive relationships for behavior change (e.g., setting up a buddy system, making contracts with others to complete specified levels of physical activity, or setting up walking groups or other groups to provide friendship and support... On the basis of strong evidence of effectiveness, the Task Force (on Community Preventive Services) recommends implementation of these efforts... In all 9 studies reviewed, social support interventions in community settings were effective in getting people to be more physically active, as measured by various indicators (e.g., blocks walked or flights of stairs climbed daily, frequency of attending exercise

sessions, or minutes spent in physical activity)... These interventions were effective in various settings, including communities, worksites, and universities, among men and women, adults of different ages, and both sedentary people and those who were already active.” (14)

**Management modeling of walking**

SEM Level: Interpersonal

Source: Popular and sustainable during pilot (not evidence-based).

**Provide bicycle racks in safe, convenient and accessible locations (i.e. covered)**

SEM Level: Organizational/Institutional

Source: WI - NAPA, Promising

“Provide bicycle racks in safe, convenient and accessible locations.” (15)

**Host walk-and-talk meetings**

SEM Level: Interpersonal

Source: *Community Guide*, Recommended

“Social support interventions in community settings: These interventions focus on changing physical activity through building, strengthening, and maintaining social networks that provide supportive relationships for behavior change (e.g., setting up a buddy system, making contracts with others to complete specified levels of physical activity, or setting up walking groups or other groups to provide friendship and support... On the basis of strong evidence of effectiveness, the Task Force (on Community Preventive Services) recommends implementation of these efforts... In all 9 studies reviewed, social support interventions in community settings were effective in getting people to be more physically active, as measured by various indicators (e.g., blocks walked or flights of stairs climbed daily, frequency of attending exercise sessions, or minutes spent in physical activity)... These interventions were effective in various settings, including communities, worksites, and universities, among men and women, adults of different ages, and both sedentary people and those who were already active.” (16)

<p>Education/ Motivation</p>	<p><b>Create opportunities for peer role modeling (i.e. employee led campaigns, demonstrations, or programs)</b>  SEM Level: Interpersonal  Source: <i>Community Guide</i>, <u>Recommended</u>  “Social support interventions in community settings: These interventions focus on changing physical activity through building, strengthening, and maintaining social networks that provide supportive relationships for behavior change (e.g., setting up a buddy system, making contracts with others to complete specified levels of physical activity, or setting up walking groups or other groups to provide friendship and support... On the basis of strong evidence of effectiveness, the Task Force (on Community Preventive Services) recommends implementation of these efforts... In all 9 studies reviewed, social support interventions in community settings were effective in getting people to be more physically active, as measured by various indicators (e.g., blocks walked or flights of stairs climbed daily, frequency of attending exercise sessions, or minutes spent in physical activity)... These interventions were effective in various settings, including communities, worksites, and universities, among men and women, adults of different ages, and both sedentary people and those who were already active... ” (17)</p> <p><b>Incentives for participation in:</b></p> <ul style="list-style-type: none"> <li>○ Onsite and work hour activities.</li> <li>○ Maintaining activities</li> <li>○ Team challenges</li> <li>○ Using health clubs</li> </ul> SEM Level: Individual Source: COPAN, <u>Promising</u> “Provide incentives for participation in physical activity and/or weight management /maintenance activities.” (18) <p><b>Point of decision prompts posted at elevators to encourage stair use</b>  SEM Level: Individual  Source: <i>Community Guide</i>, <u>Recommended</u>  “On the basis of sufficient evidence of effectiveness, the Task Force (on Community Preventive Services) recommends use of point-of-decision prompts... Point-of-decision prompts are signs placed by elevators and escalators that encourage people to use nearby stairs for health benefits or weight loss.” (19)</p>
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**Provide physical activity education to employees via multiple means** (such as web sites, bulletins, seminars, lunch-and-learns, information in pay envelopes, etc.)

SEM Level: Individual

Source: WI - NAPA, Promising

“Provide exercise/physical fitness messages and information to employees.” (20)

**Post community walks and other physical activity events at work**

SEM Level: Individual

Source: Southern Nevada Health District, Promising

“List community walks and other physical activity events on a bulletin board at work.” (21)

**Create activity team challenges**

SEM Level: Interpersonal

Source: *Community Guide*, Recommended

“Social support interventions in community settings: These interventions focus on changing physical activity through building, strengthening, and maintaining social networks that provide supportive relationships for behavior change(e.g., setting up a buddy system, making contracts with others to complete specified levels of physical activity, or setting up walking groups or other groups to provide friendship and support... On the basis of strong evidence of effectiveness, the Task Force (on Community Preventive Services) recommends implementation of these efforts... In all 9 studies reviewed, social support interventions in community settings were effective in getting people to be more physically active, as measured by various indicators (e.g., blocks walked or flights of stairs climbed daily, frequency of attending exercise sessions, or minutes spent in physical activity)... These interventions were effective in various settings, including communities, worksites, and universities, among men and women, adults of different ages, and both sedentary people and those who were already active... ” (22)

**Offer and encourage participation in after work recreation and work team leagues**

SEM Level: Interpersonal

Source: *Community Guide*, Recommended

“Social support interventions in community settings: These interventions focus on changing physical activity through building, strengthening, and maintaining social networks that provide supportive relationships for behavior change(e.g., setting up a buddy system, making contracts with others to

	<p>complete specified levels of physical activity, or setting up walking groups or other groups to provide friendship and support... On the basis of strong evidence of effectiveness, the Task Force (on Community Preventive Services) recommends implementation of these efforts.. In all 9 studies reviewed, social support interventions in community settings were effective in getting people to be more physically active, as measured by various indicators (e.g., blocks walked or flights of stairs climbed daily, frequency of attending exercise sessions, or minutes spent in physical activity)... These interventions were effective in various settings, including communities, worksites, and universities, among men and women, adults of different ages, and both sedentary people and those who were already active... ." (23)</p>
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## Nutrition

<p>Policy/ Procedure</p>	<p><b>Written agreement to provide fruits/veggies and non-sugar-sweetened beverages at some/all meetings/work functions</b>  SEM Level: Organizational/Institutional  Source: WI – NAPA, <u>Promising</u>  “Offer healthy foods at meetings, conferences, and catered events.” (24)</p> <p><b>Written or announced procedure in place on how “community bowl of fruit” in break room is created, restocked, with what, and by whom</b>  SEM Level: Organizational/Institutional  Source: <u>Popular/sustainable during pilot year (not evidence-based).</u></p> <p><b>Written or announced standards for healthier foods and beverages in vending machines</b>  SEM Level: Organizational/Institutional  Source: ACOEM, <u>Promising</u>  “Offer appealing, healthy choices in cafeterias and/or vending machines.” (25)</p> <p><b>Written or announced commitment to bring fruits/ vegetables to accompany shared food</b>  SEM Level: Organizational/Institutional  Source: <u>Popular/sustainable during pilot year (not evidence-based).</u></p>
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<p>Environmental/ Access</p>	<p><b>Offer fruits/ vegetables and non-sugar-sweetened beverages at all meetings and work events</b>  SEM Level: Organizational/Institutional  Source: WI – NAPA, <u>Promising</u>  “Offer healthy foods at meetings, conferences, and catered events.” (26)</p> <p><b>Improve break rooms to be conducive to preparing healthy snacks</b>  SEM Level: Organizational/Institutional  Source: WI – NAPA, <u>Promising</u>  “Make kitchen equipment (i.e., refrigerator, microwave, stove) available to employees,” and “Provide protected time and dedicated space way from the work area for breaks and lunch.” (27)</p> <p><b>Offer fruits/vegetables and non-sugar-sweetened beverages at work for purchase (break room, vending machines, or cafeteria)</b>  SEM Level: Organizational/Institutional  Source: ACOEM, <u>Promising</u>  “Offer appealing, healthy choices in cafeterias and/or vending machines.” (28)</p>
<p>Education/ Motivation</p>	<p><b>Post point-of decision nutrition information prompts to promote healthier choices</b>  SEM Level: Individual  Source: WI – NAPA, <u>Promising</u>  “Use point-of-decision prompts as a marketing technique to promote healthier choices.” (29)</p> <p><b>Provide taste-testing for healthy foods in break room and/or vending machines</b>  SEM Level: Individual  Source: WI – NAPA, <u>Promising</u>  “Provide taste-testing opportunities in the worksite cafeteria.” (30)</p> <p><b>Provide cooking demonstrations that teach skills (i.e. fruit/veggies selection and preparation)</b>  SEM Level: Individual  Source: WI – NAPA, <u>Promising</u>  “Provide healthy cooking demonstrations that teach skills (i.e., fruit and vegetable selection and preparation.) (31)</p> <p><b>Distribute monthly recipes for in-season fruits/ vegetables (maybe demonstrate some of these recipes on site)</b>  SEM Level: Individual  Source: Southern Nevada Health District, <u>Promising</u></p>

	<p>“Provide recipes that encourage healthier eating.” (32)</p> <p><b>Provide nutrition education to employees via multiple means (i.e. Brown bag lunch, email, posters, payroll stuffers) on topics such as:</b></p> <ul style="list-style-type: none"> <li>○ Seasonal recipes</li> <li>○ Portion distortion/labels</li> <li>○ Healthy cooking classes</li> <li>○ “Meeting Well” (American Cancer Society)</li> <li>○ Family component for healthier eating and/or cooking</li> </ul> <p>SEM Level: Individual  Source: WI – NAPA, <u>Promising</u>  “Provide healthy eating reminders and prompts through multiple means (i.e., e mail, posters, payroll stubs, etc.). (33)</p> <p><b>Create opportunities for peer role modeling (i.e. employee led campaigns, demonstrations, or programs)</b></p> <p>SEM Level: Interpersonal  Source: WI – NAPA, <u>Promising</u>  “Create opportunities for peer role modeling (i.e., employee led campaigns, demonstrations or programs). (34)</p> <p><b>Offer weight management support groups that meet at the worksite</b></p> <p>SEM Level: Interpersonal  Source: <u>Strategy identified by employers as one they might be interested in implementing (not evidence-based).</u></p>
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**Breastfeeding**

<p>Policy/ Procedure</p>	<p><b>Written policy that supports/allows breastfeeding/pumping at work</b></p> <p>SEM Level: Institutional/Organizational  Source: <i>CDC Guide to Breastfeeding Interventions</i>, <u>Promising</u>  “Support for breastfeeding in the workplace includes several types of employee benefits and services, including writing corporate policies to support breastfeeding women; teaching employees about breastfeeding; providing designated private space for breastfeeding or expressing milk; (and) allowing flexible scheduling to support milk expression during work...” (35)</p>
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	<p><b>Written or announced policy/procedure for offering flexible break times for breastfeeding or expressing milk</b>  SEM Level: Institutional/Organizational  Source: <i>CDC Guide to Breastfeeding Interventions</i>, <u>Promising</u>  “Support for breastfeeding in the workplace includes several types of employee benefits and services, including writing corporate policies to support breastfeeding women; teaching employees about breastfeeding; providing designated private space for breastfeeding or expressing milk; (and) allowing flexible scheduling to support milk expression during work...” (36)</p>
<p>Environmental/ Access</p>	<p><b>Make available a private area (not toilet stall or restroom) for breastfeeding or expressing milk</b>  SEM Level: Institutional/Organizational  Source: <i>CDC Guide to Breastfeeding Interventions</i>, <u>Promising</u>  “Support for breastfeeding in the workplace includes several types of employee benefits and services, including writing corporate policies to support breastfeeding women; teaching employees about breastfeeding; providing designated private space for breastfeeding or expressing milk; (and) allowing flexible scheduling to support milk expression during work...” (37)</p>
<p>Education/ Motivation</p>	<p><b>Communicate breastfeeding-friendly policy and information on benefits of breastfeeding to all employees</b>  SEM Level: Institutional/Organizational  Source: <i>CDC Guide to Breastfeeding Interventions</i>, <u>Promising</u>  “Support for breastfeeding in the workplace includes several types of employee benefits and services, including writing corporate policies to support breastfeeding women; teaching employees about breastfeeding; providing designated private space for breastfeeding or expressing milk; (and) allowing flexible scheduling to support milk expression during work...” (38)</p>

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