



# HEALTHY WORKSITE TOOLKIT

**MAKING THE  
HEALTHY CHOICE,  
THE EASY CHOICE**

IN YELLOWSTONE COUNTY BUSINESSES

## IN THIS TOOLKIT

<b>Introduction</b> .....	1
<b>County Context</b> .....	2
- <i>Local Reasons for Worksite Wellness</i>	
- <i>Time at Work</i>	
- <i>Get Started or Elevate Current Efforts</i>	
<b>4 Areas of Opportunity for Worksite Wellness</b> .....	4
Healthy Eating .....	5
Active Living .....	7
Work-Life Balance .....	9
Health Promotion .....	11
<b>Call to Action - Healthy Worksite Recognition</b> .....	13
<b>Acknowledgements</b> .....	13

Published December 9th, 2019



Healthy By Design is committed to collaborating with partners across the community to improve the quality of life for people who live, learn, work and play in Yellowstone County. We are working to make the *healthy choice, the easy choice* through policy, system, and environmental changes to collectively improve all residents' health.

For more Worksite Wellness resources, visit:

[www.healthybydesignyellowstone.org/worksite-wellness/](http://www.healthybydesignyellowstone.org/worksite-wellness/)

## INTRODUCTION

Thank you for picking up the Healthy By Design Local Healthy Worksite Toolkit. This toolkit is not a step-by-step how-to guide or giant checklist for worksite wellness... there are plenty out there already! This toolkit is a collection of locally tailored evidence-based strategies and regionally generated ideas from Big Sky country, specifically in Yellowstone County.

This toolkit includes examples from a variety of local worksites, both large and small, seeking to provide insights and inspiration on new ideas that would work for you and your organization to help your employees *make the healthy choice, the easy choice*.

### Healthy Worksites in Yellowstone County

Worksite wellness is not just a buzzword, but a concept and evolving practice that an increasing number of businesses are adopting as a strategy to address high healthcare and insurance costs, productivity, recruitment, and retention. Worksite wellness is also becoming important in an increasingly competitive hiring and retention environment. A prospective employee might choose a position based on the wellness opportunities offered at an organization or in the surrounding community.

---

**“Healthy employees are happy employees, and happy employees stay longer.”**

*-Melissa, Granite Health & Fitness Employee*

---

In Yellowstone County, many businesses are embracing worksite wellness, but some still face challenges identifying where to start or how to improve existing worksite wellness initiatives that fit the needs of their current or prospective employees. It is also important to recognize that Montana has unique challenges and opportunities when it comes to health and wellness.

A good place to start is understanding what challenges the local community faces when it comes to their health.

### Local Influencers

#### Examples from Yellowstone County

For this toolkit, we drew inspiration from our first round of local businesses who were recognized as Healthy Worksites. Applicants demonstrated their commitment to *making the healthy choice, the easy choice* for their employees.

The 12 Healthy Worksite Recognition pioneers represent various sectors, sizes, budgets, and motivations for investing in worksite wellness initiatives.

This diverse group of businesses had anywhere between months to 10 years of experience in worksite wellness. Budgets ranged from less than \$1,000 to over \$10,000.

#### 2019 Recognized Worksites

Billings Clinic  
Cushing Terrell\*  
Granite Health & Fitness  
PacificSource Health Plans  
St. Vincent Healthcare

City of Billings Planning  
& Community Services  
RiverStone Health  
Yellowstone County  
Yellowstone Naturopathic Clinic

Billings Chamber of Commerce  
Kampgrounds of America (KOA)  
Total Nutrition

Gold

Silver

Bronze

*\*formerly CTA Architects Engineers*

## COUNTY CONTEXT

Here are some key facts about the health status of our community, according to the 2016-17 Yellowstone County Community Health Needs Assessment (CHNA).



### WE COULD EAT BETTER

About **2/3 of us** are not eating enough fruits and vegetables each day

### WE COULD BE MORE ACTIVE

Almost **2 out of 3 local adults** are overweight & **1 in 3 of us** are not active enough



### WE COULD HAVE BETTER MENTAL HEALTH

Only **60% of us** say we have “good” mental health

### WE COULD HAVE BETTER ACCESS TO OPPORTUNITIES TO IMPROVE OUR HEALTH

About **1/2 of us** rate our overall health as “excellent” or “very good”



## Why Worksite Wellness?

In their applications, the first round of Healthy Worksite recognized businesses indicated the following reasons for why their businesses were interested in worksite wellness initiatives:

**Organizational Mission**

**Reduce Absenteeism**      **Productivity**

**Employee Health & Wellbeing**

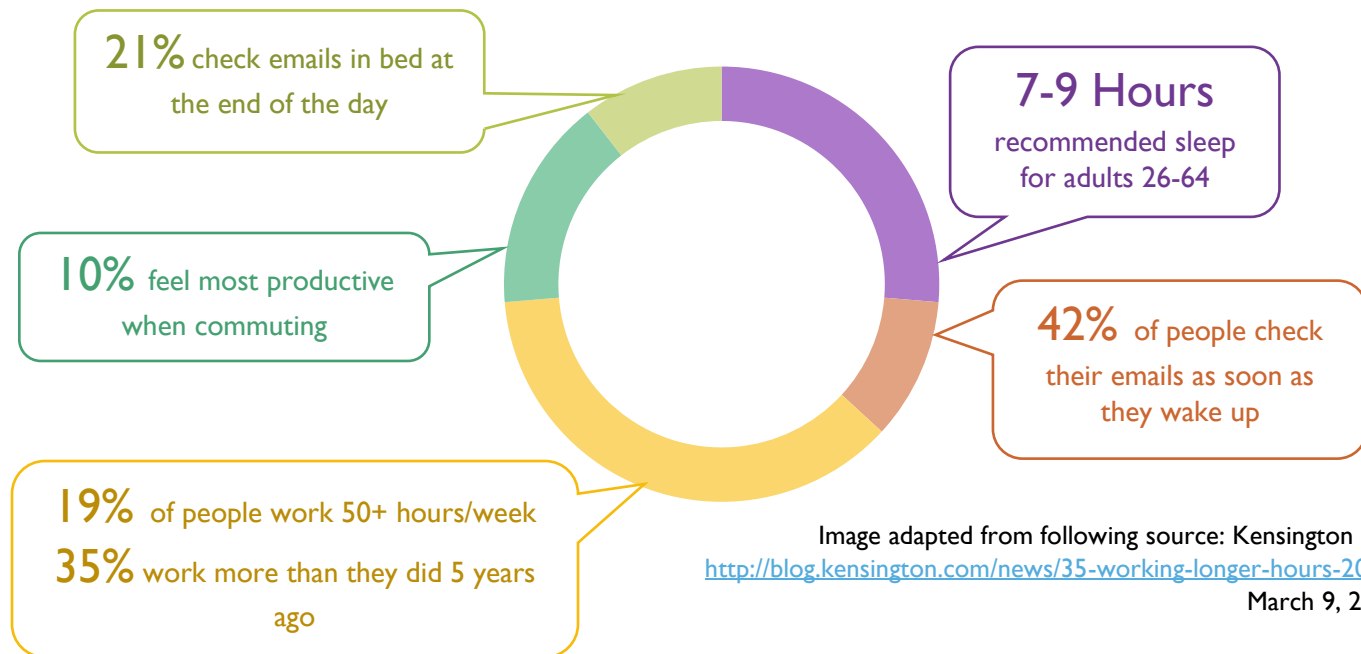
**Recruitment & Retention**      **Teamwork/Morale**

**Accountability**      **Healthcare Costs**

**Employee Request**

## Time at Work

People spend a significant amount of time at work, commuting to work, or thinking about work. Employers are in a unique position to influence the health of their employees in a positive way by providing opportunities and access to healthy choices in the worksite.



## Get Started or Elevate Current Efforts

Each business is at a different stage of worksite wellness, or readiness for new initiatives. No matter where your organization is in their worksite wellness journey, there are several proven ways to begin or improve. Start here:

- Montana CDC Scorecard for Businesses  
[http://www.healthbydesignyellowstone.org/wp-content/uploads/Scorecard\\_MontanaCDCActivate\\_2019.12.2.pdf](http://www.healthbydesignyellowstone.org/wp-content/uploads/Scorecard_MontanaCDCActivate_2019.12.2.pdf)
- Live Well San Diego's Live Well at Work (LW@W) Toolkit  
<http://www.livewellsd.org/content/livewell/home/Topics/worksite-wellness/LWatW-toolkit-3-act.html>
- Transamerica Center for Health Studies  
<https://www.transamericacenterforhealthstudies.org/docs/default-source/wellness-page/from-evidence-to-practice-workplace-wellness-that-works.pdf>

---

“We have such an amazing opportunity here in Montana to take advantage of all of our trails and rivers to live healthier lifestyles.”

-Kristi, PacificSource Health Plans Employee

---

# WORKSITE WELLNESS - 4 AREAS OF OPPORTUNITY TO MAKE THE HEALTHY CHOICE, THE EASY CHOICE

Different worksite wellness tools and programs have varying categories or ideologies for what wellness looks like. The 8 Dimensions of Wellness is a popular ideology that encompasses the broad range of wellness, and we encourage you to check it out.

The following four Areas of Opportunity are used in Healthy By Design's Healthy Worksite Recognition application and encompass a holistic worksite wellness initiative, which also aligns with HBD's 5-2-1-0 community message (pictured below). You may also notice a focus on what we call PSE approaches, or policy, system, and environmental updates. These efforts are more likely to be sustainable, benefit all employees, and pass the "Hawaii Test". If your office wellness guru wins the lottery and moves to Hawaii, PSE approaches help ensure that the great wellness efforts your agency has in place stay in place while Carol enjoys the beach.

## Make the healthy choice every day...



## 4 Areas of Opportunity for Worksite Wellness

Four common areas of opportunity for worksite wellness are:

**Healthy Eating,**  
**Active Living,**  
**Work-Life Balance,**  
and **Health Promotion.**

How your organization chooses to prioritize each of these areas is up to you. You can tailor these categories to your organizational culture or capacity. Mix and match or focus on one area, and try new things along the way. The sky is the limit, and these four areas are not the only worksite wellness opportunities to consider, but they are a good starting point.



The Toolkit will examine each Area of Opportunity, including best practices and local examples for you to consider.

## HEALTHY EATING



There are so many fad diets and trends in nutrition that it can be difficult to make healthy eating choices. Worksites are home to almost daily temptations like cookies and birthday parties, unhealthy vending machines, and catered lunch meetings. No wonder that many people struggle to eat well at work! Creating an environment where healthy eating choices are convenient is a great way to make lasting nutrition changes for your employees.

**Try this!** PSE examples of Healthy Eating initiatives to encourage nutrition in the workplace:

<i>Healthy Eating Initiative</i>	<i>What it Looks Like Examples to Consider</i>	<i>Make it Happen Ideas and/or Local Connections</i>
<i>Ensure healthy food and beverage choices at onsite purchase points</i>	<ul style="list-style-type: none"> <li>Use indicators (♥) next to healthy menu items</li> </ul>	Example Policies - <a href="#">Billings Clinic</a> or <a href="#">St. Vincent Healthcare</a>
<i>Place for meal storage and preparation</i>	<ul style="list-style-type: none"> <li>Clean, well-lit break rooms</li> <li>Provide fridge and microwave</li> <li>Provide ample lunch time</li> </ul>	Healthy By Design <a href="#">Worksite Wellness Nutrition Resources</a> : <ul style="list-style-type: none"> <li>Worksite Nutrition Guidelines</li> <li>Worksite Nutrition Checklist</li> <li>Healthy Catering in the Workplace</li> <li>Healthy Catering Brochure</li> </ul> <b>New Idea!</b> Breakroom Makeover to create a pleasing communal space
<i>Adopt a “No Dumping” policy</i>	<ul style="list-style-type: none"> <li>Remove any candy dishes</li> <li>Discourage bringing large amounts of unhealthy foods</li> </ul>	
<i>Healthy celebration plan for achievements, birthdays, milestones</i>	<ul style="list-style-type: none"> <li>Consolidate events into monthly celebrations</li> </ul>	
<i>Provide healthy food &amp; beverage options (fruits, vegetables, whole grains, water) on a regular basis</i>	<ul style="list-style-type: none"> <li>Healthy Vending Machine Policy</li> <li>Offer un-sugared beverages</li> <li>Offer smaller portion sizes</li> </ul>	<a href="#">Example Policy</a>
<i>Provide clean, accessible water filling stations</i>	<ul style="list-style-type: none"> <li>Water fountains or coolers</li> <li>Reusable company mug or cup</li> <li>Water drinking challenges</li> </ul>	Water filling stations are increasing popular (and greener) alternatives to water coolers.
<i>Adopt healthy food guidelines for meetings and events</i>	<ul style="list-style-type: none"> <li>Only offer healthy food options and low-sugar drinks</li> </ul>	Choose a local <a href="#">Healthy Food Vendor</a>
<i>Educate employees on healthy eating or cooking habits, accessing whole foods</i>	<ul style="list-style-type: none"> <li>Healthy cooking classes/demos</li> <li>Shopping tips</li> </ul>	<ul style="list-style-type: none"> <li>Healthy By Design <a href="#">Gardeners’ Market</a></li> <li>Montana State University (MSU) Extension’s <a href="#">Nutrition Education Program</a></li> </ul>
<i>Provide incentives to encourage healthy eating and drinking</i>	<ul style="list-style-type: none"> <li>Reduction of health insurance premiums</li> <li>Free fruits &amp; vegetables in break rooms</li> </ul>	Award “money” for healthy behaviors by deducting from health insurance premiums

# Healthy Eating

## in Yellowstone County



**Yellowstone Naturopathic Clinic** has great ways of promoting healthy eating among their staff:

- Local growers deliver produce directly to their worksite for employee purchase
- Offer flexible lunch breaks
- All company events provide healthy food options



**PacificSource Health Plans** offers employees free fresh fruits and vegetables. Their produce budget is less than \$20 a month!

They also encourage employees to drink plenty of water by having an easily accessible water cooler. Employees receive a custom cup and are challenged to drink more water.



Local business, **Cushing Terrell**, promotes healthy eating by providing a pleasant environment for eating and social gathering. Employees can bring their own lunch from home (which is often healthier) and store it at work.

The open kitchen space provides a relaxed, communal space for them and then enjoy their meal and their colleagues.



## ACTIVE LIVING



The Centers for Diseases Control and Prevention (CDC) recommends that adults get at least one hour of physical activity each day. If someone has a desk job, it can be difficult for an employee to accomplish this unless they are encouraged to do so at work. Remember, physical activity does not necessarily mean intense exercise, sweating, or gym time. It can be as simple as walking, taking the stairs, gardening, or other moderate-intensity activities. You do not need to get your hour of physical activity in all at once. A minimum of 20 minutes at any given time is ideal, but any amount of time counts, and it all adds up!

**Try this!** PSE examples of Active Living initiatives that encourage physical activity in the workplace:

<b>Active Living Initiative</b>	<b>What it Looks Like Examples to Consider</b>	<b>Make it Happen Ideas and/or Local Connections</b>
<i>Incentivize employees to engage in regular physical activity, such as active commuting</i>	<ul style="list-style-type: none"> <li>• Prizes</li> <li>• Allow flexible schedules</li> <li>• Extra 30 minutes for lunch</li> </ul>	Gift certificates from local businesses make great prizes!
<i>Offer flexible work stations</i>	<ul style="list-style-type: none"> <li>• Standing desks, ball chairs</li> <li>• Allow off-site work/meetings</li> </ul>	Coffee shops, parks, or the local library can make great alternative meeting places- walk there!
<i>Provide or encourage organized fitness challenges</i>	<ul style="list-style-type: none"> <li>• Internal step-count or miles challenge or sponsored 5Ks</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Billings Commuter Challenge</a></li> <li>• <a href="#">Shape Up Montana</a></li> <li>• <a href="#">Walk With Ease</a></li> </ul>
<i>Support or incentivize active transportation (walking, biking, rolling, or public transport)</i>	<ul style="list-style-type: none"> <li>• Shower and/or locker facilities</li> <li>• Freshen-up stations</li> <li>• Bicycle parking</li> </ul>	A communal basket filled with hygiene items (deodorant, dry shampoo) can replace showers.
<i>Organize on-site exercise initiatives/classes and/or physical activity opportunities</i>	<ul style="list-style-type: none"> <li>• Group fitness classes</li> <li>• On-site exercise equipment</li> <li>• Activity breaks during meetings</li> </ul>	Do an inventory of your employees- there might be an individual who would teach occasional lunchtime classes
<i>Encourage walking during the work day</i>	<ul style="list-style-type: none"> <li>• Provide trail maps or walking route maps</li> <li>• Well-lit appealing staircases</li> <li>• Walking meetings or breaks</li> </ul>	Local maps: <ul style="list-style-type: none"> <li>• Billings TrailNet's <a href="#">Trail Map</a></li> <li>• Healthy By Design's <a href="#">Parks Rx</a> or <a href="#">South Side Stories Walking Maps</a></li> </ul>
<i>Organize/sponsor recreational activities for employees outside of working hours</i>	<ul style="list-style-type: none"> <li>• Sponsor sports leagues (softball, kickball, etc.)</li> <li>• Host an open gym</li> </ul>	<a href="#">Softball</a> , <a href="#">kickball</a> , and <a href="#">Sportsball</a> are all popular in the community - get an internal team together!
<i>Educate employees on incorporating appropriate physical activity into their workdays</i>	<ul style="list-style-type: none"> <li>• Regular and accessible wellness publications</li> <li>• Wellness events</li> </ul>	Try a "potty press" publication (next to the toilet) or e-news

Other Initiatives:

- Reimburse or arrange discounts for offsite gym memberships or wellness initiatives

## Active Living

### in Yellowstone County



**Granite Fitness**, a local fitness center, encourages all staff to be involved in fitness classes as instructors or assistants, including classes for kids. Employees can participate in their fitness activities before, after, or even during their shifts.

Granite Fitness also provides body composition scans with analyzed results by certified trainers to encourage and reinforce healthy living.

**RiverStone Health** received a Gold-Level Bike Friendly Business designation from the League of American Bicyclists. They have done a great job of providing facilities, education, and safety measures to encourage active commuting among their employees.



Every year, employees of **City of Billings Planning & Community Services** enjoy participating in the Quality of Life run. They often get a prize for the biggest group.



“Yellowstone County is a small enough community that residents have opportunities to interact with others to share best practices for worksite wellness more readily than might occur in other areas. These conversations might happen at school events, the grocery store, or other places, which makes it easier to share worksite wellness ideas.”

-April, St. Vincent Healthcare Employee

## WORK-LIFE BALANCE



Work-Life Balance is all about mental health. Having a healthy work-life balance can help employees combat depression and mental illness. Work-life balance includes stress-management and life skills to support employees as they navigate the daily traumas and stressful situations they encounter in both their personal and professional lives. This can also discourage “self-medication”, including substance use or risky behaviors and encourages a more productive work day.

**Try this!** PSE examples of Work-Life initiatives that encourage stress reduction in the workplace:

<b>Work-Life Balance Initiative</b>	<b>What This Looks Like Examples to Consider</b>	<b>Make It Happen Ideas and/or Local Connections</b>
<i>Offer onsite relaxation activities</i>	<ul style="list-style-type: none"> <li>• Mediation or wellness room</li> <li>• Mindfulness coloring books</li> <li>• Puzzles or mind bender games</li> </ul>	Print off mindfulness coloring pages from the internet and sprinkle them around the office
<i>Provide stress-management, work-life balance, or life skills initiatives or classes</i>	<ul style="list-style-type: none"> <li>• Employee assistance initiative</li> <li>• Counseling during traumatic events</li> </ul>	Recommend phone/tablet applications for meditation (e.g. 10 Free Days on Headspace app)
<i>Educate or raise awareness regarding mental and emotional health and resilience</i>	<ul style="list-style-type: none"> <li>• QPR Gatekeeper Training</li> <li>• Trauma-Informed Care (TIC) Training</li> </ul>	<ul style="list-style-type: none"> <li>• Suicide Prevention Coalition of Yellowstone Valley <a href="#">Training Opportunities</a></li> <li>• Healthy By Design <a href="#">TIC Resources</a></li> </ul>
<i>Offer service learning or community volunteering opportunities for staff on paid work time</i>	<ul style="list-style-type: none"> <li>• Day of Caring</li> <li>• Participation in local coalitions or boards</li> </ul>	United Way of Yellowstone County <a href="#">Day of Caring</a>
<i>Provide opportunities for employees to participate in decisions about work processes, schedules, decisions, etc.</i>	<ul style="list-style-type: none"> <li>• Employee Congress or Newsletter</li> <li>• Suggestion Boxes</li> </ul>	Join or start a “Wellness” or “Safety” Committee
<i>Discourage substance abuse</i>	<ul style="list-style-type: none"> <li>• Tobacco Cessation or Addiction Counseling resources</li> <li>• Discourage alcohol at events or networking opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">Montana 211</a></li> <li>• <a href="#">Montana Quit Line</a></li> </ul>

### Other Initiatives:

- Offer employees paid sick-time, personal days, or mental health days
- Sponsor or organize social events throughout the year
- Train managers in identifying and reducing worksite stress related to such areas as performance reviews, communication, conflict resolution, and time management
- Create a Wellness Room - a comfortable space where employees can go to reset or recharge

# Work-Life Balance

## in Yellowstone County

**Billings Clinic** hosts events throughout the year to decrease burnout by providing opportunities for social connection among their staff.

An example of a social event they put on is the food truck rally they host several times a year (pictured right). Participating food trucks are also encouraged to offer healthy options at this event.



**Yellowstone County** provides opportunities for employees that help them balance their personal and professional lives, including:

- Offering a Bi-Annual Financial Fitness Fair
- Providing Question, Persuade, Refer (QPR) suicide prevention training
- Annual Employee Health Fair (pictured below)

**Kampgrounds of America (KOA)** knows that many Montanans love camping! KOA Headquarters are located in Billings, and their employees' favorite initiative is the Healthy Employee Lifestyle Program (HELP) that provides reimbursement for healthy lifestyle activities -- like spending time in the mountains!



## HEALTH PROMOTION



There are so many ways for an employer to promote wellness among employees. Health Promotion is a “catch-all” Area of Opportunity to capture a broad range of opportunities for worksite wellness. What else would make your employees happier, healthier, and more comfortable or productive at work? What is a unique aspect of the culture of your organization that could be utilized as a fun way to build comradery and encourage healthy behaviors, choices, and lifestyles?

**Try this!** PSE examples of Health Promotion initiatives that provide opportunities for health in the workplace.

<b>Health Promotion Initiative</b>	<b>What This Looks Like Examples to Consider</b>	<b>Make It Happen Ideas and/or Local Connections</b>
<i>Offer nursing mothers reasonable accommodations for breastfeeding</i>	<ul style="list-style-type: none"> <li>Wellness room</li> <li>Private accommodations</li> <li>Pumping breaks</li> </ul>	Montana Department of Health and Human Services <a href="#">Maternal Child Health Resources</a>
<i>Maintain a tobacco free worksite through a tobacco-free policy</i>	<ul style="list-style-type: none"> <li>“No Smoking” signs</li> <li>Tobacco cessation resources</li> <li>Quit Kits</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Montana Quit Line</a></li> <li>Montana Department of Health and Human Services <a href="#">Tobacco Prevention Services</a></li> </ul>

### Other Initiatives:

- Adopt a text-free driving policy for employees who drive as part of their job
- Provide onsite recycling services for employees
- Maintain active health promotion committee or designated staff member for worksite wellness
- Conduct employee health risk assessments or screening via outside vendor
- Promote cancer awareness/screenings or other seasonal health topics during appropriate months (examples include mammograms in October, cancer screening via “[Fit Kits](#)” for people ages 50+ (while supplies last), skin cancer awareness during the summer)
- Participate in a local health coalition
- Extend wellness opportunities to employees’ families

We all want our staff to improve and grow over time, but if you are not healthy then it will affect productivity along with every other aspect of one’s life. From a business standpoint, healthy, happy employees are more engaged, have better attendance and are more productive. Personally, it’s a great way to show someone that you really do care about them and their overall happiness.

*-John, Cushing Terrell Employee*

# Health Promotion in Yellowstone County

Local hospital, **St. Vincent Healthcare**, is an advocate for providing space for their employees' spiritual and religious practices through daily prayer and reflection and an on-site chapel.

They also have an on-line wellness tool that provides incentives for completing "health journeys" available to all staff.



The **Billings Chamber of Commerce** promotes employee health with monthly team building activities called "Team Time", where team members lead an activity or exercise to highlight their strengths. Bringing people together and encouraging them to utilize their gifts is a great Health Promotion initiative.

---

"We are so lucky to live in one of the most beautiful places in our country. We are fortunate to have ... the natural surroundings and recreation to enhance quality of life and wellbeing. ... We move here for these benefits and worksite wellness can embrace and reinforce them."

*-Kyle, Billings Clinic Employee*

---



**Total Nutrition** has put their own spin on health promotion by championing a worksite wellness challenge—the Healthiest Business in Billings Challenge! This challenge harnesses the competitive spirit of worksites and promotes health through teamwork and accountability.

## CALL TO ACTION - HEALTHY WORKSITE RECOGNITION !

Has this toolkit inspired you? Are you ready to put intention into action? One step you can take is to apply for Healthy By Design's Healthy Worksite recognition.

Recognition demonstrates to employees, customers, and the community that your business is committed to making the healthy choice, the easy choice.

Recognition is free and the application is easy. Any size business is eligible for the opportunity and the perks that come with recognition:

- Certificate and window decal to display at your worksite
- Spotlight on the Coalition's website, monthly e-newsletter, Facebook page and in future Healthy Worksite toolkits
- Recognition and celebration at our annual Coalition meeting
- Access to networking and idea-sharing through the Coalition



Visit our website to see more about this opportunity and to apply:

[www.healthybydesignyellowstone.org/recognition-opportunities/](http://www.healthybydesignyellowstone.org/recognition-opportunities/)

## ACKNOWLEDGEMENTS

*Healthy By Design is a collaborative coalition, and our partners are integral to our efforts to make the healthy choice, the easy choice in our community. Thank you to everyone who helped put this toolkit together and who has contributed to the worksite wellness culture in Yellowstone County.*

*Thanks also goes to our sponsors—Billings Clinic, RiverStone Health, and St. Vincent Healthcare.*

*All icons used in this publication sourced from FlatIcon.com unless otherwise stated.*



**healthy**  
by  
**design**

**For more information:**



[www.hbdyc.org](http://www.hbdyc.org)



HBDYellowstone



[info@hbdyc.org](mailto:info@hbdyc.org)



(406) 247-3394