How to Start an Employee Wellness Program

A User-Friendly Guide
“I care about the health and well-being of all NPS employees. The NPS is committed to promoting health and wellness initiatives that can have a positive impact on your life—both at home and at work. I encourage each of you to participate in a program that works for you and be a health and wellness champion.”

— Jonathan Jarvis
NPS Director

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Introduction

As employees of the National Park Service (NPS), we are committed to protecting the resources of our national parks. In order to successfully carry out our mission, it is important that we maintain our own health and wellness.

Since most of the primary causes of illness and death in the United States are preventable and can be controlled with routine exercise, proper nutrition, and stress reduction, the NPS has established a Servicewide Employee Wellness Program to encourage and provide guidance for parks (and worksites) to create local wellness programs that benefit all employees.

The following pages serve as a “how to” guide for starting an employee wellness program or enhancing an existing initiative at your park. This guide includes the following sections:

The Scope of Wellness

Six Steps to Creating an Employee Wellness Program:

1. Gain Leadership Support
2. Form a Wellness Team
3. Learn and Assess
4. Plan Your Program
5. Take Action
6. Evaluate

Please note, these steps are meant to be guidelines. You are encouraged to adjust them to fit your needs!
The Scope of Wellness

Wellness is defined as an active, lifelong process of becoming aware of choices and making decisions toward a more balanced and fulfilling life.

Elements of a Wellness Program
The following eight components reflect a holistic approach to personal wellness.

Physical wellness is the process of engaging in healthy activities that benefit the body, such as nutritious eating and exercise. Topics and examples of activities include nutrition, fitness, smoking cessation, substance abuse, and weight management.

Emotional wellness is the process of recognizing, expressing, and managing one’s full range of emotions, including coping with stress. In addition, it encompasses the process of developing self-esteem and a positive outlook on life. Topics and examples of activities include stress management, anger management, and depression management.

Spiritual wellness is the process of discovering purpose and meaning in life and living a fulfilling life consistent with one’s beliefs and values. Topics and examples of activities include accommodating religious holidays, respecting the views of others, using meditation rooms, practicing yoga, spending time in nature, and engaging in community service activities.

Social wellness is the process of creating and maintaining healthy, meaningful relationships with those around you. Topics and examples of activities include building healthy personal and working relationships, community involvement and volunteerism, and employee association support.

Intellectual wellness is the process of expanding knowledge and skills as well as engaging in creative and mentally stimulating activities. Topics and examples of activities include training and education, reading lists, cultural events, and brown bag lunch talks.
Financial wellness is the process of learning to plan, save, and spend financial resources efficiently and within one’s means. Topics and examples of activities include seminars on financial planning, purchasing or selling a home, and retirement planning.

Career wellness is the process of developing skills in and achieving personal fulfillment from our jobs while maintaining balance in our lives. Topics and examples of activities include mentoring and career management, education and training, flexible schedules, support for dual career employees and single parent employees, and workplace policies to help employees achieve a healthy work-life balance.

Environmental wellness is the process of making choices that will contribute to sustaining or improving the quality of life in the world. Topics and examples of activities include transit subsidies, accessible stairwells, and walking trails (on an individual level), and greening the workplace and promoting environmentally healthy choices in employees’ personal lives (on a global level).

Any combination of these components may be addressed in your wellness program. Additional elements may be included.
Gain Leadership Support

Leadership support is an essential component to developing a successful wellness program or enhancing an existing effort. A leader who advocates for employee wellness can provide greater access to resources and increase employee participation.

To gain support from the top:

Present the evidence. To obtain leadership support, share the importance and benefits of an employee wellness program.

- **Substantial Return on Investment**—Employee wellness programs can reduce workers’ compensation claims, continuation of pay costs, and recruitment and new employee costs. Studies show a savings of up to six dollars on medical care and reduced absenteeism for every one dollar spent on wellness.

- **Low Cost**—Many wellness activities are free or low-cost.

- **Reduced Absenteeism**—Healthier employees are less likely to call in sick or use annual leave due to illness.¹

- **Increased Safety**—Healthier employees are less likely to sustain an on-the-job injury.

- **Long-Term Benefits**—Wellness programs can reduce healthcare costs over time and increase employee retention.

- **Improve Job Satisfaction and Boost Morale**—Wellness programs give employees opportunities to interact and develop relationships that build a stronger community and increase job satisfaction. Such programs also demonstrate leadership’s commitment to employee well-being.

- **Increased Productivity**—Healthier employees are more productive. Productivity losses because of poor health can cost employers two to three times more than what they spend on medical insurance premiums.

Healthier employees have greater energy levels, better focus, greater resiliency, and a more positive outlook on life—all of which can result in increased productivity at work.

¹ Centers for Disease Control and Prevention
Use NPS policies to support your case. There are many federal policies addressing employee wellness, including the following:

- 5 U.S.C. §7901 authorizes government agencies to establish a health services program.
- Title 5 U.S.C. § 7904 states that agencies must provide employee assistance programs to assist employees with drug and alcohol abuse prevention, treatment, and rehabilitation.
- 16 U.S.C., §1a-2(a) states that the NPS may provide recreation facilities, equipment, and services for use by employees and their families located at isolated areas of the National Park System.
- National Park Service Human Resources Bulletin: 05-06, Reimbursement for Voluntary Fitness Activity authorizes the use of appropriated funds for access to fitness centers under certain conditions.

Share your ideas for a program and an initial plan. Based on the evidence, propose an initial plan to develop a wellness team and program to your superintendent (or management team). Discuss possible program goals. (Step 4 offers additional resources on how to develop and implement your employee wellness plan.)

Ask for support from your superintendent. Once you present your case, invite your superintendent to support employee wellness efforts. This could include allocating funding and authorizing work time to develop a program. One of the most important (and cost free!) ways for your superintendent to show support is to serve as a role model and spokesperson by promoting, participating in, and even leading wellness activities.

Seek support for a charter. A good way to formalize the program is by writing a charter. A signed charter will link the program to a more permanent source and increase credibility—and likely increase support for the program. While you can wait until a wellness team is in place (see Step 2) before you draft a charter, first ask your superintendent to agree to sign one and make the employee wellness program a park-sanctioned initiative. Or, seek support from your employee association. Either way, knowing in the early stages who will sign the charter and where the foundational support lies will help you as you proceed.

Once you have leadership support and a “green light” to forge ahead, you are ready for the next step—forming a wellness team.

Visit inside.nps.gov/wellness for an expanded description of the benefits of an employee wellness program and for more information on policies relating to wellness programming.
Form a Wellness Team

Recruit a team. A motivated team can accomplish more work in less time. Make an announcement at a meeting or ask your superintendent to send out an email inviting volunteers. Enthusiastic and dedicated employees from any grade and any division can take part. No previous training is required! One only needs an interest in wellness and some time to get involved.

Determine roles and empower team members to contribute. Whether you have a team of two or ten, tap into the unique skills and talents that each person has to offer. For example, some people are visionaries who have big ideas while others are more practical and like to attend to the details. Find out how each person can best contribute to the team.

Designate one individual as the lead and point of contact for the team. This person does not need to be a wellness expert or have prior experience, but should be a good model and motivator for healthy habits.

Draft a charter for your wellness program. Once you have leadership support and a group of motivated wellness advocates, it is important to formalize the program by creating a charter. This charter should include the program’s mission and goals and outline the roles and responsibilities of your team and other key park stakeholders. This document can serve as a catalyst to help integrate wellness into your park’s culture and formalize allocation of resources. You may have asked your superintendent or employee association representative to be the signatory; determine who will sign the document.

Drafting a charter can provide your wellness team with an opportunity to think strategically about what exactly you would like the program to accomplish and who must be involved to make it successful. You may wish to include the following elements in your charter:

1. Definitions and Scope. It is always important to provide definitions for key terms you will be using and the scope of your program. Define “wellness” and determine the aspects of wellness you wish to incorporate in your program. (See page 2 of this guide.)
2. **Purpose Statement.** This defining statement articulates the overarching and ultimate goals you would like your wellness program to accomplish.

*Example:* The purpose of the BIFO Wellness Program is to increase workplace satisfaction and improve the overall health and well-being of employees at Big Forest National Park.

3. **Goals.** Goals are long-term accomplishments you hope your program achieves that are more tangible than your purpose statement. Consider the SMART acronym to determine your goals:
   a. Specific
   b. Measurable
   c. Attainable
   d. Realistic
   e. Time-bound

*Example:* Achieve a 75 percent participation rate in the wellness program in three years.

4. **Objectives.** Objectives are more detailed, action-oriented steps that will help focus your program.

*Example 1:* To achieve 50 percent participation rates in an annual health fair.

*Example 2:* To conduct five informational workshops in the current fiscal year featuring topics that park employees indicated are top priority.

5. **Roles and Responsibilities.** Consider the key participants who will be—either by the nature of their position or voluntarily—involved in the wellness program. These individuals might include the superintendent, park wellness team, supervisors, and employees. You may even want to incorporate the involvement of external partnerships.

This is also a good place to outline the objectives and components of the wellness team, such as its overall functions, term lengths of members, frequency of meetings, and method of making decisions.

6. **Signatures.** Ask your superintendent or leader of your employee association to sign this document.

Visit inside.nps.gov/wellness for examples and templates of park wellness charters.
Step 3 Learn and Assess

Determine what employees want and need. It is essential to determine what your fellow employees desire in an employee wellness program and what topics they want to address before you develop a wellness program and organize activities.

Assessing levels of interest and the kinds of activities most appealing to employees does not need to be complicated. Simply hold a meeting and record ideas, ask employees to submit suggestions, or conduct a formal survey of all park employees. No matter how you assess employees’ interests, the goal is to create a wellness program that matches your coworkers’ wants and needs.

Note: Some elements of Steps 2 and 3 may be interchanged. For example, you may want to recruit wellness team members as you are conducting an employee interest assessment.

Do you want to conduct an employee wellness interest survey? No need to reinvent the wheel! The NPS Employee Wellness Program developed a survey which may be tailored to fit your park or worksite. Contact the Program Manager at risk_management@nps.gov to obtain assistance in conducting the survey.

“The employee wellness needs assessment we conducted at the park helps us better target our health and wellness efforts, increase participation, and meet actual needs of our employees.”

—Richard Ullmann
Chief of Interpretation
Know what resources you already have. Before you start planning your program, it is helpful to take stock of the resources you have, whether monetary or other. Having a budget for an employee wellness program can be a great asset, but it is not crucial for a successful program. There are many ways to implement a program that will cost the park little or nothing in actual dollars.

Consider these non-monetary or free resources that may already be available to you:

- **Facilities.** Consider meeting rooms; inside or outside spaces for workshops, yoga, meditation, and other activities; public recreational spaces; a fitness facility; and a stairwell.

- **Equipment.** Your computer, a laptop and projector, or television and DVD player could be used for educational or exercise videos.

- **Park space.** Even if your park is not a recreational destination, you can make it one. Use your park as a fitness center!

- **Employee Assistance Program (EAP).** Free financial, legal, mental health, and other services and resources are available to all NPS employees through EAP Consultants. For more information, visit www.eapconsultants.com or call 1-800-869-0276.

- **Health Insurance Companies.** Many health insurance companies offer no-cost wellness services, such as newsletters and tips available on their website, free smoking cessation programs, health assessments, coaching, an advice nurse, and an array of tools and resources to plan, track, and evaluate your health. Some offer rebates and gym membership discounts for engaging in healthy behaviors.

- **Human Resources.** Consider coworkers with expertise in particular wellness topics, students from a local university, health providers in your community, local organizations and associations, volunteers, and interns.

- **NPS Employee Wellness Program.** The Servicewide program offers a full-time program manager and website to assist you in your wellness program planning. Visit www.inside.nps.gov/wellness for examples of activities, sample charters, contacts, and more.

- **Online Resources.** From information on how to manage a chronic disease to examples of model wellness programs, take advantage of the wealth of credible resources available at your fingertips. Check out the list of “Additional Resources” on page 20 of this guide and the “Resources” link on www.inside.nps.gov/wellness.
Plan Your Program

Once you know what people want and need, you are ready to start planning a program. Preparing a plan will increase your chances of developing a successful, sustainable program. How will you organize your program, what will you do, and when? Keep in mind the results from your employee assessment. You will want to plan the type of program and specific activities that will inspire the greatest number of employees—and plan these activities around their schedules.

Steps to plan your program:

1. Define the type of program you will develop.

2. Determine the kinds of activities and events you want to offer.

3. Create a budget (if you have funding) and a plan for acquiring the resources you need.

4. Develop a communications plan.

5. Assign roles and delegate responsibilities for each step.

6. Create a timeline.

*Note: Flexibility is the key to success. Program steps can be fluid. Determine your own order of these steps for your individual program.*
Following are suggestions for guidance on each step of your plan, along with some examples.

**Define your program.** Setting high level goals and more specific objectives in your charter offers you a great start. Now determine how you want to make those goals a reality. Define the key elements you want to include and consider the approaches you wish to take in your program, such as the following:

- **Improvements to Your Worksite Environment.** This program implements a combination of changes to the physical and social environment that aim to influence individual health behavior including creating ergonomic work spaces, adding bicycle racks and showers, making a quiet space for meditation, constructing a fitness center, and providing a space for playing physical fitness games on a video game console.

- **Implementation of Wellness Policies.** Consider park policies that could help create or enhance a culture of safety, health, and wellness. Examples include drafting and implementing healthy meeting policies; adopting policies to stock vending machines with healthy foods; working with concessioners to sell healthy food options; and instituting reimbursement for fitness center memberships (*if applicable; see HR 05-06*); and more.

- **Theme-based Program.** Consider offering seasonal or rotating themes depending on employee needs and interests, perhaps on a quarterly basis. For example, you could focus on weather-appropriate fitness activities for each of the seasons throughout the year.

- **Topic-Focused Program.** Target actual health risks and conditions employees wish to address, such as smoking cessation, addictions, obesity, diabetes management, and depression. (*The results from your needs assessment will be very important here!*)

- **Employee-driven Program.** Employees create individualized plans, establish their own goals, and track their successes. The key is to encourage individuals to set attainable goals.

- **Point-based Program.** This type of program rewards employees with “points” for completing a variety of activities on their own. Employees are recognized after they earn a certain number of points. Eligible activities could include receiving flu shots, dental cleanings, cancer screenings, and attending wellness workshops.

- **Buddy System.** Consider creating buddy groups or some type of support system to help keep each other accountable and motivated.
Activities. Next, decide the specific types of activities you will plan to help accomplish your goals and objectives. Coming up with creative ideas, especially with a limited budget, is important. A good way to begin is by identifying the interests coworkers expressed on the assessment. Consider the areas of wellness discussed in the beginning of this guide: physical, emotional, spiritual, career, social, financial, intellectual, and environmental.

These are some examples of the types of activities or services you can provide:

- Health and wellness education
- Health fairs
- Fitness classes
- Group wellness activities
- Health screenings and immunizations
- Health risk assessments
- Intervention programs

An expanded list of activities is available on the NPS Employee Wellness website at www.inside.nps.gov/wellness.

What is an HRA and should we conduct one?

A Health Risk Assessment (HRA) is a survey usually conducted by an external party that collects biometric measurements and behavior-based information that identify health risk factors. HRAs provide employees with personalized information on their health status and are usually supplemented with individualized education to help promote health and prevent or manage disease based on the identified health risks.

The employer usually receives generalized information about the health status of all employees (with all personal identifiable health information removed), so a wellness team can tailor activities based on the identified health risks. Conducting HRAs periodically (e.g., annually) allows employees to track their individual disease management and prevention efforts, and enables employers to identify trends in the overall employee population.
Create a Budget. Creating a budget is an essential part of the planning process because it helps you to determine how much you are able to invest in your program and which activities you may be able to offer. If you require additional resources, task a team member or a group of members to strategize and seek out the resources you need.

Contrary to what you might think, it is not necessary to have a large budget to run a quality program. There are many ways to create programs that cost nothing or make use of resources to which you already have access. For example, many employees may be available with relevant skills—fitness, nutrition, cooking—who are willing to volunteer their time to teach a class or lead an event. Employee cost-sharing for specific activities, like yoga classes, is also an option.

Communications Plan. To ensure the highest participation, develop a communications plan that will reach as many employees as possible at your park. Learn what methods of communication (bulletin boards, all-employee memos, email, newsletters, websites, a wellness event calendar, word of mouth, social media, etc.) are most used by employees, and promote your wellness program through as many outlets as possible.

Make sure to use language that is warm and welcoming.

No money? No problem!
There are plenty of free and low-cost activities and wellness projects:

- Spruce up a stairwell to use for exercise (visit http://www.cdc.gov/nccdphp/dnpao/hwi/toolkits/stairwell/).
- Make healthy snacks available at your worksite (visit http://www.choosemyplate.gov/preschoolers/healthy-habits/snack-ideas.html).
- Designate space to be used for meditation.
- Use your park as a gym: create trail maps with calculations of calories burned.
- Organize a pot luck or recipe exchange using healthy foods.
- Establish an employee cost-sharing activity such as an exercise boot camp.
Roles and Responsibilities. After you decide which activities you would like to plan, determine what steps are required to make them happen and delegate responsibilities. You may have already started this process when you determined the roles on your team. But this time, it will be more detailed and specific to the actual activities you are planning. Make sure every task has someone responsible for its completion.

Timeline. Once you know which activities you wish to plan, determine the steps to take and set target dates for accomplishing them. Make your timeline realistic; timelines are easy to create, but often harder to keep! You can always add more activities later. Following is an example of planning the steps and timeline for a lunchtime wellness series program:

<table>
<thead>
<tr>
<th>Step</th>
<th>Timeline</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruit interested employees to lead wellness-related classes during lunch.</td>
<td>Jan–Feb</td>
<td>Beth, Keith</td>
</tr>
<tr>
<td>Determine a budget.</td>
<td>Jan–Feb</td>
<td>Anna, Jose</td>
</tr>
<tr>
<td>Seek additional resources.</td>
<td>Ongoing</td>
<td>Anna, Jose</td>
</tr>
<tr>
<td>Contact EAP, community health providers, and local university for experts to lead informational workshops and free and low-cost services.</td>
<td>Jan–Feb</td>
<td>Sonja, Anna</td>
</tr>
<tr>
<td>Establish a monthly schedule; include a launch date and specify activities (e.g., walk, bike ride, educational workshop), and meet-up location or room location.</td>
<td>Feb–Mar</td>
<td>Sonja, Anna</td>
</tr>
<tr>
<td>Develop marketing materials for the activity such as flyers and email from the superintendent.</td>
<td>Mar 15–Apr 15</td>
<td>Keith</td>
</tr>
<tr>
<td>Recruit employees to participate.</td>
<td>Apr 15–Apr 30</td>
<td>Wellness Team</td>
</tr>
<tr>
<td>Develop a feedback sheet for a program launch event.</td>
<td>Mar 15–Apr 15</td>
<td>Keith</td>
</tr>
<tr>
<td>Launch the program.*</td>
<td>May 1</td>
<td>Wellness Team</td>
</tr>
<tr>
<td>Evaluate the program.**</td>
<td>Dec</td>
<td>Beth, Jose</td>
</tr>
</tbody>
</table>

* A program launch could be the first activity in your lunchtime workout program or a big kickoff event. See Step 5 for information about the kickoff event.

** See Step 6 for information about evaluating your wellness program.

“Our commitment to improving public health will be mirrored in internal programs for our workforce.”

—Healthy Parks Healthy People US Strategic Action Plan National Park Service
Points to remember:

- There is no set model. You are free to create, change, and adapt whatever plan you would like, providing it stays within your budget and adheres to Department of the Interior and NPS regulations.

- A successful program does not need to offer an extensive array of activities. Instead, focus on targeting your coworkers’ needs and interests.

- Be inclusive! Use your coworkers as a resource for generating innovative ideas.

- Make sure that the program and activities you plan align with your park’s culture, employee needs and interests, and communication styles. The research you completed in Step 3—finding out what already exists—should give you a good idea of where to start.

- In addition to taking care of others, make sure you take care of yourself so that you have the capacity to carry out the program. What do you need to help you run this program? More human power? More time? Don’t be afraid to ask.

- Avoid burnout by taking into consideration how many active members there are and planning accordingly. Remember, you do not need to roll everything out at once. It is better to plan a few high-quality, well-planned activities than try to accomplish too many activities in the beginning of your program. Sometimes, less is more!

- Keep it fun, and keep it simple.
Step 5 Take Action

Once you have a plan, it is time to take action! Set a positive and encouraging tone from the very beginning. Addressing wellness is easier for some and more difficult for others, so it is essential to make the program fun and doable. Your challenge is to transform the program from a “should-do” to a “want-to-do” and “can-do.” The steps below will help you accomplish that.

Spread the word.
- Get the word out about the program and upcoming activities—make announcements, send emails, create a wellness event calendar, post flyers. Word of mouth is an excellent way to pass information along but should not be the only method of communication. It is also important to advertise the program to employees repeatedly and in a variety of ways.

Kick it off.
- Get your wellness program off to a great start by holding a kickoff event or meeting that brings awareness to the program and sets the tone for making it fun. It can be a simple potluck in the break room or outside, a more elaborate health fair, or another event of your choice.

Encourage participation. Make it fun!
- Generate excitement and interest among coworkers—this involves the art of motivating. The first step to motivating others is being motivated yourself and leading by example. If you are passionate, others will follow.
- Make the activities entertaining. Incorporate group games and friendly competitions into your wellness program or implement a buddy system or accountability groups to encourage each other to reach goals.
- Make it easy to participate—make activities easy to understand and simple to sign up for. Ideally, they should require a minimal amount of time and be enjoyable.
- Stay positive and take challenges as they come. Be sensitive to the barriers that can hinder employee participation, such as lack of time and energy, family commitments, existing health problems, or addictions.
Encourage widespread participation by planning quality events based on what employees said they want and need, advertising appropriately and extensively, and posting pictures afterwards to encourage more participation during the next event.

Be prepared to answer questions. As with any new program, sometimes it is helpful to make a list of common questions and answers and post it in a Frequently Asked Questions (FAQ) sheet.

**Recognize employees for participating.** Celebrating employee participation in the wellness program with non-monetary gifts is a great way to keep energy and momentum high. Recognition shows employees that the NPS values their well-being and lets them know they are a priority. It is also a great opportunity to share ideas and encourage others to participate in similar activities. Be creative and do what works best for your park within the limits and guidelines of federal and NPS regulations.

- Recognize employees who meet personal health and wellness goals by sharing their success stories (through bulletin boards, newsletters, websites, etc.).
- Give health-related gifts such as pedometers, jump ropes, exercise stretch bands, resistance tubes, and stress balls.
- Send thank you notes, issue certificates of completion, and offer verbal recognition.
- Host group celebrations such as potlucks, picnics, award dinners, celebratory hikes, and camping trips.

“National parks are model settings to promote physical activity, healthy eating, and mental health, while also demonstrating how human health is interdependent on the health of all species and our environment.”

—Health and Wellness Initiative Launch
Cuyahoga Valley National Park
Evaluate your program. To strengthen your program, identify gaps, and ensure you are reaching your targets, incorporate an evaluation component to your program.

Two approaches can help you evaluate your program. Try to include elements of both approaches in your evaluation methods.

1. **Quantitative**
   - Develop specific metrics. These can include how many employees attended each wellness workshop or event and the number of people who stopped smoking.
   - Track activity costs, including fees for services, staff time, and any equipment or materials purchased for each event.

2. **Qualitative**
   - Collect feedback from participants after each activity. Distribute evaluation forms to help you to obtain the information you need to make the activity even better next time. Some questions you might include are: What went well? What could have been better? What would you change?

Draft a short summary of each event and include performance metrics, costs, and key responses from the evaluations. Summaries drafted throughout the year will come in handy when conducting a periodic review of your overall program.

**Conduct a periodic review of your wellness program.** At the end of every year (or whatever timeframe works best), take some time to reflect on what went well, what could have been better, and what you would like to change in the future. This assessment can be in the form of a short survey, short interview with participants, or review of the participant evaluation forms from each event. This assessment can help you learn what worked, what did not, and how you can make the program even better.

Share your findings with all employees at the park so they know the impact of the program. Also, sharing this information with other parks will help you and the agency as a whole implement a stronger overall employee wellness program.
Sustain your program.

If your program is going well:
- Think about sustaining your success. Vary your activities to keep employees engaged.
- Consider adding new activities—if you can. Growth is good, but maintaining the program at a sustainable pace is equally, if not more, important.
- Offer more specific activities or classes on targeted health issues. Conduct a more in-depth employee needs assessment to determine which areas are of greatest interest at your park.
- Bring in new team members so that you can plan additional activities and programs when you are ready.
- Identify creative ways of finding new funding to expand the quality or quantity of programs.

If the program could use some revitalizing:
- Assess what has been working and what has not; what programs should be eliminated or repeated?
- Think about what you can do to improve participation levels and how you can reach out to those who do not participate.
- Brainstorm new strategies or program focus. Address components of the wellness wheel you have not focused on before.
- Examine your communication strategies—are they reaching your intended audience?
- Obtain testimonials from staff who enjoy participating in the program, and share the good news!
- Seek feedback from past participants.
- Recruit new team members.
- Explore new ways to make participation easy and fun.
- Solicit ideas from coworkers on how to make the program better, either informally or through a survey.
- Talk to employees at other parks about their wellness programs and find out what works well for them.
- Mix it up; offer different programs at different times and places.
- Get a fresh set of eyes to look at the program; an outside consultant, volunteer, or student intern might be a great help.
Thank You and Enjoy!

Be sure to thank everyone who has been involved in creating the program for their time, effort, and hard work! Have fun with the process, ask questions when you need help, and feel confident that you are making a difference in your parks. Share with other parks the creative programs and activities you develop, the lessons you learn, and your ideas for how to improve in the future.

To your health and success!

Additional Resources

CDC National Healthy Worksite Program
http://www.cdc.gov/nationalhealthyworksite/index.html

CDC Healthier Worksite Initiative:

CDC: How much physical activity do adults need?
http://www.cdc.gov/physicalactivity/everyone/guidelines/adults.html

ChooseMyPlate.gov: http://choosemyplate.gov/

EAP Consultants: http://www.eapconsultants.com/

Wellness Council of America (WELCOA): https://www.welcoa.org

NPS Employee Wellness Program: www.inside.nps.gov/wellness
“For nearly 100 years, the NPS has contributed to the health and well-being of Americans by providing places that enable physical activity, promote mental health and wellness, and foster community through the preservation of ecosystems and interpretation of a shared heritage.”

—Healthy Parks Healthy People US Science Plan
National Park Service