



Coordinator Name

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Planning Team

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Program Description

Purpose or Mandate

The mission of the Special School District Employee Wellness program is to improve the health and well-being of SSD employees and promote healthy lifestyles which, in turn, foster an environment to enhance student success.

Summary Description of Program

The Wellness Program seeks to expand wellness opportunities for employees. Activities and goals of the program include surveying staff to determine interests regarding wellness and work/life benefits, increasing awareness of wellness resources and increasing the scope of wellness offerings. The program aims to demonstrate to staff that SSD cares about their well-being. While a Wellness Committee was in place for many years, the SSD Staff Wellness Program became more formalized with a mission/vision and goals in 2011-2012. This is separate program than the Student Health Advisory Committee, as the primary focus is staff health.

Which specific CSIP goals and PCF processes does this Program support?

CSIP 2.1.1: Promote initiatives that encourage staff well-being and a safe climate

PCF 6.4: Reward, retain, and engage employees

Who are the Customers/Stakeholders?

- | | | | |
|--|------------------------------------|---|--|
| <input checked="" type="checkbox"/> Students | <input type="checkbox"/> Parents | <input checked="" type="checkbox"/> Staff | <input checked="" type="checkbox"/> Administrators |
| <input type="checkbox"/> Board of Education | <input type="checkbox"/> Taxpayers | <input type="checkbox"/> Other _____ | |

What are the Customer/Stakeholder requirements?

The Wellness Committee Chair(s) provided a mission and framework for the Wellness Committee members. Goals and initiatives are determined by the Benefits Department's review of health claims as well as feedback from district-wide employee wellness surveys and input from the Wellness Committee members.

What is this program expected to accomplish?

The Wellness program's goals are to improve the well-being of SSD staff. Employees who are healthy physically, emotionally and financially are typically more satisfied and engaged at work and, consequently, more productive. The long-term goals are to improve staff health and job satisfaction, while mitigating health care and workers' compensation costs.

Briefly describe how this Program works

A wellness survey is conducted every 3-5 years to understand staff needs and interests. A wellness committee determines what activities to offer based upon interest at a particular site. Fitness activities are offered, presentations are made and information is disseminated on various wellness topics throughout the year.

What resources (type and quantity) are required to execute this plan?

A wellness committee, the medical third party administrator (TPA), benefits broker, and employee assistance program (EAP) are critical to the success of a wellness program. The medical TPA provides wellness funds,

which enable SSD to offer programs, incentives, etc. Disseminating information through SSD Life is an important component to educate staff throughout the District. Having qualified instructors and presenters is also important. Due to SSD's large employee population and widely dispersed locations, the Wellness Champions are critical to the program's success.

Action Plan Summary

Previous Cycle Goals and Measurable Objectives

Not applicable. This is the first program evaluation for the Employee Wellness Program (though past evaluations did consider student and employee health in concert).

Current Cycle (2014-2015) Goals and Measurable Objectives

Goal 1: Understand staff wellness needs and increase awareness of the Wellness program.

- Objective 1.1:** A district-wide Wellness Survey will be conducted and analyzed every 3-5 years. Trends will be reported.
- Objective 1.2:** The percentage of employees who express familiarity with the employee wellness program on the survey will increase.
- Objective 1.3:** The percentage of employees who report awareness of the Wellness Champion on the survey will increase.

Goal 2: Increase the availability of wellness resources and activities to employees, including providing employees with location-specific wellness programming.

- Objective 2.1:** The number and diversity of wellness resources available on SSD Life will increase each school year.
- Objective 2.2:** The number of wellness activities and seminars offered to staff will increase each school year.
- Objective 2.3:** Wellness programming will be targeted by site based on the unique needs of SSD employees as identified through the wellness survey results.
- Objective 2.4:** The number of sites and partner districts with designated Wellness Champions will increase over the prior year.

Goal 3: Employees will utilize wellness resources and participate in wellness programs.

- Objective 3.1:** Annual health fair enrollment/attendance will increase each year.
- Objective 3.2:** Participation in specific health-promotion and prevention activities (i.e., mammograms, blood analysis) offered through the health fair(s) will increase.
- Objective 3.3:** Participation in fitness activities will increase.
- Objective 3.4:** Participation in Wellness presentations will increase.
- Objective 3.5:** Views/usage among staff of the SSD Life Wellness site(s) will increase.

Goal 4: Global indicators of overall employee wellness and satisfaction will reflect desirable trends in employee well-being over time.

- Objective 4.1:** EAP utilization will increase over time.
- Objective 4.2:** Use of preventive care services will increase over time.

Current Cycle (2014-2015) Action Plans

Short-term (within the next school year)

Plan and Execute the Annual SSD Health Fair.

Ensure expected Wellness Program outcomes are tracked consistently and effectively.

Medium-term (1-2 years)

Develop a comprehensive list of resources available to employees to live a healthy, well-balanced life at work and home. These resources include prevention, awareness, benefits and other specific tools. Disseminate these resources through SSD Life.

Increase Wellness programs and activity offerings.

Explore adding an item or items to the climate survey or expanding the Wellness survey in order to further assess perceptions of SSD efforts to enhance employee wellness.

Long-term (3 years and more)

Conduct a Wellness survey every 3-5 years in order to understand district wellness needs. Analyze results to inform planning and programming efforts.

Evaluation Plan Summary

Program Evaluation Authority

SSD Board Policy IM, Approved 10/28/14 (Annual review requested)

Qualitative Measures - Evaluation questions to be used

- What are the major accomplishments or benefits of this program?
- How well did this program fulfill its purpose or mandate?
- What do customers and other stakeholders consider to be the strengths and opportunities for improvement /weaknesses of the program?
- How well-aligned are the program's processes with the goals of the program?
- What is the level of deployment of this program's services?
- How should resources be changed to improve this program?
- How should goals be changed, added, or removed?
- Additional (if any):

Quantitative Measures - Evaluation questions to be used

- What is the status of the program's progress toward achieving its goals?
- What are the actual costs of this program, and how do they compare to planned costs?
- What is the estimated actual benefit-cost or cost-effectiveness of this program?
- What is the estimated level of customer or stakeholder satisfaction with this program?

Quantitative Measures – Criteria for Evaluation

Objective	Measure to be used	(2014-2015) Target
1.1	Survey administered (yes/no)	Administration occurs
1.2	% of respondents to the Wellness Survey who express familiarity with the Wellness program	Baseline year
1.3	% of employees to the Wellness Survey who report awareness of Wellness Champion	Baseline year
2.1	Count and type of wellness resources listed on SSD Life as of September 1 st	Baseline year
2.2	a. Count of wellness activities offered in total over the school year b. Count of wellness seminars/presentations offered in total over the school year	20 (15 in 2013-14) 25 (20 in 2013-14)
2.3	Count of sites where programs were offered over the school year	18 (14 in 2013-14)
2.4	Count of SSD sites and partner districts with identified Wellness Champions (or Liaisons)	20 (12 in 2013-14)
3.1	Annual health fair attendance (estimate)	450 (400 in 2013-14)
3.2	Count of participation in various health promotion screening activities at health fairs, overall and disaggregated by activity (i.e., mammograms and bloodwork).	60 mammograms (46 in 2013-14) 175 bloodwork (150 in 2013-14)
3.3	Count of participation in fitness activities (overall and by activity)	Baseline year
3.4	Count of participation in wellness presentations (overall and by presentation topic)	Baseline year
3.5	Count of hits (and unique users) to the SSD Life Wellness site	15,000/5,000 (12,340/3,478 in 2013-14)
4.1	Count (and/or %) of employees who utilize EAP over a school year	750 (711 in 2014-15)
4.2	Count (and/or %) of employees seeking preventive care services (i.e., mammograms and bloodwork) within the medical plan	Baseline year for both mammograms and bloodwork

Wellness Program

2015-2016 Program Evaluation Report

Special School District



Coordinator Name

Ilene Knobler, Wendi Pendergrass

Planning Team

John Mueller, Matthew Traugher, Staff Wellness Committee

Evaluation Summary

Purpose or Mandate

The mission of the Special School District Employee Wellness program is to improve the health and well-being of SSD employees and promote healthy lifestyles which, in turn, foster an environment to enhance student success. Employees who are healthy physically, emotionally and financially are typically more satisfied and engaged at work and, consequently, more productive. The long-term goals of the program are to improve staff health and job satisfaction, and to mitigate health care and workman's compensation costs. The Wellness program supports CSIP Goal 2.1.1 (Promote initiatives that encourage staff well-being and a safe climate) and PCF Work Process 6.4 (Reward, retain, and engage employees).

Program Description

The Wellness program seeks to expand wellness opportunities for employees. Activities and goals of the program include surveying staff to determine interests regarding wellness and work/life benefits, increasing awareness of wellness resources, and increasing the scope of wellness offerings. The program aims to demonstrate to staff that SSD cares about their well-being. While a Wellness Committee has been in place for many years, the SSD Staff Wellness program became more formalized with a mission/vision and goals in 2011-2012. This program is separate from the Student Health Advisory Committee, with the primary focus of the Wellness program being staff (rather than student) health.

A Wellness Committee, the medical third party administrator (TPA), benefits broker, and Employee Assistance Program (EAP) are all critical to the success of a wellness program. The medical TPA provides wellness funds, which enable SSD to offer programs, incentives, etc. Disseminating information through SSD Life is an important component of the program as well, as is having qualified instructors and presenters. Due to SSD's large employee population and dispersed locations, recruiting wellness representatives/champions to promote and facilitate communication regarding the program is also an essential component.

What were the major accomplishments or benefits of this program?

Major accomplishments include administering a Wellness survey and designing programming based on its results, holding Wellness committee meetings 3-4 times per year, expanding the number of wellness representatives in buildings/sites served by SSD staff, and steadily increasing the wellness programming and opportunities available to SSD staff. In addition, SSD was among 25 local organizations to receive the St. Louis Business Journal's "Healthiest Employer Award" in 2015.

How well did this program fulfill its purpose or mandate?

Inadequate Approaching Satisfactory Satisfactory Excellent

What factors made essential contributions (+/-) to this rating?

The satisfactory rating was informed by formal and informal reports of satisfaction with the program, increased awareness of the program among employees, and steady expansion of wellness opportunities for employees. Data reported below indicate positive trends for nearly all identified program objectives.

Evaluation Results

What is the status of the program's progress toward achieving its goals?

Goal 1: Understand staff wellness needs and increase awareness of the Wellness program.

Measurable Objective 1.1:	A district-wide Wellness Survey will be conducted and analyzed every 3-5 years. Trends will be reported.
Results: We developed and distributed the Staff Wellness Survey in March of 2015. 2199 staff members completed the survey, for a response rate of 45%. The survey results provided information regarding site-specific employee needs for our SSD buildings. We were able to tailor wellness programs accordingly based on site-specific results.	

Measurable Objective 1.2:	The percentage of employees who express familiarity with the employee wellness program on the survey will increase.
55% of staff responded "yes" to the survey item, "Are you familiar with SSD's employee wellness program?" This rate will serve as baseline for future survey result comparisons.	

Measurable Objective 1.3:	The percentage of employees who report awareness of the Wellness Champion on the survey will increase.
18% of respondents indicated awareness of the SSD Wellness Champion in their building or partner district. This rate will serve as baseline for future survey result comparisons.	

Goal 2: Increase the availability of wellness resources and activities to employees, including providing employees with location-specific wellness programming.

Measurable Objective 2.1:	The number and diversity of wellness resources available on SSD Life will increase each school year.
Results: Wellness resources include web links, educational materials, and useful community information (e.g., gym discounts, fitness opportunities, etc.). There were 3 wellness resources listed on SSD life as of September 1 st 2014. As of September 1 st 2015, that number had increased to 6.	

Measurable Objective 2.2:	The number of wellness activities and seminars offered to staff will increase each school year.
Results: The number of activities offered has increased each of the last two years (there were 6 in 2012-13, 15 in 2013-14, and 18 in 2014-15, respectively). The number of seminars offered increased in 2013-14 (20 offered vs. 7 offered in 2012-13), but then decreased in 2014-15 (11 offered).	

Measurable Objective 2.3:	Wellness programming will be targeted by site based on the unique needs of SSD employees as identified through the wellness survey results.
Results: Through analysis of the wellness survey results, we were able to identify site/building-specific needs. We tailored wellness programs accordingly based upon site specific results. The number of events offered at specific SSD buildings/sites (i.e., other than Central Office and the Learning Center) increase over three years from 10 in 2012-13, to 14 in 2013-14, to 16 in 2014-15.	

Measurable Objective 2.4:	The number of sites and partner districts with designated wellness champions will increase over the prior year.
Results: 33 staff members served in the role of wellness champion in 2014-15. This represents an increase over 2013-14 (12 wellness champions) and 2012-13 (10 wellness champions).	
In order to increase wellness promotion, an additional wellness "liaison" role was established prior to the 2015-16 school year. This has resulted in a substantial increase in the number of staff members designated to support and promote Wellness initiatives; as of September 2015, there were 75 staff members serving in the role of either wellness champion or wellness liaison.	

Goal 3: Employees will utilize wellness resources and participate in wellness programs.

Measurable Objective 3.1:	Annual health fair enrollment/attendance will increase each year.
Results: The annual health fair is held in July. Health fair enrollment/attendance data has taken the form of estimates determined by the number of complementary tote bags handed out to participants. The July 2015 health fair had an estimated attendance of 500. This improved upon the estimated attendance at health fairs held during 2014 ¹ (400) and 2013 (300).	

Measurable Objective 3.2:	Participation in specific health-promotion and prevention activities (e.g., mammograms, blood analysis, etc.) offered through the health fair(s) will increase.
Results: Progress on this objective was measured by: (1) Number of staff undergoing mammograms, and (2) Number of staff undergoing blood work analysis. There were 75 mammograms conducted during the summer 2015 health fair. This was similar to the rate from 2014 (80 mammograms) but substantially more than were conducted in 2013 (46). 110 employees underwent bloodwork through the health fair held in 2015, which is a slight uptick from 2014 (104) but less than in 2013 (150). We hope to increase the number of employees participating in these screenings in the future by providing site/building-specific health fair opportunities.	

Measurable Objective 3.3:	Participation in fitness activities will increase.
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Results: Data on participation in fitness activities was not tracked consistently or systematically. An action plan will be added to improve methodology for tracking participation in fitness activities. Anecdotally, participation rates varied considerably depending upon period of the year.

Measurable Objective 3.4:	Participation in Wellness presentations will increase.
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Results: To this point, attendance at Wellness seminars/ presentations has not been tracked consistently. An action plan will be added to improve participation data tracking.

Measurable Objective 3.5:	Views/usage among staff of the SSD Life Wellness site(s) will increase.
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Results: Views/usage can be tracked both by total number of website hits/visits overall, and also by the number of "unique" visitors to the site. Total views of the SSD Wellness Site increased from 2,050² in 2012-13, to 12,340 in 2013-14, to 15,400 in 2014-15. The number of unique visitors to the site also increased each year (407, 3,478, and 4,580 unique visitors, respectively, in each of the last three years).

GOAL 4: Global indicators of overall employee wellness and satisfaction will reflect desirable trends in employee well-being over time.

Measurable Objective 4.1:	Employee Assistance Program (EAP) utilization will increase over time.
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Results: Increased utilization of the EAP indicates that employees are both gaining awareness of the availability of the services offered through EAP and taking proactive steps to improve their wellness by seeking professional assistance with common work, home, family and health concerns³. 800 employees utilized EAP services during the 2014-15 school year. This represents an increase from the 711 employees who utilized EAP services in 2013-14. 766 employees utilized EAP services in 2012-13.

Measurable Objective 4.2:	Use of preventive care services will increase over time.
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Results: Progress on this objective will be assessed by the number of employees who seek two specific preventive care services/screenings (mammograms and bloodwork) through the employee medical plan (which represents an alternate option to the health fair for employees to participate in these types of preventative health screenings). These data are provided to SSD by Coventry. Tracking of these outcomes began in 2014-15, and thus the rates reported here will serve as baseline for future evaluations. Employees underwent 1600 mammograms through the medical plan in 2014-15, while 630 employees underwent bloodwork analysis.

What do customers and other stakeholders consider to be the strengths and opportunities for improvement /weaknesses of the program?

Strengths:

- The Wellness program offers a range of programs and seminars that are of no cost to staff. The extent of programming offered has steadily increased over three years.
- Via the SSD Life site, Wellness has established a platform for employees to access information and resources, and learn about Wellness program offerings.
- A high/increasing number of employees are participating in important health screenings made available through SSD health fairs and the employee medical plan.
- We have solicited employee perceptions regarding the Wellness program and preferences for wellness programming via the wellness survey.
- Anecdotal reports and testimonials suggest employee satisfaction with Wellness program offerings, increased participation in health promotion and self-care activities, and the perception that SSD as an organization cares about employee well-being.
- SSD was honored with a "Healthiest Employer Award" in 2015.

Opportunities/Weaknesses:

- Wellness programming is currently offered at times and in formats that are not convenient for all employees (e.g., some staff are unable to attend wellness events held before or after work).
- Strategies for tracking participation data need to be developed and implemented. Tracking participation in wellness events has been a challenge due to inconsistent record keeping and a lack of streamlined procedures.
- Program administrators and representatives lack capacity to provide targeted communications to staff based on the building or department within which they work (i.e., they do not have access to site-specific email lists).

How well aligned are the program's processes with the goals of the program?

Processes and actions taken to improve staff wellness throughout the SSD community are well-aligned to the goals of the program.

Deployment Level of Program Services

- Little or no deployment of program services.
- The program services are in the early stages of deployment in most areas or schools.
- Services are deployed, although some areas or schools are in early stages of deployment.
- Services are well deployed, although deployment may vary in some areas or schools.
- Services are well deployed, with no significant gaps.
- Services are fully deployed without significant weaknesses or gaps in any areas or schools.

Should resources be changed to improve this program?

Yes **No**

If Yes, describe changes.

Increasing volunteers among SSD staff who work in partner districts would assist in delivering the wellness message throughout each district. Ideally there would be a Wellness representative in all buildings and sites.

Should goals be changed, added or removed?

Yes **No**

If Yes, describe changes.

Over time, achievement of long-term goals should be evaluated. See action plans below.

Evaluation Implications

What are the actual costs of this program, and how do they compare to budget?

Total Annual Expenditures:	\$ 50,000	Total Annual Budget:	\$ 50,000
Staff	\$ _____	Staff	\$ n/a
Technology	\$ _____	Technology	\$ n/a
_____	\$ _____	_____	\$ _____

What are the major sources and amounts of funds?

Funding for the Wellness program is provided through SSD's contract with Coventry (though the third party administration contract is going out to bid again this school year). While no funding from SSD budgets directly supports employee wellness, administrators of the program, as well as wellness liaisons/champions (to a lesser degree), devote work time to program planning and implementation. Personal Assistance Services (our EAP) provides a set number of hours of seminars for staff. JW Terrill, SSD's benefits broker, provides a wellness representative who assists with strategic planning and also offers seminars.

How many customers (staff) are served by this program?

All full-time, active employees (roughly 5000)

What is this program's annual cost per customer (staff)?

As noted above, funding for the Wellness program is provided through the medical third party administrator contract, and thus there is no cost to SSD outside of staff time spent administering and implementing the program, which is difficult to estimate.

Estimated Cost Effectiveness

- Mandated program; costs cannot be significantly reduced.
- Mandated program; costs could be reduced (include in Action Plan, below).
- Benefits greatly outweigh costs.
- Benefits outweigh cost, but improvement appears possible (include in Action Plan, below).
- Costs outweigh benefits (include in Action Plan, below).

Explanation

Employee wellness is a relatively low-cost program to administer. Though some benefits of the Wellness program are intangible, preliminary data suggest that employees are increasing their awareness of and participation in the program. It is expected that increased usage will lead to improved wellness and other positive outcomes. Given the scaling of the program that has occurred in recent years, future effectiveness evaluations should attempt to assess the impact of the program on anticipated long-term outcomes such as

improved employee health, morale, attendance, retention, and job satisfaction, reduced health care costs, and mitigated workman's compensation costs.

General Recommendation Resulting from this Evaluation

- Continue the program as is. It is meeting or exceeding all expected outcomes.
- Continue the program as is with specific action plans for improvement.
- Expand the program, replicating effective components.
- Streamline, refine, or consolidate elements of the program.
- Redesign the program.
- Reevaluate the purpose and/or goals of the program.
- Discontinue ineffective or nonessential program components.
- Discontinue the program.

Action Plans

Review of Action Plan progress since last report.

Action Plan 1

Opportunity for Improvement: Expand the health fair to include additional buildings/districts.
Action Plan: Collaborate with partner districts and recruit wellness representatives from SSD staff who work in partner districts.
Progress on Action Plan: Parkway has agreed to allow SSD Wellness activities to take place in their buildings. The number of wellness champions/liaisons has increased from 33 in 2014-15 to 75 as of September 2015.

Action Plan 2

Opportunity for Improvement: Provide targeted communication regarding Wellness program offerings, resources, and initiatives to employees.
Action Plan: Work with the other SSD departments to obtain and utilize targeted email distribution lists.
Progress on Action Plan: We are continuing to collaborate with other SSD departments to build capacity to provided targeted communications.

What specific actions are needed in the next evaluation cycle?

Short-term (within the next school year)

Continue to increase the number of wellness liaisons/champions.

Consider/prioritize funding for Wellness initiatives in evaluating upcoming medical third party administrator bid proposals.

Establish methods for systematically tracking participation in wellness programming (e.g., activities and seminars).

Finalize strategies for providing targeted communications to staff regarding Wellness programming and initiatives.

Given that the Wellness survey is to be administered only every 3-5 years, explore adding a question or questions regarding SSD wellness services to the annual staff climate and/or engagement surveys, which would provide a more frequent element of feedback for the program.

Medium-term (1-2 years)

Continue to expand the breadth and reach of wellness programming.

Work with the communications department to establish a designated Wellness program site on SSD Life (currently Wellness program information is housed under the SSD Life site for Insurance and Benefits).

Long-term (3 years and more)

Conduct another Wellness survey 3-5 years following the initial one. Potentially revise the survey to assess awareness of, participation in, and satisfaction with the Wellness program more extensively.

Devise methods to evaluate the success of the Wellness program in achieving desirable long-term outcomes identified in this report.

Notes

1. Note that in 2013 & 2014, an additional health fair was offered for North County SSD locations. In addition, Litzsinger held a "wellness week" in 2015.

2. The Insurance and Benefits site on SSD Life features wellness information and links to resources, tools and benefit information that support employees in their wellness and general benefit needs. Regarding data on the number of "hits" and unique users to the Insurance and Benefits site in 2012-13: Because a new version of SSD Life was launched in June of 2013, data are available only for the latter (summer) fraction of that school year. Were data for the entire year available, these counts would have been significantly higher; this should be kept in mind when interpreting the higher rates reported for 2013-14.

3. SSD's EAP is administered by Personal Assistance Services. An EAP is a benefit set up by an employer to provide employees with assistance in dealing with personal concerns that may affect both work and home life. PAS offers services to SSD employees including counseling, coaching, financial consultation, identity theft prevention/recovery, legal consultation, will preparation, education planning, parenting and child care consultation, elder care management, weight and nutrition counseling, health coaching, tobacco cessation, and retirement consultation.