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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. 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).

### *Summary Description of the Program and What It Is Expected to Accomplish*

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.

## Summary of Goals and Objectives

### *Previous (2015-16) Cycle 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:** Employee Assistance Program (EAP) utilization will increase over time.

**Objective 4.2:** Use of preventive care services will increase over time.

### ***Current (2016-17) Cycle Goals and Measurable Objectives***

**Goal 1:** Increase the availability of wellness resources and activities to employees, including providing employees with location-specific wellness programming.

**Objective 1.1:** The number of wellness activities and seminars offered will increase each school year.

**1.1 Measure:** Count of wellness activities and events offered.

**1.1 Target:** Increase over baseline

**Objective 1.2:** Participation in wellness activities and seminars will increase each school year.

**1.2 Measure:** Estimated count of combined attendance at all wellness activities and events.

**1.2 Target:** Increase over baseline

**Objective 1.3:** The number of sites and partner districts with designated wellness representatives will increase over the prior year.

**1.3 Measure:** Count of staff members who served in the role of wellness champion or liaison at any point during the fiscal year.

**1.3 Target:** Increase over baseline

**Goal 2:** Global indicators of overall employee wellness and satisfaction will reflect desirable trends in employee well-being over time.

**Objective 2.1:** EAP utilization will increase over time.

**2.1 Measure:** Proportion of workforce that utilizes EAP services at any point in the fiscal year.

**2.1 Target:** Rate exceeding the industry average

**Objective 2.2:** Use of preventive care services offered at health fairs and through the medical plan (i.e., mammograms, blood analysis) will increase over time.

**2.2 Measure:** Counts of staff that participate in mammograms and blood analysis.

**2.2 Target:** Increase over baseline

**Objective 2.3:** Staff perceive that SSD provides opportunities that promote employee wellness.

**2.3 Measure:** Percent agreement with the Climate Survey item, "SSD provides opportunities that promote employee wellness (i.e., employee health and general well-being)."

**2.3 Target:** Increase over baseline

## **Current Cycle Action Plans**

### **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.



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## Evaluation Summary

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. 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.

This report reviews program performance data pertaining to the breadth and extent of wellness promotion programming, participation in wellness promotion services and activities, and staff perceptions regarding District wellness promotion.

### Major Conclusions

- The Wellness program continues to expand its offerings and reach to a broader cross-section of SSD employees. Offerings include several health fairs, wellness seminars and health promotion events, fitness classes, and preventive services such as mammograms, blood work, and flu shots. Wellness program representatives have numbered greater than 70 each of the last two school years. Offerings and participation grew considerably among those provided through the SSD Employee Assistance Program. One concern is the frequency at which classes or events are cancelled due to lack of interest and/or insufficient pre-registration.
- Anecdotal reports and testimonials indicate satisfaction with the Wellness program and its positive impact on individuals who have participated.
- The rate of Employee Assistance Program utilization among SSD employees (15.2%) was more than twice the industry average (7.3%) in 2017, indicating that many employees are taking advantage of these third-party services that the Wellness program promotes.
- While 83% of staff overall expressed agreement with the Climate Survey item, "SSD provides opportunities that promote employee wellness (i.e., employee health and general well-being)," agreement is much higher among staff who work at SSD buildings and sites than it is among staff who work at partner district buildings, who may lack awareness of and/or access to SSD's wellness promotion opportunities.

## ***Program Description***

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### **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.

There is no official program charter for staff Wellness. Staff wellness initiatives began in approximately 2011-12. Part of the impetus for the up-scaling of the program was the availability of wellness funding through the medical third party administrator that was previously left un-used.

The Wellness program supports the following CSIP goals and Process Classification Framework elements:

CSIP Goal 2.1.1 Promote initiatives that encourage staff well-being and a safe climate  
PCF 6.4 Reward, retain, and engage employees

The program will also support the 2017-22 strategic plan initiative, "Ensure a safe working and learning environment to promote social/emotional health and well-being of all employees." An annual evaluation of this program is required under Board Policy IM. The last evaluation report was approved by the Board on 2/9/16.

### **What this program does**

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 expanding 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.

A Wellness Committee, the medical third party administrator (TPA; SSD contracts with Aetna), SSD's benefits broker (J.W. Terrill), and the employee assistance program (EAP; SSD contracts with Personal Assistance Services, or PAS<sup>1</sup>) are all critical to the success of a wellness program. The TPA provides wellness funds which enable SSD to offer programming and participation incentives. 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.

### **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.

The Wellness Committee chair(s) provide 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 Wellness Committee members.

Wellness representatives throughout SSD submit requests for various wellness activities, which are authorized based upon evaluation of the costs, expected participation and how the event fits into District's goals.

### **What customers/stakeholders expect**

Customers (staff) expect wellness events including fitness activities and seminars. They expect that wellness initiatives and resources (e.g., wellness activities, EAP promotion, flu shots, chair massages, seminars on stress, etc.) are available to staff district-wide. It is presumed that wellness initiatives improve staff well-being, which in turn contributes to student success.

## What were the major accomplishments or benefits of this program?

- The culture of wellness continues to spread throughout SSD buildings and district-wide, especially in locations with support of principals, assistant principals and area coordinators.
- Staff report feeling better (emotionally and physically) and express appreciation for efforts such as health fairs, wellness rooms and seminars.
- Neuwoehner and Litzinger had wellness weeks, and Ackerman offered a Wellness Day that offered blood work, mammogram vans, educational materials, benefit booths, etc.
- A wellness champion for one middle school started a “healthy happy hour” on Fridays for staff to walk 4 miles at a park.
- Litzinger’s Biggest Loser contest resulted in a combined loss of over 240 pounds.
- A Ferguson-Florissant area coordinator initiated healthy snack chat videos, which were posted on SSD Life.
- EAP seminars including topics on compassion fatigue, budgeting, preventing job burnout, etc. were well-received.
- Successfully negotiated an increase in wellness funds from \$25k to \$50k with the migration from Coventry to Aetna as of 1/1/17.
- Also see the Staff Wellness 2016-17 “Recap” provided as a supplement to this report.

Several testimonials from employees that reflect the impact of the Wellness program are provided below.

From a wellness representative:

*I just wanted to let you both be aware of your impact on our staff. One staff member had said she was offered to transfer to another location but decided to stay here at NEU b/c of our district Wellness program and the specific yoga classes offered here at NEU!*

From an employee:

*Since my first time participating in the Interval Training Class, I have felt more energized. In addition, I have felt myself getting stronger. Prior to this class, I was not able to do cardio/endurance focused activities. I now find myself able to easily do them in class (although still rigorous) and have been able to run/jog outside on my own thanks to Linda (instructor).*

From an employee about yoga at Central Office:

*I consider this the best perk of my job. I love this yoga class and can feel my balance (both mental and physical) improve when I attend. Thank you for offering!*

From employees at South Tech regarding fitness classes:

*Staff evaluation of the benefits include... awesome stress relief, better sleep, lost 5 pounds, stopped biting fingernails, made new friends, feel better about myself, energy boost, able to stop blood pressure medicine, instructor adapts exercises to each individual, instructor knowledgeable, passionate, and encouraging.*

From employees at Neuwoehner regarding yoga:

*Reduced stress, increased energy. Loved it – happiness happened. Reduced stress, improved balance and flexibility.*

From employee at Neuwoehner regarding Barre class:

*Increased energy and strength; Only physical exercise weekly did this year and felt physically better; Was able to hike/walk high step through very uneven terrain with arms held up due to vegetation up to my armpits for about 2 miles - when used to get tired after easy walking for 2 miles; Was able to climb/hike over 4 miles round trip with over 700 foot elevation change without getting sore/stopping then walked another 2 mile hike with 300 foot elevation change all in same day.*

**How well did this program fulfill its purpose or mandate?**

Inadequate    Approaching Satisfactory    Satisfactory    Excellent

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

There were many activities and a continued emphasis that SSD cares about staff well-being. However, this program cannot receive an “Excellent” rating until wellness representation exists at every partner district.

**What is the general level of customer or stakeholder satisfaction with this program?**

Not at all Satisfied    Somewhat Satisfied    Satisfied    Completely Satisfied

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

Feedback from EAP seminars and general testimonials; Climate survey results.

## *Evaluation Results*

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

**Goal 1:** Increase the availability of wellness resources and activities to employees, including providing employees with location-specific wellness programming.

**Measurable Objective 1.1:** The number of wellness activities and seminars offered will increase each school year.

**Results:** The performance target for Objective 1.1 was that the number of wellness activities and events increase over time. Results are presented below by individual activity/event type. Change from 2016 to 2017 varied by event type, with increases in offerings for some events and decreases for others.

- Total hours of EAP administrator seminars increased from 19.25 in 2016 to 43.5 in 2017.
- The number of fitness class series/events offered was 18 in both 2016 and 2017 (note that each fitness class series typically entails weekly or bi-weekly classes held over the course of a semester or school year).
- SSD's benefits broker, J.W. Terrill, offered 4 seminars in both 2016 and 2017.
- The TPA offered 10 seminars in 2016, and 5 in 2017.
- The number of on-site chair massage events was 11 in 2016 and 7 in 2017.

**Measurable Objective 1.2:** Participation in wellness activities and seminars will increase each school year.

**Results:** Performance on Objective 1.2 was assessed by the combined attendance at all wellness activities and events. The target for performance is a continual increase over time in participation/attendance. Results are bulleted below. Participation increased significantly in EAP seminars. Flu shot and benefits broker events also experienced increased participation in 2017. Rates of participation in fitness activities remained relatively similar in 2017. When the number of registered participants is low (less than four), individual fitness classes are canceled; Wellness staff are currently strategizing around minimizing cancellations and making programming adjustments when events experience low demand (see Forward Planning section of this report).

- EAP seminars saw an increase from 424 participants in 2016 to 1,044 participants in 2017.
- An average of 6 participants participated in each individual fitness class in both 2016 and 2017. The cumulative sum of attendance across all individual class sessions was approximately 4,320 each year (in this calculation, individuals who attend multiple classes are 'counted' each time they attend).
- J.W. Terrill seminar participation was 100 in 2016 and 135 in 2017.
- There were 347 attendees at TPA seminars in 2016 and approximately 500 in 2017.
- The number of flu shots provided on-site were 881 in 2016 and 1,057 in 2017.

**Measurable Objective 1.3:** The number of sites and partner districts with designated wellness representatives will increase.

**Results:** Achievement of this objective was based on the number of staff members who served in the role of wellness champion or liaison at any point during the fiscal year. It is expected that staff involvement in these roles will continue to grow over time.

The number of wellness representatives in 2017 was 79, an increase of 4 members in comparison to 2016. Equally important as the number of representatives is the number of buildings/sites/departments that have a designated representative. 2017 saw new wellness representation at/among: Ladue Middle School, Spoede Elementary (Ladue), Bermuda Elementary (Ferguson-Florissant), Central Elementary (Ferguson-Florissant), Walnut Grove (Ferguson-Florissant), Rockwood Valley Middle School, Fairview Intermediate (Jennings), Normandy Early Childhood,

Maplewood/Richmond Heights Middle and High Schools, some Hazelwood locations, the Vocational Skills Program (VSP) program, speech language pathologists, and school psychologists.

**Goal 2:** Global indicators of overall employee wellness and satisfaction will reflect desirable trends in employee well-being over time.

**Measurable Objective 2.1:** EAP utilization will increase over time.

**Results:** The proportion of the workforce utilizing EAP services at any point in the fiscal year served as the measure used to assess achievement of Objective 2.1. The established performance target is a rate that exceeds the industry average.

EAP utilization increased from 14.92% in 2016 to 15.27% in 2017. These rates substantially exceed PAS's "book of business" average utilization, which was 7.3% each of the last two years.

**Measurable Objective 2.2:** Use of preventive care services offered at health fairs and through the medical plan (i.e., mammograms, blood analysis) will increase over time.

**Results:** A count of staff who participated in mammograms and routine blood analysis served as the performance measure for this objective. An increase over time is expected. Preventative health care services are offered through the annual District health fair and the District medical plan.<sup>2</sup> In addition, Neuwoehner and Litzinger offered "wellness weeks" during the school year in both 2016 and 2017. Furthermore, Ackerman had a "wellness day" in 2017. Activities at these events included, but were not limited to, blood work, mammograms, and chair massages.

In total, 3,155 staff members were reported by Aetna to have obtained mammograms in fiscal year 2016 (40 of these occurred at a health fair). Fewer staff members – 1,994 (44 of these through a health fair) – were reported to have obtained mammograms over the course of fiscal year 2017 (through May).

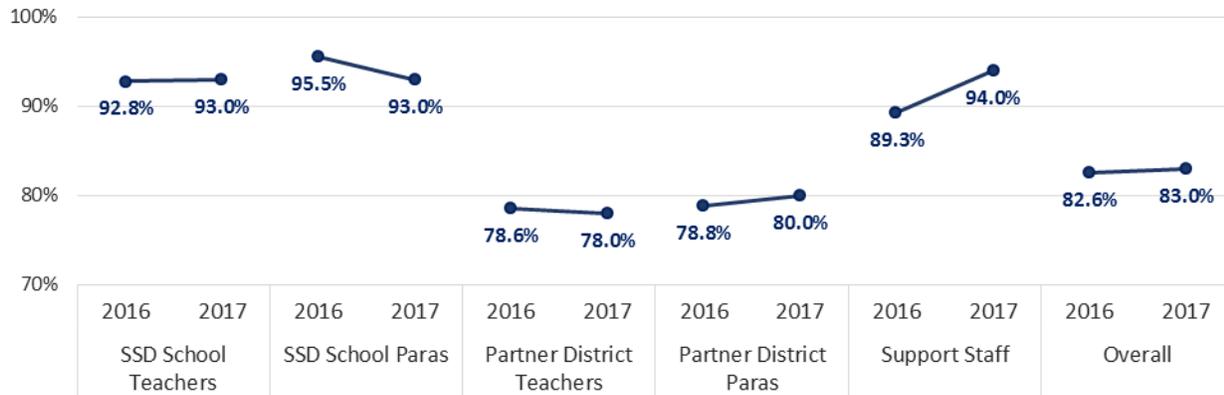
With respect to bloodwork, 1,884 individuals overall participated in bloodwork analysis in fiscal year 2016 (195 of these occurred through a health fair). 1,810 participated in bloodwork analysis over the course of fiscal year 2017 through May. Thus the frequency at which staff obtained bloodwork has been relatively similar over the past two years.

**Measurable Objective 2.3:** Staff perceive that SSD provides opportunities that promote employee wellness.

**Results:** It is expected that as the Wellness program is more fully implemented and expands its reach, staff members will increasingly perceive that the District promotes and prioritizes employee wellness. Performance on this objective was measured by the percent of employees who expressed agreement with the annual SSD Climate Survey item, "SSD provides opportunities that promote employee wellness (i.e., employee health and general well-being)."

Results are pictured in the figure below. Climate survey results are disaggregated by the employee segments of SSD: school teachers, partner district teachers, SSD school paraprofessionals, partner district paraprofessionals, and support staff (support staff roles include administrator, clerical, transportation, and other support/non-instructional roles). Overall, agreement with this Climate Survey item has fallen at 83% in each of the last two years. Perceptions that SSD provides wellness opportunities are greater among teachers and paraprofessionals who work at SSD schools and "support staff" than they are among teachers and paraprofessionals who work in partner district buildings. This result might be expected given that in the initial years of the program, more opportunities have been made available to staff who work at SSD school and administrative office locations. The extent to which support staff agree that SSD promotes employee wellness increased from 89.3% in 2016 to 94% in 2017, suggesting greater awareness and recognition of Wellness program offerings among this employee group.

## SSD provides opportunities that promote employee wellness



Note. 2017 results are preliminary; rates precise to the decimal were unavailable.

## Evaluation Results Summary

### Strengths and opportunities for improvement

#### Strengths:

1. Separate health fairs at Neuwoehner, Litzsinger and Ackerman expanded outreach to those unable to make the annual District health fair in the summer.
2. Positive attitude, enthusiasm and creativity of wellness representatives.
3. Positive feedback from wellness representatives and staff, including testimonials.
4. EAP seminars offered and participation in seminars both increased considerably in 2017.
5. Participation in seminars offered by both the benefits broker J.W. Terrill and the medical TPA increased in 2017.
6. The number of wellness representatives increased a small degree. More buildings/sites/departments had a designated wellness representative.
7. The rate of EAP utilization among SSD employees (15.2%) was more than twice the industry average (7.3%) in 2017.
8. 83% of staff overall expressed agreement with the Climate Survey item, “SSD provides opportunities that promote employee wellness (i.e., employee health and general well-being).” Agreement exceeded 90% in 2017 among SSD school teachers, SSD school paraprofessionals, and support staff.

#### Opportunities/Weaknesses:

1. Despite progress, there are still gaps in wellness representation at various partner districts.
2. Communicating events by location has been a challenge due to limited access to email distribution as well as the limitations of SSD Life.
3. Insufficient participation levels for fitness events have caused some classes to be canceled. Not being able to offer fitness events in non-SSD buildings creates a challenge for those working in partner districts. Participation in fitness events was no greater in 2017 than it was in 2016.
4. Since schools let out at various times, it can be a challenge to find convenient times for many employees.
5. Wellness committee commitments can be time consuming for those who volunteer as wellness champions and representatives. This may create stress for these individuals given that the work load is in addition to their regular job.

6. Agreement with the Climate Survey item, “SSD provides opportunities that promote employee wellness (i.e., employee health and general well-being)” was 80% or less among teachers and paraprofessionals who worked in partner district buildings in 2017.

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

The program’s processes 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.*

The program’s success district-wide is dependent upon the ability to make wellness a priority for every SSD employee. Therefore, expanding the reach and impact of the program will require an increasing number of volunteers to ensure representation in every partner district. It is also critical that district-level administrators maintain their support of the program.

**Should goals be changed, added or removed?**  Yes  No

*If Yes, describe changes.*

## ***Evaluation Implications***

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### **What are the costs of this program?**

Fiscal Year 2017 Budget:

Salary and Benefits: n/a

Other Costs: Staff time to plan and organize events and attend meetings.

Total Costs: \$25,000 in wellness funds from Coventry/Aetna.

### **What are the major sources and amounts of Funds?**

Funding for the Wellness program is provided through the medical third party administrator (TPA). Services for this TPA go out to bid every 3 years. While the goal is to negotiate wellness resources in a contract with any medical TPA, SSD cannot guarantee the resources (time and funding) will be provided by other companies. The cost to SSD comes in the form of staff time spent administering and implementing the program, which is difficult to estimate. In addition, Wellness offerings and support provided by the EAP and SSD's benefits broker are embedded within those broader contracts and are thus funded through the SSD budget.

### **How many customers (students) are served by this program?**

All full-time, active employees

### **What is this program's annual cost per customer?**

n/a

### **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. As the program scales up, future effectiveness evaluations might strive 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 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.

## *Review of Previous Action Plans*

|                                |   |
|--------------------------------|---|
| <b>Action Plan 1</b>           | Continue to increase the number of wellness liaisons/champions. (short-term plan)   |
| <b>Status of Action Plan 1</b> | Making progress   |
| <b>Action Plan 2</b>           | Consider/prioritize funding for Wellness initiatives in evaluating upcoming medical third party administrator bid proposals. (short-term plan)  |
| <b>Status of Action Plan 2</b> | Completed effective 1/1/17 for three years  |
| <b>Action Plan 3</b>           | Establish methods for systematically tracking participation in wellness programming (e.g., activities and seminars). (short-term plan)  |
| <b>Status of Action Plan 3</b> | In progress   |
| <b>Action Plan 4</b>           | Finalize strategies for providing targeted communications to staff regarding Wellness programming and initiatives. (short-term plan)  |
| <b>Status of Action Plan 4</b> | Complete  |
| <b>Action Plan 5</b>           | 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. (short-term plan) |
| <b>Status of Action Plan 5</b> | Accomplished and will continue annually   |
| <b>Action Plan 6</b>           | Continue to expand the breadth and reach of wellness programming. (medium-term plan)  |
| <b>Status of Action Plan 6</b> | Making progress   |
| <b>Action Plan 7</b>           | 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). (medium-term plan)   |
| <b>Status of Action Plan 7</b> | Not yet begun   |

|                                |  |
|--------------------------------|--|
| <b>Action Plan 8</b>           | 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. (long-term plan) |
| <b>Status of Action Plan 8</b> | Tentatively scheduled for 2018   |

|                                |  |
|--------------------------------|--|
| <b>Action Plan 9</b>           | Devise methods to evaluate the success of the Wellness program in achieving desirable long-term outcomes identified in this report. (long-term plan) |
| <b>Status of Action Plan 9</b> | In progress  |

## ***Forward Planning***

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### **What specific actions are needed in the next evaluation cycle?**

#### **Short-term (within the next school year)**

Further refine methods for systematically tracking participation in wellness programming (e.g., fitness events and seminars). (Objective 1.2; OFI 1)

Anticipated Date of Completion: June 2018.

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). (connects to all objectives; OFI 3)

Anticipated Date of Completion: June 2018.

Develop and implement strategies to promote fitness class attendance/persistence and reduce fitness class cancellations due to insufficient registered participants. Refine procedures for making programming adjustments when events experience low demand. (Objective 1.2; OFI 3).

Anticipated Date of Completion: June 2018.

Conduct a Wellness survey every 3-5 years. Review and revise the survey as appropriate to effectively assess awareness of, participation in, and satisfaction with the Wellness program. (Objective 2.3, OFI 6)

Anticipated Date of Completion: The next administration of the Wellness survey is tentatively planned for fiscal year 2018.

#### **Medium-term (1-2 years)**

Engage in efforts and planning to continually increase the number of wellness representatives and number of buildings/sites/programs, particularly those in partner districts, that have access to wellness representation. (Objectives 1.3 and 2.3; OFIs 1 and 7)

Anticipated Date of Completion: Ongoing

Continue to expand the breadth and reach of wellness by effectively promoting and disseminating information regarding the program to staff. (Objectives 1.1 and 1.3; OFIs 1 and 7)

Anticipated Date of Completion: Ongoing

### **Long-term (3 years and more)**

Devise methods to evaluate the success of the Wellness program in achieving desirable long-term outcomes identified in this report. (Goal 2 objectives)

Anticipated Date of Completion: Ongoing

### **What are future goals, objectives, measures, and targets that will be used to monitor and evaluate this program?**

**Goal 1:** Increase the availability of wellness resources and activities to employees, including providing employees with location-specific wellness programming.

**Objective 1.1:** The number of wellness activities and seminars offered will increase each school year.

**1.1 Measure:** Count of wellness activities and events offered.

**1.1 Target:** Yearly increase

**1.1 Monitoring Schedule:** Twice per year following each semester

**Objective 1.2:** Participation in wellness activities and seminars will increase each school year.

**1.2a Measure:** Estimated count of combined attendance at all wellness activities and events (disaggregate by provider/type).

**1.2a Target:** Yearly increase

**1.2a Monitoring Schedule:** Twice per year following each semester

**1.2b Measure:** Average attendance per individual fitness class session

**1.2b Target:** Yearly increase

**1.2b Monitoring Schedule:** Twice per year following each semester

**Objective 1.3:** The number of sites and partner districts with designated wellness representatives will increase.

**1.3a Measure:** Count of staff members who served in the role of wellness representative at any point during the fiscal year.

**1.3a Target:** Yearly increase

**1.3a Monitoring Schedule:** Yearly

**1.3b Measure:** Count of buildings/sites/departments that have a wellness representative at any point during the fiscal year.

**1.3b Target:** Yearly increase

**1.3b Monitoring Schedule:** Yearly

**Goal 2:** Global indicators of overall employee wellness and satisfaction will reflect desirable trends in employee well-being over time.

**Objective 2.1:** EAP utilization will increase over time.

**2.1 Measure:** Proportion of workforce that utilizes EAP services at any point in the fiscal year.

**2.1 Target:** Rate exceeding the industry average

**2.1 Monitoring Schedule:** Quarterly

**Objective 2.2:** Use of preventive care services offered at health fairs and through the medical plan (i.e., mammograms, blood analysis) will increase over time.

**2.2 Measure:** Counts of staff that participate in mammograms and blood analysis.

**2.2 Target:** Yearly increase

**2.2 Monitoring Schedule:** Once per year at the end of the fiscal year.

**Objective 2.3:** Staff perceive that SSD provides opportunities that promote employee wellness.

**2.3 Measure:** Percent agreement with the Climate Survey item, “SSD provides opportunities that promote employee wellness (i.e., employee health and general well-being).” (disaggregate by survey group)

**2.3 Target:** Yearly increase

**2.3 Monitoring Schedule:** Once per year in spring following SSD Climate survey administration

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**Notes:**

1. <https://www.paseap.com/>

2. Counts of mammograms and bloodwork analyses received are provided to SSD by Aetna/Coventry. SSD is unable to independently verify the accuracy of these data. The reported number of mammograms for fiscal year 2016 raised accuracy concerns given that the rate exceeded the number of SSD full-time female staff over the age 40. The SSD Benefits department is working with Aetna to ensure accuracy in reporting.