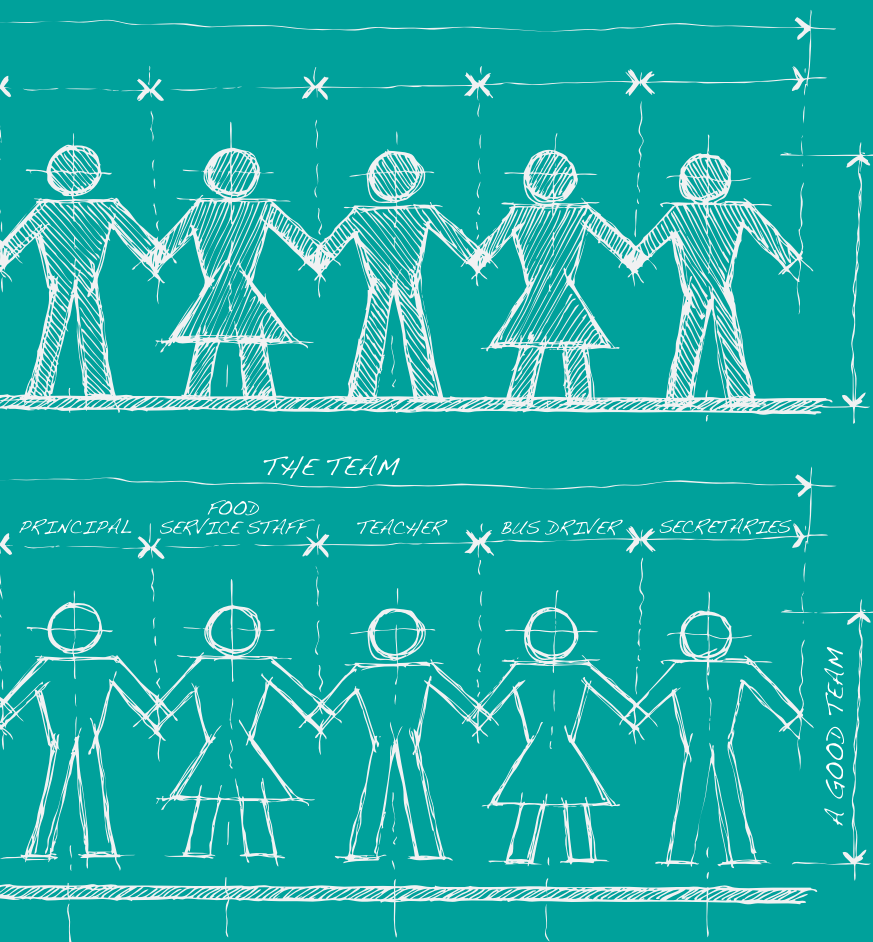
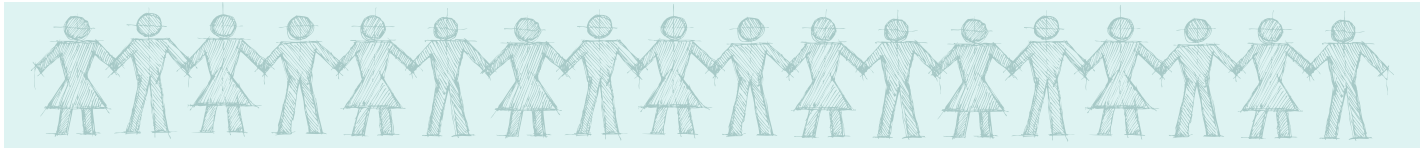


Fostering School Employee Health, Well-being and Resilience:

A Framework of Proven Strategies and Best Practices





Fostering School Employee Health, Well-being and Resilience:

A Framework of Proven Strategies and Best Practices

This guide was created to provide a roadmap for planning a robust school employee wellness initiative that is anchored in proven strategies and best practices to promote the **health, well-being and resilience of school employees**. This document is for guidance only. It does not establish or affect legal or administrative rights or obligations.

A well thought-out and multi-faceted employee wellness initiative has the greatest chance of making sustainable changes in the school environment to promote and protect the health and well-being of school employees. At OEA Choice Trust, we recognize that a comprehensive, integrated approach is crucial to changing the workplace environment and culture. Building a healthy, resilient environment at the workplace creates the conditions and social culture so that employees can more easily adopt and practice healthier, resilient habits every day.

Setting up a successful employee wellness initiative is about a lot more than offering a yoga class after school or healthy snacks in the break room. It requires buy-in from leadership and careful planning based on local needs and priorities. It takes a dedicated wellness team and carefully identified priorities. Also, it calls for a supportive and healthy environment and just the right amount of evaluation and celebration. For a step-by-step process to help ensure that your wellness program gets started on the right foot, finds long-term success and makes lasting differences, review OEA Choice Trust's [Blueprint for School Employee Wellness](#).

The *Fostering School Employee Health, Well-being and Resilience: A Framework of Proven Strategies and Best Practices* was created to complement the [Blueprint for School Employee Wellness](#) by guiding education leaders, employees and stakeholders through their decision making process when planning their employee health and well-being initiatives. Consider the following when making program choices that will have the greatest **reach and impact** (i.e. the ability to engage all employees and effectively influence their health and well-being):

- How well does the program strategy match your employee health and well-being needs and interests?
- What is the cost to plan and implement this program strategy or action?
- Does the program strategy or action have the potential to influence changes in the workplace environment and/or organizational policy?
- How many employees are affected by implementing the program strategy or action?
- Will the program strategy or action lead to positive health and well-being behavior changes among employees?



Here's a recommended approach to making these decisions:

1. Review the employee wellness needs and interest survey to determine employee priorities. Consider using OEA Choice Trust's Staff Health and Well-being Needs and Interest Survey.
2. Review the worksite assessment checklist to identify gaps and potential priority areas to include in program planning. Consider using CDC Worksite Health Score card.
3. Review and use additional information and data for making program decisions and determining priorities. Go to [Blueprint for School Employee Wellness Step 4](#) for more information.
4. Determine potential costs, time and resources needed to implement program strategies and actions.
5. Review *Fostering School Employee Health, Well-being and Resilience: A Framework of Proven Strategies and Best Practices* to identify strategies and promising practices that can influence positive change at multiple levels; the individual, workplace environment and organizational culture. It's important to combine individual strategies with workplace environmental practices and organizational policy to create opportunities for widespread behavior change among employees. An example of how strategies can complement each other and increase the effectiveness of your employee health and well-being program:
 - **Individual:** offer a 6 week 5-A-Day team challenge that tracks fruit and vegetable servings/day
 - **Environment:** provide fruit and vegetables in the staff rooms and at staff meetings
 - **Policy:** implement a healthy food and beverage policy for staff meetings, staff rooms and professional development days



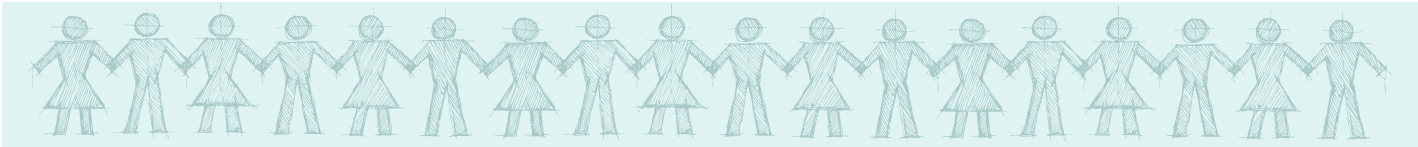
Individual or group strategy: Encourage individual behavior change by building personal awareness and skills to improve overall health and well-being.



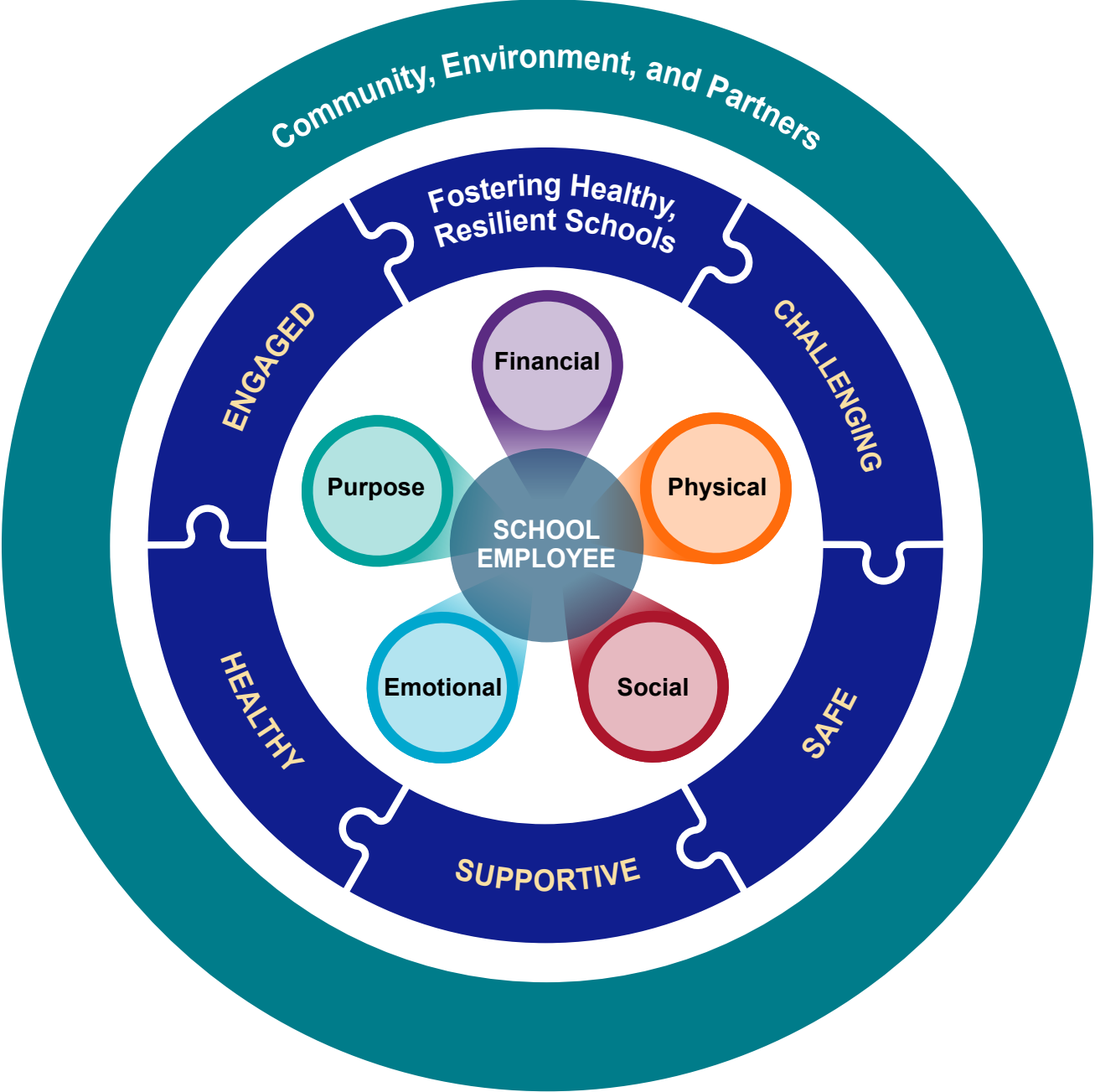
Workplace environment and practices: Creates a physical and social environment that supports and promotes employee health, well-being and resilience.



Organizational policy: School or district wide policy that fosters and promotes employee health, well-being and resilience for all school staff. Policies allow and encourage staff to engage in health promoting behaviors by integrating employee health and well-being opportunities into the school or district systems, practices and environment.



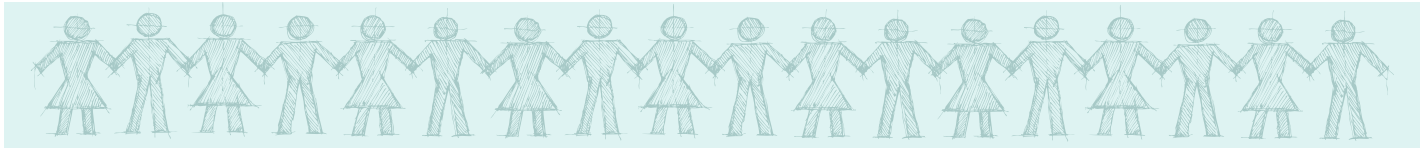
School Employee Health, Well-being & Resilience Model





Physical Well-being:
Having good health and enough energy to get things done daily

Physical Activity	Individual or Group	Workplace environment and practices	Organizational Policy
Offer time during contract day to allow for physical activity		X	X
Support physical activity breaks during the workday, such as stretching or walking		X	
Implement a physical activity break for meetings that are longer than one hour		X	
Provide on-site trails or nearby walking route maps		X	
Encourage walking meetings		X	
Post motivational signs to encourage physical activity	X	X	
Provide brochures, videos, posters, newsletters or other online information that address the benefits of physical activity	X		
Provide bicycle racks and storage in safe, convenient and accessible locations		X	
Promote walking and biking to work	X	X	
Provide a series of educational seminars, workshops or classes on physical activity	X	X	
Start employee walking groups	X	X	
Offer back health and proper lifting classes	X	X	
Offer discounted memberships to fitness clubs and gyms, parks and recreational centers or YMCAs	X	X	
Implement incentive-based programs to encourage physical activity, such as walking challenges	X	X	
Provide or subsidize physical fitness assessments, follow up counseling and physical activity recommendations through a community exercise facility or personal trainer	X	X	
Provide organized individual or group physical activity programs, such as exercise classes, yoga, personal training	X	X	
Provide on-site fitness facility		X	
Allow for use of facilities outside of normal work hours (before/after work)		X	
Provide on-site child care support to facilitate participation in physical activity classes and/or any school employee wellness event, class, or program		X	



Physical Activity Resources:

Physical Activity Guidelines for Americans

Physical Activity Workplace Toolkits

CDC's Physical Activity Website

23 and ½ hours:

What's the single best thing for your health

North Carolina WorkWell NC Toolkit

WELCOA Designing Incentives

*Kaiser Permanente Thriving Schools:
Physical Activity and Walking Meetings*

*WELCOA Changing Behaviors:
A new way of thinking by Dr. O'Donnell*



Healthy Eating	Individual or Group	Workplace environment and practices	Organizational Policy
Provide brochures, videos, posters, pamphlets, newsletters and online information that addresses the benefits of healthy eating	X	X	
Offer healthful snacks, fruits and vegetables and beverages at staff meetings, in staff rooms and professional development/ planning days	X	X	X
Provide protected time and dedicated space away from the work area for lunch		X	X
Make clean drinking water available throughout the day		X	
Offer healthful, low cost food, snack and beverage options in vending machines		X	X
Make kitchen equipment (refrigerators, microwaves, blenders) available for employee food storage and preparation		X	
Offer increased access to fruits and vegetables by partnering with farmers markets or starting a school garden		X	
Provide interactive food opportunities such as taste testing, cooking demonstrations and classes	X	X	
Provide a series of educational workshops or classes on nutrition and healthy cooking	X	X	
Implement a 5-A-Day wellness campaign to increase the number of staff eating 5 or more fruits and vegetables	X	X	
Provide free or subsidized proven weight management program or workshops	X	X	

Healthy Eating Resources:

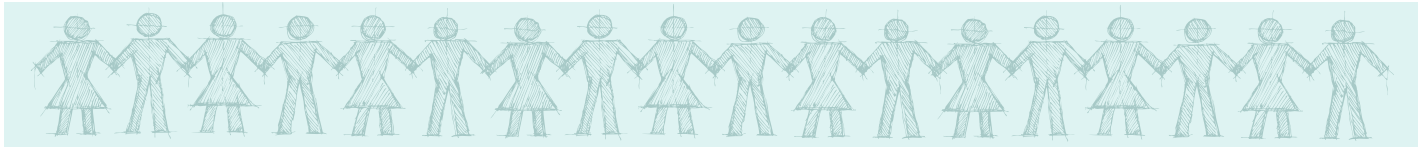
CDC Healthy Weight Webpage

North Carolina WorkWell NC Toolkit

American Heart Association Healthy Workplace Food and Beverage Toolkit

Kaiser Permanente Thriving Schools: Healthy Eating and Hydration

Project Health: Workplace Gardens



Health-Promoting Practices and Opportunities	Individual or Group	Workplace environment and practices	Organizational Policy
Offer preventative health appraisals and/or biometric screenings by partnering with health plans, local hospitals or health screening services organization. If conducting health screenings, also provide individual feedback and health education along with access to health services and resources as needed	X	X	
Establish workplace policies that promote and support breastfeeding		X	X
Provide an appropriate, private place for breastfeeding/pumping		X	X
Coordinate and offer flu shot clinics onsite	X	X	
Support and enforce campus wide tobacco-free schools/worksites		X	X
Offer tobacco-cessation coaching and/or access to cessation medications through your district's health plan	X	X	
Offer chronic health condition management and coaching	X	X	
Launch a campaign to promote your district's health plan benefits	X	X	
Offer cultivating healthy sleep workshops, challenges and promotional information	X	X	
Provide free or subsidized blood pressure screening (beyond HRAs) followed by directed feedback or clinical referral when appropriate	X	X	
Make blood pressure monitoring devices available with instructions for employees to conduct their own self-assessments	X	X	
Provide brochures, videos, posters, pamphlets, newsletters or other written or online information that address the risks of high blood pressure	X	X	
Provide a series of educational seminars, workshops or classes on preventing and controlling high blood pressure	X	X	

Health-Promoting Opportunities Resources:

CDC's Tobacco Webpage

Investing in Health:

Proven Health Promotion Practices for Workplaces

National Business Group on Health: Investing in Workplace Breastfeeding Programs and Policies

Making It Work Toolkit:

For employers and breastfeeding mothers

CDC's High Blood Pressure Website

American Heart Association's Blood Pressure Website

Diabetes at Work

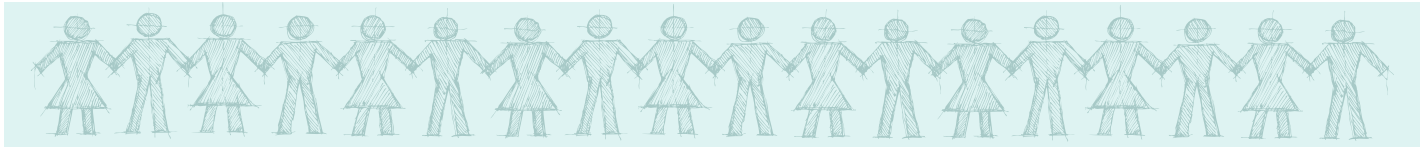
CDC's Flu Information for Businesses and Employers Webpage



Emotional and Psychological Well-being:

The way you feel, the way you function and how you judge your life

	Individual or Group	Workplace environment and practices	Organizational Policy
Provide a dedicated room for relaxation and wellness at the workplace where employees can take a mental break, practice yoga, or relax in a massage chair	X	X	
Offer onsite chair massages to provide relief from stress and improve physical health	X	X	
Take a technology fast by dedicating a half or full day free of all screen time (TV, computers, cell phones)	X		
Create the space and opportunity for self-care and collective care such as offering educator-led healing/listening/support circles	X	X	
Offer professional development/workshops for staff/administrators on topics related to trauma informed care, healthy coping strategies to address chronic stress, compassion fatigue and resiliency	X	X	
Recognize and support employee professional accomplishments	X	X	
Provide an Employee Assistance Program to provide employees an opportunity for confidential short term counseling, resources, referrals and follow up for work-related or personal problems (associated with insurance/benefit policy)		X	X
Promote the District's Employee Assistance Program to increase employee awareness and help employees to better use resources and services to address financial well-being, stress management, grief, emotional and psychological challenges	X	X	
Provide training for leadership on identifying and reducing workplace stress-related issues and mental health to better assist employees		X	X
Train leadership on referral options/support services to help employees utilize services and referrals to help deal with stress and/or mental health	X	X	X
Provide resilience management programs to help employees learn to proactively manage stress, such as mindfulness training, meditation or yoga	X	X	
Provide opportunities for employee participation in organizational decisions regarding workplace issues that affect job stress	X	X	
Develop organizational priorities that include work: life balance, employee growth and employee recognition		X	X
Practice open communications across the organization to keep employees up-to date on organizational changes and encourage employees to share their thoughts, concerns and suggestions	X	X	



Emotional Well-being Resources:

*Kaiser Permanente Thriving Schools Webinar 2:
Supporting School Employees through Stress Reduction
and a Trauma-Informed Approach*

Center for Workplace Mental Health

Kaiser Permanente Thriving Schools: Staff Room Makeover

*WestEd Self and Collective Care for Youth
Serving Adults webinar*

*Employer Practices for Addressing
Stress & Building Resiliency*

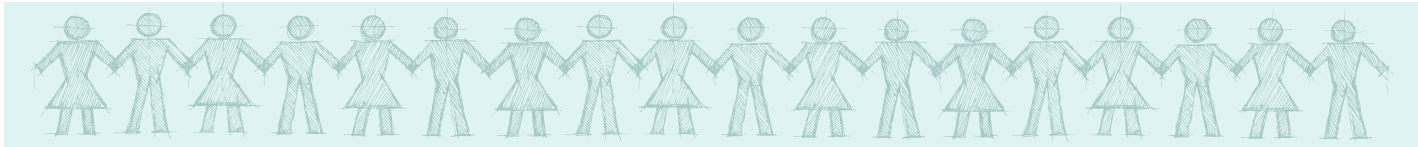


Social Well-being:

Having supportive relationships and fostering social belonging and connectedness

	Individual or Group	Workplace environment and practices	Organizational Policy
Sponsor or organize healthful, social events throughout the year where employees can interact and build relationships outside of their work responsibilities	X	X	
Provide and support recreation or sport teams and other physical activity events (on-site or in community)	X	X	
Offer team wellness challenges that promote physical activity, healthy eating, quality sleep, hydration and stress relief	X		
Offer to all employees a personality assessment such as Myers-Briggs, True Colors, or Gallup’s StrengthsFinder to support communication between colleagues and leadership	X	X	
Encourage colleagues to connect with others by eating lunch together, forming a walking group or hosting monthly healthy potlucks	X		
Promote local community health and wellness events such as 5K running/walking events, cooking demonstrations and farmer markets	X	X	
Create a “Wall of Fame” to celebrate employee health and well-being success stories	X	X	
Create a “Gratitude Tree” to express gratitude and appreciation among employees	X	X	
Form a book club to promote learning more about health and well-being priorities identified by employees	X	X	

For resources to support the Social, Sense of Purpose and Financial Well-being of Employees go to:
OEA Choice Trust Resource Library



Sense of Purpose:

Having a sense of meaning, being motivated to give back to others and the world in some positive way

	Individual or Group	Workplace environment and practices	Organizational Policy
Formally support employee contributions to the local community by facilitating volunteer activities or offering wellness program incentives that give charitable contributions to local causes and organizations	X	X	
Offer a purpose workshop that supports employees to articulate and connect with their own personal purpose	X	X	
Offer body work classes such as drumming, dance and yoga	X	X	





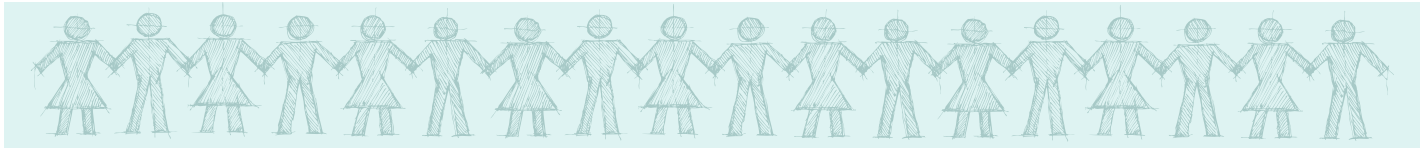
Financial Well-being:

Managing your economic life to reduce stress and increase security

	Individual or Group	Workplace environment and practices	Organizational Policy
Work with human resources department to offer a financial fitness campaign which helps employees identify their financial goals and gives them access to tools and resources that help manage their finances	X	X	
Offer financial education and planning workshops and/or assistance	X	X	

Organizational and Cultural Support for Well-being and Resilience:

Gain Leadership Support	Individual or Group	Workplace environment and practices	Organizational Policy
Interview your district, building and union leadership about their interest and insights into the importance of SEW		X	
Align your school employee wellness program with leadership/ educational goals and priorities		X	X
Form collaborative labor and management partnership to focus on employee health and well-being		X	
Communicate regularly with leadership about the SEW program and the importance of their active support		X	
Include staff and student health and well-being as part of the district’s mission, goals and priorities		X	X
Superintendents, school board members, principals and union leaders regularly communicate the importance of health and well-being of all staff, students and community members	X	X	
Engage leadership in leading by example	X	X	
Add employee health and well-being to district and building level staff meeting agendas		X	
Develop an annual SEW program budget: Dedicate necessary resources to ensure a coordinated approach to school employee wellness, such as staff, time and funds		X	
Add school employee wellness to your district wellness policy			X
Leadership annually communicates the employee health and well-being goals and successes to all employees		X	

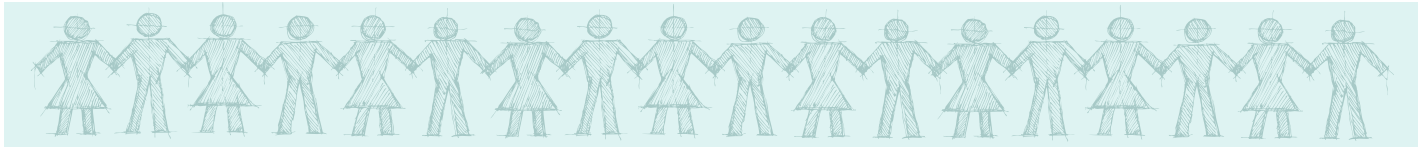


Select a Wellness Coordinator	Individual or Group	Workplace environment and practices	Organizational Policy
Officially select staff person(s) with dedicated time and authority to oversee a coordinated approach to plan and implement the school employee wellness program		X	
Dedicate time and resources for the wellness coordinator to achieve his/her responsibilities including: <ul style="list-style-type: none"> • Work with leadership to ensure the success and sustainability of the SEW program • Provide leadership to plan and implement a coordinated, multi-component approach to SEW • Convene and support the wellness team 		X	
Form a Wellness Committee	Individual or Group	Workplace environment and practices	Organizational Policy
Form an employee wellness team that has diverse representation from all sectors of the workforce; licensed, classified, administration, community partners, union, nutrition services, transportation and facilities		X	
Convene employee wellness team regularly to provide guidance and leadership in the planning, implementation and evaluation of the SEW program (meets at least 4 times per year)		X	
Provide employee wellness team professional development and training opportunities	X	X	





Gather Data and Use it to Plan	Individual or Group	Workplace environment and practices	Organizational Policy
Conduct an annual employee health and wellbeing needs assessment		X	
Conduct annual workplace wellness audit to identify key gaps in policy, practices and environment		X	
Work with the human resource department to review readily available employee demographic information, worker compensation claims, absenteeism rates and substitute utilization rates		X	
Use staff survey and workplace audit results to identify priorities and goals to promote the health of ALL staff and plan SEW program		X	
Communicate and Promote	Individual or Group	Workplace environment and practices	Organizational Policy
Develop a multi-strategy communication plan		X	
Develop a logo and name for the program to give it a brand/identity		X	
Tailor health promotion program and education materials to the language, culture, or readiness to change to reach all segments of the employee workforce		X	
Organize an annual kick off to promote the program	X	X	
Provide health and well-being information through newsletters, websites, libraries and district wide communications	X	X	
Select a network of champions to serve as advocates for the program	X	X	
Create Employee Wellness Bulletin Boards in staff rooms	X	X	
Use examples of employee success stories to inspire colleagues	X	X	
Offer new employee orientation to introduce the employee wellness program and champions	X	X	
Create an employee wellness webpage on your district's website	X	X	
Create an employee health and well-being email account to disseminate all staff emails to promote and raise awareness about SEW program	X	X	
Employee wellness program and topics are a regular agenda item at staff meetings	X	X	
Launch a Wellness Wednesday campaign once a month at all buildings	X	X	



Put Priorities into Action	Individual or Group	Workplace environment and practices	Organizational Policy
Set annual goals, smart objectives and action plan based on priorities and evaluation results		X	X
Use incentives to increase participation. Survey staff about types of incentives that are motivating. Work with the district business office about 'taxable' incentives and district policies.	X	X	X
Map your community assets by identifying resources, programs and partners to identify potential partnerships to support school employee wellness program		X	
Form community partnerships to leverage resources to achieve shared goals		X	
Foster community partnerships by including representatives on the wellness team and use collaborative processes to ensure shared goals and decision making among partners		X	
Evaluate and Celebrate	Individual or Group	Workplace environment and practices	Organizational Policy
Develop a system to track employee participation		X	
Conduct ongoing, feasible, evaluations of school employee wellness program that uses multiple data sources		X	
Develop a system to track policy and workplace environment changes that promote employee health and well-being		X	
Review evaluation and survey data with wellness committee and leadership to inform program planning and effectiveness		X	
Prepare and present an annual school employee wellness program report to leadership (superintendent, school board, district and building administrators and local education association leaders)		X	
Hold an end of the school year celebration for all staff	X	X	



References

The development of the Fostering School Employee Health, Well-being and Resilience: Framework of Proven Strategies and Best Practices was informed by the following resources and documents.

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3. Centers for Disease Control and Prevention, Workplace Health Promotion <https://www.cdc.gov/workplacehealthpromotion/index.html>
4. Centers for Disease Control and Prevention. Preventing Chronic Disease April 2015 Issue, Review of Measures of Worksite Environmental and Policy Supports for Physical Activity and Healthy Eating, www.cdc.gov/pccd/issues/2015/14_0410.htm
5. Department of Health Services, Division of Public Health, Wisconsin Nutrition, Physical Activity and Obesity Prevention Program. What Works in....Worksites 2010 www.dhs.wisconsin.gov/publications/P4/p40133.pdf
6. Department of Health Services, Division of Public Health, Wisconsin Nutrition, Physical Activity and Obesity Prevention Program and the Wisconsin Partnership for Activity and Nutrition. Wisconsin Worksite Resource Kit, Wisconsin Worksite Wellness 2010 <https://www.dhs.wisconsin.gov/physical-activity/worksite/kit.htm>
7. Directors of Health Promotion and Education. School Employee Wellness: A Guide for Protecting the Assets of Our Nation's Schools. http://c.ymcdn.com/sites/dhpe.site-ym.com/resource/group/75a95e00-448d-41c5-8226-0d20f29787de/Downloadable_Materials/EntireGuide.pdf
8. Gallup 5 Elements of Well-being www.gallup.com/businessjournal/126884/five-essential-elements-wellbeing.aspx
9. Kaiser Permanente Thriving Schools <https://thrivingschools.kaiserpermanente.org/school-employee-wellness-resource-center/>
10. Kentucky Cabinet for Health and Family Services Wellness and Health Promotion. Kentucky Cabinet for Health and Family Services, Health Promotion Branch, Kentucky Worksite Resource Guide. Investing in a Healthy Bottom Line, A Guide for Worksite Wellness. <https://www.kychamber.com/sites/default/files/worksitewellness.pdf>
11. OEA Choice Trust Fostering Healthy, Resilient School Communities White Paper at www.oeachoice.com
12. Prevention Partners. Psychosocial Health: Improving Employee Productivity and State of Mind webinar held on January 19, 2017
13. WellSteps Effective Employee Wellness Solutions. 18 Corporate Wellness Ideas Any Worksite Can Do at <https://www.wellsteps.com/blog/category/corporate-wellness-ideas/>

