

## Sample Business Plan

### 1. Executive Summary

#### Description

The Employee Health Promotion Disease Prevention (EHPDP) Program is an organized approach to making the work environment, policies, and programs support employee health and encourage positive lifestyle behaviors such as increased physical activity, improved healthy eating, reduced tobacco exposure, and stress management. It will consist of *(include a description here of program components such as a wide variety of health and wellness activities and instructional programs, including fitness and challenge incentive programs, educational seminars, and nutrition education, among others. Wellness/fitness specialists will also be available to provide online wellness coaching and personal training including individual lifestyle/exercise plan consultation and help in obtaining short-term and long-term fitness goals.)*

#### Objectives

The EHPDP Program will establish a standardized, comprehensive, systematic, integrated approach to employee wellness within *(location)* VA Medical Center. This innovative initiative is based on established criteria for worksite health promotion activities. The purpose of the program is to address the health and wellness needs of employees throughout the Medical Center.

#### Mission and Vision

The mission of the *(location)* Department of Veterans Affairs Medical Center (VAMC) is to provide for those in our community who have served our nation. The vision statement is “to become the healthcare provider of choice for Veterans, the employer of choice for staff, and a leader in the community.” In order to truly achieve this vision, an EHPDP Program should be implemented and embraced by the facility.

#### Keys to Successful Outcomes

To ensure the success of the EHPDP Program, there should be integration within the organizational structure of the facility, leadership support, members with the needed expertise, adequately allotted staff time, and allocation of resources. Additional factors for success include access, accountability, organizational education, and evaluation.

### 2. Organizational Profile

#### History

A healthy, motivated employee is critically important to the workplace and can have a significant impact on productivity, employee satisfaction, and quality of life. Wellness programs can help manage the cost of health care, benefits, and insurance. Employees with modifiable risks account for 25 percent of medical expenditures (American Journal of Health Promotion). Many of these risks can be modified and improved, such as

weight, lack of physical activity, and tobacco use. Literature reviews indicate that employee health promotion programs are effective in improving employee health risks within 6 to 12 months ([www.welcoa.com](http://www.welcoa.com)).

*(List history of past wellness efforts as well as current programs in the worksite. Conduct an assessment of the employees to see what they would like to have in place to support health and wellness. Consider the workplace culture, leadership support, facilities, communication methods, and any data that can be accessed).*

### **3. Market Analysis**

#### **Trends**

*(Provide information on current market. See following for an example.)*

Hospitals and Nursing have the highest injury rates of any industry or occupation in the United States. Health promotion activities addressing illness and injury have been increasingly prevalent in the private sector with documented benefits. Tobacco cessation, weight loss, stress management and physical activity programs have been shown to improve productivity, reduce sick leave use and presenteeism, and increase employee satisfaction and retention (*data and statistics from sites such as <http://www.cdc.gov/niosh/TWH/> can be used*). Research demonstrates that organizations that provide employee health promotion programs tend to outperform other organizations in terms of such measures as customer satisfaction and employee retention.

#### **Stakeholders**

The primary stakeholders of the EHPDP Program are VAMC employees and volunteers. (List number of employees and demographics. If possible, provide baseline data such as number of smokers, overweight employees, etc.)

### **4. EHPDP Program Components**

#### **Leadership**

Research indicates that leaders play an important role in creating an organization's culture through their own behaviors and actions and through the programs and initiatives they support. It is critical that leadership of the facility fosters a healthy environment and culture.

In order for the EHPDP Program to be successful, it is vital that facility leaders ensure adequate staff time for employee participation, serve as a member of the Wellness Committee, and provide resources such as space and funds. Participation in wellness activities can be time-consuming, and individuals responsible for these services need dedicated time to perform their duties. To serve the needs of staff, the EHPDP Program

must be recognized as an essential function within the organization and supported by senior leadership.

### **Wellness Committee**

The formal structure for the EHPDP Program is provided by the Wellness Committee. The committee will be responsible for performing and/or overseeing the following functions:

- Implementation of the program;
- Development of policy and education related to EHPDP;
- Operation of EHPDP functions; and
- Ensuring the coordination of wellness-related activities across the facility.

The committee will be chaired by the Wellness Coordinator, who is a member of the facility's Occupational Health Service Committee. Members can be selected based on area of expertise or as representatives from various work areas of the organization. Unless the coordinator serves as representation, members should include representatives from the following areas:

- Occupational Health;
- Nutrition;
- Physical Medicine and Rehabilitation;
- Mental Health;
- Nursing;
- Safety;
- Human Resources;
- Education Service;
- Library;
- Data specialist and/or information technology;
- Employee association;
- Union/other labor representatives;
- Hospital administration; and

- Clinic or off-station representatives.

### **EHPDP Services**

The purpose of the EHPDP Program is to provide all staff with opportunities and resources to nurture the body, mind, and spirit, and create awareness of healthy and positive lifestyle choices in order to reduce the incidence of preventable illness and injury. Services will include core components of:

- Physical activity;
- Healthy eating;
- Stress management; and
- Tobacco use cessation.

Employees will receive education on these topics in the form of lunch and learns, formal presentations, electronic media, interactive Web sites, brochures, and books. In addition, they will receive personal coaching to help establish personal goals and keep them on track. Nicotine replacement therapy will be provided to employees desiring assistance with tobacco use cessation. Physical activity will be provided through instructor-led fitness classes. Stress management will be supported with mindful meditation and yoga classes.

The program will be evaluated to measure progress and adjust programmatic content as needed. By the end of the first year, the goal is to \_\_\_\_\_.

## **5. Strategy and Implementation Summary**

### **Marketing**

It is suggested that the marketing plan consist of:

- Education of facility staff and volunteers to the purpose of the EHPDP Program. This will be accomplished through educating leadership at all levels, posting bulletins, publishing updates, and providing departmental in-services;
- Provision of educational materials distributed throughout the facility and outpatient clinics;
- Development of a Wellness Web site with a link from the facility Intranet where additional information about the program can be found; and
- Holding a program kick-off to announce the program and highlight the goals and program components.

## **Implementation Plan**

A timeline depicting the stages of the implementation process, as well as suggested completion timeframes has been established.

- *Date* - Wellness Coordinator identified;
- *Date* - Training of the coordinators and volunteers will be completed;
- *Date* - The membership of the Wellness Committee will be determined;
- *Date* - Baseline data compilation will be completed;
- *Date* - Needs assessment will be completed;
- *Date* - Gap analysis completed along with prioritization of program goals and objectives;
- *Date* - Marketing plan completed; and
- *Date* - Formal program kick-off scheduled.

## **Development Plan**

It is important that an individual be responsible for coordinating, following through with program design, implementation, communication, and data collection for the program. This person will develop and work with the Employee Wellness Committee to develop goals, communication plans, and monitor progress.

An important aspect to the success of the EHPDP Program will be the integration into the organization's culture through representation from all levels at the facility. Upper management buy-in is critical to launching and maintaining an effective program. Employees must understand that management is supportive of the wellness initiative.

The goal of health promotion is to develop and implement initiatives that support healthy behaviors for employees. Data will help create a baseline of information to measure success as well as determine priorities. Data will include:

- Demographic data;
- Absenteeism rates;
- Employee preferences;
- Employee health risk\*; and

- Health care costs.

\*A health risk assessment is a survey of employee health risks and usually includes an aggregate summary of the overall health of employees. Data from the assessment can assist in planning and promotion activities.

## 6. Financial Summary

### Costs

For (location) VAMC to develop a successful EHPDP Program, it is recommended a total of 1.1 dedicated FTEE be allocated:

- The Wellness Coordinator - 1.0 FTE; and
- Clerical support - 0.1

It is recommended that funds be considered for training and travel expenses in efforts to train members of the program on tobacco cessation facilitation and \_\_\_\_\_.

Total estimated costs for establishing and maintaining the EHPDP Program for (location) VAMC is approximately \$\_\_\_\_\_ annually.

### Benefits

The EHPDP Program is good business practice. It has been established that a healthier workforce means better morale, increased efficiency, reduced absenteeism, and lower health care costs. By empowering employees with the knowledge, skills, and tools needed to embrace and sustain a personal and organizational culture of health and wellness, they will in turn inspire Veterans to live healthier lifestyles.

