

Plan to Change

WORKSHEET



Introduction

Applying evidence-based strategies can alter the increasing cost of health care but it takes planning. “Plan to Change” will help you create a blue print to change the health culture of your company.

Someone at your worksite should complete the Checklist to Change and it would be helpful if your employees completed a Health Risk Appraisal.

Step 1: Identify Health Issues

The first step of Plan to Change is to identify critical health issues at your worksite. If you have aggregate data from a Health Risk Appraisal, list the top five most prevalent issues. If you do not have such data, knowing the Risks and Trends in Your State⁴⁷ might be helpful. With help from others who are concerned about the health of employees at your company, rank the five issues from most important to least important. One way to do this is to consider the overall cost of each issue. If you would like additional information to help you with this step, see the Public Health Priorities from the U.S. Surgeon General.⁴⁸

Step 2: Select the Most Changeable Health Issue

Thinking about your worksite culture, examine your critical health issues. Rank these issues from most to least changeable. The goal is to identify a critical but changeable issue. For example, perhaps your top three issues are smoking, obesity, and poor nutrition. In the past, you know that there has been resistance to smoking policy from certain employee groups. Because your worksite has a cafeteria, vending machines, and often serves food at company meetings, you feel like there are several opportunities to impact nutritional quality. Focusing on nutrition would also help with obesity, so you choose nutrition as the most changeable issue.

Step 3: Choose Culture Change Strategies

Thinking about your most critical but changeable issue, examine the Checklist to Change results (or complete the Checklist to Change now). Select two or three strategies that will address your issue that you think can be implemented during the next 12 months.

Step 4: Establish the Change Standard

This step is best performed with a committee. Starting with your first strategy, identify the change standard which should include “by when” and “how much.”

Example: The first strategy might be to improve the nutritional quality of the food and beverages served at company meetings.

| CHANGE STANDARD | BY WHEN | HOW MUCH |
|------------------------------------------------------------------------------------------------|--------------|------------------|
| Fresh fruits and vegetables, and whole grain bread will be served at company meetings | January 2009 | 75% of the time |
| Water, 100% juice, coffee and tea will be served instead of soda pop or other sugary beverages | January 2009 | 100% of the time |

Step 5: Plan What, Who, and When

Plan the specific things that will be done, who will do each and by when.

Example

| WHAT | WHO | WHEN |
|----------------------------------------|-------------------|-----------------|
| Meet with vendors to discuss options | Brianne and Cho | By August 31 |
| Organize taste test of various choices | Brianne and Cho | By September 30 |
| Meet with managers to discuss policy | Jake and Felix | By October 31 |
| Hold departmental presentations | Felicia and Ahmad | All of November |
| Policy implementation | All | January |

Step 6: Decide How to Educate and Motivate Employees

Your efforts to change the culture will impact employee behavior. But the evidence shows that employees also need education and motivation. Deciding what educational and motivational strategies to use is a two-step process. First, determine the budget for HPM strategies. The available budget expressed as “per employee per year” will help you understand both the intensity of program you can afford and the return on investment (ROI) you can expect. The experts suggest the following costs and associated ROI estimates.

| INTENSITY | PROGRAM DESCRIPTION | COST PEPY | ROI |
|-----------|----------------------------------------------------------|-----------|----------|
| Low | HRAs, Books, Brochures | \$10-20 | 1.5 to 1 |
| Medium | Low + Interventions | \$21-50 | 2.5 to 1 |
| High | Medium + Environmental support, Policy or Culture Change | \$51-150 | 3.5 to 1 |

Step 7: Committee Meetings

The last step involves creating accountability by scheduling meetings so that all committee members can report progress updates and plan next steps. The committee chair may request email updates each week except during the week when the committee meets.