
2015 EMPLOYEE WELL-BEING PROGRAM

EXECUTIVE SUMMARY

In 2014, the Health Service System together with the Wellness Plan Sponsors (Mayor's Office, Controller's Office, and the Department of Human Resources) launched the first-ever employee well-being program for the City and County of San Francisco. The goals of the well-being program are to:

1. Improve the quality of life and overall well-being of City employees, retirees, and their families.
2. Improve health outcomes through prevention, managing risk, and properly managing conditions.
3. Help manage rising costs of healthcare, worker's compensation, and disability as one part of a comprehensive strategy to control costs, so employer-sponsored health benefits are financially sustainable in the long term.

2015 Highlights

Champion Program

- 27% increase in the number of Champions: Started 2015 with 164 Champions and ended with 209. USD, CCD, and CRT all recruited Champions for the first time.
- 25% decrease in the number of departments without any Champions: Started 2015 with 12 departments and ended with 9 departments.
- Presented to department leadership at the 2nd Mayor's Meeting on Well-being.

City-wide Programs

Shape Up Walking Challenge

- 1932 HSS members participated in the Challenge.
- The challenge appealed to a higher risk (less active) population: 27% of participants were sedentary before the challenge (0-2 days of activity/week). 36% of participants were moderately active, but not reaching the recommendations.
- 39 departments had participants.

Flu Shot Program

- 3739 vaccinations were administered at 26 worksite clinics: This represented an 18% increase compared to 2014 and exceeded the goal of 3500 shots by 7%.

Well-being Assessment

- 6,301 (20%) CCSF employees completed the 2015 Well-being Assessment. This is a 2% decrease in participation. The average participation by department increased 1% to 33%.
- USD participation tripled to 11%. CRT participation doubled to 15%. CCD participation increased 1% to 4%.

Worksite Programs

- 26 biometric screenings were offered serving 1189 employees.
- 56 seminars were offered serving 658 employees.
- Champions implemented other programs including walking groups, healthy meeting activities, and the Maintain, Don't Gain challenge. They also started Wellness Councils and hosted special events, such as health fairs and retreat days.

Special Programs

- Recruitment and implementation at the first Diabetes Prevention Program study site, One South Van Ness, resulted in 26 study participants.

2016 Goals

Champion Program

- Increase the percentage of departments with a Champion to employee ratio of 1:200 to 70%.
- Increase participation in trainings by 20%.
- Establish or cultivate at least 10 Champion Communities.
- Meet with leaders from at least 30 departments.
- Have at least six touch points (individual consultations, Champion Community meetings, trainings) with 60% of Champions.

City-wide Programs

- Nutrition Challenge: Register at least 2000 employees and family members.
- Physical Activity Challenge: Increase participation in the physical activity challenge by 10%.
- Flu Shot Program: Increase participation by 10%. Reach or exceed 80% of estimated participation at all repeat clinics.

Worksite Programs

- Offer screening events at 5 new locations.
- Offer seminars at 5 new locations.
- Offer coaching days at 5 new locations.

Special Programs

- Recruit at least 200 participants for the Diabetes Prevention Program.

2016 Priorities

Champion Program

1. Develop and launch a new Champion website.
2. Establish a standard way for Champions to share their accomplishments with HSS and their supervisors.
3. Develop and implement an annual Champion recognition strategy.

City-wide Programs

1. Assume administration of the annual physical activity challenge from DPH/Shape Up Coalition.
2. Analyze and disseminate results from the Well-being Assessment data.
3. Catalog and promote well-being benefits.

Worksite Programs

1. Establish criteria for department incentives and launch the program to leaders and Champions in the new fiscal year.
2. Analyze biometric screening data and feedback to determine the most efficient implementation strategy for the next two years.
3. Promote existing policies that support well-being.
4. Research at least two new policies that relate to well-being.

Special Programs

1. Analyze early results from the Diabetes Prevention Program study.
2. In collaboration with DHR, develop a department's guide to ergonomics.

Find the complete report:

PART 1: CHAMPION PROGRAM

Champion Program Goals

1. To inform and educate Champions on City-wide well-being initiative's.
2. Provide tools and resources for Champions to promote City-wide initiatives, implement onsite activities to support a culture at the worksite.
3. Promote and facilitate employee engagement in City-wide and worksite well-being activities.
4. Provide feedback to HSS about various well-being initiatives and employee experience.

Highlights

Recruitment & Retention

- 27% increase in the number of Champions: Started 2015 with 164 Champions and ended with 209.
- 25% decrease in the number of departments without any Champions: Started 2015 with 12 departments and ended with 9 departments.
- 63% of departments have a Champion to employee ratio that is less than 1:200.
- 17 departments increased the number of Champions.
- 5 departments decreased the number of Champions.

Training

- 4 in-person trainings were offered.
- 2 optional webinars were offered.
- Flu shot clinic hosts received individual trainings.
- All trainings and materials were posted at myhss.org/champion for those who missed training and as a resource page for all Champions.

Support

- In June 2015 an additional Health Program Coordinator was added to the HSS team. This helped distribute support of Champions across three coordinators instead of two.
- Proceeding this meeting, the HSS Wellness team engaged in 13 individual and/or group meetings with Department heads and managers/supervisors and presented at department meetings targeting approximately 645 employees.

Recognition

- The first-annual department reports were provided to department heads. These captured many of the Champion accomplishments.
- Champion success stories were collected and shared during the Shape Up Walking Challenge and Well-being Assessment campaigns.

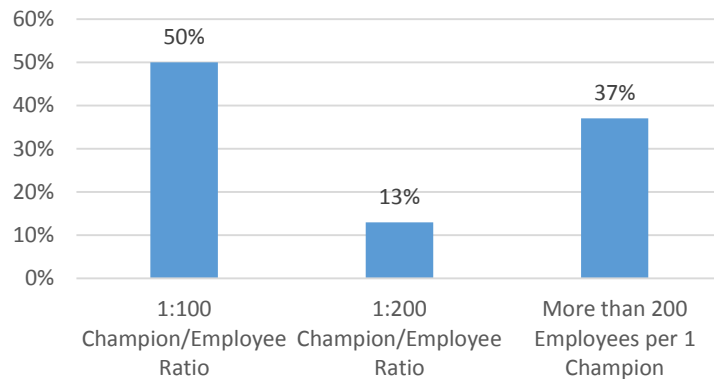
Champion Recruitment & Retention

In July, Mayor Lee called gathered Department Heads to discuss the importance and continued support of well-being activities at the workplace. Individual department level data on the 2014 Well-being Assessment was presented to each department. During this meeting, the importance of the Champion network was emphasized and Department Heads were asked to recruit more Champions if they did not have a 1:200 Champion to employee ratio.

With the support of the Department Heads, 46 additional Champions across the City were recruited. This represents a 27% increase in Champions from January to December. There were a total 17 departments that increased their number of Champions and five departments that decreased Champions. There were three departments that didn't start the year with any Champions, but were able to recruit Champions during the year.

HSS has recommended a Champion to employee ratio of at least 1:200. There has been even greater success in participation in City-wide initiatives when the ratio is less than 1:100. 50% (27) of the departments that have a 1:100 Champion to employee ratio, 13% (7) of departments that have a 1:200 Champion to employee ratio and 37% (20) of departments that exceed the 1:200 Champion to employee ratio.

Percent of Departments by Champion to Employee Ratio



In 2015, USD, CCD and Court employers were actively encouraged to recruit Champions. The newly appointed Champions from USD (3), CCD (3) and the Court (1) attended the Well-being Assessment training and assisted in rolling out the initiative at their workplaces.

Champion Training

Champions are required to attend the four in-person trainings throughout the year. These trainings outline the City-wide initiatives and the Champion's role. They provide tools and resources to assist Champions in promoting the City-wide initiatives and bring well-being activities to the workplace to support a culture of health. On average, there are 79 Champions that attend the quarterly trainings. Often optional and/or webinar trainings are provided throughout the year to help break up training materials to align with the specific time of year and or quarterly focus. A total of six formal trainings were provided to Wellness Champions in 2015.

| Month | Format | Attendees | Theme | Description |
|---------|------------------|-----------|-------------------|--|
| January | In-Person | | Heart Health | Champions learned about onsite events such as biometric screenings, seminars and health coaching that could be brought to the workplace in addition to how to support a culture of well-being through "cultural components." |
| March | In-Person | 64 | Physical Activity | focused on Movement and supporting physical activity at work, including the Shape Up Walking Challenge. |
| May | Optional Webinar | 4 | Group Exercise | how to bring a Zumba and/or yoga class onsite at a department. |
| June | | | Special Programs | June training provided Champions with an overview of the 2014 Wel-being Assessment results along with the upcoming pilots that were being rolled out throughout the city. These include the Non-violent Crisis |

| | | | | |
|----------------|------------------|--|---|---|
| | | | | Intervention and Diabetes Prevention Program. |
| August | In-Person | | Well-being Assessment, Flu Shot Program | August training focused on a City – wide initiative, the Well-being Assessment, supporting onsite Flu Clinics and flu shots and a high level overview of how to bring Healthy Happy Holidays to the worksite. |
| October | Optional Webinar | | Healthy and Happy Holidays | October training was a webinar that provided an overview of how to support Healthy Happy Holidays at the worksite over the holiday timeline. |

Details about the trainings can be found in Appendix ??.

Champion Website

The website houses all of the information for Champions to access as needed. All of the quarterly training materials are posted after each quarterly training in addition to resources to help that can be used at the worksite. The website provides Champion contact lists, updates for existing City-wide Initiatives and action items. When asked if Champions access/use the Champion website, a recent survey indicated that 71% of those who responded do access the website.

Emails

Communication through email is designed to support materials presented in trainings. Emails occur at least once a month, however based on the current initiatives and program offerings, it can be as frequent as once a week. Emails provide reminders, surveys to solicit feedback, information about upcoming trainings, and results from programs. The emails drive Champions to resources that are always available on the Champion website: myhss.org/champion.

In order to enhance communications and reduce the number of emails being sent to Champions, HSS began a monthly email update in September that included everything the Champion needed for the upcoming month. This approach had many advantages and disadvantages. HSS is still working to streamline these communications.

Champion Support

The Champion Coordinators support Champions in several ways. These include:

- Individual consultations
- Champion Communities
- Meetings with leaders
- Presentations to employees
- Soliciting feedback

Individual Consultations

One goal of the Wellness Coordinators is to make contact with each Champion at least once a quarter. Contact may happen more frequently and is often related to onsite programs that a Champion may be offering at the worksite. Coordinators also connect Champions to provide new Champion orientations, share resources and tools, and brainstorm potential opportunities on how the Champion can support well-being at the workplace. This contact may happen over the phone or in in-person meetings.

Champion Communities

In order to better support Champion in their role, the HSS Wellness Coordinators started to initiate “Champion Communities.” A Champion Community gathers Champions who reside in buildings near by each other or for the same department to work together on special events and to share ideas/brainstorm challenges that are more relevant to that geographic area or specific department needs. HSS Wellness Coordinators drive and organize meetings. It has provided an opportunity to have an in-person touch point with Champions and for the Champions to get to know each other and work together.

An example of a department Champion Community is the ADM/GSA Community. This department is very large, has many sub departments and several Champions. To unify this group, HSS works with Nancy George, the lead Wellness Champion for ADM/GSA, to guide periodic meetings.

Meetings with Leadership

The HSS Wellness Manager started to request individual meetings with Department Heads following the Mayor’s 2nd Annual Well-being Meeting. These meetings were opportunities to address department-specific challenges and to discuss if the department had a strong network of Champions or needed to recruit others. These meetings facilitate the Champion’s role by engaging leadership support.

Presentations to Employees

To support Citywide initiatives, the Wellness Coordinators were available to present at any department meeting. Although Champions are trained to spread the word about initiatives, the Coordinators are available to help with these larger meetings and meetings about topics where there may be a lot of questions.

Program Feedback

HSS surveyed Champions

- **Flu Shot Clinic Hosting Champion Survey** Leveraging champions was a new goal this year. In order to improve processes and the experience of future hosting, a survey was given the hosting Champions related to their experience. This information will be important in planning future trainings for hosting Champions. Feedback given related to question around vendor satisfaction, hosting experience satisfaction, and overall experience satisfaction.

PART 2: CITY-WIDE PROGRAMS

There were three large City-wide program initiatives in 2015. These include: The Shape Up Walking Challenge, Well-being Assessment and worksite Flu Clinics. In addition to these, the 2014 Well-being Assessment results were shared with all departments and Champions.

Shape Up Walking Challenge

The Health Service System (HSS) partnered with Shape Up Coalition and the Department of Public Health (DPH) to implement the annual San Francisco Shape Up Walking Challenge. HSS supported CCSF employees while Shape Up Coalition supported the community participants.

Goals

1. Establish a baseline for participation.
2. Actively recruit less active employees (those currently getting 30 minutes of moderate physical activity 0-4 days per week) to participate. Goal = at least 30% of participants will be less active.
3. Encourage participation of all City employees. Goal = at least 20% participation by department.
4. Encourage team members to work together to reach 1,016 miles (the length of CA) in the 8-week timeframe. Goal = 75% of teams will reach the goal.
5. Encourage individuals to set and work toward individual goals. Goal = On average, individuals will be within at least 1 mile of their goal.
6. Encourage participation regardless of age.
7. Encourage a variety of physical activities, not just walking.
8. Encourage physical activity throughout the workday.

Highlights

- 1932 HSS members participated in the Challenge.
- The challenge attracted a less active population: 27% of participants were sedentary before the challenge (0-2 days of activity/week). 36% of participants were moderately active, but not reaching the recommendations.
- There was almost equal distribution among those in their 30s, 40s, and 50s. The average age of the participants is 44.
- The majority (39) of departments had participants.
- 46% of teams reached the goal.
- 65% of those who logged met the recommended goals. 50% of participants who logged their miles met their personal goals.

| HSS Member Group | Individual Participation | Number Teams |
|-----------------------------------|--------------------------|--------------|
| City and County Employees | 1834 | 157 |
| Unified School District Employees | <30 | 5 |
| City College Employees | <30 | 3 |
| Retirees | 35 | 19 |
| Family Members | 42 | 26 |

Champion and Department Programs to Support of the Walking Challenge

Group Walks and Movement Activities

- RET employees use their break times to participate in short bursts of line dancing.
- DPH Champions partnered with HSS on the Thursday weekly walk.
- WAR Champion offered and continues to offer a weekly group walk.
- ADM Champion started Walking Wednesdays, where 4 employees have created a walking schedule to walk together.” These group has maintained their walking schedule for two months to date.
- ADM-MOD Champion started a walking group for the Shape Up Walking Challenge. She gave away prizes as incentives for people who were doing exceptionally well (e.g. logging their mileage, leading group walks, inspiring others). One of the prizes was a gym bag and the person that received it now attends the gym 3 to 4 times a week.

For details see Appendix

Well-being Assessment 2014 Results Shared

Well-being Assessment 2015 Participation

Goals

1. Increase participation from 2014, with an overall City-wide goal of 32%.
2. Increase in department level participation. Participation goals were determined by 2014 department results.

Process Goals

The 2015 Well-being Assessment was open to all four employers (CCSF, USD, CCD, CRT). In launching year two of the program, there were five main goals.

3. Continue to engage leadership.
4. Continue with what worked well during the program. This included the incentive design and the ability to take the Assessment on work time with manager approval.
5. Focus on confidentiality to increase transparency in all communications/marketing materials.
6. Enhance the communications and user experience.

Highlights

Champion and Department Programs to Support the Well-being Assessment

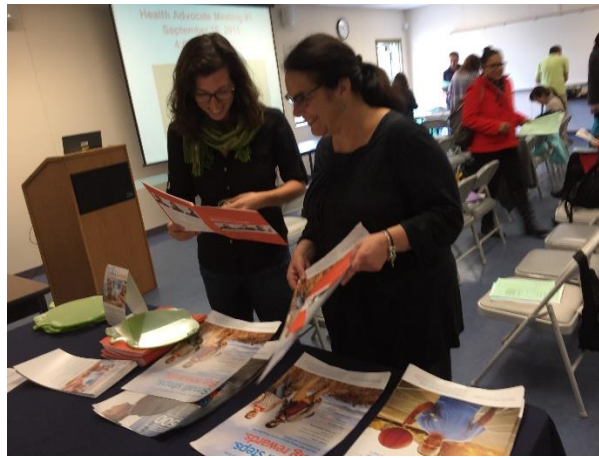
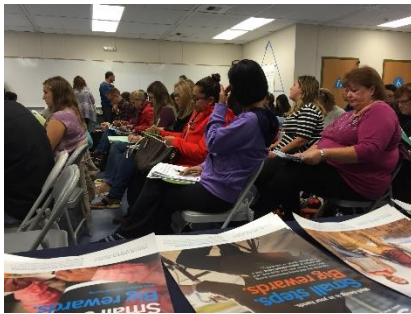
Several departments provided onsite activities in support of the Well-being Assessment. These events included providing a table/booth with information regarding the Assessment, giveaways and raffle items to encourage participation. A few locations provided a small giveaway to all of their employees with a message encouraging participation, a few tied in the rewards by simply handing out \$500 fake dollar bills with a message on it regarding how they could win money by taking the Assessment and some even challenged their department to increase participation by competing against other departments. Here represents pictures of some of the event's that took place at the worksite and how Champion marketing the Well-being Assessment. All Champions were give a Well-being Assessment t-shirt with the goal that they would wear it to promote the Assessment. You will see in the pictures below, several departments wore it during their tabling events. One department (MTA) dedicated a day every week during the Assessment to encourage their Wellness Council to wear it in order to promote the Assessment as well. Departments below include: OEWD, PUC, MTA, POL, TTX, BOS, DEM, ECN, DBI, and ADM-GSA: MOD.



DPW and ADM-MOD Champions Heather Kittel, Joseph Thoppil and James Chung provided a Wellness Overview & WBA presentation on 10/28/15 for employees in the 1155 Market street building during lunchtime – 24 employees participated.

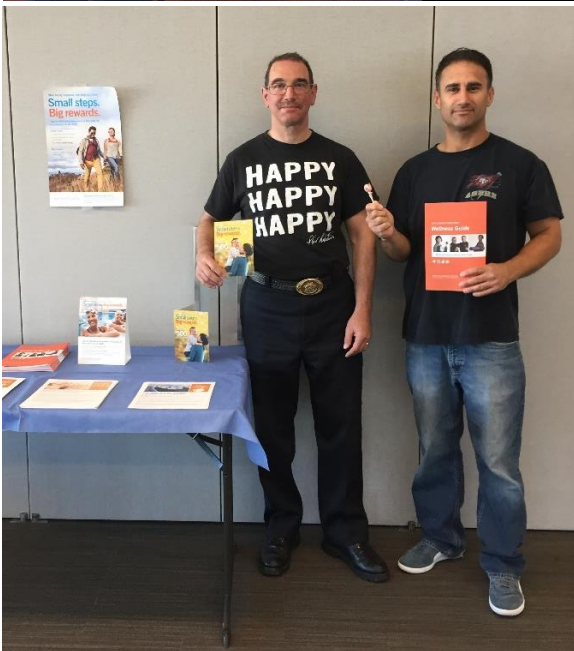
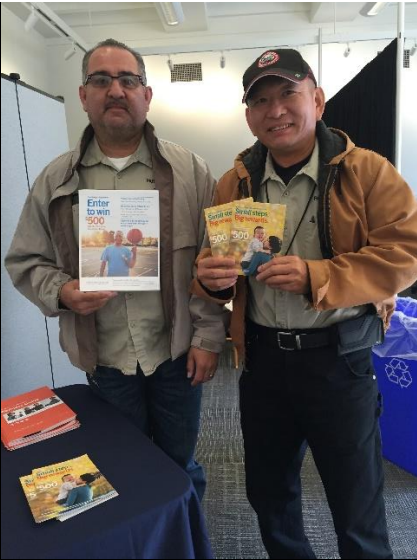
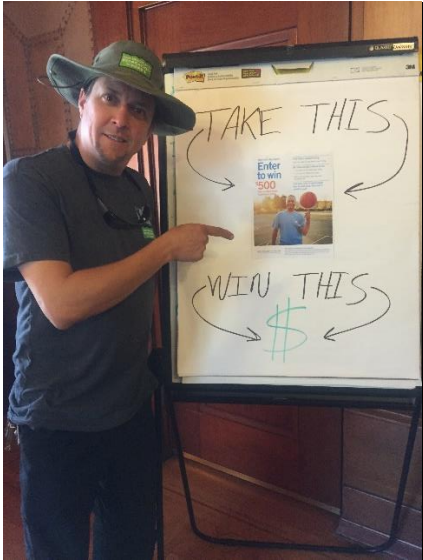
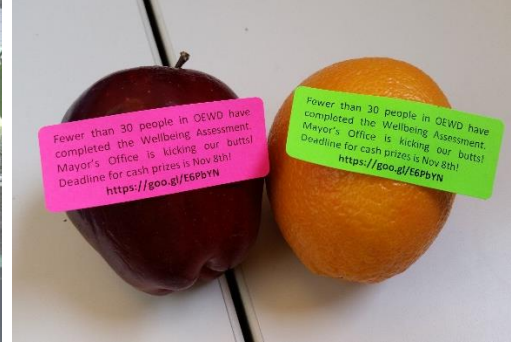
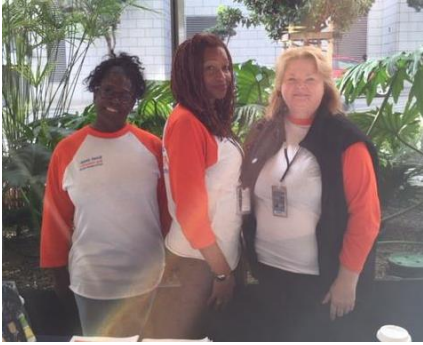


MTA Champion Dino Duazo at the Green Yard Flu shot clinic 10/6/15 with an MTA Operator completing the WBA on a iPad.

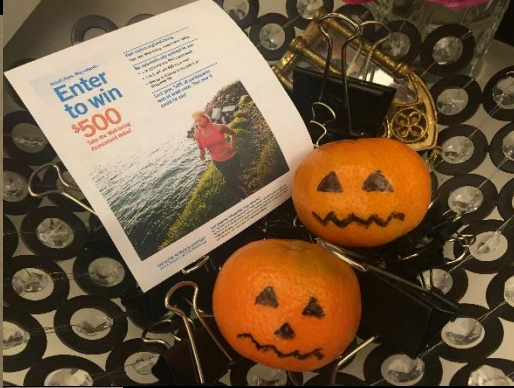
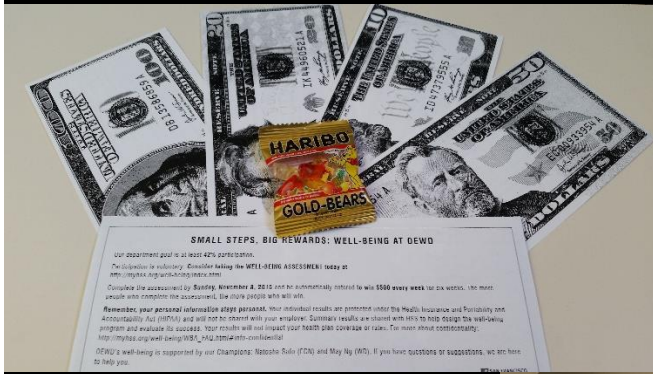


In the above photos, USD's Champion Mark Elkin organized a presentation on the WBA for the elementary school teachers "Health Advocates" Meeting on 9/16/15. A HSS staff person presented the WBA as well as hosted a wellness table at this event. 47 school teachers attended.

2015 Employee Well-being Program
February, 2015



2015 Employee Well-being Program
February, 2015



Flu Shot Program

The 2015 flu shot program consisted of two parts:

- 1) Worksite and health fair flu clinics.
- 2) Campaign about the importance of getting a flu shot and how to access them.

Goals

Clinic Highlights

- Exceeded the goal of 3500 shots by 7%.
- 3739 vaccinations were administered at 26 worksite clinics: This represented an 18% increase in the number of HSS members vaccinated at a worksite compared 2014.

New in 2015

- 9 new clinics provided 861 vaccinations for an average of 96 shots/clinic.
- Leveraging the Champion network substantially increased the reach of the flu shot clinic program.
- Capturing member type (employee vs. retiree, employer group) provided insight into who is participating in clinics. 92% of participants are employees and 86% of those are employed by CCSF.
- Operations attended 9 clinics to answer questions about Open Enrollment and collect applications.

Campaign Highlights

The campaign included a variety of promotional strategies and the messages were more tailored to the audience.

New in 2015

- Champion-spearheaded worksite communications effectively spread the word about worksite clinics to employees.
- This year's home mailing as part of Open Enrollment was limited to Medicare-eligible retirees. The mailer was tailored to retirees and emphasized how to get a flu shot through the health plan.
- Kaiser Permanente mailed a postcard to all members highlighting the importance of getting a flu shot, how to get a shot through KP, and the worksite clinics.
- Blue Shield mailed a postcard to employee members highlighting the importance of getting a flu shot.

Champion and Department Programs to Support the Flu Shot Clinics

Similar to the WBA Champions promoted onsite flu clinics and getting the flu shot. At several of the worksite Flu clinics, the Well-being Assessment was promoted because there was an overlap of when the Assessment and the Flu Clinics were being offered. A flue pin was given out at the clinics and some Champions gave them out as promotions. Departments highlighted below are HSA, ECN and MTA. The picture showing Mayor Edwin Lee was taken at the worksite Flu Clinic at City Hall.

LIB Champion reported that upper management led by example, this year for the flu shot clinics. Although, shots were highly disliked, one member of upper management led by example and got immunized anyway.



On October 7, 2015 approximately 234 employees attended the flu clinic and health fair at SFUSD.



At Police Headquarters Flu Shot Clinic on 10/22/15, 104 Police employees were vaccinated against the flu. In the photo to the left, two employees stop by the SFPD wellness table to pick up WBA and healthy living materials



Find the complete report: http://myhss.org/downloads/wellness/2015_Flu_Report.pdf

PART 3: DEPARTMENT PROGRAMS

Biometric Screenings

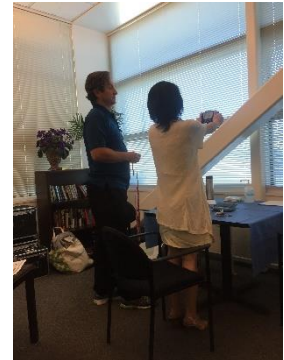
- 26 biometric screening events occurred during 2016.
- 1189 employees participated from 17 City departments and the Unified School District.
- 340 attendees completed a participant feedback survey (65% response rate overall).
- 46 participants were screened on average.
- 95% was the overall satisfaction score.

DEM sponsored a basic biometric screening on 8/24/15 from 12-4pm and 8/27/15 from 6:30-9am, 13 and 15 were screened respectively.

“This is a convenient way to check my blood pressure without going to the doctor.” Patty Wong, DEM

“Great to have this at work. Very easy and worthwhile.” Sandy Chan, DEM

“Good confirmation that I’m on the right track.” Emily Wong, DEM



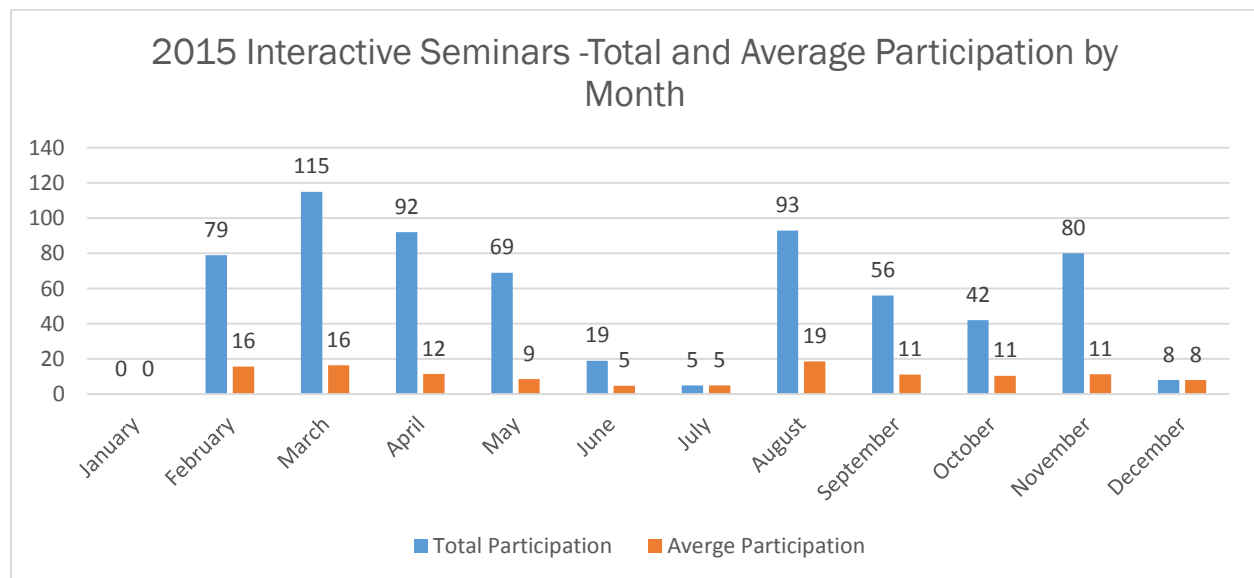
Interactive Seminars and Series

Goals

HSS provides a variety of worksite seminars based on four holistic wellness pillars that are created to encompass all areas of wellness. They are prevention, movement, nutrition and peace of mind. The goal is to provide employees with educational seminars at the worksite that will help and inspire them to create healthy habits and live healthier lives.

Highlights

- 56 seminars were provided Citywide by 20 CCSF departments during 2015.
- 658 employees participated.
- 12 was the average number of employees per seminar, with a range from 2 to 30.
- EAP and KP provided 50% and 45% of the seminars respectively.
- The seminars with the greatest participation were Managing Stress (30), UCSF Stress Management and Resiliency (28), Managing Stress (28), Balancing Work and Family (24) and Time Management (24).
- The three most requested seminars were Managing Stress (11), Dealing with Difficult People (8), and Nutrition for Vitality (7).
- The overall satisfaction rating for seminars in 2015 was 4.4 out of 5 or 88%.



Employee Feedback

- “Planning one’s day is the most valuable thought of the day.” (Managing Stress During the Holidays)
- “Please, more cooking classes. The instructor provided healthy substitutes.” (Holiday Cooking Demo)
- “Learned about the anti-inflammatory differences between seafood and nuts. Very helpful information to improve my nutrition” (Weight Management)
- “Great introduction to the understanding of my body’s 5 elements. Great presentation.” (Kitchen Medicine)
- “Class is not long enough. Two sessions would be helpful.” (Getting Healthy Sleep)

- Claire Johnson attended the UCSF Stress Management & Resiliency training at DPH – 101 Grove Street on 10/2/15. Claire shared “It was very good and the tools will help me manage my stress.”



Wellness Coaching

Wellness Coaching

- There were 22 onsite coaching days. We were able to capture participation for 73% of the coaching days. There was an average of 12 participants per coaching day/event. Three locations (PRT, ADM-311, and PUC) provided a coaching support series, which included 3 – 4 sessions with a health coach spread out over a 6 – 8 week period. There were a total of 129 coaching participants and nine departments that engaged in onsite coaching at their worksite. Departments include: AIR, DHR, ADM-311, MYR, DPW, USD, PRT, PUC, and DPH. Onsite coaches provided anywhere from 8 to 15 coaching sessions in any one given day.

Group Exercise

The following departments partner with REC to bring group exercise classes to the workplace.

- PUC continues to offer Yoga. Tai Chi was canceled in May due to a lack of instructor. REC has not identified a replacement.
- PRT provided Yoga and Zumba. These classes average 14 participants per class. Classes range from 5 – 23 participants.
- DBI started an onsite Zumba lass in October. Classes average 11 participants and range from 8 – 15 participants a class.
- DEM offers two yoga classes a week and average 6 participants per class. The class size range from 3 – 11.
- JUV started offering a yoga class in November. No metrics have been collected at this time. Participation will start to be reported in 2016.

Other Programs

Champions have developed a host of creative ideas for their departments. Some departments have existing wellness programs that services are not represented in this report: Two good examples are the AIR and MTA. HSS strives to keep communications open with Champions to share these creative ideas, but more consistent sharing is a goal moving forward. Here are just a few of the other activities that Champions have led around the City.

Special Events

- Rec & Park Champions hosted their Department's Health Fair on 5/19. Approximately 150 employees participated in healthy activities such as basketball, archery, Zumba, disc golf, and the climbing wall. A HSS Wellness team member hosted a wellness table at the event.
- HSS presented at HSA-CAAP meeting, where there were approximately 70 attendees. A review individual and worksite wellness services available to employees was presented along with giveaways and an engaging voting activity.





Pictured above: Noelle Simmons (Deputy Director), Carrie Beshears (Wellness Program Coordinator – HSS), Arlene Escueta (HSA – CAAP Wellness Champion) and Rosana Soriano (HSA - CAAP Program Manager)

Healthy Meeting Activities

- DPH’s Champion, Alice Hu, provided a 10-minute relaxing breathing demonstration during a team meeting.

Wellness Councils

- MTA continues to have a monthly Wellness Council meeting and sits on a subcommittee to discuss reporting and metrics.
- HSS is continuing to work with PUC to create a Wellness Council specifically for their department in order to ensure that onsite activities and City initiatives are being supported and meeting the needs of the employees. A meeting was set in November to discuss next steps, however the meeting time was used to talk about City-wide initiatives, therefore, the meeting was postponed until 2016.
- HSS continues to be a member of the DPH Central Administration Worksite Wellness Group and provides support in the development of their quarterly Health and Wellness newsletter publication.
- ADM-MOD Champion started a wellness council. They create a monthly wellness board to promote different wellness activities. The board also includes wellness articles, healthy recipes, inspirational quotes, and pictures of staff members engaging in healthy activities. It’s a place where staff can share wellness information and spread the wellness culture.

Wellness Center Activity Promotion

- MYR Budget Office Champion arranged a tour and icebreakers for his team.
- ADM-MOD Champion arranged a tour for her department.
- ADM-MOD Champion promoted Wear Red Day and over 50% of her department attended.

Maintain, Don’t Gain Challenge

In support of the “Maintain Don’t Gain Challenge,” 50 DPW yard employees weighed in the Tuesday before Thanksgiving and were provided with healthy tips and diabetes prevention information. On January 5, 2015 is the post holiday weigh out. (Mos to get results.)

1. Robin Ho

- a. works in the GSA-Labor Standards Enforcement located at City Hall
- b. provided her quote on 10/5/15 Open Enrollment event at City Hall
- c. Contact info: (415) 554-6270, robin.ho@sfgov.org – ok to use her name.

- d. Quote re WBA and Daily Challenge: "I've been doing this for about a year. It helps me when I am busy by providing me with healthy tips for life such as writing out a shopping list before I go grocery shopping. I've recommended this to my coworkers."
2. Richard Frattarelli
 - a. Is the Assistant Human Resources Director at SFO Airport
 - b. Provided his quote on 10/8/15 at the SFO Airport Health Fair
 - c. Said it was fine to use his name with his quote
 - d. Quote re WBA: "I found the year- to- year comparison very helpful and thought provoking."
3. Jarmee Thieu
 - a. Provided a quote on the WBA on 10/28/15
 - b. Contact info: jarmee.thieu@sfgov.org
 - c. Said it was fine to use his name with his quote

Quote re WBA and Daily Challenge: "Personally it was good for me as a guideline to improve my health. I like the Daily Challenge."

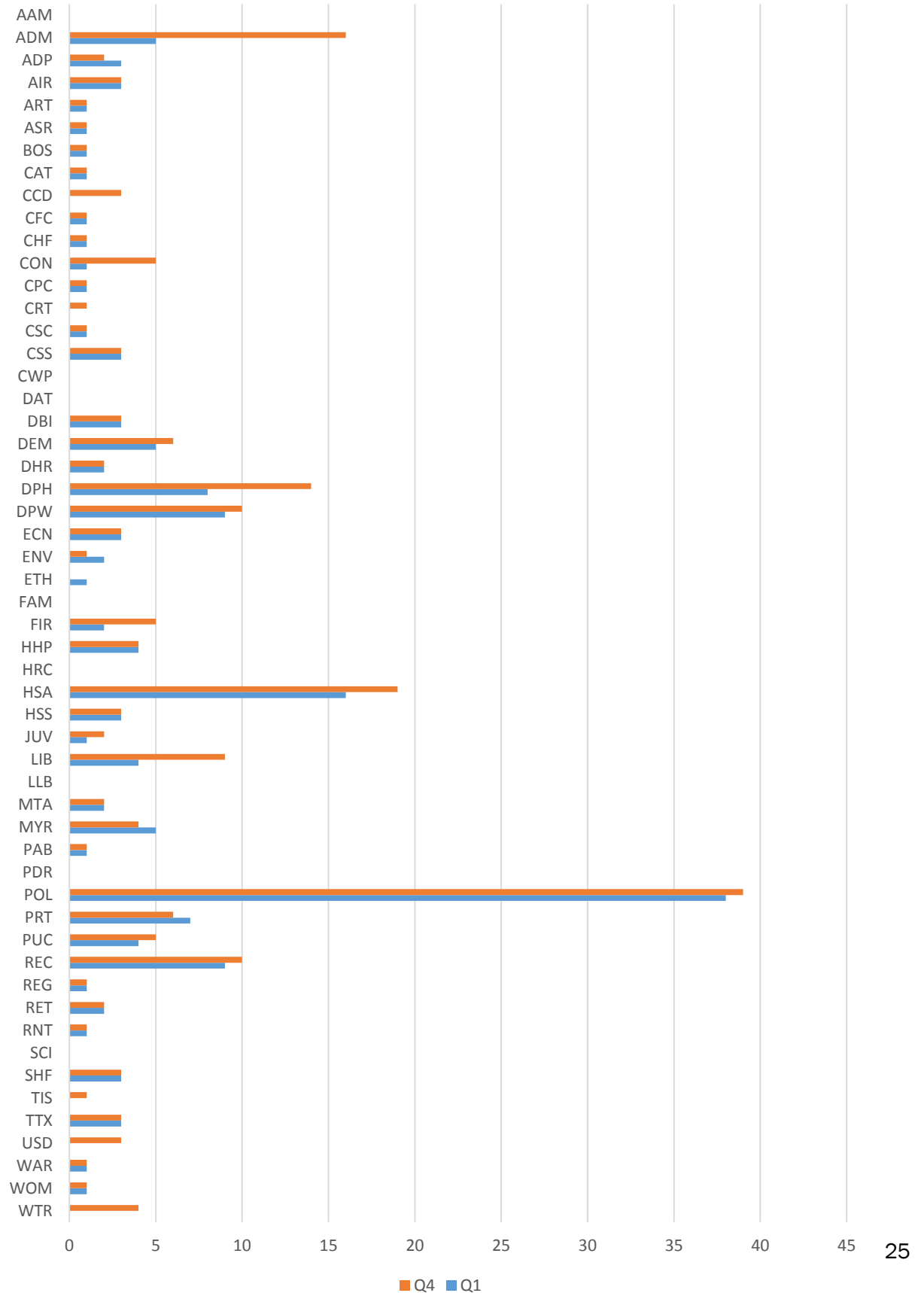
PART 4: SPECIAL PROGRAMS

Getting in Balance: a Diabetes Prevention Program Study

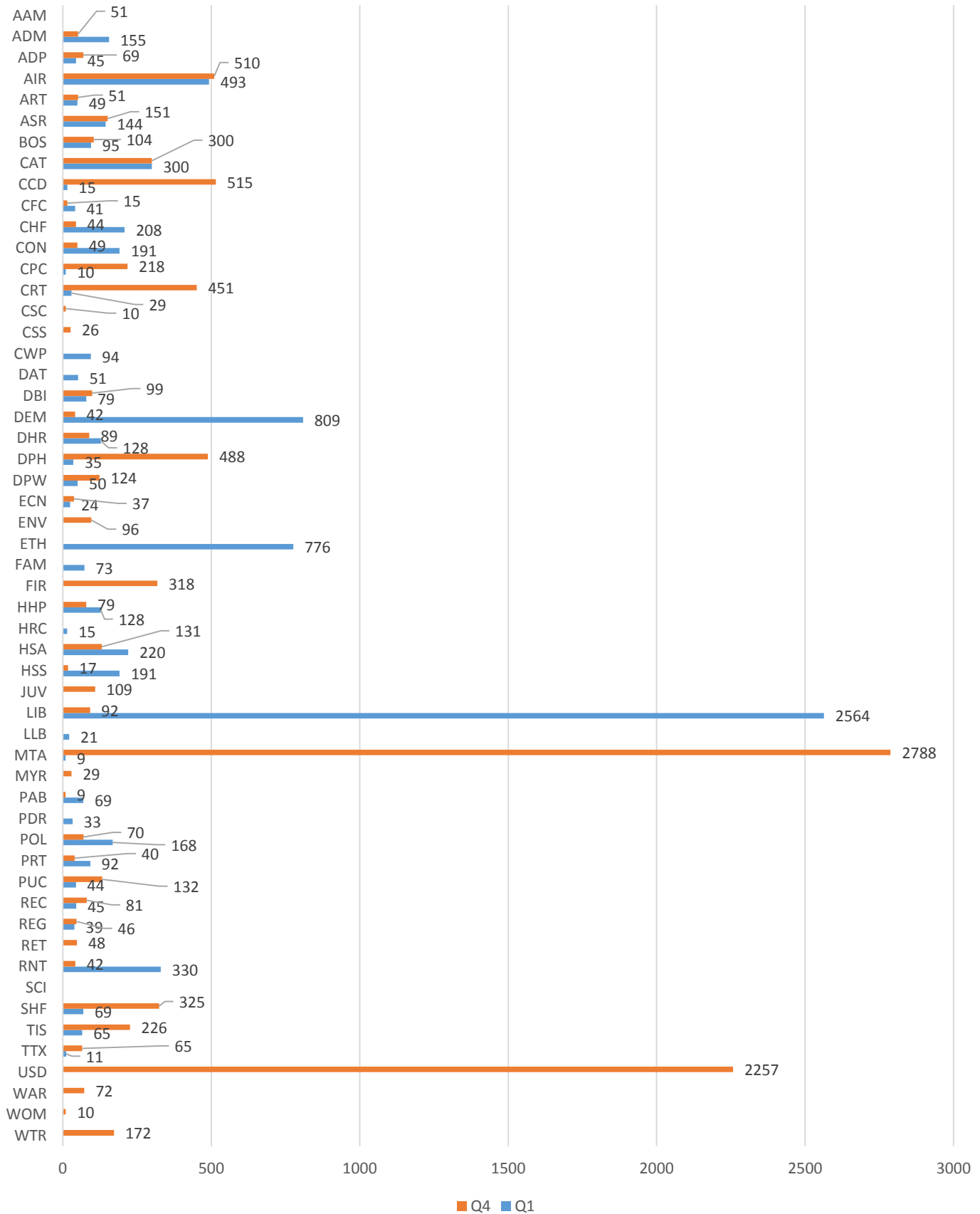
UCSF Stress and Resiliency Training

APPENDIX 1:

Number of Champions By Department: Q1 2015 vs. Q4 2015



Champion to Employee Ratio by Department: Q1 vs. Q4 2015



APPENDIX B: CHAMPION TRAININGS

January Training: Prevention: Heart Health

Highlights

- 81 total Champions trained
- A total of 5 trainings were provided to Champions in Q1/2015. 3 were in-person trainings and 2 were webinar presentations targeting Champions who could not come to the in-person trainings. 1 of these 2 were exclusively for Hetch Hetchy Champions.

Goals

- To bring wellness activities to the workplace
- To educate and promote awareness of the importance of heart health and the risk factors associated with heart disease
- Bring awareness raising events to the worksite: Advanced Biometric Screening, Basic Biometric Screening
- Report back by completing a Q1 Champion survey

Prevention: Bringing Well-being to the Workplace focusing on Heart Health

- Five 90 minute trainings were provided over the course of 2 weeks
- Goals of the training were:
 - Provide an update to the Champions on the Q4/2014 Well Being Assessment's Citywide results
 - Understand the goal of bringing well-being to the workplace
 - Plan a heart healthy activity for employees to engage in wellness at the workplace through a menu of offerings
 - Understand HSS and Champion roles
- The training materials provided resources and were uploaded to the Champion website and can be found at <http://www.myhss.org/champion/Q12015.html>

March Training: Movement: Shape Up Walking Challenge - 65 Champions Attended

Purpose

To provide Champion with tools and resources to support the Shape Up walking challenge City-wide initiative at the worksite.

Format

A 90-minute in-person training was offered over four different days and times. Champions were to only attend one of the 4 offerings.

Training Content

The Shape Up training provide tools and resources to encourage and support physical activity at work during breaks and on meal periods. It also reviewed the Shape Up Walking Challenge, HSS's new role, resources for Team Leaders to assist in recruiting, supporting and motivating team members throughout the program and resources for participants on setting goals and staying motivated throughout the challenge. Trainings provide resources for Champions in three key areas. All materials for the Q2 training can be found on the Champion website.

Optional Training (May): Group Exercise Training – 6 Champions Attended

Purpose

The group exercise training was offered as an optional training for all Champions who were interested in bringing on a Zumba and/or Yoga class onsite to their department.

Format

Four trainings were offered over the course of two weeks. The 30-minute training was provided via a webinar. Afterwards, the slide deck was then posted to the Champion website for those who were unable to attend and for Champions to review as needed.

Training Content

The training provided an overview of the importance of being physically active and how the worksite can support physical activity. It provided an overview of the history and relationship between Recreation and Parks department (REC) and the Health Service System (HSS), along with walking through the steps to start a group exercise class onsite.

Quarter 3 (June): Well-being Program Update - 66 Champions Attended

Purpose

To provide an overview of the 2014 Well-being Assessment results and share aggregate results. The training also included a review of well-being resources for individuals and to the workplace and identify needed resources. A review of three special programs (Flu Shot Clinics, Diabetes Prevention Program Study and Nonviolent Crisis intervention Pilot) and determine interest.

Format

The 90-minute in person training were offered over a course of two weeks. Four training days were offered. Champions only needed to attend one of the four trainings. Champion resources and support materials were posted on the Champion website.

Training Content

The 2014 aggregate Well-being Assessment results were shared and an outline of the communication plan with employees and leaders was shared. The training provided an overview of the six areas (Basic Assess, Emotional Health, Work Environment, Physical Health, Healthy Behaviors and Life Evaluation) supported by the Well-being Assessment and the City results when compared to the state of California. Champions also received a review of the well-being resources that would assist in ones individual well-being in addition to those activities that could be brought to the workplace to support a culture of health. Two pilot programs were introduced (Non-violent crisis intervention program and the Diabetes Prevention Program Pilot) and

Quarter 4 (August & September): Well-being Assessment, Flu Clinics and Happy Healthy Holiday – 102 Champions Attended

Purpose

Training this quarter provided an overview of the roles and responsibilities for champions and departments during the Well-being Assessment and worksite Flu Clinics. An overview of the October Health Happy Holiday webinar provided insights on what Champions need to start thinking about to support a healthy, happy work environment during the holiday timeframe.

Format

Four trainings were offered over a course of two weeks in August. Two additional make up trainings were provided in September. The 90-minute in person training was provided to support the City-Wide Initiative, worksite Flu clinics and Happy Healthy Holidays. Champions were to only attend one of the 4 offerings. If they were not able to attend the trainings in August, two make up trainings were provide in September. The Champion website provided all training materials and support documents.

Training Content

An overview of the Well-being Assessment goals, Champion expectations in supporting the initiative, marketing tools and changes to the program were outlined in the training. Champions also received an overview of promoting flu shots and worksite flu clinics in addition to receiving a high level overview of the October Happy Healthy Holiday webinar.

Webinar (October): Happy Healthy Holiday (KU) – 67 Champions Attended

Healthy Holiday and Flu Shot trainings were two new trainings to strengthen their wellness skill sets this year. Offered to Champions this year.

Healthy Holiday Webinar Champion Training

Champions were offered a Healthy Holiday Webinar Training in November and December of 2015. The purpose of the training was two-fold. The webinar provided Champions with WBA updates and to equip them with fun and engaging ways to promote healthy behaviors throughout the holiday season. Resources provided were associated with worksite activities for weight management or stress management. Activities were existed in three categories:

1. Awareness Resources
2. Worksite Program Resources-
3. Cultural Resources

Awareness Resources-

Awareness resources offered easy ways to engage employees about how to be successful while practicing healthy behaviors at the worksite. Champions were given reminders on such, via the Champion Website, and in their monthly electronic newsletter. Tips on relaying health messages in staff or department meetings were also included. Champions were given weekly emails to share with employees about certain activities related to Maintain Don't Gain activities, reducing stress, icebreakers and creating wellness in their workspaces.

(Review survey Data about this if possible?)

Worksite Program Resources

These resources related to promoting health at the worksite, like the MDG Weigh-In and Weigh-Out activity and the taking group healthy pledges during staff meetings, and were given the opportunity to use icebreakers related to stress management.

Cultural Components

Cultural components weighted heavily in content for the webinar training, these resources were key elements to implementation of worksite activities that related directly to the culture of the worksite. In planning this training, Wellness coordinators wanted ensure that curriculum nurtured emerging wellness environments at worksites. Champions were asked to consider their cultural norms that would gage the degree of difficulty of implementing certain activities.

The Maintain Don't Gain Resources

The Maintain Don't Gain (MDG) Program and Happy Holiday stress reduction activities and resources were the two cultural components that were featured in the webinar.

Resources showcased were the Get Up and Move Tool Kit, The Maintain Don't Gain On-line Holiday Challenge (different from the MDG Wellness Center and on-site Weigh-in and Weigh-Out Challenge), MDG Healthy Holiday Pledge handouts, Walk and Talk staff meeting guidelines, Taking the Stairs Promotional posters, a Thanksgiving Day Workout Poster, and Wellness Coaching. The purpose of all tools were to assist Champions supporting coworkers during the holidays.

Putting the "Happy" back in Happy Holidays

Happy holiday resources were shared to address holiday stress, and emotional well-being, Content emphasis showcased time management exercise, weekly emails, infographics, stress reducer posters, and a Simplify the Holiday Pledge, On line resources offered was the on line webinar, Nutrition Decisions , hosted by Dr. Carolyn Dunn of North Carolina State University. The webinar is a part of the Eat Smart, Move More, Weigh Less website. The last cultural component was the 12 Days of relaxation challenge which showcased 1 short video a day (all under 10 minutes) with a mini relaxation practice.

Healthy Holiday Training Survey Results

67 champions attended the Healthy Holiday Training. Champions were asked to provide feedback related to the Healthy Holidays. Data collected revealed that 63% of champions promoted Healthy Holiday activities and resources. Other insights were that there was some barriers due to the absences and staff shifting, Champion turnover, and end of year work related responsibilities took precedence over optimal promotional activities.

APPENDIX C: Shape Up Walking Challenge Report

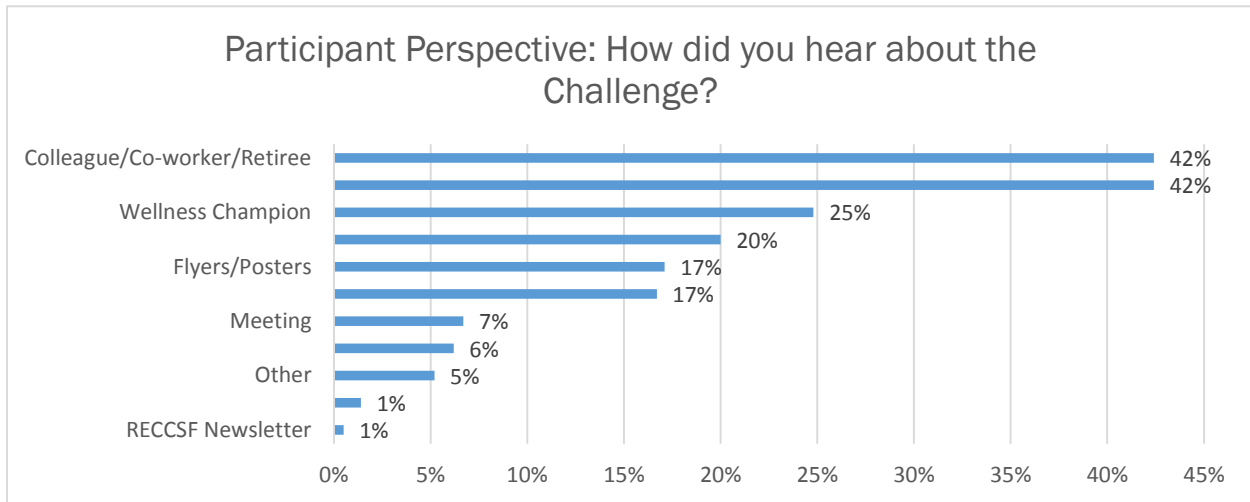
The Health Service System (HSS) partnered with Shape Up Coalition and the Department of Public Health (DPH) to implement the annual San Francisco Shape Up Walking Challenge. HSS supported CCSF employees while Shape Up Coalition supported the community participants.

“I enjoy [the Shape Up Walking Challenge] every year. The existence of this program is a huge bonus to working for the City.”

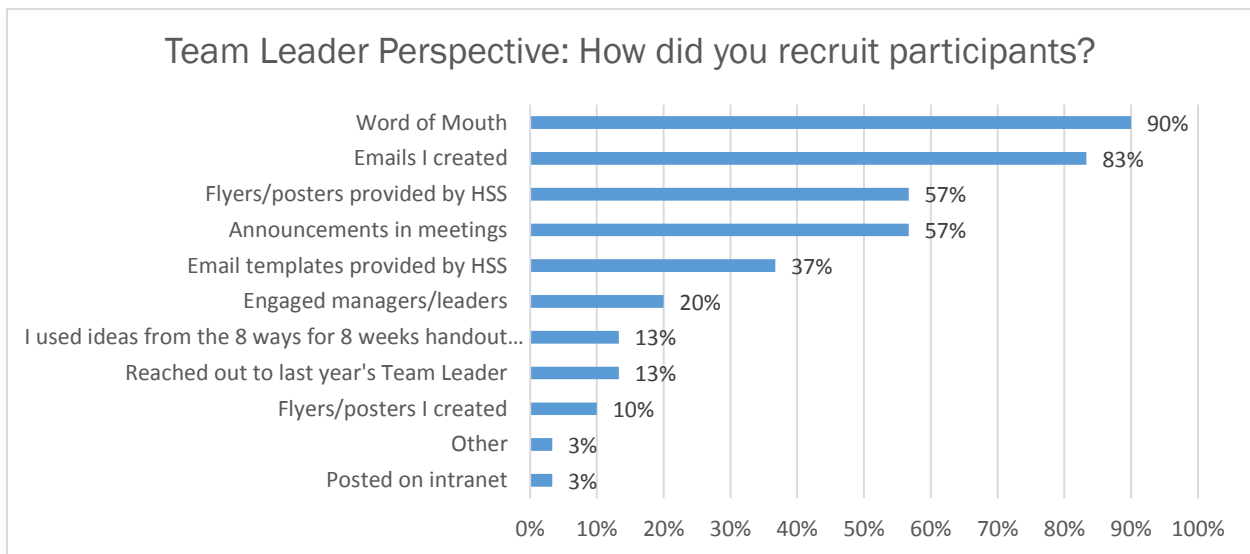
“There are weekends that I don't feel like walking, but then I realize that this program is called a Challenge for a reason. So I tried to overcome my challenge of not wanting to walk to push myself to walk for myself and my team. And it works!”

Implementation Goals and Results

1. Share responsibilities with the Shape Up Coalition in 2015 to facilitate the transition of HSS spearheading the Challenge in 2016.
 - HSS's role included recruiting and motivating employee and retiree teams, providing giveaways and prizes, and contributing to weekly newsletter content.
 - Shape Up managed the website, wrote and distributed the weekly newsletter content, arranged the celebration, determined weekly contests, and more.
2. Provide training and resources to Champions to facilitate recruitment of teams.
 - 64 Champions attended the in-person training. All Champions were directed to the website: http://www.myhss.org/champion/index_Q22015.html which included a variety of resources not only to promote the challenge, but also to promote physical activity.
3. Promote the challenge to employees.
 - HSS used the HSS website, Champion network, enews, and Wellness Center email to promote the challenge to employees. HSS also shared information with Human Resource professionals group.
 - To enhance communications in 2015, HSS created an email template and a variety of flyers including instructions for participants and emails to recruit team leaders and members. HSS also provide an email template to department heads to promote the Challenge as well as offering support to being physically active during the workday.
 - According to a survey of 243 individuals (87% were City employees), participants were most likely to have heard about the Challenge from a colleague/co-worker/fellow retiree or an email from the department/Champion.



- According to a survey of 34 team leaders, 90% used word of mouth to recruit team members, 83% used emails they created, 57% used flyers, and 57% made announcements in meetings.



4. Enhance reporting.

- The following questions were added to the registration process to better track HSS member participation, including department-specific reporting.
- Additionally, Champions and Team Leaders were surveyed to learn more about the members' experience.

Are you a City employee or retiree?: * Are you an employee or retiree of CCSF, SFUSD, Superior Courts, or City College?

What City department do you work for?: If you are an employee of CCSF, SFUSD, Superior Courts, or City College, what code represents your department?

Are you the spouse, domestic partner or child of a City employee?: * Are you the spouse, domestic partner or child of an employee or retiree who works for CCSF, SFUSD, Superior Courts, or City College?

Physical Activity Disclaimer: By checking this box, I agree to the following. I understand that my participation in the Shape Up San Francisco Walking Challenge is strictly voluntary and that before embarking on any physical activity program, I should consult my personal health care provider. Participating in physical activity may involve certain risks and I assume all associated risks. Any injuries suffered in conjunction with participation in this program shall not be subject to reimbursement under any workers' compensation law or any other applicable law. *Required for participation

Informed Consent: Together with the Shape Up SF Coalition, the Health Service System (HSS) of the City and County of San Francisco is offering the Shape Up SF Walking Challenge to encourage physical activity among San Francisco residents, City employees, retirees, their families. I understand that by participating in the Shape Up SF Walking Challenge, I agree to provide limited personally identifiable information to HSS, including all items in the registration such as my name, email, physical activity goal, Zip code, current exercise level, age, and physical activity tracked during the program. I also understand that together with other participant data, the HSS will use de-identified, summary-level (aggregate) data to assist the HSS in monitoring the success of the program and in improving and/or developing effective health and wellness programs in the future. By checking this box, I give my permission to Health Service System (HSS) of the City and County of San Francisco to use my information as described.

*Required for participation.

Participation

As this was HSS's first year playing an active role in the promotion and implementation of the Walking Challenge, it served as a baseline for future participation. HSS actively recruited CCSF employees through the existing Champion network, retirees through the RECCSF monthly meetings, and all HSS members through the enews and myhss.org. 1932 HSS members participated in the Challenge.

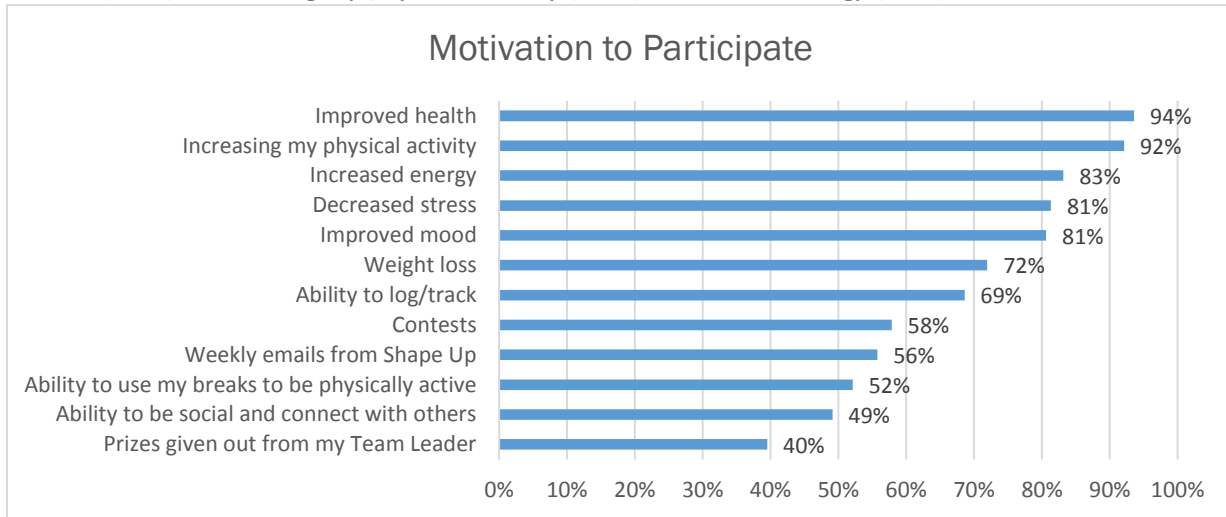
| HSS Member Group | Individual Participation | Number Teams |
|-----------------------------------|--------------------------|--------------|
| City and County Employees | 1834 | 157 |
| Unified School District Employees | <30 | 5 |
| City College Employees | <30 | 3 |
| Retirees | 35 | 19 |
| Family Members | 42 | 26 |

The remainder of this report addresses only the City and County employee participants and teams. Participant feedback referenced in this section is based on a survey of 243 individuals (87% were City employees).

Participant Characteristics

- 62% of survey respondents reported that this was the first year they participated in the Walking Challenge.
- 7% have been participating all 8 years.
- 27% were highly satisfied with the Challenge and 55% were satisfied.
- 83% reported that the Challenge motivated them to be more physically active.
- 95% plan to remain as active as they were during the Challenge.

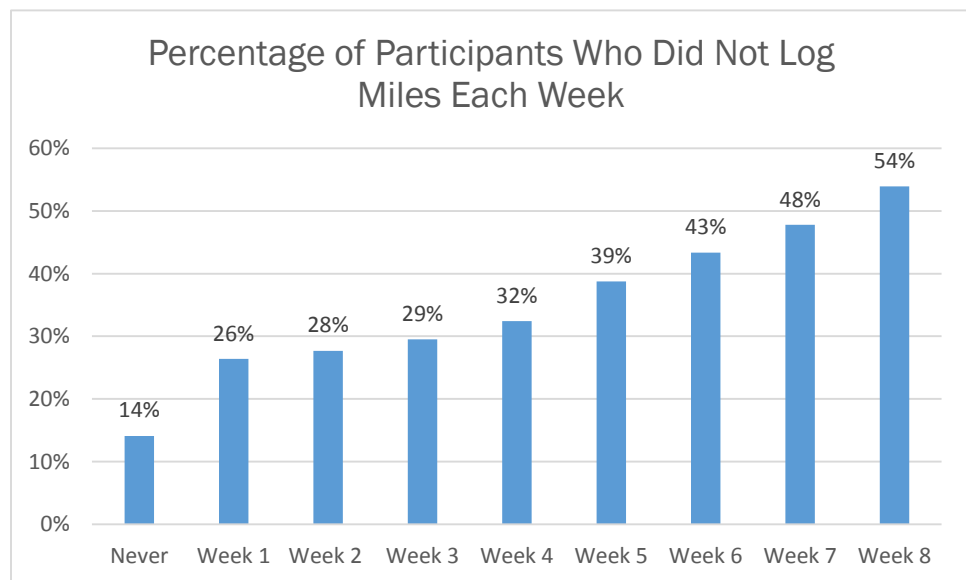
- 88% plan to participate in next year’s Challenge.
- The top six reasons were all related to physical benefits of participation: improved health (94%), increasing my physical activity (92%), increased energy (83%), decreased stress (81%), improved mood (81%), and weight loss (72%).



(81%), improved mood (81%), and weight loss (72%). Extrinsic motivators like contests and prizes were lower on the list.

Mileage Tracking

Participants are asked to log miles each week, however some participants log multiple weeks at one time. Overall 14% of those who registered for the Challenge never logged their miles. The percentage of those not logging doubled from 26% in week 1 to 54% by week 8.



Participant Comments:

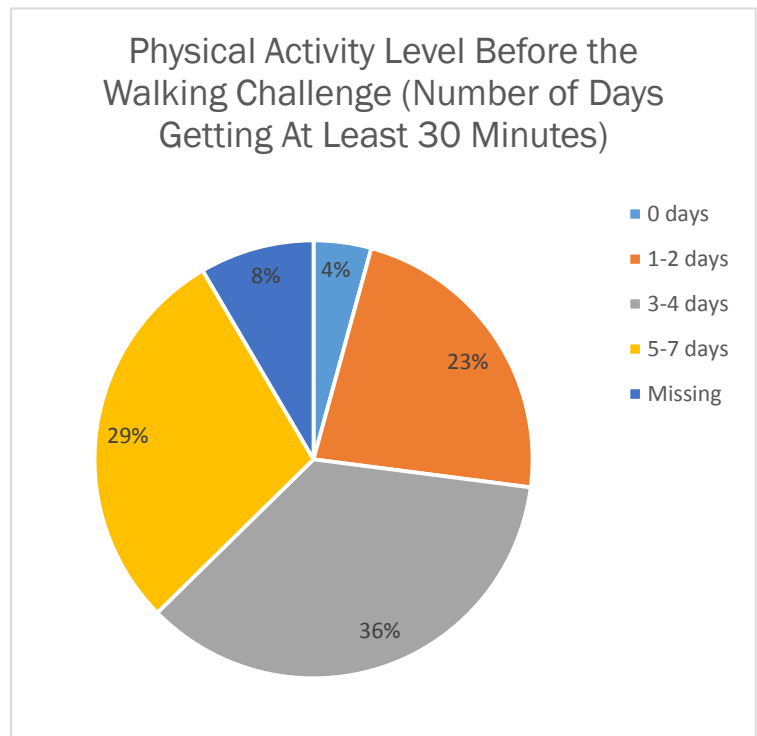
- *“Tracking did motivate me to reach my goal. With the pedometer I realized that each day I walked more than I realize. 10 miles was an easy goal (even though I didn't always input into the tracker).”*
- *“I like the feature that I can see my other team members' walking performance. I like the challenge that I need to walk more or be par with others. It's another motivation.”*
- *“Logging my activity and walking mileage was exciting to me. It was pretty surprising to actually see how far I walk in a day. We're lucky to live in a city that allows you to walk places. Knowing I was logging my mileage motivated me to walk.”*
“I know people are active, but seeing the miles tally week after week was simply amazing.”

- “I'm not much of a tracker on my physical activities, but this made me more aware of how I'm doing and learned ways to track and improve my progress.”
- “Have a way to use technology to sync your activity via fitbit or other fitness bands.”
- “Set up daily email reminders where someone can respond with the answers you need to autopopulate the data fields you want to log.”
- “People often find the logging tedious and I feel like that detracts participants.”
- “Please have a new course different from walking the CA Coastline! How about the Muir Trail?”

Participation Goals and Results

The following results are based on self-reported data provided using the Shape Up website. The results do not include offline members.

5. Actively recruit less active employees (those currently getting 30 minutes of moderate physical activity 0-4 days per week) to participate. Goal = at least 30% of participants will be less active.
 - 27% of participants were sedentary before the challenge (0-2 days of activity/week).
 - 36% of participants were moderately active, but not reaching the recommendations.
 - 29% of participants are already reaching the recommended amount of physical activity.



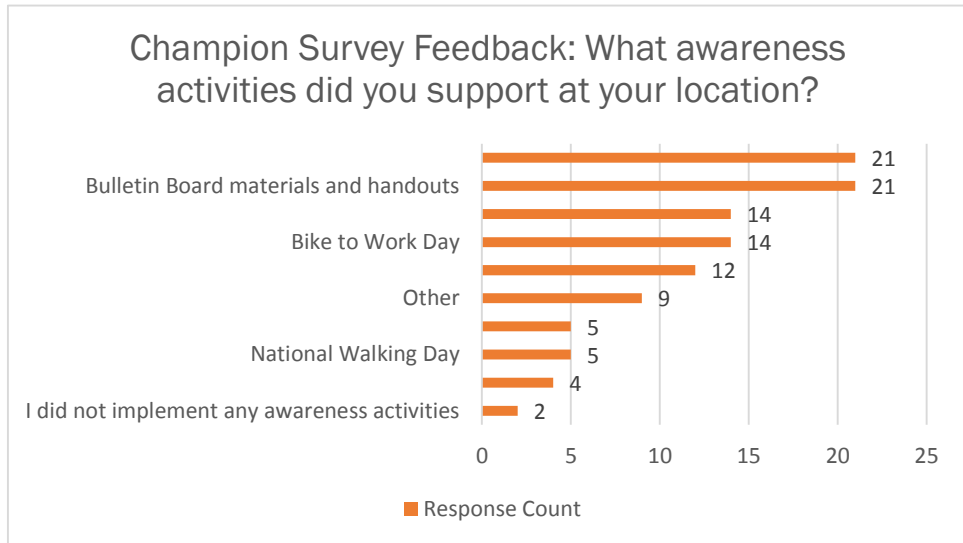
Champion Survey Results

Only 39 of over 150 Champions responded to the Champion survey. This is less than a 25% response rate. The following results are based on that survey.

Awareness: Inspire and Educate About Physical Activity

Champion Goal: Implement at least one awareness activity in order to promote benefits of and opportunities for physical activity.

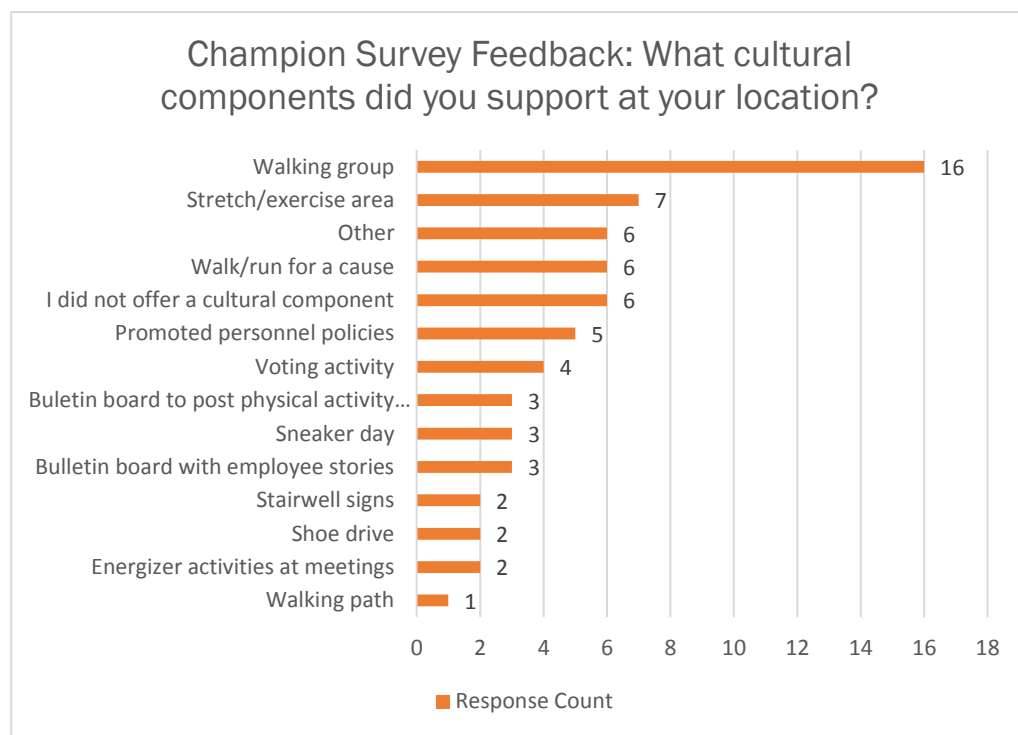
- 94% of Champion respondents implemented an awareness activity.
- The most common awareness activities include promoting the physical activity resources available through HSS, the health plans, and SF Rec and Pak as well as providing bulletin boards and handouts.



Cultural Components: People, Place, Policy

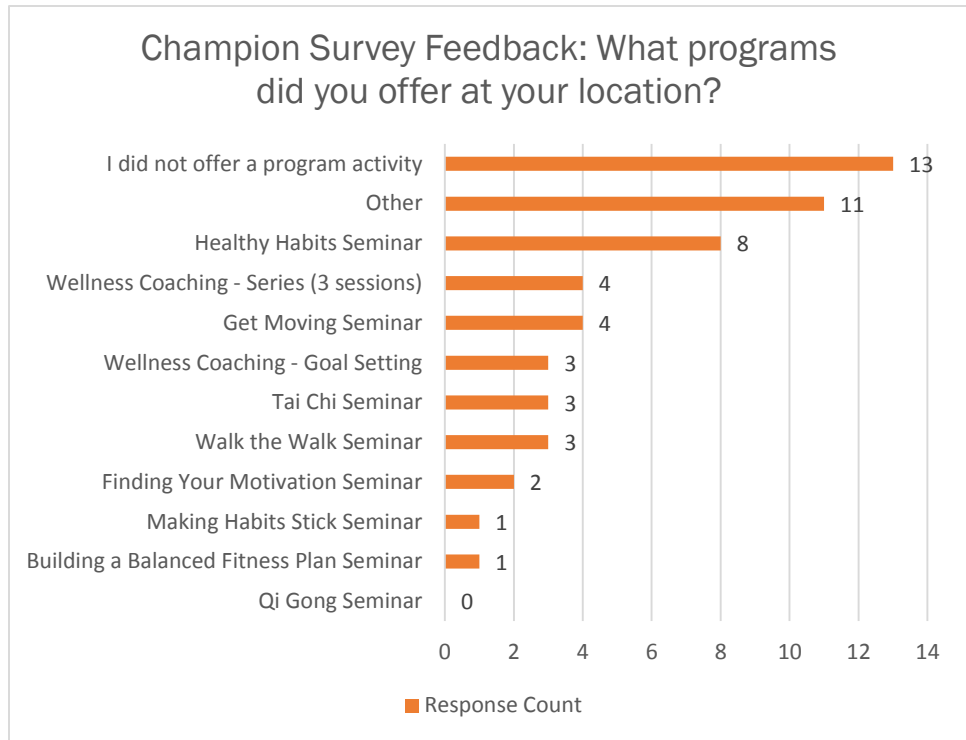
Champion Goal: Promote and facilitate physical activity on breaks for all employees. Implement at least one cultural component (3 Ps).

- 82% of Champion respondents implemented a cultural component.
- The most common cultural component was walking groups.

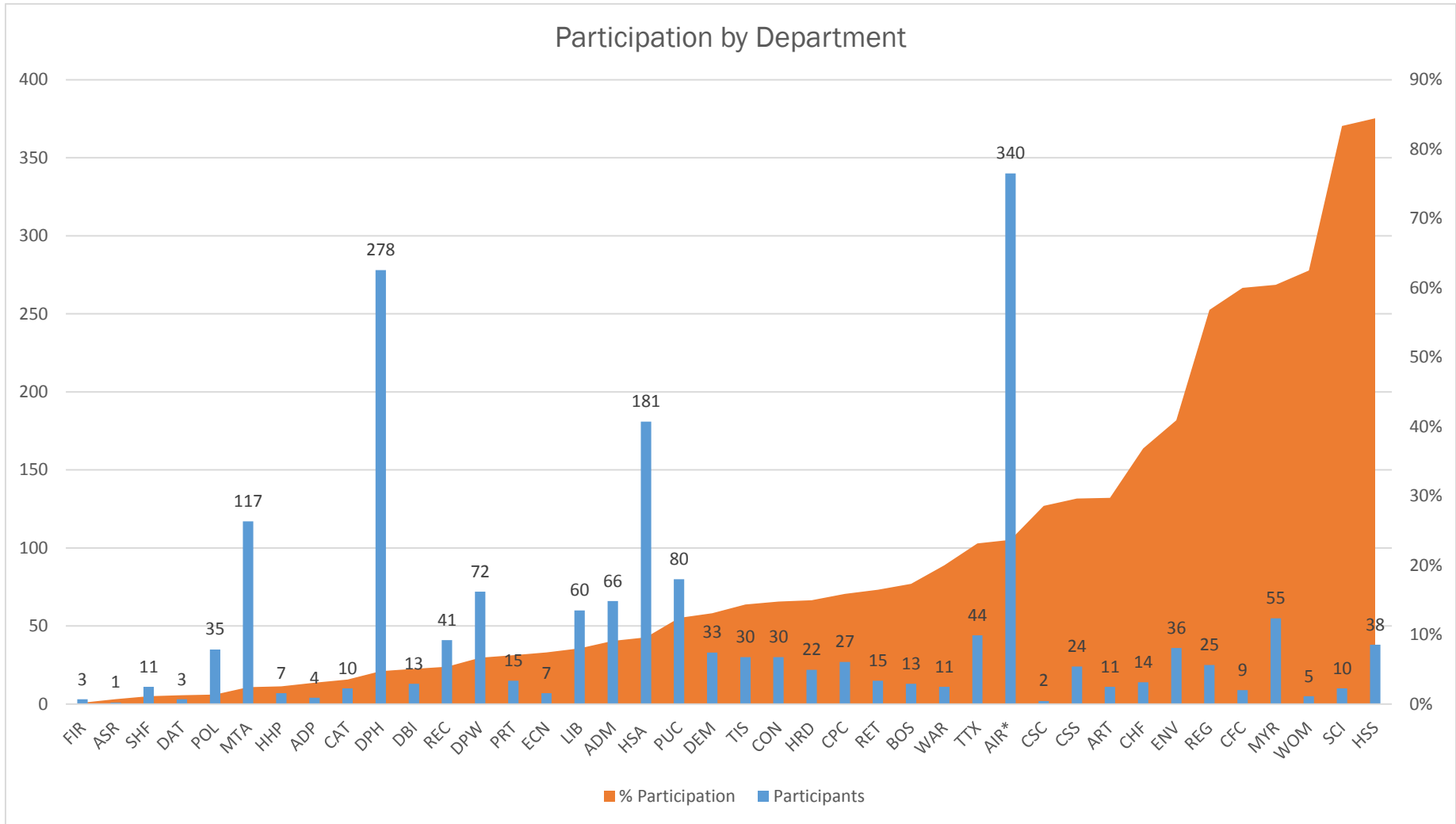


Programs: Champion Survey Feedback

In addition of offering the Shape Up Walking Challenge, Champions had the opportunity to offer other programs to promote physical activity. 60% of Champion respondents offered a physical activity program. The Healthy Habits seminar was the most common.



6. Encourage participation of all City employees. Goal = at least 20% participation by department.
- 39 departments had individual participants (see list below).
 - On average there were 45 participants per department or an average of 21% participation among participating departments.
 - 14 departments reached or exceeded the 20% goal.



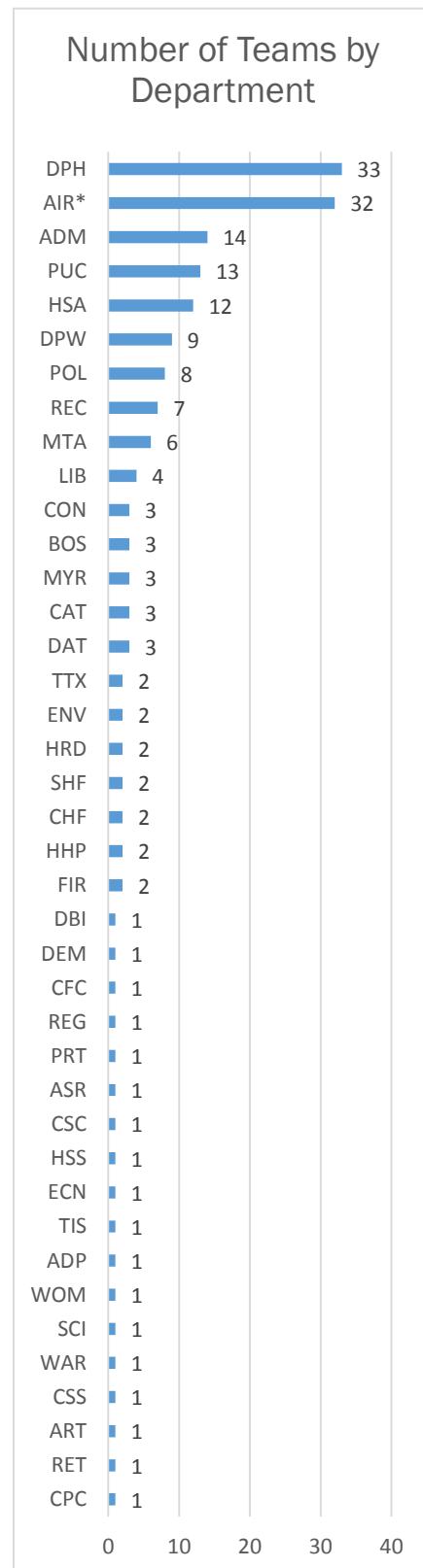
* Given the large number offline team members at the Airport, these results under-represents the participation.

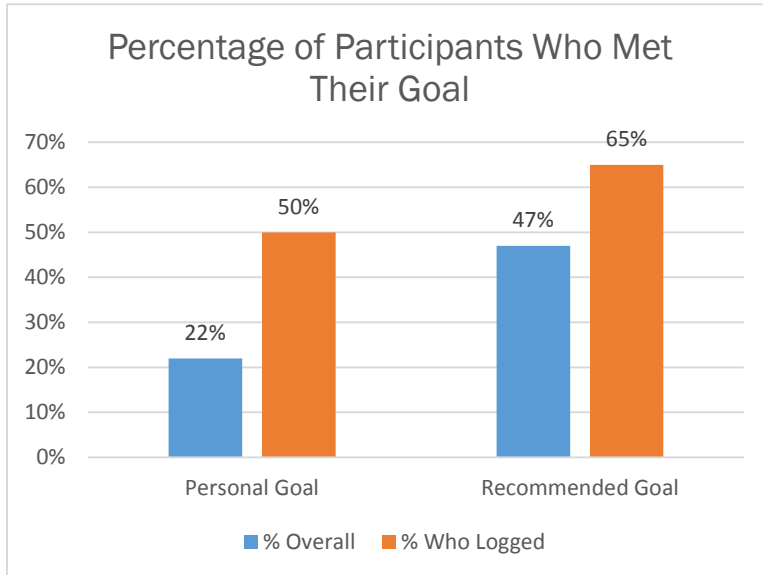
7. Encourage team members to work together to reach 1,016 miles (the length of CA) in the 8-week timeframe. Goal = 75% of teams will reach the goal.
 - There were 157 teams with City employees on them.
 - 73 teams reached the goal. This represents 46% of teams, but may underestimate the number of teams that reached the goal because non-City employee team members were removed from this analysis.
 - The average team member averaged 142 miles during the challenge, which when converted to minutes is approximately 30 minutes of physical activity on 4 days of the week.

8. Encourage individuals to set and work toward individual goals. Goal = On average, individuals will be within at least 1 mile of their goal.
 - HSS provided guidance this year on how to set reasonable goals that help individuals work toward the physical activity recommendation of at least 150 minutes of physical activity each week. In general, participants set more challenging goals than recommended.

| Current Activity Level (days/week) | Suggested Weekly Mileage Goal (miles/week) | Mileage Converted to Minutes/Week (based on a 15-20 minute mile) |
|------------------------------------|--|--|
| 0 | 3+ | 45-60 |
| 1 | 4+ | 60-80 |
| 2 | 6+ | 90-120 |
| 3 | 8+ | 120-160 |
| 4 | 9+ | 135-180 |
| 5 | 10+ | 150-200 |
| 6 | 11+ | 165-220 |
| 7 | 12+ | 180-240 |

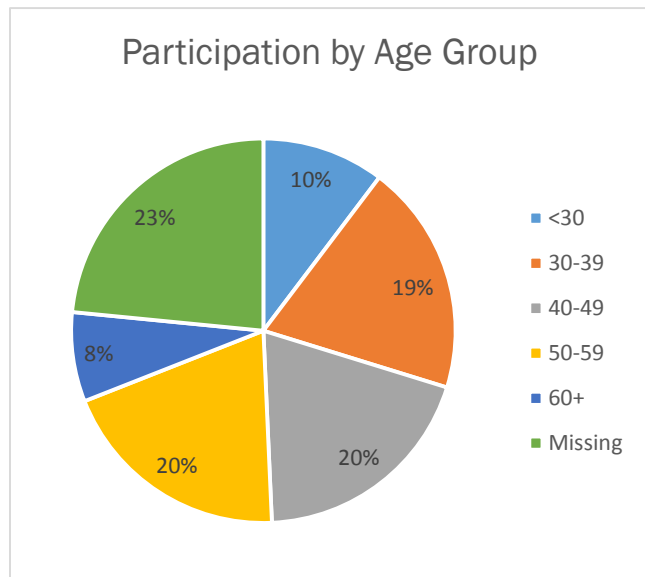
- 50% of participants who logged their miles met their personal goals. 65% of those who logged met the recommended goals.





9. Encourage participation regardless of age.

- One of the three key messages was: *Be Active at Any Age: This program is for everyone regardless of age, current physical activity level, and health status.*
- There was almost equal distribution among those in their 30s, 40s, and 50s.
- The average age of the participants is 44.
- Of note is the large number of employees who did not report their age. 23% of the data is missing.
- 27% of survey respondents found the “Be Active at Any Age” useful.



10. Encourage a variety of physical activities, not just walking.

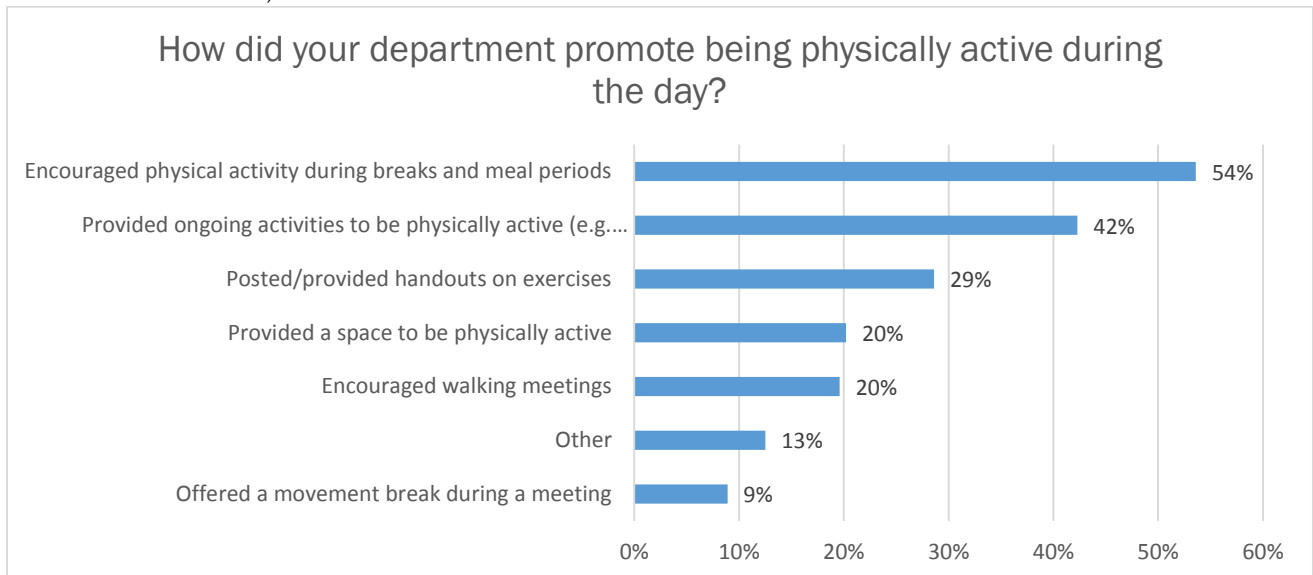
- One of the three key messages was: *Be Active Your Way: Walking is easy, fun, and free, but incorporate any type of physical activity you prefer for this challenge. If your movement can't be calculated as miles, just use the formula, 20 minutes of moderate activity (i.e. gardening, biking, swimming, basketball, or dancing) is equivalent to a mile. Choose the type of physical activity that is right for you and get moving.*
- 22% of survey respondents found the “Be Active Your Way” resources useful.
- Participant Comments:
 - *“It got me to walk more on Fridays after work and enjoy the outdoors.”*
 - *Keep it at 8 weeks. Advertise free activities in the Bay Area not just SF. Possibly advertise group walks on the weekends. Pick different spots in SF and in the Bay Area, ie. Ocean Beach, etc.*

11. Encourage physical activity throughout the workday.

- One of the three key messages was: *Be Active During the Day: Do you sit most of the day? Getting up and moving restores energy, helps concentration, and provides the many health*

benefits associated with being physically active. Remember, physical activity for bouts of 10 or more minutes have positive health benefits.

- 28% of survey respondents found the “Be Active During the Day” resources useful.
- 70% of survey respondents offered feedback on how their department promoted being physically active during the day: The most common ways were by encouraging physical activity on breaks and meal periods as well as offering ongoing opportunities to be physically active.
- Participant Comments:
 - “[The positives of the Challenge were] that my department was talking about it and those who I haven't seen be physically active during their break, became physically active.”
 - “I enjoyed the social benefits of forming a team with our office staff and going on group walks.”
 - “The socialization piece with my colleagues made it more fun than it already is. It became a topic of conversation.”
 - “There was no support from our central management to participate - none of them logged their miles, sent out an email, or suggested ways to incorporate exercise into our daily work lives. Our organizational culture still encourages working through lunch, etc.”



Participant Stories

- *The Walking Challenge encouraged our office to start a walking group. We would take walks as a team and explore places of interest around the neighborhood. It was an enjoyable experience to spend some stress free time with colleagues and get some fresh air.*
- *A supervisor who never works out and has serious weight issues joined and committed to a 3 days a week work out regiment. Logging miles kept him accountable and he felt part of a team which was encouraging.*
- *I reassessed what I wanted in my life for 2015 and had made a list of things that made me happy. The relevant items were: being outside, biking, and NOT driving. So to check off those three items, I've chosen to bike to work from 2 days a week to 4-5 days a week and I've become so much happier, in addition to other bonus gains, of course (i.e. increased health, more money saved from not driving, and more energy at work, etc.)!*
- *"If you don't like something change it. If you can't change it, change your attitude." -Maya Angelou. I feel like this quote really resonated with me throughout the Walking Challenge. It*

encouraged me to take the first step (pun intended) to improve my overall physical health and mental well-being.

- *I noticed that the days I jogged, I also walked more. Getting a boost of activity propelled me to walk around work more.*
- *I was pleased to find that doing a little extra walking during the day made a big difference in my overall health and attitude.*
- *I am tired at the end of the day but a co-worker reminded me that if I have 30 minutes that's good enough. I find that 30 minutes extends into 45 to an hour and half when I get going.*
- *I pushed myself to step out for walks during lunch, then that turned into me walking home from Bart on 24th St. all the way to Bernal Heights hill where I live. This motivated my family.*
- *The Walking Challenge is a great motivator to keep moving - I am recovering from a minor stroke, and every step is part of that healing.*



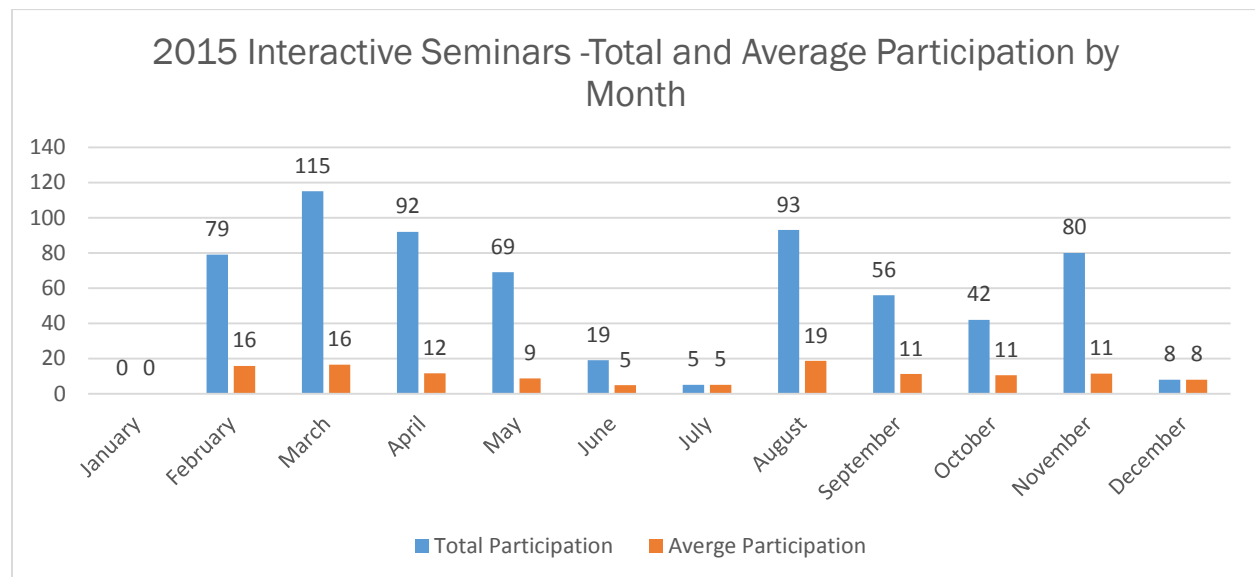
Appendix: Interactive Seminars and Series

Goals

HSS provides a variety of worksite seminars based on four holistic wellness pillars that are created to encompass all areas of wellness. They are prevention, movement, nutrition and peace of mind. The goal is to provide employees with educational seminars at the worksite that will help and inspire them to create healthy habits and live healthier lives.

Highlights

- 56 seminars were provided Citywide by 20 CCSF departments during 2015.
- 658 employees participated.
- 12 was the average number of employees per seminar, with a range from 2 to 30.
- EAP and KP provided 50% and 45% of the seminars respectively.
- The seminars with the greatest participation were Managing Stress (30), UCSF Stress Management and Resiliency (28), Managing Stress (28), Balancing Work and Family (24) and Time Management (24).
- The three most requested seminars were Managing Stress (11), Dealing with Difficult People (8), and Nutrition for Vitality (7).
- The overall satisfaction rating for seminars in 2015 was 4.4 out of 5 or 88%.



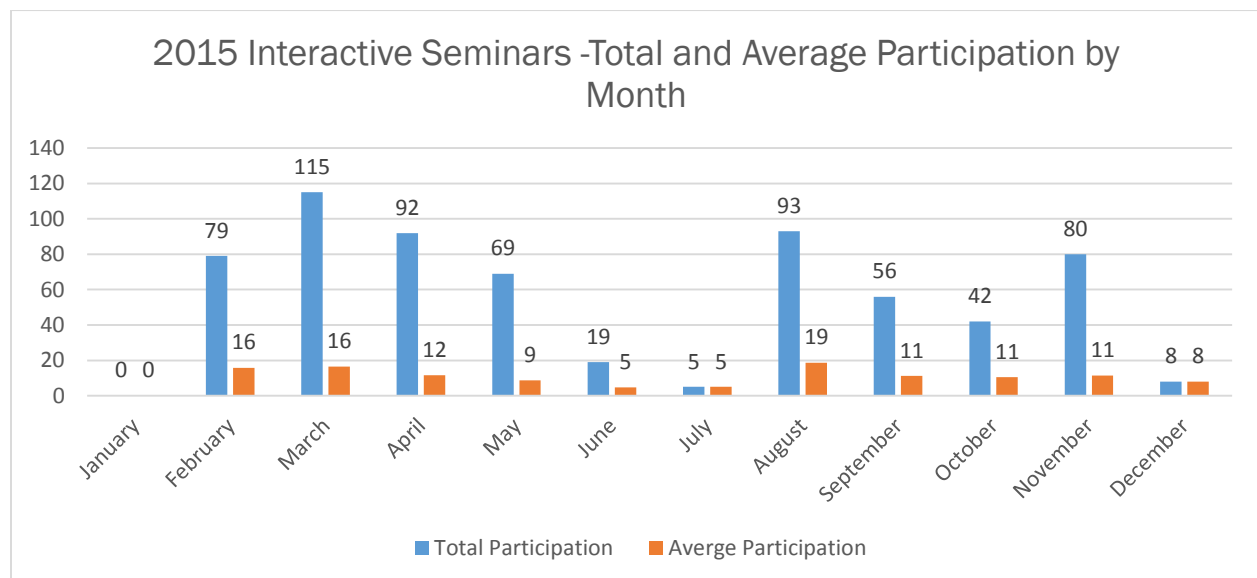
Participation

Overall in 2015, 658 employees participated in 56 worksite seminars. The average attendance was 12. In the appendix section of this report is the 2015 list of all seminars categorized by name, department, month, attendance and group satisfaction score. Seminars with the highest attendance tended to be related to the peace of mind pillar. They were Managing Stress (30), UCSF Stress and Resiliency Training (28), Managing Stress (28), Time Management (24) and Balancing Work and Family (24). In addition HSS provided a series of Qigong classes, which was highly attended. 52 MTA employees participated in 8 weekly Qigong classes during the months of August and

September. 20 Departments hosted onsite wellness seminars in 2015. They are ADM (8), Air (5), ART (2), CAT (2), CHF (2), CON (1), DBI (3), DCYF (1), DHR (2), DPH (8), HSA (2), LIB (1), MTA (1), MYR (2), OCC (1), POL (3), PUC (3), REC (3), RET (3), and TTX (1).

Champions learned about the process of bringing wellness initiatives to the worksite during the Q1 2015 Champion training. Since the month of January was when Champions were initially trained on bringing wellness seminars to the worksite it was expected that there would be no seminars provided during that month. February and March's most frequently requested classes focused on Q1 2015's theme of heart health. Champions selected classes to coincide with the training such as Managing Stress (5) and Get Moving (2). Q2's training focus was the Shape Up Walking Challenge and the importance of movement. Nutrition for Vitality (5) Managing Stress (4) and Dealing with Difficult People (3) were the most frequently requested seminars and may also have been selected due to the Q1's training. Creating Positivity in the Workplace was the most highly attended seminar during quarter 2 (23). The Q3 training theme focused on Well-being. The most frequently requested and most popular seminar during Q3 was Dealing with Difficult People (3). It had the highest attendance of any one seminar during the quarter (19). The following seminars all associated with well-being were selected once during this quarter: Fitting in Fitness at Work, Find your Passion, Find your Health: Making Behavior Change, The How and Why of Eating, Time Management and Time Trap. The Q4 training promoted Healthy and Happy Holidays, which focused on improving mental health and eating healthy during the holiday season. The seminars that were the most popular tended to correlate with the Q4 training theme. The most frequently requested seminars were Understanding your Metabolism (4), Time Management (4) and Managing Stress (4). The highest attended seminar was Time Management (20).

Peaks in seminar attendance occurred during March, April, August and November approximately a couple of months after Champion trainings in Q1, Q3, and Q4, which may have been associated with Champions consulting with their departments soon after trainings and scheduling seminars due to the 6 to 8 week lead time necessary to bring an event onsite.



| Seminar | Vendor | # of attendees |
|-----------------|--------|----------------|
| Managing Stress | EAP | 30 |
| Managing Stress | EAP | 28 |

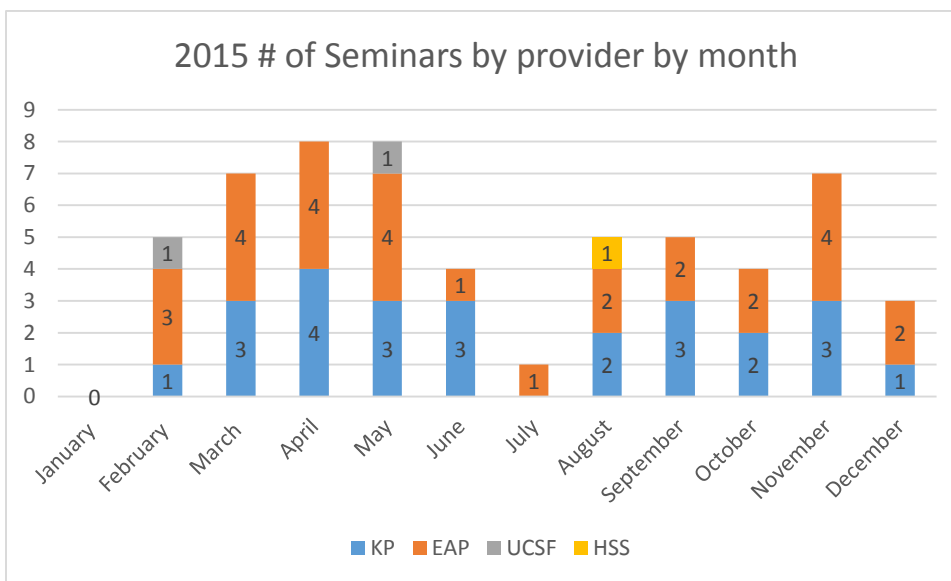
| | | |
|-------------------------------------|------|----|
| UCSF Stress Management & Resiliency | UCSF | 28 |
| Balancing Work & Family | EAP | 24 |
| Time Management | EAP | 24 |

Participation by Provider

Seminars during 2015 were provided by UCSF, KP, EAP and the HSS. The highest level of participant satisfaction was with EAP sponsored classes followed by KP and UCSF. The highest satisfaction rating was earned by an EAP facilitated seminar, Balancing Work and Family (99.2%). The top 5 seminars with satisfaction scores ranging from 99.2% to 94% included Balancing Work and Family, Creating Positivity in the Workplace, Time Management, Dealing with Difficult People and Getting Healthy Sleep, which were all related to the peace of mind pillar.

The highest number of participants in any one seminar was 30 in a EAP facilitated seminar, Managing Stress. The most frequently requested seminars throughout the year were EAP's Managing Stress (11), EAP's Dealing with Difficult People (8) and KP's Nutrition for Vitality (7).

The months of April and May had the highest number of seminars (8) in each month. This is most likely due to the Champions being trained on bringing a wellness activity to the worksite during the Q1 2015 Champion training, and due to the lead time needed to facilitate scheduling, it would be highly likely to see a peak during the second quarter. In 2015 EAP provided the greatest number of seminars (28) followed by KP (25) UCSF (2) and HSS (1). In August 2015, the UCSF Stress Management and Resiliency training transitioned into a pilot program throughout the City. More information on the pilot program can be found in the (insert name of section) of this report.



| Seminar | Vendor | # of trainings |
|-----------------|--------|----------------|
| Managing Stress | EAP | 11 |

| | | |
|-------------------------------|-----|---|
| Dealing with Difficult People | EAP | 8 |
| Nutrition for Vitality | KP | 7 |
| Getting Healthy Sleep | KP | 3 |
| Time Management | EAP | 3 |

Employee Feedback

Participants were asked to respond to a satisfaction survey at the completion of the seminars and series. Here are a few comments from participants.

- “Planning one’s day is the most valuable thought of the day.” --- from Managing Stress During the Holidays
- “Please, more cooking classes. The instructor provided healthy substitutes.” - from Holiday Cooking Demo
- “Learned about the anti-inflammatory differences between seafood and nuts. Very helpful information to improve my nutrition” --- from Weight Management
- “Great introduction to the understanding of my body’s 5 elements. Great presentation.” - Kitchen Medicine seminar
- “Class is not long enough. Two sessions would be helpful.” - Getting Healthy Sleep
- “Eat organic now. The presenter was very well informed. I found the handouts to be valuable.” - Weight Management Overview

Flu Shot Program 2015

Champion Training for Flu Shot Clinics 2014

Background:

At the June 2015 training all Champions were asked to inform us of their interest in hosting a flu shot clinic. All Champions who expressed interest were contacted. If a Champion from a location that previously had a clinic did not actively volunteer, they were contacted to see if they would be able to support such an effort. Decision to host a clinic at a new location was based on Champion interest, proximity to another clinic, and size of the population at the location.

Outcomes:

- Leveraging the Champion network substantially increased the reach of the flu shot clinic program.
- 3739 immunizations were administered at 26 worksite clinics: This represented an 18% increase in the number of participants at worksite clinics compared 2014.
- Average participation/clinic decreased 14%.
- See Appendix 1 for participation by clinic.

| Clinic Participation | 2015 | 2014 | Change from 2014 to 2015 |
|--------------------------------|------|------|--------------------------|
| Vaccinations (number) | 3739 | 3174 | 18% increase |
| Clinics (number) | 26 | 19 | 37% more |
| Participation (average/clinic) | 144 | 167 | 14% decrease |

Champion Training for Flu Shot Clinics 2015

In 2014, champions relied heavily on HSS to oversee the planning, and facilitation of flu clinic worksite locations. This year the Champions Network was leveraged to help expand the flu shot program. The primary steps started with providing a Champion training on the Flu Shot Program. During the Q4 training, 59 Champions were trained on the 2015 Flu Shot program. Champions were trained on their role during the flu clinic season. Their role was to 1) Promote the importance of getting the flu shot, 2) Identify surrounding clinics close to their worksites and 3) Host, attend or volunteer at a worksite clinic.

Champions were also trained on the promotional materials available for the clinics. Promotional materials included a tentative flu shot schedule (confirmation for some sites were still be determined), provider information for employees if they wanted to receive their shot through their health care providers, and a timeline was given. In June, the HSS Coordinators focused on recruitment, while in August and September Champions participated in planning calls for Champions that were hosting. October through mid-November, flu clinics were facilitated.

Flu Champion Training Survey Results

65% of Champions reported that a flu clinic was hosted at their worksite, and 89% of champions whose worksite's did not offer a clinic reported that they promoted worksite clinics nearby, while 67% reported promoting the importance of getting a flu shot.

Recommended Processes and Lessons Learned

Suggested processes to consider for flu clinics in 2016, is to improve the process of scheduling flu clinics to share at the trainings and to provide an engaging prevention based educational option for the champions during the flu season.

From the training it was discovered there was more enthusiasm about bringing flu shot clinics to the worksites than anticipated. Keeping the momentum of this enthusiasm can be used for future planning of 2016 clinics.

GLOSSARY OF EMPLOYER & DEPARTMENT CODES

| Code | EMPLOYER/DEPARTMENT | DEPT Code | EMPLOYER/DEPARTMENT |
|---------|------------------------------|-----------|-------------------------|
| AAM | Asian Art Museum | HHP | Hetch Hetchy |
| ADM | Administrative Services | HRC | Human Rights Commission |
| ADM-RES | Real Estate | | |
| ADM-MOD | Mayor's Office on Disability | | |
| ADP | Adult Probation | HRD | Human Resources |
| AIR | Airport Commission | HSA | Human Services Agency |
| ART | Art Commission | HSS | Health Service System |
| ASR | Assessor | JUV | Juvenile Court |
| BOS | Board of Supervisors | LIB | Public Library |

| | | | |
|------|------------------------------------|-----|---|
| CAT | City Attorney | LLB | Law Library |
| CCD | City College District | MTA | SF Municipal Transportation Agency |
| CCSF | City & County of San Francisco | MYR | Mayor |
| CFC | Children & Families Commission | PAB | Board of Appeals |
| CHF | Children Youth & Families | PDR | Public Defender |
| CON | Controller | POL | Police |
| CPC | City Planning | | |
| CRT | Superior Courts | PRT | Port |
| CSC | Civil Service Commission | PUC | Public Utilities Commission (WTR, HHP, CWP reported separately) |
| CSS | Child Support Services | REC | Recreation and Parks Commission |
| CWP | Clean Water | REG | Elections Department |
| DAT | District Attorney | RET | Retirement Services |
| DBI | Building Inspection | RNT | Rent Arbitration Board |
| DEM | Department of Emergency Management | SCI | Academy of Sciences |
| DPH | Public Health | SHF | Sheriff |
| DPW | Department of Public Works | TIS | Department of Technology |
| ECN | Economic, Workforce Development | TTX | Treasurer/Tax Collector |
| ENV | Environment | USD | Unified School District |
| ETH | Ethics Commission | WAR | War Memorial |
| FAM | Fine Arts Museum | WOM | Department on the Status of Women |
| FIR | Fire Department | WTR | Water Department |