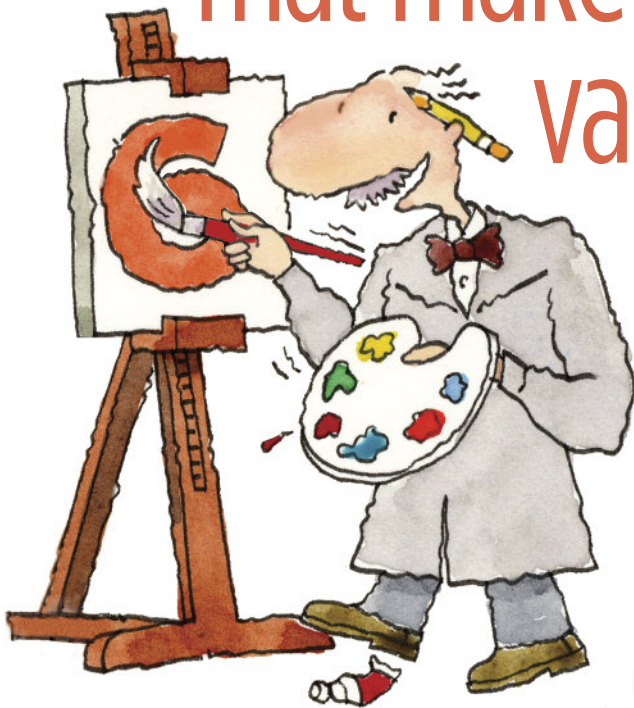


Six Questions

That make creativity more valuable than \$\$\$ when planning your wellness program



eBOOK
Wellness Tools for Less™

by Shawn M. Connors,
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“Like the great consumer brand managers, great wellness managers are becoming storytellers. They’re adding relevance and value to the people in their communities, workplaces, and homes.”

Introduction

Which is better? More money for your wellness budget or less money? “MORE!” you say. Well, maybe not. It’s possible that wellness program managers are making the same mistake some marketing people make. That is, they’re focused on purchasing advertising and selling stuff. Or, in the case of wellness, purchasing tools and services used in the process of getting people to change behaviors.

But, a new breed of great consumer brand managers and wellness managers is more interested in adding value to people lives, building communities, and making the world a little bit better place to live. They do that by telling stories, sharing valuable information, entertaining, and listening.

That means they’re:

- Using communication technology to build a direct relationship with their target communities.
- Purchasing less advertising and services from middle parties.
- Telling and creating great, inspirational stories and providing a platform for people in the community to tell their stories, too.
- Sharing information and engaging in two-way communication in real time.

If you’re familiar with the LEGO® Education Academy, the Harley Owners Group®, or the GE® Garages you have an idea of what I am talking about. The great brand managers now consider themselves and their teams as educators, facilitators, and entertainers.

Wellness Managers are Like Brand Managers

Like the great consumer brand managers, great wellness managers are becoming storytellers. They’re adding relevance and value to the people in their communities, workplaces, and homes. Lincoln Industries, a Nebraska employer with about 500 people, not only has the workplace cultural elements working right, the company’s holistic, storytelling approach is a model worth following.

Workplace wellness need not be expensive. In fact, it shouldn’t be. I’ve been in the wellness business for about 30 years, and the best wellness programs I’ve seen are the most creative. Many of them had very little money. Creativity starts with having a unique perspective, and that is what we hope to share with you now.

“It’s time to broaden what wellness means, and in the process, open up a new world of possibilities.”

There are three things I want you to walk away with:

- **A broader way of thinking about wellness.**

We’re going to give you a bigger canvas and more colors. We’re going to broaden what wellness means, and in the process open up a new world of possibilities.

- **More appreciation for the value of human interaction in health.**

We’re going to be critical thinkers. We’re going to drill down a little and rediscover what really makes people tick. We’re going to explore what causes stress at work and deal with that issue at the source.

- **Strong, non-clinical, no-cost creative ideas to incorporate.**

We’re going to put the clinical aspects of wellness under the hood. We’re not going to spend time talking about how the engine works. We’re going to talk about the quality of the ride. And we’re not going to be limited by money, but only by our imagination.

Six questions that make creativity more valuable than \$\$\$ when planning your wellness program

1. What does your organization mean when it uses the term “wellness”?

This 30-year-old definition of wellness is still my favorite.

“Wellness is fun, romantic, hip, sexy, and free. People who practice it are better looking, have higher morale, superior bowel movements, and more antibodies against disease. They also become wildly popular, tax exempt, and get elected to office.”

— Donald B. Ardell, PhD

Now you might say, “We can’t go to our boss and tell them our wellness program gets people to be hip, sexy, and free.” Wellness is all of that, but I understand the concern. So here’s a pretty solid definition that is broad and shouldn’t offend anyone.

“We believe that the fundamental goal of any wellness program should be to provide opportunities for individuals to improve their health and wellness.”

— JOEM Joint Consensus Statement

“When we talk about people’s lives, let’s think about how they touched our hearts; what about these individuals made us laugh; or how we found comfort in their company.”

It’s probably no surprise that a Website that matched exactly with my search words existed. I thought the site’s definition of wellness was good, too.

“Wellness is an active process of becoming aware of and making choices toward a more successful existence.”

– DefinitionOfWellness.com

Does anybody notice what isn’t in each one of these definitions of wellness? There’s nothing about getting a colonoscopy at age 50. They missed mentioning the importance of walking 10,000 steps per day, or keeping one’s BMI at an acceptable level – or, the importance of hitting the right biomarkers. These are the things many wellness managers spend the majority of their time on.

Are those things important? Sure. But could you imagine attending someone’s funeral or celebration of life and their loved one saying of them, “We were so proud of him when his LDL numbers came down.”

When we talk about people’s lives, we think about how they touched our hearts; what about these individuals made us laugh; or how we found comfort in their company. And when we talk about wellness, we’re talking about people’s lives, too. So we need to stay focused on the bigger picture. The stuff that is really important to people. The things we remember about those individuals we care about.

2. How may wellness contribute to your core competency as an institution?

Here’s a news flash. Workplaces do not exist to conduct wellness programs. This may not be news to you. But trust me, it’s news to a lot of people in the wellness business. There is a lot of chatter about “healthy cultures” now. I like the term. It’s a nice way to say it might be a good idea to get rid of the sociopathic manager, and fix the dysfunctional processes that cripple workplaces. It turns out even without a traditional wellness program, the most important indicator of a healthy culture is if people like their jobs.

“Do you like your job? Are you valued at work?...Negative answers to these questions are associated with clinical morbidity and affect longevity even for those who could, if they wished, change their jobs.”

– “The Last Well Person: How to Stay Well Despite the Health-Care System” by Nortin M. Hadler, MD

“People and their families are much more likely to experience well-being if their workplace is healthful.”

Our Current Workplace Wellness Model is Unsustainable

I like the new term I am hearing – “well-being.” It’s a step back from the clinical implications tied to the term wellness. When we’re concerned about the well-being of people, we start to focus on their environment. When an industry starts to search for new terms and build an updated, common lexicon, it’s a symptom big changes are about to follow. I feel that now with workplace wellness. The current pricing models from the vendors are unsustainable, and based on incenting people to do what they would rather not.

Let me ask you a multiple-choice question. Where would you rather work?

a. A workplace with a traditional Cadillac wellness program but a bad boss is in charge and all the work processes are dysfunctional.

OR

b. A workplace with a visionary boss and empowering functions and policies, but no wellness program.

The point is the second option represents a healthy culture. Maybe the first step to achieving well-being is “do no harm.” Fire the bad boss or manager. Make organizational and policy changes that make sense to the people who do the work. It’s simple (*but difficult to implement*) concepts that have to be addressed as a first step in achieving a healthy culture.

People and their families are much more likely to experience well-being if their workplace is healthful. I mean healthful in how it executes its core competency, its organizational effectiveness, and how it makes great stuff or provides must-have services.

“Individuals with close ties and unhealthful lifestyles lived longer than those with poor social ties and more healthful behaviors.”

— Alameda County Study (7,000 people studied over nine years, American Journal of Epidemiology 1979)

And still, even before we stick a pedometer on anyone, there is another step. We have to provide an environment and structure where people can work together creatively. The great managers will tell you this means allowing people to make mistakes and move on quickly. This is the sign of a workplace that pushes innovation. Does your workplace encourage risk taking? Does your culture embrace mistakes as part of the creative process? If it does, that’s a sign of organizational well-being.

“You can’t
create well
people out of
unwell people
in an unwell
culture.”

In my mind, the three basics of organizational well-being are:

1. Visionary leadership.
2. Common-sense work procedures and policies.
3. An environment that fosters creativity and collaboration.

Who really thinks any wellness program regardless of its costs could be successful without these three cultural foundations in place? You can’t create well people out of unwell people in an unwell culture.

Pullman, Washington – A Walk-to-Work Community

“Basic commercial services, transit stops, and parks are all located within walking distance of each other, and a network of sidewalks and bicycle trails ensures that residents can reach services without getting into their cars.”

I pulled this off Pullman’s Website. And I got to thinking how a workplace within this type of environment could thrive. A walk-to-work community. Think about that. The outdoor environment is easily conducive to health. Pullman presents itself to the world in a five-word phrase that includes, walk... work... community. You could build a blue-ribbon wellness program in Pullman around those three concepts, and on a shoestring budget.

Here’s what else I found on the county’s Website:

Pullman Community Events

- Now considering a bicycle trail to Colfax.
- Pullman’s Farmers Market
- 25th National Lentil Festival

I learned Pullman put on the 25th National Lentil Festival. Boy, talk about “superior bowel movements.”

I called Karen Sires, the HR person for Pullman County employees, and she told me the area has a fantastic Parks and Recreation Center. I took a look online as if I were a new wellness manager in Pullman. Just this one department offers the community a multi-million dollar aquatics and fitness center, with enough events for a company to piggyback on to fill up a workplace schedule all year long. And of course Pullman is home to Washington State University, and all the professors and programs there that a local workplace or person could tap into.

“Take steps at taking down the barriers to loneliness and you’ll be doing more for a person’s physical and mental health than anything else.”

Remember that movie, “City Slickers” with Billy Crystal and Jack Palance? Jack Palance’s character was a rusty old cowboy about to give that single, most important secret of life to his small audience of visiting cowboys. He never got the chance, and we never got the secret. But if you want the secret to making any wellness program successful, it’s simple, free, scientifically based, and time tested. And it’s knowing that...

Getting people together is much more important than what they do when they’re together.

We live in bodies that are relatively unchanged from 200,000 years ago. For most of this time, a person could have lived their whole life, from birth to death, and not witnessed one significant cultural or environmental change. In fact, for most of this time, survival and reproduction is what consumed all of our waking hours. We have lived on the edge of starvation for most of our existence. It’s only recently, in relation to time, that we’ve had the luxury of extra energy to pursue science, entertainment, travel, and the other aspects of our lives that we take for granted. But, we are still biologically wired to need each other. We are social creatures. And one of the biggest problems we face in our modern world is the unhealthy consequences of being alone. Take steps at taking down the barriers to loneliness and you’ll be doing more for a person’s physical and mental health than anything else.

Wellness 101

With endless possibilities for getting people together doing thousands of different activities, why is it that workplace wellness has gotten so clinical and narrow?

Here’s a locker room metaphor of Primary Prevention vs. Secondary Prevention, presented in the form of an infographic (*a powerful communication tactic, by the way*). Part of the problem with many workplace wellness programs is that they’ve drifted into practicing medicine. They’re operating almost entirely in the yellow and red areas of this chart. And they’ve done so without realizing it.

Let’s look at the various parts of this infographic (*on next page*).

Many wellness managers don’t make any distinction between primary and secondary prevention. Notice there are two main categories your various programs’ components can fall under. Do a color-coded audit of all your wellness activities. Which locker would they go in? Create a little color-coded map and see how much of your wellness program is to the left (*blue and green*) or to the right (*yellow and red*). The more blue and green your map, the more you’re actually keeping people healthy and preventing disease.

“Be aware that people move through this color spectrum all the time. Some moving to the right, and others to the left.”



Ideally, I'd like to see 80% of all wellness activity on the primary prevention area. And I think most workplaces could get to that point with a two- or three-year transformation plan.

“Beware of spending much of your time on the red locker. Because people will either get better or they will not, regardless of your programs.”

People Also Move Through These Categories

It's important to understand that individuals can change colors. Well individuals could be in the blue category today. But, tomorrow they could be injured or diagnosed with a disease and find themselves in the red category. In most cases, they can recover over time and enjoy living in the blue or green category once again. We might say they got better. But a health scientist could describe a group of people moving from the red to the green or blue as regressing to the norm. Thus that complex term, “regression to the norm,” in this instance means some people just got better again.

Be aware that people move through this color spectrum all the time. Some moving to the right, and others to the left. That's why a good holistic program encompasses the entire population and not just one segment of it. The best way to make your programs inclusive is to put people together with other people at work or other people in the community. Beware of spending much of your time on the red locker. Because people will either get better or they will not, regardless of your programs. The key is to try to keep as many people in the primary prevention area, the blue and green lockers.

3. Have you researched all the possible resources within your workplace and your community, and those offered via the Internet from state and national resources?



“Look for prepackaged events and programs put together by credible organizations that you can piggyback on where you live.”

Staying with an athletic metaphor, here’s an image of a basketball court. We use this analogy to help workplaces locate free and low-cost resources. If you work in a large metropolitan area, your neighborhood and your city are likely going to be teaming with health-related resources and activities. If you work in a rural area, you might be able to team up with other workplaces, but you’re going to have to get online and locate state and national resources.

We think of many of these resources as being free. But the truth is you already paid for them via your taxes, donations, purchases, or memberships. Think .com, .org, .edu, and .gov — you’ll find billions of dollars worth of content that you can bring home or piggyback on and make available as part of organized programming at your workplace.

You can start with [HHS.gov](https://www.hhs.gov) or [HealthFinder.gov](https://www.healthfinder.gov) at the federal level. These two alone can keep you busy for weeks (*if all you did was locate free resources*). Or, think of local chefs, health professionals, bicycle store owners, firemen, and the local college as sources for speakers and advisors. The possibilities are endless.

The Internet doesn’t seem to have an engagement problem. According to the Pew Research Center, 85% of Americans use the Internet. And 72% of them have used it to look up health information within the last year. Usually, individuals go to the Web to study a diagnosis for themselves or look online for another person. So using the Internet and its resources to become informed about a health issue is not a foreign concept to your employees.

Look for prepackaged events and programs put together by credible organizations that you can piggyback on where you live. If you refer people to an Internet resource, present it like a movie review. If you highlight the value of the resource, rest assured most of your people have probably already used the Internet to access other health information before. You’re just going to get them to do it proactively.

4. What do people want to do that may improve their health?

In today’s world when you want to engage with someone, you’re competing for a person’s time. You need some segment from their 24-hour daily line of existence. To break into the lineup, you better be compelling and relevant, fast! I think employers are given the benefit of the doubt and have 50% more time than a stranger to get employees’ attention. That means you’ve got 7 seconds; about 23 words. Understand this reality when it’s time to communicate a new program or idea to employees:

✓ They didn’t ask for it ✓ They don’t want it ✓ They don’t have time for it

“If dogs thought the vet was their wellness program, there would be a lack of engagement. But if dogs thought walks, rides in the car, healthy snacks, and visiting people was their wellness program, we’d have 100% participation.”

If you interrupt them, if your request is simply a distraction, if they don’t see what’s in it for them immediately, you’ll end up with a common problem we have in wellness. It’s called a lack of engagement. And it will be your fault not theirs.

I am a dog lover. My wife and I have rescued Greyhounds for the last 20 years. If our Greyhounds thought the veterinary clinic was their wellness program, I’d say we have an engagement problem. But if they thought walks, rides in the car, healthy snacks, visiting people, and playing in the yard was the definition of their wellness program, we’d have 100% participation. Yet, so many workplace wellness programs seem no different to me than visiting a veterinary clinic. Lots of weighing, poking, and prodding.

So, what do people really want to improve their health? The same thing your dog wants. They want to have fun.

Five elements you can act on for holistic health:

Remember we want to broaden our definition of wellness. A wellness program that becomes more holistic throws a bigger net. Here’s what we know about taking a holistic perspective to well-being at a workplace as reported by Gallup.

1. Career Well-being: How you occupy your time and liking what you do each day.

What do we tell our kids, and grandkids? Get a job that you love and it will never feel like work. Do something you’re passionate about. If you like what you do for a living that is the best wellness program on earth.

2. Social Well-being: Having strong relationships and love in your life.

In my way of thinking, if love wasn’t the most important thing in our lives, nobody would have written a song about it. After more than 30 years in this business, I’ve come to understand that ultimately people who make difficult changes in their lifestyle do so, almost always, for the benefit of someone else.

3. Financial Well-being: Effectively managing your economic life to reduce stress and increase security.

A person who has serious money problems is not going to engage with or respond to a typical wellness program. Maybe it shouldn’t be this way, but the reality is money trumps health in terms of interest. But, it makes no sense to have the former without the latter. In fact, we may learn that wellness is best achieved as part of becoming financially literate. That’s because good health becomes part of a plan to solve money problems or contribute to financial independence. It gives wellness a context that is meaningful to everyday life. I think that approach will resonate with most people.

“We must focus on healthy communities. That is the best way to get our country healthier.”

4. Physical Well-being: Having good health and strong enough energy to get things done on a daily basis.

Again, notice the lack of any mention about biomarkers, benchmarks, or risk factors. Those are theoretical to most people. But, looking good, having more energy, having endurance enough to keep up with the kids, and sleeping well are relevant. Those are the things we need to talk about.

5. Community Well-being: Engaging with the area where you live.

I've talked a lot about the importance of community, and the need to move horizontally into your communities. Think about this. So many people in wellness say the goal is to save money on health care. Take every single workplace in America; imagine everyone at work is well. Not one single person has any illness. The Medicaid and Medicare populations in the United States will still bankrupt the country if we stay on present trend. We must focus on healthy communities or we're never going to solve this problem. That is the best way to get our country healthier. We each can be part of the solution starting right now. Embrace your communities. We are all Pullman, Washington.

5 Holistic Elements Source: Gallup®

5. What do people really want?

Unfortunately an old hardware store adage applies to many wellness managers, “**When you're a hammer, the whole world is a nail.**” Just pound on the problem the same way, all the time. Evaluate risk... intervene... lower risk factors... save money (*questionable*)... repeat.

Another old hardware store adage is more appropriate. “**When someone says they need a drill, what they really want is a hole.**” Sometimes people say they want to lose a few pounds, get their blood pressure under control, or walk more steps per day. They're only talking about the drill. I want to know about the hole.

So, as you design your programs, and work out the messaging, keep these timeless truths in front of you. Your health risk appraisals, coaches, pedometers, and blood screens are the drill. What do people really want?

- To be physically active with their children and grandchildren.
- More confidence in doing daily physical activities.
- To weigh less and look better. To feel better about themselves.
- To sleep better and have more energy throughout the day.
- To be healthy enough to travel.
- To remain independent as long as possible.
- To help others.
- To be curious and learn new things.

“Add a dose of humor. Humor works in any language, and any socio-economic group.”

Natural humor is always engaging.

I think of humor as a medium of communication. I am not talking about a stand-up comic kind of humor, but a natural humor that comes from people working together. Humor works in any language, and any socio-economic group.

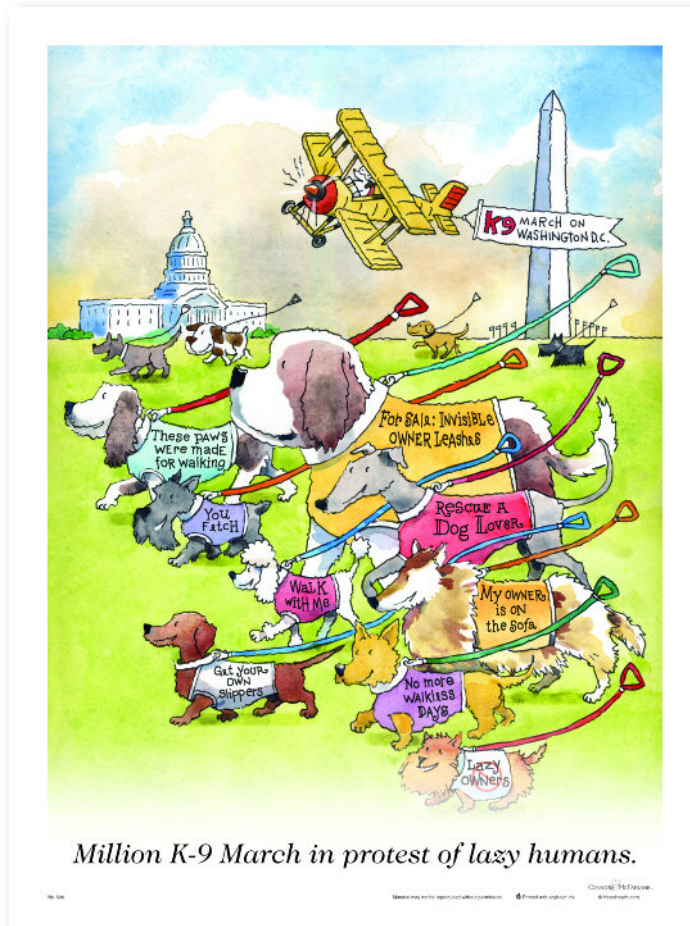
Let me tell you a quick story. In the early '80s, there was an employee at Seattle Metro who wanted to do something healthy for employees. The managers told him OK, but not on company time, and that they didn't have any money. He set up a city-wide treasure hunt complete with clues, maps, etc. Participants had to walk all over hilly downtown Seattle to find all the hiding spots. As I recall, the treasures were coupons redeemable at the annual banquet. The grand prize at the banquet was a bunch of bananas, and a lot of other silly stuff. But, the guy who pulled this all together was funny and the people had a blast. Since then, I've seen wellness programs that cost more than \$1 million a year that didn't hold a candle to that.

When challenged with the task of trying to do something humorous about getting people to think about quitting smoking, my organization used Gary Larson's *Far Side* concept as inspiration and came up with this.



And here's another example to get people to think about walking.

“Turn workplace volunteers into reporters, videographers, musicians, actors, and journalists. Let them communicate on the endless stories where you work and live.”



Posters are a great way to involve people. There are always good artists in any population. Call for posters to get people thinking about health topics, and you'll love what comes back. Give the volunteer artist credit. In fact, at my company, we're big believers in turning your workplace volunteers into reporters, videographers, musicians, actors, and journalists. Let them communicate, entertain, and report on the endless human-interest stories happening where you work and live.

The work will not only be good, a lot of it will be very funny.

6. What are the primary obstacles you may encounter, and how will you overcome them?

If you're going to try to focus on building a healthy organization or even broaden your scope of what wellness could be, you're going to run into resistance. Welcome it. You're not doing your job if you don't feel push back occasionally.

“Critical thinking, planning, communication, and careful execution are the keys to a successful wellness program.”

Primary Obstacles / Solutions

- **Not enough money / Depend on creativity**

You'll notice the things I have gone over take a lot of critical thinking, planning time, communication, and careful execution, but they don't cost much. In hard times, when budgets are cut, you can still maintain the most important elements of a wellness program. How is that? Because the costs are already embedded in the fact that workplaces are social by design. You have to harness some of that power and influence the environment. There are plenty of free resources to back you up.

- **Not enough time / A lot of people doing a little bit**

When you're working with staff and volunteers, provide them with clear goals and a planning structure, like the need for agendas, schedules, and adequate preparation for events. But get a lot of people doing a little bit all the time. With good planning and shared responsibility you'll be able to accomplish amazing things.

- **Lack of management support / Grass roots**

It's ideal when you've got support from the top. But if it's not there, work from the bottom up. Get testimonials, tell stories, and generate publicity, not only at work but in the local media. Eventually the boss will think it was all her idea.

- **Silo / Community**

Team up with other organizations. Do events together. Tap into what the community offers. Think horizontally not just vertically. Get out of the house and play.

- **Complexity / Simplicity**

If you think plain language is dumbing down, you flatter yourself. You must communicate clearly. Write like you talk. Keep the programs easy to understand and participate in. I tell clients to pretend they have to convince their own family to participate. And, don't do so much at one time. Many wellness programs are simply overscheduled.

- **No interest / Make compelling**

Relevancy is a key word. People want to know what is in it for them today. The nature of work is one of the employer trying to get as much value out of their human capital as possible. Wellness is a chance to demonstrate you're also interested in adding value to their lives. By making your programs relevant and interesting for people, you're letting them know you care.

- ROI? / Objectives!

You can walk around almost any workplace in America and know within 30 minutes if you're in a healthful environment. The important metrics are revealed by simple observation. And if you don't spend anything or very little cash on a wellness program, there will not be ROI reporting pressure. Instead, focus on HR-related metrics and see if you're helping there. For example,

What are some objectives that we should focus on?

- People say they like their jobs
- The best talent is signing up
- People stay employed for the long term
- Innovation is exploding
- Productivity is high
- Safety records are being achieved
- There's high participation in the surrounding community
- Lots of training is going on

Boring / Interesting

Entertain. Make work fun. Keep things interesting. Keep them laughing. Keep things moving. Bring a dog to work.

Three things to remember

We have done a lot of critical thinking, exploring a new perspective, and setting the table for new types of tactics here. But if all you remember are these three things, you'll do just fine.

1. Wellness is fun, romantic, hip, sexy, and free.
2. Do employees like their jobs? Do employees feel valued?
3. Getting people together is the foundation of well-being.

About Hope Health

We specialize in producing health, wellness, and business communications with breakthrough power for your employee and community populations.

Our unique capabilities:

- **Over 30 years of serving workplaces, health plans, and communities.** We have more than 3,000 clients, in all 50 states, and of different sizes and descriptions.
- **Health, marketing, wellness, benefits, technical writing, clear design, and creative skills** — all combined into one powerful communication engine.
- **Easy-to-read and high comprehension content.** We're committed to plain language, improving health literacy, and producing relevant, actionable information.
- **Industry-leading custom content and design capabilities.** We customize over 500 versions of communications each month — everything from simple branding to full-blown custom designed communications. How? Experienced staff, procedures developed over 30 years, technologically advanced business partners, and a powerful, proprietary software platform.
- **A robust and demanding medical review process** to ensure accuracy, credibility, and evidence-based health content. Our Medical Advisory Board is second to none, and employs a host of experts covering health, wellness, and financial issues.
- **And you get us. A second generation, privately-held business.** There is longevity, stability, and history here. Plus, energy, optimism, and a can-do attitude. It's just fun to work with us, because we love our clients and enjoy what we do for a living.

Our history:

- **Founded in 1964 as Pension & Group Services, Inc. (P&G).** P&G was a full-service, third-party administrator. In the early 1980s, the International Health Awareness Center (IHAC) was established as a division of P&G. Today we're called Hope Health (*a dba of IHAC, Inc.*) with a complete dedication to producing easy-to-read and relevant health content.
- **In the mid-1980s a strategic alliance was established** between the Hope Heart Institute (*The Hope*) of Seattle, Washington, and IHAC for the purpose of developing health content the average consumer can understand and act upon.
- **To this day,** The Hope remains our partner and friend, and we are proud to support their cardiovascular research and education programs with a portion of our proceeds.

Join the more than 16,000 professionals enjoying our eNewsletter — *Hope at Work* — that keeps wellness program decision makers current on how to keep their wellness programs and communications effective, engaging, and relevant. You may contact us at 800-334-4094 or info@HopeHealth.com.



About Shawn Connors



Shawn is the President and Founder of Hope Health. For over 30 years, his work has focused on bringing clear, easy-to-read and easy-to-watch health messages to the public via workplaces. He bills himself as the “Best C+ Student in the Wellness Biz” because, as he says, “I like to challenge the notion that there is no such thing as a stupid question.” Shawn is on a mission to tie workplaces into their surrounding communities to share resources and ideas in an effort to improve the health of all Americans. He worked with Lewis C. Robbins, MD, MPH, in 1979 and 1980 in developing the first Health Hazard Appraisal (*now known as HRAs*). Then, like Forrest Gump, he has witnessed and participated in almost every major wellness benchmark over the last 30 years. Hope Health has won almost every major gold award for excellence in health communication, and serves workplaces big and small all over the United States.

Shawn is also the author of *The Five Step Wellness & Benefit Communication System* and *New Perspectives in Wellness & Benefit Communications*. Follow Shawn’s blog, *Best C+ Student in the Wellness Biz*, for insightful and humorous commentary on the world of wellness.

You can reach Shawn at sconnors@HopeHealth.com or 800-334-4094.



We encourage you to share and forward this eBook to your colleagues and friends.

This FREE eBook is produced and copyrighted by IHAC, Inc. dba Hope Health.

It is intended to help managers produce or improve upon wellness and benefit communication.

Please source excerpts (*source: Six Questions That Make Creativity More Valuable Than \$\$\$ When Planning Your Wellness Program*)

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A note about this eBook: You’ll notice we didn’t include a lot of graphics in this eBook.

We did that on purpose to keep the loading time fast and efficient for our readers.

However, we wanted to note that in your communications, which are not in an eBook format, we encourage you to include graphics, charts, illustrations, or photos to complement your message and bring it to life visually. To see how we do that in our products, visit HopeHealth.com.

Coming February 2014!

New eBook from Hope Health

A Champagne & Caviar Wellness Program

on a beer
& nachos
budget

by Wendy S. Haan,
Senior Vice President, Hope Health

Big budgets don't automatically translate into great wellness programs. In this fast-paced eBook, you'll discover how a small (*almost invisible*) budget can be a blessing in disguise.

You'll discover how to:

- Market your program effectively to reach your entire audience and send participation soaring.
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- Find millions of dollars of FREE resources in your community and state, and at the national level, then tie them directly into your program.
- Tap the creative energy of enthusiastic volunteers right in your own workplace.
- Use a field-tested to-do list that simplifies all aspects of your program into easy steps.

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