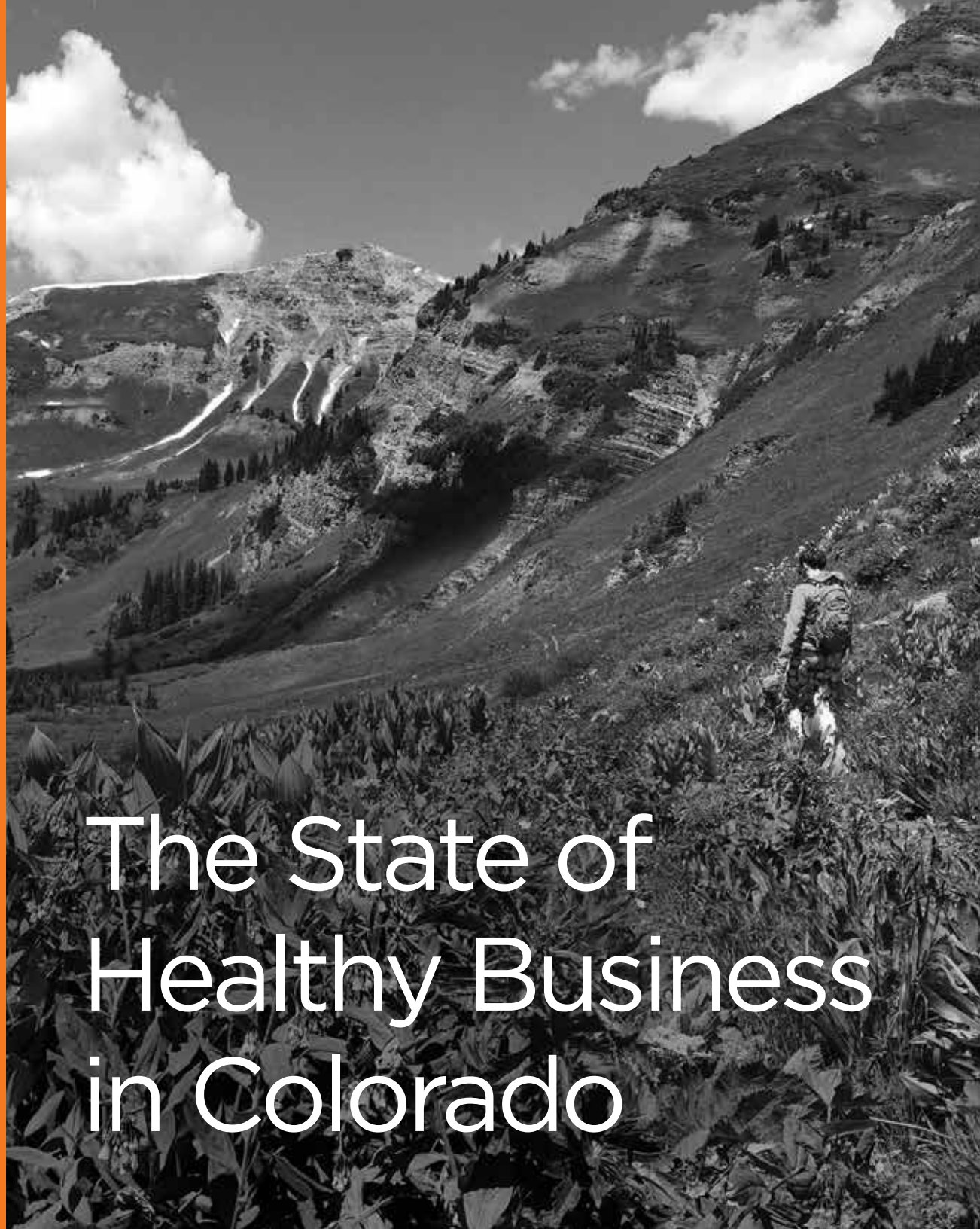




2015/16 ANNUAL REPORT  
**HEALTH LINKS**  
in Review



# The State of Healthy Business in Colorado



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# Table of contents

Director’s Note.....	5
Our Story .....	6
The Health Links Standard .....	8
The Six Benchmarks.....	9
Healthy Business Highlights.....	10
Our Community .....	14
Trainings .....	19
Goals & Accomplishments .....	20
Program Supporters & Partners .....	22
Preferred Vendor Program.....	25





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## Director's Note

It's true. While some may still question that businesses can be successful with both people and profits as equal priorities, here at Health Links™ we know it is not only possible, it is good business.

When we started back in 2013, we set out to build an initiative that helps businesses, of all types and sizes, to understand their employees and their unique needs to make better places to work. With input from community partners and businesses themselves, we realized that although worker health and safety is important to all organizations, a one-size-fits-all approach would not work. That's why we created a flexible way to assess health policies and programs. With a community-first focus, we began matching companies with local advisors to help organizations evaluate and design programs to keep employees safe and support them to live healthier lives.

Just three years later, in 2016, over 270 business across Colorado have adopted the Health Links model. We are thrilled to celebrate this large contingent of businesses prioritizing workplace health and safety. In the coming years, we look forward to expanding the Health Links model beyond Colorado to businesses across the country. And as a part of our newly awarded Center—one of six National Institute for Occupational Safety and Health (NIOSH) Total Worker Health Centers of Excellence in the country—we plan to spread the message of both health protection and health promotion to even more employers.

We are working to make every business a healthy business.

Will you join us?

A handwritten signature in black ink that reads "Lili Tenney Starr". The signature is fluid and cursive.

Lili Tenney Starr,  
Co-founder and Director

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## Our Story

Health Links™ is a nonprofit initiative spearheaded by health and safety experts at the Center for Health, Work & Environment within the Colorado School of Public Health. Our mission is to simplify how workplace health and safety get done. By doing so, we are helping build a vibrant business community, a thriving workforce, and a stronger local economy.

Health Links was founded in 2013, creating a new model designed to achieve organizational behavior change, as defined by the adoption or improvement of workplace policies, processes, and programs to improve worker health, safety, and well-being—and ultimately build a healthy culture. To help businesses create a healthy workplace culture, we use a Total Worker Health® framework, as outlined by the Centers for Disease Control and Prevention (CDC) National Institute of Occupational Safety and Health (NIOSH). A Total Worker Health approach integrates both traditional occupational safety and health promotion policies and programs.

Health Links recognizes businesses with **Healthy Business Certification**, assessing and then certifying businesses for meeting or exceeding health and safety standards. For organizations just getting started, Health Links provides support through our **Kick-Start Program**. Kick-Start offers expert on-site advising and awards seed funding to qualified business for taking steps towards supporting health protection and promotion in their organizations.

We connect businesses to each other and to local resources to them succeed. Our **Healthy Business Network** is a group of Kick-Start and Certified Businesses that share best practices and ideas with one another. Through our **Preferred Vendor Program**, employers and their employees can connect with local and national organizations that provide the best health and safety services for their needs.

To date, 270 businesses have participated in the Health Links Healthy Business Network. This success has led to statewide program recognition, high engagement from new stakeholders, and a plan for national expansion.

## Our Team



Lili Tenney

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Lee Newman

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Michelle Haan

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Joshua Scott

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Madie Newman

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Avery Artman

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Miranda Dally

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## The Health Links Standard

The Health Links Standard is comprised of six evidence-based benchmarks aimed at improving an organization's culture by protecting worker safety and promoting well-being. The benchmarks are adapted from three key sources: the World Health Organization (WHO) Healthy Workplace Framework and Model, Centers for Disease Control and Prevention (CDC) Worksite Health ScoreCard, National Institute for Occupational Safety and Health (NIOSH) Total Worker Health® framework, and our own independent research integrating three years of healthy business data. We encourage organizations to assess their policies and programs using these benchmarks over time to improve employee health and business outcomes.



# The Six Benchmarks



## Organizational support

is a critical component of sustainable programming, culture change, and demonstrating company commitment to health and well-being. Leadership commitment, employee benefits, and dedication of resources all help create a healthy, safe work environment.



## Workplace assessments

are a critical early step to structuring and promoting health and safety. They address two main areas: needs and interests. Assessments provide information about what employees value and why they're motivated. They help solicit important feedback to guide successful efforts and process improvement.



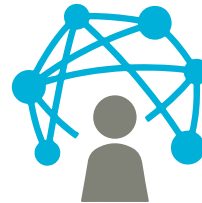
## Health promotion policies and programs

that align with the needs and interests of the organization and their employees help drive participation and engagement. It is important that an organization takes a comprehensive view of health and considers a range of health and well-being topics to meet the unique needs of all employees.



## Safety policies and programs

ensure that keeping workers safe on the job is the number one priority. Safety should address all hazards as well as emergency preparedness and violence prevention. Integrating health protection and health promotion systems can reduce risk of injury and improve personal health.



## Engagement

is a dynamic benchmark covering strategic communication, broad reach, inclusion and diversity. It measures more than just employee participation. It aims to motivate all individuals to increase their enthusiasm for work and to inspire positive action for being healthy and safe on a daily basis.



## Evaluation

is the mechanism for assessing health and safety culture as well as program and policy effectiveness. Strategic evaluation should be linked back to health and safety goals. It measures participation, policy adherence and satisfaction. It involves collecting and analyzing data from health screenings, surveys, healthcare and workers' compensation.

# Healthy Business Highlights

**The Challenge:** We spend an average of 47 hours per week at work—164 hours more per year than a generation ago. Not only are Americans spending more time at work, we are more sedentary. Much of our workforce is aging and chronically ill. Many workers have multiple conditions, complicating medical management and making wellness interventions more valuable because they affect multiple conditions at once.

**The Approach:** Health Links provides assessment and certification to benchmark what businesses are doing to promote health and protect workers. Over the last year, the program has grown significantly. Here is a snapshot:

## Impact:



**+3,000**

employers reached across Colorado



**647**

trained on Health Links Standard and Total Worker Health® Framework



**270**

participating businesses (161 kick-start, 81 certified, 44 certified leaders, 34 certified partners)



**167**

advising sessions conducted onsite to Health Links businesses



**10**

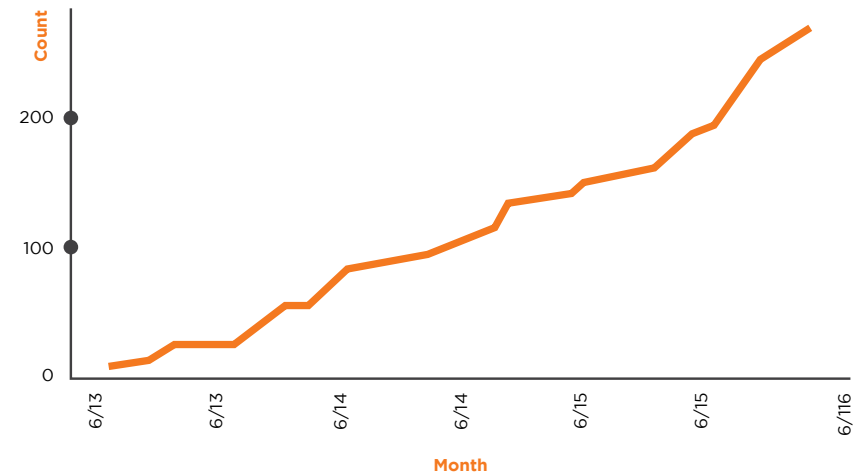
lead advisors at work in your communities



**\$80,000**

invested for small businesses to implement worksite wellness and safety programs

## 150% growth in total businesses over the last year



## Workforce Composition

We reach over 90,000 workers across the state. These individuals work for businesses that care about their health and safety and are striving to constantly improve.



**Full-Time**  
73,546



**Part-Time**  
17,118



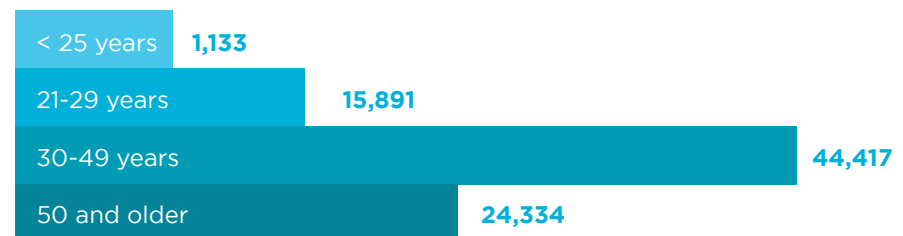
**Contract**  
5,058



**Women**  
50,670



**Men**  
35,105



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## Healthy Business is Better Business

Businesses implement health and safety practices for different reasons ranging from improving employee retention rates to boosting morale. Here is a snapshot of why businesses care.



*Motivation for Ensuring a Healthy and Safe Workplace (2015–2016 Kick-Start and Certified Businesses)*

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## Leadership and Support

Owners, managers, and supervisors can promote a culture of health in their workplaces with a variety of strategies including strategic communication and salary support. Here is a snapshot of how business leaders are investing in workplace health and safety.



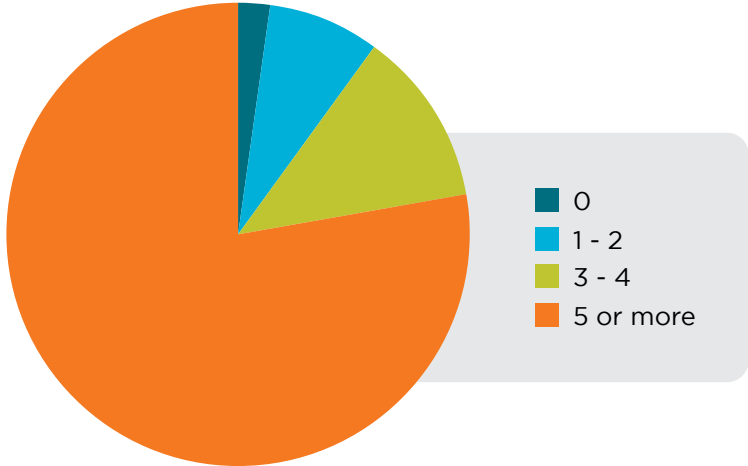
*Leadership Support (2015–2016 Certified Businesses)*



# Health Promotion

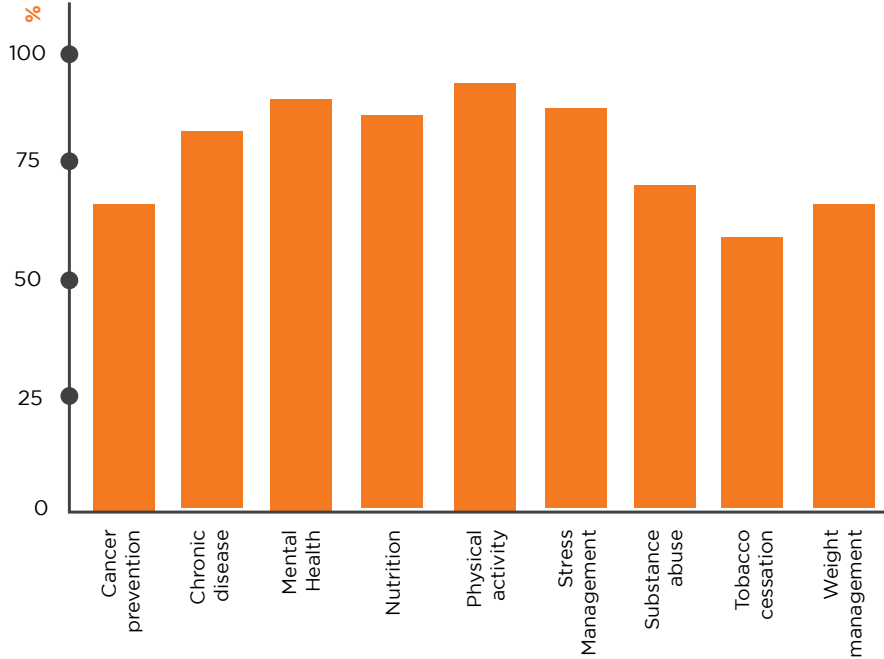
Certified Businesses address a full spectrum of health promotion depending on the needs of their employees including physical activity, mental health, and stress management

**Number of health policies and programs**



\* 2015-2016 certified businesses

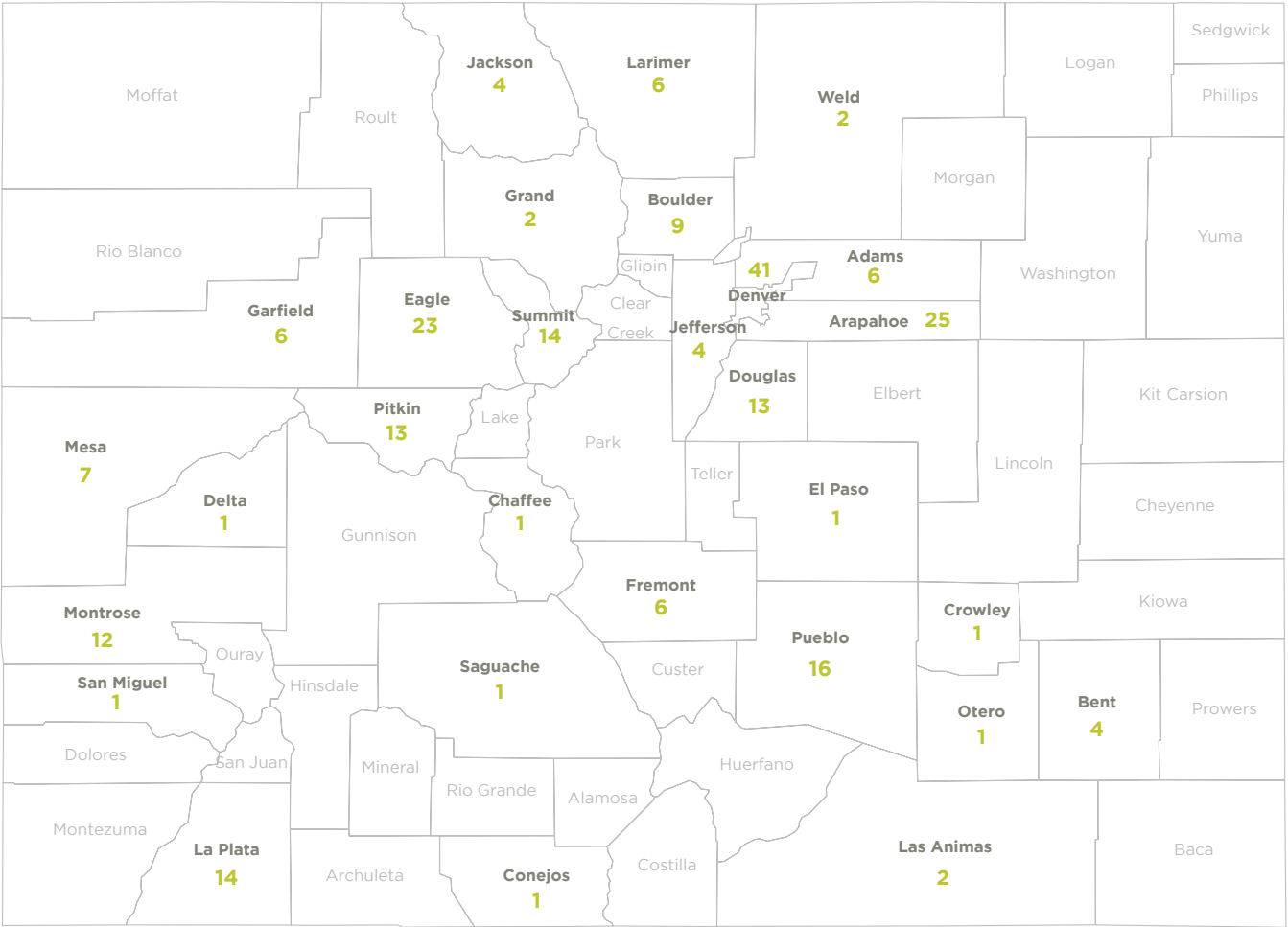
**Types of health policies and programs**



\* 2015-2016 certified businesses

# Reaching Businesses Across Colorado

## Our Healthy Business Network



- Adams County - 6
- Arapahoe County - 25
- Bent County - 4
- Boulder County - 9
- Chaffee County - 1
- Conejos County - 1
- Crowley County - 1
- Delta County - 1
- Denver County - 41
- Douglas County - 13
- Eagle County - 23
- El Paso County - 1
- Fremont County - 6
- Garfield County - 6
- Grand County - 2
- Hinsdale County - 2
- Jackson County - 4
- Jefferson County - 18
- La Plata County - 14
- Larimer County - 6
- Las Animas County - 2
- Mesa County - 7
- Montrose County - 12
- Otero County - 1
- Pitkin County - 13
- Pueblo County - 16
- Saguache County - 1
- San Miguel County - 1
- Summit County - 14
- Weld County - 2



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## Our Community

### **Our Advisors**

As the public face of Health Links, our Advisors play an important role in supporting local businesses to achieve their workplace health and safety goals. Advisors work one-on-one with businesses, coaching them on how to integrate health practices into their work plans and offering advice throughout the implementation process.

We asked each of our advisors what brought them to Health Links and what the future of healthy business look like to them.

## Laura Emrich

*Eagle County*

*Lead Advisor and Owner of Advanced Exercise Equipment*

*"I want to connect like-minded healthy businesses with each other and to resources to support the local economy."*

## Julie Anne Helmick

*Region 10*

*Health Links Lead Advisor in Montrose and Western Slope*

*"Working with Health Links gives me an opportunity to encourage employers and employees to take responsibility for health and safety in my community. We're creating a healthier and safer place to work and live."*

## Lisa McDonald

*Denver Metro*

*Lead Advisor in Denver*

*"I'm always looking for ways to support as many businesses as possible in creating and sustaining a strong culture of health. I help them find ways to incorporate healthy habits into the every workday."*

## Mackenzie Nichols

*Durango*

*Lead Advisor in La Plata County*

*"My vision is to help bridge the gap between the workplace and personal well-being."*

## Diana Reznikoff

*Summit County*

*Lead Advisor and Member of Physical Activity and Nutrition Team of the Summit*

*"My passion is to educate with and empower people about healthy living."*

## John Riedel

*Northwest Colorado*

*Lead Advisor in Grand and Jackson Counties*

*"I thought about retiring from over 30 years of working in health promotion and disease prevention, but my love for the field has motivated me to bring Health Links to rural Colorado."*

## Rick Ritter

*Region 6*

*Public Health Director for both Crowley and Otero Counties in the Southeast Region of Colorado*

*"Before I had even heard of Health Links, I knew I had to start reaching people at work with the worksite wellness message. When I learned of Health Links, it was obvious I must partner with them to bring worksite wellness to employees of Southeast, rural Colorado—and it has worked!"*

## Ashley Schwader

*Fort Collins, CO*

*District Wellness Manager for the Poudre School District in Northern Colorado*

*"I wanted to start working with Health Links to bring this great work to Northern Colorado and support the amazing work in my home town."*

## Rebecca Weitzel

*Grand Junction*

*Wellness Coordinator at Hilltop Community Resources*

*"I'm committed to showing Mesa County's commitment to the health, safety and well-being of its workforce."*

## Amanda Wagner

*Pitkin County*

*Lead Advisor and Executive Director of The Aspen Clinic in Basalt*

*"I hope to use the existing partnerships among organizations and government entities to improve the health of small business employees and their families by creating opportunities for recognition, education, and resource development in the Roaring Fork Valley."*

## Jane Wilson

*Fort Collins*

*Program Manager for a Corporate Fitness Center in Fort Collins*

*"I want to show businesses how to empower and encourage employees to lead healthy lifestyles. With all of the resources available through Health Links, businesses have the support to implement small changes that lead to big results over time."*

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## 2015 Champion of Wellness Awardees

Each year, we nominate businesses for our “Champion of Wellness” awards. The most esteemed Health Links accolade is the Halo award. This award is given to a business making an impact within their community. The Champion of Innovation award recognizes businesses who go beyond the status quo to bring wellness to work. And the Champions of Wellness awards recognize businesses in each of our three levels of certification based on their Health Links Standards assessment score: Health Links Certified, Partner Certified, and Leader Certified.

### Halo Award Winner

#### *Poudre School District*

*Located in Fort Collins, Colorado, serving approximately 27,000 students and 50 schools*

The Poudre School District has been a Health Links Certified Business Leader for two years running. Their employee wellness program includes on-site clinics for teachers and their families with operating hours that begin before the school day and end well after the last classroom bell. The Poudre School District connects with other educational institutions, fitness centers, and countless community organizations to support employees at all stages of their life and health goals. They offer professional development opportunities on topics such as mental health, healthy classrooms, and much more. Not only does the Poudre School District promote health in the workplace to better serve its over 3,000 employees, but they also strive to be a key resource for their entire community.

*“We have been certified since 2014 and feel that being a certified business allows us to stay on track with our health and wellness goals as well as network and learn from other businesses. It is a way to recognize the hard work and dedication we have to taking care of our population.”*

– Ashley Schwader, District Wellness Manager





## Innovation Award

*Cherry Creek School District*

*Serving 54,000 children and over 300,000 residents across eight municipalities*

When Janise McNally, Cherry Creek District's Wellness Coordinator, heard about Health Links through a neighboring school district, she knew the district's over 7,000 employees and 54,000 students could benefit from Health Links certification. With support from the highest levels of administration, teachers, and parents, the Cherry Creek School District is realizing their vision of a healthier workplace. The District offers classes on everything from stress management to mindfulness in an effort to create a supportive, healthy environment for teachers and students. In just two years, they trained over 500 faculty and staff in mindfulness techniques through their wellness courses.

*"It's dependent on us to do the right thing for all of our employees and all of our kids. And when teachers are well and healthy, they are able to be in classrooms and teach. And when children are healthy, they are able to be in classrooms and learn."*

- Scott Siegfried, Associate Superintendent



## Champion of Wellness

*Leader | Pinnacol Assurance*

*Workers' Compensation Insurance Company*

Every year, Pinnacol Assurance consistently ranks among the top scorers on the Health Links Certification Assessment. This year, we were pleased to recognize Pinnacol Assurance with the Champion of Wellness Leader Award for their work to not only build robust health and safety programs, but to also create an encouraging environment for employees. With health and wellness programs including onsite yoga, stress management classes, and stair climbing challenges, just to name a few, Pinnacol shows their commitment their biggest asset - their employees. These programs have been incredibly successful; 90% of Pinnacol employees participate in their health and wellness offerings.

*"We try to support each person knowing that everyone is at a different place in their journey. We've had employees make incredible strides in weight loss and their own personal health goals. And we're excited that we can be a part of that and help encourage that and support them."*

- Paige Davies, Benefits Administrator



## Champion of Wellness

*Partner | 9Health Fair*

*Non-Profit Health Organization*

9Health Fair's CEO Jim Goddard might look like a typical high powered executive but the moment he speaks, his down-to-earth, positive energy radiates out. The supportive, healthy behaviors Jim models on a daily basis encourages employees to participate in numerous health offerings in their office. From recess time to stand up and stretch breaks, 9Health Fair makes healthy habits the norm. 9Health Fair offers healthy breaks and an encouraging team environment. When an employee decided to participate in an Ironman challenge, the rest of their small, tight-knit team watched the entire race online, cheering on their colleague at every rest stop.

*"9Health Fair's mission is all about health so it's not hard for us to get excited about the topic. I think the culture really comes from the spirit of the people and their interest in caring about health not only for others but for themselves."*

- Jim Goddard, CEO

## Governor's Award for Worksite Wellness

In 2015, we partnered with the Colorado Council for Active and Healthy Lifestyles, appointed by Colorado Governor John Hickenlooper, which collaborates with government entities, schools, nonprofit associations, businesses, and healthcare and fitness organizations. The Council worked with the Governor's office to establish the Governor's Award for Worksite Wellness. Eligibility for the award is based on Healthy Business Certification through Health Links. The award recipient for 2016 was Aspen Skiing Company.



## Health Links Trainings

This year, we trained 453 people in 32 trainings across 20 counties. Human resource managers, small business owners, county commissioners, health and wellness experts, safety consultants, and other passionate individuals came out to learn why healthy business is better business.

**What did they have to say about it?**

**92%**

of participants felt more confident to empower their communities to address wellness and safety

**86%**

said the training they attended was very good or excellent

**94%**

learned something new they planned to bring back to their organizations

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# Goals and Accomplishments

**Empowering businesses to build sustainable Total Worker Health® programs.**

## Who we reach:

- Business leaders
- Public health professionals
- Students
- Occupational safety and health professionals
- Insurers
- Nonprofits
- Government officials

## What do they learn?

Strategies to improve workplace health and safety in their communities. We teach people how to overcome common barriers and identify low cost solutions.

*“Health Links expands the idea of wellness and safety in the workplace... it is extremely educational and inspiring. Thinking about wellness and safety in different ways and providing resources was really helpful.”*

## Annual Event

In August 2015, we hosted our annual event, Celebrating Colorado’s Healthiest Places to Work. This event recognizes organizations, workers, community partners making businesses healthier. **290 business leaders and 30 vendors attended.**

## #Health2WorkDay

In November 2015, we launched a new grassroots campaign, #Health2WorkDay, using volunteers, local media, and partners to promote healthy habits to people working in downtown Denver. The campaign culminated in a full-day event at Union Station. We provided free health screenings, onsite consultations with healthcare professionals, free flu shots, and access to resources including information about the National Diabetes Prevention Program (DPP) to 1,190 commuters.

## Health2Work Webinars

Health Links offers webinars on current hot topics in workplace health and safety including: workplace stress management, flextime policies, family-friendly policies, and more! Subscribe to our e-newsletter at [www.healthlinkscertified.org/newsletter](http://www.healthlinkscertified.org/newsletter) to learn more about our upcoming webinars.

2016 Highlights	Initiative	2015-2016 Goals	2015-2016 Performance Highlights	2016-2017 Goals
Outreach	Events	Deliver local and state-wide events to engage over <b>800 businesses</b>	<p><b>250 attended</b> 2nd annual Celebrating Colorado's Healthiest Businesses event</p> <p>Partnered with Colorado Business Group on Health to co-sponsor Colorado Culture of Health Conference (<b>600 attendees</b>)</p> <p>Presented at <b>15 national and regional conferences</b></p>	<p>4th Annual Health Links Event</p> <p>Support local events</p> <p>Co-host Understanding Small Enterprise 2017</p>
	Communications & Media	Disseminate new evidence in health promotion and health protection to <b>10,000+ businesses</b>	<p><b>1,600 followers</b> on Facebook</p> <p><b>346,000</b> social media <b>impressions</b></p> <p>Monthly newsletter</p> <p>Local news and radio coverage in <b>10 outlets</b></p>	<p><b>3,000 new</b> followers</p> <p>Local news coverage in all regions</p> <p>Greater reach</p>
Training & Education	Advisors	Hire and train lead advisors in <b>10 counties</b> across the state	Hired and <b>trained 10 lead advisors</b>	Develop and launch Health Links Accredited Professional Program
	Employers	Train <b>400 leaders</b> from businesses	<b>Trained 647 professionals</b>	Develop and launch <b>Total Worker Health</b> Leadership Certificate
Program Expansion	Colorado	Expand to <b>20 counties</b>	Implemented Health Links in <b>30 counties</b>	Expand to <b>10 new counties</b>
	Other States	Expand Health Links outside Colorado	Launched Health Links Florida	Expand to <b>3 new states</b>
Support	Grants	Apply for new grants	Awarded <b>NIOSH Total Worker Health 5-Year Center Grant</b>	<b>\$200,000</b> in new grants
	Contracts	Subcontract with partners to provide support for advisors, outreach, and reporting	<p><b>Contracted with:</b></p> <p>Eagle County Public Health</p> <p>Delta County</p> <p>Otero County</p> <p>Blake Medical Center</p> <p>Pinnacol</p>	<p>Renew contracts with <b>CCPD</b> grantees</p> <p>New contracts for community trainings</p>
	Philanthropy	Secure philanthropic support	<b>\$75,000 gift</b> from Pinnacol Assurance (founding partner)	<b>Fundraising goal: \$150,000</b>

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# Health Links Program Supporters

Health Links™ is made possible through a generous start-up grant from Pinnacol Assurance, and funding from the Centers for Disease Control and Prevention (CDC), the National Institute for Occupational Safety and Health (NIOSH), and the Hollis Family Trust. Our work is built on many community partnerships including the following:



**Pinnacol Assurance** supports the work of Health Links through a generous philanthropic gift. This gift allows Health Links to provide support to local businesses through advising and outreach. We work with Pinnacol directly to train their safety consultants, advise and certify policyholders, and partner on statewide health initiatives.

**The Hollis Family Trust** generously supports the work of Health Links through philanthropy. With the Trust's support, we promote our program across the state and provide recognition to the Healthy Business Network at the annual Health Links Celebrating Colorado's Healthiest Places to Work event.

**The Center for Health, Work & Environment** at the Colorado School of Public Health seeks to improve the health, safety, and well-being of workers through research, education, and public health practice. Health Links is a nonprofit initiative spearheaded by health and safety experts at the Center for Health, Work & Environment.

Starting in 2014, the Center for Health, Work & Environment was recognized as a **Total Worker Health Center Affiliate**. In 2016, the Center was granted funding from CDC/NIOSH to launch the Rocky Mountain Center for Total Worker Health, one of six in the country. This new Center will support Health Links to connect with more businesses and help us become a leader in the field through research, outreach, and education.



**Eagle County Public Health** (ECPH) was awarded a three-year grant from the Colorado Department of Public Health and Environment to tackle cancer, cardiovascular, and chronic pulmonary disease prevention through worksite wellness strategies. This grant funded five new Health Links Advisor positions to cover Region 12 (Eagle, Grand, Jackson, Pitkin and Summit counties). ECPH's ongoing support is helping expand Health Links across the region.

colorado school of  
**public health**

**The Colorado School of Public Health** is built on the collective expertise and vision of faculty at three leading educational and research institutions: the University of Colorado, Colorado State University, and the University of Northern Colorado. The school houses the Department of Environment and Occupational Health and the Center for Health, Work & Environment, which provide academic and research support for Health Links.



**Colorado Council for Active and Healthy Lifestyles**, appointed by Colorado Governor John Hickenlooper, collaborates with government entities, schools, nonprofit associations, businesses, and healthcare and fitness organizations. The Council worked with the Governor's office to establish the Governor's Award for Worksite Wellness. Eligibility for the award is based on Healthy Business Certification through Health Links. The award recipient for 2016 was Aspen Skiing Company.



**Executives Partnering to Invest in Children** (EPIC) collaborated with us in 2016 to develop a Family-Friendly Workplace Assessment, the first of its kind. By assisting businesses to support employees in all stages of life through education and training, Health Links and EPIC hope this partnership will help Colorado reach the goal of becoming the happiest, most educated and healthiest state in the nation.

## Health Links + EPIC Launch

### NEW Family-Friendly Workplace Assessment

To learn more about Family-Friendly (FF+) efforts happening, visit [familyfriendlycolorado.org](http://familyfriendlycolorado.org)



## Health Links Partners

- 9Health Fair
- American Heart Association
- Aspen Chamber Resort Association
- Basalt Chamber of Commerce
- Castle Rock Chamber of Commerce
- CDC Diabetes Prevention Program
- Colorado Business Group on Health
- Colorado Department of Public Health and Environment
- Colorado Respite Coalition
- Colorado Small Business Development Center Network
- Delta County Public Health
- Denver Public Health
- Dispatch Health
- Eagle County Public Health
- Executives Partnering to Invest in Children (EPIC)
- Fruit Revival
- Governor's Council for Active and Healthy Lifestyles
- Happy Healthy Employee Program
- Healthy Coloradan
- Healthy Communities Coalition
- Hilltop Community Resources
- Manatee County Public Health Department
- Office of Economic Development and International Trade
- Otero County Public Health Department
- Region 10 Workplace Wellness Workgroup
- Summit Chamber of Commerce
- Tri-County Public Health Department
- Vail Valley Partnership
- Valley Health Alliance
- West Central Public Health Partnership
- WorkWell Collaborative



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# Health Links Preferred Vendor Program

The Health Links Preferred Vendor Program connects businesses with local resources including health coaches, fitness facilities, mental health clinics, yoga studios, safety consultants, and more. Vendors are carefully vetted to meet the unique needs of businesses and selected for quality, reliability and base of evidence for the services they provide.

**300+**

**Preferred Vendors are listed  
on the Health Links Resource Center**

For a full list of certified businesses, visit  
**[healthlinkscertified.org/certification](http://healthlinkscertified.org/certification)**

Join our Healthy Business Network and enroll in our Preferred Vendor Program to advertise your services and continue to help workplaces meet their health and safety needs

Contact us for more information at  
**[contact@healthlinkscolorado.org](mailto:contact@healthlinkscolorado.org)**



**Fruit Revival** and Health Links partner to promote health at work through healthy eating. This local company responsibly sources and conveniently delivers healthy food to offices in Denver, Colorado Springs, and Boulder. Fruit Revival provides complimentary “thank you” fruit boxes to newly certified businesses.



# Thank You

to the following individuals for your help and support:

Karen Curran | Tonya Ewers | David Goff | Katie Haas | Michele Haugh | Dan McKenna  
| Meredith Marshall | Danielle Nieto | Karen O'Brien | Rick Ritter | Jennifer Tellis

Carol Brown | Sara Higgins | Giselle Habeych | Kaylee Rivera | Lee Newman | Natalie Schwatka  
| Erin Shore | Derek E. Smith | Brenda Thompson | David Weitzenkamp

We appreciate the commitment and support of all our advisors and community partners.  
You make the work fun!



 @HealthLinksCO  HealthLinksColorado  [healthlinkscertified.org](http://healthlinkscertified.org)

Health Links™ is a program managed by the Center for Health, Work & Environment  
and made possible by support from Pinnacol Assurance.

**Center for Health,  
Work & Environment**  
colorado school of public health