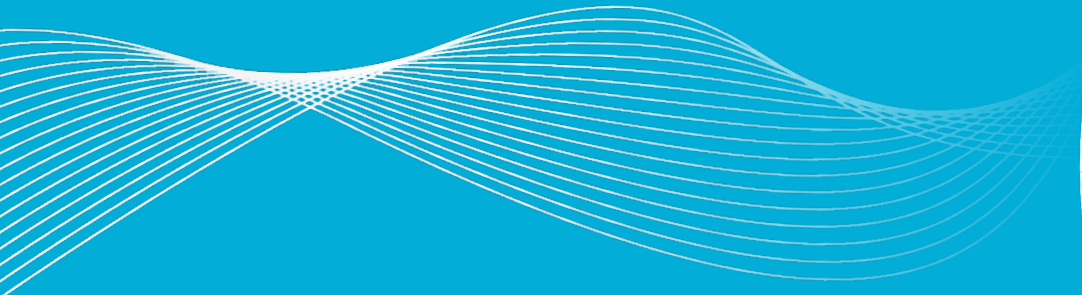




Health Links™ Annual Report  
2018-2019 in Review





Colorado Department of Public Health and Environment, Colorado Certified Healthy Workplace™ Leader

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## DIRECTOR'S NOTE

In many ways, the past year has been full of positive change. Legislation passed that protects workers through health and safety regulations, minimum wage laws, and paid parental leave. For the first time in years, funding for occupational health and safety research, education, and programs increased. But with progress, we've also had serious setbacks; workers continue to be at risk of injury, illness, death, and discrimination.

**We are committed more now than ever to supporting safe, healthy work.**

To achieve our goals, Health Links™ has made some big changes. In October 2018, after a year of hard work developing a new website, a new delivery model, and new messaging, we launched the program nationally. Today, organizations from eight states are participating in our program.

As we've expanded, we've also raised awareness about Total Worker Health® (TWH), a universal approach to worker health, safety, and well-being, as well as recognition of the Center for Health, Work & Environment, home to Health Links, as a Center for Excellence for TWH. This was recently demonstrated when Colorado Governor Jared Polis issued a proclamation recognizing August 15, 2019, as TWH Day and officially declared the state's commitment to TWH.

Not only have we expanded geographically, we have also expanded our initiatives and partnerships. In early 2019, we launched the Family-Friendly Module, providing employers with tools and training to accommodate the needs of new parents and caretakers. We strengthened old relationships and built new partnerships with allies in industry,

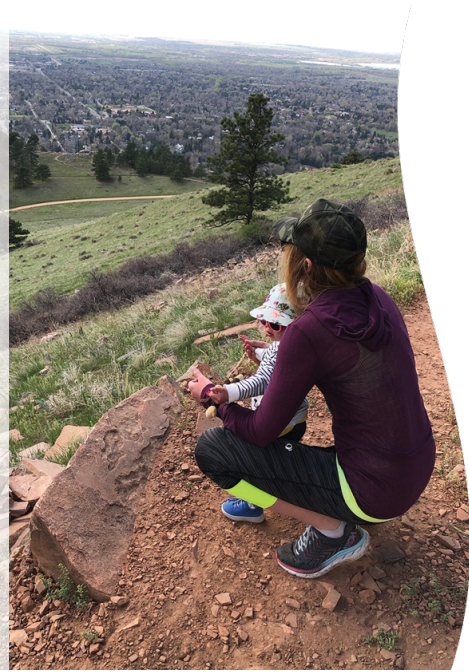
public health, and government. Working together to invest in proven workplace health and safety practices, we are creating healthier and more productive communities.

Our work remains grounded in our vision of a world where every workplace protects and promotes the health, safety, and well-being of workers and their families. That vision serves as a guide for the future as we continue to expand the reach of Health Links to help organizations achieve Total Worker Health in a way that benefits all. This work would not be possible without the commitment of our supporters and the organizations in our Healthy Workplace network who share our vision. Thank you.

I invite you to learn more about our accomplishments in this report and continue your partnership with us.



Lili Tenney  
Cofounder and Director



# 219

organizations participated in Health Links™

91 Kick-Start

23 Certified

34 Partner

71 Leader

# 71%

of organizations that re-certified improved their scores on the Healthy Workplace Assessment™



## YEAR IN REVIEW

**This year, we expanded Health Links nationally.** Our new plans and virtual advising were built to serve organizations of any size, in any industry, operating in any place. Whether a workplace is just getting started or is a leader in their industry, whether it needs one advising session or ten, our team of experts helps tailor a plan to meet their specific needs to help them thrive.

We've helped hundreds of organizations in Colorado achieve their Total Worker Health® goals, and now we're spreading our vision of safer, healthier work across the United States.

## HEALTHY WORKPLACE ASSESSMENT

Our Assessment is the first step toward becoming a Certified Healthy Workplace™. It measures Total Worker Health® best practices across six benchmarks. **Here are a few highlights of what participating organizations are doing to support employee health, safety, and well-being:**

- 79%** Provide resources to support health and safety
- 76%** Take action to achieve the organization's health and safety goals
- 70%** Communicate the importance of health and safety
- 64%** Recognize employees for safe, healthy decisions
- 55%** Model health, safety, and work-life integration
- 50%** Hold others accountable for supporting health, safety, and well-being

Poudre School District, Fort Collins, Colorado  
Certified Healthy Workplace™ Leader

### What are the top health policies and program areas in the workplace?



**84%** Physical Activity



**81%** Stress Management

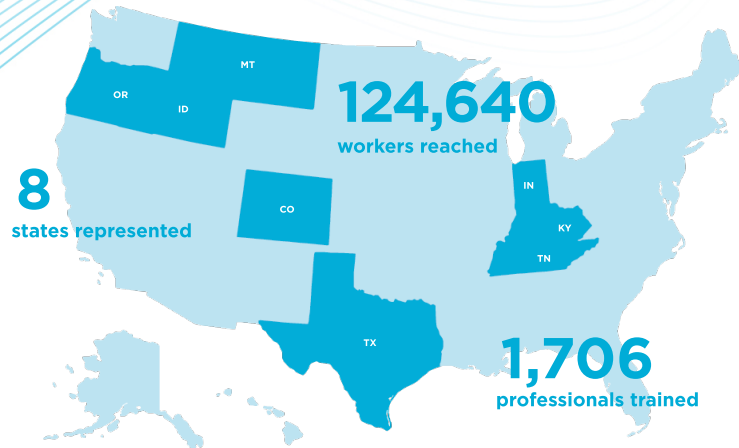


**73%** Mental Health



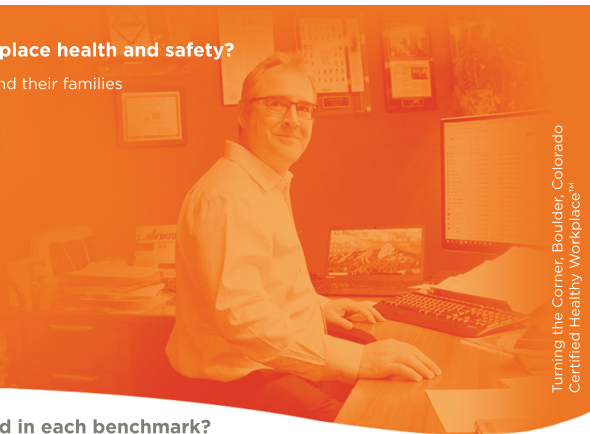
**73%** Family-Friendly

## NATIONAL EXPANSION



## What are the top drivers for workplace health and safety?

- 97% Improve the health of employees and their families
- 82% Improve employee morale
- 74% Increase employee retention
- 68% Enhance productivity
- 56% Contain costs
- 53% Decrease absenteeism

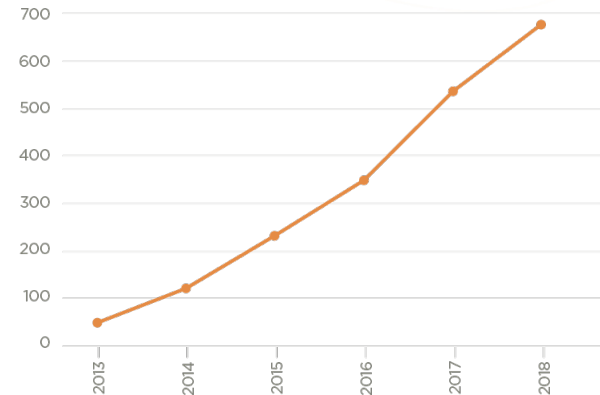


Turning the Corner, Boulder, Colorado  
Certified Healthy Workplace™

## How have organizations improved in each benchmark?



## Program reach



# 686

organizations have participated in Health Links™

## How are organizations supporting employee health, safety, and well-being?

- 89% Inclusive delivery of health and safety
- 77% Written safety policy
- 63% Access to an employee assistance program (EAP)
- 63% Lactation accommodations for new mothers
- 56% Flextime for employees to promote work-life integration
- 47% Financial advising for employees
- 42% Policy banning tobacco/nicotine use on company property
- 15% Formal policy for healthier food/beverage choices

Roice-Hurst Humane Society, Grand Junction, Colorado  
Certified Healthy Workplace™ Partner

## Who are the Total Worker Health® champions?



72% Employees



68% Managers and Supervisors

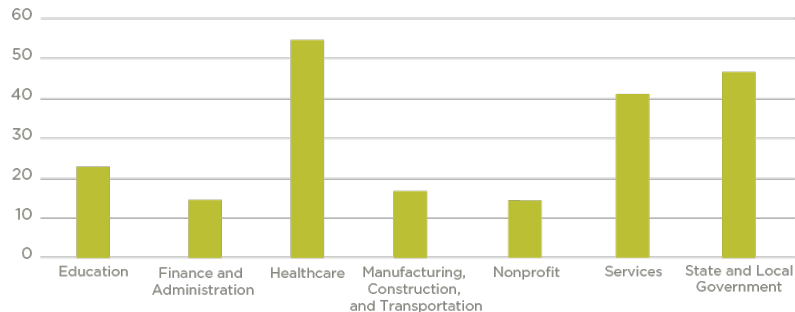


54% Senior Executives



36% Safety Managers

## Impact across industries



15+  
industries represented



# 46

employers completed the Family-Friendly Survey

# 23

organizations in Texas completed the survey

# 719

page views of family-friendly content on the Health Links™ website



## DESIGNING FAMILY-FRIENDLY WORK

**The definition of family is changing.** For some, making time for family might mean taking their dog for a walk. For others, it might mean caring for an aging parent or a sick child. At the end of the day, family means those we love; and having the time and means to care for them is important. We launched a module in April 2019 that includes a training, a survey, and a resource toolkit to help employers create a culture that is supportive of employees and their families.

Thanks to continued support from the Colorado Department of Public Health and Environment and Executives Partnering to Invest in Children (EPIC), who helped us design the Family-Friendly Survey in 2017, and a new partnership with United Way for Greater Austin, more than ninety employers have completed the survey since inception.



## BRING YOUR BABY TO WORK DAY, EVERY DAY

How Boulder County is creating a family-friendly environment for colleagues and their loved ones

Picture this: a typical office environment equipped with desks, chairs, and employees. People are busy tapping away on their keyboards or gathering their things before heading into a meeting. Now imagine each employee having a baby in tow — in their laps or rocking back and forth in swinging chairs. This is what you might see on a typical day in one of Boulder County's twelve main campuses in Colorado.

The county has been working with Health Links™ since 2017, when they took the Family-Friendly Survey, and has been recognized as a Certified Healthy Workplace™ Leader since 2018. The infants-at-work program, which started about a year ago, has changed not only how the county's offices look but also how employees feel in them: supported. Emily Cooper, the county's benefits manager,

hears positive feedback about the program often, even from those who haven't participated in it.

"I've gotten emails from people saying, 'My children are grown and out of the house now, but I just think this is amazing that you're offering this to employees. I can only imagine how this would have helped us if this was available back when my kids were little,'" Emily said.

To use the program, full-time employees who are about to go on or returning from parental leave fill out a form, talk with their supervisors and the human resources department, and identify two people who can serve as caretakers if they need to leave the office or step away from their desks. Once the paperwork is approved, these

*The infants-at-work program has changed not only how the county's offices look but also how employees feel in them: **supported.***





new parents can start bringing their infants into the office. Babies who haven't begun crawling are welcome, and the county provides equipment to support them, from portable bouncers to swinging chairs.

To date, almost sixty infants have gone through the program, allowing their parents to ease back into working life while spending time with their children. Two parents have re-entered the program with siblings of their first babies.

The program has benefited both families who participate and the entire organization. "My kid, Remington, brought everybody together," said Aaron Pratt, a first-time father and the county's budget officer. "When I had meetings, I didn't have to worry about someone caring for Remington or bringing him into a serious meeting. I would just ask someone in the office. And they all volunteered: 'I'll take Remi for a little bit; you just go to your meeting.' The family atmosphere that was created because of having a child in the workplace bettered our teamwork."

The infants-at-work initiative is just one part of a larger focus on family-friendly practices that the county is taking on. It all started five years ago when they worked with the public health department to implement breastfeeding-friendly policies. Today, they have thirty lactation rooms, available to staff and the general public. And that initiative was just the beginning. The county has also worked to increase their paid parental leave policy, increasing the leave timeline from one week to four weeks in the span of just a few years. And now, the county offers six weeks of paid caregiver leave, which extends to employees caring for aging parents, and others who are close to them.

"Our employees really are our most valuable asset. We can't serve the community without amazing employees," said Emily. "These initiatives — family-friendliness, wellness, safety — they're walking the talk. They let our employees have tangible ways of seeing that the county really does care for me and

they're looking out for me and my family. They want to help, and they want what's best for us."

The county's family-friendly policies and practices are all part of a broader strategy for health, wellness, and safety that they continue to build on with the help of Health Links™. The county has completed both the Health Links Family-Friendly Survey and Healthy Workplace Assessment™

twice, receiving high marks every time. They have garnered strong leadership support for health and safety initiatives and made strides toward prioritizing mental health in the workplace.

**employees really are most valuable asset.**

— EMILY COOPER

"It can be hard with a mature wellness program to identify gaps and priorities. What has been really helpful is taking the annual Health Links Assessment and working with an advisor," Emily shared. "Our advisor really made sure that he knew our program, where we had come from and

where we were going. He helped use that information to identify goals and provided personalized attention. The action plan that he and I worked on together was a collaborative process that was really meaningful.”

For Aaron, it means a lot to know that his employer cares about him, cares about his family, and shares his values. Aaron was able to take advantage of close to two months of paid caregiver leave that the county offers as well as eight to nine months of bonding with his child while getting back to work, thanks to the infants-at-work program. It’s been helpful for him to be able to bring his child into the office while he tackled a big work project. But equally helpful for him was having subject matter experts, his colleagues who are parents or who worked in the public health department, weigh in and guide him and his wife through the exciting, and sometimes scary, journey of being a new parent.

“We talked about our families, what we were going through, which infant seat do

we need, and which toddler seat do we have to buy when they get to that age,” said Aaron. “We talked about different things and it helped us actually grow, me and my wife, as a family because we had subject matter experts who had gone through the same thing.”

The future of work at Boulder County is bright. The county is working on improving flexibility for employees so that they can work from home, set up alternative work arrangements, and leverage technology to remain connected to their peers and the county’s mission. They are also looking into solutions to rising child care costs and considering options for working parents with young children.

Through it all, equity and inclusion remain a priority. Expanding the definition of family with their new caregiver leave policy has been a big part of the county’s efforts to ensure that all employees feel supported. The next steps will be to keep refining and improving their policies and practices, an ongoing project that Emily and her team are excited to tackle with the support of Health Links™.

*The future of work at  
Boulder County is bright.*



Boulder County Government, Boulder County, Colorado  
Certified Healthy Workplace™ Leader

# 124

small businesses enrolled  
in the SSWell study

# 84%

of organizations continue  
to participate year after year

# 36

leaders trained in  
Total Worker Health®



Turning the Corner, Boulder, Colorado  
Certified Healthy Workplace™

## LEADING BIG CHANGE IN SMALL PLACES

**Small organizations can have a big impact on the health and safety of their workforce.** While their individual teams may be small, they employ the majority of working adults in the United States. Over the past couple of years, we've worked with more than 120 Colorado-based organizations with fewer than 500 employees. Through the Small + Safe + Well (SSWell) study, we've offered these organizations all the benefits of Health Links™ along with Total Worker Health (TWH) leadership training and an employee survey about workplace culture.

This research study is the first of its kind to understand how the health and safety efforts of small organizations match up with employee perceptions and drive change using effective leadership strategies. The findings will help build scientific evidence on the best ways to address health and safety in small organizations.

Leadership is the key to creating a culture of health and safety. We're learning that TWH strategies are important. When it comes to employee engagement in those programs and practices, however, leadership is what really makes a difference. Without leadership commitment, TWH initiatives cannot be successful.



# 97

people attended employer coalition meetings and trainings

# \$7,879

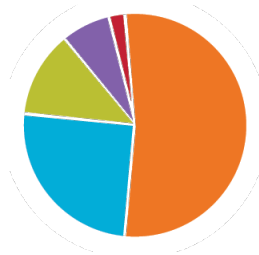
awarded to employers in Weld County to invest in new, sustainable health and safety improvements



## CONNECTING COMMUNITIES WITH HEALTH AND SAFETY

In the summer of 2018, we were awarded nearly **\$150,000** in Supplemental Environmental Project (SEP) funds through the Colorado Department of Public Health. We have used this financial support as a springboard to engage employers in Weld County. We've led employer coalition meetings, conducted trainings, and awarded funding to local employers to implement new sustainable workplace health and safety improvements.

We've grown our partnerships across the state and the country. In Texas, we're working with United Way for Greater Austin and Early Matters Greater Austin to promote family-friendly workplace policies and practices. Thanks to our partnership, more than twenty organizations in Texas have taken the Family-Friendly Survey. In Utah, we worked with the Park City Chamber of Commerce to connect with employers in the Park City community and to host a training on creating thriving, healthy workplaces. We look forward to strengthening these partnerships and building new ones in the year ahead.



## REVENUE

Grants	\$311,156	53%
Retained Earnings	\$147,530	25%
Program Revenue	\$72,761	12%
Institutional Support	\$41,289	7%
Special Events	\$17,697	3%
Individual and Corporate Giving	\$1,000	<1%

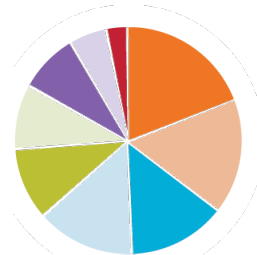
**Total \$591,433**

## EXPENSES

Marketing and Outreach	\$113,776	19%
Institutional Overhead	\$96,618	16%
Advising	\$82,956	14%
Development	\$82,606	14%
Education	\$58,986	10%
Research and Evaluation	\$52,743	9%
National Expansion	\$51,500	9%
Administration	\$31,234	5%
International	\$21,015	4%

**Total \$591,433**

## FINANCIALS



## PARTNERS and SUPPORTERS

- American Heart Association
- Aspen Chamber Resort Association
- Basalt Chamber of Commerce
- Carbondale Chamber of Commerce
- Castle Rock Chamber of Commerce
- Colorado Business Group on Health
- Colorado Department of Public Health and Environment
- Colorado Small Business Development Center Network
- Early Matters Greater Austin
- Essentials for Childhood
- Executives Partnering to Invest in Children (EPIC)
- Fruit Revival
- Garfield County
- Governor's Council for Active and Healthy Lifestyles
- Healthy Communities Coalition
- National Institute for Occupational Safety and Health (NIOSH)
- Office of Economic Development and International Trade
- Pinnacol Assurance
- Region 10 Workplace Wellness Workgroup
- SAIF Corporation
- Summit Chamber of Commerce
- Tri-County Public Health Department
- United Way for Greater Austin
- United Way of Greeley
- Vail Valley Partnership
- Valley Health Alliance
- WorkLife Partnership
- WorkWell Collaborative

Revenue includes prepaid contracts for work that will be completed in 2019-2020.  
The Center for Health, Work & Environment provides additional support for faculty and staff costs.

A healthier workplace is just around the corner.  
**We'll help you get there.**



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

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