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# WORKING WELL

*Ambassador Strategic Recommendation*



WELN 697

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## EXECUTIVE SUMMARY

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The employee wellness program at Ball State University, otherwise known as Working Well, strives to improve employee well-being by offering a variety of initiatives and activities that support faculty and staff mentally, physically, and emotionally. During the Fall 2012 semester, Wellness Management graduate students at the Fisher Institute for Wellness and Gerontology enrolled in WELN 697 coproduced this strategic recommendation with Rhonda Murr, Director of the Working Well program. By working together, we collectively identified that one of the most effective ways to improve Working Well would involve supporting the Wellness Ambassadors, who play a pivotal role in the success of the entire program.

Throughout the semester, students collected qualitative data from current Wellness Ambassadors across campus by facilitating a discussion at the October Working Well Ambassador meeting. Not all Ambassadors were at this meeting, so students also conducted one-on-one and email interviews with several additional Ambassadors to gain more information. After analyzing all of the data, students observed common themes or recommendations from the Wellness Ambassadors' responses that described how Working Well could improve their overall experience in the program.

As a result of the Wellness Ambassador recommendations, along with substantial background research, WELN 697 students feel that, in order to better support the Wellness Ambassadors, and thus, improve the entire Ball State wellness program, Working Well staff should strive to:

1. Define a Working Role for Wellness Ambassadors
2. Provide Example Activities and Programs in a Toolkit
3. Create a Common Blackboard Site for Ambassadors to Enhance Cognitive Surplus
4. Recognize Ambassadors
5. Allow for More Face-to-Face Time for a Personal Touch

These five suggestions will help the Wellness Ambassadors feel more supported and confident in their roles as well as facilitate future growth and involvement in the Working Well program.

## BACKGROUND - WHAT IS WORKING WELL?

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The Ball State University employee wellness program, otherwise known as Working Well, offers a variety of initiatives and activities that help faculty and staff become—and stay—healthy. The program supports Ball State employees and retirees mentally, physically, and emotionally. No matter an employee's goal, Working Well strives to meet the employee where they are and create a supportive environment to help them achieve their goals. The staff at Working Well prides themselves on their ability to assist employees and retirees in finding services to fit their budget, time, energy, and social needs. They provide numerous, diverse resources, including:

- Health Assessments
- Health Coaching
- Nutritional Counseling
- Weight Watchers at Work
- Chronic Disease Self-Management
- Biometric Health Screenings
- Lunch and Learn Classes
- Tobacco Cessation Courses
- Massage Therapy
- Numerous Other Health and Wellness Initiatives

Additionally, Working Well provides employees with a simple, three step incentive for participation in the program. To receive either a \$90 Ball State Working Well voucher or a \$75 MasterCard gift card, employees simply need to:

- Know their numbers by completing a biometric screening through the Working Well office
- Complete a Life Health Assessment online
- Take charge through one (or a combination of) Working Well's many wellness activities

Ball State continues to be recognized as a leader in wellness, due in large part to the distinguished efforts of the Working Well staff. Countless employees and retirees alike have utilized the program throughout the years, and have experienced positive health benefits as a result.

## Working Well Vision

Working together, we at Ball State University will create a campus culture that encourages employees, retirees, and their families to lead healthy lifestyles while optimizing health care resources.

## What are Wellness Ambassadors?

A key component and driving force of the Working Well program is the team of invaluable Working Well Ambassadors, whose main responsibility is to motivate colleagues to engage in wellness activities and positive behavior to achieve healthier lifestyles and improve a work-life balance. Ambassadors know their coworkers and work area; therefore, they have an advantage in motivating their colleagues to achieve healthier lifestyles. Additionally, Ambassadors serve as advocates of Working Well through their active promotion of the program, encouraging coworkers to take part in scheduled activities, provide feedback and suggestions to the staff, and nurture a culture of wellness throughout the university. Working Well has outlined the role of a Wellness Ambassador to be:

- Have fun, keep it simple, and share your passion for a healthy lifestyle with your colleagues
- Disseminate the broadcasting of wellness information to faculty and staff regarding Working Well health promotion activities (via email, meetings, display boards, etc.)
- Reserve time in your staff meetings to announce upcoming Working Well activities
- Take part in a variety of wellness events and activities
- Attend scheduled ambassador meetings (usually 2 per year)
- Answer questions from co-workers regarding wellness activities and programs
- Help new employees learn about and get involved with the Working Well Program
- Encourage your colleagues to participate in the Working Well program (i.e. HRA, Lunch and Learns, special activities and screenings, etc.)
- Provide feedback on wellness issues in your department and be on the lookout for success stories to share with us
- Be proactive by encouraging wellness lifestyles as a personal choice that comes with personal responsibility

Through their support, these Ambassadors play a vital role in supporting the goals and objectives of Ball State University and the Working Well program by improving the university community quality of life.

## Contact Information

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## WORKING WELL TODAY

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When we began meeting with Rhonda, there were 41 Wellness Ambassadors. Some individuals were highly engaged while others were moderately engaged with the Working Well Program. In the future, Rhonda would like to see more Wellness Ambassadors, specifically at least one from each department at Ball State University. In order to help her achieve this goal, our class captured the voice of the current Ambassadors. This qualitative data gathered will help Rhonda expand the program and gain more Wellness Ambassadors in the future.

## SWOT

We felt that one of the best ways to understand the current situation regarding the Working Well program was to perform a SWOT analysis. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. In our analysis, we defined the terms in the following ways:

- Strengths – Characteristics of the business or project team that give it an advantage over others.
- Weaknesses – Characteristics that place the team at a disadvantage relative to others.
- Opportunities – External chances to improve performance (e.g. make greater profits) in the environment.
- Threats – External elements in the environment that could cause trouble for the business or project.

We completed two different SWOT analyses for the purpose of this strategic recommendation: one for the entire Working Well program and another specifically pertaining to the Wellness Ambassador program. Below is the SWOT looking at the entire Working Well program.

<b>Strengths</b>	<ul style="list-style-type: none"><li>• Having Working Well ambassadors that are volunteers</li><li>• The incentives program</li><li>• Campaigns (flat Charlie)</li><li>• Health coaching (ican)</li><li>• Nutrition consulting</li><li>• Quick clinic</li></ul>
<b>Weaknesses</b>	<ul style="list-style-type: none"><li>• Communication</li><li>• Spread out campus</li><li>• Individual departments</li><li>• Time conflicts</li><li>• Lack of availability of services they offer</li></ul>
<b>Opportunities</b>	<ul style="list-style-type: none"><li>• Cardinal greenway</li><li>• Quit now tool</li><li>• YMCA</li><li>• CCVA</li><li>• Fisher Institute as a resource</li><li>• GA's from various departments</li><li>• Marketing</li></ul>
<b>Threats</b>	<ul style="list-style-type: none"><li>• Employee unwillingness to change</li><li>• Lack of motivation/interest</li><li>• Money</li><li>• YMCA and gyms</li><li>• Spouses benefits/health plans offer better packages</li><li>• Third party organizations</li><li>• Oversaturation of wellness messages</li><li>• Culture</li><li>• BSU funding</li></ul>

After analyzing the Working Well program, we turned to the Wellness Ambassadors, since they play a pivotal role in the success of the entire program. Below, you will find the SWOT looking at the current Working Well Ambassador program.



These SWOT analyses helped us to further understand the current situation with the Working Well program. We kept the program's strengths, weaknesses, opportunities, and threats in mind throughout the entire process of developing our strategic recommendations.

## DATA GATHERING PROCESS

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The purpose of WELNS 697 was to allow Wellness Management graduate students to help the Ball State University wellness leader, Rhonda Murr, in her efforts to enhance employee wellness across campus. We met with Rhonda every Monday of the Fall 2012 semester as a class to learn more about the Working Well Program and how we specifically could help her. After several meetings, we collectively decided to develop a strategic recommendation plan that highlights how she, and the entire Working Well program, could better serve the Wellness Ambassadors.

In order to collect qualitative data from the current Wellness Ambassadors across campus, we facilitated a discussion at the October Working Well Ambassador meeting and conducted one-on-one and email interviews with several Ambassadors. With these results, we were able to find common themes and offer recommendations to Rhonda.

On Thursday October 11th, 2012, we attended the Working Well Ambassador Meeting and led a discussion around two questions. We began by having all of the Ambassadors present at the meeting divide into four groups of three or four individuals. We had them first start with an icebreaker to get to know one another and create an atmosphere for discussion. The icebreaker had each person state their name, department, and their favorite childhood snack. We allowed for 2 minutes of discussion for the icebreaker.

During the icebreaker we handed out our first discussion question on a piece of paper to each group. After the icebreaker, we introduced the first discussion question. We provided the groups 5 minutes to discuss as a group and then brought them back to together as a large group for further open discussion for another 5 minutes. Then, we got the groups back together for discussion of the second question for another 5 minutes. We ran out of time for a group discussion of the second question, but gathered everyone's paper on which they wrote their answers. A compilation of each group's answers from the meeting can be found at the end of this document in Appendix A. Below are the two questions we asked.

1. *The July Wellness Ambassador Survey asked you to list the barriers preventing people from being involved in the Working Well Program. Some of the most common barriers identified were:*

- *Lack of time*
- *Lack of interest in the program*
- *Lack of desire to change*
- *Lack of incentives*
- *Lack of need for the program due to active lifestyles*

*Share how you as a Wellness Ambassador have overcome or could overcome these and other barriers.*

2. *How could the Working Well program make your role as a Wellness Ambassador more enjoyable or rewarding?*

After compiling the data from the Ambassador meeting, we began emailing additional Wellness Ambassadors who were not at the meeting, asking to set up a short interview regarding the Working Well program. On the next page is the email we sent to the seventeen Ambassadors not present at the October meeting.

“Hello \_\_\_\_\_,

My name is \_\_\_\_\_ and I am a graduate student from the Fisher Institute for Wellness and Gerontology. As part of my WELNS 697 class, I am helping Rhonda Murr and the Working Well program enhance the Working Well Ambassador experience. As one of the valued Wellness Ambassadors, Rhonda provided me your name and email so that I can learn a little bit more about your role in the Working Well program.

We are looking for Ambassadors to share approximately 15-20 minutes of their time to meet and discuss their roles about the Working Well program. Your input and answers to these questions will be confidential and help us to develop a strategic plan that supports your role as a Working Well Ambassador. Please let me know what time a short conversation would work best for you between now and November 12<sup>th</sup>.

Thank you in advance for your participation. I look forward to speaking with you.

Sincerely,

\_\_\_\_\_”

After sending the email, we received responses from ten of the Ambassadors. We then set up a time with all who were able to meet and conducted the short fifteen to twenty minute interviews. The remaining Ambassadors were unable to meet in person. However, they still wanted to participate; so, they agreed to fill out the questionnaire electronically. We were able to complete these interviews and gather all of the Ambassador responses between October 29, 2012 and November 12, 2012. Below are five questions we asked all of the ten Ambassadors, either during an interview or on the electronic questionnaire. Answers to each of these questions from the ten Ambassadors can be found at the end of this document in Appendix B.

1. *When you think about serving as a Wellness Ambassador, what do you consider your primary responsibilities to be?*
2. *The July Wellness Ambassador Survey asked you to list the barriers preventing people from being involved in the Working Well Program. Some of the most common barriers identified were:*
  - *Lack of time*
  - *Lack of interest in the program*
  - *Lack of desire to change*
  - *Lack of incentives*
  - *Lack of need for the program due to active lifestyles*

*Share how you as a Wellness Ambassador have overcome or could overcome these and other barriers.*

3. *How could the Working Well Program make your role as a Wellness Ambassador more enjoyable or rewarding?*
4. *Realistically, how much time per month are you able to dedicate to your role as a Wellness Ambassador?*
5. *Is there any other information you would like to share with me? For example, about your role as a Wellness Ambassador, the Working Well Program, or other activities you would like to implement, etc.*

## COMMON THEMES

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After conducting the interviews, we compiled the results from the October Ambassador meeting, the in-person interviews, and the electronic questionnaire. We then identified common themes in the Ambassadors' answers and developed specific recommendations for Rhonda. Based on the themes that emerged from our discussions with the current Wellness Ambassadors, we recommend that the Working Well program make strides to:

1. Define a Working Role for Ambassadors
2. Provide Example Activities and Programs in a Toolkit
3. Create a Common Blackboard Site for Ambassadors to Enhance Cognitive Surplus
4. Recognize Ambassadors
5. Allow for More Face-to-Face Time for a Personal Touch

## RECOMMENDATIONS

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### Define a Working Role for Ambassadors

In the ambassador interviews, it was expressed that their roles and responsibilities were uncertain. The only role that was clearly identified from the group was that of disseminating information to others in their departments. With this, we interpreted that it is important that the role be defined more thoroughly.

In the Harvard Business Review, a study showed that a group of employees who knew their role and responsibilities inside their group compared to a group who did not know their roles and responsibilities were more successful (Shore, 2012). In the group who did not know their roles and responsibilities, they spent the majority of their time arguing and wasting important time trying to clarify their roles amongst each other. If you can provide a clear and concise understanding of what each person should be doing as their day-to-day responsibilities, the likelihood of more productive and well thought out work will increase dramatically (Shore,

2012). Giving your employees a task with no understanding of their role is setting them up for failure; tell them what it is you want them to do and how to do it so, it can be completed the way you want.

Defining a role might be a hard thing to assess; therefore a recommendation is placed on following these four steps to making a clear and concise role for your employee (Balle, 2012).

1. Analyze the strengths, backgrounds and talents of each individual on your team. It is important to understand the abilities and knowledge base of each member on your team. Talk to each member and see what works for him or her as well.
2. Give the members of your team a list of all of your goals and objectives of the project you are working on. If the member knows where you want to end up in this project, they will be able to understand where your head is.
3. With these goals, make it appropriately fit inside each members' day-to-day responsibilities. If you want these goals to be achieved you must assign them to the individuals working on your team.
4. Set a meeting to hand out the roles and responsibilities to each team member, ensuring that each individual is aware of what it is you want them to do.

We believe that if you can show each individual in your group what it is you want them to do and how they will do it, they are more than able to perform the role and responsibilities you set out for them. If they are unaware of what you want them to do, then they will take their own understanding and run with it or possibly do nothing at all.

## Provide Example Activities and Programs in a Toolkit

During our facilitated discussion at the Ambassador Meeting, a common theme heard from many of the groups was the desire to have a collection of wellness programs or activities as a sort of “toolkit” to which the ambassadors could refer. As mentioned in the suggestion above, when asked what they felt their role was during the one-on-one interviews, many ambassadors stated that just disseminating information was their number one role. Partly, this was due to not knowing what else they could do. For this reason we are suggesting the development of a Working Well Ambassador Toolkit. Having a toolkit of ideas available would provide the ambassadors with various activities from which they could choose based upon their own interests, time, and what they felt their department would enjoy. Research has been done on the use of toolkits for user innovation. “Coordinated sets of user-friendly design tools” can “enable users to develop new product innovations for themselves” (Von Hippel & Katz, 2002). In the instance of the Working Well Ambassadors, the user-friendly, ready-made activity ideas and tools can provide them with the freedom to decide what programs would work best within their own department. The ambassadors, if they so desire, would have the option to become an innovator in implementing Working Well within their department rather being than just a messenger.

One of the key reasons why toolkits are used for user innovation is so that the manufacturer doesn't get held up in trying over and over again to determine the needs of a final user. From the information we gathered during interviews, many of the ambassadors know what

programs from Working Well blend with the needs and interests of their department members. If the program offered by Working Well at any given time doesn't interest their department, they don't feel they have any other programs to offer and their department is left with nothing until the next program is rolled out. With a toolkit, the ambassadors would have options from which to choose a different program or activity. The toolkit could purely be a reference source for those that were interested, and the use of it would not need to be a requirement of the ambassador's position. With this, no ambassador would feel overwhelmed by being obligated to implement programs or activities outside of those being offered by Working Well. Additionally, the toolkit could have a wide variety of suggestions from simple, quick, one-time activities to department wide group events. An eclectic array of tools would help ambassadors be creative and innovative to meet the needs of their departments and allow them to feel like more than just a courier of announcements.

## Create a Common Blackboard Site for Ambassadors to Enhance Cognitive Surplus

“Cognitive surplus” is a big word for spare time, the kind of time we and the rest of the Western world have when staring to the television. Combine that surplus energy and time and you have a great resource of thought, which can be put to much better use than watching various shows. Cognitive surplus expert Clay Shirky says this about it: “This increase in our ability to create things together, to pool our free time and particular talents into something useful, is one of the great new opportunities of the age, one that changes the behaviors of people who take advantage of it” (Shirky, 2010). This concept can be applied to the Ambassadors in the Working Well program at Ball State. In our interviews with the Working Well Ambassadors, one suggested a live Wiki page be implemented to better collaborate with other Ambassadors. Since Ambassadors have access to the Blackboard environment, they can use that space to collaborate over future projects and programs that would progress a culture of wellness at Ball State.

## Recognize Ambassadors

Another common theme the Wellness Ambassadors stressed during the meeting and interviews was having more recognition, whether it is from their department chair or Jo Ann Gora, president of Ball State. For example, there were two responses directly relating to recognition when asked, “How could the Working Well Program make your role as a Wellness Ambassador more enjoyable or rewarding?” First, one Ambassador stated, “Recognition within department or college.” Another Ambassador answered, “I think that the university should recognize that we are wellness ambassadors (top down). Just to know that they take our wellness ambassadors seriously. So the university knows that I'm not only devoted to my job as an employee but also as a wellness ambassador.”

It is evident the Ball State Wellness Ambassadors want to be recognized for their efforts. Therefore, we recommend the Working Well program develop a recognition program for the Wellness Ambassadors. Extensive research has shown that having employee recognition programs in the workplace are very beneficial. “Employee recognition is key to preserving and building the identity of individuals, giving their work meaning, promoting their development and

contributing to their health and well-being” (as cited in Grawitch et al. 2006, p.727). These types of programs demonstrate respect for employees, and when employees feel valued and appreciated, they will work harder (Hart, 2012). For example, recognition increased job satisfaction, motivation, hiring selectivity, and productivity and lowered job stress and turnover. Therefore, recognition demonstrates both employee well-being outcomes and organizational improvement outcomes (Grawitch, Gottschalk & Munz, 2006). In short, recognition is advantageous for both the employee and the organization.

Obviously, the first concern that most organizations have is related to the cost that is associated with providing employees recognition. However, effective recognition does not automatically require extensive funding. Rosen and Berger (1991) stated, “besides monetary compensation, there are other recognition practices that can motivate employees, such as award ceremonies, recognition plaques, and celebrations for personal and professional milestones” (p. 138). Therefore, organizations have a unique opportunity to recognize employees in distinctive, cost-effective ways. As long as recognition is “specific, sincere, and timely” benefits will be seen (Hart, 2012, p. 37).

## Allow for More Face-to-Face Time for a Personal Touch

In today’s fast paced, technology driven world of email, blog, text messaging, wikis, instant messaging and virtual meeting technologies, one universal truth remains: Face-to-face communication is still the most preferred, productive and powerful form of communication (Goman, 2011). This fact is not only supported by research but also was expressed by the Ball State University Working Well Ambassadors. One of the common themes expressed by the Working Well Ambassadors was the importance of face-to-face communication with Working Well and the individuals involved in the program.

According to Goman (2011), technology may be a great facilitator of factual information, but when communication has any emotional charge, a face-to-face meeting is the most effective choice. Face-to-face communication gives you the opportunity to put your point across with compassion. The article also presents an important quote that describes the Working Well situation. Goman (2011) stated the following:

When it comes to bonding virtual teams, there’s no substitute for getting people together. Even if it’s just one face-to-face meeting, the very fact that you’ve given people the chance to get “up close and personal” goes a long way toward sustaining a team spirit (and productivity) when everyone goes back to their respective workplaces. (p. 39)

To conclude, we along with the Working Well ambassadors and current research recommend more face-to-face communication between those running the Working Well Program and the ambassadors. This could come in the form of attending departmental meetings to supporting an ambassador or on occasion, just delivering Working Well materials in person. With the personal touch of visiting ambassadors throughout the year, they will feel more supported and like they are part of the overall Working Well team. Although this form of

communication can require more time commitments and scheduling difficulties, the benefits of face-to-face are far too great to not be doing.

## CONCLUSION

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Through our conversations with Ball State's Wellness Ambassadors, we discovered many ways Working Well could help better support these individuals. We first recommend better defining what it means to be a Wellness Ambassador. Here, including specific responsibilities the role requires is appropriate. Next, we advise creating a toolkit of wellness activities and programs the Wellness Ambassadors could administer themselves in their separate departments. Another suggestion we have is creating a Wellness Ambassador Blackboard site. This will allow fellow Wellness Ambassadors to not only share ideas and stories, but also it will provide them with an easily accessed support network. We also propose designing a new recognition program for the Wellness Ambassadors. Finally, we recommend the Working Well staff provide more face-to-face communication and support to the Wellness Ambassadors. We believe these five suggestions will help the Wellness Ambassadors feel more supported and confident in their roles, as well as facilitate future growth and involvement in the Working Well program.

## REFERENCES

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## APPENDIX A - OCTOBER AMBASSADOR MEETING DOCUMENTS

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The July Wellness Ambassador Survey asked you to list the barriers preventing people from being involved in the Working Well Program. Some of the most common barriers identified were:

- Lack of time
- Lack of interest in the program
- Lack of desire to change
- Lack of incentives
- Lack of need for the program due to active lifestyle

As a group, share how you as a Wellness Ambassador have overcome or could overcome these and other barriers.

Time:

If Working Well came to the dept.  
ie, Facilities

~~Need more than~~

Interest

- already passing out info
- hard to change
- <sup>support those at the top</sup> more endorsement of program
- Colorful choices
- More <sup>4?</sup> events

Offer

Meeting with possibly "raffle" type  
incentive ( free 3 months  
Weight Watchers  
free use of trainer.)

The July Wellness Ambassador Survey asked you to list the barriers preventing people from being involved in the Working Well Program. Some of the most common barriers identified were:

- Lack of time
- Lack of interest in the program
- Lack of desire to change
- Lack of incentives
- Lack of need for the program due to active lifestyle

As a group, share how you as a Wellness Ambassador have overcome or could overcome these and other barriers.

*Attitude*  
*Laziness*  
*Those in denial*

The July Wellness Ambassador Survey asked you to list the barriers preventing people from being involved in the Working Well Program. Some of the most common barriers identified were: ✓

- Lack of time ↗
- Lack of interest in the program
- Lack of desire to change
- Lack of incentives
- Lack of need for the program due to active lifestyle

As a group, share how you as a Wellness Ambassador have overcome or could overcome these and other barriers.

- Introducing other options/alternatives to unhealthy habits
- offer to bring healthy treats during treat days.

### Q.1 Summary

- Take Working Well to the departments (ex. facilities)
- Wellness Ambassadors who have made significant lbs.
  - hear inspirational stories
- Fun challenges, competitive between departments.
- offer financial incentives for participating in Weight Watchers.

The July Wellness Ambassador Survey asked you to list the barriers preventing people from being involved in the Working Well Program. Some of the most common barriers identified were: ✓

- ① • Lack of time
- ② • Lack of interest in the program
- ③ • Lack of desire to change
- ④ • Lack of incentives
- ⑤ • Lack of need for the program due to active lifestyle  
*or complete opposite*

As a group, share how you as a Wellness Ambassador have overcome or could overcome these and other barriers.

Q: How do we reach those that really need working well programs ???

- ① take advantage of lunch hour
- ② share success (or disaster) stories
- ③ recruit Ambassadors that have transformed lifestyle/  
great success stories
- ④ intrinsic incentives
- ⑤

How could the Working Well program make your role as a Wellness Ambassador more enjoyable or rewarding?

- More ways we can be engaged beyond information sharing
- Give us list of suggestions
- Solicit "how we can help you" from our department members

How could the Working Well program make your role as a Wellness Ambassador more enjoyable or rewarding?

- More frequent meetings
- More contests
  - i.e. - -
- Colorful choices was success!
- Posters
- At home workout program
  - ↓
  - Possibly ask BSO Library to purchase workout programs
    - stress mgmt
    - exercise videos

How could the Working Well program make your role as a Wellness Ambassador more enjoyable or rewarding?

- \* service counts towards incentive program
- \* more information of other activities in other departments
- \* discounts or offers for fitness classes
- \* recognition within department/college
- \* wiki-page to share ideas

How could the Working Well program make your role as a Wellness Ambassador more enjoyable or rewarding?

*A different group of co workers.  
And supervisors.*

## APPENDIX B – AMBASSADOR ANSWERS TO SURVEY QUESTIONS

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### 1. *When you think about serving as a Wellness Ambassador, what do you consider your primary responsibilities to be?*

**Ambassador 1** – Personally, being a wellness ambassador I try to be a good role model and promote health and wellness. I also try to let everyone know that anyone can make a small change that will better his or her health. I try to do anything that will start other in the right direction and make healthy choices. I also believe that sharing my story with other helps. I also try to promote the working well program by forwarding out any emails I receive. And if it is some type of event or program, I take the first step and join. That helps get others people on board.

**Ambassador 2** – My role is to let others in the office know key events that are happening with the Working Well Department.

**Ambassador 3** – My role is to inform my coworkers of the latest happenings in Working Well and of the opportunities that they have to participate in the variety of programs that are offered.

**Ambassador 4** – So far, I’ve just forwarded the monthly newsletters to the members of my department and printed out materials to display in our office, when applicable.

**Ambassador 5** – First of all would be as a role model. I try to stay fit, eat right, and be active. Be someone they could look to. Second, to inform my faculty and staff of what’s available to them, what they can do to stay involved, what they can take advantage of, such as screenings and tests. Most of the faculty in my department has been here for a while, so they are aware of the services available to them, like Ball Gym. But just keeping them aware of other educational opportunities they can attend is important.

I am also the team leader of the Flat Charlie group in my department. I send emails twice a week reminding them to keep track of their steps and tell me what their steps are for that day. I am trying to think of ways I could inspire those in my group who don’t walk as far to walk more. I was thinking of asking them to walk with me. Maybe taking thirty minutes out of our lunch break to walk together, on the days we have lunch at the same time. Basically, I want to think of ways to keep this group more active with this program.

**Ambassador 6** - My role is to get the information from the Working Well program and use the “useful” things from it to fit in the EXSCI department. The majority of people in this department don’t use a lot of the things we send out because they feel as if they know a lot about it already.

**Ambassador 7** – I serve as a liaison between the Working Well program and my department and encourage wellness within my department (through modeling health behaviors, involvement in Working Well competitions such as the Flat Charlie walking competition, and encouragement).

**Ambassador 8** – Just to let everybody know what different offerings are available. As things come to me through emails of meetings, I forward that information to everyone in my department. Right now we have a walking club that meets on Tuesdays and Thursdays in the rotunda (in Cooper Science). Rhonda suggested other people should come, and a few have.

**Ambassador 9** – I have a little wellness display, but we're hoping to get a larger display once other employees move here. I also made a Bb community for wellness, but not many people know how to use it. I'm having trouble because I can't train them. We have bulletins, recipes, posters, and things like that in that community. I think a few people are looking at it, but I'd like to see more. It's a work in progress.

**Ambassador 10** – Pretty much just setting a good example for other people- trying to tie them into programs like Flat Charlie, we have a wellness bulletin board that we regularly use.

**2. The July Wellness Ambassador Survey asked you to list the barriers preventing people from being involved in the Working Well Program. Some of the most common barriers identified were:**

- a. Lack of time**
- b. Lack of interest in the program**
- c. Lack of desire to change**
- d. Lack of incentives**
- e. Lack of need for the program due to active lifestyles**

**Share how you as a Wellness Ambassador have overcome or could overcome these and other barriers.**

**Ambassador 1** – I do know that there is a major lack of time being a wellness ambassador; and it has become a major concern. It does take up a lot of work time and it gets overwhelming at times. I have truly thought about this issue and thankfully I have had other wellness ambassadors in my department to step in and help me. I have people sign up to join a wellness program but fail to show up at go time. I feel that there is also a lack of follow through because people are constantly getting bombarded with emails. Last year, I made a wellness ambassador sign that helped promote the program and bring awareness to others that we are wellness ambassadors. Having multiple wellness ambassadors in each department is important so duties can be spread out.

**Ambassador 2** – Things are easier now that we have hour long lunches, instead of half hour lunches. Also, almost everyone in our office is interested in the working well program; so, our office does not encounter the 'lack of interest in the program' barrier.

**Ambassador 3** – I advise people to make it a priority and make time for better health. I also share the current incentives with the staff and encourage them to take advantage of the benefits associated with the program. Therefore, I think it would be helpful to get a

group together to partake in the program and hold each other accountable for their actions. There are incentives; but the main (and most important) is better personal health!

**Ambassador 4** – Only two other people in my department engage in active lifestyles. All three of us are very motivated when there is a way to get our semester memberships to the rec center for free. The rest of my department is not active, whether they are overweight or not. I don't see that they will ever change. I can't get them interested in any of the activities; and I don't think anything will ever motivate them to change.

**Ambassador 5** – One easy way would be to make a poster that could be put up in my department or some way to announce how our team is doing. I could design a sheet of paper (with Flat Charlie) that shares the teams walking average for the week. Displaying the total number of steps would be neat since it would be a big number. I just want a way to show this is what we're doing, to get people interested and to make them aware this is going on.

I was thinking in terms of incentives, if I could get the head of my department to give a little something, not sure what it would be, just something little, maybe out of his pocket and not the departmental funds. For example, giving a reward/certificate to the person with the most steps at the end of the Flat Charlie.

Another way is for me to approach people in my department who I know are fit and ask specifically what they do. It'd be like an impromptu survey in person. This is a way I can ask what other people do around the department. This would also raise awareness.

**Ambassador 6** – I try to find something that peaks the interest of people who already study this and know a lot about it, like the recipes that we send to them. People really use those and take advantage of them. Employee incentives are great. I usually let people know what is going on through the Blackboard site. I feel that we need to have some more structure based off the things that we can provide.

**Ambassador 7** – I really need to be more involved in the Working Well program. Honestly. Time has been a factor for me as a mother of a young child and a newer faculty member. I've wanted to participate in the free biometric screenings, for example, but getting to campus early—I have a long commute—and with an empty belly has been a challenge. I've also wanted to seek out assistance through the nutrition counselors, but I have not made time for that yet.

**Ambassador 8** – You always find time to do the things that you really want to do. Older people find it more difficult to change. It often takes people a major trauma to make behavior change happen. We are creatures of habit; it's hard to make changes—you have to stick with it!

**Ambassador 9** – For right now, it's our distance that is a barrier, but that will change soon. Not any of these things listed. Everyone works different schedules, so people come to me sometimes. For instance, one person came to me asking for a colonoscopy DVD that Rhonda gave out. I'm basically just a disseminator of information. It seems that people are actually interested.

**Ambassador 10** – I think the biggest barrier is lack of time. So many people have family, little kids, they just don't have the time or don't make the time. I don't have children at home, and it's hard enough for me! At 5 o'clock, I want to go home, not the gym.

We're having a lot of success with Flat Charlie because it's very attainable for the \$75 reward. Who couldn't use \$75? It's so simple; all you have to do is DO IT!

### **3. How could the Working Well Program make your role as a Wellness Ambassador more enjoyable or rewarding?**

**Ambassador 1** – Overall I think it is a pretty good program. Maybe give more option, offer more than one program at a time so we can have choices of what program we want to do. Also, help me find out what other wellness ambassadors are doing and see if they are taking their role serious. Spreading the word is most important. Some type of incentive would also help. I don't require any personal rewards; just knowing that I am healthy is enough for me. But for others, I think that the university should recognize that we are wellness ambassador (top down). Just to know that they take our wellness ambassadors seriously. So the university knows that I'm not only devoted to my job as an employee but also as a wellness ambassador.

**Ambassador 2** – I think that they are doing a great job. We do need updated inserts for our plastic tabletop displays.

**Ambassador 3** – It already is! I've enjoyed coordinating the walking program with my department and had a much better turnout than I thought I would!

**Ambassador 4** – I didn't join it because I thought it would be fun, nor do I require any rewards for being an ambassador.

**Ambassador 5** – There is not really that much they could do. The newsletter was really helpful and informative. Just having things already put together that I can send out to my department directly is very helpful. And I find being an Ambassador already rewarding. Maybe having more types of programs like the Flat Charlie would be helpful. I am excited to see what they come up with next!

Maybe if there were some way to find out what other departments are doing, besides the Flat Charlie, which would be helpful. If I could share with the Chair of my Department little ideas of what we could introduce in our department that other departments are doing he would definitely be on board and it would give me more ideas. At our last departmental meeting, someone came in and spoke the whole time so I was unable to share what the Working Well program is doing, but the idea of speaking in a departmental meeting would definitely advocate for the program. However, this is something Rhonda can't do, I have to.

Just more ideas, like the Flat Charlie, and the newsletter are great! Keeping in regular contact is helpful too. Since the Flat Charlie started, getting the weekly reminder emails has been nice. Also, just knowing there is a community of Wellness Ambassadors is good.

**Ambassador 6** – I think you are doing a great job. I make sure that people get the notifications that I spread throughout my department.

**Ambassador 7** – I believe that the expectations of the wellness ambassadors are rather broad; and I like that. That gives me some flexibility in how I am involved and doesn't diminish my efforts, however small they may be. For example, I send our uplifting emails to our department to boost morale and provide emotional support during rough times in the semester. I also participate in department activities to promote wellness such as the Colorful Choices and Flat Charlie programs. I also post motivational quotes and information outside my office door and I hosted an aromatherapy table last semester, which was beneficial for several faculty members I believe.

**Ambassador 8** – I was absent from the first meeting of the year, so to hear some ideas from the other ambassadors would be great. We had 6 retire in our department, so we are short-staffed. People have been doing things they normally don't do.

**Ambassador 9** – It would be helpful to have some sort of tracking for the walking club. It would be helpful to know how to contact the people that do the walking club so they don't feel left out. We need more tabletops for the wellness tips.

**Ambassador 10** – I don't really see any gain from it, I just see it as a way to better myself. Incentives for participants would be nice to give out.

**4. Realistically, how much time per month are you able to dedicate to your role as a Wellness Ambassador?**

**Ambassador 1** – I would say at least 5 days per week and that is workdays only. Time out of my workday would add up to about 30 minutes per day. It would be a challenge to ask for any more than that.

**Ambassador 2** – I would say about 2-3 hours per month.

**Ambassador 3** – I would say a couple of hours.

**Ambassador 4** – I would say 30 minutes.

**Ambassador 5** – At least an hour a week, but I wouldn't have a problem doing more. I could imagine doing 4 to 8 hours a month.

**Ambassador 6** – I spend about half an hour to an hour on my duties per week.

**Ambassador 7** – I cannot quantify my participation in terms of time. I try to do at least one wellness-related activity for our department per semester. The time requirements vary.

**Ambassador 8** – It doesn't take much time; I just forward the information to our department.

**Ambassador 9** – The walk takes the most time, at 1 hour per week. The emailing and other disseminating of information hardly takes any time at all.

**Ambassador 10** – I don't really think it takes any time. Maybe a hour per week.

**5. *Is there any other information you would like to share with me? For example, about your role as a Wellness Ambassador, the Working Well Program, or other activities you would like to implement, etc.***

**Ambassador 1** – I enjoyed the Wellness ambassador kick off meeting in the fall, but it would be nice to have an open time for all ambassador to come over and workout for free. Or massages, give us some type of incentive for being a wellness ambassador. We are volunteering for an extra role.

**Ambassador 2** – We have a ‘Healthy Lunch’ each month—I think it is a great time to try new, healthy recipes and a great time for those involved to get together and chat about health lifestyles.

**Ambassador 3** – I think more programs like the walking program that can bring coworkers/departments together are great. The pedometers have not been holding up very well, so that has been rather disappointing and discouraging for several in my area. However, the overall feel for the program itself has been very positive. Staff have gotten together to walk the halls when time allows and several are trying to get together after work to walk as well.

**Ambassador 4** – No comment.

**Ambassador 5** – I have been really impressed with how fast this Flat Charlie program came about and how visible it is. When I’m on Facebook, I always something about the Flat Charlie program and this is something that is helpful to keep it out there. Having the brochure of all the things the Working Well office does was very helpful. The other thing that occurs to me is that other people (employees) do not know of the facilities that are available to them. Maybe offering tours of the where the Working Well office is and where the gyms are would be beneficial. Maybe having an “open house” to show employees where everything is would be helpful. I am happy with what Working Well is doing and glad I am able to be involved as a Wellness Ambassador.

**Ambassador 6** – The recipes are things everyone seems to enjoy. I get a lot of feedback on them. The chair also allows me to have control over the program.

**Ambassador 7** – No comment.

**Ambassador 8** – In order to convince someone else to be an ambassador, I would tell them that they would have the ability to support others.

**Ambassador 9** – In order to convince someone else to be an ambassador, I would tell them to just get in there and do it! It’s a benefit to you because you’re aware of all those healthy things going on. You can be a point-person for wellness.

**Ambassador 10** – In order to convince someone else to be an ambassador, I would tell that it’s a good way to motivate your own health. It’s a way to motivate myself. It’s not hard, it doesn’t cost any money.