

# Links to Additional Online Worksite Wellness Resources

**Care Continuum: Managing Obesity to Improve Population Health: A Tool Kit**  
<http://www.carecontinuumalliance.org/pdf/201301/cca-obesity-toolkit.pdf>

**Care Continuum: Participant Engagement and Use of Incentives**  
<http://www.carecontinuumalliance.org/pdf/201301/Incentives-Document.pdf>

**APA Stress in America Report: Missing Health Connection**  
<http://www.apa.org/news/press/releases/stress/2012/full-report.pdf>

**Working Well: What's next for wellness? Highlights and implications of the 5th Global Wellness Survey**  
<http://www.buckconsultants.com/portals/0/events/2012/web/wa-working-well-what-next-wellness-2012-1212.pdf>

**Wellness Program Rewards Significantly Expanded Beginning With Plan Year 2014 Under Proposed Regulation**  
<http://www.towerswatson.com/en/Insights/Newsletters/Americas/health-care-reform-bulletin/2012/wellness-program-rewards-significantly-expanded-beginning-with-plan-year-2014>

**Smoking, Obesity, Health Insurance, and Health Incentives in the Affordable Care Act – JAMA 2013, Volpp**  
[http://www.google.com/url?sa=t&rct=j&q=&esrc=s&frm=1&source=web&cd=10&ved=0CHUQFjAJ&url=http%3A%2F%2Fwww.researchgate.net%2Fpublication%2F239945871\\_Smoking\\_Obesity\\_Health\\_Insurance\\_and\\_Health\\_Incentives\\_in\\_the\\_Affordable\\_Care\\_Act%2Ffile%2F3deec51d8f8178d264.pdf&ei=x9I6UuCEHIy1kQfuk4HYCw&usq=AFQjCNEgQwdZwsj764UvICcBhA7GJPFuMg&sig2=ke9WsWibWfTK798uwK4JbQ&bvm=bv.55980276,d.eW0](http://www.google.com/url?sa=t&rct=j&q=&esrc=s&frm=1&source=web&cd=10&ved=0CHUQFjAJ&url=http%3A%2F%2Fwww.researchgate.net%2Fpublication%2F239945871_Smoking_Obesity_Health_Insurance_and_Health_Incentives_in_the_Affordable_Care_Act%2Ffile%2F3deec51d8f8178d264.pdf&ei=x9I6UuCEHIy1kQfuk4HYCw&usq=AFQjCNEgQwdZwsj764UvICcBhA7GJPFuMg&sig2=ke9WsWibWfTK798uwK4JbQ&bvm=bv.55980276,d.eW0)

**Behavioral Economics and Health – Kevin Volpp, Congressional Briefing 2013**  
[http://www.google.com/url?sa=t&rct=j&q=&esrc=s&frm=1&source=web&cd=8&ved=0CGUQFjAH&url=http%3A%2F%2Faeaweb.org%2Fcommittees%2FGovt\\_Relations%2FPDFs%2FBehavioral\\_Econ\\_and\\_Health\\_Volpp\\_2013.ppt&ei=x9I6UuCEHIy1kQfuk4HYCw&usq=AFQjCNEoLlz3Hino91z87cpwfS8xtxWG9w&sig2=5noH\\_F4spUgZijkeIIVcQ&bvm=bv.55980276,d.eW0](http://www.google.com/url?sa=t&rct=j&q=&esrc=s&frm=1&source=web&cd=8&ved=0CGUQFjAH&url=http%3A%2F%2Faeaweb.org%2Fcommittees%2FGovt_Relations%2FPDFs%2FBehavioral_Econ_and_Health_Volpp_2013.ppt&ei=x9I6UuCEHIy1kQfuk4HYCw&usq=AFQjCNEoLlz3Hino91z87cpwfS8xtxWG9w&sig2=5noH_F4spUgZijkeIIVcQ&bvm=bv.55980276,d.eW0)

**Structuring, Legal, Ethical, and Practical Workplace Incentives – Health Affairs Blog, Ron Goetzel**  
<http://healthaffairs.org/blog/2013/04/23/structuring-legal-ethical-and-practical-workplace-health-incentives-a-reply-to-horwitz-kelly-and-dinardo/>

**Don't Throw the Baby Out with the Bath Water – Health Affairs Blog, Ron Goetzel**  
<http://healthaffairs.org/blog/2013/01/29/on-workplace-wellness-dont-throw-the-baby-out-with-the-bath-water-a-reply-to-lewis-and-khanna/>

**Smaller worksites (with fewer than 500 employees) remain the priority for worksite wellness promotion in New York State. 8/1/13**  
[http://www.health.ny.gov/statistics/prevention/injury\\_prevention/information\\_for\\_action/docs/2013-07\\_ifa\\_report.pdf](http://www.health.ny.gov/statistics/prevention/injury_prevention/information_for_action/docs/2013-07_ifa_report.pdf)

**CDC - Workplace Health Program Development Checklist**  
<http://www.cdc.gov/workplacehealthpromotion/pdfs/WHPChecklist.pdf>

**Incentives for Nondiscriminatory Wellness Programs in Group Health Plans**  
<http://www.gpo.gov/fdsys/pkg/FR-2013-06-03/pdf/2013-12916.pdf>

**Federal Wellness Resource Guide (CDC, 2013)**  
<http://www.cdc.gov/policy/resources/FederalWellnessResourceGuide.pdf>

**CDC Health Score Card: An Assessment Tool for Employers to Prevent Heart Disease, Strokes, and Related Health Conditions (CDC, 2012)**  
[http://www.cdc.gov/dhdsp/pubs/docs/HSC\\_Manual.pdf](http://www.cdc.gov/dhdsp/pubs/docs/HSC_Manual.pdf)

# Links to Additional Online Worksite Wellness Resources

**A Review of the U.S. Workplace Wellness Market (Rand Health – Occasional Paper, 2012)**

<http://www.dol.gov/ebsa/pdf/workplacewellnessmarketreview2012.pdf>

**Systematic Review of the Impact of Worksite Wellness Programs (American Journal of Managed Care, 2012)**

<http://www.ajmc.com/articles/Systematic-Review-of-the-Impact-of-Worksite-Wellness-Programs>

**Structuring Legal, Ethical, and Practical Workplace Health Incentives: A Reply to Horwitz, Kelly, and DiNardo (Health Affairs Blog – Ron Goetzel, 2013)**

<http://healthaffairs.org/blog/author/rongoetzel/>

**Wellness Incentives in the Workplace: Cost Savings through Cost Shifting to Unhealthy Employees (Health Affairs, 2013)**

<http://content.healthaffairs.org/content/32/3/468.full.pdf+html>

**Like CVS, More Employers Penalize Workers that Snub Wellness Exams (Forbes, 2013)**

<http://www.forbes.com/sites/brucejapsen/2013/03/25/like-cvs-more-employers-penalize-workers-that-snub-wellness-exams/>

**Premium Incentives to Drive Wellness in the Workplace: A Review of the Issues and Recommendations for Policymakers (Georgetown University Health Policy Institute, 2012)**

<http://www.rwjf.org/content/dam/web-assets/2012/02/premium-incentives-to-drive-wellness-in-the-workplace>

**AHA Population Approaches to Improve Diet, Physical Activity, and Smoking Habits (Circulation, 2012)**

<http://circ.ahajournals.org/content/early/2012/08/19/CIR.0b013e318260a20b.full.pdf>

**Deloitte 2012 Survey of U.S. Employers: Opinions about the U.S. Health Care System**

[http://www.deloitte.com/assets/Dcom-UnitedStates/Local%20Assets/Documents/us\\_dchs\\_employee\\_survey\\_072512.pdf](http://www.deloitte.com/assets/Dcom-UnitedStates/Local%20Assets/Documents/us_dchs_employee_survey_072512.pdf)

**Boosting Wellness Participation Without Breaking the Bank (Towers Watson Insider, 2010)**

<http://www.towerswatson.com/assets/pdf/2395/2395.pdf>

**Targeting Health Disparities: Linking Upstream Determinants to Downstream Interventions (Health Affairs, 2012)**

<http://content.healthaffairs.org/content/27/2/339.abstract>

**Health Risk Appraisals: How Much do They Influence Employees' Health Behavior?**

<http://content.healthaffairs.org/content/28/5/1532.full>

**Work Engagement: A Practical Measure for Workplace Health Promotion (HP International, 2012)**

<http://heapro.oxfordjournals.org/content/early/2012/06/11/heapro.das022.abstract?keytype=ref&ijkey=buUXbYaiBg3IdIm>

**Workplace Health Promotion Implementation, Readiness, And Capacity Among Midsize Employers in Low-Wage Industries (JOEM, 2012)**

<http://depts.washington.edu/hprc/link-0712-workplace-health-promotion>

**Cost-Effectiveness of Health Risk Reduction After Lifestyle Education in the Small Workplace (PCD, 2012)**

<http://www.torna.do/s/Cost-effectiveness-of-health-risk-reduction-after-lifestyle-education-in-the-small-workplace/>

**Promoting Prevention Through the Affordable Care Act: Workplace Wellness (CDC, 2012)**

[http://www.cdc.gov/pcd/issues/2012/12\\_0092.htm](http://www.cdc.gov/pcd/issues/2012/12_0092.htm)

**Health Enhancement Research Organization Studies (2012 Update of Abstracts)**

[http://www.the-hero.org/Research/Studies.htm#en\\_Modifiable\\_Health\\_Risk\\_Factors](http://www.the-hero.org/Research/Studies.htm#en_Modifiable_Health_Risk_Factors)

**Ten Modifiable Health Risk Factors are Linked to More Than 1/5 of Employer-Employee Health Care Spending (Health Affairs, 2012)**

<http://content.healthaffairs.org/content/31/11/2474.abstract>

# Links to Additional Online Worksite Wellness Resources

**Policy Brief: Worksite Wellness Programs (Health Affairs, 2012)**

[http://www.healthaffairs.org/healthpolicybriefs/brief.php?brief\\_id=69](http://www.healthaffairs.org/healthpolicybriefs/brief.php?brief_id=69)

**Top Solution: Communicating with Employees About Preventive Services: Tips and Techniques (NBGH, 2011)**

<http://www.businessgrouphealth.org/pub/f31317f4-2354-d714-5151-0512a758a4f5>

**Recent Experience in HP at Johnson and Johnson: Lower Health Spending, Strong Return on Investment (Health Affairs, 2011)**

<http://content.healthaffairs.org/content/30/3/490.short>

**The Effectiveness of a Health Promotion Program After 3 Years (University of Minn. – Medical Care, 2012)**

[http://journals.lww.com/lww-medicalcare/Abstract/2012/09000/The\\_Effectiveness\\_of\\_a\\_Health\\_Promotion\\_Program.4.aspx](http://journals.lww.com/lww-medicalcare/Abstract/2012/09000/The_Effectiveness_of_a_Health_Promotion_Program.4.aspx)

**Seven-Year Trends in Employee Health Habits from a Comprehensive Workplace HP Program at Vanderbilt University (JOEM, 2011)**

[https://www.researchgate.net/publication/51819754\\_Seven-year\\_trends\\_in\\_employee\\_health\\_habits\\_from\\_a\\_comprehensive\\_workplace\\_health\\_promotion\\_program\\_at\\_Vanderbilt\\_University](https://www.researchgate.net/publication/51819754_Seven-year_trends_in_employee_health_habits_from_a_comprehensive_workplace_health_promotion_program_at_Vanderbilt_University)

**Meta-Evaluation of Worksite HP Economic Return Studies: 2012 Update (Art of HP)**

[http://www.chapmaninstitute.net/articles/05\\_TAHP\\_26\\_4\\_Meta\\_Evaluation\\_2012.pdf](http://www.chapmaninstitute.net/articles/05_TAHP_26_4_Meta_Evaluation_2012.pdf)

**Guidance for a Reasonably Designed, Employer-Sponsored Wellness Program Using Outcome-Based Incentives (JOEM, 2012)**

[http://www.acoem.org/uploadedFiles/Public\\_Affairs/Policies\\_And\\_Position\\_Statements/JOEM%20Joint%20Consensus%20Statement.pdf](http://www.acoem.org/uploadedFiles/Public_Affairs/Policies_And_Position_Statements/JOEM%20Joint%20Consensus%20Statement.pdf)

**Making Healthy Behaviors the Easy Choice for Employees: A Review of the Literature on Environmental and Policy Changes in Worksite HP (HE&B, 2012)**

[https://www.researchgate.net/publication/230633084\\_Making\\_Healthy\\_Behaviors\\_the\\_Easy\\_Choice\\_for\\_Employees\\_A\\_Review\\_of\\_the\\_Literature\\_on\\_Environmental\\_and\\_Policy\\_Changes\\_in\\_Worksite\\_Health\\_Promotion](https://www.researchgate.net/publication/230633084_Making_Healthy_Behaviors_the_Easy_Choice_for_Employees_A_Review_of_the_Literature_on_Environmental_and_Policy_Changes_in_Worksite_Health_Promotion)

**Value of Primordial and Primary Prevention for Cardiovascular Disease (Policy Statement from AHA, 2011)**

[http://my.americanheart.org/professional/General/Value-of-Primordial-and-Primary-Prevention-for-CVD\\_UCM\\_429786\\_Article.jsp](http://my.americanheart.org/professional/General/Value-of-Primordial-and-Primary-Prevention-for-CVD_UCM_429786_Article.jsp)

**Workplace Clinics: a Sign of Growing Employer Interest in Wellness (Health System Change Research Brief, 2010)**

<http://www.hschange.com/CONTENT/1166/>

**Workplace Clinics are Expanding Focus Beyond Injuries, Preventive Care (Kaiser Health News, 2012)**

<http://www.kaiserhealthnews.org/features/insuring-your-health/2012/workplace-clinics-expand-michelle-andrews-061912.aspx>

**Effectiveness of Workplace Interventions in Europe Promoting Healthy Eating: A Systematic Review (EJPH, 2011)**

<http://eurpub.oxfordjournals.org/content/early/2011/07/22/eurpub.ckr098.short?rss=1>

**Pregnancy in the Workplace: In-depth Review (OM, 2012)**

<http://ocmed.oxfordjournals.org/content/62/2/88.full.pdf>

**Time: Putting the Social into Science (2011)**

<http://www.time.com/time/magazine/article/0,9171,2101856,00.html>

**Longitudinal Analysis of Large Social Networks: Estimating the Effect of Health Traits on Change in Friendship Ties (Stat Med, 2011)**

<http://www.ncbi.nlm.nih.gov/pubmed/21287589>

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**State of Health in the American Workforce: Does Having an Effective Workforce Matter? (2011)**

<http://familiesandwork.org/site/research/reports/HealthReport.pdf>

**Are Workplace HP Programs Effective at Improving Presenteeism in Workers? A Systematic Review and Best Evidence Synthesis of the Literature (2011)**

<http://www.biomedcentral.com/1471-2458/11/395>

**Leading by Example: Creating a Corporate Health Strategy: The Kansas City Collaborative Experience**

[http://www.prevent.org/data/files/initiatives/lbe%20kc2\\_final.pdf](http://www.prevent.org/data/files/initiatives/lbe%20kc2_final.pdf)

**How Companies Consider Value in Health Policy and Design (ACOEM)**

[http://beta.acoem.org/uploadedFiles/Career\\_Development/Tools\\_for\\_Occ\\_Health\\_Professional/Health\\_and\\_Productivity/AventisReport.pdf](http://beta.acoem.org/uploadedFiles/Career_Development/Tools_for_Occ_Health_Professional/Health_and_Productivity/AventisReport.pdf)

**Outcomes Guidelines Report (Care Continuum Alliance)**

[http://www.carecontinuumalliance.org/OGR5\\_user\\_agreement.asp](http://www.carecontinuumalliance.org/OGR5_user_agreement.asp)

**Achieving Accountable Care: Essential Population Health Management Tools for ACOs (Care Continuum Alliance)**

[http://www.carecontinuumalliance.org/pdf/CCA\\_ACO\\_Toolkit.pdf](http://www.carecontinuumalliance.org/pdf/CCA_ACO_Toolkit.pdf)

**Barriers to Participate in a Worksite Wellness Program (Nutrition Research and Practice, 2010)**

<http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2867226/>

**Presentation: Consumer Engagement Across the Health Care Spectrum (Deloitte Consulting LLP, Sept 2011)**

[http://www.carecontinuumalliance.org/theforum11/Presentations/Consumer\\_Engagement\\_Across\\_the\\_Health\\_Care\\_Spectrum.pdf](http://www.carecontinuumalliance.org/theforum11/Presentations/Consumer_Engagement_Across_the_Health_Care_Spectrum.pdf)

**Promoting Employee Well-being: Wellness Strategies to Improve Health, Performance and the Bottom Line (SHRM White Paper by Chenoweth)**

<http://www.shrm.org/about/foundation/products/documents/6-11%20promoting%20well%20being%20epg-%20final.pdf>

**2011 Stress in America Report**

<http://www.apa.org/news/press/releases/stress/2011/final-2011.pdf>

**Pathway to Health and Productivity Staying@Work Report (NBGH & Towers Watson, 2011/2012)**

<http://www.towerswatson.com/assets/pdf/6031/Towers-Watson-Staying-at-Work-Report.pdf>

**Lead by Example: The Value of Worksite HP to Small and Medium Sized Employers**

[http://www.prevent.org/data/files/initiatives/lbe\\_smse\\_2011\\_final.pdf](http://www.prevent.org/data/files/initiatives/lbe_smse_2011_final.pdf)

**National Prevention Strategy**

<http://www.healthcare.gov/prevention/nphpphc/strategy/report.pdf>

**Health Affairs Article: Wellness Programs Can Generate Savings**

<http://content.healthaffairs.org/content/29/2/304.full.pdf+html>

**Environmental Check Lists/Tools**

- **CHEW (Checklist of Health Promotion Environments at Worksites)**
- **Heart Check**

[http://www.cdc.gov/nccdphp/dnpao/hwi/programdesign/environmental\\_audits.htm](http://www.cdc.gov/nccdphp/dnpao/hwi/programdesign/environmental_audits.htm)