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Healing the Work Place: Wellness Initiative Programs for the City of Marietta.

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Healing the Work Place: Wellness Initiative Programs for the City of Marietta.

Submitted by:

Odulesi Ololade

An Internship Paper submitted in
Partial Fulfillment of the Requirements for the

Master of Public Administration

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Executive Summary

Due to the increase in health care costs and its impact on both employers and employees, the City of Marietta is interested in the wellness programs and how it can be implemented because they serve as good alternatives to reducing health care costs. Thus my main project is to research on the wellness programs, their implementation in other cities, how successful they were and to analyze their cost/benefit and cost-effectiveness in the cities of Lagrange and Atlanta.

Wellness programs consist of a combination of activities designed to increase awareness, assess risks, educate and promote voluntary behavior change to improve the health of a group, modify their consumer health behavior, enhance their personal well-being and productivity, and prevent illness and injury. Employee wellness program opportunities can be offered both at and away from the worksite.

I chose the health and wellness programs of the City of LaGrange and Atlanta as case studies because of their success in terms of cost-effectiveness and cost-benefits. After these Cities experienced tremendous increase in employees' health care costs, they opted for the creation and the implementation of a well designed wellness programs which has helped lower the cost of insurance claims. The City of Lagrange and Atlanta are considered pioneers in Health and Wellness Programs, thus I reviewed and compared the different Wellness Programs they have implemented and I made some recommendations on the Wellness programs the City of Marietta can implement based on their employees' health issues.

ACKNOWLEDGEMENT

I owe my deepest gratitude to God Almighty who gave me wisdom, strength and guidance throughout the time of my research and writing of this paper.

I am heartily thankful to my internship supervisor, William Baker, whose encouragement, guidance and support from the initial to the final level enabled me to develop an understanding of the subject. I would also like to thank my onsite supervisor, Shannon Barrett who gave me the opportunity to expand my skills and test out my interest in Public Administration.

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Overview of Marietta

The City of Marietta was named after the wife of Thomas Willis Cobb who was a U.S Senator, a Congressman and the Judge of the Superior Court. Marietta was still a part of Cherokee Indian Territory when its earliest inhabitants arrived in the early 1830s. In the 1850s, the City became a fast growing community with flourishing businesses such as grocery stores, general stores, gunsmiths and numerous other professionals such as physicians and attorneys. On January 22, 1852, Marietta was incorporated as a City. Although the foundation of the City lies in its historic beginnings, its growth and economic vitality results from its forward thinking, extensive planning and dedication of citizens and government.

Below is the City's Mission Statement

Marietta is a livable City in a great metropolitan area. It is dedicated to being a clean City with trees, green spaces, and boulevards. We are a dynamic business center that has retail, offices and environmentally friendly industry in appropriate places. We honor our past, preserve our history, and welcome the future. We are a City that cherishes culture and arts, and we are a tourist destination and an entertainment center for the region. Ours is a City of mixed uses (live, learn work, play) and diverse urban design that will become known as the "Marietta Look". Our City has a well-defined, vibrant downtown and neighborhoods that mix residences, parks and green space, and businesses. Marietta offers housing for people of all ages, incomes, and ethnic backgrounds so that generations of families can live within our City. We recognize the importance of homeownership, and our vision is that a majority of our residences will be owner-occupied. Marietta is a hub of activity where traffic, transit, and pedestrians move about easily and safely. Marietta is a place where citizens are positively involved in decision-making through boards, community organizations, and community meetings. The City will actively seek partnerships with other governments, businesses, philanthropic institutions, non-profit organizations, and educational institutions in building a high quality of life. Marietta is a place where the City Council is committed to ethical behavior. (City of Marietta).

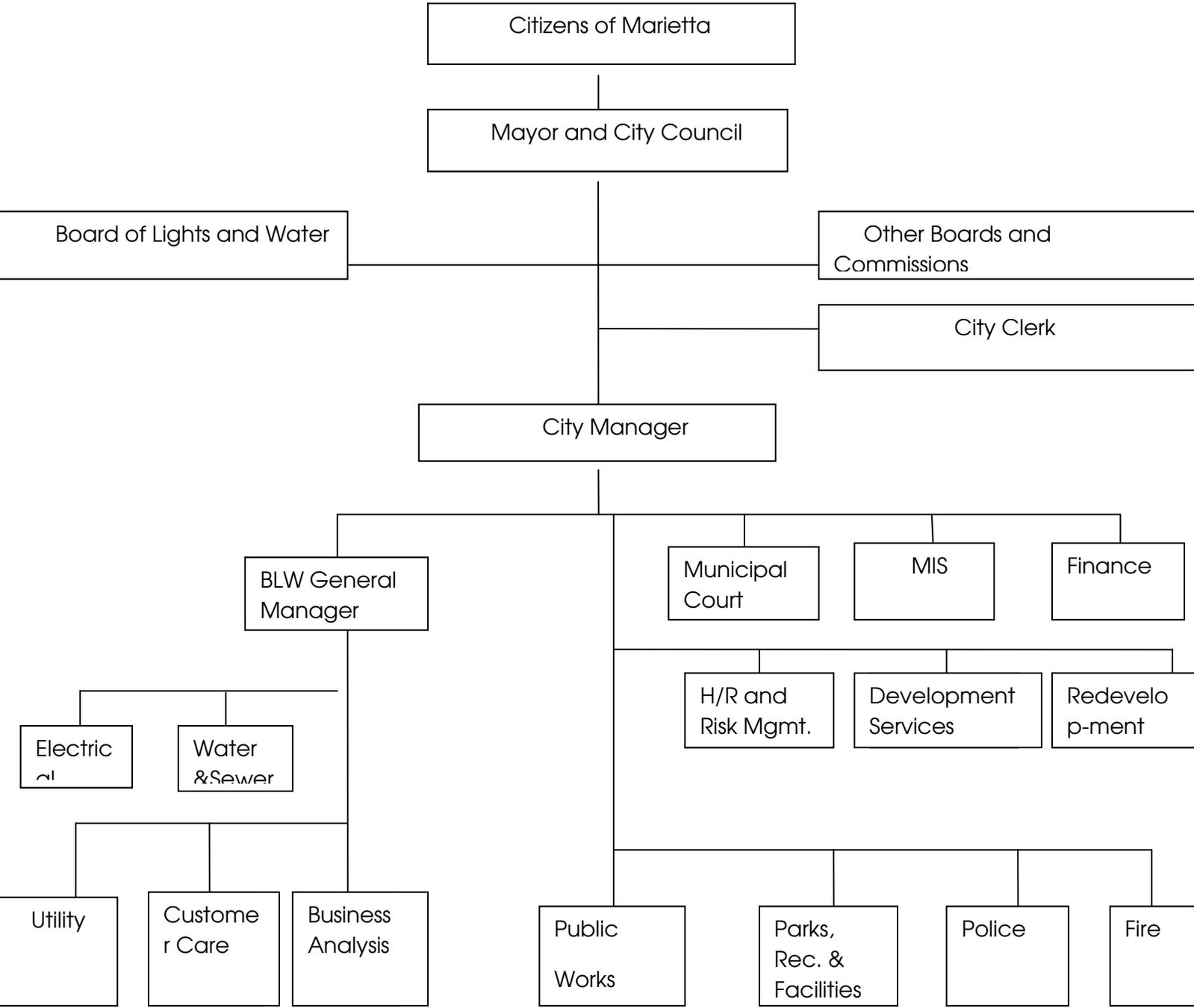
The diagram below which is the organizational chart of the City of Marietta shows that the City operates under a hierarchical structure which according to Weber creates stability and uniformity. In addition to this, the City operates under the mechanistic management system which according to Burns and Stalker is characterized by stable conditions, precise definition of rights and obligations which is evident in the specifics duties and responsibilities of each

department discussed below, technical methods attached to each functional role, hierarchical structure of control which is also evident in how the City is being run, vertical communication which is present between the heads of departments and lower levels of management, loyalty to the concern and obedience to supervisors. (Burns and Stalker, 1961).

Max Weber argued that an organization that is structured hierarchically will promote efficiency and effectiveness through division of work. This is because the subordinates are directly responsible to their leaders and the functions and duties of the City are divided among the departments. In other words, each department has its own duties, roles and standard operating procedures that must be followed. (Weber, 1978). This hierarchical structure is evident in the day to day operations of the City of Marietta. The chart below reveals that each department, committees and elected officials are either directly responsible to their supervisors, elected officials or the citizens. According to Weber, official positions should not be held for life because this will prevent the appointment of the right people with the right skills to the job. This characteristic of bureaucracy is also present in the City because official positions are held for a certain period of time which is from 4years-8years.

The organizational chart of the City of Marietta shows the different key players involved in the running of the organization. The key players according to Henry Mintzberg are called influencers. Influencers are divided into two groups- internal and external influencers. The external influencers according to Mintzberg are non-employees who use their bases of influence to try and affect the behaviors of the employees. These influencers form what is known as the external coalition. (Mintzberg, 1989). Thus, in the organizational chart below, the citizens of Marietta are considered external influencers. Also the Mayor and the City Council are members of this external coalition. Internal influencers according to Mintzberg on the other hand are full-time employees who make decisions and take actions on a permanent basis. They use their voice to determine the outcomes which expresses the goals pursued by the organization. These influencers form what is known as the internal coalition. (Mintzberg, 1989). The City Manager, all departmental heads and the staff fall under the internal coalition, thus they are the internal influencers.

CITY OF MARIETTA'S ORGANIZATIONAL CHART



The Various Departments in the City of Marietta and their functions.

Incorporated as a village in 1834 and as a City in 1852, the City of Marietta is organized under a form of government consisting of a Mayor, Council and City Manager. The Council is made up of representatives elected from each of seven districts within the City, and a Mayor elected at-large. The City Council is the governing body of the City with the authority to adopt and enforce municipal laws and regulations. The Mayor and City Council appoint members of the community to sit on the City's various Boards and Commissions, ensuring that a wide cross-section of the community is represented in the City government. The City Council appoints the City Manager, the City's chief executive officer. The Council-Manager relationship is comparable to that of a Board of Directors and CEO in a private company or corporation. The City Manager appoints City Department Heads and is responsible to the City Council for all City operations. The City Council also appoints the City Attorney who serves as the City's chief legal officer, and the City Clerk who maintains all the city's records. Terms of office are for four years and the numbers of terms a member may serve are unlimited.

The City Manager's Office provides administrative services to the citizens of Marietta, the Mayor and Council members, the press and employees who work here. It is the responsibility of this office to see that the day-to-day business of City government runs smoothly and efficiently. One of the important functions of this department is to communicate with Mayor, Council, Citizens, Employees and the Press. In other words, it serves as a liaison. Also it's the duty of this department to respond in a timely manner (either verbally or in writing) to the citizens regarding their complaints, problems and inquiries. Preparation of agendas for committee and council meetings are done by this department. In addition, it presents to the Council the City's annual budget and forward plans and recommendations to Mayor and Council for action. Also these departments maintain and update the City's vision statement.

The Board of Light and Water (BLW) encompasses the policy-making authority for the utilities' activities which includes electrical distribution, water distribution and waste collections. The mission statement of this department is to be a proven and respected provider of utility and related services by providing high quality, reliable and competitive services to the customers and a fair return to the citizens of Marietta. One of the goals and actions of this department is to review existing processes and procedures to maximize efficiency and productivity. Also this

department evaluates personnel capabilities and resolve personnel exposures to meet business needs in future years. Another goal is to continue improving the public image of the department and improving its financial performance.

The Management Information System (MIS) department is a support function that supplies all City departments with computer related services and information. All departments and divisions in the City depend on the MIS function for their information storage, manipulation, processing and analysis. The MIS mission statement is to provide the computing infrastructure required to support the business processes of the City and Board of Lights and Water. It also develops a Geographic Information System (GIS) for the City which provides accurate and current geographic information to all City/BLW personnel and to the citizens of Marietta. One of the goals and actions of this department is to provide, promote and maintain an enterprise-wide database. It also introduces and implements E-Newsletter package, publish interactive forms and application via the internet and develop Homeland security applications based on GIS and MIS technologies. This department also consolidates existing work order/work management applications into a single work management system that is customized for Electric and Water Departments.

The City of Marietta Municipal Court is one of the 389 local courts of the Georgia court system. Jurisdiction is limited to the offenses of shoplifting, possession of one ounce or less of marijuana, and misdemeanor traffic offenses occurring within City limits. This Court has the power to conduct non-jury trials, receive guilty pleas and impose sentence in the manner required by law. The Municipal Court system is comprised of three sections-The Court Clerk's Office is responsible for the official depository and custodian of records. The Solicitor on the other hand prosecutes the cases filed with the Municipal Court and The Probation Office supervises those defendants who have been sentenced by the judge to serve a term of probation.

The Municipal Court mission statement is to create and maintain quality of services that promotes public confidence and accessibility and generate support from individuals and organizations within and outside the judiciary. It also provides a neutral, courteous forum, due process, fair treatment and individual justice. One of the goals of this department is to create electronic user-friendly justice by presenting an opportunity for citizens to become more

informed of the Court's operations and by providing the ability to conduct transactions electronically.

The Finance Department is responsible for administration of all financial activities of the City and Board of Lights and Water. The centralized financial accounting center of the City lies with the Accounting Division. Its functions include: maintaining fund accounting system according to generally accepted accounting principles; administering cash management/investment programs; reviewing, evaluating and prescribing internal controls for safeguarding City assets; and administering financial accounting of grants and contracts and assuring financial compliance. It also expands the budget process to include citizen input and links departmental goals to allocated funds.

The Finance Department comprises of the Budget Division which is responsible for the annual preparation and yearly management of the City's operating budgets. The Business License Division which is responsible for issuing business licenses for all classes of business allowed under the City Code. The Purchasing Division which is responsible for awarding purchase orders, services and labor contracts. And the Tax Division ensures effective management of all taxes levied by the City. The mission statement of the Finance Department is to provide the services necessary to effectively and efficiently conduct the City's fiscal affairs. It also provides direction, coordination and implementation of major financial and administrative policy decisions in accordance with applicable state law and local code. This department also collects, projects, acquires and controls the City's financial resources in a way that promotes financial stability and integrity.

The Human Resource and Risk Management Department of the City of Marietta is one of the various departments that reports directly to the City Manager. Their mission is to satisfy the City and Board of Lights and Water's personnel, payroll and risk management needs in an efficient and accurate manner while maintaining compliance with Federal, State and Local laws governing these functions. One of the main goals of this department is to provide pro-active risk management services to the City/BLW. This goal is achieved by providing pro-active safety programs for employees with a goal of reducing workers' compensation claims by 5%. In

addition, quarterly statistical reports are provided to management through the city website to track employees' injuries and associated costs.

Other functions of this department are to provide prompt and effective benefit administration to employees and retirees; provide employees, supervisors and managers with up-to-date training on employment related issues. The Human Resource and Risk Management Department comprise of the following divisions- The Administration Division which is responsible for maintaining compliance with federal, state and local regulations, implementing and interpreting for managers, employees, applicants and the public. The Employment Division- is responsible for developing employment policy, for recruiting and for handling termination services. The Compensation and Classification Division is responsible for the pay and classification administration. The Benefit Administration Division is responsible for health, life, dental, and vision and dismemberment insurance management. The duties of the Payroll Division include: employee and retiree payroll management, employee record management and flexible benefit administration. The Risk Management Division is responsible for administering a proactive workers' compensation and loss control program and Americans with Disabilities Act compliance.

Development Services: This department comprise of Planning and Zoning division and Economic Development Division. The Planning and Zoning Division is responsible for the improvement of the physical condition and economic value of property in Marietta and the enhancement of the environment through redevelopment and maintenance of residential and commercial properties. The goal of the Economic Development Division on the other hand is to attain a program of services and initiatives that will promote new business development, build positive perceptions and community vision, increase economic growth, enhance the quality of life, and strengthen local and regional roles in community economic development leadership.

Redevelopment Department: The major focus of this department is to continue the initiation of redevelopment programs for the City with special attention given to existing downtown industrial sites, aging rental property and distressed shopping centers. Some of its goals include: the establishment of additional and expanded tax allocation districts, pursuing alternative strategies for future projects implementation, developing a business plan that will

enable the Marietta Redevelopment Corporation to become financially self-sufficient within five years.

The Public Works Department has six main divisions. The first which is the Administration and Engineering Division provides engineering support to the other divisions and includes preparing plans and cost estimates for streets, sidewalks, storm drain and other projects constructed by City crews. It is responsible for reviewing and approving site development plans and conducting site inspections. It also administers the Transportation Improvement Program which includes coordinating project designs with consultants, acquiring rights-of-way, coordinating utility relocations and managing project budgets. The next division is called Building Inspection Division. This division is responsible for the enforcement of City codes or laws related to construction in the City. Inspection responsibilities include reviewing plans, issuing permits and performing field inspections for all buildings.

The Streets Division which is also part of the six main divisions of Public Works is responsible for the maintenance of streets, sidewalks, curbs and gutters, rights-of-way and storm water collection systems throughout the City. The Traffic Division is responsible for the installation and maintenance of traffic control signs, pavement markings, 98 traffic signals and 8 school flasher zones located within the City limits. The Sanitation Division is responsible for providing solid waste collection services to over 11,200 households within the City. Services provided include twice-weekly garbage collection, curbside recycling collection once per week. The Sanitation Division has successfully diverted over 25% of the solid waste stream from landfills each year. Some of the goals and actions of the Public Works Department includes taking a leadership role in actively enhancing water quality, implementing comprehensive solid waste management program, and operating and maintaining the transportation network to provide optimum transportation efficiency.

Parks, Recreation and Facilities Department administers recreation services and provides for the operation and maintenance of City parks, recreation centers, buildings and ground, and Keep Marietta Beautiful services. The Special Events Division is part of the Parks and Recreation Department and is responsible for scheduling, planning, organizing and staffing

special events and other variety programs. The Keep Marietta Beautiful Division is also a part of this department. This division focuses on business and multi-family housing recycling.

Another division of this department is the Building Maintenance Division. The responsibilities of this division include general maintenance of all City buildings and facilities. It is also responsible for contractual maintenance services. The Grounds Maintenance Division is responsible for the City-wide Landscaping Program. In addition, it also maintains the grounds surrounding the City buildings and the City cemetery.

The Support Services Division of the Police Department consists of all the offices of the Chief of Police, Deputy Chiefs, Evidence & Property Unit, Records, Crime Analysis Unit, Internal Investigations, Training and Police Academy. The Uniform Patrol Services Division which is a part of the Police Department is charged with the responsibility of taking appropriate action to protect life and property, preserve the peace, prevent crime, enforce DUI and traffic laws and also enforce all federal, state and local laws and ordinances falling within the Department's jurisdiction. The Investigative Services Division is the other arm of the Police Department. This division is comprised of Detective Unit, Marietta-Cobb-Smyrna Narcotics Task force, Forensic Services Unit and Drug Enforcement Administration (DEA) Task Force. These units are responsible for investigating criminal cases. Some of the goals and actions of this department include expansion of Community Outreach Program to better serve the citizens of Marietta, maintaining the department's state and national accreditation status and establishing Intranet Map Server to aid in crime analysis.

The Fire Department serves to effectively prepare, provide and promote services that minimize the loss of life and property resulting from fires, medical emergencies and other disasters. This department has four main divisions- The Administration Division is charged with the management of all fire resources to assist with performance of the departmental mission. The next division which is the Suppression Division provides resources necessary to provide timely response to requests for emergency services. The Fire Prevention Division focuses on citizens' safety by providing public education, inspections, code enforcement and investigations. This division also oversees the records and database to ensure that the department meets all its documentation responsibilities. The Training Division on the other hand insures that personnel

meet all departmental, state and federal training goals and objectives. This division manages emergency and non-emergency communications devices and oversees the Crisis Management Center.

The Effect of Health Care Costs in the U.S and the City of Marietta.

Americans spend a great deal on health care. The U.S. Department of Health and Human Services reports that in 2003 Americans spent \$1.7 trillion on health care, and by 2008 that expense is estimated at \$2.4 trillion. Also according to Blue Cross Blue Shield of Georgia, the City's insurance provider, employee medical costs are increasing at an alarming rate for the City/BLW. Medical claims have increased by 77% since 2000. (Blue Cross Blue Shield of Georgia). This puts a significant pressure on the City's budget and has resulted in increased costs to employees.

Definition of Wellness Program

Wellness has been defined as ‘the process and state of a quest for maximum human functioning that involves the body, mind and spirit.’ (Archer, Probert and Gage, 1987). Wellness Programs consist of a combination of activities designed to increase awareness, assess risks, educate and promote voluntary behavior change to improve the health of a group, modify their consumer health behavior, enhance their personal well-being and productivity, and prevent illness and injury. The purpose of my research paper is to discuss the different types of health risk that are common among government organizations, to show the importance of wellness programs in government organizations and how well designed and implemented wellness programs have produced good results for governmental organizations Lagrange and Atlanta inclusive. Another purpose of my research paper is to give recommendations to the City of Marietta on the various types of wellness programs that can be implemented. Below are some of the wellness programs that will be focused on:

- Increasing employees' awareness of healthy lifestyle choices.
- Providing support to employees in making healthy lifestyle choices.
- Assisting in the development of supportive workplace environments in order to meet health promotion goals. In other words, smoking policies, vending and cafeteria foods

and onsite exercise facilities should be initiated. In addition, the promotion of culture change provides a foundation for all health initiatives and increases the likelihood of adoption by employees.

Different Types of Health Problems.

Tobacco, its Prevention and Cessation

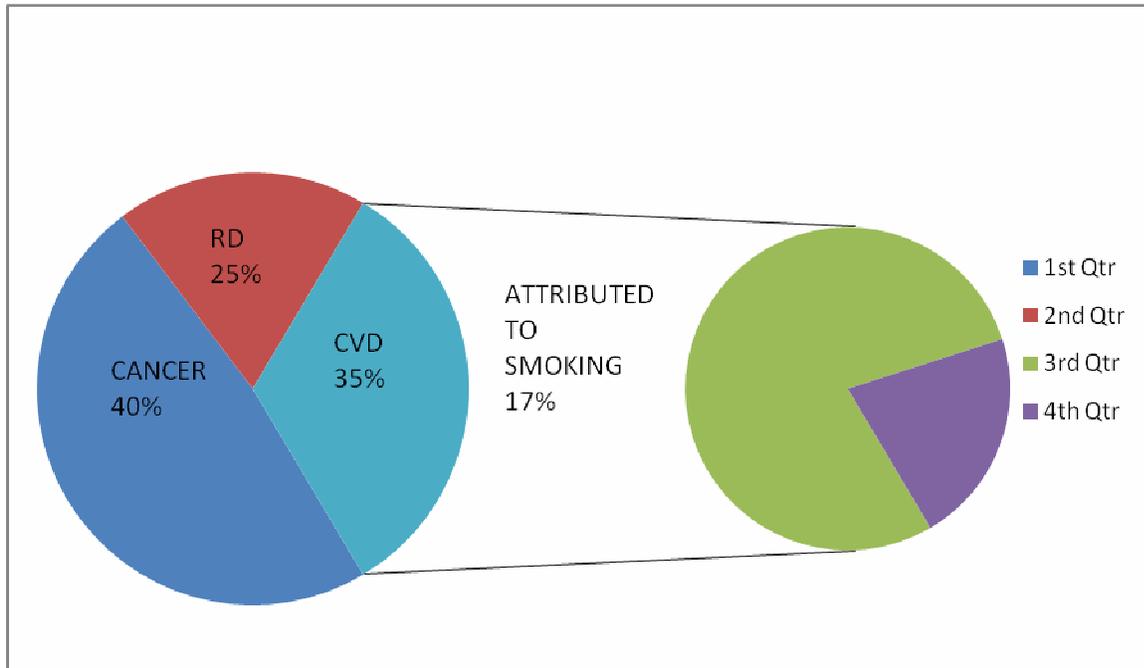
According to the Surgeon General's Reports, every year the use of tobacco takes a toll on the world's population in terms of illness and death. For instance, in 2002, 400,000 tobacco-related deaths were anticipated in the U.S that year and more than 4 million deaths worldwide. Also it has been estimated that the number of deaths worldwide will more than double in the next 20 years. In addition, the journal maintained that tobacco use is the leading cause of preventable death. Tobacco kills four times more people each year than homicide, suicide, fires, AIDS, and auto crashes combined. It was also noted that Smokers miss more work and seek more medical care than non-smokers.

According to 2007 Georgia Data Summary, tobacco use costs Georgia an estimated \$5 billion every year. (2005 Georgia Data Summary). In addition to this, the burden of tobacco-related illness among adults in Georgia is high. Statistics show that over 10,000 Georgians die every year from smoking-related illnesses- that is one out of every six adult Georgians will die. Statistics also show that more adult males approximately 6,700 die of smoking-related illnesses than the 3,900 adult females who die of smoking-related illnesses. (2005 Georgia Data Summary).

Other tobacco related-illness that Georgians die from includes cancer, cardiovascular diseases, respiratory diseases and lung cancer. Cancer accounts for 40% of all adult deaths due to smoking, while cardiovascular diseases and respiratory diseases account for 35% and 25% of all adult deaths due to smoking, respectively. In addition to this, lung cancer is considered the

principle cause of cancer deaths for males and female because it accounts for 79% of all smoking-related cancer deaths in Georgia. (2005 Georgia Data Summary).

The diagrams below represent the average annual number of deaths among adults age 35 and older in Georgia from 2000-2005.



CDC- Cardiovascular Diseases;

RD- Respiratory Diseases.

Total adult deaths = 61,612

Adult deaths attributed to smoking = 10,681

According to the Surgeon General's Reports: Reducing the Health Consequences of Smoking, and The Health Benefits of Smoking Cessation, the following are examples of effective strategies that can be used to reduce smoking among employees.

- Instituting and enforcing a written policy that establishes a smoke-free work place.
- Providing access to smoking cessation programs.

- Prohibiting on-site tobacco sales, advertising and promotion

No conclusive data could be gathered on how many Marietta City employees smoke because research on the wellness program, its implementation and employees' health evaluations are still ongoing.

Unhealthy Nutritional Habits

The American Journal of Health Promotion stated that for the majority of adults who do not smoke and do not drink excessively, what they eat is the most significant controllable risk factor affecting their long-term health. Poor dietary practices and eating behavior contribute to preventable illness and premature death. Substantial evidence links a healthy diet and caloric intake to achieving or maintaining optimum body weight with lower rates of the three major chronic diseases – heart disease, diabetes and cancer.

According to this journal, there is a growing body of literature on the adverse financial consequences related with obesity which largely focuses on the increased medical expenditures that result from excess overweight. The authors of this journal Finkelstein et al found out that overweight and obesity account for 9.1% of total U.S medical expenditure. The journal also maintained that for employers, an increasingly obese workforce and corresponding increases in the cost of health care present a major obstacle to providing affordable health insurance to employees. Moreover, in addition to the rising medical expenditures, obese employees are absent from work more often than their non-obese counterparts.

According to the survey conducted by the National Health Interview Survey (NHIS) and the Medical Expenditure Panel Survey (MEPS) Table I below represent the distribution of self reported body mass index for full time employees. This table presents the self-reported prevalence of overweight and obesity among full-time employees aged 18 to 64 from the 2001 and 2002 NHIS, and separately from the 2000 and 2001 MEPS. For men, approximately 70% of the full-time employed population is classified as either overweight (; 46%) or obese (; 23%). For women, approximately 53% of the full-time employed population is classified as either overweight (; 28%) or obese (; 23%).

TABLE I

Normal Overweight Grade I Obese Grade II Obese Grade III Obese
 (BMI 18.5-24.5) (BMI 25.0-29.9) (BMI 30.0-34.9) (BMI 35.0-39.9) (BMI ≥ 40.0)

NHIS					
Men	30	47	18	4	1
Women	49	28	14	6	2
MEPS					
Men	30	45	16	5	2
Women	46	28	14	6	4

According to the conducted survey, Table 2 below presents the medical expenditures and dollar value of increased absenteeism for men and women. For men employed full time in the labor market, the combined annual cost of obesity, including medical expenditures and absenteeism, ranges from \$175 per overweight male (\$169 for increased medical expenditures and \$6 for increased work loss) to \$2027 per grade-III obese male (\$1591 for increased medical expenditures and \$436 for increased work loss). For women employed full time in the labor market, due to larger increases in both medical expenditures and absenteeism, obesity-attributable spending is substantially higher than that for similar men. Overall, the annual cost of excess weight among female employees ranges from \$588 for overweight (\$495 for medical expenditures and \$93 for absenteeism) to \$2485 for grade II obesity (\$1549 for medical expenditures and \$936 for absenteeism).

TABLE II

Increased Medical Expenditures and the Dollar Value of Increased Absenteeism Associated With Overweight and Obesity (2004 Dollars)*

	Overweight (BMI 25.0-29.9)	Grade I Obese (BMI 30.0-34.9)	Grade II Obese (BMI 35.0-39.0)	Grade III Obese (BMI ≥ 40.0)
MEN				
Medical expenditure	\$169	\$392	\$569	\$1591
Absenteeism	\$6	\$70	\$643	\$436
Total	\$175	\$462	\$1212	\$2027
WOMEN				
Medical expenditure	\$495	\$1071	\$1549	\$1359
Absenteeism	\$93	\$302	\$936	\$805
Total	\$588	\$1372	\$2485	\$2164

According to the article “Agencies unveil Food Guide Pyramid,” the following are effective strategies that can be used to promote healthy eating habits:

- reducing fat intake to less than 30 percent of total daily calories
- increasing fruit and vegetable consumption to five or more servings each day
- increasing consumption of whole grain products
- Using sodium, sugar and alcohol in moderation.
- Making an area available for food preparation, and ensuring healthy food choices in on-site vending machines, cafeterias and other food delivery systems.

- Providing access to nutrition classes and seminars on topics including healthy eating and eating disorders.
- Providing access or referral to nutrition counseling by a certified professional.
- Distributing messages on healthy eating, including brochures, posters and articles.

No conclusive data could be gathered on how many Marietta City employees are obese or overweight because research on the wellness program, its implementation and employees' health evaluations are still ongoing.

Stress and Stress Management

The journal "Stress in the Workplace: A Costly Epidemic," maintained that three out of every four American workers describe their work as stressful. And the problem is not limited to these shores. In fact, occupational stress has been defined as a "global epidemic" by the United Nations' International Labor Organization. While the physical effects of this epidemic are often emphasized, the economic consequences also are alarming. Workplace stress costs U.S. employers an estimated \$200 billion per year in absenteeism, lower productivity, staff turnover, workers' compensation, medical insurance and other stress-related expenses. (Maxon, 1999).

According to this journal, because of today's fast paced societies, more time is spent at work than ever before and this can sometimes lead to increase in work-related injuries such as repetitive strain injuries, muscle and joint pain and illness aggravated by stress. Furthermore, an estimated 80% of visit to health care providers are for stress-related conditions. This journal highlighted some major strategies that can be used to reduce stress some of which are:

- Providing access to classes and workshops that get to the core of work-related stress, including topics like time management, dealing with difficult people, and conflict resolution.
- Encouraging employees to take breaks.
- Instituting a flex-time policy to help reduce external sources of stress (such as rush hour traffic, family scheduling conflicts, etc.) and to promote exercise opportunities.
- Providing "quiet rooms" and relaxation tapes.

- Providing health incentives or rewards, such as getting a “well day” off or a bonus for meeting wellness criteria.
- Encouraging humor, lightheartedness, sharing, recognition and award ceremonies, and other activities that help employees enjoy and take pride in their work.

No conclusive data could be gathered on the level of stress and its effects on Marietta City employees especially among policemen, firemen and maintenance crew who are highly susceptible because research on the wellness program, its implementation and employees’ health evaluations are still ongoing.

Alcohol and Drug Abuse

According to the journal Alcohol and Health Research World, drinking among U.S workers can threaten public safety, weaken job performance and result in costly Medical, Social and other problems that affect employees and employers alike. Additionally, Alcohol and drug abuse are significant factors in employee’s productivity and absenteeism, and in increased use of health care. Also, the heaviest drinkers, and those with the greatest likelihood of experiencing alcohol problems, tend to be concentrated in those of working age. Moreover, research as shown that productivity losses attributed to alcohol were estimated at \$119 billion for 1995. (Trice, 1992).

The journal “The Economic Costs of Alcohol and Drug Abuse in the U.S also maintained that co-occurring conditions like alcohol dependence, substance use disorder and dependency on prescription drugs increases health care costs. For instance, alcohol problems alone cost employers nearly \$134 billion in lost productivity in 1998 which was mostly associated with absenteeism and poor performance. Also in 2002, drug abuse and dependence cost employers nearly \$129 billion.

According to the journal Alcohol and Health Research World, the following are several factors that contribute to employee drinking:

- **Workplace Culture:** the culture of a work place is one of the main contributing factors to employees’ drinking. According to this journal, studies have shown that employees in a male-dominated occupations use drinking to build solidarity and show conformity to the

group. Thus, some male-dominated occupations tend to have high rates of heavy drinking and alcohol-related problems.

- **Workplace Alienation:** this is another contributing factor to employees' drinking. This journal maintained that work that is boring, stressful or isolating can contribute to employees' drinking. Furthermore, employees' drinking has been associated with low job autonomy. In addition, lack of job complexity, lack of control over work conditions and products, boredom, sexual harassment, verbal and physical aggression all contribute to this problem.
- **Alcohol Availability:** according to this journal, the availability and accessibility of alcohol may influence employees' drinking. Thus restricting workers' access to alcohol may be one of the effective ways of reducing this problem. Also, a drug-free work place policy has been shown to reduce absenteeism, to prevent injuries in certain occupations, and to reduce "recreational" drug use off the job. This drug- and alcohol-free work place policy should include the employees' right to privacy and voluntary self-referral to treatment without penalty.

Another way to effectively manage or prevent alcohol problems according to this journal is to create Employees Assistance Programs (EPAs). This programs help identify and intervene in employees' alcohol problems. Other functions of EPAs include provision of confidential and timely assessment, referring employees for diagnosis, treatment and other assistance.

This journal indicated that work place drug testing, even when not part of an employee assistance or treatment program, results in lowered accidents and medical costs. While employers who test for drug use receive a financial return, those who combine testing with supervisory training and rehabilitation realize a much greater financial benefit, including reduced health care costs.

No conclusive data could be gathered on how many Marietta City employees take alcohol or drugs because research on the wellness program, its implementation and employees' health evaluations are still ongoing.

Physical Inactivity

According to the International Journal of Behavioral Nutrition and Physical Activity, physical inactivity is recognized as a major risk factor for non-communicable diseases (NCDs) and rank between the second and sixth most important risk factor in contributing to the population burden of disease in westernized countries-America inclusive. This implies that obesity, poor diet and inactivity are increasing problems for countries in the epidemiological transition. This journal pointed out several effective methods of encouraging physical activities in a work group some of which include:

- Arranging group discounts at exercise facilities.
- Providing access to fitness training, athletic equipment, and aerobics classes, martial arts training, and walking/jogging/bicycle trails.
- Promoting group physical activity programs, such as walking, running, biking or swimming clubs.
- Instituting a flex-time policy to encourage physical activity, such as extended lunch periods to accommodate exercise classes, or off-peak commuting schedules for employees who walk or bicycle to work.
- Designing or building environmental supports that encourage physical activity, such as access to showers, lockers, bicycle racks, and safe and friendly access to stairs (as opposed to elevators and escalators).
- Issuing written policies that encourage physical activity.
- Providing access to classes (or other ways to become more active), and educational materials that stress the health benefits of physical activity.

No conclusive data could be gathered on how many Marietta City employees participate in physical activities like joining a fitness center, weight management classes etc because research on the wellness program, its implementation and employees' health evaluations are still ongoing.

The City of LaGrange's Health and Wellness Programs.

I chose the health and wellness programs of the City of LaGrange as a case study because of its success in terms of cost-effectiveness and cost-benefits. After the City experienced a rise in

the costs of its employees' health care, it opted for the creation and the implementation of a well designed wellness programs which has helped lower the cost of insurance claims which had been increasing from 1999-2005, sick days and the general health care costs.

According to the La-Grange Daily News, the City of La-Grange is a self-insured City that pays part of its employees' health care cost. Thus, the rise in the cost of employees' health insurance resulted in the City spending more than \$3.6 million in health insurance costs in 2005. In this news journal, the City Manager and his assistant asserted that this rise in health insurance costs led to the search for alternative options in other to avoid using funds budgeted for other things to pay insurance claims. In the light of this, the City's third-party administrator introduced the City to a new type of coverage. This coverage bases deductibles on the wellness of employees and offers better deals for better health. Although in this new coverage, the base price of premiums would double but discounts would allow health-conscious employees to pay less than before. Thus, for employees to get discounts, they have to meet certain criteria on measurements of cholesterol, body mass index and blood pressure. Also non-smokers will be given discounts.

In other to put this plan into motion the City workers underwent preliminary evaluations and screenings in August of 2005 with District for Health Services. These screenings and evaluations allowed for employees to identify any health problems and in December the screening help set the bar for employees under this new plan which took effect in January of 2006.

According to the Assistant City Manager Meg Kelsey, when implementing a new program that will affect not only the City's budget but also the employees' health, the importance of evaluation cannot be overemphasized. It is necessary to develop an evaluation plan that combines the appropriate measures of success. When setting goals, it's important to draw a distinction between measuring cost-effectiveness and cost-benefits. Cost-benefit analysis looks strictly at dollars saved while cost-effectiveness looks at non-financial results, such as the percentage of people who quit smoking or lose weight through a particular program. Thus looking at the cost-benefit analysis of the wellness program in the City of La Grange, results were positive from the start. In 2006, the cost of claims to the City dropped about 17 percent, a

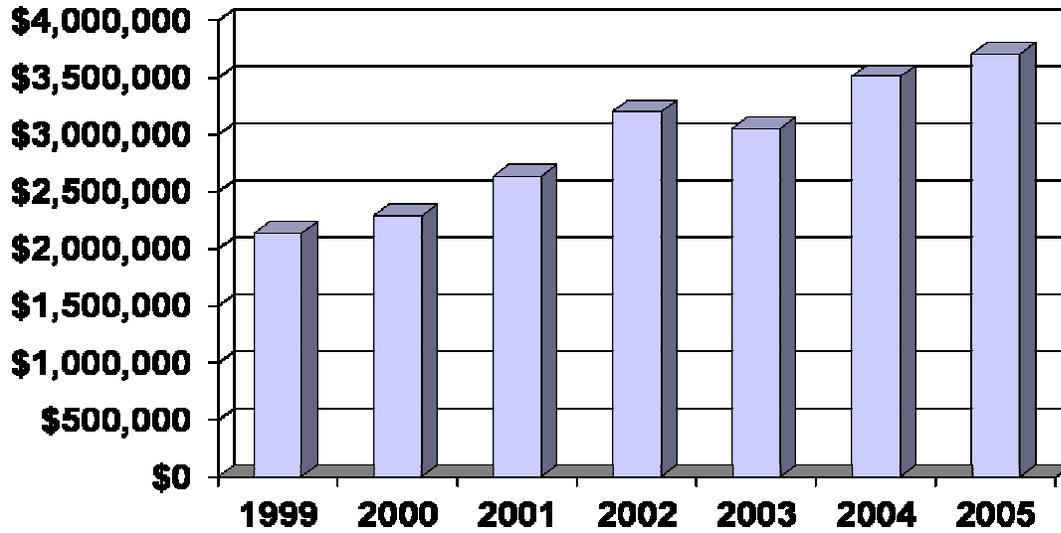
\$600,000 reduction, from 2005. The number of claims per employee also dropped sharply. Although for the 2007 fiscal year, there was a 1 percent to 2 percent increase in the cost of claims, but it was still lower than the average increase from most insurers.

According to the Meg Kelsey the Assistant City Manager, there are some costs associated with this new policy. For instance, during each screening process employees pay about \$25-\$30 per person this adds up to about \$10,000. But looking at the cost-benefit analysis of the City, the amount saved in health insurance in 2006 after the implementation of the wellness programs is more than the total amount of money spent on the screening process. Also, there were fewer claims and the number of sick days reduced. In addition, these programs have not only saved the City money but have also promoted a healthy working environment.

According to the City of LaGrange, incentives and rewards are also provided for the City's employees in order to maintain good healthy lifestyles. For instance, employees can get \$20 a month for proving they have a workout routine. Also during a semiannual physical fitness challenge, participating City employees are graded on several tests, including sit-ups, pushups and a 1.5 mile run and those who meet certain standards get a \$120 check.

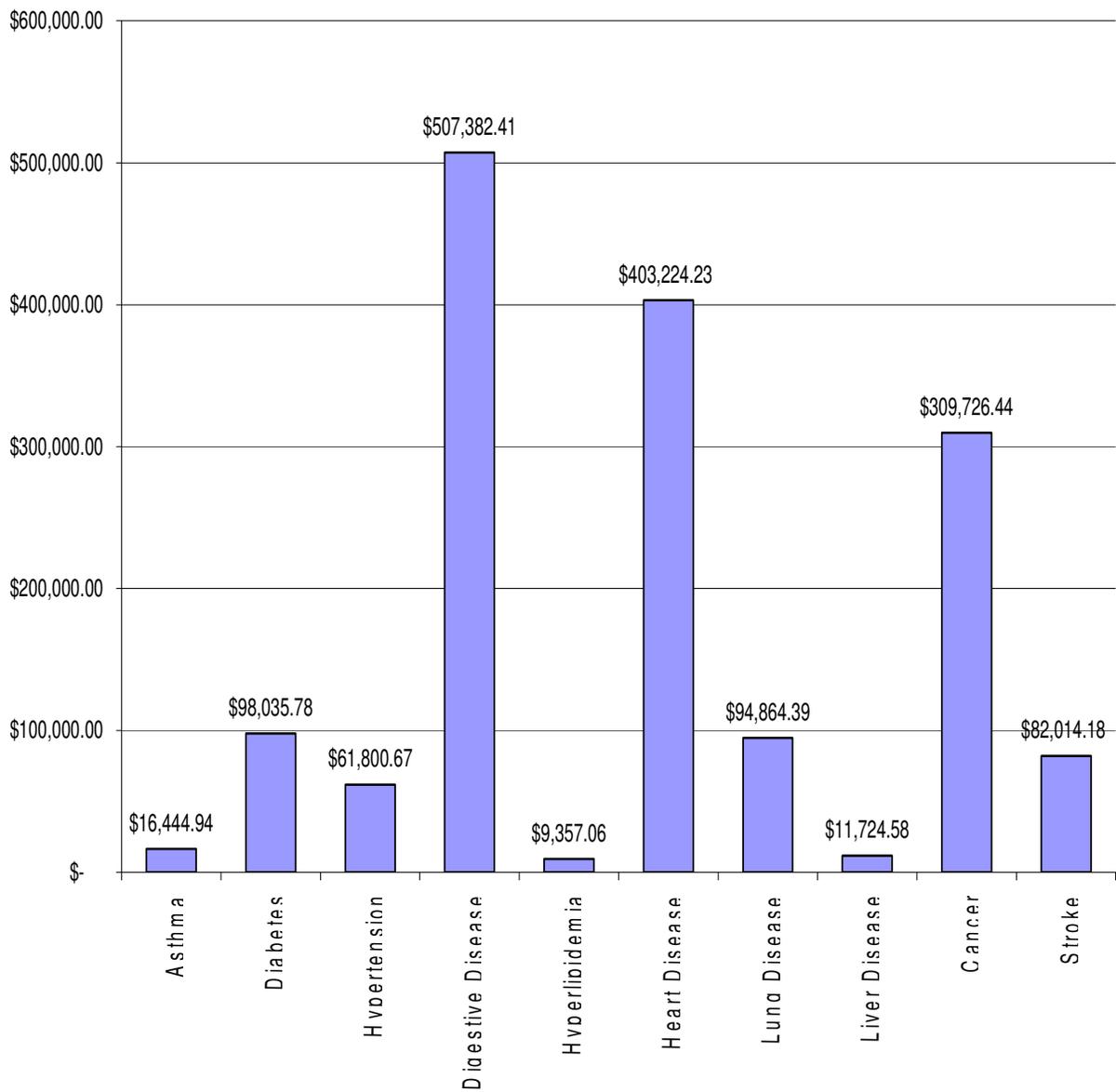
The diagram below shows the employees' health claims in the City of LaGrange before the implementation of the wellness programs. In 1999, the employees' health claims which was a little over \$2million but by 2005; these claims had increased to over \$3.5million.

Employee Health Claims

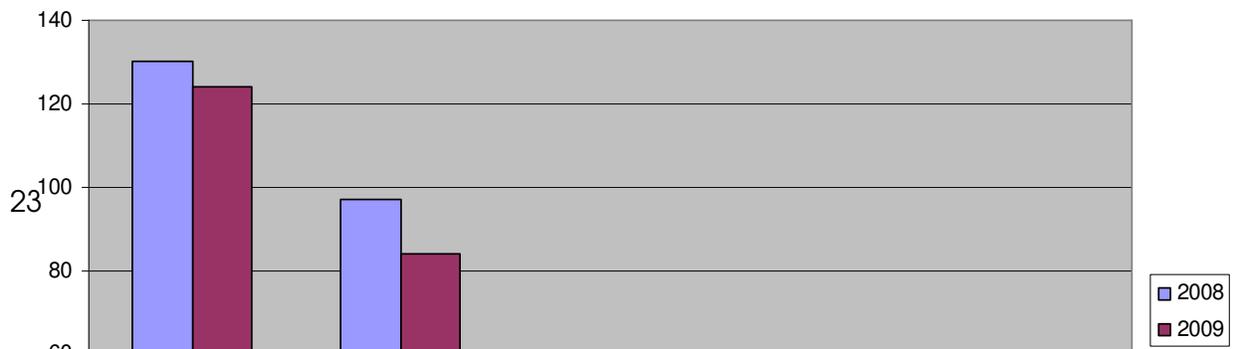


(City of Lagrange's Employee Health Claims).

The diagram below shows the different types of health problems found among the City workers and the amount of dollars the City has spent for the treatment of these diseases.

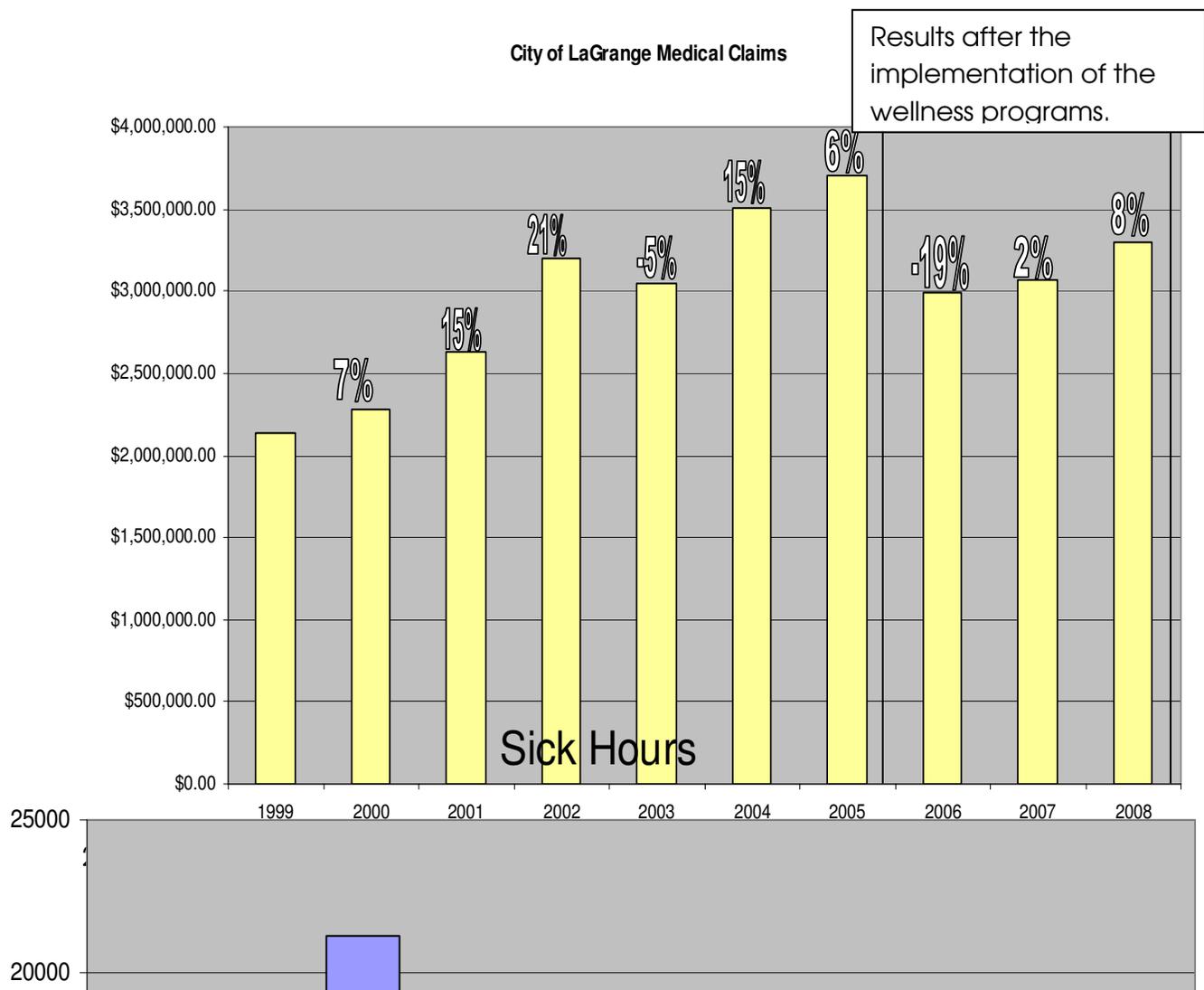


The diagram below shows the cost-effectiveness of the wellness programs in the City of Lagrange. The clear difference in employees' tobacco in-take, body mass index, cholesterol level, blood pressure and A1C-sugar level between 2008 and 2009 reveal the success of these programs.



(Results of Lagrange's Employees Health evaluations)

Results of Lagrange medical claims before the implementation of the wellness programs which was from 1999-2003 and after the implementation of the wellness programs 2006-date.



Results after the implementation of the wellness programs

(The Y Axis represents the dollar amount spent by the City of Lagrange due to employees' absenteeism, while the X Axis represents the year before (2003-2005) and after the implementation of the wellness programs 2006-date).

The above assessment and evaluations of LaGrange's wellness programs show that they have been successful in making City workers live healthier lifestyles and have also reduced the costs of health care. Thus, in order to ensure the continuous effectiveness and efficiency of these programs the City formed a panel of twelve employees who have to come up with six new projects per year to promote these wellness programs within the organization. Some of their past projects include an 8 week program that was created to help employees lose 8 pounds in 8 weeks, a 500 mile club program that is designed to encourage physical activity among employees. Others include employees' softball tournament, lunch and learn etc.

The City of Atlanta's Health and Wellness Programs

I chose the health and wellness programs of the City of Atlanta as a case study because of its success in terms of cost-effectiveness and cost-benefits. After the City also experienced a rise in the costs of its employees' health care, it opted for the creation and the implementation of a well designed wellness programs which helped lower the cost of insurance claims has been, sick days and the general health care costs.

According to the Atlanta Journal Constitution, the City of Atlanta is demonstrating its commitment to supporting good health among its employees by creating a Citywide Health and Wellness Program that focuses on exercise, diet and wellness education. Under the Franklin Administration, a Health and Wellness Committee comprising of Human Resource, Public Works, General Services, and Parks, Recreation and Cultural Affairs was created to encourage employees take steps toward achieving good health and a balanced life. According to Mayor Franklin, accessibility and convenience of a fitness center are key factors when integrating exercise initiative into an employee's work life. Hence, the City installed an indoor walking track and plans are being made to add a fitness center on the fourth floor of the City Hall. In addition, the department of Parks, Recreation and Cultural Affairs has completed renovation drawings for the new fitness facility.

Also in other to encourage and maintain a healthy and balanced life style among City employees the department of Public Works and Information Technology instigated an active daily stretching program and a stretch-it-out morning workout for their employees. In addition to initiating this workout routine, the City also support healthy lifestyle through nutrition and proper diet. For instance, the Department of General Services recently selected a new cafeteria vendor for the City Hall that will provide employees with nutritional foods. As a result, employees can now complement their health and wellness programs with nutritional foods. Also wellness education is provided for City employees to understand everyday health issues and how to develop a healthy lifestyle. According to Atlanta Journal Constitution, the City has enlisted the services of insurance carriers and health care providers to supply speakers and health experts for their monthly Lunch and Learn sessions.

Atlanta's Wellness Programs: Updates and Developments.

According to Mayor Franklin, there are several updates on the development of Atlanta's wellness programs. One of them is the state of the art fitness center which is now located on the fourth floor of the City Hall. This facility is equipped with universal weight machines, aerobic equipment, a walking track and locker room facilities with showers for employees. According to the City, since the opening of this fitness center in October 2006, over 3,000 visits have been made by the employees. Another major development that has been seen in this wellness program is the creation of the Employees' Health Center. This health center is staffed with a full-time nurse practitioner and medical technicians who offer free preventative and minor medical services to all City employees and provide them with educational materials. The health center's medical staff focuses on health screenings, including blood pressure, blood sugar and cholesterol levels. These screenings help in early detection of diseases in employees which are immediately brought to their attention and that of their primary care physicians. This early detection also allows for early intervention and lifestyle changes. Since the opening of the health center in November 2006, there have been more than 1,500 visits from the employees.

Lunch and Learn Series are also one of the major developments in Atlanta's wellness programs. The Department of Human Resources in partnership with its contracted health insurance vendors and community providers sponsor two monthly lunch and learn series for the City employees. The monthly topics focus on key health series identified by the American Medical Association and National Institute of Health. In addition, Health insurance vendors provide nutritious lunches and leading medical professionals to discuss topics like: breast cancer awareness, cardiovascular health awareness, AIDS/HIV awareness, prevention of blindness, management and controlling diabetes, nutritious food planning and cooking, fitness training, and dental prevention and the connection to medical diseases.

Another development to the Atlanta's wellness program is the sponsoring of blood drives. The Department of Human Resources in conjunction with the American Red Cross sponsor four blood drives. As a result, the department has received awards from the American Red Cross in the past two years for its effort in making the City one of the leading minority recruitment blood drive donation sites in the country. In addition, one of the four blood drives is dedicated to Badges for Life- a competition between the Police Department and the Fire Department. Also the Department of Human Resources holds an annual comprehensive health

fair and supports all City departments that offer annual health fairs for departmental personnel. Services provided include health screenings for blood pressure, cholesterol and glucose levels as well as vision screenings and examinations. In addition to this, the Department of Human Resources sponsors health fair and screenings focused on women's health issues during the annual celebration of Women's History Month each March. This event is one of the largest Women History Month celebrations in the country and the 2007 event featured more than 25 health vendors and services.

Disease Management is another development in Atlanta's wellness programs. The Department of Human Resources has recently partnered with contracted insurance vendors to manage chronic diseases such as diabetes, heart disease, coronary artery disease (including circulatory restrictions and strokes), musculoskeletal disorders (including lower back pain) and digestive disorders (the top five chronic diseases prevalent in our population). The department is working to reach not only active employees but also partnering with other agencies to reach out to retired employees as well. At the same time, the Department of Human Resources is educating employees to help them be more aware of these illnesses and the health disparities leading to earlier and more frequent prevalence of these diseases. Also, Employees' Weight Management Program was initiated in January 2007 and currently, more than 200 employees have enrolled. Before concluding although Atlanta has been very proactive, comparable data like diagrams and charts were inaccessible during my research.

Conclusion

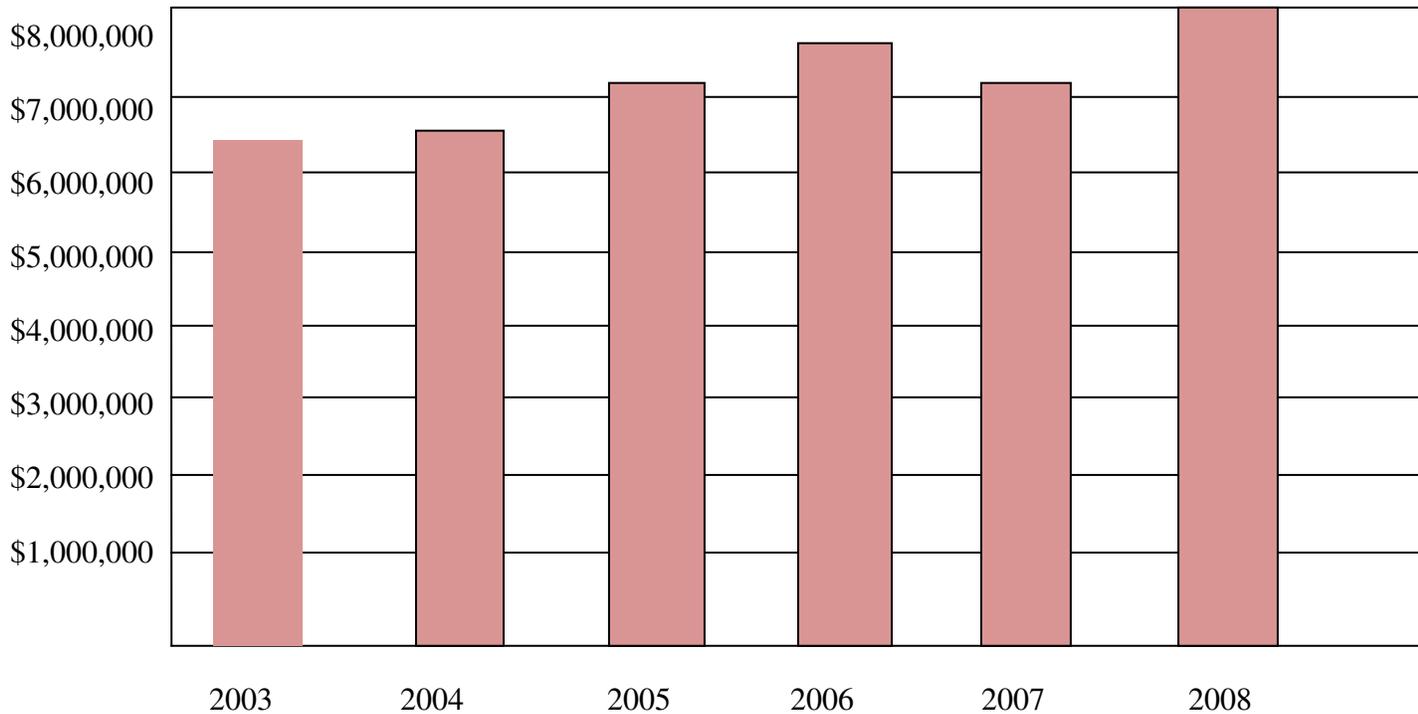
The current wellness programs in the City of Marietta include:

- MECCA Employee Assistance Program: In this program, participation is voluntary and employees contribute as much as they can afford. The money in this fund is set aside to help employees during illnesses, injuries, emergencies or when experiencing other financial difficulties beyond the employee's control.
- Family and Medical Leave: There is no additional cost to the employee if it's a paid leave but an employee is responsible for paying 100% for life insurance and supplemental policies if leave is unpaid. The City/BLW will continue to pay dependent health insurance for employees and employees must also continue to pay dependent health insurance coverage. The Family and Medical Leave benefit entitles employees up to 12 weeks of job protected leave in a 12 month period for the birth of a child and to care for that child; for placement for adoption or foster care of a child; for a serious personal health condition that makes an employee unable to perform the essential functions of his/her job; and for the care of a parent, spouse or child with serious health conditions.
- Employee Assistance Program: All full time employees and elected officials are eligible to join this program and the City/BLW pays 100% of the cost. This program provides advice, information and encouragement on questions about personal and family problems. In addition, this program helps employees and their families with issues including, parenting, older adults, financial, legal, health and emotional well-being.
- Sick leave sell back program: Allows eligible employees to sell their sick leave up to an extra week's pay-back to the City at Christmas.
- A 24/7 toll-free access to a registered nurse is available to the City employees.

The diagram below shows the dollar amount the City of Marietta has spent on its employees' health claims. In 2003, the City spent over \$6.5 million in health claims, these claims increased by 1.6% (\$6,673,359) in 2004. In 2005, the health claims increased by 9.5% which is \$7,306,654 in dollar amount. Also, in 2006, the health claims increased by 8.6% (\$7,936,493) but in 2007; there was a decrease of -10.8% which in dollar amount is \$7,161,669. However, in 2008, the employees health claims increased by 12.8% which in dollar amount is \$8,075,478. This statistic shows that there is a need for both the City and the employees to find an alternative course which will help decrease the health claims, hence, the recommendation for wellness programs. A well designed and implemented wellness programs will help reduce the financial strain on the City's

budget. Also considering strategies and alternatives for a wellness program for the City of Marietta/BLW can have multiple benefits for the employees, taxpayers and customers.

City of Marietta's Employees Health Claims.



American Journal of Health Behavior argues that health risk assessment has been used as an instrument to appraise an individual's probability of premature death in the next 10 years based on his or her age, sex, race and self-reported lifestyle habits. This appraisal helps to promote healthy lives and to define areas that could benefit from wellness activities. Also through the use of aggregated results provided by health risk appraisal, employers have accurate pictures of the health issues of the group which will help them provide an excellent base for designing targeted wellness strategies which will yield the most benefit.

Also according to this journal, health risk appraisals are considered important because it gives precision and accuracy of reports to clients. In addition, it provides specific recommendations to the clients and it is cost-effective. Thus, before creating and implementing a wellness program, the City must first assess the needs of its organization so as to tailor programs to meet those specific needs. One of the first steps to determining the City's needs is to conduct an assessment to discover its employees' interests and what types of programs will achieve high

levels of participation. Once this is done the City will understand its employees needs and wants, will know current health issues present in the City and will determine the types of programs to implement that will fit employees' needs and goals.

Recommendations

Due to the estimated costs above the following are some of the wellness programs that can be implemented on short term basis:

- **Health Screening and Assessment:** Most often, employees are aware that they have health issues, but have not been tested to determine the level of severity or the risk to their health that these problems represent. Thus the City of Marietta can schedule regular, written health risk assessments by qualified professionals and provide feedback to employees on suggested interventions that will help reduce health risks. Also, confidential health risk appraisals and counseling can be provided for the employees as a means of showing individuals the areas where they can improve their health. Some of the health screening tests include; blood glucose, blood pressure, stroke condition, cholesterol, coronary disease etc.
- **Lunch and Learn Sessions:** The City can partner with its contracted health insurance vendor (Blue Cross and Blue Shield) to sponsor two monthly lunch and learn sessions for the City employees to help them understand everyday health issues and how they can develop healthy lifestyles. The monthly topics should focus on key health series like how to manage high blood pressure, cholesterol counts, how to quit smoking, weight management, healthy eating habits, how to prevent cancer, managing stress, diabetes awareness etc.
- **Physical Activities:** In order to encourage healthy lifestyle living, the City of Marietta can arrange group discounts at exercise facilities for its employees. Also, the City can promote group physical activity programs, such as walking (pedometers will be given to employees in order to monitor their progress), running, biking or swimming. In addition, the City can institute a flex-time policy such as extended lunch periods to accommodate exercise classes, or off-peak commuting schedules for employees who walk or bicycle to work. The City can also use the already existing fitness center in its Parks and Recreation

department by remodeling it and making sure it's up to standard. Also, the City can provide health incentives or rewards such as getting a "well day" off or a bonus for meeting wellness criteria. In addition to this, the City can promote the use of stairwell vs. elevator.

- In order to ensure the continuous effectiveness and efficiency of these programs the City can form a panel of twelve employees who have to come up with six new projects per year to promote these wellness programs within the organization. Some of the projects may include an 8 week program that will be created to help employees lose 8 pounds in 8 weeks, employees' softball tournament, etc. Also the City can promote interdepartmental competitions and rewards which will serve as incentives.
- Communication Strategy: Educational materials on key health issues like cancer, cardiovascular diseases, fitness training, HIV/AIDS, diabetes etc will be uploaded on the City's intranet (gem Net) for the benefit of all employees. Employees who do not have access to this intranet will be provided with health brochures that address these various issues. Every week, a new health topic will be discussed and links will be provided for employees who are interested in getting more details. Also, the City employees will be able to view online preventive care guidelines on health issues through the use of the City's intranet. Also through the use of the City's intranet, articles can be downloaded from Blue Cross Blue Shield website as a communicative vehicle on health issues.
- No smoking policy should be enforced by the City in order to establish a smoke-free work place. Also the City can provide its employees access to smoking cessation programs. In addition, the City should establish a drug-and alcohol-free work place policies in order to restrict workers access to alcohol and drug. The City can also incorporate telephonic health coaching sessions to help employees stop smoking.

Wellness Programs that can be implemented on long term bases include:

Physical

- The City can install a state of the art fitness center equipped with universal weight machines, aerobic equipment, a walking track and locker room facilities with showers and ergonomic work stations or stretch breaks for the employees. Also, in order to promote more physical activities the City can install more bike racks and provide bike maps for employees who ride their bikes to and from work. The City should also encourage onsite preventive screenings which can be carried out by its health insurance vendor. These screenings will determine which employees are most obviously at risk and will help develop strategies to mitigate such risks. In addition, the City can schedule annual City Health Fair to offer variety of education and health care services to its employees.
- Employees' Health Center: This health center will be staffed with a full-time nurse practitioner and medical technicians who will offer free preventative and minor medical services to all City employees and provide them with educational materials. The health center's medical staff will focus on health screenings, including blood pressure, blood sugar and cholesterol levels. These screenings will help in early detection of diseases in employees which are immediately brought to their attention and that of their primary care physicians. This early detection also allows for early intervention and lifestyle changes.
- The Department of Human Resources can partner with contracted insurance vendors to manage chronic diseases such as diabetes, heart disease, coronary artery disease (including circulatory restrictions and strokes), musculoskeletal disorders (including lower back pain) and digestive disorders (the top five chronic diseases prevalent in our population). The department can work to reach not only active employees but also partnering with other agencies to reach out to retired employees as well.
- The City's Department of Human Resources can partner with the American Red Cross to sponsor blood drives.

Intellectual

- Intellectual Wellness: intellectual wellness is a dimension of the wellness program and it encourages employees to use resources available to expand their knowledge and improve their skills. The City of Marietta can promote this type of wellness program by encouraging personal development of workers through training/classes, engaging workers in mental fitness activities and distributing articles that highlight the importance of mental fitness.

Social

- Social Wellness is having positive interactions with and enjoying being with others. It is having comfort and ease during work and leisure situations and communicating feelings and needs to others. It involves developing and building close friendships and intimacy, practicing empathy and effective listening, caring for others and for the common good and allowing others to care for you. To promote this dimension of wellness, the City can sponsor community events which employees can participate in, hold a “work and families day” where families can tour the worksite, encourage team building activities etc.

Emotional

- Emotional Wellness and Stress Management: chronic stress can weaken the immune system thus, making people susceptible to serious health problems. In order to promote emotional wellness among the employees, the City can provide a journaling workshop which is the practice of keeping a diary or journal that explores thoughts and feelings of one’s life. In addition, the City can provide easy accessibility to support groups and also promote stress management programs like providing quiet rooms and relaxation tapes for employees, encouraging humor, sharing, recognition and award ceremonies etc.

An Estimated Costs and Savings of Onsite Wellness Programs in the City of Marietta.

Please note that the following return of investment example contains estimated program costs and participation rates. These estimates are for illustration purposes only.

The City of Marietta has 721 employees in total and below is the return of investment calculation for their worksite wellness programs.

Program Cost	Estimated Annual Cost
Health risk assessment (HRA)	\$5.00 per completed HRA
Communications to promote HRA and onsite communications to promote health behaviors. (brochures, intranet newsletter)	
Incentive for completing HRA	\$25 gift card per participant
Telephone health coaching sessions	\$100 per participant
Walking Program	\$25 per participant

1. Smoking Cessation Program Projected Savings

The City of Marietta will use the health risk assessment (HRA) results to identify smokers for the program. Since incentives will be offered, the City will assume that 70% of their employees (70% x 721) = 504 will complete the HRA.

Costs of HRA (\$5.00 x 504 completions) = \$2,520

- Assume 20% (100 employees) of the 504 HRA participants are identified as smokers
- Assume 25% of the 100 employees (25 employees) enroll in the telephonic smoking cessation program.

Costs of telephonic smoking cessation program (\$100 x 25 enrolled employees) = \$2,500

- Assume 20% of the 25 enrollees (5 employees) quit smoking and it is estimated that smokers add an average of \$1,600 in claims each year as compared to non smokers. Also

smokers cost employers an additional \$1,700 in absenteeism and loss of productivity each year.

The total costs and savings for the smoking cessation program are as follows:

- $\$1,600 \times 5 \text{ quitters} = \$8,000$ savings in claims.
- $\$1,700 \times 5 \text{ quitters} = \$8,500$ savings in absenteeism and loss of productivity
- Total Savings = \$16,500
- Total Program Costs: \$2,520 for HRA + \$2500 for telephonic coaching = \$5,020
- Total Net Savings = \$16,000 - \$5020 = \$10,980.

2. Walking Program Projected Savings

The City of Marietta's projected savings for implementing a walking program.

- Assume 20% of 721 employees (144 employees) enroll in the walking program
- Costs of walking program ($\$25$ per participant \times 144 participants = \$3,600
- Assume 20% of the enrollees (28 employees) become more active and increase their physical activity.
- Programs that motivate individuals to increase physical activity is estimated to save the City approximately \$900/participant/year in medical costs.
- $\$900 \times 28$ participants = \$25,200 in direct medical costs
- Total Program Costs = \$3,600
- Total Net Savings = \$21,600

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