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### A Strategic Communication Plan for the Florida Tech Wellness Committee

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A Strategic Communication Plan for the Florida Tech Wellness Committee

by

Anushka Karina Boyd

A design project submitted to the School of Arts & Communication of  
Florida Institute of Technology  
in partial fulfillment of the requirements  
for the degree of

Master of Science  
in  
Global Strategic Communication

Melbourne, Florida  
December, 2017

We the undersigned committee hereby approve the attached design project, “A Strategic Communication Plan for the Florida Tech Wellness Committee,” by  
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# **Abstract**

Title: A Strategic Communication Plan for the Florida Tech Wellness Committee

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With rising healthcare costs, it is critical for corporate wellness to be prevalent in the workplace in order to assist employees and their family members to make healthy lifestyle choices. The materials provided in the following design project serve as a guide for the Florida Institute of Technology Wellness Committee in the form of a strategic communication plan. For the Wellness Committee to succeed and have a more profound presence on campus, missions, goals, and objectives must be set in place. In addition, to efficiently make use of their time, the Office of Human Resources staff members should set tasks and timelines to ensure that the goals and objectives are being accomplished. Lastly, this design project provides templates for the Wellness Committee to use to create awareness and market events selected by the committee. In combining these facets, the Wellness Committee will have a stronger presence on campus and will be more effective as a resource for Florida Institute of Technology employees to live healthier lives.

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I could continue to thank people individually who have influenced me, but the list would be too long. To all of my family members, fellow colleagues and friends, thank you for sharing your wisdom, advice, and encouragement.

## **Dedication**

In loving memory of my grandfather, Papa Jerry. Your enthusiasm for my education and reminders to take care of myself are still felt today. Fishing with you taught me my earliest lessons of wellness and I hope I've made you proud. Miss you always.

# **Chapter 1**

## **Introduction and Literature Review**

### **Background and Rationale**

Florida Institute of Technology is one of 26 institutions that belong to Independent Colleges and Universities Benefits Association (ICUBA) (Icuba, 2017). ICUBA formed in 2002 when private universities in Florida united to provide cost effective health benefits to their employees. According to its website:

The purpose of ICUBA, as a health care cooperative, is to pool the purchasing power of its member schools to reduce the associated costs of insurance, administrative fees, broker commissions, and consulting fees. Currently, individual institutions that are Florida nonprofit, private education employers are taking advantage of the benefits that 4 out of 5 large U.S. employers are already practicing – self-funding of their health care benefits (Icuba, 2017).

Being a member of ICUBA is critical to Florida Tech because together with the other 25 ICUBA members, it combines “purchasing power to reduce admin fees, commissions, premium taxes and high margins of insurance company fees” for the university and its employees (Icuba, 2017). By meeting ICUBA requirements, Florida Tech receives health insurance benefits and funding for its healthcare costs. Over the years, wellness events have been selected and hosted by the Office of Human Resources to satisfy some of the requirements set forth by ICUBA.



In 2008, Florida Institute of Technology's Human Resources staff created "A Healthy U" campaign and took responsibility of the Wellness Committee. Since then, the Office of Human Resources has directed the Wellness Committee to develop corporate wellness programs to reduce healthcare costs and promote healthy lifestyle choices for employees. Members come from various departments on campus. The members who voluntarily join the Wellness Committee determine their own level of commitment, which can lead to them leaving the committee whenever they choose. For this reason, member changes happen frequently. As the Office of Human Resources has witnessed a reduction in staff size, the Wellness Committee has experienced limited attention which has hindered its engagement and visibility on campus.

## **The Wellness Committee**

The Wellness Committee serves the Florida Institute of Technology main campus by assisting the Office of Human Resources in creating a healthy workplace environment. Although the Wellness Committee has been in place for several years, it faces challenges such as limited manpower, low time commitments, frequent member changes, lack of evaluation, and poor promotion.

The Wellness Committee is comprised of two Office of Human Resources staff members who lead the committee, along with faculty and staff members from departments on the main university campus. According to the co-chairs of the Wellness Committee, the average number of attendees in the quarterly meetings ranges from 10-15 members. Despite the number of members on the committee, the members usually do not receive delegated tasks and are infrequently involved. This leaves the Office of Human Resources staff with the main responsibilities when completing tasks related to wellness activities. The Wellness Committee is

challenged with not fully utilizing its members to help communicate its efforts to units on campus.

The committee meets once each quarter in the calendar year (January-March, April-June, July-September, and October-December). During each meeting, previous quarter events are discussed and upcoming events are presented along with suggestions for future initiatives. The smaller scale initiatives have the potential to be led by Wellness Committee members so that the Office of Human Resources can focus on the larger scale quarterly events. It's possible that due to the smaller size of the Wellness Committee and short time commitments, they focus primarily on short-term goals (quarterly events) instead of long-term goals.

As mentioned before, the Wellness Committee is run by two primary leaders from the Office of Human Resources and remaining members are from a few departments on campus. Furthermore, the Wellness Committee does not have a stated purpose, mission, or expectations of its members. Without member expectations set in place, the members can join and leave the committee whenever they desire, thus causing frequent changes in the committee.

Further, since the inception of the Wellness Committee, there has not been an action plan to evaluate the effectiveness of wellness activities, such as measurable objectives like number of attendees, how the activity was received, and future recommendations. Of the events that have been somewhat evaluated, the focus was on how the activity was received overall. This inconsistency has prohibited the Wellness Committee from acquiring necessary data to plan for future activities and ensure the improvement of the activities and Wellness Committee overall.

Although the Wellness Committee is not a requirement to be a member of ICUBA, the organization does require member institutions to conduct wellness activities.

The Human Resources staff members must submit the Wellness Action Plan for ICUBA schools to Florida Institute of Technology's insurance provider, Florida Blue, at the end of every quarter. In the Wellness Action Plan, the Office of Human Resources and Wellness Committee must host events that satisfy a variety of categories. The events earn Florida Institute of Technology points, which lead to funding for healthcare costs and continued membership in ICUBA. Categories range from an Awareness Activity, Cultural Enhancement Activity, Educational Program, and Behavior Change Program. Once the events are selected, a flier is created for each activity and each flier is distributed via e-mail to faculty and staff distribution lists. Although this is an effective strategy for the university employees because it reaches the employees directly via their e-mail inbox, it doesn't create a larger impact. According to Philip Lesly's Professional Tips for Effective Communication, more than one or two communication channels should be used. "The impact is far greater when a message reaches people in a number of different forms," Lesly said (Wilcox, 2016). The use of e-mail as the primary communication channel limits the outreach of the Wellness Committee, but the outreach can be increased if more communication channels are used, such as printed fliers and word-of-mouth.

Some activities and efforts are promoted with fliers posted around campus. However, due to time constraints, limited manpower and creative input, the marketing and promotional materials are not designed utilizing visual communication strategies, such as the use of color and stylistic font (Wilcox, 2016). The underutilization of effective communication strategies, such as using multiple communication channels, hinders the purpose and outreach of the Wellness Committee.

## **Purpose Statement**

The purpose of this design project is to create a strategic communication plan for the Office of Human Resources Wellness Committee at Florida Institute of Technology. By using the strategic communication plan, The Human Resources staff can focus on their primary roles within the Office of Human Resources while also completing necessary tasks and objectives for the Wellness Committee quickly and efficiently. In addition, the Wellness Committee will become more structured and will have a more engaged and active presence on the university campus.

## **Literature Review**

In order to understand how wellness program initiatives are created and communicated, the following literature review serves as a helpful guide to shape the proposed plan. To begin, the literature review examines health risks employees face, followed by the benefits of a wellness program, and concludes with the best practices for wellness programs.

Wellness Programs are becoming more common in companies as the benefits of having them have been documented<sup>1</sup>. As seen in Mulvihill's article, not only do prospective employees seek wellness programs as a benefit, but research shows that employee wellness and productivity are linked (see Mulvihill, 2005 page 59). However, not all wellness programs are the same. Different companies have their own needs, but a few key factors should be considered and implemented when creating a wellness program. These factors and other practices for wellness programs are discussed in the following literature review.

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<sup>1</sup> See Benefits of Wellness Programs section on page 9.

### Health Risks for Employees

The typical work schedule for most Florida Institute of Technology employees is Monday through Friday, from 8am to 5pm, especially for staff members who typically hold administrative positions that require sitting in front of a desk and computer for the majority of their day. The hours administrative employees spend at work equate to roughly two-thirds of their lifetime. The lack of activity associated with administrative duties has been linked to health risks. These health risks have the potential to cause new health concerns, or add to existing ones (Dunstan, 2012). The more health concerns employees within a company have, the higher the healthcare costs. The National Business Group on Health and Watson Wyatt conducted a study in 2008 that found the largest challenge for employers to maintain low healthcare costs was the poor health habits of employees (National Business Group on Health and Watson Wyatt, 2008). To alleviate the financial burden, corporations have implemented wellness programs as a preventative measure to ensure that their employees are healthy, happy, and have an overall sense of wellness. A study of European workers found that work stress was the second highest cause for work-related health concerns (European Agency for Safety and Health at Work, 2013).

The American Psychological Association's annual survey on stress found that work is the second highest stress inducer (APA, 2014). After exposure to prolonged periods of high stress levels in the workplace, employees have the potential to develop professional burnout. Researchers in the Netherlands conducted a study to evaluate professional burnout and cognitive failures caused by work-related stress. Results showed that employees who reported cognitive failures (such as forgetfulness and decreased attention span) also showed signs of severe burnout

symptoms. The researchers also found that employees had poorer performance when experiencing burnout (Van der Linden et. al, p. 32).

To combat these negative impacts, a wellness program should include a stress management component. Although not every individual responds to stress the same way, a coping flexibility intervention for managing work stress is a possible option, as seen in Cheng et. al's (2012) study. The research they conducted examined healthy Chinese working adults and observed their levels of coping flexibility four months after they either attended a coping flexibility intervention, attended a cognitive-behavioral intervention for acquiring coping skills and coping flexibility, or a waiting list to receive an intervention for acquiring coping skills only (Cheng et. al, p. 272). They found that the employees who attended the coping flexibility intervention had the highest levels of coping flexibility. The researchers defined coping flexibility as a process that allows employees to react to situational changes instead of having one specific way of dealing with work stress in different situations (Cheng et. al, p. 273). After the employees participated in the intervention, they were more flexible when handling real-life stressful situations when at work (Cheng et. al, p. 283).

Donald J. Burke, author of *Corporate Wellness Programs: Linking Employee and Organizational Health*, said that a healthy workforce is essential to organizational prosperity (Burke, 2014). This is especially true when considering the correlation between wellness and productivity. When employees feel under the weather or unwell, they take a sick day and productivity at work is temporarily paused until the employee returns. Even worse, if employees are unwell and work anyway, they are likely to be less productive at work and run the risk of getting other employees sick. This cycle can repeat until an intervention occurs or a change in lifestyle happens. As Nash (2015) stated, "A workplace culture of health and wellness is

characterized by an environment, policies, and cues that encourage healthy choices; these choices, in turn, lead to reduced absenteeism and improved productivity, collective improvement in quality of life, and reduction in morbidity for the employee population” (Nash, 2015). In other words, healthy choices lead to wellness, which leads to positive outcomes in the workplace as well as personal lives. Due to employees spending so much of their time at work, the workplace is an important place for lifestyle changes to happen. For example, workplaces that provide healthy alternatives such as healthy snacks in vending machines, informational seminars on healthy lifestyle choices, or incentives for increased physical activity, are just a few examples of how workplaces can get involved and help promote well-being. When creating a wellness program and communicating its benefits, the program should utilize a variety of methods, according to The American Heart Association (AHA).

Communication is a central part of who we are as human beings. In the traditional communication model, there is a sender, receiver, a message that has to travel through noise, and feedback. Farrell and Geist-Martin (2005) created a Model of Working Well that is similar to the communication model. In their model, organizational health ideologies from the employer (mission, vision, values, goals, feedback mechanisms, upper management support, and evaluation) are sent to individual health identities, or employees. The individual health identities are psychological, social, spiritual, and physical. Employees then give the employer feedback and together the employer and employees work well together (Farrell & Geist-Martin, p. 552, Figure 1).

This model (see Appendix A) shows how misalignment and miscommunication of ideologies and identities can lead to the deterioration of health and a decrease in employer and employees working well together. Thus, the Model of Working Well

seems to be an excellent resource when creating and communicating wellness program benefits.

### Benefits of Wellness Programs

Although a major reason for corporations to include a wellness program is to reduce healthcare costs, other benefits stem from employee wellness. As Park (2015) states, focusing on value of investment rather than return on investment shows that employees benefit in more ways than just one (Park, 2015). Park goes on to say that things like employee morale and corporate reputation are rewarding to both employees and employer and these rewards aren't necessarily tied to a financial value. Employers cannot buy employee morale directly and employees do not pay their employer to boost the corporation's reputation (Park, 2015). In the long term, corporations need to look at employee wellness in a different light. Instead of looking at the costs of investing in corporate wellness and what financial value they will get in return (e.g. lower healthcare costs), they should look at corporate wellness as adding value to their corporation, such as a healthier workforce (Burke, 2014) and improved productivity among employees (Nash, 2015).

### Best Practices for Wellness Programs

According to Nash's article (2015), the Affordable Care Act (ACA) "encouraged workplace wellness by permitting employers to align group health plan premiums with employee participation in wellness programs" (Nash, 2015). Nash's article also stated that according to the U.S. Equal Employment Opportunity Commission (EEOC) in 2013, 94% of employers with over 200 employees and 63% with less than 200 employees use wellness programs to give their employees incentives to adopt healthier lifestyles (Nash, 2015). Although larger companies may have more



financial flexibility and advantage when offering corporate wellness by paying claims as a self-insured employer versus paying insurance premiums as a smaller, fully insured employer (Heinen & Darling, 2009), employers can still impact the wellness of their employees by doing things that are within their means. Heinen and Darling (2009) conducted a study which addressed key points for employer impact on their employees: health benefit design and incentives that encourage healthy behavior; environmental support for healthy lifestyles; culture of health at work; and community and family connections (Heinen & Darling, 2009). Wellness programs should be all-encompassing, with a variety of motivations and opportunities for different types of wellness so that each identity of an employee (Farrell & Geist-Martin's Model of Working Well, 2005)<sup>2</sup> is provided with wellness benefits, thus leading to clear communication and a healthy working relationship between employer and employees. As Heinen and Darling (2009) noted, possibilities range from healthy food choices in the workplace, walking paths with signage for distance to encourage physical activity, creating teams for activities, and providing information that can be taken home to families to include them in wellness behaviors (Heinen & Darling, 2009).

At Florida Institute of Technology, the Wellness Committee touches on all the points Heinen and Darling (2009) addressed in their article. For example, Florida Institute of Technology has incentives that encourage healthy behavior, such as the Rally Rewards program. Once an employee completes a healthy action, such as receiving a mammogram, colonoscopy, or yearly physical, Rally rewards employees with a gift card credit that they can then redeem for a gift card from a wide selection of companies. Florida Institute of Technology also provides healthy

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<sup>2</sup> See Model of Working Well in Appendix A.

food options as well as walking paths, which cover Heinen and Darling's environmental support factor. The culture of health at Florida Institute of Technology can be seen in the Fitbit Challenge the Office of Human Resources initiated in February 2015, which relies on the social network and participation of employees to motivate and encourage each other. For the last key point discussed by Heinen and Darling (community and family connections), Florida Institute of Technology focuses more on the community aspect in the workplace rather than creating materials to take home to the family that will reinforce healthy behaviors at home.

Of the key points described by Heinen and Darling (2009), organizational culture may be the most critical, according to Mattke et. al (2013). Cultural change happens gradually in the workplace, but is reinforced through consistent communication efforts (Mattke, 2013). Ajunwa (2016) found approaches that can contribute to the improvement of employee wellness. Including employees in the decision-making process for wellness, making the workplace a better place to work (in other words, reducing workplace stress), seeing health and wellness as being holistic (nutrition, physical activity, mental stress, emotional stress, etc.), and valuing these concepts as being equal (Ajunwa, 2016). Other approaches that can improve employee wellness include tobacco prevention, early detection, and screenings (Towne, 2015). Because of the large amount of time employees spend at work, it's critical for the workplace to have a positive and wellness-focused culture to increase the wellness behaviors and support positive lifestyle changes of employees.

In the end, the priority of the employer should be the wellness of its employees to ensure high levels of productivity. The employer will also reap financial benefits that reflect the efforts placed up front. Baicker's (2010) study shows how wellness

programs that focus on prevention can decrease medical costs. “Medical costs fall about \$3.27 for every dollar spent on wellness programs, and absentee day costs fall by about \$2.73 for every dollar spent” (Baicker, 2010). Although the cost up front for wellness programs might seem like a lot of money, in the long run the results are a significant reflection of the initial investment. To make good use of the investment in a wellness program, the planning of the program serves as the foundation of the entire program (U.S. Department of Health & Human Services, 2001).

### Benefits of a Strategic Communication Plan

When looking at wellness programs, communication is essential to keep employees engaged in the program, according to Jill Shah (2014). In Shah’s article, it states that, “communication will determine how a wellness program will be accepted, how it will perform, and how it will affect your company’s bottom line” (Shah, 2014). A strategic communication plan can assist with engaging employees in the corporate culture of wellness and making their health a priority in the workday (Shah, 2014).

### Florida Institute of Technology Needs

While Florida Institute of Technology has initiatives in place that model Heinen and Darling’s (2009) points, it lacks a strategic communication plan to maintain consistent communication and measure employee participation or program effectiveness. Research shows the numerous benefits of having a program, such as reduced healthcare costs (Park, 2015), a healthy workforce (Burke, 2014), and improved productivity (Nash, 2015), but each effort should not be isolated. The wellness program must have a strategic communication plan to achieve its organizational objectives, be effective and ensure overall impact as Florida Institute

of Technology experiences changes over time (Wilcox, 2016). Lastly, the target audience needs to be identified so that the Office of Human Resources in conjunction with the Wellness Committee can create an organizational culture that creates a mutually beneficial relationship between employees and wellness. Identifying the demographic needs, challenges, and the benefits of living in a tropical climate (such as warmer weather year-round, allowing for more outdoor activities) will assist in creating the best practices for Florida Institute of Technology.

Wellness at Florida Institute of Technology is not clearly defined nor has it become a major component of corporate culture, such as promoting walking around campus with signs posted showing amount of steps taken or calories burned for walking from point A to point B. For the wellness program to be more effective, cultural changes need to occur at Florida Institute of Technology so the program can be more cohesive. A strategic communication plan can help by being the driving force of the success of a wellness program and assist with the incorporation of wellness into the daily lives of employees while at work (Shah, 2014). According to Shah, the wellness program will take time to reach its full potential, but the company should “live and breathe wellness inside and out,” always striving to keep their employees healthy (Shah, 2014).

#### Health Communication Process

The Health Communication Process (U.S. Department of Health & Human Services) includes four steps that will serve as a guideline for this design project. They are as follows:

1. Planning and Strategy Development
2. Developing and Pretesting Concepts, Messages and Materials,
3. Implementing the Program
4. Assessing Effectiveness and Making Refinements

These steps are consistent with the parts of traditional strategic communication plans described by Wilcox (2016). The next chapter describes the method for creating the FIT Wellness Committee strategic communication plan.

## Chapter 2

### Methods

After identifying challenges the Wellness Committee at Florida Institute of Technology faces, a strategic communication plan was created to make the committee and the Wellness Program more effective. When creating a strategic communication plan, the textbook *Public Relations Writing and Media Techniques* (Wilcox, 2016), lays the foundation for what a plan should consist of and how it should be created. The plan should contain the following elements:

- Situation
- Objectives
- Audience
- Strategy
- Tactics
- Calendar
- Budget
- Evaluation

This strategic communication plan serves as an important first step in giving the Wellness Committee purpose and direction, as well as providing objectives and templates to ensure the Wellness Program is more successful in the future.

## Research

The primary method of research conducted for this Design Project used a qualitative approach and the secondary method of research used a quantitative approach.

### Qualitative

To develop the strategic communication plan, I collected information by analyzing all materials the Office of Human Resources had for the Wellness Committee and Wellness Programs and communicating with the co-chairs of the Wellness Committee via e-mail. The materials included handouts that were distributed in preliminary meetings as well as previous Action Plans and marketing campaign pieces that were distributed to university employees. I then conducted in-depth interviews with representatives from the Office of Human Resources and a founding member of the Wellness Committee. These interviews provided the foundation for each element in the plan as discussed below.

A total of four hour-long semi-structured interviews were conducted<sup>3</sup>. Two of the interviews were with Wellness Committee co-chairs Nikki Wouralis and Karen Hill, and two were with Director of Counseling and Psychological Services at Florida Institute of Technology, Dr. Robyn Tapley. In addition, a 30-minute focus group discussion was conducted at the fourth Wellness Committee meeting after active committee members completed the usability test for the strategic communication plan.

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<sup>3</sup> See Appendix E for Interview Guide questions and Interview Notes on page 60.

### Quantitative

An Excel spreadsheet was given to me by Nikki Wouralis that contained current university employee demographics, gender and age specifically. She received the data from her Business Analyst, who compiled the data. I utilized Microsoft Excel to calculate the generational breakdown of all employees at the university, including full-time, part-time and extended sites. I used same age groupings used by the Henry J. Kaiser Family Foundation Population Distribution by Age as a guide for my generational breakdown shown below (Population Distribution by Age, 2017). Although less than full-time employees are not eligible for ICUBA benefits, they are still important to the Office of Human Resources. As co-chair Nikki Wouralis stated, the Office of Human Resources wants all employees to be well, regardless of status or location of employment. The demographic information was calculated as an extra tool to assist the Wellness Committee in selecting future wellness activities that are relevant to the employee demographics. The breakdown is as follows:

AGE RANGE	# OF EMPLOYEES
0-18	11
19-25	70
26-34	270
35-54	775
55-64	443
65+	245
Male employees	1028
Female employees	786
TOTAL	1814

### **Mission, Vision, and Target Audiences**

I conducted two one-hour long semi-structured interviews with Office of Human Resources staff members Nikki Wouralis and Karen Hill, who are both co-chair



leaders of the Wellness Committee. They were semi-structured by utilizing a list of discussion points as a starting place and letting the conversation flow naturally from there. In the first interview, we discussed the challenges the Wellness Committee and Wellness Program experience (discussed in Chapter 1) and agreed that a strategic communication plan is an essential first step to guide both the Wellness Committee and Wellness Program to a higher level of success. To begin the creation of the plan, I informed both co-chairs that a Mission and Vision statement is critical to a committee. After collecting their ideas for key points they felt should be included in the Mission and Vision, I formulated the Mission and Vision statements.

Following this, we identified who the target audiences should be for the Wellness Committee and Wellness Program and created two sets of audiences, Internal and External (primary and secondary). The Internal Audience is the Wellness Committee members and Office of Human Resources staff. The primary external audience is all faculty and staff (both full-time and part-time) employed on main campus and extended sites, and the secondary audience is students, visiting students and families, future employee candidates, and general public. Establishing the Target Audiences is essential to the strategic communication plan because it identifies who will receive the final products, such as marketing materials, after the strategic communication plan is put into action.

In addition, we established the preferred communication channels for each target audience to ensure the Wellness Committee uses all possible channels for effective communication.

## Measurable Objectives, Strategies, and Tactics

During my first interview with co-chair leaders of the Wellness Committee, ideas for the objectives were discussed. After the third Wellness Committee meeting, I approached one of the founding members of the Wellness Committee, Dr. Robyn Tapley and discussed my proposal for a strategic communication plan for the Wellness Committee. After discussing our concerns for the Wellness Committee and hopes for success, I combined the information I received from the Wellness Committee co-chairs and Dr. Tapley and determined measurable objectives that fit the needs of the Wellness Committee. I also scheduled two one-hour long semi-structured interviews with Dr. Tapley to review my proposed objectives and refine the strategies and tactics.

The Wellness Committee co-chairs and Dr. Tapley stressed the importance of introducing the strategic communication plan with smaller tasks to ensure they can be completed and not be overwhelming to the Office of Human Resources as well as the members of the Wellness Committee. I created four S.M.A.R.T.<sup>4</sup> objectives focusing on communication strategies and tactics to make sure the objectives are manageable, can be completed, and improve both the Wellness Program and Wellness Committee. The objectives are to:

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<sup>4</sup> S.M.A.R.T. – An acronym used for goal setting. The letters stand for Specific, Measurable, Achievable, Relevant, and Time-bound.

1. Increase Wellness Committee meeting attendance so that at least 75% participation is reached at each meeting by April 2018<sup>5</sup>
2. Improve consistency of communication to employees so that 100% of employees receive alerts and notices about wellness activities
3. Increase participation in wellness committee activities among all employees by 25% within the first quarter of 2018
4. Increase employee participation in the Rally program by 25% each quarter in 2018

## Calendar

During my interview with Wellness Committee co-chairs, I compiled the tasks that they must complete each quarter and included suggestions to improve the effectiveness of the Wellness Committee to ensure Wellness Program success. The calendar was created in a timeline format, broken down into quarters to be consistent with how the Office of Human Resources currently perform their duties. I also created a checklist that includes the tasks that must be completed each quarter with a column for the date, status of the task, who it was assigned to, and notes that are relevant to complete each task. This allows the Wellness Committee co-chairs to be aware of their progress, delegate tasks, and plan for the future.

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<sup>5</sup> Currently, less than half of current wellness committee members attend the committee meetings. By increasing meeting attendance to at least 75%, members will have a more active role within the committee and have a stronger sense of purpose.

## **Budget**

In my interview with the Wellness Committee co-chairs, they shared that their budget is confidential and already have a well-functioning template in use. Due to the proprietary nature of the budget utilized by the Office of Human Resources, I created Budget Request Form in place of a spreadsheet containing raw financial data.

## **Evaluation**

This section of the strategic communication plan is included to guide the Wellness Committee on how to make adjustments to the plan for future use. The Wellness Committee should consider what changes could possibly occur in the future and refine the plan to fit those needs. For example, adding tasks to the annual timeline checklist to plan ahead is a change that should be considered in the future.

## **Plan Creation and Usability Testing**

After analyzing and synthesizing the information I received from the Wellness Committee co-chairs and Dr. Tapley, who is an active member in the committee, I created the first version of my strategic communication plan. This version of the plan was what I presented to the Wellness Committee co-chairs and Dr. Tapley when we conducted the interviews. Once we reviewed the document, refinements were made and the second version of the plan was created. The second version of the plan was distributed at the Wellness Committee meeting to test the document for usability.

The usability test was created utilizing questions that may be asked within committee meetings. They were also created with the intention to ensure that the document is user friendly and easy to navigate and understand. The strategic

communication plan and usability test was distributed to six Wellness Committee members and the two co-chair leaders at the committee meeting. In the meeting, I introduced my Design Project, focusing on the strategic communication plan and gave instructions for completing the usability test. The tests were returned to me at the conclusion of the meeting. After reviewing the results from the usability test, refinements were made to the strategic communication plan. For example, the objectives in the original document did not contain a year for completion but the usability test asked a question specifically referring to the year 2018. Also, the fifth question in the test used the term “needs” (referring to Communication Needs of the target audiences) would be better understood if worded “Communication Channels.” It was also suggested to include action items in the timeline broken down into before, during, and after meeting action items, which was updated in the final strategic communication plan document. Lastly, the inclusion of more examples of things that need to be done each quarter was suggested for the appendix. Instead of listing examples in the Appendices, they were included in the timeline and timeline checklist to maintain consistency.

## **Chapter 3**

### **Summary and Recommendations**

#### **Summary**

This strategic communication plan for the Wellness Committee is critical for the future of the Wellness Program as well as the Wellness Committee at Florida Institute of Technology by engaging employees in their path to wellness (Shah, 2014). This plan is an important first step in refreshing the Wellness Committee to assist them in making the Wellness Program more effective, embedding wellness into the corporate culture of the university, and making wellness an important part of the workday (Shah, 2014). Due to time constraints of the Wellness Committee co-chairs in developing a plan to make the Wellness Program more effective, this plan serves as a guide toward giving the Wellness Committee purpose and guiding the Wellness Program to a higher level of success.

In addition to the strategic plan, research revealed other areas in which the Wellness Committee could improve. The following recommendations are intended to help the Wellness Committee function more effectively, but are not included in the strategic communication plan.

#### **Recommendations**

Based on the findings from my research, the Wellness Committee should utilize the attached strategic communication plan for one full year (four full quarters) and evaluate the use of it at each quarterly Wellness Committee meeting. As the strategic communication plan is focused on four main objectives, I included additional recommendations for the Wellness Committee in this section.

Based on my interviews with the Wellness Committee co-chairs and active member, I recommend that membership expectations should be established before the first quarterly meeting of the year. For example, members are expected to attend at least two out of four committee meetings and should participate in at least one wellness activity per quarter. Once the member expectations have been established, the strategic communication plan should be shared with the committee. Reviewing the Mission, Vision, and Objectives are strong starting points to give the committee a sense of purpose. The Office of Human Resources could also create a member responsibilities guide, which would include the expectations with a signature line for acknowledgement, similar to a contract or agreement with grounds for removal if expectations are not met. Making the Wellness Committee model an Advisory Committee with members having ambassador type roles and representing various units on campus is another possibility. Including incentives to encourage membership participation and maintain high morale are also encouraged. Incentives can include a certificate of recognition at the end of the year, a bi-annual lunch for committee members, an extra personal day off per year, meal card (similar to birthday meal cards given to employees for their birthday), or coupons and discounts for restaurants, movie theatres, shopping, gym memberships, etc.

By making the Wellness Committee similar in size and structure to the Staff Advisory Committee on campus, membership enrollment in the Wellness Committee should be smaller in size than the current 30 members on the committee. The Staff Advisory Committee currently has 19 members (Staff Advisory Committee, 2017) and the Wellness Committee could be more effective with 15 members, per the preference of the Wellness Committee co-chairs. The number of active members is also a suggestion I received from my interviews with the Wellness Committee co-chairs and Dr. Tapley. Active members should attend at least three out of four meetings per year. It is imperative that a variety of units on

campus are represented on the committee. For example, having a representative from Dining Services to provide information regarding nutritional wellness, Faculty Senate to represent faculty members on campus, and academic colleges to provide information regarding wellness in their respective academic units should be a requirement to ensure multiple areas on campus are fairly represented. Other units such as the Library, Facilities Management, and Tech Support should also be represented within the committee so that wellness can be targeted in those units as well. In addition, creating officer positions such as Secretary and Public Relations would assist in giving committee members responsibility and ownership of their contribution.

With the Wellness Committee having membership expectations clearly defined, the co-chairs can begin to delegate small tasks to members on the committee. To alleviate the burden of the co-chairs of the Wellness Committee, at least one task should be delegated to each member per quarter.

In addition to these recommendations, the Wellness Committee should get involved in external (non-Human Resources) events on campus as a member expectation to increase the visibility and engagement of the Wellness Committee on campus. For example, hosting a table at WFIT's Market Day or volunteering to assist with the Homecoming events, Athletic events, or Commencement.

It would be in the best interest of the Wellness Committee to plan annual activities at the end of the second quarter of each year. The end of the second quarter takes place during the beginning of summer, which tends to be a slower time during the academic year for university staff employees. Having more flexibility with their time gives the Wellness Committee the opportunity to dedicate their efforts in planning ahead. Doing this will allow the Wellness Committee to make preparations for wellness activities that will reduce the time spent on them during



busier times of the year. Being aware of major events that happen throughout the academic year will assist in planning events that are based around the time of year. For example, Homecoming, Commencement, and holidays are all major events that happen each year. Selecting events with dates and annual occurrences in mind will be helpful when planning ahead.

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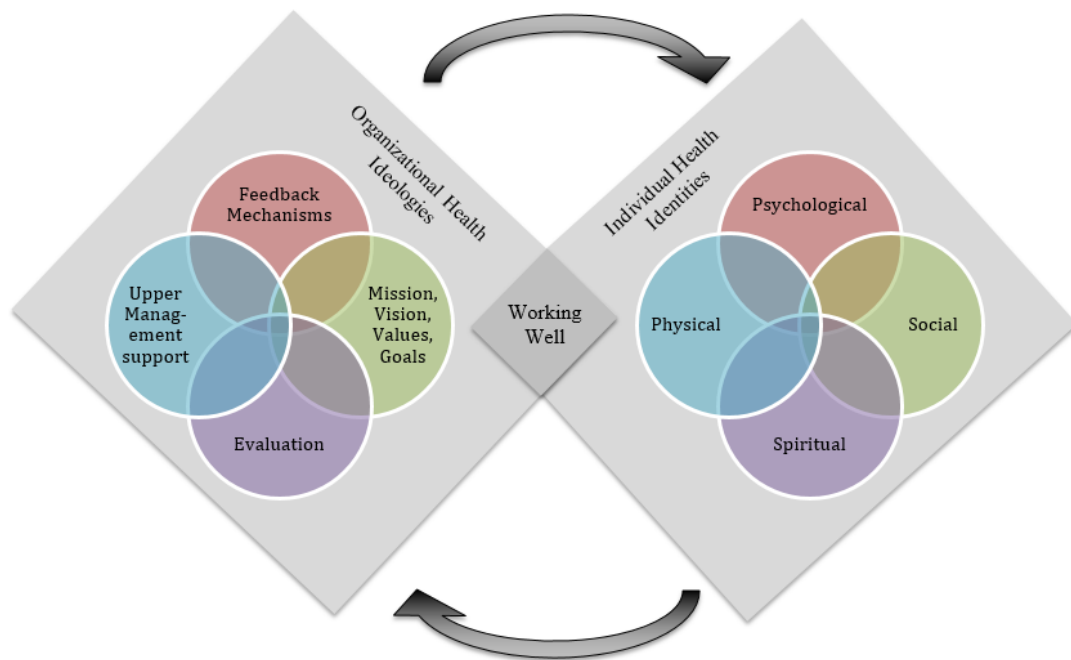
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## Appendix A Model of Working Well

### Negotiating Health Identities

Message to Employees



Employee Feedback

Farrell & Geist-Martin (2005), p. 552, Figure 1



## **Appendix B Strategic Plan**

### **Strategic Communication Plan**

## Strategic Communication Plan

Florida Institute of Technology Wellness Committee

Prepared by:  
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Florida Institute of Technology  
2017

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## Situation Analysis

### Problem Statement

The Wellness Committee serves the Florida Institute of Technology main campus by assisting the Office of Human Resources in creating a healthy workplace environment. Although the Wellness Committee has been in place for several years, it faces challenges such as limited manpower, low time commitments, frequent member changes, lack of evaluation, and poor promotion.

Despite the number of members on the committee, the members usually do not receive delegated tasks and are infrequently involved. This leaves the Office of Human Resources staff with the main responsibilities when completing tasks related to wellness activities. The Wellness Committee is challenged with not fully utilizing their resources to help communicate their efforts to units on campus.

Due to the small size of the Wellness Committee and short time commitments, the group focuses primarily on short-term goals (quarterly events) instead of long-term goals. In addition, the diverse campus population is not equally represented within the Wellness Committee. Furthermore, the Wellness Committee does not have a stated purpose, mission, or expectations of its members. Without member expectations set in place, the members can join and leave the committee whenever they desire, thus causing frequent changes in the committee.

Further, since the inception of the Wellness Committee, there has not been an action plan to evaluate the effectiveness of wellness activities, such as measurable objectives like number of attendees, how the activity was received, and future recommendations. Of the events that have been somewhat evaluated, the focus was on how the activity was received overall. This inconsistency has prohibited the Wellness Committee from acquiring necessary data to plan for future

activities and ensure the improvement of the activities and Wellness Committee overall.

As research shows, the effective communication of wellness program benefits needs to occur to improve the Wellness Committee effectiveness. The Model of Working Well<sup>6</sup> serves as a foundation when implementing a Wellness Program. This model shows how misalignment and miscommunication of organizational health ideologies and employee health identities can lead to the deterioration of health and a decrease in employer and employees working well together (Farell & Geist-Martin, 2005). By using this model as a basis for the strategic communication plan, it will help align Florida Institute of Technology's ideologies with their employee's identities. The organizational communication regarding health events and wellness initiatives on campus will incorporate Florida Institute of Technology's mission, vision, values and goals to provide a healthy community and demonstrate the support of upper management. The wellness program on campus should align with Florida Institute of Technology employee identities demonstrated in the Model of Working Well (psychological, physical, social, and spiritual).

Further, due to time constraints, limited manpower, and creative input, the marketing and promotional materials are not as visually stimulating as they can be. Some of the marketing materials are very text heavy with lack of use of color and stylistic design characteristics, such as modernized images instead of Clip Art (Wilcox, 2016). The underutilization of effective communication strategies hinders the purpose of the Wellness Committee.

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<sup>6</sup> See Appendix A on page 65.

### SWOT Analysis

#### **Strengths:**

- Located on the main campus
- Founding members present in committee
- Faculty and staff are represented within committee
- Open to all university employees to join
- Short time commitment, meeting once a quarter and having small tasks assigned

#### **Weaknesses:**

- No stated purpose, mission, long-term goals, objectives, or member expectations
- Limited manpower/low number of committee members
- Not enough guidance or delegation from HR staff
- Frequent member changes and low active members
- Lack of evaluation of wellness activities
- Poor promotion and involvement on campus

**Opportunities:**

- Has member growth potential
- Provide more support and leadership for HR staff
- Can become more prevalent, visible, and involved on campus
- Increase in demand for events on campus

**Threats:**

- Member motivation, engagement, and retention
- Implementation of member expectations can deter future members
- Information from external sources challenges committee's purpose
- Limited staff follow-through from HR

## Mission and Vision Statement

### Mission:

To create a positive and healthy work environment by promoting wellness activities for all faculty and staff, resulting in healthy employees and an increase in wellness, productivity, and morale.

### Vision:

The Wellness Committee will raise awareness of healthy lifestyle choices and become a source of information, encouragement, and support to university employees.

## Target Audience and Communication Channels

### **Target Audiences:**

The Wellness Committee must address both internal and external audiences to ensure success:

#### Internal Audiences:

Wellness Committee members  
Office of Human Resources Staff

#### External Audiences:

##### Primary:

Faculty and staff employed on main campus and extended sites (includes full-time and part-time)

##### Secondary:

Students  
Visiting students and families



Future employee candidates  
General public that visits campus

**Target Audience Communication Channels:**

- Internal Audience: e-mail, telephone, website, and in-person meetings
- External Audience: e-mail, in person at seminars/activities/events, fliers, posters, newsletter, and website

## **Objectives & Strategies**

To make the wellness program and activities more effective, the following S.M.A.R.T.<sup>7</sup> objectives are suggested.

- **Objective 1** – Increase Wellness Committee meeting attendance so that at least 75% participation is reached at each meeting by April 2018
  - **Target Audience:** Internal – Wellness Committee members
  - **Strategy:**
    - Establish member roles within committee
    - Identify the best time for the committee to meet
  - **Tactic:**
    - Create a Doodle poll to determine meeting dates and times
    - E-mail the poll to all Wellness Committee members to schedule the best time to meet
    - Once the best time and date is selected, send members an Outlook calendar invitation including the meeting's agenda
    - Send a reminder e-mail the day before the meeting
    - After the meeting concludes, send meeting minutes to committee members and post them on website
  - **Evaluation:** Record attendance at each meeting and maintain attendance records to measure completion of objective

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<sup>7</sup> S.M.A.R.T. – An acronym used for goal setting. The letters stand for Specific, Measurable, Achievable, Relevant, and Time-bound.

- **Objective 2** – Improve consistency of communication to employees so that 100% of employees receive alerts and notices about wellness activities
  - **Target Audience:** Internal and External (primary) – committee members and faculty and staff
  - **Strategy:**
    - Inform committee members of wellness activities and request that they share information received in committee meeting with their respective units
    - Distribute alerts and notices about wellness activities through preferred communication channels, primarily e-mail, print, and Wellness Committee members
  - **Tactic:**
    - Schedule wellness activities for the following quarter before the current quarter ends
    - Utilize marketing templates created by practicum student as well as templates included in strategic communication plan to market wellness activities
    - Send e-blasts and marketing materials to faculty, staff, and Wellness Committee distribution lists at least two weeks prior to activity date
    - Request that Wellness Committee assists with distribution of e-blasts by printing out at least one copy of each marketing material and e-blast and post it in a highly visible location within the unit's workplace area
    - Distribute activity evaluation form at the end of each wellness activity to collect participant data
    - Collect evaluation forms as participants leave activity and store forms for review at the next Wellness Committee meeting
  - **Evaluation:**
    - Record attendance at each wellness activity
    - Analyze how participants of activity were informed of the wellness activity
    - Discuss the prominent communication channel and focus on using that channel when promoting future events
  - Discuss with Wellness Committee underutilized communication channels to ensure all channels are being effectively used
- **Objective 3** – Increase participation in wellness activities among all employees by 25% within the first quarter of 2018
  - **Target Audience:** Internal and External (primary) – committee members and faculty and staff

- **Strategy:**
  - Inform employees of importance of wellness activities
  - Educate employees on benefits they receive from participating in wellness activities
  - Promote activities that award Rally Credit, with Rally Credit being a focal point in marketing materials
  - Offer a raffle at events that do not offer Rally Credit
  - Host wellness activities that provide an incentive, such as a certificate of completion
- **Tactic:**
  - Schedule wellness activities for the following quarter before the current quarter ends
  - Include dates and times of events in quarterly newsletter to assist in promotion of wellness activities
  - Send out newsletter via faculty, staff, and Wellness Committee distribution lists as soon as Wellness Action Plan is approved
  - Use marketing templates created by practicum student as well as templates included in strategic communication plan to market wellness activities
  - Send e-blasts and marketing materials to faculty, staff, and Wellness Committee distribution lists at least two weeks prior to activity
  - Request that Wellness Committee assists with distribution of e-blasts by printing out at least one copy of each marketing material and e-blast and post it in a highly visible location within workplace area
  - Distribute activity evaluation form at the end of each wellness activity to collect participant data
  - Collect evaluation forms as participants leave activity and store forms for review at the next Wellness Committee meeting
- **Evaluation:**
  - Record attendance at each wellness activity and maintain attendance records to measure completion of objective
  - Review all evaluation forms with committee at each quarterly meeting to assist in planning events for next quarter
- **Objective 4** – Increase employee participation in the Rally program by 25% each quarter in 2018
  - **Target Audience:** Internal and External (primary) – committee members and faculty and staff

- **Strategy:**
  - Inform employees of Rally Rewards Program
  - Educate employees on benefits they receive from participating in the Rally Rewards Program
  - Emphasize Rally Credit can be redeemed for gift cards
  - Announce winners of Rally Coin exchanges
  - Host Rally Challenge for FIT employees
- **Tactic:**
  - Schedule Rally Rewards Program training seminar
  - Train Wellness Committee members with Rally Rewards Program
  - Request that each committee member train employees within their respective unit
  - Submit participation to ICUBA immediately after completion of event so employees receive Rally Credit promptly
- **Evaluation:**
  - Record attendance at Rally Rewards Program training seminar
  - Request data from Rally that shows how many Florida Institute of Technology employees currently use Rally Rewards and to what extent (if Rally cannot provide this information, a survey needs to be created and distributed to employees)
  - Based on results from Rally/survey, schedule additional training seminars as needed

## Timeline

### **Annual:**

- Update website
- Evaluate wellness program activities – refine as needed
- Evaluate membership roles and expectations – refine as needed
- Evaluate use of strategic communication plan and make refinements
- Create annual calendar of events

### **Quarterly:**

#### **Human Resources:**

##### Before committee meeting:

- Create a Doodle poll suggesting meeting dates and times at least one month from date poll is sent out
- E-mail poll to committee members and select best meeting date and time
- Schedule meeting and send Outlook calendar invitation to committee at least two weeks before meeting date
- Send meeting agenda to committee one week prior to meeting and request agenda items from committee members to include in agenda (using e-mail distribution list from Doodle poll participants)

##### During committee meeting:

- Host Wellness Committee meeting
- Evaluate effectiveness of new committee procedures and positions
- Review activity evaluation forms with committee
- Compile data from evaluation forms to include in newsletter

##### After committee meeting:

- Approve minutes from meeting and upload to HR webpage within one week after meeting takes place
- Promote activities for this quarter (two weeks before event date)
- If wellness activity requires RSVP, create e-mail distribution list as employees register for event
- Send e-mail reminder of wellness activity to participating employees day before event
- Host wellness activity and take attendance (utilize sign-in and sign-out sheet)
- Distribute evaluation form to participants before they leave activity

- Collect evaluation forms and summarize results for discussion at the next Wellness Committee meeting to review together and discuss
- Select events and dates for next quarter before end of quarter
- Submit action plan for next quarter
- Create marketing materials for next quarter's events by end of quarter
- Create newsletter for this quarter and distribute around campus and to committee members (via e-mail and print) before end of quarter

### **Wellness Committee:**

#### Before committee meeting:

- Send agenda ideas to Human Resources once calendar invitation for meeting is received

#### During committee meeting:

- Attend Wellness Committee meeting
- Take attendance and notes at meeting
- Evaluate effectiveness of new committee procedures and positions with HR
- Review activity evaluation forms with HR

#### After committee meeting:

- Distribute meeting notes to Human Resources co-chairs after conclusion of meeting (no later than one week after)
- Assist Human Resources in promoting events for this quarter (distributing marketing materials to member's respective unit)
- Distribute newsletter within respective unit

### **Quarterly differences:**

The first quarter in 2018 (January - March) will have the following additions, as it is the first quarter that will use the strategic communication plan:

#### Human Resources:

- Finalize committee member expectations by January
- Create roles/positions within committee before first committee meeting

#### During committee meeting:

- Assign roles/positions to committee members

#### Wellness Committee:

#### During committee meeting:

- Determine member roles within committee

## Timeline Checklists

### Annual Checklist

Due Date	Task	Assigned to	Status	Notes
	Update website			
	Evaluate wellness program activities – refine as needed			
	Evaluate membership roles and expectations – refine as needed			
	Evaluate use of strategic communication plan and make refinements			
	Create annual calendar of events			

## Human Resources Quarterly Checklist

Due Date	Task	Assigned to	Status	Notes
	Create a Doodle poll suggesting meeting dates and times at least one month from date poll is sent out			
	E-mail poll to committee members and select best meeting date and time			
	Schedule meeting and send Outlook calendar invitation to committee at least two weeks before meeting date			
	Send meeting agenda to committee one week prior to meeting and request agenda items from committee members to include in agenda (using e-mail distribution list from Doodle poll participants)			
	Host Wellness Committee meeting			
	Evaluate effectiveness of new committee procedures and positions			
	Review activity evaluation forms with committee			
	Compile data from evaluation forms to include in newsletter			
	Promote activities for this quarter (two weeks before event date)			



Due Date	Task	Assigned to	Status	Notes
	If wellness activity requires RSVP, create e-mail distribution list as employees register for event			
	Send e-mail reminder of wellness activity to participating employees day before event			
	Host wellness activity and take attendance (utilize sign-in and sign-out sheet)			
	Distribute evaluation form to participants before they leave activity			
	Collect evaluation forms and store until next Wellness Committee meeting to discuss review			
	Select events and dates for next quarter before end of quarter			
	Submit action plan for next quarter			
	Create marketing materials for next quarter's events by end of quarter			
	Create newsletter for this quarter and distribute around campus and to committee members (via e-mail and print) before end of quarter			
	Evaluate use of strategic communication plan and make refinements			

## Wellness Committee Quarterly Checklist

Due Date	Task	Assigned to	Status	Notes
	Send agenda ideas to Human Resources once calendar invitation for meeting is received			
	Attend Wellness Committee meeting			
	Take attendance and notes at meeting			
	Evaluate effectiveness of new committee procedures and positions with HR			
	Review activity evaluation forms with HR			
	Distribute meeting notes to Human Resources co-chairs after conclusion of meeting (no later than one week after)			
	Assist Human Resources in promoting events for this quarter (distributing marketing materials to member's respective unit)			
	Distribute newsletter within respective unit			

## Budget

Florida Institute of Technology  
Wellness Committee Budget Request Form  
Quarter: \_\_\_\_\_

Event Title	Event Details	Amount Requested	Amount Granted

Comments for Human Resources:

Signature of requestor: \_\_\_\_\_

Printed name of requestor: \_\_\_\_\_

Requestor's Employee Title: \_\_\_\_\_

Requestor's e-mail: \_\_\_\_\_

Date of request: \_\_\_\_\_

## Evaluation

The templates provided with this strategic communication plan serve as a starting point in refreshing the Wellness Committee as well as making the Wellness Activities more effective. The materials included in the strategic communication plan can be altered to fit the needs of the Office of Human Resources staff as well as the needs of the Wellness Committee. To accurately measure the success of the Wellness Program, the strategic communication plan should be utilized for an entire calendar year, or four consecutive quarters. After each quarterly meeting, the Wellness Committee should evaluate the use of the strategic communication plan and make refinements for the following quarter to ensure effectiveness is being reached.

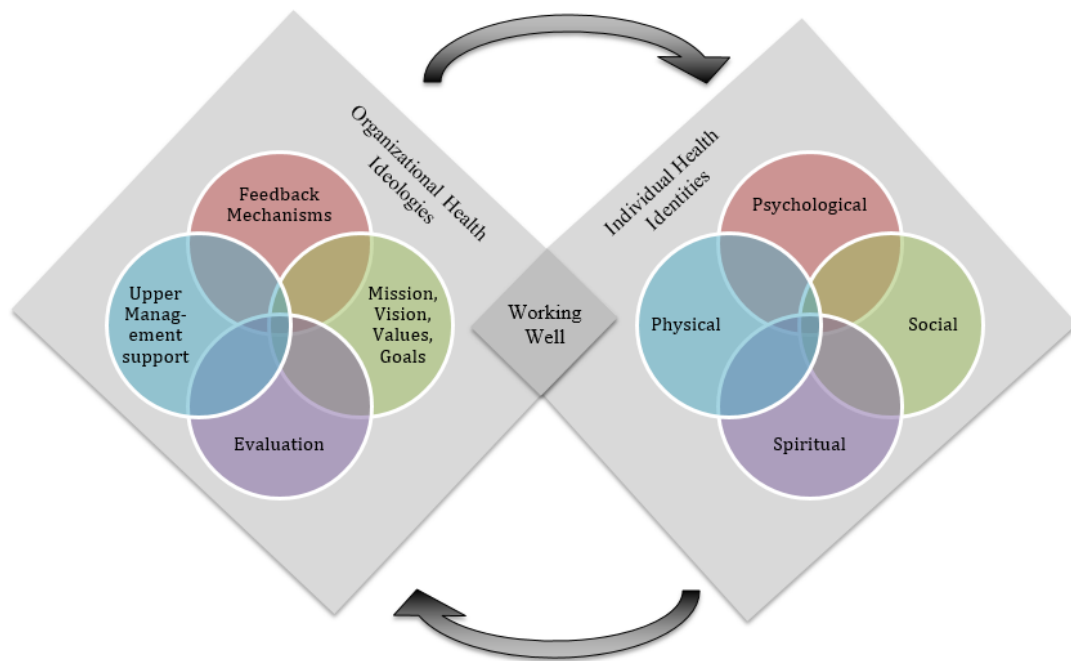
To ensure objectives are being met, the tools used to measure each objective need to be evaluated for efficiency. For example, the attendance sheets from each Wellness Committee meeting and Wellness Activity need to be evaluated so attendance can be measured over time to see if the objective is being met. When evaluating attendance, trends over time can be observed so future refinements can be made to improve attendance at meetings and participation at wellness activities. Wellness Activity Evaluation forms and any surveys sent out to committee members and employees should also be evaluated to ensure that as many employees as possible are receiving consistent communication from the Office of Human Resources and Wellness Committee.

It is important to note that the evaluation process must be ongoing so adjustments can be made as the wellness program goes on to continuously reach effectiveness.

## Appendix A1 Model of Working Well

### Negotiating Health Identities

Message to Employees



Employee Feedback

Farrell & Geist-Martin (2005), p. 552, Figure 1

## **Appendix C**

### **Usability Test**

# HUMAN RESOURCES

## Usability Test

### Wellness Committee Strategic Communication Plan

Please utilize the strategic communication plan provided to answer the following questions. This usability test will ensure that the strategic communication plan is user-friendly and effective.

1. The Wellness Committee Mission and Vision statements are on what page number? Answer: \_\_\_\_\_
2. What is one strength of the Wellness Committee?  
Answer: \_\_\_\_\_
3. How many objectives does the Wellness Committee have for 2018?  
Answer: \_\_\_\_\_
4. What tool is going to be distributed to employees at the end of each quarter?  
Answer: \_\_\_\_\_
5. What are the communication channels being used for the internal audience?  
Answer: \_\_\_\_\_
6. List one thing that should be done at each quarterly Wellness Committee meeting.  
Answer: \_\_\_\_\_
7. What are your suggestions to improve the usability of the strategic communication plan?  
Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Test Participant: \_\_\_\_\_

Test Date: \_\_\_\_\_

Test Location: \_\_\_\_\_

## Appendix D Templates

### **HUMAN RESOURCES** Wellness Activity Evaluation Form

1. How did you hear about this wellness activity?  
Answer: \_\_\_\_\_
  2. What do you like about this wellness activity?  
Answer: \_\_\_\_\_
  3. What do you feel could be improved with this activity?  
Answer: \_\_\_\_\_
  4. Did this activity accomplish everything that was advertised?  
Answer: \_\_\_\_\_
  5. What suggestions do you have for future wellness activities?  
Answer: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- Activity Name: \_\_\_\_\_
- Activity Date: \_\_\_\_\_



Issue 1 | March 15, 2018

# FITbits *newsletter*

## Wellness Bingo

Starting a new habit takes about 21 days. This 6 week program will help you start forming new healthy habits by completing weekly tasks. Complete five challenges vertically, horizontally, or diagonally and submit your card to HR to win fabulous prizes! Contact HR at [hr@fit.edu](mailto:hr@fit.edu) to receive your bingo card. Good luck!



## Facilities wins Kickball

The Kickball Tournament was a huge success! A total of 10 teams participated and Facilities took the win. Congratulations and thank you to everyone who participated.

## Important Dates

- Blood Drive | April 2
- Rally Training Seminar | April 26
- Summer e-blast | May 4

### Health tip:

Disinfect a wound with honey

### Health tip:

Read ingredients list on packaged foods

### Health tip:

Handwrite notes to boost brain power

## Marketing Template

# Move it **MONDAY**



**RALLY CREDIT EVENT**



Start your week with exercise!

CDC recommends 20-30 minutes of moderate intensity exercise per day, or 150 minutes per week

Campaign kickoff: **Wednesday, January 31 from 12pm-1pm in Hartley Room**

RSVP with HR at [hr@fit.edu](mailto:hr@fit.edu)

## Appendix E

### Interview Guide and Notes

#### **Interview Guide:**

Nikki Wouralis and Karen Hill (Human Resources, Wellness Committee co-chairs:

1. What do you hope to accomplish with the Wellness Committee?
2. What changes has the Wellness Committee faced over the years?
3. What goals and objectives would you like to accomplish with the Wellness Committee?
4. What goals and objectives would you like to accomplish with the Wellness Program?
5. After reading the Situation Analysis, would you say the information is accurate?
6. How do you feel about the Mission and Vision statements?
7. Who would you say are your Target Audiences?

Dr. Tapley, Director of Counseling and Psychological Services:

1. What changes has the Wellness Committee faced over the years?
2. What do you think the Wellness Committee should be like?
3. What do you think the Wellness Committee can accomplish?
4. What do you think the Wellness Program can accomplish?
5. What goals and objectives do you think should be accomplished by the Wellness Committee?
6. What goals and objectives do you think the Wellness Program should accomplish?
7. After reading the Situation Analysis, would you say the information is accurate?
8. How do you feel about the Mission and Vision statements?
9. Who would you say are the Target Audiences of the Wellness Committee?

### **Interview Notes:**

#### **Dr. Tapley, Director of Counseling and Psychological Services:**

- Briefly presented my strategic communication plan, focusing on what I hope to accomplish with it
- Discussed the history of the Wellness Committee and the changes it has faced over the years
- Discussed Dr. Tapley's role within the committee and challenges she has personally faced as the committee changed over time
- Talked about the makeup of the committee, specifically high number of members but very low number of active members and infrequent participation
- Discussed wellness activities that have been offered and how they relate to the demographics of FIT
- Dr. Tapley agreed that reviewing the average age of employees and being aware of how many males and females is important when selecting future wellness activities
- "I don't know who the members even are."
- Suggested the addition of "low number of active members" to weaknesses section in SWOT analysis
- Said that member motivation, engagement, and retention is very important to the committee (referring to the first bullet under Threats in SWOT analysis)
- Dr. Tapley mentioned that there is not much leadership within the committee (referring to members currently "being told" what to do, or, being given information and members just listen without being given instruction as to what to do with the information received)
- Dr. Tapley suggested identifying a representative within major units on campus, such as faculty, student affairs, academic departments, etc.
- Suggests to identify who "faculty and staff" really are in the Mission (main campus only, GSAs, extended sites, etc.)
- Raised the question of who is included on the employee distribution list and using them as a starting point for identifying all current employees
- Suggested posting meeting minutes on the HR website after committee meetings
- Believes the website is critical to use because it's a central point where employees go to find additional information related to HR

- Recommended that I change the intro sentence under Objectives and Strategies to focus more on the Wellness Program instead of Wellness Committee
- Encouraged me to think about the purpose and content of the newsletter I proposed
- Suggested that HR call for agenda ideas prior to the committee meeting so various topics can be discussed and so that committee members have time to propose ideas
- Suggested sending a reminder to employees who RSVP to wellness activities and send a calendar invitation to those that RSVP as an additional reminder
- Raised the question of possibly reaching out directly to Department Heads to get them to assist the committee in promoting events (gives a shared sense of responsibility)
- Stressed importance of the Wellness Committee linking back to its Mission as well as the Mission of the university
- Suggested using a check-in and check-out process to monitor attendance and give Rally credit, get feedback from activity evaluation form, etc.
- Overall, Dr. Tapley thought my strategic communication plan was “great” and thinks it’s necessary for the improvement of the Wellness Committee and Wellness Program and is excited to see the final product

Nikki Wouralis and Karen Hill (Human Resources, Wellness Committee co-chairs:

- Briefly presented my strategic communication plan, focusing on what I hope to accomplish with it
- Discussed my meeting with Dr. Tapley and the history of the Wellness Committee and the changes it has faced over the years
- Nikki Wouralis asked if “poor promotion and involvement on campus” under Weaknesses in SWOT analysis was referring to the Wellness Committee itself or HR
- Talked about the makeup of the committee, specifically high number of members but very low number of active members and infrequent participation
- Discussed who active members were on the committee and Karen Hill made the comment that “committee members should be ambassadors”
- “We are central point wellness” – Karen Hill
- Karen Hill mentioned how their positions as employees within HR requires them to take initiative for activities and that “nobody wants to take initiative” when committee members and other employees are asked to help
- Nikki Wouralis “really liked” the Vision statement

- Both Nikki and Karen discussed the challenges they faced with size of committee members
- “May be beneficial to be smaller” like Parking Committee or Banner User’s Group
- Perhaps have only a few key members on the Wellness Committee
- Restructure the committee
- Currently not an effective use of everyone’s time
- No incentive to being on the committee
- Could rotate members
- HR website has so much information and only two people have access to update it, which can’t be done at this time
- When it does get updated, having a general wellness section could be used for Wellness Committee
- All current employees are targeted for wellness activities, to include extended sites
- Activity Evaluation form should include appropriate questions for feedback, like how they heard of the activity
- Form should be standardized, so it can be used for all events
- Perhaps they will use Survey Monkey to evaluate activities and other aspects of the Wellness Committee
- Will use RSVP list for wellness activities
- Wellness Committee can develop content for website, but must give it to Nikki, who screens it before sending it to Karen Gathercole for approval
- Like the idea of assigning a secretary to take notes in the meetings
- They want the committee “to be invested in the program”
- Would like the committee to assist with promotion of events
- Karen Gathercole has a practicum student to create marketing templates for e-blasts