Georgia Hallways to Health Initiative

Operations, Implementation, and Training Manual

A Guide to School Employee Wellness Program Strategies and Implementation in Georgia School-Based Health Centers
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# Georgia Hallways to Health Initiative

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The purpose of the Georgia Hallways to Health (H2H) Program Operations, Implementation, and Training manual is to expand school employee wellness program efforts in other comprehensive school-based health centers in Georgia. This manual is designed to provide SBHCs with H2H program information, concepts, tools, and resources that have been used in the H2H program and to assist SBHCs as they consider these approaches as a “promising practice” and ultimately a “best practice” in their respective schools.

This manual will focus primarily on school employee wellness within the context of:

- **Key steps to obtain stakeholder and school administration buy-in** to support school employee wellness goals
- **School Employee Needs assessment** to assess desired wellness activities (healthy eating, active living, and social and emotional health)
  - Hallways to Health Phase 2.0 needs assessment survey template
- **Setting priority areas and goals** for school employee wellness
  - Hallways to Health Phase 1.0 examples
- **Capacity** to implement school employee wellness programs
  - Example Hallways to Health Improvement Team Roadmap
- **Development of the school employee wellness action plan**
  - Hallways to Health Phase 1.0 Action Plan templates *(for student wellness and staff wellness)*
  - Hallways to Health Phase 2.0 Action Plan template *(for staff wellness)*
- **Implementation of school employee wellness programs**
  - Georgia Hallways to Health Action Plan Progress Monitoring template
- **Data collection**
  - Data Collection tool used to capture Hallways to Health programmatic activity and clinical services associated with H2H
    - Used for Hallways to Health Phase 1.0 and Phase 2.0
- **Evaluation** of school employee wellness programs
- **Resources**
  - Hallways to Health Resource Guide
  - Additional Resources

Your school-based health center can use this guide to help aid in the development and implementation of one or more staff wellness activities in your school based on the capacity of your exiting SBHC staff to address staff wellness, school administration approval, and staff wellness priorities identified.

****Click on the (hyperlinked) titles, Word/Excel icons, and weblinks to access documents and information within this manual****
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Background about the Hallways to Health Initiative

The Hallways to Health Initiative is a partnership between Kaiser Permanente *Thriving Schools Program* and the National School-Based Health Alliance (SBHA) which began in 2012 to fund five states (California, Georgia, Maryland, Oregon, and Washington). Each state selected school-based health centers (grantees) to participate in the Hallways to Health program. These school-based health centers represented elementary schools, middle schools, and high schools. Hallways to Health has culminated into 2 phases, referred to as Hallways to Health Phase 1.0 (implementation years 2013-2015 funded by Kaiser Permanente in partnership with SBHA) and Hallways to Health Phase 2.0 (implementation years 2015-2017 funded by Kaiser Permanente in partnership with SBHA and American Public Health Association (APHA) to provide population-based health approaches in schools through SBHCs through a series of targeted trainings and TA on needs assessment and action plan development to H2H grantees). Ultimately, both H2H Phases have the same overall program aims; however, Phase 1.0 was more programmatic and clinical-based approaches and Phase 2.0 focuses on population-based health through clinical interventions and school-wide interventions.

Program Aims:

The Hallways to Health Initiative framework includes improved collaborative efforts between the school and the school-based health centers to work collectively to integrate the focus of school health, to improve school climate, and the health of students and staff through clinical services, behavioral health services, health education programs and to support policy and systems change to improve the school health environment.

The overall focus of the Hallways to Health Program (or aims) include:

- Obesity Prevention and Treatment (healthy eating and active living)
- Social and Emotional Health
- School Employee Wellness

Additional focus areas included:

- Parental Engagement
- Partnerships and Collaboration
- Referral Systems

Grantees:

Each of the Georgia grantee SBHCs are sponsored by a Federally Qualified Health Center (FQHC). Furthermore, each grantee site hired a Health Educator to facilitate the program in conjunction with other SBHC staff (Providers, Medical Assistants, Licensed Clinical Social Workers, and Behavioral Health staff)

- Turner Elementary School-Based Health Center (Albany, GA)
  - Albany Area Primary Care Center- sponsoring FQHC
- Whitefoord School-Based Health Center (metro Atlanta)
  - Whitefoord, Inc.- sponsoring FQHC
• Lake Forest School-Based Health Center (Sandy Springs, GA)
  o Family Health Care of Georgia– sponsoring FQHC
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Georgia Hallways to Health Strategies

The Hallways to Health State Affiliate, Emory University PARTNERS for Equity in Child and Adolescent Health and the Hallways to Health grantees met in March 2014 to develop the Georgia Hallways to Health Strategies/Benchmarks to outline specific performance measures to serve as a guide as each site developed their action plans and to set specific and measurable outcome goals for the program. The grantees implemented the following strategic goals for the Georgia Hallways to Health Initiative:

**Obesity Prevention and Treatment**

1) Screen 90% of student population for obesity.
2) Develop intervention program to address BMI’s above 85th percentile.
3) 25% of students enrolled in intervention program demonstrate improvement through BMI stabilization or weight loss.
4) School-wide health education on obesity prevention.

**Social and Emotional Health**

1) 100% of students receiving medical services are screened for behavioral health problems.
2) 100% of students identified with social and emotional issues are referred for intervention.
   a. SBHC/school-based/community service.
3) Provide school-wide instruction and activities to promote social and emotional well-being 3 times during the school year to address at a minimum self-esteem, violence prevention (bullying), and substance abuse.
   a. Review state DOE health education curriculum standards.

**School Employee Wellness**

1) Conduct survey to determine faculty and staff needs and desired services at the beginning of the school year.
2) Provide activities for staff wellness to reflect survey.
3) 25% of school faculty and staff will participate in at least 1 wellness activity.
4) Evaluate activities at the end of the school year.
As a result of the Georgia Hallways to Health Strategic Goals, the program and strategic goals were evaluated during 2014-2015 implementation. The following is the *2014-2015 Georgia Hallways to Health Evaluation Report*.

Ongoing evaluation of Hallways to Health is a priority to measure program implementation of the strategic goals, to aid in discussions about sustainability and to make a case for continuation of the H2H program in schools.
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School Employee Wellness Needs Assessment

Each H2H grantee conducted a staff wellness needs assessment with their school staff, to assess the wellness needs and desired wellness activities staff would be most interested in promoting and participating. The survey also includes preferred time of the day desired for providing wellness activities.

Here is an example of the staff wellness survey administered in 2015 by all H2H grantees nationally with their school’s staff and faculty members.

Staff Wellness Needs Assessment

**Example Hallways to Health School Employee Wellness Survey**

The Georgia H2H grantees were successful in gaining support from school administration through a series of meetings to discuss the purpose of the survey, proposed timeline and logistics to administer the survey, and how the results would be used to develop the H2H school employee wellness program to be administered throughout the school year. Additionally, the SBHC H2H Health Educators were allowed to attend staff/faculty meetings to administer the survey, using either a hardcopy of the survey or electronic version of the survey (staff were asked to bring their tablets, laptops, and smartphones to the meeting for the sake of completing the survey online).

This survey can be administered electronically or a hardcopy can be completed. It depends on what the school administration prefers and what works best to increase response rates of staff.
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Key Steps to obtain buy-in and support for school employee wellness programs

There are several tools and resources available regarding employee wellness programs. It is important for schools and SBHCs to select the tools that best fit the needs of their staff, capacity is present to implement staff wellness programs, and most of all school administration supports the efforts to implement staff wellness programs in the respective schools.

Here are a few good steps to assist you in gaining support and buy-in from your school administration to implement school employee wellness programs within your school.

• **Understand the SBHCs role and vision for school employee wellness** and be able to articulate it to school administration
  - Identify key SBHCs (existing staff) and key school staff to assist in school employee wellness program efforts
  - Investigate your current school wellness policy
    - Is school employee wellness a part of the local policy?
    - Is school employee wellness being actively pursued at your school to meet the local school wellness policy goals?
  - Investigate your current district school wellness policy
    - Is school employee wellness is part of the district policy?
    - Is school employee wellness being actively pursued at your school to meet the district school wellness policy goals?
    - If school employee wellness is part of the local or district school policy
      - If not actively being pursued or nonexistent, *This should be your pitch to school administrators*, because school employee wellness is policy and the SBHC can assist in development, coordination, and implementation of school employee wellness in your school.

• **Investigate potential partners** to assist in the development and implementation of staff wellness programs/activities in collaboration with the SBHC
  - Be able to articulate who the potential key partners could be to assist the SBHC in development, implementation, training, TA, or potential financial support (grants) to address school employee wellness
    - Potential partners for school employee wellness:
      - State Health Benefits Plan- Department of Community Health
        - BeWell SHBP Program
      - Alliance for A Healthier Generation
      - Kaiser Permanente Thriving Schools Program
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Capacity Building to address School Employee Wellness in your school
(Who is Part of Your Team? Who Should be Part of Your Team?)

Hallways to Health is a program which can be implemented in other SBHCs. There are several staff wellness program activities schools and SBHCs may choose to implement. Because H2H is a large program, SBHCs can decide to approach H2H staff wellness programs to address the unique needs of their school employee population.

Georgia Hallways to Health program has a health educator located at each of the three grantee sites to plan, coordinate, and facilitate the H2H program for student health and school employee health. However, SBHCs without a dedicated health educator can still achieve many of the staff wellness program processes (in part) with staff already employed at the SBHC. Additionally, the SBHCs should collaboratively partner with their school staff to assist in H2H staff wellness efforts. This is one of the overarching goals of H2H by utilizing the clinical and prevention skills of the SBHC to address student and staff health and improve the school environment through policy, systems, and environmental improvements by working collaboratively with the school.

So who can assist with implementation on staff wellness activities?

Existing SBHC staff:

- Health Educator
- Nurse Practitioner
- Physician’s Assistant
- LCSW
- LPN
- CPN
- RN
- Behavioral Health Specialist

Volunteers:

- College Interns
- AmeriCorp
- Retired health professionals
- Retired educators

School Staff Members:

- Physical Education Teacher
The following document provides additional details for developing a school improvement team for H2H.

**Suggested Members of your Improvement Team**

The improvement team should include representation from the SBHC, school, and greater community. Diversity in terms of professions, skills, and networks is integral in meeting the complex aims of the learning collaborative. Please note, one person may serve multiple roles.

- **SBHC staff**
  - Primary care provider, mental health specialist, health educator, program coordinator, medical assistant, SBHC administrative staff, etc.
- School wellness council member at district and/or school level, if available
- Student assistance team member (e.g. guidance counselor, school social worker, etc.)
- Administrator (e.g. principal, vice-principal, dean of students, etc.)
- Faculty member
- Physical education and/or health teacher
- Parent advocate/liaison
- School and/or SBHC youth council/committee representative
- Community member
- Before or after-school program coordinator
The three H2H grantees have been about to successfully approach school employee wellness using multiple strategies to address the unique needs of their school staff, respectfully.

Here are a few activities that have been implemented by the current H2H grantees in Georgia based on the results of their staff wellness needs assessment responses:

- Biggest Loser Contest
- Fun Run/Walk
- Walking Program providing staff with free pedometers
- Adult Health Month
- Quarterly health and wellness newsletters
- Healthy eating, active living, and stress management tips
- Wellness Day

Future staff wellness program activities planned include:

- Yoga
- Access to staff dedicated Wellness Room
- Walking Track/Walking Program
- Access to water (water cooler in staff lounge)
- Renovation of staff lounge to promote relation and stress relief
- Meditation and massages offered twice a year during testing
- Smoothie workshops
- Farmers Market availability on school campus
Attached are the action plan templates used on the Hallways to Health program for staff wellness (as well as student wellness for H2H Phase 1.0). Hallways to Health Phase 2.0 template is specific to school employee wellness.

**Staff Wellness Action Plan**

**Hallways to Health Phase 2.0**

Hallways to Health [School Employee Wellness Action Plan Template](#) (H2H Phase 2.0 specifically for staff wellness program development/implementation)

**Hallways to Health Phase 1.0**

*Year 1 (2013-2014)* [Improvement Plan Template](#) (includes both student health and school employee wellness)

*Year 2 (2014-2015)* [Improvement Plan Template](#) (includes both student health and school employee wellness, as well as the state H2H strategies as the desired goals/milestones to address obesity prevention, social and emotional wellness, and school employee wellness)
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Monitoring Progress of Action Plan Implementation

Each H2H grantees site developed their student wellness and school employee wellness action plans and implemented the established SMART goals, priority areas, and state strategic goals (with the action plan). Each site attended bi-monthly (or monthly in some cases) progress monitoring conference calls with the state coordinator to provide progress updates, achievements, discuss any challenges or barriers to achieving their set goals, measures to overcome barriers, lessons learned, and training or TA needs.

The state coordinator discussed each objective and action items with the health educator (and in some cases the LCSW and provider attended some of the progress monitoring calls). The action plan worksheet for progress monitoring purposes was updated during every call by the state coordinator and progress was indicated using the following status updates (for the overall objectives and the action items indicated within the action plan):

Progress Monitoring Status Guide:

- In Progress/On Schedule (being implemented as planned and on time)
- In Progress/ Behind Schedule (being implemented but is delayed)
- Behind Schedule (some delays have occurred)
- Passed Due (severely delayed)
- Complete (goal/activity met)
- Has not begun (could not be completed as planned)
- Ongoing (goal/activity will continue to be pursued beyond the timeframe of current action plan)

Here is an example the progress monitoring documentation of a grantee’s action plan:

![Example progress monitoring documentation](Bi Monthly Progress_May 2015_)

Senior level management within the SBHC can serve as the progress monitoring official for any H2H activities the SBHC decides to implement.
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H2H Data Collection Tool

The following data collection tool is used by the three H2H grantees to track both student health/staff wellness activities (health education activities and encounters for both students and staff, wellness program activities, behavioral health encounters, and obesity/BMI related data).

The highlighted portions of this data collection tool is relevant to H2H, specifically Enrollment & Utilization (sheet 1) and Obesity (sheet 3) of this excel tool.

![H2H data collection tool.xlsx](image-url)
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H2H Phase 1.0 Templates (Student Wellness and School Employee Wellness):

The following tools are helpful to aid SBHCs in assessing their school environment and SBHC capacity to address the 3 focus aims of H2H, assess SBHC staff capacity, assess training needs of SBHC staff in the areas of obesity prevention, assess current school policies (or determine if policies exist), assess participation of SBHC staff as members of the school wellness committee or district wellness committee, assess parental engagement efforts of the school/SBHC, and referral systems processes.

**Step 1:** Hallways to Health [Assets and Areas for Improvement Assessment Tool]:

**Purpose:** This exercise will help you better understand the SBHC's current assets and areas for improvement and it will be used to help identify your SBHC’s priority areas for the learning collaborative. There are six sections to the assessment tool, which ask questions about 1) obesity prevention; 2) social and emotional health; 3) school employee wellness; 4) parent/caregiver engagement; 5) referral systems; and 6) self-efficacy.

**Step 2:** Hallways to Health [Priority Areas Worksheet]:

**Purpose:** Having completed the Assets and Areas for Improvement Assessment Tool, you are now aware of the current state care in your school-based health center. You will now use that knowledge to identify the top 5 priority areas.

**Step 3:** Hallways to Health [SWOT Analysis Template]:
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Hallways to Health Resource Guide:

**Hallways to Health Resource Guide:**

The purpose of this guide is to aid local implementation sites in selecting resources that align with the overall aims of the collaborative, as well as their current SBHC operations, school setting, and greater community. The materials highlighted in this guide contain content relevant to the health focus of the collaborative, including healthy eating/active living, school climate, violence prevention, worksite wellness, coordinated school health models, and health promotion/education. Furthermore, these tools have either been developed or endorsed by Kaiser Permanente or partner organizations of Thriving Schools including the Alliance for a Healthier Generation and Safe Routes to School. Included items have been reviewed by project staff at School-Based Health Alliance and state project staff involved in Hallways to Health. The guide will be reviewed and updated periodically as needed.
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Additional Resources for Employee Wellness

CDC Worksite Health Scorecard:

SPARK: Health Promotion for Staff
http://www.sparkpe.org/coordinated-school-health/wellness-for-staff/

RAND: Five Steps to a Successful Workplace Wellness Plan
http://www.rand.org/content/dam/rand/pubs/tools/TL100/TL141/RAND_TL141.pdf

DHEP School Employee Wellness Guide

Cigna: Well-Being Programs: A Step-by-Step Guide

KP: Walking Workforce Health Toolkit

Alliance for A Healthier Generation: School Wellness Council Toolkit
http://nutrition.dadeschools.net/Wellness/SchoolWellnessCounciltoolkit.pdf

Minnesota Department of Health: Worksite Wellness Toolkit
http://www.health.state.mn.us/healthreform/ship/implementation/worksite/apprps4toolkit.pdf

Eat Smart, Move More NC- School Employee Wellness

Additional Resources for School Employee Wellness:

School Wellness Example Approaches