



# Crafting an Operating Plan

## Guiding Principles

The wellness operating plan reflects the vision, values and purpose of an organization as documented in Benchmark #1.

### STRATEGIC PLANNING FOR HEALTH AND WELL-BEING:

- » Occurs at the highest level of organization and is supported through engagement by senior leaders
- » Employee health and wellness is included in the strategic business plan
- » Development of the plan considers the vision and mission statement for the wellness program
- » Creating a supportive environment to pursue individual wellness are strategic priorities of the organization
- » It is a collaborative experience incorporating all stakeholders

### PLANNING IS TACTICAL, INCLUSIVE AND COLLABORATIVE:

- » Input into developing the strategic operating plan comes from multiple sources
- » Goals are specific and objectives are measurable and are linked to the organization's strategic plan
- » Employees are engaged in designing and planning health and wellness initiatives
- » Timelines are created for implementation
- » Roles and responsibilities are developed and communicated for objectives
- » Budget is sufficiently allocated and itemized to support initiatives
- » Marketing strategies are appropriate and effectively promote the program philosophy and initiatives
- » Initiatives have an evaluation method associated with them that addresses the stated goal and objectives

### SEVEN COMPONENTS OF AN EXCEPTIONAL OPERATING PLAN:

1. **A Vision and Mission Statement** for the wellness program which is aligned with the organization's core values
2. **Specific Goals and Measurable Objectives** that are linked to the strategic priorities of the organization
3. **Concrete Timelines** for implementation
4. **Roles and Responsibilities** for completion of objectives
5. **Itemized Budget** sufficient to carry out the wellness plan initiatives
6. Appropriate **Marketing Strategy** to effectively promote the wellness plan initiatives
7. **Evaluation Procedures** to measure the stated goals and objectives

This planning template will help you organize your strategic plan. Remember that plans are fluid, not rigid, and are to be used more of a guide in designing your well workplace initiatives. You will find that many of these items are required as part of the Well Workplace Award Application.



## INSTITUTE FOR WELLNESS STUDIES RESOURCES



### WELCOA's Seven Benchmarks: Beginner

There is both an art and science to designing and delivering a results-oriented workplace wellness initiative. In this flagship certification, you will be immersed in WELCOA's Seven Benchmark approach to building great wellness programs. As a result of finishing this certification, you will have the knowledge, confidence and the materials necessary to be successful. This training is perfect for entry-level practitioners and for those who are just getting started in the field.



### WELCOA's Seven Benchmarks: Advanced

There is a specific methodology that needs to be followed if you want to take your wellness initiative to the next level. In this advanced version of the Seven Benchmarks, you will build off the basics and then zero in on what America's Healthiest companies do differently. This course puts more sophisticated emphasis on productivity, culture and outcomes and will help you take your wellness initiative to the next level. This training is perfect for practitioners who are well-established in the field.



### Achieving Purposeful Health Promotion

Most wellness professionals are interested in fostering positive emotions among employees, yet few know how to integrate the tenants of positive psychology into workplace wellness. This course shows that our psychological state influences our biochemical activity, which in turn insidiously influences other health behaviors. Learn the five pillars of positive psychology: Positive emotions, Engagement, Relationships, Meaning and Accomplishments. Then, explore the research connecting each pillar to health outcomes. The presenter provides the missing link that determines wellness programming success.



### P4: People, Place, Purpose & Performance

Traditional wellness programs have focused primarily on improving biometric markers among participants. While it is undeniable that our industry has done great work to improve health, this approach has yielded low program participation, questionable long-term gains and can be costly to implement. Fortunately, health promotion programs have begun to evolve and adapt a more holistic approach. Learn a new model for conceptualizing the wellness programs of tomorrow. The P4 model of People, Place, Purpose and Performance provides a framework for building strong organizational cultures that improve health, create conditions for employees to succeed and ultimately choose wellness for themselves.



Use this fillable template to complete your operating plan.

**BENCHMARK #1 SUMMARY**

ORGANIZATION MISSION:

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ORGANIZATION VISION:

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ORGANIZATION HEALTH VALUES:

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WELLNESS MISSION:

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WELLNESS VISION:

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**BENCHMARK #2 SUMMARY**

NAME/ROLE:

HOW CAN THIS POSITION HELP YOUR WELLNESS INITIATIVE?



**Example: Name, Vice President**

**Example: Provide guidance and vision for the planning, development and enhancement of workplace wellness initiative. Plan, budget and develop for growth. Direct implementation programs and projects to achieve objectives consistent with the strategic plan. Develop strategic partnerships.**



**Example: Name, Director, Wellness/Health Promotion/ Wellbeing Services**

**Example: Responsible for all wellness programming. Develop strategy to maximize participation in programming and increase engagement to achieve the goal to contribute to improved health & productivity of employees.**



**Example: Name, Manager, Wellness/Health Promotion/ Wellbeing Services**

**Example: Provides guidance for employee wellness initiatives. Review the focus area outcomes and evaluate efficiency and effectiveness. Identify community health needs and services that promote healthy lifestyle choices using community education, wellness programming and health fairs.**



**Example: Name, Health Educator, Wellness/Health Promotion/ Wellbeing Services**

**Example: Assist with the development of services and initiatives for employees and worksites including HRAs, campaign management, special events, screenings & health prevention focus areas. Facilitate health education programs and workshops.**



**BENCHMARK #2 SUMMARY** CONT'D

NAME/ROLE:

HOW CAN THIS POSITION HELP YOUR WELLNESS INITIATIVE?

Example: Name, Clinical Health Educator, Wellness/Health Promotion/Wellbeing Services

Example: Communicate assessment and screening results to employees. Assist employees developing goals for lifestyle change and wellness. Assist at health fairs, screenings and worksite events as requested.

Example: Name, Registered Dietitian, Wellness/Health Promotion/Wellbeing Services

Example: Develop and implement individualized nutrition intervention plans. Assist employees developing realistic health goals and goal-directed behaviors. Provide medical nutrition therapy and nutrition coaching.

Example: Name, Data Trkg. Specialist, Wellness/Health Promotion/ Wellbeing Services

Example: Prepares referral reports and custom queries of data bases based on critical data elements in focus areas. Analyze satisfaction surveys for programs and services of the department initiatives. Present results of surveys to department.

Example: Wellness Champions, Committee Members, Wellness/Health Promotion/Wellbeing Services

Example: Attend regularly scheduled committee meetings and training sessions. Distribute wellness initiative information and provide front line communication as a champion of worksite wellness initiatives. Serve in a voluntary capacity as a worksite wellness champion.

Use the following tool to capture your focus areas for your strategic plan. Workspace is provided to document goals, objectives, measurement and rationale for each focus area and intervention. Focus areas are based on your data finding and could include: mental health; physical health; environmental wellness; culture/climate influence; consumerism.

“What we know from the research is that people only support what they have helped create.”

– **Rosie Ward/Jon Robison**

*How to Build a Thriving Culture at Work*



**WHAT IS S.M.A.R.T OBJECTIVE WRITING?**

Make your objectives **S**pecific. **M**easurable. **A**chievable. **R**ealistic. **T**ime sensitive.

For example, by December 2019, 80% of all vending machine options at the worksite will be stocked with healthy options.



### FOCUS AREA #1:

Select the workplace wellness health or culture initiative you plan to focus on and place the title here.

**GOAL:**

Write your goal that will describe how you will address focus area #1.

Example: Promote health and reduce chronic disease risk among employees by promoting consumption of healthful foods and engaging in healthy nutrition habits.

**OBJECTIVE:**

Write your measurement objective using SMART writing to address focus area #1.

Example: Maintain or increase the number (%) of employees who are considered to be at low risk for poor nutrition status as indicated from nutrition score during the annual Health Assessment.



Create a manageable number of offerings within this focus area to help reach the goal and objective of Focus Area #1.

### INTERVENTION #1.1:

Name of offering or approach: Brief description of offering.

**MEASUREMENT:**

Indicate the current data to support the focus area and intervention planned.

Example: Currently xx % of employees are at low risk for poor nutrition as measured during the annual Health Assessment. Evaluate for improvement/increase in low risk nutrition score using annual results.

**RATIONALE:**

Statement to support your measurement and goal/objective including how employees have committed or desired this focus area for intervention #1.1.

Example: xx % of employees are at moderate, high or very high risk for poor nutrition due to their nutrition score.

**TIMELINE:**

**RESPONSIBLE STAFF:**

**INCENTIVE:**

**COMMUNICATION STRATEGIES:**

**BUDGET:**

**EVALUATION:**

Indicate when this will take place.

Who will be assigned to this intervention or offering? State specific individuals or groups.

Provide details here on your approach to encourage engagement in the offering.

Indicate here how you will communicate the offerings and to what target groups. There may be different approaches at different times. Document the plan.

Provide actual or projected cost for the offering. Include materials, percentage of responsible staff time, etc.

How will this offering for participation, intervention success, satisfaction of participants, organizational metrics, etc. be measured.



**INTERVENTION #1.2:**

Name of offering or approach: Brief description of offering.

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**MEASUREMENT:**

Indicate the current data to support the focus area and intervention planned.

Example: Currently xx % of employees are at low risk for poor nutrition as measured during the annual Health Assessment. Evaluate for improvement/increase in low risk nutrition score using annual results.

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**RATIONALE:**

Statement to support your measurement and goal/objective including how employees have committed or desired this focus area for intervention #1.2.

Example: xx % of employees are at moderate, high or very high risk for poor nutrition due to their nutrition score.

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**TIMELINE:**

**RESPONSIBLE STAFF:**

**INCENTIVE:**

**COMMUNICATION STRATEGIES:**

**BUDGET:**

**EVALUATION:**

Indicate when this will take place.

Who will be assigned to this intervention or offering? State specific individuals or groups.

Provide details here on your approach to encourage engagement in the offering.

Indicate here how you will communicate the offerings and to what target groups. There may be different approaches at different times. Document the plan.

Provide actual or projected cost for the offering. Include materials, percentage of responsible staff time, etc.

How will this offering for participation, intervention success, satisfaction of participants, organizational metrics, etc. be measured.

**INTERVENTION #1.3:**

Name of offering or approach: Brief description of offering.

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**MEASUREMENT:**

Indicate the current data to support the focus area and intervention planned.

Example: Currently xx % of employees are at low risk for poor nutrition as measured during the annual Health Assessment. Evaluate for improvement/increase in low risk nutrition score using annual results.

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**RATIONALE:**

Statement to support your measurement and goal/objective including how employees have committed or desired this focus area for intervention #1.3.

Example: xx % of employees are at moderate, high or very high risk for poor nutrition due to their nutrition score.

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**TIMELINE:**

**RESPONSIBLE STAFF:**

**INCENTIVE:**

**COMMUNICATION STRATEGIES:**

**BUDGET:**

**EVALUATION:**

Indicate when this will take place.

Who will be assigned to this intervention or offering? State specific individuals or groups.

Provide details here on your approach to encourage engagement in the offering.

Indicate here how you will communicate the offerings and to what target groups. There may be different approaches at different times. Document the plan.

Provide actual or projected cost for the offering. Include materials, percentage of responsible staff time, etc.

How will this offering for participation, intervention success, satisfaction of participants, organizational metrics, etc. be measured.



## FOCUS AREA #2:

Select the workplace wellness health or culture initiative you plan to focus on and place the title here.

### GOAL:

Write your goal here that will describe how you will address focus area #2.

Example: Promote improved health, fitness and quality of life through daily physical activity.

### OBJECTIVE:

Write your measurement objective using SMART writing to address focus area #2.

Example: Maintain or increase the number of employees who exercise at moderate intensity at least 150 minutes per week and engage in strengthening activities at least 2 times each week.



Create a manageable number of offerings within this focus area to help reach the goal and objective of Focus Area #2.

## INTERVENTION #2.1:

Name of offering or approach: Brief description of offering.

### MEASUREMENT:

Indicate the current data to support the focus area and intervention planned.

Example: xx % of employees are at high risk for physical inactivity as reported on the annual Health Assessment. Measure for maintenance and increases as reported on annual Health Assessment.

### RATIONALE:

Statement to support your measurement and goal/objective including how employees have committed or desired this focus area for intervention #2.1.

Example: : xx% of employee participants are at high or very high risk due to lack of physical activity.

### TIMELINE:

### RESPONSIBLE STAFF:

### INCENTIVE:

### COMMUNICATION STRATEGIES:

### BUDGET:

### EVALUATION:

Indicate when this will take place.

Who will be assigned to this intervention or offering? State specific individuals or groups.

Provide details here on your approach to encourage engagement in the offering.

Indicate here how you will communicate the offerings and to what target groups. There may be different approaches at different times. Document the plan.

Provide actual or projected cost for the offering. Include materials, percentage of responsible staff time, etc.

How will this offering for participation, intervention success, satisfaction of participants, organizational metrics, etc. be measured.



**INTERVENTION #2.2:**

Name of offering or approach: Brief description of offering.

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**MEASUREMENT:**

Indicate the current data to support the focus area and intervention planned.

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**RATIONALE:**

Statement to support your measurement and goal/objective including how employees have committed or desired this focus area for intervention #2.2.

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**TIMELINE:**

**RESPONSIBLE STAFF:**

**INCENTIVE:**

**COMMUNICATION STRATEGIES:**

**BUDGET:**

**EVALUATION:**

Indicate when this will take place.

Who will be assigned to this intervention or offering? State specific individuals or groups.

Provide details here on your approach to encourage engagement in the offering.

Indicate here how you will communicate the offerings and to what target groups. There may be different approaches at different times. Document the plan.

Provide actual or projected cost for the offering. Include materials, percentage of responsible staff time, etc.

How will this offering for participation, intervention success, satisfaction of participants, organizational metrics, etc. be measured.

**INTERVENTION #2.3:**

Name of offering or approach: Brief description of offering.

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**MEASUREMENT:**

Indicate the current data to support the focus area and intervention planned.

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**RATIONALE:**

Statement to support your measurement and goal/objective including how employees have committed or desired this focus area for intervention #2.3.

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**TIMELINE:**

**RESPONSIBLE STAFF:**

**INCENTIVE:**

**COMMUNICATION STRATEGIES:**

**BUDGET:**

**EVALUATION:**

Indicate when this will take place.

Who will be assigned to this intervention or offering? State specific individuals or groups.

Provide details here on your approach to encourage engagement in the offering.

Indicate here how you will communicate the offerings and to what target groups. There may be different approaches at different times. Document the plan.

Provide actual or projected cost for the offering. Include materials, percentage of responsible staff time, etc.

How will this offering for participation, intervention success, satisfaction of participants, organizational metrics, etc. be measured.



### FOCUS AREA #3:

Select the workplace wellness health or culture initiative you plan to focus on and place the title here.

**GOAL:**

Write your goal here that will describe how you will address focus area #3.

**OBJECTIVE:**

Write your measurement objective using SMART writing to address focus area #3.



Create a manageable number of offerings within this focus area to help reach the goal and objective of Focus Area #3.

### INTERVENTION #3.1:

Name of offering or approach: Brief description of offering.

**MEASUREMENT:**

Indicate the current data to support the focus area and intervention planned.

**RATIONALE:**

Statement to support your measurement and goal/objective including how employees have committed or desired this focus area for intervention #3.1.

**TIMELINE:**

**RESPONSIBLE STAFF:**

**INCENTIVE:**

**COMMUNICATION STRATEGIES:**

**BUDGET:**

**EVALUATION:**

Indicate when this will take place.

Who will be assigned to this intervention or offering? State specific individuals or groups.

Provide details here on your approach to encourage engagement in the offering.

Indicate here how you will communicate the offerings and to what target groups. There may be different approaches at different times. Document the plan.

Provide actual or projected cost for the offering. Include materials, percentage of responsible staff time, etc.

How will this offering for participation, intervention success, satisfaction of participants, organizational metrics, etc. be measured.



### INTERVENTION #3.2:

Name of offering or approach: Brief description of offering.

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#### MEASUREMENT:

Indicate the current data to support the focus area and intervention planned.

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#### RATIONALE:

Statement to support your measurement and goal/objective including how employees have committed or desired this focus area for intervention #3.2.

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#### TIMELINE:

#### RESPONSIBLE STAFF:

#### INCENTIVE:

#### COMMUNICATION STRATEGIES:

#### BUDGET:

#### EVALUATION:

Indicate when this will take place.

Who will be assigned to this intervention or offering? State specific individuals or groups.

Provide details here on your approach to encourage engagement in the offering.

Indicate here how you will communicate the offerings and to what target groups. There may be different approaches at different times. Document the plan.

Provide actual or projected cost for the offering. Include materials, percentage of responsible staff time, etc.

How will this offering for participation, intervention success, satisfaction of participants, organizational metrics, etc. be measured.

### INTERVENTION #3.3:

Name of offering or approach: Brief description of offering.

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#### MEASUREMENT:

Indicate the current data to support the focus area and intervention planned.

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#### RATIONALE:

Statement to support your measurement and goal/objective including how employees have committed or desired this focus area for intervention #3.3.

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#### TIMELINE:

#### RESPONSIBLE STAFF:

#### INCENTIVE:

#### COMMUNICATION STRATEGIES:

#### BUDGET:

#### EVALUATION:

Indicate when this will take place.

Who will be assigned to this intervention or offering? State specific individuals or groups.

Provide details here on your approach to encourage engagement in the offering.

Indicate here how you will communicate the offerings and to what target groups. There may be different approaches at different times. Document the plan.

Provide actual or projected cost for the offering. Include materials, percentage of responsible staff time, etc.

How will this offering for participation, intervention success, satisfaction of participants, organizational metrics, etc. be measured.



**FOCUS AREA #4:**

Select the workplace wellness health or culture initiative you plan to focus on and place the title here.

**GOAL:**

Write your goal here that will describe how you will address focus area #4.

**OBJECTIVE:**

Write your measurement objective using SMART writing to address focus area #4.



Create a manageable number of offerings within this focus area to help reach the goal and objective of Focus Area #4.

**INTERVENTION #4.1:**

Name of offering or approach: Brief description of offering.

**MEASUREMENT:**

Indicate the current data to support the focus area and intervention planned.

**RATIONALE:**

Statement to support your measurement and goal/objective including how employees have committed or desired this focus area for intervention #4.1.

**TIMELINE:**

**RESPONSIBLE STAFF:**

**INCENTIVE:**

**COMMUNICATION STRATEGIES:**

**BUDGET:**

**EVALUATION:**

Indicate when this will take place.

Who will be assigned to this intervention or offering? State specific individuals or groups.

Provide details here on your approach to encourage engagement in the offering.

Indicate here how you will communicate the offerings and to what target groups. There may be different approaches at different times. Document the plan.

Provide actual or projected cost for the offering. Include materials, percentage of responsible staff time, etc.

How will this offering for participation, intervention success, satisfaction of participants, organizational metrics, etc. be measured.



## INTERVENTION #4.2:

Name of offering or approach: Brief description of offering.

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### MEASUREMENT:

Indicate the current data to support the focus area and intervention planned.

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### RATIONALE:

Statement to support your measurement and goal/objective including how employees have committed or desired this focus area for intervention #4.2.

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### TIMELINE:

### RESPONSIBLE STAFF:

### INCENTIVE:

### COMMUNICATION STRATEGIES:

### BUDGET:

### EVALUATION:

Indicate when this will take place.

Who will be assigned to this intervention or offering? State specific individuals or groups.

Provide details here on your approach to encourage engagement in the offering.

Indicate here how you will communicate the offerings and to what target groups. There may be different approaches at different times. Document the plan.

Provide actual or projected cost for the offering. Include materials, percentage of responsible staff time, etc.

How will this offering for participation, intervention success, satisfaction of participants, organizational metrics, etc. be measured.

## INTERVENTION #4.3:

Name of offering or approach: Brief description of offering.

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### MEASUREMENT:

Indicate the current data to support the focus area and intervention planned.

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### RATIONALE:

Statement to support your measurement and goal/objective including how employees have committed or desired this focus area for intervention #4.3.

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### TIMELINE:

### RESPONSIBLE STAFF:

### INCENTIVE:

### COMMUNICATION STRATEGIES:

### BUDGET:

### EVALUATION:

Indicate when this will take place.

Who will be assigned to this intervention or offering? State specific individuals or groups.

Provide details here on your approach to encourage engagement in the offering.

Indicate here how you will communicate the offerings and to what target groups. There may be different approaches at different times. Document the plan.

Provide actual or projected cost for the offering. Include materials, percentage of responsible staff time, etc.

How will this offering for participation, intervention success, satisfaction of participants, organizational metrics, etc. be measured.



### FOCUS AREA #5:

Select the workplace wellness health or culture initiative you plan to focus on and place the title here.

**GOAL:**

Write your goal here that will describe how you will address focus area #5.

**OBJECTIVE:**

Write your measurement objective using SMART writing to address focus area #5.



Create a manageable number of offerings within this focus area to help reach the goal and objective of Focus Area #5.

### INTERVENTION #5.1:

Name of offering or approach: Brief description of offering.

**MEASUREMENT:**

Indicate the current data to support the focus area and intervention planned.

**RATIONALE:**

Statement to support your measurement and goal/objective including how employees have committed or desired this focus area for intervention #5.1.

**TIMELINE:**

**RESPONSIBLE STAFF:**

**INCENTIVE:**

**COMMUNICATION STRATEGIES:**

**BUDGET:**

**EVALUATION:**

Indicate when this will take place.

Who will be assigned to this intervention or offering? State specific individuals or groups.

Provide details here on your approach to encourage engagement in the offering.

Indicate here how you will communicate the offerings and to what target groups. There may be different approaches at different times. Document the plan.

Provide actual or projected cost for the offering. Include materials, percentage of responsible staff time, etc.

How will this offering for participation, intervention success, satisfaction of participants, organizational metrics, etc. be measured.



**INTERVENTION #5.2:**

Name of offering or approach: Brief description of offering.

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**MEASUREMENT:**

Indicate the current data to support the focus area and intervention planned.

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**RATIONALE:**

Statement to support your measurement and goal/objective including how employees have committed or desired this focus area for intervention #5.2.

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**TIMELINE:**

**RESPONSIBLE STAFF:**

**INCENTIVE:**

**COMMUNICATION STRATEGIES:**

**BUDGET:**

**EVALUATION:**

Indicate when this will take place.

Who will be assigned to this intervention or offering? State specific individuals or groups.

Provide details here on your approach to encourage engagement in the offering.

Indicate here how you will communicate the offerings and to what target groups. There may be different approaches at different times. Document the plan.

Provide actual or projected cost for the offering. Include materials, percentage of responsible staff time, etc.

How will this offering for participation, intervention success, satisfaction of participants, organizational metrics, etc. be measured.

**INTERVENTION #5.3:**

Name of offering or approach: Brief description of offering.

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**MEASUREMENT:**

Indicate the current data to support the focus area and intervention planned.

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**RATIONALE:**

Statement to support your measurement and goal/objective including how employees have committed or desired this focus area for intervention #5.3.

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**TIMELINE:**

**RESPONSIBLE STAFF:**

**INCENTIVE:**

**COMMUNICATION STRATEGIES:**

**BUDGET:**

**EVALUATION:**

Indicate when this will take place.

Who will be assigned to this intervention or offering? State specific individuals or groups.

Provide details here on your approach to encourage engagement in the offering.

Indicate here how you will communicate the offerings and to what target groups. There may be different approaches at different times. Document the plan.

Provide actual or projected cost for the offering. Include materials, percentage of responsible staff time, etc.

How will this offering for participation, intervention success, satisfaction of participants, organizational metrics, etc. be measured.



**EXECUTIVE SUMMARY SAMPLE**

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The \_\_\_\_\_ understands the value of healthy employees and believes that our employees are our most valuable asset. In \_\_\_\_\_ of \_\_\_\_\_, a committee of \_\_\_\_\_ employees was tasked with developing a wellness plan for \_\_\_\_\_. After reviewing the literature, consulting WELCOA resources and locally supported training, the committee has put together the wellness plan as attached.

It is well documented that a properly run worksite wellness program can bring many benefits to an organization, such as:

**(List here those criteria that are valuable to your organization)**

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The board of directors and CEO of \_\_\_\_\_, along with senior leaders, have given their full support for this project and established a budget of \_\_\_\_\_ annually for the next \_\_\_\_\_ years to implement a program at the workplace.

\_\_\_\_\_ employees representing the different departments at \_\_\_\_\_ have volunteered to serve on the wellness committee and the following individual is serving as the wellness committee coordinator:

Data has been collected over the past \_\_\_\_\_ including:

**(List the data that will be used in determining the focus areas for your wellness initiatives that are valuable to your organization)**

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Focus areas for the wellness initiative are documented in the strategic plan along with interventions within each focus area.

The Wellness Program Operating Plan outlines the strategic goals and direction \_\_\_\_\_ will take over the next \_\_\_\_\_ years with wellness initiatives. The Wellness Committee reminds everyone that this plan is active and may change over time as better ways and methods are unveiled to accomplish the goals reflected in this document. Certain components, such as the major objectives and implementation plans, will be evaluated on an annual basis and revised as needed in order to improve the wellness initiative and accomplish the organization and wellness mission and vision.

Questions regarding the Wellness Program Operating Plan can be directed to: