

Be a Superhero

Champion Wellness in Your Workplace

Who can do it.

Why would you want to.

What you can do.

Arizona Association of Counties, Leadership Summit 2016

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Who?

Why?

What?



My ten year old says I should take a maximum of 2 minutes introducing myself

I am from here. Steeped in:

- 1 service
- 2 performing
- 3 exercise

Dad's grandpa came to Idaho for the water.(Holloways)

grandma was a violin virtuoso. 2nd violin with the Idaho Symphony at 12 years old

Grandpa hopped the freight train in Shoshone to

Idaho State (Pocatello) for 1 year

met my grandma who was the daughter of a UP man who said about the prospect of a law degree "you can't eat that"

She was playing with the Fiddlers 4

Youngest DA in the state

Retired the oldest DA

Mom's side of the family is from here too.

Grandpa opened the first Ford dealership in Twin Falls.

Rotarian who believed it was a part of his job to take care of himself so his employees could depend on him.

Grandma was an actor and directed plays at a local theater until she had kids and then, **of course**, she spent full time caring for her family and her home.

Teaching my aunt with cerebral palsy to walk and talk became her full time job.

My great aunt was a WWI army nurse. Trained at the Mayo clinic she returned home after the war to work at the VA hospital in Portland where they were implementing a cutting edge program to get injured veterans back to work using a crazy new method called physical therapy.

Nice to meet you.

Today we are going to ask three questions that will help guide us on the path to creating a healthy work environment. Okay, 4 questions.

#1 Mrs Even

Do you believe that you are powerful?

What I know about Arizona

State Flower: Saguaro cactus blossom
State Bird: Cactus wren
Fish: Apache trout
Gem: Turquoise
Motto: "Ditat Deus" (God Enriches)



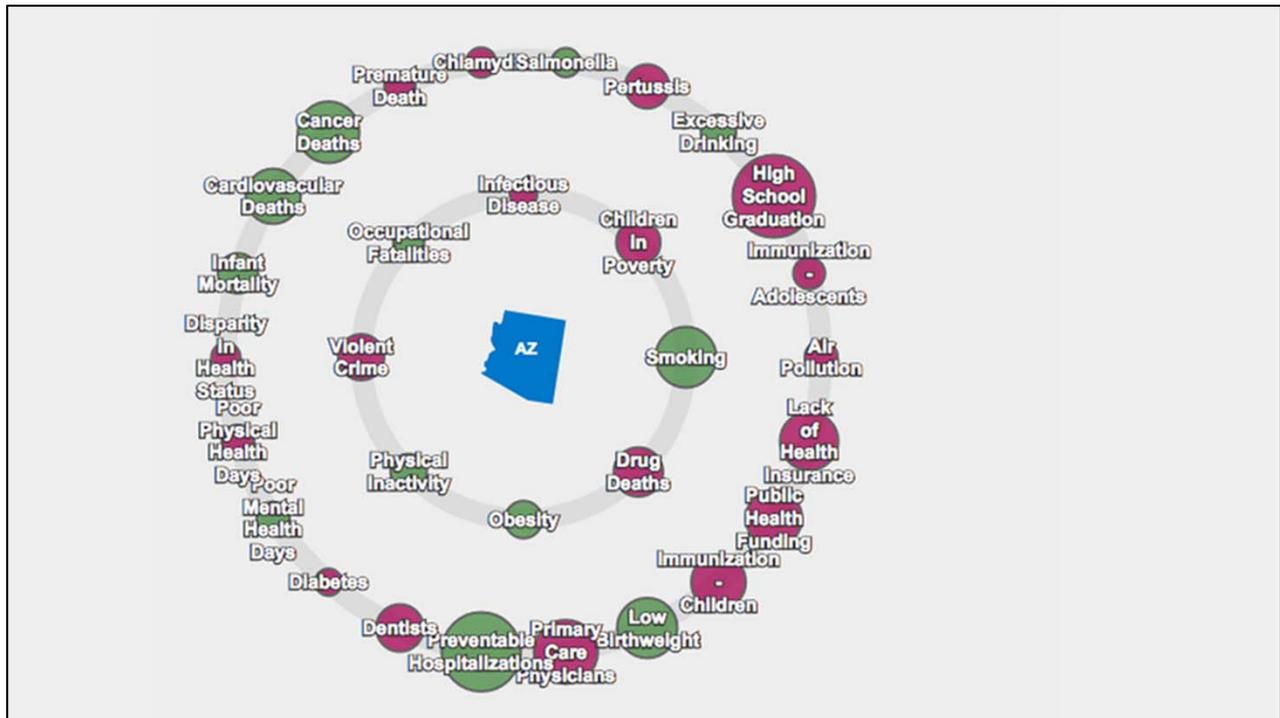
Population:
6.731 million (2014 Census)
Capital City:
Phoenix
Date of Statehood:
July 3rd, 1890 (48th state)
Highest Elevation:
12,637 ft (Humphreys Peak)
Lowest Elevation:
70 ft (Colorado River)

Arizona has 3,928 mountain peaks and summits - more mountains than any one of the other Mountain States (Colorado, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming).

Arizona is the largest copper producing state in the United States. More copper is mined in Arizona than all the other states combined

Pluto was discovered from the Lowell Observatory in Flagstaff, Arizona in 1930 by Clyde Tombaugh.

Lets talk about you! Tell me something i don't know...



Core Measure Impact

Which measures have the greatest impact on a state's overall ranking? The size of the circle or length of the bar illustrate the impact that each individual measure has on the state's overall rank. Green measures have a positive impact and red measures have a negative impact on the state's overall ranking.

In the past 10 years, cardiovascular deaths decreased 21% from 273.8 to 216.6 per 100,000 population.

In the past year, physical inactivity decreased 16%

**Doubled average servings of
veggies a day over the past 5
years**

Low rate of cancer deaths

according to America's Health Rankings®

according to America's Health Rankings®

Who can tell me something I don't know about Arizona?

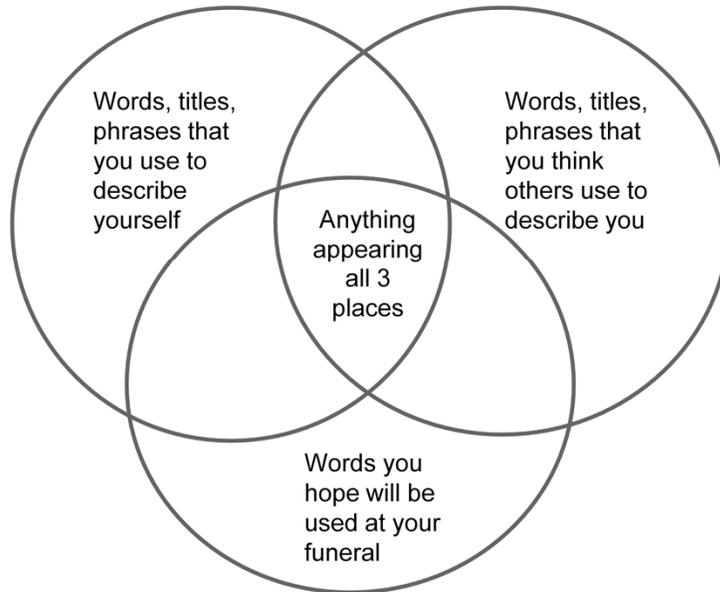
**Who are YOU and what
are you doing here?**



I believe that this is true. Let's talk about how i arrived at this

Start with the deep 'Who?'

An exercise to help us define who we are.



Who are you? Three circles exercise

Word to describe who you are:

What you would say

What others would say

How you want to be remembered

Anything appearing all 3 places belongs in your program!!!

Time to workout!

Stand up

What does fitness mean to you?

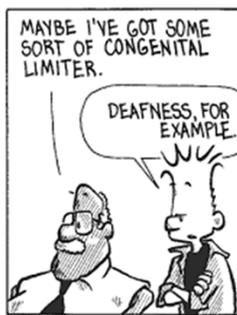


i use fitness and wellness interchangeably

The one you will DO!

What does modern research science tell us is the very best workout a person can do to promote overall health and well-being?

I know it's confusing.
Scientifically proven
Guaranteed to produce results
Prize



So why am I so focused on YOU?



1951 clip

Started life a sugarholic

In trouble at home and at school

Hear a nutritionist speak (it was a great audition/date) - cut out sugar added exercise

1936 opened the first gym in the country. Doctors warned patients not to go

True patriot

"We are under exercised as a nation.
We look instead of play.
We ride instead of walk.
Our existence deprives us of the
minimum of physical activity
essential for healthy living."
- John F. Kennedy

"PHYSICAL FITNESS IS NOT ONLY ONE OF THE
MOST IMPORTANT KEYS TO A HEALTHY BODY,
IT IS THE BASIS OF DYNAMIC AND CREATIVE
INTELLECTUAL ACTIVITY."
JOHN F. KENNEDY
© Lifehack Books

Our growing softness, our increasing lack of
physical fitness, is a menace to our security.
(John F. Kennedy)

ixquotes.com

Kennedy's Challenge

Are you a person of influence?

noun:

1. the capacity to have an effect on the character, development, or behavior of someone or something, or the effect itself.

synonyms: effect, impact;

control, sway, hold, power, authority, mastery, domination, supremacy;

guidance, direction;

pressure

2. a person or thing with the capacity or power to have an effect on someone or something.

synonyms: example to, (role) model for, guide for, inspiration to

verb:

have an influence on

synonyms: affect, have an impact on, impact, determine, guide, control, shape, govern, decide;

change, alter, transform

raise your hand

How do we influence?

hold up two fingers. make an 'ok'. "Put it on your chin"



H luenc

hold up two fingers. make and 'ok'. "Put it on your chin"



Jack!!!

Time to workout!

Grab your home gym.

Why Wellness?

U.S. Workforce Illness Costs

\$576,000,000,000

That's **BILLION**
Annually

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workers comp, medical costs

Why should counties care?

2.5 million county employees (of 3.5 million) AND nearly 2.4 million of their dependents are enrolled in health plans offered by county governments.

For health insurance premiums alone, counties spend an estimated:

**\$20 billion to \$24 billion
annually.**

www.naco.org/healthbenefits

Are there public health or social service providers in the room?

- ❑ Healthier employees are more productive: Obese employees experience higher levels of absenteeism due to illness than normal weight employees.
- ❑ Attracts the best employees: Wellness programs show a commitment to employees, and can be a draw for top talent to join or stay.
- ❑ Increases life expectancy: On average, every minute of exercise can extend a person's life by 1.5 to 2 minutes.
- ❑ Keeps employees emotionally healthy: Exercise reduces stress and feelings of depression and anxiety, which can increase productivity

Healthy employees
are cheaper to insure.

It costs employers an average of \$1500 MORE PER YEAR to insure an obese employee than it does someone of average weight.



“Northern Gas Company employees who participate in the company’s corporate exercise program take 80% fewer sick days than non-exercising employees.”

Hard health care costs alone:

\$2.71-6:1

ROI

Add in costs like absenteeism,
presenteeism and productivity and the

numbers and shoot up to

\$9:1

Why the Workplace?

Why would an organization take this on?



Why the workplace works for wellness

- We are already there (1700 hours a year)
- We are already organized into teams
- We have a built in support structure
- We have common goals

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1700 hours a year spent at work

“Well being enables not only each individual to reach his or her goals and aspirations, but also the society to achieve many of it’s common goals.” -Finnish Minister of Health and Social Services, Maria Guzenina-Richardson

“Productivity gains related to improved health, are like a tide that raises all boats.”

-Pamela Hymel, MD

Walt Disney Parks & Resorts Chief Medical Officer

2011 recipient of the Global Leadership in Corporate Health Award, recognizing her career as a proponent of workplace health and wellness in leading U.S. companies.



How many of you have a Chief Medical Officer on your office staff



So now you know all about me. Where my passion for caring for my own body and inspiring those around me comes from.

But i also have to add that i get that it isn't always easy (picture)

Picture of my surrounded by the fantastic team of doctors that put me back together after a snowboard wreck.

Hip smashed and half of C4 lodged in my spinal cord.

Have to admit that the worst part (HA HA) was the 38 pound weight gain from inability to move well (or at all), pain meds and steroids over the 6 years it took to fix me up. I really missed my jeans!

Just like my grandmother and aunt i depended on physical therapy and exercise.

And knowing that there were folks who depended on me to be to be healthy.



Which she didn't stop doing until she died at the age of 65.

65 years after the doctors that delivered her said she would live.



Okay so NOW you know all about me. Knowing where i come from, where i am and what i value informs every decision i make, It does for all of us. Knowing our past helps us clearly define our present including our “Why”

Here are my “whys”

Values determine your real 'why.'

When were you happy?

What were you doing?

Who was there?

What else was going on?

What words come to mind when you think about this time in your life?

When were you proud?

Why were you proud?

Who shared it?

What else was going on?

What words come to mind when you think about this time in your life?

If your deepest value has words like '6 pack abs' in it, then a 'play with your grandkids' message won't work

Pay attention to words and themes that repeat.

Some common ones

Communication

Wealth

Innovation

Loyalty

Honesty

Recognition

Humor

Collaboration

Resilience

Health

Challenge

Kindness

Independence

Team

Build

Family

Coworkers

Fun

Education

Church

Community

History

Future

Plan

Service

What is Wellness?

“A multidimensional state of being describing the existence of positive health in an individual as exemplified by quality of life and a sense of well-being”

-Charles B. Corbin, Arizona State University

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we all bring our baggage and values to this definition

10 point plan - Jack LaLanne - 1951

- Exercise
- Nutrition
- Positive Thinking
- Good Habits
- Grooming
- Smile
- Posture
- Help Others
- Relaxation
- Faith



Emotional Occupational
Environmental Social
Spiritual Physical
Intellectual



So, we need wellness programs.

We want wellness programs.

We have tried some things and we know what doesn't work.

NOW WHAT?????

What can we DO?

Equal Employment Opportunity Commission
(EEOC)

Americans with Disabilities Act
(ADA)

Genetic Information Nondiscrimination Act
(GINA)

What are our guidelines



- About EEOC
- Overview
- The Commission
- Meetings of the Commission
- Open Government
- Newsroom
- Laws, Regulations, Guidance & MOUs
- Budget & Performance
- Enforcement & Litigation
- Initiatives
- Task Forces
- Interagency Programs
- Publications
- Statistics
- Outreach & Education
- Legislative Affairs
- FOIA & Privacy Act
- Doing Business with EEOC
- Jobs & Internships
- EEOC History
- Office of Inspector General

Home > About EEOC > Newsroom > Press Releases

Print Email + Share

PRESS RELEASE
5-16-16

EEOC Issues Final Rules on Employer Wellness Programs

Rules Address Incentives; Protect Confidentiality

WASHINGTON, DC--The U.S. Equal Employment Opportunity Commission (EEOC) today issued final rules that describe how Title I of the Americans with Disabilities Act (ADA) and Title II of the Genetic Information Nondiscrimination Act (GINA) apply to wellness programs offered by employers that request health information from employees and their spouses. The two rules provide guidance to both employers and employees about how workplace wellness programs can comply with the ADA and GINA consistent with provisions governing wellness programs in the Health Insurance Portability and Accountability Act, as amended by the Affordable Care Act (Affordable Care Act).

The rules permit wellness programs to operate consistent with their stated purpose of improving employee health, while including protections for employees against discrimination. The rules are available in the Federal Register at <https://www.federalregister.gov/articles/2016/05/17/2016-11558/regulations-under-the-americans-with-disabilities-act> and <https://www.federalregister.gov/articles/2016/05/17/2016-11557/genetic-information-nondiscrimination-act>. EEOC also published question-and-answer documents on both rules today, available at <https://www.eeoc.gov/laws/regulations/qanda-ada-wellness-final-rule.cfm> and <https://www.eeoc.gov/laws/regulations/qanda-gina-wellness-final-rule.cfm>, and two documents for small businesses <https://www.eeoc.gov/laws/regulations/facts-ada-wellness-final-rule.cfm> and <https://www.eeoc.gov/laws/regulations/facts-gina-wellness-final-rule.cfm>.

Many employers offer workplace wellness programs intended to encourage healthier lifestyles or prevent disease. These programs sometimes use medical questionnaires or health risk assessments and biometric screenings to determine an employee's health risk factors, such as body weight and cholesterol, blood glucose, and blood pressure levels. Some of these programs offer financial and other incentives for employees to participate or to achieve certain health outcomes.

The ADA and GINA generally prohibit employers from obtaining and using information about employees' own health conditions or about the health conditions of their family members, including spouses. Both laws, however, allow employers to ask health-related questions and conduct medical examinations, such as biometric screenings to determine risk factors, if the employer is providing health or genetic services as part of a voluntary wellness program. Last year, EEOC issued proposed rules that addressed whether offering an incentive for employees or their family members to provide health information as part of a wellness program would render the program involuntary.

The final ADA rule provides that wellness programs that are part of a group health plan and that ask questions about employees' health or include medical examinations may offer incentives of up to 30 percent of the total cost of self-only coverage. The final GINA rule provides that the value of the maximum incentive attributable to a spouse's participation may not exceed 30 percent of the total cost of self-only coverage, the same incentive allowed for the employee. No incentives are allowed in exchange for the current or past health status information of employees' children or in exchange for specified genetic information (such as family medical history or the results of genetic tests) of an employee, an employee's spouse, and an employee's children.

Internal Programs

Reduce Health-Care Costs
Improve Productivity
Retain quality team members



Community Programs

Engaging the public
Inspiring your employees
Setting the example



Participatory Programs

Reward participants for participating regardless of outcomes.

- Biometric screening
- Watch a webinar
- Join a gym

Outcome-contingent programs

reward individuals meeting a specific standard related to their health.

- charging higher premiums based on tobacco use**
- using biometric screening to identify obesity and reducing premiums based on weight loss**
- health risk assessment to identify employees with specified medical conditions or risk factors (such as high cholesterol, high blood pressure, abnormal body mass index, or high glucose level).**

Community	Internal
Participatory	Outcome-contingent

How's it going?

What works?

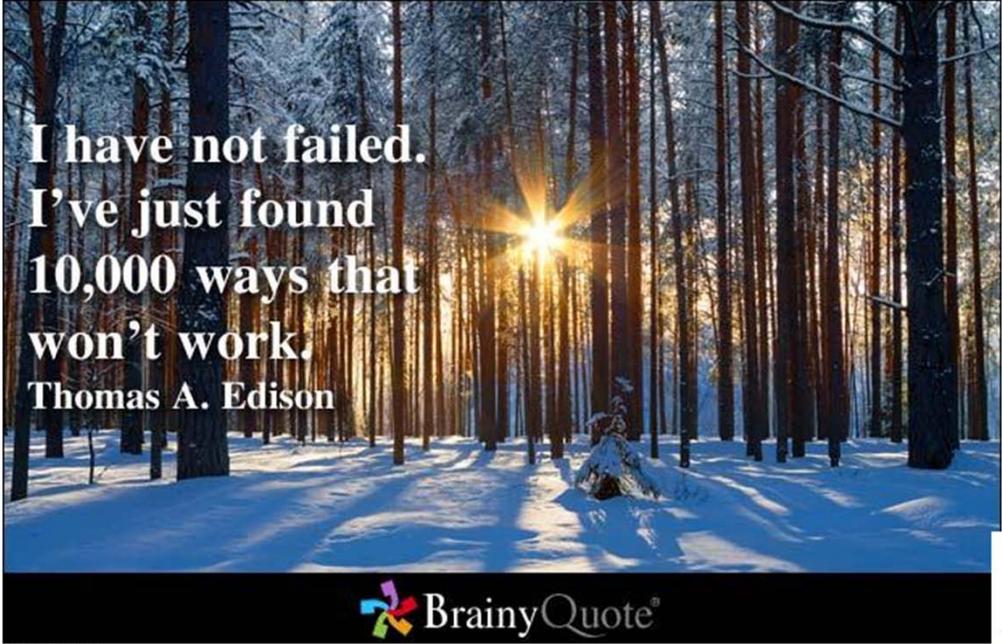
What needs work?

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we will come back to what we are already doing a bit later and id love to hear you share

Biggest Failure - the semantic debate about famous skier he named dropped saying he never used the word "failure"



**I have not failed.
I've just found
10,000 ways that
won't work.
Thomas A. Edison**



Why do Wellness programs “fail”?

Reasons are the same in organizational programs and personal programs (diets)

- No Leadership - No Champion
- We focus on outcomes
- We do too much too fast
- No accountability
- Lack of Motivation - No discussion of individual “Why



What makes a great program?

- Leadership - Champion
- Focus on behaviors
- Baby Steps
- Accountability
- Motivation - discussion of "Why?"
- Cue**
- Habit**
- Support
- Reward**
- Completion (change)
- Community

Be a champion.

Leadership



Maricopa County CIO - David Stevens

What's so special? NOTHING!

Focus on BEHAVIOR and take BABY STEPS

What small behaviors will produce the outcomes we want?



record answers

Baby Steps - How to make a habit

Cue

Habit

Reward



Cue - dot
act, reward

cue
break off a piece
floss one tooth
reward yourself - I rock!

One thing.

Choose one thing
Globally, around 31% of adults aged 15 and over were insufficiently active in 2008 (men 28% and women 34%).

What is our biggest Challenge?

Approximately 3.2 million deaths each year are attributable to insufficient physical activity.

Sitting sucks.

Strong evidence shows that physical inactivity increases the risk of many adverse health conditions, including major non-communicable diseases such as coronary heart disease, type 2 diabetes, and breast and colon cancers, and shortens life expectancy.

As soon as you sit:

Electrical activity in your legs shuts off

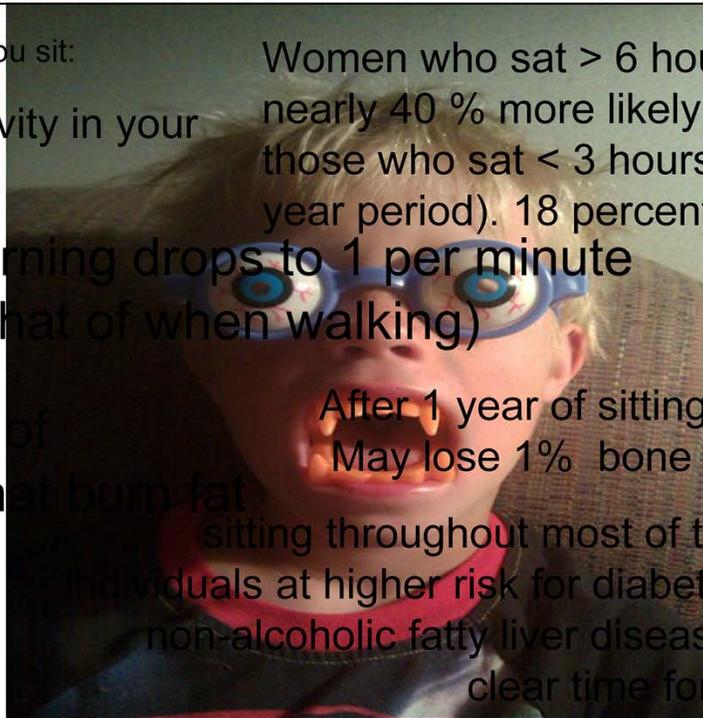
Calorie burning drops to 1 per minute (about 1/3 that of when walking)

Production of enzymes that burn fat drop 90%

Women who sat > 6 hours a day, nearly 40 % more likely to die than those who sat < 3 hours (over a 13 year period). 18 percent for men

After 1 year of sitting 6 hours a day: May lose 1% bone mass

Individuals sitting throughout most of the day may put individuals at higher risk for diabetes, obesity and non-alcoholic fatty liver disease -- even if you clear time for daily exercise.



Luckily I can solve this for you
right now.

Acco

Weigh

My Fi

Fitbit

Jawb

Health

Peers

Online



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Fit bit in the dryer

Lack of Motivation

What is your why?

Personally?

Organizationally?

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**My Aunt Nelda, my mom's sister had cerebral palsy.
At three-years-old told by local doctors she would never speak
or walk
my grandparents packed her into the car in idaho and made
the trip to Los Angeles to leave their daughter in a 'home' for
children like her.**

**They couldn't do it, turned around and drove home.
They could see that thier daughter had physical strength and
cognitive abilities she just hadn't learned to express.**

**So my grandmother enlisted the help of her sister an army
nurse employed at that time at the VA hospital in Portland.**

**Two years they searched for someone that could help them.
They finally found a rehabilitation nurse (today's physical
therapist), willing to see if she could transfer the exercises
she used to teach wounded soldiers to regain use of their**

bodies to a child.

In less than a year my aunt could walk. She could play with other kids and enjoyed a long life of mobility thanks fully to the determination of her family and the belief that physical exercise could improve her strength.

This is a story i have known my whole life. It knew that so much of what ails the human body can be fixed with exercise.

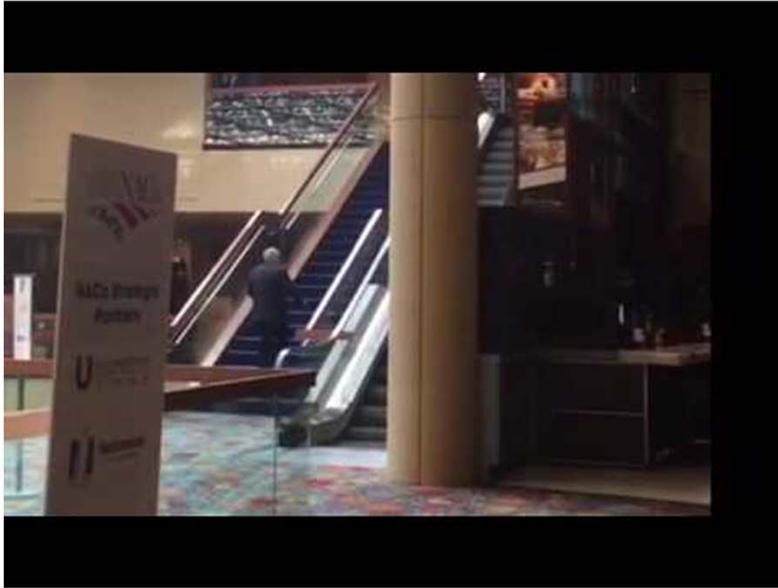
Then i had two kids, started working from home, cut the gym membership out for budget reasons and gained 60 pounds over the course of 4 years.

I needed help and i found it in group exercise.

Things we see working.

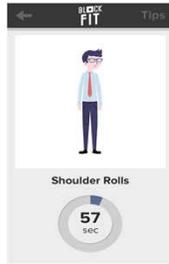
As long as they fit your culture!!!



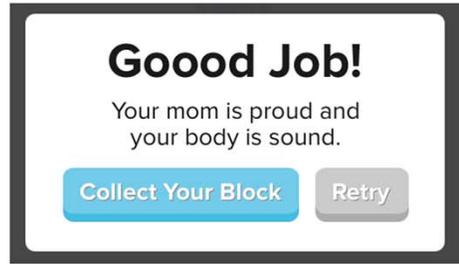




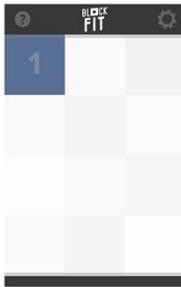
Cue



Action



Support



Reward



Completion

Congratulations!

You finished all of your exercises



Post to Twitter

Share on Facebook

Share

Community



Or try my super-high-tech new fangled mobile app...

If you need an analog solution!



WALKING
MEETINGS?

WALKING IS LEGAL
AROUND THE WORLD



WARNING: Texting while walking causes more accidents than texting and driving

INSPIRED BY NILOFER MERCHANT'S TED TALK
SCIENCE BLOG/TED.COM
BY JESSICA GROSS ON



de-stressing.

Office Workout

Hustle up one flight of stairs*

10 push ups

Run up another flight

10 situps

One more flight

10 squats

Run down 3 flights

Repeat.

Enjoy!

***no stairs? 30 jumping jacks will work just fine!**



www.taylorredfitnessonline.com



www.fitnessblender.com



WORKOUTS ▾

MY CALENDAR

EXTRAS ▾

ABOUT US

LOGIN



High-quality, full-length workout videos for every fitness level.
Absolutely free

At Fitness Blender, we believe fitness should be accessible to everyone, everywhere, regardless of income level or access to a gym. That's why we provide full-length workout videos and quality health information completely free of charge. It's our goal to make sure everyone has access to what they need to keep their bodies strong and healthy.

[I'VE GOT THIS »](#)

[HELP ME GET STARTED »](#)

What are we folks doing?

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record



<http://www.naco.org/programs/csd/Pages/HealthyCountiesInitiative.aspx>

For more information on NACO's Healthy Counties Initiative, please visit www.naco.org/healthycountiesinitiative

or contact
Emmanuelle St. Jean, MPH, Program Manager
202.942.4267 • estjean@naco.org



25 MASSACHUSETTS AVENUE, NW | SUITE 500 | WASHINGTON, DC 20001
P: 202.393.6226 F: 202.393.2630 | WWW.NACO.ORG

Welcome to NACO's Healthy Counties Database, where you can search for model policies, programs and initiatives that counties nationwide have enacted to support overall community health. No need to reinvent the wheel. Find out what innovative health initiatives peer local government leaders have implemented to promote prevention and wellness, improve health care delivery and coverage and reduce the incidence of chronic diseases.

The Healthy Counties Database was launched in June 2008 through support from Leadership for Healthy Communities, a national program of the Robert Wood Johnson Foundation to highlight county initiatives that support healthy eating and active living. The database continues currently through NACO's Healthy Counties Initiative, and NACO is in the process of expanding the scope of the database to include a wide range of health initiatives.

We are continually seeking county submissions in order to build the resource. To submit a policy or practice, please complete this form and return to Emmanuelle St. Jean at estjean@naco.org.

State:

PopulationRange:

BestPracticeType:

TopicAreas:

OR

Search in all columns for:



Hinsdale County, Colorado

Healthy Counties Database - BMI Tracking of Students	
Healthy Counties Database: BMI Tracking of Students	
Close	
ProgramName	BMI Tracking of Students
ProgramID	40
County	Hinsdale County
State	CO
Population	790
Area	1,118
Density	0
BestPracticeType	Program
Years	2004
Description	<p>In the fall of each year, health screenings are performed on every student. The State of Colorado requires this for certain grades and students, but because our school is so small we are able to screen all students. The screening includes height, weight, vision, and hearing. The Public Health Nurse decided to use this data to track BMI of students in order to look for trends, particularly in risk for obesity. In the four years the nurse has been tracking BMI, the number/percentage of students who are at risk for obesity has slowly risen each year. She shares this information with the physical education instructor, parents, and school staff. The PE department addresses this issue with curriculum and activities. Last year public health and the PE department partnered to initiate a 6 week walking program for participating students. Each participant tracked their number of steps daily. Parents had to sign off each week to verify numbers. Parents reported that the program really made their children aware of physical activity and the relationship it had with body weight and food intake.</p>
Department	Hinsdale County Public Health with Lake City Community School
FundingSources	The Public Health Nurse position is already funded by the county, and she took on the responsibility of tracking BMI using existing data.
Contact	Candy Beebe

TRY THIS west virginia

Building Blocks for
Healthy Communities

About this Web site

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How to Use This Site

Healthy Eating: Community

Healthy Eating: Schools

Fitness: Community

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Troops & Volunteers

Getting Your Message Out

Churches

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How to use this site



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The Try This Conference: June 6-7, 2014

[Click here for more info](#)



County Health Rankings & Roadmaps
Building a Culture of Health, County by County

A Robert Wood Johnson Foundation program

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Policies & Programs

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Health Factors

Health Behaviors

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- [Sexual Activity \(18\)](#)
- [Tobacco Use \(15\)](#)

Clinical Care

- [Access to Care \(36\)](#)
- [Quality of Care \(20\)](#)

What Works for Health

Policies and programs that can improve health

[Access to places for physical activity](#) **Scientifically Supported**
Enhancing access to places for physical activity involves changes to local environments (e.g., creating walking trails), building exercise facilities...
Diet and Exercise

[Activity programs for older adults](#) **Scientifically Supported**
Programs for older adults offer educational, social, or physical activities in group settings that encourage personal interactions, regular...
Diet and Exercise · Family and Social Support

[AHRQ Health Care Innovations Exchange](#) **Scientifically Supported**
The Agency for Healthcare Research and Quality (AHRQ) Health Care Innovations Exchange profiles new approaches in health care service delivery and...
Quality of Care

www.countyhealthrankings.org/policies

How do you get people to play?



Q. What is the number one reason people don't join?

A. no one asks them to.



“A hero is someone who has given his or her life to something bigger than oneself.”
-Joseph Campbell



Everybody is somebody's role model.

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Are you a leader? Who do you lead?

Incentives

Carrots vs. Sticks

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EEOC and Honeywell

What to give carrots for...

Taking the Health Assessment

Participation in programming

Recruitment (instigation)

Achievement

Innovation

Championing

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If you give carrots for signing up, be sure the other carrots are juicier

ActiveHealth Management Incentive Study

1.9 million members across 25 large employers nationwide over 5 years.

Health Assessment (Biometric Screening)

18 percent of people filled out an HA without incentives while 63 percent completed an HA when incented, an increase of 250 percent.

Get Help!



hubbub®

play well together

Success Stories

For Employers

Sign Up

Log In

simple changes can make a big splash
JUMP IN WITH HUBBUB CHALLENGES &
GET STARTED TODAY

www.hubbubhealth.com

up for some healthy competition?

what's all the hubbub?



DougGuitar entered 4 times in
[Breathe Deep](#)



http://www.sonicboomwellness.com

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Meet Boomerang™
It's 4 devices in 1, and it's exclusive to Sonic Boom.

Know
We bet ~~he~~ your device can't do this...
[Check it out!](#)

Swagger
We're proud of the facts...
See what we can claim that our competitors can't.
[Brag Button](#)

Videos
of our wellness programs
Sonic Boom Kickoff
[Play Video](#)
3:41
Prev 1 of 3 Next

Testimonials
about our wellness programs
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Ellen Stone - Symetra
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<https://www.welcoa.org>

<http://www.uscorporatewellness.com>

www.trythiswv.com

<http://www.weightwatchers.com>

<http://www.myfitnesspal.com>

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www.trythiswv.com

Who c



ss in your

Now what?

Homework. Yea!!!

do one thing
stand up
move
sign up for my crew

Who?

One thing.

Why?

What?



How to get a hold of me

Call or text me:

303.908.6658

Email me:

erika@tayloredfitnessonline.com

Like me:

<https://www.facebook.com/tayloredfitfun/?fref=ts>

Tweet me:

@befiterika and @TaylorFitOnline



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Am J Health Behav. Author manuscript; available in PMC Sep 4, 2013. Published in final edited form as: [Am J Health Behav. Sep 2013; 37\(5\): 693–702](#) doi: [10.5993/AJHB.37.5.13](#) PMID: PMC3761399 NIHMSID: NIHMS433275 Understanding the Durability of a Fire Department Wellness Program [Linda Mabry](#), PhD, [Diane L. Elliot](#), MD, [David P. MacKinnon](#), PhD, [Felix Thoemmes](#), PhD, and [Kerry S. Kuehl](#), MD, DrPH
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