

Appendix A1: Proportion of Culture of Health Internal (COH-INT) “Yes”

Responses

	2013	2015
During the 12-month period, did your organization:		
Conduct employee health risk appraisals (HRAs) or health assessments (HAs) and provide individual feedback plus health education resources for follow-up action?		
Almost all employees, %	47%	65%
Most employees, %	18%	6%
Some employees, %	18%	29%
Few employees, %	6%	0%
No employees, %	12%	0%
Provide free or subsidized biometric screening for common health conditions and risk factors (beyond self-report) followed by directed feedback and clinical referral when appropriate?		
Almost all employees, %	47%	47%
Most employees, %	29%	24%
Some employees, %	6%	6%
Few employees, %	6%	6%
No employees, %	12%	18%
Provide employees with health education materials related to common health conditions and risk factors?		
Almost all employees, %	71%	76%
Most employees, %	24%	18%
Some employees, %	0%	0%
Few employees, %	0%	0%
No employees, %	6%	6%
Provide interactive educational programming on preventing and controlling common health conditions and risk factors?		
Almost all employees, %	47%	53%
Most employees, %	24%	18%
Some employees, %	18%	18%
Few employees, %	6%	6%
No employees, %	6%	6%
Provide and promote free or subsidized lifestyle coaching/counseling or self-management programs that equip employees with skills and motivation to set and meet their personal health management goals?		
Almost all employees, %	59%	71%
Most employees, %	18%	12%
Some employees, %	12%	18%
Few employees, %	12%	0%
No employees, %	0%	0%

Use and combine financial incentives with other strategies to increase participation in health promotion programs?		
Almost all employees, %	53%	53%
Most employees, %	12%	18%
Some employees, %	12%	12%
Few employees, %	6%	6%
No employees, %	18%	12%
Use individual or team competitions or challenges in combination with additional interventions to support employees making behavior changes?		
Almost all employees, %	35%	41%
Most employees, %	18%	18%
Some employees, %	12%	18%
Few employees, %	18%	12%
No employees, %	18%	12%
Provide an employee assistance program (EAP)?		
Almost all employees, %	94%	94%
Most employees, %	0%	0%
Some employees, %	6%	6%
Few employees, %	0%	0%
No employees, %	0%	0%
Provide and support flexible work scheduling policies?		
Almost all employees, %	18%	24%
Most employees, %	6%	6%
Some employees, %	47%	47%
Few employees, %	24%	18%
No employees, %	6%	6%
Provide and promote free or subsidized lifestyle coaching/counseling or self-management programs that equip employees with skills and motivation to quit using tobacco?		
Almost all employees, %	76%	76%
Most employees, %	6%	6%
Some employees, %	0%	0%
Few employees, %	12%	12%
No employees, %	6%	6%
Provide or subsidize exercise facilities or other environmental supports for physical activity?		
Almost all employees, %	24%	24%
Most employees, %	18%	24%
Some employees, %	35%	29%
Few employees, %	12%	24%
No employees, %	12%	0%
Provide a physical work environment design that promotes health?		
Almost all employees, %	12%	12%
Most employees, %	18%	24%
Some employees, %	53%	47%

Few employees, %	18%	18%
No employees, %	0%	0%
Provide and promote organized physical activity programs for employees (other than the use of an exercise facility)?		
Almost all employees, %	31%	38%
Most employees, %	13%	6%
Some employees, %	19%	19%
Few employees, %	31%	38%
No employees, %	6%	0%
Encourage active transportation to and from work?		
Almost all employees, %	6%	6%
Most employees, %	12%	12%
Some employees, %	24%	24%
Few employees, %	47%	47%
No employees, %	12%	12%
Steer employees toward healthy food choices?		
Almost all employees, %	24%	24%
Most employees, %	12%	35%
Some employees, %	29%	24%
Few employees, %	35%	18%
No employees, %	0%	0%
Promote and market health promotion programs to employees?		
Almost all employees, %	59%	71%
Most employees, %	12%	18%
Some employees, %	24%	12%
Few employees, %	6%	0%
No employees, %	0%	0%
Provide training for managers that improves their ability to recognize and reduce workplace stress-related issues?		
Completely, %	6%	18%
Mostly, %	18%	24%
Somewhat, %	53%	35%
Not at all, %	24%	24%
Tailor health promotion programs and materials to the preferences and needs of its employees?		
Completely, %	6%	12%
Mostly, %	41%	35%
Somewhat, %	24%	35%
Not at all, %	29%	18%
Provide opportunities for employee participation in organizational decisions regarding workplace issues that affect job stress?		
Completely, %	0%	0%
Mostly, %	6%	18%
Somewhat, %	71%	59%

Not at all, %	24%	24%
Demonstrate organizational commitment and support of worksite health promotion at all levels of management?		
Completely, %	18%	24%
Mostly, %	29%	53%
Somewhat, %	35%	6%
Not at all, %	18%	18%
Did your organization have a strategic plan that included measurable organizational objectives for the health promotion program? % Yes	65%	88%
Did your organization have dedicated funding and staffing (either part-time or full-time) for health promotion programs? % Yes	94%	94%

SOURCE Authors' analysis of data from the Culture of Health Internal survey.

Appendix A2: Proportion of Culture of Health External (COH-EXT) “Yes” Responses

	2013	2015
Did your organization have dedicated funding and staffing (either part-time or full-time) for community engagement efforts directed at improving the health and well-being of communities?	71%	71%
Did your organization have a strategic plan that included specific and measurable goals for improving the health and well-being of communities?	29%	36%
Did your organization seek input from community leaders/representatives regarding community needs and interests to inform your organization’s plans for community engagement efforts directed at improving community health and well-being?	79%	79%
Did your organization identify and track key performance indicators (KPIs) to measure and evaluate its community engagement efforts and outcomes over time?	29%	43%
Did your organization offer an employee matching-gift program?	93%	93%
How does your organization support employee volunteerism?		
Coordination of volunteer opportunities	100%	86%
Employee-volunteer recognition awards	43%	36%
“On-company-time”/ Paid release time policy	57%	64%
Grants to nonprofits where employees volunteer regularly	79%	79%
Organization-wide day(s) of service	64%	71%
Volunteer sabbatical	14%	14%
Other	14%	14%
Did your organization provide charitable giving in the form of goods or pro bono services?	86%	86%
Did your organization participate in any community coalitions focused on health?	71%	71%
Did your organization participate in any community coalitions focused on other issues that may impact health (e.g., built environment, poverty, housing, homelessness, education, access to healthy food)?	79%	79%
Did your organization take a leadership position on any specific social cause by promoting public awareness or behavior change (e.g., via public service announcements)?	29%	29%
Did your organization engage employees’ families and the broader community in company-sponsored health events (e.g., health fairs, farmers’ market, fun runs, and fitness classes)?	57%	57%
Please indicate all the areas of community health that your organization addressed through public leadership roles, charitable giving, employee volunteerism, and other in-kind contributions.		
ECONOMIC DIMENSION (e.g., poverty, economic development, economic segregation, cost of living, redistribution, fiscal capacity, exploitation)	64%	64%
EMPLOYMENT DIMENSION (e.g., workforce development, job security, training/retraining, area business capacity)	64%	64%

EDUCATION DIMENSION (e.g., graduation rates, rates of progression to post-secondary education, school funding, student/teacher ratios, curriculum quality, after-school care and extra-curricular programming, preschool/kindergarten/early intervention, access to libraries, scholarships)	86%	86%
ENVIRONMENTAL DIMENSION (e.g., outdoor air quality, indoor air quality, water quality, noise, sidewalk availability, street lights, public recreational space)	86%	86%
HOUSING DIMENSION (e.g., housing availability/quality, homelessness, abandoned housing, low income housing)	57%	57%
MEDICAL DIMENSION (e.g., access to care, number of providers, provider quality, indigent care, insurance coverage)	43%	50%
PUBLIC HEALTH DIMENSION (e.g., programs for awareness-building outreach, screening, community based clinics/education, immunization)	64%	64%
BEHAVIORAL DIMENSION (e.g., tobacco use, cessation programs, public space smoking restrictions, cost/accessibility of cigarettes, physical activity levels, physical education requirements in schools, public and private recreational facilities, food quality/availability/cost, school nutrition)	64%	71%
TRANSPORT AND BUILT ENVIRONMENT DIMENSION (e.g., infrastructure, pedestrian/bike safety, public transportation)	43%	43%

SOURCE Authors' analysis of data from the Culture of Health External survey.

Appendix A3: Subject Matter Experts Interviewed for the Study

Paul E. Terry, PhD - Health Enhancement Research Organization (HERO)

K. Andrew Crighton, MD - Prudential Financial Inc.

George J. Isham, MD, MS - HealthPartners

Anita Chandra, DrPH, PH - RAND Corporation

Kim Fortunato, JD - Campbell Soup Company

Charlie Kim - Next Jump

Jeff Lundy, PhD - PepsiCo

Neil Goldfarb - Greater Philadelphia Business Coalition on Health

Peter Wald, MD, MPH - USAA

Cathy Baase, MD - The Dow Chemical Company