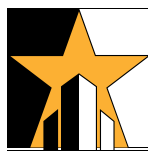


A D Y N A M I C I N C E N T I V E C A M P A I G N

Step-By-Step

Walking
Your Way
To Wellness

- INSIDE:**
- ✓ Detailed Program Overview
 - ✓ Engaging Participant Materials
 - ✓ Easy-to-Follow Coordinator Materials
 - ✓ And Much More...



W E L L N E S S C O U N C I L S O F A M E R I C A

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Step By Step ***A Walking Incentive Campaign***

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For over a decade, The Wellness Councils of America (WELCOA) has been dedicated to building and sustaining world-class corporate wellness programs. Our staff, directors, medical advisors, and local councils have assisted hundreds of organizations in transforming their corporate cultures into health conscious, wellness-oriented environments. With over 2,000 member organizations throughout North America and 11 locally affiliated community “Wellness Councils,” we are recognized as the premier resource for worksite wellness.

In our continuing efforts to promote wellness in the workplace, we are proud to introduce Step by Step, a walking incentive campaign. This campaign has been designed to get your employees more physically active and ultimately improve their health.

With this incentive campaign, you’ll discover that implementing a wellness initiative is easier than you think. We have provided an easy to follow guide that will help you through each step of this campaign. Even more, we have included everything you will need, from a letter to your CEO to program evaluation forms.

By simply using this step-by-step guide, you can get your employees moving and in time, reap the benefits of a healthy workforce—whether it’s in the form of lower healthcare costs, increased productivity, or higher worker morale.

With Step by Step, you have the necessary tools to move your company forward in the realm of wellness. You have already taken one step in the right direction by purchasing this incentive campaign. So, take a deep breath, take another step, and get started today!

“Be like a postage stamp—stick to one thing until you get there.”

—JOSH BILLINGS

Program Overview 6
An introduction to the overall goals and objectives of the incentive campaign.

Coordinator Materials 9
A simple step-by-step guide to help you with the campaign. It's all here—from the planning stage all the way to the evaluation phase.

Participant Materials 33
Twelve motivational and educational weekly handouts that will help keep participants on track.

Supplemental Materials 61
All the extra tools and materials you need to deliver a complete campaign.

Step by Step

A Walking Program for Your Employees

Imagine a physically active company—employees moving about, celebrating physical activity, walking together in peer groups, developing friendships...reaping benefits of good health. And, all the while, the company enjoys reduced health risks and lower medical costs. WELCOA's incentive campaign will help you realize that dream.

“Progress always involves risk; you can't steal second base and keep your feet on first.”

—FREDERICK WILCOX

Step by Step — An Overview

The Goal

The goal of this incentive campaign is to get your employees more physically active! Specifically, the goal is to have each of your participants walking 10,000 steps a day—approximately five miles.

Sound like a lot? Maybe so, considering the average American only takes around 3,000 to 5,000 steps a day. But this isn't enough—experts recommend about 10,000 steps a day to achieve the health benefits associated with physical activity. And, if you incorporate the use of pedometers (small, electronic devices that keep track of steps taken), tracking this information becomes easier than you think! The pedometer is an excellent tool that allows you and participants to easily monitor steps taken during the day. And, it's a proven motivational piece—participants wearing pedometers can see their progress throughout the day.

Still sound like a lot of work? Don't worry—this goal is by no means unreachable. In fact, we've taken the time and appropriate measures to help you run this program smoothly and make a significant impact on your employees' health behaviors. All of the steps and materials you need are enclosed!

In the pages to come, you'll find a coordinator's guide complete with the essential steps needed to carry out the entire campaign. We've also included weekly participant hand-

outs—all you need to do is make copies. In the last section of this packet, you'll find all of the supplemental materials you need—registration forms, promotional pieces, a sample letter to the CEO, a sample newsletter article, pre and post campaign surveys, and evaluation forms.

The Outcome

There's no doubt about it, WELCOA's Step by Step walking campaign will help get your employees active. And as the weeks of the program go by, you'll discover that you really can't lose—even if some participants don't reach their goals, they will still undoubtedly make progress. You'll also be pleased to discover that the program will create a buzz—non-participants will be curious about the changes their fellow co-workers are making as a result of the program. In turn, participants will be educating those who are not involved with Step by Step—everybody wins!

It's really quite simple—follow the enclosed guide, get participants walking, and enjoy the benefits of healthy, active employees. Oh and by the way, if you should have any comments concerning the program, don't hesitate to contact us online at www.welcoa.org and we'll be in touch with you within 24 hours.

One last thing...practice what you preach—don't forget to put on **your** walking shoes!

5 Easy Steps...

Implementing Your WELCOA Incentive Campaign

WELCOA'S Step by Step walking incentive campaign is a 12-week program that can be implemented at any time of the year. While executing a wellness initiative is not an easy task, we've simplified the process—preparation and delivery of the program can be skillfully performed by following five simple steps.

Step 1: Planning your campaign	Pages 9-13
Step 2: Promoting your activities	Pages 15-18
Step 3: Registering your employees	Pages 19-22
Step 4: Delivering your campaign	Pages 23-26
Step 5: Evaluating your efforts	Pages 27-29

“I’m just preparing my impromptu remarks.”

— WINSTON CHURCHILL

Appropriate planning is necessary before you begin any health promotion program, and this incentive campaign is no different. Of course, planning is best done when you have months in advance to do it. Unfortunately, not all of us have this luxury. That’s why we’ve made the essential planning steps an easy, hassle-free process— from the moment you begin, all the way to the final stages of evaluation.

1

Planning Your Campaign

1 planning your campaign

Get senior level support and approval. This is really the first crucial step when planning your incentive campaign. Senior level support is essential for the integration of the program into the organization, not to mention the fact that senior executives are the ones who have the final say on matters of resources and budget.

Even though you may have never worked with senior level executives, there's no reason to run from it—gaining senior level support doesn't have to be a terrifying experience. It can be a simple task if you're armed with the right information and the right attitude. Just by dropping a simple, straight-to-the-point letter or e-mail, you can make the case to senior executives. This letter should communicate the need and purpose of the incentive campaign, how employees will be participating, and the results you expect to achieve. We have enclosed a sample letter in the Supplemental Materials section.

Set goals and objectives. Establishing your campaign goals and objectives not only helps you to determine what you hope to accomplish, but more importantly it allows you to properly evaluate your efforts at the program's end. Remember, if you don't write goals and objectives at the beginning of the campaign, it will be virtually impossible to quantify your success.

So what's the best way to write good goals and objectives? It's easier than you think. First, make sure that your goals and objectives are clearly stated and specific enough that they can be precisely measured. You might want to consider the questions below when determining the goals for this incentive campaign.

- How many people or what percentage of your employee population would you like to participate in the program?
- How many do you expect to complete the program?
- How many employees do you expect to accomplish their goals?
- What overall benefits for the company do you predict as a result of this campaign?

Answer these questions and you've almost already written your goals and objectives for the Step by Step campaign.

Determining Your Goals and Objectives

Below is a list of goals and objectives you may want to consider when planning your program.

Sample Goals:

- ✓ To increase physical activity among employees.
- ✓ To increase educational awareness among employees about the benefits of walking.
- ✓ To motivate employees toward making positive health behavior changes.
- ✓ To collect data to support future program decisions.

Sample Objectives:

- ✓ To have 25% of the employee population participating in the Step by Step incentive campaign.
- ✓ To have 85% of participants able to list the benefits of walking by the program's end.
- ✓ To achieve a 90% participant completion rate.
- ✓ To obtain at least a 50% success rate for participants reaching the goal of 10,000 steps a day.

Recruit a team. If you don't already have a wellness team in your company, it might be a good idea to put one together. Remember: Teams lighten the load. As you go about establishing your wellness team, you'll want to make sure that you get the right people involved (e.g., big picture thinkers, worker bees, hard core volunteers, etc.). You'll also want this team to be as diverse as possible to get a wide perspective of what your employees want/need as far as this program goes. If you're successful, your wellness team will provide the support and guidance to successfully execute one of the best programs your company has ever offered.

Develop a budget. Once you've made it this far, it's time to organize your budget. The good thing about this incentive campaign is that you don't need big bucks to be successful. So what kind of expenses can you expect to incur? Great question. You'll need to set aside some dollars for basic printing costs as well as costs for incentives and prizes.

Believe it or not, there's no magic formula for developing an incentive campaign budget, but there are some things you ought to consider. For example, if you want employees to see how active (or inactive) they are during the course of a day, your budget might be best spent on pedometers—small, electronic devices that calculate the number of steps taken over a given period of time.

1 planning your campaign

Or, if you want your employees to really learn more about physical activity, you may want to set aside some resources for brown bag seminars or other educational opportunities.

Incentives are another key factor when organizing your budget. You can buy every participant an incentive prize, or you can think big and hold a drawing for a free trip. This element of the campaign is completely up to you, and to make your life easier, we've included a list of possible incentives in Step 4: Delivering Your Campaign.

If you don't have a sizeable budget, you may want to consider charging participants registration fees to cover the costs. And, of course, we've included a pro's and con's list to help you weigh your options—this list can be found in Step 3: Registering Your Employees.

Whatever you decide to do, make sure that you've budgeted for it and that you've cleared it with your supervisors.

The bottom line. Some final thoughts about campaign planning: If you've delivered a wellness incentive campaign before, then all of this information is old hat to you. But, if you're a first timer, you might be a little overwhelmed. Not to worry! To help you sort through the details of planning your campaign, we've enclosed a handy timeline at the end of the Coordinator's Materials section that you can follow.

Recruiting Your... Wellness Team

When putting together your wellness team, there is one key element to keep in mind—diversity. In fact, the more diverse the group, the better. Bringing together unique individuals will allow you to cover a wide range of perspectives when it comes to the delivery of your incentive campaign.

Keep the following in mind when creating your ideal wellness team.

Personalities to look for:

- Outgoing/Charismatic
- Disciplined/Organized
- Creative
- Detailed/Meticulous
- Sympathetic

Possible departments to recruit from:

- Benefits
- Human Resources
- Communications/Public Relations
- Marketing
- Accounting/Finance

While some of these departments may not exist or be available at your organization, just be sure to keep diversity one of your top priorities.

Sample Budget

Promotional Materials	Cost
Printing of materials	\$ _____
Flyers	\$ _____
Home mailings	\$ _____
Posters	\$ _____
Signs	\$ _____
Banners	\$ _____
Campaign newsletters	\$ _____
Misc. materials	\$ _____
Paperwork	
Copies	\$ _____
Correspondence	\$ _____
Filing materials	\$ _____
Incentives	
Prizes for registration	\$ _____
Weekly prizes	\$ _____
Prizes for winners	\$ _____
Pedometers	\$ _____
Program T-shirts	\$ _____
Meetings	
Refreshments	\$ _____
Speakers	\$ _____
Renting of facility (if applicable)	\$ _____
Celebration party	\$ _____

1 Planning Your Campaign

“Catch on fire with enthusiasm and people will come for miles to watch you burn.”

—JOHN WESLEY

Promoting your activities is the second key step in the successful delivery of the Step by Step incentive campaign. If carried out properly, it’s the element that informs and gets employees excited. So get creative and have some fun!

2

promoting your activities

2

promoting your activities

Find the “hot spots.” Identify high traffic areas in your building (e.g., break rooms, bathrooms, coffee machines, water coolers, etc.). These are the areas you will want to target for your promotional material. Make sure that your information is clear, easy to understand, and printed in large enough letters that people can easily read it when passing by. And here’s a novel idea: Always let people know how they can sign up and who they can contact for the details. You’d be amazed at the number of wellness practitioners who get people excited but never close the deal.

Diversify, diversify, diversify. To successfully get your message out, you need to think about using all the channels of communication at your disposal. For example, company billboards, newsletters, Internet or intranet sites, and important meetings are just a few of the ways you can better promote your activities. Once you’ve decided where you will promote, you need to choose what type of materials to utilize. There are several options to choose from, including posters, table tents, paycheck stuffers, or even e-mails. No matter what you decide, be sure to include the basics—who, what, why, when, and where.

Timing is everything. Another step to effective promotion is determining the right time to deliver the message. You may want to take advantage of company-wide or depart-

mental meetings, luncheons, or social gatherings such as a holiday party or birthday celebration.

Enroll your informal leaders. Think about this: If you stripped away everybody’s job title, who would people choose to follow? Once you’ve answered this question, you’ve successfully identified your company’s informal leaders—these are the key people that you want to take part in your program. And, if you’re really smart, you’ll leverage their participation by using them as honorary chairpersons. If you do this correctly, you’ll be surprised how much mileage and support you’ll get out of this approach.

The bottom line. Just keep in mind that when it comes to promoting, the best way to ensure a large turnout is to use as many means and methods as possible. Different people respond to different stimuli, so in most cases going the extra mile pays big dividends.

To help get you started on your quest to successful promotion, we’ve included a list of sample promotional mechanisms and some really cool posters in the Supplemental Materials section.

Walk Out on Your Job!

A case study

Creativity is often key to recruiting and maintaining program participation. And hardly anyone knows this better than the city of Kearney, Nebraska. Known as “Walk Out On Your Job Day,” the entire community of Kearney holds a walk-out once a year. During this event, employees are encouraged to get up from their desks and walk. Not only do they get a break from the stresses of their day, but they also get to enjoy the benefits of exercise.

Here’s how you can do the same for your employees:

1. Choose a date, and formally declare it as “Walk Out On Your Job Day.” Hang up posters describing the event in high traffic areas. Or better yet, have your CEO roll out the details at a company-wide meeting.
2. When the appointed day and time comes, have employees gather at one central location, such as the company parking lot.
3. To avoid confusion, give each employee a map of the walking route.
4. Upon returning from the walk, reward employees with t-shirts, coffee mugs, or certificates that signify that they participated.

2

promoting your activities

Promotional Ideas

If you want your employees to be excited and to participate in your programs, you must start by promoting your new initiative for wellness. This doesn't have to be a daunting task—when it comes to promoting your programs, you can be as creative as you wish. However, if your creative juices are running low, look to the examples below.

- **Create a “Mission Control”**—designate a central location where employees can learn and access program information.
- **Post it**—post weekly handouts on a bulletin board in high traffic areas, such as the cafeteria or break room. Change the board every week to include all of the handouts over the 12-week period.
- **Utilize e-mail**—send weekly e-mails to keep in touch with participants. This is a fast and convenient method to send out pre and post program campaign surveys and evaluations. Or you could even e-mail participants supplemental websites that can serve as helpful references during the program.
- **Advertise**—promote the program in company newsletters, memos, meetings, or paycheck stuffers. The company intranet (if you have one) is also a great method of getting the word out.
- **Send out mailings**—if your budget allows, mail tri-fold flyers to every employees' home, informing them of the upcoming program. Keep in mind that these mailings should not only be informative, but visually appealing enough to hold interest (i.e., they shouldn't be crammed with text).
- **Get in touch with management**—inform department heads of the program and encourage them to pass on the info. Make sure you leave them with some form of hard copy information that they can pass on to their employees. Better yet, leave them with a registration form that they can pass around.
- **Entice participants**—offer incentives to the first 5 or 10 employees who sign up. This could help to get the ball rolling—if employees see a large number of their coworkers signing up, they may be more inclined to do the same.
- **Schedule a speaker**—arrange for either a fitness expert or an employee who's had success with a similar type of exercise regimen to share their stories. This type of pre-program promotion can motivate and inspire others to join.

“Boldness has genius, power, and magic in it. Begin it now.”

—GOETHE

Now that you’ve caught the interest of your employees, it’s time to get a written commitment. And although this step is not all that exciting, it’s a crucial element of the process.

3

registering your employees

3 registering your employees

Disseminate the paperwork. Find a central location to post registration forms—you might want to use the same “hot spots” that were utilized in the promotion stage. Make sure to provide all contact information if participants have any questions. You’ll probably also want to include registration deadlines and other important dates. One particular approach that works well is hosting a brown bag seminar that discusses the benefits of walking and gives you the opportunity to formally roll out the details of your campaign. By hosting this type of informal gathering, you can distribute your registration forms and collect them right on the spot—can it get any easier?

Whatever method you decide on, it’s essential you get your registration forms formally completed. In so doing, you’ll have all of the necessary paperwork to help you stay in touch with participants throughout the campaign. Refer to the registration form provided for you in the Supplemental Materials section.

Distribute pre campaign surveys. Once you have collected the registration materials, the next step is handing out pre campaign surveys. Like the registration form, it’s important that every participant completes the survey BEFORE the program starts. In a nutshell, this short survey allows you to collect important data about participant fitness levels and how much they know about the benefits of walking. This survey is an indica-

tor of where participants stand fitness wise, and this information will prove to be invaluable when it comes to the evaluation stage.

Create files. To keep track of every participant, we encourage you to create a file for each individual. This file can include pre and post campaign surveys, activity logs, and evaluation forms. Without question, these files will help you stay organized so you can easily access information, gauge every participant’s progress, and identify what specific areas participants need to improve.

The bottom line. Although it might seem like a tedious task, collecting registration data is extremely important to successfully delivering your program. To make sure that the registration process doesn’t cause you to stumble, we’ve provided the necessary materials to get you through the process. Sample registration forms and pre and post campaign surveys are located in the Supplemental Materials section.

To Charge or Not to Charge...

Registration Fees

When it comes to program registration fees, what works for one organization may not work for yours. Whether or not to charge employees for participating is totally up to you and your available budget. Below are a few considerations you'll want to keep in mind before you make your decision.

Some possible advantages of registration fees

- **Legitimacy**—employees may feel the program is more valid if they have to pay to participate.
- **Motivation**—participants are more inclined to stick with the program if they have to pay out of their own pocket to get involved.
- **Budget**—including fees with participant registration will increase flexibility within the campaign budget.

Some possible disadvantages of registration fees

- **Participation**—a barrier is created for employees who want to participate but don't have the means to do so.
- **Resentment**—employees may feel bitter toward the company for being charged to improve their own wellness.
- **Effort**—the added work of collecting, or even hounding employees for money can become a big burden to carry.

This list is intended to give you an idea of what issues you might have to face when it comes to registration fees—please keep in mind that it is by no means exhaustive!

Consenting Adults

Are medical consent forms necessary?

As with any health promotion program that is centered on physical activity, you are faced with the inherent risks of injuries and accidents. Though walking is considered to be a light to moderate activity, potential hazards still remain—the question of obtaining medical consent forms must be raised.

Keep in mind that a participant is especially at risk if he/she:

- Has a family history of heart disease
- Smokes
- Has high blood pressure—equal to or greater than 140/90 mmHg
- Has high cholesterol—a total cholesterol greater than 200 mg/dL
- Is diabetic
- Is obese
- Is sedentary
- Is a male 45 or older, or a female 55 or older

To ensure high-risk participants' safety and health, requiring doctor's consent is more than likely necessary. Informing all employees of the risks and getting medical clearance for participation is ideal. A sample medical consent form is provided in the Supplemental Materials section. (Please note that medical consent requirements vary from state to state. You may wish to consult a legal consultant to ensure the use of the proper form.)

“The best job goes to the person who can get it done without passing the buck or coming back with excuses.”

—NAPOLEON HILL

Now it's time to get down to the nitty gritty—in other words the “meat” of the program. This execution stage will test how well you have prepared and planned. If you've taken the necessary steps, successfully delivering your campaign will be a breeze.

4

delivering your campaign

4

delivering your campaign

Kick it off. Schedule a time and place for participants to get together. This “rally” should pump up participants as well as lay the groundwork for the campaign. Communicate the goal to all participants—10,000 steps a day. Also, be sure to talk about when and where participants get their weekly handouts. A great way to kick a program off is to bring in an entertaining and motivating guest speaker. Check around to find out who’s the guru in your area and get them on your calendar. You’ll be amazed at how much enthusiasm they can generate.

Spread the word. Each week you will need to distribute the handouts provided in the Participant’s Materials section. These handouts cover issues specific to walking, motivational questions, and resources for more information. For the first week, we have provided additional material that introduces the importance of the topic. Without fail, some participants will lose their information—putting extra handouts in different areas will minimize this predicament and prevent you from constantly running to the copy machine. The master handouts are already enclosed—all you need to do is make copies and you’re good to go.

Pump ‘em up. Continue to encourage employees with occasional but routine e-mails or one-on-one meetings. This will give the participant an opportunity to express any concerns they may have. It can also be motivating for employees to know that you

are in tune with their progress. Also, if the desire is expressed, make a list of participants’ contact information—if they choose, participants can schedule support groups or meeting times.

Get down. Monitoring participant progress is important throughout the campaign, not only at the close of the program. We’ve designed the participant activity logs to be submitted after six weeks and at the program’s end. These two check-ups will enable you to identify attrition rates and allow you to award incentives to the most deserving participants.

When it’s time to recognize program victories, pull out all the stops and organize a celebration no one will want to miss. Advertise the fiesta throughout your organization, invite senior level executives, and get them to present the awards—above all, think big.

The bottom line. If you want the program to run smoothly and be successful, it’s important to follow through every single time. Simply, this means handing out weekly materials to participants and keeping track of their activity logs. The key is not to get behind. In addition, it’s important to be creative and motivated. This is where your team members can come in handy. Find your cheerleaders and champions and put them in positions where they can encourage others. Use testimonials and build the hype around the grand incentive campaign.

A Step in the Right Direction?

The skinny on pedometers

One helpful component that can make your incentive campaign unique as well as successful is the pedometer—a small, electronic device that calculates the steps taken during a specific span of time. The device is quite user friendly—all your employees have to do is simply strap the device on their belt and they're set to go.

If you're fortunate enough to have a sizeable budget, we encourage you to invest in pedometers for your participants. These devices can supplement your campaign in numerous ways:

- **The power to simplify.** Pedometers can simplify things for your participants. The burden of having to keep track of the time or distance walked is eliminated since the pedometer is already monitoring the participant's activity.
- **The power to motivate.** Using pedometers can also be a motivator for the employees in your program. Users of the device have claimed that simply knowing the number of steps they have taken pushes them to go further and meet their goal.
- **The power to compete.** Monitoring the steps each participant takes in a day gives you a way to make the campaign competitive. Knowing that a prize is at stake can really get participants moving.

Overall, we strongly feel that pedometers are a worthwhile investment. For more information about these devices, log on to www.pedometers.com.

How to Use Your Pedometer

Your pedometer automatically records every step you take, so you can actually see how your steps accumulate throughout the day. Here's how to wear the pedometer to get the most accurate reading:

- Wear the pedometer snugly against your body, attached to a belt or the waistline on your clothing. If your clothing doesn't have a waistband, you can attach your pedometer to a piece of elastic tied around your waist.
- Try to have the pedometer line up vertically with the crease on your pants or the center of your kneecap.
- The pedometer should be parallel to the ground. If it is tilted to one side or another, it will not give you an accurate recording of your steps.

4

delivering your campaign

Incentive Ideas

Incentives can make or break a program—if you offer incentives employees like, they’ll most likely come back for more. However, if you’re not in touch with what employees want, you run the chance of losing their interest in the program. You may want to send out a questionnaire ahead of time to get an idea of what employees want for motivating incentives. Below is a list of ideas you may want to consider.

- Pedometers
- Gift certificates for local fitness stores
- Walking videos
- Walking shoes
- Motivational books
- Day passes to the local fitness club
- Exercise equipment (e.g., dumbbells, resistance bands, ankle weights, etc.)
- Walking magazine subscription
- T-shirts
- Water bottles
- Hats/visors
- Sunscreen
- Sunglasses

- Stopwatches
- Lottery tickets
- Gift certificates to a local health food store
- A “well” day off
- Gym bags
- Free massages
- Ice/heat packs
- First aid kits
- Group pictures
- Buttons

Check out your local retailers for these items, or go shopping online for fast and convenient price comparisons and purchases. You might want to visit www.bodytrends.com/prodpedo.htm to browse a variety of pedometer styles and prices. You can also check out www.onlineshoes.com for a wide selection of brands and prices of athletic shoes. Or log on to www.walkingshop.com for an array of walking accessories.

Above all, make sure employees are rewarded for their accomplishments in a special ceremony or meeting. The fact that they are being recognized in public can be an incentive in itself.

“The important thing is not to stop questioning.”

—ALBERT EINSTEIN

This stage of the program is important in determining what works and what doesn't. If you plan on implementing other programs or campaigns in the future, evaluating your efforts will help you decipher what elements you should keep and what elements you should improve. And like everything else in this campaign, there's no need to get nervous—the evaluation process is nothing to be afraid of.

5

Evaluating Your Efforts

Distribute post program campaign surveys to participants. In order for you to measure areas of improvement, it is necessary to hand out the same survey that participants were given before the program's start. This will give you a solid point of reference you can use to compare pre and post results.

Hand out program evaluation forms. Having completed the program each participant should have ample feedback. Their comments about the campaign can serve as a critical piece in the improvement of your wellness initiative.

Complete company evaluation. Now it's time to evaluate your performance. By this time you'll have an idea of how successful the campaign was. You can use this evaluation to scrutinize how well you and the company did as a whole to provide employees with the means to get physically active.

Communicate the results. Once you have collected and analyzed all of the evaluation materials it's important that you relay the information to participants and management as needed. What good is this information if you keep it hidden and tucked away in a file? And don't be worried if you think the results are less than par, they can always be something you can learn from.

The bottom line. Remember not to confuse evaluation with research. Research is the process you go

through to prove the worth of a program. On the other hand, evaluation is the process you use to *improve* your program. Consistent attention to evaluation will yield consistent improvement to your program—don't shy away from this critical step.

To help you through the evaluation process, we have included a sample post campaign survey, participant evaluation, and company evaluation in the Supplemental Materials section.

And I quote...

One Union Pacific Railroad (UPRR) employee attributes much of her professional success and overall quality of life to the company's dedication to wellness:

"If it had not been for UPRR's health opportunities and programs, I really don't think I would have succeeded as well as I have. If you don't feel good about yourself, you don't have the confidence or vitality to undertake those new tasks and risks that may be needed to expand and stretch your capabilities. UPRR's health program has helped me take and keep about 45 pounds off for 10 years, quit smoking, develop a new sense of self-confidence, and even encouraged me in acquiring my own certification from AFAA (Aerobics and Fitness Association of America). Now, I am an aerobics instructor!!!"

5

Evaluating Your Efforts

Checklist and Proposed Timeline

Implementing an incentive campaign takes a lot of time, effort, and dedication. Although it would be ideal for everything to run smoothly, this is not always the case. So to help you keep organized and on track we have enclosed a checklist—it should ensure that all the essential steps and key elements are not overlooked.

90 days or more in advance

- Obtain management approval
- Set goals and objectives
- Select a wellness team
- Organize a budget
- Set a time and date

60 days in advance

- Reserve rooms for the kick-off party
- Promote the campaign
- Determine and order the materials you'll use to promote your program
- Designate "hot spots" to post promotional materials
- Determine the right time to deliver the message

30 days in advance

- Post registration forms
- Hold a meeting for all team members to go over the specifics of the campaign
- Promote kick-off date

15 days in advance

- Collect registration forms
- Distribute pre campaign surveys to participants
- Create files for participants
- Organize participant handouts—make sufficient copies

Campaign Start

- Hold a kick-off party
- Introduce campaign goals and objectives to participants

- Communicate the weekly expectations—this includes handouts and activity logs
- Distribute first week's handouts and activity logs

Throughout the 12-week campaign

- Complete weekly duties
- Distribute handouts
- Monitor participant progress—mid-point participant evaluation
- Keep up with incentives (this may not apply to everyone)
- Keep up communication with participants

End of Campaign

- Hold a celebration dinner or party
- Award outstanding individuals for meeting their goals
- Distribute post campaign surveys to participants
- Hand out program evaluations
- Complete company evaluations
- Hold a meeting with participants and management to communicate results

After the Campaign

- Follow through with participants to ensure they are maintaining their physical activity
- Recruit the most successful participants for future wellness efforts

In Closing...

At first glance, an incentive campaign may seem overwhelming. But when the steps are broken down, it can really be something you enjoy. The guidelines we have provided should help you in any health promotion program you employ in the future. However, the more programs you implement and coordinate the easier the entire process will become. You may even find that the more familiar you are with incentive campaigns the more creative and resourceful your efforts become—hopefully you will find that the results of a well-executed incentive campaign outweigh the effort you put into it.

One last thing...implementing a successful incentive campaign is great. But, keep in mind that such programming is only a fraction of the comprehensive workplace wellness initiative your company most likely needs. To help you out with this effort we have included a summary of the seven critical benchmarks to successful worksite wellness—this summary can be found in the Supplemental Materials section.

step by step handout masters

Welcome to:

Step By Step



So you've made the decision to get active—congratulations! As an introduction to Step by Step, some basic components have been provided for you. You'll want to incorporate these elements into your routine. In addition, you'll find some compelling facts that will reassure you that you've made the right choice in becoming more physically active.

Throughout this 12-week program, you'll become better educated on the reasons for and the benefits of getting active. Every week you will receive a different topic of interest related to physical activity, along with questions to spark some thought.

To help you keep track of your progress during the 12 weeks, simply fill out the activity logs that you have been provided. As an added bonus of tracking your activity, you'll have the chance to be awarded great incentives. But don't lose sight of the ultimate goal—getting physically active.

Good luck, and most of all have fun!

Wait!

Before you take one step

Before you dive into your walking program, there are a few areas you need to become familiar with.



While walking is a low risk activity, you can still suffer from injury or overexertion if you're ill prepared or have high health risks. According to the American College of Sports Medicine, you could be at risk if you:

- Have a family history of heart disease
- Smoke
- Have high blood pressure—equal to or greater than 140/90 mmHg
- Have high cholesterol—a total cholesterol greater than 200 mg/dL
- Are diabetic
- Are obese
- Are sedentary
- Are a male 45 or older, or a female 55 or older

If any of these conditions apply to you, be sure to visit a medical professional before beginning any form of physical activity.

You're Getting Warm!

Simple stretching and warm-up routines

Every workout should begin with a brief warm-up and a few simple stretches. Walk around the house or in place for a few minutes to get your blood flowing before you attempt to stretch—never stretch cold muscles, you could risk tearing them. Although walking primarily works the major muscles of the legs, don't forget to stretch your back, shoulders and arms. Below are a few stretches to follow before you get in full motion.

Hamstrings: Sit on the floor with your upper body erect and both legs straight out in front of you. Slowly reach for your toes with both hands, leaning forward until you feel a slight discomfort.

Thighs: Stand with your left hand on a wall, for support. Bending your right knee, grab your right foot with your right hand and pull your foot up until you feel a slight discomfort in your thigh or your heel touches your buttocks.

Hips: Lie flat on your back with your legs straight. Raise your right knee toward your chest. Place both hands below the knee and continue to pull your knee to your chest. For more stretches, check out the National Institutes on Aging's website at www.nih.gov/nia/health/pubs/nasa-exercise/. In the table of contents, click on chapter four, for an extensive list of stretches.

After proper warm-up and stretching you are now ready for your walk. You may want to



This Week's Challenge

In the weeks to come, you'll see this box in your handout materials. The information is meant to encourage you to get more physically active, and ultimately reach your goal.

start your walk at a moderate pace before you work your way up to quicker strides. And remember to end your walk with an appropriate cool down—you may want to slow down the pace toward the end of your walk and repeat the stretches you did to warm-up.

For Your Information



Physical inactivity is becoming more prevalent with each generation. As today's Americans fail to reach the recommended levels of physical activity, they continue to pay the consequences with their health and with their checkbooks.

The good news about being active*

If you are inactive, you can improve your health and well-being by becoming even moderately active on a regular basis. Even more, physical activity doesn't have to be strenuous to achieve health benefits.

Source: CDC

- Physical Activity reduces the risk of...
 - Dying prematurely
 - Dying from heart disease
 - Developing diabetes
 - Developing high blood pressure and reduces blood pressure in those who already have high blood pressure
 - Developing colon cancer
 - Feeling depressed
- Physical Activity...
 - Helps build and maintain healthy

bones, muscles, and joints

–Promotes psychological well-being

Source: CDC

**All figures are based on U.S. statistics.*



The bad news about physical inactivity*

More than 300,000 deaths each year are attributed to overweight and physical inactivity.

Source: Centers for Disease Control and Prevention (CDC).

In 1999, 61% of adults were overweight.

Source: CDC

In 1999, 18.9% of Americans were obese (BMI of 30 kg/m² or greater).

Source: Mokdad, A., et. al. Journal of the American Medical Association, 2000.

25% of all adults are not physically active at all, and 60% don't get the recommended amount of activity.

Source: CDC & A Report of the Surgeon General. Physical Activity and Health At-A-Glance 1996.

Physical inactivity has been established as a major risk factor for heart disease:

Source: American Heart Association (AHA)

- coronary heart disease...killing 460,000 of the 12 million affected each year

Source: AHA & Healthy People 2010

- stroke...killing 158,000 of the 600,000 that occur each year

Source: Healthy People 2010

- high blood pressure...killing 44,345 people and contributing to approximately 210,000 deaths in 1998

Source: AHA

- high blood cholesterol...affects over 100 million people

Source: AHA

In 1995, the economic cost of obesity was estimated to be almost \$100 billion.

Source: CDC

Focusing on:

Setting Your Goals



Time to Step Up

What to expect

The health benefits of walking have been proven in numerous studies. In fact, an eight-year study of 13,000 people found those who walked 30 minutes a day had a significantly lower risk of premature death than those who rarely exercised. The bottom line? It's doable.

In addition to lowering the risk of premature death, a regular walking program can help:

- Reduce blood cholesterol
- Lower blood pressure
- Increase cardiovascular endurance
- Boost bone strength
- Burn calories and keep weight down
- Promote psychological well-being

Ultimate Goal

The ultimate goal of this program is to walk 10,000 steps or 30 minutes a day.

If you've reached this goal, then you've met the national standard for physical activity. Now, keep going—see what you can do!



Smart Goals

While the benefits of walking are abundant, it's unrealistic to expect a miraculous change overnight. Keep this in mind when you set your goals. And remember, whatever your goal may be, make sure it's **SMART**:

S
M
A
R
T

Specific—know what you have to do daily to reach your goal

Measurable—do you want to lose 10 pounds, or increase muscle strength by 5%?

Achievable—it's your goal, so you have to be able to achieve it

Realistic—your goal should make you push yourself, but it should also be attainable

Time frame—have a specific start and end date

How Do I Get There?

Tips to help you reach your goal

OK, so you've set your goal. Now what? Well, the key to reaching your objective and staying on track is easier than you think. All it takes is a little sweat and a lot of determination. Below are a few guidelines to keep you walking in the right direction.

1. **Start small.** Begin by walking short distances—start with a five-minute routine and gradually increase your distance.
2. **No need to speed.** Walk at a comfortable pace, focus on good posture, and keep your head lifted and shoulders relaxed. As your program progresses you'll feel more comfortable with increasing your speed.
3. **Strut your stuff.** Swing your arms naturally, and breathe deeply. If you can't catch your breath, slow down or avoid going up hills.
4. **Talk the talk.** But, be sure you can walk the walk. If you can't converse while you're walking, you are going too fast.
5. **Log in.** Start a log to keep track of your progress. You may be starting out slow, but you'll see your improvement over time—not only physically, but on paper as well.

For more information and walking tips check out the National Institutes of Health's website at www.niddk.nih.gov/health/nutrit/pubs/walking.htm#firststep.



This Week's Challenge

Recruit a friend or co-worker to join you in your efforts to get more physically active.

Five Questions

Here are five questions for you to consider as you progress through this campaign.

1. What are three reasons why you would like to become more physically active?
2. What results would you like to see 12 weeks from today?
3. If there was one thing you could do (that you're not doing right now) that if you did it on a regular basis, you know it would make an impact on your health and wellness, what would it be?
4. What results would you like to see in 6 weeks?
5. What are some barriers that you might need to overcome while pursuing your goals?

Focusing on:

The Right Shoes



If the Shoe Fits...

Get Sneaker Savvy

Selecting the right pair of walking shoes is crucial to both the effectiveness and comfort of your workout. Fortunately, getting a good pair isn't a difficult task—as long as you're aware of a few key points.

Before You Go...

- Choose an athletic or specialty store with a large inventory. They will have a variety of sizes available to meet your specific needs.
- Try to get fitted for footwear at the end of the day, when foot size is at its maximum. It is not unusual for an individual's foot to increase one-half a shoe size during the course of a single day.
- When you try on the shoes be sure to wear the socks you would wear to work out.

Once You Get There...

- If you have high-arches you'll most likely require greater shock absorption than those with average feet. Conversely, if you have low-arched, "flat" feet you'll probably want shoes with less cushioning but greater support and heel control.



- Allow 1/2 inch, or the width of your index finger, between the end of your longest toe and the end of the shoe. If one foot is larger than the other, buy the larger size.
- The shoe should be as wide across the forefoot without allowing slippage in the heel. If the shoe has variable-width lacing, experiment with the narrow and wide eyelets to achieve a custom fit.
- A good walking shoe should be mostly leather, to absorb shock, while running shoes are mostly made of lightweight, nylon fabric. If you're walking in running shoes you "run" the risk of getting painful shin splints.

Walk it Off

One of the many benefits of walking is its simplicity—you can literally just get up and go. However, to maximize your walking and minimize injuries you'll need the right shoes—just keep in mind that there is no perfect shoe for everyone. Everyone's feet are different and require specific features, however, the right pair of shoes for every walker should have:

- good arch support
- appropriate tread
- sufficient durability
- flexibility
- cushioning

Above all your shoes should be comfortable!

Wear it out

It is important to be aware of when your shoes need to be replaced because, if they are no longer absorbing the pounding and jarring action of the sport, you are more likely to sustain knee and ankle injuries. Shoes normally need to be replaced every three to six months. However, if your budget doesn't allow new shoes that often, try replacing your insoles—they can provide additional support for a fraction of the cost.



This Week's Challenge

Sign up for an organized walk/run. Examples include Walk for Life, MS Walk, and Corporate Cup.

Five Questions

Here are five questions for you to consider as you progress through this campaign.

1. Are there others pressuring you to become more physically active? If so, who?
2. In what ways would being more physically active benefit your family?
3. What personal, health, or social problems have poor physical condition caused for you?
4. List the past three previous attempts you have made to become more physically active. Why have they failed?
5. What sacrifices have you made to fit regular physical activity into your schedule?



The foot might seem simple enough, but it has 26 separate bones, 30 different muscles, 56 tendons, 250,000 sweat glands, and 33 joints.

—*Too Busy to Exercise*, by Porter Shimer

Focusing on:

Treating Your Body Right

Walk This Way

4 Do's and don'ts

It might sound crazy, but you could be walking the wrong way. In fact, improper technique can cause strain on your body and even result in injury.

1 Don't: Over stride—when you try to walk fast, a natural inclination is to lengthen your stride in the front, reaching out further with your forward foot. This increases the risk of straining your leg muscles.

Do: Take shorter, quicker steps. If you want to move quickly, taking shorter, quicker strides is the way to go.

2 Don't: Be a stiff arm—straight, motionless arms act like a long pendulum, slowing you down. Lack of arm movement can also throw off your balance as you walk.

Do: Bend your arms at 90 degrees and swing them naturally back and forth, opposite the leg motion—you can add power and speed by using your arms effectively.



3 Don't: Put your head down—walking with your head down could cause back, neck, and shoulder strain.

Do: Look up! Good posture for walking allows you to breathe well. Your chin should be parallel to the ground, and your eyes should focus on the street or track 10 to 20 feet ahead.

4 Don't: Lean your body—leaning your body forward or backward doesn't contribute to speed or good technique. In fact, leaning can result in back pain.

Do: Stand up straight but with relaxed shoulders, chin parallel to the ground. Your back should have a natural curve—if you feel a strain in your lower back, you're probably not at a relaxed position.

Do Your Body Good

3 Do's and don'ts

1 Don't: Use heat to treat an injury—heat increases blood flow to the area and results in more swelling.

Do: Treat your injuries with ice—it numbs the affected area and prevents pain and swelling.

2 Don't: Continue your walking if you feel any pain—by neglecting your pain you risk worsening the injury.

Do: Use ice or take pain relievers to alleviate the pain. For more serious injuries call or visit your health care professional.

3 Don't: Use your injury as an excuse to quit being physically active.

Do: Continue some form of physical activity that does not put your current injury at risk. If you have hurt your ankle, try some upper body strength training exercises. Return to your normal routine once your doctor gives you the OK.

There are 300 different foot ailments, none of which should be neglected.

—The American Podiatric Medical Association



This Week's Challenge

Pick up the pace.
Everywhere you go,
walk faster than you
normally would.

“Don't let people drive you crazy when you know it's in walking distance.”

—Anonymous

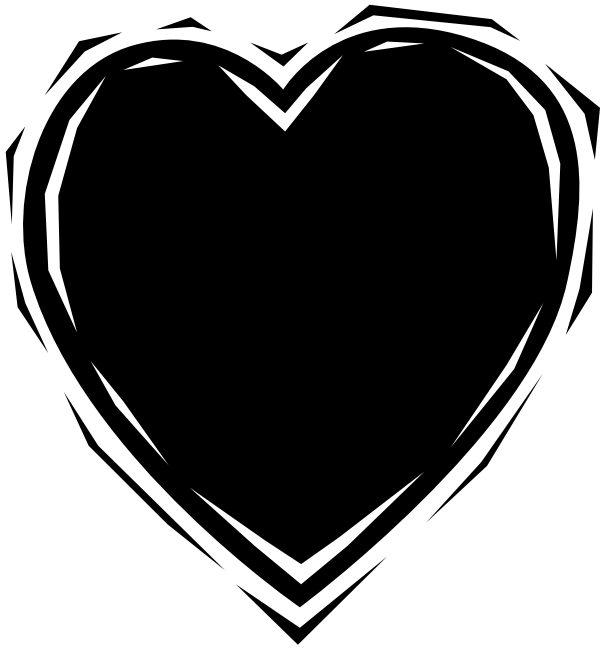
Five Questions

Here are five questions for you to consider as you progress through this campaign.

1. Who and/or what makes your workout more enjoyable?
2. What physical changes, if any, have you noticed since starting?
3. Do you have moral support from family, friends, and co-workers?
4. What's your favorite aspect of exercise (e.g., burning calories, relieving stress, health benefits, etc)? What can you do to maximize this?
5. Do you remember the three reasons you chose to become more physically active? Write them down, and keep them with you!

Focusing on:

Pulse & Target Heart Rate



Get Pumped

Your pulse is the number of times your heart beats in one minute—also known as your heart rate. Knowing how to take your pulse can help you evaluate your fitness level. For children ages 6 to 15, a normal resting heart rate is 70 to 100 beats per minute. For adults 18 and older, a normal resting pulse is 60 to 100 beats per minute—if you exceed 100 beats per minute, don't panic, but do see a doctor.

How to take your pulse

1. Place the tips of your index, and middle fingers on the palm side of your other wrist, below the base of the thumb. Or, place the tips of your index and middle fingers on the side of your neck, underneath your jawbone.
2. Press lightly with your fingers until you feel the blood pulsing—you may need to move your fingers around slightly until you feel the pulsing.
3. Look at a watch or clock with a second hand.
4. Count the beats you feel for 10 seconds. Multiply this number by six to get your heart rate per minute.



“It doesn't matter where you are coming from. All that matters is where you are going.”

—Brian Tracy

Maxed Out

Finding your maximum heart rate

Your maximum heart rate is the highest your pulse rate can get. To calculate your predicted maximum heart rate, use the following formula:

Subtract your age from 220, this is your predicted maximum heart rate. For example, a 40-year-old's predicted maximum heart rate is 180.

Your actual maximum heart rate can be determined by a graded exercise test.

Please note that some medications and medical conditions may affect your maximum heart rate. If you are taking medications or have a medical condition (such as heart disease, high blood pressure or diabetes), always ask your health care provider if your maximum heart rate (and target heart rate) should be adjusted.

Bull's Eye

Hitting the Target

You gain the most benefits and lessen the risks when you exercise in your target heart rate zone. Usually, this is when your pulse is 50 to 75% of your maximum heart rate. For example, a 40-year-old's target heart rate can range from 90 to 135.

To find out if you are exercising in your target zone, stop exercising and check your pulse. If your pulse is below your target zone, increase the intensity of exercise. If your pulse is above your target zone, decrease the intensity.

When beginning an exercise program, you may need to gradually build up to a level



This Week's Challenge

Take a 10-minute walk in the parking lot or through the halls of your building during your coffee break. If you're really looking for a challenge, climb stairs for 10 minutes.

that is within your target heart rate zone, especially if you have not exercised regularly before.

For more information on your heart rate visit the American Heart Association's website at www.americanheart.org.

Five Questions

Here are five questions for you to consider as you progress through this campaign.

1. If you had one wish relating to improving your health and fitness, what would it be?
2. What's the best way you can track your progress?
3. To date, what's the biggest fitness success you have experienced?
4. Are others happy with the changes you are making?
5. What emotion best describes how you feel about yourself when you make a conscious decision not to exercise?

Focusing on:

Facing The Elements

Nothing Can Stop You Now

Walking year-round

While it's probably not a good idea to get your walking shoes on when it's 50 below zero, or hotter than Hades, you don't want the weather conditions to put you out of commission. Always remember the safety precautions you need to take before stepping out into less than optimal weather.

Desert Walking

Be shady. Avoid direct sun and blacktop. Natural surface paths under the trees are the cooler places to walk.

Water, water, water. Drink 10 to 16 ounces of water 15 minutes before you start your walk. It's also a good idea to carry a water bottle while you walk, so you can keep hydrated. Remember, even if you're not thirsty, you should still keep chugging the H₂O—you don't have to be thirsty for your body to need liquids.

Make your own shade. Wear a hat with a visor or a desert-cap with flaps to shade your neck. Wear sunscreen to prevent sunburn. Wear sunglasses that filter UVA and UVB



rays to protect your eyes, and wear light colored clothing.

Be an early bird or a night owl. Generally, the hottest times of the day are between 10 am to 4 pm. You can avoid extreme heat by walking either early or later in the day.

Tundra treks

1. **Check the forecast.** Air temperature and wind chill factor should always be checked prior to exercising in the cold. A danger does exist for those who exercise outdoors when the windchill factor (combined effect of temperature and wind) exceeds -20° F.
2. **Dress in layers.** By wearing multiple layers, you can change the amount of insulation that is needed. Wear clothing that allows sweat to pass through, but also traps in air—this helps you maintain the right body temperature. However, avoid heavy cotton sweats or tightly woven material when exercising outside because these fabrics will absorb and maintain water, which promotes heat loss.
3. **Drink water.** Dehydration can still occur in cold weather. Although it may not be feasible to carry a water bottle, you can still stay properly hydrated by drinking sufficient water before and after your walk.
4. **Focus on the head, hands, and feet.** As reported by the American Council on Exercise (ACE), a study showed that heat loss from the head alone was about 50% at freezing temperatures and by simply wearing a hat subjects were able to stay outside indefinitely. In addition to the head, also pay attention to hands and feet—wear insulated gloves and socks to prevent frostbite.



Think acrylic when thinking socks: They stay drier, fit better, and dry faster than cotton.

—*Too Busy to Exercise*, Porter Shimer



This Week's Challenge

If the conditions are too extreme to handle, bring your routine inside. Try using a treadmill, an indoor track, or even a shopping mall. If these options are not available to you, be resourceful—grab a jump rope or use an exercise video to get in your physical activity. This change of pace can bring in some variety and keep things interesting.

Five Questions

Here are five questions for you to consider as you progress through this campaign.

1. Who is your role model when it comes to physical fitness? Why?
2. What part of the day do you feel the biggest desire to get up and exercise? Are you able to exercise when you have this urge?
3. On a scale of 1 to 10 (1 being low and 10 being high) how would you rate your commitment to physical fitness?
4. Do you have to make a conscious effort to exercise, or is it now just a normal part of your day?
5. Have you raised your expectations of what level of physical fitness you want to achieve?

Focusing on:

Squeezing Exercise Into Your Schedule



Clockin' In

Making the time for exercise

Busy, busy, busy. Everyone is fighting the time crunch these days, and in the rush to fit in the rest of our lives, our workouts often get the short shift. Don't let your exercise routine fall to the bottom of your priority list—making time for exercise is not as difficult as it seems. When you break down your day you will be surprised at how much physical activity you can fit in—even if it just means 10 or 15 minutes at a time.

Tricks of the Trade

1. **Put it on paper.** When you have a dentist appointment, you write it in your planner. It's the same with business meetings. Why not schedule a time for your workout? Put it in your planner and stick to that time slot.
2. **Look for small blocks of time.** You don't need 60 or 90 minutes to get a good workout. A simple fitness routine can take as little as 15 minutes. Search your daily routine for small periods of downtime, and then make them count.
3. **Early bird workouts.** Set the alarm one hour earlier and go for a walk. It may take a while to become accustomed to the new schedule, but you may discover that early morning workouts compliment your schedule the best.
4. **Walk 'round the block.** Sometimes the best time to exercise is at home after work. Taking a walk around the neighborhood is convenient and inexpensive, when compared to the time and money put into a gym membership.

Workin' it at Work

1. **Lunch 'n burn.** Instead of using your entire lunch hour to eat, try splitting the time you have to squeeze in a quick walk. Not only do you get the added benefits of exercise, you may also be more energized for the afternoon ahead.
2. **Take the scenic route.** Whether it's to the restroom, water cooler, or copy machine, take the longest way possible to get there—even if it means going to another floor.
3. **Walk it out.** Rather than holding a sit-down meeting or brainstorming session, try having it over a walk. You may find that being on your feet can stimulate good ideas.
4. **Every bit counts.** Climb the stairs to that meeting instead of taking the elevator, park your car farther than you normally would and walk the extra distance, or walk down the hall to talk to colleagues instead of calling them on the phone. It all adds up.



Walking a mile a day (in addition to your usual activity) could result in a fat loss of approximately one pound per month.

—*Too Busy to Exercise*, Porter Shimer



This Week's Challenge

Never pass up an opportunity to walk. This may involve always keeping your walking shoes with you, so when the opportunity arises... walk it.

Five Questions

Here are five questions for you to consider as you progress through this campaign.

1. What are the motivational factors influencing you to increase your amount of physical activity?
2. What eateries are nearby that you could walk to for lunch instead of drive?
3. What social forces (people, places, and policies) help you to increase your amount of physical activity?
4. What materials and/or resources (e.g., fitness articles, gym membership, friends, etc.) would best help you reach your goal?
5. Is your work and home environment a hindrance to becoming and staying physically active? What steps could be taken to improve this?

Focusing on:

Maximizing Your Workout



Step it Up

Get the most out of your workout

Walking is one fitness activity that gives you numerous options to diversify your workout. A good time to mix things up is when you can walk your routine with relative ease—at this point you should consider making it more of a challenge. Try walking for longer periods of time, more times during the week. Even a change of terrain can make your walk more demanding. Above all, don't let your routine become a drag—be sure to step things up when the time comes.

Frequency, Intensity, Duration...Oh My!

- **Pick up the pace.** To boost your intensity, try increasing your speed. Walking faster requires more of an effort and can certainly step things up—not to mention burn some extra calories.
- **Go for the long haul.** Increase the duration of your workouts by walking a little longer each time. This doesn't have to be a drastic change, rather, shoot to lengthen each walk by five minutes.
- **Longer doesn't always equal better.** Try more frequent, but shorter workouts.



A study has shown that shorter, more frequent workouts are just as effective as one long session of exercise.

- **Focus on frequency.** As you become more accustomed to your walking routine, try increasing the number of times you walk each week—this will get you out of your comfort zone. The more you push yourself, the greater the rewards will be.



A quality treadmill can give an exceptionally good walking workout (and even more convenience) by ensuring a steady pace.

—*Too Busy to Exercise*, Porter Shimer

Tough Enough

- **Change terrain.** Trekking tougher terrain can make you work a little harder. You can step up your routine by venturing off the pavement onto grassy hills, nature trails, or sandy ground such as beaches.
- **Run for the hills.** To make your walking routine more of a challenge, try picking a route that includes numerous hills. The extra resistance can help strengthen your leg muscles and build endurance.
- **Aim for the finish line.** Try signing up for a walking marathon or a walking event that is timed. This type of competition can serve as a great motivator and help you keep on track when you need to pump up your workout.



Walking in sand, loose soil, or deep grass can increase calorie burning by as much as 30%. In addition, walking up hills can increase calorie burning by as much as 45%.

—*Too Busy to Exercise*, Porter Shimer



This Week's Challenge

Start counting calories—calories you consume and expend. Combining a healthy diet with physical activity is a great way to round out a healthy lifestyle. Log on to health.excite.com/cal_calc for an easy to use calorie counter.

Five Questions

Here are five questions for you to consider as you progress through this campaign.

1. Are your current reasons for being physically active the same as when you began this program?
2. What results have you observed in these past 6 weeks?
3. What barriers have you overcome in your efforts to reach your goal?
4. What barriers do you feel exist right now?
5. Are you prepared to keep up with your exercise program even if you don't reach your goal?

Focusing on:

Utilizing All Of Your Muscles



Work It!

A muscle workout while you walk

You don't have to lift weights to tone your muscles. In fact, there are simple exercises you can use while walking that can do wonders.

Define your muscles with the tips below—to avoid any strains or discomfort, only perform one of the exercises at a time while you walk. Hold each exercise for 15 seconds, release, and repeat until the end of your walk. After you feel more comfortable doing each, you may want to perform the exercises together.

- **Tighten your tush.** While you walk, try to squeeze your buttocks together—squeezing your gluts strengthens your lower back and sculpts your backside.
- **Squeeze your abs.** Pull your abs in and up, as if you're zipping up tight jeans. This provides a wall of muscular support for your lower back and automatically improves your posture.
- **Walk on water.** OK, maybe not on water, but in water. If you have access to a pool or any body of water try walking in waist-high water. This provides resistance for both upper and lower body muscles.



Pumping Iron

Completing your fitness routine

While walking is a great cardiovascular and lower body workout, don't forget that your upper body needs attention as well. An excellent way to get all your muscle groups fit is through strength training. This type of training can improve your:

- Strength
- Muscle tone/size
- Muscular endurance/coordination
- Cardiovascular fitness
- Flexibility

In addition to a walking routine, strength training can be added for a more comprehensive workout. In fact, this is recommended by major health organizations like the

(continued on back)

(continued from front)

American Heart Association, the Centers for Disease Control and Prevention, and the American College of Sports Medicine. According to *The Physician and Sportsmedicine*, studies show that a strength training routine, as part of a complete exercise program, may decrease the risk of serious health conditions, including coronary heart disease, type II (adult onset) diabetes, and select types of cancer.

So, How Do I Get Started?

As in most cases involving the start of a new activity, consult a primary care physician to assess any possible health risks you may have. Once you do have the “OK” to begin a strength training program, don’t just dive into a routine. Make sure you are properly informed on the correct techniques, the right weight to use, what exercises work what muscles, etc. You may want to consult a certified personal trainer to help you get started.

If you don’t have the means to hire a personal trainer or join the local gym, keep in mind that there are cheaper resources to utilize for an effective strength training program. For example, simply investing in a pair of weights and a legitimate weight training video can produce the same benefits as a gym workout—without straining your pocketbook.

Ultimately, supplementing your walking routine with a strength training program is an excellent way to optimize your fitness level and overall health.

Additional Resources:

Website: exercise.about.com/library/weekly/aa011501a.htm

Book: *Weight Training for Dummies*



This Week's Challenge

Build onto your program.
Add an extra day of walking to keep your routine a challenge.



Walking within 30 minutes after eating can boost calorie burning by as much as 30%.

—*Too Busy to Exercise*, by Porter Shimer

Five Questions

Here are five questions for you to consider as you progress through this campaign.

1. Do you notice benefits from your changed behavior?
2. Do you exercise to combat stress, or even a bad day?
3. Is exercise a time for you to go through the thoughts/feelings of the day, or is it a time when you can just “space off”?
4. Does having others exercise with you help you stay on track, or do you prefer to exercise alone?
5. Have others made comments to you about any positive behavior or physical changes since you have started the program?

Focusing on:

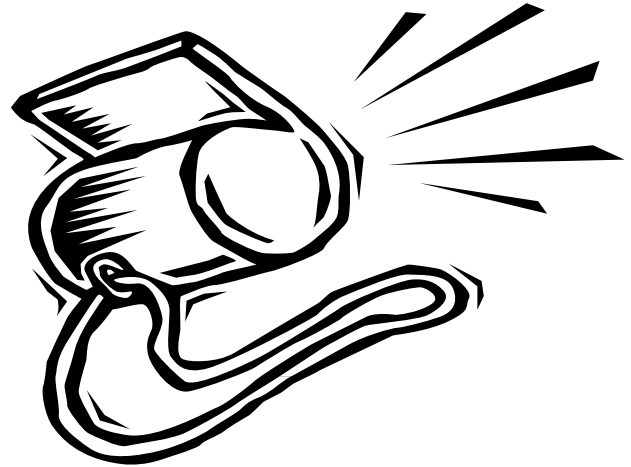
Safety While Walking



Safety Smarts

It's unfortunate, but like any other type of physical activity, walking can result in injuries and accidents. However, many of these mishaps can be avoided if you properly plan and follow a few guidelines.

1. Walk in numbers.
2. Wear colors that are bright and reflect in the night.
3. Walk in lighted areas.
4. Carry a whistle or cell phone to use if you need help.
5. Tell someone when you're going for a walk and when they should expect you back.
6. If you're walking alone, select a route that is highly visible to other people—if others can see you, you'll increase your safety.
7. Walk so that oncoming traffic is facing you.
8. Use crosswalks when crossing streets and obey traffic signals.
9. Bring your dog with you.
10. If you wear a Walkman try to keep the volume to a minimum so you are still aware of your surroundings.



Dodging Dogs

Tips on avoiding dog attacks

1. Maintain a safe distance between yourself and the dog—even if it is being walked on a leash.
2. Don't always assume it is all right to approach a dog—always ask permission from the owner before doing so.
3. Never approach a dog that is barking, snarling, sleeping, eating, or nursing.
4. Avoid staring a dog in the eyes.
5. Keep an object between you and the dog, such as a tree, post, or bench.
6. Speak softly to a dog to calm it—"Good dog, it's OK, go home."
7. Contact local police to report unleashed, aggressive dogs.
8. Use pepper spray when charged by a dog—be sure your local law allows this.

Slow and Steady Wins the Race

If there is one mistake you want to avoid when exercising it is this: Over doing it.

Plain and simple, if you push your body harder than it's ready to be pushed, you'll most likely injure yourself. Whether it's muscle soreness, sprains, or strains, it could be enough to temporarily set you back or even worse, sideline you for good—something you definitely don't want to happen!

Just remember, everyone is different—a friend or co-worker might notice positive results of physical activity right away, but this doesn't necessarily mean that you will. Don't get discouraged. It might take longer than you like, but if you stay on track without over doing it, you're going to reap benefits.



Be sure you put your feet in the right place, then stand firm.

—Abraham Lincoln



This Week's Challenge

Mix it up. Select a wide range of routes that incorporate various challenges.

For example, a trail through the park can be a nice change from a walk in the neighborhood. And don't forget the added bonus of changing scenery.

Five Questions

Here are five questions for you to consider as you progress through this campaign.

1. Does exercising outdoors intimidate you? Why?
2. Do you inform family members or friends when and where you are exercising?
3. Is there someone you could invite to join you when you exercise outdoors at night?
4. Do you have a plan in place in case an accident or injury occurs?
5. In your opinion, what are the three most likely accidents that could occur while exercising outdoors and by yourself? What would be three remedies that could prevent these accidents?

Focusing on:

Motivation

Sticking with It

How to stay motivated

Congratulations, you have come a long way since the beginning of the program, now all that is really left is sticking with it. Incorporating walking and physical activity into your life is crucial. But, as you probably already know finding the time and motivation can prove to be a bit of a challenge. However, considering how far you've come, it would be a waste to just leave it all behind now. So, take note of the list of motivators below.

- **Find a buddy**—looking for extra motivation? Sometimes, teaming up with a like-minded partner can be just the thing.
- **Keep up with a log**—seeing your accomplishments on paper can be a great motivator.
- **Mix things up**—change the places where you walk to keep things interesting.
- **Remember your mother**—Mother Nature, that is. Pick up aluminum cans, wrappers, or bottles as you walk—knowing that you're helping keep the environment clean can be a great motivator.



- **Reward yourself**—it can be a nice dinner, a new pair of shoes, or a new outfit—whatever it may be, an incentive can be a great motivator.
- **Use your imagination**—visualize yourself being in shape and how it feels. Rather than focusing on feeling out of shape, picture yourself feeling energized after your workout.

Walking is the fastest growing fitness activity in America today. In fact, walkers currently outnumber runners five to one.

—*Too Busy to Exercise*, by Porter Shimer

Tips to Stay in the Mix

- **Make it a habit.** Turn your exercise routine into a habit—of course this won't happen overnight. But keep in mind, the more consistent you are from the start the more your workout will be fixed into your daily routine.
- **Pencil it in.** Already having a specific time set aside for your walk can help you keep up with your routine. Exercising when you "find the time" usually doesn't work and just leaves room for excuses. The key here is not to get sidetracked—stick with the time you've allotted for working out.
- **Don't get diverted.** Communicate your exercise time to others and don't let them persuade you to put off your workout. Ask them to respect your decision—better yet, ask them to join you.
- **Be prepared.** When you plan to exercise be sure to have everything you need ahead of time. For example, if you normally exercise after work make sure to bring your workout clothes so you can change before you leave your place of employment. Not being properly prepared just leaves room for more excuses not to exercise.



This Week's Challenge

Head for the hills. If you're getting comfortable with regular walking, find some hilly areas to tour on foot. Walking up inclined areas will burn more calories and raise your heart rate.

Five Questions

Here are five questions for you to consider as you progress through this campaign.

1. Have you shared your commitment with friends, family, and co-workers?
2. What exercise routines do your peers follow? Are they successful in their efforts?
3. Is there anyone you can encourage to become physically active? Would he/she like to exercise with you?
4. Do you see yourself exercising a year from now? Five years from now? Why or why not?
5. Do you share your struggles and triumphs with friends and family?

Focusing on:

Group Walking



Good for You, Good for Them

One of the greatest features of walking is that it's a perfect activity for large numbers of people to participate in together. Plus, contrary to so many mass-participation activities, walking involves very little individual athletic effort.

Because of this convenience, numerous associations and organizations, both local and national, have used walking as a central activity to get the public involved in their campaigns. Find out if any of these walk-a-thons are coming to your community, and tell your wellness coordinator that you're interested in participating. Not only is it good exercise, but it's also a great way to support a variety of important efforts and associations.

One example of these events is the annual "Race for the Cure," put on by the Komen Foundation to raise the public's awareness of breast cancer. This fitness run/walk is held in more than 100 U.S. cities and attracts over a million people every year. You can find out more about this event at www.raceforthecure.com.

An Appetite for Exercise

If you're hungry for more walking programs, you might want to consider getting in touch with your local YMCA—they offer a variety of fitness courses, including walking. Not only can this satisfy your need for more physical activity, but it can also provide the opportunity to meet new people, who share the same interest in physical activity as you do.



You can find out what YMCA is nearest to you by logging on to www.ymca.net/find_your_y/findy.htm. Or you can call them at 1-888-333-9622.



Walking can help the body with its sizable chore of producing new bone tissue—the equivalent of a whole new skeleton every seven years.

—*Too Busy to Exercise*, Porter Shimer

Make it a Group Thing

Walking solo is always an option, but sometimes working out in a group can add some fun. Try the following suggestions to include others in your walking routine.

- Walk with your dog—your pet can be great company while you workout.
- Walk with family—walking is a great activity that can involve all family members.
- Walk with friends—a lot of people have tennis buddies, so why not have a walking buddy? Instead of scheduling weekend tennis matches, you can set aside time for a walk around the neighborhood or park.
- Walk with co-workers—if you walk during your lunch hour, coffee break, etc., ask a co-worker to come with you. You may even find that a walk contributes to a great brainstorming session.



“The road is always shorter when two people walk it.”

—Anon



This Week's Challenge

Bike your routine. If you own a bicycle, try biking your normal walking route, and then some.

Five Questions

Here are five questions for you to consider as you progress through this campaign.

1. What's the longest amount of time you have stuck with one exercise program? What did you like about that particular program? What caused you to abandon it?
2. Would you like to modify any other lifestyle behaviors in the near future? What would they be?
3. Have you made any new friends or acquaintances as a result of becoming more physically active?
4. Do you have an improved vision of your self-esteem and self-image?
5. Have you been able to let go of negative behaviors and move forward without them?

Focusing on:

Maintaining Your Program

Maintaining Your Program

Congratulations, you've made it to the end of the program! But before you box up your walking shoes, think about this: To maintain the health benefits you've gained you must keep up with your exercise routine. Here are some pointers to consider when continuing physical activity.

Upgrade Your Workout

- **Step it up.** Whether or not you have reached your initial goals, at this point you should evaluate your progress. If you have met your goals it's time for a new challenge—this may involve walking a greater distance or being active for a longer time. If you haven't met your goals don't let this discourage you. You should meet these goals before you look to bigger hurdles.
- **Have fun.** One of the most important elements to an exercise routine is the "fun factor." If your workout involves something you enjoy, the more likely you'll stick with it.
- **Add variety.** Introduce variety into your exercise routine—a membership to a gym or buying videotapes can supplement your current exercise program. A monotonous program can get old quick.



Walking Tid-bits

- The energy costs of walking can be increased by 78% by walking backward (recommended for open spaces only).
- Walking in high heels can subject the ball of the foot to as many as 2,000 pounds of pressure with every step.
- Contrary to popular belief, walking bare-foot does not flatten the feet, it simply thickens the skin on the bottoms of the feet.

Too Busy to Exercise, Porter Shimer

Progress Personally

- **Keep in touch.** Follow-up evaluations are important to maintaining your exercise routine. Set up meetings on a regular basis to touch base with your program coordinator. You can share your accomplishments and receive encouragement that could be helpful for sticking with it.
- **Recognize accomplishments.** Although you won't have the constant incentives from your program coordinator, you can always reward yourself. Also, don't forget to give yourself the recognition you deserve when you've accomplished your goals—go ahead and brag to your family and friends.
- **Attitude is everything.** If you think negatively about yourself or your routine, you're likely to go nowhere fast. Keeping a positive outlook can help you overcome obstacles and ultimately achieve your goal.
- **Become a role model.** Encourage others to join you in your efforts to lead a healthy lifestyle. People are more likely to start a program that has documented success. Sharing your achievements may be the motivation they need to get started.



This Week's Challenge

Take the family. After dinner, or sometime during the weekend, go for a walk with your family—or even one family member. You'll enjoy the company, and it's a great activity for all ages.

Five Questions

Here are five questions for you to consider as you progress through this campaign.

1. Did you meet your 12-week goal for the program?
2. Are you going to keep up with your exercise program even though the program is complete? Why or why not?
3. What can you do to ensure continued progress with your level of physical fitness?
4. Do you have a plan in place in case of a relapse into sedentary behavior?
5. How do you reward yourself when you meet your goals?

supplemental materials

Letter to the CEO

Dear _____,

I am writing this letter to inform you of the new incentive campaign I'm planning to implement within the next _____ months. Specifically, Step by Step is a 12-week walking program that encourages participants to reach the goal of 10,000 steps a day—approximately five miles.

I strongly believe that both our employees and the organization as a whole will benefit from Step by Step. As you probably already know, 60% of American adults don't get the recommended amount of physical activity and 25% are not active at all. No doubt, our workforce is certainly not exempt from these eye-opening facts.

Due to the simplicity and attractiveness of walking, I expect _____% of our total employee population to participate. Since the advantages of regular physical activity include a reduced risk of developing heart disease, diabetes, high blood pressure, and depression, I am confident that this campaign will help our employees realize the benefits of reduced health risks and position the company to experience lower medical costs.

I would very much appreciate your attention concerning this matter. Specifically, your support in the form of e-mails, vocal addresses to employees, or personal appearances at program meetings would be ideal. Ultimately, it would be wonderful to see you participate in this exciting program.

I know our employees will have a positive response to this program if it is reinforced by your support.

Sincerely,

Don't Walk Away

Step up to the challenge: get moving with *Step by Step*

Sixty percent of today's Americans do not get the recommended amount of physical activity, while 25% aren't active at all. Do you know where you fit in?

With this Step by Step incentive campaign, you can make physical inactivity a thing of the past. This 12-week program has been designed to get you more physically active—in fact, our goal is for you to walk 10,000 steps a day by the end of the campaign! This may sound like a lot, but keep in mind that you are probably already walking between 3,000 to 5,000 steps each day.

We know this goal may seem steep and that's why we've included some great incentives and prizes to keep you moving. In addition, you'll receive supplemental handouts informing you of what you need to know as you take on this challenge.

Overall, deciding to become more active is a great move—Step by Step just makes it that much easier to incorporate physical activity into your life. This program begins _____ and ends _____. The deadline for registration is _____. So sign up today!

Name:	Phone:	E-mail:
_____	_____	_____
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6-Week Walking Log

Keep Track – For the next six weeks, keep track of your daily steps, time, or distance on the walking log. At the end of the program, return your walking log to the program coordinator.

Remember – The goal of this program is to increase your physical activity, so don't compare your daily activity to someone else's. Your goal is to take more steps per day by the end of the program than you did at the beginning.

In each box, record the number of steps, time, or distance walked each day.	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Monday						
Tuesday						
Wednesday						
Thursday						
Friday						
Saturday						
Sunday						
TOTALS						

Goals

Whether your goal is to walk 30 minutes a day, or to lose five pounds by the end of this walking campaign, your goal is more tangible if it's written down. By writing your goals on the lines below you'll have a constant reminder and a little extra push to achieve what you set out to do in the beginning.

Daily Goal: _____

6-Week Goal: _____

Overall Goal: _____

Step by Step Pre/Post Participant Campaign Survey

	Agree Yes		Maybe		Disagree No
1. I know what my target heart rate should be while exercising.	5	4	3	2	1
2. I have the knowledge to safely start a walking program.	5	4	3	2	1
3. I know the importance of warming up before I begin to walk.	5	4	3	2	1
4. I am aware that any movement-oriented activity, done even in moderation, is beneficial.	5	4	3	2	1
5. I understand why I need to exercise.	5	4	3	2	1
6. I know the proper way to stretch.	5	4	3	2	1
7. I know the proper way to use a pedometer.	5	4	3	2	1
8. I know the proper type of shoes to wear when walking.	5	4	3	2	1
9. I know what steps I should take to safely exercise outdoors, in the heat and in the cold.	5	4	3	2	1
10. I can confidently name five benefits of walking.	5	4	3	2	1

Step by Step Participant Evaluation

1. Did you achieve your personal objective to increase your daily steps?
 Yes About the same # of steps No
2. If yes to Question 1, estimate how many daily steps on average you increased from your original baseline measurement. _____
3. Did the pedometer help motivate you to increase your # of daily steps?
 Yes N/A No
4. Did you consistently wear your pedometer?
 Yes N/A No
5. Did you find the weekly handouts helpful?
 Yes Didn't read No
6. In what ways did you increase the # of daily steps? Check all that apply.
 Took the stairs more often
 Parked the car further away in the parking lot
 Took more frequent walks – on break and/or at home
 Other, please explain:

7. Would you participate in an organized walking group? Yes No
8. Is there any way that we can improve our program in order for it to be of more help to you?

9. Please list any physiological improvements (such as weight loss, lower blood pressure) that you believe are a result of this program. _____
10. Would you be interested in continuing the program? Yes No
11. What did you like about the program?
12. What did you dislike about the program?

Please return to _____ by _____.

Step by Step Company Evaluation

Company results of the Step by Step campaign:

1. Total number of employees _____
2. Total number of participants _____
3. Percentage of employees that participated _____
4. Total number that completed the program _____
5. Percentage of participants that completed the program _____
6. Describe any company-sponsored activities, material adaptations, or special events that were done in conjunction with the Step by Step campaign.

7. What was the best feature of the Step by Step campaign?

8. What was the worst aspect of the Step by Step campaign?

9. Did you use any of the incentive prize ideas/resources provided?
Yes _____ No _____ If no, why not?

Please describe any topics or ideas you would like to see in future campaigns.

Thank you for your input! Please make a copy for your files and return to the
Wellness Councils of America, 9802 Nicholas St., Suite 315, Omaha, NE 68114
or FAX to 402-827-3594.



STEP BY STEP TO BETTER HEALTH

It's true that you can achieve numerous health benefits from walking. You can improve your fitness level, blood pressure, and cholesterol level with 10,000 steps of activity a day. This Step by Step program will help you achieve better health by keeping track of what you're already doing! Using a pedometer, you will record the number of steps you currently take in a day, and set a goal to increase that number to 10,000 steps per day by the end of the program. No more driving to the gym, no more exercise videos on TV, no more sweating on the stationary bicycle. You just add a few more steps to your day, every day, until you reach 10,000 steps! You can do it!

How far is 10,000 steps? If you have a stride length of 2.5 feet/stride (which is average) then 10,000 steps is about 5 miles.

Name: _____

Department: _____

Phone: _____

E-mail: _____

Return to program coordinator by _____.

WHO?
WHAT?

All _____ employees.

Step by Step—a walking incentive campaign.

WHEN?
WHERE?

The program kicks off at _____

WHY?
HOW?

You can personalize this section.

Making adjustments in one's lifestyle to include more physical activity can be just as effective as a traditional or structured exercise program. Getting in 10,000 steps over the course of a day (about 5 miles) can help individuals improve their physical health. Most people take between 3,000 and 5,000 steps, but getting to 10,000 might not be as difficult as you think. You can take the stairs instead of the elevator, take a walk during your breaks, use a restroom on a different floor, park your car farther away from your destination, or take your dog for an extra walk. Be creative—every little bit counts.

Physician's Approval Form

_____ has medical approval to participate in the Step by Step walking program.

The following restrictions apply (if none, so state):

Physician's signature

Physician's name

Street address

City

State

Zip

Phone

Date

**Please note that medical consent requirements vary from state to state. You may wish to consult a legal consultant to ensure the use of the proper form.*

Newsletter Article

Use the article below to promote the Step by Step campaign. You can use it in the company newsletter, or perhaps make a promotional poster out of it—all you have to do is fill in the blanks where needed.

Don't Miss Out... Step to It!

It's almost here! Just _____ weeks before we kick off the Step by Step campaign—a 12-week walking program.

All program participants will aim to reach the daily goal of 10,000 steps—approximately 5,000 more steps a day than the average American takes. Up to the challenge? Good! Then you'll be glad to hear that not only will this program most likely improve your physical condition, but you'll also have the chance to be awarded great incentives such as _____.

Registration forms can be found at _____.
The last day to register is _____. If you have any questions please call _____ at _____.

Don't miss out on the fun and prizes, sign up today!

Additional Resources

Wellness Councils of America

Books

50 Great Ideas for Working Well, A Practical Handbook to Program Planning:

Getting Active

Managing Weight

Quitting Smoking

Desktop Wellness

Practicing Self-Care

Managing Stress

To order: 402-827-3590

www.welcoa.org

Healthy Achievers Kits

Achieving An Active Lifestyle

Walking for Health

To Order: 603-743-3838

Human Kinetics

CD-Rom

Stretching and Flexibility

Books

Health Promotion Ideas That Work

To Order: 1-800-747-4457

ETR Associates

Brochures

Getting Fit with No Time and No Money

Booklets

Thinking About Your Fitness?

Moving to Fitness: Getting Started

To Order: 1-800-321-4407

Consumer Information Catalog

Visit their website at:

<http://www.pueblo.gsa.gov>

Fitness and Exercise (free)

Walking for Exercise and Pleasure (\$.50)

Active Videos

In Home Walking, Vol. 1-3

The Stretching Video

To Order: 1-800-342-4320

Walking Magazine

Visit their website at:

www.walkingmag.com

Helpful Websites

www.acefitness.org

www.americanheart.org

www.acsm.org

www.cdc.gov

www.justmove.org

www.lungusa.org

www.physicalfitness.org

www.shapeup.org

www.walking.about.com

www.nih.gov

Pedometer Vendors

Optimal Health Products and Services

210-824-2099(Phone) 210-824-4022 (Fax)

Digiwalker

www.store.yahoo.com/n-e-wlifestyles/

1-888-748-5377

Bodytronics

www.bodytronics.com

1-877-786-7928