



## Fresh from the source

**Shop at farmers' markets** and enjoy the fresh, locally grown produce that is good for you and the environment. You'll also support local farmers in your community.



- More than 30 KP facilities offer farmers' markets. Find a farmers' market near you at [kp.org/farmersmarkets](http://kp.org/farmersmarkets).
- Shopping at a KP farmers' market has been found to increase intake of fruits and vegetables by 71 percent.
- If there aren't farmers' markets in your area, buy locally grown produce in season. Your meals will travel fewer "food miles," which is better for the environment and more tasty for you.
- Did you know that in 2008, Kaiser Permanente purchased nearly 30 percent of the produce served in Northern California hospitals from local farms? This effort is a collaboration with the Community Alliance with Family Farmers (CAFF), which helps Kaiser Permanente fulfill a commitment to locally grown, sustainable agriculture and the health of the farmers and communities in which we work.

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## Gotta have friends

**Nurture the relationships you share** with your colleagues at work. Healthy work relationships with co-workers increase job satisfaction and decrease job turnover.



- Spend some social time together as a team. Go for walks on your break or eat healthy lunches together.
- Meet up after work to catch an evening fitness class or a healthy dinner. Pick a restaurant you can walk to.
- Host a department book club once a month. Meet at a different person's home each time or try a different restaurant or café each time you meet.

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## Plan on health

A healthy lifestyle requires some careful planning, but once healthy choices become a habit, living healthfully will feel easier.



- Think of quick and easy breakfasts to eat on the go or at the beginning of your shift.
- Pack a healthy lunch and nutritious snacks the night before. Then, even if you run late in the morning, you have a healthy meal ready to go.
- Plan your grocery list before you shop. Include fresh fruit, veggies and other healthy choices.
- Lay out or pack your exercise clothes and shoes the night before so you don't miss a workout. Keep a gym bag packed in your car or extra shoes at work.
- Schedule your physical activity for the week, just like you do any other important appointment.
- Exercise with a friend; it's harder to skip an appointment.

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## Transit walking

**Take public transportation to save the environment** and increase your physical activity. A recent study showed that taking public transportation made people four times more likely to walk 10,000 steps a day than car commuters.



- Use your commute to read a book, magazine or newspaper. Listen to music or an audio recording of a book. Meditate. Or take a restorative nap.
- Based upon the national average of 2009 gas prices, individuals who take public transportation instead of driving save an average of \$9,062 a year.
- A recent study found that commuters who take the train to work walked an average of 30 percent more steps per day. Small amounts of exercise throughout the day can have a big impact on your health. See if you can squeeze 10 minutes of walking into your morning commute.

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## Chunk of change

**As we confront change**, we deny, resist, explore and finally commit to it. Not everyone goes through the different stages of change at the same time, but the more we understand change, the more we gain from it.

### As your colleagues confront the need to change:

- Develop a vision of change and focus on the long term to help your colleagues move beyond denial.
- Acknowledge and legitimize feelings of anger, frustration, nostalgia and skepticism about change to soften resistance.
- Provide opportunities for people to influence change.
- Celebrate success as people begin to explore change.
- Offer feedback on progress and reinforce new behaviors as people embrace change.
- Be careful not to burn out.

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## Yackety-yak

**Encourage two-way communications to engage others.** Huddles, individual conversations, interactive staff meetings and structured question-and-answer sessions offer more information and opportunities for immediate feedback.



### Communication is the glue that holds us together.

- Email is fine for dispersing information quickly, but not for exchanging ideas, influencing behavior or building trust.
- Communicate often even if you have little to say. If a meeting you were assigned to contained no new information, say that. If you leave a void, people will fill it with their own stories.
- Be patient and respectful of culture and language differences.
- Your style matters. Be genuine, be human.

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## Go green

“There is a direct link between environmental health and human health,” says Kathy Gerwig, vice president and KP environmental stewardship officer. “We’re constantly looking at ways to decrease our impact on the environment while working to create healthier communities.”



- Recycle paper instead of throwing it in the garbage. Better yet, reduce your printing. Share copies of documents at meetings to save paper, or view online.
- Use one paper towel instead of two or more after washing your hands.
- Use baking soda, soap and vinegar to make your own cleaning supplies. Save money and improve indoor air quality.
- If you buy only a few products while shopping, don't take a bag. For larger quantities, bring your own reusable bags.
- When incandescent lights burn out, replace them with longer-lasting, low-energy compact fluorescent bulbs.

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## Heartfelt

**Heart disease is the No. 1 cause of death** in the United States for both men and women. Take simple steps to protect your heart so you can stay healthy and happy for as long as possible.



### Do something good for your heart every day:

- Eat lots of fresh fruits and vegetables, whole grains and healthy fats.
- If you need to lose some weight, losing just 5 percent to 10 percent of your body weight may improve your heart health.
- If you smoke, try to quit. Visit [kp.org/quitsmoking](http://kp.org/quitsmoking).
- Keep your blood pressure and cholesterol at recommended levels.
- Exercise regularly. Find an activity you enjoy and stick with it.
- Manage your stress.
- If recommended by your doctor, take aspirin daily.

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# Have a healthy meeting

**Employees meet an average of 5.5 hours per week.** Include activity, healthy food and a collaborative culture that supports wellness.



- Start your meeting with a health tip.
- Include a stretch break in meetings lasting more than an hour. Stretch in your chair or while standing. If you get a break in the action, go for a quick walk or take the stairs to the bathroom—on another floor.
- If your meeting agenda is too packed for a walking break, invite everyone to stand instead of sit. Standing burns 30 percent to 40 percent more calories than sitting, which can add up to a serious extra calorie burn over time.
- Offer healthy choices, especially fresh fruits, vegetables and whole grains.
- Have “green” meetings by printing only the necessary documents. Share copies. Offer water from a reusable pitcher instead of ordering plastic bottles of water. Donate uneaten refreshments. Recycle.

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## Change of heart

**While all changes do not lead to improvement, all improvement requires change.**



Ask if your meetings are based in partnership principles and healthy for mind, body and spirit:

- Is communication at meetings open, direct and respectful?
- Are partnership principles such as involving employees in decision making, making decisions that support the success of the department and its unions and establishing effective labor-management relationships honored?
- Are decisions based on consensus?
- Do you open meetings or huddles with a healthy workforce tip?
- Are healthy food and beverages served at meetings?
- If meetings last more than an hour, do you take time to stretch and/or move around the room?

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## Practice humor

Modern science is beginning to confirm that laughter is enjoyable and promotes good health. A robust laugh gives the muscles of your face, diaphragm and abdomen a good workout. Your heart rate temporarily rises and oxygen surges throughout your bloodstream. Smiling and laughing generate endorphins, powerful feel-good hormones. A good laugh can burn up as many calories per hour as brisk walking. And hearty laughter may even lower blood sugar.



“Living optimistically, with pleasure, zest and commitment enriches if not lengthens life.”

—David S. Sobel, MD

- Put on a happy face. Research shows changing facial muscles in times of adversity can change our neurohormone levels and our moods. If we look happier, we might actually start to feel happier.
- Expose yourself to humor. Seek out funny films, joke books, cartoons and comedians.
- Hang out with happy people. Try to avoid getting brought down by those who are negative. Spend more time with people who lighten the atmosphere and make you feel good about yourself. If you don't know such people, seek them out.

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## Bring your own salad (BYOS)

**Some of us eat two-thirds of our meals at work.** Collaborate with your colleagues on a healthy food environment. Plan a department salad bar as a cost-effective and healthy lunch option. Post a sign-up sheet for each person to bring one item for a salad bar.



- Organize a healthy potluck. Urge your co-workers to bring their favorite healthy food. Ask everyone to bring copies of the recipes. Find more recipes at [kp.org/recipes](http://kp.org/recipes).
- Convince your co-workers to keep treats in one location, like the kitchen, and designate other areas as “treat-free” zones. This way they are available for those who may want to indulge, but also are out of sight and out of mind for employees who are working hard to achieve healthy eating goals.

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## Ready, set, climb

**Take the stairs.** It's easy to do and usually faster than waiting for an elevator. Walking up the stairs can burn up to 200 calories in just 20 minutes.



- Stair climbing burns more calories per minute than jogging.
- One of the most famous scenes in the film “Rocky” is when Rocky Balboa ends a workout by running up the 72 steps of the Philadelphia Museum of Art and raising his arms over his head in triumph. Those stairs now are known as the Rocky Steps.
- Stair climbing builds muscle mass in the legs and can keep your heart and lungs in good shape.

[kp.org/fitness](https://kp.org/fitness)

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## Picky, picky

Look for the **Healthy Picks** symbol in 1,000 vending machines across KP. It helps you know the food you're buying is nutritious and good for your health.

### Use these Healthy Picks guidelines for a healthy diet:

- Think lean. Pick protein sources that are lean—fish, chicken, turkey, legumes, beans and low-fat or nonfat cheeses and milk.
- Good fat—bad fat. Choose foods with the right kinds of fat—canola, soybean and olive oils—instead of products made of trans fats or that are high in saturated fats.
- Cut out preservatives. Choose more fresh foods, rather than preserved foods that contain high levels of salt.
- Eat smaller portions and foods that provide vitamins and nutrients with fewer calories, such as fresh vegetables.
- Yes to carbs! Eat complex carbohydrates high in fiber—whole grain breads, cereals, rice, pasta, fruits and vegetables.

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## Exercise with children

**Just like adults, children need to be physically active every day.** The American College of Sports Medicine recommends at least 60 minutes of activity every day. With a child's energy and imagination, engaging in active play can motivate you to move more, too.



- Check out [kp.org/kidwisdom](https://kp.org/kidwisdom) for healthy games, recipes and tools that are educational and fun for children of all ages.
- Not only are children not active when they watch television, they also are exposed to many food commercials. A recent study from the Kaiser Family Foundation found that 44 percent of advertisements viewed by children were for candy, snacks and fast food.
- Pack a pair of walking shoes so you can go for a quick walk while you wait for your kids to finish their practice and games.

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## Long story short

Leading change means tapping the creativity and energy of everyone so they have a voice in decision making and transformation. Ultimately, it will mean we feel empowered in ways that will continue to drive workplace improvement.



The best storytelling is driven by logic, reason, emotions, even data—the same things that motivate people.

- Stories can illuminate the stages of change with texture and inspiration.
- Stories can be personal and also communicate context. It's important to talk about the immediate benefits of change as well as the long-term advantages.
- Make sure when you end a story, you include a call to action or ask people questions that help them figure out next steps.

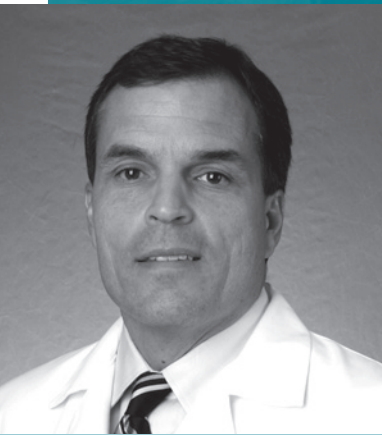
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## Exercise is Medicine™

**It's official.** Physical activity is one of the best things for your health. Even small amounts of activity reduce stress, improve your sleep and lower the risk of disease.



“Doing vigorous activities like mowing the lawn or cleaning the house are as good for your health as playing tennis or jogging. No matter what your age or ability, you will benefit from being more active.”

Robert E. Sallis, MD, practices family medicine at the Kaiser Permanente Medical Center in Fontana, California. Sallis is also board-certified in sports medicine and past president of the American College of Sports Medicine, the nation's leading exercise science and sports medicine organization.

- Physical inactivity has an astonishing breadth of harmful health implications. The inactivity epidemic is more serious than the obesity epidemic, says Sallis. “It's better to be fat and fit than skinny and unfit. There is irrefutable evidence of the benefits of exercise.”
- People who exercise live longer than those who don't and have lower rates of ailments such as heart disease and dementia.
- Kids get better test scores the more fit they are, which is one of the many reasons exercise is medicine.
- How much exercise do you need? The American College of Sports Medicine recommends 30 minutes of moderate activity done most days of the week. Make 150 minutes a week your goal.

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## Team up for fitness

**Stay on the move with a co-worker.** Studies have shown it may help you stick to your exercise routine when you know someone is counting on you.



- Use the buddy system to make sure you take a walk every day.
- Schedule time for fitness. You can add a walking break to one another's work schedules.
- Instead of calling or emailing one another, get up and walk to each other's work area.
- Walk to the bathroom on another floor. Take the stairs.

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## Cancer prevention

**Choose healthy foods.** Engage in exercise you enjoy. Manage stress. Talk to your doctor about your family's history with cancer so you can design a prevention regimen specific to you.



- One way to reduce cancer risk is to eat plenty of fruits and vegetables of different colors because they contain fiber, which may prevent colon cancer, and antioxidants, which may prevent a variety of cancers.
- Use sunscreen and stay out of direct sun during the middle of the day.
- Get your cancer screening tests. Visit [kp.org/prevention](https://kp.org/prevention) for details about cancer screenings.

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## Wash away your stress

As you wash your hands, take long, deep breaths and build in one or more mini-relaxation breaks during your day.



- Check out your stress level by using the interactive tools available at [kp.org/calculators](https://kp.org/calculators) in the stress section.
- Some stress is normal and can be useful. Managing your stress with brief stress breaks during the day can prevent headaches, an upset stomach, back pain, depression and sleep troubles. It can improve your mood and boost your immune system. Get help at [kp.org/mindbody](https://kp.org/mindbody).
- At the KP Garfield Innovation Center, nurses came up with the idea to take deep, relaxing breaths every time they wash their hands. It's fast, simple, frequent and fits in rather than adding to their day.

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# Employee Assistance Program

The **Employee Assistance Program (EAP)** offers free and confidential consultation, short-term problem solving and referrals for all Kaiser Permanente staff and their dependent family members.

Contact the EAP at [insidekp.kp.org/eap](https://insidekp.kp.org/eap) to work with you on such issues as:

- Work or personal stress
- Marital or relationship difficulties
- Parenting problems
- Depression
- Alcohol or drug use
- Getting along with people at work
- Caregiving
- Loss and grief
- Domestic violence or other abuse
- Family matters
- Financial or legal issues
- Anxiety
- Eating problems
- A colleague who may need help

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## Blue

**Depression is a treatable illness;** it's not a character flaw or something to be ashamed of. And it's more common than you might think.



- **The HealthMedia® Overcoming™ Depression** online program helps you assess your feelings and how you interact with others. You get a customized plan that shows how to cope with your depression and head in a more positive direction. You'll also receive follow-up emails to track your progress. To get started, go to [kp.org/healthylifestyles](https://kp.org/healthylifestyles) and click on the "Manage depression" link.
- [kp.org/depression](https://kp.org/depression) offers facts, resources, an interactive "are you depressed?" tool, podcasts, related topics and much more.

Mental Health and Behavioral Health departments offer confidential assessment and treatment options. To reach them, call Member Services:

- **California** 800.464.4000
- **Northwest** 800.813.2000
- **Hawaii** 800.966.5955
- **Colorado** 800.632.9700
- **Ohio** 800.686.7100
- **Georgia** 888.865.5813
- **MAS** 800.777.7902

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## Go meatless

Going without meat one day per week can make you and the planet healthier.



- Livestock accounts for nearly 18 percent of greenhouse gas emissions, which contribute to global warming. Reducing our meat intake could be a strategy for reducing global warming.
- Estimates indicate a 20 percent reduction in meat consumption would save as much energy as if everyone drove a hybrid vehicle instead of a standard sedan.
- Try some new meat-free recipes using high-protein ingredients. Use beans or tofu—which is made from soybeans—or try quinoa, a nutty-tasting high-protein grain.
- There may be significant health benefits to eating a vegetarian diet, such as lower rates of heart disease and colorectal cancer.

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## Engage us

When we're building a healthy workforce, we're meaningfully engaged and influencing our workplace and each other, whether directly or indirectly.



- Ask the kind of questions that stimulate thought, help people reflect on their feelings and get them involved.
- Use open-ended questions that start with a “how” or “why” and allow people to probe beyond a simple “yes” or “no” answer.
- Ask only one question at a time. Wait for the answer.

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## Take the doctor's advice

**If you eat healthy, make it delicious.** Kaiser Permanente's Preston Maring, MD, features healthy recipes at [kp.org/recipes](http://kp.org/recipes). Read his blog and order an RSS feed to your home computer at [kp.org/farmersmarketrecipes](http://kp.org/farmersmarketrecipes).



- Buy organic if you can. These foods are called “the dirty dozen” because they contain more pesticides than other foods—apples, bell peppers, carrots, celery, cherries, imported grapes, kale, lettuce, nectarines, peaches, pears and strawberries.
- Limit your exposure to pesticides. Studies show there can be long-term consequences of eating them—for our health, the workers who grow the food and the environment.
- A diet built around fresh, seasonal produce is the cornerstone of preventive medicine. If you shop at a farmers' market, you are more likely to cook, another key to good health. Learn more from “EatingWell in Season: The Farmers' Market Cookbook,” available at Amazon.com.

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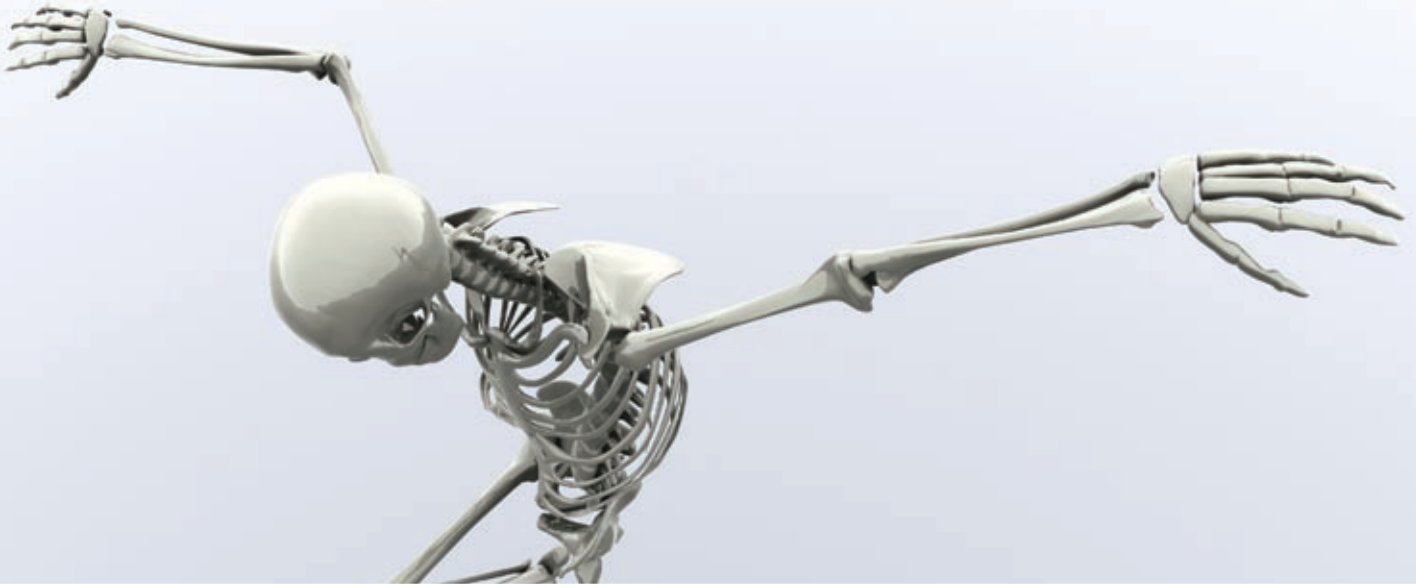
## Think outside the treadmill

Pick a physical activity goal you can achieve and build from there when you're ready. Don't have the time to take 10,000 steps? Try 500.

- Try bowling, golfing, skating or active video games like Wii Fit or Dance Dance Revolution that you can do with friends or your children.
- Give yourself credit. Even such daily activities as doing the dishes, carrying groceries and folding laundry burn calories and use muscles.
- Dance your way to health. Take ballroom dance lessons. Check out a club that teaches Latin dancing, like salsa. Or tango. Try belly dancing. Or just turn up the music and boogie down in the comfort of your home.

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## Hip bone connected to the leg bone

While we can build new bone only up until about the age of 30, it's important to maintain bone strength throughout our lives.



- While dairy products like milk, yogurt and cheese are high in calcium and good for your bones, black beans, soybeans, spinach and calcium-fortified orange juice and soy milk also pack a calcium-rich punch.
- Test your calcium intake. Use the calcium calculator at [kp.org/calculators](https://kp.org/calculators).
- Incorporate weight-bearing exercise into your fitness routine. This type of exercise causes muscles and bones to work against gravity. Examples include walking, running, stair climbing, basketball, dancing and lifting weights.

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## Skin care health

**Skin cancer is the most common of all cancers**, accounting for nearly half of all cancers in the United States. Ten thousand people die annually from skin cancer. In addition, the Skin Cancer Foundation estimates 90 percent of all skin changes attributed to aging actually are effects of the sun.



Follow some simple tips to protect your skin, to keep it healthy and looking young and fresh:

- Try to stay out of the strongest sun between 10 a.m. and 4 p.m.
- Wear protective clothing, such as wide-brimmed hats and loose-fitting, long-sleeved clothing to cover as much skin as possible.
- Wear sunscreen with SPF of 30 and above for high protection.
- Apply sunscreen 30 minutes before going into the sun and reapply every two hours.
- Take special care of babies' skin. Babies younger than 6 months always should be shielded completely from the sun. Make sure children always wear sunscreen.

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## Eyes on the prize

Two of the best ways of keeping people motivated in developing a healthy culture are by engaging in activities and reminding ourselves of our vision.



- If someone is quiet or unsure, pair them with someone who will draw them out. Give them clear suggestions about how to do this.
- If people agree to exercise together during breaks or after work, check back with them to see how they're doing and whether they need help.
- When people get discouraged, name it. Sometimes speaking aloud about frustration helps dispel it.
- Remind people of our vision and why we are working to achieve it.
- Ask what it would take to get back on track.

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## 100 calories per day

**One pound of body weight** is the equivalent of 3,500 calories. By decreasing your daily intake by just 100 calories, you could lose about 10 pounds over a year. Small changes can lead to big results.



It's easy to cut back 100 calories per day. You'll find 100 calories in:

- 8 ounces of soda (2/3 of a can)
- 1.5 Tablespoons of Ranch dressing
- 2 pats of butter
- 1/2 medium doughnut
- 1 ounce of cheese
- 1 Tablespoon peanut butter
- 4 Hershey kisses

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## Calorie questions

Everyone knows that food eaten – energy expenditure = energy balance. If you eat more than you burn off, you'll gain weight. But most of us don't think about how much activity it really does take to burn off those calories.



Try to guess how much activity it would take to work off these common favorites:

- How long would you need to run at 5 miles per hour to burn off the 154 calories in one cup of French fries?
  - 18 minutes
  - **34 minutes**
  - 49 minutes
- How long would a person need to bike at a moderate pace to burn off the 311 calories in a large ice cream cone?
  - 22 minutes
  - **39 minutes**
  - 51 minutes
- How long would a person need to power walk at 3.5 mph to burn 114 calories in one cup of grapes?
  - **13 minutes**
  - 29 minutes
  - 47 minutes

(Assume a 150-pound person. The answer is in bold font. To calculate the time required to burn off your favorite snacks, download the Burn It Off! Fitness calculator at [kp.org/widgets](http://kp.org/widgets).)

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## Sound sleep

**Get a good night's sleep.** You know you feel better and are at your best when you get enough rest, but studies show it even can influence your weight. Your **body regulates appetite** better if you get enough sleep.



- Kaiser Permanente offers an online program that offers techniques to relax your mind and body and overcome insomnia. Look for “HealthMedia® Overcoming™ Insomnia” at [kp.org/sleep](http://kp.org/sleep).
- Set a goal of getting 7½ to 8 hours of uninterrupted sleep per night.
- Improve your sleep by setting a sleep schedule for yourself: set a regular bedtime and sleep routine; avoid eating large meals near bedtime; avoid caffeinated drinks after lunchtime; and sleep in during weekends, but no more than two hours beyond your usual wake time.
- Recent studies show that reduced sleep may result in weight gain by stimulating hormones that increase appetite. Another technique to manage your weight may be to get a good night's sleep!

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## Practice gratefulness

**Research shows that people who track** what they feel thankful for feel better about their lives and are more optimistic. They experience more positive emotions, fewer negative emotions and exhibit more helpful behavior toward others.



- Write three things you are thankful for. Do this every day for at least a week. See if you feel more positive.
- If your list refers to other people you are grateful for, let them know it. Give them a call. Send them a note.
- Make a list of things you take for granted.
- Searching throughout the day for things you are grateful for changes your mental filters. You seek out the positive, rather than just focusing on the negative.

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## Losers never looked so good

**The first step to lose weight is not to gain weight.** “Don’t get worse” is advice that can improve your health. Focus on not gaining more and then start thinking about your next step. Small goals can make a big difference.



- If you need to lose weight, losing just 5 percent to 10 percent of your body weight can have a big impact on your health by lowering your risk for heart disease and diabetes.
- Visit [kp.org/weight](https://kp.org/weight) for more resources and tools to help you meet your goals.
- Sign up with a friend for a program offered at your local KP Health Education Center, or host Weight Watchers meetings at your workplace. Kaiser Permanente members receive a discount. Visit [kp.org/weight](https://kp.org/weight) for more details.

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## Skip the soda

**Soda doesn't contain any essential nutrients** and can contribute excess calories to your diet. In a study with rats, even diet soda was associated with obesity, because the sweet taste may encourage eating more high-calorie foods.



- The Burn it Off! Fitness Calculator indicates a 150-pound person would have to run at 5 miles per hour for 45 minutes on a treadmill to burn off the calories in one large soda. Visit [kp.org/calculators](http://kp.org/calculators).
- Drinking soda may replace drinking milk, which can have a negative impact on children's bones.
- Order water with lemon or lime, iced tea or mineral water.
- Soda bottles and cans are environmentally wasteful. The energy saved from recycling one aluminum can could run a television or computer for up to three hours.
- Soda Free Summer has succeeded in convincing consumers to drink less soda. Visit [sodafreesummer.org](http://sodafreesummer.org) for ideas or more information.

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## Don't 'supersize' me

**Watching portion sizes is key** to managing weight. Learning a few easy tricks can help keep you on track.



- Fill half your plate with vegetables and fruit, one-fourth with protein and one-fourth with grains and starches.
- When eating out, ask for a take-out container and save half your meal for another day. Remove temptation to take “just one more bite.”
- Make small the default size you order, rather than a large, and you can save hundreds of calories per day. On average, a small order of French fries contains 230 calories and 11 grams of fat, while a large portion contains twice as much.

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## Green thumb

**Nurture a plant in your office area.** Plants cleanse the air of chemicals and pollutants. Their natural beauty can bring us comfort and calm.



- Having a plant at your desk can absorb up to 87 percent of volatile organic compounds (VOCs) like ammonia, formaldehyde and benzene, which are found in many homes and offices.
- Top plants for improving air quality include philodendron, English ivy, spider plants and snake plants.
- Next time you need to give a gift, or recognize a team achievement, consider giving flowers or a plant instead of a less healthy reward.

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## Acid test

Once you have set a goal, a timeline, selected ways to change, developed measures to evaluate your change and ways of collecting data, the next step is to test your changes.



Unit-based teams are using a performance improvement method called plan, do, study, act to make small tests of change in the workplace. For more information about the plan, do, study, act cycle, check out the LMP website at [www.LMPPartnership.org](http://www.LMPPartnership.org).

Here are some of the changes you can test to improve the health of your workplace:

- Test how stretching exercises reduce injuries.
- Test how hosting a healthy potluck every month improves morale.
- Test how walking 30 minutes with your colleagues each day reduces your stress level.
- Test how increasing collaborative decision making results in more engaging work and better quality care.
- Test how improved communication increases patient or colleague satisfaction.

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## Buckle up

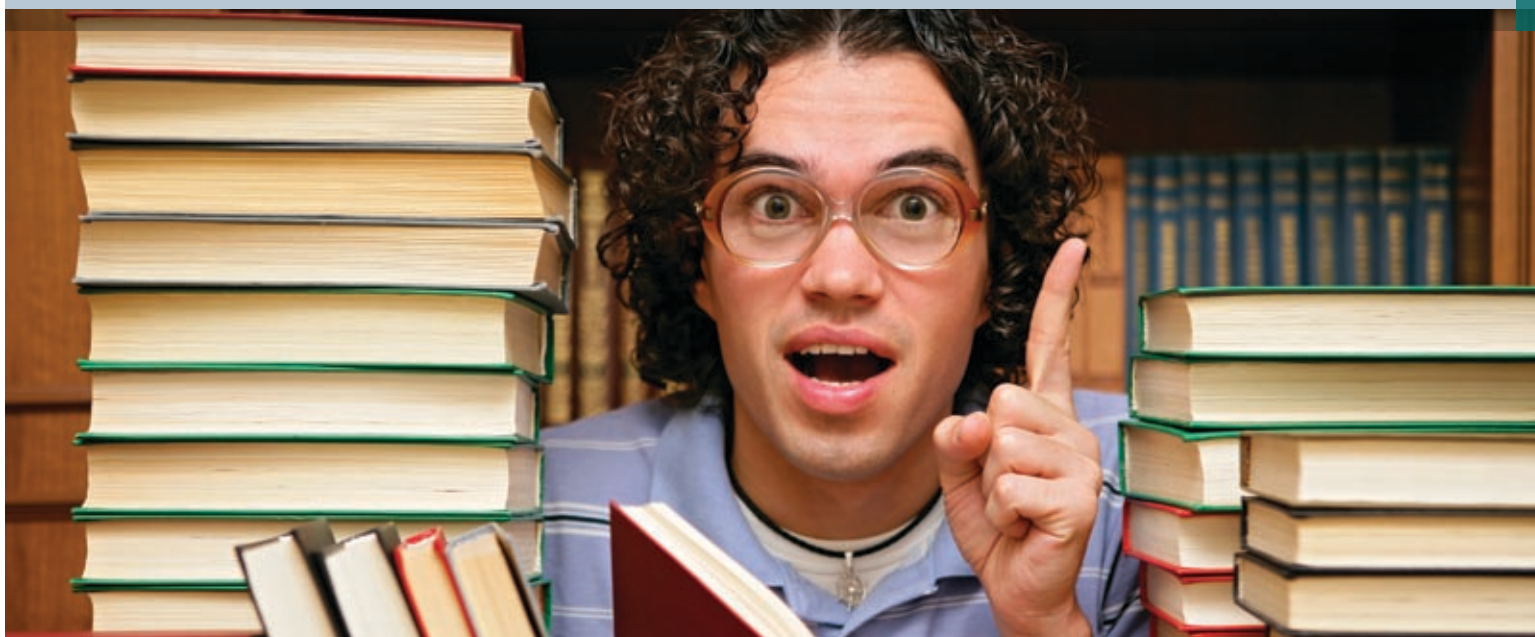
Wear your seat belt when you drive. Make sure your passengers do, too.



- Failure to wear seat belts contributes to more fatalities than any other single traffic safety-related behavior.
- Seat children in the back seat of the car. Start the car only when everyone is safely buckled up.
- Did you know that using a booster seat is 60 percent safer for kids than being restrained by a seat belt alone? Check the rules in your state for using safety seats to keep your little ones safe.
- For more information, visit [seatcheck.org](https://seatcheck.org).

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## Love of learning

**Explore topics that interest you.** Research shows that individuals engaged in lifelong learning are likely to be healthier, both physically and mentally, than individuals who are less engaged in learning.



### Indulge your love of learning by trying something new:

- Take a class in art, computers, cooking, photography, auto mechanics or an unfamiliar language.
- Read for pleasure. Join a book club to find others who enjoy reading.
- Become a collector of something that interests you.
- Try new restaurants, museums and shops. Start a blog or Web page to chronicle your experiences.
- Go see a movie. Discuss its relevance. Write an informal review that reflects your opinions.
- Subscribe to a newspaper or magazine that interests you.

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## Sea change

**'There is an indisputable correlation between business success and success for people.'**

—National Agreement between Kaiser Permanente and the Coalition of Kaiser Permanente Unions, Section 1A, 2005



The Labor Management Partnership offers fertile ground for the kind of cultural change that improves physical, emotional and spiritual health:

- The Labor Management Partnership is based on mutual respect, collaboration and the belief that the staff members who do the work every day are the ones who can best improve the work.
- Unit-based teams (UBTs), negotiated in the 2005 National Agreement, engage employees in work design and implementation and are the basis for a healthy work environment and superior performance.
- For more information about the work of UBTs, go to [www.LMPartnership.org](http://www.LMPartnership.org).

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## Celebrate good works

**Celebrating accomplishments builds an environment** in which people are inspired to do their best.



Recognition “warms up” the workplace and makes it safe to take risks, be creative and participate fully:

- Maintain a 4:1 ratio for positive reinforcement vs. negative feedback. For every one negative piece of feedback, make sure you give four pieces of positive recognition.
- Recognition reinforces desired behaviors.
- Use rewards—either symbolic or concrete—that people value.
- Recognize small successes as well as big ones.

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## Don't get worse

**Healthy Workforce**, which evolved from negotiations for the 2005 National Agreement, is based on a philosophy of workforce wellness that emphasizes helping people stay healthy rather than waiting for them to get sick.



Healthy Workforce aims to support changing our culture from one that only cares for sick individuals to one that also supports health among the entire workforce. That means:

- Only focusing on individual behavior change isn't successful. If people change their behavior and then return to the same environment, they have a hard time maintaining their changes.
- We need to think of health as living fully for as long as possible.
- We identify workplace role models who champion low-risk behaviors.
- We encourage everyone to grow into a Healthy Workforce leader by adopting the first step of "don't get worse," which stops any erosion in our health. From there, we can take steps to get better.

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## Supersize your water intake

**Hydration is part of a healthy eating plan.** Drink approximately eight cups of water per day. Allow thirst to guide your intake.



- Drink water from a glass or from a chemical-free reusable bottle. Avoid plastic water bottles you use once. It's expensive and produces massive landfill waste.
- Tap water is regulated by the Environmental Protection Agency. Bottled water isn't necessarily regulated and in many cases is just bottled tap water. Choose filtered tap water for the best value for your body and the environment.
- Your water intake can be a key component in your weight management strategy. Try drinking a glass before your meal to help you feel full faster.
- Water is a refreshing calorie-free beverage. Add citrus fruit or cucumber slices to add extra flavor.

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## Practice praising

**Compliments are small gifts** we give one another. Give someone a pick-me-up by giving them a heartfelt compliment.



- This week, make a point of giving one compliment a day. Enjoy how the other person responds. How do you feel after giving a compliment?
- The more specific the compliment, the more effective. People often shrug off general comments. Specific praise sticks.
- Thank a colleague who has made your workplace better.

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## Keep your food safe

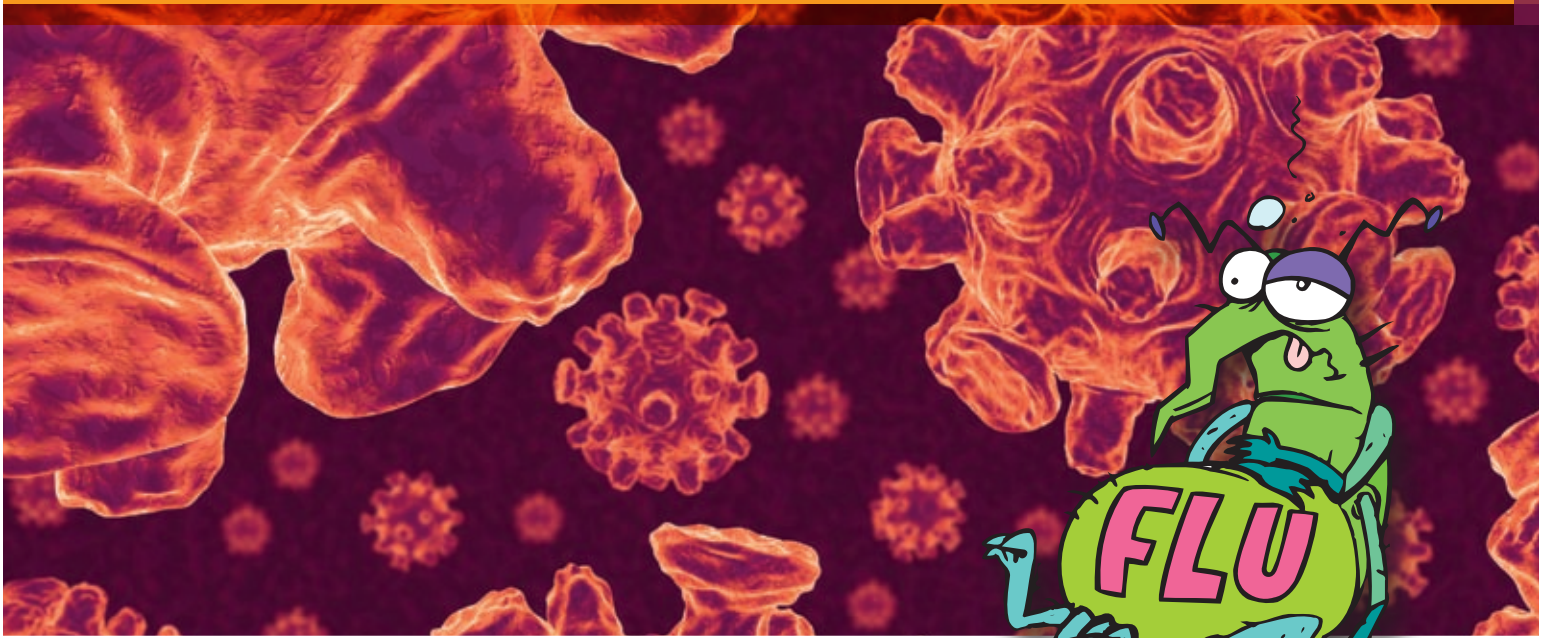
**In the United States each year,** 76 million estimated cases of food-borne diseases result in 325,000 hospitalizations and 5,000 deaths. Following a few simple tips can keep you safe and healthy.



- Don't leave food out at room temperature for more than two hours. Food should be heated to greater than 140 degrees, or kept cold at 40 degrees or less.
- Wash hands, surfaces, instruments and kitchen drying towels often.
- Use one cutting board for raw meat, chicken and seafood and another for vegetables and other ready-to-eat foods. Don't cross-contaminate.
- Thaw meats in the refrigerator in a container or on a plate, so juices do not drip on other foods. Don't leave meats out on the counter to thaw.
- Cook foods to proper temperatures. Beef should be cooked to 160 degrees Fahrenheit. Use a meat thermometer to ensure temperature.

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## Don't let the flu bug you

Get a flu shot. And make sure that everyone you care about does, too.



### Simple steps for avoiding colds and flu

- Get a flu shot or FluMist. Check [kp.org/flu](https://kp.org/flu) to see who should get vaccinated.
- Wash hands frequently. Plain soap and warm water is as effective as using antibacterial products.
- Cough or sneeze into a tissue or your upper sleeve instead of your hands. If you do use your hands, wash them as soon as you can.
- Avoid touching your face, rubbing your eyes or nose, or touching your mouth.
- Keep surfaces clean (such as counter tops, telephones, toys, cups, bathroom sinks).
- Don't smoke. Smokers have a higher risk of flu.
- Keep up your resistance to infection by eating well, getting plenty of rest, managing stress and exercising regularly.
- Stay home if you're sick. If you have a fever, stay home for at least 24 hours after your fever is gone without the use of a fever-reducing medicine.

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## Healthy holidays

**Avoid heavy holidays.** The average American gains seven pounds over the holidays. Trying to lose weight during the holiday season might not be realistic, but set a goal for yourself to maintain your weight, so you can have a healthy start to the new year.



- Enjoy holiday foods in smaller portions. Use lower-fat substitutes in recipes. Increase activity to balance extra calories.
- Start a new holiday tradition. Take time with your family and friends to walk, dance, skate, ski and sled together.
- Bring a healthy dish to share at holiday parties or eat a light snack before you go. Use a small plate and only fill it once.

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## Fast food health

**Sometimes fast food is the most convenient option** when our days are busy. If you have to eat it, keep it healthy.



- Order unsweetened iced tea or water with lemon instead of soda or a milkshake.
- Choose grilled and baked options, rather than fried.
- Order burgers and sandwiches without the secret sauce.
- If portions are large, split your meal with a friend.
- Use half the serving of salad dressing. Use toppings like croutons and crispy noodles sparingly.
- Order small sizes.
- Try some of the new menu items for health-conscious consumers.
- See nutrition information so you make informed decisions.

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## Fitness widget

Download fitness widgets from [kp.org](http://kp.org) to have health and fitness information accessible on your personal computer desktop.



- The average adult American watches more than five hours of television per day, but only 49.2 percent exercise for 30 minutes most days of the week. Use high tech to help keep you active with widgets, health trackers and workout DVDs.
- Learn yoga. Calculate your calorie burn. Exercise your mind and body. Download your KP fitness widgets at [kp.org/widgets](http://kp.org/widgets).
- Take fitness, nutrition and relaxation with you. Check out [kp.org/listen](http://kp.org/listen) to find podcasts you can download and listen to on your MP3 player.
- Check out [kp.org/fitness](http://kp.org/fitness) to find exercise videos you can stream from your desktop. Learn how to do the perfect squat or practice deep breathing.

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## Connect to your passion

Whether you let your obsession with the printed word spark your **imagination** as you conceive a best-selling novel or your love of images lead you to fantasies of exhibiting your photograph in the Louvre in Paris, live your life fully.



- Bring your personal passion to work with you. Decorate your office space or locker with meaningful items that inspire you.
- If you haven't found something that you're passionate about, try something new. Read an author you've never read. Try painting, drawing or pottery classes. Go to the opera or a baseball game.
- Make time for the things that inspire you the most on a regular basis—not just once a year when you go on vacation. Build it into your life to keep you happy and fulfilled.

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## Snack healthy

**Make sure healthy snacks**, rather than chips or cookies, are the default choice when your stomach starts to grumble. Replace the candy bowl with bowls of fresh fruit, vegetables, nuts and seeds.



- Be prepared for when hunger strikes. Keep a small stock of healthy snacks in the refrigerator, your desk drawer or locker. Sure bets are fruit or cut-up vegetables, whole grain crackers or small servings of nuts.
- Choose healthy options from the vending machines, which are marked with the “Healthy Picks” stickers in available locations.
- If you don’t eat fruits and vegetables at work, you would have to eat one to two cups of fruits or vegetables every waking hour after work to meet daily recommendations.

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## Commute some calories

**Incorporate physical activity into your commute.** Not only will you burn a few extra calories, you'll also arrive at work feeling energized.



- Choose a parking space farther from the building and walk the extra distance.
- Get off the bus a stop or two early and walk the rest of the way. Listen to music as you walk at a brisk pace. Move energetically—enough to be able to talk, but not to sing.
- Walk or bike to work for a healthy start and end to your work day.
- When you arrive, pass the elevator and take the stairs to get to your destination.

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## Superfoods

Some foods carry a big nutritional punch and contribute the most to your health. Try to get some of these “superfoods” several times per week.



- **Carrots** are high in vitamin A, which promotes growth, keeps reproductive and immune systems healthy and plays an important role in vision.
- **Sweet potatoes** are loaded with vitamin A, but also vitamin C and fiber, which promote healthy digestion.
- **Skim milk** or fortified soy milk is an excellent source of calcium for strong bones.
- **Broccoli** is high in folic acid, which promotes growth and is important before and during pregnancy.
- **Wild salmon** is packed with omega-3 fatty acids for a healthy heart.
- **Brown rice** is high in vitamins, minerals and fiber.
- **Citrus fruits** are rich in vitamin C, folic acid and fiber.
- **Blueberries** are full of antioxidants and fiber, which may help to prevent some cancers.

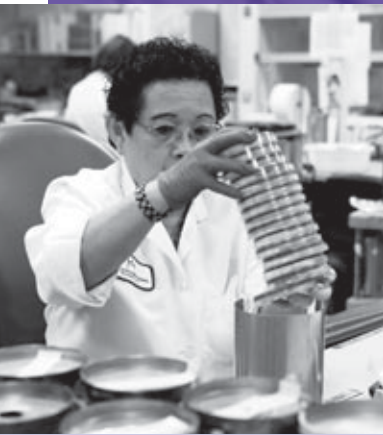
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## Escape from Stressville

Taking just a few moments to relax can restore and energize you for the rest of your day and can help you live longer.



- Find a quiet place. Sit in a comfortable chair and close your eyes. Relax your body and slowly breathe in and out. Choose something to focus your mental energy on, such as your breath, a word, a color, a place, anything you like. Breathe in and with each breath out, repeat your word or phrase. Practice this meditation for five minutes.
- Perform visual relaxation exercises, such as guided imagery, to help you relax during the workday. Download audio podcasts from [kp.org/listen](https://kp.org/listen) to an iPod or listen to them at your computer.
- Many KP locations bring in chair massages so employees can treat themselves to quick mini-breaks that can really help rejuvenate the body, mind and spirit. Think of it as an investment in your health and well-being.

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## Mother of invention

Change is often tough, but knowing more about the stages of change—denial, resistance, exploration and commitment—can help support openness to risk, the mother of opportunity and invention.



- Describe the benefits of change in ways that matter to your colleagues. Talk about the big and little picture.
- Be honest about what will be different and what will stay the same. Don't sugarcoat it.
- The more disruptive the change, the more anxiety and resistance. Communicate often about the process and what people can expect.
- Write down ideas and concerns in a place everybody can view them. Follow up.
- Keep it simple.
- For more information about making the most of change, see the *Sponsor and Leader Resource Guide for UBTs*, pages 4.2.8–4.2.10 on [www.LMPartnership.org](http://www.LMPartnership.org).

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