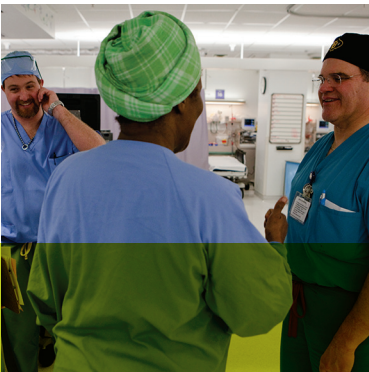


healthyworkforce

For the people who power KP



HEALTHY MEETING ESSENTIALS



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Using this e-Guide

What is the purpose of Healthy Meeting Essentials?

We each have an important role to play in promoting a healthy workplace. We can work together to transform our KP meeting culture so that meetings foster good health, fulfilling relationships and reduce stress.

This guide provides ideas, tools and inspiration to ensure that the meetings you plan or facilitate are healthy ones. You'll be able to design healthier meetings in which participants can eat well, move more, go green and practice efficiency. You'll also find great ideas and leading practices already in action throughout the KP regions so that we can learn from each another.

Who is the audience of this e-Guide?

Within Kaiser Permanente, many different people with lots of different titles participate in planning and facilitating meetings. For this reason, the Healthy Meeting Essentials e-Guide is an important tool for leaders, managers, meeting planners and administrative assistants alike.

The tips and ideas in this guide are also important for all Kaiser Permanente employees so that every one of us can contribute to healthy meetings and fuel healthy culture change in our workplaces. We can all lead stretch breaks, share healthy tips and contribute to a pleasant and productive meeting environment.

How should I use this e-Guide?

The aim of this e-Guide is to provide healthy meeting information in a quick and easy way.

- Scan the table of contents to quickly access the information you need. Each item is an active link, so just click to be automatically directed to the section of interest.
- All items listed within the e-Guide in **bold blue text** are tools that you can download from the Healthy Workforce website at insidekp.kp.org/healthyworkforce.
 - These tools can be easily reproduced from office printers.
 - Go green and print only the copies you need.
- All websites referenced within the guide are active links. Just click and a new window will open.
- All of the great tips and ideas found in Healthy Meeting Essentials are also available on the Healthy Workforce website as web pages for easy browsing. You can also link directly to the pages if you'd like to share the information over e-mail or on another website.



Executive summary

The purpose of healthy meetings

We each have an important role to play in promoting a healthy workplace. We can work together to transform our KP meeting culture so that meetings foster good health, fulfilling relationships and reduce stress.

This guide provides ideas, tools and inspiration to ensure that the meetings you plan or facilitate are healthy ones. You'll be able to design healthier meetings in which participants can eat well, move more, go green and practice efficiency. You'll also find great ideas and leading practices already in action throughout the KP regions so that we can learn from each another.

The importance of healthy meetings

In the United States, employees spend an average of 5.5 hours per week in meetings. Some of us spend far more hours glued to a conference room chair. At times, these meetings are characterized by unhealthy food, physical inactivity and inefficiency that can add additional stress. We know all about the high rates of obesity and preventable chronic disease, as well as increasing rates of depression, in the United States. We don't need to hear the numbers again, but we do need tools and resources to help us start working toward healthy solutions.

The "Healthy Meeting 10"

The Healthy Meeting 10 will help you to set new norms and procedures within your team so that you can meet healthfully and productively. Adopt these guidelines and make a commitment to following them consistently.

1. Plan ahead for efficient meetings with pre-work and clear outcome-focused agendas.
2. Approach meetings with openness, a collaborative spirit and sense of fun.
3. Start meetings on time and with a healthy tip.
4. Include a stretch or active break for meetings lasting longer than one hour.
5. Meet on your feet with walking or standing meetings whenever possible.
6. If you serve food, offer fresh, healthy choices.
7. Remember, not all meetings require food.
8. Go green - reduce paper use, offer local sustainable food and recycle
9. Avoid plastic water bottles; offer water pitchers and reusable glasses.
10. Schedule 45 minute meetings rather than 1 hour.



Let's get it started

Why are healthy meetings important?

In the United States, employees spend an average of 5.5 hours per week in meetings. Some of us spend far more hours glued to a conference room chair. At times, these meetings are characterized by unhealthy food, physical inactivity and inefficiency that can add additional stress. We know all about the high rates of obesity and preventable chronic disease, as well as increasing rates of depression, in the United States. We don't need to hear the numbers again, but we do need tools and resources to help us start working toward healthy solutions.

Take Action with the "Healthy Meeting 10"

If you read nothing else in this guide, remember these top 10 healthy basics. They'll help you to set new norms and procedures within your team so that you can meet healthfully and productively. Adopt these guidelines and make a commitment to following them consistently. Post the [Healthy Meeting 10 Poster](#) in your conference room as a visual reminder. There are two colorful designs to choose from.

1. Plan ahead for efficient meetings with pre-work and clear outcome-focused agendas.
2. Approach meetings with openness, a collaborative spirit and sense of fun.
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8. Go green - reduce paper use, offer local sustainable food and recycle
9. Avoid plastic water bottles; offer water pitchers and reusable glasses.
10. Schedule 45 minute meetings rather than 1 hour.

Take It to the Next Level

If you're ready, refer to the [Healthy Meetings Guidelines Template](#) to begin trailblazing your way to new facility or region-wide guidelines. The template can help you start drafting your own guidelines if and when you're ready to do so. Steps for how to implement the guidelines will vary depending on your location, so refer to your facility's intranet site as a starting point.



Eat well: Offer healthy meals and snacks

We've all sat in meetings with a plate of sugary donuts or cookies in the middle of the table. More often than not, that sweet somehow makes its way to our mouths by the end of the meeting. If you serve food at meetings, this section provides ideas and tools to offer healthy snacks and meals. *Remember, not all meetings require food.* Part of a healthy food environment is to not create overwhelming opportunities to eat throughout the day.

Strategy 1: Follow Healthy Picks guidelines when choosing food and beverages

Starting in 2005, KP Procurement & Supply's National Nutrition Services and KP Environmental Stewardship came together to introduce Healthy Picks. Healthy Picks provides delicious, healthy food in vending machines, KP cafeterias and inpatient meals.

Follow Healthy Picks healthy eating guidelines for meeting food:

Limit unhealthy fat

- Choose healthy protein sources such as fish, chicken, turkey, tofu or beans (lean beef and pork should be eaten less frequently)
- Drink low-fat (1%) or nonfat milk and dairy products

Choose the right kinds of fat

- Avoid trans fats and hydrogenated fats often found in packaged baked goods and regular margarine
- Use canola and olive oils when cooking

Increase fiber intake

- Eat whole-grain breads, cereals, rice and pasta
- Choose fresh fruits and vegetables every day

Use salt in moderation

Limit total calories per day by eating reasonable portion sizes

- Aim for 500 to 650 calories per meal, including dessert

Use the [Healthy Picks Snack List](#) to make choosing healthy meeting refreshments a breeze. Make sure anyone who orders food for meetings has a copy. Post it when and where appropriate as a colorful reminder to eat well during meetings.



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Strategy 2: Make healthy food shopping and catering easy

When it's your job to order food for a meeting, finding healthy choices can seem impossible. We're here to help you order healthy options that taste great and will help everybody thrive with the [Healthy Food Ordering Cheat Sheet](#).

Basic Guidelines

- **Go for whole grains.** If ordering sandwiches, wraps, bagels, pasta, cereal –you name it – make sure to specify whole-wheat or whole-grain. If the place you usually order from does not offer a whole-wheat option, request that they do. Many businesses are more than happy to respond to customer requests, especially from large organizations like Kaiser Permanente.
- **Go for lean protein.** Chicken, turkey or fish are all good choices. Avoid foods with adjectives such as fried, glazed, creamy or breaded and go for low-fat options such as poached, roasted, steamed or grilled. Also, avoid smoked or cured deli meats, such as ham or salami, as they are high in sodium.
- **Trim the fat.** Even foods that sound healthy like “tuna salad” are often high in fat and calories. Avoid salads made with mayonnaise such as chicken, tuna, or potato salad. When ordering a salad, inquire about low-fat options and request dressings on the side. Ask for low-fat cheese, milk, yogurt and spreads if available.
- **Include fresh fruits and vegetables.** Make sure the meal includes at least 1 fruit and 1 vegetable, such as whole fruits like apples, bananas, pears or strawberries, and easy-to-eat veggies like carrot sticks, snap peas or a side salad. Many Kaiser Permanente medical centers have farmers markets where you can purchase fresh, seasonal produce to serve at your next meeting. Visit kp.org/farmersmarket to find one near you.
- **Keep it balanced.** No need to count calories or carry measuring cups with you. Simply put, a healthy plate should look like this: ½ filled with vegetables, ¼ with whole grains and ¼ lean protein. Enjoy fruit for dessert. Keep this easy equation in mind whenever ordering food.
- **Always offer a vegetarian selection.** Be sure that whatever the vegetarian option is, it includes some sort of protein such as hard-boiled eggs, beans or tofu.
- **Avoid artificial ingredients, added sugars and trans fats such as hydrogenated oils.** This can be hard when ordering out because we cannot read the ingredients ourselves. Choosing fresh and whole foods is the easiest way to make sure you are serving truly Healthy Picks. Let your server/caterer know that you want foods without these unhealthy ingredients.
- **Avoid soda and other sweetened beverages.** Instead serve unsweetened ice teas or flavored sparkling water. Try adding fresh mint, lemon or even cucumber to water for a refreshing gourmet beverage. Order large bottles and pour into glasses with ice rather than purchasing a bunch of small plastic bottles.



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Breakfast Meeting Tips

- **Include some protein.** Breakfasts of only carbs can make everybody's blood sugar spike and then drop – which is not good for a productive meeting. Include menu items like hard-boiled eggs, frittatas, low-fat cheeses and plain yogurt.
- **Skip the orange juice and serve fresh fruit.** Juice, while sometimes healthy, is still very high in sugar. (Imagine how many oranges you would have to squeeze to get a whole cup of orange juice!) Fresh fruit is refreshing and high in fiber which can help slow down the absorption of sugar into the bloodstream and help you feel fuller longer.
- **Offer herbal teas in addition to coffee.** Not everyone is a caffeine addict. Herbal teas are easy to always have on hand, require no preparation and can help cure any ailment from indigestion to insomnia.
- **Skip artificial creamers and sweeteners.** Artificial creamers are made with trans fats like hydrogenated soy or cottonseed oils. Use low-fat or skim milk and natural sweeteners instead.
- **Bagel Breakfast** - Go mini if you can or cut into quarters before serving. Look for healthier options: whole-wheat, bran, lower sugar, low-fat, etc. Request low-fat accompaniments, such as whipped cream cheese, tomato, cucumber slices and lox.
- **Muffins** – It's true that some muffins are high in calories, but a few simple tricks can keep them healthy. Serve small, low-fat, whole-grain muffins. Cut large muffins into quarters and order fewer muffins. Look for muffins made with 100% whole grains and sweetened with fruit juice.
- **Yogurt** - Serve low- or nonfat and low-sugar varieties. Some yogurts have as much sugar as soda. Look for varieties that have less than 16g sugar per serving. Half of this is the naturally occurring lactose in dairy products. Look for varieties sweetened with fruit juice. Low-fat can still be creamy and delicious – try low- or nonfat plain Greek yogurt. It's rich, creamy, and has more than twice as much protein as regular yogurt. Serve with fresh fruit, unsalted nuts, granola and honey as toppings.
- **Donuts, croissants, Danishes, scones, biscuits, pastries, coffee cake, bear claws, cinnamon rolls, cupcakes and more.** While we all love these tasty breakfast breads, they are full of calories, fat, refined flour and sugar. Enjoy one every once in a while on the weekend but keep them away from the meeting room.



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Lunch Meeting Tips

- **Sandwiches/Wraps**
 - Choose roasted turkey and avocado with lots of vegetable toppings on whole-wheat bread, tortillas or other types of flat breads.
 - For a vegetarian option, offer hummus and vegetables instead of meat.
 - Hold the mayo.
 - Offer a variety of mustards or yogurt-based spreads like tzatziki.
 - Serve with a side green salad and fresh fruit.

- **Salads** -- Salads are easy, fresh and delicious. Some salads, however, even ones that sound healthy can have more than 1200 calories!
 - Go green. The darker green varieties, such as green or red leaf lettuce, baby spring mix, and spinach are higher in vitamins and nutrients than iceberg lettuce.
 - Pile on the veggies. Fresh vegetables add antioxidants and fiber, not to mention color and flavor.
 - Avoid creamy dressings and go for low-fat vinaigrettes or olive oil and vinegar.
 - Grilled chicken, fish, hard-boiled eggs or beans are great protein additions to turn a salad into a full meal.
 - Go easy on the gourmet ingredients. Scrumptious toppings like goat cheese, wonton strips, bacon bits, croutons and even healthy fats like avocado and nuts are all loaded with fat. Pick just one high-fat delicacy, if any, to top your salad.

- **California Cuisine**
 - Offer grilled salmon or chicken.
 - For a vegetarian option, offer grilled tofu or hard-boiled eggs.
 - Offer sides of grilled seasonal vegetables.
 - Try polenta, whole-wheat pasta, or whole-wheat rolls.
 - Try with a spinach salad and fresh fruit.

- **Mexican Cuisine**
 - Avoid high-fat baked platters such as enchiladas which are loaded with cheese.
 - Opt for items such as chicken or fish soft tacos with corn tortillas or offer a taco bar with fresh corn tortillas in lieu of a burrito bar. Corn tortillas are a great whole-grain choice and because they are often smaller, everyone will take less.
 - Skip the sour cream and go light on the cheese. Offer salsa and guacamole as healthier alternatives.
 - Order whole beans (black or pinto) instead of refried.
 - Serve with a side salad instead of corn chips.
 - For dessert, offer seasonal fruits.



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- **Asian Cuisine**
 - Avoid fried dishes such as Sweet and Sour Pork or Orange Chicken and order steamed or stir-fried entrees
 - Order steamed brown rice instead of fried rice or noodles.
 - Include a side of steamed vegetables. Asian entrees are often heavy on the sauce, so plain steamed vegetables can compliment the richer dishes.
 - Go for fresh vegetable spring rolls in lieu of fried egg rolls or wontons.
 - Make sure the restaurant uses no MSG and inquire if they offer any low-sodium items.

- **Italian Cuisine**
 - Instead of Caesar, order a mixed green salad with low-fat Italian or balsamic vinaigrette,
 - Avoid baked dishes such as lasagna, eggplant parmesan or baked ziti all of which are heavy on the cheese and high in fat.
 - Opt for grilled chicken, fish or seafood, pasta primavera or other dishes full of fresh vegetables and lean protein.
 - Request whole-grain pastas, even if it is not on the menu.
 - Avoid dishes with creamy sauces like Alfredo and go for tomato sauces like marinara.
 - Include a side of grilled vegetables or broccoli.
 - Pastas are filling carbohydrates so there's no need to also serve rolls or garlic bread.



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Strategy 3: Go light on sweets

Having a healthy meeting doesn't mean a moratorium on desserts or high calorie favorites. We can, however, strive to serve treats in smaller portions and less frequently. That's the whole point of something being a "treat" right?

The following suggestions will still satisfy that sweet tooth in a healthier way:

- Serve small sweets, rather than the oversized ones.
- Cut large cookies, brownies, cake slices –you name it– in half or quarters to create pint-sized sweets.
- Choose desserts with healthy ingredients, such as cookies made with whole-grain flour or real fruit.
- The best bet: Offer naturally sweet fruit for dessert.

Strategy 4: Practice nutrition mind tricks

If you are serving food, here are some simple, yet effective mind tricks to encourage healthy eating:

Less is more

By serving only one or two items, chances are everyone will eat less. Studies have shown that the more variety of foods offered, the more people will eat, regardless of level of hunger. This rule is especially true for dessert.

Portion control

Use small plates or napkins. By controlling the size of the dishware, you give everyone a greater chance to help themselves to a healthy and reasonable serving. Keep snacks to less than 200 calories, and meals to no more than 500-650 calories including dessert.

Keep it to the side

Put refreshments on a side table rather than in the middle of the meeting table. When tempting food is sitting within reach, it's a lot easier to help yourself to reach for seconds or even thirds.

Balance your plate

Regardless of whether you are serving breakfast, lunch or just a snack, make half of what you offer fresh fruits and/or vegetables.



Move more: Include physical activity

Some of us sit all day long and meetings can be the most sedentary time of all. In this section of the guide, you'll find ideas and tools for how to make meetings an opportunity for stretching, moving and feeling great.

To ensure that everyone feels comfortable participating in a physically active break, share some guidelines. Remember that stretch and active breaks are:

- Completely voluntary
- To be done at a pace that is comfortable
- An opportunity to move, stretch, smile and get energized

These breaks do not have to:

- Make people sweat
- Cause pain or discomfort
- Be professionally organized or led by a fitness instructor

Any staff member who expresses concern about safely participating in the stretches should be encouraged to discuss those concerns with his or her health care professional before participating.

Strategy 1: Add stretch breaks

Reach for the sky. Bend to the side. Breathe. These refreshing activities can be a part of each and every meeting by adding short stretch breaks. Bring [Stretch Break 101](#) with you to each meeting. Have a volunteer lead the stretch break. Rotate leaders so that everyone gets the needed practice to become comfortable serving as a stretch leader in other meetings they attend as well.

If you're holding a web conference meeting, use the [Stretch Break PowerPoint Slides](#) during your meeting. Read the instructions on the slide to lead meeting members through the stretches.



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Strategy 2: Incorporate active breaks

Tighten your glutes. Flatten your tummy. Tone your arms. This isn't an infomercial – it could be your next meeting. Research shows that short 5- or 10-minute workouts throughout the day can help you to reach your physical activity goals.

Try one of these active break ideas from kp.org:

Walking Break

- Take a quick 5- or 10-minute walk around the building. Getting outside for some fresh air might even leave you refreshed and energized for the rest of your meeting.
- If you don't have time to leave the building, take a quick walk through the halls of the building.

Stair Climber

- If your building has open stairwells, you have a quick workout waiting for you. See how many flights up and down you can squeeze in during your meeting break.
- Make your break functional. Try using a bathroom on a different floor so that you can add a few flights of stairs.

Quick Aerobics Workout

- Try a 5- or 10-minute circuit of fun aerobics moves. Do the following for 1-2 minutes each:
 - march in place
 - alternating knee lifts (touch your knee to your opposite elbow)
 - kickboxing kicks to the front and sides (if you have room in your meeting space!)
 - wide, side-to-side steps (step left, feet together, step right, feet together)
 - jumping jacks
 - run in place
 - add new moves as you go so your routine stays fresh!

Pump It Up

- Incorporate a short strength training circuit workout. Try doing two circuits of the following exercise. Do each exercise for about 30 seconds.
 - shoulder presses
 - side leg lifts
 - lunges
 - bicep curls
 - triceps extensions
 - squats
 - add new moves as you go so your routine stays fresh!



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Dance Party

- Try a 3-minute dance party – the average length of a pop song. Play a song on a cell phone speakerphone or use small portable speakers so you don't have to drag around a stereo. Move your hips. Put your hands in the air. Don't be afraid to make a little noise and have some fun.

Sometimes we're just too busy to take a break during a meeting. If you need to check and return messages on your phone during meeting breaks, try walking around or marching in place as you do it.

Strategy 3: Try a moving meeting

Take physically active meetings to the next level and make your meeting a workout. With a little planning, and a good pair of walking shoes, you can schedule walking meetings that will leave you feeling productive and refreshed. Try these tips from Northern California Employee Wellness.

One-on-one meetings are simple. Designate a walking route and commence with the walking and talking.

Team meetings can be a fun and productive alternative to regular staff meetings. Here are a few suggestions on how to coordinate a large team walking meeting:

- Separate the larger team into groups of two to three people to walk together and set "planned stops" along the route for the team to reconvene or switch partners.
- Reserve a conference space in a nearby building and plan for discussions to occur to and from the meeting.
- Use the walking meeting option as a break-out session for small groups to discuss a suggested meeting topic.

Before a walking meeting begins:

- Determine the route the team will take (e.g. around the perimeter of the building, to a nearby landmark, from one end of the facility to the other.)
- Set "planned stops" with a larger group or pairs to stop to discuss a topic.
- Plan and share the walking route with meeting participants prior to the meeting.
- Designate a walking leader to lead the route.
- Make sure every participant is paired with at least one other person.
- Bring a watch and determine a start and end time.
- Be mindful of the surroundings if/when discussing confidential information.

Need a walking route? If you don't already have a favorite walk near your workplace, use the [MapWalk feature on the Thrive Across America website](#) to find or create a walking route near your meeting location.



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Strategy 4: Try a standing meeting

If you can't hold a moving meeting, try holding your shorter meetings as standing meetings. Standing burns 30-40% more calories than sitting for the same amount of time. This calorie burn is due to the muscles in your legs and back working against gravity to keep you in a standing position.

Here are a few ideas to make hosting a standing meeting a little easier:

- Make sure the conference space you use has enough room to accommodate meeting participants standing.
- Consider bringing clip boards to the meeting so participants can easily write while standing.
- Let meeting participants know ahead of time that the meeting will be conducted standing. Some participants may want to change shoes for comfort.
- Keep it short – people may be uncomfortable standing more than 20-30 minutes. You may even find that your meetings get more efficient when you stand, so you'll need less time to get through your agenda.
- Be sensitive to staff concerns about their physical capacity to engage in these activities. Respond to any concerns promptly and confidentially.

Strategy 5: Include physical activity in the meeting agenda

No matter what option you choose to make your meeting more physically active, make sure to put physical activity on the agenda. Check out these [Agenda Templates](#). There's one for standard meetings 45 minutes to 2 hours in length and another for all day events. Plan time for being active and make a commitment to not skipping it even if time is running short. With practice, facilitating physically active meetings and having physically active meeting breaks will become a regular occurrence in our work culture.



Go Green: Host earth-friendly meetings

Environmental sustainability has direct, positive effects on individual and community health. So it's no surprise that "green" is an important theme for us at KP. Try some of these green meeting tips to help do your part.

Strategy 1: Conserve office supply resources

Meetings can easily be a resource heavy affair. Make an effort to reduce waste and adopt some eco-friendly practices.

- Take advantage of [WebEx and KP's free videoconferencing and TelePresence rooms](#) to minimize travel generated by meetings.
- Use a laptop and projector to display presentations instead of printing them.
- Cut down on paper usage by printing slides and documents 2 or more per page if possible and legible, printing on both sides of the page and print on "draft" setting to use less ink. Save even more ink and toner by reducing the font size or switching to a serif-free font such as Century Gothic.
- If you must print documents, print fewer sets and encourage groups to share. Provide electronic copies for all participants.
- Don't print meeting agendas. Provide it electronically prior to the meeting and re-create it on a whiteboard in your meeting space.
- If you can have your meeting outside or as a walking meeting, turn off the lights in the conference room to save energy.

Strategy 2: Offer eco-friendly food and beverages

The food we serve at meetings can be healthy for our bodies, delicious to our taste buds and healthy for the earth. Adopt some of these earth-conscious strategies:

Food

- Prevent waste. Only order the amount of food needed for the meeting. Set up a process for donating extra food to a local soup kitchen or food pantry.
- For hot dishes, caterers often provide more food than people normally eat. Order a little less. Planning a 15-person meeting? Order food for 13-14 people. You'll only need exact headcounts when ordering boxed lunch meals.
- If possible, offer food and beverages purchased locally, such as at a farmers market or grocery store featuring locally grown products.
- If possible, offer food and beverages with recyclable packaging.
- Make it easy to recycle with receptacles that are easy to locate and use.
- Ask that condiments, beverages, and other food items be provided in bulk instead of individually packaged.



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- Offer vegetarian meal selections.
- Ask your supplier to use reusable cutlery, dishware and linens.

Beverages

- Do not offer individual plastic bottles of water. Instead, offer water from reusable pitchers.
- Encourage your employees to use reusable mugs for coffee and tea.



Meet well: practice meeting efficiency

Effective, efficient meetings are inclusive, well managed and respectful of all participants' time and expertise. Efficient meetings contribute to our health by creating a greater sense of engagement and improved well being. When we feel engaged in our meetings, it increases job satisfaction, can improve attendance and ultimately leads to more productive meetings. Let's get started!

Strategy 1: Start meetings off right

While it is sometimes necessary to dive right into a meeting agenda, try taking a few minutes at the beginning of your meetings to promote health and general well-being. Starting with a healthy moment can serve to mentally prepare participants, which in turn, can ultimately lead to a more productive meeting.

Here are a few ideas to try:

- Meeting for the first time? Start with introductions, including names, titles and departments, but also something fun, such as a favorite vacation spot, healthy snack or workout tip.
- Start meetings with a weekly healthy tip from Healthy Workforce. If you haven't already, you can get a hard copy for your team at the LMP eStore Impartnership.org/estore or an electronic version at the Healthy Workforce website insidekp.kp.org/healthyworkforce. You can also incorporate a healthy tip by adding a [Healthy Tip PowerPoint Slide](#) into your meeting presentations. There are 56 to choose from.
- Use this time to advise employees about upcoming healthy events, such as flu shot clinics, Farmers Markets and health fairs.
- Unload nagging work stress at the start of the meeting. If too many people are in attendance to allow everyone to verbally share their issue, have participants think of what they need to unload and then mentally "let it go" for the duration of the meeting. You could also have meeting participants write down something they are stressed out about on a small piece of scratch paper. Then everyone can throw away the paper to get rid of stress.
- Start by practicing a short meditation together. Have a member of the meeting read meditation instructions or a visualization exercise out loud to the group:
"Sit comfortably in your 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 in your mind. Let's practice this meditation for 1-minute. I will tell you when to stop. Relax..."
- Go to kp.org/mindbody for more exercises to try.



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Strategy 2: Schedule only the meetings you need

Inefficient meetings can be a source of stress and negativity in our lives and can be frustrating for employees and managers alike. Try some of these suggested practices to ensure a healthy meeting environment that is efficient, healthy and fun. Try the [Agenda Templates](#) to stay on track. There's one for standard meetings 45 minutes to 2 hours in length and another for all day events.

First, Determine If You Need a Meeting

Meetings are expensive, costing \$75 per hour per meeting participant. Before you schedule a meeting, make sure a meeting is what is required to achieve your objective. Consider the following questions:

- Could your objective be met over e-mail, using a survey or in an impromptu phone call?

If you do require a meeting, consider the following:

- Should you meet in person, by conference call or by web conference?
- How much time do you need to meet your objective?

Strategy 3: Practice meeting efficiency

Plan for Success

- Invite the “vital few” participants needed to address the issue of the meeting. Six to eight participants are the ideal number for decision-making
- Distribute meeting pre-work to all meeting participants so that the time spent in the meeting is productive, rather than spent reviewing materials.
- Schedule 45-minute meetings, rather than 1 hour, to allow participants time between back to back meetings.

Create Great Agendas

- Draft and share the meeting agenda prior to the day of the meeting. Work toward a process in which participants become used to reviewing and adding agenda items the day before the meeting occurs.
- List agenda topics in priority order and address time-sensitive issues first.
- Designate a specific amount of time for each agenda topic. Make sure the time allotted is sufficient to meet the objective.
- Schedule time at meeting's end to identify action items and accountable persons.



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Run an Efficient Meeting

- Start and end meetings on time. (Sounds simple, doesn't it?)
- Consider designating a time keeper for the meeting to keep you on track. Have a different person serve this roll at each meeting.
- Start by reviewing the agenda.
- Stick to the agenda as much as possible. If you get off topic, acknowledge it quickly. Make sure to not spend agenda time on these items unless deemed necessary by the meeting facilitator.
- Take meeting minutes.
- Take time at the end of the meeting to identify action items and accountable persons.
- If scheduling a particular meeting is challenging, take time at the end of the meeting to check calendars and decide upon the next meeting time before leaving the meeting.

Effective Meeting Follow Up

- Distribute meeting minutes, action items and accountable persons within 48 hours of the meeting.
- Build upon decisions and action items from meeting to meeting.

More Resources

The UBT Toolkit is packed full of great resources for all KP workers, managers and physicians. Check out section 3 on leading meetings at http://Impartnership.org/learning/publications/ubt_toolkit/ to find tools, checklists and worksheets.



Contact us

If you have questions, feedback or success stories that you'd like to share, please contact the Healthy Workforce team at HealthyWorkforce@kp.org. We look forward to hearing from you!

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Tammy Jones, VP of HWF, National HR
Margaret Peisert, Coalition of KP Unions

Permanente Advisor

Eric France, MD, Clinical Lead, Care Management Institute & Chief of Prevention, Colorado Region