Changing the Culture of Health in Offshore Work Places

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Abstract

The purpose of this paper is to explain and demonstrate how Health Promotion, Nutrition and Interior Design emphases were integrated to create health interventions to change the culture of health in offshore work places. In the process, former needs assessments, readiness questionnaires and data were analyzed to understand the needs of the offshore employees and design health strategies that best fit them. Dietary analysis using recommended daily intake (RDI) methods were utilized in reviewing the menus and space design principles were applied for room recommendations. This project was a component of a larger health promotion program that was going to be piloted on a single offshore rig and then implemented throughout all offshore sites.
Changing the Culture of Health in Offshore Work Places

It is a well-known fact that American society is going through an epidemic of obesity, a condition that can increase the human body’s chances of numerous health risks, diseases, reduced quality of life and even death (Marchiondo, 2014). Although some of these unhealthy conditions can naturally result from genetic pre-conditions, most of them can be prevented by maintaining a healthy body weight (National Heart, Lung and Blood Institute). Many of the Royal Dutch Shell Oil Company’s offshore employees are a reflection of what our society is going through. In a recent health assessment of offshore employees, 20% had a healthy body mass index (BMI), 50% were overweight and 30% were obese, resulting in 80% of the offshore employees’ falling into the unhealthy weight range.

The culture of health at Shell’s offshore oil platforms has a great impact on the employees’ unhealthy weight conditions. Typically offshore employees are on a platform 14 days straight, without being able to leave to be with family or friends. They work 12 hours shifts every day and their privacy is limited to a very small room where they sleep while the rest of time on board they are surrounded by co-workers.

Since the beginning of these offshore sites, one of the incentives the company provides for the employees to go offshore is rich, abundant amounts of food. The menus include comfort foods like fried foods, huge steaks, and bacon and sweets in all you can eat settings for every meal. The company has viewed these gastronomical incentives as a way to show their appreciation for the hard work and sacrifice their employees make to come and work on these platforms. Their jobs can be very stressful as mentioned earlier, so Shell tries to compensate their employees by offering attractive and abundant meals, but it is affecting the employees’ health and the company’s health expenses as well. So the challenge and key objective that this project
seeks to solve were: What nutritional programs, health promotion strategies and facility design solutions can be implemented to change the culture of health for offshore oil rig workers in the Royal Dutch Shell Oil Company that will achieve the lower BMI targets, while minimizing the employee’s perception of imposition and restriction.

**Project Objectives**

A critical component of the project was to develop an effective plan that would get the approval of the offshore leadership team but also effectively get employees actively engaged in making healthy changes that they could take home with them into their personal lives as well. Shell’s Health, Safety, Security and Environment (HSSE) team wanted help improving the offshore culture of health by designing change strategies in two key areas. The first goal was reducing calorie intake and improving the nutritional quality of the food selections for the menu without the employees perceiving the changes as a restriction or loss of a key incentive. Second was to redesign the two exercise rooms and the meeting room to make them more inviting to the employees and to promote a more active lifestyle.

**Applying the Three Emphasis in the Project**

**Health Promotion**

The focus of the project centered on improving the culture of health in offshore workers so there was plenty of opportunity to apply Health Promotion practices. It was a guiding lens that influenced every Nutritional and Interior Design evaluation and suggestion.

A unique aspect of the capstone project was how it was a component of a larger plan that Shell’s HSSE group was designing to change the culture of health offshore. When I joined the project, the team had conducted primary research and gathered the data, so now it was time to develop the plan. The broader Shell project required many meetings where the health team and
myself would get together to discuss the different challenges that were coming along in developing and presenting this project to the Offshore Leadership Team. In these meetings I regularly used my Health Promotion skills to make recommendations for the project.

An example of where I was able to influence and use my health promotion education was in coming up with a project name. At the beginning of this project, the Shell health team had code named the project “80/20”. This name was a great reflection of the goal of the project: by promoting and implementing health changes for offshore employees, the 20% of healthy BMI employees will increase to 80% by 2020. That was a practical name, thought to fit with a measurable goal, until the pilot was presented to the stakeholders and leadership.

“Involving the stakeholders in a health promotion program is essential for its success. Involvement create values and meaning for the stakeholders.” ((SOPHE), 2010) Stakeholders felt that the project needed to be shifted from focusing on weight to being healthier. The leadership felt the work they had been doing on a safety project with their employees with the theme of how “we care about our employees” had been very successful for them, so they wanted to keep the same tone for the health project. They wanted to show the employees that they also cared about their health and they wanted to support them in the necessary changes.

After the leadership’s input, our team started to bounce around ideas about a new name for the project, but they were having a hard time finding one that resonated with the HSSE Director. The team asked me to work on finding the right name for the project, a name that was short, appealed to the employees, and most of all, that didn’t have anything to do with their weight. I went home and brainstormed ideas based on the variables (caring, health changes, and support from leadership), and I came up with my top three names, one which the director loved which was “Healthier Together”. The team agreed that this name fit the purpose of the project,
spoke to improving the culture of health offshore, and that it was a team effort and not just the employees. Finding the name brought me a great satisfaction and confidence that I could add value to the project.

As part of evaluating the food menus, exercise and social rooms, I wanted to know the readiness of the employees to make health changes, their perceptions of their health and get their feedback on the exercise equipment and other aspects of the facilities for the long term changes. This process for accomplishing this is called assessing needs, a part of the pre-planning process of setting up a health plan. Assessing needs is done by “collecting and analyzing data to determine the health needs of a population and setting priorities” (Mckenzie, Neiger, & Thackeray, 2012) and is a key step for creating an effective health intervention. As mentioned earlier, one variable of my project was to ensure that the employees would not feel restricted with the healthy changes or feel that they were imposed, so their opinions were very important in making recommendations or interventions that would be acceptable to them and bring lasting results.

In this particular project I was limited from a timing perspective on how much primary data I could collect from employees at the location of the project so I turned my efforts to secondary data collected from Shell’s previous health assessments from other offshore platforms. One of the skills that I learned from my Health Promotion classes is the importance of collecting secondary data when primary data is not available to understand the needs of the desired population and come up with effective interventions. “The advantages of using secondary data are that they already exist, and thus -collection time is minimal, and they are usually fairly inexpensive to access” (Mckenzie, Neiger, & Thackeray, 2012). The secondary information was based on a needs assessments done in previous years on offshore platforms. As I was analyzing
the data, I found some areas of improvements for Shell to improve wellness offshore. Making health promotion programs available to family members, providing seminars, workshops, classes, newsletters or information on healthy eating and providing physical fitness assessments, follow up counseling and recommendations were some areas that through the years had not been attempt or investigated in their health promotion efforts. Also, I saw a large gap between where Shell’s assessment scores were regarding nutrition and physical activity and their goals. I used the secondary data to help develop the Readiness Questionnaire survey. The first few questions allow us to understand the readiness of the employees to make health changes. I wanted like to see what stages of change (pre-contemplation, contemplation, preparation, action, maintenance) they are in, and then I wanted to use the rest of the questions to find out if employees would feel more committed to improving their health if the wellness improvement areas mentioned earlier were tackled. Also, I wanted to know how often the exercise room is used and what equipment the employees prefer. I was able to come up with 12 questions, of which only two were open ended, for the ‘Readiness Questionnaire’. “In general, open ended questions are easy to plan but difficult to analyze and draw conclusion from” (Jackson & Furnham, 2000). Therefore, I chose to do most closed-ended questions to make the analysis less complex. “We want to write questions that make the task of responding no more difficult than necessary.” (Blair, Czaja, & Blair, 2014) The questionnaire is found in the appendix.

The surveys were done by employees submitting the answers online, they had two weeks open period to answer. Offshore Leadership was encouraged to motivate their crew to participate on the survey, however it was completely volunteering participation. Around 20% of the total employees from Perdido and Ursa took the survey. The complete survey was a
combination of seven of my formulated readiness questionnaire questions others question added by HSSE team. These are the results from my survey questions:

1. How would you rate your overall health?
   Poor 1.1%, Fair 14.6 %, good 50.6%, very good 28.1% and 5.6% Excellent.

2. What lifestyle factors do you think most affect your health? ( Choose all that apply)
   76.4% considered diet, 65.2% considered exercise and 42.7 % considered stress, 20.2% smoking and 9.0% others.

4. What dietary changes would you be willing to make to improve your overall health?
   32% responded calories reduction, 21.3% sugary drinks and treats reduction, 11.2 % responded increase on fruits and vegetables intake and 7.9 % reduction of fried food consumption.

5. Question number five, what physical activity changes would you be willing to make to improve your overall health?
   91% answers some type of exercise ( walk, jogging, running, lifting weights, cardio workouts and sit-ups).

6. Would be more committed to a health promotion program if it were also available to your family members?
   71.9% responded yes and 28.1% responded no.

9. In the past three months, how often have you used the exercise room offshore?
   39.3 % a few times a week, 25.8 % a few time a month and 34.8% none.

10. What exercise equipment do you usually use while offshore?
   57.3% treadmill, free weights 48.3%, 41.6% weight machines, 6.7% bike and 24.7% other or none.

Based on the information obtained from the 20% of employees offshore, I can see that they are conscious that diet and exercise are strong factors that affect their health. Through question 4 & 5, I can see that employees are on the contemplating stage and some are already doing something about on improving their physical lifestyle and their dietary habits.

While one of the concerns for Shell’s wellness team was to develop some type of health promotion strategies to effectively engage the offshore leadership team and employees to support
and promote the health changes on the offshore rigs, another desired outcome of this project was to implement a program that produced long term changes in the employees’ lives. For example employees are offshore for two straight weeks where they work 12 hour shifts and then they have two weeks off. The challenge here was to promote healthy changes that were practical enough that employees would take their new lifestyle home with them. In order to fulfill these two variables, we decided that the offshore employees needed to be able to choose what changes they would like to implement on the platform. I was assigned by the health team to come up with a health implementation list that would be provided to the offshore employees with a number of the different options to pick from and that were divided based on the different levels of hierarchy such as the leadership, employee level and kitchen crew level. My suggested health list was grounded in findings obtained from the data from the former need assessments and the current survey. At the employee level, I suggested improving physical activity by using the exercise room once or twice a week or walking 10,000 steps.

For the kitchen crew level, some of the options were smaller plates, smaller serving utensils and ladles and color-coded food labels were some of the suggestions to help employees to reach their dietary desire to reduce calorie intake. Salad bars and veggies place first on the buffet line, substituting two meal entrées for to two veggie entrees and offering easy grab fresh fruit for breakfast were some suggestions to complying with the desire of many employees to increase fruit and veggies consumption. For the leadership level, one of the recommendations was extending the health programs for the family of the employees as well. The survey results showed that 70% of 20% of employees surveyed would be more committed to a health program if their families were included (Office of Disease Prevention and Health Promotion, 2010)
(British Columbus, 2008) (Whole Grains Council, 2013). The complete health change list is attached in the appendix at the end of this paper.

**Nutrition**

One of my assignments as part of this Shell project was to evaluate the food menus of the selected platform and come up with recommendations for improving the nutritional quality and strategies to promote healthy eating habits. The challenge here was that having unlimited, delicious comforting foods was one of the main reasons that workers liked to go offshore and helped to compensate employees for being away from family and everything else, so at the end of the day, the foods needed to still be one of the good features of going offshore.

Most of the offshore employees not only are overweight and obese, but also have high blood pressure and high cholesterol problems. Through one of my Nutrition classes (Food Values, Diet Design and Health), I learned the importance of implementing a DASH diet to lower blood pressure and reduce the risk of cardiovascular diseases. It is stated that “the Dietary Approaches to Stop Hypertension (DASH) diet has been recognized as effective in lowering blood pressure in feeding trials” (Kwan, et al., 2013). The DASH diet focuses on consumption of vegetables and fruits, whole grains, fat free or low fat dairy products, fish, poultry, beans, seeds, nuts, and lower sodium intake. This diet also provides an increased amount of soluble fiber which is found primarily in foods such as oats and barley, fruits, vegetables and legumes and aids in reducing LDL cholesterol while increasing rich fatty acids such omega 3 to increase healthy HDL cholesterol levels. “Epidemiological studies suggest that a diet high in water-soluble fiber is inversely associated with the risk of CVD (Cardio Vascular Disease)” (Thewissen & Mensink, 2008). These findings were the foundation for the dietary recommendations to increase water-soluble fiber intake.
Upon conclusion of the analysis, I focused on reducing some foods, targeting menu offerings with high sodium, high fat and high calorie, while increasing whole grains, vegetables, fruit and fiber consumption to promote healthy blood pressure, cholesterol and weight management (American Heart Association, 2013). When I gave my recommendations I kept in mind that the changes should be subtle but still impactful enough to see health improvements in weight, cholesterol and blood pressure. These interventions are being reviewed by the kitchen team (Sodexo Inc.) on the cooking and the layout of the food. Through my recommendation I made sure to clarify to the Shell Health Team how these recommendations helped the employees to fulfill the health improvement goals of this project. The menu analysis is located in the appendix.

For the implementation of the menu recommendations, I endorsed a unique strategy that incorporated all three areas of my emphases. Above I highlighted the nutritional component but health promotion is all about implementation and interior design is about making it visually appealing. For the health promotion of the menus, “studies suggest that a simple health promotion strategy for reducing calories is by placing salads and vegetables at the front of the buffet” quoted a recent study published in Public Library of Science One (Wansink & Hanks, 2013). Doctors Brian Wansink and Andrew Hanks found that two-thirds of an individual’s plate is filled with the first items they encounter. Plus, when less healthy foods are served first, individuals take 31% more total food items” (Wansink & Hanks, 2013). Adding more fruits and vegetables to the menu and placing them at the front of the buffet was an effective strategy to implement the nutritional recommendations. Another challenge with healthy eating is most people don’t recognize which foods are high in sodium, fat and calories. A common solution is to label the foods but even then most people don’t pay attention or they are not familiar enough
with RDI’s to understand if a food is unhealthy in a critical category. “Food labels can be very confusing and tricky to understand. Often we don’t have the time to spend trying to work out what they mean and how to use them. (eatforhealth.gov.au, 2014) I developed a unique labeling system that used simple red, yellow and green signs to indicate healthy and unhealthy options so that employees could have visual cues to guide their healthy eating choices.

**Interior Design**

Another personal assignment for this project was to evaluate and offer recommendations on the layout and design of the two exercise rooms and another space used for meetings and relaxing, the social room. The main goal here was to make them more inviting and promote exercise habits for the employees. Shell’s team and I believed that promoting exercising along with healthier eating would help to change the offshore culture of health and improve employees’ health conditions. The current meeting/social out room had some features that promoted a sedentary lifestyle, so the goal for this room was to convert it into a space that allowed the employees to be engaged in some physical activity as they are relaxing and socializing.

When designing a space a key step is to define your design problem. When I started to analyze the exercise rooms, the first thing I noticed is that the room was small, dull and boring. There was nothing enticing about this place. It was a room with as much exercise equipment as they could get fit and the cardio machines were too close to each other so there was not a good traffic flow. This is opposite of fundamental design principles where “Circulation through a space is a crucial aspect of design.” (Gibbs, 2005) I knew that I was limited on what I could do to the structure of the room because the walls and the roofs couldn’t be modified in any way. Platforms are tight on space and every place has a purpose, so there was not room to expand.
After uncovering the design problems, I focused my attention on the layout and the theme that I wanted to project. This is called the design concept.

One of the critical things I learned in my Interior Design classes is the importance of developing a design concept for your space and defining what mood you are intending to promote with it. “Design concept is the general or overall idea how a design problem will be approached” or in other words “design concepts are physical solutions to the client’s design problem and which reflect approaches to satisfy the programmatic concepts” (Ballast, Belmont, CA). My first impression of both cardio rooms that I analyzed was that I need it to get rid of or replace some cardio equipment with smaller sized ones to improve traffic flow. I suggested maybe replacing some of treadmills for stationary bikes which are less bulky, however made sure my recommendations were based on the results of the questionnaire where I asked the employees which equipment they usually used or didn’t use and what new equipment they would like to see in the room. As I mentioned earlier, the offshore employees are on 12 hour shifts, 7 days a week where their level of duties and task during their work period are demanding and stressful. I wanted to create a space where they could feel energized to exercise, but at the same time be able to relax. I wanted these spaces to feel different from the rest of the platform and I knew that the employees didn’t have much exposure to the outside sun and fresh air during the two week shift.

Nature has the power to energize and relax human beings, so I focused on bringing the outdoors in by bringing pictures of people exercising outside in beautiful, natural settings. Color scheme is a critical element in design and creates the mood for the space. “In a world where first impressions are formed in as little as one-twentieth of second, color can help designers catch a viewer’s attention and communicate information” (Sherin, 2012). I recommended a sunny,
yellow toned paint for the walls which will nicely complement the outdoor images. Last but not the least, an important element of designing was choosing the right lighting. “A good lighting design can set or enhance the mood of the interior space.” (Ballast, Belmont, CA) I wanted the lighting to be consistent with my outdoor theme, so I recommended the lighting fixtures to be changed to natural lights, with recessed lights or can lights with full spectrum lighting to replicate the sun’s natural light.

The social room’s main purpose was to allow the employees to socialize and wind down for the day, however Shell wanted to set up the place in a way where employees could get some exercise while watching TV or talking with co-workers. Shell’s HSSE team and I suggested replacing a couple of the lazy boy recliners with two comfortable stationary bikes, and I suggested to add a small area with noise-free exercise tools such elastic-bands, weight-gloves, exercise balls, small balance pads, non-shift push-ups brackets, etc. The goal here was to also create a space where people who felt intimidated with exercising in the workout area may feel more comfortable getting some work out while relaxing. I suggest soft, neutral blues for the walls, a soothing color tone that can help the employees to wind down after a stressful day. Details of the redesign recommendations for the exercise rooms and social room are located in the appendix.

**Conclusion**

In conclusion, every emphasis of my major played a critical role in making my capstone project as successful as it was, and also they were well integrated into my project. This helped me to realize that my emphases have given me some unique talents that, when blended together, help me make better recommendations than if I had only focused on one of them. It became difficult for me to divide the accomplishments based on one specific emphasis because they all
added value at each step of the process. For the project recommendations, considering the opinion of the employees and leaderships through the “readiness questionnaires” and their participation in choosing their health goals for the year are what will make the project successful in helping the employees to not feel restricted with the changes and bring long term results. Making small, healthier, food changes a habit, making exercise and social rooms more inviting and creating stronger health awareness between employees are fundamental starting points that will tremendously help the employees to manage their weight and their health and fulfill the goals of this project.
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Appendix A: Offshore questionnaire

For the following questions, please place a check mark next to the answer that you would like to provide:

1. How would you rate your overall health?
   - Excellent: ____
   - Very good: _____
   - Good: _____
   - Fair: _____
   - Poor: ______

2. What lifestyle factors do you think most affect your health? (circle all that apply)
   - Diet_____  
   - Exercise_____  
   - Smoking_____  
   - Other_____

3. How willing are you to make changes in your lifestyle to improve your health?
   - Very willing______
   - Willing______
   - Somewhat willing_______
   - Not willing______

4. What dietary changes would you be willing to make to improve your overall health?

   ___________________________________________________________________

5. What physical activity changes would you be willing to make to improve your overall health?

   ___________________________________________________________________

6. Would you be more committed to a health promotion program if it were also available to your family members?
   - Yes_____  
   - No_____

7. Do you feel confident of your knowledge about what is healthy and nutritional for your body and well-being?
   - Yes_____  
   - No_____

8. Would you like to get regular emails or newsletters with information on how to live a healthier lifestyle?
   - Yes_____  
   - No_____
9. In the past three months, how often have you used the exercise room?

   Once a week_____ Few times a week_____ once a month____ Few times a month_____ None_____ 

10. What exercise equipment do you usually use? (circle all that apply)

   Treadmill_____ Bike____ Weight Machines_____ Free weights_____ Others_____ 

11. How interested would you be in getting a physical fitness assessment?

   Very interested_____ Interested _____ Somewhat interested_____ No interestted______ 

12. How interested would you be in getting follow up counseling and recommendations?

   Very interested _____ Interested _____ Somewhat interested______ No interestted______
Appendix B: Health Changes Checklist

Employees
- Use the exercise room at least once a week
- Use the exercise room at least twice a week
- 10000 steps a day

Kitchen
- Smaller plates
- Smaller ladles
- Offer one whole grain entrée at lunch or dinner
- Food item labeling, uses red, yellow and green color coding to visually highlight choices.
  - Any food > or equal 400 calories per serving should be labeled “Red” which means that the food item is “high in calories”.
  - Any food from 100 to 400 calories per serving should be label “Yellow” which means the item is “moderate in calories”.
  - Any food from 40 to 100 calories per serving should be label “Green” which means that the food item is “low in calories”.
  - Any nutrient (such as total fat, saturated fat, trans fat, cholesterol, sodium and carbohydrates) that its DV (daily value) is > or equal than 20% of the total calories needs to be labeled “Red in that specific nutrients”
- Offer a salad bar at least once day
- Place the salad bar and veggies first in the buffet line
- Offer fresh, easy grab fruits for breakfast and snacks.
- Reduce the junk food and snacks on shelves and place healthy snacks at front such as fresh, fruits, nuts, seeds and granola bars.
- Offer smaller sized candy bars instead of regular size and chips only a couple days a week.
- Replace at least three sugary cereals with healthier cereals (whole grain/at least 4 gm of fiber/ equal or less 10 gm of sugar)
- Replace five processed foods or canned goods with fresh alternatives
- Replace two meat entrees for two extra veggie entrées
- Good selection of easy to grab fresh fruit in the morning.

Leadership
- Healthy messages or images of people eating healthy around the cafeteria room.
- Have an advocate for health promotion on the worksite
- Offer individual wellness counseling for employees
- Make health promotion programs available for the family as well
- Provide mini workshops, classes or monthly newsletters on health topics, healthy eating or the benefits of exercising.
- Provide break times for employees to exercise
Appendix C: Ursa Menu Audit and Recommendations

• **Make at least 50% of the grains whole grains**
  Menu example: Instead of offering only white rice, offer brown rice or a mix of brown rice with wild rice. Instead of white rolls offer whole wheat rolls.

  **How does this health implementation support our program goals?** Studies show that whole grains lowers the risk on chronic diseases, promote healthier blood pressure levels as well better weight management.

• **Keep veggies simple**
  Menu example: Instead offering veggies with added saturated fat ingredients (bacon or cheese), offer veggies seasoned with spices, herbs and olive oil.

  **How does this implementation support our program goals?** Reduce the amount of calories from fat and sodium intake which as result reduce the total calories intake.

• **Food item needs to be labeled**
  One option is using red, yellow and green color coding to visually highlight choices.

  Any food > or equal 400 calories per serving should be labeled “Red” which means that the food item is “high on calories”.
  Any food from 100 to 400 calories per serving should be label “Yellow” which means the item is “moderate in calories”.
  Any food from 40 to 100 calories per serving should be label “Green” which means that the food item is “low in calories”.
  Any nutrient (such as total fat, saturated fat, trans fat, cholesterol, sodium and carbohydrates) that its DV (daily value) is > or equal than 20% of the total calories needs to be labeled “Red in that specific nutrients”

  **How does this health implementation support our program goals?**
  It will educate the employees on the food choices and hopefully promote some conscious food decisions. The final goals is that this implementation help in the reduction of total calories intake.

• **Portion control.**
  Cut hand out portion in half.
  Menu Example: Instead of offering 9 onion rings in one serving, offer 4 onion rings. Instead offering 1 C of Shrimp creole, offer ½ C of Shrimp creole per serving. Instead of 16 oz. bowl of Gumble, offer 8 oz. per serving. Instead of 12 oz. rib eye steak, offer 6 oz. per serving. Instead 1 ½ C of Augratin Potatoes, offer ¾ C per serving.
How does this implementation support our program goals?
These are some of the food items on the menu that are excessively high in sodium, fat and total calories. Cutting these items in half will help reduce sodium, fat and calories intake.

- **Include more healthy options**
  - Offer a salad bar and a fruit bar once a day.
  - Include more veggie options.
  
  **Note:** A normal menu offering includes 4-9 main entrée options on a regular basis but only one or two of the options are veggies and never fruit.
  
  **Increase the amount of fresh ingredients** as much as possible and reduce the amount of canned or processed foods on the menu.

How do these implementations support our program goals?
Offering healthier choices like veggies and fruits will help to prevent chronic diseases, hypertension and promote healthy weight. Fruit and veggies are rich fiber which help lower LDL cholesterol, regulate blood sugar, reduces the risk of heart diseases and promote. Cutting the use of processed and canned foods will help reduce the sodium content of menu items and promote healthier blood pressure.

- **Strategies to promote healthy eating**
  - Place Salad or fruit bar first on the buffet line. Place veggies next. Reduce the amount of junk and snack foods and replace them with fresh fruits, nuts and healthy snacks.

How do these implementations support our program goals?
Healthier food choices should be place first in line on buffet style meals, a study shows that the first things an individual sees sets their mind for the rest of their meal. They will tend to eat healthier and consume less calories than a buffet with the main entrées first.
Appendix D: Redesign Recommendations

Exercise Room

- Based on questionnaire answers, some of the equipment should be eliminated to open the space and create a better traffic flow. Also, based on the results from the questionnaire, we should add a few exercise machines or tools to make it more appealing to their wants. Taking one of the treadmills out and putting in a bike and rowing machine may be more appealing for some people that don’t care for treadmills.
- Walls: I would recommend brightening up the walls with a coat of yellow hued paint, along with that I would add pictures of people exercising outside in nature settings. I want this space to feel different from the rest of the platform so that it feels like an escape for the employees, a space that emulates sunshine and outdoors through the walls and décor.
- Change the lighting fixtures to natural lights, I suggest recessed lights or can lights with full spectrum lighting to replicate the sun’s natural light.
- We need some type of shelves to organize the radio, towels and extra small exercise tools like the ones recommended for the social room (see below third point). The weight table is covering a lot space in the room and we can come out with a different lay out that takes up less space.
- If the leadership is willing to spend some more money, I would like to change the floor to a laminated wood floor, which it would warm up the room and make it more inviting for employees to come and workout.

Social Room

- Furniture- As we discussed in previous meeting, we suggest replacing a couple of lazy boy recliners with a couple of stationary bikes.
- Walls: I suggest soft, neutral blues that can help the employees to wind down after a stressful day. Soft soothing blue can be “Benjamin Moore White Satin 2067-70” and “Benjamin Moore Lookout Point 1646”
- Add a small area with easy, noise-free exercise tools, such as elastic bands, small balance pods, exercise balls, weight gloves, hand grips, non-slip push-ups brackets, eight shaped latex pull ropes. Also, these are tools the target population would like (90% of the population are males).
- Changes of lighting fixtures to natural light, I suggest recessed light or can light with full spectrum lighting to replicate natural light.
Ursa Cardio Room

- Clear out any extra stuff that doesn’t belong to the exercise room, for example ladders, empty water containers, etc.
- I feel that the space is crowded with too many cardio machines but I also understand that it is a confined room and there are a lot of employees in every shift that need to use the room. Based on the questionnaire answers, if there is any equipment that it is not being used, it should be eliminated to open the space and create a better traffic flow.
- Walls: I would recommend brightening up the walls with a coat of yellow hued paint, along with that I would add pictures of people exercising outside in natural settings. I want this space to feel different from the rest of the platform so that it feels like an escape for the employees, a space that emulates sunshine and outdoors through the walls and décor.
- Change the florescent lights for a brighter, more natural one. If you look at the pictures on the weight room the florescent lights look brighter than the one used in the cardio room. Please, keep all florescent lights in the room the same tone and preferably use a daylight quality tube.