

HEALTH MEANS

BUSINESS



Champions Handbook



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I. Campaign Overview

The Health Means Business campaign is a two-year commitment by the U.S. Chamber of Commerce Foundation with support from the Robert Wood Johnson Foundation, in an unprecedented partnership with local and regional chambers, to foster business engagement in the wellness of our nation's communities.

Our goals are to create an enlightened national discussion that engages small, medium, and large businesses about the interdependency between health and economic empowerment and to build a culture of health in the United States. In addition, we plan to create a framework for continued engagement with our community partners, as well

as for future analysis of the information we learned, to take us beyond 2016.

There are numerous components to the campaign, including an online resource center, research, a national summit, an awards ceremony, and 10 regional forums across the United States during 2015 and 2016, which are at the core of the campaign. These regional forums serve as the model for additional state and local forums. This handbook provides information and tools for chambers of commerce and their community partners to use become community champions for building a culture of health.

II. Building a Culture of Health and the Business Sector

Currently, the country faces a dysfunctional relationship between its health and its economics. The Centers for Disease Control estimates that employers lose around \$1,700 per employee, per year, due to health problems that could be avoided.¹ At the same time, the United States spends more money on health than any other nation. In 2013,

health expenditures accounted for 17% of Gross Domestic Product.² Yet, the United States ranks as one of the lowest nations for life expectancy among developed nations—and this ranking has consistently dropped since 1980 to become one of the lowest.³

The money spent on poor health depresses wages, reduces profits, diverts money from other investments, and creates a feedback loop that only further accelerates poor health outcomes. There is no way the American business community will be competitive against other economies if we continue with the status quo of paying top dollar for poor health outcomes. In short: America's health is our wealth, and our wealth is our health.

Marc DeCourcey, Senior Vice President, U.S. Chamber of Commerce Foundation

Stewart WF, Ricci JA, Chee E, Morganstein D. Lost productive work time costs from health conditions in the United States: results from the American productivity audit. J Occup Environ Med. 2003;45(12):1234-1246.

² http://data.worldbank.org/indicator/SH.XPD.TOTL.ZS

³ Robert Wood Johnson Foundation

The business sector has a critical role to play in building a culture of health—which can lead to greater business competitiveness and prosperity. Many communities are facing health challenges that range from addiction to homelessness and hunger; the public health sector alone cannot address these problems. The business sector is by nature dedicated to solving big challenges through innovation, collaboration, and hard work. In cities throughout the United States, business leaders are taking action to invest in workplace and community wellness and, in turn, are increasing economic competitiveness.

What Can the Business Community Do to Address Health Issues?

Most of the needed action has nothing to do with doctors or health care—or even workplace wellness programs. Before people end up at a doctor's office, they live in environments that produce differing health outcomes. It's estimated that much of what makes up our health is contained in the environments where we live, work, and play.

Certain environments make healthy choices easy. Communities can fundamentally change the environment to encourage healthy choices by building a culture of health.

What Is a Culture of Health?

According to the Robert Wood Johnson Foundation, a culture of health has the following characteristics:

- ➤ Good health flourishes across geographic, demographic, and social sectors.
- ➤ Attaining the best health possible is valued by our entire society.
- ➤ Individuals and families have the means and the opportunity to make choices that lead to the healthiest lives possible.
- ➤ Business, government, individuals, and organizations work together to build healthy communities and lifestyles.

We believe that striving toward a culture of health will help us realize our mission to improve health and health care for all Americans.... To do that we must disrupt the status quo and catalyze a national movement that will:

- > Cultivate a shared vision of a culture of health;
- > Build demand for it among all Americans; and
- > Discover and invest in solutions.
- Risa Lavizzo-Mourey, CEO, Robert Wood Johnson Foundation, 2014
- ➤ Everyone has access to affordable, quality health care, because it is essential to maintain, or reclaim, health.
- ➤ No one is excluded.
- ➤ Health care is efficient and equitable.
- ➤ The economy is less burdened by excessive and unwarranted health care spending.
- ➤ Keeping everyone as healthy as possible guides public and private decision-making.
- ➤ Americans understand that we are all in this together.

Business and community leaders across the United States who are already building a culture of health know that making such investments is a sound economic development strategy. According to the qualitative interviews held with business leaders during the *Health Means Business* forums, those businesses that have made investments in workforce and community health report positive return on their investments, including lower health care costs, greater attractiveness as a place to work, and an enhanced community profile. These leaders are *Health Means Business* champions.

Any individual or business—large or small—can become a champion by committing to a few simple actions. This handbook describes the steps.



III. Join the Network—Become a Champion

The Health Means Business Champions Network connects stakeholders to the best ideas from businesses and communities across the United States.

Health Means Business champions are individuals, companies, or groups of people that commit to take on the challenge of building a healthy, prosperous community.

Join the Champions Network at uschamberfoundation.org/health-champions

Champions can get involved at whatever level is appropriate—from simply joining the online network and receiving tips and tools via email to organizing a community event (such as a *Health Means Business* Forum) or creating an institution dedicated to organizing state or local action on wellness, such as a wellness committee or council.

Coordinate Nationally: Access the Champions Network

The Champions Network is organized by the U.S. Chamber of Commerce Foundation and helps communities connect both on- and offline. Network members are invited to participate in quarterly webinars, where they gain access to best

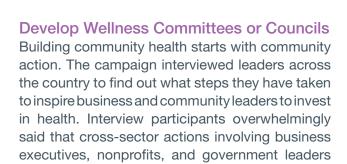
practices, breakthrough ideas, funding sources, and inspirational stories. The network serves as a capacity-building community, where champions are invited to share their stories and learn from one another through webinars or social media or by working directly with the *Health Means Business* team at the U.S. Chamber of Commerce Foundation.

Organize a Community Event: *Health Means Business* Forums

In 2015–2016, communities throughout the United States held Health Means Business forums in conjunction with local and regional chambers of commerce. These forums are half-day meetings that bring together key leaders to discuss how businesses can be more involved in building a culture of health in a city or region. The purpose of each forum is to engage local businesses and other key community stakeholders, including members of the media, in discussions about health, education, and economic outcomes. The forums also encourage increased business involvement in building healthy communities and include a public commitment to invest in health. For example, the state of Indiana declared a Health Means Business day and made a public commitment at the Indiana forum to improve its health outcomes. The handbook for hosting a forum can be downloaded at the online resource center on the Health Means Business website.

The opportunity presented by the *Health Means Business* campaign is for chambers everywhere to step out and become the outlet for the business community. Chambers can convene broad-based groups, including policy, health, churches, and businesses, to discuss and take action on how to build economic and health resilience in every community. The solution won't be the same for every place, but the techniques of communication and collaboration will. Oklahomans are resilient. We have experienced some of the greatest natural and manmade disasters of any community in the United States. We know that there is urgency everywhere, and that the solutions are in joining together to build practical solutions that create more health and economic vitality.

— Joe Dorman, Community Outreach Director for True Wireless and Former Representative District 65, Oklahoma State House of Representatives



were the keys to success.

Sometimes these coordinated efforts started with a chamber of commerce forming a wellness committee devoted to exploring the issues of workforce wellness and health care cost management for its members—and then quickly expanding its mission to include conversations with the broader community about the issues driving a broader definition of health in the community, including education and wellness. Dialogue should focus on understanding what role individual social

determinants play in a systems-level approach to community health, by bringing in a variety of local stakeholders.

Other times, a cross section of businesses recognized that the unmet need for greater community health was holding back the city's economic success. In those cases, a nonprofit or city government leader, in collaboration with the businesses, might spearhead an effort to bring everyone together around the issue. Examples of these breakthrough strategies can be found in Indiana and in Oklahoma City (highlighted as Breakthrough Stories in this Handbook). Both examples feature enlightened business leaders who realized that their short- and long-term business-sector competitiveness relied on creating specific institutions dedicated to changing trends in community health.

IV. Breakthrough Story: Indiana State Chamber of Commerce Wellness Council

Chuck Gillespie, the executive director of the Wellness Council of Indiana, provided an overview of their work.

"The Wellness Council of Indiana is a 501(c)(3) organization and the only statewide not-for-profit specifically dedicated to worksite wellness in Indiana. Organized as a volunteer-based association in 1988 and acquired by the Indiana Chamber of Commerce in 2011, the Wellness Council of Indiana has grown to be one of the largest state councils in the United States today. It is a wholly owned subsidiary of the Indiana Chamber.

The Wellness Council has helped its member organizations save time and avoid costly miscalculations when building consistent and comprehensive workplace wellness initiatives, by providing a proven process through AchieveWELL—an award-winning workplace wellness evaluation and recognition service. AchieveWELL provides an unbiased review of current strategies being deployed and identifies both the strengths to build from and the gaps to help evolve. Hundreds of worksites throughout Indiana have utilized AchieveWELL for over two decades. Currently, over 80 organizations are recognized.

A great workplace wellness program can influence positive behavior change only when there is the opportunity to influence participants where they live, work, and play. For this reason, the Wellness Council launched Indiana Healthy Community. Since the launch in October 2015, eight communities



have begun the process of applying for their designation as healthy communities and meeting the criteria to receive it. In an exciting development, two communities are already close to meeting the expectations necessary to receive the healthy community designation by September 2016.

The Wellness Council utilizes research conducted by multiple sources throughout the world and specifically identifies the Gallup Well-Being 5,4 Aaron Antonovsky's Saltogenesis model,5 Halbert Dunn's wellness definition,⁶ and Robert Wood Johnson Foundation's collective impact⁷ criteria as the basis for how to deliver a comprehensive wellness strategy at work and in the community. The Wellness Council assists members by providing the tools to allow their wellness programs to grow and meet the criteria to provide a comprehensive program. One way to accomplish these goals is through hosting roundtable meetings called IdeaShare across the state. These are open to members and guests to connect and collaborate on how to deliver programs that have been successful in Indiana. More than 50 IdeaShare events have occurred in the last 16 months. The Wellness Council provides businesses with the information to assist them in getting started on building a culture of health at a worksite or in their communities. To date, the Fundamental's member benefits (all members have free access) include hundreds of program ideas, dozens of program templates, policy templates, job descriptions, and turnkey programs that meet the criteria of the reasonable alternative standards for the Affordable Care Act.

Training for the champion within an organization is also critical. The Wellness Council provides multiple training opportunities throughout the year. Over 400 people have been trained through the Wellness Council of Indiana to understand what it takes to manage wellness at their places of business and in their communities. Each year, the Wellness Council is host to the Indiana Health and Wellness Summit. With over 500 participants, the Wellness Summit offers an opportunity to learn and grow. The Summit also provides a forum to recognize AchieveWELL (35 recognized in 2015) and Indiana Healthy Community recipients (first year of recognition).

Finally, the Wellness Council has a student scholarship program named after Phil Huffine, one of the founders of the Wellness Council. In 2016, over 50 applications were received for the two scholarships. Further, two scholarships are awarded each year to professionals seeking more training in wellness. This scholarship is named after Mike Campbell, who guided the Wellness Council for over a decade.

The Wellness Council's mission is to work collaboratively in order to positively impact the economic vitality of the State of Indiana, by evaluating and guiding workplaces and communities through the development of their own comprehensive health and wellness strategies. Wellness encourages active living, community engagement, and corporate social responsibility.

For more detail and to learn how to create a wellness council, visit www.wellnessindiana.org.

⁴ The Gallup Well-Being 5 are career, social, physical, financial, and community well-being. These indicators are based on international research conducted by Gallup scientists. See http://www.gallup.com/businessjournal/126884/five-essential-elements-wellbeing.aspx.

Saltogenesis is an approach focusing on factors that support human health and well being, rather than on factors that cause disease. See http://heapro.oxfordjournals.org/content/11/1/11.full.pdf.

⁶ Dr. Halbert Dunn defines wellness as "integrated method of functioning which is oriented toward maximizing the potential of which the individual is capable. It requires that the individual maintain a continuum of balance and purposeful direction within the environment where he is functioning." See http://www.hasc.org/briefs-focus/high-level-wellness-organizations-and-individuals-why-wellness-matters.

⁷ Collective impact refers to community health outcomes that are the result of "broad-based cross-sector collaboration that recognizes that better health drives a healthier economy." See http://www.rwjf.org/en/culture-of-health/2013/03/supporting_community.html.

V. Get Started: Eight Steps to Investing in Community Health

One of the best ways to start investing in a culture of health is by tapping into existing community networks. An effective way for businesses to start is by using the resources of their state or local chambers of commerce.

In the same way that advocates of workplace wellness programming suggest starting with CEO buy-in and the formation of a wellness committee, Health Means Business campaign research shows that forming a wellness committee at a state or local chamber—with the mandate to build a culture of community health—or becoming a member of an existing community coalition can be important first steps.

Best Practices

The Health Means Business campaign has uncovered from its network eight best practices on how to start investing in organizational and community health:

1. Engage the C-Suite.

Business leaders follow their peers. To get the business community to take meaningful action, create a small group of business leaders who are committed to solving community challenges. An example would be a monthly CEO breakfast roundtable on health and economic development.

Create a wellness committee at your chamber of commerce and join with others doing similar work.

Try not to duplicate what is already happening. Collaborate wherever possible. Shared success is likely to be greater than anything undertaken by a company or chamber alone.

3. Survey the landscape, gather data about the scope of the issue, and then set clear, evidence-based goals.

The Robert Wood Johnson Foundation's County Health Rankings and Roadmap Data offers valuable tools for assessing community health challenges and opportunities, and it provides data to inform actions.

www.countyhealthrankings.org

4. Create the plan and the campaign.

Make it measurable. Business people are used to setting quarterly and yearly goals that have clear metrics of success. Community health

Corporate social responsibility is not just for the Fortune 500. Businesses of all sizes can make a dramatic impact on the well-being of their communities. Our philosophy is simple, if our customers Do Well, our company will Do Well, which makes our employees Do Well. We are passionate about our community, and we set the example for the change we want to see.

— Duncan Williams, President, Duncan-Williams, Inc.



metrics can seem less tangible than the metrics businesses are accustomed to tracking, such as profit and sales. Try to frame the project and success points along the way in clear, measurable terms.

- 5. Have fun and share success broadly. Celebrate success and progress. Give credit where it's due. Share the successes, and bring in more collaborators.
- 6. Keep pushing outward beyond the original collaborators.

Host an event, such as a Health Means Business Forum and invite as many existing and potential allies as possible, but keep the team focused on measureable results. Community coalitions can sometimes grow to need a staff member dedicated to running the effort. Funding for this role can come from a variety of sources, including earned revenue, similar to the Wellness Council of Indiana's model. The Robert Wood Johnson Foundation's County Health Rankings and Roadmap Data provides a guide for creating and running community coalitions.

7. Be visible.

Make your good work visible through external branding, social media, and community events. External promotion is great for bringing in allies, and it also can be an important tool for marketing, employee recruitments, and retention.

8. Declare victory and set the next goals higher.

Achieving community health goals-such as a healthy workforce that results from an investment in early childhood education-can take a long time. Business people are used to setting quarterly and yearly milestones. Set mileposts for success along the way so that everyone can see success as it unfolds.

Sign up to join the *Health Means Business* network and gain access to a national network of colleagues and information. www.countyhealthrankings.org

Join the Champions Network at uschamberfoundation.org/health-champions



As anyone who has ever tried to organize a community effort knows, oftentimes stated and unstated objections will slow or derail the effort if they are not addressed.

In order to shape conversations that can encourage success, it is important to understand both the motivators and the potential roadblocks, while dealing openly with objections. Here are a few of the most common challenges and benefits mentioned by business leaders in the *Health Means Business* participant interviews. Champions can incorporate these points, and particularly the benefits, in order to craft messaging. For example, there are a wide range of activities that are inexpensive to implement that show that cost does not have to be a barrier. Some of these include simple actions like adding fresh fruit to the worksite snacks, or encouraging employees to volunteer.

Barriers

Small, medium, and large enterprises cited the following concerns:

- ➤ There is a lack of funds and staffing.
- ➤ There is no direct relevance to the business bottom line.
- ➤ There is no easy one-stop shop for tools.
- ➤ Employees don't participate, so executive leadership questions the value of programming expenditures.

Chambers cited the following concerns:

- ➤ Health and wellness are not core to chamber membership interests.
- ➤ Other civic or social organizations handle health.
- ➤ The chamber is too small and lacks resources.

Businesses and chambers cited the following concerns:

- ➤ Health of the leadership is poor (because the leaders themselves are unhealthy, there is sensitivity around the issues of health).
- ➤ Payoff takes too long (for example, it could take 20 years of work for investment in improved pre-K education to pay off in the form of a more competitive workforce).

These concerns may seem daunting, but the fact is that thousands of U.S. businesses of all sizes take action every day to invest in organization and community health—and they experience measurable returns on their investments, from cost reduction in health care to enhanced standing in the places where they do business.

Benefits

Here are some of the most commonly cited reasons why businesses do take action to invest in community health. In addition to being good corporate citizens, these health champions report top- and bottom-line returns on their health investment. Objections can be overcome—with the right attention and commitment.

Small, medium, and large enterprises cited the following benefits:

- ➤ Employee recruitment and retention is improved; it is a competitive differentiator for talent.
- ➤ Increased community presence and commitment results in being seen as a backbone of the community, which, in turn, helps with marketing and customer acquisition.
- ➤ There is an improved internal culture; it shows care for employees and their families.
- ➤ It improves workers' ability to be fully present in their jobs.



- ➤ The program reduces absenteeism.
- > Corporate wellness reduces health care costs and increases effectiveness of health care initiatives.

Chambers cited the following benefits:

- ➤ It enhances state and local competitiveness.
- > It is an attraction for businesses interested in locating to a community.

Important messages to remember:

- > Investing in a healthier workplace and community can be cheap and easy! You can start with a volunteer position. A business or chamber of any size can start with small steps to make their community better.
- ➤ A robust health platform drives new membership and revenue for chambers.

- Improving your community is an invest strategy for your business or your chamber – it is relevant to your bottom line; not something outside of it.
- > You don't have to wait for your investment to make a long-term gain. In addition to longterm gains, there are short-term gains to be made (like market awareness and employee productivity).

These comments are based on interviews with more than 120 business leaders around the United States. When crafting messages and strategies, business and community leaders should take this bulleted list into account. Clearly, building a culture of health can have direct benefits for employers. employees, and an entire community.

South Carolina was fortunate in that business leaders working through the state chamber of commerce took a leadership role over the last 20 years on improving education and workforce development. The continuity of the business community over time was what made the difference. We are now applying this model to health and wellness. A healthy workforce is a sustainable workforce. If the U.S. Chamber can help set the agenda and businesses hear the message over and over, that will help keep state and local businesses at the table to continue moving the needle.

— Jim Reynolds, CEO, Total Comfort Solutions and Founding Member of the Alliance for a Healthier South Carolina.

VII. Healthy Communities Do Better— Evidence for the Link between Healthy Communities and Economic Prosperity

Evidence shows that healthy communities do better—in recruiting new businesses, growing the homegrown ones, and creating a committed, competitive workforce.

America's competitiveness lies in its people and the health of its communities. A person's income or ZIP code should not hamper his or her ability to access fresh food or quality health care, or to go outdoors to exercise or play. But too often, it does. Research supported by the Robert Wood Johnson Foundation has shown that where someone lives is as important a predictor of longevity as his or her genetic code. Visit the Robert Wood Johnson Foundation website to see the prediction of life expectancy by ZIP code. http://www.rwjf.org/en/library/interactives/where-you-live-affects-how-long-you-live.html

Life expectancy is clearly related to health, and health is related to workplace and community behaviors. Therefore, the more an enterprise does to invest in building the health of both the workforce and the communities in which it operates, the more it can enhance its business productivity and, ultimately, its own competitiveness.

In addition to worker health, communities that promote a general culture of health-such as

providing a higher quality of life for residents through improvements to the built environment, education outcomes, and safe parks and public transportation—tend to do better when recruiting companies and workers. Businesses rely on an educated, motivated workforce to be competitive in today's marketplace. Typical investments include providing higher salaries and employment benefits as well as services to connect individuals and families to health care, after-school activities, childcare, housing, transportation, and other quality-of-life support. Education, defined by the number of years of schooling, also is a key factor in individual empowerment, enabling personal choices such as where individuals and families live, work, and play.

Interviews with city and business leaders at *Health Means Business* Forums across the country concluded that no matter how many tax incentives a state provides, companies will not locate their headquarters or choose to grow their business in a place where they cannot attract the right kind of talent. Investing in community wellness is in everyone's interest.



VIII. A Business Perspective: GSK on **Building Healthy Communities**

GSK's corporate responsibility program is dedicated to building health and well-being in communities. Katie Loovis, Director, Corporate Responsibility, GSK, explains her company's strategy for building a culture of community health. She explains that the company starts by looking

at place-based factors and evaluating where their work can have the most impact in communities. Through programs like the GSK IMPACT Awards and Grants, GSK contributes to system-level change by starting at the local level, where community health movements drive real change.

What does your zipcode have to do with your health? A lot, apparently. According to experts affiliated with the Robert Wood Johnson Foundation and the University of Wisconsin, about 80% of our health is influenced by factors outside the doctor's office and where we live, learn, work, and play.

For GSK, a global healthcare company with a long history of U.S. community partnerships that drive improvements in access to healthcare, the case for repositioning our focus to address placebased, community-based factors was compelling.

Our mission is to help people do more, feel better, and live longer. To live our mission, we recognized we must go outside the doctor's office and address health challenges where they start – and that's in our communities.

The disturbing reality is how very real these place-based factors are when it comes to length and quality of life. Take Philadelphia for example - a city of neighborhoods. Children growing up in one neighborhood (such as lower north) are likely to live 13 years shorter life than a child in the adjacent neighborhood (city center).

This reality is what many refer to as disparities, and they take the shape of little to no access to healthy foods, recreational spaces, affordable housing and transit, safety, and/or family and social support. And while any one of these things may not seem that significant to our long-term health, the collective impact of these factors matters greatly. And that's where GSK has shifted our attention.

Over the last five years, we dove into the question: what does it mean and what does it take to build healthier communities? We redesigned our GSK IMPACT Awards to identify winning strategies by local nonprofits. And then we launched the GSK IMPACT Grants to work side-by-side with a network of organizations that are together addressing the wide array of community-based issues to help kids live healthier lives.

We've learned many things over the last few years, which has informed our strategy as we've gone from Denver to Durham. Throughout it all, the County Health Rankings and Roadmaps have anchored our approach. The roadmaps help us know which interventions have evidence to back up their effectiveness and tools like this one, which identifies life expectancy by zip code, helps us continually sharpen our focus.

As we partner to build healthier communities, we are contributing to system-level change with local-level results, and living the GSK mission in the process. Our wish has been that more businesses would engage with us in this important work. Needless to say, it is with a great deal of enthusiasm that the US Chamber of Commerce Foundation Corporate Citizenship Center is leading the *Health Means Business* campaign. Through community conversations across the country and the new online portal, it is that much easier for businesses of all sizes to join us in building healthier communities.

- Katie Loovis, Director of Corporate Responsibility, GSK



IX. Breakthrough Story: Oklahoma City

Synopsis

In the early 1990s, Oklahoma City was a finalist in United Airlines' bidding process to site a maintenance facility in the community. In a surprise outcome, Oklahoma City lost the bidding process.

City leaders turned that loss into a long-term win by developing cross-sector support for a more vibrant and healthy built environment downtown, using an innovative community investment tool called MAPS (Metropolitan Area Projects).

In the early 1990s, Mayor Ron Norick and city business leaders were excited to attract United Airlines to Oklahoma City. They put together the most lucrative package they could, judged by the company to be the most competitive on the table. Feedback from United was good and it was looking like Oklahoma City would win the facility. However, in a surprise move, Indianapolis won the bid. Mayor Norick was astounded and called United's CEO. The United Airlines CEO confided that executives flew in and explored the city, particularly the downtown. They felt they 'just couldn't see themselves or their families living there.'

The United Airlines loss served as an important rallying point for our city. The mayor and business leadership, including the chamber of commerce, rallied the community. The Mayor said, 'If our efforts attract other companies—great—but it will make our quality of life better nonetheless.' Out of this came a new way to approach economic development and enrich our community called MAPS, or Metropolitan Area Projects, leading to almost \$1B in public/private investment and a completely revitalized downtown, school, cultural, and wellness facilities, including parks, playgrounds, and an Olympic rowing center. MAPS funding is generated by a voter-approved increase to the city sales tax of one penny that has been renewed several times during the past 23 years.

This experience, which started out as a failure, turned into great success for our community. The process made Oklahoma City a regional and national hub for recreation, dining, business conventions, the arts, physical activity centers, and more. We invite the *Health Means Business* network to reach out to our Chamber, tour the city and take whatever learning would be useful for their own chambers of commerce or communities.

Dave Lopez, former chair of the Oklahoma City Chamber of Commerce; Executive Counsel, Schnake
 Turnbo Frank

X. Conclusion

The cycles of good community health and good business are intertwined. Business engagement in community health can help make our country healthier, better educated, and more prosperous. Businesses of all sizes have a role to play, along with nonprofit and government sectors, to create healthier communities.

This handbook and the *Health Means Business* campaign online resource center offer easy-to-use tools and network engagement to help business and community partners work collaboratively to create a shared vision about the future of the community.

The need is urgent, but there is enormous power and creativity in the business sector that can be harnessed to meet the challenges. Businesses and their partners in public health, community development, and other sectors can and must work together to transform the ways that people live, work, and play, in order to make communities healthier and more economically vibrant.

For more information or to join the national network of champions and share stories and ideas, go to uschamberfoundation.org/health-champions.





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