

tween participants who reported favorable health effects and those who did not.

### Summary

The overall effectiveness of health programs is linked to an understanding of the factors that influence response to such programs and of the kinds of changes in health attitudes and behavior that participation generates. These issues were examined as part of a collaborative research effort that included three pilot studies of programs of supervised physical activity. The programs were made available to sedentary men 45-59 years of age who were considered to be at risk of coronary heart disease. The study sites included a metropolitan community and two university settings; the university settings included both faculty members and service employees. The study groups consisted of 239 men randomly assigned to an exercise program and 142 men randomly assigned to a control group. Program participants were asked to exercise for 1 hour three times a week for 18 months. Research data (medical, physiological, and social-psychological) were obtained from program participants and from members of the control group at regular 3-4-month intervals while the program was in operation.

A number of variables influencing the men's response to the physical activity programs were identified and defined; these included a variety of motivational factors as well as the social aspects of physical activity and the attitude of the participant's spouse. Differences were noted between the factors influencing the men's decisions to participate and those affecting their continued adherence to the program.

Physical activity was found to influence the participant's attitudes and beliefs, his habits and behavior, and his general self-image. Significant effects were reported on the man's work performance and his attitude toward work, along with such general health effects as feeling in better health, having increased stamina, experiencing a weight reduction, and possessing a greater ability to cope with stress and tension. In addition, the effects of participation were reportedly reflected in behavioral changes relating to the amount of food eaten, the kind of sleep and rest obtained, and the participant's pattern of recreation. These changes were linked to a more positive self-image which served to support the person's thoughts, feelings, and actions.

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### Tearsheet Requests

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# Program Notes

## **North Carolina Tops Nation**

In 1969, more than 3,600 children in North Carolina suspected of having a developmental handicap were evaluated (see frontispiece). About 30 percent of the children referred as retarded are diagnosed as "not mentally retarded." Only New York and Pennsylvania came close to evaluating as many children for mental retardation in that year.

The success of the program in North Carolina can be attributed mostly to long-range planning in locating clinics throughout the State, according to Dr. T. D. Scurletis, director, personal health division, North Carolina State Board of Health. No State, he said, has more complete geographic coverage than North Carolina in the placement of clinics to evaluate children with suspected developmental handicaps. More such clinics are needed, however, said Dr. Robert Neely, chief of the board of health's mental retardation section. He pointed out that about 90,000 of North Carolina's 2 million children are mentally retarded.—*The Health Bulletin* (North Carolina State Board of Health), June 1970.

## **Illness From Pet Turtle**

The little green turtle, a familiar pet in the home and classroom, can cause serious illness, especially in younger children, according to Thomas W. McKinley, director of the disease investigations service, Georgia Department of Public Health. "It is not known," he said, "how many times a sickness obtained from a pet turtle has been blamed on some other cause like bad food, indigestion, upset stomach, or 24-hour virus."

At the time of purchase, McKinley explained, more than half of the pet turtles have *Salmonella* organisms in their intestinal tract. These organisms get on their bodies as they swim around in their tank water. People get the harmful organisms

on their hands when they pick up the turtle or handle its bowl.

The health official recommended a number of rules for those with pet turtles to follow, such as not changing the turtle's water in the kitchen sink, using the turtle's dish only for the turtle, and washing one's hands after handling the pet or any object with which it has been in contact.—*Georgia's Health* (Georgia Department of Public Health), May 1970.

## **Nutrition and Fitness**

Free nutrition and fitness courses have been recently initiated for citizens of Fond du Lac, Wis. These courses are designed "To reverse the trend of a disease-oriented society to one in which there is emphasis on staying well and to help people find less costly and more interesting ways of keeping fit."

The courses are sponsored by the Wisconsin State Department of Health and Social Services, the Fond du Lac Technical Institute, and the Wisconsin Heart Association. The first of each 2-hour evening session is devoted to informal presentations, group discussions, panels, films, and demonstrations on health-oriented subjects, for example, on food fads and facts. The second hour includes exercise and dancing under the direction of physical education instructors from local schools; a physical therapist is also present. Thirty-seven persons, ranging in age from 25 to 65 years, signed up for the eight-session course that began in January 1969; 24 came to five or more classes. Because of the response, a second course of 10 sessions was offered, for which 34 persons signed up.—*Wisconsin's Health*, Spring 1970.

## **Training Police as R.N.'s**

An experimental program to train policemen and firemen as registered nurses begins this fall at the City University of New York. The program will prepare police and fire

department personnel who are eligible to retire within 5 to 8 years to take the New York State registered nurse licensing examination. New York City policemen and firemen are eligible for retirement after 20 years of service.

The 2½-year training program is designed to fit a work-study schedule. Classes will be held for 3 hours, 3 nights a week. Plans call for admission of 100 men to the program in September 1970 and admission of 100 more men in September 1971.—*Hospital Week*, July 17, 1970.

## **Testing for Lead**

About 8.1 percent of the children in the District of Columbia tested recently for lead poisoning had an abnormally high level of lead in their bodies. A total of 826 children, 18 months to 4 years old, were tested in the period June 2-8, 1970, in 10 free clinics operated by the District of Columbia Health Services Administration in cooperation with the United Planning Organization and the Medical Committee on Human Rights.

About 50,000 children in the District live in substandard houses, painted with lead-based paints which are now peeling. Many children put these paint chips in their mouth and lead poisoning may result.—*D.C. Health News and Notes*, July 1970.

## **Prescribing by Generic Name**

Physicians and dentists participating in the Maryland Medical Assistance Program have been urged to prescribe drugs by their generic name so that pharmacists may "dispense a quality product, reasonably priced." The request was made in a joint statement issued by the Medical and Chirurgical Faculty of Maryland, the Maryland Pharmaceutical Association, and the Maryland State Department of Health and Mental Hygiene. A comparative drug price list accompanied the statement.

*Items for this page: Health departments, health agencies, and others are invited to share their program successes with others by contributing items for brief mention on this page. Flag them for "Program Notes" and address as indicated in masthead.*

## The Marketing Plan Challenge

A marketing plan should include:

- A mission statement
- Measurable, attainable objective
- General strategies for reaching each objective
- Specific tactics for carrying out each objective
- A plan of action

The major steps and questions in the marketing plan are:

Step 1: Diagnosis: Product and service analysis

- A. Customer awareness: Who are they?
- B. Current marketing efforts
- C. Generating new business
- D. Pricing and distribution

Step 2: Prognosis: Keep it up and where will you be a year from now? 5 years?

- A. External influences such as current competition, technological breakthrough, political climate, etc.
- B. Internal influences such as personnel, financial resources, products and services, etc.

Step 3: Objectives: Are they concrete, measurable, and realistic?

Step 4: Strategies: logo, web page, tv or radio, public relations, newsletters; etc.

Step 5: Tactics: specifying the strategies

Step 6: Control: Monitoring for continuing success and improvement: brainstorm results, budget spent vs payoff, profitability, customer and client feedback, repeat business and recommendations

**A Majority of One Marketing Program  
(You Are the Marketing Program)**

by  
**John H. Baker**

Most organizations spend considerable time and money in an effort to define their identity. Then more resources are spent through media conveying that identity to their potential markets. But in spite of all the Dilbertesque corporate pronouncements we're ultimately known by the individuals who inhabit and represent our companies to our customers, patients, or clients. Individuals are the ones who are the living examples of who we really are in our organizations.

Tom Peters, the management guru, put the concept of the identity challenge in quick perspective: "You have to hire nice; you can't train nice." The individual employee has the ultimate responsibility for representing himself or herself and the organization in a manner consistent with the corporate identity. If the company is a bank, and its slogan is depicting the bank as "the friendly bank," then employees must demonstrate that they indeed are friendly or the pronounced identity is a lie.

Several years ago a new restaurant decided that every one of their twenty proposed employees needed to be friendly folks. At the bottom of their employment announcement they added: "Grouches need not apply." Over sixty people applied for the positions and the managers said there wasn't a grouch among them. Evidently the grouches of the world know who they are and don't go where they are not wanted. The restaurant was able to practice its identity and expected treatment of customers because the hiring was

consistent with who they wanted to be.

It's probably safe to say that we can alter our behaviors to some degree through clearly defined expectations of performance, consequences fitting to appropriate actions, modeling expected behavior from the top throughout the organization, and as indicated earlier, through careful hiring of people who fit the expected employee profile.

All of us have come face to face with employees who demonstrate how bored they are with us, their job, and helping their organization provide services and products and ultimately survive. It's of interest to note that Disneyland and Disney World employ nearly 30,000 people to insure that we have a good time at their parks and our needs for comfort and fun are met. As a visitor at both properties, I've yet to meet an unfriendly, non-service-oriented employee. Yet these employees have the same human issues, frustrations, and challenges we all have and they often work in a hot, humid, and crowded environment.

How is it that those Disney employees so closely typify the Disney identity of fun, make-believe, and show business where so many other organizations and individuals fail their ultimate employment responsibility? Walt Disney was very clear about what his parks were to be and what their mission was with the general public that had already fallen in love with those famous characters. He knew that the audience comes for fun and expects value for the dollar spent. But most important that Disney identity was transferred to the employees as part and parcel of the hiring, training, evaluating, and even firing if necessary. Even though the Disney organization is very clear about who it

is, the ultimate responsibility for maintaining that identity lies with each employee, one at a time, to make the visitor day and give him or her the value we're all told we could expect.

Owners, managers, all employees must hold themselves and each other accountable to deliver positive services and products day after day.

We've also heard the statement, "Yes, but everyone is entitled to a bad day." Isn't it interesting that certain occupations don't allow for it. Surgeons can't look us in the eye and say, "I'm having a bad day, but go ahead and dress down for your operation." We don't expect the pilot on our next flight to get on the P. A. system in a sleepy, down-in-the-mouth voice and say, "I really tied one on in Fargo last night, and I'm feeling terrible and little shaky, but we all have a right to a bad day." Perhaps show business has the most clear expectation of performance and occupational identity that each and every show business personality holds sacred. Irving Berlin said it in his song, "There's no business like show business," "You get word before the show has started that your favorite uncle died at dawn; on top of that your ma and pa have parted; you're broken-hearted but you go on." Walt Disney knew that his parks were show business and had the requirement that when the employees stepped out into the public parts of the park they were "On Stage." All of us are the representatives of our organizations. As a wise manager once said, "Most organizations kill themselves from within; their public just helps them die quicker." Ralph Waldo Emerson said, "All organizations are the length and shadow of one man (or woman)," and we are that one person.

## Working Out at the Newport Recreation Center

If you want an ideal place to exercise at whatever level you find yourself, the NRC is the place.

Friendly folks greet you on entering, even at 5a.m., with Margaret always on board. The facility is fully equipped with numerous treadmills, step machines and a variety of work-out equipment to suit every level. Weights are available as well as floor exercise mats and materials. Shannon is available to help new members get started or receive training instruction. Full locker room /shower facilities are available.


The staff is always willing to listen to suggestions, or make appropriate changes. My request for boxing equipment, for example was cheerfully met by Shannon. John does a great job maintaining the equipment and the whole custodial crew is top notch.

Members can experience a pleasant environment with many friendly Newport folks, making your workout time fly by.

A great place to have in our city and I enjoy having it part of my day!

Walt Dalon,

Newport

A handwritten signature in black ink, appearing to read "Walt Dalon", with a long horizontal flourish extending to the right.

Newport City Council

Dear Newport City Council,

My name is David Turner, a local business owner (Arctic Circle), and a resident of Newport for the past 30 years. I wanted to write a letter explaining the importance of the Newport Recreation Center and the quality of life that it has provided for my family. I have 3 children ages 12, 13 and 16. The Newport Recreation Center has been an extremely important part of my families life style and health. Due to the lack of Middle School sports programs, the Recreation Center has benefited my kids greatly. They are all involved in Basketball and Middle School Cross Country, which Liam Hughes has started this year. I've also learned of new sports programs coming soon. At this age, it is so important to keep our youth active, healthy and learn what it's like to be part of a team. Please understand the importance of our Recreation Center and I hope it is considered a high priority when it comes to financial decisions.

Sincerely,

David Turner



Dear Liam,

As a family we arrived in Newport about a year ago. Prior to this we were living in Beijing, China where there was a very active international sports community. We find some very reassuring similarities in the programs you offer here and the programs that were available in Beijing. It was a very important issue in China for the leaders of the business community to help organize and support a wide variety of athletic activities for their children. This was done through a community athletic organization "Sports Beijing" which catered only to school aged children, to corporate sponsored teams and to the addition of sport "club" activities in the international schools.

As you know we believe that the programs offered by the Newport Recreation Department are essential for all children in the area. Because the schools offer no organized sport any more your programs serve as life lines to the areas children. It is so important for children to have physical activity in their lives. As a former college coach, teacher and fitness trainer I can not find strong enough words to express how important consistent, regular, physical activities are for the growth and overall development of young people. The positive influence of daily exercise and physical activity reaches far beyond that of simple physical health it effects concentration, self esteem, confidence, developing a positive self image, self motivated etc, etc. Children who participate in sports have better academic results in school, stay in school longer and are more likely to continue their education after high school. Currently school age children have physical education 2-3 times per week for under an hour. Simply put this is not enough!!

As a top manager for one of the largest automobile manufacturers in the world and an international business consultant my husband stressed the fact that mandatory sports training at the corporate level is on the rise. The reason for this is that executives that participate in regular athletic training work more swiftly and effectively than those who do not. Their stress level goes down and they get more work done. There has been quite a bit of research done on this. As a black belt (trainer) in Judo and someone who goes to the gym 4-5 days a week he knows how important it is to have a variety of activities to choose from.

The Newport Parks and Recreation department is the only place where parents and children alike can find a wide variety of well coordinated, comprehensive sport programs. It is a gathering place for families and serves as a safe positive environment where everyone has a chance to learn and grow.

It is the duty of The City Council to do everything in its power to support these programs as they are necessary to the health and growth of the entire community. Without organized sport programs many young people will loose their way. Not only should the on going programs continue new activity choices should be added. If there is anything we can do to help keep your programs going please let us know.

Thank you for providing a nurturing, energizing environment for our children.

Sincerely,

Virginia & Thomas Knott

