

# Work Health

## Planning Guide



Helping you and your workers improve health and wellbeing, safety performance, productivity and workplace culture.

### What's inside:

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There are useful tools and resources throughout this guide to make the five steps of your workplace wellness program easy. Access to this guide and resources can be found on [Workplace Health and Safety Queensland website](#).

## Healthier. Happier. Workplaces

Funded by the Queensland Government

## Step 1

# Management Commitment



## Step 1

Securing support and participation from management is critical to running a successful workplace wellness program.

Getting support from management means you:

- can more easily secure resources and funding
- are sending the message that the workplace is serious about worker health
- are more likely to have increased participation from workers.

### 1. Scan the work environment



Identify the key drivers for why a workplace wellness program is important for your workplace.



Understand existing programs, activities, policies, resources, infrastructure and benefits that encourage workers to maintain a healthy lifestyle.



Identify strengths, weaknesses, opportunities and threats for the program.



Recommend actions for changes that support healthy choices and behaviours.

Use the information you capture to build a business case that will be presented to management.

### 2. Make a business case

A business case is the rationale for your wellness program. It should link to your workplace's goals and values, outline the benefits of the program and recommend ideas for the program.

Include evidence and data to back up your recommendations. Use the business case to get management support and approval for the program.

### 3. Create a shared vision

Once management have endorsed the program, develop a workplace wellness policy or statement. This will outline your workplace's vision for improving worker health and wellbeing. Consider including:

- a statement of the workplace's commitment to health and wellbeing
- a list of the goals and objectives
- responsibilities of key groups, stakeholders or individuals
- a review date for the policy
- approval and sign-off by senior management.

The policy should be included in the workplace induction process and referred to in the workplace health and safety manual.

N.B. This can be used as a stand alone document or sections can be integrated with an existing policy i.e. a Workplace Health and Safety (WHS) or Human Resources (HR) policy.

Use the [Workplace Health Savings Calculator](#) to measure the potential savings associated with implementing a successful workplace wellness program.

## Step 2

# Wellness Planning

The next step is to start planning what's needed for your program to be a success.

### 1. Consider who should be involved in the program and how to get them involved

This will depend on the size and scope of your workplace wellness program.

#### Coordinator

The coordinator plays a vital role in driving strategies within the workplace and encouraging management and workers to be involved. However the coordinator does not need to manage the entire program on their own, the responsibility can be shared across a number of roles through a committee.

#### Committee

A committee representing various areas of the workplace can be used to:

- share responsibility for planning, implementation and evaluation
- support the coordinator
- gain long term commitment and involvement in the program.

The committee can be established specifically for this purpose or it may be an existing HR, WHS or consultative committee. Small workplaces might have an informal group of workers that meet to discuss the program.

Consider who else should be involved in the program and how to get them involved. Consider the roles and responsibilities for each of the following stakeholders:

- management and supervisors
- HR and WHS units
- unions
- workplace champions
- workers, contractors, consultants, volunteers, work experience students.

### 2. Dedicate wellness resources

Dedicating sufficient resources can help ensure the success of your program. This means that you may need to consider a program budget, and the time required for the people involved.

If possible, secure a program budget and allocate work time so your committee can regularly get together. A wellness program doesn't have to be costly, but it needs dedicated time and effort.

### Communicate with your workers and get them involved

A successful program uses good communication and has a high level of participation by workers. Consider:

- ✓ promoting your workplace wellness policy via noticeboards and meetings
- ✓ consulting with managers and workers about the ways they would prefer to be informed
- ✓ identifying champions across the workplace to promote the program. Consider a senior level champion to ensure the program is discussed at management meetings
- ✓ asking workers for feedback and suggestions throughout program development, implementation and evaluation
- ✓ providing regular updates about the program.



Step 2



## Step 3

# Needs

# Assessment

Your program will be most effective when it addresses the needs and interests of the workplace and its workers.

### 1. Consider Healthy People needs

Healthy People needs assessment has a focus on the individual worker's knowledge, attitudes and behaviours relating to health.

Collect information that will help to assess individual and lifestyle needs including:

- demographics: gender, age, occupation and work area
- health related lifestyle behaviours: fruit and vegetable consumption, physical activity, mental wellbeing, alcohol intake, and smoking status
- health topics of interest
- ideas for health activities
- suggestions for workplace changes that could support healthier behaviours
- readiness to change
- level of interest in participating in activities.

Encourage as many workers as possible to be involved in the needs assessment. This will create interest and ownership of the program, provide information to confidently develop an action plan, and contribute to increasing maximum participation.

An online Healthy People Survey can be found on the [Healthier. Happier. Workplaces](#) website.

To spark discussion on health issues.

Have a look at some of these tip sheets to assist you:

### 2. Consider Healthy Places needs

A Healthy Places needs assessment helps you understand how your workplace environment can or already does support employee wellness. It has a focus on the workplace's:

- physical environment
- policies and procedures
- culture.

An online Healthy Places Survey can be found on the [Healthier. Happier. Workplaces](#) website.

### 3. Prioritise the needs

Determine which issues are the most important for your workplace. Consider the following:

**Prevalence:** Does it affect a large number of workers or a handful in a specific area?

**Integration:** Does the issue align with the workplace's key drivers?

**Controls:** Is it possible to influence the causes of this issue effectively?

**Resources:** Do you have the time, money, staff resources or expertise to address this issue?

**Benefit:** Does addressing the issue provide a benefit to staff and/or the workplace?



## Step 4

# Action Plan



An action plan clarifies what you want to achieve and the strategies you will use to implement your program. It should pull together the information gathered so far and connect priority needs with appropriate strategies to address them.

### 1. Goals

Goals are broad statements outlining what you want to achieve overall. They establish a clear understanding of the direction the program will take.

**Example:** “To decrease absenteeism by improving the health and wellbeing of workers”.

### 2. Objectives

Objectives describe the changes you want to achieve with your workers and in the workplace. Objectives are a measurable step and include expected timeframes.

**Example:** “Increase the number of workers who do at least 30 minutes of moderate-intensity physical activity five or more times a week by 15% within 12 months (December 2014)”.

### 3. Strategies

Strategies are the methods used to achieve the program objectives. Include strategies for both Healthy People and Healthy Places.

Healthy People strategies focus on encouraging and supporting all workers to adopt healthy lifestyles.

Healthy Places strategies focus on creating a healthy and supportive workplace environment.



## Step 4

# Action Plan

Cont.

### 4. Activities

Activities are the day-to-day tasks and actions needed to progress each of the strategies. They should outline the what, who, when, where and how of each strategy.

Developing evaluation indicators linked to your goals, objectives and strategies is a crucial part of your action plan. Evaluation is explained in [Step 5: Evaluation](#). Remember to seek management endorsement of your action plan, including proposed costs.

#### Build worker interest

Consider what activities you will use to communicate and promote your program to everyone in the workplace. Use a range of methods such as:

- run lunchtime information sessions
- have a suggestion box
- set up an email address for the program and invite worker feedback
- discuss the program at team meetings/toolbox talks
- distribute management messages of support promoting participation in the activity.

#### Encourage participation

Encouraging workers to participate may require a mix of strategies such as:

- highlighting the short and long term health benefits of the initiative
- providing flexibility and opportunity for workers to participate
- using competitions, incentives and prizes
- encouraging a senior management champion to 'walk the talk' and participate in the program.

#### Tips for a successful action plan

##### Keep it realistic.

Don't try to fix all the issues in your workplace at once. Start small and build your program over time.

##### Be patient.

Good planning takes time and requires consultation. Allow time for communication and coordination with your workers at every step.

##### Integrate with the core business.

Look for ways to integrate the plan into your core business systems and processes. This will ensure that health and wellbeing is addressed as part of the day to day business activities.

##### Avoid one-off events.

Single, isolated activities with no follow-up can undermine your efforts. If an idea for a one-off event is proposed, see how you can integrate it with one of your strategies.

##### Seek endorsement

Once you know what you are planning on doing, engage with management to get the action plan endorsed and signed off.



## Step 5

# Evaluation

Evaluation is an ongoing process and is not something that should be introduced only at the end of program activities.

Evaluation helps to determine the effectiveness of the workplace wellness program, where improvements can be made and if the program provided value for money.

### 1. Identify the information to be collected

There are three main types of indicators that will help you identify what information you need to conduct your evaluation.

**Process** – short term changes as a result of program implementation (i.e. participation rates, participant satisfaction, number of activities delivered).

**Impact** – medium term changes as a result of the program (i.e. worker knowledge, health behaviours, changes to the physical environment, uptake of a new policy).

**Outcome** – long term changes as a result of the wellness program (i.e. rates of absenteeism, worker health status).

You can identify indicators to evaluate each strategy in your [Action Plan Template](#), or you can create a comprehensive evaluation plan. See the [Action Plan example](#) for ideas on how to evaluate your program.

### 2. Decide how to collect the information

Once you know what you need to measure, you can identify how, who and when to collect the information.

Make sure that important decision makers are committed to a long-term focus for wellness in your workplace as genuine business benefits can take three to five years to be realised.

#### Ways to collect the information include:

- surveys
- focus groups
- workplace observations
- existing data e.g. absenteeism figures
- review your initial audits and needs assessments.

### 3. Collect the information

Encourage as many workers as possible to be involved in evaluation so that data is representative of your workforce.

Consider collecting anonymous information to avoid any issues concerning privacy or confidentiality, and keep evaluation data in a safe and secure place.

### 4. Examine and review

Analyse the information you have collected and draw conclusions about the effectiveness of each strategy. This will enable you to make recommendations for program improvement.

### 5. Report back and celebrate success

Report back on the evaluation and share the information with workers and management. You can do this through an existing reporting mechanism, or create a new process. Celebrate success!





# Work Health

## Planning Guide Resources



Step 1 Management Commitment



Step 2 Wellness Planning



Step 3 Needs Assessment



Step 4 Action Plan



Step 5 Evaluation



Step 5



# Healthier. Happier. Workplaces

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*Healthier. Happier. Workplaces* provides a range of programs and services to assist Queensland workplaces to implement a health and wellbeing program. These include:

- [Healthy Workers Initiative](#)
- [Workplace health and wellbeing workshops](#)
- [Get Healthy Information and Coaching Service](#)
- [10,000 Steps Workplaces Program](#)
- [Workplace Quit Smoking Program](#)
- [Recognition Scheme](#)
- [Healthier. Happier. Workplaces](#)

## Working Together

The *Healthier. Happier. Workplaces* Initiative is working in partnership with other government agencies, health organisations and workplaces, to reduce the high rates of chronic disease in Queensland.

Our key partners include:

- [Department of Health \(DoH\)](#)
- [Queensland Treasury](#)
- [Local Government Association of Queensland](#)
- [Department of Transport and Main Roads](#)
- [Central Queensland University](#)

## For more information go to:

**WHSQ Work Health website:** [www.worksafe.qld.gov.au](http://www.worksafe.qld.gov.au)

**DoH Healthier. Happier. Workplaces:** [workplaces.healthier.qld.gov.au](http://workplaces.healthier.qld.gov.au)

**Contact Healthy Workers Initiative:** Call 1300 362 128 or email: [healthyworkers@justice.qld.gov.au](mailto:healthyworkers@justice.qld.gov.au)

## Work Health Planning Guide

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