

# Work health and wellbeing toolkit

## Strengthen your business

1. Plan

2. Implement

3. Evaluate



# Purpose

This toolkit aims to assist employers, managers and leaders to embed work health and wellbeing into their business systems to help improve the health of their workers and workplaces and ultimately their bottom line.

## 1. Plan

**Embed work health and wellbeing into your business systems and identify and assess risks.**

## 2. Implement

**Manage risks by implementing appropriate interventions and monitor them to make sure they are effective.**

## 3. Evaluate

**Evaluate the impact of embedding work health and wellbeing into your business systems and make improvements where and when required to ensure sustainability.**

## What is work health and wellbeing

Work health and wellbeing focuses on improving work processes to benefit the health of workers and prevent chronic disease risks in the workplace. The work people do can positively or negatively affect the likelihood of them developing an injury or illness. When it comes to work health and wellbeing the risk factors include physical inactivity and sedentary work, unhealthy eating, harmful alcohol consumption, smoking, obesity and poor mental health<sup>1-2</sup>.

### Considerations<sup>3</sup>

- **Work organisation** – the way work is done. This includes systems, policies, procedures, processes, physical and mental demands, work characteristics and the organisational context.
- **Physical environment** – the plant, equipment, materials, vehicles, buildings and structures where the work is performed.
- **Workers** – the physical, emotional and mental capacities and behaviours demonstrated.

## Why work health and wellbeing is important

Research shows that the design of work can impact the physical and psychological health of a workforce as well as work health, safety and wellbeing outcomes. Workers who suffer from physical or mental health conditions are likely to have higher rates of injury and/or illness, absenteeism and presenteeism.

Workers who are regularly exposed to hazardous working conditions, physically demanding tasks, high levels of stress and long working hours are more likely to smoke, consume too much alcohol, and have low levels of physical activity and poor nutrition<sup>4-6</sup>. These types of behaviours can lead to chronic diseases such as cardiovascular diseases, cancers, chronic obstructive pulmonary disease, diabetes and mental health conditions. Chronic disease rates are expected to increase significantly which will have an impact on workers and workplace productivity<sup>4</sup>.

The Business Council of Australia has estimated that if chronic diseases were totally eliminated, workforce productivity could increase by 10 per cent. It is estimated that \$2.3 billion could be saved through the reduction of the modifiable chronic disease risk factors as a result of improved workforce participation and productivity<sup>5</sup>.

# 1. Plan

The first step in implementing work health and wellbeing processes is planning. Before you start, it is important to know what you want to achieve, what resources you have and how you can coordinate all of them.

Embedding work health and wellbeing in your existing systems, policies and procedures can assist in making the plan sustainable and relevant to the entire organisation.

You will need to:

- obtain management commitment
- assess your workplace needs
- involve workers
- report on outcomes.

## Management commitment

Get support and involve management and organisational leaders. They will play an important part in the success of embedding work health and wellbeing. This will help when:

- sourcing resources and funding
- promoting the importance of work health and wellbeing in the workplace
- ensuring workers participate.



### Make a business case

Developing a business case is a good way to encourage management commitment. Managers are more likely to make a long-term commitment to work health and wellbeing if they understand how it supports business goals and objectives. A business case should link to the organisation's goals and values, as well as outlining the benefits and recommendations for work health and wellbeing interventions. The key motivators reporting tool can assist in recording high level information you may want to collect and report to management.



### Create a shared vision

Create a work health and wellbeing policy or statement. This is a formal document that sets out your organisation's intentions about work health and wellbeing. The policy or statement can be a separate document or it can be included in other policies, such as your organisation's health and safety or human resources policy.

The policy can include:

- the organisation's commitment to work health and wellbeing
- responsibilities of management, supervisors and workers
- details of how the policy will be monitored, updated and reviewed
- approval and sign-off by management.



Work health and wellbeing business case

Key motivators reporting tool

Work health and wellbeing policy

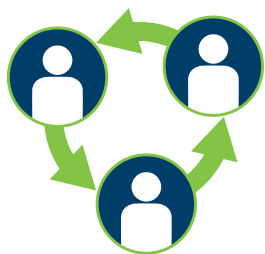
## Worker participation

It is important to engage workers when you develop and implement work health and wellbeing. This can assist you in making better decisions about the approach you take.

Worker engagement and participation can be encouraged by:

- finding out from workers and managers how they would like to be involved
- identifying champions from across the workplace to promote the strategy
- identifying a senior management sponsor to ensure it is an organisational priority
- asking workers for ongoing feedback and suggestions
- providing regular updates
- including information about work health and wellbeing in new worker induction
- including work health and wellbeing as a standing agenda item in team and management meetings.

### Working group



Establishing a working group or committee for work health and wellbeing can also help embed this in your organisation. The working group may be part of other existing committees/groups (e.g. human resources team, work health and safety committee or a consultative committee). Small workplaces might have an informal group of workers that meet to discuss work health and wellbeing issues and interventions.

A working group or committee which includes representatives from across the organisation can be used to:

- share the workload
- support the work health and wellbeing coordinator
- engage workers
- drive your approach to improving work health and wellbeing.



### Champions

Champions can help promote and drive positive work health and wellbeing in your organisation. Depending on the size of your organisation, you may have one or more champions. Champions should be passionate about work health and wellbeing, have good communication skills and be respected by others in the organisation.

## Join the Be Recognised program

The program acknowledges organisations which embed health and wellbeing into their organisational systems and culture.



Enable your organisation to stand out as an employer of choice.



Achieve Gold, Silver and Bronze recognition levels as you integrate health and wellbeing into your business.



Boost the reputation of your business.



[Apply to be recognised](#)

## Evaluation

When you are embedding work health and wellbeing, consider your objectives, what you want to achieve and how you will evaluate success. Think of how you will collect data to evaluate success. Data quality and cost effectiveness should be considered when choosing the data to report on<sup>7</sup>.

The key motivators reporting tool highlights organisational indicators you may choose to use. The baseline progress example report and long term evaluation example report illustrate the type of information that may be provided to management.

The evaluation section of the toolkit has more information about this.



[Key motivators reporting tool](#)

[Baseline progress example report](#)

[Long term evaluation example report](#)

## Identifying and assessing workplace needs

It is important to identify and assess risks in the workplace that have the potential to cause poor physical and mental health conditions including the chronic disease risk factors. Knowing the risks will help you plan your approach to work health and wellbeing and ensure that your interventions are targeted at the right areas.

Whether you are starting from scratch or building on existing interventions, it is important to consider your workforce, what changes are required and what is already in place to support work health and wellbeing.

The work health and wellbeing risk assessment tools and surveys listed below, will help you identify and assess your risks. They focus on work organisation, work environment, workers and provide information about:

- your existing organisational structures, systems and processes as well as leadership commitment
- your organisation's key motivators or priorities for investing in work health and wellbeing
- your worker's chronic disease risks.



[Healthy workplace audit tool](#)

[Healthy workers survey](#)

[Small business discussion tool](#)

Area	Survey type	Survey recipients
Work organisation and environment	Healthy workplace audit tool	This is completed by management, work health and wellbeing coordinators and/or workplace working groups. It focuses on organisational factors in the workplace.
Worker directed	Organisational and/or culture surveys	This is completed by all workers. It investigates the way work is completed including systems, policies, procedures, shift times, task duration, frequency and complexity.
	Healthy workers survey	<p>The healthy workers survey is completed by all workers and is confidential and anonymous. Workplaces receive an aggregated report without identifying respondents. It provides a profile of your workforces' health and wellbeing status.</p> <p>The survey is suitable for organisations with at least 20 workers and requires a staff member to coordinate worker completion.</p>
	Small business discussion tool	This is ideal for small business. It uses a group discussion approach to identify issues and brainstorm solutions.

## 2. Implement

Now that you have identified your risks and understand where your gaps are, it is important to develop and implement interventions that will manage them.

It is important to consult with workers and management in this process.

### Develop an action plan

Develop an action plan to help implement the interventions and measure their impact and effectiveness.



#### Work organisation

- Investigate how work could be designed differently to improve work health and wellbeing.
- Look at when tasks are scheduled.
- Examine if current policies and procedures consider work health and wellbeing and the impact of work on workers.



#### Environment

- Consider what physical changes to the work environment could improve work health and wellbeing.



#### Workers

- Investigate training options for workers to better understand their work health and wellbeing.
- Develop interventions to promote healthy behaviours.

**Prioritising interventions that influence the way work is organised and the work environment, will have the biggest impact towards creating a healthy workplace.**



**Action plan**  
**Work health and wellbeing interventions**

The work health and wellbeing interventions tool outlines a range of possible solutions to help you create a healthier workplace.

These should be:

- targeted to the organisation's risks and business outcomes
- specific to the size, location and culture of your organisation
- resourced and supported
- monitored and evaluated
- continuously improved.

### Monitor and review

It is important to monitor the implementation of work health and wellbeing strategies to make sure your interventions are working. If you are not achieving positive results you may need to review your interventions.

Share successes and learnings with management and workers. This can increase engagement, innovation, improve efficiency and contribute to future success.

Consider reviewing your interventions if there is an organisational change, new processes being introduced, a workplace incident occurs or a new risk is identified.

The review intervention tool will guide you in how to review the effectiveness and impacts of your interventions.



**Review**  
**intervention tool**

**The Be Recognised program is a way to connect and share your health, safety and wellbeing success with other like-minded organisations. There are 3 levels of recognition as you integrate health, safety and wellbeing into your organisation.**

## 3. Evaluate

An evaluation helps you see if the interventions that were implemented were successful and if your goals and objectives were achieved. A good evaluation can highlight the interventions that worked and identify any that need to be changed. An effective evaluation doesn't need to be complex.

Consider how work health and wellbeing will be evaluated in the planning phase by identifying:

- The changes you want to see. Consider getting input from your management about the organisations goals and objectives for implementing work health and wellbeing.
- How the changes will be measured. For example, if your goal is to improve stay at work rates, data collected would measure the amount of time off work, post injury.
- How you will collect the data to measure success. For example, worker survey, focus groups, human resources or return to work data sources.
- How continual improvement will be achieved. This could include collecting feedback throughout the process and incorporating new learnings.
- Ensuring data is consistent. This will help you to make comparisons over time by collecting consistent data throughout the whole process.

*It is important to report back and update management and workers on progress. This can be done through existing reporting mechanisms, or the introduction of a new process. Transparency and celebrating success can assist with excitement and enthusiasm for the work health and wellbeing strategies.*

### How to evaluate

Evaluation can be based on data collected from a variety of sources. Data can be collected at any stage of the process. The final phase will be about collating data and analysing the results for future improvements and investments.

When	Description	Data sources
Plan	Gather baseline data to understand the current situation.	<ul style="list-style-type: none"> <li>• organisational data</li> <li>• healthy workplace audit tool</li> <li>• healthy worker survey</li> <li>• key motivators reporting tool</li> </ul>
Implement	Ongoing monitoring of the intervention.	<ul style="list-style-type: none"> <li>• participation rates</li> <li>• satisfaction surveys</li> <li>• observations including changes to the workplace environment or the way work is structured and worker behaviour</li> <li>• review intervention tool</li> </ul>
Evaluate	Review the data collected in the planning phase and make a comparison. Analyse the data and make recommendations for future interventions or improvements.	<ul style="list-style-type: none"> <li>• organisational data</li> <li>• healthy workplace audit tool</li> <li>• healthy worker survey</li> <li>• focus groups to further understand why it did/didn't work</li> </ul>



[Key motivators tool \(in plan stage\)](#)

[Evaluation factsheet](#)

[Review intervention tool \(in implementation phase\)](#)

[Baseline progress example report](#)

[Long term evaluation example report](#)

## References

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## Resources

### Tools

- business case template
- key motivators reporting tool
- policy template and statement
- healthy workplace audit tool
- healthy workers survey
- small business discussion tool
- action plan
- work health and wellbeing interventions tool
- review intervention tool
- evaluation

### Work health and wellbeing risks

- physical inactivity, including sedentary work
- unhealthy eating
- harmful alcohol consumption
- smoking
- poor mental health
- obesity

### Other work health and safety risks

- hazardous manual tasks
- managing risks
- mentally healthy workplaces
- workplace hazards
- hazardous exposure
- hazardous chemicals
- good work design

Visit [WorkSafe.qld.gov.au/health-wellbeing](http://WorkSafe.qld.gov.au/health-wellbeing) to download these tools.

## Contact

Web: [www.WorkSafe.qld.gov.au/safety-and-prevention/health-and-wellbeing](http://www.WorkSafe.qld.gov.au/safety-and-prevention/health-and-wellbeing)

Phone: 1300 362 128

Email: [healthyworkplaces@oir.qld.gov.au](mailto:healthyworkplaces@oir.qld.gov.au)

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