

# Work health and wellbeing

## Strengthen your business

This is an EXAMPLE of a three-year evaluation report provided for guidance only. It discusses two health and wellbeing issues and how they were addressed using the work health and wellbeing toolkit. It reflects a workplace who is reasonably new to addressing work health and wellbeing.

**Organisation:** *ABC Organisation Pty Ltd*

**Worksite:** *Brisbane*

**Date:** *July 2023*

### Executive summary

The Health, Safety and Wellbeing (HSW) Committee led the implementation of ABC Organisation Pty Ltd.'s (ABC) work health and wellbeing strategy.

The strategy was officially launched in May 2020 and has been in place for three years. The strategy aims to improve worker health and wellbeing by addressing priorities identified through worker and management consultation.

The strategy forms an important part of the overarching health, safety and wellbeing framework. ABC is committed to supporting worker health, safety and wellbeing and being a workplace of choice.

Annual health, safety and wellbeing action plans were developed in July 2021 and July 2022.

This evaluation report provides the key achievements of the strategy from its inception in May 2020 to 30 June 2023. Achievements include:

- ABC received silver recognition in the Workplace Health and Safety Queensland Be Recognised scheme in December 2022. The HSW committee plans to apply for gold recognition once more long-term evaluations are conducted.
- New policies and procedures were introduced to support the strategy including:
  - An updated flexible work policy which was introduced and promoted during 2021. There has been an increase of 25 per cent of workers taking advantage of the flexible options to increase their physical activity levels.
  - A healthy food and drink policy was developed in consultation with workers and endorsed by management in October 2022.
- The following environmental changes were introduced:
  - Bike racks were installed in the car park area and more lockers were provided.
  - A new vending machine contractor was engaged to supply healthier options.
  - A small meeting room was renovated and turned into a quiet room.
  - Sit/stand workstations and tall tables for standing meetings were purchased and installed and workers have been trained in how to use them and increase their physical activity during the work day.
  - Lunchroom and kitchen areas were renovated.
- There have been improvements in workers' health behaviours across several areas:

- Twenty per cent of workers are now sitting less and moving more during the workday. This is a 20 per cent reduction from baseline.
- Sixty-eight per cent of workers are now meeting the recommended guidelines for fruit and vegetables compared to 48 per cent in 2020.
- Fifty-two per cent of workers are now meeting the recommended guidelines for physical activity compared to 18 per cent in 2020.

## Background

The work health and wellbeing strategy was launched in May 2020 with a morning tea and more than 140 workers participating.

The HSW committee led the strategy implementation. Three health and safety representatives took on the role of work health and wellbeing champions and joined the committee in November 2020.

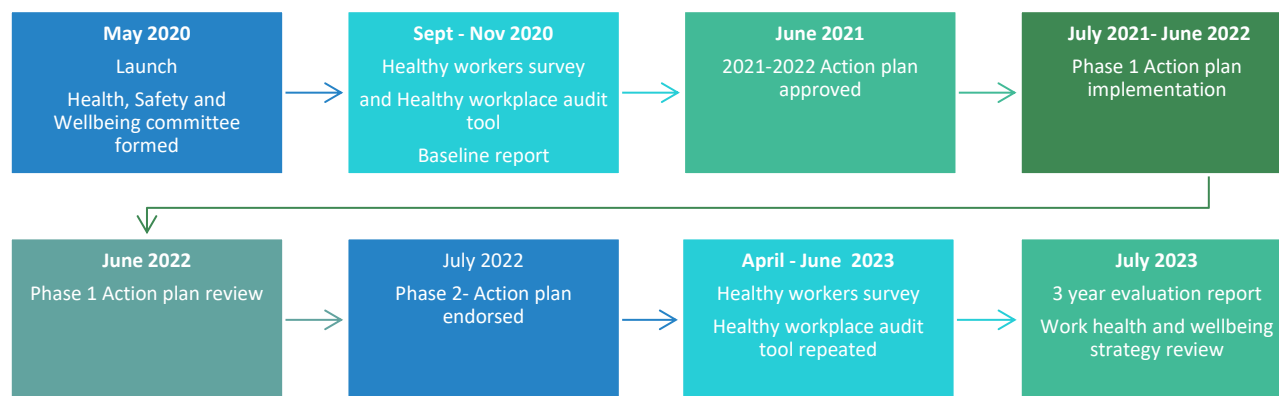
The HSW committee is made up of representatives from the HR department, Health and Safety department, health and safety representatives/health and wellbeing champions and the Chief Financial Officer. It meets quarterly and provides an update to senior management at the end of each financial year.

In September 2020 the HSW committee conducted an audit using the healthy workplace audit tool. The audit highlighted some work health and wellbeing factors that could be improved. The healthy workers survey was also completed in September 2020 and responses were received from 252 workers.

The information from the healthy workplace audit tool and the healthy workers survey was used to develop the first action plan which was released in June 2021. Both the audit and survey were repeated in March 2023. Evaluation of the activities undertaken and feedback received from workers throughout each year has been used to develop and evaluate each action plan.

## Activities undertaken

The key milestones achieved between 2020–23 are:



## Outcomes achieved

The following tools were used to monitor and evaluate interventions:

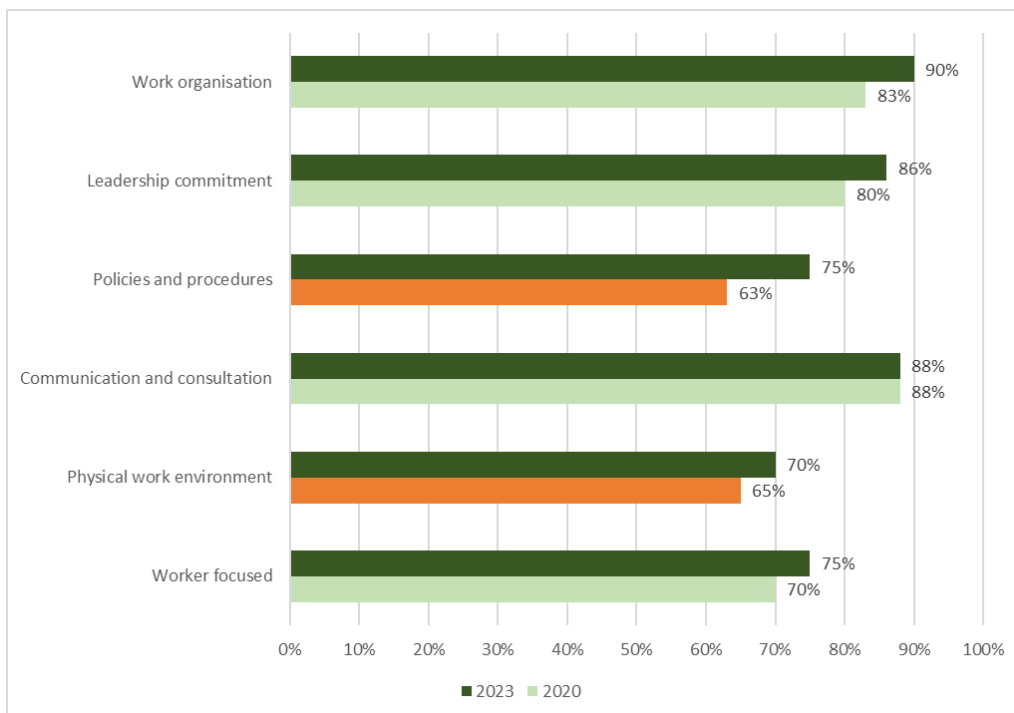
- Healthy workplace audit tool.
- Healthy workers survey.
- Activity surveys to measure satisfaction and change in behaviour.
- Registration forms to measure participation.
- Organisational culture survey.
- Worker consultation and feedback at staff meetings.
- Observations and photographs.

A summary of interventions included in 2021–23 action plans with deliverables achieved is below.

<b>Work organisation: organisational processes, policies and procedures supportive of work health and wellbeing</b>			
<b>Intervention</b>	<b>2020 audit results</b>	<b>2023 audit results</b>	<b>Deliverables</b>
<p><b>Policies and procedures</b></p> <p>Develop a policy on the use of flex time to support workers to be active throughout the day in the workplace.</p> <p>Create a healthy catering policy to provide a healthy eating environment for workers and visitors.</p>	63 per cent	75 per cent	<ul style="list-style-type: none"> <li>✓ Policies reviewed in consultation with workers.</li> <li>✓ Policies launched.</li> <li>✓ Policies promoted and included in new worker inductions and internal intranet site.</li> <li>✓ The flexible work policy, smoking policy and fatigue policies have been updated and promoted to management and workers.</li> <li>✓ New healthy food and drink policy developed.</li> <li>✓ The number of workers using the flexible work policy has increased to 25 per cent of workers. The workers have indicated that they are using the flexible working arrangements to increase their levels of physical activity. Some workers have chosen to commute to and from work outside of usual commuting hours.</li> <li>✓ Most workgroups have at least one walking meeting each week.</li> </ul>
Embed standing or moving breaks into meeting agendas.	0 per cent	75 per cent	<ul style="list-style-type: none"> <li>✓ Most meeting agendas changed to include movement breaks.</li> <li>✓ Regular communication on importance of moving more and sitting less.</li> </ul>
Enhance and maintain leadership commitment	80 per cent	86 per cent	<ul style="list-style-type: none"> <li>✓ Increased regular communication from management promoting work health and wellbeing initiatives.</li> </ul>
Enhance and maintain communication and consultation activities with workers	88 per cent	88 per cent	<ul style="list-style-type: none"> <li>✓ Feedback regularly received from workers and management teams on activities and action plans.</li> </ul>

<b>Work environment: the physical environment, plant and equipment supportive of work health and wellbeing</b>			
<p>Create standing friendly areas</p> <p>Refurbish and/or repurpose existing amenities to include shower facilities and/or change rooms to allow for active commuting.</p> <p>Promote availability of healthy food options to workers.</p>	65 per cent	70 per cent	<ul style="list-style-type: none"> <li>✓ Sit-stand work-station installation 50 per cent complete across workgroups.</li> <li>✓ Installed at least one sit stand workstation per work unit. Further installations planned in 2023/2024 financial year.</li> <li>✓ Standing height tables installed in two meeting rooms.</li> <li>✓ End of trip facilities (lockers and showers) have been installed which has led to an increase in the number of workers actively commuting to and from work.</li> <li>✓ Bathroom showers refurbished and regularly cleaned.</li> <li>✓ Bike racks installed.</li> <li>✓ Refurbishment of kitchen and lunchroom facilities.</li> <li>✓ A small meeting room renovated and turned into a quiet room for worker use.</li> <li>✓ New vending machine contractor engaged to supply healthier options in vending machines.</li> <li>✓ Lunchroom renovated – two new fridges, <i>Nutribullet</i> and two microwaves purchased.</li> </ul>
<b>Worker directed: increasing the knowledge and skills of workers</b>			
<p>Complete a 10,000 steps challenge and the BeUpstanding program.</p> <p>Promote the benefits of adopting healthy lifestyle behaviours.</p>	70 per cent	75 per cent	<ul style="list-style-type: none"> <li>✓ Three tournaments undertaken.</li> <li>✓ Twelve teams (120 workers) participated in 10,000 steps challenge.</li> <li>✓ Pre and post evaluation conducted.</li> <li>✓ Two champions lead the BeUpstanding program. Workers trained in how to use their sit/stand workstations and increase movement during their day.</li> <li>✓ Healthy cooking classes delivered in August 2022.</li> <li>✓ Four seminars on healthy eating delivered.</li> <li>✓ Morning teas consistently include healthy choices.</li> </ul>

The graph below compares the results from the initial (baseline) healthy workplace audit tool conducted in 2020 with the 2023 results.

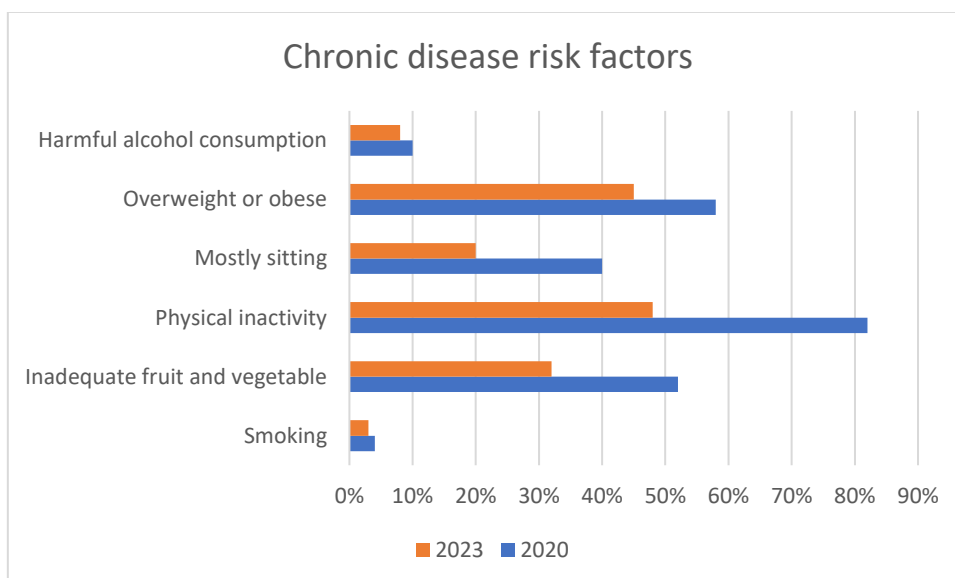


The orange colour above indicates that improvements were needed in the areas of policies and procedures (63 per cent) and physical work environment (65 per cent) in 2020.

The dark green above indicates that now in 2023, policies and procedures has improved to 75 per cent and physical work environment has improved to 70 per cent.

In addition, leadership commitment has increased over the three years by six per cent and communication and consultation has remained the same at 88 per cent.

The graph below compares the results from the initial (baseline) healthy workers survey conducted in 2020 with 2023 results.



There have been improvements in all health behaviours which is summarised below:

Health behaviour area	2020	2023
Responsible or no alcohol consumption	90 per cent	92 per cent
Overweight or obese	58 per cent	45 per cent
Mostly sitting	40 per cent	20 per cent

Meeting recommended guidelines for physical activity	18 per cent	52 per cent
Meeting recommended guidelines for fruit and vegetables	48 per cent	68 per cent
Smoking	10 per cent	8 per cent

The biggest improvements have been in the areas of meeting the recommended guidelines for physical activity which rose from 18 per cent to 52 per cent, followed by meeting the recommended guidelines for fruit and vegetables which rose from 48 per cent to 68 per cent.

## Discussion

There have been several organisational interventions implemented to improve the health, safety and wellbeing of workers between 2020–23. Overall, the results are positive.

Feedback received through the implementation period (from satisfaction surveys, observations, intervention review tool and committee meetings) were positive overall. However, consultation with workers will be undertaken to develop initiatives.

Nearly half of workers took part in either the 10,000 steps challenge, the BeUpstanding program or the healthy cooking classes. Appendix 1 provides a more detailed evaluation of these (*Note: this example does not provide any appendices. This wording is used to highlight that appendices can be used to provide more detailed information about an issue if required.*)

The initial action plan focused on improving physical activity levels amongst workers and reducing sedentary work. These initiatives were successful in improving organisational systems and the workplace environment and increasing the knowledge and skills of workers in these areas.

Although policies existed for flexible work, smoking, fatigue management, sprains and strains prevention and sun exposure, they were outdated and there was no system to monitor and review. The flexible work policy, smoking policy and fatigue management policies have been updated and promoted to management and workers, along with the new healthy food and drink policy

The physical work environment lacked showers and lockers, which supports workers to increase their physical activity. End of trip facilities have been improved which has led to an increase in the number of workers cycling or walking to and from work.

This has seen improvements in workers' health behaviours with increased movement being observed throughout the day.

The second action plan included a strategy to improve healthy eating behaviours. In 2020, the vending machines offered poor nutritional choices and the lunchrooms lacked kitchen facilities. The HSW committee advocated for a refurbishment of the kitchen and lunchroom facilities. This, along with the healthy food and drink policy has resulted in healthier choices in the vending machine, healthier catering at events and morning teas and more workers using the kitchen and lunchroom facilities to prepare and eat healthy lunches. It is also pleasing to see more workers are meeting the recommended guidelines for fruit and vegetables.

The organisational culture survey suggested a positive uptake of the new flex time policy with 25 per cent more workers taking advantage of the flexible options. Most workers believe their supervisors and executive level management 'walk the talk' in relation to health and wellbeing and current communication strategies are ranked in a positive light. However, the HSW champions have received feedback from workers suggesting that more targeted promotion of the flexible work policy should be provided to supervisors.

## Worker feedback and testimonials

Overall, feedback received from workers was positive. Initiatives were liked and behaviours have changed. Where appropriate, feedback has been incorporated into the next phase action plan. For example, improved information about how to use sit stand workstations was developed. Below are examples of comments received from our most recent worker interviews. Appendix 2 provides more examples of work feedback and testimonials.

*I made a goal to get moving more. I started with joining the work 'walking' challenges. I enjoyed the banter about it with my colleagues. I've cut back on my alcohol. I've lost 12 kg over a year. It was*

*slow and steady. I'm over 50 but I don't want to fall by the wayside and have to retire early due to ill health. Tim*

*I appreciated work providing sit stand workstations as I was keen to sit less. However, I found I stood 'too long' at the start and I got a sore back. I think the training we received about how to use the sit/stand workstations properly, especially easing into it, has been really helpful. Nina*

*Lunchtime has become more social since the kitchen and lunchroom was upgraded. More workers are bringing their lunch. Swapping healthy recipes between us has been a bonus. The quarterly work health, safety and wellbeing newsletter often has good tips about food. Ebony*

*I like working for a company that puts our work health and wellbeing as a priority. At first, I thought all the announcements and the new newsletter was going to be a token effort but after three years I can see that the improvements are permanent and ongoing. Stand up meetings are now normal for my work group and I love my sit/stand workstation. I bought one for use at home. For me using the flexible work policy has changed my life. I work from home twice a week and now have time to walk in the evenings when I used to be stuck in traffic. Jordan*

### **Workplace Health and Safety Queensland *Be Recognised* awards**

ABC was awarded silver recognition in December 2022. The award recognises our efforts and accomplishments in work health and wellbeing. The HSW committee plans to apply for gold recognition in 2024.

It is interesting to note that we have had a decrease in the number of injury claims over the last three years. This may be due to the organisational focus on health, safety and wellbeing and changes in culture. A continued holistic approach to improve the health, safety and wellbeing of workers will be taken in the 2023–24 action plan.

### **Key learnings**

Key learnings include:

- Communication from executive management and members of the HSW committee (video chats, monthly newsletters, dedicated emails) has received positive feedback from workers.
- Ongoing monitoring and evaluating has been essential to keep track of what interests' workers; identifying the needs of the workplace; reporting to senior management and measuring the outcomes achieved.
- The champions have been effective in promoting interest and engaging workers.
- Competing business priorities and turnover of staff impacted the progression of the action plans.

### **Recommendations**

The HSW committee recommends the following:

- Continuing to evolve the work health and wellbeing strategy for 2024–27 and review key performance indicators to measure business outcomes.
- Including specific work health and wellbeing key performance indicators in executive managers positions.
- Endorsing the action plan for 2023–24.
- Applying for gold recognition for Workplace Health and Safety Queensland's *Be Recognised* scheme in 2024
- Providing a resource i.e. staff member or consultant to compare the results of the work health and wellbeing strategy with other business outcomes (e.g. injury rates, staff turnover, etc). This will ensure the strategy is positively contributing to the business objective of supporting the health, safety and wellbeing of employees and being an employer of choice.