



Government  
of South Australia

SA Health

THIS INITIATIVE WAS FUNDED BY  
THE AUSTRALIAN GOVERNMENT

# A workplace health and wellbeing toolkit:

Step by step guide to developing  
a successful workplace program

**HEALTHY  
WORKERS  
HEALTHY  
FUTURES**





|   |   |
|---|---|
| Introducing Healthy Workers – Healthy Futures .....                   | 1 |
| What's the toolkit all about? .....                                   | 3 |
| How to use the toolkit .....  | 3 |
| Principles of a successful healthy workplace program.....             | 4 |
| Healthy Workers – Healthy Futures in your workplace: Quick guide..... | 5 |

## Step One: Getting started

|   |    |
|---|----|
| Step One checklist .....                  | 7  |
| Management commitment .....               | 8  |
| Propose a business case.....              | 9  |
| Create a health and wellbeing policy..... | 9  |
| Identify the resources available .....    | 10 |
| Engaging employees.....                   | 11 |

## Step Two: Needs assessment

|   |    |
|---|----|
| Step Two checklist .....                            | 13 |
| Identifying needs - people, places and vision ..... | 14 |

## Step Three: Action

|   |    |
|---|----|
| Step Three checklist.....                 | 17 |
| Develop program priorities.....           | 18 |
| A note on monitoring and evaluation ..... | 20 |
| From action planning to delivery .....    | 21 |
| Health and wellbeing strategies .....     | 22 |
| Smoke Free.....                           | 22 |
| Healthy Eating .....                      | 24 |
| Drink Responsibly .....                   | 27 |
| Be Active.....                            | 30 |
| Healthy Weight .....                      | 33 |
| Wellbeing: Mental and Emotional.....      | 34 |
| General wellbeing .....                   | 37 |
| Promotion planning.....                   | 38 |

## Step Four: Monitor and review

|                              |    |
|------------------------------|----|
| Step Four checklist .....    | 39 |
| Record keeping.....          | 40 |
| Review your program.....     | 41 |
| Maintain freshness .....     | 44 |
| Incentives and rewards ..... | 45 |
| Celebrate achievements ..... | 45 |

|                  |    |
|------------------|----|
| References ..... | 46 |
|------------------|----|



*‘Work practices, workplace culture, work-life balance, injury management programs and relationships within workplaces are key determinants, not only of whether people feel valued and supported in their work roles, but also of individual health, wellbeing and productivity’<sup>1</sup>*

Royal Australasian College of Physicians (RACP), 2011.



### Did you know?

- The healthiest Australian employees are almost three times more productive and more effective than their unhealthy colleagues.<sup>2</sup>
- Healthy workers achieve 143 effective full-time hours per month compared with 49 effective hours for unhealthy counterparts.<sup>2</sup>
- Employees with poor overall health status are far more likely to be absent from work (18 days compared with two days per year).<sup>2</sup>
- A 20% reduction in a person's wellbeing leads to a 10% drop in their performance. Conversely, a 20% improvement in morale leads to less absenteeism, turnover and workers compensation.<sup>3</sup>



## Introducing *Healthy Workers – Healthy Futures*

**Good health equals good business. Being engaged in good work has benefits for individuals, families and wider society. A workplace that provides 'good work' through positive and healthy interaction with employees creates a healthy workforce, which in turn promotes healthy business.**

Workplaces are ideal settings for encouraging positive health behaviours, not just because of the significant amount of time workers spend at work, but because colleagues and organisations can be an incredibly positive support base for those trying to improve their health.<sup>4, 5</sup>

Support is crucial, as there is strong evidence to show that where workplaces support staff to make small changes to their behaviour, their health does benefit, especially through smoking reduction, increased physical activity, healthy eating and stress reduction programs.<sup>5</sup> Furthermore individualised weight and alcohol related strategies can be more effective when embedded into broad workplace health programs.<sup>5, 6</sup>

The rise in chronic diseases, such as diabetes, heart disease and some cancers, coupled with an ageing workforce, means that we need to make changes across society to recruit and retain a healthy workforce. The National Partnership Agreement on Preventive Health (NPAPH), funded by the Australian Government, is assisting each state to help their working population become healthier in and through the workplace.

Workplaces offer great potential to reach many South Australians who otherwise might not respond to health messages, access health screening and services, or have time to make positive changes to their lifestyle, such as participating more regularly in exercise.<sup>6, 7</sup> So, in South Australia, the state government has worked with industry and community stakeholders, industry associations, unions, non-government health organisations and numerous providers of health and wellbeing programs, to create the Healthy Workers - Healthy Futures initiative. The initiative is designed to help workplaces develop health and wellbeing policies, activities and practices in the workplace so that individuals can enjoy a healthier, more active life at work and at home.

The initiative aims to prevent certain chronic diseases, through risk reduction. Australia-wide, almost all adults (96%) aged over 15 years have one risk factor, while most, particularly men, average three.<sup>8</sup> This is an alarming statistic, especially since multiple risk factors creates a much greater risk of certain chronic diseases, such as diabetes, heart disease and some cancers.<sup>8</sup>

The impact of disability and illness as a result of chronic disease has significant consequences on a person's quality of life and ability to contribute within society. Fortunately, in many cases the severity and burden of chronic disease can be halted by improved nutrition, physical activity, reducing obesity, risky alcohol consumption and smoking cessation.<sup>8</sup> These are often referred to as 'SNAP' (Smoking, Nutrition, Alcohol, Physical Activity) risk factors and alongside mental wellbeing, feature strongly throughout this toolkit.

**Funded until 2018, Healthy Workers – Healthy Futures offers support to workplaces and industry sectors.**

**The central focus of the initiative is enabling businesses to create an environment and culture that promotes healthy behaviour, that will ultimately reduce chronic disease.**

**Activities to support workplaces include:**

- **Access to the toolkit and supporting resources**
- **health promotion resources for workers**
- **leadership breakfast forums**
- **promotion of good practice workplaces through case study publication**
- **networking events**
- **newsletters**
- **workplace recognition and award scheme**
- **a competitive tender process to fund key industry groups promoting a sector strong approach.**

**More information about these ongoing opportunities and a listing of the current host agencies can be found at: [www.sahealth.sa.gov.au/healthyworkers](http://www.sahealth.sa.gov.au/healthyworkers).**

## What's the toolkit all about?

The Healthy Workers – Healthy Futures toolkit is designed to make it easier for workplaces, large or small, to implement and manage their own health and wellbeing programs, and to strengthen existing ones. It is a step by step guide to designing, implementing and evaluating a workplace health and wellbeing program.

Workplaces are most likely to succeed where they use these steps to complement and expand upon other health and safety priorities within their workplace, adopting health and wellbeing standards alongside occupational safety and operational practices.

This kit has been developed acknowledging that no two workplaces are the same and that different methods can achieve outcomes.

Regardless of the size or function of an organisation, this kit will provide guidance in creating a workplace that is healthier, happier and more productive.

## How do I use the toolkit?

The toolkit has been written for those who are responsible for the health and wellbeing program or activities at their workplace. This includes management, business owners, work health and safety representatives or other employees who have been given this responsibility.

To get the most benefit from this kit, simply read each step, that will guide you through the process of:

- Getting started with management commitment and engaging employees
- assessing needs of workers and workplace to tailor your program
- taking action to put a health and wellbeing plan into place and
- monitor and revise strategies.

At each step, there are additional fact sheets and templates to use as planning and documentation tools. If you already have something in place, use the toolkit to reflect on the process you have taken and strengthen your current program.

Whilst we encourage you to follow a step by step approach, its sometimes good to start where interest and capacity exists. The toolkit can be picked up at any step and then build in the additional steps over time.

Small businesses may find it useful to refer to the checklists at the start of each step as they contain hints that simplify some of the actions, ensuring program success, whilst still remaining manageable.

### SYMBOLS

**You'll find these symbols throughout the toolkit to indicate there is more information available. Each tool and fact sheet is available on the CD attached to this toolkit. It is recommended that readers seek regularly updated versions via the website.**



**There is a fact sheet for more information**



**There is a template provided**



**There is an example of this task**



**More information, referrals and support services are available**

**These are available for download at: [www.sahealth.sa.gov.au/healthyworkers](http://www.sahealth.sa.gov.au/healthyworkers)**



## Principles of a successful healthy workplace program

There are key characteristics in any workplace health and wellbeing activities and initiatives, identified as markers of a successful and sustainable program.<sup>7, 9, 10, 11</sup> The principles below are reflected throughout each step of the toolkit. Consider and embed these principles into your program, regardless of its size, as you strive towards creating a healthy workplace.

### 1. An approach centred around people, that:

- Actively involves workers and managers, particularly in decisions affecting the health and safety of workers
- involves employees in program planning and problem solving
- provides equitable access regardless of health status or role in the workplace
- recognises that an individual's health is determined by a number of factors, both work and non-work related
- acknowledge the efforts of workplace champions.

### 2. Where management plays a lead role by:

- Promotion and participation at all levels of authority
- development and endorsement of program action plan
- building accountability into program structure
- mitigating potential risks that may prevent participation.

### 3. Allocation of sufficient resources to:

- Appropriately service the needs of proposed program outcomes
- use qualified and credible external service providers
- provide equal access to all employees.
- include incentives and rewards aligned to participation and effort.

### 4. A tailored program that:

- Includes needs assessment to identify priority issues in the workplace
- is matched to specific industry, workplace and employee needs
- is flexible in design and delivery.

### 5. Consists of a mix of strategies that address individual, environmental and organisational issues (people, places and workplace vision).

### 6. Has a connection to worker health, safety and welfare related efforts and core organisational values:

- Evident within business plans, day to day business practice and operations
- attached to Work Health and Safety systems and approaches, disability management practices and Employee Assistance Programs
- program governance is provided through the organisation's leaders, and communicated widely.

### 7. Regular communication to ensure:

- Relevant messages and their appropriate delivery
- program values and direction are communicated to the organisation
- high visibility of progress and outcomes.

### 8. Has a long-term commitment to promote sustainability:

- Promotes quality improvement, aligning program to work practices
- recognises that program design should be comprehensive, but start with modest targets and initiatives that allow for scaling up of effective small initiatives.

### 9. Evaluation that:

- Measures progress against objectives, and analyses data against agreed criteria
- attaches program tracking and monitoring to other business monitoring
- focuses on continual program improvement and feedback to staff.



## Healthy Workers – Healthy Futures in your workplace: quick guide

Successful programs follow a step by step approach. Consider the steps below and use the fact sheets and templates provided, to plan, develop and deliver a worthwhile health and wellbeing program that suits your business.

| Step  |   |                                  | Page |
|---|--|--|------|
| <b>Step One: Getting started</b>  |  |  |      |
| Management commitment   | HWHF FAQ for managers<br>Business case fact sheet<br>Engaging external providers fact sheet  | Workplace health and wellbeing policy<br>Project proposal template<br>Workplace snapshot                           | 8    |
| Engaging and organising employees:<br>Workplace Champions wellbeing committee | Find and support workplace champions<br>Create a Health and Wellbeing Committee  | Health and wellbeing committee initial agenda<br>Health and wellbeing committee terms of reference                 | 11   |
| <b>Step Two: Needs assessment</b>   |  |  |      |
| Identifying needs:<br>People, places and vision                               | Alternative needs assessment methods   | Workplace audit (people, places, vision)<br>Staff needs assessment tool<br>(online) Workplace employee SNAP survey | 14   |
| <b>Step Three: Action</b>   |  |  |      |
| Develop your action plan  | Action plan guide<br>Where to? Find more information (smoking, healthy eating, alcohol, be active, wellbeing-emotional/mental and general) | Action plan template<br>Action plan examples (smoking, healthy eating, responsible drinking, be active, wellbeing) | 18   |
| Promotion planning  |  | Promotions plan<br>Communications plan   | 38   |
| <b>Step Four: Monitor and review</b>  |  |  |      |
| Record keeping  |  | Activity log sheet   | 40   |
| Review and evaluate   | Monitoring and evaluation quick guide  | Action plan review template  | 41   |
| Maintain freshness  | Award and incentive fact sheet   | (free) HWHF workplace resources  | 44   |



# Step One: Getting started

|   |    |
|---|----|
| Step One checklist .....                  | 7  |
| Management commitment .....               | 8  |
| Propose a business case.....              | 9  |
| Create a health and wellbeing policy..... | 9  |
| Identify resources.....                   | 10 |
| Engaging employees.....                   | 11 |

## Step One checklist

| Management commitment                           | Small business           | Medium to large business |
|---|--------------------------|--------------------------|
| Key stakeholders on board                       |                          | <input type="checkbox"/> |
| Managers have agreed to program proposal        | <input type="checkbox"/> | <input type="checkbox"/> |
| Health and wellbeing policy in place            |                          | <input type="checkbox"/> |
| Resources allocated to program                  | <input type="checkbox"/> | <input type="checkbox"/> |
| Engaging employees                              |                          |                          |
| Opportunities for staff involvement             | <input type="checkbox"/> | <input type="checkbox"/> |
| Established Health and Wellbeing Committee      |                          | <input type="checkbox"/> |
| Health topic placed on relevant meeting agendas | <input type="checkbox"/> | <input type="checkbox"/> |
| Program coordinator in place                    |                          | <input type="checkbox"/> |

# Step One - Getting started

Create solid foundations for your program. This step tells you how to get the ball rolling, from getting management on board to setting up the structure of your program.

## Management commitment

To be successful, your workplace health and wellbeing program will need the support of those around you, including employers, employees and those who can influence the workplace environment such as managers, team leaders and Work Health and Safety representatives.<sup>11</sup>

It is important that all levels of management understand and support the program. Without this, it will be harder to achieve positive results so seek support early in the process.

In large organisations this may see involvement from middle and senior management. For smaller organisations, involve the owner or general manager in early and ongoing discussions.

Raising the support and profile of the intended program in a manner relevant to your workplace and its managers can be performed with a program proposal or a business case.

Regardless of the business size or type, create a value proposition that will appeal to business leaders.

If you're in a smaller business, the emphasis may be getting business owners to commit to the program. For help with that, go straight to *health and wellbeing policy*.

**To build a workplace with healthy culture and practices, leaders must:**

1. Endorse the program
2. connect health with organisational values and practices (building a healthy culture and practices)
3. educate and engage management
4. commit resources
5. share the vision with staff
6. serve as a role model
7. assign responsibilities
8. reward success (recognition, incentives, celebrations).<sup>9</sup>



## Propose a business case

Employers and management are becoming increasingly engaged in the health of their employees, not only to be socially responsible, but also to improve workplace performance. Through properly designed workplace health and wellbeing initiatives, organisations are increasing recruitment, retention and productivity and creating a competitive edge as an employer of choice.<sup>7, 9, 10, 11</sup>

A business case is an opportunity make your manager's decision to run a program simpler. By showing that there are numerous ways in which your program can benefit both employees and the organisation, you are more likely to gain and maintain support from management.

It is useful to identify, the issues relevant to your workplace and then explain how your program will address and impact these issues. For example, in reducing staff turnover rates, absenteeism, or improving low staff morale. Positively most significant and relevant issues a business case document might address management's interest to your workplace.

Measuring program impact can be complex, but in many cases there is already evidence or indication of the positive impact of health and wellbeing programs on business. Our *Business case fact sheet* provides facts and tips to assist you to build your case.

For those who don't require this level of endorsement, a project proposal outlining your intentions may suffice. Linking your proposal to the achievement of positive business outcomes may contribute to ongoing commitment.

## Create a health and wellbeing policy

A health and wellbeing policy can be instrumental in communicating what you are trying to achieve.

Composing and committing to a policy creates a formal agreement and documents the structure and purpose of your health and wellbeing program.

Where possible, use the standard policy and procedure templates of your workplace. These will be easily recognised by those involved such as employees, management or a human resources department.

A good health and wellbeing policy includes elements that identify the purpose of your program, who it includes, communication of the policy and a review date. This policy should be developed in consultation with employees, including workplace champions, elected Health, Safety and Wellbeing representatives and related pre-existing committees.

For smaller businesses not as familiar with creating policies, this process can still become an important component of acknowledging and committing to staff health and wellbeing. As you progress, start to consider other related policies that support your healthy workplace objectives, for example, flexible work arrangements, meal breaks or roster management. A document detailing clearly how you intend to encourage health and wellbeing, outlining opportunities for collaborative action planning and regular communication mechanisms may suffice.

### Information for managers:

(A manager pack to inform and support leaders to commit to a workplace health and wellbeing program is available from the healthy workers web pages [www.sahealth.sa.gov.au/healthyworkers](http://www.sahealth.sa.gov.au/healthyworkers))



**FAQ for managers**



**Business case fact sheet**

### Templates are available to support you:



**Health and wellbeing policy template**



**Workplace snapshot**



**Project proposal template**

## Identify resources

Once you have in-principle support from management, you need to think about what you can achieve with the available resources and what else might be required.

While many workplace health and wellbeing goals can be achieved at no or minimal cost, understanding resource types and quantities will provide some indication of the size and style of program you can offer.

Remember, a simple program that concentrates on the issues important to staff can be just as successful as a large program, if you work within your capacity to include employees' ideas, expertise and interests.

The resources required to run a health and wellbeing program are diverse:

|                      |  |
|----------------------|--|
| <b>Financial</b>     | <b>Funds for equipment, services, general day-to-day costs, incentives or prizes.</b>  |
| <b>People</b>        | <b>Time, energy, focus and commitment to develop, run and participate. This may be offered internally and/or utilise external local services or providers.</b> |
| <b>Environmental</b> | <b>Infrastructure, pre-existing equipment, access to local or on site equipment, programs or services.</b>   |

Creative planning can eliminate cost pressures, consider:

- A mix of activity types will attract broader participants, creating value for money
- whilst fun activities and programs are often appreciated, consideration of environmental and education needs is often a good use of resources in the long term
- where can you access in-kind, low or no cost services or equipment?
- what's available in-house?
- what can be tied into pre-existing budgets or alongside pre-existing event planning?
- seeking out program partnerships or sponsors through peak bodies, insurers, not for profit organisations or health providers?
- joining forces with a local or allied business to bulk purchase items or services.

### To assist you:



**Engaging external providers fact sheet**

## Engaging employees

*‘Workplace health is something we do with and for people..... it’s not something we do to them’*

David Hunnicutt, WELCOA, 2009<sup>9</sup>

From planning and participation through to evaluation, having employees involved will strengthen your program by turning it from an idea into something tailored and relevant.

Staff can and should take part in many ways throughout the life of the program, including:

- Contributing thoughts about the workplace’s needs through completing audits and surveys
- coordination
- program decision making as a Health and Wellbeing Committee member
- development of health and wellbeing policy or procedures
- ideas testing (for example, participating in a focus group)
- lending skills to the program (for example, qualified yoga instructor, nurse, massage therapist or cook)
- mentoring colleagues in program coordination or health needs
- championing participation and interest in the program
- taking part in a range of activities
- contributing feedback to organisers, to improve what has been offered
- venue or booking organisation
- seeking incentives, resources or equipment through personal links to the local community.

Getting co-workers involved with planning and coordination relieves the cost pressures from your program and perhaps more importantly engages workers, not only benefiting your program but employee enjoyment and satisfaction.

As planning progresses, consider methods and frequency of communicating to employees about ongoing involvement opportunities.

### Build a strong team of coordinators and participants. Here’s how:



**Find and support champions fact sheet**



**Create a health and wellbeing committee fact sheet**



**Health and wellbeing committee initial agenda template**



**Health and Wellbeing Committee terms of reference example**





# Step Two:

# Needs assessment

|   |    |
|---|----|
| Step Two checklist .....                            | 13 |
| Identifying needs – people, places and vision ..... | 14 |

## Step Two checklist

|   | Small business           | Medium to large business |
|---|--------------------------|--------------------------|
| Planned approach to collect information                                       | <input type="checkbox"/> | <input type="checkbox"/> |
| Staff privacy and confidentiality strategy                                    | <input type="checkbox"/> | <input type="checkbox"/> |
| Identifying needs of people   |                          |                          |
| Understand priority health issues   | <input type="checkbox"/> | <input type="checkbox"/> |
| Understand areas of interest to staff   | <input type="checkbox"/> | <input type="checkbox"/> |
| Identifying need within places  |                          |                          |
| Understand gaps and priorities in workplace environment                       | <input type="checkbox"/> | <input type="checkbox"/> |
| Identifying need for vision   |                          |                          |
| Identified areas to improve social culture and day to day business operations | <input type="checkbox"/> | <input type="checkbox"/> |

# Step Two: Needs assessment

## Identifying needs – people, places and vision

**An effective workplace health program simultaneously addresses individual, environmental, organisational and cultural factors affecting employee wellbeing.**

In our toolkit we have organised these factors to three categories, called people (individual), places (physical environment) and vision (policy/practice/culture). These categories are dealt with in the next few pages on needs assessment but also in more detail in the suggested strategies in Step 3 Action.

It's time to look at what will address these so that they are relevant and interesting to your workplace and workforce. Step Two assists you to identify and prioritise this information.

A needs assessment is a process of determining and addressing needs, identifying “gaps” between current conditions and desired conditions. It is essential to consider the needs and interests of your workplace before putting actions, alterations and activities in place.

You should aim to find out:

- Baseline profile and health interests of the workforce
- workplace risk factor
- indirect worker wellbeing influences, such as policy and workplace culture
- participation data on direct opportunities offered in the past such as health activities, services and events
- what motivates and interests your workforce
- social practices promoting or preventing health and wellbeing
- workplace onsite facilities and resources available to support healthy behaviour, existing gaps and local facilities
- where interested, baseline business data, such as absenteeism, turnover and productivity rates.

### Don't forget to ask for help

**Ask for assistance and the expertise of internal and external people.**

**Skilled people or specific departments can assist you to gather data, managers can promote and scale up your attempts and workplace champions will be allies in creating momentum and interest.**

**Externally, you may be able to access resources through WorkCover SA, SafeWork SA, your employer and employee associations, local businesses and community.**

## Assess the needs of your biggest asset – your people

The health and activity interests of your employees will give your health and wellbeing program its direction, scope and themes.

Determine the priorities of your program according to the people who will take part, by:

- Collaborating with your Health and Wellbeing Committee
- gathering workplace champions to discuss employee perspectives
- discussion at a staff meeting to incorporate ideas
- running a workshop with employees across varying positions, ages, shifts and sites
- survey of employees to determine areas of interest and priority, such as our *Staff Needs Assessment Survey*
- using the *Workplace audit* to help you to understand what's offered to staff and what has been done before
- having a suggestion box.

Use the *Workplace employee SNAP survey (Smoke Free, Healthy Eating, Be Active, Responsible Drinking and Wellbeing)* to determine your workplace's risk factor profile.

## Assess the workplace environment: healthy places

It is important for workplaces, large and small, to assess the physical environment in which their staff work. An assessment will reveal pre-existing or progressing activities, resources and infrastructure immediately available to staff, but allows you to consider untapped potential in those areas. This includes the environment beyond the worksite and may take in the local area, including businesses, facilities and transport links to and from work.

Methods of assessment should include consultation and information collection, such as:

- Performing an audit of the worksite, using the *Workplace audit*, considering the infrastructure, equipment and spaces
- liaising with key stakeholders such as managers and Work Health Safety (WHS) representatives about potential opportunities (budget, infrastructure use and safety)
- running a discussion group with interested employees to talk about barriers in and around the workplace that prevent participation in healthy behaviours, find hints in our *Alternative needs assessment fact sheet*
- observation (taking pictures or notes) or monitoring (keeping a count) to determine use of the worksite and infrastructure, services or resources that could positively or negatively influence health
- note and discuss the success and challenges of previous initiatives, activities and changes to the worksite to promote health.

## A healthy workplace vision and culture: healthy vision

Encouraging a whole of workplace approach to your health and wellbeing requires the involvement of policy makers, management or business owners and may require a shift in 'usual practice'. You should aim to determine the priorities, commitment level and interests of business decision makers in your workplace.

Find out:

- Level of commitment and policy direction that supports and promotes health, using the *Workplace audit*
- how well health aligns with other business strategies, such as health, safety and welfare objectives, work/life balance, and organisational goals
- note and discuss the successes, challenges and limitations of previous health initiatives, activities and site improvements in relation to day to day practice and support.

### To assist you assess the needs of your workplace:



**Alternative needs assessment methods fact sheet**



**Staff needs assessment survey**



**Workplace employee SNAP survey can be viewed and administered from:**  
[www.sahealth.sa.gov.au/healthyworkers](http://www.sahealth.sa.gov.au/healthyworkers)



**Workplace audit template**

## Important rules of needs assessment

### 1. Privacy is essential

When collecting employee details, health information and opinions, ensure that distribution, collection methods and questions don't identify individual respondents.

Once collected, handle and store survey information securely, providing summarised or aggregated results prior to circulation throughout the organisation. Any disclosure of personal information without a person's written consent is unethical and in some cases may be illegal.

### 2. Follow workplace ethics procedure

Workplaces may have to consider internal ethics processes prior to involving employees in surveys and data collection. Participation and subsequent data should be used only for the purpose it is intended, and therefore only inform the creation of a tailored health and wellbeing program. Check with your Human Resources (HR) department or management for input. HR will also often be useful in administering surveys throughout the organisation.

### 3. Participation is a personal choice

Efforts should be made to ensure that the right of employees to choose to take part in the needs assessment stages of your program are protected and communicated.

Care should be taken to ensure that individual employees do not feel alienated if they are unable to take part in some or all of the program activities.

### 4. Don't forget to do it again at least every few years

Initial needs assessment can provide you with a useful understanding of the direction your program can take and provide some benchmark statistics and facts. By regularly re-visiting, you can track progress and identify areas for change and improvement.



# Step Three: Action

|   |    |
|---|----|
| Step Three checklist.....                 | 17 |
| Develop program priorities.....           | 18 |
| A note on monitoring and evaluation ..... | 20 |
| From action planning to delivery .....    | 21 |
| Health and wellbeing strategies.....      | 22 |
| Smoke Free.....                           | 22 |
| Healthy Eating .....                      | 24 |
| Drink Responsibly .....                   | 27 |
| Be Active.....                            | 30 |
| Healthy Weight.....                       | 33 |
| Mental and Emotional Wellbeing.....       | 34 |
| General Wellbeing.....                    | 37 |
| Promotion planning.....                   | 38 |

## Step Three checklist

|   | Small business           | Medium to large business |
|---|--------------------------|--------------------------|
| Program priorities determined through needs assessment                          | <input type="checkbox"/> | <input type="checkbox"/> |
| Program planned   | <input type="checkbox"/> | <input type="checkbox"/> |
| Program plan is a mix of activities, business practice and environmental change | <input type="checkbox"/> | <input type="checkbox"/> |
| Activity selection based on priority and resources                              | <input type="checkbox"/> | <input type="checkbox"/> |
| Day to day operations support program strategies                                | <input type="checkbox"/> | <input type="checkbox"/> |
| Evaluation/Monitoring plan in place   | <input type="checkbox"/> | <input type="checkbox"/> |
| Management endorse plan   | <input type="checkbox"/> | <input type="checkbox"/> |
| Workplace champions prepared for activities                                     | <input type="checkbox"/> | <input type="checkbox"/> |
| Promotion of activities   | <input type="checkbox"/> | <input type="checkbox"/> |

# Step Three: Action

## Develop program priorities

### It's time to analyse needs assessment results and shape your program

Drafted with the support of your committee, you should develop an action plan. It will form the everyday 'how to' of your program. Having a written plan in place will make it easy for key partners, champions and other 'helpers' to follow what's going on and what's expected.

An action plan will take time to develop, but will be made simpler and more efficient if you already have:

- Management and other business decision makers on board
- support of fellow employees and, where appropriate, have established a Health and Wellbeing Committee
- determined the purpose of the program
- analysed employee needs and wishes
- received an aggregated workplace health report, using *Workplace employee SNAP survey* (see 'Needs assessment' section) to determine pertinent health issues
- performed a quick audit of what is already available or being done on site, using the *Workplace audit tool*
- knowledge of the resources available to you.

Pulling all of these elements together will highlight the health and wellbeing priorities of your workplace. Note and discuss the most prevalent issues emerging from your needs assessment. These might be broad topics or themes at this stage. You may find, for example, a particular health issue emerges as a leading concern or gaps in health knowledge that could be improved.

It's also useful to consider if employees have identified an area they are ready to address. If you know that staff are hesitant to tackle challenging topics, concentrate on building up trust and enthusiasm.

Remember, it is important to find a balance of priorities appealing to employees but also realistic activities that the business is willing and able to support. You may wish to focus on fewer priorities initially and gradually build upon your program.



## Take a planned approach

Using the *Action plan template*, consider the goals, objectives and strategies to meet each identified priority.

We have included a guide to writing these and some additional examples for each SNAP risk factor in our resources: *Action plan guide* and *Action plan examples*.

**Goals:** Typically quite general, goals are an overarching statement of what you are trying to achieve to meet an identified priority

*Example:* Improve staff nutrition

**Objectives:** Outline the specific measurable objectives required to meet that goal. Use SMART criteria (see box to right) to keep planning on track.

*Example:* To increase the number of staff that report eating two fruit and five vegetables per day from 30% at September 2012 to 45% at March 2013.

**Strategies:** Are the details behind each objective, outlining the activities required to support meeting that objective?

*Example:* Increase access to health information: Offer a healthy eating seminar once a year.

*Example two:* Increase access to healthy food choices: Promote and actively encourage only healthy food fundraisers, establish a working group to collaborate with staff and vending machine distributors to increase healthy food options of choice in vending machines.

Often there are several ways to meet an identified priority, and as a result, you may end up with more than one way to achieve what you set out to do. That's fine, and encouraged as it's often how thorough and wide-reaching programs achieve success.

Time spent on planning strategies that offer variety and choice, incorporating a combination of people, places and business practice (vision) will be a stronger program than one that runs ad-hoc activities and events.

Action planning should also incorporate sourcing of resources, promotion planning, coordinating people (services, champions and others) and allocating some time to consider and perform evaluation.

### SMART criteria:

- Specific to workplace and employee wants and needs.
- Measureable change over time.
- Achievable considering the resources and support you have available.
- Realistic, sensible and practical.
- Time framed reasonably.

## A note on monitoring and evaluation

When considering delivery of your program, you'll want to make sure it's running as well as possible. A bit of time spent considering what information you need to collect now, will save a lot of energy later.

Monitoring and evaluation is the process of determining if your program:

- Captured the needs of your staff
- achieved it's purpose and
- did so in an efficient and effective way.

Using evaluation and monitoring as tools for ongoing planning and projections, can inform the wider stakeholder group, and satisfy management requirements. Review and reflection can also inform you of the changing needs of participants and barriers to participation, allowing for program goals to shift with the interest and energy of staff.

You'll find more about planning and conducting your evaluation at Step Four of this toolkit.

Remember, good evaluation includes:

- Ensuring the privacy of any respondent throughout the data collection and reporting process
- capturing baseline data. Once certain of what you want to change, capture indicator data prior to influencing participants, so you can determine change over time
- data collection and conclusions drawn must relate to the activity or service offered. For example, monitoring high levels of participation at a cooking demonstration and workshop series cannot directly demonstrate improved fruit and vegetable consumption but indicates a popular topic and well regarded opportunity
- using a mix of quantitative (numbers) and qualitative feedback (stories and comments)
- only measuring what is required
- evaluation can take time to plan and implement, and often asks a lot from participants, so cut out anything unnecessary. In many cases, monitoring use and uptake may be enough show you that the program is a good investment. Discussion within your Health and Wellbeing Committee and other program decision makers will establish these boundaries.

Head to Step Four: Monitor and review for more assistance on evaluating your program, as well as several templates to assist you.

## From action planning to delivery

In the next section, we'll turn your action plan priorities from ideas into appropriate and engaging strategies.

These strategies will come into effect once you've decided on the goals and objectives of the priority issues at your workplace. Use our *Action plan template* to shape and document this process.

The Healthy Workers – Healthy Futures initiative has a focus on modifiable risk factors of going smoke free, healthy eating, being active and responsible alcohol consumption (SNAP). We've also considered the way emotional wellbeing and excess weight interacts with these risk factors and health in general.

You need to look at multiple aspects within the workplace to address employee health, including:

- Healthy vision: addressing cultural perceptions and commitment from management, encouraging business to consider how usual practice might support and encourage healthy behaviours
- healthy places: addresses environmental factors preventing individuals from being healthy and offering the resources that actively encourage healthy behaviours
- healthy people: focuses on individual needs, such as improving access to services and information, improving the health knowledge and skill level of employees to encourage adoption of healthy behaviours.

The strategy recommendations in this toolkit might be used as program start-up ideas or to build upon pre-existing activities.

Each workplace has unique priorities and resourcing, so this is a rough guide. You may choose to select simpler opportunities from the '**Ideas to get you started**' category if you are new to health and wellbeing programs then '**Build your program**' to strengthen over time.

Don't forget, the most successful health and wellbeing programs are those that incorporate a combination of people, places and vision.

**Ready for action planning? Get started now with these tools:**



**Action plan template**



**Action plan guide**

# Health and wellbeing program strategies

## Smoke free

### Why promote going smoke free?

Tobacco smoking is the single greatest cause of preventable death in Australia. Every year, around 1140 South Australians die from tobacco-related causes.<sup>12</sup>

Smoking causes a range of serious health problems including cancers, coronary heart disease, stroke and chronic lung diseases. There is no safe level of tobacco smoking.

In 2012, 14.4% of South Australians aged over 15 years said they smoked on a daily basis.<sup>13</sup>

Nicotine in cigarettes is highly addictive, and quitting is extremely difficult. In fact most people try to quit multiple times before they are successful. Quitting is one of the best things someone can do to improve their health and the health of friends and family. Importantly, some health and other benefits can be enjoyed almost immediately. These benefits occur at any age, and can range from increased life expectancy and improved quality of life, to significant financial benefits.

The majority of South Australian smokers have made a previous quit attempt. More than a third have tried to quit in the past year and more than half intend to try to quit in the next six months, indicating that there is the desire and need to support those considering quitting.<sup>12</sup>

A smoke-free workplace is the best way to start addressing smoking rates within your organisation. The benefits of this include:

- Increases in productivity and fewer staff affected by tobacco-related illness
- lower absenteeism due to improvements in the health of employees<sup>14, 15</sup>
- enhanced workplace safety
- minimised risk of prosecution or civil action by employees who are exposed to environmental tobacco smoke
- compliance with legislation, including the Tobacco Products Regulation Act, 1997, Work Health and Safety Act 2012 (SA) and smoking bans within enclosed workplaces from 2004 (hospitality venues, 2007)<sup>16</sup>
- improvements to staff morale
- reduced risk of fire damage or other accidents related to smoking
- a cleaner and more pleasant workplace environment with lower cleaning and maintenance costs associated with smoking<sup>14, 15</sup>
- creation of fair working conditions for both smokers and non-smokers
- your workplace's promotion of a healthy corporate image.



## How do we help workers go smoke free?

The table offers strategies to address smoking in the workplace. There are several areas of focus, especially through the creation of policies as well as providing information, support and environmental changes.

| Description   | Healthy vision | Healthy places | Healthy people | i |
|---|----------------|----------------|----------------|---|
| Promote a smoke-free workplace by developing and implementing a 100% smoke-free policy directed at the workplace environment and culture, including conducting information sessions to inform employees of policy | •              |                |                | i |
| Provide and promote a smoke-free workplace  |                | •              |                | i |
| Include smoke-free policy and information in staff induction materials  | •              |                |                |   |
| Foster the quit smoking message with promotional materials, embed these messages into communication and media forms, for example memos, newsletters and notice boards   |                |                | •              | i |
| Update your knowledge in regard to existing South Australian tobacco legislation  | •              | •              |                | i |
| Promote and provide access to support services for those wanting to quit or reduce smoking  |                |                | •              | i |
| Remind staff that a general practitioner can assist, support and provide referrals to other health professionals  |                |                | •              | i |
| Workplace Employee Assistance Programs can often focus on goal setting and behavioural change. Promote your workplace program widely and inform employees of access options and topics                            |                |                | •              | i |

### Building on your program:

| Description  | Healthy vision | Healthy places | Healthy people | i |
|--|----------------|----------------|----------------|---|
| Embed no-smoking support procedure into Work, Health and Safety procedures and policies  | •              |                |                |   |
| Sponsor comprehensive quit programs, for example subsidise aids to quit smoking such as nicotine replacement therapy (NRT) or provide incentives for those who quit smoking (as appropriate) |                |                | •              | i |
| Provide, or support participation in, quit smoking programs during work time   |                |                | •              | i |

### More information, services and referral details available at



**Action plan smoke free example**



**Where to find more information: Smoke Free fact sheet or [www.sahealth.sa.gov.au/healthyworkers](http://www.sahealth.sa.gov.au/healthyworkers) > Smoke Free**

## Healthy eating

### Why promote healthy eating?

There are lots of reasons why it is important to promote healthy eating within the workplace, especially to those staff who consume most meals at work, or foods provided by the workplace.

Good nutrition contributes to general health and wellbeing as well as the prevention and management of chronic disease such as heart disease, some cancers and type two diabetes.<sup>17</sup> Each additional daily serve of fruit and vegetables can reduce the risk of coronary heart disease and stroke and is associated with reduced risk of weight gain, yet only 10% of the South Australian adult population consumes the recommended five serves or more of vegetables per day and 45% the recommended two serves of fruit.<sup>18, 19, 20</sup>

Healthy eating can mean many things to different people. Generally a healthy diet includes getting fruit and vegetables into your day, watching your salt, saturated fat and sugar intake and balancing kilojoule intake according to our body's needs.<sup>17</sup>

Workers can face access and affordability issues as well as knowledge about healthy options.

Targeted efforts can address these possible concerns:

- Lack of affordable healthy food options from surrounding food outlets, onsite food services, vending machines or while travelling for work
- lack of preparation and storage facilities
- poor understanding of healthy choices or preparation methods
- the culturally accepted or encouraged eating patterns of the workplace
- shift work practices and
- regularity of unhealthy meeting and function catering.

These factors can make it difficult for employees to maintain consistent healthy eating habits.



### How do we help employees choose healthy eating?

The workplace is in a great position to encourage and support employees to learn about, and make healthy food choices.

The list that follows suggests strategies you can use to improve diet and hydration in the workplace through business practice, environment and people-centred approaches. It's more likely to be successful when a range of these complementary strategies are incorporated but each can be adopted one by one.

### Ideas to get you started:

| Description  | Healthy vision | Healthy places | Healthy people | i |
|--|----------------|----------------|----------------|---|
| Incorporate healthy food choices into a healthy food and drink policy for all worksites. Include catering for meetings and social occasions, water, alcohol, service vending machines for fundraisers and food service | ●              |                |                | i |
| Develop a breastfeeding policy (where relevant)  | ●              |                |                | i |
| Provide nursing mothers a room for breastfeeding/expressing  |                | ●              |                | i |
| Include healthy food and drink policy information in staff induction packages  | ●              |                |                |   |
| Provide clean amenities for staff meal breaks (microwaves, toasters, refrigerator, sink). Consider off-site staff accessibility  |                | ●              |                |   |
| Negotiate removal of high sugar and fat foods such as biscuit jars, soft drinks, chocolate or cake from the workplace  |                | ●              |                | i |
| Sponsor (or collect money) for a shared weekly fruit box   |                | ●              |                |   |
| Improve available beverages: Provide fresh clean tap water, decaffeinated coffee, herbal teas, lower fat milks in all meetings, events and lunchrooms  |                | ●              |                |   |
| Communicate healthy food choice and nutrition topics via fact sheets, newsletters, intranet, posters and print materials   |                |                | ●              | i |
| For specific dietary advice, recommend individuals seek the assistance of a qualified health professional, such as a dietitian   |                |                | ●              | i |
| Workplace Employee Assistance Programs (EAP) can often offer additional assistance regarding goal-setting and behavioural change. Promote your workplace program widely  |                |                | ●              | i |
| Promote local food providers that stock healthy choices for example, local markets, fruit and veg retailers  |                |                | ●              | i |
| Invite a health professional to run on-site seminars on making healthy food choices  |                |                | ●              | i |
| Promote and provide work time access to free phone health information and coaching service   |                |                | ●              | i |



### Building on your program:

| Description   | Healthy vision | Healthy places | Healthy people | i |
|---|----------------|----------------|----------------|---|
| Collaborate with meal providers, cafeterias, food delivery suppliers and local food outlets to ensure that healthy choices are easily available   |                | ●              |                |   |
| Negotiate for increased healthy choices with vending machine supplier   |                | ●              |                | i |
| Initiate healthy or non-food related fundraisers  |                |                | ●              | i |
| Become accredited with Australian Breastfeeding Association's Breastfeeding Friendly Workplace Initiative   | ●              |                |                | i |
| Host workplace challenges such as healthy lunch competitions and fruit and vegetable weekly challenges. Encourage team or multi-site competition with incentives  |                |                | ●              | i |
| Host regular events such as fundraising morning tea but encourage mainly healthy food choices   |                |                | ●              | i |
| Consider activities such as: <ul style="list-style-type: none"> <li>• Fruit and vegetable tasting sessions</li> <li>• A cooking seminar series or healthy food fair</li> <li>• Shared lunch days at regular intervals throughout the year. This can be a way to try new foods and methods of cooking</li> </ul> |                |                | ●              | i |
| Sponsor the production of a healthy food cookbook with staff recipes. Consider it as a fundraiser   |                |                | ●              |   |
| Work with your local greengrocer to establish a partnership to access fresh and affordable produce and support your healthy eating program strategies   |                |                | ●              | i |
| Ensure that traveling workers have access to facilities and provisions that promote healthy food behaviours, such as self contained kitchens, food and drink coolers, suitable budget and food options  |                | ●              |                | i |

### More information, services and referral details available at



#### Action plan healthy eating example



Where to find more information: Healthy Eating fact sheet or [www.sahealth.sa.gov.au/healthyworkers](http://www.sahealth.sa.gov.au/healthyworkers) > Healthy Eating

## Drink responsibly

### Why promote responsible alcohol consumption?

Alcohol is the most widely used drug in Australia and is an accepted part of our culture and way of life. Australians consume alcohol for relaxation, socialising and celebration. In 2010, around six percent of South Australians were daily drinkers and almost 1 in 5 drank at a level putting them at risk of alcohol related harm.<sup>21</sup>

The national guidelines for alcohol consumption recommend no more than 2 standard drinks on any day are consumed to reduce the risk of disease or injury.<sup>21</sup>

Risky or excessive alcohol consumption can have a variety of negative effects that are costly for both employers and to the employees themselves. These include:

- Increased risk of weight gain, some cancers, liver disease and cognitive impairment associated with chronic use
- reduced productivity
- absenteeism and loss of expertise through premature retirement due to illness
- increased frequency and cost of workers compensation due to an unsafe working environment and accidents
- social and financial cost to the employee
- costs to other employees.<sup>21, 22, 23, 24, 25</sup>

The implications of alcohol misuse on workplaces and staff can be wide reaching. All have the potential to cause social, relationship and financial problems.

Workplace factors that increase risk of alcohol misuse include:

- Access to and availability of alcohol (such as at workplace functions)
- shift work
- working conditions (for example, hazardous or dangerous work, poor quality equipment, insufficient resources)
- management style (for example poor or low levels of supervision)
- interpersonal factors such as workplace bullying and conflict
- inadequate job design and training
- stressful workplace environment with unrealistic responsibilities, targets, over or under work
- workplace culture.<sup>26, 27, 28, 29</sup>

High-risk alcohol consumption is not only a potential workplace safety concern, but also a risk to the health and wellbeing of individual workers and the wider community.

### How do we help employees reduce their alcohol consumption?

The following table gives some suggestions on what you can do as an employer to encourage employees to adopt healthy behaviours around alcohol consumption, both for their own personal health and also that of their fellow employees.

If you are worried about the consumption of alcohol on site or socially, or about individuals being under the influence at work, it is important to address this by using a range of these strategies to change the environment, change the social culture and to assist employees in their personal endeavours to reduce their drinking.

A formal alcohol policy should be at the heart of preventing and managing alcohol-related behaviours in the workplace.<sup>29</sup> The policy developed in consultation with employees, and applied equally to all levels, must clearly state acceptable behaviours. The consequences of any unacceptable behaviour should be clearly communicated to all staff.

### Ideas to get you started:

| Description   | Healthy vision | Healthy places | Healthy people | i |
|---|----------------|----------------|----------------|---|
| Develop in consultation with staff to implement a formal workplace alcohol policy, including the responsible service of alcohol   | ●              |                |                | i |
| Conduct information sessions where staff can be informed of the policy and the rationale, and have the opportunity to ask questions   | ●              |                |                |   |
| Embed alcohol support procedures into WHS procedures and policies   | ●              |                |                | i |
| Update your (manager/ employer's) knowledge of South Australian legislation relevant to alcohol   | ●              |                |                | i |
| Include alcohol policy and information in staff induction materials   | ●              |                |                |   |
| Promote standard drink sizes and anti drink driving messages  |                |                | ●              | i |
| Promote the use of support services such as the Alcohol and Drug Information Service (ADIS) and allow confidential access to these services during work hours                                   |                |                | ●              | i |
| Promote information about safe consumption and harms of alcohol, using Australian drinking guidelines, through workplace communication networks   |                |                | ●              | i |
| Provide in-house training or seminars on safe alcohol consumption and the key requirements to respond to alcohol in the workplace   |                |                | ●              | i |
| Remind staff that a general practitioner can assist, support and provide referrals to other health professionals as needed  |                |                | ●              | i |
| Workplace Employee Assistance Programs deliver confidential assessments and short term counselling to employees who have voluntarily or been referred to their program through workplace policy |                |                | ●              | i |
| Replace drinking or trips to the local pub/bar with other social activities, such as bowling or kicking the footy   |                |                | ●              |   |
| Provide plenty of non-alcoholic drinks on occasions that alcohol is offered. Ensure responsible service of alcohol and spread the message of your expectations that individuals act responsibly |                | ●              |                |   |
| Where workplace events offer alcohol, provide alternative public transport options, following the low risk alcohol guidelines   |                | ●              |                |   |

**Building on your program:**

| Description   | Healthy vision | Healthy places | Healthy people | i |
|---|----------------|----------------|----------------|---|
| Consider training needs of managers or team leaders so they can recognise and react appropriately to the impact of alcohol within the workplace                 |                |                | •              | i |
| Deliver brief interventions in the workplace to help employees change their alcohol use   |                |                | •              |   |
| Develop and implement a health promotion program focusing on the overall health of employees, incorporating information regarding harms associated with alcohol |                |                | •              |   |

**More information, services and referral details available at**



**Action plan responsible drinking example**



**Where to find more information: Responsible Drinking fact sheet or [www.sahealth.sa.gov.au/healthyworkers](http://www.sahealth.sa.gov.au/healthyworkers) > Responsible Drinking**



## Be active

### Why promote physical activity and reduce sitting time?

In Australia, the risks associated with being physically inactive is ranked second only to tobacco smoking, in terms of injury and burden of disease.<sup>30</sup>

It's good to be active. No matter the stage of life, everyone can benefit from being active, and it doesn't have to be strenuous to be physically and emotionally beneficial. All it takes is 30 minutes a day, even broken up over the day, on most days of the week, including activities like walking, to feel better and live longer.

Longer working days and increasingly sedentary work and leisure practices have made it challenging for the majority of people to meet recommended levels of physical activity. In 2012, only 40% of South Australian adults accumulated 150 minutes of activity over five days.<sup>31</sup>

The benefits of physical activity to workplace and employee are:

- Reduced employee stress
- fitter and stronger employees
- leading to reduced absenteeism.<sup>32</sup>

Even if your employees are active before and after work, they should still be encouraged to sit less and move more, to significantly reduce risk of health problems. In 2012, 19% of South Australian adults self-reported being completely inactive, spending long hours sitting at work and/or engaging in sedentary hobbies, such as computer games or watching television.<sup>31</sup>

Too much sitting is bad for health and time spent being completely inactive is now associated with heart disease and diabetes, particularly in relation to increased blood pressure, blood fats and blood glucose levels.<sup>32</sup>

Longer term, increased chronic disease risk linked to workplace sitting may indirectly contribute to detrimental business outcomes and contribute to costs.<sup>33</sup>

The Stand Up Australia study showed that for office or retail worker participants, most of the working day was sedentary, attributing a total of 67% of work and non-work time being spent sitting down.<sup>32</sup> The remainder of the day was spent in light intensity activity, like walking or standing and only a small part of the day (four percent) was spent doing moderate to vigorous activity, such as running, cycling or participating in sports. Interestingly, most of the participants felt that they were significantly more active at work than their results showed. While the study was based in an office setting, these findings might be transferable to other typically sedentary occupations within manufacturing, transport and others.

### How do we help workers increase their physical activity?

The table that follows will give you some ideas on how to tackle inactivity and also reduce sedentary habits in the workplace. The workplace is a great place to build opportunities for staff to be active in their working day and beyond.



### Ideas to get you started:

| Description  | Healthy vision | Healthy places | Healthy people | i |
|--|----------------|----------------|----------------|---|
| Support the creation of a physical activity policy, including elements around activity, active transport and preventing workplace sedentary practices  | ●              |                |                | i |
| Create opportunities for flexi-time or time in lieu for training/physical activity, and embed within relevant WHS policies   | ●              |                |                | i |
| Include information about access to physical activity opportunities (local and on-site) in staff induction materials   | ●              |                |                |   |
| Conduct a mapping exercise of local opportunities for physical activity, including parks, gyms, sports clubs and opening times. Consider workplace ability to form teams for team sports or its own league |                | ●              |                | i |
| Organise 'come and try session(s)' or a guest speaker Q&A session with an accredited personal trainer or exercise physiologist   |                |                | ●              | i |
| Provide information about the benefits of activity and regular movement via communication channels such as, newsletters, CEO memos, noticeboards and lunchrooms  |                |                | ●              | i |
| Encourage the use of stairs and walkways use signage and promote using internal communication channels   |                | ●              |                |   |
| Organise a corporate rate for the local gym or swimming pool   |                |                | ●              |   |
| Map local public transport options and promote them to staff. Also consider options to subsidise public transport fares for those choosing this means of travel  |                |                | ●              | i |
| Hold cycling information sessions about defensive cycling strategies, cycling road rules and bicycle maintenance   |                |                | ●              | i |
| Promote and provide work time access to free phone health information and coaching service   |                |                | ●              | i |

### Building on your program:

| Description  | Healthy vision | Healthy places | Healthy people | i |
|--|----------------|----------------|----------------|---|
| Create friendly stairwells and walking loops. Consider work site staff teams 'sponsoring' a stairwell or track, decorating and promoting its use |                | ●              |                |   |
| Create a dedicated exercise space. Provide exercise equipment, TV and DVD player with fitness DVDs, or a stretching space                        |                | ●              |                |   |
| Take part and sponsor a team challenge, offering training opportunities (consider offering time in lieu)   |                |                | ●              | i |
| Promote regular walking: lunchtime walking trails, group team challenges, provision of pedometers  |                |                | ●              | i |

|  |  |   |   |   |
|--|--|---|---|---|
| Provide access to showers, change rooms, lockers or alternatives if these facilities aren't available on site  |  | ● |   |   |
| Create bike storage to encourage cycling to and from work  |  | ● |   |   |
| Provide onsite physical activity classes (for example, yoga or pilates) after discussing with staff what their preferred class type, time and days are |  |   | ● |   |
| Coordinate an eight, ten or 12-week physical activity challenge, focused on individual goals to increase levels of physical activity                   |  |   | ● | i |

#### Ideas for preventing sedentary practices within the workplace

| Description  | Healthy vision | Healthy places | Healthy people | i |
|--|----------------|----------------|----------------|---|
| Create an agenda item addressing sedentary practices at staff related meetings             | ●              |                |                |   |
| Encourage stretch breaks, standing and walking within meetings and work training sessions  |                |                | ●              | i |
| Support and account for regular stretch or walk breaks in delivery and transport schedules | ●              |                |                |   |
| Purchase height adjustable desks for sit/stand option                                      |                | ●              |                |   |
| Provide computer disabling software to support regular breaks                              |                | ●              |                | i |
| Set up print stations, bins, lunchrooms and other facilities away from work stations       |                | ●              |                |   |
| Actively encourage either structured or unstructured breaks                                |                | ●              |                |   |
| Audit staff sitting time to gauge areas for improvement                                    |                |                | ●              |   |

#### More information, services and referral details available at



Action plan be active example



Where to find more information: Be active fact sheet or [www.sahealth.sa.gov.au/healthyworkers](http://www.sahealth.sa.gov.au/healthyworkers) > Be active



## Promoting a healthy weight

### Why promote a healthy weight?

Workplace programs are effective at reducing body weight, when used appropriately to increase physical activity and improve foods available in and around the workplace.<sup>34</sup> This is important as recent statistics indicate that more than 65% of South Australian adults are overweight or obese.<sup>35</sup>

Healthy Workers – Healthy Futures doesn't solely promote a weight reduction focus (such as biometric measurements of employees) but does recognise that employees often want to learn more about healthy weight.

### How do we help employees maintain a healthy weight?

The following table provides appropriate options to promote healthy weight and its relationship to general health. In addition to the interventions outlined previously, there are many ways to support your employees through education, promotion and creation of a supportive environment to assist employees to attain and maintain a healthy weight.

#### Ideas to get you started:

| Description   | Healthy vision | Healthy places | Healthy people | i |
|---|----------------|----------------|----------------|---|
| Promote annual healthy weight week with promotions and materials  |                |                | ●              | i |
| Encourage recognition of healthy food, activity and healthy living with posters and promotion materials   |                |                | ●              | i |
| Host a general wellness challenge over several weeks with a healthy eating and activity focus, for example, increase fruit and vegetable intake, new activity or trying new foods and cooking new recipes |                |                | ●              | i |
| Encourage employees to seek the assistance of accredited and trained health professionals, for specific dietary or physical activity advice   |                |                | ●              | i |
| Promote workplace Employee Assistance Programs that often offer services around behaviour change and goal setting   |                |                | ●              | i |
| Promote visiting local general practitioners. There are several referral options to health professionals and a general practitioner can conduct overall health risk assessments                           |                |                | ●              | i |
| Organise a question and answer nutrition session or a drop in day with a dietitian  |                |                | ●              | i |
| Organise an on-site question and answer session or drop in day with an exercise physiologist or qualified personal trainer  |                |                | ●              | i |
| Offer confidential body mass index checks with your organisation's nurse or local medical clinic  |                |                | ●              |   |
| Promote and provide work time access to free phone health information and coaching service  |                |                | ●              | i |
| Consult with workers about interest in and options for weight maintenance groups or consultancy services  |                |                | ●              |   |

#### More information, services and referral details available at



**Action plan healthy weight example**



**Where to find more information: Healthy weight fact sheet or [www.sahealth.sa.gov.au/healthyworkers](http://www.sahealth.sa.gov.au/healthyworkers) > Healthy weight**

## Wellbeing: Mental and emotional

### Why promote workplace wellbeing?

In Australia, stress related absenteeism and presenteeism costs employers \$10.1 billion per year in direct costs. This cost doesn't consider staff turnover, temporary staff replacement or compensation, which would cause additional financial pressure.<sup>36</sup>

Work is generally considered beneficial to mental health and wellbeing, contributing to an individual's sense of identity and self-worth, skill development, relationship building and social skills. However, prolonged or repeated exposure to work related demands or pressures or even a single serious event can cause adverse health issues and reduce a person's capacity to work. These health issues include stress, depression and anxiety and can negatively impact physical health and behaviour.<sup>37</sup>

Workplace stressors can range from bullying, unreasonable workloads, inflexible work scheduling inability to influence job related decisions. In general, stressors can be multifactorial and range broadly from the social and physical environment, the systems of work or management which can all impact on employee wellbeing.<sup>37</sup> Workers in specific industries, including health and social services, law enforcement, defence and teaching, are more prone to facing work related stressors, contributing to higher rates of poor mental health.<sup>38</sup>

First and foremost, employees depend on workplaces to provide a place of work that is safe, supportive and appropriately manages stressors, seeking prevention over cure. An individual's mental health and wellbeing can be further enhanced when opportunities to address smoking, alcohol, healthy eating and physical activity (SNAP) risk factors are offered. Adoption of these healthy behaviours can create a state of sound emotional wellbeing and resilience. Good mental health, and a positive frame of mind, means employees are better equipped to resist stress, tackle challenges and develop resilience.<sup>38, 39</sup>

Taking action to prevent and address work-related stress, and support emotional health can positively impact business outcomes, through:

- Creation of a positive work environment, improved communication, with higher job satisfaction
- decreased staff turn-over, illness and absenteeism
- reduced accidents and incidents
- improved employee and customer loyalty.<sup>37</sup>

### How do we support worker mental and emotional wellbeing?

The workplace can provide an ideal setting for educating people on the link between health and wellbeing.

Employers have a duty of care to identify and control hazards in the workplace that can impact on physical and psychological health (as reasonably practicable), and should appreciate that factors in an employee's personal life can also affect mental health.

Listed on the following pages are some suggestions to manage and improve the wellbeing of employees. The suggestions include addressing the balance of emotional health through activities that can resolve stress. These include healthy eating, participation in physical activity and social interaction in the workplace community, as well as addressing stressors within the workplace.

### Ideas to get started:

| Description   | Healthy vision | Healthy places | Healthy people |    |
|---|----------------|----------------|----------------|---|
| Include staff wellbeing on relevant meeting and planning agendas. This may include: <ul style="list-style-type: none"> <li>flexible working arrangements</li> <li>return to work planning</li> <li>social planning</li> </ul> | ●              |                |                |    |
| Manage staffing levels to ensure that adequate resources are available to meet workload requirements during times of high demand  | ●              |                |                |   |
| Survey and consult with Health and Wellbeing Committee, Health and Safety Committees and representatives as well as staff to identify and manage work related stressors   | ●              |                |                |   |
| Initiate a feedback mechanism or forum for employees to participate in general or specific decision making  | ●              |                |                |   |
| Develop appropriate policies and procedures in workplace for bullying, harassment and discrimination prevention. Ensure managers and team leaders are appropriately trained to support the policy                             | ●              |                |                |    |
| Develop appropriate policy and procedures to prevent and respond to occupational violence   | ●              |                |                |  |
| Develop and support a procedure for addressing conflict, grievances and critical incidents in the workplace   | ●              |                |                |  |
| Establish a culture of recognising and taking lunch breaks and other breaks as awarded in your sector. Provide suitable spaces for these breaks   | ●              | ●              |                |   |
| Ensure a sleep and fatigue management policy is in place as relevant  | ●              |                |                |  |
| Include a regularly updated social calendar and volunteering opportunities in staff induction materials along with other relevant wellbeing policy and information  | ●              |                |                |   |
| Analyse the level of noise and excessive or restricted unnatural light in workspaces and improve where able   |                | ●              |                |  |
| Promote Employee Workplace Assistance Programs as an option to confidentially discuss stress, anxiety, confidence or other issues   |                |                | ●              |  |
| Promote opportunities to manage and contribute to a social planning committee or calendar   |                |                | ●              |   |
| Promote links to local community opportunities such as book clubs, libraries, art, dance, sporting, craft and woodworking clubs   |                |                | ●              |   |
| Promote local support services, such as local chronic disease management groups, support groups, domestic abuse support, mental health support, financial and time management services and local community health services    |                |                | ●              |  |

|  |   |  |   |   |
|--|---|--|---|---|
| Have an accredited guest speaker attend the worksite to discuss methods to support others in distress  |   |  | ● | i |
| Provide onsite seminars, workshops on financial planning, stress reduction techniques, organisation and time management  |   |  | ● |   |
| Identify ways to reward employees and teams for a job well done  | ● |  |   |   |
| During times of organisational change, ensure employees are supported and well informed of the process   | ● |  |   |   |
| Ensure roles within the organisation are well defined and employees clearly understand their roles and responsibilities  | ● |  |   |   |
| Conduct sleep and fatigue management seminars with either a guest speaker or appropriately trained employee  |   |  | ● | i |
| Promote free and confidential services for people with gambling issues or are affected by the gambling of others. Services such as the Gambling Helpline and Gambling Help Services offer support in all SA regions. Create opportunities for staff to make contact during work time |   |  | ● | i |
| Arrange for free lunchtime talks to raise awareness about issues related to problematic gambling behaviour   |   |  | ● | i |

#### Building on your program:

| Description  | Healthy vision | Healthy places | Healthy people | i |
|--|----------------|----------------|----------------|---|
| Senior management encourages work life balance with policies and practices reflecting individual employee needs  | ●              |                |                | i |
| Provide training opportunities to team leaders and management regarding management of emotional distress, building resilience or ways to support workers   |                |                | ●              | i |
| Audit the amount of space available for relaxation, storage and socialising. Improvements (where able) could include adding comfortable chairs, reading materials, lighting, access to healthy food and drink options, private phone call areas, managing noise levels, cleanliness and accessibility to safe storage of personal belongings |                | ●              |                |   |
| Consider enforced break opportunities for example, computer disabling programs, worksite stop and stretch or rest breaks   |                | ●              |                |   |
| Create opportunities for management and team leaders to attend Mental Health First Aid or other similar programs   |                |                | ●              | i |
| Allocate time to employees to take part in mental health awareness training or other similar programs  |                |                | ●              | i |
| Conduct a psychosocial hazard audit and suitable management training to support outcomes   | ●              |                |                | i |
| Consider work/life balance strategies to protect frequent traveler or shift workers  | ●              |                |                |   |

## General wellbeing

While the focus of a good workplace wellbeing program will be on the creation of a workplace environment that fosters a safe, respectful and positive workplace, general health concerns and social responsibility can also be addressed. Consider how some of these additional ideas might fit into the wellbeing component of your health and wellbeing program:

| Description   | Healthy vision | Healthy places | Healthy people |    |
|---|----------------|----------------|----------------|---|
| Implement and enforce a comprehensive sun safety program for employees (where relevant)   | ●              |                |                |    |
| Host a general wellness challenge over several weeks focused on wellbeing, for example, improved stress management techniques, increase fruit and vegetable intake, trialling new exercise ideas  |                |                | ●              |    |
| Run an annual family fun day or workplace picnic. Consider opportunities for a guest celebrity to attend or access to free give-aways. Think broadly, egg and spoon races, a healthy cooking challenge, game-show or quiz night               |                |                | ●              |   |
| Offer staff access to confidential personal health assessments. These can focus on chronic disease risk factors but also include sight and hearing tests, stress and blood screening tests. Ensure follow up/referral to appropriate services |                |                | ●              |    |
| Create a health 'lending library' including a health journal subscription, quality nutrition and fitness books or magazines and information on goal setting   |                | ●              |                |   |
| Promote, local and roving cancer screening units, such as BreastScreen and vaccination programs. Allow employees time to visit local services or register the unit to come to your workplace  |                | ●              |                |  |
| Survey staff about local volunteer and fundraising opportunities, and establish committees to increase participation (as appropriate)   |                |                | ●              |   |
| Update staff on recognised health self assessment tools or services offered locally for example, general practitioners)   |                |                | ●              |  |

More information, services and referral details available at



**Action plan wellbeing example**



**Where to find more information: Wellbeing fact sheet or [www.sahealth.sa.gov.au/healthyworkers](http://www.sahealth.sa.gov.au/healthyworkers) > Wellbeing**

# Promotion planning

At this point you probably have a good idea about what will be included in your workplace health and wellbeing program. Now it is time to consider how to sustain its promotion.

People can only get involved if they know about it and if they know how to take part. Promotion is vital to the success of your program it:

- Creates recognition of your program and its brand
- stimulates interest, anticipation and motivation
- informs potential participants of their role in the program
- explains where to go for more information.

Before each activity or event, you should ensure that there is opportunity to promote activities and events to relevant staff using popular and noticeable communication mechanisms. Additionally staff will want to be informed about changes to workplace practices or the environment that may impact on their day to day work. This may include promoting new or reviewed policies or upgrades to facilities, for example walkway repairs, or new kitchen facilities.

To encourage familiarity and participation, regularly update the broader workforce such as employers, managers and team leaders about your program.

## Get staff to take notice:

- Intranet or internal emails
- CEO or management memos
- using loudspeakers or paging systems
- noticeboards, table toppers or picture displays in common areas such as kitchens, stairwells, bathrooms or hallways
- written communication via newsletters, payslips or pigeon holes
- announcements at team, general or committee meetings or training sessions
- approved telecommunications such as text messages
- approved social media channels
- engaging champions to spread the word.

## To increase program appeal:

- Create an eye catching program name or even mascot
- arrange a program theme that runs through each event or activity
- use motivating quotes or facts to prompt action and participation
- use appealing and attention grabbing images (such as staff members).

## To help you



Promotions plan template



Communications plan template

# Step Four:

## Monitor and review

|                              |    |
|------------------------------|----|
| Step Four checklist .....    | 39 |
| Record keeping.....          | 40 |
| Review your program.....     | 41 |
| Maintain freshness .....     | 44 |
| Incentives and rewards.....  | 45 |
| Celebrate achievements ..... | 45 |

### Step Four checklist

|  | Small business           | Medium to large business |
|--|--------------------------|--------------------------|
| Record program outcomes as planned   | <input type="checkbox"/> | <input type="checkbox"/> |
| Seek ongoing feedback from staff   | <input type="checkbox"/> | <input type="checkbox"/> |
| Regularly reflect on successes and challenges                                      | <input type="checkbox"/> | <input type="checkbox"/> |
| Actively seek new opportunities, links to workplace activities and local resources | <input type="checkbox"/> | <input type="checkbox"/> |
| Regular feedback loop to stakeholders and management                               | <input type="checkbox"/> | <input type="checkbox"/> |
| Recognise efforts of key employees   | <input type="checkbox"/> | <input type="checkbox"/> |
| Actively plan for program improvement  | <input type="checkbox"/> | <input type="checkbox"/> |

# Step Four: Monitor and review

## Record keeping

It's important to maintain good records, just as you would for any project taking place in the workplace.

By maintaining appropriate records you:

- Make reporting to management and other key people much easier
- keep everyone informed and up-to-date
- maintain the momentum of the program when other priorities arise
- are prepared for any unexpected issues such as injury, damage to infrastructure or cost blowouts
- assist future planning by recording past events
- are reminded of the outcomes of your hard work.

**Pick and choose from our templates to maintain records of your program planning and progress.**

**Your organisation may have additional requirements and their own templates.**

### Step Three:



**Action plan: plan your program activities and task responsibilities**



**Promotion plan: record promotion plans for each activity and event, listing who is responsible and promotion release dates**



**Communications plan: record key stakeholder details and maintain a record of the information each one has received**

### Step Four:



**Activity and event log: maintain a running record of each event or activity, detailing how the activity ran and record of participation**



**Action plan review: align your evaluation and monitoring to each component of your action plan ensure capture what is needed**



## Review your program

Evaluation is the process of identifying indicators, collecting, analysing and reporting the impact (positive or negative) of any particular endeavour. It can assist you in determining the value or success of your program of project and can guide improvements.

In some cases simply monitor the program instead of conduct a full evaluation, depending on the size of your program and the evidence adequate to meet your workplace's needs.

Using your action plan, you can seek to identify your requirements, set indicators of success, set yourself up to capture the right data and interpret results against program intentions. The *Action plan review template* will assist you to set indicators of success, capture the right data and interpret results against program intentions.

### The review steps

#### A. Determine purpose

##### ***Shall we evaluate or monitor?***

If you are looking only to capture numbers and usage (such as equipment use, event participation numbers and equity of staff attendance), then just maintaining basic records will suffice. You will still be able to demonstrate participation rates over time (but not how or why the participation occurred).

If you wish to know if the project or activity kept within budget, provided the proposed number of events or to know number of environmental or policy changes and outcomes, you will need to monitor in more depth.

Monitoring can also be used to detect changes in absenteeism, productivity, injury or compensation claims over time, but won't provide an indication why these changes occurred or connection to the program.

As a general rule if you are keeping a check on the progress of a smaller program with sporadic events and activities, just monitoring the program may be adequate.

However, if you are creating a comprehensive program or need to understand why certain patterns are emerging, there can be real value in considering some types of evaluation. Consider if you need to know the:

- Ongoing quality improvement of the program or projects within (could you do it better?)
- change in attitude, behaviour, knowledge or skill of participants (was it effective?)
- cultural, morale and satisfaction shifts within the workplace (has the program contributed to improved workplace relationships and a healthy culture?)
- sustained change in the health of staff, in particular program participants (has the program influenced participant health outcomes?)
- return on investment or cost benefits. (did the business get value for money?).

Evaluation will be more resource intensive as you need more time and skill to analyse the findings and funds may need to be allocated to outsource the work. This should not discourage consideration.

Once again, consult with management and other key members of staff to consider essential evaluation elements and those that can simply be monitored, against your action plan.

## B. Identify indicators and data sources

The objectives you set down during the action planning process, provide the the basis for monitoring or evaluation and should give you an indication of potential data sources. You don't have to set indicators or collect data on objectives unless you have a purpose for collection.

Refer to your completed *Action plan* and the *Evaluation Quick Guide* for useful hints on finding indicators and worthwhile data sources.

For those trying to conduct an evaluation of program effectiveness and impact, look for well maintained data sources that are robust enough to demonstrate the proposed indicator. Note that in some instances it will take longer to see demonstrable change.

The table below suggests positive program results and the estimated timeframes in which change might become evident.<sup>40</sup> Large scale programs or unique approaches may require the assistance of external evaluators.

| Within months                 | In one to two years                        | In three to five years             |
|-------------------------------|--|------------------------------------|
| Greater staff engagement      | Better health knowledge                    | Reduced absenteeism                |
| Increased teamwork and morale | Improved job satisfaction and productivity | Reduced injury                     |
|                               | Better corporate image                     | Reduced workers compensation costs |

A mix of qualitative (feedback, comments and observations) and quantitative (numerical) data should be considered and a comprehensive program covering people, places and vision should seek indicators and data across those three areas.

Consider new and unique data sources such as dedicated surveys or focus groups but don't discount sources that already exist such as mandatory Work Health and Safety monitoring, business practice and productivity data, health records or pre-existing staff feedback opportunities.

For those trying to demonstrate competency of program implementation, record management methods may be adequate.

## C. Collect timely information

### **People:**

Minimise the risk of data interpretation error by maximising participant response rates use popular and quick communication mechanisms, after the event or activity. Feedback should be sought from both participants and non-participants to capture the level of engagement as well as identify change and differences in knowledge, skills or behaviour. Annual or biennial surveys can also be used to collect feedback, and detect behaviours and knowledge at that point in time.

### **Place:**

Workplace audits and site analysis may sit well alongside bi-annual or annual Work Health and Safety audits. Ideally auditors are familiar with the components of the action plan that seek to address the workplace environment, and may or may not be involved in implementing those changes. Observation and stories can be an anecdotal method of demonstrating that a workplace environment strategy has created change and can be randomly collected.

For those collecting business related data, negotiate early in the program with business administrators regarding required data and collection timeframes requirements.

### **Vision:**

Capturing change in business practice, social acceptance, culture and success of policy directives can be challenging and likely to take time to see noticeable change. Staff surveys, manager or owner interviews and observational shifts in normal practice will all contribute.

#### **D. Interpret the information**

Interpretation of results can require some skill but will be made easier if records and data directly relate to indicators. In some instances an external evaluator can be useful, particularly for comprehensive programs and/or evaluation.

Collate the data for each indicator looking for trends, patterns in participant versus non-participant feedback and outcomes, day to day running issues and highlight any unexpected outcomes. Be careful not to make assumptions about emerging patterns and don't exclude external influences.

#### **E. Review and report**

Reviewing and reporting gives the team the chance to reflect on successes, challenges, strengths and weaknesses of the program.

Even if your workplace does not require a formal report, take the opportunity to share outcomes, large or small. Include participants, interested parties, partners, management and team leaders. By promoting your findings you draw attention back to the program's existence and this naturally generates interest.

#### **Ideas to help you review your health and wellbeing program**



**Evaluation and monitoring quick guide**



**Activity and event log sheet**



**Action plan review template**

## Maintain freshness

Hints that your program is not running as well as anticipated might include lagging participation numbers and going over budget. The following tips will help you maintain the freshness and momentum of your program over its lifetime:

- Don't do too much at once, take a phased approach
- ask why? Are topic or time involved a disincentive?
- revisit the needs assessment step to re-assess employee interests. These can change over time based on season, media popularity and with employee turnover
- consider changing tack if your program isn't achieving optimal participation rates. Tweak the delivery format, timing, service provider or offer incentives
- engage an external guest speaker rather than in house
- offer training opportunities to relevant and engaged staff to increase skill and interest
- mix your health and wellbeing events with other workplace events to maximise involvement
- remember to reconsider workplace influences outside your program that may be affecting morale and involvement. Work with management to discuss their impact
- consider revamping or increasing promotion to raise awareness and interest, via workplace champions
- link your activities to others in your local community and national campaigns
- diversify the membership of your Health and Wellbeing Committee
- be creative in incentives and rewards to raise interest and motivation.

### More ideas needed?



Go to the **Healthy Workers – Healthy Futures** web pages for links to health events  
[www.sahealth.sa.gov.au/healthyworkers](http://www.sahealth.sa.gov.au/healthyworkers)



## Incentives and rewards

Workplace health and wellbeing studies have shown that a key factor of thriving successful programs is the inclusion of incentives or rewards. These lead to stronger participant involvement and a larger number of sustained health behaviour changes.<sup>5</sup>

When deciding if you will offer incentives or rewards, consider:

- Management approval of program funds for incentives
- if incentives are required for all activities and events or only a selection
- who will receive the rewards? All attendees or only dedicated 'active' participants?
- how you will reward dedicated and outstanding participation, such as event organisers and other champions?

Incentives need to appeal to participants' sense of value. Sometimes workplace staffing consists of a diverse range of tastes and income levels, so ensure that incentives do not appear trivial. At the same time however, incentives don't necessarily have to have a large cost. Ask employees to consider positive and enjoyable rewards. There are lots of ideas for incentives in our *Incentive and rewards* fact sheet.

## Celebrate achievements

Don't take the dedication and energy of motivated staff running programs and activities for granted. Additionally, recognition of individual participant achievements, for example, sustained exercise levels or smoking cessation (where happy to share) might be considered.

Reward and celebration doesn't have to be financially draining, and could include acknowledgement in employee newsletters, through certificates, celebrated at staff meetings or attached onto an organisation wide event such as a social function.



**Incentives and rewards**



**Workplace resource order form**



**Case study template**

**Gaining public recognition is one way of celebrating your achievements.**

**We encourage you to share your good news stories and successes by submitting a case study to the Healthy Workers – Healthy Futures initiative for publication.**

**Download our case study template from [www.sahealth.sa.gov.au/healthyworkers](http://www.sahealth.sa.gov.au/healthyworkers)**

## References

- 1 Royal Australasian College of Physicians (RACP), 2011, Realising the health benefits of work. Royal Australasian College of Physicians.
- 2 Medibank Private, 2005 The health of Australia's workforce, [http://www.medibank.com.au/Client/Documents/Pdfs/The\\_health\\_of\\_Australia's\\_workforce.pdf](http://www.medibank.com.au/Client/Documents/Pdfs/The_health_of_Australia's_workforce.pdf)
- 3 Goetzel, R. Z. and R. J. Ozminkowski 2008, The health and cost benefits of work site health-promotion programs. Annual Review of Public Health; (29) 303-23.
- 4 Black, C, 2008, Dame Carol Black's Review of the health of Britain's working age population Working for a healthier tomorrow, Accessed April 2012; [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/209782/hwwb-working-for-a-healthier-tomorrow.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/209782/hwwb-working-for-a-healthier-tomorrow.pdf)
- 5 Bellew B 2008. Primary prevention of chronic disease in Australia through interventions in the workplace setting: a rapid review. Sax Institute for the Chronic Disease Prevention Unit, Department of Human Services: Victoria.
- 6 Hooper P, Bull F, 2009. Healthy Active Workplaces: review of evidence and rationale for workplace health, Department of Sport and Recreation, Western Australian Government: Perth.
- 7 Department of Health and Ageing, 2011, Quality Framework for the healthy workers initiative: Principles for healthy workplaces. National Healthy Workers, Canberra.
- 8 Australian Institute of Health and Welfare 2012. Australia's health 2012. Australia's health series no.13. Cat. no. AUS 156. Canberra: AIHW.
- 9 Health and Productivity Institute of Australia (HAPIA) 2009, Best practice guidelines to workplace health in Australia, Sydney.
- 10 Healthy@Work, 2011 Public Sector Management Office, Department of Premier and Cabinet, Tasmanian Government, Guidelines to implementing a health and wellbeing program.
- 11 Colorado Department of Public Health and Environment, 2008 Colorado worksites: Resources and tools for implementing wellness, Colorado USA.
- 12 Tobacco Control Research and Evaluation, (TCRE) 2011, Key smoking statistics for SA – 2010. Tobacco Control Research and Evaluation, Cancer Council SA: Adelaide.
- 13 South Australian Health Omnibus 2012, Population Research and Outcome Studies, University of Adelaide, Adelaide.
- 14 Dart G & Mitchell M 2009, How to go smoke free- a guide for workplaces. NSW Department of Health: Lismore.
- 15 Parrot, S., Godfrey, C. and Raw. M. 2000 Costs of employee smoking in the workplace in Scotland. Tobacco Control, 9, 187-192.
- 16 Government of South Australia Attorney Generals Department, 2012, South Australian Work Health Safety Act 2012, Adelaide
- 17 Government of South Australia. SA Health, 2012, Healthy living: Healthy eating: Eating well really does matter, Accessed June 2012; <http://www.sahealth.sa.gov.au/wps/wcm/connect/public+content/sa+health+internet/healthy+living/healthy+eating>
- 18 National Health and Medical Research Council 2013 Eat for health: Australian dietary guidelines: providing the scientific evidence for healthier Australian diets. NHMRC: Canberra
- 19 The South Australian Monitoring and Surveillance System (SAMSS). 2012 South Australian summary target report: Vegetable consumption, Population Research and Outcome Studies. Adelaide University :Adelaide.
- 20 The South Australian Monitoring and Surveillance System (SAMSS) 2012 South Australian summary target report: Fruit consumption, Population Research and Outcome Studies. Adelaide University: Adelaide.
- 21 Australian Institute of Health and Welfare (AIHW) 2011. 2010 National Drug Strategy Household Survey report. Drug statistics series no. 25. Cat. no. PHE 145. AIHW:Canberra.
- 22 National Health and Medical Research Committee, 2011, Alcohol and Health in Australia. <http://www.nhmrc.gov.au/your-health/alcohol-guidelines/alcohol-and-health-australia>

- 23 Phillips M, 2001. The prevalence of drug use and the risk of drug related harm in the workplace. In Allsop S., Phillips M., Calogero C., editors. *Drugs and Work: Responding to Alcohol and Other Drug Problems in Australian Workplaces*. In: Melbourne: IP Communications, 20–41.
- 24 Pidd, K., Berry, J. G., Roche, A. M., Harrison, J. E. 2006. Estimating the cost of alcohol-related absenteeism in the Australian workforce: the importance of consumption patterns. *Med J Aust*, 185: 637–41.
- 25 Collins, D. J., & Lapsley, H, M. 2001. Economic costs of alcohol and other drugs in the workplace. In AM Roche & J McDonald (eds.) *Systems, Settings, People: Workforce Development Challenges in the Alcohol and Other Drugs Field*, National Centre for Education and Training on Addiction (NCETA), 109-114.
- 26 Bull, D 2009. Building Sound Workplace AOD Programs – Lessons from Experience. *Alcohol and Other Drugs Council of Australia*, 48, 5.
- 27 Wright, G 2009 The construction industry's alcohol and other drug program. *DrugInfo*, 8 (1) 1.
- 28 Allsop, S Phillips, M & Calogero, c (Eds.) 2001 *Drugs and work: Responding to alcohol and other drug problems in Australian workplaces* (pp. 88-104). IP Communications: Melbourne.
- 29 National Centre for Education and Training on Addiction 2006 *Responding to alcohol and other drug related issues in the workplace: An information and resource package*. NCETA: Adelaide.
- 30 Australian Institute of Health and Welfare 2012, Risk factors <http://www.aihw.gov.au/risk-factors-health-priority-areas> Australian Government: Canberra.
- 31 The South Australian Monitoring and Surveillance System (SAMSS) 2012 South Australian summary target report: Sufficient activity, Population Research and Outcome Studies. Adelaide University: Adelaide.
- 32 Healy 2008; Katzmarzyk 2009; and Hu 2003 in Medibank Private 2009 *Stand up Australia, Sedentary behaviours in workers*. Prepared by the Baker IDI Heart and Diabetes Institute and the Cancer Prevention Research Centre at the University of Queensland, in partnership with Medibank Private: Brisbane.
- 33 Healy G, Lawler, S, Thorp A, Neuhaus M, Robson E, Owen N, Dunstan, D ,2012, *Reducing prolonged sitting in the workplace: An evidence review: full report*. Prepared by Baker IDI and the University of Queensland for Victoria Health: Melbourne.
- 34 Hector D, King L, Hardy L, St George A, Hebden L, Espinel P, Rissel C.2012 *Evidence update on obesity prevention; Across the life-course*. Prepared for NSW Ministry of Health. Sydney; Physical Activity Nutrition Obesity Research Group.
- 35 Australian Bureau of Statistics, 2012, *Australian Health Survey: First Results, 2011–12 — South Australia* 43640DO001\_2 Australian; Bureau of Statistics: Canberra Accessed at: <http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/4364.0.55.001main+features12011-12>
- 36 Medibank Private 2008, *The cost of workplace stress on Australia*. Medibank Private: Australia.
- 37 Worksafe Victoria 2007, *Stresswise- Preventing work related stress in the public sector*. Victoria State Government: Victoria.
- 38 Seymour, L. & Grove, B. 2005 *Workplace Interventions for People with Common Mental Health Problems*. British Occupational Health Research Foundation: London.
- 39 Australian Government, Department of Veterans' Affairs March 2012, *Mental Health and Wellbeing*. Australian Government, Canberra.



## For more information please contact

Healthy Workers - Healthy Futures Initiative  
Public Health Partnerships Branch  
SA Health  
PO Box 287 Rundle Mall  
Adelaide SA 5000  
Email: [healthyworkers@health.sa.gov.au](mailto:healthyworkers@health.sa.gov.au)  
[www.sahealth.sa.gov.au/healthyworkers](http://www.sahealth.sa.gov.au/healthyworkers)

If you require this information in an alternative language or format please contact SA Health on the details provided above and they will make every effort to assist you.



[www.ausgoal.gov.au/creative-commons](http://www.ausgoal.gov.au/creative-commons)

© Department for Health and Ageing, Government of South Australia.  
All rights reserved. ISBN: 978-1-74243-453-7 Second edition, 2013  
FIS:13015.5. Printed March 2014.



Government  
of South Australia

SA Health