

# TOOLKIT

# FOR A HEALTHIER

# WORKPLACE

A practical guide to help you plan, deliver and evaluate an effective workplace health program.



Partner:



Government of **Western Australia**  
Department of **Health**



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# GETTING STARTED

**Before you start planning your workplace health and wellbeing program, there are a few things that you need to consider. These include gaining management support, identifying a health and wellbeing coordinator and forming a health and wellbeing committee, if appropriate. These things are important as they help ensure the success of your program.**

## Build a business case

Gaining management support for your health and wellbeing program is important for a few reasons:

- ▲ Senior managers can commit resources (time and money) to the program,
- ▲ Seeing managers get involved with the program can encourage employees to join in, and
- ▲ Evidence suggests that the most successful programs are those that have widespread support and leadership from the CEO or senior management team.<sup>1</sup>

How you go about gaining and maintaining management support will depend on your workplace. If you're in a small workplace, you may just need to meet with the owner or a senior manager to discuss your plans. If you're in a larger workplace, developing a business case may be the best approach.

## Why build a business case?

Senior management may ask "what's in it for the business?" Management will need to ensure that the program is going to be worthwhile before committing money, employee time and other resources to it. A great way to gain this commitment is to provide evidence on how investing in health and wellbeing will benefit the business. This can be done by building a business case.

## Building a strong business case

The detail that you provide in your business case will depend on the size of your planned project, the needs of your workplace and any existing processes your workplace has regarding business case development. You may need to speak with your manager to help you decide on the best approach and see if there are any resources to help you (e.g. a template). The following are some of the elements that make up a successful business case:

- ▲ **Description of the problem:** Why are you doing this? Include key workplace statistics as well as specific information about the health status of your employees to help emphasise your point *E.g. current sick leave rates, response to health surveys, rate of overweight / obesity if known.*
- ▲ **Outline of the planned program:** What do you plan to do and achieve? *E.g. implement policy, improve environment etc.*
- ▲ **Description of the benefits to the workplace:** What are the gains for business? *E.g. reduced workplace healthcare costs, increased productivity, improved business reputation, reduced sick leave and staff turnover.*
- ▲ **Description of the risks:** What could go wrong and how are you planning to minimise or manage this risk? *E.g. Risk: High level of employee criticism over new policy. Management of risk: Undertake high level of consultation and communication with employees before, during and after implementation.*
- ▲ **List and describe the resources needed:** Include monetary costs as well as other resources such as time and someone to coordinate the program.
- ▲ **Outline the proposed timeline of events:** Are there major milestones? When do you intend to have completed particular strategies?
- ▲ **Describe the evaluation methods:** How will you know if the program has been successful? What will you report on? *E.g. pre and post program surveys*

## ▲ Describe how you developed the business case:

What evidence did you use? Who did you consult with?

The advantage of preparing a business case is that it encourages you to think thoroughly about your program - what you intend to do and why, what you need to make it successful and how you will manage it. The information gathered to develop your business case will also help when developing your action plan.

## Identify a Health and Wellbeing Coordinator

To ensure your program is implemented as planned, you need to identify a key person who will be responsible for coordinating your program. In larger workplaces, this may be the person who is already in charge of human resources or health and safety. In smaller workplaces, this may be a manager or employee who is enthusiastic about health and wellbeing. Ensure that an appropriate amount of time and resources are given to the coordinator to develop and deliver the program within normal working hours. For ideas on how to start your workplace health and wellbeing program, complete the [Online workplace health coordinator training](#).

## Form a Health and Wellbeing Committee

For large and medium workplaces, forming a committee is a great way to ensure your program is effective across all areas of your workplace. For example, you may have office-based staff, field staff and depot staff. Having a committee with a representative from each different group will ensure your program is tailored to meet the needs of everyone. Also, it will allow for greater engagement of employees as the committee member from each group can assist with promoting the program within their area.

Set up regular meetings to start planning your program, and identify and assign roles and responsibilities to each committee member (e.g. consulting with employees, researching appropriate strategies).

## Role of the Health and Wellbeing Coordinator and Committee

It is important to ensure the coordinator and all committee members are aware of their roles and responsibilities.

Tasks can include:

- ▲ Conducting a needs assessment of your workplace to identify areas that can be improved relating to policy, environment, education and activities.
- ▲ Prioritising the most important needs of the workplace by consulting with employees.
- ▲ Identifying potential barriers or concerns that may stop things happening.
- ▲ Determining what resources, facilities and assistance are needed to carry out the program.
- ▲ Developing an [action plan](#).
- ▲ Organising and implementing [program strategies](#).
- ▲ Promoting the program and encouraging employee participation.
- ▲ Evaluating the program to see if goals and objectives are being achieved, employee participation rates, and gauge employee satisfaction.

## Keep management informed

It is also important to keep senior management informed and involved to maintain support for your program. Do this by:

- ▲ Discussing the program goals so that everyone is clear about what the program is expected to achieve.
- ▲ Ensuring management is aware of and agrees to the required time and resources needed for the program to be successful.
- ▲ Encouraging senior and middle managers to show their support for the program by taking part and role-modelling healthy behaviours.
- ▲ Regularly reporting back on the program's progress, outcomes and participation levels.

# CONSULTING WITH EMPLOYEES

Consulting with employees helps you to make informed decisions about the direction of your new or existing workplace health and wellbeing program. Consultation also allows you to collect baseline measurements and conduct program [evaluations](#), which will help you see if your program is achieving the desired results.

Workplaces vary greatly and there is no 'one size fits all' approach to workplace health promotion. To create a program that is specific to your workplace, we encourage you to:

- ▲ Consult with employees when planning and implementing your program.
- ▲ Understand the health risks that exist in your workplace.
- ▲ Understand your employee's needs, wants, perceived barriers and enablers to making healthier choices at work.

Employees can provide valuable insight into what strategies will and won't work in your workplace, and what they believe will make a difference to their health and wellbeing. In addition, by engaging them early you will create a feeling of ownership which can assist with participation rates.

## Collecting the information – who, how and what

Before you begin consultation, you'll need to consider three things: who to consult with, how to collect the information and what you are going to ask.

### Who

It's important to determine who you wish to consult with: all employees or a specific sub-group within your working population. Employees from different areas of your workplace may require different strategies to engage them in the program. What works for your office-based employees may not work for your warehouse employees, and vice versa. For this reason, it's important to consider speaking to different groups within your workplace.

### How

You will need to determine how to consult with employees and which methods to use for collecting information. It is important to ensure that your collection methods are suited to your workforce and will produce the information you require. Many workplaces choose to assess health issues and behaviours through an online survey. However, this method may result in a low response rate and not accurately represent your whole workforce:

- ▲ If your employees have limited/no computer access, and
- ▲ you may find that only employees who are already interested in their health will respond.

When selecting your methods for consultation, consider strategies to engage employees that are typically harder to reach. Offering healthy incentives to encourage participation in consultation might result in better response rates. Whatever the consultation method, timely and accurate feedback is crucial, as is ensuring anonymity. People want to know that their opinions are valued and that action is being taken. See **Table 1** for different consultation strategies and some common and useful consultation methods.

**Table 1 – Methods of consultation**

<p><b>Online survey*</b> A great choice for employees based at a computer.</p>	<p><b>Paper based survey*</b> For employees who aren't based at a computer, distribute/leave surveys in high traffic areas such as a lunchroom, with a ballot box for completed copies.</p>
<p><b>Face-to-face chat / informal discussions</b> For a small workplace or a hard-to-engage group of employees, try gaining insight informally via a casual catch up or chat.</p>	<p><b>Focus group</b> Larger workplaces might find focus groups useful. Gather employees from different departments, levels, and/or locations to ensure you get a good snapshot of representatives.</p>
<p><b>Compulsory meetings*</b> For a greater response rate, have employees complete a survey during or before a meeting.</p>	<p><b>Existing groups</b> Use existing working groups such as occupational health and safety committees or social clubs as a focus group, by attending one of their scheduled meetings.</p>
<p><b>Key staff members</b> If there are employees who are natural leaders and well liked within your workplace, get them on board to seek feedback from their colleagues.</p>	<p><b>Incentives</b> Using healthy incentives may assist in an increased response rate. Host a healthy morning tea or offer a chance to win a prize for providing feedback.</p>

*\*Consider literacy levels and language differences when deciding on consultation strategies.*

## What

Finally, you need to identify what you will ask your employees. Effective consultation should cover:

- ▲ Strategies (including policies, change in environment, education and activities) that employees would like to see implemented in the workplace,
- ▲ Measurement of employee awareness levels, attitudes and current behaviours regarding health (see [consultation questions](#) and [Best practice guide](#)),
- ▲ Barriers in the workplace that prevent employees from engaging in healthy behaviours, and
- ▲ What motivates employees to participate in healthy behaviours.

Gathering this information will provide you with a good understanding about the current health status of your workforce and guide the selection of program strategies.

# WORKPLACE ASSESSMENT CHECKLIST

A workplace assessment checklist can be an important tool when conducting your employee consultation. Please use the checklist below to help guide your workplace assessment and check off items that you currently have in place. Any items that remain unchecked may highlight gaps that can be addressed through your workplace health and wellbeing program. Feel free to add extra items to each list.

## Policy

Review existing, relevant written policies to ensure they encourage and support healthy behaviours or prohibit/discourage unhealthy behaviours. This list is not exhaustive; see [linked policy templates](#) for further information. Not all items will be applicable to your workplace.

Policy	Policy items to consider	Check
<b>Physical inactivity</b>	Physical activity opportunities	<input type="checkbox"/>
	Reduce sitting time	<input type="checkbox"/>
	Flexible work hours	<input type="checkbox"/>
	Active travel	<input type="checkbox"/>
<b>Unhealthy eating and drinking</b>	Onsite canteen / café / kiosk	<input type="checkbox"/>
	Healthy catering (functions, meetings, events)	<input type="checkbox"/>
	On-the-road workforce	<input type="checkbox"/>
	Vending machine	<input type="checkbox"/>
	Fundraising	<input type="checkbox"/>
	Gifts and rewards	<input type="checkbox"/>
<b>Smoking</b>	No designated smoking areas	<input type="checkbox"/>
	No smoking in company uniform and vehicles	<input type="checkbox"/>
	Access to counselling / smoking cessation courses	<input type="checkbox"/>
<b>Alcohol use</b>	Alcohol availability at work	<input type="checkbox"/>
	Fitness for work	<input type="checkbox"/>
	Social functions	<input type="checkbox"/>
	Gifts and rewards	<input type="checkbox"/>
	Access to support (e.g. EAP)	<input type="checkbox"/>

## Environment

Audit existing infrastructure and facilities that are provided to employees to ensure they are supporting healthy behaviours. This list is not exhaustive and not all items will be applicable to your workplace.

Risk factor	Environmental considerations	Check
<b>Physical inactivity</b>	Sit-stand workstations	<input type="checkbox"/>
	Shower/change room facilities available	<input type="checkbox"/>
	Access to fitness facilities	<input type="checkbox"/>
	Bicycle storage facilities	<input type="checkbox"/>
	Safe and accessible stairs	<input type="checkbox"/>
<b>Unhealthy eating and drinking</b>	<b>Adequate food storage areas</b>	
	▲ Cold (refrigerator)	<input type="checkbox"/>
	▲ Dry (pantry / shelf / cupboard)	<input type="checkbox"/>
	<b>Basic preparation equipment</b>	
	▲ Microwave	<input type="checkbox"/>
	▲ Toaster	<input type="checkbox"/>
	▲ Sandwich press / mini oven	<input type="checkbox"/>
	▲ Can opener	<input type="checkbox"/>
	▲ Sharp knives and chopping board	<input type="checkbox"/>
	▲ Cling wrap	<input type="checkbox"/>
	<b>Advanced preparation equipment</b>	
	▲ Stove, oven, blender etc.	<input type="checkbox"/>
	<b>Hot water provision</b>	
▲ Kettle / urn / instant hot water tap	<input type="checkbox"/>	
<b>Eating utensils</b>		
▲ Basic crockery and cutlery	<input type="checkbox"/>	
<b>Washing-up facilities</b>		
▲ Sink or dishwasher	<input type="checkbox"/>	
▲ Appropriate cleaning utensils and detergents	<input type="checkbox"/>	
<b>Food supply</b>		
▲ Reduced fat / skim milk, chilled water etc.	<input type="checkbox"/>	
<b>Eating space</b>		
▲ Dedicated table and chairs	<input type="checkbox"/>	
<b>On-the-road employees</b>		
▲ Water bottle	<input type="checkbox"/>	
▲ Food chiller / esky / ice blocks	<input type="checkbox"/>	
<b>Smoking</b>	Clear, no-smoking signage	<input type="checkbox"/>
	Uninviting designated smoking areas	<input type="checkbox"/>
<b>Alcohol use</b>	No alcohol available in the workplace	<input type="checkbox"/>



## Education and Activities

Take stock of any current health-related education sessions and activities that are running in your workplace and assess how they are being received by employees. Also gather information regarding education and activities that have been run in the past and any associated evaluation information. This list is not exhaustive and not all items will be applicable to your workplace.

Risk factor	Strategies	Check
Physical inactivity	<b>Awareness raising</b> ▲ Posters, brochures, newsletters etc.	<input type="checkbox"/>
	<b>Education</b> ▲ Group workshops, 1:1 counselling etc.	<input type="checkbox"/>
	<b>Activities</b> ▲ Physical activity challenges, group exercise or sport, walking groups etc.	<input type="checkbox"/>
Unhealthy eating and drinking	<b>Awareness raising</b> ▲ Posters, brochures, newsletters etc.	<input type="checkbox"/>
	<b>Education</b> ▲ Group workshops, 1:1 counselling etc.	<input type="checkbox"/>
	<b>Activities</b> ▲ Cooking demonstrations / classes, social soup / salad clubs, healthy recipe club etc.	<input type="checkbox"/>
Smoking	<b>Awareness raising</b> ▲ Posters, brochures, newsletters etc.	<input type="checkbox"/>
	<b>Education</b> ▲ Smoking cessation courses, 1:1 counselling etc.	<input type="checkbox"/>
Alcohol use	<b>Awareness raising</b> ▲ Posters, brochures, newsletters etc.	<input type="checkbox"/>
	<b>Education</b> ▲ Group workshops, 1:1 counselling etc.	<input type="checkbox"/>

Once you have completed your workplace assessment and consulted with employees, you will be able to tailor future initiatives so that they meet the needs of your workplace.

# ACTION PLANNING

Developing an action plan is an important step in making sure your workplace health and wellbeing program is a success. Once you have completed a needs assessment, consulted with employees and decided on the priorities for your workplace, an action plan will allow you to describe what you want to achieve and the steps you will take to achieve it. You can use your action plan to keep track of your program's progress and successes.

A thorough action plan includes a program goal and SMART objectives. Having clear strategies will allow you to work towards that goal and assists you in achieving each objective. It is also important to outline who will be responsible for each strategy, resources required, timeframe for completion, how you will know the strategy has been a success and how you will evaluate it. Below is an example of how an action plan should be laid out, and a description of each section.

**Program goal:** A goal describes the overall aim of your health and wellbeing program and should be long term (three to five years) e.g. *Improve the health and wellbeing of employees at 'Workplace X'.*

Strategies	Tasks	Key people	Resources required	Timeframe of implementation	Measure of success
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**OBJECTIVE:** Objectives are short term (six – 12 months) and need to be SMART: Specific, Measurable, Achievable, Relevant and Time bound. They should focus on a behaviour, awareness levels or attitudes.

**EVALUATION:** Insert evaluation method/s – evaluation methods are those you will use to measure the success of the above objective.

<i>Strategies are the steps you'll take to implement your objective. They should cover policy, environment, education and activities.</i>	<i>Tasks break the strategies down into specific steps.</i>	<i>Detail the people who are responsible for completing each strategy.</i>	<i>Detail what you need to deliver each task. Include time, money and equipment.</i>	<i>Detail when a task starts and when it will be completed.</i>	<i>Detail what outcomes you will use to evaluate if the strategy was a success.</i>
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On the following pages, an example of an action plan targeting each specific risk factor has been developed. You may like to use some of these examples when developing your action plan. Remember to follow our best practice approach and develop strategies which address both policy revision/development and your physical work environment, as well as education and activities. Policy, environment and education/activities are the key elements to developing a sustainable workplace health and wellbeing program. For more ideas about strategies to include in your workplace action plan, have a look at our [Best practice guide](#).

## PHYSICAL INACTIVITY EXAMPLE

Strategies	Tasks	Key people	Resources required	Timeframe of implementation	Measure of success
<p><b>OBJECTIVE 1:</b> Increase by 20% the number of 'Workplace X' employees achieving at least 30 minutes of exercise everyday by 30 June 20xx (12 months).</p> <p><b>EVALUATION:</b> Pre and post implementation surveys collected online, paper-based in high traffic areas and through attendance at staff meetings.</p>					
<p><b>Policy:</b> Develop a physical inactivity policy</p>	<p>Form a working group with employee representatives</p> <p>Review current policies (if any) for relevancies</p> <p>Develop a policy to address physical inactivity</p> <p>Promote to all employees and include in induction materials</p>	<p>Health and Wellbeing Coordinator</p> <p>Working group members</p>	<p>Health &amp; Wellbeing Coordinator and working group member time</p> <p>Promotional materials</p>	<p>3 months (Jan – Mar 20xx)</p>	<p>Policy created and signed off</p> <p>80% employee awareness of policy</p>
<p><b>Environment:</b> Improve end of trip facilities</p>	<p>Obtain quote for locker installation</p> <p>Source and compare prices of hair dryers</p> <p>Purchase and implement selected items: communal shampoo, conditioner and body wash</p> <p>Promote facilities via workplace newsletter, bulletin board and intranet; include information in employee induction</p>	<p>Health and Wellbeing Coordinator</p>	<p>Health &amp; Wellbeing Coordinator time</p> <p>Capital for new items (approx. \$2000)</p> <p>Promotional material</p>	<p>4 months (Jan - Apr 20xx)</p>	<p>All new items listed purchased and implemented</p> <p>80% employee awareness of improved facilities</p>
<p><b>Activity:</b> Implement a walking group</p>	<p>Develop posters and promote walking group via email</p> <p>Allocate a representative to lead the group each week</p>	<p>Health and Wellbeing Coordinator</p> <p>Workplace health representative</p>	<p>Health and Wellbeing Coordinator time</p> <p>Workplace health representative time</p>	<p>Immediate</p>	<p>Group implemented and walking weekly</p> <p>80% employee awareness of group and how to join in</p> <p>50% employee participation</p>
<p><b>Education:</b> Distribute awareness raising resources regarding physical inactivity</p>	<p>Research government websites for resources and information; display resources on employee intranet, display boards and notice boards</p> <p>Engage a physiotherapist/exercise physiologist to run a lunch 'n' learn session on physical inactivity and sitting time</p>	<p>Health and Wellbeing Coordinator</p>	<p>Health &amp; Wellbeing Coordinator time</p> <p>Capital for health professional fee (approx. \$300)</p> <p>Promotional material</p>	<p>6 months (Jan – Jun 20xx)</p>	<p>Lunch 'n' Learn session completed</p> <p>80% of employees have seen promotional material</p>

## UNHEALTHY EATING AND DRINKING EXAMPLE

Strategies	Tasks	Key people	Resources required	Timeframe of implementation	Measure of success
<p><b>OBJECTIVE 1:</b> Increase by 10% the number of 'Workplace X' employees eating at least 5 serves of vegetables everyday by 30 June 20xx (12 months).</p> <p><b>EVALUATION:</b> Pre and post implementation surveys collected online, paper-based in high traffic areas and through attendance at staff meetings.</p>					
<p><b>Policy:</b> Develop a healthy catering policy</p>	<p>Form a working group with employee representatives</p> <p>Review current policies (if any) for relevancies</p> <p>Develop a policy to address unhealthy eating and drinking</p> <p>Promote to all employees and include in induction materials</p>	<p>Health and Wellbeing Coordinator</p> <p>Working group members</p>	<p>Health &amp; Wellbeing Coordinator and working group member time</p> <p>Promotional materials</p>	<p>3 months</p> <p>(Jan – Mar 20xx)</p>	<p>Policy created and signed off</p> <p>80% employee awareness of policy</p>
<p><b>Environment:</b> Improve kitchen facilities</p>	<p>Undertake audit of kitchen facilities</p> <p>Purchase sandwich press, chopping boards and knives</p> <p>Promote improved facilities</p>	<p>Health and Wellbeing Coordinator</p>	<p>Health &amp; Wellbeing Coordinator time</p> <p>Capital for new items (approx. \$150)</p> <p>Promotional material</p>	<p>2 months</p> <p>(Jan - Feb 20xx)</p>	<p>All new items listed purchased and implemented</p> <p>80% employee awareness of improved facilities</p>
<p><b>Activity:</b> Implement healthy recipe swap club</p>	<p>Develop posters and promote club via email</p> <p>Allocate a representative to lead the club each week</p>	<p>Health and Wellbeing Coordinator</p> <p>Workplace health representative</p>	<p>Workplace health representative time</p>	<p>Immediate</p>	<p>80% employee awareness of group and how to join in</p> <p>50% employee participation</p>
<p><b>Education:</b> Distribute awareness raising resources to promote healthy eating and drinking</p>	<p>Download LiveLighter <a href="#">recipes</a> and <a href="#">resources</a> and display on notice boards and on employee Intranet</p> <p>Download and make the <a href="#">Australian Guide to Healthy Eating</a> available in high traffic areas</p>	<p>Health and Wellbeing Coordinator</p>	<p>Health &amp; Wellbeing Coordinator time</p>	<p>Immediate</p>	<p>80% of employees have seen promotional material</p>

## SMOKING EXAMPLE

Strategies	Tasks	Key people	Resources required	Timeframe of implementation	Measure of success
<p><b>OBJECTIVE 1:</b> Decrease by 5% the number of 'Workplace X' employees who smoke by 30 June 20xx (12 months).</p> <p><b>EVALUATION:</b> Pre and post implementation surveys collected online, paper-based in high traffic areas and through attendance at staff meetings.</p>					
<p><b>Policy:</b> Develop a smoke-free policy</p>	<p>Form a working group with employee representatives</p> <p>Review current policies (if any) for relevancies</p> <p>Develop an appropriate smoke-free policy</p> <p>Discuss appropriate course of action with HR department (re. communications and enforcement)</p> <p>Discuss changes with Senior Management to ensure all are on board and aware of changes</p> <p>High level of communication to employees regarding new policy and changes that will be made over a 6-month period</p>	<p>Health and Wellbeing Coordinator</p> <p>Working group members</p> <p>HR Representative/s</p> <p>Senior Management</p>	<p>Health &amp; Wellbeing Coordinator and working group member time</p> <p>Promotional materials</p>	<p>3 months (Jan - Mar 20xx) for policy development</p> <p>6 months lead in period (Apr - Sept 20xx) for changes to occur</p> <p>Policy enforced by 9 months (Oct 20xx)</p>	<p>Policy created and signed off</p> <p>100% employee awareness of policy</p>
<p><b>Environment:</b> Removal of designated smoking areas</p>	<p>Communication to employees regarding removal of smoking areas over the 6-month lead-in period</p> <p>Discuss appropriate course of action with HR department (re. communications and enforcement)</p> <p>Discuss changes with Senior Management to ensure all are on board and aware of changes</p>	<p>Health and Wellbeing Coordinator</p> <p>HR Representative</p> <p>Senior Management</p>	<p>Health &amp; Wellbeing Coordinator time</p> <p>Promotional material</p>	<p>6 months (Apr - Sept 20xx)</p>	<p>100% employee awareness of changes</p>
<p><b>Activity:</b> Offer smoking cessation course to smokers</p>	<p>Discuss available times for provider to deliver cessation course</p> <p>Develop posters and promote course via email</p>	<p>Health and Wellbeing Coordinator</p>	<p>Health &amp; Wellbeing Coordinator time</p> <p>Capital for cessation program</p>	<p>6 months (Jan - Jun 20xx)</p>	<p>Cessation course completed</p> <p>50% smokers joining course</p>
<p><b>Education:</b> Promote Quit smoking resources to employees</p>	<p>Download and display quit smoking resources available from <a href="#">Make Smoking History</a></p> <p>Promote quit smoking websites and apps detailed on <a href="#">Make Smoking History's</a> website</p>	<p>Health and Wellbeing Coordinator</p>	<p>Health &amp; Wellbeing Coordinator time</p>	<p>Immediate</p>	<p>80% of employees have seen promotional material</p>

## ALCOHOL USE EXAMPLE

Strategies	Tasks	Key people	Resources required	Timeframe of implementation	Measure of success
<p><b>OBJECTIVE 1:</b> Increase by 50% the number of 'Workplace X' employees who are aware of the alcohol intake guidelines and what they recommend (12 months).</p> <p><b>EVALUATION:</b> Pre and post implementation surveys collected online, paper-based in high traffic areas and through attendance at staff meetings.</p>					
<p><b>Policy:</b> Develop an alcohol policy relating to workplace functions, gifts and rewards</p>	<p>Form a working group with employee representatives</p> <p>Review current policies (if any) for relevancies</p> <p>Develop an appropriate alcohol policy</p>	<p>Health and Wellbeing Coordinator</p> <p>Working group members</p>	<p>Health &amp; Wellbeing Coordinator and working group member time</p> <p>Promotional materials</p>	<p>3 months (Jan - Mar 20xx) for policy development</p> <p>3 months' lead in period (Apr - Jun 20xx) for changes to occur</p> <p>Policy enforced by 6 months (Jun 20xx)</p>	<p>Policy created and signed off</p> <p>100% employee awareness of policy</p>
<p><b>Environment:</b> Removal of all alcohol on site/in fridges</p>	<p>Review of all fridges on site and remove alcohol</p> <p>Communications sent to employees regarding removal of alcohol over 3-month lead-in period</p>	<p>Health and Wellbeing Coordinator</p>	<p>Health &amp; Wellbeing Coordinator time</p> <p>Promotional material</p>	<p>6 months (Apr - Sept 20xx)</p>	<p>100% employee awareness of changes</p>
<p><b>Education:</b> Distribute awareness raising resources relating to alcohol</p>	<p>Download and distribute alcohol awareness raising resources on <a href="#">Alcohol Think Again</a> webpage and guidelines</p>	<p>Health and Wellbeing Coordinator</p>	<p>Health &amp; Wellbeing Coordinator time</p>	<p>Immediate</p>	<p>80% of employees have seen promotional material</p>

# ENGAGING EMPLOYEES

The aim of a workplace health and wellbeing program is to support all employees to make healthier choices. The best way to do this is to make the healthy choice the easy choice. Typically, employees who are already making healthier choices are the easiest to engage so you will need to ensure that those who are less healthy and more resistant to change are not overlooked when engaging workers in your program.

## What motivates workers?

People are motivated to be healthy for different reasons. Those who are eager to make healthier changes may be motivated by information about the benefits of physical activity, healthy eating, reducing alcohol consumption and quitting smoking. For others, knowledge about healthier choices will not be enough to motivate change.

It is important to consult with employees to identify what motivates them and the things that prevent them from participating. Common motivations include weight management, stress reduction, improved sleep, injury minimisation to maintain employment, and being a good role-model for children. Even workplace incentives and comradery can motivate some employees to become involved in your program.

## Changing behaviour

Choosing the right strategies for your program, like introducing a new policy or making changes to the environment, can positively influence all employees, even those who appear disengaged. For example, if a workplace introduced a healthy catering policy and swapped the biscuit jar for a fruit bowl, the eating habits of all employees will be positively influenced.

There are many models that describe how behaviour change occurs. A particularly useful one for the workplace setting is the Stages of Change Model.<sup>2</sup> The five stages of change described in this model are as follows:

1. Pre-contemplation: the worker is unaware that their behaviour is unhealthy or not interested in changing
2. Contemplation: the worker is weighing up the pros and cons of changing their behaviour
3. Preparation: the worker is planning on changing their unhealthy behaviour
4. Action: the worker is in the process of changing their unhealthy behaviour
5. Maintenance: the worker has adopted the new healthy behaviour and ceased the unhealthy behaviour (> 6 months)

Often, workplace health and wellbeing strategies target those in the latter stages of change (preparation, action and maintenance) through activities such as exercise classes. However, the challenge is to identify strategies that will target and engage those in the earlier stages (pre-contemplation and contemplation). Workplaces have the most to gain from improving the health of employees in the earliest stages, as these are usually the least healthy within the workforce.

The following table demonstrates each stage of change and the workplace strategies that can be utilised to support workers to move towards the maintenance of a healthy lifestyle.

Stage of change	Workplace strategies	Physical inactivity examples
Pre-contemplation: unaware of unhealthy behaviour or not interested in changing	Awareness raising Self-monitoring Healthy policies	Take the stairs poster Provision of pedometers Active transport policy
Contemplation: considering changing unhealthy behaviour	<i>In addition to all of the above</i> Healthy environments (infrastructure & facilities)	End-of-trip facilities Pool bikes Sit-stand workstations
Preparation: planning to change unhealthy behaviour	<i>In addition to all of the above</i> Providing education	Physical activity education session Provision of physical activity brochures
Action: process of changing unhealthy behaviour	<i>In addition to all of the above</i> Providing opportunities and activities to participate in	Lunch time walking group Standing or walking meetings
Maintenance: adoption of healthy/ cessation of unhealthy behaviour	<i>In addition to all of the above</i> Supportive workplace culture	Active social activities (i.e. Friday after-work lawn bowls instead of drinks)

## Program promotion

Promotion is essential in raising awareness, generating employee interest, motivating employees to participate, providing specific event details and keeping employees involved throughout the program. Some suggestions for program promotion are listed in the table below.

<p><b>Print promotions</b></p> <ul style="list-style-type: none"> <li>▲ Create some eye catching posters and place them in high traffic areas</li> <li>▲ Include a message in your workplace newsletter</li> <li>▲ Place a flyer in employee pigeonholes or with payslips</li> </ul>	<p><b>Online methods</b></p> <ul style="list-style-type: none"> <li>▲ Include information on your intranet</li> <li>▲ Email employees and set calendar reminders about events</li> <li>▲ Use social media such as Facebook and Twitter to notify employees</li> </ul>
<p><b>Staff meetings</b></p> <ul style="list-style-type: none"> <li>▲ Talk to employees at regular team meetings or catch-ups</li> <li>▲ Utilise managers or enthusiastic employees to spread the word</li> <li>▲ Share any successes or positive stories an employee has experienced, with their permission</li> </ul>	<p><b>Program launch</b></p> <ul style="list-style-type: none"> <li>▲ Invite a guest speaker or request senior management to speak at launch</li> <li>▲ Provide a healthy breakfast, lunch or morning tea</li> <li>▲ Give away healthy incentives, such as pedometers, to encourage attendance</li> </ul>



# EVALUATING YOUR PROGRAM

Evaluation of your workplace health and wellbeing program is essential for determining:

- ▲ If you have met your goals and objectives,
- ▲ If your strategies have been successful, and
- ▲ How you can improve your program for the future.

It is a common misconception that evaluation occurs only at the end of a program. Evaluation starts at the beginning via the [consultation stage](#). This is so you can effectively measure whether your program has made a difference to the health of your workforce.

## Before you get started (pre-evaluation)

A key first step in evaluation is to take baseline measurements before implementing your program, which forms part of your [consultation](#). Baseline measurements will create a current picture of employee health, awareness levels, attitudes and/or behaviours relating to specific health issues. Once your program strategies have been completed, collecting the same information will allow you to identify if there have been any improvements (also known as post-evaluation). Without conducting both [pre and post-evaluation](#), you won't be able to tell if your program has made a difference to the health of your employees. Being able to measure change is vital in demonstrating the success of your program to management.

## During your program (process evaluation)

Process evaluation allows you to assess how well your program has been implemented. Once you have started implementing your program, it is useful to track how your strategies are being received by asking employee [process evaluation](#) questions.

It may also be useful to measure participation rates and ask those who didn't participate (or who dropped out part way through) what would encourage them to get involved. It is important to keep an eye out for potential or emerging barriers to participation. This will allow you to make ongoing improvements as the program develops and will assist in avoiding program failures.

## In the long term (impact evaluation)

Once your program has been implemented, it is important to evaluate whether your strategies have been successful in achieving your goals and objectives. Impact evaluation involves measuring whatever changes a program produces in the target group's knowledge, attitudes, beliefs or behaviours. These questions should aim to assess whether the program objectives have been successful. By simply reassessing your baseline measures (obtained during [pre-evaluation](#)), you will be able to measure any positive changes achieved as a result of your program. Some changes will take longer than others, so it might be useful to evaluate every six to 12 months.

Other long-term indicators which can be measured include sick leave, injury statistics, productivity, employee engagement and morale, or improvements to supportive environments and or/policy. Just remember to take a baseline measurement of these indicators before implementing your program.

Use your impact evaluation results to:

- ▲ Motivate and re-energise your employees by celebrating their successes,
- ▲ Reward management for their support and leadership,
- ▲ Seek further funding for your program.

# CONSULTATION QUESTIONS

These example questions can be used for [consultation](#) purposes, when developing your pre and post evaluation surveys. Questions to ask your employees can either be closed (yes/unsure/no) or [open-ended](#), which provide an opportunity to gather more specific information.

The following questions are grouped by health risk factor, and can be used to measure awareness levels, attitudes and behaviours. These questions will assist you with evaluating your program as they will form your pre-evaluation, also known as baseline data. Reassessing your baseline data when your program strategies have been implemented allows you to measure the success of your [strategies](#), and overall impact of your program.

This list is not exhaustive, and you may choose to add your own questions.

## PHYSICAL INACTIVITY

Awareness	Attitudes	Behaviours
<p><b>What is the minimum amount of moderate intensity* activity that you need to accumulate each week for good health?</b></p> <p>a) None                      c) At least 150 mins b) At least 60 mins      <b>d) At least 400 mins</b></p> <p><b>How many times a week do you need to do muscle strengthening activities for good health?</b></p> <p>a) None                      c) At least 2 days b) At least 1 day         <b>d) At least 3 days</b></p> <p><b>Sitting down for long periods of time without breaks is bad for your health.</b></p> <p><b>a) True</b>                      b) False</p>	<p><b>Which category best describes you?</b></p> <p>a) Overall, I am not physically active and I do not intend to be more physically active in the next 6 months b) Overall, I am not physically active, but I am thinking about starting to be more physically active in the next 6 months c) Overall, I am physically active, but not regularly d) Overall, I am physically active regularly, but I have only become so within the last 6 months e) Overall, I am physically active regularly, and have been so for longer than 6 months</p>	<p><b>How many days during the last week did you exercise at a moderate intensity* for at least 30 minutes?</b></p> <p>a) None    c) 2            e) 4            <b>g) 6</b> b) 1        d) 3            <b>f) 5</b>         <b>h) 7</b></p> <p><b>Which best describes your sitting time throughout the working day?</b></p> <p>a) I spend most of the day sitting <b>b) I spend most of the day sitting, but regularly interrupt my sitting (for at least 2 – 4 minutes every hour)</b> c) I spent most of the day standing</p>
<p>These questions are based on <a href="#">Australia’s Physical Activity &amp; Sedentary Behaviour Guidelines for Adults</a> and will provide you with information about the awareness levels of your employees.</p> <p>If your employees do not select the highlighted responses, this may indicate limitations in employee awareness levels relating to physical activity.</p>	<p>This question provides you with the attitude of your employees towards their physical activity behaviours. If employees select responses a), consider how strategies such as awareness raising, healthy policies, or healthy workplace environments could influence this behaviour.</p> <p>If employees select b) or c), it may indicate that you have an audience that are ready to change, and workplace strategies have a good chance of success.</p>	<p>These questions provide you with information on employee behaviours. Compare the responses to <a href="#">Australia’s Physical Activity &amp; Sedentary Behaviour Guidelines for Adults</a> to establish if employees are sufficiently active.</p> <p>The highlighted answers reflect what is recommended in the guidelines. Workplace strategies can support workers to meet the national guidelines.</p>

\*Moderate intensity exercise will cause a slight, but noticeable increase in your breathing and heart rate.

## UNHEALTHY EATING AND DRINKING

Awareness	Attitudes	Behaviours
<p><b>How many serves of fruit* do you need to eat each day for good health?</b></p> <p>a) Less than 1 serve per day  <b>b) 1 serve per day</b>            c) 2 serves per day            d) 3 or more serves per day</p> <p><b>How many serves of vegetables** do you need to eat each day for good health?</b></p> <p>a) Less than 1 serve per day            b) 1 serve per day            c) 2 serves per day            d) 3 serves per day            e) 4 serves per day  <b>f) 5 or more serves per day</b></p>	<p><b>Which category best describes you?</b></p> <p>a) Overall, my diet is not healthy and I do not intend to eat healthier in the next 6 months            b) Overall, my diet is not healthy, but I am thinking about starting to eat healthier in the next 6 months            c) Overall, my diet is healthy, but not regularly            d) Overall, my diet is healthy, but it has only become so within the last 6 months            e) Overall, my diet is healthy regularly, and has been so for longer than 6 months</p>	<p><b>How many serves of fruit* do you usually eat per day?</b></p> <p>a) Less than 1 serve per day            b) 1 serve per day  <b>c) 2 serves per day</b>            d) 3 serves per day</p> <p><b>How many serves of vegetables** or salad do you usually eat per day?</b></p> <p>a) Less than 1 serve per day            b) 1 serve per day            c) 2 serves per day            d) 3 serves per day            e) 4 serves per day  <b>f) 5 or more serves per day</b></p>
<p>These questions are based on the <a href="#">Australian Dietary Guidelines</a> and will provide you with information about the awareness levels of your employees.</p> <p>If your employees have not selected the highlighted responses, this may indicate limitations in employee awareness levels relating to healthy eating.</p>	<p>This question provides you with the attitude of your employees towards their eating behaviours. If employees select responses a), consider how strategies such as awareness raising, healthy policies, or healthy workplace environments could influence this behaviour.</p> <p>If employees select b) or c,) it may indicate that you have an audience that are ready to change, and workplace strategies have a good chance of success.</p>	<p>These questions provide you with information on employee behaviours. Compare the responses to the <a href="#">Australian Dietary Guidelines</a> to establish if employees are eating a healthy diet.</p> <p>The highlighted answers reflect what is recommended in the guidelines. Workplace strategies can support workers to meet the national guidelines.</p>

\*A serve of fruit is a medium piece or 2 small pieces of fresh fruit, or one cup of chopped or canned fruit.

\*\*A serve of vegetables is ½ a cup of cooked vegetables (fresh, frozen or tinned) or 1 cup of salad.

## SMOKING

### Attitudes/Behaviours

#### Which category best describes you?

- a) I smoke regularly with no intention to stop
- b) I smoke regularly but plan to stop
- c) I smoke occasionally with no intention to stop
- d) I smoke occasionally but plan to stop
- e) I don't to smoke now
- f) I've never smoked

*This question provides you with both the attitude of your employees and their smoking behaviour. As the consequences of smoking are widely recognised, it is often not necessary to obtain awareness levels, as with the other risk factors. If employees select responses a) or c), consider how strategies such as awareness raising, healthy policies, or healthy workplace environments could influence this behaviour.*

*If employees select b) or d), it may indicate that you have an audience that are ready to change, and workplace strategies have a good chance of success.*

## ALCOHOL USE

Awareness	Attitudes	Behaviours
<p><b>In healthy adults, how many standard drinks* on any one day will lower your risk of harm from alcohol-related disease or injury?</b></p> <ul style="list-style-type: none"> <li>a) no more than 2</li> <li><b>c) no more than 4</b></li> <li>b) no more than 3</li> <li>d) no more than 5</li> </ul> <p><b>To reduce the risk of harm from alcohol-related disease or injury, healthy adults should limit their standard drinks* to:</b></p> <ul style="list-style-type: none"> <li>a) 8 standard drinks a week</li> <li><b>b) 10 standard drinks per week</b></li> <li>c) 12 standard drinks per week</li> <li>d) 14 standard drinks per week</li> </ul>	<p><b>Which category best describes you?</b></p> <ul style="list-style-type: none"> <li>a) Overall, my alcohol consumption is not healthy, and I do not intend to drink less alcohol in the next 6 months</li> <li>b) Overall, my alcohol consumption is not healthy, but I am thinking about starting to drink less alcohol in the next 6 months</li> <li>c) Overall, my levels of alcohol consumption are healthy, but occasionally I drink too much</li> <li>d) Overall, my levels of alcohol consumption are healthy, but it has only become so within the last 6 months</li> <li>e) Overall, my levels of alcohol consumption are healthy, and this has been so for longer than 6 months</li> </ul>	<p><b>How often do you have a drink containing alcohol?</b></p> <ul style="list-style-type: none"> <li>a) Never</li> <li>b) Monthly or less</li> <li>c) Monthly</li> <li>d) Weekly</li> <li>e) Daily or almost daily</li> </ul> <p><b>How many standard drinks* do you have on a typical day when you are drinking?</b></p> <ul style="list-style-type: none"> <li>a) 1 – 2</li> <li>b) 3 – 4</li> <li>c) 5 – 6</li> <li>d) 7 – 8</li> <li>e) 9 – 10</li> <li>f) More than 10</li> </ul>

<p>These questions are based on the <a href="#">Australian Guidelines to Reduce Health Risks from Drinking Alcohol</a> and will provide you with information about the awareness levels of your employees. If your employees do not select the highlighted responses, this may indicate limitations in employee awareness levels relating to harmful drinking.</p>	<p>This question provides you with the attitude of your employees towards their alcohol drinking behaviours. If employees select responses a), consider how strategies such as awareness raising, healthy policies, or healthy workplace environments could influence this behaviour. If employees select b) or c), it may indicate that you have an audience that are ready to change, and workplace strategies have a good chance of success.</p>	<p>These questions provide you with information on employee behaviours. Compare the responses to the <a href="#">Australian Guidelines to Reduce Health Risks from Drinking Alcohol</a> to establish if employees are consuming alcohol at a harmful level. To reduce the health risks that arise from drinking alcohol, the less consumed the better. Workplace strategies can support workers to minimise alcohol consumption.</p>
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\*A standard drink is equal to 30mL (1 nip) of spirits, 100mL of wine, or a can or stubby of mid strength beer. For a pictorial description of a standard drink [click here](#).



“By investing in the City’s workforce, we are protecting our most valuable resource. Our supportive culture works hand in hand with our health and wellbeing program to ensure our staff have a balanced lifestyle, feel valued and can connect as a team. This gives us great strength as an organisation and ensures we can continually provide a high-quality service for our community.”

– CEO, City of Bayswater

## General Consultation Questions

In addition to assessing employee awareness levels, attitudes and behaviours it is important to consider:

- ▲ What employees want from the program,
- ▲ What may stop them from participating in the program, and
- ▲ What would encourage them to get involved in the program.

Some open-ended example questions are below. This list is not exhaustive and you may choose to add your own questions.

- ▲ What strategies would you like to see implemented in the workplace (think about policies, infrastructure, facilities, education and activities)?
- ▲ What would assist you in making healthier choices at work?
- ▲ What is currently supporting you to be healthy at work?
- ▲ Are there any barriers preventing you from being healthy at work?
- ▲ Do you think there is adequate infrastructure and facilities to support you to be healthy at work? If no, what could be improved?
- ▲ What would encourage you to participate in a workplace health and wellbeing program?
- ▲ What motivates you to make healthy choices (e.g. improved health, family role model)?



“Prioritising and improving the health and wellbeing of our employees is an essential way we demonstrate that we are an organisation that cares deeply about people – both the people we serve as well as the people we employ.”

– CEO, Baptistcare

# PROCESS EVALUATION QUESTIONS

Process evaluation questions can gauge how well your program has been implemented and allows you to track how your strategies are being received by employees.

This list is not exhaustive and you may choose to add your own questions.

## Questions for the coordinator

- ▲ How many people are participating in the program? (If the program has multiple aspects, e.g. healthy eating classes, Pilates classes, and free fruit, ask a separate question for each)
- ▲ Are there target groups who are not engaging? If yes, is there anything more you could do to engage these groups/people?
- ▲ Are necessary program functions being performed adequately?
- ▲ Are there adequate resources (time, skills) to implement and support program strategies?
- ▲ Are resources used effectively?
- ▲ Are resources used efficiently?
- ▲ Is the project budget adequate?
- ▲ Were all program strategies implemented? If not, why?
- ▲ Is there adequate infrastructure and facilities to support program strategies and support healthy behaviours?
- ▲ Is program engagement at some sites or locations significantly better or poorer than at others? Why?

## Questions for employees

- ▲ How satisfied are you with the program?
- ▲ What do you like about the program?
- ▲ Is there anything about the program that you don't like?
- ▲ What do you think could improve the program?
- ▲ What would encourage you to participate and get involved?
- ▲ What other strategies would you like to see implemented in the workplace?
- ▲ Are there any barriers preventing you from participating in the program?
- ▲ Do you think there is adequate infrastructure and facilities to support you to be healthy at work? If not, what do you think would help?
- ▲ Are you aware of the workplace health and wellbeing program?
- ▲ How did you hear about the workplace health and wellbeing program?
- ▲ Do you believe the program is well organised?
- ▲ Do you believe you are receiving an adequate amount of services?
- ▲ Do you believe you are receiving the right type of services?
- ▲ Are you satisfied with the quality of services?

# REFERENCES

- 1 "Getting Started." Healthy workers initiative. 13 November, 2013. <http://www.healthyworkers.gov.au/internet/hwi/publishing.nsf/Content/started>
- 2 Prochaska, J.O. & DiClemente, C.C. (1982) Transtheoretical therapy: Toward a more integrative model of change. *Psychotherapy: theory, research and practice*, 19: 276-288