A Guide to Creating

A HEALTHY WORKPLACE

Health Options at Work

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A Guide to Creating
A HEALTHY WORKPLACE

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OVERVIEW

This guide was developed to assist in creating a healthy workplace. It includes the necessary steps, as well as sample resources and a CD Rom. It is available on the website, www.toronto.ca/healthoptionsatwork/index.htm

Toronto Public Health's workplace team, Health Options at Work (HOW) offers consultation services if you need assistance with any part of the process outlined in this document.

For more information on workplace health, please contact Toronto Public Health at 416.338.7600
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GLOSSARY OF TERMS

BEST PRACTICES – Best practices in health promotion are processes and activities that are consistent with health promotion values/goals and theories/beliefs. They are evidence based and are likely to achieve success in any given situation.[1]

BUSINESS CASE – The business case is the proposal containing evidence that is presented to decision makers with the hope of persuading them to adopt comprehensive workplace health.

BUY-IN – The term "buy-in" refers to obtaining support for comprehensive workplace health. Obtaining buy-in is an ongoing effort and is required from key stakeholders in your workplace, such as management, human resources, employees, and unions.

COMPREHENSIVE WORKPLACE HEALTH PROMOTION – Comprehensive workplace health promotion is an approach to protecting and enhancing the health of employees. It relies on the efforts of employers to create a supportive management culture and the efforts of employees to care for their own well-being.[2] The framework addresses three factors: individual health practices and behaviours, organizational culture and occupational health and safety.

EXTERNAL SERVICE PROVIDERS – External service providers refer to public, private and non-profit individuals and organizations offering workplace health products and services. Workplaces are referred to External Service Providers when their requests cannot be met by TPH services.

HEALTH – Health is the extent to which an individual or a group is able to realize aspirations and satisfy needs, and to change or cope with the environment. Health is a resource for everyday life, not the object of living; it is a positive concept, emphasizing social and personal resources as well as physical capabilities.[3]

HEALTH PROMOTION – The process of health promotion helps to increase people's capacity to improve their health.

METRICS – Metrics is data obtained from epidemiological and statistical techniques that can be used to measure the health of a population.

ORGANIZATIONAL CULTURE – Organizational culture is defined as "a set of organizational and job factors that deal with the interaction between people, their work, and the organization".[4] It can be defines, unspoken or unconscious. It determines patterns of behaviour which impact on the physical and mental well being of all employees. These behaviour patterns manifest themselves in policies, leadership styles, managerial practices and interpersonal relationships.

POLICY - Policies are designed to identify desired behaviour and guide people's behaviour choices.

RETURN ON INVESTMENT (ROI) – Return on investment is the net result from the resources spent.

STAKEHOLDERS – Stakeholders are those people/groups within the organization that need to buy-in and support the workplace health program in order for it to be successful. Some examples of stakeholders are management, human resources, employees, and unions. Stakeholders are individuals who support decisions that are made so their buy-in is crucial

1

Understanding
WORKPLACE HEALTH

1

Understanding
WORKPLACE HEALTH

1.1 Why workplace health?

Over 15 million Canadians are spending more than half their waking hours at work. Research confirms that their health is directly impacted by their work environments. Today's more stressful work environments have far reaching health and social consequences for the individual and society as a whole.

Wise employers understand the benefits of providing a healthy workplace. They realize that, "integrating occupational health and safety and human resource practices into the business strategy of the organization is often regarded as a key ingredient of success."[5]

1.2 Benefits of workplace health

For workplaces:
- reduced absenteeism
- reduced benefit costs
- higher employee morale and job satisfaction
- happier and healthier staff
- improved corporate image
- lowered insurance costs
- reduced staff turnover
- increased productivity
- increased organizational effectiveness

For employees:
- improved health
- increased energy
- decreased risk of injury and/or illness
- increased job satisfaction
- increased ability to balance work and family responsibilities

1.3 What is a healthy workplace?

The three factors that influence the health of the organization and its employees are illustrated in the following diagram. The most effective health programs address all three factors.

1. OCCUPATIONAL HEALTH AND SAFETY – These initiatives help to provide a safe physical environment that prevents illness and injury.

Examples may include:
- ergonomically designed workstations
- safe and well-lit stairways
- health and safety training, e.g. first aid or hazardous material training

2. INDIVIDUAL HEALTH PRACTICES AND BEHAVIOURS – Workplace health initiatives can encourage and support employees in making healthy lifestyle choices.

Examples may include:
- healthy food choices in the cafeteria and/or vending machines
- physical activity programs at breaks and/or lunch hour
- smoking cessation programs or support groups

3. ORGANIZATIONAL CULTURE – A healthy workplace culture promotes work enjoyment and productivity. Workplace initiatives can enhance the physical and mental well-being of the employees.

Examples may include:
- employee recognition programs
- flexible work arrangements
- employee training and development opportunities
- staff involvement in decision making

1.4 Workplace health strategies

To help achieve a healthy workplace a combination of the following strategies is more effective.

a) AWARENESS RAISING, EDUCATION - Provide information to help employees make informed decisions, e.g. educational sessions, newsletters

b) SKILL BUILDING - Provide opportunities for staff to enhance personal, interpersonal, cognitive and physical skills e.g. communications, managing stress

c) ENVIRONMENTAL SUPPORT - Provide an environment which supports healthy choices, e.g. breastfeeding room, cafeteria with healthy food choices, on-site physical activity centre

d) POLICY DEVELOPMENT - Establish policies that encourage healthy behaviour, e.g. healthy eating policy, breastfeeding policy

FIGURE 1: Strategies and sample workplace health activities

Workplace health factors Health promotion strategies	Occupational Health and Safety	Individual health practices and behaviours	Organizational culture
Awareness raising/education	Raise awareness of health risks associated with hazardous materials	Provide information on bulletin boards, intranet, newsletter, etc. about the benefits of physical activity	Educate managers about the importance of effective communication
Skill building	Provide training on how to respond in an emergency	Provide a session with a qualified instructor on proper stretching techniques	Provide training sessions on communication skills for managers
Environmental support	Provide necessary equipment to safely handle hazardous materials	Provide shower and change facilities to help encourage physical activity in and around the workplace	Friday coffee chats with senior management
Policy development	Implement a policy stating all employees must complete WHMIS course annually	Develop a flexible work arrangement policy to allow employees to be active before work, after work or during lunch	All staff to attend a conflict resolution session when hired

1.5 Key elements of a successful workplace health program

Successful workplace health programs consider the following elements:

1. **SENIOR MANAGEMENT**
   Involvement from senior management demonstrates their commitment and support for initiatives.

2. **PARTICIPATORY PLANNING**
   Engagement of all levels of stakeholders strengthens workplace health initiatives.

3. **PRIMARY FOCUS ON EMPLOYEES' NEEDS**
   Acknowledgement of the diverse needs of the employee population helps to tailor programs appropriately.

4. **OPTIMAL USE OF ON-SITE RESOURCES**
   Planning and implementation of initiatives should optimize use of on-site personnel, physical resources, and organizational capabilities. For example, whenever possible, initiatives should use on-site specialists in such areas as health and safety, management, work organization, communication, and human resources.

5. **WRITTEN COMMITMENT**
   An overall workplace health policy should be developed. The policies governing employee health must align with the corporate mission, vision, and values supporting both short and long-term goals. Workplace health policies should be integrated under one global workplace health policy, framework or mission statement.

6. **HEALTH IS INFLUENCED BY MULTIPLE FACTORS**
   Recognition that health is influenced by multiple factors and health initiatives should address this.

7. **TAILORED TO THE UNIQUENESS OF EACH WORKPLACE ENVIRONMENT**
   Health initiatives should be tailored to the specific needs of that workplace.

8. **EVALUATION**
   Evaluation of initiatives needs to be completed to determine whether goals and objectives have been met for both the employer and employees.

9. **LONG-TERM COMMITMENT**
   Commitment to workplace health is long term and requires flexibility to modify initiatives as needed.

1.6 How long does it take to see the benefits of workplace health?

The following benefits are worth the investment:

- employees making healthier choice (seen within a few months)
- evidence of increased job satisfaction, work commitment and productivity resulting in increased customer satisfaction (often seen within a year)
- an organization sees any significant improvements in health-related costs (at least three years)

2

Gaining
COMMITMENT

2 Gaining COMMITMENT

2.1 Identifying key stakeholders

It is important that everyone is working towards a common goal. Here are key workplace stakeholders who need to support comprehensive workplace health:

MANAGEMENT / BUSINESS OWNERS

It is essential for management to be supportive of comprehensive workplace health and be prepared to:

- address the issues identified by employees
- support the development of a comprehensive workplace health strategy e.g. promote activities that create awareness, build skills, create supportive environments and policies
- provide adequate resources in terms of time, human capital, materials and budget to implement the health strategy. Adequate resource allocation demonstrates management commitment.
- assume accountability for achieving work plan outcomes, e.g. job description, management performance appraisal goals, leadership training

UNIONS/EMPLOYEE ASSOCIATIONS

Unions must buy in to the concept of workplace health and see the benefits of a program for its members. It is important to involve employee groups as active partners in the process of building a healthy workplace from the very start.

EMPLOYEES

Representation from various employee services is critical for success e.g. occupational health, human resources, health and safety, front line staff. It demonstrates that employees' contribution to the health of the workplace is valued.

OTHER KEY STAKEHOLDERS

Other possible stakeholders who might influence the health of the workplace could be included, e.g. employee assistance program providers, customers, suppliers, etc.
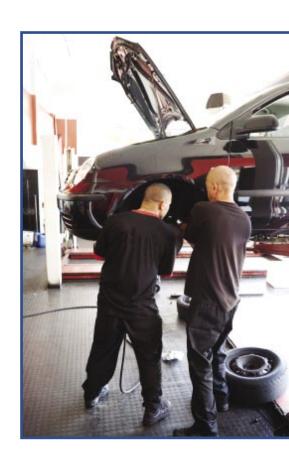
2.2 Integrating workplace health programs

Since key stakeholders have differing approaches to issues, an integrated approach to planning is important to avoid duplication and provide consistency. This is a more efficient allocation of resources.

2.3 Actions to take

- IDENTIFY KEY STAKEHOLDERS.

- OBTAIN SUPPORT AND COMMITMENT.

- BUSINESS CASE: PRESENT THE "BUSINESS CASE" KEY STAKEHOLDERS. The business case provides information on the importance of comprehensive workplace health. It illustrates the impact of a healthy workplace on increased productivity and profitability.

- LETTER OF COMMITMENT. It is preferable that the commitment of senior level stakeholders is formalized in a letter of intent which is then signed by everyone involved *(Appendix 1)*. The letter should:

  1. Indication of senior level commitment, such as:
     - willingness to respond to employees' needs
     - willingness to allocate adequate resources for programming
     - willingness to evaluate and modify programs as required
  2. Roles and responsibilities
  3. Timelines for implementation

- WRITTEN ACKNOWLEDGEMENT. An acknowledgement of the value of employees should be inherent in the organization's strategic goal, principles or value statements.

2.4 Progress checklist

- ❏ Key stakeholders have been identified
- ❏ Business case has been presented
- ❏ Letter of commitment has been signed by key stakeholders
- ❏ Written acknowledgement of the value of employees in the organization's goal, principles or value statement.

3

Forming
A HEALTHY WORKPLACE
STEERING COMMITTEE

3 Forming
A HEALTHY WORKPLACE STEERING COMMITTEE

3.1 Role of the health workplace steering committee

A workplace steering committee is important in building a healthy workplace. This can be a new or an existing committee such as a joint health and safety committee. Responsibilities can be shared and decisions made to reflect the whole organization. Responsibilities include:

- assessing and analyzing organizational and employee needs, gaps and opportunities
- developing the workplace health plan with defined long/short term goals and objectives
- negotiating required resources
- providing workplace health leadership and direction
- recruiting volunteers and building support for initiatives
- overseeing the implementation and evaluation of the workplace action plan
- communicating with key stakeholders throughout the process
- encouraging employee participation in the work plan process

3.2 Committee members

Representation on the committee should reflect all levels and departments of the organization to ensure commitment from employees. Core membership should be voluntary and not exceed ten, although there may be opportunities for participation on subcommittees for other interested employees. Division of work and periodic rotation of membership help to sustain the momentum of the committee.

EXAMPLES OF MEMBERSHIP:

- management
- employees
- health and safety
- administrative support
- unions/employee associations
- human resources/training and development
- marketing and communications
- other key stakeholders

It is important to have a committed person lead the committee. The chair:
- ensures the terms of reference are adhered to
- drafts the agenda
- ensures minutes are well facilitated
- ensures the recording and distribution of minutes to relevant stakeholders
- recognizes the efforts and accomplishments of committee members (i.e. refreshments at meetings, acknowledgement at annual meetings, saying thank you)

3.3 Terms of Reference

Terms of reference need to be established to provide a framework for the committee. (*Appendix 2*). Special attention should be given to determining the vision which will provide direction for activities and allocation of resources. Schedule meetings well in advance. Establish an agenda (*Appendix 3*), circulate it prior to meetings and capture the proceedings in recorded minutes (*Appendix 4*).

3.4 Actions to take

- obtain management support to establish a new healthy workplace steering committee or to integrate workplace health into a pre-existing committee
- recruit membership for the committee. Strategies can include: presentations, posters, emails, individual dialogues.

3.5 Progress checklist

❏ Support for the steering committee and its vision has been obtained from management and employees

❏ Committee reflects all levels and departments

❏ A chair has been identified

❏ Terms of reference have been developed

❏ A vision statement has been included in the terms of reference

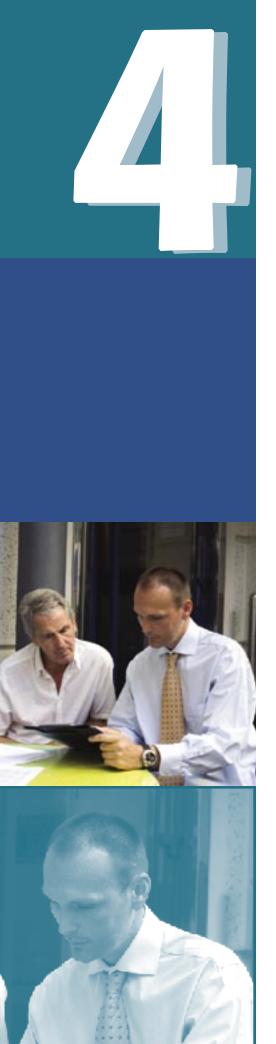❏ A process has been established to facilitate communication among all stakeholders

4

Situational
ASSESSMENT

4 Situational
ASSESSMENT

4.1 What is a situational assessment?

A situational assessment involves the gathering and analysis of metrics. This gives the healthy workplace steering committee the information they need to develop a comprehensive workplace health plan. Metrics are collected from various sources and tools (i.e. employee interest survey, organizational audit etc). A variety of elements are assessed, such as the environment, the organizational culture, the health of the staff, etc. to obtain a comprehensive profile of the organization.

4.2 Benefits of a situational assessment

- identification of employee and organizational needs
- justification for programming and financial support
- consultation with employees engages them and fosters their commitment
- collection of baseline data to provide a profile against which future changes can be compared

4.3 What are metrics?

Metrics provide baseline data, an initial profile against which subsequent evaluation of programs can be compared. Comparison against other industries would also be helpful.

Listed below are some examples of data that can be obtained from your human resource department. It should be noted that there are other influences that may impact human resource data (such as company layoffs, environmental hazards) that may influence the health of your workplace. For this reason, the information you collect should be assessed over the long-term, and should only be used as an estimate. The human resources department is a rich source for metrics data.

Suggested metrics to collect:

- demographics (e.g. sex, age, education, ethnicity, language etc)
- aggregate report of employee health risk appraisals
- employee satisfaction
- retention/turnover rate
- health care claims
- benefits usage
- absenteeism records
- WSIB claims
- STD and LTD injury and illness records
- health and safety concerns
- grievance records
- productivity
- employee assistance program referrals

NOTE: Develop a plan for periodic metrics collection and assessment. Periodic assessments every few years will provide a more accurate long-term picture of the workplace's health and the impact of strategies.
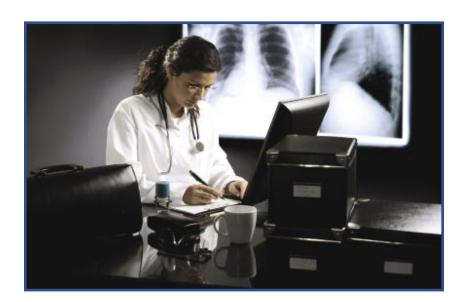
4.4 Actions to take

- Identify indicators that will show that the objectives have been met.
- Assign responsibility for data collection and reporting.
- Select a method(s) for collecting employee health information. Consider how you will ensure that the information collected is representative of your organization (e.g., department, age, cultural background). Also consider how to reach those "hard to reach" groups (e.g. employees with different literacy levels).

  Identify methods for data collection that will accurately reflect the status of the organization. Accurate data depends upon the degree of feedback. Surveys should have a response rate of over 50 per cent. Focus groups, however, provide richer data and can be used to supplement surveys.
- Explore how to best capture participant response. Ensure and communicate that confidentiality will be addressed appropriately. Consider incentives to encourage employee participation. A covering letter showing endorsement from key stakeholders, reasons for data collection, and how the results will be communicated can also be helpful (*Appendix 5*). Establish a time frame for the assessment that includes reminders for its completion.
- Develop an ongoing data collection plan.

4.5 Progress checklist

❏ The most appropriate time for data collection has been determined, e.g. does not conflict with holidays, workplace events, etc.

❏ Hard to reach populations, have been identified and appropriate strategies to obtain their input have been determined

❏ Letter of support from key stakeholders has been obtained

❏ Current programming and gaps have been identified

❏ Incentives for participation have been determined

❏ An acceptable level of respondents has been determined, e.g. 50 per cent

❏ The data obtained represents an adequate cross section of the organization

❏ Baseline data has been gathered from human resources

❏ A plan for periodic data collection has been developed

5

Workplace
ACTION PLAN

5 Workplace
ACTION PLAN

5.1 Purpose of the action plan

During the previous stages of this guide, your steering committee identified organizational strengths and challenges, created a wellness vision for your organization and collected both employee and corporate health and wellness information.

During this stage, your committee will review the information collected, communicate it to employees and put together a blueprint for the development of wellness strategies. The plan will identify key issues or findings (based on the information collected), make program recommendations, identify needed resources and establish a timeline for the implementation of various wellness recommendations.

The recommendations and time lines are not "written in stone." The plan should be revisited periodically to check on you progress and if any modifications need to be made.

5.2 Creating your action plan

Your action plan (*Appendix 6*) should outline the following:

- GOALS – the end result that is desired, e.g. healthy workplace, healthy staff.

- OBJECTIVES – the smaller steps that are needed to acieve the larger goal. These are the desired changes, e.g. improvements in safety, increase in employees' knowledge regarding healthy lifestyle, etc. that need to occur before the goal can be reached.

- **ACTIVITIES** – These are the methods used to obtain the desired changes, e.g. assess the work environment, provide information via paycheque inserts, workshops

  Successful activities are:
  - customized to fit the workplace and its demographics
  - varied so that they not only create awareness but also build skills, develop policy and create a supportive environment (refer to section 1.4).
  - meaningful to employees
  - simple and easy to implement
  - flexible
  - innovative
  - low cost
  - participatory

- **RESOURCES REQUIRED** – Determine the resources required, such as budget, supplies, personnel, etc. Determine what is available within the organization and in the community

- **TIMELINES** – Establish time frames with specific start and end dates. Factor in other demands on staff time

- **INDIVIDUAL(S) RESPONSIBLE** – Identify responsibilities and the people who will assume them

- **EVALUATION** - Evaluation of the action plan is important to determine whether objectives have been met and there is progress towards the goal. Tracking and monitoring of activities will provide information as to whether they were carried out as planned (process evaluation). Assessing the impact of the activities (outcome evaluation) is longer term and may take several years.

5.3 Actions to take

- **REVIEW YOUR SITUATIONAL ASSESSMENT RESULTS AND IDENTIFY** common issues, themes or findings. Identify the issues and themes from the situational assessment. This can be done individually or as a group.

- **RATE THE ISSUES, THEMES, OR FINDINGS ACCORDING TO IMPORTANCE OR PRIORITY.** Prioritize the issues and determine the capacity of the healthy workplace steering committee to address them.

- **CREATE AN ACTION PLAN WHICH:**
  - balances the needs of the employer and employees
  - is short, easy to read and updated regularly as needed
  - includes activities that are varied enough to meet the needs of the demographics of the workplace
  - is confidential until approved by the steering committee, management and other key stakeholders
  - is shared with all employees once approved

- **IMPLEMENT AND CONTINUALLY MARKET THE PLAN.** Continue to keep staff informed as you implement workplace health initiatives.

5.4 Progress checklist

❏ Action plan is developed based on the situational assessment

❏ The plan has been approved by all key stakeholders

❏ Adequate resources have been obtained

❏ An ongoing communication and marketing plan has been developed

❏ An evaluation plan has been developed

6

Evaluating
YOUR PROGRAM

6 Evaluating
YOUR PROGRAM

6.1 Why evaluate?

Evaluation is an important part of developing programs and needs to be built into the workplace health plan. This phase is frequently neglected or not given enough emphasis or resources. It is an ongoing process which helps modify activities to meet identified needs. Evaluation determines whether the objectives have been met and the goal attained.

Evaluation is important since it:
- provides evidence that an activity/program had the desired effect
- assesses the efficiency of the activity/program (cost-benefit analysis)
- identifies areas in need of improvement and suggest methods for improvement
- provides comparisons between similar activities/programs
- provides accountability to the stakeholders

6.2 Measuring success

A program should have the following components well defined before starting the evaluation process:
- goals and objectives
- success indicators/outcomes
- target audiences
- activities
- an organizational structure that supports data collection

If these are clear then it is easier to structure the framework for the evaluation. It will be easier to develop questions that will assess whether there is progress towards the desired end.

6.3 Types of Evaluation
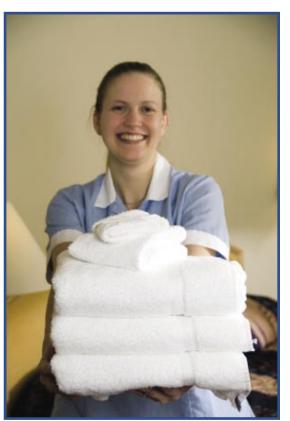
There are two types of evaluation: process and outcome.[6]

PROCESS EVALUATION examines the procedures and tasks involved in implementing a program. Process evaluation includes[7]:

- tracking quantity and description of people who are reached by the program
(e.g. Who participated; how many people participated?)
- tracking quantity and types of services provided
(e.g. How many programs, activities were provided; were they varied?)
- descriptions of how services are provided
(e.g. Was there adequate promotion; were there incentives; when were they carried out?)
- descriptions of what actually occurs while providing services
(e.g. Is the staff free to focus solely on the service when it's provided?)
- quality of services provided
(e.g. Were they appropriate for the demographics of the workplace; what could be improved upon; would staff participate again?)

Sample methods for evaluating process are:

- participant/instructor feedback forms
- attendance lists for events
- questionnaires/surveys
- individual interviews or focus groups
(group interviews)
- piloting program materials

OUTCOME EVALUATION measures the effect or impact activities have on the organization. It seeks to answer the question, "Did the program meets its stated goals and objectives?" Outcome evaluations can assess both short-term outcomes (immediate changes in individuals or participants, such as participant rates, awareness, knowledge or behaviour) and long-term outcomes (sometimes referred to as impact evaluation). An outcome evaluation can also analyze the results in relation to the costs of the program (cost-benefit evaluations).[8]

Outcome evaluation includes[9]:

- changes in attitudes, knowledge or behaviour
  (e.g. What was learned; was there attitude or
  behaviour change?)

- number of people participating
  (e.g. What was the response rate to the
  programming?)

- cost-benefit analysis – cost-benefit evaluates the
  program in terms of costs. It measures both the
  program costs and the results (benefits) in
  monetary terms. This means that the results of
  the program or benefits must be translated into
  a dollar value.
  (e.g. Despite the cost of the programs, has it
  decreased absenteeism, injury rates, saved
  money overall for the organization?)

- cost-effectiveness analysis – In this type of
  evaluation only program costs are expressed in
  monetary terms. Benefits are expressed only in
  terms of the impacts or outcomes themselves
  (they are not given a dollar value).
  Interpretation of this type of analysis requires
  stakeholders to decide if the benefit received is
  worth the cost of the program or if there are
  other less expensive programs that would result
  in similar or more benefit.
  (e.g. Is the health of employees worth the
  financial outlay of these programs?)

- changes in policy
  (e.g. Have health policies been developed or
  modified?)

- impact assessments – Impact assessments evaluate the impact the program had on the
  participants or other stakeholders of the project. It measures outcomes but also measures
  what changes occurred as a result of those outcomes.
  (e.g. Have the programs had an impact on the health of the employees?)

Sample methods for evaluating outcomes are:

- pre and post surveys
- individual interviews or focus groups (group interviews)
- pre and post audits of health policies and programs
- pre and post assessment of metrics' data (e.g. WSIB claims, absenteeism, EAP)

6.4 Actions to take

- **REFLECT.** Refelect on what has worked well and areas that still need to be improved. Consider
  how this can be done. Evaluation plan template (*Appendix 7*).

- **REFINE AND KEEP GOING.** This is a cyclical process. Reassess priorities. Refine and implement
  activities as needed. Celebrate successes!

6.5 Progress checklist

❑ Ongoing evaluation has been built into the workplace action plan

❑ Both process and outcome evaluation have been addressed

❑ Issues that require change (as per evaluation results) have been identified

❑ Evaluation results have been communicated to all stakeholders

❑   A person(s) responsible for program changes has been designated

❑   A timeline for instituting the changes has been established

Appendices

Appendices

Appendix 1:
Letter of commitment

We, the undersigned, are committed to fostering comprehensive workplace health at (Place name of your organization here) by:

1. Acknowledging the importance of the formal establishment of a healthy workplace steering committee and the need for ongoing support and resources for its activities.
2. Actively participating in the assessment and identification of our workplace strengths and health issues.
3. Offering environmental supports and skill building opportunities for staff to improve their individual health as well as the overall health of the work environment.
4. Supporting the development, implementation, and ongoing evaluation of healthy workplace policies.
5. Making a long-term commitment of both time and resources to creating and sustaining a healthy and supportive work environment.

NAME:	POSITION:	SIGNATURE:	DATE:

Adapted with permission from Muskoka/Parry Sound Health Unit's Letter of Commitment

Appendix 2:
Healthy workplace steering committee terms of reference

VISION

Our organization will have a workplace culture that allows employees to reach and maintain optimal health.

MISSION

Our committee strives to improve the overall health of our workplace and subsequently the health of our employees by developing and evaluating a workplace health plan.

VALUES

Values will be identified and ground rules established at the onset of the committee.

Values may include:
- open communication
- a safe and trusting environment

MEMBERSHIP

The committee will include broad representatives from: management (ideally senior management), employees, health and safety, human resources/training and development, administrative support, unions/employee associations and other key stakeholders. Committee membership will be reviewed on an annual basis.

MEETINGS

Meetings should be regularly scheduled as determined by the committee.

Ground rules may include:
- We will demonstrate these values by following the roles and responsibilities as laid out below
- Confine your discussion to the topic

Values and ground rules should be reviewed annually.

ROLES AND RESPONSIBILITIES

The chair:
- ensures that the terms of reference are adhered to
- drafts the agenda
- ensures that meetings are well facilitated
- ensures the recording and distribution of minutes to relevant stakeholders
- Recognizing the efforts and accomplishments of committee members (i.e. Refreshments at meetings, acknowledgment at annual meetings, saying thank you)

The participants will:

- prepare for meetings in advance by reviewing the agenda
- ensure any assigned action items from previous meetings have been completed
- be prompt and regular in attendance. Send regrets in advance to the Chair
- update their respective teams on the progress of the healthy workplace steering committee

Minute taker will be:

- determined at the beginning of each meeting and will be responsible for recording and distributing the minutes for that meeting.
- responsible for the recording and distribution of the minutes

DECISION MAKING PROCESS

When making decisions, the Healthy Workplace Steering Committee will strive for consensus.

APPROVED

(insert date)

Appendix 3:
Agenda template

1.0   Call to Order

2.0   Warm-up or transfer in (an activity that engages members to the purpose of the meeting)

3.0   Approval of Minutes

4.0   Agenda Additions

5.0   Business Arising

   •

   •

6.0   Subcommittee updates or other organizational committee updates
   •   Training and Development
   •   Healthy Eating
   •   Promotions

7.0   New Business

   •

   •

8.0   Next Meeting

9.0   Adjournment

Appendix 4:
Minutes template

Date:

Present:

Regrets:

Agenda Item	Issue/Discussion	Action	Person responsible	Date of completion
1				
2				
3				
4				
5				
6				

Adapted with permission from the Halton Region Health Department

Appendix 5:
Needs assessment cover letter template

TO: All Staff

FROM: Management

DATE:

RE: Identify situational assessment tool

Workplace health programs benefit everyone. By improving your health, you have a greater sense of well-being both at home and at work.

We in this organization are committed to improving workplace health and have developed the following survey to identify employee needs and interests. This will help in the development of initiatives that will improve the health of all employees.

This confidential survey should take between 15 to 30 minutes to complete. You will be given the time by management to complete the survey. Participation is voluntary but we urge you to have a say in shaping the health of your workplace.

Instructions:
• Please answer the questions as candidly as you can.
• All feedback is valuable but feel free to omit any questions that make you uncomfortable.

When finished, place your survey in the envelope provided and return to: _____

If you have any questions regarding the survey, please contact: _____

Adapted with permission from the Regional Municipality of Halton

Appendix 6:
Workplace action plan template

Healthy Workplace Steering Committee members	Position	Telephone numbers	Email address

Service Providers	Organization Name	Contact Name	Telephone numbers	Email address

Goal:

Objective	Activities	Person(s) Responsible	Resources Required *	Start Date – Date of Completion J F M A M J J A S O N D	Evaluation

* Resources Required: budget, space, materials/items, staff time, external service providers/consultants

Appendix 6:
Workplace action plan template

Healthy Workplace Steering Committee members	Position	Telephone numbers	Email address
John Doe	**Machinist**	**416-123-4567**	**john.doe@toronto.ca**
Jane Doe	**Receptionist**	**416-234-5678**	**jane.doe@toronto.ca**

External Service Provider	Contact name	Position	Telephone numbers	Email address

Goal: To create a healthy workplace

Objective	Activities	Person(s) Responsible	Resources Required *	J	F	M	A	M	J	J	A	S	O	N	D	Evaluation
To create a supportive environment that assists employees to manage their stress	a)Create a relaxation room for employees to use throughout the day	Richard Smith	- furniture ($3000) - space allocated			S				C						Individuals who report decrease levels of stress at work
	b)Provide management training regarding stress management, communication skills and team building	Raymond Li and Sherri Chong	- facilitator to provide training ($3000) - time for training (*salary per hour per person*) - room for training session - infocus and other related equipment						S					C		Reported employee satisfaction with management practices (employee Satisfaction Survey to be conducted in Feb 2008)
Create a family friendly work environment	a) Develop and implement a breastfeeding friendly workplace policy	HR manager and Jane Doe	- Comfortable room with access to an electrical outlet - furniture ($1000) - hand washing facilities - access to refrigeration ($500)				S			C						Implementation of the policy across the Corporation

Start Date (S) – Date of Completion (C)

* Resources Required: budget, space, materials/items, staff time, external service providers/consultants

Appendix 7:
Evaluation plan template

Goal:

Objectives:

What is working?	What needs to be improved?	What needs to be done?	Person(s) responsible	Date of completion

Endnotes

[1] Goodstadt, M., Kahan, B. 2004. Taking a Best Practices Approach to Planning Health Promotion Interventions. Presentation at Health Promotion Summer School, Toronto, June 20, 2004.

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[3] Last, J. 2007. A dictionary of public health. Oxford University Press, New York.

[4] Bachmann, Kimberley. 2002. *Health Promotion Programs at Work: A Frivolous Cost or a Sound Investment?* Conference Board of Canada.

[5] Gunderson, Morley. May 2002. "Rethinking Productivity from a Workplace Perspective". *CPRN Discussion Paper No. W/17*

[6] Health Canada. 1991. *Corporate Health Model. A Guide to Developing and Implementing the Workplace Health System in Medium and Large Businesses.*

[7] The Health Communication Unit at the Centre for Health Promotion, University of Toronto. *Evaluating Health Promotion Programs.*

[8] Ibid.

[9] Ibid.