

Wellness at Heart

TOOLKIT • TROUSSE D'INFORMATION

Le Mieux-être à Cœur

Toolkit

**An information and resource guide for
comprehensive workplace wellness
program planning in New Brunswick**



**HEART &
STROKE**
FOUNDATION OF
NEW BRUNSWICK

FONDATION
DES MALADIES
DU CŒUR
DU NOUVEAU-
BRUNSWICK

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College of Psychologists
of New Brunswick
Collège des psychologues
du Nouveau-Brunswick

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In 2007, the Heart and Stroke Foundation of New Brunswick undertook the initiative to develop a Workplace Wellness Toolkit in partnership with the College of Psychologists of New Brunswick and in collaboration with the New Brunswick Department of Wellness, Culture and Sport. This initiative was funded by the three organizations.

This collaboration resulted in the production of a guide to comprehensive workplace wellness programming, which sets quality standards for workplaces in New Brunswick. It was an opportunity to promote the mission, values and priorities of the respective partners.

For the Heart and Stroke Foundation of New Brunswick, workplace wellness is another opportunity to address the importance of healthy eating, physical activity, psychological wellness and tobacco-free living, all of which contribute to the prevention of heart disease and stroke.

For the College of Psychologists of New Brunswick, it meant an opportunity to promote the importance of

psychological wellness and to contribute to the prevention of mental health related problems in the workplace. The CPNB strongly believes that implementation of psychological wellness initiatives in the workplace brings about positive results for both the employee and the employer.

In addition to meeting the mandate of these two organizations, this initiative also strongly supports the Provincial Wellness Strategy which identifies the workplace as a key setting for wellness promotion.

This Toolkit will help New Brunswick organizations promote healthy workplace environments by assisting in the development or enhancement of a comprehensive workplace wellness program.

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Section 1

Introduction



The purpose of this Toolkit is to help promote healthy workplace environments by providing New Brunswick organizations with a resource to assist them in the development or enhancement of a comprehensive workplace wellness program.

The information in this Toolkit is intended for use by all workplaces in this province; public or private, large or small. This Toolkit will provide you with the necessary information to either start planning your own workplace wellness program or enhance your current program and initiatives. It provides steps for helping your workplace take effective action, provides practical ideas and strategies to consider, and outlines available resources. The quantity of initiatives or activities is not nearly as important as the quality and what is most important is the impact that the initiatives have on your organization. The most successful initiatives are those that best meet your

organization's needs.

This Toolkit includes guidelines for designing a program that will suit your workplace. The design process does not have to be elaborate or difficult. Each of the basic elements of program design: assessment, development, implementation, promotion, and evaluation, will be discussed in the Planning Steps in Section 2.

You may want to refer to the resources and suggested activities in Sections 3 and 4 to help you design the initiatives, or you may already have ideas for activities that are well suited to your workplace.

Congratulations on taking the initiative to improve the wellness of your workplace. Your efforts will not only

have positive effects on the health and wellness of workers, but also on workers' families and the greater community.

This Toolkit has been produced by the Heart and Stroke Foundation of New Brunswick and the College of Psychologists of New Brunswick in collaboration with the New Brunswick Department of Wellness, Culture and Sport.

1.1 Using the Toolkit

This Toolkit contains an explanation of comprehensive workplace wellness programming, a description of various strategies and areas of focus for creating a wellness plan, and suggested steps, activities and tools for implementing the plan.

If you are new to comprehensive workplace wellness programming, or need a refresher, please refer to this section for background information.

Section 2 includes an outline and detailed description of the steps required to plan a comprehensive workplace wellness program.

Section 3 includes a description of the four components of wellness and four strategies you may wish to employ

in your wellness activity planning.

Section 4 includes a list of credible sources that expand on the information outlined in this Toolkit. Please investigate these resources as they pertain to your specific workplace wellness initiatives.

Please note that a tremendous amount of information exists on comprehensive workplace wellness programming, and on each of the focus areas (namely healthy eating, physical activity, psychological wellness, tobacco-free living). The aim of this Toolkit is to condense and compile the information necessary to develop a comprehensive workplace wellness program into an easy to use guide.

Questions

If you have any difficulty using this Toolkit or have additional questions about the steps required to develop a workplace wellness program that is suited to your workplace, please do not hesitate to contact:

*The Heart and Stroke Foundation of New Brunswick
1-800-663-3600 • health.promotion@hsf.nb.ca*

*The College of Psychologists of New Brunswick
506-382-1994 • cpcb@nbnet.nb.ca*

1.2 Defining Wellness

The Provincial Wellness Strategy defines wellness as “an ongoing process to enhance emotional, mental, physical, social and spiritual wellbeing that enables people to reach and maintain their personal potential and contribution to their communities.”

It is clear that wellness is a holistic concept that includes: individual lifestyle practices; the workplace, home, school and community environments where people work, live, learn and play; and the social factors that affect those environments.

In New Brunswick, the cost of healthcare is rising and we see increased rates of inactivity, unhealthy eating,

stress, smoking and obesity, all risk factors for chronic disease. For these reasons, wellness and the prevention of illness are becoming increasingly important issues.

Currently, New Brunswick does not collect data on mental health or psychological risk factors, however, the Canadian data reports that 20% of Canadians have mental health related problems and less than one third seek treatment².

**Table 1:
New Brunswick Population Health Risk Factors¹**

Risk Factor	Percent of adults	
	NB	Canada
Smoking	24.1	23.1
Exposed to second hand smoke at home	18.6	14.8
Highly stressed	20.0	23.3
Obese	23.1	15.8
Have a chronic condition	73.9	71.2
Inadequate consumption of vegetables and fruit	67.0	61.2
Inactive	55.9	49.9

Why Workplace Wellness?

We spend a lot of time at work. Approximately 59% of New Brunswickers (15 years and older) are employed³ and the majority spend over half their waking hours (10.5) at, and commuting to and from work⁴. For this reason, the

workplace is well positioned to influence a large part of the New Brunswick population by encouraging and promoting healthy lifestyles as well as providing a healthy environment that supports individual and family efforts.

¹ Adapted from: Canadian Community Health Survey, Statistics Canada Report, 2005.

² Canadian Community Health Survey: “Mental Health and Well-Being”, Statistics Canada, 2003.

³ Labour force characteristics, unadjusted, by province (monthly). 11 July 2008. Statistics Canada. 21 July 2008 <<http://www40.statcan.ca/101/cst01/lfs02a.htm>>.

⁴ Increasing physical activity: supporting an active workforce. 2002. Canadian Fitness and Lifestyle Research Institute: Ottawa, Ontario. 9 Oct. 2007 <www.cflri.ca/pdf/e/2001pam.pdf>.

Introduction



Not only does the workplace affect the well-being of the worker, but the health of the worker affects the success of the organization. Research supports numerous benefits to employer and employee alike:

- Improved health and well-being
- Increased morale and job satisfaction
- Healthier workplace culture
- Reduced personal health care expenses
- Fewer absences
- Decreased presenteeism i.e. employees may be at work but are not working at their full potential
- Fewer injuries
- Decreased turnover
- Increased productivity
- Fewer insurance and workers' compensation claims
- Better retention and recruiting
- Enhanced business reputation and customer loyalty

Creating a healthy workplace has positive carryover effects into the community and improves the public image of the company.

1.3 Understanding Comprehensive Workplace Wellness Programming



Figure 1: A Framework for Workplace Well-being⁵

What Is Meant By Comprehensive Workplace Wellness Programming?

Current research shows that workplace wellness programs are more effective when a comprehensive approach is used. In this approach, elements that affect employee health such as worker satisfaction, management practices and the way work is organized are considered⁶. A comprehensive program addresses a variety of lifestyle issues such as healthy eating, physical activity, psychological wellness and tobacco-free living with a variety of strategies including; awareness and education, skill building and learning, environment, and policy.

For more information on comprehensive workplace wellness programming, see p. 53 of the Resources section which contains web links to additional resources.

⁵ Adapted from: National Quality Institute and Health Canada. Human Resources Development Canada. My Millennium: My Well-being, Supporting workplace well-being, Manager's Guide, 2000.

⁶ The Health Communication Unit Report. An Introduction to Comprehensive Workplace Health Promotion Version 1.1, July 9, 2004.

1.4 Comprehensive Workplace Wellness Program Planning Checklist

The following checklist will serve as a planning guide to ensure that all steps have been considered in planning your workplace wellness program.

Have you:

- Built a business case to present to management and stakeholders (See Section 2.2, Step 1, pgs. 14 - 20)
- Obtained top management and stakeholder support (See Section 2, Step 1, pgs. 15 - 17)
- Surveyed employees (See Section 2, Step 3, pgs. 22 - 25)
- Effectively communicated with employees, management and stakeholders regarding your planned initiatives (See Section 2, Step 5, pgs. 32 - 33)
- Taken steps to ensure a supportive workplace environment (See Section 2, Step 1, p. 16)
- Used incentives to encourage participation (See Section 2, Step 1, p. 16)
- Collected baseline data and set measurable goals (See Section 2, Steps 3 and 4, pgs. 22 - 28)
- Considered the social environment, social norms and social support in your workplace (See Section 2, Step 3, p. 23)
- Tailored your initiatives to suit your employee population and worksite (See Section 2, Step 4, pgs. 26 - 30)
- Considered the four strategies and four components of wellness in developing your program plan (See Section 3, pgs. 40 - 51)
- Developed an evaluation plan for your program (See Section 2, Step 6, p. 34 - 38)

Section 2

Building a Workplace Wellness Program



2.1 Getting Started

This section includes a summary of the key points and steps involved in the process of planning a workplace wellness program.

Consider the 3 C's:

Comprehensive - Remember that health and wellness are determined by many interdependent factors such as social support networks, education, income, working conditions, physical and social environments, personal health practices and coping skills, etc. Employers and employees should share the responsibility for a healthy workplace. The importance of using a comprehensive approach has been discussed in the previous section.

Collaborative - Your program will be most effective when all areas of the organization that have an interest in the health of employees i.e. human resources, accounting, unions etc. are active in, and committed to, the plan.

Communicative - The lines of communication need to be open and functioning when gathering information for planning your program, marketing your program within your organization, and reporting the results and progress made with the program. Understanding your employees' needs is an integral part of the process and good communication is required.

Before you begin your workplace wellness program plan, you will want to assign responsibility within your organization to conduct the research and lead the planning process.

You may want to consider the following two options:

1. Develop your own expertise by training internal staff and designating a senior management Steering Committee
2. Hire a consultant with expertise in comprehensive workplace wellness programming.

To ensure continued success and improvement, your program will need to include careful assessment and ongoing evaluation. A table including suggestions for how to incorporate evaluation into each planning step has been included in Step 6, p. 34.

Evaluation is a critical part of the planning process. The purpose is to learn and improve, not simply to measure or judge. The information you gather will help you:

- Know if you have met your goals
- See what activities/initiatives are working
- See where improvements may be made
- Share your successes with stakeholders within and outside the workplace
- Determine the cost-benefit of your program
- Use the evaluation information in the future to promote, fundraise, attract potential partners and lobby for policy changes to create a healthier workplace

2.2 Planning Steps

The following six steps provide a model to facilitate the process of developing a comprehensive workplace wellness program. The model will have to be assessed to determine whether it:

- a. Fits the culture of your organization
- b. Meets the needs of the employer
- c. Meets the needs of the employee

These steps will need to be well understood by the employer, senior management and the employees.

Figure 2: The six steps to planning a Comprehensive Workplace Wellness Program:



Step 1. Build a business case and obtain management support

Step 2. Organize your workplace wellness committee structure

Step 3. Assess your needs

Step 4. Develop your workplace wellness program plan

Step 5. Promote and implement your workplace wellness program plan

Step 6. Evaluate your workplace wellness program plan

Build A Business Case And Obtain Management Support



What?

A business case is simply a summary of the pros and cons of implementing a workplace wellness program. It helps to quantify how an effective workplace wellness program can affect your company's bottom line. It outlines the costs and benefits associated with implementing a workplace wellness program.

How?

You will want to determine what indicators you will use to measure your success over time. The indicators you choose will depend on the existing situation within your workplace.

Some factors you may want to designate as indicators:

- Current employee turnover
- Employee job satisfaction
- Absenteeism
- Disease rates e.g. cardiovascular disease and diabetes
- Number of musculoskeletal injuries
- Health care claims (current and past)
- Stress related illness
- Employee demographics

Why?

Evidence of senior management's commitment and involvement is important if employees are going to commit to and participate in creating a healthy workplace. Building a business case allows owners and managers to better understand the short and long term impact of a comprehensive workplace wellness program.

When?

Before beginning the planning process, owners, management, unions, insurers and other key stakeholders should be committed to the workplace wellness program and involved in the planning process. The more energy and resources that are invested in the program, the greater the impact will be. Senior management involvement demonstrates a serious commitment to the program and encourages participation from employees.

If your company has not yet decided if a wellness program is necessary,

your business case may focus on outlining the benefits and the potential cost savings to help management make the decision to go ahead with the project. It may be a good idea to include examples of other successful programs.

If your company has already decided to implement a wellness program, the business case should be completed as part of your program planning and should include specific program costs and targeted objectives.

Helpful Resource

See the Canadian Labour and Business report for 12 case studies of successful Canadian programs:

http://www.clbc.ca/Research_and_Reports/Case_Studies.asp

Support from top management facilitates success. Here are some suggestions for managers to show their support for wellness initiatives in your workplace⁷:

- Acknowledge the importance of workplace wellness in the company's mission statement and/or vision
- Have a written policy on workplace health and wellness
- Ensure that leadership, responsibility and accountability for workplace wellness are shared by the entire organization
- Include workplace health and wellness in the overall strategic planning including allocation of resources for the program

In addition, managers may want to review workplace policies that promote a healthy environment such as smoking policies. It is important to review policies to ensure that they support your workplace wellness program plan.

Employee Recognition and Incentives⁸ - A possible policy for promoting a healthy environment

It is well known that employee recognition is a way for managers to positively influence employee satisfaction and motivation in daily work. Similarly, recognition and reward for employees' efforts and achievements in workplace wellness will motivate employees to participate and succeed.

There are many ways a workplace can recognize employees for their efforts. For example, as employees participate in healthy workplace activities, they may be eligible for recognition and incentives such as:

- Participant certificates
- Prizes for participation and achievements
- Recognition of participation through electronic and printed distribution e.g. email announcements and newsletters
- Random "door prizes."

⁷ Canadian Healthy Workplace Criteria. 1998. National Quality Institute. 7 Nov. 2007 <www.nqi.ca>.

⁸ Adapted from: Creating a Healthy Workplace Environment, workbook and toolkit. ActNowBC. 26 Feb. 2008 <<http://www.actnowbc.ca/media/Workbook.pdf>>.

Tips for Managers

Management support is critical to the success of a workplace wellness program. To demonstrate their support for a wellness program, managers should:

- Model healthy behaviour by participating in activities
- Be good listeners and be open to suggestions
- Work with staff to identify workplace challenges
- Demonstrate commitment and support for the wellness committee/champion
- Be flexible to allow employees to participate fully in the wellness activities
- Give serious consideration to financial requests for wellness efforts
- Examine their managerial styles and practices - do they foster a climate of trust, respect, and fairness?
- Offer meaningful recognition for achievements at work and outside of the workplace

Business case outline⁹

Building a business case can be done in four easy steps;

1. Gather background information
2. Predict potential cost benefits and savings
3. Outline the program costs and requirements
4. Calculate the predicted return on investment

1. Gather background information

This section should include reasons why your organization should consider a wellness program. If you have already completed an employee survey, include the results. If not, you should consider conducting a survey to assess employee needs and wants before starting your business case.

Topics you may wish to include in your business case are:

- What is comprehensive workplace wellness programming?
- What are the benefits to the employer? To the employee?
- How can your organization benefit? Explore your company profile. Include employee survey results.

⁹ Adapted from: A Four Step Guide to Building the Business Case for a Healthy Workplace. 2008. National Quality Institute. 9 Oct. 2007 <www.nqi.ca/nqistore/product_details.aspx?ID=45>.

Examples of known benefits:

- A survey published in 2000 showed that the top four reasons why companies offer wellness programs are to¹⁰:
 - Recognize healthy employees as an asset
 - Promote a healthy lifestyle
 - Reduce absenteeism
 - Contain the costs of health benefits
- There is evidence that wellness programs in the workplace improve productivity, enhance job satisfaction, reduce sick leave/absenteeism, reduce job stress, reduce injuries and workers' compensation claims, and lower turnover¹¹.

Helpful Resource

Canadian research findings demonstrating these results can be found on the Health Canada website: http://www.hc-sc.gc.ca/ewh-semt/occup-travail/work-travail/findings-resultats_e.html

2. Predict potential cost benefits and savings

- For information to help you determine the costs of poor employee health (and to determine the potential benefit of a wellness program), go to www.phac-aspc.gc.ca/pau-uap/fitness/work/trends_e.html.
- Determine the specific issues affecting your organization and their impact on the organization. Look for data such as: current health benefit costs, age of your workforce, absenteeism, injury costs including short term and long term disability and workers' compensation costs, etc.
- Don't forget to include a measure of the cost of unhealthy behaviours, for example, excessive amounts of overtime can lead to poorer perceived general health, increased injury rates, more illnesses, and decreased alertness and cognitive performance¹².
- Factor in benefits that are rarely translated into dollars and cents such as humanistic outcomes like job satisfaction and employee quality of life.

Some examples of data you may want to include are:

- The Conference Board of Canada estimates that in 2006, the total costs per smoking employee was \$3, 396¹³.
- A sedentary employee may cost an extra \$488 per year¹⁴ to employ.

¹⁰ Second Tri-Annual Buffet Taylor National Wellness Survey. 8 Jan. 2004. Health Canada. 7 Nov. 2007. <http://www.phac-aspc.gc.ca/pau-uap/fitness/work/trends_e.html>.

¹¹ The business case for active living at work: why active living at work? 2001. Health Canada . 7 Nov. 2007 <www.hc-sc.gc.ca/hppb/fitness/work/why_e.html>.

¹² Overtime and Extended Work Shifts: Recent Findings on Illnesses, Injuries and Health Behaviors. April 2004. U.S. Department of Health and Human Services, Center for Disease Control and Prevention. 7 Nov. 2007 <<http://www.cdc.gov/niosh/docs/2004-143/pdfs/2004-143.pdf>>.

¹³ The Conference Board of Canada. Smoking and the Bottom Line: Updating the Costs of Smoking in the Workplace. Ottawa, 2006.

¹⁴ Graham Lowe, "The Dollars and Sense of Health Promotion," Canadian HR Reporter 15, no. 16 . 23 Sept. 2002; 7-8.¹⁰ The business case for physical activity in the workplace. 1999. Canadian Fitness and Lifestyle Research Institute: Ottawa, Ontario. 9 Oct. 2007 <www.cflri.ca/cflri/news/99/9903_5.html>.

- According to a study conducted over 10 years by the Canada Life Assurance Company, sedentary employees were absent a total of 38.9 days, while active employees were absent only 12.5 days¹⁵.
- In 2002, an average of 7.3 workdays per full-time employee were lost as a result of illness and disability¹⁶.
- Dr. Graham Lowe found that work-related stress accounts for 8% of all health care expenditures in Canada¹⁷.
- Include the recommended scope and objectives of the program as well as the mission statement for the program
- Costs should also be detailed. They will depend on the type of program you have in mind. Be realistic and include all material costs, time spent away from the desk, any subsidy required by the business, etc.

4. Calculate the predicted return on investment

You will find many more research examples that may be relevant to your workplace in the links listed in the Resources section, p. 53.

3. Outline the program costs and requirements

- Outline the general requirements of the program
- What type of commitment would need to be made from staff members and management? How will information be communicated throughout the organization? How will outcomes be measured?
- Do a projected cost/benefit analysis for the organization including anticipated overall results
- Estimates show that Canadian corporate wellness programs returned \$1.95-\$3.75 per employee per dollar spent¹⁸. Some research has shown a return of up to \$8.00 for every \$1 invested in health promotion programs¹⁹. Your organization's actual return will depend on several factors, such as the specific issues you want to address with your program, the length of time it will run, the number of participants and many other factors. A higher return most often results from a program that is comprehensive and implemented over the long term²⁰

¹⁵ The business case for physical activity in the workplace. 1999. Canadian Fitness and Lifestyle Research Institute: Ottawa, Ontario. 9 Oct. 2007 <www.cflri.ca/cflri/news/99/9903_5.html>.

¹⁶ Days lost per worker due to illness or disability, by sex, Canada and provinces. 2002. Statistics Canada. 7 Nov. 2007 <www.statcan.ca/english/Pgdb/health47a.htm>.

¹⁷ Healthy Workplaces and Productivity: A Discussion Paper. Prepared for the Economic Analysis and Evaluation Division, Health Canada. Ottawa, ON: Minister of Public Works and Government Services Canada. 21 July 2008 <<http://www.cprn.org>>.

¹⁸ The Business Case for Active Living at Work. 8 Jan. 2004. Public Health Agency of Canada. 9 Oct. 2007 <www.phac-aspc.gc.ca/pau-uap/fitness/work/case_template_e.html#thecosts>.

¹⁹ Kimberley Bachmann, "Health Promotion Programs at Work: A Frivolous Cost or a Sound Investment?" Ottawa: Conference Board of Canada, 2002.

²⁰ Industrial Accident Prevention Association. Creating Healthy Workplaces. 2006. p 20.

Please keep in mind that a wellness initiative does not need to be expensive. An organization with more resources may choose to build an on-site gym and locker room. A smaller organization may choose to encourage active commuting by installing and promoting the use of a bike rack. One worksite may be able to afford to subsidize smoking cessation programs for employees who are interested, while another may provide information on how to find such a program. In fact, some programs can be effective without costing anything. All that is required is a shift in thinking. For example, creating a culture of respect and open communication in your workplace can have a large impact on the psychological wellness of the employees.

For more information on building a business case, see the Resources section, p. 54, which contains web links to additional resources.

Organize Your Workplace Wellness Committee Structure



What?

A workplace wellness committee is a group responsible for planning and steering healthy workplace activities. The responsibility for the workplace wellness program must be clearly assigned. Depending on the size of your organization, it may be a single person (a wellness “champion”) who enlists the help of others along the way, or you may establish a wellness committee to assume the roles and responsibilities. In any case, you must have input and representation from each area of the organization to facilitate communication.

Guidelines for establishing a workplace wellness committee²¹:

- Get senior management's commitment and/or representation on the committee
- Outline the role of committee e.g. Will the committee make recommendations or actually run the programs?
- Establish how members will be recruited to committee
- Ensure you have representatives from throughout your organization
- Outline the duties of each member
- Define the length of time each member will serve on the committee
- Provide appropriate training for members where required/possible
- Provide resources (time, space, budget, expenses, etc.)
- Establish guidelines for how members can submit suggestions and how the committee will follow up on them
- Establish guidelines for reporting the activities of the committee, the communication within the workplace and how the minutes will be posted
- Establish your decision making process e.g. Will you decide by consensus or with a vote?

Why?

Workplace wellness planning should be undertaken in partnership with the workforce. Employees from all levels of the organization should be actively engaged in the planning and management aspects of the program.

When?

This can be done in parallel with Step 1. As you assign your steering committee to build your business case, you will want to consider who will form your workplace wellness committee.

How?

Your workplace wellness committee can:

- Include input and/or representation from all levels of your organization including employers, management, supervisors, front-line employees and representatives from all departments
- Include designated champions of wellness within your organization
- Include external workplace wellness resources
- Take advantage of any existing lines of communication already established throughout the organization to gain input and feedback on your program

The following organizational chart shows how responsibility for the workplace wellness program can be assigned.

Figure 3: Sample organizational chart



²¹ Adapted from CCOHS "Wellness in the Workplace" 1st Ed. 2002. p 11.

Assess Your Needs



What?

The assessment parameters you choose to use are especially important. They will be used during and at the end of each initiative to determine if your program is working and the effect that it is having on your workplace. In the future, these figures may help you secure resources to enhance your initiatives and further improve your overall workplace wellness program.

Why?

Creating change to become a healthy workplace takes time and you will want to see how your program is progressing over the long term. Measuring allows you to identify areas where you are doing well, gather support for your program and highlight issues that need more attention. Good evaluation will help you learn from mistakes and encourage continuous program improvement.

When?

You should have begun to assess your workplace and employee needs in preparing your business case (Step 1). This may be a good time to do a more in depth needs assessment.

How?

Important points to consider:

- Before you map out your workplace wellness program, you need to assess your current situation. You may do this by collecting further baseline data to help you prioritize.
- This assessment should include an examination of initiatives that are already in place and why they are working. Take note of programs that have not worked in the past and the reasons they failed. Try to identify any barriers, real or perceived, to the success of your workplace wellness program.
- Assess the existing culture of your workplace and uncover underlying issues affecting job satisfaction and psychological wellness at work. Please refer to Section 3, p. 42, for a detailed description of psychological wellness. You may have already started the assessment process in your business case. If so, build on that case.

- The actual data you want to collect will depend on the goals of your workplace wellness program. Use your initial baseline data and your program objectives to guide your choice of measures.

a) Measuring Tool

A measure does not need to be complicated or scientific. For example, if your employees report that juggling work and personal responsibilities is an important issue for them, your workplace may decide to offer flexible start and finish times to make it easier for those caring for others to balance their day. Your measure may be to survey employees before and after implementing the schedule changes, and examine the results for a change in the rating of this issue.

Table 2 shows three common indicators of workplace wellness, sample outcomes, and examples of tools that can be used to measure whether or not the outcomes were achieved. Try to identify outcomes that match your organization's needs. The table relates these outcomes to the broad issues and to some tools you could use to measure them.

Table 2: Indicators, tools and possible outcomes

As an indicator of your company's:	Use these tools:	To measure these sample outcomes:
Culture	Employee interviews, focus groups, anonymous surveys, suggestion boxes	Supportive management, trust, respect, control/demand, perceptions of feeling valued, morale, work satisfaction
Performance	Administrative data, return on investment analysis	Absenteeism, employee turnover, accident rates/compensation claims, rehabilitation/reintegration outcomes, drug utilisation, Employee Assistance Program usage, recruitment and retention rates, labour relations/grievances
Employee participation and perceptions	Employee surveys, wellness program participation data	Work life balance, recognition, utilisation of wellness initiatives, healthy behaviour change, awareness of healthy lifestyle issues

b) Conduct a Health Risk Appraisal (HRA)

This tool provides data about the overall health and wellness risks of your employee population. It may also involve confidential reports on each individual. HRAs are administered on-site, often by an outside health professional. HRAs should be voluntary, with all personal information kept confidential. These assessments should

only be performed in the context of a wide-ranging, comprehensive workplace wellness plan that is well positioned to address concerns highlighted by the tool. HRAs require significant investment but can be the best method for collecting useful data to guide your program and measure your success.

Helpful Resource

The following is a link to the European Network for Workplace Health Promotion website. On this site you will find a “Questionnaire for Self-Assessment”. You may choose to use the questionnaire as a guide to help you focus on areas of need and/or as a tool to help you measure your progress. Here is the link: <http://www.enwhp.org/index.php?id=29>.

c) Create a Healthy Workplace Balanced Scorecard

What is a healthy workplace balanced scorecard?

It is a tool for collecting data that links healthy workplace indicators and overall business outcomes. This type of tool can be very helpful when trying to create a comprehensive strategy that connects the traditional business objectives such as expenses and revenues to healthy workplace practices. A balanced scorecard is a way of organizing data and outcomes so that it is easy to understand and to track across time.

Helpful Resource

For an excellent article on measurements and “The Healthy Workplace Balanced Scorecard” see “What gets measured gets done”, found at http://www.iwh.on.ca/archive/pdfs/S_cardReports.pdf.

d) Analyze Data and Develop Measures

Healthy workplace outcomes²² - 3 principles to guide the development of measures and evaluation procedures:

- Use measures that capture both outcomes such as reduced sick days, higher job satisfaction and processes e.g. How do employees feel about the performance appraisals? How effective are your communications?
- Use internal data such as employee turnover rate to establish baseline conditions and track the progress of the data over time
- Use external benchmarking to track progress - this involves looking at other organizations similar to yours to see how and what they are doing in these areas, for instance, who is the leader in your industry for low healthcare costs and what are their programs?

²² Lowe, Graham. Healthy Workplace Strategies: Creating Change and Achieving Results. 2004.

Develop your workplace wellness program plan

Step 4



Develop Your
Workplace
Wellness
Program Plan

What?

The initiatives included in your workplace wellness program plan should specifically address the concerns and needs identified in the assessment phase.

Why?

The program plan outlines the program objectives, activities, and evaluation methods that will be undertaken in each year or phase of the plan. Developing a plan for activities is the key to a successful program. The program plan needs to be revisited regularly to check on progress and to make any necessary modifications. Remember that maintaining a focused effort is what makes a program effective. Even with limited resources, by being creative and keeping your program small but well managed, you can be very effective.

When?

Your wellness champion/committee, with the support of management and stakeholders and the data collected, can now begin to plan the activities to be implemented.

Overall, your workplace wellness program plan should²³:

- Meet the needs of all employees regardless of current level of health, literacy, ethnicity, social and skill backgrounds
- Strike a balance between the resources available to both the employee and the employer
- Address employee concerns and preferences
- Be kept confidential until approved by senior management, the wellness committee and other stakeholders such as unions
- Be shared with all employees once approved
- Be simple enough to monitor and measure and be updated regularly based on employee feedback

²³ Workplace Health, Discovering the Needs. 2002. Health Canada.

How?

You may want to consider planning your workplace wellness program using the four strategies described in Section 3 to help ensure its comprehensiveness. The following work plan can be used as a guide for the development of your actual program.

Outline of the work plan²⁴:

- a) Describe key issues
- b) Develop specific, measurable, attainable, realistic and timely (SMART) goals
- c) Describe your activities
- d) Consider your audience
- e) Determine the required resources
- f) Assign responsibility
- g) Describe the expected timelines
- h) Link your plan to your predetermined indicators

The above steps are detailed in the next couple of pages.

a) Describe key issues

A good way to start is by outlining your organization's vision of a well workplace. Brainstorm what it would look like; include input from all levels of the workforce. Describe how the wellness program relates to your company's goals. If possible, include being a well workplace as a long term vision for your organization. Your wellness initiatives should be integrated and aligned with the overall values and mission of the organization.

Think Comprehensively

The Health Communication Unit at the Centre of Health Promotion, University of Toronto, defines comprehensive workplace wellness programming as “an approach to protecting and enhancing the health of employees that relies and builds upon the efforts of employers to create a supportive management under and upon the efforts of employees to care for their own well-being²⁵.” Essentially this suggests that your programs should be developed as a cooperative effort between employer and employee in an environment that encourages healthy behaviours.

²⁴ Adapted from: Introduction to Comprehensive Workplace Health Promotion Info-pack p 16. The Health Communications Unit. 21 July 2008 <<http://www.thcu.ca/Workplace/infoandresources.htm>>.

²⁵ Comprehensive Workplace Health Promotion Catalogue of Well-Regarded Interventions. 16 Jan. 2008. The Health Communication Unit. 11 Oct. 2007 <www.thcu.ca/Workplace/wri/glossary.cfm>.

b) Develop SMART goals

A great way to start is to have clearly defined goals (see Table 3 below) with measurable objectives. You should have both short term goals (e.g. number of participants

per quarter) and long term goals for your programs (e.g. decreasing annual sick days).

Table 3: SMART Goals²⁶

Specific	Measurable	Attainable	Realistic	Timely
Exactly what will be done and how	What measure will you use and when	Set goals that are within your reach	Set goals that are a challenge but possible to attain	Set a time frame for achieving your goals

c) Describe your activities

This Toolkit offers a possible activity under each of the four strategies in Section 3, p. 40, however, you are not limited to these suggestions. Rather than implementing activities that were successful in another workplace with a different employee population and different goals, identify your workplace needs and tailor your program to meet those needs. Focus on the quality of your activities, rather than on the number of activities.

When designing your program it is important to remember that health and wellness are determined by many interdependent factors and employees will require education, skill building and a supportive environment to be well. You may therefore want to consider delivering one message in several different ways. For example, if workers have identified stress as a major issue in your workplace, consider addressing stress with an activity from each of the four strategies listed on the next page.

²⁶ Adapted from Ontario Heart and Stroke Foundation Employee Booklet, p. 13. 2007

Possible ideas for a comprehensive stress reduction initiative (Information was collected during a focus group conducted in summer, 2007).

Strategy	Activity
Awareness and Education	Offer a lunch and learn session on stress-management techniques
Skill Building	Offer relaxation classes
Environment	Provide the option of flex-time for workers to accommodate family responsibilities
Policy	Create a “disconnect from work” vacation policy – no cell-phones, pagers or e-mails.

d) Consider your audience

After choosing your activities, re-examine them in light of your employees' needs and wants. Tailor your activities to the specific group or groups of people you expect to benefit from them.

- Design your activities to be accessible to as many employees as possible (consider all shifts and worksites, literacy, ethnicity, disabilities etc.)
- Consider what the cost of the program will be for your participants, in both dollars and time
- Identify possible barriers that may hinder your participants' ability to attend. Find ways around these barriers, such as providing flexible or extended lunch hours and/or child care options while employees are participating in wellness activities

The following table has been prepared by Health Canada to assist in the development of a tailored workplace wellness plan.

Table 4: Tailor your workplace wellness plan²⁷

Workplace situation	Tailor your plan
High proportion of unionized employees	<ul style="list-style-type: none"> • Involve labor representatives from the outset in addressing wellness as a workplace health, safety and environmental issue. • Focus awareness activities on the effects of lifestyle choices on health. • Involve family members.
High percentage of employees are women	<ul style="list-style-type: none"> • Involve family members. • Offer weight management activities and initiatives (e.g. healthy eating and physical activity). • Offer female-only smoking cessation activities. • Provide information on issues surrounding pregnancy and healthy habits.
High percentage of workers identify addiction as their main reason for smoking	<ul style="list-style-type: none"> • Offer cessation assistance, including nicotine replacement therapy and other cessation medications. • Encourage non-smokers to help others quit.
Low percentage of workers identify a desire to change	<ul style="list-style-type: none"> • Emphasize the personal and family health consequences of continued unhealthy choices. • Emphasize the benefits of a healthy lifestyle.
Workers identify stress as their main reason for unhealthy practices	<ul style="list-style-type: none"> • Identify causes of stress in the workplace. • Work to remove or modify major sources of stress. • Offer workplace stress management seminars together with programs addressing other issues. • Work with managers to provide assistance to workers involved in making healthy changes
Employees express concerns about enforcement of a new policy	<ul style="list-style-type: none"> • Develop a fair enforcement policy similar to how organizations deal with alcohol or other drug infractions. • Do not force employees to act as enforcers or peacekeepers.

²⁷ Adapted from Health Canada. 28 Jan. 2008 <http://www.hc-sc.gc.ca/hl-vs/pubs/tobac-tabac/work-trav/implementing-mise_e.html>.

e) Determine the required resources

When designing your program, be realistic about what resources will be available. If you are unsure about what will be feasible, it may be wise to come up with a few different options that include a range of associated costs.

Try to build on what already exists at your worksite. For example, if there is already a walking group at lunchtime, you may want to enhance the group's efforts with promotion and introduce a flexible lunch hour.

Ensure that you have the necessary funds, people and time to run your program successfully, regardless of the program's complexity. Consider whether or not you have the required resources internally or whether you need to bring in external resources. Senior management should approve all required program resources before program implementation begins.

You will need to present all of the work done so far to management and stakeholders, and clearly outline the time, space and administrative requirements. You may want to re-visit your business case and update projections such as cost-benefit, etc. At this point, you may need to redefine your priorities.

You may also want to consider describing a lower-cost alternative to the activities you have planned. For example, a smoking cessation program could be entirely paid for by the company, subsidised, or simply advertised to employees. In addition to supplying alternatives, you

should describe the amount of impact each initiative will have on the workplace. In the above example, you may want to highlight to senior management that the lower-cost alternative of simply advertising a smoking cessation program would result in a lessened impact.

f) Assign responsibility

In addition to establishing the wellness committee/champion, it is important for all those involved in the workplace wellness program to understand their responsibilities and the length of time and frequency that they will be involved.

g) Describe the expected timelines

- Consider both the timeframe and the program's sustainability. It takes years (not months) to see major changes in trends. Some benefits such as improved morale and decreased absenteeism may be visible in the first year but it may take much longer to see significant change in the workplace culture or improvement in the organization's bottom line. Allow a timeframe of 3-5 years.
- Develop a timeline for goals and include when and how you will measure your program's effectiveness.

h) Link your plan to your predetermined indicators

How will you know if your program has been a success? In preparing your business case, you should have determined what indicators you would use and what data you want to track over time. Records should be kept prior to beginning the program, during the program and following its completion. For example, monitor participation rates at your lunchtime workshops; look for rate increases and determine what factors may have affected rates over the course of the program.

Promote And Implement Your Workplace Wellness Program Plan

Step 5



Promote and Implement Your Workplace Wellness Program Plan

What?

The purpose of this step is to promote and disseminate plans for your workplace wellness program throughout the organization and to all stakeholders, and then put your plan into action.

Why?

Your detailed work plan should guide the implementation of the activities in terms of timing, content, strategies, monitoring and evaluation. Important steps in this stage are communication, promotion of the programs and initiatives, and receiving and responding to feedback.

Promotion of your workplace wellness program plan should be ongoing through all steps. As you move forward, it is important to ensure that all stakeholders are aware of and have a solid understanding of the plan. Implementation should not happen before there is buy-in from all involved.

How?

Communication/Marketing Strategy

The most important aspect of this step is communication. You will need to clearly communicate with all employees and other stakeholders to:

- Ensure your workplace wellness program plan is well understood
- Promote programs and initiatives
- Receive formal feedback

Your marketing material such as signs and posters should be displayed in a highly visible place in high-traffic areas. The implementation phase will involve a lot of work promoting and running your wellness activities.

- Set the launch dates for your initiatives and let everyone in your workplace know. Present and explain your programs at meetings, provide information in the cafeteria or coffee area.
- Distribute copies of any policies that are related to your wellness program and information on when they will become effective.
- Consider holding a special event like a contest or party to launch your program. Be ready to field questions and have policies and print information available.

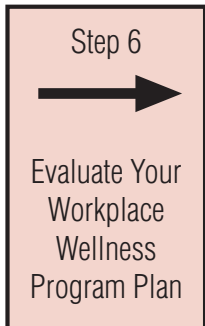
Implementation checklist

Check that your program meets the following standards:

- The program is offered in both official languages if appropriate to the region or worksite
- There is senior management involvement and support
- The program provides maximum employee accessibility e.g. includes all shifts
- The program is available at no cost, subsidized cost or nominal cost to the employee
- Programs are delivered by trained professionals with expertise in the program area e.g. nutrition - Registered Dietitian
- There is a system for employees to be able to provide feedback on wellness activities

At this point, a lot of hard work has gone into developing your workplace wellness program. It's time to participate and have fun with your fellow colleagues!

Evaluate Your Workplace Wellness Program Plan



What?

Evaluation is an ongoing examination used to determine program effectiveness, make program changes and provide accountability. It involves the systematic collection, analysis and reporting of information about a program in a way that enables practitioners to learn from their experience ²⁸.

When?

Evaluation should be built into each step of the planning process. Table 5 includes evaluation elements to consider in Steps 1 through 6.

Why?

People are often hesitant about evaluation because of potential negative connotations. It is important to remember that evaluation is an important, positive part of a healthy workplace program. Often, the program could not exist or be sustained without documentation of the efforts put into it.

²⁸ Evaluating Comprehensive Workplace Health Promotion, version 1.0. 15 Mar. 2005. The Health Communication Unit. 21 July 2008
<<http://www.thcu.ca/workplace/documents/EvaluationInfoPackFinalWeb.pdf>>.

Table 5: Evaluation considerations at each step

Step	Evaluation considerations
Step 1. Build a business case and obtain management support	<ul style="list-style-type: none"> • Collection and assessment of previous evaluations • Collection of baseline information needed • Audience analysis (e.g. where is the support? Who are the stakeholders and decision-makers? Has there been a change in attitude or behaviour in senior management over time?)
Step 2. Organize your workplace wellness committee structure	<ul style="list-style-type: none"> • Gather descriptive feedback on the proposed activities • Record the activities of the wellness committee/champion, for example how many meetings have been held? How well is the committee functioning?
Step 3. Assess your needs	<ul style="list-style-type: none"> • Needs assessment • Informal meetings with employees, management, unions, insurers etc. • Suggestion box for employees to give their ideas (real or electronic) • Employee survey/questionnaire
Step 4. Develop your workplace wellness program plan	<ul style="list-style-type: none"> • Measure your program against the results of your needs assessment
Step 5. Promote and implement your workplace wellness program plan	<ul style="list-style-type: none"> • Track and report on your program. Try to answer the question, “What services are actually being delivered and to whom?” • Examine how the program is operating e.g. number of participants
Step 6. Evaluate your workplace wellness program plan	<ul style="list-style-type: none"> • At this stage, your evaluation should monitor efforts in terms of short, medium, and long term changes • Determine if your program has met its stated goals and objectives. The best results are usually seen once your program has been operating smoothly for a few years • What changes have occurred in your workplace as a result of your program? • What impact have those changes had on the business? • Now that the actual costs are known, examine the cost-benefit and cost-effectiveness

How?

There are basically three different levels of evaluation. The level you choose will depend on the type of information you require and which stage you are at in the process. The following is a short description of the three levels of evaluation and an example:

a) Formative evaluation

This type of evaluation is used in the program planning stages to ensure that the needs of the intended audiences are properly addressed, and that the appropriate materials and procedures are used to implement the program. An example of this type of evaluation would be an assessment of the needs of employees.

A key component of your assessment is an employee feedback mechanism. You will need to find out what your employees' preferences are; what they feel is required to make a positive difference in the workplace. You cannot impose a lifestyle change on another person, so find out in what ways employees are ready and willing to change and build on those. Make it easy for employees to provide input – provide an environment of trust and respect so that

there is no fear of reprimand. Ensure confidentiality where possible. Asking for input helps to give employees some control over the initiatives that will ultimately affect them. It will also improve your participation rates and the benefits experienced.

Ways to get employee input:

- Put a **suggestion box** in a highly visible and easily accessible area of your workplace and let all staff know about it and why it is there. Ensure that workers understand that any suggestions made will be kept confidential and taken seriously, and that all suggestions are acknowledged in some way.
- Have a **discussion** as part of a regularly scheduled meeting where staff is invited to share their thoughts on their own health and wellness and the health and wellness of the workplace.
- Organize a special **meeting** with all staff or a representative sample to brainstorm issues and activities for a wellness program.
- Conduct a staff **survey**. This method is more time consuming but will give you more information about the issues in your workplace.

Developing surveys

There is a science to developing employee surveys. If a survey is not well researched and targeted to your employee population and workplace culture, it will not provide you with the right information to guide your workplace wellness program. You may want to consider researching existing surveys or bringing in an outside consultant. Having surveys conducted by an outside consultant can also reassure employees of confidentiality and encourage participation.

Employee surveys can include questions on:

- Demographics
- Medical history
- Modifiable risk factors such as smoking/alcohol/drugs, physical activity, eating habits, stress, sleep, etc.
- Intent to participate in workplace wellness activities
- Other

Helpful Resources

Visit the following links for more information on employee surveys:

THCU Catalog of Recommended and Promising Assessment Tools

http://www.thcu.ca/workplace/sat/search_results.cfm?search_type=FULL

CDC

<http://www.cdc.gov/hrqol/methods.htm#healthy>

CDC's Behavioral Risk Factor Surveillance System (BRFSS)

<http://www.cdc.gov/brfss/questionnaires/pdf-ques/2008brfss.pdf>

b) Process evaluation

This type of evaluation is used to track and report on a program that is ongoing to help organizers understand what is working well and what is not, and to make decisions about how to improve the design and implementation of the program in the future. An example of this type of evaluation would be to track the number of participants in each activity and in which department they work.

c) Impact or outcome evaluation

This type of evaluation is done near the end of the program or after it has been completed to determine if the program has met its stated goals and objectives. Outcome evaluations also measure specific impact and/or changes (both intended and unintended) to determine if the program has influenced the wellness of the workplace. For example, you may be interested in the effect your program has on your long term outcomes e.g. absenteeism, cost reductions (maintenance, productivity improvements), employee and customer satisfaction, revenues or number of customers (if your business involves the public).

Here are some suggestions from The Health Communication Unit for building support for an evaluation among key stakeholders in the workplace²⁹:

- Create a 'milestone chart' documenting program achievements and successes as a way of maintaining motivation and interest in the evaluation
- Establish and maintain clear, ongoing channels of communication about evaluation activities
- Pick something easy to start with that will turn out well; promote it to demonstrate the value of evaluation
- Provide evaluation training and capacity building activities that help participants to develop skills in areas that interest them
- Encourage embracing a broad perspective regarding evaluation; keep in mind that without evaluation, positive results are sometimes invisible

An outcome evaluation survey can include questions to employees on:

- Participation e.g. Did they participate, why or why not, what specific activities did they participate in? Would they participate again?
- Observed impact e.g. Did they make any personal changes as a result of participating? Have they observed a change among co-workers, in the workplace as a whole?
- Options for improvement e.g. Do they have suggestions for improving activities/initiatives?
- Additional comments

²⁹ Evaluating Comprehensive Workplace Health Promotion, version 1.0. 15 Mar. 2005. The Health Communication Unit. 21 July 2008
<<http://www.thcu.ca/workplace/documents/EvaluationInfoPackFinalWeb.pdf>>

Section 3

Strategies and Components of Wellness



In this Toolkit, considerable emphasis has been placed on understanding the four types of strategies that may be used to implement a comprehensive workplace wellness program. The areas you may want to focus on have been grouped into four components of wellness. This does not mean that your workplace wellness program is limited to these

four strategies and components or has to include all four. The most effective workplace wellness programs are those that best suit your employees' needs. Determine your workplace needs and budget and match the appropriate strategies, components and activities.

3.1 The Four Strategies

In this Toolkit we outline four strategies that, when used in conjunction with each other, will help you formulate a comprehensive program.

A comprehensive workplace wellness program includes efforts in each of these strategy areas. The strategies address different levels of commitment and change within your organization. Each is equally important but more effective when used in combination with others.

a) Awareness and Education

An awareness and education strategy involves ongoing promotion of material related to wellness. It exposes employees to information they may not have previously known and makes them more conscious of healthy living. Activities are conducted in a user-friendly manner, have extensive outreach and are delivered by trained professionals with expertise in the program area (e.g. Healthy Eating - Registered Dietitian). Education opportunities should be provided at different times throughout the day to benefit all employees.

Sample Activity:

- Host a special event with a healthy living theme e.g. February is Heart Month

b) Skill Building and Learning

A skill building and learning strategy involves providing employees with opportunities to practice and adopt wellness behaviours. These strategies may involve hands-on learning, which is proven to be more effective than education in leading to changes in employee behaviour.

Sample activity:

- Train employees in time management

c) Environment

An environment strategy includes providing support in the workplace to encourage healthy behaviours among employees. The adoption and maintenance of a healthy lifestyle requires a workplace environment that encourages positive change. Employees are more likely to make healthy choices if they are easily accessible and supported by the culture of the workplace. This strategy helps make the healthy choice become the easy choice.

Sample activity:

- Provide healthier options in the cafeteria, canteen and vending machines

d) Policy

A policy strategy addresses the need for written policies regarding healthy living in the workplace. Policies can be monitored and maintained by senior management or a healthy workplace awareness team. Having policies in

place helps to ensure the sustainability of a wellness program.

Sample activity:

- Adopt a tobacco-free grounds policy

3.2 The Four Components of Wellness³⁰

The Toolkit focuses on four interrelated goals or components. You may decide to focus your workplace wellness program on the four components, you may choose one component that is particularly relevant to your employee population or you may choose to focus on another more significant area. The most successful workplace wellness initiatives are those that best meet your organization's needs.

Healthy Eating Component

Healthy eating means eating the right foods in the recommended amounts so your body gets what it needs for optimal performance. The guidelines vary based on the individual so it's important to know your own requirements and how best to meet them each day. Good nutrition helps to protect against chronic diseases such

as cancer, heart disease, diabetes, osteoporosis, obesity, stroke and high blood pressure.

Physical Activity Component

Physical activity plays a key role in improving mental, social and physical health. In addition, it results in a higher quality of life by encouraging a culture that is active and healthy. Being physically active is beneficial for all of us. The Heart and Stroke Foundation of Canada recognizes physical activity as one of the modifiable risk factors for coronary heart disease. Being physically active not only strengthens your body - it also makes you feel good about yourself. New Brunswickers are encouraged to integrate physical activity into their daily life at home, school, work, and play.

³⁰ Wellness. 2008. Department of Wellness Culture and Sport, Government of New Brunswick. 21 July 2008 <<http://www.gnb.ca/0131/wellness-e.asp>>.

Psychological Wellness Component

Psychological wellness plays a central role in the global health of each person. There is a direct link between physical and mental health wherein each influences the other; not only can poor physical health affect our mental state, but emotional distress can also affect our physical health³¹. Psychological wellness helps us to achieve and sustain a mentally healthy state, just as physical fitness helps us to achieve and sustain a state of good physical health³².

Psychological wellness is a concept that refers to a state of psychological well-being that goes beyond the absence of disease or sickness. In other words, the absence of a recognized mental disorder is not necessarily an indicator of psychological wellness. Psychological wellness implies the ability to efficiently respond to challenges of life and effectively restore and sustain a “state of balance”. One way to think about psychological wellness is by looking at how effectively and successfully a person functions.

Signs of psychological wellness include having a positive attitude, being motivated, leading an independent life, coping with stress, having a purpose in life, maintaining satisfying relationships, embracing the possibilities life sends our way and appreciating the successes we may achieve. A state of psychological wellness helps a person deal with setbacks that may occur in life, enabling them to “bounce back” from such challenges and persevere with hope and confidence.

Achieving psychological wellness requires effort; it is not automatic. However, the benefits are worth the effort as wellness not only contributes to disease prevention, but also improves the quality of life. There are various aspects that we can control such as our sleep patterns, how often we laugh and how we cope with everyday stress. Achieving psychological wellness should be part of everyday life. It makes life more enjoyable.

³¹ Basford, Lynn and Slevi, Oliver. Theory and Practice of Nursing, 2nd Ed. Nelson Thornes 2003.

³² Canadian Mental Health Association. 28 July 2008 <<http://www.cmha.ca>>. Healthy Living Facts Sheets. 12 Dec. 2007. Health

Tobacco-Free Living Component

Tobacco use is the #1 cause of preventable disease, disability and death in Canada. It is responsible for more than 37,000 deaths per year in Canada³³.

Being tobacco-free means refraining from starting to use tobacco, avoiding exposure to tobacco smoke and if you

currently use tobacco, quitting. Although there is still much work to be done, there has been great progress over the past 20 years in reducing tobacco use and exposure to second-hand smoke.

Component Descriptions

This section includes detailed descriptions of each of these components, and provides facts, sample goals and guidelines for employers.

a) Healthy Eating

Promoting healthy eating is an important component of any wellness program. The workplace is an opportune venue to promote healthy eating because:

- The workplace is a convenient venue for special events, promotions, contests, challenges and educational opportunities that promote healthy eating.

- Most workplaces have established social and administrative systems to help co-ordinate internal special events and initiatives. For example, company communications such as newsletters or email systems can be used to promote healthy eating programs to all employees. Healthy eating initiatives and activities can be easily integrated into health and safety meetings and other corporate events.
- It is a fact that when healthy foods are made available, people will eat them. The availability of healthy food choices at work influences how people eat. In the workplace, co-workers encourage one another and give positive support and reinforcement.

³³ Healthy Living Facts Sheets. 12 Dec. 2007. Health Canada. 26 June 2008 <http://www.hc-sc.gc.ca/hl-vs/tobac-tabac/fact-fait/fs-if/index_e.html>.

Fast facts:

- Obesity is the second leading preventable cause of death after cigarette smoking. Over 60% of New Brunswick adults are overweight, with 30% classified as obese³⁴. Managing weight is difficult if employees are surrounded by high calorie choices.
- Canadians spend 60% of their waking hours at work and often eat one or more meals and snacks every day at work.³⁵
- Productivity at work is lower when employees suffer from chronic disease or when they are under-nourished.³⁶

Benefits of healthy eating:

- Reduced risk of heart disease, high blood pressure, osteoporosis, certain cancers, diabetes and obesity
- Reduced body fat
- Increased energy level
- Increased ability to cope with stress

Helpful Resource

Canada's Food Guide is an excellent guide to healthy eating practices, you can access it at www.healthcanada.gc.ca/foodguide.

Sample goals of a healthy eating initiative:

To increase the number of employees who:

- Consume the recommended servings of vegetables and fruits, and grain products.
- Have a healthy body weight
- Reduce their fat intake

Healthy eating guidelines for your workplace:

1. Consider what workers are eating

2. Consider the eating environment

3. Create policies to address nutrition in the workplace

4. Encourage healthy eating outside of the workplace

³⁴ Regional Differences in Obesity. 2004. Health Canada, Statistics Canada Report. Vol 17, No. 3.

³⁵ Solutions for a Healthier Workplace. Peel Public Health. 21 July 2008 <<http://www.region.peel.on.ca/health/workplace/employers/policies/healthy-eating.htm>>.

³⁶ Food at Work. Christopher Wanjek, International Labour Office, Geneva. 21 July 2008 <http://home.ix.netcom.com/~suzumi/food_ch1.pdf>.

The Heart and Stroke Foundation has a food information program entitled Health Check. The Health Check website (www.healthcheck.org) includes a growing list of healthy recipes. In fact, this section of the site has become one of the most visited sections.

The Resources section on p. 55 of this Toolkit contains links to additional information on healthy eating.

b) Physical Activity

Research shows that physical inactivity can be a risk factor in premature death, chronic disease and disability. Health Canada encourages Canadians to integrate physical activity into their everyday life; at home, school, work, play and on the way ... that's active living!³⁷ Active living has positive effects on all aspects of a person's well-being - physical, social, emotional, and spiritual.

Fast facts:

- According to the Canadian Fitness and Lifestyle Research Institute Physical Activity Monitor, 45% of working Canadians feel that more employer support of employee physical activity would help them be more active³⁸.
- Employees who are more active report better health, improved morale and increased tolerance for stress³⁹.
- Physical activity can improve concentration and decision-making ability.
- Employees' work performance can be improved by 4-15 % through participation in regular physical activity⁴⁰.
- Physical activity provides opportunities for ALL employees to interact, promotes better understanding/acceptance, and encourages a co-operative, committed workforce.
- Workdays lost to illness and disability increases with age for both genders. Regular physical activity can help to counter the effects of aging and improve sickness and disability profiles for all, especially those over 50 years of age⁴¹.

³⁷ Healthy Living, Physical Activity. 31 Oct. 2007. Health Canada. 20 Jan. 2008 <http://www.hc-sc.gc.ca/hl-vs/physactiv/index_e.html>.

³⁸ Physical Activity Monitor. 2006. Canadian Fitness and Lifestyle Research Institute. 17 Oct. 2007 <<http://www.cflri.ca/eng/statistics/surveys/pam2006.php>>.

³⁹ The business case for physical activity in the workplace. 1999. Canadian Fitness and Lifestyle Research Institute: Ottawa, Ontario. 9 Oct. 2007 <http://www.cflri.ca/cflri/news/99/9903_5.html>.

⁴⁰ Bottom-Line Benefits of Physical Activity at Work. 2007. Alberta Center for Active Living. 17 Oct. 2007 <http://www.centre4activeliving.ca/workplace/beforestart/benefits_bottomline.html>.

⁴¹ Statistics Canada Labour Force Survey. 1997. Statistics Canada. 21 July 2008 <<http://www.statcan.ca/cgi-bin/imdb/p2SV.pl?Function=getSurvey&SDDS=3701&lang=en&db=IMDB&dbg=f&adm=8&dis=2>>.

Benefits of physical activity:

- Better health
- Improved fitness
- Better posture and balance
- Improved self-esteem
- Weight control
- Stronger bones and muscles
- Feeling more energetic
- Relaxation and reduced stress
- Increased sense of wellbeing
- Improved sleep - less tired during the day

Sample goals of a physical activity initiative:

To increase:

- The number of opportunities for employees and their families to incorporate physical activity into everyday living.

- Participation from employees and their families in physical activity initiatives.

Physical activity guidelines for your workplace:

1. Provide information about the health benefits of being active

2. Implement strategies for incorporating physical activity into your workplace

3. Provide opportunities for being active commuting to/from work and at work

4. Create physical activity policies for your workplace

The Resources section on p. 56 of this Toolkit contains links to additional information on physical activity.

c) Psychological Wellness

Psychological wellness is a relatively continual state of mind that is identified by continuous adaptability, general wellness and the realization of personal potential⁴². A person who is not psychologically well may feel anxious, depressed, exhausted and unable to cope with work and life situations leading to illness, substance abuse, overeating and social isolation in some cases.

Fast facts:

- Disability represents anywhere from 4% to 12% of payroll costs in Canada; and mental health claims (especially depression) have overtaken cardiovascular disease as the fastest growing category of disability costs in Canada⁴³.
- When compared with other chronic diseases, depression may well be the most disabling disease

in the world. It affects around one-tenth of the population, including one-tenth of all employees⁴⁴.

- Canadian CEOs say stress, burnout and physical or mental health issues are the main issues limiting productivity in Canada⁴⁵.
- According to research by the Conference Board of Canada, employees who reported a high degree of stress balancing their work and family lives missed double the number of work days as those who reported little stress - an outcome that has an impact on the bottom line for business owners as well as for families. In fact, The Conference Board of Canada found that burnout costs Canadian businesses \$12 billion in health claims, lost productivity and absenteeism⁴⁶.

⁴² Van Eeden C. (1996). *Psigologiese Welstand en Koherensin*. Ongepubliseerde PhD. Tesis, Potchefstroom : Pu vir CHO (P.88)

⁴³ The unheralded business crisis in Canada: Depression at work. An information paper for business, incorporating 12 steps to a business plan to defeat depression. 20 July 2000. Toronto: Global Business and Economic Roundtable on Addiction and Mental Health, p. 4, 18. 17 Oct. 2007 <http://www.mentalhealthroundtable.ca/aug_round_pdfs/Roundtable%20report_Jul20.pdf>.

⁴⁴ Ibid.

⁴⁵ Productivity Through Health: A FGIworld CEO Study on Health and Productivity in Canadian Industry. 2005. FGIworld. 17 Oct. 2007 <<http://www.fgiworld.com>>.

⁴⁶ The Globe and Mail, Tuesday May 8th, 2007.

Helpful Resource

A workbook dedicated to mental wellness in the workplace has been developed and is available at

<http://cgsst.fsa.ulaval.ca/chaire/eng/monographies.asp>.

This site also contains a document outlining the costs of mental illness at work which may be helpful for building your business case.

Benefits of psychological wellness:

- Higher productivity
- Less absenteeism
- Greater job satisfaction
- More dedicated employees

Sample goals of a psychological wellness initiative:

To increase the number of employees who report that they experience:

- Respect and appreciation
- A feeling of being heard or listened to
- The freedom to speak up
- A sense of confidence and self worth
- Freedom from chronic feelings of hostility and anger
- A sense of belonging to a meaningful and supportive work group
- A sense of accomplishment or doing a good job

Psychological Wellness Needs: Autonomy, Relatedness and Competency

Psychological wellness is fostered in environments and relationships that address important psychological needs. These include the interrelated needs for autonomy, relatedness and competency. There is considerable evidence that satisfaction of all three needs is associated with emotional well-being or resilience, as well as participation in healthy lifestyle choices. In contrast, when psychological needs are not met, individuals may be at higher risk for experiencing difficulties related to their emotional, social and physical growth.

Autonomy refers to our need for personal freedom to make choices or decisions that affect our lives. When this need is satisfied in conjunction with other need areas, freedom and choice are expressed in ways in which respect is demonstrated for self and others.

Relatedness refers to our need for connection to and closeness with family, peers, and other significant individuals. Fulfillment of this need is met through interaction with others, our membership in groups, and the support and encouragement we receive from others.

Competency refers to our need for recognizing and using our personal gifts and strengths in achieving personal goals. Fulfillment of this need provides individuals with a sense of personal achievement and accomplishment.

Psychological wellness guidelines for your workplace:

1. Reduce stress in the workplace
2. Promote work-life balance
3. Promote psychological wellness in the workplace

The Resources section on p. 58 of this Toolkit contains links to additional information on psychological wellness.

d) Tobacco-Free Living

In New Brunswick, we have made great gains in reducing smoke exposure at the workplace. Since October 2004, all New Brunswick indoor workplaces and enclosed public places are 100% smoke free! For answers to your questions on the Smoke-free Places Act, visit www.gnb.ca or call the Department of Health Smoke-Free Places Act Information Line at 1-866-234-4234 for information or to report a violation (make a complaint).

Smoking, smoke exposure and tobacco use continue to pose a risk to the health of the people of New Brunswick.

Fast facts:

- Tobacco use causes more than 37,000 deaths per year in Canada⁴⁷.
- In New Brunswick, an estimated 24% of the population aged 18 and older smokes⁴⁸.
- Smoking is the primary cause of approximately 90% of all cases of chronic obstructive pulmonary disease (COPD), and puts the smoker at risk for many cancers, heart disease, and other illnesses⁴⁹.
- There is no safe exposure to second-hand smoke. Second-hand smoke can cause serious health problems for smokers and non-smokers.

- The Conference Board of Canada found that the total cost to employers who employ smokers is \$3,396⁵⁰.
- The most recent Canadian research data indicates that smokers take two more sick leave days per year than their non-smoking counterparts⁵¹.

You can help these employees by offering workplace smoking cessation programs (SC programs) and/or linking them to cessation supports such as the Smokers' Helpline (1-877-513-5333, www.smokershelpline.ca).

Benefits of a tobacco-free workplace⁵²:

- A tobacco-free environment helps create a safe, healthy workplace
- Smokers who want to quit may have more of an incentive to do so
- Direct health care costs to the company may be reduced
- A well planned and carefully implemented effort by the employer to address the effects of smoking on employees' health and the health of their family demonstrates that the company cares

⁴⁷ Healthy Living Fact Sheet. 12 Dec 2007. Health Canada. 26 June, 2008 <http://www.hc-sc.gc.ca/hl-vs/tobac-tabac/fact-fait/fs-if/index_e.html>.

⁴⁸ CCHS Nov 2007. Health Canada.

⁴⁹ Smoking and Tobacco. 2006. New Brunswick Lung Association. 21 July 2008 <<http://www.nb.lung.ca/programs/Smoking/index.htm>>.

⁵⁰ Smoking and the Bottom Line: Updating the Cost of Smoking in the Workplace. Chris Hallamore, 2006.

⁵¹ Canadian Community Health Survey. 2004. Health Canada.

⁵² Adapted from: Smoking in the Workplace. 5 Oct. 2007. American Cancer Society. 17 Oct. 2007 <http://www.cancer.org/docroot/PED/content/PED_10_2X_Smoking_In_The_Workplace.asp>.

- Employees may be less likely to be absent from work due to smoking related illnesses
- Maintenance costs go down when smoke, matches, and cigarette butts are eliminated around facilities
- The risk of fires is lower
- It may be possible to negotiate lower health, life, and disability insurance coverage as employee smoking is reduced

Sample goal of a tobacco-free initiative:

- A 100% tobacco-free environment, at work and elsewhere.

Tobacco-Free living guidelines for your workplace:

1. Create a policy that strengthens what is already the law under the Smoke Free Places Act.

2. Support smoking cessation

Helpful Resource

For further information and ideas please go to http://www.hc-sc.gc.ca/hl-vs/pubs/tobac-tabac/work-trav/options_e.html

The Resources section on p. 59 of this Toolkit contains links to additional information on tobacco-free living.

Section 4

Resources



For More Information On Comprehensive Workplace Wellness Programming

The following links contain extensive information on the components of comprehensive workplace wellness programming and tools for developing a comprehensive program for your workplace.

Canadian Centre for Occupational Safety and Health (CCOHS): www.ccohs.ca/ccohs.html

Canadian Healthy Workplace Criteria: www.nqi.ca/HealthyWorkplace/default.aspx

Canadian Labour & Business Centre: www.clbc.ca/home.asp

Health Canada, Workplace Health Strategies Bureau: www.bodywerx.ca/archive/Health_Strategies.html

Health, Work & Wellness Conference: www.healthworkandwellness.com/

Healthy Workplace Week: www.healthyworkplaceweek.ca

Institute for Work and Health: www.iwh.on.ca

National Quality Institute: www.nqi.ca

The Health Communication Unit: www.thcu.ca/Workplace/workplace.html

You May Also Visit The Health Canada Websites For Specific Information On:

Large Businesses:

www.hc-sc.gc.ca/ewh-semt/pubs/occup-travail/model-guide-modele/index-eng.php

Small Businesses:

www.hc-sc.gc.ca/ewh-semt/pubs/occup-travail/small-guide-petite/index-eng.php

For More Information On Building A Business Case

The following links have extensive resources and articles on how to prepare a business case for a workplace wellness program.

Alberta Learning: www.alis.gov.ab.ca/pdf/cshop/betterbalance.pdf

Business Case for Active Living at Work. Health Canada and the Canadian Council for Health and Active Living at Work: www.activelivingatwork.com

Canadian Center for Occupational Health and Safety (CCOHS):
www.ccohs.ca/healthyworkplaces/employers/businesscase.html

Canadian Health Network: www.canadian-health-network.ca

European Network for Workplace Health Promotion: www.enwhp.org/fileadmin/downloads/report_business_case.pdf

National Quality Institute: www.nqi.ca/articles/article_details.aspx?ID=38

Public Health Agency of Canada: www.phac-aspc.gc.ca/pau-uap/fitness/work/case_template_e.html

The Health Communication Unit: www.thcu.ca/workplace/documents/business_case_WEB_SITE_FINAL.pdf

For More Information On Healthy Eating

Canada's Food Guide to Healthy Eating: www.healthcanada.gc.ca/foodguide

Canadian Cancer Society: www.cancer.ca

Canadian Diabetes Association: www.diabetes.ca

Canadian Food Inspection Agency: www.cfia-acia.agr.ca

Canadian Paediatric Society: www.cps.ca

Dietitians of Canada: www.dietitians.ca

EATracker: www.eatracker.ca

For tips on eating on the go:

www.dietitians.ca/public/content/eat_well_live_well/english/faqs_tips_facts/fact_sheets/index.asp

Government of New Brunswick, Department of Wellness, Culture and Sport: www.gnb.ca/0131/wellness-e.asp

Health Canada-Food and Nutrition: www.hc-sc.gc.ca/fn-an/index-eng.php

Heart & Stroke Foundation of Canada: www.heartandstroke.ca

Mission Nutrition: www.missionnutrition.ca

Nutrition Labeling Education Centre: www.healthyeatingisinstore.com

Osteoporosis Society of Canada: www.osteoporosis.ca

5 to 10 a Day Campaign: www.5to10aday.com

For More Information On Physical Activity

Active Living Alliance for Canadians with a Disability: www.ala.ca

Alberta Centre for Active Living has a specially designed workplace website:
www.centre4activeliving.ca/category.cgi?c=2;s=10

Benefits of Physical Activity: www.phac-aspc.gc.ca/pau-uap/fitness/benefits.html

Business Case for Active Living at Work, Health Canada: www.phac-aspc.gc.ca/pau-uap/fitness/work/index.html

Canada's Physical Activity Guide to Healthy Active Living: www.phac-aspc.gc.ca/pau-uap/paguide/index.html

Canadian Centre for Occupational Health and Safety: www.ccohs.ca/healthyworkplaces/topics/activeliving.html

Canadian Fitness and Lifestyle Research Institute: www.cflri.ca

Conference Board of Canada: www.conferenceboard.ca

Government of New Brunswick, Department of Wellness, Culture and Sport: <http://www.gnb.ca/0131/wellness-e.asp>

Lifestyle Information Network: www.lin.ca

Mothers in Motion: www.caaws.ca/mothersinmotion

ParticipACTION: It's Time for Action: www.participaction.com

Physical Activity Benchmarks Program: www.cflri.ca/pdf/e/2001pam.pdf

Research on Physical Activity in the workplace: <http://www.centre4activeliving.ca/workplace/trr/research.html>

Stairway to Health: <http://www.phac-aspc.gc.ca/sth-evs/english/>

WinterActive/SummerActive: www.winteractive.ca/www.summeractive.ca

New Brunswick Specific Physical Activity Resources

Department of Wellness, Culture and Sport: www.gnb.ca/0131/sport_rec-e.asp

Fitness New Brunswick: www.fitnessnb.ca

Go Ahead Seniors: www.ainesnbseniors.com

Healthy NB: http://www.gnb.ca/0131/Healthy-NB-en_sante/physical_activity-e.asp

NB Trails Council: www.sentiernbtrail.com

Recreation NB: www.recreationnb.ca

Sport NB: www.sportnb.com

For More Information On Psychological Wellness

Centre for Addiction & Mental Health: www.camh.net/

Centre for Families, Work & Well-being: <http://www.worklifecanada.ca/>

Compassionate Care Benefit: www.hrsdc.gc.ca/en/ei/types/compassionate_care.shtml

Government of New Brunswick, Department of Wellness, Culture and Sport: <http://www.gnb.ca/0131/wellness-e.asp>

Health Canada: Work-Life Stress Management:

www.hrsdc.gc.ca/en/lp/spila/wlb/wppp/04worklife_stress_management.shtml

Mental Health Benefits of Exercise: www.therapistfinder.net/journal/health-fitness/

Mental Health Round Table: www.mentalhealthroundtable.ca

Mental Health Works program: www.mentalhealthworks.ca

Mind Tools: www.mindtools.com/smpage.html

New Brunswick Suicide Prevention Resource Center: www.suicideinformation.cmha.ca

Sleeping Well: www.rcpsych.ac.uk/info/help/sleep/index.asp

Stress: www.cmha.ca/bins/content_page.asp?cid=2-28&lang=1

Stress Management: www.edu.gov.on.ca/eng/career/stress.html

The Canadian Mental Health Association: <http://www.cmha.ca/bins/index.asp>

Time Management: www.time-management-guide.com/

Toolkit on Family Violence: www.toolkitnb.ca

Workplace Stress: www.ccohs.ca/oshanswers/psychosocial/stress.html

For information and resources on mental health in the workplace and training see:

www.healthatwork.org.uk/workplace/topic.asp?p=21

The following is an extensive document and guide to interventions for workplace mental health problems:

www.bohrf.org.uk/downloads/cmh_rev.pdf

The following website has links to workbooks on depression, anxiety and general mental health in the workforce:

www.workplacementalhealth.org/

For More Information on Tobacco-Free Living

Alberta Alcohol and Drug Abuse Commission: www.aadac.com

Canadian Cancer Society: www.cancer.ca

Canadian Council for Tobacco Control: www.cctc.ca

Center for Disease Control: www.cdc.gov/tobacco/

GLOBALink: www.globalink.org

Go Smokefree! www.gosmokefree.ca

Government of New Brunswick, Department of Wellness, Culture and Sport: www.gnb.ca/0131/wellness-e.asp

National Non-Smoking Week: www.nnsw.ca

NB Lung Association: www.nb.lung.ca/html/Programs/Smoking/index.htm

New Brunswick Anti-Tobacco Coalition: www.nbatc.ca/

Physicians for a Smoke Free Canada: www.smoke-free.ca

Quit Net: www.quitnet.org

Smokers' Helpline: www.smokershelpline.ca

The Stop Smoking Center: www.stopsmokingcenter.net

World No Tobacco Day: www.wpro.who.int/sites/tfi/wntd/WNTD+2008.htm