

Choosing a Model

The **World Health Organization (WHO)** has developed a comprehensive model and framework for creating a healthy workplace program that can be used by any workplace, of any size.

World Health Organization Healthy Workplace Model

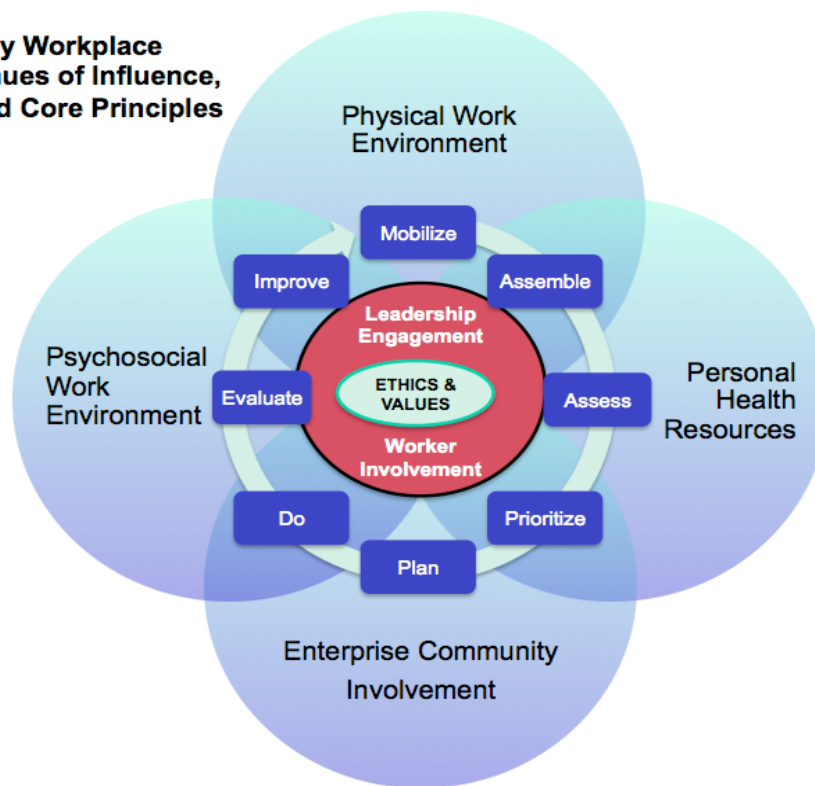
At the core of the WHO model are the organizational principles central to the healthy workplace process. The model then details the ever evolving “8 Step Process” to be followed through the “Four Avenues of Influence” to ensure success with a healthy workplace program.

www.who.int/occupational_health/healthy_workplace_framework.pdf (Accessed August 31, 2011).Chapter9

Overview of the WHO Healthy Workplace Framework and Model

(Images courtesy of Joan Burton & Associates, Workplace Wellness, 2011)

Figure ES1
WHO Healthy Workplace
Model: Avenues of Influence,
Process, and Core Principles



www.who.int/occupational_health/healthy_workplace_framework.pdf (Accessed August 31, 2011).pg.3

Core Principles: (at centre of the model)

- Ethics and Values
- Leadership engagement
- Worker involvement

Core Principles and Values

- Commitment and engagement of leadership, based on core values
- Involve workers and their representatives
- Learn from others
- Gap analysis
- Sustainability through integration into core business

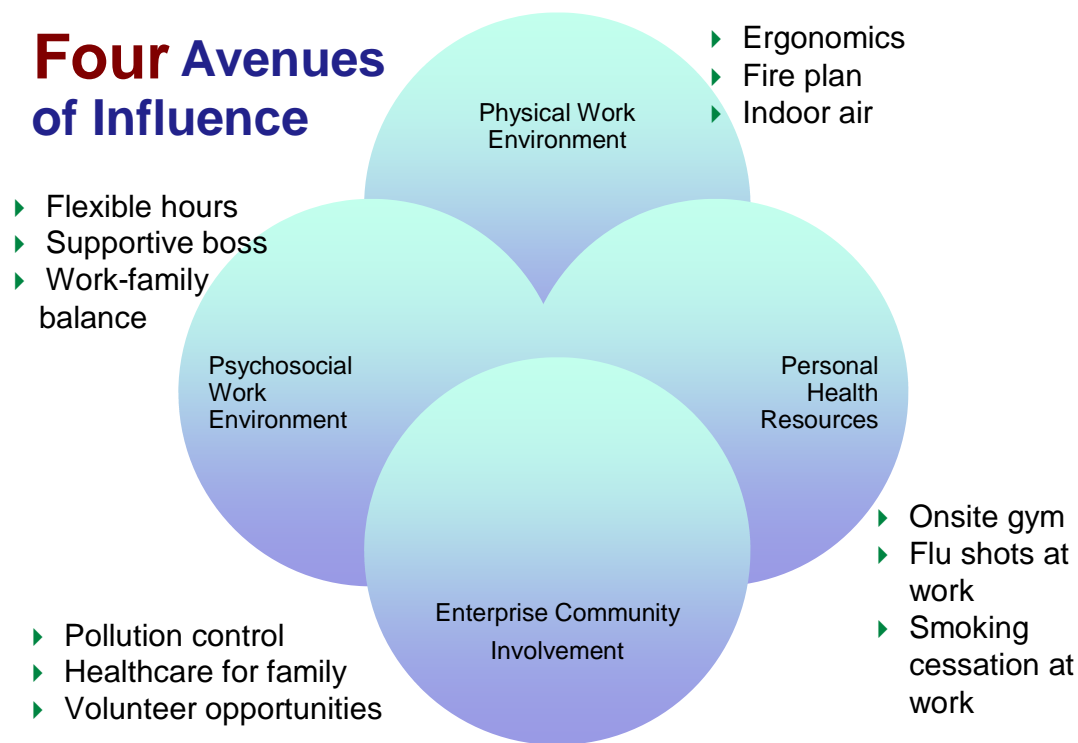


www.who.int/occupational_health/healthy_workplace_framework.pdf (Accessed August 31, 2011).pg. 62

The Four Avenues of Influence: (four large bubbles surrounding the model)

- Physical Work Environment
- Personal Health Resources
- Enterprise Community Involvement
- Psychosocial Work Environment

Note: The bullets beside each bubble are examples of initiatives that can be used to address the 4 Avenues of Influence. The list of possibilities is endless and should be tailored to meet the needs of the individual workplace.



www.who.int/occupational_health/healthy_workplace_framework.pdf (Accessed August 31, 2011).pg.83

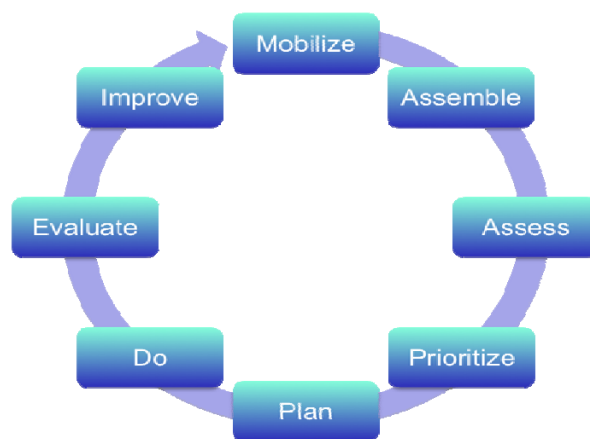
The 8 Step Process

This model outlines a step-by-step format to be used in developing your healthy workplace program.

www.who.int/occupational_health/healthy_workplace_framework.pdf_pg.83 -92
(Accessed August 31, 2011).

Practical ways the **Middlesex London Health Unit, Healthy Workplace Program Coordinator** can help you are highlighted in the boxes with each of the steps.

Continual Improvement



The 8 Step Process

Step 1 – Mobilize (Step1 pdf)

Step 2 – Assemble (Step 2 pdf)

Step 3 – Assess (Step 3 pdf)

Step 4 – Prioritize (Step 4 pdf)

Step 5 – Healthy Workplace Plan (Step 5 pdf)

Step 6 – Do (Step 6 pdf)

Step 7 – Evaluate (Step 7 pdf)

Step 8 – Improve (Step 8 pdf)

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Step 1– Mobilize:

The Middlesex London Health Unit, Healthy Workplace Program Coordinator will assist with familiarizing you with workplace health programming, organizing your wellness team or committee and developing a business case to present to your management team.

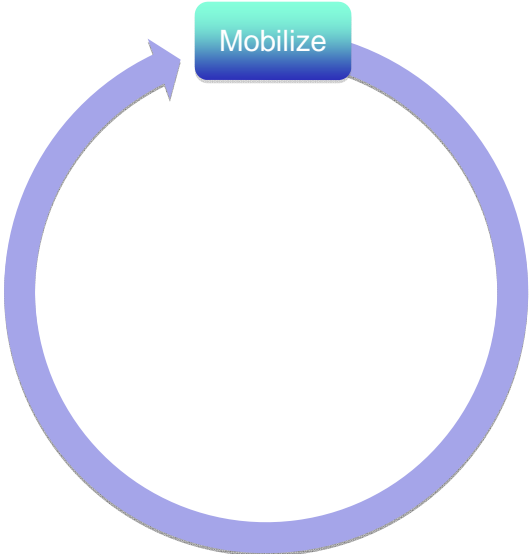
- Familiarize yourself with the concept of healthy workplace programs
- Investigate what activities and methods other companies are using
- Obtain permission from the owner or senior manager
- Seek support from union and/or employee representatives
- Identify informal workplace leaders
- Decide with management how a healthy workplace program will be structured, funded and supported in your organization. A commitment to funding for programming is a concrete expression of support. The sooner this is addressed the smoother the programming will proceed.

The Healthy Workplace Program Coordinator at Middlesex London Health Unit is available to present to the key players in your organization to help you make the business case for employee wellness.

"We are on the threshold of a time when we can neither discover what is true nor effectively practice our craft on our own. There is no external force that will affect the progress of humankind as much as the common interest and need to learn from each other. And for this to take place, we need to play together and learn to speak and listen to one another. In this context, it is my belief that dialogue is our new art form. The new knowledge and insights to come will be more readily received and understood when we are together than when we are apart."

Michael Jones, *Artful Leadership: Awakenings the Commons of the Imagination*. 2006.

Mobilize



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Step 2– Assemble:

The Middlesex London Health Unit, Healthy Workplace Program Coordinator can help you organize and orientate your committee to Workplace Health Promotion and upon request, can discuss ideas to help you customize your committee to the needs of your unique workplace.

Who should/could be represented on your healthy workplace committee?

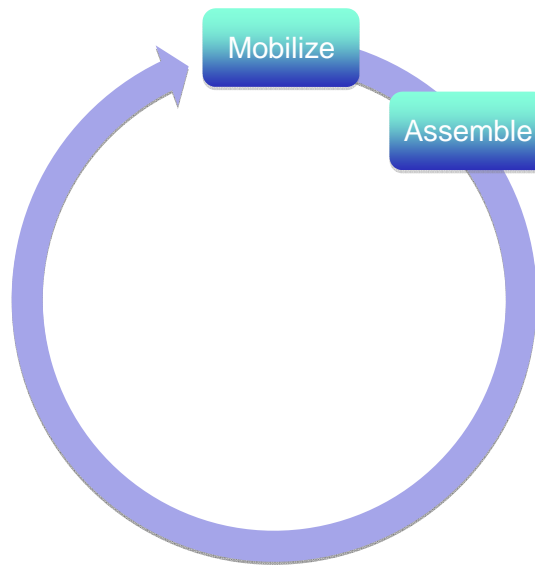
- Health and safety representatives
- Human resource personnel
- Union representatives
- Management representatives
- Diverse representation from: men/women, cultural minorities, departments, management
- Local community partners

Other Considerations:

- Decide on a time to meet – the best results happen when employees are allowed to participate on work time
- Space to meet is needed
- Budget and minimal working supplies are needed

"There is no I in Teamwork"
Author unknown

Assemble



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Step 3– Assess:

The Middlesex London Health Unit, Healthy Workplace Program Coordinator will assist and support you and your wellness committee with the development of a plan for the situational assessment of your organization. Public health has expertise and a collection of samples of employee health interest surveys that we would be pleased to share with you.

When assessing the present situation in your workplace, initial information should be collected and combined with the results of an employee health interest survey. In order to track *Return on Investment* (ROI) statistics, it is necessary to collect this information and record it as a baseline for future evaluation of your healthy workplace programs.

www.who.int/occupational_health/healthy_workplace_framework.pdf (Accessed August 31, 2011).p. 91

Information can be collected from some or all of the following areas:

- Demographics of employees – number of employees, age ranges, gender, cultures represented, number of full-time, part-time and other work arrangements
- Hours of work - is there any expectation of shiftwork, overtime or travel?
- Types of jobs performed – clerical, professional, technical, manual, sitting, standing, travelling etc
- Location of business operations – factory, office, one site or multiple sites, home based etc
- Workplace injuries and illness data
- Availability/use of short and long-term disability, EAP program
- Employee turnover, retention, recruitment issues?
- Union grievances
- Health and safety inspection concerns and workplace hazards
- Productivity
- Current policies and procedures
- Employee benefit costs

To assess the present health needs and interests of employees, a confidential health interest survey should be developed and administered.

This survey should include questions about the organizational culture, leadership issues, workplace and non-work related sources of stress as well as the personal health behaviours of employees

The Health Communications Unit (THCU) provides a resource that includes 42 recommended and promising situational assessment tools that can be used in workplaces. <http://www.thcu.ca/Workplace/sat/index.cfm>

Need More Evidence?

Health-evidence .ca offers a collection of research articles.

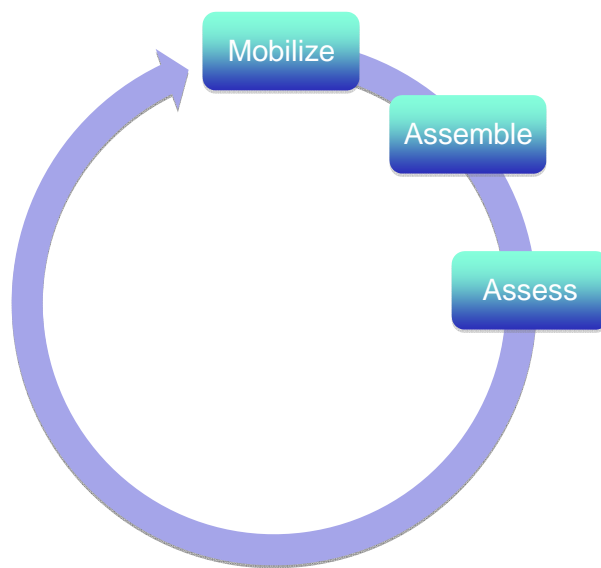
<http://health-evidence.ca/articles/show/20700>

After all of the baseline data has been collected, you can then identify your workplace health issues and proceed to Step 4.

*“The journey between who you once were,
and who you are now becoming,
is where the dance of life really takes place.”*

- Barbara De Angelis

Assess



#25

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Step 4– Prioritize:

The Middlesex London Health Unit, Healthy Workplace Program Coordinator can assist you to review the information collected, identify common themes or findings, prioritize results to establish the direction of your healthy workplace program and help you determine your goals and objectives

Prioritize your workplace health issues considering:

- Gender and health
- Ethnic appreciation
- Generational differences
- Age of employees
- Work-life-family balance issues
- Safety concerns
- Shift work or multi-site workplaces present unique issues and challenges
- Financial concerns

There may be many issues identified, so first consider:

- Opinions and preferences of workplace groups
(Obtained through situational assessment)
- Position of the issues on Maslow's Hierarchy of Needs
 - http://mason.gmu.edu/~bbrown/courses/2004fall/puad502/Maslow_Hierarchy%20of%20Needs.doc

(i.e. in an environment where silica is inhaled, that issue would take priority over harassment).

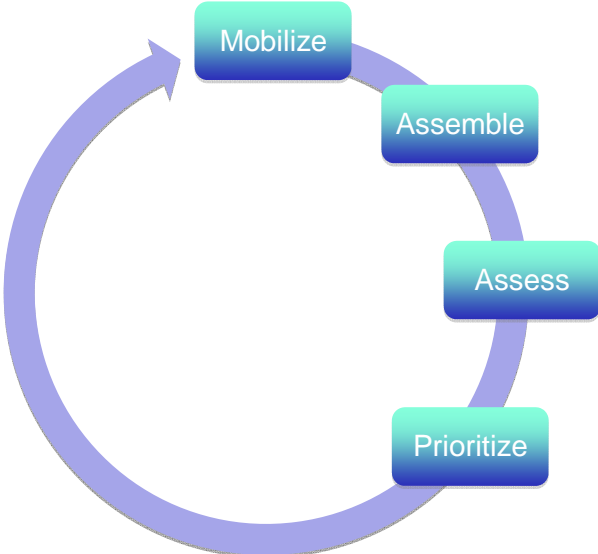
www.who.int/occupational_health/healthy_workplace_framework.pdf

(Accessed August 31, 2011).p. 92

"Ain't no stopping us now, we're on the move"

- McFadden and Whitehead

Prioritize



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Step 5– Plan:

The Middlesex London Health Unit, Healthy Workplace Program Coordinator will assist with planning health promotion strategies to address the identified interests and issues. It is important to encourage your committee to use flexibility and creativity to customize the activities to your unique workplace.

After identifying and prioritizing your workplace health interests and issues, it is time to create a plan including timelines to address these areas considering each of the “Four Avenues of Influence”.

www.who.int/occupational_health/healthy_workplace_framework.pdf (Accessed August 31, 2011). pg.83

Your Healthy Workplace Plan should outline activities to address the identified interests and issues unique to your workplace using short and long-term goals so it is easy to evaluate your success.

It is recommended to start with a overall 3 -5 year plan and then create an annual plan to assist with addressing the highest priority items first and then divide the remaining work into manageable portions.

Your plan should contain:

- Your target group
- Available resources
- Required budget
- Facilities/resources needed
- Marketing and communication strategies
- Evaluation methods
- Target dates for implementation
- Assignment for person(s) responsible

Possible workplace activities:

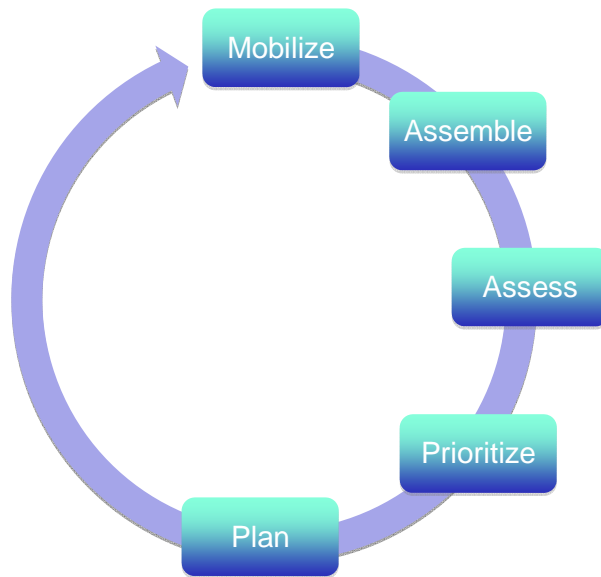
- **Awareness and Education** (bulletin boards, company newsletters, pay-cheque inserts and cafeteria table tents)
- **Behaviour Change and Skill Building** (assisting employees to set and achieve small, realistic and healthy goals through lunch and learns, challenges, classes, and workshops)
- **Health Promoting Environment** (policy development to support such *physical* structural changes such as showers on site, bike racks, healthy food choices in cafeterias and vending machines as well as *cultural* changes such as flex- time and smoke-free workplaces)

- **Capacity Building** (mobilizing community partnerships to support employees in their healthy choices).

*"There's nothing remarkable about it.
All one has to do is hit the right keys at the
right time and the instrument plays itself".*

Johann Sebastian Bach

Plan



#29



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Step 6– Do:

The Middlesex London Health Unit, Healthy Workplace Program Coordinator can provide examples of strategies that motivate employees at various stages of change.

This is the implementation phase that results from the careful planning that has been done. When implementing programs remember:

- That employees often have differing health concerns and are at varying stages of readiness to make behaviour change in their lives
(See the Stages of Change for more information <http://psychcentral.com/lib/2006/stages-of-change/>)
- It is important for management to not only support but participate in health promotion initiatives both for their own wellness and the organization's overall healthy culture.
- It is important to involve workers, union or workers' representatives and management.

Tips for best results:

- Make participation voluntary
- Market your program plans continually in a variety of ways
- Make participation flexible – if possible
- Provide incentives for participation
- Strike a balance between educational and fun programs
- Customize your activities to fit the workplace
- Don't forget the environment – plan green activities

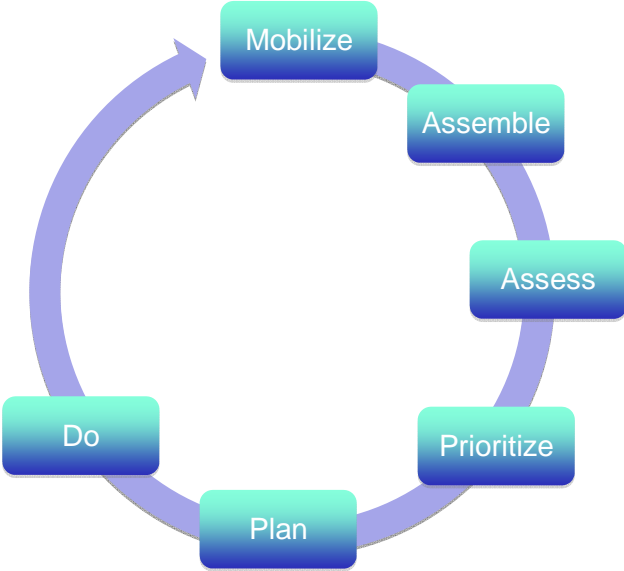
Be sure to take lots of photos of your activities!

*The world basically and fundamentally is constituted
on the basis of harmony.*

Everything works in co-operation with something else.

Preston Bradley

Do



Health at Work 4 All!

Step 7– Evaluate:

The Middlesex London Health Unit, Healthy Workplace Program Coordinator can help you evaluate your activities by:

- Determining if your goals have been met
- Assessing employee feedback and suggestions for improvement

Evaluation is essential at each stage in the process of planning and implementing workplace health programs. There are three main types of program evaluation.

- 1) A Formative Evaluation** focuses on programs that are being developed. It is used in the planning stages of a program to ensure that the program is based on participants' needs, and that the program is using effective and appropriate materials and procedures.
- 2) A Process Evaluation** focuses on programs that are already underway. It examines the procedures and tasks involved in providing the program. It seeks to answer the question, "What services are actually being delivered and to whom?"
- 3) A Summative Evaluation** focuses on programs that are already underway or completed. It investigates the effects of the program, both intended and unintentionally obtained. It seeks to answer the questions, "What difference did the program make?" and "Which stated goals and objectives were met?"

For more in-depth instruction on evaluating health promotion programs in your workplace refer to The Health Communications Unit (THCU) web-site

http://www.thcu.ca/infoandresources/resource_display.cfm?res_topicID=5

To access:

- 1) Evaluating Health Promotion Programs Workbook** (Aug 2008) Guides readers through THCU's 10 step evaluation process.
- 2) Evaluation at a Glance: Checklist and Tips** (Aug 2009). This document summarizes THCU's ten-step process. Related worksheets and tools to help you complete each step are noted, along with tips for efficient, effective completion of each step. This is a great overview and checklist for both new and seasoned practitioners.

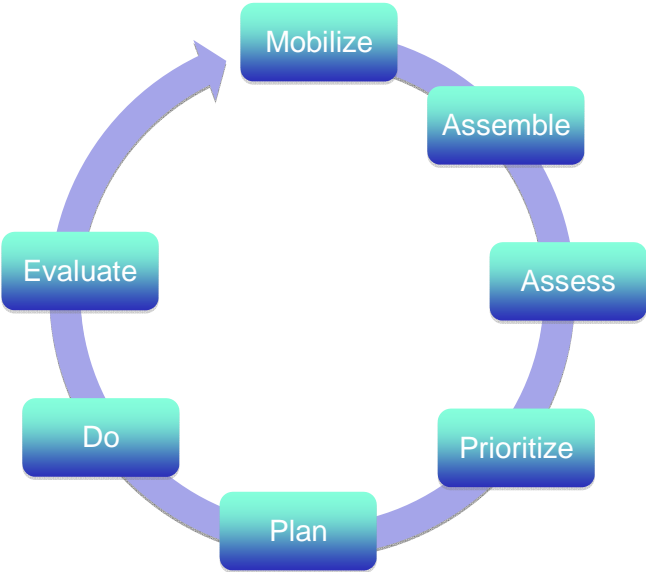
After the data has been collected it is important to analyze and use the findings in a timely manner. The findings may be shared in various ways i.e. presentations, staff newsletters and publications, intranet and company web sites. Open communication through various marketing strategies supports and builds trust for healthy workplace programming.

www.who.int/occupational_health/healthy_workplace_framework.pdf (Accessed August 31, 2011).pg. 94

*A real leader faces the music
even when he doesn't like the tune.*

Anonymous

Evaluate



#33

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Step 8– Improve:

The Middlesex London Health Unit, Healthy Workplace Program Coordinator can meet with your committee to assist with:

- Making changes based on the evaluation results
- Improving the programs that have been implemented
- Adding the next components of your program
- Addressing new emerging needs
- Problem-solving re: barriers
- Celebrating and publicizing your successes!

This may be the last step or a new beginning depending on where your committee is in the healthy workplace process. By reviewing the evaluations, changes can be made to improve your existing programs or the information may be used in the development of new programming.

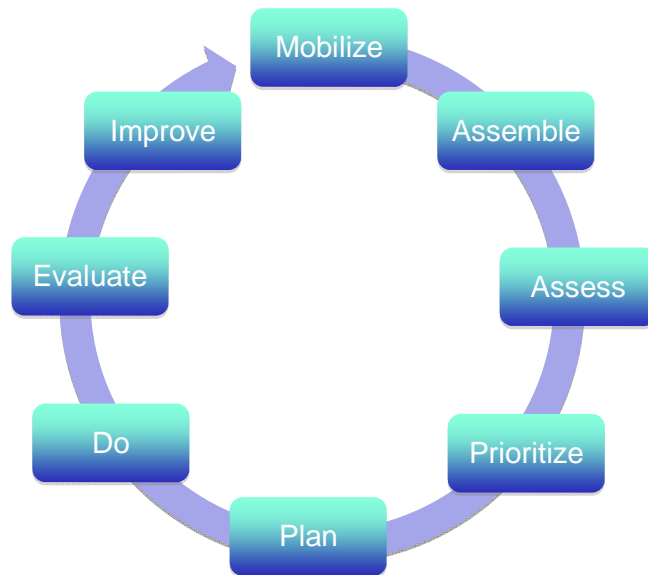
The evaluation might reveal that new needs have emerged so revisions of your plan may be required. Notable successes may also have been achieved and it is important to celebrate and communicate these.

Healthy workplaces are achieved by taking small steps and building on your achievements.

Applause, applause, life is our cause. –

Joni Mitchell, All I Want

Improve



#36



Information related to the **World Health Organization** content referenced in this section of *Health at Work 4 All!* can be located here:

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