



Guide to creating a healthier workplace

Creating a healthier workplace

This guide has been developed to assist workers in your local government that are responsible for the planning and implementation of your workplace health program. It provides instructions and links to further resources and templates to help you create a workplace health program that is tailored to your local government's needs and worker's interests.

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Please contact the LGIS Manager – Allied Health Services on (08) 9483 8888 for assistance with utilising these guidelines and the development of your workplace health and wellbeing program.



Guide to creating a healthier workplace

Achieving a healthier workplace does not need to be complicated, expensive or time consuming.

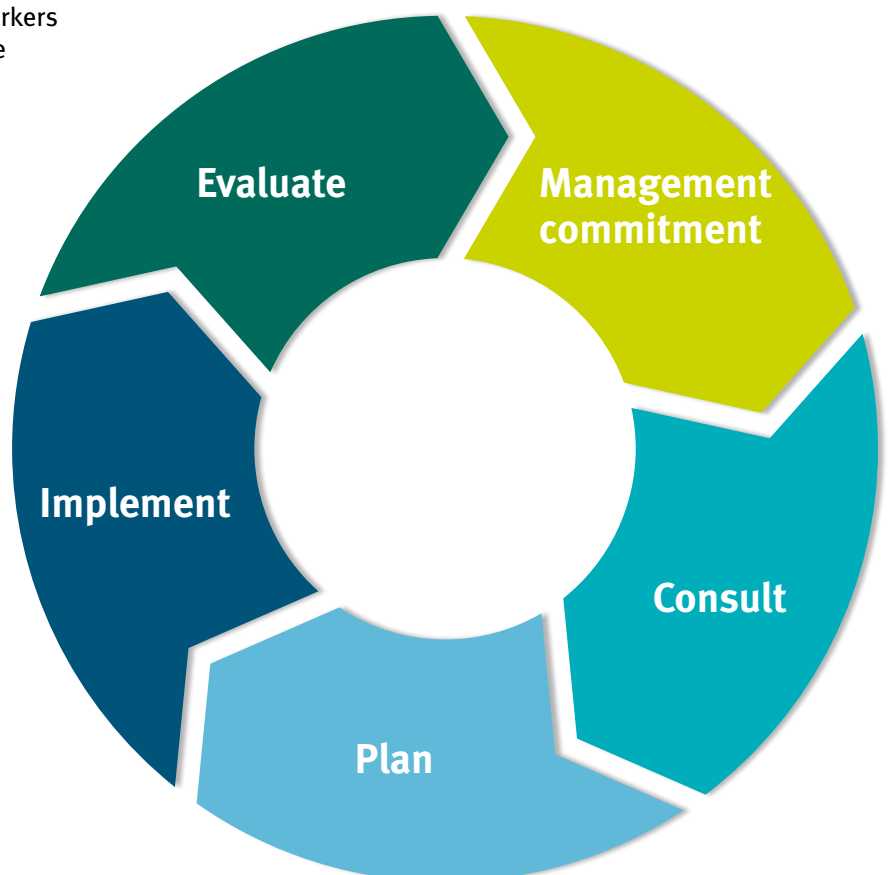
The LGIS Health and Wellbeing Program is an important benefit of your Scheme's member services offering. Through the program, members receive an annual funding allocation and access to a wide range of health services through a panel of professional service providers.

No matter the size of your local government, to get the most out of your health and wellbeing program it is important to have a plan in place. Well-designed, well-executed workplace health and wellbeing programs can reduce your workers health risks and improve productivity.

This guide has been developed to assist those responsible for the planning and implementation of your workplace health program. It provides instructions and resources on developing a workplace health program that is tailored to your local government's needs and worker's interests.

A health and wellbeing program should support both the physical and mental health of workers and promote a healthier workplace culture and environment.

To develop a successful and sustainable workplace health program, follow this model of continuous improvement:



Well-designed, well-executed workplace health and wellbeing programs can reduce workers health risks and improve productivity.

Workplace health checklist

Consider the following checklist to determine areas where you are doing well and areas that require improvement in the development and implementation of your workplace health and wellbeing program.

Management commitment	
<input type="checkbox"/>	Does your program have support and commitment from management?
<input type="checkbox"/>	Does your workplace have a policy that demonstrates your local government's commitment to health and wellbeing?
<input type="checkbox"/>	Does your local government allocate resources (e.g. time and money) to meet your program's objectives?
Consult	
<input type="checkbox"/>	Have you formed a wellness committee to drive and oversee the program?
<input type="checkbox"/>	Have you sought input from workers on their needs and interests?
<input type="checkbox"/>	Have you assessed the workplace environment (e.g. physical environment, facilities, and existing services) to determine potential changes you could make to support your program?
<input type="checkbox"/>	Have you prioritised health issues and interests to be targeted?
Plan	
<input type="checkbox"/>	Have you set clear goals and objectives for your program based on the priority needs and interests?
<input type="checkbox"/>	Have you identified strategies and activities that align with your needs and objectives?
<input type="checkbox"/>	Have you identified responsibilities, timeframes, resources required and evaluation strategies as part of your action plan?
Implement	
<input type="checkbox"/>	Have you contacted LGIS to organise proposals for your identified activities?
<input type="checkbox"/>	Have you identified how you will promote the program?
<input type="checkbox"/>	Have you utilised multiple strategies to encourage participation?
Evaluate	
<input type="checkbox"/>	Have you evaluated the activities and program through surveys, feedback forms and/ or focus groups?
<input type="checkbox"/>	Have you reviewed the program and provided recommendations for improvement?
<input type="checkbox"/>	Have you shared the results within your local government (management and workers) and celebrated successes?

The guidelines

Use the following guidelines to assist you with developing and implementing a workplace health and wellbeing program that is tailored to the needs and interests of your local government and your workers.

There are links throughout this document to resources and templates that can support you in this process.



Management commitment



Does your program have support and commitment from management, including visible and active participation?

Management related factors have been shown to contribute more to success than the content of the workplace health interventions.



Senior leadership support and active and visible participation is critical to the success of a workplace health and wellbeing program. To gain management support, provide evidence of the benefits of keeping your workers healthy and demonstrate how your program will work in your local government.

The benefits of health and wellbeing programs in the workplace

FOR EMPLOYERS:

- ▶ Reduced workplace injuries and workers compensation claims
- ▶ Improved productivity
- ▶ Reduced absenteeism
- ▶ Reduced presenteeism
- ▶ Improve worker morale
- ▶ Reduced worker turnover
- ▶ Managing an ageing workforce

FOR WORKERS:

- ▶ Improved health awareness and knowledge
- ▶ Improved physical and mental wellbeing and resilience
- ▶ Increased energy and vitality
- ▶ Increased work enjoyment and fulfilment
- ▶ Improved concentration and productivity
- ▶ Improved team relationships

The business case

LGIS can assist to build management commitment by conducting a presentation to executives on the benefits of a well-planned and successfully executed workplace health and wellbeing program for your local government.



Does your workplace have a policy that demonstrates your local government's commitment to health and wellbeing?

Document your local government's commitment to the health and wellbeing of your workers through a policy. Committing to a policy creates a formal agreement and documents the structure and purpose of your health and wellbeing program. The policy should outline your local government's vision for improving workers health and wellbeing and should be included in your induction process for new starters.

RESOURCES AND TEMPLATES

Health and wellbeing policy



Are resources allocated (e.g. time and money) to meet your program's objectives?

Understanding your local government's available resources (time, people, existing services and money) is important to provide some indication of the size and style of program you can offer.

Creating a healthy workplace culture does not need to be expensive. A simple program that focuses on issues important to workers can be successful and effective. Part contribution by workers for selected initiatives (e.g. gym membership, smoking cessation), fosters responsibility for and ownership of individual wellbeing and can lead to higher rates of participation.



Consult



☐ Have you formed a wellness committee to drive and oversee the program?

Establish a workplace health committee that can provide leadership and guidance for your program. For larger local governments this may be a newly established group, for smaller/regional local governments you may wish to combine with an existing committee such as the OSH committee.

The aim of the committee is to:

- ▶ Support the wellness coordinator (human resource/occupational safety and health) in the development and implementation of the workplace health and wellbeing program
- ▶ Identify areas of interest and need
- ▶ Identify potential barriers to success
- ▶ Promote the program and encourage staff to participate
- ▶ Monitor if workers are satisfied with the activities and program in general

Ideally, the committee will include a range of workers from all levels of the business hierarchy and be comprised of workers interested and excited about health and wellbeing in general. Try to have all areas of your local government represented on the committee (e.g. administration, depot, library, recreation centre) to ensure the program and activities are relevant for the entire workplace. Committee members can also assist with promotion of the program within their work area.

☐ Have you sought input from workers on their needs and interests?

Involve workers in the planning process. By consulting with workers you create a feeling of ownership over the program and it will help to decide what key areas the program should address. This can be done informally in staff meetings and toolbox talks, through a survey or a more comprehensive needs assessment.

A needs assessment can also be used to collect baseline information to measure how well the program is going and identify areas that may help or hinder healthy lifestyle choices in the workplace.

RESOURCES AND TEMPLATES *Needs assessment, Worker interest survey*

☐ Have you assessed the workplace environment (e.g. physical environment, facilities, and existing services) to determine potential changes you could make to support your program?

Identify what resources and facilities are available at your local government and potential changes or improvements that could be made to support your workplace health and wellbeing program.

By assessing the environment you can determine factors that impact on unhealthy behaviours such as the:

- ▶ Physical environment (e.g. change room and shower facilities, bike racks, vending machines)
- ▶ Policy environment (e.g. smoke-free policy, flexible work arrangements)
- ▶ Cultural environment (e.g. peer and workplace support)

This assessment should include the environment beyond the worksite, including local businesses and facilities, and transport links to and from work.

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

- ▶ Performing an appraisal of the workplace
- ▶ Observation and monitoring to determine current use of the infrastructure and facilities
- ▶ Discussion with workers on barriers in and around the workplace that prevent participation in healthy behaviours

RESOURCES AND TEMPLATES *Workplace health and wellbeing environment appraisal tool*

Plan



Have you set clear goals and objectives for your program?

“You can’t manage what you can’t measure.”
Peter Drucker (founder of modern management)



Review feedback from workers and the workplace environment appraisal and determine what health issues are the most important for your local government to address this year. Consider:

- ▶ Prevalence – does the issue affect a large number of workers?
- ▶ Controls – is it possible to influence the causes of this issue?
- ▶ Benefit – does addressing this issue provide a benefit to workers and/or your local government?
- ▶ Use your priority health issues to determine the goals of the program.

Goals are overarching statements that describe the aim of the program e.g. to build and maintain a workplace environment and culture that supports healthy lifestyle choices.

Objectives describe the measureable steps that will help you to achieve your goals. Make sure they meet the SMART criteria, e.g. increase the number of workers who eat two fruit and five vegetables daily by 15% over 12 months.

SMART criteria:

Specific to workplace and workers wants and needs

Measurable change over time

Achievable considering the resources and support you have available

Realistic, sensible and practical

Time framed reasonably



Have you identified activities that align with your goals and objectives?

Your activities should align with your goals and objectives and policies should be aimed at encouraging workers to adopt healthy lifestyle behaviours. The physical environment, culture and policies also need to be considered to help integrate workplace health into the day-to-day operations of your local government.

Utilise a variety of different delivery methods to ensure interventions reach the target audience including:

- ▶ Individual face-to-face (e.g. health assessments, health coaching)
- ▶ Group face-to-face (e.g. seminars, workshops)
- ▶ Telephonic (e.g. health coaching, employee assistance program)
- ▶ Online/webinars (e.g. online health portal)
- ▶ Self-managed programs (e.g. healthy lifestyle challenges)
- ▶ Miscellaneous (e.g. health expos, team-based activities)

On the next page we look at an example goal of improving eating habits and activities to assist with this.



Plan (continued)

Example of multi-level activities to improve eating habits

Individual	Environment	Policy	Cultural
<ul style="list-style-type: none"> ▶ Education seminars ▶ Cooking demonstration ▶ One-on-one consultations with a dietician ▶ Health assessments 	<ul style="list-style-type: none"> ▶ Healthy options in vending machines ▶ Provide facilities for storage and preparation of food (e.g. fridge, microwave, knives, chopping boards) ▶ Provision of fruit box once per week ▶ Provide on-the-go workers with drink bottles and cooler bags 	<ul style="list-style-type: none"> ▶ Healthy catering policy ▶ Ensure foods that are high in fat, sugar or alcohol are not used for gifts, rewards or fundraising events 	<ul style="list-style-type: none"> ▶ Active and visible participation by senior leadership ▶ Health – related social functions ▶ Encourage workers to share healthy recipes on the intranet ▶ Discourage workers from eating lunch at their desk

☐ Have you contacted LGIS to organise proposals for your identified activities?

LGIS use a panel of service providers who have been pre-qualified to deliver health and wellbeing activities. The LGIS Allied Health Manager will organise proposals on your behalf. It is then up to you, the local government representative, to make the final decision on which service provider you want to use for your activities.

Details of service providers are available on the LGIS website: lgiswa.com.au

☐ Have you identified responsibilities, timeframes and the resources required?

Develop an action plan that forms the ‘how to’ of your program. Keep it simple. Your action plan should include goals, objectives, activities, resources and timeframes. Identify who is responsible for implementing each activity and what is required in terms of people, time and costs. Get your action plan approved by management and the workplace health committee (e.g. occupational safety and health committee).

Planning activities that offer variety and choice and include a combination of individual, environment, policy and cultural strategies will create a stronger and more successful program, compared to one that runs only ad-hoc activities.

Simplify your action plan into a 12-month calendar for promotion of the program throughout your local government.

RESOURCES AND TEMPLATES ➔ *Action plan, Health and wellbeing calendar*

Implement

Have you identified how you will promote the program?

Communicating and promoting your program and activities is essential to encourage participation. Promote the program to as many workers as possible through multiple channels including:

- ▶ Newsletters
- ▶ Email
- ▶ Intranet
- ▶ Pay slips
- ▶ Notice boards and posters in common areas
- ▶ Announcements at team or staff meetings and toolbox talks
- ▶ Word-of-mouth
- ▶ CEO or management memos

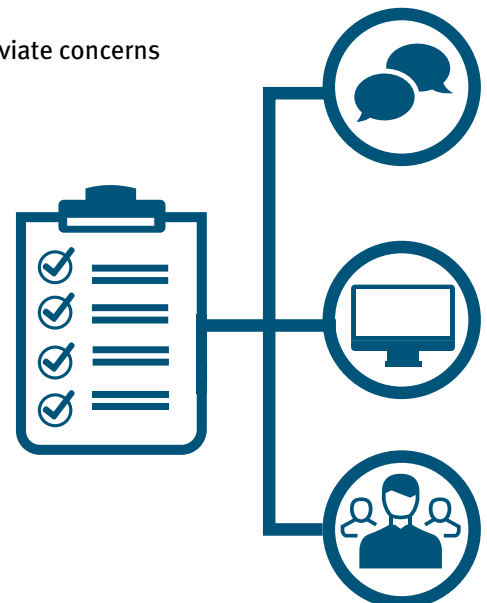
Have you utilised multiple strategies to encourage participation?

Generating high levels of worker engagement is important for success of your local government's health and wellbeing program, as the least healthy workers are least likely to participate initially. By increasing the overall participation rate of your workers you draw in more of the high-risk individuals.

Strategies to encourage participation include:

- ▶ Utilising your wellness committee members as 'wellness champions' who promote the program to their respective departments/ teams
- ▶ Getting senior management to send out messages supporting and promoting participation in activities, or even better have them talk about the health and wellbeing program and encourage participation at staff or team meetings
- ▶ Running activities at a convenient time and integrating them into work schedules (e.g. lunch 'n' learns, tool box talks)
- ▶ Making activities easy to access (e.g. run sessions at work locations; depot, library, and recreation centre)
- ▶ Clearly, simply and positively outlining the benefits of the activity and how to participate
- ▶ Keeping your program innovative by running new and interesting activities each year
- ▶ Creating peer support systems (a buddy system), or extend to family members where appropriate
- ▶ Promoting the private and confidential nature of the services to alleviate concerns around data ownership and access
- ▶ Using competitions, incentives or prizes

Utilise a variety of different delivery methods to ensure interventions reach your audience.



Evaluate

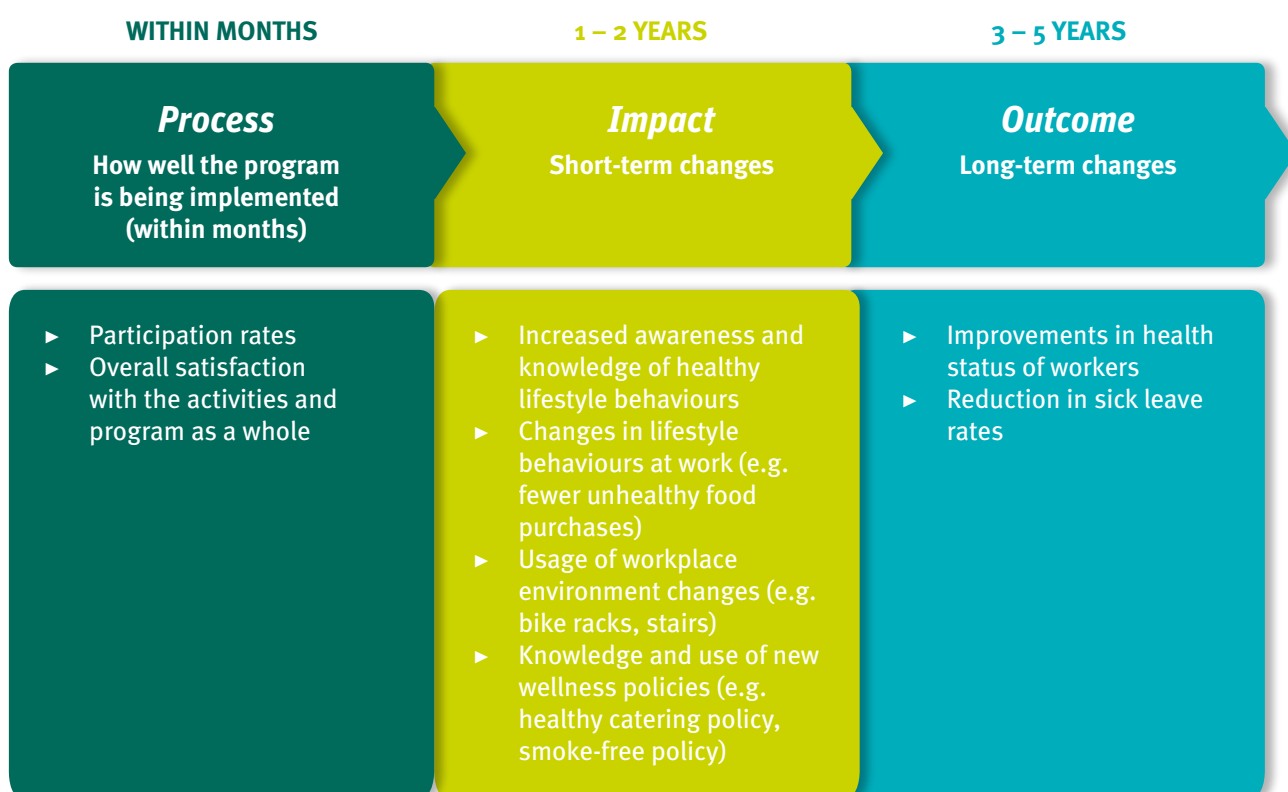


Have you evaluated the activities and program through surveys, feedback forms and/or focus groups?

Evaluation is an integral component of best practice workplace health and wellbeing programs. Comprehensive and ongoing evaluation is required to measure the program's impact, ensure the program continues to meet the needs of both workers and your local government, and to determine what worked, what didn't and why. This can also help you to secure continuing support and extra resources for your program.

Identify what you want to measure and how you will measure it. The goals and objectives you set during the planning process provide the basis for monitoring and evaluation.

What will you measure?



How and when will you measure it?

- ▶ Organisation reports provided by service providers after each activity
- ▶ Worker feedback forms after each activity
- ▶ Annual survey/needs assessment
- ▶ Analyse human resources data
- ▶ Wellness (OSH) committee reviews and feedback
- ▶ Anecdotal feedback

RESOURCES AND TEMPLATES

Health and wellness activity feedback form, Program evaluation form

Evaluate (continued)



Have you reviewed the program and provided recommendations for improvement?

Review the results of the program and evaluate the feedback received regarding each activity. What worked, what didn't and what improvements can be made? Learn from the review and utilise the results to inform future planning.

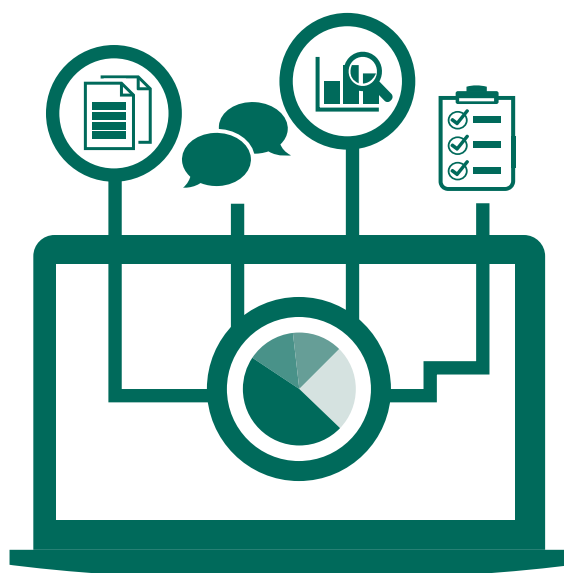
- ▶ Consider making changes to your program if it is not achieving optimal participation rates - tweak the delivery format, timing, service provider and offer incentives
- ▶ Mix your health and wellbeing events with other workplace events to maximise involvement
- ▶ Link your activities to others in your local community and national campaigns
- ▶ Diversify your health and wellbeing committee members
- ▶ Be creative with incentives and rewards to raise interest and motivation



Have you shared the results within your local government and celebrated successes?

Share results with management and workers to promote and celebrate achievements. Reward and celebration doesn't have to be financially draining, and could include acknowledgement in workplace newsletters, celebrated at staff meetings or an organisation-wide event such as a social function.

Comprehensive and ongoing evaluation is required to measure the program's impact, ensure the program continues to meet the needs of both workers and your local government, and to determine what worked, what didn't and why.



Where to from here?

No two workplaces are the same, which is why successful workplace health and wellbeing programs are those that are tailored to the needs of your local government and its workers.

Help your workers be healthier and happier – contact LGIS and start developing or improving your workplace health and wellbeing program today.

RESOURCES AND TEMPLATES

- ▶ Health and wellbeing policy
- ▶ Needs assessment survey
- ▶ Worker interest survey
- ▶ Workplace health and wellbeing environment appraisal tool
- ▶ Health and wellbeing action plan
- ▶ Health and wellness program evaluation
- ▶ Health and wellness activity feedback form

Note: these tools are available to be downloaded from lgiswa.com.au

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