



Healthy Workplace Guide

Ten steps
to implementing a
workplace health program



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Welcome and foreword

There is an increasing focus on strategies to support Australians to lead a healthy lifestyle for the prevention of chronic diseases, such as cardiovascular disease, type 2 diabetes mellitus and some cancers. Over ten million Australians spend on average eight hours per day in the workplace. In NSW 60% of the population aged 15 years and over are engaged in employment, making the workplace an important setting for health promotion programs. Effective workplace health programs have been shown to improve the health and wellbeing of employees and facilitate organisational changes, such as reduced absenteeism and increased productivity.

As part of the National Partnership Agreement on Preventive Health, the Commonwealth Government of Australia, is providing funding and support to State and Territory governments for the implementation of healthy lifestyle programs in workplaces. The NSW Healthy Workers Initiative is currently being developed by the NSW Department of Health and will be launched in 2012.

To assist businesses to improve the health of their employees, the Heart Foundation, Cancer Council NSW and the Physical Activity, Nutrition & Obesity Research Group (PANORG) from the School of Public Health at the University of Sydney, have collaborated to develop this practical, evidence based ten step guide.

This guide provides easy to follow steps on creating a workplace that supports employees in leading healthy lifestyles, including how to get started, construct and implement a workplace health program.

We welcome you to our ten step guide and congratulate you on your leadership and initiative in creating a healthy workplace.

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How to use this guide

The guide is primarily aimed at assisting small to medium sized businesses with limited resources to implement a sustainable and cost effective workplace health program. While the guide may also be used by larger workplaces with greater resources, we recognise that they may be more likely to outsource their program to an external provider.

Do you need to read the whole guide before you get started?

The ten steps are described in the diagram on page 3. You may choose to read through all ten steps, or simply refer to particular steps you are interested in. At the end of each part there are **checklists**, summarising the recommended activities for different workplace sizes.

Additionally, the guide may be useful as a resource that you can revisit and simply read relevant sections as needed.

Do workplaces need to undertake all of the ten steps?

The ten steps outlined in this guide are all important for a comprehensive and effective workplace health program. However, how you choose to use the guide will depend on a number of factors including: the size and nature of your business, the health interests and needs of employees, and the available resources within your workplace. For example, smaller businesses may find **Step 5. Identify program activities, develop an action plan and budget** most relevant and useful. This step contains tables of activities categorised according to the level of resources required, in order to assist businesses identify appropriate activities for their level of resources.

Ten steps

to implementing a
workplace health program



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Introduction

So what is a healthy workplace?

Occupational health and safety policies help keep employees safe from physical, chemical and biological dangers. A healthy workplace complements this by supporting the health and wellbeing of employees.

A healthy workplace implements workplace health programs and policies to create a supportive culture and physical environment that encourages healthy lifestyles. It is also characterised by employees and employers working together to support and promote the health and wellbeing of people.



What is a workplace health program?

A workplace health program refers to activities undertaken in the workplace that support the health and wellbeing of employees.

These activities may focus on individual behaviour change (e.g. education sessions or physical activity classes), and/or they may be targeted at an organisational level, creating policies and environments (physical and social) which support healthy behaviours (e.g. healthy catering policy or active transport end-of-trip facilities).

Why promote a workplace health program in your workplace?

There is increased awareness regarding the value of workplace health programs that support the health and wellbeing of employees. Organisations that have implemented workplace health programs have reported positive business outcomes such as improved employee retention and productivity, among other benefits.

The NSW and Commonwealth Governments have recently acknowledged these benefits and announced initiatives to assist organisations in developing healthy workplace programs that will benefit employers and employees.

What are the benefits for your organisation?

Research shows there are many measurable benefits to organisations and employers in implementing workplace health programs, including increased workplace productivity, reduced absenteeism, improved employee satisfaction, improved employee recruitment and retention, improved employee engagement and reduced worker's compensation costs.

Benefits of a healthy workplace for employers

- Improve work performance and productivity
- Reduce absenteeism and sick leave
- Decrease frequency and costs of worker's compensation
- Improve employee morale, satisfaction and motivation
- Improve corporate image and attraction/retention of employees
- Increase return on training and development investment
- Improve employee engagement and employee relationships

Benefits of a healthy workplace for employees

- Increase in health awareness and knowledge
- Increase in physical health and mental wellbeing
- Increase in job satisfaction and morale
- Healthier lifestyle

What types of health areas do workplace health programs focus on?

Workplace health programs can cover a broad range of health areas. However, most workplace health programs target at least some of the following areas given the importance of each in general health and wellbeing:

- **Nutrition.** Healthy eating can significantly impact an employee's ability to do their job effectively by, for example, improving their ability to concentrate. Nutrition programs educate employees about food choices and equip them to make healthier food and drink choices. Organisations can ensure there are healthy choices available in staff rooms, vending machines and office meetings and functions, plus provide easy access to fresh fruit and healthy snacks.
- **Physical activity.** In addition to healthy eating, physical activity is an important part of a healthy lifestyle. Workplace health programs can offer employees opportunities to incorporate physical activity into their daily lives, and also provide an environment that supports physical activity.
- **Smoking cessation.** Smokers tend to fall ill more frequently than non-smokers. Promoting services, such as the *Quitline* or allowing time to see a doctor to discuss quitting smoking, are valid options for employers to include in their workplace health programs.
- **Stress management.** Stress itself takes a toll on employees. Stress is also linked to other health concerns, such as depression, heart disease, diabetes, and obesity. Workplace health programs that help employees manage stress can improve their health and wellbeing.

Whilst this guide focuses on nutrition and physical activity only, it is recognised that gains in either or both of these health areas can have benefits on other areas, such as stress management.

 See **Appendix 1** (page 31) for more information on smoking cessation and stress management (work/life balance).

Essential components of workplace health programs

Evidence shows that the most effective workplace health programs include a number of key features, such as:

- Commitment from and participation by management
- Seeking and fostering commitment from employees, including program 'champions'
- Offering all employees the opportunity to participate regardless of their current health
- Involving employees in program development and implementation
- Linking with existing local services and resources, or state and Commonwealth government initiatives
- Comprehensive, sustainable activities that address employees' social interests, behaviours and the physical environment of the workplace
- Adequate resources
- Program evaluation and improvement.

To help you implement a successful workplace health program, this Guide takes you through ten easy steps to help get you started, construct and implement your program. It shows that spending lots of money is not always necessary, and implementing successful activities can actually be done without significant cost to your organisation.

Part 1: Getting started (Steps 1-3)

Step 1. Gain support from management

Gaining support from management is important to ensure that your program is supported by the organisation and that resources (financial and human) are allocated appropriately.

Like any workplace change or initiative, success depends upon support from the leaders of the organisation. When managers are seen to openly embrace the program and 'walk the talk', employees are more likely to do the same. For this reason, it is important to ensure that management is included from the start and has ongoing representation on any committees or groups that are formed as part of the program.



Image courtesy of the NSW Roads & Traffic Authority

Gaining commitment from management depends on a strong business case for the workplace health program. The business case could include:

- Reasons why the program would benefit the organisation
- Benefits of physical activity and good nutrition for both employees and the organisation
- Specific costs to your organisation of physical inactivity and poor nutrition (e.g. gather accurate data from Human Resources (HR) related to absenteeism)
- Outline of your program, including its objectives and examples of some of the activities that may be implemented
- Estimated resources required to organise and drive the program
- Anticipated overall outcomes
- Case studies of how a program has been successfully implemented elsewhere.

- ① See **Tools and resources** (page 26) for a sample presentation and suggested strategies for gaining support from management.
- ① See **Step 5 – Identify program activities, develop an action plan and budget** (page 13) for a list of low, medium and high resource activities you may want to include in your program. Remember, it may be easier to start with simple, low cost activities, then over time move on to activities which require greater investment.



“The information you gather will also provide some baseline measures to help evaluate the success of your program.”

Employee confidentiality

Part of gaining employee support and trust in your program involves ensuring a high level of sensitivity and privacy in relation to their personal health information.

It is important that any employee surveys respect their privacy. All health information collected should be de-identified, and not stored in public locations. Your employees should not feel pressured into participating in the survey or the program, and if they are unable to participate for any reason, they should not be made to feel alienated.

Step 2. Introduce the concept and identify needs

For a program to be successful, it is essential that all employees are engaged in the program. The best way to achieve this is to ensure your program is relevant to the needs of your organisation and its employees.

Identifying these needs allows you to better understand your organisation’s work environment. This will help you determine the priorities for the program and therefore, develop a program that responds to employee needs and aligns with your organisation’s goals and objectives. The information you gather will also provide some baseline measures to help evaluate the success of your program.

Depending on the size of your organisation, a number of approaches can be taken to determine organisation and employee needs. These range from conducting simple focus groups to identify current employee issues, ideas and preferences, to more comprehensive organisation wide health and wellbeing surveys and workplace environmental audits.

In organisations where employees work remotely or where there are multiple worksites, you should aim to ensure that all worksites are considered during the needs assessments.

Examples of needs assessments:

- **Employee focus groups** – will help you identify current issues, ideas and preferences for your program. See **over page** for suggested questions to ask in your focus group
- **Employee health and wellbeing surveys** – will help you identify specific health behaviours, interests and preferences for activities within your workplace
- **Workplace environmental audits** – will help you understand your workplace infrastructure (e.g. shower and kitchen facilities), your organisation’s health culture, and identify any unwritten rules or assumptions about health practices or policies (e.g. flexible work time). This will help you identify activities that are likely to be most suitable for your workplace. Specific features that could be assessed include:
 - Availability of healthy, nutritious foods in vending machines, canteens, office meetings and functions
 - Availability of facilities for employees to store and prepare healthy food brought into the workplace from home (e.g. fridge and cupboard space)
 - Availability of facilities at or near work that encourage physical activity (e.g. fitness centres, bicycle racks, showers and walking paths).

i See **Tools and resources** (page 26) for examples of these needs assessments.

Depending on resources available, you can conduct one or all of the needs assessments described above. Although each provides important information, conducting all of the assessments will help develop a program that is more likely to address the primary needs of your organisation and its employees. Ensure you only collect information that is useful in the development or evaluation of your program.



Questions to ask in your focus group:

- What sort of activities would you be willing or happy to participate in?
- What health areas would you like the organisation to focus on? e.g. weight management, stress, smoking
- When would you like the activities to occur? e.g. in lunchbreaks, before or after work
- What are the biggest challenges you face in participating in activities in your workplace?


Do not be overwhelmed

by the responses from any workplace or employee needs assessments. Priority lists and good communication with your employees will help to set clear expectations around what changes can practically be targeted in the short, medium or long term. For small to medium sized workplaces, it is important to start simple and add to your program over time.

Program target areas

Your program's target areas should address the primary workplace health needs of your employees as identified through your needs assessment. As mentioned in the **Introduction** (page 5), most programs target at least nutrition and/or physical activity. If weight management is identified as a primary need, then it is important to consider targeting both nutrition and physical activity.

Other health and wellbeing target areas may be requested by employees, such as smoking cessation and stress management.

 See **Appendix 1** (page 31) for more information on smoking cessation, stress management (work/life balance) and other target areas.

Step 3. Gain support from employees and establish program responsibilities

Gain support from employees

To gain support from employees, it is important they understand the benefits of the program. Be open and honest, outline the benefits for both the organisation (e.g. improved productivity) and its employees (e.g. better health and wellbeing). See **Introduction** (page 5) for more information on the benefits of a healthy workplace for employees.

Establish program responsibilities

It is important to identify who is responsible for coordinating your program and that it is incorporated into their work role.

It is also worthwhile identifying program advocate(s) who are particularly interested in workplace health and who are willing to promote the concept to their colleagues. Interest and enthusiasm from just one employee can be enough to start the ball rolling, particularly in smaller workplaces. The program coordinator and identified advocates become the 'champions' for your program, providing the energy and encouragement to get their colleagues engaged and committed to your program.

Medium to large workplaces implementing a more comprehensive program should look to establish a program working group or committee. Forming a committee is a good way to coordinate the development of a comprehensive program. It provides a forum where you can share responsibilities and generate ideas. The size of your committee will depend on the size of your organisation and scope of your program, but try to keep it manageable – ideally, three to ten employees.





An organised approach and clearly defined roles within your committee will help to ensure that no one is overburdened and enthusiasm can be maintained.

To bring different skill sets to the committee and ensure ongoing employee engagement across the organisation, try to include members from all areas of your organisation. Roles and responsibilities should be clearly defined and assigned to committee members.

Forming and managing a healthy workplace committee

→ Functions of the committee

- Develop, guide and coordinate the program
- Identify employees' interests and needs
- Motivate and encourage employees to participate
- Maintain management's commitment and enthusiasm
- Discuss potential program elements and decide what activities to include.

→ Attributes of the committee coordinator

Nominate one member of the committee to be the committee coordinator. Ideally, this person should be able to:

- Demonstrate strong leadership skills
- Communicate well with employees and management
- Understand the committee's mission and be confident about advocating the program to employees and management
- Act as a role model for healthy lifestyles
- Be a team player – work well independently and with a diverse group of people
- Motivate and mentor others
- Assign clear roles and responsibilities to each member and identify the next steps for your program.

→ Identify roles and assign responsibilities

Assigning roles to different members will help ensure that all aspects of the program are undertaken. Sharing the responsibility will make it easier to implement the program.

Depending on the size of your committee, you may wish to appoint members to manage specific elements of your program, such as the needs assessment, specific activities or program promotion.

→ Committee meeting

At the start, your committee may want to meet weekly, then monthly as your program is established. Scheduling will need to be flexible to accommodate people's work commitments, but you should aim to meet at least once a quarter to maintain momentum. Set an agenda with outcomes for your meetings so that everyone attending the meeting has a clear idea of what is expected of them.

i See **Tools and resources** (page 27) for examples of committee invitations and a checklist for setting up and managing a committee.

Part 1: Getting started (Steps 1-3) – Summary checklist

	Small workplace (<20 employees)	Medium workplace (20–200 employees)	Large workplace (>200 employees)
→ Step 1. Gain support from management			
Meet with management to discuss a proposed workplace health program	✓	✓	✓ (formal presentation)
Management representation on the committee	optional	✓	✓
→ Step 2. Introduce the concept and identify needs			
Focus group with employees to determine what can be done and how	✓	✓	✓
Employee health and wellbeing survey	optional	✓	✓
Workplace environmental audit	optional	✓	✓
Employee interest survey	optional	optional	✓
→ Step 3. Gain support from employees and establish program responsibilities			
Promote the program and its rationale to employees	✓	✓	✓
Identify program coordinator	✓	✓	✓
Identify champion(s)	✓	✓	✓
Establish committee and assign roles and responsibilities	✓ (small committee)	✓ (3-10 people, including management)	✓ (3-10 people, with representation from different departments and management)

Note – ‘✓’ indicates that this is an important step in your program, while ‘optional’ indicates that you will need to make a decision whether this step is required for your program.



Part 2: Constructing your program (Steps 4-7)

Step 4. Develop goals and objectives

Developing goals and objectives helps to answer people's questions: 'where are we going?' and 'how will we get there?'

Developing goals and objectives

1. **Identify clearly stated program goals.** Focus on the specific needs and interests of your organisation and employees identified in **Step 2 – Introduce concept and identify needs** (page 8). This will help you identify the following:
 - Scope of the program – including target area(s)
 - Expected outcomes for management and employees
 - Resources (financial and time) necessary to achieve those outcomes – versus resources available
 - Best method to track the progress of your program. See '**Consider performance measures**' over page.

Once you have collated this information, you should be able to identify your program's goals.

Sample goals

Nutrition: Employees will have access to healthier food options within the workplace.

Physical activity: Employees will be encouraged and supported to use active transport methods to travel to and from work.

2. **Determine the program's objective(s).** For each goal you should establish at least one SMART program objective, that is:
 - **Specific** – What specifically do you wish to achieve within your program?
 - **Measurable** – How will you judge if you have achieved what you wanted to in your program?
 - **Achievable** – Can this objective be realistically achieved based on the resources available plus the support and interest for your program?
 - **Relevant** – Is the objective relevant to the needs and interests of your organisation's managers and employees?
 - **Time-bound** – When do you expect to achieve this objective?

Sample objectives

Nutrition: All vending machines within the workplace will be modified to include at least 50% healthy food options by [date]. Healthy food options, include wholegrain breads and cereals, fruits, vegetables, low fat dairy, lean meats, water and low kilojoule drinks.

Physical activity: Increase the number of employees using an active travel mode to and from work by 10% by [date].

- i** See **Tools and resources** (page 27) for more information on writing SMART objectives.

Developing a healthy workplace policy

Your workplace may choose to develop a healthy workplace policy as part of your program. A policy can reinforce the organisation's commitment to the program, help to ensure the program becomes an integral part of the organisation and provide a clear outline or statement to management and employees about the aims of the program.

- i** See **Tools and resources** (page 27) for a guide to writing a healthy workplace policy.



Consider performance measures

Remember... At this stage it is essential to plan how you will track the progress and success of your program in achieving its goals and objectives.

The performance measures you decide upon will come directly from your program's objectives. Therefore, you must ensure your program's objectives are measurable.

i See **Step 10 – Evaluate your program and make improvements** (page 22) for detailed information on how to track the progress and success of your program.

Step 5. Identify program activities, develop an action plan and budget

Identify program activities

For maximum impact, activities should address the primary needs and interests of your employees, as well as fit within the budget and timeline of your program. Your goals and objectives will also guide the type of activities you choose.

Activities can be simple and inexpensive, like starting a lunch time walking group, or they may require a more significant investment of time and money, like setting up on-site exercise facilities.

Listed in the following tables are examples of activities targeting physical activity and nutrition that can be undertaken in the workplace. The activities have been classified into three levels – low, medium and high, relative to the estimated employee and financial resources that will be required to implement the activity. The tables can be used to identify the types of activities you could quickly and easily implement (e.g. low resource), and those that may take more time or be more challenging to implement (e.g. high resource).

The activities are further classified based on their target area:

- People
- Environment
- Policy

Activities that focus on 'People' are aimed at educating and increasing awareness. These should always be teamed with activities that create a supportive workplace environment and backed up by sound workplace policies. Research shows a multifaceted approach, consisting of a range of activities, is more likely to increase participation rates and meet employees' individual health needs.



Examples of activities targeting physical activity in the workplace

	People	Environment	Policy
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Low resource activities			
Offer flexible work hours to allow for physical activity during the day			✓
Support physical activity breaks during the workday, such as stretching or short walks			✓
Map and promote walk routes close to your workplace			✓
Map and promote public transport options to and from your workplace			✓
Encourage and support active transport, such as getting off the bus several stops earlier or parking the car further away			✓
Start a lunch time walking group	✓		
Post signs at lifts and escalators to encourage use of stairs and develop supporting internal communications	✓		
Provide bike racks in safe, convenient and accessible locations			✓
Provide regular communication on physical activity, fitness messages and links to relevant websites	✓		
Promote walking meetings as a way of discouraging sedentary behaviour			✓
Liaise with local fitness centres to obtain discounted rates/membership	✓		
Promote local, state and national physical activity and/or active travel events			✓

Medium resource activities			
Set up a pedometer loan scheme	✓		
Implement employee challenges or competitions using pedometers	✓		
Provide support for employees to enter fun runs and walking events as a workplace team	✓		
Provide shower and/or changing facilities in the workplace			✓
Arrange a workplace team to participate in organised sport activities and/or events	✓		
Implement a physical activity questionnaire to determine employees' interest in physical activity options	✓		
Provide health related functions (guest speakers, classes etc.)			✓
Develop an Active Travel Plan			✓
Provide bus/train tickets at reception for employees to attend meetings			✓
Provide weather protection gear at reception to allow employees to walk to local meetings e.g. umbrella, spray jacket, sunscreen etc.			✓
Establish partnerships with local bike shops to provide corporate rates to employees	✓		

High resource activities			
Provide subsidised membership at local fitness centres			✓
Provide on-site fitness classes	✓		
Provide all employees with pedometers	✓		
Provide an on-site exercise facility			✓
Have an exercise physiologist attend and perform simple fitness tests on-site	✓		
Have an exercise specialist give regular motivational fitness talks on-site	✓		
Have a fitness instructor lead employee walking, jogging and/or running groups	✓		
Provide bike fleet for employees to attend local meetings			✓

 See **Tools and resources** (page 27) for more information on choosing activities targeting physical activity for your workplace.



People Environment Policy

Examples of activities targeting nutrition in the workplace

	People	Environment	Policy
Low resource activities			
Liaise with local provider(s) to take food orders from employees and deliver boxes of fresh fruit and vegetables			✓
Provide a protected space away from work areas for meal breaks with space for some food preparation			✓
Display healthy eating information in appropriate places in the workplace (e.g. kitchen, canteen, dining room)			✓
Develop regular communications on nutrition (e.g. healthy recipe of the week, nutrition tips, myth busting), and provide links to relevant websites	✓		
Offer healthy food and drink choices at employee functions and meetings			✓
Provide nutrition magazines for employees to read in your workplace			✓
Promote local, state and national healthy eating events			✓
Establish workplace policies that promote and support employees to eat healthily e.g. workplace healthy catering policy			✓
Medium resource activities			
Organise for a dietitian to take employees on a food label reading tour at the local supermarket	✓		
Provide water cooler(s) that all employees can access easily			✓
Ensure there are sufficient kitchen facilities for food storage and preparation e.g. refrigerators, microwaves, cutlery and crockery			✓
Provide free or subsidised fresh fruit and vegetables in the workplace			✓
Offer healthy food options in vending machines			✓
Arrange a mobile food service that offers healthy options			✓
Have a dietitian provide an educational talk on healthy eating	✓		
Provide subsidies for the purchase of nutrition related books e.g. cookbooks	✓		
High resource activities			
Provide incentives and/or support (e.g. flexible time) for employee participation in off-site nutrition or weight management activities	✓		
Include employees' families in education regarding nutrition e.g. disseminate information relevant to families, invite families to nutrition information sessions	✓		
Change the menu in your workplace canteen to ensure that healthy options are available			✓
Have a dietitian run a weight management/nutrition course on-site	✓		

 See **Tools and resources** (page 27) for more information on choosing activities targeting nutrition for your workplace.



Information to include in an action plan

- The goals and objectives
- The activities
- The support and resources required
- Who is responsible for each activity
- The timeline for each activity
- How each activity will be evaluated

Consider cost sharing:

Research suggests cost sharing results in a high degree of commitment by those sharing the cost. A workplace may choose to cover 100% of the costs of certain program activities, while cost sharing with employees for other parts of the program. For example, the workplace may choose to supply free fresh fruit once a week to employees, and make a contribution to employees' gym membership costs.

Consider program funding or partners: If the activities you have in mind require large amounts of funding, seek partners or funding bodies who might be interested in contributing time, resources or money to help you move ahead with implementing your program. See **Step 7 – Identify additional support** (page 28) for more information.

Develop an action plan

Once the activities for your program have been chosen, it is time to develop an action plan. The action plan links the activities to their goals and objectives and provides the finer details on what will be required to implement the activities effectively and when.

Your action plan should include a mix of activities that target people, the environment and policy. By targeting all these areas, your program will be more successful. Keep your action plan flexible and realistic, as changes may need to be made based on employee feedback and/or evaluation as your program progresses.

Ensure activities are scheduled at convenient times to maximise employee participation. It may be necessary to run certain activities at multiple times. It may also be worth linking activities with specific health campaigns, events or promotions, such as *Heart Week*, *Walk to Work Day*, *Daffodil Day*, *City to Surf* etc.

 See the **Appendix 2** (page 32) for an example action plan.

Budget

An accurate budget should outline the estimated costs of implementing your program.

You will need to consider the following areas:

- Equipment and supplies
- Personnel and/or training costs
- Incentives and rewards for employee participation
- Other costs relevant to your action plan.

Small workplaces may be conducting a program with little or no budget. However, even small items, like refreshments for a health seminar, will require a small budget.

 See **Tools and resources** (page 27) for an example of a budget template.



Step 6. Select incentives and rewards

Incentives and rewards are a very important part of your program. For employees, these can motivate participation, provide a reason to change behaviour, and improve long term adherence to healthier habits. For the employer, they can demonstrate the organisation's commitment to the program. You may consider one or a combination of the following types of incentives and rewards outlined below.

Ideas for program incentives and rewards:

- **Achievement awards:** Certificates and prizes for those who have achieved health benefits, made a significant effort to make changes and/or participated regularly in activities
- **Contests and competitions:** Organising competitions with prizes based on participation or the amount of a particular health activity undertaken each day
- **Public recognition:** Acknowledging through announcements at meetings or events, those who have participated or achieved success
- **Merchandise:** Provide healthy lifestyle merchandise e.g. drink bottles, towels or vouchers from local businesses
- **Cash incentives:** Research has shown that programs that implement cash or rebates as an incentive have higher participation rates
- **Entertainment:** Having lunches, morning teas or entertainment to launch or promote an activity
- **Discounted gym membership:** Liaise with local gyms to arrange a discount off membership for your employees
- **Time off:** Offering some time off for participating in an activity may be more of an incentive than cash for some employees
- **Points scheme:** Set up a points scheme for participating. Accumulated points can be traded in for gift vouchers or other incentives and rewards
- **Gift certificates:** Provide employees with gift certificates that can be used to purchase what they want.

Remember... When choosing incentives and rewards, you need to be sure they will be desired by your employees.

i See **Tools and resources** (page 27) for more information on choosing incentives and rewards.



Image courtesy of Cessnock City Council.

Active Travel incentive provided by Mountain Goat Brewery (Victoria)

The Mountain Goat Brewery operates an incentive scheme encouraging their employees to cycle to work as part of their environmental program. Each employee is given a \$200 subsidy each year for bike maintenance and equipment, and a further bonus of \$1.50 for each day they ride to work. This is paid as part of their annual Christmas bonus.



Step 7. Identify additional support

There is a wide range of support available to help you implement your program. The type of support you require will depend on the activities you have chosen. Many high quality resources are available free or at a low cost from voluntary organisations, health departments and state or national government agencies.

Available resources include:

- Information resources and tools for individuals e.g. brochures and fact sheets
- Local resources e.g. sporting clubs, gyms and community programs
- Telephone support services e.g. *Get Healthy Information and Coaching Service* (NSW Department of Health)
- Physical activity programs e.g. *Heart Foundation Walking*, *Heart Foundation Heartmoves*
- Toolkits, guidelines and support for implementing activities e.g. NSW Department of Health, NSW Premiers Council for Active Living – *Active Travel Plan Toolkit*, Heart Foundation’s *A Healthier Serve – The Heart Foundation’s Guide to Healthier Catering*
- Referral agencies for employees e.g. Local Division of General Practice / Medicare Local.

i See **Tools and resources** (page 28) for more information on additional support available for your program.

Workplaces can maximise available resources by linking with other workplaces to obtain and share resources. However, don’t be limited to those listed in this guide. Look for what is available in your local area and community.

Private workplace health providers may be an option for some workplaces. These providers offer a range of products and services, like health and wellbeing surveys, health screening, information and awareness programs, and online support. Services may be provided on a contract or fee-for-service basis. Ensure you communicate your expectations to external providers.

i See **Tools and resources** (page 30) for a checklist to assist you in choosing a quality workplace health provider.

Part 2: Constructing your program (Steps 4-7) – Summary checklist

	Small workplace (<20 employees)	Medium workplace (20–200 employees)	Large workplace (>200 employees)
→ Step 4. Develop goals and objectives			
Develop a Mission Statement	optional	✓	✓
Develop goals	✓ (1 or more goals)	✓ (2-3 goals)	✓ (2-5 goals)
Develop objectives (at least 1 objective for each goal)	✓	✓	✓
Consider performance measures	✓	✓	✓
→ Step 5. Identify program activities, develop an action plan and budget			
Choose program activities, considering resource requirements and availability	✓ (at least one simple, low cost activity for each objective)	✓ (at least 2 activities for each objective)	✓ (at least 2 activities for each objective)
Develop an action plan, assign responsibilities and set a realistic timeline	✓	✓	✓
Develop budget	✓ (keep a basic track of expenses)	✓	✓ (consider additional funding source)
Present budget to management	✓	✓	✓
→ Step 6. Select incentives and rewards			
Select incentives and rewards	✓ (look for free or low cost incentives or rewards)	✓	✓
Ask local contacts to assist with incentives and rewards	✓	✓	✓
→ Step 7. Identify additional support			
Identify national, state and local support people and organisations	✓	✓	✓
Acquire relevant resources	✓	✓	✓
Consider external program providers	✓	✓	✓

Note – ‘✓’ indicates that this is an important step in your program, while ‘optional’ indicates that you will need to make a decision whether this step is required for your program.



Part 3: Implementing your program (Steps 8-10)

Step 8. Promote your program

Promoting your program to all employees is essential to give it the best chance of achieving its goals and objectives.

The aims of promotion activities are to:

- Raise awareness of your program and generate interest in participating
- Advertise particular activities and events
- Motivate employees to participate in your program and activities
- Maintain interest and motivation over the long term.

Motivating employees to participate is the most important aim of all. No matter how comprehensive and well planned a program is, it won't be effective if no one participates. Promoting your program can commence during the early stages of program development and then continue throughout. Communication and promotion underpins all the steps and helps create an underlying 'buzz' for your program.

Ideas to help you promote your program

- **Hold a program launch:** An event to announce the commencement of your program raises awareness about the program and its activities within the organisation. Seeking the support of your most senior manager, or respected guest speaker, can add a sense of occasion
- **Motivational or educational talk about health:** Find local experts, such as a dietitian, exercise specialist or health coach, to talk about health and promote the benefits to help motivate employees to make behavioural changes
- **Posters and health information:** Place posters in relevant places around the workplace, and have an information stand with flyers and brochures on workplace activities and other health information, which employees can easily access
- **Hold an employee health event:** Organise a lunchtime walk, or host your own 'active transport' day where employees are encouraged to walk or cycle to work
- **Newsletters:** Provide information and promote activities in newsletters, online and in employee emails. Send reminders about up and coming activities and events
- **Share employee experiences:** Create a weekly communication that profiles employee experiences to help inspire others to get involved. The profiles may include employee success stories or describe how they overcame challenges. By making employees aware of the benefits/successes and difficulties/challenges they may experience while participating in the program, you will make it more real for them. You can also use this idea to help create realistic expectations for participants

(Continued over page...)

Ideas to help you promote your program (continued...)

- **Have program 'champion(s)'**: Appoint dedicated spokesperson(s) for the program. They may be manager(s) or enthusiastic employee(s) who are able to promote the program and its activities to other employees and motivate them to participate
- **Link with national health promotion days and weeks**: There are many health promotion activities occurring at a national and state level, which you can take advantage of to promote specific health issues in your workplace.

 See **Tools and resources** (page 30) for calendar listing health promotion days and weeks.

Maintaining interest and motivation over the long term

Considering the following things will help ensure employee participation and motivation remains high over the long term:

- **Time**: Most employees are very busy at work and at home. So the more you can make activities fit in with their daily lives the better. Consider activity length and time in the day for holding the activities. For example, organising several 10 minute walks outside throughout the day doesn't take long, requires no extra equipment, and everyone will feel refreshed afterwards. Organise talks or activities in lunchbreaks and make sure they don't run over time. Also ensure you leave enough time for employees to eat some lunch, or make it a 'brown bag' session so they can bring their lunch with them
- **Access**: Make sure that all employees are able to access program activities. Ensure activities are run on-site or close by, and schedule them at different times of the day
- **Knowledge**: To be motivated to participate, employees need to know why they should get involved. To help motivate employees, they will need information regarding the benefits of engaging in healthy activities and the risks if they don't
- **Cost**: Implementing activities that have no cost or very low cost for employees will increase the likelihood that employees will participate
- **Incentives and rewards**: Offering incentives and rewards for participation can help motivate employees to get started in the program, and may assist with maintaining their motivation over the long term.



Keep in mind...

Some people are motivated by the:

- Overall health benefits, such as weight management, if they have already identified their specific health need(s); or
- More practical examples, such as not puffing when climbing a flight of stairs or having more energy when they are with their family; or
- Longer term health benefits, such as preventing chronic diseases like heart disease or cancer.



Image courtesy of Willoughby City Council.

Step 9. Manage your program

Putting your plan into action

Once you have completed all the steps in developing your program, it is time to put your plan into action and commence the program.

The points below provide a summary of the ongoing activities you will need to undertake to ensure your program is implemented successfully.

Ongoing program management

- Regular committee meetings
- Arranging support and resources for activities
- Coordinating and implementing activities
- Managing the budget
- Liaising with providers
- Ongoing promotion and communication

Step 10: Evaluate your program and make improvements

Why evaluate?

Evaluating your program is important for reviewing its effectiveness. It provides information that can help with ongoing development and improvement of your program and hence, can be thought of as continuous improvement. Most importantly, evaluation also allows you to assess whether your program is achieving its goals and objectives.

To ensure continuous improvement, program review is recommended to occur at least annually. This allows for new program goals and objectives to be set and new or additional organisation and employee needs to be identified.

By asking employees questions, you can find out the activities that appeal to them and why, which can help shape your program over the long term.

How to evaluate

Ideally it is good to undertake three different types of evaluation:

- **Process evaluation:** Were the program and activities delivered as planned?
- **Impact evaluation:** What sort of changes occurred in the workplace?
- **Outcome evaluation:** What were the effects for your organisation and employees?

More information on each of these types of evaluation is provided in the following sections.

Process evaluation

Process evaluation is an important way to find out what worked and what didn't. For example, you can find out what employees liked about your program, which activities were popular and which weren't. This type of information is useful for the continuous improvement of your program. Knowing what worked and what didn't will inform the decisions you make in the future.

Some examples of questions to consider in the implementation of your program include:

- Were all planned activities implemented?
- How many employees expressed interest in participating?
- How many employees participated in each activity?
- How many employees commenced an activity but did not complete it?
- Which activities were most popular?
- Did the program meet the needs of participants?
- Were employees happy with the range of activities?
- Were employees satisfied with the times when activities were offered?
- Were employees happy with instructors, resources, communication, incentives and rewards?

The information obtained from your process evaluation can be used to modify your program to increase employee participation and satisfaction.

This information can be obtained by survey, or in a more informal manner, such as simply asking your employees.

Impact evaluation

Impact evaluation assesses the changes that may have occurred in the workplace to help employees be healthier. To assess changes in the workplace there are a number of workplace audit tools that can be implemented ranging from short and simple questions, to long and more comprehensive surveys.

Some examples of impact evaluation questions, include:

- Have there been any changes in the physical environment to support physical activity in the workplace?
- Have there been any changes in the physical environment to support healthy eating in the workplace?
- Have there been organisational policy changes that support improved health in the workplace?

Outcome evaluation

Outcome evaluation assesses the effects of the program, in particular, in relation to any goals or objectives that have been set.

Outcomes may be related to employee health behaviours and/or health status, or to organisation outcomes, such as reduced sick leave or higher employee retention.

Some examples of outcome evaluation questions, include:

- Have employees increased their physical activity?
- Have employees increased their intake of fruit and/or vegetables?
- Have employees reduced their intake of unhealthy foods as a result of the nutrition education or messages that were part of the program?
- Has the number of sick days in the organisation been reduced?
- Has employees' productivity increased?

i See **Tools and resources** (page 26) for examples of workplace audit tools and employee health surveys. A number of these tools and surveys you may have already considered or used in **Step 2 – Introduce the concept and identify needs** (page 8).





Image courtesy of the NSW Premier's Council for Active Living.

Reviewing and improving your program

The information gathered in the evaluation should be used to review and improve your program. This may involve a discussion amongst employees involved in implementing the program (e.g. working group/committee/champions). It can be worthwhile to use this information to develop a report on your program. The discussion and report can include information, such as:

- List of activities implemented and those that were most successful
- Summary of changes in health and wellbeing of employees
- Description of changes in the workplace, such as provision of fruit in the office, healthy options at canteen or in vending machines, posters encouraging physical activity etc.
- Whether the program achieved its goals and objectives.

Information that shows your program is effective can help gain support from management and employees for the continuation of your program, or provide a case for an increase in allocation of budget or resources for your program.

Part 3: Implementing your program (Steps 8-10) – Summary checklist

	Small workplace (<20 employees)	Medium workplace (20–200 employees)	Large workplace (>200 employees)
→ Step 8. Promote your program			
Promote the program with posters, health information and resources, and get employees involved in organising activities. Promote specific activities and events when they occur through emails, newsletters etc.	✓	✓	✓
Hold an event to launch your program	optional	✓	✓
Provide incentives and rewards for participation	✓	✓	✓
Implement a competition with teams from within the organisation	optional	optional	✓
Develop a web page on the intranet to display information about your program	optional	optional	✓
→ Step 9. Manage your program			
Hold regular committee meetings	✓	✓	✓
Arrange support and resources for activities	✓	✓	✓
Coordinate and implement activities	✓	✓	✓
Manage the budget	✓	✓	✓
Liaise with providers	✓	✓	✓
Ongoing promotion and communication with employees	✓	✓	✓
→ Step 10. Evaluate your program and make improvements			
Ask employees if they were happy with the activities and information that was provided, and if they feel the program has helped them feel healthier	✓ (may be informal)	✓ (self-report survey)	✓ (self-report survey)
Evaluate the program using the example surveys and audits found in Tools and resources (page 26)	optional	✓	✓

Note – ‘✓’ indicates that this is an important step in your program, while ‘optional’ indicates that you will need to make a decision whether this step is required for your program.

Tools and resources

Useful tools and resources are hyperlinked in the following table. If you are using a hard copy of this guide, then you can access these links electronically by downloading the electronic version at www.heartfoundation.org.au/workplace-wellness.

Step 1. Gain support from management

Description of link(s)	Source	Website
Business Case Templates and Presentations	WA Department of Sport and Recreation – Healthy Active Workplaces: A PowerPoint presentation that describes what workplace health is and why it is important	www.dsr.wa.gov.au/511
	Centre for Disease Control – LEAN Works! A Workplace Obesity Prevention Program: Suggestion of strategies for gaining support from management for a workplace health program	www.cdc.gov/leanworks/plan/gainsupport.html

Step 2. Introduce the concept and identify needs

Description of link(s)	Source	Website
Organisational Audit Tool	Government of Western Australia; Department of Sport and Recreation; Department of Health; Be Active WA; Physical Activity Taskforce: Provides a printable Audit Tool useful to assess activities of an organisation in the area of workplace health	www.dsr.wa.gov.au/3210
Health & Wellbeing Survey	Premier's Physical Activity Council – Tasmania (2007). Get Moving at Work, A resource kit for workplace health and wellbeing programs: Provides a printable survey assessing the health behaviours of employees in the areas of diet, physical activity, smoking and alcohol intake.	www.getmoving.tas.gov.au/article.php?article_id=152
Employee Interest Survey	Health Promotion Board Singapore. The Workplace Health Promotion program: Provides a printable employee interest survey in the Assessment Tools section	www.hpb.gov.sg/hpb/default.asp?pg_id=2144

Step 3. Gain support from employees and establish program responsibilities

Description of link(s)	Source	Website
Committee invitation and checklist	Centre for Disease Control and Prevention, LEAN Works!: Example of a committee invitation to recruit committee members and a committee checklist to guide you through setting up and managing a committee	www.cdc.gov/leanworks/plan/formcommittee.html

Step 4. Develop goals and objectives

Description of link(s)	Source	Website
Writing objectives	Centre for Disease Control and Prevention, ETA Evaluation Brief, Writing SMART Objectives: Information sheet	Visit www.cdc.gov and search 'Evaluation brief – writing smart objectives' using search function
Sample Workplace Health Policy	WorkHealth, WorkSafe Victoria: A guide to 'Writing a healthy workplace policy'	www.worksafe.vic.gov.au/wps/wcm/connect/9abb0d8043cb13fda412ed7c6e278e53/WH_WRITING+A+HEALTHY+WP+POLICY_WEB.pdf?MOD=AJPERES

Step 5. Identify program activities, develop an action plan and budget

Description of link(s)	Source	Website
Identifying program activities	The Health Communication Unit – The Catalogue of well-regarded interventions: Information on choosing and implementing activities for nutrition and physical activity	www.thcu.ca/workplace/wri/cabin_guide.cfm
Budget	Centre for Disease Control and Prevention – LEAN Works!: Information about creating your budget and a budget template that you can modify for your program	www.cdc.gov/leanworks/plan/identifybudget.html

Step 6. Select incentives and rewards

Description of link(s)	Source	Website
Incentives and rewards	Wellness Council of America (WELCOA) – Expediting Employee Behavior Change By Implementing The Right Incentives: Article on what works best in regards to developing and implementing incentive-based wellness programs	Visit www.welcoa.org and click on 'free resources', 'free reports', then choose report 'How To Maximize Your Incentives To Drive Participation' and go to page 18.

Step 7. Identify additional support

Description of link(s)	Source	Website
Information resources and tools for individuals	Measure Up: Interactive website, nutrition and physical activity guidelines, printed resources and promotional material	www.measureup.gov.au
	Go for 2 and 5 Fruit and Vegetables: Information on the benefits of fruit and vegetables, easy ways to get more fruit and vegies into your day, simple tasty recipes, printed resources and promotional materials	www.gofor2and5.com.au
	Heart Foundation: Brochures and information on physical activity	www.heartfoundation.org.au/active-living/Pages/default.aspx or call 1300 36 27 87
	Heart Foundation: Brochures and information on healthy eating	www.heartfoundation.org.au/healthy-eating/Pages/default.aspx or call 1300 36 27 87
	Cancer Council NSW: Brochures and information on physical activity and healthy eating	www.cancercouncil.com.au or call 13 11 20
	Dietitians Association of Australia (DAA) – Smart Eating for You: Interactive website with nutrition information, tips, recipes and e-newsletter	www.daa.asn.au/for-the-public/smart-eating-for-you or call (02) 6163 5200 or 1800 812 942
	Australian Government Department of Health and Aging – Healthy Weight: Information and resources on physical activity and nutrition, including the Dietary Guidelines for Australian Adults and the National Physical Activity guidelines, printed brochures available	www.health.gov.au/internet/healthyactive/publishing.nsf/Content/healthyweight or call 1800 020 103
Local resources	Gyms and fitness centres in your local area can provide timetable information and may be able to visit your workplace to provide activities. The local council website may be a good place to start for local council gym and fitness facilities, walking tracks, bike routes and local service directories.	www.dlg.nsw.gov.au/dlg/dlghome/dlg_localgovdirectory.asp
	Fitness Australia: Assistance to find your local fitness provider	www.startexercising.com.au or call 1800 88 55 60
	NSW Local Area Networks: Contact for local services and health programs	www.health.nsw.gov.au/services/index.asp or call (02) 9391 9000

Description of link(s)	Source	Website
Local resources <i>(continued...)</i>	Australian Sports Commission: A search engine for finding a sporting club	www.ausport.gov.au/participating/find_a_sporting_club
	NSW Government – Sport and Recreation: Information on sports available in NSW	www.dsr.nsw.gov.au/gatewaytosport or 13 13 02
	General Practice NSW: Find your local Division for information on health services (e.g. lifestyle modification programs, the Lifescrpts program) and exercise directories.	www.gpnsw.com.au or call (02) 9239 2900
	Dietitians Association of Australia: Peak group representing Dietitians and Nutritionists in Australia	www.daa.asn.au/for-the-public/find-an-apd or call (02) 6163 5200
	Exercise and Sports Science Australia: Peak groups representing Exercise Physiologists in Australia	www.essa.org.au/index.php?q=node/47 or call (07) 3856 5622
Telephone support services	NSW Health – Get Healthy Information and Coaching Service: A free, confidential telephone service that supports individuals to make healthy lifestyle choices	www.gethealthynsw.com.au or call 1300 806 258
Activity programs	Heart Foundation Walking: Free community-based walking programs	www.heartfoundation.org.au/walking or call 1300 36 27 87
	Heart Foundation Heartmoves: Free, low-to-moderate intensity community exercise programs	www.heartfoundation.org.au/heartmoves or call 1300 36 27 87
	Central Queensland University – 10,000 steps pedometer program: A walking program with an interactive website, virtual walking challenges and access to free resources	www.10000steps.org.au or call (07) 4930 6751
Toolkits, guidelines and support for implementing activities	Heart Foundation – Healthy workplace catering: Provides sample catering guidelines	www.heartfoundation.org.au/information-for-professionals/food-professionals/Pages/catering-preparing-foods.aspx or call 1300 36 27 87
	Cancer Council NSW – Healthy catering: Provides sample catering guidelines	www.cancercouncil.com.au/catering or call 13 11 20
	NSW Health – Live Life Well @ Health: Healthier Food & Drink Choices – Staff & Visitors in NSW Health Facilities: A policy on food provision and a food categorisation assessment tool	Visit www.health.nsw.gov.au and search ‘Live Life Well @ Health: User Guide’ using search function
	NSW Government Premier’s Council for Active Living (PCAL) – Workplace Travel Plan: Information on how to develop a workplace travel plan	www.pcal.nsw.gov.au/workplace_travel_plan or call (02) 9219 2438

Description of link(s)	Source	Website
Toolkits, guidelines and support for implementing activities <i>(continued...)</i>	Bicycle Information for NSW – Riding for transport: A wide range of information for cyclists	www.bicycleinfo.nsw.gov.au/riding_for_transport.html
Referral agencies for employees	Local Health Networks – Chronic Disease Self Management programs: Programs to assist individuals with a chronic disease to learn and implement self-management techniques	www.health.nsw.gov.au/services/index.asp or call (02) 9391 9000
	Local Health Networks – Diabetes Prevention Programs: Programs that target individuals at risk of diabetes and provide advice and support on healthy lifestyles	www.health.nsw.gov.au/services/index.asp or call (02) 9391 9000
Choosing a quality workplace health program provider	Wellness Council of America (WELCOA) (2004): Checklist for Selecting Health Promotion Vendors	Visit www.welcoa.org click on 'Free resources', 'Free reports' and scroll down to find the report titled 'The Right Health Promotion Vendor Every Time: WELCOA Checklist'
Workplace providers for NSW Government agencies, council and not-for-profit organisations	NSW Government Healthy Workforce Program: NSW Government agencies, council and not-for-profit organisations can contact specified providers to provide cost-effective workplace health programs	www.nswbuy.com.au/Health---hygiene.aspx or call 1800 679 289

Step 8. Promote Your Program

Description of link(s)	Source	Website
Calendars of Health Promotion activities and events in NSW	NSW Department of Health: Annual calendar of health weeks / events	www.health.nsw.gov.au/events/calendar

Step 10. Evaluate your program and make improvements

Description of link(s)	Source	Website
Evaluation checklist	Department of Sport and Recreation, Western Australia: A downloadable checklist to evaluate your healthy active workplace program	www.dsr.wa.gov.au/1083

For additional evaluation tools and resources, see **Step 2** in **Tools and resources** (page 26)

Appendix 1

Information about additional program target areas

Program focus	Organisation	Contact details	Website
Smoking cessation	Quitline	13 78 48	www.13quit.org.au
Smoke free policy	Heart Foundation	1300 36 27 87	www.heartfoundation.org.au/driving-change/current-campaigns/smoke-free
Breastfeeding	Australian Breastfeeding Association	(02) 8853 4900 (NSW Branch Office)	www.breastfeeding.asn.au
Occupational Health and Safety	Workcover Authority of NSW	13 10 50	www.workcover.nsw.gov.au
Chronic disease	General Practice NSW	(02) 9239 2900	www.gpnsw.com.au/divisions
Reproductive health	Family Planning NSW	1300 658 886	www.fpnsw.org.au
Work/life balance	Department of Education, Employment and Workplace Relations, Australian Government	1300 363 079	www.deewr.gov.au/workplacerelements/freshideas
Sun safety	Cancer Council NSW	13 11 20	www.cancercouncil.com.au
Substance abuse	Drug Info (NSW Health)		www.druginfo.nsw.gov.au
Mental health	beyondblue	1300 224 634	www.beyondblue.org.au
Infectious disease control	Immunise Australia Program	1800 671 811	www.immunise.health.gov.au
Alcohol	Turning Point	1800 888 236	www.turningpoint.org.au

Appendix 2

Action plan example

Target area	Goal	Objective	Activities	Support and resources	Employee responsible	When	Measures of success	How did we go? ✓ or X
Healthy eating	Employees will have access to healthier food options within the workplace	All vending machines within the workplace will be modified to include at least 50% healthy food options by [date]	<ul style="list-style-type: none"> Modify foods in vending machines 	<ul style="list-style-type: none"> Consultant dietitian to undertake audit of vending machine and report on suggested changes 	[name]	[date]	<ul style="list-style-type: none"> 50% healthy options in vending machines Positive employee feedback on vending machine choices 	
Physical activity	Employees will be encouraged and supported to use active transport methods to travel to and from work	Increase the number of employees using an active travel mode to and from work by 10% by [date]	<ul style="list-style-type: none"> Develop Active Travel Plan Provide bike racks in safe, convenient and accessible locations Map out walk routes close to the workplace Consider incentives 	<ul style="list-style-type: none"> Purchase and install bike racks Map out walking tracks and publish on the intranet Use signage and communication channels to promote active travel 	[name]	[date] [date]	<ul style="list-style-type: none"> Racks installed Signage installed Promotional emails sent to employee 10% increase in employees undertaking active travel 	
Tobacco use/smoking	Employees feel encouraged and supported to quit smoking	Provide support for employees trying to quit smoking by [date]	<ul style="list-style-type: none"> Display and promote the smoking 'Quitline' Allow employees to use 'Quitline' services in work time 	<ul style="list-style-type: none"> Obtain resource material from the 'Quitline' to display 	[name]	[date]	<ul style="list-style-type: none"> 'Quit Smoking' display help in reception area 	
Stress management	Employees have access to stress management expertise	Assist employees to manage stress in the workplace by [date]	<ul style="list-style-type: none"> Hold a seminar on stress management techniques Review the flexible work arrangements policy Promote work life balance messages via the email Consider engaging Employee Assistance Program provider on a fee for service basis 	<ul style="list-style-type: none"> Seminar presenter Communication messages Current flexible work time policy 	[name]	[date] [date] [date]	<ul style="list-style-type: none"> 50% attendance at seminar Communication messages sent Policy updated and approved by management 	

Format adapted from 'Healthy Workplace Action Plan' WorkSafe Victoria.

Heart Foundation

Cardiovascular Health Admin Officer
Heart Foundation
Level 3, 80 William Street
East Sydney NSW 2011

Telephone: +61 2 9219 2410

Email: nsw@heartfoundation.org.au

Website: www.heartfoundation.org.au

Cancer Council NSW

153 Dowling Street
Woolloomooloo NSW 2011

Telephone: +61 2 9334 1900

Email: cis@nswcc.org.au

Website: www.cancercouncil.com.au

PANORG

Physical Activity, Nutrition & Obesity Research Group
School of Public Health
Level 2, Medical Foundation Building K25
The University of Sydney Australia
Sydney NSW 2006

Telephone: +61 2 9036 3271

Email: sph.panorg@sydney.edu.au

Website: www.sydney.edu.au/medicine/public-health/panorg

