

IT'S TIME ...



to get
the job
done well



Healthy Workplace Guide

Adapted by the Healthy Workplace Team of the
Leeds, Grenville & Lanark District Health Unit
2009

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EXECUTIVE SUMMARY	1
Six Steps to a Healthy Workplace	1
OVERVIEW	3
Why is workplace health so important?	3
Benefits of a healthy workplace.....	3
Comprehensive Workplace Health Promotion.....	4
Key Elements of Successful Workplace Health Promotion Programs	5
STEPS IN THIS GUIDE	7
Step 1: Obtain Management Support	9
Step 1 at a glance	9
Opportunities for Public Health Unit Assistance	9
WORKSHEET #1 Letter of Understanding.....	10
Step 2: Establish Workplace Health Committee	11
WORKSHEET #2 Workplace Health Committee Terms of Reference	12
WORKSHEET #3 Workplace Health Committee Minutes Template	13
Step 2 at a glance	14
Opportunities for Public Health Unit Assistance	14
Step 3: Conduct Interests/Needs Assessment	15
WORKSHEET #4 Identifying Organizational Strengths	17
WORKSHEET #5 Identifying Challenges.....	18
Step 3 at a glance	19
Opportunities for Public Health Unit Assistance	19
Step 4: Develop Workplace Health Plan	21
WORKSHEET #6 Create a Vision Statement.....	24
WORKSHEET #7 Awareness Campaign Plan	25
WORKSHEET #8 Action Plan Example.....	26
Step 4 at a glance	27
Opportunities for Public Health Unit Assistance	27
Step 5: Implement Program	29
Step 5 at a glance	29
Opportunities for Public Health Unit Assistance	29
Step 6: Conduct Program Evaluation	31
WORKSHEET #9 Measuring the Success of Your Activities.....	32
WORKSHEET #10 A Check Against the Key Elements of Successful Programs	33
WORKSHEET #11 Evaluation Summary	34
Step 6 at a glance	35
Opportunities for Public Health Unit Assistance	35

WEB RESOURCES.....37

- General Information on Workplace Health 37
- Comprehensive Workplace Health Promotion..... 38
- Issue Specific Programs: 38
 - Alcohol and Other Drugs 38
 - Family Friendly Workplace 39
 - Healthy Eating at Work..... 39
 - Pandemic Planning..... 39
 - Physical Activity at Work..... 40
 - Shift Work..... 41
 - Sun Safety for Outdoor Workers 41
 - Tobacco..... 42
 - Workplace Stress 42

APPENDIX A: Stages of Change 43

APPENDIX B: Comprehensive Workplace Health Model 45

REFERENCES 47

CONTACT INFORMATION 48

Six Steps to a Healthy Workplace

Research shows that a safe, healthy, and supportive workplace helps businesses maintain their competitive edge, recruit and retain employees best suited for the job, reduce absenteeism, encourage employees' productivity, reduce the number of injury and illness claims, foster creativity, and increase quality and customer service. A healthy workplace is a great investment!

Promoting health in the workplace does not have to be a complex and expensive undertaking. This guide outlines a six step do-it-yourself process for planning, implementing, and evaluating a Comprehensive Workplace Health Program. A model of the six steps is outlined in Appendix B, page 45. This guide includes worksheets, progress checklists, and information on how the Leeds, Grenville & Lanark District Health Unit can assist workplaces within Leeds, Grenville and Lanark counties. Contact the Health Unit at 1-800-660-5853 to speak to a Public Health Nurse Consultant.

Step 1 Obtain Management Support

In this step you will obtain organizational commitment for your Workplace Health Committee through such activities as meetings, presentations and proposal writing.

Step 2 Establish Workplace Health Committee

This step involves the creation of a Workplace Health Committee and involves recruiting members, designating a Chair, creating a Terms of Reference, and recording and sharing information.

Step 3 Conduct Interests/Needs Assessment

In this step you will set your overall direction by identifying your strengths and challenges and creating a vision for your workplace health activities. This step will help you choose the right method of gathering information about your workplace environment and the employees' needs, interests, and concerns. It will also guide you through promoting the survey to staff for a good response rate.

Step 4 Develop Workplace Health Plan

Based on the workplace information collected, you will create an action plan. This step will help you set goals, activities and timelines to address workplace health issues. Also included is a framework for an awareness campaign.

Step 5 Implement Program

In this step you will promote the concept of comprehensive workplace health, the Workplace Health Committee and vision. Your activities will build trust and motivate employees to participate.

Step 6 Conduct Program Evaluation

The final step encourages you to reflect on what you have been able to accomplish and where to go next.



“Healthy employees are good for business.”

— *Nurturing Health*, 1993

Why is workplace health so important?

With over 15 million Canadians spending more than one-half of their waking hours at work, many companies are beginning to examine the health of their workplaces. Social environment, physical environment, lifestyle, communication, and stress all impact our health and wellness.

The **social environment** is created by the interaction of people and their relationships with one another. It has a strong impact on the mental and physical health of employees. This environment is strongly influenced by managerial decisions, policies and practices, and the interpersonal relationships among employees. The social environment addresses basic human needs such as a sense of belonging, purpose and mission, sense of control, and freedom from harassment and discrimination.¹

The **physical environment** at work and at home has a major influence on employee health and well-being.² Aspects of the physical environment include: noise level, ergonomics, toxic substances, air quality, workplace design, safe lifting, employee violence, work pace, physical demands, and safety guidelines. Organizational support and commitment to strategies that reduce injury/illness at home and at work are critical.

A workplace also needs to support health practices that encourage healthy lifestyle behaviours and coping skills. Lifestyle issues include: healthy weight, healthy eating, physical activity, hygiene, stress management, shift work, tobacco, alcohol and drug use.

Benefits of a healthy workplace:

- Reduced absenteeism
- Reduced benefit costs
- Higher employee morale and job satisfaction
- Happier and healthier staff
- Lowered insurance costs
- Reduced staff turnover
- Increased productivity
- Increased organizational effectiveness

1. National Quality Institute. “Healthy Workplace Criteria.” <http://www.nqi.ca> (1998).

2. Health Canada. Corporate Health Model. Ottawa: Minister of Supply and Services Canada: ISBN 0-662-19112-9, 1991.

Overview

Comprehensive Workplace Health Promotion³

Definition

Workplace health often refers to efforts to assist employees (and sometimes their families) to make voluntary lifestyle changes, such as increasing their physical activity or making healthier food choices. Comprehensive workplace health is a term used to describe a series of interrelated categories that impact the health of employees, as follows:

1. Occupational Health and Safety

This component includes the efforts to reduce the physical and chemical hazards in a work environment with the goal of reducing work-related injury, illness and disability. Significant improvements have been made in these areas over the past 25 years.

New health and safety issues have arisen in recent years. For example, problems related to video display terminals, violence in the workplace and “sick-building syndrome”. Thus, health and safety may look at things like ergonomics, injury prevention, hazard identification and control, emergency response, disability case management and medical services.

2. Voluntary Health Practices

The workplace is an important setting in which almost any lifestyle behaviour can be addressed. These may include nutrition, physical activity, tobacco, sun safety, immunization, and drug and alcohol use. It may be a complement of health promotion strategies that are being used, such as policy change, creation of a supportive environment, or education. Workplaces are a good setting in which to support health promotion as most Ontario adults spend close to two-thirds of their waking hours at work.

3. Organizational Change

Recent research has shown that many of the factors that impact productivity also impact health. For example, job control and workplace stress play a role in job satisfaction, which is related to productivity. Job satisfaction has also been shown to play a role in the development of cardiovascular disease and stroke. Job satisfaction is strongly influenced by workplace culture. A poor organizational culture can induce stress, which in turn affects both health and productivity.



Examining an organization’s culture and how it supports employees in the areas of job satisfaction, job control, flexible work environments and stress management is an important part of a comprehensive workplace health program.

Some facts...

- ⇒ Cardiovascular disease, often addressed by lifestyles, has been found to be related to job control.
- ⇒ Cancer, often addressed by lifestyles, is also a health and safety issue because many workplace chemicals and other hazards may contribute to cancer.
- ⇒ Stress is one of the most common workplace ailments and it crosses all categories of employee health. Increased physical activity may help reduce stress. However, if a hazardous work environment or an unwieldy workload is the cause of stress it also needs to be remedied.
- ⇒ Shift work may make it difficult for workers to get adequate sleep, eat regular meals or be physically active.

3. The Health Communication Unit, University of Toronto. “Approach to Workplace Health Promotion.” Toronto, 2003.

Key Elements of Successful Workplace Health Promotion Programs

Workplace health programs must recognize the complex nature of today's workplaces. There are 12 key elements of successful workplace health programs that you will need to keep in mind as you work through this guide.^{4,5}

1. Management Support and Participation is Required

An organization's Workplace Health Program and Committee needs visible support from business owners, senior, and middle management. There needs to be a willingness to commit time, energy, and resources to the program.

2. The Program Should be Voluntary

Encourage, but don't require employees or co-workers to participate in workplace health activities.

3. Continually Market the Program

The Program must be continuously marketed to make sure employees are aware of the Program, its benefits, and opportunities to participate. Marketing is an important part of "selling" the idea of workplace health to employees and management.

4. Ensure Involvement and Collaboration From all Levels

It is important that the workplace "be on board" and endorses the Workplace Health Program. The Program and the Committee need the involvement and support not just of senior management, but also of employees, unions, and other key stakeholders in order to be successful. These groups all need to be working together toward the same goal.

5. Requires a Long-Term Commitment

Research tells us that it takes 5 to 10 years to see significant pay-offs from workplace health programs. It is also important to remember that when it comes to making lifestyle changes, employees will all be at various stages of readiness. Successful programs recognize that change is a process that takes time and that there needs to be a good match between the activity and the stage of readiness for change. (See Appendix A: Stages of Change p.43 for more information).

6. Ensure Initiatives are Employee-Driven

The chances of success increase the more employees become involved in the process. This will also help to ensure the buy-in and commitment of all employees.

7. Customize the Program to Meet the Needs, Interests, and Concerns of Employees

Different people have different needs. It is important to assess needs and interests of employees before developing and implementing your activities. Diverse programs are needed to meet the needs of all employees within the organization. Be sensitive to age and body limitations, as well as cultural differences.

8. Programs Should be Open to All Employees

Everyone within the organization can benefit from the Workplace Health Program. It should be designed to meet the needs of all employees regardless of their current level of physical health and wellness.

continued ...

4. Wosnick, R., and R. Kalbfleisch. "Beyond skin deep." *Canadian Healthcare Manager*. April/May, (1999): 17-25.

5. Health Canada. Corporate Health Model. Ottawa: Minister of Supply and Services Canada: ISBN 0-662-19112-9, 1991.

9. Adapt to the Special Features of the Workplace

Each workplace has a unique environment and employee culture. Programs must recognize this and be customized to fit the workplace. Make programs as flexible as possible.

10. Strategies Need to be Comprehensive

Research tells us that successful workplace health initiatives must complete three tasks in order to be successful.

Initiatives need to:

- Create employee awareness
- Build employee skills
- Create a supportive work environment and policies

11. Provide Incentives and Recognition to Support Involvement

It is important to recognize and reward those individuals that organize and participate in these initiatives. Incentives encourage participation and demonstrate to employees that participation is valued by the organization.

12. Include Continuous Monitoring and Evaluation

It is important for Workplace Health Programs to collect information to keep track of progress and to determine if their goals have been met. Evaluating the impact of the Program on the organization and employees is important.

STEPS IN THIS GUIDE

Six steps are outlined in this guide.

These steps provide a framework to help you to plan, implement, and evaluate your Comprehensive Workplace Health Promotion Program. They are designed to allow management and employees in your workplace to work together, follow a process, and make it your own program tailored to your workplace.

These steps do not necessarily need to be implemented in the order they appear. Your organization may have already completed one or more of these steps or you may wish to progress in a different order.

Each step includes strategies, a checklist to ensure the completion of each step and an outline of the ways Public Health can assist you in reaching your goals.



Step 1: Obtain Management Support

“A journey of a thousand miles begins with a single step.”

— Confucius

Strategies For This Step

- ↪ **Meet with key individuals of influence and decision-makers within the organization.** Find those people (managers, business owners, union representatives, employees, occupational health, health and safety staff, etc.) who will champion workplace health in the workplace.
- ↪ **Obtain management support.** The program must be supported with appropriate resources such as people, material and money. This time and resource allowance will not only help boost program participation rates, but will illustrate management’s commitment to the Program.⁶
- ↪ **Conduct formal and informal presentations to management, unions, etc.** Presentations should include information on the importance of developing programs and your plan for promoting workplace health within the organization.
- ↪ **Create a letter of understanding.** Once all parties have agreed on the need and process for the Workplace Health Program, it is important to have them sign a formal letter of understanding. Management, employee representatives, unions and other key stakeholders should sign this letter. Worksheet #1 provides an example of a Letter of Understanding that you may wish to use as a template.
- ↪ **Create a proposal for the Workplace Health Program.** Some businesses require a proposal or “business plan” before any resources can be directed towards a program. You may wish to inquire if there is an organizational format for the creation of such a report.

6. Polanyi, M.F.D., J. Eakin, J.W. Frank, H. Shannon, and T. Sullivan. “Creating healthier work environments: a critical review of the health impact of workplace change.” In Canada Health Action: Determinants of Health Settings, Volume 3 (1998).

Step 1 at a glance

- Is your organization prepared to establish a Workplace Health Program?
- Is your organization willing to learn about employee wellness needs/interests?
- Is your organization prepared to respond to the wellness needs and interests of employees?
- Is senior management committed to playing a visible, ongoing, and participatory role in the Program?
- Is the union/employee association supportive of the Workplace Health Program?
- Has a letter of understanding been signed by all of the key parties?

Opportunities for Public Health Unit Assistance

Public Health can:

- Assist with developing presentations to your organization’s key players
- Provide resources for the creation of a business case for your Workplace Health Program

STEP 1

WORKSHEET #1

Letter of Understanding

We, the undersigned, are committed to fostering workplace health at (Name of Your Organization Here) by:

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

	Signature:	Date:
Management	_____	_____
Union/Employee Groups	_____ _____ _____	_____ _____ _____
Human Resources	_____	_____
Coordinating Agency	_____	_____
Community Partners	_____	_____
Other	_____ _____	_____ _____

Step 2: Establish Workplace Health Committee

“...in climbing the ladder of success, leadership determines whether the ladder is leaning against the right wall.”

— Stephen R. Covey

Strategies For This Step

⇒ Establish the Workplace Health Committee.

You may decide to form a new committee or work with an existing committee such as Health and Safety. Recruit members to the Workplace Health Committee by making presentations, putting up posters, using your e-mail system and talking to people individually. Be sure your committee is a manageable size - no more than 10 members, and that it is representative of the groups within your organization. Participation in the Committee should be voluntary and members should be committed and enthusiastic about health in the workplace. The Committee will have to establish a process to ensure replacement of members to secure sustainability. This Committee will be the driving force behind your workplace health initiatives.

⇒ Designate a Chair for the Committee. Duties of the Chair include:

- Ensure that the Committee creates and adheres to a Terms of Reference (see Worksheet #2).
- Draft and circulate the agenda for meetings with clearly identified objectives.
- Ensure minutes are recorded at each meeting and distributed to management and committee members (Worksheet #3 provides a template for recording minutes).
- Ensure that everyone has an opportunity to speak and be heard.
- Resolve conflict and misunderstandings that pertain to the Workplace Health Program as appropriate.
- Ensure committee members are working well together.

You may choose to hold a nomination process for the Committee Chair and this person will carry out this role for a specified period of time. You may choose to have a rotating Chair role

(e.g. Chair role rotates through the Committee membership alphabetically at each meeting). The Committee will need to decide how this role will work best within your workplace.

⇒ Communication network for the Workplace Health Committee. You can develop a strategy for communicating with each other on the Workplace Health Committee by answering the following questions:

- How will committee members be informed of upcoming meetings?
- How will members find out what happened at previous meetings?
- Who will take the meeting minutes? Who will get a copy? How and when will minutes be distributed?
- How often does the Committee report to management?
- Which members of management should be receiving updates?
- By what method(s) should management receive updates?
- How will feedback from management be reported back to the Committee?

You will then need to set up a communication network so that all employees are kept informed about the activities and importance of the Workplace Health Program. The success of the Program will rely on effective communication between employees, senior management and the Workplace Health Committee.

⇒ Create a Terms of Reference for the Committee.

It is a good idea for a Terms of Reference to be developed for the Workplace Health Committee. It will outline the group's purpose, minimum number of meetings and other duties. Worksheet #2 provides an example of a Workplace Health Committee Terms of Reference.

STEP 2

WORKSHEET #2

Sample Workplace Health Committee Terms of Reference ⁷

Purpose

To develop, implement, evaluate, and sustain a Workplace Health Program.

Membership

The Committee will consist of not more than ten members and will include representatives from: management, unions/employee associations, employees, health and safety staff, and administrative support. Committee membership will be reviewed on an annual basis.

Chair

The Chair of the Workplace Health Committee will be determined through an annual nomination process. The Chair will be responsible for: drafting the agenda for meetings; ensuring minutes are recorded; ensuring that everyone has an opportunity to speak and be heard at meetings; guiding committee members to work toward a common goal; and resolving conflict and misunderstandings that pertain to the Workplace Health Program.

Meetings

Meetings will be held on the third Wednesday of each month or at the call of the Chair. There will be a minimum of ___ meetings per year.

A recorder will be determined at the beginning of each meeting and he or she will be responsible for recording and distributing the minutes for that meeting.

A quorum of fifty percent plus one must be met in order to proceed with the meeting.

When making decisions, the Workplace Health Committee will strive for consensus. Consensus is defined as being able to live with, accept, and support a decision, when there is not total agreement.

The following shared team values will be in force at all meetings of the Workplace Health Committee:

1. We are all equal partners – there is shared responsibility for team process and outcome among all members.
2. We will respect the opinions of all members and treat each other with respect (no insults, personal attacks, etc.).
3. Members will avoid dominating the discussion during the meeting – let everyone contribute.
4. Members will keep an open mind to new and different ideas.
5. Members will avoid being judgmental about the health or health practices of others.
6. Members will commit to following through with what they say they will do (e.g. attending meetings, being on time, completing tasks assigned).
7. Members will respect the confidentiality of all discussions in the meetings.
8. Members value honesty, trust, and cooperation among team members and treat each other accordingly.
9. Members will recognize and deal with conflict openly and constructively.
10. Members will regard setbacks as part of the process – take a positive approach.
11. Members will fully represent their work groups and foster two-way communication.
12. Members will use open and honest communication with each other at all times.

7. Industrial Accident Prevention Association. "Steps to creating a healthy workplace." http://www.iapa.ca/Main/documents/pdf/steps_healthworkplace.pdf (29 December 2008).

WORKSHEET #3**Workplace Health Committee Minutes Template**

Date: _____

Members Present: _____

Regrets: _____

Recorder: _____

Number/ Agenda item:	Discussion	Action Person Responsible/ Target Date

Step 2 at a glance

- Does the Committee include a broad selection of members especially management, union, and health/human resources?
- Has a Chair been determined for the Committee?
- Has a Terms of Reference been developed for the Committee?
- Does the Committee have regularly scheduled meetings?
- Does the Committee keep minutes of meetings that include records of decisions, actions and progress?
- Does the Committee communicate with employees, management, and the union on an on-going basis?
- Is management regularly updated on Committee progress and activities?
- Does management visibly support the Program? (e.g. Do they attend and participate in Workplace Health activities on a regular basis?)
- Is there a process in place to ensure sustainability of the Committee?

Opportunities for Public Health Unit Assistance

Public Health can:

- Provide support with the establishment of a committee and how to select a Chair
- Provide support with promotion of the Committee
- Provide other resources/support based on your need

Step 3: Conduct Interests/Needs Assessment

“This one step...choosing a goal and sticking to it...changes everything.”

— Scott Reed

Strategies For This Step

⇒ **Identify your strengths.** It is important for the Workplace Health Committee to identify the existing resources or strengths within the organization. Conduct a brainstorming activity to identify organizational strengths. Ask questions such as, “What Workplace Health Programs already exist here?” and “Why is this a great place to work?” Have each member of the group individually identify as many organizational strengths as they can think of and write each of them on a post-it note. Be sure to develop and circulate a written summary of this session. Worksheet #4 will help you document the results of this activity.

⇒ **Identify possible challenges.** Each workplace has its own unique set of challenges and possible roadblocks that can hamper the creation of a Workplace Health initiative. Have your Committee brainstorm the challenges and ways to manage them. Ask the question “What challenges exist that will need to be addressed for our Workplace Health Program to be successful?” Have each member write a list of as many challenges as they can identify and record them one per post-it note⁸. Take each individual challenge and brainstorm as a group how this challenge could be managed. Worksheet #5 will assist you in carrying out this task.

⇒ **Collect employee wellness information.** For a successful workplace health program it is important to find out about employees’ needs, interests and concerns. If employees can’t relate to or are not interested in the kinds of workplace health strategies you are offering, the strategies will be doomed to fail.

To reach a large number of employees, gather accurate information and ensure confidentiality, we recommend conducting a survey. If you think you will have a poor response rate for the survey

(less than 50%), or if you are interested in less formal information gathering you may wish to use these other methods:

- **One-on-one and small group discussions** Informal meetings with employees, management, and unions provide an opportunity to discuss health concerns and share ideas for workplace health programs with committee members. This format also provides an opportunity to see how employees feel about the program and promotes enthusiasm for initiatives.⁸
- **Suggestion box** - A simple suggestion box option is also an alternative. This could include an e-mail suggestion box system if your internal technology supports this type of feedback.
- **Employee meetings** - Set up formal meetings with larger groups of employees to receive their feedback. In these meetings, ask employees what their ideal workplace would look like and what key areas require improvement in order for this to be a reality.
- **Workplace overview** - Organizations may wish to review workplace information and statistics that relate to employee health (e.g. absenteeism rates, WSIB statistics, benefit costs, short and long-term disability statistics, sick days, staff turnover, grievances, etc.). This information should be assessed over the long-term and only used as an estimate. Please note that changes in data may not always be an accurate reflection of the success or failure of your workplace health initiatives (e.g. company layoffs, environmental hazards, and other external factors that are outside of your control).

8. Health Canada. Health Works. Ottawa: Minister of Public Works and Government Services Canada: ISBN 0-662-27790-2, 1999.

STEP 3

- ⇒ **Choose the right survey.** Finding the right survey to collect information on lifestyle issues, physical work environment, and social environment will help you determine employee workplace health issues. The Leeds, Grenville & Lanark District Health Unit can refer you to several survey samples that you may use or tailor according to your needs.
- ⇒ **Develop a marketing plan.** Before conducting the survey, it is important to build trust and employee buy-in (refer to Step 4). Next you need to promote the necessity of employee participation and gathering of accurate information to develop workplace health programs. Incentives are a great tool to encourage employee participation. Think about how you will market the program to encourage participation from all employees, especially those hard to reach groups (e.g. departments, age groups, cultural backgrounds, literacy levels). See Step 4 for further details about promotion.
- ⇒ **Conduct the employee survey.** Consider attaching a covering letter signed by key stakeholders (senior management, union, etc.). This letter should describe your Workplace Health Program, the reasons for implementing the survey, support from key stakeholders and any plans to share the information once it is collected. Is there a need to ensure confidentiality or anonymity when collecting information (e.g. if the survey contains personal health information or other sensitive material)? If yes, has this been accounted for in your collection method? Employees may provide more honest answers if they are assured that information will be held in confidence.
- ⇒ **Create an organizational profile and share the document.** Take the time to put all of the information you've gathered into a report. Your Public Health Nurse Consultant can help you do this. Find ways to share the whole report or highlights with management and employees. At this point you may wish to conduct group feedback sessions with some employees to ensure that the information you collected accurately reflects employees' interest and concerns.
- ⇒ **Develop a plan to continue to collect information.** Continue to collect and monitor information on a yearly basis. Plan on re-doing your assessment every few years. This will allow you to compare results over time and identify any new or prevailing issues.

WORKSHEET #4
Identifying Organizational Strengths

INDIVIDUAL STRENGTHS

GROUP STRENGTHS

ENVIRONMENT STRENGTHS

STEP 3 _____

WORKSHEET #5 Identifying Challenges

CHALLENGE	HOW TO MANAGE
INDIVIDUAL...	
GROUP...	
ENVIRONMENT...	

Step 3 at a glance

- Do you have a detailed list outlining organizational strengths that will help you develop and implement the Workplace Health Program?
- Have you developed a list outlining organizational challenges and how they will need to be addressed?

Before the survey is implemented...

- Was the survey marketed to all employees? Did you market the importance of the survey? Did you consider the timing in terms of conflicts with other major events (e.g. holidays, labour negotiations)?
- Did you identify and account for those “hard to reach groups” of employees (e.g. shiftwork, low literacy)?
- Did you have an accompanying letter of support from management, unions and/or other key stakeholders?
- Did you provide an incentive for employees who participated (e.g. prizes)?

After the survey is completed...

- Did a sufficient number of employees respond to the survey (e.g. at least 50% of employees)?
- Is the survey representative of your organization? Have any employee groups been missed (e.g. department, age group, gender, job classification, language)?
- Did you combine the survey results and workplace overview into an organizational profile report?
- Do you have a plan to collect this type of information at regular intervals over time?

Opportunities for Public Health Unit Assistance

Public Health can:

- Provide information on additional tools or resources that may help you to identify your strengths and challenges
- Provide sample survey questions and information on where to access tools and resources to do a needs/interest assessment
- Select modules to include on your survey
- Analyze survey results and write a report
- Provide suggestions on how to market the survey to employees



Step 4: Develop Workplace Health Plan

“Vision without action is merely a dream.
Action without vision merely passes the time.
Vision with action can change the world.”

— Joel Barker

Strategies for This Step

- ⇒ **Build trust.** The concept of workplace health programming is relatively new for many employees and it must be continuously marketed to ensure commitment and buy-in. This step will help your Workplace Health Committee educate employees about the importance of workplace health, the purpose of the Committee and how the Program will progress.
- ⇒ **Develop a vision statement.** Creating a vision statement is a way for your Workplace Health Committee to set a direction or chart a course. As a starting point, you may wish to identify existing corporate philosophies and/or mission statements within your organization that could be adapted or revised.

Have committee members place themselves in the future in their ideal workplace; ask them to write down or draw what this workplace looks like. Have the group share their images and document them. Worksheet #6 will help you to capture these visions into a statement.
- ⇒ **Set goals for this step.** Get your Committee to brainstorm some short-term goals for this step. In this case, short-term goals are intention statements that need to be accomplished before you can move on to Step 5.

Examples of goals include:

- To introduce the Workplace Health Committee to staff
 - To increase awareness of the vision statement
 - To educate staff about the steps towards workplace health
 - To inform staff about the different steps in this guide
 - To build trust with employees
 - To make wellness topics interesting and fun
- ⇒ **Awareness campaign plan.** With specific short-term goals in mind, the Committee can brainstorm how to achieve these goals. You can use Worksheet #7 to assist you with this task. Attempt to answer the following questions while developing your plan:
- What existing methods can be used to communicate your message (e.g. public relations department, newsletters, existing committees, marketing or communication staff)?
 - What are the various methods for communicating workplace health information to employees (e.g. posters, company memos, announcements, newsletters, departmental meetings, word of mouth, union mailings, e-mail, pamphlets, payroll inserts, etc.)?
 - How are you going to communicate with those “hard to reach” employees (e.g. shift work, off-site employees, etc)?

continued ...

STEP 4

- ⇒ **Review your organizational profile and identify common themes.** It is now time to use the information you have collected and create a plan or blueprint for the development of workplace health strategies. First you need to identify key issues or findings based on the information collected. You may wish to have individuals from the Workplace Health Committee review the information separately and then share their findings with the group to see if other people draw similar conclusions. Findings should be kept confidential until approved by the Committee and other key stakeholders.
- ⇒ **Rate the themes according to importance or priority.** Once you have identified issues, you will need to determine priorities and resources. You will need to strike a balance between what the employee and employer can do. Think about how addressing this issue will bring you closer to your vision. Make sure you refer to the strengths and challenges you identified in Step 3. Develop a list of issues and rank them from most important to least important to help determine priorities.

- ⇒ **Create an action plan.** After listing and prioritizing key issues you will need to determine goals, activities and timelines. Goals tend to be broad purpose statements (e.g. to increase knowledge or change behavior) and the activities will help accomplish these goals (e.g. presentations, safety training and policy development). When creating your action plan, make sure that it is short and easy to read perhaps in a chart format as in Worksheet #8.

The programs should meet the needs of all employees regardless of their current level of health, literacy, ethnicity, social and skill backgrounds. The plan should have activities that raise awareness/education, build employees' skills, and create supportive environments and policies. You will get the best results by using a combination of these types of activities.⁹

- **Awareness Raising**
This involves activities aimed at raising employee awareness about a particular topic. It is important for employees to have accurate information in order to make informed choices.

Examples of these types of activities may include:

- information posters and pamphlets;
- workplace health newsletter or email tips;
- activities that tie into special events such as “Weedless Wednesday”, Health and Safety Week, or Cancer Prevention Month;
- and lunch and learns on topics the employees expressed interest in such as physical activity or stress.

9. Health Canada. Health Works. Ottawa: Minister of Public Works and Government Services Canada: ISBN 0-662-27790-2, 1999.

- **Policy Development**

An employer who develops workplace health policies and strategies shows their commitment to employees' health and well-being by:

- developing policies that encourage open communication;
- encouraging employee involvement in decision making,
- creating incentives for employees to become involved in on-site or off-site fitness clubs;
- establishing flexible work hours and other family friendly work policies;
- providing healthy choices in cafeterias or vending machines;
- creating a smoke-free work environment.

- **Building Supportive Work Environments**

Supportive environments reinforce and encourage employees to develop skills and practice healthy behaviours.

Examples of supportive work environment initiatives include:

- providing preventative safety equipment (e.g. ergonomic chairs and computer stations, fatigue mats, weight-lifting belts);
- reorganizing the workplace to make maximum use of windows and air flow;
- giving regular feedback on job performances.

- **Skill Building**

Educating people does not always mean they will be able to adopt a new behavior (see Appendix A: Stages of Change p.43). Providing skill-building activities that encourage individuals to change their behavior are also very important.

Examples of these types of activities include:

- ongoing training in the safe use of equipment;
- increasing employees' participation in decisions affecting their jobs;
- providing seminars on conflict resolution, financial planning and time management;
- rotating employees through different jobs to learn new skills;
- offering "heart healthy" cooking classes; and offering company wide challenges (e.g. physical activity challenge, quit smoking contest).

Examples of activities, programs, supportive work environments and policies are provided in the Web Resources section of this guide. Information is provided on such topics as:

Comprehensive workplace health
Alcohol and other drugs
Family friendly workplace
Healthy eating at work
Pandemic planning

Physical activity at work
Shift work
Sun safety for outdoor workers
Tobacco
Workplace stress

STEP 4

WORKSHEET #6

Create a Vision Statement

<p>1. Existing Statements...</p>	<p>2. Individual Ideas...</p>
<p>3. Words/Elements to Incorporate from Sources Above...</p>	<p>4. Draft Vision Statement...</p>

WORKSHEET #7
Awareness Campaign Plan**Goal:** _____

Activities to Achieve the Goal	Person Responsible	Resources Needed	Target Audience	Initiation Date	Potential Problems	Indicators for Success

STEP 4

WORKSHEET #8

Action Plan Example

Goals	Target Audience	Activity	Resources Required	Timelines	Person(s) Responsible	Expected Result	Evaluation Method
<p>Increase knowledge related to healthy shift work tips</p> <p>Encourage staff to adopt healthy behaviours related to shift work</p> <p>Promote a supportive shift-friendly environment within the workplace</p>	All staff working shift work	<p>1. Conduct shift work presentations</p> <p>2. Develop and display poster series Tips on Surviving the Shift (e.g. tip of the week)</p> <p>3. Review shift work schedules. Investigate alternative shift rotations</p> <p>4. Review food choices for workers on shift (vending machines and cafeteria)</p>	<p>5 x 1 hour presentations</p> <p>trainer</p> <p>prizes and handouts</p>	<p>Presentations completed by January</p> <p>2 month follow-up survey in March</p>	<p>Dave – planning</p> <p>Donna – presenting</p>	<p>70% of eligible staff will attend a shift work presentation by Jan. 15</p> <p>90% of staff will have increased knowledge of shift work health following presentation</p> <p>80% of staff will evaluate the program as being satisfactory or better</p>	<p>Before and after survey</p> <p>Class feedback form</p> <p>Presenter self-evaluation form</p>

Please Note: In the sample, all the Action Plan columns have been completed for **one** activity only.

Step 4 at a glance

- Do you have a vision statement that will act as a guide as you develop your Workplace Health Program?
- Do management and employees support the vision statement? Is it addressed or reflected in other strategic planning, policies and/or programs that exist in the organization?
- Have specific short term goals been determined to promote the workplace health steps outlined in this guide?
- Does the Workplace Health Committee have an awareness campaign plan to achieve short term goals?
- How will the Committee communicate and promote the Program to the employees? How often?
- Are all employees receiving the message? What about the “hard to reach” groups?
- Are Committee members, management and union leaders receiving current information on the Committee’s activities and progress?
- Are employees comfortable with the Committee and its purpose? Have you built trust and employee buy-in?
- Is the plan you developed based on the results of the survey and other information that was collected?
- Does the plan include all types of activities: awareness/education; skill building; supportive environments; and policies?
- Does the plan include recommendations that will be acted on right away and ones that will be implemented over a longer period of time? Are the recommendations appropriate, achievable and measurable?
- Is the plan balanced, addressing both major and minor issues that were identified?
- Has management approved the plan and have they committed time and resources to see it implemented? Do you have visible commitment from senior management?
- Have you communicated the plan to all employees?
- Have you considered methods to evaluate your activities?
- Did you develop an ongoing marketing plan to promote involvement and encourage participation in activities?

Opportunities for Public Health Unit Assistance

Public Health can assist you to:

- Create an inspiring workplace health vision for your organization
- Develop your vision statement
- Develop an awareness campaign for your workplace health activities
- Provide interesting statistics and facts on workplace health issues for you to share with employees
- Identify and rank the priority issues from your survey results and translate them into an action plan
- Identify and use resources and tools for planning events, activities and developing policies
- Evaluate your plan and activities



Step 5: Implement Program

“A goal without a plan is just a wish.”

— *Antoine de Saint-Exupery (1900-1944)*

Strategies For This Step

- ⇒ **Put your plan into action.** Once you have created your plan and it is approved you will be ready to put your ideas into action. You will need to share the plan with staff and find ways to market activities to ensure participation.
- ⇒ **Revisit the plan regularly.** The plan, recommendations and time lines are not “written in stone”. The plan should be revisited periodically to check on your progress and if any modifications need to be made.

Step 5 at a glance

- Have you communicated the Program to all employees?
- Did you develop a marketing plan to promote ongoing involvement and encourage participation in activities?
- Have you revisited the plan to check on your progress and made any modifications?

Opportunities for Public Health Unit Assistance

Public Health can:

- Provide assistance in implementing events on healthy lifestyle topics
- Provide links to other community partners as needed
- Provide assistance in using resources and tools to implement your activities
- Provide periodic consultation as required



Step 6: Conduct Program Evaluation

“The only real mistake is the one from which we learn nothing.”

— John Powell

Strategies For This Step

- ↪ **It is important to measure your activities** to find out if they are a success. If they're not working, it is important to find out why and get back on track. There are two different types of evaluation: process and outcome.¹⁰ **Process evaluation** examines how a program is operating and involves keeping track of things like how many activities were held, how many people attended, etc. **Outcome evaluation** examines the effect or impact that activities have on the people who participate and measures things (e.g. did employees' knowledge increase? Or, did employees change their behaviour because of a workplace health activity?).
- ↪ **Choose a way to evaluate and track your expected results.** For example, if your expected result is to have 25% of your staff attend a stress management class, you may track this by using attendance sheets. Worksheet #9 describes the two different types of evaluations, and some of the ways to collect evaluation data.
- ↪ **Reflect.** It is very useful to reflect back on what you have accomplished. A review of your progress can help you to answer a number of important questions: What is working well? What elements need to be improved? What needs to be done to improve the situation? Who will be responsible for getting it done? When will it be done? You may find Worksheets #10 and #11 helpful when working through this process. This information will help you fine-tune your workplace health strategies to meet the needs of your employees and justify continuing or expanding your activities. Remember to look at both the process and outcome evaluation activities you carried out as part of your action plan during your review.
- ↪ **Refine and keep going.** You are now ready to begin the cycle again. You have probably learned some valuable lessons and may be ready to tackle some different priority issues. Make sure to take time to celebrate and share your success with everyone in your workplace.

Program evaluation is the systematic gathering, analysis and reporting of data about a program to assist in decision making.¹¹ Program evaluation helps with making decisions about: how to use resources effectively, how to improve programs and how to plan future programs/activities.

10. Health Canada. Corporate Health Model. Ottawa: Minister of Supply and Services Canada: ISBN 0-662-19112-9, 1991.

11. Porteous, Nancy L. *Program evaluation tool kit: a blueprint for public health management*. Ottawa: Ottawa-Carleton Health Department, 1997.

STEP 6

WORKSHEET #9

Measuring the Success of Your Activities¹²

Process Evaluation

Process evaluation examines how a program is operating. It assesses needs, records the way a program was put together and what people thought of it, and can answer a number of different types of questions:

- How many people participated?
- Who participated?
- Were the materials developed appropriate for members of the work force? (e.g. literacy, message content, design/layout)
- What did they think of the activity?
- What could be improved upon?
- Would these people participate again?
- Does the Program address differences in age, gender, and occupation?
- Were there incentives to attend?
- How was the Program promoted?

There are a number of different ways of monitoring or evaluating the process. Some examples include: attendance lists, participant and/or instructor evaluation forms, minutes from meetings, employee questionnaires and surveys, individual in-depth interviews, focus groups, and pre-testing of program materials.

Outcome Evaluation

Outcome evaluation measures the effect or impact that activities have on the people who participate. Outcome evaluation can answer a number of different types of questions:

- What did employees learn and/or how much do they remember?
- Was there a knowledge, attitude and/or behaviour change (e.g. has a smoking policy and cessation program changed the number of employees that smoke)?
- Is there reduced absenteeism, injury rates, lost time?
- Which group had lower absenteeism (e.g. those that took the stress management program or those that did not)?

Individual outcome data on its own may not accurately reflect the success or failure of your workplace health activity. Many factors may influence and affect these results and need to be considered when reviewing the data. For example company layoffs, environmental hazards, lack of EAP services, and other events beyond your control are just a few of the factors that influence your findings. This type of data should be assessed over the long-term and should only be used as an estimate of how the wellness initiative is progressing.

There are also a number of different ways to monitor or evaluate outcomes. Choose a method that allows you to best measure your “expected results”. Some examples include: surveys (e.g. before and after, group feedback), individual interviews, focus groups, evaluation forms assessing knowledge, attitude and behaviour changes, environmental audits of workplace health policies and programs, collection and analysis of changes in statistics (e.g. EAP program usage data, WSIB claims, absenteeism claims).

12. Health Canada. Corporate Health Model. Ottawa: Minister of Supply and Services Canada: ISBN 0-662-19112-9, 1991.

WORKSHEET #10

A Check Against the Key Elements of Successful Programs

Key Element	Extremely Successful	Successful	Neutral	Unsuccessful	Extremely Unsuccessful
Management Support and Participation					
Program is Voluntary					
Continually Market					
Involvement and Collaboration from all Levels of the Organization					
Have Made a Long-Term Commitment					
Initiatives are Employee Driven					
Programs are Customized to Meet the Needs, Interests, and Concerns of Employees					
Programs Open to All Employees					
Adapted to the Special Features of the Workplace					
Strategies are Comprehensive					
Incentives and Recognition Systems Provided to Support Employee Involvement					
Continuous Monitoring and Evaluation					

STEP 6 ---

WORKSHEET #11 Evaluation Summary

What is Working?	What Needs to be Improved?	What Needs to be Done?	Who Will Take Responsibility?	Date of Expected Resolution?

Step 6 at a glance

- Did your results show whether your program/ activities were as successful in terms of your expected outcomes?
- Did you communicate the results to all employees?
- Based on the results do you need to review your Program and make any necessary changes?
- Did you consider compiling a report of your results for future reference?

Opportunities for Public Health Unit Assistance

Public Health can:

- Help you decide what type of evaluation would be appropriate.
- Help you develop and/or select the tools to collect data.
- Suggest other information, resources, and tools that will help you to take stock of your activities to this point and determine the next steps for your Workplace Health Committee.





In this section you will find resources on:

- ↪ General Information on Workplace Health
- ↪ Comprehensive Workplace Health Promotion
- ↪ Issue Specific Programs:
 - Alcohol and other drugs
 - Family friendly workplace
 - Healthy eating at work
 - Pandemic planning
 - Physical activity at work
 - Shift work
 - Sun safety for outdoor workers
 - Tobacco
 - Workplace stress

For the current updated list of resources go to www.healthunit.org/workplace/web_resources.html
The pdf Web Resources Document will be updated quarterly to match this website.

General Information on Workplace Health

Health Canada - Workplace Health Strategies Bureau
www.hc-sc.gc.ca/ewh-semt/occup-travail/work-travail/wh-mat-strategies-eng.php

Health Canada - Environmental and Workplace Health
www.hc-sc.gc.ca/ewh-semt/index-eng.php

Healthy Workplace Week
www.healthyworkplaceweek.ca

National Quality Institute (NQI)
www.nqi.ca

Public Health Agency of Canada - Workplace Health
www.phac-aspc.gc.ca/chn-rcs/wh-smt-eng.php?rd=work_travail_eng

The Health Communication Unit (THCU)
www.thcu.ca/workplace/workplace.html

Disclaimer:

Links from this site to other sites are presented as a convenience to the Leeds, Grenville & Lanark District Health Unit World Wide Web users. The Leeds, Grenville & Lanark District Health Unit does not endorse nor accept any responsibility for the content found at these sites.

Comprehensive Workplace Health Promotion

A supportive workplace environment uses occupational health and safety, voluntary health practices, and organizational change to improve employee health and wellness, increase productivity, creativity, and profit for the workplace.

The Health Communication Unit (THCU)
www.thcu.ca/Workplace/infoandresources.htm#main

National Quality Institute (NQI)
www.nqi.ca

Issue Specific Programs:

☐ Alcohol and Other Drugs

The use of alcohol and other drugs by employees has been estimated to cost the Canadian economy \$7.1 billion annually in lost productivity due to illness and premature death. As a majority of Canadian adults are employed and spend a significant proportion of their time at work, the workplace becomes an important context for addressing alcohol-related harm. Steps to prevent and reduce employee alcohol and other drug problems can have a significant impact on health and safety in the workplace and the community. To have impact, education about alcohol and other drugs must be backed by an organizational culture that values and promotes healthy lifestyles, along with workplace policies that are clear, comprehensive, well promoted and well enforced.

To assist in the development of an effective workplace alcohol and other drug policy, visit:

Alcohol Policy Network

- www.apolnet.ca/infopacks/WorkplaceHome.html
- www.apolnet.ca/resources/pubs/LTA-Workplace.pdf

Canadian Centre on Substance Abuse

www.ccsa.ca/Eng/Topics/Populations/Workplace/Pages/default.aspx

Canadian Centre of Occupational Health and Safety

www.ccohs.ca/oshanswers/psychosocial/substance.html

Ontario Human Rights Commission

www.ohrc.on.ca/en/resources/Policies/PolicyDrugAlch/view

Centre for Responsible Drinking - National Alcohol Strategy

www.responsibledrinking.ca/index_en.php?p=18

□ Family Friendly Workplace

Is your workforce made up of people in their childbearing years? Today, most households require both partners to work outside the home. Employees may have difficulty balancing work and family commitments. Workplaces can recognize and respond to the strong connection between work and family.

Best Start (Ontario's maternal, newborn and early child development resource centre) has created a resource for workplaces to support employees in their childbearing years. *How to be a Family Friendly Workplace* provides information about the education, practices and policies that can make a difference to young families. The booklet includes information about pregnancy, breastfeeding, and transition to parenting as well as examples of family friendly strategies. www.beststart.org/resources/wrkplc_health/index.html

□ Healthy Eating at Work

Guide to Nutrition Promotion in the Workplace aims to help practitioners promote, implement, and support workplace nutrition programs. It includes step-by-step guidelines, a list of Ontario-based resources and programs, workplace nutrition assessment tools and sample policies.

<http://oxfordcounty.ca/Portals/15/Documents/WorkplaceHealth/Healthy-living/Nutrition-promotion.pdf>

Leeds, Grenville & Lanark District Health Unit

www.healthunit.org/nutrition

□ Pandemic Planning

A pandemic is a disease outbreak that spreads worldwide. The virus that causes the flu is constantly changing. An influenza pandemic may start when a completely new strain of flu virus appears that spreads easily from person to person causing serious illness.

Preparedness is the best defense when it comes to the topic of pandemic influenza. Public Health experts tell us that another flu pandemic could happen anytime. Since it takes time to implement strategies, organizations are encouraged to start a business plan immediately so they can continue to function effectively during and after a flu pandemic or an infectious disease. Understanding the effects on a workplace, having clear guidelines and organizational awareness of how to respond and be protected is essential.

What you should know about Pandemic Influenza PowerPoint training module is designed for employers and employees in Leeds, Grenville and Lanark Counties. This interactive presentation includes local data.

www.healthunit.org/workplace/training-tool_workplace_pandemic.htm

For employees:

- **6 Things Employees Need to Know ... - Canadian Centre for Occupational Health and Safety**
www.ccohs.ca/pandemic/documents/6things.html
- **Seasonal Flu Workplace Information**
www.health.gov.on.ca/en/public/programs/publichealth/flu/wpl/
- **What you should know about a flu pandemic - Ontario Ministry of Health and Long Term Care**
www.health.gov.on.ca/pandemic

WEB RESOURCES

For employers:

- **Business Continuity Plan - Canadian Centre for Occupational Health and Safety**
www.ccohs.ca/pandemic/pdf/Business_continuity.pdf
- **10 Steps you can Take - A Check list for Business Pandemic Planning**
www.ccohs.ca/pandemic/documents/10steps.html
- **Planning Guide, Checklist, Information Cycle for the Private Sector, Resources - Ontario Ministry of Health and Long Term Care**
www.health.gov.on.ca/en/public/programs/emu/pan_flu/employ/cycle.aspx
- **Pandemic Planning Toolkit - Ontario Chamber of Commerce**
<http://occ.on.ca/2009/08/pandemic-planning-tool-kit/>
- **First Steps to Business Continuity Planning - Protect Your Bottom Line, Minimize the Impact of Potential Threats on Your Business - Region of Peel Public Health**
www.region.peel.on.ca/health/bcp/

□ Physical Activity at Work

It can be hard trying to balance our personal lives with our work lives, and many people have little time for physical activity. Incorporating physical activity into workdays has immediate benefits including:

- Improved sleep
- Less stress
- Increased energy levels

There are also many long-term benefits to physical activity including decreasing the risk of:

- Cardiovascular disease
- Type 2 Diabetes
- Colorectal and Breast Cancer
- Osteoporosis
- Obesity

Physical Activity Resource Centre (PARC) - Toolkit for Influencing Physical Activity Policy
www.mindingourbodies.ca/toolkit/influencing_physical_activity_policy

Alberta Centre for Active Living
www.centre4activeliving.ca/publications/researchandreports/2003_workplace/Framework.htm

Active Living at Work
www.phac-aspc.gc.ca/alw-vat/index-eng.php

Healthy Alberta - Healthy U
www.healthyalberta.com/AboutHealthyU/274.htm

Account for Health from the Peel Region Health Unit
www.peelregion.ca/health/workplace/news/2006/dec06.htm

☐ Shift Work

Shift work is described as work that is scheduled outside normal daylight hours. The shifts may rotate or change, be split apart, permanent, or have changing shift lengths. Between 25% and 30% of workers in industrialized countries work shifts. To discover more about shift work, its impact, and strategies both organizations and individuals can implement to cope with the effects of shift work, please check out the following links:

General information on shift work

The Canadian Centre for Occupational Health and Safety

www.ccohs.ca/oshanswers/ergonomics/shiftwrk.html

Occupational Health Clinics for Ontario Workers

www.ohcow.on.ca/resources/handbooks/shiftwork/shiftwork.pdf

Shift work - sleep and physical activity

Healthy Alberta

www.healthyalberta.com/HealthyPlaces/685.htm

Leeds, Grenville & Lanark District Health Unit

www.healthunit.org/physact/work/work.htm#shift

Shift work and healthy eating

Eat Right Ontario

www.eatrightontario.ca/en/ViewDocument.aspx?id=23

Shift work and stress

British Columbia Provincial Council

www.cep1123.bc.ca/PC/resources/Shift-Stress.pdf

☐ Sun Safety for Outdoor Workers

There has been an increase of over 20% in the number of skin cancers in the decade from 1992 to 2001 in Canada.¹³ The rates are still increasing. The economic burden of skin cancer is estimated to be \$15 Million: direct (medical) cost and indirect (lost work, production, etc.) cost together for the year 2004.¹⁴ The main risk factor for skin cancer is ultraviolet (UV) radiation – from natural sun or artificial sources such as in sunlamps and tanning beds. Prevention behaviours will lessen the risk of developing skin cancer and improve the rate of early detection. This will result in a decrease in the need for surgery or other treatments. Having a Sun Safety Policy gives direction to all in the workplace. The message is clear to the employees that the employer is sincere in its wishes to protect its employees.

The process for developing a sun safety program includes: risk assessment, content of a policy, strategies, and implementation. Guidelines for Sun Protection, a sample policy and a listing of other resources are available at **Leeds, Grenville & Lanark District Health Unit - Sun Safety for Outdoor Workers**
www.healthunit.org/workplace/workplacesunsafetyoutdoors.html

13. Rosen, Cheryl, and Marc Rhainds. *Strategic directions for the primary prevention of skin cancer in Canada*, Toronto: National Sun Safety Committee, Primary Prevention Action Group, Canadian Strategy for Cancer Control, 2006.

14. *ibid*

WEB RESOURCES

☐ Tobacco

Quitting smoking is the single most important step employees can take to improve their health. It makes business sense for the employer to support employees in cessation attempts. Supportive environments, the provision of medication and nicotine replacement, as well as workplace policies that address tobacco use, are examples of strategies that employers can implement to improve employee health and productivity.

The issue of eliminating exposure to second-hand smoke in the workplace is being addressed through the implementation of the Smoke-Free Ontario Act (2006).

Ministry of Health Promotion – Smoke Free Ontario

www.mhp.gov.on.ca/english/health/smoke_free/legislation.asp

Leeds, Grenville & Lanark District Health Unit - requests for enforcement of the Act

sfo@healthunit.org

☐ Workplace Stress

Some stress in the workplace can be positive to motivate workers to work safely, stay healthy, promote creativity and productivity, and will profit both employees and management initially. However, when ongoing, prolonged, and unrelenting workplace stress occurs in the workplace, employees will experience increased incidence of physical and mental illnesses, increased injuries, increased benefit costs, decreased productivity and increased absenteeism. This does not need to happen. Management and employees can engage in workplace health promotion strategies to make the workplace a healthy, efficient, productive, and supportive work environment. A supportive workplace environment uses occupational health and safety, voluntary health practices, and organizational change to improve employee health and wellness, increase productivity, creativity, and profit for the workplace.

General information on workplace stress

Canadian Centre for Occupational Health and Safety

www.ccohs.ca/oshanswers/psychosocial/stress.html

Health Canada: Best Advice on Stress Risk Management in the Workplace

Part 1: www.hc-sc.gc.ca/ewh-semt/pubs/occup-travail/stress-part-1/index-eng.php

Part 2: www.hc-sc.gc.ca/ewh-semt/pubs/occup-travail/stress-part-2/index-eng.php

Understanding, preventing and coping with stress

Canadian Mental Health Association

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

For employers:

Recognizing the problem, talking to your employee, rights and responsibilities, accommodations, talking to other staff, prevention, hiring, all employer questions, and question of the month...

Mental Health Works

www.mentalhealthworks.ca/employers/faq/question3.asp

Stages of Change

Individuals may go through many stages before changing an unhealthy behavior such as smoking, physical inactivity and unhealthy eating. **Start at the bottom** and read through the steps to find out what stage you are at.



Enjoying New Lifestyle

- Long term change
- Part of lifestyle *"I regularly eat low fat meals."*

Staying on Track

- Maintaining new lifestyle behavior
- Notice the benefits
- Sense of control *"I have quit smoking for 6 months and I feel great!"*

Taking Action

- Changing the unhealthy behavior
- Mentally challenging time
- Relapse is common *"I walk 20 minutes, every day."*

Preparing to Change

- Have tried to change in the past year
- Have good reasons to change
- Mentally prepare *"I am not smoking as much because I have to go outside to smoke."*

Thinking About Change

- Recognize that unhealthy behavior is a problem
- Make up excuses not to change
- Don't know how to change *"I need to exercise but I don't have time."*

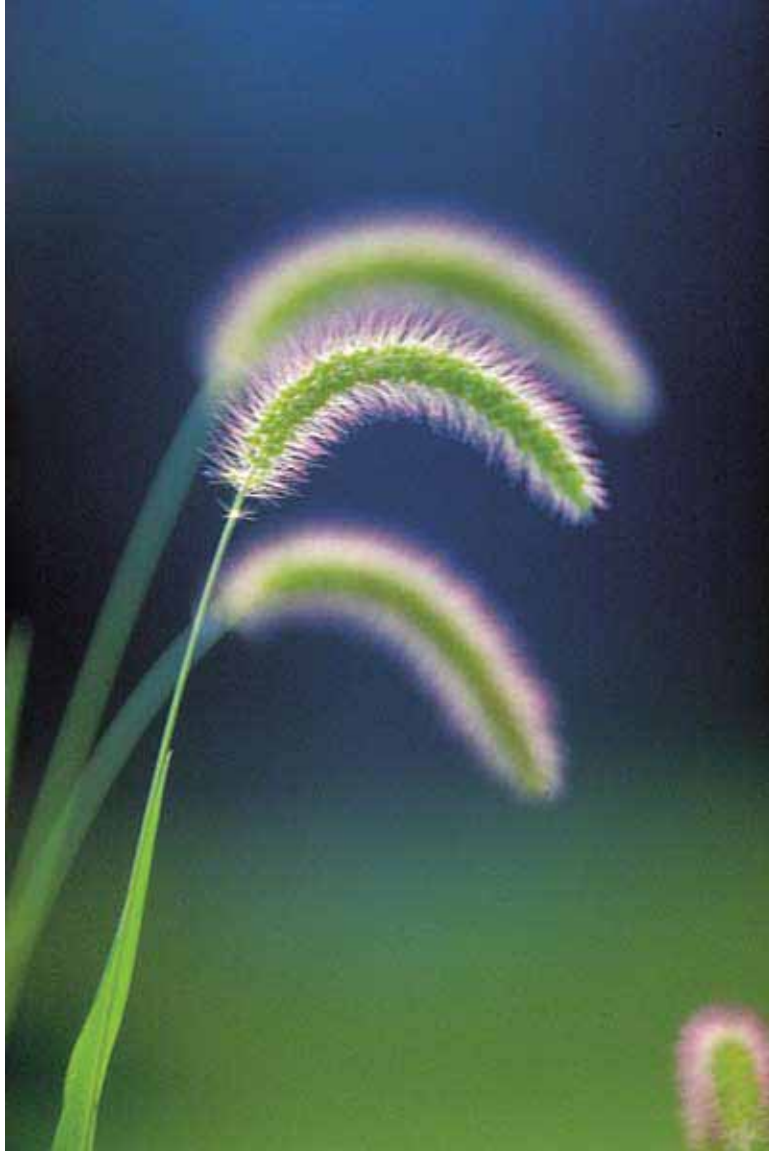
NOT Thinking About Change

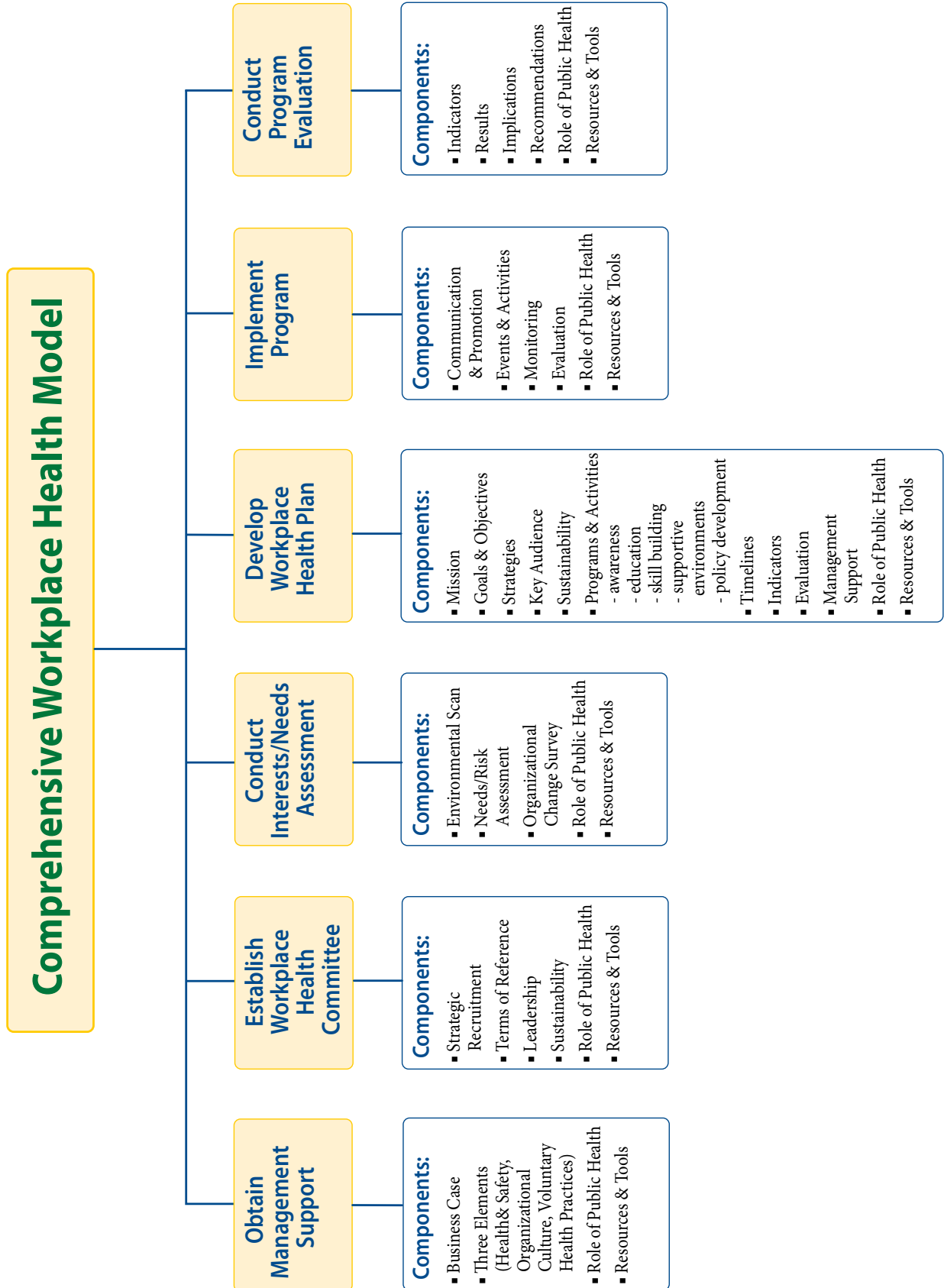
- Pros for unhealthy behavior outweigh con's
- Deny that behavior is a problem
- Believe you cannot change *"I like eating junk food."*

Relapse

- Part of process
- Can occur many times at all stages
- Learn from mistakes & start over

BEGIN HERE







- Health Canada. Corporate Health Model. Ottawa: Minister of Supply and Services Canada: ISBN 0-662-19112-9, 1991.
- Health Canada. Health Works. Ottawa: Minister of Public Works and Government Services Canada: ISBN 0-662-27790-2, 1999.
- Industrial Accident Prevention Association. “Steps to creating a healthy workplace.” http://www.iapa.ca/Main/documents/pdf/steps_healthworkplace.pdf (29 December 2008).
- National Quality Institute. “Healthy Workplace Criteria.” <http://www.nqi.ca> (1998).
- Polanyi, M.F.D., J. Eakin, J.W. Frank, H. Shannon, and T. Sullivan. “*Creating healthier work environments: a critical review of the health impact of workplace change.*” In *Canada Health Action: Determinants of Health Settings*, Volume 3 (1998).
- Porteous, Nancy L. *Program evaluation tool kit: a blueprint for public health management.* Ottawa: Ottawa-Carleton Health Department, 1997.
- Rosen, Cheryl, and Marc Rhainds. *Strategic directions for the primary prevention of skin cancer in Canada*, Toronto: National Sun Safety Committee, Primary Prevention Action Group, Canadian Strategy for Cancer Control, 2006.
- The Health Communication Unit, University of Toronto. “Approach to Workplace Health Promotion.” Toronto, 2003.
- Wosnick, R., and R. Kalbfleisch. “Beyond skin deep.” *Canadian Healthcare Manager*. April/May, (1999): 17-25.

IT'S TIME ...



The Health Unit is available to assist and support workplaces in using this comprehensive workplace health model.

Workplaces in Leeds, Grenville and Lanark may reach a Public Health Nurse who will act as a consultant for that workplace, by contacting:

Leeds, Grenville & Lanark District Health Unit
458 Laurier Blvd, Brockville, ON, K6V 7A3

Brockville
(613) 345-5685

Smiths Falls
(613) 283-2740

Kemptville
(613) 258-5941

Gananoque
(613) 382-4231

www.healthunit.org/workplace

This Guide is available in print upon request at (613) 345-5685 or download at www.healthunit.org/workplace

