Healthy Workplace Kit
Your guide to implementing health and wellbeing programs at work
Can you afford NOT to invest in the health and wellbeing of your workforce?
Welcome

The Healthy Workplace Kit is your guide to enhancing health and wellbeing within your workplace.

This kit contains all the information, tools and resources you’ll need to create an effective health and wellbeing program for your business. Whether you are just starting out, or are looking to expand an existing program, this kit provides step-by-step instructions to ensure you get the most out of your program.

You can work through the kit from beginning to end, or pick and choose specific activities that suit the needs of your business and workforce.

The Healthy Workplace Kit is brought to you by WorkSafe Victoria as part of the WorkHealth program, which is the first of its kind to target the connection between chronic disease and workplace injury across an entire workforce.

For more information visit workhealth.vic.gov.au
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For more information

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This kit has been developed by WorkSafe Victoria (2010).

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WorkSafe Victoria acknowledges this kit was based on the Premier’s Physical Activity Council – Tasmania (2007) “Get Moving at Work: A resource kit for workplace health and wellbeing program” getmoving.tas.gov.au

The information presented in the Healthy Workplace Kit is designed to help you create and implement a workplace health and wellbeing program for the benefit of your business and workers. It is intended for general use only.

While every effort has been made to ensure the accuracy and completeness of the Healthy Workplace Kit, the information contained herein may not apply in every circumstance. Accordingly, the Victorian WorkCover Authority cannot be held responsible, and extends no warranties as to:

1. the suitability of the information for any particular purpose;

2. actions taken by third parties as a result of the information contained in the Healthy Workplace Kit.
We are very aware that we are in a competitive market to retain our employees. The more initiatives we can do that are of benefit for our staff, the more likely we are to keep them.

Dr. Rob Brown, Pro-Vice Chancellor for Institutional Services, Victoria University
About WorkHealth

The WorkHealth initiative is brought to you by WorkSafe Victoria and is all about improving the health and wellbeing of Victorian workers and enabling employers to create safe, health promoting workplaces.

The workplace is an ideal environment for addressing health issues and promoting healthy habits that can have significant benefits to workers and to business, including reduced risk of chronic disease and workplace injury, and increased productivity.
About health promoting workplaces

A health promoting workplace is one where employers value the health and wellbeing of their workers.\(^1\)

A healthy workplace aims to:\(^2\)

- Continually create a healthy, supportive and safe work environment
- Ensure that a focus on health becomes an integral part of business planning
- Enable total organisational participation in programs and initiatives
- Extend positive impact to workers’ families, the community and the environment.

Workplace health and wellbeing initiatives range from simple, low-cost programs to more comprehensive programs. There are many workplace health and wellbeing programs and resources across Australia and internationally that you can draw from in designing your own program. There is bound to be something that will suit your organisation.

Go to workhealth.vic.gov.au for links to workplace health and wellbeing resources and programs. Also see the Resources and tools section of this guide for more information.

Quick tip: store any resources, tools, tips, and programs you find with this resource kit. Make it your one-stop-shop for workplace health and wellbeing.
Organisations that implement health and wellbeing strategies can reduce their employees’ health risk factors by up to 56%.
Building a business case for workplace health and wellbeing
2 Building a business case for workplace health and wellbeing

Benefits to business – the evidence

Building the business case
Gaining commitment from all levels of the workforce, particularly management, is really important when establishing a health and wellbeing program. Outlining the potential business benefits of the program can be an effective way of securing the support you need from the right people.

Local, national and international studies provide compelling evidence supporting the value of workplace health and wellbeing initiatives\(^3,4,5\) for the physical, mental, and social wellbeing of employees.

There are also clear benefits to business in terms of reducing absenteeism, presenteeism and workplace injury, and improving productivity.

Here are some facts and figures you can use to illustrate the positive business benefits that a health and wellbeing program could have on your workplace:

International evidence

- Every US$1 invested in health and wellbeing can achieve a return of US$5.82 in reduced absenteeism costs\(^6\)
- Workplace health programs can reduce sick leave by up to 30% and increase productivity by up to 52%\(^4\)
- Workplace health programs can achieve an average of 32% reduction in workers’ compensation and disability claim costs\(^7\)
Australian evidence

- The healthiest Australian employees are almost three times more productive than their unhealthy colleagues\(^8\)
- The increase in preventable disease and workplace injury resulting from unhealthy living are a major cause of workplace absence or disruption, with direct costs reflected in workplace injury and disease estimated at more than $7 billion per year\(^9\)
- Nearly all (96%) working-age people have one or more of the following risk factors for chronic disease – smoking, risky alcohol consumption, obesity, physical inactivity, low fruit or vegetable consumption, high blood pressure, or high blood cholesterol. Three-quarters (75%) have multiple risk factors\(^10\)
- Organisations that implement health and wellbeing strategies can reduce their employees’ health risk factors by up to 56\(^%\)\(^3\)
- Productivity gains of up to 15\(^%\) can be achieved by upgrading the workplace environment\(^3\)
- Workers who are obese are more likely to take higher levels of sick leave\(^11\)
- Overweight people are more likely to have additional health risks, short-term disability, longer absence due to illness and higher health care costs compared to those with lower BMI. Given this, the Australian Safety and Compensation Council has indicated that overweight workers may be less productive, more prone to injuries and have higher claim costs and, as such, strategies to support workplaces address rising rates of obesity are needed\(^12\)
- Stress-related claims cost Australian business more that $200 million annually\(^13\)
- Absenteeism due to sickness is costing Australian businesses $7 billion annually, or roughly $1,000 per employee per year\(^13\)
- Stress-related absenteeism and presenteeism directly costs Australian employers $10.11 billion a year.\(^14\)
Evidence from Victoria

• 40% of Victorian workers who have done a WorkHealth check have a high or very high risk of developing type 2 diabetes or cardiovascular disease in the next five years.\(^{15}\)

• 93% of Victorian workers who have done a WorkHealth check reported eating less than the recommended intake of fruit and vegetables, and 73% reported inadequate physical activity.\(^{15}\)

• The economic cost of obesity in Victoria in 2008 was $14.4 billion with productivity losses comprising 44% of this total.\(^{16}\)

• Since 2002, injuries from manual handling, slips, trips and falls have made up to 63% of all injury compensation claims in Victoria.\(^{17}\)

A fit and healthy workforce can help to reduce time away from work resulting from these injuries.

To calculate the financial cost to your business, you may like to access an online return on investment calculator. Handy internet search terms are:

• ‘workplace health and wellbeing’
• ‘return on investment calculator’

In a nutshell, the benefits of introducing health and wellbeing programs in your workplace are outlined below:

The benefits of health and wellbeing programs in the workplace:\(^{18}\)

✓ Increased individual productivity
✓ Reduced worker turnover
✓ Staff who feel valued
✓ Increase staff morale, satisfaction, and motivation
✓ Increased ability to attract new employees
✓ Reduced sick leave
✓ Fewer worker compensation claims
Be an employer of choice

Employers who focus on the health and wellbeing of their staff will benefit from the retention of high quality employees who want to work in an environment that is interested in their health and wellbeing. Encouraging positive health and wellbeing can help your business stand out as an employer of choice while increasing productivity in the workplace.

See Case studies section for further information on what other Victorian workplaces are doing to become an employer of choice.
The healthiest Australian employees are almost three times more productive than their unhealthy colleagues.8
3 Creating your health and wellbeing program
Creating your health and wellbeing program

This section is designed to help you create and implement a workplace health and wellbeing program for the benefit of your business and employees.

The flowchart on the next page shows the components of a workplace health and wellbeing program.

A copy of this flowchart is also available at workhealth.vic.gov.au

Note: not all the sections or steps in this kit may be relevant to your business. Select the steps, activities, and resources that are going to be useful to you and your workforce.
Creating your health and wellbeing program

Sample workplace health and wellbeing program – flowchart

Stage 1: Getting started

- Build organisational commitment
  - Engage management and / or a leadership group
  - Identify and support a champion (individual or group)
  - Identify and establish committees to coordinate and administer
- Promote the benefits and involve employees
- Develop or review your workplace health and wellbeing policy
- Identify the issues for employees and your workplace
  - Complete WorkHealth checks or health risk assessments
  - Complete a Healthy Workplace Check
  - Complete a workplace needs assessment

Stage 2: Developing your health and wellbeing program

- Establish your plan
- Select activities and strategies
- Establish program benchmarks

Stage 3: Managing your program

- Design your program
  - Identify what, where, when and how activities will be delivered, and who will deliver them
  - Promote your activities
- Implement your program
  - Implement your activities
  - Keep records
  - Put in place risk management strategies
- Evaluate your program
  - Evaluate the success of the activities
  - Evaluate the change in employees and the workplace
  - Evaluate the benefits to the business
  - Adapt your program based on your evaluation results
Stage 1 – getting started

Building organisational commitment

Use the statistics and facts outlined in Building the business case to help you secure commitment of management and workers.

There are three groups within your organisation whose support is particularly important to the success of any program:

- **Management and leadership group:** Successful programs have a senior leader that visibly participates in and supports the program.
- **A champion (individual or group):** Initial momentum may be sparked by the enthusiasm of one employee or committee (e.g. the OHS committee, health and safety reps). These champions are vital in encouraging management and employees to get involved and move forward. This person or group may also be given the responsibility of program coordination and administration.
- **A committee:** In larger organisations a committee representative of different levels and interest groups within the organisation should be charged with the responsibility of program planning and development. This may be a newly established working group or an existing committee (e.g. OHS committee).

It can take time to change the culture of a workplace, but by involving employees and managers, you will be able to tailor a program to meet their needs and one that is within the capacity of your organisation.

Promote the benefits and involve employees

Involving employees in the initial discussions is an important next step. The success of your health and wellbeing program will be a direct reflection on the enthusiasm of employees. Together you can brainstorm ideas about the kinds of activities that are of interest, how they could be introduced, and who would like to be involved.

Some messages that are important to employees are:

- how the program is designed to improve their health
- how they can access important information about their health
- how you will deliver the flexibility and opportunity for them to participate.

Visit workhealth.vic.gov.au for a needs assessment to help gain employees' input into program development.

Develop a workplace health and wellbeing policy

A workplace health and wellbeing policy provides a clear and positive statement outlining the value the organisation places on the health and wellbeing of its workforce. It is a practical and formal way of demonstrating that the organisation is serious about the health of its employees.

Your workplace may choose to start with just one policy in an area of interest e.g. physical activity.

For a sample workplace health and wellbeing policy go to the Resources and tools section or visit workhealth.vic.gov.au.
Creating your health and wellbeing program

Identify the issues for employees and your workplace

It is important that your program is designed to address the actual health and wellbeing issues of your employees. This section outlines three steps to assess this need.

1. Complete WorkHealth checks or health risk assessments

Assessing the health and wellbeing issues of employees is important to ensure your program meets these needs and promotes participation. This can be achieved by providing confidential WorkHealth checks or health risk assessments for your employees in your workplace.

WorkHealth checks are available through WorkSafe Victoria and are designed to look at factors that impact personal health such as diet, exercise, blood pressure, smoking and alcohol consumption.

A de-identified summary of results can then be used to understand the overall health status of your workforce for prioritising activities.

Other measures you may want to use to identify issues for employees include:

- sick leave rates
- absenteeism
- medical assessments
- fitness testing
- injury incident rates and claims experience.

Conducting WorkHealth checks or health risk assessments, as well as monitoring other measures every six to twelve months, is also a way to evaluate the progress of your program. This evaluation will help you continually improve your program and ensure it is making a difference.

Privacy is important

It is vital that the collection of information to identify health issues and measure program performance is done in a way that does not impinge on employee privacy. Personal health information should be handled sensitively. Your organisation should not have access to or collect identifiable individual information. All care should be taken to ensure individual employees do not feel alienated if they are unable to participate in your program for any reason. By developing your program based on employee issues you will decrease the chance of this happening.
2. Complete a Healthy Workplace Check
Assessing the workplace infrastructure (e.g. shower facilities, kitchen facilities) and policies (e.g. flexible work time) will help you identify what strategies are likely to be suitable for your workplace. For example, a multi-storey building provides an opportunity for a ‘take the stairs’ program, or the existing shower facilities may make it easier to promote a ‘ride to work’ initiative or help workers participate in luncheons fitness classes. If you don’t have the physical infrastructure or policies in place, there are many cheap and easy activities available, such as walking and fruit boxes. See the Resources and tools section for more information.

Go to workhealth.vic.gov.au to complete a Healthy Workplace Check.

3. Complete a workplace needs assessment
Getting an idea of the interests of workers is important to ensure your program meets their needs and promotes participation. It can be as simple as talking to workers at staff meetings or conducting a quick workplace needs assessment. Taking this step will help get workers involved in the program from the start, and it’s a useful way of getting worker input into your program.

For a workplace needs assessment template go to the Resources and tools section or workhealth.vic.gov.au

Stage 2 – developing your health and wellbeing program

Why plan?
Planning is important. It clarifies what you want to achieve and the strategies to use to do this. Your plan should give a clear and shared understanding throughout your organisation of the program.

Once you have a clear understanding of the needs of your workforce, and have secured the commitment of key people, the next step is to establish a clear outline of your program. This should include setting some program goals – statements outlining what you want to achieve through your health and wellbeing program e.g. to achieve 40% participation in luncheons fitness classes.

You should include strategies and timelines for your program, including activities that offer opportunities for immediate participation as well as some longer-term activities.

For a copy of an action plan template see the Resources and tools section or visit workhealth.vic.gov.au
Developing your plan also gives you the information you require to promote your program.

You may like to organise an official launch that creates some initial momentum and emphasises management support.

This section will assist you in developing your health and wellbeing program plan.

Communication

A fundamental part to any health and wellbeing program is improving employees' knowledge and understanding of their health and wellbeing. This knowledge, together with the implementation of popular activities will create the necessary awareness to change attitudes and behaviours.

Regular promotion is needed to build interest and participation. Communication should initially focus on the overall health benefits of participating in the program, followed by promoting the particular activities offered to address specific workplace health and wellbeing issues.

Establish your plan

When designing a workplace health and wellbeing program, taking a 'multi-level' perspective will assist you to consider all the various factors influencing employees and their possible participation in your program.

Factors to consider include:

The individual:

It is important to have a general understanding of the current levels of knowledge, fitness, health status and general wellbeing of employees. This information can be identified using WorkHealth checks, health risk assessments or a workplace needs survey.

The social environment:

An understanding of the existing organisational culture and general social influences within the workplace is important. This can be achieved by using the Healthy Workplace Check or your own audit tool.

The organisational environment:

Take into account your organisation's infrastructure and policies as well as the views and support of management.
The community environment:
Gain an awareness of your organisation's external partners and stakeholders, such as community groups and local government. This may include reflecting on what is occurring outside of your workplace, such as government initiatives and community events.

The policy environment:
Understand existing industry and government policies on health and wellbeing. Policies, be they sector or governmental, can impact on your program (e.g. employee assistance policies, government funding opportunities, occupational health and safety policies). It is useful to consider these as part of the broader environment that may influence your program.

The value of this multi-level approach is that it allows you to account for any important issues within the broader environment when planning and implementing your health and wellbeing program. This will ensure your program is pitched correctly, that it reaches the largest number of employees, and that it promotes a cycle of continuous improvement.

Select your strategies
In the Resources and tools section of this kit you will find a range of strategies on offer to you. These range from simple, inexpensive strategies to those that require more planning and investment. These suggestions are not exhaustive and your options are as varied as the people that work for you.

The Case studies section of this kit also provides you with examples of Victorian workplaces that are already offering health and wellbeing programs for their workforce.

Putting in place a mix of different activities works best. Combine activities that involve information, e.g. brochures or education sessions, with activities that involve action, e.g. walking groups.

Things to remember:
- Try to appeal to the majority of employees e.g. offer low impact activities like tai chi and walking
- Keep it simple
- Tailor your activities to your organisation’s needs and resources
- And, importantly, you don’t have to do everything at once.
Establish program benchmarks

At the beginning, it’s important to establish indicators to help you measure the impact your program is having on your workplace. Do this by establishing benchmarks to allow for evaluation and monitoring of your program. These can be included in your action plan.

Ideas for measuring success:

- Number of expected participants in program activities
- Comparisons in absenteeism across the organisation
- Conduct a baseline survey of employee knowledge of the issue you are targeting e.g. healthy eating
- Compare WorkHealth check or health risk assessment results before and throughout your program
- Monitor employee morale through employee satisfaction/opinion surveys.

For more information on evaluation, see pages 25 and 41.
Stage 3 – managing your program

Good administration and coordination are important to the success of your workplace health and wellbeing program. There are some fundamental steps in planning and delivering a program:

1. Program design
2. Program implementation
3. Program evaluation

**Program design**

Program design involves selecting your strategies (e.g. guest speaker, walking group), deciding when and how you will conduct these activities (e.g. at lunchtime, special session, etc), and how you will promote them across the organisation (e.g. newsletters, posters, etc). The choice of initiatives should be in response to individual employees interests and health needs. The size or your organisation, the number of employees, and availability of resources are all important to consider during program design. An action plan template is available to assist you to record your program plan.

For a copy of the action plan template go to the Resources and tools section or visit workhealth.vic.gov.au

**Program implementation**

Program implementation is all about ‘making it happen’. It requires leadership to coordinate program activities, enthusiasm, and regular communication. A mix of strategies that include awareness and education activities, together with practical activities need to be included.

An active communication and education program, along with ongoing encouragement and a supportive culture, are critical factors influencing motivation and sustained participation.
Program evaluation

Program evaluation will enable your organisation to:

- Determine if a program has been implemented as planned
- Identify opportunities for improvement
- Assess if a program is attracting the volume of participants that it intended
- Document changes in employee health and wellbeing knowledge and attitudes
- Measure changes in employee health and wellbeing indicators
- Assess the perceived value and overall employee and management satisfaction
- Identify the health outcomes of a program as they relate to sick leave and absenteeism rates
- Determine the cost-benefit of a program
- Establish whether an ongoing commitment to the program is justified.

Program evaluation measures the success of the strategies, the overall program, and generates ideas for future activities. Evaluation can be done formally through repeating employee needs surveys, or informally via discussions with employees who participated in particular activities. Anonymous feedback is recommended to ensure accurate information is provided about activities, and knowledge and behaviour change of employees.

Evaluation could consider three elements to your program:

- Feedback on the health and wellbeing activities you have run
- Changes in employee knowledge, attitude and behaviour (e.g. giving up smoking, increased physical activity) as well as changes to the workplace (e.g. new policies, new facilities)
- Benefits to the business (e.g. reduced absenteeism, increased productivity).

Suggested evaluation tools are found in the Resources and tools section of this guide. Planning your evaluation activities and establishing benchmarks for indicators of success (e.g. sick leave rates, employee retention rates, and satisfaction surveys) need to happen in the program planning phase. Collecting evaluation data occurs during implementation (e.g. through feedback forms) or after implementation (e.g. repeated health risk assessments).

Remember: The key is to seek feedback from employees and then to act on that feedback.

For more information on evaluation tools go to the Resources and tools section.
Other program management activities should also include:

**Program record keeping**
This includes the maintenance of records such as activities conducted (what, when, where, who, cost), levels of employees interest and satisfaction, and records of any resources provided or developed (e.g. information sheets, booklets, etc). This information is valuable for ongoing management of your program, and in particular, for large organisations conducting sophisticated programs over multiple sites.

**Risk management strategies**
Developing safety and emergency procedures and minimising risk associated with activities delivered is important. A risk-free environment is not possible, but you can manage the risk associated with your health and wellbeing program, just as with other aspects of your organisation.

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**Your workplace health and wellbeing program checklist**

By following the checklist on the next page, you are well on your way to implementing a successful health and wellbeing program.

*Note: not all the sections or steps in this checklist may be relevant to your workplace. Select the steps that are going to be useful and achievable in your workplace.*

*A copy of the checklist on the next page is also available at workhealth.vic.gov.au*
### Workplace health and wellbeing program checklist

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<th>1. Getting started</th>
<th>2. Developing your program</th>
<th>3. Managing your program</th>
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<tr>
<td>Do we have commitment to the program from management and employees?</td>
<td>Have we considered a multi-level approach to planning?</td>
<td>Have we decided what, when and how we are going to run activities?</td>
</tr>
<tr>
<td>Do we have a health and wellbeing champion or committee to drive and administer the program?</td>
<td>Have we identified simple activities that meet the needs of our employees?</td>
<td>Have we identified how we can promote the activities to get participation?</td>
</tr>
<tr>
<td>Have we communicated the vision with employees and sought their input?</td>
<td>Does our program have a mix of education and action-based activities?</td>
<td>Have we implemented our activities?</td>
</tr>
<tr>
<td>Do we have an ongoing communication process for feedback and to encourage participation?</td>
<td>Have we catered for a range of individual needs and interests?</td>
<td>Is there a record-keeping system?</td>
</tr>
<tr>
<td>Have we developed or reviewed our workplace health and wellbeing policy?</td>
<td>Does our program build on the strengths of our existing resources?</td>
<td>Have we evaluated the activities through surveys, employee feedback forms, discussions, etc?</td>
</tr>
<tr>
<td>Have we found out what the health and wellbeing issues for our employees are? (e.g. WorkHealth checks or health risk assessments)</td>
<td>Have we established program benchmarks to allow for evaluation, monitoring of progress and improvement? (e.g. number of expected participants, increase in physical activity levels)</td>
<td>Do we know if our program is making a difference at the:</td>
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<td>• employee level (e.g. change in knowledge and behaviour)</td>
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<td>• organisation level (e.g. new policies)</td>
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<td></td>
<td>• business level (e.g. cost savings, reduced absenteeism)?</td>
</tr>
<tr>
<td>Have we assessed the workplace environment (policies, procedures, and infrastructure) prior to program implementation? (e.g. Healthy Workplace Check)</td>
<td>Have we acted on our evaluation results, refined our program, and developed new ideas or adapted existing activities?</td>
<td>Is there a risk management plan in place, including emergency response procedures?</td>
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</table>
More than one million Victorian workers are at risk of developing a potentially preventable chronic disease, which can affect their capacity to work through decreased physical and mental health.
Resources and tools
Workplace audit tool
(Healthy Workplace Check)

Your current workplace environment (e.g. infrastructure, policies, and procedures) may determine the kinds of activities you include in your health and wellbeing program. Conducting an audit of your workplace every six to twelve months is also a way to evaluate the progress of your program.

WorkHealth offers a Healthy Workplace Check tool, an online version of a workplace audit tool, at workhealth.vic.gov.au

Workplace health and wellbeing needs survey

A simple employee health and wellbeing needs survey is one way of identifying the health and wellbeing issues of your workforce. The information gained can then be used to identify relevant activities and strategies. Conducting an employee health and wellbeing needs survey every six to twelve months is also a good way to evaluate the progress of your program.

For more information on workplace health and wellbeing needs surveys and to download a template go to workhealth.vic.gov.au
Health and wellbeing mission statement and policy (sample)

The following is an example of a mission statement that your organisation could use as part of your workplace health and wellbeing program:

**Health and wellbeing mission statement and policy (sample)**

**Mission statement example**

‘To create a workplace environment where the health and wellbeing of employees is highly valued. Our workplace environment encourages and supports employees to maintain or adopt healthy lifestyles.’

One of the first tasks of the health and wellbeing champion or committee (e.g. the OHS committee) would be to create a policy that is supported by senior management within the organisation. Once signed, this policy becomes the key foundation to progressing your program. All employees should then be made aware of the policy and its intent. The policy may become part of your existing occupational health and safety manual and the organisation's induction process.

**Policy objectives example**

- To raise awareness within the workplace about issues that impact on health and wellbeing, including the health benefits of physical activity and healthy eating
- To promote a positive and equitable workplace environment where mental health and wellbeing is supported
- To promote and encourage participation in workplace health and wellbeing initiatives within and outside the workplace
- To educate employees about issues relating to health and wellbeing.

**Policy actions example**

The organisation will (identify specific actions your organisation will undertake), e.g. (company name) will achieve our objectives by:

- Hosting healthy eating education sessions and developing information sheets
- Organising a physical activity challenge, e.g. Walktober
- Promote the QuitLine service to all employees
- Provide all employees with information on how to support and maintain positive mental health in the workplace.

**Policy communication example**

All employees will be made aware of this policy and its provisions via mediums, such as the organisation notice board, intranet, email, staff meetings, and induction.

**Policy review example**

This policy will be reviewed by the health and wellbeing champion or committee every 12 months.

A copy of this mission statement and policy (sample) is also available at workhealth.vic.gov.au.
Healthy workplace action plan

The healthy workplace action plan is a helpful tool that will assist you to plan and step-out your health and wellbeing program. The action plan template includes sections to record your:

- Program goals
- Program activities
- Resources and tools required
- Benchmarks for success

The action plan on the next page is designed to help workplaces identify goals and work towards achieving them.

Use the results from your Healthy Workplace Check as a guide to determine your priorities.

The action plan on the next page is also available at workhealth.vic.gov.au
## Healthy workplace action plan

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<th>Measures of success</th>
<th>How did we go?</th>
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<tr>
<td>Example</td>
<td>To use incentives to increase participation and maintain motivation</td>
<td>A walking challenge with prizes at certain stages</td>
<td>Walking teams, team captains, pedometers, recording sheets, prizes</td>
<td>Fred Egan, Wilmar Kee, Bao Nguyen, Michelle Giovanni</td>
<td>May – July (3 months)</td>
<td>70% participation from executive team&lt;br&gt;75% participation from supervisors&lt;br&gt;80% participation from staff</td>
<td>✔️</td>
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<tr>
<td>Workplace activities</td>
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</table>
Initiatives for action

The following section provides a range of strategies and programs relating to key lifestyle risk factors. You might consider one or more of these strategies – there is an unlimited range of strategies to implement, and you may come up with your own ideas.

Participate in awareness raising Health Weeks e.g. National Heart Week or National Diabetes Week. You can order free resources such as posters, information sheets, health checklists specific to these issues and make them available to workers. For more dates on various Health Weeks see betterhealthchannel.vic.gov.au
Physical activity

People who are physically active reduce their risk of heart disease, diabetes, obesity and some cancers. The recommended level of physical activity to produce health benefits is 30 minutes of moderate activity, at least five times per week. Only 64% of Victorians currently meet this recommendation. Participation in physical activity can also flow on to other health behaviours such as healthy eating and safe alcohol consumption.

Top 6 simple strategies: physical activity

1. Provide information to employees about the benefits of physical activity via tip sheets, education sessions, posters and newsletters
2. Promote local recreation opportunities (walking/cycling tracks, leisure centres, parks, indoor courts) and encourage employees to be active with their family and friends outside of the workplace
3. Support physical activity breaks during the workday such as stretching or walking (e.g. laminated posters showing stretching exercises)
4. Support employees to take the stairs by promoting their use (e.g. posters or run a stair climb challenge)
5. Encourage active transport to and from work (Go to travelsmart.vic.gov.au for more information)
6. Encourage walk and talk meetings to keep employees moving during the day.

Comprehensive strategies: physical activity

1. Offering on-site fitness opportunities, such as group classes or personal training
2. Provide sponsorship for recreation teams e.g. work basketball team
3. Provide an on-site exercise facility
4. Start employee activity groups (e.g. walking, tai chi) that are held before, during, and/or after work hours
5. Look at how you could provide incentives for participation in physical activity and/or weight management activities such as:
   - discounted or subsidised memberships to gyms and sports clubs
   - workplace commuter club
   - walking groups
6. Provide bike storage, shower and locker facilities on site
7. Organise a trek or bike-ride and link to fundraising
8. Develop a policy that supports physical activity at work.

For more information on physical activity go to:
- goforyourlife.vic.gov.au
- bv.com.au
- walktober.com.au
- victoriawalks.org.au
Healthy eating

Healthy eating is associated with the prevention and management of chronic diseases such as heart disease and diabetes. Healthy eating includes eating a variety of foods such as fruit and vegetables, whole grains, lean meats, and low-fat dairy products. It also means limiting the amount of fat and sugar consumed and choosing food portion sizes carefully.

Top 5 simple strategies: healthy eating

1. Use the Australian Guide to Healthy Eating (health.gov.au) to provide employees with information via tips on posters and payroll slips
2. If facilities are available, ensure food storage, preparation space and equipment is easily available and well maintained
3. Provide bowls of fresh fruit and vegetables in the workplace
4. Offer healthy food alternatives at meetings, work functions, and health education events
5. Make water available throughout the day.

Comprehensive strategies: healthy eating

1. Provide healthy eating education sessions or individual advice through a dietitian
2. Offer appealing, low-cost, healthy food options, such as low-fat, low-sugar products in vending machines and tea-break rooms
3. Provide interactive learning opportunities such as taste-testing and cooking skills classes
4. Develop a healthy eating policy that provides guidance on food provision at work e.g. catering at meetings and events, food available in vending machines and cafeterias. (For a healthy catering policy, visit heartfoundation.org.au)
5. Ensure that on-site cafeterias follow a healthy food service policy and meet nutritional standards that align with Australian nutrition guidelines. (For a sample food services policy see heartfoundation.org.au or phone the Heartline on 1300 36 27 87).

For more information on healthy eating go to:
- nutritionaustralia.org
- goforyourlife.vic.gov.au
- heartfoundation.org.au

or phone the Heartline on 1300 36 27 87
Quit smoking

Smoking is one the leading causes of preventable death and disease in Australia. The effects of smoking result in increased costs to the health system, including seeing physicians more often and longer stays in hospital. Workplace quit smoking programs have shown immediate return on investment, with significant return on investment within as little as two years. Reducing the health effects to tobacco users has flow on effects for businesses with reduced leave associated with poor health and improved productivity.

Top 5 simple strategies: quit smoking

1. Create and implement a smoke free policy prohibiting tobacco use on site (in some instances this is mandated depending on your sector). See Resources and tools section for a policy template
2. Provide prompts/posters to support your smoke free policy
3. Promote the Quitline (137 848)
4. Provide education sessions to employees (and their families) about quitting smoking
5. Support employees to see their GP for advice on quitting smoking.

Comprehensive strategies: quit smoking

1. Support participation in quit smoking programs during work time
2. Sponsor quit smoking programs for employees
3. Provide access to counselling through individual, group or telephone-counselling programs on-site
4. Provide access to quit smoking medications (for example patches and gum) through financial incentives
5. Support employees to quit smoking by providing a consented and confidential referral to the Quitline.

For more information on quit smoking programs and support for the workplace visit quit.org.au
Alcohol

The workplace is an important setting to change drinking cultures so that responsible alcohol use is promoted, both at and away from work. With a relatively small investment in prevention of alcohol problems, employers can potentially improve productivity, reduce absenteeism, and improve the health of their employees.

Top 6 simple strategies: alcohol

1. Create and implement a workplace policy that encourages responsible serving of alcohol and safe transport at work-related events. See Resources and tools section for a template.
2. Provide information to employees on the Australian Alcohol Guidelines, e.g. flyers, posters (nhmrc.gov.au).
3. If providing alcohol at a work-related function or event, make sure there are low or non-alcoholic options available and food provided.
4. Support employees to see their GP for advice on alcohol consumption.
5. Educate supervisors/managers in assisting employees who may require support to reduce their alcohol intake.
6. Promote participation in fundraising events such as Febfast and Dry July.

Comprehensive programs: alcohol

1. Offer worker assistance programs to help employees reduce their alcohol intake.
2. Educate employees about the availability of treatment options for alcohol misuse.
3. Manage worker time off and return to work policies.
4. Run an awareness program to educate employees on safe consumption of alcohol.
5. Develop a confidential referral system for treatment of alcoholism.

For more information on alcohol contact DirectLine on 1800 888 236 or visit betterhealthchannel.vic.gov.au and the Australian Drug Foundation at adf.org.au.
Mental health and wellbeing

Mental health, as well as physical health, is vital for overall health and wellbeing. Low employee morale and stress in the workforce contribute to absenteeism and sick leave. Creating a supportive environment for health and wellbeing can have a positive impact on workers mental health.

Top 5 simple strategies: mental health

1. Provide information that promotes positive mental health (such as brochures, fact sheets, intranet, posters, seminars)
2. Promote local recreation and leisure opportunities such as book clubs, walking groups, art and craft groups, parks, relaxation and yoga classes
3. Promote telephone support services (e.g. BeyondBlue, LifeLine, HeadSpace for under 18s, Employee Assistance Programs)
4. Source external speakers on various stress management topics (e.g. conflict resolution, time management, personal finance planning)
5. Create policies that provide guidance to supervisors on supporting employees with mental health issues. You may find Workers with Mental Illness: a Practical Guide for Managers a helpful resource (visit hreoc.gov.au).

Comprehensive strategies: mental health

1. Offer education programs around issues such as mental health, stress management, conflict resolution
2. Provide on-site or off-site Employee Assistance Programs
3. Create and support a mental health friendly work environment that accommodates family/employee medical appointments
4. Offer referral pathways to connect workers to mental health and substance abuse services
5. Review policies and practices to ensure they promote mental health and wellbeing, and support workers with a mental health issue, such as those concerning worker privacy and return to work programs.

For more information on mental health contact the Mental Health Advice Line on 1300 280 737 or visit beyondblue.org.au
Evaluation tools

This section provides tools and templates to assist you in evaluating your health and wellbeing program.

Evaluating your health and wellbeing activities

This step allows employees to provide feedback on how they are finding the activities. The information gained will assist you in making sure your activities meet the needs of employees, have high participation, and are enjoyable.

You can invite employees feedback by sending out a survey.

You may need to develop your own survey to suit your activities, but a template to help you to get started is on the next page.
### Evaluation survey example

<table>
<thead>
<tr>
<th></th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The activity was appropriate and useful</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. The activity improved my knowledge and understanding of the subject (e.g. healthy eating)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. The activity has prompted me to change my (healthy eating) behaviours</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. The presenter/service provider was interesting and effective</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>5. The educational material provided was useful and easy to understand</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. The activity was well coordinated</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>7. The timing of the activity was appropriate</td>
<td></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>8. The promotion of the event/activity was well done</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>9. The venue was easily accessible</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. The cost (if any) was appropriate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. I would attend future activities like this again</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Other comments and recommendations:

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This survey template is also available at workhealth.vic.gov.au
Evaluating employee health benefits and workplace change

Assessing the change in the health of employees and changes to the workplace environment is crucial to being able to ascertain if your health and wellbeing program has been effective. You can evaluate your program by repeating your:

- Healthy Workplace Check (workplace audit), and
- health risk assessments

It is advised you undertake this review every six to 12 months. Ideally, you will note that changes have occurred in employee health behaviours among the majority of employees, such as:

- increased participation in physical activity
- improved knowledge and attitudes to healthy eating
- lower blood pressure
- lower smoking rates.

Factor regular health risk assessments into your program. WorkSafe offers once-off funding for WorkHealth checks. Find out more at workhealth.vic.gov.au

Evaluating benefits to the business

Evaluating the benefits to the business may be the driver in your organisation to implementing workplace health and wellbeing programs. The suggestions overleaf provide ideas of how you might measure the benefits to your organisation.
## Example workplace health and wellbeing program objectives /goals

<table>
<thead>
<tr>
<th>Improved employee health and wellbeing</th>
<th>Employee surveys or via employee review processes</th>
<th>Tracking over time: reduced number of sick leave due to stress and other illness</th>
<th>Repeated health risk assessments and comparison between first and second assessment outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees who feel valued</td>
<td>Employee surveys or via staff review processes</td>
<td>Employee turnover, recruitment</td>
<td></td>
</tr>
<tr>
<td>Increased performance</td>
<td>Employees providing self-report on ability to perform tasks</td>
<td>Increased number of products/services produced, increased sales, enhanced employee output related to KPIs or job description</td>
<td></td>
</tr>
<tr>
<td>Reduced absenteeism</td>
<td>Reduced number of sick leave days taken</td>
<td>Calculations of cost e.g. reduced time invested in completing work missed due to sick leave</td>
<td></td>
</tr>
<tr>
<td>Reduction in staff turnover and increased retention of employees</td>
<td>Tracking over time: reduced number of resignations, increase in years of continual employment</td>
<td>Reduced recruitment and training costs</td>
<td></td>
</tr>
<tr>
<td>Improved recruitment processes</td>
<td>Tracking over time: reduction in time spent completing a successful recruitment process for different positions within the organisation</td>
<td>Reduced recruitment and training costs</td>
<td></td>
</tr>
<tr>
<td>Reduce employee compensation claims</td>
<td>Tracking over time: reduction in the number of compensation claims</td>
<td>Tracking of costs associated with compensation claims over time and premium change</td>
<td></td>
</tr>
<tr>
<td>Reduction in the number of workplace accidents and incidents</td>
<td>Tracking over time: monitoring of number of workplace accidents and incidents</td>
<td>Tracking of costs associated with workplace accidents and incidents (e.g. OHS compliance, servicing equipment, worker training)</td>
<td></td>
</tr>
<tr>
<td>Improved corporate image</td>
<td>Survey new job applicants, market research, employee opinion surveys</td>
<td>Investor confidence indices</td>
<td></td>
</tr>
<tr>
<td>High employee participation in health and wellbeing programs</td>
<td>Tracking over time: attendance rates, employee surveys</td>
<td>Employee turnover, recruitment</td>
<td></td>
</tr>
</tbody>
</table>
Health and wellbeing providers in Victoria

There are a number of organisations that can assist with information or support to address the following subjects in the workplace:

- Healthy eating
- Physical activity
- Quit smoking
- Responsible alcohol consumption
- Mental health and wellbeing
- General health

For a list of different health and wellbeing providers visit workhealth.gov.au
Australian and international workplace health promotion programs

For a range of Australian and international resources, tools, evidence and case studies of workplace health and wellbeing initiatives, visit workhealth.vic.gov.au

Try these terms when searching the web for Australian organisations and resources that offer more information. Make sure you search “pages from Australia”:

- “Workplace” and “cardiovascular disease”
- “Workplace” and “type 2 diabetes”
- Coronary heart disease
- “Depression” and “prevention”
- “Health” and “physical activity”
- “Health” and “males”
- National dietary guidelines
- “Nutrition” and “health”
- “Responsible alcohol” and “workplace”
- Healthy weight

Note: It is recommended that you only consider information from Government organisations or established not for profit and health organisations.
Productivity gains of up to 15% can be achieved by upgrading the workplace environment.³
5 Case studies
5 Case studies

Valued employees give back at Victoria University

A workforce that feels happier, healthier and more valued is the result of Victoria University’s (VU) employee wellness program. WorkHealth checks, sport at lunchtime, discounted gym memberships and flu vaccinations are all part of the University’s focus on wellness.

The approach
Activities at VU to enhance the health and wellbeing of employees include:
- WorkHealth checks
- Diabetes Life! program
- Flu vaccinations
- Lunchtime sport, including netball and yoga
- Discounted gym memberships
- Annual Wellness Forum
- Student serviced clinics, e.g. massage, osteopathy and exercise physiology

The results
- Increased employee productivity
- Employees feel valued
- High awareness of the program among employees and a strong take-up
- Positive feedback is received regularly from employees
- Employees are more aware of the risk of chronic diseases

Strengths of the program
- Based on research evidence
- Range of options available means there is ‘something for everyone’
- Coordinated approach across all campuses
- Development of evaluation model is underway
Dr Rob Brown, Pro-Vice Chancellor for Institutional Services, says that as a research-based organisation, VU is very much aware of the evidence that shows there are benefits to be gained from having a workplace health program in place.

“There is oodles of research evidence that shows that if you have happy and well staff, they actually do better for themselves and better for you as an institution,” says Dr Brown.

“We are very aware that we are in a competitive market to retain our employees. The more initiatives we can do that are of benefit for our employees, the more likely we are to keep them.”

With more than 2,500 full-time employees across 10 campuses in Melbourne’s CBD and western region, VU’s main challenge in delivering an effective employee wellness program is successfully meeting the different needs and interests of such a large group of people.

The university’s employee wellness program is coordinated by a Wellness Co-operative – a central group of representatives from various faculties and departments. This central organising body provides a coordinated and targeted approach to providing a range of health and wellbeing activities across all campuses.

VU is active in promoting the prevention of chronic illness among employees, such as the onset of type 2 diabetes. One of the initiatives in place to address this has been introducing the free WorkHealth checks on all campuses.

VU New Media/e-Marketing Officer, Kate Scott-Young, was one of the staff members who embraced the opportunity to step away from her desk for 15 minutes for a WorkHealth check.

“My boyfriend has high cholesterol and he is the fittest person that I know, so that kind of scared me a little bit. I thought I’d better get myself checked out as well,” said Kate.

VU Project Officer, Renae Vojtek has a young family and busy home life. She finds lunchtime is the best opportunity to get some exercise, and makes the most of the university’s Footscray Park Campus gym.

“We get to exercise, we get to work – we get this whole life balance. Obviously they care about us as employees, and we in turn give back to the university,” said Renae.

VU General Manager OHS, Geoff Hurst says that when staff feel looked after, they feel valued.

“It’s important to ensure that employees feel valued and get a clear message about their value. A wellness program is an important aspect of valuing staff,” said Geoff.

VU recognises that evaluating and updating its employee health program is important to ensure it remains relevant. The development of a Wellness Improvement Plan is well underway to ensure that the program continues to meet the needs and interests of employees.
WorkHealth checks lead to culture shift for Shamrock Craft

Shamrock Craft’s management team had no idea how significant the roll-on effect was going to be when it signed up to provide free WorkHealth checks to its 30 staff.

Three months on, the Blackburn North craft wholesaler now has a regular walking group, weekly fruit boxes, filtered water on site and four out of the five leadership team members have joined the gym.

A simple approach
Simple approaches to enhancing health and wellbeing are already paying off for this small business. Activities underway include:

- WorkHealth checks
- Lunchtime walking groups
- Fruit boxes delivered weekly
- Healthy breakfast reminders in the kitchen
- Groups attending the gym together
- Filtered water provided on site

The results

- Generating discussion about health in the workplace
- Employees encouraging each other to eat well and exercise
- Some employees are reporting weight loss
- Employees are happier and healthier

Strengths of the program

- Management leading by example by joining the gym
- Group sessions, like walking, motivate employees to take part
- Shamrock Craft is proving that small businesses, with modest budgets, can still make a difference to the health and wellbeing of their employees by putting simple, inexpensive initiatives in place.
“Signing up for WorkHealth checks was really our first step towards introducing dedicated healthy activities into our workplace,” said Graham Richards, Shamrock Craft Sales Manager.

“Initially, some of the team were a bit nervous about having the checks at work, but they soon realised it was a great opportunity to learn about their health and the majority put their names down.

“The checks initiated lots of discussion around the office about risk of chronic disease and how to reduce risk factors through things like healthier eating and regular exercise.”

Factory worker Michelle Beales said she knew there was more she could be doing at work to improve her health.

“With a family and a full-time job, it's sometimes easy to let yourself go a bit,” said Michelle.

“The WorkHealth check was so easy and fast, and it was great to get the instant results.

“It really spurred me into action, and I started up our regular lunchtime walking group. We now walk together around the local reserve on most days. I've also started bringing healthier options to work for lunch.

“As a result I've lost 6cm around my waist, which I'm really pleased about.”
Employee retention rates are high for Australian Unity

Placing great importance on promoting employee health and wellbeing has served Australian Unity well, with the result being high levels of employee engagement and retention rates above the industry standard.

The approach
Australian Unity’s comprehensive wellbeing programs are paying off for this large organisation. Initiatives include:

- **Wellbeing calendars** at every site, providing a wide range of health and wellbeing activities including:
  - Massage
  - Yoga
  - Pilates
  - Health risk assessments
  - Skin checks
- **Fruit boxes** delivered twice weekly
- **Wellbeing facts** displayed around workplace to prompt healthy thinking
- Employee-led ‘at work’ groups promoting participation in triathlons and other fitness competitions
- ‘**Wellplan Online**’ website providing central hub for health and wellbeing information

The results

- Staff engagement in wellbeing programs is more than 70%
- Staff retention rates are above industry standard
- High level of employee awareness in the activities on offer
- Staff enjoy mixing with people from other departments, which contributes towards a positive, fun working culture

Strengths of the program

- Offering a range of activities at different times, e.g. lunchtimes and after work, allows for maximum participation
- Wellbeing programs actively promoted in staff inductions and internal communication channels
- Regular evaluation of activities to ensure they are meeting the needs and interest of staff
The national health, insurance, financial services and retirement living organisation provides its 1,400 employees across 17 sites with many opportunities to enhance their physical and mental wellbeing through a series of wellbeing calendars and other initiatives.

Australian Unity is now planning to build on this good work after successfully receiving a WorkHealth grant, which will support the organisation in implementing programs which address the health concerns of employees. Sharon Beaumont, Group Executive Human Resources, says that Australian Unity is just as committed to looking after the wellbeing of its employees as it is with its customers.

“We believe that the wellbeing of our employees is a key part of our business success. What we offer is part of our culture and this is what differentiates us as an employer," said Sharon.

The wellbeing calendars are a recent initiative and are available at all 17 sites. The calendars are built from an annual plan that's based on employee feedback and health data drawn from health risk assessments conducted by the organisation.

Events on the calendar include yoga, pilates, health risk assessments and skin checks. In addition, the company has fruit boxes delivered twice weekly at all corporate offices. Wellbeing facts are displayed around the workplace to encourage healthy thinking.

France Kenny, who works in Australian Unity’s finance team, has a young family and finds the lunchtime pilates classes the best way to fit some exercise into her day.

“It’s great, it builds morale and we get to meet all sorts of different people from the company,” said France.

The company also supports employee-led ‘@ work’ groups, which involve staff members banding together to arrange participation in group activities like the BRW Triathlon and Around the Bay race.

“These employee-led groups have been traditionally run at our head office site in Melbourne. One of our key challenges has been providing wellbeing activities evenly at all sites, which led to the development of the wellbeing calendars. These allow for equal opportunity to participate across the whole workforce,” said Sharon.

An interactive website called Wellplan Online has also been set up to provide an online health assessment tool, health information and regular newsletters. The website also provides de-identified population reports so that risk factors and health trends in the workforce, as collected in the health risk assessments, can be measured and shared over time.

Australian Unity has found that its focus on health and wellbeing in the workplace has helped its employees feel more engaged and happy at work. In turn, staff are more productive and more likely to stay with the company.

“The wellbeing programs enable employees to mix with people from other departments, which has a good roll-on effect to the culture and vibe in the company,” said Sharon.

“We'll also continue to review our wellbeing offering, to make sure we're addressing the key needs and interests of our people.”
We believe that the wellbeing of our employees is a key part of our business success. What we offer is part of our culture and this is what differentiates us as an employer.

Troubleshooting

This section provides some examples of how you might address challenges or barriers to implementing a health and wellbeing program in your workplace. For updates visit workhealth.vic.gov.au
<table>
<thead>
<tr>
<th>Problem</th>
<th>Solutions</th>
</tr>
</thead>
</table>
| I'm finding it difficult to convince my organisation's management team that implementing a workplace health and wellbeing program is worthwhile for the business. | • Try presenting some of the statistics of the impact of poor health on presenteeism, absenteeism, sick leave and productivity from the **Building the business case** section of this kit to illustrate the business benefits of your program  
• Conduct free WorkHealth checks with your employees to help management and employees to understand more about their health risks. This might motivate management to consider what else they could be doing to help reduce their employees' risk factors for chronic disease. |
| Our office building doesn't have shower facilities and we don't have the budget to install them. This is impacting on employees' interest in participating in lunchtime fitness classes. | • See if employees are interested in attending classes after hours so they don't have to go back to work feeling sweaty  
• Provide gentle exercise during lunchtimes, such as yoga, providing a great work-out for workers of all abilities, but helping employees to avoid getting too hot and bothered  
• Consider offering gym subsidies so that employees can attend the gym during times that suit them best. |
| I've tried conducting a workplace needs assessment using a written template, but it has received a really low response. | • Try asking for verbal feedback in a staff or team meetings  
• Offer employees the option of emailing their suggestions to a key contact  
• Provide a prize incentive to respond  
• Tee up managers to champion the survey with their teams and encourage responses. |
| My business doesn't have a budget to support health and wellbeing initiatives. | • Health and wellbeing initiatives don't have to be expensive. Even the most simple, low-cost strategies, such as organising a lunchtime walking group or using poster prompts to encourage stair use, can really make a difference  
• Explore opportunities to apply for funding for your program. WorkHealth offers grants to kick-start health and wellbeing programs (more information is available at workhealth.vic.gov.au). Funding may also be available through other areas of government or health and community organisations. |
| We have put in place some healthy initiatives, but we're struggling to get participation. | • Try a mix of strategies. For example, you could try a seminar and employee newsletter article on healthy eating in addition to providing a cooking class  
• Complete a workplace needs assessment to find out what employees want to do, and adjust your program so that it provides those activities  
• Ask your workplace champion to provide a presentation on your program at a staff meeting  
• Link your activities to other community events to generate interest. |
40% of Victorian workers who have done a WorkHealth check have a high, or very high risk of developing type 2 diabetes or cardiovascular disease in the next five years.15
References
7 References


15. WorkHealth Checks, Analysis of results, (May 2010), workhealth.vic.gov.au


### Acknowledgements

This kit was developed in consultation with:

- Australian Drug Foundation
- Kinect Australia
- National Heart Foundation
- Nutrition Australia
- Quit Victoria
- Victorian Government Department of Health
- WorkHealth endorsed service providers