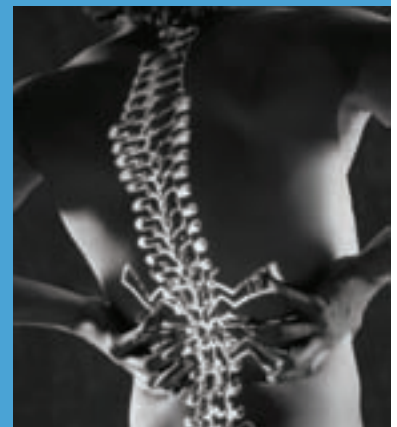


# Healthy Workplaces The Fundamentals



**IAPA**

It's About Making A Difference.



# Chapter 1 – Executive Summary

## WHAT HEALTH AND SAFETY SOLUTIONS ARE WE SEEKING?



Have you ever wondered why:

- ☐ Housekeeping tasks are not being completed
- ☐ People take short-cuts to get the job done quicker
- ☐ Personal protective equipment (PPE) is not being worn
- ☐ There is a lack of contribution/support for accident investigations
- ☐ It seems to take an exceptionally long time for workers to get back to work following an injury

If yes, a healthy workplace strategy can help. Consider the following:

### Housekeeping

A housekeeping standard might call for each team member to be responsible for making sure there are no tripping hazards or spills left without being cleaned up. However, on a regular basis, items are found in the middle of walkways and minor spills are being left. The standard is clear. Management and supervisors have communicated expectations and trained everyone. So what is the issue?

When one starts to look more closely at the team, they might find some conflict between team members. Or, perhaps the attitude 'I didn't put it there, it's not my job to clean it up.' Or, the belief 'I'm the only one cleaning things up, other people need to pull their own weight too.'

The root cause of the housekeeping problem is not the standard or process that address the physical work environment, but a lack of a true sense of team. An effective team operates with mutual respect and open communication, and has a unified purpose as well as a sense of shared responsibility. Having, or not having, these characteristics of a team are part of organizational culture, and culture is one of the components addressed through a healthy workplace strategy

### Short-cuts

A business has worked hard to address their physical work environment. The business has defined very clear procedures, roles and responsibilities regarding: maintenance, machine guarding, pre-start health and safety reviews, and a number of other safety elements. However, spot audits show people are taking short-cuts when they think they can get away with it. The business has also had a couple of near-hits directly attributable to these short-cuts. Management does not know what to do.

Investigating further, one can see there are two pervasive attitudes that seem to contribute to people taking short-cuts:

- the belief 'it's my life, I can take the risk if I want to', and
- the belief that 'although the company says they want us to work safely, at the end of the day what matters is how fast we've worked and how much we've produced, and if we need to cut a few corners to get the job done quicker, so be it – everyone does'

Like the housekeeping example above, the root cause of the short-cut problem is not the procedures or responsibilities, it is the collective attitudes and beliefs of the employees. Sometimes this can be drawn from what a business chooses to measure and recognize. Collective attitudes and beliefs are the cornerstone of organizational culture, and often this is reinforced by systems and measures within a business. Culture, along with systems, is an issue that is looked at and strategically addressed through a healthy workplace strategy. By recognizing prevailing attitudes and putting in place interventions to shift the culture, a business can make long-term changes to address these types of challenges.

Similar issues/root causes tend to exist when people are not wearing their personal protective equipment.

## Lack of Contributions

A company had a couple of accidents. Those assigned responsibilities to conduct accident investigations diligently tried to determine what happened and why. When it came to interviewing witnesses, or gathering information and recommendations from those who worked on the team in which the accident occurred, investigators encountered an unwritten 'code of silence'. Interview questions were answered with one or two word responses and no one seemed willing to share any ideas about what happened, or what needed to be changed to prevent it from happening again.

Why might employees be hesitant to contribute to an accident investigation process? After all, is it not in their best interest to have a safer workplace?

Employees might not contribute because they fear 'getting someone into trouble'. Or they fear reprisals. Or, they do not trust management. Or, they do not feel their ideas are listened to and valued by others in the company. There can be any number of reasons, beliefs or attitudes that contribute to such a prevailing 'code of silence'. Typically, in this type of situation, it is the culture of the company or the team that needs to be looked at, and changed. It is in the company's best interest to try and create a culture of trust and open dialogue. A healthy workplace strategy will identify these gaps and create a roadmap for change.

## Long 'Return to Work' Times

An organization is having problems getting workers back to work quickly. The organization has worked to address issues within the physical environment, and they are willing to provide modified work and/or modified work schedules, and try to accommodate workers as best they can. However, with some of workers the organization is finding them resistant to coming back to work.

Consider this: if you were off work, and your job was one which was either too demanding or not demanding enough for you, or you felt like you had no control over how your work was done, or you didn't have a very supportive boss, or you didn't get along with your colleagues, or, in fact, the general attitudes of your colleagues is to 'milk it as long as you can', would you want to get back to work right away?

When an organization experiences workers resistant to working, one of their first thoughts should be to look critically at their organizational culture; a key component of a healthy workplace strategy.

For some workers it is clearly and legitimately taking them a longer than usual time to recover. However, when one considers the condition and lifestyle of some of the workers, it is not surprising that it takes them an exceptionally long time to get back to work. Workers who may be: overweight, less fit, eating unhealthy diets, smokers, and/or stressed out about their family life are more likely to take longer to get back to work. It is logical to wonder if improved personal health resources would help them get back to work sooner. This is one area in which a healthy workplace strategy can have an impact. Although an employer cannot make workers adopt a healthier lifestyle, they can create a supportive environment that will make it easier for workers to make healthy lifestyle choices. In organizations where employers support employees with their personal health resources, not only are there quicker return to work rates, but also decreases in injury (or injury severity), as well as illness .

### The Bottom Line:

Whether you have health and safety problems you are trying to address, or whether you are pro-actively seeking to create a healthier working environment, an effective healthy workplace strategy will improve your health and safety performance!

For more information on these concepts see the complete Chapter 1, online at [www.iapa.ca](http://www.iapa.ca)

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<sup>1</sup>Refer to [www.iapa.ca/healthyworkplace](http://www.iapa.ca/healthyworkplace) and select 'Chapter 1 – Complete' for full data and references regarding injury and illness rate links to lifestyle and healthy workplace programming.

## Chapter 2

### WHAT DO WE MEAN BY A HEALTHY WORKPLACE?

A workplace can only be considered healthy if three key elements/avenues of influence are addressed:

#### 1) The Physical Environment

- Addressing 'traditional' health and safety legislation requirements

#### 2) Personal Health Resources

- Supporting healthy lifestyle practices

#### 3) The Organizational Culture

- Creating the right psychosocial work environment



These three elements of a healthy workplace influence/impact one another as the Figure shows. For a workplace health strategy to be most effective, each avenue of influence (sphere) must be addressed in an integrated, comprehensive manner. Health and safety measures, lifestyle related programs, and a positive organizational culture that supports these initiatives and employees psycho-social needs are imperative to a healthy workplace.

#### Physical Work Environment

The physical work environment is the one sphere that those in the health and safety world are most familiar with. It primarily includes 'traditional' health and safety risk management in areas such as chemical, physical, and biological agents, as well as musculoskeletal disorder hazards, machine safety, driving safety, electrical safety, and bodily injuries. These types of health and safety issues are typically addressed through legislation such as Ontario's Occupational Health and Safety Act and other regulations that include both prescriptive and performance-based compliance requirements.

In addition to the traditional health and safety approach, the physical environment also plays a role in affecting personal health resources, as well as organizational culture; the other two spheres of an integrated healthy workplace strategy. The physical attributes of a workplace can have a direct impact on either limiting or supporting employees' healthy lifestyle choices. For example, a workplace with paths leading to and from the building, bike racks out front and showers inside will be more effective in encouraging employees to choose active ways of getting to and from work. The physical attributes can also contribute to the culture of the organization, helping make it more or less conducive to positive working relationships, open communication, and health and safety role-modelling, to name a few characteristics. For example, providing a well designed break room can help create friendlier working relationships between colleagues.

It is important to understand the role of the physical environment in workplace health and to recognize that occupational health and safety compliance cannot be the only measure used by organizations to assess how well they support the health of their employees.

#### Personal Health Resources

Personal health resources are the health practices, beliefs and attitudes that affect employees' individual health behaviours (lifestyle practices). Traditional employer-sponsored wellness programs tend to focus on personal health resources. There can be a broad range of supports provided, including on-site gymnasiums and fitness classes, incentives and aid for smoking cessation, cafeteria healthy eating programs, sun-safety training, or on-site health screening to help employees monitor their health and identify health risk factors.

Typically, personal health resource programs involve some degree of awareness raising, education and skill building, creating supportive environments, and (at times) policy development. The most successful personal health resource programs are those that target individuals with 'higher' risks and provide individual assessment and counseling in combination with a structured program.

The emphasis of employer-sponsored workplace wellness programs must be to determine the personal health goals of employees and do what is reasonable to support those goals, and remove any barriers created by work and the workplace.

It is also important to recognize, as explained in Chapter 1, that people's personal health resources/practices can impact (positively or negatively) their health and safety performance, which is part of 'physical work environment'. Similarly, it can impact and be impacted by organizational culture. For example, stress management is a topic that often falls under the category of personal health resources when the approach to stress management is to teach employees individual coping skills and strategies. However, stress, as an issue within a workplace, should also be addressed under the category of organizational culture. Often it is the way the work is structured, the demands of the job, the degree of control one feels they have over their job, or the nature of their relationship with their supervisor that is the cause of stress. By addressing these issues through the culture sphere of workplace health, along with enhancing employees' personal coping strategies, an organization can make significant improvements in decreasing the level of distress employees are feeling.

## Organizational Culture

Organizational culture is made up of the systems, routines, values and beliefs that are learned, re-learned and passed on to new employees. In simple terms, it is 'the way things are done around here'. Organizational culture can be both observed and influenced by an organization's stated vision or values, their policies and procedures, and the behaviours they recognize and reinforce through performance criteria. It is also both observed and influenced by the less formal day-to-day behaviours, leadership styles, and patterns of communication; otherwise referred to as the psychosocial environment.

Employers who are committed to improving the health of their employees through the other two spheres should also be addressing issues related to organizational culture such as:

- **Psychosocial Hazards**, including too many work demands, lack of control over work, little reward or recognition for work accomplished, violence or bullying in the workplace, lack of trust, and perceptions of unfairness - all of which can have a negative effect on employee mental well-being and can in fact induce mental harm/injury. (As such, there is a clear moral imperative, if not an implied legal duty, to address such issues and focus on creating a more supportive work environment.)
- **Work-life Conflict**, which occurs when the work environment, policies and/or degree of support from supervisors/managers make it difficult for employees to balance both work demands and external life situations such as family or personal responsibilities.
- **Management Practices**, which can have a significant impact on employees' degree of role clarity, ability to manage workload, job satisfaction, feelings of respect, perception of trust in management, and overall engagement in the organization.
- **Commitment to Social Responsibility**, which is an opportunity to operate in a way that fosters respect and commitment from employees, and/or provide employees with volunteer or paid opportunities to contribute to activities that meet their psychological need to contribute to a greater social good.

Organizational culture is the overarching glue that binds the three spheres; if an organization has poor organizational culture and a toxic psychosocial environment many workplace health efforts (including health and safety) will not perform well. Organizational culture changes take time and to be successful strong leadership and a serious commitment from senior management and other key stakeholders is necessary.

### The Bottom Line:

All three spheres of workplace health must be addressed to have the greatest impact on health and organizational performance.

For more information on these concepts see the complete chapter 2, online at [www.iapa.ca](http://www.iapa.ca).



## Chapter 3

### WHY SHOULD MANAGEMENT AND OTHER KEY STAKEHOLDERS CARE?

All stakeholders in an organization should appreciate the reciprocal relationship between health and finances. A healthy workplace can lead to healthy workers. Healthy workers are needed for an organization to be financially healthy. Productive and healthy employees are an organization's greatest asset.



#### How Employee Health Affects the Workplace

Just as the performance of an athlete is determined by their physical and mental condition, so too is an employee's performance.

Poor employee health and illness can drive up organizational costs in the form of disability claims, drug usage, absenteeism, and loss in productivity. It can also increase the incidence of on-the-job injuries, which increases the need for employee replacement/recruitment. The more health risks experienced by employees the greater the percentage of employees with functional work limitations. Similarly, employees who are disengaged, feeling overly stressed, experiencing anxiety or depression, or experiencing work-life conflict will also experience work limitations. Overall, they will be less productive and will also be absent more often, take longer to get back to work after an injury or illness, and be less likely to be supportive colleagues or managers to others in the workplace.

Management should recognize how injured, ill, or disengaged employees affect the organization's bottom line.

#### How Workplace Health Affects the Employee

Everyone's health is affected by their physical and social environment. The physical and social environment within a person's workplace is one of the most significant day-to-day environments that impact health.

At the personal health practices level, the education, programs, policies and supports in place at or through work, can help employees make better, healthier lifestyle choices.

At the psychosocial level, employee health can be impacted by psychosocial hazards, or workplace stressors such as work overload and time pressures, lack of control over work, lack of support, lack of job training, or lack of trust. These factors impact one's mental health, creating distress, disengagement, and, for some, feelings of anxiety or depression. As well, data shows that people working with high job demands in combination with low feelings of control, experience significantly higher rates of heart and cardiovascular disease, alcohol abuse, infectious diseases, back pain and musculoskeletal disorders (MSDs) .

Psychosocial hazards can also lead to injuries. An unsupportive culture can foster the taking of short-cuts which increase injury rates. As well, workers who, in response to such hazards, experience poor sleep or depression, or they abuse substances to cope with their feelings of stress or anxiety, are more likely to become distracted or make dangerous errors in judgment that can increase the potential for injury.

Management should recognize that the very way they run their business and treat their employees affects employees' health. Management should also recognize that they have a role of play in helping employees lead healthier lives. Both of these factors, in turn, affect the organization's bottom line.

#### How Workplace Health Affects Recruitment, Retention and Engagement

Good employees want to work for good companies. Part of being a good company is supporting employees to be optimally healthy and productive.

In a 2007 study by Towers-Perrin (aside from pay scale), recognition for work and reputation of the company were two key elements ranked high on recruitment criteria. As well, with a new generation of workers coming into the workforce, specifically generation Y, many studies have shown they are much more interested in work-life balance than previous generations. They are also interested in organizations that are socially responsible; where

the organizational culture component of a healthy workplace strategy includes community involvement, as well as volunteer and fundraising opportunities.

For retention, learning and development were high priorities along with: overall work environment, resources to get the job done, clear goals from the manager, and manager inspiring enthusiasm. The top employee engagement driver was the perception that senior management is sincerely interested in the well-being of the employee’.

Management should recognize that creating a work environment that actively supports employees’ physical, emotional and psychological well-being, as well as being a socially responsible company, will increase employee attraction to the company, retention of current employees and help produce an engaged and productive workforce. Attracting the best employees and inciting them to work productively affects the bottom line.

## **How Workplace Health Can Minimize Liability**

Now more than ever, workplaces have a legal responsibility to provide, not only a physically safe work environment, but also a psychologically healthy work environment.

In less than five years Canada has seen an increase in legal settlements due to psychosocial issues in the workplace, skyrocket from \$15,000 to \$950,000 (Shain, 2008). Organizations have a legal requirement to protect their workers from harm. This includes psychological harm. If circumstances and the culture in an organization are such that it is reasonably foreseeable that an employee would suffer mental harm, then the organization may be held legally and financially accountable. Organizations that want to minimize their risk exposure need to, like with any other potential workplace hazard, pro-actively recognize, assess and control psychosocial hazards.

Dr. Martin Shain studies workplace law. He advises organizations be prudent in creating a psychologically safe workplace by looking at three zones of psychosocial action: liability, responsibility and discretionary. In the liability zone are hazards such as harassment, discrimination, and bullying. In this zone there is an obvious need to protect workers from these behaviours and such issues must be addressed to reduce legal liability. At the opposite end of the spectrum is the discretionary zone. These are psychosocial issues that, although they do not pose a threat in terms of legal liability, they do pose a threat (if not addressed) in terms leaving the organization at risk of losing good employees, or disengaging them. Within this zone are the factors that make employees feel like they are supported and working for a good organization (discussed above). Between these two zones is the responsibility zone. This zone is more of the ‘gray’ area between legal liability and discretionary practices. Within this zone are issues that may make employees feel they are being treated unfairly and/or in an uncivil way.

It is important to recognize that any inappropriate behaviour an employer is aware of (or should be aware of) if not addressed is condoned. This is how it is seen by employees, and how it is seen by the courts.

Management should recognize that, as with a physically safe workplace, it is an organization’s duty to invest in a psychologically safe workplace. Investing in creating a psychosocially safe workplace reduces liability and improves the work environment, which affects the bottom line.

### **The Bottom Line**

A healthy workplace strategy makes good business sense..

For more information on these concepts see the complete Chapter 3, online at [www.iapa.ca](http://www.iapa.ca).

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<sup>i</sup> Refer to [www.iapa.ca/healthyworkplace](http://www.iapa.ca/healthyworkplace) and select ‘Chapter Three – Complete’ for full data and references regarding injury rates, psycho-social hazards and other concepts addressed in Chapter 3.



# Chapter 4

## WHAT IS THE COST-BENEFIT?

There is data linking healthy workplace strategies to:

### Decreased:

- Absenteeism and turnover
- Litigation
- Accidents, illness, levels of stress and depression
- Insurance claims and costs
- Use of short and long-term disability

### Increased:

- Health and safety performance
- Employee satisfaction
- Employee engagement
- Productivity
- Profit



### Evidence (select examples)

In 2007, Dofasco (a steel plant in Hamilton, ON) was taken over by ArcelorMittal. Dofasco, with 5,500 employees, had to present the financial value of their healthy workplace program to their new parent company. Their data gave great evidence to the value including the fact that by supporting worker healthy lifestyle practices, there was opportunity to reduce lost time injuries by 46%. Their data convinced ArcelorMittal Dofasco, a company with over 360,000 employees world-wide, to expand the healthy workplace program beyond the 5,500 employees in Hamilton.

A 2005 review of 73 published studies of WHP programs showed, when looking only at absenteeism and healthcare costs, a range of \$3.50-\$1.00 savings-to-cost ratio. Other return on investment reports showed the following savings amongst Canadian companies:

- BC Hydro: \$3 saved for every \$1 spent
- Canada Life Insurance: \$3.43 saved for every \$1 spent
- Telus-BC: \$3 saved for every \$1 spent
- 8 Halifax organizations: \$1.64 saved for every \$1 spent – which increased to \$2.04 and \$3.35 saved when supporting workers with 3-5 risk factors and smokers, respectively

Other impacts Canadian companies have shown with healthy workplace strategies include:

- MDS Nordion reduced sick day usage to 4 days per year, compared to a 7.4 day average
- Delta Hotels decreased turnover to 19-22%, compared to 40-60% in their sector
- Irving Paper decreased short-term disability costs by 50% with a savings of \$800,000. They also decreased union grievances by almost 80%

The Canadian Institute of Stress also reported stress control programs resulting in:

- 18% reduction in absences
- 32% reduction in grievances
- 52% reduction in disability time

### Reality Check

The data listed above are merely a few of many examples of the financial value of investing in a healthy workplace strategy. It is, however, also prudent to recognize how complex a task it is to accurately calculate true savings. It is even more complex to calculate financial gains (e.g., due to improved employee engagement, productivity, recruitment, etc). The 2006 Buffet & Company tri-annual survey/report on workplace wellness programs confirmed that the majority of companies do not evaluate their healthy workplace strategies. In the absence of evaluation data it is difficult to speculate on value/return on investment. Similarly, various academic researchers call into question some measures used to report on outcomes and they suggest further research and investigation is required into the metrics.

A healthy workplace strategy will not solve all of a business's problems, nor is it necessarily the right solution for all businesses. What is important is for employers to consider carefully what they want to achieve from a healthy workplace strategy. The Buffet & Company report showed that for 87.4% of the business surveyed in Ontario the number one and two considerations respectively, that demonstrated the success of their healthy workplace strategy was 'positive feedback from participants' and 'improved employee morale'. This suggests that for many businesses, their driver/motivation for having a healthy workplace strategy is more strongly linked to employee satisfaction or employee engagement than to financial savings. They may not deem it necessary to calculate the financial value of this outcome. In fact, only 5% of businesses indicated positive return-on-investment was among one of the considerations for success of their program. As discussed in Chapter 4, organizations may want to consider their reputation as well as their legal, moral and strategic reasons for engaging in a healthy workplace strategy.

Whatever an organization deems to be the goal/intent of a healthy workplace strategy, it is important they are strategic in their programming decisions and that they clearly identify how they will measure the success of their program.

## The Opportunity

Defining success for a healthy workplace program starts with identifying an opportunity. The opportunity may be pro-active and strategically driven. Or, the opportunity may be reactive, responding to a problem or concern of the business. Businesses that are unsure of the scope or cost of some problems they may be facing should consider the following statistics that suggest healthy workplace strategies are an opportunity.

- The Conference Board of Canada reports each worker who smokes costs a company an additional \$2500/ year.
- Telus Mobility estimates that each health risk factor (e.g., poor nutrition, obesity, etc.) costs their organization about \$2000 per employee per year.
- Recent studies show obese workers have twice as many workers' compensation claims, 7 times the medical claims costs and 13 times as many lost work days as those in their recommended weight class (Graham Lowe Group, 2007).
- A 2008 study showed those who have unhealthy lifestyles and/or have poor working environments have higher risks of becoming disability pensioners.(Friis, et al, 2008).
- High job stress has been linked causally to chronic diseases, such as heart disease, as well as depression, diabetes, asthma, migraines, and ulcers (Graham Lowe Group, Canadian Healthy Workplace Council, 2007).
- Employees with high work-family conflict missed an average of 13.2 days of work per year compared to 5.9 days missed by employees with low work-life conflict (Duxbury et al, 2001).
- A 2006 study showed that for every 100 workers who are satisfied on the job, 47 disability days were reported, compared to 129 days for every 100 who are not at all satisfied (Shields, 2006).
- Canadian Mental Health Association projects that by 2020 depression will be the second leading cause of disability claims and that it is currently between 4-12% of payroll costs.
- Mental Health Works reports that reduced efficiency/productivity while at work costs an employer an additional \$14,579.74 per employee suffering from mental health issues.

### The Bottom Line:

You need to ask yourself what it is costing you to NOT have a healthy workplace strategy (in other words, determine what your absenteeism, injuries, illness, lack of supportive working culture, poor communication, etc. is costing your business). If you are comfortable with those costs, do nothing. If you want to have an impact on those numbers, get strategic about implementing a healthy workplace or other organizational development strategy customized to your business' unique needs.

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<sup>i</sup> See [www.iapa.ca](http://www.iapa.ca) Healthy Workplace section for complete Chapter 4 details as well as full references for research cited.

## Chapter 5

### HOW CAN AN ORGANIZATION GET STARTED?

Businesses intending to take a comprehensive approach to building a healthy workplace strategy should follow Health Canada's 7 Step Model (described below).

#### Step One: Gain Commitment

For any strategy or major organizational initiative to be successful, key stakeholder buy-in is essential. Senior leadership, unions, employees, occupational health and safety, human resources, finance, and training and development are a few examples of key stakeholders to consider. In the least, senior management and any applicable union should be engaged.

Key stakeholders need to understand and come to some common agreement about the organizational business-case for adopting a healthy workplace strategy (why their specific organization should commit to such a strategy – see Chapters 3 and 4 for more details).

Completion of this step is marked by commitment to the remaining six steps of the healthy workplace approach, demonstrated by:

- ☐ Allocation of human and/or financial resources
- ☐ Approval and support for the development of a healthy workplace committee
- ☐ Agreement of representatives from each key stakeholder group to participate on the committee
- ☐ Agreement to share existing organizational information that will inform the needs assessment

#### Step Two: Form a Committee

Ideally, a healthy workplace committee should consist of individuals who have bought-in to the idea of a healthy workplace strategy and are keen to see it be successful. They should come from a range of roles and departments across the organization; there must be at least one worker and one senior management representative, and all members should receive an orientation to the basic principles of 'what makes a healthy workplace' as well as this seven step model. It is also wise to ensure at the following skills/knowledge exist within the committee:

- ☐ Facilitation and meeting management
- ☐ Data collection and analysis
- ☐ Program planning
- ☐ Communication planning/development
- ☐ Healthy workplace theory/practices

It is important the committee's purpose, roles and responsibilities, etc. are clearly defined (for example, through the development of a terms-of-reference or project charter). It is also critical that the committee be required to report their activities to management.

**Tip!** If an organization does not have internal staff with content expertise in the area of healthy workplace strategy, the organization may want to recruit an external expert to their committee.

#### Step Three: Do a Needs Assessment

A needs assessment is required to determine key organizational issues, as well as the needs and wants of employees and management. It is important the assessment start with a review of existing information such as:

- ☐ Joint health and safety committee reports
- ☐ Illness, absenteeism, injury, grievance or exit interview reports
- ☐ Employee survey results (e.g., satisfaction, engagement, interest, etc. surveys)



Once information gaps are identified, interview, focus groups or employee surveys can be implemented to gather data about perceptions of all three avenues of workplace health (from key stakeholders and employees).

**Tip!** Before inviting input from employees, it is important to clarify the scope of changes management is willing to entertain. It is unwise to ask questions that might invoke responses management is clearly not willing to respond to or deal with.

**Tip!** Remember to consider all three avenues of workplace health: health and safety, personal health practices and organizational culture.

### **Step Four: Analyze the Results**

Analysis of the needs assessment data should be completed with the explicit intention of identifying the priority issues/needs within the organization. It is important that both management and employee perspectives are taken into account and that this information is clearly differentiated.

Part of the analysis step should include an opportunity to communicate and confirm with employees the top priorities identified.

**Tip!** When seeking to confirm priorities with employees, it is valuable to invite/facilitate employee ideas regarding possible solutions for each of the priority issues.

### **Step Five: Develop a Workplace Health Plan**

This is the step where the overall healthy workplace strategy is defined. Based upon the results of the needs assessment, a 3 to 5 year strategy should be developed to provide a clear vision of what the organization is working towards. The strategy needs to align with the organization's overall vision, mission and values. Within the plan, the goals and objectives that define success criteria for the strategy should be clearly identified.

**Tip!** The goal for a strategy should be a broad direction setting statement. The objectives should be broken into both long-term and short-term objectives that are 'SMART' objectives (specific, measurable, attainable, realistic and time-limited).

### **Step Six: Develop Program Action Plans**

Step six involves operational planning and implementation. What is required in terms of communication, training, programs, and changes to the work environment or policies needs to be clearly defined. Each activity needs to be assigned a timeline and person or team responsible. The action plan needs to align with the strategy to ensure the vision and goals of the strategy are met.

**Tip!** Implementation of the action plans will be more successful if the activities are incorporated into job responsibilities and performance reviews.

### **Step Seven: Review and Evaluate**

Continuous improvement is an important component of any workplace strategy. It is important that an evaluation/review be completed to determine (a) if the work is being completed/implemented as planned, and (b) if the plans are having the desired impact.

**Tip!** When completing the evaluation and identifying opportunities for improvement, it is also important to identify successes and build in opportunities to recognize and celebrate those successes.

**The Bottom Line:**  
Gain commitment from key stakeholders first. Then follow the process.

For more information on these steps see the complete Chapter 2, online at [www.iapa.ca](http://www.iapa.ca)

## Chapter 6

### THE IAPA APPROACH, HOW IAPA CAN HELP

IAPA has Consultants who are experts in health and safety and healthy workplace strategy. IAPA can help businesses successfully apply the seven-step healthy workplace approach (see Chapter 5).



Each organization has different degrees of internal expertise. IAPA customizes their approach and services to the specific needs of an organization, helping organizations find support for their internal resource or skills gap. Below are just some of the services IAPA Consultants can offer an organization at each step of the seven-step model.

#### At Step One 'Gain Commitment' IAPA Consultants can:

- ☐ Review an organization's health and safety performance issues, as well as any other relevant data that can aid in the identification of any business need for a healthy workplace strategy
- ☐ Present (help an organization prepare to present) the business case to management and other key stakeholders
- ☐ Help an organization clarify the nature of 'commitment' required from key stakeholders to successfully proceed with a healthy workplace strategy
- ☐ Facilitate discussion on how the healthy workplace model can fit within existing operations or programming

#### At Step Two 'Form a Committee' IAPA Consultants can:

- ☐ Help an organization identify recruitment and selection criteria
- ☐ Provide sample terms of reference and help an organization customize their own
- ☐ Train healthy workplace committee members
- ☐ Participate on the committee as an honorary member

#### At Step Three 'Do a Needs Assessment' IAPA Consultants can:

- ☐ Identify health, safety and wellness performance issues that should be reviewed during the needs assessment
- ☐ Compile an audit of existing organizational activities that support a healthy workplace approach (existing company assets)
- ☐ Conduct interviews or focus groups as/if warranted
- ☐ Administer a needs assessment survey with employees and key stakeholders, or assist with the identification or customization of a needs assessment tool for the organization to implement themselves

#### At Step Four 'Analyze the Results' IAPA Consultants can:

- ☐ Assist with interpretation and prioritization of results
- ☐ Facilitate participatory brainstorming sessions (to engage employees in the problem-solving process)
- ☐ Develop a summary of recommendations regarding both healthy workplace strategy and activities

#### At Step Five 'Develop a Workplace Health Plan' IAPA Consultants can:

- ☐ Facilitate healthy workplace strategy planning meetings
- ☐ Help organizations clarify their healthy workplace goal and objectives, ensuring alignment with organizational vision and strategic priorities
- ☐ Help organizations identify their success/evaluation criteria
- ☐ Help organizations clarify their strategy into a 3-5 year plan
- ☐ Help organizations draft a healthy workplace policy/standard

### **At Step Six 'Develop Program Action Plans' IAPA Consultants can:**

- ☐ Facilitate introductions and referrals to appropriate support agencies where personal health practice interventions are required
- ☐ Help guide the planning and implementation of culture change activities
- ☐ Help organizations develop a detailed healthy workplace workplan (with clearly identified actions and responsibilities)
- ☐ Provide supervisor or employee training on workplace health
- ☐ Review and provide feedback on draft communication and program material
- ☐ Identify performance links and recognition opportunities to reinforce a healthy workplace culture
- ☐ Coach healthy workplace committee members or other employees on the implementation of their healthy workplace deliverables

### **At Step Seven 'Review and Evaluate' IAPA Consultants can:**

- ☐ Help an organization develop their evaluation plan and tools
- ☐ Act as an external auditor/reviewer to help an organization evaluate their workplace health program.
- ☐ Review evaluation results and help identify opportunities for improvement and celebration/recognition

### **In the End...**

Not all clients will require IAPA assistance through all steps of the model. Many will pick and choose the activities they require assistance or guidance on. For those who do work with an IAPA Consultant through the whole model, in the end they will have:

- ☐ A trained, properly functioning, self-sufficient healthy workplace committee
- ☐ Completed a process to identify, prioritize and problem-solve priority needs their organization's needs
- ☐ A healthy workplace policy/standard
- ☐ A healthy workplace action plan, and
- ☐ A healthier workplace!

#### **The Bottom Line:**

IAPA Consultants can guide you through a proven process to create your own healthy workplace strategy and action plans that respond to the specific needs of your company.

You will feel confident you are leading your organization to greater health and performance!

### **Note:**

In addition to the above, IAPA offers a series of information sessions on workplace health for organizations who are new to healthy workplace and want to start with increasing people's general knowledge of the components of workplace health.

The IAPA healthy workplace training suite includes:

- Creating Healthy Workplaces Workshop
- Psychosocial Risk Management Workshop
- Morale, Make An Impact In Your Workplace Workshop

For more information or to talk to an IAPA Consultant contact IAPA directly at: 905-614-IAPA (4272).



## Next Steps

### FOR MORE INFORMATION

Visit [www.iapa.ca](http://www.iapa.ca) and go to the Healthy Workplace section. (Or type 'Healthy Workplace' within the search function.)

- Online you will find full content/sections that correspond with each chapter in this pocket book.
- Review the chapter/topics you are interested in learning more about.

### FOR WORKSHOPS

If you are looking to raise awareness and orient people to the general approach and principles of a healthy workplace strategy, IAPA has a series of healthy workplace workshops we deliver. Contact customer care for more information: 905-614-IAPA (4272).

### FOR CONSULTING REQUESTS AND QUESTIONS

If you have questions or are interested in learning more about the steps you can take to making your workplace a healthy workplace contact IAPA customer care directly at: 905-614-IAPA (4272). The customer care team will put you in contact with a Consultant for a free exploratory consultation

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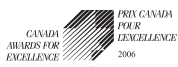
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## Our Vision

A world where risks are controlled because everyone believes suffering and loss are morally, socially and economically unacceptable.

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To improve the quality of life in workplaces and communities we serve by being an internationally recognized leader in providing effective programs, products and services for the prevention of injury and illness.



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