

The Healthy Workplace Toolkit

A step-by-step guide to create a healthy, safe, and thriving workplace.



Government
of South Australia

Wellbeing SA

**Healthy
Workplaces**



Government
of South Australia

Wellbeing SA

This guide is for everyone.

Everyone deserves to work in a place where their health and wellbeing matter. When people are supported in healthy workplaces, they thrive.

Many workplaces are now creating much healthier environments where everyone is heard, plays their part in designing their work and can help create a supportive workplace environment and culture.

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The Healthy Workplace Toolkit is based on *A workplace health and wellbeing toolkit: Step by step guide to developing a successful workplace program*, first written in 2012, reviewed in 2014 and 2019 as part of the Healthy Workers–Healthy Futures Initiative.

1. 2012 version, reviewed 2014, revised in 2019

For guidance and support using the toolkit contact us. Register your workplace at healthyworkplaces.sa.gov.au/service to access the Healthy Workplaces Service.

The Healthy Workplaces Service provides businesses of all sizes in South Australia with free, practical information and resources to create a healthy, safe and thriving workplace.

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The healthy workplace toolkit

We've developed the healthy workplace toolkit to help you along your healthy workplace journey. The toolkit's step-by-step process and supporting tools will help you plan, action, and evaluate a workplace health and wellbeing strategy. This strategy will articulate your workplace's commitment to worker health and wellbeing in an integrated and holistic way.

Who can use the toolkit?

Anyone can use the toolkit, but we've primarily designed it for leaders who are responsible for people and culture, employee engagement, and workplace health and safety. This could be business owners, managers, work health and safety representatives, or human resource managers. It doesn't matter how big or small your organisation is, or what industry you work in, workplace health and wellbeing can be a part of your everyday workplace practices.

Workplace leaders can use their influence to create healthy workplaces, where health and wellbeing is embedded into business systems and the environment promotes and protects people's physical and mental health. This means everyone working together to embed and integrate health and wellbeing into workplace practices.

How to use the toolkit

The toolkit contains six steps that will help you to plan, action and evaluate a workplace health and wellbeing strategy. The best way to use the toolkit is to follow these steps in order. Read through the material at each step, use the resources and tools to help you take action, and then complete the checklist at the end of each step before moving onto the next.

If your workplace already has a strategy in place, then you can use the toolkit to reflect on how you developed the strategy and how you can strengthen it. You can dive in and out of each step and use the templates and resources to help you create a healthier workplace.



RESOURCES

We've developed a variety of templates to help you along your healthy workplace journey. Look out for these boxes which will guide you to the relevant resources.

The healthy workplace journey



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An introduction to healthy workplaces

South Australian workplaces are increasing their focus on workplace health and wellbeing, with many delivering strategies and programs to protect and promote worker health, safety, and wellbeing.

The idea that working is good for us is well supported and working in a healthy workplace has greater benefits.¹

Workplace health and wellbeing relates to all aspects of working life, from the quality and safety of the physical environment to how people feel about their work, the culture at work, the way work is organised and how people are encouraged to maintain good physical and mental health.²

Our definition of workplace is any place where work is carried out for a business or undertaking and includes any place where a worker goes, or is likely to be, while at work. This may include offices, factories, shops, construction sites, vehicles, ships, aircraft or other mobile structures on land or water. The COVID-19 pandemic has made us realise that a workplace can also be our own home.

What is a healthy workplace?

A healthy workplace is one where employers and employees collaborate to continually protect and promote people's health, safety, and wellbeing and workplace sustainability.³

A healthy workplace considers:

- health safety and wellbeing matters in the **physical** work environment
- health, safety and wellbeing matters in the **psychosocial** work environment, including organisation of work and workplace culture
- personal health in the workplace and how it can be supported
- community participation to improve the health of workers, their families and other members of the community.



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Why is a healthy workplace important?

We spend up to a third of our lives at work on average, so healthy, safe, and thriving workplaces can have a profoundly positive impact on South Australia's people and economy.

You can read more about the advantages of a healthy workplace in Step 1, but workplaces should invest in becoming healthy, safe and thriving because it's:

- **the right thing to do** – people deserve to work in a place where their health and wellbeing matter
- **the smart thing to do** – it can save money and there is a cost of doing nothing
- **the legal thing to do** – workplaces must comply with relevant legislation and regulatory requirements
- **the safe thing to do** – it reduces workplace injuries and keep workers safe and healthy.

Research continues to show that improved workplace safety, health and wellbeing can:

- improve health and wellbeing
- increase productivity
- reduce injuries and illness
- enhance engagement and job satisfaction
- lower absenteeism rates
- build a stronger sense of community.⁴

You can find more detailed information on why we should create healthy workplaces in Build a business case (p. 15).

Creating a healthy workplace makes good business sense – it benefits both businesses and people.

COSTS OF AN UNHEALTHY WORKPLACE

4x more likely to lose talented workers

7x more costly workers compensation claims

9x more sick days taken per year

BENEFITS OF A HEALTHY WORKPLACE

3x more productive

50% less injuries

5x more engaged workers



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The cost of not investing in health and wellbeing can have a bigger impact on your workplace than you may think.



\$11 billion

The estimated **impact of employees' mental health conditions** on productivity, participation and compensation claims on Australian businesses equate to around \$11 billion per year.⁵



\$44 billion

The combined **cost of annually due to absenteeism and presenteeism**. Broken down that's \$578 per worker per sick day, or \$3,608 per worker per year.⁶



\$5 billion

The estimated **cost of work-related injury and illness** is \$5 billion per year in South Australia.⁷



\$4 billion

The estimated **cost of alcohol** on Australian workplaces is \$4 billion, with an estimated \$3.6 billion due to absenteeism.⁸



The Australian Institute of Health and Welfare found that **96%** of working-age Australians have at least one chronic disease risk factor, while **72%** have more than one risk factor.⁹



\$6.4 billion

The **health impact of obesity** through reduced work productivity represents a large component of indirect costs, and is caused by absenteeism (time off work due to ill health), presenteeism (reduced productivity while at work), and reduced workforce participation. It is estimated at \$6.4 billion in lost productivity in Australia per year.¹⁰



66 per cent

Employees with **unhealthy diets** were 66 per cent more likely to report having a loss in productivity.¹¹

Low physical activity levels

There are higher rates of absenteeism amongst employees who have **low physical activity levels**, and for employees, increased sedentary time is associated with decreased productivity and lower job satisfaction.¹²



\$6-36 billion

The estimated **cost of workplace bullying every year is between \$6-36 billion**, when hidden and lost opportunity costs are considered.¹³

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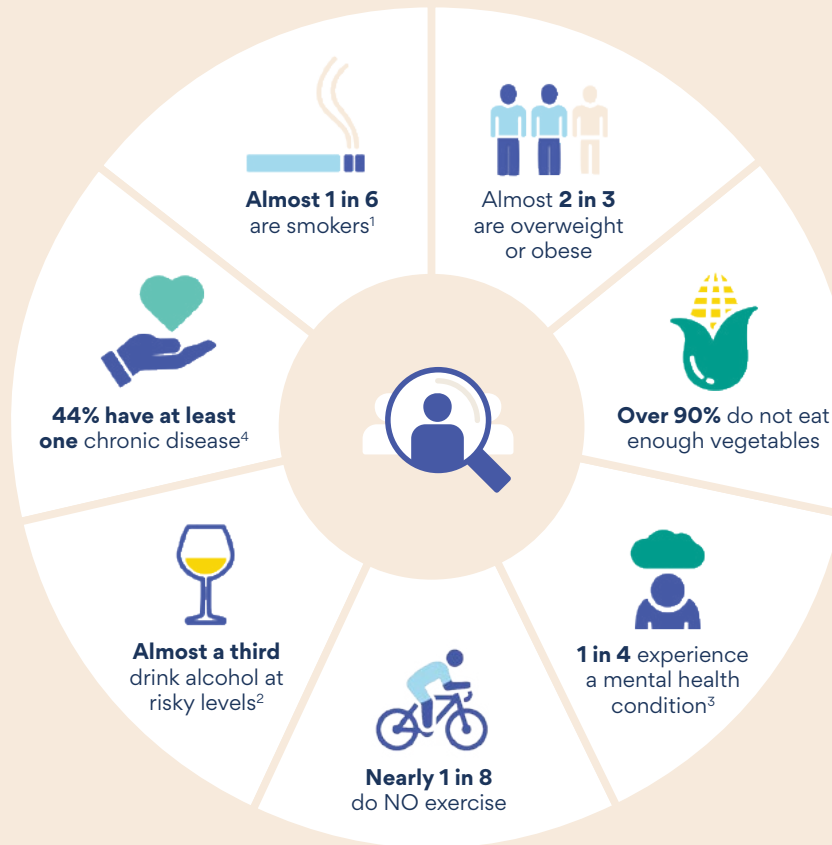
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The state of South Australian workers' health

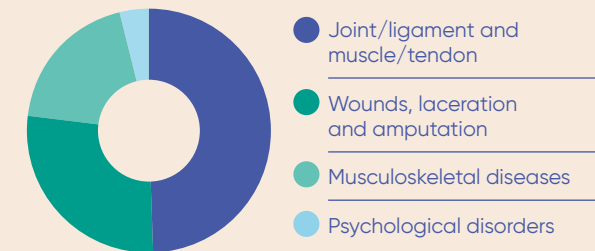


Source: Government of South Australia, Wellbeing SA. Tailored data from the South Australian Population health Survey 2020. 1 Smokers include those who report smoking either daily, weekly or less than weekly. 2 Increasing risk of injury by drinking five or more drinks on a single occasion at least once in the last month. 3 Mental health condition includes anxiety, depression, stress related problem, and other mental health condition in the last 12 months.. 4 Chronic disease includes diabetes, asthma, chronic obstructive pulmonary disease (COPD), cardiovascular disease (CVD), arthritis and cancer.

The state of South Australian workers compensation claims

12,610 claims from workers were received and accepted by ReturntoWorkSA during the 2022 financial year.

Claims received by nature of injury:



Average claim costs by injury type:

\$71K Psychological disorders

\$46K Musculoskeletal diseases

\$34K Fractures

\$23K Joint/ligament and muscle/tendon

\$7.8K Wounds/lacerations and amputations

Source: ReturntoWorkSA - Insurer Statistics FY2022
public.tableau.com/app/profile/rtwsa/viz/ReturnToWorkSA-InsurerStatisticsFY2022/ReturnToWorkSA-InsurerStatistics?publish=yes

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How do we create a healthy workplace?

There are several frameworks that are used to create healthy, safe, and thriving workplaces.

The South Australian Collaborative Partnership for Workplace Health and Wellbeing (healthyworkplaces.sa.gov.au) has endorsed a framework that integrates protection and promotion. Work in these areas has traditionally been separated into occupational health and safety or ad hoc workplace health promotion programs to encourage healthy lifestyles.¹⁴

The South Australian framework for healthy, safe, and thriving workplaces is based on the World Health Organization's Healthy Workplace Model, the National Institute for Occupational Safety and Health Total Worker Health Framework, and evidence-based research from around the world.¹⁵



The South Australian healthy, safe, and thriving workplaces framework

The healthy, safe, and thriving workplaces framework has three main elements.

HEALTHY WORKPLACES MODEL

An integrated approach to workplace health, safety, and wellbeing where work health and safety, human resources, and health promotion all work together. These are supported by a mix of strategies across policies and practices, the physical environment, and people. (see p. 9).



CRITICAL SUCCESS FACTORS

These are the key markers of a successful and sustainable program (see p. 11).

Leadership commitment

Employee engagement and consultation

Resources

Tailored approach

Systems integration

Mix of individual, environmental and organisational strategies

Communicate and promote

Sustainability

Monitor and evaluate

HEALTHY WORKPLACE JOURNEY

A step-by-step guide on how to develop successful and sustainable workplace health and wellbeing from the ground up (see p. 12).



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Element one The healthy workplace model



The Healthy Workplace Model promotes an integrated approach to workplace health, safety, and wellbeing where work health and safety, human resources, and health promotion all work together.

These are supported by a mix of strategies that incorporate policies, programs, and practices for workplaces, physical environments, and people.



HEALTHY VISION

Strategies address cultural perceptions and commitment from management and encourage workplaces to consider how usual practice might support and promote health and wellbeing.



HEALTHY PLACES

Strategies address the environmental factors that negatively impact worker health and actively encourage positive health and wellbeing.



HEALTHY PEOPLE

Strategies focus on individual needs, such as improving access to services and information, improving people's health knowledge and skills, and supporting people to engage in healthy behaviours.

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HEALTH PROMOTION

The workplace has been recognised as 'one of the priority settings for health promotion into the 21st century' as it 'directly influences the physical, mental, economic and social well-being of workers and in turn the health of their families, communities and society'.¹⁶ Workplace health promotion places particular emphasis on improving the work organisation and working environment, increasing workers' participation in shaping the working environment, and encouraging personal skills and professional development. These links recognise the determinants of health, individuals change in health, behaviour change, and that the workplace provides access to more opportunities to promote health and emotional wellbeing and prevent disease and injury.¹⁷



HEALTH AND SAFETY

Health and Safety relates to protecting and preventing harm in accordance with workplace health and safety legislation. A person conducting a business or undertaking (PCBU) has a primary duty to ensure, as far as reasonably practicable, that the health and safety of their workers is not put at risk.

Employees have a legal responsibility to maintain their own health and safety and not place others at risk.¹⁸



HUMAN RESOURCES

A core function of human resources is to identify ways to enhance employee wellbeing by linking it to key outcomes such as performance and productivity, job satisfaction, and employee retention. Factors to consider:

- fostering positive workplace relationships and connection
- promoting diversity and inclusion
- improving workplace culture and engagement
- providing training, job crafting and development opportunities
- ensuring leaders have the appropriate skills and approach.¹⁹

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Element two

Critical success factors

The critical success factors are essential for a successful and sustainable program. These need to be in place so you can implement an effective workplace health and wellbeing strategy.²⁰

1. LEADERSHIP COMMITMENT

- All levels of authority promote and participate in the program.
- A program action plan is developed and endorsed.
- Accountability is built into the program structure.
- Potential barriers to participation are removed.

2. EMPLOYEE ENGAGEMENT AND CONSULTATION

- Employees are actively involved in decisions affecting their health and safety.
- Employees are involved in program planning and problem solving.
- Equitable access is available, regardless of health status or role in the workplace.
- Work and non-work related factors that determine an individual's health are recognised.
- Workplace champions are acknowledged.

The toolkit will help you to develop these critical success factors.

3. RESOURCES

- Dedicated resources are available to achieve the proposed program outcomes.
- Qualified and credible external service providers are employed.
- Equal access is available to all people.
- Incentives and rewards are aligned to participation and effort.

4. TAILORED APPROACH

- Workplace priorities are identified through a needs assessment.
- The program is matched to specific industry, workplace and worker needs.
- The program design and delivery is flexible.

5. SYSTEMS INTEGRATION

- The health and wellbeing program is evident in organisational plans and day-to-day workplace practices.
- The program is attached to work health and safety systems and approaches, disability support practices, and employee assistance programs.
- Program governance is provided through the organisation's leaders and communicated widely.

6. MIX OF INDIVIDUAL, ENVIRONMENTAL AND ORGANISATIONAL STRATEGIES

- Strategies and programs are evidence informed.
- There is a well-designed and resourced physical work environment.
- Information, education, and training programs and services are available.
- The organisation promotes and protects people's health, safety, and wellbeing through systems, policies, and practices for the workplace.

7. COMMUNICATE AND PROMOTE

- Workplace communication is regular.
- Messages are relevant and delivered appropriately.
- Program values and direction are communicated to the workplace.
- Progress and outcomes are highly visible.

8. SUSTAINABILITY

- A long-term commitment is made to promote sustainability.
- Quality improvement is promoted and aligned to work practices.
- The program has a comprehensive design, with modest targets and initiatives that allow for scaling up of effective small initiatives.

9. MONITOR AND EVALUATE

- Progress is measured against objectives and data is analysed against agreed criteria.
- Program tracking and monitoring is attached to other business monitoring
- Data collection focuses on continual program improvement and feedback.

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Element three The healthy workplace journey

Following this journey is the 'how to' part of the healthy, safe, and thriving workplaces framework.

Following the steps in the cycle will help workplaces develop a successful and sustainable workplace health and wellbeing strategy and will embed the critical success factors within the strategy.



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Step 1: Get workplace leaders to commit

IN THIS SECTION YOU'LL LEARN HOW TO:

- ✓ Make your case for change
- ✓ Build a business case
- ✓ Lead your workplace through change
- ✓ Create a health and wellbeing policy

The most successful health and wellbeing programs are those which have the support of leaders, including the business owner, CEO and senior managers. It doesn't matter if the desire for change starts with workers or leaders (or both), gaining leadership commitment is a critical first step for your health and wellbeing strategy.

Leadership commitment is the degree to which a workplace leader:

- makes health, safety and wellbeing a clear priority
- communicates this priority through the vision, mission statement or strategic documents
- is a positive role model and engages in health, safety, and wellbeing practices every day.

In practice, committed leaders:

- endorse a workplace health and wellbeing strategy
- connect health and wellbeing with organisational values and practices
- engage all levels of management to champion workplace health and wellbeing
- commit resources and assign responsibilities, both financial and human
- regularly communicate their vision and organisation's commitment
- serve as a role model and actively participate in health and wellbeing initiatives across the workplace
- reward success via recognition, incentives, and celebrations.



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Make your case for change

To be successful, your workplace health and wellbeing strategy will need the support of those around you.

This includes those who can influence the workplace environment such as business owners, managers, team leaders, human resources, and work health and safety representatives.

Your leadership team may be hesitant to commit to workplace health and wellbeing, and your role will be to get them on board.

When you're trying to engage your leaders, it can help to:

- recognise that each leader has different values and priorities. Some are in full support of workplace health and wellbeing while others may need convincing
- speak their language. Angle your pitch to appeal to their different values, needs or problems
- think about what's in it for them. Is it healthier employees, less injuries, a reaction to a recent workplace event or a desire to be an employer of choice?
- build a business case. This could be presented in a presentation, proposal, email or business case.

BUILD A BUSINESS CASE

Preparing a business case can help you gain leadership commitment and internal support for a workplace health and wellbeing strategy. Senior leaders often want to understand how investments they make in their people will improve both employee outcomes and business objectives. A business case will demonstrate a sound rationale for a workplace health and wellbeing program. The detail and format of the business case will depend on your workplace size, internal structures, and resourcing, but they all have some common elements.

Your business case should:

- outline why action is needed in your workplace, the context of your workforce, and the health and wellbeing needs that are of concern
- incorporate statistics that show the benefits of investing in healthy workplaces
- show how your health and wellbeing strategy aligns to your workplace's goals
- identify the main reasons to invest
- request support for the program management cycle and resource allocation
- make recommendations for next steps.

We've developed a **Business Case Proposal template** (p. 78) to help you prepare your business case and gain support from leadership and senior managers. It includes all the relevant statistics and facts related to workplace health and wellbeing.

RESOURCES:

Business Case Proposal Template (p. 78)



Lead the way

There are many ways that leaders can show their commitment to creating a healthy workplace.

COMMIT ON PAPER

When the leadership team document their commitment to workplace health and wellbeing it lends credibility to the initiative and conveys a culture of care.

Document your commitment by:

- expand your existing Work Health and Safety policy to specify physical, health mental health and wellbeing.
- creating a new health and wellbeing policy in consultation with employees
- developing a mission statement or pledge that details the commitment to health and wellbeing.

RESOURCES:

Work health, safety and wellbeing policy template (p. 80)

Health and wellbeing policy template (p. 81)

Health and wellbeing pledge (p. 88)

ALLOCATE RESOURCES

Many workplace health and wellbeing goals can be achieved at no or minimal cost.

You can demonstrate commitment by:

- giving people time to participate in skills development, training and meetings
- allocating a dedicated person who will be responsible for managing health and wellbeing
- creating a physical environment that facilitates people's health and wellbeing
- budgeting for equipment, services, incentives, and programs that encourage health and wellbeing.

LEAD BY EXAMPLE

It's important that leaders 'walk the talk' and live the changes and policies that they're asking people to embrace.

You'll lead by example if you:

- show interest and enthusiasm in people's health, safety, and wellbeing
- lead health and wellbeing activities in the workplace
- participate in skills building, trainings and programs
- understand the links between leadership behaviour and people's health and wellbeing.

TALK ABOUT IT

Communication is so important to achieve your health and wellbeing goals.

You'll be communicating well if you:

- encourage open discussion about work health, safety, and wellbeing and opportunities for improvement
- make health and wellbeing a regular and key topic at team meetings
- give positive feedback to individuals and teams for good wellbeing performance.

SYSTEMISE HEALTH AND WELLBEING

If leaders make health and wellbeing a part of their everyday operations, then it becomes a priority for everyone.

To systemise, you can:

- set business goals/targets for health and wellbeing performance
- include health and wellbeing responsibilities in job descriptions
- include health and wellbeing in performance reviews
- add health and wellbeing into workplace inductions
- endorse procedures and processes for workplace health and wellbeing.

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Track your progress

Congratulations! You've reached the end of Step 1.



You can chart your progress in the table below and go back through the toolkit to complete any actions you might have missed. Don't forget that we have templates available to help you build your health and wellbeing strategy.

STEP 1 RESOURCES:

Business Case Proposal Template (p. 78)

Work health, safety and wellbeing policy template (p. 80)

Health and wellbeing policy template (p. 81)

Health and wellbeing pledge (p. 88)



CHECKLIST

	SMALL BUSINESS (20 employees or less)	MEDIUM TO LARGE BUSINESS
Senior leaders are on board	–	
Managers have agreed to business case proposal	–	
Leadership commitment is documented		
Resources are allocated to the strategy		

If you've checked all the boxes you need, it's time to move on to Step 2: Learn about your workplace.



Step 2: Learn about your workplace

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IN THIS SECTION YOU'LL LEARN HOW TO:

- ✓ Complete a workplace needs assessment
- ✓ Find out what your workers need
- ✓ Identify priorities for action planning in Step 4
- ✓ Make sure everyone is protected through the process

Now that you've got everyone on board, it's time to learn more about your work environment, and what your workers want. A successful healthy workplace strategy includes an assessment of your current health and wellbeing environment.

This process is often called a 'needs assessment' as it involves working out what you might need to shift your workplace from its current condition to a healthier one. Identifying and addressing these needs will give your health and wellbeing strategy its direction, scope, and priorities.

We've put together a general guide to help you **conduct a needs assessment** (p. 91).



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Conduct a workplace needs assessment

We've created the **healthy workplace check** (healthyworkplaces.sa.gov.au) to help you complete part of your needs assessment. It's designed to be completed by workplace decision-makers like owners, general managers, health and safety managers, or human resource managers to reflect your understanding of policies, practices, and programs currently operating in your workplace. This survey tool asks questions across the seven domains that relate to the promotion and protection of workplace health, safety, and wellbeing:

- A. Leadership commitment and communication
- B. Worker participation and consultation
- C. Policies, practices and procedures
- D. Physical work environment
- E. Programs and workforce capability
- F. Data-driven measurement and evaluation
- G. Psychosocial safety climate

Once you have completed the healthy workplace check, you will be provided with a score and ideas for next steps. The healthy workplace check will help your workplace to set priorities and will also be useful to regularly complete to demonstrate success as you monitor progress.



RESOURCES:

How to conduct a needs assessment (p. 91)

Healthy workplace check
healthyworkplaces.sa.gov.au



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Conduct a worker needs assessment

It's essential to ask what people need and want before taking action.

This is the opportunity to consult with your workers and obtain their input about the direction of your new or existing workplace health and wellbeing strategy. It will also make sure that any steps you take to address health and wellbeing in your workplace will hit their mark. We'll be going into more detail about consulting with and listening to people in Step 3, but we've created a **Worker interests survey** (p. 94) to help you gather information about the types of health and wellbeing initiatives workers would like to see implemented.

The Worker interests survey gives people a chance to comment on the types of health and wellbeing initiatives they would like to see implemented.

The **Workplace Wellbeing Question Bank** includes a list of questions that you can use to measure and monitor the wellbeing of workers.

RESOURCES:

Worker interests survey (p. 94)

Workplace Wellbeing Question Bank
whatworkswellbeing.org/resources/workplace-wellbeing-question-bank/



Protect privacy and show care

PRIVACY IS ESSENTIAL

When collecting people's details, health information and opinions, it's important to make sure that distribution, collection methods and questions don't identify individual respondents.

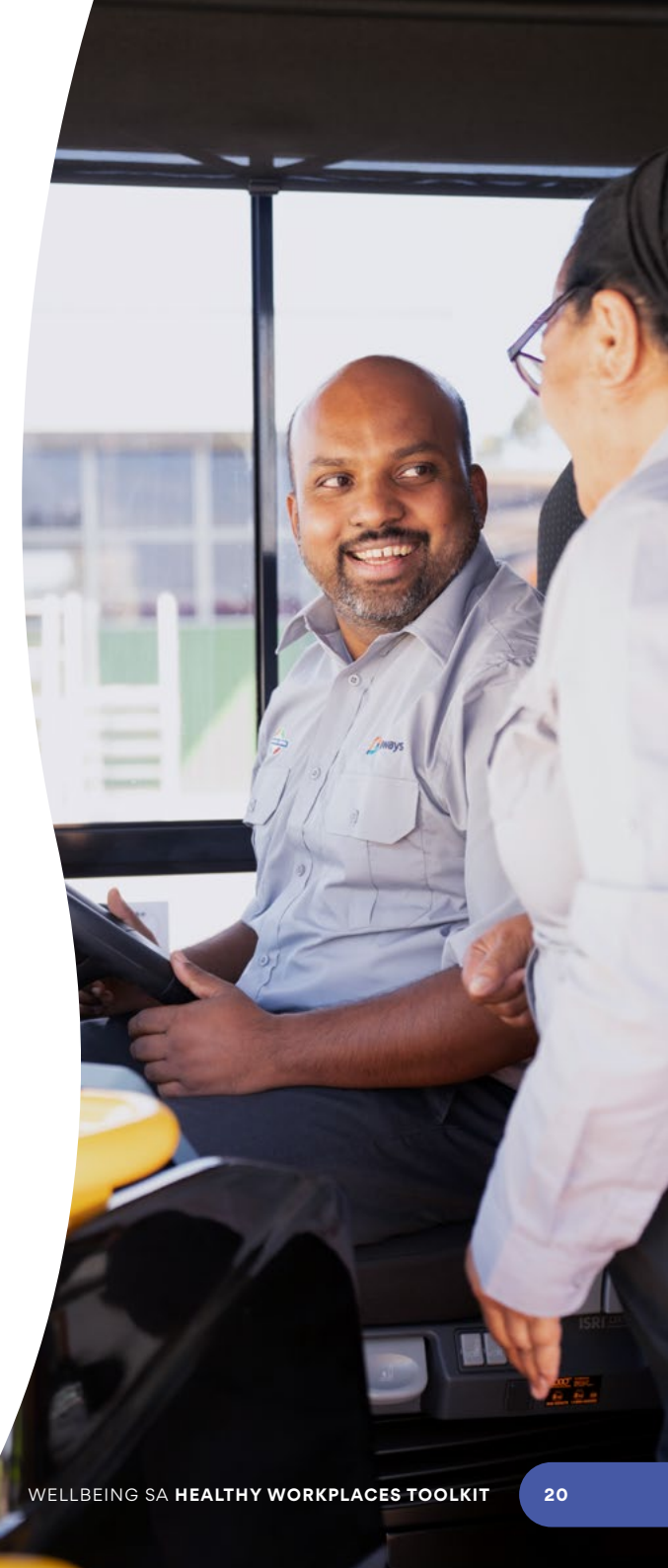
Once collected, handle and store survey information securely and only provide summarised or aggregated results prior to circulation throughout the organisation. Any disclosure of personal information without a person's written consent is unethical and, in some cases, may be illegal.

FOLLOW WORKPLACE ETHICS PROCEDURES

Workplaces may have to consider internal ethics processes prior to getting people involved in surveys and data collection. Participation and subsequent data should only be used for the purpose it is intended and therefore only inform the creation of a tailored health and wellbeing program. Be clear with participants exactly how and where their data will be used. Check with your human resources (HR) department or management team for input. HR will often be able to help you administer surveys within the organisation.

PARTICIPATION IS A PERSONAL CHOICE

Make sure that the people's right to choose to take part in the needs assessment stages of your program is protected and communicated. Take care that individuals do not feel alienated if they are unable to take part in some or all of the program activities.



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Track your progress

Congratulations! You've reached the end of Step 2.



You can chart your progress in the table below and go back through the toolkit to complete any actions you might have missed.

Your workplace needs will change over time as you develop and execute your health and wellbeing strategy. An initial needs assessment can provide you with a useful understanding of the direction your program can take and provide some benchmark statistics and facts. If you regularly conduct needs assessments, then you can track progress from your benchmark score and continuously identify areas for change and improvement.

Don't forget that we have templates available to help you build all aspects of your health and wellbeing strategy.

STEP 2 RESOURCES:

How to conduct a needs assessment (p. 91)

Healthy workplace check
healthyworkplaces.sa.gov.au

Worker interests survey (p. 94)

Workplace Wellbeing Question Bank
whatworkswellbeing.org/resources/workplace-wellbeing-question-bank/



CHECKLIST	SMALL BUSINESS (20 employees or less)	MEDIUM TO LARGE BUSINESS
The information collection approach has been planned		
A workplace needs assessment has been completed	-	
A worker needs assessment had been completed		
Priorities from the workplace level assessment and worker level assessment have been identified		
Privacy and confidentiality has been maintained		

If you've checked all the boxes you need, it's time to move on to Step 3: Involve your team.



Step 3: Involve your team

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IN THIS SECTION YOU'LL LEARN HOW TO:

- ✔ Communicate and promote your strategy
- ✔ Consult effectively using different methods
- ✔ Create a health and wellbeing committee
- ✔ Find champions in your workplace
- ✔ Excite people about the program

Your workplace health and wellbeing strategy isn't going to be successful unless it is centred around your people, and they are actively involved in the process. It's vital to communicate regularly and promote changes. People are more likely to be motivated if they are informed and involved.

Workplace owners and managers should consult and involve people at every level of their organisation so they can help plan and make decisions about their health, safety, and wellbeing. If you involve people in strategy planning and evaluation, then you will have a stronger strategy.

People can take part in many ways, including sharing their thoughts by completing surveys or participating in focus groups, participating in a committee, and developing health and wellbeing policies or procedures. Workers can also lend their skills to a program (some people may be qualified and insured yoga instructors, allied health professionals, massage therapists or cooks), take part in activities and initiatives and encourage other people to do the same, and even seek incentives, resources, or equipment through their personal links to the local community.

'Workplace health is something we do with and for people..... it's not something we do to them'

David Hunnicutt, WELCOA, 2009

There are five main ways that you can work with employees to develop and maintain a successful a workplace health and wellbeing strategy.

- 1 **COMMUNICATE AND PROMOTE**
- 2 **CONSULT**
- 3 **FORM A COMMITTEE**
- 4 **FIND CHAMPIONS**
- 5 **MOTIVATE PEOPLE**

These ideas are useful at all stages of the workplace health and wellbeing journey and not just here in Step 3.

Communicate and promote

Regular communication and promotion is vital to the success of your strategy at all stages of the project management cycle.

People will want to know about changes to workplace practices or the environment that may impact their everyday work and have their say. They can only get involved in a health and wellbeing strategy if they know about it and learn about the ways they can participate. You may need to let people know about new or reviewed policies, upgrades to facilities (e.g. walkway repairs or new kitchen facilities) or to promote an upcoming activity or event.

Regular communication:

- creates recognition
- stimulates interest, anticipation and motivation
- informs potential participants of their role
- explains where to go for more information
- keeps the broader workforce such as employers, managers and team leaders informed.

To ensure you keep communicating regularly, and to the right people, we've developed a simple **communications plan template** (p. 109) to help you get started and keep your communications on track.

RESOURCES:

Communications plan template (p. 109)



WAYS TO COMMUNICATE AND PROMOTE YOUR STRATEGY¹

Print promotions

- Include a message in your workplace newsletter.
- Create some eye-catching posters and place in high traffic areas such as kitchens, stairwells.
- Include a message in your workplace newsletter or CEO memos.

Online methods

- Include information on your intranet.
- Email people and set calendar reminders about events.
- Use social media such as Facebook and Twitter to notify people.

Staff meetings

- Talk to people at regular team meetings or catch-ups.
- Use managers or champions to spread the word.
- Share any individual successes or positive stories, with people's permission.

Program launch

- Invite a guest speaker or ask senior management to speak at launch.
- Provide a healthy breakfast, lunch or morning tea to model healthy choices.
- Give away healthy incentives, such as pedometers or water bottles, to encourage attendance.

Source: Government of Western Australia Department of Health. Toolkit for a Healthier Workplace 2021 (cdn.livelihood.com.au/assets/resource/workplace/2021-07-toolkit-for-a-healthier-workplace.pdf)

Consult

While consultation between employers and workers is a legal requirement, it is also an essential element in proactive workplace health and wellbeing.

Effective consultation encourages greater awareness of issues and can lead to an improved culture. Given that no two workplaces are the same, it is important that your workplace health and wellbeing strategy is developed in consultation with employees from the start. This will help turn ideas into something tailored and relevant to people's needs. Engaging employees early can also create a feeling of ownership that encourages people to participate.

Different consultation methods are needed for different audiences. A small workplace may decide to use existing meetings or suggestion boxes, whereas a large workplace may choose to conduct a survey or run interdivision focus groups. They may also use formal consultation methods such as staff meetings or work health and safety committee meetings or through Health and Safety Representatives (HSR's).

We've also put together some guidelines for consultation and representation at work. These guidelines (p. 98) cover everything from the legal obligations to training health and safety representatives and resolving any issues.

The **worker interests survey** (p. 94) we used in Step 2 can also be a good tool to help you consult with your people.

Consulting with workers will help you identify their health and wellbeing priority areas that you can add to your action plan in Step 4.

METHODS OF CONSULTATION

Online survey*

A great choice for employees based at a computer or for a mobile workforce

Paper-based survey*

For employees who aren't based at a computer, distribute/leave surveys in high traffic areas such as a lunchroom, with a ballot box for completed copies.

Face-to-face chat / informal discussions

For a small workplace or a hard-to-engage group of employees, try gaining insight informally via a casual catch up or chat.

Focus group

Larger workplaces might find focus groups useful. Gather employees from different departments, levels, and/or locations to ensure you get a good snapshot of representatives.

Compulsory meetings*

For a greater response rate, have employees complete a survey during or before a meeting.

Existing groups

Use existing working groups such as occupational health and safety committees or social clubs as a focus group, by attending one of their scheduled meetings.

Key staff members

If there are employees who are natural leaders and well respected within your workplace, get them on board to seek feedback from their colleagues.

Incentives

Using healthy incentives may assist in an increased response rate. Host a healthy morning tea or offer the chance to win a prize for providing feedback.

* Consider literacy levels and language differences when deciding on consultation strategies.

Source: Government of Western Australia Department of Health. Toolkit for a Healthier Workplace 2021 (cdn.livelihood.com.au/assets/resource/workplace/2021-07-toolkit-for-a-healthier-workplace.pdf)

RESOURCES:

Guidelines for consultation and representation at work (p. 98)

Worker interests survey (p. 94)



Form a committee

One of the most successful employee engagement strategies is to set up a health and wellbeing committee or make health and wellbeing an ongoing and regular agenda item in an existing meeting.

If you have a health and wellbeing committee then the responsibility for decisions and actions does not just fall to one person and it's a great way to hear diverse opinions and make sure all workplace areas are involved.

To form a valued and effective committee:

- consider a diverse range of participants to get good representation from a range of departments, positions or leadership levels
- recruit for a range of abilities and then create opportunities for those participants to learn new skills, such as program planning, implementation, monitoring, and marketing and promotion
- define the purpose of the committee and stay true to this plan. It's also a good idea to commit to a length of term. Although it might be difficult to define initially, consider the commitment required of each role within the committee, so that participants can nominate themselves to a role accordingly

- make room for proxy members. Members should be able to nominate a proxy if attendance becomes an issue
- set timelines and dates in advance. Schedule meeting dates in advance when you start putting together the committee and be clear about the program's timeline
- consider approaching health and safety representatives (if applicable) to see if they would like to be involved.

In smaller workplaces the committee may need fewer members, but members should ideally be able to speak on behalf of management and employees and act as program decision makers. It may also be important to evenly spread the workload and responsibilities to various employees to achieve your set goals.

Committee roles could include:

- chairperson – usually this role will be filled by the individual managing the health and wellbeing program but a rotating chair, involving everyone on the committee, can help to increase participation and build individual skills
- promotions/communication
- meeting coordination and hosting
- budget and resourcing
- external provider/local and community services liaison
- record keeping (program activities, evaluation documents and meeting minutes)
- reporting.

Members who have limited capacity for involvement could play a different role. For example, they may have skills in policy writing and could commit to that instead. Roles can also change during different phases of the program.

Have your committee in place but not sure how to run it? Take a look at the following resources to help you get started.

RESOURCES:

Health and Wellbeing Committee Terms of Reference template (p. 106)

Health and Wellbeing Committee Agenda (p. 108)



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Find your wellbeing champions

Workplace champions go by many titles: advocates, leaders, connectors, and mentors. No matter what the name, they can play a key role in the success of your health and wellbeing program.

A workplace champion advocates for change and drives health and wellbeing activities. Workplace champions may or may not be a representative on the health and wellbeing committee.

Wellbeing champions have:

- a good understanding of structures and processes within the workplace
- some authority to support change and progress ideas
- some experience (or are looking for some) to manage a project or coordinate tasks
- good relationships with colleagues and can engage on many levels
- an understanding of health and wellbeing, or a willingness to learn
- enthusiasm
- respect for an individuals' personal choice and their privacy
- the capacity to take on the role within the confines of their own job.

Wellbeing champions can:

- determine people's health and wellbeing interests, through surveys or meetings, and provide feedback to decision makers
- develop and deliver activities or events
- source activities and information by working with stakeholders and external organisations
- generate innovative ways to promote activities and events
- talk to decision-makers about the importance of investing in health and wellbeing
- talk to colleagues about planned changes and motivate them to join in
- mentor colleagues to make healthy choices, drawing on their own positive experiences.

You can support potential champions by:

- sharing the workload among several people. This may be useful if your workplace doesn't have a dedicated health and wellbeing coordinator
- communicating details about the role and anticipated size of the commitment when you're recruiting them
- letting them know how they'll be supported. Will the workplace provide training if required? Is other support available? Is extra remuneration on offer?
- making sure the time allocated to each role and task is realistic
- providing incentives in addition to personal skill development. Consider if the workplace may offer recognition of added duties, time in lieu for training or activity planning.



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Motivate people

People are motivated to engage in healthy behaviour for different reasons and will engage in health and wellbeing depending on their level of readiness, priorities, and resources.

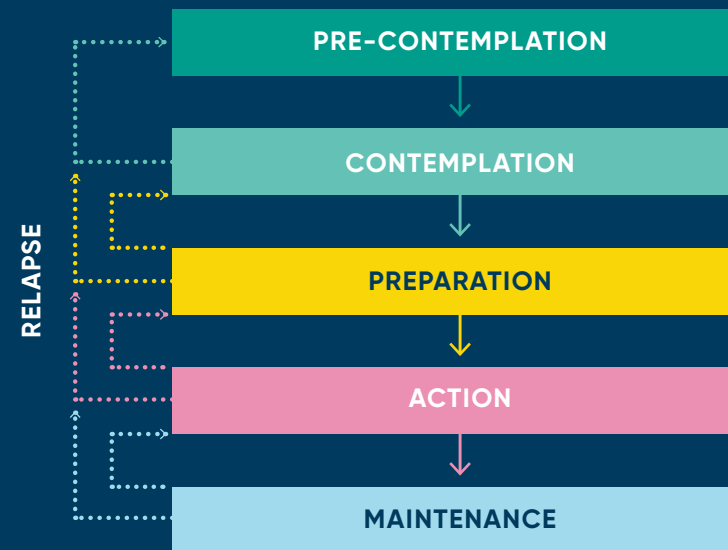
When you're involving your team in the health and wellbeing journey, and when you begin to put strategies to your priorities, you need to understand how health is determined and how people may become motivated.

A person's health is determined by many factors, some of which can be outside of their control. These factors include genetics, family situation, education level, employment status and type of work, past and ongoing trauma, socio-economic status, and where a person lives. Healthy also means different things to different people.

The stages of change model is useful to understand where people may be at in making healthy changes.²

STAGES OF CHANGE MODEL

The stages of change model describes five stages of behaviour.



- 1. PRE-CONTEMPLATION:** the person is unaware that their behaviour is unhealthy or not interested in changing.
- 2. CONTEMPLATION:** the person is weighing up the pros and cons of changing their behaviour.
- 3. PREPARATION:** the person is planning on changing their unhealthy behaviour.
- 4. ACTION:** the person is in the process of changing their unhealthy behaviour.
- 5. MAINTENANCE:** the person has adopted the new healthy behaviour and ceased the unhealthy behaviour.

Workplace health and wellbeing strategies often target people in the latter stages of change (preparation, action and maintenance) through activities such as exercise classes. However, the challenge is to identify strategies that will target and engage those in the earlier stages (pre-contemplation and contemplation).

Workplaces gain the most from improving people's health who are in the earliest stages of readiness, as these are usually the least healthy within the workforce. The actions you choose to implement as part of your health and wellbeing strategy, like introducing a new policy or making changes to the environment, can positively influence all employees, even those who appear disengaged. For example, if a workplace introduced a healthy catering policy and swapped the biscuit jar for a fruit bowl, the eating habits of all employees will be positively influenced.

What could this look like in practice? We've included some examples of strategies across different stage changes in the table opposite that you can use to help people create change.

SECTION REFERENCES

1. Live Lighter, *Toolkit for a healthier workplace*, Live Lighter, 2021.
2. Boston University School of Public Health, *The transtheoretical model (stages of change)*, Boston University School of Public Health, accessed 2022. bu.edu

WAYS TO COMMUNICATE AND PROMOTE YOUR STRATEGY¹

Stage of change	Workplace strategies	Examples that address physical inactivity
Pre-contemplation: unaware of unhealthy behaviour, not ready to change or think it's too hard to change	<ul style="list-style-type: none"> • Raise awareness • Individual monitoring of activity levels • Healthy policies 	<ul style="list-style-type: none"> • Take the stairs poster • Provision of pedometers • Active transport policy
Contemplation: considering changing unhealthy behaviour	<ul style="list-style-type: none"> • All of the above AND • Healthy environments (infrastructure and facilities) 	<ul style="list-style-type: none"> • End-of-trip facilities like showers, bike storage and lockers • Shared use of work bikes • Sit-stand workstations
Preparation: planning to change unhealthy behaviour	<ul style="list-style-type: none"> • All of the above AND • Education 	<ul style="list-style-type: none"> • Physical activity education session • Provision of physical activity brochures
Action: process of changing unhealthy behaviour	<ul style="list-style-type: none"> • All of the above AND • Opportunities and activities to participate in 	<ul style="list-style-type: none"> • Lunch time walking group • Standing or walking meetings • Access to gym or fitness classes
Maintenance: adoption of healthy/ cessation of unhealthy behaviour	<ul style="list-style-type: none"> • All of the above AND • Supportive workplace culture 	<ul style="list-style-type: none"> • Active social activities (i.e. Friday after-work lawn bowls instead of drinks)

Source: Adapted from the Government of Western Australia Department of Health. Toolkit for a Healthier Workplace

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Track your progress

Congratulations! You've reached the end of Step 3.



You can chart your progress in the table below and go back through the toolkit to complete any actions you might have missed.

Don't forget that we have templates available to help you build all aspects of your health and wellbeing strategy.

STEP 3 RESOURCES:

Communications plan template (p. 109)

Guidelines for consultation and representation at work (p. 98)

Worker interests survey (p. 94)

Health and Wellbeing Committee Terms of Reference template (p. 106)

Health and Wellbeing Committee Agenda (p. 108)



CHECKLIST	SMALL BUSINESS (20 employees or less)	MEDIUM TO LARGE BUSINESS
Your team has been consulted		
A Health and Wellbeing Committee has been established	-	
Wellbeing champions have been selected	-	
Health topics have been placed on meeting agendas		
A communication and promotion mechanism for your team has been established	-	
Your team was involved in identifying 2–5 priorities		

If you've checked all the boxes you need, it's time to move on to Step 4: Plan and act.



Step 4: Plan and act

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IN THIS SECTION YOU'LL LEARN HOW TO:

- ✓ Set goals and objectives for priority areas
- ✓ Create strategies to achieve your goals
- ✓ Use incentives and rewards to help keep people motivated
- ✓ Choose external providers to help you achieve your goals

Now that you have leadership commitment, tracked what you already have in place by completing a needs assessment, and consulted with employees, it's time to pull together an action plan.

When you look at all the work you've completed so far, the health and wellbeing priorities of your workplace should have been identified. Think about and discuss the most common or important issues that emerged from the needs assessment in Step 2 and by involving your team in Step 3. These might be broad topics or themes at this stage or there may be a particular health and wellbeing issue that's emerged as a leading concern.

In this step, we'll help develop an action plan to address your priority areas. It is an important step because an action plan will:

- set out what you're going to do and how you're going to do it
- give you specific actions and targets to help you structure your health and wellbeing activities
- help you to remain focused on achieving outcomes and track your progress
- make it easy for workers, key partners, champions and other 'helpers' to follow what's going on and what's expected. A written action plan can be used as a communication piece across the workplace
- help you find a balance between what people would like and the realistic activities that the workplace is willing and able to support. How to create an effective action plan.

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How to create an effective action plan

An effective way to develop an action plan is to:

1. Use the GOST model which stands for goals, objective, strategies, and tactics; it's a critical framework for strategic planning. Table 1 (p. 32) provides an example of GOST in action.
2. Consider all the ways to meet your objective, with strategies that cover vision, places and people as per the healthy workplaces model. If you spread your tactics across these areas you will help to cement them within your workplace, rather than ending up with a program of ad-hoc activities and events. Thorough and wide-reaching programs are more likely to succeed and reach staff at varying stages of change.
3. Identify the resources you may need, how it will be promoted, who is responsible for coordinating people, and how you'll monitor and evaluate.
4. Make sure you align your content with SMART criteria to give you the best possible chance of success. SMART stands for:
 - specific to the workplace
 - measurable change over time
 - achievable, considering the resources and support you have available
 - realistic, sensible and practical
 - time frames that are reasonable.



HEALTHY VISION

addresses cultural perceptions and commitment from management, policies and procedures.



HEALTHY PLACES

addresses environmental factors preventing individuals from being healthy and offers the resources that actively encourage positive health and wellbeing.



HEALTHY PEOPLE

focuses on individual needs such as improving access to services and information and improving people's health knowledge and skill level.

Table 1

AN ACTION PLAN FRAMEWORK USING THE GOST MODEL							
Goal	Objective	Strategies	Tactics	Timeframe	Person responsible	Resources and support	Measure of success
A <i>goal</i> is the big picture 'what' or the outcome you want.	<i>Objectives</i> are the steps you take to achieve the goals—they help break down the goal into processes that are achievable and measurable.	<i>Strategies</i> are detailed ways of reaching each of the objectives—these need to be realistic and achievable. You may have one or several strategies for each objective.	<i>Tactics</i> are the actions that need to happen for each of the identified strategies. These are all of the day-to-day tasks of the program.	Each activity will also need a <i>timeframe</i> of when a task starts and when it will be completed.	A <i>responsible employee(s)</i> , who is able to carry out the activity will need to be identified.	<i>Resources and support</i> will need to be identified for each activity	The action plan should include indicators that measure the effectiveness of each strategy and keep the program on track. Identify what information will help you monitor your strategies before the program begins, as it will save time and resources down the track. Refer to the <i>Monitoring and evaluation quick guide</i> (p. 118).

Consider your goals, objectives and strategies to meet each identified priority – here's an example of a simple action plan for physical activity

Goal	Objective	Strategy	Tactics
<ul style="list-style-type: none"> Reduce sitting time at home and in the office. 	<ul style="list-style-type: none"> To increase the number of staff that report moving more and sitting less within 6 months. 	<ul style="list-style-type: none"> Develop an environment that supports staff to be physically active. 	<ul style="list-style-type: none"> Roll out the free <i>Be upstanding</i> (beupstanding.com.au) program. Provide sit–stand desks. Decrease access to desk bins. Start a lunch time walking group.

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Develop your action plan

Now that you have established your priority areas by learning about your workplace and involving your team (Step 2 and Step 3), we are going to step you through the process of developing an action plan to address them.

We've developed an **action plan template** with instructions (p. 111) to help you and it will help if you have it open while you work through this section of the toolkit.

We've also put together a list of recommendations for the most common health and wellbeing issues. These sections contain strategies and tactics that you can draw on for your own plan. Read through the relevant sections with your action plan template on-hand so that you can fill it out as you go.

ALCOHOL (P. 34)

SMOKING AND VAPING (P. 38)

PHYSICAL ACTIVITY AND SEDENTARY WORK (P. 41)

NUTRITION (P. 44)

PREVENTIVE HEALTHCARE (P. 47)

MUSCLE AND JOINT PROBLEMS (P. 50)

SLEEP AND FATIGUE (P. 53)

MENTAL HEALTH (P. 57)

Choose one area or work through them all to create strategies for change in your workplace.



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Alcohol

Alcohol is the most widely used drug in Australia and its misuse causes significant harm to individuals, families, and communities. In 2020, around 1 in 12 South Australians were daily drinkers and almost 1 in 6 drank at a level that put them at risk of alcohol-related harm.¹

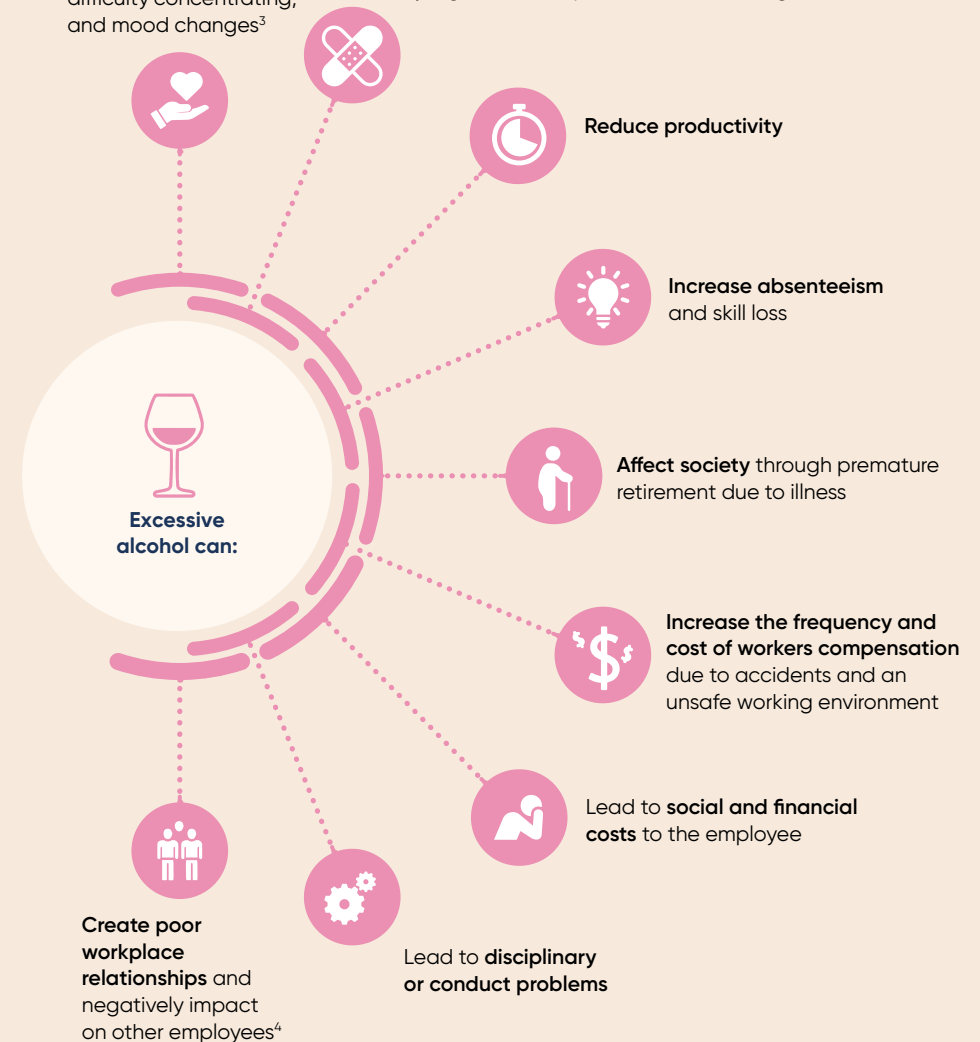
The national guidelines for alcohol consumption recommend no more than 10 standard drinks a week and no more than 4 standard drinks on any one day to reduce the risk of alcohol-related disease or injury.² Women who are pregnant or breastfeeding should not drink alcohol as it can harm the baby.

Drinking alcohol above these levels is known to be harmful to individuals, their families, and their colleagues, and it can be costly for employers.

Drinking is often involved in work social functions, meals and outings to celebrate team and individual successes, or informal after-work gatherings. **Alcohol can also be used to relieve work-related stress and other issues.**

Increase the risk of cancer, liver damage, stroke, heart trouble, general ill health and cognitive impairment, such as poor memory, difficulty concentrating, and mood changes³

Increase injury risk through poor coordination, slow response times, lack of judgement and poor decision-making



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Drinking alcohol at risky levels is more common among those who work than those who don't.⁵ The culture and context of a workplace can shape people's behaviour, including their patterns of alcohol consumption. Workplace factors that are known to increase risky alcohol consumption include:

- access to and availability of alcohol (such as at workplace functions)
- shift work
- working conditions (for example hazardous or dangerous work)
- interpersonal factors such as workplace bullying and conflict
- stressful workplace environment with unrealistic responsibilities, targets, and over or under work
- industry type
- workplace culture.⁶

Workplaces can promote healthy attitudes towards avoidance and responsible alcohol consumption through education and awareness. By supporting people to adopt healthy behaviours around alcohol consumption, you can benefit from a healthier and happier workforce and a safer workplace for everyone.

A formal alcohol policy is at the heart of preventing and managing alcohol-related behaviours in the workplace. The policy should be developed in consultation with employees, applied equally to all levels, and clearly state acceptable and unacceptable behaviours, including consequences. The policy and how it will be implemented should be clearly communicated to everyone in the organisation.

The following tables provide a combination of strategies to address alcohol consumption, ranging from changes in the physical environment and social culture to helping employees in their personal efforts to reduce their drinking.

ACTIONS YOU CAN TAKE TO REDUCE ALCOHOL CONSUMPTION IN THE WORKPLACE

Healthy vision – create policies, practice and cultures to support responsible alcohol consumption

- In consultation with workers, develop and implement a formal workplace alcohol policy. This should include the responsible service of alcohol, how to respond to workers who are under the influence, any testing procedures, how your organisation provides support for individuals struggling with alcohol misuse, and provides education programs based on national guidelines (e.g. NHMRC).
- Include your alcohol policy and education information in induction materials.
- Lead by example and encourage management to be responsible drinkers.
- Consider your workplace's customs, beliefs, attitudes, and traditions towards alcohol and facilitate or support practices where drinking isn't expected or encouraged.
- Review employment practices and working conditions that might impact on employee stress (working hours, flexible working conditions, job design, workload, resources, bullying etc). This could be achieved using the 'People at Work' survey tool (peopleatwork.gov.au).
- Train managers or team leaders to recognise and respond appropriately to the negative impact of alcohol within the workplace.
- Use a risk management approach to prevent and manage alcohol-related harm and issues in the workplace.
- Ensure alcohol is not used as prizes or gifts. Swap alcohol for gifts that promote wellbeing and health, such as vouchers for activities, plants, books, sports or baking equipment.

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Healthy place – create a workplace environment that reduces alcohol consumption

- Display alcohol-related posters, including drink driving prevention posters and those showing the health and financial benefits of giving up alcohol.
- Don't stock alcohol in the fridge or have it where employees can see it.
- Provide plenty of non-alcoholic drinks and food on occasions where alcohol is offered and ensure responsible service of alcohol.
- Provide alternative public transport options from workplace events where alcoholic beverages are served.
- Hold work functions around activities that don't include drinking, such as movie nights, family days or sports activities, or have work social functions at times when alcohol isn't expected, such as breakfast, morning tea, or lunch.

MORE RESOURCES TO HELP YOU TAKE ACTION:

Healthy workplaces has easy to navigate resources with links to all the relevant websites, categorised by action, so you can create a healthy workplace. Search for the Alcohol Resource Referral Guide at healthyworkplaces.sa.gov.au

WorkLife has been designed to help workplaces respond to alcohol and drug issues and to develop alcohol and drug policies. worklife.finders.edu.au

The Alcohol and Drug Foundation has facts, information and resources on alcohol and other drugs. adf.org.au

SafeWork SA has dedicated information and advice related to alcohol and other drugs. safework.sa.gov.au

Healthy people – support workers to drink responsibly

- Educate workers on the safe consumption of alcohol, the harms of alcohol, the Australian drinking guidelines and on standard drink sizes.
- Highlight the positive aspects of reducing alcohol intake so workers clearly understand the benefits of cutting back or stopping altogether.
- Promote the use of support services such as the Alcohol and Drug Information Service (ADIS), employee assistance programs, and general practitioners and allow confidential access to these services during work hours.
- Help those who need help. Access to treatment is an important part of having a comprehensive approach to prevent and manage alcohol-related harm in the workplace. This should include support to find and get counselling and treatment, appropriate paid or unpaid leave to access treatment, and worker confidentiality.

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Smoking and vaping

Although tobacco smoking rates in Australia have been steadily decreasing, a survey from 2020 showed that approximately 1 in 10 South Australians aged over 15 still smoke daily. While smoking rates are decreasing, the use of electronic cigarettes is on the rise, with 3.2% of current smokers using them daily (up by 1.5% since 2016).¹

Smoking causes a range of serious health problems including cancers, coronary heart disease, stroke, and chronic lung diseases, and remains the leading cause of preventable death in Australia. In 2018, more than 20,000 Australians died from smoking-related causes (13% of all deaths).² Every year, around 1,490 South Australians die from tobacco-related causes.³

There is no safe level of tobacco smoking. Breathing in other people's tobacco smoke (passive smoking, second hand smoking or environmental tobacco smoking) is also harmful and there is increasing evidence that second-hand smoke exposure is associated with psychological distress.⁴

Many people believe that vaping causes less harm than smoking cigarettes because vapes don't contain tobacco, but this is not true. No safe level of vaping has been established. With or without nicotine, all e-liquid solutions used in vaping contain a mixture of unregulated and harmful chemicals and additives.

There is not enough evidence to promote the use of e-cigarettes to help people stop smoking. From 1 October 2021, consumers need a valid prescription to import nicotine vaping products, such as nicotine e-cigarettes, nicotine pods and liquid nicotine.

Quitting is one of the best things someone can do to improve their health and the health of their friends and family. Importantly, some health and other benefits can be enjoyed almost immediately. These benefits occur at any age and can range from increased life expectancy and improved quality of life to significant financial benefits.⁵ People who have successfully quit smoking report feeling fitter and more energetic—and they are also saving money.

Nicotine is highly addictive and quitting can be difficult. In fact, most people try to quit multiple times before they are successful. Almost three quarters of South Australian smokers have made a previous quit attempt. More than a third have tried to quit in the past year and over two thirds want to try to quit in the next six months.⁶ This means that a lot of people want to quit smoking. It is important for workplaces to support those thinking about quitting.

Smokers have a **20–30% higher risk of injury** than non-smokers, and when injured they take longer to recover.

In South Australia, smoking is prohibited by law in all enclosed workplaces and shared work areas (such as offices, shops, factories and work vehicles), including outdoor dining areas.⁷ This law is in place to protect people from the harmful effects of second-hand smoke.⁸

Smoke-free workplaces also have other benefits, including:

- reducing the workplace costs associated with smoking. Smoking related costs are due to loss of staff due to premature death, absenteeism, environmental impact, and clean up or refurbishment costs due to cigarette butt litter⁹
- improving productivity
- reducing fire risk
- promoting a healthy and responsible corporate image
- enhanced workplace safety
- minimising the risk of prosecution or civil action by employees who are exposed to environmental tobacco smoke and compliance with legislation, including the *Tobacco and E-Cigarette Products Act, 1997 (SA)*, *Work Health and Safety Act 2012 (SA)*, and smoking bans within enclosed workplaces from 2004 (hospitality venues, 2007)
- improving staff morale and relationships
- creating fair working conditions for both smokers and non-smokers
- creating a fresher and cleaner atmosphere for visitors and clients.

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ACTIONS YOU CAN TAKE TO HELP PEOPLE TO QUIT SMOKING AND CREATE A SMOKEFREE WORKPLACE

Healthy vision – create policies, practice and positive culture for a smoke-free workplace

- Promote a smoke-free workplace by developing and implementing a 100% smoke-free policy. This should include outdoor areas where appropriate, in particular those within 10 metres of building entrances.
- Embed no-smoking support procedures into work, health, and safety procedures and policies.
- Update your knowledge about South Australian tobacco legislation.

MORE RESOURCES TO HELP YOU TAKE ACTION:

Healthy workplaces has easy to navigate resources with links to all the relevant websites, categorised by action, so you can create a healthy workplace. Search for the Smoking and Vaping Referral Guide at healthyworkplaces.sa.gov.au

Cancer Council SA has information on how to help people quit smoking. cancersa.org.au

SafeWork SA has dedicated information and advice related to smoking. safework.sa.gov.au

The Alcohol and Drug Foundation has facts, information and resources on nicotine and vaping (e-cigarettes). adf.org.au

Healthy place – create a smoke-free workplace environment

- Promote and provide a smoke-free workplace. If there is onsite smoking, make sure the dedicated area complies with legislation.
- Spread the quit smoking message with promotional materials and run events to encourage quitting. Embed quit smoking messages into all communication channels.

Healthy people – encourage and support workers to be smoke-free

- Promote, and provide access to, support services for those wanting to quit or reduce smoking such as Quitline (ph. 13 78 48), the My QuitBuddy app, and besmokefree.com.au
- Remind workers that a general practitioner can help them quit smoking by prescribing nicotine replacement therapy and/or referring them for counselling.
- Find out if your workplace employee assistance program offers help with goal setting and behavioural change. If it does, promote the program widely and let people know their options.
- Consider sponsoring comprehensive quit programs. For example, subsidise quit smoking aids like nicotine replacement therapy (NRT) or provide incentives for those who quit smoking.
- Provide, or support participation in, quit smoking programs during work time.
- Consider extending workplace quit programs to people's families and household members where feasible.
- Inform workers on the latest information on vaping

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Physical activity and sedentary work

People engage in three movement-related behaviours each day: sitting, moving, and sleeping. Two of these, sitting and moving, are important to the workplace and they're interrelated – if you are sitting, you are likely not moving; and if you are moving, you are likely not sitting still.

Any increase in physical activity is good for our health.⁴ As little as **10 minutes per day of light physical activity** is beneficial with more activity producing greater benefit.

People spend approximately 60–70% of their waking hours being sedentary.¹ The average person reports sitting approximately 6.4 hours per day, with desk-based people sometimes sitting for up to 82% of their working hours.² As such, the workplace is identified as a high-risk site for excessive sitting time in many western countries, including Australia. As full-time employees tend to spend an average of 37–40 hours per week working, workplaces are an ideal setting to promote a healthy culture to encourage their employees to move more and sit less.³

Even if your employees are active before and after work, they should still be encouraged to move more and sit less while at work to significantly improve their health and wellbeing.

Physical activity will:

- reduce the risk of disease, such as Type 2 diabetes, stroke, cardiovascular disease and Alzheimer's disease
- improve mental health and sleep
- promote greater physical fitness and health
- strengthen bones and muscles.⁵

The benefits of physical activity are important for everyone in the workplace, but they will be especially important for older workers as the retirement age in Australia continues to rise.

REPLACING SITTING WITH MOVING

Reallocating sedentary time to physical activity is associated with favourable health outcomes.⁶ Workplace physical activity interventions have been shown to significantly increase daily step counts and employee fitness levels.⁷ Interventions work best when everyone works together to make them a part of day-to-day business.⁸ This can be done by changing the physical environment and organisational structure to actively reduce sitting time and encourage movement. In addition to the above health improvements, workplaces also experienced:

- reduced absenteeism
- improved cognitive function, leading to a greater ability to concentrate
- enhanced work performance and productivity.⁹

BARRIERS TO MOVING MORE

Managers have identified the organisational barriers that limit physical activity, and they include health and safety regulations, costs and competing concerns. For example, productivity targets may take priority or there may be a cost involved with modifying the work environment. Employees reported individual barriers to movement such as difficulty finding time or the impact of geography on active transportation options. They also reported that manager support and the demands of their work played a significant role.¹⁰

Workplaces can encourage people to add movement into their daily routine, by creating a workplace culture where physical activity is valued and encouraged. Building opportunities for staff to add movement into their working day can lead to happier and healthier employees.

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ACTIONS YOU CAN TAKE TO INCREASE PHYSICAL ACTIVITY AND REDUCE SEDENTARY WORK

Healthy vision – create policies, practice and a workplace culture that supports movement

- Create a workplace *short activity break* policy that encourages people to break-up prolonged periods of sitting with standing or moving. Start with one 10–15 minute movement break every workday with, and led by, other employees.
- Consider policies that explicitly allow people to include walking meetings as part of their workday. Walking meetings can be especially useful when brainstorming ideas or creative approaches.
- Create opportunities for flexitime or time-in-lieu for physical activity and embed this within relevant WHS policies.
- Allow people to be physically active while on the clock, even for as little as 10–15 minutes.
- Support and account for regular stretch or walk breaks in delivery and transport schedules.
- Create a recurring agenda item addressing sedentary practices at staff-related meetings.

MORE RESOURCES TO HELP YOU TAKE ACTION:

Healthy workplaces has easy to navigate resources with links to all the relevant websites, categorised by action, so you can create a healthy workplace. Search for the Physical Activity Resource Referral Guide at healthyworkplaces.sa.gov.au

SA Health has great information and tips on ways to be active. Search for be active at sahealth.sa.gov.au

Safe Work Australia has information on sedentary work as an emergent work health and safety issue. safework.sa.gov.au

Healthy place – create a workplace environment conducive to movement

- Have shared and centralised facilities, including break rooms, bathrooms, printers, and trash bins, to encourage movement to use these facilities.
- Display prominent signs that encourage people to use the stairs and talk about stair use via internal communication channels.
- Create inviting and friendly stairwells by painting the walls a calming colour, adding artwork, or installing motivational signs/slogans.
- Purchase height adjustable desks and high meeting tables for standing options.
- Provide access to showers, change rooms, and lockers or alternatives nearby if these facilities aren't available onsite.
- Create secure and easily accessible bike storage to encourage cycling to and from work.
- Create a dedicated exercise space. Provide exercise equipment, a TV with internet access, or a stretching space.
- Audit the workplace environment and practices for sedentary behaviors to gauge areas for improvement.

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Healthy people – create programs that encourage movement

- Organise and take part in a company-wide physical activity challenge, through the 10,000 steps program.
- Sign up to the *Be Upstanding* program to encourage employees to monitor sitting time and prompt standing.
- Subsidise the purchase of self-monitoring devices (e.g. activity trackers/pedometers), bicycles for commuting to work, or public transit fares. Consider negotiating a corporate rate for a local gym.
- Assign a workplace champion to provide information about the benefits of regular movement via communication channels such as newsletters, CEO memos, noticeboards and lunchrooms.
- Provide supervised or partially supervised physical activity programs onsite or at nearby fitness facilities.
- Hold educational workshops on the benefits of breaking up sitting time and adding movement into the workday.
- Encourage management to role model movement activities, such as active breaks, standing to break up sitting time, and walking meetings.
- Promote and provide work time to access the free Better Healthy Coaching Service (betterhealth.sa.gov.au)
- Provide computer disabling software to support regular breaks.
- Promote regular walking such as lunchtime walking trails and group team challenges.
- Hold cycling information sessions about defensive cycling strategies, cycling road rules or bicycle maintenance to encourage cycling to work.

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Nutrition

There are a lot of reasons why we should promote healthy eating in the workplace. Eating healthy food helps us go about our day with more energy and contributes to general health and wellbeing. Good nutrition also plays a role in preventing and managing chronic diseases like obesity, high blood pressure, heart disease, type 2 diabetes and some cancers.

What we eat plays a major role in our health, our mood, and our ability to maintain energy and concentration while at work.

Generally a healthy diet, as outlined in the Australian Dietary Guidelines¹ includes a wide variety of the five food groups with a focus on:

- eating plenty of fruits and vegetables
- avoiding foods and drinks that are high in added sugar, salt, saturated fat and alcohol
- drinking more water
- eating the right amount of food to meet your body's essential needs.

Currently, less than 1 in 10 South Australian adults eat the recommended serves of vegetables (at least 5 per day, note that the Australian Dietary Guidelines recommend men aged 19–70 have between 5.5 and 6 serves) and less than half eat enough servings of fruit (2 per day).²

Barriers to building healthy eating habits can include access, affordability and knowledge. This may look like:

- lack of affordable, healthy food options from surrounding food outlets, onsite food services, vending machines, or while travelling for work
- lack of food preparation and storage facilities
- a poor understanding of healthy food options, budget planning or preparation methods
- the culturally accepted or encouraged eating patterns of the workplace
- shift work practices
- limited healthy food options during meetings and function catering.



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ACTIONS YOU CAN TAKE TO IMPROVE NUTRITION IN YOUR WORKPLACE

Healthy vision – create policies, practice and a workplace culture that supports healthy eating

- Incorporate healthy food options into a healthy food and drink policy for all worksites. The policy could include: catering for functions, meetings, and social occasions; vending machines, onsite canteens or food kiosks; and whether alcohol can be served and what drinks, including water, are available.
- Create a breastfeeding policy and include a dedicated breastfeeding space for return-to-work mothers (where relevant). Become accredited with Australian Breastfeeding Association's Breastfeeding Friendly Workplace Initiative.³
- Include healthy food and drink policy information in staff induction packages.
- Provide flexible work hours (start, finish and lunch times) to accommodate and encourage healthy eating throughout the day (e.g. encouraging workers to eat away from their desks).

Healthy places – create a workplace environment conducive to nutrition

- Provide drinking water (water fountain or filtered water tap).
- Provide a breastfeeding/expressing room equipped with fridge to store expressed milk and washing facilities (or a room that can be booked for this use over the day).
- Provide safe and clean food storage and preparation facilities for workers (e.g. fridge, freezer, microwave, kettle).
- Provide safe and clean food storage and preparation facilities for offsite workers (e.g. eskies, cooler bags, thermoses, water esky cooler).
- Provide workplace environments that encourage healthy eating (e.g. a pleasant and clean kitchen space, shaded areas outside the workplace building).
- Negotiate to remove sources of foods and drinks high in added sugars, salt, alcohol and saturated fat (e.g. biscuit jars, soft drinks, alcohol, crisps, potato chips, chocolates, doughnuts or cake at regular morning tea, meetings or events) from the workplace.
- Provide healthy alternatives in onsite vending machines (e.g. mixed nuts, dried fruit and bottled water). Negotiate with vending machine owners to supply healthier options.

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Healthy people – raise awareness within the workplace about the benefits of healthy eating

- Communicate healthy food options and nutrition topics via fact sheets, newsletters, intranet, posters, and print materials.
- Recommend individuals seek specific dietary advice from a qualified health professional, such as an Accredited Practising Dietitian listed with Dietitians Australia (dietitiansaustralia.org.au).
- Promote your workplace program widely and inform employees of access options and topics. Workplace employee assistance programs (EAP) can often help with goal-setting and behavioural change.
- Promote links to local food providers (e.g. markets that sell local produce and food co-ops) that stock healthy options within your intranet or newsletters.
- Invite a health professional to run onsite seminars or cooking demonstrations on making healthy food, budget-friendly recipes, and meal preparation.
- Promote and provide work time to access the free Better Healthy Coaching Service (betterhealth.sa.gov.au)
- Initiate healthy food or non-food related fundraisers when fundraising and make sure that morning teas include healthy food and drink options.
- Host workplace challenges such as healthy lunch competitions and fruit and vegetable weekly challenges. Encourage team or multi-site competition with incentives.
- Sponsor the production of a healthy food cookbook with staff recipes. Consider using it as a fundraiser.
- Establish a partnership with your local greengrocer to access fresh and affordable produce.
- Provide regular fruit and vegetable boxes in the workplace.

MORE RESOURCES TO HELP YOU TAKE ACTION:

Healthy workplaces has easy to navigate resources with links to all the relevant websites, categorised by action, so you can create a healthy workplace. Search for the Nutrition Resource Referral Guide at healthyworkplaces.sa.gov.au

The Wellbeing SA Healthy Food Environments Hub has great information and tips on ways to create healthy food environments which can support staff to access healthy food. wellbeingsa.sa.gov.au/foodenvironments

The Better Health Coaching Service is a free, evidence based, confidential telephone program designed to support South Australians to be active, eat well and reduce the risk of chronic disease. betterhealth.sa.gov.au

Dieticians Australia is the peak body for dietitians in Australia providing credible and evidence-based nutrition information and advice. Their site includes a library of the latest articles on a wide range of nutrition-related health issues and a link to a list of accredited practicing dietitians. dietitiansaustralia.org.au

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Preventive healthcare

While a good workplace health and wellbeing program will focus on creating an environment that fosters a safe, respectful and positive workplace, the program can also provide opportunities for workers to address their personal health.

Personal health conditions such as asthma, arthritis, cancer and heart disease are common among working populations, so implementing targeted strategies to prevent onset of disease, illness or injury and promote early detection can reduce their negative impacts. Completing recommended health checks and keeping up with recommended immunisations can play a significant role in workers long-term health, helping to delay (or even avoid) the onset of conditions that can drastically affect their vitality, wellbeing, and time away from the workplace.

The adage that **prevention is better than the cure**, is never more true than for our health.

Effective health and wellbeing prevention is a shared responsibility between workers and employers.

The workplace has an obligation to protect the worker from harm as much as reasonably practicable, and there is legislation on health monitoring used to detect changes in a worker's health because of exposure to certain substances. As an example, to protect workers from occupational sun exposure the workplace would provide protection strategies such as including restriction of time in peak UV, suitable protective clothing, sunscreen and portable shade. In addition, preventive strategies make their health and wellbeing program more robust by including health screening, such as skin checks for early skin cancer detection.



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ACTIONS YOU CAN TAKE TO ENCOURAGE PREVENTIVE HEALTH CARE

Healthy polices, practice and culture – create a workplace culture that puts people's health first

- Include the preventive health care checks and immunisations that your workplace supports in policies and procedures.
- Provide wellbeing leave or allow workers flexitime to attend appointments with health professionals for preventive care.
- If your workplace undertakes pre-employment health assessment checks, take the opportunity to use the results to inform your workplace health and wellbeing program.
- Implement a comprehensive sun protection program, including policy and education about detecting skin cancer early through skin checks for employees (where relevant).
- Use a risk management approach and comply with health monitoring requirements if workers are exposed to hazardous chemicals.
- Make sure you consult workers and that diversity and inclusion principles are applied to groups with particular health needs in your workforce.

Healthy place – create a workplace environment that supports preventive health care

- Use posters to promote national cancer screening programs, such as Breast Screen, bowel cancer screening, and cervical cancer screening.
- Minimise the risk of noise, vibration, and exposure to hazardous substances and injuries.
- Provide personal protective equipment (PPE) and clothing to protect workers from physical, chemical, or biological exposure.
- Make reasonable accommodations, such as making the workplace accessible and providing ergonomic workstations or equipment to help workers fulfill their duties at work.

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Healthy people – support workers with prevention and early detection

- Offer workers access to confidential personal health assessments.
- Ask health professionals to come and speak about the importance of early cancer detection and prevention of health conditions.
- Encourage workers to use the Better Healthy Coaching Service (betterhealth.sa.gov.au) – a free telephone coaching service to support healthy lifestyle change.
- Provide clear, evidence-based information that demonstrates the importance of immunisation and offer onsite vaccinations.
- Host a general wellness challenge over several weeks that focuses on health promoting behaviors (e.g. stress management techniques, increased fruit and vegetable intake, new exercise ideas).
- Create a staff health newsletter or lending library, including health journals, quality nutrition and fitness books or magazines, and information on personal health goal setting.
- Educate workers about the importance of early detection and encourage them to consult a doctor if they notice changes.
- Promote digital platforms that workers can access for evidence-based and trusted health information and advice from experts (e.g. Health Direct).¹

MORE RESOURCES TO HELP YOU TAKE ACTION:

Healthy workplaces has easy to navigate resources with links to all the relevant websites, categorised by action, so you can create a healthy workplace. Search for the Preventive Healthcare Resource Referral Guide at healthyworkplaces.sa.gov.au

SA Health has great information on recommended health checks. Search for recommended health checks at sahealth.sa.gov.au

Safe Work Australia provides information on health monitoring to workers if there is a significant risk to worker's health because of hazardous chemical exposure. safeworkaustralia.gov.au

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Muscle and joint problems

Muscle and joint problems, or musculoskeletal disorders (MSDs), are one of the leading workplace health and safety issues in Australia, accounting for more than half of workers compensation claims in 2020.¹

Non-work related MSDs are also very common, with 90% of individuals experiencing back pain at some point in their lives and 3.6 million Australians living with arthritis.²

A musculoskeletal disorder is any condition that affects the muscles, tendons, ligaments, joints, or the associated nerves and blood vessels. **MSDs can occur suddenly or over time** and are considered 'work related' if they occur through the course of employment or 'non-work related' if they occur through personal activities.

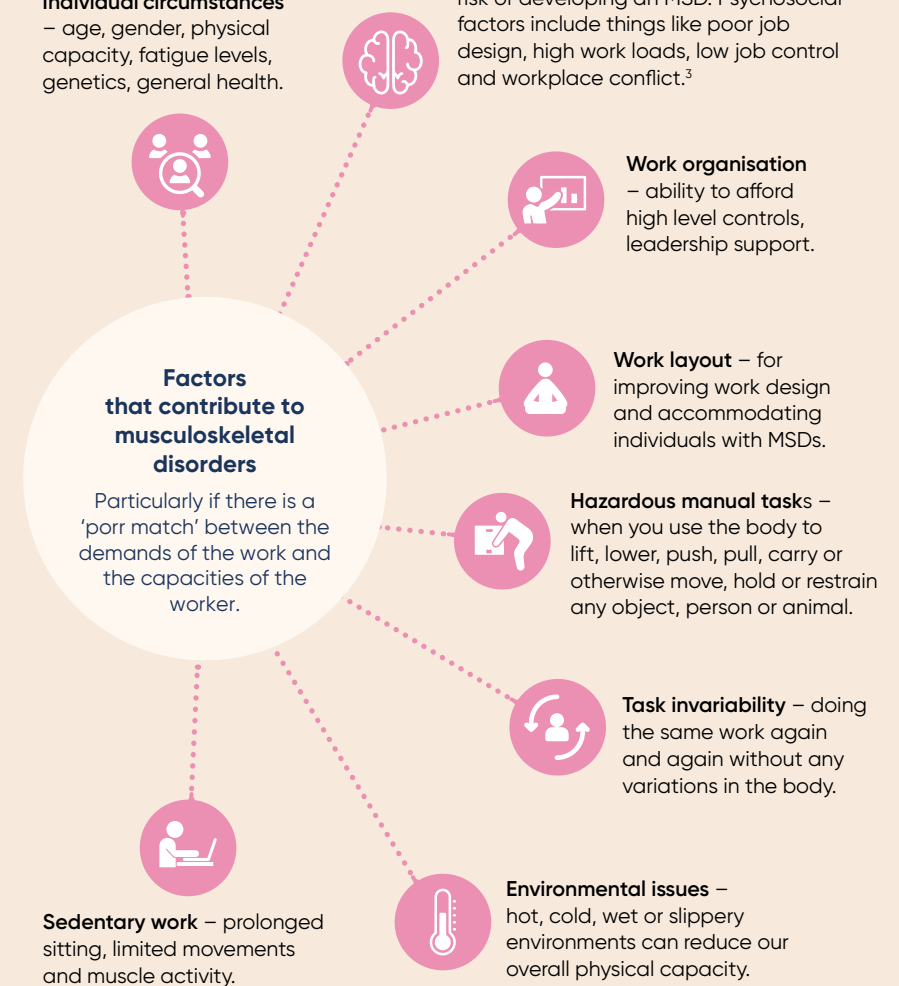
Common MSDs include:

- back pain or injury
- muscle strain
- torn ligament or tendon
- degeneration of a joint or bone, such as arthritis
- nerve injury, such as carpal tunnel syndrome.

Individual circumstances

– age, gender, physical capacity, fatigue levels, genetics, general health.

Psychosocial factors – evidence suggests that psychosocial factors are as influential as physical factors on the risk of developing an MSD. Psychosocial factors include things like poor job design, high work loads, low job control and workplace conflict.³



These factors combine in a way that magnifies their effect. For example, if an individual is repeatedly performing heavy work, with little control over when and how they perform their work (breaks, methods etc), then they are at an increased risk of sustaining an MSD. Therefore, it is important to address as many factors as possible to effectively prevent MSDs.

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PREVENTING AND MANAGING MUSCULOSKELETAL DISORDERS

The foundation of Musculoskeletal Disorders (MSDs) management and prevention is designing work that is inherently safe and that considers all relevant known and foreseeable hazards.

Under the *Work Health and Safety Act 2012*, employers are responsible for reducing, so far as reasonably practicable, their workers exposure to hazards in the workplace. This means they must identify all hazards and manage all risks using the most effective means available. Workplaces should refer to the hierarchy of risk control when designing and implementing control measures for MSDs (safework.sa.gov.au/workplaces/work-tasks-and-projects/hazardous-manual-tasks).

A participative ergonomics approach which involves the workers to identify and analyse hazards and develop, trial and implement controls is a best practise approach and has been shown to improve both health and safety outcomes and productivity.

Employers should support this process by providing the appropriate knowledge, skills, tools, facilitation, and resources.⁴

Due to the complex nature of MSD's, even with effective controls in place unforeseen hazards can still lead to the development of MSDs. It is important that workplaces are prepared to respond to support a worker by adjusting their work to accommodate their abilities.⁵ For MSDs, adjustments may include modifying the workstation, introducing flexible work arrangements or providing supportive devices/technology.⁶

If an MSD is work-related, then workplaces and workers must adhere to their obligations under the *Return to Work Act 2014*. More information regarding entitlements and obligations is available on the ReturnToWorkSA website at rtwsa.com.

Even if the MSD is not work related, employers are encouraged to consider reasonable adjustment so as to assist workers to remain productive to the benefit of all.

ACTIONS YOU CAN TAKE TO PREVENT MSDS

A broad, integrated and systems approach to MSD risk management includes management support, high levels of worker participation, and accurate hazard identification.⁷

Healthy vision – *create policies, practices and a workplace culture that prevents MSDs*

- Make sure workplace leaders commit to preventing MSDs.
- Use the WHS legislation and associated codes, regulatory standards and related guidance information to help development of workplace solutions to prevent MSDs.
- Develop a policy and procedure to identify and manage MSD risks in the workplace. The policy and procedure should be developed in consultation with workers and include: both physical and psychosocial hazards; outline access to appropriate and timely treatment; and provide suitable duties, claim lodgment and support for remaining at or returning to work.
- Develop a policy and procedure for reasonably accommodating non-work-related MSDs that takes into account the health benefits of work and fosters an inclusive workplace.
- Undertake job and task analysis to identify suitable duties for workers with MSDs while they recover at work.
- Work with a certified professional ergonomist to support the design of systems (tasks, jobs, products, processes and environments) so that both the system and people can work effectively.

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Healthy place – create a workplace environment that minimises MSD

- Embrace the Principles of Good Work Design provided by Safe Work Australia.
- Design the work environment to take into account the capabilities and limitations of the workforce using engineering controls, like using mechanical assist devices or changing workstation layouts.
- Provide the right equipment for workers to minimise the risk of MSD.

Healthy people – support workers to minimise joint and muscle problems

- Encourage workers to speak up about their concerns regarding MSD. This could be done at staff meetings, using posters, or through other communication channels.
- Provide task-based training. This should include information, instruction and training in the tasks workers are required to perform so that they can get the necessary knowledge and skills to perform tasks safely. A clear message from the research evidence is that general manual handling technique training is not effective.
- Develop an early intervention program. This program may include 3–4 sessions with a local physiotherapist or GP to get on top of MSDs early. Consider providing access for both work-related and non-work-related MSDs.
- Provide regular access to onsite physiotherapy or exercise physiology.
- Encourage workers to engage in physical activity and strength-based exercise by hosting walking groups or subsidising gym memberships. Workers who engage in exercise reduce their risk of work-related MSDs (see Physical activity p. 41 for additional recommendations).
- Encourage workers to get an early diagnosis and appropriately manage arthritis to decrease pain and improve function.

MORE RESOURCES TO HELP YOU TAKE ACTION:

Healthy workplaces has easy to navigate resources with links to all the relevant websites, categorised by action, so you can create a healthy workplace. Search for the Muscle and Joint Problem Resource Referral Guide at healthyworkplaces.sa.gov.au

Safe Work Australia has a model Code of practice – Hazardous manual tasks and good work design principles as well as webinars on MSD prevention. safeworkaustralia.gov.au

The Human Factors & Ergonomics Society of Australia Inc include information on work-related MSDs. ergonomics.org.au

OHS Body of Knowledge for WMDs and Psychosocial Hazards has chapters with detailed information on MSD causes and control measures. ohsbok.org.au

Arthritis Australia has information sheets, booklets and a support line available. arthritisaustralia.com.au

Latrobe University, Centre for Ergonomics and Human factors. APHIRM Toolkit – A participative hazard identification and risk management toolkit for MSDs. aphirm.org.au

Healthy Workplaces Good Practice Awards 2020–2022 – This booklet showcases awarded and commended good practice examples prevention and management of MSDs in the workplace osha.europa.eu/en/publications/healthy-workplaces-good-practice-awards-2020-2022

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Sleep and fatigue

HOW SLEEP AFFECTS WORK

Many Australian workers are sleepy at work, sleepy on the roads on their commute to work, and may experience errors in the workplace, increased injury and accidents, or may miss work because they are too tired. Fatigue causes more road accidents than alcohol and drug use combined.¹

Sleep supports nearly every system in the body, refreshing our body and mind. This refresh is vital for our cardiovascular and immune systems, as well as our ability to think clearly, learn new information, and manage our emotions.² Not having enough sleep or high quality sleep makes it harder to perform our daily tasks and increases the risks of mistakes and accidents.³

As the world changes there is greater demand for 24/7 operations and longer or fragmented working hours for individuals. These demands increase the risk of work-related fatigue and significantly disrupt sleep. **Sleep is a restorative function of the body, essential for our physical and mental health, fundamental to our ability to think and learn, and critical to maintaining safe and healthy workplaces.**

Sufficient, quality sleep is an essential requirement for a person's wellbeing. Seven to nine hours of quality sleep is the generally accepted amount for cognitive and physical health in adults.⁴

In Australia, almost 40% of adults regularly don't get enough quality sleep. For some people this is due to a clinical sleep disorder, but for others it's caused by work patterns or lifestyle pressures. While people may understand that sleep is necessary, they don't always make it a priority or consider the effects of insufficient sleep.⁵

Almost 80% Australians report being less productive after sleeping poorly. In 2016–17, it was estimated that inadequate sleep cost the Australian economy \$26.2 billion, mostly due to reduced productivity. If the impact of lost health and wellbeing is included, the estimated cost rises to \$66.3 billion.⁶ Inadequate sleep has been associated with impaired performance in the workplace, primarily through reduced productivity while at work and increased absenteeism. This comes at a cost to employers, employees, and the safety of the broader community.⁷

WHAT IS WORK-RELATED FATIGUE?

Fatigue is a state of mental and/or physical exhaustion which reduces alertness and impacts an individual's ability to perform their work safely and effectively.⁸

Fatigue can result in:

- feeling drowsy, or in extreme cases, unintentionally falling asleep
- difficulty concentrating
- impaired decision-making and judgement
- reduced reaction time and poor physical coordination.

WHAT ARE COMMON CAUSES OF FATIGUE IN THE WORKPLACE?

Fatigue-related hazards may not be easily visible, so it is important to thoroughly assess your workplace to identify them. While some industries or roles are more prone to fatigue, the following hazards are present in most workplaces:

- work schedules – including shift work, length of shifts, time off between shifts, timing of shifts and breaks. The risk increases dramatically with shifts longer than 8 hours
- job demands – sustained concentration, monotonous or repetitious tasks, high physical effort and high workload can drain workers energy reserves
- environmental conditions – exposure to heat, cold, vibration and noise can make workers tire more quickly.⁹

Non-work-related factors can also impact levels of fatigue at work such as:

- sleep – length, quality and time since sleep
- lifestyle – diet, exercise, and drug and alcohol use
- family responsibilities
- health – medication, sleep apnoea, insomnia, and physical and mental health conditions
- type and length of commute to work
- working multiple jobs.

While workplaces have an obligation to provide safe working conditions, everyone in the workplace has a duty to make sure that fatigue does not pose a risk to health and safety.

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HOW TO IMPROVE SLEEP AND PREVENT FATIGUE IN THE WORKPLACE

A broad, integrated, systems approach to risk management of workplace fatigue includes key management support, high levels of worker participation, accurate hazard identification and the implementation of appropriate controls using the hierarchy of risk control. When it comes to preventing fatigue in the workplace the 'defences in depth' model is regarded as best practice.

The model should be implemented in consultation with workers and includes the following layers of protection:

Level 1 – Provide adequate rest/sleep opportunities by implementing hours of service rules.

Level 2 – Make sure that adequate sleep/rest was obtained before work starts. This may include providing information and resources to workers to help them get adequate sleep/rest.

Level 3 – Assess fatigue behavioural symptoms. This can include self-reporting, co-worker observation, and physiological observation (e.g. eye detection in vehicles).

Level 4 – Prevent and detect fatigue-related errors (e.g. lane correction technology in vehicles with warnings prompting the driver to pull over and rest).

Level 5 – Analyse fatigue-related incidents in depth to identify uncontrolled hazards.

The effects of fatigue on work performance can be compared with the effects of alcohol. **Being awake for 17 hours impairs performance to the same level as having 0.05 blood alcohol content.** Being awake for 20 hours has the same effect as a 0.1 blood alcohol content.¹⁰

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ACTIONS YOU CAN TAKE TO IMPROVE SLEEP AND MANAGE FATIGUE

Healthy vision – create policies, practices and a workplace culture that improves sleep and manages fatigue

- Develop a policy and procedure to identify and manage fatigue-related hazards/risks in the workplace. This should include worker consultation and sector specific recommendations/regulations.
- Design controls using a 'defences in depth' approach and make sure that all affected staff members are consulted throughout the change process. It can help to trial interventions and obtain feedback before officially adopting them.
- Develop a clear procedure for workers to report fatigue-related risks, including self-reporting of fatigue and co-worker action if someone is displaying fatigue impairment. Include steps for getting fatigued workers home safely (e.g. provide rest areas and transport).
- Implement flexible working arrangements that better allow workers to meet their personal, occupational, and health needs. Consider the importance of completely disconnecting from work and making clear distinctions between 'work' and 'home' if working remotely.
- Provide stable/regular shifts in the casual or shift-work environment as far as reasonably practicable and with as much notice as possible. This allows workers to plan their rest and personal life obligations in advance.
- Encourage all staff members to use their allocated leave entitlements and ensure that there are adequate levels of staff to backfill leave.
- Consider the types of leave afforded to your workers and how access (or lack of access) may impact fatigue levels.

Healthy place – create a workplace environment that minimises fatigue

- Make sure workers have appropriate rest/break facilities to eat and rehydrate. Factor in the work environment, like providing a cool refuge for those working in the heat or a spot for sedentary workers to get some movement and fresh air.
- Embrace the Principles of Good Work Design provided by SafeWork Australia and consider the fatigue impacts from plant, equipment, materials and substances used.
- Provide the right equipment for workers to minimise the risk of fatigue.

Healthy people – support workers to gain quality sleep and manage fatigue

- Educate all staff members on the risks of unmanaged fatigue and how to recognise fatigue in themselves. Use promotional materials around the workplace, toolbox meetings/in-person sessions and online learning modules.
- Educate all staff on the importance of obtaining adequate sleep/rest and provide them with resources and strategies to achieve this, such as sleep/relaxation apps, or access to professional help for physical or mental health.
- Help workers who report struggling with sleep/fatigue. This may include making reasonable adjustments to their work and time for specialist appointments including sleep studies.

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MORE RESOURCES TO HELP YOU TAKE ACTION:

Healthy workplaces has easy to navigate resources with links to all the relevant websites. Search for the Sleep and Fatigue Referral Guide at healthyworkplaces.sa.gov.au

Safework Australia's guide for managing fatigue is an excellent resource. safeworkaustralia.gov.au

Sleep Health Foundation has information and resources on sleep. sleephealthfoundation.org.au

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Mental health

Work can be a protective factor for mental health but it can also contribute to potential harm. Feeling connected to workmates, having healthy relationships with leaders, feeling valued with some control over our work are major drivers for mental wellbeing.

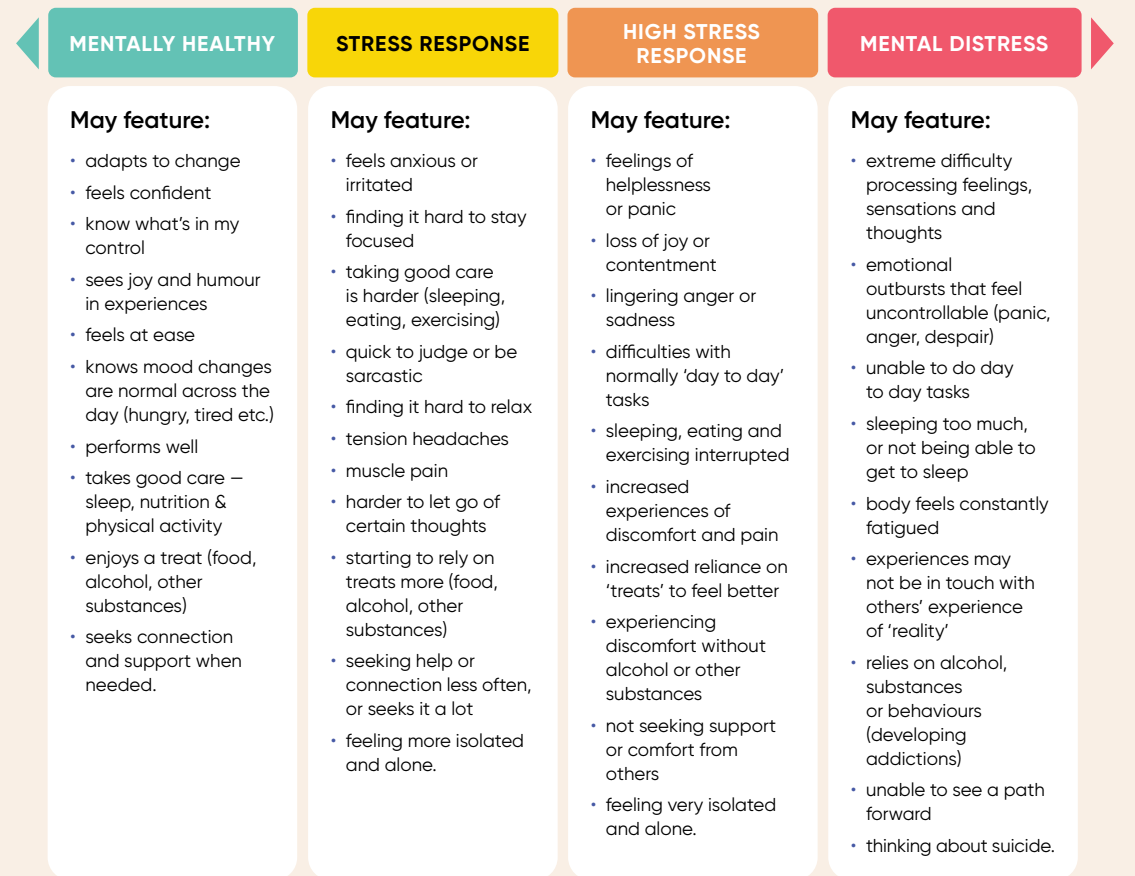
One in five workers in Australia are likely to be affected by a mental illness during any given year. There are about 2.8 million working Australians who live with diagnosed mental illness, with some needing time off work to maintain their wellbeing. A further 440,000 working Australians are carers of someone with mental ill-health.

Mental health is different from mental illness. The World Health Organization (WHO) defines mental health as “a state of wellbeing in which every person realises their own potential, can cope with the normal stresses of life, can work productively and are able to contribute to their community.”

Mental health is not a fixed state, it can be understood by considering a continuum. Like physical health, we fluctuate and can move up and down. At one end of the mental health continuum is optimal wellbeing and being mentally healthy, while mental distress is at the other end of the continuum. The workplace is a very influential environment when it comes to mental health, where a safe and healthy working environment supports mental health and good mental health enables people to work productively.¹ Ultimately the workplace environment can nudge people back and forth along the continuum.²

THE MENTAL HEALTH CONTINUUM

Changes in Mood, Thinking, Behaviour, Social Interactions & Performance



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COSTS OF POOR MENTAL HEALTH ON WORKPLACES

\$39 billion

The economic loss due to the effects of mental ill-health on participation, absenteeism and presenteeism.³ This doesn't include staff turnover, temporary staff replacement or compensation, which would cause more financial pressure.

\$10 billion

The cost of workplace absenteeism due to mental ill health each year.

\$7 billion

The cost of presenteeism caused by mental ill-health. Presenteeism is where employees remain at work despite experiencing symptoms and are less productive.

3x more time off

Psychological injuries typically require three times more time off work than other injuries.

43% more sick days

Workplaces with poor psychological working conditions accrue 43% more sick days per month.

As with physical ill-health, the costs of mental ill-health can go beyond just the person involved, it can also affect their colleagues' productivity.

Source: Productivity Commission Inquiry report - mental health, 2020, report no. 95.



BENEFITS OF A MENTALLY HEALTHY WORKPLACE

There is a growing focus on the role workplaces can play to maintain workers mental health. Workplaces that take action to prevent and address work-related stress, support general health and wellbeing, and invest in programs to create mentally healthy workplaces can reap rewards through:

Improved communication, higher job satisfaction, and a positive work environment

Decreased staff turnover, illness and absenteeism

Reduced accidents and incidents

Improved employee and customer loyalty

Lower absenteeism

Increased productivity

Reduced compensation claims⁴

A return on investment of \$2.30 for every \$1.00 invested.

Source: thriveatwork.org.au

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MENTAL HEALTH AND LEGISLATION

It is important for every workplace to understand that they are required to manage risks from hazards, including psychological health and safety risks. *The Work Health and Safety Act 2012 (SA)* states that persons conducting a business or undertaking (PCBU) have a duty to ensure the health and safety of workers at the workplace, with health being defined as both physical and psychological health.

Workplace stressors can range from bullying, unreasonable workloads, inflexible work scheduling, to an inability to influence job-related decisions. Racial prejudice, racial discrimination and xenophobia are also stressors as 20% of Australians experience racism every year.⁵ In general, stressors can be intertwined and can be from those in the social and physical environment and/or the systems of work or management. These can all impact on employee wellbeing and reduce a person's capacity to work. Workers in specific industries, including health and social services, law enforcement, defence, and teaching are more prone to facing work-related stressors and have higher rates of poor mental health.

It is important for every workplace to understand that under the *Disability Discrimination Act 1992 (Cth)* and equivalent state and territory laws it is unlawful to discriminate against, harass or victimise people with disabilities or their associates – including in employment, where the term 'disability' is broadly defined. It covers mental illness: whether temporary or permanent; past, present or future, actual or imputed.⁶ Workplaces can include actions to support workers with mental illness in their healthy workplace strategy.

STRATEGIES TO ADDRESS MENTAL HEALTH AT WORK

We recommend using a three-pillar approach to address workplace mental health (protect, promote, respond). This will prevent and protect against work-related mental health risks, promote positive mental health and wellbeing, and help workers experiencing mental ill-health to participate in and thrive at work. These pillars intersect, with action in one area often leading to improvements in others.



To create a mentally healthy workplace you'll need to:

- **Protect** – Identify and manage work-related risks to mental health.
- **Promote** – Recognise and enhance the positive aspects of work that contribute to good mental health.
- **Respond** – Identify and respond to support people experiencing mental ill-health or distress and support recovery and return to work.⁷

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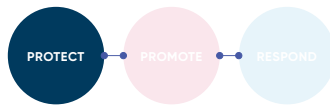
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Protect against work-related mental health conditions

Most job roles involve some degree of stress, but when workers feel that they are unable to cope with repeated stressors or there are no support mechanisms to manage the situation, stress can manifest in ways that become detrimental to the workers and the business.

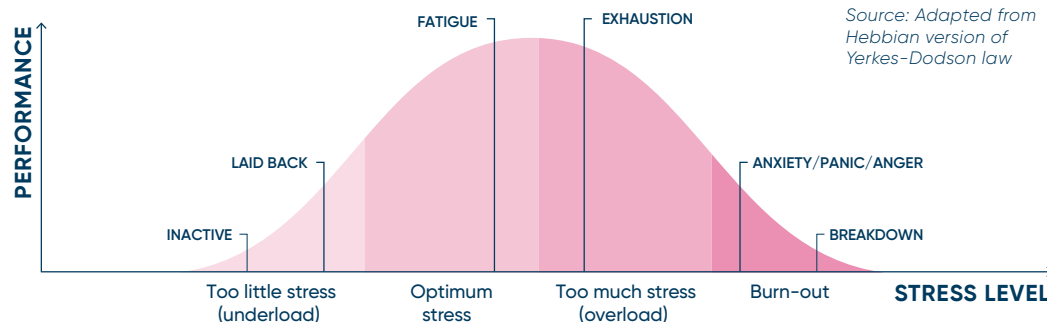
Strategies to protect workers from mental health conditions at work centre on psychosocial risk management. The Managing psychosocial hazards at work code of practice ([safeworkaustralia.gov.au](https://www.safeworkaustralia.gov.au)) from Safe Work Australia provides practical guidance on how to achieve the standards of work health and safety required under the WHS Act and the Work Health and Safety Regulations and effective ways to identify and manage risks.

Psychosocial hazards are anything in the design or management of work that increases the risk of work-related stress and can lead to psychological or physical harm. A stress response consists of the physical, mental and emotional reactions that result when a worker perceives the demands of their work exceed their ability or resources to cope.

Stress itself is not an injury. But if workers are stressed often, over a long time, or the level of stress is high, it can cause harm.

- Psychological harm may include anxiety, depression, post-traumatic stress disorder, sleep disorders and burnout.
- Physical harm may include musculoskeletal injuries, chronic disease, or fatigue-related injuries.

The 'optimum' level of stress is not the same for everyone! Each individual will have their own relationship between stress and task performance – this is known as the Yerkes-Dodson law.⁸ It proposes that you reach your peak level of performance with an intermediate level of stress or arousal. Too little or too much arousal results in poorer performance. This shows us that performance increases with stress to a point, beyond which additional stress becomes counterproductive. Spend too long past the optimum point in the stress curve and we risk exhaustion, anxiety and eventually a breakdown and burnout.



Promote positive mental health

Workers who feel positive about the environment and culture in their workplace are more likely to perform better, contribute to employee engagement, and be more committed to the workplace. They are also less likely to experience work-related stress, sustain a psychological injury or leave the workplace.

Promoting positive mental health involves taking a strengths-based approach and focusing on the opportunities, strengths, and resources that will help to foster a healthy, positive, and supportive workplace culture. People thrive when they have:

- strong workplace connections
- meaning and purpose in work
- opportunities for personal and professional growth
- positive and supported leadership
- increased personal resources.

Mental health and wellbeing can also be improved when workers are offered opportunities to address smoking, alcohol, healthy eating, and physical activity risk factors. Adopting these healthy behaviours can improve wellbeing and resilience. Good mental health and a positive frame of mind means employees are better equipped to resist stress, tackle challenges and develop resilience.

By building on the aspects of work that help people optimise wellbeing, workplaces can function at their best too.

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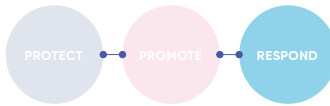
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Respond to and support workers

It is common for people to experience periods where they need additional support or flexibility because of life circumstances, caring responsibilities, or mental ill-health. Key characteristics of a mentally healthy workplace include established workplace systems and processes to intervene early, respond and provide support when a worker begins to show signs of distress.

Workplaces can help by building their capability to respond and support people who are experiencing mental ill-health or distress. Creating an environment that reduces stigma, makes it safe to talk, supports early intervention and suicide prevention, and ensures people can recognise, respond and refer will lead to a win-win situation for individuals, organisations, businesses and communities.⁹

ACTIONS YOU CAN TAKE TO CREATE A MENTALLY-HEALTHY WORKPLACE

Healthy place – create a workspace environment that supports positive mental health

- Consider the physical working environment at all worksite types, whether that be a home, vehicle, office or factory. When workers feel comfortable and calm in their physical work settings they produce their best work.
- Regularly assess environmental conditions include hazardous manual tasks, poor air quality, high noise levels, extreme temperature, working near unsafe machinery, cramped workspace, vibration, poor lighting, temperature, and humidity.
- Consider creating a designated support room or a relaxation zone where people can have private conversations.

Healthy vision – create policies, practices and a workplace culture that promotes positive mental health

Protect

- Foster a culture that promotes psychological safety.
- Create systems for workers to raise concerns at work without negative consequences. Make sure these systems are designed with worker safety in mind.
- Apply a risk management approach to identify the hazards, assess the risk, control risk, and review the measures to ensure they are working, in meaningful consultation with workers.
- Conduct a psychosocial risk assessment. You can use the free People at Work survey (peopleatwork.gov.au).
- Apply proactive and systematic approaches to address bullying, harassment and discrimination, and develop and support a procedure to address conflict, grievances and critical incidents in the workplace.
- Create reasonable job demands and manage staffing levels to ensure that adequate resources are available to meet workload requirements during times of high demand. Make sure that rosters are fair and provide adequate rest and recovery periods for shift workers.
- Develop appropriate policies and procedures to prevent and respond to occupational violence trauma in the workplace.
- Ensure employees are supported and well-informed during times of organisational change.
- Define job roles well and make sure employees clearly understand their roles and responsibilities.
- Create opportunities for people to shape their work using strategies like job crafting.

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●	Conduct regular performance reviews and give workers the opportunity to discuss psychological hazards and have input into the way they do their work.
●	Recognise individual and team contributions and achievements with praise and recognition.
●	Provide a workplace culture that supports open communication so workers feel comfortable to discuss issues.
●	Encourage positive interactions based on trust, respect, and civility.
●	Provide flexible work and leave arrangements.

Promote

●	Provide opportunities for personal and professional development, career progression and lifelong learning.
●	Model good work-life balance and self-care to others in the workplace. Positive leaders create positive work environments.
●	Use recruitment methods that assess personal competencies relevant to the position to ensure job-person fit.
●	Provide opportunities for workers to build positive working relationships.
●	Recognise and celebrate diversity and inclusion and reduce discrimination.
●	Create a culture that encourages taking lunch breaks and other breaks as awarded in your sector.

Respond

●	Respond appropriately to mental ill-health in the workplace according to legislated duties ranging from workers compensation, discrimination, privacy, and workplace relations. You can use the Guide to Workers with Mental Illness: a Practical Guide for Managers (humanrights.gov.au/sites/default/files/document/publication/workers_mental_illness_guide_0.pdf) from the Australian Human Rights Commission as a reference.
●	Provide reasonable adjustments to support people experiencing mental ill-health.
●	Create an environment that reduces stigma, makes it safe to talk about mental health, and supports early intervention.
●	Understand how to manage disclosure.
●	Provide an effective flexible work and return-to-work process to support recovery.

Healthy people – strategies to promote and support mental health within the workplace

Protect

●	Make sure that workers understand their responsibilities relating to psychological safety in the workplace.
●	Involve workers and make sure you consult and communicate with workers and their representatives to increase psychological safety and identify and manage work-related stressors.
●	Provide effective training and supervision across the organisation on psychological safety and ways to minimise harm of psychosocial hazards.

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●	Provide information, instruction, and training on expected workplace behaviour and conduct, including all relevant policies and procedures (to prevent bullying, harassment, racism, and violence at work).
●	Ask managers to assess whether they have identified the behaviours that effectively prevent and reduce stress at work. Help managers reflect on their behaviour and management style. You can use the line manager competency indicator tool at hse.gov.uk .
●	Provide coaching, mentoring, and/or training to build supportive and capable managers. When managers can be respectful, responsible, manage and communicate existing and future work, manage the team, and manage difficult situations, they can reduce work-related stress and promote positive mental health.

Promote

●	Support mental health first aid and suicide prevention awareness training.
●	Provide employees with information and education on evidence-based strategies that can enhance positive mental health (e.g. resilience, mindfulness, meditation).
●	Promote the principles in the Five Ways to Wellbeing. ¹⁰ These are easy ways to think about how you can create good mental wellbeing.
●	Engage workers in co-design to support ways of working that will help them reach their potential.
●	Provide seminars or workshops on financial planning, stress reduction techniques, organisation and time management, and improving sleep and reducing fatigue.
●	Include a regularly updated social calendar and volunteering opportunities in staff induction materials along with other relevant wellbeing policy and information.

●	Leave a list of referral sources and information in staff rooms, newsletters, emails and/or on the intranet to raise awareness of the mental health support available.
●	Celebrate cultural and gender diversity through participating in relevant activities

Respond

●	Promote mental health support services. This may include employee assistance programs as an option to confidentially discuss any concerns.
●	Provide information, education, and training to recognise and respond to the signs of mental ill health and distress and discuss methods of supporting others in distress.
●	Consider implementing a peer support program.
●	Promote and provide research-supported early intervention initiatives.
●	Take an individual-focused approach to recovery.
●	Promote help seeking and pathways to treatment.

MORE RESOURCES TO HELP YOU TAKE ACTION:

Healthy workplaces has easy to navigate resources with links to all the relevant websites. Search for the Mental Health Referral Guide at healthyworkplaces.sa.gov.au

SafeWork SA information on mental health and psychosocial hazards as does Safe Work Australia. safework.sa.gov.au and safeworkaustralia.gov.au

The National Workplace Initiative has produced a series of resources to support mental health at work. mentalhealthcommission.gov.au

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Create incentives and rewards

Now that you've created your action plans and are working towards creating a healthy workplace, it's important to keep your workers' momentum going.

Incentives rewards and recognition can motivate people that participate in workplace health and wellbeing activities, provide purpose behind behaviour change, reinforce positive values-based behaviour, role model a healthy workplace, and perhaps provide a little friendly competition between people or teams. Research has shown that programs offering rewards and incentives have stronger participant involvement and a greater number of sustained health behaviour changes.

If you are offering incentives or rewards, think about how you will:

- gain management approval to use program funds
- decide who will receive the rewards. Will all attendees be rewarded or only dedicated 'active' participants?
- allocate incentives or rewards. Will they be required for all activities and events or only a selection?
- communicate your expectations. Will participants have to attend 100% of sessions or is a 10% attendance rate acceptable? Are participants encouraged to submit feedback before they receive their incentive?
- recognise and reward dedicated and outstanding participants, such as event organisers and other champions.

Incentives don't necessarily need to have a large financial value attached but they should recognise people's level of involvement and contributions as well as celebrate significant milestones. If you're considering a financial reward, set incentives at a level desirable to the wider employee group.

Rewards such as refunds or suitable cash incentives may be challenging to set to a wide range of employees and income levels. Your incentive budget might be better spent on activities, merchandise or something that benefits the worksite for all employees.

LOW OR NO COST INCENTIVES

- **Recognition of participation:** Provide regular progress updates to workers about plans, progress and achievements, set up a noticeboard highlighting involvement, include efforts in newsletters and look for ways of announcing involvement.
- **Monthly lucky draw or lunchtime prizes** for program participants.
- **Celebration event (formal or informal)** Individual participation certificates could be printed and distributed.
- **Guest speakers:** Does a staff member know a guest speaker who could come and talk to the workplace, like a local sports person or a motivated community or business leader?
- **Merchandise:** Do you have access to freebies such as industry specific merchandise or regularly get invitations to industry/sporting/arts events that are highly regarded by employees?
- **Fruit package:** Provide a weekly or fortnightly fruit package to a winning team or, even better, to all staff based on participation targets. Alternatives could include small value local grocer or butcher vouchers to put towards weekly food shopping.
- **Local events:** Negotiate with local sporting clubs or community halls for sole use of the venue on a given day – run a fun exercise activity or host an engaging seminar.

MODERATE COST INCENTIVES

- **Events:** Host an event that includes employees' families such as sports day or a picnic. This could be used to celebrate the end of a project milestone.
- **Subsidies:** Think about subsidising health and wellbeing equipment and activities like sporting equipment (e.g. bikes, running shoes) or gym and club memberships.
- **Exclusive access:** Invite participants to industry specific forums or workshops that only a small number of people can attend like leader's breakfasts and conference workshops.
- **Tickets:** Sporting, theatre or festival tickets can be a great reward.
- **Prizes:** Considers prizes like sportswear vouchers, cooking courses, local fruit and vegetable store vouchers, local gardening store vouchers, health-oriented magazine subscriptions or charity donations.

Remember though, that there's more to participation than prizes. When people participate in workplace health and wellbeing programs they will:

- improve their health
- contribute to positive changes in the workplace environment and culture
- get to know fellow employees and have fun!

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How to choose an external provider

External providers can help you to deliver your health and wellbeing strategy. Providers can tailor their services to different sectors or workplaces and can facilitate information sessions, conduct health assessments, organise workshops or develop your program goals.

If you need an external provider to run elements of your health and wellbeing strategy, it's important to make sure you find the right people for the job who can offer a high-quality service. Service providers will be responsible for nurturing a positive, healthy culture within your workplace, so they must bring the necessary skills and right attitude.

Key questions to ask your service provider

Can you provide the services we need?

Make sure you brief the provider well. Be clear about the services you require and your budget. Outline your specific expectations, performance indicators and timing based on the goals of your program.

Are you accredited and do you have the necessary qualifications?

Ask for evidence of appropriate skills and training. Most professionals also belong to a professional body that requires ongoing accreditation or registration. This helps to make sure that professionals maintain their skills and knowledge.

Is your course accredited?

If you're engaging a service provider to deliver learning modules or training courses, it's important to know if the course is accredited. Accredited courses guarantee quality of information and can help your staff reach professional development goals. Where possible and relevant, look for a course that is accredited through a registered training provider.

Are your services based on sound and healthy practices?

You have a responsibility to provide a safe, quality workplace health program or activities. Avoid fad or gimmick ideas and stick with subjects containing quality evidence.

Can you provide all necessary liability insurance documents?

Make sure your provider holds the required professional indemnity/ liability insurances and that you have prepared appropriate risk management strategies.

Will you use safe, quality equipment?

Seek assurance and evidence. Ask prospective providers if the equipment will be covered by their liability insurance or yours.

How will you support participants with a high health risk?

The contracted organisation should have skills and ability to recognise and mitigate not only participation risk but also advise on available health interventions for those at risk of, or with, health conditions. On a practical level, this might mean first aid qualifications, participation clearances or pre-participation health assessments, and referrals to quality health services when a need is identified.

How will you maintain participant privacy and confidentiality?

Ask for assurance and evidence. The provider should possess and deploy a comprehensive privacy policy.

What information will we receive after you've provided the service?

It is important that you are clear from the start what reporting requirements you want your provider to meet. Ask for a comprehensive report and analysis of any data collected.



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Track your progress

Congratulations! You've reached the end of Step 4 and got your healthy workplace program up and running.

You can chart your progress in the table below and go back through the toolkit to complete any actions you might have missed.



CHECKLIST	SMALL BUSINESS (20 employees or less)	MEDIUM TO LARGE BUSINESS
Priorities have been determined through a needs assessment and your team has been involved (see Step 2 and Step 3)		
An action plan is in place for your identified priorities		
Actions in the plan include a mix of people activities, policy and practice changes, and environmental changes		
Selected actions are resourced appropriately		
Monitoring and evaluation has been considered (see Step 5).		
Management has endorsed the action plan		
Workplace champions are prepared for activities (if applicable)	-	
Activities have been communicated and promoted (see Step 3)		

If you've checked all the boxes you need, it's time to move on to Step 5: Monitor and evaluate.



Step 5: Monitor and evaluate

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IN THIS SECTION YOU'LL LEARN HOW TO:

- ✔ Use different types of evaluation methods
- ✔ Monitor your program
- ✔ Evaluate the impact of your work
- ✔ Collect good data

Once you've got a workplace health and wellbeing strategy in place, it's important to find out how well it's running. How (and how much) you'll monitor and evaluate will depend on the size of your workplace and the complexity of your strategy.

Although monitoring and evaluation sits at the end of the program management cycle, it actually takes place at every stage.

You've already been incorporating methods of data collection which are used in monitoring and evaluation in Steps 2 and 3. Table 2 (p. 69) indicates at what stage monitoring and evaluation occurs in each of the steps.



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Table 2

MONITORING AND EVALUATION THROUGHOUT THE PROGRAM MANAGEMENT CYCLE		
When	Description	Data sources
STEP 2 Learn	Gather baseline data to understand the current situation.	<ul style="list-style-type: none">• Organisational data – e.g. injury claims, absenteeism rates, turnover data, staff satisfaction/engagement data• Healthy workplace check (healthyworkplaces.sa.gov.au)• Worker interests survey (p. 94)
STEP 3 Involve	Collect and collate information during consultations with workers.	<ul style="list-style-type: none">• Consultation feedback• Health and safety committee meeting minutes
STEP 4 Plan	Ongoing monitoring of the intervention (process evaluation).	<ul style="list-style-type: none">• Participation rates• Satisfaction surveys• Observations, including changes to the workplace environment, work structures, and worker behaviour• Process evaluation questions
STEP 5 Evaluate	Review the data collected in the planning phase and make a comparison. Analyse the data and make recommendations for future interventions or improvements.	<ul style="list-style-type: none">• Organisational data• Healthy workplace check (healthyworkplaces.sa.gov.au)• Worker interests survey (p. 94)• Focus groups to understand why the intervention or change process did or didn't work



Why evaluate?

Monitoring and evaluation does not need to be complicated.

It closes the loop in the healthy workplace journey (p. 12) and will help you understand if your strategy:

- captured the needs of your workers
- achieved your goals, objectives and strategies
- was efficient and effective
- led to successful action
- could be improved for the future.

When you maintain the appropriate records and complete evaluation you can:

- make reporting to management and other key people much easier
- share success and keep everyone informed and up-to-date
- maintain the momentum of the program when other priorities arise
- prepare for any unexpected issues such as injury, damage to infrastructure, or cost blowouts
- have a foundation to plan for the future
- see the outcomes of your hard work.

TYPES OF EVALUATION

Process evaluation

Involves measuring how a program or activity is implemented in order to control, ensure or improve the quality of delivery. The goal is to discover how employees felt about the program, if they attended, why they attended and if they did not attend, then why?

Impact evaluation

Focuses on the immediate observable effects of a program leading to intended outcomes. Variables include employees' behaviour and risk factors, as well as tracking incidents and injury trends. Impact evaluations also look at cause and effect. That is, are the changes that occurred attributed to the program that was implemented?

Monitor your program (process evaluation)

It's important to monitor the strategies you're using while your healthy workplace plan is in action.

This process (process evaluation) can be completed by keeping good records, just as you would for any project taking place in the workplace.

We've created an **Activity and event log template** (p. 115) to help you capture all the details you'll need to monitor your programs and help plan for the future. Here is a list of common process evaluation metrics that you can incorporate into your monitoring program.

PROCESS EVALUATION METRICS

Program promotion

- Where did they first hear about the program? (include all channels of promotion: email, colleague, flyer)
- What first attracted them to the program? (speaker, topic, general interest in health and wellness)

Program

- Participation rates
- Was the day of the week convenient?
- Was the time of day convenient?
- Were they interested in the topic?
- Was the topic relevant to them?
- Was the topic relevant to a family member/friend?
- Will they make personal changes based on what they learned?

Speaker

- How would they rate the speaker/program coordinator?
- Was the speaker/program coordinator knowledgeable/expert on the topic?

Evaluate the impact

Once your strategy has been implemented, it's important to evaluate and review whether it has helped you achieve your goals and objectives.

Impact evaluation will help you to determine the value or success of your strategy and guide improvements. Some changes will take longer than others, so it is useful to evaluate every 12 months.

Has your program:

- shown continual improvement or has the quality of individual projects improved? *Could you do it better?*
- changed the attitude, behaviour, knowledge or skill of participants? *Was it effective?*
- shifted the culture, morale and satisfaction level within the workplace? *Has the program contributed to improved workplace relationships and a healthy culture?*
- led to sustained changes in people's health, in particular program participants? *Has the program influenced participant health outcomes?*
- delivered a return on investment? *Did the business get value for money?*

You can use the results of your evaluation to:

- motivate and re-energise people by celebrating their successes
- reward management for their support and leadership
- seek further funding for your program.

As the complexity and size of your health and wellbeing strategy grows, evaluation will be more resource intensive. If you don't have the time or skills to analyse your findings, think about allocating funds to outsource the work. Once again, consult with management and other key members of staff to consider the essential evaluation elements, and those that can simply be monitored, against your action plan.

Collect good data

The objectives you created during Step 4 (p. 30) will be your foundation for evaluation. These should give you the best indication of potential data sources. You don't have to set indicators or collect data on objectives unless it serves a purpose.

When you're evaluating program effectiveness and impact, look for well-maintained data sources that are robust enough to demonstrate the proposed indicator. Note that in some instances it will take some time to measure demonstrable change.

Make sure you use a mix of qualitative (feedback, comments and observations) and quantitative (numerical) data and use indicators and data from the three healthy workplaces model areas of vision, places, and people.

Think about including new and unique data sources, such as dedicated surveys or focus groups, but don't discount sources that already exist such as mandatory WHS monitoring, business practice and productivity data, health records, and pre-existing staff feedback.

Other long-term indicators which can be measured include sick leave, injury statistics, productivity, employee engagement and morale, improvements to supportive environments, and or/policy. Just remember to take a baseline measurement of these indicators before implementing your program.

We've prepared a **Monitoring and evaluation quick guide** (p. 118) to help you work out what tools might be right for you at different stages of your program. Getting started is that easy!

MORE RESOURCES TO HELP YOU TAKE ACTION:

Healthy workplace check
healthyworkplaces.sa.gov.au

Worker interests survey (p. 94)

Activity and event log template (p. 115)

Monitoring and evaluation quick guide (p. 118)

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Track your progress

Congratulations! You've reached the end of Step 5.



You are now across all of your options for monitoring and evaluating your health and wellbeing program.

You can chart your progress in the table below and go back through the toolkit to complete any actions you might have missed.

STEP 5 RESOURCES:

Healthy workplace check
healthyworkplaces.sa.gov.au

Worker interests survey (p. 94)

Activity and event log template (p. 115)

Monitoring and evaluation quick guide (p. 118)

CHECKLIST	SMALL BUSINESS (20 employees or less)	MEDIUM TO LARGE BUSINESS
Planned activities have been continuously recorded and monitored	–	
Ongoing feedback has been sought from staff		
Successes and challenges are reflected on regularly	–	
The healthy workplace check from Step 2 has been repeated after 12 months to assess change		
A regular feedback loop is in place to stakeholders and management	–	

If you've checked all the boxes you need, it's time to move on to Step 6: Celebrate your achievements and recommit.



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Step 6: Celebrate your achievements and recommit

Congratulations! You've worked your way through the healthy workplaces toolkit and created a health and wellbeing plan for your workplace.

It's time to celebrate your efforts and the dedication and energy of people running your programs and activities. You can use some of the incentives outlined in Step 4 (p. 30) to help you celebrate your achievements.

Take a look at the checklists on the next page to see how far you've come. Are there any steps you've missed or action areas you'd like to revisit? Creating a healthy, safe, and thriving workplace is an ongoing process (p. 8) and you'll discover different ways to improve your workplace every time you dive into the toolkit. Recommit to the healthy workplace journey and you'll see the benefits continue to evolve.



STEP 1

Get workplace leaders to commit

STEP 2

Learn about your workplace

STEP 3

Involve your team

STEP 4

Plan and act

STEP 5

Monitor and evaluate

STEP 6

Celebrate your achievements and recommit

Master Checklist

STEP 1: GET WORKPLACE LEADERS TO COMMIT	SMALL BUSINESS (UP TO 20)	MEDIUM TO LARGE BUSINESS (20+)
Senior leaders are on board	–	
Managers have agreed to business case proposal	–	
Leadership commitment is documented		
Resources are allocated to the strategy		
STEP 2: LEARN ABOUT YOUR WORKPLACE	SMALL BUSINESS (UP TO 20)	MEDIUM TO LARGE BUSINESS (20+)
The information collection approach has been planned		
A workplace needs assessment has been completed	–	
A worker needs assessment had been completed		
Priorities from the workplace level assessment and worker level assessment have been identified		
Privacy and confidentiality has been maintained		

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achievements and
recommit

**TEMPLATES &
WORKSHEETS**

STEP 3: INVOLVE YOUR TEAM	SMALL BUSINESS (UP TO 20)	MEDIUM TO LARGE BUSINESS (20+)
Your team has been consulted		
A Health and Wellbeing Committee has been established	–	
Wellbeing champions have been selected	–	
Health topics have been placed on meeting agendas		
A communication and promotion mechanism for your team has been established	–	
Your team was involved in identifying 2–5 priorities		

STEP 4: PLAN AND ACT	SMALL BUSINESS (UP TO 20)	MEDIUM TO LARGE BUSINESS (20+)
Priorities have been determined through a needs assessment and your team has been involved		
An action plan is in place for your identified priorities		
Actions in the plan include a mix of people activities, policy and practice changes, and environmental changes		
Selected actions are resourced appropriately		
Monitoring and evaluation has been considered		
Management has endorsed the action plan		
Workplace champions are prepared for activities (if applicable)	–	
Activities have been communicated and promoted		

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STEP 5: MONITOR AND EVALUATE	SMALL BUSINESS (UP TO 20)	MEDIUM TO LARGE BUSINESS (20+)
Planned activities have been continuously recorded and monitored	–	
Ongoing feedback has been sought from staff		
Successes and challenges are reflected on regularly	–	
The healthy workplace check from Step 2 has been repeated after 12 months to assess change		
A regular feedback loop is in place to stakeholders and management	–	

Templates and worksheets

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TEMPLATES & WORKSHEETS



Business case proposal template

Healthy Workplaces

It is essential to get support from leadership and senior managers to develop a health and wellbeing strategy for your workplace. This template will help you prepare a case for change and get your leaders on board. You can also change the branding or presentation to suit the needs of your workplace.

PROPOSAL NAME:	
Insert proposal name e.g. Proposal for a Workplace Health and Wellbeing Program at 'business name'	
Date:	/ /
Proposal Coordinator:	
Key Stakeholders:	

PURPOSE

This business case identifies the benefits of addressing work health and wellbeing, the factors to consider and proposed recommendations.

RATIONALE AND BENEFITS:

- Outline the benefits of creating a healthy workplace and participating in a healthy workplace program.
- Explain how health and wellbeing principles align to your workplace vision, values or policies and key motivators.
- Outline the benefits of investing in a healthy workplace and the cost of not addressing issues such as absenteeism and staff turnover.
- Use a workplace savings calculator to provide support your proposal.



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CONTEXT:

- Explain why action is needed in your workplace.
- Insert information about your workforce demographics.
- Link to any current practices and systems.
- Identify any wellbeing initiatives you may have in place and where there might be gaps or room for improvement.
- Report the results of any employee consultation or workplace surveys you may have done to inform the proposal.
- Include data that supports the need for a workplace health and wellbeing program in your business, like staff surveys, OH&S reports, statistics. and worker compensation claims.
- Identify any major risks/barriers to completion and possible mitigation strategies.

RECOMMENDATIONS:

- List the immediate next steps your business can take once leadership is on board.
- Explain what you need from management, like resources and estimated budgets to implement wellbeing initiatives.
- Describe what will be delivered and what impact it will have on the workplace.
- Explain how success will be measured by proposing an evaluation plan.

PROPOSED BY:

Name	<input type="text"/>
Position	<input type="text"/>
Signature	<input type="text"/>
Date	<input type="text" value="/ /"/>

ENDORSED BY:

Name	<input type="text"/>
Position	<input type="text"/>
Signature	<input type="text"/>
Date	<input type="text" value="/ /"/>



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Work health, safety and wellbeing policy

Healthy
Workplaces

This policy shows our commitment to:

- our people's health safety and wellbeing
- removing or reducing risks to the health and safety of all workers, contractors and visitors to this workplace and anyone else who may be affected by our operations
- ensuring all work activities are done safely
- a collaborative approach to identify and solve health, safety and wellbeing issues with our workers
- continuously improving work health and safety by addressing hazards and reviewing outcomes
- applies to everyone at

AS THE EMPLOYER (PERSON CONDUCTING A BUSINESS OR UNDERTAKING), WE MUST:

- ensure our responsibilities under the *Work Health and Safety Act 2012 (SA)* and *Work Health and Safety Regulations 2012 (SA)* are met
- take reasonable steps to provide and maintain a safe working environment, plant and substances in a safe condition, and facilities for the welfare of all workers
- provide ways for workers to be informed about and involved in health, safety and wellbeing issues at work at work
- provide information, instruction, training and supervision needed to make sure that all workers are safe from physical and psychosocial injury and risks to their health and safety
- conduct regular workplace inspections
- ensure this policy and all safe work procedures are kept up to date.

OUR WORKERS MUST:

- take reasonable care for their own health and safety, and ensure that their acts or omissions do not adversely affect the health and safety of others in the workplace
- follow reasonable instructions given by the person conducting business undertaking (PCBU) to protect their health and safety
- identify and report any workplace incidents or hazards to their supervisor
- not wilfully interfere with or misuse items or facilities provided.

OUR VISITORS AND CONTRACTORS MUST:

- not put themselves or any other person at the workplace at risk
- comply with our safety policy and procedures.

POLICY AUTHORISED BY

Name

Signature

Date signed

/ /

Review date

/ /

review and comment on a draft policy.



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Health and wellbeing policy

Healthy
Workplaces

Business name:

WHY CREATE A WORKPLACE HEALTH AND WELLBEING POLICY?

A written policy can help establish commitment and support from key leaders and team members and formally conveys the value the organisation places on the health and wellbeing of its staff and states program intentions. The content can also help you with your Action Plan. Your policy should formalise your workplace's commitment to improving health and help guide decisions about your Workplace Health and Wellbeing Strategy.

WHAT SHOULD A WORKPLACE HEALTH AND WELLBEING POLICY INCLUDE?

Your Healthy Workplace Policy should include a mission statement and clear objectives and strategies to achieve your workplace's mission. To put things simply, your policy should include what your workplace wants to do for health and how your workplace will do it.

HOW TO USE THIS WORKPLACE HEALTH AND WELLBEING POLICY TEMPLATE?

The following template will help create a workplace health and wellbeing policy. It can be changed as needed to suit workplace specific needs.

All employees should have an opportunity to review and comment on a draft policy.

Once the policy is finalised and signed off by senior management, circulate the approved policy to all current employees and incorporate into employee induction processes.



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Add and remove items as required to tailor to policy and workplace requirements.

PURPOSE

The policy acknowledges the importance of providing a workplace that addresses the health and wellbeing of its employees. The policy and ensuing activities represent our commitment to a healthy and effective workforce.

..... recognises that addressing Health and Wellbeing can lead to healthier and happier employees and that safeguarding employee health and wellbeing is an important part of our organisational culture and identity.

This policy will address our workplace culture, day to day practices, increased access to health initiatives and the creation of an environment that supports and encourages positive health and wellbeing.

PRINCIPLES

When applying this policy, will follow the following principles:

- Recognise that health is more than just the absence of illness and injury
- Recognise that health is both physical and psychosocial health.
- Supportive and engaging work has benefits for individuals, families and wider society
- Recognise that the workplace culture and environment contributes significantly to individuals ability to make healthy lifestyle choices, including emotional wellbeing
- Leadership is committed to providing all employees with a safe, healthy and supportive environment in which to work
- Leadership are well positioned and will act as advocates and role models of workplace health and wellbeing
- Commit to providing a supportive workplace culture where healthy lifestyle choices are valued and encouraged
- Recognise the voluntary nature of participation within health and wellbeing related activities
- Commit to providing employees with access to safe and appropriate health and wellbeing information, activities and services; following recommended good practice, quality service provision and (where relevant) legislation.



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POLICY OBJECTIVES

The following objectives have been established to contribute to the health and wellbeing of employees.

- To support and promote employee wellbeing through work practices, a positive culture and leadership.
- To promote positive mental health and wellbeing
- To promote a smoke free workplace environment and support employees seeking to quit
- To provide access to healthy food choices through foods offered in the workplace and an environment that supports consumption of foods bought from home
- To promote and provide a workplace that encourages responsible alcohol consumption through action, promotion and education
- To support employees to participate in regular physical activity and reduce sedentary practices through promotion, education and access to physical activity and movement opportunities

CONTRIBUTING PROGRAMS AND CONDITIONS

Employees will be provided the following programs and services:

- Wellbeing program (sun protection program etc.)
- Employee assistance program
- Gym subsidy
- Stand up desks
- Mental health first aid training

Managers will be provided the following programs:

- Management essentials
- Managing conflict



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RESPONSIBILITIES

Employees have a responsibility to:

- understand this policy and seek clarification from management where required
- consider this policy while completing work-related duties and at any time while representing
- support colleagues in their awareness of this policy and ensuing activities
- support and contribute to 's aim of providing a safe, healthy and supportive environment for all people
- seek opportunities for involvement and advancement of ideas and planning where able and willing.

Managers have a responsibility to:

- ensure that all employees are made aware of this policy
- actively support and contribute to the implementation of this policy, including the principles, objectives and procedures
- manage the implementation and review of this policy.

The key stakeholders responsible for the implementation of the activities within this policy are:

SCOPE

This policy:

- applies to all employees at
- will endeavour to provide equal participation opportunities for all employees, including shift and part time employees
- includes all contract staff and volunteers at

There are some areas where this policy directive does not apply:



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HEALTH AND WELLBEING POLICY

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COMMUNICATION

..... will ensure that:

- all employees receive a copy of this policy during the induction process
- this policy is easily accessible by all members of the organisation
- employees are informed when a particular activity or change to worksite environment or practice aligns with this policy
- employees are empowered to actively contribute and provide feedback to this policy
- employees are notified of all changes to this policy.

MONITORING AND REVIEW

..... will review this policy **6 / 12 months** after implementation and annually thereafter. This will be carried out by

Effectiveness of the policy will be assessed through:

- feedback from employees, the Health and Wellbeing Committee (if applicable) and management
- review of the policy by management and committee to determine if all objectives have been met.



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RELATED POLICY/PROCEDURES/DOCUMENTS

This policy links to the following policies of _____ :

- Work Health Safety policies and procedures
- Work/Life Balance Policy
- Flexi-time Arrangement Policy
- Return to work from injury policies or procedures
- Food and Catering Policy
- Smoke Free Workplace Policy
- Bullying and Conflict Resolution Policy.

The following documents support this policy:

- A health and wellbeing action plan has been written to describe the goals, objectives and strategies adopted to meet the aim of this health and wellbeing policy.
- Copies are held online at: _____

This action plan will be progressively implemented over the next **6 months / 1 year / 2 years**

ORGANISATIONAL MISSION (if applicable)

STRATEGIC PLANS (if applicable)



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EVIDENCE STATEMENT

The health of employees can benefit from workplace supported health and wellbeing initiatives.

Increased education and access to health information can improve health outcomes for individuals, particularly when the workplace environment, culture and practices make healthy choices the easy choice.

Well planned initiatives that are tailored to the needs of the workplace don't need to be expensive or resource intensive and can:

- improve morale and job satisfaction
- engage a workforce that is committed to their organisation
- reduce absenteeism and increase productivity
- reduce injury and accelerate return to work
- enhance recruitment and retention.

The most effective health and wellbeing initiatives share common characteristics: active engagement of management and employees, commitment to tailored, equitable and appropriately resourced actions and a long term focus on achieving employee health and wellbeing.

These characteristics are considered throughout the implementation of this policy.

AUTHOR

Name

Position

Signature

Date

Review date

APPROVAL

Manager

Position

Signature

Date

Version no.

ENQUIRIES

Name

Position



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Health and wellbeing pledge

Healthy
Workplaces

What is a pledge?

A pledge demonstrates your commitment as business, to providing a mentally and physically healthy workplace and provides the opportunity for your workers to do the same. Your pledge recognises that your business understands and agrees to certain principles which have been demonstrated, by research, to create a healthier workplace.

What am I pledging towards?

You will be pledging towards a healthy workplace which:

- is where everyone who works in the organisation, whatever their role, collaborate to continually improve the health, safety and wellbeing of all employees
- takes into consideration the impacts that the work environment (culture and physical environment) and the type of work undertaken has on the health of individual employees
- prevents harm by identifying risk factors and take appropriate action to minimise their impact on staff
- promotes a positive culture which builds resilience, protects the wellbeing of staff, is respectful of diversity and free from discrimination and harassment
- provides support for staff to make healthy lifestyle choices
- considers the mental and physical health of their workers.

Why pledge?

- Now more than ever, we need to protect and promote the health and wellbeing of your teams.
- Making a commitment (such as a pledge) can promote lasting change for the health and wellbeing of your team.
- Pledging is free but signifies a strong commitment from your organisation, however big or small.
- Pledging demonstrates a commitment to workplace health and safety.

The benefits of joining a healthy workplace pledge

By investing in workplace health and wellbeing, you can:

- Create a workplace where your staff thrive and not just survive.
- Improve employee performance and productivity.
- Gain your team's trust and form a strong culture.
- Boost your finances by reduced costs associated with absenteeism, presenteeism, workplace injuries and staff turnover.
- Attract the best talent (and keep them).



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How to pledge

- Print out the pledge on the following page.
- Have a conversation with owners, managers and your team about the pledge.
- If required, you can modify the pledge template.
- Once there is commitment to work toward the pledge print a copy and sign the pledge (you may want to get your team to sign as well). Publicise, celebrate, display, and demonstrate your commitment by:
 - » Displaying a framed version in a prominent position in your workplace
 - » Adding a copy of your pledge to your website
 - » Email a copy to your professional association so they can celebrate with you.
- Review your pledge yearly, as staff may change, and it is a good reminder in keeping workplace health and safety on the agenda.



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Modify items as required to tailor to policy and workplace requirements.

The Healthy Workplace Pledge

1. We pledge to strive to be a mentally and physically healthy workplace.
2. We recognise that integrated approaches to workplace health and wellbeing which combine workplace health and safety, injury prevention, health promotion and human resources management will advance the overall wellbeing of our team's health.
3. We understand the importance of our leaders and agree that leaders should be positive role models and set an example for healthy and productive workplace behaviours and interactions. We pledge to develop capable leaders by supporting education, resources, time and tools so our leaders can demonstrate a commitment to workplace health and wellbeing.
4. We pledge to build connectedness as positive, high quality interpersonal connections are essential to maintaining positive mental health and wellbeing. They are the fabric of teamwork and collaboration.
5. We understand that positive organisational culture is essential to both individual and organisational performance. We pledge to encourage open discussion, to involve and consult our employees, to treat each other well at work, and have a strong people focus.
6. We will work to build our capability for workplace health and wellbeing by building our knowledge and skills. We pledge that professional development in individual and team health and wellbeing will be supported.
7. We pledge to have effective policies, practices and programs because organisational systems and formal processes drive the development and commitment of workplace health and wellbeing. We will review them as regularly.
8. We pledge to raise awareness of health and wellbeing, encourage healthy lifestyles and distribute wellbeing advice to all employees at least twice a year.
9. We agree the physical, cultural, and policy environment has an impact on employee's health and wellbeing and will consider this when undertaking workplace audits and make improvements where reasonably practicable.
10. We agree to be guided by evidence-based programs and resources in workplace health and wellbeing.

Name

Signature

Position

Date

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How to conduct a needs assessment

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Workplaces

This resource has been designed to give you some ideas on how you can conduct a needs assessment that covers the three areas of the healthy workplace model – healthy vision, healthy places, and healthy people.

A needs assessment is an important part of developing a tailored and effective workplace health and wellbeing program action plan. You can determine the health and wellbeing needs of your workplace with or without a formal survey. Informal discussions can be especially useful in smaller organisations or where time and resources are limited.

Healthy vision: workplace culture, policies and practices

- Start talking to management or people on relevant committees such as the work health safety committee (WHS) or social club. They are most likely to know about potential workplace needs and will be well placed to work together on potential changes to the workplace environment, practices and programs. The group will also establish the amount and type of policies and procedures to support change.
- Make a list of what is already being done in the area of health and wellbeing at your workplace? Don't forget to seek WHS representative input as they lead health and safety activities occurring onsite.
- Search for relevant data sources:
 - » workers compensation claims-frequency and claim type
 - » complaint sources and actions
 - » sick leave patterns
 - » overtime records
 - » worker turnover statistics and trends
 - » participation rate, budget, and resourcing for current or past health and wellbeing initiatives.
- Review your policies. Could current policy or procedure documents be revised to support people's health and wellbeing. These documents could include flexitime, overtime and leave entitlement policies, general health and wellbeing policies, or return to work policies.



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Healthy places: workplace physical environment

- Walk around your worksite. Look for factors that could influence people's behaviour. What could help them be active, sit less, eat healthier, smoke less, feel emotionally supported, and discouraged from drinking alcohol.
- Consider the surrounding environment as well as facilities on site. Are there accessible walking paths, transport routes, local facilities (food, social opportunities or activity related)? Map these out and keep a record.
- Chat to local businesses, council and clubs. Community and council-run activities, events, or facilities such as community kitchens, halls and sporting clubs, can offer great opportunities for you to team up with activities happening in the local area.
- Take pictures. Photos can provide a useful and visual exhibit of areas on the worksite that need attention. You can also track progress using before, during, and after pictures. Engage employees by getting them to take photos of areas/objects that impact their ability to achieve healthy behaviours.
- Ask questions. Ask key people questions throughout the process, either formally or informally. They may have ideas of how to approach environmental and cultural change at your workplace.

Healthy people: workplace team

- Communicate well. Let people know that they'll be a part of something purposeful and well-intentioned if they participate. Keep people informed of developments within the health and wellbeing program as it progresses.
- Show leadership. It's essential that everyone knows that management supports their participation. Have managers attend discussion groups and actively participate.
- Wishful pinning. Set up a notice board in a common area and get people to pin a picture of what they would like their workplace to do or look like in relation to healthy behaviours. Add examples and talk with people about the process. They can then participate anonymously – this can increase participation rates.
- Create a health and wellbeing suggestion box.
- Run focus groups and discussion groups. These can work well if they're run by a trusted person who can start a friendly discussion and keep things focused and on track.
- Host a morning tea to encourage discussion or add health and wellbeing to a general or WHS meeting agenda.
- Hold a group vote on preferred health activities. You can use suggestions from the worker interest survey.
- Conduct targeted interviews with key people. Interview across a broad range of roles and responsibility levels to maximise the relevance of the program throughout the workplace.
- Conduct a survey. Use managers, supervisors, and workplace champions to support and promote participation. Use frequent communication systems like email, noticeboards, payslips, lunchrooms, or staff meetings to promote, distribute and collect the survey. If you can, create a system to de-identify participants and let them know their responses will be anonymous.



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SAMPLE QUESTIONS FOR INTERVIEWS AND GROUP DISCUSSIONS:

- If we could do two things to address health and wellbeing within this organisation, what would they be?
- If there was anything that could happen in this workplace that would encourage you to (be more active, eat healthy foods, reduce smoking, use of alcohol or support your mental health) what would it be?
- At present, what do you feel is the biggest barrier to healthy behaviours being adopted or maintained in the workplace?
- What would be the most effective way of addressing (activity, healthy eating, wellbeing, smoking cessation, alcohol reduction, mental health, sleep, and fatigue) in our workplace? Why do you think this could work?
- Are there specific health topics you would like to know more about? What format would suit you best? Seminar, paper or online materials, activities or groups with other people, or links to offsite services?
- Do you feel involved in how decisions about your job are made? Think about whether you feel listened to and trusted, how you are consulted and any opportunities for input.
- What is the level of support like in the organisation?
- Do you feel you understand how work is structured in your department and in the wider organisation?
- What are some of the things this organisation can do to address or help with the issues you have talked about?
- How often would you like to see activities occur and how could we encourage people to participate?
- When could activities be run that would maximise participation?
- Depending on your program preferences, would you be willing to contribute to the costs of a program? For example, attending a health seminar or participating in an exercise group.

Acknowledgement: Queensland Government, Workplaces for Wellness Kit. Queensland Government, 2013.



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Worker interest survey

Healthy Workplaces

This survey will help you identify what people want in their health and wellbeing program.

You can gain information from staff in a number of ways, using a paper-based or online survey, or by asking these questions face-to-face during a staff meeting. It all depends on what is most appropriate for your workplace. You can also add and remove questions as needed.

Protect the privacy of staff by keeping the survey responses anonymous.

Invitation to staff

We are developing a workplace health and wellbeing program and would like to learn more about the topics and activities of interest to you to improve your health and wellbeing. We would like to know what environmental or policy changes would support a create a healthier workplace

Please take a few minutes to complete this survey and return to:
by / /

1. Are you interested in participating in health and wellbeing activities in the workplace?

Yes No I prefer to undertake healthy activities in my own time

If yes, which health activities or areas would you be most interested in participating in? Complete the table below.

WORKPLACE HEALTH AND WELLBEING TOPICS			
<i>What do you feel are the most important topics to include in a workplace health and wellbeing program? Please tick you top three.</i>			
<input type="checkbox"/>	Healthy eating	<input type="checkbox"/>	Injury prevention
<input type="checkbox"/>	Physical activity	<input type="checkbox"/>	Gendered health information
<input type="checkbox"/>	Healthy weight	<input type="checkbox"/>	Goal setting and motivation
<input type="checkbox"/>	Preventing chronic disease (e.g. Type 2 Diabetes, Cancer, Heart disease)	<input type="checkbox"/>	Stress management
<input type="checkbox"/>	Quitting smoking	<input type="checkbox"/>	Financial management
<input type="checkbox"/>	Safe alcohol consumption	<input type="checkbox"/>	Sleep and fatigue
<input type="checkbox"/>	Mental health	<input type="checkbox"/>	Other:



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WORKPLACE PRACTICES AND POLICIES				
Would you support any of the following being introduced into your workplace?	Yes	Maybe	No	n/a
Healthy food policy for catering (e.g. in meetings/conferences)				
Responsible serving of alcohol policy at work				
Flexible working hours				
Smoke-free workplace policy				
Regular health and wellbeing newsletter				
Incentives to participate in workplace health and wellbeing activities (e.g. prizes, discounts, recognition)				
Mental health and wellbeing policy				
Bullying and harassment policy				
Are there any other policies you would like to suggest?				

WORKPLACE ENVIRONMENT (PHYSICAL WORKSPACE)				
Would you support any of the following being introduced into your workplace?	Yes	Maybe	No	n/a
Facilities to support physical activity (showers, lockers, bike storage) If interested, what would you like to see?				
Fresh fruit/vegetables supplied at work				
Healthy food options available for sale including vending machines, food vans, local services, onsite cafeteria/facilities				
Facilities available for new parents e.g. breastfeeding room made available for workers or visitors				
Clean kitchen facilities and appliances				
Ergonomic workstation				
Smoke-free workplace				
Facilities available for the work from home environment				
More facilities that encourage positive mentally-healthy including good lighting, greenery, quiet space				
Are there any other policies you would like to suggest?				



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WORKPLACE HEALTH AND WELLBEING ACTIVITIES

Are you interested in any of the following activities?	Yes	Maybe	No	n/a
Information sessions by a health professional on specific health topics. If yes, which topics would you be interested in?				
Health tips and information via emails, newsletters, or other workplace communication channels. Which channel suits you best?				
Annual health expo/fair				
Access to phone health coaching service to support achieving healthy lifestyle goals – Better Health Coaching Service (betterhealth.sa.gov.au)				
Healthy eating				
Receiving information on local fresh food outlets/healthy eating initiatives				
Healthy cooking demonstrations				
Physical activity				
Company sponsorship and involvement in charity events (e.g. fun runs)				
Regular onsite exercise group (e.g. walking, yoga, Tai Chi, lunchtime sports). Are there any specific exercise types you would like to suggest?				
Subsidised membership at a local gym or club				
Workplace challenge such as the Corporate Cup, Relay for Life, 10,000 steps/walk around the world				
Bicycle pool for lunch breaks and short journeys to meetings				
Walk and talk meetings or standing meetings				
Visual prompts that encourage you to be active in the workplace (e.g. 'take the stairs', 'have a stretch' and 'leave your desk')				
Workplace program (computer or other) to prompt regular work breaks and reduce sitting time				
Healthy weight program or challenge				
Back care self-management workshop				
Going smoke-free				
Support to access quit smoking programs (e.g. telephone support, link to groups)				
Workplace subsidised access to smoking cessation prescriptions				



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Safe alcohol consumption				
Information on alcohol support services				
Mental health and general wellbeing				
Creation of a peer support network to identify and support colleagues who are suffering mental distress				
Counselling services for staff (e.g. employee assistance program)				
Mental health awareness sessions e.g. signs and symptoms of anxiety and depression				
Cancer screening (e.g. skin, breast, bowel, prostate)				
Financial management workshop provided by a professional				
Stress management seminar(s) provided by a professional				
Training in conflict management, bullying prevention				
Individual health checks (e.g. blood pressure, cholesterol, weight, etc)				
Workshops/seminars in building resilience, mindfulness etc				
Are there any other activities you would like to suggest?				

PARTICIPATION PREFERENCES	
I prefer to take part in activities and events: onsite offsite	
My preferred timing is: Before normal work hours (..... to) During normal work hours (..... to) Lunch time (..... to) After work (starting time) Combined work and off-work hours (..... to and/or to)	
I prefer activities to be carried out: Weekly Fortnightly Monthly	
I would be willing to pay a small amount to help with costs of a speaker or activity Yes No Please indicate how much you would be willing to pay per session: Up to \$	
What are your preferred methods of receiving health and wellbeing information and workplace activity promotions? (Tick all that apply) Posters and brochures Email Verbal Newsletters Other:	

Acknowledgements: Survey tool based on national and international examples, particularly: Vic Health WorkHealth Healthy Workplace Needs Assessment tool; South Australia's be active Workplace Physical Activity employee survey; UK Heart Foundation ThinkFit

Consultation and representation at work factsheet

Healthy Workplaces

Guidelines for employers and workers

A safe workplace is more easily achieved when everyone talks openly about work health and safety issues and concerns, helps to identify hazards and risks, and works together to find solutions.

Consultation at work is a two-way process where information and views are shared between employers and workers. It is a requirement of South Australia's work health and safety laws and an essential element in the proactive management of health and safety in South Australian workplaces.

Good consultation enables workers to respond and contribute to issues that directly affect them, before decisions are made.

Consultation can be informal, or through any agreed arrangement (eg weekly toolbox meetings where health and safety is an agenda item). It can also be approached more formally through:

- Health and Safety Representatives (HSRs)
- Health and Safety Committees (HSCs).

Representation through HSRs or HSCs, in consultation with employers, enables workers to be involved in identifying issues, finding workable solutions and ensuring a safe workplace for everyone.

Employers must consult with all workers and their

representatives (including HSRs) before making any changes that may affect their health and safety.

Consultation should take place during both the initial planning and implementation phases so that everyone's concerns, experience and expertise are considered.

Consultation should also include anyone else at the workplace who is, or is likely to be, directly affected.

This includes contractors, subcontractors, labour hire workers, apprentices, trainees, work experience students and volunteers, as well as other employers if their respective duty of care overlaps.

Employers: You should keep records of your health and safety discussions and meetings, and regularly review and update your consultation arrangements.

Workers: Speaking up about work health and safety issues is important. You should immediately report any potential hazards or unsafe work practices to your manager, supervisor or HSR.

The law prohibits discriminatory behaviour directed at anyone who raises work health and safety issues or carries out legitimate safety-related functions or activities.



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Employers:

An employer, referred to as a Person Conducting a Business or Undertaking (or PCBU) in South Australia's work health and safety laws, is someone who employs a person to carry out work for them or on their behalf.

An employer can be a business owner/operator, corporation, partnership, government organisation or trustee of a trust.

You must provide reasonable resources, facilities and support for HSRs to fulfil their role.

Workers:

A worker is someone who carries out work for an employer/PCBU on a full-time, part-time or casual basis.

'Workers' under South Australia's work health and safety laws include apprentices, trainees, labour hire workers, contractors, subcontractors, volunteers and work experience students.

Your work group's HSR may be present (with your consent) at any interview you are asked to attend concerning work health and safety.

Health and safety representatives (HSRs):

HSRs have particular functions and legal powers to:

- represent work groups on health and safety matters
- investigate complaints about health and safety
- monitor employer compliance with work health and safety laws
- enquire into anything that appears to pose a risk to health or safety
- direct unsafe work to cease
- issue provisional improvement notices (PINs).



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CONSULTATION AND REPRESENTATION AT WORK FACTSHEET

Resolving issues

An agreed issue resolution procedure should:

- relate only to health and safety issues
- be in writing and outline the steps for resolving issues
- be developed through genuine consultation
- be communicated to all workers.

Where an issue is raised, all parties must meet or communicate with each other to help resolve it, taking into account the:

- immediacy of the risk
- number and location of workers affected
- resolution measures (temporary and/or permanent) that must be implemented and who will be responsible.

Employers: Where you are unable to resolve an issue, despite reasonable efforts, contact a SafeWork SA inspector for assistance.

A request for an inspector's involvement does not prevent a worker from ceasing unsafe work, or a trained HSR from either directing the cessation of work or issuing a provisional improvement notice (PIN).

Workers: Where your HSR considers that an issue you have raised with them is not related to health or safety, they should refer you to someone who can resolve it.

Stopping unsafe work

The law enables workers to stop or refuse to carry out unsafe work where they reasonably believe they would be exposed to a serious health or safety risk arising from an immediate or imminent exposure to a workplace hazard.

If an HSR has a reasonable concern that work being performed poses a serious risk to someone in their work group, they must first consult with their employer.

However, if the risk is so serious and immediate or imminent that there is no time to consult, a trained HSR can direct workers in their work group to stop work, but must consult with the employer as soon as practicable after doing so.

Employers: You may direct workers to carry out suitable alternative work at the same or another workplace until they can resume normal duties.

Workers: If you stop or refuse to carry out unsafe work without the involvement of your HSR, you must notify your employer as soon as practicable and remain available to perform suitable alternative work.

South Australian legislation requires that reasonable efforts be made to resolve workplace health and safety issues that could result in injury or illness.

Agreed issue resolution procedures should be in place to deal with this and help achieve timely and effective management of the identified issues.



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Provisional improvement notices

A provisional improvement notice (PIN) may be issued by a trained HSR when, in their opinion, work health and safety laws are being contravened.

The HSR must consult with the employer before issuing a PIN. It will be considered that consultation has taken place even if there is no response from the employer within a reasonable time or no agreement has been reached on the contravention.

The PIN must state the reasons why the HSR considers the laws are being contravened, or the contravention is likely to continue or be repeated.

The PIN should be in writing and given directly to the employer or their representative (eg the person with management or control of the workplace).

Workers: The person issued with a PIN must display the notice in a prominent place close to affected workers and/or parts of the workplace(s). You must not remove, damage or deface the PIN while it is in force.

The HSR must specify a time limit (at least eight days) for the contravention to be fixed.

Employers: You must take all reasonable steps to remedy the identified contravention by the due date noted on the PIN or, if no date has been specified, as soon as possible.

The PIN remains in force until the matter has been resolved. However, the HSR who issued the PIN may cancel it, by written notice, at any time.

HSRs: You can only direct that unsafe work ceases or issue a PIN if you have completed an approved five-day training course.

HSR elections

A work group chooses how an HSR election will be held, and the person conducting the election (agreed on by the work group) informs the employer accordingly.

This person can be from another work group, but not a candidate in the election, or someone else from outside the workplace can help if this is agreed to by a majority of the work group.

The person conducting the election first calls for nominations. Work group members may nominate themselves or another member of the work group for the role of HSR.

If the number of nominees equals the number of vacancies, there is no need to conduct an election and they are declared elected. If the number of nominations exceeds the required number of HSRs, an election must be conducted. The person conducting the election must then fix a place, day and time and for the election.

SafeWork SA must be notified of the elected HSR as soon as possible via the HSR Online Registration Portal on the SafeWork SA website.

Employers: You must provide reasonable resources, facilities and support to enable the conduct of the election, and display a list of elected HSRs at your workplace.

Workers: All work group members must be given the opportunity to vote, so elections may need to be conducted over an extended period of time.

HSRs: An HSR's term of office is three years, unless you resign, leave the work group, are disqualified, or the majority of the work group sign a declaration that you should no longer represent them.



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HSR training

It is important that HSRs understand their role and how, where and when to use their legal powers.

To help develop the skills needed to effectively represent workers in their work group, HSRs are entitled to attend approved HSR training and should do so as soon as possible after being elected.

An HSR's training entitlements during their three-year term of office are:

- First year – five days
- Second year – three days
- Third year – two days.

A list of SafeWork SA approved training providers and a training calendar is available at safework.sa.gov.au.

Employers organising training for HSRs in a high risk industry or from a business with less than 100 workers may be eligible for an HSR training subsidy from SafeWork SA, of up to \$100 per day for each HSR.

HSRs may participate in other workshops, seminars and/or relevant conferences held either on consecutive days or throughout the year, by negotiation with their employer. Attendance at these sessions may occur outside of the HSR training entitlement days, with employer agreement.

Employers: HSR training time must be paid at the worker's usual pay rate. You must also pay course fees and any other reasonable associated costs.

HSRs: You are entitled to attend approved training during each year of your term of office, with course costs and your time off work paid for. In consultation with your employer, you can choose the course and the approved training provider.

Health and Safety Representatives (HSRs) can be elected by groups of workers (called work groups) to represent them and act on their behalf.

Some of the benefits provided by HSRs include:

- a single point of contact for workers raising health and safety issues, as well as for employers when consulting with workers
- improved efficiency, particularly where there is a large group of affected workers, reducing the need for individual consultation
- more effective representation, through their training, experience and regular involvement with health and safety matters.



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CONSULTATION AND REPRESENTATION AT WORK FACTSHEET

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Work groups

Forming a work group is the first step to take before the election of one or more HSRs. A work group should be structured to ensure that an HSR is able to effectively and conveniently represent group members.

Work groups are determined based on things like group size, work type and hazards, and are decided through negotiation and agreement between an employer and workers.

Union representatives or any other person that a worker nominates to represent them must be involved in negotiating work group formation. Employers must start negotiating with workers and/or their representatives within 14 days of being asked to establish a work group or groups.

As reaching agreement can take time, the actual formation of a group may take longer.

Employers: You must enable access to information relating to hazards that may affect the health and safety of any work group.

Workers: Once work groups have been set up they should remain unchanged, unless you or your employer or your representatives negotiate a variation (eg. due to workforce changes or an organisational restructure).

Health and Safety Committees (HSCs) provide a forum for consulting on health and safety management across a whole workforce.

While HSRs represent groups of workers, an HSC should focus on work health and safety issues affecting the organisation as a whole, rather than the concerns of individual workers or work groups.

Committee functions

HSCs provide an effective means for employers and workers to meet regularly to talk about work health and safety matters. They bring together workers' practical knowledge of their individual jobs and the employer's overview of the workplace and work organisation.

The more specific functions of an HSC include:

- facilitating co-operation between employers and workers
- helping to develop and review health and safety policies, procedures and systems to ensure employers are meeting their duty of care obligations
- dealing with any other health and safety matters, as agreed between employers and committee members.

Workers: You should first attempt to resolve your individual or work group issues through your HSR, supervisor or employer, before escalating them to an HSC.



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HSC formation

The composition of an HSC, to be agreed between an employer and workers, should:

- include at least 50% worker representation, not nominated by the employer
- include employer representatives, from senior management, with the necessary level of decision making and expertise
- be reflective of the different areas of the workplace
- automatically include HSRs, unless they do not wish to participate.

If you are an HSC member you are entitled to attend meetings during work time. Any time spent attending meetings or carrying out committee functions should be paid at your usual pay rate.

Although there is nothing to prevent a small business from establishing an HSC, such committees are more common in medium to large workplaces.

Small workplaces that don't have an HSC are still required to make sure that workers are involved in developing and reviewing work health and safety policies and procedures for their workplace.

Employers: You can initiate the establishment of an HSC at your workplace at any time, but you must establish a committee within two months of being asked to do so, either by an HSR or by five or more of your workers.

SafeWork SA works with HSRs, HSC members, employers and workers to help achieve improved consultation and representation in South Australian workplaces.

Our Workplace Advisory Service can provide free support, advice and information about:

- forming work groups
- determining appropriate HSRs
- electing HSRs and deputy HSRs
- HSR training and entitlements
- HSR and HSC roles and functions
- establishing HSCs
- promoting the roles of HSRs and HSCs in the workplace.

Our advisors also conduct information sessions for workplaces and groups on HSR and HSC roles and functions, and consultation processes for resolving safety issues.

SafeWork SA also manages:

- the approval process for HSR training providers and
- HSR training subsidies.

SafeWork SA can be requested to appoint a WHS Inspector to:

- decide on the structure of a work group that has not been successfully negotiated or agreed upon between employers and workers
- settle a disagreement or delay in the provision of HSR training
- assist in the resolution of a health and safety issue that is unable to be resolved, despite reasonable efforts
- assist in the resolution of an issue arising from the cessation of unsafe work
- conduct a review and decide on the outcome of a disputed PIN.



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Online HSR records

SafeWork SA's website provides access to an HSR Online Registration Portal where employers can update and maintain their HSR election results, download reports and view HSR listings by site/ location.

Once an HSR's details are registered with SafeWork SA they receive an email or SMS with their user name and password so they can access their online information.

Approved training providers can also search online to check if HSRs are registered with SafeWork SA or if they have already attended training within their current term of office.

User information guides for employers, HSRs and approved HSR training providers are available at **safework.sa.gov.au**

FURTHER INFORMATION

Work Health and Safety Act 2012 (SA)

Work Health and Safety Regulations 2012 (SA)

Code of Practice: Work Health and Safety Consultation, Co-operation and Co-ordination

Safe Work Australia's Worker Representation and Participation Guide **safeworkaustralia.gov.au**



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Health and Wellbeing Committee Terms of Reference template

Healthy Workplaces

Role of the Health and Wellbeing Committee

THE HEALTH AND WELLBEING COMMITTEE WILL:

- coordinate and endorse the development of a health and wellbeing strategy at
- contribute to the review or drafting of the workplace health and wellbeing policy, and other related policy, where required and appropriate
- represent the interests of all employees at
- provide decision making support to the project coordinator throughout the health and wellbeing program
- collaborate with the project coordinator and other relevant staff to support the success of the health and wellbeing program at
- recommend key interested parties (stakeholders) to achieve program success
- provide an opportunity for discussion and decision making on issues affecting both employees and the employer regarding the health and wellbeing program at
- ensure that all information regarding employee's personal health, collected data and individual views, are managed sensitively and confidentially.
- other roles (if any):
.....



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MEMBERSHIP:

At least, but not limited to, four representatives. Examples include: health and wellbeing coordinator, health and wellbeing champions, WHS representatives, HR, management/team leaders, other relevant employees, coordinators from other sites. Other members will be co-opted as required upon agreement within the committee.

- Administration
- The position of chairperson will be held by:
- The committee will meet weekly fortnightly monthly annually on
- The agenda will be sent out by the chairperson at least ____ day(s) ____ week(s) before the meeting date.
- All members are to respond by ____ / ____ / ____ to confirm their attendance.
- Terms of Reference will be reviewed on ____ / ____ /
- Members will be appointed for a term of ____ month(s) ____ year(s)
- Members should nominate a proxy if they are unable to attend a meeting.



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Health and Wellbeing Committee Agenda

Healthy Workplaces

DATE AND TIME:

/ /

LOCATION:

CHAIR:

MINUTE TAKER:

PRESENT:

APOLOGIES:

Item 1: Introduction of team members and roles within organisation

Item 2: Is representation adequate and relevant to the needs of the strategy - should the team be expanded?

Item 3: Timeline of project within organisation (this may be predetermined by managers or open for discussion)

Item 4: Develop Terms of Reference document (see *TOR template*) to set the goals of and roles of your group, in addition to:

- Setting meeting dates (frequency and duration)
- Proxy delegates
- Accepted communication methods within committee.

Item 5: Additional items for future meetings (where relevant):

- Health and wellbeing policy development or review
- Developing a needs profile of the workforce (see Step 2: Learn about your workplace)
- Setting 'actions' for your initiative (see Step 4: Plan for action)
- Risk management considerations and paperwork
- Marketing and branding of your program
- Maintaining interest and motivation in program participation
- Keeping track of business outcomes/monitoring and reporting (this may be pre-determined by managers or open for discussion).



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Communications plan template

A communications plan can ensure that the right people are kept informed throughout the program. Communications plans serve as a reminder to communicate with all of the program's stakeholders. This can include staff, managers, external providers, funding bodies, the Health and Wellbeing Workplace Committee, and people involved in planning or running the program.

KEY PEOPLE	INFORMATION REQUIRED	WHEN?	HOW (FORMAT/MEANS)?	PERSON/S RESPONSIBLE





EXAMPLE: TIM'S TYRE FACTORY COMMUNICATIONS PLAN

KEY PEOPLE	INFORMATION REQUIRED	WHEN?	HOW (FORMAT/MEANS)?	PERSON/S RESPONSIBLE
CEO	Quarterly report of spending	First day of month: March/ June/ Sept/ Dec	Budget spread sheet, short report, emailed	Project manager
Wellbeing committee members	Agenda and minutes of each meeting, with action list of items requiring action between meetings	Monthly meeting - Agenda 2 days before, minutes within 2 days post meeting	Follow company meeting templates, paper copy in pigeonholes	Project manager sends agenda, rotating minute taker sends minutes
Human resources department	Attendance numbers at events/activities (quarterly figures)	First day of month: March/June/Sept/Dec	Excel spread sheet, emailed to HR manager	Project manager
Staff	Upcoming events	In line with events calendar	All staff email; bottom of pay slips; posters in lunchroom	Administration officer

Action plan example

PRIORITISED AREA OF ACTION:

What is your prioritised area that you want to action? This is established by learning about your workplace (Step 2) and involving your team (step 3).

Example areas of action include; healthy lifestyle topics, mental health, sleep and fatigue, MSD's – this example will use smoking.

PROGRAM GOAL(S):

A goal is the big picture 'what' or the outcome you want.

Examples include; To improve the health and wellbeing of our staff to increase productivity; or To improve the health and wellbeing of our staff to reduce absenteeism; or To improve the health and wellbeing of our staff to reduce workers compensation claims; or To be seen as an employer of choice or To build and maintain a workplace environment and culture that supports health and wellbeing, To improve understanding of mental health, To reduce sitting time at home and in the office.

OBJECTIVES:

Break down the goal into processes that are achievable and measurable.

Examples include; To reduce the number of employees who smoke by 10% over 18 months, To increase the number of staff the reporting moving more and sitting less within 6 months, To increase by (20%) staff and leaders' awareness about good mental health, the signs and symptoms of mental health condition and supports available.



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STRATEGIES	TACTICS	TIMEFRAME	PEOPLE RESPONSIBLE	RESOURCES & SUPPORT	MEASURE OF SUCCESS
<p>Strategies are detailed ways of reaching each of the objectives—these need to be realistic and achievable.</p> <p>Refer to the action area suggested strategies to populate this section.</p> <p>You should aim to include strategies across, healthy people, healthy place and healthy vision areas.</p>	<p>Tactics are the actions that need to happen for each of the identified strategies. These are all the day-to-day tasks of the program.</p>	<p>Each activity will also require the identification a timeframe of when a task starts and when it will be completed.</p>	<p>Each activity will also require the identification of responsible employee(s) who is/are to carry the activity through,</p>	<p>Each activity will also require the identification of resources and support.</p>	<p>The action plan should include indicators that measure the effectiveness of each strategy and keeps the program on track.</p>
<p><u>Example: Healthy Vision Strategies</u> Develop and implement a smoke-free policy.</p>	<ul style="list-style-type: none"> Obtain management approval Conduct a needs assessment Create a working group or committee Develop a policy Communicate policy to employees. 	<p>Jan – June 20xx</p>	<ul style="list-style-type: none"> HR Manager WHS Committee 	<ul style="list-style-type: none"> Quit SA HR manager and WHS committee time 	<ul style="list-style-type: none"> Policy developed and implemented by <specify date>. Knowledge and awareness of workplace smokefree policy among employees and managers (measured through post-strategy survey).
<p><u>Example: Healthy Places Strategies</u> Redesign the current smoking areas</p>	<ul style="list-style-type: none"> Consult with staff about changes to the onsite smoking areas Order signage to be placed Purchase cigarette butt bins. 	<p>Jan – Dec 20xx</p>	<ul style="list-style-type: none"> HR Manager Admin team 	<ul style="list-style-type: none"> Budget for signage and cigarette butt bins 	<ul style="list-style-type: none"> Site check on use of the smoking areas
<p><u>Example: Healthy People Strategy</u> Promote and support employees to quit smoking</p>	<ul style="list-style-type: none"> Organise lunchtime information sessions about benefits of cutting down and quitting, and available supports. Develop and disseminate posters and emails to promote the support provided. Organise a workplace champion to promote quit messages and support services such as Quitline 13 QUIT (13 7848) within the workplace. Add the support provided to induction. 	<p>Jan – June 20xx</p>	<ul style="list-style-type: none"> Admin team Workplace Champion 	<ul style="list-style-type: none"> Quit smoking cessation provider and budget to engage them. Quitline posters and information 	<ul style="list-style-type: none"> Number of participants in lunchtime information sessions (attendance records). Number of participants in counselling programs – with a target of 30% of employees who smoke (needs assessment results and participant registration sheets).



Action plan template

PROGRAM GOAL(S):	
GOAL STATEMENT:	

STRATEGIES	TACTICS	TIMEFRAME	PEOPLE RESPONSIBLE	RESOURCES & SUPPORT	MEASURE OF SUCCESS



AUTHOR

Name	
Position	
Signature	
Date	/ /
Review date	/ /

MANAGER

Manager	
Position	
Signature	
Date	/ /

Activity and event log

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This log sheet should be filled out following any event or activities run within your health and wellbeing program. It is best completed soon after the event by the workplace health and wellbeing champion or by the event/activity organiser.

Completing the log sheet will help you monitor and reflect on the contribution of this activity to your health and wellbeing program goals. It can also provide a record that will help others to run similar events or activities.

ACTIVITY/EVENT TITLE:	
DATE: / /
TIME:
WHICH HEALTH TOPIC DID THE EVENT/ACTIVITY RELATE TO?	
WHAT TYPE OF ACTIVITY/EVENT/PROGRAM TYPE WAS THIS? Once off (single session) e.g. seminar/expo/workshop/demonstration Challenge Short course (online, workbook or face-to-face) Ongoing event (e.g. activity group/class) Other:	
WHO RAN THE ACTIVITY? Internally run – Name:	
External provider or service – Name:	
Comments/ Feedback on provider used?	
Other, describe:	



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PARTICIPATION

Number of participants:

Who was invited to attend?

All employees

Wider community/family

Workplace management

Specific employee group (specify)

Other (specify):

Comments/feedback from participants:

ORGANISER COMMENTS:

Did the event/activity run as planned? Yes No
Why/why not?

Did the intended audience attend? Why/why not?

What went well?

What could be done differently next time? (Consider venue, timing, promotion, provider)



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BUDGET:

What was the planned spend for this event? \$

What was the actual spend for this event? \$

COMPLETED BY:

.....



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Monitoring and evaluation quick guide

MEASUREMENT OF WORKPLACE HEALTH AND WELLBEING PROGRAM			MEASUREMENT OF HEALTH AND WELLBEING STRATEGY	PROGRAM LEARNINGS AND SUSTAINABILITY (ONGOING)
Short term (1 year)	Medium term (1–2 years)	Longer term (3–5 years)	Monitoring and review of strategies (ongoing)	
<p>Potential measurement indicators:</p> <ul style="list-style-type: none"> • Program commitment from management • Level of interest and participation rates • Changes in team cohesion • Level of staff awareness of chronic disease risk factors • Other outcomes that are valuable to participants and employer <p>Potential data sources:</p> <ul style="list-style-type: none"> • Records of participation • Activity and event log* • Staff survey* • Referral number records (EAP, Quitline SA, worksite nurse enquiries) • Healthy Workplace Check (benchmark results)* • Record of (new or reviewed) policies and procedures • Record of facility usage (showers, stairs, lunchrooms, fridge) • Formal and informal (participants and non) staff and management feedback 	<p>Potential measurement indicators:</p> <ul style="list-style-type: none"> • Changes in attitudes, knowledge and behaviour towards health and/or the workplace • Changes in workplace environment (facilities, infrastructure, culture, policies) • Increase in staff retention, job satisfaction, productivity • Improvement of corporate image • Other outcomes valued by participants and employer <p>Potential data sources:</p> <ul style="list-style-type: none"> • Staff satisfaction and/or culture survey • Records of workplace environment changes: Healthy Workplace check (follow up results)* • Interviews with management, employees and committee • HR records on staff retention and attraction 	<p>Potential measurement indicators:</p> <ul style="list-style-type: none"> • Changes in workers compensation premiums and claim number/type • Changes in sick leave and injury, return to work rates • Workplace health profile/status of staff • Other outcomes valuable to participants and employer <p>Potential data sources:</p> <ul style="list-style-type: none"> • Interviews with management, employees and committee • Human Resources and/or Work Health and Safety records on sick leave, retirement rates, injuries, workers compensation data 	<p>Potential measurement indicators:</p> <ul style="list-style-type: none"> • Implemented as planned • Quality assured • Appropriate for participants needs and interests • Equity of access • Effective co-ordination • Ability to meet action plan in intended timeframe, budget and resourcing <p>Potential data sources:</p> <ul style="list-style-type: none"> • Project/program reports • Staff needs assessment survey results (and repeats) • Activity and event log • Records of participation • Records of communication and engagement: Promotion plan • Committee review • Workplace champion notes and reflection • Staff feedback – formal and informal, participants and non-participants 	<p>Potential measurement indicators:</p> <ul style="list-style-type: none"> • What barriers and enablers made a difference to the outcome? • What skills of workplace champions, health and wellbeing committee and others maximised program outcomes? • Can the program be sustained with available resources? • Other learnings? <p>Potential data sources:</p> <ul style="list-style-type: none"> • Interviews with stakeholders • Workplace champion notes and reflection • Committee review and reflections • Staff survey

Note: monitoring and evaluation will be affected by ongoing workplace changes and shifts, external to the health and wellbeing program. Factors such as staff turnover, percentage of contractors and temporary staffing, ageing workforce, redundancies or departmental changes will impact on data collection and potentially outcomes.



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