A Healthy Workplace Guide in Action – case studies of wellness initiatives

Michelle Daley
Senior Manager – Active Living (NSW)

Barbara Eden
Senior Manager - Food Supply (NSW)

NSW Health Promotion Symposium
Sydney
15 November 2012

©2012 National Heart Foundation of Australia
Overview

• Healthy Workplace Guide. Ten steps to implementing a workplace health program

• Case studies:
  – Healthy workplace catering – Gosford City Council
  – Wellness Program – Heart Foundation
Healthy Workplace Guide

Practical, evidence based guide to assist businesses to create healthy workplaces.

Developed by:

- Heart Foundation
- Cancer Council NSW
- Physical Activity, Nutrition & Obesity Research Group – Sydney University

©2012 National Heart Foundation of Australia
Healthy Workplace Guide

Ten step process, split into 3 parts:

• Part 1 – Getting started
• Part 2 – Constructing your program
• Part 3 – Implementing your program

➢ Tools and resources for each step in the process

©2012 National Heart Foundation of Australia
Part 1 – Getting started

- **Step 1** – Gain support from management
- **Step 2** – Introduce concept and identify needs
- **Step 3** – Gain support from employees and establish responsibilities
Part 2 – Constructing your program

- **Step 4** – Develop goals & objectives
- **Step 5** – Identify program activities, develop action plan and budget
- **Step 6** – Select incentives
- **Step 7** – Identify additional support
Part 3 – Implementing your program

- **Step 8** – Promote your program
- **Step 9** – Manage your program
- **Step 10** – Evaluate & improve
Active question

If you have a workplace health program, what is one key tip you would give someone about to start up a program? Why?

or

If you do not have a program, what would be the first thing you would want to know about starting a health & wellness program in your workplace? Why?
Case Study: Healthier Catering

Gosford City Council

- 2 main sites –
  - Council offices (Gosford)
  - Works Depot (Erina)
Part 1: Getting Started

• Engaging Management Support
  – Health and Wellbeing for Life Committee already established
  – Representatives from each department

• Introducing the concept & identifying needs
  – Already working on Healthier Oils Initiative (Dec 2009) in food outlets across Gosford LGA
  – Discussion of food issues for council staff (Feb 2010)

• Gaining staff support & establishing roles
  – Organised healthy catering seminars (Nov 2010)
  – Designed for staff that organise catering
  – Well attended with positive feedback
    • 28 from Council offices
    • 11 from Works Depot

©2012 National Heart Foundation of Australia
Part 2: Constructing the program

- Developing goals and objectives
  - HWLC developed internal catering policy
  - Purpose was to:
    - assist to establish healthy work environment for all staff
    - encourage & provide healthy food & drink for staff (& Council visitors)
    - reflect community standards & expectations
  - Limited to catering for meetings, functions & events for staff
  - Policy was really an internal management procedure
  - Gained unanimous support from Senior Management (April 2011)
Part 2: Constructing the program

- Identifying activities & actions
  - HWLC to prepare a ‘preferred caterers list’
  - Email to staff re new policy
  - Healthy eating seminars for all staff
  - Start date for policy 1 July 2011
Part 2: Constructing the program

- Selecting incentives & rewards
  - Seminar participants were happy to be involved
  - Saw it as part of their work role
  - External caterers were:
    - keen to keep Council business
    - happy to make changes & offer healthier items

- Identifying additional support
  - Heart Foundation provided expertise for seminars
  - Health information provided – ABHI resources, *Get Healthy* details & Heart Foundation material
Part 3: Implementing the program

- Promoting the program
  - Launch event (Aug 2011)
  - Seminar for staff with healthy food examples provided
  - Email reminders sent

- Managing the program
  - No formal monitoring
  - Staff responsible for catering use preferred caterers list.

- Evaluating & improving the program
  - None undertaken (July 2012)
Feedback from Ms D. who organises catering for Council meetings.

We were already doing fairly healthy food.

After going to the seminars I did ask the caterer to change from butter to margarine and they were happy to do that..... They are very obliging when I ask for alternatives. We always have water and juices, never soft drink and plenty of variety in breads.

They do great veggies and salads and the fruit skewers always go down well........

The main thing is I’ve had no complaints so that’s a good thing.
Outcomes:

• Engaged Gosford Council management & staff
• Disseminated healthy eating information to all staff
• Formalised a healthy catering policy
• Located responsibility of providing healthier choices with staff & management
• Aligned internal policy with external community activity
• Created a policy template which could be used by other workplaces
Learnings:

• A champion is important
• Easier implementation if already a health/wellness staff program
• Reliance on health expertise can take time & resources
• Need for reminders about review and new ideas
• A suite of resources needed
• Vending machines an ongoing issue
Sitting Alert!!
Heart Foundation
Staff Wellness Program

Case study (2009)
Heart Foundation Staff Wellness program

**Step 1: Gaining support from management**
- HR operational plan, with budget and performance measures

**Step 2: Introducing concept and identifying needs**
- Managers consulted with staff
- Online Health Assessments

**Step 3: Gaining staff support & establishing responsibilities**
- Staff randomly allocated into Wellness Teams
- HR coordinator assigned responsibility
- Manager representation on wellness committee
Heart Foundation Staff Wellness program

**Step 4: Develop Goals and Objectives**
- Developed by Wellness Committee, signed off by management

**Step 5: Develop activities, action plans & budget**
- Selected in line with ‘Mind, Body, Spirit’ theme

**Step 6: Select incentives and rewards**
- Individual and team points allocated for activities
- $4000 budget
- Prizes and incentives

**Step 7: Identifying additional support**
- Get Healthy Information and Coaching Service
- Australian Better Health Initiative Resources
- Local health facilities
• Flexible work policy
• EAP
• Lunchtime seminars
• Meditation/yoga
• Book Club (2012)

• Smoke free policy
• Flu vaccines
• Healthy catering policy
• Lunchtime PA
• Sit Less initiatives (11-12)
• Active travel
• Gym member disc.

• Team events
• Volunteering
• Fundraising
• Community inv
Heart Foundation Staff Wellness program

**Step 8: Promote your program**
- Launch event, monthly events, finale
- Newsletter, team meetings, staff meetings

**Step 9: Manage your program**
- HR staff member managed budget, timeline, program promotion and external providers

**Step 10: Evaluate and make continuous improvements**
- Pre-post online survey (all years) & health assessments (2009)
- Staff encouraged to provide feedback through committee/teams
Heart Foundation Staff Wellness program

Program Impact

Individual
• Improved health/behaviours
• Increased Physical Activity
• Lifestyle improvements

Organisational- contributed to:
• Reduced absenteeism
• Reduced staff voluntary turnover
• Enhanced working relationships
• Vision/mission alignment
Learning's & Changes over time: 2010-2012

- Points system improvements
- Rotating team captains
- Pre-post survey improvements
- Annual focus areas
- Incorporation of Stand@Work pilot study
- Included new elements
- Policy/environmental measures reach everyone!
**Stand@Work Pilot Study**
Heart Foundation and University of Sydney

- Does using a SSW reduce office workers sitting time?
- RCT- crossover design
- N = 42
- 4 week SSW trial
- Quantitative measures (Actigraph/Activpal/surveys)
- Qualitative measures (focus group)
## Participant Characteristics

<table>
<thead>
<tr>
<th></th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>All</strong></td>
<td>42</td>
<td>100</td>
</tr>
<tr>
<td><strong>Sex</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>6</td>
<td>14.3</td>
</tr>
<tr>
<td>Female</td>
<td>36</td>
<td>85.7</td>
</tr>
<tr>
<td><strong>Age (mean, SD)</strong></td>
<td>37.6</td>
<td>11.1</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High school</td>
<td>3</td>
<td>7.1</td>
</tr>
<tr>
<td>Trade/technical certificate or diploma</td>
<td>5</td>
<td>11.9</td>
</tr>
<tr>
<td>University</td>
<td>33</td>
<td>78.6</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>2.4</td>
</tr>
<tr>
<td><strong>Full/part time</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full time</td>
<td>34</td>
<td>81</td>
</tr>
<tr>
<td>Part time</td>
<td>8</td>
<td>19</td>
</tr>
<tr>
<td><strong>Office type</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>own office</td>
<td>6</td>
<td>14.3</td>
</tr>
<tr>
<td>open plan</td>
<td>36</td>
<td>85.7</td>
</tr>
<tr>
<td><strong>BMI (mean, SD)</strong></td>
<td>24</td>
<td>4.6</td>
</tr>
</tbody>
</table>
Ergotron *Workfit S*
Creating a sit-less culture

- SSW trial and standing hot desks
- ‘Standing’ agenda item
- Walking meetings/promotion
- Role modeling at staff meetings
- Standing teleconferences
- Business case for environmental change
In summary

- Workplace Health Programs can be an effective strategy to reduce chronic disease
- Effective programs can provide multiple benefits to employers and employees
- Evidence guides key steps to effective programs, detailed in the *Healthy Workplace Guide*
Workplace Wellness Resources

www.heartfoundation.org.au/catering

www.heartfoundation.org.au/active-living/workplacewellness/Pages/default.aspx

• Healthy Workplace Guide
• Wellness Program Case Study
• Healthy Catering Guidelines
• Heart Foundation Walking@Work
• Sitting Less- fact sheets
• Stand@Work Study
For further information:

Barbara Eden
Senior Manager, Food Supply
(02) 9219 2467
Barbara.eden@heartfoundation.org.au

Michelle Daley
Senior Manager, Active Living
(02) 9219 2459
Michelle.daley@heartfoundation.org.au

www.heartfoundation.org.au