

Integrating Workplace Health

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October 26, 2005



What is health?

“Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.”

- ▶ Includes the ability to realize aspirations, satisfy needs, and cope with changes



What is health promotion (HP)?

It is the process of enabling people to increase control over, and to improve their health.

- ▶ A way of giving people the tools they need to improve their own health
- ▶ Helps people take care of themselves

HP strategies are not limited to a specific health problem, nor to a specific set of behaviours.



Health is seen as a resource for everyday life, not the objective of living.

It is a positive concept emphasizing social and personal resources as well as physical capabilities.



What is Workplace Health?

Workplace health is a comprehensive and integrated approach to health which focuses on the general population at a workplace and the organization as a whole.



Is this a 'fad'?

"Health is created and lived by people within the settings of their everyday life; where they learn, work, play and love. Health is created by caring for oneself and others, by being able to take decisions and have control over one's life circumstances, and by ensuring that the society one lives in creates conditions that allow the attainment of health by all its members."

Ottawa Charter for Health Promotion,
1986



Bangkok Charter for Health Promotion in a Globalized World, 2005

4. Make the promotion of health a requirement for good corporate practice. The corporate sector has a direct impact on the health of people and on the determinants of health through its influence on:

- ▶ local settings
- ▶ national cultures
- ▶ environments, and
- ▶ wealth distribution.

The private sector, like other employers and the informal sector, has a responsibility to ensure health and safety in the workplace, and to promote the health and well-being of their employees, their families and communities.



What determines health?

Biology and genetic environment

Healthy child development

Gender

Culture

Health services

Personal health practices

Income/social status

Social support networks

Education

Employment / working conditions

Social environment

Physical environment



Is work a determinant of health?

Yes, work itself can influence the health of employees:

- ▶ Income/social status
- ▶ Social support environment
- ▶ Education
- ▶ Employment / Working conditions
- ▶ Social environments
- ▶ Health Services



Negative side of Work

Unsafe working conditions

Stressful situations

Low level of control

Uncertain job security

Social exclusion



Positive side of Work....

“Paid work provides not only money, but also a sense of identity and purpose, social contacts and opportunities for personal growth”

Unemployed persons have more stress, illness and health problems.

Underemployed also tend to be less healthy.



Business Case



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Why Have A Workplace Health Program?

Less turnover,
absenteeism, etc

Better able to cope
with stress, change

Fewer injuries

Improved morale

Increased
productivity, job
satisfaction



Why “not”?



“Political”
environment

Personal life is not
a concern of the
employer



Impact of programs

... is a “hotly debated topic”

Many case studies show return on investment but participants are often “self selected” and some outcomes are difficult to measure.

Overall, long-running programs (General Motors, DuPont, Johnson & Johnson, Citibank) show results because they are broad strategy based, and include a number of HP programs rather than a single program approach.



A broad, integrated approach can result in...

Cost savings

Higher levels of productivity

Enhanced worker engagement and retention



How can I run a successful workplace health program?



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Goals

Help maintain or improve the overall health of individuals or groups, and the “organization”

Cover the full range of:

- ▶ Individual health practices
- ▶ Physical work environment (health & safety)
- ▶ Psychosocial work environment (management practices and strategies)

Address the complete working environment



Combination of Approaches

Occupational Health and Safety programs

Health Promotion Programs

Employee Assistance Programs

Organizational Factors



Developing a Program



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“Smoking cessation and salads in the cafeteria are not a substitute for safety on the plant floor”

D Sangster, Canadian Labour and Business Centre



Developing a Program

Getting Started:

- Objectives
- Target Audience
- Type of Program / Campaign
- Form a Wellness or Workplace Health Committee



A. Objectives

Develop clear, simple, relevant message(s)

Know what you are targeting

Divide your program into manageable parts

Have both long and short term goals.

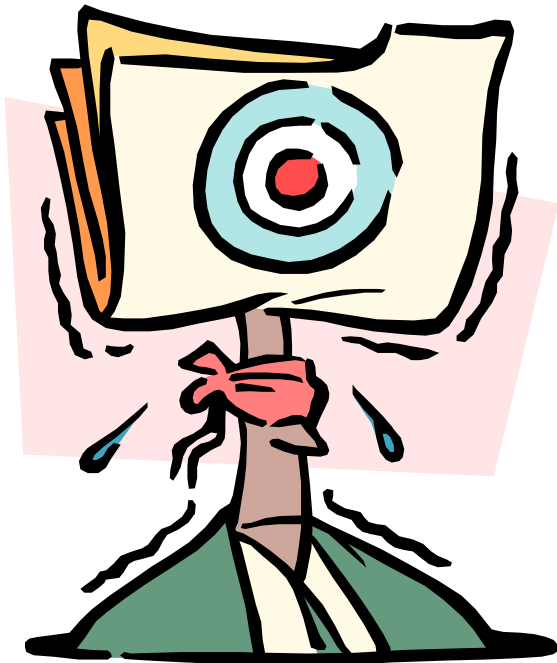


Examples

- A 20% reduction in accidents.
- An increase in awareness of risk factors for a specific disease.
- Changes in attitude towards using safety equipment.
- Continued participation in program.



B. Target Audience



Focus on a specific group of people,

Know their main concerns, and

Tailor your program accordingly.



C. Types of Programs

Rational – clear, concise, unemotional

Educational – informative, tips to try, etc

Fun – made into a game or challenge

Fearful – “if you do this, you will get hurt”



D. Form a Committee

Joint labour / management

Create “terms of reference”

Establish goals and objectives

Work in conjunction with health and safety committee



7 Steps to Creating a Workplace Health Program



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1. Take Ownership and Leadership & Get Support

Find people who are prepared, willing, and interested.

Need to have some decision-making authority

Consult with management, if initiative is employee driven AND/OR consult with employees, if initiative is management driven

- ▶ Introduce the concept
- ▶ Discuss possibilities
- ▶ Discuss 'business case'



2. Get Support from Everyone

Union / Worker Representatives

Management

Health and Safety

Human Resources

Employee Assistance Provider (EAP)

Medical or occupational health staff

Local health groups



3. Current Activities / Baseline Data

Acknowledge current or informal activities

- ▶ Do people go to a weight management class together?
- ▶ Is there a group that walk or exercise at lunch?

Encourage participation by:

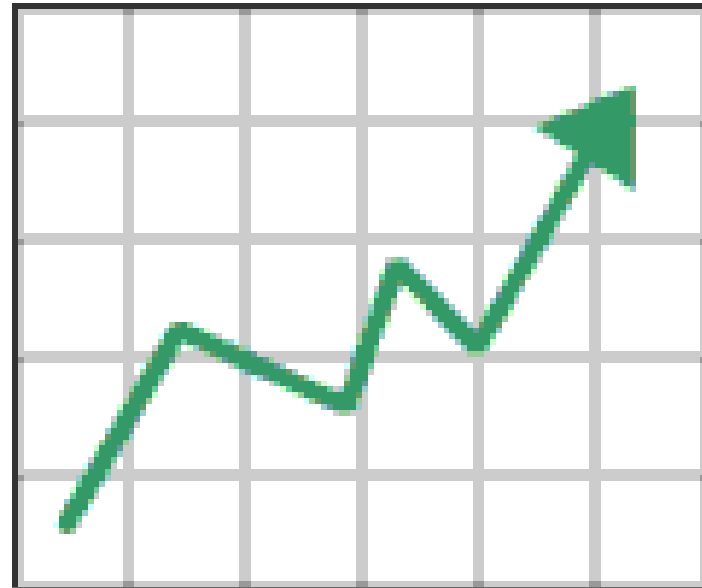
- ▶ Arranging for weight management class at the office
- ▶ Post walking routes of area



Baseline Information

Must be collected before program starts

Needed to track changes/trends or to determine benefits of the program



Baseline Data can be...

Absentee rates

Employee turnover rates

Accident rates

Participation rates

Return to work rates

Awareness of healthy lifestyle issues

Changes towards more healthy habits

Satisfaction in working conditions

Initial set of scores on a questionnaire



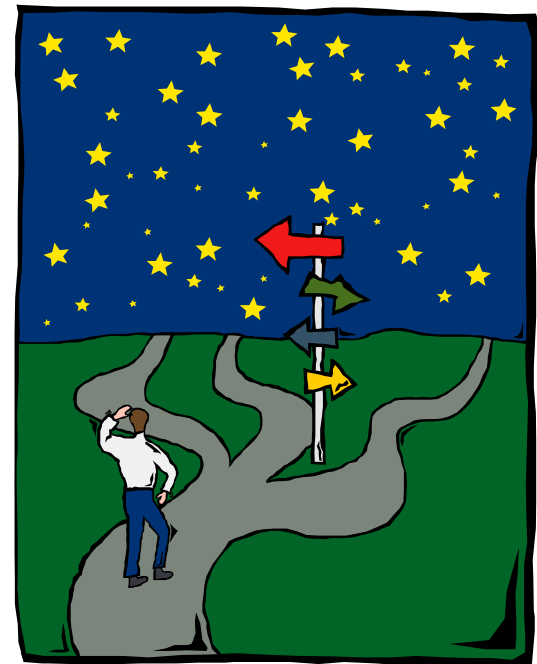
4. Key Needs and Expectations

Helps you know
which way to go.

Needs

Attitudes

Preferences



How to Gather Information



Suggestion box

Round table

Survey

Interviews

Ask!



5. Develop a Detailed Plan

Identify what needs to be done

Prioritize these needs

Assess perceived barriers

Set realistic timelines and targets

Plan how and when it will start

Plan how to maintain interest

Know what resources you will need



A word about goals...

State them clearly

Have both long and short term ones



Tips for Organizing Your Program

Safety

Recognition/Anticipation

Awareness/Evaluation

Control

Health Promotion

Education/Awareness

Skill Building

Work Environment



For Example

Topic	Education / Awareness	Skill Building	Work Environment
Safety	<ul style="list-style-type: none">• Post policy• Provide info	<ul style="list-style-type: none">• Educate• Train on PPE	<ul style="list-style-type: none">• Engineering controls
Stress	<ul style="list-style-type: none">• Post info• Offer seminars	<ul style="list-style-type: none">• Discuss work• Offer training	<ul style="list-style-type: none">• Clear job descriptions• Feedback• EAPs



6. Put Your Plan Into Action

It's finally time to start!

Communicate your plan to everyone

Vary how the program is promoted

Formally introduce corporate policies



7. Monitor, Evaluate, Maintain

Monitor

- ▶ Acceptance
- ▶ Progress
- ▶ Results

Keep everyone informed of both success and “road bumps”



Look for Trends that show ...

The goals are being met

Participation and behaviour changes have occurred as a result of the program

Employee morale / job satisfaction have increased



Review and Evaluate

Track rates such as absenteeism, injury, illness, compensation, etc

Test for pre and post knowledge changes

Inspect for changes

Check participant satisfaction



Maintain the program

Use results of evaluation to help guide next steps to program.

Use cues to help decide what to offer next

▶ External

▶ Internal



Program Strategies and Options



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Promotion, Promotion, Promotion

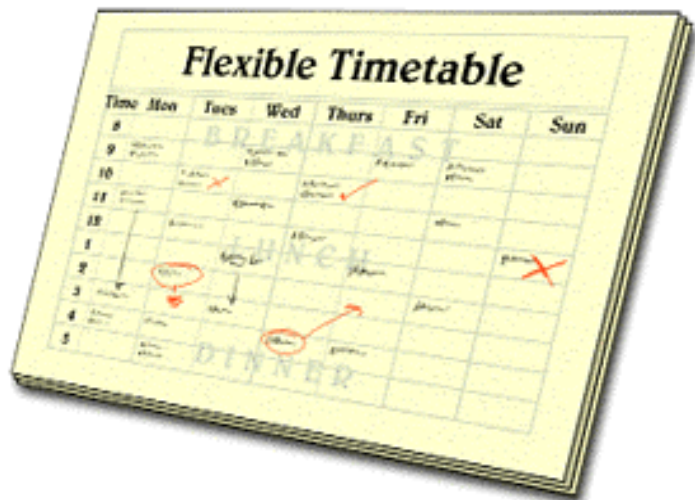
Vary how the program is delivered,
announced, etc

Remember needs of various stakeholders

- ▶ Senior management
- ▶ Line management / Supervisor
- ▶ Employee



Event Planning



“Teachable Moment”

National campaigns

More of “what is working”

Changing needs of workforce



Activity Suggestions

Presentations

“Ask the Expert”

Demonstrations (hands on)

Brainstorming

Role playing



Increasing Participation

Survey and RE-survey

Use “role models”

Integrate your program with existing ones

Provide support (educational or motivational)

Eliminate barriers



Overcoming Barriers

Time

Not convenient

Lack of Support

Confidentiality



Incentives

Extrinsic

- ▶ Financial
- ▶ Discounts
- ▶ Paid days off
- ▶ Prizes
- ▶ Money to charity in the employee's name

Intrinsic

- ▶ Personal accomplishment and achievement
- ▶ Self-confidence
- ▶ Awareness
- ▶ Motivation



Case Study

- Pre-Shift Stretch -



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Getting started

Employees at an order processing warehouse were experiencing injuries lifting or carrying loads.

Job analysis

- ▶ Some repetitive motions
- ▶ “Average” lifting
- ▶ Constant motion
- ▶ Most injuries occurred early in shift



Goal

Reduce injuries by increasing flexibility and muscle tone.



Talked to...

Management

- ▶ Cost of doing nothing

Shift Supervisors

- ▶ Benefits (productivity vs. lost time)
- ▶ Best time to run program

Employees

- ▶ Why program is needed.
- ▶ Best time to run program.
- ▶ How it should be run.



Resources

Place to stretch

Equipment

- ▶ Mats to lie on floor?
- ▶ Lean on chair or wall

Types of stretches

- ▶ Target muscle groups used during shift
- ▶ Stretches that match equipment and location



Promoting the Program

Education

- ▶ Increase flexibility and muscle tone
- ▶ Injury prevention
- ▶ Management has “given” them the time to participate



Pre-Screening

Check for medical conditions

Encourage those who did not want to participate to allow time for their bodies to 'warm-up'



Was it working?

Monitor, Evaluate, Maintain

Injuries were reduced

Full participation

Interest by other groups



Evolution of Program

Ask participants to lead sessions

Surveyed participants

(Also ask those who did not participate
“why not”)

Promotion to other departments



**Thank you for participating in
CCOHS' Webinars during
Canada's Healthy
Workplace Week 2005!**

**Presenter: Jan Chappel
Any Questions?**

Contact: janc@ccohs.ca

