



Healthy workplace guide

This is a step-by-step guide to support organisations to develop as a healthy workplace. It is aimed at employers, those responsible for human resources or health and safety, occupational health staff and anybody working in the field of workplace health. It includes quality criteria tested and developed in Northern Ireland.

You can use the guide to assess how healthy your workplace is and to plan your workplace health programme.



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Acknowledgements

Work Well is a pilot healthy workplace initiative funded by the Department of Health, Social Services and Public Safety (DHSSPS), and the Health and Safety Executive for Northern Ireland (HSENI). Twenty small businesses worked with the Health Promotion Agency for Northern Ireland (HPA) over a one year period to develop their own healthy workplace programmes. The initiative was evaluated throughout and the findings from this evaluation have helped to inform this guide. The HPA would like to acknowledge the great contribution the small businesses made to the development of this guide through their participation in the pilot initiative and its evaluation. A list of these businesses can be found in Appendix 6.

Elements of the National Quality Institute's (NQI) Canadian document, 'Healthy Workplace for Small Organizations 10-Point Quality Criteria and Self-Evaluation Tool', written by John Perry, have been incorporated into this guide and the HPA would like to acknowledge this contribution.¹

We would also like to acknowledge the work of the advisory group, which supported the development of the Work Well initiative. This included representatives from: Belfast City Council, Eastern Group Environmental Health, Eastern Health and Social Services Board, Health and Safety Executive for Northern Ireland, Working for Health strategy group, Northern Health and Social Services Board, Northern Investing for Health Partnership, Northern Ireland Chamber of Commerce, Northern Ireland Committee of the Irish Congress of Trade Unions and the Society of Occupational Health Nurses.

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Introduction to the healthy workplace guide

The healthy workplace guide has been funded by the Department of Health, Social Services and Public Safety through the public health strategy *Investing for Health* and by the Health and Safety Executive for Northern Ireland through the *Working for Health* strategy.^{2,3}

The content is based on a pilot healthy workplace initiative called Work Well that was launched by the HPA in 2004. The initiative developed healthy workplace programmes with 20 small businesses (ie those with 10–50 employees) and supported these organisations to assess their organisational and employee health needs, write a health action plan and implement it over a one year period. All the tools and resources have been tested and evaluated with these businesses, whose names are listed at the back of this document. Case studies of some of these organisations are included in appendix 7 to show what they are doing to become a healthy workplace.

The guide contains information on:

- what makes a healthy workplace;
- the benefits of developing a healthy workplace programme;
- what sort of actions you can implement as part of a healthy workplace programme;
- the process of developing a healthy workplace programme, including action planning and self evaluation against healthy workplace quality criteria.

The guide contains tools which an organisation can use to:

- evaluate where they currently stand as a healthy workplace;
- identify the areas that can be improved;
- create a health action plan for the organisation to put into action.

It is recommended that the guide be used as part of an ongoing process of action plans, reviews and continuous improvement.

The intention is not that the criteria be used as a simple one-off checklist, but as a way of developing a long-term healthy workplace programme.

The guide has been specifically developed for use by small organisations (mainly with 10–50 employees) and recognises the resource issues that these organisations face in developing and putting healthy workplace programmes into action. The criteria and evaluation methods are designed to help organisations easily focus on good practices for workplace health and to target specific improvements that are attainable within available resources, both financial and human.

From time to time this document may refer to healthy workplace advisers.

Depending on where your organisation is located in Northern Ireland, you may have access to a healthy workplace adviser who can support and advise you on how you can develop as a healthy workplace.

To find out if you have an adviser in your local area, please visit the HPA website at www.healthpromotionagency.org.uk.

The following section provides a description of a healthy workplace.

What is a healthy workplace?

Work is a key part of our lives and can provide a sense of wellbeing, purpose, social contact and status.

Forward-looking employers recognise the link between the control of risks, the general health of employees and the success of the organisation itself. Employers can contribute to the health of their employees, and in turn the health of their organisations, by not only addressing the statutory obligations of safety and occupational health, but also by:

- developing management practices and policies that support health;
- providing opportunities and activities to promote health and wellbeing;
- providing a workplace that protects the safety and health of employees and promotes a positive working environment.

With an estimated annual cost of work-related injuries, ill health and non-injury accidents in Northern Ireland of around £500 million per year, the workplace is a key setting for promoting health.

The following section provides a description of some of the benefits of developing as a healthy workplace including the benefits realised by the original organisations involved in the Work Well pilot.

The benefits of a healthy workplace

Research shows that promoting health in the workplace improves the working environment and is beneficial to the organisation and its employees.

- It results in a reduction in illness-related absenteeism, fewer working days lost and, therefore, a long-term decline in the sickness rate.
- It increases motivation among staff and improves the working atmosphere in the organisation, leading to more flexibility and better communications.
- It results in a measurable increase in the quality of products and services, more innovation and creativity, and a rise in productivity.

It adds a prestige factor, which improves the public image of the organisation and makes it more attractive as an employer.⁴

The benefits to the organisations that took part in the Work Well pilot

The pilot Work Well initiative was evaluated at three different stages by an independent research company. Some of the benefits and outcomes described by employers and employees are listed:

Employers

- Employers developed or improved a variety of policies relating to health or human resources. Some examples included physical activity, healthier eating, smoking, general health, breastfeeding, stress, flexible working, career breaks, carers' leave, and training and development.
- Some of the benefits reported by employers were improved employee motivation, increased awareness of health issues among employees, an improved working environment and a new awareness that the workplace can affect employee health.

Employers made the following comments:

“ The project has forced us to **sit down** and **examine our practices**. It has concentrated the mind. ”

“ In our place, it **reinforces** that we are **already doing a fairly decent job** and it really helped the **morale of the staff** for them to know that they were already in a **healthy workplace**, or at least one that was **striving to be healthy**. ”

“ We have a more cooperative and motivated staff and they realise that their employer has taken an interest in their wellbeing. ”

“ Definitely worthwhile getting involved. ”

Employees

- Over three quarters of employees (76%) said that participation in Work Well had resulted in a positive change to their diet and over two thirds (68%) said they had made a change to their physical activity levels.
- There was an increase in the proportion of employees who agreed that their physical working conditions were good (from 67% to 79%) and a similar increase in the proportion who felt their employers took their safety at work seriously (71% to 83%).
- 74% of employees felt they had personally benefited from Work Well.
- 82% of employees would recommend Work Well to other organisations.⁵

The following section provides information on three key areas, which when addressed together, make up a comprehensive healthy workplace programme. Examples of practices that can support these areas are provided.

Healthy workplace – three key areas and examples

Three key areas

A healthy workplace can be divided into three areas, as demonstrated in the diagram below:



Leadership and management

Effective leadership and management support the development of a healthy workplace, both in policy and practice. This is to ensure that employees work in a supportive environment that promotes positive working relationships and values employees.

Physical environment

The physical working environment must be safe and healthy, which means continuously reviewing and improving the environment people work in.

Health and wellbeing of employees

The workplace promotes opportunities for employees to increase their knowledge of health-related issues and supports positive changes in health behaviours. The whole organisation works in a way that encourages employees to take personal responsibility for their health and wellbeing.

The following are examples of the kind of services and activities that could support the development of a healthy workplace. They are a guide to what you might cover in addressing each of the three key areas and, in turn, the quality criteria. The examples are not exhaustive, so others can be included.

Examples of actions to improve health at work

Leadership and management

- There is a statement of commitment from the most senior people within the organisation on how they support the health and wellbeing of employees.
- Workplace health is considered and included as part of the overall business planning.
- Employee health and wellbeing is included in the core values of the organisation.
- There are training plans that include training to support health at work.
- There are written human resource policies that cover or include employee health and wellbeing, eg work/life balance and bullying and harassment policies.

- There are resources that are committed to developing and putting into action the workplace health programme.
- Jobs are clearly defined and everyone understands his/her role.
- The workload, scheduling and demands made on employees are reasonable.
- There are appropriate measures and support for disabled members of staff, or those returning to work after a long period of absence.
- Effective communication systems are in place.
- There are systems in place to address the impact of shift work on employees' health and wellbeing.
- There are records of staff satisfaction rates, absenteeism rates, staff turnover and/or productivity levels, which allow the organisation to measure progress and plan future improvements for health.
- There are health-related policies, eg smoking, alcohol and drugs, stress and mental health (many of the health-related policies will link to the physical environment and the health and wellbeing theme).

Physical environment

- There is a written health and safety policy, which is communicated and understood by all employees.
- Health and safety is included in the induction of employees.
- Health and safety is included in an employee's handbook or there is a health and safety manual for employees.
- Employees have breaks that mean they can work safely and be more productive.
- Employees receive relevant health and safety training.
- Workplace conditions are safe and clean.
- There are adequate facilities available for employees (toilets, staff area etc).
- Fire drills take place regularly.
- Emergency procedures are in place and understood.
- Risk assessments take place on a regular basis.
- Hazard controls are defined, documented and understood.
- Protective equipment is available and used by employees.
- There is good lighting and ventilation in work areas.
- Employees have an input into identifying workplace hazards and how to minimise or reduce their risk.
- There are designated employees who have current certificates for first aid.

Health and wellbeing of employees

- There is an employee survey carried out that assesses the needs of staff and asks them what they believe their healthy workplace programme should include. This survey can also measure changes in behaviour, knowledge and attitudes.
- Employees are included in decision-making and planning, and feedback about the programme is actively encouraged.
- If there is a canteen, healthy choices are available.
- Free or subsidised fruit may be provided.
- There are health checks provided or facilitated by the employers.
- There is a walking group.
- There is a green travel plan (measures designed to reduce car dependency for commuter and organisation travel, which can also increase employees' physical activity levels).

- There are employee assistance programmes, eg services that can be provided by an outside organisation, aimed at meeting the needs of employers in the management of employees' psychological health.
- Information and education on health-related topics is made available, eg through training, staff notice boards, email or wage packet inserts.
- The organisation participates in national campaigns, eg No Smoking Day, Bike2Work Week.
- There is support to attend smoking cessation services, through information about local services, time off work to attend or the coordination of a smoking cessation group within the organisation.
- There is access to exercise facilities, either on or off site.
- There are team building events that incorporate health as a consideration.
- There are evaluation reports/feedback from health-related activities or training.

The following section lists the seven quality criteria under each of the three key areas that help guide an organisation towards excellence as a healthy workplace.

Seven quality criteria for a healthy workplace

You will now find listed the seven quality criteria, which are grouped under each of the three key areas described earlier. These criteria will be used to help you assess where you currently stand as a healthy workplace, so you can decide where there may be areas for improvement.

Leadership and management

Criterion 1

A healthy workplace has a commitment from senior management to developing the programme.

Criterion 2

A healthy workplace takes a planned approach to creating and continuously improving as a healthy working environment.

Criterion 3

A healthy workplace takes an organisational approach to its healthy workplace programme so that policies, procedures and processes have a positive impact on employees' physical and mental wellbeing.

Physical environment

Criterion 4

A healthy workplace ensures that all employees have a safe and healthy environment that is pleasant to work in and supports them in practical ways to do their job.

Criterion 5

A healthy workplace engages with employees to ensure that the workplace is safe and healthy.

Health and wellbeing of employees

Criterion 6

A healthy workplace positively promotes the health and wellbeing of all employees through information, the provision of health skills and maximising opportunities for staff to participate in accessible healthy activities.

Criterion 7

A healthy workplace develops its programme in line with the personal health and wellbeing needs of employees by ensuring that employees have an input into it.

The following section describes the process that your organisation should work through to develop as a healthy workplace.

The process of developing a healthy workplace

In developing a healthy workplace and putting into practice your health action plan, there are several stages that you should work through over a suggested 12–18 month period.

The different stages of the Work Well process are outlined below and an explanation of each stage can be found on the following pages:

The Work Well process



Stage 1. Building awareness and commitment

Before you commit to developing as a healthy workplace, it is advisable to consult with two key groups:

Senior management

Senior management's commitment is one of the key factors for success. They should recognise the benefits, for both the organisation and employees, in having a healthy workplace and commit the necessary time and resources for the development and implementation of the programme.

Employees need to understand that their employer is committed to their health and wellbeing. The leadership and commitment to the healthy workplace programme should be visible to all employees.

Employees

The reasons why their employer wants to develop a healthy workplace programme should be explained to employees. They may want to know what a healthy workplace is, how a healthy workplace will be developed and what it will mean to them. You will find a question and answer section in appendix 4 that will help to address these issues. You may want to photocopy it and distribute it to employees.

When commitment has been secured and the organisation has decided to develop a healthy workplace, this commitment should be communicated to all employees.

Stage 2. Setting up a healthy workplace team

It is more effective to set up a healthy workplace team or working group to help develop and drive activities for your healthy workplace programme. This results in a shared sense of ownership, where both employees and management work together and are responsible for the different actions.

Ideally, your team should include a senior person and employee/s who are representative of the organisational structures. Each organisation is different. In small organisations, it may only be practical to have two people driving the initiative forward. In larger organisations, there may be an already established system, eg a health and safety committee, that can include the healthy workplace programme on its agenda.

The development of the healthy workplace programme should be communicated to all staff. Any existing communication channels should be used for this purpose. If these channels do not already exist, the organisation should look at improving communication as part of organisational change to ensure that the healthy workplace programme is successful.

Stage 3. Needs assessment

There are two actions at this stage. The first involves completing an organisational health assessment and the second involves asking employees, through a questionnaire, what they want and need from the programme.

If there is no healthy workplace adviser in your local area, you will be unable to complete the organisational health assessment or access the online employee questionnaire. While this is not ideal, there are some things you can do to find out from your employees what they would like included in their healthy workplace programme before you move onto your self evaluation. Go back to pages 9–11 for suggestions and to the organisational health assessment in appendix 8 for further ideas. These can then be used to generate discussion with employees.

Organisational health assessment

The organisational health assessment is a tool to help assess where gaps relating to healthy workplace practices may be within an organisation. It should be completed by a healthy workplace adviser with people from the organisation who have an understanding of the existing policies and practices.

The purposes of the organisational health assessment are:

- To provide your healthy workplace adviser with more information about the organisation so they can provide the best guidance on the development of your programme.
- To allow discussion about the breadth of activities and policies that you may want to develop as part of your healthy workplace programme.
- To provide a gaps analysis that will form part of the process of developing your health action plan.

A copy of the document can be found in appendix 8 and as a PDF file on the CD ROM. It can take between one to three hours to complete. The difference in time required is due to the diverse nature of organisations and where they currently stand as a healthy workplace. Your adviser may not go through all the questions but the tool provides a framework to ensure that all priorities and needs are identified.

This document only needs to be completed once, during the initial set-up of the healthy workplace programme, and does not need to be repeated in future reviews or needs assessments.

Employee questionnaire

Assessing the health needs of employees allows the organisation to develop a healthy workplace programme that meets employee needs.

This is best achieved through an employee questionnaire. This questionnaire has several purposes and provides other benefits.

- It acts as an educational tool. Each section about health provides information on the key health promotion messages and contains interactive tools to aid learning.
- It forms part of the needs assessment process. Each section asks employees what they would like you to provide or support as part of the development of the programme.
- The summary report of the results, which you the employer receives, will help inform your health action plan.
- Repeating the questionnaire following implementation of the programme provides a means of measuring change and progress.
- By asking employees what they want from their programme, you will be able to develop actions that they will welcome and this encourages staff to take ownership of the programme.

A questionnaire has been developed by the HPA, which can be accessed by employees through any computer that has internet access. The questionnaire covers the following health areas:

- weight control;
- healthier eating;
- physical activity;
- smoking;
- alcohol and substance misuse;
- breastfeeding and mothers returning to work;
- men's and women's cancers;
- back pain;
- stress;
- safety in the workplace.

All employees should be invited to complete the questionnaire. This will help to find out what they want and need from the healthy workplace programme, and will cover a variety of health areas. Each employee will be given an address to log into and then should be allowed the time in work to complete the questionnaire.

You can reassure employees that all the results are confidential, no individual will be identifiable and their employer will not see individual responses. Each employee will receive a printout of his/her results and employers will receive a standardised report showing the collective results of the survey. The results of the questionnaire will directly feed into the development of the healthy workplace programme. The results should be shared with all employees.

Stage 4. Evaluation

The evaluation stage involves self assessing your current strengths and future opportunities against seven healthy workplace quality criteria. This section will provide you with information on how to set up this process, followed by guidance on how to work through the self evaluation paperwork.

How to set up the self evaluation

The self evaluation is best completed through a meeting of employees, where you ask them how they feel the organisation is doing against the quality criteria. The following guidance will ensure that you get the best input from employees.

- The meeting should be attended by employees who are as representative of the workforce as possible. The working group set up at the beginning of the programme may be the structure you use.
- A chair should be appointed. Ideally, this person should understand the criteria and will therefore be able to ensure that comments are relevant under each one. This person should also ensure that everyone has an input during the discussion. If you are working with a healthy workplace adviser, they would be well placed to take on this role.
- You should set aside either a morning or afternoon to work through the whole process.
- Remember, the conclusions reached under each of the criteria should be a result of the employee online questionnaire and the input from employees during the discussion.
- To complete your own self evaluation paperwork, insert the accompanying CD ROM and follow the instructions. You can save the Word document and type in your own organisation's self evaluation information, or print out the blank form and write on it directly.

How to complete the self evaluation paperwork

There are four different steps to completing each criterion.

Step 1

Once you have your group together, look at each of the criteria and discuss what you are already doing to meet it. The outcomes of this discussion should be noted under the 'Strengths' box and, to the right of this, under 'How this can be demonstrated', you should document what evidence you have against each of your strengths. You should use the information in the 'Some things to start you thinking' list to help prompt answers from the group.

Step 2

Following on from the discussion about the organisation's strengths against the criteria, the employees in the group should then rate themselves using a basic Likert scale, which can be found in appendix 1. This scale is a rating from 0–4, a rating of 0 indicating that you have done nothing to meet the criterion at this time, and 4 indicating that this way of working is integral to how the organisation operates.

You should record your rating for each of the criteria in the box at the top right hand corner of each blank form. This will indicate how the organisation rates itself overall at that point in time and will help you to identify the areas around which you need to concentrate your future healthy workplace programme.

Step 3

Once you have identified how well you are addressing the criteria, you should then discuss the opportunities for improvement. Again, the 'Some things to start you thinking' list should help prompt this discussion. You should use the results of the organisational health assessment and employee questionnaire to decide the priorities and pinpoint what the organisation and employees want and need from their healthy workplace programme.

You should also discuss how you would show that you are meeting these criteria and document it in the right side of this section, titled 'How will we be able to demonstrate it?' (a completed example is included in appendix 2).

Step 4

Once you have worked through each of the criteria, documenting your progress, you should use the 'Opportunities' sections from the self evaluation to formulate the key actions in your health action plan (a blank template is available on the CD ROM). This process is described in more detail on the following page.

Stage 5. Planning – developing your health action plan

From the self evaluation process, you will have identified a number of opportunities under each of the criteria. Now you should use these to formulate the key actions in your health action plan (a completed example is included in appendix 3). To achieve this, do the following:

- Insert the accompanying CD ROM and follow the instructions. You can save the Word document and type in your own organisation's health action plan, or print out the blank form and write on it directly.
- Take the information from each 'Opportunities' section of your self evaluation and copy it under 'Key actions' for the corresponding criterion in the health action plan. Prioritise those actions that need most improvement ie those rating three or under.
- Discuss with your working group who is going to be responsible for each action. Try to allocate the responsibilities to a number of different people.
- Discuss realistic timescales and insert these into the plan. Try to plan the actions over a 12–18 month period. The temptation may be to do everything as quickly as possible, but by prioritising and scheduling actions throughout the period, the momentum of the programme is more likely to be maintained.
- You may want to address more sensitive issues after you have been implementing the programme for a period of time. By doing this, employees may be less suspicious of the programme and, after seeing the previous action, will be more receptive to any changes or activities.
- The health action plan should then be communicated to all employees and supervisors/managers should discuss it with them.
- Review your health action plan on a regular basis. Your healthy workplace working group should meet no less than every three months to do this.

Stage 6. Action – implementing your health action plan

Below is some guidance on ways to effectively implement your health action plan.

- Employees need to see action fairly quickly following the needs assessment period. If this does not happen, they may get disillusioned.
- Throughout the implementation of the programme, employees should be kept up to date with progress. This could be done through staff meetings or a notice board, for example.
- If circumstances change after you have started implementing the plan, you may have to remove certain actions or add new ones. This is fine as it allows you to have a flexible plan that is responsive to your employee and organisational needs.
- At the end of a 12–18 month period, or following the successful completion of the health action plan, organisations should evaluate and review what they have achieved. This should be done by repeating the employee questionnaire and self evaluation process. This process will allow you to celebrate your achievements and identify what went well. By repeating the process, you will also have a new and up to date health action plan.

Sustaining your healthy workplace

You have now:

- completed your needs assessment;
- completed your self evaluation;
- written a tailored health action plan.

Remember, a healthy workplace is about providing long-term health benefits to both your employees and your organisation. Therefore, it should be viewed as a process of continuous improvement.

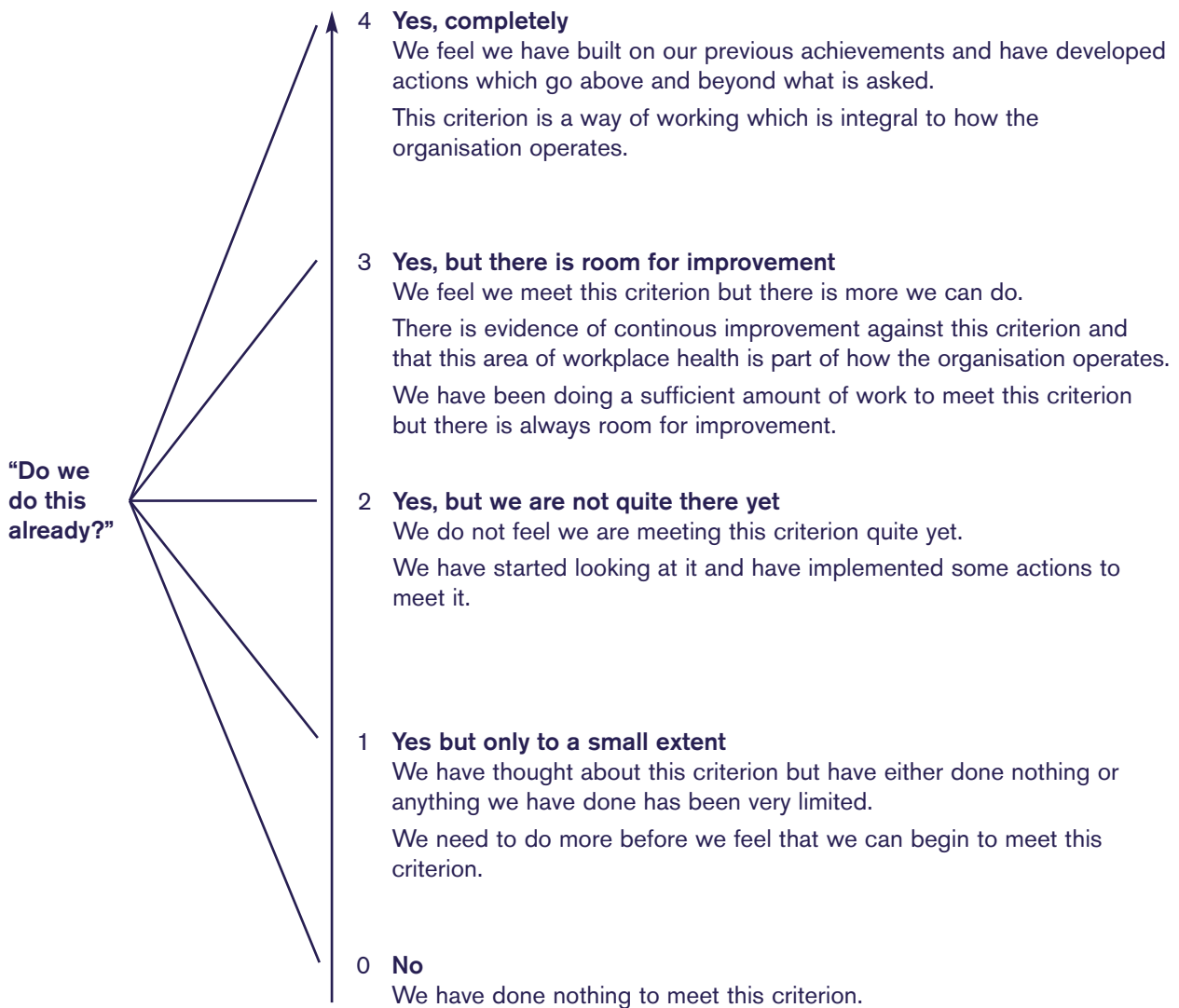
So revisit your action plan, keep employees informed, invite their input, review your healthy workplace programme on a regular basis, and finally, celebrate your achievements.

References

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3. Health and Safety Executive for Northern Ireland. Work for health: a long-term workplace health strategy for Northern Ireland. Belfast: HSENI, 2003.
4. European Network for Workplace Health Promotion. The business case: why companies should invest. ENWHP. Available at: www.enwhp.org/whp/business-case.php Accessed 21 August 2006.
5. Health Promotion Agency for Northern Ireland. Summary evaluation of the Work Well initiative. Belfast: HPA, 2006.

Appendix 1. How does your workplace rate?

You can rate your organisation anywhere along the scale, asking yourself:



Appendix 2. Example of a completed self evaluation

The following pages show each of the criteria along with an example of notes from a discussion at a staff meeting.

Remember, the conclusions reached under each of the criteria should be a result of the employee online questionnaire and the input from employees during the discussion.

To complete your own self evaluation paperwork, insert the accompanying CD ROM and follow the instructions.

You can save the Word document and type in your own organisation's self evaluation information, or print out the blank form and write on it directly.

Rating	
4	<input type="checkbox"/>
3	<input type="checkbox"/>
2	<input checked="" type="checkbox"/>
1	<input type="checkbox"/>
0	<input type="checkbox"/>

Where are we now?

Leadership and management

Criterion 1

A healthy workplace has a commitment from senior management to developing the programme.

Some things to start you thinking (this list is not definitive and can be added to):

- Is the development of a healthy workplace programme supported by senior people?
- Do employees believe that senior people are committed to workplace health?
- Is there a view that a healthy workplace is an integral part of how the organisation operates and how it will succeed?
- If there is commitment from the organisation, is it demonstrated at all levels?

Strengths (what we already do)	How this can be demonstrated
<ul style="list-style-type: none"> • Yes – senior management are committed to developing a healthy workplace, although this may not have been communicated to all staff. • Discussions have taken place at senior management meetings about developing a healthy workplace programme. 	<ul style="list-style-type: none"> • Work has started in the form of discussions at management meetings, which are noted in minutes.
Opportunities (what more we need to do)	How will we be able to demonstrate this?
<ul style="list-style-type: none"> • Communication of senior management's commitment to workplace health through the discussion, development and dissemination of a workplace health policy statement. This statement will incorporate information on how the organisation feels that employees' health and wellbeing is integral to the success of the organisation. • Discussion about the development of the healthy workplace programme will continue to be included in senior management meetings. 	<ul style="list-style-type: none"> • A written healthy workplace policy statement. • This policy statement will be included in the employee's induction programme. • Minutes of senior management meetings where workplace health is discussed.

Leadership and management

Rating	
4	<input type="checkbox"/>
3	<input type="checkbox"/>
2	<input checked="" type="checkbox"/>
1	<input type="checkbox"/>
0	<input type="checkbox"/>

Where are we now?

Criterion 2

A healthy workplace takes a planned approach to creating and continuously improving as a healthy working environment.

Some things to start you thinking (this list is not definitive and can be added to):

- Is staff health and wellbeing considered in the strategic/corporate/business plan?
- Are workplace health issues considered when planning for the future, or in response to organisational change, eg if new work comes into the organisation, is the impact of increased demand on employees' stress levels considered and managed?
- Do you have a health action plan or a plan for creating a healthy workplace?
- Do you measure the success of your workplace health programme, eg lowering absenteeism, reducing accident rates, use of healthy lifestyle programmes?
- Is the plan communicated to all employees?
- Is the plan reviewed on a regular basis?

Strengths (what we already do)	How this can be demonstrated
<ul style="list-style-type: none"> • The demands placed on staff to deliver the objectives set in the strategic plan are considered when they are being set and the plan incorporates the human resource function of the organisation. • The staff training and development section in the strategic plan covers some areas of workplace health but there are gaps. Staff health and wellbeing is not specifically referred to in the strategic plan. • We have records of absenteeism, accident rates and attendance at stress awareness sessions, but we have not looked at these in any detail or carried out any analysis. 	<ul style="list-style-type: none"> • The strategic plan. • Records of absenteeism, accidents and attendance at health education sessions.
Opportunities (what more we need to do)	How will we be able to demonstrate this?
<ul style="list-style-type: none"> • A review of the strategic plan is about to commence. Health and wellbeing will be referred to more specifically in this plan. • This self evaluation process will result in the development of a health action plan. • A bi-monthly review of our new health action plan at health and safety meetings. • Analyse the absenteeism and accident statistics to look at any trends that may need to be addressed through our healthy workplace programme. 	<ul style="list-style-type: none"> • In the new strategic plan. • New health action plan. • Minutes/notes from health and safety meetings. • The analysis of absenteeism and accident rates, and any changes to the health action plan and workplace health programme as a result of this.

Rating	
4	<input type="checkbox"/>
3	<input checked="" type="checkbox"/>
2	<input type="checkbox"/>
1	<input type="checkbox"/>
0	<input type="checkbox"/>

Where are we now?

Leadership and management

Criterion 3

A healthy workplace takes an organisational approach to its healthy workplace programme so that policies, procedures and processes have a positive impact on employees' physical and mental wellbeing.

Some things to start you thinking (this list is not definitive and can be added to):

- Are job satisfaction levels measured to identify areas for improvement that might have an impact on employees' health?
- Are human resource policies developed and implemented in a way that considers their impact on employees' health and wellbeing?
- Is everyone treated with fairness and respect?
- Is consideration given to how policies, procedures and processes can help reduce work-related stress?
- Do employees receive training, development or one-to-one mentoring that helps them do their job?
- Does the working environment promote equality in the workplace and comply with related legislation?

Strengths (what we already do)	How this can be demonstrated
<ul style="list-style-type: none"> • Through the Work Well online employee questionnaire, we identified that we might be able to do more to address the causes of stress. Therefore, a more detailed stress audit was completed. • An alcohol and drugs policy has been developed over the past year, that not only looks at the issues, but also provides support for employees who want it. • We have policies on equal opportunities, harassment and bullying, maternity and paternity, and a sickness absence system. • The absence management system has not been reviewed for several years and some managers feel that it has not been developed or implemented in a way that supports those who are genuinely ill or need support to return to work. • All members of staff have job descriptions, which they receive when they begin working for the organisation. • Employees receive annual performance appraisals but these are very focused on outcomes and do not address issues like the development of individual roles or personal development. • There is a training plan that is developed by line managers. 	<ul style="list-style-type: none"> • Employee questionnaire report and stress audit. • Alcohol and drugs policy. • All our written HR policies. • Description of the absence management system in each employee's induction and paperwork to be completed as part of the system. • Job descriptions for all staff. • Annual appraisal paperwork. • Training plan.

Leadership and management

Criterion 3 (continued)

Opportunities (what more we need to do)	How will we be able to demonstrate this?
<ul style="list-style-type: none"> • The absence management system should be reviewed to ensure that employees receive support while on sick leave, or when returning to work after a long period of absence. • Repeat the employee questionnaire for future planning and also as a benchmarking tool. • Update the current appraisal system to incorporate personal development and the development of each employee's job role. • Through our absenteeism system and stress audit, we have noted that several employees are reporting stress-related illness. Therefore, we hope to develop a stress policy. • The stress audit identified clarification of job role as an area for improvement. Therefore, we will address this through the staff appraisal system, and at our staff meetings, by ensuring that employees understand what is expected of them. 	<ul style="list-style-type: none"> • Revised and updated absence management system. • Repeat employee survey findings. • Updated appraisal paperwork. • Written stress policy. • Appraisal documentation that looks at this. Producing minutes from the staff meetings.

Rating	
Where are we now?	4 <input type="checkbox"/>
	3 <input checked="" type="checkbox"/>
	2 <input type="checkbox"/>
	1 <input type="checkbox"/>
	0 <input type="checkbox"/>

Physical environment

Criterion 4

A healthy workplace ensures that all employees have a safe and healthy environment that is pleasant to work in and supports them in practical ways to do their job.

Some things to start you thinking (this list is not definitive and can be added to):

- Are health and safety policies, manuals and documentation reviewed on a regular basis?
- Are checks and risk assessments regularly completed?
- Is the impact/effectiveness of health and safety training evaluated?
- Does the organisation meet its statutory occupational health obligations?
- Does the organisation go above and beyond statutory obligations with regard to health and safety?
- Is information and education on safety part of employees' training and made available to all?
- Do employees know their responsibilities regarding health and safety?
- How does the organisation ensure that the workplace is a pleasant and practical place to work in?

Strengths (what we already do)	How this can be demonstrated
<ul style="list-style-type: none"> • We have recently reviewed and updated our health and safety policy. This has been communicated to all staff and included in our employee induction pack. • Written risk assessments have been completed and we are in the process of taking action on any points arising from these. These are reviewed on a six monthly basis. • All staff receive health and safety training that is relevant to their job. Currently, we do not evaluate the training. • A Business Adviser from the Health and Safety Works NI programme, which advises small organisations on health and safety, visited our premises and advised on several safety improvements. • Health and safety signs are visible throughout the building, although we are missing some as identified by the Business Adviser. • We recently redecorated the staff room. 	<ul style="list-style-type: none"> • Health and safety policy, employee induction pack, and notice board on which policy is displayed. • Written risk assessments. • Training plan which includes health and safety, invoices/certificates from the training. • As a result of the Business Adviser's visit, we have written two detailed safety manuals on the use of machinery. • Health and safety signs around the building. • Redecorated staff room.

Physical environment

Criterion 4 (*continued*)

Opportunities (what more we need to do)	How will we be able to demonstrate this?
<ul style="list-style-type: none"> • A standard training evaluation form is to be developed, which can be used for all training, including health and safety. • Take part in European Safety Week. • Implement actions that were advised by the Health and Safety Works NI adviser. • Re-emphasise the message that health and safety is everybody's responsibility by putting information on the staff notice boards. • Review the section in the employee induction on health and safety to look for any possible improvements. • Ensure that the need for risk assessments for pregnant employees is communicated to all staff and that these are carried out when appropriate. • Through the employee survey, several employees noted that lighting was a problem. This is to be addressed by replacing lights in the main work area. 	<ul style="list-style-type: none"> • New training evaluation forms. • Evidence of activities, including attendance at training sessions, poster displays and demonstrations. • Any documentation that follows on from improvements made, eg risk assessments. • Staff notice boards. • Staff induction pack. • Risk assessments. • Improved lighting.

Organisations that strive towards meeting the criterion for the physical environment are demonstrating that they are committed to ensuring their workplace is safe. However, the authors of this document take no responsibility for ensuring that organisations who use this guide are meeting their full legal responsibilities regarding safety in the workplace.

Rating	
4	<input type="checkbox"/>
3	<input type="checkbox"/>
2	<input checked="" type="checkbox"/>
1	<input type="checkbox"/>
0	<input type="checkbox"/>

Where are we now?

Physical environment

Criterion 5

A healthy workplace engages with employees to ensure that the workplace is safe and healthy.

Some things to start you thinking (this list is not definitive and can be added to):

- Are problems identified and/or resolved by those on whom they directly impact?
- When problems do arise, are the root causes identified and the problems fixed properly?
- Is there a mechanism whereby safety issues can be discussed or raised?
- Is health and wellbeing considered when designing and introducing new work procedures?

Strengths (what we already do)	How this can be demonstrated
<ul style="list-style-type: none"> • Line managers help to resolve problems when they are raised by those on whom they directly impact. This is not a formal system and, therefore, problems may be missed. • Health and safety concerns are raised and discussed at the health and safety committee meetings. • From time to time, temporary solutions are applied to health and safety problems. More permanent solutions would be more cost effective. • Employees were asked about their physical environment through the employee questionnaire. 	<ul style="list-style-type: none"> • Minutes/notes from the health and safety committee meetings. • Employee questionnaire report.
Opportunities (what more we need to do)	How will we be able to demonstrate this?
<ul style="list-style-type: none"> • Encourage all staff to have an input into highlighting and resolving health and safety issues by putting information on the staff notice board. We will also have health and safety as a recurring item on the staff meeting agenda. • Get managers and employees to work together to implement more cost effective health and safety solutions. • Next year, repeat the employee questionnaire to identify any further areas of improvement in the physical working environment. 	<ul style="list-style-type: none"> • Staff notice board and minutes of staff meetings. • Health and safety procedures arising from staff discussions. • Employee questionnaire report.

Health and wellbeing

Rating	4	<input type="checkbox"/>
Where are we now?	3	<input checked="" type="checkbox"/>
	2	<input type="checkbox"/>
	1	<input type="checkbox"/>
	0	<input type="checkbox"/>

Criterion 6

A healthy workplace positively promotes the health and wellbeing of all employees through information, the provision of health skills and maximising opportunities for staff to participate in accessible healthy activities.

Some things to start you thinking (this list is not definitive and can be added to):

- Do you provide employees with the opportunity to access information on health and wellbeing?
- Do you ensure that the physical environment employees work in makes healthier choices easier, eg cooking facilities or bicycle stands?
- Do you promote events that encourage healthy lifestyles, or allow employees to take part in healthy activities?

Strengths (what we already do)	How this can be demonstrated
<ul style="list-style-type: none"> • We provide employees with information on health, eg healthier eating and where to access local smoking cessation services. • We invited Action Cancer representatives to talk to staff about cancer and health. • As part of a team building day, we had a health quiz. • Employees have a kitchen area to cook in, although it hasn't been decorated in a long time. • Some employees, who do not normally cycle, cycled to work on Bike2Work day. 	<ul style="list-style-type: none"> • Staff notice board. • Records of attendance at information session. • The kitchen area.
Opportunities (what more we need to do)	How will we be able to demonstrate this?
<p>Based on the findings of the employee survey:</p> <ul style="list-style-type: none"> • We will provide health checks. • We will look into the cost and practicalities of having water dispensers. • There is a health fair taking place in the local area, which we will encourage employees to attend. • We will provide bicycle stands to encourage employees to cycle to work. • We will organise a relay team for this year's marathon, to encourage a team activity and promote physical activity. • We will have a healthier eating month, which will involve several members of staff taking turns to cook healthier options for employees every Friday lunch time. 	<ul style="list-style-type: none"> • Invoice for the health checks. • Water dispensers if provided. • A list of attendance at the health fair. • Bicycle stands. • Certificates from the marathon.

Health and wellbeing

Rating	
4	<input type="checkbox"/>
3	<input checked="" type="checkbox"/>
2	<input type="checkbox"/>
1	<input type="checkbox"/>
0	<input type="checkbox"/>

Where are we now?

Criterion 7

A healthy workplace develops its programme in line with the personal health and wellbeing needs of employees by ensuring that employees have an input into it.

Some things to start you thinking (this list is not definitive and can be added to):

- Have you asked employees what they want from their healthy workplace programme?
- Does the healthy workplace programme address the health and wellbeing needs of everyone in the workplace?
- Have you evaluated what you have already done and used this evaluation to guide you in meeting the needs of employees in future plans?
- Is there a way in which employees can have a direct input into the development and implementation of the healthy workplace programme?
- Are employees informed of all the activities that arise out of the programme?
- Are employees' views considered when the workplace health programme is discussed?
- Are activities promoted?

Strengths (what we already do)	How this can be demonstrated
<ul style="list-style-type: none"> • A needs assessment is carried out in the form of an employee questionnaire, which everyone is invited to complete. • The resulting health action plan is based on the findings of the employees questionnaire. • All employees received a copy of the health action plan and were invited to give feedback on its contents. • We put notices on our staff notice board when any events or activities related to our workplace health programme are coming up. We also send emails documenting what is happening. 	<ul style="list-style-type: none"> • Summary report of the findings from the survey and resulting action plan. • Health action plan. • Staff notice board and copies of emails.
Opportunities (what more we need to do)	How will we be able to demonstrate this?
<ul style="list-style-type: none"> • Ensure that the employee questionnaire is repeated next year so that we continue to consult with employees on the healthy workplace programme. • Ensure that the health action plan is distributed to all employees and further input considered. • Use the evaluation forms from any health-related training to help inform future programmes. • Include the healthy workplace programme as an agenda item for staff meetings. • Ensure that all employees are informed about upcoming healthy workplace activities through the staff notice board. 	<ul style="list-style-type: none"> • Employee questionnaire report. • Staff meeting notes/minutes. • Staff notice board

Appendix 3. Example of a completed health action plan

The following pages provide an example of the health action plan that would result from the example self evaluation in appendix 2.

The health action plan should be communicated to employees and reviewed at least every three months.

To complete your health action plan paperwork, insert the accompanying CD ROM and follow the instructions.

You can save the Word document and type in your own organisation's health action plan, or print out the blank form and write on it directly.

Once you have completed the self-evaluation, take the information from each 'Opportunities' section and copy it under 'Key actions' for the corresponding criterion in the health action plan. Prioritise those actions that need most improvement ie those rating three or under. Your aim is a rating of three or more for each of the criteria.

Person/s responsible and timescales are not included in the example as these will depend on the demands of individual workplaces.

Leadership and management

Effective leadership and management support the development of a healthy workplace, both in policy and practice. This is to ensure that employees work in a supportive environment that promotes positive working relationships and values employees.

<p>Criterion 1 A healthy workplace has a commitment from senior management to developing the programme.</p> <p>Key actions for Criterion 1</p> <p>Communicate the senior management's commitment to workplace health through the discussion, development and dissemination of a workplace health policy statement. This statement will incorporate information on how the organisation feels that employees' health and wellbeing is integral to the success of the organisation.</p> <p>Continue to discuss the development of the healthy workplace programme in senior management meetings.</p>	<p>Person/s responsible</p>	<p>Timescale</p>
<p>Criterion 2 A healthy workplace takes a planned approach to creating and continuously improving as a healthy working environment.</p> <p>Key actions for Criterion 2</p> <p>Refer to health and wellbeing more specifically in the review of the strategic plan.</p> <p>Review the new health action plan every two months at our health and safety meetings.</p> <p>Analyse the absenteeism and accident statistics to look at any trends that may need to be addressed through our healthy workplace programme.</p>	<p>Person/s responsible</p>	<p>Timescale</p>
<p>Criterion 3 A healthy workplace takes an organisational approach to its healthy workplace programme so that policies, procedures and processes have a positive impact on employees' physical and mental wellbeing.</p> <p>Key actions for Criterion 3</p> <p>Review the absence management policy to ensure that employees receive support while on sick leave, or when returning to work after a long period of absence.</p> <p>Repeat the employee questionnaire for future planning and also as a benchmarking tool.</p> <p>Update the current appraisal system to incorporate personal development and the development of each employee's job role.</p> <p>Develop a stress policy to address the issues highlighted as part of our absenteeism system and stress audit.</p> <p>Ensure that the staff appraisal system and staff meetings help to clarify each employee's job role.</p>	<p>Person/s responsible</p>	<p>Timescale</p>

Physical environment

The physical working environment must be safe and healthy, which means continuously reviewing and improving the environment people work in.

<p>Criterion 4 A healthy workplace ensures that all employees have a safe and healthy environment that is pleasant to work in and supports them in practical ways to do their job.</p>	Person/s responsible	Timescale
<p>Key actions for Criterion 4</p> <p>Develop a standard training evaluation form, which can be used for all training, including health and safety.</p> <p>Take part in European Safety Week.</p> <p>Implement actions that were advised by the Health and Safety Works NI adviser.</p> <p>Re-emphasise the message that health and safety is everybody's responsibility by putting information on staff notice boards.</p> <p>Review the section in the employee induction on health and safety to look for any possible improvements.</p> <p>Communicate to all staff the need for risk assessments for pregnant employees and ensure that these are carried out when appropriate.</p> <p>Address the lighting problem by replacing lights in the main work area.</p>		
<p>Criterion 5 A healthy workplace engages with employees to ensure that the workplace is safe and healthy.</p>	Person/s responsible	Timescale
<p>Key actions for Criterion 5</p> <p>Encourage all staff to have an input into highlighting and resolving health and safety issues by putting information on the staff notice board.</p> <p>Have health and safety as a recurring item on the staff meeting agenda.</p> <p>Ensure managers and employees work together to implement more cost effective health and safety solutions.</p> <p>Next year, repeat the employee questionnaire to identify any further areas of improvement in the physical working environment.</p>		

Health and wellbeing of employees

The workplace promotes opportunities for employees to increase their knowledge of health-related issues and supports positive changes in health behaviours. The whole organisation works in a way that encourages employees to take personal responsibility for their health and wellbeing.

<p>Criterion 6 A healthy workplace positively promotes the health and wellbeing of all employees through information, the provision of health skills and maximising opportunities for staff to participate in accessible healthy activities.</p>	<p>Person/s responsible</p>	<p>Timescale</p>
<p>Key actions for Criterion 6</p> <p>Based on the findings of the employee survey:</p> <p>Provide health checks.</p> <p>Look into the cost and practicalities of having water dispensers.</p> <p>Invite employees to attend a health fair in the local area.</p> <p>Provide bicycle stands to encourage employees to cycle to work.</p> <p>Organise a relay team for this year's marathon, to encourage a team activity and promote physical activity.</p> <p>Promote healthier eating through a healthier eating month. This will involve several members of staff taking turns to cook healthier options for employees every Friday lunchtime.</p>		
<p>Criterion 7 A healthy workplace develops its programme in line with the personal health and wellbeing needs of employees by ensuring that employees have an input into it.</p>	<p>Person/s responsible</p>	<p>Timescale</p>
<p>Key actions for Criterion 7</p> <p>Repeat the employee questionnaire next year to ensure we continue to consult with employees on the healthy workplace programme.</p> <p>Distribute the health action plan to all employees and ensure further input is considered.</p> <p>Use the evaluation forms from any health-related training to help inform future programmes.</p> <p>Include the healthy workplace programme as an agenda item for staff meetings.</p> <p>Ensure that all employees are informed about upcoming healthy workplace activities through the staff notice board.</p>		

Appendix 4. Frequently asked questions

The following is a list of questions that employees may ask, and examples of answers that may help to explain the key reasons for developing a healthy workplace programme:

Q. Why is the organisation looking at workplace health? My health has nothing to do with my employer.

A. As an employer, we want our staff to be happy and healthy. We regard it our duty to ensure that our employees work in a supportive, safe and healthy environment where health is promoted. For the organisation to succeed, we must value the health and wellbeing of our employees, ensure that this is a key part of the organisational culture and reflect it in day-to-day work practices.

Q. I don't really want to take part. Do I have to?

A. At different stages, you will be asked to have an active input into the development of the programme or take part in the health and wellbeing opportunities that will be made available. It is your choice whether to take part in this but the more you put into it, the more you will benefit from the healthy workplace programme.

Q. So what will change in our workplace as a result of this?

A. We will be reviewing three key aspects of the workplace. These are:

Leadership and management – where we will look at how the organisation operates and what we can do to have a positive impact on employee health and wellbeing. We will ensure that human resource policies are in place and that systems exist that will make your working life better.

Physical environment – where we will not only make sure that we have all our health and safety in order, but will also make your physical working conditions more welcoming and pleasant to be in.

Health and wellbeing – where we will provide you with information and opportunities to improve your own health. This will cover all aspects of health, from healthier eating to physical activity. There may be simple things we can offer you or support you in, like a staff notice board with information about health and the healthy workplace programme. In addition, we might take part in a healthy activity as an organisation.

Q. So what happens next?

A. There are several stages we will work through.

Stage 1

We will set up a working group to discuss what we are going to include in our healthy workplace programme and how to take it forward.

Stage 2

We are going to ask you to complete a questionnaire. This will highlight what you want and need from the healthy workplace programme and will cover a variety of health areas. No individual will be identifiable through the questionnaire and individual results will be completely confidential. Each employee will be given an address to log into and then allowed the time in work to complete the questionnaire. Each employee will later receive a print out of their results for their own information.

The collective results of the survey will be communicated to all employees and will directly feed into the development of the healthy workplace programme.

Stage 3

The working group will meet to develop a health action plan based on the findings from the employee survey and discussions with a Healthy Workplace Adviser. These discussions will focus on seven quality criteria that clarify what a healthy workplace programme should include. This action plan will address the three aspects described earlier – leadership and management, the physical environment and health and wellbeing. This action plan will be made available to all employees.

We will then implement the health action plan and keep you up to date with progress on an ongoing basis. Throughout, we also want you to input suggestions or comments on the healthy workplace programme.

The working group will meet from time to time to review the plan and once it has been successfully completed, we will review and evaluate it before asking you what further action you would like to see.

Appendix 5. Useful contacts

The following organisations will be able to provide information or support on different aspects of your healthy workplace programme. This list is not exhaustive and will ensure that information and support is available on a regional basis.

Action Cancer

Marlborough Park
Belfast
BT9 6XS
Tel: 028 9080 3344
Email: info@actioncancer.org
Website: www.actioncancer.org

Action Mental Health Consultancy and Training

AMH Action Mental Health
Mourne House
Knockbracken Healthcare Park
Saintfield Road
Belfast
BT8 8BH
Tel: 028 9040 3726
Website: www.actionmentalhealth.org.uk

Business in the Community (NI) Ltd

Bridge House
Paulett Avenue
Belfast
BT5 4HD
Tel: 028 9046 0606
Website: www.bitc.org.uk/regions/bitc_in_your_region/northern_ireland

Carecall

84 University Street
Belfast
BT7 1HE
Tel: 028 9024 5821
Website: www.carecallsolutions.com

Department for Employment and Learning

Adelaide House
39–49 Adelaide Street
Belfast
BT2 8FD
Tel: 028 9025 7777
Website: www.delni.gov.uk/index.htm

Disability Action

189 Airport Road West
Belfast
BT39 9ED
Tel: 028 9029 7880
Website: www.disabilityaction.org

EMAS (Employment Medical Advisory Service)

2nd Floor Avenue House
42–44 Rosemary Street
Belfast
BT1 1QE
Tel: 028 9040 8004
Email: emasmail@detini.gov.uk

Equality Commission for Northern Ireland

7–9 Shaftesbury Square
Belfast
BT2 7DP
Tel: 028 9050 0600
Website: www.equalityni.org

Foyle Health @ Work

Derry Healthy Cities
c/o Altnagelvin Hospital
24 Glenshane Road
Londonderry
BT47 6SB
Tel: 028 7161 1384
Website: www.foylehealthatwork.com

Health and Safety Executive for Northern Ireland

83 Ladas Drive
Belfast
BT6 9FR
Tel: 028 9024 3249
Website: www.hseni.gov.uk

Health and Safety Works NI

2nd Floor Avenue House
42–44 Rosemary Street
Belfast
BT1 1QE
Tel: 028 9040 8007
Email: hswni@detini.gov.uk

Health Promotion Agency for Northern Ireland

18 Ormeau Avenue
Belfast
BT2 6HS
Tel: 028 9031 1611
Website: www.healthpromotionagency.org.uk
Email: info@hpani.org.uk

Investors in People

2nd Floor
61 Fountain Street
Belfast
BT1 5EX
Tel: 028 9044 1792
Website: www.investorsinpeople.co.uk
Email: iip.gc@delni.gov.uk

Labour Relations Agency

2–8 Gordon Street
Belfast
BT1 2LG
Tel: 028 9032 1442
Website: www.lra.org.uk

Northern Ireland Chest Heart and Stroke Association

21 Dublin Road
Belfast
BT2 7HB
Tel: 028 9032 0184
Website: www.nichsa.com

Travelwise Northern Ireland

Roads Service Transportation Unit
Clarence Court
10–18 Adelaide Street
Belfast
BT2 8GB
Tel: 0845 378 0908
Website: www.travelwiseni.com/index.htm

Ulster Cancer Foundation

40–42 Eglantine Avenue
Belfast
BT9 6DX
Tel: 028 9066 3281
Email: info@ulstercancer.org
Website: www.ulstercancer.org

Central Health Promotion Resource Services

Each Health and Social Services Board area operates a health promotion service for professionals and members of the public as well as library services for professionals working in health and health promotion (in some Board areas the library may also be open to the public). This includes:

- the provision of advice and resources on the priority areas of health promotion ie tobacco, nutrition, drugs, alcohol, physical activity and sexual health. Some of the resources are produced locally, some are bought in and many will have been produced by the HPA.
- the provision of library services where reports, books, videos, CD ROMs and resource packs on the priority areas of health promotion can be borrowed.

Eastern Health and Social Services Board area

Eastern Area Health Promotion
Communication, Resource and Information
Service (CRIS)
Champion House
12–22 Linenhall Street
Belfast
BT2 8BS
Tel: 028 9032 1313
Email: info@eahealthpro.org
Website: www.eahealthpro.org

Northern Health and Social Services Board area

Health Promotion Service
Homefirst Community Trust
Spruce House
Cushendall Road
Ballymena
BT43 6HL
Tel: 028 2563 5575
Email: health.promotion@homefirst.n-i.nhs.uk

Southern Health and Social Services Board area

Southern Area Health Promotion Department
Healthcare Directorate Department
Admin Building, St Luke's Hospital
Loughgall Road
Armagh
BT61 7NQ
Tel: 028 3741 2424
Email: hpromotion@adhsst.n-i.nhs.uk
Website: www.goodhealthinfo.org.uk

Western Health and Social Services Board area

Health Promotion Department
Resources and Graphics Services
The Hub
Gransha Park
Londonderry
BT47 6WJ
Tel: 028 7186 5221
Email: pconcannon@westcare.n-i.nhs.uk

Investing for Health partnerships

Investing for Health is a framework for action to improve health and wellbeing and reduce health inequalities in Northern Ireland. At a local level, an Investing for Health partnership has been established in each of the four Health and Social Services Board areas. Each of these Investing for Health partnerships can provide information and support related to improving health and wellbeing, some of which is specific to health in the workplace.

Eastern Investing for Health

This partnership is divided between four different geographical areas, each of which is listed with the area it covers and a telephone number. Further details can be found on the website www.wellnet-ni.com

Down and Lisburn
Tel: 028 9266 5181

North and West Belfast
Tel: 028 9041 7420

Northern Down and Ards
Tel: 028 9151 0199

South and East Belfast and Castlereagh
Tel: 028 9056 4936

Northern Investing for Health

The Chalet, County Hall
182 Galgorm Road
Ballymena
BT42 1QB
Tel: 028 2531 1199
Email: info@northernifhpartners.co.uk
Website: www.northernifhpartners.co.uk

Southern Investing for Health

Tower Hill
Armagh
BT61 9DR
Tel: 028 3741 0041
Website: www.southernifh.com

Western Investing for Health

Western Health and Social Services Board
15 Gransha Park
Clooney Road
Londonderry
BT47 6FN
Tel: 028 7186 0086
Email: ifhsecretary@whssb.n-i.nhs.uk
Website: www.westernifh.org

Local councils

Your local council and, in particular, the **Environmental Health Departments** can provide you with information and advice on certain aspects of workplace health. A full list of the councils and contact details can be found at www.nics.gov.uk/councils.htm

Appendix 6. Businesses that participated in the Work Well pilot initiative

The following organisations participated in the Work Well pilot initiative:

Aiken Timber

Ards Citizens Advice Bureau

Arts Council of Northern Ireland

Belfast Castle

The Coey Advertising Co Ltd

Dawson, Nangle and Tumelty

Hamilton Architects

Hampton Conservatories

Harvey Group plc

Housing Rights Service

Irish Garden Plants

John H Lunn Ltd

JTM Training Agency

Knock Travel

MacElhatton and Co Solicitors

Rhyme Thyme Day Nursery

Simon Community, Larne

Tim Lewis Recruitment

Wilson and Sons Ltd

Appendix 7. Work Well case studies

Case studies from four of the Work Well organisations are included here to provide practical examples of the process they worked through and the actions they implemented as part of their healthy workplace programme. Additional case studies can be viewed on the workwell section of the HPA website: www.healthpromotionagency.org.uk

Name of workplace:

Housing Rights Service, Belfast.

Sector and description of organisation:

The Housing Rights Service works to promote the rights of people who are in housing need in Northern Ireland, through the provision of high quality independent specialist services such as advice, training and information.

Number and profile of employees:

The Housing Rights Service has 25 full-time and three part-time employees.

Who are the people within the organisation tasked with implementing Work Well?

The health and wellbeing workgroup, which comprises members of staff and is lead by the Business Support Manager, is responsible for implementing the Work Well initiative.

How did you identify the priority actions for your healthy workplace programme?

The priority actions identified came from the collation of results from two separate surveys:

- the HPA Work Well employee questionnaire;
- our own bi-annual survey, which contains some health and wellbeing questions.

What priority actions were identified?

- Improve the health and safety standards of employees' work environment.
- Raise awareness of stress management issues.
- Encourage employees to take more physical activity.
- Encourage healthy eating.
- Promote good health and wellbeing awareness.

How were the actions implemented?

After the priority actions were identified, an action plan was drawn up and the responsibility of implementing them was delegated to members of the health and wellbeing workgroup.

Health and safety

- Two members of staff attended first aid training.

Stress management

- All our staff attended stress management training provided by an external organisation.
- One of our employees undertook further accredited training on stress awareness.
- A section on stress management is being incorporated into our new good health and wellbeing policy.
- We promoted and raised awareness about our existing employee assistance programme, a counselling service, with a briefing session for all staff and for new staff at induction.

Physical activity

- We participated in the step-o-meter challenge and were pleasantly surprised to find how well we did compared to other organisations.
- We also set up a walking group outside work hours which has participated in a number of walks to date, including the Cancer Research UK 'Race for Life' at Stormont Estate.

Healthy eating

- An information session on healthy eating was provided to staff by our local Health and Social Services Trust.

Health and wellbeing awareness

- We set aside a dedicated table for information leaflets on a range of health related topics including healthier eating, alcohol, cancer and smoking. Employees are made aware of what leaflets are available and when anything new is added.
- Action Cancer provided two information sessions to employees, one concerning men's health issues in relation to cancer and the other concerning women's health issues.
- Many of the staff took advantage of the Northern Ireland Chest, Heart and Stroke Association (NICHSA) health check service.
- One of the members of the health and wellbeing group attended the Employee Health Fair at Belfast Castle to collect information and report back to the group.
- We organised for an external organisation to come in and deliver a range of relaxation therapy sessions to interested staff.

Which aspects went particularly well?

- Organised events such as the step-o-meter challenge encouraged team building and increased staff morale.
- The healthy lifestyle information sessions have been successful. Employees are now more aware of the benefits of healthier eating and taking regular physical activity, and have made positive behaviour changes.
- The NICHSA health checks were very useful in identifying potential health problems for individual employees.

What problems were encountered and how were these overcome?

- The biggest problem was finding the resources to implement the actions identified, notably the time to drive the initiative. This was overcome by holding quarterly meetings of the health and wellbeing workgroup. If targets had not been met for the previous quarter they were rescheduled for the next quarter, not left on the “back boiler”.
- We did not have the budget to buy cold water dispensers. This was overcome by purchasing water filter jugs for storing water in the fridge. This has proved an effective solution.

What benefits do you see for your organisation and your employees?

- The process has raised awareness of the importance of the good health and wellbeing of our workforce and the impact it can have on productivity and absenteeism. Absenteeism has dropped slightly despite being quite low already.
- This process also demonstrated that management take an interest in the health and wellbeing of their employees and this has had a positive impact on staff, increasing morale and promoting team building.

How has success been measured?

- At each quarterly health and wellbeing workgroup meeting we highlight which priority action points have been completed.
- Results from the second HPA Work Well employee survey showed an improvement in staff awareness on a range of health issues compared to results from the first questionnaire one year previous.
- Additional health and wellbeing questions were incorporated into our own bi-annual staff survey this year.

What are the key plans for the future?

- Organise time management training and an information session about bullying in the workplace.
- Continue reviewing current policies and procedures on a regular basis.
- Continue to provide health and safety training.
- Purchase and display the poster on health and safety law.
- Develop evacuation procedures for disabled employees and visitors.
- Continue to investigate ways to improve ventilation and heating in the building.
- Conduct a stress audit of the workplace.
- Repeat NICHSA health checks.
- Organise a “fruit week” to promote the five a day fruit and vegetable message. In addition host other themed weeks/months to include no smoking, cancer awareness, and physical activity.
- Provide a location for breastfeeding mothers.

Name of workplace:

Knock Travel, Belfast

Sector and description of organisation:

Knock Travel provides services for business travellers and for the leisure market, with an emphasis on niche market holidays.

Number and profile of employees:

Knock Travel has 22 employees in two retail travel agencies. The workforce is 40% male and 60% female.

Who are the people within the organisation tasked with implementing Work Well?

The company proprietor, the head of the Cut Our Waste (COW) committee and three other members of staff are responsible for implementing the company Work Well programme.

How did you identify the priority actions for your healthy workplace programme?

We identified priority actions with those employees who are members of the existing COW committee, and through the Work Well employee questionnaire, which all employees completed.

What priority actions were identified?

- Increase levels of physical activity among employees.
- Reduce stress in the workplace.
- Encourage healthy eating and weight loss where appropriate.
- Improve workstation layout and posture.
- Implement new policies on health and wellbeing, sexual harassment and bullying, and stress and mental health.
- Update our health and safety policy and the return to work policy for breastfeeding mothers.

How were the actions implemented?

- Signs were made for the three storey head office building to motivate staff when using the stairs. The signs informed staff that at 852m high Slieve Donard is the highest peak in Northern Ireland and that walking from the bottom to the top of the stairs every day for a year is the equivalent of climbing to the top of Slieve Donard six times!
- We arranged for each member of staff to have a 15 minute neck and shoulder massage at work. Each staff member was given a £5 discount voucher at a health spa. This event was repeated due to its popularity with staff.
- We held an awareness session on stress management.
- Knock Travel took part in the Work Well step-o-meter challenge. Each member of staff was given a pedometer to count the number of steps they walked every day for a month. The company offered a prize for the person who had taken the most steps.

- We organised healthy eating weeks. During ‘fruit awareness week’, Knock Travel provided a different piece of fruit each day for all staff members, along with a small information leaflet indicating the benefits to be gained from eating fruit. A range of smoothies was also prepared for staff. A similar week focused on different vegetables. These events raised awareness about healthier eating by promoting a healthier option to other snack foods and highlighting the positive benefits of eating fruit and vegetables.
- A seminar on nutrition and diet was organised with the support of the Work Well initiative.
- Staff attended a special health fair where they could have a free health check provided by registered nurses and other health professionals. Information and practical demonstrations were provided on various topics, including diabetes, cholesterol, hearing, reflexology, massage, fitness, drugs and alcohol.
- The employee handbook was amended to include new and revised policies on health and safety, stress and mental health, return to work after maternity leave, harassment and bullying, and good health and wellbeing.
- A private health policy was implemented as part of employee conditions. Employees also have the option to include family members on this policy. Further benefits were arranged for employees, covering eye care, dental care, aromatherapy and 24 hour access to a GP helpline.
- Information on a variety of health-related topics is now posted on the staff notice board.
- A training session was delivered on disability awareness. This training raised staff awareness and showed how to promote opportunities and accessibility for people with disabilities – both employees and customers.
- To improve staff morale and foster team spirit, we held a barbeque beside the River Bann, with water skiing and speed boat rides. The event provided an opportunity to thank staff for all their involvement and work.

Which aspects went particularly well?

- Employees were very interested and surprised at how many times they climbed Slieve Donard. They gave up asking for a lift to be installed in the building!
- The massage was enjoyed by all. Employees said it made them aware of their poor posture at workstations.
- The stress management session was particularly successful, with employees commenting on how interesting and informative they found it.
- The Work Well step-o-meter challenge encouraged and highlighted the health benefits of walking. This has had a lasting effect on staff, with walking groups now a common feature at lunch time.
- Knock Travel entered the BBC’s Big Challenge to promote healthy workplaces and won the national award for Healthiest Small Employer. As a result, the BBC filmed Knock Travel for its ‘Working Lunch’ programme.

What problems were encountered and how were these overcome?

- Generally, staff have enjoyed and benefited from the activities provided. Employees are now more determined to take regular physical activity and eat more healthily. Activities take place on a regular basis so that employees’ interest is maintained, and to ensure that employees know Knock Travel is committed to their health and wellbeing.

- Busy schedules often mean that lunch time walks may be cancelled. The COW committee, run by the staff, coordinates and reschedules walks.
- Several members of staff weren't keen to take part in the Work Well step-o-meter challenge. However, due to the enthusiasm of the COW committee and staff in general, the attitude of these members of staff soon changed.

What benefits do you see for your organisation and your employees?

- The increase in staff awareness of the benefits of healthier eating has resulted in a noticeable change in staff eating habits. Lunches are healthier and many employees have lost weight.
- Staff realise the importance of breaks and use this time wisely. Following a walk at lunchtime, employees are refreshed and ready to start work again.
- Air conditioning has been installed in the offices, which has reduced the need to open windows and cut down on noise.
- The actions undertaken, and staff participation in them, have increased morale and interaction between departments, creating a better team spirit. This benefits both employees and the company in terms of better relationships and communication. Employees are proud of achievements and there is a buzz around the office.
- The COW committee is more active and involved in staff health and staff issues, which means that all departments can contribute to the programme.
- Awards from the BBC Big Challenge and Disability Forum Customer Service in addition to a nomination for a Travel Trade magazine award, and the related publicity, have been great for the company's image.

How has success been measured?

- Success has been measured using forms for staff feedback on events held in the office, eg the massage and stress management sessions.
- A member of staff has successfully completed first aid training.
- There has also been a reduction in staff absenteeism.
- Awards, including the BBC Big Challenge and Disability Forum Customer Service.

What are the key plans for the future?

Knock Travel are aware of the importance of maintaining a healthy workplace. We will strive to maintain the level of interest in the workplace health initiative through the COW committee and by introducing innovative ideas.

The healthy eating weeks to promote eating fruit and vegetables were a great success and we intend to repeat these. The company is also investigating the possibility of having cookery demonstrations using healthier recipes. In addition, we hope to repeat some of our social team building events.

We plan to hold a session to raise staff awareness of the impact of alcohol on health, and the 'sensible drinking' message.

We will continue to actively encourage staff input and involvement in the programme.

Name of workplace:

Simon Community, Larne.

Sector and description of organisation:

The Simon Community was established in Northern Ireland in 1971 in response to the high level of “rough sleeping” in Belfast. It is a voluntary organisation which aims to provide appropriate housing to meet the needs of homeless individuals and families across Northern Ireland.

The Larne project provides direct access/emergency accommodation for those aged between 17 and 64 years when they first become homeless.

Number and profile of employees:

The Simon Community, Larne has 14 employees who work shifts to provide 24 hour cover. There are 12 full-time and two part-time employees, 10 female and four male, spanning a broad age range.

Who are the people within the organisation tasked with implementing Work Well?

The Project Manager and Assistant Project Manager are tasked with implementing the Work Well initiative.

How did you identify the priority actions for your healthy workplace programme?

Initially, the Work Well employee questionnaire was used to identify the actions prioritised in our first action plan. A second action plan was informed by feedback from staff surveys and discussions with the health promoting workplace coordinator.

What priority actions were identified?

- Encourage employees to become more physically active.
- Encourage healthy eating.
- Highlight men’s and women’s health issues.
- Increase safety in the workplace.

How were the actions implemented?

Physical activity

- Written information and the recommended guidelines on physical activity were provided at staff meetings and on the staff notice board.
- All employees, with the exception of one, participated in the Work Well step-o-meter challenge.

Healthy eating and weight control

- An information session on the benefits of healthy eating was given by a local dietitian during one of our regular staff meetings.
- Scales were purchased to allow staff to monitor their weight.
- A morning event was organised to encourage staff and residents to eat a healthy breakfast.

General health and wellbeing

- An information session on health was organised through Action Cancer. In addition to providing information on general health issues, specific information on men's health (testicular and prostate cancer) and women's health (breast awareness and cervical cancer) were provided to groups separately. Residents were also invited to attend.
- Cholesterol checks for staff were carried out by a major retail chemist.
- We held an information session on stress and organised a massage session for both staff and residents.
- Staff were given information leaflets on sensible drinking and unit calculator wheels to monitor how many units they drank.
- Staff were reminded that support and counselling could be accessed through the staff care service.
- Staff were made aware of the benefits of breastfeeding and a room was made available for breastfeeding mothers.

Smoking

- Three members of staff expressed an interest in stopping smoking. Information on local cessation services and written advice on how to stop was provided for these employees.
- The existing smoking policy was reviewed and specific rooms have now been designated as areas for smoking.

Safety in the workplace

- We addressed a number of issues raised in the Work Well questionnaire.
- A diffuser was purchased in response to the issue of poor lighting.
- We fixed the broken window and purchased a fan to improve ventilation and air quality.
- All chairs were reupholstered and a new computer chair purchased.
- Staff were made aware of the recommended breaks to be taken when working at a computer screen.
- The need for client risk assessment and advice on the location of this information was reinforced with staff.

Which aspects went particularly well?

- The majority of staff enjoyed the Work Well step-o-meter challenge and our participation raised staff awareness about the benefits of walking and, for some, highlighted how little exercise they did! As a result there has been a lasting change in behaviour with some staff walking to work or to school with their children and during lunch times.
- One member of staff has successfully reduced the number of cigarettes smoked.
- Employees who had received the massage commented that it was enjoyable and that they felt the benefits.
- The teambuilding day was a great success. It provided an opportunity for those staff who have little contact due to working shifts to get together and build relationships. The positive feedback obtained from staff following this prompted us to organise a second event. This day was held in a local church hall and focused on identifying our strengths and weaknesses and how we communicate with each other.
- Healthy eating has become part of the organisation's ethos and healthier options such as scones or fruit instead of chocolate biscuits are provided at staff meetings.

What problems were encountered and how were these overcome?

- Although information on a health fair was provided to staff, only a few attended.
- At times it has been difficult to motivate staff, but we will continue to encourage them and be proactive in addressing good health and wellbeing issues within the workplace.
- As a voluntary organisation our activities have sometimes been limited by lack of funding. However, on such occasions we have found alternative arrangements, for example central office provided staff as facilitators during the second teambuilding day and free use of the local church hall.

What benefits do you see for your organisation and your employees?

- Our participation in the Work Well initiative has demonstrated the benefits of a healthy workplace for the other Simon Community projects within Northern Ireland. As a result Simon Community Northern Ireland has adopted the ethos of Work Well and is currently working to gain Employer of Choice accreditation.
- We are part of a working group which has been formed to take the process forward and the organisation is in the process of developing a range of policies, as identified through the Work Well self-evaluation process, which will underpin its ethos as a healthy workplace.
- Our participation in the Work Well initiative has also provided an opportunity to build new relationships, strengthen team spirit and improve communication.

How has success been measured?

- The employee questionnaire was a useful way of monitoring changes in knowledge and behaviour. For example, after involvement in the Work Well initiative more employees were aware of sensible drinking levels and there was a reduction in the numbers who reported heavy drinking on a single occasion.

- Staff completed an evaluation questionnaire on the teambuilding day.
- Employee participation in activities is recorded.
- The Assistant Project Manager successfully completed training for the walker leader scheme organised through the Work Well initiative and the local Health and Social Services Trust.
- The step-o-meter challenge was run for all staff in the Simon Community. The Larne project led by example with the project manager taking the highest number of steps to win!

What are the key plans for the future?

- We recognise the importance of maintaining our current momentum.
- We aim to encourage employees to be proactive and have ownership of our healthy workplace.
- We aim to ensure that employees are consulted on our new health action plan and on the development of strategic plans.
- We will implement policies on issues such as stress and mental health, these policies are currently being developed throughout the organisation.
- We will provide staff training on equality issues through the Equality Commission.
- Following the completion of walker leader training, we plan to initiate walking groups at lunch time.
- We plan to hold a teambuilding event annually.
- We will organise follow-up health checks for staff.

Name of workplace:

Tim Lewis Recruitment Ltd, Belfast.

Sector and description of organisation:

Tim Lewis Recruitment is an employment agency operating from seven locations. Branches are based in Belfast, Armagh, Glasgow and Newtownabbey. More recently branches have been established in Prague and Warsaw and the company has further plans to expand within the UK and Europe. The nature of the business is to supply workers both on temporary and permanent placements to an extensive client base covering some of Northern Ireland's leading employers.

Number and profile of employees:

Tim Lewis Recruitment employs 43 core staff members and places upwards of 1,000 workers with clients on a weekly basis. The core workforce is predominantly female, covering a broad age range.

Who are the people within the organisation tasked with implementing Work Well?

The human resources manager has lead responsibility for implementing the Work Well initiative and is supported by seven health and safety committee representatives to cover all branches.

How did you identify the priority actions for your healthy workplace programme?

Areas for action were identified using results from the Work Well employee questionnaire, feedback from the seven health and safety committee representatives and discussions with the health promoting workplace coordinator.

What priority actions were identified?

- Increase knowledge and understanding of good health and wellbeing issues.
- Identify the key areas of improvement for the company regarding workplace health.
- Develop measures to inform, communicate and educate staff.
- Encourage employees to become more physically active.
- Create a more pleasant and healthy work environment.

How were the actions implemented?

- The health programme was incorporated into the company's human resource strategy.
- Promotional campaigns were held in each branch on various health topics taken from the health calendar, eg No Smoking Day, Breast Cancer Awareness month etc.
- Information leaflets were regularly compiled and given to all temporary agency workers along with their payslips, left in all branch locations and given out to staff members.
- We held quizzes and competitions on health topics and awarded prizes.

- All employees were provided with a diary to highlight health and safety issues.
- Some staff attended a health fair where health professionals provided health checks and information on a wide variety of health issues.
- During National Epilepsy Week, information was provided to staff to increase awareness and understanding of epilepsy and a team of 10 staff raised funds at a competition run by Epilepsy Action.
- We provided information on the benefits of healthy eating and promoted this by providing fruit at all meetings instead of biscuits. We also initiated an internal weight loss programme.
- We participated in the Work Well step-o-meter challenge to encourage staff to take more physical activity.
- Social events including a company barbeque were organised by the charity committee.
- External organisations were sourced to come and give talks, eg Action Cancer.
- The Northern Ireland Chest, Heart, and Stroke Association (NICHSA) were invited to come into the organisation for a day to do health checks for employees.
- Belfast City Council provided us with assistance on conducting health and safety risk assessments.
- Nine members of staff, including all the health and safety representatives, undertook a one day course in environmental health.
- A group of employees undertook a one day first aid course.
- Information on a confidential counselling helpline was given to staff members.
- Regular reviews of the action plan are carried out at monthly meetings of the health and safety committee. Actions identified at these meetings are delegated to all representatives on the health and safety committee who also communicate updates to staff.
- The quarterly company newsletter, which provides information on current activities and minutes from health and safety committee meetings, is available for staff to view on the internal server. Information is also made available on staff notice boards.
- A formal presentation on health and safety has been developed and is delivered as part of the staff induction process.

Which aspects went particularly well?

- The establishment of the health and safety committee has enabled us to place an emphasis on good health and wellbeing and has been invaluable in driving forward the initiative throughout all branches, motivating and encouraging the active participation of staff.
- A number of human resource initiatives have been successfully reviewed or developed in support of employee good health and wellbeing, including flexible working, bullying and harassment, equal opportunities and family friendly policies.
- The majority of staff (80%) participated enthusiastically in the Work Well step-o-meter challenge and the company offered prizes for those individuals who completed the most steps. Other members of staff have successfully lost weight through our weight loss programme.
- Employees have found the information provided educational and it has increased their awareness of good health and wellbeing issues. For example, at Christmas the issue of binge drinking was highlighted across the organisation with information displays in all branches. This was successful in alerting staff to dangers which they had previously not thought about.
- A barbeque for all staff and their families was enjoyed by all!

What problems were encountered and how were these overcome?

- Initially there was reluctance to get involved and staff had concerns with the amount of time that might be involved. There was also a “could not be bothered” and “I’m alright” attitude.
- We overcame this by creating teams, each with a health and safety committee representative responsible for developing the initiative within the team. The level of interest and enthusiasm spread within each team and was encouraged by healthy competition between teams.
- Providing the right information and information at a level which all staff could relate to was a challenge. Staff feedback is essential to let us know what topics they want information on and how useful the information we provide is.

What benefits do you see for your organisation and your employees?

- Maintaining the momentum and establishing permanent change in staff attitudes and behaviour in relation to good health and wellbeing issues is a challenge for the future! However, the Work Well initiative has been of immense benefit to Tim Lewis Recruitment. It has helped focus the health and safety committee and in general improved the health and attitudes of most of our employees.
- Being a health and safety committee representative has given those members of staff confidence and responsibility and created a team spirit within the organisation.
- Staff have an increased knowledge and awareness of key health issues. They actively participate in activities and there is a buzz about the company.
- The health and safety committee has created new channels and improved levels of communication. Employees are consulted, made aware of progress and are confident that their concerns are dealt with effectively. This has contributed to an increase in staff morale across all our branches.

How has success been measured?

The level of enthusiasm has increased considerably with staff asking more questions about the different things we are doing under the Work Well initiative and about health in general. Staff are taking time to read notices and displays and informal feedback has shown that the initiative and the activities have been received very positively.

The success of the initiative has also been measured through the number of employees who:

- got involved in the NICHSA health checks;
- were willing to undertake first aid training;
- participated in the Work Well step-o-meter challenge;
- lost weight throughout the company;
- successfully completed the certificate in environmental health.

In addition, the health and safety committee carried out a staff survey to assess the level and content of the information that we were providing. This feedback was very positive and the information provided will be used to inform future information provision.

Absenteeism rates are monitored to identify any health related issues which could be addressed in future action plans, however, rates are currently low (<1%).

Actions undertaken through the Work Well initiative have enabled us to improve the quality of our work and we have implemented and achieved ISO accreditation.

What are the key plans for the future?

Tim Lewis Recruitment is committed to the continued development of a healthy workplace programme and has implemented organisational structures to review and monitor our progress. We aim to maintain current momentum and staff participation and proactively look for new ways to develop the initiative.

Our plans for the future include:

- to develop a workplace health policy statement;
- to implement formal feedback questionnaires for staff;
- to repeat focus groups with staff to shape the next health action plan;
- to consider the development of a drug and alcohol policy.

Appendix 8. Organisational health assessment

The organisational health assessment is also available as a PDF file on the accompanying CD ROM.



Organisational health assessment

Work Well

The Work Well organisational health assessment is a tool to help identify where gaps relating to healthy workplace practices may be within an organisation. It should be completed with people within the organisation who have an understanding of the existing policies and practices.

The organisational health assessment has been designed primarily to look at the needs of small organisations (10–50 employees) but could be used by larger organisations.

It is a checklist which will help achieve three objectives. It will:

- provide you with more information about the organisation;
- raise awareness with the employer/senior people within the organisation about the breadth of activities and policies that they may want to develop as part of their healthy workplace programme;
- provide a gaps analysis which will form part of the process of developing an organisation's health action plan.

There is a blank table at the end of the document which can be used as you work through each healthy workplace area to note the priorities that are identified.

Keep in mind that any changes or improvements should be realistic and appropriate to the needs of the organisation. It is also important that any actions or priorities discussed highlight the legal obligations of the organisation.

All results from the organisational health assessment should be treated in the strictest of confidence.

General information on the organisation

1. Name of organisation

2. Address

3. Name of managing director/proprietor

4. Name of contact person for Work Well in your organisation if different from above

5. Telephone number

6. Fax number

7. Email address

8. How would you describe what your organisation does?

9. Are you part of a larger organisation? (Tick one box only)

Yes

No Go to question 13

10. If yes, please provide details about the rest of the organisation.

11. Is the parent organisation/central office willing to support you developing a healthy workplace programme? (Tick one box only)

Yes No Go to question 13

12. If yes, please provide details:

13. Does your organisation have, or is it currently working towards, any quality standards/systems or awards, eg Investors in People (IIP), Charter Mark, European Framework for Quality Management (EFQM) or ISO standards?

Yes Working towards No Go to question 15

14. If yes, please provide details.

From this section onwards, please consider all your answers in terms of the part of the organisation/department that is developing the healthy workplace programme. If this is the whole organisation, answer from this perspective.

15. How many employees (including yourself) currently work in the organisation?
(This should include all full-time and part-time employees.)

	Full-time	Part-time	Seasonal/casual	Total
Male employees				
Female employees				

16. What are their work patterns? *(Tick all that apply)*

- Regular hours, eg between 8.00am and 6.00pm
- Shift patterns, eg shifts outside regular hours
- Both regular hours and shift patterns
- Weekends
- Other (please specify)
-

Health and wellbeing

Throughout this assessment there are questions about health policies, relating to areas such as physical activity, nutrition and weight control, alcohol misuse, smoking, stress and general health. When talking about individual policies relating to specific health areas, a policy may be a separate document dealing specifically with health and wellbeing, or it may be contained within other organisational policies and documents.

Physical activity

17. Does your organisation have a policy on physical activity? *(Tick one box only)*

Yes No *Go to question 20*

18. Describe the policy, eg whether it is written or unwritten, what it includes and the name of the documents in which it is contained.

If you have an unwritten policy, go to question 20

19. If your organisation has a written policy on physical activity, when was the last time it was reviewed?

20. Would you consider introducing a policy or improving your existing policy?

Yes No

21. Do you have a workplace travel plan?

(This is a plan that helps businesses and organisations explore options to reduce car dependency for commuters and business travel, and promote transport choices. This can encourage employees to take more physical activity.)

Yes Go to question 23 No

22. Would you consider introducing a workplace travel plan?

Yes No

23. Does your organisation provide or support any of the following? (Tick all that apply)
Which of the following do you think your organisation would like to provide or support? (Tick all that apply)

	Yes, already provided	Would like to support/provide
Information and awareness raising with employees		
Awareness raising materials on physical activity, eg posters	<input type="checkbox"/>	<input type="checkbox"/>
Written materials providing information on physical activity	<input type="checkbox"/>	<input type="checkbox"/>
Written information on cycle routes	<input type="checkbox"/>	<input type="checkbox"/>
Written information on physical activity classes and facilities available locally	<input type="checkbox"/>	<input type="checkbox"/>
Activities		
A walking group over lunch time	<input type="checkbox"/>	<input type="checkbox"/>
A walking group outside of work	<input type="checkbox"/>	<input type="checkbox"/>
Physical activity sessions during lunch time	<input type="checkbox"/>	<input type="checkbox"/>
Physical activity sessions outside working hours	<input type="checkbox"/>	<input type="checkbox"/>
Subsidising or supporting gym or leisure centre attendance	<input type="checkbox"/>	<input type="checkbox"/>
Team building events which include physical activity	<input type="checkbox"/>	<input type="checkbox"/>
Taking part in competitive events with other workplaces, eg a step-o-meter challenge or a five-a-side football team.	<input type="checkbox"/>	<input type="checkbox"/>
Please specify what type of competitive event you have had/would be able to support:		

	Yes, already provided	Would like to support/provide
Other support		
Having flexible working arrangements in place for staff participating in physical activity on and off site	<input type="checkbox"/>	<input type="checkbox"/>
Providing bicycle or safety equipment (there are tax and National Insurance Contribution exemptions)	<input type="checkbox"/>	<input type="checkbox"/>
Cycle parking facilities	<input type="checkbox"/>	<input type="checkbox"/>
Showering or changing facilities	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>

None of the above	<input type="checkbox"/>	<input type="checkbox"/>

Nutrition and weight control

24. Does your organisation have a policy on healthy eating? (Tick one box only)

Yes No *Go to question 27*

25. Describe the policy, eg whether it is written or unwritten, what it includes and the name of the documents in which it is contained.

If your policy is unwritten, go to question 27

26. If your organisation has a written policy on healthy eating, when was the last time it was reviewed?

27. Would you consider introducing a policy or improving your existing policy?

Yes No

28. Does your organisation provide or support any of the following? (Tick all that apply)
 Which of the following do you think your organisation would like to provide or support? (Tick all that apply)

	Yes, already provided	Would like to support/provide
Facilities		
Facilities for storing chilled foods (please provide details) _____	<input type="checkbox"/>	<input type="checkbox"/>
Facilities for cooking food (please provide details) _____	<input type="checkbox"/>	<input type="checkbox"/>
An eating area (please provide details) _____	<input type="checkbox"/>	<input type="checkbox"/>
A water dispenser/filtered water jugs (please provide details) _____	<input type="checkbox"/>	<input type="checkbox"/>
Scales for employees to weigh themselves	<input type="checkbox"/>	<input type="checkbox"/>
Information and awareness raising with employees		
Awareness raising materials on healthy eating, eg posters	<input type="checkbox"/>	<input type="checkbox"/>
Written information on healthy eating	<input type="checkbox"/>	<input type="checkbox"/>
Information sessions on healthy eating	<input type="checkbox"/>	<input type="checkbox"/>
Written information on support/services to help lose weight, eg a Weightwatchers or Unislim club	<input type="checkbox"/>	<input type="checkbox"/>
Activities		
A healthy eating week/'taste and try' days	<input type="checkbox"/>	<input type="checkbox"/>
Providing or subsidising fruit	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____ _____	<input type="checkbox"/>	<input type="checkbox"/>
None of the above	<input type="checkbox"/>	<input type="checkbox"/>

Alcohol and drugs

29. Does your organisation have a policy on alcohol and drugs?

	Alcohol policy	Drugs policy	Both in same policy
Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <i>If no to all, go to question 32</i>

30. Describe the policy, eg whether it is written or unwritten, what it includes and the name of the documents in which it is contained.

31. If your organisation has a written policy on alcohol and drugs, when was the last time it was reviewed?

Go to question 33

32. Would you consider introducing a policy or improving your existing policy?

	Alcohol policy	Drugs policy	Drug and alcohol policy
Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

33. Does your organisation provide or support any of the following? (Tick all that apply) Which of the following do you think your organisation would like to provide or support? (Tick all that apply)

	Yes, already provided	Would like to support/provide
Management practices and support Raise awareness and provide guidance to staff, who are in a supervisory or management role, on the symptoms, effects on work, and health consequences of alcohol and drug misuse	<input type="checkbox"/>	<input type="checkbox"/>
Provide assistance and support to employees absent from work because of alcohol or drug misuse problems, with the aim of keeping them in work or reintegrating them into the workplace after a period of absence	<input type="checkbox"/>	<input type="checkbox"/>
Have disciplinary procedures in place to deal with those who come into work under the influence of alcohol or drugs	<input type="checkbox"/>	<input type="checkbox"/>

	Yes, already provided	Would like to support/provide
<i>Information and awareness raising with employees</i>		
Awareness raising materials, eg posters	<input type="checkbox"/>	<input type="checkbox"/>
Written information for employees on sensible drinking	<input type="checkbox"/>	<input type="checkbox"/>
Written information for employees on drugs misuse	<input type="checkbox"/>	<input type="checkbox"/>
Written information for employees on problem alcohol use	<input type="checkbox"/>	<input type="checkbox"/>
Written information on how employees can access advice or counselling services on alcohol or drug misuse	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>

None of the above	<input type="checkbox"/>	<input type="checkbox"/>

Smoking

34. Please estimate how many of your employees smoke.

Number of employees who smoke _____

Don't know

35. Do you have a written workplace smoking policy?

Yes No

36. Describe where (if anywhere) on your organisation's premises employees are allowed to smoke.

37. Please provide any other details about your policy on smoking.

38. Does your organisation provide or support any of the following? (Tick all that apply)
Which of the following do you think your organisation would like to provide or support? (Tick all that apply)

	Yes, already provided	Would like to support/provide
Information and awareness raising with employees		
Awareness raising materials on the health effects of smoking, eg posters	<input type="checkbox"/>	<input type="checkbox"/>
Written information on how to quit smoking	<input type="checkbox"/>	<input type="checkbox"/>
Written information on nicotine replacement therapy	<input type="checkbox"/>	<input type="checkbox"/>
Written information on how to access local smoking cessation groups to support quitting	<input type="checkbox"/>	<input type="checkbox"/>
Written information on how to access the Smokers' Helpline which can provide support and advice for quitting	<input type="checkbox"/>	<input type="checkbox"/>
Activities		
Taking part in No Smoking Day	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>

None of the above	<input type="checkbox"/>	<input type="checkbox"/>

Men's health

39. Does your organisation provide or support any of the following? (Tick all that apply)
Which of the following do you think your organisation would like to provide or support? (Tick all that apply)

	Yes, already provided	Would like to support/provide
Information and awareness raising with employees		
Awareness raising materials, eg posters	<input type="checkbox"/>	<input type="checkbox"/>
Written information on testicular cancer	<input type="checkbox"/>	<input type="checkbox"/>
Written information on prostate cancer	<input type="checkbox"/>	<input type="checkbox"/>
Written information on organisations that can provide further information or support	<input type="checkbox"/>	<input type="checkbox"/>
Written information on where to access a men's group outside of work for further information or support	<input type="checkbox"/>	<input type="checkbox"/>

	Yes, already provided	Would like to support/provide
Activities		
A talk from an organisation specialising in cancer and men's health, delivered in your workplace	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____		
_____	<input type="checkbox"/>	<input type="checkbox"/>
None of the above	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable, no males in the organisation	<input type="checkbox"/>	<input type="checkbox"/>

Women's health

- 40. Does your organisation provide or support any of the following? (Tick all that apply)**
Which of the following do you think your organisation would like to provide or support? (Tick all that apply)

	Yes, already provided	Would like to support/provide
Information and awareness raising with employees		
Awareness raising materials, eg posters	<input type="checkbox"/>	<input type="checkbox"/>
Written information on breast cancer	<input type="checkbox"/>	<input type="checkbox"/>
Written information on cervical cancer	<input type="checkbox"/>	<input type="checkbox"/>
Written information on organisations that can provide further information or support	<input type="checkbox"/>	<input type="checkbox"/>
Activities		
A talk from an organisation specialising in cancer and women's health, delivered in your workplace	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____		
_____	<input type="checkbox"/>	<input type="checkbox"/>
None of the above	<input type="checkbox"/>	<input type="checkbox"/>
Not applicable, no females in the organisation	<input type="checkbox"/>	<input type="checkbox"/>

Breastfeeding

- 41. Does your organisation have a policy on breastfeeding at work? (Tick one box only)**

Yes No Go to question 44

42. Describe the policy, eg whether it is written or unwritten, what it includes and the name of the documents in which it is contained.

If your policy is unwritten, go to question 44

43. If your organisation has a written policy on breastfeeding, when was the last time it was reviewed?

44. Would you consider introducing a policy or improving your existing policy?

Yes No

45. Do you talk to mothers returning to work after maternity leave about the support they might need to continue breastfeeding once they are back at work?

Yes No

46. Does your organisation provide or support any of the following? (*Tick all that apply*)
Which of the following do you think your organisation would like to provide or support? (*Tick all that apply*)

	Yes, already provided	Would like to support/provide
<i>Management practices and support</i>		
Facilities for expressing milk, eg a clean, quiet, private room; a comfortable chair; access to a sink and electric points for pump or steriliser; chilled storage for milk	<input type="checkbox"/>	<input type="checkbox"/>
Breaks as necessary to express milk	<input type="checkbox"/>	<input type="checkbox"/>
Flexible or changed hours to accommodate breastfeeding mothers	<input type="checkbox"/>	<input type="checkbox"/>
<i>Information and awareness raising with employees</i>		
Awareness raising materials, eg posters	<input type="checkbox"/>	<input type="checkbox"/>
Written information on breastfeeding	<input type="checkbox"/>	<input type="checkbox"/>
Written information on combining breastfeeding and returning to work	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/>
<hr/>		
None of the above	<input type="checkbox"/>	<input type="checkbox"/>

Stress and mental health

47. Does your organisation have a policy on stress or mental health? (Tick one box only)

	Stress	Mental health	Both in policy
Yes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> If no to all, go to question 50

48. Describe the policy, eg whether it is written or unwritten, what it includes and the name of the documents in which it is contained.

If your policy is unwritten, go to question 50

49. If your organisation has a written policy on stress and/or mental health, when was the last time it was reviewed?

50. Would you consider introducing a policy or improving your existing policy?

Yes No

51. Overall, how would you perceive the level of work-related stress within your organisation? (Tick one box only)

Very low	<input type="checkbox"/>	Quite high	<input type="checkbox"/>
Quite low	<input type="checkbox"/>	Very high	<input type="checkbox"/>
Neither high nor low	<input type="checkbox"/>	Don't know	<input type="checkbox"/>

52. Are you aware of the Health and Safety Executive's six Management Standards for work-related stress?

Yes No

The **Management Standards** approach has been developed by the Health and Safety Executive (HSE) to reduce the levels of work-related stress reported by employees. It demonstrates good practice through risk assessment, allows measurement of the current situation using surveys and other techniques, and promotes active discussion with employees to help decide upon the practical improvements that can be made.

53. Would you like further information on the Management Standards?

Yes No

**54. Does your organisation provide or support any of the following? (Tick all that apply)
Which of the following do you think your organisation would like to provide or support? (Tick all that apply)**

	Yes, already provided	Would like to support/provide
Information and awareness raising with employees		
Awareness raising materials, eg posters	<input type="checkbox"/>	<input type="checkbox"/>
Information sessions on stress awareness	<input type="checkbox"/>	<input type="checkbox"/>
Written information on stress and how to cope with it	<input type="checkbox"/>	<input type="checkbox"/>
Written information on how to access a confidential counselling service	<input type="checkbox"/>	<input type="checkbox"/>
Written information on stress management techniques, eg relaxation	<input type="checkbox"/>	<input type="checkbox"/>
Management practices and support		
Provide a confidential counselling service	<input type="checkbox"/>	<input type="checkbox"/>
Use the Health and Safety Executive's Management Standards and process	<input type="checkbox"/>	<input type="checkbox"/>
Carry out stress audits	<input type="checkbox"/>	<input type="checkbox"/>
Develop shift patterns that minimise stress (if applicable)	<input type="checkbox"/>	<input type="checkbox"/>
None of the above	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>

General health

55. Does your organisation have a policy on general health and wellbeing or a workplace health policy statement? (Tick one box only)

Yes No Go to question 58

56. Describe the policy, eg whether it is written or unwritten, what it includes and the name of the documents in which it is contained.

If your policy is unwritten, go to question 58

57. If your organisation has a written policy or statement on health and wellbeing, when was the last time it was reviewed?

58. Would you consider introducing a policy/statement or improving your existing policy/statement?

Yes No

59. Does your organisation provide or support any of the following? (Tick all that apply)
Which of the following do you think your organisation would like to provide or support? (Tick all that apply)

	Yes, already provided	Would like to support/provide
A talk from an organisation specialising in cancer, delivered in your workplace	<input type="checkbox"/>	<input type="checkbox"/>
Health checks for staff, eg blood pressure, cholesterol, lifestyle advice	<input type="checkbox"/>	<input type="checkbox"/>
Other health areas not listed previously (please specify)	<input type="checkbox"/>	<input type="checkbox"/>

Physical environment

Safety

60. Does your organisation have its own health and safety policy? (Tick one box only)

Yes No Go to question 64

61. Describe how employees are made aware of the health and safety policy.

62. Describe the policy, eg whether it is written or unwritten, what it includes and the name of the documents in which it is contained.

If your policy is unwritten, go to question 64

63. If your organisation has a written policy on health and safety, when was the last time it was reviewed?

64. Would you consider introducing a policy or improving your existing policy?

Yes No

65. Do employees have an input into health and safety practices?

Yes No

If yes, please provide details: _____

66. Describe how employees are made aware of health and safety in the workplace.

67. Do you have written risk assessments? (Tick one box only)

Yes No In progress

68. Please outline the health and safety training you provide for employees:

69. Do you carry out manual handling risk assessments?

Yes
No
Not necessary *Go to question 72*

70. Does your organisation carry out manual handling training? (Tick one box only)

Yes *Go to question 72*
No
Not necessary *Go to question 72*

71. If no, would you consider introducing training on manual handling for employees?
(Tick one box only)

Yes No

72. Does your organisation carry out Control of Substances Hazardous to Health (COSHH) Regulations assessments? (Tick one box only)

Yes No

73. Do you have a first aid box on your work premises? (Tick one box only)

Yes No

74. Do you have one or more trained first aiders in your workplace? (Tick one box only)

Yes No

75. Would you like to have trained first aiders or more first aiders? (Tick one box only)

Yes No

76. Do staff in your organisation work shift patterns? (Tick one box only)

Yes No Go to question 79

77. Is action taken to minimise the effects of shift work on employees' personal lives and their health? (Tick one box only)

Yes No Go to question 79

78. Please specify what this action is:

79. Do you recommend that staff using keyboards/computer monitors take regular breaks from this type of work? (Tick one box only)

Yes No N/A

All organisations that have five or more employees are required by law to have:

- a written health and safety policy;
- written health and safety risk assessments.

All organisations are required by law to carry out risk assessments under the Control of Substances Hazardous to Health (COSHH) Regulations.

Working environment

80. Please indicate if you believe any of the following are causing the workplace to be unhealthy, unsafe or unpleasant to work in.

- | | |
|--|--------------------------|
| Poor lighting (too much, too little, etc) | <input type="checkbox"/> |
| Poor air quality/ventilation (stuffy, not enough air) | <input type="checkbox"/> |
| Temperatures that are too high or too low | <input type="checkbox"/> |
| Vibrations from hand tools, machinery etc | <input type="checkbox"/> |
| Noise (from machinery) | <input type="checkbox"/> |
| Noise (from colleagues talking) | <input type="checkbox"/> |
| Unsafe work area (eg cluttered or badly designed work areas) | <input type="checkbox"/> |
| Too much keyboard work without breaks | <input type="checkbox"/> |
| Looking too long at a VDU/monitor without breaks (risk of eye strain) | <input type="checkbox"/> |
| Poor seating | <input type="checkbox"/> |
| Inadequate access to staff facilities (eg toilets, kitchen or eating area) | <input type="checkbox"/> |
| Employees who are under the influence of drink or drugs | <input type="checkbox"/> |
| Unsafe equipment or machinery (including office equipment) | <input type="checkbox"/> |
| Loose cabling or wiring in the workplace | <input type="checkbox"/> |
| Poor lifting or carrying techniques | <input type="checkbox"/> |
| Lack of personal protective equipment or clothing | <input type="checkbox"/> |
| Lack of adequate safety training | <input type="checkbox"/> |
| Lack of or no fire drills | <input type="checkbox"/> |

Please provide details on any of the areas you have identified:

81. If your organisation uses occupational health services or support, please provide details.

Leadership and management

Human resources

82. From the following list, identify the policies, procedures or documents you currently have in place and describe each one, eg whether it is written or unwritten, what it includes and the name of the document in which it is contained.

For those areas where you do not currently have a policy, identify whether you would like to develop one and prioritise when you would like to develop it by circling short/medium/long term.

Details of existing policies	Would like policy	Priority to develop policy
Flexible working hours _____ _____	Yes/No	Short/medium/long term
Family friendly _____ _____	Yes/No	Short/medium/long term
Compassionate/bereavement leave _____ _____	Yes/No	Short/medium/long term
Carer leave _____ _____	Yes/No	Short/medium/long term
Career breaks _____ _____	Yes/No	Short/medium/long term
Induction programme for new staff _____ _____	Yes/No	Short/medium/long term
Return to work _____ _____	Yes/No	Short/medium/long term
Grievance/complaints _____ _____	Yes/No	Short/medium/long term
Bullying _____ _____	Yes/No	Short/medium/long term

Details of existing policies	Would like policy	Priority to develop policy
Harassment_____	Yes/No	Short/medium/long term
Violence in the workplace_____	Yes/No	Short/medium/long term
Domestic violence_____	Yes/No	Short/medium/long term
Equal opportunities_____	Yes/No	Short/medium/long term
Job share_____	Yes/No	Short/medium/long term
Training and development_____	Yes/No	Short/medium/long term
Paternity leave_____	Yes/No	Short/medium/long term
Maternity leave_____	Yes/No	Short/medium/long term
Staff appraisal/ performance management system_____	Yes/No	Short/medium/long term
Job descriptions_____	Yes/No	Short/medium/long term
Employee handbook_____	Yes/No	Short/medium/long term
Other (please state)_____	Yes/No	Short/medium/long term

83. Do you currently record absenteeism rates in your workplace? (Tick one box only)

Yes No

If yes, please describe how: _____

Go to question 85

84. If no, would you like to develop a system for recording absenteeism as part of this programme? (Tick one box only)

Yes No

85. Do you have a formal absence management system (this is a systematic approach to deal with sickness absence)? (Tick one box only)

Yes No

If yes, please describe it: _____

Go to question 87

86. If no, would you like to develop a formal absence management system as part of this programme? (Tick one box only)

Yes No

87. Do you formally measure staff satisfaction rates within your organisation? (Tick one box only)

Yes No

If yes, please describe how: _____

Go to question 89

88. If no, would you like to develop a system of measuring staff satisfaction rates as part of this programme? (Tick one box only)

Yes No

89. Do you carry out exit interviews in your workplace? (Exit interviews are interviews carried out with staff when they leave your employment to find out why they are leaving and to identify areas for improvement within the organisation)

If yes, please describe how: _____

Go to question 91

90. If no, would you like to look at developing an exit interview procedure as part of this programme? (Tick one box only)

Yes No

Planning

91. Do you have a business planning process and/or a written business or operational plan? (Tick one box only)

Yes Somewhat No Go to question 95

If yes, or somewhat, please describe: _____

92. If you have a written business or operational plan, do you include staff training and development within it? (Tick one box only)

Yes No Don't train staff Don't know

93. Does your business/organisation have a training plan?

Yes No

94. Does your organisation include workplace health within its planning process? (Tick one box only)

Yes No

If yes, please describe how: _____

Communication

95. Are staff consulted on policy development?

Yes No N/A

96. Which of the following channels are used on a regular basis to communicate with your employees? (Tick all that apply)

- Notice board
 - Staff meeting
 - Health and safety meetings
 - Other meetings/committees
 - Through employee trade union reps
 - Circulation of minutes
 - Staff newsletter
 - Wage packet inserts
 - Electronic communications eg email or intranet
 - Briefing sheets
 - Face to face/informal
 - Other (please specify)
-

97. Do you communicate with staff about health messages? (Tick one box only)

- Yes, formally
- Yes, informally
- No

98. Do staff have access to the internet in work?

- Yes, all staff
- Yes, but only certain staff
- No, not at all

99. Do staff have access to email in work?

- Yes, all staff
- Yes, but only certain staff
- No, not at all

Training and evaluation

100. Do you provide staff with training related to their job? (*Tick one box only*)

Yes Somewhat No *Go to question 103*

101. Do you evaluate and review training that staff have attended to measure how effective it was? (*Tick one box only*)

Yes Somewhat No *Go to question 103*

102. If yes or sometimes, how do you evaluate training? (*Tick all that apply*)

Written feedback from participants

Informal feedback from participants

Via staff appraisals

Other (please specify)

103. Have you ever implemented any health promoting workplace activities or initiatives?

Yes No

104. If yes, do you evaluate health promoting workplace activities or initiatives and if so, how?

**Thank you for your time in completing the
Work Well organisational health assessment.**

**The information from this document will be used alongside the needs
assessment of employees to develop your healthy workplace action plan.**

**Discussions should take place between all employed in the organisation to
agree the resulting final action plan.**

Healthy workplace programme priorities

Health and wellbeing

Action required

Physical activity (page 4)

Nutrition and weight control (page 6)

Alcohol and drugs (page 8)

Smoking (page 9)

Men's health (page 10) _____

Women's health (page 11) _____

Breastfeeding (page 11) _____

Stress and mental health (page 13) _____

General health (page 14) _____

Physical environment

Action required

Safety (page 15) _____

Working environment (page 18) _____



**Health
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