Healthy
Workplace
Guide

Ten Steps
to implement
a workplace
health program

Second Edition

Acknowledgements

Welcome and foreword

It has been pleasing to see that since the first edition of the Healthy Workplace Guide, an increasing number of organisations are focusing on workplace strategies to support their employees to lead a healthy lifestyle for the prevention of chronic diseases, such as cardiovascular disease, type 2 diabetes mellitus and some cancers. With Australians spending about one third of their lives at work, effective workplace health programs have been shown to improve the health and wellbeing of employees and facilitate organisational changes, such as reduced absenteeism and increased productivity.
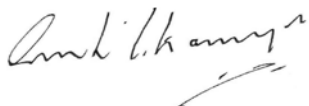
Many State and Territory governments now provide funding and support for the implementation of workplace health programs. The NSW Get Healthy at Work initiative is currently being rolled out across the state.

To assist businesses to improve the health of their employees, the Heart Foundation, Cancer Council NSW and the Physical Activity, Nutrition & Obesity Research Group (PANORG) from the School of Public Health at the University of Sydney, have collaborated to develop this practical, evidence based ten step guide. This second edition guide provides revised resource links and easy to follow steps on creating a workplace that supports employees in leading healthy lifestyles, including how to get started, construct and implement a workplace health program.

We welcome you to our ten step guide and congratulate you on your leadership and initiative in creating a healthy workplace.

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How to use this guide

The guide is primarily aimed at assisting small to medium sized businesses with limited resources to implement a sustainable and cost effective workplace health program. While the guide may also be used by larger workplaces with greater resources, we recognise that they may be more likely to outsource their program to an external provider.

Do you need to read the whole guide before you get started?

The ten steps are described in the diagram on page 3. You may choose to read through all ten steps, or simply refer to particular steps you are interested in. At the end of each part there are **checklists**, summarising the recommended activities for different workplace sizes.

Additionally, the guide may be useful as a resource that you can revisit and simply read relevant sections as needed.

Do workplaces need to undertake all of the ten steps?

The ten steps outlined in this guide are all important for a comprehensive and effective workplace health program. However, how you choose to use the guide will depend on a number of factors including:

→ The size and nature of your business,
→ The health interests and needs of employees, and
→ The available resources within your workplace.

For example, smaller businesses may have the business owner leading the workplace wellness program and may find **Step 5. Identify program activities, develop an action plan and budget** most relevant and useful. This step contains tables of activities categorised according to the level of resources required, in order to assist businesses identify appropriate activities for their leve of resources.

Ten Steps
to implementing a workplace health program

Step 10.
Evaluate your program and make improvements
Page 22

Step 1.
Gain support from management
Page 7

Step 9.
Manage your program
Page 22

Step 2.
Introduce the concept and identify needs
Page 8

Step 8.
Promote your program
Page 20

Step 3.
Gain support from employees and establish program responsibilities
Page 9

Step 7.
Identify additional support
Page 18

Step 4.
Develop goals and objectives
Page 12

Step 6.
Select incentives and rewards
Page 17

Step 5.
Identify program activities, develop an action plan and budget
Page 13

Part 3.
Implementing your program
Page 20

Part 1.
Getting Started
Page 7

Part 2.
Constructing your program
Page 12

Table of Contents

Introduction

So what is a healthy workplace?

Workplace health and safety policies help keep employees safe from physical, chemical and biological dangers. A healthy workplace complements this by supporting the health and wellbeing of employees.

A healthy workplace implements workplace health programs and policies to create a supportive culture and physical environment that encourages healthy lifestyles. It is also characterised by employees and employers working together to support and promote the health and wellbeing of people.

What is a workplace health program?

A workplace health program refers to activities undertaken in the workplace that support the health and wellbeing of employees. These activities may focus on individual behaviour change (e.g. education sessions or physical activity classes), and/or they may be targeted at an organisational level, creating policies and environments (physical and social) which support healthy behaviours (e.g. healthy catering policy or active transport end-of-trip facilities).

Why promote a workplace health program in your workplace?

There is increased awareness regarding the value of workplace health programs that support the health and wellbeing of employees. Organisations that have implemented workplace health programs have reported positive business outcomes such as improved employee retention and productivity, among other benefits.

What are the benefits for your organisation?

Research shows there are many measurable benefits to organisations and employers in implementing workplace health programs, including increased workplace productivity, reduced absenteeism, improved employee satisfaction, improved employee recruitment and retention, improved employee engagement and reduced worker's compensation costs.

Benefits of a healthy workplace for employers

→ Improve work performance and productivity
→ Reduce absenteeism and sick leave
→ Decrease frequency and costs of worker's compensation
→ Improve employee morale, satisfaction and motivation
→ Improve corporate image and attraction/retention of employees
→ Increase return on training and development investment
→ Improve employee engagement and employee relationships

Benefits of a healthy workplace for employees

→ Increase in health awareness and knowledge
→ Increase in physical health and mental wellbeing
→ Increase in job satisfaction and morale
→ Healthier lifestyle

What types of health areas do workplace health programs focus on?

Workplace health programs can cover a broad range of health areas. However, most workplace health programs target at least some of the following areas given the importance of each in general health and wellbeing:

→ Nutrition. Healthy eating can significantly impact an employee's ability to do their job effectively by, for example, improving their ability to concentrate. Nutrition programs educate employees about food choices and equip them to make healthier food and drink choices. Organisations can ensure there are healthy choices available in staff rooms, vending machines and office meetings and functions, plus provide easy access to fresh fruit and healthy snacks.

→ Physical activity. In addition to healthy eating, physical activity is an important part of a healthy lifestyle. Workplace health programs can offer employees opportunities to incorporate physical activity into their daily lives, and also provide an environment that supports physical activity.

→ Smoking cessation. Smokers tend to fall ill more frequently than nonsmokers. Promoting services, such as the Quitline or allowing time to see a doctor to discuss quitting smoking, are valid options for employers to include in their workplace health programs.

→ Stress management. Stress itself takes a toll on employees. Stress is also linked to other health concerns, such as depression, heart disease, diabetes, and obesity. Workplace health programs that help employees manage stress can improve their health and wellbeing.

This guide focuses on nutrition and physical activity only, it is recognised that gains in either or both of these health areas can have benefits on other areas, such as stress management.

☛ See **Appendix 1 (page 31)** for more information on smoking cessation and stress management (work/life balance).

Essential components of workplace health programs

Evidence shows that the most effective workplace health programs include a number of key features, such as:

→ Commitment from and participation by management
→ Seeking and fostering commitment from employees, including program 'champions'
→ Offering all employees the opportunity to participate regardless of their current health
→ Involving employees in program development and implementation
→ Linking with existing local services and resources, or state and Commonwealth government initiatives
→ Comprehensive, sustainable activities that address employees' social interests, behaviours and the physical environment of the workplace
→ Adequate resources
→ Program evaluation and improvement.

To help you implement a successful workplace health program, this Guide takes you through ten easy steps to help get you started, construct and implement your program. It shows that spending lots of money is not always necessary, and implementing successful activities can actually be done without significant cost to your organisation.

Part 1: Getting started (Steps 1-3)

Step 1. Gain support from management

Gaining support from management is important to ensure that your program is supported by the organisation and that resources (financial and human) are allocated appropriately.

Like any workplace change or initiative, success depends upon support from the leaders of the organisation. When managers are seen to openly embrace the program and 'walk the talk', employees are more likely to do the same. For this reason, it is important to ensure that management is included from the start and has ongoing representation on any committees or groups that are formed as part of the program.

City of Sydney/Adam Hollingworth

Gaining commitment from management depends on a strong business case for the workplace health program. The business case could include:
→ Reasons why the program would benefit the organisation
→ Benefits of physical activity and good nutrition for both employees and the organisation
→ Specific costs to your organisation of physical inactivity and poor nutrition (e.g. gather accurate data from Human Resources (HR) related to absenteeism)
→ Outline of your program, including its objectives and examples of some of the activities that may be implemented
→ Estimated resources required to organise and drive the program
→ Anticipated overall outcomes
→ Case studies of how a program has been successfully implemented elsewhere

☛ See **Tools and resources** *(page 26) for a sample presentation and suggested strategies for gaining support from management.*

☛ See **Step 5 – Identify program activities, develop an action plan and budget** *(page 13) for a list of low, medium and high resource activities you may want to include in your program. Remember, it may be easier to start with simple, low cost activities, then over time move on to activities which require greater investment.*

Part 1: Getting Started

Step 2. Introduce the concept and identify needs

For a program to be successful, it is essential that all employees are engaged in the program. The best way to achieve this is to ensure your program is relevant to the needs of your organisation and its employees.

Identifying these needs allows you to better understand your organisation's work environment. This will help you determine the priorities for the program and therefore, develop a program that responds to employee needs and aligns with your organisation's goals and objectives. The information you gather will also provide some baseline measures to help evaluate the success of your program.

Depending on the size of your organisation, a number of approaches can be taken to determine organisation and employee needs. These range from conducting simple focus groups to identifying current employee issues, ideas and preferences, to more comprehensive organisation wide health and wellbeing surveys and workplace environmental audits.

In organisations where employees work remotely or where there are multiple worksites, you should aim to ensure that all worksites are considered during the needs assessments.

Examples of needs assessments:

→ Employee focus groups – will help you identify current issues, ideas and preferences for your program. See over page for suggested questions to ask in your focus group
→ Employee health and wellbeing surveys – will help you identify specific health behaviours, interests and preferences for activities within your workplace
→ Workplace environmental audits – will help you understand your workplace infrastructure (e.g. shower and kitchen facilities), your organisation's health culture, and identify any unwritten rules or assumptions about health practices or policies (e.g. flexible work time. This will help you identify activities that are likely to be most suitable for your workplace. Specific features that could be assessed include:
  • Availability of healthy, nutritious foods in vending machines, canteens, office meetings and functions
  • Availability of facilities for employees to store and prepare healthy food brought into the workplace from home (e.g. fridge and cupboard space)
  • Availability of facilities at or near work that encourage physical activity (e.g. fitness centres, bicycle racks, showers and walking paths).

☛ See **Tools and resources** *(page 26) for examples of these needs assessments.*

Depending on resources available, you can conduct one or all of the needs assessments described above. Although each provides important information, conducting all of the assessments will help develop a program that is more likely to address the primary needs of your organisation and its employees. Ensure you only collect information that is useful in the development or evaluation of your program.

" The information you gather will also provide some baseline measures to help evaluate the success of your program."

Employee confidentiality

Part of gaining employee support and trust in your program involves ensuring a high level of sensitivity and privacy in relation to their personal health information.

It is important that any employee surveys respect their privacy. All health information collected should be de-identified, and not stored in public locations. Your employees should not feel pressured into participating in the survey or the program, and if they are unable to participate for any reason, they should not be made to feel alienated.

Part 1: Getting Started

Questions to ask in your focus group:

→ What sort of activities would you be willing or happy to participate in?

→ What health areas would you like the organisation to focus on? e.g. weight management, stress, smoking

→ When would you like the activities to occur? e.g. in lunchbreaks, before or after work

→ What are the biggest challenges you face in participating in activities in your workplace?

Program target areas

Your program's target areas should address the primary workplace health needs of your employees as identified through your needs assessment. As mentioned in the **Introduction** (page 5), most programs target at least nutrition and/or physical activity. If weight management is identified as primary need, then it is important to consider targeting both nutrition and physical activity.

Other health and wellbeing target areas may be requested by employees, such as smoking cessation and stress management.

☛ See *Appendix 1 (page 31) for more information on smoking cessation, stress management (work/life balance) and other target areas.*

Step 3. Gain support from employees and establish program responsibilities

Gain support from employees

To gain support from employees, it is important they understand the benefits of the program. Be open and honest, outline the benefits for both the organisation (e.g. improved productivity) and its employees (e.g. better health and wellbeing). See Introduction (page 5) for more information on the benefits of a healthy workplace for employees.

Establish program responsibilities

It is important to identify who is responsible for coordinating your program and that the responsibilities are incorporated into their work role.

It is also worthwhile identifying program advocate(s) who are particularly interested in workplace health and who are willing to promote the concept to their colleagues. Interest and enthusiasm from just one employee can be enough to start the ball rolling, particularly in smaller workplaces. The program coordinator and identified advocates become the 'champions' for your program, providing on-the-ground energy and encouragement to get their colleagues engaged and committed to your program.

Medium to large workplaces implementing a more comprehensive program should look to establish a program working group or committee. Forming a committee is a good way to coordinate the development of a comprehensive program. It provides a forum where you can share responsibilities and generate ideas. The size of your committee will depend on the size of your organisation and scope of your program, but try to keep it manageable – ideally, three to ten employees.

Do not be overwhelmed

by the responses from any workplace or employee needs assessments. Priority lists and good communication with your employees will help to set clear expectations around what changes can practically be targeted in the short, medium or long term. For small to medium sized workplaces, it is important to start simple and add to your program over time.

Part 1: Getting Started

To bring different skill sets to the committee and ensure ongoing employee engagement across the organisation, try to include members from all areas of your organisation. Roles and responsibilities should be clearly defined and assigned to committee members.

Forming and managing a healthy workplace committee

→ Functions of the committee
- Develop, guide and coordinate the program
- Identify employees' interests and needs
- Motivate and encourage employees to participate
- Maintain management's commitment and enthusiasm
- Discuss potential program elements and decide what activities to include.

→ Attributes of the committee coordinator
Nominate one member of the committee to be the committee coordinator. Ideally, this person should be able to:
- Demonstrate strong leadership skills
- Communicate well with employees and management
- Understand the committee's mission and be confident about advocating the program to employees and management
- Act as a role model for healthy lifestyles
- Be a team player – work well independently and with a diverse group of people
- Motivate and mentor others
- Assign clear roles and responsibilities to each member and identify the next steps for your program.

→ Identify roles and assign responsibilities
Assigning roles to different members will help ensure that all aspects of the program are undertaken. Sharing the responsibility will make it easier to implement the program.

Depending on the size of your committee, you may wish to appoint members to manage specific elements of your program, such as the needs assessment, specific activities or program promotion.

→ Committee meeting
At the start, your committee may want to meet weekly, then monthly as your program is established. Scheduling will need to be flexible to accommodate people's work commitments, but you should aim to meet at least once a quarter to maintain momentum. Set an agenda with outcomes for your meetings so that everyone attending the meeting has a clear idea of what is expected of them.

☛ *See **Tools and resources** (page 26) for an example of a checklist for setting up and managing a committee.*

An organised approach and clearly defined roles within your committee will help to ensure that no one is overburdened and enthusiasm can be maintained.

Part 1: Getting Started

Part 1: Getting started (Steps 1-3) – Summary checklist

	Small workplace (<20 employees)	Medium workplace (20-200 employees)	Large workplace (>200 employees)
Step 1. Gain support from management			
Meet with management to discuss a proposed workplace health program	✔	✔	✔ (formal presentation)
Management representation on the committee	optional	✔	✔
Step 2. Introduce the concept and identify needs			
Focus group with employees to determine what can be done and how	✔	✔	✔
Employee health and wellbeing survey	optional	✔	✔
Workplace environmental audit	optional	✔	✔
Employee interest survey	optional	optional	✔
Step 3. Gain support from employees and establish program responsibilities			
Promote the program and its rationale to employees	✔	✔	✔
Identify program coordinator	✔	✔	✔
Identify champion(s)	✔	✔	✔
Establish committee and assign roles and responsibilities	✔ (small committee)	✔ (3-10 people, including management)	✔ (3-10 people, with representation from different departments and management)

Note – '✔' indicates that this is an important step in your program, while 'optional' indicates that you will need to make a decision whether this step is required for your program.

Part 1: Getting Started

Part 2: Constructing your program (Steps 4-7)

Step 4. Develop goals and objectives

Developing goals and objectives helps to answer people's questions: 'where are we going?' and 'how will we get there?'.

Developing goals and objectives

1. Identify clearly stated program goals. Focus on the specific needs and interests of your organisation and employees identified in **Step 2 – Introduce concept and identify needs** (page 8). This will help you identify the following:

→ Scope of the program – including target area(s)
→ Expected outcomes for management and employees
→ Resources (financial and time) necessary to achieve those outcomes versus resources available
→ Best method to track the progress of your program. See **'Consider performance measures'** over page.

Once you have collated this information, you should be able to identify your program's goals.

Sample goals

Nutrition: Employees will have access to healthier food options within the workplace.
Physical activity: Employees will be encouraged and supported to use active transport methods to travel to and from work.

2. Determine the program's objective(s). For each goal you should establish at least one SMART program objective, that is:

→ Specific – What specifically do you wish to achieve within your program?
→ Measurable – How will you judge if you have achieved what you wanted to in your program?
→ Achievable – Can this objective be realistically achieved based on the resources available plus the support and interest for your program?
→ Relevant – Is the objective relevant to the needs and interests of your organisation's managers and employees?
→ Time-bound – When do you expect to achieve this objective?

Sample objectives

Nutrition: All vending machines within the workplace will be modified to include at least 50% healthy food options by [date]. Healthy food options, include wholegrain breads and cereals, fruits, vegetables, low fat dairy, lean meats, water and low kilojoule drinks.
Physical activity: Increase the number of employees using an active travel mode to and from work by 10% by [date].

☛ See **Tools and resources** (page 27) for more information on writing SMART objectives.

Developing a healthy workplace policy

Your workplace may choose to develop a healthy workplace policy as part of your program. A policy can reinforce the organisation's commitment to the program, help to ensure the program becomes an integral part of the organisation and provide a clear outline or statement to management and employees about the aims of the program.

☛ See **Tools and resources** (page 27) for a guide and templates on creating a healthy workplace policy.

Consider performance measures

Remember… At this stage it is essential to plan how you will track the progress and success of your program in achieving its goals and objectives.

The performance measures you decide upon will come directly from your program's objectives. Therefore, you must ensure your program's objectives are measurable.

☛ *See **Step 10 – Evaluate your program and make improvements** (page 22) for detailed information on how to track the progress and success of your program.*

Step 5. Identify program activities, develop an action plan and budget

Identify program activities

For maximum impact, activities should address the primary needs and interests of your employees, as well as fit within the budget and timeline of your program. Your goals and objectives will also guide the type of activities you choose.

Activities can be simple and inexpensive, like starting a lunch time walking group, or they may require a more significant investment of time and money, like setting up on-site exercise facilities.

Listed in the following tables are examples of activities targeting physical activity and nutrition that can be undertaken in the workplace. The activities have been classified into three levels – low, medium and high, relative to the estimated employee and financial resources that will be required to implement the activity. The tables can be used to identify the types of activities you could quickly and easily implement (e.g. low resource), and those that may take more time or be more challenging to implement (e.g. high resource).

The activities are further classified based on their target area:
→ People
→ Environment
→ Policy

Activities that focus on 'People' are aimed at educating and increasing awareness. These should always be teamed with activities that create a supportive workplace environment and backed up by sound workplace policies. Research shows a multifaceted approach, consisting of a range of activities, is more likely to increase participation rates and meet employees' individual health needs.

Introducing sit-stand workstations is an example of targeting the workplace environment

Find out more about the **The Stand@Work** Study and whether sit-stand workstations reduce employees' sitting time by downloading: heartfoundation.org.au/ images/uploads/main/ For_professionals/HF-Stand@ Work_CaseStudy.pdf

Part 2: Constructing your program

Part 2: Constructing your program

Examples of activities targeting physical activity in the workplace

	People	Environment	Policy	
Low resource activities				
Provide opportunity for standing breaks			✓	
Provide flexible workspaces that allow employees to stand or move around		✓		
Enforce task rotation during shifts, particularly swapping sedentary/sitting tasks with moving/standing tasks			✓	
Map out and promote break locations along transport routes, to give transport drivers or travelling employees a chance to move more and sit less		✓		
Offer flexible work hours to allow for physical activity during the day			✓	
Support physical activity breaks during the workday, such as stretching or short walks			✓	
Map and promote walking, cycling and public transport options to and from your workplace		✓		
Encourage and support active transport, such as getting off the bus several stops earlier or parking the car further away		✓		
Start a lunch time walking group	✓			
Encourage a 'sit-less' environment by posting signs at lifts and escalators to promote use of stairs		✓		
Place communal rubbish bins and printers in areas where people need to stand up and move		✓		
Provide bike racks in safe, convenient and accessible locations		✓		
Provide regular communication on physical activity, fitness messages and links to relevant websites	✓			
Promote walking meetings as a way of discouraging sedentary behaviour			✓	
Liaise with local fitness centres and local bike shops to obtain discounted membership/rates			✓	
Promote local, state and national physical activity and/or active travel events		✓		
Medium resource activities				
Facilitate outdoor events (e.g. Golf Days or Family Picnic Days) to encourage employees and their families to engage in outdoor activities	✓			
Provide subsidies for the purchase of fitness or activity tracking apps	✓			
Implement activities with web-based platforms for tracking, gamifying and incentivising healthy behaviour	✓			
Set up a pedometer or activity tracker (e.g. Fitbit) loan scheme	✓			
Implement employee challenges or competitions using pedometers or activity trackers	✓			
Provide support for employees to enter fun runs and walking events as a workplace team	✓			
Provide end of trip facilities such as showers, bike parking facilities and lockers in the workplace		✓		
Arrange a workplace team to participate in organised sport activities and/or events	✓			
Provide health related events (guest speakers, classes etc.)		✓		
Develop an Active Travel Plan			✓	
Provide public transport tickets or cards at reception for employees to attend meetings		✓		
Provide weather protection gear at reception to allow employees to walk to local meetings e.g. umbrella, spray jacket, sunscreen etc.		✓		
High resource activities				
Provide subsidised gym memberships through a gym franchise and list of gym locations allowing workers such as transport drivers to have access to gym facilities when they travel for work			✓	
Facilitate work sporting teams to encourage physical activity and team building (e.g. futsal, oz-tag, afl-9's)	✓			
Provide sit-stand workstations		✓		
Provide subsidised public transport cards to employees to encourage active transport			✓	
Provide subsidised membership at local fitness centres			✓	
Provide on-site fitness classes	✓			
Provide all employees with activity trackers	✓			

Examples of activities targeting physical activity in the workplace *(continued...)*

	People	Environment	Policy
High resource activities *(continued...)*			
Provide an on-site exercise facility		✓	
Have an exercise physiologist attend and perform simple fitness tests on-site	✓		
Have an exercise specialist give regular motivational fitness talks on-site	✓		
Provide bike fleet for employees to attend local meetings		✓	

☛ See **Tools and resources** *(page 27) for more information on choosing activities targeting physical activity for your workplace.*

Examples of activities targeting nutrition in the workplace

	People	Environment	Policy
Low resource activities			
Utilise 'healthy option' indicators (e.g. 'low in salt', 'low in fat', 'high in fibre' or 'healthier choice' on food items provided in workplace canteens and dining halls.		✓	
Map out healthier food outlets along common transport routes, for transport drivers or employees travelling for work		✓	
Liaise with local provider(s) to take food orders from employees and deliver boxes of fresh fruit and vegetables		✓	
Provide a protected space away from work areas for meal breaks with space for some food preparation		✓	
Display healthy eating information in appropriate places in the workplace (e.g. kitchen, canteen, dining room)		✓	
Develop regular communications on nutrition (e.g. healthy recipe of the week, nutrition tips, myth busting) to be distributed through newsletters, notice boards, toolbox talks/staff meetings, emails, intranet pages, or with payslips.	✓		
Offer healthy food and drink choices at employee functions and meetings		✓	
Provide nutrition magazines for employees to read in your workplace		✓	
Promote local, state and national healthy eating events		✓	
Establish workplace policies that promote and support employees to eat healthily			✓
Medium resource activities			
Provide cold-storage/Esky boxes for travelling employees to store preprepared meals and snacks		✓	
Organise for a dietitian to take employees on a food label reading tour at the local supermarket	✓		
Provide water cooler(s) or portable water storage that all employees can access easily		✓	
Ensure there are sufficient kitchen facilities for food storage and preparation e.g. refrigerators, microwaves, cutlery and crockery		✓	
Provide free or subsidised fresh fruit and vegetables in the workplace		✓	
Offer healthy food options in vending machines		✓	
Arrange a mobile food service that offers healthy options		✓	
Have a dietitian provide an educational talk on healthy eating	✓		
Provide subsidies for the purchase of nutrition related books (e.g. cookbooks) or apps	✓		
High resource activities			
Provide regular on-site health checks by GP, (including weight checks) for employees who live/stay on-site	✓		
Provide incentives and/or support (e.g. flexible time) for employee participation in off-site nutrition or weight management activities	✓		
Include employees' families in education regarding nutrition e.g. disseminate information relevant to families, invite families to nutrition information sessions	✓		
Change the menu in your workplace canteen to ensure that healthy options are available		✓	
Have a dietitian run a weight management/nutrition course on-site	✓		

☛ See **Tools and resources** *(page 27) for more information on choosing activities targeting nutrition for your workplace.*

Part 2: Constructing your program

Develop an action plan

Once the activities for your program have been chosen, it is time to develop an action plan. The action plan links the activities to their goals and objectives and provides the finer details on what will be required to implement the activities effectively and when.

Your action plan should include a mix of activities that target people, the environment and policy. By targeting all these areas, your program will be more successful. Keep your action plan flexible and realistic, as changes may need to be made based on employee feedback and/or evaluation as your program progresses.

Ensure activities are scheduled at convenient times to maximise employee participation. It may be necessary to run certain activities at multiple times. It may also be worth linking activities with specific health campaigns, events or promotions, such as *Heart Week, Walk to Work Day, Daffodil Day, City to Surf* etc.

☛ *See the* **Appendix 2** *(page 32) for an example action plan.*

Budget

An accurate budget should outline the estimated costs of implementing your program.

You will need to consider the following areas:
→ Equipment and supplies
→ Personnel and/or training costs
→ Incentives and rewards for employee participation
→ Other costs relevant to your action plan.

Small workplaces may be conducting a program with little or no budget. However, even small items, like refreshments for a health seminar, will require a small budget.

☛ *See* **Tools and resources** *(page 27) for an example of a budget template.*

Information to include in an action plan

→ The goals and objectives
→ The activities
→ The support and resources required
→ Who is responsible for each activity
→ The timeline for each activity
→ How each activity will be evaluated

Consider cost sharing: Research suggests cost sharing results in a high degree of commitment by those sharing the cost. A workplace may choose to cover 100% of the costs of certain program activities, while cost sharing with employees for other parts of the program. For example, the workplace may choose to supply free fresh fruit once a week to employees, and make a contribution to employees' gym membership costs.

Consider program funding or partners: If the activities you have in mind require large amounts of funding, seek partners or funding bodies who might be interested in contributing time, resources or money to help you move ahead with implementing your program. **See Step 7 – Identify additional support** (page 28) for more information.

Part 2: Constructing your program

Step 6. Select incentives and rewards

Incentives and rewards are a very important part of your program. For employees, these can motivate participation, provide a reason to change behaviour, and improve long term adherence to healthier habits. For the employer, they can demonstrate the organisation's commitment to the program. You may consider one or a combination of the following types of incentives and rewards outlined below.

Ideas for program incentives and rewards:

→ Achievement awards: Certificates and prizes for those who have achieved health benefits, made a significant effort to make changes and/or participated regularly in activities

→ Contests and competitions: Organising competitions with prizes based on participation or the amount of a particular health activity undertaken each day

→ Public recognition: Acknowledging through announcements at meetings or events, those who have participated or achieved success

→ Merchandise: Provide healthy lifestyle merchandise e.g. drink bottles, towels or vouchers from local businesses

→ Cash incentives: Research has shown that programs that implement cash or rebates as an incentive have higher participation rates

→ Entertainment: Having lunches, morning teas or entertainment to launch or promote an activity

→ Discounted gym membership: Liaise with local gyms to arrange a discount off membership for your employees

→ Time off: Offering some time off for participating in an activity may be more of an incentive than cash for some employees

→ Points scheme: Set up a points scheme for participating. Accumulated points can be traded in for gift vouchers or other incentives and rewards

→ Gift certificates: Provide employees with gift certificates that can be used to purchase what they want.

Remember… When choosing incentives and rewards, you need to be sure they will be desired by your employees.

☛ *See **Tools and resources** (page 27) for more information on choosing incentives and rewards.*

Active Travel incentive provided by Mountain Goat Brewery (Victoria)

The Mountain Goat Brewery operates an incentive scheme encouraging their employees to cycle to work as part of their environmental program. Each employee is given a $200 subsidy each year for bike maintenance and equipment, and a further bonus of $1.50 for each day they ride to work. This is paid as part of their annual Christmas bonus.

Part 2: Constructing your program

Step 7. Identify additional support

There is a wide range of support available to help you implement your program. The type of support you require will depend on the activities you have chosen. Many high quality resources are available free or at a low cost from voluntary organisations, health departments and state or national government agencies.

Available resources include:
→ Information resources and tools for individuals e.g. brochures and fact sheets
→ Local resources e.g. sporting clubs, gyms and community programs
→ Telephone support services e.g. *Get Healthy Information and Coaching Service* (NSW Health)
→ Physical activity programs e.g. *Heart Foundation Walking, Heart Foundation Heartmoves*
→ Toolkits, guidelines and support for implementing activities e.g. NSW Department of Health, NSW Premiers Council for *Active Living – Active Travel Plan Toolkit, Heart Foundation's A Healthier Serve – The Heart Foundation's Guide to Healthier Catering*
→ Referral agencies for employees e.g. Primary Health Networks.

☛ *See **Tools and resources** (page 28-29) for more information on additional support available for your program.*

Workplaces can maximise available resources by linking with other workplaces to obtain and share resources. However, don't be limited to those listed in this guide. Look for what is available in your local area and community.

Private workplace health providers may be an option for some workplaces. These providers offer a range of products and services, like health and wellbeing surveys, health screening, information and awareness programs, and online support. Services may be provided on a contract or fee-for-service basis. Ensure you communicate your expectations to external providers.

☛ *See **Tools and resources** (page 30) for a checklist to assist you in choosing a quality workplace health provider.*

City of Sydney/Jamie Williams

Part 2: Constructing your program

Part 2: Constructing your program (Steps 4-7) – Summary checklist

	Small workplace (<20 employees)	Medium workplace (20-200 employees)	Large workplace (>200 employees)
Step 4. Develop goals and objectives			
Develop a Mission Statement	optional	✓	✓
Develop goals	✓	✓	✓
Develop objectives (at least 1 objective for each goal)	✓ (1 or more goals)	✓ (2-3 goals)	✓ (2-5 goals)
Consider performance measures	✓	✓	✓
Step 5. Identify program activities, develop an action plan and budget			
Choose program activities, considering resource requirements and availability	✓ (at least one simple, low cost activity for each objective)	✓ (at least 2 activities for each objective)	✓ (at least 2 activities for each objective)
Develop an action plan, assign responsibilities and set a realistic timeline	✓	✓	✓
Develop budget	✓ (keep a basic track of expenses)	✓	✓ (consider additional funding source)
Present budget to management	✓	✓	✓
Step 6. Select incentives and rewards			
Select incentives and rewards	✓ (look for free or low cost incentives or rewards)	✓	✓
Ask local contacts to assist with incentives and rewards	✓	✓	✓
Step 7. Identify additional support			
Identify national, state and local support people and organisations	✓	✓	✓
Acquire relevant resources	✓	✓	✓
Consider external program providers	✓	✓	✓

Note – '✓' indicates that this is an important step in your program, while 'optional' indicates that you will need to make a decision whether this step is required for your program.

Part 2: Constructing your program

Part 3: Implementing your program (Steps 8-10)

Step 8. Promote your program

Promoting your program to all employees is essential to give it the best chance of achieving its goals and objectives.

The aims of promotion activities are to:
→ Raise awareness of your program and generate interest in participating
→ Advertise particular activities and events
→ Motivate employees to participate in your program and activities
→ Maintain interest and motivation over the long term.

Motivating employees to participate is the most important aim of all. No matter how comprehensive and well planned a program is, it won't be effective if no one participates. Promoting your program can commence during the early stages of program development and then continue throughout. Communication and promotion underpins all the steps and helps create an underlying 'buzz' for your program.

Ideas to help you promote your program

→ **Hold a program launch:** An event to announce the commencement of your program raises awareness about the program and its activities within the organisation. Seeking the support of your most seniormanager, or respected guest speaker, can add a sense of occasion
→ **Motivational or educational talk about health:** Find local experts, such as a dietitian, exercise specialist or health coach, to talk about health and promote the benefits to help motivate employees to make behavioural changes
→ **Posters and health information:** Place posters in relevant places around the workplace, and have an information stand with flyers and brochures on workplace activities and other health information, which employees can easily access
→ **Hold an employee health event:** Organise a lunchtime walk, or host your own 'active transport' day where employees are encouraged to walk or cycle to work
→ **Newsletters:** Provide information and promote activities in newsletters, online and in employee emails. Send reminders about up and coming activities and events
→ **Share employee experiences:** Create a weekly communication that profiles employee experiences to help inspire others to get involved. The profiles may include employee success stories or describe how they overcame challenges. By making employees aware of the benefits/successes and difficulties/challenges they may experience while participating in the program, you will make it more real for them. You can also use this idea to help create realistic expectations for participants

Ideas to help you promote your program *(continued…)*

→ Have program 'champion(s)': Appoint dedicated spokesperson(s) for the program. They may be manager(s) or enthusiastic employee(s) who are able to promote the program and its activities to other employees and motivate them to participate

→ Link with national health promotion days and weeks: There are many health promotion activities occurring at a national and state level, which you can take advantage of to promote specific health issues in your workplace.

☛ *See* **Tools and resources** *(page 30) for calendar listing health promotion days and weeks.*

Maintaining interest and motivation over the long term

Considering the following things will help ensure employee participation and motivation remains high over the long term:

→ Time: Most employees are very busy at work and at home. So the more you can make activities fit in with their daily lives the better. Consider activity length and time in the day for holding the activities. For example, organising several 10 minute walks outside throughout the day doesn't take long, requires no extra equipment, and everyone will feel refreshed afterwards. Organise talks or activities in lunchbreaks and make sure they don't run over time. Also ensure you leave enough time for employees to eat some lunch, or make it a 'brown bag' session so they can bring their lunch with them

→ Access: Make sure that all employees are able to access program activities. Ensure activities are run on-site or close by, and schedule them at different times of the day

→ Knowledge: To be motivated to participate, employees need to know why they should get involved. To help motivate employees, they will need information regarding the benefits of engaging in healthy activities and the risks if they don't

→ Cost: Implementing activities that have no cost or very low cost for employees will increase the likelihood that employees will participate

→ Incentives and rewards: Offering incentives and rewards for participationcan help motivate employees to get started in the program, and may assist with maintaining their motivation over the long term.

Keep in mind…

Some people are motivated by the:
• Overall health benefits, such as weight management, if they have already identified their specific health need(s);
• More practical examples, such as not puffing when climbing a flight of stairs or having more energy when they are with their family;
• Longer term health benefits, such as preventing chronic diseases like heart disease or cancer.

Part 3: Implementing your program

Step 9. Manage your program

Putting your plan into action

Once you have completed all the steps in developing your program, it is time to put your plan into action and commence the program.

The points below provide a summary of the ongoing activities you will need to undertake to ensure your program is implemented successfully.

Ongoing program management

→ Regular committee meetings
→ Arranging support and resources for activities
→ Coordinating and implementing activities
→ Managing the budget
→ Liaising with providers
→ Ongoing promotion and communication

Step 10: Evaluate your program and make improvements

Why evaluate?

Evaluating your program is important for reviewing its effectiveness. It provides information that can help with ongoing development and improvement of your program and hence, can be thought of as continuous improvement. Most importantly, evaluation also allows you to assess whether your program is achieving its goals and objectives.

To ensure continuous improvement, program review is recommended to occur at least annually. This allows for new program goals and objectives to be set and new or additional organisation and employee needs to be identified.

By asking employees questions, you can find out the activities that appeal to them and why, which can help shape your program over the long term.

How to evaluate

Ideally it is good to undertake three different types of evaluation:
→ Process evaluation: Were the program and activities delivered as planned?
→ Impact evaluation: What sort of changes occurred in the workplace?
→ Outcome evaluation: What were the effects for your organisation and employees?

More information on each of these types of evaluation is provided in the following sections.

Process evaluation: What worked?

Process evaluation is an important way to find out what worked and what didn't. For example, you can find out what employees liked about your program, which activities were popular and which weren't. This type of information is useful for the continuous improvement of your program. Knowing what worked and what didn't will inform the decisions you make in the future.

Part 3: Implementing yoour program

Some examples of questions to consider in the implementation of your program include:
→ Were all planned activities implemented?
→ How many employees expressed interest in participating?
→ How many employees participated in each activity?
→ How many employees commenced an activity but did not complete it?
→ Which activities were most popular?
→ Did the program meet the needs of participants?
→ Were employees happy with the range of activities?
→ Were employees satisfied with the times when activities were offered?
→ Were employees happy with instructors, resources, communication, incentives and rewards?

The information obtained from your process evaluation can be used to modify your program to increase employee participation and satisfaction.

This information can be obtained by survey, or in a more informal manner, such as simply asking your employees.

Impact evaluation: What changed in the short term?

Impact evaluation assesses the changes that may have occurred in the workplace to help employees be healthier. To assess changes in the workplace there are a number of workplace audit tools that can be implemented ranging from short and simple questions, to long and more comprehensive surveys.

Some examples of impact evaluation questions, include:
→ Have there been any changes in the physical environment to support physical activity in the workplace?
→ Have there been any changes in the physical environment to support healthy eating in the workplace?
→ Have there been organisational policy changes that support improved health in the workplace?

Outcome evaluation: What changed in the long term?

Outcome evaluation assesses the effects of the program, in particular, in relation to any goals or objectives that have been set.

Outcomes may be related to employee health behaviours and/or health status, or to organisation outcomes, such as reduced sick leave or higher employee retention.

Some examples of outcome evaluation questions, include:
→ Have employees increased their physical activity?
→ Have employees increased their intake of fruit and/or vegetables?
→ Have employees reduced their intake of unhealthy foods as a result of the nutrition education or messages that were part of the program?
→ Has the number of sick days in the organisation been reduced?
→ Has employees' productivity increased?

☞ See **Tools and resources** (page 26) for examples of workplace audit tools and employee health surveys. A number of these tools and surveys you may have already considered or used in **Step 2 – Introduce the concept and identify needs** (page 8).

Part 3: Implementing your program

Reviewing and improving your program

The information gathered in the evaluation should be used to review and improve your program. This may involve a discussion amongst employees involved in implementing the program (e.g. working group/ committee/ champions). It can be worthwhile to use this information to develop a report on your program. The discussion and report can include information, such as:

→ List of activities implemented and those that were most successful
→ Summary of changes in health and wellbeing of employees
→ Description of changes in the workplace, such as provision of fruit in the office, healthy options at canteen or in vending machines, posters encouraging physical activity etc.
→ Whether the program achieved its goals and objectives.

Information that shows your program is effective can help gain support from management and employees for the continuation of your program, or provide a case for an increase in allocation of budget or resources for your program.

Image courtesy of the NSW Premier's Council for Active Living.

Part 3: Implementing yoour program

Part 3: Implementing your program (Steps 8-10) – Summary checklist

	Small workplace (<20 employees)	Medium workplace (20-200 employees)	Large workplace (>200 employees)
Step 8. Promote your program			
Promote the program with posters, health information and resources, and get employees involved in organising activities. Promote specific activities and events when they occur through emails, newsletters etc.		✔	✔
Hold an event to launch your program	optional	✔	✔
Provide incentives and rewards for participation	✔	✔	✔
Implement a competition with teams from within the organisation	optional	optional	✔
Develop a web page on the intranet to display information about your program	optional	optional	✔
Step 9. Manage your program			
Hold regular committee meetings	✔	✔	✔
Arrange support and resources for activities	✔	✔	✔
Coordinate and implement activities	✔	✔	✔
Manage the budget	✔	✔	✔
Liaise with providers	✔	✔	✔
Ongoing promotion and communication with employees	✔	✔	✔
Step 10. Evaluate your program and make improvements			
Ask employees if they were happy with the activities and information that was provided, and if they feel the program has helped them feel healthier	✔ (may be informal)	✔ (self-report survey)	✔ (self-report survey)
Evaluate the program using the example surveys and audits found in Tools and resources (page 26)	optional	✔	✔

Note – '✔' indicates that this is an important step in your program, while 'optional' indicates that you will need to make a decision whether this step is required for your program.

Tools and resources

Useful tools and resources are hyperlinked in the following table. If you are using a hard copy of this guide, then you can access these links electronically by downloading the electronic version at heartfoundation.org.au/workplace-wellness

Step 1. Gain support from management

Description of link(s)	Source	Website
Business Case Templates and Presentations	NSW Government- Get Healthy At Work: Why improve health at you workplace	gethealthyatwork.com.au/en/ BusinessRegistration/Why-improve-health-at-your-workplace. aspx
	Healthier Workplace WA-Developing a business case	healthierworkplacewa.com.au/ take-action/get-started/develop-a-program/plan/getting-started/
	Queensland Government, Healthier, Happier Workplaces: Work health business case-editable template	workplaces.healthier.qld.gov. au/getting-started/step-one-management-commitment

Step 2. Introduce the concept and identify needs

Description of link(s)	Source	Website
Organisational Audit Tool	ACT Healthier Workplaces - Audit Tool	healthierwork.act.gov.au/wp-content/uploads/2015/01/HW_ Audit_Tool.pdf
Health & Wellbeing Survey	Tasmanian Government, Department of Health and Human Services: Employee Survey. Provides a printable survey assessing the health behaviours of employees in the areas of diet, physical activity, smoking and alcohol intake.	dhhs.tas.gov.au/__data/assets/ pdf_file/0003/112980/Poh_ Survey_good_health_good_ business_20120831.pdf
Employee Interest Survey	Queensland Government, Healthier, Happier Workplaces: Step 3 Needs Assessments. Provides a worker interest survey template	workplaces.healthier.qld.gov.au/ getting-started/step-three-needs-assessment/

Step 3. Gain support from employees and establish program responsibilities

Description of link(s)	Source	Website
Committee invitation and checklist	Queensland Government, Healthier. Happier. Workplaces: Wellness planning, Set up a committee and get people involved	workplaces.healthier.qld.gov.au/ member/load/media/?f=set-up-a-committee.pdf

Step 4. Develop goals and objectives

Description of link(s)	Source	Website
Writing objectives	Queensland Government, Healthier, Happier Workplaces: Step 4 Action Plan. Provides information about setting an action plan for your workplace health program including setting priorities, objectives and strategies.	workplaces.healthier.qld.gov.au/ member/load/media/?f=action-plan.pdf
Sample Workplace Health Policy	Healthier Workplace WA- Do: Resources to help implement a workplace health program including a range of policy templates (e.g. health and wellbeing; physical activity; smoke-free)	healthierworkplacewa.com.au/ take-action/tools-and-resources/ resources/do/

Step 5. Identify program activities, develop an action plan and budget

Description of link(s)	Source	Website
Identifying program activities	Queensland Government, Healthier, Happier Workplaces: Step 4 Action Plan. Provides information about setting an action plan for your workplace health program including identifying activities.	workplaces.healthier.qld.gov.au/ getting-started/step-four-action-plan/
Budget	CDC National Healthy Worksites: Sample Worksite Health Budget and Worksite Health Budget Template	cdc.gov/nationalhealthyworksite/ docs/Sample_Worksite_Health_ Budget_508.pdf cdc.gov/nationalhealthyworksite/ docs/Worksite_Health_Budget_ TEMPLATE_508.pdf

Step 6. Select incentives and rewards

Description of link(s)	Source	Website
Incentives and rewards	CDC National Healthy Worksite-Workplace Health Incentives: Information and examples on developing incentive-based wellness programs.	cdc.gov/nationalhealthyworksite/ docs/nhwp_workplace_health_ incentives_final_tag508.pdf

Step 7. Identify additional support

Description of link(s)	Source	Website
Information resources and tools for individuals	Make Healthy Normal: Interactive website with healthy eating and physical activity resources.	makehealthynormal.nsw.gov.au
	Heart Foundation: Brochures and information on healthy eating and physical activity	heartfoundation.org.au/ publications or call 1300 36 27 87
	Cancer Council NSW: Brochures and information on physical activity and healthy eating	cancercouncil.com.au or call 13 11 20
	Dietitians Association of Australia (DAA) – Smart Eating for You: Interactive website with nutrition information, tips, recipes and e-newsletter	daa.asn.au/for-the-public/ smart-eating-for-you or call (02) 6163 5200 or 1800 812 942
	Australian Government Department of Health and Aging – Healthy Weight: Information and resources on physical activity and nutrition, including the Dietary Guidelines for Australian Adults and the National Physical Activity guidelines, printed brochures available	health.gov.au/internet healthyactive/publishing.nsf/ Content/healthyweight or call 1800 020 103
Local resources	Gyms and fitness centres in your local area can provide timetable information and may be able to visit your workplace to provide activities. The local council website may be a good place to start for local council gym and fitness facilities, walking tracks, bike routes and local service directories.	olg.nsw.gov.au/local-government-directory
	Fitness Australia: Assistance to find your local fitness provider	startexercising.com.au or call 1800 88 55 60
	NSW Local Health Districts and Specialty Networks	health.nsw.gov.au/lhd or call (02) 9391 9000
	Australian Sports Commission: A search engine for finding a sporting club	ausport.gov.au/about/australian_ sport_directory
	NSW Government – Sport and Recreation: Information on sports available in NSW	dsr.nsw.gov.au/gatewaytosport or call 13 13 02
	Primary Health Networks (PHNs): Find you local PHN for information on community health services and health professionals.	health.gov.au/internet/main/ publishing.nsf/Content/PHN-Home or call 1800 020 103

Description of link(s)	Source	Website
Local resources *(continued…)*	Dietitians Association of Australia: Peak group representing Dietitians and Nutritionists in Australia	daa.asn.au/for-the-public/find-an-apd or call (02) 6163 5200
	Exercise and Sports Science Australia: Peak groups representing Exercise Physiologists in Australia	essa.org.au or call (07) 3862 4122
Telephone support services	NSW Health – Get Healthy Information and Coaching Service: A free, confidential telephone service that supports individuals to make healthy lifestyle choices	gethealthynsw.com.au or call 1300 806 258
Activity programs	Heart Foundation Walking: Free community-based walking programs	walking.heartfoundation.org.au or call 1300 36 27 87
	Heart Foundation Heartmoves: Low cost, low-to-moderate intensity community exercise programs	heartmoves.org.au or call (03) 9693 9777
	Central Queensland University – 10,000 steps pedometer program: A walking program with an interactive website, virtual walking challenges and access to free resources	10000steps.org.au or call (07) 4930 6751
Toolkits, guidelines and support for implementing activities	Heart Foundation – Healthy workplace catering: Provides sample catering guidelines	heartfoundation.org.au/for-professionals/food-and-nutrition/catering-and-preparing-foods or call 1300 36 27 87
	Cancer Council NSW- 'Healthier Choices': Guidelines for healthier catering	cancercouncil.com.au/wp-content/uploads/2011/12/Healthy-Catering-Guidelines.pdf or call 13 11 20
	NSW Government Premier's Council for Active Living (PCAL) – Workplace Travel Plan: Information on how to develop a workplace travel plan	pcal.nsw.gov.au/workplace_travel_plan or call (02) 9219 2438

Description of link(s)	Source	Website
Toolkits, guidelines and support for implementing activities *(continued...)*	Bicycle Information for NSW – Riding for transport: A wide range of information for cyclists	transport.nsw.gov.au/customers/ cycling
Referral agencies for employees	NSW Chronic Disease Management Program- Connecting Care in the Community: Programs to assist individuals with a chronic disease who have difficulty managing their condition	eih.health.nsw.gov.au/initiatives/ chronic-disease-management- program-connecting-care-in-the- community or call (02) 9464 4637
	Diabetes Australia: Resources for Diabetes Prevention and management with links to state based programs.	diabetesaustralia.com.au/ prevention
Choosing a quality workplace health program provider	Healthier Workplace WA: The when and how of selecting a service provider.	healthierworkplacewa.com.au/ nine-2-five-health/the-when- and-how-of-selecting-a-service- provider/
Workplace providers	Workplace Health Association of Australia: Provider Members	workplacehealth.org.au/ IntroducingWHAA/provider- members

Step 8. Promote Your Program

Description of link(s)	Source	Website
Calendars of Health Promotion activities and events in NSW	NSW Health: Annual calendar of health weeks/ events	health.nsw.gov.au/calendar

Step 10. Evaluate your program and make improvements

Description of link(s)	Source	Website
Evaluation checklist	QLD Healthier, Happier Workplaces. Evaluation: Downloadable plans and templates on how to evaluate your workplace wellness program	workplaces.healthier.qld.gov.au/ getting-started/step-five-evaluation

Appendix 1

Information about additional program target areas

Program focus	Organisation	Contact details	Website
Mental Health	WayAhead	(02) 9339 6000	wayahead.org.au
Smoking cessation	Quitline	13 78 48	icanquit.com.au
Smoking cessation	Cancer Council NSW	13 11 20	cancercouncil.com.au/31946/cancer-prevention/smoking-reduce-risks/going-smoke-free/going-smoke-free-recommendations-for-the-workplace/
Breastfeeding	Australian Breastfeeding Association	(02) 8853 4900 (NSW Branch Office)	breastfeeding.asn.au
Occupational Health and Safety	Workcover Authority of NSW	13 10 50	workcover.nsw.gov.au
Reproductive health	Family Planning NSW	1300 658 886	fpnsw.org.au
Work/life balance	Fair Work Ombudsman	13 13 94	fairwork.gov.au/how-we-will-help/templates-and-guides/best-practice-guides/work-and-family
Sun safety	Cancer Council NSW	13 11 20	cancercouncil.com.au
Substance abuse	Drug Info (NSW Health)	1300 85 85 84	druginfo.sl.nsw.gov.au
Mental health	beyondblue	1300 224 634	beyondblue.org.au
Mental Health	Black Dog Institute	(02) 9382 4530	blackdoginstitute.org.au
Infectious disease control	Immunise Australia Program	1800 671 811	immunise.health.gov.au
Alcohol	Turning Point	1800 888 236	turningpoint.org.au

Appendix 1

Action plan example

Target area	Goal	Objective	Activities	Support and resources	Support and resources [name]	Support and resources [date]	Measures of success	How did we go? ✓ or ✗
Healthy eating	Employees will have access to healthier food options within the workplace	All vending machines within the workplace will be modified to include at least 50% healthy food options by [date]	• Modify foods in vending machinesw	• Consultant dietitian to undertake audit of vending machine and report on suggested changes	[name]	[date]	• 50% healthy options in vending machines • Positive employee feedback on vending machine choices	
Physical activity	Employees will be encouraged and supported to use active transport methods to travel to and from work	Increase the number of employees using an active travel mode to and from work by 10% by [date]	• Develop Active Travel Plan • Provide bike racks in safe, convenient and accessible locations • Map out walk routes close to the workplace • Consider incentives	• Purchase and install bike racks • Map out walking tracks and publish on the intranet • Use signage and communication channels to promote active travel	[name]	[date] [date]	• Racks installed • Signage installed • Promotional emails sent to employee • 10% increase in employees undertaking active travel	
Tobacco use/ smoking	Employees feel encouraged and supported to quit smoking	Provide support for employees trying to quit smoking by [date]	• Display and promote the smoking 'Quitline' • Allow employees to use 'Quitline' services in work time	• Obtain resource material from the 'Quitline' to display	[name]	[date]	• 'Quit Smoking' display help in reception area	
Stress management	Employees have access to stress management expertise	Assist employees to manage stress in the workplace by [date]	• Hold a seminar on stress management techniques • Review the flexible work arrangements policy • Promote work life balance messages via the email • Consider engaging Employee Assistance Program provider on a fee for service basis	• Seminar presenter • Communication messages • Current flexible work time policy	[name]	[date] [date] [date]	• 50% attendance at seminar • Communication messages sent • Policy updated and approved by management	

Heart Foundation

Cardiovascular Health Admin Officer
Heart Foundation
Level 3, 80 William Street
East Sydney NSW 2011

Telephone: +61 2 9219 2410
Email: cvhnsw@heartfoundation.org.au
Website: heartfoundation.org.au

Cancer Council NSW

153 Dowling Street
Woolloomooloo NSW 2011

Telephone: 13 11 20
Email: cis@nswcc.org.au
Website: cancercouncil.com.au

PANORG

Physical Activity, Nutrition & Obesity Research Group
School of Public Health
Level 6, The Charles Perkins Centre, The Hub
The University of Sydney Australia
Sydney NSW 2006

Telephone: (02) 8627 1850
Email: prc.admin@sydney.edu.au
Website: sydney.edu.au/medicine/public-health/prevention-research/research/panorg.php