



**Isle of Man
Government**

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Workplace Wellbeing Toolkit

Three Stages to implementing a workplace wellbeing programme



Sixth Edition

Health Improvement
Public Health Isle of Man

gov.im/workplacewellbeing



The Isle of Man Chamber of Commerce is delighted and honoured to support the sixth edition of the Isle of Man Government Workplace Wellbeing Toolkit.

Before 2019, it might have seemed unusual for a business network to contribute to such a document. However, as we navigate the chaotic post-pandemic world and face the challenges of the current cost of living crisis, it now makes perfect sense for an organisation focused on supporting the local economy to demonstrate its commitment to this essential resource.

In a world so constrained with cost, we must never forget that the cost of our wellbeing comes first. For our workplaces to thrive, we must prioritise and fully support the health and mental welfare of our workforce.

This toolkit offers employers a straightforward, step-by-step guide to ensure our workplaces are equipped to support staff in prioritising their wellbeing and reaching their full potential. It outlines the importance of fostering a culture where wellbeing is a key priority and provides a process for introducing, constructing, and implementing an effective and sustainable wellbeing strategy. If used correctly, the guide will help improve employee retention, productivity, and overall physical and mental wellbeing.

For those who might feel overwhelmed or lack a dedicated HR department, the guide also includes easy-to-follow examples and ideas suitable for any type of organisation.

It is reassuring to reflect on how far we have come as an island. The topic of wellbeing is now openly discussed in local papers and on social media. In collaboration with many of our members and local charities, the Chamber has hosted regular mental health events including our first-ever menopause in the workplace awareness session. Last year we took back the reins from Public Health to deliver our first Wellbeing in the Workplace Conference titled 'It Takes an Island'! The conference was a great success and we are delighted to be delivering our second conference this November.

The Chamber looks forward to utilising this guide, recognising that without a healthy workforce, our organisation could not function. We sincerely hope you and your workforce find great value in it too.

Rebecca George
Chief Executive
Isle of Man Chamber of Commerce

HOW TO USE THIS GUIDE

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

The three stages consist of;

- Introducing the purpose of a workplace wellbeing programme for the purpose of improving physical and mental health.
- Constructing an effective programme.
- Implementing it within an organisation.

These stages are described in the diagram shown on the opposite page.

You may choose to read through all the sub-sections, or simply refer to particular sections 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 stages?

The stages outlined in this guide are all important for a comprehensive and effective workplace wellbeing programme, and have been set in a logical manner. For a workplace wellbeing programme to be as effective as possible, leadership and management buy-in is crucial as a starting point to ensure a supportive culture is nurtured within the organisation. However, how you choose to use the guide will depend on a number of factors including:

- and nature of your business
- health needs of employees
- available resources within your workplace

For example, smaller businesses may have the business owner leading the workplace wellness programme and may find identifying programme activities, developing an action plan and budget most relevant and useful. However, identifying the needs of the organisation's workforce must still come at the start.

The aim of this guide is to assist businesses of any size to implement a sustainable and cost effective workplace health programme

Three Stages to Implementing a Workplace Wellbeing Programme

The three stages of implementation are split like the diagram below to help you follow the process in a logical manner. Once stages 1 - 3 are complete, the evaluation can then be used to go through the cycle again starting at stage 1 with any new initiatives or programmes. The results and feedback from the previous evaluation will be able to support further wellbeing campaigns with management or improve ongoing programmes.

Stage 1

- Gain support from senior leaders
- Introduce concept, assess need and gain employee support
- Establish the workplace wellbeing group/committee



Stage 2

- Develop an action plan based on assessment
- Identify additional support needed
- Select programme incentives and rewards
- Develop goals and objectives

Stage 3

- Implement and promote your programme
- Manage your programme
- Evaluate your programme and make improvements

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What is a healthy workplace?

A workplace that continually seeks to improve its health and safety policies as a top priority.

A workplace that considers its staff when designing the physical environment healthy living practices are supported during working hours. Opportunities to encourage physical and mental wellbeing within the working environment are adopted where ever possible.

A workplace that genuinely holds positive culture at its centre. Employees are valued and respected and the same is expected throughout the organisation. Negative issues are managed appropriately and positives are recognised in real time. All employees are secure in their roles and have the correct support and appropriate level of training so they feel valued as part of a productive team.

An organisation who implements workplace wellbeing correctly will inevitable become an 'employer of choice' and will attract committed and quality staff.

What is a workplace wellbeing programme?

A workplace wellbeing programme aims to perpetually improve the health and wellbeing of all staff through a non-hierarchical whole team collaborative approach.

A workplace wellbeing programme starts by looking at the current working environment and culture of any workplace and asks all staff equivalently two questions;

- What can you do to improve your own health and wellbeing so that you are fit for work?
- What can your work place do to support your health and wellbeing?

Based on responses given activities are undertaken in the workplace that support the health and wellbeing of employees. These activities may be targeted at an organisational level or may focus on individual behaviour change.

The workplace wellbeing programme is communicated in full and with honesty and transparency throughout the organisation from the very beginning of the journey.

Why promote a workplace wellbeing programme?

Ensuring your employees are healthy and well will improve productivity, morale, positive relationships, reduce absenteeism and presenteeism and on a much more simple level, it's the right thing to do.

There is increased awareness regarding the value of workplace health programmes that support the health and wellbeing of employees.

Full-time employees will spend an average of 37.5 hours a week in the work environment. If weekends are discounted and employees get 8 hours sleep a night, approximately 48% of waking hours in the 5 day working week is spent at work.

Organisations that have implemented workplace health programmes report positive business outcomes such as improved employee retention and productivity, amongst other benefits.

What are the benefits for your organisation?

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

To help you implement a successful workplace health programme, this toolkit takes you through the three stages of the process to help you start, construct and implement your programme.

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.



What are some of the areas covered in workplace wellbeing programmes?

 <p>Alcohol and drug use</p>	 <p>Sleep</p>
<p>Many individuals face difficulties closely associated with problem drinking and drug use. Supporting employees can have a positive impact on all areas of their life, improving quality time spent in the workplace.</p>	<p>Poor sleep can cause reduced personal resilience, which negatively impacts stress levels and our ability to cope with the day to day. Workplaces can help employees understand how to get better sleep through education. Adjustments with flexible start/finish times to allow for differing sleep patterns may help.</p>
 <p>Physical activity</p>	 <p>Financial wellbeing</p>
<p>In addition to healthy eating, physical activity is an important part of a healthy lifestyle. Workplace health programmes can offer employees opportunities to incorporate physical activity into their daily lives.</p>	<p>A report by Barclays in 2014 found that 20% of employees were negatively affected at work due to a worry about their financial situation. (Financial Well-being: The Last Taboo in the Workplace?)</p>
 <p>Menopause</p>	 <p>Smoking Cessation</p>
<p>For women around the age of 45-55 years the impact of menopause may dramatically vary. Around 80% of women have symptoms and 25% of these are severe.</p>	<p>Being smoke free is one of the best things an individual can do to improve their long-term health. Workplaces can support by implementing smoke free policies and enlisting support from local stop smoking advisors.</p>



Nutrition

Healthy eating can significantly impact an employee's ability to do their job effectively. Nutrition programmes educate employees about food choices and equip them to make healthier food and drink choices.



Mental health

According to Mind (UK), 1 in 6 workers are dealing with a mental health problem such as anxiety, depression or stress. This can stop people performing at their best. Raising solution and preventative focussed awareness can create an inclusive workplace.



Suicide prevention

Suicide is the leading cause of death for men under 50, and although women are less likely to die by suicide than men, the rate of female suicide is the highest in more than a decade. Employers have a crucial role to play in suicide prevention.



Domestic abuse

Domestic abuse can have a negative effect on the employees' physical, mental and in some cases financial health. Spotting the signs and support in the workplace can be a lifeline for those at risk.



Working from home

Remote working can be positive if implemented properly. Task focussed working with good line manager support instead of the 'clocking in' can allow employees to feel empowered to manage their own time and demonstrate trusted workplace relationships.



Climate change

The impacts of climate change on human wellbeing are increasingly being felt. Climate change poses risks to ecosystems, their life-support functions and, therefore, human health. Workplaces can support sustainability and demonstrate this through their values and actions.

Essential components of workplace wellbeing programmes

Commitment from the very top to embed a workplace wellbeing culture

Identify base line need

An inclusive wellbeing programme for all employees

A robust programme evaluation process

The most effective workplace wellbeing programmes include a number of key features

Effective resource

Seeking and fostering commitment from employees, including those hard to engage as well as programme 'champions'

Involving employees from the outset in programme development and implementation

Comprehensive, sustainable activities that address the issues specific to the workforce

BENEFITS OF A HEALTHY WORKPLACE

For employers

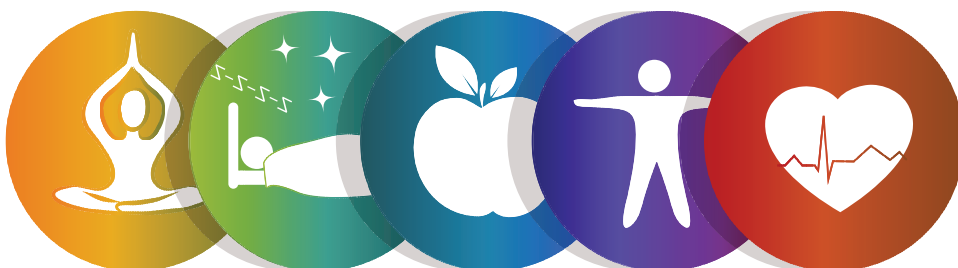
- Improve work performance and productivity
- Reduce absenteeism and sick leave
- Decrease frequency and costs of worker's compensation
- Improve employee morale, satisfaction and motivation
- Improve corporate image and attraction/retention of employees
- Increase return on training and development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

For employees

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

To help you implement a successful workplace wellbeing programme, this toolkit takes you through the three stages of the process to help you start, construct and implement your programme.

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.



STAGE 1: GETTING STARTED

Gain support from the very top

Gaining support from the very top is the most important first step to ensure that your programme is supported by the organisation and that resources (financial and human) are allocated appropriately. Wellbeing should be supported through the culture of the organisation and reflected throughout including policies, procedures and environment.

Like any workplace change or initiative, success depends upon support from the leaders of the organisation. When the most senior leader(s) is seen to openly embrace the programme, employees are more likely to do the same. Workplace wellbeing is non-hierarchical. For this reason, it is important to ensure that all senior leaders are included from the start as part of the team and not left out. Workplace wellbeing impacts everybody in an organisation.

Reasons why the programme would benefit the organisation

Gaining commitment from the very top depends on a strong business case for the workplace health programme. The business case could include:

- Trouble shooting opportunity for any culture issues, the programme allows a platform to address barriers to improving culture through solution focussed team working
- Specific benefits of a chosen programme, e.g. physical activity and good nutrition, positive mental health, for employees, the organisation and wider community
- Specific costs to your organisation of physical inactivity and poor nutrition, or poor mental health (e.g. gather accurate data from HR related to absenteeism/presenteeism)
- Outline of your programme, including its objectives and examples of the activities that may be implemented (these should be examples only, programme design should come after workforce needs have been assessed and prioritised and budget committed)
- Estimated resources required to organise and drive the programme
- Anticipated overall outcomes
- Case studies of how a programme has been successfully implemented elsewhere.

We suggest the use of business case calculators that are already available from reliable sources, such as NICE (National Institute for Health and Care Excellence) or the British Heart Foundation 'health at work' resources.

STAGE 1: GETTING STARTED

Benefits to the Organisation	Benefits to the Employee
a well-managed health and safety programme	a safe and healthy work environment
a positive and caring image	enhanced self-esteem
improved staff morale	improved morale
reduced staff turnover	reduced stress
reduced absenteeism	increased job satisfaction
increased productivity	increased skills for health protection
reduced health care/insurance costs	improved health and wellbeing

Adapted from: (WHO, 2016)

Introduce the concept and identify needs

For a programme to be successful, it is essential that all employees are engaged; especially those who are hardest to reach as these are the employees who will benefit most once committed to a programme. The best way to achieve this is to ensure your programme 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 programme and therefore, develop a programme 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 programme.

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 ensure that all worksites are considered during the needs assessments.

The workplace wellbeing instigator, i.e. the person in the organisation that first suggested implementation of a wellbeing programme, will usually be tasked with organising a needs assessment in conjunction with the CEO or very senior leader(s).

STAGE 1: GETTING STARTED

Examples of needs assessments

Employee focus groups: will help you identify current issues, ideas and preferences for your programme.

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. workspaces, shower and kitchen facilities), your organisation's health and wellbeing culture and identify any unwritten rules or assumptions about health practices or policies (e.g. flexible work time/shift patterns).

This will help you to identify activities that are likely to be most suitable for your workplace. Specific features that could be assessed include availability of:

- well-lit / well ventilated workspaces with access to nature at break times
- healthy, nutritious foods in vending machines, canteens, office meetings and functions
- facilities for employees to store and prepare healthy food brought into the workplace from home (e.g. fridge and cupboard space)
- facilities at or near work that encourage physical activity (e.g. fitness centres, bicycle racks, showers and walking paths).

Depending on the 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 programme that is more likely to address more fully the primary needs of your organisation and its employees. It may also identify some quick wins that do not rely on a big budget. Ensure you only collect information that is useful in the development or evaluation of your programme.

Some questions you could ask in a 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, working environment, physical activity, active travel etc.
- When would you like the activities to occur? E.g. in lunch breaks, before or after work
- What are the biggest challenges you face currently in participating in activities in your workplace?
- What would help to allow you to travel to work by bike/foot?

Programme target areas

Your programme's target areas should address the primary workplace health needs of your employees as identified through your needs assessment.

As mentioned in the introduction, most programmes target nutrition and/or physical activity. If weight management is identified as a 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, stress management, positive mental health, drug and alcohol issues, and financial wellbeing.

Barriers to health and wellbeing in the workplace should be explored as a need. The survey will allow staff to raise issues which can become team solution focussed working.

For up-to-date information, help and resources on these topic areas, visit:

gov.im/workplacewellbeing

Gain support from employees: To gain support from employees, it is important they understand the benefits of the programme. Be open and honest; outline the benefits for both the organisation (e.g. improved productivity) and its employees (e.g. better health and wellbeing). Face to face conversations in team meetings, opportunities to discuss the programme with the workplace wellbeing instigator at the beginning of the process will encourage engagement, provide clarification of purpose or explanation of the process and allow space for questions. Sometimes a presentation following face to face conversations is a good way to kick start the programme so that everyone is aware.

Needs assessment;

Employee confidentiality: Part of gaining employee support and trust in your programme involves ensuring high level sensitivity and privacy in relation to personal information.

It is important that any employee surveys respect privacy. All health information collected should be anonymous and protected according to latest policy. It is important for employees to participate in the assessment so that a true representation of baseline need can be established to work against, however employees should not feel pressured into answering questions they don't feel comfortable answering. Upon completion, the anonymous assessment data is shared with the organisation so that baseline and progress making is transparent. It also allows employees to gain perception of where issues raised sit in relation

STAGE 1: GETTING STARTED

to the opinions of others. Identifying comments, statements or information is discouraged particularly as they would be removed prior to distribution to the team.

Additional support may be required for some staff; this should be considered in the planning stages.

Read more about the basics of data protection compliance at <https://www.inforights.im/organisations/data-protection-law-2018/data-protection-compliance-the-basics/>

Do not be overwhelmed by the responses from any workplace or employee needs assessments. If using this toolkit for the first time it is expected that there will be a great deal of data and potential barriers to health and wellbeing raised. Successful programmes will naturally see a reduction in data as the cycle is repeated.

Once your assessment has been completed and the data gathered and analysed it is important to share this with all colleagues within your organisation.

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

Forming and managing a healthy workplace committee

Establish programme responsibilities:

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 programme over time.

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

It is important to identify who is responsible for coordinating any part of your programme and that the responsibilities are incorporated into their work role, including allocating time to manage the wellbeing initiatives.

It is also worthwhile identifying programme advocate(s) or champion(s) who are particularly interested in any elements of workplace wellbeing 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 programme coordinator(s) and identified advocates will become the 'champions' for your

programme, providing on-the-ground energy and encouragement to get colleagues engaged and committed to the wellbeing programme.

Medium to large workplaces implementing a more comprehensive programme should look to establish a programme working group or committee. Forming a committee is a good way to coordinate the development of a comprehensive programme. 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 programme, but try to keep it manageable – ideally, three to ten employees.

To bring different skill sets to the committee and ensure ongoing employee engagement across the organisation, try to encourage members from all areas of your organisation. If there are those that do not want to be engaged it is important to find out why if possible without alienating them. Roles and responsibilities should be clearly defined and assigned to committee members, they should be allocated separately to usual work roles and responsibilities. Wellbeing does not have a hierarchy and so the programme is a good opportunity for staff to explore taking on different levels of responsibility within the team. Committee members and roles can be fluid and most programmes work best when there is an open door policy for joining, leaving and re-joining the committee.

Functions of the committee

- Develop, guide and coordinate the programme based on the assessment completed at the start of the process.
- Identify employees' needs and barriers
- Motivate and encourage all employees to participate where possible.
- Ensure the entire workforce are kept up to date with robust communication throughout the programme.

Attributes of the committee coordinator

The committee coordinator is usually the person who instigated the programme however this is not explicit and fluidity is encouraged so that the group remains inclusive. Being part of the wellbeing group will improve and develop the following skills;

- Demonstrate strong leadership skills
- Communicate well with employees and management
- Understand the committee's mission and be confident about advocating the programme to employees and management
- Act as a role model for healthy lifestyles

STAGE 1: GETTING STARTED

- 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 programme.

Identify roles and assign responsibility

Assigning roles to different staff members will help ensure that all aspects of the programme are undertaken. Sharing the responsibility will make it easier to implement the programme.

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

Workplace wellbeing group/committee meetings

At the start, the group/committee may want to meet weekly, then monthly as the programme is established. Scheduling will need to be flexible to accommodate people's work commitments.

A person nominated by the group/committee (not necessarily the coordinator) will aim to meet with the most senior leader at least once a quarter to feedback progress and discuss areas requiring approval.

An agenda with outcomes will need to be set for your meetings so that everyone attending the meeting has a clear idea of what is expected of them. Meetings are to be inclusive of all staff and all communication for all agendas and actions, especially quarterly senior meetings, are to be shared and easily accessed with the entire workforce.

Responses from the assessment undertaken will determine the programme for (an advised) 12 month programme. After which time an evaluation of progress will be completed through repeating the original assessment and comparing the results. The process can then continue.

Health topics that staff are being affected by will justify inclusion into the programme. E.g. 80 % of staff are smokers- and so perhaps a smoking cessation specialist is invited in to discuss smoking to the team.

Troubleshooting categories

Cultural issues raised will require a little more thought however as a guide issues are advised to be separated into three troubleshooting categories;

- What employees can do independently to address the issues raised?
- What identified solutions will require manager approval?

- What identified solutions will require most senior leader approval?

The wellbeing group/committee will work together to find solutions to the issues raised in the needs assessment.

The process of the workplace wellbeing programme not only allows staff to demonstrate skills not utilised within their usual role, but also gain appreciation of different perspectives. Relationships are improved and the quarterly meetings with the senior lead help to implement a positive inclusive workforce culture where everyone feels valued.

STAGE 1: GETTING STARTED

Summary Checklist

Size of Workplace	Small <20 employees	Medium 20-200 employees	Large >200 employees
Gain support from management			
Meet with top senior leaders to discuss a proposed workplace health programme	✓	✓	✓ ¹
Management representation on the committee	optional	✓	✓
Introduce the concept and identify needs			
Focus group with employees to determine assessment	✓	✓	✓
Employee health and wellbeing survey	optional	✓	✓
Workplace environmental audit	optional	✓	✓
Employee interest survey	optional	optional	✓
Gain support from employees and establish programme responsibilities			
Promote the programme and its rationale to employees	✓	✓	✓
Identify programme coordinator	✓	✓	✓
Identify champion(s)	✓	✓	✓
Establish committee and assign roles and responsibilities	✓ ²	✓ ³	✓ ⁴

¹ formal presentation

² small committee of 1-3 people

³ 3-10 people, including management

⁴ 3-10 people, from different departments and management

Tools and Resources

Gain support from management	
GUIDANCE	
National Institute for Health and Care Excellence (NICE): NICE Guidance [NG13] Workplace Health: management practices	nice.org.uk/guidance/ng13
NICE: Healthy Workplaces: improving employee mental and physical health and wellbeing	nice.org.uk/guidance/qs147
Public Health England: Guidance Health matters - health and work [Jan 2019]	gov.uk/government/publications/health-matters-health-and-work/health-matters-health-and-work
BUSINESS CASE TEMPLATE	
British Heart Foundation (BHF): Health at Work - Business Case Template [June 2015]	bhf.org.uk/information-support/publications/health-at-work/health-at-work---business-case-template
EMPLOYEE OUTLOOK: REPORTS, INFOGRAPHICS, FACT SHEETS, SURVEY FINDINGS	
Chartered Institute of Personnel and Development (CIPD): Employee Outlook - Employee Views on Working Life report [July 2016]	cipd.co.uk/knowledge/fundamentals/relations/engagement/employee-outlook-reports

STAGE 1: GETTING STARTED

Tools and Resources

Introduce the concept and identify needs	
ENVIRONMENTAL AUDIT	
BHF: Health at Work environment audit template [2012]	bhf.org.uk/publications/health-at-work/health-at-work-environment-audit-template
HEALTH & WELLBEING SURVEY	
BHF: Health at Work staff survey template [Apr 2017]	bhf.org.uk/publications/health-at-work/health-at-work-employee-survey
EMPLOYEE INTEREST SURVEY	
Institution of Occupational Safety and Health (IOSH): Wellbeing interest survey questions (download)	https://www.iosh.co.uk/~media/Documents/Networks/Group/Communications%20and%20Media/Wellbeing%20interest%20survey%20questions.pdf
Gain employee support and establish programme responsibilities	
COMMITTEE CHECKLIST	
Isle of Man Information Commissioner website for advice on keeping personal info private	https://www.inforights.im/

Once you have leadership buy-in and have an idea of your organisation's 'needs' – what happens next?

Developing goals and objectives helps to answer people's questions:

- 'where are we going?'; and
- 'how will we get there?'

Developing goals and objectives

Identify clearly stated programme goals

Focus on the specific needs and interests of your organisation and employees identified in Stage 1.

This will help you identify the following:

- Scope of the programme using the assessment data, including target area(s) and troubleshooting
- 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 programme against your baseline figures .

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

SAMPLE GOALS

PHYSICAL ACTIVITY:	Employees will be encouraged and supported to use active transport methods to travel to and from work.
NUTRITION:	Employees will have access to healthier food options within the workplace.
MENTAL HEALTH:	Employees will have access to information about mental health support services.
ENVIRONMENT:	Employees will be encouraged to take a lunch-break away from their workstation/area.

STAGE 2: CONSTRUCTING YOUR PROGRAMME

Determine the programme's objectives

For each goal you should establish at least one SMART programme objective, that is:

- SPECIFIC:** What specifically do you wish to achieve within your programme?
- MEASURABLE:** How will you judge if you have achieved what you wanted to in your programme?
- ACHIEVABLE:** Can this objective be realistically achieved based on the resources available plus the support and interest for your programme?
- 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

- PHYSICAL ACTIVITY:** Increase the number of employees using an active travel mode to and from work by 10% by [date].
- 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 sugar drinks.
- MENTAL HEALTH:** By [date] posters will be displayed in all staff rest areas providing details of support available locally to employees. For smaller organisations this may be from the health service and voluntary sectors. Some larger organisations may have their own welfare team.
- ENVIRONMENT:** By [date] staff will be supported by management to take at least 30 minutes break from their workstation/area daily. This will be recorded via the clocking-in system.

Consider performance measures

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

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

Identify programme 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 programme. 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 or for a medium-sized budget providing cycle racks and changing facilities.

For any issues raised as barriers to health and wellbeing decide as a group which of the three trouble shooting categories each issue fits into before working on solutions.

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.

STAGE 2: CONSTRUCTING YOUR PROGRAMME

Developing a workplace wellbeing policy

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

Introducing sit-stand workstations or providing only healthy options in your vending machine are examples of targeting the workplace environment.



STAGE 2: CONSTRUCTING YOUR PROGRAMME

Summary Checklist

P People
E Environment
P Policy

Activity examples targeting physical activity in the workplace

Low resource activities	P	E	P
Provide opportunity for standing breaks.			✓
Provide flexible workspaces that allow employees to stand or move around.		✓	
Enforce task rotation during shifts, particularly swapping sedentary and standing tasks.			✓
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 work.		✓	
Encourage active transport e.g. getting off the bus sooner or parking further away.		✓	
Start a lunchtime walking group.	✓		
Encourage a 'sit-less' environment by posting signs at lifts to promote use of stairs.		✓	
Place communal rubbish bins and printers in areas where people need to move towards.		✓	
Provide bike racks in safe, convenient and accessible locations.		✓	
Provide regular communication on physical activity, fitness and link to relevant websites.	✓		
Promote walking meetings as a way of discouraging sedentary behaviour.			✓
Liaise with local fitness centres and bike shops to obtain discounted membership/rates.			✓
Promote local physical activity and/or active travel events.		✓	
Medium resource activities	P	E	P
Facilitate outdoor events e.g. family picnic days, beach cleans or glen walks.	✓		
Provide subsidies for the purchase of fitness or activity tracking apps.	✓		
Bring in activities with web-based platforms for tracking and gamifying healthy behaviour.	✓		
Set up a pedometer or activity tracker (e.g. Fitbit/Garmin) loan scheme.	✓		
Implement employee challenges or competitions using pedometers or activity trackers.	✓		

STAGE 2: CONSTRUCTING YOUR PROGRAMME

Summary Checklist

P People
E Environment
P Policy

Activity examples targeting physical activity in the workplace

Medium resource activities continued ...	P	E	P
Provide support for employees to enter fun runs and walking events as a workplace team.	✓		
Provide end-of-trip facilities e.g. showers, bike parking and lockers in the workplace.		✓	
Arrange a workplace team to participate in organised sport activities or business leagues.	✓		
Provide health-related events (guest speakers, classes etc.).		✓	
Provide weather protection gear to allow employees to walk to meetings e.g. umbrella.			✓

High resource activities	P	E	P
Provide sit/stand workstations.		✓	
Facilitate work sporting teams to encourage physical activity and team building.	✓		
Provide subsidised membership at local fitness centres.			✓
Provide subsidised public transport cards to employees to encourage public transport.			✓
Provide all employees with activity trackers.	✓		
Provide an on-site exercise facility.		✓	
Have an exercise psychologist attend and perform simple fitness tests on-site.	✓		
Have an exercise specialist give regular motivational fitness talks on-site.	✓		

Activity examples targeting nutrition in the workplace

Low resource activities	P	E	P
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.		✓	
Liaise with local provider(s) to take orders from employees and deliver boxes of fresh fruit and vegetables.		✓	
Provide protected spaces away from work areas for meal breaks with room for food prep.		✓	
Display healthy eating information in appropriate places (e.g. kitchen, canteen).		✓	

STAGE 2: CONSTRUCTING YOUR PROGRAMME

Summary Checklist

P People
E Environment
P Policy

Activity examples targeting physical activity in the workplace

Low resource activities continued...	P	E	P
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 healthy eating events.		✓	
Establish workplace policies that promote and support employees to eat healthily.			✓
Medium resource activities	P	E	P
Organise for a dietitian to take employees on a food label reading tour at a supermarket.	✓		
Provide free or subsidised fresh fruit and vegetables in the workplace.		✓	
Ensure there are sufficient kitchen facilities for food prep e.g. fridges, microwaves, cutlery and crockery.		✓	
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	P	E	P
Provide regular on-site health checks (including weight checks) for employees.	✓		
Provide incentives and/or support (e.g. flexi 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 and invite families to nutrition information sessions.	✓		
Change the menu in the workplace canteen to ensure that healthy options are available.		✓	
Have a dietitian run a weight management/nutrition course on-site.	✓		

STAGE 2: CONSTRUCTING YOUR PROGRAMME

Summary Checklist

P People
E Environment
P Policy

Activity examples targeting mental health in the workplace

Low resource activities	P	E	P
Include wellbeing in all staff inductions and all management level training.			✓
Identify workplace conditions which may be potentially harmful to mental health and make alterations where possible.		✓	
Raise awareness of workplace risk to mental health i.e. stress, bullying and inform staff of the support available.	✓		
Use existing campaigns and resources to raise awareness of mental health promoting calendar dates such as mental health awareness week.		✓	
Provide a fact sheet on information about keeping healthy and options available to encourage health and wellbeing.		✓	
Create an environment where staff feel confident to speak to managers about mental health and any concerns they may have.		✓	
Encourage managers to include wellbeing as part of staff appraisal.	✓		
Allow 'real time' appraisals where possible as well as or in place of annual appraisals.			✓
Offer appropriate adjustments to employees who require them.			✓
Introduce information about company's commitment to mental health and signpost information, tools and support at induction.			✓
Include wellbeing as a measure in manager performance competencies and performance review.			✓

Medium resource activities	P	E	P
Provide mental health training to raise awareness and improve awareness.	✓		
Offer resilience training to all staff.	✓		
Provide support for managers, guidelines, training including difficult conversation training.	✓		
Disability/mental health training awareness for recruitment/interviewers.	✓		
Provide return to work mental health training for managers to assist staff to integrate back into their teams successfully.	✓		
Nominate mental health champions to actively feedback information to the team.	✓		

STAGE 2: CONSTRUCTING YOUR PROGRAMME

Summary Checklist

P People
E Environment
P Policy

Activity examples targeting mental health in the workplace

High resource activities	P	E	P
Offer mental health first aid training to all staff.	✓		
Raise expectation that managers will discuss wellbeing and workplace risks with their direct reports.			✓
Hold quarterly meetings with health providers of wellbeing services to ensure existing programmes and practices are enhanced where possible.		✓	
Ensure the induction and recruitment process allows opportunity for disclosure and encourages open conversation.	✓		
Keep up to date with occupational health recommended adjustments and offer health assessments every two years.			✓
Provide on-site support, counsellor, psychological support.		✓	
Identify ways of tackling and measuring presenteeism at organisational and local level.	✓		

Develop an action plan

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

Your action plan should include a mix of activities that target people, the environment and policy. By targeting all these areas, your programme 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 programme 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 national health campaigns, events or promotions such as Comic Relief, Stoptober, World Mental Health Day, and Movember.

for any workplace cultural issues specific to your place of work, the action plan should incorporate solutions to the issues raised based on the three troubleshooting categories mentioned earlier in this toolkit.

- What employees can do independently to address the issues raised?
- What identified solutions will require manager approval?
- What identified solutions will require top senior leader approval?

Information to include in an action plan:

- Goals and objectives
- Activities
- Support and resources required
- Who is responsible for each activity
- Timeline for each activity
- How each activity will be evaluated

Budget

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

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 programme with little or no budget. However, even items like refreshments for a health seminar will need to be budgeted.

Consider cost sharing

Research suggests that 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 programme activities, while cost sharing with employees for other parts of the programme. 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 programme 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 programme.

Select incentives and rewards

Incentives and rewards can be a very important part of your programme. 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 programme. You may consider one or a combination of the following types of incentives and rewards outlined below.

STAGE 2: CONSTRUCTING YOUR PROGRAMME

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 & 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 programmes that implement cash or rebates as an incentive have higher participation rates.
ENTERTAINMENT MEMBERSHIP:	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.
POINT 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

Identify additional support

There is a wide range of support available on and off-Island to help you implement your programme.

The type of support you require will depend on the activities you have chosen and where you are in relation to your organisation's wellbeing journey.

Many high quality resources are available free or at a low cost from voluntary organisations, NHS England and British Heart Foundation.

Links to resources can be found at:

gov.im/workplacewellbeing

Resources available include:

- Information resources and tools for individuals e.g. brochures and factsheets
- Local resources e.g. sporting clubs, gyms and community programmes
- Physical activity programmes e.g. disability sports development, exercise referral community wellbeing service, 'walk and talk' by Manx Sport & Recreation.
- Toolkits, guidelines and support for implementing activities e.g. NICE guidance and British Heart Foundation
- Referral agencies for employees e.g. Occupational Health, Counselling and Therapies Community Wellbeing Service and self-referral to Physiotherapy services.

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 programmes, and online support.

Services may be provided on a contract or fee-for-service basis. Ensure you communicate your expectations to external providers.

Case study

Versa, Australia

Versa – a digital advertising agency – fits a 37.5 hour work week into four days with the office closed on Wednesdays.

On Wednesdays at Versa there are no client meetings, no deliveries, no pitches to clients and no expectation of checking emails.

The concept was introduced to help improve mental and physical wellbeing. Since introduced productivity has soared and profits have nearly tripled. Sick days are down and staff satisfaction is up.

Workplaces can maximise available resources by linking with other workplaces to obtain and share resources.

STAGE 2: CONSTRUCTING YOUR PROGRAMME

Summary Checklist

Size of Workplace	Small <20 employees	Medium 20-200 employees	Large >200 employees
Develop goals and objectives			
Develop a Mission Statement	optional	✓	✓
Develop goals	✓	✓	✓
Develop objectives (at least 1 objective for each goal)	✓ ¹	✓ ²	✓ ³
Consider performance measures	✓	✓	✓
Identify programme activities, develop an action plan and budget			
Choose programme activities, considering resource requirements and availability	✓ ⁴	✓ ⁵	✓ ⁵
Develop an action plan, assign responsibilities and set a realistic timeline	✓	✓	✓
Develop budget	✓	✓	✓
Present budget to management	✓ ⁶	✓	✓ ⁷
Select incentives and rewards			
Select incentives and rewards	✓ ⁸	✓	✓
Ask local contacts to assist with incentives and rewards	✓	✓	✓
Identify additional support			
Identify local support: people and organisations	✓	✓	✓
Acquire relevant resources	✓	✓	✓
Consider external programme providers	✓	✓	✓

¹ 1 or more goals

² 2-3 goals

³ 2-5 goals

⁴ at least 1 simple, low cost activity for each objective

⁵ at least 2 activities for each objective

⁶ keep a basic track of expenses

⁷ consider further funding sources

⁸ look for free or low cost incentives or rewards

STAGE 2: CONSTRUCTING YOUR PROGRAMME

Tools and Resources

Develop goals and objectives

WRITING OBJECTIVES

Chartered Management Institute (CMI):
Setting SMART Objectives Checklist

managers.org.uk/~media/Files/Campus%20CMI/Checklists%20PDP/Setting%20SMART%20objectives.ashx

SAMPLE WORKPLACE HEALTH POLICY

BHF: Health at Work policy template
[Apr 2017]

bhf.org.uk/publications/health-at-work/health-at-work-policy-template

Identify programme activities, develop an action plan and budget

IDENTIFYING PROGRAMME ACTIVITIES

Queensland Government, Healthier,
Happier Workplaces: How to create a
healthier workplace where you can thrive
[May 2017]

health.qld.gov.au/news-alerts/news/healthier-happier-workplace

Identify additional support

INFORMATION RESOURCES AND TOOLS FOR INDIVIDUALS

British Nutrition Foundation: Healthy
Living introduction and advice on
nutrition, activity, health issues, and
changing behaviour.

<https://www.nutrition.org.uk/>

STAGE 2: CONSTRUCTING YOUR PROGRAMME

Tools and Resources

INFORMATION RESOURCES AND TOOLS FOR INDIVIDUALS CONTINUED...	
The Association of UK Dietitians (BDA): – Food facts	bda.uk.com/foodfacts/home
British Heart Foundation: reducing risk factors (diet, exercise, smoking)	bhf.org.uk/heart-health/risk-factors
Workplace Wellbeing Charter: awards for England - useful tools and surveys	wellbeingcharter.org.uk
Devon NHS, Mindful Employer: Charter for employers who are positive about mental health	mindfulemployer.net
The Communications Union (CWU): Thriving At Work - The Stevenson/Farmer Report on Mental Health and Employers 2017 [2018].	https://www.cwu.org/lrb/lrb107-18-thriving-work-stevenson-farmer-report-mental-health-employers-2017/
LOCAL RESOURCES	
Local Health Advice: Guidance, safety advice, health programmes, self care and self referral process.	gov.im/categories/health-and-wellbeing/
Stop Smoking and tobacco control: including information on the Island's stop smoking service Quit4You	gov.im/quitsmoking
Weight management: information and resources for weight management including diet and exercise.	gov.im/loseweight
Manx Sport & Recreation: swimming, exercise, sports and fitness classes with timetables and booking system.	msr.gov.im
ACTIVITY PROGRAMMES	
Walk and Talk: ideal for getting back into exercise or for a lower impact physical activity.	msr.gov.im/fitness-classes/gentle-classes/walk-and-talk/

STAGE 2: CONSTRUCTING YOUR PROGRAMME

Tools and Resources

TOOLKITS GUIDELINES AND SUPPORT FOR IMPLEMENTING ACTIVITIES	
World Health Organisation (WHO): Healthy Workplaces - a model for action.	https://www.who.int/publications/i/item/healthy-workplaces-a-model-for-action
Mental Health and work: various toolkits.	mentalhealthatwork.org.uk/toolkit/
The Prince's responsible Business Network: Musculoskeletal Health Toolkit for Employers.	bitc.org.uk/toolkit/musculoskeletal-health-toolkit-for-employers/
Sustrans – Active Travel Toolbox	sustrans.org.uk/our-blog/research/all-themes/all/active-travel-toolbox
Liftshare - local car share scheme: to reduce traffic on the roads. Service helps someone going the same direction as you offering a lift.	liftshare.com/uk/journeys/from/isle-of-man
Public Health England (Supported by Samaritans) - Reducing the risk of suicide: a toolkit for employers	https://www.bitc.org.uk/wp-content/uploads/2020/02/bitc-wellbeing-toolkit-PHESuicidePreventionToolkit-Feb2020.pdf
OCCUPATIONAL HEALTH	
Isle of Man Government - Occupational Health: Government Departments, Boards and Offices and their employees.	hr.gov.im/workplace-wellbeing/occupational-health/
Workplace health promotion: The workplace: A priority setting for health promotion	https://academic.oup.com/eurpub/article/27/suppl_3/ckx186.322/4555936

STAGE 3: IMPLEMENTING YOUR PROGRAMME

Promote your programme

Promoting and inclusion into your programme for all employees is essential to give it the best chance of achieving its goals and objectives.

The aims of the promotion activities are to:

- Raise awareness of your programme and generate interest in participating
- Advertise particular activities and events
- Motivate employees to participate in your programme and activities
- Maintain interest and motivation over the long term.

Motivating all employees to participate is the most important aim of all. No matter how comprehensive and well planned a programme is, it won't be effective if no one participates. Promoting your programme can commence during the early stages of programme development and then continue throughout. Communication and promotion underpins all the steps and helps create an underlying 'buzz' for your programme. It is an extra challenge to inspire those who are less motivated to participate in the initiatives, but these people are also the most likely to make health gains if they take part.

Ideas to help you promote your programme

HOLD A PROGRAMME LAUNCH:

An event to announce the commencement of your programme and participation required in a baseline assessment allows all staff to be involved from the start. It is important to ensure all staff are aware of the programme, the reason for implementation and the importance of their involvement. It is also important to outline the structure of the programme over the next 12 months and how to volunteer for workplace group/committee involvement. Seeking the support of your most senior leader, or respected guest speaker, can add a sense of occasion.

COMMUNICATION:

When the wellbeing group/committee is formed it is important to share meeting documentation and progress notes to raise awareness about the programme and its activities within the organisation.

MOTIVATIONAL OR EDUCATIONAL TALK ABOUT HEALTH:

As the programme develops, find local experts, such as a dietitian, exercise specialist, mindfulness practitioner or health coach, to talk about health and promote the benefits to help motivate employees to make behavioural changes.

STAGE 3: IMPLEMENTING YOUR PROGRAMME

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 – use step counting devices to make it competitive with departments competing against each other.

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 regular 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 programme, you will make it more real for them. You can also use this idea to help create realistic expectations for participants.

HAVE PROGRAMME 'CHAMPION(S)':

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

LINK WITH NATIONAL HEALTH PROMOTION DAYS & WEEKS:

There are many health promotion activities occurring at a national level, which you can take advantage of to promote specific health issues in your workplace. (For example: Walk to Work Week, No Smoking Day, Dry January).

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:

STAGE 3: IMPLEMENTING YOUR PROGRAMME

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 lunch breaks 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 session where they can bring their lunch with them.
ACCESS:	Make sure that all employees are able to access programme 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 participation can help motivate employees to get started in the programme, and may assist with maintaining their motivation over the long term.

SOME PEOPLE ARE MOTIVATED BY:

Overall health benefits e.g. weight management

More practical examples e.g. not puffing when climbing a flight of stairs

Longer term health benefits e.g. preventing chronic diseases like heart disease, stroke or cancer.

STAGE 3: IMPLEMENTING YOUR PROGRAMME

Manage your programme

Putting your plan into action

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

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

Ongoing programme management requires:

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

Evaluate your programme and make improvements

Why evaluate?

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

To ensure continuous improvement, programme review is recommended to occur at the end of a 12-month cycle. This allows for new programme goals and objectives to be set and new or additional organisation and employee needs to be identified.

By repeating the original assessment, you can make a year on year comparison to prove success. Asking questions throughout the programme will enable you to find out the activities that appeal to staff and why. This can help shape your programme over the long term.

How to evaluate

Ideally it is good to undertake three different types of evaluation:

STAGE 3: IMPLEMENTING YOUR PROGRAMME

PROCESS EVALUATION:	Were the programme 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 programme, which activities were popular, which weren't and the reason behind a scheme's success.

This type of information is useful for the continuous improvement of your programme. Knowing what worked and what didn't will inform the decisions you make in the future.

Some examples of questions to consider in the implementation of your programme 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 programme 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, solutions, incentives and rewards?

The information obtained from your process evaluation can be used to modify your programme 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?
- any changes in the physical environment to support healthy eating in the workplace?
- organisational policy changes that support improved wellbeing in the workplace?

Outcome evaluation: what changed in the long term?

Outcome evaluation assesses the effects of the programme, 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 programme?
- Has the number of sick days in the organisation been reduced?
- Has employees' productivity increased?

STAGE 3: IMPLEMENTING YOUR PROGRAMME

Reviewing and improving your programme

The information gathered in the evaluation should be used together with the results of a repeat assessment to review and to improve your programme. This may involve a discussion amongst employees involved in implementing the initiative (e.g. working group/committee/champions). It can be worthwhile to use this information to develop a report on your programme.

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 programme achieved its goals and objectives.

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

General Statistics of Workplace Sickness Absence

The Office of National Statistics (ONS, 2022)¹ found that a total of 149.3 million working days were lost due to sickness or injury in the UK in 2021, the equivalent to 4.6 days per worker.

The Chartered Institute of Personnel and Development estimates that the average cost of employee absence is £522 per person although less than two fifths of organisations monitor it. The most common reason given to employers for short term absence is minor illnesses such as coughs or colds followed by musculoskeletal injuries, back pain and stress (CIPD, 2016).^{2,3}

¹ ONS, (April, 2022), *Sickness absence in the UK labour market: 2021*

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/labourproductivity/articles/sicknessabsenceinthelabour-market/2021>

² CIPD Annual Survey Report - Absence Management 2016, Page 12

https://www.cipd.co.uk/Images/absence-management_2016_tcm18-16360.pdf

³ In 2018 the CIPD Annual Survey Report for absence management was rebranded as Health and well-being at work <https://www.cipd.co.uk/knowledge/culture/well-being/health-well-being-work>

STAGE 3: IMPLEMENTING YOUR PROGRAMME

Summary Checklist

Size of Workplace	Small <20 employees	Medium 20-200 employees	Large >200 employees
Promote your programme			
Promote the programme with posters, health information, resources, and get employees involved in organising activities. Promote specific activities and events through emails, newsletters etc.	✓	✓	✓
Hold an event to launch your programme	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 programme	optional	optional	✓
Manage your programme			
Hold regular group/committee meetings	✓	✓	✓
Hold quarterly progress meetings with most senior lead(s)	✓	✓	✓
Arrange support and resources for activities	✓	✓	✓
Coordinate and implement activities	✓	✓	✓
Manage the budget	✓	✓	✓
Liaise with providers	✓	✓	✓
Ongoing promotion and communication with employees	✓	✓	✓

STAGE 3: IMPLEMENTING YOUR PROGRAMME

Evaluate your programme			
Repeat the original assessment for a progress comparison	(may be informal)	(self-report survey)	(self-report survey)
Evaluate the programme using the example surveys and audits found in Tools and resources section	optional	✓	✓

Tools and Resources

Promote your programme	
CALENDARS OF HEALTH PROMOTION ACTIVITIES AND EVENTS IN THE UK	
Awareness Days: Provides a calendar of up and coming events which can be used to promote in-house initiatives.	awarenessdays.com

Evaluate your programme and make improvements	
EVALUATION METHODS	
Frontiers in Psychology: Employee Wellbeing: Evaluating a Wellbeing Intervention in Two Settings	frontiersin.org/articles/10.3389/fpsyg.2017.00505/full
Gibson: Evaluation - A key component of workplace wellbeing initiatives	thegibsonedge.com/blog/evaluation-a-key-component-of-workplace-wellbeing-initiatives
Evaluation of Get Healthy at Work: a statewide workplace health promotion program in Australia	researchgate.net/publication/331082964_Evaluation_of_Get_Healthy_at_Work_a_state-wide_workplace_health_promotion_program_in_Australia

Services providing support for possible target areas

PROGRAMME FOCUS	ORGANISATION	CONTACT DETAILS	WEBSITE
Smoking Cessation	Quit4You	01624 642404	gov.im/quit4you
Occupational Health	Occupational Health, Isle of Man Government	01624 642150	hr.gov.im/workplace-wellbeing/occupational-health/
Industrial Relationships	Manx Industrial Relations Services	01624 672942	mirs.org.im
Work/Life Balance	ACAS	Refer to website	acas.org.uk/
Gambling	Gamcare	01624 622011 or Text 498985, contact@motiv8.im	motiv8.im/gamcare-isle-of-man
Autism	Autism Initiatives	Refer to website	autisminitiatives.org/
Substance Misuse	Motiv8 - Drug Aware services	01624 627656	motiv8.im/drug-aware
Mental Health	Mind – for better mental health	Refer to website	mind.org.uk
	Crisis Response and Home Treatment Team (CRHTT)	01624 642860	gov.im/crhtt
	Mental Health Foundation	Refer to website	mentalhealth.org.uk/
	Health in Construction Leadership Group	Refer to website	healthinconstruction.co.uk
Suicide	Suicide Prevention	Refer to website	gov.im/suicideprevention
Wellbeing	Action for Happiness	Refer to website	actionforhappiness.org
	Sustrans	Refer to website	sustrans.org.uk
	Breathing Space	Refer to website	breathingspace.im

APPENDIX 1

Health Protection	Public Health	01624 642639	gov.im/ healthprotection
Alcohol	Drinkaware	Refer to website	drinkaware.co.uk
	Motiv8 - Alcohol Advisory Service	01624 627656	<a href="http://motiv8.im/alcohol-
advisory-service">motiv8.im/alcohol- advisory-service

APPENDIX 2

GOAL	OBJECTIVE	ACTIVITIES	SUPPORT & RESOURCES	NAME	DATE	MEASURES OF SUCCESS	HOW DID WE DO? (✓ OR ✗)
TARGET AREA: 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]	<ul style="list-style-type: none"> Modify foods in vending machines 	<ul style="list-style-type: none"> Consultant dietician to undertake audit of vending machine and report on suggested changes 	[name]	[date]	<ul style="list-style-type: none"> 50% healthy options in vending machines Positive employee feedback on vending machine choices 	
TARGET AREA: 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]	<ul style="list-style-type: none"> Develop Active Travel Plan Provide bike racks in safe, convenient and accessible locations Map out walk routes close to the workplace Consider incentives 	<ul style="list-style-type: none"> 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]	<ul style="list-style-type: none"> Racks installed Signage installed Promotional emails sent to employees 10% increase in employees undertaking active travel 	
TARGET AREA: TOBACCO/ SMOKING							
Employees feel encouraged and supported to quit smoking	Provide support for employees trying to quit smoking by [date]	<ul style="list-style-type: none"> Display and promote 'Stoptober' Allow employees to use 'Quit4you' services in work time 	<ul style="list-style-type: none"> Obtain resource material from the 'Quit4you' to display 	[name]	[date]	<ul style="list-style-type: none"> 'Stoptober' display in reception area 	
TARGET AREA: STRESS MANAGEMENT							
Employees have access to stress management expertise	Assist employees to manage stress in the workplace by [date]	<ul style="list-style-type: none"> Hold a seminar on stress management techniques Review the flexible work arrangements policy Promote work life balance messages via email 	<ul style="list-style-type: none"> Seminar presenter Communication messages Current flexible work time policy 	[name]	[date]	<ul style="list-style-type: none"> 50% attendance at seminar Communication messages sent Policy updated and approved by management 	

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