

A GUIDE TO PROMOTING HEALTH AND WELLNESS IN THE WORKPLACE

“Healthy employees are productive employees”

This practical resource has been developed to assist workplaces to implement a health and wellness programme. It encourages workplaces to provide a supportive environment and healthy policies for employees that promote physical activity, healthy eating, smoke-free and mental wellbeing.



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Regional Public Health

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Regional Public Health is a business unit of the Hutt Valley District Health Board providing public health services to the Greater Wellington region, which encompasses Capital and Coast, Hutt Valley and Wairarapa District Health Boards. Our business is public health action – working to improve the health and wellbeing of our population and to reduce health disparities. We aim to work with others to promote and protect good health, prevent disease, and improve quality of life across the population.

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FOREWORD

To assist workplaces to improve the health and wellbeing of their employees, this practical resource has been developed. This resource provides a step by step guide, tools and examples of how to implement a health and wellness programme in the workplace. It provides all the necessary steps for a well designed, comprehensive and effective programme that supports employees to lead a healthy lifestyle.

This resource includes how to get started, implement and evaluate a health and wellness programme. Workplaces and organisations working with workplaces may choose to implement all or some of these steps. What steps are chosen may depend on a number of factors including the size and type of workplace, resources, capacity and employee needs.

This resource is primarily aimed at assisting workplaces with limited resources to implement a sustainable and cost effective workplace health and wellness programme. Those in Health and Safety/Wellness roles, Occupational Health Nurses or similar can play a key role in advocating for and implementing a health and wellness programme in the workplace. This resource will also assist organisations who are interested in working in a workplace setting to encourage healthy environments and policies for employees.

The health of New Zealanders is a growing concern and workplaces can play a significant role in addressing the health and wellness of their employees. This resource encourages workplaces to prioritise the health and wellness of their employees and implement programmes that will improve the health and wellbeing of their employees and the New Zealand population.

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INTRODUCTION

Promoting health and wellness in the workplace

On average, adults spend at least one third of their life at work (World Health Organization, 1999). The 2006 New Zealand census showed that 22% of employees work at least 50 hours per week (Fursman, 2009). This makes the workplace an ideal environment to promote the health and wellbeing of the adult population as:

- The working population is large and relatively stable (over two-thirds of adult New Zealanders are in paid work so a large proportion of the population can be reached)
- People of working age can be reached before disease develops
- Barriers to participation such as cost, time and travel are low
- Established channels of communication already exist with employees
- The setting is familiar and offers flexibility
- There is scope for peer support, and
- The ability to influence the workplace environment can be significant.

(Novak, Bullen, Howden-Chapman, & Thornley, 2007)

New Zealand workforce

The New Zealand workforce has undergone significant changes since the deregulation of the labour market in the early 1990s including changes to the working environment and workforce demographics. Growing advances in technology is increasingly replacing low and semi-skilled labour and creating more of a demand for highly-skilled professionals and technicians¹ (National Occupational Health and Safety Advisory Committee, 2009). There is an increasing number of Māori and Pacific people working in highly-skilled occupations however Māori and Pacific people are still overrepresented in low and semi-skilled occupations (Statistics New Zealand, 2012).

¹ The Department of Labour categorises 'highly-skilled' as managers and professionals; 'skilled' as technicians/semi-professionals and trades workers; and 'semi-skilled/elementary' as clerical, agriculture and fishery, service and sales, operator/assembler and elementary workers.

Workplaces employing a high number of employees in low or semi-skilled occupations, who implement health and wellness programmes, have the potential to positively influence health outcomes of these workers, leading to beneficial outcomes for both employees and the workplace.

What is workplace health and wellness?

‘Health’ and ‘wellness’ are terms often used interchangeably (Russell, 2009). Health is defined by the World Health Organization as ‘a state of complete physical, mental and social wellbeing, and not merely the absence of disease’ and wellness as ‘a composite of physical, emotional, spiritual, intellectual, occupational, and social health (Reardon, 1998). Health promotion is the means to achieving ‘wellness’ noting that issues in any of these areas can adversely affect the other areas (Russell, 2009).

The European Network for Workplace Health Promotion (European Network for Workplace Health Promotion, 2007) has defined workplace health promotion as the combined efforts of employers, employees and society to improve the health and wellbeing of people at work. This can be achieved through:

- Improving the work organisation and the working environment
- Promoting active participation, and
- Encouraging personal development.

A healthy workplace encourages the development of a healthy workforce, which is vital to a nation’s economic and social growth (World Health Organization, 1999), and implements workplace health and wellness programmes and policies to create a supportive culture and physical environment that encourages healthy lifestyles. It is also characterised by employers and employees working together to support and promote the health and wellbeing of people (Heart Foundation, Cancer Society New South Wales and Physical Activity, Nutrition and Obesity Research Group, 2011).

Health of New Zealanders

The *2006/07 New Zealand Health Survey* (Ministry of Health, 2008) provides evidence of the poor health status of many New Zealand adults and reveals the need for interventions to improve the population’s health and wellbeing. New Zealanders experience high rates of chronic conditions including overweight and obesity, diabetes, cardiovascular disease and some cancers. Two out of

three adults in New Zealand experience a physical or mental illness lasting greater than six months (Ministry of Health, 2008). Some key findings from the 2006/07 New Zealand Health Survey are:

- 63% of adults are overweight or obese (one in three adults are overweight and one in four adults are obese)
- Half of all adults do not do the recommended minimum of 30 minutes of physical activity a day on at least five days a week
- 24% of men and 22% of women currently smoke
- One in five adults over 45 years of age reported that they have been diagnosed with heart disease
- Over 200,000 New Zealanders have Type I or Type II diabetes
- 47% of New Zealanders will experience a mental illness and/or addiction at some time in their lives.

To view the full 2006/07 New Zealand Health Survey visit: <http://www.health.govt.nz/publication/portrait-health-key-results-2006-07-new-zealand-health-survey>

Health is created in places where we live, learn, work and play. All New Zealanders should have the opportunity to make the choices that allow them to live long healthy lives, and reach their potential regardless of their income, employment status (being employed), education or ethnic background. Too many New Zealanders don't have these same opportunities. Everybody has the right to enjoy a long healthy life; however some groups are being left behind especially Māori and Pacific people and those on low incomes (Ministry of Social Development, 2010 & Ministry of Health, 2007a). Health promotion should therefore be targeted towards workplaces with low income employees.

Many people of working age have a chronic disease or disability. The workplace plays an important role in the promotion of health as well as supporting those with health conditions to enjoy the benefits of work. Work is generally good for people's health and general wellbeing. For most people, being in work is central to their sense of self-worth and confidence, social participation and, importantly, the long term wellbeing of their families (Black, 2012). The workplace can be influential in improving the populations' health and wellbeing and reducing health inequalities that are present between many New Zealand adults.

Workplaces as a setting for health promotion

The workplace has been recognised internationally as an important setting for health promotion and offers an ideal environment to promote and support healthy lifestyle changes to a large audience (World Health Organization, 2011).

Many workplaces have become increasingly sedentary, contributing to inactive lifestyles and unhealthy living. New Zealand also has a high number of fatalities and injuries that occur in the workplace (ACC, 2012). There is a clear relationship between the impact of work on health and health on work (Chu, Breucker, Harris, Stitzel, Gan, Gu & Dwyer, 2000). Workplaces are a determinant of health: they affect the physical, mental, economic and social wellbeing of workers, and in turn the health of their families/whānau, communities and society (World Health Organization, 2011). Poor health has a significant impact on productivity and business success (Chu et al., 2000).

Employers have a unique opportunity to improve the health and wellness of their staff, improve worker performance and reduce sickness leave (Medibank Private, 2005).

Why invest in workplace health and wellness?

The cost of poor health to organisations is enough to justify implementing a workplace health and wellness programme (Department of Sport and Recreation & Department of Health, 2007). Employee poor health can cost organisations through: absenteeism and long term sick pay, employing temporary staff, extra training and administration costs for new staff, loss of production, staff retention, staff turnover and early retirement; as well as contributing to low morale, high stress levels, decreased job satisfaction, injuries and disease.

Benefits for organisations who invest in health and wellness programmes

Employer Benefits

Healthy, active organisations benefit from both financial and productivity gains (Russell, 2009).

Table 1: Financial and productivity benefits for employers

Financial benefits for organisations	Productivity benefits for organisations
Reduced healthcare costs	Increased employee performance and productivity
Reduced costs relating to absenteeism	Better staff retention
Reduced costs relating to presenteeism ²	Stronger employer/employee relationships
Greater return on investment from improved productivity	Increased loyalty
Cost savings from reduced workplace accidents	Improved health and wellness of employees
Greater staff retention	A happier, more resilient workforce
	Reduced absenteeism and presenteeism rates

A report commissioned by the *World Economic Forum* stated that chronic disease is the prime cause of lost work time in the working age population (World Economic Forum, 2008). A 2004 New Zealand study by *Southern Cross Healthworks* found employee illness and injury costs New Zealand businesses an estimated \$3 billion a year and absenteeism due to illness and injury equated to 4-12% of the payroll (Jayne, 2004).

Research commissioned by *Medibank Private* in Australia in 2005 showed that healthy employees are nearly three times more productive than unhealthy employees (see Table 2). Unhealthy employees take up to nine times more sick leave than their healthy colleagues. *Medibank Private* compared the unhealthy and healthy Australian worker.

Table 2: Comparison of the unhealthy and healthy Australian worker

Unhealthy Worker	Healthy Worker
18 days annual sick leave	2 days annual sick leave
Self-rated performance of 3.7 out of 10	Self-rated performance of 8.5 out of 10
49 effective hours worked (full time) per month	143 effective hours worked (full time) per month
High fat diet	Healthy diet
Low energy levels and poor concentration	Fit, energetic and alert
Obese or overweight	Normal body weight
Irregular sleep patterns	More attentive at work, better sleep patterns
Poor stress management techniques	Actively manages stress levels

² Presenteeism refers to being at work but not being on the job (i.e. functioning at full capacity) because of illness or other medical conditions (Hemp, 2004).

Employee Benefits

Workplace health and wellness programmes can contribute to healthy, active employees through improved:

- Job satisfaction
- Physical fitness, nutritional practices and mental wellbeing
- Knowledge of health promoting behaviours
- Health outcomes
- Energy and morale
- Quality of life, and employees are
- Less likely to have accidents or injuries in the workplace (Russell, 2009).

To find out the return on investment from implementing a workplace health and wellness programme, the WellSteps ROI calculator can be used:

<http://www.workplacehealth.co.nz/index.cfm?PageID=82>

STAGE 1: GETTING STARTED

1.1 Management support

Management support and commitment is the first component of a successful health and wellness programme. A programme that is supported by management has a firm foundation and is more likely to see higher employee engagement and involvement (Department of Sport and Recreation et al., 2007).

In the context of health and wellness workplace programmes, management support is demonstrated when employees feel their employer is committed to their health and wellbeing. For example, by providing a safe physical environment, time for health promoting activities, providing programmes that take account of employee learning styles (for example, the best way to communicate to encourage employee participation and involvement in the programme), providing a family friendly workplace, flexible work options and management 'walking the talk'.

Management need to be on board from the very beginning as management teams are able to easily make changes within an organisation that can have a positive impact on employee health and wellbeing. Engage early with management to develop the rationale for implementing a health and wellness programme in the workplace. Be sure to include the following:

- The rationale for the importance and need for a health and wellness programme in the workplace (if you have access to a health profile of your workplace then incorporate this or absenteeism rates)
- The benefits that such a programme would bring to the organisation (see p5-6)
- The roles and responsibilities of the health and wellness working group (see p8-9)
- The estimated costs of implementing the programme
- An outline of the programme, including its objectives and examples of some of the activities that may be implemented.

Sourced from the British Heart Foundation, Health at Work:

<http://www.bhf.org.uk/HEALTHATWORK/getting-active-at-work/getting-started.aspx>

1.2 Health and wellness working group

The beginning of any workplace health and wellness programme is often driven by the interest and enthusiasm of one employee. However, for workplace health and wellness programmes to be successful and sustainable the programme needs to be driven by using a team approach, including management. The team is responsible for making activities happen, providing ideas, sourcing providers and signposting to external resources (for example, local smoking cessation providers).

1.3 Forming a health and wellness working group

Involving employees in the development stages of the health and wellness programme is important. Programmes work best when employees have ownership and a sense of control. The working group should involve representation from all levels, ages and cultures across the workplace to ensure a whole of organisation approach is taken. The working group could involve representatives from the following areas of the organisation:

- Human Resources (to provide support in areas of workplace policy)
- Occupational Health or Health and Safety Rep/Advisor (to provide support with health promotion information and activities)
- Senior Management Team (to ensure proposed ideas are in line with the organisation's policy and to secure their full support)
- Trade Unions (to ensure that their members are represented)
- Other health-related support groups in your workplace and health promotion teams (so that you can combine efforts)
- Social Club (to encourage them to adopt the programme and encourage members to take part in activities and events)
- Representatives from different worksites (to ensure the programme meets the needs of all employees).

Sourced from the British Heart Foundation, Health at Work:

<http://www.bhf.org.uk/HEALTHATWORK/getting-active-at-work/getting-started.aspx>

The role of the group is to determine the aims and objectives of the health and wellness programme and strategies to achieve these objectives (see [Appendix 1](#) for a Workplace Health and Wellness Project Plan Template).

It could also include:

- Developing performance indicators, for example, employee sickness rates will decrease by 10% year on year
- Securing management support and involvement
- Developing the programme in line with the organisation's aims and objectives
- Organising suitable initiatives in a safe environment
- Identifying resources that are available to support the programme
- Providing leadership
- Risk assessment outlining the risks involved from developing a health and wellness programme, for example, what is the level of risk of employees not participating in the programme
- Serving as a point of contact to signpost employees to further information
- Disseminating information to all employees and collecting feedback
- Evaluating the programme.

Sourced from the British Heart Foundation, Health at Work:

<http://www.bhf.org.uk/HEALTHATWORK/getting-active-at-work/getting-started.aspx>

1.4 Workplace audit

A workplace audit is a useful way of understanding the workplace infrastructure as well as what policies and procedures are already in place or need to be addressed. It will also help to inform what is practical when planning a health and wellness programme and will become a baseline to measure improvements. A workplace audit should be conducted on a regular basis to highlight areas of improvement and progress that has been made.

Examples of workplace audits can be found on the following websites:

NZ Well@Work – Nutrition and Physical Activity Audit Tool	http://www.nzwellatwork.co.nz/pdf/audit-tool.pdf
Government of Western Australia, Department of Sport and Recreation	http://www.dsr.wa.gov.au/3210
British Heart Foundation, Health at Work - Workplace Environment Audit	http://www.bhf.org.uk/HEALTHATWORK/getting-active-at-work/getting-started/what-you-need-to-do.aspx

1.5 Employee health and wellness survey

An employee health and wellness survey is designed to assess the behaviours and attitudes towards physical activity, healthy eating, smoking and mental wellbeing. It will allow the key issues and areas of interest for staff to be identified by the health and wellness working group. This information can then be used to help design a workplace health and wellness programme. The survey can act as a baseline measure for the health of staff and can then be used regularly to monitor changes and employee progress.

Survey Monkey (www.surveymonkey.com) is a useful online tool that allows employees to provide anonymous feedback. Employee feedback can also be gathered through informal meetings or conversations, team meetings or suggestion boxes. It is essential that feedback is encouraged from employees in all departments whether they work onsite or offsite.

Examples of employee questionnaires can be found here:

NZ Well@Work	See Appendix 2
Work Health, Work Safe, Victoria – Workplace Health and Wellness Needs Survey	http://www.workhealth.vic.gov.au/workplace-programs/resources-and-tools
Government of Western Australia, Department of Sport and Recreation	http://www.dsr.wa.gov.au/3211
British Heart Foundation, Health at Work - Employee Survey	http://www.bhf.org.uk/HEALTHATWORK/getting-active-at-work/getting-started/what-you-need-to-do.aspx

The health and wellness working group will be able to choose and plan what workplace health and wellness initiatives will be implemented as information is gathered about employee interests and their health and wellness needs from the Employee Health and Wellness Survey.

1.6 Planning a health and wellness programme

Once the needs of a workplace have been prioritised, an action plan needs to be developed. It is important to note that employees will vary greatly in their readiness to make healthy change. To ensure that the health and wellness programme is effective and sustainable, a multi-level approach is essential. A multi-level approach would include:

- **Organisational** – changes to ensure that the organisation’s policies and practices support behaviour change. This may include alignment with legislation or regulation that informs

workplace policies for example the Smoke-free Environments Act 1990. This could also include workplaces implementing guidelines, formal and informal rules, as well as standards of practice. For example, having a workplace policy that supports healthy eating at the workplace by meeting the Ministry of Health's Food and Nutrition Guidelines.

- **Environmental** – changes to physical and social environments that make the healthy choice the easy choice. For example providing bike racks or changing and shower facilities to make it easier to be physically active during the working day.
- **Individual** – motivating change in individual employee behaviour by increasing knowledge and awareness and influencing attitudes or challenging beliefs. For example, providing a discount for employees at the local leisure centre, providing resources to support smoking cessation or education on label reading to support healthy food choices.

Sourced from WorkWell, Toi Te Ora – Public Health Service:

http://www.workwell.health.nz/workwell_home

Collecting information throughout the 'Getting started' phase can be used for formative evaluation (see page 21). Information that has been collected throughout this phase will help to plan, refine and improve the workplace health and wellness programme.

For more examples on how to incorporate activities at an organisational, environmental and individual level in the workplace see *Stage 2 – Implementation*.

STAGE 2: IMPLEMENTATION

Workplace health and wellness programmes often focus on physical activity, nutrition, smoking and mental health. Workplaces may choose to focus on all or just some of these areas or select other health issues such as drugs and alcohol or an issue that arises from the employee health and wellness survey.

2.1 Physical activity

Promoting physical activity and reducing sedentary behaviour³ in the workplace can contribute to healthier employees. Physically active employees are less likely to suffer from major health problems, less likely to take sickness leave and less likely to have an accident at work (Dishman et al., 1998). The World Health Organization states that workplace physical activity can reduce sick leave by up to 32% and increase productivity by 52% (Department of Health, 2011).

The World Health Organization defines physical activity as any bodily movement produced by skeletal muscles resulting in an expenditure of energy (World Health Organization, 2010). It is essential for good health and overall positive wellbeing. Physical inactivity is one of the leading causes of disease and disability in society. Research shows that physical activity has a positive impact on the most common and costly health problems encountered at work including back pain, stress, obesity, diabetes and coronary heart disease (Mhurchu, Aston, & Jebb, 2010).

The increasing pace of technological change in the workplace environment has meant that prolonged sitting (sedentary behaviour) has become the norm in many adult working lives. Employers play a key role in reducing the amount of sedentary behaviour that takes place in the workplace.

For '*Tips to reduce your sitting time*' please refer to [Appendix 3](#).

The benefits of physical activity to social, mental, and physical health and wellbeing are well recognised. Adults who participate in regular physical activity have a decreased risk of morbidity and premature mortality from:

³ Sedentary behaviour is the term used to describe activity for which energy expenditure is only marginally above resting levels and is typically characterised by sitting (Medibank Private, 2009).

- Cardiovascular disease
- Type 2 diabetes
- Osteoporosis
- Osteoarthritis
- Breast and colon cancers
- Overweight and obesity.

Regular physical activity also has a number of psychological benefits including:

- Increased mental performance and concentration
- Improved mood, sleep and energy levels
- Reduced tension, stress levels, anxiety, hostility and depression.

(U.S Department of Health and Human Sciences, 1996).

For the *New Zealander Physical Activity Guidelines for Adults* please refer to [Appendix 4](#).

Table 3 provides ideas to promote and implement physical activity in the workplace.

Table 3: Examples of activities targeting physical activity in the workplace

	Individual	Environmental	Organisational
Low resource activities			
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 routes close to the workplace		•	
Map and promote public transport options to and from the 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	•		

	Individual	Environmental	Organisational
Post stickers/signs at lifts and escalators to encourage use of stairs and develop supporting internal communications	•		
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 encouraging active behaviour			•
Liaise with local fitness centres to obtain discounted rates/memberships	•		
Promote local, regional and national physical activity and/or active travel events (for example, walk to work day, bike day, car free day, active a2b)		•	
Medium resource activities			
Set up a pedometer loan scheme	•		
Implement employee challenges or competitions using pedometers	•		
Provide support for employees to enter fun runs and walking events as a workplace team	•		
Provide shower and/or changing facilities in the workplace		•	
Arrange a workplace team to participate in organised sporting activities and/or events	•		
Implement a physical activity questionnaire to determine employees' interest in physical activity options	•		
Provide health related functions (guest speakers, health days, classes etc)		•	
Develop a Workplace Active Travel Plan			•
Provide snapper cards at reception for employees to promote public transport options to attend meetings		•	
Provide weather protection gear at reception to allow employees to walk to local meetings, for example, an umbrella or sunscreen		•	
Establish partnerships with local bike shops to provide corporate rates to employees	•		

	Individual	Environmental	Organisational
High resource activities			
Provide subsidised membership at local fitness/recreation facilities	•		
Provide on-site fitness classes, for example, Zumba or Yoga	•		
Provide all employees with pedometers	•		
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	•		
Have a fitness instructor lead employee walking, jogging and/or running groups	•		
Provide bike fleet for employees to attend local meetings		•	
Allow employees special leave if they represent their country in a sporting code			•

Sourced from Healthy Workplace Guide – Tens steps to implementing a workplace health program:

<http://www.heartfoundation.org.au/SiteCollectionDocuments/HF-WorkplaceHealth.pdf>

2.2 Nutrition

The importance of nutritious eating for employee health to support reduced sick leave and increased productivity is well recognised. Results from the *2008/09 New Zealand Adult Nutrition Survey* (Ministry of Health, 2008) raise concerns about the food choices and health of New Zealanders.

For a summary of the *Key findings from the 2008/09 New Zealand Adult Nutrition Survey* please refer to [Appendix 5](#).

Many New Zealanders are not meeting the recommended nutrition guidelines set by the Ministry of Health. The workplace environment, including eating on the run, workplace morning teas and birthday shouts, catered lunches and vending machine food choices, can contribute to the difficulties in meeting these nutrition recommendations (5+ A Day, 2011).

For the *New Zealand Food and Nutrition Guideline Statements for Healthy Adults* please refer to [Appendix 6](#).

A balanced diet is essential for good health and helps to reduce the risk of developing diseases such as diabetes and heart disease. Eating a variety of foods in suitable amounts from all four food groups, including fruit and vegetables, breads and cereals, milk and dairy products, meat and alternatives, goes a long way to meet recommended daily nutritional needs. Table 4 provides ideas to promote and implement healthy eating in the workplace.

Table 4: Examples of activities targeting nutrition in the workplace

	Individual	Environmental	Organisational
Low resource activities			
Liaise with local provider(s) to take food orders from employees and deliver boxes of fresh fruit and vegetables to the workplace		•	
Provide a protected space away from work areas for meal breaks with space for food preparation		•	
Display healthy eating information in appropriate places in the workplace, for example, in the kitchen or canteen		•	
Develop regular communications on nutrition, for example, a healthy recipe of the week, nutrition tips, and provide links to relevant websites	•		
Offer healthy food and drink choices at employee functions and meetings		•	•
Provide nutrition magazines/resources for employees to read in the workplace		•	
Promote local, regional and national healthy eating events, for example, 5+ a day		•	
Establish workplace policies that promote and support employees to eat healthily, for example, a workplace healthy catering policy, vending machine policy, cafeteria policy			•
Shared healthy lunches		•	
Healthy recipe sharing on the intranet, staff newsletter		•	
Develop a workplace cookbook with shared healthy recipes	•	•	
Medium resource activities			
Organise for a dietitian to take employees on a food label reading tour at the local supermarket	•		
Provide water cooler(s) that all employees can access easily		•	

	Individual	Environmental	Organisational
Ensure there are sufficient kitchen facilities for food storage and preparation, for example, 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		•	
Provide education sessions on healthy eating over lunchtime or as part of staff meetings	•		
Provide subsidies for the purchase of nutrition related books, for example, cookbooks	•		
Food labelling on all products in the workplace cafeteria		•	•
High resource activities			
Provide incentives and/or support, for example, flexible time for employee participation in on or off-site nutrition or weight management activities	•		
Include employees' families in education regarding nutrition, for example, disseminate information relevant to families, invite families to nutrition information sessions	•		
Change the menu in the workplace canteen to ensure that healthy options are available		•	
Provide a garden space for employees to grow fruit and vegetables		•	•
Prominent display and competitive or subsidised pricing of healthy foods		•	•

Sourced from Healthy Workplace Guide – Tens steps to implementing a workplace health program:

<http://www.heartfoundation.org.au/SiteCollectionDocuments/HF-WorkplaceHealth.pdf>

2.3 Smoke-free

The negative health effects of smoking are well documented. Approximately 5,000 people die each year in New Zealand because of smoking or second-hand smoke exposure (Ministry of Health, 2012). In addition to being directly linked to almost 5000 deaths each year, tobacco smoking causes significant morbidity and contributes to socioeconomic and ethnic inequalities in

health in New Zealand (Ministry of Health, 2007b). Table 5 provides ideas for the workplace to encourage employees to become smoke-free.

Table 5: Examples of activities promoting smoke-free in the workplace

	Individual	Environmental	Organisational
Low resource activities			
Provide smoking cessation information	●		
Put up smoke-free signage around the workplace		●	
Establish a workplace policy that promotes a smoke-free environment			●
Medium resource activities			
Invite a QuitCard provider to write QuitCards and make referrals to smoking cessation providers	●		
Offer flexible working hours to allow employees to visit their GP or other smoking cessation providers for smoking cessation consultations			●
Provide incentives for employees to quit smoking	●		
High resource activities			
Provide free nicotine replacement therapy at work (for example, someone will be required to be onsite and prescribe)	●		
Provide a smoking cessation provider to provide on-site smoking cessation clinics	●		
Train employees in smoking cessation	●		

2.4 Mental wellbeing

Most people spend a large percentage of their waking hours at work. Therefore, the way people feel at work affects their overall health and wellbeing. Work can be a contributing factor to positive mental health and wellbeing, by providing employees with a sense of accomplishment and self-worth, a way to meet new people and form friendships and a place to learn new skills and create personal challenges (Department of Sport and Recreation et al., 2007).

The level of control an employee feels over their work situation, the stress experienced and whether or not the employee feels valued in the workplace can affect work performance, absenteeism, workplace safety and staff turnover (Department of Sport and Recreation et al., 2007). Table 6 provides ideas to encourage positive mental wellbeing in the workplace.

Table 6: Examples of activities promoting mental wellbeing in the workplace

	Individual	Environmental	Organisational
Low resource activities			
Provide readily available health and wellness information via staff notice boards, newsletters, emails, intranet	•		
Recognise and value staff success and contributions for example rewards, certificates, positive feedback via newsletters, meetings		•	
Regular opportunity for staff to meet and exchange views/knowledge for example team meetings, one to one opportunities		•	
Establish workplace policies that promote staff mental wellbeing for example flexi time options, leave provisions			•
Provide clear workplace organisational procedures for example clear job description, code of conduct, clear lines of communication, confidentiality guidelines, orientation programmes		•	
Regular staff communication for example via staff meetings, newsletters, magazines, intranet, notice boards		•	
Establish a workplace policy that supports breastfeeding and provide breastfeeding facilities		•	•
Encourage open and honest communication opportunities for example staff surveys, suggestion boxes		•	
Establish a system to monitor staff satisfaction for example staff meetings, surveys, exit interviews		•	
Provide regular staff performance reviews		•	
Medium resource activities			
Provide opportunities or time out space for employees to relax for example provide magazines, music, adequate staff room	•	•	
Provide opportunities to promote workplace spirit for example social clubs, sports teams, shared lunches	•		
Provide opportunities for personal and professional development for example ongoing education, training, supervision, mentoring	•		
Provide a workplace wellness day that also encourages family to attend	•		

	Individual	Environmental	Organisational
High resource activities			
Offer childcare and/or breastfeeding facilities		•	
Offer health and wellness checks on a regular basis	•		
Provide an Employee Assistance Programme	•	•	

STAGE 3: EVALUATION

Why evaluate?

Evaluating your programme is important for reviewing its effectiveness. Evaluation can provide information to help with ongoing development and improvement of your programme. Most importantly, evaluation allows you to assess whether your programme is achieving its goals and objectives (Heart Foundation et al., 2011).

Using the Workplace Audit (see 1.4 workplace audit) and the Employee Health and Wellness Survey (see 1.5 employee health and wellness survey) allows you to gather baseline information about the workplace environment and employees. You should then be able to identify where the gaps and needs are and what areas to focus on before you implement your programme. When it is time to evaluate the programme you can go back and reuse these surveys again to allow you to see what positive changes have been made or if there are things that could still be improved.

How to evaluate?

There are three types of evaluation that should be considered from the very beginning of any workplace health and wellness programme:

Formative evaluation – Improving programme planning and development

A formative evaluation involves gathering information in order to plan, refine and improve the programme. Ideally, this should begin as the programme is being developed. An important part of a formative evaluation is developing clear programme goals, objectives and strategies.

Formative evaluation is appropriate when:

- Planning a health and wellness programme
- The programme is still in its early stages of development
- The programme needs improvement.

Formative evaluation activities should include:

- Finding out about existing workplace health and wellness programmes in New Zealand and internationally. This can be done through a literature review.
- Conducting a needs assessment (for example, a staff survey) to help plan the programme according to employee needs.
- Programme and evaluation plans including setting out clear programme goals (overall goals or aim of the health and wellness programme), objectives (what the programme intends to achieve), strategies (how the objectives are going to be achieved) and performance indicators (specific, measurable targets of the programme for each strategy).

Process evaluation – Documenting programme delivery

The purpose of a process evaluation is to document what a programme looks like in practice. Information from a process evaluation helps to understand why a programme produces the results it does. Process information can also be used for formative evaluation purposes as the information can be used to further refine and improve the programme.

Process evaluation activities should include:

- Documenting what was done to plan and organise the programme using the five W's and H including:
 - Why was the programme set up
 - Who was involved in programme development
 - How was the programme organised and delivered
 - Were there any changes to the original plan, and why
 - What resources were involved in the programme.
- Finding out how programme participants and other key people (for example, stakeholders) saw the programme including:
 - Whether or not the programme is meeting employee needs
 - How employees feel about being involved in the programme
 - What they may like to have changed
 - What are some of the strengths and weaknesses of the programme.

- Documenting what resources have been used to implement the programme including:
 - Compare the level and types of resources planned with those actually used
 - Establish the resources needed for different activities
 - Improve future programme planning
 - Review the efficiency and effectiveness of resources used.
- Demonstrating programme reach, for example:
 - Whether or not the programme is reaching or affecting those that it intends to.

Impact evaluation – Measuring programme effects

This type of evaluation looks at the effects of the programme. For example, whether the programme has positively impacted, or not, on employees and whether the effects were intended or unintended. The term ‘impact’ refers to the immediate effects of a programme or process. Examining the strategies put in place to achieve programme objectives and how well these objectives and strategies linked forms the basis of an impact evaluation.

Impact evaluation activities may include:

- Establishing programme participants feedback on their thoughts about the programme and its effects
- Collecting data on people’s knowledge, attitudes or behaviour before (baseline data), during, and after the programme has been implemented, to establish changes that can be linked to the programme
- Assessing the extent to which the programme met or did not meet its objectives
- Assessing positive or negative effects of the programme
- Reviewing process evaluation information to establish how the programme was implemented and whether or not there are any factors which may impact on what is achieved.

Sourced from Waa, A, Holibar, F. & Spinola, C. (1998). Programme Evaluation – An introductory guide for health promotion.

Below is a summary of the types of evaluation needed for a health and wellness programme.

Table 7: Summary of Types of Evaluation (Regional Public Health, 2009)

Evaluation type	Formative	Process	Impact/Outcome
What to include	<ul style="list-style-type: none"> • Develop programme goals, objectives, evidence-based strategies, outcome hierarchies and indicators • Develop processes for systematic feedback and improvement • Monitor against performance indicators 	<ul style="list-style-type: none"> • Document what was done to plan and organise the programme • Find out about perceptions of the programme • Identify who the programme is reaching • Identify strengths and challenges in the implementation of the programme 	<ul style="list-style-type: none"> • Identify the effects the programme has had • Identify whether an outcome has been achieved, and whether it is attributable to the programme • Find out about short-term changes or ultimate programme effects

DEVELOPING POLICY IN THE WORKPLACE

A policy is a set of statements detailing the position a workplace takes on a particular issue. Policy can act as a guide when making decisions surrounding a particular topic area for example physical activity, and allows a minimum standard to be set. Research shows the most effective health promotion strategies include a policy component. By influencing policy, the social and/or built environment is changed to support a topic area over time (Physical Activity Resource Centre, n.d.)

A policy can act as a first step to encourage healthy choices in the workplace. Healthy workplace policies will help strengthen and support these values and show management commitment to them. Things to consider in developing workplace health and wellness policies:

- Be realistic – make improvements that are achievable for the workplace
- Your workplace is unique – make the policy specific to your workplace, staff and type of work
- Use policies from other workplaces as a guide only
- Have input from all levels of the workforce.

When creating a workplace policy ensure it is structured in an organised manner. The following should be included when creating a policy:

- **Aim/Rationale:** The overarching outcome you want your workplace to achieve and why it is important
- **Objectives/Goals:** These are the areas you want to work on to achieve the aim. When setting objectives and goals ensure that these are SMART: Specific, Measurable, Attainable, Realistic and Timely
- **Actions:** These are the specific steps (for example, activities/initiatives that will be implemented) to meet the objectives
- Signed and dated with a review date.

Other important aspects to note when writing a workplace policy:

- Create a health team (see section 1.2 health and wellness working group and section 1.3 forming a working group)
- Assess the needs of a workplace (see section 1.4 workplace audit)
- Draft policy – consider aspects such as raising awareness, supporting employees and environmental changes (removing barriers)
- Circulate the policy for comment
- Finalise the policy
- Raise awareness and promote the final policy (makes sure it is widely visible)
- Ensure the document is active in workplace decisions
- Review policy – to keep it relevant and take into account the workplace’s progress.

For more information on developing policy in the workplace please refer to:

Government of Western Australia, Department of Sport and Recreation - Policy	http://www.dsr.wa.gov.au/1082
Physical Activity Resource Centre	http://ophea.net/products/policy-workbook
Heart Foundation	http://www.heartfoundation.org.nz/programmes-resources/food-industry-and-hospitality/Hospitality-Hub/specific-food-service-sectors/workplace-cafeteria/workplace-food-and-nutrition-policy

See [Appendix 7](#) for examples of best practice policies provided by Auckland Regional Public Health Service in the areas of Nutrition, Physical Activity, Smoke-free and Mental Wellness in the workplace.

WHAT'S AVAILABLE FOR YOUR WORKPLACE IN WELLINGTON

Organisation	Can assist with	Contact details	Website/Tools
ACC	Active Smart provides free online and customised training plans designed by experts to suit your fitness goals. It gives you the ability to tailor your fitness plan, give training alerts, up to date weather forecasts, a training journal, calendar and the ability to track your progress.	Tel: (04) 494 5040 Email: Gareth.Smith@acc.co.nz	www.activesmart.co.nz
ACC	HabitAtWork is an educational tool promoting self-help and problem solving for preventing and managing discomfort, pain and injury.	Tel: (04) 494 5040 Email: Gareth.Smith@acc.co.nz	www.habitatwork.co.nz
ACC	Work Smart Tips is a free online tool that lets you customise health and safety and wellness information (or 'smart tips') specific to your workplace, employees, and colleagues.	Tel: (04) 494 5040 Email: Gareth.Smith@acc.co.nz	www.worksmarttips.co.nz
ACC	The Discomfort, Pain and Injury Programme has been ACC's approach to addressing musculoskeletal issues in the workplace. It provides tools, information and training for those responsible for workplace health and safety, and also for professionals who work in health, injury prevention and injury management.	Tel: (04) 494 5040 Email: Gareth.Smith@acc.co.nz	www.accdpi.org.nz

Atareira	Provides services to people who experience mental illness and their family and whānau in the Wellington region.	Tel: (04) 499 1062 Email: enquiries@atareira.org.nz	www.atareira.org.nz
Arthritis New Zealand	Provides a range of services to people who are affected by arthritis including group and individual clinics, 0800 advice and information service, community education talks, workshops and seminars. Can work with groups to develop and run workshops for example Gout education for the workplace and staff. Also provides a variety of information and resources on arthritis.	Tel: 0800 663 463 or (04) 472 1427	www.arthritis.org.nz
Aukati KaiPaipa	Provides a comprehensive free face to face smoking cessation programme to help and support Whānau to quit smoking.	Kokiri Marae, Seaview Tel: (04) 939 4631 Email: info@kokiri-hauora.org.nz	
Cancer Society	Offers a variety of written resources and information online.	Tel: (04) 389 8421	www.cancernz.org.nz/divisions/wellington/about www.livesmart.co.nz

Cancer Society	<p>The CanWork Men's Health Project is designed to:</p> <ul style="list-style-type: none"> • Promote men's health and wellness within workplace settings and community organisations • Develop a more effective delivery mechanism for cancer information resources/services • Strengthen participants awareness of men's health and cancer related issues • Support the work of HR advisors and workplace wellness co-ordinators with CanWork 	<p>If you are interested in introducing men's health topics in your workplace or community setting contact: Steve Kenny Email: stevek@cancersoc.org.nz</p>	<p>A toolkit is available and a supporting website: www.getthetools.org.nz</p>
Catalyst Risk Management	<p>Catalyst has developed a range of support services designed to offer organisations tailored workplace health solutions in addition to claims and injury management services. Our goal is to assist organisations to improve the physical health of their employees, improve productivity and support workplaces to achieve health and wellbeing objectives.</p>	<p>Tel: 0800 835 586</p>	<p>For more information on how Catalyst can help to achieve your goals please visit: http://www.catalystrisk.co.nz/Downloads/Workplace_health_WRP.pdf</p> <p>Resources also available at: www.nzwellatwork.co.nz</p>
Compass Health	<ul style="list-style-type: none"> • Diabetes education • Nutrition and physical activity for health • Health screening and wellness education • GP enrolment waiting list assistance • Links to nurses and primary mental health teams 	<p>Population Health Team Tel: (04) 801 7808</p>	<p>www.compassnetwork.org.nz</p>

<p>Diabetes Wellington</p>	<p>Provides a range of services to support people with diabetes and can offer the following:</p> <ul style="list-style-type: none"> • Free information about diabetes, including raising awareness to employees, providing stands with information, pamphlets and other information • A diabetes information centre that has a wide range of pamphlets, a library of overseas magazines, videos and books, along with specialised products such as low sugar jams, sauces and toppings, cookbooks and other diabetes related products (glucose testing metres, glucose tablets, socks, heel balm, etc) • Access to supermarket tours (basic and advance) and cooking classes that can provide practical information about what to eat (a small fee will apply) • A telephone support service for people across the region • A field officer to provide one-to-one support • Membership to those people who wish to stay up to date with diabetes and to support the work of the association (annual fees apply) 	<p>Information Centre Level 1 Anvil House 138-140 Wakefield Street Wellington Opening hours: Mon-Fri 10am – 4pm</p> <p>Field Officer Peggy Bhana-Thomson Tel: (04) 499 5085 or 027 297 4080 Fax: (04) 499 8595 Email: fieldofficer@diabeteswellington.org.nz</p>	<p>www.diabetes.wellington.org.nz</p>
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<p>Greater Wellington Regional Council</p>	<ul style="list-style-type: none"> • Can provide tools and resources all year round to help workplaces promote walking and cycling to staff • Can support workplaces with workplace travel plans and sustainable transport initiatives 	<p>Sustainable Transport Team Tel: (04) 830 4309 Email: claire.pascoe@gw.govt.nz</p>	<p>www.gw.govt.nz/getting-to-work</p> <p>Walking and Cycling Journey Planner: www.journeyplanner.org.nz</p> <p>Lets Carpool: www.letscarpool.govt.nz</p>
<p>Greater Wellington Regional Council</p>	<p>Active a2b is the free summer programme available to workplaces to encourage employees to walk and cycle to work during the months of January to April.</p>	<p>Sustainable Transport Team Tel: (04) 830 4309 Email: claire.pascoe@gw.govt.nz</p>	<p>For more information visit: www.gw.govt.nz/activea2b</p>
<p>Heart Foundation</p>	<p>New Zealand’s heart health charity leading the fight against heart disease. We promote heart health and our goal is to stop New Zealanders dying prematurely from heart disease. Visit our website for information and resources related to heart health.</p>	<p>Heart Foundation – Wellington Branch 114 The Terrace Wellington Central Tel: (04) 472 2780 Email: cathm@heartfoundation.org.nz</p>	<p>www.heartfoundation.org.nz</p>
<p>Heart Foundation</p>	<p>Know Your Numbers is a free online tool available to give people an insight into how healthy their heart is. Visit this website to know your heart age and your risk to a heart attack and stroke. Know your numbers is aimed at knowing your cholesterol and blood pressure numbers.</p>	<p>Heart Foundation – Wellington Branch 114 The Terrace Wellington Central Tel: (04) 472 2780 Email: cathm@heartfoundation.org.nz</p>	<p>Know Your Numbers: www.knowyournumbers.co.nz</p>

Kites	Provides information on mental health and addiction services in the Wellington region as well as supports people with mental health and addiction problems.	Tel: (04) 384 3303 Email: admin@kites.org.nz	www.kites.org.nz Kites Directory of Mental Health and Addiction Services: http://www.kites.org.nz/index.php?directory
Mental Health Foundation	Working Well is a programme designed to help workplaces obtain optimal mental wellbeing for their employees.	Hugh Norris Tel: (09) 300 7010 Email: hugh@mentalhealth.org.nz	www.mentalhealth.org.nz/page/1125-how-working-well-can-help
Mental Health Services – Capital & Coast District Health Board	Provides a full range of mental health and addiction services in the Wellington, Porirua and Kapiti regions.		www.mentalhealthservices.org.nz
Private Dietitians	Can provide workplaces with nutrition education sessions, menu audits and menu planning.	Tel: (04) 473 3043 Email: admin@dietitians.org.nz	www.dietitians.org.nz/find-a-dietitian
Regional Public Health	Can support workplaces with their health and wellness programmes and the development of workplace policies in the areas of physical activity, nutrition, mental wellbeing and smoke-free. Regional Public Health has a variety of resources available to workplaces and can link workplaces with providers.	Nutrition and Physical Activity Team Tel: (04) 570 9002	www.rph.org.nz RPH Resource Centre: http://www.rph.org.nz/content/1b70dad2-7906-46b3-a09f-ec89e0500977.html

<p>Sport Wellington</p>	<p>Sport, physical activity, recreation and nutrition education, training, programmes and events in the workplace to improve employee wellbeing and productivity.</p> <p>Sport Wellington offers stand alone onsite programmes, such as workplace wellness sessions or days. These onsite programmes can also be linked to events, such as employee training programmes for our signature Wellington event, AMI Round the Bays, or conferences.</p>	<p>Caroline Gordon Tel: (04) 380 2070 or 027 230 1450 Email: carolineg@sportwellington.org.nz</p>	<p>www.sportwellington.org.nz</p> <p>Find a sport or activity database: www.sportwellington.org.nz/find-a-club-activity-2</p>
<p>Te Awakairangi Health Network (Hutt Valley based)</p>	<ul style="list-style-type: none"> • Group nutrition education workshops • Group cooking programmes • Diabetes or cardiovascular education • Advice around workplace canteens or cafeterias • Education about workplace resilience and positive mental health • Workplace education about easy ways to keep moving • Workplace activity plans 	<p>Te Awakairangi Health Network Tel: (04) 576 8602 Email: tanya.r@teawakairangihealth.org.nz</p>	<p>www.teawakairangihealth.org.nz</p>

<p>Well Health Community Dietitians Service</p>	<p>Group nutrition education programmes related to diabetes and/or cardiovascular disease (CVD). Target populations:</p> <ul style="list-style-type: none"> • People with poorly controlled diabetes and/or who are at high risk of CVD • Māori, Pacific, migrant/refugee, South East Asian and/or low income communities 	<p>Porirua Community Dietitian Tel: (04) 237 1026 Email: alison@wellhealth.health.nz</p> <p>Wellington Community Dietitian Tel: (04) 380 2422 Email: louise@wellhealth.health.nz</p>	
<p>Wellington City Council, Recreation Wellington</p>	<p>Recreation Wellington can assist with:</p> <ul style="list-style-type: none"> • Programmes, structured activities and casual recreation facility use • Activities in dry recreation facilities can be catered to workplace needs • Facility hire including board rooms, recreation centres and swimming pools across Wellington City • Lunchtime and evening adult social sports leagues 	<p>Tel: (04) 499 4444 Email: recreation@wcc.govt.nz</p>	<p>www.wellington.govt.nz/eventsrec/recreation</p>

<p>Wellington City Council, Hutt City Council, Upper Hutt City Council, Porirua City Council, Kapiti Coast District Council</p>	<p>Local councils around the Wellington Region can provide workplaces with a variety of services including community spaces for hire, recreation services and information on food safety.</p>	<p>Wellington City Council Tel: (04) 499 4444</p> <p>Hutt City Council Tel: (04) 570 6666</p> <p>Upper Hutt City Council Tel: (04) 527 2169</p> <p>Porirua City Council Tel: (04) 237 5089</p> <p>Kapiti Coast District Council Tel: (04) 296 4700</p>	<p>www.wellington.govt.nz</p> <p>www.huttcity.govt.nz</p> <p>www.upperhuttcity.com/council</p> <p>www.pcc.govt.nz</p> <p>www.kapiticoast.govt.nz</p>
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WEBSITES & RESOURCES

Physical Activity	
https://www.healthed.govt.nz/health-topic/physical-activity	
Bikewise	www.bikewise.org.nz
Cycle Friendly Employer	http://www.gw.govt.nz/assets/Transport/Workplace-Travel-Plans/cycle-friendly-employer-guide.pdf
Cycle Advocates Network	www.can.org.nz
Free and cheap things to do in Wellington	www.sportwellington.org.nz/fun-for-5-or-less-in-wellington
Living Streets	www.livingstreets.org.nz
New Zealand Recreation Association	www.nzra.org.nz
Sport New Zealand	www.sportnz.org.nz
Nutrition	
https://www.healthed.govt.nz/health-topic/healthy-eating	
Agencies for Nutrition Action	www.ana.org.nz
Better Vending for Health Guidelines	http://www.arphs.co.nz/promoting_health/downloads/BVFH%20A4%20Booklet%20-%20FINAL%20-%20110108.pdf
Breakfast Eaters	www.breakfasteaters.org.nz
Dietitians New Zealand	www.dietitians.org.nz
Feeding our Families	www.feedingourfamilies.org.nz
Healthy Food Guide	www.healthyfoodguide.co.nz
Heart Foundation Hospitality Hub	http://www.heartfoundation.org.nz/programmes-resources/food-industry-and-hospitality/Hospitality-Hub
Vegetables.co.nz	www.vegetables.co.nz
Wellington Community Gardens	http://www.rph.org.nz/content/65a24e15-04cb-4e4a-bb9d-84d5b661b30d.html
Wellington Community Markets	http://www.rph.org.nz/content/50ce95a9-8949-456e-880a-3e819045d4c0.html
5+ A Day	www.5aday.co.nz

Cookbooks	
Heart Foundation Cheap Eats	http://www.heartfoundation.org.nz/uploads/HF0757%20Cheap%20Eats%20Cookbook.pdf
Heart Foundation Healthy Recipes	http://www.heartfoundation.org.nz/healthy-living/healthy-recipes
Heart Foundation Vegetable Cookbook	http://www.heartfoundation.org.nz/uploads/Vegetables%20Cookbook%20Final_July%202012_WEB.pdf
Great Little Cookbook	http://www.workandincome.govt.nz/documents/the-great-little-cookbook.pdf
Kia Kaha Te Kai	http://www.waikatodhb.govt.nz/file/fileid/32948
The New Zealand Diabetes Cookbook - Easy everyday recipes for the whole family	http://www.holst.co.nz/Products/Service/Detail/Product/70/BOO
Smoke-free	
https://www.healthed.govt.nz/health-topic/smokefree	
Aukati KaiPaipa	www.aukatikaipaipa.co.nz
Health Promotion Agency	www.smokefree.org.nz
QuitLine	www.quit.org.nz
Smokefree Contacts Directory	www.smokefreecontacts.org.nz
Mental Wellbeing	
https://www.healthed.govt.nz/health-topic/mental-health	
Depression	www.depression.org.nz
Like Minds, Like Mine	www.likeminds.org.nz
Mental Health Foundation	www.mentalhealth.org.nz
Survival Guide to Wellington	http://www.wellington.govt.nz/services/commsupserv/pdfs/survivalguide.pdf
Wellbeing in the Workplace – A Practical Guide for Maintaining Personal and Professional Wellbeing in the Workplace	http://www.rph.org.nz/content/5f620a01-354b-4541-bd3f-bf106555980c.html
Working Well	http://www.mentalhealth.org.nz/page/1125-how-working-well-can-help
General Health and Wellbeing	
ACC	www.acc.co.nz
Arthritis New Zealand	www.arthritis.org.nz
Cancer Society	www.cancernz.org.nz
Diabetes New Zealand	www.diabetes.org.nz
Employee Assistance Programmes Services	www.eapservices.co.nz

HealthEd	www.healthed.govt.nz
Health Navigator New Zealand	www.healthnavigator.org.nz
Health Promotion Agency	www.healthpromotion.org.nz
Heart Foundation	www.heartfoundation.org.nz/healthy-living
Live Smart	www.livesmart.org.nz
Māori Health	www.maorihealth.govt.nz
Ministry of Health	www.health.govt.nz
Pacific Health	www.pacifichealth.org.nz
Parents Voice	www.parentsvoice.org.nz
Te Hotu Manawa Māori	www.tehotumanawa.org.nz
Weight Management FAB	http://weightmanagement.hiirc.org.nz
New Zealand Workplace Wellness	
Get the tools – Cancer Society	www.getthetools.org.nz
Health and Productivity Institute of New Zealand	www.hapinz.co.nz
Heartbeat Challenge – Auckland Regional Public Health Service	www.workplacehealth.co.nz
NZ Well@Work	www.nzwellatwork.co.nz
Workfit - Sport Hawkes Bay	www.sportsground.co.nz/workfithb
WorkWell - Toi Te Ora Public Health Service	www.workwell.health.nz
International Workplace Wellness	
British Heart Foundation: Health at Work	http://www.bhf.org.uk/healthatwork
Centers for Disease Control and Prevention – Workplace Health Promotion	http://www.cdc.gov/workplacehealthpromotion/index.htm
Government of Western Australia: Department of Sport and Recreation	http://www.dsr.wa.gov.au/workplace
Health at Work Scotland	http://www.healthatwork.org.uk
Workplace Health – NHS UK	http://www.nhs.uk/livewell/workplacehealth/Pages/workplacehome.aspx
World Health Organization – Workplace Health Promotion	http://www.who.int/occupational_health/topics/workplace/en

NEW ZEALAND CASE STUDIES

The Heartbeat Challenge is a health promotion programme run by Auckland Regional Public Health (ARPHS) since 2003 and addresses cardiovascular and diabetes risk factors (poor nutrition, physical inactivity, smoking and stress) in workplaces. The aim of the programme is to create a workplace environment supportive of wellbeing and is targeted at workplaces with a high proportion of Māori and Pacific employees. Below are some examples of workplace initiatives implemented as part of the Heartbeat Challenge.

These two case studies have been provided by Auckland Regional Public Health Service. For more information about the Heartbeat Challenge visit www.workplacehealth.co.nz.

Ministry of Social Development Call Centre, Waitakere

The Ministry of Social Development's Waitakere contact centre has been part of the Heartbeat Challenge programme since 2005. After reactivating the programme in 2007, combined with three years of patience and consistent change towards healthier alternatives in the areas of nutrition, physical activity, smoke-free environment and employee wellbeing earned the Waitakere contact centre the Heartbeat Challenge award. This award was presented in May 2009.

Waitakere contact centre initiatives to a healthier workplace include:

- A pedometer challenge
- Walking groups
- Gym sessions for employees
- Transition to healthier snack options in the vending machine on premises
- Using the Microwave Munchies card
- Nutrition talks for staff
- Onsite screening for staff
- Stress management tools
- Emphasising good work-life balance
- Smoking cessation initiatives

- ‘Losers win’ challenge – Waitakere contact centre’s very own unique and innovative way of promoting healthy, long term and sustainable weight loss.

The Loser’s Win challenge was well received by staff. Twenty staff registered and 18 stuck with the programme to completion. The Waitakere contact centre did group evening walks, indoor basketball, on site evening yoga etc. Waitakere contact centre also managed to conjure up some free trial membership deals with local gyms and encouraged participants to take these up in their own time as part of the resource packs. The packs also included several food facts, healthy tips and several other goodies like pedometers, water bottles etc – compliments of Sport Waitakere and the Auckland Regional Public Health Service.

A weekly weigh in was carried out to hold participants to account, and total weight loss for the group was a whopping 70.5kgs! The overall winner took out the 1st prize with a total loss of 12.5kgs over the six week period.

Recent changes have included the introduction of a breastfeeding policy for the site and another weight loss challenge is being organised at the request of staff. A health intranet site is being developed, which will feature healthy tips, staff success stories and links to relevant health and wellbeing websites.

Diagnostic Medlab

Diagnostic Medlab has been participating in the Heartbeat Challenge programme since 2001, and has been able to renew the award every two years. ARPHS see the Heartbeat Challenge programme, which has been implemented through DHealth (Diagnostic Medlab’s wellbeing programme) initiatives as a fun and participative way of promoting good health and wellbeing in the entire organisation.

The DHealth programme has many initiatives including:

- DHealth display in the cafeteria with themes that are changed regularly
- A DHealth page in DMaiL - the fortnightly staff newsletter
- A focus on healthy eating, supported by Eurest Taste Life programme, in the cafeteria
- Healthier food options in the vending machine with nutrition labelling
- A sports sponsorship programme
- ‘Feetbeat’ which sees large numbers of staff out walking

- The annual sports day
- Brown bag lunches that frequently have health related speakers, often our own pathologists
- Healthy recipe competition
- A nutrition policy promoting healthy options in the workplace
- Twice yearly blood drive
- Smoking cessation initiatives
- Two successful *Weight Watchers at Work* programmes.

The recent *Weight Watchers at Work* programmes resulted in some real success stories with lasting effects. Diagnostic Medlab have tried to offer something for everyone, giving people choices as to how they participate. The fortnightly DHealth column in DMail is an effective way of getting messages out there.

Diagnostic Medlab found that they achieved good staff participation levels by advertising activities and having a wide variety of activities and events to attract staff members. Their ability to maintain this low cost programme and the interest of staff members over time is due to the excellent level of support received by the Auckland Regional Public Health Service.

Appendix 1: Workplace Health & Wellness Project Plan

Project Title	
Project Lead	
Stakeholders	List
Project Owner	Who is this work being done for?
Project Sponsor	Who is overall responsible for this plan?
Rationale	A brief description of the reasoning to why this project is being done
Goal(s)	This is the overall aim/goal for the project
Objectives	Objectives describe what the project intends to achieve in working towards the expected goal Key features are that they are: Specific Measurable Attainable Realistic Time-bound
Project Scope	What is covered in this project AND what is not?
Timeframe	What is the duration of this project?
Milestone List	Provide a summary list of milestones including dates for each milestone. Include an introductory paragraph in this section which provides some insight to the major milestones. This section should also mention or discuss actions taken if any changes to the milestones or delivery dates are required.
Actions	What activities will you put in place to achieve your objectives?
Outcome Evaluation	The measure of achievement of the project goal(s). What do you expect to see at the end of this project?
Status Reporting/ Meetings	How will you be communicating progress and issues to the project owner
Risks	What are the possible risks to this project and how can these be mitigated?
Communications Management Plan	The purpose of the Communications Management Plan is to define the communication requirements for the project and how information will be distributed to ensure project success. Generally, the Communications Management Plan defines the following: <ul style="list-style-type: none"> • Communication requirements based on roles • What information will be communicated • How the information will be communicated • When will information be distributed • Who does the communication

	<ul style="list-style-type: none"> • Who receives the communication • Communications conduct
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Milestone List

Milestone	Description	Date

Project Delivery Plan

Task	Date	Whom	Hours

Project Budget

Resources (people and expenditure)	\$ or hours

Communications Management Plan

Communication Type	Description	Frequency	Format	Participant/ Distribution	Deliverable	Owner

Appendix 2: NZ Well@Work Staff Survey

The survey below has been provided by Catalyst Risk Management. For more information on the services that Catalyst Risk Management provide visit www.catalystrisk.co.nz.



Nutrition and physical activity are important because two out of every five deaths each year (approximately 11,000 annually) are due to nutrition-related risk factors (such as high cholesterol, high blood pressure, overweight and obesity, and inadequate vegetable and fruit intake) and to sub-optimal physical activity levels. Understandably, this is a key concern.

This survey will provide us with useful information on staff's current attitudes towards, and behaviours around, physical activity and nutrition. Your feedback will help us determine our priorities and monitor the progress and impacts of our strategies to provide a working environment that supports healthy nutrition and physical activity choices.

Please note that your individual questionnaire responses will be kept strictly confidential, all responses are aggregated so you remain anonymous and it will in no way affect your employment. The questionnaire will take approximately 10 minutes and may be completed during work time. Please complete and submit your response by (deadline).

Current attitudes and behaviours

1. The following are key messages for improving nutrition, increasing physical activity and achieving a healthy weight, which were you aware of? (Please tick all that you think are applicable)

- Eat a variety of nutritious food
 - Eat less fatty, salty, and sugary food
 - Eat more vegetables and fruits
 - Fully breastfeed infants for at least six months
 - Be active every day for at least 30 minutes as part of everyday activities
 - Add some vigorous exercise for extra benefit and fitness
 - Aim to maintain a healthy weight throughout life
 - Other (Please specify)
-

2. For each of the following questions please select the option that best describes what you have been doing over the last 6 months.

	No, and I do not intend to do so in the next 6 months	No, but I am thinking about starting to do so in the next 6 months	No, but I intend to do so in the next 30 days	Yes, but I only began to do so in the last 6 months	Yes, I do and have been for more than 6 months
a) Do you try to minimise your consumption of sugary drinks? <i>(e.g. fizzy drinks, energy drinks, cordial or fruit juice or drink)</i>					
b) Do you eat at least 5 servings* or more of vegetables and fruit each day?					
*A 'serving' = 1 medium piece or 2 small pieces of fruit, 1 medium potato/kumara or 1/2 cup cooked vegetables or 1 cup of salad vegetables. For example, 1 apple + 2 small apricots + 2 medium potatoes + 1 cup of salad = 5 servings. Vegetables and fruit can be fresh, frozen, canned or stewed. Do not include fruit juice or dried fruit.					
c) Do you try to minimise your overall fat intake? <i>(e.g. not eating the skin of chicken or fatty meat, choosing non-fried foods or low-fat options)</i>					
d) Do you try to minimise your consumption of sugary foods? <i>(e.g. cake, biscuits, muffins, sweets)</i>					

3. On average, how often during the working week do you eat breakfast? *Breakfast is defined as consuming food or a liquid meal replacement before 10:00 am. Exclude coffee and tea.*

<input type="checkbox"/> 0 days	<input type="checkbox"/> 1 day	<input type="checkbox"/> 2 days	<input type="checkbox"/> 3 days	<input type="checkbox"/> 4 days	<input type="checkbox"/> 5 days	<input type="checkbox"/> 6 days	<input type="checkbox"/> 7 days
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The following four questions are related to the amount of physical activity you do. Please answer each one even if you do not consider yourself to be an active person. Think about the activities you do at work, as part of your housework and gardening, to get from place to place, and in your spare time for recreation, exercise or sport.

4. During the last 7 days, on how many days did you walk at a brisk pace? A brisk pace is a pace at which you are breathing harder than normal. This includes walking at work, getting from place to place, at home and any activities for leisure.

Think **only** about **brisk walking** done for at least 10 minutes at a time
Days per week _____

How much time did you **typically** spend walking at a brisk pace on **each** of those days?
Hours _____ Minutes _____

5. During the last 7 days, on how many days did you do moderate physical activities? Moderate activities make you breathe harder than normal, but only a little – like carrying light loads, bicycling at regular pace. Do not include walking of any kind.

Think **only** about **moderate** physical activities done for at least 10 minutes at a time
Days per week _____

How much time did you **typically** do moderate physical activities on **each** of those days?
Hours _____ Minutes _____

6. During the last 7 days, on how many days did you do vigorous physical activities? Vigorous activities make you breathe a lot harder than normal ('huff and puff') - like heavy lifting, digging, aerobics, fast cycling etc.

Think **only** about **vigorous** physical activities done for at least 10 minutes at a time
Days per week _____

How much time did you **typically** do vigorous physical activities on **each** of those days?
Hours _____ Minutes _____

7. Now, thinking about all your activities (brisk walking, moderate, or vigorous), on how many of the last 7 days were you active? ("Active" means doing 15 minutes or more of vigorous activity, or a total of 30 minutes or more of moderate activity or brisk walking. Please tick one only)

<input type="checkbox"/> Never	<input type="checkbox"/> 1-2 days per week	<input type="checkbox"/> 3-4 days per week	<input type="checkbox"/> 5 days per week	<input type="checkbox"/> 5+ days per week	
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8. Which statement best describes your physical activity over the last six months? (Regular physical activity means at least 15 minutes of vigorous activity or 30 minutes of moderate on each day for 5 or more days each week. Include brisk walking. Please tick one only)

- I am not regularly physically active and do not intend to be so in the next 6 months
- I am not regularly physically active, but am thinking about starting to be so in the next 6 months
- I do some physical activity, but not enough to meet the description of regular physical activity
- I am regularly physically active, but only began in the last 6 months
- I am regularly physically active and have been so for longer than 6 months

Physical activity and food and nutrition at/around work

The next questions ask about usual physical activity undertaken and foods and drinks consumed within the context of your work, and facilities that may be available to you.

9. a) During the past 7 days, how many days did you travel to and/or from work by walking, running or cycling (active transport) for 10 minutes or more (include days on

which part of your journey was travelled in these ways, which includes using active transport to and/or from public transport)?

<input type="checkbox"/> 0 days	<input type="checkbox"/> 1 day	<input type="checkbox"/> 2 days	<input type="checkbox"/> 3 days	<input type="checkbox"/> 4 days	<input type="checkbox"/> 5 days	<input type="checkbox"/> 6 days	<input type="checkbox"/> 7 days
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b) On how many days did you work in the past 7 days?

<input type="checkbox"/> 0 days	<input type="checkbox"/> 1 day	<input type="checkbox"/> 2 days	<input type="checkbox"/> 3 days	<input type="checkbox"/> 4 days	<input type="checkbox"/> 5 days	<input type="checkbox"/> 6 days	<input type="checkbox"/> 7 days
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10. How often do you take the stairs instead of the elevator when travelling between floors in your worksite?

<input type="checkbox"/> Never	<input type="checkbox"/> Rarely	<input type="checkbox"/> Sometimes	<input type="checkbox"/> Often	<input type="checkbox"/> Always	<input type="checkbox"/> No stairs available
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11. How often do you walk or cycle when travelling to meetings located a short distance away from your worksite?

<input type="checkbox"/> Never	<input type="checkbox"/> Rarely	<input type="checkbox"/> Sometimes	<input type="checkbox"/> Often	<input type="checkbox"/> Always	<input type="checkbox"/> Do not attend meetings outside of my worksite
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12. What do you estimate is the total time that you spend sitting during an average working day? *Remember to include time spent sitting whilst travelling for work and during breaks (do not include activities at home).*

<input type="checkbox"/> Never	<input type="checkbox"/> Rarely	<input type="checkbox"/> Sometimes	<input type="checkbox"/> Often	<input type="checkbox"/> Always	<input type="checkbox"/> Do not attend meetings outside of my worksite
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<input type="checkbox"/> Less than one hour	<input type="checkbox"/> 1-2 hours	<input type="checkbox"/> 3-4 hours	<input type="checkbox"/> 5-6 hours
<input type="checkbox"/> 7-8 hours	<input type="checkbox"/> 9-10 hours	<input type="checkbox"/> More than 10 hours	

13. How often do you get up from your desk to have an activity break (e.g. walk instead of email, walk around the building, etc) when working at your desk for sustained periods of time?

<input type="checkbox"/> Never	<input type="checkbox"/> Rarely	<input type="checkbox"/> Sometimes	<input type="checkbox"/> Often	<input type="checkbox"/> Always
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14. How often do you consume sugary foods and/or drinks at work?

<input type="checkbox"/> Never	<input type="checkbox"/> Rarely	<input type="checkbox"/> Sometimes	<input type="checkbox"/> Often	<input type="checkbox"/> Always
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15. How often do you consume low or reduced fat (light blue or yellow top) or soy milk at work?

<input type="checkbox"/> Never	<input type="checkbox"/> Rarely	<input type="checkbox"/> Sometimes	<input type="checkbox"/> Often	<input type="checkbox"/> Always
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16. On average, how often during the working week do you bring your lunch from home?

<input type="checkbox"/> Never	<input type="checkbox"/> 1-2 days per week	<input type="checkbox"/> 3-4 days per week	<input type="checkbox"/> 5 days per week	<input type="checkbox"/> 5+ days per week
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17. During working hours, where do you usually get your snacks from?

<input type="checkbox"/> I don't snack	<input type="checkbox"/> Snacks from home	<input type="checkbox"/> Cafeteria	<input type="checkbox"/> Local shop or cafe	<input type="checkbox"/> Vending machine at work	<input type="checkbox"/> Snack box at work
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18. How often do you choose a more nutritious food or drink option? (i.e., low in fat, sugar or salt, or a piece of fruit) over a less nutritious food or drink option when at work (e.g. at lunches, morning/afternoon teas, snacks between meals, meeting refreshments)

<input type="checkbox"/> Never	<input type="checkbox"/> Rarely	<input type="checkbox"/> Sometimes	<input type="checkbox"/> Often	<input type="checkbox"/> Always
--------------------------------	---------------------------------	------------------------------------	--------------------------------	---------------------------------

19. a) Which of the following facilities are readily available to you now in your workplace, to support or enable you to be physically active and eat healthily?

b) For each one that IS readily available, please indicate if you use or participate in it/them.

c) For each one that IS NOT readily available (or you are unsure if it is), how likely would you be to use it to be active/eat healthily if it was available?

	a) Readily available now?			b) If available do you use?	c) If not available or unsure, likelihood of using it if it was available?			
	Yes	No	Unsure	(Tick if Yes)	Very likely	Quite likely	Quite unlikely	Very unlikely
Healthy food & beverages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Workplace health promotions (e.g. health education)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilities and equipment for physical activity (e.g. shower and changing facilities, secure storage for cycles)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to food and drink preparation facilities and equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to fitness facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexible working arrangements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Activity groups or events <i>(e.g. walking groups, sports teams)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other – Please list any other facilities/options that are readily available to support or enable you to be physically active and eat healthily, and indicate whether you use them.								

1.	<input type="checkbox"/>				
2.	<input type="checkbox"/>				
3.	<input type="checkbox"/>				

20. When would you most like to engage in physical activity? *Tick up to three boxes only.*

<input type="checkbox"/> I do not want to engage in physical activity	<input type="checkbox"/> During the journey to & from work	<input type="checkbox"/> During my lunch breaks	<input type="checkbox"/> During my work day
<input type="checkbox"/> Before work	<input type="checkbox"/> After work	<input type="checkbox"/> In the weekend	

21. To what extent do you agree or disagree with each of the following statements?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
My employer/workplace provides a good range of more nutritious food or drink options (i.e. foods and beverages that are low in fat, sugar or salt) in the workplace (e.g. in the staff cafeteria, in vending machines, at staff functions/meetings).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The culture of my workplace and colleagues supports and encourages me to choose healthy food and drink options.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My employer/workplace provides encouragement and opportunities (e.g. organises events, activity groups, leading by example, reminders to use the stairs or walk to off-site meetings, etc) that enable me to be physically active while at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My employer/workplace provides policies and working practices (e.g. flexible hours, travel plans, health checks, etc) that support me to be physically active while at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The culture of my workplace and colleagues supports and encourages me to be more physically active.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The culture of my workplace and colleagues supports and encourages mothers to breastfeed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

22. Please feel free to make any comment about the options and opportunities for physical activity and making healthy food and drink choices in the work environment, or suggest ways in which [name of organisation] could encourage and support you to eat and drink healthily and be physically active.

About you

Finally, these few questions help us describe the groups of people who have responded to this questionnaire. All this information remains confidential.

23. Are you: Male Female

24. How long have you been working for [name of organisation]?

<input type="checkbox"/> Less than 6 months	<input type="checkbox"/> 6-11 months	<input type="checkbox"/> 1-2 years	<input type="checkbox"/> 3-4 years	<input type="checkbox"/> 5-9 years	<input type="checkbox"/> 10 years or more
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25. Which ethnic group do you belong to? *(Tick the box or boxes that apply to you)*

<input type="checkbox"/> New Zealand European	<input type="checkbox"/> Māori	<input type="checkbox"/> Samoan
<input type="checkbox"/> Cook Island Māori	<input type="checkbox"/> Tongan	<input type="checkbox"/> Niuean
<input type="checkbox"/> Chinese	<input type="checkbox"/> Indian	<input type="checkbox"/> Other Pacific group
<input type="checkbox"/> Other (Please specify)		

26. What age group are you in?

<input type="checkbox"/> Less than 18 years	<input type="checkbox"/> 18-24 years	<input type="checkbox"/> 25-34 years	<input type="checkbox"/> 35-44 years
<input type="checkbox"/> 45-54 years	<input type="checkbox"/> 55-64 years	<input type="checkbox"/> 65+ years	

27. What is your height without shoes in centimetres?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> cm	• See XX for height conversion chart
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28. What is your weight without shoes in kilograms?

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> cm	• See XX for weight conversion chart
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29. [If applicable, provide list of worksites/offices] Which region do you work in?

<input type="checkbox"/> Auckland	<input type="checkbox"/> Bay of Plenty	<input type="checkbox"/> Canterbury
<input type="checkbox"/> Gisborne	<input type="checkbox"/> Hawkes Bay	<input type="checkbox"/> Manawatu –Wanganui
<input type="checkbox"/> Marlborough	<input type="checkbox"/> Nelson	<input type="checkbox"/> Northland
<input type="checkbox"/> Otago	<input type="checkbox"/> Southland	<input type="checkbox"/> Taranaki
<input type="checkbox"/> Tasman	<input type="checkbox"/> Waikato	<input type="checkbox"/> Wellington
<input type="checkbox"/> West Coast		

Thank you for your time and effort. Your feedback is much appreciated.

CATALYST RISK MANAGEMENT LIMITED

Offices in Auckland, Wellington, Napier and Christchurch
0800 834 586 | info@catalystrisk.co.nz | www.catalystrisk.co.nz

Appendix 3: Tips to reduce your sitting time

At Work:

- Stand and take a break from your computer every 30 minutes
- Take breaks in sitting time in long meetings
- Stand to greet a visitor to your workspace
- Use the stairs
- Stand during phone calls
- Walk to your colleagues' desk instead of phoning or emailing
- Drink more water – going to the water cooler and toilet will break up sitting time
- Move your bin away from your desk so you have to get up to put something in it
- Use a height-adjustable desk so you can work standing or sitting
- Have standing or walking meetings
- Use headsets or the speaker phone during teleconferences so you can stand
- Eat your lunch away from your desk
- Stand at the back of the room during presentations.

At home:

- Get off the couch and walk around the house during commercial breaks
- Do household chores, such as folding clothes, washing dishes or ironing, while watching television
- Stand to read the morning newspaper
- Wash your car by hand rather than using a drive-through car wash
- Move around the house when checking text messages and emails on your mobile phone.

While travelling:

- Leave your car at home and take public transport so you walk to and from stops/stations
- Walk or cycle at least part way to your destination
- Park your car further away from your destination and walk the rest of the way
- Plan regular breaks during long car trips
- On public transport, stand and offer your seat to a person who really needs it
- Get on/off public transport one stop/station earlier.

Source from National Heart Foundation of Australia:

<http://www.heartfoundation.org.au/SiteCollectionDocuments/HW-PA-SittingLess-Adults.pdf>

Appendix 4: New Zealand Physical Activity Guidelines for Adults

The New Zealand Physical Activity Guidelines outline the minimum levels of physical activity required to gain health benefits and ways to incorporate incidental physical activity into everyday life.

New Zealand adults should:

- Be active for at least 30 minutes of moderate intensity* physical activity on at least five days of the week.
- For additional health benefits, or to lose weight, increase the amount or intensity of daily activity.

*Moderate intensity activity will cause a slight, but noticeable, increase in breath and heart rate. You can still carry on a conversation.

For more information please visit: <http://www.health.govt.nz/yourhealth-topics/physical-activity/how-much-activity-recommended>

Appendix 5: Key findings from the 2008/09 New Zealand Adult Nutrition Survey

- From 1997 to 2008/09, obesity amongst men jumped from 17% to 27.7% and women 20.6% to 27.8%
- The average weight of adults rose over 5% to 85.1kg for men and 72.6kg for women
- Most New Zealanders surveyed did not meet the New Zealand Ministry of Health recommendations for calcium intake
- Since 1997, the proportion of women with iron deficiency more than doubled
- One in four people surveyed had an inadequate intake of zinc
- Prevalence of iron deficiency in women jumped from 2.9% to 7.2%
- Since 1997, the percentage of households with low food security more than doubled, and the proportion of food-secure households dropped 25%
- Nearly 7% of New Zealanders have diabetes, but over quarter of them don't yet know it
- Adults living in areas of high neighbourhood deprivation were less likely than adults living in areas of low neighbourhood deprivation to meet the New Zealand Ministry of Health recommendations of two servings of fruit and three servings of vegetables a day.

For more information and to review the full report visit:

<http://www.health.govt.nz/nz-health-statistics/national-collections-and-surveys/surveys/current-recent-surveys/nutrition-survey>

For more information and to review the key findings for Māori from the 2008/09 New Zealand Adult Nutrition Survey visit:

<http://www.health.govt.nz/publication/focus-maori-nutrition>

For more information and to review the key findings for Pacific peoples from the 2008/09 New Zealand Adult Nutrition Survey visit:

<http://www.health.govt.nz/publication/focus-pacific-nutrition>

Appendix 6: New Zealand Food and Nutrition Guideline Statements for Healthy Adults

- Maintain a healthy body weight by eating well and undertaking daily physical activity:
 - at least 30 minutes of moderate intensity physical activity on most if not all days of the week
 - if possible add some vigorous exercise for extra health and fitness.
- Eat well by including a variety of nutritious foods from each of the four major food groups each day and:
 - eat plenty of fruit and vegetables
 - eat plenty of breads and cereals, preferably wholegrain
 - have milk and milk products in your diet, preferably reduced or low fat options
 - include lean meat, poultry, seafood, eggs or alternatives.
- Prepare foods or choose pre-prepared foods, drinks and snacks:
 - with minimal added fat, especially with less saturated fat
 - that are low in salt; if using salt, choose iodised salt
 - with little added sugar; limiting your intake of high-sugar foods.
- Drink plenty of liquids each day, especially water
- If choosing to drink alcohol, limit your intake
- Purchase, prepare, cook and store food to ensure food safety

For more information visit:

<http://www.health.govt.nz/our-work/preventative-health-wellness/nutrition/food-and-nutrition-guidelines/nz-food-and-nutrition-guideline-statements-healthy-adults>

Appendix 7: Workplace Policies

Workplace Physical Activity Policy

A physical activity policy for:

Effective from:

Next review date:

The need for a physical activity policy:

Physical activity is essential for good health and contributes to positive wellbeing.

The workplace is an important setting in which people can increase their levels of physical activity to benefit their health and protect against illness.

Rationale:

For general health benefits, adults should achieve a total of at least 30 minutes a day of moderate intensity physical activity on at least 5 days of the week. The 30 minutes of physical activity can be achieved either by doing all the daily activity in one session, or through several shorter bouts of activity of 10 minutes or more.

Aim of the policy:

To increase the opportunities for physical activity around the workplace.

To create a workplace environment that encourages employees to incorporate physical activity into their daily routine.

Objectives:

1. Policy actions to raise awareness of the benefits of physical activity:

- Provide educational materials and resources on physical activity
- Provide staff training on the benefits of physical activity and risks of physical inactivity
- Hold physical activity promotional events

2. Policy actions to support employees in becoming more physically active in a variety of ways:

- Encourage employees to make active choices through the use of promotional and motivational resources
- Encourage employees to walk or bike to work, or to use the stairs instead of the elevator
- Map out walking routes within the area and publicise them with times and distances
- Provide information on local sports and leisure facilities, classes and clubs
- Establish a lunchtime activity group (for example, walking, yoga)
- Establish and support sports or activity clubs (for example, softball, volleyball)
- Provide corporate memberships at local fitness centres

3. Policy actions to remove barriers and enable staff to be active in and around work:

- Provide flexible working hours to allow for physical activity before, during and after work
- Provide safe storage racks for bicycles
- Provide showering and/or changing facilities
- Provide activity breaks during meetings lasting more than an hour

Responsibilities:

The _____ group is responsible for implementing and reviewing the policy and arranging any appropriate training.

Review and monitoring:

- The policy, data and reports will be circulated to management and be available on request.
- All employees will be made aware of the physical activity policy and the facilities available.
- The policy will be reviewed every two years from implementation and then annually after that.

Signed:

Date:

Sourced from Auckland Regional Public Health Service, 2011

Workplace Nutrition Policy

A nutrition policy for:

Effective from:

Next review date:

Purpose:

The purpose of this policy is to demonstrate to employees that (name of workplace) management has a commitment to the health and wellbeing of its employees and their families by following the New Zealand Food and Nutrition Guidelines⁴ (see Appendix 1) in any initiatives involving food.

(Name of workplace) will act as a role model with a commitment to the promotion and provision of healthy food choices at the workplace.

Scope:

This policy covers any provision of food to staff including work functions, workshops and seminars, the workplace cafeteria, snack boxes, and social functions.

Strategies:

1. Food and drink provided at work functions (e.g. board room lunches, workshops and seminars) will meet the Food and Nutrition Guidelines (see Appendix 1) and will be in line with the (name of workplace) Catering Guidelines (see appendix 2).
2. Healthy food choices will be provided and promoted in the workplace cafeteria and in other (name of workplace) tenanted facilities. The food will include choices that meet the Food and Nutrition Guidelines (see appendix 1). Safe food practices will be followed with all food supplied.
3. At workplace social events, moderation will be encouraged with the consumption of alcohol. Non-alcoholic beverages and substantial food will be provided that meets the Food and Nutrition Guidelines (see appendix 1).
4. Trim milk will be available with tea and coffee, and water will be available for drinking.
5. Provision of fruit bowls in work areas will be encouraged.
6. Education and information will be provided for staff to support the principles of the policy, for example, pamphlets, posters, talks from dietitians, nutritionists or occupational health nurses.

Signed:

Date:

⁴ Ministry of Health. (2003). *Food and Nutrition Guidelines for Healthy Adults: A background Paper*. Ministry of Health: Wellington

Appendix 1

New Zealand Food and Nutrition Guideline Statements

1. Maintain a healthy body weight by eating well and by daily physical activity.*
2. Eat well by including a variety of nutritious foods from each of the four major food groups each day:
 - Eat plenty of vegetables and fruits
 - Eat plenty of breads and cereals, preferably wholegrain
 - Have milk and milk products in your diet, preferably reduced or low-fat options
 - Include lean meat, poultry, seafood, eggs or alternatives.
3. Prepare foods or choose pre-prepared foods, drinks and snacks:
 - With minimal added fat, especially saturated fat
 - That are low in salt; if using salt, choose iodised salt
 - With little added sugar; limit your intake of high-sugar foods.
4. Drink plenty of liquids each day, especially water
5. If choosing to drink alcohol, limit your intake
6. Purchase, prepare, cook and store food to ensure food safety

* At least 30 minutes of moderate intensity physical activity on most if not all days of the week and if possible add some vigorous exercise for extra health and fitness.

Appendix 2

(Name of workplace) Catering Guidelines

Savoury foods

Choose **most** dishes from Group 1 rather than Group 2

Group 1 – Healthier Choice	Group 2 – Less Healthy Choice
Sandwiches	Quiches
Rolls	Sausage rolls
Pita wraps	Savouries
Bagels	Curry rolls
Paninis	Samosas
Savoury muffins	Pastry shells
Cheese Scones	Croissants
Vegetable bread cases	Savoury tartlets
Meat or falafel balls with sauce	Cheese platters
Stuffed mushrooms	Mince/beef pies
Skinless chicken drumsticks	Spring rolls
Meat or vegetable skewers (or brochettes)	Chicken nibbles
Vegetable frittata	Chicken satay
Sushi	Fish bites
	Pastry triangles

Corn fritters Salads Spicy popcorn Antipasto platter Ploughman's platter	Pastries Wontons Hot Taste platter NZ cheese and fruit platter Chicken drumsticks (skin on)
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Choosing tips:

- Include a couple of bread-based options from Group 1 (for example, sandwiches, pita wraps, bagels)
- Include a hot meat-based option from Group 1 (for example, chicken skewers, meat balls, skinless chicken drumsticks)
- Use choices from Group 2 less frequently, and instead consider healthier alternatives from Group 1 (for example, sushi, corn fritters, vegetable frittata, savoury muffins).

Sweet foods

Choose **one** from each group (more if larger numbers)

Group 1 – Healthier Choice	Group 2 – Less Healthy Choice
Fresh fruit skewers	Brownie
Fresh fruit	Afghans
Fruit muffins	Slices
Homemade scones	Danish pastries
Fruit loaf	Sweet tartlets
	Macaroons
	Scones with cream
	Brandy snaps with cream
	Homemade cookies
	Chocolate éclairs
	Lemon meringue pies
	Fruit tarts
	Cakes

Choosing tips:

- Always include some form of fresh fruit
- If only one dish is required choose from Group 1
- Watch the portion size of items in Group 2 (cut in half if necessary).

Catering checklist:

- Water is available for drinking
- Fresh fruit is available
- Low fat milk is available with hot drinks
- For breads, items such as club sandwiches/rolls, some wholemeal and wholegrain choices are available
- Margarine is available as a spread for bakery items such as scones but avoid pre-spreading.

Sourced from Auckland Regional Public Health Service, 2011

Workplace Smoke-free Policy

A smoke-free policy for:

Effective from:

Next review date:

Policy Statement:

(Name of workplace) is dedicated to providing a healthy, comfortable and productive workplace for all its employees.

The health hazards related to smoking are well documented. These health hazards impact on both the smoker and the non-smoker who is exposed to second hand smoke. Therefore, (name of workplace) will provide a smoke-free workplace to all of its employees and visitors.

Vision:

(Name of workplace) has adopted this smoke-free policy for the following reasons:

- Under the Smoke-free Environments Act 1990, all internal areas within workplaces are required to be smoke-free.
- To provide a healthy, smoke-free environment for all (name of workplace) employees, volunteers and visitors.
- (Name of workplace) is in a position to affect positive change within the larger community.
- To provide health leadership in becoming a totally smoke-free organisation by recognising that smoke-free settings reinforce consistent messages to the community about the harmful effects of smoking and exposure to second hand smoke.
- Under the Health and Safety in Employment Act 1992, (name of workplace) has a responsibility to protect the health of its employees from hazards including tobacco smoke in the workplace.

Purpose:

- To protect the health and safety of those who work at or visit this workplace
- To comply with the Smoke-free Environments Act 1990
- To provide a smoke-free environment , buildings and grounds
- To minimise the fire risk to (name of workplace) property attributable to cigarettes
- To encourage a smoke-free workforce

Scope:

- This policy is applicable to all (name of workplace) employees
- The Smoke-free Environment component of this policy is applicable to all (name of workplace) employees, visitors, contractors and all others accessing (name of workplace) grounds and facilities. It applies to all buildings, sites, grounds, offices, cafeterias, lunch rooms and vehicles owned or occupied by (name of workplace).

Policy: Smoke-free Environment

All (name of workplace) sites are smoke-free.

No smoking is permitted by staff, contractors and visitors in external areas on any site owned by (name of workplace) or controlled by them under a lease agreement. This includes entrances to buildings and offices, boundary fences and gardens. If staff,

contractors and visitors wish to smoke they must leave the site to do so.

All events hosted by (name of workplace) will be smoke-free.

(Name of workplace) will not accept or promote sponsorship from any tobacco company or company affiliated to the tobacco industry.

Staff who wish to smoke off-site should not be identifiable as staff of (name of workplace) by their uniforms or name tags. If staff wish to smoke during work time, it will only be during scheduled breaks (morning tea, lunch and afternoon tea).

Promoting a smoke-free environment:

- (Name of workplace's) Smoke-free Policy will be displayed in the staff room and the public area of the office foyer.
- Smoke-free signs shall be displayed at all entrances to the grounds and at outer entrances to every building managed by (name of person/position).
- Contractors, visitors, volunteers and others working within (name of workplace) property will be advised of the policy and that the policy applies to them whilst on the property.
- All staff applying for positions at (name of workplace), temporary staff, volunteers and contractors will be informed of the Smoke-free Policy and made aware of the policy contents.
- (Name of workplace) Smoke-free Policy will be highlighted during staff orientation.
- Copies of the Smoke-free Policy will be made available upon request.

Staff non-compliance:

- Repeated breaches of the Smoke-free Policy (specifically the section on Smoke-free Environments) will be considered misconduct and will be dealt with in accordance with the (Disciplinary Policy). Therefore, in the first instance a staff member will be made aware of the Smoke-free Policy.
- Managers will discuss and address non-compliance with their staff member(s) and may do so in accordance with the (Disciplinary Policy).

Complaints procedure:

- Individuals who believe, on personal grounds that there has been a failure to comply with the purpose of this policy, should forward their complaints in writing to their manager. A response to the complaint will be made within 7 working days after receipt of the complaint.
- All complaints shall be put in writing to the manager and will be dealt with by management within 7 working days.
- The management of (name of workplace) will take any necessary action against those people who contravene the Smoke-free Policy.
- Individuals can also contact a Designated Smoke-free Officer situated at their local Public Health Unit if they believe there has been a breach of the Smoke-free Environments Act.

Staff training opportunities:

(Name of group) will facilitate training* relevant staff in:

- Tobacco dependence and its treatment

- The provision of brief advice to stop smoking
- Cessation support

Quitting smoking:

- Management will promote smoking cessation programmes and support staff and their families to quit.
- Nicotine Replacement Therapy will be offered to staff wishing to quit smoking free of charge.

(Name of workplace) offers support for employees who wish to quit smoking including referral to:

- The Quitline (0800 778 778)
- For Māori, the Aukati KaiPaipa programme run by:
Kokiri Marae Seaview
Tel: (04) 939 4631
Email: info@kokiri-hauora.org.nz
- For Pacific:
Pacific Health Services
Tel: (04) 237 8422
- www.smoke-freecontacts.org.nz
Click on the map to find a local smoking cessation provider in your area.
- Individuals can also contact their local GP or health professional.

Signed:

Date:

**Smoking Cessation and Quit Card Training providers*

National Heart foundation: <http://www.heartfoundation.org.nz/programmes-resources/health-professionals/smoking-cessation-training/>

Based on information provided by Auckland Regional Public Health Service, 2011

Associated Documents

Other documents relevant to this policy are listed below:

NZ Legislation	<ul style="list-style-type: none">• Smoke-free Environments Act 1990• Smoke-free Environments Amendment Act 2003• Health & Safety in Employment Act 1992• Health & Safety in Employment Amendment Act 2002
(Name of workplace) documents	For example: <ul style="list-style-type: none">• Motor Vehicle Policy• Discipline & Dismissal Policy• Complaints Management• Workplace Health and Wellness Plan
Other related documents	<ul style="list-style-type: none">• Ministry of Health Strategy – New Zealand Health Strategy 2000• New Zealand Smoking Cessation Guidelines 2007

Workplace Mental Health and Wellbeing Policy

<p>A mental health and wellbeing policy for:</p> <p>Effective from:</p> <p>Next review date:</p>
<p>Policy Statement:</p> <p>The Employer is committed to the protection and promotion of the mental health and wellbeing of all staff.</p> <p>The Employer shall continuously strive to improve the mental health environment and culture of the organisation by identifying, eliminating, isolating or minimising all harmful processes, procedures and behaviours that may cause psychological harm or illness to its employees.</p> <p>The Employer shall continuously strive, as far as is reasonably practicable, to promote mental health throughout the organisation by establishing and maintaining processes that enhance mental health and wellbeing.</p>
<p>Rationale:</p> <ul style="list-style-type: none">• Mental health can be defined as the capacity to feel, think and act in ways that enhance our ability to enjoy life and deal with the challenges we face.• Mental health problems have causes including stressors within the workplace and the outside world. The most common mental health problems in the workplace are stress, anxiety and depression. These can result in poor working relationships, errors and accidents, absenteeism and high staff turnover.• Recent trends indicate that mental illness in the workplace is increasing. The United Nations and the World Health Organization have labelled stress a worldwide epidemic. It has been suggested that mental health problems are an increasing cause of injury, illness and absences across New Zealand workplaces (ACC, OSH, CTU).• The potential benefits of mental health promotion include increased productivity and loyalty, reduced absenteeism and staff turnover. The employee experiences enhanced wellbeing, which also impacts on physical wellness and family life.
<p>Purpose:</p> <p>To provide a working environment that promotes and supports the mental health and wellbeing of all employees.</p>
<p>Scope:</p> <ul style="list-style-type: none">• This policy will comply with Health and Safety and ACC legislation and best practice guidelines.• This policy will be developed in accordance with existing organisational policies and practices such as EEO.• This policy will be owned at all levels of the company, developed and implemented across all departments, evaluated and reviewed as appropriate.
<p>Guiding Principles:</p> <p>Commitment from employees and employers to the following principles will facilitate the achievement of this policy.</p>

Individual

- All employees shall have a clearly defined role within the organisation and a sense of control over the way their work is organised.
- Job design will be appropriate to the individual, with relevant training, supervision and support provided as required.
- Appropriate education and life skills training will be provided for all employees in identified areas of mental health and mental health promotion.

Organisational - Physical Environment

- The Employer will provide a physical environment that is supportive of mental health and wellbeing including a sound, ergonomically designed workstation or working situation with appropriate lighting, noise levels, heating, ventilation and adequate facilities for rest breaks.

Organisational - Workplace Structure and Culture

- The Employer will promote a culture of partnership, participation and responsiveness. Open channels of communication will foster positive working relationships and provide clear methods of conflict resolution.
- The Employer will provide systems that encourage predictable working hours, reasonable workloads and flexible working practices where appropriate.

Organisational - Wellbeing and Performance

- The Employer will promote and support opportunities to enhance professional development.
- The Employer will provide and promote ease of access to a range of support mechanisms, including confidential counselling, for those in need of personal assistance.

Implementation Guidelines:**Getting Started (1-3 months)**

- Nominate a designated person or department who shall be responsible for the development, implementation and evaluation of the policy.
- Establish systems to assess the mental health of the organisation. This analysis shall be a prerequisite to any new or changed process and will be monitored and reviewed in accordance with evaluation procedures. In assessing the mental health of the organisation, the guiding principles outlined above shall be used as standards against which to measure current organisational culture and practices.
- Formulate objectives that reflect prioritised needs, take account of available resources and provide the baseline for systematic evaluation.

Main Implementation (3-12 months)

- Prevent, or alter processes, procedures or behaviours that may cause psychological injury or illness to all staff.
- Provide clear information, education and advice on mental health issues and sources of health to all employees. This shall be disseminated according to company procedure and protocols.
- Provide training for designated staff in the early identification, causes and appropriate

management of mental health issues such as anxiety, depression, stress and change management.

- Establish systems to promote ease of access to confidential counselling and other appropriate means of support. The development of self-support groups for special needs will be actively encouraged.
- Manage return to work for those who have experienced mental health problems.

Monitoring and Evaluation (6-12 months)

- The policy will be audited, monitored and reviewed in line with existing policies and procedures.
- Evaluation will be conducted by those personnel with overall responsibility for this policy.

Signed:

Date:

Sourced from Auckland Regional Public Health Service, 2011

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