

Wellness on a Shoestring –

how to create programs that both your employees and Finance Manager will love!



Workplace Health Promotion
Network Forum, Sydney, 2nd
September 2011

*Presented by Katrina Walton,
Director/Corporate Wellness Strategist,
Wellness Designs*

Presentation Outline

- Evolution of Corporate Wellness
- Best Practice Guidelines
- Example Strategies
- Case Studies
- Future Directions



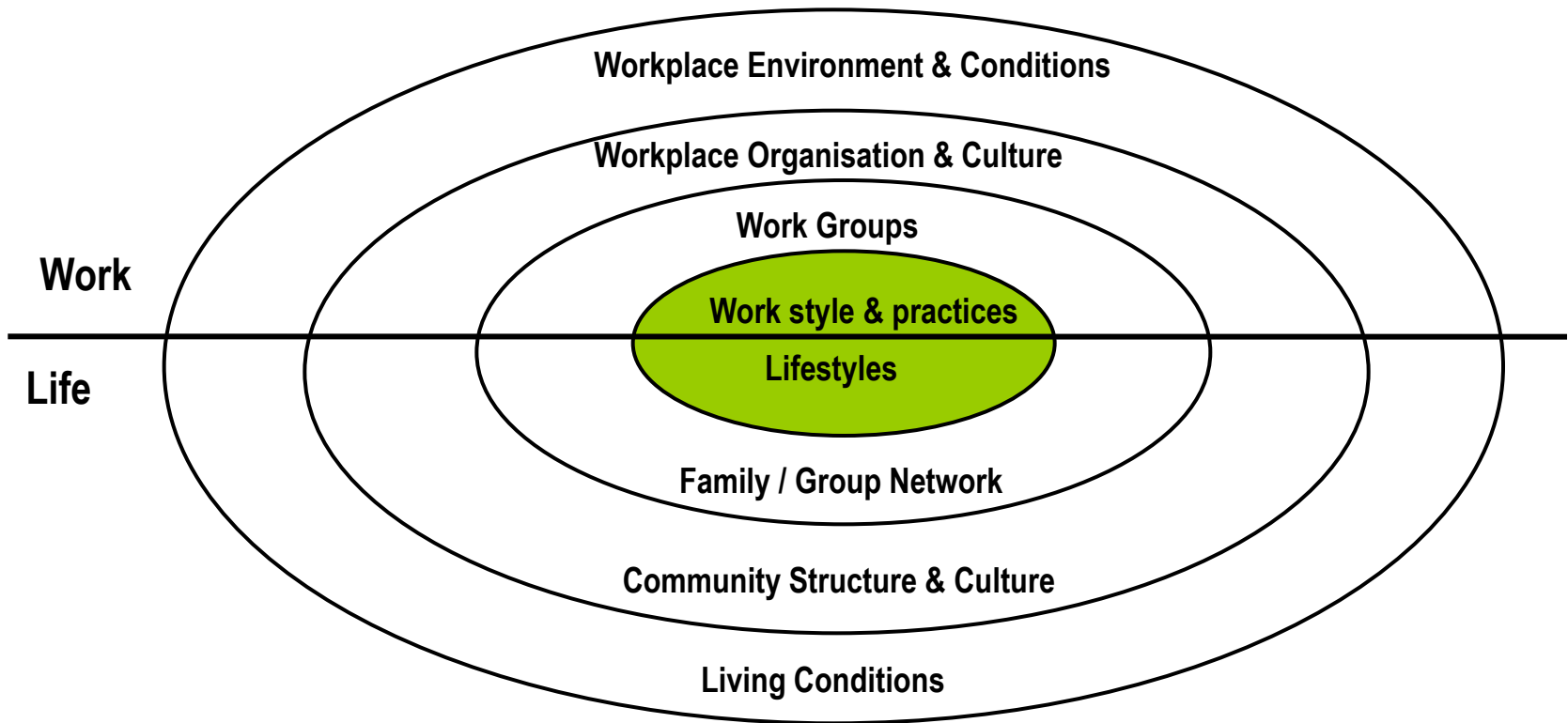
CORPORATE HEALTH COMES OF AGE

Successful companies are starting to use a wellness plan alongside their business plan, and are reaping the benefits of a healthier, more productive workforce. **Human Capital** talks to one industry insider about the latest trends

Evolution of Corporate Wellness

1970's	<ul style="list-style-type: none">•Focus on single illness or risk factor or changing particular lifestyle habit/behaviour of individual;•Narrow focus which overlooked environmental, social and organisational determinants of health.
1980's	<ul style="list-style-type: none">•Dominated by 'Wellness Programs';•Attempted to be more comprehensive, however still focused on individual behaviour modification e.g. health screening, stress management, exercise and back care, health seminars;•Remains dominant feature of current WHP Programs.
1990's	<ul style="list-style-type: none">•More interdisciplinary approach;•Increased understanding of multi-determinants of workers health;•Addressing both individual risk factors and broader organisational & environmental issues

Determinants of Employee Wellness



*‘..programs which integrate intervention on **‘lifestyle’ health behaviours and working conditions** are more effective in protecting and improving worker health and wellbeing than more isolated or single issue programs. ... these programs:*

- *Attract higher participation rates*
- *Are more effective at changing health behaviours*
- *Prevent chronic disease by improving working conditions as well as health behaviours’*

“Massages on Mondays don’t make up for boring work, lousy leadership and no career opportunities”

David Brown, Hewitt & Associates

*When you put the “right thing”
with the “smart thing”
= the “wise thing”*



HAPIA

The Health & Productivity Institute of Australia

Best-Practice Guidelines

Workplace Health in Australia



Available at :
www.hapia.com.au



Best Practice Guidelines

1. Active support and participation by senior leadership
2. Health as a shared responsibility
3. Engagement of key stakeholders
4. Supportive environment and culture
5. Participatory planning and design
6. Targeted health interventions
7. Adherence to standards and accreditation
8. High levels of program engagement
9. Innovative marketing and communication
10. Evaluation and monitoring
11. Commitment to ethical business practices
12. Sustainability

Active Support & Participation – CEO & Senior Leadership

FACT:

Management support contributes more to the program success than the content itself.

(O'Donnell, 2001)



“Walking the Talk”

“When CEOs value healthy lifestyles and openly practice good health habits, the rest of the organisation is likely to follow in their footsteps. To be genuine in promoting health, CEOs need to embrace health as an individual priority. This does not mean they have to be a marathoner or ‘health nazi’, it just means that they value health and wellbeing and take steps to protect it’ ”

Source: WELCOA (2006) ‘WELCOA’s 7 Benchmarks of Success’, Absolute Advantage, 6(1):1-36.

Engaging Key Stakeholders

1. Establish a local Committee &/or ambassador program
2. Appoint a Coordinator
3. Identify and establish key internal / external partnerships



Workplace Health as a Shared Responsibility

- Approaches that encourage both employers and employees to accept responsibility for health in the workplace
 - Policy design and standards
 - Fitness for duty
 - Wellness policy
 - Cost sharing
 - Discounted gym memberships
 - Smoking cessation programs
 - Corporate sporting events
 - Fundraising
 - Massage



Participatory Planning & Design

- **Establish Needs**

- Establish a baseline organisational health profile
 - HRA, health screening, Workers Compensation
- Determine the impact (productivity, absence, workers comp, satisfaction)
 - HRA (integrated HPQ or similar)
- Segment and identify hot spots
- Consult (key stakeholders, focus groups, staff)
- Existing & future workplace capacity &/or constraints,
- Gap analysis

Participatory Planning & Design (cont)

- **Program Design**

S - specific to need and interests

I - innovative (latest approaches, flexible)

M - manageable (sufficient resources, cost effectiveness, staffing)

P - people-oriented (accessibility, targeted)

L - lasting (sustainable)

E - evidence-based (based on reputable studies)

Targeted Workplace Health Interventions

“A personal health screening opportunity is such an important component (of a workplace health program) that it is virtually impossible to establish any type of effective workplace health program without it”.

WELCOA (2006)

- 3 components – core, targeted, local
- Use of variety of delivery vehicles
 - Online
 - Face-to-face individual (e.g. assessments, coaching)
 - Face-to-face group (e.g. workshops)
 - Self Managed Programs
 - Miscellaneous (e.g. expos, team-based)
 - Interactive challenges
 - Telephonic (e.g. get healthy)

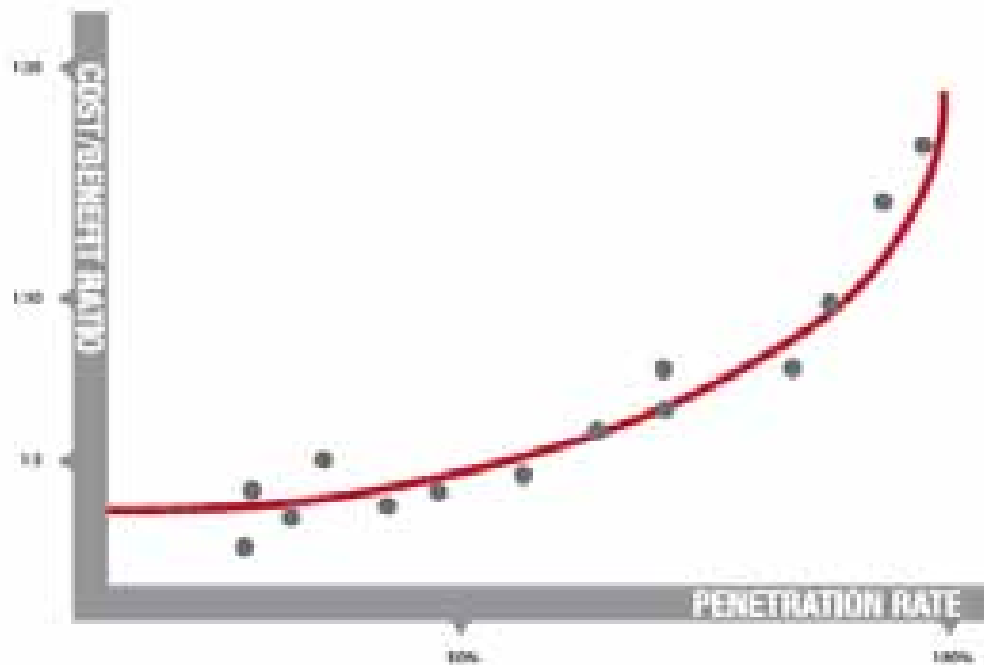


“Nothing happens until people participate!”

~ Anderson, D



Relationship Between Participation in Corporate Wellness Programs & ROI



What's the target?

- Average participation rate amongst exemplary WHPs' is 60% (Goetzel 2008)
- For on-site programs, an 'active participation' rate of 20-25% and penetration rate of 70% per year is considered successful. (Harris 2004)



“It’s not enough to offer employees a program every couple of months – interventions should be ongoing and touch employees as often as possible during the course of the year”

Source: Goetzel and Ozminkowski, 2008 , Ann Review of Public Health 29:303-23



“Making healthy choices the easy choices”

Supportive Environment

- Integrating workplace health into the ‘DNA’ of the organisation
 - Physical Environment
 - Onsite fitness and child care facilities
 - Showers and lockers
 - Secure bike storage
 - Policy Environment
 - Flexible working arrangements
 - Workload management
 - Healthy catering
 - Workplace Culture
 - Norms, values, peer support, climate

Innovative Communication & Marketing

*Or, in other words.....
“What’s in it for me??”*



- Product (program, health message or intervention)
- People (target audience)
- Promotion (timing, persuasive communication strategies)
- Place (distribution channels, physical accessibility)
- Price (incentives and costs)

Source: Singapore Health Promotion Board (2003), Workplace Health Promotion Program



*You can't manage what
you can't measure*

Peter Drucker, Writer/Management Consultant
(1909-2005)





Evaluation & Monitoring

- Comprehensive evaluation strategy
 - Clear goals, objectives and expected outcomes
 - Valid and reliable methods and measurements
 - Process, impact and outcome evaluation
 - Annual review mechanism
 - Internal / external benchmarking
 - Dissemination of results to senior management (including reaffirming support/expectations), key stakeholders and employees

Example Strategies





Example - Financial Wellness

For working Australians:

- 11% feel they are prepared for retirement. (1)
- 1 in 4 baby boomers expect to delay retirement until their 70s. (2)
- 95% have trouble managing finances;
- 16% spend all of their income as they receive it;
- 70% don't know how much money they will need to retire; (3)
- Finances are second only to work as the leading cause of stress. (4)

Impact for Organisation:

- Financial distress related to absenteeism, low productivity and workforce commitment. (5)
- 1 in 4 spend an average of 20 hours/month of work time on personal financial problems. (6)
- 1 in 2 believe their employer has responsibility for providing financial education, guidance and/or advice for T2R (2)

Sources: 1. Mercer Superannuation Sentiment Index, 2009; 2. Mercer Human Resources Consulting, 2006; 3. ANZ (2003) Financial Literacy Study, 4. Cash, G. (1996), 5. Krajnak, P., Burns, S., Natchek, S. (2008), Kim, J. & Garman, E. (2003); 6. Lifestyle Money Coach (2010)



Example - Financial Wellness

Individual:

- EAP
- Superannuation
- Education and awareness strategies (e.g. online programs)

Policy:

- Workplace Giving
- Salary Packaging
- Flexible working hours to enable attendance at financial wellness events
- Discounted wellness services (e.g. corporate health insurance)

Environment:

- Onsite services (e.g. banking)



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Starting work

This module is aimed at employees that have just entered the workforce and goes through what to expect and how to prepare for a career. It gives some great tips on how to manage money and explains the conditions of employment, what an employer's rights are and other things an employee will come across when starting work.

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Transition to retirement

The 2007 changes to superannuation rules created great opportunities for working Australians who have reached 55 years of age or over. These employees can now access their superannuation benefits without having to retire or leave their job. These changes are particularly relevant to working Australians between the ages 50 and 70 who are contemplating retirement. Planning ahead allows employees to take full advantage of recent changes to superannuation and taxation legislation. However there are restrictions and employees need to do their research and understand the rules.

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Example: Physical Activity

Policy

- Provide flexible working hours to allow for physical activity (e.g. lunchtime walk)
- Subsidise gym memberships, corporate sporting events or onsite fitness opportunities (e.g. yoga)
- Subsidise equipment purchase (e.g. bike scheme)

Individual:

- Coordinate pedometer challenges / loan scheme
- Educational and awareness strategies
- Organise a lunchtime walking group
- Liaise with local fitness centres / providers regarding discounted rates / membership
- Provide support for employees to enter corporate sporting events
- Provide online health risk assessments / coaching



Cultural:

- Discourage sedentary behaviour
- Encourage physical activity breaks during the working day
- Host health or leisure-related social functions
- Encourage active leadership and participation by senior management

Environmental

- Provide active transport facilities &/or equipment in safe, convenient and accessible locations
- Promote proximity to bicycle paths, walkways, parklands and public transport
- Encourage use of internal stairwells through motivational signage and accessibility
- Provide maps of suitable walking / jogging routes
- Promote local, state and national physical activity and/or active travel events



The soup program has helped to bring about a cultural shift with the type of food they're (the officers) accessing.

- Mike Cosgrove, Manager of Occupational Health and Safety

Case Study: Dept of Police & Emergency Management, Tasmania

Background:

Officers working shifts out of regular hours don't always have access to healthy food options.

Solution:

- Soup Program trialed at Glenorchy police station
- Officers provided with option of buying microwavable, pre-prepared, gluten free soups as an alternative to the fast-food option.

Set-up cost:

- \$200 by the Department

Outcomes:

- High take up and observed behavioural changes.
- Being rolled out to every major police station in the state.





Case Study: Dept of Primary Industries, Parks, Water & Environment, Tasmania

Background:

Insufficient city parking and increasing number of staff cyclists.

Solution:

A Bicycle User Group (BUG) was implemented which:

- promotes the use of bicycles for commuting
- provides corporate bicycle for work transport (<5km)
- support employees using their own bikes
- networks with other BUGs and community events (e.g. State Bike Week)
- educational seminars (e.g. 'getting to know your bike')
- 'bike buddies' systems and inductions
- incentive scheme

"The BUG has encouraged me to make the transition to two wheels and there's no going back! Riding to work is full of advantages over other forms of transport; it's healthy, fun, easy, free and quick."

- Zoe Brown, Senior Environmental Officer, Wastewater Section, EPA Division



Set up cost:

- \$750 corporate bicycle with bike lock, Universal bike helmet, high visibility safety vest, puncture repair kit including spare taxi voucher for emergency situations.
- Secure storage area, bike racks, rails and wall racks (variable cost)

Staffing:

- One BUG Co-ordinator @ 30 minutes per week
- Volunteers for BUG events and initiatives

Supporting resources:

- Bicycle User Policy including OHS guidelines
- Online booking sheet for corporate bicycle use
- Car park, basement or storage space for bicycles
- Existing showering and locker facilities



Wellness
gets smart

Top Wellness Program Elements – by region

Africa	Asia	Australia	Canada	Europe	Latin America	United States
Immunisations / flu shots	Biometric screening	Immunisations / flu shots	Immunisations / flu shots	Immunisations / flu shots	Immunisations / flu shots	Immunisations / flu shots
Biometric screening	Executive screening	Company-sponsored sports teams	Health portal / website	Gym / Fitness membership discount	Biometric screening	Health risk appraisal
Executive screening	Company-sponsored sports teams	Workplace competitions	Executive screening	Biometric screening	Onsite classes	Gym / Fitness membership discount
Onsite Classes	Immunisations / flu shots	Health portal / website	Health risk appraisal	Caregiver support	Health risk appraisal	Workplace competitions
Health fairs	Onsite Classes	Health risk appraisal	Workplace competitions	Executive screening	Gym / Fitness membership discount	Health Fairs

Source: Buck Consultants (2010) Working Well: A Global Survey of Health Promotion & Workplace Wellness Strategies



Fastest Growing Wellness Program Elements – by region

Africa	Asia	Australia	Canada	Europe	Latin America	United States
Health risk appraisal	Work life balance support	Personal health record	Health coaching (online)	Web-based healthy lifestyle programs	Web-based healthy lifestyle programs	Healthier vending machines
Web-based healthy lifestyle programs	Web-based healthy lifestyle programs	Improving the psychosocial work environment	Health risk appraisal	Health portal / website	Health portal / website	Mobile technology (smartphone) programs
Improving the psychosocial work environment	Improving the psychosocial work environment	Health coaching (telephonic)	Biometric screening	Improving the psychosocial work environment	Improving the psychosocial work environment	Biometric screening
Healthier vending machines	Health portal / website	Cycle to work program	Health coaching (onsite)	Workplace health competitions	Personal health record	Web-based healthy lifestyle programs
Workplace health competitions	Workplace health competitions	Cafeteria promotes healthy eating	Healthier vending machines	Health risk appraisal	Workplace health competitions	Onsite healthy lifestyle programs

Source: Buck Consultants (2010) Working Well: A Global Survey of Health Promotion & Workplace Wellness Strategies





5 reasons to take wellness social:

1. It's where we spend our time
2. Our social networks influence our behaviour
3. Engaged employees take charge of their health
4. Ongoing feedback stream
5. Very cost effective!

22hrs

average time spent online each week

1 in 5

 minutes

online spent on social networks (avg 4.5hrs/wk!)

6 million

more mobile subscribers than people in Australia

65%

of us can access internet through our mobile phone (43% last year)

86%

internet users visited a social network site in last month

10.4m

 Facebook users (9.8m Youtube, 2m Linkedin, 1.9m Twitter)

Sources:

www.socialmedianews.com.au

www.budde.com.au

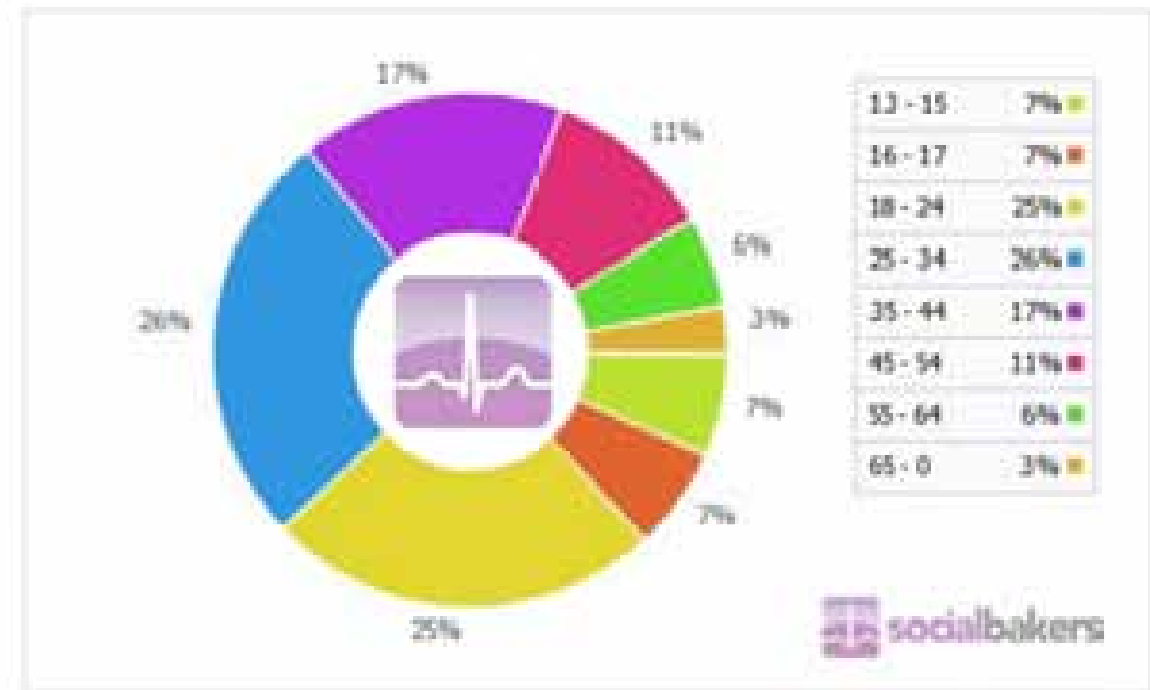
The Australian Consumer Landscape, Nielson whitepaper, March 2011



Facebook – not a fad!

- 49.27% penetration of overall population

User age distribution on Facebook in Australia





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Listening to truly excellent [Radio National](#) program on mental illness and work. Recommend you give the podcast a listen [via lyd4leg](#)
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There's just two days til entries close for the 2011 WorkCover NSW SafeWork Awards so if you're entering it's... [http://fb.me/DX7Ycq7A](#)



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Updates: Last 7 Days

Greene Cowan stated a discussion
Have any ideas about how to encourage employees to ask RUOK? to someone they are concerned about?
1 hour ago · Like · Add comment

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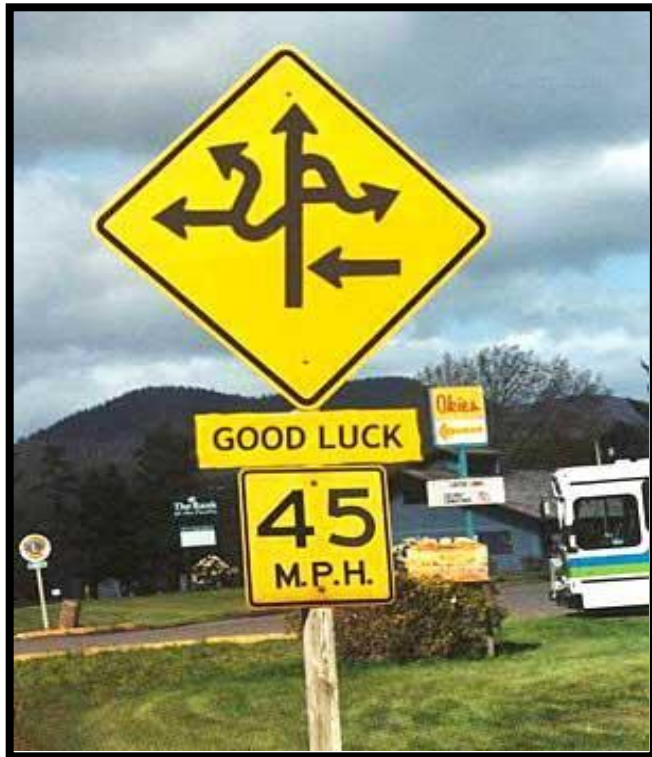
Have any ideas about how to encourage employees to ask RUOK? to... · 2 days ago
This year RUC?Day is on Thursday September 15. It is a not for...
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Most Popular Discussions

Standing at work
A colleague was recently telling me about a trend toward new "workstations" where people could choose to stand or sit at various times...
posted 2 months ago
Jana Marie Osborne · 1 month ago · We have stand stations at work for those that prefer them...

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