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Health Promotion 102

Workplace Health Promotion

Webinar Session 1 of 3 Getting Started

Feb. 7, 2011

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Health Promotion 102

Workplace Health Promotion

HP 102 Home Tips for Learning Contact THCU

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Last updated: January 9, 2011

Course Overview

Health Promotion 102 (HP 102) is a free online course on workplace health promotion. It contains nine learning modules. See the list on left-hand side of this page for a list of modules.

It will take you 10-20 minutes to complete each module. There are no restrictions as to when, how, or in which order you choose to complete the modules.

This is an overview of the content of HP 102 and a road map to the structure and navigation of the course's webpages.

Background - HP 101

The former Ontario Health Promotion Resource System (OHPRS) developed an introduction to health promotion course called Health Promotion (HP) 101. HP 101 was a collaborative effort between the 22 OHPRS member organizations.

The purpose of HP 101 is to help health promoters in Ontario, such as yourself, to familiarize yourself with essential health promotion concepts. In so doing, you will help raise the profile of health promotion in Ontario. For information and access to HP 101, see www.ohprs.ca/hp101main.htm.

The Evolution of HP 102

While HP 101 offers a broad foundation regarding health promotion, HP 102 offers specific knowledge central to workplace health promotion. We know that health promoters working in specific settings or sectors require additional health promotion knowledge that is specific to their area of focus. Subsequently, we have developed HP 102 to provide health promoters information regarding the essential health promotion concepts that apply to comprehensive workplace health promotion.

Like HP 101, HP 102 is available online to maximize its accessibility. If you're looking for information beyond HP 102, we have a various resources and services on the THCU website at www.thcu.ca.

Course Structure

Course Structure

This course contains nine modules.

The first module provides a general overview of the terms, concepts, history and information on the core comprehensive workplace health promotion framework.

The remaining eight modules provide more detailed information on each of the steps within the framework.

Each module contains five sections:

- Learning Outcomes** describe the key learning objectives for the module.
- The **Pre-Learning Reflection Exercise** prompts you to consider cases, your own assumptions, and/or challenges relevant to the content in the module. By completing the pre-learning reflection exercise, you will find it easier to relate and understand the core content provided in the **Learning Content** section.
- Learning Content** provides the core information.
- The **Applied Learning Reflective Exercise** provides you with an opportunity to apply and solidify what you've learned within the module and to help with transfer from your short-term into long-term memory.
- Reading and Resources** provides a mix of links and references relevant to the content within the module.

[Click here for the Site Map](#)

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Intended Audience

- Intermediaries
- New to a comprehensive approach to workplace health

Course Use Considerations

- Individual Development
- Team Development
- Healthy Workplace Committee Training

The First Module Introduction

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Introduction

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Course Overview

Last updated: January 5, 2011

Health Promotion 102 (HP 102) is a free online course on workplace health promotion. It contains new learning modules. See the list on left-hand side of this page for a list of modules.

It will take you 10-20 minutes to complete each module. There are no restrictions as to when, how, or in which order you choose to complete the modules.

Introduction: The Foundation and Background of Workplace Health Promotion

Element One: Creating Management and Labour Support

Element Two: Establishing a Healthy Workplace Committee

Element Three: Conduct a Situational Assessment

Element Four: Develop Your Strategy

Learning Outcomes: List of HP 102 and a road map to the structure and navigation of the course's webpages.

Pre-Learning Reflection Exercises: Introduction Resource System (CHPFS) developed an introduction to health promotion course called Health was a collaborative effort between the 22 CHPFS member organizations.

Applied Learning Reflective Exercise: HP health promoters in Ontario, such as yourself, to familiarize yourself with essential health promotion concepts the profile of health promotion in Ontario. For information and access to HP 101, see

Headings and Resources: 32

While HP 101 offers a broad foundation regarding health promotion, HP 102 offers specific knowledge central to workplace health promotion. We know that health promoters working in specific settings or sectors require additional health promotion knowledge that is specific to their area of focus. Subsequently, we have developed HP 102 to provide health promoters information regarding the essential health promotion concepts that apply to comprehensive workplace health promotion.

Health Promotion 102

Workplace Health Promotion

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Introduction

The Foundation and Background of Comprehensive Workplace Health Promotion

Learning Outcomes

By the end of this module, you will be able to:

- Explain the difference between a settings and a determinants of health viewpoint of workplace health promotion;
- Define comprehensive workplace health promotion (CWHP);
- Identify and explain the three categories of a CWHP approach; and
- List the eight elements of the CWHP Planning Framework.

Next

Element One: Creating Management and Labour Support

Element Two: Establishing a Healthy Workplace Committee

Element Three: Conduct a Situational Assessment

Element Four: Develop Your Strategy

Element Five: [Redacted]

Introduction

The Foundation and Background of Comprehensive Workplace Health Promotion

Pre-Learning Reflection Exercise

To complete this exercise, you will need a pen and some paper.

There are four statements below. After reading each one, jot down the first thing that comes to mind. Number your answers. Start with No. 1 and go in order:

- When you try to picture a workplace health initiative, what is the first thing that comes to mind?
- Right now, if you were asked to define workplace health promotion in one sentence, what would you say?
- What are some words to describe the culture of a company where you have been, or could be, the most satisfied as an employee?
- Imagine starting a new job tomorrow as a health promoter. Your new boss asks you to identify two or three health promotion activities you see implementing within the company's new health promotion program. What are the first activities that come to mind?

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CONTENT – the heart

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Last updated: January 5, 2011

Introduction

The Foundation and Background of Comprehensive Workplace Health Promotion

Learning Content

The Workplace: A Setting or A Determinant of Health?

When you think about working as a health promoter with or within a workplace, it's important to first clarify something for yourself. Do you fundamentally see the workplace as a setting in which to deliver health promotion programs? Or, do you see the workplace, and its related working conditions, as a determinant of health?

If you see the workplace as a setting in which to deliver programs, it means you are approaching workplaces and offering programs because you believe this process to be an avenue to reach people. This approach is similar to viewing schools as a setting to reach children and their families.

On the other hand, if you see the workplace as a determinant of health, it means you believe that the conditions under which people work have a direct impact on their health. This means that you approach and treat the workplace as a whole, working with the workplace to recognize and respond to the factors within the workplace that affect employee health.

Before going further with this course, it's important to understand that the comprehensive approach described and explained is aligned with the belief that the workplace itself affects employee health. As declared by both the Public Health Agency of Canada and the World Health Organization, working conditions are in and of themselves a determinant of health. What this means is that the approach we are sharing is built on the knowledge that the way many in which employees are treated within the workplace has an impact on their health.

This is not to say that the historically more common health promotion programs will not be a part of your CWHP approach. But, as you will see as you proceed through this course, these programs represent only one component of the overall comprehensive approach. The key issue is that you help an organization identify and address the priority issues and needs. This means doing so without coming up with pre-conceived notions about what the organization's needs are and the programs you have to deliver. In the very least, be prepared to suggest organizations opt out of your program and service if it does not fit with their priorities.

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Setting vs. DoH

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- ...the comprehensive approach described...belief that the workplace itself affects employee health
- ...built on the knowledge that the very way in which employees are treated within the workplace has an impact on their health
- ...historically more common health promotion...represent only one component of the overall comprehensive approach.
- ...the key issue is that you help an organization identify and address the priority issues and needs

A Combined Strategy

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Determinant of Health – A Comprehensive Approach

Setting

- Programs
- E.g., PA, Diabetes Education, Smoking Cessation, etc.

Assessing and helping them respond to needs

- MAY still deliver a program if it meets their needs, but you are not seeking to ensure your programs are offered

Companies A, B, C > Breadth < Depth

Companies X & Y > Depth < Breadth

What do we mean by a comprehensive approach?



"CWHP is an approach to protecting and enhancing the health of employees that relies on and builds upon the **efforts of employers to create a supportive management** under and upon the **efforts of employees to care for their own well-being.**"

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And...



There are three CATEGORIES!

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Occupational Health and Safety



- Efforts to reduce physical and chemical hazards
- Includes:
 - Ergonomics
 - Injury prevention
 - Hazard identification and control
 - Emergency response programs
 - Disability case management
 - Medical services
 - Other

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Lifestyle/Voluntary Health Practices



- Includes any lifestyle behaviour change issues
 - Smoking
 - Physical activity
 - Nutrition (increasing evidence for salt intake)
 - Alcohol & other drug use
 - Etc.
- Important, but not sufficient
- Some evidence of short-term change in behaviour and even improved productivity
- Needs to be based on employee needs and interests

Polanyi, Eakin, Frank, Shannon, Sullivan 1998

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Organizational Culture

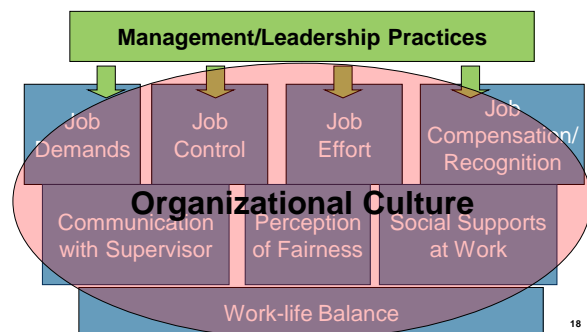


- The organizational environment of a workplace has a major impact on employees' health and productivity and is influenced by many factors including:
 - Leadership
 - Management practises
 - Social support
 - Perception of fairness
 - Workplace life balance
 - Corporate culture



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Supportive Management & Culture



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Categories

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Categories of CWHP

At the broadest level, workplace health interventions can be categorized under occupational health and safety (OHS), or voluntary health practices, which are also referred to as individual lifestyle practices or personal health practices, and organizational culture (OC).

Category Overlap

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Workplace Program Management

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	Element 1	Element 2	Element 3	Element 4	Element 5	Element 6	Element 7	Element 8	
	Obtain Management and Labour Support	Establish Healthy Workplace Committee	Conduct Situational Assessment	Develop Healthy Workplace Plan	Develop Program & Evaluation Plan	Obtain Management and Labour Support	Implement Plan	Generate Evaluation Report	
Internal Project Management Components: • Participation • Time • Money / Resources • Data gathering • Decision-making	Components • Business Case	Components • Strategic Recruitment • Terms of Reference • Leadership	Components • Environmental Scan • Health & Risk Assessment • Organizational Change Survey	Components • Vision • Values • Goals • Strategies • Key Audiences • Sustainability	Components • Objectives • Programs/ Activities • Assessment • education & skill building • supportive environments • policies • indicators • Evaluation • Methodology • Resources • Timeline • Responsibilities	Components • Plans • Presentation • Evidence	Components • Communication & Marketing • Capacity Building • Events • Organizational Activities • Monitoring • Conduct Evaluation • process • outcome • impact • resources	Components • Key Results Areas • Indicators • Results • Implications • Recommendations	
	Implement Evaluation								

The Intermediary Role

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1. Specialist Role
 - Employ specific expertise on a topic
2. Generalist Role
 - Consult on and advocate for CWHP

Intermediaries and the Eight Elements of CWHP: Additions?

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1. Obtain management support
 - Advocate for CWHP with key decision makers
2. Establish healthy workplace (HW) committee
 - Provide sample Terms of Reference, play an advisory role on the committee
3. Conduct situational assessment
 - Assist in identification of appropriate tool

Intermediaries and the Eight Elements of CWHP cont'd

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4. Develop a HW plan
 - Facilitate a visioning exercise
 - Provide sample workplan templates
5. Develop a HW program & evaluation plan
 - Provide examples of evidence-informed programs, facilitate planning

Intermediaries and the Eight Elements of CWHP cont'd



6. Obtain management support
 - Assist committee with presentation development to elicit support
7. Implement
 - Provide encouragement, coaching and consultation services throughout implementation
8. Evaluate
 - Search out and provide sample evaluation tools already developed
 - Facilitate debrief discussions with stakeholders to generate recommendations from the evaluation results

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Conditions for Success



- 1. Senior management involvement
- 2. Participatory planning
- 3. Primary focus on employees' needs
- 4. Optimal use of on-site resources
- 5. Integration

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Conditions for Success



- 6. Recognition that a person's health is determined by an interdependent set of factors
- 7. Tailoring to the special features of each workplace environment
- 8. Evaluation
- 9. Long-term commitment

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Introduction

The Foundation and Background of Comprehensive Workplace Health Promotion

Applied-Learning Reflection Exercise

Before moving on to the next module, stop to consider:

1. In what ways do you already apply some practices in your work that show a commitment to a comprehensive approach to health promotion (i.e., a commitment to all three categories of a healthy workplace)? In what ways do you want to improve what you do to enhance a commitment to the comprehensive approach to workplace health promotion?

2. Think back to the question we asked in the pre-reflection activity at the beginning of this module:

If you started a new job tomorrow as a health promoter within a corporate organization, and your new boss asked you to identify two or three health promotion activities you see implementing within the company's new health promotion program, what are the first activities that come to mind?

What, if any, changes would you make to the list activities you'd first thought of?

3. Look over the eight element planning framework. Which elements have you used before? Are there any similarities or differences between your previous experiences using these elements and what you see proposed within this particular framework? Which element have you never used before?

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The Second Module Element One Obtaining Management & Labour Support

Element One Learning Outcomes



Element One Obtaining Management and Labour Support

Learning Outcomes

By the end of this module, you will be able to:

- Explain what is meant by obtaining management and labour support;
- Identify key typical stakeholders that fall into this category;
- Describe and explain the hierarchy of effects;
- Describe a sales process for obtaining management and labour support; and
- Identify common aspects included in a business case for comprehensive workplace health promotion.

Next ▶

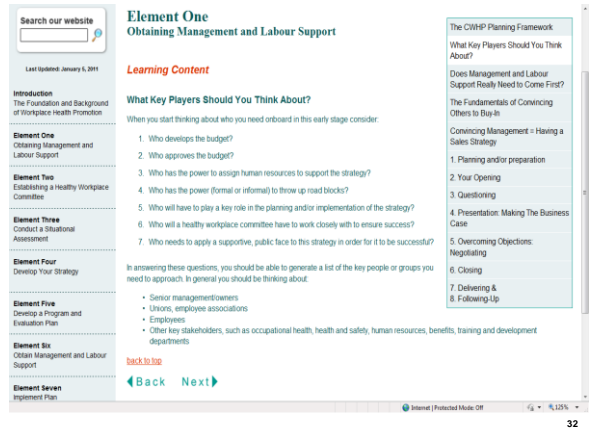
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What?



So...

- What IS meant by obtaining management and labour support?
- Support for what?



The screenshot shows a website page with a search bar at the top left. The main heading is 'Element One: Obtaining Management and Labour Support'. Below this is a 'Learning Content' section with a list of seven questions: 1. Who develops the budget? 2. Who approves the budget? 3. Who has the power to assign human resources to support the strategy? 4. Who has the power (formal or informal) to throw up road blocks? 5. Who will have to play a key role in the planning and/or implementation of the strategy? 6. Who will a healthy workplace committee have to work closely with to ensure success? 7. Who needs to apply a supportive, public face to this strategy in order for it to be successful? Below the list is a section for 'In answering these questions, you should be able to generate a list of the key people or groups you need to approach. In general you should be thinking about:' followed by a bulleted list: Senior management/owners, Unions, employee associations, Employees, and Other key stakeholders, such as occupational health, health and safety, human resources, benefits, training and development departments. At the bottom of the page are 'Back' and 'Next' navigation buttons.

...Buy-In



Attention
Interest
Desire
Commitment
Action

Grabbing Attention



- Depends...
- Your role
 - Your relationship
 - THEIR priorities

Sales Model



8 Step Sales Model	AIDCA
1. Planning and/or preparation	
2. Your Opening	Attention
3. Questioning	Interest
4. Presentation	
5. Overcoming Objections / Negotiating	Desire
6. Closing	Commitment
7. Delivering	
8. Following-up	Action

Remember...



- To be clear on what it is you are asking for support on!
- To be know your audience's priorities...
 - Don't claim 'the magic bullet'
 - Recognize 'pain points' vs 'opportunities'
 - Be aware of your own bias

Element One
Obtaining Management and Labour Support

Readings and Resources

- A. [Business Cases for Active Living at Work](#) (Website with Downloadable Resources, Public Health Agency of Canada)
- B. [Creating Healthy Workplaces](#) (Resource, Industrial Accident Prevention Association)
- C. [Issues of Workplace Health and Wellness - Case Studies](#) (Various Case Studies, Canadian Labour and Business Centre)
- D. [Psychosocial Risk Management: What Every Business Manager Should Know](#) (Handout, Industrial Accident Prevention Association)
- E. [The Business Cases for a Healthy Workplace](#) (Resource, Industrial Accident Prevention Association)
- F. [The Cases for Comprehensive Workplace Health Promotion: Making Cents of a Good Deal](#) (IMH-Pack, THCU)
- G. [Worklife Balance & Strategic Business Issues](#) (Handout, Industrial Accident Prevention Association)
- H. [Workplace Health Case Studies](#) (Various Downloadable Case Studies, Canadian Centre for Occupational Health and Safety)
- I. [Why Focus on a Healthy Workplace? Building the Case for a Healthy Workplace](#) (Article, National Quality Institute, Corbett, D.)

References

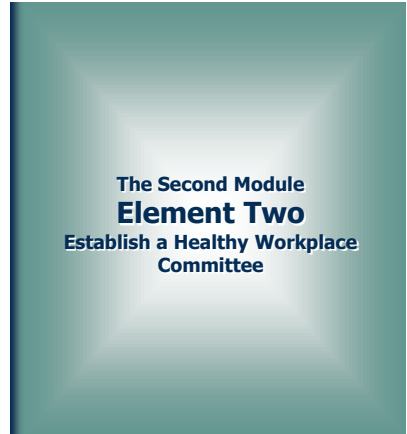
¹ Chapman, A (1995-2009). Sales and selling - training and techniques - A free guide to selling methods, sales techniques, selling models, sales processes, sales training programs and sales training providers. Available at: www.businessballs.com/salesandtelemarketing/telemarketing/

² Altman, D.D. et al. (1996). Creating Community Change to Improve Health Policy. California: Stanford Center for Research in Disease Prevention. (A comprehensive 'how-to' resource on the use of advocacy to bring about healthy public policy changes. The book includes a step-by-step model, worksheets and selected case studies)

◀ Back Proceed to the next chapter ▶



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Element Two
Establishing a Healthy Workplace Committee

Learning Content

Start by Creating a Healthy Workplace Purpose Statement

Develop a purpose statement before you begin the recruitment process. The purpose statement should help potential members gain a broad understanding of the work involved in being part of the committee. A well written statement fundamentally answers two questions:

1. What is your committee's mission and/or function?
2. How will it achieve its mission and/or function?

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The CHWP Planning Framework

- Creating a Healthy Workplace Purpose Statement
- Sample Healthy Workplace Purpose Statements
- Activity
- The Process of Developing a Healthy Workplace Committee Purpose Statement
- Developing Your Healthy Workplace Committee's Terms of Reference
- Recruiting Healthy Workplace Committee Members
- Which Comes First: Recruitment or the Terms of Reference?
- The Top 10 Tips for an Effective Healthy Workplace Committee

Sample Healthy Workplace Purpose Statements

A healthy workplace committee purpose statement should reflect the organization's general view on and approach to building a healthy workplace. Listed below are four different sample purpose statements that represent four different focuses:

Comprehensive workplace health focused:
The Healthy Workplace Committee exists to strategically and operationally lead X company's efforts to be a company that:

- a. employs supportive and effective management practices;
- b. offers programs, education and services; and
- c. employs policies and practices

that will support employees to achieve an optimal state of health by developing and implementing annual comprehensive workplace health plans.

Risk-management focused:
The Healthy Workplace Committee exists to help X organization identify psycho-social hazards and other barriers to health in the workplace by regularly monitoring, identifying and assessing such hazards and presenting to management recommendations and strategies for improvement.

Wellness focused:
The Healthy Workplace Committee exists to improve the health of X company's employees by developing education, programs and services in response to employees' highest health and wellness related needs.

Strategically focused:
The Healthy Workplace Committee exists to improve levels of employee engagement and reduce employee absenteeism by developing and implementing plans in response to company X's annual employee engagement survey.

Activity
The Process of Developing a Healthy Workplace Committee Purpose Statement
Developing Your Healthy Workplace Committee's Terms of Reference
Recruiting Healthy Workplace Committee Members
Which Comes First: Recruitment or the Terms of Reference?
The Top 10 Tips for an Effective Healthy Workplace Committee

Listed below are some of the components for a healthy workplace committee terms of reference:

- Purpose**
This states the intention of the committee, as described earlier in this module.
- Scope**
This clarifies the areas, people, issues, etc. that the committee's work covers, such as the location, department, fulltime vs. contract employees, etc.
- Membership Composition**
Typically member composition can be referred to from two perspectives:
 - Generally: the types of people who must be involved and the minimum knowledge and training that must exist within the committee. For example, at least one representative from X department, at least one person with knowledge of survey design and interpretation methods.
 - Specifically: the names and job titles of actual members of the committee.
- Authority**
This names the person who assigned responsibility to this committee and to whom the committee needs to confer or defer to should issues arise. Note: authority could also be combined with reporting.
- Reporting**
This states to whom the committee needs to report to, on what, how often and how.
- Decision Making**
This makes explicit:
 - the scope of decision-making capability the committee has. In other words, it outlines the types of decision the committee can make and cannot make as well as escalation procedures;



Such as:

- Planning
- Evaluating and survey design
- Influencing management
- Developing communications
- Content expertise in health, health promotion and safety, organizational culture, etc.
- Networking and relationship management

Representation



Such as:

- Senior management
- Labour
- Employees
- Human resources, training, organizational development
- Joint health and safety committee
- Various departments or plants
- Various levels/positions within departments
- External organizations

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Methods of Recruitment



With skill and representation requirements in mind...

- Request volunteers
- Strategically recruit members or have people assigned to the committee based upon skills match and representation
- A combination of the above, which includes a call for volunteers, a skills assessment then recruitment to fill gaps

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Top 10 Tips



<p>Last updated: January 9, 2011</p> <p>Introduction The Foundation and Background of Workplace Health Promotion</p> <p>Element One Obtaining Management and Labour Support</p> <p>Element Two Establishing a Healthy Workplace Committee</p> <p>Element Three Conduct a Situational Assessment</p> <p>Element Four Develop Your Strategy</p> <p>Element Five Develop a Program and Evaluation Plan</p> <p>Element Six Obtain Management and Labour Support</p> <p>Element Seven Implement Plans</p> <p>Element Eight Generate Evaluation Report</p>	<p>Learning Content</p> <p>The Top 10 Tips for an Effective Healthy Workplace Committee</p> <p>So far, we've focused on how to set a healthy workplace committee up for success. Listed below is a summary of the Top 10 considerations for ensuring your committee is set up for ongoing, sustainable success.</p> <ol style="list-style-type: none"> 1. A comprehensive terms of reference 2. Strategic recruitment of the right people for the needs and stage of development of the committee 3. All members of the committee are trained on the fundamentals of workplace health promotion 4. At least one worker and one management member has more advanced knowledge and training on a comprehensive approach to workplace health 5. Adequate resources and authority are allocated to the committee 6. Committee meetings are effectively planned and facilitated 7. Committee members are given time during working hours to conduct committee work 8. The ideas and opinions of workers are sought out and incorporated 9. The committee meets at least once a month 10. The committee is held accountable for implementing, evaluating and improving upon their action plans <p>Many healthy workplace committees are successful by establishing sub-committees to help carry through their work. Sub-committees may include areas such as:</p> <ul style="list-style-type: none"> • Safety/needs assessment • Evaluation • Fundraising • Education • Healthy living programs 	<p>Topic overview</p> <p>Sample Healthy Workplace Purpose Statements</p> <p>Activity</p> <p>The Process of Developing a Healthy Workplace Committee Purpose Statement</p> <p>Developing Your Healthy Workplace Committee's Terms of Reference</p> <p>Recruiting Healthy Workplace Committee Members</p> <p>Which Comes First: Recruitment or The Terms of Reference?</p> <p>The Top 10 Tips for an Effective Healthy Workplace Committee</p>
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Don't forget! Communication & Training



- Consider what you need to communicate to members
- Consider what training members require

AND

- Consider what supports members need in order to be successful

Next Sessions



Session Two:

- Friday February 11th – 9:30-11:30

Session Three:

- Friday March 4th – 9:30-11:30

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Wrap-up



- Thank you for your participation!
- Please contact us with questions or consultation requests hc.unit@utoronto.ca
- We will send you a link to evaluate this webinar; please complete the evaluation!

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Know what's weird?

Day by day, nothing
seems to change. But
pretty soon, everything's
different.

~Calvin (Calvin & Hobbes)