



An Employer's Guide to **Creating a Workplace Well-being Programme**

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Introduction: Why Promote Workplace Well-being?

Workplace well-being refers to the education and activities that an organisation may engage in to promote healthy lifestyles for employees and their families.

Examples of well-being initiatives include health education classes, subsidised use of fitness facilities, internal policies that promote healthy behaviour, and any other activities or environmental changes created to improve the health of employees.

Why is Workplace Well-being Important?

Recent data from the HSE revealed that 1.4 million UK workers suffer from work-related ill health (eg conditions such as stress, depression, anxiety, musculoskeletal disorders or other illnesses that are caused or made worse by work). What's more, 26.8 million working days were lost in this past year as a result of work-related ill health—totalling a £9.7 billion price tag across the country. Clearly, employee well-being is something your organisation cannot afford to ignore.

At a glance, employee well-being affects your company's bottom line in many ways. Implementing workplace well-being initiatives can help control costs, increase productivity, reduce workplace accidents and staff turnover, decrease absenteeism and raise employee morale. And because employees spend many of their waking hours at work, the workplace is an ideal setting to address health and well-being issues.



1.4 million



26.8 million



£9.7 billion

Consider the following reasons for implementing a workplace well-being programme within your organisation:



Healthier employees are more productive. Research shows that workplaces with well-being programmes have employees who are more productive at work.



Healthier employees miss less work. Healthier employees mean less sick leave, which is another benefit companies generally achieve through well-being programmes. Plus, employees' healthier behaviour may translate into better family choices, so employees may also miss less work caring for ill family members. Reduced absenteeism can create significant cost savings and return on your well-being investment.



Well-being programmes can reduce employers' liability costs. Employees who make healthy changes and lower health risk factors often have a lower chance of a workplace injury or illness or a disability. In both cases, this can save the employer money, not just on insurance, but also the replacement cost of recruiting and training a new worker to replace one out of work for health reasons.



Well-being can create higher morale and improve recruiting. A company that cares about its employees' health is often seen as a better place to work and well-being programmes can attract top talent in a competitive market. In addition, expressing a commitment to your employees' health can improve employee morale and strengthen retention. Employees can experience many potential benefits after joining a well-being programme, including:

- Increased well-being, self-image and self-esteem
- Improved coping skills with stress or other health factors
- Reduced risk for developing chronic or life threatening conditions
- Easier access to health improvement programmes and convenience can increase motivation to improve health
- Improved overall health
- Access to needed social support, as co-workers strive towards healthier lifestyles as well
- Improved job satisfactions
- Safer and more productive work environment

More than anything, employees who experience these positive changes and benefits will often feel more loyalty to the company and grateful for the company's commitment to their health.

How This Guide Can Help You

This guide is filled with a wide range of workplace well-being resources to help your organisation be successful in each step of the programme creation and implementation process. Whether it be getting your programme started, focusing your efforts on a specific goal, calculating your return on investment or evaluating programme success, this guide has you covered. Not to mention, your organisation can refer to the appendices section of the guide for a variety of well-being assessment tools and sample initiatives that outline specific steps necessary to achieve employee well-being goals.

Don't let employee well-being become a costly issue within your workplace. Use this guide to get your programme started and embark on the path of increased employee health, happiness and workplace success.

Chapter 1: Getting Your Programme Started

Making the decision to implement a workplace well-being programme can be exciting. But before an organisation even has a discussion on possible initiatives, it's important to lay down the groundwork and structure for the overall well-being programme. Consider this guidance to have a better understanding of those initial first steps.

Gain Support from Management

Support from all levels of management is key to the success of your well-being programme. To ensure the support of management, inform managers about the programme early on and encourage them to participate.

Communicate the programme's goals and benefits clearly and often. Gaining management support will help ensure you have sufficient resources and staff time to develop your well-being programme.

Assemble a Workgroup

Your well-being workgroup is a committee responsible for promoting the programme, planning activities, recruiting team leaders and conducting evaluations.

The size of the workgroup will depend on the size of your company and the scope of the programme or activities. The workgroup should be large enough to represent your workforce and should include staff that represents various employee shifts and departments, such as management, union representatives, human resources and administrative assistants.

If you already have a well-being or health promotion committee, involve them in the workgroup. Workgroup members can focus on recruitment, activities, events, rewards, incentives and evaluation.

Designate a Coordinator

The workgroup should identify a well-being coordinator to manage the programme. Although the workgroup and others can share some of the responsibilities, having the right person coordinating efforts increases the likelihood that the programme will be well-managed and well-delivered.

The success of the well-being programme is often linked to the coordinator's time and ability. It is essential that some or all of the coordinator's time be dedicated to the well-being programme. If this isn't possible, then the company should consider contracting with an outside party to provide programming. Check with your local contacts to see if this is an option.

Schedule Workgroup Meetings

The workgroup should meet regularly, at least on a quarterly basis. The workgroup may meet more often during peak times when planning or implementing activities or programmes. The frequency of meetings will depend on what the workgroup plans to accomplish.

Analyse Your Needs

Complete a worksite environmental assessment and conduct an employee interest survey to collect information on the topics that would be of most interest to the staff.

This type of prior planning and analysing can help you get the most for your investment. Set programme priorities and plan activities and initiatives based on the results of these assessments.

Develop an Action Plan

This should include specific goals and objectives, strategies to meet these goals, a timeline, a budget and an evaluation plan. If your goals are clearly identified with an action plan developed, it will be easier to evaluate the effectiveness of your programme.

Invest Accordingly

Building a successful workplace well-being programme requires time and money. Larger organisations may spend 20 hours per week for three to six months preparing all the steps prior to launching a programme.

Monetary costs can fluctuate widely, depending on whether the employer pays all costs, the employees pay all costs or the costs are shared. Keep in mind that the return on investment will likely be greater with more comprehensive programmes, so the higher cost will also generate a greater return on investment due to less absenteeism and less employee turnover.

Implement and Communicate the Plan

You need an effective communication strategy to help put your plan into motion and encourage participation. Be sure to include plenty of education so employees understand why you're implementing a well-being programme, and the benefits they can gain from participating.

Evaluate Outcomes

Periodically review your programme goals and compare with measurable outcomes or results. Keep employees involved in the evaluation process to make sure that they feel the programme is benefiting them. Adjust programmes and initiatives accordingly, based on employee feedback and evaluation results.

After you've laid the groundwork to develop a well-being programme, take the time to plan the components that will result in a quality programme. Following these steps and not rushing the planning process will ultimately make your programme more successful.

Chapter 2: Creating a Successful Well-being Team

When constructing a well-being programme within your organisation, creating a solid well-being team is critical to your programme's success. The well-being team will lead the way for other employees to transform their lives and make positive, healthy choices. Consider the following suggestions for developing a well-being team and getting your well-being programme off to a good start.

Appoint Team Members and a Leader

Upper-level management should formally appoint several employees to the team and choose a strong individual who is also a positive health role model to lead the team. This shows everyone that the well-being programme and the team's roles are important within the organisation. Consider making well-being team responsibilities part of the team member's job description.

Promote the Well-being Team

Internally promote the workplace well-being team and its initiatives. Creating high visibility for the programme sends the message to employees that it is important.

Include Employees From All Levels

To demonstrate that the well-being initiative is constructed for the benefit of all employees and to gain "buy-in," include individuals in varying degrees of health from various areas and levels of the company. Within the team, executives and frontline employees should be equal.

Meet on a Regular Schedule with a Formal Agenda

Teams should meet on a regular basis to make sure the programme priorities don't get set aside for other tasks. An agenda clarifies the focus of the team's initiatives and drives the meetings. Record minutes to keep track of activity and progress.

Communicating Often is the Key

To successfully educate and inform other employees, the team members should constantly communicate about their initiatives. An effective workplace well-being team can dramatically improve the health initiatives within your organisation. Not only will these individuals work to rally others, their efforts can also lead to reduced costs while bettering the physical and emotional state of all your employees.

Chapter 3: Sourcing Data to Enhance Your Programme

As an employer, you may have recognised that you must collect data to fuel your well-being initiatives and determine exactly where your efforts should focus to benefit the health of your employees— now it's time to learn how to actually collect the data.

There are three main sources of information that are pivotal to any effective well-being programme: employee health risk appraisals, health culture audits and personal interest surveys. Collecting this data allow you to further understand the health and well-being of your employees, as well as where to focus your programme efforts.

Health Risk Appraisals (HRAs)

HRAs are electronic or hard-copy health questionnaires utilised to collect information about your employees' health behaviours and potential risk factors. They generally consist of 85 to 100 questions.

Once completed, each employee will receive a report detailing his or her personal health status. Depending on the HRA selected, employees can receive results in these ways:



**Sent to the
employee's
home or work**



**Explained in a
group session**



**Explained
one-on-one at
work**



**Explained by a
doctor**

Employees must be assured that their personal information will be kept confidential. To determine which HRA is best for your organisation, consider your end goals and whether you want to develop the HRA on your own or hire another entity to do it for you.

Several weeks prior to offering an HRA, communicate messages to your employees about how valuable their participation would be in your well-being initiatives. To encourage employees to fill in an HRA, consider providing incentives such as T-shirts, gift certificates, employer merchandise, monetary rewards and/or the opportunity to modify their current benefit plans.

Conduct an HRA annually to detect health trends within your organisation.

Health Culture Audits

This audit determines how your company's culture relates to your employees' health and productivity. It assesses items such as health norms and your employees' attitudes about health and well-being as related to the company. Your organisation can use this audit to help identify how your employees can stay healthy while working in your existing health culture or determine changes to be made.

Personal Interest Surveys

A personal interest survey is designed to uncover the interests and health desires of your employees. It seeks to determine whether your current health and well-being offerings are of importance to your employees.

Analysing this information can help move your well-being programme forward as you listen to employees' requests and understand items that are of importance to them. Further, surveys make employees feel as though their interests are being taken into account. As a result, they may be more inclined to get involved in the well-being efforts within your organisation.

To create your survey, conduct focus groups and/or develop a survey using a Likert scale, which allows employees to rank items from 'strongly disagree' to 'strongly agree.'

Reap the Benefits of Data Collection

Overall, by using these data collection tools, you will gather the information appropriate for assessing your current well-being programme while also learning how to modify your initiatives to achieve health-related goals in future.

Chapter 4: Focusing Your Programme Efforts

Now that you've completed your workplace assessments, analysed employee surveys and considered an array of programme strategies, it's time to narrow your focus.



By looking at what you currently offer, you should be able to see the gaps where additional strategies could be implemented.

And by identifying those gaps and comparing them with the current habits of your employees, you can match high priority gaps with employee needs or interests.

Finally, by answering questions about the cost, time, effort and potential number of employees who will be impacted by your programme strategies, you will be ready to decide what to include in your well-being programme.

Considerations

As you plan where to focus your well-being efforts, consider that some efforts may have greater impact than others. Your well-being programme can include many components, such as:



Health screening and assessment



Education through presentations, printed materials and Web resources



Programme activities, including campaigns over a specified time period



Environmental and policy change

Your programme should involve the creation of a supportive social and physical environment where healthy decisions are the norm. Part of creating this environment is to clearly define the organisation's expectations regarding healthy behaviours and implement policies that promote health and reduced risk of disease.

Policy and environmental change is a good place to begin. Policies create the opportunity for widespread behavioural change by modifying the existing workplace rules.

Environmental changes, both physical and cultural, provide options or opportunities for employees to adopt healthier habits and can also result in widespread change. In addition, encouraging healthy habits in the workplace can lead to healthier behaviour outside work.

Some examples of policy and environmental modification are:

- Formal written policies, such as:
 - Guidelines for ordering food for company events
 - No smoking on company property
 - Company cost-sharing for health club memberships
- Environmental changes or cues, such as:
 - Outdoor bike racks
 - Increasing and labelling healthy food choices in cafeterias and vending machines
 - Posters promoting healthy messages, such as a sign near the lifts encouraging stair use

Unlike trying to impact behaviour at an individual level, environmental and policy changes have the ability to impact large groups of people.

Though your well-being strategies should also address individual behaviour change, it is important to focus on areas where the greatest potential benefit could occur.

Employee Readiness: Stages of Change and Programme Considerations

A major factor to be aware of is that people vary greatly in their readiness to change their behaviour. In your survey of employees, it may be helpful to collect information to know what per cent of employees are at the various stages. Most people go through five stages in changing behaviours:



Pre-contemplation – Not thinking about changing their behaviour in the near future.



Contemplation – Beginning to seriously think about changing their behaviour in the near future (next six months).



Preparation – Have tried to change their behaviour at least once in the past year, and thinking about trying again within the next month.



Action – Real steps are being actively taken to change their behaviour; this is also the stage where a slip is most likely to occur.



Maintenance – Have changed their behaviour for over six months and are now maintaining that healthy behaviour.

People can move from one stage to another in order, but they may move back and forth between stages before adopting a behaviour for good. A slip is not a failure, but it is an important part of the learning and behaviour change process.

Most people attempt healthy behaviour change several times before they succeed, and the chance of success increases every time. Knowing where most of your employees fall in this continuum can help you better plan specific initiatives.

Developing Well-being Plan Content

One way to develop your programme is to take your workplace assessment checklist and evaluate the areas where no policy or programme exists, or areas where some policy or programme exists but can be improved. For each of these areas, ask the following questions:

- How important is it to have a programme in this area?
- How much will it cost to implement a programme in this area?
- How much time and effort would be needed to implement a programme in this area?
- How great is the potential “reach,” or how many employees may be affected?
- How well does a programme in this area match employees’ interests?

You should also package your activities so that they build off each other, which can lead to greater participation and long-term success. An example would be having a policy that encourages physical activity on break time, coupled with using pedometers as incentives and then providing maps or on-site trails to get staff out walking.

Chapter 5: Developing an Action Plan

Once you've decided on your priorities for your workplace well-being programme, the next step is developing a specific action plan to implement the objective you've selected.

The action plan would include:

- The overall goals and objectives of your well-being programme
- Specific recommendations on strategies to implement (these need to be clearly stated and measurable)
- The chosen activities
- The staff, resources and materials needed to make it happen
- The time frame for completion
- The evaluation plan to measure results

The action plan can also be used as part of a presentation to sell management on your well-being programme and create interest for the specific strategies and activities you plan to implement.

Sample Action Plans

Objective: promote physical activity

- **Strategy:** Provide an incentive-based programme to encourage activity.
- **Activity:** Implement a walking challenge among employees.
- **Resources needed:** Walking teams, team captains, pedometers and recording sheets or devices
- **Time frame:** May-July
- **Evaluation method:** Pre and post survey of employee activity levels

Objective: improve employee nutrition

- **Strategy:** Offer low-cost, healthy food options in vending machines, cafeterias and break rooms.
- **Activity:** Conduct inventory of current options and communicate with food suppliers to increase healthy options.
- **Resources needed:** Healthy snack and meal suppliers, research on low-cost, nutritious dietary options
- **Time frame:** January-February
- **Evaluation method:** Count of healthy food options before and after the initiative

Chapter 6: Embracing Social Media in Your Programme

If you're looking for ways to increase the effectiveness of your workplace well-being programme, consider social networking as a low-cost solution. Utilising social networking to enhance your well-being programme can increase participation and retention, help improve employee behaviours and save your organisation money.

Why Use Social Networking?

- **Tapping into social networking can increase participation among your employees.** It allows colleagues to challenge each other to participate in well-being initiatives in ways that traditional well-being programmes cannot. The peer-to-peer dynamics online and offline can increase employee participation and engagement.
 - **Example:** Consider creating Facebook® groups for employees, depending on their well-being interests. Employees can invite others to join the group and become more involved. Once a few groups are created, invite employees to create groups of their own and encourage their colleagues to participate.
- **Social networking can keep employees involved in the programme.** It can be difficult to find new ideas and initiatives to keep well-being programmes fresh. And it's always a challenge to find a way to reach employees outside the workplace. With social networking, employees can create their own groups and share information about topics that are important to them. This can result in a more long-term engagement with the well-being programme.
 - **Example:** Finding others with similar goals is important to help employees stay with the programme. With help from social networking outlets such as Facebook® groups, employees can find exactly what they're looking for and get involved with those who have similar interests, as well as stay motivated to continue the programme with their peers.
- **Modify behaviours to become healthier with social networking.** Those around you have a tremendous impact on your health – if your employees see colleagues losing weight, quitting smoking, increasing their exercise or otherwise embracing a healthier lifestyle, they will be more likely to join in and do so as well. You can help employees adopt healthy behaviours by increasing peer influence through social networking.
 - **Example:** Consider using a corporate Twitter® account to post health and well-being articles, information and success stories. When employees “follow” you, they will receive overall well-being information as well as examples of how others are embracing a healthier lifestyle.
- **Utilising social media is free.** Don't have a large budget for financial incentives related to your well-being programme? Social media is free and public recognition within these mediums can be very influential in reaching the goals of your well-being programme.
 - **Example:** Twitter can be a great outlet for recognising employees as a component of an incentive-based programme. Consider tweeting names of incentive winners to create company-wide awareness for the programme. If there is a prize associated with the recognition, make that known as well. The public recognition will encourage others to meet incentives and continue to embrace a healthier lifestyle into the future.

Chapter 7: Calculating Your Programme's ROI

Now that you've created a well-being programme, it's important that you determine whether your efforts are actually paying off. To do this, you must calculate the return on your investment (ROI). Calculating your ROI will help quantify your well-being programme's success and effectiveness. Use these tips to guide you.

Why Evaluate Your Well-being Programme?

- **To gather feedback** about your initiatives to improve programming efforts and benchmark your current offerings. By gathering feedback on a regular basis about your well-being efforts, you can make modifications and improvements to your programme. This is the best way to create a programme that is effective and fits your employees' needs.
- **To show the value** of your programme. By collecting data that shows how your programme has influenced and changed your employees in a positive way, you can demonstrate the value of the programme to upper management and its continued need for funding.
- **To calculate change.** ROI information will help you determine how much positive change is actually occurring from your well-being efforts. Information like employee satisfaction with the programme, behaviour changes, biometric measures and test data will show how your programme has made a positive impact on the lives of your employees – and where this is still a need for improvement.
- **To benchmark your success.** ROI data will show what you've accomplished.
- **To compare the success** of different intervention efforts. Evaluating various programmes and then comparing their success allows you to determine which programmes are most valuable to your employees and/or most effective. Moving forward, you can modify or eliminate those that were not as successful.

What Factors Should You Evaluate?



Participation— Tallying participation for the various activities in your well-being programme will show you what is of interest to your employees.



Employee satisfaction— This information shows how much people enjoyed or appreciated your well-being programme initiatives. Use this opportunity to allow people to provide suggestions for improvement and share their favourite programme features.



Behaviour and habit changes— Obtain information about your employees' health and habits before the programme begins and then periodically thereafter. Use this data to determine if your well-being efforts positively changed their behaviours.



Biometric measurements— Measurements include blood pressure, weight, body mass index (BMI), etc. Use this information to demonstrate how your efforts have positively changed quantifiable measurements, especially to senior-level management and those who do not see the value of your well-being programme.



Productivity changes— Productivity may include missed days of work, time away from work tasks, etc. Gauging an improvement in productivity will provide information regarding your programme's impact on your employees' health and well-being. This information is just as important as positive changes in your employees' physical health.



Cost savings— This can include cost savings related to staff, such as reduced recruitment fees, reduced absenteeism and increased productivity. In addition, look at insurance-related costs savings such as employers' liability costs.

How Can You Evaluate Your Well-being Programme?

- Obtain programme registration sheets to see who is attending well-being events and how popular different events are to your employees.
- Conduct participation surveys during and after well-being programme efforts.
- Administer self-reported behaviour surveys.
- Collect and track data such as productivity, claims costs, biometric measurements and satisfaction throughout your programme.

When Should You Evaluate Your Well-being Programme?

- On an ongoing basis for participation in well-being events and satisfaction surveys for well-being efforts
- On an annual basis for personal health assessments, Health Risk Appraisals and well-being interest surveys
- On a bi-annual basis for claims analysis and company health and productivity audits

Chapter 8: Evaluating Your Programme

It is likely your organisation implemented a workplace well-being programme to reduce health-related costs (eg employer's liability costs) increase productivity, decrease absenteeism and improve employee health, morale, recruitment and retention.

Evaluating your programme will provide the information you need to measure whether your employees' attitudes, behaviours and health indicators have improved as a result of your programme. This information will then allow you to make any necessary modifications to the programme.

Types of Evaluation

It is important to measure both the process and the outcome of your programme. Measuring the satisfaction of the process can be done on a more immediate basis than measuring the outcome of your programme. Some examples include:

- Participation levels – The number of staff enrolled and participating will demonstrate employee interest in the programme and how well it is supported and promoted.
- Programme registration sheets – Similar to analysing participation levels, these logs capture programme information that can be compared from year to year.
- Participant satisfaction – This can be measured by conducting surveys, focus groups and interviews, among other things. Surveys that show how management and employees perceive the well-being programmes are a good indicator of the reputation of a programme. Also keep track of policy (no smoking, flexitime, etc.) and environmental (exercise opportunities, safety hazards, etc.) changes and get employee feedback on each aspect.
- Health risk assessment data
- Productivity questionnaires

Outcome evaluation is more difficult and takes longer to show up in your data. Identify the markers you are measuring and have a benchmark to compare against. Examples of outcome measures include:

- Pre- and post-test surveys – These can measure changes in attitude, knowledge, and current eating and physical activity habits from initial assessment to completion of a specified programme or campaign. In addition to surveys distributed to employees, you can also ask employees to fill in self-reported behaviour-change surveys in which they indicate how they moved from an uninvolved employee to a motivated participant of the programme.
- Quiz employee knowledge and skill pre- and post-participation.
- Measure the popularity of healthier vending machine options.
- Measure health indicators (blood pressure, cholesterol, BMI, weight, etc.) and risk factors (obesity, high blood pressure, tobacco use, etc.) pre- and post-programme.
- Measure turnover and recruitment since implementing your well-being programme. Employees generally view companies with well-being programmes as more desirable places to work.
- Measure your corporate costs and return on investment (ROI). What a programme costs to implement and run should be easy to quantify. Compare these costs to your savings from such things as reduced absenteeism and employee turnover to measure your ROI.

Evaluation Schedule

- Periodically evaluating your well-being programme will offer the same benefits of evaluating any other business investment.
- Frequently: Evaluate participation using registration records and participant satisfaction surveys on an ongoing basis.
- Annually: Conduct personal health assessments, health risk appraisals and health screenings once a year.
- Biennially: Conduct a claims analysis and health and productivity audit every two years. This information represents large data sets that do not change frequently but are important to your programme



Appendix A: Assessment Tools



Workplace Well-being



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Conducting a Well-being Environment Assessment

Completing an environment assessment helps you identify your organisation's strengths and weaknesses regarding well-being. The assessment will lead your well-being team to recommend changes to make the workplace more supportive of healthy behaviours, such as healthy food choices in vending machines, encouraging walking during break times or policies to enforce no smoking on workplace grounds.

You may find some of the actions for supporting healthy behaviours are easy to do and others may not be feasible or efficient in your workplace. The assessment results can also be used as a baseline measure for future evaluation. The initial assessment can later be compared with a follow-up assessment to track progress.

Before the Assessment

Identify a workgroup of at least four to five people who will be responsible for completing the assessment. This may be a subset of your well-being workgroup.

Forming a diverse group from all areas and levels of your organisation is important for

meaningful assessment and successful planning and implementation. Participants could be human resources, employees from various departments, administrators, supervisors or well-being staff.

Use the assessment as a starting point for your well-being initiative. Once you have completed the assessment, determine which areas the workgroup will focus on, such as healthy eating, physical activity or even general well-being.

Establish a time for the workgroup to meet and monitor the progress. Also, determine a schedule for annual assessments so that the assessment can serve as a tool for continuous improvement and accountability over time.

Part 1: Well-being Assessment Checklist

Complete a workplace well-being assessment checklist to determine which well-being components you currently have at your organisation.

This can be done with the full workgroup, or you may want a few key personnel (such as the Human Resources lead, Well-being Coordinator or Workgroup Coordinator) to do a preliminary scan based on information they gather and then let the full workgroup react to their findings.

Completion of the checklist provides a reference point of the well-being functions that are currently in place and provides an overview of some of the items that should be considered for a comprehensive well-being programme.

Your checklist should include the following:

- **Categories**— Consider using these six major categories: General, Physical Activity, Nutrition, Health Screening, Tobacco Use and Emergency Response Plan. Each category should have several questions that address what you currently have in place at your workplace.
- **Current status**— List whether you have the component (Yes), are in the process of instituting the component or planning for the component (In Process) or don't have the component at all (No). At the end of each category, subtotal the number in each column and then total all of the categories at the end of the checklist to get an overview of where your workplace well-being programme currently rates. You should also use this baseline measure as a benchmark for later evaluation.
- **Potential priorities**— After you have completed the assessment and the employee interest survey, you can use a potential priority column to indicate what components you might want to focus on that are either currently in process or don't exist. This can serve as a first screening of possible areas to focus on as you develop your action plan.

Part 2: Employee Input

You should conduct an employee survey to get a better understanding of your target audience (eg your company's employees) and get an initial idea of their current health habits and interest areas.

The survey can be tailored to your workplace and can be done in paper form or through the use of survey instruments on the internet or through a third party.

As with the workplace environmental assessment, the employee survey results can also be used as a baseline measure for later evaluation. The initial survey results can be compared with a follow-up survey several months later to note progress.

You should also consider engaging employees in focus groups or informal interviews to gather information on their wants and needs. This can be done either before or after the survey, or in place of the survey if you don't have the resources to survey employees.

Whatever method you use to gather information, make it as easy as possible for employees to complete and submit the information so you get a high return rate. Consider offering an incentive or prize for people who complete the survey.

Workplace Well-being



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Conducting Health Risk Assessments for Your Well-being Programme

A health risk assessment (HRA) is a tool for determining the presence of disease and for estimating the risk that someone with certain characteristics will develop a disease. HRAs can be used by employers to identify at-risk employees and target specific strategies to promote employee well-being and reduce health-related costs, such as employer's liability. Consider the following guidance when conducting an HRA.

The Benefits Conducting HRAs

HRAs are appealing for several reasons:

- They are easy to complete and are generally popular with employees.
- They may increase individual motivation and participation in your workplace well-being programme because they uncover health risks.
- They provide group data that can be used by the employer to identify major health problems and risk factors that can be addressed in well-being initiatives.

Factors to Include

The three components of an HRA are questionnaire, risk calculation and educational reports. Typically, each employee will receive a confidential report and the employer will receive an aggregate report with grouped statistics from all employees.

Some of the most common factors included in a health risk assessment include:

- **Blood Glucose Level:** Blood tests can determine the presence of diabetes or pre-diabetes.
- **Blood Pressure:** Pressure readings are taken and information is gathered about employees' medical background and blood pressure history.
- **Stroke Conditions:** Blood test is done to detect the presence of blood vessel abnormalities.
- **Body Mass Index (BMI):** A measure of weight relative to height to measure body fat.
- **Cholesterol:** Good and bad levels of cholesterol are detected using a blood test, and information is gathered about diet and medication use.
- **Coronary Disease:** Employees are questioned on their lifestyle choices and any previous heart problems.

- **Demographic Information:** Information is gathered about gender, age, weight, height, race, marital status and geographic location to improve well-being efforts.
- **Family History:** Employees are given a high-level questionnaire about the presence of certain diseases within their families.
- **Stress:** Employees are questioned on their stress levels and sources of stress.
- **Physical Fitness:** Employees are questioned on their activity level.
- **Tobacco Use:** Employees are questioned on their tobacco use.

Keep in mind that the UK has laws involve privacy and discrimination issues and the use of incentives or penalties based on this information.

Employers should be familiar with these laws to make sure their programmes are in compliance. It is wise to seek competent legal advice or legal opinion when devising and implementing a health risk assessment to ensure your company is not at legal risk.

Employees can often complete assessments through printed or electronic surveys. Electronic HRAs tend to be less expensive and have faster feedback. In addition, employers may provide on-site professionals to measure indicators such as blood glucose, blood pressure and cholesterol.

Selecting an HRA Supplier

Before selecting an HRA supplier, consider asking each potential company the following questions to help you find the best fit for implementing your HRA.

- **How long has your company been in business?** Opt for an experienced supplier to increase the likelihood that their product is field-tested, successful and reliable.

- **What other types of employers have used your HRA tools?** Select a supplier that has a vast client base, knowledge of your industry and a good reputation.
- **Is your HRA tool affiliated with any other organisation or institution?** Select suppliers who have affiliations with highly respected organisations and institutions. Be wary if potential suppliers cannot or will not provide you with the names of their partnerships.
- **What is the price of the services we're looking for?** Before contacting suppliers, have a price per employee in mind and be honest and open about how much you would like to pay.
- **Can you provide me with references of other employers who have used your HRA tools?** Ask for the names and telephone numbers of a few references who have used the proposed HRA plan. Contact each company to find out their experiences with the supplier.
- **Are you or have you been involved in litigation against your company relating to your HRA tools?**
- **Are you compliant with all UK laws and regulations?** Find out whether the supplier understands UK laws and regulations and if they have effectively created their HRA tools with these guidelines in mind. Involve your company's legal department in this part of the process.
- **Where will my company's data be stored?** Select suppliers that will confidentially store your data in the UK, rather than overseas.
- **What customer service and/or technical support is available to my employees?** Choose suppliers who have a toll-free number or electronic support for your employees. They may need assistance logging on to the system, taking the assessment or generating the report.

Workplace Well-being



Provided by RS Risk Solutions Ltd

Workplace Well-being Assessment Components

When your workplace implements a well-being programme, it's important to use a comprehensive assessment to ensure your programme will run smoothly and accomplish key initiatives. Consider the following components in your workplace well-being assessment.

| GENERAL COMPONENTS | COMPLETED |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Do you have a commitment from key stakeholders such as senior management, human resource managers, safety officers, staff members, etc.? | <input type="checkbox"/> |
| Does the workplace have a current policy outlining the requirements and functions of a comprehensive workplace well-being programme? | <input type="checkbox"/> |
| Does the workplace have a representative committee that meets at least once a month to oversee workplace well-being programmes? | <input type="checkbox"/> |
| Does the workplace have a workplace well-being plan in place that addresses the purpose, nature, duration, resources required, participants involved and expected results of a workplace well-being programme? | <input type="checkbox"/> |
| Does your new employee orientation include an explanation of workplace well-being programmes and are new employees given copies of any physical activity, nutrition and tobacco use policies? | <input type="checkbox"/> |
| Does the workplace offer educational programmes for health areas such as physical activity, nutrition and stop smoking programmes? | <input type="checkbox"/> |
| Does the workplace promote and encourage employee participation in its physical activity, nutrition education and weight management programmes? Examples of ways to 'promote and encourage employee participation' include: <ul style="list-style-type: none"> • Information at new employee orientation • Information on programmes provided within pay cheques • Flyers on wall or noticeboards • Letters sent directly to employees via post • Announcements at employee meetings • Employee newsletter articles • Incentive/reward programmes • Public recognition • Sponsor employee sport teams | <input type="checkbox"/> |
| Does the workplace provide or arrange for health counselling or other support mechanisms to modify behaviour? | <input type="checkbox"/> |
| Does the workplace offer or provide adequate health care cover for employees and their families for prevention of and rehabilitation for chronic disease? | <input type="checkbox"/> |
| Is there a workplace budget for employee health promotion that includes funds for programmes and/or a portion of a salary for a coordinator? | <input type="checkbox"/> |

| PHYSICAL ACTIVITY COMPONENTS | COMPLETED |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Does the workplace have a company culture that discourages sedentary behaviour, such as TV viewing on breaks and sitting for long periods of time? | <input type="checkbox"/> |
| Does the workplace support flexible scheduling for physical activity during duty time? | <input type="checkbox"/> |
| Are employees provided with breaks during working hours and encouraged to be active during break time? | <input type="checkbox"/> |
| Does the company map out on-site walking trails or nearby walking routes? | <input type="checkbox"/> |
| Does the company encourage employees to map their own biking or walking route to and from work? | <input type="checkbox"/> |
| Does the company allow for “walk and talk” meetings instead of conference room meetings to encourage additional bouts of activity? | <input type="checkbox"/> |
| Does the workplace provide exercise/physical fitness messages and information to employees? | <input type="checkbox"/> |
| Does the workplace provide prompts to promote physical activity near each stairwell or lift? | <input type="checkbox"/> |
| Does the workplace provide bike racks in safe and convenient locations? | <input type="checkbox"/> |
| Does the workplace provide outdoor exercise areas, playing fields or walking trails for employee use? | <input type="checkbox"/> |
| Does the workplace provide or support a broad range of competitive and non-competitive physical activities that help develop the skills needed to participate in lifetime physical activities? | <input type="checkbox"/> |
| Does the workplace offer company-sponsored fitness-oriented programmes or clubs for employees other than at an exercise facility? | <input type="checkbox"/> |
| Does the workplace provide free, discounted or employer subsidised memberships to fitness centres? | <input type="checkbox"/> |
| Does the company offer incentive-based programmes to encourage activity (eg pedometer walking campaigns)? | <input type="checkbox"/> |
| Does the workplace provide on-site physical activity classes such as aerobics, kickboxing, dancing, etc.? | <input type="checkbox"/> |
| Does the workplace provide an on-site exercise facility? | <input type="checkbox"/> |
| Does the workplace provide incentives for engaging in physical activity (e.g., merchandise, coupons, money)? | <input type="checkbox"/> |
| Can all employees use the workplace’s indoor/outdoor physical activity facilities outside of work hours? | <input type="checkbox"/> |
| Does the workplace provide on-site child care to facilitate physical activity participation? | <input type="checkbox"/> |

| NUTRITION COMPONENTS | COMPLETED |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Does the company send healthy eating messages to employees (delivered via email, messages, payroll stuffers, noticeboards, etc.)? | <input type="checkbox"/> |
| Does the workplace promote the consumption of fruits and vegetables in catering/cafeteria policies through motivational signs, posters, etc.? | <input type="checkbox"/> |
| Does the workplace provide protected time and dedicated space away from the work area for breaks and lunch? | <input type="checkbox"/> |
| Does the workplace offer appealing, low-cost, healthful food options, such as fruits and vegetables, juices and low-fat dairy products in vending machines, snack bars and break rooms? | <input type="checkbox"/> |
| Does the workplace promote healthy choices by: <ul style="list-style-type: none"> • Increasing the per cent of healthy options that are available • Using competitive pricing to make healthier choices more economical • Calling attention to healthy options | <input type="checkbox"/> |
| Does the workplace require on-site cafeterias to follow healthy cooking practices? | <input type="checkbox"/> |
| Does the workplace require on-site cafeterias to set nutritional standards that align with dietary guidelines? | <input type="checkbox"/> |

| | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Does the workplace provide appropriate portion sizes and provide portion size information via labelling food to show serving size and calories and by using food models and pictures or portable food scales for weighing portion sizes? | <input type="checkbox"/> |
| Does the workplace offer healthful food alternatives at meetings, company functions and events? | <input type="checkbox"/> |
| Does the workplace make water available throughout the day? | <input type="checkbox"/> |
| Does the workplace make kitchen equipment (refrigerators, microwaves, stoves, etc.) available for employee food storage and cooking? | <input type="checkbox"/> |
| Does the workplace offer locally grown fruits and vegetables at the workplace? | <input type="checkbox"/> |
| Does the workplace provide on-site gardening? | <input type="checkbox"/> |
| Does the workplace provide interactive food opportunities such as taste testing, food preparation skills and peer-to-peer modelling? | <input type="checkbox"/> |
| Does the workplace have workplace policies and programmes that promote breast-feeding? | <input type="checkbox"/> |
| Does the workplace provide an appropriate place for breast-feeding or pumping? | <input type="checkbox"/> |
| Does the workplace provide lactation education programmes? | <input type="checkbox"/> |
| Does the workplace provide incentives for participation in nutrition and/or weight management activities? | <input type="checkbox"/> |
| Does the workplace include the employees' family members in campaigns promoting fruit and vegetable consumption? | <input type="checkbox"/> |

| TOBACCO USE COMPONENTS | COMPLETED |
|---------------------------------------------------------------------------------------------------------------|--------------------------|
| Does company policy prohibit tobacco use anywhere on the property? | <input type="checkbox"/> |
| Does the company post prompts/posters to support the no tobacco use policy? | <input type="checkbox"/> |
| Does the company promote the NHS Smoke free Helplines (0800 022 4 332)? | <input type="checkbox"/> |
| Does company policy support participation in smoking cessation activities during duty time (flex time)? | <input type="checkbox"/> |
| Does the company provide counselling through an individual, group or telephone counselling programme on-site? | <input type="checkbox"/> |
| Does the company provide individual, group or telephone counselling sponsored through your health plan? | <input type="checkbox"/> |

| CARDIAC EMERGENCY COMPONENTS | COMPLETED |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| Does the workplace have a written plan for emergency response to cardiac events at their facility? | <input type="checkbox"/> |
| Does the workplace provide emergency training in cardiopulmonary resuscitation (CPR) and/or automated external defibrillators (AEDs) for response to cardiac events in the facility? | <input type="checkbox"/> |

WORKPLACE WELL-BEING CALCULATOR

A healthy workforce is demonstrably more productive, engaged and cost efficient. Unhealthy employees cost employers billions of pounds each year from things like lost productivity and visits to A&E. However, simple well-being initiatives can help lower expenses and establish a more secure bottom line. Are you taking the appropriate steps to save money at your organisation?

Instructions: Begin by answering the questions below. Each response will be given a numerical value depending on the answer. After completing the questions, total your score using the scale at the bottom of the page.

Yes: 0 points | **No:** 2 points | **Unsure:** 2 points

| QUESTIONS | YES | NO | UNSURE | SCORE |
|-----------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|-------|
| 1. Are education well-being' posters featured visibly around the workplace? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 2. Do employees have ready-access to health care education materials? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 3. Does your organisation utilise well-being programmes or initiatives, focused on employee health? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 4. Does your organisation offer any disease management programmes? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 5. Does your organisation offer any nutritional education programmes? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 6. Is your organisation doing enough to lower employee stress? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 7. Is your organisation actively promoting smoking cessation practices? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 8. Has your organisation researched well-being programmes used by others in the same sector? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 9. Has your organisation ever conducted a health fair? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| 10. Do you communicate regularly with employees about the ways to stay healthy? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | |
| TOTAL SCORE | | | | |

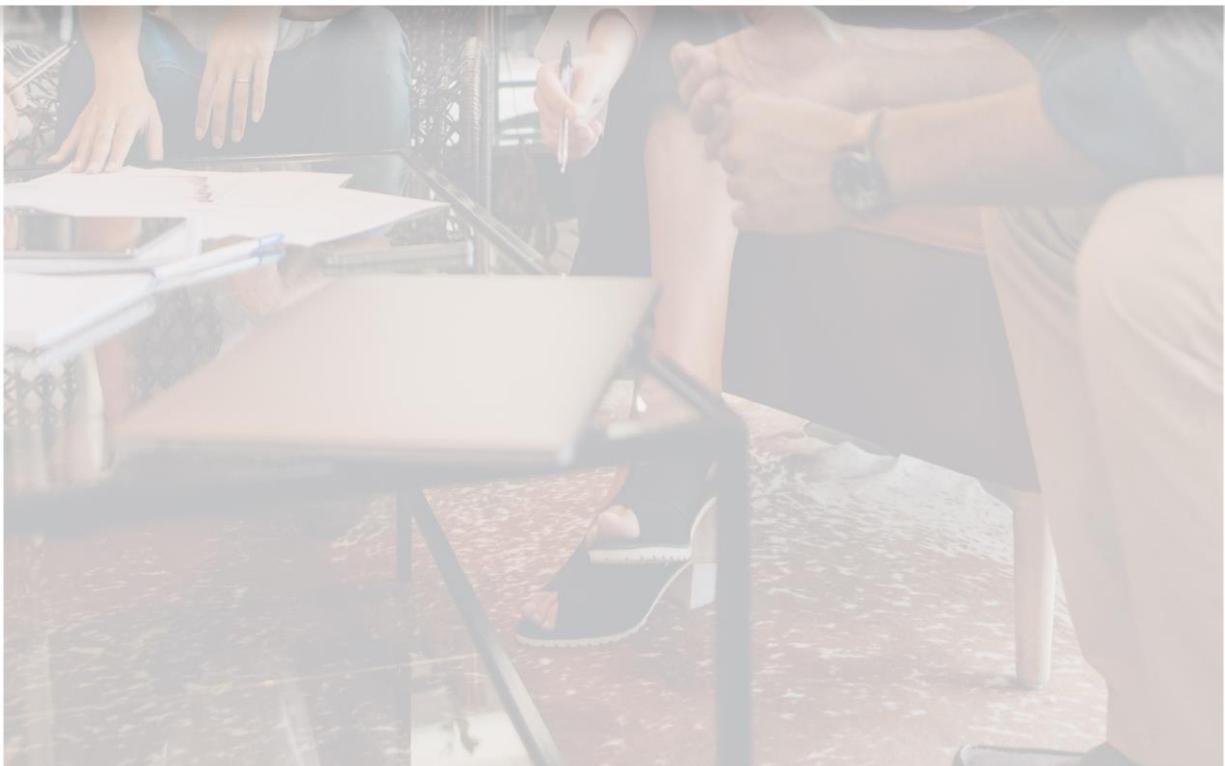
Low Risk. Contact RS Risk Solutions Ltd to confirm: 0-6

Moderate Risk. Contact RS Risk Solutions Ltd today: 7-13

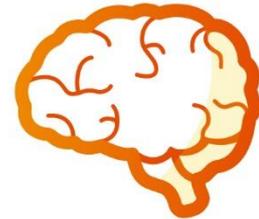
High Risk. Contact RS Risk Solutions Ltd today: 14-20



Appendix B: Sample Well-being Initiatives



Workplace Well-being



Provided by RS Risk Solutions Ltd

Well-being Initiatives to Promote Employee Stress Management

Employees may not realise it, but stress is a leading contributor to many health problems. Lowering stress can reduce the risk of severe medical concerns, such as depression, anxiety, heart disease and gastrointestinal problems. Not to mention, reducing stress levels can help individuals feel happier, more focused and more productive on at work.

As an employer, you can play an important role in decreasing employee stress. Consider the following guidance.

Activities and Programmes

- **Monthly chair massage**— On-site professional massages allow employees to reduce their stress without even leaving work. These can be offered in 10- or 15-minute blocks, allowing employees to return to their jobs refreshed and renewed.
- **Exercise class**— Exercise is a great way to relieve and even prevent stress. Offer a variety of class times (before and after work, during lunch, etc.) as well as various types of classes – from relaxing yoga to stress-busting kickboxing.
- **Stress management class**— Provide employees with the education and tools

to manage time and tasks, to cope with daily stressors and to prevent stress from damaging their health.

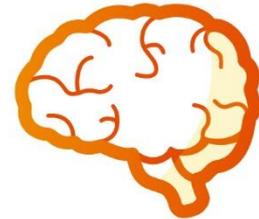
- **Comedy day**— You can't worry and laugh at the same time! Bring in a stand-up comedian, show old black-and-white comedies and/or hold a contest for funniest home videos and funniest jokes.
- **Meditation room**— Provide a designated space where employees can sit quietly and use meditation or prayer to defuse their stress.
- **Recognition**— Celebrating workplace successes can raise employees' morale and allow them to put their challenges in perspective. Make sure to recognise employees who have completed important projects, taken on a new challenge or had notable accomplishments.

Workplace Incentives

- **Stress-relieving squeeze balls**— These are popular toys for releasing tension and can serve as inexpensive prizes for contest winners or activity participants.
- **Give away a free massage**— Local massage professionals may want to contribute a free massage as part of an incentive or prize because it allows them to advertise their services.

- **Spa day**— This may involve a facial, massage, hair and nails or other combination of beauty and well-being offerings. A day at the spa is a relaxing way to rejuvenate your spirit and appearance. Ask local spas to contribute a coupon or discount.
- **Paid holiday**— This surprisingly inexpensive option can give hard-working employees a free day to just relax or take care of responsibilities at home or appointments that have been put off.
- **Gym membership**—Persuade your employees to participate in programmes and activities by offering a free or discounted gym membership. Regular exercise will reduce stress levels, and helping with the cost will encourage many employees to utilise this benefit.
- **Audio book on breathing exercises**— Voice-guided practise in breathing exercises allows employees to relax, slow their heart rate, rid their minds of stressors and learn a simple technique to manage stress that will last them a lifetime.

Workplace Well-being



Provided by RS Risk Solutions Ltd

Well-being Initiatives to Promote Employee Nutrition

Maintaining a healthy, balanced diet is key to ensuring overall well-being. Helping your employees incorporate proper nutrition into their lifestyle can improve workplace productivity and reduce the risk of severe health concerns, such as obesity and heart disease. Prioritise workplace well-being and foster healthy eating habits among your employees with the following guidance.

Activities and Programmes

- **Healthy lunch days**— Have participants bring healthy dishes to share at lunch.
- **Bake sale**— Employees can contribute their favourite healthy baked goods recipes for a fundraising event.
- **Nutrition Lunch & Learn**— Host a lunch where you can teach employees about healthy eating, including proper portion sizes and examples of nutritious snacks.
- **Summertime garden share**— Have participants bring fresh produce from their gardens to trade. Consider providing educational classes with tips for

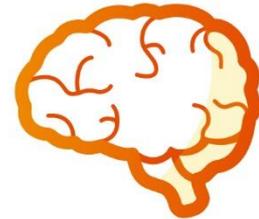
gardeners and suggestions for beginners who want to grow their own produce.

- **Sufficient breaks**— Provide protected time away from the work area for meals.
- **Offer water**— If employees have easy access to water on-site, they may be less likely to drink unhealthy beverages.

Workplace Incentives

- **Coupons to a farmer's market**— Help employees take advantage of your local farmer's market by offering discounts.
- **Gift basket**— Fill baskets with seasonal fruit and vegetables, whole grain treats and a fruit and nut trail mix.
- **Cooking class**— When employees learn how simple and delicious healthy meals can be, they will be inspired to regularly cook nutritious meals. Contact local businesses for discounts.
- **Healthy cookbook**— A variety of cookbooks focus nutritious recipes and offer tips for healthy eating. Consider giving away these cookbooks as a prize for well-being participation or as a gift to employees to encourage nutritious eating.
- **Participation rewards**— Provide incentives for participation in nutrition-based activities or programmes.

Workplace Well-being



Provided by RS Risk Solutions Ltd

Well-being Initiatives to Promote an Active Lifestyle for Employees

Ensuring proper levels of physical activity is crucial to maintain overall health and well-being. Indeed, exercising for approximately 30 minutes a day, five times a week can offer a range of benefits, such as improving mental health, decreasing the risk of obesity, lowering blood pressure, preventing bone loss and decreasing the risk of heart disease.

As an employer, promoting an active lifestyle can help foster workplace well-being and reduce your risk of employees suffering from serious health complications. Consider the following initiatives to get your organisation up and moving.

Activities and Programmes

- **Exercise classes**— You can target different populations by providing a variety of classes at different times. Some people will be attracted to intense aerobic activity, while others will prefer slower-paced classes. Generate excitement by introducing new kinds of exercise throughout the year, such as tai chi, kickboxing, yoga and Pilates.
- **Walk for charity**— Some people may be motivated to get fit by the thought of helping those in need. Select a good cause – or several – and encourage employees to participate in a charity walk/run. You could even sponsor one that starts at your workplace.
- **Walking buddy**— People are more likely to stick with their exercise plan when they have a buddy or group for motivation. Provide incentives to encourage employees to team up or form walking groups. Also, hand out maps of walking routes that begin and end at the workplace.
- **Pre-shift stretching**— If sprains, strains and back pain are common occurrences at your job site, group stretching before the start of each shift can help improve job performance and prevent injury. Even for those at desk jobs, a morning stretch or yoga class can get the blood flowing and increase energy levels for the rest of the day.
- **Company football game**— Turn your annual picnic into a fun and active day on the pitch. Provide healthy drinks and lunch. Running, passing, and shooting will build morale and improve fitness at the same time.
- **Bike racks**— Offer convenient, safe and highly visible locations for employees to park their bicycles. Combine this initiative with an incentive programme that encourages employees to bike to work or bike during lunch.

- **Flexible schedules**—Offer flexible work hours to allow time for exercising during the day.
- **Encourage walking meetings**— When feasible, suggest that employees engage in “walk and talk” meetings, rather than sitting in a conference room.
- **Provide showers**— If possible, provide shower facilities on-site to encourage employees to exercise during the day.

of options, including for beginners, aerobics and the latest fitness trends.

Workplace Incentives

- **Gym membership**— Show your company’s commitment to health by providing well-being-boosting incentives like free or discounted gym memberships. This can be the motivation some people need to start exercising regularly. Solicit local gyms for discount packages or free promotional offers.
- **Pedometers**— These are great incentives that encourage employees to stick to their exercise programme by measuring steps and estimating distances. Encourage employees to take 6,000 steps daily for health or 10,000 steps daily for weight loss. A walking challenge can boost motivation for employees to get started.
- **Running shoes**— Boost participation in an exercise programme by offering a coupon for free or discounted running shoes.
- **Sporting goods store gift certificate**— Sports merchandise will help equip your employees to swim, run or engage in other physical activity. Your local sporting goods store may be willing to work with your company to create this incentive package, since it is sure to bring more fitness-focused customers into their store.
- **Exercise videos**— Some people are more comfortable exercising in the privacy and convenience of their own home. For these individuals, an at-home exercise regime can start with a motivational exercise video, either in the form of a DVD or online resource. Be sure to offer a variety