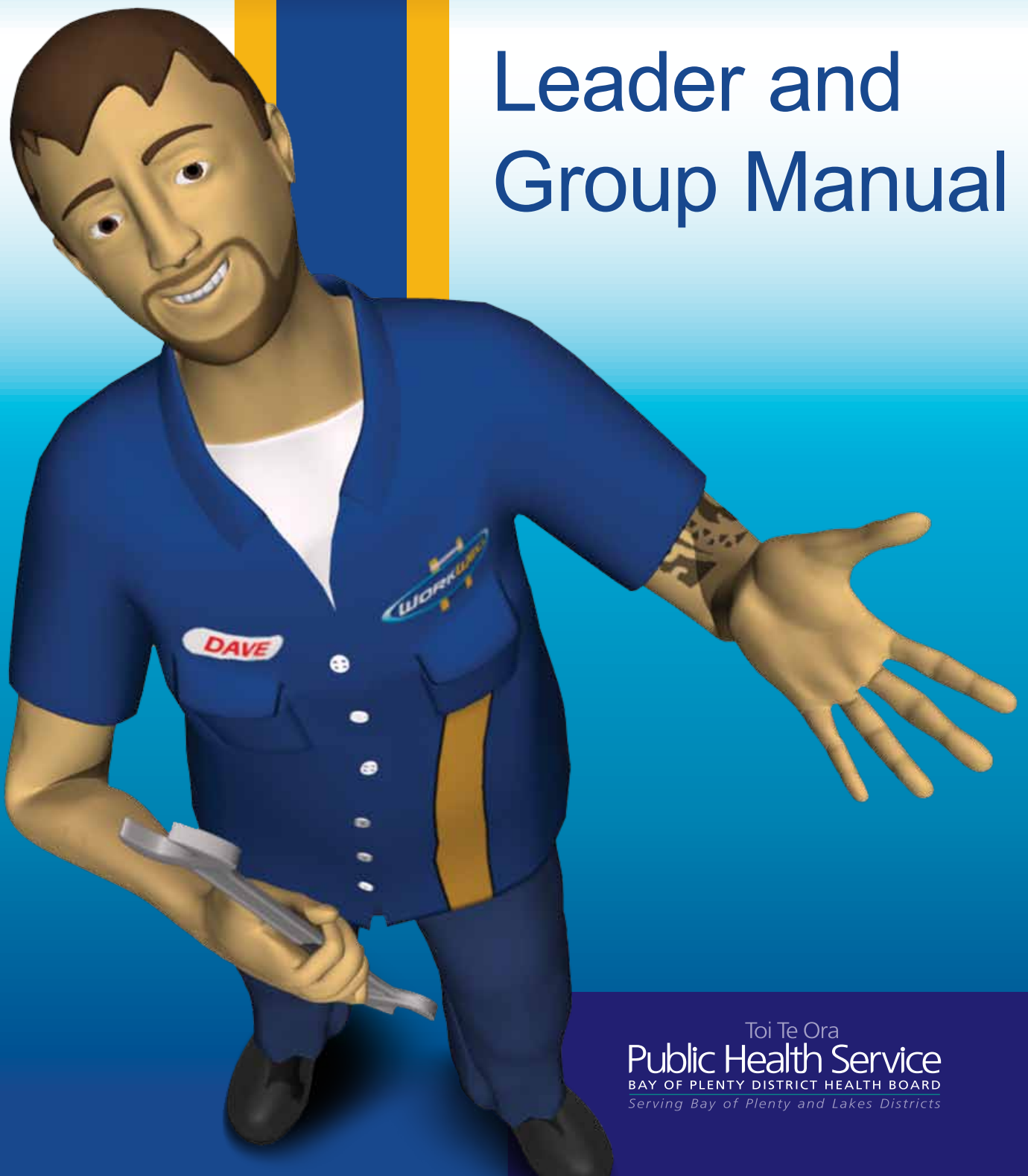




Leader and Group Manual

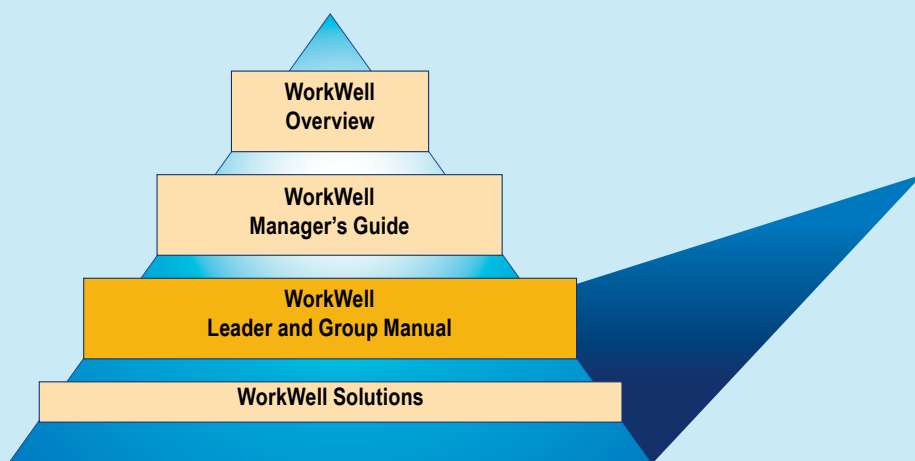


WorkWell – Your step by step manual

Congratulations on taking the first step to a healthier workplace

WorkWell is a reliable workplace wellness management system designed for employers in the Bay of Plenty and Lakes District Health Board regions. Regardless of the industry or size of your workplace, with WorkWell you can achieve optimum workplace wellness step by logical step. WorkWell will help your business succeed by gaining the competitive advantage of highly trained, motivated and well employees.

This manual, one in a series of WorkWell resources, has been designed to provide you with the 'practical tools' to implement WorkWell and achieve WorkWell Accreditation.



*If you haven't
already registered
for WorkWell
Accreditation
[REGISTER NOW!](#)*

We're here to guide you every step of the way

WorkWell is supported by a team of professional advisors and assessors based within three offices – Tauranga, Whakatane and Rotorua. The team offers:

- FREE professional support, time and advice
- FREE self help resources and tools to guide you every step of the way
- Workshops and networking opportunities
- Regular communication and updates
- Access to the most up to date research
- Links to health and wellbeing providers
- An opportunity to showcase your work amongst like minded organisations
- A well deserved marketing advantage with WorkWell Accreditation

Advisors are trained to support workplaces to implement WorkWell in a simple, yet effective manner. They will do everything they can to help you make your business succeed and be a great place to work.

If you have more questions or would like to speak to an advisor please contact us on 0800 221 555.

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What is workplace wellness?

Improving employee wellbeing

In the workplace, wellness is a broad term often misunderstood and used as a 'catch all' to describe the ever increasing range of health management services that workplaces offer. This can vary from on-site fitness centres and smoking cessation classes, to health risk appraisals and disease management programmes.

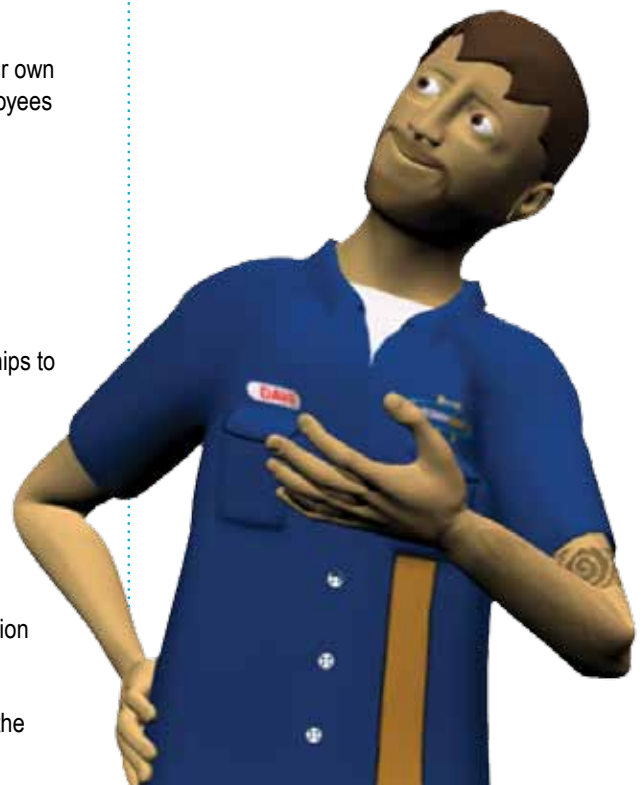
Workplace wellness can appear complicated and ad hoc, and risks being unsuccessful when you don't know why you are doing it, what to do or how to make it sustainable.

Workplace wellness is about doing everyday business in a way that leads to an improvement in employee wellbeing. We call this a wellness management system. A wellness management system puts in place simple strategies for managing employee wellbeing by focusing on the impact of the working environment and organisational systems.

WorkWell, our workplace wellness management system, enables you to develop your own workplace wellness action and evaluation plan. The goal of WorkWell is for all employees to have a healthy working life, supported by a healthy working environment.

A healthy working environment

- Is centred on the health and wellbeing of all employees
- Reflects a culture that values employees and promotes trust between people
- Demonstrates people working collaboratively and forming constructive relationships to achieve shared objectives
- Enables effective and open multi level communication channels
- Encourages and supports change and innovation
- Fosters creativity
- Promotes continuous learning
- Has a risk management approach that supports staff and is not simply risk aversion
- Recognises and adapts to changing work-life balance
- Reflects a culturally aware environment that is supportive of, and responsive to, the increasing diversity of the workforce
- Ensures the healthy choice is the easy choice by supporting and encouraging smokefree, healthy eating, physical activity, breastfeeding, mental health, alcohol and drug harm reduction, sun safety practices and other protective lifestyle factors



A healthy working life is one that continuously provides working aged people with the opportunity, ability, support and encouragement to work in ways, and in an environment, which allows them to sustain and improve their health and wellbeing.



Why should New Zealand workplaces look at wellness?

Research shows the New Zealand workforce has one of the lowest rates of productivity in the OECD. It is well recognised by organisations that future success in a globalising marketplace can only be achieved with a healthy, qualified and motivated workforce.

A workplace wellness management system can ensure a flexible and dynamic balance between customer expectations and organisational targets on the one hand and employees skills and health needs on the other. This can assist companies and work organisations to compete in the marketplace. The development of healthy working environments will be a pre-requisite for sustainable social and economic development.¹

Injury, illness and absenteeism cost New Zealand businesses big money

- \$3.6 billion in lost productivity from disengagement²
- \$1 billion in lost productivity from absences³
- \$395 million on ACC⁴
- \$240 million on private health care schemes⁵
- \$140 million on other health care measures⁶

Facts

- Only 17% of your employees are fully engaged in their work⁷
- Chronic disease is the leading cause of death (heart disease, diabetes and cancer)⁸
- The workforce is ageing (20% of people aged over 65 years will still be working in 2016), meaning economic growth will be dependent on increasing productivity and not labour utilisation⁹
- The workforce is becoming more diverse¹⁰
- The workforce is seeking more flexible working arrangements¹¹

To succeed, your business needs the competitive advantage of highly trained, motivated and well employees.

Employer benefits

- Reduced absenteeism – healthy, well and engaged employees come to work
- Increased productivity, morale and job satisfaction – employees committed to the success of the organisation will go the extra mile
- Reduced staff turnover – recruit and retain the best staff
- Improved corporate image – be known as a great place to work

A review of 55 case studies¹² found that over 80% of organisations had a reduction in sick absenteeism as a result of workplace wellness programmes. A third of organisations also noted reduced staff turnover, reduced accidents/injuries and improved employee satisfaction.

Employee benefits

- Improved health
- Increased energy and motivation
- Decreased risk of injury or illness
- Increased job satisfaction
- Increased ability to balance work and family life

There is a measurable link between a person's health and lifestyle and how productive they are at work¹³.

An overview of WorkWell

WorkWell helps businesses put in place simple strategies for managing employee wellbeing by focusing on the impact of the working environment and organisational systems.

WorkWell is designed to enrich employees' (and indirectly, their families) physical, mental, emotional, occupational and spiritual wellbeing.

WorkWell takes a multi-level approach that affects individuals' decisions and abilities to practice positive behaviours or to make needed lifestyle changes.

- Organisational - changes to ensure that the organisation's policies and practices support behaviour change. This could include legislation, regulations, formal and informal rules, as well as standards of practice. Examples include having smokefree worksites, sun safety policies or staff consultation systems.
- Environmental - changes to physical and social environments that make the healthy choice the easy choice. For example labelling healthy food options, providing easy access to health services or offering secure storage for bicycles.
- Individual - motivating change in individual employee behaviour by increasing knowledge and influencing attitudes or challenging beliefs. Examples include offering or supporting smoking cessation or health education programmes.

WorkWell is based on a process of continuous improvement



Currently there is no international standard of workplace wellness; however there is strong evidence about what works and of the necessary components of a good wellness management system.

WorkWell has been based on the best international accreditation schemes and adapted to meet the needs of New Zealand businesses.

WorkWell takes the requirements of an effective wellness management system and breaks the implementation of them down into three accreditation standards: [Bronze](#), [Silver](#) and [Gold](#).

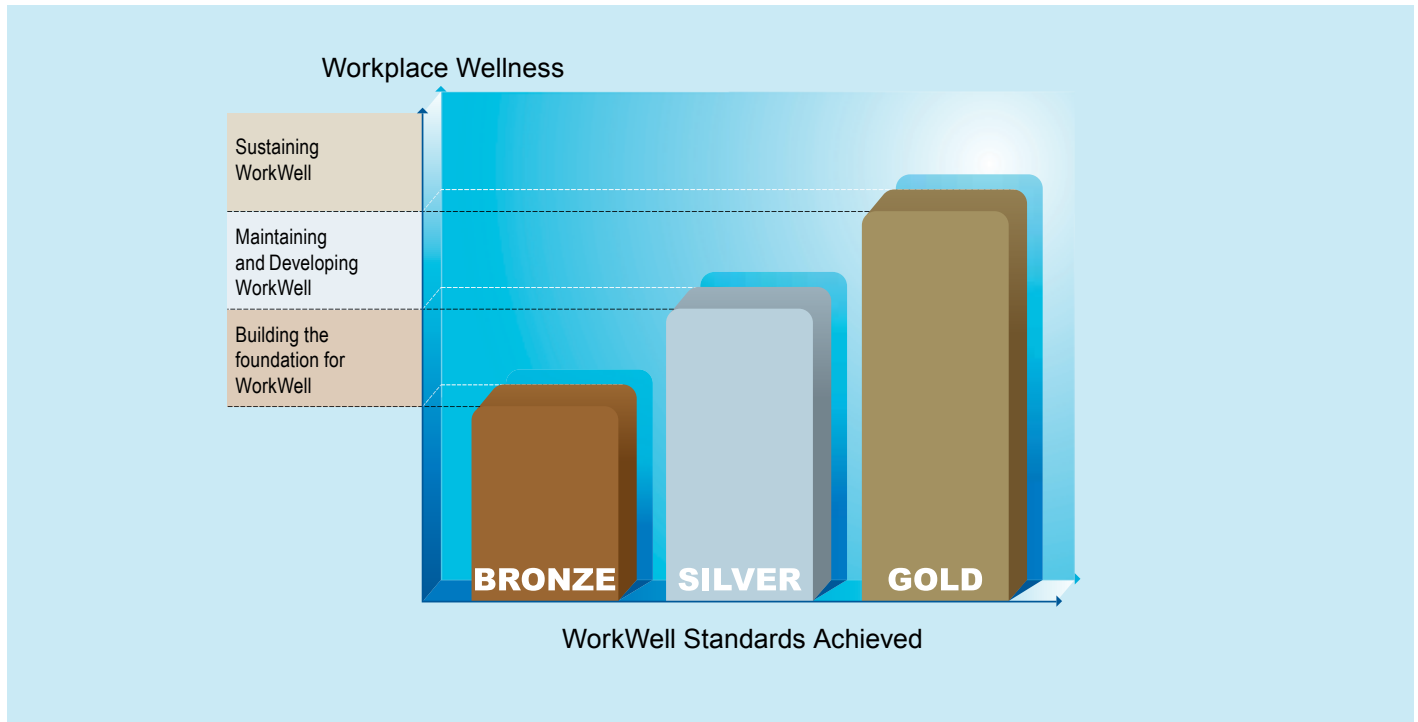
A wellness management system underpinned by accreditation criteria, like WorkWell, provides quality assurance for employees, suppliers, customers and the wider community that a high standard of workplace wellness is achieved, and provides a structured framework for progression.



WorkWell Accreditation

A leading workplace wellness accreditation scheme

WorkWell helps your organisation develop and implement an effective wellness management system and then certifies your organisation for these efforts following a site assessment – all in three manageable standards.



The three standards are

1. Bronze (building the foundation for WorkWell)

- Understand and prepare to implement WorkWell
- Develop a one year action and evaluation plan based on the needs identified (addressing three priority health areas)
- Develop or review an employee induction programme

2. Silver (maintaining and developing WorkWell)

- Maintain requirements for WorkWell Bronze Standard Accreditation
- Implement and monitor an annual action and evaluation plan based on the needs identified (addressing a further two priority areas) and demonstrate improvements
- Explore options for flexible work arrangements
- Promote environmental health

3. Gold (sustaining WorkWell)

- Maintain requirements for WorkWell Silver Standard Accreditation
- Develop a three year strategy to improve employee wellbeing
- Implement annual action and evaluation plans (addressing a further two priority areas) and demonstrate improvements
- Develop a business continuity plan
- Promote wellbeing in your local community
- Showcase your work with other like minded organisations

Key people

WorkWell Leader

Key to the successful development of WorkWell is the appointment of an enthusiastic WorkWell Leader. Ideally, this person would be influential within the organisation e.g. a member of the management team, or someone with responsibility for human resources.

The role of the WorkWell Leader is to initiate the early stages of WorkWell, ensure full commitment of the senior management team for all stages of the plan and to provide leadership to the WorkWell Group (See WorkWell [Leader Role Description](#)).

WorkWell Group

The WorkWell Group supports the WorkWell Leader and drives WorkWell. They make things happen; ensuring that the initiatives delivered reflect the needs of employees throughout the organisation, generating excitement and participation and ensuring that the action plan is sustained over time. The WorkWell Group is responsible for the overall effectiveness and provides co-ordination for WorkWell.

Senior management

Commitment from senior management to actively support the development and activities of the WorkWell Group is essential. Management need to be dedicated to making the worksite as healthy as possible for employees and are responsible for making formal policy and environmental changes to support worksite health. Employee participation in initiatives will also increase when management visibly supports and participates in WorkWell.

Senior managers and leaders need to be supportive of and prepared to

- Invest in WorkWell
- Develop the policies required to support a healthy working environment
- Address the issues identified by employees and focus on priority wellness areas
- Regularly promote activities and demonstrate leadership through participation
- Provide adequate resources (time, employee participation, materials and budget)
- Assume accountability for achieving outcomes

Participating employees

WorkWell is centred on the health and wellbeing of employees. Its success depends on employee commitment and participation. WorkWell is designed to increase knowledge, skills and abilities to empower employees to improve their health; however employees should never feel forced or coerced into doing something that makes them uncomfortable.

Unions

Unions or employee associations should buy into WorkWell and see the benefits for its member's right from the start.



WorkWell Solutions for health and wellbeing

The WorkWell priority areas for health and wellbeing

Everything around us affects our health, from where we work to what we eat. A variety of WorkWell [Solutions](#) have been developed to address key priority areas, all of which contribute to improving employee wellbeing. To achieve accreditation these need to be addressed in a systematic approach, focusing on one or two priority areas at a time.

You can use the WorkWell [Solutions](#) and WorkWell [Toolshed](#) to support you to achieve the requirements of the accreditation.

All workplaces undertaking WorkWell Accreditation are eligible to attend the FREE WorkWell [Workshops](#) or access FREE support from one of the WorkWell [Advisors](#). In addition you will be kept informed of relevant training workshops facilitated by other organisations. This will provide you with invaluable advice, increase your rate of progression, and make achieving the accreditation standards easier for you.



Healthy Eating

Diseases associated with poor nutrition are an increasing cause of preventable disability and death in New Zealand. Approximately 11,000 deaths per year are linked to nutrition related risk factors such as high cholesterol, obesity, poor fruit and vegetable intake, and high blood pressure. An estimated eight to nine thousand of these are likely to be due to dietary issues alone.¹⁴

The facts

- In the 2006/2007 New Zealand Health Survey, one in seven New Zealand adults reported that they currently take medication for high blood pressure, and one in 12 for high cholesterol.¹⁵
- One in three adults were reported to be overweight, and one in four obese.¹⁶
- Only 68% of New Zealand adults are reported to meet the recommended daily intake of vegetables, and only 55% the daily intake of fruit.¹⁷

WorkWell for Healthy Eating

An average adult will spend approximately 60% of their waking hours at work, and will consume about a third of their daily food intake in the time that they are there.¹⁸

Many factors within the worksite can impact on food consumption, including the availability of different food options, working conditions, and the dietary habits of workmates. Because of this, the workplace is also an ideal avenue for the promotion of positive healthy eating messages.

Knowledge and skills gained in relation to healthy eating in the workplace can also be transferred through to family members at home, improving the health of the wider community and reducing the need for employees to take domestic or sick leave.¹⁹

Download the [WorkWell for Healthy Eating Toolkit](#). Inside you'll find documents and resources to help you ensure:

- Your healthy eating programme is effective, sustainable and integrates with other WorkWell initiatives.
- The reasons for implementing a healthy eating programme have been justified and help gain management approval.
- Your success in developing a healthy eating policy and plan of action.

Remember all workplaces undertaking WorkWell Accreditation are eligible to attend the FREE WorkWell [Workshops](#) or access FREE support from one of the WorkWell [Advisors](#).

Physical Activity

Physical activity is widely celebrated for its health benefits, and is a key strategy in improving the wellbeing of New Zealanders. In addition to increasing physical fitness, physical activity is associated with a reduced risk of obesity, diabetes, cardiovascular disease, osteoporosis, depression, and a number of cancers.²⁰

The facts

- In the 2006/2007 New Zealand Health Survey, only half of all adults met the definition of being physically active on a regular basis. One in seven adults were reported to follow a sedentary lifestyle, engaging in less than 30 minutes of exercise over the period of a week.²¹
- Research indicates that employees who are physically active on a regular basis report more energy, greater morale, and improved job satisfaction.²²
- Research also highlights a link between an active workforce and cost saving outcomes, such as reduced absenteeism, reduced turnover, and improved productivity.²³

WorkWell for Physical Activity

Many jobs today involve low levels of physical activity, with employees spending long periods of time seated in front of a computer or operating machinery. In addition to this, many New Zealand workers spend more than 50 hours a week at work, leaving limited time for physical activity outside of the workplace.

New Zealand workers often identify this time restriction to be a barrier to their participation in physical activity. Workplaces can help by encouraging employees to bike or walk to work or meetings where possible, and providing shower and storage facilities to enable employees to freshen up before settling into their work.

Download the [WorkWell for Physical Activity Toolkit](#). Inside you'll find documents and resources to help you ensure:

- Your physical activity programme is effective, sustainable and integrates with other WorkWell initiatives.
- The reasons for implementing a physical activity programme have been justified and help gain management approval.
- Your success in developing a physical activity policy and plan of action.

Remember all workplaces undertaking WorkWell Accreditation are eligible to attend the FREE WorkWell [Workshops](#) or access FREE support from one of the WorkWell [Advisors](#).

Mental Health and Wellbeing

Good mental health is a recognised requirement for good physical health,²⁴ and a vital part of overall wellbeing.²⁵

Poor mental health can cause or worsen a number of physical symptoms including headache, sleep disturbance, stomach upset, skin conditions, and breathing problems.^{26,27} In the longer term, chronic stress can also contribute to the development of more serious health conditions, including heart disease, stroke, stomach ulcers, substance abuse, and a weakened immune system.²⁸

The facts

- Between 10% and 30% of the New Zealand workforce is likely to be affected by mental health problems at any one time.²⁹
- 30% to 50% of work related stress can be directly attributed to bullying occurring within the workplace.³⁰
- Poor mental health increases the likelihood of sleep disturbance and anxiety, which can reduce the ability of your employees to concentrate on work tasks and production.^{31,32}
- Fatigue and other outcomes of stress and poor mental health can increase the likelihood of an employee being hurt in an accident.³³ Affected employees may be distracted from their work tasks and may be slower to judge situations or to react if something goes wrong.

WorkWell for Mental Health and Wellbeing

One in five New Zealanders are affected by mental illness every year, with one in three reporting days where they feel unable to work or carry out their usual activities because of problems with their mental health.³⁴ It is important to recognise that mental health is not just about mental illness. Feeling tired, worried, or stressed can all be indicators of poor mental health.

Work related stress is a leading cause of poor mental health in working aged adults, contributing to higher rates of depression and anxiety, staff turnover, absence from work, litigation, and overall poor performance.³⁵

Download the [WorkWell for Mental Health and Wellbeing Toolkit](#). Inside you'll find documents and resources to help you ensure:

- Your mental health and wellbeing programme is effective, sustainable and integrates with other WorkWell initiatives.
- The reasons for implementing a mental health and wellbeing programme have been justified and help gain management approval.
- Your success in developing a mental health and wellbeing policy and plan of action.

Remember all workplaces undertaking WorkWell Accreditation are eligible to attend the FREE WorkWell [Workshops](#) or access FREE support from one of the WorkWell [Advisors](#).

Smokefree

Tobacco use is the leading cause of preventable death in New Zealand, accounting for between 4,300 and 4,700 deaths every year. When deaths associated with exposure to second hand smoke are included in these figures, the rate rises to over 5000 per year.³⁶

Research indicates that smoking causes one in four of all cancer deaths in New Zealand, and increases the risk of respiratory disease, circulation problems, urinary tract and bladder disease, and diseases of the digestive tract.³⁷

The facts

- Employees who smoke take up to 33% more sick leave than non smokers.³⁸
- A smoker taking four 10 minute breaks each day works a month less than a non smoker in the course of a year.³⁹
- Half of all people who smoke today, and continue to do so, will eventually be killed from a smoking related illness, and will die an average of 15 years earlier than they would if they were a non smoker.⁴⁰

WorkWell for Smokefree

Smoking cessation programmes have been found to be effective in a workplace environment, where encouragement from colleagues and supportive policies can help trigger attempts to quit amongst employees and their families.

Legislation requires that all workplaces maintain a smokefree environment throughout all indoor areas, and that designated smoking areas meet particular standards to ensure minimal harm to those working or taking a break in close proximity.⁴¹

Download the [WorkWell for Smokefree Toolkit](#). Inside you'll find documents and resources to help you ensure:

- Your Smokefree programme is effective, sustainable and integrates with other WorkWell initiatives.
- The reasons for implementing a Smokefree programme have been justified and help gain management approval.
- Your success in developing a Smokefree policy and plan of action.

Remember all workplaces undertaking WorkWell Accreditation are eligible to attend the FREE WorkWell [Workshops](#) or access FREE support from one of the WorkWell [Advisors](#).

Safe Drinking and Drug Free

The misuse of alcohol and other drugs continues to be a serious and widespread issue for many individuals, their families, and communities.

Alcohol remains the most commonly used drug, with 85% of New Zealanders (aged 15-65 years) reporting themselves to be consumers.⁴² As with other drugs, alcohol can negatively affect a number of important functions, including reaction rates, co-ordination, judgement, memory, and learning ability. Alcohol and other drugs can also intensify emotions like anger and frustration, leading to violence and destructive actions.

The facts

- Almost 48% of all those in full-time employment in New Zealand are binge drinkers. Binge drinking and drug use (even if it occurs outside of working hours) can impact negatively in the workplace.⁴³
- Productivity lost through alcohol related absenteeism has been estimated to cost New Zealand businesses around \$16 million every year.⁴⁴
- 15% of New Zealanders are current users of cannabis, and 8% of New Zealanders report using three or more illegal drugs during the last year.⁴⁵

WorkWell for Safe Drinking and Drug Free

Alcohol and other drugs have generally increased in their availability and it's very likely that any organisation will have, amongst their workforce, a number of individuals who are using these substances in a manner that is hazardous to their health, and a risk to those working around them.

Hazardous use can bring about an increase in risk taking behaviour, contributing to a higher rate of falls, work accidents, car accidents, and violent actions. People using alcohol and other drugs in this manner can also run into problems with finances and personal relationships, distracting them from work tasks and leading to reduced productivity and quality of work output.

Download the [WorkWell for Safe Drinking and Drug Free Toolkit](#). Inside you'll find documents and resources to help you ensure:

- Your safe drinking and drug free programme is effective, sustainable and integrates with other WorkWell initiatives.
- The reasons for implementing a safe drinking and drug free programme have been justified and help gain management approval.
- Your success in developing a safe drinking and drug free policy and plan of action.

Remember all workplaces undertaking WorkWell Accreditation are eligible to attend the FREE WorkWell [Workshops](#) or access FREE support from one of the WorkWell [Advisors](#).

Breastfeeding

Breastfeeding is widely promoted as the best option for both a mother and her baby for at least the first six months of life. Research has shown that breastfeeding gives a baby the best possible start to life, improving their immunity and physical development, and fostering a stronger bond between mother and baby.⁴⁶ Babies who are breastfed exclusively for this initial six months are better protected against illnesses like meningitis, chronic stomach problems, as well as ear, urine and chest infections.⁴⁷

Mothers also benefit from breastfeeding their baby, experiencing a faster recovery from childbirth, improved self-confidence, and a reduced risk of ovarian cancer and osteoporosis. Breastfeeding is a cheaper alternative to formula, and the whole family can benefit from the improved bonding that occurs as a result of direct skin-to-skin contact between mother and baby.⁴⁸

Under the 'Employment Relations (Breaks, Infant Feeding, and Other Matters) Amendment Act 2008',⁴⁹ employers must ensure that, so far as is reasonable and practicable in the circumstances:

- Appropriate facilities are provided in the workplace for an employee who is breastfeeding and who wishes to breastfeed in the workplace.
- Appropriate breaks are provided to an employee who is breastfeeding and wishes to breastfeed during a work period.

WorkWell for Breastfeeding

Employers can support breastfeeding employees by providing four simple things: good communication, time, space and support.

Having a workplace that allows breastfeeding to continue after a new mum has returned to work can also benefit employers.

- Mothers who are able to continue breastfeeding after they return to work are more likely to return to the same employer, saving significant costs in recruitment and training.⁵⁰
- Because breastfed babies have stronger immune systems, they are less likely to get sick, meaning mothers will require less sick leave away from work.⁵¹
- The Human Rights Act (1993) allows for preferential treatment based on pregnancy and/or childbirth.⁵²

Download the [WorkWell for Breastfeeding Toolkit](#). Inside you'll find documents and resources to help you ensure:

- Your breastfeeding programme is effective, sustainable and integrates with other WorkWell initiatives.
- The reasons for implementing a breastfeeding programme have been justified and help gain management approval.
- Your success in developing a breastfeeding policy and plan of action.

Remember all workplaces undertaking WorkWell Accreditation are eligible to attend the FREE WorkWell [Workshops](#) or access FREE support from one of the WorkWell [Advisors](#).

Infection Control and Immunisation

Control of infectious diseases, like influenza and gastroenteritis, continues to be one of our highest health priorities,⁵³ as these consistently prove to be a significant cause of illness in our communities.

The facts

- Influenza is different to a cold; it is potentially a serious illness that can kill. Up to one in five people will become ill with influenza every year. Being fit and healthy will not prevent you from being infected with an influenza virus.⁵⁴ The influenza (flu) vaccines are 70% to 90% effective in healthy adults, reduce sick leave and are therefore cost effective for employers.⁵⁵
- A wide variety of micro-organisms – bacteria, fungi, parasites, viruses and other organisms - can cause illness in people. Many of these can contaminate food. Food borne illness is estimated to strike about 200,000 New Zealanders every year.⁵⁶ Thorough washing and drying of hands is the most effective way of preventing the spread of infectious diseases.⁵⁷

WorkWell for Infection Control and Immunisation

Outbreaks of infectious disease are common in workplaces, as many people operate in close proximity and share the same surfaces and resources. Many people rely on work to provide for families and lifestyle, and will often go to work despite being unwell and possibly infectious with bacterial or viral conditions. It is therefore important for workplaces to promote good infection control strategies to help prevent the spread and impact of illness amongst their workforce.

Encouraging employees to keep themselves and their family up to date with immunisations can reduce absenteeism occurring from infectious diseases. It will also contribute to better health in the wider community, as the spread of infectious disease is minimised.

Download the [WorkWell for Infection Control and Immunisation Toolkit](#). Inside you'll find documents and resources to help you ensure:

- Your infection control and immunisation programme is effective, sustainable and integrates with other WorkWell initiatives.
- The reasons for implementing an infection control and immunisation programme have been justified and help gain management approval.
- Your success in developing an infection control and immunisation policy and plan of action.

Remember all workplaces undertaking WorkWell Accreditation are eligible to attend the FREE WorkWell [Workshops](#) or access FREE support from one of the WorkWell [Advisors](#).

Sun Safety

Skin cancer is the most common cancer affecting New Zealanders. Skin cancers are usually caused by too much exposure to ultraviolet radiation from the sun, in particular sunburn. Outdoor workers have a high risk of skin cancer because they are regularly exposed to ultraviolet radiation for long periods of time. There are three main types of skin cancer and melanoma is the most serious of these because if not caught early, it can spread quickly through the body and lower the chance of survival.

For every death from skin cancer, an average of 17.4 potential years of life are lost. It is estimated that, in 2006, skin cancer caused a \$66 million loss to New Zealand society (in particular, to gross domestic product) due to early deaths and time lost in treatment.

The good news is that most skin cancers can be prevented by being sun safe – i.e. by reducing exposure to the sun when ultraviolet radiation is most intense, and by never getting sunburnt. It is also important for skin changes (e.g. moles) to be checked as soon as they appear because if detected early, most skin cancers can be successfully treated.

The facts

- Every year about 60,000 New Zealanders are diagnosed with skin cancer and 300 die from melanoma.
- It is the ultraviolet radiation from the sun – not the sun's heat or high temperatures – that causes sunburn.
- Ultraviolet radiation levels can still be high enough on cloudy, windy or cool days to cause sunburn.
- All skin types – fair, olive or darker – can sunburn.

WorkWell for Sun Safety

Being sun safe in the workplace is especially important for people who work outdoors and those who go outside at lunchtimes. Encourage staff to be sun safe when outside, especially between 11am and 4pm during daylight saving months:

- **Slip** on a long-sleeved shirt and trousers or slip into the shade.
- **Slop** on plenty of broad spectrum SPF30+ sunscreen 15 minutes before going outside and reapply every 2 hours.
- **Slap** on a wide-brimmed hat.
- **Wrap** on some sunnies – choose sunglasses that cover the whole eye area.

As an employer, you have two areas of responsibility when it comes to sun safety – one for staff members who work outdoors, and the other for staff members who go outside at lunchtime; sun safety is an ongoing responsibility.

Download the [WorkWell for Sun Safety Toolkit](#). Inside you'll find documents and resources to help you ensure:

- Your sun safety programme is effective, sustainable and integrates with other WorkWell initiatives.
- The reasons for implementing a sun safety programme have been justified and help gain management approval.
- Your success in developing a sun safety policy and plan of action.

Remember all workplaces undertaking WorkWell Accreditation are eligible to attend the FREE WorkWell [Workshops](#) or access FREE support from one of the WorkWell [Advisors](#).





Getting started

Your WorkWell journey begins here.

The initial steps are vital because good planning builds the foundation for success.

- Gain senior management commitment
- Identify a WorkWell Leader
- Establish a WorkWell Group

Gain senior management commitment

Establishing solid commitment from senior management is essential to the success of WorkWell. Without this commitment there is little value in progressing.

Toi Te Ora – Public Health Service WorkWell [Advisors](#) are available to conduct a presentation on the WorkWell Management System for management teams of any workplace within the Bay of Plenty and Lakes District Health Board regions.

The WorkWell Advisor will provide an overview of the system, highlight what is required to become WorkWell accredited and highlight the training and support that the WorkWell team can provide to support the workplace throughout the accreditation process.

When senior management commit to WorkWell the first step is to identify a WorkWell Leader.

Identify a WorkWell Leader

Key to the successful development of WorkWell is the initial appointment of an enthusiastic WorkWell Leader. Ideally, this person would have an influential role within the organisation e.g. a member of the management team or someone with responsibility for human resources.

The role of the WorkWell Leader is to initiate the early stages of WorkWell, ensure full and ongoing commitment of the senior management team and to provide leadership to the WorkWell Group.

It is essential that the WorkWell Leader is clear on their role (see WorkWell [Leader Role Description](#)) and gains an understanding of WorkWell and the [Bronze](#), [Silver](#) and [Gold](#) Standard Accreditation criteria requirements prior to its implementation.

All relevant information can be found within this easy to use manual, however the WorkWell Leader should also attend the FREE WorkWell half day [Introductory Workshop](#).

On completion of the Introductory Workshop the WorkWell Leader will be provided with ongoing support from one of the WorkWell [Advisors](#).

Accreditation

You must provide a statement of support from senior management (CEO, general manager or similar).

They must also sign the accreditation submission form.



Establish a WorkWell Group

The first task of the WorkWell Leader is to establish a WorkWell Group. The WorkWell Group can be created from scratch or added to an existing committee like Health and Safety. If an existing group is used, make sure it is given the WorkWell mandate and that there is time allocated to uphold this function.

Membership

Representation on the WorkWell Group should reflect all levels of the organisation to ensure commitment and to provide an integrated approach to WorkWell. This may include management, administration, health and safety, union and employee association representatives, human resources and employees – consider all of your key players.

It is not necessary or even desirable to hand pick your healthiest employees. Ideal members are those who can best represent their peers, motivate others and support the implementation of WorkWell.

There are a variety of ways in which to recruit group members e.g. by placing notices in high traffic locations, through newsletters, e-mail etc. Group members who volunteer can become WorkWell 'champions' encouraging success for the entire worksite. Volunteer employees have the potential to bring increased energy to the group.

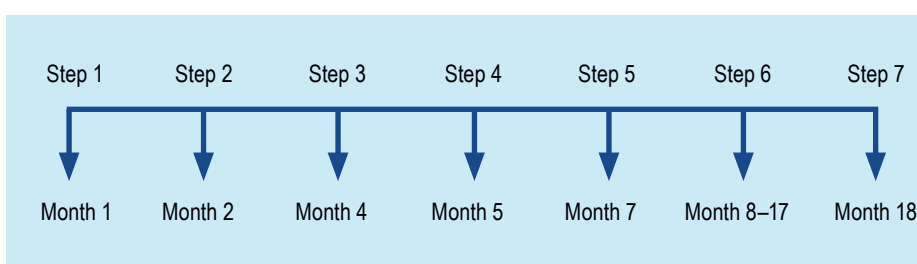
The WorkWell Group supports the WorkWell Leader and drives WorkWell. They make things happen, like ensuring that the initiatives delivered reflect the needs of employees throughout the organisation. Roles include communicating with key players, encouraging participation and ensuring that the action plan is sustained over time. The WorkWell Group is responsible for the overall effectiveness and provides co-ordination of WorkWell and ensures accreditation criteria are met.

The WorkWell Group facilitates the following steps

- Step 1 Developing a shared vision
- Step 2 Gathering baseline data and reviewing current induction programme
- Step 3 Analysing data and identifying priority health issues
- Step 4 Developing the action and evaluation plan
- Step 5 Implementing the plan and applying for accreditation
- Step 6 Maintaining the momentum
- Step 7 Evaluating progress and advancing to the next level

Planning the WorkWell steps

In order to establish an effective WorkWell Group, the members should plan to complete the first seven steps in this manual over an 18 month period. There are a minimum of eight recommended meetings within the first year. This may need to be altered, depending on time allocation and the systems and processes that are already in place which support WorkWell Accreditation.



Key things to remember:

- *Number of group members - It is suggested that you have four to 12 group members, although the maximum number of members may depend on the size of your worksite and the level of employee interest.*
- *Suggested group members - Be sure to include representation from all levels and a variety of groups/departments e.g. human resources, information systems, all levels of management, administrative and support staff.*
- *Supervisor approval - All group members need to have their immediate supervisor's support for the time and work required to dedicate to the group.*

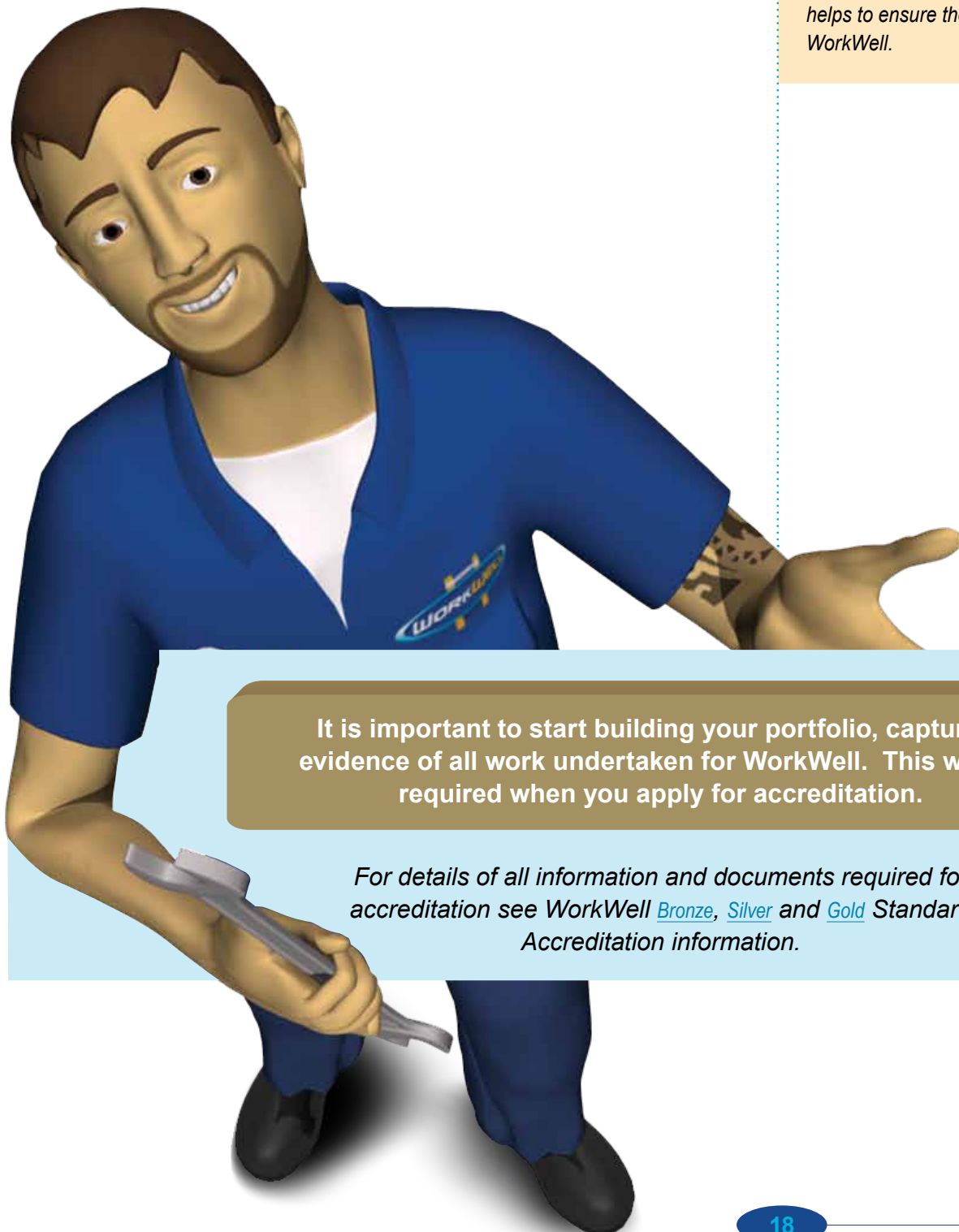
WorkWell Leader tasks prior to the first meeting

- Select a time, date and place for first meeting convenient for all group members
- Distribute an agenda to all group members for the first meeting (see following section for content)
- Distribute copies of the 'WorkWell Leader and Group Manual' and ask all group members to review this prior and bring along to the first meeting

NB. Distribute the agenda and WorkWell Leader and Group Manual at least one week prior to the meeting to ensure that group members have an opportunity to read through the information.

New members

You want a core group, however group members can rotate off and new employees can rotate on to the group. This manual can be used as an easy to follow resource for new committee members and therefore helps to ensure the sustainability of WorkWell.



It is important to start building your portfolio, capturing evidence of all work undertaken for WorkWell. This will be required when you apply for accreditation.

For details of all information and documents required for accreditation see WorkWell [Bronze](#), [Silver](#) and [Gold](#) Standard Accreditation information.



Step 1

Developing a shared vision

First Meeting

The WorkWell Leader should invite the group members to the first meeting. An agenda clearly outlining the purpose of the meeting should be distributed.

Meeting objectives

- Overview of WorkWell and accreditation
- Develop terms of reference

Resources required for meeting

- WorkWell Leader and Group Manual
- WorkWell [Leader Role Description](#)
- WorkWell [Terms of Reference Template](#)
- Diary to schedule future meetings

Meeting format *(Allow approximately 1 hour 30 mins for this meeting.)*

1. Introduction to meeting (5 mins)

The WorkWell Leader should welcome everyone to the meeting. The agenda should be confirmed and it should be agreed who is taking minutes.

2. Overview of WorkWell and accreditation (45 mins)

The WorkWell Leader should provide an overview of WorkWell and accreditation standards. In addition, the group should review the WorkWell 'Leader and Group Manual' to ensure that everyone is clear on all steps of WorkWell and accreditation criteria.

NB. Contact your WorkWell [Advisor](#) if you would like support to do this 0800 221 555

3. Developing a shared vision (30 mins)

Terms of reference need to be developed to provide scope and direction for the WorkWell Group. This should include determining a vision, mission or purpose of the group, membership, roles and responsibilities, methods of communication and review date etc. You can use the WorkWell Group Terms of Reference Template and WorkWell Leader Role Description to get you started.

4. Schedule future meetings, allocation of tasks and close meeting (10 mins)

Meeting dates should be scheduled for the next four meetings. It is suggested that these meetings are no more than one month apart.

The WorkWell Leader should then bring the meeting to close after the tasks for the next meeting have been allocated.

Tasks prior to next meeting

- Write up meeting minutes and distribute as agreed.
- Complete draft terms of reference.
- Identify current consultation processes and any related policies.
- Identify what employee induction processes or programmes are in place and any relevant policies relating to this.
- Any other tasks identified in the meeting.
- Confirm date for second meeting.
- Compile agenda for second meeting.
- Collect the information you require for your WorkWell Bronze Standard Accreditation portfolio.

Accreditation

You must establish a representative WorkWell Group (or use an existing group) and provide terms of reference.

Include a record of the six months of meetings (agenda and minutes).

You must provide evidence of regular communication between your WorkWell Group and the wider workforce.





Step 2

Gathering baseline data

Second and Third Meetings

Meeting objectives

- Ensure all group members have a clear understanding of WorkWell and accreditation
- Confirm terms of reference
- Identify current consultation procedures
- Introduce the Organisational Profile Tool and Staff Survey
- Identify plan to complete Organisational Profile Tool
- Outline plan to identify employee needs
- Review employee induction programme and provide recommendations

Resources required for the meeting

- WorkWell Leader and Group Manual
- Draft WorkWell Group Terms of Reference
- Information and policies regarding current employee consultation processes
- WorkWell [Organisational Profile Tool](#)
- WorkWell [Staff Survey](#)
- Information and policies regarding current employee induction processes, programmes or policies
- WorkWell [Employee Induction Programme Tips](#)

Meeting format *(Allow 3 hours for these tasks. It is recommended that tasks are spread over two meetings.)*

1. Agenda and previous minutes/matters arising (5 mins)

2. WorkWell recap and questions (10 mins)

The WorkWell Leader should recap the steps of WorkWell and provide the opportunity for the group to explore and clarify any queries on the system.

3. Terms of Reference (15 mins)

The WorkWell Leader should circulate the draft Terms of Reference. Any further changes should be made at this time and a review date identified. On completion of the terms of reference the final copy should be signed off by management.

4. Establishing a baseline (1 hour 20 mins)

Establishing baseline data will not only help you identify areas to action, it will also enable you to measure any improvements in the future. Getting the baseline data right is important so that you can develop a WorkWell Action and Evaluation Plan that will meet your needs and do the job.

4.1 Organisational Profile Tool

The WorkWell [Organisational Profile Tool](#) is an online tool to help you gather baseline data. It is a review of the organisational systems, policies, procedures, programmes and services already available. It also considers the demographic profile of your workforce.



Accreditation

You need to detail feedback and consultation procedures active in the workplace and include a copy of relevant policy or procedure documents.

You must complete the WorkWell Organisational Profile Tool.

You will need to develop or review an employee induction programme.

You must complete the WorkWell Staff Survey with all or a representative sample of employees.

You must document the collection and analysis of the staff surveys.

Provide evidence of communicating the results back to all employees and management.

The tool is in a checklist style and is easy to complete by a senior manager (usually WorkWell Leader) or you may choose to have one or two of the group members support the leader undertaking this task. The profiling will provide you with a snapshot of your working environment and the needs to be completed, with results available, prior to the next WorkWell Group meeting.

The baseline data includes sick absence, staff turnover and accident rates as standard monitoring procedures of employee wellbeing. You can expect to see these indicators improve with the implementation of WorkWell. The downloadable [Organisational Profile Tool](#) should be examined to ensure all of the group are aware of what is being reviewed, why it is being reviewed and to identify the most appropriate person(s) to complete the profiling prior to the next meeting. The online profile will take approximately 20 minutes if you have all of the data available.

It is also likely that you will have other organisational data that would add value to your baseline data, for example production/service measures, cost/benefit and investment figures. The group should brainstorm about what information would be useful and what is available. Relevant information should be identified and collated prior to the next meeting.

4.2 Employee needs

Assessing and understanding employees' needs and preferences is an essential part of the process. For WorkWell to be successful, it has to reflect what employees themselves consider important.

The purpose of the WorkWell [Staff Survey](#) is to identify employee perceptions, attitudes and behaviours relating to a range of wellness issues. You can use this information to help you understand the needs and wants of your employees, gauge the current climate or culture of your organisation, establish the issues that are impacting on job satisfaction and performance, and gather suggestions for improvement.

It is also likely that you will have other staff surveys or information available that would add value to identifying employee needs, for example satisfaction and engagement surveys.

Completing the WorkWell Staff Survey only takes about 10 minutes and is a great way to raise awareness of WorkWell and engage employees while creating commitment and buy in. Just make sure that you communicate the purpose of the survey clearly to prevent false expectations around future actions.

4.3 Administering the survey

The WorkWell Group should review the staff survey and think about how best to obtain this information from the rest of the employees. This may be done by disseminating the survey personally, through email or mail boxes.

Alternatively, the survey could be completed online, at a team meeting, or could be conducted by some other practical means depending upon the size of the workplace and number of employees. For support to identify appropriate collection methods contact one of the WorkWell [Advisors](#).

Once you decide how the information will be gathered, decide the dates that the surveys will be distributed and when they should be completed and returned.

Hard copy surveys - If employees are completing a hard copy of the survey allow at least one week for employees to complete and return the survey to the specified person. You may wish to collate these results yourself; however WorkWell [Advisors](#) also provide a FREE collation service for workplaces who are working towards accreditation. If you opt for this service please allow two weeks from the date the WorkWell Advisor receives the surveys for a completed report.

Some things to think about:

- *Employees who have difficulties with reading or understanding written information (try to come up with innovative ways to include their needs).*
- *Employees who are harder to reach than others (consider shift patterns, multiple worksites, part-time, transient workers, online access to surveys).*
- *Confidentiality – ensure the survey and collection method is anonymous.*
- *Multiple methods may improve coverage and accuracy.*
- *Timing is everything – you need to decide when is the best time to complete the survey and to leverage off opportunities that bring most of your employees together, like staff meetings and events.*
- *The staff survey can be administered online.*

Online surveys - These results will be collated and a report distributed automatically on request. The WorkWell Leader will also be able to track progress of these results as surveys are completed.

It takes a reasonable amount of time to distribute the survey, gather responses and collate results. You should give yourselves a realistic amount of time to do this prior to the next WorkWell Group meeting as these results will be required to determine priorities at the meeting.

You can't force employees to provide information about their health and wellbeing. Participation needs to be voluntary and employees need to have the opportunity to opt out.

It is also important to ensure that tasks are shared amongst the WorkWell Group and that the work and responsibilities do not all land on one person.

5. Review your current employee induction programme and provide recommendations (1 hour)

Developing an effective employee induction experience is crucial. It is critical that new employee induction programmes are carefully planned to educate the employee to the values and history of and who is who in the organisation. A well thought out induction programme, whether it lasts one day or six months, will help not only in retention of employees, but also in productivity.

Workplaces that have good induction programmes get their people up to speed faster, have better alignment between what their employees do and what the organisation needs them to do, and have lower turnover rates.

The purpose of an induction programme is to:

- Reduce start up costs
- Reduce anxiety
- Reduce employee turnover
- Save time for supervisor and co-workers
- Develop realistic job expectations, positive attitudes and job satisfaction

All new employees should complete an employment induction programme that is designed to assist them in adjusting to their role and work environment and to instill a positive work attitude and motivation at the onset.

The WorkWell Leader should bring all relevant information regarding current processes, programmes or policies relating to employee induction to the meeting. The group should review this information, identify what improvements could be made to the current programme and make recommendations for improvement. You can use the WorkWell [Employee Induction Programme Tips](#) to review your programme (if you do not have an induction programme in place you should use this guide to provide recommendations to develop one).

Within the remit and time allocation of the WorkWell Group it is unlikely that the group will have the responsibility to develop/re-develop the induction programme within this meeting.

The development/re-development of the induction programme or policy should be undertaken by the appropriate personnel within the organisation. The recommendations provided by the WorkWell Group should inform these changes and should be submitted to the senior management team for consideration.

Tips for increasing response rates

Return dates - having a set date to return surveys will make some employees more likely to complete them.

Incentives - having incentives for employees who complete their surveys may improve your response rate.

Advertising - think about posting flyers or sending out reminder emails to keep employees informed about the importance of the survey. Remember a few well placed flyers and a small number of emails will keep people's attention. Try not to flood employees' mailboxes with too many emails or they will begin to delete them.

WorkWell Group - remind group members to promote the surveys! Group members are your greatest assets and biggest champions. Members can make short presentations in management or staff meetings about the importance of the survey and the final collection date. Also, ask them to talk about the importance of the survey to their friends and co-workers. News will spread, generating greater survey participation.

6. Allocation of tasks and close meeting (10 mins)

The WorkWell Leader should then bring the meeting to close after the tasks for the next meeting have been allocated.

Tasks prior to the next meeting

- Gain sign off of WorkWell Terms of Reference by management.
- Complete WorkWell Organisational Profile Tool and have results available.
- Clearly explain the purpose of the staff survey to all employees, highlighting the value of their input and how feedback will be used (with confidentiality upheld) - remember to promote the survey with a positive, solution focused outlook.
- Administer staff survey using the most appropriate collection methods.
- Collate staff survey results and make them available.
- Complete employee induction programme recommendations and submit to senior management team for consideration.
- Any other tasks identified in meeting.
- Confirm date of next meeting.
- Collect the information you require for your WorkWell Bronze Standard Accreditation portfolio.



Step 3

Analysing the data and identifying
priority health and wellbeing areas

Fourth Meeting

Meeting objectives

- Review results of the WorkWell Organisational Profile Tool
- Review results of the WorkWell Staff Survey
- Review any other useful organisational data deemed relevant to add value to your baseline, for example production/service measures, cost/benefit and investment figures, staff satisfaction or engagement surveys
- Identify priority areas
- Review WorkWell [Solutions](#) for your priority areas

Resources required for the meeting

- Results of organisational profile tool
- Results of staff survey
- Other useful organisational data deemed relevant to add value to your baseline, for example production/service measures, cost/benefit and investment figures, staff satisfaction or engagement surveys
- Information on processes and policies regarding monitoring procedures for sickness, staff turnover, accidents, productivity etc
- WorkWell [Solutions](#)

Meeting format *(Allow 1 hour 45 mins for this meeting.)*

1. Agenda and previous minutes/matters arising (5 mins)

The WorkWell Leader should circulate the draft terms of reference. Any further changes should be made at this time and a review date identified. On completion of the terms of reference the final copy should be signed off by management.

2. Analysing the baseline data (45 mins)

The WorkWell Leader should have received all the relevant baseline data including the organisational profile tool, staff survey and any other useful organisational data deemed relevant to add value to the baseline prior to the meeting.

The results from the WorkWell Organisational Profile Tool will give you the baseline figures for sick absence, staff turnover and accident rates, cost analysis etc. In addition, it will identify the policies and facilities (that support wellbeing) already in place and areas for development. This will provide the group with the initial indication of possible areas to be addressed.

It is important not to view the organisational profile tool in isolation. The staff survey can provide a lot of specific information about your employees' health and wellbeing, their interest in addressing these areas and their awareness of the policy environment. The staff survey results therefore should be reviewed in conjunction with the organisational profile tool results and additional relevant organisational data to identify priorities.

When the group has reviewed all of the relevant data the group should identify priority health and wellbeing areas to be addressed.

Your WorkWell [Advisor](#) can support the WorkWell Group to review and analyse the data and identify priority areas.



Accreditation

Document the collection and analysis of the organisational profile tool and staff survey.

Evidence how information has been communicated back to employees and management.

3. Review requirements for Bronze Standard accreditation

To achieve WorkWell Bronze Standard Accreditation, a one year WorkWell Action and Evaluation Plan is required which addresses at least of two of the priority health and wellbeing areas at minimum accreditation level:

- [Healthy Eating](#)
- [Physical Activity](#)
- [Mental Health and Wellbeing](#)

and at least one of the following priority areas at minimum accreditation level:

- [Smokefree](#)
- [Safe Drinking and Drug Free](#)
- [Breastfeeding](#)
- [Infection Control and Immunisation](#)
- [Sun Safety](#)

The rationale for addressing identified priority areas must be identified through the results of the surveys, organisational profile tool and other data. This information is required for the WorkWell Action and Evaluation Plan (which will be developed at the next meeting).

4. Reviewing the relevant solutions (45 mins)

It is important prior to developing the WorkWell Action and Evaluation Plan that the WorkWell Group have a good understanding of what works and how to address the priority areas chosen.

We know what works and have done the hard work for you by collating relevant information into WorkWell [Solutions](#).

The group should review the relevant WorkWell Solutions and become familiar with how these areas affect wellbeing, why they should be addressed in the workplace, and what the key

messages and recommended activities for each area are.

Thereafter the group should identify what 'minimum accreditation level activities' are already in place and where there are gaps. This gap analysis information will be required to develop the WorkWell Action and Evaluation Plan.

5. Allocation of tasks and close meeting (10 mins)

The WorkWell Leader should then bring the meeting to close ensuring tasks for the next meeting have been allocated.

Tasks prior to the next meeting

- Raise awareness of staff survey results with management and employees (this should generate interest and help you build support and commitment for WorkWell actions).
- Complete rationale for chosen health areas.
- Ensure all group members are familiar with WorkWell Solutions for chosen priority areas.
- Complete gap analysis for relevant priority areas.
- Ensure all group members are familiar with the WorkWell Action and Evaluation Plan Template and sample plan.
- Identify current monitoring procedures for sickness, staff turnover, accidents, productivity and policy review.
- Any other tasks identified in meeting.
- Confirm date of next meeting.
- Collect the information you require for your WorkWell Bronze Standard Accreditation portfolio.



Step 4

Developing the WorkWell Action and Evaluation Plan

Fifth and Sixth Meetings

Meeting objectives

- Develop a WorkWell Action and Evaluation Plan
- Review current monitoring procedures

Resources required for the meeting

- Analysis of staff survey and organisational profile tool results
- Written rationale for chosen priority health and wellbeing areas
- Gap analysis completed for relevant priority areas
- Information on processes and policies regarding monitoring procedures for sickness, staff turnover, accidents, productivity etc
- WorkWell [Impact Matrix Template](#)
- WorkWell [Solutions](#)
- WorkWell [Action and Evaluation Plan Template](#)
- WorkWell [Action and Evaluation Sample Plans](#)
- WorkWell [Communication Plan Guidelines](#)

Meeting format (Allow 3 hours 30 mins for these tasks. It is recommended that tasks are spread over two meetings.)

1. **Agenda and previous minutes/matters arising (5 mins)**
2. **Developing the WorkWell Action and Evaluation Plan (2 hours 30 mins)**

Once the WorkWell Group has identified the priority health and wellbeing areas, and the relevant WorkWell Solutions have been reviewed, the next stage is to draw up an action plan. At this time the group should also consider the pathway to gain senior management approval for the action plan.

You can use the WorkWell Action and Evaluation Plan Template or review the [Action and Evaluation Sample Plans](#) as a guide.

2.1 Developing the action plan

The action plan includes:

- **Goal** - What is it that your workplace would like to achieve overall? Your goal should be linked to the vision of your WorkWell Group (refer to your terms of reference).
- **Rationale** - Why are you doing this? Incorporate relevant WorkWell and chosen priority areas rationale.
- **Objectives** - What do you hope to achieve in the short/medium term? Be sure to have objectives that are SMART (specific, measurable, achievable, realistic and time framed).
- **Actions** - What actions or activities will you introduce/undertake? Are they known to work? Will they be acceptable to staff and will everyone have the opportunity to benefit?
- **Timeline** - When will each action need to be achieved by? Be realistic in the timeframes you set and space these out appropriately.
- **Responsibility** - Allocation of tasks. Who will be responsible for the actions?

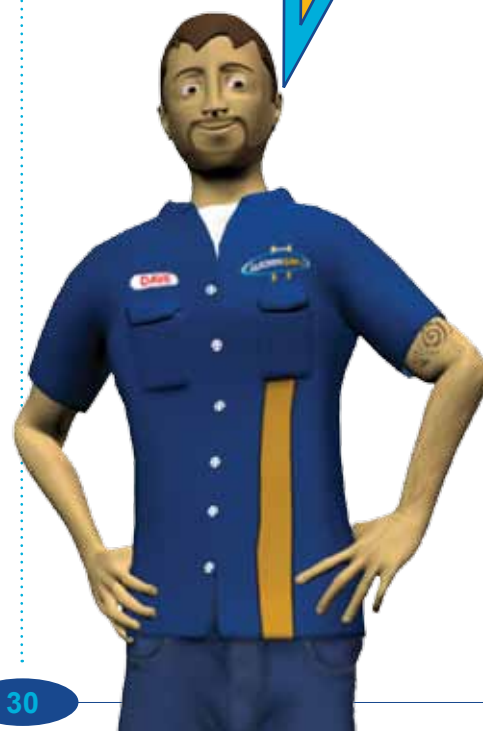
Accreditation

You will develop a WorkWell Action and Evaluation Plan to address identified priorities including at least two of the following health and wellbeing areas at minimum accreditation level:

- Healthy Eating
- Physical Activity
- Mental Health and Wellbeing

And one of the following issues at minimum level:

- Smokefree
- Breastfeeding
- Infection Control and Immunisation
- Safe Drinking and Drug Free
- Sun Safety



- Resources - What resources will be required for each action or activity? Remember to include staff work time as a resource in these figures, as well as materials, outsourced services and funding.

Use the WorkWell [Solutions](#) and incorporate the minimum accreditation level criteria for your identified areas in the action plan (as per gap analysis results). The WorkWell Group should not be limited by these activities however, and could also include other activities identified in the 'solutions' or suggestions from your own employees.

You can also use the WorkWell [Impact Matrix](#) to double check that you are planning activities that will have the greatest impact within the resources you have available.

We also know who provides workplace wellness services locally. If you want to outsource some help see our online directory at www.workwell.health.nz

2.2 Communication

Effective communication is vital at every step of the WorkWell process and is a key aspect of your action plan. The WorkWell Group needs to identify open, two-way communication channels to provide regular WorkWell updates to employees and managers, and to receive formal and informal feedback and suggestions.

Communication is also an important aspect of promoting WorkWell activities and will enhance ongoing engagement, support and commitment for WorkWell. You will also need to monitor your communication methods to ensure they are effective - check that it reaches everybody and that they understand the messages.

The same communication principles apply to your whole organisation. The WorkWell Group should advocate for effective communication and engagement procedures throughout your workplace, particularly relating to the management of organisational change. There is strong evidence that staff engagement improves job satisfaction, motivation, productivity and wellness.

Some ideas for communication

- Include WorkWell as a standing agenda item for management or leadership teams (ensure accountability lines are clear and included in your WorkWell Terms of Reference).
- With WorkWell membership across all levels of the organisation, each member may be responsible for feeding back to their own work teams.
- Present periodically to the whole organisation on key highlights, achievements, activities and next steps of WorkWell – don't forget to acknowledge volunteers and key players.
- Develop a regular WorkWell internal newsletter and consider including highlights on external communications to suppliers, customers or clients.
- Create a WorkWell notice board and display this in a prominent place.
- Create a WorkWell space on your intranet and manage communications electronically.
- Provide a suggestion box for anonymous feedback and post your responses in a common area where everyone can see.

Funding

A key consideration when identifying actions and activities is funding availability.

Is funding needed?

Are there programmes and activities that you could do for free? Getting a programme started is the first priority, so if you do not have access to funding right away, choose activities that are free of cost. WorkWell is designed to provide free and low cost programmes for workplaces. For example, policy changes have a large impact on health and wellbeing and usually do not require funding.

If your group does need materials or supplies, estimate the costs and quantities. Also, think about some other options that might allow you to proceed with WorkWell activities even if money is not available right away.

Where can you find funding?

- **Management** may provide a budget.
- **Local businesses*** can either partner with you to provide wellness activities or incentives, or provide funding outright. Many businesses will welcome the idea of advertising directly to your employees.
- **Employees** might be willing to pay for an event if it is something of particular interest to them.

** When working with a business or corporation, make sure you feel comfortable promoting their business, and that it does not contradict your efforts as a WorkWell Group.*

Using multiple communication channels is the best way to gain the coverage you need - just be careful not to bombard everyone or it will have the opposite effect! Keep your communications under control by evaluating their effectiveness with staff and taking a planned approach. See the WorkWell [Communication Plan Guidelines](#) to assist you to identify effective communication strategies to support your action plan.

Your WorkWell [Advisor](#) can support the WorkWell Group to develop your action plan.

2.3 Evaluating WorkWell

The evaluation aspect of the plan is essential in setting up and maintaining WorkWell – you need to do this regardless of your workplace size or the type of initiatives put in place. Without any evaluation, it will be difficult to determine whether gains have been made and whether these have come about as a result of your initiatives.

Evaluation is important for the following reasons:

- To collect evidence about the effectiveness/impact of the programme
- To be accountable to stakeholders, partners, employees and employers
- To identify ways to improve WorkWell (such as determining what works, what doesn't work and why, and how WorkWell could be more useful)
- To assess the efficiency of WorkWell (cost effectiveness and cost benefit analyses)

As part of the evaluation, regularly monitor process and outcome measures as indicators of success.

- Process measures look at programme orientated results i.e. how WorkWell was implemented and how things are working.
- Outcome measures look at the whether the short and long-term objectives have been achieved.

Indicators for process measures include:

- WorkWell participation rates
- Employees awareness levels of WorkWell
- Participant satisfaction
- Management satisfaction
- Perceived value of WorkWell
- Management commitment to WorkWell
- Whether WorkWell has been implemented as intended etc

Indicators for short-term outcome measures include (nutrition programme example):

- Nutrition knowledge or awareness
- Increased sales of healthy food choices
- Employee requests for healthy food choices
- Healthy eating policies implemented etc

Checklist for activities

- *How does our action plan cater for a range of individual employee needs?*
- *Does our action plan have a mix of organisational, environmental and individual strategies?*
- *Is our action plan addressing identified needs from the organisational profile tool and staff survey?*
- *Does our action plan build on the strengths of our existing resources?*
- *Does our action plan meet the needs of as many employees as possible and recognise varying attitudes and preferences?*
- *How are we going to promote our programme?*

Indicators for long-term outcome measures include:

- Sickness absence rates
- Turnover rates
- Accident rates
- Productivity etc

You need to be realistic about what can and cannot be measured given the dollars that are available.

The evaluation plan includes:

- Measures - How will you be able to tell your objective has been achieved or is successful?
- Evaluation method - How will you measure it? (Focus groups, participation rates and satisfaction surveys can be useful for measuring specific activities).
- Timeframes - When will you measure or review the objective?
- Person responsible - Who will be responsible for the evaluation?
- Deliverables - How will this be reported and to whom?

Your WorkWell [Advisor](#) can support the WorkWell Group to develop your evaluation plan.

2.4 Review current monitoring procedures (45 mins)

It is essential to have effective monitoring procedures in place to track overall progress. Some of the long-term indicators to monitor the success of WorkWell are sickness, absence rates, staff turnover, accident rates and productivity.

To achieve WorkWell Accreditation a minimum of three monitoring procedures must be in place. The group should review current monitoring procedures, identify the indicators to monitor for the long-term effectiveness of WorkWell, and ensure procedures are in place to track these. This may require additional monitoring procedures to be implemented.

3. Allocation of tasks and close meeting (10 mins)

The WorkWell Leader should then bring the meeting to close after the tasks for the next meeting have been allocated.

Reviewing your baseline data and your employees' needs annually is really important for measuring the impact of WorkWell. Management and business owners need to see a return on investment and your other key players need to see the benefits.

Tasks prior to the next meeting

- Complete draft WorkWell Action and Evaluation Plan (ensure clear communication pathways are included).
- Present action and evaluation plan to senior management (in some organisations a business case may be required for this purpose).
- Seek feedback from senior management and negotiate funding.
- Adjust action and evaluation plan as required.
- Gain final approval for your action and evaluation plan from management.
- Any other tasks identified in meeting.
- Confirm date of next meeting.
- Collect the information you require for your WorkWell Bronze Standard Accreditation portfolio.



Step 5

Implementing the plan
and applying for accreditation

Seventh Meeting

Meeting objectives

- Launch the action and evaluation plan
- Co-ordinate implementation of the plan
- Apply for accreditation

Resources required for the meeting

- WorkWell Action and Evaluation Plan
- WorkWell [Bronze Standard Portfolio and Assessment Requirements](#)

Meeting format *(Allow 1 hour 20 mins for this meeting.)*

1. Agenda and previous minutes/matters arising (5 mins)

2. Launch the action and evaluation plan (15 mins)

You will now be gaining momentum with the approval of your WorkWell Action and Evaluation Plan. The next step is to launch your plan to the rest of the organisation and generate excitement! How to do this will have been identified within your action plan.

3. Co-ordinate implementation of the action plan (20 mins)

The WorkWell Group has the responsibility for overall co-ordination of the WorkWell Action and Evaluation Plan. The WorkWell Group must ensure that everyone is clear on roles and responsibilities for all aspects of the plan and monitor its progress.

As your plan unfolds, make sure you celebrate milestones and openly acknowledge the contributions of the WorkWell Group. This will keep members and the rest of staff motivated and engaged.

4. Apply for WorkWell Accreditation (30 mins)

Now that the action plan is being implemented you should be ready to apply for your WorkWell Bronze Standard Accreditation. WorkWell Bronze Standard Accreditation is the first stage of accreditation and recognises standards of excellence in the foundations of WorkWell.

Applying is easy

- Review WorkWell [Bronze Standard Portfolio and Assessment Requirements](#).
- Build your portfolio of evidence - this is the documentation required to meet the WorkWell Bronze Standard Accreditation criteria.
- Each Bronze Standard criteria has specific evidence that is required. Complete the checklist under each criteria to ensure that you have included all relevant information.
- When your portfolio is ready for assessment, complete the submission form and send it to Toi Te Ora – Public Health Service.
- We will acknowledge receipt of your portfolio, check to make sure the documentation is complete and contact you to arrange a site visit with your WorkWell Group – please allow approximately four weeks from submission to your site visit.
- An assessor will ask your WorkWell Group questions to verify the documentation you have provided and will ask to view your activities – please see [Bronze Standard Portfolio and Assessment Requirements](#) for site assessment observations.

Accreditation

Congratulations – you are eligible to apply for WorkWell Bronze Standard Accreditation!

Submit your Bronze portfolio to arrange a site assessment with a WorkWell Assessor.

Documentation

Be sure to document all of the events/activities associated with the action plan that you implement. This will provide evidence for your accreditation portfolio of action that you have undertaken.

For example:

- *Copies of consultation with staff.*
- *New policies.*
- *Change in canteen menus (previous and new menus).*
- *Awareness or promotion campaigns (summaries, photos, resources used).*

- You will receive a WorkWell Assessment Report within four weeks of the site visit. If improvements are needed, this report will provide a concise account of what actions are required – you will have three months to undertake these actions and resubmit your portfolio. If you have successfully met the criteria, you are now eligible for WorkWell Bronze Standard Accreditation.
- Your organisation will receive your WorkWell Bronze Standard Accreditation and receive rights to use the WorkWell Accreditation brand (with terms and conditions of use).
- Your WorkWell Bronze Standard Accreditation will remain valid as long as you continue to demonstrate improvements in the three identified priority areas annually. This requires an annual action and evaluation plan and subsequent report on its implementation. This should include improvements/positive changes gained. In addition, an assessor will conduct an annual site visit to verify actions and achievements.

5. Allocation of tasks and close meeting (10 mins)

The WorkWell Leader should then bring the meeting to close after the tasks for the next meeting have been allocated.

Tasks prior to the next meeting

- Raise awareness and launch the WorkWell Action and Evaluation Plan.
- Implement the WorkWell Action and Evaluation Plan.
- Document all of the events/activities associated with the action and evaluation plan.
- Complete and submit the portfolio of evidence for WorkWell Bronze Standard Accreditation and submission form.
- Any other tasks identified in meeting.
- Confirm date of next meeting.

Looking ahead

Keep your sights on WorkWell [Silver Standard Accreditation](#). You can start working towards WorkWell Silver Standard Accreditation if you have successfully maintained WorkWell Bronze Standard Accreditation for one year. WorkWell Silver Standard maintains the requirements for WorkWell Bronze Standard Accreditation and in addition, identifies and addresses a further two priority health and wellbeing areas, explores flexible working arrangements and promotes environmental health.



Step 6

Maintaining the momentum

Eighth Meeting

Meeting objectives

- Assess progress of the action plan through careful monitoring
- Determine if new or additional strategies and steps should be initiated and make any necessary adjustments with management and employee support
- Ensure ongoing communication to maintain interest in the long-term
- Provide progress reports to key players as agreed

Resources required for the meeting

- WorkWell Action and Evaluation Plan

Meeting format *(Allow 1 hour 30 mins for this meeting.)*

1. Agenda and previous minutes/matters arising (5 mins)

2. Maintaining the momentum (45 mins)

At this stage it's all about keeping things on track – remember to stick to the plan as much as possible and monitor and review your progress regularly. The key thing to keep in mind is accountability and results. Ensure that all of the events/activities associated with the action plan have been documented and relevant evidence gathered. Good administration and programme co-ordination are important to the success of WorkWell.

As a group, monitor and discuss whether strategies and steps were started and/or completed on the specified dates, and whether employees are motivated to participate in WorkWell activities.

Also discuss any obstacles or problems encountered in the implementation of the action plan.

This meeting should serve as an opportunity for the WorkWell Group to revise or update the action plan to better suit the needs of the worksite and employees. The group should discuss the need for any changes to current strategies or the addition of new strategies that would help to improve the effectiveness of WorkWell. Changes should be justified (especially for resource allocation) and you need to ensure management is with you every step of the way.

Most of all you are accountable to your colleagues – keep all employees informed, respond to feedback, plan communications regularly and be ready to fine tune. Also be on the look out for new ideas, ways of doing things and make the most of opportunities as they arise.

The group should set the schedule for future meetings, deciding how regularly it is required to meet to monitor and review progress. In addition, the date for the end of year evaluation meeting (12 months from the date of approval of your WorkWell Action and Evaluation Plan) should also be set.

3. Progress reports (30 mins)

Provide progress reports to senior management and key players as agreed.

4. Allocation of tasks and close meeting (10 mins)

The WorkWell Leader should then bring the meeting to close after the tasks for the next meeting have been allocated.

Accreditation

Evidence of communication between the group and wider workforce.

Evidence of activities and actions undertaken.



Remember

- *WorkWell is about fine tuning – your plan isn't set in stone but you shouldn't need to deviate far.*
- *Keep the momentum going by continually communicating with employees and management.*

Tasks prior to the next meeting

- Update senior management and employees on progress.
- Make any minor adjustments to the action plan as required.
- Continue to document activities.
- Any other tasks identified in meeting.
- Confirm dates of meetings for ongoing monitoring.
- Collect the information you require for your accreditation portfolio.



Step 7

Evaluating progress
and advancing to the next level

End of Year Meeting

Meeting objectives

- Complete end of year evaluation
- Develop annual WorkWell summary report

Resources required for the meeting

- WorkWell Action and Evaluation Plan

Meeting format *(Allow 2 hours for this meeting.)*

1. Agenda and previous minutes/matters arising (5 mins)

2. End of year evaluation (1 hour)

Your action plan will have been going for a year now and it is time to complete your annual evaluation. Evaluation can provide important insight into the overall success of WorkWell, or specific initiatives, and generate ideas for future activities. The outcomes of your evaluation can also be used to promote the benefits of WorkWell within the organisation.

Your evaluation will be undertaken as identified within your action and evaluation plan. Much of the information required will have been gathered through your ongoing monitoring.

3. WorkWell summary report (30 mins)

The group should produce a summary report on the implementation of the action plan and of the improvements/positive changes gained. The report should also identify evaluation results, lessons learned and recommendations for future direction.

4. To the next level (15 mins)

Your WorkWell journey isn't over – it's just beginning, so you need to identify where to from here.

4.1 Maintaining WorkWell Bronze Standard Accreditation

To maintain your WorkWell Bronze Standard Accreditation you must submit your annual summary report and continue to demonstrate improvements in the three identified health and wellbeing areas. This requires an annual action and evaluation plan.

The annual summary report for year one and the new annual plan should be submitted within 15 months of achieving initial WorkWell Bronze Standard Accreditation to maintain the standard. In addition, an assessor will conduct an annual site visit to verify Bronze Standard actions and achievements (this will include reviewing evidence of activities undertaken).

If you have successfully met the criteria, you will have your WorkWell Bronze Standard Accreditation renewed.

Accreditation

Provide a report on the implementation of the one year action plan, improvements/positive changes gained and evaluation results.

Evidence of monitoring procedures in place.



4.2 Working towards WorkWell Silver Standard Accreditation

Alternatively, you may choose to start working towards WorkWell Silver Standard Accreditation. WorkWell Silver Standard Accreditation maintains the requirements for WorkWell Bronze Standard Accreditation and, in addition, identifies and addresses a further two priority health and wellbeing areas, explores flexible working arrangements and promotes environmental health.

To initiate WorkWell Silver Standard Accreditation you are required to submit the annual summary report for year one and indicate intentions to progress to WorkWell Silver Standard Accreditation within 15 months of achieving initial WorkWell Bronze Standard Accreditation. An assessor will conduct an annual site visit to verify Bronze Standard actions and achievements (this will include reviewing evidence of activities undertaken).

If you have successfully met the criteria, you will have your WorkWell Bronze Standard Accreditation renewed and have nine months to achieve WorkWell Silver Standard Accreditation. This includes:

- Repeating the organisational profile tool and staff survey (not only will this help you gauge improvements, it will also help you identify new areas to develop).
- Analysing data and identifying two further priority health and wellbeing areas (as per Step 3).
- Developing and implementing an action and evaluation plan which continues to build on the work developed in the Bronze Standard, addresses the two new identified areas and the WorkWell Silver Standard Accreditation criteria (see WorkWell [Silver Standard Portfolio and Assessment Requirements](#)).
- Build your portfolio of evidence - this is the documentation required to meet the WorkWell Silver Standard Accreditation criteria (each criteria has specific evidence that is required).
- Complete the checklist under each criteria to ensure that you have included all relevant information.
- When your portfolio is ready for assessment, complete the Silver Standard Accreditation submission form and send it to us.
- We will acknowledge receipt of your portfolio, check to make sure the documentation is complete and contact you to arrange a site visit with your WorkWell Group – please allow approximately four weeks from submission to your site visit.
- An assessor will ask your WorkWell Group questions to verify the documentation you have provided and will ask to view your activities – please see WorkWell

Silver Standard Portfolio and Assessment Requirements for site assessment observations.

- You will receive a WorkWell Assessment Report within four weeks of the site visit. If improvements are needed, this report will provide a concise account of what actions are required – you will have three months to undertake these actions and resubmit your portfolio. If you have successfully met the criteria, you are now eligible for WorkWell Silver Standard Accreditation.
- Your organisation will receive WorkWell Silver Standard Accreditation.
- Your WorkWell Silver Standard Accreditation will remain valid as long as you continue to demonstrate improvements in the five identified health and wellbeing areas annually. This requires an annual action and evaluation plan and subsequent report on its implementation. This should include improvements/positive changes gained. In addition, an assessor will conduct an annual site visit to verify actions and achievements.

4.3 Working towards WorkWell Gold Standard Accreditation

WorkWell Gold Standard Accreditation is the third stage of accreditation and recognises standards of excellence in sustaining WorkWell. If applying for Gold, you must already hold WorkWell Silver Standard Accreditation. This stage requires the organisation to develop a three year strategy to improve employee wellbeing, implement annual action plans (addressing seven of the priority health and wellbeing areas) and demonstrate improvements in these. In addition you are required to develop a [Business Continuity Plan](#), promote wellbeing in your local community and showcase your work with other like minded organisations.

WorkWell is an active process of continuous improvement, and Silver and Gold Standards follow the same cycle as Bronze Standard.



Your WorkWell [Advisor](#) can support the WorkWell Group to maintain WorkWell Bronze Standard Accreditation or work towards WorkWell Silver and Gold Standard Accreditation.

5. Allocation of tasks and close meeting (10 mins)

The WorkWell Leader should then bring the meeting to close after the tasks for the next meeting have been allocated.

Tasks prior to the next meeting

- Complete end of year evaluation.
- Complete annual summary report.
- Present end of year evaluation and annual summary report to senior management and update employees of results.
- Arrange date for next meeting to develop new action plan to maintain WorkWell Bronze Standard Accreditation or commence planning to meet WorkWell Silver Standard Accreditation requirements.
- Collect the information you require for your accreditation portfolio.

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