



WorkWell Action Planning Workshop Highlights

In October 2015, two WorkWell Action Planning Workshops were held in Rotorua and Tauranga. Following an initial presentation on action planning, three WorkWell workplaces brought the process to life by sharing how WorkWell works for them, with some valuable real-life examples. These included how their WorkWell groups are structured and how the planning stage is managed. The workshop was concluded with a group activity focused on evaluation.

Action Planning Workshop Highlights include:

- A summary of action planning
- Workplace presentation highlights
- Things to consider for evaluation

A Summary of Action Planning



Group discussions at the Rotorua workshop

The workshop was opened with this helpful reminder which set the theme for the presentations:

“If you fail to plan, you plan to fail”

The workshop was structured around each component of the WorkWell Action and Evaluation Plan template. There are six main factors that shape a comprehensive action and evaluation plan. They are:

1. Rationale
2. Goal
3. Objectives
4. Activities
5. How, who, when etc
6. Evaluation



WorkWell Action Planning Workshop Highlights

Rationale

When discussing the rationale of an action plan, the wider [social determinants of health](#) concept was introduced. This concept highlights that whilst an individual's health can be influenced by lifestyle factors it is also shaped by socio-economic, cultural and environmental conditions. The health of staff within a workplace is therefore influenced by many factors including the workplace environment which can be a great influence on the health and wellbeing of staff. The rationale within an action plan should seek to influence all of the factors that affect staff health.



Goal

The goal of an action plan is to outline the overall vision a workplace aims to achieve for the health and wellbeing of its staff.

Objectives

These are the specific outcomes a workplace wants to achieve that contribute towards the overall goal. These objectives should be SMART (Specific, Measurable, Achievable, Relevant, and Timely).

Activities

The 'activities' in an action plan were described as the "what" - what will be done to achieve the objectives? The activities provide the detail within the action plan. The activities can be grouped by using a multi-level approach including the categories of: organisational, environmental and individual.

How, who, when etc

Break down each of the activities and think about the specific steps required to achieve the activities – these are called 'tasks'. Each task should have been given a timeframe for completion and it should also be decided how the activities will be communicated to all staff. If staff are kept informed throughout the planning process they are more likely to get on board with the WorkWell programme. It was advised not to try and achieve everything at the same time, but to spread the activities out over the course of a year. The action plan template also requires those responsible for achieving each task to be named. It is recommended sharing the task responsibilities within the WorkWell working group so the onus does not fall on the WorkWell Leader. Resources required for each activity should be listed within the resources column and if funding is involved, determine the best estimate for this and discuss with management.



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Workplace Presentation Highlights

Holiday Inn Rotorua

Holiday Inn Rotorua has been a WorkWell workplace since 2012. The hotel is currently Bronze accredited and has incorporated WorkWell into the day to day running of their workplace. Choosing to be involved in WorkWell also aligned with Holiday Inn Rotorua's overall organisational objectives.

During the workshop, Human Resource Advisor and WorkWell Leader, Francina Doube, spoke of the importance of engaging staff in the WorkWell programme, especially the General Manager. "Having the GM on board is a key contributor to the success of the WorkWell programme at Holiday Inn Rotorua." "The GM leads from the top demonstrating what an engaged workforce looks like, as well as providing budget and time support." Francina also discussed how involving staff and providing them the opportunity to contribute to the WorkWell process gave them a sense of value. "Engaging staff in the planning process results in more buy in of the WorkWell journey, and a more enthusiastic, productive workforce."

The Holiday Inn Rotorua's WorkWell group is a sub group of their 'Responsible Business Committee', which also includes health and safety, community engagement and sustainability. The WorkWell group includes champions who represent individual departments within the hotel. Within the WorkWell group there are also subgroups for the different Priority Wellbeing Areas. These subgroups are responsible for developing their own area of the action plan.

Francina identified communication as an integral part of drafting their action plan. Champions were responsible for two-way communication between the WorkWell group and their own department, feeding back all information, including staff comments and suggestions. In the development phase, each department was consulted via the champions, including identifying additional Priority Wellbeing Areas. The subgroups for each Priority Wellbeing Area also called for suggestions to be included within the action plan. Staff were given the opportunity to feedback on the plan once drafted.



Francina Doube from Holiday Inn Rotorua

"Engaging staff in the planning process results in more buy in of the WorkWell journey, and a more enthusiastic, productive workforce"

Francina spoke of "achieving workable solutions" when implementing and evaluating the action plan. Also discussed was the importance of setting realistic expectations, "It's ok if it doesn't work sometimes." "This is especially true if staff within the subgroups have been given responsibility for implementing the plan – its important staff feel supported."



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Toi Te Ora – Public Health Service

Toi Te Ora – Public Health Service (Toi Te Ora) is the public health unit for the Bay of Plenty and Lakes District Health Boards and developed the WorkWell programme. Toi Te Ora not only delivers the WorkWell programme to workplaces, but also implements WorkWell in its own organisation. Toi Te Ora is treated like any other workplace and has an assigned WorkWell Advisor and an external assessor who delivers accreditation assessments. Toi Te Ora achieved Gold accreditation in July 2015.

The Toi Te Ora WorkWell working group involves nine staff in total; these include three staff from each office site across the region (Whakatane, Tauranga and Rotorua). The WorkWell Leader is the Business Manager, which means the WorkWell group gets instant feedback regarding whether ideas are feasible, or if there is budget support.

“A good plan will guide the rest of the years WorkWell activities”

There are subgroups within the working group, which are responsible for the individual Priority Wellbeing Areas. These subgroups have the responsibility to write the action plan for their area.

At the workshop, Toi Te Ora staff spoke of the consultation process when drafting an action plan, and the importance of involving every staff member. At Toi Te Ora, this was done in various formats including workshop sessions, and a quarterly staff meeting. Consultation continued after the action plan was drafted, with each staff member being emailed a copy for comment.

Also discussed was the importance of a workable plan. WorkWell working group member Kylee McFetridge said, “Implementation of an action plan is far more achievable when it is realistic.” “A good plan will guide the rest of the year’s WorkWell activities.” Consideration of the evaluation phase of an action plan was also highlighted with Toi Te Ora discussing how evaluation strategies were included within the plan when it was written rather than being added afterwards. “Evaluation occurs throughout the year as all Priority Wellbeing Areas are discussed at the monthly WorkWell meeting.” This ensures both process and outcome evaluation occur, as activities are discussed at the same times as they are implemented, and also debriefed once completed. “The working group also receive feedback from staff members both formally and informally.”



**Kylee McFetridge from
Toi Te Ora – Public Health Service**



WorkWell Action Planning Workshop Highlights

Malyon House Hospital and Resthome

Malyon House Hospital and Resthome is a family-owned business and has been a WorkWell member since 2011. They are currently Silver accredited. Their WorkWell working group is run through their Health and Safety team. Owner of Malyon House and WorkWell Leader, David Munro, described this amalgamated approach as, "Putting the health into health and safety."

During his presentation, David shared the history of WorkWell at Malyon House. He highlighted the importance of having a working group comprising of staff who are respected within the workplace and positive about workplace wellbeing. David described how influential staff members got involved with WorkWell and that's when WorkWell really took off at Malyon House, "plus lots of physical activity challenges!"

David's advice to ensure a thriving sustainable workplace wellbeing programme was to ensure two-way communication. "Staff suggestions only work when you feedback to staff on these suggestions." David also recommended having a noticeboard which is exclusive to WorkWell and using this as a way to communicate with staff. Also discussed was the importance of being flexible. "You can produce a wonderful plan but things may change and you may be required to adapt the plan as you go." Also covered was the challenge of shift work, which is something a number of WorkWell workplaces grapple with. David advised to, "identify challenges and ensure the plan addresses these challenges." An example of this is ensuring activities in the plan at an individual level are offered on a range of days and various times to ensure shift workers don't miss out.

"Identify challenges and ensure the plan addresses these challenges"



A common theme from all workplace presentations at the workshop was the importance of using your action plan as a guiding document throughout the year, or as David said, "It is important to drag out the plan over the year and check up on it."

David Munro from Malyon House Hospital and Resthome



WorkWell Action Planning Workshop Highlights

Things to Consider for Evaluation

Evaluation is important for continual improvement. Once activities are completed, evaluation helps to determine what worked, what didn't, what could be strengthened, or what should be done differently next time. Different ways to evaluate were explained. These include:

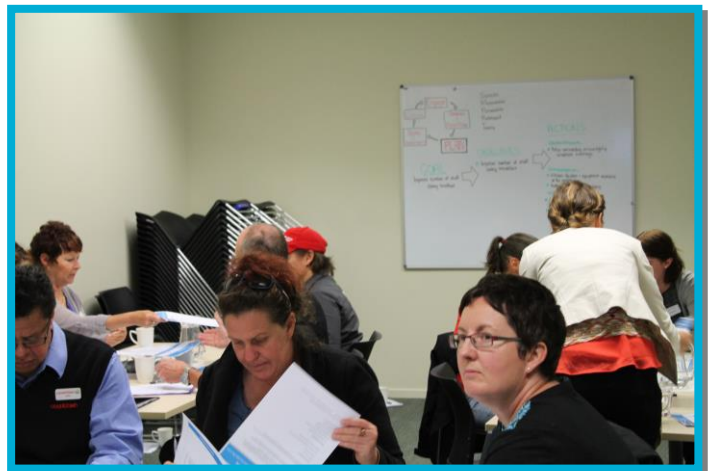
Process - How it was implemented? Could there be more efficient ways to do this next time? Was the process communicated effectively?

Outcome - Was the action achieved? What was the result of each activity? How many people participated or were reached?

Impact - Did the activities improve behaviours or change the environment?



Rotorua attendees practice including evaluation strategies in an action plan



Tauranga attendees practice including evaluation strategies in an action plan