

## • pre-planning •

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- 1 Programme Orientation
- 2 Programme Stages
- 3 Programme Positioning
- 4 Programme Organisation

## • planning •

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- 5a Programme Design
- 5b Programme Design
- 5c Programme Design

## • implementation •

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- 6 Marketing Your Programme
- 7 Programme Implementation
- 8 Programme Evaluation

workplace health promotion: pre-planning series

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# Programme Stages

Benchmarking workplace health promotion programme

Updated Version 2

## KEY CONCEPTS

- Principles of workplace health promotion
- Stages of development in workplace health promotion programme

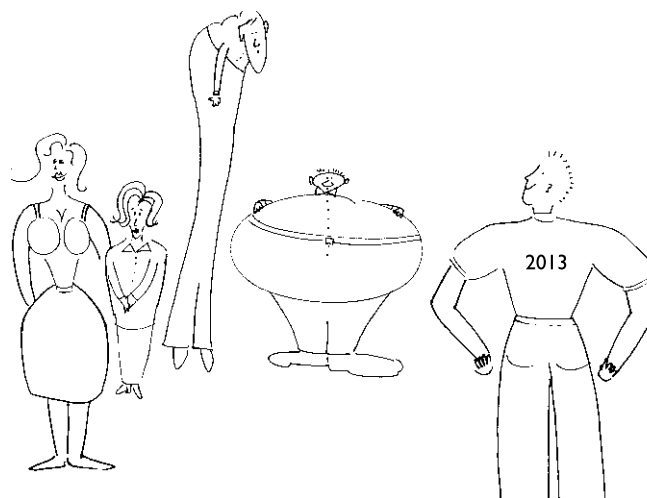
# – The Workplace Health Manager...

**Your role is a critical one** because you have the opportunity to bring about changes that can impact your colleagues' health.

Though your role differs from company to company, you are generally tasked to plan, organise and implement a workplace health promotion (WHP) programme.

While you do not need to be an expert on health issues or be medically trained, some basic understanding of health, the factors that influence it, concepts of WHP and what can be achieved will definitely help you in your task.

This guide will support your role as a workplace health manager, and enable you to plan effectively. To find out on the latest news and events, visit HPB's one-stop on-line portal for workplace health managers at [www.hpb.gov.sg/healthatwork](http://www.hpb.gov.sg/healthatwork). If you need further assistance, please e-mail to Workplace Health at [HPB\\_HEALTH\\_At\\_Work@hpb.gov.sg](mailto:HPB_HEALTH_At_Work@hpb.gov.sg) or call 64353704.



*Workplace health promotion begins with you, you & YOU...*

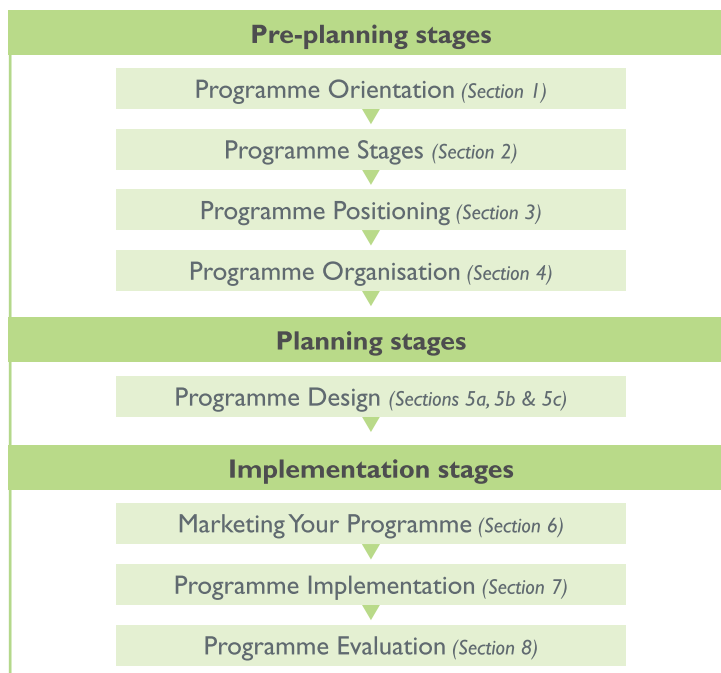
# Introduction

The *Essential Guide to Workplace Health Promotion: The ABCs of Managing Your Organisation's Programme* consists of eight Sections, grouped into three series of Pre-planning, Planning and Implementation. This form of organisation mirrors the actual stages of WHP programme planning and implementation.

At different points in each Section, there will be cross-references in italics. This is intended to improve understanding of the inter-relationships between different concepts in different sections.

In these Sections, you will find:

- concise flow charts
- clear definitions
- simple explanations
- essential survival tips
- useful examples
- helpful checklists
- ready-to-print templates.



## icons



Ideas you can apply



Technical information



Case studies of companies



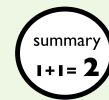
Essential survival tips



Frequently-asked questions



Useful notes



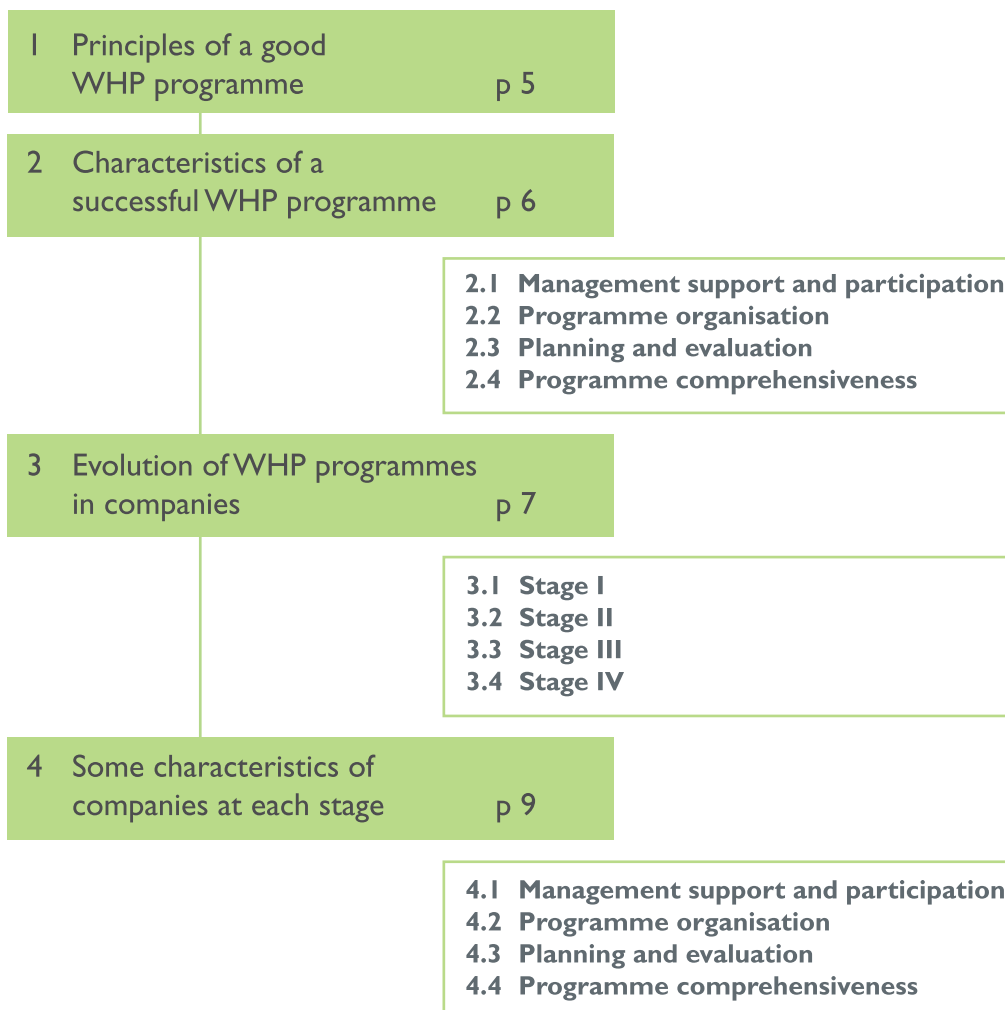
Quick summary

# Overview

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**Designing and implementing an effective workplace health promotion (WHP) programme often happens in a cumulative way. It does not happen all at once. In most companies, it undergoes stages of development in various aspects of the programme. And it does not always follow a straight-line growth pattern.**

**In this Section, we provide a road map of how effectively organised WHP programmes evolve through four stages, as well as some markers you will find at each stage.**



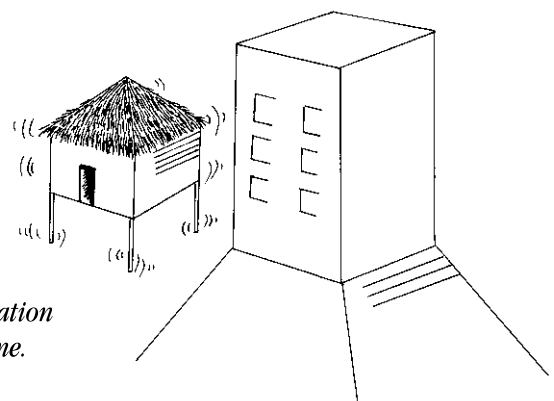
# Principles of a good WHP programme

## I Principles of a good WHP programme

Since no two companies are alike, it is not possible to have a fixed formula for an effective WHP programme that will fit every company. There are, however, certain principles that good WHP programmes share. These are the working principles of an effective WHP programme.

### A WHP programme should...

- **Meet the needs of all employees regardless of their current level of health.**  
*The WHP programme should not be seen as either something only for fitness enthusiasts or those who require medical attention. It should address the needs of employees regardless of their health status.*
- **Take into account the needs, preferences and attitudes of different groups of participants.**  
*Assessing and understanding employees' needs is essential. If a WHP programme is to be successful, it should accommodate needs and interests.*
- **Adapt to special features of each workplace environment.**  
*Choose strategies that take into account of your organisation's business, structure and culture.*
- **Recognise that an individual's lifestyle is influenced by environmental factors, personal choices and ability to control or sustain healthy lifestyle choices.**  
*The WHP programme should holistically address all aspects that influence an individual's health.*
- **Support the development of a strong overall health policy in the workplace.**  
*The WHP programme should not affect only individuals. It should help to build an organisational culture that expresses itself through health policies and practices.*



*Building a good foundation  
for a WHP programme.*

# Characteristics of a successful WHP programme

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## 2 Characteristics of a successful WHP programme

Here are some aspects you can use to develop a WHP programme:

### 2.1 Management support and participation

Management support and participation is essential to the success of the WHP programme. Given the busy schedule of management, it might not be possible to attend all WHP activities.

### 2.2 Programme organisation

A coordinating body needs to be set up to plan, oversee and execute the programme. Members of this committee should have representatives from all levels and sectors of the organisation, including union members, if possible.

While staff members managing a WHP programme do not necessarily have to be health experts, they should have the relevant training needed to organise an effective programme.

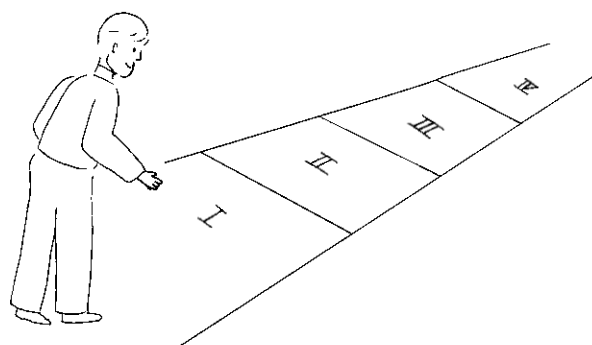
### 2.3 Planning and evaluation

Beyond just a collection of ad hoc activities, a well-planned WHP programme is a structured, needs-based programme with clear goals, strategies and evaluation mechanisms which can measure the programme's results.

### 2.4 Programme comprehensiveness

A comprehensive WHP programme covers all four key areas: physical activity, healthy eating, smoking control and mental wellbeing. It also uses both mass and targeted interventions focusing on:

- Health education and promotion to increase awareness and encourage attitude and behaviour change
- Environmental support which creates a supportive environment that promotes workplace health
- Organisational policies that ensure a safe environment and healthy workforce.



*Four-fold path to WHP programme success*

# Evolution of WHP programmes in companies

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## 3 Evolution of WHP programmes in companies

In Singapore, most companies see their WHP programmes evolve through several stages.

### 3.1 Stage I

At Stage I, there is little awareness of WHP and its benefits. As a result, there is minimal management support and programme organisation.

Ad hoc activities which do not take a holistic approach towards health are conducted. Programmes are not based on real needs but on interests or availability of programmes. Often the focus is on social activities.

### 3.2 Stage II

At Stage II, there is some awareness of the benefits of WHP. However, WHP is still seen as a form of social recreation. Committees are predominantly sports- or recreation-based. Management support is still at its infancy.

A milestone at this stage would be conducting of health screening. However, the information obtained from health screening is not used to plan WHP programmes.

Most activities revolve around awareness talks, and mass interventions are the norm. There is little intervention in terms of policy or environmental changes.

### 3.3 Stage III

At Stage III, companies have heightened awareness of WHP and are convinced of its benefits. More resources and commitment are shown through management support and dedicated committees.

Milestones at this stage would be:

- A well-represented committee with senior executives
- Committee members trained in WHP
- Needs assessment such as health screenings, physical fitness assessments and lifestyle surveys
- A WHP programme that is based on needs
- Process and impact evaluation
- Interventions that cover all four key areas (i.e. physical activity, healthy eating, smoking control and mental wellbeing)
- Interventions that include policies and environmental support.



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### 3.4 Stage IV

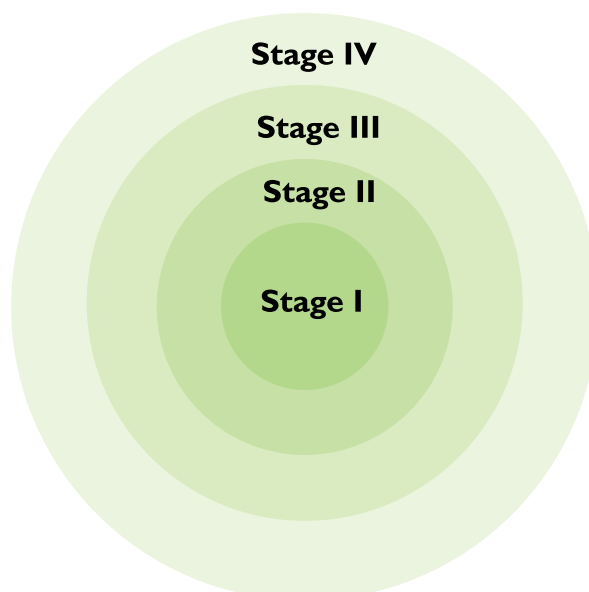
At Stage IV, companies are convinced of the connection between employee health and business objectives. Thus management support is strong, with resources dedicated to WHP.

The corporate culture emphasises employee health in tangible ways – the values and norms of the company are aligned with the WHP goal of employee wellbeing. Participation in WHP is encouraged at every level.

Milestones include:

- Rigorous planning of WHP, from needs assessment to planning and evaluation
- Monitoring of trends in organisational indicators (e.g. medical costs, medical leave and staff turnover rate)
- Implementation of health-linked policies (e.g. work-life balance) beyond just the basic health-related policies (e.g. smoke-free policy)
- Interventions including work systems for reducing organisational stress, promotion of healthy eating and physical activity, and smoking control.

The development of a WHP programme does not follow a straight-line growth pattern. Rather it is more like a concentric circle moving outwards from Stage I characteristics.



Some companies excel in certain areas of the WHP programme but need improvement in other areas. The following pages will cover in detail the milestones at each stage of the WHP programme.

# Some characteristics of companies at each stage

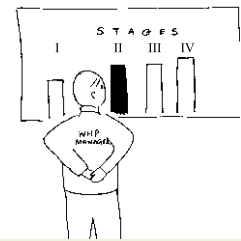
## 4 Some characteristics of companies at each stage

### 4.1 Management support and participation



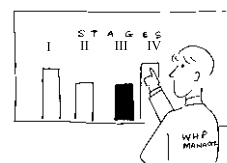
Stage I	II	III	IV
<ul style="list-style-type: none"> <li>• <b>Does not see link between employee health &amp; productivity</b> Management does not regard employee health &amp; wellbeing as being important to business objectives.</li> <li>• <b>Uninformed</b> Management is not aware of WHP activities.</li> <li>• <b>Does not participate</b> Management rarely participates in WHP activities.</li> <li>• <b>Does not know enough to provide leadership</b> Management provides passive support &amp; sees WHP programme as a non-business-related activity.</li> <li>• <b>May not allocate a budget for WHP programme</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Does not see link between employee health &amp; productivity</b> Employee health is seen as important, but strictly the individual's responsibility, not linked to business objectives or productivity.</li> <li>• <b>Informed but...</b> Management is kept informed on activities but does not request evaluation of WHP programme.</li> <li>• <b>A few in senior management sometimes participates in major events</b> Management participates but sees WHP activities as social activities which strengthen cohesiveness.</li> <li>• <b>Does not provide active leadership</b> Management approves of WHP programme but does not lead or initiate programmes.</li> <li>• <b>Budget for ad hoc activities</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Associates employee health with productivity</b> Management sees link between employee health &amp; business objectives, &amp; interested in curbing medical costs.</li> <li>• <b>Well-informed</b> Management is kept informed on activities &amp; progress of WHP programme (e.g. minutes of meeting).</li> <li>• <b>Most senior management participates regularly</b> Management is active in WHP activities.</li> <li>• <b>Supportive of health-related policy changes but...</b> Management is supportive of minor policy changes (e.g. healthy workplace catering policy and subsidies for activities) but is cautious in supporting health-linked policy changes which impact HR or production (e.g. flexi-work &amp; time off for WHP activities).</li> <li>• <b>Dedicated budget</b> Adequate manpower &amp; finances are allocated to WHP programme.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Convinced of the link between employee health &amp; business objectives</b> Sees WHP programme as a part of business strategy, competitiveness &amp; sustainable growth.</li> <li>• <b>Keen interest in WHP programme outcomes</b> Management takes a keen interest in WHP programme outcomes.</li> <li>• <b>Most senior management participates regularly &amp; promotes participation</b> Management actively participates &amp; promotes participation.</li> <li>• <b>Leads in making policy changes</b> Management actively promotes employee health and wellbeing as part of company's core values, policies &amp; practices at all levels. Management initiates health-linked &amp; health-related policy changes to ensure a healthy workplace.</li> <li>• <b>Dedicated budget</b> Adequate manpower &amp; finances are allocated to WHP programme.</li> </ul>

## 4.2 Programme organisation



Stage I	II	III	IV
<ul style="list-style-type: none"> <li>• <b>No specific structure for WHP programme</b> Social &amp; recreation committee organises ad hoc activities for employees.</li> <li>• <b>No committee for WHP programme</b> One person is tasked to oversee &amp; implement all WHP activities.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>A loose structure for WHP programme</b> There may or may not be a structure set up for WHP activities.</li> <li>• <b>Committee</b> There may be a committee set up to oversee WHP activities. WHP activities are mainly seen as HR's responsibility.</li> <li>• <b>Isolated committees</b> Committees on sports, welfare &amp; organisational issues may exist but run their own programmes independently of each other.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Organised structure</b> The WHP programme has a well-conceived structure supported by procedures for proper documentation &amp; handover.</li> <li>• <b>Well-represented committee led by senior management</b> WHP committee comprises members from all departments &amp; levels.</li> <li>• <b>Established links between committees</b> WHP committee is well connected to sports, welfare &amp; occupational committees.</li> <li>• <b>Trained managers</b> Core members of the WHP committee have received relevant training.</li> <li>• <b>Recognised</b> Contributions of committee members are recognised by management informally (e.g. thank-you lunches &amp; gifts).</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Organised structure</b> The WHP programme has a well-conceived structure supported by procedures for proper documentation &amp; handover.</li> <li>• <b>Well-represented committee led by senior management</b> WHP committee comprises members from all departments &amp; levels.</li> <li>• <b>Established links between committees</b> WHP committee is well-connected to sports, welfare &amp; occupational committees.</li> <li>• <b>Trained managers</b> Core members of the WHP committee have received relevant training.</li> <li>• <b>Recognised</b> Contributions of committee members are formally recognised by management (e.g. staff appraisals) &amp; are rewarded for participation.</li> </ul>

# What is a WHP programme?



## 4.3 Planning and evaluation

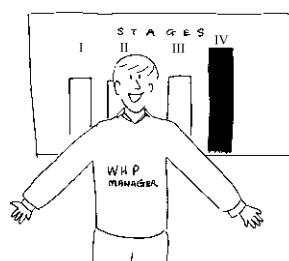
Stage	I	II	III	IV
<ul style="list-style-type: none"> <li>• <b>Mechanical planning</b> No formal data collection.</li> <li>• <b>Programmes are based on fads</b> Planning of programme is done merely to provide a calendar of activities. Programmes are based on the latest fads.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Health screening is conducted</b> Health screening is merely used to let employees know their own health profile. Interest surveys are usually done.</li> <li>• <b>Information not used</b> The information collected from surveys is not used to create a corporate profile or to plan or evaluate WHP programme.</li> <li>• <b>Programmes are based on employees' interests</b> Ad hoc activities are conducted to cater to employees' current interests.</li> <li>• <b>No goals are set</b> The programme has no goals or objectives.</li> <li>• <b>Some process evaluation is done</b> Evaluation is done by observing participation rate or through formal (e.g. survey) or informal (e.g. verbal) feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Basic needs assessment is conducted</b> Basic needs assessment (fitness assessment &amp; lifestyle survey) is conducted. Health screening is merely used to let employees know their own health profile.</li> <li>• <b>Information used</b> The information collected from surveys contributes to planning of WHP programme.</li> <li>• <b>Programmes are needs-based</b> Activities are planned based on health needs derived from findings of health screening, lifestyle survey &amp; fitness assessment.</li> <li>• <b>Goals are unclear</b> General goals (e.g. to improve health of employees) are set.</li> <li>• <b>Process evaluation is done</b> Participation rate &amp; feedback from participants are used to identify areas for improvement (e.g. accessibility &amp; appropriateness of interventions). Basic impact evaluation is done to monitor change in health status.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Programme planning is based on regular needs assessment</b> Extensive needs assessment (demographic profile, health screening, fitness assessment, lifestyle survey, interest survey &amp; climate survey) is conducted.</li> <li>• <b>Information used</b> The information collected from surveys are used for planning WHP programme.</li> <li>• <b>Programmes are accessible, well-timed &amp; appropriate</b> In addition to being based on needs assessment, issues of accessibility, timing &amp; the profile of the workforce are considered.</li> <li>• <b>SMART objectives are set</b> Clear goals &amp; objectives are set which are simple, measurable, action-oriented, realistic &amp; time-bound.</li> <li>• <b>Process &amp; impact evaluation are conducted</b> The programme is evaluated to measure the change in attitude, knowledge, health status &amp; health practices.</li> <li>• <b>Outcomes are measured</b> Outcomes are measured by monitoring medical leave, staff turnover &amp; medical costs.</li> </ul>	

## 4.4 Programme comprehensiveness

Stage I	II	III	IV
<ul style="list-style-type: none"> <li>• <b>Focuses on social activities</b> Emphasis is placed on social activities (e.g. family day &amp; dinner dance).</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Focuses on physical activities &amp; talks</b> Programme focuses on physical activities &amp; health education interventions (e.g. talks &amp; workshops).</li> <li>• <b>Mass activities preferred</b> The activities are organised to allow a maximum number of employees to participate.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Attempts to cover four key areas</b> <ul style="list-style-type: none"> <li>– Physical activity</li> <li>– Healthy eating</li> <li>– Smoking control</li> <li>– Mental wellbeing.</li> </ul> </li> <li>• <b>Includes change of policies &amp; physical environment</b> Interventions include changes in policies &amp; physical environment (e.g. gym, water coolers &amp; canteen).</li> <li>• <b>Mass activities preferred</b> The activities are organised to allow a maximum number of employees to participate.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Covers four key areas</b> <ul style="list-style-type: none"> <li>– Physical activity</li> <li>– Healthy eating</li> <li>– Smoking control</li> <li>– Mental wellbeing.</li> </ul> </li> <li>• <b>Corporate culture emphasises employee health</b> Employee health is strongly advocated in company's culture.</li> <li>• <b>Applies mass &amp; targeted interventions</b> The activities are designed not only for the masses, but also for targeted groups (e.g. high-risk groups).</li> <li>• <b>Influences policies</b> The WHP programme advocated health-related and health-linked policies.</li> </ul>

Each company is unique. Some companies show some Stage II characteristics in management support but could have achieved most of Stage III milestones in planning and evaluation.

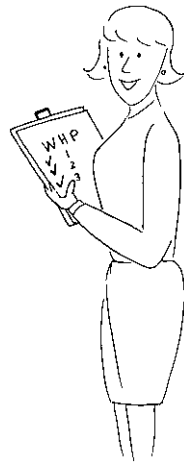
Use Appendix A to identify strengths of your programme. Capitalise on these strengths. Identify also areas needing improvements and work on them.



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## Appendix A

### Checklist for a WHP programme



*Identifying gaps in our WHP programme.*

# Appendix A

## Checklist for a WHP programme

### Programme Positioning and Organisation Management support and participation

- |   | No                       | Can be improved          | Yes                      |
|---|--------------------------|--------------------------|--------------------------|
| 1. Our senior management has insight into the significance of WHP and its relation to business outcomes (i.e. how it can contribute to the bottom-line and that it is a shared responsibility between employer and employee).     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Our senior management actively leads and is accountable for the WHP programme (e.g. the goals and objectives on workplace and employee health and wellbeing issues are incorporated in the organisation's strategic planning). | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Senior management has initiated or supported at least one health-related or health-linked policy improvement in the past year.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Most senior managers participate regularly in WHP activities.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Our middle management actively encourages employees to get involved in the programme and participate in its activities.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. We have an effective mechanism for keeping management informed regularly of the progress and impact of the WHP programme.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Our senior management proactively considers employee health and wellbeing issues in its decision-making process (e.g. when making decisions in regard to business or organisational development).                              | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

### Integration with organisation's mission and culture

- |  |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|
| 8. The value of employees and hence the importance of a healthy workforce is referenced within our organisation's statement of core values or in some other strategic policy documents such as a health charter. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Our employees across the organisation perceive that actions of management encourage a healthy lifestyle and work-life balance.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Our employees across the organisation understand how WHP contributes to the organisation's strategic directions, priorities and success.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Employee health and wellbeing issues are managed as part of a human resource development strategy that aims to maximise staff performance.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Our organisation works at improving management practices to foster a culture that reinforces the goals of the WHP programme.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

# Appendix A

## Programme Positioning and Organisation (cont'd)

### Adequate resources

13. A dedicated budget is available for our WHP programme.

No	Can be improved	Yes
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Programme structure

14. We have a representative committee to plan and oversee the WHP programme.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

15. There is cooperation and coordination with other related committees (e.g. occupational safety and health, sports and recreation, canteen and staff welfare).

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

16. Our WHP committee members are actively engaged in planning and implementing the WHP programme.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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17. The contributions of WHP committee members are recognised in some specific manner by management (e.g. in staff appraisals).

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

### Managed by properly trained staff members

18. Our staff members involved in the WHP programme have received relevant training (e.g. workplace health promotion course and counselling course).

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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## Programme Planning and Evaluation

### Based on actual and perceived needs

1. We have a good understanding of the demographic profile of our employees (i.e. age and gender breakdown, educational level and marital status).

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

2. We offer regular health screening, which includes tests for hypertension, high blood cholesterol, diabetes and obesity, to all our employees.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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3. We participate in a regular physical fitness assessment (e.g. Walk/Run/Step Test).

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------

4. We have a good understanding of the lifestyle and health practices of our employees from a regular survey (i.e. on extent of physical activity, dietary practices and smoking habits).

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------



# Appendix A

## Programme Planning and Evaluation (cont'd)

### Based on actual and perceived needs

- |   | No                       | Can be improved          | Yes                      |
|---|--------------------------|--------------------------|--------------------------|
| 5. We have a good understanding of the sources of organisational stress, and the level of staff morale from regular employee feedback surveys and/or focus groups.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. We have assessed the adequacy of the physical work environment including availability of sports and recreational facilities and other support facilities such as water coolers, pantries and canteens. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

### An established programme plan

- |  |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|
| 7. We have used information gathered from the needs assessment to identify and set specific priorities for our WHP programme.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. We have goals and objectives that indicate what we hope to achieve from the WHP programme.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Our goals and objectives have been communicated to all employees.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Our programme objectives are SMART (Specific, Measurable, Action-oriented, Realistic and Time-bound).  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. We have considered the strategies that will be required to achieve our objectives including seeking advice on the types of interventions that are effective in addressing our health priorities.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Our marketing methods have proven successful in gaining the support and participation of employees.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. We have a written programme plan that summarises the goals and objectives, the strategies for achieving goals and objectives, and the methods for evaluating progress against goals and objectives. (Please note that an activity schedule or a calendar of events is not a programme plan.) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

### Conduct programme evaluation

- |   |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|
| 14. We regularly conduct process evaluation such as measuring participation rate, gathering participants' feedback, and examining accessibility and appropriateness of interventions. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|---|--------------------------|--------------------------|--------------------------|

# Appendix A

## Programme Planning and Evaluation (cont'd)

### Conduct programme evaluation

- |   | No                       | Can be improved          | Yes                      |
|---|--------------------------|--------------------------|--------------------------|
| 15. We regularly conduct impact evaluation to assess the impact/mid-term effects of our WHP programme through indicators such as fitness status, lifestyle and health practices, and staff morale.    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. We regularly conduct outcome evaluation to assess the long-term effects of our WHP programme through indicators such as health risk status, medical costs, medical leave and staff turnover rate. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

### Programme Results

- |   |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|
| 1. We have data for a minimum of one indicator to assess the effect of the WHP programme on organisational outcomes (e.g. medical costs, medical leave and staff turnover rate).  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. We have data for a minimum of one indicator to assess the effect of the WHP programme on employee health risk status (e.g. health screening data such as prevalence of high blood pressure, high blood cholesterol, high blood sugar and obesity).                           | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. We have data for a minimum of one indicator to assess the effect of the WHP programme on employee fitness status (e.g. results of the Walk/Run/Step Test or in-house assessment).  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. We have data for a minimum of two indicators to assess the effect of the WHP programme on employee lifestyle and health practices and staff morale (e.g. percentage of employees who exercise regularly, eat healthier, do not smoke and/or level of employee satisfaction). | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. We have analysed the results over time for the above key programme results indicators.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. We have seen improvements over time in at least one key programme results indicator (i.e. positive trends).  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. We have used the results data to make adjustments to our WHP programme.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Our senior management takes note of the results of the WHP programme.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Overall, current goals and objectives of our WHP programme have been met or exceeded.  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

# Appendix A

## Programme Comprehensiveness Covers four key areas

- |  | No                       | Can be improved          | Yes                      |
|--|--------------------------|--------------------------|--------------------------|
| 1. Our WHP programme adequately covers all four key areas of healthy lifestyle: physical activity, healthy eating, smoking control and mental wellbeing. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

## Mass and targeted interventions

- |  |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|
| 2. Our WHP programme includes both interventions that target the general workforce and interventions that are specifically designed for those at high risk of lifestyle-related conditions or diseases such as hypertension, high blood cholesterol, diabetes and obesity. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|--|--------------------------|--------------------------|--------------------------|

## A balanced approach

- |  |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|
| 3. Our WHP programme comprises a good combination of health education and promotion activities, supportive environment (i.e. physical and organisational) strategies and organisational policies that promote a healthy workforce.   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Our WHP programme provides sufficient information and educational opportunities, through a variety of channels, to raise awareness and increase knowledge on a range of health-related topics (e.g. talks, exhibitions, demonstrations, websites, newsletters, classroom instructions and group discussions). | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Our WHP programme includes motivation and incentive interventions to encourage participation in WHP activities and to motivate or recognise changes in health behaviour or other related achievements (e.g. contests, recognition schemes and incentive schemes).   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6. Our WHP programme includes a variety of psychosocial interventions to facilitate attitude and behavioural changes (e.g. mental wellbeing programmes, behaviour modification programmes, individual counselling, goal setting and personal planning).  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Our WHP programme includes social support interventions to support and maintain behavioural change (e.g. peer support networks, self-help groups and lay health advisor groups).  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. We have developed a supportive physical environment that encourages a healthy workforce (e.g. canteen that serves healthy food choices and provision of water coolers).   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

# Appendix A

## Programme Comprehensiveness (cont'd) A balanced approach

- |   | No                       | Can be improved          | Yes                      |
|---|--------------------------|--------------------------|--------------------------|
| 9. We have fostered a supportive organisational culture that encourages a healthy workforce (e.g. clear communication channels and management practices that reduce sources of organisational stress).  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. We have introduced policies that encourage a healthy workforce (e.g. health-related policies on smoking control, cigarette sale and catering, and health-linked policies such as flexi-benefits schemes, flexi-time and workload management). | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |