· pre-planning ·

· planning ·

· implementation ·

WORKPLACE
HEALTH

3

Programme Positioning

Securing management support

Updated Version 2

KEY CONCEPTS
- Key areas of management support
- Strategies for securing management support

For more information on Workplace Health Promotion visit **www.hpb.gov.sg/healthatwork**

– 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**. If you need further assistance, please e-mail to **Workplace Health** at **HPB_HEALTH_At_Work@hpb.gov.sg** or call **64353704**.
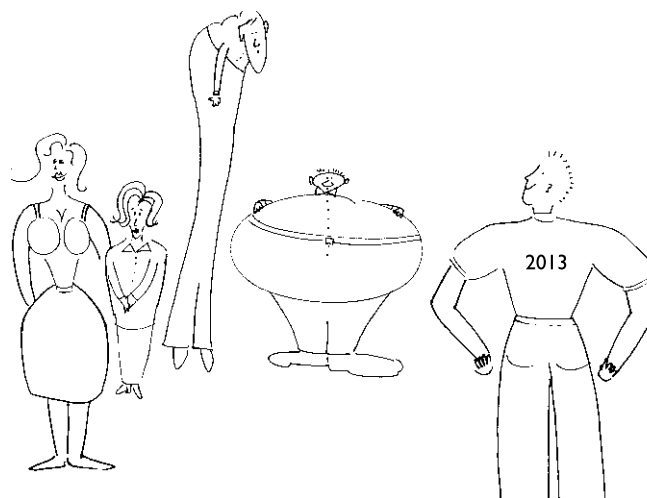
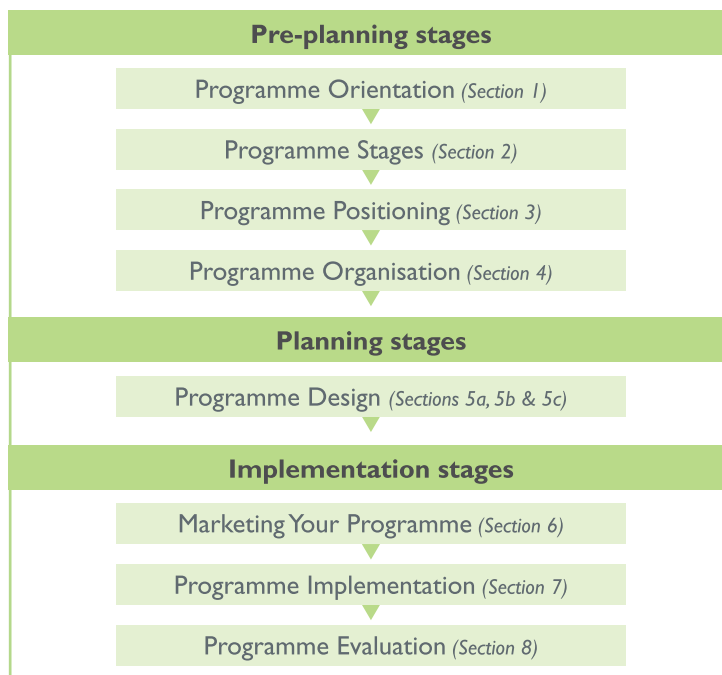*Workplace health promotion begins with you, you & YOU...*

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.

Pre-planning stages
Programme Orientation *(Section 1)*
Programme Stages *(Section 2)*
Programme Positioning *(Section 3)*
Programme Organisation *(Section 4)*

Planning stages
Programme Design *(Sections 5a, 5b & 5c)*

Implementation stages
Marketing Your Programme *(Section 6)*
Programme Implementation *(Section 7)*
Programme Evaluation *(Section 8)*

icons

| Icon	Description
(W)	Ideas you can apply
tech info T	Technical information
	Case studies of companies
survival tips	Essential survival tips
FAQ	Frequently-asked questions
take note !	Useful notes
summary 1+1= 2	Quick summary
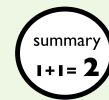
Overview

A key success factor of a workplace health promotion (WHP) programme is management support. If the management is not behind you, you will find it difficult to plan and execute your programme.

This Section highlights the importance of management support and covers strategies and techniques for doing so.
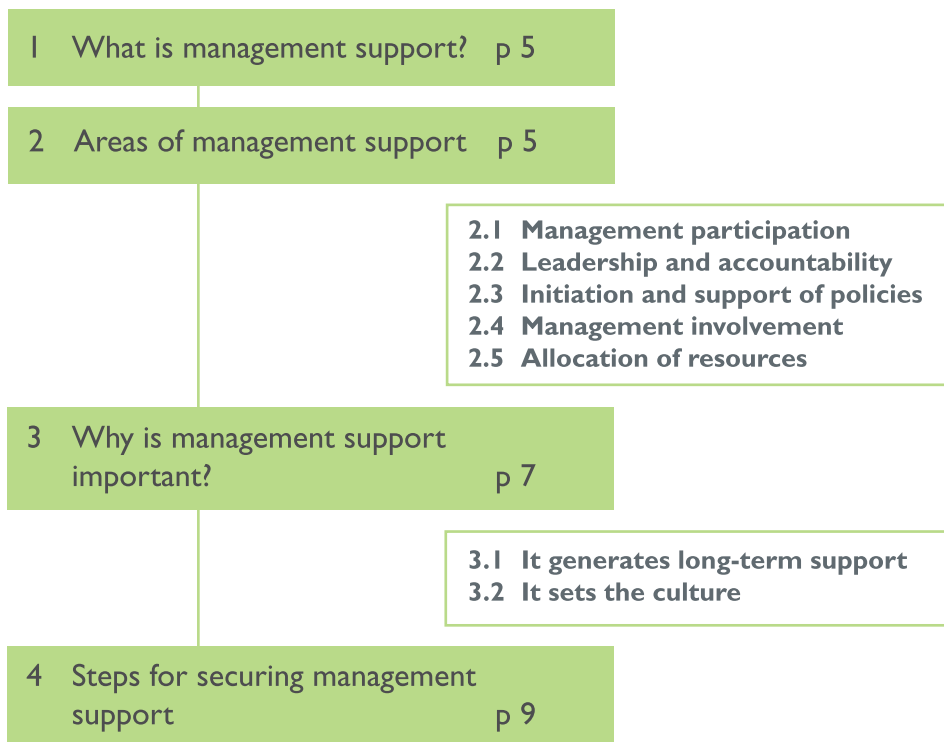
1   What is management support?

Management support refers to the extent to which the senior management of a company would go to ensure its WHP programme succeeds. This usually involves directives and direct involvement from senior management.

2   Areas of management support

Management support sets the strategic direction in terms of approach in the following areas:
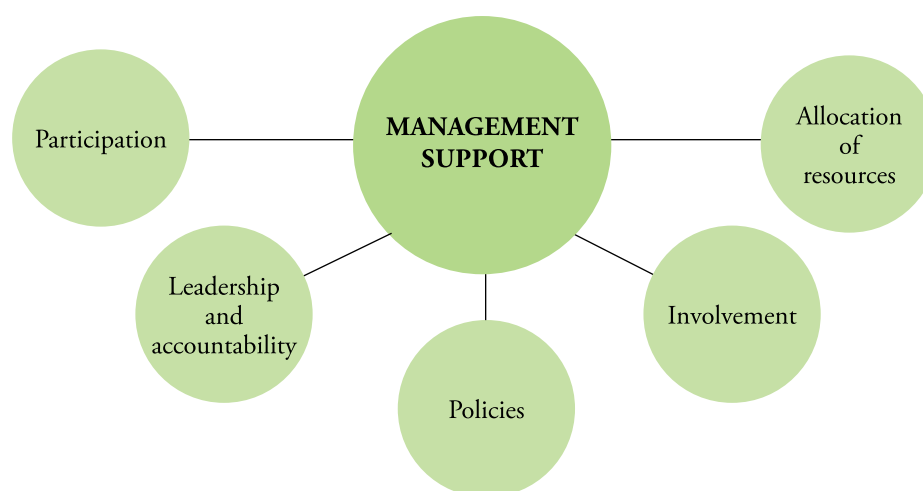
2.1   Management participation

This form of regular modelling by the majority of senior managers sends a clear message to employees that WHP programme interventions are worth supporting and part of the organisational culture.

> *Examples include senior management being genuine health enthusiasts and participating regularly in physical activities, health education talks and health screening activities.*

2.2   Leadership and accountability

Though senior managers are often too busy to participate, they can be involved in other areas like aligning and integrating workplace health issues with the mission and vision of the company. When this happens, workplace health issues will be taken seriously as part of the business outcomes.

> *For example, concern for employees' health could be part of the company's core values Senior management would hold the WHP programme accountable for achieving the organisational goals that it sets out to achieve.*

2.3 Initiation and support of policies

Senior management leads in initiating and supporting policy changes. A policy on employee wellbeing is crucial for the WHP programme and is instrumental for its long-term sustainability.

Examples of policies include health-related policies: smoke-free workplace policy, healthy workplace nutrition policy, healthy workplace catering policy and subsidies, and health-linked policies: time off for health promotion interventions, flexible work arrangements, rewards and recognition schemes.

Appendix B outlines the key steps in developing a workplace health policy.

2.4 Management involvement

Management involvement can take place in:
- Planning – where health issues are regularly tabled, and are considered in decision-making processes
- Troubleshooting – where problems are resolved
- Personal encouragement and recognition – which may include personal thank-you notes or formal recognition in staff appraisals.

2.5 Allocation of resources

Senior management also lends support by ensuring that adequate resources in time, space and finances are allocated to the WHP programme.

Examples of financial support include having a dedicated budget to cover costs such as:
– Training and educational activities (e.g. health promotion, stress-buster and counselling courses)
– Incentives
– Interventions.

An example of support related to time is time off or flexi-time schemes for participation in activities.

Examples of space-related support are:
– Rooms allocated for the use of the WHP programme
– A dedicated budget for facilities.

An example of support in human resources is where senior management commits personnel from different departments and at different levels to the WHP committee.
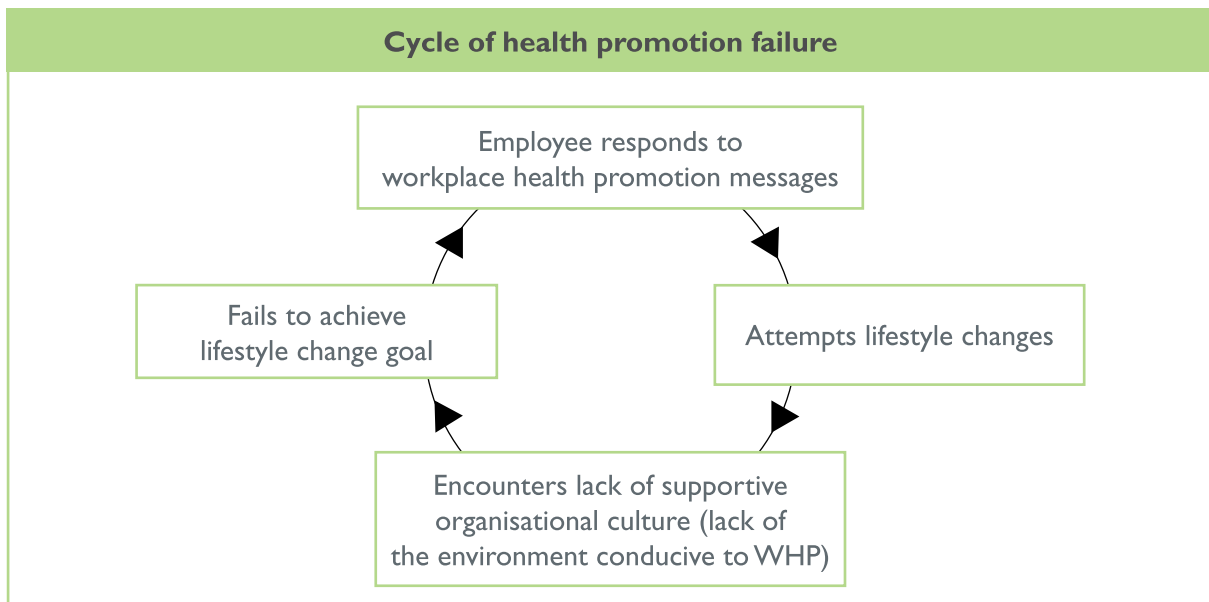
3   Why is management support important?

3.1   It generates long-term support

When management sets the direction and culture, it transforms thinking and behaviour at all levels within the organisation. This helps to ensure that WHP programme enjoys the support from staff in the company. It also gives the WHP programme formal organisational support through policies and resource allocation.

3.2   It sets the culture

When the culture is conducive to developing a healthy workplace environment, the WHP programme will not be just a passing fad, but can be sustained over a long period. In contrast, the chart shows how even a motivated employee may encounter failure when he/she does not receive support from his/her environment.

Cycle of health promotion failure

Employee responds to
workplace health promotion messages

Fails to achieve
lifestyle change goal

Attempts lifestyle changes

Encounters lack of supportive
organisational culture (lack of
the environment conducive to WHP)

Source: J Allen, The Role of Culture Change in Health Promotion, *American Journal of Health Promotion* March/April 1999.

CASE STUDY

Leadership and Accountability
Hotel Grand Pacific

As General Manager and WHP committee Chairperson for Hotel Grand Pacific, Mr Albert Lai Hoo Tung takes great initiative in promoting the wellbeing of his staff not only because it is beneficial to the individual but also to the organisation.

Under his credible leadership, many WHP initiatives were introduced into the workplace. Some of which include the 'No Butts Project' organised by HPB and even the introduction of a fruit corner in the staff canteen to promote the consumption of greens. As part of the 'No Butts Project', ex-smokers are encouraged to undergo a periodic smokerlyser tests at Guardian Pharmacy to ensure they have quit completely. He also ensures that either he or the Heads of Departments would personally accompany the staff for the tests and to provide transport to the test venues.

The belief that employees are happier and more productive at work when they enjoy good physical and mental health motivates Mr Lai to go the extra mile for his employees' wellbeing. He takes a personal interest in every employee's health and wellbeing. For example he walks around staff cafeteria during meal times to remind them on the recommended daily servings of fruits and vegetables, and personally invites smokers and ex-smokers to attend quarterly Smokers Dialogue Sessions organised to encourage them to quit smoking .

In line with the approach "prevention better than cure" which was adopted in 2001, Mr Lai has been actively involved in conducting brainstorming sessions for his WHP committee to explore innovative ways to promote WHP programmes for their employees.

CASE STUDY

Strong Management Support
Cargo Community Network

Cargo Community Network (CCN) believes that a company's biggest asset is its workforce. Keeping the employee's welfare at heart, the general manager, Mr Teow Boon Leng, initiated the WHP programme in 2005.

Despite the company's small workforce size, Mr Teow firmly believes that an excellent working environment and good bonding among employees would heighten their productivity. He believes that employees who possess a healthy mind and body contribute to the overall growth of the organisation.
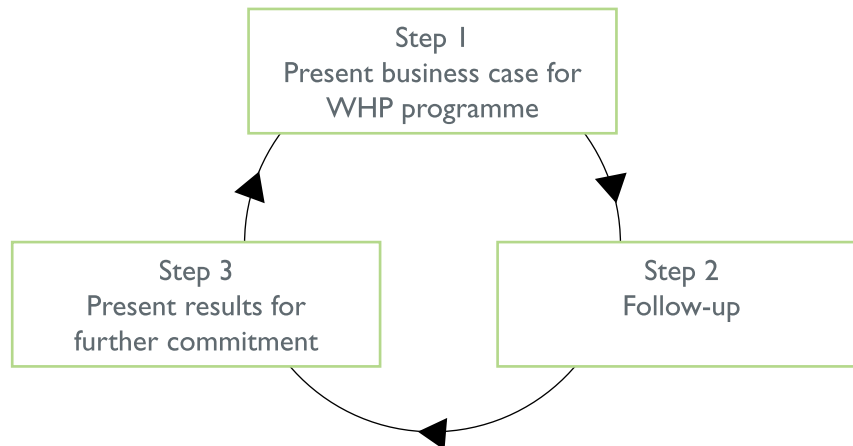
When the WHP programme first started, only 10% of the staff participated in the activities. Mr Teow was undeterred by the initial poor response, as he acknowledged that it is not easy for one to begin an active lifestyle. 'It's just like training for a marathon – it might seem impossibly difficult at the beginning, but you just need to take that first step. Set small achievable goals from the outset and once you start achieving them; you will find that you eventually become stronger and faster with less effort." commented Mr Teow.

Mr Teow forms the Company Recreation Committee and designs activities that target the employees' physical and mental wellbeing. The WHP programme is included as a component in the performance appraisal that affects employees' bonus payout. Staff gets time off to take part in weekly sports and health activities.

4   Steps for securing management support

These are three steps in the cycle of influence that can be used to secure management support. Management support might not be achieved in one meeting *(use Appendix E as a checklist).*

```
                    ┌──────────────────────┐
                    │       Step 1         │
                    │ Present business case│
                    │   for WHP programme  │
                    └──────────────────────┘

  ┌──────────────────────┐        ┌──────────────────────┐
  │       Step 3         │        │       Step 2         │
  │  Present results for │        │      Follow-up       │
  │  further commitment  │        │                      │
  └──────────────────────┘        └──────────────────────┘
```

Step 1 – Present business case*

Give background information
You could give information on how this idea came into being in the organisation. Or you could introduce the topic 'What is Workplace Health Promotion?' (see Appendix A1).

Provide current status of company's WHP programme
- *The stage of WHP programme your company is at (see Section 2: Programme Stages)*
- *The company's challenges related to WHP programme (e.g. morale and productivity)*
- *Health-related cost variables:*
  - *Statistics on absenteeism and cost*
  - *Statistics on staff turnover and cost of recruitment*
  - *Statistics on medical costs (see Section 8: Programme Evaluation, Appendix B)*
- *Employee health needs:*
  - *Health screening results*
  - *Lifestyle survey or organisational climate survey results*
  - *Make comparisons with National Health Survey (see Appendix D).*

*You may reference the hardcopy PowerPoint presentation in the Appendices.

Explain the need for workplace health
- *Talk about:*
  - *issues of whether a WHP programme is a good investment (see Appendix A2)*
  - *benefits for employer and employees (see Appendix A4)*
  - *benefits to the company specifically because of its unique problems, mission or competitiveness.*

Discuss options that a WHP programme has
- *Talk about choice of WHP programme interventions in terms of how they contribute towards reaching organisational goals (see Appendix A3).*
- *Invite management to decide on specific intervention strategies.*

Prepare a proposal for programme plan
- *Prepare a draft proposal of the programme plan including: background, scope, objectives, interventions, costs, schedules and evaluation methods (see Section 5c: Writing a Programme Plan).*
- *Give clear indication of budget required.*

List the critical success factors and specific areas where management support are needed *(see Appendix A5)*
These are the critical success factors:
- *Programme organisation*
- *Planning and evaluation*
- *Comprehensive approach*
- *Management support.*
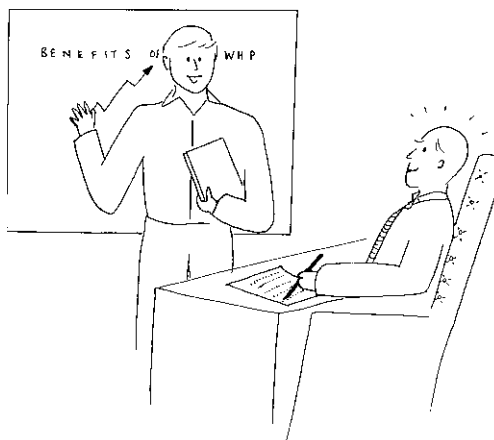
A WHP programme makes good business sense.

Step 1 – Present business case (cont'd)

Present a sample mission statement

Present a sample mission statement that will show what you intend to achieve. Examples are 'to foster greater sense of wellbeing' and 'to improve the working environment of company'.

Other examples of health-affirming mission statements include:

To create or foster a workplace environment:
- *which encourages employees to value physical exercise, adopt a positive attitude and practise healthy lifestyle as an essential part of both personal and corporate wellbeing*
- *where employees are treated and rewarded fairly*
- *where respect, trust, fairness and honour are valued*
- *that allows for open and honest communication*
- *that promotes involvement, empowerment, responsibility and accountability*
- *that values the health and productivity of employees*
- *that empowers employees to be responsible for their own health and wellbeing, and encourage participation and cooperation.*

Obtain feedback from management

Ask management what it would need or what kind of results it would like to see in order to commit to a WHP programme.

Step 2 − Follow-up

Renew and extend the programme
The programme should be constantly evaluated and improved upon. It should grow and evolve (see Section 2: Programme Stages).

Develop and propose health policies in the workplace
Instead of just implementing a WHP programme, consider implementing health policies in the workplace (see Appendices C1–3).

Step 3 − Present results

Report on evaluation results
Give regular feedback to management on evaluation results. Report on changes in morale, health behaviour and health practices (see Section 8: Programme Evaluation). This gives the management an indication of how the programme is impacting the company.

Appendices A1–5
Business case presentation

Appendix B
Key steps in developing a workplace health policy

Appendices C1–3
Sample Policies

Appendix D
National Health Survey

Appendix E
Checklist for steps on securing management support

What is workplace health promotion?

What is workplace health promotion?

1

Definition of workplace health promotion (WHP)

A *continuous process* for the enhancement of the *quality of working life, health and wellbeing* of all working populations through environmental improvement *(physical, psychosocial, organisational, economic)*, personal empowerment and personal growth." **WHO 1997**
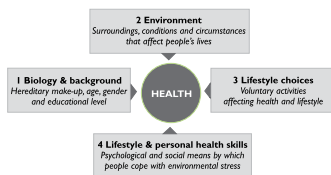
2

The workplace is an ideal setting because:

- Working people spend at least half of their waking time at work
- There are existing mechanisms at the workplace to communicate and influence behaviour
- About 65% of Singaporeans over 15 years of age are in the workforce

3

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Factors influencing an employee's health

2 Environment
Surroundings, conditions and circumstances that affect people's lives

1 Biology & background
Hereditary make-up, age, gender and educational level

HEALTH

3 Lifestyle choices
Voluntary activities affecting health and lifestyle

4 Lifestyle & personal health skills
Psychological and social means by which people cope with environmental stress

4

Aspects of the supportive environment affecting health

2 Psychosocial / organisational
Structure of work, work organisation, corporate culture, HR management, leadership styles

1 Physical
Facilities that reinforce the programme

3 Access to health promoting services

Environment

5

How does a WHP programme work?

An effective WHP programme uses a combination of organisational policies, environmental interventions and lifestyle and personal health skills to influence employees' health.
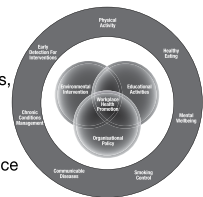
6

Benefits of WHP programme includes:

Improving:	Reducing:
– productivity	– medical leave
– morale and employee satisfaction	– staff turnover, and therefore lower recruitment and training costs
– staff retention	– workplace injuries and accidents
– staff cooperation	– work time lost
– creativity	– health costs
– loyalty to company	– absenteeism
– ease of recruitment	– presenteeism

7

Is WHP programme a good investment?

Is workplace health promotion programme a good investment?

1

Cost savings from a healthy workplace

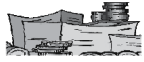| Study by	Findings
Golaszewski et al. (1981)	19% – absenteeism
Blair et al. (1986)	20% – absenteeism
Wood et al. (1992)	36% – absenteeism 36% – sick leave

Source: A scientific review by Dr Steve Aldana, American Journal of Health Promotion 2001

2

Cost savings from a healthy workplace

For every $ spent on a WHP programme

Healthcare cost savings of $3.48

Savings from lower healthcare costs and absenteeism of $4.30

Source: A scientific review by Dr Steve Aldana, American Journal of Health Promotion 2001

3

Cost savings from a healthy workplace

Proctor & Gamble*	29% lower costs
Bank of America**	$6 per employee for $1 spent
DuPont**	$2.05 per employee for $1 spent

*Source: *Goetzel R Z, Health Care Costs of Worksite Health Promotion Participants and Non-participants. Journal of Environmental Medicine April 1998; 40(4)*
**Charles K. Bens, *Healthy at Work*, 1st Edition, Best Practices Consulting 2001*

4

Opportunity cots of other Programmes

- During WHP programme versus other employee benefits

- Conclusion: programme will pay for itself under the right circumstances:
  – high level of management support
  – well-planned and evaluated
  – comprehensive WHP programme
  – organised committee.

5

Costs savings with a workplace health promotion programme

- Direct medical costs for treatment
- Indirect costs due to absenteeism
- Indirect costs due to reduced presenteeism
- Indirect costs of staff turnover

6

Costs savings with a workplace health promotion programme

- Indirect opportunity costs of lost productivity

- Indirect costs for recruitment

- Indirect costs from lost innovation

- Intangible costs of low morale

7

Myth: WHP programme costs a lot of money

- 'WHP programme is not about spending lots of money. It's about finding the most creative way of doing it.'

Tan Kay Yong, CEO of GlaxoSmithKline & H.E.A.L.T.H. Leader 2001

8

Value gained from a healthy workplace

Non-quantifiable benefits:

- *Enhance presenteeism* – Having a WHP programme can help the organisation avoid the decrease in performance associated with remaining at work while impaired by health problems

9

Value gained from a healthy workplace

e.g. First Card (5th largest credit card issuer in USA)
- Improved productivity
- General distress, diabetes & obesity were *significantly related* to a failure to productivity standard.
- As the number of *health risks increased*, the likelihood of meeting the productivity standard *decreased*.

10

Value gained from a healthy workplace

- Increased morale:
  Better internal marketing
  → better customer service and advocacy for the company
- Increased opportunities for networking: build social and knowledge management capital
- Work-life balance ties in with creating environment for innovation
- Good PR for company in increasingly competitive times

11

Reciprocal relationship

- **Work affects health**
  Factors at work can improve or detract from health

- **Health affects work**
  How you feel physically, mentally and emotionally affects your performance

12

Appendix A3

Impact of programme intensity on achieving organisational goals

	LIKELIHOOD OF ACHIEVING ORGANISATIONAL GOALS		
	Level 1 Health education & promotion activities	**Level 2 Supportive environmental interventions**	**Level 3 Policy interventions**
ORGANISATIONAL GOALS FOR WHP PROGRAMME			
Good PR, enhance image			
– General visibility	unlikely	maybe	very probable
– Recruiting	unlikely	maybe	very probable
– Related product image	unlikely	maybe	probable
Enhance productivity			
– Morale	unlikely	probable	very probable
– Reduced turnover	unlikely	maybe	very probable
– Reduced absenteeism	maybe	probable	very probable
– Desire to work	maybe	maybe	very probable
Reduced medical-related cost	maybe	probable	very probable

Source: Michael P O Donnell, *How to Design Workplace Health Promotion Programmes,* 5th Edition, 2000, American Journal of Health Promotion Inc

Appendix A4

Benefits of having a WHP programme

A well-planned WHP programme contributes directly and indirectly to your company's bottom-line.

FOR EMPLOYEES

Improvement in health
Singapore Discovery Centre reported a reduction of staff with unhealthy Body Mass Index (BMI) range of 23 to 27.5 fell from 42% in 2005 to 22% in 2009. NTUC Healthcare Co-operative Limited reported a reduction of staff with high blood cholesterol from 37.8% in 2005 to just 8.8% in 2009.

Improvement in health risks behaviours
Hotel Grand Pacific reported a reduction of smokers from 17 to nil between 2005 and 2011.

Better work-life balance
This is increasingly important to employees.

FOR EMPLOYERS

Reduced healthcare costs
In Singapore, as the population ages, healthcare costs for businesses will rise. In the US, medical costs have been eating into corporate profits and WHP programmes have played a major role in containing costs.

A scientific review based on 20 years of research in the US showed that a healthy workplace resulted in savings of up to US$3.48 per employee for every dollar spent[1].

Another US study showed that in the third year of the WHP programme, those who participated had healthcare costs that were up to 29% lower than those of non-participants[2].

Reduction in health expenses for every dollar spent
For every dollar spent, these companies reported returns on investment[3]:
Bank of America   – US$6.00 per employee
DuPont   – US$2.05 per employee

Reduced absenteeism
At Tyco Electronics Singapore Pte Ltd, with the implementation of WHP programme, there was a significant decrease in absenteeism rate from 4.8 days to 3.2 days over four years.

Improvement in morale
At UMW, implementation of WHP programme has contributed to higher retention rates and employee satisfaction.

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[1] Aldana S G, Financial Impact of Health Promotion Programs: A Comprehensive Review of the Literature, *American Journal of Health Promotion* 2001; 15(5): 296–320

[2] Goetzel R Z, Healthcare Costs of Worksite Health Promotion Participants and Non-participants, *Journal of Environmental Medicine* 1998; 40(4)

[3] Bens C K, *Healthy at Work*, 1st Edition, Best Practices Consulting 2001

Improved team spirit
With greater health awareness, employees at Nanyang Polytechnic are able to experience a stronger sense of camaraderie and sense of belonging through participation in the various health-related activities.

Improvement in corporate reputation and talent retention
Companies including GlaxoSmithKline, DuPont, Singapore Technologies Aerospace, IBM and National Library Board believe that being seen as a healthy, caring and vibrant organisation has translated to attraction and retention of top-calibre staff.

Improved climate for innovation
Highly-stressed employees who are constantly 'firefighting' with work overload are less likely to be able to think clearly. A WHP programme leads to improved mental wellbeing of employees.

Reduced Presenteeism
Presenteeism is defined as the estimated on-the-job productivity that is lost due to poorer physical or emotional health of employees, relative to a healthy group of employees.

The Health Promotion Board found that among companies that have consistently put in place good WHP programmes*, the presenteeism associated annual costs was SGD$600 lower per employee compared to other firms that had less emphasis on such initiatives.

This observation is consistent with findings in the literature as companies with stronger supportive WHP programmes seemed to demonstrate a lower level of lost-productivity in the form of presenteeism[4].

Thus, having healthy employees results in successful companies with a keener edge over competitors and forms the basis of sustainable development**.

> **Healthy employees**
> ▼
> **Productive employees**
> ▼
> **Successful businesses**

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[4] Cancelliere C, Cassidy JD, Ammendolia C, Côté P. Are workplace health promotion programmes effective at improving presenteeism in workers? A systematic review and best evidence synthesis of the literature. *BMC Public Health*. 2011;26:395

* Good WHP Programmes: The implementation practices adopted by such exemplary companies include involving employees and supervisors in WHP programmes, leveraging on organisational and environmental factors to encourage positive behaviours, using health risk assessments to tailor interventions for employees and improving supervisors' knowledge on mental health at the workplace.

**Sustainable development: Building healthy public policy and providing supportive environment for health to continually improve living conditions, support healthy lifestyle and increase opportunity for wellbeing.

Critical success factors for workplace health promotion

**Critical
Success Factors**

1

Critical Success Factors

> Management support
> Programme organisation
> Planned and evaluated
> Comprehensive approach
☛ Organisation policies/environment/
health education
☛ Four key areas
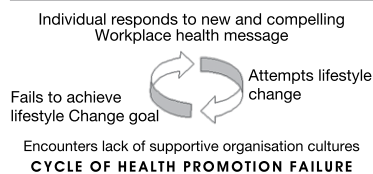☛ Mass/targeted

2

Management Support

• Directives and direct involvement from
senior management
• Formal and informal organisation support
structures

Sets culture – transformation of thinking
and behaviour at all levels

3

Importance of Management Support

Individual responds to new and compelling
Workplace health message

Attempts lifestyle
change

Fails to achieve
lifestyle Change goal

Encounters lack of supportive organisation cultures
CYCLE OF HEALTH PROMOTION FAILURE

Source: The role of culture change in Health promotion, American Journal of Health Promotion
March / April 1999 J. Allen

4

Areas of Management Support

Participation

Allocation of
resources

**Management
Support**

Leadership &
accountability

Involvement
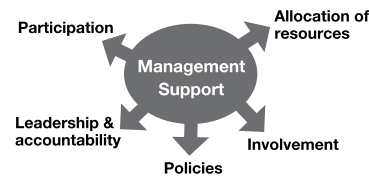
Policies

5

Areas of Management Support

Leadership and accountability

• Realignment of WHP programme
mission/values with organisation's
mission/values
• Alignment of WHP programme with
HR strategies and policies
• Take an active interest in results and
evaluation

6

Areas of Management Support

Initiation and support of policy

• Smoke-free policy
• Workplace nutrition policy
• Work-life policies
• Rewards for participation and
recognition schemes for rolling out
WHP activities

7

Areas of Management Support

Management participation
• Regular modelling by senior managers
• Initiation and participation at events
related to WHP programmes

Management involvement
• Planning
• Troubleshooting
• Personal recognition

8

Areas of Management Support

Allocation of adequate resources

• Time
• Space
• Financial
• Human resources

9

Programme Organisation

• Committee structure

• Committee members
– different levels of personnel
– different departments

• Vertical and horizontal links between
working and steering committees

10

Planned and Evaluated Programme

• Programme planning increases the
likelihood of achieving goals

• Programme evaluation allows you
to recognise success and make
improvements

11

Comprehensiveness

• A balanced selection of different types
of interventions – policies, environmental
support and health education activities

• Mass and targeted interventions

• Coverage of four key ares of
healthy lifestyle – mental wellbeing,
healthy eating, smoking control and
physical activity

12

Key steps in developing a workplace health policy

1   **Key steps in policy development**
* Review current practice of employees. For example, how many smoke or the percentage of employees who support a healthy workplace nutrition policy.
* Assess support for the policy using surveys.
* Gain the backing of top management and union (where relevant).
* Establish a steering committee, with representatives from all sections of the workforce.
* Develop a framework with the requirements, rights and needs of employees. Ensure open communication channels and find out the views and beliefs of employees.
* Develop a draft policy, working with various employee representatives.
* Decide on the formal policy.
* Set a schedule for implementation, including the period where the policy will be phased in.
* Implement the policy.
* Review policy after six months and after each year.

2   **Meaningful use of policy**
For a workplace health policy to be meaningful, it should be:
* supported by all levels of management
* regarded as part of normal business operations, and seen as being equally important
* actively promoted – every effort to be made to encourage full participation
* a shared commitment between employer and employees.

Sample Healthy Workplace Nutrition Policy

OUR COMMITMENT TO ENHANCE HEALTH BY ENCOURAGING HEALTHIER EATING HABITS

We pledge to promote a work environment which supports healthier eating habits through these actions:

- Cultivate an organisational culture that promotes healthier dietary practices.
- Implement catering policies or guidelines to ensure employees are provided with healthier food choices.
- Create a supportive environment by providing educational information and activities which will encourage healthier dietary practices.
- Establish a committee to oversee various aspects of food and nutrition practices within the organisation.
- Evaluate the outcomes of programmes that promote healthier eating practices.

OUR PARTICIPATION IN NUTRITION PROMOTION INITIATIVES

We will work in close partnership with the Health Promotion Board (HPB) by:
- Attending training and other educational opportunities organised by HPB
- Using services provided by HPB to obtain nutrition information.

Policy Date:

Policy Review Date:

_____   _____
Chairperson   CEO
WHP Programme   Company X

Sample Healthy Workplace Catering Policy

To create an environment where healthier food supply is provided to encourage employees to adopt and achieve healthy dietary practices.

POLICY STATEMENT

This policy must be adhered to for at least two years (e.g. November 2013 to October 2015).

This policy applies to all food provided at corporate functions, held in or outside the Company.

All catering orders carried out by every department and workplace canteen should adhere to HPB's Healthy Workplace Catering Guidelines.

Only caterers recommended by the Health Promotion Board (HPB) and approved Committee are authorised to cater for the Company's events.

The designated Committee will be responsible for monitoring the provision of healthier food and beverage for the Company, abiding to HPB's Healthy Workplace Catering Guidelines.

This designated Committee will be responsible for encouraging every department that caters food to corporate functions to provide feedback by means of submission of feedback from to HPB.

This policy cannot be amended except at a committee meeting called to review the policy, and then, only with the approval of the CEO.

The Committee will be responsible to actively promote healthier menu choices and healthy eating practices within the Company.

POLICY SPECIFICS

Incorporate ALL guidelines in the menus. Ensure food served is in compliance with guidelines.

1. Serve whole-grains whenever possible; e.g. brown rice, wholemeal bread, whole-grain noodles/pasta.

2. Use healthier oil(s) (e.g. plant oils from olive, canola, peanut, corn, soybean and sunflower) and limit deep-fried dishes to no more than 2 items for every 10 dishes (excluding desserts and drinks).

3. Skim off any layer of oil on dishes and remove visible fats off lean meat/poultry before and during service at all times.

4. Serve sauces, dressing and gravy at the side.

5. Where possible, flavour food with herbs, spices, fresh ingredients such as garlic, onion, Chinese mushrooms, lemon and beans, or other reduced sodium items with the Healthier Choice Symbol (these products contain at least 25% lesser sodium).

6. Offer at least 2 vegetable-based dishes out of 10 main dishes. Vegetables have to be prepared with minimal amount of oil and/or dressing.

7. Offer fresh fruit as a dessert option.

8. Make plain water available as a healthier alternative to sugar sweetened beverages.

9. Make available a selection of no added sugar or reduced sugar drinks and desserts.

10. Incorporate healthier cooking methods such as steaming, stir frying with healthy oil, grilling, instead of deep-frying.

11. Where possible, use products with the Healthier Choice Symbol.

12. Healthier food options have to be priced either the same or lower than the regular options (e.g. brown rice priced lower than white rice, plain water priced lower than sugar-sweetened beverages).

Policy Date:

Policy Review Date:

_____
Chairperson
WHP Programme

_____
CEO
Company X

Sample Smoke-free Workplace Policy

RATIONALE

Company X acknowledges that its employees are its most important resource.

Company X is committed to implementing an integrated workplace health promotion programme that encourages and enables employees to achieve an optimum level of physical, mental and social wellbeing.

Company X believes that exposure of employees who do not smoke to second-hand smoke is harmful to health. Breathing in second-hand smoke increases the risk of lung cancer and heart disease, and is dangerous for people with existing lung or heart conditions.

Company X believes that maximising employee health and well-being is beneficial to all and contribute to achieving our business objectives.

POLICY STATEMENT

This policy aims to limit the employees' exposure to tobacco smoke and to impart clear messages about the dangers of exposure to tobacco smoke. In accordance with the latest amendment on 15 January 2013 to the Smoking Act and the Smoking (Prohibition in Certain Places) Notification and Company X's workplace health promotion programme, Company X aims to provide all employees and visitors to Company X with a smoke-free environment. Smoking is only allowed in designated areas specified below, away from areas with human traffic.

In addition, Company X is implementing strategies to encourage and support employees who smoke to reduce the number of cigarettes smoked and to ultimately quit smoking. This may involve steps to eventually remove the designated smoking area in the near future.

DEFINITION OF TERMS
- Designated smoking area – a designated outdoor smoking area (optional).
- Smoke-free areas – all areas, other than the designated smoking area, if any.

PARTIES INVOLVED

All persons on the company premises: All employees and visitors should abide by the smoke-free workplace policy.

RESPONSIBLITIES OF DIFFERENT PARTIES

Management will take an active role to:
- promote compliance of the policy in the respective departments that they oversee
- contribute ideas on how to improve and promote the smoke-free workplace policy
- implement smoke-free initiatives and activities that help employees to quit smoking.

Appendix C3 (cont'd)

Employees are required to comply with Company X's policy on smoking and are encouraged to offer social support to employees who are trying to quit smoking. Employees are also encouraged to take an active role to suggest ways of decreasing the number of employees who smoke in the company.

Employees who smoke are encouraged to take advantage of health programmes, activities and resources provided to them as part of the workplace health promotion programme.

Security staff are to encourage the observance of the policy.

Workplace health promotion committee members are to monitor and evaluate effectiveness of the policy, promote the use of quit smoking services and implement quit smoking interventions/activities identified in the workplace health promotion programme plan.

Estate management will put up signages to identify the designated smoking and non smoking areas.

POLICY SPECIFICS

With effect from _____ , smoking at Company X will be restricted to specifically designated outdoor areas only.

Smoking is permitted only in the following areas (optional): _____
_____

Unless otherwise indicated, all areas of the company are designated smoke-free areas. This includes air conditioned areas, enclosed non-air conditioned common areas (e.g. stairwells, washrooms), non-enclosed, non-air conditioned common areas (e.g. corridors, open-air lobbies), as well as areas within 5 metres of Entrances and Exits.

Designated smoking areas shall be appropriately marked with signs in English and other commonly used languages.

Cigarette butts are to be placed in the litter bins provided. Sale of tobacco is banned at the company premises.

Staff who smoke are strongly encouraged to apply for subsidies for quit smoking intervention programmes and pharmacotherapy aids (optional).

Feedback regarding non-compliance of policy shall be directed to Security or Human Resource Manager.

Policy Date:

Policy Review Date:

_____   _____
Workplace Health Promotion Programme   CEO
Chairman   Company X

National Health Survey

OUTCOME INDICATORS FOR WHP PROGRAMME

Background

The following outcome indicators are applicable for the WHP programme. Data was generated from the National Health Survey 2004 and 2010 to establish the baseline and targets that are applicable to the working population of Singaporeans aged 18-69[1].

Indicator	Baseline 2004	Year 2010
• **Disease Prevalence**		
Proportion of working Singaporeans aged 18-69 who have diabetes.	6.6%	9.9%
General population*	8.2%	11.3%
Proportion of working Singaporeans aged 18-69 who have hypertension.	18.7%	23.5%
General population	20.1%	23.5%

[1] Working people make up about two-thirds of the general population. The demographic profile of the working population is relatively similar to that of the general population.

* General population refers to Singaporeans aged 18-69 as reported in National Health Survey 2004, 2010.

Appendix D (cont'd)

Indicator	Baseline 2004	Year 2010
• **Risk factor prevalence**		
Proportion of working Singaporeans aged 18-69 who smoke cigarettes daily[2].	15.1%	15.7%
General population*	12.6%	14.3%
Proportion of working Singaporeans aged 18-69 who are obese[3]	21.2%	15.7%
General population	24.9%	19.0%
Proportion of working Singaporeans aged 18-69 who have hypertension.	6.6%	11.0%
General population	6.9%	10.8%
Proportion of working Singaporeans aged 18-69 who have high blood cholesterol level.	18.6%	18.1%
General population	18.7%	17.4%

[2] People who smoke cigarettes at least once a day (including people who smoke every day but have to stop temporarily because of religious fasting or medical reasons)

[3] Defined as BMI ≥ 30 kg/m^2

* General population refers to Singaporeans aged 18-69 as reported in National Health Survey 2004, 2010.

Appendix E

Checklist for steps on securing management support

Step 1 – Present business case

Give background information
- How the idea came into being in the organisation ☐ Yes ☐ No
- What is 'workplace health' ☐ Yes ☐ No

Provide current status of company's WHP programme
- The stage of WHP programme your company is at *(see Section 2: Programme Stages)* ☐ Yes ☐ No
- The company's challenges related to WHP programme (e.g. morale and productivity) ☐ Yes ☐ No
- Health-related cost variables:
  - Statistics on absenteeism and cost ☐ Yes ☐ No
  - Statistics on staff turnover and cost of recruitment ☐ Yes ☐ No
  - Statistics on medical costs *(see Section 8: Programme Evaluation)* ☐ Yes ☐ No
- Employee health needs
  - Health screening results ☐ Yes ☐ No
  - Lifestyle survey or organisational climate survey results ☐ Yes ☐ No
  - Make comparisons with National Health Survey *(see Appendix D)* ☐ Yes ☐ No

Explain the need for workplace health
- Benefits for employer and employees *(see Appendix A4)* ☐ Yes ☐ No
- Benefits for the company specifically because of its unique problems, mission or competitiveness ☐ Yes ☐ No

Discuss options that a WHP programme has
- Choice of WHP programme interventions and how they contribute towards organisational goals ☐ Yes ☐ No

Prepare a proposal for programme plan
- Scope, objectives, interventions, costs, schedules and evaluation methods ☐ Yes ☐ No

List the critical success factors and specific areas where management support are needed
- Programme organisation ☐ Yes ☐ No
- Planning and evaluation ☐ Yes ☐ No
- Comprehensive approach ☐ Yes ☐ No
- Management support ☐ Yes ☐ No

Present a sample mission statement ☐ Yes ☐ No

Obtain feedback from management ☐ Yes ☐ No

Step 2 – Follow-up

Renew and extend the programme
- Work out the next stage for the WHP programme   ☐ Yes ☐ No
- Propose plans for improvement or expansion   ☐ Yes ☐ No

Develop and propose health policies in the workplace ☐ Yes ☐ No

Step 3 – Present results

Report on evaluation results
- Regular feedback mechanism   ☐ Yes ☐ No
- Evaluation based on goals   ☐ Yes ☐ No
- Information requested by management   ☐ Yes ☐ No