

• pre-planning •

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

• planning •

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

• implementation •

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

workplace health promotion: planning series



Programme Design

Choosing Interventions that work

Updated Version 2

KEY CONCEPTS

- Organisational policies
- Supportive environmental interventions
- Lifestyle and personal health skills

A note for you

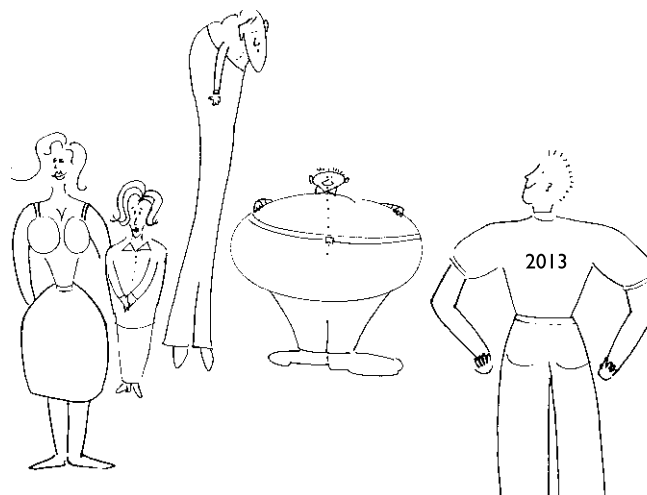
– The Workplace Health Manager...

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...

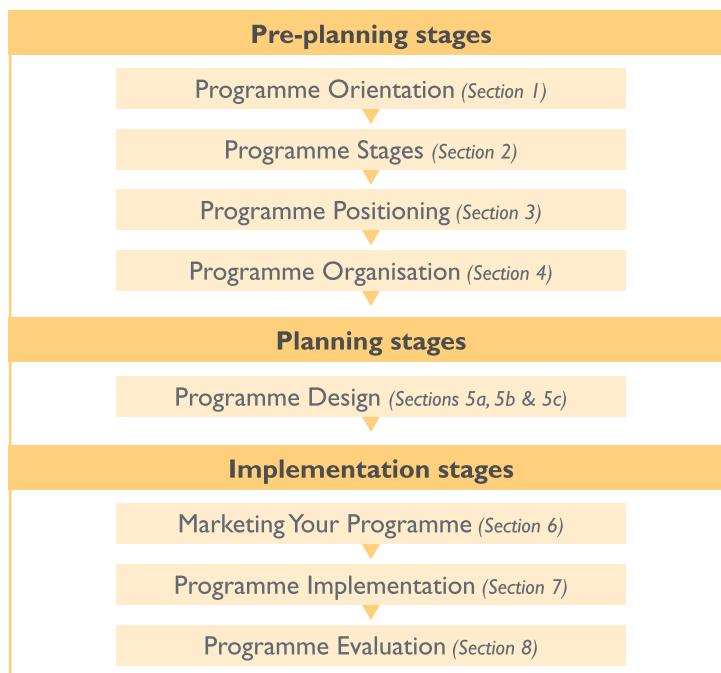
Introduction

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.



icons



Ideas you can apply



Technical information



Case studies of companies



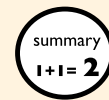
Essential survival tips



Frequently-asked questions



Useful notes

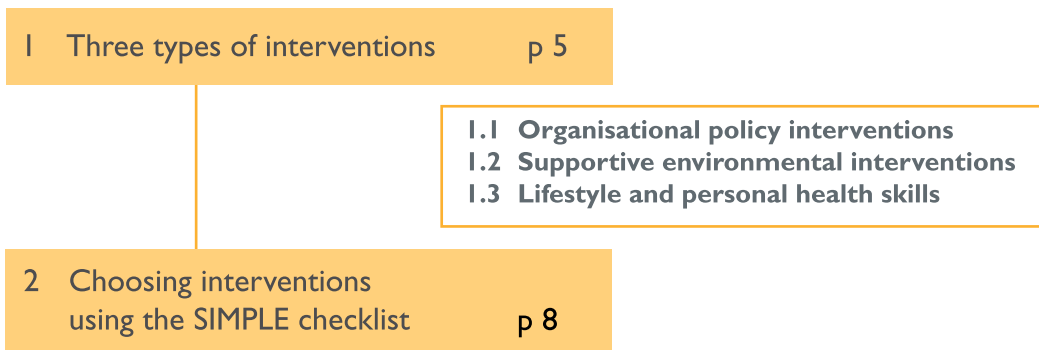


Quick summary

Overview

You want your workplace health promotion (WHP) programme to have maximum impact on employees. So you need to choose the types of interventions that will address their needs. The types of interventions to be covered in this Section are organisational policy, supportive environment and lifestyle and personal health skills.

A SIMPLE checklist to help you choose interventions for your company will be highlighted.



Three types of interventions

I Three types of interventions

The three broad categories of interventions are:

- Organisational policy
- Supportive environment
- Lifestyle and personal health skills.

Organisations can plan a wide range of innovative programmes under these categories. A multi-faceted approach can increase participation rate and will benefit more employees.

I.1 Organisational policy interventions

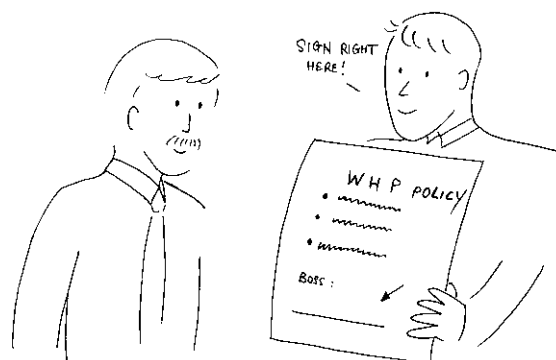
Examples of interventions which are implemented through policies in the organisation are:

- Health-related policies such as policies on smoking and catering (see *Section 3: Programme Positioning*).
- Health-linked policies such as flexi-benefits scheme, flexi-time and workload management (see *Section 3: Programme Positioning*).

I.2 Supportive environmental interventions

Examples of interventions that develop an environment conducive to healthy behaviours are:

- A canteen that provides healthier food choices and water coolers situated at different locations of the workplace.
- A nurturing organisational culture such as one with work-life balance initiatives and management practices which help reduce organisational stress.



Policies can be powerful.

1.3 Lifestyle and personal health skills

1.3.1 Information and education

Examples of interventions that aim at changing the level of awareness and knowledge are:

- Talks, seminars, demonstrations, workshops and exhibitions
- Information dissemination and exchange through popular channels such as websites and newsletters
- Classroom instruction and group discussion using role plays, simulations and interactive discussions.

1.3.2 Motivation and incentives

Examples of incentives used to motivate are:

- Contests and competitions
- Recognition schemes and awards
- Incentive schemes for participating in programmes or for changing behaviour (see *Section 6: Marketing Your Programme*).

1.3.3 Psychosocial initiatives

These are targeted at changing behaviour and reducing organisational stress.

Examples are:

- Stress management programmes
- Individual counselling
- Behaviour modification programmes
- Goal setting and personal planning
- Employee assistance programmes (confidential counselling services).

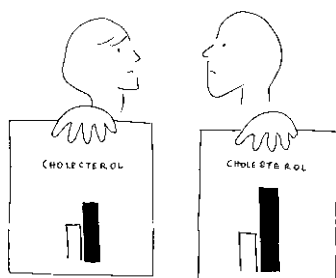
1.3.4 Social support

Examples of social support used are:

- Peer support and social network strategies
- Self-help and support groups
- Health advisor groups (e.g. trained fitness instructors and 'lay' stress counsellors).

1.3.5 Possible interventions

A menu of possible interventions is provided in Appendix A.



"Let's see who can lower his first!"



Mass vs targeted interventions

Interventions can be either done en masse or they can be targeted at specific groups of people (e.g. high risk group).

Mass interventions

Mass interventions are planned for the entire organisation and are not aimed at specific groups of individuals with health problems.

Examples are:

- Switching off lifts (at appropriate times) to encourage use of stairs
- Displaying posters which encourage physical activity
- Having fruit distribution days
- Playing soothing music throughout the office building.

Targeted interventions

Targeted interventions are focused on target groups with a specific need(s) within an organisation.

Examples are:

- Organising weight control, cholesterol control and stress management programmes for employees who belong to the various risk groups
- Sponsoring smokers in smoking cessation programmes
- Organising a workshop to raise breast cancer awareness in women and equipping women with the skills to do breast self-examination.

Balance for success

A successful WHP programme will have a balance of mass and targeted interventions.



“I’m adopting a ‘couch potato’ for our WHP programme.”

Choosing interventions using the SIMPLE checklist

2 Choosing interventions using the SIMPLE checklist

The following criteria, which form an acronym SIMPLE, can be used for choosing suitable interventions for your WHP programme. The SIMPLE checklist is also provided in Appendix B.

Specific to needs

- Are your interventions based on actual needs?
- Are your interventions working towards achieving the goals and objectives of the WHP programme?
- Do the interventions address the needs of the target audience?
- Were organisational interests/goals also considered?

Innovative

- Are your interventions a combination of organisational policies, supportive environmental measures and lifestyle and personal health skills?
- Are you using new methods and approaches?
- Are you using multiple approaches?
- Are your interventions simple yet flexible?

Manageable

- Do you have enough resources (e.g. time, manpower, funds and availability of facilities) to carry out your interventions?
- Have you prioritised your goals?
- Are your interventions cost-effective?
- Are you able to carry the interventions through to completion?

People-oriented

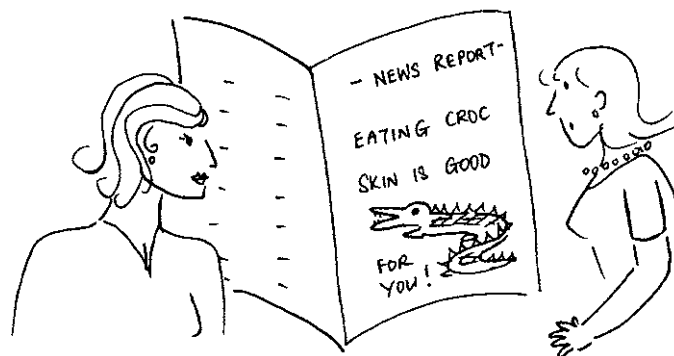
- Have you considered your target audience's:
 - needs
 - attitudes
 - awareness levels
 - educational level
 - culture and other political and social sensitivities
- Will employees like to participate in these interventions?
- Are your interventions easily accessible (e.g. appropriate timing and venue)?

L asting

- Are your interventions sustainable?
- Did you consider supportive environmental and organisational policy interventions that are likely to have a long-term impact?
- Are the interventions carried out by qualified service providers?
- Do you have plans for follow-up?
- Will the interventions encourage positive health behaviour change?

E vidence-based

- Who are the 'authorities' behind the recommended interventions?
- Would there be a potentially biased agenda behind the recommendations of particular interventions?
- Have there been reputable scientific studies done on the interventions recommended?



Test health claims.

Appendix A
Examples of WHP interventions

Appendix B
SIMPLE checklist

Appendix A

Examples of WHP interventions

This Appendix contains lists of interventions which you can use. Check the box next to the item which is already in place in your WHP programme or which you want to implement.

Physical activity	ORGANISATIONAL POLICY	SUPPORTIVE ENVIRONMENT	LIFESTYLE & PERSONAL HEALTH SKILLS
<input type="checkbox"/> 1. Provide subsidy for employees to attend exercise classes held in the community (e.g. aerobics).	X		
<input type="checkbox"/> 2. Set protected time to allow employees to participate in physical activity during office hours.	X		
<input type="checkbox"/> 3. Provide subsidised gym membership (corporate or individual).	X		
<input type="checkbox"/> 4. Create a small in-house gym with exercise equipment, shower facilities and changing rooms.		X	
<input type="checkbox"/> 5. Provide training sessions on use of in-house exercise equipment.		X	
<input type="checkbox"/> 6. Create access to nearby sports facilities (e.g. make bookings for employees).		X	
<input type="checkbox"/> 7. Switch off lifts (at appropriate times) to encourage use of stairs.		X	
<input type="checkbox"/> 8. Display posters which encourage physical activity.		X	
<input type="checkbox"/> 9. Circulate information on physical activity through pamphlets, newsletters, email messages and websites.		X	
<input type="checkbox"/> 10. Promote lunchtime walking (e.g. paint a measured distance line around the workplace).			X
<input type="checkbox"/> 11. Organise inter-departmental sports activities/competitions.			X
<input type="checkbox"/> 12. Participate in corporate tournaments organised at Regional Sports and Fitness Centres.			X
<input type="checkbox"/> 13. Arrange for company participation at nation-wide or community events (e.g. Sheares Bridge Run and Terry Fox Run).			X
<input type="checkbox"/> 14. Have incentive/recognition programmes for employees who participate in physical activity programmes.			X
<input type="checkbox"/> 15. Organise talks, seminars, demonstrations or exhibitions on fitness.			X
<input type="checkbox"/> 16. Organise weekly or monthly sports hours to educate employees or introduce new sports.			X
<input type="checkbox"/> 17. Organise a series of interest groups (e.g. walking group, swimming group and badminton group).			X
<input type="checkbox"/> 18. Conduct regular corporate/departmental stretch breaks (e.g. weekly or daily).			X
<input type="checkbox"/> 19. Conduct regular fitness assessment (e.g. SSC's Sports for Walk/Run/Step Test).			X
<input type="checkbox"/> 20. Send employees for training to become in-house fitness instructors.			X

Appendix A (con't)

Healthy eating	ORGANISATIONAL POLICY	SUPPORTIVE ENVIRONMENT	LIFESTYLE & PERSONAL SKILLS
<input type="checkbox"/> 1. Implement a healthy workplace catering policy to improve the quality of food served at company meetings and events.	X	X	
<input type="checkbox"/> 2. Improve the quality of the food provided at the canteen.	X	X	
<input type="checkbox"/> 3. Engage a dietitian/nutritionist to review food sold at canteen.		X	
<input type="checkbox"/> 4. Provide training for canteen operators on healthy cooking.		X	
<input type="checkbox"/> 5. Work with vending machine vendors to serve at least 50% of healthier snacks/drinks.		X	
<input type="checkbox"/> 6. Invite vendors of healthy food to come in and sell products on a regular basis.		X	
<input type="checkbox"/> 7. Post healthy menus/recipes on a bulletin board/company websites.		X	
<input type="checkbox"/> 8. Display healthy eating posters.		X	
<input type="checkbox"/> 9. Provide a pantry equipped with microwave oven, fridge and hot water dispenser.		X	
<input type="checkbox"/> 10. Install water coolers at convenient locations to encourage drinking of plain water.		X	
<input type="checkbox"/> 11. Circulate information on healthy eating through pamphlets, newsletters, email messages and websites.		X	
<input type="checkbox"/> 12. Establish incentive/recognition programmes for those who choose healthier eating habits.		X	
<input type="checkbox"/> 13. Have fruit distribution days.			X
<input type="checkbox"/> 14. Organise talks, seminars or exhibitions on healthy eating.			X
<input type="checkbox"/> 15. Organise cooking demonstrations/competitions for employees and their spouses.			X
<input type="checkbox"/> 16. Organise healthy luncheons where employees can contribute healthy dishes and share recipes.			X
<input type="checkbox"/> 17. Organise quizzes with attractive prizes, such as hampers of healthier food items.			X
<input type="checkbox"/> 18. Have a 'Healthy Eating Week or Month' in your company's calendar of events.		X	

Appendix A (con't)

Smoking control	ORGANISATIONAL POLICY	SUPPORTIVE ENVIRONMENT	LIFESTYLE & PERSONAL HEALTH SKILLS
<input type="checkbox"/> 1. Ban cigarette sales at company canteens.	X	X	
<input type="checkbox"/> 2. Have a clearly stated smoking policy that eliminates or reduces smoking at the workplace and ensure enforcement and compliance.	X	X	
<input type="checkbox"/> 3. Total ban on smoking on company's premises (except designated outdoor area in compliance with the Smoking (Prohibition in Certain Places) Act, with a longer term goal of being 100% smoke-free (removal of designated outdoor smoking areas.	X	X	
<input type="checkbox"/> 4. Sponsor/subsidise smokers in smoking cessation counselling.	X		
<input type="checkbox"/> 5. Sponsor/subsidise smokers for Nicotine Replacement Therapy.	X		
<input type="checkbox"/> 6. Adequate "No Smoking" signages on the premises including display of posters which encourage smokers to quit.			X
<input type="checkbox"/> 7. Publicise Health Promotion Board's QuitLine and other smoking cessation services.			X
<input type="checkbox"/> 8. Circulate information on smoking through pamphlets, newsletters, email messages and websites.			X
<input type="checkbox"/> 9. Organise anti-smoking talks or display anti-smoking exhibits at the office.			X
<input type="checkbox"/> 10. Organise an on-site workplace smoking cessation programme.			X
<input type="checkbox"/> 11. Forming an in-house IQuit support group made up of participants from the cessation programme who will meet once every quarter.		X	
<input type="checkbox"/> 12. Have a smoke-free week/month during the National Smoking Control month.		X	
<input type="checkbox"/> 13. Provide incentives/recognition to employees who quit smoking.		X	

Appendix A (con't)

Mental wellbeing	ORGANISATIONAL POLICY	SUPPORTIVE ENVIRONMENT	LIFESTYLE & PERSONAL HEALTH SKILLS
<input type="checkbox"/> 1. Provision of family care leave for employees.	X		
<input type="checkbox"/> 2. Provision of compassionate leave entitlements for employees.	X		
<input type="checkbox"/> 3. Provision of maternity/paternity leave.	X		
<input type="checkbox"/> 4. Organisational policies that increase flexible work practices and support mental health interventions.	X		
<input type="checkbox"/> 5. Mental Health Promotion activities (eg. a Mental Health Day, Mental Health Week or workplace campaign that provides tips and information on mental wellbeing).		X	
<input type="checkbox"/> 6. Provision of trauma and grief counselling for staff following challenging workplace incidents or significant loss.		X	
<input type="checkbox"/> 7. Provision of Employee Assistance Programmes or workplace sponsored counselling services to address work or personal issues.		X	
<input type="checkbox"/> 8. Provision of training to increase the mental health knowledge of supervisors and managers.		X	
<input type="checkbox"/> 9. Provision of training to develop the supportive leadership skills of supervisors and managers in terms of mental health.		X	
<input type="checkbox"/> 10. Coordination of staff social activities that support social interaction.		X	
<input type="checkbox"/> 11. Development and nurturing of a staff support network or committee (eg. a mental wellness committee to coordinate workplace mental health activities).		X	
<input type="checkbox"/> 12. Training for staff on peer support skills for early detection of those experiencing difficulties within the workplace.		X	
<input type="checkbox"/> 13. Assessment of the mental health needs of the organisation (eg. staff survey including mental health assessment).		X	
<input type="checkbox"/> 14. Support of internal mental health champion(s) eg. an Employee Assistance Champion.		X	
<input type="checkbox"/> 15. Making available to staff educational materials and activities on mental health awareness (eg. articles, emails, posters, awareness talks).			X
<input type="checkbox"/> 16. Educational talks and workshops on mental illnesses (eg. depression, anxiety and addictions).			X
<input type="checkbox"/> 17. Training for staff on individual coping skills (eg. stress management, interpersonal skills, relaxation techniques).			X
<input type="checkbox"/> 18. Provision of talks and workshops on mental wellbeing skills eg. resilience, social intelligence, emotional intelligence, self esteem.			X
<input type="checkbox"/> 19. Provision of interventions to prepare staff for changes, for example retirement workshops or change management training or support.			X

Appendix B

SIMPLE checklist

Specific to needs

- Are your interventions based on actual needs? Yes No
- Are your interventions working towards achieving the goals and objectives of the WHP programme? Yes No
- Do the interventions address the needs of the target audience? Yes No
- Were organisational interests/goals also considered? Yes No

Innovative

- Are your interventions a combination of organisational policies, supportive environmental measures and lifestyle and personal health skills? Yes No
- Are you using new methods and approaches? Yes No
- Are you using multiple approaches? Yes No
- Are your interventions simple yet flexible? Yes No

Manageable

- Do you have enough resources (e.g. time, manpower, funds and availability of facilities) to carry out your interventions? Yes No
- Have you prioritised your goals? Yes No
- Are your interventions cost-effective? Yes No
- Are you able to carry the interventions through to completion? Yes No

People-oriented

- Have you considered your target audience's:
– needs Yes No
– attitudes Yes No
– awareness levels Yes No
– educational level Yes No
– culture and other political and social sensitivities Yes No
- Will employees like to participate in these interventions? Yes No
- Are your interventions easily accessible (e.g. appropriate timing and venue)? Yes No

Lasting

- Are your interventions sustainable? Yes No
- Did you consider supportive environmental and organisational policy interventions that are likely to have a long-term impact? Yes No
- Are the interventions carried out by qualified service providers? Yes No
- Do you have plans for follow-up? Yes No
- Will the interventions encourage positive health behaviour change? Yes No

Evidence-based

- Who are the 'authorities' behind the recommended interventions? Yes No
- Would there be a potentially biased agenda behind the recommendations of particular interventions? Yes No
- Have there been reputable scientific studies done on the interventions recommended? Yes No