• pre-planning •

• planning •

• implementation •

WORKPLACE
HEALTH

workplace health promotion: planning series

5c

Programme Design
Writing a programme plan

Updated Version 2

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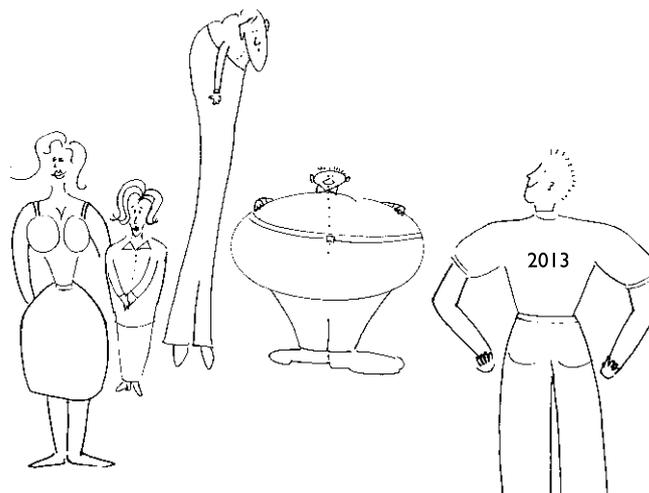
Workplace health promotion begins with you, you & YOU...

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

Overview

At this stage of planning, you would have understood how to do needs assessment (Section 5a) and how to choose interventions (Section 5b). You now need to put pen to paper and prepare a programme plan. A programme plan specifically describes the goals and objectives of your WHP programme, the interventions to be used as well as an evaluation plan by which you will assess the effectiveness of the WHP programme.

In this Section, you will learn how to write goals and objectives, and how to plan for evaluation of your WHP programme.
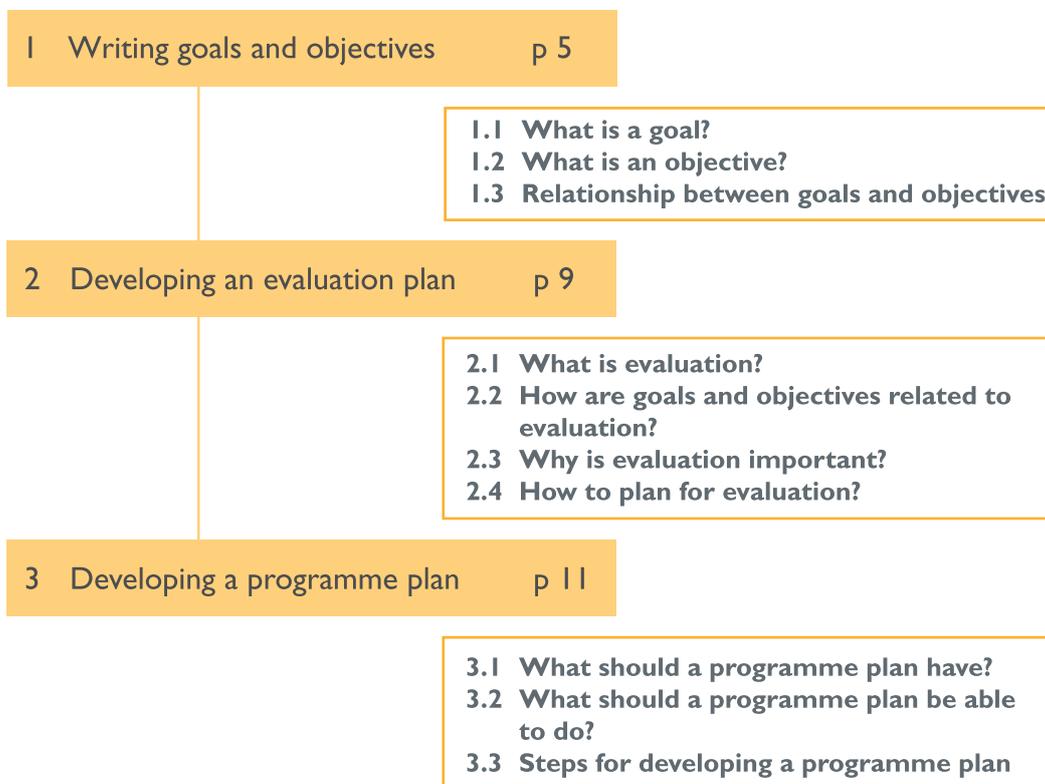
1   Writing goals and objectives

Setting goals and objectives is an important part of developing a comprehensive programme plan. Goals and objectives provide focus and direction for the WHP programme and motivate an organisation to choose effective interventions based on needs.

1.1   What is a goal?

<table>
<tr><td colspan="2">Definition of a goal</td></tr>
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A general statement of desired outcome

A goal is a statement describing the long-term outcome (at least 3–5 years) of the programme. It states the changes desired from the programme.

May address organisational or health issues

A goal may address organisational issues (e.g. medical costs, absenteeism and staff morale) or issues that affect employees like health problems (e.g. hypertension, high blood cholesterol and diabetes).

Examples of goals:
- *To reduce stress and improve organisational climate*
- *To reduce high blood cholesterol levels*
- *To improve staff morale*
- *To reduce absenteeism*
- *To contain medical costs.*

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1.2   What is an objective?

Definition of an objective
Intermediate (mid-term) target *An objective is an intermediate target which supports and leads to the achievement of a goal.* **A specific statement of outcome** *Unlike goals, objectives are specific.* **May target changes** *An objective can target a change in behaviour or attitude, or a positive organisational change.* **Fulfil 'SMART' criteria** *An objective should fulfil these criteria:* • ***S**pecific – It must describe exactly what an organisation wants its staff to do. This should be an observable behaviour.* • ***M**easurable – It must be measurable.* • ***A**ction-oriented – It must be achievable by following certain steps.* • ***R**ealistic – It must be achievable with the resources available.* • ***T**ime-bound – It must be defined by a period of time.*

1.2.1   Impact and process objectives

There are two types of objectives: impact and process objectives. Impact objectives are specific, measurable statements of the desired results. They focus on the impact of the WHP programme and are defined for a medium term of 2–3 years.

Some examples of impact objectives are:
• *To increase the percentage of employees who engage in vigorous-intensity aerobic activity three times a week for at least 25 minutes from 50% to 60% by April 2016.*
• *To increase the percentage of employees who receive at least a bronze award in the Sports for Life Walk from 10% to 15% by June 2016.*
• *To increase the percentage of employees who eat fatty food less than three times per week from 15% to 20% by end 2016.*

Process objectives are short-term objectives. They focus on how the WHP programme is delivered through the choice of interventions. They explain what an organisation wants to carry out.

Some examples of process objectives are:
- *Conduct at least two in-house fitness activities per week throughout 2013.*
- *Provide at least two healthy choices on canteen menu every day for 2013.*
- *Ensure that at least 50% of staff attend all health talks in 2013.*

1.3 Relationship between goals and objectives

Process objectives, impact objectives and goals exhibit a direct cause-and-effect relationship. Achieving process objectives should allow your organisation to achieve impact objectives. Subsequently, impact objectives should facilitate the achievement of the goals.

PROCESS OBJECTIVES
▼
IMPACT OBJECTIVES
▼
GOALS
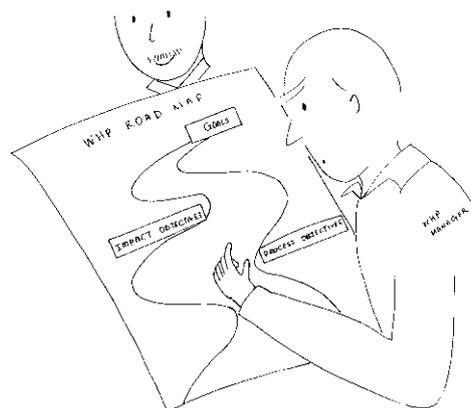
Achieving process objectives should allow us to achieve impact objectives.

Some examples of the relationship between goals and objectives:

GOALS	IMPACT OBJECTIVES	PROCESS OBJECTIVES
To reduce cholesterol level	• Increase the percentage of employees who engage in vigorous-intensity aerobic activity three times a week for at least 25 minutes from 50% to 60% by April 2014.	• Conduct at least two in-house fitness activities per week throughout 2013. • Conduct a fitness assessment for all employees by end 2013. • Ensure that at least 50% of employees attend all health talks in 2013.
	• Increase the percentage of employees who eat fatty food less than three times per week by 10% before April 2014.	• Provide at least two healthy choices on canteen menu every day for 2013. • Organise a forum focusing on healthy eating by June 2013.
To reduce unhealthy levels of organisational stress	• Increase the percentage of employees who can cope with daily workload from 40% to 50% by end 2014. • Decrease the percentage of employees who averaged more than 10 days of medical leave per year from 15% to 10% by end 2016 • Decrease the percentage of employees who do not exercise at all from 80% to 70% by end 2014.	• Organise two orientation programmes in 2013 for new employees to familiarise organisational policies. • Conduct a stress management workshop for employees by June 2013. • Review and revise organisational policies related to standard working hours, flexi-time and telecommuting by May 2013. • Implement an employee assistance programme by end 2013. • Conduct weekly aerobics and soccer sessions throughout 2013.

Writing proper goals and objectives will enable you to evaluate how effective the WHP programme has been. Start your programme plan by clearly defining your organisation's goals and objectives.

2   Developing an evaluation plan

2.1   What is evaluation?

Evaluation is a systematic process that is used to find out the extent interventions have succeeded or failed to achieve their goals.

2.2   How are goals and objectives related to evaluation?

Goals and objectives state the effects or changes you want to see as a result of your WHP programme. Evaluation focuses on whether these changes have been achieved.

2.3   Why is evaluation important?

#### 2.3.1   It helps to avoid mistakes and repeat successes

Without evaluation, there will be no improvement, as you would not know why a programme or an activity worked or failed.

2.3.2   It helps to justify the use of resources

Evaluation results also help justify the worth of the programme to key stakeholders (e.g. senior management and staff). Without evaluation, an organisation will not be able to know if the resources (e.g. funds, manpower and time) invested in the WHP programme have been worthwhile.

2.3.3   It helps to reduce wastage

Evaluation helps to reduce wastage of resources. Many companies devote a lot of resources to run WHP programmes, but they fail to systematically find out if these resources are yielding good returns.
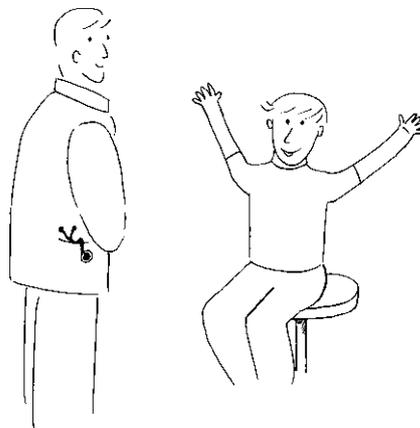
"I lowered my cholesterol level – thanks to our company's WHP programme!"

2.4   How to plan for evaluation?

You should plan for evaluation in the early stages of programme planning, before implementing the programme. This is because you will need to collect data for evaluation, before, during and after the programme is implemented.

Step 1 – Focus on the goals and objectives

Align evaluation to your goals, impact and process objectives
Evaluation will be based on your goals and objectives. Ensure that you have stated the goals and objectives in measurable terms.

Step 2 – Decide on types of evaluation

Decide on the types of evaluation
Decide on what types of evaluation you want to carry out based on the goals and objectives (see Section 8: Programme Evaluation).

Decide on evaluation measures
Decide on how you will evaluate the programme and the measures you would use for evaluation (e.g. collecting health screening data and lifestyle survey data).

3 Developing a programme plan

3.1 What should a programme plan have?

A comprehensive programme plan should state:
- What the WHP programme sets out to achieve (goals and objectives)
- What kind of interventions are used to achieve the desired goals *(see Section 5b: Choosing Interventions)*
- How to know whether goals and objectives are achieved (evaluation plan).

## 3.2 What should a programme plan be able to do?

A programme plan should be detailed enough to allow a person to use it to implement the WHP programme, without misinterpreting the plan or implementing the plan differently *(see Appendix A)*.

3.3 Steps for developing a programme plan

These are the steps for developing a programme plan:
- Formulate goals
- Set process and impact objectives and goals
- Select interventions
- Develop an evaluation plan.

The template for a WHP programme plan can be found in Appendix B.
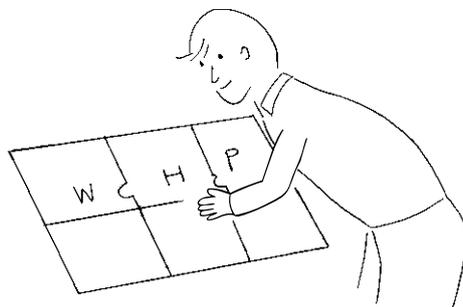
Piecing it all together.

Appendix A
Sample WHP programme plan

Appendix B
Template for a WHP programme plan

Sample WHP programme plan

Background (Needs assessment)

1 Staff demographics
   - More than half of the employees are females above 40 years of age.
   - 61% of employees are females compared to 39% males.
   - A total of 64% of employees are of the 41–60 age group, 14% of the 31–40 age group, 20% aged 21–30 and 2% <20 years old.
   - The majority of the employees (74%) work in various locations in the customer service departments.

2 Health screening results
   - 76% of employees participated in the health screening.
   - High total cholesterol (6.2mmol/L or greater)   24.44%
   - Overweight (BMI of 25kg/m^2 or greater)   23.13%
   - High blood pressure (140/90 mmHg or greater)   16.96%
   - High blood glucose   4.19%

3 Fitness assessment results
   66% of employees attended the fitness assessment. The results were as follows:

Award	No. of employees	%
Gold	7	1.8
Silver	11	2.8
Bronze	63	16.2
Nil	309	79.2

4 Health practices survey results
   - Inadequate regular exercise   72.91%
   - Difficulty coping with stress   33.70%
   - No conscious restriction of fat intake   20.70%
   - No conscious restriction of salt intake   19.82%
   - No conscious restriction of sugar intake   19.82%
   - No conscious effort to consume more fibre   11.01%
   - Smoking   1.98%
   - Excessive alcohol consumption   0.44%

   40% of employees rated their level of stress at 7 out of 10 and 90% of employees reported work as a source of stress. Over 20% said that their ideas do not count at work and almost 20% said that they are not given adequate authority to make appropriate decisions.

Goals and objectives
A **Long-term (goals)**
By the end of four years:
- To increase the percentage of employees who achieve an award in fitness assessment.
- To reduce the high blood cholesterol problem.
- To contain the hypertension problem.
- To reduce the incidence of obesity.
- To reduce stress and improve organisational climate.
- To contain the diabetes problem.

B **Mid-term (impact objectives)**
By the end of two years:
- To increase the number of employees who engage in vigorous-intensity aerobic activity three times a week for at least 25 minutes from 25% to 35%.
- To increase the number of employees who report:
  – replacing animal-based food with plant-based food from 25% to 35%.
  – switching from white bread to wholemeal bread from 28% to 35%.
  – using reduced-fat milk in beverages from 16% to 25%.
- To reduce the number of employees who report their level of stress greater than 7 from 17% to 8%.
- To increase the number of employees who rate the work environment above 7 from 50% to 65%.
- To increase the number of employees who go for health screening (every two years) from 50% to 70%.

C **Short-term (process objectives/interventions chosen)**
By the end of one year:
(i) To increase the level of physical activity.

Organisational policy
- *Develop a policy to offer field staff subsidies for exercise-related activities (e.g. gym membership and attendance at exercise classes).*
- *Conduct regular stretch breaks during office hours.*

Supportive environment
- *Establish and subsidise interest groups that encourage physical activity (e.g. swimming, line dancing, aerobics, yoga and walking).*

Lifestyle & personal health skills
- *Conduct a promotional campaign to encourage the use of stairs.*
- *Conduct bimonthly talks and disseminate written information on exercise-related topics.*
- *Appoint sports convenors to coordinate the company's participation in external sporting events such as tournaments and inter-company games.*
- *Organise regular fitness/exercise classes.*
- *Organise annual mass exercise events.*

(ii)   To encourage healthy eating habits.

Organisational policy
- *Offer healthy choices in the staff canteen.*
- *Develop a healthy workplace catering policy and a list of suitable vendors.*
- *Conduct a campaign to publicise the healthy catering policy throughout the company including briefings for staff.*

Supportive environment
- *Establish and subsidise a healthy-cooking lunchtime interest group.*
- *Work with the vending machine vendor to provide a higher proportion of healthy drinks and snacks in the vending machines.*
- *Produce and distribute a healthy cooking recipe book consisting of healthy recipes contributed by employees.*
- *Invite selected vendors of healthy food (e.g. bread company) to set up a stall within office building on a regular basis.*

Lifestyle & personal health skills
- *Distribute fruit to employees on a monthly basis, along with information on the benefits of eating that fruit.*
- *Organise an annual healthy cooking competition.*
- *Conduct bimonthly talks and disseminate written information on healthy eating topics.*

(iii)   To prevent uptake of smoking, encourage existing smokers to quit and ensure a smoke-free environment.

Organisational policy
- *Enforce the smoke-free workplace policy by issuing warnings and fines for smoking in the building.*
- *Display no-smoking signs throughout the company.*

Supportive environment
- *Organise a peer support network for those who are attempting to quit.*

Lifestyle & personal health skills
- *Promote the QuitLine to encourage smokers to seek advice on quitting.*

(iv) To reduce stress levels and improve staff morale.

Organisational policy
- *Establish mechanisms and opportunities to gather feedback from employees regularly – to encourage open communication.*

Supportive environment
- *Establish and subsidise interest groups that encourage recreation and relaxation including arts and crafts, singing and drama.*

Lifestyle & personal health skills
- *Organise up to two annual corporate events (e.g. family day and dinner dance).*
- *Conduct bimonthly talks and disseminate written information on stress management topics.*
- *Offer regular opportunities for staff training to improve coping skills (e.g. relaxation techniques, assertiveness training and time management).*

(v) Other areas
- *To develop and maintain a regular data collection system to inform the planning and evaluation needs of the programme.*

D   Evaluation plans
(i) Evaluate goals by:
- Conducting fitness assessment to see improvements in physical fitness.
- Conducting health screening to see improvements in risk factors.

(ii) Evaluate impact objectives by:
- Conducting a lifestyle survey to find out:
  – exercise pattern
  – eating pattern
  – rating of work environment/stress.

(iii) Evaluate process objectives by:
- Conducting survey on:
  – participation rate
  – how well the promotional efforts went
  – quality of programme
  – accessibility and timing of programme.
- Observing behavioural change.

Appendix B

Template for a WHP programme plan

Date _____

A   Goals

_____

_____

_____

_____

_____

B   Impact objectives

_____

_____

_____

_____

_____

C   Process objectives/interventions chosen

_____

_____

_____

_____

_____

Appendix B (con't)

Interventions

PHYSICAL ACTIVITY	ACTIVITIES	RESOURCES NEEDED	TIMING
ORGANISATIONAL POLICY			
SUPPORTIVE ENVIRONMENT			
LIFESTYLE & PERSONAL HEALTH SKILLS			

HEALTHY EATING			
ORGANISATIONAL POLICY			
SUPPORTIVE ENVIRONMENT			
LIFESTYLE & PERSONAL HEALTH SKILLS			

SMOKING CONTROL	ACTIVITIES	RESOURCES NEEDED	TIMING
ORGANISATIONAL POLICY			
SUPPORTIVE ENVIRONMENT			
LIFESTYLE & PERSONAL HEALTH SKILLS			
MENTAL WELLBEING			
ORGANISATIONAL POLICY			
SUPPORTIVE ENVIRONMENT			
LIFESTYLE & PERSONAL HEALTH SKILLS			

D   Evaluation plans

(i)   Evaluating goals   _____

(ii)   Evaluating impact objectives   _____

(iii) Evaluating process objectives   _____

_____