

• 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: implementation series



Programme Implementation

Addressing FAQs on practical issues

Updated Version 2

KEY CONCEPTS

- Practical issues of implementing a programme

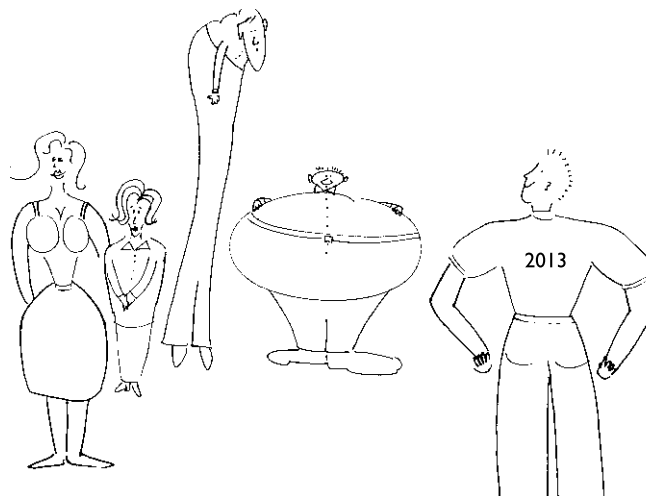
– The Workplace Health Manager...

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. 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...

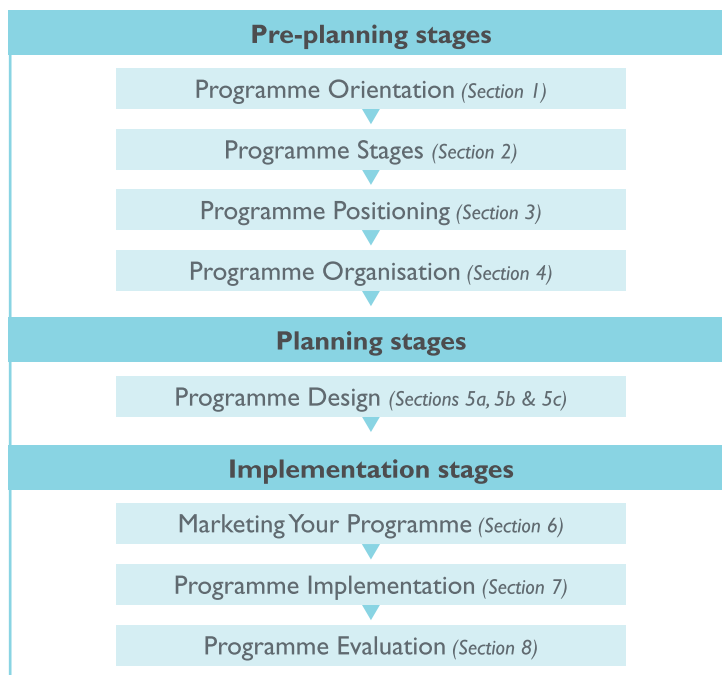
Introduction

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



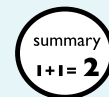
Essential survival tips



Frequently-asked questions



Useful notes



Quick summary

Overview

You have finalised your plans based on needs assessment; you have set the goals and objectives, chosen the interventions and planned for evaluation and marketing options.

Now you are at the stage when you need to implement the plans and run the activities. This stage involves initiating the activities, addressing teething problems and ensuring programme quality. Some problems you may encounter at this stage include approaches, resources, administration, logistics, participation levels and marketing. These are some common FAQs.

FAQs on:

- **Employer vs employee interests** p 5
- **Targeted vs mass marketing approaches** p 5
- **Service providers** p 6
- **Timing** p 7
- **Logistics** p 8
- **Roles** p 9
- **Finances** p 10
- **Maximising participation** p 11



FAQ on employer vs employee interests

- ▶ **Should a WHP programme revolve around employer or employee interests?**
Without management support a WHP programme cannot be sustained, but without employee interest, participation levels will be very low. The challenge is to find a balance between them. For instance, employers may be more concerned about reducing the impact of cardiovascular diseases on corporate costs than employees. Thus, to make the targeted weight control programme appeal to the employees, the promotional efforts could sell the idea of self-image aspects of obesity.



FAQ on targeted vs mass marketing approaches

- ▶ **What are some difficulties of using a targeted approach?**
 - *Over-focusing*
Some interventions are less effective because employees may not seek help from others with healthier lifestyles. So an activity that only targets smokers might exclude participation from non-smokers. Smokers would then tend to stay in cliques and this might make quitting more difficult.
 - *Negative labelling*
This is a marketing issue which requires health facilitators to use a more personal approach to diplomatically sell the message to participants. One way in which this could be done is to make activities available to the masses but crafting the marketing to appeal to the high risk groups. Avoid giving the idea that the targeted people are labelled as 'needing help' or 'having problems' (see Section 6: Marketing Your Programme).



FAQs on service providers

▶ How should we select service providers?

- Ensure that service providers meet these criteria. They should:
 - have the relevant qualifications
 - have the professional accreditation and registration, where applicable
 - be able to demonstrate the capacity to deliver the services (e.g. appropriate staffing and resources)
 - be able to demonstrate a track record of service delivery in Singapore
 - provide services that are priced appropriately.

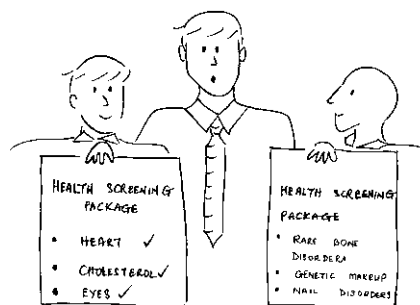
▶ What kind of health screening services should we seek?

- Basic health screening in four key areas:
 - Blood pressure
 - Blood glucose
 - Blood cholesterol
 - Body mass index
- Secondary health screening such as:
 - Breast cancer screening
 - Cervical cancer screening
 - Renal screening
 - Hepatitis B screening

Ensure that the service providers have the capacity to provide on-site screening and follow-up for individuals at high risk.

▶ How can we evaluate the quality of food sold in the staff canteen?

You can use the 'Healthy Workplace Catering Guidelines' in Appendix A.



Avoid unnecessary screening.



FAQs on timing

▶ **When is the best time to hold regular activities?**

The best time is when it is most convenient for employees. Companies should consider employees' responsibilities outside work. Some options:

- On company's time
- On employee's own time – before/after work hours and during lunchtime
- A combination of company's time and employee's time
- Anytime during the workday as long as there are regular number of work hours (flexi-time).

▶ **How should we manage shift work?**

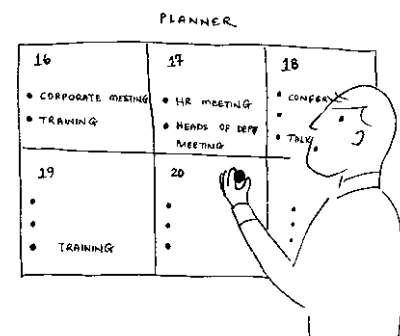
Here are some ideas to consider:

- Obtain management support to stagger the employees' time for participation.
- Co-share time for activities – management allows time off (e.g. end the workday earlier and employees stay back for another 15 minutes).
- Organise activities when shifts overlap.
- Duplicate activities on different shifts if there is a demand.
- Provide stored value card membership for employees to use at gyms or fitness clubs at their convenience, or with their families.

▶ **What do companies do when employees are highly mobile and it is difficult to fit employees' schedule?**

Here are some ideas to consider:

- Use videos instead of talks to educate and inform.
- Use the intranet, e-mail and SMS as alternative ways to communicate.
- Provide corporate membership to fitness clubs for employees to use at their convenience, or with their families.
- Gather employees who live in the same area and facilitate participation in groups.



Set aside a time for your WHP programme that is convenient for employees.



FAQs on logistics

▶ **What options are there when space is not available in the company?**

Here are three options:

- Use community facilities like community clubs or Singapore Sports Council's facilities.
- Initiate exchange programmes where you share facilities with nearby companies in exchange for help in other areas (e.g. co-organising events like health screening).
- Use existing rooms for exercise.

▶ **What should we consider when offering off-site fitness programmes?**

Here are some considerations:

- Off-site fitness programmes give greater cost savings (community facilities can be negotiated for lower rates) but are harder to control in terms of content, quality and results.
- Follow-up assessments need to be done.
- Qualified instructors should be hired.
- Group activities should be organised for peer support.
- Incentives should be provided to track participation (e.g. require registration).

▶ **How can we conduct WHP activities for a company with employees in different locations?**

Here are some options:

- Duplicate activities on different sites.
- Pilot test the project at one site. When other employees in other sites become interested, the activity can be implemented on all sites.
- Provide stored value card membership for employees to use at gyms, clubs or swimming facilities at their convenience.
- Decentralise the activities and appoint a coordinator at each site.
- Gather employees who live in the same area and organise group activities for them at nearby facilities.
- Provide convenient, centralised locations for mass events; provide chartered buses to transport the employees.

▶ **What should we keep in mind when starting a gym?**

- Consult a gym consultant.
- Consider the needs and goals of the WHP programme. (Is there sufficient interest to maximise usage?)
- Conduct exercise classes in the gym or have a resident personal fitness instructor.
- Use incentive schemes to ensure sustained participation (see Section 6: Marketing Your Programme).



FAQs on roles

- ▶ **I am not medically trained, and I am no expert on stress, healthy eating and exercise. How do I do a good job of promoting WHP?**

As a WHP manager, the scope of your work is promoting health, not treating disease. Your role is to facilitate or ensure that the physical, social and organisational environment of the organisation are beneficial to health. So you will not just be looking into services provided by the health sector but also looking into other factors that affect the workplace environment. Service providers can help in providing specialised areas of interventions.

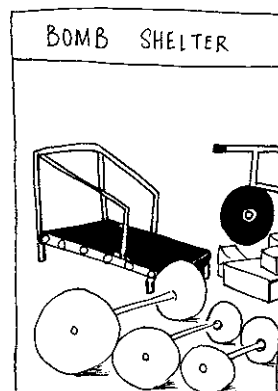
- ▶ **I have just taken over from my colleague as a committee member in the WHP committee. What should I know?**

You should know the nature of your role, the concept of workplace health (see Section 1: Programme Orientation) and the nature of WHP in your company. A form that can guide you through a comprehensive hand-over briefing is found in the Appendix F.

As a planner, you would need to be aware of future directions, the stage of the programme (see Section 2: Programme Stages) and how to fulfil your management's expectations.

In addition to the resources provided in this guide, hands-on training courses and seminars are available from the Workplace Health Promotion Programme at Health Promotion Board.

As an implementer, you would need skills related to marketing the programme to the employees (see Section 6: Marketing Your Programme) as well as an overview on WHP.



Overcoming space constraints.



FAQs on finances

▶ How can I carry out a low-cost WHP programme?

WHP programmes need not be costly to be effective. Bear these strategies in mind:

- Make full use of community resources.
Examples of these low-cost resources are:
 - Health screening
 - Talks by non-profit organisations
 - Free library membership, brochures and posters at Health Promotion Board's Health Information Centre (exhibition panels, videos and CD-ROMs are also available for loan)
 - Community sports facilities
 - Health talks in community libraries.
- Be innovative.
Some companies switch off lifts at certain hours so that their employees take the stairs. Some organise a 'shopoholics' group to make walking fun! (More ideas can be found in Section 5b: Choosing Interventions.)
- Think about company policies that would promote WHP.
In fact, revising company policies incur minimal cost and are likely to have a lasting impact.

▶ Should the company charge for participation?

Co-payment scheme can be considered. Fees help finance activities in the long-run and help motivate participants to stay involved because they have made an investment. It is not unusual for employers to pay 50–80% of an activity's cost and let the employee pay the remaining 20–50%.

▶ When do we collect fees?

- Collect fees during registration of activity.
This helps to establish the commitment of the employees to actually come for the activity. Registration should commence at the peak of the promotional efforts.

▶ What are some budget considerations?

Consider:

- Budget items (see Appendix B) over the main stages of programme design – conducting needs assessment, organising programme support, marketing, implementing interventions and evaluating the programme
- Grants and sponsorships that offset actual expenditure.



FAQs on maximising participation

▶ Is participation the only indicator of programme success?

No. 'Success' depends on how you define the evaluation criteria (see Section 8: Programme Evaluation). Some examples of criteria could be:

- *How regularly participants exercise.*
You may achieve 100% participation in a mass exercise activity, but if the participants do not exercise regularly, the programme has not succeeded.
- *Change of attitude, knowledge or awareness and not just behaviour.*
An effective programme will bring about changes. Sometimes a programme gains momentum gradually.

Participation levels vary for different reasons, so it is useful to establish these reasons for non-participation. For attendance templates, see Appendix C.

▶ We have organised many activities, but how do we encourage and maintain participation?

Some critical factors for maximising participation are:

- *Programme positioning (see Section 3)*
 - *Improved cultural norms and policy support*
- *Better programme planning (see Sections 5a–5c)*
 - *Better needs assessment, and planning of goals and objectives*
 - *Better choice of interventions*
 - *Improved quality of activities that are novel and impactful*
 - *Engagement of better professional trainers or instructors to increase credibility*
 - *Inclusion of relevant topics based on needs and wants*
- *Programmes that meet social support needs*
 - *Include team participation and peer support*
 - *Incorporating family involvement*
- *Improved marketing plans (see Section 6: Marketing Your Programme)*
 - *Better market analysis and marketing strategies*
 - *Addressing individual perceptions*
 - *Improving positive perception of programme's benefits*
 - *Crossing psychological barriers of participants*
 - *Better evaluation and presentation of findings to employees.*



FAQs on maximising participation (cont'd)

▶ **Do you have a marketing plan that could give us some concrete ideas?**

In general, there are two main marketing action plans:

- *For small-scale activities such as an aerobics class (see Appendix D)*
- *For large-scale events such as health fair or carnival (see Appendix E).*

▶ **We have already organised health fairs. How can we sustain our efforts?**

While fairs help raise awareness, the possibility of health behaviour change as a result of one event

is low. It may be better to:

- *have on-going interest groups over a few months*
- *work on the environmental issues and policies as well (see Section 5b: Choosing Interventions).*



“Maximising participation is the art of our field which requires skills in marketing, communications, promotion, technical competence, showmanship and no small amount of ‘gut instinct’.”

Chapman L S, *The Art of Health Promotion* Vol. 2 No.2 May/June 1998

Appendix A
Healthy Workplace Catering Monitoring Checklist

Appendix B
WHP programme budget worksheet

Appendix C1
Attendance sheet for an activity

Appendix C2
Attendance sheet for a term

Appendix D
Action plan for marketing a single WHP activity

Appendix E
Action plan for marketing a major event

Appendix F
Briefing for handing over of duties

Appendix A

Healthy Workplace Catering Monitoring Checklist

This is a checklist to find out how well food served matches up with the dietary recommendations by HPB. Use this checklist on a regular basis to evaluate the foods offered at your workplace.

Name of Food Provider(s): _____

Date & Time: _____

Please place a tick (✓) where applicable:

Visual Checks (on site)

- | | |
|---|---|
| <p>1. Are whole-grain options available?
<input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>2. Is healthier oil used in food preparation?
<input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>3. How many deep fried items are available? (For every 10 dishes, there should be no more than 2 deep fried items):
<input type="checkbox"/> <2 out of 10 dishes
<input type="checkbox"/> 2 out of 10 dishes
<input type="checkbox"/> >2 out of 10 dishes</p> <p>4. For dishes with gravy, are there visible layers of oil/fats on the surface?
<input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>5. How many vegetable dishes are available?
<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> ≥4</p> | <p>6. Are there at least 2 varieties of fresh fruit offered?
<input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>7. Is plain water available?
<input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>8. Are choices of no added sugar and/or reduced sugar drinks & desserts made available?
<input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>9. Are healthier food options priced the same or lower than the regular options?
<input type="checkbox"/> Yes <input type="checkbox"/> No</p> |
|---|---|

Appendix A (con't)

Additional Comments:

Taste Testing

Select at least 10% of dishes in the menu (include a variety of dishes such as vegetables, fried items and desserts) and complete a taste test to assess saltiness, sweetness and oiliness, of dishes.

Name of dish:

1. Does the dish taste salty?

Bland, unacceptable

Slightly salty

Somewhat bland but acceptable

Very salty, unacceptable

Just right

2. Does the dish taste sweet (applies to mainly dessert items)?

Bland, unacceptable

Slightly sweet

Somewhat bland but acceptable

Very sweet, unacceptable

Just right

3. Does the dish taste oily?

Yes

No

Additional Comments:

Food Service Staff

1. Do the food service staffs prompt customers to choose healthier food options (e.g. brown rice, plain water) at the point of purchase/order, during peak and non-peak hours?

Yes

No

Follow up Action:

- Check the results for your monitoring checklist against the Healthy Workplace Catering Guidelines (page 16).
- Note the items that require improvements in order to meet the guidelines.
- Discuss changes that need to be implemented with your caterers; let him/her know areas well done as well as areas which need improvement(s).
- Repeat the checklist after a month and monitor the progress.

Appendix A (con't)

Healthy Workplace Catering Guidelines

These guidelines promote healthier choices and enhance the meal planning process. Staff cafeterias and events caterings (e.g. corporate receptions, lunch meetings) should implement all the following guidelines:

A To increase whole-grain

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

B To reduce saturated fat

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.

C To reduce salt

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).

D To increase fruit and vegetables

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.

E To reduce sugar

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.

F Other modifications

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.

G Pricing for healthier food (applicable only for in-house catering)

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).

Appendix B

WHP programme budget worksheet

I. PERSONNEL	ESTIMATED	ACTUAL
SALARIES (man-days spent on health promotion related activities)		
SERVICE PROVIDER – Activities – Consultancies – Schemes – Talks – Classes – Screening – Others: _____		
INCENTIVES (time off, days off)		
CORPORATE MEMBERSHIP – Gym – Swimming – Others: _____		
TRAINING		
II. NON-PERSONNEL		
SPACE RENTAL		
EQUIPMENT – Lease – Purchase – Maintenance		
STATIONERY – Printing of log cards – Others: _____		
PUBLICITY – Printing cost – Paper cost – Others: _____		
TRANSPORT COSTS		
MISCELLANEOUS – Incentives – Vouchers – Souvenirs – Refreshments – Others: _____		

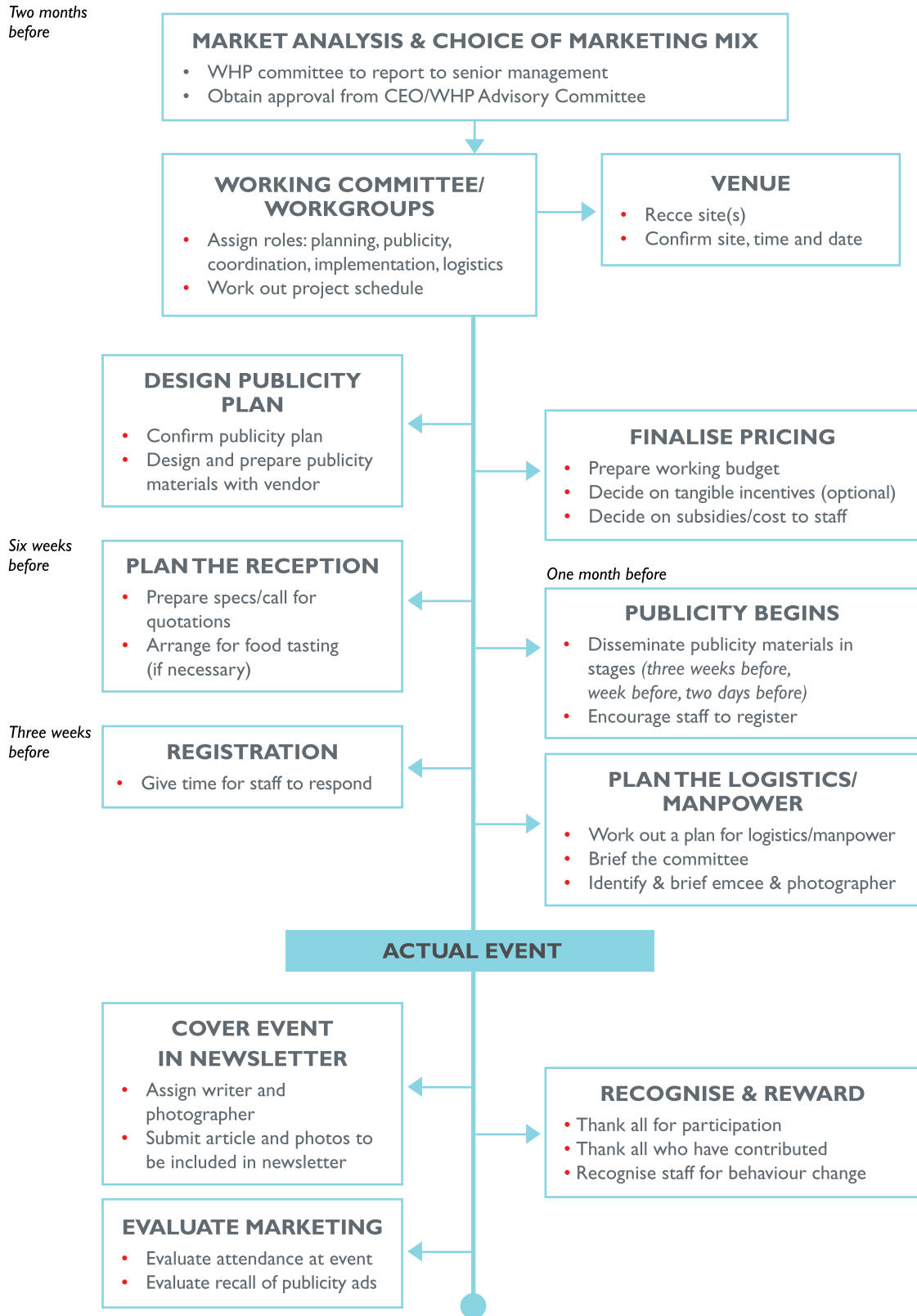
Appendix D

Action plan for marketing a single WHP activity

ACTION ITEMS	MAJOR TASKS	OBJECTIVES	KEY PEOPLE
IDENTIFY AN ACTIVITY	<ul style="list-style-type: none"> Align with WHP programme goals and objectives for the company 	<ul style="list-style-type: none"> Create an identity for the activity (e.g. hip activity, 'cool' for people who want a 'life') 	WHP committee
SET LOCATION TIME AND DATES FOR EVENT	<ul style="list-style-type: none"> Confirm vendors 	<ul style="list-style-type: none"> Finalise logistical details 	Sub-committee members in charge of logistics
IMPLEMENT MARKETING MIX	<ul style="list-style-type: none"> Plan incentive structure and costs Check price with vendors Prepare budget 	<ul style="list-style-type: none"> Work to budget 	WHP committee/ service provider
DEVELOP PUBLICITY	<ul style="list-style-type: none"> Decide on communication roll-out plan: <ul style="list-style-type: none"> When to provide information Which channels to use What information to give at each stage of communication Prepare publicity materials Ensure publicity coverage is sufficient 	<ul style="list-style-type: none"> Create awareness and interest Encourage interest and participation 	Publicity committee
REGISTRATION	<ul style="list-style-type: none"> Allow for time to respond Set up registration procedure Collect payment (if necessary) Process registrations 	<ul style="list-style-type: none"> Make activity easy to sign up for 	Sub-committee members in charge of logistics
EVALUATION	<ul style="list-style-type: none"> Evaluate attendance at event Identify staff who qualify for incentives Evaluate number of staff who recall internal ads 	<ul style="list-style-type: none"> Evaluate and review 	Publicity committee

Appendix E

Action plan for marketing a major event



Appendix F

Briefing for handing over of duties

COMPANY NAME: _____

DIVISION / DEPARTMENT: _____

TOPICS TO COVER	COVERED?	FILE REF (where applicable)	KEY PERSON/ CONTACT NO.	REMARKS
<ul style="list-style-type: none"> • Overview of WHP programme in company 				
<ul style="list-style-type: none"> • WHP programme plan 				
<ul style="list-style-type: none"> • Future plans of WHP programme 				
<ul style="list-style-type: none"> • Current projects/outstanding issues 				
<ul style="list-style-type: none"> • Roles (choose the relevant role for briefing) 				
Committee member <ul style="list-style-type: none"> – Planning WHP programme and conducting needs assessment – Choosing interventions – Evaluating WHP programme 				
Sub-committee member <ul style="list-style-type: none"> – Planning and coordinating intervention activities – Encouraging participation – Promoting healthy lifestyle 				
<ul style="list-style-type: none"> • Resources <ul style="list-style-type: none"> – Database of service providers used – Best practices – Essential Guide to WHP 				
<ul style="list-style-type: none"> • Award/Grant <ul style="list-style-type: none"> – Singapore HEALTH Award – Workplace Health Promotion Grant 				
<ul style="list-style-type: none"> • Training <ul style="list-style-type: none"> – Training manual 				

Competency in new role after briefing (To be discussed and decided upon with new committee member)

Basic (need training) Moderate (need only basic training) Advanced (no need for training)

Prepared & handed over by:

Received by:

Name of Officer Handing Over / Signature

Name of Officer Taking Over / Signature

Date _____

Date _____

Noted by:

For help in WHP programme and information on training schedules, please contact:

Name of Chairperson, WHP programme / Signature

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Tel: 6435 3704 or visit www.hpb.gov.sg