



*at the Centre for Health Promotion
University of Toronto*

The Health Communication Unit
at The Dalla Lana School of Public
Health,
University of Toronto
Health Sciences Building,
155 College Street, Room 500
Toronto, Ontario M5T 3M7
Telephone: (705) 327-0018
Toll-Free: 1 (877) 404-THCU
(8428)
Email: hc.unit@utoronto.ca

Comprehensive Workplace Health Promotion

Nancy Dubois
dubfit@rogers.com
519.446.3636

Introductions

- Nancy Dubois

- **The Health Communication Unit** – www.thcu.ca

- a provincial health promotion resource centre
 - 5 mandated areas
 - Planning, Evaluation, Health Communication, Policy Development & Sustainability
 - 4 types of service
 - Training, Advice-giving consultations, Guided process consultations, on-line resources
 - 10 year “special project” on comprehensive workplace health promotion

PURPOSE of the CWHP Project



- To support workplace health promotion practitioners and programs in Ontario.

What is Comprehensive Workplace Health Promotion?



... an approach to protecting and enhancing the health of employees that relies and builds upon the efforts of employers to create a supportive management culture and upon the efforts of employees to care for their own well-being.”

Dr. Martin Shain, CAMH

Brief History

- Needs Assessment (n=97; most from ph)
- Literature Review
- Creation of a Project Advisory Committee
- Confirmation of the CWHP Model
- Built a “hybrid” of a CWHP process
- Regional training workshops / Webinars
- Virtual Community
- On-going resource development
- Annual 2 day conferences

Lit Review: Conditions for Success

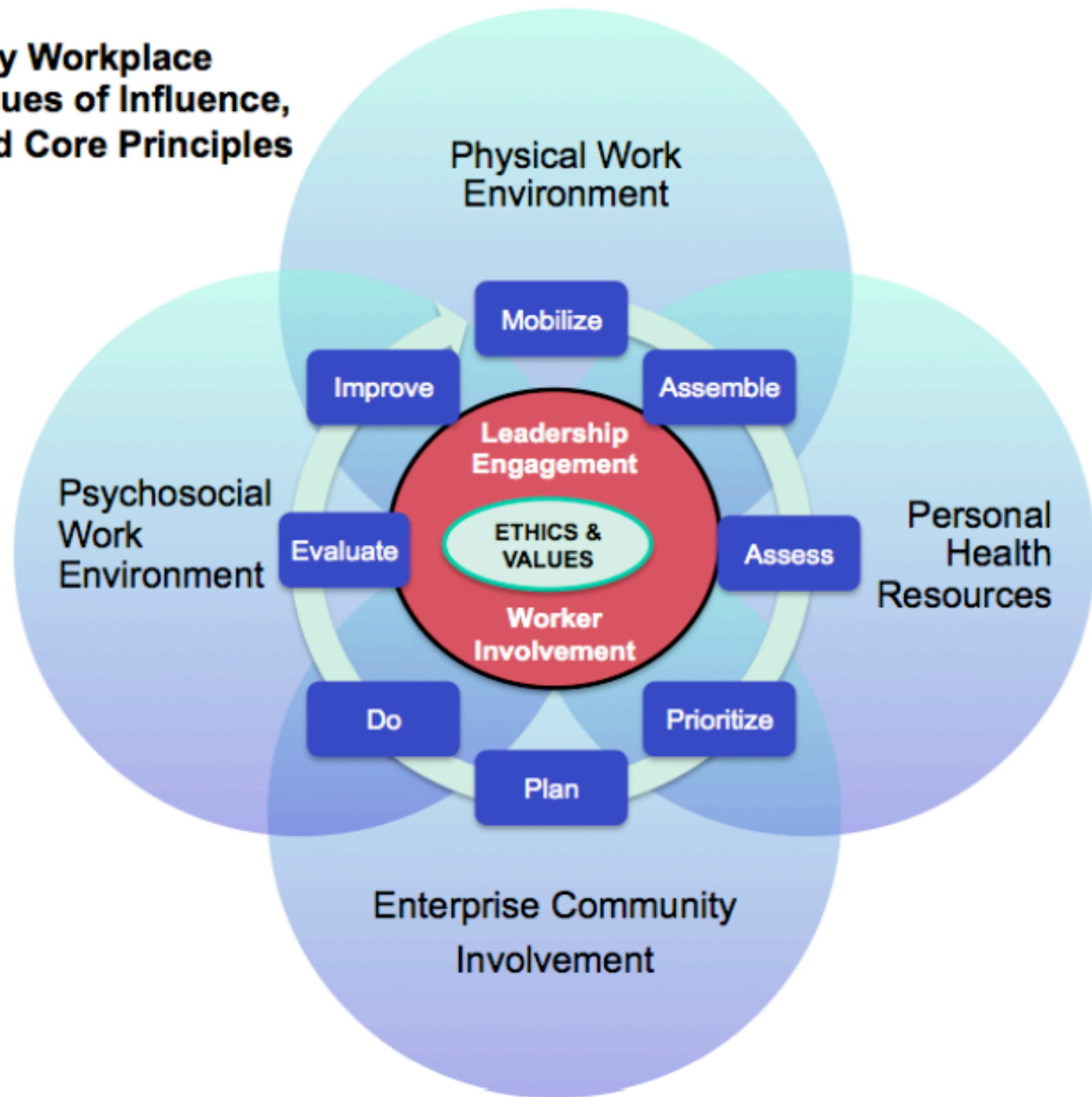
- Senior management involvement
- Participatory planning
- Primary focus on employees' needs
- Optimal use of on-site resources (e.g. map out a walking route around the building rather than going to an outside facility for activity)
- Integration of health into corporate vision and values
- Recognition that individual health is a product of inter-dependent factors
- Program tailoring to individual workplace needs
- Program planning should involve evaluation
- A long-term commitment is necessary by workplaces

What is Comprehensive Workplace Health Promotion?

- NQI / Health Canada
- Slightly different terms for some labels – Lifestyle Practices, Org Culture
- Recent adaptations by WHO



Figure ES1
WHO Healthy Workplace
Model: Avenues of Influence,
Process, and Core Principles



Org Culture: Key Work Environment Factors in Job Stress and Satisfaction



Demand

- *Time to do my work*

Effort

- *Mental fatigue*

Control

- *Involvement in decisions*

Reward

- *Reward for level of effort*

CWHP Planning Framework



Comprehensive Workplace Health Promotion Planning Framework

Workplace Program Management

Internal Project Management

- Components**
- * Participation
 - * Time
 - * Money / Resources
 - * Data-gathering
 - * Decision-making

ELEMENT 1	ELEMENT 2	ELEMENT 3	ELEMENT 4	ELEMENT 5	ELEMENT 6	ELEMENT 7	ELEMENT 8
Obtain Management Support	Establish Healthy Workplace Committee	Conduct Situational Assessment	Develop Healthy Workplace Plan	Develop Program & Evaluation Plan	Obtain Management Support	Implement Plan	Generate Evaluation Report
Components * Business Case	Components * Strategic Recruitment * Terms of Reference * Leadership	Components * Environmental Scan * Needs & Risk Assessment * Organizational Change Survey	Components * Vision * Mission * Values * Goals * Strategies * Key Audiences * Sustainability	Components * Objectives * Programs/Activities - awareness - education & skill building - supportive environments - policies * Indicators * Evaluation Methodology * Resources * Timeline * Responsibilities	Components * Plans * Presentation * Evidence	Components * Communication & Marketing * Capacity Building * Events * Interpersonal Activities * Monitoring * Conduct Evaluation - process - outcome - impact - economic	Components * Key Result Areas * Indicators * Results * Implications * Recommendations

Implement Evaluation

Resources

- “Information & Resources” at www.thcu.ca
- Best Practices
 - ❑ in Situational Assessments
 - ❑ in Workplace Programming
- InfoPaks
- Business Case template
 - ❑ Slide presentation & document
- Workplace Mental Health Promotion
- HP102
 - ❑ builds on HP101 – www.ohprs.ca – basic Health Promotion Theory



Comprehensive Workplace Health Promotion

Catalogue of Situational Assessment Tools

[SAT Home Page](#)

[WRI Home Page](#)

[THCU Workplace Home Page](#)

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Welcome!

Recently updated with new additions!

This resource is designed to help workplace health promotion intermediaries in Ontario to:

- Select and implement a situational assessment tool in their workplace, and
- Replicate and/or adapt the best practice process and methodology used to generate the tools.

The information presented in the resource is meant to increase the likelihood that practitioners will use effective situational assessment tools in their work.

It contains information about 42 [recommended](#) and [promising](#) tools in six categories: [needs assessments](#), [health risk appraisals](#), [workplace environmental audits](#), [employee interest surveys](#), [current practice surveys](#), and [organizational culture surveys](#).

This resource also provides guidelines and principles related to situational assessment tools, methodological information for practitioners interested in conducting their own reviews, as well as future recommendations for the project.

In 2005 eighteen review panel members were recruited, trained and provided with a web-based application to examine, in pairs, 35 situational assessment tools (3 – 5 tools each). This resource represents the results of their examination. In 2010 a second review panel was put together consisting of fourteen members who reviewed a further 31 tools gathered since the catalogue was first published. Previous tool summaries were also revised and re-published with the most up to date information.

The **complete resource** is available for download by [clicking here](#).
[PDF  272 pages, 2.8Mb]

What's Inside?

Project Overview – an introduction to the project, a [conceptual look](#) at comprehensive



Comprehensive Workplace Health Promotion

Catalogue of Well-Regarded Interventions

[WRI Home Page](#)

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Complete Intervention Listing

All interventions (alphabetical) by **Intervention Name**

11 records found
















Intervention Name	Organization
10,000 Step Challenge	City of Ottawa, Public Health
Coping with Work and Family Stress	The Consultation Center, Department of Psychiatry, Yale University School of Medicine
Eat Smart! Workplace Program	Nutrition Resource Centre
Health Connection	ISA Associates/Center for Workforce Health
Healthier Worksite Initiative: Garden Market	The Centre for Disease Control and Prevention (CDC) Department of Health and Human Services
Healthier Worksite Initiative: StairWELL to Better Health	Center for Disease Control and Prevention (CDC) Department of Health and Human Services
Heart Health and Workplace Wellness Champion Award Programs	Sudbury and District Health Unit
Stairway to Health	Canadian Council for Health and Active Living at Work and the Public Health Agency of Canada
Take Five: 5 to 10 a day - your way!	Developed by Cancer Care Ontario (CCO)

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 Resource Title	Resource Type	Updated Date
 alphabetical title sort		
 Workplace Health Promotion Stakeholder Analysis	Topic Overviews/Infopacks	Nov 26 2009
 Data for the Business Case (CWHP) Webinar	Topic Overviews/Infopacks	May 20 2009
 Internal Healthy Workplace Committee Diagram	Topic Overviews/Infopacks	May 20 2009
 Comparison of Workplace Health Promotion Planning Models	Topic Overviews/Infopacks	May 20 2009
 Conditions for Successful Workplace Health Promotion Initiatives	Topic Overviews/Infopacks	May 20 2009
 Effectiveness of Workplace Health Promotion	Topic Overviews/Infopacks	May 20 2009
 Evaluating Comprehensive Workplace Health Promotion	Topic Overviews/Infopacks	May 19 2009
 Comprehensive Workplace Health Promotion Planning Framework	Topic Overviews/Infopacks	May 19 2009
 The Case for Comprehensive Workplace Health Promotion: Making "Cents" of a Good Idea	Topic Overviews/Infopacks	May 19 2009
 Introduction to Comprehensive Workplace Health Promotion	Topic Overviews/Infopacks	May 19 2009
 Organizational Culture: Assessment to Action	Topic Overviews/Infopacks	May 19 2009
 Influencing the Organizational Environment to Create Healthy Workplaces	Topic Overviews/Infopacks	May 19 2009

Evaluating Comprehensive Workplace Health Promotion



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File

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Description

This info-pack focuses on key aspects of evaluation withing the CWHP Framework. It is designed for busy practitioners who support the development of CWHP initiatives in their community and would like to access practical, 'how-to' information about program evaluation.

Version Date

2005

This resource applies to the following topics:

Evaluation

The field/process of evaluation in general

Comprehensive Workplace Health Promotion

The field/process of Comprehensive Workplace Health Promotion in general

Element 8: Generate evaluation report

Resource Type

Topic Overviews/Infopacks

Populations

Adults 20-55

Making the Case "At-a-Glance" (see handout)



Making the Case at a Glance

Why?	To Whom?	What Evidence?	
<ul style="list-style-type: none"> <input type="checkbox"/> To increase awareness, knowledge and understanding (<i>What</i>) <input type="checkbox"/> To increase the degree of importance attached to an issue and the perceived necessity for action (<i>So What</i>) <input type="checkbox"/> To increase activity, funding, and/or policies directed towards producing change (<i>Now What</i>) <p style="text-align: center;">Notes:</p> <div style="border: 1px dashed black; height: 150px; width: 100%;"></div>	<ul style="list-style-type: none"> <input type="checkbox"/> Elected official <input type="checkbox"/> Policy/program staff, political aides <input type="checkbox"/> Funder <input type="checkbox"/> Management <input type="checkbox"/> Community, consumers, etc. <input type="checkbox"/> Lobby groups, organizations <input type="checkbox"/> Health promotion professionals <input type="checkbox"/> Media <input type="checkbox"/> Other (specify) <p style="text-align: center;">Notes:</p> <div style="border: 1px dashed black; height: 150px; width: 100%;"></div>	<p>That's What...The issue is</p> <ul style="list-style-type: none"> <input type="checkbox"/> Clear and detailed <input type="checkbox"/> Reflects consensus (not too controversial) <input type="checkbox"/> Relevant to this place and time <input type="checkbox"/> Not intractable <p>So What ...The issue is</p> <ul style="list-style-type: none"> <input type="checkbox"/> Timely <input type="checkbox"/> Growing <input type="checkbox"/> A burden in social and economic terms <input type="checkbox"/> Of public concern <input type="checkbox"/> Of concern to credible stakeholders <p>Now What...Solutions should be</p> <ul style="list-style-type: none"> <input type="checkbox"/> Linked with the identified problems <input type="checkbox"/> Clearly explained, straightforward and simple <input type="checkbox"/> Technically accurate (proven, cost effective) <p style="text-align: center;">Notes:</p> <div style="border: 1px dashed black; height: 80px; width: 100%;"></div>	<p>Types</p> <ul style="list-style-type: none"> <input type="checkbox"/> Polling/survey data <input type="checkbox"/> Community health status indicators <input type="checkbox"/> Community story/testimonial <input type="checkbox"/> Policy vision documents <input type="checkbox"/> Case study <input type="checkbox"/> Evaluation report (process-outcome data) <input type="checkbox"/> Research report (experimental or quasi-experimental data) <input type="checkbox"/> Cost-benefit/cost-effectiveness study <input type="checkbox"/> Meta-analysis <input type="checkbox"/> "Best practices" syntheses and guidelines <p>Sources</p> <ul style="list-style-type: none"> <input type="checkbox"/> Polling companies, news reports, website <input type="checkbox"/> Health status indicators report, websites <input type="checkbox"/> Key community spokespersons <input type="checkbox"/> Journals and magazines

Making the Case "At-a-Glance" (see handout)



Making the Case at a Glance

When/Where/How?		By Whom?		How Well?
Media <ul style="list-style-type: none"> <input type="checkbox"/> Print (reports; pamphlets) <input type="checkbox"/> Radio, television, newspapers, new media <input type="checkbox"/> Letters, mailing, petitions <input type="checkbox"/> Displays 	Interpersonal communication <ul style="list-style-type: none"> <input type="checkbox"/> Conference presentations <input type="checkbox"/> Deputations, consultations <input type="checkbox"/> Meetings 	Key Identity Elements <ul style="list-style-type: none"> <input type="checkbox"/> How you act <input type="checkbox"/> Vision <input type="checkbox"/> Mission <input type="checkbox"/> Positioning statement or copy platform <input type="checkbox"/> Name <input type="checkbox"/> Logo <input type="checkbox"/> Images <input type="checkbox"/> Other considerations 	Choice of Spokesperson <ul style="list-style-type: none"> <input type="checkbox"/> Celebrity <input type="checkbox"/> Public official <input type="checkbox"/> Expert specialist <input type="checkbox"/> Organization leader <input type="checkbox"/> Professional performer <input type="checkbox"/> Ordinary real person <input type="checkbox"/> Specially experienced person (e.g., victim, survivor) <input type="checkbox"/> Unique character (e.g., animated or costumed) 	Formative assessment of planning <ul style="list-style-type: none"> <input type="checkbox"/> What does your audience think about your priority issue? <input type="checkbox"/> What is the most effective way to reach your audience? Process assessment of implementation <ul style="list-style-type: none"> <input type="checkbox"/> What happened? <input type="checkbox"/> Was the case implemented as planned? If not, what changes were made? Summative assessment of results <ul style="list-style-type: none"> <input type="checkbox"/> Was there change related to objectives (e.g., awareness, knowledge, attitudes, actions, policies initiated or revised)?
<p>Notes:</p> <div style="border: 1px dashed black; height: 150px; width: 100%;"></div>		<p>Notes:</p> <div style="border: 1px dashed black; height: 150px; width: 100%;"></div>		<p>Notes:</p> <div style="border: 1px dashed black; height: 100px; width: 100%;"></div>



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The Case for Comprehensive Workplace Health Promotion



Making “*Cents*”
of a Good Idea

WORKPLACE MENTAL HEALTH PROMOTION

A HOW-TO GUIDE

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▶ Workplace Mental Health: Core Concepts & Issues

▶ Webcasts on the How-to-Guide

▶ Comprehensive Workplace Health Promotion: Affecting Mental Health in the Workplace

Introduction to Comprehensive Workplace Health Promotion

Element 1: Obtaining Management Support

Element 2: Establishing a Healthy Workplace Committee – How to get staff involved

Element 3: Conducting a Situational Assessment – Getting to the Root of the Problem

Element 4: Developing a Healthy Workplace Plan – What to do with Situational Assessment Results

Element 5: Developing a Program and

[Home](#) » [Comprehensive Workplace Health Promotion: Affecting Mental Health in the Workplace](#)



Comprehensive Workplace Health Promotion – Affecting Mental Health in Workplace

Mental health affects and is affected by countless factors within the workplace and outside of the workplace. Mental health issues are something an organization might not always be able – or want – to see. The question remains, “How can mental health be positively affected in workplaces?” This next section reviews the steps and questions to consider when developing a comprehensive mental health promotion plan for the workplace.

Section 2 elaborates on the range of mental health problems, solutions and resources introduced in Section 1. Section 2 helps promote workplace mental health and prevent and resolve the mental health issues discussed in Section 1.

As noted before, CWHP is “an approach to protecting and enhancing the health of employees that relies and builds upon the efforts of employers to create a supportive management under and upon the efforts of employees to care for their own well-being.”^[1] It is a continuous improvement process that looks at environmental improvement (physical, psychosocial, organizational, economic), personal empowerment and personal growth.”^[2] Comprehensive workplace health promotion is a series of strategies and related

Our CWHP swan song



Health Promotion 102

Workplace Health Promotion



ONTARIO
HEALTH PROMOTION
RESOURCE SYSTEM
Workplace Health Promotion Project



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Last Updated: November 11, 2010

Introduction

The Foundation and Background of Workplace Health Promotion

Element One

Obtaining Management and Labour Support

Element Two

Establishing a Healthy Workplace Committee

Element Three

Conduct a Situational Assessment

Element Four

Develop Your Strategy

Element Five

Develop a Program and Evaluation Plan

Course Overview

Health Promotion 102 (HP 102) is a free online course on workplace health promotion. It contains nine learning modules. See the list on left-hand side of this page for a list of modules.

It will take you 10-20 minutes to complete each module. There are no restrictions as to when, how, or in which order you choose to complete the modules.

This is an overview of the content of HP 102 and a road map to the structure and navigation of the course's webpages.

Background - HP 101

The former Ontario Health Promotion Resource System (OHPRS) developed an introduction to health promotion course called Health Promotion (HP) 101. HP 101 was a collaborative effort between the 22 OHPRS member organizations.

The purpose of HP 101 is to help health promoters in Ontario, such as yourself, to familiarize yourself with essential health promotion concept. In so doing, you will help raise the profile of health promotion in Ontario. For information and access to HP 101, see www.ohprs.ca/hp101/main.htm

The Evolution of HP 102

While HP 101 offers a broad foundation regarding health promotion, HP 102 offers specific knowledge central to workplace health promotion. We know that health promoters working in specific settings or sectors require additional health promotion knowledge that is specific to their area of focus. Subsequently, we have developed HP 102 to provide health promoters information regarding the essential health promotion concepts that apply to comprehensive workplace health promotion.

Like HP 101, HP 102 has is available online to maximize its accessibility. If you're looking for information beyond HP 102, we have a various resources and services on the THCU website at www.thcu.ca.

Course Structure

This course contains nine modules.

The first module provides a general overview of the terms, concepts, history and information on the core comprehensive workplace health promotion framework.

The remaining eight modules provide more detailed information on each of the steps within the framework.

Each module contains five sections:

Other THCU Resources

- On-line Health Program Planner
 - <http://www.thcu.ca/ohpp/>
- Message Review Tool – 12 criteria
- Health Promotion Skills Series Toolkit
- Ontario Health Promotion Email Bulletin
 - www.ohpe.ca

Ontario Healthy Workplace Coalition



- <http://www.ohwc.ca>
- THCU supported the development for 3-4 years with staff support and \$10K/yr
- Multi-sectoral elected Board of Directors
- Incorporated not-for-profit
- Advocating for consistent framework & a provincial workplace health strategy across several ministries

Lessons Learned (1)

- Challenging to reach with no organized workplace system
 - ▣ **WSIB, OH&S orgs, public health made it easier**
- Turn-key programs were desired
- Slowly making headway with the importance of org culture
 - ▣ **research, high profile speakers**
- Workplace health not strongly supported in the new Ontario Public Health Standards

Lessons Learned (2)

- Initially, and still to some degree, public health staff working in this area have no formal workplace health training
- Tension with the private sector who provide these services proprietarily
- Virtual Community did not “take off”
- Conference was very well received – cost subsidized by THCU