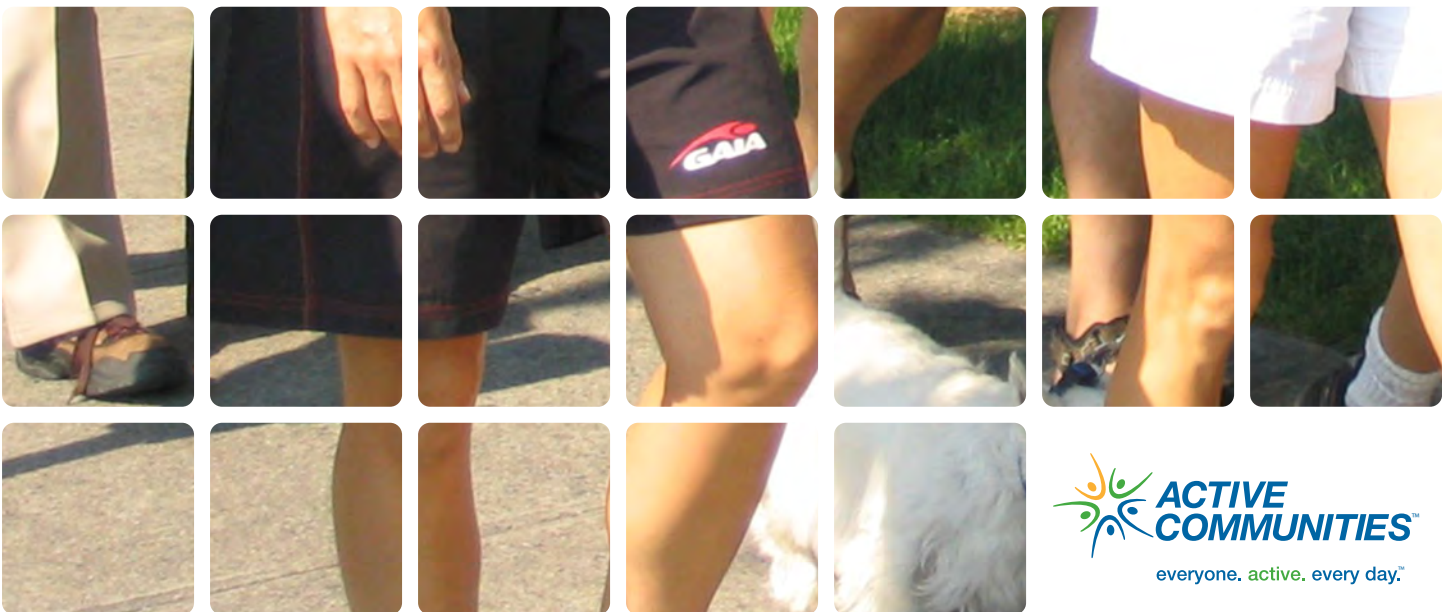




ActNowBC

ACTIVE COMMUNITIES WORKPLACE WORKBOOK

www.activecommunities.bc.ca



ACTIVE WORKPLACE WORKBOOK
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1.0 INTRODUCTION

Active Communities, an ActNow BC Initiative, aims to support local governments and their partner organizations to promote healthy lifestyles, build healthy community environments and increase the levels of physical activity in their community. Workplaces are important environments and can be considered communities in-and-of-themselves. As such, the Active Workplace Initiative will advance the goals of Active Communities while producing benefits for employees and employers in British Columbia.

1.1 Welcome to the Active Workplace Workbook

This workbook provides information, resources and tools to help develop and implement a workplace physical activity initiative. The material targets various levels within workplace settings, suggests practices and approaches that are in keeping with the most current knowledge about what works best in workplaces and describes programs that have been successfully implemented at workplaces in various sectors. The contents of the workbook conform to the principles of a comprehensive wellness approach.

For clarity purposes, this document refers to a workplace as the setting where an individual or group of individuals performs an occupational task.¹ A workplace could be an office, a factory or in a less structured environment like a road or parks crew working outdoors. It could be a private business, public sector organization (municipality or government) or a not-for-profit group. It could be large and all encompassing with a management structure, departments and divisions or it could be simply a few individuals working for a common employer.

1.2 Using this Workbook

Workplaces are of all shapes and sizes with different needs and resources available to support an active, healthy living initiative. As a result, there is no single answer or common active workplace template that comes with a money-back guarantee for success. Therefore, you are encouraged to use the information, ideas, program suggestions and tools that are offered in this resource to develop an initiative that best fits and is most appropriate for your own workplace setting.

As you will see, this Active Workplace Workbook contains a variety of useful fact sheets, checklists, planning guides, and programming tips. While the workbook is currently a stand-alone product, as new materials emerge they will be added to the inventory of resources to increase the volume of knowledge available to you. Therefore, the workbook is meant to be a dynamic and progressive tool offering the most current information and aids for developing an Active Workplace Initiative that is best suited for your particular circumstance.

¹ Workplace Physical Activity Framework, Alberta Centre for Active Living (2003).

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- Benefits of an active workplace – providing facts, figures and rationale for developing an Active Workplace Initiative within your organization.
- A comprehensive healthy workplace approach – describing the connection between elements of your initiative that focus on increasing physical activity levels of your workplace population with important voluntary health practices that experts agree are essential ingredients of a successful workplace plan.
- Getting started – presenting an eight stage step-by-step formula for planning and implementing your Active Workplace Initiative.
- Recommended practises that work – providing program suggestions and recommended practices that are grouped under six critical strategic areas for success.

1.3 About ActNow BC and 2010 Legacies Now

ActNow BC is the provincial government's integrated, partnership-based health promotion and chronic disease prevention platform that is motivating British Columbians to make healthier lifestyle choices to improve their quality of life, and avoid the most common, and largely preventable, chronic diseases – including cardiovascular disease, chronic respiratory disease, Type 2 diabetes and some types of cancer.

Through programs and services that support people to be more active and fit, eat healthier foods, live tobacco-free and make healthy lifestyle decisions, ActNow BC is helping to make B.C. the leader in

North America in healthy living and physical fitness, and the healthiest jurisdiction to ever host the Olympic and Paralympic Winter Games.

Two key programs of ActNow BC that are focused on encouraging British Columbians to be more fit and active are Action Schools! BC and the Active Communities Initiative.

Action Schools! BC is an initiative of ActNow BC and 2010 Legacies Now that is creating more opportunities for more kids to be more active more often, both in and out of the classroom. Through information resources and hands-on activity bins in the classrooms, Action Schools! BC is helping teachers and administrators to promote healthy living and incorporate healthy environments into the fabric of our schools. Action Schools! BC is managed by 2010 Legacies Now.

2010 Legacies Now is a not-for-profit society that works in partnership with community organizations, non-government organizations (NGOs), the private sector and all levels of government to develop sustainable legacies in sport & recreation, arts, literacy, and volunteerism. 2010 Legacies Now actively assists communities to discover and create unique and inclusive social and economic opportunities leading up to and beyond the 2010 Olympic and Paralympic Winter Games.

The Active Communities Initiative, including Active Workplaces, is mobilizing local governments and partner organizations to undertake specific actions to promote healthy lifestyles and create environments within their communities that support people to be more fit and active. Active Communities is managed and delivered by the British Columbia Recreation and Parks Association (BCRPA), in

1.0 INTRODUCTION

partnership with 2010 Legacies Now.

BCRPA has a direct connection with its membership who are involved in community-based parks and recreation services. As well, the BCRPA has strong affiliations with provincial non-profit organizations and private enterprise that are similarly concerned with the health and vitality of British Columbians.

1.4 The Active Communities Initiative

An Active Community is one that promotes and supports, through a coordinated strategy, a way of life in which physical activity is valued and integrated into daily life. The purpose of the Active Communities Initiative is to assist and support local governments and their community partners to increase the proportion of the population who are physically active. It is at the community level where real change in behaviour can best be fostered and sustained by increasing awareness, creating opportunities to participate, and developing supportive physical and social environments.

Two-thirds of British Columbians over age 15 are in the workforce.² On average, they spend about 60% of their waking hours at work.³ The nature of today's work – longer hours, both parents employed, conflicting work/family responsibilities and limited leisure time during the work week – often make it difficult for individuals to incorporate physical activity into daily living. Therefore, the creation of the Active Workplace Initiative became an obvious and natural extension of Active Communities.

The BCRPA has worked with governmental and volunteer sector partners to develop the following resources and opportunities. Many of the elements and tools contained in these resources are entirely

applicable to a workplace setting. The Active Communities Tool Kit contains a Workbook, Fact Sheets and Self Assessment Checklist and Planning Guide, and connections to other resources and organizations that will help communities develop effective plans and actions to increase activity levels and build supportive community environments. Currently, two annual special events are also part of Active Communities. Summer-Active is a national campaign organized by the Public Health Agency of Canada in partnership with BCRPA. The campaign traditionally runs from the second week of May to the third week in June and provides promotional tools and ideas to place greater focus on regular physical activity, healthy eating, living tobacco free and participating in sport. In 2002, the World Health Organization developed Move for Health Day as the original theme for International World Health Day. This event is now held throughout the country every May 10th and in British Columbia is planned by the BCRPA, in collaboration with BC Healthy Living Alliance.

1.5 The Health and Personal Benefits of Regular Physical Activity

Recent studies suggest that only about 58% of BC adults are at least moderately active.⁴ It is also known that physical inactivity contributes to a host of preventable health conditions such as heart disease, certain types of cancers, high blood pressure, osteoporosis, and obesity. This means that 42% of British Columbians are not active enough and are therefore at risk for these and other preventable chronic diseases because of their sedentary lifestyles.

² British Columbia, Ministry of Labour and Citizens' Services, Labour Force Statistics, June 2005. Retrieved from: www.aved.gov.bc.ca/labourmarketinfo/lfsurvey/05/lfs0506.pdf

³ Retrieved from: www.healthyalberta.com/work/business_sense.asp

⁴ Canadian Community Health Survey, 2003

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Canada's Physical Activity Guide to Healthy Active Living⁵ suggests that 30 to 60 minutes of moderate physical activity most days of the week can lead to significant health benefits and that activities from three basic categories – flexibility, strength and endurance – should be performed weekly. Activity choices are often simple and easily performed and activity can be accumulated in 10-minute intervals throughout the day. This is good news for those developing Active Workplace Initiatives because the range of acceptable activities is broad and multi-dimensional which expands the number of program opportunities that can be incorporated into the menu of programs.

You may be interested in the following facts:

- Physical activity and healthy eating can help reduce the risk of many conditions including heart disease, obesity, high blood pressure, Type 2 diabetes, osteoporosis, stroke, depression and colon and breast cancer. The reduction in risk is comparable to the avoidance of tobacco use.⁶
(Public Health Agency of Canada, 2004)
- In British Columbia, 15% of heart disease, 19% of stroke, 10% of hypertension, 14% of colon cancer, 11% of breast cancer, 16% of Type 2 Diabetes, and 18% of osteoporosis cases are attributable to physical inactivity. (BC Ministry of Health Planning, 2004)
- It is estimated that physical inactivity costs the British Columbian health care system \$211 million a year in direct costs (hospital, physician, drug, institutional and other costs) equal to 1.8% of total government spending on these services. (BC Ministry of Health Planning, 2004)
- Physical inactivity costs the British Columbian economy an additional \$362 million each year in indirect productivity losses due to premature death and disability. Adding direct and indirect costs, the total economic burden of physical inactivity in British Columbia is estimated at \$573 million annually. (BC Ministry of Health Planning, 2004)
- Just over 1,400 British Columbians die prematurely each year due to physical inactivity, accounting for 5.0% of all premature deaths. These premature deaths result in the loss of more than 4,380 potential years of life every year in the province before age 70. In other words, if all British Columbians were physically active, the province would gain 4,380 productive years of life each year, with corresponding gains to the economy. (BC Ministry of Health Planning, 2004)

⁵ Public Health Agency of Canada (2003) www.phac-aspc.gc.ca/pau-uap/paguide/

⁶ Public Health Agency of Canada (2004). Retrieved from: www.phac-aspc.gc.ca/pau-uap/fitness/pacp/2005-2006.html

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- Cardiovascular diseases are the underlying cause of death for one in three Canadians and hospitalizations due to cardiovascular diseases are higher than all other health problems.
(The Growing Burden of Heart Disease and Stroke in Canada 2003; Heart and Stroke Foundation of Canada, 2003)
- Approximately 36% of heart disease cases are a result of inactivity. If everyone became active, the incidence of heart disease would be cut by more than a third.⁷ (Katzmarkzyk, 2000)
- Regular activity helps maintain healthy bones, muscles and joints, and reduces the risk of osteoporosis.
- Older adults who are active enjoy a longer independent lifestyle and are less susceptible to falls.
- Physical activity and good nutrition are both vital in achieving and maintaining healthy weights.
- Regular physical activity reduces stress and promotes psychological well-being.
- 66.9% of British Columbians over the age of 18 report they experience some life stress. 21.7% report experiencing quite a lot of life stress.⁸ (Statistics Canada, 2003)
- 30.7% of British Columbians over the age of 18 are considered overweight as classified by a body mass index (BMI) of 25.0-25.9. 11.6% of British Columbians are considered obese as classified by a BMI of 30.0 or higher.⁹ (Statistics Canada, 2003)

Modifiable Risk Factors for Chronic Diseases

Risk Factor	% of Population			
	20-34 yrs	35-44 yrs	45-65 yrs	65+ yrs
Smoking Status (current daily or occasional smoker)	25.3%	22.3%	18.7%	10.8%
Dietary Practices (consume fruits and vegetables less than 5 times per day)	60.3%	57.0%	52.3%	44.3%
Physical Inactivity (leisure-time)	37.0%	41.4%	41.1%	45.6%

Source: Statistics Canada. (2003). Canadian Community Health Survey. Retrieved from www.statcan.ca/english/freepub/82-221-XIE/2004002/tables.htm

⁷ Peter Katzmarkzyk (2000). York University School of Kinesiology and Health Science. Retrieved from: www.activehealthykids.ca/Ophea/ActiveHealthyKids/facts.cfm

⁹ Statistics Canada. (2003). Canadian Community Health Survey. Retrieved from: www.statcan.ca/english/freepub/82-221-XIE/2004002/tables.htm

⁸ Statistics Canada. (2003). Canadian Community Health Survey. Retrieved from: www.statcan.ca/english/freepub/82-221-XIE/2004002/tables.htm

1.0 INTRODUCTION**1.6 It Makes Good Business Sense**

Workplaces are very important settings in which to promote healthy living and the integration of physical activity into daily living. Workplaces are viable and positive venues to reach British Columbians and healthy workplace environments will result in direct health benefits for workers and economic gains for the organization.

Building healthy workplace environments makes sound business sense. Numerous research studies have shown that the workplace has a powerful effect on the health of workers. Healthy workplaces benefit organizations and individuals alike and result in:

- Improved productivity
- Fewer insurance and worker compensation claims
- Reduced absenteeism
- Decreased accidents
- Reduced staff turnover
- Lower-cost related to retirement, training and orientation
- Improved staff attitudes towards the organization and higher staff morale
- A more receptive climate for, and ability to cope with workplace changes
- Enhanced business reputation and customer loyalty¹⁰

To remain competitive, employers must respond to issues affecting employee morale and job satisfaction – issues such as levels of stress and the need to maintain an appropriate work/life balance in today’s high-paced work environment.

The Public Health Agency of Canada’s Business Case for Active Living at Work¹¹ offers the most up-to-date and comprehensive data that support the importance of promoting physical activity in workplace settings. The material outlines opportunities to capitalize on momentum being generated by organizations across the country. Specifically:

- 39% of companies with more than 100 employees have some form of fitness program
- 73% of companies with more than 100 employees offer sport and recreation opportunities
- 13% of small companies with less than 50 employees have fitness programs
- 42% of small companies offer sport and recreation opportunities
- Flex-time is provided in 22% of companies to encourage employees to find time to be active during their workday
- 16% of workplaces have installed bicycle racks to encourage active commuting

Most organizations in the province can anticipate increased pressure on benefits programs if their workforces do not remain healthy. The Public Health Agency of Canada reports that physically active employees take 27% fewer days of sick leave, which means that creating or increasing access to physical activity opportunities would lower benefit costs. And, there is significant evidence that these small investments can pay substantial dividends. For example, BC Hydro estimates that it reduced its sick leave costs annually by \$1.2 million as a result of physical activity initiatives. Vancouver International Airport reports that their wellness program has been a

¹⁰ University of Toronto, The Health Communication Unit. (2004). An Introduction to Comprehensive Workplace Health Promotion.

¹¹ www.phac-aspc.gc.ca/pau-uap/fitness/work/

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contributing factor to reductions in absenteeism rates among bargaining unit employees (hours lost through short and long term disability fell by 42% between 1999 and 2001, from 20,864 to 12, 047).¹²

The Business Case for Active Living at Work refers to several organizations that realized similar economic and operating benefits through the introduction of physical activity initiatives.

- Canada Life Assurance Co. employees who participated in physical activity programs had a 32.4% lower turnover rate than non-participants.
- After just six months, City of Toronto employees who were enrolled in the Metro Fit program missed 3.35 fewer days than staff not enrolled in the program.
- For every \$1 invested in its Workplace Wellness program, Canada Life realized a return of \$3.40 in reduced turnover, productivity gains and drops in medical claims.

The Public Health Agency of Canada states that work performance improves by a factor of up to 15% when people are regularly physically active. Additionally, participants report that physical activity:

- Improves concentration, stamina, and memory
- Helps one be more alert
- Enhances cohesion between co-workers
- Makes the work experience more enjoyable¹³

The competitive advantage of any organization will be its ability to react quickly to changes in the business environment, be responsive and able to adapt quickly to customer demands and to hire efficient, effective and healthy people. Similarly, employees' abilities to market themselves will require them to be socially capable, responsive and adaptable to change, self-responsible in terms of balancing their work/personal lives, and healthy so they can be productive at work. In this kind of business environment it is likely that employees will value benefits like supportive physical activity policies and programs in the workplace and choose employers who offer these types of benefits.

Progressive workplace practices that include things like access to physical activity opportunities and supportive healthy environments such as the availability of healthy foods in cafeterias are increasingly important for business success. Organizations that embrace and apply these practices can gain access to the best and brightest workers who typically seek out comfortable and healthy working conditions.

The need for action has never been greater. This workbook provides a framework to help you introduce an Active Workplace Initiative in your organization. The concepts, elements and suggested practices should ensure that your workplace is able to implement and sustain a physical activity program.

¹² Lochhead, C. (2002). Case Study: Vancouver International Airport Authority, British Columbia.

¹³ ibid

2.0 A COMPREHENSIVE HEALTHY WORKPLACE APPROACH

Current research has found that Active Workplace Initiatives are most effectively delivered within the context of a comprehensive healthy workplace approach. This is because common goals and objectives of workplace programs have evolved to remain in sync with changes in the broader health promotion field. For example, health promoters have expanded their focus from individual risk factors for health (such as tobacco and alcohol use and nutrition) to the more expansive view of risk conditions for health including the environment, policy and socio-economic considerations.

The comprehensive healthy workplace approach acknowledges that there are different factors that will influence an individual's willingness and ability to make healthy lifestyle choices including engaging in more physical activity. Therefore, a comprehensive approach ensures that a healthy workplace is one that not only supports healthy lifestyle choices by employees but also creates a supportive environment in which employees feel valued, are treated fairly and satisfied.

While there are a number of models in use across the country, experts agree that a comprehensive healthy workplace initiative consists of three main components that are described in Sections 2.1, 2.2 and 2.3.

Healthy living involves many personal health behaviours. It is just common sense that a person's overall wellness depends on combined attention to a wide variety of positive choices such as healthy eating, living tobacco free, maintaining a

healthy weight, controlling stress, etc. Although this workbook focuses on the physical activity component of a healthy workplace strategy, it must be recognized that initiatives to encourage incorporating more physical activity into daily living should be supported by efforts that promote other positive behaviours that lead to living healthily. Several examples of program ideas and interventions that address risk factors other than inactivity are listed in Sections 6 through 9.

2.1 Voluntary Health Practices

These elements enable and support healthy lifestyles, encourage healthy behaviours and promote coping skills for dealing with life in healthy ways. This area of focus also involves the manner in which employers support and assist their employees in making healthy choices.

Studies have shown dramatic improvements in the effectiveness of programs focused on healthy lifestyle choices – especially those targeting

2.0 A COMPREHENSIVE HEALTHY WORKPLACE APPROACH

increases in physical activity – when initiatives are positioned within the broader comprehensive approach. There is an abundance of existing “lifestyle choice programs” that can be easily incorporated into an Active Workplace Initiative. Consequently, the voluntary health practices component is likely the easiest to get started with. However, this area of initiatives should be viewed as an effective entry point into workplaces in order to build relationships and generate movement towards a more comprehensive health promotion approach.

2.2 Physical Environment

These elements address the health and safety of the work force; however, generally exceed the obligations and responsibilities set out in health and safety legislation or directives such as the Occupational Safety and Health.

Occupational health and safety staff (or committees) are often burdened by pressure to deal with injuries and legislative requirements leaving little time to focus on Active Workplace Initiatives. For this reason, turnkey programs and initiatives that can be organized by topics or times of the year are often well received (for example, Canada’s Healthy Workplace Week in October or Summer-Active in the spring). Also, the occupational health and safety infrastructure that already exists in many organizations can be effectively utilized for communication, promotion, training and delivery of physical activity initiatives. However, the greatest success will be achieved when programs focusing on a variety of environmental issues are bundled together as part of the initiative.

2.3 Social Environment and Personal Resources

The third element in a comprehensive approach concerns the organizational environment – often referred to as the culture of the organization. Basically, these are the factors that influence the experience of working for the organization. Initiatives within this category would focus on organizational change and opportunities to improve the environment so that the employees are comfortable and feel connected with the organization. Factors include leadership style, management practices, the way work is organized, employee autonomy and control and social supports.

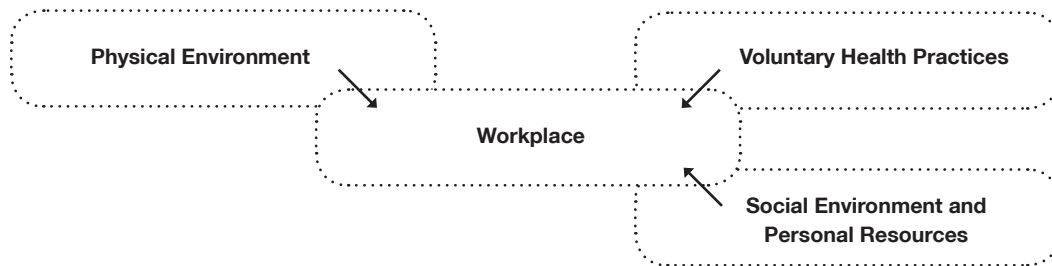
And, as the availability of qualified and/or skilled workers continues to shrink in BC, paying attention to attracting and retaining employees has never been more important. By adopting a comprehensive wellness approach, many organizations are moving beyond a simple program focus by concentrating on the culture of the workplace and its influence on employee health.

Evidence shows that when organizations improve their working environments by organizing work in a way that promotes health, related adverse health outcomes, including injury rates and absenteeism decrease. This can be achieved by keeping demands on time and energy within reasonable boundaries, maximizing the degree to which employees participate in the governance of their own work and by providing adequate recognition for work well done.

The following graphic presents the relationship

2.0 A COMPREHENSIVE HEALTHY WORKPLACE APPROACH

between the components of a comprehensive workplace health promotion initiative.



2.4 Conditions for Individual Behaviour Change

Leading behavioural scientists suggest that the following eight conditions are necessary for behaviour change among inactive populations. The first three conditions are deemed to be essential while the remaining five variables are viewed as important influences on the strength and direction of a person's intention to perform a specified behaviour.

1. They must have a strong commitment to perform the behaviour or have formed a strong positive intention to do it.
2. They must possess the skills necessary to perform the behaviour.....
3. The environment must be free of constraints that would make it impossible or difficult for the behaviour to occur and the environment should provide opportunities to perform the desired behaviour.....
4. They must believe that the advantages of performing the behaviour outweigh the disadvantages.....
For example, the person must anticipate that the benefits of increases in physical activity will outweigh any negative expectations such as costs or time commitments.
5. Their emotional reaction to perform the behaviour must be more positive than negative ... implying the need for moral support and a supportive environment.
6. Performing the behaviour must be consistent with their self-image ... that is the performance does not violate personal standards or values that might activate self-sanctions such as guilt or self-reprimand.
7. Their self-efficacy to perform the desired behaviour must be high ... that is they must believe they are capable of performing the behaviour under a number of different circumstances.
8. They must perceive more social pressure to perform the behaviour than not to perform it.....

2.0 A COMPREHENSIVE HEALTHY WORKPLACE APPROACH



2.5 Recommended Strategies That Work

Numerous experts agree that multi-faceted strategies are required to effectively increase the physical activity levels of a population. No single intervention will be sufficient to move sedentary individuals to action. Therefore, a strategic mix of approaches must be implemented over time.

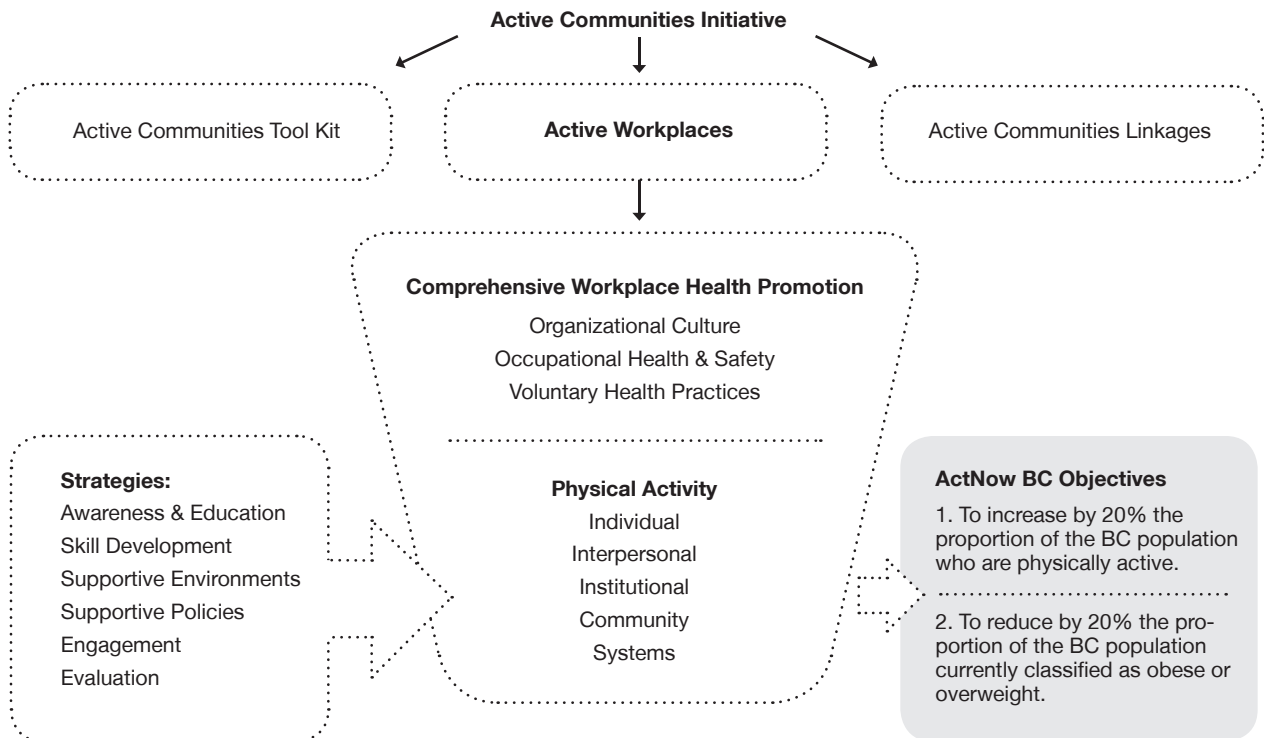
It is generally expected that a combination of the following six strategies produce the best results. These strategies are further explained in Sections 5.0 to 10.0.

- Awareness and Education
- Skill Development
- Supportive Environments
- Supportive Policies
- Engagement
- Evaluation

Similarly, increases in physical activity levels of employees should not be the only focus of a comprehensive healthy workplace approach. The following model depicts how promoting physical activity in the workplace connects to the broader context.

2.0 A COMPREHENSIVE HEALTHY WORKPLACE APPROACH

A Conceptual Model for Promoting Physical Activity in Workplace Environments



Enabling and supporting employees to attain adequate levels of physical activity are important factors in a workplace health promotion initiative. However, a focus on physical activity is only one facet of a comprehensive healthy workplace approach. Similarly, initiatives to promote increases in physical activity levels in workplaces are just one type of strategy among several strategies in key settings that will contribute to the ActNow BC objectives that are presented in the bottom right corner of the model. Additionally, the synergies between these strategies should be leveraged to maximize their collective impact on the health of the BC population. To this end, Active Workplace Initiatives should take full advantage of existing tools and resources by linking with registered Active Communities and by partnering with agencies and organizations with commitments to increasing physical activity levels and reducing obesity within the province.

Although the focus of this workbook is on active workplaces, it is important to keep in mind that a comprehensive healthy workplace approach will be far more effective and sustainable than a simple menu of programs solely focused on increasing levels of physical activity in your workplace.

3.0 CREATING YOUR ACTIVE WORKPLACE PLAN

Both The Canadian Council for Health and Active Living at Work and the World Health Organization have identified habits of highly successful workplace initiatives. These traits are critical to both the success and longevity of active living programs in workplace settings.

- Leadership commitment – commitment from senior management to dedicate adequate resources in the form of funding, personal time, equipment and facilities – and, ideally, management should also show commitment by participating is essential to any initiative.
- Employee involvement – employees need to be viewed as stakeholders in the management of their own health.
- Clear purpose – successful programs set their focus on something powerful and positive.
- Integrated effort – successful programs have a plan.
- Support structure – successful programs have professional leadership and a solid infrastructure in place.
- Cultural context – successful programs include cultural areas of influence including rewards and recognition, communication, orientation and training and development.
- Measured outcomes – successful programs measure outcomes and report the results to management and staff.
- Employee commitment – a commitment by employees to participate.

Interestingly, the experts cite that fostering individual commitment to change is a necessary ingredient in both effective individual behaviour change interventions and in the qualities of a successful workplace health program. As a result, all Active Workplace Plans should include initiatives that help people recognize the need for positive changes to their lifestyles and mechanisms that make the healthy choice the easy choice. Keep these success factors in mind while creating your plan.

3.1 A Suggested Planning Framework

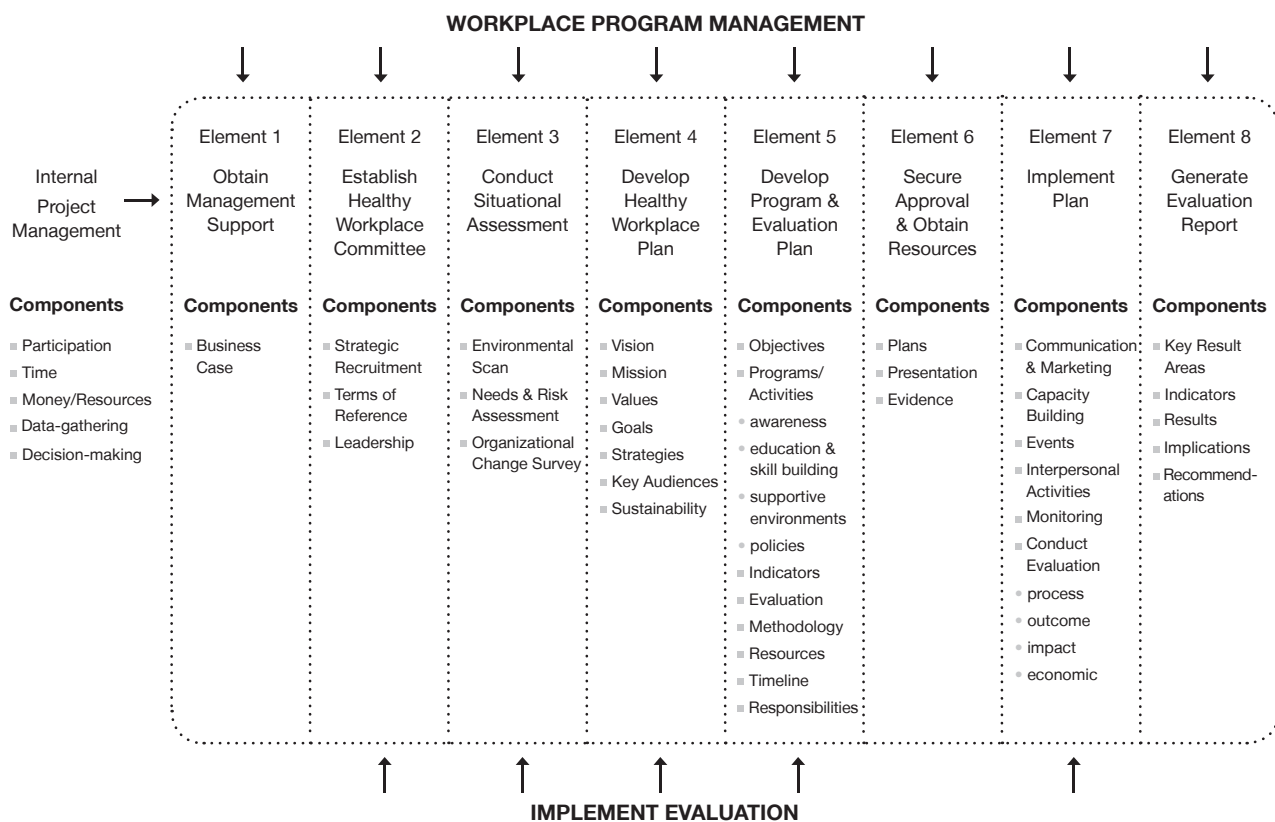
There are several variations of planning frameworks that have been developed to assist organizations to create physical activity plans that are suitable for their workplace settings. Most follow a fairly typical process and include consideration of similar variables. It is important to remember that most workplace settings are unique. The mix of employees and employment circumstances are different from site to site. Hence, pre-established frameworks are useful guides to the planning process, but should be adjusted or modified to meet the needs of the particular situation.

The following figure presents a planning model that was developed by The Health Communication Unit at the University of Toronto. The model

3.0 CREATING YOUR ACTIVE WORKPLACE PLAN

contains eight elements that are important stages in creating a plan that is comprehensive and specific to your organization's needs. The elements of this framework are outlined below and described in Section 4.0.

A Comprehensive Workplace Health Promotion Planning Framework



Various approaches can be employed to plan and implement Active Workplace Strategies. Some organizations utilize internal staff resources while others rely on external assistance to develop certain plan elements or the entire strategy. For example, the City of Vancouver works with the Healthy Heart Society of BC to offer their Hearts@Work Health Fairs for employees. These health fairs involve employees visiting stations and getting screening and counselling on cholesterol, diabetes, blood pressure, healthy eating, stress management, exercise and smoking cessation. In addition, professional fitness leaders can create and/or advise on elements of the plan. A list of potential outside agencies that are capable of supporting your organization's efforts in creating an effective strategy appears in Section 13 – Helpful Resources.

4.0 GETTING STARTED

4.1 Obtaining Management Support

A sustained program that is based on principles of empowerment and that is visibly supported by top management is likely to produce the best results. There must be support from owners/employers at all levels, unions, employee groups and other key stakeholders.

Most frequently an individual or group of committed and enthusiastic employees conceive the notion that the organization would benefit from a workplace wellness initiative. These well-meaning individuals are usually instrumental in setting in motion a process that will result in the organization's Active Workplace Plan. By default, they are also often the founding members of the Active Workplace Committee and responsible for completing much of the groundwork that establishes the foundation on which the plan will be built.

The first and most critical step in moving past the idea stage is to obtain senior management buy-in and support that the concept has merit. Given that there will be corporate resources expended on the plan, senior officials must be convinced that there is sound reasoning and good rationale for the initiative. Often, senior decision makers need assurances that the organization will receive acceptable returns on investments made in the initiative. Data, case studies and information provided by the Public Health Agency of Canada on its Business Case for Active Living at Work Web site (www.phac-aspc.gc.ca/pau-uap/fitness/work/case_template_e.html) can be usefully employed in creating a rationale document or presentation specific to your organization's circumstance.

Section 12.0 provides a Business Case Template to help make the case and obtain senior management buy-in for a workplace wellness initiative.

The rationale document should be concise, straightforward and clear about what you want management to support. A catchy theme or descriptive brand name of the initiative can help to capture interest. Include the basic concept, staff that will be involved, the types of programs that could make up the plan, the anticipated benefits that will accrue to the organization as well as a general idea of the resources and supports that will be necessary to bring the plan to fruition. It is also a very good idea to reinforce the fact that an evaluation mechanism is a cornerstone of the plan and that management will receive ongoing feedback and reports regarding successes and shortcomings of the initiative. Support your presentation with case study examples of where workplace initiatives have been successfully implemented in organizations similar to yours.

Once management has agreed in principle to support the initiative, an active workplace policy, partnership document or charter agreement that declares the organization's commitment to the plan should be drafted. The document should outline the basic concept of the workplace initiative, what the initiative will include (preferably with realistic and measurable goals and objectives), roles and responsibilities of staff, management and outside agents and what management has agreed to support. Then, the most senior official in the organization (chief executive officer, executive director, chairman, etc.) should sign the document to enshrine the Active Workplace Plan in the organization's policies.

4.0 GETTING STARTED

(Resource A) Workplace Charter Agreement

We, the undersigned, are committed to fostering workplace wellness at

by:

.....
(Place Name of Your Organization Here)

- 1. Acknowledging the importance of the formal establishment of a Wellness Committee and the need for ongoing support and resources for its activities.
- 2. Actively participating in the assessment and identification of our workplace strengths and health issues.
- 3. Offering environmental supports and skill building opportunities for staff to improve their individual health as well as the overall health of the work environment.
- 4. Supporting the development, implementation, and ongoing evaluation of healthy workplace policies.
- 5. Making a long-term commitment of both time and resources to creating and sustaining a healthy and supportive work environment.

Signature

Date

Management

Union/Employee Groups

.....

.....

.....

Human Resources

Coordinating Agency

Community Partners

Other

.....

.....
(Wellness Works: A Guide to Building a Healthy Workplace, Muskoka-Perry Sound Health Unit. Obtained from: www.thcu.ca/workplace/sat/pubs/res19_1.pdf)

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4.0 GETTING STARTED



At this point in the process, the concept of the Active Workplace Initiative should be communicated to staff through normal internal communication systems.

It will also be important to identify individuals and groups that should be involved in the planning or implementation of your plan. These potential partners could be either from within or outside of your organization and may contribute to the success of the plan in different ways. Some may offer expertise while others may provide financial or other types of resources. Try to involve partners with various attributes that will be beneficial to the success of your initiative.

(Resource B) How to Identify Community Partners

The following chart may be helpful in identifying possible partners for planning your Active Workplace Strategy. In recruiting organizations to be represented on your committee, focus on those with a significant role in the plan's implementation and with resources to contribute to the planning process. Resources may be financial but also include expertise, credibility, contacts in the community, control of facilities that can be used in your plan, etc. Of course, ultimately, your success depends on the individuals represented on your committee.

	Organization	Possible Contribution (Expertise, Resources, Credibility, Implementation Responsibility)	Potential Committee Member
Internal			
Human Resources			
Finance			
Health			
External			
Public Health			
Community Recreation			
Local Supplier			

(Adapted from Active 2010 – Community Physical Activity Planning –
A Resource Manual, The Ministry of Health Promotion, Ontario)

4.0 GETTING STARTED

4.2 Establishing a Healthy Workplace Committee

Successful programs engage the involvement of all levels of workers in the organization and utilize a participatory approach to planning. The Healthy Workplace Committee will be the plan's initial champions, be the key decision makers of the initiative, create the plan and steer the plan's implementation.

Usually, a group of motivated and driven employees who originally conceived of the active workplace idea become the founding members of this committee. They represent the first champions of the program and muster initial "support for the cause".

Ultimately the committee will be responsible for crafting the plan and will be critically important to its successful implementation. Therefore, the committee must be of sufficient size and have appropriate capacity to undertake the planning and implementation activities. The committee should be multi-disciplined and represent a broad cross-section of the workforce.

Committee members will have a variety of responsibilities including performing research and analysis, overseeing the development of the plan, making priority decisions, determining required resources, monitoring and evaluation functions and preparing reports. Most importantly, committee members will be visible program ambassadors and it is therefore very important that individuals who are recruited to sit on the committee are well respected within the organization and have the required talents to fulfill their dedicated function.

Recruiting committee members will vary from organization to organization. However, it is always useful to document the roles of the committee and expectations of committee members in a Terms of Reference document.

4.0 GETTING STARTED

(Resource C) How to Recruit Workplace Committee Members

The following chart may be helpful in identifying possible partners for planning your Active Workplace Strategy. In recruiting organizations to be represented on your committee, focus on those with a significant role in the plan's implementation and with resources to contribute to the planning process. Resources may be financial but also include expertise, credibility, contacts in the community, control of facilities that can be used in your plan, etc. Of course, ultimately, your success depends on the individuals represented on your committee.

Characteristics

- Has responsibility for resources (facilities, programs, staff, etc.) that may be used in the plan.
- Is in a position of authority to influence the plan's implementation.
- Is recognized and respected in the workplace.
- Can act as a credible and persuasive champion for the plan in the community and in decision-making forums.
- Brings relevant experience or expertise with the planning process to the committee.
- Can commit the time to the planning process.
- Will work effectively as a member of a team managing the planning process.
- Has a strong knowledge of the workplace.
- Is well connected and can reach out to organizations not represented on the committee.

4.0 GETTING STARTED

(Resource D) Sample Active Workplace Committee Terms of Reference

Adapt the information below to create Terms of Reference for your Active Workplace Committee.

Purpose

To develop, implement, evaluate, and sustain an Active Workplace Program.

Membership

The committee will consist of not more than 10 members and will include representatives from: management, unions/employee associations, employees, health and safety staff, and administrative support. Committee membership will be reviewed on an annual basis.

Chair

The Chair of the Active Workplace Committee will be determined through an annual nomination process.

The Chair will be responsible for:

- Drafting the agenda for meetings;
- Ensuring minutes are recorded;
- Ensuring that everyone has an opportunity to speak and be heard at meetings;
- Guiding individual committee members to work toward a common goal; and
- Resolving conflict and misunderstandings that pertain to the wellness program.

Meetings

Meetings will be held on the third Wednesday of each month or at the call of the Chair. There will be a minimum of nine meetings per year.

A recorder will be determined at the beginning of each meeting and they will be responsible for recording and distributing the minutes for that meeting.

A quorum of 50 percent plus one must be met in order to proceed with the meeting.

When making decisions, the committee will strive for consensus. Consensus is defined as being able to live with, accept, and support a decision, when there is not total agreement.

4.0 GETTING STARTED

The following shared team values will be in force at all meetings of the committee:

1. We are all equal partners – there is shared responsibility for team process and outcome among all members.
2. We will respect the opinions of all members and treat each other with respect (no insults, personal attacks, etc.).
3. Members will avoid dominating the discussion during the meeting – let everyone contribute.
4. Members will keep an open mind to new and different ideas.
5. Members will avoid being judgmental about the health or health practices of others.
6. Members will commit to following through with what they say they will do (e.g., attending meetings, being on time, etc.).
7. Members will respect the confidentiality of all discussions in the meetings.
8. Members will value honesty, trust, and cooperation among team members and treat each other accordingly.
9. Members will recognize and deal with conflict openly and constructively.
10. Members will regard setbacks as part of the process – take a positive approach.
11. Members will fully represent their work groups and foster two-way communication.
12. Members will use open and honest communication with each other at all times.

Date Terms of Reference Adopted:

.....

Date to be reviewed:

.....

4.0 GETTING STARTED

4.3 Conducting a Situational Analysis

Experts agree that any workplace initiative should be preceded by a situational analysis to establish a foundation upon which the plan can be based. It will be important to understand the existing culture of the organization and find out what the underlying issues are affecting employee satisfaction, emotional and mental health, and contentment at work. It is also important to know employees' needs and preferences as well as which aspects of the plan management is most prepared to support.

The situational analysis is the collection and evaluation of data that will be helpful in preparing the plan. The goal of the assessment is to determine the characteristics and needs of the employee population, ascertain programs that would be appealing to targeted groups and the workforce's expectations of the plan.

A wide variety of useful consultation and input techniques can be employed – hard copy surveys, on-line questionnaires, focus groups, interviews, open information meetings, etc. Questions should focus on the demographic profile of staff (age, gender, etc.), existing levels of physical activity and where current physical activity occurs, medical conditions that might prevent participation, and activity preferences. Where possible, you should also seek information pertaining to attitudes about the organizational culture and areas where policies or procedural changes would be required to support the initiative. Finally, look for indications regarding potential barriers such as conflicting family commitments or other personal impediments.

An example of creative communication and input methods is QLT Inc. from Vancouver that uses its electronic communications capacities in the Human Resources and Health and Safety Departments to conduct e-mail surveys of all employees on a variety of topics. Topic areas have included wellness/benefits, cafeteria menus and issues regarding the Employee and Family Assistance Plan (EFAP) program. On some occasions,



employee focus groups have also been used to explore particular needs and issues.¹⁴

The analysis must also consider the physical environment by taking stock of the space, equipment and staff time that would be available to support an Active Workplace Program. Opportunities and areas of concern should be documented such as – locations where bicycle racks could be installed, cleanliness, lighting and physical appeal of stairwells, the availability of showers and changing areas, or personnel scheduling changes that could enhance program participation. The environmental analysis should also take into account the capacity of the organization to undertake the initiative.

¹⁴ Sangster, D. (2002). Case Study: Workplace Health Initiatives at QLT Inc., British Columbia

4.0 GETTING STARTED

Sample situational analysis tools are available in The University of Toronto's Health Communication Unit's Catalogue of Situational Assessment Tools. Access information about 29 recommended and promising situational assessment tools at www.thcu.ca/Workplace/sat/index.cfm. The catalogue provides an on-line searchable database of tools from 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.

Once the necessary information has been assembled, needs can be prioritized and major gaps identified. The outcome of this analysis should result in clusters of employees with similar needs or groups of "at risk" individuals. You should also end up with a list of environmental or cultural issues that should receive attention during the planning process.

To assist in the analysis of your situation and to prepare for developing the plan, a self-assessment tool has been developed to determine the areas requiring attention in establishing your Active Workplace Plan. It has been adapted from the Audit Tool that is contained in the Workplace Physical Activity Framework that was produced by the Alberta Centre for Active Living.

4.0 GETTING STARTED

(Resource E) Active Workplace Checklist and Planning Guide

This self-assessment tool has been developed to help you determine the areas requiring attention in establishing your Active Workplace Plan. It has been adapted from the Audit Tool that is contained in the Workplace Physical Activity Framework that was produced by the Alberta Centre for Active Living.

Recognizing that organizations will have differing strengths and weaknesses in the planning process and be at various stages of development, the tool is divided into three sections.

- **Section 1 – Getting Started and Building Commitment** – assessing your state of readiness to plan and deal with the issues necessary for building commitment to the active workplace plan.
- **Section 2 – Developing the Plan** – ensuring that your plan includes initiatives intended to build individual attributes, enhance organizational capacity, and create the cultural and political environment to support the plan.
- **Section 3 – Implementation and Evaluation** – continuously assessing the plan’s effectiveness and ensuring that the plan’s elements are monitored and evaluated.

The checklist has been structured to meet your needs regardless of where you are in the planning process. If your organization does not have an existing Active Workplace Plan, work your way through the checklist from the beginning.

If you are expanding or building on an existing plan, Sections Two and Three will be of most interest, as they will help you focus on numerous key features found in successful Active Workplace Plans. However, when time permits, you may also wish to check out the *Getting Started* section to ensure that you have adequately addressed elements necessary for a strong and sustainable plan.

Each section of the checklist includes an area for you to record actions required to respond to deficiencies in the plan or the planning process. To help you establish concrete actions, refer to the related section in the Active Workplace Workbook for suggestions, examples and other helpful hints to get you on your way.

4.0 GETTING STARTED

Section One – Getting Started

Complete this checklist while planning to develop your Active Workplace Plan. The list includes elements necessary to set the stage for the plan and initiatives that will help in preparing to initiate the planning process. Indicate if each item has been addressed (Yes), is under way (U/W), or has yet to be addressed (No). For each response in the “under way” or “no” column, record an action item that is required to adequately address the issue. For helpful hints, refer to Section 3, *Creating Your Active Workplace Plan* and Section 4 *Getting Started* in the Active Workplace Workbook.

Building Commitment

Element	Yes	U/W	No
Physical activity is included in an organizational policy.			
Senior Management has endorsed the importance of physical activity, has signed an activity charter and regularly communicates its commitment to the plan.			
The policy and/or charter are posted in the workplace and included in employee orientations.			
The physical activity policy is contained in the organization’s management system.			
The organization has written realistic and measurable goals and objectives for the Active Workplace Plan.			

Assessing the Environment

Element	Yes	U/W	No
There is an inventory of facilities and programs to support the Active Workplace Plan.			
There has been a needs assessment regarding physical activity programs and facilities in the organization.			
There has been a needs analysis about employee characteristics (age, gender, etc.), general healthy living behaviours and physical activity preferences.			
There has been an analysis of the gaps between the needs and the existing facilities and programs.			
The workplaces facilities are conducive to support physical activity endeavours (i.e. stairwells are clean and safe, etc)			

4.0 GETTING STARTED

Section Two – Developing the Plan

Complete this checklist throughout the process of planning your Active Workplace Plan. The list includes strategic areas generally understood to be prerequisites of a successful workplace initiative. There may be items that are repeated from Section One of this check list because they are important for both the planning and development process of the plan. Indicate if each item has been addressed (Yes), is under way (U/W), or has yet to be addressed (No). For each response in the “under way” or “no” column, record an action item that is required to adequately address the issue. For helpful hints, refer to the Sections 4-8 of the Active Workplace Workbook.

Direction, Awareness and Education

Element	Yes	U/W	No
A Healthy Workplace Committee has been established.			
The committee has created an over-arching direction for the plan that is articulated in vision, mission and goal statements.			
There is a high degree of awareness within the workplace about the benefits of physical activity.			
The plan involves a comprehensive communications strategy including social marketing initiatives and other activities to promote active lifestyles.			
There is segmented messaging targeting the needs and characteristics of different employee groups.			
There are initiatives that promote the opportunities for employees to be active or to learn new skills.			
There are elements of the awareness plan that cultivate positive attitudes about being physically active.			
Employees are aware of how to get started and sustain an active lifestyle.			
There are initiatives or programs that reinforce and support changes towards being more physically active.			
The plan takes advantage of physical activity information available from outside sources (Public Health Agency of Canada, Active Communities, etc.).			
The organization is aware of and accesses community-based services to support the plan (YWCA, community recreation professionals, etc.).			
The plan takes advantage of physical activity opportunities from the community (i.e. fun-runs, community walks, etc.)			

4.0 GETTING STARTED

Skill Development

Element	Yes	U/W	No
The organization has assessed employees' physical activity level and their skill levels necessary to become or remain physically active.			
There are opportunities to develop physical skills necessary to be physically active.			
There are opportunities to develop organizational skills necessary to include physical activity into daily living in and outside of the workplace.			
There are opportunities aimed at helping inactive individuals (sedentary) develop the necessary attributes to become active.			

Assessing the Environment

Element	Yes	U/W	No
There is a positive social climate that encourages being active in the workplace.			
Employees perceive support for physical activity from co-workers.			
Supervisors and managers demonstrate support for employee physical activity.			
Facilities are conducive to promote and support physical activity.			
The plan includes or considers employees' families.			
The infrastructure in the organization supports employee physical activity.			
The organization's leadership promotes physical activity to employees.			
There are one or more physical activity champions who can motivate action on the plan.			
There are accommodations for employees with special needs.			
Safety is a key consideration in designing indoor and outdoor environments.			
The needs of various departments and satellite locations have been considered by the plan.			

4.0 GETTING STARTED

Policies

Element	Yes	U/W	No
The organization's policies and procedures promote physical activity.			
The organization formally recognizes employees who adopt active lifestyles.			
Organizational policies promote active commuting to and from work.			
Policy dictates that the plan be managed, administered and delivered by qualified and experienced personnel.			
Employee work schedules are flexible in order to accommodate physical activity into the workday.			
The organization's employee benefit package includes financial assistance to be physically active.			

Engagement

Element	Yes	U/W	No
There are opportunities to participate in physical activity targeting persons of all ages in the workplace.			
There are opportunities to learn new skills targeting individuals of all ages in the workplace.			
The organization recognizes the important contribution of physical activity champions.			
There are incentives that encourage employees to participate in physical activity.			
Employees and their families are encouraged to engage in informal activities together.			

4.0 GETTING STARTED

Section Three – Evaluation and Implementation

Complete this checklist throughout the implementation of your Active Workplace Plan and at various milestones such as at the conclusion of a major component of the plan. The list includes activities that will be important for monitoring and evaluating the progress and success of the plan. Items on the list refer to outputs – meaning the immediate results of an initiative (such as the number of participants in an event or program) – and outcomes – meaning the long-term effect of the initiative (such as the proportion of the employee population that has become active). Indicate if each item has been addressed (Yes), is under way (U/W), or has yet to be addressed (No). For each response in the “under way” or “no” column, record an action item that is required to adequately address the issue. For helpful hints, refer to the related sections of the Active Workplace Workbook.

Monitoring

Element	Yes	U/W	No
There are mechanisms to monitor the output success of programs and initiatives.			
There are tracking protocols in place to determine the demographic profile of participants influenced by the plan.			
Monitoring mechanisms are available to and understood by management and decision-makers involved with the plan.			
The plan includes output targets linked to the plan’s objectives.			

Evaluation

Element	Yes	U/W	No
There is a mechanism to establish a physical activity baseline for the organization.			
There is an approach comparing the demographic profile of individuals affected by the plan with the profile of the organization.			
There is a mechanism to determine and evaluate the incidence of physical activity uptake within the organization.			
There is a mechanism to determine the incidence of sustained physical activity adherence within the organization.			
The evaluation mechanism is flexible enough to be adjusted to accommodate refinements to the plan.			
The organization evaluates the results of the plan (compared the plan’s objectives) at least once a year.			
There is an action plan to deal with the results of the evaluation.			
Employees are asked to provide feedback to the plan’s initiatives.			
The organization distributes the evaluation results to management and employees.			

4.0 GETTING STARTED

4.4 Developing an Active Workplace Plan

The plan should be based on the results of the situational analysis. The best plans include interventions that target the needs of specific groups and that are tailor-made with the characteristics and needs of these groups in mind. The plan needs to include both the individual and organizational change components, strategies to engage employees including incentives, supportive policies as well as interventions.

Given that your plan will reflect the outcome of the situational analysis, you will probably decide to dedicate resources to key priority areas. Most committees find it useful to base these decisions on a commonly held vision and a clear mission statement that describes the purpose and desired outcome of the plan.

(Resource F) Create a Vision Statement

By way of example, the vision statement for the BC Ministry of Health's Healthy Workplace initiative is:

Existing Statements	Individual Ideas
Words/Elements to Incorporate from Sources Above	Draft Vision Statement

(Wellness Works: A Guide to Building a Healthy Workplace, Muskoka-Perry Sound Health Unit. Obtained from: www.thcu.ca/workplace/sat/pubs/res19_1.pdf)

4.0 GETTING STARTED

The Ministry's goal statement is:

The following vision, mission and goal statements guide The City of Richmond's workplace initiative.

Vision: Comprehensive workplace health promotion 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 culture and upon the efforts of employees to care for their own well being.

Mission: To promote and provide wellness programs that are accessible to all staff in a supportive and enjoyable manner through encouragement, education and social opportunities.

Goals:

- Increased job satisfaction and employee morale by creating a positive work environment
- Creating a positive corporate image in which staff members take pride
- Fostering an improved sense of Team

Early in your planning process the committee should develop the vision, mission and goals that will guide future decisions related to your organization's Active Workplace Plan. In certain cases, committees have successfully sought feedback from the workforce and management about the draft statements before finalizing them.

After the vision, mission, goals and objectives have been finalized and you have identified the key target groups, you will be in a position to begin assembling appropriate components and programs that will ultimately become your Active Workplace Program and Evaluation Plan. While formats vary from one organization to another, it is often useful to categorize or group programs and components within the strategic areas generally understood to be prerequisites of a successful workplace initiative. These six strategic areas include:

- Awareness and Education
- Skill Development
- Supportive Environments
- Supportive Policies
- Engagement
- Evaluation

Each strategic area is fully described in sections 5.0 to 10.0.



(Resource G) Identifying Opportunities and Challenges

You can use this form to identify opportunities and challenges for Active Workplace Initiatives in your organization. It is important to think broadly at this stage and identify a long list of opportunities – even if you won't take advantage of all of them in your plan. Each member of the committee should identify opportunities and challenges and then share their thoughts to reach a committee consensus.

What opportunities do we have internally within our workplace to build our Active Workplace Plan on? (e.g., Occupational Health Nurse, employee motivation to make changes in a topic area, space available in the workplace to provide fitness classes, etc.)

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What organizations / partners in our community can we ask for assistance to implement our Active Workplace Plan?

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What are the existing programs, events or activities in our workplace and in our community that could be incorporated into our Active Workplace Plan?

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Other than the organizations represented on our committee, who else in this community could be a part of our active workplace plan?

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(Adapted from Active 2010 – Community Physical Activity Planning – A Resource Manual, The Ministry of Health Promotion, Ontario)

ACTIVE WORKPLACE WORKBOOK
4.0 GETTING STARTED

The most significant challenges	Evidence/Information Available	Investigate Further	Top Three Priorities	Connect to an Opportunity
Personal				
1.				
2.				
3.				
4.				
5.				
Environmental				
1.				
2.				
3.				
4.				
5.				

(Adapted from Active 2010 – Community Physical Activity Planning – A Resource Manual, The Ministry of Health Promotion, Ontario)

(Resource H) Brainstorming Programs to Include in the Plan

Review the information collected from your situational analysis. Review your committee vision and the committee identified opportunities and challenge. Using this information, make a list of the potential programs to include in the plan. Brainstorm potential programs within each of the four strategic areas listed in the table below.

Awareness and Education	Skill Development
Supportive Environments	Policies

4.0 GETTING STARTED

4.5 Develop a Program and Evaluation Plan

Successful plans are always detailed and well documented. The program plan should flesh out the particulars of each strategy and initiative including the objectives, required actions and expected outcomes. The programs and activities should be grouped in areas known to best influence behavioural change. Once the various initiatives have been prioritized and grouped, an implementation plan should be developed including an indication of the resources that will be necessary to undertake the plan. An evaluation mechanism that can be adapted to your workplace program is provided in Section 10.

More often than not, the committee generates a list of ideas that is far beyond the capacity of the organization to deliver. It is therefore important that a realistic number of programs and components be scheduled in the initial year of the plan and that the balance of the ideas be spread throughout future years. Often committees opt to include “winning ideas and concepts” in the first few months of the program plan so that early successes can be trumpeted to create excitement and interest in the initiative. Prioritizing a reasonable list of actionable items and identifying the resources necessary to fulfill the program’s objectives ultimately results in the initial implementation plan. Make sure to include various feedback loops and checkpoints in the plan to assist the committee in modifying activities as new ideas emerge.



4.0 GETTING STARTED

(Resource I) How to Choose and Prioritize Active Workplace Programs

This checklist identifies a number of criteria that can be used to select projects for your plan. Not all criterion will be applicable to every project. Your committee may identify other criteria relevant to your plan. Rank proposed projects on a scale of 1-5 depending on how well they fulfill each criterion.

Project: Employee Newsletter (SAMPLE)

Criteria	Not applicable	Proposed Projects Fulfills Criterion				
		Completely		Satisfactorily	Not at all	
		5	4	3	2	1
Accessible to all staff		5				
Educational opportunity		5				
Creates positive corporate image		4				

Project:

Criteria	Not applicable	Proposed Projects Fulfills Criterion				
		Completely		Satisfactorily	Not at all	
		5	4	3	2	1

Project:

Criteria	Not applicable	Proposed Projects Fulfills Criterion				
		Completely		Satisfactorily	Not at all	
		5	4	3	2	1

(Adapted from Active 2010 – Community Physical Activity Planning – A Resource Manual, The Ministry of Health Promotion, Ontario)

(Resource J) An Implementation Planning Template

Your committee requires an implementation strategy for the Active Workplace Plan. The implementation strategy will describe responsibilities, timeframes and resources for the projects identified in your plan. The following form can be used by your committee to manage implementation of projects on a year-to-year basis.

Criteria	Implementing Agencies		Timetable		Budget		Future Budget		Approval Authorization	
	Lead	Support	Current Year	Continuing	Current Year	Projected	Approved	Required	Received/Date	
1.				Expected End Date:						
2.				Expected End Date:						
3.				Expected End Date:						
4.				Expected End Date:						
5.				Expected End Date:						
6.				Expected End Date:						

(Adapted from Active 2010 – Community Physical Activity Planning – A Resource Manual, The Ministry of Health Promotion, Ontario)

4.0 GETTING STARTED

4.6 Secure Approval and Obtain Resources

Although management endorsed the notion of a workplace program during the first stage of the process, it is important to receive senior management approval of ongoing support, funding and the resources necessary to implement the plan. This also serves as a useful feedback loop in terms of the progress in developing a plan that is specific to the needs of the organization.

4.7 Implement the Plan

Moving to the action stage is often the most exciting and rewarding aspect of any workplace initiative. However, it is important to stick to the plan to ensure that all the necessary components of a successful initiative are implemented in the appropriate sequence. Communicating and promoting the plan to stimulate interest and to engage employee participation in planned activities is imperative. Organizing high-profile events helps to bring attention to the initiative. The active workplace champions and leaders should constantly remain close to the plan's progress to monitor successes – or required adjustments – and to ensure that there is sufficient ongoing organizational capacity to sustain the program. Formal evaluation should occur at pre-established intervals.

4.8 Generate Evaluation Report

The evaluation report should contain the results of the programs and the initiatives compared to the plan's mission and goals that were set during the fourth stage in the planning process. The report is a visible demonstration of the workplace initiatives' successes – and areas that could be improved in the future – and should be shared with management and staff.

4.9 Summary

This planning framework is intended to provide you with a general guide for creating your Active Workplace Plan. The suggested process and elements should ensure that your plan is based on the most current knowledge and evidence about what is requisite for a successful plan. The process will also help to remind you about important milestones such as checking back with senior management or the need to systematically and frequently monitor the plan's progress to enable necessary adjustments to its elements.

The framework is intended to be a road map to create your plan. However, you may wish to adapt the suggested process so that it best suits your organization's customs, capacity or circumstances. As long as the major elements and considerations are addressed, your Active Workplace Plan should be destined for success.

5.0 AWARENESS AND EDUCATION

The purpose of this strategic area is to provide employees with enough knowledge and information to understand why it is important to become or remain active and to direct your workplace colleagues towards opportunities to make healthy active choices.

Hence, this component of your plan should:

- Make people aware of the personal health benefits of physical activity;
- Reinforce the notion that being physically active does not necessarily mean going to the gym, but rather incorporating regular – in even modest amounts – physical activity into daily living and educate people that the 30 to 60 minutes required to achieve health benefits can be accumulated in 10 to 15 minute intervals;
- Make people aware of the physical activity opportunities that are available through your Active Workplace Plan and associated initiatives;
- Help inactive employees understand how to take their first step towards a physically active lifestyle; and
- Help active employees understand how to sustain enthusiasm and remain motivated to stay physically active.

5.1 Creating Your Awareness and Education Campaign

Your campaign should attempt to reach a variety of segments of your employee population. Hence, the delivery of your information should be tailored to meet the needs of different target populations.

- Those who are sedentary yet have neutral or positive attitudes towards being active.
- Those who are not active enough for health benefits but are on their way to being active.
- Those who are currently active enough but need support to maintain a lifelong pattern of activity.

It is important to tailor messages so they are relevant to people's lives and their current level of commitment to being physically active. Many exercise and health enthusiasts not only want to know what is included in an adequate exercise regime, but also are interested in what is optimal (maximum benefit for the least time and effort). By comparison, most sedentary people want to know the minimal amount of physical activity that is needed or in certain cases, how little can they get away with¹⁵? Therefore, the type of information that will be of interest to the active group may be daunting for those just starting to think about being physically active.



¹⁵Haskell, B. (1994). Stanford Center for Research in Disease Prevention

5.0 AWARENESS AND EDUCATION

The messages that you will deliver to raise the awareness about your Active Workplace Plan and to educate the employee population about their active options should answer three fairly straightforward questions:

- What do you want your target audience to see and hear?
- What barriers are you trying to break down?
- What do you want your audience to do and where?

Here are several tips that are offered by the University of Toronto Centre for Health Promotion about creating effective “get-active” messages that resonate with a number of target populations in your workplace.

- Use a positive approach and keep messages short and simple.
- Use common and attractive imaging and maintain an identity throughout your program.
- Provide convincing evidence to support your call to action and, where possible, use real-life situations and stories that will be relevant to the target audience.
- Use messages that address rational as well as emotional responses.
- Emphasize that activity is fun while promoting its health and social benefits, highlight how easy it is to be active (addressing barriers) and point out that being active is popular which implies it is a social norm.¹⁶

It is always advisable to use multiple channels when delivering messages about physical activity and it is important to reinforce messages time and time again. Remember, your co-workers will receive and interpret information in different ways. Hence, utilizing several delivery vehicles, varying the sophistication of the advice and providing messages that respond to the life cycle or interests of the various target populations will always work best.

5.2 Examples of Communication Channels and Messaging Ideas

There are a wide variety of pre-existing communication channels and information conduits available within most organizations. The Awareness and Education Strategy should take advantage of these vehicles, as they will likely represent the most inexpensive and straightforward means of delivering targeted messages and raising awareness of physical activity opportunities.

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 it is impossible to overstate the positive impact that word of mouth communication can have on the success of your Active Workplace Initiative. Enthusiastic champions and other individuals that will lead specific aspects of the plan should be armed with targeted and appropriate messages, be conversant with all aspects of the plan and be knowledgeable of where to direct colleagues once they have been motivated to take the first steps towards physical activity.

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professionals who work in municipal and private recreation and fitness environments can be

¹⁶ Smith, B. (nd). Academy of Educational Development

5.0 AWARENESS AND EDUCATION

excellent resource people and are able to offer useful and practical information about effectively delivering healthy living and physical activity messages and communicating the Active Workplace Plan's elements to the workforce. Their experience in creating, promoting, delivering and assisting with a wide range of programs to varied audiences is especially applicable to multifaceted organizations or those having multiple sites. BCRPA registered fitness leaders are qualified fitness professionals with liability insurance who can lead various programs to assist with your Active Workplace Initiatives. Contact BCRPA at (604-629-0965 x.43 or bcrpa@bcrpa.bc.ca) for a list of qualified leaders in your area.

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this is the most obvious and easiest vehicle to promote the benefits of physical activity, educate people about how much activity is enough and to expose them to physical activity opportunities. The newsletter can be hard copy or electronically delivered through intra-company mail. For example, The City of Vancouver, uses its Fit City News newsletter to provide employees with health and fitness information, recipes, an events calendar with upcoming activities and an "Ask a Fitness Expert" column. The "Ask a Fitness Expert" column is written by the YWCA of Vancouver to answer employees' fitness questions. Fit City News is published monthly and distributed throughout all departments.¹⁷ The District of Campbell River offers health and wellness tips in their District newsletter.

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a host of posters targeting a variety of healthy behaviours – increasing physical activity, healthy eating, stress management, living tobacco free – are available on-line or through organizations identified in this resource. Frequently, the posters can be customized for your organization. A full list of organizations that offer helpful resources that may be useful to your plan is provided in Section 13.

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Canada's Physical Activity Guides are available free of charge from Health Canada's website (www.phac-aspc.gc.ca/guide/index_e.html). Some organizations have found it helpful to distribute the guides with a covering letter from the president or chief executive officer so the employees can see that the company endorses the government's recommendations.

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the sessions could be either meetings or less formal gatherings to deliver information about health-related topics. Presenters could be accessed from private or not-for-profit organizations with appropriate expertise (e.g., YM/YWCA's) or the local health unit.

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there are opportunities to easily connect with existing themes such as Move for Health Day in May, Nutrition Month in March, Canada's Healthy Workplace Week in October and National Non-Smoking Week in January. Other examples include SummerActive and WinterActive, Bike to Work Week, etc. A calendar of existing themes is provided in Section 12. attractive displays providing material – ideally material that can be taken away by employees – about the benefits of physical activity or opportunities to be active can be

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¹⁷ YWCA. The City of Vancouver's Fit City Health Enhancement Program. Workplace Wellness Update, Issue 1. Retrieved from: www.ywcavan.org/health/index.cfm?group_id=4505

5.0 AWARENESS AND EDUCATION

positioned at strategic points throughout the workplace. Some organizations have had success in using health carts (special mobile resources centres) that can be set up at various high traffic areas.

these can be simple daily messages about the importance of becoming and remaining active or to inform the employee population of the new or reoccurring programs of interest.....

special events can be part of your awareness and education campaign while also providing physical activity opportunities to your company's workforce. They could be connected to the theme days or weeks discussed previously or could be stand-alone events such as a company wellness fair.

municipal recreation departments often provide maps directing the general public to its community centres, trails system, etc. The workplace active opportunities map would highlight the active possibilities..... that exist within the confines of the workplace – e.g. stairwells, hallways, general meeting areas used for certain types of programs, changing areas, etc. – as well as external opportunities such as bike racks, sidewalks, adjacent trails, etc.

informative material can be assembled and packaged in kits that can be distributed to the employee population at the beginning of a plan and to new employees as they join the organization. Tip Sheets,..... facts about physical activity and other pertinent information can be included and updated on an ongoing basis.

6.0 SKILL DEVELOPMENT

This component of the Active Workplace Plan provides employees with information that they may need to help develop new life skills or to make healthier choices.

Initiatives may include:

- Structured events that allow individuals to learn from the event leader, instructor at the event, or their co-participants;
- Informative materials like books, pamphlets or videos;
- Clubs (such as walking clubs) or group activities where formal or informal instruction is provided; and
- Specific programs that have education and supports such as on-line registration and progress tracking.

The situational analysis will help determine the gaps that should be filled with skill development programs and initiatives. This is important because effective interventions target the specific needs of employees (or groups of staff) and are offered in settings and at times that are convenient to those for which they are intended. The programs should provide training to staff so that they know how to incorporate physical activity into daily living and as importantly, feel comfortable about being active. Therefore, the programs' educational elements, structure and even the promotional material should be sensitive to the needs and attitudes of your organization's work force.

6.1 Creating Your Skill Development Program

This component of your Active Workplace Plan should help employees to develop new healthy living skills and provide opportunities to make healthy living choices, including being active. To this end, the skill development program will involve a host of different types of initiatives that train and empower employees to take charge of their well being by adopting positive health behaviours (being active) and avoiding negative ones (smoking).

The Health Development Agency in the United Kingdom suggests that effective workplace skill development programs usually include some or all of the following characteristics:

- Programs and initiatives that meet the specific needs of the work force or individual groups within the employee population.
- Training and opportunities through which staff learn to incorporate healthy living techniques and behaviour modification practices both within and outside of the work environment.
- The use of multiple methods of information sharing and training delivery – i.e. group and individual programs, different training environments, etc.
- A focus on healthy living topics and issues that are a priority to the work force.
- Making optimal use of existing programs or resources.

6.0 SKILL DEVELOPMENT

- Components that introduce employees to the broad context of physical activity and active living rather than a narrow focus on fitness.
- An integration of training and program opportunities that address a variety of health risk factors.
- The program allows employees to choose how best to incorporate activity into daily living.

6.2 Examples of Skill Development Ideas

Your plan should contain a number of opportunities through which the target employee populations can acquire the necessary skills to prepare for and adopt a healthy lifestyle and to incorporate regular physical activity into daily living. Several examples and ideas that you might consider are:

these are sessions through which employees can learn techniques specific to an activity – such as a walking clinic – including information about the activity, what is required to get involved, proper attire and equipment, etc. The City of Courtenay offers a variety of programs for their staff, including sessions on back care, nutrition, stress, chair massage and kayaking.

through the organization’s internal communications system, the Active Workplace Plan could provide a question and answer service through which employees could receive specific information about their personal circumstance and what is available to best meet their needs.

some organizations designate a physical space or electronic location from which staff can access physical activity and healthy living resource information on a self serve basis. Materials may include informational videos, DVD’s, CD’s, audio tapes or manual self-help guides.

there are numerous health and wellness courses offered through e-learning campuses connected to colleges and universities. Sessions that generally last between one and four hours provide valuable information in topic areas such as stress management, time management, work/life balance, etc.

this is an extremely valuable program with proven results in the workplace. The program’s goal is to increase the number of employees taking the stairs instead of the elevator. It offers a number of useful motivators and educational tools such as points of decision prompts (signs and posters at the elevator encouraging stair use), suggestions about changing the stairwell environment (adding music), contests (judging art work posted in the stairwell), challenges (individual and team events), and supports (on-line registration and a tracking feature allowing individuals to log their daily stair use). For more information refer to the Stairway to Health website (www.phac-aspc.gc.ca/sth-evs/english/).

there are several versions of this program each of which offers information and the advice about utilizing

6.0 SKILL DEVELOPMENT

pedometers to monitor and tabulate the amount of walking that is performed by each employee each day. Program materials include advice about apparel, safety and details of gradually and comfortably progressing to new distances (www.thewalkingsite.com/10000steps.html). To help employees keep track of their steps, order pedometers from New Lifestyles Canada (www.new-lifestyles.ca or 1-866-206-6697) or from the Canadian Centre for Activity and Aging (www.uwo.ca/actage/pdf/resource_order_form.pdf). Download copies of the "Walk Your Way to Health" chart from lancaster.unl.edu/food/WALK.HTM. Distribute copies of the chart to employees for them to keep track of their walking progress.

.the Bike to Work Week Society provides a complete package of..... information that supports the use of active transportation to and from the workplace. Supports include safe cycling workshops, cycling road information and tools to record biking distances over the campaign week (www.biketoworkvictoria.ca).

.This initiative is coordinated by BEST. -- Better Environmental Sound Transportation -- and details about ... the Challenge as well as other useful programs (such as Bike Month) can be accessed at www.best.bc.ca.

..Existing weight management or related support groups within your local community..... may be prepared to offer a weight management support or specific programs to your workplace.

.the Tobacco Strategy has designed an e-health tobacco cessation..... program called QuitNow. QuitNow provides free support advice on-line or via telephone and is available 24/7. Translation services are also available in 130 languages (www.quitnow.ca).

.can be..... ordered at www.hc-sc.gc.ca/hl-vs/pubs/tobac-tabac/cessation-renoncement/index_e.html#

.Canadian Cancer Society..... A series of three booklets: (1) One Step at a Time: For Smokers who don't want to quit; (2) One Step at a Time: For Smokers who want to quit; and (3) If you want to help a smoker quit. The booklets can be downloaded from www.cancer.ca. Contact the Smoker's Helpline: BC 1-877-455-2233 for promotional materials to distribute to employees with the helpline phone number (e.g., posters, business cards, pamphlets).

.this Dietitians of Canada Resource is intended to increase the number of employees..... who eat five to ten fruits and vegetables a day, five to ten servings of whole grains and meet the daily recommended guideline for fat intake. Individuals are supported through this e-health resource by assessing their eating habits and in creating a plan to improve them. One example of supporting the

6.0 SKILL DEVELOPMENT

workplace is a 5 A Day Fruit and Vegetable Challenge (www.dietitians.ca).

an educational program about the Canadian regulations for nutrition information on packaged food labels. The goal of the program is to help consumers make food choices that can lead to overall health and healthy weights and reduce the risk of developing chronic illness, including type 2 diabetes. The Canadian Diabetes Association, Dietitians of Canada in conjunction with an advisory committee developed the program. It consists of two modules: (1) introducing the nutrition information on food labels; and (2) reading the nutrition facts table. There is also a module supplement containing additional resources for instructing people with diabetes. All of the materials are available at www.healthyeatinginstore.ca/

5-10 a day...your way (Take Five): is designed to inform, educate, and stimulate behaviour change related to vegetable and fruit acquisition, preparation and storage. The program encourages women aged 25-.... 45 and their families to eat 5 to 10 servings of vegetables and fruit every day. Take Five is a six-session program designed for small groups. The program emphasizes methods people can use to make positive changes in their lives. The leader's notes, handouts and overheads for sessions one through six can be downloaded from www.cancercare.on.ca/prevention_diet.htm

Canada's Healthy Workplace Week Website (www.healthyworkplaceweek.ca) offers a menu of ideas and activities to adapt to your organization. Examples of healthy practice activities and events are supplied such as "brown bag lunch time" lectures and information sessions offering practical strategies and tools to improve employee wellness. The site also provides challenges and programs to enhance healthy living and skills. The City of Kamloops celebrates Canada's Healthy Workplace Week by offering flu shots, health testing, walking clinics, gym orientations, local hikes, a personal health quiz contest and more. Information on osteoporosis, heart & stroke, preparing for retirement and other topics are also presented by community speakers.

organized by certified fitness professionals, these classes can be offered at a variety of skill levels and intensities and at different times of the day that are convenient to your target populations. In each case, the group should learn about how to exercise safely, appropriate warm up and cool down techniques, and the importance of incorporating a variety of exercises into a regular program. Your inventory of classes can include aerobic conditioning, flexibility, strengthening, back-care, tai chi, yoga, etc.

activities encouraging groups of individuals with common interests to participate together, learn from one another and provide good skills development opportunities. Walking Clubs are the most obvious example of this type of intervention. Bulletin boards (either wall mounted or electronic) are useful tools to inform staff of upcoming club events as well as methods of helping people find "active buddies".

The workplace environment should support active choices and

7.0 SUPPORTIVE ENVIRONMENTS

make it as easy as possible for employees to make healthy decisions. There is a close connection between this environmental component – that deals with the physical and infrastructure aspects of a healthy workplace – and the healthy policies area (health policies information can be found in Section 8.0).

A supportive environment would ensure that there are no physical impediments that would prevent or discourage physical activity, provide “activity enablers” that make it easy to be active and where possible the environment should assist employees with special needs who may wish to be active.

BC’s Ministry of Health suggests that a health promoting environment supports employees’ attempts in healthy decision making by making the healthy choices the easy choices. And, by creating an environment that is conducive to activity, the organization is visibly demonstrating its commitment to the Active Workplace Plan.

The Active Workplace Checklist and Planning Guide (in Section 4.3) will help you take stock of the specific environmental issues requiring attention. Using this tool will help to focus on areas where infrastructure is lacking or conditions are less than ideal for promoting active healthy living.

7.1 Examples of Supportive Environmental Considerations

Your workplace physical environment should support healthy choices and be conducive to employees becoming active. Several considerations are:

a pleasant stairwell environment can help to encourage employees to take the stairs. Stairwells should be clean, well-lit, properly ventilated and secure. Some organizations have had success in posting signs, catchy phrases and slogans, message boards and even artwork in stairwells to make them more interesting.

employees who choose to ride their bikes to work find that the provision of bike racks/storage are examples of the organization’s support for the Active Workplace Initiative.

it is a good idea to ensure that there is a sufficient separation

between areas in which smoking is permitted and areas through which employees must pass, such as the entrances to buildings, courtyards, etc. If your workplace has employees who deliver health and social services to people in their own homes, Policy Development Guidelines to Protect Workers from Smoke in Home Environments is a paper you will find useful. The paper contains guidelines and



7.0 SUPPORTIVE ENVIRONMENTS

resource web links about how to provide workers who deliver health and social services to people in their homes the same level of protection from secondhand smoke that others enjoy in smoke-free office workplaces. The document can be downloaded from www.ptcc-cfc.on.ca/pubs/RDS_0076.pdf

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programs included in the plan may involve employees

being active in general or common areas (lobbies, cafeterias, lunch rooms, etc.) or possibly even at their desks. It is therefore important that environmental controls including heating and ventilation are properly set.

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some organizations elect to provide facilities and access to nutritious food options to proactively facilitate the uptake of physical activity and healthy living behaviour. This can range from simply offering change and/or shower rooms that make active commuting more convenient to the provision of a complete fitness or wellness centre. The City of Kamloops offers two well-furnished employee gym facilities which are maintained and managed by their Wellness Works Committee. Creating options to enhance active choices can also include ensuring the workforce is able to acquire healthy foods in cafeterias or vending machines. The decision to provide these types of facilities and food options is usually

tied to a valid business case and should be in response to needs identified during the situational analysis phase of the planning process. Resources to help organizations decide the relevance of these options are available on the Public Health Agency of Canada's Business Case for Active Living at Work Website:

(www.phac-aspc.gc.ca/pau-uap/fitness/work/case_template_e.html).

An Example of Corporate Commitment to a Supportive Environment: QLT Inc., a Vancouver-based biopharmaceutical company, encourages fitness beyond the use of the fitness centre facilities, through initiatives such as the following:

- Employees are encouraged to bicycle to work, and have a secure room – not just a bicycle rack – where they can leave their bicycles during the day. They also have access to the fitness centre showers following their ride to work, and are the only group of employees allowed to have overnight lockers.
- The company sponsors a wide variety of sports teams including soccer, volleyball, running, and a highly popular dragon boat team. These teams complement the runs and related events which the company sponsors. Typically, an employee or group of employees takes the lead in organizing a team or group, and seeks financial support from the company. The company supports these teams at \$500 per team. These funds come from the Social Committee budget.
- QLT operates a cafeteria in which it offers healthy choices. Employee volunteers also conduct Weight Watchers classes. The two come together when the cafeteria regularly provides a Weight Watchers menu.
- A supervised facility (called the Family Room) to which employees can bring their children as a last resort if their own child care arrangements have failed on a particular day. Not a permanent care facility, the Family Room is to be used in situations of child care emergencies only. Without it, the parent would likely have to stay at home with the child and miss a day of work.

8.0 SUPPORTIVE POLICIES

The Active Workplace Plan should include opportunities for the Active Workplace Committee to work with corporate decision makers to ensure that the organization's policies support the employee population being active. Experts suggest that corporate policies actually define the organization's will, desire and determination to provide its employees with opportunities to make active healthy choices. Supportive organizations ensure that the working culture, operating practices and internal systems or procedures are based on policies that allow and facilitate staff to be active.

It is important to remember that Active Workplace Initiatives are most successful when company policies and practices clearly demonstrate that the organization understands the value of the concept and fully supports its workforce becoming healthier by choosing to be more physically active.

The Alberta Centre for Active Living Workplace Physical Activity Framework suggests that policies that support Active Workplace Initiatives might include: allowing time for physical activity during the workday; formally recognizing participation programs; providing commuting policies; specifying qualifications for program personnel; and involving all employees including non-permanent and shift workers. The framework poses the following questions:

- Does the organization's policies or procedures promote and/or support physical activity for employees such as no scheduled meetings over the lunch hour or allowing flex-time?
- Does the organization formally recognize employees who participate in physical activity?

- Do your organization's policies encourage active commuting to and from work such as allowing employees time to change before work if they commit to making up time later in the day?
- Is it company policy to hire qualified and experienced people to manage and implement the Active Workplace Initiative?

As was the case in supportive environments, the Active Workplace Checklist and Planning Guide (see Section 4.3) is a useful tool to help identify areas where your organization could benefit from new or revised policies that promote active healthy living.

8.1 Examples of Supportive Policy Considerations

Your plan must be supported by policies that encourage employees to become more active and by internal procedures that make the healthy choice the easy choice. Several examples that you might consider are:

hand-in-hand with the provision of physical amenities (such as bike racks and change facilities), in the event of inclement weather, this policy would provide for emergency taxi fares for employees who use modes of active transportation to and from work.

strategies should not rely solely on active approaches requiring individual initiatives such as enrolling in exercise class. Policies should also encourage unstructured activities such as walking or that permit employees to exercise during working hours.

the workplace can have a policy to reimburse the employee for certain costs associated with being physically active such as the purchase of equipment or joining a health club. The District of Campbell River provides access to the recreation department's fitness programs, weight room and courts at 50% off the regular rate.

some workplaces allow staff to build a certain amount of flexibility in the scheduling of their work day so that they can conveniently become active before, during or after work. Ideas for compressed work weeks, flex time, tele-work and employee assistance programs can be downloaded from www.lambtonhealth.on.ca/workplace/ActionGuide.asp. See pages 203-210 of the Healthy Living @ Work Workplace Action Guide for sample policies and collective bargaining agreements.

this policy would target the eating habits of the workforce and would be intended to increase the selection and availability of nutrient foods available through workplace food services. The organization would work with contractors that supply products to vending machines and ensure that the cafeteria menu is appropriately engineered. The Food & Health Policy Template is a useful tool to help you write your healthy eating policy. The document contains a series of questions for each of the policy sections to guide you through preparing the policy. (www.healthatwork.org.uk/pdf.pl?file=haw/files/healthy%20eating%20policy.pdf)

In addition to providing employees with Lunch and Learns on health and fitness, Chevron participates in the YWCA of Vancouver Workplace Wellness Membership, providing employees with reduced rates on membership at the Health and Wellness Centre. Chevron also has medical service providers (physiotherapist and physician) available for employee referral.

Another creative example used by a small rural company was to purchase ten company memberships from a local health club. Employees sign out the memberships for 2-hour time periods, do their workout and return the membership card to the worksite. When the employee first signs out the membership, they pay \$10 to the gym for a personal fitness assessment and training plan developments. The workplace has supported this initiative by implementing a flex-time policy to make it easier for a personal fitness assessment and development of a training plan.

9.0 ENGAGEMENT

A major challenge in every Active Workplace Plan is motivating employees to get active, to participate in the plan's programs and to maintain their enthusiasm to remain active in the long-term. As importantly, people who have implementation responsibilities including the committee, program leaders and volunteers need to have constant reinforcement that their contribution to the plan is worthwhile and that they are making a difference to the health and well-being of the workforce.

The World Health Organization suggests that factors influencing participation in physical activity can be grouped into three categories.

- Predisposing – reducing or eliminating negative attitudes towards physical activity and dispelling the belief that exercise is unnecessary. This category also includes educating and motivating staff about being physically active (using the techniques described in the Awareness and Education component of the plan).
- Enabling – enabling factors include flexible goal setting and educating staff about the benefits of increasing the amount of daily activity through accumulating short bouts of moderate less strenuous exercise. Other enabling factors include access to facilities and physical activity opportunities as well as affordable prices (factors associated with the work environment and the organization's policies).
- Reinforcing – this group of factors encourages employees to maintain an active lifestyle by focusing on positive experiences of activity like the feeling of well being achieved through activity. Reinforcing can also include support and/or recognition from the organization or the employee's family, recommendations from health professionals and providing positive messages about being active.

9.1 Examples of Engagement Considerations

Helping people stay motivated and keeping their enthusiasm high is an ongoing, yet vitally necessary struggle. Therefore, successful plans involve a wide variety of engagement initiatives that are either connected to specific programs and events or are intended to draw attention to the Active Workplace Plan in general. Several examples that you might consider including are:

9.0 ENGAGEMENT

rewards and incentives help to keep participants motivated. Participation certificates, prizes and rewards for certain achievements have been usefully employed in many workplaces. Gift certificates, discount coupons, T-shirts, water bottles, plaques, coffee mugs, buttons, pens and pins are examples of incentives items. Where possible, the workplace plan identifier or logo should emblazon the prizes. The City of Penticton operates an employee wellness points program that rewards regular participation in health and physical activity by providing gift items upon achieving thresholds of participation. The gift items appreciate in value the more the employee participates.

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often linked to specific programs, these can include wall charts, posters or graphs illustrating either individual or group successes in reaching physical activity targets and goals. For example, climbing Mount Everest or Cross Canada's Treks – with various achievement milestones – are frequent themes used to motivate employee groups. Also, the Stairway to Health information provided in Section 6.2 is a visual reminder to motivate employees to take the stairs instead of the elevator.

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sometimes more powerful than incentives, these programs “publicly promote” the achievements of individual participants, groups or volunteers. Identifying achievements in newsletters, electronically broadcasting brief announcements about successes or reaching certain targets, posting pictures, etc. can make the participant feel good about his/her accomplishment and can motivate others to try to reach the goal themselves. Some more creative workplace plans have included recognition programs that inform employees' spouses and families about personal gains and successes in becoming active.

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peer encouragement is a very useful motivation technique. To be most effective, challenges should emphasize participation rather than competition. In Vancouver, the “Legal Services Society participated in the YWCA of Vancouver's 12-week Fitness Challenge. More than 75% of the staff participated. The YWCA of Vancouver provided individual fitness assessments and created six teams. Each team member received a YWCA of Vancouver 10 visit fitness pass and a team t-shirt. There were emails of encouragement among team members, group workouts at the YWCA of Vancouver, an employee wellness page added to the Intranet and newsletter, YWCA workshops at lunch and a Weight Watchers at Work group formed. Wellness has become the buzz around the office – and continues to be a topic of discussion around the water cooler.” Another idea would be to motivate employees to participate by building on the 10,000 Steps Challenge information presented in Section 6.2. Keep track of the number of steps to see if employees can walk around the world.

10.0 EVALUATION

Ongoing monitoring and evaluation will assist in developing evidence-based policies and programs that promote, support and enable an Active Workplace Initiative. Your evaluation framework and success indicators should be tied to your Active Workplace vision, mission and goals that were established early in the planning process. The framework should include examining the successes of the plan's programs – such as participation levels, staff's understanding of health issues, etc. – and the beneficial impact that the plan has had on the organization – lower absenteeism, less staff turnover, etc. The evaluation should culminate in a report that is circulated to management staff. Your evaluation framework could be created using elements of the following examples.

Key Issues and Strategies for Evaluating Your Workplace Health Promotion Program: the emphasis in this manual is on the operational phase of your program, and an evaluation process to help determine your success in meeting program objectives based on Health Canada's Workplace Health System Model, including their Health Profile, Health Plan Recommendations and your program action plans. The manual includes suggestions for improving the marketing, planning and operation of healthy workplace efforts.

To receive the manual, contact Health Canada at 1-866-225-0709 or publications@hc-sc.gc.ca

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this tool provides a blueprint for a workplace physical activity program that targets the workplace at multiple levels. The document's elements include "standards" that are based on a format used for occupational health and safety in the workplace. There is also an audit tool that will help you to create a cycle of continuous improvement. Available at www.centre4activeliving.ca (click on 'settings', 'workplaces' and 'programs & resources').
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10.0 EVALUATION

This questionnaire type scoring mechanism identifies the status of the organization in terms of the key elements of a heart healthy worksite. The evaluation tool helps to determine the demographic profile of the organization and its standing on important heart health determinants such as smoking, nutrition, physical activity, stress, and health screening. It also helps to identify potential areas of concern and potential improvement in administration support and organizational policies and practices. The Heart Check tool is available at <http://newyorkhealth.gov/nysdoh/heart/healthy/heartcheck.pdf> Organizations can conduct the Heart Check survey and then tailor any interventions based on the results. In BC, the Ministry of Health used this survey before and after its pilot workplace wellness program, both as a needs assessment and to evaluate the success of the program.

As outlined in 4.3, this catalogue provides an on-line searchable database of tools from 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. Access information about 29 recommended and promising situational assessment tools at www.thcu.ca/Workplace/sat/index.cfm

Sample Evaluation Templates

For a Sample Pre-activity Evaluation Form and Summary Evaluation Survey refer to the 'Making It Work' workbook, Appendix K (pages 70-72). For information on evaluation design see page 27. This workbook is produced by the Canadian Council for Health and Active Living at Work and is available at www.cchalw-ccsvat.ca/english/info/Making_It_Work_Eng%20_2.pdf

For worksheets and information on Measuring the Success of Your Activities refer to the 'Wellness Works: A Guide to Building a Healthy Workplace' guide, pages 30-34.

This workbook is produced by a number of Health Units in Ontario and is available at www.thcu.ca/workplace/sat/pubs/res19_1.pdf

11.0 CONCLUSION

The Active Communities Initiative is one of the key components of a major provincial program called ActNow BC, which is aimed at promoting healthy lifestyle choices and environments. The BC Recreation and Parks Association (BCRPA) is implementing the initiative with support from the Ministry of Health in partnership with ActNow BC and 2010 Legacies Now.

This Active Workplace Workbook is one resource that has been created as part of the Active Communities Initiative. It provides information, resources and tools to help develop and implement a workplace physical activity initiative. We encourage you to use the fact sheets, checklists, templates, planning guides and programming tips as they are appropriate to your organization. Please contact BCRPA with new information, tools or resources that could be added to this workbook.

Success Stories and Progress Updates

We encourage you to share your ideas and success stories with BCRPA. BCRPA plans to support, highlight and share the programs that have been successfully implemented at workplaces in various sectors. You may be asked to submit a brief update outlining the progress that has been made in your workplace setting using this workbook. This allows BCRPA to keep the Province of BC informed of the impact of the Active Communities Initiative and its contribution to the health of British Columbians.

Contact Information

For information about further development to the Active Workplace Initiative or updates to this workbook please refer to www.activecommunities.bc.ca or contact:

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12.0 ADDITIONAL TOOLS AND CONTACTS

BCRPA Walking Program Resource Guide – This guide offers useful ideas, easy-to-use tools and practical strategies to consider for designing, improving and implementing walking programs. Step-by-step handbooks for establishing group and/or individualized walking programs are included in the resource guide. Refer to www.bcrpa.bc.ca/walking

Month	Theme	
January	Alzheimers Awareness Month Alzheimers Society of Canada www.alzheimers.ca	Watch for: National Non-Smoking Week and Weedless Wednesday Canadian Lung Association www.lung.ca WinterActive www.winteractive.org
February	Heart Month Heart & Stroke Foundation of Canada www.heartandstroke.ca	Watch for: Eating Disorder Awareness Week National Eating Disorder Information Centre 1-866-633-4220 www.nedic.ca
March	ActNow BC Day (March 18) www.health.gov.bc.ca/prevent/actnow.html www.actnowbc.gov.bc.ca	Easter Seal Month The Easter Seal Society 1-800-668-6252 www.easterseals.org

12.0 ADDITIONAL TOOLS AND CONTACTS

Month	Theme	
March	<p>Epilepsy Awareness Month www.epilepsy.ca</p> <p>Help Fight Liver Disease Month Canadian Liver Foundation 1-800-563-5483 www.liver.ca</p>	<p>Kidney Month The Kidney Foundation of Canada 1-800-387-4474 www.kidneycob.on.ca</p> <p>National Nutrition Month Dietitians of Canada www.dietitians.ca/eatwell</p> <p>Red Cross Month Canadian Red Cross Society www.redcross.ca</p>
April	<p>Cancer Awareness Month Canadian Cancer Society 1-888-939-3333 www.cancer.ca</p> <p>Dental Health Month www.cda-adc.ca</p> <p>National Physiotherapy Month Canadian Physiotherapy Association 1-800-387-8679 www.physiotherapy.ca</p>	<p>Parkinson Awareness Month Parkinson Society Canada 1-800-565-3000 www.parkinson.ca</p> <p>.....</p> <p>Watch for: World Health Day Canadian Society for International Health 613-241-5785 ext.305 www.csih.org</p>
May	<p>Cystic Fibrosis Month Canadian Cystic Fibrosis Foundation 1-800-378-2233 www.cysticfibrosis.ca</p>	<p>Huntington's Disease Awareness Month Huntington Society of Canada 1-800-998-7398 www.hsc-ca.org</p> <p>Medic Alert Month Canadian Medic Alert Foundation 1-800-668-1507</p>

12.0 ADDITIONAL TOOLS AND CONTACTS

Month	Theme	
May	<p>Watch for: Canada Health Day (May 12) Canadian Public Health Association 613-725-3769 ext.165 www.cpha.ca</p> <p>International No-Diet Day National Eating Disorder Information Centre 1-866-633-4220 www.nedic.ca</p> <p>Mental Health Week Canadian Mental Health Association www.cmha.ca</p> <p>Move For Health Day (May 10) BC Recreation and Parks Association www.bcrpa.ba.ca/mfhd/default.html</p> <p>Multiple Sclerosis Society of Canada's Carnation Campaign Multiple Sclerosis Society of Canada www.mssociety.ca</p>	<p>National Nurses Week Canadian Nurses Association</p> <p>National Road Safety Week Canadian Safety Council 613-739-1535 ext. 226 www.safety-council.org</p> <p>National Summer Safety Week Canada Safety Council 613-739-1535 www.safety-council.org</p> <p>SummerActive www.summeractive.org</p> <p>World No Tobacco Day Canadian Society for International Health 613-241-5785 ext.305 www.csih.org</p> <p>World Red Cross Day Canadian Red Cross Society www.redcross.ca</p>
June	<p>Stroke Month Heart & Stroke Foundation of Canada www.heartandstroke.ca</p>	<p>Watch for: National Water Safety Week Canadian Red Cross www.redcross.ca</p>
September	<p>Arthritis Month The Arthritis Society of Canada www.arthritis.ca</p>	<p>Muscular Dystrophy Association of Canada National Awareness Month Muscular Dystrophy Association of Canada www.mdac.ca</p>

12.0 ADDITIONAL TOOLS AND CONTACTS

Month	Theme	
September	<p>Watch for: Annual Terry Fox Run Terry Fox Foundation 1-888-836-9786 www.terryfoxrun.org</p> <p>Kidney Foundation Fall Campaign The Kidney Foundation of Canada 1-800-387-4474 www.kidneycob.on.ca</p>	<p>Prostate Cancer Awareness Week Canadian Cancer Society 1-888-939-3333 www.cancer.ca</p> <p>Super Walk for Parkinson The Parkinson Foundation of Canada Parkinson Society Canada 1-800-565-3000 www.parkinson.ca</p> <p>World Alzheimer Day Alzheimers Society of Canada 1-800-616-8816 www.alzheimer.ca</p>
October	<p>Breast Cancer Awareness Month Canadian Cancer Society 1-888-939-3333 www.cancer.ca</p> <p>Eye Health Canada Month Canadian Association of Optometrists 613-235-7924 www.opto.ca</p> <p>Watch for: Canada's Healthy Workplace Week National Quality Institute 1-800-263-9648 www.nqi.ca</p> <p>Fire Prevention Week 1-877-906-6651</p>	<p>National Quality Month National Quality Institute 1-800-263-9648 www.nqi.ca</p> <p>Sudden Infant Death Syndrome Awareness Month (SIDS) Canadian Foundation for the Study of Infant Deaths www.sidscanada.org</p> <p>National Infection Control Week Community & Hospital Infection Control Association Canada 204-897-5990 www.chica.org</p>

12.0 ADDITIONAL TOOLS AND CONTACTS

Month	Theme	
October	<p>National School Safety Week Canada Safety Council 613-739-1535 ext.228 www.safety-council.org</p>	<p>Occupational Therapy Week Canadian Association of Occupational Therapists 1-800-434-2268 ext.224 www.caot.ca</p> <p>World Mental Health Day in Canada www.mentalroundtable.ca</p>
November	<p>Cardio-Pulmonary Resuscitation Awareness Month Heart & Stroke Foundation 1-888-473-4636 www.heartandstroke.ca</p> <p>Crohn's and Colitis Awareness Month Crohn's & Colitis Foundation of Canada 416-920-5035 www.ccfcc.ca</p> <p>Watch for: AIDS Awareness Week Canadian AIDS Society 613-230-3580 ext.114 www.cdnaids.ca</p>	<p>Diabetes Month Canadian Diabetes Association 1-800-BANTING www.diabetes.ca</p> <p>Osteoporosis Month Osteoporosis Society of Canada 1-800-463-6842 www.osteoporosis.ca</p> <p>National Home Fire Safety Week Canadian Safety Council www.safety-council.org</p> <p>National Senior's Safety Week Canada Safety Council 613-739-1535 ext.228 www.safety-council.org</p>
December	<p>National Safe Driving Week Canada Safety Council www.safety-council.org</p>	<p>World AIDS Day Canadian Society for International Health 613-241-5785 ext.305 www.csih.org</p>

12.0 ADDITIONAL TOOLS AND CONTACTS**(Resource L) An Active Workplace Business Case Guide and Template**

This Business Case Guide provides information to help you develop a workplace wellness initiative and describes categories to include in your business case. This material is adapted from the Business Case for Active Living at Work. The guide is for reference only and will need to be expanded and adapted to suit the needs of your organization. The Business Case Template that follows this guide offers a format that allows you to insert detailed information from your workplace related to current benefit costs, age of workforce, absenteeism, injury costs, etc. to make the business case relevant to your workplace.

THINGS TO CONSIDER BEFORE YOU START

Conclusions that have been reached by researchers:

- Comprehensive health promotion and disease management programs are evolving quickly.
- Large gains have been made over the past two decades.
- Quality of life issues are increasingly important to workers.
- Disease prevention is the fastest way to reduce overall health-care costs.
- The data suggests that businesses should get involved in employee health programs – it's in their own best interest.
- The question is no longer whether companies should get into worksite wellness programs, but how best to design, implement and evaluate these programs for optimal results.

SETTING UP YOUR BUSINESS CASE

Include the following categories to organize your business case:

- Background
- The costs of an unhealthy workforce
- The benefits to employers/employees of workplace health promotion
- Why the organization should consider the idea
- Principles to guide the development of a program
- Recommended scope and objectives of the program
- Cost of recommended program
- Projected cost/benefit analysis for the organization
- Measurement, outcomes, and evaluation
- Anticipated overall results
- Sample mission statement

12.0 ADDITIONAL TOOLS AND CONTACTS

BACKGROUND

This section should include:

- The health benefits of workplace wellness; and
- A statement about why your organization should consider developing a workplace wellness strategy.

THE COSTS OF AN UNHEALTHY WORKFORCE

This section projects or forecasts the costs of an unhealthy workforce to your specific organization.

This section should include:

- Trend data on benefit programs;
- Specifics of costs in your organization;
- Statistics on absenteeism;
- Statistics on staff turnover and the cost of recruitment; and
- Statistics on the aging workforce and its potential impact on the organization's benefit programs.
- For example, if you know that 80% of the employees in your organization are over 50 and that health-care costs for those over 50 are twice as high as for those who are 25, you can forecast the additional cost to your organization as your workforce ages.

THE BENEFITS TO EMPLOYERS/EMPLOYEES OF WORKPLACE HEALTH PROMOTION

This section should include:

- Known benefits;
- Links to productivity and cost savings; and
- Results/findings from a few Canadian studies to include health, economic, and work environment evidence.

WHY THE ORGANIZATION SHOULD CONSIDER THE IDEA

This section should include:

- Workplace culture;
- Results of any internal surveys indicating morale issues, etc.; and
- A recommendation for a workplace survey to determine what employees/union think of the idea.

Depending on how this idea came into being in your organization and the current stage of your workplace wellness programs, you may have the results of the workplace survey in hand before you start.

If you have not checked out this idea with employees and their unions, then a workplace survey to see if the idea is supported is a critical first step. These programs cannot succeed without employee support.

12.0 ADDITIONAL TOOLS AND CONTACTS

In fact, you may have to do the Business Case in two stages – the first to get senior management interested and secure permission to proceed with a workplace survey; and the second to do a full-fledged cost/benefit analysis.

PRINCIPLES TO GUIDE THE DEVELOPMENT OF A PROGRAM

This section should include:

- Overall health policy and strategic positioning;
- Leadership requirement;
- Staff involvement requirements and plan;
- Communications initiatives;
- Integration;
- Participation strategy;
- Benchmark research requirements; and
- Measuring success activities.

RECOMMENDED SCOPE AND GOALS OF THE PROGRAM

This section should include:

- In-house facilities or not;
- Group activities or not;
- ‘Event-based’ program or not;
- Length of pilot project;
- Education/marketing activities;
- Professional or volunteer leaders;
- Current data on absenteeism;
- Current turnover rates;
- The average age of employees or a complete chart showing the age of each employee;
- A history of health and dental claims for your organization;
- A history of Workman’s Compensation Claims;
- The cost of Insurance and WCB to your organization;
- Copies of any research that has been done on morale, etc.; and
- Any data on what competitors are doing.

MEASUREMENT, OUTCOMES AND EVALUATION

This section should tell the organization how you will measure results. Typically, performance measurement enables an organization to:

- Determine if a program has been implemented as planned (process measurement);
- Determine if a program has met its quality assurance criteria (process measurement);
- Assess if a program is attracting the volume of participants that it intended (process measurement);
- Document the individual employee health impacts of a program (impact measurement);

12.0 ADDITIONAL TOOLS AND CONTACTS

- Identify the health outcomes of a program as it relates to disability management and absenteeism rates (outcome measurement);
- Determine the cost/benefit of a program (outcome measurement); and
- Establish whether an ongoing commitment to the program is justified.

ANTICIPATED COST OF THE PROGRAM

This section outlines the general costs associated with planning for, setting up and implementing the Active Workplace Initiative. Usually, costs would include:

- Expenses related to setting up the Healthy Living Committee.
- Hard costs for planning activities.
- Staff cost to prepare the plan.
- Program set up and supply costs.
- Costs to purchase licensed program materials.
- Printing costs.
- Facility set up costs.
- Equipment purchase or rental charges.
- Room rental charges.
- Utility and cleaning charges (if dedicated space is required).
- Staff costs to maintain the facility (if applicable).
- Cost of staff time to implement the program.
- Expenses for purchasing incentives or prizes.
- External management fees (if applicable).
- Costs to evaluate the program.
- Staff costs to prepare the report.
- Equipment repair costs.
- Facility repair and maintenance expenses.

ANTICIPATED OVERALL RESULTS

In this section you will need to explain the overall results you are anticipating for your organization. Remember to include quality of life aspects that will help to make your organization an ‘employer of choice’.

SAMPLE MISSION STATEMENT

You may use or adapt the following mission statement when developing your business case for active living in your workplace:

- “To create a workplace environment which encourages employees to incorporate physical activity into their daily routine and which values active living as an essential part of both personal and corporate well-being.”

ACTIVE WORKPLACE WORKBOOK
**AN ACTIVE WORKPLACE BUSINESS
CASE TEMPLATE**

**AN ACTIVE WORKPLACE BUSINESS
CASE TEMPLATE**

Business Case For: (Name of Workplace)

.....

Prepared For:

.....
(people who will make a decision on your case)

Prepared By:

.....
(you)

Sponsor:

.....
(person who requested the case or who has a vested interest in seeing the initiative happen)

ACTIVE WORKPLACE WORKBOOK
**AN ACTIVE WORKPLACE BUSINESS
CASE TEMPLATE**

Executive Summary



Project Description



**AN ACTIVE WORKPLACE BUSINESS
CASE TEMPLATE**

BUSINESS CASE DETAILS

Background

[Dotted-line text box for Background]

Costs of an Unhealthy Workforce

[Dotted-line text box for Costs of an Unhealthy Workforce]

Benefits to Employers/Employees of Workplace Health Promotion

[Dotted-line text box for Benefits to Employers/Employees of Workplace Health Promotion]

Why the Organization Should Consider the Idea

[Dotted-line text box for Why the Organization Should Consider the Idea]

ACTIVE WORKPLACE WORKBOOK
**AN ACTIVE WORKPLACE BUSINESS
CASE TEMPLATE**

Program Principles



Scope of the Project



Program Goals



Program Objectives (specific)



**AN ACTIVE WORKPLACE BUSINESS
CASE TEMPLATE**

Measurement and Evaluation Process

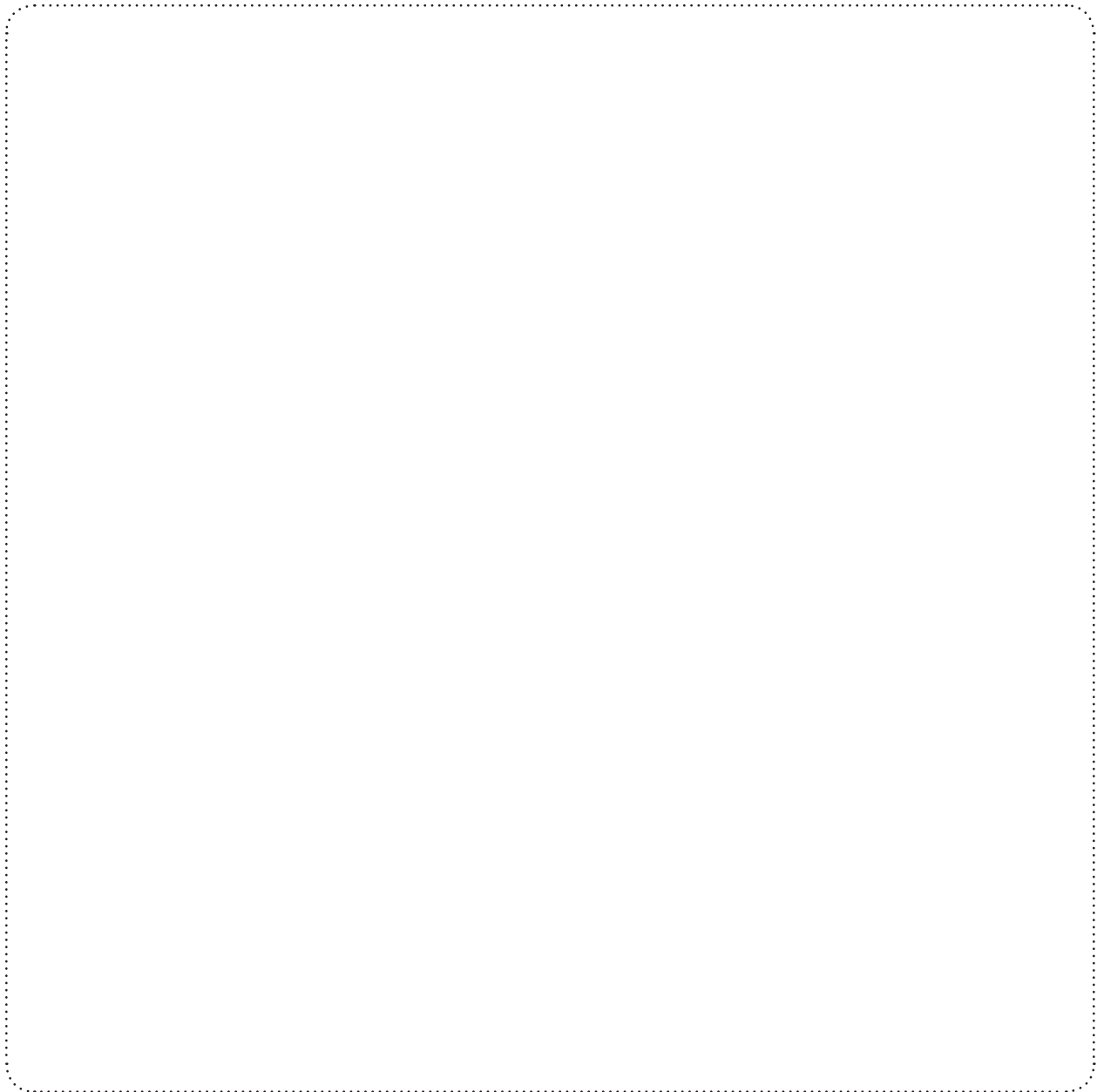
Anticipated Costs

Anticipated Results

Project Timing and Schedule

ACTIVE WORKPLACE WORKBOOK
**AN ACTIVE WORKPLACE BUSINESS
CASE TEMPLATE**

Conclusion and Recommendations



13.0 HELPFUL RESOURCES

You may be interested in reviewing important information provided in the following resources.

ACE – The Active Civic Employees Network!

<http://cms.nortia.org/Org/Org149/Content/Community.asp>

This network was developed through the Local Government Employees Health Promotion Project, a partnership between 2010 Legacies Now and the Union of BC Municipalities. It provides a forum for the sharing of resources, best practices, issues and ideas among those responsible for, or interested in, local government employee health promotion.

Active Living at Work

www.activelivingatwork.com

This Public Health Agency of Canada resource includes information about workplace activity topics, relevant statistics, trends, case study examples and information on how to build a business case for a workplace wellness program.

ActNow BC

www.actnowbc.gov.bc.ca

The ActNow BC website offers a variety of tools and resources, including a workbook, tool kit and activity posters, to assist you in creating a more healthy workplace.

Alberta Centre for Active Living

www.centre4activeliving.ca

The Centre's website provides recent research, reports and resources related to general physical activity as well as programs and frameworks specific to the workplace.

Canada's Healthy Workplace Week

www.healthyworkplaceweek.ca

Canada's Physical Activity Guide to Healthy Active Living

www.phac-aspc.gc.ca/pau-uap/paguide/

This simple to use guide provides information about how to get started being active, the benefits associated with physical activity, examples of activities in the three recommended types of exercise, the health risks of inactivity and how much activity is suggested in order to realize health benefits.

Canadian Centre for Occupational Health and Safety (CCOHS)

www.ccohs.ca

Canadian Centre for Occupational Health and Safety – Bringing Health to Work

www.ccohs.ca/healthyworkplaces/

ACTIVE WORKPLACE WORKBOOK
13.0 HELPFUL RESOURCES

Canadian Centre for Occupational Health and Safety – Wellness in the Workplace Guide

www.ccohs.ca/products/publications/wellness.html

Canadian Council for Health and Active Living at Work (CCHALW) – Making It Work: with Active Living in the Workplace

www.cchalw.org/english/info/Making_It_Work_Eng%20_2.pdf

A comprehensive ‘how-to’ manual with practical ideas and creative approaches to active living in the workplace.

Canadian Fitness and Lifestyle Research Institute

www.cflri.ca

The CFLRI website contains information about barriers to and benefits of physical activity in the workplace.

Health Canada, Environmental & Workplace Health

www.hc-sc.gc.ca/ewh-semt/index_e.html

Health Canada, Workplace Publications

www.hc-sc.gc.ca/ewh-semt/pubs/occup-travail/work-travail/index_e.html

Workplace health model materials are within the Occupational Health & Safety section.

Human Resources and Skills Development Canada – Work-life Balance in Canadian Workplaces

www.hrsdc.gc.ca/asp/gateway.asp?hr=en/lp/spila/wlb/01home.shtml&hs=wnc

National Quality Institute

www.nqi.ca

Access a number of healthy workplace tools and resources to help you develop and implement your workplace health promotion program.

National Quality Institute: Healthy Workplace

www.nqi.ca/HealthyWorkplace/default.aspx

Sport and Recreation New Zealand (SPARC), Active Communities, Active Workplaces

www.sparc.org.nz/partners-programmes/active-workplaces

University of Toronto Health Communication Unit, Workplace Health Promotion Project

www.thcu.ca/Workplace/Workplace.html

There are numerous organizations and individuals in your community that can assist in establishing or implementing an Active Workplace Plan, such as the health authority, YMCA/YWCA, local government and parks and recreation department.

Other Helpful Websites

Physical Activity

Bike to Work Week

www.biketoworkvictoria.ca/

British Columbia Recreation and Parks Association (BCRPA)

www.bcrpa.bc.ca

BCRPA registered fitness leaders can lead various programs to assist with your Active Workplace Initiatives. Contact BCRPA (604-629-0965 x.43 or bcrpa@bcrpa.bc.ca) for a list of qualified leaders in your area.

ACTIVE WORKPLACE WORKBOOK
13.0 HELPFUL RESOURCES

Canada on the Move: Donate your steps to health research

www.canadaonthemove.ca/INMD/main.do?task=display

Canada's Physical Activity Guide to Healthy Active Living

www.phac-aspc.gc.ca/pau-uap/paguide/index.html

Commuter Challenge

www.commuterchallenge.ca/

Customize a Fitness Plan: FitDay.com

www.fitday.com/

Getting Started: Centres for Disease Control and Prevention

www.cdc.gov/nccdphp/dnpa/physical/index.htm

Go for Green

www.goforgreen.ca

The Go for Green site offers many resources that can be used in developing your Active Workplace Plan including how-to manuals on such things as active commuting.

Greater Victoria Cycling Coalition

www.gvcc.bc.ca/

Health Canada (and Canadian Council for Health and Active Living at Work) Stairway To Health

www.phac-aspc.gc.ca/sth-evs/english/

PAR-Q Physical Activity Readiness Questionnaire

www.csep.ca/pdfs/par-q.pdf

Penticton Steps Out: Steps Log

www.penticton.ca/step/default.asp

Rockhampton 10,000 Steps: Step Log

www.10000steps.org.au/

Speakwell Circle Canada P•E•D Step Logs

www.speakwell.com/ipedintro/

Tips from the Heart and Stroke Foundation

ww1.heartandstroke.ca/Page.asp?PageID=38&SubCategoryID=130&Src=living&Type=Article

Walk to Whistler: Log your progress

www.walktowhistler.com/

YWCA of Vancouver

www.ywcavan.org

Healthy Eating

5 to 10 A Day

www.5to10aday.com/

Canada's Food Guide to Healthy Eating

www.hc-sc.gc.ca/hpfb-dgpsa/onpp-bppn/food_guide_rainbow_e.html

Cultural Adaptations of Canada's Food Guide to Healthy Eating

www.nutritionrc.ca/guide.html

The adaptations are available for use with the Chinese, Portuguese, Punjabi, Spanish, Tamil, Urdu, and Vietnamese-speaking communities. The guides feature culturally specific foods and full colour illustrations.

ACTIVE WORKPLACE WORKBOOK
13.0 HELPFUL RESOURCES

**Dial-A-Dietitian Nutrition Information Society
(toll free: 1-800-667-3438)**

www.dialadietitian.org/

Dietitians of Canada

www.dietitians.ca/

Eat Smart! Workplace Cafeteria Program

www.nutritionrc.ca/programs/eatsmart.html#es-workplace-caf

This manual has loads of great tips and ideas for workplaces.

Health Files about Nutrition linked to the BC Health Guide Healthy Living section

www.bchealthguide.org/healthyliving.stm

Heart and Stroke Foundation – ABC’s of Healthy Eating Quiz

ww1.heartandstroke.ca/Page.asp?PageID=846&SubcategoryID=175&QuizID=50&Src=living&From=SubCategory

Nutrition Resource Centre – Guide to Nutrition Promotion in the Workplace

<http://action.web.ca/home/nutritio/attach/nrc-workplace-guide.pdf>

Take Action! California 5 A Day – Be Active! Worksite Program

www.takeactionca.com/

Tobacco Reduction

Health Canada – On the Road to Quitting Smoking Program

www.hc-sc.gc.ca/hl-vs/tobac-tabac/quit-cesser/nw-maintenant/road-voie/index_e.html

Health File on Quitting Smoking

www.bchealthguide.org/healthfiles/hfile91.st

Healthy Living from Heart and Stroke Foundation

ww1.heartandstroke.ca/Page.asp?PageID=38&SubcategoryID=129&Src=living&Type=Article

Heart & Stroke Foundation – A Test for Nicotine Dependence

ww1.heartandstroke.ca/Page.asp?PageID=846&SubcategoryID=175&QuizID=99&Src=living&From=SubCategory

Quitnet.com

www.quitnet.org/

Resources

www.preventionsource.org/

Smoker’s Helpline: BC 1-877-455-2233

www.cancer.ca/ccs/internet/standard/0,3182,3278_451614__langId-en,00.html

Smoking Cessation in the Workplace - A Guide to Helping Your Employees Quit Smoking

www.hc-sc.gc.ca/hl-vs/pubs/tobac-tabac/cessation-renoncement/index_e.html#

Tips from Heart and Stroke Foundation

ww1.heartandstroke.ca/Page.asp?PageID=33&ArticleID=2800&Src=living&From=SubCategory

Other

Best Advice on Stress Risk Management in the Workplace, Part I and II:

www.hc-sc.gc.ca/ewh-semt/pubs/occup-travail/work-travail/index_e.html

The primary purpose of this publication is to raise awareness and inspire action concerning the very real risks to health and safety posed by certain kinds of toxic stress in the workplace. As such the materials can be used as a presentation and can also be used on a self-instructional basis. They can also be used to assist in the development of workplace surveys and the understanding of results from these surveys. Included in the materials are numbered overheads that can be copied onto acetates for use in an overhead presentation.

Canadian Cancer Society, Prevention

www.cancer.ca

The Promote Health – Prevent Cancer Program (formerly known as interACTION), encourages participants to engage in healthy behaviours and make changes in their lives and communities so that the healthy choices become the easier choices. This program includes an informative and engaging facilitated display and a free interactive workshop. For more information and/or to request a work-shop or display call the nearest regional office or the Canadian Cancer Society at 1-888-939-3333 (www.cancer.ca).

Canadian Health Network

www.canadian-health-network.ca

Canadian Mental Health Association: Stress Index

www.cmha.ca/bins/content_page.asp?cid=4-42-216

Controlling Obesity in the Workplace Checklist:

www.diabetesatwork.org/diabetesatwork/acoem2004labordaychecklist.pdf

Healthy Heart Society

www.heartbc.ca/pro/toolkits/heartsatwork/about.html

Hearts@Work Health Fairs are offered across the province of British Columbia including in work places.



Heart and Stroke Foundation, Healthy Weight, Healthy You section:

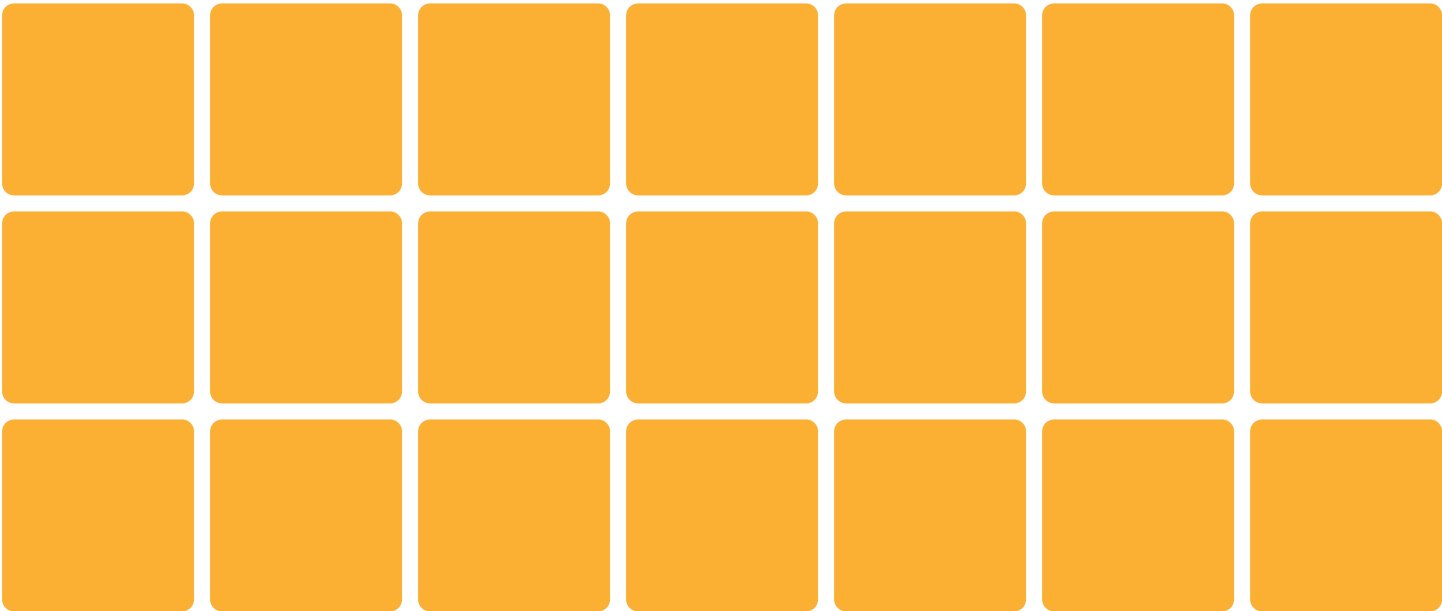
ww1.heartandstroke.ca/Page.asp?PageID=1366&ArticleID=1707&Src=blank&From=SubCategory

Tips from Heart and Stroke Foundation

ww1.heartandstroke.ca/Page.asp?PageID=38&SubCategoryID=19&Src=living&Type=Article

Photos in this workbook courtesy: City of Abbotsford, City of Chilliwack, City of Fort St. John, City of Penticton, City of Surrey, City of Vancouver, City of Vernon

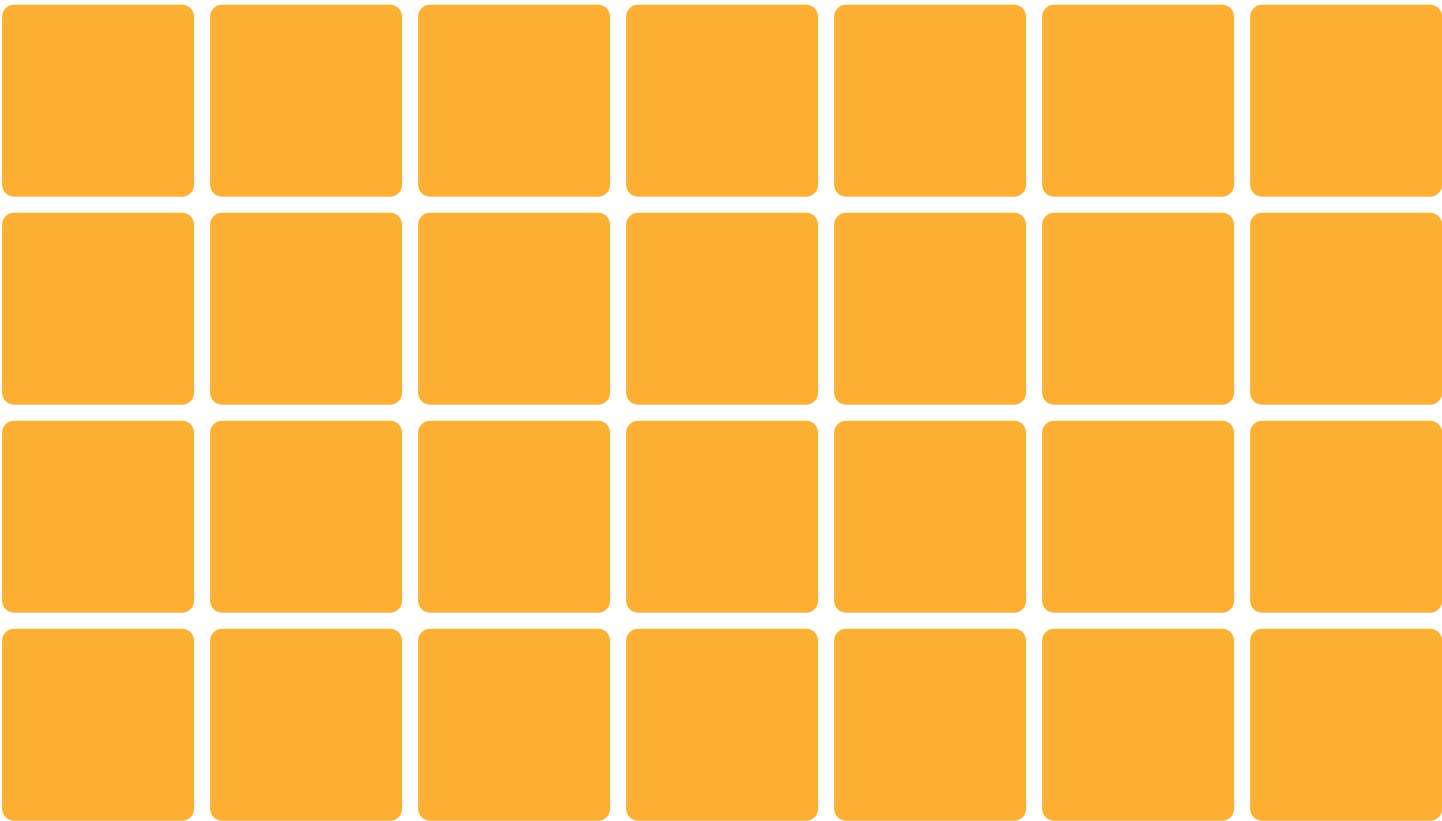
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