



JAMAICA
MOVES



CORPORATE WELLNESS MANUAL

REVISED 2021

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FOREWORD

The COVID-19 pandemic, compounded by the ongoing epidemic of non-communicable diseases (NCDs), has significantly increased the burden on the public health system and negatively impacted the health of the Jamaican population. The economic and social impact is indicative of a gloomy future, if steps are not taken to continue the work to create a supportive environment that encourages population-wide engagement in healthy lifestyle practices.

Through the Jamaica Moves Programme, the Ministry of Health & Wellness is therefore intensifying its efforts to build capacity within the different settings in which people work, learn and play, incorporating measures that are enabling to a healthy lifestyle. A healthy, productive workforce is essential.

As is known, 'people who are sick can't work ... and they most certainly are not going to be productive'. Low productivity has a social and economic impact which negatively impacts the growth and development of the country. Consequently, it is in the best interest of employers to carefully look at ways in which the policies, culture and operations of their businesses can positively impact the health of their staff so that, ultimately, not only their businesses thrive but also Jamaica as a whole.

The Ministry of Health and Wellness has, over the years, engaged workplaces across the nation in competitions, capacity-building sessions and special events that promote healthy lifestyles. This manual provides a framework in which such activities can be done on a more permanent basis in each workplace, facilitating the wider participation of staff and greater frequency of activities. The manual, in its dissemination, will also be accompanied by supporting resource materials in Physical Activity, Nutrition, Mental Health, and NCDs and there will be direct access to information provided by web pages in each of these areas.

As businesses in Jamaica and indeed the entire world have had to pivot in light of the new realities brought by COVID-19, the Ministry of Health and Wellness, through the Jamaica Moves Programme, has had to do the same. The healthy lifestyle message has not changed but in partnership with all our stakeholders, we are poised to use greater creativity and innovation through all platforms available to us, to empower employers to facilitate and maintain a health-promoting work environment.



Dr. the Hon. Christopher Tufton, MP
Minister of Health & Wellness



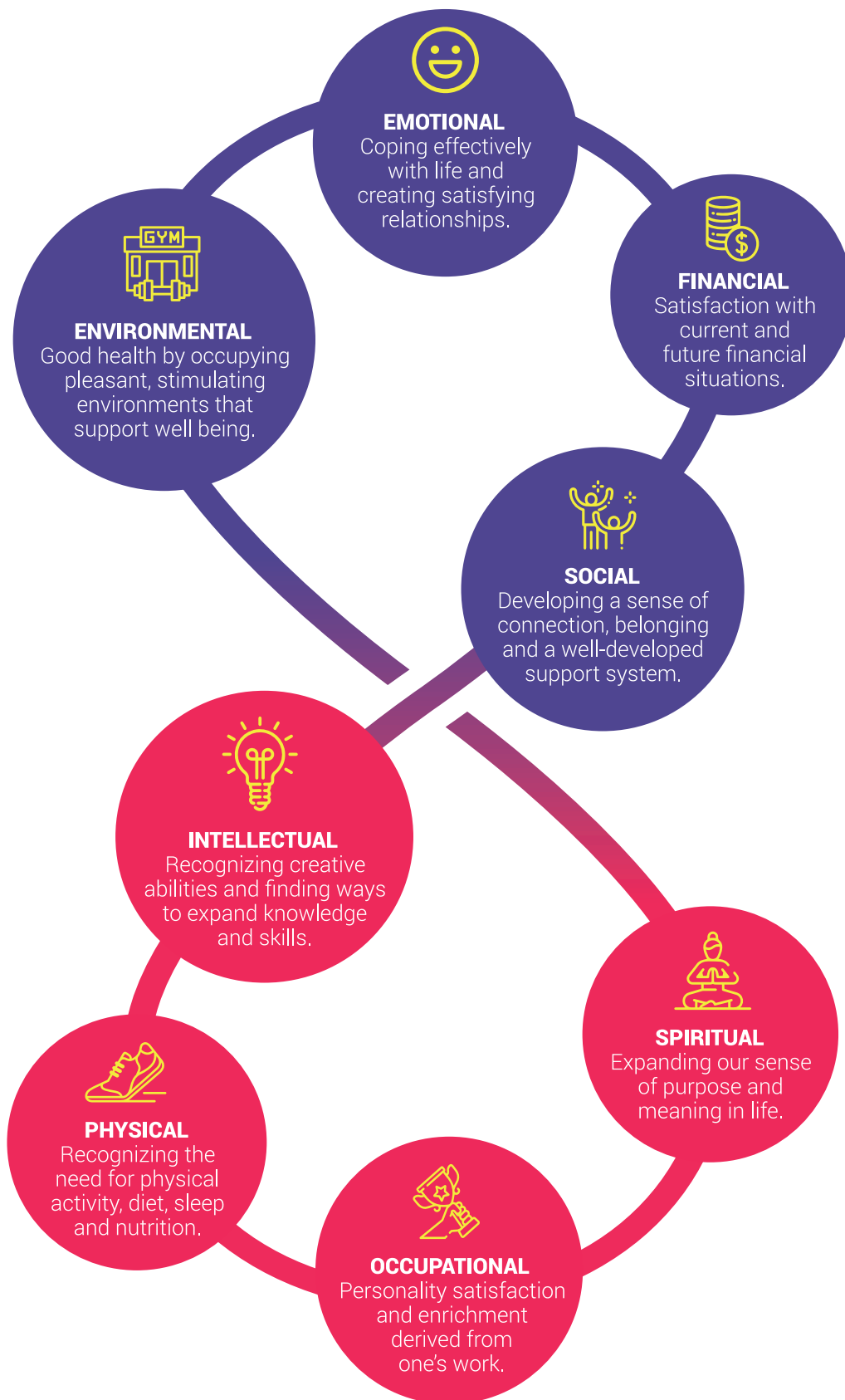
INTRODUCTION

WHAT IS WELLNESS?

Wellness is described as the optimal state of health of individuals, by the World Health Organization (WHO). It is impacted by personal and group dynamics. The individual aspires to achieve the highest level of physical, spiritual, social, economical, and psychological success, in addition to fulfilling their familial and community related expectations (WHO, 2020).

Simply put, wellness is that feeling you get when your body, your mind and all the persons important to you are in good health, and their concerns are taken care of.

THE 8 DIMENSIONS OF WELLNESS











WHY PROMOTE WELLNESS IN THE WORKPLACE?

A full time employee spends a minimum of one-third of his/her day on the job, representing approximately 50% of hours awake if the average recommended sleep of 8 hours is taken. A workplace therefore provides an excellent platform to facilitate and support healthy lifestyle practices.

The World Health Organisation considers workplace health programmes as one of the best-buy options for prevention and control of non-communicable diseases and for mental health. The United Nations high-level meeting on non-communicable disease prevention and control in 2011 called on the private sector to “promote and create an enabling environment for healthy behaviours among workers, including by establishing tobacco-free workplaces and safe and healthy working environments through occupational safety and health measures, including, where appropriate, through good corporate practices, workplace wellness programmes and health insurance plans”¹.

This is critical in the Jamaican context because the findings from the Jamaica Health and Lifestyle Survey III (JHLS III 2016/2017; see Table 1) suggests the need for immediate and more comprehensive interventions.

Additionally, there are attitudes that impact wellness that can be inculcated in the workplace such as the reduction of stigma and discrimination particularly for persons with various forms of disability, persons living with HIV and persons with mental illness.

HIGHLIGHTS FROM JAMAICA HEALTH AND LIFESTYLE SURVEY III	
	1 in 2 Jamaicans were classified as being overweight/obese
	1 in 3 Jamaicans had hypertension
	1 in 8 Jamaicans had diabetes
	8 in 10 people only do low level physical activity
	7 in 10 Jamaicans reported having insufficient resources or access to safe, adequate or nutritious food.
	1 in 10 Jamaicans consumed excess salt/sodium
	1 in 7 people have depression
	1 in 10 Jamaicans report having had a sexually transmitted disease

¹ Global Action Plan on Physical Activity 2018-2030

WHY INVEST IN THE WORKPLACE?

A systematic review of 56 published studies of worksite health programmes showed that well-implemented workplace health programmes can lead to 25% savings each on absenteeism, health care costs, and workers' compensation and disability management claims costs (1).

The benefits to a company when they invest in a workplace programme are significant and far reaching in making the company a very successful one. Research shows that benefits include but are not limited to the following:

FOR EMPLOYERS:

- ✓ **REDUCED ABSENTEEISM**
- ✓ **IMPROVED PRODUCTIVITY**
- ✓ **HEALTHIER EMPLOYEES**
- ✓ **EMPLOYEE RECRUITMENT/RETENTION**
- ✓ **REDUCED HEALTHCARE COSTS**
- ✓ **REDUCED ACCIDENTS AT THE WORKPLACE**

FOR EMPLOYEES:

- ✓ **INCREASED JOB SATISFACTION**
- ✓ **HIGHER STAFF MORALE**
- ✓ **IMPROVED HEALTH**
- ✓ **INCREASED KNOWLEDGE ABOUT HEALTHY LIFESTYLE PRACTICES**



Table 2 indicates that employees with risk factors, including being overweight, smoking and having diabetes, are a significant cost to the company in terms of health care. It also shows that investment in programmes that address the risk factors will result in some or all of the benefits mentioned above.

TABLE 2: THE CASE FOR INVESTING IN WORKPLACE WELLNESS PROGRAMMES

AREAS OF FOCUS	COSTS	INVESTMENT
Physical Inactivity	In 2013, it was estimated that physical inactivity cost USD 54 billion in direct health care; an additional 14 billion was attributable to lost productivity ² .	World Health Organization states that a physical activity programme for staff lowers short term sick leave by 32%, lowers the cost of health care by 55% and improves productivity by 52%.
Obesity	Normal weight employees cost on average US \$3830 per year in covered medical, sick day, short-term disability, and workers' compensation claims combined; morbidly obese employees cost more than twice that amount, or USD \$8067 ³ .	Investment in physical activity as above and the promotion of healthy eating at the workplace could reduce the number of obese employees
Other Chronic Conditions	<p>People living with Diabetes lose more than 8 days per year.</p> <p>In 2009, cardiovascular diseases cost businesses more than \$161 billion in lost productivity annually due to absences and premature death⁴.</p>	Promotion of physical activity, healthy eating and annual health checks can help persons to manage and prevent the various conditions.
Smoking	Employees who smoke more than one pack of cigarettes per day had a 75% higher rate of lost productivity than a non-smoker ⁵ .	Smoking Cessation programmes can facilitate reduction in smokers, increase in productivity and savings in money.
Stress & Depression	These two common conditions are reported to have higher costs attached to it than any of the other chronic conditions. It contributes to loss of productivity, absenteeism, accidents on the job and employee turnover ⁶ .	Workplace mental health interventions result in better workplace outcomes.

² Global Action Plan on Physical Activity 2018-2030
³ 2015, Health Advocate, Guide to Workplace Wellness pg.4
⁴ 2015, Health Advocate, Guide to Workplace Wellness pg. 3
⁵ 2015, Health Advocate, Guide to Workplace Wellness pg.3

CORPORATE WELLNESS MANUAL OVERVIEW DIAGRAM



This cycle diagram shows how specific items are related, forming a repeating pattern.

Workplace Wellness and COVID-19

The COVID-19 pandemic has influenced how persons interact socially and professionally. In order to mitigate the spread of this virus, disease prevention protocols advocate for maintaining a distance of six (6) feet while interacting on an interpersonal level. As a result of the need to limit person to person contact, many workplaces have adopted various work from home models, that facilitate remote cooperation among team members. Workplace Wellness Programmes will need to reflect this paradigm shift by engaging employees even while they work from home and make accommodations that will enhance wellness while maintaining productivity.

With the introduction of increased flexible work schedules, remote employees will require additional creativity on the side of management to facilitate productive wellness programmes (CDC, 2021). By incorporating dynamic, creative solutions, employees will be more likely to remain engaged and benefit from Workplace Wellness Programmes. For example scheduling meetings where participants are encouraged/required to be walking while the meeting is in progress (CDC, 2020).

The August 2020 edition of the HR Daily Advisor Newsletter, in its article on “ **The Future of Corporate Wellness: How to Engage Remote Employees in the COVID-Era**” highlights the importance of technology and virtual programming in the future of corporate wellness. It lists five vehicles in the article that will need to be embraced by Managers and Wellness coordinators which are outlined below :

- **Health portals** that allow employees to enter health data such as weight, activity, and food choices, as well as virtual sessions with dietitians and other health professionals, will provide accountability and support that used to only be available face-to-face.
- **Wellness challenges** that cultivate communication within teams and allow for socialization, whether they're in the office or remote, will foster a sense of community while improving the health of employees.
- **Webinars, virtual grocery store tours, exercise classes, and cooking demos** are all initiatives that can be used to engage remote employees.
- **Telehealth sessions** with dietitians, mental health professionals, or health coaches will ensure that employees have access to support on-site or from home.
- **Virtual initiatives**, whether they include wellness coaching to improve fitness or bringing employees together socially, will help employees feel more connected, engaged, and productive.

As the steps to initiating and strengthening workplace wellness programmes in this manual are explored, it is important that the methods above be kept in mind to aid in making some of the programmes come to fruition.

BUY-IN FROM MANAGEMENT

Management support is crucial to the success of any Workplace Wellness Programmes (WWP). As leaders, managers have the opportunity to build supportive work that promote employee health and well-being. Employee environments wellness is a smart investment for today's managers.⁶

Workplace wellness initiatives operate best when the organizational culture, policies, and programmes are supportive of the desired healthy lifestyle practices. This will not happen if management is not on board as they will have to be the ones to steer the workplace in that direction. They need to be represented on committees and in any group that plays an integral role in developing the WWP for their company/organization.

Additionally, managers have to lead by example. Employees are more willing to be involved in initiatives if they see their managers committing as well.

THE ESTABLISHMENT OF A HEALTH & WELLNESS COMMITTEE

A Health and Wellness Committee in the workplace serves the purpose of developing, implementing, promoting, monitoring, evaluating, and financing the WWP.

APPOINT A LEADER

The programme manager or director should be someone who lives a healthy lifestyle or who is personally interested in wellness with the influence and authority to encourage others to change. This leader may not necessarily be found in a managerial position in the organization, but could be made responsible for total oversight or the overall development, planning, implementation and evaluation of the programme.

When making a selection for this position, management should ensure that the delegated authority is understood and recognized by all. Otherwise, organizations may choose to hire a programme director with an assistant to accomplish the task.

APPOINT PLANNING TEAM MEMBERS

These should be representatives from the varying levels and sectors of the organization. For example, the team could include CEOs, managers, Human Resource Personnel, Health, Medical, Safety, Finance, Communications, Marketing, union and non-union persons. This facilitates employee feedback and full support for the programme. Depending on the size of your organization, your team should be between 5 and 12 persons respectively. For larger organizations, it may become necessary to have sub-groups support the core planning team.

ASSESSMENTS

Assessments are important in guiding the development of the WWP as they seek to ascertain the following information:

- a) The extent to which employees engage in healthy lifestyle practices.
- b) Employees' attitude towards improving their health.
- c) Employees' health needs.
- d) Activities addressing health needs that employees are interested or willing to engage in.

There are different types of assessments which will facilitate garnering this information. The assessments referred to in this section are the key ones that are typically used, but is not an exhaustive list. Usually, there are:

1. **An Organizational Audit or Assessment:** this seeks to determine the current situation at the workplace; facilitating or hindering healthy behaviour in the company.
2. **Health Risk and Biometric Assessments:** these look specifically at medical history and current health status.
3. **Nutrition and Physical Activity Assessments:** these specifically address a particular health component. These are critical as other assessments may not go into the details needed for these two components.
4. **An Employee Needs/Interest Survey:** This seek to identify the interests and needs of the employees.

ORGANIZATIONAL AUDIT OR ASSESSMENT

The assessment located in **APPENDIX A** serves as a guideline and should be carried out at the beginning. This tool helps you to determine the level of wellness present within your company's physical environment, your existing programmes and services, your policies and procedures, and in your corporate culture. It should not be intimidating but rather a list of suggestions and ideas that you could incorporate into your programme.

HEALTH RISK ASSESSMENTS

Health Risk Assessments (HRAs) determine health status and risk and provides the basis for counseling, as well as the information needed for corporate goals, type of intervention programmes, and the baseline data for measuring outcomes and improvements.

HRAs may also investigate several areas of employee lifestyle habits for at-risk behaviours such as physical activity, eating patterns, emotional and social health, and preventive care and safety, to name a few.

⁶ Kohl, Alan "The Role Managers Play in Shaping Employee Well-Being", 2017

They may be simple (7-12 questions) or comprehensive (35-75 questions) but should include the basic information to identify and contact the employee whether by ID or telephone number, or email or direct mail.

The HRAs recommended for Jamaica should include family history, medical history, questions on eating and activity habits, smoking and alcohol use, sexual practices or sexual transmitted disease, weapons or conflict history, and readiness to make a health behaviour change. These lifestyle categories essentially identify the top five areas of illness and mortality for Jamaica, which are all lifestyle related and therefore preventable. A few of these areas may provoke controversy and raise issues of confidentiality and stigmatization. If this becomes the case then disarming fears, awareness building, and being comfortable with what they are able to participate in should be the emphasis.

BIOMETRIC ASSESSMENTS

These measure both blood and physical components of employees' health. Using local nearby service providers, where in-house staff is not available, cholesterol and blood sugar levels as well as blood pressure, weight, height, waist circumference (at the navel and not the pants waist), and body fat measurements may be done. This may be used by itself or in conjunction with the HRAs.

Continually promote confidentiality and benefits of participation, making it fun and exciting even with music and refreshments. In companies where the managers aid in promoting the assessments and take the lead in getting them done, plan and aim for a participation rate of at least 70%. The HIV/Syphilis test, if present, should involve pre and post-test counseling and may be optional if staff resistance becomes an issue.

PHYSICAL ACTIVITY ASSESSMENTS

This looks at the individual's readiness as well as the environment's readiness for a physical activity programme. The types of assessments are as follows:

- A) Physical Activity Readiness Questionnaire (PAR-Q test) – This must be administered before engaging employees in the physical activity component of workplace wellness, see TABLE A (page 14)
- B) Fitness Test – This serves as a basic guide in testing cardiovascular endurance, see TABLE B (page 15)
- C) Physical Activity Assessment for the Workplace – This is a short assessment tool on the facilitation of physical activity in the workplaces' environment, culture and programmes, see **APPENDIX B.**

NUTRITION ASSESSMENTS

This looks at the overall workplace environment and the extent to which it supports the promotion of healthy eating. See **APPENDIX C.**

NEEDS/INTERESTS ASSESSMENTS

By including suggested topics to your original HRA questionnaire, you may be able to find the areas of real concern or interest of your employees. These areas, when added either directly or indirectly as a part of your programme, not only motivate employees to change but also encourages their ownership of the programme.

**TABLE A: PHYSICAL ACTIVITY READINESS QUESTIONNAIRE (PAR-Q)/
CONSENT FORM-A SAMPLE** *Adapted from the PAR-Q done by the
Canadian Society of Exercise Physiology*

YES	NO	QUESTIONS
<input type="checkbox"/>	<input type="checkbox"/>	Has your doctor ever said you have a heart condition and that you should only do physical activity recommended by a doctor?
<input type="checkbox"/>	<input type="checkbox"/>	Do you feel pain in your chest when you do physical activity?
<input type="checkbox"/>	<input type="checkbox"/>	In the past month have you had chest pain when you were not doing physical activity?
<input type="checkbox"/>	<input type="checkbox"/>	Do you lose your balance because of dizziness or do you ever lose consciousness
<input type="checkbox"/>	<input type="checkbox"/>	Do you have a bone or a joint problem that could be made worse by a change in physical activity?
<input type="checkbox"/>	<input type="checkbox"/>	Is your doctor currently prescribing drugs (for example, water pills for your blood pressure)
<input type="checkbox"/>	<input type="checkbox"/>	Do you know of any other reason why you should not do physical activity?

If you answered YES

If you answered "yes" to one or more questions, talk with your doctor before you start becoming much more active or before you have a fitness test. Tell you doctor about the PAR-Q and which questions you answered "yes".

If you answered NO

If you answered "no" honestly to all of the questions, you can be reasonably sure that you can start becoming much more physically active or take part in a physical fitness appraisal – begin slowly and build up gradually. This is the safest and easiest way to go.

I have read, understand and completed the questionnaire. Any questions I had were answered to my full satisfaction.

I, (name here) _____ hereby make the commitment to participate in this wellness programme for at least one (1) year, understanding that it will help to (state reason)

FITNESS:

The body's capacity to perform and adapt well to the stress and physical demands of life without becoming fatigued. The fitness level of a person is dependent on the following two factors:

- a) The genetic makeup of his/her body
- b) The ability to do activities that requires flexibility, endurance, and strength

COMPONENTS OF FITNESS

Cardio-respiratory Endurance:

The ability of the body's respiratory and circulatory systems to sustain and transport oxygen to skeletal muscles while undergoing prolonged physical activity at a moderate or vigorous pace.

Muscle Strength:

The muscle's ability to generate and sustain maximum force in one effort.

Muscular Endurance:

The muscles' ability to constantly withstand pressure on a consistent basis over long periods of time.

Flexibility:

The ability of the joints to go through full range of motion exercises without becoming fatigued.

All Personal Trainers must select and administer one of the several clinical fitness tests from an accredited institution before engaging anyone in a structured Physical Activity Programme. An example of a simple fitness test is provided below (TABLE B)

TABLE B: FITNESS TEST

Name: _____ Age: _____ Height: _____ Weight: _____ lbs.

Sex: M F Contact # _____

FITNESS AREA	1 ST RESULT	GOALS	2 ND RESULT	GOALS	3 RD RESULT	GOALS ACHIEVED? WHY? WHY NOT
BMI test						
Resting H/R bpm						
Body fat test						
Push up Test (60 sec)						
Plank (60 sec)						
Squat (60 sec)						
Step-up (60 sec)						
Sit and Reach						
Twist & turn Test						
1 mile run						

DEVELOP THE WELLNESS VISION AND MISSION STATEMENTS

One of the key responsibilities of the team would be to formulate a vision statement which captures where the company wants to go and what they are willing to become. This would incorporate information that employees would have written on their needs/interest survey.

A vision statement is a concise statement that describes the future state of the employee population and the wellbeing initiative. It answers the question – where is the initiative going or what does the organization want it to be? The vision statement should act as a clear inspiration for employees (4). It should be creatively captured and strategically placed throughout the organization, while continually emphasized in meetings.

The mission statement indicates what employers and employees are willing to do to become what is stated in the vision. It is important that both the vision and mission statements align with and are not in contest to those of the organization. This fosters greater unity and cohesion within the company. Having a by-line or catchy phrase which reflects this vision could be useful.

For instance, one company decided to use “Become a WellStar”. Stars became the programme’s ensign. They also used a Tracking card to which stars were attached to keep track of attendance to events.

SELECT PROGRAMME ESSENTIALS

Based upon the agreed results of the organizational audit and those of the risk assessments, the team is ready to select the programme essentials.

FOCAL AREAS OF WELLNESS



PHYSICAL WELLNESS

PHYSICAL ACTIVITY – FACILITATE OPPORTUNITIES FOR INCREASED PHYSICAL ACTIVITY BY:

- Promoting the use of stairs. Ensure stairwells are well lit and decorated with posters encouraging physical activity.
- Designating a “Take the Stairs Day” where only the stairs are used that day.
- Promoting stretch breaks at meetings that go over one hour.
- Providing physical activity demonstrations that can be done at the desk/work station.
- Facilitating purchase of elevated computer stands to allow standing while working on the computer.
- Releasing staff 30 minutes earlier once per week or month to do mass aerobic sessions.

NUTRITION – CREATE A SUPPORTIVE ENVIRONMENT TO FACILITATE HEALTHY EATING BY:

- Making healthy food options available at cafeterias, tuck shops, vending machines and at functions, including meetings.
- Making drinking water easily accessible throughout the day.
- Setting aside a specific day per week as Fruit/Vegetable Day.
- Investing in microwaves and refrigerators to encourage bringing food from home.
- Providing breastfeeding space for nursing mothers.
- Facilitating education sessions and free healthy food sampling to support session

NON-COMMUNICABLE DISEASES – FACILITATE ANNUAL HEALTH CHECKS BY:

- Hosting a Staff Health Fair that facilitates various health checks such as Blood Pressure, Blood Sugar, Cholesterol.
- Facilitating Oral Health Services as several studies continue to confirm the link between tooth loss, decay and periodontal gum disease, stroke, hypertension and poor nutrition.
- Providing access to health checks on specific Health Days/Months commemorated by the Ministry of Health and Wellness.

SMOKING CESSATION - INSTITUTIONALIZE MEASURES IN KEEPING WITH THE PUBLIC HEALTH TOBACCO CONTROL REGULATIONS, WHILE PROVIDING ASSISTANCE TO SMOKERS SUCH AS:

- Smoke Free Environment Signage inside and in the immediate surroundings of the building.
- Educational sessions about the harms of smoking.
- Access to Smoking Cessation Programmes.

SEXUAL HEALTH – PROMOTE SAFER SEX PRACTICES IN ITS HEALTHY LIFESTYLE PROMOTION AND COMPLY WITH THE NATIONAL HIV/AIDS POLICY IN THE WORKPLACE SUCH AS:

- Lunch Hour Rap Sessions
- STI risk assessment and screening
- Stigma and Discrimination sensitization talks

MENTAL WELLNESS

SUPPORT GOOD MENTAL HEALTH AND WELLBEING BY FACILITATING:

- Motivational Lunch Hour Talks
- Staff Fun Day
- Quarterly Games Evening
- Provision of counselling services
- Provision of educational information that includes stress management techniques through the various communication channels that the company makes available to staff

SOCIAL WELLNESS

FACILITATE HEALTHY INTERACTIONS BETWEEN STAFF MEMBERS BY HOSTING:

- Department team building activities
- Staff Fun Day
- Staff Socials
- Inter-workplace competitions

SPIRITUAL WELLNESS

FACILITATE A SENSE OF PURPOSE AND MEANING IN LIFE BY:

- Establishing of a spiritual wellness committee
- Weekly Devotion
- Providing of counselling services

OCCUPATIONAL WELLNESS

FACILITATE SAFETY AT THE WORKPLACE BY:

- Education of staff in groups and via intranet on common hazards in the workplace
- Facilitate the necessary procedures to eliminate identified hazards
- Facilitate appropriate sanitation, lighting, ventilation and pest control measures
- Promote good safety work practices

DETERMINING READINESS TO CHANGE

According to the Stage based model outlined in **APPENDIX D**, understanding one's readiness to change allows for a more deliberate and no 'time-wasting' action plan:

- Those intending to take action in the next 6 months are called **Contemplators**; policy decisions and informing them of awareness building activities, would stimulate change.
- Those intending to take action in the next month would be in **Preparation**; educate them with available material, seminars, health fairs and classes.
- Those who have taken some form of action within the past 6 months, to address a poor habit would be in the **Action** stage; refer them to individual counseling, support groups and motivate them with incentives.
- Those who had been addressing that problem behaviour for well over 6 months would be considered in the **Maintenance** stage; stay close to them with support groups, close follow up, continually motivate by the incentive programme.
- There is yet another group of which you should be aware and these are the **Pre-contemplators**; who are in denial concerning any harmful habits and as a result are difficult to move and require a patient approach. Creating a wellness environment and atmosphere would over time assist in their health improvements. Although some of these may be high risk, participating in a wellness programme is still a matter of choice. An annual health check as an organizational policy may help.

For the company/organization, this information when included in your assessment helps you to prioritize the annual goals and activities for your programme. It also helps the team to direct the employees to the appropriate activities, which are best suited for them. Building, encouraging and supporting them for the success of the whole programme depends on the satisfaction of the participating individual.

DEVELOP PROGRAMME GOALS AND OBJECTIVES

Having done the assessments and surveys, the workplace is now in a position to choose areas of focus.

Goals look at the expected outcomes for the area of focus. They may be one of the measures given as an example under programme essentials or may be what workplaces are encouraged to do in each of the essential areas.

Example of a Goal:

Nutrition – Healthy food options will be accessible at the workplace

Once the goal is agreed upon, the committee must then agree on the particular objectives they will seek to accomplish in order to achieve the goal.

The objectives must be SMART:

- S - Specific:** What specific measures will be taken?
- M - Measurable:** What will determine if the objective is achieved?
- A - Achievable:** Is the objective a feasible one to achieve?
- R - Relevant:** Is the objective in keeping with the needs and interest of the staff? -
- T - Time Bound:** When is the objective expected to be achieved?

Example of one objective for above mentioned Goal:

The beverage vending machine will be changed out to 70% water and 30% natural juices within the next three months (the month could be written).

Change is not always an easy process, so as the goals and objectives are set the measures must be implemented over a period of time, including a supportive, promotional campaign that makes employees look forward to the change that is taking place.

OUTLINE OF ACTION PLAN

At this stage, a plan should be developed that includes:

- Goal(s)
- Objectives
- Activities to achieve Objectives
- Resources needed
- Budget
- Persons responsible
- Timeline
- Marketing/Communication activities
- Evaluation



IMPLEMENTING THE PROGRAMME

MARKETING THE PROGRAMME

In order to make the programme a success, employees should know the vision of the overall programme as well as the specific goals and objectives, and emphasize them.

Marketing the programme to your employees is key in ensuring persons are aware, are motivated to participate, and can identify activities that meet their needs or interests.

They need to be clear on:

- a. How the programme benefits them.
- b. All activities/services that are being offered.
- c. Any changes that will be made in terms of policies.

COMMUNICATION CHANNELS

Effective communication is crucial. This can be done through the use of intranet via emails and pop-ups, intercom, banners, newsletters, posters, bulletin-boards, and announcements in staff meetings.

PROGRAMME LAUNCH

This helps to establish an official start time and create a sense of camaraderie and awareness about the programme and its activities. It's also an opportunity to increase the level of enthusiasm amongst employees for participation in the programme.

Managers should be visible and encourage friendly challenges within and between departments. An exciting kick-off event could be a staff wellness expo with banners, balloons, giveaways, health checks, music and refreshments.

Resource persons for the different aspects of health could be invited to do short, interactive and fun demonstrations or presentations, e.g. a variety of stretch breaks that can be done at desks or in meetings, smoothie sampling with a nutritionist explaining nutrients of items blended, and fun stress management techniques.

PROGRAMME CHAMPIONS

Select a few persons, including managers, who are naturally enthusiastic and passionate about wellness initiatives. These persons will help you to sell the programme by motivating staff to participate in activities, reminding persons about activities, sharing the benefits, and actively leading by example.

LINK ACTIVITIES TO NATIONALLY CELEBRATED DAYS

Use the Ministry of Health and Wellness Calendar of events to influence the type and timing of activities planned. Please see in TABLE D:

INCENTIVES, REWARDS AND RECOGNITION

Programme participation has been known to increase by 50% to as much as 85% as a result of the inclusion of an effective incentive system. However, it is necessary to determine what constitutes an incentive or reward for your employees, one, which also helps you to achieve your corporate/organizational goal.

These may be awarded monthly, quarterly or annually for events participation, goal achievement, highest wellness improvement score, or other predetermined result. They may be in the form of points, wellness bucks, star-cards, tokens or markers which are substituted for prizes at predetermined goals. Participation or health-check completion may be encouraged with simple tokens such as visors, mugs, and bookmarks. Monthly and quarterly gifts could be t-shirts, domino sets, movie or dinner tickets, massages, cosmetology treatments, and even practical items like food hampers or a bale of toilet tissue. Having year-end incentives of a weekend for two at an all-inclusive hotel, a 5 day cruise on a ship, or an airline ticket may bring high participation, results, and cost-benefit savings once well promoted and marketed. Larger investments bring larger returns. Inter-departmental competitions as well as those among other organizations also stimulate involvement.

Periodical or monthly wellness challenges and events keep participants enthusiastic and help to place all persons on the same level of eligibility for monthly or quarterly rewards or the grand prize at the end of the year. Special rewards and recognition plaques may also be distributed then.

TABLE D: NATIONAL AND INTERNATIONALLY CELEBRATED HEALTH DAYS

JANUARY <i>Seasons: Flu & Gastroenteritis</i>	FEBRUARY <i>Seasons: Flu & Gastroenteritis</i>	MARCH <i>Seasons: Flu</i>	APRIL <i>Commemoration for the month: Cervical Cancer Awareness Child Abuse Awareness</i>	MAY <i>Commemoration for the month: Children National Teen Pregnancy Awareness Asthma Awareness Hepatitis Awareness</i>	JUNE <i>Seasons: Hurricane Season Begins Commemoration for the month: Disaster Preparedness Men's Health</i>
	<p>Feb. 4: World Cancer Day</p> <p>Feb. 14: Love Not Drugs</p> <p>Second week of Feb.: Safer Sex week</p>	<p>Mar. 4: World Obesity Day</p> <p>Mar. 4: International HPV Awareness Day</p> <p>Mar. 8: World Kidney Day</p> <p>Second week of March: Salt Awareness Week</p> <p>Second week of Mar.: National Poison Prevention Week</p>	<p>Apr. 6: World Physical Activity Day</p> <p>Apr. 7: World Health Day</p> <p>Last week of April: Vaccination Week in the Americas</p>	<p>First full week of May: Caribbean Mosquito Awareness</p> <p>May 10: Move for Health Day</p> <p>Second week of May: Women's Health</p> <p>May 17: World Hypertension Day</p> <p>May 31: World No Tobacco Day</p>	<p>Jun. 1: Caribbean Nutrition Day</p> <p>June 7: Food Safety Day</p> <p>June 19: Sickle Cell Day</p> <p>June 26: International Day Against Drug Abuse & Illicit Trafficking (IDADAIT)</p>
JULY	AUGUST	SEPTEMBER <i>Commemoration for the month: Prostate Cancer Awareness Childhood Cancer Awareness Sickle Cell Awareness Healthy Aging</i>	OCTOBER <i>Commemoration for the month: Breast Cancer Awareness Oral Health Mental Health Downs Syndrome Awareness</i>	NOVEMBER <i>Seasons: Hurricane Season Ends Commemoration for the month: Parents Drug Abuse Awareness Youth</i>	DECEMBER <i>Seasons: Flu & Gastroenteritis</i>
<p>Jul. 28: World Hepatitis Day</p>		<p>Sept. 8: Caribbean Wellness Day</p> <p>Sept. 10: Suicide Prevention Day</p> <p>Third week of Sept.: National Breastfeeding Week</p> <p>Sept. 29: World Heart Day</p>	<p>Oct. 10: World Mental Health Day</p> <p>Oct. 29: Stroke Awareness Day</p> <p>Oct 1: International Day of Older Persons</p> <p>Oct 24: World Polio</p>	<p>Nov. 14: World Diabetes Day</p> <p>Third week of Nov.: Drug Awareness week</p> <p>Last week of Nov.: Disabilities Awareness</p>	<p>Dec. 1: World AIDS Day</p> <p>Dec. 3: International Day of Disabilities</p>

The main goal of monitoring and evaluating your programme is to see if the goals and objectives are being met and if not, identifying the weaknesses or gaps to address them.

TRACKING

Tracking the progress of your employees will reveal:

- a. To the company the level of participation in the programme or the lack thereof.**
- b. To participants their progress towards their goals and further motivate them to improve their efforts to achieve their personal health goals.**
- c. To the company the persons for recognition, rewards and incentives.**

Companies may want to order or develop a wellness planner/calendar for employees which serve dual purposes, both as a token and for an individual's track record. These may be self-maintained charts or cards, having a partner or companion assigned to one another for greater accountability, or a departmental log book or register. Honesty and truthful reporting may arise as concerns at this point. Contractual agreements made at the beginning may help here since this assumes honour and truthfulness about their health care and emphasizes personal responsibility.

LEARNING TO MANAGE YOURSELF

Making several options available for personal tracking would increase likelihood of overall tracking success. You can use the Self-Directed model for health behaviour change shown in TABLE E.

Participants may be encouraged to keep a log or chart the particular habit, which is to be addressed. They may further determine other areas of weakness and modify as follows:

- 1. Set SMART goals and decide the changes to be made.**
- 2. Identify the triggers for the unhealthy habit and put measures in place to change your environment or situations which give rise to them.**
- 3. Arrange for cost-effective incentives to reinforce the new behaviour pattern, even if it is self-praise or monies saved from changing the habit.**
- 4. Getting social support by informing family, friends and co-workers of your decision so that they may help to encourage you.**
- 5. Preparing for challenges and temptations by pre-planning your responses.**

COMPUTERIZED TRACKING SYSTEMS

User-friendly software helps to manage, monitor, evaluate and generate reports. Individuals also have the opportunity to chart their progress online to determine eligibility for grand prizes. Computerized tracking may be a feasible option and a worthy investment, particularly for large companies where intranet and other computerized facilities exist. For instance, special membership entry swipe cards may be used to track gym attendance.

EVALUATION

Although monthly and quarterly reviews or bi-annual reports may be delivered, full annual evaluation is recommended. However, it is suggested that you spend about 5% of your intervention budget on evaluation. This process helps to assess the effectiveness and impact of your programme, is essential to justify reinvestment, shows where to improve intervention strategies or health initiatives, empowers both employee and organization for goal achievement, and adds to our local workplace health promotion knowledge base.

The evaluation may be divided into three basic stages: the process evaluation, the impact evaluation, and the outcome evaluation. The assessment of cost-effectiveness, which includes Cost Benefit and Return On Investment, is also a part of the overall evaluation process.

TABLE E: HOW TO HELP YOURSELF TO CHANGE POOR HEALTH HABITS- THE SELF DIRECTED MODEL
A BEHAVIORAL SELF-CONTRACT

What is the target behavior? _____

When will this goal be reached? _____

What objectives need to be reached and when?

OBJECTIVES	DATE
1. _____	_____
2. _____	_____
3. _____	_____

What is my action plan? Specify what, when, where, how, and with whom?

What needs to be done to reach the goals?

What will my assistant do?

Rewards for daily objectives:

Reward for long-term goal:

Signed: _____ Date: _____

Support Person _____

Reporting

Many programmes breakdown when they lose accountability. Reporting on the company's aggregate or overall health status, and updating participants as to how they contributed to achieving corporate vision stirs further participation and renews interest in the programme for another year. This should be predetermined and done as monthly, quarterly or bi-annual reviews, as well as your end of year annual review. This accountability at all levels and at every available opportunity, such as departmental meetings, notice boards, intranet, and memos help to stimulate interest as persons see their contribution in meeting the company's wellness vision.

The Process Evaluation

This helps you to determine whether the agreed upon programme design and content were kept or whether your team's decisions and administrative capabilities, your planning, implementation and delivery procedures (enrollment, marketing, etc.), as well as professional services selected positively or negatively affected the running of the programme. You may also check your final participation rates and employee satisfaction at this stage.

Examples of questions that can be asked at this stage are:

- * How many employees expressed interest in participating?
- * How many employees commenced an activity but did not complete it?
- * Did the programme meet the needs of participants?
- * Were employees happy with instructors, resources, communication, incentives and rewards?

The Outcome Evaluation

This seeks to determine whether changes occurred or not in specific individual health outcomes such as cholesterol levels after the nutrition workshop, blood pressure after the hypertension seminars and salt-free menus, and waistline or other biometric/physical measurements with the walking clubs. It is at this point you begin to assess to what degree your goals were met.

The Impact Evaluation

The question answered here would be: 'how did the behaviour, lifestyle habits, attitudes, and corporate culture change, and to what extent was it a result of the intervention and opportunities made?' To effectively measure if organizational culture changes, the team would need to identify the norms or ways different things are done and define the predetermined or accepted standard. Comparing the results of these lifestyle and attitudinal elements from your health risk audit, repeated at the end of one year with your initial baseline data, would assess

the impact of the programme. Whether policies were adhered to or not and the difficulties encountered could also be determined for corporate impact.

Cost-Effectiveness Analysis

Cost-effective analysis helps the programme's manager to determine which programmes are most effective or gives benefits at the lowest cost. Using the programme's objectives as your guideline determines the total operating costs (labour/personnel, equipment/material, marketing/incentives) for each programme implemented against its outcome from your Employee Satisfaction Survey results (**APPENDIX E**), while also checking those who achieved success.

a) Cost-Benefits

Comparing the relative costs of the programme to the stated benefits expressed in dollars would help to reinforce its effectiveness. This analysis involves data collected over a few years and may be done for several areas as deemed appropriate, namely reduction in the number of high-risk persons or decrease in work-days lost or sick days taken, for example. Keeping this simple is advisable and preparing for its interpretation and communication to all company levels is important.

b) The Return On Investment (ROI)

Expressed as a ratio, ROI determines the amount of money saved compared to the amount spent. This figure would be able to reinforce the usefulness of the programme. And, though significant changes may be seen after 1-2 years of intervention, changes stabilize and may be more realistically assessed after 3 to 5 years of wellness intervention activities.

APPENDIX A

THE ORGANIZATIONAL AUDIT

The Purpose of the Organizational Health Audit is to recognize corporate initiatives that positively influence employee health and well-being, and to identify health promotional opportunities within your organization. The Audit includes the following areas in your organization: Physical Environment, Programmes and Services, Policies and Procedures, and Corporate Culture.

HOW TO COMPLETE THE AUDIT

Score the maximum number of points if your organization provides the facility, programme, service or policy. Give less than the maximum number of points should you feel the degree to which the item is offered is limited. For example, if there are one-time awareness programmes, deduct one or more points from each. If you have added information under the other category, please assign up to a maximum of 5 points and add these to your final score.

SECTION 1

PHYSICAL ENVIRONMENT	MAXIMUM # OF POINTS GIVEN	# OF POINTS GIVEN
Fitness facility on-site managed by professional staff	5	
Shower facilities	1	
Occupational health services (on-site medical professionals)	5	
Cafeteria that supports healthy eating (reviewed by a registered dietitian)	5	
Vending machines with healthy options	3	
Ergonomically designed workstations and ongoing consultation by an ergonomic specialist	5	
No safety hazards	3	
Wellness stations	2	
Accessible stairwells	2	
Access to outdoor jogging/walking trails routes	2	
Wellness resource library	2	
Water stations	1	
Bicycle storage area	1	
Other		
Sub total		

Please note the following definitions for items * under Physical Environment

* No Safety Hazards means that safety issues have been discussed and are regularly monitored including smoke-free environment, healthy air, accessible emergency equipment, free from debris and clutter, safe electrical, safe traffic flow, etc.

** Wellness Stations are physical spaces in the organization where employees can go to access wellness information and practice wellness activities. These stations may include wellness pamphlets, blood pressure measurement, weigh scales, BMI charts, tape measures, computerized health risk appraisal, mats, posted exercises for stretching and opportunity for relaxation with videos and/or cassette tapes.

*** Wellness Resource Library includes pamphlets, books, cassettes, tapes, CD's and video.

SECTION 2

PROGRAMMES AND SERVICES ON SITE	MAXIMUM # OF POINTS GIVEN	# OF POINTS GIVEN
Organized fitness programmes professionally staffed	5	
Fitness subsidy programme	2	
Organized recreation/sports programme	2	
Health and Safety committee (both management and employee involvement)	3	
Out-sourced therapist (specify)	2	
Office layout/suitability of furniture- ergonomics	3	
Screening programmes (blood pressure, cholesterol, breast)	2	
Flu Shots	1	
Education related to common diseases/ health conditions such as heart disease, arthritis, diabetes, osteoporosis, cancer, etc.	2	
Substance abuse programme - drugs and alcohol	2	
Wellness needs and interest survey conducted annually	3	
General wellness awareness programmes (lunch n' learns, poster, pamphlets)	2	
Confidential health risk assessment	2	
Nutrition/weight management education	2	
Stress management education	3	
Smoking control programme	3	
Back care education	2	
Daily stretch breaks	2	
Massage therapy programme on-site	1	
Wellness self-care products available to employees & their families	2	
Wellness newsletter/communication tool	2	
Child care/elder care programme designed to meet employee's needs	2	
CPR/ First aid training	1	
No drinking and driving awareness campaign (education and support for company related & personal functions)	1	
Self –defense/personal safety	1	
Other		
Sub-Total		

SECTION 3

POLICIES AND PROCEDURES SUPPORTING HEALTHY WORKPLACES	MAXIMUM # OF POINTS GIVEN	# OF POINTS GIVEN
Flexitime	3	<input type="text"/>
Work from home option	2	<input type="text"/>
Work and family policies	3	<input type="text"/>
Weekday only business travel	1	<input type="text"/>
Smoke-free work environment	3	<input type="text"/>
Programmes offered partially or totally on company time	3	<input type="text"/>
Benefits plan that supports alternative therapies such as massage, naturopathic medicine, chiropractic services, etc.	3	<input type="text"/>
Programme evaluation process including employee satisfaction surveys	2	<input type="text"/>
Casual dress days	1	<input type="text"/>
Other		<input type="text"/>
Sub-Total		<input type="text"/>

SECTION 4

CORPORATE CULTURE	MAXIMUM # OF POINTS GIVEN	# OF POINTS GIVEN
Corporate mission statement that embraces employee health & well-being	5	<input type="text"/>
Visible mission statement related to health/wellness	4	<input type="text"/>
Management recognition/reward for employee participation in health initiatives	3	<input type="text"/>
Managers are healthy role models	2	<input type="text"/>
Quick response to employee input regarding health issues	2	<input type="text"/>
Healthy options for business and social functions	3	<input type="text"/>
Promotion of reasonable workloads	2	<input type="text"/>
Employee participation/leadership encouraged	3	<input type="text"/>
Promotion of regular work hours	2	<input type="text"/>
Flexible approach to time off for personal/family needs	2	<input type="text"/>
Integrated health initiatives*	2	<input type="text"/>
Wellness incentives (contests/interdepartmental challenges)	2	<input type="text"/>
Stretch and nutrition breaks offered in meetings over 1 hour in duration	2	<input type="text"/>
Sub Total		<input type="text"/>
Total – Sections 1 to 4		<input type="text"/>

HOW DOES YOUR ORGANIZATION MEASURE UP?

60-85 points - Bronze Wellness Level

The Bronze Wellness Level represents an organization that recognizes the importance of employee health and well-being and has made an effort to provide some programmes, services and policies to support health.

86-111 points - Silver Wellness Level

The Silver Wellness Level represents an organization that has a strong commitment to employee health and well-being. The Silver designation suggests the following:

- *Several programmes and services are in place to support employee health*
- *Employee health and well-being has been considered in many areas*
- *Health initiatives have been incorporated into many aspects of the organization*

Over 112 points - Gold Wellness Level

The Gold Wellness Award represents an organization that has a high level of commitment to employee health and well-being. Supporting positive health practices should be a norm in the organization. A Gold designation suggests the following:

- There is a strategy in place for managing personal and organizational health
- The organization recognizes a healthy work environment as essential to productivity and profitability
- Supporting positive health practices is integrated into every aspect of the organization

APPENDIX B

PHYSICAL ACTIVITY ASSESSMENT FOR THE WORKPLACE

SECTION 1

PHYSICAL ENVIRONMENT	MAXIMUM # OF POINTS GIVEN	# OF POINTS GIVEN
Fitness facility on-site managed qualified personnel	4	<input type="text"/>
Accessible stairways that facilitate and promote walking at various intervals during the work day	2	<input type="text"/>
Access to outdoor jogging/walking trails/routes	1	<input type="text"/>
Work stations that accommodate standing at various intervals (standing desk and chairs)	3	<input type="text"/>
Sub-Total	10	<input type="text"/>

SECTION 2

PROGRAMMES AND SERVICES ON SITE	MAXIMUM # OF POINTS GIVEN	# OF POINTS GIVEN
Organized Physical Activity programmes professionally staffed	5	<input type="text"/>
Fitness subsidy programme	1	<input type="text"/>
Ongoing Physical Activity Educational Sessions	2	<input type="text"/>
Quarterly or yearly Fitness Test	2	<input type="text"/>
Sub-Total	10	<input type="text"/>

SECTION 3

CORPORATE CULTURE	MAXIMUM # OF POINTS GIVEN	# OF POINTS GIVEN
Stretch breaks in all meetings above one (1) hour	5	<input type="text"/>
Physical Activity breaks at specified times during the day	5	<input type="text"/>

APPENDIX C

TOOL FOR THE ASSESSMENT OF THE NUTRITION ENVIRONMENT IN WORKPLACES

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ASSESSING HEALTHY EATING IN THE WORKPLACE

This sample assessment form can be used or adapted to assess your workplace's eating environment and the support available to help employees with healthy eating.

Name of Institution: _____	Assessment Date: _____
Institution Address: _____	
Parish: _____	Number of Staff: _____
Assessor: _____	Title: _____
Interviewee: _____	Title: _____

AREA	YES	NO	SCORE
------	-----	----	-------

WORKPLACE ENVIRONMENT

POLICY/GUIDE TO PROMOTE HEALTHY EATING

<p>Policy/guide that supports healthy food and drink options at meetings is in place (policy/guide exists, is written and posted/visible)</p> <p>Answer "yes" if policy/guide makes vegetables, fruits, 100% fruit juices, trans-fat free/low salt/low sugar snacks or meals available during meetings.</p>	<input style="width: 30px; height: 20px; border: 1px solid #0072bc;" type="checkbox"/> 2 points	<input style="width: 30px; height: 20px; border: 1px solid #0072bc;" type="checkbox"/> 0 points	_____ points
<p>Policy/guide that supports healthy food and drink options in workplace food service outlets such as canteens, vending machines and tuck shops is in place (policy/guide exists, is written and posted/visible)</p> <p>Answer "yes" if policy/guide makes vegetables, fruits, 100% fruit juices, trans-fat free/low salt/low sugar snacks or meals available at canteens, tuck shops and vending machines.</p>	<input style="width: 30px; height: 20px; border: 1px solid #0072bc;" type="checkbox"/> 2 points	<input style="width: 30px; height: 20px; border: 1px solid #0072bc;" type="checkbox"/> 0 points	_____ points

YOUR WORKPLACES' SCORE ON POLICY/GUIDE TO PROMOTE HEALTHY EATING SECTION	_____ points
MAXIMUM SCORE ON POLICY/GUIDE TO PROMOTE HEALTHY EATING SECTION	4 points

PHYSICAL SPACES THAT SUPPORT HEALTHY EATING

Eating area is provided away from work distractions and includes seating and tables	<input style="width: 30px; height: 20px; border: 1px solid #0072bc;" type="checkbox"/> 2 points	<input style="width: 30px; height: 20px; border: 1px solid #0072bc;" type="checkbox"/> 0 points	_____ points
Hand washing sinks are available	<input style="width: 30px; height: 20px; border: 1px solid #0072bc;" type="checkbox"/> 2 points	<input style="width: 30px; height: 20px; border: 1px solid #0072bc;" type="checkbox"/> 0 points	_____ points
Refrigerators are available	<input style="width: 30px; height: 20px; border: 1px solid #0072bc;" type="checkbox"/> 2 points	<input style="width: 30px; height: 20px; border: 1px solid #0072bc;" type="checkbox"/> 0 points	_____ points
Microwaves and/or toaster ovens are available	<input style="width: 30px; height: 20px; border: 1px solid #0072bc;" type="checkbox"/> 2 points	<input style="width: 30px; height: 20px; border: 1px solid #0072bc;" type="checkbox"/> 0 points	_____ points

YOUR WORKPLACE'S SCORE ON PHYSICAL SPACES THAT SUPPORT HEALTHY EATING SECTION:	_____ points
MAXIMUM SCORE FOR PHYSICAL SPACES THAT SUPPORT HEALTHY EATING SECTION	8 points

PROVISION OF ACCESS TO HEALTHY FOOD AND DRINK CHOICES

Healthy food and drink options are in easy to access locations	<input type="checkbox"/> 1 points	<input type="checkbox"/> 0 points	_____ points
Canteens, vending machines and tuck shops provide a variety of healthy food and drink choices	<input type="checkbox"/> 1 points	<input type="checkbox"/> 0 points	_____ points
Recipes use healthy ingredients; recipe ingredients are lower in fat, trans fat, saturated fat, sodium and added sugars. Whole grains, vegetables and fruits are used where possible	<input type="checkbox"/> 2 points	<input type="checkbox"/> 0 points	_____ points
Smaller portion sizes are available eg. Small muffins or half sandwich and entrée options	<input type="checkbox"/> 1 points	<input type="checkbox"/> 0 points	_____ points
Most (more than 50%) of the food and beverage choices available in canteens, tuck shops and vending machines are healthier food items. Answer "yes" if the healthy foods are items such as skim milk, 1% milk, water, unsweetened flavoured water, 100% fruit juice, low salt, low fat and/or low sugar snacks and meals.	<input type="checkbox"/> 2 points	<input type="checkbox"/> 0 points	_____ points
Less healthy food and drink options (e.g. chips, candy, deep fried foods and high fat / sugar baked goods) are available in small portions and a limited variety.	<input type="checkbox"/> 1 points	<input type="checkbox"/> 0 points	_____ points
Water fountains, tap water, or water coolers are available and in easy to access locations.	<input type="checkbox"/> 2 points	<input type="checkbox"/> 0 points	_____ points
Healthy food and drink options are priced competitively.	<input type="checkbox"/> 1 points	<input type="checkbox"/> 0 points	_____ points
Healthy food and drink options are placed at eye level with less healthy choices in less visible places.	<input type="checkbox"/> 1 points	<input type="checkbox"/> 0 points	_____ points
Nutrition information is provided on the menu or label to help employees with making healthy food choices. Examples include labelling healthy food choices with a symbol and/or providing calories, sodium and fat content on the menu	<input type="checkbox"/> 2 points	<input type="checkbox"/> 0 points	_____ points

AT MEETINGS OR EVENTS

Healthy food and drink options are available at meetings and functions	<input type="checkbox"/> 2 points	<input type="checkbox"/> 0 points	_____ points
Meetings are scheduled outside of mealtimes to allow for meal breaks	<input type="checkbox"/> 2 points	<input type="checkbox"/> 0 points	_____ points
Food and drink are offered at meetings and / or functions only when necessary, such as meal times	<input type="checkbox"/> 2 points	<input type="checkbox"/> 0 points	_____ points

Plain water is offered at meetings	<input type="checkbox"/> 2 points	<input type="checkbox"/> 0 points	_____ points
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AROUND THE WORKSITE

Employees are encouraged to bring healthy food and drink instead of less healthy options	<input type="checkbox"/> 2 points	<input type="checkbox"/> 0 points	_____ points
--	--------------------------------------	--------------------------------------	-----------------

Outside spaces are used for edible gardens	<input type="checkbox"/> 2 points	<input type="checkbox"/> 0 points	_____ points
--	--------------------------------------	--------------------------------------	-----------------

YOUR WORKPLACE'S SCORE FOR THE PROVISION OF ACCESS TO HEALTHY FOOD AND DRINK CHOICES SECTION

MAXIMUM SCORE FOR THE PROVISION OF ACCESS TO HEALTHY FOOD AND DRINK CHOICES SECTION	26 points
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BREASTFEEDING SUPPORT

Policy/guide that supports breastfeeding for employees is in place (policy/guide exists, is written and posted/visible)	<input type="checkbox"/> 2 points	<input type="checkbox"/> 0 points	_____ points
---	--------------------------------------	--------------------------------------	-----------------

Answer "yes" if the policy/guide is included as a component of other employee policies/guides or is a separate policy/guide related to breastfeeding.

Private area that is furnished is provided (other than restroom) that may be used for employees to express breastmilk	<input type="checkbox"/> 2 points	<input type="checkbox"/> 0 points	_____ points
---	--------------------------------------	--------------------------------------	-----------------

Flexible paid or unpaid break times that allow mothers to express breastmilk are provided	<input type="checkbox"/> 2 points	<input type="checkbox"/> 0 points	_____ points
---	--------------------------------------	--------------------------------------	-----------------

Free or subsidized breastfeeding support groups or educational sessions are provided. <i>Answer "yes" if these sessions address breastfeeding as a single health topic or if breastfeeding is included with other health topics. These sessions can be provided in person or online; onsite or off site; in group or individual setting; through onsite staff, community groups or health care practitioners</i>	<input type="checkbox"/> 2 points	<input type="checkbox"/> 0 points	_____ points
---	--------------------------------------	--------------------------------------	-----------------

Paid maternity leave is offered which is separate from any accrued sick leave, annual leave or vacation leave	<input type="checkbox"/> 2 points	<input type="checkbox"/> 0 points	_____ points
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YOUR WORKPLACE'S BREASTFEEDING SUPPORT SECTION SCORE:	_____ points
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MAXIMUM BREASTFEEDING SUPPORT SECTION SCORE:	10 points
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PERSONAL HEALTH PRACTICES

EDUCATE AND INCREASE AWARENESS OF HEALTHY EATING

Brochures, videos, posters, pamphlets, newsletters, or other written or online information that address the benefits of healthy eating are provided.

2 points

0 points

_____ points

Answer "yes" if these health promotion materials address the benefits of healthy eating as a single health topic or if the benefits of healthy eating are included with other health topics

Educational seminars, workshops, or classes on healthy eating are provided.

2 points

0 points

_____ points

Answer "yes" if these sessions address healthy eating as a single health topic or if healthy eating is included with other health topics. These sessions can be provided in person or online; onsite or off site; in group or individual setting; through onsite staff, community groups or health care practitioners.

Images and messages in common areas, food service outlets and vending Machines support Healthy Eating

2 points

0 points

_____ points

YOUR WORKPLACE'S SCORE ON EDUCATE AND INCREASE AWARENESS OF HEALTHY EATING SECTION

MAXIMUM SCORE FOR EDUCATE AND INCREASE AWARENESS OF HEALTHY EATING

6 points

CELEBRATE, RECOGNIZE AND PROVIDE EMPLOYEE SUPPORT

Successes towards healthy eating are celebrated in the workplace

1 points

0 points

_____ points

Employees are encouraged to share success stories and ideas for healthy eating.

1 points

0 points

_____ points

Non-food rewards and recognitions are used such as e-cards, bulletin boards with photos, fitness passes

2 points

0 points

_____ points

Recognition is given to employees who achieve a healthy eating goal or participate in a healthy eating activity

2 points

0 points

_____ points

YOUR WORKPLACE'S SCORE FOR THE CELEBRATE, RECOGNIZE AND PROVIDE EMPLOYEE SUPPORT SECTION

_____ **points**

MAXIMUM SCORE FOR THE CELEBRATE, RECOGNIZE AND PROVIDE EMPLOYEE SUPPORT SECTION

6 points

SUMMARY SCORE

AREA	MAXIMUM SCORE	YOUR WORKPLACE SCORE
WORKPLACE ENVIRONMENT		
Policy/guide to promote healthy eating	4	
Physical spaces that support healthy eating	8	
Provision of access to healthy food and drink choices	26	
Breastfeeding Support	10	
TOTAL SCORE FOR WORKPLACE ENVIRONMENT	48	
PERSONAL HEALTH PRACTICES		
Educate and increase awareness of healthy eating	6	
Celebrate, Recognize and Provide Employee Support	6	
TOTAL SCORE FOR PERSONAL HEALTH PRACTICES	12	
TOTAL ASSESSMENT SCORE	60	

APPENDIX D

FINDING OUT READINESS TO CHANGE POOR HABITS- STAGE-BASED BEHAVIOUR CHANGE

CONCEPT	DEFINITION/ PROCESS	ACTION/ APPLICATION	PERSONAL STRATEGY
Pre-Contemplation (What problem?)	Persons may not realize that change is possible or might be of interest to them, 'I'm OK the way I am, I think.'	See Health Professional, use assessments, personalize info on risks and benefit, conduct awareness campaigns	Make a list of the benefits of change, discuss the need for change with respected friend, complete HRA
Contemplation (Not quite ready)	Thinking about change in the near future or maybe something may have happened to prompt the person to start thinking about change	Encourage sharing of experiences with persons who have succeeded in making lifestyle changes. Assist in making plans or see Health professional	Make list of pros and cons, be open to new info, talk to someone who made the change, list benefits/costs
Preparation, Decision, determination (I will soon)	Make a plan to change taking small steps to change, 'I'm making plans to get started in the next 30 days'	See health Professional- help the person to develop a clear action plan, locate/ organize classes or support group sessions	Read, research and find out best practices, write down goals, set plan and rewards, keep a log, make a verbal commitment and look for support groups
Taking Action (Real behaviour change)	Using your action plan begin making changes based on previous decision, experience, information, new skills, motivation for making the change	Health Professional: assist with feedback, problem solving, social support, reinforcement	Individual: get feedback on goals, refine your step by step action plan, get support, prepare for lapses, record progress in a self-monitoring system, review benefits, tell people you are changing and why
Maintenance (Hang on to changes)	Continue desirable action, practice is required for new behaviour to be consistently Maintained. "My changes are benefiting me. I know I need to keep focused and not revert to old habits. I know what to do if I start to lose motivation."	Health Professional: assist in coping, reminders, finding alternatives, avoid slips / relapses (as it applies to your situation)	Individual: Increase, improve and add to your programme, continue self- monitoring, chart Track your progress, reward yourself and be positive. Do periodic tests/ assessments to make sure you are doing well, enlist support, reconfirm goals by reading and studying, review benefits, think of solutions proactively,

CONCEPT	DEFINITION/ PROCESS	ACTION/ APPLICATION	PERSONAL STRATEGY
<p>Relapse (Uh-Oh.....)</p>	<p>Something comes up and you revert to your old habit. Common examples: you get emotionally upset and revert to smoking or go on a trip and get off fitness routine, hard to restart exercise programme</p>	<p>Health Professional: evaluate reasons for relapse, offer support and encouragement, facilitate individual counseling, help formulate accountability system, assist in re formulating goals and action plan</p>	<p>Individual: Don't become discouraged as most people try several times before becoming permanently successful, review reasons why you wanted to make this change, remind and encourage yourself if you can do it once you can do it again, at the right time develop a new action plan one that addresses the reasons why you stopped last time and try again, increase your accountability, join a support group or someone as a counsel. Never give up, you may lose a battle but this does not mean you have lost the war.</p>

APPENDIX E

EMPLOYEE SATISFACTION SURVEY

General Information

Date of Birth ___/___/___

Sex

Male

Female

Employment Status

Salaried

Hourly

Department

Human Resource

Accounting

Marketing

Customer Service

Computing

Other

Participation in the Health Promotion

1. Have you participated in any aspect of the Health Promotion Programme? (For example, Health Profiles, Health Improvement Programmes, Lunch 'N' Learn Seminars, Exercise Programmes)

(1) Yes (Go to Question 3)

(2) No

2. Which of the following would explain why you have not participated in the Health Promotion Programme? (Check all that apply.)

I was not aware of the programme

Lack of motivation or interest on my part

Programmes are not scheduled at convenient times

Programme locations are too far from my work area

Tight commuting schedule/carpooling arrangements

Other (please specify) _____

Evaluation of the Health Promotion Programme

3. Which of the following health improvements have you made since the start of the programme? (Check all that apply.)

TOPIC AREA	IMPROVED	DID NOT IMPROVE	THIS WAS NOT A PROBLEM FOR ME
Weight management			
Exercise			
Eating habits			
Cigarette smoking			
Alcohol consumption			
Seatbelt use			
Stress management			
Blood pressure management			
Cholesterol management			
General well-being (e.g., nervousness, anxiety, depression)			

Comments:

4. As a result of your participation in the Health Promotion Programmes, how satisfied are you?

- 1**
Very Dissatisfied
2
Dissatisfied
3
Neither Satisfied nor Dissatisfied
4
Satisfied
5
Very Satisfied

5. What effect has the Health Promotion Programme had on your ...(Circle one number per item)

	VERY NEGATIVE	NEGATIVE EFFECT	NO EFFECT	POSITIVE EFFECT	VERY POSITIVE EFFECT
Morale	1	2	3	4	5
Productivity	1	2	3	4	5
Satisfaction with your job	1	2	3	4	5
Satisfaction with your employer	1	2	3	4	5
Health, lifestyle and level of fitness	1	2	3	4	5

6. Please write any additional comments that you have about the Health Promotion Programme.

Modified from *Health Promotion in the Work place* (2002), O'Donell, M.P.

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A man with glasses, wearing a dark suit jacket, a light-colored shirt, and a tie, is sitting in a black office chair. He is in a meditative pose with his legs crossed and his hands resting on his knees, palms facing up. The background is a solid blue color. The image is overlaid with a semi-transparent blue rectangle containing contact information.

✉ jamaicamovesja@gmail.com

🌐 jamaicamoves.com

☎ **876-297-MOVE (6683)**

🌐 www.moh.gov.jm

📷 📺 🐦 @Jamaica_Moves | @themohwgovjm