

HEALTHY WORKPLACE® STANDARD



Healthy Workplace® is a registered trademark of Excellence Canada

LEADERSHIP PASSION AND COMMITMENT OF TIME, ENERGY, AND RESOURCES IS STILL THE MOST CRITICAL PART OF ANY STRATEGIC PLAN TO ENGAGE AND EMPOWER YOUR PEOPLE

Healthy Workplace® was developed by Excellence Canada in association with health and work safety professionals from across Canada, including mental health specialists, and is based on research and the experiences and outcomes of successful organizations.

Healthy Workplace® provides you with a strategic approach and a step-by-step methodology to cultivate a healthy work environment and improve the lives of employees and their families. Implementing the *Healthy Workplace®* Standard:

- Moves traditional health promotion programs toward a comprehensive, holistic and integrated healthy workplace system
- Ensures success through its progressive implementation system to achieve Certification under the four levels of the prestigious *Canada Awards for Excellence* program
- Creates a blueprint for building a culture of continual improvement by embedding ongoing monitoring, measuring, and reporting
- Integrates the requirements of the *National Standard of Canada for Psychological Health and Safety in the Workplace*

Healthy Workplace® key outcomes:

- Leadership commitment to *Healthy Workplace®* principles
- Broad team support of the organization's vision, mission, and values
- A comprehensive planning process for *Healthy Workplace®* with measurable goals
- Alignment to the organization's broader strategic plan with input from all stakeholders
- Awareness and understanding of the key factors that influence employee well-being and workplace health
- Programs in place that address the clearly-defined health needs of employees
- Measured improvement in:
 - employee engagement
 - communication
 - focus on process and risk management
 - productivity by creating a happier, healthier, and more engaged workforce
- Cost reduction and profitability
- Improved customer experience
- Focus on prevention versus correction

Next Steps Toward Your Own *Healthy Workplace*®

Conduct a Self-Assessment

Discover your organization's strengths and opportunities by comparing it to the Excellence Canada framework and detailed requirements for *Healthy Workplace*®.

A self-assessment can help you:

- identify gaps for improvement
- jump-start a change initiative or energize current initiatives
- engage your workforce
- focus your organization on common goals
- compare your organization against industry benchmarks
- align your resources with your strategic objectives
- deliver world-class results
- evaluate your organization's processes and their impact on results
- measure your progress toward your goals and objectives

Survey Your Employees

Excellence Canada's survey is an effective method for assessing risks, needs, gaps, and is the foundation for setting goals and action planning.

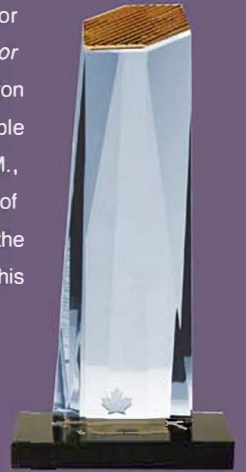
Provide Your Leadership

Our Implementation Guide to the Requirements for the *Healthy Workplace*® Standard is a comprehensive tool for assisting your self-assessment and the development of strategies to close gaps.



Canada Awards for Excellence

Organizations that are successfully certified under the *Healthy Workplace*® Standard, at the Silver, Gold, and Platinum levels, are eligible for recognition under the *Canada Awards for Excellence* program, of which the Patron is Her Excellency, the Right Honourable Julie Payette C.C., C.M.M., C.O.M., C.Q., C.D., the Governor General of Canada. Excellence Canada is the custodian and adjudicator of this prestigious awards program.



To obtain a complimentary copy of the detailed *Healthy Workplace*® Requirements please visit www.excellence.ca or call 1 (800) 263-9648 ext 250.

Value-Added Services

- Coaching
- Assessments
- Surveys
- Training
- Sharing Effective Practices

Our certified coaches will help determine your individual needs. We will work with you every step of the way to get you started on your journey to *Healthy Workplace*®.

>>> Call Karen Jackson, Senior Advisor, *Healthy Workplace*® Strategies, at 1-800-263-9648 ext 250 or email Karen@excellence.ca



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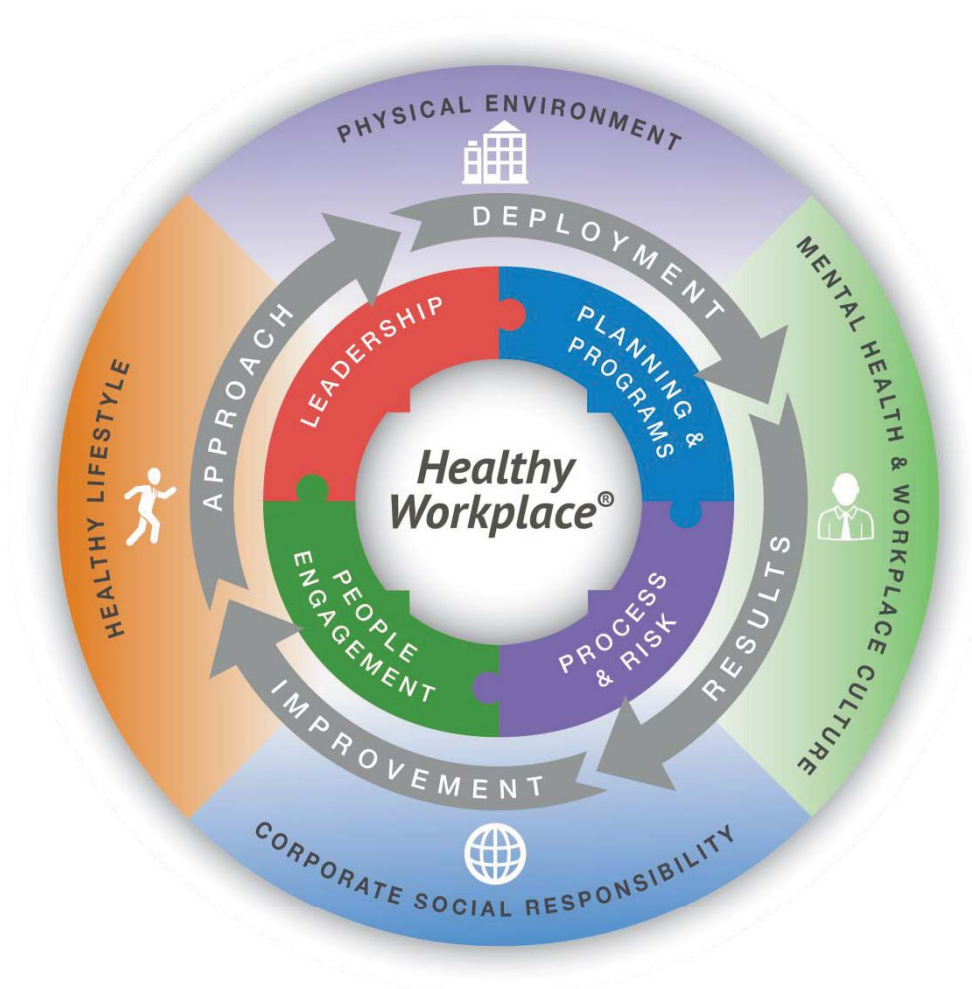
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Canada Awards for Excellence
Healthy Workplace[®] Standard



A *Healthy Workplace®* is one in which the organization cares about the physical and psychological health and safety of its employees and establishes systems and programs to achieve and maintain exemplary health. Individuals are nurtured, treated fairly, and have equal access to wellness programs. The organization provides its people with the tools and programs to create and sustain an environment where they are valued, engaged, and can thrive.

Introduction to *Healthy Workplace*®

The *Canada Awards for Excellence Healthy Workplace*® Standard has been developed in four levels to make it easier for organizations to implement using a staged approach. Organizations may apply for certification as the requirements of each level have been achieved.

To apply for certification at each of the four levels, *Excellence Canada* requires an application describing how the organization meets the Standard's requirements at that level, as well an Excellence Canada survey. The intention of this brief survey is to ensure broader participation to support the verification process. For certification at the Silver, Gold, and Platinum Levels, a site visit is also required by a team of our professional verifiers who will visit the organization for one or two days, depending on the scope and size of the application.

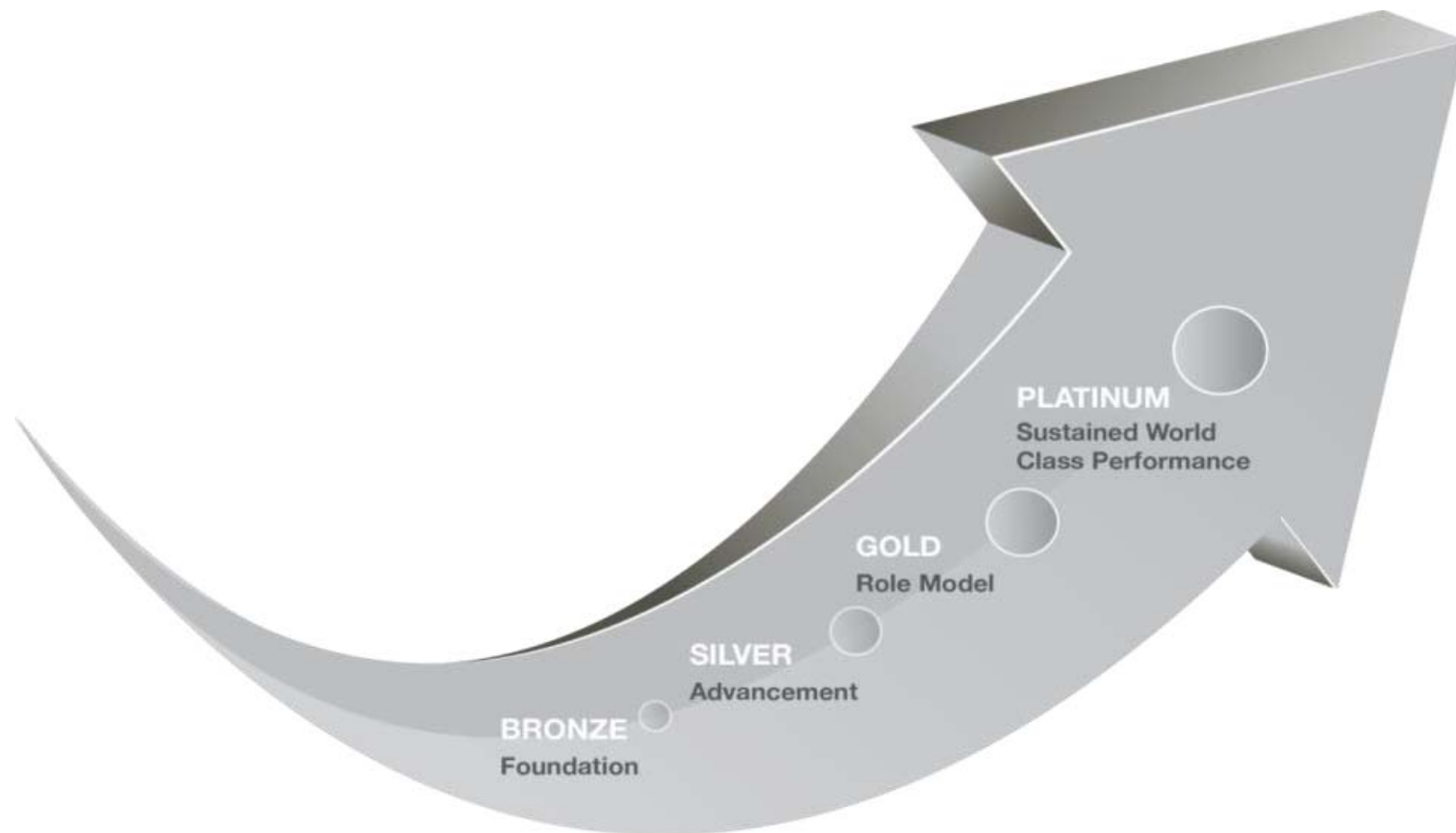
The chart on page 2 breaks down each level into four areas of focus called business drivers, namely: Leadership; Planning & Programs; People Engagement; and Process & Risk. Each of these drivers has requirements associated with it that integrate the four pillars of a healthy workplace, namely: Physical Environment; Healthy Lifestyle; Mental Health & Workplace Culture; and Corporate Social Responsibility.

The chart on page 4 illustrates the relationship between all of these elements, and how a process of deployment, measured results, and feedback lead to a continual improvement cycle called Excellence!

Canada Awards for Excellence

Organizations that are successfully certified at the Silver, Gold and Platinum levels of the *Healthy Workplace*® Standard may qualify for Silver, Gold or Platinum recognition under the *Canada Awards for Excellence* program, of which the Governor General of Canada is the Patron.

The *Healthy Workplace*® Standard and its accompanying comprehensive four-level implementation guide, plus associated self-assessment materials, are available through our e-commerce site at <http://www.excellence.ca/en/knowledge-centre/resources/healthy-workplace-standard> or you can email bonita@excellence.ca or call 1-800-263-9648 ext. 233 for more information.



EXCELLENCE CANADA
HEALTHY WORKPLACE®

OUTCOMES EXPECTED AS EACH LEVEL IS ACHIEVED

BRONZE FOUNDATION	SILVER ADVANCEMENT	GOLD ROLE MODEL	PLATINUM SUSTAINED WORLD CLASS PERFORMANCE
<p>Bronze Level demonstrates a clear commitment to physical and psychological health and safety in the workplace</p> <ul style="list-style-type: none"> ✓ The organization is in the early stages of implementing a long-term strategic focus on healthy workplace that promotes good principles and practices as outlined in this Program. ✓ A commitment to continuous improvement with awareness and education on the Requirements, and using internal and/or external assessment, either in a pilot project or across the organization, to assist the process of establishing priorities for improvement. 	<p>Silver Level builds on the commitment and foundation established at the Bronze Level.</p> <ul style="list-style-type: none"> ✓ A solid methodology is in place across the organization based on these Requirements, and has been implemented in key areas. ✓ The organization is in transition from a focus on “reacting” to issues to a more preventative approach. ✓ Positive results are being achieved from improvement efforts in some areas. 	<p>Gold Level builds on the solid implementation of healthy workplace established at the Silver Level.</p> <ul style="list-style-type: none"> ✓ There is organization wide implementation of the strategic focus on healthy workplace through the understanding and application of the Requirements. ✓ There is a sound, systematic approach to a healthy workplace in place. 	<p>Platinum Level builds on the achievements and outcomes from the previous three levels with a focus on establishing sustainable practices.</p> <ul style="list-style-type: none"> ✓ The organization has achieved good to excellent results and positive trends from its efforts for overall improvement in healthy workplace. ✓ The organization can clearly identify sustained improvements against specific objectives and goals.
<p>The key outcomes of the Bronze Level are:</p> <ul style="list-style-type: none"> ✓ Broad team support of the vision, mission, and values. ✓ Recognition of the importance of embedding healthy workplace principles in decision making at all levels of the organization. ✓ Policy statements related to healthy workplace ✓ An organization-wide or pilot Healthy Workplace Plan is drafted 	<p>The key outcomes of the Silver Level are:</p> <ul style="list-style-type: none"> ✓ A wider understanding by employees of the organization’s strategic approach to a healthy workplace. ✓ Broader participation by employees in achieving the organization’s healthy workplace goals. ✓ Strategic and operational plans are in place. ✓ Establishment of baseline indicators, measures and related goals for healthy workplace. 	<p>The key outcomes of the Gold Level are:</p> <ul style="list-style-type: none"> ✓ Positive achievements in meeting and exceeding strategic goals. ✓ An organization-wide focus on healthy workplace issues. ✓ Positive results are being achieved across all drivers, across all areas/departments of the organization. ✓ Widespread quantifiable improvement as a result of moving from reactive to proactive approaches and practices. 	<p>The key outcomes of the Platinum Level are:</p> <ul style="list-style-type: none"> ✓ Sound systemic approach to healthy workplace. ✓ Continuous improvement is a “way of life” with full integration into culture and systems. ✓ Sustained positive improvements in all areas over at least three years (trend data required). ✓ The organization is viewed as a leader in terms of knowledge sharing, industry and benchmark leadership and best practices.
<p><i>Organizations will be required to respond to an on-line staff survey to be conducted by Excellence Canada. This level requires an application for review and a site visit is not required.</i></p>	<p><i>This level requires an application plus an Excellence Canada approved assessment. A site visit will be required by an Excellence Canada team of professionals. Organizations will be required to respond to an on-line staff survey to be conducted by Excellence Canada. Successful applicants will be eligible to receive a Silver Canada Awards for Excellence.</i></p>	<p><i>This level requires an application plus an Excellence Canada approved assessment. A site visit will be required by an Excellence Canada team of professionals. Organizations will be required to respond to an on-line staff survey to be conducted by Excellence Canada. Successful applicants will be eligible to receive a Gold Canada Awards for Excellence.</i></p>	<p><i>This level requires an application plus an Excellence Canada approved assessment. A site visit will be required by an Excellence Canada team of professionals. Organizations will be required to respond to an on-line staff survey to be conducted by Excellence Canada. Successful applicants will be eligible to receive a Platinum Canada Awards for Excellence.</i></p>

THE REQUIREMENTS

BRONZE FOUNDATION	SILVER ADVANCEMENT	GOLD ROLE MODEL	PLATINUM SUSTAINED WORLD CLASS PERFORMANCE
1.1 Leadership	2.1 Leadership	3.1 Leadership	4.1 Leadership
<p>a) It is important that the senior leadership team endorses and supports a set of Guiding Principles which were developed with input from all stakeholders, and communicated widely across the organization (see Guide).</p> <p>b) The organization has stated and communicated its commitment to a healthy workplace, and has allocated financial, human and other resources to improve the health of employees.</p> <p>c) The organization has a commitment to develop and/or amend policies for the promotion of a healthy workplace.</p> <p>d) The organization has a method to review and ensure compliance with relevant provincial and national case law, regulations and standards, e.g., employment standards, labour relations rulings, human rights legislation, law of torts, Workers' Compensation laws, occupational health and safety legislation, employment contract law, privacy and confidentiality, and other legal system influences.</p> <p>e) In the decision-making process, the organization considers the wide-spread health impact of decisions on employees and their families.</p> <p>f) There is a clear process by which the leadership team can monitor and be kept informed about the impacts of physical and psychological health and safety changes in the workplace.</p>	<p>a) The organization fosters a work environment where coworkers and supervisors are supportive and responsive to employees' physical and psychological health, safety and well-being. The leaders actively "walk the talk".</p> <p>b) The organization works at improving the interpersonal skills of employees at all levels, as well as the emotional intelligence and leadership abilities of people managers, so that they can effectively lead and positively influence organizational culture and the health and well-being of employees.</p> <p>c) There is a plan to provide education to all employees to increase awareness on the benefits associated with both physical and psychological health and safety.</p> <p>d) There is mutual responsibility and clear cascading of accountability for healthy workplace priorities and continuous improvement throughout the organization.</p> <p>e) The corporate social responsibility plan demonstrates the organization's commitment to family, community and society, and includes participation of all levels of employees.</p>	<p>a) The organization demonstrably fosters a work environment where coworkers and supervisors are supportive of employees' physical and psychological health and safety concerns, and they respond appropriately as needed.</p> <p>b) Education is provided to all levels of current and new employees to increase awareness and understanding of the health and safety issues in the workplace.</p> <p>c) The corporate social responsibility plan demonstrates the organization's ongoing commitment to family, community and society and this is measured and tracked as part of overall business planning.</p> <p>d) Indicators of effectiveness of leadership in fostering a healthy workplace have been established and are actively measured.</p>	<p>a) The organization continues to foster a work environment where coworkers and supervisors are supportive of employees' physical and psychological health and safety concerns, and they respond appropriately as needed.</p> <p>b) Highly effective workplace "best practices" are identified and shared, internally and externally.</p> <p>c) The corporate social responsibility plan continues to demonstrate the organization's commitment to family, community and society and its effectiveness is measured.</p> <p>d) The organization continues to demonstrate consistent measures of improvement in meeting relevant provincial and federal case law, regulations and standards, e.g., employment standards, labour relations rulings, human rights legislation, law of torts, Workers' Compensation law, occupational health and safety legislation, employment contract laws, privacy and confidentiality and other legal system influences.</p>

BRONZE FOUNDATION	SILVER ADVANCEMENT	GOLD ROLE MODEL	PLATINUM SUSTAINED WORLD CLASS PERFORMANCE
1.2 Planning & Programs	2.2 Planning & Programs	3.2 Planning & Programs	4.2 Planning & Programs
<ul style="list-style-type: none"> a) Assessment has been conducted to identify physical and psychological health and safety hazards and risks, and to evaluate mental health and workplace culture. b) Employee input is used to measure and assess engagement and well-being, and the results and any related action plans are communicated across the organization. c) The Healthy Workplace Plan is drafted and is aligned to the Strategic Plan. d) A committee oversees the development and execution of the Healthy Workplace Plan and a senior leader is engaged as the Sponsor of the Plan. e) There is a commitment to design, develop, implement and evaluate initiatives that support a healthy workplace. f) The organization plans and carries out communication strategies to improve awareness of factors that influence the physical and psychological health and safety in the workplace. 	<ul style="list-style-type: none"> a) The Healthy Workplace Plan clearly links to the Strategic Plan and related operational and business plans. S.M.A.R.T. goals are based on current evaluations and needs assessments, addressing key elements of a healthy workplace and have been communicated across the organization. b) Key stakeholders have been consulted to assess physical and psychological health and safety risk factors and to identify healthy workplace issues. c) Physical and psychological health and safety needs assessments are routinely conducted. d) Assessment results are analyzed according to degrees of risk, and preventive measures are updated accordingly or new preventive measures are implemented. e) The organization has identified and is tracking key indicators, e.g., human resources, health and safety, and Voice of the Employee data. f) Programs and initiatives for a healthy workplace have been designed and implemented based on identified needs and address risks identified. g) A plan for evaluation, e.g., outcomes, impact, and cost-benefit of the healthy workplace plan and related programs and initiatives has been established and implemented. h) The organization uses a variety of methods to promote physical and psychological health and safety in the workplace and communicate the results of the evaluation processes, action plans and related goals. 	<ul style="list-style-type: none"> a) There is ongoing commitment to continuous improvement through routine review of the overall physical and psychological health and safety management system b) The Healthy Workplace Plan is monitored, evaluated and updated as appropriate. S.M.A.R.T. goals are being met. c) Assessments are routinely scheduled and conducted to identify new, continuing, or emerging physical and psychological health and safety hazards and risks, workplace culture and the supportive nature of the environment. d) Using a risk matrix approach, assessment results are routinely analyzed according to degrees of physical and psychological health and safety risk, and preventive measures and programs are being implemented to address the areas identified as most at risk. e) Key indicators that are relevant to a healthy workplace are being tracked and analyzed, e.g., human resources, wellness and Voice of the Employee indicators. f) Evaluations of the healthy workplace programs and initiatives are conducted to determine successes, strengths and opportunities for improvement. g) The organization continues to use communication strategies to promote physical and psychological health and safety in the workplace and to communicate its goals 	<ul style="list-style-type: none"> a) Relevant organizational assessments for physical and psychological health and safety hazards and risks are completed routinely. There is consistent achievement in meeting S.M.A.R.T. goals for a healthy workplace. b) Trend data from key indicators and assessments of initiatives and programs are reviewed, analyzed and communicated to the appropriate stakeholders on a scheduled basis. c) Evaluation of the effectiveness of initiatives, approaches and programs and the impact on intended target groups continues to be conducted and evaluation results responded to appropriately. d) There is broad understanding and involvement throughout the organization of priorities and goals, and progress on plans and results are communicated and celebrated.

BRONZE FOUNDATION	SILVER ADVANCEMENT	GOLD ROLE MODEL	PLATINUM SUSTAINED WORLD CLASS PERFORMANCE
1.3 People Engagement	2.3 People Engagement	3.3 People Engagement	4.3 People Engagement
<ul style="list-style-type: none"> a) The organization ensures that employees are aware of the goals and related policies of its healthy workplace focus. b) The organization is committed to a continuous learning environment for all employees and provides training and development opportunities to meet needs. c) Human Resources policies address relevant human rights legislation and issues to protect against harassment and discrimination and these policies promote diversity, equity and inclusivity in the workplace. d) The organization fosters a transparent work environment where employees clearly understand their roles and responsibilities as outlined in current position descriptions, and the impact of their role on the Vision, Mission, and Values of the organization. e) A Healthy Workplace is seen as the responsibility of all employees, and the organization is committed to encouraging employees to take steps and champion initiatives to support personal and team well-being. 	<ul style="list-style-type: none"> a) There is a system in place for recruitment, selection, and on-boarding of employees. b) There is a system in place for the management of employee performance and retention. c) A Return-to-Work and disability management system is in place. d) Training and development requirements are determined with employee input, and employees are encouraged to and assisted in acquiring and implementing new skills. e) Management provides various avenues for employees to provide feedback, and to put forward innovative ideas and suggestions for improvement. f) Barriers to participation in healthy workplace programs are identified and their removal is incorporated into the Healthy Workplace Action Plan. g) Barriers for employees seeking assistance with health and other job related issues have been identified and their removal is incorporated into the Healthy Workplace Action Plan. h) There are formal and informal mechanisms in place to recognize the contribution of employees and teams on an ongoing basis. 	<ul style="list-style-type: none"> a) Employees can easily seek assistance in addressing issues, concerns and opportunities and their concerns and ideas are promptly addressed. b) Employees are involved in discussions about how their work is accomplished and how important decisions affecting them are made, and they have influence over these discussion/decisions to the extent possible and reasonable. c) Innovative ideas from all levels of employees are encouraged, shared and celebrated. d) Barriers to participation in healthy workplace programs are being identified and eliminated. e) The organization evaluates the effectiveness of training programs in developing interpersonal and emotional job skills, and continues to promote and encourage participation. f) There is evidence that the Return-to-Work and disability management system is effective. 	<p>Trend data demonstrates that:</p> <ul style="list-style-type: none"> a) Employees are encouraged and receive support to develop their interpersonal, emotional and job skills; b) Employees' are engaged, enjoy and feel connected to their work, and are motivated to do their jobs well; c) Employees' physical and psychological health and safety is protected and supported at work and trends show improvement over time; d) Employees are able and comfortable to ask questions, seek feedback and report concerns without fearing negative consequences to themselves, their jobs or their careers; e) An effective Return to Work and disability management process is in place; and f) Healthy Workplace training is effective.

BRONZE FOUNDATION	SILVER ADVANCEMENT	GOLD ROLE MODEL	PLATINUM SUSTAINED WORLD CLASS PERFORMANCE
1.4 Process & Risk	2.4 Process & Risk	3.4 Process & Risk	4.4 Process & Risk
a) There is a commitment to assess the impact of organizational structure, work processes and job design on employee physical and psychological health and safety. b) There is a commitment to address workload, expectations, and work-life balance, as it relates to performance and other issues, e.g., stress, family, morale, working long hours, emails after hours, etc.	a) Organizational structure, work processes and job design are assessed for their impact on employee physical and psychological health and safety, and issues are analyzed, addressed effectively, documented and communicated. b) There is a process to manage workload and expectations so that employee tasks and responsibilities can be accomplished successfully within the time generally available during normal working hours. Issues affecting employees' workload have been assessed for the impact on employee health and safety; and strategies have been put in place to address the issues. c) Employee teams are engaged and help to choose and/or create solutions for identified physical and psychological health and safety risks. d) As organizational changes occur, new policies and programs are introduced and process changes are made, as part of a change management program.	a) Organizational structure, work processes and job design are routinely assessed for their impact on employee physical and psychological health and safety, and issues are analyzed, addressed effectively, documented and communicated. b) There is a psychological job fit process that ensures a good match between employees' interpersonal and emotional competencies, job skills and the position requirements. Where there are gaps, steps are taken to improve employees' interpersonal and emotional competencies and jobs skills, or the position is adjusted, within reason. c) Employee teams are engaged and help to review and evaluate outcomes of solutions for risks identified.	a) Organizational structure, work processes and job design are routinely assessed for their impact on employee physical and psychological health and safety, and issues are analyzed, addressed effectively, documented and communicated. b) There is evidence that the change management system is effective.

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