

# HEALTHY WORKPLACE® ESSENTIALS IMPLEMENTATION GUIDE



on taking an important step toward fostering a  
Healthy Workplace in your organization!

Excellence Canada is pleased to provide this detailed *Healthy Workplace*® Essentials Implementation Guide with compliments of Alberta Blue Cross. We welcome you to reach out with any questions you may have after reviewing it.

To help get you started, please [click here](#) to view an 18-minute video presentation about getting started on your journey toward a Healthy Workplace.

When combined with your BALANCE Program, this organizational guide provides a strategic approach to employee wellness, ensuring that all your initiatives and programs are aligned for maximum benefit, saving money and time.



In addition to increasing employee engagement and productivity, Excellence Canada certification can also enhance your organization's reputation as an employer of choice. Get certified and proudly display the certification logo in your emails, marketing materials, and on your website. Inquire for more details and to see if this is right for you.

We wish you well on your journey!

## Questions? Contact Us

**Karen Jackson**

Senior Advisor, Healthy Workplace

1-800-263-9648 ext 250

[karen@excellence.ca](mailto:karen@excellence.ca)



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## HEALTHY WORKPLACE<sup>®</sup> ESSENTIALS

Right for your employees. Right for you.



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## REQUIREMENTS AND IMPLEMENTATION GUIDE

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## Acknowledgments

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## Overview

*Excellence Canada*<sup>1</sup> is an independent, not-for-profit organization committed to enhancing Canada's national well-being and global leadership through the adoption of management principles and practices that reinforce and sustain excellence in all sectors of our economy. The *Excellence Canada* Board of Directors is comprised of a diverse group of leaders from all sectors across Canada.

## Contact Excellence Canada

Bonita Savard, Manager, Certification and Awards  
Excellence Canada  
1-800-263-9648 Ext 233  
bonita@excellence.ca

### ***Excellence Canada***

#### **Mission**

The Mission of *Excellence Canada* is to Help Improve Organizational Performance and Recognize Excellence.

#### **Vision**

The vision of *Excellence Canada* is to Promote and Enable Excellence in Every Organization in Canada.

*Excellent organizations continually improve performance; they are innovative, competitive, and customer focused; they are healthy, inclusive, and sustainable; and they are economically, socially, and environmentally responsible.*

#### **Values**

**PRIDE: People, Relationships, Integrity, Dedication, Excellence**

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<sup>1</sup> National Quality Institute changed its name to *Excellence Canada* in November 2011.



## Introduction to *Healthy Workplace® Essentials*

***Healthy Workplace® Essentials*** is committed to cultivating a healthy and safe work environment and improving lives. It provides a comprehensive approach to establishing a solid foundation for organizational health and employee well-being through a focus on the most “essential” policies, practices, and programs to hard-wire the organization for success.

The key outcomes for *Healthy Workplace® Essentials* are:

- Leadership commitment to *Healthy Workplace®* principles
- Broad team support of the vision, mission, and values
- A structured and comprehensive planning process for *Healthy Workplace®* with measurable goals that align and link to the organization’s broader Strategic Plan and that are communicated to all stakeholders
- Enhanced awareness and understanding of the key drivers and factors that influence employee well-being and workplace health
- *Healthy Workplace®* program(s) are in place that are improving the health of employees
- Marked improvement in:
  - employee engagement
  - communication
  - focus on process and risk management
  - customer experience
  - focus on prevention versus correction

*Healthy Workplace® Essentials* reflects basic requirements in the more comprehensive and progressive *Excellence, Innovation and Wellness®* Standard and the *Healthy Workplace®* Standard under the *Canada Awards for Excellence* Program. Should organizations decide to pursue a more comprehensive journey when they have completed this *Healthy Workplace® Essentials* Program, they will be well-positioned to proceed to either the Bronze Level of the *Excellence, Innovation and Wellness* Standard or the Silver Level of the people-focused *Healthy Workplace®* Standard. Both of these Standards lead to recognition through the ***Canada Awards for Excellence***.

## Start-up is Easy

The Start-up package includes:

- Assessment Worksheets
- Planning & Communication Templates
- Employee Survey (optional)
- Webinar

You can also keep employees engaged throughout the year:

- *Healthy Workplace®* Newsletter including programs and activity ideas that can be easily implemented through *Canada’s Healthy Workplace Month®* at [www.healthyworkplacemonth.ca](http://www.healthyworkplacemonth.ca)

Reports Included:

- Assessment Report
- Scoring Results
- Employee Survey Report

## *Healthy Workplace® Essentials*

### Overview of Requirements

1. The organization has a stated commitment that fosters physical and psychological health and safety in the workplace and has communicated this commitment across the organization
2. A health and safety policy (or separate policies) has been developed with input from employees and includes reference to the reinforcement and promotion of both physical and psychological health and safety in the workplace
3. Education about employee health and well-being is made available, is accessible, and is ongoing
4. A committee oversees the development and execution of the Plan and a senior leader is engaged as the Sponsor of the Plan.
5. Healthy workplace planning, programs, and services reflect the personal health and wellness needs, concerns and interests of all employees, including employees on disability leave.
6. Key *Healthy Workplace®* priorities with measurable indicators and goals have been developed and are aligned to the strategic business plan and/or Human Resource plan.
7. The organization plans and carries out communication strategies to improve awareness and to promote physical and psychological health and safety in the workplace.
8. Employees are empowered to provide input on work-related matters such as supervision, productivity goals, work schedules, equipment, training, and the health and safety of their work environment.
9. The workplace environment is supportive and employees can participate in *Healthy Workplace®* programs and seek assistance whenever they are having health or safety-related problems at work.
10. Organizational structure, work processes, and job design are assessed for their impact on employee health and safety, and improvements are discussed, documented, and implemented.

# R E Q U I R E M E N T S

Educate

Engage

Empower

Evaluate

# GUIDE

## IMPLEMENTATION GUIDE

## Healthy Workplace® Essentials Guide

### Getting Started

To create a foundation of organizational wellness, there are ten critical milestones to accomplish.

CRITICAL MILESTONES -Checklist		✓
1	Leadership buy-in – Create a “Business Case” to support the focus and implementation of a healthy workplace program. Meet with the CEO (senior leader) to obtain the go-ahead.	
2	Leadership support - Identify an Executive Sponsor (e.g., CEO, Senior Leader)	
3	Develop Project Charter (roles and responsibilities), Implementation Plan and Communications Strategy	
4	Appoint a Champion and Steering Committee/ <i>Healthy Workplace®</i> /Wellness Team	
5	Review Requirements and conduct an initial self-assessment (strengths and opportunities, and scores) with a cross-functional team of individuals representing different areas and levels of the organization. (See Appendix A Self-Assessment Worksheet)	
6	Involve and engage employees across the organization	
7	Provide education/highlights to all employees	
8	Close any gaps identified during the self-assessment	
9	Reassess to determine progress and readiness for certification (See Appendix F - Certification)	
10	Prepare a Submission for <i>Healthy Workplace® Essentials</i> (See Appendix G –Submission template)	
Celebrate and continue your <i>Healthy Workplace® Essentials</i> journey!		



### *Healthy Workplace® Essentials*

To complete the *Healthy Workplace® Essentials* program, organizations need to demonstrate how they meet each of the following:

- A. Guiding Principles
- B. Requirements

### **Certification**

In order to be certified, an organization must complete a self-assessment against each one of the requirements and submit an application to Excellence Canada detailing how it satisfies each requirement. An Excellence Canada Lead Verifier will review the application and notify the applicant of the certification status. More details about this process are outlined in Appendix F.

### *Canada Awards for Excellence*

Organizations that are successfully certified under the *Healthy Workplace® Essentials* program will have substantially achieved the Bronze level of the more rigorous *Healthy Workplace® Standard* and are eligible to embark on a more comprehensive journey for Silver, Gold, and Platinum awards under the *Canada Awards for Excellence* Program.



Her Excellency the Right Honourable Julie Payette, C.C., C.M.M., C.O.M., C.D., Governor General of Canada, is the Patron of Excellence Canada's *Canada Awards for Excellence*, which is owned and adjudicated by Excellence Canada.

## A. Guiding Principles

A workplace where employees are physically and psychologically healthy and safe requires and is sustained by a set of Guiding Principles.

- ❑ Please attach your organization's Guiding Principles that were developed with input from all stakeholders and communicated widely across the organization. (The organization may already have in place Principles pertaining to the health and safety of its employees. These should link closely to the Principles outlined below.)
- ❑ It is important that the organization's senior leadership team appreciates and accepts these Principles.
- ❑ A signed statement by the appropriate senior leader is required to demonstrate that the organization supports these principles, and its leaders are committed to the process and will abide by the Principles. This may be the CEO, President or (in the public sector) the Minister, Deputy Minister or Executive Director.

### 1. Comprehensive: An integrated management approach

A comprehensive healthy workplace focus and policy provides context for consistent direction of an integrated framework of policies, programs, and initiatives linked to a strategic plan. Planning is based on a stakeholder-driven system that supports the health, safety and well-being of employees. Employees at all levels must be involved in determining needs as well as solutions.

### 2. A primary focus on needs

*Healthy Workplace*® programs should be designed for everyone, regardless of an individual's present level of health and overall well-being, and should target those who need it most.

### 3. Recognition that health is determined by many interdependent factors

*Healthy Workplace*® programs, which cover a wide variety of issues, often impact each other. One component alone is not usually enough for an overall healthy lifestyle or workplace program. To address the multiple determinants of health, a wide range of employees need to be involved. Policies and programs that affect the physical and psychological health and safety of the workforce are considered an integral part of the healthy workplace focus.

### 4. Participatory: Employer and employee shared responsibility

Leaders and employees of an organization acknowledge joint responsibility to develop and sustain a healthy workplace culture and to take personal responsibility for managing their health and safety effectively.

### 5. Educate, Engage, Empower and Evaluate for continual Improvement

Progress toward achieving goals is assessed on a scheduled basis and, when necessary, corrective action is taken. Healthy programs and services are evaluated through a system of program, process, and economic evaluation.

### 6. Learning Organization

The organization strives to be a learning organization that demonstrates a track record of continual improvement leading to increasingly successful and repeatable employee wellness outcomes.

## B. Requirements

The **Healthy Workplace® Essentials** Requirements are listed on the following page. A few interpretative comments have been provided, (*in italics*) to assist organizations to interpret these statements. Interpretative comments are not part of the Requirements; they are for information purposes only, and meant to guide you in implementing the Requirements.

### 1. The organization has a stated commitment that fosters physical and psychological health and safety in the workplace and has communicated this commitment across the organization.

- ☐ *There is a vision, mission or values statement that acknowledges the well-being of employees and this has been communicated to all stakeholders*
- ☐ *The vision and/or mission statement recognizes that employees are a key element to success*
- ☐ *The organizational values statement reinforces the importance of employees in the vision/mission statement*
- ☐ *The vision, mission and/or values are well-communicated to all stakeholders*
- ☐ *The vision, mission and values guide daily practice*
- ☐ *Leaders 'walk the talk' in every respect of the workplace culture, including broader working conditions and organizational traditions, practices, and habits*
- ☐ *There is support for the development and provision of related healthy workplace programs/initiatives and services (i.e., allocation of funds and resources)*
- ☐ *In the decision-making process, the organization considers the wide-spread health impact of decisions on employees and their families.*
  - *When making decisions, leadership and line managers are careful to ensure that physical and psychological health and safety factors that impact employee health are considered as part of their decision-making criteria.*
  - *There is a clear process in place to guide decisions*

#### Remember

The points in *italics* are for guidance purposes and may not apply to every organization.

**2. A health and safety policy (or separate policies) has been developed with input from employees, and includes reference to the reinforcement and promotion of both physical and psychological health and safety in the workplace.**

See sample policy in Appendix D

- ☐ *The policy clearly demonstrates a commitment to people, wellness, and safety, and addresses all elements of a workplace environment that affect employee health and wellness including:*
  - ☐ *Physical health and safety, e.g., working environment, safety, hygiene health, infection control, etc.*
  - ☐ *Psychological health and safety, e.g., workplace culture and supportive environment*
  - ☐ *Healthy lifestyle practices*
  - ☐ *Corporate Social Responsibility (CSR)*
- ☐ *The policy recognizes the physical and psychosocial workplace environment as a determinant of health*
- ☐ *Employees have input into the development of policies*
- ☐ *There is a process for checking practices against policies*
- ☐ *There is a method in place for reviewing relevant legislation and regulations to ensure that the organization is in compliance, e.g., provincial and federal laws, OHS, Human Rights, WSIB, AODA, etc.*
- ☐ *The organization meets and strives to exceed its responsibilities related to current health and safety legislation and regulations*
- ☐ *The organization ensures that employees are aware of the goals and related policies of its healthy workplace focus.*

**3. Education about employee health and well-being is made available, is accessible, and is ongoing**

- ☐ *Employees at all levels have an opportunity to hear about the organization's focus on workplace health and employee well-being.*
- ☐ *A training module(s) on workplace health and employee well-being has been developed.*
- ☐ *Employees have access to education and development opportunities where feasible.*
- ☐ *A documented communications and stakeholder engagement strategy has been developed to ensure consistency in cascading timely information throughout the organization.*
- ☐ *There is a plan to provide education to all employees to increase employee health and well-being (i.e., personal hygiene, infection control, healthy lifestyles, mental health, nutritional health, occupational health and safety, etc.).*
- ☐ *Plan includes training programs to help employees and managers understand physical and psychological health and safety issues in the workplace*

- ☐ *Workshops and courses on employee health, safety, and well-being are part of core leadership/management training programs*
- ☐ *Training has been provided for the employees responsible for health and wellness programs, and for the supporting committee members (see #4, Committee)*
- ☐ *Training should build awareness and understanding of the determinants of health (social and economic environment, the physical environment, and a person's individual characteristics and behaviour) and identify workplace practices that contribute to both physical and psychological health and safety in the workplace*
- ☐ *Employees are accountable for implementing new learning or skills on the job*
- ☐ *There is a mechanism for employees to discuss their learning needs with their supervisors and create plans for their training and development needs (performance appraisal)*
- ☐ *There is support for employees to attend learning and development courses (e.g., management encouragement, tuition support, career and professional development, etc.)*
- ☐ *The organization uses a variety of learning approaches and options to encourage all employees to participate, i.e., lunch and learn, on-line training, workshops, intranet resources, newsletters, in-class, external courses, etc.*

*Note: We recognize that individual organizations have different definitions for the word "employee." For the purposes of this Guide, the word employee refers to all people within an organization (e.g., full-time, part-time, unionized, contractors, and volunteers).*



#### 4. A committee oversees the development and execution of the Plan and a senior leader is engaged as the Sponsor of the Plan

- ☐ *A committee has been identified and will oversee the development and execution of the Healthy Workplace® Plan (The committee could be an existing committee (Wellness, OH&S, etc.) or a newly formed committee which has representation from different departments, different levels across the organization and union and/or employee groups.) The Committee has:*
  - ☐ *A senior leader as the Sponsor*
  - ☐ *Cross-functional/department and multi-level representation*
  - ☐ *Key stakeholders that also represent occupational health and safety and healthy workplace*
  - ☐ *Union leadership (if appropriate)*
- ☐ *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.*
  - ☐ *Accountability for data analysis and compilation of regular reports for senior leadership is assigned (Healthy Workplace committee or designate).*
  - ☐ *The leadership team regularly reviews/monitors information and data (i.e., dashboard, scheduled reviews/reporting, management meetings, etc.).*
  - ☐ *The report to senior team identifies and prioritizes organizational health needs expressed by employees and concerns related to organizational practices and the work environment.*
  - ☐ *The organization willingly shares experiences, good or bad, in regard to the workplace and employee health journey on a regular basis*
- ☐ *Confidentiality is assured in the data collection and sharing processes.*

#### 5. Healthy workplace planning, programs, and services reflect the personal health and wellness needs, concerns and interests of all employees, including employees on disability leave.

- ☐ *The content and development of the Healthy Workplace plan should be based on the outcomes of an assessment.*
- ☐ *The health needs assessment may be multifaceted, including employee engagement surveys, health risk assessment, health/biometric screening, questionnaires, focus groups and/or a combination of various methodologies to determine employee health needs*
- ☐ *Assessment(s) covers the four elements that influence and have an effect on employee health and well-being: physical environment, health practices, workplace culture and corporate social responsibility (see Elements section).*
- ☐ *Assessment(s) include the identification of strengths, opportunities and physical and psychological health and safety risks and hazards of the workplace culture.*
- ☐ *Risks include both physical and psychosocial factors that impact financial, operational, human resources (including policy), and legal responsibility.*

- ☐ *An employee engagement survey has been conducted, results shared, and a related action plan has been developed. The survey addresses all elements of workplace culture that affect employee health and wellness.*
- ☐ *The Survey should include:*
  - ☐ *Job satisfaction*
  - ☐ *Workplace culture and supportive environment, including management practices*
  - ☐ *Physical health and safety, including infection control*
  - ☐ *Psychological health and safety, i.e., psychosocial factors that influence psychological health and safety of the workplace*
- ☐ *A health risk assessment (or equivalent) has been conducted to determine employee health needs and interests for improving, reinforcing, and sustaining healthy lifestyle practices (this could be combined/integrated with an employee engagement survey)*
- ☐ *Infection control precautions are taken. Workplace assessment of restrooms, conference rooms, and offices, manufacturing areas and other shared workplaces or public areas is conducted to identify key hot spots that can lead to transmission of germs that can cause illness.*
- ☐ *Employees are involved in needs assessment and analysis and contribute to healthy workplace program(s) design, e.g., the type of programs to be supported and offered and when and how they are implemented*
- ☐ *An organizational audit/assessment has been conducted of programs and policies relevant to employee physical and psychological health and safety, and appropriate data is being collected, including absenteeism, EAP/EFAP usage, disability rates, benefits utilization incident rates, workplace psychosocial hazards, and employee survey data*
- ☐ *Tools/methodology, like Guarding Minds@Work, are used to evaluate workplace culture and determine the presence or absence of a supportive environment and other workplace psycho-social risk factors*
- ☐ *Results are communicated and shared with all employees*
- ☐ *There are resources allocated to design, develop, implement and evaluate initiatives, e.g., budget, people and time.*

**6. Key Healthy Workplace® priorities with measurable indicators and goals have been developed and are aligned to the strategic business plan and/or Human Resource plan.**

See Appendix C for Key Indicators

- ☐ *Data collection and its analysis lead to identification of key workplace health priorities established through stakeholder engagement and input*
- ☐ *Factors that influence workplace health and employee well-being are considered and analysed when planning for the future, e.g., the impact on employee health when adding a new business line, making changes to meet a new demand, introducing new technology/systems, consolidating services, implementing workplace cleaning standards, etc.*

- ☐ *There is a Healthy Workplace Plan (this could be in early stages).*
- ☐ *The Health Workplace Plan contains an Action Plan to address results of assessment(s).*
- ☐ *It is important that the Healthy Workplace strategy be linked to the strategic priorities of the organization.*
- ☐ *Healthy Workplace®/Wellness Plan may be designed as part of a Human Resource Plan or a stand-alone Plan*
- ☐ *The Healthy Workplace Plan includes a collective Vision for employee health and well-being in the workplace.*
  - *Baseline measures have been identified.*
  - *Key indicators could be:*
  - *Employee satisfaction/engagement*
  - *Productivity measures*
  - *Absenteeism rates*
  - *Short- and long-term disability rates*
  - *Accident/injury rates*
  - *Grievances/incidence reports*
  - *Lawsuits*
  - *Return to work and accommodation*
  - *Biometric/Health risk assessment data*
  - *Turnover/retention rates*
  - *Extended benefits utilization (e.g., prescription drugs and psychologist benefits, WCB data)*
  - *Employee assistance plan usage*
  - *Involvement in CSR (volunteer hours, funds raised etc.)*
  - *Involvement in wellness programs*
- ☐ *Healthy Workplace® goals and objectives are determined for operating budget development and for inclusion in the organization's operating plans*
- ☐ *Employees are engaged in assisting the organization with developing the Healthy Workplace® plan*
- ☐ *S.M.A.R.T. goals and objectives(Specific, Measurable, Attainable, Relevant and Timely) address key workplace health issues and contain measurable outcomes and indicators such as:*
  - *lowering absenteeism*
  - *reducing turnover*
  - *reducing accident rates*
  - *increasing employee engagement and satisfaction*
  - *improving healthy lifestyle programs*
  - *effecting more positive health and safety behaviour changes*
  - *increasing awareness of healthy lifestyle and safety issues*
  - *improving participation rates in health and wellness programs*
  - *improving opportunities for training and skill development*

- ☐ *Goals and objectives are monitored on a scheduled basis and progress tracked over time*
- ☐ *Employees have a common understanding of the organization's strategic direction and improvement goals, and understand their role in helping to achieve these goals*
- ☐ *Senior team sponsorship is required to give support to the plan.*
- ☐ *The plan is reviewed on an annual basis as part of the organizational planning cycle.*

*NOTE: any data collected must ensure that an individual's privacy is protected*

**7. The organization plans and carries out communication strategies to improve awareness, and to promote physical and psychological health and safety in the workplace.**

- ☐ *Goals and objectives are communicated across the organization to build awareness*
- ☐ *Communication practices (notably on goals) are multi-faceted and may include:*
  - *Bulletins*
  - *Emails*
  - *Employee forums*
  - *Meetings (e.g., discussions, informational updates, and committee meetings)*
  - *Intranet*
  - *Newsletters*
  - *One-on-one discussions*
  - *Videos*
  - *Webinars*
  - *Social media*
- ☐ *There is a formal communication strategy in place that specifically addresses employee health and well-being.*
- ☐ *Key stakeholders are involved in developing the strategy.*
- ☐ *The communication strategy ensures cascading of information to all levels and across the organization.*
- ☐ *A documented and organized communications strategy ensures consistency in cascading timely information through the organization.*

**8. Employees are empowered to provide input on work-related matters, such as supervision, productivity goals, work schedules, equipment, training, and the health and safety of their work environment.**

- ☐ *Employees are empowered to make a positive contribution to meeting the goals of the organization*
- ☐ *Employee input is used to measure and assess engagement and well-being, and the results and related action plans are communicated across the organization*
- ☐ *Employees are asked for their input on leadership effectiveness (this could be incorporated into the employee survey or performance management process)*
- ☐ *There is a regularly scheduled employee feedback survey*

- ☐ *The survey solicits opinions on job satisfaction, demands of the job, control over work, support from management and colleagues, clarity of roles, organizational change impacts, work-life balance, trust in leadership, co-operation between areas, etc.*
- ☐ *Employees are asked for their input on healthy workplace program design, e.g., on the type of programs to be supported and offered and when and how they are implemented*
- ☐ *All employees have the opportunity to contribute ideas and speak out on issues of concern in a safe and supportive environment*
- ☐ *There are forums, meetings, and other vehicles that enable employees to easily contribute feedback on issues regarding workplace health and safety*
- ☐ *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.*

*Empowered employees are enabled to make suggestions and to share their own decisions regarding workplace issues and situations.*

**9. The workplace environment is supportive and employees can participate in *Healthy Workplace*® programs and seek assistance whenever they are having health or safety-related problems at work.**

- ☐ *A Healthy Workplace is seen 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.*
- ☐ *Healthy Workplace® programs and services assist everyone, including those with serious problems or potential health risks, and those maintaining their good health*
- ☐ *Healthy Workplace® programs are accessible to all employees, including accommodation for employees on shifts, or employees that work away from the office*
- ☐ *There are “stay at work” and “return to work” strategies in place*
- ☐ *Employees are accommodated and made to feel welcome on return to work*
- ☐ *There are processes in place to identify and support critical events that impact the physical and psychological health and safety of employees, e.g., death of a family member, illness, family issues etc.*



- ❑ *There is corrective action system in the organization, enabling employees to identify a problem and be involved in finding a solution (i.e., gathering data, looking for root causes, and taking corrective action)*
- ❑ *The organization's leadership team demonstrates that employee physical and psychological health, safety, and well-being is an important priority for the organization*
- ❑ *Efforts are taken to encourage employees to get involved in workplace health discussions, attend programs that support their health, safety and well-being, and seek assistance, as needed*
- ❑ *There is a process for suggestions and ideas on healthy workplace issues, and for feedback on possible solutions*
- ❑ *Tools and resources are made available to all employees to both promote and protect their health and safety, such as health screening tools to identify health needs, infection control programs to prevent illness, mental health programs to build awareness and help reduce stigma concerning mental health issues, etc.*
- ❑ *Reward and recognition programs are in place to encourage involvement and provide incentives for employees participating in health and wellness programs*
- ❑ *There are processes in place to ensure privacy rights are adhered to, e.g., ensuring an individual's identification is not divulged where considered inappropriate*

*Evaluation of workplace wellness activities includes the qualitative and quantitative measures of the effectiveness of activities (programs and practices); including programs/activities impact on workplace health, and overall achievement of Healthy Workplace® program goals*

**10. Organizational structure, work processes and job design are assessed for their impact on employee health and safety, and improvements are discussed, documented, and implemented.**

- ☐ *The approach to design and redesign is preventative in nature, with input from employees doing the work*
- ☐ *When problems arise in the workplace, corrective action is taken, e.g., root cause analysis, process review, reflective learning - and the people who work with the issue can provide input into actions for improvement*
- ☐ *As a preventative measure to avoid potential health issues, there is a process to ensure the health and well-being of employees is considered when designing and introducing new technology, work processes or procedures and/or new equipment, e.g., change impact analysis is conducted to mitigate risk including negative impact on employee health*
- ☐ *If employees have concerns about the impact of organizational structure, work processes or job design on their health and safety, there is a process to address their concerns*
- ☐ *There are processes 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.*
  - *There are policies in place that address flexible work schedules and other related work-life balance issues.*
  - *There are policies in place to deal with stressful issues such as sending/responding to emails before and after working hours.*
  - *There is training and coaching available for line management on how to address work-life balance issues (policies, practices, conflict management, developing interpersonal skills, etc.).*
  - *Leaders “walk the talk” on issues such as workload, taking vacations, encouraging no emails after hours etc.*

## Appendix A – Self-Assessment & Scoring

### Guide to Self-Assessment

Self-assessment is used to identify an organization’s strengths (what you are doing well) and opportunities (what you can improve upon) against each individual requirement of the **Healthy Workplace® Essentials**. The first time the organization conducts a self-assessment, we recommend that you hire an experienced *Excellence Canada* certified Coach to facilitate.

In addition to using a certified Coach, training is available for key personnel in the organization, e.g., the *Organizational Excellence Assessment* course, as part of the Certified Excellence Professional® (CEP) program.

The following reference notes will help your organization create a team, plan, conduct the self-assessment, and review the results. Conducting a preliminary self-assessment is an excellent way to identify gaps for developing your action plan. Conducting a subsequent self-assessment will determine if your organization has met the **requirements** and if it is ready to apply for certification.

### Purpose

The purpose of self-assessment is to evaluate an organization’s current strengths, identify opportunities for improvement, and determine a sound approach and methodology for implementing the requirements.

There is no pass or fail. Organizations learn where they stand compared to a specific set of **requirements** and how best to move forward.

### *Benefits of Participating in an Assessment*

- Helps organizations understand how to implement the principles required to create a workplace that fosters a healthy workplace environment
- Integrates various new and existing initiatives
- Improves communication within organizations
- Stimulates sharing of approaches within organizations, within the sector, and with other sectors
- Establishes a common vernacular and agreement for next actions across the organization

### When to Conduct a Self-Assessment

Once strengths and opportunities have been identified, the organization plans how to “close the gaps” by working on the identified opportunities as part of the planning process.

Once gaps have been “closed”, a self-assessment should be conducted again, to measure improvement and to once again identify strengths and opportunities.

If a score of 65% or higher is obtained, the organization is ready to apply for certification.

**Note: Be sure to attach self-assessment results as part of your application for certification.**

## The Self-Assessment Team

A good self-assessment team is important to the success of the process. The assessment team provides all the necessary information before the assessment, administers the process, compiles the results, and assists in the development of an action plan. The team is also responsible for reporting the findings to the organization's leaders.

Team members should be appointed, or asked to volunteer, from various parts of the organization. Look for people who are energetic, organized, and committed. For small organizations (or a department, division, or work unit), as few as two people will be enough. Larger organizations will likely need larger teams, but to maintain focus, the team should consist of about 10 people. The team will likely split up into pairs to conduct a series of focus groups.

To be successful, everyone must understand the self-assessment purpose and process. The team needs to openly communicate when, where, and how it will take place, as well as why it's being done. The team should also invite questions about it and provide answers. The team should stress the positive, and reinforce that is not a pass or fail exercise. For some, an assessment signals danger. Assure everyone that its purpose is to help educate and inform the organization. This will minimize resistance, build trust, gain commitment, and help ensure candid responses.

### TIP - CHOOSING THE FACILITATOR

- ✓ This person guides the proceedings and keeps people on track. He or she should have leadership ability, organizational skills and good communication skills. The first time you do this, we recommend retaining an Excellence Canada coach.
- ✓ The facilitator must become well-versed in the **Healthy Workplace® Essentials** requirements
- ✓ Training is available through *Excellence Canada (Organizational Excellence Assessment course)*.

## Planning the Self-Assessment

A well-organized plan is critical to the success of the self-assessment process.

### ***Preparing the Self-Assessment Team***

Team members should familiarize themselves with the ***Healthy Workplace® Essentials*** Requirements and Implementation Guide. If there are questions, these should be reviewed with the facilitator well in advance of the focus groups.

As well, the Scoring Guidelines section of this Guide should be reviewed to ensure that team members approach scoring in the same way.

### ***Focus Group Discussion Questions***

The facilitator should create a proposed series of focus group questions that cover the ***Healthy Workplace® Essentials*** Requirements they will be assessing to.

The self-assessment team should review these with the facilitator and make any adjustments as needed.

A final series of discussion questions should be agreed upon and produced.

### ***Scheduling Focus Groups***

60 minutes should be allocated for each focus group discussion, with a minimum 30-minute break between groups.

The team should agree which focus groups he or she will be responsible for. It is often best if team members work in pairs.

### ***Focus Group Participants***

The best focus group discussions often occur with cross-departmental groups. Plan to invite no more than 20 people per group. Numbers mean safety, and being part of a group can encourage people to speak. One person's thoughts may also trigger others and build conversational momentum.

To ensure good attendance, participants should be notified as soon as possible about the date, time and location of the self-assessment focus groups. As well, at least one follow up reminder should be sent. Remember to communicate that the purpose of the self-assessment is to help educate and inform the organization and to identify strengths and opportunities for improvement.



## Conducting the Self-Assessment

Using the discussion questions, and the agreed upon process, conduct the self-assessment focus groups.

Maintain a good pace for the discussion, keeping in mind there is generally a lot to cover in each 60 minute focus group. Use the guidance points in this Implementation Guide to assist you and to maintain a conversational flow.

Ensure that all participants have a chance to contribute to the discussion.

Team members should write their thoughts during and after the focus groups. Keep comments short and in point form, identifying strengths, achievements, and opportunities. These comments will help the team score and complete the self-assessment report.

For confidentiality reasons, team members should not discuss the focus group discussion findings outside of the self-assessment team. There will be plenty of time for discussion later.

### Scoring and Documenting Results

After the Self-Assessment the team should discuss the findings and seek consensus. The strength of the assessment lies in the comments and feedback of the team. It is important to remain focused on the strengths and opportunities identified.

Each team member should score each **individual requirement** of **Healthy Workplace® Essentials**. Have each member of the team share their own scores for each **individual requirement**. Quite often, team members' scores will be similar. When this happens, consensus exists and no further discussion is needed. Scoring, however, requires judgment, and variation is natural and normal. Use the Scoring Guidelines to help reach consensus.

The facilitator records the comments and scores that the team agrees upon. This will form the basis of the assessment report.

The assessment report should be clear and concise.

The facilitator drafts the self-assessment report which is shared with the self-assessment team and focus group participants to review and provide comments/clarity about what was discussed. Additional edits should be made as needed and a final self-assessment report produced.

## Reviewing the Self-Assessment Results

Once the final report is produced, the facilitator should present the results of the self-assessment to the leadership team. During the presentation the strengths and opportunities identified in the focus group discussions should be highlighted. This may include those strengths that make the organization unique and/or a positive place to work and those that would make the organization even better if they were more widespread. In addition, improvement opportunities should be stressed and a discussion should be held as to how to "close the gaps".

The overall purpose of this review is to develop an action plan that builds on current strengths, and addresses opportunities for improvement to help the organization move forward.

## Self-Assessment Worksheet

(Word format available)

# ***HEALTHY WORKPLACE<sup>®</sup> ESSENTIALS*** **CERTIFICATION PROGRAM** **Assessment Worksheet**



The key outcomes for *Healthy Workplace® Essentials* are:

- Leadership commitment to *Healthy Workplace®* principles
- Broad team support of the vision, mission, and values
- A structured and comprehensive planning process for *Healthy Workplace®* with measurable goals that align and link to the organization's broader Strategic Plan and that are communicated to all stakeholders
- Enhanced awareness and understanding of the key drivers and factors that influence employee well-being and workplace health
- *Healthy Workplace®* program(s) are in place that are improving the health of employees
- Marked improvement in:
  - employee engagement
  - communication
  - focus on process and risk management
  - customer experience
  - focus on prevention versus correction

*Healthy Workplace® Essentials* reflects basic requirements in the more comprehensive and progressive *Excellence, Innovation and Wellness* Standard and the *Healthy Workplace®* Standard. Should organizations decide to pursue a more comprehensive journey when they have completed this *Healthy Workplace® Essentials* Program, they will be well-positioned to proceed to either the Bronze Level of the *Excellence, Innovation and Wellness* Standard or Silver Level of the people-focused *Healthy Workplace®* Standard. Both of these Standards lead to recognition through the ***Canada Awards for Excellence***.

## Guiding Principles

### 1. **Comprehensive: An integrated management approach**

A comprehensive healthy workplace focus and policy provides context for consistent direction of an integrated framework of policies, programs, and initiatives linked to a strategic plan. Planning is based on a stakeholder-driven system that supports the health, safety and well-being of employees. Employees at all levels must be involved in determining needs as well as solutions.

### 2. **A primary focus on needs**

*Healthy Workplace*® programs should be designed for everyone, regardless of an individual's present level of health and overall well-being, and should target those who need it most.

### 3. **Recognition that health is determined by many interdependent factors**

*Healthy Workplace*® programs, which cover a wide variety of issues, often impact each other. One component alone is not usually enough for an overall healthy lifestyle or workplace program. To address the multiple determinants of health, a wide range of employees need to be involved. Policies and programs that affect the physical and psychological health and safety of the workforce are considered an integral part of the healthy workplace focus.

### 4. **Participatory: Employer and employee shared responsibility**

Leaders and employees of an organization acknowledge joint responsibility to develop and sustain a healthy workplace culture and to take personal responsibility for managing their health and safety effectively.

### 5. **Educate, Engage, Empower and Evaluate for continual Improvement**

Progress toward achieving goals is assessed on a scheduled basis and, when necessary, corrective action is taken. Healthy programs and services are evaluated through a system of program, process, and economic evaluation.

### 6. **Learning Organization**

The organization strives to be a learning organization that demonstrates a track record of continual improvement leading to increasingly successful and repeatable employee wellness outcomes.

Each Individual Requirement should have a score out of 40. See Guide for more detailed explanation.

<b>Healthy Workplace® Essentials Requirements</b>	<b>Strengths</b>	<b>Opportunities</b>	<b>Score</b>
<b>1. The organization has a stated commitment that fosters physical and psychological health and safety in the workplace and has communicated this commitment across the organization.</b>			_____
<b>2. A health and safety policy (or separate policies) has been developed with input from employees, and includes reference to the reinforcement and promotion of both physical and psychological health and safety in the workplace.</b>			_____
<b>3. Education about employee health and well-being is made available, is accessible, and is ongoing.</b>			_____
<b>4. A committee oversees the development and execution of the Plan and a senior leader is engaged as the Sponsor of the Plan.</b>			_____



<b>Healthy Workplace® Essentials Requirements</b>	<b>Strengths</b>	<b>Opportunities</b>	<b>Score</b>
<b>5. Healthy workplace planning, programs, and services reflect the personal health and wellness needs, concerns and interests of all employees, including employees on disability leave.</b>			_____
<b>6. Key Healthy Workplace® priorities with measurable indicators and goals have been developed and are aligned to the strategic business plan and/or Human Resource plan.</b>			_____
<b>7. The organization plans and carries out communication strategies to improve awareness and to promote physical and psychological health and safety in the workplace.</b>			_____
<b>8. Employees are empowered to provide input on work-related matters such as supervision, productivity goals, work schedules, equipment, training, safety and the health and safety of their work environment.</b>			_____

<b>Healthy Workplace® Essentials Requirements</b>	<b>Strengths</b>	<b>Opportunities</b>	<b>Score</b>
9. The workplace environment is supportive and employees can participate in Healthy Workplace® programs and seek assistance whenever they are having health or safety-related problems at work.			_____
10. Organizational structure, work processes, and job design are assessed for their impact on employee health and safety, and improvements are discussed, documented, and implemented.			_____

<b>Requirements</b>	<b>Actual Score</b>	<b>Available Score</b>	
<b>1</b>		<b>40</b>	
<b>2</b>		<b>40</b>	
<b>3</b>		<b>40</b>	
<b>4</b>		<b>40</b>	
<b>5</b>		<b>40</b>	
<b>6</b>		<b>40</b>	
<b>7</b>		<b>40</b>	
<b>8</b>		<b>40</b>	
<b>9</b>		<b>40</b>	
<b>10</b>		<b>40</b>	
<b>TOTAL</b>		<b>400</b>	<b>%</b>

**A MINIMUM OF 65% OF AVAILABLE POINTS  
IS NEEDED TO QUALIFY FOR CERTIFICATION**

## Scoring Guidelines

An assessment is not an audit. It is a process that helps organizations (a) identify where they sit in relation to *Healthy Workplace® Essentials* requirements; and (b) review outcomes in order to move forward and improve.

Forty points have been allocated for each **individual requirement**.

Assessment is not a pass or fail exercise; it is a tool for improvement.

Ask if the assessment input shows that the organization is meeting the **requirement**. Use the scoring chart to determine if your organization meets the **individual requirement** and apply a score.

If you feel the **individual requirement** has been met, allocate 10-40 points, in multiples of 5.

After scoring each of the **individual requirements**, add the total score. To apply for certification, your organization must score more than 65% of the total score available.

If you feel ready for certification, contact Bonita Savard at 1-800-263-9648 ext. 233 or [bonita@excellence.ca](mailto:bonita@excellence.ca)

### 10 Points

Overview—Activity noted in the **individual requirements** has been discussed but not yet implemented.

Activity around the subject addressed in the question is approached unsystematically and on an ad-hoc basis.

The level of effectiveness of the activity is low.

The organization's focus is "putting out fires" rather than applying prevention techniques, such as data collection, employee involvement and procedure reviews.

Overall, there is very little implementation of the activity in the organization.

### 20 Points

Overview—Activity noted in the **individual requirements** has been discussed and implemented in a pilot form or in a few key areas.

Activity around the subject is at an early stage of implementation in the organization.

The level of effectiveness of the activity is good, and the approach being applied is systematic rather than ad-hoc albeit with limited implementation.

If work processes are connected with the question, key processes impacting the activity are understood and stable. The approach being taken (in most key areas) is more focused on prevention (working to get to root causes of problems) than on "putting out fires".

### 30 Points

Overview— Activity noted in the ***individual requirements*** has been discussed and implemented in a systematic manner in all key areas of the organization.

Activity around the subject is systematic, based on good planning and has been well implemented in all key areas of the organization.

The level of effectiveness of the activity is very good.

Key processes impacting the activity are understood, documented, stable and reviewed for improvement in a systematic manner.

The focus is on continuous improvement of the workplace, with positive results measured in a number of key areas.

### 40 Points

Overview— Activity noted in the ***individual requirements*** has been discussed, implemented in a systematic manner in all key areas; and refinements have resulted in good sustained results.

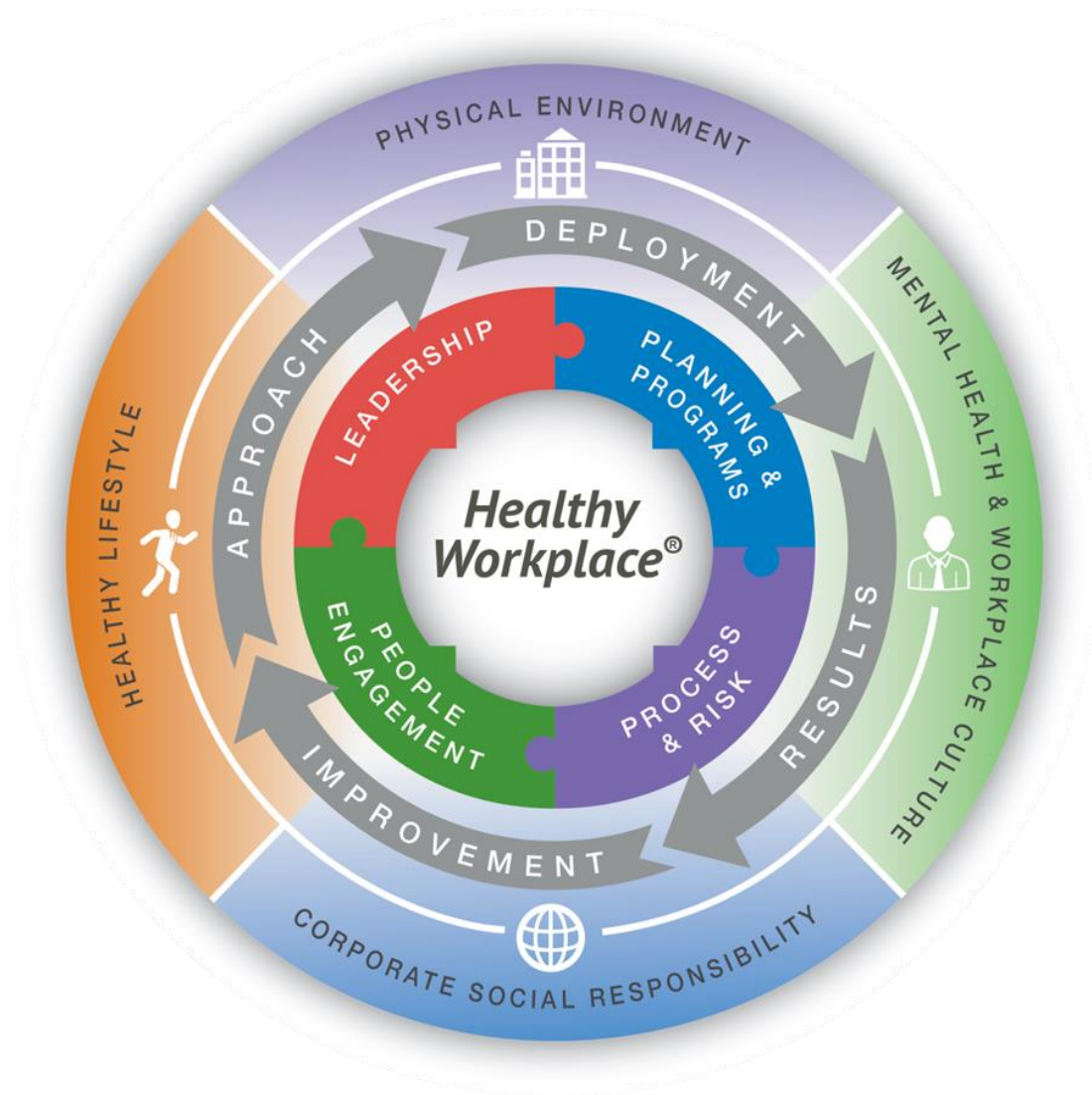
Activity around the subject is systematic, based on good planning and has been fully implemented with high levels of understanding in all areas.

The level of effectiveness of the activity is regarded as very good with positive outcomes emanating from extensive cross-functional involvement.

Key processes impacting the activity are fully understood, documented and reviewed for improvement in a systematic manner in all areas of the organization.

The focus is on continuous improvement of the healthy workplace environment.

## Appendix B - Elements of a Healthy Workplace



# A P P E N D I X B

## Elements of a *Healthy Workplace*®

The following describes the four Elements of a *Healthy Workplace*® and provides examples of the kinds of employee and workplace health programs and services that could be offered. This listing is not suggesting that such programs and services are necessary in order to meet the needs of your organization, but it may give you some ideas for implementation of programs.

### Physical Environment

We have had over a hundred years of legislation regarding Occupational Health & Safety. This element influences fatalities and workplace disabilities, and needs constant attention as organizations introduce new technologies, make production changes, demand more for less, and try to contain costs.

- Examples: Workplace conditions and facilities are clean and safe with the inclusion of a hygiene-based approach to wellness.
- Policies and training to protect employee health and safety are in place and accessible.
- Emergency procedures are understood.
- Hazard controls are defined, documented, and understood.
- Procedures are in place to check the impact on health of new work systems.
- Protective equipment is accessible.
- Effective lighting, ventilation, and good air quality is evident in all work areas.
- Hazardous/toxic substances are dealt with effectively.
- Health and safety legislation standards are complied with.
- Encourage methods of teleconferencing to reduce/replace the need to drive to work-related events.
- Return to work accommodations includes modifications to physical work environment to avoid risk and/or re-injury.

### Healthy Lifestyles

This element assesses how well an organization helps employees to develop and maintain healthy lifestyle practices, drop unhealthy/risky habits, and make optimal use of the health care system.

Examples:

- Infection control precautions are taken. Workplace assessment of restrooms, conference rooms, and offices, manufacturing areas and other shared workplaces or public areas is conducted to identify key hot spots that can lead to transmission of germs that can cause illness.
- A proactive combination of product, education, and engagement tools is applied to reduce incidence of infection in the workplace (i.e. common cold, influenza, and norovirus).
- Health promotion events/campaigns are available to encourage physical activity, healthy eating, and other healthy lifestyle practices.
- Assistance programs and/or interventions for addiction issues (e.g., alcohol, tobacco) are provided.

- A smoking policy, with a related communications strategy, is in place.
- An on-site non-drinking and non-drug use policy is in place.
- Healthy food is available in the cafeteria.
- Access to fitness equipment/facilities and education may be provided.
- There are fitness evaluations and health risk appraisals available.
- Services for those who suffer from sleep deprivation are available.
- Newsletters on fitness and health are provided
- Walking is encouraged and walking routes near the property are promoted.
- There is first-aid training available, as needed.
- There is flexibility in timing and length of work breaks to allow for exercise, when possible.
- Information on drugs, alcohol, and other addictions and employee assistant programs to support employees are available.

## Mental Health and Workplace Culture

A supportive workplace culture is the bedrock of a healthy workplace. It supports and enables the other two elements. Culture is created, reinforced, and sustained by ongoing patterns of relationships and communications that are known to have an important influence on psychological and physical health and safety. You will find an organization's values reflected in its culture – such values as trust, fairness, respect, diversity, and teamwork.

Examples:

- Employees participate in decision making and planning.
- Jobs are clearly defined and everyone understands his or her role.
- Flexible scheduling is available as an option, where possible.
- Policies and practices are in place to ensure the dignity or respect for all workers in an environment that prevents harassment, bullying, and discrimination for gender, race, sexual orientation, and religion.
- The pace and scheduling of work is sensible.
- Employee feedback is encouraged and recognition & reward programs are in place.
- A balance between home and work responsibilities is encouraged.
- Space for privacy is provided (e.g., rest areas).
- Benefit plans are available and communicated to employees.
- There are appropriate measures and programs for the accommodation and rehabilitation of disabled employees on their return to work (e.g., rehabilitation and return-to-work programs).
- Communication tactics are used to enhance a feeling of teamwork. (e.g., newsletters, town hall meetings, access to management).
- There is a fatigue-management program, notably for shift workers.
- On-site relaxation programs are available (e.g., massage therapy)
- Training in conflict resolution is available.
- Opportunities for employees and families to 'give back' or volunteer in events/activities for the community are available and encouraged.



### Corporate Social Responsibility

All workplaces exist in a community and the interrelationship between the community, the workplace and the employee influences employee health and well-being and the health (and performance) of the organization. Corporate social responsibility speaks to ways organizations can be involved in the community and how this can improve the health and well-being of employees, their families and other members of the community. CSR activities, as are often seen as voluntary and going above and beyond what is legislated or required. CSR activities address workplace aspects such as occupational health and safety, human rights, community development, environmental protection, emergency response.

Examples:

- Volunteering (time off for participating) – Food Drives, etc.
- Charity Drives - athletic events (5k runs), bike-a-thons, etc.
- Fund raising events (local hospitals, businesses, etc.)
- Primary Care / Public Health clinics (public health programs, drop in clinics)
- Emergency Response system
- Environmental systems (community role model for clean air initiatives, clean water, pollution control, anti-litter campaigns, etc.)
- Community development (Habitat, business development)
- Community leadership and advocacy
- Literacy programs, child care programs
- Giving back to community Days

## Appendix C - Key Indicators

**Metrics clearly define the strategic value of *Healthy Workplace*® to the organization. They measure success and enable adjustments needed to sustain and continually improve.**

To create awareness and help set baseline measures for tracking change:

- ❑ Identify the key indicators that are relevant to creating a healthy workplace and most important to the organization.
- ❑ Identify indicators relating to individual and organizational level outcomes, for each measurable objectives of each program, activity or practice implemented.
- ❑ Identify data sources (i.e., Health Risk Assessment may be from HR, short term disability information is with benefits carrier)
- ❑ Define metrics as specific units of measurement, e.g., the health risk assessment completion rate is the number of questionnaires completed divided by the number of eligible employees.

Healthy Workplace data components:

1. Personnel data
2. Wellness program participation
3. Health risk assessment
4. Productivity records
5. Medical and pharmacy claims

*Key indicators could include:*

- *Employee satisfaction/engagement*
- *Employee presenteeism*
- *Participation rates in health and wellness programs*
- *Lost productivity*
- *Absenteeism rates*
- *Turnover/retention rates*
- *Grievances/incidence reports*
- *Short- and long-term disability rates*
- *Accident/injury rates*
- *Return to work and accommodation*
- *Health risk factors (from Health Risk Assessment)*
- *Biometric screenings*
- *Prevalence of chronic conditions*
- *Preventive care*
- *Extended benefits utilization (e.g., cost of group insurance, such as prescription drugs and psychologist benefits, paramedical usage, WCB data)*
- *Employee assistance plan usage*

## Appendix D - Healthy Workplace Policy

- ❑ The written policy will support measures to quantify and manage disability issues that are attributable to health conditions (such as depression), and the rising rates and costs of disability in Canadian workplaces.
- ❑ The policy will support a proactive approach to supporting employee health through a combination of product, education, and engagement tools, e.g., reducing the incidence of infection in the workplace (i.e. common cold, influenza and norovirus) by breaking the chain of germ transmission through a focus on proper products, education, and engagement tools.
- ❑ The policy recognizes the workplace environment (both physical and psychosocial) as a determinant of health.
- ❑ Employees will be involved in policy development, e.g., Healthy Workplace or Wellness Committee
- ❑ There is a process for regular monitoring of practices against policy.
- ❑ There is a process for communicating the accountability for the policy to each management level and to work unit members (i.e., feedback channels, scorecard, Executive Briefings, etc.).

**See sample policy below**

## Sample *Healthy Workplace*® Policy

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In accordance with its philosophy of caring for the individual, and as part of its responsibility to the community in which it resides, the [organization] strives to enhance employee health and the quality of their lives. [The organization] strives to accomplish its mission “in a healthy, sustainable work environment”.

[The organization] also believes that healthy employees help to create a healthy organization. Greater health and wellness lead to improved satisfaction and morale, which contribute to a more effective organization. In this competitive business environment, [the organization] feels it is important to attract and hold on to the best people. This means offering a health-supportive work environment.

Creating a health-supportive work environment requires a comprehensive effort that includes the following key elements of a healthy workplace:

**(1) Physical Environment**

Refers to health, comfort and safety factors of a workplace such as noise levels, toxic substances, air quality, light levels, equipment and design of work space

**(2) Healthy and Lifestyles**

Refers to personal resources and lifestyle practices that affect health such as physical activity, eating habits, sleeping habits, as well as, smoking, alcohol and drug/substance use  
Mental Health and Workplace Culture

Refers to psychosocial factors of a workplace that affect health and employee stress levels such as reasonableness of deadlines, organization and design of work, opportunities to influence how tasks are done, relationship with supervisors and co-workers, quality of communications, adequacy of training & development and the interplay of home and work responsibilities; as well as, the means by which individuals cope with stress, the sense of control they have over their work & health and the perception that there is support in times of distress or unhappiness.

**(3) Corporate Social Responsibility (CSR)**

Refers to the interrelationship between the community, the workplace and the employee and the influences on employee health and well-being, as well as the health (and performance) of the organization. Corporate social responsibility speaks to ways organizations can be involved in the community and how this can improve the health and well-being of employees, their families and other members of the community. CSR activities, as are often seen as voluntary and going above and beyond what is legislated or required.

Health-oriented efforts must also adhere to the following principles:

1. Leadership through involvement – i.e., the commitment and support of senior management to reinforce and allow changes necessary for improvement while engaging managers at all levels in reinforcing a healthy workplace.
2. Development of an overall healthy workplace policy that includes both physical and psychological health and safety.
3. Address the needs of all employees, regardless of their current level of health and accommodate different needs, preferences, and attitudes.
4. Recognize that an employee's lifestyle consists of an interdependent set of health habits; and, that comprehensive workplace health promotion includes improvements in the physical environment, workplace culture, healthy and lifestyle practices and corporate social responsibility. These areas interact synergistically to meet employee needs thus influencing their health and well-being.
5. Adapt to the special features of each workplace environment.

The purpose of this Policy is to coordinate and integrate efforts to enhance employee health and well-being, taking into consideration all of the key elements of a healthy workplace noted above, so as to ensure that they are consistent, that they are complementary, that they follow the principles listed above, and that there are no gaps. In essence, this Policy provides a direction for, and a map of, the Healthy Workplace Strategy and planning at [the organization].

### Participation

Employees participate in developing, implementing and reviewing policies, programs, and actions related to the health of the workplace at [the organization]. The following describes how we share the responsibility to implement the *Healthy Workplace*® policy and drive the healthy workplace initiative:

*Senior management will:*

- Support and encourage the reassessment of the practices and policies for [the organization], whether they are directly health-related or indirectly associate with physical and mental health, so as to make them more health supportive
- Visibly encourage participation, by communicating their support of all programs to employees, and by taking part in the activity when possible
- Provide adequate resources to continuously improve and sustain a healthy workplace environment
- Take into consideration work-life balance and staff competency of employees when distributing workload.

*Managers will:*

- Receive relevant training and development, such as the participative approach to decision-making
- Promote and practice the participative approach and consideration for the health impact of decisions as much as possible, in day-to-day business
- Respond to the specific health and safety requirements in their position description
- Be invited to contribute their ideas, opinions, and expertise in all aspects of the work at (the organization)

*Employees will be:*

- Encouraged to contribute their ideas, opinions & skills to their work and the (the organization) workplace
- Encouraged to take advantage of health programs, activities and resources.

## Appendix E - Terms and Definitions

### Action Plans

After conducting an assessment, you will find that opportunities have been identified which you need to improve. An “action plan” refers to the work that must be done to improve the opportunity. Action plans typically have measures: objectives, time frames, milestones, outcomes, an owner to monitor the process, and a list of actions to be completed. It is generally linked to a plan such as the strategic plan.

### Analysis

“Analysis” refers to an examination of facts and data to discover its elements and their relations, most commonly for the purpose of using the information to make change for the better. This often involves determining the root cause of problems and implementing a workable solution.

### Assessment

“Assessment” refers to looking at each individual requirement, and identifying your strengths (what are you doing well) and opportunities (what you can improve upon).

### Barriers

“Barriers” are obstacles that exist in a workplace that prevent effective systems and practices, e.g., such barriers could include status differences, gender differences, cultural differences, prejudices, lack of empathy and understanding, lack of policies and the organizational environment.

### Baseline Measures

“Baseline measures” refers to the first set of data that you will collect, to which you can then compare new data in the future.

### Benchmarks

“Benchmarks” refers to looking outside the organization and comparing your own performance to others, e.g., are there lessons to be learned from others? This could be competitors, or similar organizations in the same or different sectors. It could also be looking at Statistics Canada or other resources that provide comparative data. It is a process of identifying best practices in relation to both products or services and the processes by which those products or services are created and delivered.

### Best Practices

“Best practices” refers to programs, systems, and services that are great examples of excellence. They likely represent innovative and new thinking. They are practices that work very well, consistently show results superior to those achieved through other means, and can be used as a benchmark for others.



**Cascading**

“Cascading” refers to spreading responsibility throughout the organization, from the senior team down to other levels of management and staff.

**Continuous Learning**

“Continuous learning” means an ongoing learning process that seeks to incorporate the lessons learned (from the results of already implemented changes) into a continuous improvement cycle.

**Corporate Social Responsibility**

“Corporate social responsibility” refers to an organization’s sense of responsibility towards the community and the environment (both ecological and social) in which it operates. Organizations express this citizenship (1) through their waste and pollution reduction processes, (2) by contributing to educational and social programs, and (3) by earning adequate returns on the employed resources.

**Culture**

See Organizational Culture

**Customer**

“Customer” refers to the bodies that buy or use the organization’s products and/or services. There are internal customers and external customers. Internal customers could be the employees for whom finance provides pay cheques. There are also current and future customers.

**Effective**

“Effective” refers to how well a process or measure is working, and answers the question: Does it have the desired result?

**Employees**

In this **Program**, the term “employees” refers to all personnel in an organization, full-time, part-time, and contract staff.

**Employee Engagement**

An “engaged employee” is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests. According to Scarlett Surveys, “Employee engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues, and organization which profoundly influences their willingness to learn and perform at work”. The Conference Board defines “employee engagement” as a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or coworkers that, in turn, influences him/her to apply additional discretionary effort to his/her work.<sup>2</sup> Thus engagement is distinctively different from employee satisfaction, motivation and organizational culture. But the term is used loosely and usually measures culture and satisfaction. An employee engagement survey can also identify needs, wants, and opportunities for the employer to improve in certain areas.

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<sup>2</sup>*Finding a Definition of Employee Engagement*. The Conference Board, Inc., June 2007, Executive Action Report by John Gibbons

## Engagement – Employees

See Employee Engagement

## Evaluation

“Evaluation” applies systematic inquiry to help improve programs, products, services, and personnel, as well as the human actions associated with them. The primary focus of evaluation can vary greatly to include organization’s policies, performance, and research. But the common ground for all evaluation is to promote accountability and learning by providing the best possible information that might bear on the value of whatever is being evaluated.<sup>3</sup>

## Excellence

*Excellence Canada’s* definition of “excellence” is: a state where the organization continually improves performance; is innovative, competitive, and customer focused; is healthy, inclusive, and sustainable; and is economically, socially, and environmentally responsible.

## Framework

The key principles, descriptions and interpretive explanation for a healthy workplace model.

## Health

A state of complete physical, mental and social well-being, and not merely the absence of disease (World Health Organization)

## Health Promotion

The process of enabling people to have better control of their health and its determinants, thereby improve their health. (WHO)

## Health Promotion in the Workplace

The information, resources, opportunities and flexibility an organization provides to employees to support or motivate to improve or maintain healthy lifestyle practices. (WHO)

## Health Risk Assessment

An assessment tool that collects measures of health status, including BMI, cholesterol, nutritional status, heart rate response to exercise. The assessment of risk is commonly based on clinical reports/measures and self-assessed/reported data on individual health habits. Results include individual and aggregate reports for the organization on health needs and interests of employees.

## Healthy Workplace

A “healthy workplace” is one whereby employees are nurtured, cared about, and have access to wellness programs. The organization cares about the physical and psychological health and safety of employees and establishes systems and programs to achieve and maintain good health. As well, it provides employees with the tools, culture and environment wherein they thrive and feel valued. *Excellence Canada* has established National Requirements for a *Healthy Workplace*<sup>®</sup>.

<sup>3</sup> American Evaluation Association

## ***The Canada Awards for Excellence Healthy Workplace® Standard***

The *Healthy Workplace® Standard* is a four level continuous improvement certification program that delves further in requirements and efforts to achieve organizational employee health and wellness. The level and scope of interventions, including programs, services, practices and activities is more complex and has a broader impact. Culture change is evident and focus is on continuous improvement and sustainability.

### **Healthy Workplace Plan**

A *healthy workplace plan* outlines the strategies the organization uses to promote, achieve, and maintain good health for its employees. Components of the plan could include tools such as health risk assessments and needs assessments to develop the plan and associated programs and supports, as well how the plan will be implemented and evaluated. The objectives of the plan should promote the use of tools and the information gained from them, and builds a culture and environment where employees thrive and feel valued.

### **Human Resources Plan**

A “Human Resources Plan” is a formal plan that outlines a strategy to manage the employee workforce, and for the development and recruitment of employees. Components of the plan could include strategies for recruitment, professional development and training, performance management, healthy workplace, wellness, services for employees, and policies. In addition, data for current capacity along with forecasting for future human resources requirements are often included in the plan.

### **Improvement Plan**

An improvement plan outlines ongoing activities to make improvements in systems and organizational results. e.g., process simplification, reduction or elimination of process waste, better systems, and procedures.

### **Indicator**

An indicator is a data element, measurable, variable used to track progress on an ongoing basis. Various statistical values that collectively provide an indication of the condition or direction of the organization.

### **Intervention**

A generally understood *intervention definition* is when a group or an individual, often accompanied by a mental health professional, gets together to confront an addict to force them into some form of treatment, which could include therapy or rehabilitation. However, it may insist on treatment for any mental disorder that may be causing a patient to be of danger to them. Intervening can use direct or indirect methods. Direct methods include getting together with the addicted individual themselves. Indirect intervening would include meeting with the family related to the individual in question to try to persuade them to treat the problem in a healthier and more constructive way.

### **Key**

“Key” refers to the most vital, crucial, critical, and important factors necessary to achieving the organization’s goals. These are most important to success.

## **Metrics**

Standards of measurement by which efficiency, effectiveness, performance, progress, or quality of a plan, process, or product can be assessed.

## **Monitoring**

“Monitoring” refers to supervising the progress of activities to ensure they are on-course and on-schedule in meeting stated objectives and performance targets.

## **Needs Assessment**

“Needs assessment” is a technique for determining the steps to be taken in moving from a current state to a desired future state. It also is called need-gap analysis, needs analysis, and gap analysis. Needs assessment consists of (1) listing of characteristic factors (such as attributes, competencies, performance levels) of the present situation ("what is"), (2) cross listing factors required to achieve the future objectives ("what should be"), and then (3) highlighting the gaps that exist and need to be filled. In referring to employee needs assessment, it is the identification of employee needs and wants in connection with their health and well-being. They should be assessed in these four areas: physical environment and occupational health and safety, health and lifestyle practices, workplace culture and supportive environment and mental health.

## **Operations/Operational Plan**

The “Operations or Operational Plan” is a short-term, highly detailed plan formulated by management to achieve tactical objectives.

## **Organizational Audit**

This refers to a self-assessment of psychological hazards and their risks, by knowledgeable informants such as human resources professionals within the organization, covering areas such as programs and policies relevant to employee mental health issues, previous survey data, absenteeism, disability rates, and benefits utilization.

## **Organizational Culture**

“Organizational culture” refers to the values and behaviours that contribute to the unique social and psychological environment of an organization. Organizational culture is the sum total of an organization's past and current assumptions, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, and customs, express or implied contracts, and written and unwritten rules that the organization develops over time and that have worked well enough to be considered valid. Also called corporate culture, it manifests in (1) the ways the organization conducts its business, treats its employees, customers, and the wider community, (2) the extent to which autonomy and freedom is allowed in decision making, developing new ideas, and personal expression, (3) how power and information flow through its hierarchy, and (4) the strength of employee commitment towards collective objectives.

**Performance**

“Performance” refers to outputs and outcomes obtained from processes, products, services, and customers that permit the organization to evaluate and compare its results relative to performance projections, standards, past results, goals, targets, and the results of other organizations. Performance can be expressed in nonfinancial or financial terms.

**Performance Evaluation**

“Performance evaluation” refers to the formal determination of an individual's job-related actions and their outcomes within a particular position or setting.

**Performance Measurement**

Its objective is to assess the extent to which the added wealth/value to the organization and/or its clients, and whether the achievement was above or below a target (budget, the market or industry norms, etc.).

**Presenteeism**

The reduced productivity of someone who is present at work, but either physically or mentally not well, and therefore not as effective, efficient or productive as they would normally be.

**Primary Prevention**

Primary prevention is the part of preventive medicine that attempts to avoid disease. In workplace health, primary prevention includes most of the activities and practices related to prevention and protection to employees against harm due to elements of the physical and psychological environment, as well as health promotion activities in the workplace.

**Privacy**

Customers’ personally identifiable information is protected by the Personal Information Protection and Electronic Documents Act (PIPEDA), or equivalent privacy policies and practices.

**Process**

A “process” is a series of definable, repeatable and measurable steps, which transform some input from suppliers into a useful result or output for an internal or external customer. Creating a process involves people, equipment, techniques, materials and improvements in a defined series of steps or actions. The process spells out what must be done in a preferred sequence.

**Process Management**

“Process management” refers to a collection of administrative activities aimed at (1) defining a process, (2) establishing responsibilities, (3) evaluating process performance, and (4) identifying opportunities for improvement.

**Productivity**

“Productivity” is a measure of the efficiency of a person, machine, factory, system, etc., in converting inputs into useful outputs. Productivity is computed by dividing average output per period by the total costs incurred or resources (capital, energy, material, personnel) consumed in that period. Productivity is a critical determinant of cost efficiency.

**Results**

“Results” are outcomes, consequences or conclusions after a period of time. (See Performance)

**Risk Assessment**

See Workplace Risk assessment

**Self-Assessment**

“Self-assessment” is a process to evaluate the organization against the *Program*. (See Guide to Assessment section.)

**Senior Leaders**

“Senior leaders” refers to the organization’s most senior management team. This is usually the CEO, Minister, Director and his/her direct reports.

**Stakeholder**

“Stakeholder” refers to a person, group or organization that has direct or indirect stake in an organization because it can affect or be affected by the organization’s actions, objectives and policies. Key stakeholders include creditors, customers, directors, employees, government (and its agencies), owners, shareholders, suppliers, volunteers, unions, and community from which the organization draws its resources.

**Strategic Plan**

A “Strategic Plan” is usually an internal document that (1) outlines an organization's overall direction, philosophy, and purpose, (2) examines its current status in terms of its strengths, weakness, opportunities, and threats , (3) sets long-term objectives, and (4) formulates short-term tactics to reach them.

**Values**

“Values” are important and enduring beliefs or ideals shared by the members of an organization or culture about what is good or desirable and what is not. Values exert major influence on the behavior of an individual and serve as broad guidelines in all situations.

**Vision**

A “vision” is an aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.

**Wellness**

“Wellness” refers to the health of employees and customers, in terms of the physical environment and occupational health and safety, health and lifestyle practices, workplace culture and supportive environment and mental health.

**Well-being**

A good or satisfactory condition or existence; a state characterized by health, happiness, and prosperity

**Wellness Plan**

A *wellness plan* addresses the needs of employees and includes strategies employed by an organization to address the physical environment and occupational health and safety, health and lifestyle practices, and workplace culture and supportive environment. A wellness plan addresses the following components: human resources; healthy workplace; and mental health. Each of these may be developed as smaller, individual plans, or may be incorporated into one overall plan for wellness.

**Workplace Risk Assessment**

A risk assessment involves an employer conducting a careful examination of what workplace factors could cause harm to employees and what precautions might be taken to prevent or mitigate harm. The goal is to ensure employee safety and minimize the likelihood of illness or injury.



## Appendix F - Certification

Organizations wishing to receive validation and recognition as they progress through the *Healthy Workplace® Essentials* may apply to *Excellence Canada* for certification.

### **Certification Steps**

Your organization will complete an internal self-assessment and scoring against the related **Requirements**.

If the assessment signifies that your organization has achieved the targets outlined in the **Requirements**, you are encouraged to apply for Certification.

The *Healthy Workplace® Essentials* Certification process is illustrated on the following page. The diagram demonstrates the steps required to obtain certification.

Certification is valid for two years, at which time you are encouraged to either recertify, or apply to *Excellence Canada* for *Canada Awards for Excellence* recognition under the four levels of the *Healthy Workplace® Standard*.

The *Healthy Workplace® Standard* has four levels of implementation. Each level requires a demonstration of a progressively deeper and broader commitment to excellence and resulting achievement, as outlined in the **Requirements**. Certification at the Silver, Gold, and Platinum levels will require a site visit from *Excellence Canada* once the application/submission has been received and reviewed. Prior to the Site visit, organizations are required to complete a brief on-line employee survey.

Certification under the *Healthy Workplace® Essentials* enables organizations to proceed to the Silver level of the *Healthy Workplace® Standard* requirements.

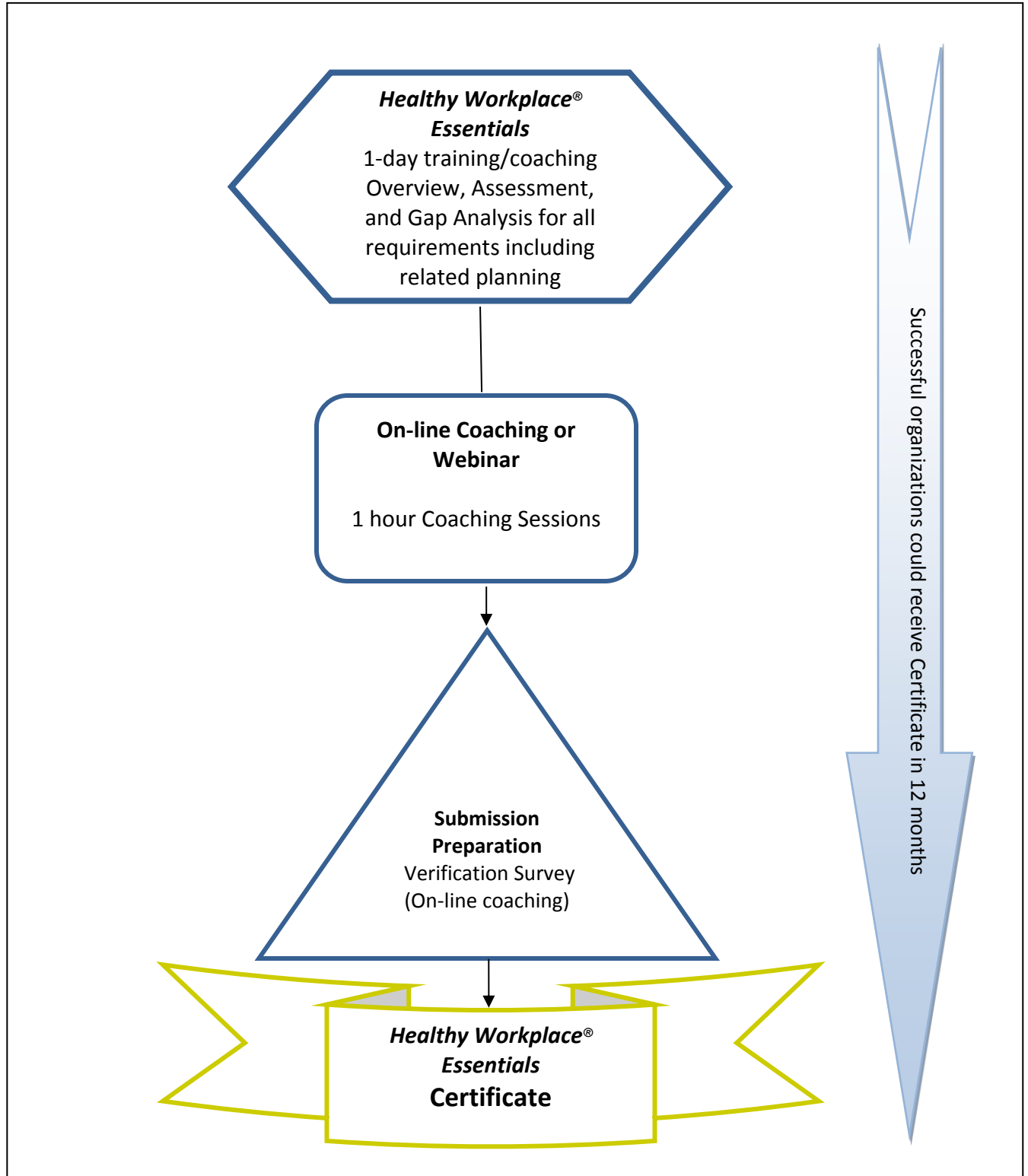
### **Canada Awards for Excellence Recognition**

Organizations that are implementing the full **Canada Awards for Excellence Healthy Workplace® Standard** and that successfully achieve Level 2 are eligible for a Silver Award; Level 3 for a Gold Award; and Level 4 for a Platinum Award.

For further information, we encourage you to email the Manager of Certification and Awards: **bonita@excellence.ca** or 1-800-263-9648 ext. 233.

## Healthy Workplace® Essentials Certification

Improvement and Recognition for an Organization's Healthy Workplace®



## Appendix G – Submission Template

### **Preparing your submission**

*Forms are provided for the actual application.*

*Keep the same headings and in the same sequence as the Requirements, i.e., re-state the Requirement and then respond to it underneath. Be brief when responding to each Requirement statement.*

*It is imperative to give real examples of what you do in practice to meet the Requirements. Attach supporting documentation with the submission as appendices*

*Try not to exceed 15 pages for the actual submission (any specific documentation included as an appendix to the submission is additional). A good rule is to prepare no more than 1-2 pages for each Requirement statement.*

### **COVER PAGE**

Include your Logo,  
Organization Name,  
Submission title (e.g., *Healthy Workplace*® Essentials), and  
Date

### **TABLE OF CONTENTS (example below)**

	<b>Page Number</b>
Profile	x
Our Journey	x
Requirements	x
Conclusion	x
Appendices	
A.	
B.	

### **PROFILE**

(Typically one to two pages)

### **OUR JOURNEY**

Some Recent History  
Our Self-Assessment  
How did we get here?

Contact information

*Suggested format to use when responding to each Requirement statement*

<b>1. The organization has a stated commitment that fosters physical and psychological health and safety in the workplace and has communicated this commitment across the organization.</b>	
A sentence or two as overview on how you meet the requirement.	
<b>Actions</b>	<b>Evidence (Appendices)</b>
<ul style="list-style-type: none"> <li>• We have...</li> <li>• Etc...</li> </ul>	<i>See Appendix x (typically at least a few appendices to address at least a few actions described to satisfy each requirement.</i>

<b>2. A health and safety policy (or separate policies) has been developed with input from employees, and includes reference to the reinforcement and promotion of both physical and psychological health and safety in the workplace.</b>	
A sentence or two as overview on how you meet the requirement.	
<b>Actions</b>	<b>Evidence (Appendices)</b>
<ul style="list-style-type: none"> <li>• We have...</li> </ul>	<i>See Appendix x</i>

<b>3. Education about employee health and well-being is made available, is accessible, and is ongoing.</b>	
A sentence or two as overview on how you meet the requirement.	
<b>Actions</b>	<b>Evidence (Appendices)</b>
<ul style="list-style-type: none"> <li>• We have...</li> <li>•</li> </ul>	<i>See Appendix x</i>

<b>4. A committee oversees the development and execution of the Plan and a senior leader is engaged as the Sponsor of the Plan.</b>	
A sentence or two as overview on how you meet the requirement.	
<b>Actions</b>	<b>Evidence (Appendices)</b>
<ul style="list-style-type: none"> <li>• We have...</li> <li>•</li> </ul>	<i>See Appendix x</i>

<b>5. Healthy workplace planning, programs, and services reflect the personal health and wellness needs, concerns and interests of all employees, including employees on disability leave.</b>	
A sentence or two as overview on how you meet the requirement.	
<b>Actions</b>	<b>Evidence (Appendices)</b>
<ul style="list-style-type: none"> <li>• We have...</li> <li>•</li> </ul>	<i>See Appendix x</i>

<b>6. Key <i>Healthy Workplace</i>® priorities with measurable indicators and goals have been developed and are aligned to the strategic business plan and/or Human Resource plan.</b>	
A sentence or two as overview on how you meet the requirement.	
<b>Actions</b>	<b>Evidence (Appendices)</b>
<ul style="list-style-type: none"> <li>We have...</li> <li></li> </ul>	<i>See Appendix x</i>

<b>7. The organization plans and carries out communication strategies to improve awareness and to promote physical and psychological health and safety in the workplace.</b>	
A sentence or two as overview on how you meet the requirement.	
<b>Actions</b>	<b>Evidence (Appendices)</b>
<ul style="list-style-type: none"> <li>We have...</li> <li></li> </ul>	<i>See Appendix x</i>

<b>8. Employees are empowered to provide input on work-related matters such as supervision, productivity goals, work schedules, equipment, training, safety and the health and safety of their work environment.</b>	
A sentence or two as overview on how you meet the requirement.	
<b>Actions</b>	<b>Evidence (Appendices)</b>
<ul style="list-style-type: none"> <li>We have...</li> <li></li> </ul>	<i>See Appendix x</i>

<b>9. The workplace environment is supportive and employees can participate in <i>Healthy Workplace</i>® programs and seek assistance whenever they are having health or safety-related problems at work.</b>	
A sentence or two as overview on how you meet the requirement.	
<b>Actions</b>	<b>Evidence (Appendices)</b>
<ul style="list-style-type: none"> <li>We have...</li> <li></li> </ul>	<i>See Appendix x</i>

<b>10. Organizational structure, work processes, and job design are assessed for their impact on employee health and safety, and improvements are discussed, documented, and implemented.</b>	
A sentence or two as overview on how you meet the requirement.	
<b>Actions</b>	<b>Evidence (Appendices)</b>
<ul style="list-style-type: none"> <li>We have...</li> <li></li> </ul>	<i>See Appendix</i>

## CONCLUSION

A summary highlighting the strengths of your submission



# EXCELLENCE CANADA

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