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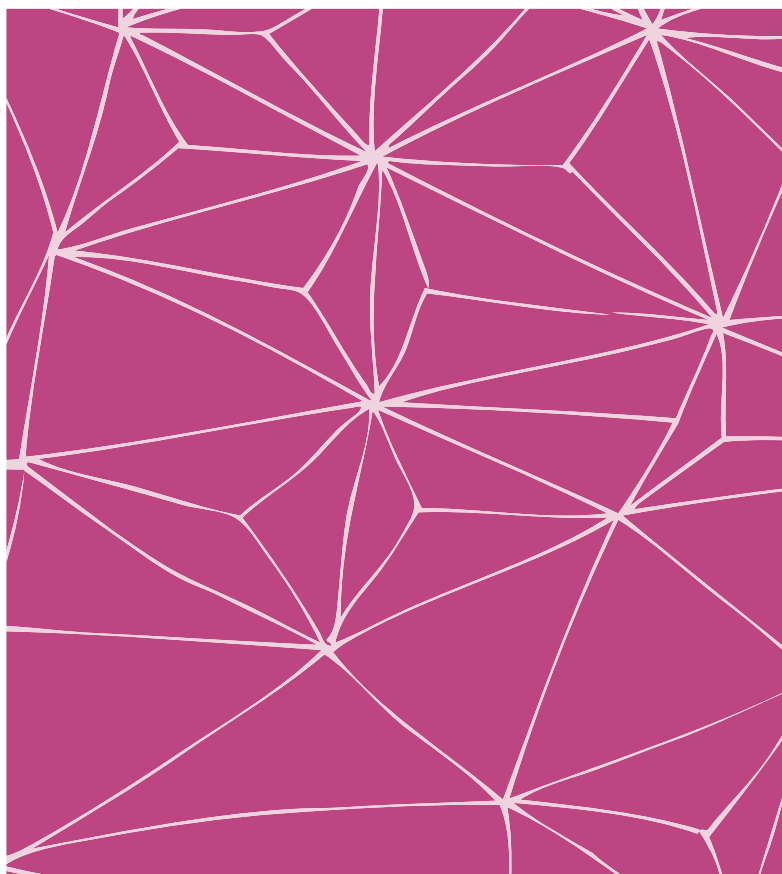
**WORKWELL**

# Healthy workplace

## Action pack

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# Healthy workplace – why and how?

## Introduction

### Why provide a healthy workplace?

It is generally accepted that employee health does affect the bottom line and the Business in the Community (BITC) 'Wealth from Health' research clearly demonstrates this. Investing in employees to help them attain and sustain good health can be extremely positive, if done effectively.

Employers of all industries, sizes and structures are affected by the consequences of poor employee health and wellbeing. However, this is an issue that employers can address easily and cost effectively within the workplace.

### What does workplace health encompass?

Improving workplace health requires an integrated approach that addresses all areas of an employee's health needs, such as:

- Prevention and lifestyle factors.
- Emotional, psychological and physical issues.
- Early recognition and identification of disease.
- Treatment and rehabilitation.
- Long-term disease/allergy management.
- Safety and accident prevention.
- Employee engagement.

An individual's health and lifestyle is an ongoing cycle; what happens at work affects leisure time, family and friends, and what happens outside work affects the employer's bottom line.

By providing employees with the means, resources and motivation to improve their health in a sustained way, a business can mitigate its health risks and the associated costs as far as possible, while also benefiting from a motivated, engaged, productive and loyal workforce.

This action pack will show you how to go about doing so.

## How to create a healthy workplace

### Our approach

The Towers Watson healthy workplace action pack offers a straightforward 12-step approach suitable for any employer wishing to optimise the health of its employees.

For simplicity, our approach is based around a programme using a 12-month annual cycle with key dates/phases, a defined project team and core framework.

The point in the calendar at which your own programme year should start will depend on your wider business activities.

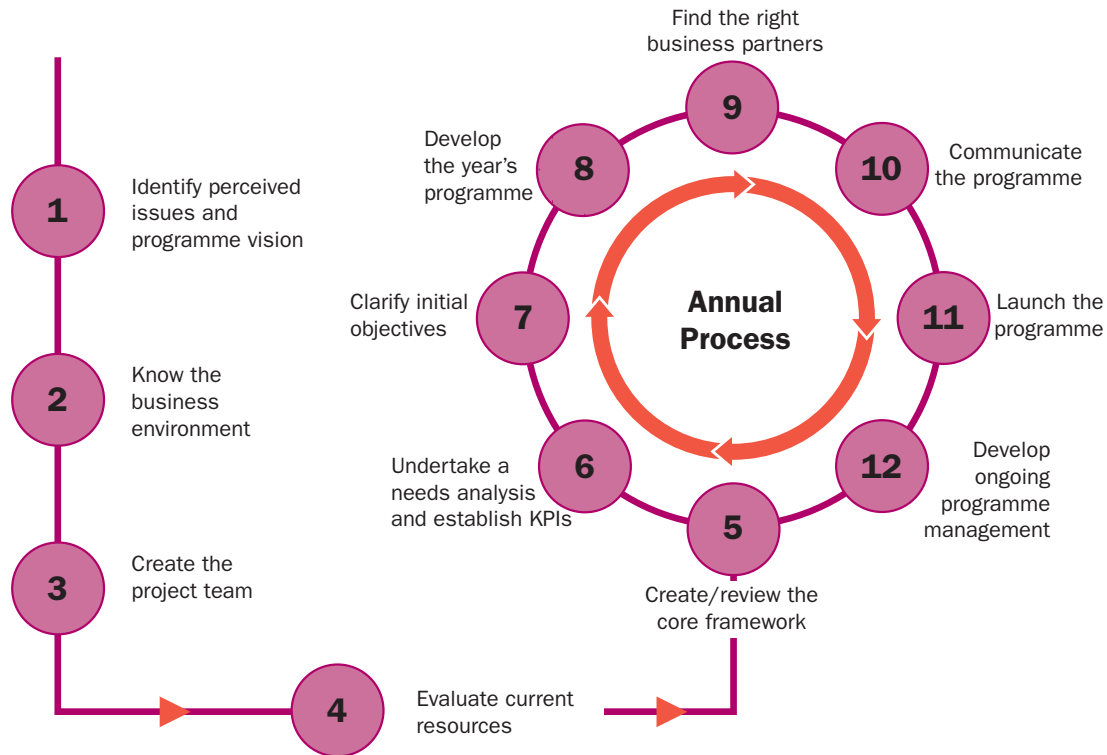
Regardless of your current situation, to avoid missing out a key part of the process, which might be detrimental to the success of your programme later on, we would suggest you start at step 1 in readiness for the launch year.

The process can be used to revisit the programme on an annual basis, although it will not be necessary to undertake the initial planning stages discussed in this guide annually. We would recommend you start at step 5 from year 2 onwards.

### Your programme

All businesses face issues that are in some way unique to them and their workforce. This action pack cannot prescribe the solutions for your own business's needs, nor will it direct you to a quick fix, which may ultimately not be the best use of your resources. Instead, it aims to provide you with straightforward guidance and a logical process to help you identify the actual health needs of your workforce and consequently the risks to your business. It also shows how to address them in the most appropriate, targeted and efficient way possible through a cohesive and structured programme.

**Figure 01. 12 steps to developing your programme**



The extent to which this programme is promoted to employees is of course up to you, but a programme format has distinct advantages over ad-hoc interventions, such as:

- Consistency.
- Clarity.
- All relevant stakeholders have input in a structured manner.
- Needs analysis ensures interventions are relevant and targeted.
- Achieves the most efficient use of resources and investment.
- Involves employees for optimum effectiveness.

No two programmes resulting from this approach will look the same, however, the steps to achieving and maintaining your programme are similar and following them will result in the following basic features:

1. Annual cycle including quarterly phases and key dates.
2. Distinct programme leader, coordinator and information analyst.
3. Project team including relevant internal and external stakeholders.
4. Core framework and centralisation of all data feeds.
5. Needs analysis and key performance indicators.
6. Targeted initiatives and events.
7. Branding and communication.
8. Ongoing monitoring, review and modification as needed.

### Need help?

We are a global consultancy with a wide range of HR expertise. Our services include consulting in all areas of employee health such as:

Integrated health solutions	Absence management	Employee wellness
Flexible health benefits	Rehabilitation	Medical expenses plans
Disability benefits	Death-in-service benefits	Ill-health early retirement benefits
Accidental death benefits	Critical illness schemes	Post-retirement medical benefits
Dental plans	Optical plans	Employee assistance programmes

## How to achieve a successful programme

10 key principles for success	
1	The programme is supported and used by senior management
2	The programme is used by line managers as part of the team and employee management approach
3	The programme development and delivery involves all relevant stakeholders, including employees
4	It is centrally coordinated and managed
5	It is underpinned by regular needs analysis and takes into account the findings in order to be relevant to your population
6	Interventions are targeted, relevant and deliver against the objectives
7	Interventions are presented in a variety of formats to encourage the widest possible audience and are convenient and fun
8	It engages employees through branding and a continuous communication programme
9	It maintains momentum and freshness and continues over the longer term
10	It meets the expectations raised

### Step 1 – Identify perceived issues and programme vision

**Even before conducting any level of formal needs analysis, you are likely to have some idea of potential health issues within your workforce.**

At this stage these might simply be generic, commonplace issues or be based on instinct alone with no particular evidence. For example:

- Unknown or concerning absence levels/reasons.
- High turnover of staff.
- High number of smokers.
- Stress.
- Poor diet/nutrition and obesity.
- Alcohol or drug use.
- High claims and/or premium costs on health-related employee benefits.

It may be that you are not aware of any specific issues. You may want to focus on employee health because it fits with your company image or values, because your competitors are doing so, or because it is simply the right thing to do.

Although the answers are likely to be brief and may well change once you have undertaken a needs analysis and are further through the process, try to answer the following questions:

1. Why have you decided to introduce a health and wellbeing programme?
2. Are there any key issues that you are already aware of and would like to address?
3. Is there anything specific you hope to achieve from it at this stage?
4. Are there any particular obstacles, challenges or restrictions you are likely to face and how do you think these might be overcome?
5. What budget and resources might you have available?
6. What timescale do you want to work to?

The answers will be useful in preliminary discussions with internal stakeholders as you develop your project team and begin to plan your programme.

Although it will probably be tempting, try not to think about what initiatives you would like to include yet. These should ultimately be based on the results of your needs analysis and any such plans at this early stage may detract from the effectiveness of your programme design later on.

## Step 2 – Know the business environment

**A successful programme must work within your organisation's physical environment, management structure, business strategy and activities.**

It should involve all key stakeholders, including your employees. Many a great initiative has either failed or not even launched because a key stakeholder was not involved from the outset or because wider business activities were not taken into account.

The current climate or context in which any programme is communicated should be carefully considered.

A wellbeing programme is unlikely to be well-received by employees if they have just been told there will be redundancies due to reducing profits for example. Equally, if your senior management has not been involved from the outset and has not bought into the concept, let alone been made aware of it, it is unlikely to get very far or last very long.

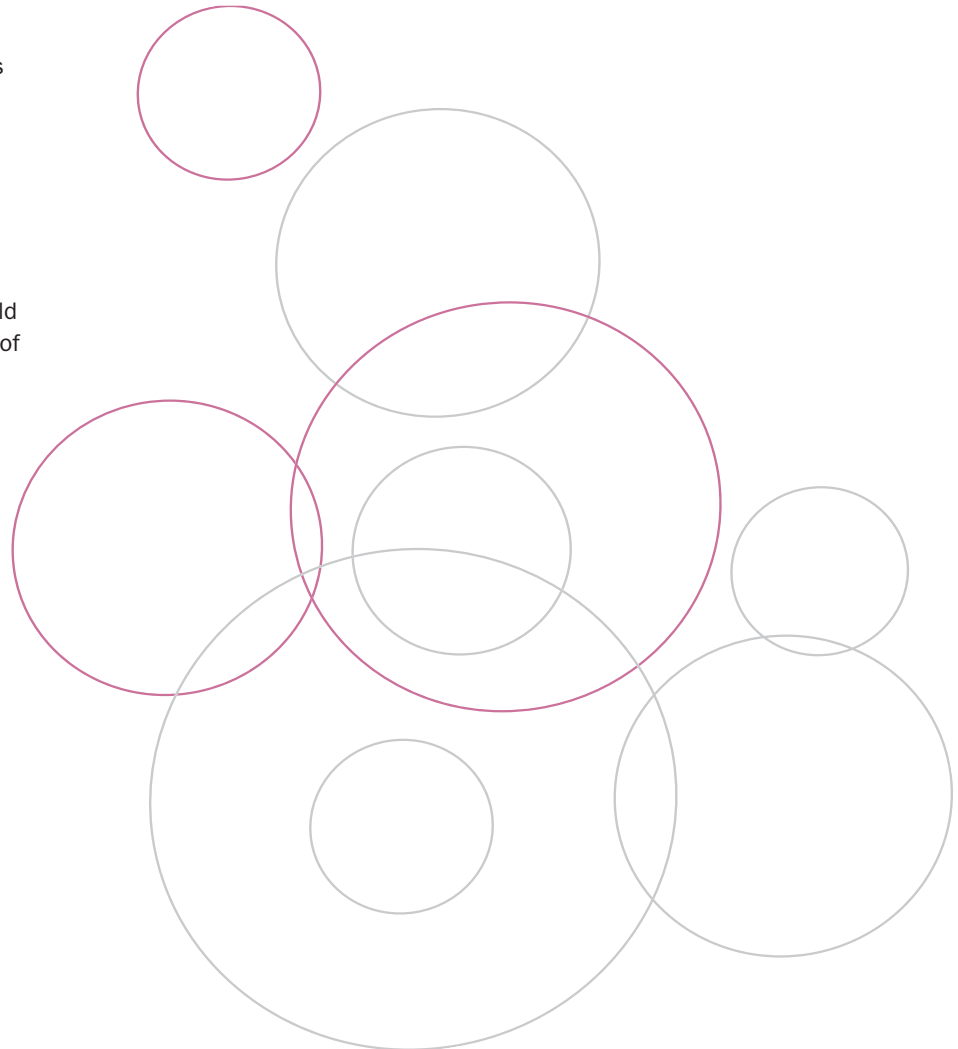
It is therefore important to clarify the following at this early stage:

1. Who are the key stakeholders who have an interest in the business, finance, employee performance, productivity and health?
  - a. Who has ultimate control?
  - b. Who has influence?
  - c. Which individuals and lines of business should be involved in the creation and management of the programme?
2. Identify existing and future strategies and business activities that will impact upon the design of the programme and when these will take place.

Regardless of the size of your project team, it is imperative that the key roles defined in Step 3 are included.

You may be willing and able to invest in employing dedicated people to fill some of these roles. However, realistically many organisations are likely to use existing staff and include these functions within their duties. Some organisations may feel it is appropriate to assign some or all of these functions to a single person.

Regardless of your approach, it is imperative that sufficient time is set aside to carry out these roles effectively and that the people who undertake them have the appropriate skills and enthusiasm for the programme.





## Step 3 – Create the project team

**To optimise the success of your programme it is vital to have representation from all internal stakeholders from business leaders to employees, with a defined central programme manager, programme coordinator and information analyst.**

The number of people and specific stakeholders within your team will vary considerably depending on the size and structure of your company. Many smaller organisations are unlikely to have in-house representation in all of these areas. Where there is more than one site or business unit, appropriate representatives of each should be included.

### Key roles and responsibilities

**Central programme manager** – to drive the programme and achieve cohesion and centralisation of the internal project team.

**Central programme coordinator** – to act as primary contact for internal and external stakeholders and organise initiatives and events agreed on by the project team.

**Information analyst** – to act as central coordinator, collator and interpreter of management information and data from the programme providers. To compile the various sources of data into meaningful information and report back to the programme manager and project team. Depending on your internal capabilities and the elements your programme includes, it may be appropriate to outsource this role.

### Internal stakeholders

- Business leaders – such as managing director, finance director, chief financial officer and chief executive officer.
- Employee champions – ideally from different sites, with different roles and a demographic spread representative of the workforce and preferably with an interest in healthy lifestyles and the ability to motivate and relate to colleagues.
- Human resources.
- Occupational health.
- Pension scheme trustees.
- Trade union/employee forum.
- Health and safety.
- Fitness facilities provider.
- Procurement.
- Compensation and benefits manager.
- IT.
- Legal.
- Facilities.
- Marketing/communications.
- Social committee.
- Specialist consultant.
- Anyone else who should have input.

Later you will develop your external stakeholder team and identify how internal and external stakeholders will interact.

## Step 4 – Evaluate current resources

This step consists of two elements:

1. Finding out what you already have available, which might fit with your programme.
2. Clarifying the profile of your employees, including their demographic profile and geographical spread.

### What do you already have available?

Most organisations will already have some of the elements, or potential elements, of a workplace health programme in place. There is no reason to start entirely from scratch if these elements fit within the programme you are going to develop. It may simply require you to re-position and change the communication of the elements or switch to a more suitable provider to make an existing element fit perfectly.

Equally however, you should not allow your programme to be encumbered by things which do not fit within your new strategy. Clearly there may be legal or employee relations implications in removing certain provisions, which have either been promised to employees or which they value. We would always recommend you consider this carefully and seek legal advice before removing them.

Consider what services, benefits and interventions you already have in place related to health in the workplace, such as benefits, attendance management, employee eligibility, staff training, line management, facilities in the local area, number and location of sites. You may even go so far as to consider what is provided in vending machines.

You should establish:

- Who provides them?
- What does the service include?
- What measurements and data are available from them?
- Do you think they might be a good fit?
- Do you know if they are currently valued by employees and/or the business?  
(Your needs analysis will add further insight).

### Examples

- What is around your site(s)?  
For example, sports and recreational facilities, areas of historic or natural interest.
- What other services do your benefit providers offer either free of charge or at preferential rates? For example, on-line tools and resources, telephone services such as GP helplines, stress counselling, bereavement counselling, second opinion services or absence recording services. Could you make better use of them?

A checklist has been included within the action pack which may be helpful.

### Your employees

The content and style of your programme will depend to some extent on the demographic and geographical spread of your workforce, both across the company as a whole and within specific sites or business units. Such as:

1. Do you have a broad spread of age and gender across your workforce or do most employees fall within a particular age range?
2. What is the spread of those with families compared to young and single?
3. What is the typical educational level of your employees?
4. What is the culture of your employees and their roles for example, target driven, competitive, social, team working, isolated, analytical, negative?
5. Are there any particular attitudes that you are likely to encounter?
6. What level of salaries do employees earn? Is there a significant variance?
7. Do most employees live locally to your sites or do they commute long distances?
8. How long do employees typically remain with the company?
9. Do all employees work the same hours or are shifts staggered?
10. Are any employees site-based or mobile/home-based?
11. What kind of environment do they work in – office/desk-based, workshop, factory, laboratory, or call centre?
12. How computer literate is your workforce? Do they have easy access to PCs and the internet?

Consider the potential opportunities and difficulties which these factors will add to your programme.

Depending on the extent of your needs analysis (step 6), it will help you to obtain feedback and evidence on many of the issues associated with these demographic factors. The needs analysis will therefore be imperative in helping you structure your programme.

Most organisations will have at least some degree of demographic variance within their population, although there are likely to be common themes or attitudes. In order for your programme to be truly successful it must be broad enough in its content and means of delivery to approach the widest possible audience and be accessible and relevant to any employee who wishes to participate.



## Step 5 – Create/review the core framework

So far you have already:

- Created your project team and assigned your key roles (step 3).
- Taken stock of what you already have available (step 4).

You are now ready to develop your core framework by:

- Realigning your existing provision and services.
- Identifying any remaining gaps.
- Establishing the most effective approach to interaction between stakeholders.
- Establishing the portal through which employees will access the programme.
- Branding your programme.

If you are now planning your second (or later) programme year, it is worth reviewing your core framework at this stage to ensure it is still working as effectively as possible.

### What is it?

The core framework provides a solid basis for your workplace health programme and all future initiatives. It is the means through which your programme is funded, co-ordinated, delivered and measured and future needs are identified for targeted intervention. All targeted initiatives and programmes will be developed as a result of the findings of your core framework and will effectively sit on top of it as shown in **Figure 02**.

The framework should provide a stable foundation and basis for your programme, but allow flexibility for organic growth and adaptation going forward to meet changing demands. For example, you may wish to change a benefit or provider at some point in the future. In reality, it is a virtual concept but it will nevertheless help to clarify the approach you are going to use and is a useful means of ensuring that your programme remains on track and continues to function effectively.

The most effective model is likely to be through the central coordination of services through:

- Key internal stakeholders (step 3).
- Centralisation of data collection and analysis (steps 3 and 5).
- Core providers (step 9).
- Branding.
- The communications hub.

### Branding your programme

The branding of your programme is extremely important. It will set the tone of your workplace health programme and be the way in which you inform and engage your employees. It is therefore important to get it right in order to maximise your investment.

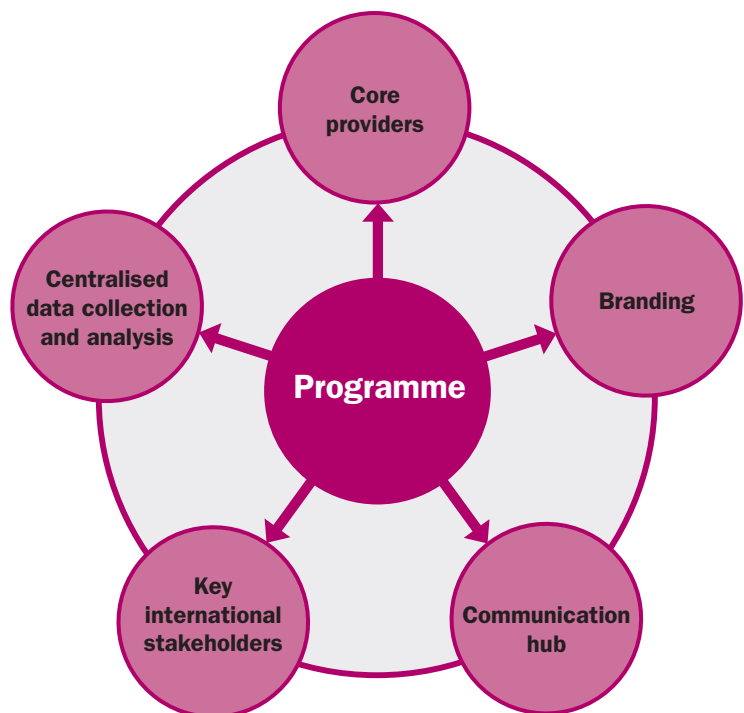
#### How to do it

Some organisations will be fortunate enough to have a marketing or communications team, in which case they will be able to assist you with both the branding and a cohesive design style for your communications material.

Where such resources are not available, it may be helpful to think of names that reflect what your programme is trying to achieve. Can they be linked to your company name or industry in any way? Consider how the logo and style of any documents or website might look. What resources do you have available for example, image libraries?

Create a short list of your ideas and ask for feedback from the project team, including a range of employees, to see which one is likely to encourage the greatest interest/appeal.

**Figure 02. Central coordination services**





## Communications hub

### What is it?

This is the main portal through which employees will access the programme. Ideally it should contain information on all health-related services and initiatives including:

- Overview of programme.
- Schedule of events/annual calendar.
- Overview of services, providers and programmes with links to more information and relevant contact details.
- On-line components for example, health risk assessment or absence recording tools, with links for employees to participate.
- Updates on specific initiatives as they are approaching, for example what is on and when, tools, resources, and where to find out more.
- Other relevant features, such as:
  - Overview of results of the needs analysis.
  - Employee feedback.
  - Success stories.
  - Challenge/competition results.
  - Interactive tools like body mass index calculators, calorie counters, tracking tools to monitor steps per day and weight and food diaries.
  - Photos.
  - Programme coordinator details.
  - Suggestions and feedback.

### How to do it

You need to find the best way of providing information about your programme to employees where they can access it easily, for example:

- **Web-based** – accessible from home and work where employees have access to the internet. These should also be accessible to their families if appropriate to broaden the scope of programme.
- **Intranet** – accessible to employees while at work if they have access to computers.
- **Prominent notice-boards** – for employees who do not have PC access and/or as a supplement to web- or intranet-based delivery to increase awareness.

It is vital that the hub can be maintained and updated regularly to ensure that it continues to be relevant to your programme. It should also be branded to reflect your overall programme.

This will be of enormous value in your ongoing, longer-term programme development. It will also be of key importance in quantifying the financial impact of your programme.

It will provide a tool to:

- Measure the impact of the programme and allow employee health to be incorporated within the annual report.
- Ensure that interventions can be targeted for the needs and interests of the population to optimise efficiencies and effectiveness.

Your needs analysis should be repeated on a regular basis (typically annually) throughout the programme. It should include questions and measurements that will be repeated each time, to track progress.

## Step 6 – Undertake a needs analysis and establish KPIs

**Your needs analysis should be structured in such a way as to provide a ‘snapshot’ of the current health of your organisation in measurable key performance indicators (KPIs) to compare against future performance.**

What you can or should measure will depend on your existing structure and provision. The greater the level of detail you are able to include within your needs analysis, the more valuable the information you will obtain from it, helping you to develop your programme and track its progress.

Clearly the needs analysis will take time, particularly in the first year. However, by establishing key performance indicators and a structure to use going forward, the process will be less onerous in future years. Your specialist adviser may also be able to assist you in this.

There are two aspects to consider:

1. An analysis of health-related statistics (depending on what structure is already in place and what information is available).  
Suggestions of what to include are provided in step 8.
2. An assessment of employee needs and desires.  
There are two key approaches to determining this:
  - a. Undertake a survey or set up focus groups to ascertain employee issues and key concerns that may already be affecting health. These may be physical (for example, weight, smoking, activity, diet), situational (for example, dependant responsibilities) or related to workplace culture (for example, work-life balance, anxiety, enthusiasm, stress, control).  
This should be formatted in such a way to achieve quantitative information for use as part of the needs assessment and a KPI going forward.  
The survey should ideally also include a section to ascertain:
    - Readiness to change workplace culture.
    - Does it foster or undermine employee health and wellbeing?
    - Areas of particular interest.
    - The time and/or circumstances in which employees would be most likely to participate in any interventions or events.
    - The preferred type of interventions.
    - Desire of employees to be involved in organising certain events or if they are already doing so.

It may be possible to incorporate this within a wider engagement survey, an area in which Towers Watson is able to assist.

- b. Undertake a computer-based health risk assessment (HRA) at the outset of the launch. This provides employees with tailored reporting based on their own profile. Some offer tools to manage change and track progress, while providing the company with anonymous management information to identify trends and key risk areas to target interventions accordingly. This could be undertaken at a later stage when your programme actually launches to form one of your programme events.  
The greater the participation in completing these questionnaires, the better your understanding will be of your employees’ health needs and interests. It is therefore worthwhile encouraging take-up through means of incentives or a prize draw for example. Obviously, it would help if the incentive/prize reflects your programme goals, so keep it healthy!

### What is right for your business?

The nature of HRAs is such that they are provided by a third-party company with only limited scope to tailor them. Therefore, organisations may wish to utilise both of the approaches described above as part of the needs analysis in order to have a greater understanding of employees’ specific interests. This will help to optimise engagement and the success of the programme.

The depth of your needs analysis will ultimately depend on your internal capabilities and financial resources. However, ultimately it will have a significant impact upon the success of your programme and its importance should not be underestimated. Unless you understand the health needs and interests of your workforce, you simply cannot know whether you are addressing them, or delivering a worthwhile and effective programme which continues to provide a return on your investment.

## Needs analysis and KPIs – suggestions of what to measure

The following list is intended to provide you with an understanding of what sort of information should be captured. The actual content of your own needs analysis will vary depending on what benefits and services you have.

### Health-related indicators

Certain health-related benefits, absence data, employee assistance programme, health screening and health risk assessments will capture information enabling you to quantify the impact of specific health risks or medical conditions, for example:

- Muscular-skeletal conditions.
- Heart disease.
- Stress/depression/chronic fatigue syndrome.
- Cancers.

Combine this information to create a picture of the number of employees and cases affected by these issues, together with the cost of these risks to the business.

### Lifestyle indicators

Take-up and related cost information where necessary relating to, for example:

- Sales of healthy vs unhealthy canteen/vending machine options.
- Gym membership/attendance.
- Bikes being kept in company storage facilities.
- Relevant information from employee survey and health risk assessment/screen management information on obesity, diet, activity and smoking.

### Take-up

- Hits to your programme hub website.
- Requests for information.
- Attendance and satisfaction levels of interventions and events, with six month follow-up results.
- Take-up of health-related benefits where they are not fully company-paid.
- One-day absence incidence, number of employees and cost.
- Productivity.
- Turnover.

### Policy and process indicators

- Percentage of referrals to Group Income Protection (GIP) provider within four weeks, eight weeks, 16 weeks, 26 weeks and post deferred period.
- Number of absence referrals to Occupational Health (OH).
- Number of OH referrals to GIP provider.
- Number of return to work cases prior to becoming GIP/III-health Early Retirement (IHER) claimant.
- Survey responses in terms of awareness and understanding of relevant policies.
- Actual case examples.

### Workplace culture indicators

- Trend changes on key indicators from employee wellbeing or engagement surveys.

### Absence

- Incidences of absenteeism and average duration of absences of one day, under one week, one month, one year, five years.
- Causes by category.
- Direct cost.
- Number of referrals into OH and GIP per 100 employees.
- Number of cases reaching end of GIP deferred period per 100 employees.

### Cost

- Total premium, average cost per employee and single rate/unit rate for all insured benefits.
- Total direct cost of absence.
- Average claim cost per incidence/claimant/employee.
- PMI – number of claimants and total cost in key condition areas listed above.
- PMI – number of claims and total cost in cost-bands.
- Total and per-employee cost of all health-related benefits, services and absences.
- Total and per-employee reduction in claims/absence costs across all benefits and services.

## Step 7 – Clarify initial objectives

**Having undertaken the needs assessment, you should now be in a position to clarify your initial objectives for the programme.**

What are the key areas of potential risk or expenditure, both for employees in terms of their health, and as a business? Such things might include:

- High turnover, perhaps only in a particular area or for a certain job-role.
- High incidence or cost for specific conditions or areas on the benefit schemes, for example, musculoskeletal cancers or stress/depression.
- Inability to quantify certain areas owing to lack of consistency in data collection.
- The number of smokers in the workforce.
- An interest in weight-loss expressed by the workforce.
- The number of absences due to, for example stress, allergies, back pain, 'Monday/Friday-itis'.
- Inappropriate or inconsistent policies or practices.
- Lack of knowledge of services or benefits already available.
- High incidence of short-term absence due to a specific location.
- The incidence of late referrals of absence cases into the GIP/Permanent Health Insurance (PHI) scheme.
- Large number of long-term absences, IHER cases or GIP/PHI claims relating to certain causes for example, stress or back pain.
- Lack of accurate absence data.
- Lack of use of absence reports.

- Unhealthy lifestyle practices or health risks for example, inactivity, obesity, alcohol or drugs use, poor hydration.
- Poor safety practices.
- Expressed interest in certain areas.

Clearly it may not be possible to address all of these objectives at the outset. Some may be relatively straightforward and only require a one-off change of approach or policy, while others may require a short-term awareness campaign or long-term programme to achieve sustained change.

Evaluate and prioritise the objectives that you would like to address within the first 12 months of the programme and consider less important issues in following years.

Your objectives are likely to change as the programme develops. The programme will evolve as interventions are successful in targeting risk areas, and any subsequent needs analyses may identify new areas to target, such as engagement and maintaining momentum.

### **What is it?**

The programme will consist of the interventions needed to address the goals you have identified in step 6. This is based on the core framework you have established in step 5, which will underpin the programme going forward.

## Step 8 – Develop the year's programme

### **What to include**

Your programme should aim to achieve the goals set in steps 6 and 7.

Remember to include repetition of the needs analysis on an annual basis to ensure continued relevance and return on investment.

Your interventions will consist of three elements:

1. Events.
2. Supporting communication.
3. Resulting data/feedback into the central analysis.

It will include:

- Your programme management activities for example, regular meetings
- Needs analysis
- Data collection and interpretation
- Targeted interventions

The most straightforward programme design is based on an annual cycle, with monthly and quarterly 'stepping stones' and key dates, depending on your interventions. Further guidance on the timing of events has been provided later in this section.

Remember that employees' expectations will be raised as soon as you launch your programme and it will be detrimental to your goals if these expectations are not met. It is vital to introduce something which is sustainable. It is better for your programme to start small/low key and escalate than for it to start big and fizzle out.

## Tips for delivery

Once you have identified the risk areas you are going to address, think about how you could deliver them in the best way possible. This is the time to be imaginative and make initiatives fun and interesting.

Delivery of the interventions should, of course, be relevant to your workforce and take account of your existing services and provisions wherever possible. What initiatives could you introduce to address those needs in the most targeted, engaging and effective way?

Involve your internal and external stakeholders in developing and delivering them.

To ensure initiatives are inclusive and to avoid pointing the finger at certain employees, structure initiatives within a number of overriding themes, for example:

- Changing habits.
- Nutrition.
- Activity.
- Stress.
- Back care.

Do not be patronising – the reality is that most people know the basics for example, that they should be eating five portions of fruit and vegetables a day or that smoking is bad for them, so make it easy, convenient and interesting for employees to do the right thing.

For the greatest possible success, it may be appropriate to deliver a particular intervention in a variety of methods and formats to achieve optimum engagement. Some employees will be more interested in the social opportunity than the actual health benefits. Some will want to have information to take up activities on their own or with families, while others will be more motivated by team or social opportunities, or competitive challenges. Other methods of motivating employees may be through incentives or through the opportunity to achieve tangible results like points which lead to rewards. Try and incorporate this variety within your programme.

Consider whether initiatives simply require a one-off change of policy, process or facility (possibly supplemented by training), a single awareness event or mid- to long-term programmes.

## Timing of events in the annual cycle

When planning your annual cycle and calendar, consider the following:

- The ability to repeat certain activities on an annual basis at the same time each year, such as the needs analysis.
- Other business activities for example, salary/performance reviews, key busy periods.

- Seasonal activities (such as an alcohol campaign before Christmas, sun exposure awareness at the start of summer), general programme awareness following New Year's resolutions or around general company focus on annual health screens.
- The advantages of taking up specific benefits prior to the annual flex enrolment and so on.
- National event/charity days for example, No Smoking Day, Bike Week, Bike2Work, Walk to School Week, Fruity Friday, National Allergy Week, Back Care Awareness Week, Know Your Numbers Week, Migraine Awareness Week, Depression Awareness Week, Men's Health Week, Wellbeing of Women Cancer Awareness and so on. These are all Government initiatives and can help you structure your programme.

## Funding

While some services and benefits clearly come at a cost, others do not need to be expensive and in many cases can be delivered at no cost beyond the time spent on delivering them.

- What is available at no cost or reduced cost through your existing benefit or service providers?
- Are there any relevant charity or national events to help you make the most of their resources and awareness campaigns? Some provide event organiser's materials.
- What free resources and tools that are available on the internet could be incorporated into your programme?
- What can you provide in house using your own resources and some imagination?
- Could you share some or all of the cost of providing certain initiatives with employees?

## But remember...

A successful programme should also be able to deliver a return on your investment if spend is targeted. The return on investment might ultimately be greater if you purchase a service which is more relevant and focused to your needs rather than using free services that are less appropriate.

So it might be possible to give employees access to a free on-line HRA tool. However, if this tool does not include the provision of good quality comprehensive cumulative management information, you are missing out on a significant opportunity to understand the health risks of your workforce and start to address them.

When considering whether to ask employees to contribute to the cost of any initiatives it is important to bear in mind that cost may prevent or discourage take-up. Equally, free services are sometimes taken for granted. Your employee consultation should have helped you understand whether cost-sharing might be appropriate for your own programme.



## Example of an annual programme plan

This example shows how a programme might look in the first quarter of the year, taking into account a variety of interventions, communication and the first quarter's management activities. Your own programme will depend on the results of your needs analysis. For more ideas incorporate Government initiatives such as No Smoking Day, Bike Week, and so on.

### January – New Year's Resolutions

- Week 1** Communications build-up to launch. Line manager seminar.
- Week 2** Launch with health fair. Monthly topic newsletter, lunch seminar – 'general health & lifestyle'.
- Weeks 2–3** Employees complete HRA.
- Week 3** Reminder to complete HRA.
- Week 4** Prize draw for completing HRA.

### February – A healthy place to work

- Week 1** Monthly topic newsletter. Fruit baskets in office.
- Week 2** Lunch seminar – 'keeping it going'. Fruit basket. Communication to promote health-related activities and clubs.
- Week 3** Chair massage day. Fruit basket.
- Week 4** Fruit basket.

### March – Small changes

- Week 1** Monthly newsletter.
- Week 2** Lunch seminar changing habits. Communication on smoking. Opportunity to book smoking cessation course and launch support group.
- Week 3** Smoking cessation course.
- Week 4** Smoking cessation course. Payslip notice equating cost of 'bad habits' this month.

### April – Spring is in the air, Q1 programme management activities

- Week 1** Monthly topic newsletter. Line manager training – spot the signs of stress and depression and what to do.
- Weeks 1–2** 1st quarter data collection and collation.  
Launch 'capture spring' outdoor photography competition.
- Week 2** Launch sunflower and vegetable growing competition.
- Week 3** Promote employee assistance programme. Communication on facts about depression with information take-away.
- Week 4** 1st quarter project team meeting – performance update and planning.
- Week 5** 1st quarter results line manager communication.  
1st quarter results employee communication.



## Step 9 – Find the right business partners

The in-house facilities, services and capacity available to your business will vary significantly. For example, you may have an in-house occupational health team, while others will not. However, for any company, it is unlikely that all of the health-related services and interventions will be provided in house or that it would be cost effective to do so, particularly in respect of health-related employee benefits and services which involve trained medical assessment or intervention.

Partners and suppliers will largely fall into two categories:

1. Core providers.
2. Ancillary providers.

Before approaching providers, establish a formal tender request which clearly sets out the philosophy of your programme and your expectations of them. Alternatively your employee benefits consultant, healthcare and risk or occupational health adviser may already have knowledge of this market and may be able to help you find the best providers for your programme.

To achieve a successful and integrated programme, it is of course vital that the providers are chosen with care. ‘Wellness’ and ‘Wellbeing’ can be very misused terms. Some suppliers do not yet have a full understanding of truly integrated employee programmes and what your expectations might be.

### 1. Core providers

Your core providers are likely to be the insurers or administrators of any health-related employee benefits or services you offer staff, for example:

- Private medical insurance/healthcare trust.
- Group income protection/permanent health insurance.
- Pension scheme trustee for ill-health early retirement.
- Employee assistance programme.
- Absence recording/management services.
- Employee health screening.
- Occupational health.

Not all organisations will offer any or all of these benefits or might only do so for certain categories of staff, which may make their incorporation within your core framework less effective (covered in step 5). Such benefits and the expertise of the providers can play a significant role in creating a healthy workplace, if delivered correctly. We would encourage their use within your programme.

As shown in **(Figure 03)**, these benefits should form an integral and ongoing part of your employee health programme. Their use as tools for both the business and employees can be optimised by implementing an integrated and streamlined approach with clear signposting as to how the benefits interrelate. This will help employees and managers see how to move between them through the cycle of identifying [potential] health issues, achieving treatment and rehabilitation and dealing with periods of long-term disease management.



Due to the integral nature of these core providers, careful selection is obviously vital. It may be that your organisation already uses a provider or providers of these benefits, but we would encourage you to consider whether they are able to demonstrate the following before deciding whether to maintain the services of a particular provider:

- An understanding of what you are trying to achieve, the purpose and nature of the programme.
- The role which they will be required to play within the wider structure.
- Be able and willing to work with other providers and stakeholders, particularly in areas such as ill-health case management.
- Their ability to provide useful management information within the required schedule, which fulfils the requirements of your needs analysis and KPIs.

Towers Watson or your existing benefits adviser may be able to assist you in this.

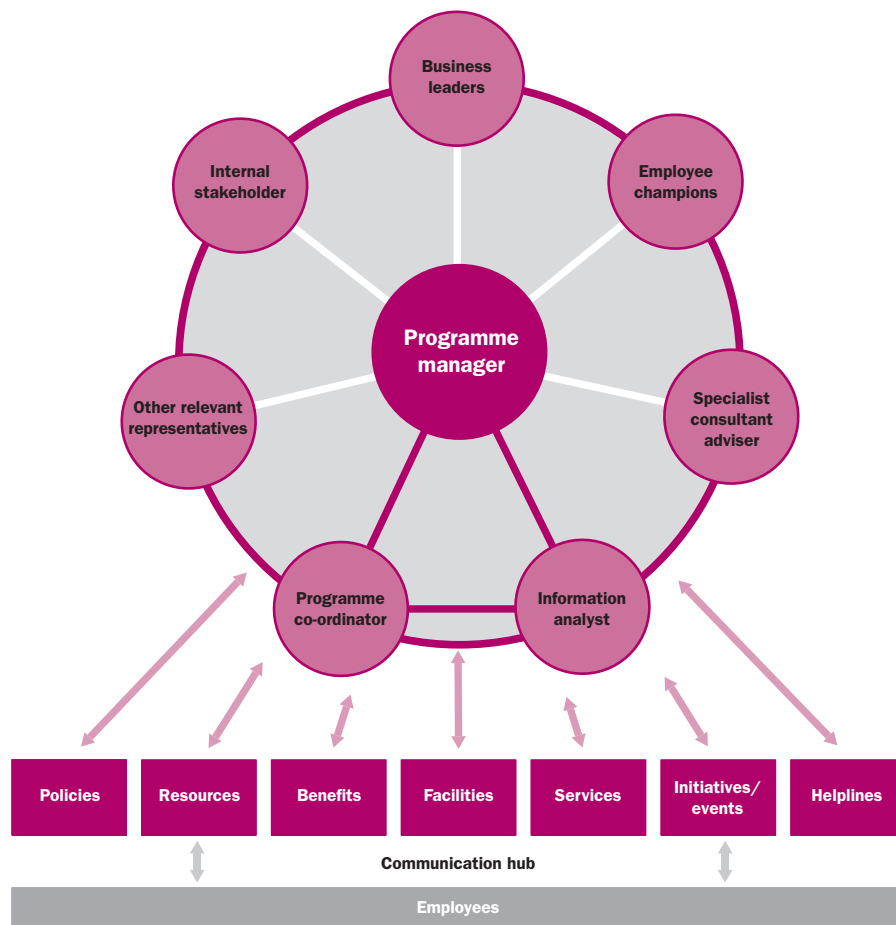
## 2. Ancillary providers

Your ancillary providers will deliver some of your targeted initiatives, for example, on-site chair massage, exercise classes, physiotherapy, seminars and so on.

Health and wellbeing is a growing marketplace, which has been further developed through the use of the internet. There are numerous specialist suppliers out there who are able to offer services to fit in with your programme. Many providers are currently developing their services in these areas and may be willing to work with you more flexibly for mutual benefit.

Many providers can include complimentary services which may fit with and/or enhance your programme such as medical information resources or helplines.

**Figure 03. Integrated approach to your employee health programme**



## Step 10 – Communicating the programme

There are four key aspects to the communication of your programme:

1. Programme branding.
2. Communications hub.
3. Communication of events and initiatives.
4. Ongoing communication with employees and management about the progress you are making.

You have already branded your programme and established the communications hub through which all information about it can be accessed (step 5), when building your core framework.

Having spent time identifying your employees' needs (step 6) and developing initiatives to meet those needs (step 8), it is vital to engage employees to encourage participation in them.

### Communicating your initiatives and events

The communication of your initiatives is key to their success. If employees are not aware of them or do not participate in them, they have failed.

To optimise awareness, interest and engagement, each intervention should be supported by a relevant campaign.

When communicating to employees, it is important to consider a variety of mediums and approaches (locations, frequency, and so on)

A few ideas include:

- Posters placed in areas with the greatest relevance and visibility.
- Branded canteen menu options.
- Tangible items and freebies such as fruit, water bottles, interactive tools and so on.
- Payslip notices for example, show the amount spent on cigarettes as a percentage of take-home pay.
- Regular updates and features on your communications hub.
- Regular email bulletins on hot topics.
- Credit card containing all relevant contact numbers.
- Competitions.
- Seminars and training sessions focused at line managers to explain the value of the programme for them and their employees in a personal and business context and how they can engage their team.
- Seminars and interactive sessions for employees.
- Fairs/events to showcase the programme.

## Step 11 – Launch the programme

**Once the core framework and key events are developed, providers are in place and the branding and communications are prepared, you are ready to launch your programme to staff.**

Your programme goals, corporate culture and confidence are likely to impact upon the extent to which you wish to make a dramatic launch to employees.

- Consider the expectations you will be raising to ensure that the programme will meet them.
- Demonstrate that you have taken on board feedback and information from the needs analysis stage.

There are many different ways to launch your programme, for example:

- Health fair.
- On-site events or promotions.
- Communications.
- 'Freebies'.
- Invitation to participate in a health assessment.
- Health pack containing items relating to the programme.
- Personal letter from the managing director and so on.

Ultimately, a structured combination of methods supported by a strong communication plan is likely to be most effective.

## Step 12 – Ongoing programme management

**Ongoing management is essential in maintaining an efficient, effective, sustainable and continually relevant programme.**

You may achieve a good uptake at the start, but maintaining that engagement could be a challenge.

This action pack has been designed to be used on an ongoing basis. Once you have launched your programme, steps 5 to 12 will continue to be relevant.

- Plan your annual calendar each year. Maintain momentum – keep your programme alive through new events and communication.
- Keep it fresh. No matter how good your initiatives, some will have a shelf life – think about how you can offer them in new ways.
- Keep it relevant. You can only do this by knowing the needs and risks of your workforce. Repeat your needs analysis process annually and measure the outcome of your interventions. As interventions are successful, some needs will change.
- Communicate with your management and stakeholders so that they continue to recognise the value of the programme.
- Learn from your mistakes.
- Make it part of your business infrastructure
- Get recognition. There are several awards recognising the achievements of employers in employee health and wellbeing.

### Ongoing communication of programme results

Of equal importance is the ongoing communication of the programme directed at senior management and line managers. Their continued buy-in and participation in the programme is key to its success, its longevity of achieving a return on your investment.

It will be necessary to help managers see the real value of the programme and not view it as a time and revenue burden. If they do not allow employees to take time out of their work to undertake key activities, or do not promote a social team environment, this could be detrimental to the success of the most promising of programmes.

It is important to share the results and progress with the relevant stakeholders through regular communication updates about:

- Key findings of analysis.
- Progress made.
- Return on investment.
- Success stories.
- Learning experiences.

Equally, it is important to let employees know about the programme and how far they may have come. Inevitably some employees of workforces will have a negative or cynical view of anything you implement. Showing that the programme is responding to their input and needs and that people are really benefiting can only help overcome this.

### What next?

Further tools to help support you can be found within the action pack. Towers Watson also offers consultancy services in respect of all areas of this action pack, please contact your Towers Watson consultant for more information.

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### About Business in the Community

Business in the Community is a membership of companies with the leadership to translate corporate values and commitments into mainstream management practice.

These companies measure and report on progress and illustrate the action being taken to improve the impact of its operations, products and services on society and the environment.

### Further information

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