

# **The First Step in Measuring the Effectiveness of a 'Wellness' Initiative is to Perform a Needs Assessment**

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# Presentation Overview

1. Importance of Wellness programs
2. What is a wellness program
3. Performing a needs assessments (inc case studies)
4. Program evaluations
5. Gaining Support & Implementing a Health Program



# Introduction

Over representation of life-style related health problems within blue-collar industries.

Health costs very little, sickness costs a lot!

Health is an important economic strategy for businesses.



# Importance of Wellness Programs

## New age of Human Capital:

- Rapidly aging workforce in the mining industry
- Looming shortage of skilled and unskilled workers
- Current and growing health issues are in response to labour shortages and aging workers
- People are the key to the success of every mining operation
- Old ideas are being replaced by new health and productivity modelling for business



# Factors that effect performance

- Organisational culture (company values, beliefs, policies and practices)
- Employee health (physical and mental)
- Level of technology and equipment
- Employee training, skills and knowledge
- Supervision and leadership



# Human Assets

Critical components of business success (human factors):

- Knowledge/skills = intellectual capital
- Tools = physical capital
- Motivation and culture = psychological capital

Good or poor health can maximise or reduce effectiveness of all three factors.



# Workers Compensation 05-06

## Workers compensation statistics:

- Mining 5373.7 claims per 100,000 people (down by 30%)
- Average cost of a claim \$23,699 (increase by 23%)
- average cost of claim is more than double any other industry
- muscular skeletal claims more than 50% of all claims

Source: [Queensland Workers' Compensation Scheme Statistics Report 2005-2006](#)



# Costs of Poor health

## Direct Costs:

- Wellness and Prevention campaigns
- Medical treatment for injuries and illness

## Indirect Costs:

- Lost work time (absenteeism, workers comp)
- Impaired performance (working while not 100%)
- Ripple effects through to other employees





# Presenteeism

## Presenteeism:

- Attending work while not 100% fit and healthy
- Not achieving highest potential
- Can relate to fatigue, sickness, disease or mental health
- Being paid to perform and not achieving (the person, the work they are doing quality and quantity)

Presenteeism in the mining industry?



# Leading Causes of Death

Disease	Percentage of all deaths
Circulatory system (Heart disease and stroke)	39.6%
Cancer Total <ul style="list-style-type: none"><li>■ Digestive (29.4%)</li><li>■ Lung (21.4%)</li><li>■ Prostate (13.5%)</li><li>■ Respiratory system (9%)</li></ul>	28.4%
External factors <ul style="list-style-type: none"><li>■ Suicide (28.6%)</li><li>■ Motor vehicle accidents (23.4%)</li></ul>	7%



# Losing Years of our Lives

Item	Age Reduction
Tobacco smoker	12.1 years
Inactive	6 years
Alcohol in excess	6.6 years
High blood pressure	5.1 years
Obesity	4.3 years
High cholesterol	3.2 years
Lack of fruit and vegetables	3 years



# Reasons for Investing in Health & Wellness Promotion:

- Aging workforce
- Sedentary staff
- Low morale (eg due to merger)
- High staff turnover
- High level of sick or stress leave
- Workforce just aren't healthy
- Because we care

**How many of these are familiar to you?**



# Pivotal Role of Workplace Health Promotion

- ❑ Reducing major health risks
- ❑ Reducing employee absenteeism/presenteeism
- ❑ Improving retention of highly skilled staff
- ❑ Increasing productivity
- ❑ Enhancing morale
- ❑ Improve team work
- ❑ Improve staff – management relations



# Workplace Health Promotion and OH & S

In the context of OH & S health is often seen from the level of prevention of workplace injury and illness – not from the platform of enhancing health and wellbeing.

This is highlighted by the way that workplace OH & S programs are prioritised, with safety & rehabilitation issues addressed first.



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# What is a wellness program

Change in focus from:

- providing medical services
- providing exercise facilities

Change in focus to:

- holistic and self management programs
- addressing culture/organisation, environmental factors and individual behaviours





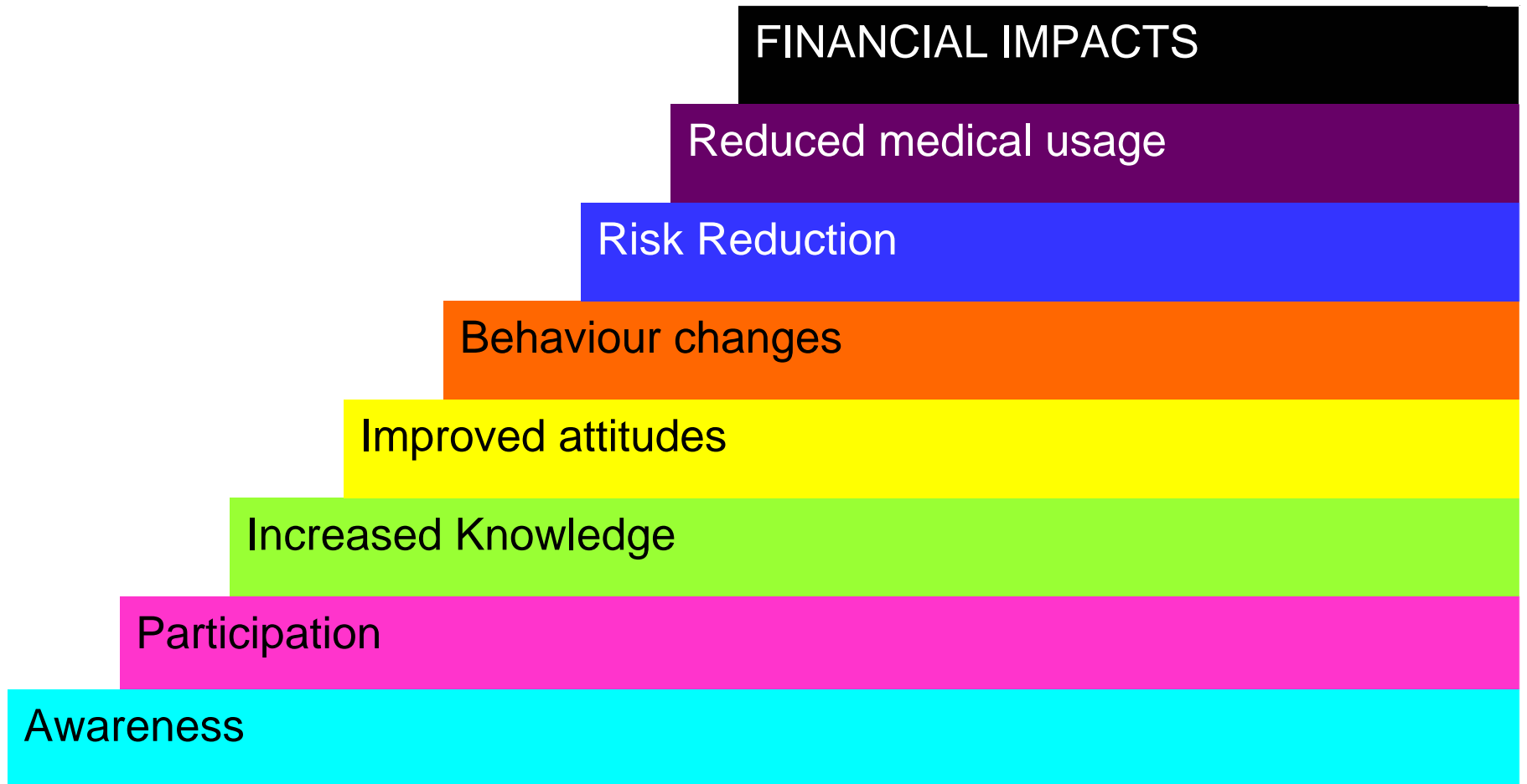
# Wellness programs

## Good Programs will:

- have the ability to identify high risk individuals
- seek involvement from a large proportion of workforce
- offer tailored follow up strategies
- offer change opportunities for the site, community and individual
- Offer a higher level of ongoing support for high risk individuals



# Impact Model – results take time



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# Performing a needs assessment

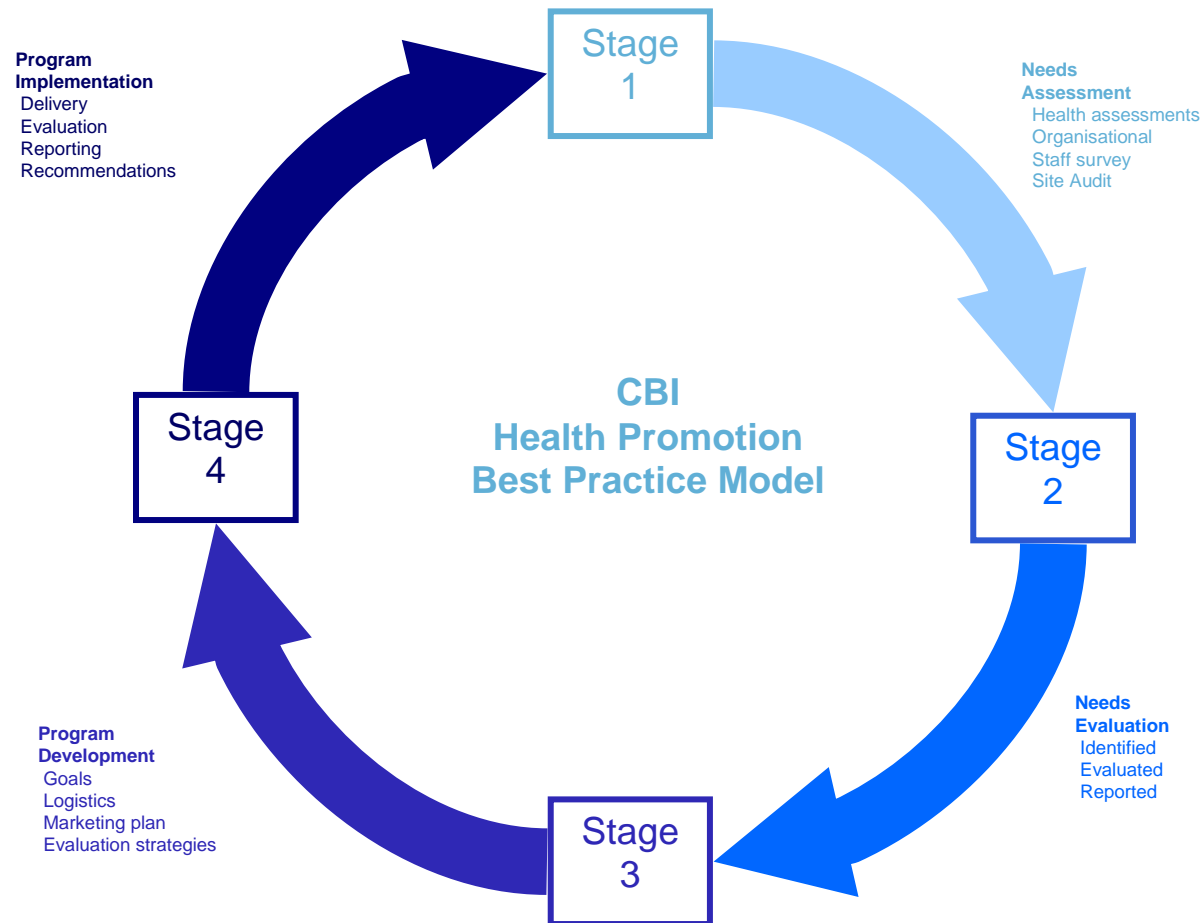
## What is a needs assessment:

- critical process/component of any program
- time taken prior to implementing a program
- takes into account the individual, environmental and cultural factors
- opportunity for all members of staff to contribute
- should be an ongoing process



# Performing a needs assessment

How to perform needs assessments:



# Performing a needs assessment

## Why perform needs assessment:

- identify where problems occur and how big they are
- identify high risk behaviours/individuals
- identify staff interest areas
- identify barriers including individual, environmental and cultural
- leads to development of targeted strategies specific to your organisation
- allow evaluation of program success



# Performing a needs assessment

## How to perform needs assessments:

- HRA (health risk appraisals)
- Physical data (eg blood tests, blood pressure, weight)
- Staff survey of interest areas
- Assessment of environmental factors (eg access to services)
- Assess data on absenteeism



# Performing a needs assessment

## Questions you might ask in staff survey:

- perceptions of the company in regards to how well staff are looked after
- culture of workplace
- desires to be healthier
- what they would participate in
- locations and venues for programs
- family involvement/yes or no





# Performing a needs assessment

## Questions you might ask in site audit:

- do we offer access to healthy food
- what food is served in meetings, training breaks etc
- is a healthy workforce encouraged
- do management support the initiatives
- are there exercise options (eg different things for different interests)
- culture of workplace
- are working hours conducive to a healthy lifestyle



# Performing a needs assessment

## Health assessments measurements options:

- basic data eg BMI, Body fat, waist, Blood Pressure
- lifestyle eg smoking, alcohol, stress, sleep, nutrition, exercise
- exercise eg flexibility, aerobic capacity, lung function
- blood eg cholesterol (total and breakdown), glucose
- cancer prevention eg skin cancer



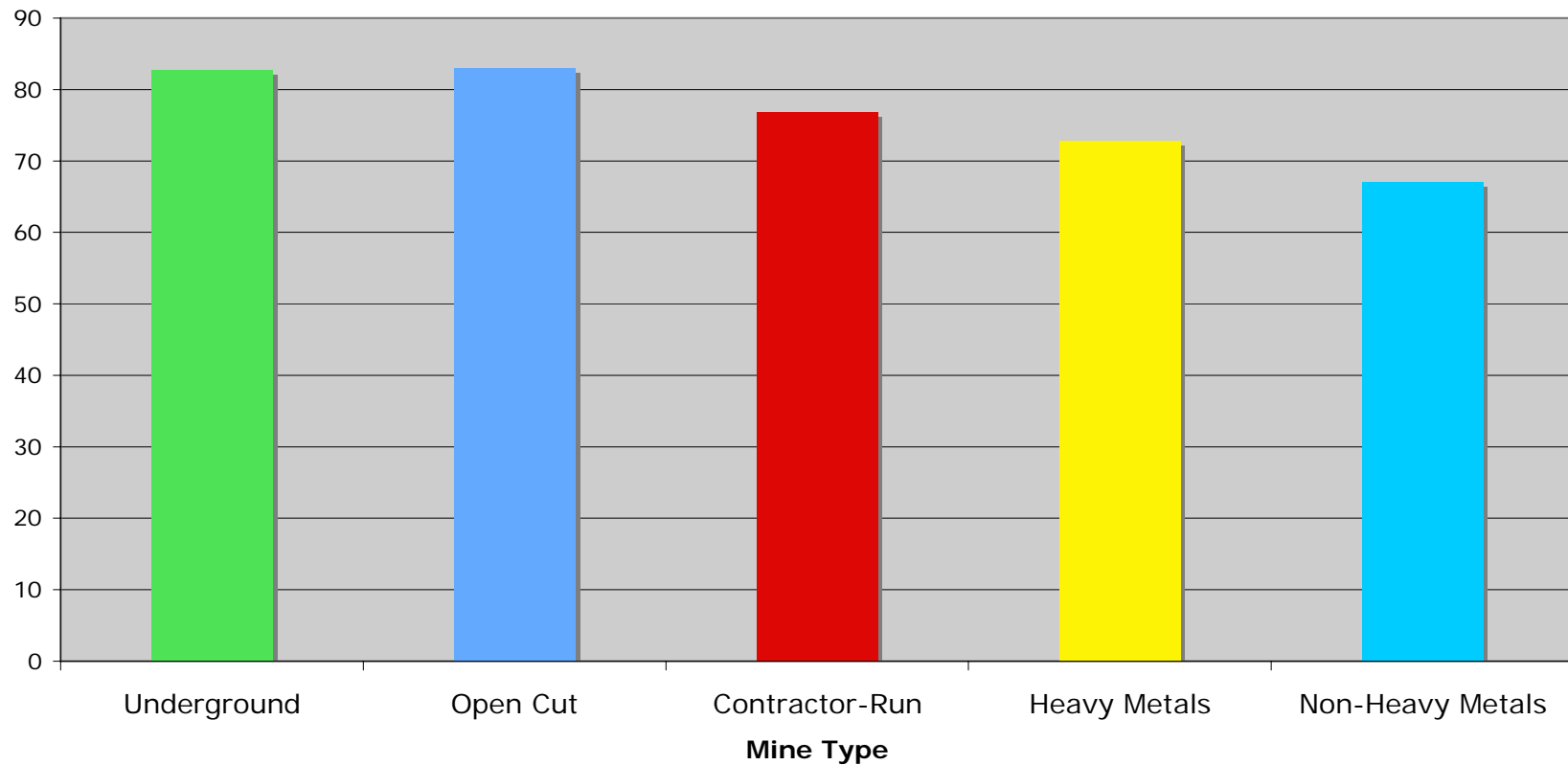
# Through Our Experience

- ❑ 45 Mining Sites throughout Australia
- ❑ Over 6 years experience directly with mining
- ❑ Over 30,000 mining industry employee participants
- ❑ All sites have different issues and there is no blanket approach



# BMI

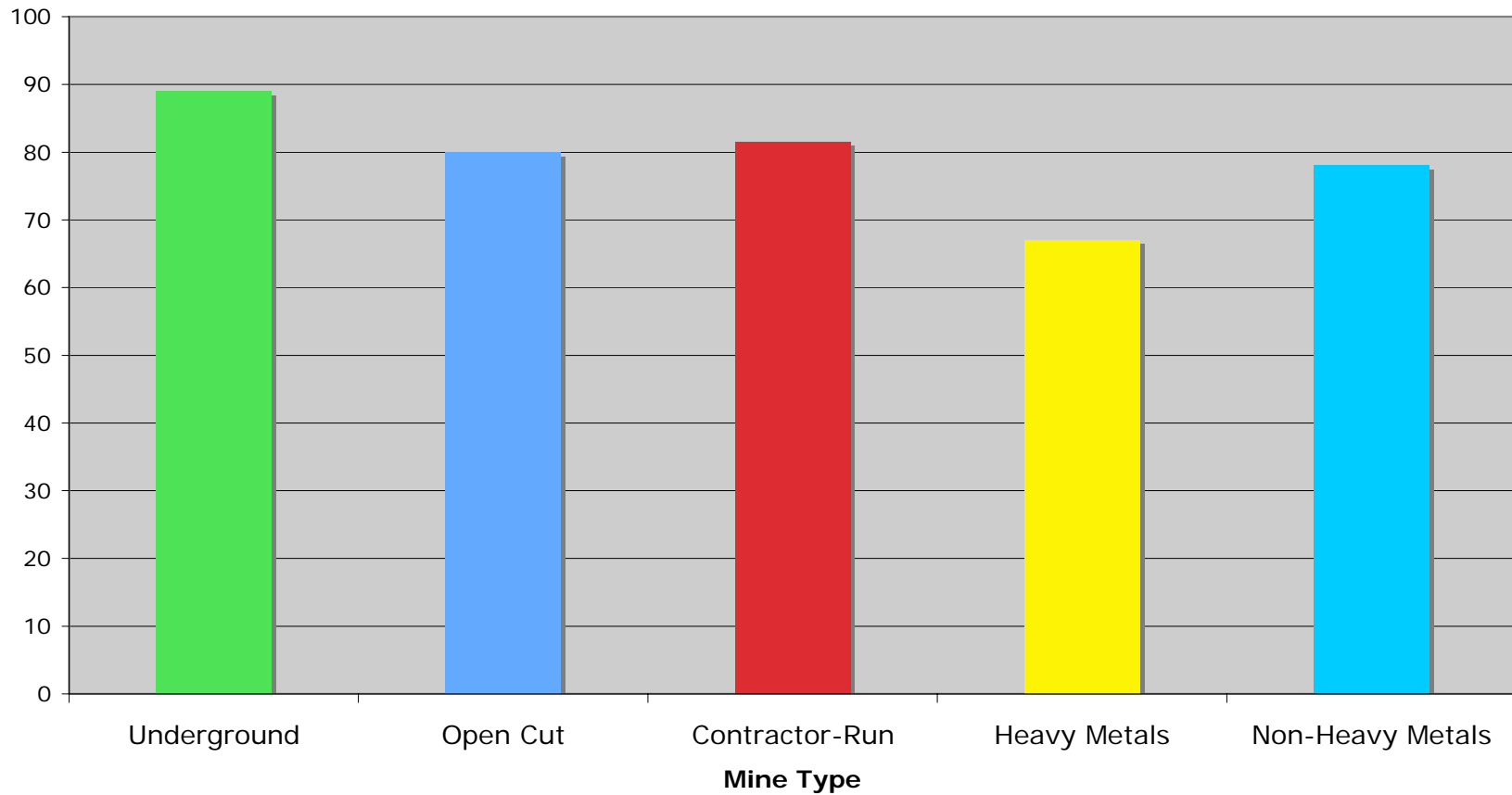
Percentage of Participants Identified as "at risk" According to Mine Type  
- BMI



Remember – Obesity as a single factor reduces life expectancy by 4.3 years

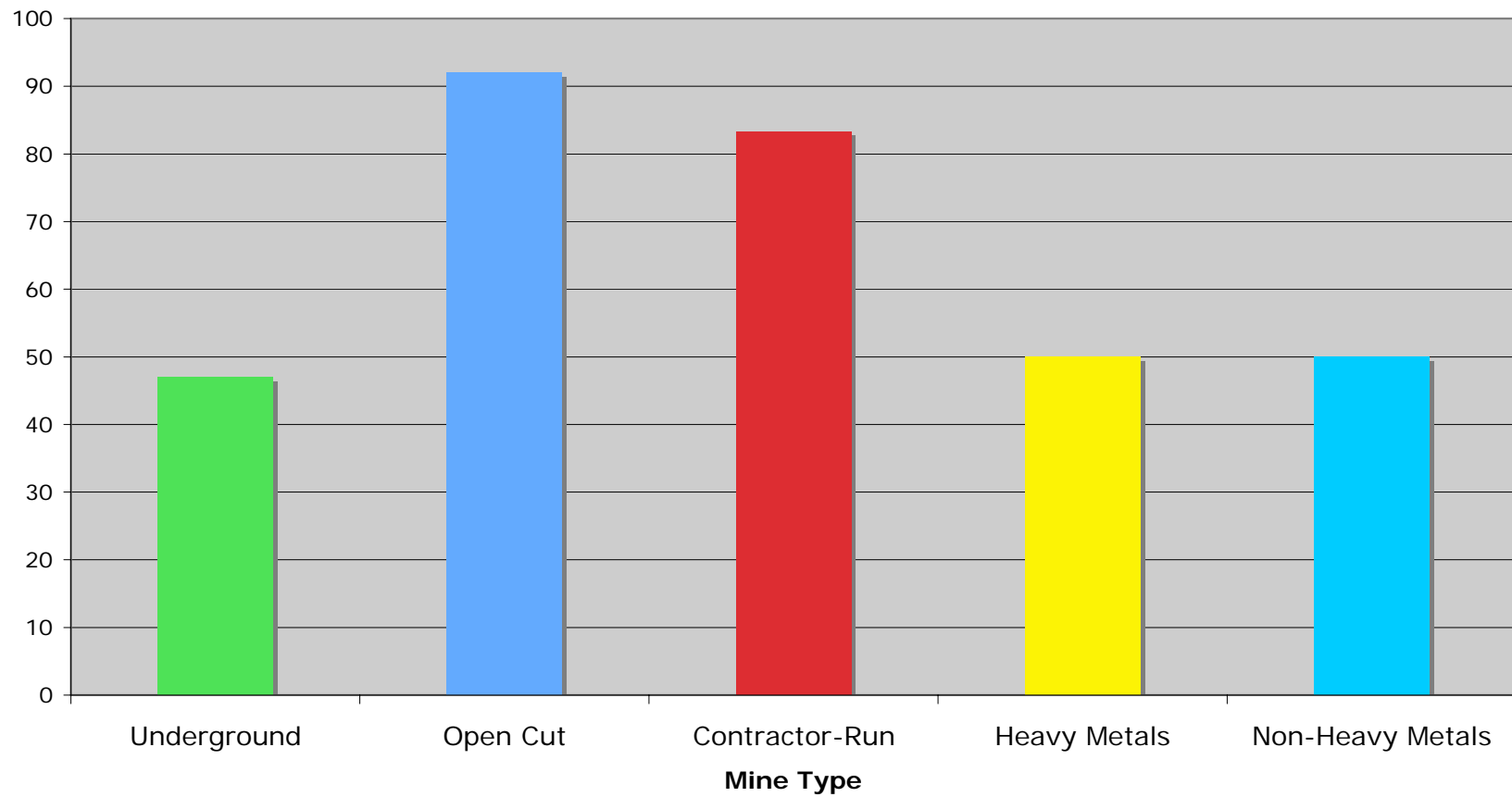
# Body Fat

Percentage of Participants Identified as "at risk" According to Mine Type  
- % BODYFAT



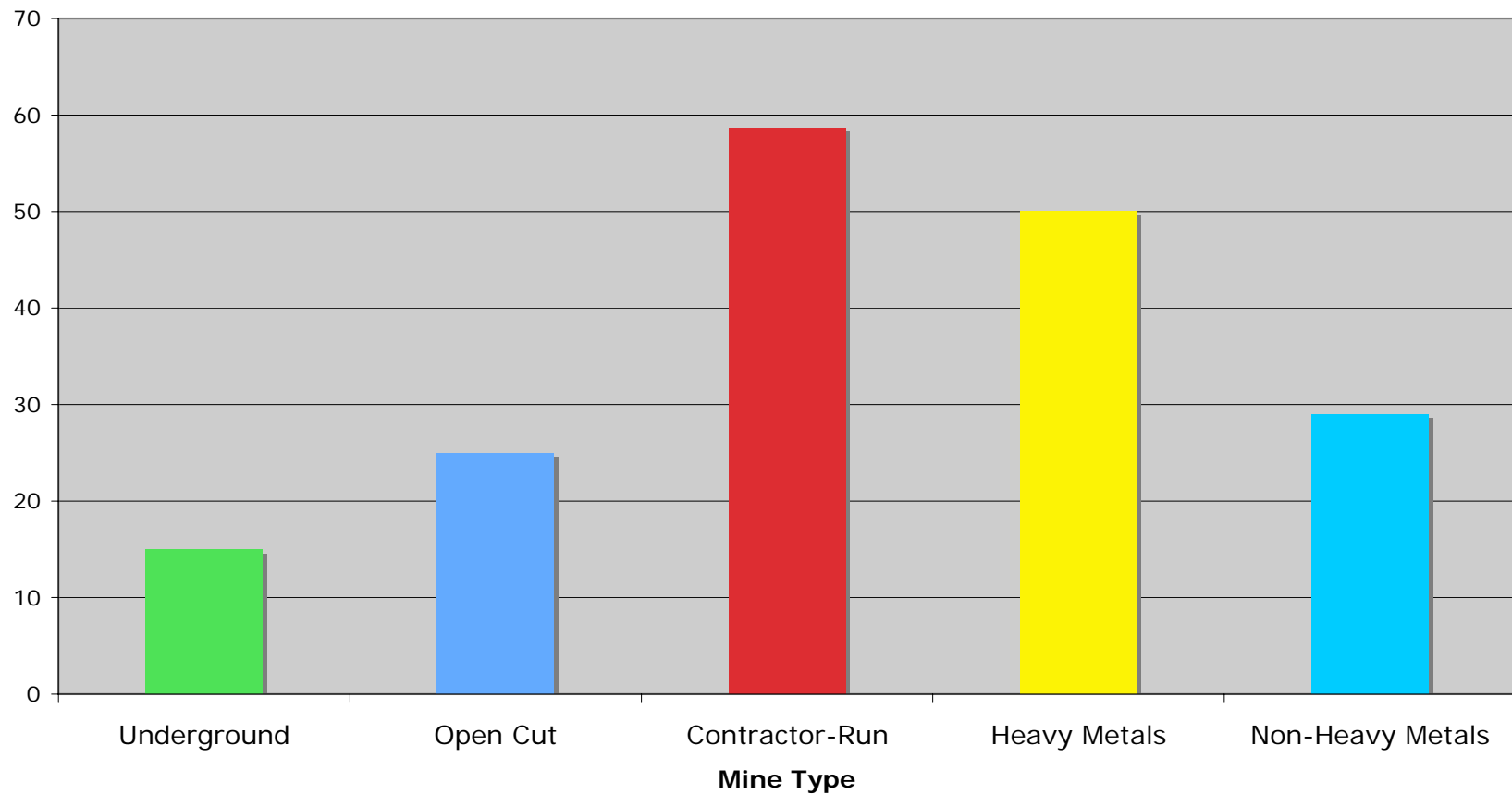
# Waist

Percentage of Participants Identified as "at risk" According to Mine Type  
- WAIST CIRCUMFERENCE



# Blood Pressure

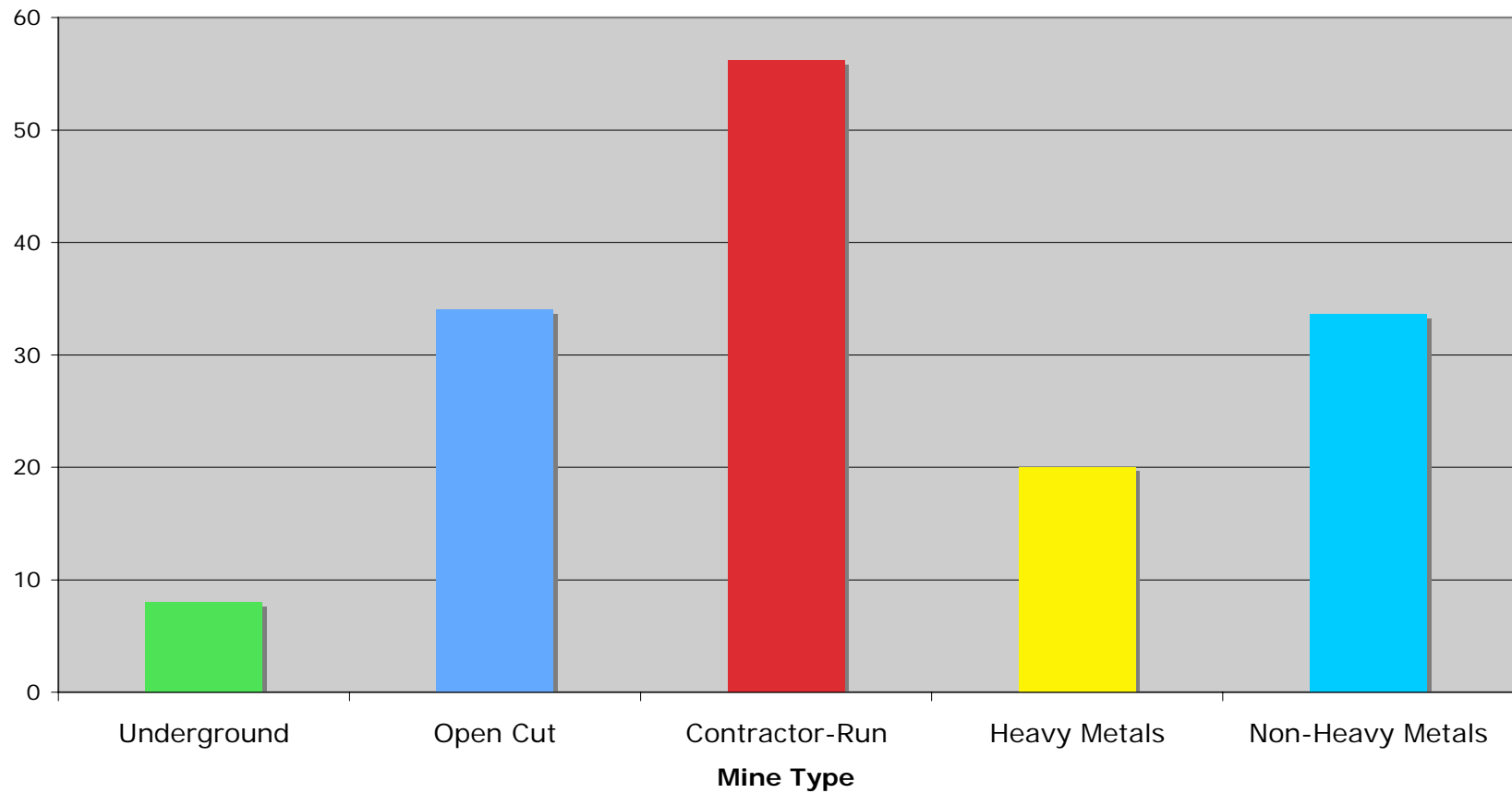
Percentage of Participants Identified as "at risk" According to Mine Type  
- BLOOD PRESSURE



Remember – High Blood Pressure as a single factor reduces life expectancy by 5.1 years

# Cholesterol

Percentage of Participants Identified as "at risk" According to Mine Type  
- TOTAL CHOLESTEROL

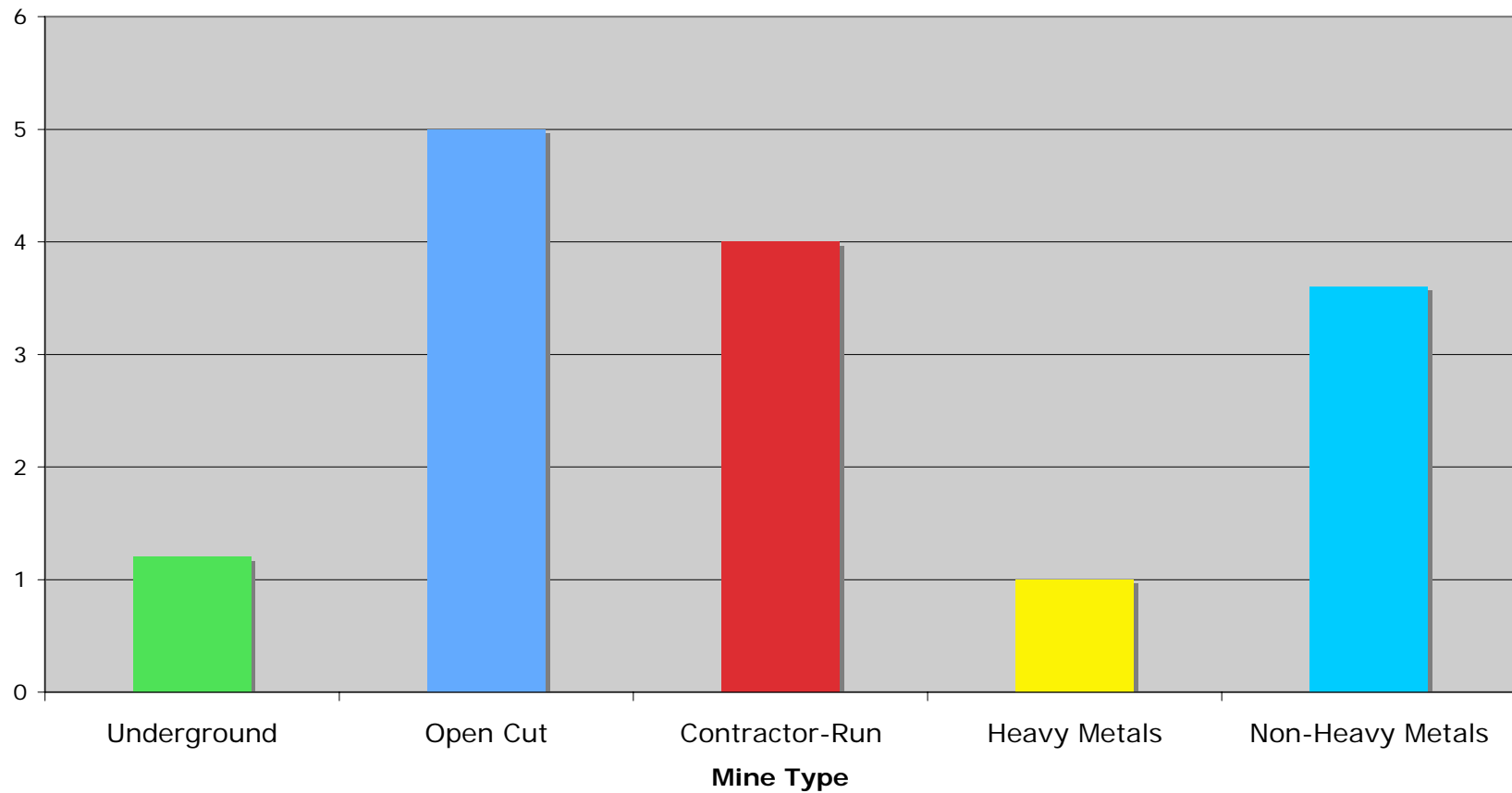


Remember – Cholesterol as a single factor reduces life expectancy by 3.2 years



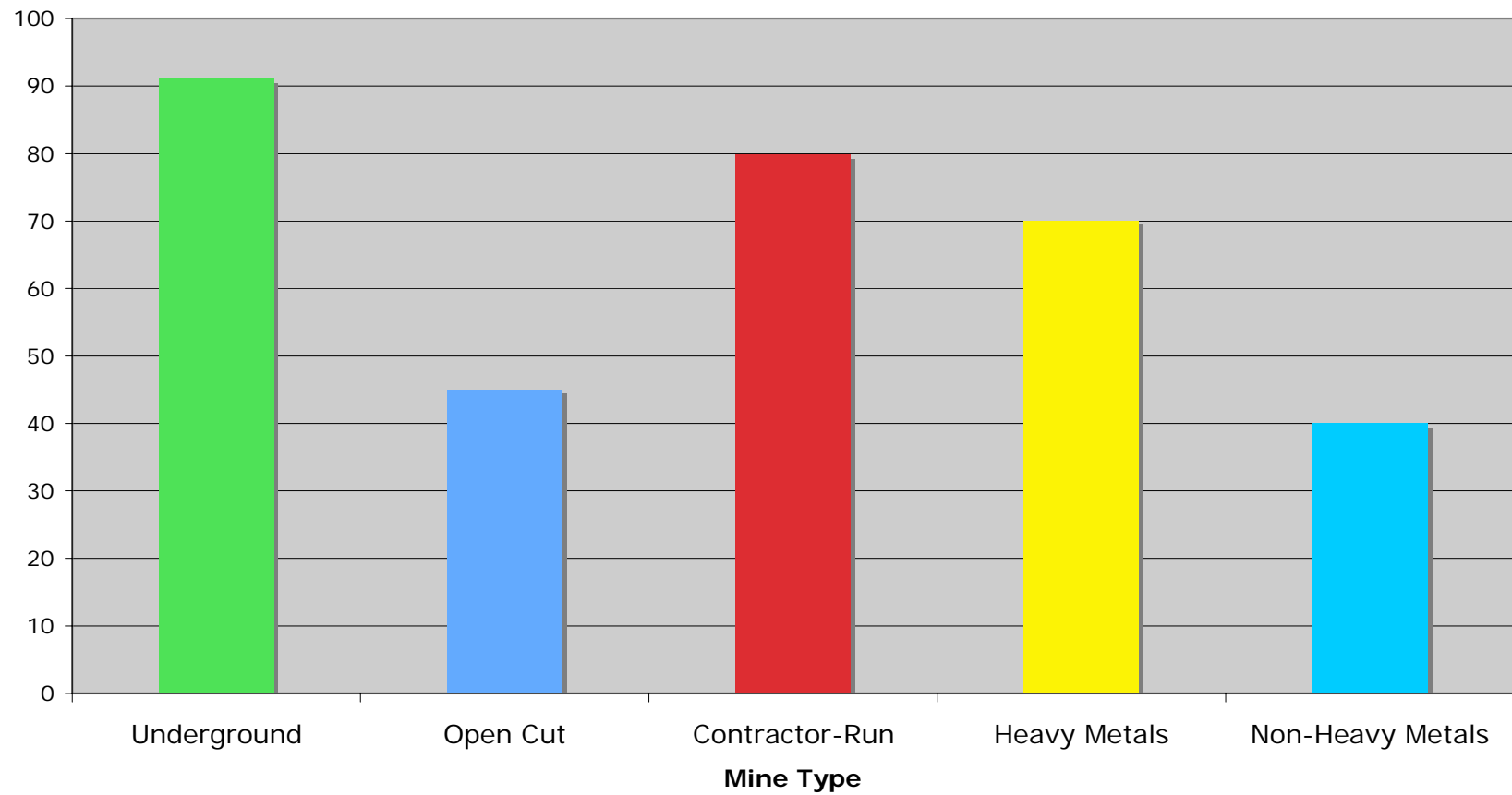
# Glucose

Percentage of Participants Identified as "at risk" According to Mine Type  
- NON-FASTING GLUCOSE



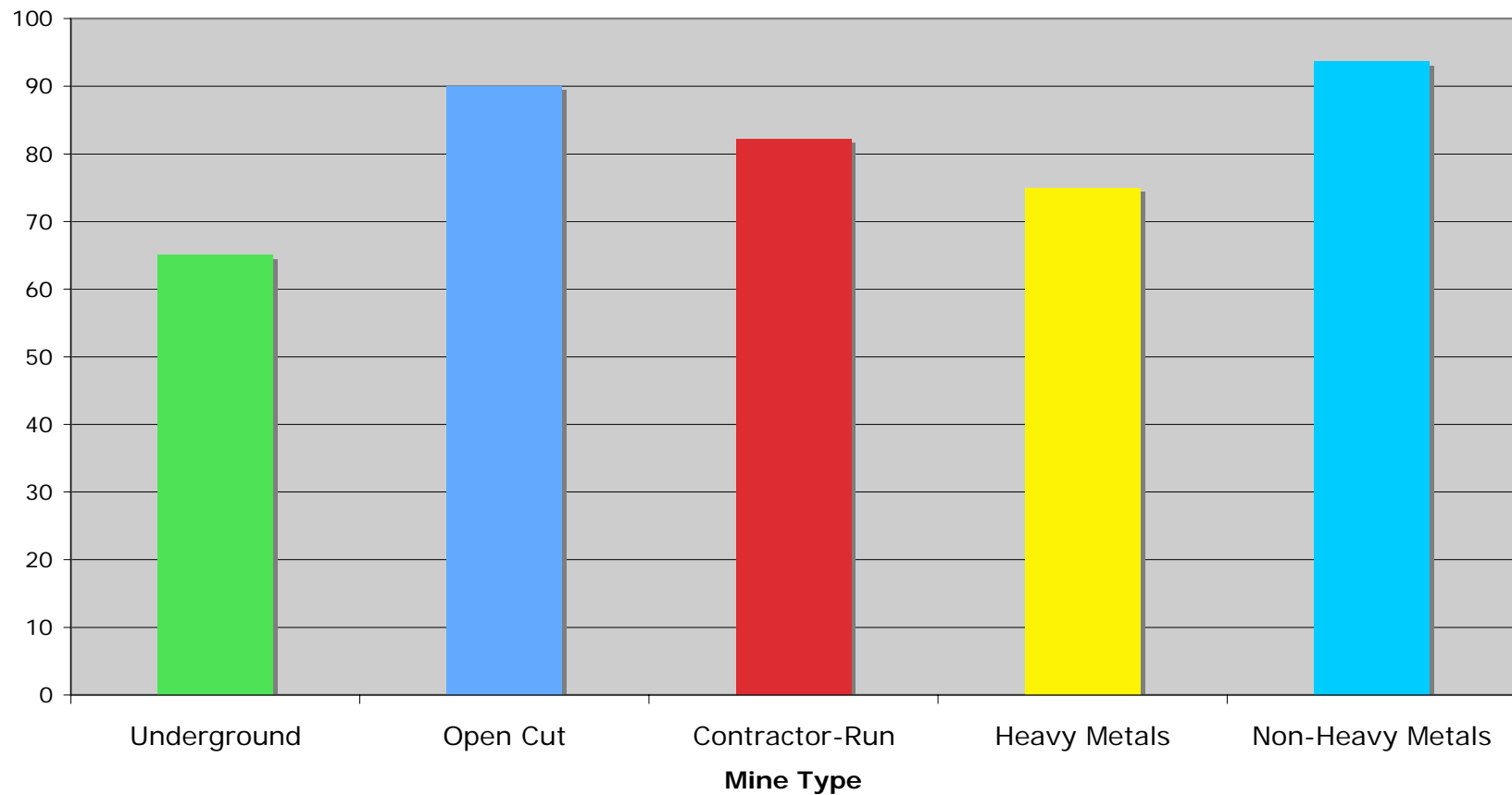
# Flexibility

Percentage of Participants Identified as "at risk" According to Mine Type  
- FLEXIBILITY



# Physical Activity

Percentage of Participants Identified as "at risk" According to Mine Type  
- PHYSICAL ACTIVITY



Remember – Inactivity as a single factor reduces life expectancy by 6 years

# Barriers to Change

- ❑ Barriers vary between people, companies, industries and locations
- ❑ Assess their effect on individual employee populations

Address the key barriers along with supporting the physical and psychosocial factors to create a working environment that enables sustainable changes to employee health promoted by workplace health initiatives



# Example of Barriers to Change

- ❑ Fresh food availability
- ❑ Poor quality of food
- ❑ Greater expense of food compared to cities
- ❑ Limited healthy choices within camp setting
- ❑ Fatigue
- ❑ Shiftwork and long working hours
- ❑ Lack of exercise & sporting facilities
- ❑ Reduced opportunities for incidental activity and lack of time to participate in physical activity



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# Program Evaluation

**Evaluation** once needs performed you have many parameters:

- participation rates
- perception scores
- survey scores
- health measurement change
- decrease in high risk results
- change in culture
- change in knowledge
- movement within change parameters (ie pre-contemplation onwards)
- absenteeism, presenteeism



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# Gaining Support to Implement a Program

Keys to gaining support for your program:

- understand the needs of the workforce
- address the barriers to change
- show using evaluation that the company is moving along the impact model
- show management the health issues are very real and not just perceived
- there are strategies to show impact (evaluation process discussed)
- show staff have a strong interest in improving their health



# Achieve Long Term Change

By recognising and positively enhancing the many physical & psychosocial factors within the working & living environment, an organisation has its best chance at creating long term sustainable change through workplace health initiatives



# Summary

Programs that provide the best success stories are constructed around organisations specific health needs, address apparent barriers to change, are relevant to the participant and provide regular follow-up & measurement of health indicators

This success is then optimised by conducting the program within a supportive environment



# Guidelines for your organisation



# Guidelines for Your Organisation

## 1. Management support and involvement

- Participate and make lifestyle changes
- Support marketing and promotional activities
- Understand the program outline and expectations beforehand

Without management support the program is likely to gain little exposure and in turn low participation



# Guidelines for Your Organisation

## 2. Employee involvement in the decision making process

- More likely to participate if ownership
- Survey employees
- Systematically record feedback
- Run pilot programs or focus groups

Involving the employees is particularly important in the developmental stage of the program



# Guidelines for Your Organisation

## 3. Ensure program is relevant to your organisation's needs

- Quantitative analysis of health indicators
  - Health assessments
  - Previous health assessment programs
  - Pre employment data
- Qualitative Feedback
  - Employee surveys



# Guidelines for Your Organisation

## 4. Consider opportunities for employees to be active at work

- Increase incidental activity
- 'Workplace health champion'
- Control room or office workouts with seated or standing exercises
- Lunchtime activities
- Walking tracks





# Guidelines for Your Organisation

## 5. Consider the facilities for employees to be active in the community

- Access to basics in weights and cardio equipment is helpful
- Gymnasium on site or within camp
- Company and community support for a local gym
- Local team sports or team competitions



# Guidelines for Your Organisation

## 6. Ensure a good range of healthy food choices at work and in camp accommodation

- Organisations typically provide limited healthy food choices
- High energy and low nutrient foods tend to dominate the menu
- Important to provide a range of healthy foods for vending machines, board room lunches, staff meetings, canteens and dining halls
- Increasingly important when employees have to consume all or most of their meals on site
- A Dietitian can assess the nutrient value of menus and provide an array of healthy eating solutions



# Guidelines for Your Organisation

## 7. Consider promotional materials to encourage healthy food choice

- Health notice boards, placemats, table decorations, posters
- Teach diners about portion sizes, nutritional balance, types of foods
- Tags or signs near dishes to assist in choosing healthy meals



# Guidelines for Your Organisation

## 8. Assist the community to access healthier food

- Consider subsidising rent to allow healthy takeaways or cafes to flourish
- Encourage shops to stock pre-packaged healthy meals and lunches that the staff can order from the workplace for delivery
- Work together with transport operators and local health professionals to encourage regular fresh food delivery

