

Table of Contents

Table of Contents

1.0	Executive summary	1
2.0	The New Business Reality	3
2.1	Corporate Wellness is More than Just Physical Fitness	5
	Figure 2.1 Total Wellness — Three Factor Model	6
3.0	Trends in Workplace Health and Wellness Initiatives.....	9
3.1	The Impact of Workplace Wellness Initiatives.....	9
3.2	The Cost of Absenteeism	11
3.3	Increasing Costs Associated with Mental Health	13
	Figure 3.3 Organizational Health Risks	14
4.0	Mental Health and the Workplace.....	15
4.1	Employers can Positively Impact Mental Health in the Work- place	16
	4.1.1 Commitment, Leadership, and Participation	17
	4.1.2 Planning	17
	4.1.3 Types of Hazards	18
	4.1.3.1 Canadian Standards Association Thirteen Potential Sources of Hazards to Mental Health	19
4.2	Measurement of Key Performance Indicators	23
4.3	Evaluation and Renewal.....	24
5.0	Social Wellness.....	25
5.1	Connections Within the Organization	25
5.2	Connections Between Employees and the Community.....	27
6.0	Wellness in the Workplace.....	29
6.1	Defining Workplace Wellness.....	29
6.2	Getting started with Workplace Wellness	30
	6.2.1 Ask Benefits Providers for Claims eExperience and Cost of Benefits	30
	Sample 6.2.1 Metrics for Assessing Organizational Wellness	33
6.3	Employee Surveys.....	35
	Sample 6.3.1 Employee Wellness Survey.....	36
7.0	Case Study: McKesson Canada Strengthens its Health Culture through Measurement	41
	7.1 Group Benefits Re-design	43
	7.2 Disability Management Re-design.....	44
	7.3 Employee Health Reviews.....	45
	7.4 Health & Wellness Programs.....	46
	7.5 Health & Wellness Dashboard	50
8.0	Building a Wellness Organization	55
8.1	Executive Commitment	55
	Figure 8.1 Required Levels of CEO Commitment	56

HR Manager’s Guide to Employee Wellness Programs

8.1.1	Commitment to Resources.....	56
8.1.2	Commitment to Visibility	56
8.2	Commitment to Ownership.....	57
8.3	Long-term Commitment to Resources.....	58
8.4	Management Training.....	59
8.5	Develop a Workplace Wellness Policy.....	60
8.5.1	Sample Workplace Wellness Policy.....	61
8.6	Define Wellness Initiative Goals.....	62
8.6.1	General Goal Setting Guidelines.....	63
8.7	Employee Accountability.....	64
8.7.1	Online Monitoring Platforms.....	65
8.8	Employee Driven Wellness Committees.....	66
8.8.1	Sample Wellness Committee Terms of Reference.....	67
8.8.2	Sample Wellness Committee Meeting Agenda.....	69
8.8.3	Sample Wellness Committee Meeting Tools.....	70
8.8.4	Sample Wellness Committee Meeting Minutes Template.....	71
8.8.5	Sample Wellness Committee Initiative Implementation Checklist.....	72
8.9	Prevention Focused Programs.....	73
8.9.1	Wellness Challenges.....	74
8.9.1.1	Sample Wellness Challenge Template.....	75
8.9.2	Skill Building Workshops.....	76
8.9.3	Employee Participation Groups.....	76
8.9.4	Lunch and Learn Sessions.....	77
8.9.4.1	Sample Lunch and Learn Evaluation Form.....	78
8.9.5	Employee Assistance Programs.....	79
8.9.5.1	EAP Service Models.....	81
8.9.5.2	Choosing an EAP Service Provider.....	81
9.0	Wellness Assessments and Education.....	85
9.1	Health Assessments.....	85
9.2	Chronic Disease Management Programs.....	86
9.3	Smoking Cessation Programs.....	87
9.4	Health Fairs.....	88
9.4.1	Health Fair Objectives and Goals.....	89
9.4.2	Establishing a Health Fair Committee.....	90
9.4.3	Establishing the Budget, Event Dates, and Location.....	90
9.4.4	Activities, Demonstrations, and Exhibits.....	91
9.4.5	Feedback.....	92
9.4.5.1	Sample Health Fair Participant Feedback Form.....	93
9.4.5.2	Sample Health Fair Exhibitor Feedback Form.....	94
10.0	Absence Management.....	97
10.1	Active Short-term and Long-term Claims Management Programs.....	97
10.1.1	Sample Claims Update Form.....	97
10.2	Return to Work Hierarchy.....	98
10.2.1	Sample Fitness for Work Form.....	99
10.3	Maintaining Contact with Employees on Medical Leave.....	101
10.3.1	Sample Template for Keeping in Touch with Employees on Medical Leave.....	102

Table of Contents

10.4	Duty to Accommodate	104
10.4.1	Employee Responsibilities	105
10.4.2	Employer Responsibilities	106
11.0	Wellness Program Branding and Communication	109
11.1	Management Involvement	109
11.2	General Communication Strategy	110
11.2.1	Employee Communication	110
11.2.2	Management Communication Strategy	111
11.3	Communication Tools	111
11.4	Recognition	112
12.0	Aligning Organizational Systems with Wellness	115
12.1	Environmental Changes	115
12.2	Policies	115
12.3	Organizational Flexibility	116
12.3.1	Flexible Work Arrangements	116
12.3.2	Flexible Programs and Benefits	119
13.0	Assessing Program Effectiveness	121
13.1	Measurement Methods	121
13.1.1	Sample Template for Assessing Wellness Program Effectiveness	123
13.1.2	Sample Wellness Program Evaluation Checklist	125
13.2	Program Evolution	126
13.3	Wellness Program Audits	127
13.3.1	Assessment	128
13.3.2	Analysis	128
13.3.3	Recommendations	129
13.4	Excellence Canada Formal Certification for Healthy Workplaces	129
Figure 13.4	Schematic of Excellence Canada s Healthy Workplace Standard	131
14.0	Ideas for Wellness Initiatives	133
15.0	Conclusion	139
Index	143