HEALTHY WORKPLACE, HEALTHY SOCIETY

Blueprint for Business Action on Health Literacy

CSR EUROPE   Edenred *for an easier life*   Microsoft   MSD   Nestlé   Maastricht University   BUSINESS IN THE COMMUNITY

Creating value for people, businesses and communities

Enterprise 2020

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Foreword
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Today's working environment looks radically different from the one 20 years ago. It is in constant change; mobility, flexibility and connectivity are the key requirements to employees. This is a positive development as it provides a greater autonomy for the individual. But it is also a challenge since it requires greater self-responsibility from the employee. What remains unchanged, however, is the need to constantly improve health and safety at work. A good working environment is a big factor in competitiveness and can play a crucial role in increasing the workforce's potential. The EU's health and safety legislation and strategies have played an important role in improving working conditions.

Further improving health literacy skills in the workplace is a tool to empower the individual. Health literacy can be defined as people's competences to access, understand, appraise and apply information to make health decisions in everyday life. It helps the individual to make healthy choices in times where the boundaries between work and life are not so clear anymore.

Healthy choices are in fact needed. In a time of challenges, such as the demographic change, increased chronic diseases, stress, and austerity health has become a key asset for the economy. Companies here not only play an essential role, e.g. through promoting health in the workplace programs, but are also the main beneficiaries of its outcomes. The strategic choice of engaging in learning for wellbeing and the improvement of health literacy at the workplace can contribute to reaching the goals of the Europe 2020 strategy.

We welcome therefore this first edition of the Blueprint for Business Action on Health Literacy that focuses on the important tasks of businesses to engage in health literacy as part of their corporate social responsibility, and thereby create shared value. The initiative supports the Europe 2020 strategy and the renewed EU strategy for Corporate Social Responsibility 2011-2014.

The aim of the Blueprint for Business Action on Health Literacy is two-fold, namely to stimulate businesses to engage in:
- the advancement of health knowledge and competencies among employees
- organisational change by creating health-friendly work environments that improve the health literacy levels of employees, in order to empower them to become more healthy and achieve a better quality of life at work.

This Blueprint is innovative. And we hope that it will prove fruitful for corporate leaders and employees throughout Europe, who recognize that health literacy matters for people to live a long and healthy life, and for businesses to be smart, sustainable and inclusive.

Part 1 - Health Literacy. Why?

Part 2 - Health Literacy. How?

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Part 1

Health Literacy. Why?

Introduction

Why create a Blueprint for Business Action on Health Literacy?

The World Economic Forum (WEF) has made a significant focus on health in the workplace, most notably through its call to action to improve global health and productivity by making wellness, especially in the workplace, a priority. In response to this, a Workplace Wellness Alliance involving MSD, Nestlé and a number of other companies committed to advancing wellness in the workplace.

Both the WEF and the European Commission recognise that by improving people's access to health information, and more importantly, **their ability to use it effectively**, health literacy is critical to empowerment.

Such empowerment is essential to the development of a healthy European population. As most people spend a significant proportion of their time and energy in the workplace, businesses can play a crucial role in improving employees health, wellbeing and ultimately their quality of life.

Building on this, in October 2010, CSR Europe launched an Enterprise 2020 Collaborative Project on Health Literacy tasked with exploring how businesses can actively contribute to improving health literacy in Europe by developing a business case for workplace health literacy.

In contrast to other projects focused on health in the workplace, this particular project specifically focuses on health literacy and the ways it can be applied at a company level.

More specifically the project is tasked with:
- turning the concept of health literacy into practical action
- providing companies with innovative tools to increase health literacy through integrated health and wellness programmes with their employees
- improving the health and wellbeing of employees and the communities they work in, with an aim of increasing productivity and health of society

The Blueprint aims to become a widely accepted model that can help businesses shift mindsets in order to incorporate health literacy and employee health and wellbeing in the core of the business model.

What is Health Literacy?

Health Literacy moves 'wellbeing at work' to 'learning for wellbeing for life' giving individuals the knowledge and capability to take control of their own health and quality of life

As the nature of work begins to change and the demographic make-up of the workforce evolves, the impact of employee wellbeing on business and society becomes more relevant. Health Literacy places the focus on the individual and empowers him or her to take control of their own personal health and wellbeing.

In short, it can be defined as:

'the capacity to make sound health decisions in the context of everyday life - in the home, community, workplace, health system, marketplace and the political arena.'

In order to develop a healthier society individuals need to adopt a more proactive approach to their own health and wellbeing yet research has indicated that health literacy is limited across Europe and the US.

Essentially, health literacy empowers people to navigate their health in terms of assessing understanding, appraising and applying information to make qualified decisions that are personal to them. **Within this, businesses have an important role to play, not only as employers, but also as advocates for health in society.**

Health Literacy offers a holistic approach to health in the workplace. It emphasises the way employers and employees can play an active role in improving personal health knowledge and developing a healthy environment in which to work in. The varying nature of work means that employees in active roles have very different needs than those who spend most of their time performing sedentary office work.

Health Literacy - knowledge and competencies for future business

The working environment is changing. With employees expected to be more flexible and mobile, psychological strain is also on the increase. The impacts of which can be clearly seen in the workplace.

While the manufacturing sector is bound to working in a local area, some businesses in the service sector have become virtual, with employees travelling or working at different sites.

This cultural shift in working behaviour has implications for employers. While health and wellbeing programmes in physical office spaces may be useful in many cases, new ways to reach the 'nomadic' working populations need to be developed.

Fitness centres or 'healthy canteens' may become redundant for employees with no permanent working base. This change means that employers are set to have less control over health and wellbeing programmes and therefore the focus switches to the employees themselves. Virtual exchange and communication will become more important.

Another factor that is equally important to physical health is stress. Though the psychological effects of stress are more subtle, prolonged stress is associated with depression, anxiety and panic attacks in addition to other serious illnesses such as heart disease, gastro-intestinal disorders and migraines. High levels of stress have also been attributed to causing shortened attention spans, poor memory recall, reduced objectivity, impaired decision making ability and other mental issues.

Today's mobility requires quite a few self-management skills from employees. They have to manage their time. It is no longer the length of being in the office that counts, but the output, i.e. the delivery according to defined objectives. Similarly, employees have become self-managers in their health affairs too.

Eventually, the incidence of chronic disease is increasing. This will also affect the working environment since many people with chronic conditions are in the working age, and there will be more in the near future. The challenge becomes even greater taking into account that the overall workforce is likely to be shrinking due to the demographic change on the one hand, and the strategies of governments to promote longer healthy working, on the other hand. Encouraging and supporting patients with a chronic illness to carry out self-management of health behaviours such as prescribed medication adherence, following an appropriate diet plan and exercising will become more and more important.

So what does this mean for health at work programmes? In addition to providing a healthy working environment, employers will have to help their staff acquire the skills needed to manage their own health.

This is where the concept of health literacy comes into play as it offers a meaningful framework for a better understanding of the relationship between the individual, the workplace and health system as a whole.

Health Literacy is defined as 'the capacity to make sound health decisions in the context of everyday life - in the home, community, workplace, health system, marketplace and the political arena'. It has a focus on the individual and empowers him or her to take greater control over their own health and wellbeing.

The benefits of health literacy improvement include: improved communication, greater adherence to treatment, greater ability to engage in self-care, improved health status, greater efficiency and cost savings to the workplace and health system as a whole.

It is also concerned with improving the capabilities of the individual and their health knowledge and skills. In addition, the clarity of communication in presenting health information also has a major impact on people's ability to understand this information and therefore their health literacy.

However, health literacy as a concept targets not only the individual but also his or her environment, in the case of health in the workplace, the employer. With regard to chronic diseases for instance, a major challenge for employees with a chronic condition is according to various research to deal with psychological problems related to the working environment. Not only healthcare professionals but also human resources managers and supervisors should be aware of issues that may affect an employee with a chronic disease.

Therefore, in order to be effective, health literacy messages need to be communicated in a way that will appeal to a wide range of learning styles, cultures and capabilities. In addition, the organization itself needs to possess a certain awareness and knowledge level, i.e. health literacy, so that it contributes to a positive working environment.

Enhancing health literacy does not always require additional resources. It is a method for improving the effectiveness of the work that is already being done.

So where should an organisation begin?

Perhaps by asking the following questions:
- How can addressing health literacy improve the effectiveness of new or existing wellbeing programmes?
- What existing or ongoing organisational activities contribute to the improvement of health literacy?
- How can these activities be recognised and supported?

The Business Case

Health is critical to future growth in the EU in light of the growing challenges presented in demographic change, the prevalence of chronic conditions and competition from emerging markets.

Investment in health literacy at the workplace will add real value as the workforce is subject to increasing threats from ageing and chronic diseases while the need for skilled talent rises as economies grow.

According to the UK National Assessment of Adult Literacy:

- Nine out of 10 adults lack the skills needed to manage their heath and prevent disease
- 14 per cent of adults have below basic levels of health literacy; 42 per cent are likely to report their health as poor and 28 per cent more likely to lack health insurance than those with proficient health literacy
- Adults with limited literacy skills are less likely to manage their chronic diseases and more likely to be hospitalised than people with stronger literacy skills

Given that 78 per cent of people of working age in the UK are in employment and that workers spend approximately one-third of their waking-life at work, the workplace is seen to have significant potential for the promotion of health and wellbeing for the improvement of health literacy.

As these trends converge, **keeping workers healthy becomes increasingly critical**. Besides increasing physical productivity, retaining talent becomes a challenge.

If we compare the development of workforces in different regions over time it becomes clear that from a simple numbers perspective, Europe's workforce appears negligible - a huge challenge for Europe's economy in the upcoming decade.

Future challenges that we are set to face include:

- Around 350 million working days are lost in the European Union each year with stress and depression recognised as a major cause of sickness
- The European working age population is expected to shrink between 2020 and 2060 by 13.6 per cent while the number of workers over 65 will increase
- A growing number of people in their 40s live with one or two chronic conditions with 51.9 per cent of such sufferers aged under 65
- Chronic conditions are set to result in $45 trillion of lost output between 2010 and 2030 - nine times the world's annual expenditure on health
- While European workforces are declining in size, their equivalents in India, China and other emerging markets are set to increase rapidly until at least 2050

According to the WEF, the impact of ageing, chronic conditions and emerging markets is of greater relevance than ever while the need for skilled talent rises as economies grow and mature.

In light of these challenges the importance of health to business becomes obvious - a shrinking workforce can only be compensated by higher productivity - health is no longer an optional extra. Its importance has grown to such an extent that it is a precondition for future business success and is rooted in health. **A healthy workforce is a critical asset for companies and health literacy is critical to achieve long term, sustainable personal and corporate wellbeing.**

These concerns are increasingly attracting the attention of businesses as Health Literacy programmes in the workplace not only offers a potential long-term return on investment but also form part of companies' wider **social responsibility**. However, it would be wrong to consider health in the workplace as a simple **'add-on'**. Its ability to generate **'shared value'** demonstrates its importance for both employers and employees.

When incorporated as part of the corporate DNA, health literacy is an important building block in boosting the knowledge, motivation and competence of employees to make positive decisions towards their own health. It is also an essential component in designing a 'health friendly' working environment, where employees are equipped to take responsibility for managing their own, and others' health and wellbeing.

From 'wellbeing at work' to 'health literacy' and 'learning for wellbeing'

Through the European Alliance on CSR, launched by the European Commission in 2006, leading enterprises developed a series of practical tools to tackle key issues.

CSR Europe provided content on a number of different issues including Wellbeing in the Workplace. This project focused on understanding the importance of engaging in wellbeing programmes at work in order to prevent absenteeism, staff turnover and improve productivity and staff satisfaction.

More specifically the content focused on three themes that companies should address when implementing wellbeing strategies - prevention, identification and support and reintegration into the workplace. The "Wellbeing Guide in the Workplace" was produced and includes implementation tips, best practice case studies and references to support companies in mainstreaming wellbeing at work.

As the nature of work continues to change and the demographic make-up of the workforce evolves, the impact of employee wellbeing on business and society becomes more relevant.

CSR Europe's Enterprise 2020 Collaborative Project on Health Literacy, launched in October 2010, aimed at exploring how business can actively contribute to improving Health Literacy in Europe through CSR, by developing a business case for Health Literacy.

It is from this project that 'Healthy Workplaces, Healthy Society: A Blueprint for Business Action on Health Literacy' originates.

The Background Document of the Blueprint provides a more in-depth research, insights and references on the topic of health literacy.

What is the Blueprint?

To initiate the project a scoping study was carried out among 75 of CSR Europe's corporate members in 2011. This study identified that there were almost no companies with activities defined as 'Health Literacy' although **every company** did have health programmes in place. The low use of the term 'Health Literacy' may mean that other schemes, bearing a different name, are pursuing similar objectives.

Some of the study's other findings were:

- Though health programmes are provided by many companies they are not often part of a broader strategy of developing the potential of employees to make their own health decisions
- Common health activities concern safety, prevention or health promotion, focusing mainly on physical activity, diet, smoking cessation, health check-ups and stress management
- Most companies use project-based solutions and thus do not apply a centralised strategic approach to health investment in employees
- There are stark differences in how well developed companies' monitoring and indicator systems are used to provide baseline and follow-up data
- Approaches and methodologies differ depending on size, business culture, work sites, needs and interests
- The willingness of companies to engage in health related activities reveals a strong potential to develop Health Literacy in a more coherent and strategic way.

This identified gap creates an opportunity not only for employees but also for business. Therefore, the aim of the project has been to explore these opportunities.

Part 2

Health Literacy. How?

The Blueprint

In addition to presenting the business case for health literacy, The Blueprint for Business Action on Health Literacy is a free toolbox accessible to all companies and aims to strengthen the Health Literacy of employees through wider wellbeing initiatives.

Besides presenting concrete best-practice examples it provides additional resources for companies to become champions in wellbeing and health literacy in the workplace.

In applying the Blueprint, companies must understand that 'one size does not fit all', and that any approach to achieving an increased level of health literacy must address the specific needs of each organisation.

Improving the wellbeing and health literacy of employees must be adopted as a core priority and constant value within the business model rather than being seen as an add-on project for consumers, employees and stakeholders.

This represents a sustainable approach to continuously address the different needs of the business, an organisation's demography and individual needs.

In order for health literacy to be developed and improved as part of a long-term strategy it is necessary to establish frameworks for monitoring and evaluating Health Literacy activities. Measuring the impacts of such programmes allows companies

to analyse the success of approaches and to ensure continuous improvement and empowerment.

While safety and training have now become regulated, monitored and well incorporated at a strategic level, wellbeing and health literacy have yet to be better anchored in the core policy, business guidelines and actions.

The tools and resources outlined within the Blueprint are designed to offer companies flexible approaches to prevention, education on healthy choices and managing chronic conditions in the workplace with a focus on healthy lifestyles in the fields of nutrition, physical activity and psychological wellbeing.

The degree to which the programme is promoted to employees is up to each individual company, however a programme format has a distinct advantage over ad-hoc interventions, namely:

- Consistency
- Clarity
- All relevant stakeholders can provide input in a structured manner
- Needs analysis ensures interventions are relevant and targeted
- Achieves the most efficient use of resources and investment
- Involves employees at its core for optimum effectiveness
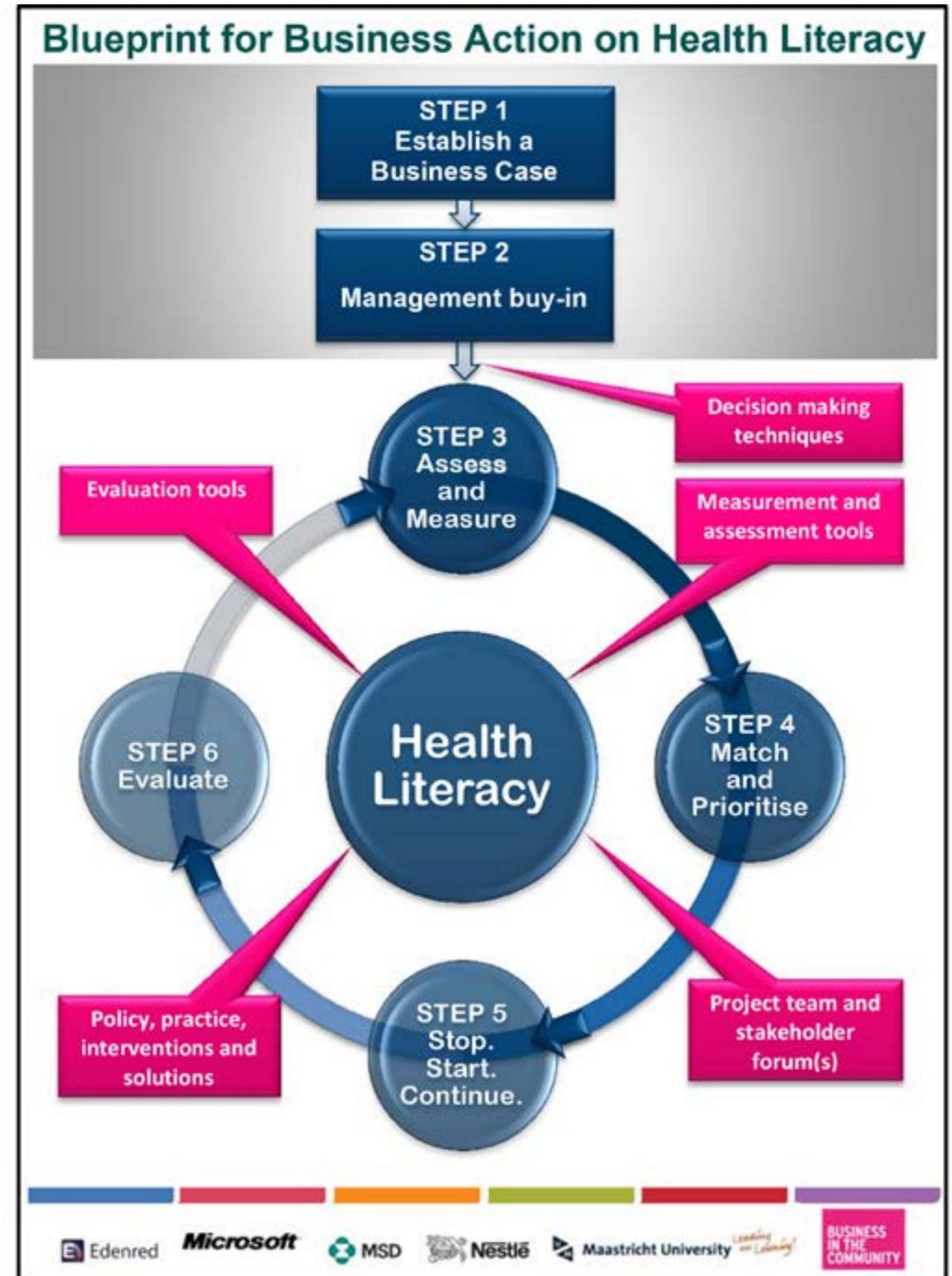
Figure 1 - The Blueprint Business Model

The Blueprint (continued)

No two programmes resulting from this approach will look the same. However, the steps needed to achieve and maintain such a programme are similar and respecting them will result in the following features:

1. **Annual cycle and key dates**
2. **Distinct programme leader and coordinator**
3. **Project team that includes relevant internal and external stakeholders**
4. **Needs analysis and key performance indicators**
5. **Targeted initiatives and events**
6. **Branding and communication**
7. **Ongoing monitoring, review and modification**

STEP 1 - Establish a Business Case

A business case must demonstrate to management that, not only are wellbeing programmes worth the investment of time and money, but that the development of health literacy represents added value. Without such evidence it is unlikely that neither the resources nor management support will be available.

Typically, a business case answers the following questions:

1. What is the problem?

For this it is necessary to clearly define health literacy and its relationship to sustainable wellbeing as outlined on **pages 3-5.**

The challenges should be identified at two levels - society level and company level.

At society level the three main threats are:
- The impact of ageing
- Lifestyle and chronic conditions
- Emerging markets

These must be framed in the context of **basic wellbeing**, **risks** and **costs**.

The wider business case for investing in wellbeing and health literacy is clearly set out on **pages 6 & 7.**

At company level, the key areas of risk and expenditure, for both employees and the business, should be discussed. These may include:
- Areas of high turnover (location / job role)
- Specific health conditions with high cost
- Future workforce trends
- Specific reasons for absence
- Short or long term absence
- Unhealthy lifestyle practices
- Expressed interest in health issues

2. What should be done about it?

State clearly what you think should be done to address a specific problem.

For example early steps could include the assessment of:

- Employees' health literacy
- Employees' general wellbeing
- What you already have available
- Employee profile - demographic/ geographic spread
- Policies - how effective / appropriate are they?

Implement through:

Awareness
- Raise awareness of what health literacy is and its positive impacts
- Encourage employees to asking questions about health and wellbeing
- Engage employees as advocates for their own health literacy (project groups / employee form

Action
- Outline project management structure
- Develop events and interactive sessions
- Review existing policies and practices

3. Why should we do this?

Explain why now is the time to take on your proposal.

If your business is undergoing a period of organisational change or business development it provides an ideal opportunity to examine the business needs the project seeks to resolve. Once this has been achieved it is necessary to develop a context and approach for the project before naming it and explaining if any work has been done in such an area before. Then, spell out the project's objectives and identify where and how these align with wider organisational objectives. The closer the alignment, the harder it will be to ignore your proposal.

Reasons to invest in health literacy and wellbeing programmes include:

Figure 2 - The Business Benefits

The next step is to describe what, if anything, your organisation is already doing. Are there staff members who may already be involved in similar efforts? Are there materials or earlier initiatives that relate to your proposal? Is there someone in a powerful position who can support and champion your idea?

The Blueprint (continued)

Demonstrate how overall health literacy can be integrated into programmes by:

- Including specific goals and objectives related to improving health literacy
- Seeking input and collaboration from a broad cross-section of employees
- Including health literacy in programme evaluation

4. What are the risks, benefits or costs?

Talk in terms of costs and benefits. After describing and contextualising your project it is important to demonstrate that you have considered its potential impacts across the organisation on both employees and customers.

Some of the most persuasive points to focus on in terms of potential risk are regulatory ones. What are the potential costs to an organisation if you do not maintain your duty of care? These are complemented by the expectations of human rights, health and anti-discrimination laws in addition to regulations and accreditation standards.

Sometimes, short-term risks or costs can lead to long-term benefits. If this is the case with your proposal, ensure to illustrate the fact clearly.

The potential risks, benefits and costs to an organisation can be assessed in a number of ways. It may help your proposal to include a simple chart, such as the one opposite.

5. Who are the stakeholders?

This question relates to benefits and how your proposal needs to demonstrate benefits, or at least not onerous costs, to those in your organisation who will be affected by such a project.

6. How will you measure success?

A traditional business case will always define success in terms of profit. However, while profit may not be paramount no organisation wishes to lose money. Therefore, it is necessary to define ways of measuring success that focuses on organisational gains.

- Define how you will measure them and what controls you will impose so that both successes and failures are reported and learned from.
- Identify your project's desired outcomes, ensuring they are measurable either through quantitative or qualitative means.
- What is the timeline for reaching these outcomes? What specific tasks will need to be undertaken? Who will perform them and when?

Figure 3 – Risks / costs / benefits

	Risks	Costs	Benefits
Financial			
Personnel			
Reputational			
Regulatory			
Customer			
Societal			
Ethical			

STEP 2 - Management buy-in

Without the necessary management support and buy-in projects are unlikely to succeed regardless of how necessary it may be to future success. What is often overlooked is that a lack of management support can come from two sources - top-down or bottom-up.

A health literate organisation will only be effective if it is supported at the highest level of management and filtered down through the organisation.

Whilst both senior and operational management buy-in are essential, senior management buy-in can be cascaded down to operational staff quite effectively. Conversely, it is harder for buy-in from operational staff to be transferred to senior managers. However, if no buy-in is achieved at all levels any intended changes are likely to fail.

One of the primary considerations when establishing buy-in, is to establish a team of champions at both **senior** and **operational** levels to ensure top-down and bottom-up acceptance of the proposed change. This will help improve internal communications and underpin 'trust' between participating teams.

If senior management does not follow the proposed changes a lack of buy-in will guarantee its eventual decline and failure. Fortunately, there are a few initial steps that can be undertaken to help buy-in from senior management at the outset:

- Understand the short and long-term needs of the business
- Make sure that your proposed strategy is aligned with overall business goals
- Measure the existing level of support for your proposed changes before starting
- Throughout the process always present facts, not opinions

While not an all-inclusive list, the above steps will assist in helping the successful implementation of health literacy programmes.

The Blueprint (continued)

Most unsuccessful change implementation fails before it even begins, not because the proposed change was not beneficial for the organisation, but because the necessary buy-in was never achieved at the outset.

In order to achieve optimum return on investment a successful, health literate organisation will:

- Be supported by senior management
- Be championed by line managers at team level
- Include employees and stakeholders in its development
- Address relevant issues
- Include interventions that address a range of learning styles
- Engage employees through good branding and continuous communications
- Maintain momentum and freshness long-term
- Be fun

STEP 3 - Needs assessment and analysis

Although companies do not necessarily have to start from scratch they must understand the health needs and interests of their workforce. If they do not, then they cannot be sure whether they are addressing them or delivering a programme that is achieving a return on investment.

The Blueprint provides tools that will allow companies to assess their existing strategic frameworks, whether they contain health literacy tools or not.

The assessment tools will allow companies to measure health literacy levels within the workforce in order to develop an effective response and needs analysis.

The needs analysis should provide a 'snapshot' of the current health literacy of your organisation in measurable key performance indicators (KPIs) to make it possible to assess the success of the programme.

The initial assessment is only the beginning of the needs analysis and it will probably take at least the first year to achieve good insight into your organisational needs. Performing a reliable baseline assessment is critical to providing detailed analysis that will support programme development and monitoring.

Time spent gathering information at the outset is time well spent and will have a significant impact upon the success of your programme.

STEPS 4 and 5 - Match and prioritise & Stop, start, continue

Depending on the outcomes of the assessment, companies may continue existing activities, modify them or develop new programmes.

The decision making process behind this should be based upon the key areas of potential risk for employees both in terms of their health and for the business.

These focus areas might include:

Patterns and trends
- High turnover / attrition levels - this might be in discrete areas of the business
- High incidence or costs due to specific conditions
- High absence levels e.g. due to stress
- Productivity levels in areas of the business
- Trends associated with specific line managers
- Unhealthy lifestyle practices or health risks e.g. inactivity, nutrition, obesity, alcohol, sleep patterns

Organisational processes / policies
- Lack of data to make decisions e.g. length of absences, absence by business area
- Demographic information
- Policies and practices

The toolkit contains ideas and best practices that will help you develop programmes.

Tools

Tools to assist with assessing and measuring decision making and evaluating are referred to in part three of the Blueprint.

STEP 6 - Evaluate

The development of health literacy in the workplace is a continuous process. Therefore, any actions taken to improve require regular monitoring in order to assess whether such programmes are effective and offer good value for money. The Blueprint provides tools to monitor current activities so that areas of improvement can be discovered and appropriate solutions developed.

Part 3
Health Literacy Toolkit

Toolkit

The study of best practice among CSR Europe member companies showed that the notion of health literacy is very rarely used - however it may mean that other schemes, bearing a different name, are pursuing similar objectives. Though health programmes are offered by many companies, they are often not part of a broader strategy of developing the potential of the employees to lead healthy lives. The common health activities concern safety, prevention, or health promotion focusing mainly on physical activity, diet, smoking cessation, health check-ups and stress management.

Only a small number of companies have strategically integrated investment in health for employees into their business model and provide a broad sustainable basis for advancing health literacy and health outcomes. Some companies still rely mostly on project-based solutions and thus do not apply a centralised strategic approach to health investment in their employees. The companies examined are applying different approaches and methodologies depending on size, business culture, work sites, needs and interests. Differences are also seen in the organisation of activities with some companies managing programmes independently while others opt to outsource health activities which in itself is responsible for a growing business.

Differences also exist in the extent to which companies monitor and measure health projects to provide baseline and follow-up data to be used for further fine tuning and development of the efforts provided to employees. The scattered efforts of educational, preventative and promotional activities show a willingness to engage in health and reveal a strong potential to develop health literacy in a more coherent and strategic way. It is important that the health and wellbeing of employees becomes a core priority for companies and is well rooted in business models and not only perceived as add-on projects for consumers, employees and other stakeholders.

A sustainable approach is needed to enhance an improved response of the business actions applied to the identified needs of a targeted group. Therefore, a monitoring system must be in place to help evaluate the health literacy among the workforce for continuous improvement and empowerment. Safety is an area which is highly regulated and incorporated at a strategic level; however, health and wellbeing are yet to be better anchored in core business policy and actions.

The following tools and resources have been designed to provide companies with a comprehensive framework for prevention, education on healthy choices and the management of chronic diseases through a focus on a healthy lifestyle in the fields of nutrition, physical activity and psychological wellbeing in order to improve the health literacy of employees.

Business decision making tools

Mind Tools

The 40+ techniques explained in this section help you to make the best decisions possible with the information available. These tools help you map out the likely consequences of decisions, balance different factors and choose the best courses of action to take.

Click here to access the website

Problem-solving skills

Problem solving and decision making are important skills for business and life. Problem solving often involves decision making which is especially important for management and leadership. This includes processes and techniques to improve decision making and the quality of decisions.

Click here to access the website

The Balanced Scoreboard

The Balanced Scorecard has evolved from its early application as a simple performance measurement framework to a full strategic planning and management system. The 'new' balanced scorecard transforms an organisation's strategic plan from an attractive but passive document into the "marching orders" for the organisation on a daily basis. It provides a framework that not only allows for performance measurement but helps planners identify what should be done and measured. It enables executives to truly execute their strategies.

Click here to access the website

Strategic Implementation Tools

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

Click here to access the document

BITC Workwell Campaign
BITC's Workwell campaign aims to elevate wellness and engagement to being mission critical to long-term sustainability. It takes a proactive approach to employee physical, psychological and social health and encourages organisations to take an integrated strategic and holistic approach to maximising employee wellness, engagement and productivity.

Click here to access more information

Employer's guide to achieving corporate wellbeing
This toolkit incorporates current thinking around workplace health and offers a straightforward approach that can be applied to any organisation. It will help you to identify the health and wellbeing needs of your workforce.

Click here to download the document
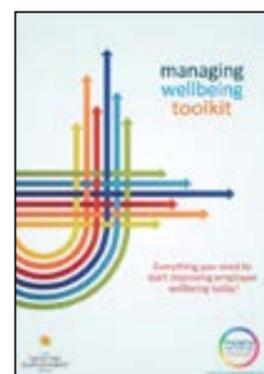
Managing Wellbeing Toolkit
The managing wellbeing toolkit is your guide to successfully running wellbeing campaigns and activities within your workplace. The toolkit can help in the preparation of an annual action plan for a new wellbeing campaign, providing guidance on how to get started, how to organise and promote your events and how to get the most out of them.

Click here for more information
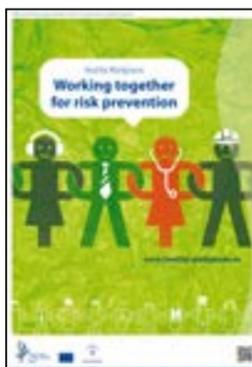
European Healthy Workplaces Campaign
Initiated by the European Agency for Safety and Health at Work, you can join a major Europe-wide activity for raising awareness in occupational safety and health The interactive website provides helpful tools for mental health issues and other interesting resources like for example the online interactive risk assessment tool. The current Healthy Workplaces campaign focuses on management leadership and worker participation.

Click here to access more information

Managing Employee Engagement and Wellbeing: the six essentials of workplace wellbeing
The 'six essentials' model shows the key aspects of working life that affect workplace wellbeing and employee engagement. The model has been developed in a diverse range of organisations and is built upon over 100,000 data points to ensure its reliability in reinforcing a companies efforts to maximise wellbeing.

Click here to access more information

Measuring, Assessing and Evaluation Tools

The following tools should help employers to measure existing levels of health literacy and assess the current situation in the organisation in terms of health and wellbeing by involving employees in order to further improve the corporate health and wellbeing strategy. Evaluation tools can be used to assess the effectiveness of initiatives and help direct future improvements. In this regard, they will be similar to the tools used for the health needs assessment. Good practice examples include:

BITC Public Reporting Guidelines
The BITC Public Reporting Guidelines are about moving the agenda on from basic health and safety compliance, to elevating wellness and engagement to become a boardroom issue. Improved reporting on employee wellness and engagement will be an essential part of responsible business practice as its long-term approach can serve as a hallmark of sustainable business.
>Click here to access the document

Health, work and wellbeing: baseline indicators report
The report sets out the baseline data KPIs for health, work and wellbeing against which future progress will be monitored.
>Click here to access the website

Nestlé employer's survey
Strategic measurement of employer data, policies and practices.
>Click here to view the survey

Business in the Community Wellbeing Survey
The Wellbeing survey is conducted online and measures the physical and psychological wellbeing of employees in a confidential way. It offers employers an online solution to assess employee health levels and identify trends that can drive focused activity. It also offers participants a personalised wellbeing report to empower each individual to take action.
>Click here to access information about the survey

The European Health Literacy Survey (HLS-EU)
The aim of this survey is to measure health literacy levels of employees in order to shape and define the best health and wellbeing strategy for the organisation. By assessing the health literacy of employees the survey provides a benchmark for individual and corporate health literacy in addition to contributing to the European Health Literacy Survey (HLS-EU). The tool is made available by Maastricht University.
>Click here to access information about the survey
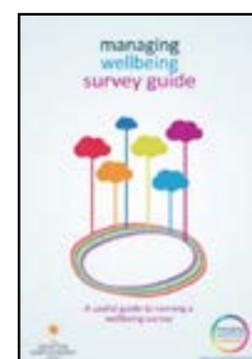
Managing wellbeing - Survey guide
This guide illustrates how to conduct a wellbeing audit to ensure an organisation can maximise the impact of the process. Within this, it provides information on survey preparation, launching, improving response rates and a follow-up process.
>Click here to access the guide

European Directory of Health Apps 2012 - 2013
The first of its kind, the directory contains facts on 200 health-oriented apps that have been recommended by patient groups and empowered consumers. The selected apps are categorised in the directory according to the service they provide the patient or consumer and the language(s) they are available in.
>Click here to access the directory

Assessment Tool and Label 'Friendly Work Space'
Built on a focus of stress prevention, 'Health Promotion Switzerland - Gesundheitsförderung Schweiz' supports companies of all sizes in promoting health and wellbeing at work. The 'Friendly Work Space Label' is a quality mark to assess and recognise these efforts and achievements.
>Click here to access more information

Interventions and Solutions- Stress and Mental Health
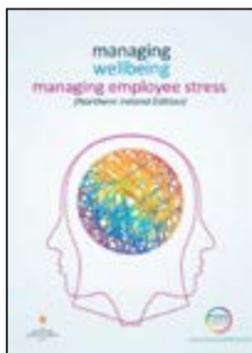
Managing Wellbeing - managing employee stress

Very few people feel confident and equipped to manage stress in others. This guide provides a useful insight into how to recognise stress in individuals or teams and how to effectively manage an employee who may be suffering from stress.

Click here to access the guide

Developing resilience - an evidence based guide for practitioners

Resilience is now recognised as an important factor in the workplace. In the increasingly and endlessly turbulent context of today's working world, the resilience of both individuals and organisations becomes paramount in order to perform well. This leaflet is designed to give guidance to practitioners based on a comprehensive review of evidence and best practices.

Click here to view the document
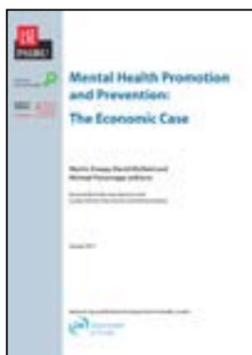
Mental Health Promotion and Prevention: the Economic case

Health systems aim to improve health and health-related wellbeing but are always constrained by the resources available to them. In order to succeed they also need to be aware of the resources in adjacent systems, such as housing, employment and education, which can have an impact on health. Careful choices have to be made about how to utilise what resources are available. The report tackles the common question of whether investment in the prevention of mental health needs and the promotion of mental wellbeing might represent a good use of resources.

Click here to access more information

Microsoft - the new world of work

Technology today allows employees to communicate, share their desktop and use advanced video conferencing tools without the need to travel. This means that the work-life balance is accelerated by workers who can work in a positive, less stressful environment to increase their productivity.

Click here to access more information

Emotional Resilience Toolkit

The toolkit contains research, case studies and suggested actions which employers can take to facilitate emotional resilience in the workplace. This incorporates the promotion of healthy behaviour in the workplace and providing training for employees and managers to recognise and to take early action to prevent conditions that can cause stress.

Click here to access more information

Managing Emotional Wellbeing Tool

An online modular learning and development tool for line managers exploring what is good work? What about me? What can I do proactively? Should I be concerned? What do I do now? Where does absence management fit in?

Click here to access the online tool

Brand New Day - Digital Health Coaching

Digital health coaching is an innovating online method to change one's health behaviour by digital means. The online coaching process is accessible on personal computers and via the mobile internet.

Click here to access more information

Mind Health

Mind Health is an eLearning programme on mental health promotion in three settings: schools, workplaces and homes for the elderly.

Click here to access more information

Interventions and Solutions-Nutrition

The European FOOD Programme - Edenred as coordinator of a Private Public Partnership

The European FOOD Programme uses an original approach to promote balanced nutrition. It aims to improve the nutritional quality of food available in restaurants and to facilitate consumer choice through improved information and increased awareness, often communicated via employers to their employees. The programme has now been further developed to be able to be implemented in any type of company or restaurant in addition to an expanded number of countries.

Click here to access more information

BITC's 'Healthy Lunchbreaks' booklet

Many people spend between 40 and 65 hours per week in the workplace, so, where better to initiate a positive change in lifestyle than at work? This publication offers a helping hand by suggesting simple ways to begin improving your health by making the most of your lunchbreak.

Click here to access the guide

Interventions and Solutions-Physical Activity

Physical Activity Toolkit

Created by employers for employers, this resource draws on the collective experience and expertise of the Physical Activity Steering Group.

Click here to access the guide

Interventions and Solutions-Chronic Diseases
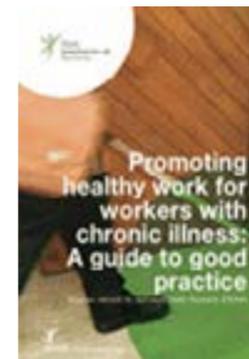
Promoting healthy work for workers with chronic illness – good practice guide

The good practice guidelines are addressed to employers and managers in a European brochure proposing a step-by-step approach, on how to support employees with a chronic illness who still have a valuable contribution to make to the European workforce.

Click here to access the guide

Advice for line managers on supporting employees with long-term medical conditions

This guide provides advice to employers and line managers on supporting employees with long-term (also called chronic) medical conditions through practical solutions that will benefit both you and your employees.

Click here to access the guide

Company Wellbeing Programmes and other Initiatives

Nestlé - 'Wellness for me'

'Wellness for me' is an in-house workplace wellness programme for Nestlé employees at Vevey Headquarters (Switzerland). The objectives of this holistic programme are to trigger employees' interest in nutrition, to enable them to make healthy choices and to promote employees' wellbeing, fight sedentary lifestyles, prevent cardiovascular diseases and improve personal quality of life.

Click here to access more information

Novartis - Be Healthy Programme

Be Healthy aims to help Novartis Group Company associates around the world to embrace healthy lifestyles by providing opportunities for them to take control of their personal health and prevent future health issues. Be Healthy is the first Group-wide health and wellbeing initiative and builds upon a tradition of providing health and wellbeing programmes for associates at Novartis. It is an internal initiative for the benefit of Novartis associates.

Click here to access more information

Novo Nordisk - NovoHealth

NovoHealth is Novo Nordisk's worldwide employee health programme, seeking to develop a workplace culture that promotes and supports healthy living for all employees - an opportunity for Novo Nordisk to practice what we preach. NovoHealth inspires healthy living among Novo Nordisk employees as a means to drive people engagement and prevent type 2 diabetes and other lifestyle related diseases.

Click here to access more information

Unilever - Lamplighter

Our Lamplighter employee programme aims to improve the nutrition, fitness and mental resilience of employees. It has already been implemented in 30 countries, reaching 35,000 people. In 2012, Unilever extended the reach to a further 13 countries. Our longer-term goal is to extend the reach to all countries where we operate.

Click here to access more information

Microsoft - Health Vault

Health Vault is a system of electronic health records. The internet can safely store and use advanced permission technologies to provide an employee to have access and control of their medical records. This can enable an employee to analyse what foods they should eat, what exercise they should do and measure their level of stress.

Click here to access more information

MSD - Blueprint for Business Action on HIV

Launched in May 2007, the Blueprint for Business Action on HIV/AIDS is a free, user-friendly tool developed with the support of Merck Sharp and Dohme (MSD). Created by a predominantly African editorial board the Blueprint can be used by African companies of all sizes to design and implement a comprehensive HIV/AIDS workplace programme.

Click here for more information

Best Practice Case Studies for Healthy Companies in Northern Ireland

The case studies in this booklet and accompanying CD represent best practice by Business in the Community members and each featured organisation has documented business benefits which followed the introduction of health and wellbeing initiatives in their workplaces.

Click here to access more information

Dow - "Dow Family Health" Website

The Dow Family Health Internet site offers helpful, user-friendly tools and resources that demonstrate Dow's commitment to the health and wellbeing of the entire Dow family. The purpose is to raise awareness of the importance of health and wellbeing in people's personal and professional lives, and contribute to healthier, more productive employees and their families. As a public internet site, anyone can access and benefit from the information and resources shared.

Click here to access more information

Return on Prevention - Cost and Benefit of Safety and Health at Work

A report provided by DGUV (Deutsche Gesetzlihe Unfallversicherung) with results taken from 16 countries to show microeconomic benefits of occupational health and safety with benefits for companies and social and macroeconmoic benefits for employees and the social security system.

Click here to access the study

Workplace Health Promotion Manual

The Workplace Health Promotion (WHP) Manual, developed in a public-private partnership between the employer federation Confindustria Bergamo and the public health service provider Azienda Sanitaria Locale Bergamo (ASL), provides operating instructions on how to participate in the WHP network, which, besides saving costs by pooling of resources, has the additional advantage of facilitating access also to SMEs. More than 50 enterprises (large and SMEs) are part of the network and about 10,000 of their employees are actively participating in programmes for healthier nutrition, physical activity, etc.

Click here to access the manual

Acknowledgements

For more information...

Project Leaders

Project Manager

Online Resources
Project webpage- http://www.csreurope.org/healthy-lifestyles
Blueprint webpage - www.csreurope.org/blueprint-business-action-health-literacy-2013
Background document - http://www.csreurope.org/sites/default/files/HLBackgroundDoc.pdf

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