

WELLNESS FOR A GLOBAL WORKFORCE

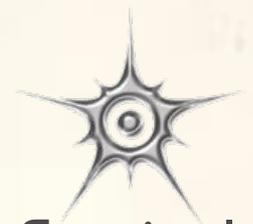
Workplace wellness initiatives in low and
middle-income countries

PROGRAM CHECKLIST



GBCHealth

Mobilizing Business for a
Healthier World



Sentinel
Consulting



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PROGRAM CHECKLIST

Key considerations when implementing or refining a workplace wellness program

INTRODUCTION

Workplace wellness initiatives are as varied as the organizations and locations in which they operate. With the vast majority of evidence and advice centered on high-income settings, designing and implementing a wellness initiative in a low or middle-income setting can be a daunting prospect. This study aims to assist corporations by providing a snapshot of wellness programs currently implemented specifically in low and middle-income countries (LMICs), and collating evidence of impact. We explore the motivations for developing programs, the health conditions and risk factors most often targeted, how programs are implemented and evaluated, and useful lessons learned by program custodians. We showcase some highly successful programs via a series of case studies. Finally, we include a checklist for program managers developing a wellness program for their own organization.

The full report is available for free download at www.sentinelconsulting.co.uk/wellness_2012.php

Based on a distillation of our study findings—coupled with our existing expertise—we have created a checklist of key questions and considerations program custodians should address when implementing or refining a workplace wellness initiative in a low or middle-income country setting. This checklist should assist you to ensure your program is **tailored, effective** and **sustainable**.



1. Define your context

Define the unique set of variables, requirements and constraints applicable to this program. A participatory process including organizational, cultural, financial, medical and logistical perspectives.

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| What are the principal motivations behind your program? | Organizational, medical, social motivations |
| Who are your stakeholders ? What do <i>they</i> think are the key issues? | Gather information from senior leadership, managers, workers, their dependents and the broader community via focus groups, key informant interviews, surveys and anecdotal feedback. |
| Is there supporting data? What else is being done? | Other programs, studies and research within and outside your organization. |

2. Define your targets

Find and prioritize the issues that are critical to satisfying the program motivations. Define your aim(s) and objectives.

| | |
|--|---|
| What broad areas should be addressed that satisfy local and organization-wide requirements, and are seen as important by all stakeholders? | Mental health? Family planning? Nutrition? Exercise? STDs? |
| What is/are the central problem(s) ? What causes the problem(s)? | (e.g. one central <i>problem</i> is physical inactivity, <i>caused</i> by a number of factors including lack of time, embarrassment, perception only certain types can participate) |
| Which are the most influential causes? Which are the least influential? | |
| Which causes <i>can</i> be addressed by the program? | Within organizational, cultural, financial, practical constraints |
| Which causes <i>cannot</i> be addressed? | Does ignoring these reduce the overall impact of your program? |
| Capture your program aim(s) and objectives . | Ensure all stakeholders agree. |

3. Design your activities

Identify the interventions and activities that effectively address the most influential causes of the central problems.

| | |
|---|---|
| What activities will ensure you achieve your objectives and aims, and will be well-received? | Consult with all stakeholders—optimize your plans |
| Who are the target participants? | Will broadening the target group increase effectiveness? |
| Where, when and how do the activities take place? | Include budget, logistics, facilitators, physical resources. Convenience to participants and minimal/no disruption to work schedules are often essential. |
| Can the activities be designed and run (“owned”) by the target groups rather than imposed? | |
| What motivations to participate are there? | Peer recognition? Incentives? Disincentives? |
| What are the barriers to participation and behavior change? | How can these be minimized? |
| How are the motivations, aims and methods of the program communicated to stakeholders? | |
| How is confidentiality guaranteed? | Confidentiality often increases participation |

4. Define your goals

Define what you aim to achieve, when, and how you will prove it. Doing this well enables you to demonstrate your success.

Define your **metrics** and **targets**.

How you demonstrate that your program achievements are satisfying the original organizational motivations and the objectives you created. Attach a value and timescale to each target. Targets must be realistic. Intermediate milestones assist you to judge whether your longer term targets will be met.

Include metrics describing

resources
activities

(e.g. what has been procured)
(e.g. number of participants; number of smoking cessation packs distributed)

results of activities

(e.g. number of people who have stopped smoking; number who have lost weight)

impact

(e.g. reduction in stress-attributable absenteeism, increase in employee productivity)

Capture how the data is gathered and analyzed.

Define control groups if possible (i.e. comparable non-participants).

Who does this? When? How? Baseline and post-intervention assessments of participants will assist attribution of trends to program interventions.

5. Define your resources

Define what you need in order to run the activities.

Specify people, equipment, buildings/locations, training materials, publicity materials etc.

Don't forget your monitoring and evaluation activities.

Internal resources or outsourcing?

Define vendor options, community collaborations, NGO partnerships

Budget required?

Any opportunities for grants or awards?

When is each resource required?

Where does each resource come from? Is it quality assured?

Including QA of outsourced services

What one-off and ongoing training does the team require? When? Who will coordinate this?

Who will provide training? If provided externally, can a sustainability model be built in, e.g. through train-the-trainer approaches?

6. Monitor your progress

Ongoing monitoring and periodic evaluation, allowing you to continually improve your program.

Continual consultation with stakeholders to ensure activities are being received as planned.

Via focus groups, key informant interviews, surveys and/or anecdotal feedback.

Any unexpected or unintended consequences?

If so, what? Why?

Any adverse or ineffective interventions?

If so, what can be done to remediate?

Gather, analyze and collate performance and financial metrics and responses from stakeholders.

Feed lessons learned back into program design.

Demonstrate business case to senior leadership.

Periodic objective evaluation.

Periodically assesses whether program strategy is correct and the program's contribution to broader organizational success metrics e.g. worker health and engagement on customer satisfaction.

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