

Healthy Worksites Tool

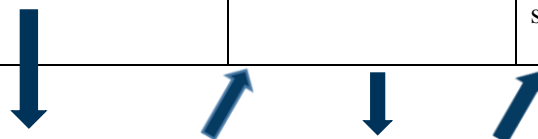
Supporting Organizational Change When Developing a Workplace Wellness Initiative

In order to build a workplace wellness initiative that offers employees an abundance of healthy options at the workplace – change has to occur. This tool is meant to guide your organization in the project management and communications steps meant to *engage employees* in the process of *building and sustaining* the initiative (e.g., become a member of the wellness team, take the interest survey, be written up as a testimonial) and in *making healthy choices* (e.g., buy items from a healthy snack station, order healthy food for meetings and events, have walking meetings, use the mother’s room).

Therefore, think of supporting organizational change in two ways: 1). project management that ensures leadership and other stakeholders are leading, supporting and implementing the change; and 2). communications to ensure all employees are informed of the process and changes.

Suggested chronological steps are below. Once the project management step is fulfilled, follow with complementary communications.

PROJECT MANAGEMENT steps						
<i>Establish case for change</i>	<i>Engage stakeholders</i>	<i>Understand current state</i>	<i>Identify change impacts</i>	<i>Develop change roadmap</i>	<i>Execute plan and track progress</i>	<i>Celebrate success and sustain change</i>
Ensure leadership is committed to supporting a workplace wellness initiative (the formation of a wellness team; and policy, systems and environmental goals).	Leadership secures a top manager who will be an active member of the wellness team.	Wellness team: Understand current state – consider results from Organizational Assessment [and any other complementary strategies].	<ul style="list-style-type: none"> Identify desired strategies to create desired future state. Obtain leadership support for writing goals. 	<ul style="list-style-type: none"> Wellness team/ stakeholders: Write measurable goals. Identify success measures Identify work plan to accomplish goals. 	Wellness team and ad-hoc members: Perform duties on work plan and track progress. All members of management: Be champions of change by visible support and conveying support to staff.	<ul style="list-style-type: none"> Use tracking measures to identify successes. Celebrate success. Ensure sustainability with policies and training for managers. Set new goals.



(Continue fulfilling the project management step above and then the communications step below in sequence.)

COMMUNICATIONS steps						
<i>Build commitment</i>	<i>Engage stakeholders</i>	<i>Engage all employees</i>	<i>Engage additional stakeholders</i>	<i>Inform all employees</i>	<i>Promote changes and capture employee feedback</i>	<i>Inform all employees</i>
1. Top leader: Memo to managers regarding the development of a workplace wellness initiative and their role in championing change. 2. Top leader: All staff communication announcing the workplace wellness initiative.	Top manager (who was secured by leadership): E-mail to all staff calling for volunteers for the workplace wellness initiative wellness team.	Conduct an interest survey based upon Organizational Assessment results to learn what changes employees want. Release Interest Survey with letter of support from top leader.	Recruit staff to serve in complementary roles to ensure success (e.g., human resources, union representatives, facilities, vendor relations, tobacco users, former tobacco users, cafeteria staff, and dietitian).	<ul style="list-style-type: none"> Leadership sends communication to all employees to inform of goals and time line for accomplishing goals. <ul style="list-style-type: none"> Cite Interest Survey aggregate results (Employees ‘voice’ was heard.) 	<ul style="list-style-type: none"> Top leader announces changes to all employees (prior to going live with change, and at ‘go live’ date). Where feasible, conduct surveys of employees to capture input on changes. Track changes and engagement. 	<ul style="list-style-type: none"> Top leader releases announcement that outlines successful changes and testimonials. Announce the process to set goals for new changes.