

# Development and Implementation of a Comprehensive Healthy Workplace Program in accordance with the WHO Framework and Model

*Using CCOHS' OSH Works™ service*



# Introduction

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The vast majority of enterprises in any country, particularly the SMEs, do not have the expertise, know-how, understanding and competencies among employees to develop, implement and continually improve an effective Healthy Workplace Program.

**The result** – In practice, very few organizations make the effort to develop and implement a Healthy Workplace Program.

# Introduction

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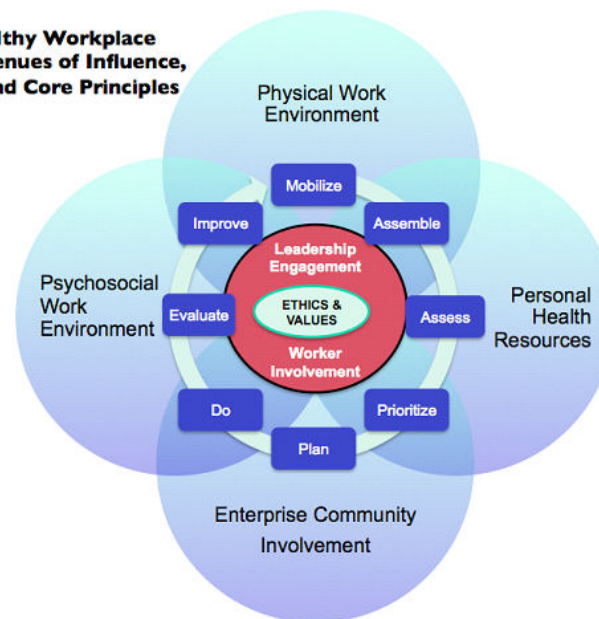
This presentation is on CCOHS' OSH Works™ service that provides Canadian enterprises with convenient and cost-effective means to develop, implement and continually improve a Comprehensive Healthy Workplace Program in accordance with the WHO Framework and Model.

**In other words** – on providing the capabilities necessary to make it happen in practice.

# OSH Works™

- Provides a web-based program that follows the principles of OHS Management Systems to establish, maintain and continually improve a Comprehensive Healthy Workplace (CHW) Program consistent with the WHO Model

**Figure 1**  
**WHO Healthy Workplace**  
**Model: Avenues of Influence,**  
**Process, and Core Principles**



# OSH Works™

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- Includes elements that demonstrate management commitment and leadership
- Contains the means to engage all employees – Managers, supervisors and staff to accept, understand and discharge their responsibilities
- Includes tools, resources, guidelines, forms and documents
- Provides access to policies, procedures, legislation, guidelines, checklists, information, training, etc.
- Contains a self-audit and assessment component
- Has a document management system enabling the complete documentation and recordkeeping of the progress of implementation

# OSH Works™

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**Incorporates two  
views:**

Administrator  
Employee



# Administrator View

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Using the Administrator view, the Program Leader can:

- Easily set up and assign objectives, tasks and targets to individual staff members, departments or committees
- Upload and provide access to necessary support materials for all employees
- Check employee performance and progress
- Generate reports showing how everyone is progressing towards meeting the CHW Program objectives and targets
- Communicate through automatic email notifications to staff

# Employee View

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Provides employees with access to:

- Assigned responsibilities, tasks and targets
- Specific guidelines, documents and instructions required to understand and discharge their assigned responsibilities
- Specific training and education
- Relevant policies, procedures
- A bulletin board indicating the overdue, due and completed assigned responsibilities and tasks



# Administrator View



[Go to Employee View](#)
[HOME](#)
[Staff Directory](#)

- LEAD**
  - Management Commitment
  - Worker Participation
  - HSW Policy
- PLAN**
  - Legal & Other
  - Hazards & Risks
  - Psychosocial Environment
  - Objectives & Targets
- DO**
  - Prevent & Protect
  - Health Promotion
  - Emergency Plans
  - Train
  - Communicate
  - Procure
  - Contract
  - Manage Change
  - Community Involvement
  - Documentation
  - Document Control
  - Record Control
- CHECK**
  - Measure & Monitor
  - Investigate Incidents
  - Audit, Inspect & Survey
  - Evaluate & Correct
- ACT**
  - Review
  - Improve

## Welcome Heather

OSH Works™ follows the **PLAN, DO, CHECK** and **ACT** (PDCA) approach to developing and maintaining a Comprehensive Workplace Health & Safety (CWHS) Program and continually improving occupational health and safety (OHS) and wellness performance. Key to the success of a Comprehensive Workplace Health and Safety Program is Senior Management leadership and commitment (**LEAD**).

To develop and maintain your Comprehensive Workplace Health & Safety Program and the continual improvement process for your organization, begin with **LEAD** (commit), and then continue through:

- **PLAN** (organize),
- **DO** (implement),
- **CHECK** (evaluate), and
- **ACT** (improve)

A Comprehensive Workplace Health & Safety Program has four main components:

1. Occupational health and safety (the physical work environment)
2. Psychosocial work environment (organizational culture and the organization of work)
3. Workplace health promotion (wellness)
4. Organizational community involvement

These four components are sometimes called "avenues of influence" because they represent avenues or ways that an employer, working in collaboration with employees, can influence worker health, safety and well-being. It should be emphasized that they are not four distinct and separate areas, but actually overlap to a large degree, so they must be integrated in the CWHS Program, not addressed in silos.

**Note:** Before assigning responsibility for completing tasks, training, etc. in OSH Works™, review the Staff Directory to ensure all employees are assigned to the correct departments and groups.

[View Staff Directory](#)

Overdue	Due	Done
<b>Management Commitment</b> <span>Status</span> Assign responsibility for the CWHS Program to a Management Representative (CWHS Program Leader) 0 / 3 Provide adequate resources (human, financial and organizational) 0 / 3 required to establish and maintain the CWHS Program	<b>HSW Policy</b> <span>Status</span> Develop the Health, Safety and Wellness (HSW) Policy and ensure it reflects the unique needs of the organization 0 / 3 Ensure the HSW Policy includes a commitment to provide and encourage opportunities to improve the health and well-being of all employees 0 / 3	
<b>CWHS Program Leader</b> <span>Status</span> Ensure processes to identify opportunities to promote and support 0 / 4 workplace health, wellness, and organizational community involvement are developed, implemented, maintained and made available to all employees		

## Lead

A Comprehensive Workplace Health & Safety Program (CWHS Program) is a definite plan of action designed to:

1. Ensure the health and safety of all employees by preventing incidents, injuries, illness, and responding to emergencies;
2. Create a healthy and supportive organizational culture or psychosocial environment;
3. Support and encourage healthy lifestyles among employees; and
4. Encourage organizational community involvement.

CWHS Programs should integrate health, safety and wellness considerations into all aspects of your operations, including administration, production, finance, maintenance, and purchasing.

The success of the CWHS Program depends on the full commitment of the senior (top) management and effective participation of workers in the occupational health & safety and wellness activities.

Management leadership and commitment to the CWHS Program includes:

- Actively promoting the Program
- Ensuring employee involvement
- Ensuring adequate resources are assigned
- Monitoring the Program regularly
- Ensuring continual improvements
- Acting as role models for health, safety and wellness behaviours at all times

Under **LEAD**, the main elements are:

- Management Commitment – senior management leadership and responsibilities, designating a management representative (CWHS Program Leader)
- Worker Participation – providing adequate time and resources for participating in the CWHS Program, access to information, consultation and training
- Health, Safety and Wellness Policy – commitment to occupational health & safety (OHS) and wellness that is documented, implemented, posted and communicated

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## Plan

PLAN is the first phase in developing and maintaining a Comprehensive Workplace Health and Safety Program and is an ongoing and recurring process.

**PLAN** (identify & organize) is linked to the other CWHHS Program activities:

- **DO** (implement & document)
- **CHECK** (evaluate & correct)
- **ACT** (review & improve)

During the PLAN process, you should:

- Identify and assign the responsibilities, authority and resources required to develop and maintain the CWHHS Program
- Identify and provide access to applicable OHS legislation and other requirements, such as collective agreements, industry standards, etc.
- Evaluate the legislation and other requirements to ensure compliance
- Identify and prioritize health, safety and wellness issues, including:
  - OHS issues related to the physical work environment,
  - Organizational culture issues related to the psychosocial work environment,
  - Wellness and health promotion needs among employees, and
  - Opportunities for community involvement.
- Identify opportunities for improvement in the CWHHS Program
- Establish objectives and targets that are appropriate to your organization and its commitment to continual improvement

Information to gather and assess during the PLAN process includes:

- Existing workplace health, safety and wellness programs and procedures, including policies and procedures for:
  - Communication
  - Procurement
  - Contracting
  - Incident Investigation
  - Training
  - Etc.
- Previous assessments (audits, surveys) of workplace health, safety and wellness programs
- Applicable legislation, standards, etc.
- Resources (human, financial and technical)
- Worker complaints, concerns and suggestions
- Your organization's data regarding lost time incidents, absenteeism, long and short-term disability claims, turnover, etc.
- Related activities

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## Do

The **DO** phase includes the implementation steps for the Comprehensive Workplace Health and Safety Program. The resources and infrastructure required to reach your organization's **Objectives and Targets** must be identified, provided and maintained. Remember: resources include people, equipment, funds and space.

Your organization should have access to persons who are competent to complete the implementation. This competence can be obtained by training existing staff, hiring a health, safety and wellness professional or through external health, safety and wellness resources. For issues related to the psychosocial work environment, you may wish to consult leadership or organizational development specialists.

Developing implementation plans will help your organization achieve its objectives. The plans can address separate or multiple objectives and must be periodically reviewed and updated.

**All implementation plans should define and assign:**

- Resources
- Responsibilities
- Time frames for completion
- Milestones to measure progress

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## Check

The CHECK phase helps you to evaluate the effectiveness of the CWHS Program.

When activities are identified that do not meet specified requirements, these non-conformances indicate the need for corrective measures.

Ask the following key performance questions:

- Has management commitment and leadership been demonstrated and is it effective?
- Are the HSW policy and objectives being achieved?
- Do policies and procedures meet legal and other requirements?
- Have hazard and risk controls been implemented and are they effective?
- Is worker participation in health, safety and wellness activities effective and meaningful?
- Has the CWHS Program been evaluated and areas for improvement identified and implemented?
- Have incidents, illnesses and near misses been investigated and root causes identified and remedied?
- Are training programs for employees effective?
- Are communication programs for employees and external interested parties effective?
- Is information being produced, reviewed and used for the continual improvement of the CWHS Program?

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# Act

The ACT phase includes the requirements for the periodic reviews of the Comprehensive Workplace Health and Safety Program by management.

The reviews should assess the operation of the CWHS Program to determine whether it continues to be adequate and effective for meeting the policy and objectives of your organization.

## Management review should determine if the CWHS Program:

- Meets the needs of the organization
- Is effective in reducing work-related injuries and illnesses
- Is effective in improving the physical and mental health and well-being of workers
- Identifies actions needed to address any deficiencies
- Includes follow up actions from audits and previous management reviews of the CWHS Program

## During the review of the CWHS Program, management should be able to determine:

- The future direction of the CWHS Program
- Need for changes to
  - Health, Safety and Wellness policy
  - Objectives and targets
  - Other elements of the CWHS Program
  - Resources
  - Priorities
  - Action items

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# Key Areas of Influence

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- Physical environment
- Psychosocial environment
- Health promotion
- Community involvement



## Hazards & Risks

A process must be established to identify, assess and control hazards and risks proactively and on an ongoing basis in the workplace. Employees must also be trained to report hazardous situations to their supervisor/manager, who will investigate and take corrective action, if required. Be sure to consider the **Psychosocial Environment**, including risks to the well-being as well as physical health and safety of employees, when identifying, assessing and controlling these factors.

The results of the Hazard and Risk assessments will help when setting your **Objectives & Targets** for developing programs to reduce/eliminate workplace injuries and illness, and promote employee health and well-being.

Examples of hazard categories are:

- **Biological** - bacteria, viruses, insects, plants, birds, animals, humans, etc.
- **Chemical** - the health impact based on the physical, chemical and toxic properties of the substance
- **Ergonomic** - repetitive movements, awkward postures, improper set up of workstation, etc.
- **Physical** - radiation, magnetic fields, pressure extremes (high pressure or vacuum), noise, nanoparticles, etc.
- **Psychosocial** - stress, harassment, disrespect from coworkers/supervisors, lack of control over work/flexibility, violence, working alone, shiftwork, etc.
- **Safety** - slipping/tripping hazards, inappropriate or lack of machine guarding, equipment malfunctions or breakdowns

Sources of information for hazard and risk evaluation include:

- Workplace inspections, including discussions with workers during the inspections
- Job hazard analysis
- Health and Safety Committee reports, minutes and/or recommendations
- Reports, minutes and/or recommendations from the Workplace Health Committee
- Worker concerns and complaints
- Worker exit interviews
- Previous workplace risk assessments
- Incident investigations (accidents, hazardous occurrences, near-miss, etc.)
- Illness and injury records
- Absenteeism, short- and long-term disability claim data
- Legal and other requirements
- Material safety data sheets (MSDS), product labels
- Equipment manufacturers' specifications
- Other hazard information, such as alerts and bulletins
- Employee surveys, such as perception surveys, employee engagement surveys
- Data regarding the nature of health benefit claims and employee assistance program (EAP) usage, if available

Note: Both routine activities and potential or unusual emergency situations must be considered when assessing hazards and risks.

## Psychosocial Environment

A process for identifying the real and potential hazards and risks in the psychosocial environment in the workplace must be developed, implemented and maintained in the Comprehensive Workplace Health and Safety Program. The psychosocial environment covers two major groups of issues:

1. Organizational culture, and
2. Organization of work.

Organizational culture is defined as the attitudes, values and beliefs that are demonstrated in the workplace on a daily basis that affect the mental and physical well-being of employees. Some key examples are:

- Civility and respect shown by co-workers and managers
- Fairness in the way people are treated
- Appreciation and recognition
- Honesty and transparency shown by management and workers
- Support for work-life balance
- Trust between management and workers

Organization of work covers aspects of the way work is designed, such as:

- Demands or workload
- Communication quality and quantity
- Control, decision latitude or influence over how the work is done
- Fairness in the way work is distributed
- Clarity of roles and expectations
- Support provided in terms of resources
- How organizational change (large or small) is managed and communicated in the organization
- Psychological fit between the employee's interpersonal and emotional competencies, their job skills, and the position they hold
- Opportunities for growth and development

When these factors are absent, or handled badly in the workplace, they become sources of stress, or "stressors", for employees. There is evidence showing many of these factors create two to three times greater risk of injuries, workplace conflict and violence, back pain, heart disease, some forms of cancer, depression and anxiety.

A process to identify, assess and control psychosocial hazards proactively and on an ongoing basis must be established in the workplace. Employees must also be trained to report unhealthy psychosocial situations to their supervisor/manager, who will investigate and take corrective action, if required. The results of the assessments will help when setting your Objectives & Targets for developing programs or policies to reduce/eliminate workplace stressors and promote employee health and well-being.

Sources of information for hazard and risk evaluation for the psychosocial work environment include:

- Health and Safety Committee reports, minutes and/or recommendations
- Workplace Health Committee reports, minutes and/or recommendations
- Worker concerns and complaints during workplace inspections or other times
- Worker exit interviews
- Previous workplace risk assessments
- Incident investigations (if investigation probes deeply enough into root causes)
- Absenteeism, short- and long-term disability claim data
- Employee surveys such as perception surveys, employee engagement surveys
- Data regarding the nature of health benefit claims and EAP usage if available

## Health Promotion

There is abundant evidence showing that workers often experience health problems that are partially related to their lifestyles. Many are inactive, overweight or obese, smoke, eat unhealthy diets, abuse alcohol or drugs, and get too little sleep. These habits contribute to growing numbers of cases of heart disease, diabetes, cancer and other chronic diseases. Very often conditions in the workplace may facilitate or even encourage unhealthy lifestyles.

Conversely, there is a significant opportunity for personal health support in the workplace, and for providing environmental, cultural and policy support for healthy lifestyles. Well-planned, comprehensive wellness programs have many benefits, including:

- Improved health and well-being
- Increased morale and job satisfaction
- Healthier workplace culture
- Improved job performance
- Reduced personal health care expenses/use of benefits
- Decreased personal health risk factors
- Decreased absenteeism and presenteeism (individuals who have decreased productivity due to low morale)

Wellness programs, also referred to as Workplace Health programs, provide a proactive approach to healthy living for all employees at the workplace and cover a broad range of health issues.

Examples of wellness programs include, but are not limited to, environmental, cultural and policy support for:

- Active living
- Healthy eating
- Smoking cessation
- Fitness
- Influenza and other infectious disease immunization

Evidence shows that the most effective wellness programs are those that incorporate the stages of change model (personal readiness to make lifestyle changes), address various levels of learning (awareness, knowledge and skills development, behaviour change), and make supportive environmental modifications.

Unlike health and safety programs, employee participation in wellness programs **must** always be completely voluntary. Through needs assessments, the employer should determine what workers' health needs and preferences are, and then plan programs and policies in response, but it is still the worker's choice whether to participate or not.



## Community Involvement

By its very nature, corporate involvement in the community is voluntary, going above and beyond what is legislated or expected. Some of these interventions are considered to be “Corporate Social Responsibility” (CSR) activities and typically address aspects of an organization's behaviour with respect to health and safety, environmental protection, human resource management practices, community development, consumer protection, business ethics, and stakeholder rights.

Multinational corporations have an especially significant opportunity to become involved in this sort of activity. For example, a Canadian business may have branches in a developing nation without stringent environmental or health & safety legislation. To address the community issues, the corporation may decide to apply the higher Canadian standards for OH&S and the environment in its operations in the developing country, even though it is not required.

On a much smaller scale, a small Canadian business may decide to support local charity events by sponsoring an employee team in a local fund-raising health event; allowing family members to access employee flu clinics; or allowing and encouraging employees to volunteer in the community.

Such activities may be undertaken because the leadership of an organization believes “it's the right thing to do” or for solid business reasons. These include:

- Stronger financial performance and profitability (e.g. through eco-efficiency),
- Improved accountability to and assessments from the investment community,
- Enhanced employee commitment and pride,
- Decreased vulnerability through stronger relationships with communities, and
- Improved reputation and branding

# CWHS Program Assessment

Use the assessment tool below to help track your progress towards implementing your Comprehensive Workplace Health and Safety Program.

## Audit Rating System

3 = Fully developed & implemented

2 = Substantially developed

1 = Partially developed

0 = Not developed

## Lead

Management Commitment					Manage
	3	2	1	0	
Management has committed to establish, promote and maintain the CWHS Program					
Management has provided adequate resources (financial, human and organizational) required to establish and maintain the CWHS Program					
Management has defined and documented the roles, responsibilities, accountability and delegating authority for implementing the CWHS Program					
Management has established and implemented a Health, Safety and Wellness policy and measurable objectives					
Management has ensured that workers and worker representatives are consulted during the development and implementation of the CWHS Program					
Management has provided the means for workers and worker representatives to actively participate in establishing and maintaining the CWHS Program					
Management Representative					Manage
	3	2	1	0	
Management has assigned the responsibility and authority to establish, maintain and review the CWHS Program to a management					

# CWHS Program Assessment Report

The following report lists those areas in the CWHS Program Assessment that received 0-2 ratings.

[Download](#)

## Audit Rating System

3 = Fully developed & implemented

2 = Substantially developed

1 = Partially developed

0 = Not developed

## Lead

Management Commitment	
	Rating
Management has provided adequate resources (financial, human and organizational) required to establish and maintain the CWHS Program	2
Management has established and implemented a Health, Safety and Wellness policy and measurable objectives	1
Management Representative	
	Rating
Management has assigned the responsibility and authority to establish, maintain and review the CWHS Program to a management representative(s)	2
Management Representative(s) reports regularly to management and workers on the performance of the CWHS Program and recommends any improvements needed	1
Management Representative(s) has the responsibility and authority to ensure all employees can participate in the CWHS Program	0
Worker Participation	
	Rating

# CWHS Program Assessment Score

[Download](#)

## Audit Rating System

3 = Fully developed & implemented

2 = Substantially developed

1 = Partially developed

0 = Not developed

Note: the % complete is based on the number 3 rating

## Lead

	3	2	1	0
Management Commitment	4	1	1	
Management Representative		1	1	1
Worker Participation	6	6	5	1
Health, Safety & Wellness Policy			1	11

**Audit** **Report**

**26 % complete**

## Plan

# Documentation

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- Document all aspects of your CHW Program
- Upload/link to electronic files
- Provide access to applicable employees
- Assign due dates for review



# Document Control

## CWHS Program Documents Listing (by Topic and Document)

In this area of OSH Works™, you can provide access to all staff or designated departments, groups and individuals to relevant documents, policies, procedures, forms, etc., by uploading the files to the service, or linking to files on your internal network.

**Note:** Before files can be added to the service, you need to create Topic headings to help organize the information and make it easy for staff to locate the appropriate documents. Examples of Topic headings are Emergency Procedures, Corporate OHS Policy, etc.

[Download](#)[Add Document](#)[Add Topic](#)[Edit Topic](#)[Download](#)


### Filter Results

#### Date Document Added





Is less than

[Apply](#)

### Company Health, Safety and Environment Policy

Title of Document	Reference #	Revision Status	Due Date	Reviewed	Edit
Company Health, Safety and Environment Policy - Signed Copy 		Active	2009-12-18	1 / 12	
Notes					

### Fire & Emergency Procedures

Title of Document	Reference #	Revision Status	Due Date	Reviewed	Edit
Bomb Threat Procedures - Sample 		Active	2009-06-04	1 / 4	
Notes					
Emergency Evacuation Procedures - Sample 		Active	2009-11-27	0 / 27	
Notes					



# Record Control

## CWHS Program Records Listing (by Type and Record)

In this area of OSH Works™, you can upload or link to relevant records, such as minutes, reports, etc., and provide access to the appropriate individuals, groups and/or departments.

**Note:** Before records can be added to the service, you need to create Type headings to help organize the information and make it easy for staff to locate the appropriate records. Examples of Type headings are Hazard and Risk Assessments, OHS Training Records, etc.

[Download](#)[Add Record](#) [Add Type](#) [Edit Type](#) [Download](#)



### Filter Results

#### Date Record Added



Is less than

[Apply](#)

### Health and Safety Committee Minutes

Title of Document	Reference #	Filed Date	Destroy Date	Storage	Privacy Level	Due Date	Reviewed	Edit
Health and Safety Committee Minutes - November 2008 		2008-11-25	2010-11-25	HR Dept - Filing Cabinet FC113	Low		11	
Notes								

### Incident / Injury Reports

Title of Document	Reference #	Filed Date	Destroy Date	Storage	Privacy Level	Due Date	Reviewed	Edit
Sample Incident/Injury Summary Report 		2008-11-26	2011-11-26		Medium	2009-06-30	1 / 14	
Notes								

# Employee View



# Employee View of OSH Works

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## Employees have access to:

- Assigned tasks and responsibilities
- Policies, procedures
- Legislation
- Minutes, reports
- Training
- Incident/injury reporting forms



Go to Administrator View

- Report Forms
  - Injury Report
  - Incident Report
- Emergency Procedures
  - Medical Emergencies
  - Fire
  - Bomb Threat
  - Evacuation
- Ask a Question
- User Profile

#### What's Happening @



Welcome to OSH Works

[Archive of topics](#)

Home »

## Welcome Heather

This Comprehensive Workplace Health and Safety Program will help all employees at XYZ Company Limited to integrate health, safety and wellness activities into their everyday business.

As a Manager/Supervisor, you need to monitor your staff's progress in OSH Works™.

[Link to Staff Summary](#) to view your staff's completed, upcoming and overdue activities

Overdue	Due	Done
<p>Assign responsibility for the CWHHS Program to a Management Representative (CWHHS Program Leader) <b>Completed</b> 2010-03-21</p> <p>Provide adequate resources (human, financial and organizational) required to establish and maintain the CWHHS Program <b>Completed</b> 2010-03-15</p> <p>Ensure processes to identify opportunities to promote and support workplace health, wellness, and organizational community involvement are developed, implemented, maintained and made available to all employees <b>Completed</b> 2010-04-01</p>	<p>Develop the Health, Safety and Wellness (HSW) Policy and ensure it reflects the unique needs of the organization <b>Completed</b> 2010-04-27</p> <p>Ensure the HSW Policy includes a commitment to provide and encourage opportunities to improve the health and well-being of all employees <b>Completed</b> 2010-04-20</p>	

# For more information

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To view a recorded Webinar on the OSH Works™ service, please visit our web site

<https://www1.gotomeeting.com/register/434648377>



# Thank you

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