

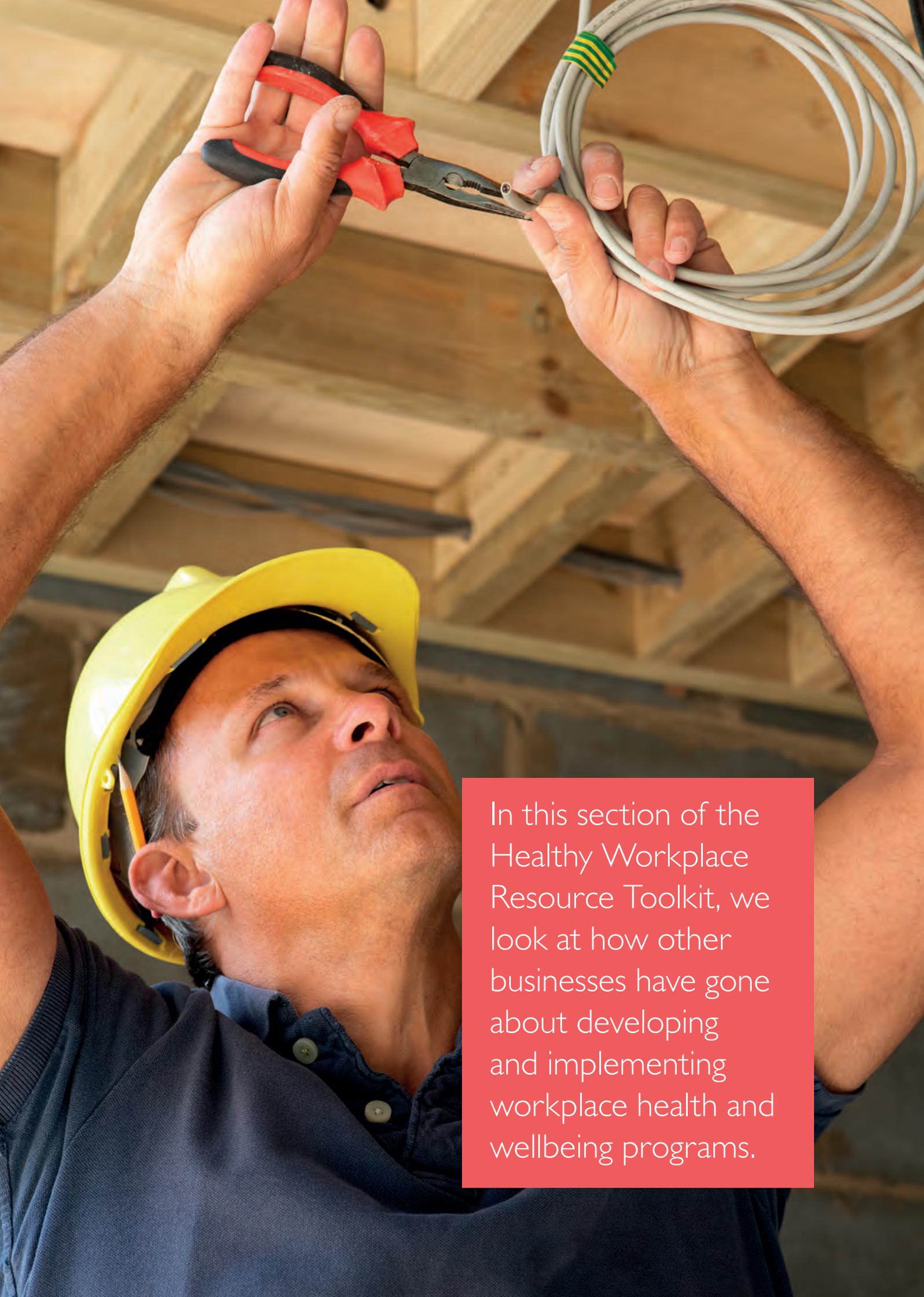
# 07

## WHAT'S EVERYONE ELSE DOING?

- Kraft Foods
- TasPorts
- Joinery Products
- Metro Tasmania
- Absolute Beauty



A healthy workplace is good for business



In this section of the Healthy Workplace Resource Toolkit, we look at how other businesses have gone about developing and implementing workplace health and wellbeing programs.

# CASE STUDY – KRAFT FOODS

Kraft Foods is a multinational food manufacturing company that has been operating in Australia for more than 85 years. In 2010, the company acquired Cadbury. Kraft Foods employs 620 staff in the Clarendon factory on the outskirts of Hobart. Employees are a mix of factory-based and office-based workers in an approximate ratio of 3.5:1.

Based on the strength of staff feedback and strong support by management, Kraft decided to tackle the issue of worksite smoking. For many years, staff had been permitted to smoke during normal work breaks. However, with the introduction of a Good Manufacturing Practice framework across the site, smoking was identified as a workplace safety and health issue.

A new policy was developed that still allowed on-site smoking, but directed employees to be fully changed from factory clothing into regular clothing while smoking. Employees then had to change back into factory clothing before entering the factory again.

No additional break time would be permitted for these clothing changes.

Kraft recognised that this change in policy would make it significantly more difficult for employees to smoke while at work. To help determine the best ways to help employees cut down or stop smoking, a committee was formed with representatives from both the Quality and Occupational Health and Safety groups.



Some of the strategies identified as suitable included:

- supplying self-help materials, including brochures and smoking cessation books
- engaging Quit Tasmania to deliver a 'Fresh Start' quit smoking program on site (within paid working hours)
- working with a local pharmacy to provide fully subsidised nicotine patches and smoking cessation advice.

These strategies were delivered at the same time as the new smoking policy came into effect.

As a result of implementing these strategies, there has been a visible drop in the number of people smoking on site, and increased awareness of smoking cessation opportunities for employees.



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# CASE STUDY – KRAFT FOODS



## Sally's story

I was 12 when I started smoking – over three decades ago! Around seven years ago I gave up for about five years, but I gradually started smoking again. I used to smoke about 25 cigarettes a day – the strong ones, too! Back when I started smoking you could only get 16 mg cigarettes, and we thought you got more value from the strong ones anyway, so we stuck with those.

I knew I had to stop some time – with the changes at work, I didn't want to be trying to cut back with everyone else. I started cutting back about six weeks before the new policy came in. It was pretty easy to cut down – it was a hassle to get changed every time I wanted a cigarette, so I gradually smoked less and less at work.

I started the Quit Tasmania 'Fresh Start' program held at work. I just came along to the course to see what they had to say, although I really had no intention of giving up. After all, the company was offering to help for free, so why not try and do it now? I was really just coming along to gather information for 'later on', when I was ready to quit. I even thought I'd collect the free patches and use them later!

But something changed during the course; I just realised I could do it. I didn't read much of the workbook, and didn't do any of the exercises. They made me too stressed.

Two weeks later, I had my last cigarette. I smoked a few in the morning, jumped in the shower, put on a patch and went to work. I didn't really plan that this would be the day, although I was fairly strategic about the week. I was on day shift so I knew I would have more support from my partner that week. For me it was too stressful to plan in advance.

It wasn't easy – my stubborn nature is the thing that has got me through. I know I am the only one I would let down, the only one who would get upset.

When I feel like a cigarette now, I just try to distract myself, move around, do something else. I tell myself I don't need it. I never used to be able to smell them either, but I can now, so that makes me realise how awful they smell.

I used the patches for about 2½ weeks. I found sleep a bit tricky, though; I think using the patches at night made me a bit wired. Since I gave up I have changed everything around so that there is no longer room for the ashtray next to my bed. It used to be strange that there was a blank spot where it always sat.

I am still confident and stubborn about my future without cigarettes. I hate being upset with myself, I can't let myself down.

I am buying a new PC with the money I am saving from not smoking. I think it's really important to have new goals.

'I am really grateful to Kraft for providing the support to quit smoking – I don't think I could have done it without them. Quit Tasmania were also fabulous – Craig our instructor was very inspirational and I am very thankful for his help.'



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# CASE STUDY – TASPORTS



TasPorts is a registered, private company, fully owned by the Tasmanian Government. It is responsible for the management of 12 Tasmanian ports, including major ports in Hobart, Devonport, Bell Bay and Burnie. A number of regional ports around the state, as well as the Devonport Airport, are also managed by the company. The company was created in 2006 after an amalgamation of the previous four port companies that operated across Tasmania. TasPorts employs 269 workers across the state, with over 65% of employees in operational or blue-collar positions.

While TasPorts had offered a health and wellbeing program for its employees since 2007, it was felt that this program was due for a review. The same model had been used for several years, and uptake by staff was declining. For example, the program offered a free fruit bowl in lunch rooms; however, the fruit lacked variety and appeal and was often of poor quality. Subsidised gym memberships were also offered but these memberships had minimal uptake.

Towards the end of 2011, TasPorts sought help from WorkCover's Health and Wellbeing Advisory Service to reinvigorate their program. Advisor Cameron Blight met with TasPorts to discuss the program currently in place and to discuss a new way forward.

The first step was for TasPorts to conduct a survey to find out what their employees really wanted in a workplace health and wellbeing program. This was conducted in November 2011. Employees were given an anonymous survey to complete in either email or hard copy format, and the survey was also available on the company's intranet site to ensure all employees had access. Approximately one third of employees responded.

The results of the survey indicated that TasPorts had been doing some things well, but there was room for improvement in other areas.



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# CASE STUDY – TASPORTS

Physical activity topped the list as the most important aspect of health and wellbeing, closely followed by nutrition and mental health. Only 13% of respondents reported being smokers, but almost all of these were very keen to receive information on helping them to quit smoking.

Based on the results of the survey, recommendations were outlined to improve the program. These included:

- to supply information and opportunities to participate in activities around healthy eating, physical activity, mental health and smoking cessation
- to review the fruit supply, aiming to increase the variety and quality of fruit currently on offer
- to extend the current gym membership program to meet geographical needs
- to increase the emphasis on mental health, as this had very limited exposure in the current program
- to remove some existing programs which provided little value.

Employees were generally happy with the offer of free flu vaccinations and annual health checks and felt these should continue.

WorkCover also provided TasPorts with other suggestions to consider along with the survey results, such as implementing a health and wellbeing working group – allowing greater ownership of the program amongst employees – and the potential of considering flexible working hours in order to accommodate participation in programs.

The updated health and wellbeing program was launched in conjunction with the CEO's Quarterly Update, which was conducted around the state in February 2012. Each employee was given a health and wellbeing 'show bag' which contained a survey summary, a list of all gyms providing discounts to TasPorts employees, corporate partnership information with Bupa, an events calendar highlighting events where TasPorts supports employees by paying their entry fee, flu immunisation dates, a quit smoking program, water bottle, hat, frisbee, pen, notepad and fruit. This helped to increase engagement with staff and ensured that all employees knew about the new program and its offerings.

With the core health and wellbeing program now in place, TasPorts will now work on fulfilling the recommendations from the survey, and seek to engage staff further in the program, especially staff in regional sites. Information on the program is now mentioned in the induction process for new TasPorts employees, and work is currently under way to redevelop TasPorts' intranet site, which will include an updated health and wellbeing section.

The program will be reviewed in 12 months.

'We recognise the significant benefit good health and wellbeing has for our staff and our business. Our people are our greatest resource, and if we can assist them to achieve or maintain good physical and mental health, then everyone benefits. We're really pleased to offer a well-rounded program that is based on the needs of our people and in the locations they live and work. We'll continue to grow our program and listen to and respond to the needs of our people.'

– Suzie Jones  
General Manager, People and Safety



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# CASE STUDY – JOINERY PRODUCTS



Joinery Products is a family-owned business based in Devonport on the north-west coast of Tasmania. The business was established in 1956 and specialises in built-to-order quality kitchens. The company employs approximately 40 staff, all of whom live locally, many with young families.

Joinery Products has recently built on its previous strong involvement in health and safety by developing some initiatives around staff health and wellbeing.

Joinery Products' interest in health and wellbeing was sparked by an initial visit from local WorkCover Health and Wellbeing Advisor Samantha Forrest in November 2011. Sam originally made a presentation to the health and safety committee, and staff engagement and management support quickly snowballed from there.

As a first activity, Joinery Products entered a local corporate step challenge event, raising an unexpected and overwhelming response from staff. Among stiff competition from other businesses on the north-west coast, the company took out first and second prize for the largest number of steps taken over a five-week period. This success generated further interest from staff and some very positive local media attention.

The business then sponsored two members of staff in a local cycling event, purchasing outfits and providing entry fees. This support continued to build enthusiasm, and the business realised the potential for their role in increasing staff awareness on health and wellbeing issues.



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# CASE STUDY – JOINERY PRODUCTS

The role of the health and safety committee was soon expanded to include health and wellbeing. Expressions of interest were sought for additional members of the committee to cover the expanded role, and three further committee members were found. This ensured that health and wellbeing was firmly on the agenda of management, and had a sustainable future within the organisation.

A needs assessment was also conducted so that staff could have a say in the future direction of the program.

To date, one of the most exciting projects is the development of a multi-purpose room for staff. The company originally had plans developed to extend their on-site showroom, but in the wake of their health and wellbeing success, these plans were modified to include an additional room. Ideas for this room are to include a kitchen and tearoom, where staff can prepare their own lunch, the installation of a healthy vending machine, and the inclusion of some basic gym equipment. It is envisaged that this room will also be used for staff training and as a meeting room, as well as a place to display health and wellbeing information on an ongoing basis.

One of the key drivers for the increased focus on health and wellbeing is the program's ability to increase the retention of good staff. The employees of Joinery Products are all leaders in their field, and the company are very keen to keep them in the local area. Joinery Products want to give something back to their employees, in return for doing such a fabulous job.

Future ideas in the health and wellbeing arena include a health and wellbeing library, and a focus on mental health, particularly depression in young males, a group that makes up the majority of the company's workforce.

'We realise that mental health is a major issue for young men, and it's not something they can easily talk about. We want to build a culture of understanding and openness, and if any of our employees find themselves in a difficult situation, they can come and talk about it with us', said Belinda Hingston, Finance and Human Resources Manager at Joinery Products.

Workplace health and wellbeing is now firmly in the company's business plan, making it a sustainable part of the company's future.

'We want to build a culture of understanding and openness, and if any of our employees find themselves in a difficult situation, they can come and talk about it with us.'

– Belinda Hingston  
Finance and Human Resources Manager



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# CASE STUDY – METRO TASMANIA



Metro Tasmania is the state's largest passenger transport service provider, operating a fleet of 220 buses in and around Hobart, Launceston and Burnie. Metro employs approximately 450 staff, of which around 380 are bus drivers.

Metro recently identified a workplace safety risk with the load limit on driver seats in their buses. Seats on all Metro buses were rated to hold a maximum of 130 kg, and were a risk for the driver if loaded in excess of this weight.

Metro recognised that some of its staff members may have been at risk on the existing seats, and costed the option of installing new seats on all their buses with an increased carrying capacity of 150 kg. It was found that the only seats available were specifically built for long-distance driving, and not appropriate for drivers who were constantly interacting with passengers. Furthermore, to install these seats on all Metro buses would have cost in excess of \$690 000.

'I am really grateful to Metro for offering me this life-changing opportunity. I could not afford to go to dietitians and fitness advisers to help me get healthier and this is the motivation and help that I really need.'

Steven  
Metro bus driver for 6 years



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# CASE STUDY – METRO TASMANIA

After consultation with other bus companies around Australia who had encountered a similar safety hazard, Metro developed a more cost-effective approach. This involved asking drivers to self-identify if they were in excess of 130 kg, and to offer these drivers extended support to reduce their weight and develop healthier lifestyle practices. This support involved consultations with a GP, dietitian, exercise trainer and psychologist, all fully funded by Metro. This support would be offered for six months, during which time the driver would be reassigned to other duties at Metro.

To date six bus drivers have signed up to the program.

Metro also consulted with the Rail, Tram and Bus Union, which was initially resistant to the approach, but then realised it was in the best interests of their members. The union now fully supports the initiative.

Metro has since been contacted by other bus companies around Australia to discuss their process, with the aim to implement a similar approach. There was considerable media interest in the story with reports as far afield as Finland commenting on the wellbeing initiative.



‘Safety is at the forefront of everything we do, and this guides our decisions. If we can help our drivers lead healthier lives in the process, then it’s a win-win situation.’

*Heather Haselgrove*  
CEO, Metro Tasmania



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# CASE STUDY – ABSOLUTE BEAUTY



Absolute Beauty is a beauty salon based in Launceston in Tasmania's north. The salon employs eight beauty therapists and nail technicians, and has been in operation for 12 years. The salon has over 4500 clients, and offers a range of beauty services and treatments.

Like many busy small business owners, Absolute Beauty's Tracey Orr initially had a long list of reasons preventing her from initiating a workplace health and wellbeing program.

'We thought starting a health and wellbeing program would be too expensive, and we wouldn't get anything out of it. We were already so busy and we weren't trained health professionals, so we just didn't know where to start', said Tracey.

'Beginning my day with a 6.15 am class sounded just awful, but now I go four or five times a week and I feel amazing – it really sets me up for the day.'

– Emma  
Senior Therapist



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# CASE STUDY – ABSOLUTE BEAUTY

Tracey discovered that help was actually closer than she realised, with WorkCover Health and Wellbeing Advisor Cameron Blight happy to meet with her and discuss what she needed.

‘Cameron came and talked to us about the benefits we might expect to get, and how we could go about it. It really was very simple. For a minimum investment we were able to get a tenfold return for both the employees and our clients.’

The first step was to conduct a simple needs assessment, which allowed Tracey to focus on areas where her staff needed help. There were three main areas identified: healthier eating, sedentary time and smoking.

The salon is located next to a bakery and, coupled with irregular break times, Tracey found that many of her staff were snacking on energy-dense foods for much of the day. She also discovered that most of her staff lacked knowledge about what might be better nutritional choices. To remedy this, Tracey purchased a fridge for the staff room, which allowed her employees to bring healthier alternatives from home. Tracey also stocked the fridge with healthier snack options so that her staff could easily avoid their bakery visits. To enable her staff to learn more about nutrition, each week Tracey encouraged a staff member to research a particular food, and then provide a recipe and a short discussion of the benefits of that food. To date, these foods have included blueberries, quinoa, lentils and walnuts. These recipes were then made available for both staff and clients to take home.

Tracey also identified that most of her team were sedentary, both at work and at home. Tracey encouraged her staff to join a nearby gym, with everyone attending daily 6.15 am classes for two weeks, until it became a habit.

‘We continually motivate each other to stay active – either to walk at lunchtime or continue to attend the gym’, said Tracey. Recently her staff entered a local 5 km fun run, which raised money for breast cancer awareness.

Tracey also recognised a major health issue in her workplace – the high rate of smoking. Knowing that this would be the most valuable area in which to make inroads, Tracey offered to pay for her employees to attend smoking cessation classes, and for nicotine replacement therapies, such as patches. To date, three employees have successfully quit smoking.

‘Our next step is to become a smoke-free workplace’, said Tracey.

The Absolute Beauty team has noticed a huge number of benefits gained after only a short time on their health and wellbeing journey. Not only is there increased productivity due to decreased staff absenteeism, but staff retention has improved and there is a genuine feeling of cohesion and engagement among staff.

‘The best thing has been the reaction from our clients – many of them have been on the journey with us. Our clients and the local community perceive our workforce as motivated, active, fit and healthy – because it is.’

– Tracey Orr, Owner  
Absolute Beauty



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