

Action Checklist for Building Healthier Organizations

This checklist is designed to help change agents during all stages of developing, implementing, and improving a comprehensive organizational change agenda. It addresses enabling conditions for change, the change process, and the scope and focus of interventions. Individual change agents, committees, teams, training workshops, or informal networks in an organization can use this checklist. Adjust the actions and the sequence in which you do them, adding other items to fit your organization’s specific context and goals.

For more information see my book, *Creating Healthy Organizations: Taking Action to Improve Employee Well-being*. For details: www.grahamlowe.ca

Action	Planned (✓ done)	Ongoing (✓ underway)	Implemented (✓ done)
1. Set up a committee or HR/OHS/wellness unit to plant seeds, propose options, and craft a vision.			
2. Build alliances across the organization to create a shared vision of a healthy workplace from which actions can flow.			
3. Use a broad definition of employee and workplace health to mine existing data for strengths, gaps, and opportunities.			
4. Tie healthy organization goals into the corporate strategic plan, values, vision, mission, HR plan, CSR strategy, and performance reporting.			
5. Build a case that a healthier work environment will address other priority issues (e.g., retention, stress, engagement, learning, work–life balance).			
6. Shift your thinking: this is long-term cultural change and not a quick-fix “program.”			
7. Develop language and guiding principles that resonate with all stakeholders.			
8. Identify and involve one or more senior management champions.			
9. Meet with senior management to identify needs, build the case, and get commitment and resources to develop a healthy workplace strategic direction.			
10. Initiate frank discussions with senior management about trust-building through all healthy organization changes.			
11. Assess change readiness, identify and remove barriers, and generate momentum.			
12. Design ways to help line managers “own” the process so they become accountable for improvements.			
13. Engage line managers in discussions of their role, perceived challenges, and needed supports.			
14. Have the same discussion with HR, OHS, OD, and CSR practitioners.			
15. If applicable, establish and maintain open dialogue with union(s) and include union reps on the committee.			
16. Refine the healthy workplace vision: include its focus and state the case for “why we need to do this.”			
17. Consult with employees about priority healthy workplace needs and required actions.			
18. Engage other change agents formally and informally as the change strategy evolves and rolls out.			
19. Communicate, communicate, communicate!			
20. Think ahead to measurement and accountability. Strive for two to three priority goals with measurable outcomes. Don’t take on too much!			