

1. *Supportive culture and values:* Creating and maintaining a healthy and productive work environment requires a supportive culture that clearly values employees and is trust-based. Ideally, the process of creating a healthier organization should be designed to strengthen trust, which is the bedrock of a positive culture.
2. *Evidence-based:* Build a strong business case for action (and document the costs of inaction) by mining your HR data. What do absenteeism, lost time injury, long-term disability, health benefit utilization, and HRA data, plus employee survey results, tell you about the overall well-being and performance of your workforce?
3. *Leadership:* Commitment from top management is critical and must take the form of visible leadership on health, safety and well-being issues. Employees judge commitment by the actions of the CEO and the executive team. Leadership must also be exercised throughout the organization, especially by managers and supervisors.
4. *Broadly define health:* Good mental and physical health means more than the absence of illness, injury, and disease. It also means leading a balanced life, developing one's potential, feeling engaged at work and contributing to corporate goals. Find an encompassing definition of well-being that fits your organization's strategy.
5. *Involve employees:* Direct employee involvement in all stages is critical to success. Implementing a healthy workplace strategy requires an integrated approach, guided by teams that include representatives from employees, management, health and safety, and human resources. Above all, empower front-line employees to 'own' wellness goals and to be change agents.
6. *Customized plan:* Collaboratively develop a workplace well-being policy and action plan with clear and measurable goals. The policy and plan must be tailored to the business context, workforce characteristics, documented gaps in the work environment, and workforce health promotion needs. Learn from each change introduced and refine the plan accordingly.
7. *Link to strategic goals:* Clearly link health, safety and wellness issues and outcomes to the organization's strategic goals. Integrate well-being objectives into the organization's business planning process, so that over time, all management decisions take employee well-being into account.
8. *Ongoing resources:* Allocate resources that ensure continuity to healthy workplace actions. Provide training, especially to managers at all levels, to sustain the initiative and embed health into how the organization operates. Ensure that managers have time to make employee well-being a priority.
9. *Evaluate:* Evaluate specific outcomes of initiatives and programs, integrating evaluation steps into program design. Continuously track key corporate-level outcomes (e.g., absenteeism, LTI, health benefit costs, engagement / satisfaction scores) and report to senior management the impact of a healthy workforce on business performance.
10. *Communicate:* Open and continuous communication is a key success factor in any organizational change initiative, and this is no different. Communication should be multi-channel, and include regular reminders of available resources and corporate commitments to employee health, safety and overall well-being.

For more information on how to create a healthier organization, see my book: *Creating Healthy Organizations: Taking Action to Improve Employee Well-being*. (University of Toronto Press, 2020). For details: www.grahamlowe.ca