

# Ontario Healthy Workplace Coalition

## Draft Strategic Plan

### Description of the Coalition

The Ontario Healthy Workplace Coalition (OHWC) is an independent, not-for-profit body. The OHWC serves as a unifying structure across the province, helping to facilitate communication among workplace health stakeholders, coordinating resources to address duplication and gaps, and promoting the importance of using a comprehensive approach to create healthy and safe workplaces in Ontario.

The Coalition is not meant to duplicate any existing group and would only exist to augment the work of any single member or collective. For example, the Coalition aims to work with the provincial Forum on the Advancement of Healthy Workplaces to complement their work.

### Vision

All Ontario workplaces will value employee mental, physical, and psychosocial health as fundamental to organizational success, and will adopt and implement a comprehensive approach to healthy workplace as an integral part of their business strategy and operations.

### Mission

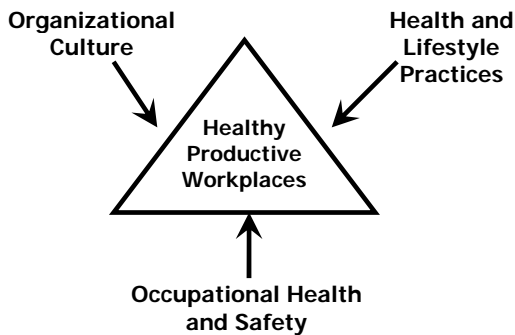
The purpose of the Ontario Healthy Workplace Coalition is to:

1. Advance our common vision for workplace health.
2. Provide support to Ontario workplace health stakeholders in striving to attain this vision.
3. Collaborate on consistent messaging, training, advocacy, and sharing of resources and best practices for workplace health stakeholders.

### Guiding Principles

1. We value and advocate for the fundamental right to a healthy, supportive, and safe working environment.
2. Stakeholders in many sectors will work collaboratively and recognize their diversity as we strive towards our vision. We will focus on providing access to all stakeholders regardless of size of workplace and geographical location.
3. We will support, advise, and mentor stakeholders in Ontario involved in comprehensive workplace health (CWH).
4. We will advocate to key decision makers for CWH across the province.
5. A comprehensive evidence-based approach to healthy workplaces that involves and links the dimensions of organizational culture, health and lifestyle practices, and occupational health and safety is required (see Figure 1 below). All three elements contribute to the 'greater good' and affect society as a whole.

**Figure 1: Comprehensive Workplace Health Model**



The three elements of the Comprehensive Workplace Health Model include a focus on awareness, skill-building and supportive environments.

**Occupational Health and Safety** includes reducing work-related injury, illness and disability by addressing the physical environment and other aspects of the workplace environment, such as:

- Air quality
- Injury prevention
- Emergency response & pandemic preparedness
- Workplace accommodation
- Physical, chemical & biological hazards
- Disability prevention
- Violence
- Lighting
- Noise control
- Ergonomics

**Health and Lifestyle Practices** include individual behaviours and organizational strategies such as:

- Physical activity
- Healthy eating
- Healthy weights
- Tobacco use
- Drug & alcohol use
- Immunization
- Reproductive health
- Sun safety

**Organizational Culture** includes psychosocial issues in the workplace environment. It focuses on factors that affect the interaction between people, their work and the organization and may include:

- Communication
- Social support
- Beliefs, values & norms
- Management practices
- Worker attitudes & perceptions
- Organization of work
- Job satisfaction
- Job control & decision making
- Leadership style
- Work-life balance

## Long-Term Goals – 2008-2012

1. A comprehensive and sustainable Government of Ontario healthy workplace strategy will exist in Ontario.
2. There will be optimal collaboration that is coordinated, well resourced, effective, and efficient among a growing membership of stakeholders and partners, in order to strengthen the implementation of comprehensive workplace health (CWH) in Ontario.

### **Short-Term Goals – 2008-2010**

1. To increase the number of key stakeholders and partners who understand, value, support, and implement comprehensive workplace health (CWH) in Ontario, through a knowledge management system that results in the consistent use of CWH models, evidence, initiatives, and messages.
2. To increase the number of stakeholders who become active members of the OHWC.
3. To develop a knowledge management system through a Web-based clearinghouse that provides Ontario workplace health stakeholders with access to key information on CWH.
4. To increase the number of critical stakeholders who become OHWC partners through facilitated collaborations like “think tanks,” so key messages and the common vision become pervasive.
5. To increase the capacity of stakeholders in the implementation of CWH through specific, tangible training, and networking opportunities.

### **Key Audiences**

All workplace health stakeholders, including three key audiences:

1. Ministry of Health and Long-Term Care (MOHLTC), Ministry of Labour (MOL), and Ministry of Health Promotion (MHP), public servants and elected officials at all levels who make and/or influence decisions that affect workplace health.
2. Those organizations and individuals who provide direction and/or support to workplaces and government on comprehensive workplace health.
3. Those within the workplace who make/influence decisions about comprehensive workplace health.

### **Core Functions – 2008-2012**

#### **1. Communication (Internal & External)**

- 1.1 Coordinate networking/internal communication (to membership within Coalition).
- 1.2 Coordinate external communication (to those outside the Coalition).

#### **2. Advocacy**

2.1 Act as a consultant and provide a supportive role for all stakeholders within comprehensive workplace health.

2.2 Act as a liaison with stakeholders, including other associations, federal/provincial counterparts, and educational institutions.

### **3. Capacity Building**

3.1 Establish core skills and training that can be used throughout the province for workplace health professionals.

3.2 Develop membership strategy.

### **4. Resource Integration**

4.1 Identify and integrate up-to-date information (literature, best practices, policy development, research, on-line resources, and national initiatives) for stakeholders by means of a resource centre or focal point/hub.

## **Activities – 2008-2009**

### **1. Communication (Internal & External)**

#### *Internal*

- a) Provide regular member updates
- b) Develop a Coalition website
- c) Develop Virtual Community/list serve
- d) Develop a Coalition brand/identity/logo

#### *External*

- a) Promote the Coalition and its activities
- b) Develop MHP/MOHLTC presentation
- c) Submit articles in relevant publications
- d) Present at relevant events (e.g. 2007 Health Work & Wellness Conference, Human Resource Professionals Association of Ontario (HRPAO) conference.)
- e) Determine other promotion strategies

### **2. Advocacy**

- a) Develop advocacy plan
- b) Develop key messages that define CWH approach
- c) Develop relevant position papers

### **3. Capacity Building**

- a) Develop a membership recruitment package
- b) Coordinate annual face-to-face meeting and other special events or training sessions
- c) Promote mentorship and coaching opportunities among Coalition members

### **4. Resource Integration**

- a) Support Canada's Healthy Workplace Week (CHWW)
- b) Support web portal/gateway to Ontario CWH initiatives
- c) Review environmental scan in order to identify gaps that could be addressed by the Coalition
- d) Provide links to initiatives identified in environmental scan

## 5. Planning & Evaluation

- a) Develop a Business Plan for the Coalition, which includes:
  - developing a logic model
  - developing an operational plan
- b) Review and update Business Plan yearly

## Coalition Structure

In support of the Goals, Objectives and Activities outlined above, the Coalition is comprised of the following elements:

- The **Membership at Large**, who elect the Steering Committee.
- A **Steering Committee** that provides leadership and direction for the Ontario Healthy Workplace Coalition.
- An **Executive Committee** that handles decisions related to day-to-day operations that do not require input from the entire Steering Committee.
- **Standing Committees** that are related to the core functions of the Coalition and have a long-term focus. As of 2008, these would relate to the functions of:
  - Communication
  - Advocacy
  - Capacity Building
  - Resource Integration.
- A **Secretariat**, under the direction of the Executive Committee, that provides support to the Steering Committee, the Executive Committee, the Standing Committees, and Task Forces.
- **Task Forces** that will be struck as needed in order to undertake specific, time-limited tasks.

Additional information regarding the functioning of the Coalition can be found in their Terms of Reference.