

# Healthy Ireland in the Workplace:

## A Toolkit for Wellness at Work in CHO Dublin North City and County



*With over 4,000 employees working across Community Healthcare Organisation Dublin North City and County's (CHO DNCC) Community Healthcare's numerous and diverse sites with people spending a third of their day at work, we are in a unique position to influence, promote and improve the health and wellbeing of our staff.*

*There is a staff Health and Wellbeing Committee in CHO DNCC. The role of the committee is to develop, implement, evaluate and sustain a comprehensive workplace health promotion programme for staff in CHO DNCC.*

*This toolkit was developed to support wellness at work and is a guide which will help you to set up and run successful staff health and wellbeing initiatives in your workplace.*

*A focus on wellness at work doesn't necessarily require a significant amount of time or money. It is about involving your local management and colleagues to come together to focus on improving staff health and wellbeing by identifying the needs within your area and taking steps to address those needs. There are plenty of ideas and case studies included in the toolkit which we hope will inspire your committee.*

*This toolkit was adapted with the permission of the Cork Kerry Community Healthcare Services. We hope you find the toolkit useful and we look forward to working with you to support your efforts to improve staff health and wellbeing.*

## **The CHO DNCC Staff Health Wellbeing Team**

The CHO DNCC Staff Health and Wellbeing at Work Team is a subgroup of the CHO DNCC Healthy Ireland Implementation Group and consists of a Staff Health and Wellbeing Committee, Health Promotion and Improvement Officers, along with Healthy Ireland (HI) Leads and staff from various departments across CHO DNCC.

### **Members of the CHO DNCC Staff Health & Wellbeing Committee**

- Michelle Holmes, Business Manager, Human Resources [michelle.holmes@hse.ie](mailto:michelle.holmes@hse.ie), (Chairperson)
- Ellen O' Dea, Head of Health and Wellbeing [hohw.dncc@hse.ie](mailto:hohw.dncc@hse.ie)
- Roisin Lowry, Health Promotion and Improvement/Health and Wellbeing Manager [roisin.lowry@hse.ie](mailto:roisin.lowry@hse.ie)
- Rosaleen Dolan, Senior Health Promotion Officer. Ph: 087 2165846 [rosaleen.dolan@hse.ie](mailto:rosaleen.dolan@hse.ie)
- Lisa O' Donnell, Health Promotion and Improvement Officer [lisa.odonnell@hse.ie](mailto:lisa.odonnell@hse.ie)
- Clíodhna Kirwan, Senior Dietician [cliodhna.kirwan@hse.ie](mailto:cliodhna.kirwan@hse.ie)
- Barbara Howe, Older Persons Services [barbara.howe@hse.ie](mailto:barbara.howe@hse.ie)
- Ailish Ward, Catering, Phoenix Care Centre [ailish.ward@hse.ie](mailto:ailish.ward@hse.ie)
- Jo Anne Browne, Psychologist, Balbriggan [joanne.browne@hse.ie](mailto:joanne.browne@hse.ie)
- Claire Staunton, Public Health Nurse, Ballymun [claire.staunton1@hse.ie](mailto:claire.staunton1@hse.ie)
- Karen Whelan, Service Manager, Dublin North Mental Health Services [karen.whelan@hse.ie](mailto:karen.whelan@hse.ie)
- Karen Michelle Hanley, Social Inclusion [karen.hanley@hse.ie](mailto:karen.hanley@hse.ie)
- Fergal Maddock, Communications Manager [fergal.maddock@hse.ie](mailto:fergal.maddock@hse.ie)
- Emma Brady, Senior Manager [emma.brady1@hse.ie](mailto:emma.brady1@hse.ie)
- Lorraine Timmons, Communication Department [lorraine.timmons@hse.ie](mailto:lorraine.timmons@hse.ie)
- Sinead Galligan, Occupational Therapist, Coolock Primary Care Centre [sinead.galligan1@hse.ie](mailto:sinead.galligan1@hse.ie)
- Anne-Marie Kavanagh, Health Promotion Department [annemarie.kavanagh@hse.ie](mailto:annemarie.kavanagh@hse.ie)
- Willow Rose Doss, Social worker, Ballymun Primary Care Centre [willow.doss@hse.ie](mailto:willow.doss@hse.ie)
- Mary Melvin, Senior Occupational Therapist, CAMHS [mary.melvin@hse.ie](mailto:mary.melvin@hse.ie)
- Annmarie Gallagher, St. Mary's [annmarie.gallagher4@hse.ie](mailto:annmarie.gallagher4@hse.ie)
- Miriam Russell, Grangegorman Primary Care Centre [miriam.russell@hse.ie](mailto:miriam.russell@hse.ie)



*Welcome from Ms. Ellen O' Dea,  
Head of Service,  
Health and Wellbeing  
and Ms. Ann Curley,  
Head of Human Resources*



On behalf of the Community Healthcare Organisation Dublin North City and County (CHO DNCC) Wellness at Work Team, we want to take this opportunity to welcome you and to acknowledge your efforts in taking the first step to improving staff health and wellbeing in your workplace. We are delighted that you as a staff team have come together to look at ways to enhance your health and wellbeing individually and collectively.

People spend a third of their day at work, therefore our work environment has a significant impact on our health. The CHO DNCC Management Team with the support of the Health and Wellbeing Department are committed to supporting staff health and wellbeing across the region.

Staff Wellness at Work is about identifying the needs of staff and prioritising areas for improvement.

The purpose of this Wellness at Work toolkit is to act as a guide for you to assess, plan and implement activities that will help staff to be more aware, motivated and skilled around life decisions to increase their own and others' wellbeing. The overarching objective is to build a workplace environment that is supportive of living a healthy lifestyle.

It is important that you involve both management and staff - some colleagues may need more encouragement than others, but the ultimate goal is to ensure your working environment is a healthier, happier and a more fulfilling place to be.

We are confident this toolkit will ensure a systematic and sustainable approach to improving staff health and wellbeing. It was developed to help you to get started by providing a step by step guide on how to create your committee with the long term goal of reaching Healthy Campus status.

Yours sincerely,

Ellen O' Dea  
Head of Health and Wellbeing

Ann Curley  
Head of Human Resources

*"When a small group of interested people come together and brainstorm ideas on how to better their workplace, really great things can happen."*

---

# Table Of Contents

## Section 1 - Introduction

What is a healthy workplace?	4
Why focus on staff health and wellbeing?	4
Whose responsibility is it to promote staff health and wellbeing?	4
Role of the Staff Wellness at Work Committees	4

## Section 2- Setting up a Successful Programme

Healthy Workplace Framework	5
Factors that Contribute to a Healthy Workplace	6
HSE Workplace Health & Wellbeing Campaigns	7
The Eight Steps to a successful Wellness at Work programme	8
Communication Tips	10
Wellness Champions	11

## Section 3 - Initiatives

• Healthy Eating 13-15	
• Physical Activity	16
• Mental Health	17
• Sexual Health	18
• Stop Smoking	19
• Drugs and Alcohol	20

## Section 4 - Case Studies

5 Minute Initiative "Feel Better in 5"	22-24
--	-------

## Section 5 - Useful Tools and Resources

Useful Workplace Wellbeing HSE Resources	26
Business Case for Wellness at Work	27-28
Terms of Reference	29-30
Fundraising	31
Sample Action Plan	32
Participants Evaluation Form	33
Organisers Evaluation Form	34-35

---

# Introduction

## **What is a healthy workplace?**

A healthy workplace is a place where everyone works together to achieve an agreed vision for the health and wellbeing of workers and the surrounding community. It provides the workforce with physical, psychological, social and organisational conditions that protect and promote health and safety. It enables managers and workers to increase control over their own health and to improve it and to become more energetic, positive and contented. (The World Health Organisation, 2010)

### **Benefits to employees**

- *A safe and healthy work environment*
- *Enhanced self-esteem*
- *Reduced stress*
- *Improved morale and team spirit*
- *Increased job satisfaction*
- *Increased health protection skills*
- *Improved health*
- *Improved sense of wellbeing*

### **Benefits to the employer**

- *A co-ordinated approach to health & safety*
- *A positive caring environment*
- *Improved staff morale and team spirit*
- *Reduced staff turnover*
- *Reduced absenteeism*
- *Increased productivity*
- *Reduced health care/insurance costs*
- *Reduced risk of fines and litigation*

## **Why focus on staff health and wellbeing?**

People spend up to a third of their day at work; therefore our work environment has a significant impact on our health. CHO DNCC is committed to supporting staff health and wellbeing across the region.

## **Whose responsibility is it to promote staff health and wellbeing?**

Everyone's support is vital to the success of enabling and facilitating staff health and wellbeing. However, management do have a crucial role and we all have a collective responsibility to promote and advocate for the promotion of staff health and wellbeing. All of us working together can help to make our workplace a better place for us to come to every day.

*"Alone we can do so little, together we can do so much."*

Helen Keller

## **Role of CHO DNCC staff health and wellbeing committee**

The staff health and wellbeing committee is key to identifying the needs of staff and prioritising areas for improvement. The purpose of the committee is to assess, plan and implement changes that will support staff to be more aware and motivated to enhance their health and wellbeing. Their role is also to help build a workplace environment that is supportive of living a healthy lifestyle e.g. helping to make the healthier choice the easier choice.

The key to a successful committee is to ensure you liaise with management and work colleagues continuously. All staff need to be included in the decision making, resulting in staff being more likely to be informed and more likely to participate and benefit from the changes.

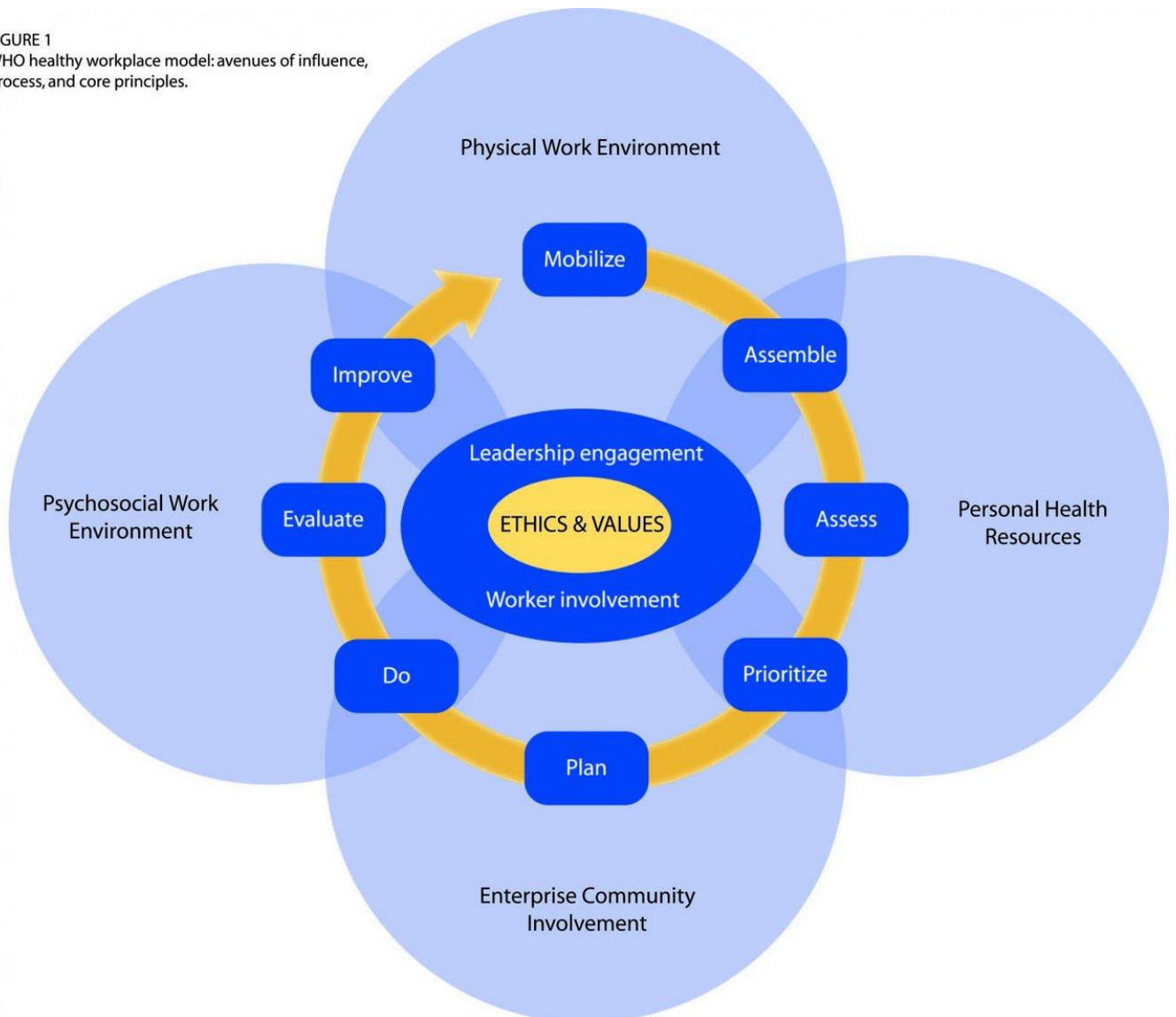
# Healthy Workplace Framework

The World Health Organisation (WHO) launched the Healthy Workplace framework in 2010 to provide guidance for a comprehensive and systematic approach to improving workplace health. It follows a continual improvement process e.g. highlighting the need for evaluation and places leadership engagement and worker involvement as central priorities.

The model forms the basis for this document and it consists of three main elements:

- 1) The core values, ongoing leadership and worker engagement (central priorities)
- 2) The four key avenues of influence (pillars) for the development of healthy workplaces (the content)
- 3) The steps involved in setting up a sustainable and successful Wellness at Work programme (the process)

FIGURE 1  
WHO healthy workplace model: avenues of influence, process, and core principles.





## Factors that contribute to a healthy workplace

As outlined on the WHO Healthy Workplace Model (page 5), there are four key avenues of influence (pillars) for the development of healthy workplaces. According to the WHO, to create a workplace that supports staff health, an organisation should consider addressing content in these four areas based on identified needs. These are four ways that management, working in collaboration with staff, can influence the health status of not only the staff but also the organisation as a whole in terms of its efficiency, productivity and competitiveness. It is important that actions arising from these areas need to be aligned to and supported by wider HSE policies and strategies, for example Healthy Eating policy and Tobacco Free Campus.

When considering your ideas from your needs assessment as part of your action plan, it is worth considering how you will address these four pillars. Initiatives are more successful and sustainable in terms of health promotion if they include work across all or a number of the pillars.




Figure 2. WHO Healthy Workplace model :  
Four avenues of influence



# HSE Workplace Health and Wellbeing Campaigns

The Health Service has a workforce of over 105,000 people who deliver care across the country, 365 days a year. In CHO Dublin North City and County there are over 4000 HSE staff delivering a wide variety of community services. The People Strategy 2019–2024 was developed in recognition of the vital role our workforce plays in delivering safer, better healthcare. This strategy extends to the entire health sector workforce and is underpinned by a commitment to engage, develop, value and support our workforce.

The People Strategy recognises the vital role of staff at all levels and the many challenges they face in delivering health services to our service users. Part of the strategy is to enable staff to become healthier in their workplaces through improved staff engagement, accreditation of staff support services and updating of key National Policies.

 <p><b>ROYAL COLLEGE OF PHYSICIANS OF IRELAND</b></p>	<p>The Royal College of Physician Ireland have a campaign on Physician Wellbeing. For more information see <a href="#">Physician Wellbeing</a></p>
<p>HSE Health Promotion Website</p>	<p><a href="#">Health Promotion Resources</a></p>
	<p><a href="#">Display Screen Equipment Campaign</a></p>
	<p><a href="#">Healthy Workplaces For All Ages</a></p>



# The eight steps to a successful Wellness at Work programme

Implementing a healthy workplace programme that is sustainable and effective in meeting the needs of staff and the organisation requires more than knowing what kinds of issues to consider, as outlined in the four avenues of influence. To successfully create a healthy workplace, an organisation must follow a process that involves continual improvement. The key steps in the process of setting up a successful workplace health programme are outlined in the diagram below and described on the following pages.

Figure 3. WHO Healthy Workplace model :  
Process of setting up a healthy workplace programme



## 1. Mobilise

Assess interest in setting up a Wellness at Work committee and get senior management buy-in for the idea. Management support is vital from the outset and will greatly determine the success of the programme. See the 'Business Case for Wellness at Work' handout in the resources section.

---

## 2. Assemble

Inform all staff that you are setting up a committee. Invite interested staff members to attend the committee meeting. Try to ensure that you have a variety of representatives on the group including wellness champions, health and safety, management, different disciplines / departments. You can use the sample Terms Of Reference (TOR) in the resources section for your group.

## 3. Assess

Take note of what is already in place for staff health in your workplace. If you would like to do an audit of your workplace, contact the CHO DNCC Staff Health & Wellbeing Team (see page 1) to enquire about using the Scorecard Audit. It is a useful tool to conduct an audit of the current position in relation to workplace health and repeat at the beginning of next year. It is also essential to carry out a health needs assessment to determine the needs of staff in your workplace.

## 4. Prioritise

Based on your findings from step 3 identify the key priorities to focus on for the coming year. Try to ensure that the actions have built-in sustainability and have a wide-reach within the organisation.

## 5. Plan

Develop an action plan based on the priorities identified in step 4. There is a *sample action plan* in the resources section to help you with this. Ensure jobs are allocated across all members and realistic timeframes are attached. You can always create sub-groups to draw in help from outside committee members. To get you started you will find a case study in section 3. If budgets are an issue you will find fundraising ideas on page 32.

## 6. Do

This is the fun part where it all comes to life. Ensure good communication is set up so all staff know what is happening. You can find good communication ideas on page 10 of the toolkit. Remember that implementation is the responsibility of the whole group - ensure that the workload is evenly distributed.

## 7. Evaluate

Review the action plan on a regular basis to determine what worked and what didn't. Learn from your experience (it will be a bit of trial and error at the start) and celebrate your achievements.

## 8. Improve

By regularly reviewing how things went you can build on them and improve for the following year. It is always worth jotting down notes on events/initiatives so the learnings won't be forgotten. If you are using the Scorecard (see step 3) use it to do an annual audit to track progress.



# Communication

## **Communication - a key tool for success**

Effective communication is essential to the success of any staff health and wellbeing initiative. You may need to try a number of different methods before finding one or a combination that is effective for your workplace. Below are some examples:

- **Emails** develop a circulation list of all staff. There may be existing internal structures you can use
- **Word of mouth** through members of the committee
- **Specific Staff Health and Wellbeing Noticeboard** placed in a central location e.g. outside the canteen, locker room etc. Ensure this is regularly updated
- **A flyer, newsletter or poster** which could be printed and distributed in the canteen, placed on notice board, in pigeon holes or sent via email
- **WhatsApp groups** can be useful for communicating
- **Social Media** check out social media channels in your area
- **TV screens** in staff areas
- Engage the **Wellness Champions** in your area to spread the word (see next page for more info on how to become a Wellness Champion)

## **Communication tips**

- Think of original/catchy names for events e.g. smoking cessation campaigns 'No ifs, Ands or Butts programme'; lunch time walking group 'happy feet'
- Give healthy prizes e.g. Healthy Ireland merchandise fruit baskets, skipping ropes, water bottles, inspirational diaries, mindfulness classes etc. It is worthwhile making links with your local community to use the resources available to you.
- Use a calendar of health events for the year to highlight specific health topics
- Run events to coincide with national and local events e.g. Operation Transformation; World Aids Day Run, local events in our area etc.
- Healthy calendars on different topic areas e.g. mental health, healthy eating, etc.
- Encourage all staff to do Making Every Contact Count Training as it provides information on healthy eating, physical activity, alcohol and smoking.  
[www.makingeverycontactcount.ie](http://www.makingeverycontactcount.ie)



# Wellness Champions

## **What are Wellness Champions?**

CHO Dublin North City and County has amongst its midst very enthusiastic people – “the ones who are the first to put up their hands when an event needs organising”. Ideally, we will have one champion per site or in larger sites there maybe multiple champions.

To harness enthusiasm and passion for Wellness at Work we ask you to help ensure that you put Wellness at Work on the agenda ensuring that all staff can benefit and have a better, more balanced, work experience.

Spoonheim and Pronk (2016) explain that wellness champions appear at every level of a company and often are intrinsically motivated to take on the role of being a champion. Whether formally or informally assigned to this role, champions are considered an important social support to others and have a powerful voice among all employees (Spoonheim and Pronk, 2016). It has been noted that peers can have a powerful influence on health behaviours and outcomes (Borah et al, 2015). The social support provided by individuals has the potential to improve the health and wellness of peers within their social networks Wellness Champion.



## **How to become a Wellness Champion**

We are interested in hearing from anyone who has an interest in becoming a Wellness at Work Champion.

### **What does it entail?**

There will be a time commitment involved but we do not anticipate that this will be more than one hour per week. We see the role in the main as a conduit for Health & Wellness information across the organisation.

Once-off local or annual initiatives may require more time, but this is rewarding work and the benefits to team morale and wellbeing in general will be worth it.

As a Champion you will be visible within the workplace. You will receive a certificate and your photo will be placed where staff take breaks so staff know who their champion is. The role gives you the opportunity to share your passion for health and wellness and influence and improve staff health and wellbeing.

### **What support do I get?**

The Staff Health and Wellbeing Committee will :

- equip and assist you in your role by giving you information to sign-post staff to existing resources
- link with you as our first point of contact for upcoming events
- listen to feedback from your workplace

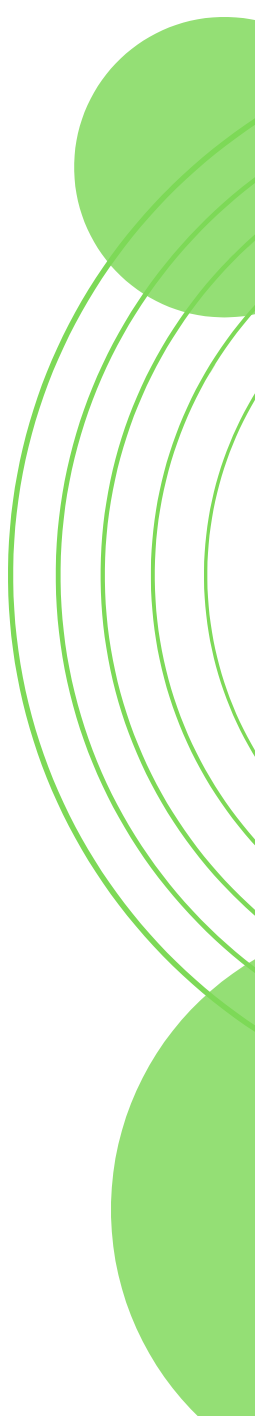
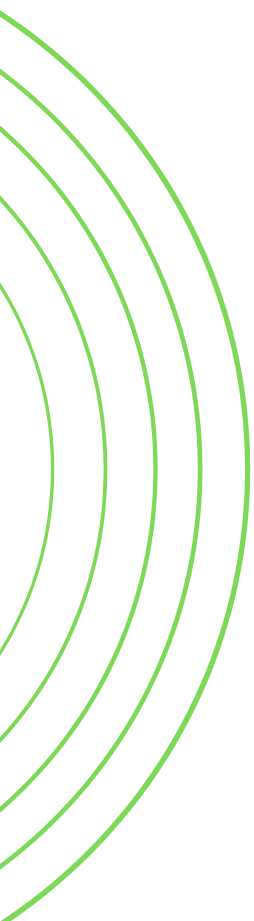
If you are interested we would love to hear from you.

Please contact the Health & Wellbeing Team by emailing [hwb.dncc@hse.ie](mailto:hwb.dncc@hse.ie)

---

# Initiatives

**Healthy Eating**  
**Physical Activity**  
**Mental Health**  
**Sexual Health**  
**Smoking Cessation**  
**Drugs and Alcohol**



# Supporting Healthy Eating in the Workplace

Many staff, particularly those working long days, eat a considerable amount of their daily food intake in the work setting. Providing a supportive environment to enable staff to enjoy nutritious meals and snacks as necessary during the workday is important.

## 1. HSE Vending Policy

Your workplace may have one or more vending machines in place. The foods provided in the machine must comply with the HSE Policy (2019) on vending. All information on the policy can be accessed here: [Healthier Vending](#)

### What can the workplace health and wellbeing committee do?

The committee may take on the responsibility for the vending machine(s) on site if wish. Even when complying with the HSE Vending Policy Guidelines, vending still allow easy access to confectionary and beverages, albeit in smaller units. Workplace Health and Wellbeing Committees can survey staff to gather views on or not they wish the vending machine to remain. Should the majority of staff be in removal, discuss with local management about the removal of the machine when the for the service is up for renewal.



they  
machines  
  
whether  
favour of  
contract

## 2. Nutrition standards for staff canteens

In some workplaces, a full canteen service is available for staff. Food provided in HSE canteens must comply with the minimum nutrition standard as set out [Here](#).

Many HSE canteens have already engaged with the Irish Heart Foundation over the and achieved bronze, silver and gold awards in their Happy Heart at Work Award programme. This programme involves an audit of practice in the canteen and supports canteens to reach standards relating to healthy food choices. Engagement in programme will help canteens to meet the HSE minimum standards.



years  
  
this

### What can the Workplace Health and Wellbeing Committee do?

If your canteen is not currently engaged with the Irish Heart Foundation award process, in conjunction with your catering manager, contact your Health Promotion and Improvement service for more information.



### 3. The Workplace Kitchen

The workplace kitchen is an important element of any workplace.

It should be a place that people want to go to. It can be a place that encourages staff gather, interact, and share ideas and stories. An inviting kitchen area, where there comfortable space to sit, is essential for staff bonding. Workplace kitchens help connect better, which in turn will allow them to work and communicate better whenever the need arises.

Workplace kitchens should support staff to store, prepare and consume nutritious safe and comfortable way. Appropriate and clean working and food preparation areas enable and entice staff to enjoy a wider range of foods for their work time meals.



to  
is a  
people to

food in a  
can

#### What can the Workplace Health and Wellbeing Committee do?

- The committee can make an assessment of the kitchen and survey staff on their views (e.g. range of equipment available, seating, cutlery, delph etc.)
- Following the assessment, if necessary, the committee may draw up a list of requirements to improve the kitchen environment.
- The committee may seek funding locally via senior managers or through Health and Wellbeing Department Staff Health and Wellbeing Fund to make improvements if necessary. However funding is not guaranteed.

### 4. Celebrations

Food forms a significant part of marking celebratory occasions in the workplace, such life events. Eating and celebrating together is important for staff to build healthy relationships and many workplaces choose to mark occasions like birthdays, engagements and births with baked goods and other similar food items.

Other workplaces may have a tradition of bringing baked goods to share on a day of the week, and others may bring chocolate or sweets for colleagues on return holidays. In some cases, the number of occasions or the volume of food shared is in what many staff would like. Most people are understandably not keen to question the as they don't wish to be perceived as a killjoy or spoilsport.



as major

particular  
from their  
excess of  
practice,

#### What can the Workplace Health and Wellbeing Committee do?

As part of an overall survey of staff on site, the committee may consider looking at staff views on this issue and if the majority of staff are in favour of reviewing the practice, the committee may propose alternative solutions e.g.

- If baked goods are brought in on a particular day of the week, this might be reduced to once per month
- On birthdays or other occasions, a small selection of staff may be nominated to provide the food, to minimise the volume of food and waste. Consider starting a new tradition of bringing a fridge magnet or similar mementos from holidays rather than chocolate or sweets

## 5. Staff Health and Wellbeing Fund

If the committee are considering an application for the Staff Health and Wellbeing Fund for any nutritional related project, please contact your Health Promotion Service for advice prior to application.



## 6. Resources

The following resources maybe useful when planning Healthy Ireland events, prizes etc :

- **Cookbook** [101 Square Meals](#) is a free cookbook available to order from [healthpromotion.ie](http://healthpromotion.ie) in small quantities. Contact your local Health Promotion Service if you need further copies
- **The MECC Service Directory** which is available from the Health Promotion Service provides useful guidance on nutrition related resources
- [Healthier Vending](#)

For further Information contact: Edel McNamara, Community Dietician, Health Promotion and Improvement Department.  
Email: [edel.mcnamara@hse.ie](mailto:edel.mcnamara@hse.ie)

# Physical Activity

Physical Activity is not about spending hours walking or in a gym, it is simply 'moving more' throughout your day. The workplace can provide and promote an active lifestyle for employees by offering a healthy workplace setting. As a result employees that are more active will provide many benefits to the employer and workplace.

As adults, it is recommended that we take part in 30 minutes of moderate physical activity, 5 days a week **or** this time can be tailored to suit your lifestyle i.e. 10 minutes x 3 times daily.

There are a number of benefits to creating a healthier and more active workplace setting, these include :

- ✓ Increased productivity levels
- ✓ Reduction in staff turnover and absenteeism
- ✓ Having a happier and healthier workforce
- ✓ Better work relations and supports
- ✓ Motivated and enthusiastic environment



Below are examples of workplace initiatives that can promote and support physical activity	
Group Programmes	<ul style="list-style-type: none"> <li>• steps to health challenge</li> <li>• lunchtime walking group</li> <li>• walking meetings</li> <li>• smarter travel workplaces</li> </ul>
Individual Opportunities	<ul style="list-style-type: none"> <li>• calculate daily sitting time</li> <li>• corporate leisure centre discounts for HSE staff</li> <li>• bike to work scheme</li> <li>• national transport authority public bike share</li> </ul>
Remote Working Engagement Activities	<ul style="list-style-type: none"> <li>• set a challenge</li> <li>• walk &amp; talk</li> <li>• online exercise class/wellness break</li> <li>• exercise buddy system</li> </ul>
Physical Activity Trainings	<ul style="list-style-type: none"> <li>• walk your way workshop</li> <li>• couch to 5k</li> <li>• keep well campaign</li> <li>• Irish Heart Foundation create an active workplace</li> </ul>
On-Site Amenities	<ul style="list-style-type: none"> <li>• bike parking</li> <li>• workplace signage</li> <li>• walkway to health</li> <li>• Irish Heart Foundation 'Sli at Work' programme</li> </ul>

## Useful links:

- [HSE Physical Activity Health Promotion](#)
- [Get Active for Your Wellbeing with Derval O' Rourke HSE Health and Wellbeing](#)
- [Fingal Sports Partnership](#) Email: [Sports@fingal.ie](mailto:Sports@fingal.ie)
- [Dublin City Sport and Wellbeing Partnership](#) Email: [sports@dublincity.ie](mailto:sports@dublincity.ie)
- [Get Ireland Active](#)
- [Healthy Eating Active Living Programme](#)

## Mental Health

The following are examples of initiatives which can be put in place in your workplace to promote and support positive mental health in the workplace, including supports and resources that are available to all staff:

- Encourage a culture of good self-care in your workplace including taking regular breaks, promoting physical activity, a smoke-free campus and healthy eating
- Support positive relationships and respect in the workplace with good communication structures and opportunities for connection
- Actively promote the [5 Ways to Wellbeing](#) (Connect, Be Active, Take Notice, Keep Learning and Give) which are proven ways to support good mental health
- Distribute '[Wellbeing at Work: A resource for employees to support wellbeing at work](#)'. This resource includes all internal supports available to all Dublin North City and County staff
- Promote the Employee Assistance and Counselling Services and ensure everyone is aware of how to access them (see Wellbeing at Work resource for details)
- Encourage staff to avail of mental health training and information sessions e.g 'Minding Your Wellbeing', 'Stress Control' and 'ASIST' Suicide Intervention Skills Training
- Provide a relaxation area or room to encourage staff to have quiet time
- Be aware of and implement effective [Dignity at Work/Anti-bullying policies](#)
- Consider the organisational sources of stress e.g. work structures etc. and explore how they can be minimised. Visit [www.HSE.ie/safetyandwellbeing](http://www.HSE.ie/safetyandwellbeing)



### Useful links:

- [Minding Your Wellbeing](#) – a free HSE online programme to support positive mental health
- [Keep Well Campaign](#) – national information and guidance on looking after our health
- [Keeping Well While Working From Home](#) - An informative seminar on keeping well while working from home
- [Your Mental Health Stress Control Programme](#) - available at regular times of the year
- [Values in Action](#) - based on nine behaviours combined with a ground up approach to spreading change

## Sexual Health

The following are ideas of how you can promote sexual health in your workplace:

- Offer sexual health training to staff e.g. Foundation Programme in Sexual Health Promotion, LGBT+ Awareness and Inclusion training, talking to your children about adolescent development, understanding, consent, contraception and STI's
- Display list of sexual health services and include information in HSE newsletters etc
- Display sexual health promotion literature in your workplace
- Share information on healthy relationships and support services for those experiencing domestic and sexual violence
- Celebrate LGBT events such as "Pride".
- Address issues specific to men's health and women's health e.g. breast cancer / testicular cancer, menopause
- Ensure policies do not discriminate based on sex, sexual orientation or gender
- Ensure sexual harassment policies are robust

For further information on Sexual Health contact [hwbdncc@hse.ie](mailto:hwbdncc@hse.ie).



### Useful links:

- [Sexualwellbeing](http://Sexualwellbeing)
- [Belongto.org](http://Belongto.org)
- [Teni.ie](http://Teni.ie)

### **Sexual Health Services in CHO DNCC**

#### **Sexually Transmitted Infections Clinics**

Gay Men's Health Service Clinic  
Meath Primary Care Centre, Dublin 8

**Website:** [www.gaymenshealthservice.ie](http://www.gaymenshealthservice.ie)

**Telephone:** 01 921 2730

The Mater Misericordiae Hospital  
Infectious Disease Unit, Eccles Street, Dublin 7

**Telephone:** 086 824 1847

By appointment only

HIV Ireland  
70 Eccles Street, Dublin 7

**Website:** [www.hivireland.ie](http://www.hivireland.ie)

**Telephone:** 01 873 3799

St James's Hospital GUIDE Clinic  
James's Street, Dublin 8

**Website:** [www.guidedclinic.ie](http://www.guidedclinic.ie)

**Telephone:** 01 416 2315/ 4162316

#### **Dublin Sexual Assault Treatment Unit (SATU)**

**Website:** [www.rotunda.ie](http://www.rotunda.ie)

**Email:** [satu@rotunda.ie](mailto:satu@rotunda.ie)

**Telephone:** 01 817 1736 Mon – Fri 9am to 4:30pm

Out of Hours contact Rotunda Hospital 01 817 1700

#### **Rape Crisis Network**

**Telephone:** 1800 77 8888

24hr Helpline

**Website:** [www.rcni.ie](http://www.rcni.ie) provides a list of all

Rape Crisis Centres and support services to victims sexual abuse.

#### **Women's Aid**

**Website:** [www.womensaid.ie](http://www.womensaid.ie)

**Telephone:** 1800 341 900

# Smoking Cessation Support

The following are examples of initiatives which can be put in place in your workplace to promote and support smoking cessation for tobacco users in your workplace:

- Promote the local HSE Staff Stop Smoking Programme which offers one to one smoking cessation support over the phone and 12 weeks of free stop smoking medication
- Promote the National Quit service
- Promote national campaigns or create events around them in workplace e.g. National No Smoking Day, World No Tobacco Day
- Arrange Carbon Monoxide Monitoring by a stop smoking adviser/Health Promotion Officer within the workplace
- Display quit smoking information around your workplace e.g. leaflets/posters, which can be ordered [here](#).
- Promote local face to face smoking cessation service: one-to-one, over the phone, or in group format available
- Encourage group effort to quit e.g. department or group plan to quit
- Implement a tobacco-free campus policy initiative (contact the health promotion department for support on 01 897 6179)
- [Tobacco Free Campus](#) Bursary : The Tobacco Free Campus bursary grants are given to recognise achievement in continuous quality improvement in the implementation of the HSE Tobacco Free Campus Policy. To be eligible to apply for one of these bursaries, services are required to develop and implement a quality improvement plan based on the Global Network of Tobacco Free Healthcare Services (GNTH) standards.

Contact your local Tobacco Free Campus support person for more information. Telephone: 01 8976123 who will advise on same.



## QUIT Smoking Services available to you:

- National Website: [www.quit.ie](http://www.quit.ie)
- Call the Quit Team 1800 201 203
- Free text QUIT to 50100
- Staff Stop Smoking Programme
- Contact: Health & Wellbeing Team for further information Tel: 01 8976179 [hwb.dncc@hse.ie](mailto:hwb.dncc@hse.ie)

Smoking Cessation Officers offer individually tailored practical support and assistance for those wishing to quit smoking.

### Northside Area Partnership Stop Smoking Service

Bunratty Drive, Coolock, Dublin 17

**Contact:** Michael Malone

**Telephone:** 085 8478961

### Mater Hospital Stop Smoking Service

One to one clinic by appointment only

**Contact:** Noeline White

**Telephone:** 01 843 4021

### Beaumont Hospital Stop Smoking Service

Clinics on Monday, Wednesday and Friday

**Contact:** Olive Gibson

**Telephone:** 01 809 2941

### Connolly Hospital Tobacco Cessation Service

Face to Face/telephone support

**Telephone:** 01 646 5075

### We Can Quit smoking cessation programme

12 week quit smoking programme for women, which offers group support, one to one support and 12 weeks of free Nicotine Replacement Therapy

**Contact:** Susan Fox (EMPOWER)

**Telephone:** 087 968 3020

From 4<sup>th</sup> September 2018 the Ashlin Centre (Approved Centre for North Dublin Mental Health Service or NDMHS) became a smoke free environment for all staff, service users and visitors.

Our picture displays the Award received by NDMHS at the 2019 Tobacco Free Ireland Bursary award ceremony in the RCSI. In the time that has passed since, NDMHS has continued to promote and has achieved a Tobacco Free Campus Policy across the service.

Most recently in July 2021, 5 individual areas within NDMHS have been recognised for their implementation of the TFC and have also received the bursary award. These areas are; Ashlin Centre, Inch House, Carlton House, Kilrock House and Carriage House.



# Drugs and Alcohol

The following are examples of initiatives which can be put in place in your workplace to increase knowledge and awareness of the effects of drugs and alcohol :

- Display [information leaflets / posters](#)
- Run an alcohol / drug awareness week in your workplace



The best way of increasing knowledge and awareness in the workplace is to develop a drugs and alcohol policy for your workplace (contact your local Health Promotion Officer for more information).

This policy should include recommendations on:

- Informing new staff of the policy at induction into the organisation
- The inclusion of the policy as a part of Employee Assistance Programme in the workplace if one is in existence
- Encourage team leaders / managers to use the performance achievement system to recognise the early signs of a staff member having a drug and / or alcohol problem
- Encourage staff to seek help from the services available within the service, while ensuring confidentiality
- Signpost managers / team leaders and staff to the services that are available in the area to support individuals who are having problems with drugs and / or alcohol.

## Tips for implementing policy:

The following initiatives are useful in raising awareness of the policy and in implementing the policy in the workplace:

- Have a pub quiz style questionnaire at lunchtime
- Alcohol free cocktail nights
- Avoid using alcohol as a method of rewarding employees
- Promote responsible drinking on staff nights out etc.
- Make the directory of treatment services / helplines etc. available to all staff

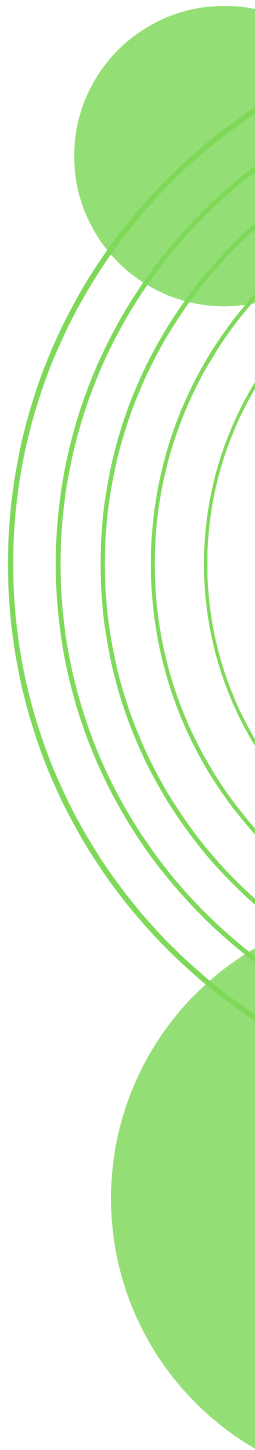
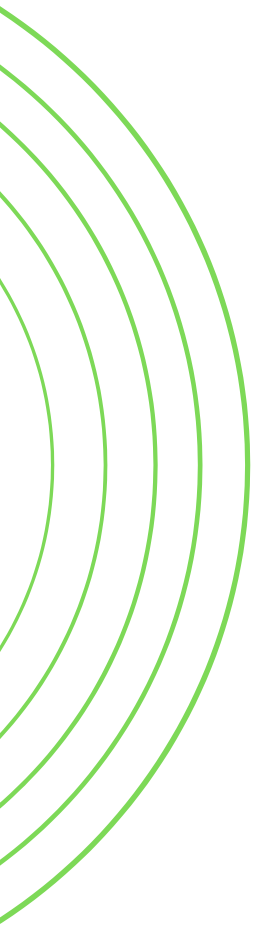


## Useful links

- [Ask About Alcohol](#)
- [Alcohol Forum, Work and Care](#)

# Case Study

## 'Feel Better in 5'



## Description of challenge:

The 'Feel Better in 5' initiative is a series of health and well-being 'snacks' that support

- BODY (increase physical activity)
- MIND (reduce stress and anxiety)
- HEART (strengthen essential connections)

Developed by Dr.Rangan Chatterjee, a GP, lifestyle medicine expert, television presenter and podcaster from the UK. His book, Feel Better in 5, takes a holistic approach to health and wellbeing and is based on health and behaviour change research. Dr Chatterjee also suggests 'snack' combinations for common conditions and concerns seen in his GP practice, for example pain, anxiety, stress, gut issues, lack of focus or energy, sleep issues and headaches.

These health snacks compliment the HSE Values in Action as the initiative reflects the 3 dimensions of encouraging self-reflection, interaction with colleagues and how we engage with service users. This translates the values into specific behaviours. It also complements other initiatives available to staff like 'Stress Control Programme' and the 'Steps Challenge'.



Mindfulness routine during her break (MIND snack)

## Outcome:

- 83% of participants felt the benefits of taking part in the 'Feel Better in 5' challenge.
- 87% of participants plan to include 'health snacks' as part of their daily routine going forward.
- 92% of participants would recommend the 'Feel Better in 5' challenge to other HSE staff.

## Why the need?

The Covid-19 pandemic has created huge challenges and changes for frontline HSE staff. Community Physiotherapists Vanda Cummins and Aisling O'Flynn, with support from their line manager Catherine Devaney, joined forces with their psychology colleagues Sorcha Ryan, Annie O'Dowd and Ashlie McPherson, along with local champions in four health centres and secured HSE staff health and wellbeing funding to run the 'Feel Better in 5' challenge over a 10 week period between October and December 2020. The four health centres that took part in the challenge were:

1. Clontarf & Killester Health Centres, Vernon Ave (Primary Care team)
2. Millmount Health Centre, Drumcondra (Primary Care team)
3. Ballymun Health Centre (Primary Care team)
4. Anam Cara, St Canices Road, Glasnevin (Community Rehabilitation team and Community Intervention team)

## Aims of Initiative:

To improve self-care among frontline staff such as:

1. Offer a range of quick and easy health strategies that support body, mind and heart that can be easily incorporated into the working day.
2. Create a positive ripple effect in workplaces due to small changes in staff routine.
3. Boost morale, camaraderie and support team building to reduce the risks of burnout.
4. Contribute towards a positive redesign of workplace environments.
5. Complement other HSE health and wellbeing initiatives and HSE Values in Action.



Morning flow routine before work (BODY snack)

## Recruitment:

An information poster was developed and emailed to all primary care staff in the four centres as well as being displayed in kitchen areas. Champions in each site encouraged participation.

**FEEL BETTER IN 5**

DR RANGAN CHATTERJEE

**FEEL BETTER IN 5**  
Your Daily Plan to Feel Great for Life

**Staff health and wellbeing challenge, starts Thursday, 1st October 2020**

**hi**  
Healthy Ireland

**WEEK 1**  
**MIND**  
reduce stress and anxiety

**WEEK 2**  
**BODY**  
increase physical activity

**WEEK 3**  
**HEART**  
strengthen essential connections

5 min health challenges and motivational tips are based on suggestions from Dr. Rangan Chatterjee, an UK based GP, TV presenter & podcaster.

Choose one 5 minute health snack to improve your health from the following areas: **BODY** (increase physical activity), **MIND** (reduce stress and anxiety) and **HEART** (strengthen essential connections).

Can be done individually or in a small team of 2-4 people in your workplace (in compliance with social distancing recommendations).

**Incentives/prizes include:**

- Free 'Feel Better in 5' book to everyone that registers (ebooks and eAudio books are also available from HSE library via borrowbox).
- Access to healthy treats including fruit/yogurt/herbal teas at each health centre throughout the 12 week challenge.
- Chance to win some prizes, including stress relieving massages/relaxation sessions with local qualified massage therapist/reflexologist, and pottery making sessions (up to 4 HSE staff per session) in local pottery studio.

To register or for more information contact Vanda at [vanda.cummins@hse.ie](mailto:vanda.cummins@hse.ie)



SCAN TO REGISTER



(USE HSE PHONE)

SCAN TO ACCESS



WEB SITE



Recruitment poster designed by Davor Goll (Porter in Vernon Ave)

## Useful Tools and Resources

**Wellness at Work Resources**

**Business Case for Wellness at Work**

**Sample Terms of Reference**

**Sample Focus Group Template**

**Fundraising Ideas**

**Sample Action Plan**

**Participants Evaluation Form**

**Organisers Evaluation Form**

*Please Note: All above resources are available in editable word format from your Healthy Ireland Lead, or Health Promotion Officer, listed inside the front cover of this resource*



# Wellness at Work HSE Resources

The HSE is committed to supporting staff with a range of initiatives. Specifically in relation to wellness at work the following resources and literature are available.

## Health Promotion Website

Health Promotion publications such as leaflets are available for free from the [Health Promotion Website](#) once you log in and register as a health professional. A password will be sent to your email address, you then need to log in again. This allows you to order larger quantities of leaflets and posters from the website.

## Workplace Health & Wellbeing Campaigns

These campaigns can be found [Here](#)

## HI Calendar of Events

This annual calendar from HI is really useful for planning your events so they coincide with national events and campaigns. You can get the current calendar [here](#)

# Business Case for Wellness at Work

One of the overarching strategic priorities of the [Healthy Ireland Implementation Plan 2013 - 2025](#) is improving staff health and wellbeing. Building on from this, the [Healthy Ireland in the Health Services](#) implementation Plan 2015 to 2017 had one of its three Strategic priorities to improve staff health and wellbeing.

The aim of our CHO DNCC Healthy Ireland Implementation plan is *“to support and empower our service users, our communities and our staff to achieve their fullest health potential.”*

A key priority of the CHO DNCC Healthy Ireland Implementation Plan is outlined in Action 11, Staff Health and Wellbeing. A core objective is to:

*“Provide a framework to promote a proactive and engaging approach to enhancing the health and wellbeing of our staff .”*

---

## **Opportunity**

The World Health Organization (WHO) defines a healthy workplace as:

*“a place where everyone works together to achieve an agreed vision for the health and wellbeing of workers and the surrounding community. It provides all members of the workforce with physical, psychological, social and organisational conditions that protect and promote health and safety.”*

With over 4,000 employees working across Dublin North City and County Community Healthcare’s numerous and diverse sites, and people spending a third of their day at work, we are in a unique position to influence, promote and improve the health and wellbeing of our staff.

Some of the benefits to employees include:

- A safe and healthy working environment
- Reduced stress
- Improved morale
- Increased job satisfaction and
- Improved sense of wellbeing

Some of the benefits to the HSE as an employer include:

- A co-ordinated approach to health and safety
- A positive caring image
- Reduced absenteeism
- Reduced staff turn-over
- Improved productivity

## **Execution**

According to the WHO Healthy Workplace Framework, management support and engagement is at the core of any successful Wellness at Work programme. While management have a critical role in enabling and facilitating staff health and wellbeing we all have a collective responsibility to promote and advocate for the promotion of staff health and wellbeing.

---

Staff Wellness at Work Committees are key to identifying the needs of staff and prioritising areas for improvement. The purpose of the committee is to assess, plan and implement changes that will support staff to be more aware, motivated and skilled around life decisions to enhance their own and others' health and wellbeing. Their role is also to help build a workplace environment that is supportive of living a healthy lifestyle.

The main role of a Wellness Committee is to communicate, participate, motivate and support the organisation's health and wellbeing programme in order to:

- Create a healthy worksite and a culture of wellness
- Foster collaboration and enthusiasm among employees
- Provide a communication "link" between employees and management

Organisations that create a wellness committee benefit in several ways. The committee is able to help:

- Represent and share ideas and concerns
  - Reshape the organisations' culture to promote healthy living
  - Encourage a positive work environment
  - Develop and implement a Wellness at Work plan
- 

### ***Support Required***

**Leadership Commitment and Support:** Success starts with a commitment from management and continued success depends on ongoing support at all levels of the organisation. Boosting engagement in wellness can only be achieved when workers own the programme, understand how they and the organisation benefit, and are given a meaningful voice in its ongoing operation. (Harvard Business Review)

**Financial Cost:** Staff health and wellbeing does not necessitate significant expenditure with many initiatives being cost neutral. The HSE Health and Wellbeing Department has a number of resources to support staff health and wellbeing with online resources, short courses, Health Promotion Officers with expertise in specific areas, Healthy Ireland Leads for each of the four care departments and the Wellness at Work Newsletter.

Wellness at Work committees can be supported through Staff Health and Wellbeing grants (when available) to fund initiatives.

### **Ongoing Commitment:**

Staff Health and Wellness Committees should represent both management and staff.

Meetings can be held monthly or bi-monthly and in smaller sites, formal meetings may not be necessary.

Release of staff to attend meetings is imperative to the success of your committee.

Ensure Wellness at Work committee links in with support from HI leads or Health Promotion & Improvement Team and communicate clearly and regularly to all staff.

---

# Sample Wellness at Work Committee Terms of Reference

## **Purpose**

The role of the Wellness at Work committee is to develop, implement, evaluate and sustain a comprehensive workplace health promotion programme in (*name of workplace/campus*). The work will be in line with the Staff Health and Wellbeing actions in the CHO DNCC Healthy Ireland Implementation Plan and the Healthy Ireland Campus Initiative.

## **Specific Areas of Responsibility**

Specifically, the committee will:

- Identify workplace wellness needs and critical areas of focus for the Wellness at Work programme
- Develop an annual Wellness at Work plan in line with the Workplace actions outlined in the CHO DNCC and County Plan
- Ensure the principles of workplace health promotion underlie the plan and are in line with best practice
- Implement the plan
- Monitor and evaluate the plan

## **Membership**

Ideally the committee will consist of a cross section of staff including, but not limited to, clinical staff, administration and management. Support can also be provided by staff from the Health & Wellbeing Department. Sub-groups may be formed as appropriate and include members beyond the committee members.

## **Term**

Committee members will serve for two years and will have an opportunity to renew their term for an additional 2 years.

## **Roles in Committee**

The chair of the Wellness at Work committee will be a member of the committee and will be determined through an annual nomination process. The Chair will be responsible for: drafting the agenda for meetings; ensuring minutes are recorded; managing meetings and providing the supports required by the committee.

A member will be nominated to act as a recorder and will be responsible for recording and distributing the minutes of the meeting. Minutes will be circulated to members within a week of meetings.

## **Meetings**

The Committee will meet monthly or more frequently as deemed appropriate by the group. A quorum of fifty (50) percent plus one (1) must be met in order to proceed with the meeting.

## **Decision Making**

When making decisions, the Wellness at Work committee will strive for consensus. Consensus is defined as being able to live with, accept, and support a decision when members are not in total agreement.

### ***Meeting Guidelines***

The following group member meeting guidelines will be followed:

- We have a shared responsibility for team process and the work of the committee.
- We will respect the opinions of all members and treat each other with respect.
- We will actively contribute to the discussions.
- We will keep an open mind to new and different ideas.
- We will respect the confidentiality of all discussions in the meetings.
- We will use open and honest communication with each other at all times.

### ***Approval***

Terms of Reference (TOR) will be reviewed and approved at the first meeting of the committee. TOR will be reviewed annually thereafter.

---

### ***Members of (location) Wellness at Work Committee***

List members here.

---

## Fundraising Ideas

Something to consider when setting up a Wellness at Work initiative is where the funding will come from. In many instances it may not be necessary to get funding if we look to the skills of those involved in the Wellness at Work Committee and the wider staff complement. Do we have a walking leader, yoga instructor, handyman/woman in our midst who are willing to offer their skills and time in order to facilitate or run a programme? Can management free them up for an hour a week to run the programme to cover their lunch break or the time it takes to plan and run the session?

It is also worth contacting the CHO DNCC Health and Wellbeing Division, [hwb.dncc@hse.ie](mailto:hwb.dncc@hse.ie) to enquire about possible grant schemes. Where you do require funding and if there is no obvious grant source, then below are a selection of ideas that you can do to raise funds. Many of these ideas will also foster a sense of team spirit and you can have fun working together to achieve your funding goal. Please ensure you have management permission before embarking on any of these fundraising initiatives if the funds are linked to fundraising for your Wellness at Work Initiative.

*Sponsored run/walk/sports event*  
*Auction (actual/virtual)*  
*Fundraising raffle/sell lines*  
*Local celebrity appearance*  
*Grow a beard*  
*Bake sale/car boot sale/yard sale*  
*Comedy night/Virtual comedy night*  
*Strictly or lip-sync*  
*Movie or quiz night*  
*Cards and or books (produced by staff)*  
*Loose change*  
*Lunch and learn*  
*Santa*  
*Easter egg hunt*  
*Dance marathon*  
*Split the bucket 50/50 raffle*

*Celebrate a special day/event*  
*Swear Jar*  
*Swap Shop*  
*Jeans or casual dress day*  
*Head shave, leg wax or hair dye*  
*Cold water plunge/bucket challenge*  
*Host a talent show*  
*Play*  
*Cookbook*  
*Fancy dress photo competition*  
*Sleep out*  
*Cooking Class (Virtual option) or Cook off*  
*Christmas Carol Service*  
*Bowl-a-Thon (Bowling)*  
*Crowd funding coffee morning*





# Sample Action Plan

Sample Staff Wellbeing Action Plan

Action Area	Current Situation	Desired Outcome	Specific Tasks	Dates	Who is responsible	Achieved
Developing outdoor green space	Have a grassy area	Staff seating Flower beds Shelter for wet days	Order seating Link with maintenance	September 30 <sup>th</sup>	MOL	30/09/21

## Participants Evaluation Form

Title of Activity/Event: \_\_\_\_\_ Date: \_\_\_\_\_

Name (optional): \_\_\_\_\_

***What did you find most useful about this Wellness Work activity/event and why?***

***What did you find least useful about this Wellness Work activity/event and why?***

---

---

***Can you suggest ways to improve future Wellness at Work activities/events?***

---

---

***Have you any further Wellness needs – arising from this day? If so please state***

---

---

***What is your key take away message from this Wellness at Work activity/event?***

---

---

***Any other comments?***

---

---

*Thank you for your participation*

## Organisers Evaluation Form

<b>Name of Event</b>	
<b>Date and Time of Event</b>	
<b>Location of Event</b>	
<b>Final Budget for Event</b>	
<b>Event Speakers</b>	
<b>Committee Members Involved in Delivery of Event</b>	

❖ Rate from 1-5 how you think the following aspects of the event delivery went (1-very poor, 2-poor, 3-fair, 4-good, 5-very good). Circle

- |                           |                   |
|---------------------------|-------------------|
| 1. Planning and logistics | 1---2---3---4---5 |
| 2. Participant Engagement | 1---2---3---4---5 |
| 3. Community Interest     | 1---2---3---4---5 |
| 4. Event Execution        | 1---2---3---4---5 |
| 5. Venue Suitability      | 1---2---3---4---5 |
| 6. Attendance             | 1---2---3---4---5 |
| 7. Positive Impact        | 1---2---3---4---5 |

- ❖ Were managers invited to the event ? Y N
- ❖ Did they attend? Y N
- ❖ Was this event advertised? Y N
- ❖ If yes, how was it advertised? \_\_\_\_\_
- ❖ Was adequate time given to advertise the event? Y N
- ❖ Did the event meet its intended purpose and objective? Y N
- ❖ Did you enjoy the event? Y N Why? \_\_\_\_\_

<b>List or describe what you thought was successful or worked well</b>

**List or describe what you thought was NOT successful or did not work well**

***List or describe what you would have done differently?***

**List your recommendations for improvement for future events**

**Any other comments or learning from this?**

***Date published:*** September 2021  
***Updated:*** February 2022  
***To be reviewed:*** September 2022 & Annually